DATE: December 31, 2019

TO: Dave Ruller, City Manager

FROM: Bridget Susel, Community Development Director

RE: Proposed Interim Measure: Architectural Review Board Authority

On April 17, 2019, Kent City Council authorized the re-zoning of a 3.191 acre parcel on West Williams Street from “Industrial (I)” to “Commercial-Downtown (C-D).” Subsequent to the re-zoning, the property owner submitted a proposed hotel project to the Planning Commission for site plan review and approval. All projects requiring Planning Commission consideration must first be reviewed by the Architectural Review Board (ARB) and if a project is located within an area designated as an Overlay District, the ARB is required to issue a “Certificate of Appropriateness” for the exterior design of the structure prior to a project being presented to the Planning Commission. Proposed projects that are not located within the geographic boundary of an Overlay District, however, are only subject to a nonbinding ARB recommendation to the Planning Commission.

Most of the C-D District currently is included in an Overlay District and is subject to approval authority by the Architectural Review Board, but the recently re-zoned 3.191 parcel is not because a formal Zoning Code amendment is required to adjust the boundary of the Overlay District to allow for its inclusion. The property owner submitted the proposed hotel project for site plan review before such an amendment could be formalized so the ARB was limited to issuing only a recommendation to Planning Commission when it reviewed the project on July 2, 2019.

The ARB supported the proposed site plan layout and landscaping, but voted unanimously to not recommend approval of the proposed hotel because the members did not find that it stylistically complemented the surrounding historic residential neighborhood or the larger visual context of the rest of the downtown Overlay District. The Planning Commission took this ARB recommendation into consideration when it reviewed the hotel site plan at its August 8, 2019 meeting, but ultimately the Commission did not require any changes to the building and the site plan was approved as submitted.
On October 1, 2019, the ARB approved Resolution 2019-01 to encourage the Planning Commission to support a Zoning Code amendment that would expand the Overlay District to include the re-zoned 3.191 acre parcel and provide the ARB with "Certificate of Appropriateness" authority over any future project, if the proposed hotel did not come to fruition or the site plan was substantially altered and required a second review by the Planning Commission.

In recognition of the ARB’s resolution, staff presented a proposed text amendment to Chapter 1121 to the Planning Commission in November that would have expanded the Overlay District to include the 3.191 acre parcel. Several questions were raised, however, during the discussion resulting in staff requesting a delay to allow time to collect more information. The proposed text amendment was presented to the Planning Commission to formalize a directive of the ARB. The questions raised by members of the Planning Commission, however, have served to reinforce for staff the importance of maintaining the current approach to the Zoning Code update, which involves staff’s detailed evaluation of each chapter, review by the selected outside consulting firm, and discussion at a work session(s) of all of the proposed chapter changes, rather than proceeding with a single amendment request.

The ARB put forth its resolution to expand the Overlay District to include the 3.191 because the members are concerned that if the proposed hotel does not get developed as planned, the ARB will not have the authority to issue a “Certificate of Appropriateness” for a proposed secondary use. In balancing the ARB’s concerns regarding the site, with the need to continue the detailed review of each chapter that has been an integral part of the comprehensive Zoning Code update process, the staff withdrew the proposed text amendment from Planning Commission consideration and is, instead, submitting a request to Council that will authorize an interim legislative action that will provide the ARB with the necessary “Certificate of Appropriateness” authority only if the proposed hotel approved by the Planning Commission does not proceed as planned. This legislation will terminate once the updated Zoning Code is formally approved in its entirety by Council.

I am respectfully requesting time at the January 8, 2020 Council Committee meeting to discuss this matter in greater detail and seek Council approval, with emergency, of this interim measure. Please let me know if you require any additional information in order to add this item to the agenda. Thank you.

Attachments

Cc:  Hope Jones, Law Director  
      Eric Fink, Assistant Law Director  
      Jen Barone, Development Engineer  
      Amy Wilkens, Clerk of Council
ARCHITECTURAL REVIEW BOARD RESOLUTION 2019-01

A RESOLUTION OF THE CITY OF KENT ARCHITECTURAL REVIEW BOARD RECOMMENDING AN AMENDMENT TO THE DOWNTOWN / WEST RIVER OVERLAY DISTRICT TO INCLUDE THE 3.191 ACRE PARCEL ON WEST WILLIAMS STREET, BOUNDED BY WEST SUMMIT STREET TO THE NORTH, FRANKLIN STREET TO THE EAST, WEST WILLIAMS STREET TO THE SOUTH, AND THE AKRON BARBERTON CLUSTER RAILWAY TO THE WEST.

WHEREAS, pursuant to Section 1120.05(d), the City of Kent Architectural Review Board is responsible for reviewing projects and improvements conducted on buildings, structures, and sites within one or more of the Architectural Design Review Overlay District(s) and has the authority to issue Certificates of Appropriateness for those projects which it finds to be in compliance with the applicable Design Guidelines; and

WHEREAS, pursuant to 1120.02, the Design Guidelines applicable to a designated area of the City are enumerated in Chapter 1121 “Architectural Review Overlay Districts” and includes the “Downtown / West River Overlay District;” and

WHEREAS, Kent City Council authorized Ordinance 2019-45 on April 17, 2019 to amend the City of Kent Zoning Districts Map to allow a 3.191 acre parcel on West Williams to be re-zoned from an “Industrial (I)” designation to a “Commercial-Downtown (C-D)” designation; NOW THEREFORE,

BE IT RESOLVED, THE CITY OF KENT ARCHITECTURAL REVIEW BOARD:

Encourages the Planning Commission to advance a favorable recommendation to Kent City Council regarding amending the “Downtown / West River Overlay District” to include the 3.191 acre parcel on West Williams Street that was re-zoned to “Commercial-Downtown (C-D)” with the passage of Ordinance 2019-45.

APPROVED: October 1, 2019 (Vote: 4 in favor; 1 absent)

Howard Boyle, Chairperson, Architectural Review Board
ORDINANCE NO. 2019-45

AN ORDINANCE AMENDING THE CITY’S ZONING DISTRICTS MAP TO ALLOW A 3.191 ACRE PARCEL ON WEST WILLIAMS TO BE RE-ZONED FROM ITS CURRENT “INDUSTRIAL (I)” ZONING DESIGNATION TO “COMMERCIAL-DOWNTOWN (C-D)”, AND DECLARING AN EMERGENCY.

WHEREAS, the City of Kent Planning Commission is recommending a proposed amendment to the City’s Zoning Districts Map to allow a 3.191 acre parcel on West Williams to be re-zoned from its current “Industrial (I) zoning designation to “Commercial-Downtown (C-D)”;

WHEREAS, if authorized, the Planning Commission added a condition requesting the authorization for the re-zoning include a covenant be recorded with the newly designated parcel requiring all future uses "whether the use is permitted or conditionally permitted, any parking plan for this parcel, on-site or off-site, must be submitted to and approved by the Planning Commission”.

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Kent, Portage County, Ohio, at least a majority of all members elected thereto concurring:

SECTION 1. That Kent City Council does hereby authorize the amendment to the City’s Zoning Districts Map to allow a 3.191 acre parcel on West Williams to be re-zoned from its current “Industrial (I) zoning designation to “Commercial-Downtown (C-D)” as shown on Exhibit “A”, attached hereto.

SECTION 2. That it is found and determined that all formal actions of this Council concerning and relating to the adoption of this Ordinance were adopted in an open meeting of this Council and that all deliberations of this Council, and of any of its committees that resulted in such formal action, were in meetings open to the public in compliance with all legal requirements of Section 121.22 of the Ohio Revised Code.

SECTION 3. That this Ordinance is hereby declared to be an emergency measure necessary for the immediate preservation of the public peace, health, safety and welfare of the residents of this City, for which reason and other reasons manifest to this Council, this Ordinance is hereby declared to be an emergency measure and shall take effect and be in force immediately after passage.

PASSED: Apr. 17, 2019

Date

Jerry T. Fiala
Mayor and President of Council

EFFECTIVE: Apr. 17, 2019

Date

ATTEST: Dawn Bishop
Interim Clerk of Council


DAWN BISHOP
INTERIM CLERK OF COUNCIL
(SEAL)
**Economic Measures**

**Conclusions**

- Ethnic Diversity continues to be reflected in our new businesses
- Continued investment in the city bodes well
- Low unemployment continues to put upward pressure on wages
- The income tax trend is not as robust as hoped for and appears to have plateaued
- Commercial vacancy rates in downtown will be monitored
- Manufacturing losses disappointing
December 6, 2019

City of Kent, Engineering  
Attn: Rhonda Boyd, P.E., P.S. - Senior Engineer  
930 Overholt Road  
Kent, OH 44240

RE:  Arby’s Water Service Request

To whom it may concern,

We are hereby requesting the City of Kent to provide water service to the property at 1821 East Main Street located in Franklin Township, OH for a proposed fast-food drive-thru restaurant.

Should you have any questions, please do not hesitate to contact me at 419-306-4024 or dgatliff@oliodevgrp.com.

Sincerely,

[Signature]

Drew Gatliff  
Development Manager  
OLIO Development Group
MEMO

TO: Dave Ruller
Amy Wilkens

FROM: Jim Bowling

DATE: December 10, 2019

RE: 101 Crain Avenue (North Water Brewery) - License Agreement

The Service Department is requesting Council time to review and approve a request from Random Ohio LLC to install an outdoor patio and entrance at 101 Crain Avenue. The patio is to be constructed in conjunction with the development of the existing building at 101 Crain Avenue into a brewery. The location of the patio is in the right-of-way where Crain Avenue was formerly located (see photo). The right-of-way is still used for public and private utilities, but upon review by the Service Department the request will have no significant impacts on our ability to maintain the utilities.

Attached is a copy of the proposed License Agreement.

C: Melanie Baker
Hope Jones
CITY OF KENT, OHIO
LICENSE AGREEMENT

THIS AGREEMENT is made by and between the CITY OF KENT, OHIO, hereinafter called "City" and Random Ohio LLC., hereinafter called the "Licensee."

The City is the owner, in fee simple or by highway easement, of land, hereinafter known as the "Property." For and in consideration of the covenants, conditions, agreements and stipulations of the License expressed herein, the City does hereby agree the Property may be used by the Licensee for the purpose as outlined in Part 1 below, in accordance with the laws and Charter of the City of Kent. The Property is more particularly described in the attached exhibit listed below.

Exhibit 11-7-2019 Set-A1 Code ADA Furniture
Exhibit 11-7-2019 Set-A2 Site
Exhibit 11-7-2019 Set-A3 Arch Site Plan
Exhibit 11-7-2019 Set-A4 Overall Floor Plan
Exhibit Proposed License Area
Exhibit Proposed License Area Description

The parties hereto covenant and agree as follows:

1. **NATURE OF INTEREST:**

   The Licensee understands that by issuing this license, the City has merely granted the Licensee the right to occupy the right-of-way and this license does not grant or convey to the Licensee any interest in the Property.

2. **USE:**

   2.1 The Property shall be used for the purpose of: **Building Access from the parking lot, pedestrian access from the public sidewalk, an outdoor patio and facility entrance** and for no other purpose.

   2.2 No structural alterations may be made to the City's property without the express written permission of the City of Kent, Director of Public Service.

3. **TERM:**

   The City does hereby agree the Property may be used by the Licensee for a term of one (1) year commencing on ____________, 2020, and ending on ____________, 2021 unless terminated earlier by either party. This license will automatically renew yearly unless one (1) month before expiration either party notifies the other of its intention to terminate per Paragraph 14.
4. NECESSARY LICENSES AND PERMITS:

4.1 Licensee shall be licensed to do business in the State of Ohio and City of Kent, and upon request, Licensee shall demonstrate to the City that any and all such licenses are in good standing. Correspondence shall be addressed as follows:

All correspondence to the City shall be addressed:
Service Director
City of Kent
930 Overholt Road
Kent, Ohio 44240

All correspondence to the Licensee shall be addressed:

Don Schejeldahl
Random Ohio LLC
122 N. Mantua
Kent, Ohio 44240

Bob Mayfield
Random Ohio LLC
346 Oakwood Drive
Kent, Ohio 44240

4.2 Licensee shall secure all necessary permits required in connection with the use of the Property and shall comply with all federal, state and local statutes, ordinances, rules, or regulations which may affect, in any respect, Licensee's use of the Property. Licensee shall, prior to the commencement of any work, obtain and thereafter maintain, at its sole cost and expense, all licenses, permits, etc., required by law with respect to its business use of the Property.

5. STORAGE AND VENDING:

No storage of materials or supplies of any nature will be permitted on the Property except as directly related to the agreed business use of the Property.

6. TAXES:

Licensee agrees to be responsible for and to timely pay all taxes and/or assessments that may be legally assessed on Licensee's interest, or on any improvements placed by Licensee on said Property, during the continuance of the license hereby created, including any real estate taxes. The Licensee must provide written notice to the City, at the address referenced in Paragraph 4.1, within thirty (30) days of payment of all taxes and/or assessments.
7. **DIRECTOR OF PUBLIC SERVICE TO ACT FOR CITY:**

The granting of this permit shall not be construed as an abridgment or waiver of any rights which the Director of Public Service has in exercising his jurisdictional powers over the City property, easements or right-of-ways. The City Director of Public Service shall act for and on behalf of the City of Kent in the issuance of and carrying out the provisions of this permit.

8. **CITY USE OF PROPERTY:**

If for any reason the Director of Public Service or his duly appointed representative deems it necessary to order the removal, reconstruction, relocation or repair of the Licensee's changes to the City's property, then said removal, reconstruction, relocation or repair shall be promptly undertaken at the sole expense of the Licensee's thereof. Failure on the part of the Licensee to conform to the provisions of this permit will be cause for suspension, revocation or annulment of this permit, as the Director of Public Service deems necessary.

9. **MAINTENANCE OF PROPERTY:**

Licensee shall, at its sole expense, keep and maintain the Property free of all weeds, debris, and flammable materials of every description, and at all times in an orderly, clean, safe, and sanitary condition consistent with neighborhood standards. A high standard of cleanliness, consistent with the location of the area as an adjunct of the City, will be required. Defoliant, noxious, or hazardous materials or chemicals shall not be used or stored on the Property.

10. **MAINTENANCE OF IMPROVEMENTS:**

10.1 Licensee, at Licensee's own cost and expense, shall maintain all of his/her improvements to the Property. Licensee shall take all steps necessary to effectively protect the Property from damage incident to the Licensee's use of such Property, all without expense to the City.

10.2 Licensee shall be liable to, and shall reimburse the City for, any damage to City owned property that in any way results from or is attributable to the use of said Property by the Licensee or any person entering upon the same with the consent of the Licensee, expressed or implied.

11. **HOLD HARMLESS:**

Licensee shall occupy and use Property at its own risk and expense and shall save the City, its officers, agents, and employees, harmless from any and all claims for damage to property, or injury to, or death of, any person, entering upon same with Licensee's consent, expressed or implied, caused by any acts or omissions of the Licensee.
12. **INSURANCE:**

12.1 At the time of the execution of this Agreement, Licensee shall, at its own expense, take out and keep in force during the terms of this Agreement:

(a) Liability insurance, in a company or companies to be approved by the City to protect against any liability to the public incident to the use of, or resulting from injury to, or death of, any person occurring in or about, the Property, in the amount of not less than *Five Hundred Thousand Dollars (500,000.00)*, to indemnify against the claim of one person, and in the amount of not less than *One Million Dollars (1,000,000.00)* against the claims of two (2) or more persons resulting from any one (1) accident.

(b) Property damage or other insurance in a company or companies to be approved by the City to protect Licensee, and the City against any and every liability incident to the use of or resulting from any and every cause occurring in, or about, the Property, including any and all liability of the Licensee, in the amount of not less than *One Hundred Thousand Dollars (100,000.00)*. Said policies shall inure to the contingent liabilities, if any, of the Licensee and the City, and shall obligate the insurance carriers to notify Licensee and the City, in writing, not less than thirty (30) days prior to cancellation thereof, or any other change affecting the coverage of the policies. If said policies contain any exclusion concerning property in the care, custody or control of the insured, an endorsement shall be attached thereto stating that such exclusion shall not apply with regard to any liability of the Licensee and the City.

12.2 A copy of the "Certificate of Insurance" will be submitted to the City at the time of execution of license and annually thereafter.

13. **MODIFICATION:**

The terms of this Agreement may be modified upon agreement of the parties.

14. **REVOCATION AND TERMINATION:**

14.1 The City may revoke this license at any time. The Licensee may terminate this Agreement at any time.

14.2 In the event this license is revoked or the Agreement is terminated the Licensee will peaceably and quietly leave, surrender, and yield up to the City the Property. The Property will be restored to its previous condition at the expense of the Licensee and no costs for removal will be reimbursed by the City.
14.3 Upon revocation of the license or upon termination or expiration of Agreement, any personal property, or other appurtenances, including all footings, foundations, and utilities, placed on the City property will be removed by Licensee. If any such appurtenances are not so removed after ninety (90) days written notice from the City to the Licensee, the City may proceed to remove the same and to restore the Property and the Licensee will pay the City, on demand, the reasonable cost and expense of such removal and restoration.

15. RELOCATION:

A Licensee who licenses property from the City shall not be eligible for relocation payments.

IN WITNESS WHEREOF, this Agreement has been executed in duplicate by the parties hereto as of the date herein last written below. Licensee acknowledges receipt of a copy of this Agreement and agrees to comply with the provisions herein contained.

LICENSEE(S): Random Ohio LLC.

<table>
<thead>
<tr>
<th>Signature</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>122 N. Mantua</td>
<td>346 Oakwood Drive</td>
</tr>
<tr>
<td>Kent, Ohio 44240</td>
<td>Kent, Ohio 44240</td>
</tr>
<tr>
<td>Mailing Address</td>
<td></td>
</tr>
</tbody>
</table>

| 828-772-9374 | 330-221-5288 |
| Telephone | |

Date

CITY OF KENT, OHIO

<table>
<thead>
<tr>
<th>Director of Public Service</th>
<th>Date</th>
</tr>
</thead>
</table>

APPROVED AS TO FORM:

Hope Jones, Law Director
City of Kent
LICENCE AREA
2425 square feet

Situated in the City of Kent, Portage County, Ohio and known as being part of Lot 30 and Lot 31 of the former Franklin Township and more fully described as follows:

Commencing at a bar in a monument box found at the intersection of the centerline of Lake Street (60 foot right of way ) and Lock Street (33 foot right of way); thence S. 67°59'04"W., 503.78 feet along the centerline of said Lake Street to the TRUE PLACE OF BEGINNING for the LICENSE AREA herein described;

1) Thence S. 67°59'04"W., 54.60 feet continuing along the centerline of said Lake Street to the easterly right of way line of the Akron Barberton Cluster Railway Company;

2) Thence N. 00°13'48"W., 32.31 feet along the easterly right of way line of said railway to the southwesterly corner of a parcel now or formerly owned by R R M J Properties of Ohio LLC as recorded in Instrument Number 200427295 of the Portage County Records also being the on the northerly right of way line of said Lake Street;

3) Thence N. 67°59'04"E., 117.38 feet along the southerly line of said R R M J Properties parcel and northerly right of way line of said Lake Street to the southeasterly corner of said R R M J Properties parcel;

4) Thence S. 00°14'36"E., 2.46 feet along the projection of the easterly line of said R R M J Properties parcel to a point;

5) Thence along the arc of a non tangent curve to the left, said curve having the following properties:

\[
\begin{align*}
&\text{arc length} = 79.51\text{feet} \\
&\text{radius} = 183.00\ \text{feet} \\
&\text{chord bearing} = S. \ 47°25'10"W. \\
&\text{chord length} = 78.89\ \text{feet} \\
&\text{delta angle} = 24°53'40" \\
&\text{tangent length} = 40.39\ \text{feet}
\end{align*}
\]

To the TRUE PLACE OF BEGINNING and containing 2425 square feet of land.
To: Dave Ruller, City Manager

From: Harrison Wicks, Assistant to the City Manager

Date: December 30, 2019

RE: Bicycle Friendly Community Designation – Request to Submit Application

The Sustainability Commission would like to request committee time to discuss the Bicycle Friendly Community (BFC) designation administered by the League of American Bicyclists, and recommend that the City of Kent submit an application for the Bronze Level recognition.

The BFC program provides a roadmap to improving conditions for bicycling and guidance to help make Kent a more bikeable community. Making bicycling safe and convenient are keys to improving public health, reducing traffic congestion, improving air quality and improving quality of life.

Since the creation of the BFC program in 1995, there are currently 488 recognized Bicycle Friendly Communities. Local municipalities with the Bronze Level recognition or higher include the cities of Akron, Barberton, Hudson, and Shaker Heights.

Additionally, the League of American Bicyclists offers a Bicycle Friendly University (BFU) designation that has currently been held by Kent State University since 2016 at the bronze level. The BFU program recognizes institutions of higher education for promoting and providing a more bikeable campus for students, staff and visitors.

The City of Kent has made great strides to connect bicycle infrastructure, notably the Portage Hike & Bike Trail, that has connected KSU to downtown Kent and beyond to regional bike networks. Currently Kent has 5.6 miles of bike lanes, 8.6 miles of shared use paths (paved and unpaved), ride sharing opportunities, and end of ride facilities, or bike racks, throughout the City.

In an effort to maintain and grow these bicycle networks, facilities, and education programs, the BFC designation will allow City staff to strategically plan for the future and provide the Kent community a roadmap for continuous improvement.

Please let me know if you have any questions concerning the attached materials or if you need any additional information. Thank you.

cc: Amy Wilkens, Clerk of Council
BICYCLE FRIENDLY AMERICA

Building a

Innovative Leaders, Inclusive Policies, and Plans That Make Cycling Accessible and Easy.

1. ENGAGEMENT: Physical infrastructure and support cycling programs that encourage people to ride and opportunities that inspire and enable that passion and access to those benefits.

2. EDUCATION: Promotions that encourage cycling and cycling safety, comfort, and convenience of programs that encourage the incorporation of physical infrastructure and support cycling programs that encourage people to ride.

3. ENHANCE: Physical infrastructure and support cycling programs that encourage people to ride and opportunities that inspire and enable that passion and access to those benefits.

4. ENFORCEMENT: Equitable laws and policies that promote cycling.

5. EVALUATION: Processes that demonstrate a rigorous framework for measuring results and community to measure and support projects, policies, programs, and plans that re-energize and build a sustainable cycling culture.

THE BENEFITS OF BICYCLING

and provides to retain our position.

continue to improve and develop policies.

professions, the designation is an extension to

local and state agencies, bicycle groups and health

recognizes the hard work and cooperation among

The #1 Bicycle Friendly State designation

- Mayor R.T. Rybak - Minneapolis, Minn.

... and experience the city on two wheels.

...have more, more ways for people to commute

bicycling cities and those investments mean we

a dedicated effort to be one of the nation's top

a tremendous honor, and it recognizes what a great

our Gold Bicycle Friendly designation is a

indy Airlines / Photo: John Chavees
Association of Governments.

and includes summer bicycle camps,' says Ann Channica, Senior Transportation Planner, Pima
skills each year and the Safe Routes to School Program has now expanded into the middle schools
programs, 'The Bicycle Ambassador Program has taught more than 1,000 adults safe cycling
The Tucson/East Pima Region attracted Gold BFC status with an array of exceptional education
encouragement programs. Reelit that,' says Missoulia Mayor John Engen.

d and bike education and
extensive off-street bike trail system, together with our miles of bike lanes, and bike education and
advocates, has worked hard to integrate and promote bicycle commuting, and we're proud that our
thanks in part to the addition of protected bike lanes.' The City of Missoulia, together with citizen
improves infrastructure isn't just for big cities, Missoulia's Mont. Recently rose to Gold BFC status

PHOTOS: Tucson/East Pima Region (L) and Missoulia, Mont. (R)

why should my community

become a bfc?

better, bikeable communities are a reality.

assistance to make your distinctive vision for a
improve conditions for bicycling and direct
Community Program provides a roadmap to
and work, but bikeable communities are bike-friendly
101 - a place where people don't just ride
a vibrant destination for residents and visitors
It's an opportunity to make your community
the solution to many municipal challenges.
Bicycling is more than a practical, cost-effective

costs while cutting their carbon emissions.

benefits, and Governance are key in attracting
your community.

pockets to spend in the local economy. When
properties values and more money in their
health benefits, reduced congestion, increased
opportunities to ride, residents enjoy dramatic

- controllable pay hikes drivers in cities. come-

simple steps to make bicycling safe and
WHAT MAKES A BICYCLE FRIENDLY COMMUNITY WELCOMES

WHAT'S THE BENEFIT OF BEING A BFC?

HOW DO I GET STARTED?

The Bicycle-Friendly Community (BFC) is a program that recognizes communities that have implemented policies, programs, and facilities to make it easier and safer for people to bike. BFCs are awarded a Bronze, Silver, Gold, or Platinum designation based on the level of support they provide for bicycling. To be considered for a BFC designation, communities must complete an application and be scored based on their level of support for bicycling.

The benefits of being a BFC include increased safety for bicyclists, improved public health, reduced traffic congestion, and enhanced economic development. BFCs provide a model for other communities to follow, and they help to raise awareness of the benefits of bicycling as a sustainable and healthy mode of transportation.

If your community is interested in becoming a BFC, please visit the BFC website to learn more about the application process and to find a program that best fits your needs.
- By Allen Crawford, Bike Long Beach

Fun to go to school, to get to work and to run errands.

Doing, most importantly we are seeing more and more people on their bikes, riding for living culture. We are seeing controversies about Long Beach because of what we are doing. Most importantly we are seeing more and more people on their bikes, riding for living culture. We are seeing controversies about Long Beach because of what we are doing, most importantly, we are seeing more and more people on their bikes, riding for living culture.

We are now seeing people move to Long Beach because of our biking and our active living culture.

We have tripled the number of kids riding bikes to school.

Businesses districts on some streets. Where we have put in new bike infrastructure, we bike-friendly businesses to our bike Saturday program and credited Long Beach for making it bike-friendly.

Businesses have opened in Long Beach since 2010. We’ve added more than 170

At the time we had a few bike lanes along with beach and river paths that were

League’s application would be important measures for us.

Be important to our civic and business leaders, and that the metrics set out in the

becoming Silver, then Gold and eventually Platinum. We knew this recognition would

In 2009, we were given Bronze BCSelects and we immediately set our sights on

Our progress along the way.

Gave us a something to strive for, and we knew that we needed milestones to measure

"Long Beach: The most bike-friendly city in the US." It wasn’t true at the time, but it

Four years ago, Long Beach put an ambitious statement on the wall of our City Hall:
Memo

TO: Parks and Recreation Board
FROM: Kevin Schwartzhoff
CC: Dave Ruller, Harrison Wicks; Amy Wilkens
DATE: December 13, 2019
RE: Parks & Recreation Master Plan Recommendation

Background

The last parks and recreation master plan study was completed in 1995 and performed by R.J. Ankom Associates which included a feasibility study conducted by Brandstetter Carroll Inc. (BCI) for a recreation center and outdoor pool complex. Many of the recommendations outlined in the plan have been completed over the last 25 years and the plan has helped grow and improve the department. The department has almost doubled land acreage to its current level of 380 acres, developed 9 new park sites, developed a major trail network connecting the community and a budget that increased from $670,000 to over $2.3 million. With all of these changes over the last 25 years it is imperative that we systematically plan for the next 10 years.

Analysis

BCI has a history with the city. They participated in the 1995 Park and Recreation Master Plan, developed the Kent Health and Wellness Concept Plan and is the architect of record for the new city hall project.

They performed the Portage Park District Comprehensive Strategic Master Plan completed in 2016. Christine Craycroft, Director, was very pleased with BCI and the plan they developed. As a comparison the cost for their plan was $100,000.

They recently completed Tallmadge Park and Recreation Master Plan that was presented to Tallmadge City Council in July of 2019. Jessica Simons, Director, indicates the experience with BCI was positive and they liked the amount of public participation that was gathered. As a cost comparison the cost for their plan was $78,000.

They have performed dozens of master plan studies in Ohio and have a great reputation of being a premier consultant on park master plans and park design.

I have previously worked with BCI on the feasibility study for a community recreation center and two park master plans from design phase thru project completion.
I was pleased with their performance and knowledge of park planning/design.

Recommendation

Having a comprehensive evaluation of our parks, facilities and programs will give us a perspective from our residents and the consultant that is sometimes missed when looking from the inside.

The public participation information gathered will be very beneficial when applying for grants, most applications require you to explain how you involved the community in your need for new/renovated facilities.

Having a capital projects plan and timeframe will allow us to budget improvements in a logical sequence that our funds can support.

The 2020 Budget has an appropriation to support the cost of the Master Plan.

I recommend we contract with BCI based on the deliverables outlined in their presentation and Scope of Services in the Agreement Parks and Recreation Master Plan City of Kent Ohio. The Agreement would be formalized after the first of the year. Approved by the Kent Parks and Recreation Board. (12/19/2019).

The Agreement has been approved as to form by Hope Jones, Law Director. (12/16/2019).
AGREEMENT
PARKS AND RECREATION MASTER PLAN
CITY OF KENT, OHIO

This Agreement is made between the City of Kent, Ohio (Owner) and Brandstetter Carroll Inc. (Consultants) whereas the Consultant proposes to provide park and recreation system master planning services for the City of Kent.

I. SCOPE OF SERVICES

EVALUATE PHASE

1. Planning Context
   a. Master Plan Steering Committee – The City will appoint a Master Plan Steering Committee to work with the Consultants throughout the process. The Consultants will meet with them regularly with updates of the findings and the Committee will assist in establishing the future vision, goals and objectives, and priorities. The Steering Committee should include members of the Park and Recreation Board along with representatives from the City Administration and Staff, Parks and Recreation Department, Schools, Sports Organizations, City Council, Planning Board, and other organizations.
   b. Demographic Analysis – Using information provided by the City of Kent and other sources, perform an analysis of the demographic and population characteristics of Kent.
      1. Using ESRI Business Analyst Software and by coordinating with the Kent Staff, identify the demographic and land use trends and characteristics within the City limits. Information may include:
         ▪ Demographic characteristics (quantity, ages, race, etc.)
         ▪ Five year population projections
         ▪ Household size
         ▪ Average or median household income and per capita income
   c. Review of Previous Studies – Review all previous studies that will be provided by the Owner that pertain to the delivery of parks, recreation and leisure services, including, but not limited to: the previous Kent Parks and Recreation Master Plan, Kent Comprehensive Plan/Bicentennial Plan, Campus Link Neighborhood, City Strategic Plan, land use plans, previous Park Master Plans, annual reports, program guides, newsletters, policies, use agreements, brochures, School District plans, and other planning studies. Summarize the key findings of each report to be included in an appendix to the report.
   d. Benchmarking Comparisons to Similar Systems – Using the NRPA ParkMetrics (formerly PRORAGIS) program to compare facilities, programs, operating budgets, etc. with other like agencies. Communities throughout Ohio and the midwest with similar populations will be included in the analysis.
   e. Management Structure – Perform a review and analysis of the existing management structure, staff levels, policies and operations.
   f. Kent Policy Review – Perform a review of Kent policies, and any mandated plans as they may impact park and recreation facilities, programs and services.
   g. Funding Analysis – Review the past five year’s budgets and the proposed future operating and capital budgets.
   h. Report and Presentation – Prepare a report summarizing this phase and present it to the Master Plan Steering Committee.

2. Existing Parks, Facilities, and Programs Analysis
   a. Parks, Open Space and Facilities Inventory – Inventory all existing parks and recreation facilities offered in Kent, including parks and facilities operated by others including Schools,
County and State Parks, private or non-profit recreation facilities, and others. Make site visits to all of the City of Kent owned facilities with the purpose of observing the existing conditions and opportunities for improvements. A detailed Qualitative Assessment form will be completed for each City-owned facility.

b. Recreation Programs Assessment – Use public input, staff input and the Consultant’s observations to perform a review of current program and service offerings, levels of usage, attendance, and customer satisfaction levels. The Needs Assessment Survey will be utilized to identify existing satisfaction levels. The Stakeholder Groups in the Needs Analysis Phase will be part of this analysis. Identify the core programs that should be offered, competition for these program users, customer satisfaction, and the potential for market growth.

c. City-Wide Park and Recreation Facilities Map – Prepare a map using GIS software which illustrates all of the City-owned parks and recreation facilities and trails as well as those of the Schools and other providers in the area.

d. Geographic Distribution – Service Gap Analysis – Prepare an analysis of the current service gaps by mapping the locations of current parks by park-type categories using walk and drive times. Specific facilities will also be mapped to compare the household locations with the facility locations. Individual maps will be prepared for picnic shelters, trails, playgrounds, soccer fields, baseball/softball diamonds, and more to identify the distribution of the specific facilities throughout the community. A Composite Service Areas Map will be prepared which identifies the overall service delivery throughout the City.

e. Report and Presentation - Prepare a report summarizing this phase and make a presentation of the findings to the Master Plan Steering Committee.

ENGAGE PHASE

1. Needs Assessment

a. Kick-Off Event/Open House – In conjunction with the Parks and Recreation Department, conduct an event (possibly combined with an existing program event) in which participants will complete surveys, interact with Staff and the Consultants, use play money to vote on their priorities for various improvements, and become informed about the project interactive web site and on-line surveys. The purpose of this public workshop will be to solicit input from the citizens and users regarding their concerns and opinions about existing facilities and programs, and their desires for future facilities and programs. The workshops will be interactive and involve all participants in a variety of methods.

b. Staff Input – Conduct meetings, employee survey, and interviews with the Kent staff members regarding their perceptions of the public’s needs and concerns, and the potential for improved services, facilities, programs, and public access. Identify the strengths, weaknesses, service needs and impediments (SWOT) to current operations. Staff will be invited from the following City Departments: Parks and Recreation, Public Works, Zoning, Engineering, Administration, Police, Economic Development, and Planning. The public input process will assist in this exercise.

c. Stakeholder/Focus Groups – Conduct up to 10 stakeholder group meetings and round table discussions with various special interest and user groups. Kent will provide invitations and meeting space for these meetings. Anticipated groups may include: program users, parents of children in programs, partner organizations, school children, organized athletic league officials, School Board, senior citizens, cultural arts organizations, partners in service, and other organizations to be identified between the Consultant, Steering Committee, and City of Kent. The questions will be sent to the stakeholder group participants for discussions with their organizations before the actual focus group.

d. MindMixer Web Based Public Engagement Program – Set up and manage a web site to solicit public engagement. BCI currently uses MindMixer, which is a web based on-line community collaboration program whereby residents can find out about the project, input their ideas, second ideas, respond to instant polls, respond to web surveys, and much more. The web site will be specifically for the Kent.
e. **Household Needs Assessment Survey** – The input from the workshops, stakeholder groups and staff input will be utilized to develop a statistically valid mail and/or phone survey with a minimum of 400 responses from planning areas of Kent. Surveys will be mailed to at least 2,000 households. The base survey included in this proposal is a 5-page survey. The responses will be geocoded to allow analysis by geographic area. Cross tables will be generated to analyze specific items such as priorities of families with children, households with seniors, etc. The survey will be used to identify:

- Current satisfaction levels with programs and facilities;
- Participation and satisfaction with current programs;
- Parks currently used;
- Needs for various indoor and outdoor facilities and programs;
- Identification of the most needed indoor and outdoor facilities;
- Identification of the primary functions that should be performed by the Kent regarding parks, recreation, open space, greenways, trail linkages, horticulture, arts, programs and facilities;
- Specific questions pertaining to any proposed new facilities.

g. **Web-Based Survey** – Conduct a shorter web-based survey asking similar questions to the Household Needs Assessment Survey. Whereas the statistically valid mail survey will reach a selected, random sample of residents, the goal of this survey is to engage as many residents as possible. The survey will utilize the BCI subscription to Survey Monkey. Questions will be approved by the Master Plan Steering Committee. Kent will promote the use of the web survey through email blasts, newsletter announcements, in Touch Magazine, placement on their web page, and other methods. A printed version will also be available which can be printed and/or handed out at City buildings and program sites.

f. **Needs Analysis Report** – Prepare a summary report of the Needs Analysis for review by the Master Plan Steering Committee.

h. **Needs Assessment Presentation** – Conduct a public workshop presentation of the preliminary findings of the Needs Assessment effort. The purpose of this meeting will be to inform the public of preliminary findings prior to the development of specific recommendations.

### ENVISION PHASE

1. **Vision, Goals and Objectives** – Working with the Master Plan Steering Committee, Parks and Recreation Department, and Parks and Recreation Board - The Consultant will:

   **Vision, Goals & Objectives** – Using all of the previous findings, identify the following:

   - Develop a mission statement for the Parks and Recreation Department;
   - Identify the Future Vision for Parks and Recreation in Kent;
   - Identify Proposed Level of Service Standards for park land and specific recreation facilities;
   - Identify Short Term Goals and Objectives;
   - Identify Long Term Goals and Objectives.

2. **Level of Service Guidelines** – Develop Level of Service Guidelines for the City of Kent based on the public input, the Benchmarking Comparison Survey, and with standards and guidelines developed by the Consultant based on previous experience. The standards will identify guidelines and definitions for park types and their respective service areas and characteristics, facility types and criteria, facility per population standards and geographic distribution criteria.

### PLANNING PHASE

1. **Physical Planning, Program, and Services Recommendations** – The Consultant will:
a. **City Wide Park and Facility Improvement Recommendations** – Prepare a City-wide map illustrating proposed general locations of new parks by park type categories (mini-park, neighborhood, community, special use, nature, or linear park).

b. **Level of Service Guidelines** – Develop Level of Service Guidelines for the City of Kent based on the public input, the Benchmarking Comparison Survey, and with standards and guidelines developed by the Consultant based on previous experience. The standards will identify guidelines and definitions for park types and their respective service areas and characteristics, facility types and criteria, facility per population standards and geographic distribution criteria.

c. **Individual Park Recommendations and Costs** – Identify the specific needed improvements at each park or recreation facility. Prepare level of magnitude costs for each capital improvement recommended in the plan.

d. **Park Concept Plans** – Prepare park concept plans for up to three (3) parks to illustrate significant changes in overall park design. Additional concepts can be provided for additional fees as outlined in the Fee Proposal. Prepare text recommendations for improvements at other parks.

e. **Capital Improvement and Land Acquisition Priorities** – Work with Kent staff and the Master Plan Steering Committee to prioritize, by selected facility type, the capital improvements and acquisitions. This process will identify the short range (0-2 years), mid-range (3-5 years) and long-range (6-10 years) recommendations. Proposed land acquisition will also be prioritized.

f. **Report** – Prepare a summary report of the Recommendations stage.

g. **Presentations** – Present the plan and recommendations to the Steering Committee and Recreation Commission.

2. **Action Plan** – The Consultant will develop:

   a. **Phased Implementation Plan** with specific strategies and recommendations for:
      - Guidelines for prioritization of future capital improvements;
      - Land acquisition;
      - Trail recommendations;
      - Parks, greenway and open space land acquisition;
      - Facility recommendations;
      - Park and facility operations recommendations;
      - Programs and services recommendations;
      - Budgeting and funding/financial management recommendations and priorities;
      - This process will identify the short range (0-2 years), mid-range (3-5 years) and long-range (6-10 years) action steps along with the responsible party and potential funding sources
      - The strategies will be referenced to the City Comprehensive Plan.

   b. **Funding Recommendations** – Identify potential funding sources and their applicability for the recommendations in the Master Plan.

   c. **Draft Master Plan** – Prepare a Draft Master Plan for review by the City staff and Master Plan Steering Committee.

   d. **Action Plan Presentation** – Make a presentation of the Draft Action Plan and Final Needs Assessment recommendations to the Master Plan Steering Committee and other groups as identified.

   e. **Final Master Plan** – Following the reviews of each of the separate reports, prepare a Final Master Plan that includes all components of the planning process.

   f. **Final Presentations** – Make presentations of the Final Master Plan to the Master Plan Steering Committee, Park and Recreation Board, and Kent City Council.

   g. **Executive Summary** – Prepare an Executive Summary that summarizes the findings, recommendations, and actions.
3. **Deliverables** – Final deliverables will include:
   a. A Service Area Map showing existing and proposed residential areas, existing park locations, existing park service areas, and proposed parks, walkways, bikeways and recreation facility locations. These items may be included as one map or separated into several maps, depending upon the clarity of the information and the need for separate maps.
   b. Ten (10) copies of all Technical Reports
   c. Ten (10) copies of the Draft Master Plan
   d. Twenty (20) copies of the Final Master Plan and Executive Summary including all of the previous reports.
   e. Digital copies of all reports and graphics for use by the Owner.
   f. Maps will be prepared in digital shapefile format using ESRI ArcGIS 10.5 for use by the Owner.

II. **FEES & CONDITIONS**

1. Fees – For the above referenced Scope of Services, the Consultants shall be paid the following fees.
   a. Planning Context $10,000
   b. Site, Facilities and Programs Analysis $10,000
   c. Needs Assessment $26,000
   d. Vision, Goals and Objectives $3,000
   e. Physical Planning $13,000
   f. Action Plan & Final Master Plan $13,000
   **Total Fee** $75,000

   Additional site concept plans may be provided at a fee of $2,500 each

2. Conditions
   a. Any additional copies that are requested by the Owner will be billed to the Owner at the actual printing and preparation costs.
   b. The Owner will provide digital maps of the entire City and the individual sites for use by the Consultant.
   c. The Consultant will be paid monthly based on the percentage of work completed in the previous month.
   d. The Owner will provide the consultant with copies of previous studies related to the delivery of parks and recreation services.
   e. The Owner will coordinate the invitations, scheduling and room arrangements for the stakeholder meetings and public input meetings.
   f. The Owner will promote the web survey and on-line civic engagement.
THIS AGREEMENT PROPOSED BY:

Brandstetter Carroll Inc.

__________________________________________
Benjamin F. Brandstetter

President
Title
Date

__________________________________________

THIS AGREEMENT ACCEPTED BY:

City of Kent, Ohio

__________________________________________

Name
Title
Date
BRANDSTETTER CARROLL INC.
STANDARD PROVISIONS

(1) Consultant's Scope of Services and Additional Services  The Consultant's undertaking to perform professional services extends only to the services specifically described in this Agreement. However, if requested by the Owner and agreed to by the Consultants, the Consultants will perform additional services ("Additional Services"), and such Additional Services shall be governed by these provisions. Unless otherwise agreed to in writing, the Owner shall pay the Consultants for the performance of any Additional Services an amount based upon the Consultant's then-current hourly rates.

(2) Owner's Responsibilities  In addition to other responsibilities described herein or imposed by law, the Owner shall:

(a) Designate in writing a person to act as its representative with respect to this Agreement, such person having complete authority to transmit instructions, receive information, and make or interpret the Owner's decisions.

(b) Provide all information and criteria as to the Owner's requirements, objectives, and expectations for the project including all numerical criteria that are to be met and all standards of development, design, or construction.

(c) Provide to the Consultants all previous studies, plans, or other documents pertaining to the project and all new data reasonably necessary in the Consultant's opinion, such as site survey and engineering data, environmental impact assessments or statements, zoning or other land use regulations, etc., upon all of which the Consultants may rely.

(d) Arrange for access to the site and other private or public property as required for the Consultants to provide its services.

(e) Review all documents or oral reports presented by the Consultants and render in writing decisions pertaining thereto within a reasonable time so as not to delay the services of the Consultants.

(f) Furnish approvals and permits from governmental authorities having jurisdiction over the project and approvals and consents from other parties as may be necessary for completion of the Consultant's services.

(g) Give prompt written notice to the Consultants whenever the Owner becomes aware of any development that affects the scope and timing of the Consultant's services or any defect or noncompliance in any aspect of the project.

(h) Bear all costs incident to the responsibilities of the Owner.

(3) Period of Services  Unless otherwise stated herein, the Consultants will begin work timely after receipt of an executed copy of this Agreement and will complete the services in a reasonable time. This Agreement is made in anticipation of conditions permitting continuous and orderly progress through completion of the services. Times for performance shall be extended as necessary for delays or suspensions due to circumstances that the Consultants do not control. If such delay or suspension extends for more than six months (cumulatively), Consultant's compensation shall be renegotiated.

(4) Method of Payment  Compensation shall be paid to the Consultants in accordance with the following provisions:

(a) Invoices will be submitted by the Consultants to the Owner periodically for services performed and expenses incurred. Payment of each invoice will be due within 30 days of receipt. If the Owner fails to make any payment due the Consultants under this or any other agreement within 30 days after the Consultant's transmittal of its invoice, the Consultants may, after giving notice to the Owner, suspend services under this Agreement until all amounts due are paid in full.

(b) If the Consultants initiates legal proceedings to collect payment, it may recover, in addition to all amounts due, reasonable experts' fees, and other expenses related to the proceedings. Such expenses shall include the cost, at the Consultant's normal hourly billing rates, of the time devoted to such proceedings by its employees.

(c) The Owner agrees that the payment to the Consultants is not subject to any contingency or condition. The Consultants may negotiate payment of any check tendered by the Owner, even if the words "in full satisfaction" or words intended to have similar effect appear on the check without such negotiation being an accord and satisfaction of any disputed debt and without
prejudicing any right of the Consultants to collect additional amounts from the Owner.

(5) **Use of Documents**  All documents, including but not limited to drawings, specifications and data or programs stored electronically, prepared by the Consultants are related exclusively to the services described in this Agreement, and may be used only if the Owner has satisfied all of its obligations under this Agreement. They are not intended or represented to be suitable for use, partial use or reuse by the Owner or others on extensions of this project or on any other project. The Owner shall not make any modifications to the Consultant’s documents. In the case of any defects in the electronic files or any discrepancies between them and the hardcopy of the documents prepared by the Consultants, the hardcopy shall govern. Only printed copies of documents conveyed by the Consultants may be relied upon. Because data stored in electronic media format can deteriorate or be modified without authorization of the data's creator, the Owner has 60 days to perform acceptance tests, after which it shall be deemed to have accepted the data transferred.

(6) **Opinions of Cost** Because the Consultants do not control the cost of labor, materials, equipment or services furnished by others, methods of determining prices, or competitive bidding or market conditions, any opinions rendered as to costs, including but not limited to opinions as to the costs of construction and materials, shall be made on the basis of its experience and represent its judgment as an experienced and qualified professional, familiar with the industry. The Consultants cannot and does not guarantee that proposals, bids or actual costs will not vary from its opinions of cost. If the Owner wishes greater assurance as to the amount of any cost, it shall employ an independent cost estimator. Consultant's services required to bring costs within any limitation established by the Owner will be paid for as Additional Services.

(7) **Termination** The obligation to provide further services under this Agreement may be terminated by either party upon seven days' written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party, or upon thirty days' written notice for the convenience of the terminating party. In the event of any termination, the Consultants shall be paid for all services rendered and expenses incurred to the effective date of termination, and other reasonable expenses incurred by the Consultants as a result of such termination. If the Consultant's compensation is a fixed fee, the amount payable for services will be a proportional amount of the total fee based on the ratio of the amount of the services performed, as reasonably determined by the Consultants, to the total amount of services which were to have been performed.

(8) **Insurance** The Consultants are protected by Workers' Compensation insurance, professional liability insurance, and general liability insurance and will exchange certificates of insurance upon request. If the Owner directs the Consultants to obtain increased insurance coverage, or if the nature of the Consultant's activities requires additional insurance coverage, the Consultants will take out such additional insurance, if obtainable, at the Owner’s expense.

(9) **Standard of Care** In performing its professional services, the Consultants will use that degree of care and skill ordinarily exercised, under similar circumstances, by reputable members of its profession in the same locality at the time the services are provided. No warranty, express or implied, is made or intended by the Consultant's undertaking herein or its performance of services, and it is agreed that the Consultants are not a fiduciary with respect to the Owner.

(10) **Limitation of Liability** In recognition of the relative risks and benefits of the Project to both the Owner and the Consultants, the risks have been allocated such that the Owner agrees, to the fullest extent of the law, and notwithstanding any other provisions of this Agreement, that the total liability, in the aggregate, of the Consultants and the Consultant's officers, directors, employees, agents, and subconsultants to the Owner or to anyone claiming by, through or under the Owner, for any and all claims, losses, costs or damages whatsoever arising out of, resulting from or in any way related to the services under this Agreement from any cause or causes, including but not limited to, the negligence, professional errors or omissions, strict liability or breach of contract or any warranty, express or implied, of the Consultants or the Consultant's officers, directors, employees, agents, and subconsultants, shall not exceed twice the total compensation received by the Consultants under this Agreement or $50,000, whichever is greater. Higher limits of liability may be negotiated for additional fee. Under no circumstances shall the Consultants be liable for lost profits or consequential damages, for extra costs or other consequences due to changed conditions, or for costs related to the failure of contractors to perform work in accordance with the plans.
and specifications. This Section 10 is intended solely to limit the remedies available to the Owner, and nothing in this Section 10 shall require the Owner to indemnify the Consultants.

(11) **Certifications** The Consultants shall not be required to execute any certifications or other documents that might, in the judgment of the Consultants, increase the Consultant's risk or affect the availability, applicability, or cost of its insurance.

(12) **Dispute Resolution** All claims by the Owner arising out of this Agreement or its breach shall be submitted first to mediation using a local court mediator as a condition precedent to litigation. Any mediation or civil action by Owner must be commenced within one year of the accrual of the cause of action asserted but in no event later than allowed by applicable statutes.

(13) **Hazardous Substances and Conditions**
(a) Services related to determinations involving hazardous substances or conditions, as defined by federal or state law, are limited to those tasks expressly stated in the scope of services. In any event, Consultants shall not be a custodian, transporter, handler, arranger, contractor, or remediator with respect to hazardous substances and conditions. Consultant's services will be limited to professional analysis, recommendations, and reporting, including, when agreed to, plans and specifications for isolation, removal, or remediation.
(b) The Consultants shall notify the Owner of hazardous substances or conditions not contemplated in the scope of services of which the Consultants actually becomes aware. Upon such notice by the Consultants, the Consultants may stop affected portions of its services until the hazardous substance or condition is eliminated. The parties shall decide if Consultants is to proceed with its services and if Consultants is to conduct testing and evaluations, and the parties may enter into further agreements as to the additional scope, fee, and terms for such services.

(15) **Assignment and Subcontracting** This Agreement gives no rights or benefits to anyone other than the Owner and the Consultants, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole benefit of the Owner and the Consultants. The Owner shall not assign or transfer any rights under or interest in this Agreement without the written consent of the Consultants. The Consultants reserves the right to augment its staff with subconsultants as it deems appropriate due to project logistics, schedules, or market conditions. If the Consultants exercises this right, the Consultants will maintain the agreed-upon billing rates for services identified in the contract, regardless of whether the services are provided by in-house employees, contract employees, or independent subconsultants.

(16) **Confidentiality** To the extent permitted by the Ohio Public Records Law, the Owner consents to the use and dissemination by the Consultants of photographs of the project and to the use by the Consultants of facts, data and information obtained by the Consultants in the performance of its services. If, however, any facts, data or information are specifically identified in writing by the Owner as confidential, the Consultants shall use reasonable care to maintain the confidentiality of that material.

(17) **Miscellaneous Provisions** This Agreement is to be governed by the law of the State of Ohio. This Agreement contains the entire and fully integrated agreement between the parties and supersedes all prior and contemporaneous negotiations, representations, agreements or understandings, whether written or oral. Except as provided in Section 1, this Agreement can be supplemented or amended only by a written document executed by both parties. Provided, however, that any conflicting or additional terms on any purchase order issued by the Owner shall be void and are hereby expressly rejected by the Consultants. Any provision in this Agreement that is unenforceable shall be ineffective to the extent of such unenforceability without invalidating the remaining provisions. The non-enforcement of any provision by either party shall not constitute a waiver of that provision nor shall it affect the enforceability of that provision or of the remainder of this Agreement.
### PARK & RECREATION MASTER PLAN COMPARISONS

STUDIES PERFORMED BY BRANDSTETTER CARROLL INC.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Park Sites</th>
<th>Population</th>
<th>Plan Year</th>
<th>Cost</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cuyahoga Falls</td>
<td>28</td>
<td>49,200</td>
<td>2020</td>
<td>$75,000.00</td>
<td></td>
</tr>
<tr>
<td>Green</td>
<td>14</td>
<td>26,000</td>
<td>2020</td>
<td>$80,000.00</td>
<td>Current</td>
</tr>
<tr>
<td>Tallmadge</td>
<td>11</td>
<td>17,700</td>
<td>2019</td>
<td>$72,000.00</td>
<td>Yes</td>
</tr>
<tr>
<td>Paducah Ky</td>
<td>26</td>
<td>25,000</td>
<td>2019</td>
<td>$87,735.00</td>
<td>Yes</td>
</tr>
<tr>
<td>Beaver Creek</td>
<td>33</td>
<td>47,000</td>
<td>2019</td>
<td>$70,000.00</td>
<td>Yes</td>
</tr>
<tr>
<td>Portage Park District</td>
<td>16</td>
<td>162,000</td>
<td>2017</td>
<td>$100,000.00</td>
<td>Yes</td>
</tr>
<tr>
<td>Elyria</td>
<td>14</td>
<td>54,000</td>
<td>2015</td>
<td>$50,000.00</td>
<td>Yes</td>
</tr>
<tr>
<td>Westlake</td>
<td>11</td>
<td>32,300</td>
<td>2015</td>
<td>$82,888.00</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Kent**  
22  
29,900  
2020  
$75,000.00
Parks and Recreation Master Plan

City of Kent, Ohio

November 21, 2019
What Does Your Community Really Want?  
Parks & Recreation System Master Planning

November 21, 2019

Agenda

- Introductions
- Background
- The Master Planning Process
  - Project Goals
  - Planning Steps
- Success Stories
- Helpful Hints
Project Goals

This process will identify:

- The Community's priorities.
- What and how many facilities are needed?
- How much land is needed?
- How should facilities be developed?
- Where?
- When should facilities be developed?
- What will it cost to construct and operate?
- How much more land and facilities will be needed as the population increases?
- How much staff will be needed?

BCI System Master Planning Experience

- Over 70 Plans
- Ohio Park System Master Plans
  - Green
  - Cuyahoga Falls
  - Tallmadge
  - Westlake
  - Portage Park District
  - Beavercreek
  - Cincinnati (Park Board & CRC)
  - Dayton
  - Elyria
  - Monroe
  - North Ridgeville
- Liberty Township
- Vermilion
- Fairview Park
- Lakewood
- Wyoming
- Moraine
- Independence
- Perrysburg
- Strongsville
- Bainbridge Township
- Boardman Township
- Barberton
- Loveland
BCI System Master Planning Experience

- Other Significant Park System Master Plans
  - Lexington Aquatics Master Plan, KY
  - Fairfax, VA
  - Austin, TX (Aquatics)
  - Grand Prairie, TX
  - Garland, TX
  - Somerset County Park Commission, NJ
  - Morris County Park Commission, NJ
  - Princeton, NJ

Project Team

Patrick D. Hoagland, ASLA, Project Manager

Tom O’Rourke, CPRP, Funding, Programming, Organization

Keith E. Rodenhauser, AICP, Data Analysis/GIS/Senior Planner

Nancy Nozik, AIA, Architectural and Recreation Center Analysis

Monica G. Sumner, Consulting Architect
Why this Process Works?

1. Robust Civic Engagement
   - Steering Committee of Community Leaders
   - Booths at Community Events and Festivals
   - Open House format public workshops
     - More convenient for community
     - More FUN engagement methods
     - Dollar Voting
     - Dot Voting
   - MindMixer and website throughout the complete process
   - Stakeholder Discussions
   - Statically Valid Mail and General Public Web Surveys

2. Reviews All Aspects of Service Delivery
   - Parks and Facilities
   - Programs
   - Operations
   - Marketing
   - Funding

3. Leads to Implementation
   - Capital Funding
   - Tax Levies
   - Foundations
   - Partnerships

Project Approach

Evaluate
- Internal and External Assessment
  - Gaps / Opportunities

Engage
- Community Engagement
  - Rec to create

Envision
- Vision
  - De to create

Plan

Deliverable: Parks & Recreation System Analysis Report
Deliverable: Community Engagement Report
Deliverable: Strategic Plan: Vision, Mission, Goals & Objectives
Deliverable: Recommendations, Plan, & Action Plan
**Master Plan Process**

**EVALUATE PHASE**
- Inward thinking - Current State
  - Quantify
  - Assessment
- Outward thinking - Trends
  - Benchmarking
  - Trends Analysis

**Evaluate**

**Steering Committee**

**Steering Committee**
- Elected officials
- Staff
- Park and Recreation Board Members
- Schools
- Senior citizens
- Athletics organizations
- County Parks
- Youth organizations
- Youth
- Other Town Departments
Service Gaps Analysis

- Individual Facilities Locations
- Identifies "GAPS" in the delivery of services
- Facilities Mapped:
  - Picnic Shelters
  - Baseball/Softball Diamonds
  - Rectangular Fields
  - Playgrounds
  - Trails
  - Basketball Courts
  - Tennis Courts
  - Aquatic Facilities
  - Other

Composite Service Area Mapping – 15 Park Types & Facilities
### Benchmarking Comparisons

- Utilize NRPA Park Metrics
  - Formerly PRORAGIS
- Acres per 1,000 residents
- Budget per 1,000 residents
- Acres per staff
- Percent of land developed vs. undeveloped
- Persons per athletic field
- Revenue generated per 1,000 residents
- Trail miles per 1,000 residents

### Benchmarking

<table>
<thead>
<tr>
<th>Category</th>
<th>Paducah</th>
<th>Benchmark</th>
<th>Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acres per 1,000 population</td>
<td>25.6</td>
<td>9.7</td>
<td>Higher</td>
</tr>
<tr>
<td>Parkland as a percentage of city</td>
<td>4.9%</td>
<td>6.2%</td>
<td>Lower</td>
</tr>
<tr>
<td>Trail miles per 10,000 population</td>
<td>1.9</td>
<td>1.7</td>
<td>Higher</td>
</tr>
<tr>
<td>Trail miles per Jurisdiction Sq. Mi.</td>
<td>0.23</td>
<td>0.56</td>
<td>Lower</td>
</tr>
<tr>
<td>Percent of parkland developed</td>
<td>64%</td>
<td>89%</td>
<td>Lower</td>
</tr>
<tr>
<td>FTE staff per 1000 population</td>
<td>19.5</td>
<td>14.3</td>
<td>Higher</td>
</tr>
<tr>
<td>Operating expenditures per capita</td>
<td>$135</td>
<td>$153</td>
<td>Lower</td>
</tr>
<tr>
<td>Revenue generated per capita</td>
<td>$14</td>
<td>$58</td>
<td>Lower</td>
</tr>
<tr>
<td>Cost Recovery</td>
<td>10%</td>
<td>38%</td>
<td>Lower</td>
</tr>
</tbody>
</table>

- Compared to 31 communities between 10,000 and 50,000 population in KY, IN, IL, MO, TN
**Benchmarks – Population Per Facility (Outdoor)**

![Bar chart showing population per facility for different facilities such as Playgrounds, Tennis Courts, Basketball Courts, Diamond Fields - Youth Baseball, Diamond Fields - Youth Softball, Diamond Fields - Adult Softball, and Rectangular Fields (multi-purpose). The chart indicates lower values equal higher levels of service.]

**Engage Phase**

- **Engagement Strategies**
  - Community Events
  - Stakeholder groups
  - Interactive methods: public workshops, random sample, web-based, and handout surveys

- **Results**
  - Community connection
  - Inform the Plan

**Raise Awareness**
- Create buy-in
- Identify needs

**How:**
- Stakeholder Groups
- Student Workshops
- Open Houses
- MindMixer
- Web/Handout Survey
- Statistically Valid Household Survey
- Community Events

---

*Page 15 to 16*
Engage Phase

Open Houses
- Dollar Voting
- Programs Dot Voting
- Facilities Dot Voting
- Stations
  - Parks & Facilities
  - Programs & Events
  - Trails & Natural Areas
- Survey Station

Engage Phase

We want to hear from YOU!

- Build new pool
- Enhance existing parks
- Enhance existing recreation facilities
- Add new indoor recreation facilities
- Renovate outdoor pool
- Expand program offerings
- Improve existing facilities

PROJECT GOALS
BACKGROUND
PLANNING PROCESS
- EVALUATE PHASE
- ENGAGE PHASE
- ENVISION PHASE
- PLAN PHASE
SUCCESS STORIES
DISCUSSION
### Engage Phase

#### Children's Priorities

![Image showing a question about favorite things to do]

#### Engagement Type

<table>
<thead>
<tr>
<th>Engagement Type</th>
<th>Selection Method</th>
<th>Participants</th>
<th>Engagement Method</th>
<th>Goal</th>
<th>Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-Off Event &amp; Public Workshops</td>
<td>General invitation, email blast, social media</td>
<td>General public</td>
<td>Pre-registered, facilitated, kick-off event &amp; Open House forum</td>
<td>Identify key issues and perceptions; generate the web interaction</td>
<td>Open to all residents; identify public perceptions; issues; prioritization; gaps in services.</td>
</tr>
<tr>
<td>Stakeholder Groups</td>
<td>Targeted user groups by invitation</td>
<td>Partner organization, user groups, programs, session</td>
<td>A limited number of participants from the same organization, 45-60-minute pre-requisite facilitated</td>
<td>Identify key issues and perceptions; promote the web interaction</td>
<td>Obtain in-depth information about organizations, issues, needs, and priorities.</td>
</tr>
<tr>
<td>Staff Focus Groups</td>
<td>Representative sample of staff &amp; Management Team</td>
<td>Representative sample of staff &amp; Management Team</td>
<td>Facilitated session with staff</td>
<td>Identify key issues; Discuss staff perceptions of issues and needs</td>
<td>Staff are at the heart of the issues.</td>
</tr>
<tr>
<td>School Student Workshops</td>
<td>Coordination with local school</td>
<td>High School Student leader and 5th to 8th grade students</td>
<td>Drop-in discussion of facilities, programs currently used and vision for future needs</td>
<td>Identify needs and gaps from the youth perspective</td>
<td>Identify needs and gaps from the youth perspective.</td>
</tr>
<tr>
<td>Statistically Valid Mail Survey</td>
<td>Random selection of households</td>
<td>Sample of all households</td>
<td>Targeted number of 400+ returned with minimum of 100 per planning area</td>
<td>Statistically valid survey of participation, perceptions, preferences, needs, etc.</td>
<td>Statistically valid; Represents the community (including non-served); ranks geocoded by geographic trends &amp; identify areas above cross-tabulation by various factors.</td>
</tr>
<tr>
<td>Web/Handout Survey</td>
<td>General public; Email invitation; Handouts at various locations</td>
<td>Web users and participant participants</td>
<td>Unilateral participation (goal is as many as possible)</td>
<td>Maximum participation, similar questions to mail survey</td>
<td>Reaches the largest number of people; allows for participation.</td>
</tr>
<tr>
<td>MindMixer Online Engagement</td>
<td>General public; Email invitation; Social media promotion</td>
<td>General public; all previous groups, web users</td>
<td>Unilateral participation (goal is as many as possible); changing topics allowing of findings for review</td>
<td>Maintain community engagement throughout the process</td>
<td>Qualitatively updated throughout process; allows all to participate at their convenience.</td>
</tr>
</tbody>
</table>
Online Public Engagement

Welcome to Green Parks and Recreation Master Plan.
The City of Green is undertaking no major changes to Parks and Recreation Master Plan. We want your input! This Plan will reflect the vision and priorities of the citizens of Green.

JOIN
Build an inventory and weigh in on all projects in our community.
Sign up to Participate

PARTICIPATE
Share your views and ideas on how to make our community better.
Explore Participation Activity

CONNECT
Communicate directly with our local leaders to inform and discuss issues.
Meet with a Planner

If you had a magic wand, what change would you make to improve parks and recreation opportunities in Green?

Stakeholder Groups
- Council & City Administration
- Parks & Recreation Board
- Athletic Organizations
- Senior Citizen groups
- Cultural Arts groups
- Partner organizations
- Summit County Metro Parks
- Schools
- Neighborhood Associations
- Other City Departments
- Staff
Engage Phase

Stakeholder Group Questions:
- Number of participants
- Identify trends in participation
- Facilities the group uses
- Condition of the facilities
- Relationship with Parks and Recreation Department
- How could the relationship be improved?
- Their vision for the future

Statistically Valid Household Survey

- Random sample of households
- Administered by mail and web
- Topics
  - Parks and trails visited
  - Program participation
  - Satisfaction levels
  - Facility and program needs
  - Primary functions of the City
  - Desired park improvements
  - Reasons for lack of use
- Geocoded results
Statistically Valid Household Survey

- How Respondents Would Allocate $100 Among Parks and Recreation Improvements

![Chart showing allocation of $100 among various improvements: $19 for improvements/maintenance of existing parks, playgrounds, game courts and picnic areas, $11 for development of new walking and biking trails, $8 for development of new community centers, $7 for development of a new outdoor family aquatic facility, $5 for acquisition of land for open space/green space/huture parkland, $4 for improvements/construction of new athletic fields, $2 for development of new outdoor parks and recreation facilities, $1 for other improvements.]

Survey Results

- Improvements Households Would Most Like to See to Existing Parks (Top 11 responses)

![Bar chart showing percentages of respondents preferring various improvements: improve/add restrooms: 47%, expand trails: 34%, picnic shelters/gyazebos: 36%, drinking fountains: 36%, picnic tables/benches: 28%, bike trails/bike lanes: 27%, playground equipment: 27%, sidewalks: 27%, dog park: 26%, security cameras: 24%, natural areas: 24%.]

Mall Survey
Web Survey
Most Important Facilities – Top 10 (Mail Survey)

- Paved trails: 27%
- Small neighborhood parks: 25%
- Natural areas/nature parks: 24%
- Indoor swimming pools: 20%
- Playgrounds: 17%
- Picnic areas/shelters: 16%
- Senior center: 15%
- Large community parks: 15%
- Off-leash dog parks: 15%
- Unpaved walking & hiking trails: 13%

Unmet Facility Needs - # of Households with needs met at 50% or less (Mail Survey)

- Paved trails: 28,000
- Natural areas/nature parks: 24,000
- Indoor swimming pools: 24,000
- Community gardens: 24,000
- Picnic areas/shelters: 23,000
- Unpaved walking & hiking trails: 22,000
- Small neighborhood parks: 20,000
- Off-leash dog parks: 20,000
- Outdoor stage/amphitheater: 18,000
- Playgrounds: 17,000
Priorities for Investment – Facilities (Citizen Survey Results)

- Paved trails (for walking, biking, skating)
- Natural areas/nature parks
- Small neighborhood parks
- Indoor swimming pools
- Picnic areas/shelters
- Unpaved walking & hiking trails
- Off-leash dog parks
- Playgrounds
- Community gardens
- Large community parks
- Senior center
- Outdoor stage/amphitheater
- Community/recreation centers
- Spraygrounds/splash pads
- Indoor theater
- Outdoor swimming pools/aquatic centers
- Outdoor fitness equipment in parks
- Indoor gymnasium space/game courts
- Soccer, football, & lacrosse fields
- Special event/wedding/banquet facility

Web/Handout Survey

- Shorter version
- Completed online or by hand
- Goal is to maximize input
Community Survey Results

Facilities
Top 5 Priorities for Improvement
- Walking and Hiking Trails
- Nature Parks
- Neighborhood Parks
- Bike Trails
- Indoor Swimming Pool

Programs
Top 5 Priorities for Improvement
- Adult Fitness and Wellness
- Summer Concerts
- Programs for Seniors (Age 50+)
- Nature Programs
- Pet Exercise (at Dog Parks)

Actions
Top 3 Most Important Actions
- Upgrade Current Parks
- Build New Walking and Biking Trails
- Buy Land for Future Parks

Envision Phase

What does Your City's envisioned future look like?
How do we become a greater City?
- Increased Quality of Life
- Improved Service Delivery

Envision

How:
- Visioning Sessions
  - Values, Mission, Goals, Objectives
- Planning Sessions
  - City-wide Mapping
  - Park and Recreation Facility Improvements
  - Programming Improvements
  - Capital Improvements

Recommended Vision

Plan

Use to create
Garland PRCAD’s vision for 2030 is...

Inspire people to live, work, play and thrive in Garland!

PRCAD’s Mission is to...

Create dynamic experiences through parks, arts, and play.
Core Values - SPIRIT

Service
We deliver dynamic experiences

Customer Service

Passion
Our dedication and determination are contagious

Innovation
We find new and creative ways to serve

Respect
Our actions and words honor, strengthen, and encourage

Inspiration
We inspire action that leads to excellence

Teamwork
We are better together

Supporting Objectives

PLACES & SPACES
Our parks, places and spaces will connect people, build community, and foster dynamic experiences for current and future generations

Connection
Acquire, plan, develop and maintain trails and spaces that connect people, build community and provide opportunities for health, wellness, and discovery

Modernization
Invest in renewing and modernizing existing parks and facilities while simultaneously acquiring and adding new features that provide innovative, safe, and diverse experiences

Stewardship
Protect and promote Garland’s valuable natural, historic and cultural resources through preservation, conservation, education and sustainable management practices
### Supporting Objectives

#### EXPERIENCES

**Our programs, events and services** will promote health and wellness, learning, creativity and fun, and enrich the lives of our diverse and everchanging community.

- **Programs & Classes**: Strengthen the mix and quality of time-honored and trendsetting services that appeal to and are accessible to our diverse community.
- **Cultural Arts**: Increase appreciation, awareness, and engagement in diverse artistic experiences.
- **Events**: Expand the variety and frequency of special events to build community and bolster economic impact.

#### ENGAGEMENT

- **Our residents, businesses, leaders, and staff** will work together to create and deliver innovative, accessible, affordable, and inclusive experiences for our entire community.

- **Community**: Engage all sectors of the community to promote, plan, increase access, and encourage volunteerism.

- **Partnerships**: Build relationships and partnerships with schools, businesses, government, and nonprofit organizations to serve the current and future needs of the community.

- **Marketing**: Increase the level of awareness, support, and engagement through innovative and consistent marketing and communications.
### Supporting Objectives

<table>
<thead>
<tr>
<th>ORGANIZATIONAL EXCELLENCE</th>
<th>Our department will implement modern best practices to ensure our people, policies, processes, finances, and resources are aligned to fulfill our mission and realize our mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finances</td>
<td>Expand and enhance facility, program, and service offerings through alternative funding, management best practices, and cost recovery efforts</td>
</tr>
<tr>
<td>People</td>
<td>Build, grow, and invest in a team of knowledgeable, skilled, diverse, passionate and highly valued staff</td>
</tr>
<tr>
<td>Technology</td>
<td>Expand and maximize the use of technology to enhance business operations and customer experiences</td>
</tr>
<tr>
<td>Operations</td>
<td>Apply modern and streamlined business processes, policies and planning</td>
</tr>
<tr>
<td>Maintenance</td>
<td>Enhance safety, accessibility, quality of experience, and cost effectiveness by developing and implementing maintenance and operations standards and best practices</td>
</tr>
</tbody>
</table>

### Plan Phase

**PROJECT GOALS**

**BACKGROUND**

**PLANNING PROCESS**

- Evaluate Phase
- Engage Phase
- Envision Phase
- Plan Phase

**SUCCESS STORIES**

**DISCUSSION**

---

**We will**

transform the innovative thinking and collective body of work into a **REALISTIC, PRACTICAL** Plan that can be **FUNDED and IMPLEMENTED** with energy and passion for Your Parks!

**How:**

- Committee Sessions
- Revised Strategic Plan
- Lifecycle Plans
- Development of Action Plan
- Strategies and Prioritization
- Timing and Costs
- Park Board and Council
- Review and Adoption

---

**Completed Plan**
Action Plan

- Detailed Implementation Plan
- Timeline and Action Strategies
  - Land/New Parks
  - Facility Strategies
    - Trails & Greenways
    - Open Space
    - Active and passive parks
    - Athletic fields
  - Funding Analysis & Revenue Strategies
  - Marketing
  - Organizational Structure & Staffing
  - Programs & Services
  - Policies
- Concept Plans
- Draft and Final Reports
- Public Presentations
- Executive Summary

Plan Phase

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Existing Developed Acres</th>
<th>Recommended Acres/1000 Population</th>
<th>2014 Surplus (+/-) Deficit (-)</th>
<th>2020 Recommended Acres</th>
<th>2020 Surplus (+/-) Deficit (-)</th>
<th>2030 Recommended Acres</th>
<th>2030 Surplus (+/-) Deficit (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini Park</td>
<td>23</td>
<td>0.25</td>
<td>0.00</td>
<td>15.9</td>
<td>-13.6</td>
<td>16.9</td>
<td>-19.4</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>138.8</td>
<td>2</td>
<td>127.3</td>
<td>11.5</td>
<td>135.5</td>
<td>3.3</td>
<td>155.5</td>
</tr>
<tr>
<td>Community</td>
<td>227.8</td>
<td>5</td>
<td>318.2</td>
<td>-90.4</td>
<td>338.7</td>
<td>-110.9</td>
<td>388.7</td>
</tr>
<tr>
<td>Total</td>
<td>368.9</td>
<td>7.25</td>
<td>461.3</td>
<td>-92.4</td>
<td>491.1</td>
<td>-122.2</td>
<td>563.7</td>
</tr>
</tbody>
</table>

Population Projections:
- 2014 = 63,633
- 2020 = 67,740
- 2030 = 77,746

1. Mini Parks include 1 acre at school sites.
2. Neighborhood Parks include 7.13 acres at school sites.
Plan Phase

Park Land Needs by City Region

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Existing Developed Acres</th>
<th>Recommended Acres per 1000 Population</th>
<th>2014 Recommended Acres</th>
<th>2014 Surplus (+) or Deficit (-)</th>
<th>2020 Recommended Acres</th>
<th>2020 Surplus (+) or Deficit (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Region</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Min Park</td>
<td>2.3</td>
<td>6.25</td>
<td>24</td>
<td>-31</td>
<td>5.8</td>
<td>-3.5</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>45.7</td>
<td>24.5</td>
<td>118.8</td>
<td>-58.9</td>
<td>115.6</td>
<td>-31.3</td>
</tr>
<tr>
<td>Community</td>
<td>57.9</td>
<td>5.9</td>
<td>101.9</td>
<td>-46.6</td>
<td>86.7</td>
<td>-16.8</td>
</tr>
<tr>
<td>Total</td>
<td>115.9</td>
<td>7.25</td>
<td>157.8</td>
<td>-61.9</td>
<td>167.9</td>
<td>-43.2</td>
</tr>
<tr>
<td>South Region</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Min Park</td>
<td>0.0</td>
<td>6.25</td>
<td>13</td>
<td>41</td>
<td>3.3</td>
<td>3.5</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>40.9</td>
<td>2.5</td>
<td>62.1</td>
<td>-22</td>
<td>34.6</td>
<td>-2.2</td>
</tr>
<tr>
<td>Community</td>
<td>0.0</td>
<td>5.9</td>
<td>106.9</td>
<td>-98.6</td>
<td>86.7</td>
<td>-16.8</td>
</tr>
<tr>
<td>Total</td>
<td>44.9</td>
<td>7.25</td>
<td>195.9</td>
<td>-150.7</td>
<td>126.9</td>
<td>-64.2</td>
</tr>
<tr>
<td>Total</td>
<td>160.8</td>
<td>7.25</td>
<td>353.7</td>
<td>-292.9</td>
<td>293.8</td>
<td>-100.2</td>
</tr>
</tbody>
</table>

1. Includes 40 acres of school sites.
2. Includes 216 acres of school sites.
3. Includes 192 acres of school sites.
4. Includes 24 acres of school sites.
5. Assumes unchanged population distribution from 2010.

Plan Phase

Facility Needs

<table>
<thead>
<tr>
<th>Facility</th>
<th>Population Goal (Per)</th>
<th>2014 Existing Supply</th>
<th>2014 Required</th>
<th>2014 Surplus (+) or Deficit (-)</th>
<th>2020 Required</th>
<th>2020 Surplus (+) or Deficit (-)</th>
<th>2020 Required</th>
<th>2020 Surplus (+) or Deficit (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor Areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Picnic Shelter</td>
<td>5000</td>
<td>28</td>
<td>31.8</td>
<td>-3.8</td>
<td>32.9</td>
<td>-5.9</td>
<td>33.9</td>
<td>-10.9</td>
</tr>
<tr>
<td>Playground</td>
<td>2500</td>
<td>25</td>
<td>25.5</td>
<td>-0.6</td>
<td>25.2</td>
<td>-3.6</td>
<td>25.1</td>
<td>-6.1</td>
</tr>
<tr>
<td>Covered Play (includes tennis)</td>
<td>9750</td>
<td>17.7</td>
<td>23.1</td>
<td>-5.4</td>
<td>24.6</td>
<td>-6.9</td>
<td>28.3</td>
<td>-10.6</td>
</tr>
<tr>
<td>Outdoor Tennis Fields (includes tennis)</td>
<td>10000</td>
<td>5.7</td>
<td>12.7</td>
<td>-7.0</td>
<td>13.5</td>
<td>-8.0</td>
<td>15.5</td>
<td>-9.5</td>
</tr>
<tr>
<td>Swimming Pool</td>
<td>10000</td>
<td>2.5</td>
<td>2.7</td>
<td>-0.2</td>
<td>2.7</td>
<td>-0.7</td>
<td>2.7</td>
<td>-1.1</td>
</tr>
<tr>
<td>Outdoor Theater</td>
<td>10000</td>
<td>5.7</td>
<td>12.7</td>
<td>-7.0</td>
<td>13.5</td>
<td>-8.0</td>
<td>15.5</td>
<td>-9.5</td>
</tr>
<tr>
<td>Indoor Area (specialized facilities)</td>
<td>4000</td>
<td>14</td>
<td>15.9</td>
<td>-1.9</td>
<td>16.9</td>
<td>-2.9</td>
<td>19.4</td>
<td>-5.4</td>
</tr>
<tr>
<td>Large Diamond (includes baseball)</td>
<td>25500</td>
<td>2.5</td>
<td>23.5</td>
<td>-20</td>
<td>21.1</td>
<td>-3.6</td>
<td>31.1</td>
<td>-2.6</td>
</tr>
<tr>
<td>Baseball Fields</td>
<td>25500</td>
<td>2.5</td>
<td>23.5</td>
<td>-20</td>
<td>21.1</td>
<td>-3.6</td>
<td>31.1</td>
<td>-2.6</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>3550</td>
<td>16</td>
<td>18.2</td>
<td>-1.2</td>
<td>19.4</td>
<td>-3.4</td>
<td>22.2</td>
<td>-6.2</td>
</tr>
<tr>
<td>Indoor Pool</td>
<td>15500</td>
<td>4.2</td>
<td>4.2</td>
<td>0.0</td>
<td>4.2</td>
<td>0.0</td>
<td>4.2</td>
<td>0.0</td>
</tr>
<tr>
<td>Recreation/Community Center</td>
<td>15500</td>
<td>4</td>
<td>4.2</td>
<td>0.0</td>
<td>4.2</td>
<td>0.0</td>
<td>4.2</td>
<td>0.0</td>
</tr>
</tbody>
</table>

1. Population projections for 2020 and 2030 calculated using data from Kentucky State Data Center:
   - 2010 = 63,632
   - 2020 = 67,740
   - 2030 = 72,146

2. All city or county owned/leased facilities and facilities at schools that are accessible to the public are included.
3. Totals include some facilities on private property that are open to the public.
4. Soccer/football/track. Smaller fields counted as 0.5 fields.
Park Recommendations

Potential Park Locations
Parks and Recreation Master Plan
Paducah, Kentucky

Concept Plans
Plan Phase

Capital Improvement Priority Ranking

<table>
<thead>
<tr>
<th>Priority</th>
<th>Capital Improvement</th>
<th>Average Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>West Park - Demolish pool and add new playground and restroom</td>
<td>2.00</td>
</tr>
<tr>
<td>2</td>
<td>North Park - New locker rooms, restrooms, concession improvements, entry improvements, and add a meeting park room</td>
<td>2.71</td>
</tr>
<tr>
<td>3a</td>
<td>North Park - New compressor</td>
<td>2.92</td>
</tr>
<tr>
<td>3t</td>
<td>North Park - Paved accessible walkways to playgrounds, shelters, game courts, and fields</td>
<td>2.87</td>
</tr>
<tr>
<td>9</td>
<td>South Park - Remove parking lot</td>
<td>3.73</td>
</tr>
<tr>
<td>6a</td>
<td>East Park - Add a shelter/restroom on south end of park</td>
<td>3.54</td>
</tr>
<tr>
<td>6t</td>
<td>East Park - C.R. Vogel &amp; Center Improvement (volatile entry, entry, outer floor)</td>
<td>2.94</td>
</tr>
<tr>
<td>6s</td>
<td>South Park - Demolish pool, develop new playground and restroom</td>
<td>3.44</td>
</tr>
<tr>
<td>6s</td>
<td>South Park - Upgrade tennis courts and fences</td>
<td>3.14</td>
</tr>
<tr>
<td>6s</td>
<td>South Park - Upgrade tennis courts and fences</td>
<td>3.42</td>
</tr>
<tr>
<td>6s</td>
<td>Byers Park - Replace fountains</td>
<td>3.14</td>
</tr>
<tr>
<td>12a</td>
<td>East Park - Recreation Center rezoning and HVAC improvements</td>
<td>2.60</td>
</tr>
<tr>
<td>12a</td>
<td>West Park - Remove existing bath房子</td>
<td>2.52</td>
</tr>
<tr>
<td>14a</td>
<td>East Park - New family aquatic center, pool house, parking expansion, and playground expansion</td>
<td>3.55</td>
</tr>
<tr>
<td>14a</td>
<td>East Park - Upgrade bath system</td>
<td>2.59</td>
</tr>
<tr>
<td>14a</td>
<td>West Park - Install handicapping modification</td>
<td>2.65</td>
</tr>
<tr>
<td>17</td>
<td>West Park - Upgrade HVAC system</td>
<td>3.44</td>
</tr>
<tr>
<td>18</td>
<td>South Park - Phase water and remove all parking lots</td>
<td>2.54</td>
</tr>
<tr>
<td>19a</td>
<td>West Park - Soccer dialogue improvements</td>
<td>2.36</td>
</tr>
<tr>
<td>19a</td>
<td>Willow Park - New aquatic center and restroom</td>
<td>2.36</td>
</tr>
<tr>
<td>19a</td>
<td>Willow Park - Remove parking lot</td>
<td>3.36</td>
</tr>
<tr>
<td>19a</td>
<td>East Park - New pavilion and restroom</td>
<td>2.36</td>
</tr>
<tr>
<td>23a</td>
<td>Willow Park - New pavilion and restroom structure</td>
<td>3.18</td>
</tr>
<tr>
<td>23a</td>
<td>Willow Park - Trailhead, plant shelter and parking at Burns Road (northeast corner of property)</td>
<td>2.18</td>
</tr>
</tbody>
</table>

Action Plan

<table>
<thead>
<tr>
<th>No.</th>
<th>Goals, Objectives &amp; Actions</th>
<th>1-2 Years</th>
<th>3-5 Years</th>
<th>6-10 Years</th>
<th>Responsible Party</th>
<th>Funding Source</th>
<th>Comp Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Plan Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Land Acquisition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Management &amp; Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Budget - Fiscal Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Service Delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
One Page Summary

Project Schedule

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master Plan Steering Committee Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Envision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Success Stories from Cities with “No Money”

- **Bowling Green, Kentucky**
  - Preston Miller Soccer Complex
  - Lampkin Park Sprayground, Playground, Shelter, Futsal Court
  - Lovers Lane new restrooms and trail
  - Perimeter trails in Lampkin and Pedigo Parks
  - Outdoor fitness equipment at Preston Miller Park
  - Other projects

- **Elyria, Ohio**
  - Passed a voter approved levy for city infrastructure which included Parks
  - Two new spraygrounds
  - New trails
  - Ice rink new lobby and locker rooms
  - New downtown fountain

- **Monroe, Ohio**
  - Two State and Federal grants for a riverside trail
  - New restroom/shelter at Monroe Crossings Park
  - Master Plan and dog Park at Baker Park
  - Plan for a Sprayground at Community Park
  - Planning for a new riverfront park

- **Garland, Texas**
  - Passed a voter approved $117 million levy for park improvements

- **Beavercreek Ohio**
  - Passed a voter approved permanent levy for park development and operations

- **Grand Prairie, Texas**
  - Awarded the NRPA Gold Medal
  - Received the highest score in the State on a grant application for a State Grant

Results of The Master Plan Process

- Jacquie Hill Athletic Carleton
- Patricks Alyn Park
- Symmes Township
- Seven Grables Park
- McMicken County Park
Parks Foundations

■ Why Form a Foundation?
  ■ Funding for park and facility development and operations are shrinking
  ■ Take advantage of generosity within the philanthropic community
  ■ The public wants expanded services with limited funding

■ Advantages
  ■ Provides additional funding to accomplish your mission and vision
  ■ Individuals and organizations prefer to donate to a foundation versus a government agency
  ■ The foundation may promote any tax levies

■ Considerations
  ■ The foundation is a separate organization from your City Government
  ■ A proper foundation requires staff time and resources to manage
  ■ The Board’s primary function is fundraising
  ■ Board members should be able donate as well as ask for donations
  ■ Your Parks and Recreation Master Plan will guide fundraising priorities

Proceeding in a Tight Economy

■ Potential Cost Saving Methods
  ■ Phase over fiscal years.
  ■ Web based and hand-out survey.
  ■ Perform some services with your staff (Depends on time and capabilities):
    ■ Hand-out survey data entry
    ■ Mapping by Planning Department
    ■ Staff can summarize previous reports

■ Focus on your Strategic Plan first.
Proceeding in a Tight Economy

- Helpful Hints
  - Never cut out the public input. Consensus and advocacy are the keys to successful implementation.
  - Begin with the public input. Build to the vision, goals, objectives, and strategies.
  - Establish your direction based upon consensus and priorities, then worry about the details later.
  - Physical planning can be in a later phase.
  - Remember that the needs never go away, we just choose to delay their implementation.

Discussion

BCI Mission
"We Enhance Community and Quality of Life"
Qualifications to Prepare the
Parks and Recreation Master Plan

City of Kent, Ohio

December, 2019
City of Kent Parks and Recreation Department  
497 Middlebury Road  
Kent, OH 44240

RE: Qualifications for a Parks and Recreation Master Plan

Dear Mr. Schwartzhoff:

It was a pleasure meeting with your Board to discuss the Master Plan process. The discussions helped our team to gain a better understanding of your current system, how this Master Plan will assist the City to better serve its residents, and to prepare qualifications geared specifically to the needs of Kent. Our Team is excited for the potential to work with you and other staff and citizens of Kent toward improving your parks, facilities and services.

Our team has visited several of your parks and facilities and noted that you have some outstanding and unique facilities for which your residents can be extremely proud. This process will help your Department and elected officials to identify the community needs and provide methods and priorities to make the needed improvements.

BCI is offering a Project Team and a Scope of Services which will address the needs of the changing Kent community. As you review this document, please consider the following points:

1. BCI has been an industry leader in the development of CITIZEN DRIVEN planning to BUILD CONSENSUS. Consensus is the key to master plan implementation and the reason the plans prepared by BCI have a high success rate of being implemented.

2. BCI has seen the connection between Parks and Recreation and Quality of Life. This translates into greater citizen well-being and enhanced property values.

3. BCI has a record of implementation as a result of their process. The Scope of Services describes an ACTION PLAN which focuses upon citizen need as well as available resources for implementation. The firm has historically examined the effect of its planning recommendations on the budget of a community in order to determine the practicality of its proposals. As an example, the recent plans for Monroe, Elyria, and Westlake in Ohio and Bowling Green in Kentucky have resulted in BCI involvement in over 15 implementation projects in the last three years.

4. BCI believes in practical and detailed recommendations, such that the ACTION PLAN reflects the best practices in the industry and a detailed "game plan" for Kent.
5. BCI understands that the Final Report is not a design exercise, but a consensus building document, built around citizen needs bringing forth serious policy recommendations.

6. BCI has a proven process of developing Park System Master Plans with four phases including EVALUATE, ENGAGE, ENVISION, and PLAN.

BCI is offering a team of recreation and planning professionals who have worked together on previous studies including over 70 communities in Ohio, Kentucky, Virginia, Georgia, Texas, and New Jersey. This team has recently completed the master plan in nearby Tallmadge.

Patrick D. Hoagland, ASLA will serve as Project Manager, bringing over 30 years' experience and having completed over 50 similar plans and a national constituency.

Our plans become REALITY because we urge the decision makers to LISTEN to their people.

We look forward to your due consideration.

Sincerely,
Brandstetter Carroll Inc.

[Signature]

Patrick D. Hoagland, ASLA
Principal
A. Qualifications
A. Firm Qualifications

1. Contractor's Name/Address
   Brandstetter Carroll Inc.
   Street Address: 1220 W. 6th Street, Suite 300
   Cleveland, Ohio 44113
   Phone Number: 216-241-4480
   Email Address: ben@bciaep.com
   Web Address: www.brandstettercarroll.com

2. Primary Contact for Contractual Purposes
   Benjamin E Brandstetter, P.E.
   President

3. Authorized Signature
   Signature of individual authorized to negotiate and bind the proposer contractually:

   Benjamin E Brandstetter, P.E.
   President

The Project Manager will be Patrick D. Hoagland, ASLA
2360 Chauvin Dr.
Lexington, Kentucky 40517
Phone: 859-268-1933
Fax: 859-268-3341
Email Address: phoagland@bciaep.com

Firm Overview

Brandstetter Carroll Inc. (BCI) began in 1979 in Lexington, Kentucky, with the express purpose of providing architectural, engineering and planning services to cities, counties and other units of local government. Since that time, the firm has grown to include a staff of over 60 people with additional offices in Dallas, Texas, Cincinnati and Cleveland, Ohio. BCI has completed over $3.6 Billion in construction volume including all phases of public infrastructure for local public clients.
A. Firm Qualifications

Park, Recreation & Open Space System Master Planning

BCI began by providing planning and design services for parks and recreation clients on a regional basis. The firm has been a leader in the evolution of Park System Planning, spearheading the first “Master Plan for Service Delivery” for the Cincinnati Recreation Commission in 1996. This plan raised Citizen Engagement to new levels by holding local meetings in over 17 city neighborhoods. This plan resulted in the implementation of over $60 Million in improvements over 10 years. Many other communities around the nation followed this example, creating a new paradigm in the industry. This became a prototype Vision Plan.

BCI has taken other leading roles in the development of park facilities in aquatics, recreation center design, senior facilities and facilities for special populations. The firm has also recently assisted several cities in implementing voter-approved bond levies for capital construction. Finally, BCI has assisted many cities in forming partnerships with nonprofit providers (P3) in the implementation of joint facilities and programs. Some of these providers include The Cleveland Clinic, Parma Hospital, The Kroger Company, The Salvation Army and several YMCAs.

BCI has developed Park system Master Plans for over 70 communities, many of which are in Ohio. More significant plans include the Cincinnati Parks and Greenways Master Plan, Cincinnati Recreation Commission Master Plan for Service Delivery, Dayton Master Plan for Parks, Recreation and Culture, and Master Plans for the Ohio communities of Tallmadge, Portage Park District, Westlake, Elyria, North Ridgeville, Beaver Creek, Monroe, Liberty Township, Loveland, Lakewood, Vermilion, and more. Other communities with successful BCI Park system Plans include Princeton, New Jersey, Fairfax, Virginia, Lexington, Kentucky and Newnan, Georgia. Past experience also includes the Texas cities of Austin (Aquatic), Grand Prairie, Colleyville, and Garland.

Recreation Center Planning and Design Experience

BCI has designed over 35 Recreation Centers for municipalities in Kentucky and Ohio. In the past 15 years, there has been much greater emphasis placed on operating COST RECOVERY as a way to defer the large annual operating costs. BCI has designed two large centers with 100% cost recovery, and most recover from 50-85% of annual expenses. As previously mentioned, BCI is well versed in capital funding whether it be bond issues, grants or P3 partnerships.
A. Firm Qualifications

![Groveport Recreation Center](image1)
Groveport Recreation Center
Groveport, Ohio

![Seven Hills Recreation Center](image2)
Seven Hills Recreation Center
Seven Hills, Ohio

**Project Team**

The most important asset of BCI is its people. For the City of Kent project, BCI has assembled a team of highly qualified individuals, each with several years of experience in the specific areas of expertise needed for the City of Kent Parks and Recreation Master Plan. Resumes of the key individuals are included in Section E.
A. Firm Qualifications

Patrick D. Hoagland, ASLA – Project Manager/ Principal-in-Charge

Mr. Hoagland will serve as Project Manager and be responsible for all aspects of the planning effort including the coordination of Team members, schedules and presentations. He will design the Citizen Engagement process specifically for the needs of the City of Kent plus lead all planning efforts through the formation of the Actin Plan.

Mr. Hoagland was recruited by BCI in 1989 to manage the Master Plan for the Cincinnati Park Board and also led the Park System Plan for Cincinnati Recreation Commission. He has been the Project Manager for all BCI plans, which includes over 50 similar assignments. He has also been a regular speaker at the NRPA Congress as well as 6 state association conferences.

Tom O'Rourke, CPRP, Budget and Operations

Tom O’Rourke is the former Director of the Charleston County Park and Recreation Commission (CCPRC). He led CCPRC through the largest capital project, budget, and attendance growth in the agency’s history adding 5,000 acres of parkland and over 12,000 acres of protected land. CCPRC has been nationally recognized for operating an ever-expanding park independent of any tax dollars. He is a regular speaker at the State Park and Recreation Association Conferences. For the City of Kent Parks Master Plan, he will assist with the analyses of the programming, management, and funding.

Keith E. Rodenhauser, AICP, SITES AP – Planner & GIS Specialist

Mr. Rodenhauser will provide data collection and analysis plus planning and GIS to the Team. He will attend presentations and prepare graphics for meetings. He will be co-writing the text with Mr. Hoagland. He also brings knowledge and understanding of the environmental issues germane to park development.

Mr. Rodenhauser has participated in all of the Park System Plans in BCI’s portfolio since 2014, including the Lexington Kentucky Park System Plan, and similar plans for those cities as listed in Ohio, Texas, New Jersey and Virginia.

Nancy K. Nozick, AIA, Architectural and Recreation Center Analysis

Ms. Nozick will serve as a Recreation Center Consultant focusing on recreation programming, building programming, feasibility, operating costs, operating revenues, and demographic analysis. Her recent experience includes recreation center feasibility studies for Somerset County NJ, North Tonawanda NY and Kent Ohio. Currently, she is Project Manager on the Ken Johnson Center ($11 m) and the Kovacic Center ($7m) for the City of Cleveland Ohio.

Monica G. Sumner, RA – Recreation Center Analysis

Ms. Sumner is a Principal with BCI and has extensive experience in park and recreation facility evaluation and design. Ms. Sumner started her career with BCI in 1993. Since that time, she has emerged as an award-winning designer. Ms. Sumner recently served as the Consulting Architect on the Parks, Recreation, and Open Space Master Plans for the Kentucky Cities of Lexington, Bowling Green, and Glasgow, and Ohio cities of Monroe, Beavercreek, Tallmadge and Grand Prairie, Colleyville and Garland in Texas.

City of Kent Parks & Recreation Master Plan
A. Firm Qualifications

Joseph Elder, Graduate Landscape Architect

Mr. Elder has been working with BCI the last two years, concentrating on park system master plans and park design. Recent projects include the Clague Park in Westlake, Wagar Park in Lakewood, North Pointe Park in Boone County, Kentucky, Site Concept Plans for Tallmadge Park and Recreation Master Plan and Beavercreek Parks and Recreation Master Plan.

Sub-Consultant Utilization

ETC Institute – Survey Consultant

The efforts of ETC Institute will be led by Chris Tatham, who has over 20 years of experience in market research and consulting experience in a wide range of parks, recreation, sports, fitness, health and general governmental projects. He has overseen the completion over 600 parks and recreation needs assessments, master plans, strategic plans, and feasibility studies. Mr. Tatham has designed and managed nearly 2,000 community surveys in more than 700 communities.
B. Experience
B. Experience

Parks and Recreation System Master Plans

2019  Garland, Texas
2019  Beavercreek, Ohio
2019  Tallmadge, Ohio
2019  Paducah, Kentucky
2019  Westfield, New Jersey
2019  Colleyville, Texas
2018  Danville, Kentucky
2018  Glasgow, Kentucky
2018  Garland Texas
2018  Austin, Texas
2018  Clifton, New Jersey
2018  Lexington, Kentucky
2017  Grand Prairie, Texas
2017  Portage Park District, Ohio
2016  Bowling Green, Kentucky
2016  Randolph Township, New Jersey
2016  Elyria, Ohio
2016  Monroe, Ohio
2015  Westlake, Ohio
2014  Austin, Texas (Aquatics)
2014  Morris County, New Jersey
2014  Fairfax, Virginia
2013  North Ridgeville, Ohio
2011  Franklin Township, New Jersey
2010  Muhlenberg County, Kentucky
2009  Beavercreek City and Township, Ohio
2009  Newnan, Georgia
2008  Liberty Township, Ohio
2007  Mt. Sterling-Montgomery County, Kentucky
2007  Oldham County, Kentucky
2007  Middletown, New Jersey
2007  Princeton, New Jersey
2006  Georgetown-Scott County, Kentucky
2006  Boone County, Kentucky Update
B. Experience

Parks and Recreation System Master Plans

2005  Loveland, Ohio
2005  Somerset County Park Commission, New Jersey
2004  Murray-Calloway, Kentucky
2003  Morris County Park Commission, New Jersey
2002  Dayton, Ohio
2002  Madison County, Kentucky
2002  Frankfort, Kentucky
2002  Paducah-McCracken County, Kentucky
2001  Strongsville, Ohio
2001  Boardman Township, Ohio
2001  Bainbridge Township, Ohio
2001  Campbell County, Kentucky
2001  Ft. Thomas, Kentucky
2001  Florence, Kentucky
2000  Lakewood, Ohio
2000  Boone County, Kentucky
2000  Kenton County, Kentucky
2000  Newport, Kentucky
1999  Independence, Ohio
1998  Vermillion, Ohio
1998  Moraine, Ohio
1998  Nicholasville-Jessamine County, Kentucky
1998  Warren County, Kentucky
1997  Fairview Park, Ohio
1997  Barberton, Ohio
1996  Medina, Ohio with Medina Township and Montville Township
1996  Cincinnati Recreation Commission
1994  Perrysburg, Ohio
1993  Lebanon/Turtle Creek Township, Ohio
1992  Cincinnati Park Board
1991  Madisonville, Kentucky
1991  Newport, Kentucky
1990  Wyoming, Ohio
1989  Edgewood, Kentucky
B. Experience

Parks and Recreation System Master Plans

1989    Danville, Kentucky
1987    Georgetown/Scott County, Kentucky
1985    Huntington, West Virginia
1985    Bowling Green, Kentucky
1984    Upper Sandusky, Ohio
1982    Clermont County, Ohio
Westlake Parks and Recreation Master Plan
Westlake, Ohio

Project Information
Owner: City of Westlake
Contact: Bob DeMinico, Director of Parks and Recreation
440.808.5699
bdeminico@cityofwestlake.org

Brandstetter Carrol Inc. recently completed a city-wide parks and recreation Master Plan for this city of 33,000 residents. Extensive public engagement was used to develop a new vision for the future of parks and recreation services and to prepare an Action Plan which established implementation steps and priorities for park improvements. Public engagement included over 3,000 participants in a project web site, 700 statistically valid surveys, 545 web surveys, over 150 participants in interactive public workshops, and over 20 stakeholder groups to identify a clear vision for the future. Concept plans were prepared for the major parks.
The Portage Park District passed its first levy in 2014 and now has budget to realize some of their dream of providing a more extensive trail system, opening up more park land to public use, and conserving land for future generations. BCI assisted the District in preparing a Vision, Master Plan, and Action Plan to lead the District through the next ten years. The District currently manages over 1,700 acres with several locations not yet open to the public. The process involved extensive public engagement, County-wide trail recommendations, development of design standards, and 14 site concept plans to demonstrate how the current landholdings could be developed and managed.
Lexington Parks and Recreation Master Plan
Lexington, Kentucky

Project Information
Owner: City of Lexington
Contact: Monica Conrad, Director of Lexington Parks and Recreation
859.425.2255
mconrad@lexingtonky.gov

BCI developed a long range Master Plan for the CAPRA Accredited system serving over 300,000 residents with over 100 parks and 4,415 acres of park land. The system includes a variety of neighborhood and community parks with athletic complexes, golf courses, nature parks, arts facilities, aquatic facilities, community centers, trails, and a wide variety of programs and special events. The process involved a detailed assessment of all of the City’s parks and recreation facilities, programs assessment, extensive public engagement, an active Citizen Steering Committee, benchmarking to other communities, strategic visioning and detailed Action Plan.
C. EXPERIENCE

City of Fairfax Strategic Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Activities
Fairfax, Virginia

Project Information
Owner: City of Fairfax, Virginia
Contact: Joanna Ormeshar
703.273.6097
Joanna.ormeshar@fairfaxva.gov

BCI assisted the City of Fairfax, Virginia in preparing their first Strategic Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Arts. The first phase included the establishment of a Strategic Vision which was based upon extensive public engagement. The process involved public workshops/events and over 20 stakeholder groups which involved over 500 residents. In addition, nearly 2,400 residents participated in an on-line community engagement web site (hosted by MindMixer) which allowed residents to share ideas, vote on instant polls, and respond to drafts of the Plan. A statistically valid survey was performed by George Mason University. Phase 2 included detailed facility assessments, Gap Analysis Mapping, development of Level of Service Guidelines, park concept planning, and a detailed Action Plan with goals, objectives and 130 detailed strategies in a timeline format.
C. Experience

Bowling Green Parks and Recreation Master Plan
Bowling Green, Kentucky

Project Information
Owner: City of Bowling Green, Kentucky
Contact: Brent Belcher, Director
Bowling Green Parks and Recreation
270.393.3584
brent.belcher@bgky.gov

BCI assisted the City in the preparation of this city-wide Master Plan. Once adopted by City Commission, BCI was also selected for four implementation projects, illustrating the City’s commitment to the Plan. Bowling Green operates 25 park and recreation facility locations on over 800 acres for this city of nearly 60,000 residents. Major facilities include three golf courses, a family aquatic center, recreation centers, soccer complex, and several community and neighborhood parks.

The Master Plan established a new vision, mission, goals, 28 objectives and 158 implementation strategies that are based upon extensive public engagement. Over 200 people attended the first public workshop and over 2,000 people completed surveys.

The Guiding Principles included investment, balance, collaboration, connectivity, diversity, security, and excellence. Primary recommendations include trails within parks and linking the community, spraygrounds at two parks, seven new neighborhood parks, additional rectangular fields, an indoor multi-use facility, outdoor fitness areas, a new riverfront park, and general upgrades to their exiting parks.
Princeton Parks and Recreation Master Plan
Princeton, New Jersey

Project Information
Owner: Princeton Recreation
Contact: Ben Stentz, Director
         Princeton Recreation Department
         609.921.9480
         bstentz@princetonnj.gov

Brandtstetter Carroll Inc. prepared a comprehensive Parks & Recreation Master Plan for the Borough and Township of Princeton and the Princeton Recreation Department. The process involved extensive public input with over 35 stakeholder group meetings, public workshops, focus groups of teens, and a statistically valid household needs assessment. The process also involved the evaluation of improvements to their outdoor pool, needs for an indoor recreation center, and potential to develop synthetic turf athletic fields to meet many of the community’s needs. The process identified strong needs for preservation of open space, trail systems, athletic fields, and indoor recreation facilities.
Master Plan for Service Delivery
Cincinnati Recreation Commission, Ohio

Project Information
Owner: City of Cincinnati
Contact: Dan Jones, Planning and Development
513.352.4045
dan.jones@cincinnati-oh.gov

The study investigated current conditions and usage levels for all facilities and programs, evaluated the quality and service delivery of programming, recommended future facility and programming improvements, and identified strategies and administrative policies necessary for implementation of recommendations. This project included the development of a city-wide Social Needs and Conditions Index for each of the city’s forty-eight statistical neighborhoods for evaluating both the total population and target populations such as teens and senior citizens. The final plan is a product of extensive public participation by utilizing statistically valid telephone surveys, 26 community-based workshops, focus groups representing special needs and concerns, a “Blue Ribbon” Advisory Committee and CRC’s staff. To date, all of the new development projects in the $60 million 10 year Capital Plan have been accomplished.
C. EXPERIENCE

Lakewood Park Kid's Cove Playground
Lakewood, Ohio

Brandstetter Carroll Inc. conducted a Master Plan for improvements to the City’s existing parks with emphasis on Lakewood Park, the City’s signature lakefront park. The main recommendations include consolidation of parking, an expanded aquatic center, Lake Erie overlooks and boardwalk, walkways, lakefront access, skatepark and a large community playground.

Lakewood City-Wide Parks and Recreation Master Plan:
2001
Lakewood Park Entry: 2003
Lakewood Park Skate Park: 2003
Lakewood Park Concept Plan: 2004
Kids' Cove Playground: 2015
C. EXPERIENCE

Stillwater Place, Cleveland Metroparks Zoo
Cleveland, Ohio

Project Information
Owner: Cleveland Metroparks
Contact: Mr. Sean McDermott
        sem1@clevealandmetroparks.com
        216.635.3528

Stillwater Place is a new Event Center located at the
Cleveland Metroparks Zoo. The 10,900 s.f. facility will host
parties, private and corporate functions, meetings, trade
shows, weddings, and educational events. Seating for 300
persons, a fireplace, plus a prep kitchen and support
spaces is planned. BCI is part of the Design/Build team led
by Regency Construction.
Lake Erie Bluffs Pavilion
Perry Township, Ohio

Lake Metroparks has worked with local, state and national conservation partners to acquire conserve and protect over 600 acres in Perry Township, Ohio on the bluffs overlooking Lake Erie. The first phase of development included the three-season picnic and event pavilion with restrooms. The double-sided fireplace and overhead doors provide flexible indoor and outdoor space. The materials were selected for their park aesthetic as well as durability and low maintenance characteristics.
Clippard Park
Colerain Township, Ohio

**Project Information**

Owner: Colerain Township Parks Services
Contact: Geoff Milz
Department
513.923.5000
gmilz@colerain.org

Brandstetter Carroll Inc. assisted Colerain Township in a very interactive process to develop a Master Plan for this underutilized, existing 16 acre park. Several meetings were held in the neighborhood to discuss the project goals and to review alternative concepts. Primary goals included attracting people to use the park to minimize negative activities and to provide a neighborhood gathering place. The final solution included a variety of features including two quality baseball fields, large Boundless playground, sprayground, picnic shelters, restrooms, perimeter paved walking trail, nature trail, skatepark, basketball court, and additional parking.

The park was complete in September 2010.
Beech Acres Park
Anderson Township Park District, Ohio

Project Information
Owner: Anderson Township, Ohio
Contact: Ken Kushner, Director  
513.474.0003 x 2492  
Kkushner@Andersonparks.com

This project included a Master Plan and Construction Documents for re-configuration of an existing 26-acre park. The goal was to develop a park to serve a wide variety of ages and interests. Proposed features include baseball and soccer fields, amphitheater, community garden, picnic shelters, skatepark, sprayground, walking trail and game courts. The park is also designed to host the community festival, Anderson Days. Phase I of the development included ten separate contractors and work by the Park District. The first phase was completed in 2004. The overall cost of the project when totally complete will be approximately $2.4 million.
C. EXPERIENCE

Parks, Recreation and Open Space Master Plan
Grand Prairie, Texas

Project Information
Owner: City of Grand Prairie
Contact: Mr. Tim Shinogle, Superintendent of Park Planning
         Grand Prairie, Texas 75053-4045
         972.237.8100

Brandstetter Carroll Inc. assisted the City of Grand Prairie, Texas with the preparation of an update to their Parks, Recreation, and Open Space Master Plan which was expanded to include a master plan for trails. The plan, *Project Discovery: Creating a Grand Park System*, involved a variety of public input methods, including surveys (statistically valid and web-based), public workshops/events, stakeholder group meetings, and an online public engagement website (powered by mySidewalk). The project also included detailed mapping analysis to determine gaps in service, detailed demographic and social needs analysis, a benchmarking analysis (to similar Texas departments), and a review of parks and recreation trends. Finally, BCI helped develop level of service guidelines, park concepts with detailed cost estimates, and a strategic plan that contained a series of goals, objectives, and specific actions intended to aid in the implementation of the master plan. These recommendations will guide the CAPRA accredited Parks, Arts, and Recreation Department as they endeavor to meet the needs of Grand Prairie residents over the next ten years and beyond.
C. Experience

Strategic Master Plan for Parks, Recreation and Cultural Arts
Garland, Texas

Project Information
Owner: City of Garland
Contact: Mr. Ziad Kharrat, Senior Park Planner
(972) 205-2756
zkhattar@garlandtx.gov

Brandstetter Carroll Inc. assisted the City of Garland, Texas with the preparation of an update to their Parks, Recreation, and Cultural Arts Master Plan. The plan involved a variety of public input methods, including surveys (statistically valid and web-based), public workshops/events, stakeholder group meetings, and an online public engagement website (powered by MindMixer). The project also included detailed mapping analysis to determine gaps in service, detailed demographic and social needs analysis, a benchmarking analysis (to similar Texas departments), and a review of parks and recreation trends. Finally, BCI will develop level of service guidelines, park concepts with detailed cost estimates, and a strategic plan that contained a series of goals, objectives, and specific actions intended to aid in the implementation of the master plan. These recommendations will guide the CAPRA accredited Parks, Recreation and Cultural Arts Department as they endeavor to meet the needs of Garland residents over the next ten years and beyond.
C. EXPERIENCE

Austin Texas Aquatic Facilities Planning
Austin, Texas

Project Information
Owner: City of Austin
Contact: Mr. Reynaldo Hernandez, JR. RLA
512.974.9464
Reynaldo.hernandez@austintexas.gov

Aquatic Service Areas - 20 Year Plan

Map of long-term service areas - excerpt from study

AQUATIC NEEDS ASSESSMENT – 2013-2015

BCI lead the City of Austin through an assessment of all aquatic related facilities in two separate projects. The comprehensive process began with an evaluation of 36 current pools of varying age and condition, with many being over 40 years old.

The process identified strategies to better serve the City residents based upon an extensive public engagement process; analysis of neighborhood trends and needs; social needs and conditions mapping; service area mapping; analysis of public transportation access; and extensive evaluation of their existing facilities, especially analyzing factors such as compliance with VGB, ADA and State and local health codes.

The goal was to develop strategies and recommendations to allow the City to provide quality aquatic experiences for the next 20 years and beyond. BCI assembled a team of local design professionals to supplement the firm’s aquatic expertise.

AQUATICS MASTER PLAN – 2016-2018

Upon the success of the Needs Assessment, BCI continued planning work for the City’s aquatic facilities. This project utilized the Assessment to identify strategies for improved service delivery for the citizens.

A detailed matrix was utilized which evaluated 28 factors to rate the ability of the pools to support the system into the future. The study considered which pools will remain operational, which pools might get replaced or renovated, staffing models, rates and charges, long-term maintenance costs, and many other factors related to delivering quality aquatic programming and services to the citizens of Austin.

The process led to a $40 million bond issue for Aquatics which was passed by over 80% of voters.

Site Suitability Ranking Process

City of Kent Parks & Recreation Master Plan 23
Colleyville Parks, Recreation, and Open Space Master Plan
Colleyville, Texas

Project Details
Owner: City of Colleyville, Texas
Contact: Lisa Escobedo, Parks Manager
        817.503.1182
        lescobedo@Colleyville.com

BCI worked with the City of Colleyville to prepare their Parks, Recreation, Trails and Open Space Master Plan. The plan included extensive public engagement, leading to the recommendations for improvements in both service delivery and capital improvements for the next ten years. The Plan included a detailed Trails Plan to identify potential routes and their associated relative costs to connect parks, neighborhoods, schools and other public spaces.
D. KEY PERSONNEL

PATRICK D. HOAGLAND, ASLA
Project Manager/Principal-in-Charge

EDUCATION
The Ohio State University,
B.S. Landscape Architecture

REGISTRATION
Registered Landscape Architect: Commonwealth of Kentucky 316,
Texas 2781, Ohio 663, Commonwealth of Virginia 0406001787,
Tennessee 0487, West Virginia 352, CLARB1339, Georgia LA001486, New
Jersey 21AS0096200
Council of Landscape Architectural Registration Boards Certificate

AFFILIATIONS
▪ Kentucky Board of Landscape Architects, 2019-2023
▪ American Society of Landscape Architects
▪ (KY Chapter President, 1984 and Trustee, 1991-1996)
▪ Kentucky Recreation and Park Society
▪ Ohio Parks and Recreation Association

RELEVANT PROJECTS
▪ Tallmadge Parks and Recreation Master Plan, Tallmadge, Ohio
▪ Portage Park District Master Plan, Portage County, Ohio
▪ Lexington Parks and Recreation Master Plan, Lexington, Kentucky
▪ Master Plan for Service Delivery, Cincinnati Recreation Commission
▪ Cincinnati Parks and Greenways Master Plan, Cincinnati Park Board
▪ Dayton Parks, Recreation and Culture Master Plan, Dayton, Ohio
▪ Fairfax Parks, Recreation, Open Space, Trails, and Cultural Arts
  Master Plan, Fairfax, Virginia
▪ Bowling Green Parks and Recreation Master Plan, Bowling Green,
  Kentucky
▪ Beavercreek Parks and Recreation Master Plan, Beavercreek, Ohio
▪ Grand Prairie Parks, Recreation and Open Space Master Plan,
  Grand Prairie, Texas
▪ Garland Parks, Recreation and Cultural Arts Strategic Master Plan,
  Garland, Texas
▪ City of Austin Aquatic Facilities Needs Assessment, Austin, Texas
▪ City of Austin Aquatics Master Plan, Austin, Texas
▪ Somerset County Park Commission Capital Facilities Plan, Somerset
  County, New Jersey
▪ Morris County Prck Commission Strategic Plan, Morris County, New
  Jersey
D. KEY PERSONNEL

THOMAS J. O’ROURKE, CPRP

Budget and Operations

Tom O’Rourke is a subject matter expert in the field of Parks Recreation, Athletics, and Nonprofit Leadership. Tom previously served as the Executive Director of the Charleston County Park and Recreation Commission (CCPRC) since 2001 leading the Agency through the largest capital project, budget, and attendance growth in the agency’s history. During Tom’s tenure at CCPRC the agency grew from 5,000 acres of parkland to over 12,000 acres of protected parkland. CCPRC has been nationally recognized for operating an ever-expanding park system with little reliance on tax subsidies for growth. Tom left the agency with a Capital Projects Plan that will generate 50 million dollars of capital funding every five years, for life.

Tom has recently joined the Faculty at Clemson University as a Professor of Practice in Parks, Recreation, and Tourism Management. He will be teaching at the graduate and undergraduate levels and working with other faculty to assist communities, agencies, and practitioners in a variety of capacities. Tom’s focus at Clemson will be in creating innovative and entrepreneurial models and solutions to issues facing the field.

Among Tom’s other responsibilities are serving as the Executive Director of the Parklands Foundation of Charleston County, Inc. The Parklands Foundation, a component unit of the Charleston County Park and Recreation Commission, provides access and recreational opportunities to the underserved people of the Charleston Region.

Education has always been a foundation of Tom’s existence. Tom had been an instructor at the NRPA Directors School, the Revenue Development and Management School, and the Supervisors Management School. Tom served as the Director of the Directors School and is currently the Director of the National Park Foundation School. He serves as the Director of the National Recreation and Parks Association, Directors School.

Tom has a keen understanding of parks, recreation and finance from both the staff side and the side of the elected officials. Tom was elected to the Mt. Pleasant Town Council in 2018 and presently serves as the Finance Chair.

Prior to joining Charleston County PRC, Tom was the Director of the Mt. Pleasant Recreation Department in Mt. Pleasant South Carolina, and also worked as Manager of the Sports and Recreation Division for Seamon Whitfield and Associates, a Landscape Architect and Engineering firm. Tom’s first job was as a high school Athletic Director and Coach.

Tom has teamed with BCI on the following projects:
- Garland (TX) Parks, Recreation and Cultural Arts Master Plan
- Beavercreek (Ohio) Parks, Recreation and Culture Master Plan
- Westfield (NJ) Parks and Recreation Master Plan
KEITH RODENHAUSER, AICP, SITES AP
Planner & GIS Specialist

EDUCATION
University of Cincinnati
Master of Community Planning
Environmental Planning
Graduate Certificate Geographic Information Systems
The Ohio State University, BA Sociology

REGISTRATIONS
American Institute of Certified Planners (AICP)
Sustainable Sites Initiative SITES Accredited Professional (SITES AP)

AFFILIATIONS
- American Planning Association
- Kentucky Chapter APA

RELEVANT PROJECTS
- Tallmadge Parks and Recreation Master Plan, Tallmadge, Ohio
- Portage Park District Master Plan, Portage County, Ohio
- Great Miami Trail, Monroe, Ohio
- Monroe Parks and Recreation Master Plan, Monroe, Ohio
- Monroe Bicentennial Commons, Community Park & Baker Park Master Plans, Monroe, Ohio
- Westlake Parks and Recreation Master Plan, Westlake, Ohio
- Elyria Parks and Recreation Master Plan, Elyria, Ohio
- Beavercreek Parks and Recreation Master Plan, Beavercreek, Ohio
- Randolph Township Parks and Recreation Master Plan, Randolph Township, New Jersey
- Strategic Plan for Parks, Recreation, Open Space, Trails, Events, and Cultural Arts, Fairfax, Virginia
- Lexington Parks and Recreation Master Plan, Lexington, Kentucky
- Lexington Aquatics Master Plan, Lexington, Kentucky
- Bowling Green Parks and Recreation Master Plan, Bowling Green, Kentucky
- Austin Aquatics Needs Assessment & Master Plan, Austin, Texas
- Danville Parks and Recreation Master Plan, Danville, Kentucky
- Portage Park District Master Plan, Portage Park District, Ohio
- Recreation Center Study, Frankfort, Kentucky
- Morris County Preservation & Recreation Needs Assessment & Strategy Report, Morris County, New Jersey
- Grand Prairie Parks and Recreation Master Plan, Grand Prairie, Texas
D. KEY PERSONNEL

NANCY K. NOZIK, AIA
Architecture and Recreation Center Analysis

EDUCATION
Georgia Institute of Technology, Atlanta, Georgia:
  Master of Architecture, 1990
Miami University, Oxford, Ohio:
  Bachelor of Environmental Design, 1987

REGISTRATIONS
Registered Architect: State of Ohio

RELEVANT PROJECTS
Recreation
  • Kovacic Recreation Center Addition and Renovation, Cleveland, Ohio
  • Kenneth L. Johnson Recreation Center Addition and Renovation, Cleveland, Ohio
  • Wagar Park, Lakewood, Ohio
  • Somerset County Parks Commission Recreation Facilities Study, Bridgewater, New Jersey
  • Elyria Ice Arena Renovations, Elyria, Ohio
  • North Royalton City Green, North Royalton, Ohio
  • Clague Park Pedestrian Bridge, Westlake, Ohio
  • Westlake Community Services Center Study, Westlake, Ohio
  • Kid’s Cove Playground, Lakewood Park, Lakewood, Ohio
  • Kent Parks & Recreation Community Health Concept Plan, Kent, Ohio
  • Towpath Trail, Stage 3, Cleveland, Ohio
  • North Royalton YMCA, North Royalton, Ohio
  • North Royalton Memorial Park Playground, North Royalton, Ohio
  • Detroit JCC Accessibility Study, Detroit, Michigan
  • Blossom Hill Park Fieldhouse and Outdoor Aquatic Center, Brecksville, Ohio
Aquatics
  • Westlake Peterson Pool, Westlake, Ohio
  • Memorial Pool Feasibility Study, North Tonawanda, New York
  • College of Wooster Natatorium Renovations, Wooster, Ohio
  • Wooster High School Natatorium Renovations, Wooster, Ohio
  • Elyria West & South Parks Spraygrounds, Elyria, Ohio
  • North Ridgeville Outdoor Aquatics Study, North Ridgeville, Ohio
  • Cleveland Heights – University Heights High School Natatorium, Cleveland Heights, Ohio
D. Key Personnel

Monica G. Sumner, RA, CID
Recreation Center Analysis

Education
University of Kentucky, Bachelor of Architecture

Registrations
Registered Architect: Commonwealth Kentucky #5641
Certified Interior Designer: Commonwealth of Kentucky #55

Affiliations
- AIAS, 1988 - 1993
- President Student Body - College of Architecture, '92,'93
- NCARB (Intern Development Program)
- President Local Chapter-Business Network International
- Advisory Committee, Lexington Community College Architectural Technology Program, 2001 - 2003
- President Spindletop Homemakers 2007 - 2008
- Kentucky Library Association Member
- Lexington Architectural Review Board 2008-2010
- President Spindletop Community Association 2010 – 2012

Relevant Projects
- Colleyville Parks, Recreation and Open Space Master Plan, Colleyville, Texas
- Kyle Vista Recreation Center, Park Design & Operations Plan, Kyle, Texas
- Hamburg Pavilion YMCA, Lexington, Kentucky
- Jessamine County YMCA, Nicholasville, Kentucky
- Ray and Joan Kroc Community Center, Ashland, Ohio
- Don Umerley Civic Center Addition, Rocky River, Ohio
- Tri-Health Indoor and Outdoor Aquatic Addition, Cincinnati, Ohio
- Groveport Recreation Center, Groveport, Ohio
- Mt. Washington Community Center, Cincinnati Recreation Commission
- Madisonville Community Center, Cincinnati Recreation Commission
- Bowling Green Recreation Center, Bowling Green, Kentucky
- Paducah Recreation Center Feasibility Study, Paducah, Kentucky
- Paradise Cove Family Aquatic Center, Richmond, Kentucky
- Tipp City Aquatic Center, Tipp City, Ohio
- Marietta Family Aquatic Center, Marietta, Ohio
- Groveport Outdoor; Indoor Aquatic Centers, Groveport, Ohio
- Shelbyville Indoor and Outdoor Aquatic Center, Shelbyville, Kentucky
- Mt. Lookout Swim Club and Pool, Cincinnati, Ohio

City of Kent Parks & Recreation Master Plan
D. Key Personnel

JOSEPH W. ELDER, ASLA, BSLA
Graduate Landscape Architect

EDUCATION
University of Kentucky, BSLA

AFFILIATIONS
- Kentucky Chapter ASLA
- American Society of Landscape Architects

RELEVANT PROJECTS
- Tallmadge Parks and Recreation Master Plan, Tallmadge, Ohio
- Beavercreek Parks and Recreation Master Plan, Beavercreek, Ohio
- Lakewood Wagar Park, Lakewood, Ohio
- Monroe Bicentennial Commons, Baker Park, Community Park Master Plans, Monroe, Ohio
- Westfield Parks and Recreation Master Plan, Westfield, New Jersey
- Clifton Parks and Recreation Master Plan, Clifton, New Jersey
- Lexington Parks and Recreation Master Plan, Lexington, Kentucky
- Boone County Golf Course Club House, Boone County, Kentucky
- North Pointe Park, North Pointe, Kentucky
- Great Miami River Trail, Monroe, Ohio
- Colleyville Master Plan, Colleyville, Texas
- Harbin Park, Harbin, Ohio
- Mt. Sterling Aquatic Study, Mt. Sterling, Kentucky
- Norton Commons Pool, Louisville, Kentucky
- Ken Johnson Center, Cleveland, Ohio
- Glasgow Parks and Recreation Master Plan, Glasgow, Kentucky
- Carter County Sports Complex, Carter County, Kentucky
- Garland Parks and Recreation Master Plan, Garland, Texas
- Elyria East Park Trail, Elyria, Ohio
- Rowlett Parks Design, Rowlett, Texas
- ODOT Warren County Rest Areas, Warren County, Ohio
- Newtown Short Park Master Plan, Newtown, Ohio
- Muhlenberg County Recreation Center, Muhlenberg County, Kentucky
- Bowling Green Riverview Golf Course, Bowling Green, Kentucky
- American Legion Park, Glasgow, Kentucky
E. REFERENCES

Westlake Parks & Recreation Master Plan

Bob DeMinico, Director
28955 Hilliard Blvd.
Phone: 440.808.5499
Key Dates: February 2014 to November 2014 (adoption in February 2015)

City of Westlake Parks and Recreation
Westlake, Ohio 44145
Email: bdeminico@cityofwestlake.org

Tallmadge Parks and Recreation Master Plan

Jessica Simons, Superintendent
46 N. Munroe Dr.
Phone: (330) 633-5321
Key Dates: May 2018 to present (Draft Plan submitted 6/6/2019)

City of Tallmadge Parks and Recreation
Tallmadge, Ohio 44278
Email: jsimons@tallmadge-ohio.org

Lexington Parks and Recreation Master Plan and Aquatics Master Plan

Ms. Monica Conrad, Parks and Recreation Director
469 Parkway Drive
Phone: (859) 288-2965

City of Lexington Parks and Recreation Department
Lexington, KY 40504
Email: mconrad@lexingtonky.gov

Cincinnati Recreation Commission Master Plan for Service Delivery and Several Other Projects

Dan Jones, Planning and Development
805 Central Avenue, Suite 800
Phone: 513.352.4045
Key Dates: May 1995 to June 1996

Boone County Parks and Recreation Master Plan and Several Other Projects

Mr. David Whitehouse, Director
5958 Garrard Street
Phone: (859) 334-2117

Boone County Parks and Recreation
Burlington, KY 41005
Email: dwhitehouse@boonecountyky.org

Bowling Green Parks and Recreation Master Plan and Several Other Projects

Mr. Brent Belcher, Parks and Recreation, Director
225 E. 3rd St.
Phone: (270) 393-3584

Bowling Green, KY 42101
Email: brent.belcher@bgky.org

City of Fairfax, Virginia Strategic Master Plan for Parks, Trails, Open Space, Events and Cultural Arts

Joanna Ormesher, CPRP, Tourism and Marketing Director
Fairfax, Virginia 22030
Phone: 703.273.6097
Key Dates: February 2013 to Completion in January 2014

Email: joanna.ormesher@fairfaxva.gov

Princeton Parks & Recreation Master Plan

Mr. Ben Stentz, Director
380 Witherspoon Street
Phone: 609.921.9480
Key Dates: February 2007 to June 2008

Princeton Recreation Department
Princeton, New Jersey 08540
Email: bstentz@princetonnj.gov
City of Kent
Income Tax Division

November 30, 2019
Income Tax Receipts Comparison - (Excluding 0.25% Police Facility Receipts)

Monthly Receipts
Total receipts for the month of November, 2019 $1,070,525
Total receipts for the month of November, 2018 $1,010,080
Total receipts for the month of November, 2017 $1,162,952

Year-to-date Receipts and Percent of Total Annual Receipts Collected

<table>
<thead>
<tr>
<th></th>
<th>Year-to-date Actual</th>
<th>Percent of Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total receipts January 1 through November 30, 2019</td>
<td>$13,388,231</td>
<td>92.97%</td>
</tr>
<tr>
<td>Total receipts January 1 through November 30, 2018</td>
<td>$12,959,193</td>
<td>90.09%</td>
</tr>
<tr>
<td>Total receipts January 1 through November 30, 2017</td>
<td>$13,353,113</td>
<td>90.92%</td>
</tr>
</tbody>
</table>

Year-to-date Receipts Through November 30, 2019 - Budget vs. Actual

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Budgeted Receipts</th>
<th>Revised Budgeted Receipts</th>
<th>Year-to-date Actual Receipts</th>
<th>Percent Collected</th>
<th>Percent Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$14,400,180</td>
<td>$14,400,180</td>
<td>$13,388,231</td>
<td>92.97%</td>
<td>7.03%</td>
</tr>
</tbody>
</table>

Comparisons of Total Annual Receipts for Previous Ten Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Receipts</th>
<th>Change From Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$10,482,215</td>
<td>-2.15%</td>
</tr>
<tr>
<td>2010</td>
<td>$10,453,032</td>
<td>-0.28%</td>
</tr>
<tr>
<td>2011</td>
<td>$10,711,766</td>
<td>2.48%</td>
</tr>
<tr>
<td>2012</td>
<td>$12,063,299</td>
<td>12.62%</td>
</tr>
<tr>
<td>2013</td>
<td>$12,397,812</td>
<td>2.77%</td>
</tr>
<tr>
<td>2014</td>
<td>$13,099,836</td>
<td>5.66%</td>
</tr>
<tr>
<td>2015</td>
<td>$14,592,491</td>
<td>11.39%</td>
</tr>
<tr>
<td>2016</td>
<td>$14,133,033</td>
<td>-3.15%</td>
</tr>
<tr>
<td>2017</td>
<td>$14,687,372</td>
<td>3.92%</td>
</tr>
<tr>
<td>2018</td>
<td>$14,384,958</td>
<td>-2.06%</td>
</tr>
</tbody>
</table>

Submitted by [Signature], Director of Budget and Finance
### Monthly Receipts

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Amount</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$1,228,846</td>
<td>$1,153,204</td>
<td>$1,146,434</td>
<td>$(6,771)</td>
<td>-0.59%</td>
</tr>
<tr>
<td>February</td>
<td>$1,072,047</td>
<td>$1,062,513</td>
<td>$1,142,355</td>
<td>79,842</td>
<td>7.51%</td>
</tr>
<tr>
<td>March</td>
<td>$1,133,943</td>
<td>$1,051,604</td>
<td>$1,125,424</td>
<td>73,821</td>
<td>7.02%</td>
</tr>
<tr>
<td>April</td>
<td>$1,561,337</td>
<td>$1,656,767</td>
<td>$1,649,439</td>
<td>(7,328)</td>
<td>-0.44%</td>
</tr>
<tr>
<td>May</td>
<td>$1,233,090</td>
<td>$1,229,804</td>
<td>$1,283,213</td>
<td>53,409</td>
<td>4.34%</td>
</tr>
<tr>
<td>June</td>
<td>$1,291,517</td>
<td>$1,266,792</td>
<td>$1,381,758</td>
<td>114,965</td>
<td>9.08%</td>
</tr>
<tr>
<td>July</td>
<td>$1,161,945</td>
<td>$1,054,319</td>
<td>$1,047,029</td>
<td>(7,290)</td>
<td>-0.69%</td>
</tr>
<tr>
<td>August</td>
<td>$1,116,420</td>
<td>$1,073,511</td>
<td>$1,126,859</td>
<td>53,348</td>
<td>4.97%</td>
</tr>
<tr>
<td>September</td>
<td>$1,175,347</td>
<td>$1,290,237</td>
<td>$1,256,730</td>
<td>(33,507)</td>
<td>-2.60%</td>
</tr>
<tr>
<td>October</td>
<td>$1,215,670</td>
<td>$1,110,361</td>
<td>$1,158,466</td>
<td>48,105</td>
<td>4.33%</td>
</tr>
<tr>
<td>November</td>
<td>$1,162,952</td>
<td>$1,010,080</td>
<td>$1,070,525</td>
<td>60,445</td>
<td>5.98%</td>
</tr>
<tr>
<td>December</td>
<td>$1,334,259</td>
<td>$1,425,765</td>
<td>$1,388,231</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$14,687,372</td>
<td>$14,384,958</td>
<td>$13,388,231</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Year-to-Date Receipts

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Amount</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$1,228,846</td>
<td>$1,153,204</td>
<td>$1,146,434</td>
<td>$(6,771)</td>
<td>-0.59%</td>
</tr>
<tr>
<td>February</td>
<td>$2,300,893</td>
<td>$2,215,718</td>
<td>$2,288,789</td>
<td>73,071</td>
<td>3.30%</td>
</tr>
<tr>
<td>March</td>
<td>$3,434,836</td>
<td>$3,267,321</td>
<td>$3,414,213</td>
<td>146,892</td>
<td>4.50%</td>
</tr>
<tr>
<td>April</td>
<td>$4,996,173</td>
<td>$4,924,088</td>
<td>$5,063,652</td>
<td>139,564</td>
<td>2.83%</td>
</tr>
<tr>
<td>May</td>
<td>$6,229,263</td>
<td>$6,153,892</td>
<td>$6,346,864</td>
<td>192,972</td>
<td>3.14%</td>
</tr>
<tr>
<td>June</td>
<td>$7,520,780</td>
<td>$7,420,684</td>
<td>$7,728,622</td>
<td>307,938</td>
<td>4.15%</td>
</tr>
<tr>
<td>July</td>
<td>$8,682,725</td>
<td>$8,475,003</td>
<td>$8,775,651</td>
<td>300,648</td>
<td>3.55%</td>
</tr>
<tr>
<td>August</td>
<td>$9,799,145</td>
<td>$9,548,514</td>
<td>$9,902,510</td>
<td>353,996</td>
<td>3.71%</td>
</tr>
<tr>
<td>September</td>
<td>$10,974,491</td>
<td>$10,838,752</td>
<td>$11,159,240</td>
<td>320,489</td>
<td>2.96%</td>
</tr>
<tr>
<td>October</td>
<td>$12,190,161</td>
<td>$11,949,112</td>
<td>$12,317,707</td>
<td>368,594</td>
<td>3.08%</td>
</tr>
<tr>
<td>November</td>
<td>$13,353,113</td>
<td>$12,959,193</td>
<td>$13,388,231</td>
<td>429,039</td>
<td>3.31%</td>
</tr>
<tr>
<td>December</td>
<td>$14,687,372</td>
<td>$14,384,958</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$14,687,372</td>
<td>$14,384,958</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 2019 City of Kent, Ohio
Comparison of Income Tax Receipts from Kent State University
(Excluding 0.25% Police Facility Receipts)
as of Month Ended November 30, 2019

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Amount</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$436,131</td>
<td>$441,024</td>
<td>$432,020</td>
<td>$9,004</td>
<td>-2.04%</td>
</tr>
<tr>
<td>February</td>
<td>$398,208</td>
<td>$408,429</td>
<td>$402,645</td>
<td>$5,784</td>
<td>-1.42%</td>
</tr>
<tr>
<td>March</td>
<td>$441,069</td>
<td>$439,804</td>
<td>$429,564</td>
<td>$10,240</td>
<td>-2.33%</td>
</tr>
<tr>
<td>April</td>
<td>$474,495</td>
<td>$475,808</td>
<td>$463,208</td>
<td>$12,600</td>
<td>-2.65%</td>
</tr>
<tr>
<td>May</td>
<td>$428,818</td>
<td>$434,264</td>
<td>$426,386</td>
<td>$(7,878)</td>
<td>-1.81%</td>
</tr>
<tr>
<td>June</td>
<td>$425,646</td>
<td>$437,151</td>
<td>$421,609</td>
<td>$(15,541)</td>
<td>-3.56%</td>
</tr>
<tr>
<td>July</td>
<td>$403,532</td>
<td>$392,738</td>
<td>$400,822</td>
<td>$8,084</td>
<td>2.06%</td>
</tr>
<tr>
<td>August</td>
<td>$417,678</td>
<td>$417,869</td>
<td>$427,280</td>
<td>$9,411</td>
<td>2.25%</td>
</tr>
<tr>
<td>September</td>
<td>$356,602</td>
<td>$398,667</td>
<td>$424,497</td>
<td>$25,830</td>
<td>6.48%</td>
</tr>
<tr>
<td>October</td>
<td>$471,742</td>
<td>$425,598</td>
<td>$444,044</td>
<td>$18,446</td>
<td>4.33%</td>
</tr>
<tr>
<td>November</td>
<td>$445,247</td>
<td>$450,474</td>
<td>$447,742</td>
<td>$(2,731)</td>
<td>-0.61%</td>
</tr>
<tr>
<td>December</td>
<td>$445,693</td>
<td>$430,640</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$5,144,861</td>
<td>$5,152,467</td>
<td>$4,719,818</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Year-to-Date Receipts

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Amount</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$436,131</td>
<td>$441,024</td>
<td>$432,020</td>
<td>$9,004</td>
<td>-2.04%</td>
</tr>
<tr>
<td>February</td>
<td>$834,338</td>
<td>$849,453</td>
<td>$834,665</td>
<td>$(14,788)</td>
<td>-1.74%</td>
</tr>
<tr>
<td>March</td>
<td>$1,275,407</td>
<td>$1,289,257</td>
<td>$1,264,228</td>
<td>$(25,029)</td>
<td>-1.94%</td>
</tr>
<tr>
<td>April</td>
<td>$1,749,902</td>
<td>$1,765,066</td>
<td>$1,727,436</td>
<td>$(37,566)</td>
<td>-2.13%</td>
</tr>
<tr>
<td>May</td>
<td>$2,178,721</td>
<td>$2,199,330</td>
<td>$2,153,823</td>
<td>$(45,507)</td>
<td>-2.07%</td>
</tr>
<tr>
<td>June</td>
<td>$2,604,367</td>
<td>$2,636,481</td>
<td>$2,575,432</td>
<td>$(61,048)</td>
<td>-2.32%</td>
</tr>
<tr>
<td>July</td>
<td>$3,007,898</td>
<td>$3,029,218</td>
<td>$2,976,254</td>
<td>$(52,964)</td>
<td>-1.75%</td>
</tr>
<tr>
<td>August</td>
<td>$3,425,576</td>
<td>$3,447,088</td>
<td>$3,403,534</td>
<td>$(43,554)</td>
<td>-1.26%</td>
</tr>
<tr>
<td>September</td>
<td>$3,782,178</td>
<td>$3,845,755</td>
<td>$3,828,031</td>
<td>$(17,723)</td>
<td>-0.46%</td>
</tr>
<tr>
<td>October</td>
<td>$4,253,920</td>
<td>$4,271,352</td>
<td>$4,272,076</td>
<td>$723</td>
<td>0.02%</td>
</tr>
<tr>
<td>November</td>
<td>$4,699,167</td>
<td>$4,721,826</td>
<td>$4,719,818</td>
<td>$(2,008)</td>
<td>-0.04%</td>
</tr>
<tr>
<td>December</td>
<td>$5,144,861</td>
<td>$5,152,467</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$5,144,861</td>
<td>$5,152,467</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 2019 CITY OF KENT, OHIO
Comparison of Income Tax Receipts from Kent State University
(Excluding 0.25% Police Facility Receipts)

Comparisons of Total Annual Receipts for Previous Ten Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Receipts</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$4,090,788</td>
<td>4.37%</td>
</tr>
<tr>
<td>2010</td>
<td>$4,267,465</td>
<td>4.32%</td>
</tr>
<tr>
<td>2011</td>
<td>$4,246,372</td>
<td>-0.49%</td>
</tr>
<tr>
<td>2012</td>
<td>$4,430,666</td>
<td>4.48%</td>
</tr>
<tr>
<td>2013</td>
<td>$4,603,095</td>
<td>3.75%</td>
</tr>
<tr>
<td>2014</td>
<td>$4,778,094</td>
<td>3.80%</td>
</tr>
<tr>
<td>2015</td>
<td>$4,916,874</td>
<td>2.90%</td>
</tr>
<tr>
<td>2016</td>
<td>$5,056,433</td>
<td>2.84%</td>
</tr>
<tr>
<td>2017</td>
<td>$5,144,861</td>
<td>1.75%</td>
</tr>
<tr>
<td>2018</td>
<td>$5,152,467</td>
<td>0.15%</td>
</tr>
</tbody>
</table>
### 2019 CITY OF KENT, OHIO
Comparison of Income Tax Receipts
Police Facility Dedicated Income Tax Receipts - 1/9 of Total (0.25%)
as of Month Ended November 30, 2019

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Amount</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$153,588</td>
<td>$144,134</td>
<td>$143,288</td>
<td>$(846)</td>
<td>-0.59%</td>
</tr>
<tr>
<td>February</td>
<td>$133,991</td>
<td>$132,799</td>
<td>$142,778</td>
<td>$9,979</td>
<td>7.51%</td>
</tr>
<tr>
<td>March</td>
<td>$141,727</td>
<td>$131,436</td>
<td>$140,662</td>
<td>$9,227</td>
<td>7.02%</td>
</tr>
<tr>
<td>April</td>
<td>$195,145</td>
<td>$207,073</td>
<td>$206,157</td>
<td>$(916)</td>
<td>-0.44%</td>
</tr>
<tr>
<td>May</td>
<td>$154,119</td>
<td>$153,708</td>
<td>$160,384</td>
<td>$6,675</td>
<td>4.34%</td>
</tr>
<tr>
<td>June</td>
<td>$161,421</td>
<td>$158,331</td>
<td>$172,700</td>
<td>$14,369</td>
<td>9.08%</td>
</tr>
<tr>
<td>July</td>
<td>$145,227</td>
<td>$131,775</td>
<td>$130,864</td>
<td>$(911)</td>
<td>-0.69%</td>
</tr>
<tr>
<td>August</td>
<td>$139,537</td>
<td>$134,174</td>
<td>$140,842</td>
<td>$6,668</td>
<td>4.97%</td>
</tr>
<tr>
<td>September</td>
<td>$146,902</td>
<td>$161,261</td>
<td>$157,074</td>
<td>$(4,187)</td>
<td>-2.60%</td>
</tr>
<tr>
<td>October</td>
<td>$151,942</td>
<td>$138,780</td>
<td>$144,792</td>
<td>$6,012</td>
<td>4.33%</td>
</tr>
<tr>
<td>November</td>
<td>$145,353</td>
<td>$126,246</td>
<td>$133,801</td>
<td>$7,555</td>
<td>5.98%</td>
</tr>
<tr>
<td>December</td>
<td>$166,784</td>
<td>$178,201</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$1,835,715</strong></td>
<td><strong>$1,797,917</strong></td>
<td><strong>$1,673,341</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Year-to-Date Receipts

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Amount</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$153,588</td>
<td>$144,134</td>
<td>$143,288</td>
<td>$(846)</td>
<td>-0.59%</td>
</tr>
<tr>
<td>February</td>
<td>$287,579</td>
<td>$276,934</td>
<td>286,066</td>
<td>$9,133</td>
<td>3.30%</td>
</tr>
<tr>
<td>March</td>
<td>$429,306</td>
<td>$408,369</td>
<td>426,729</td>
<td>$18,359</td>
<td>4.50%</td>
</tr>
<tr>
<td>April</td>
<td>$624,451</td>
<td>$615,442</td>
<td>632,885</td>
<td>$17,444</td>
<td>2.83%</td>
</tr>
<tr>
<td>May</td>
<td>$778,570</td>
<td>$769,150</td>
<td>793,269</td>
<td>$24,119</td>
<td>3.14%</td>
</tr>
<tr>
<td>June</td>
<td>$939,992</td>
<td>$927,481</td>
<td>965,969</td>
<td>$38,488</td>
<td>4.15%</td>
</tr>
<tr>
<td>July</td>
<td>$1,085,218</td>
<td>$1,059,256</td>
<td>1,096,833</td>
<td>$37,577</td>
<td>3.55%</td>
</tr>
<tr>
<td>August</td>
<td>$1,224,755</td>
<td>$1,193,430</td>
<td>1,237,675</td>
<td>$44,245</td>
<td>3.71%</td>
</tr>
<tr>
<td>September</td>
<td>$1,371,657</td>
<td>$1,354,691</td>
<td>1,394,748</td>
<td>$40,057</td>
<td>2.96%</td>
</tr>
<tr>
<td>October</td>
<td>$1,523,599</td>
<td>$1,493,471</td>
<td>1,539,540</td>
<td>$46,069</td>
<td>3.08%</td>
</tr>
<tr>
<td>November</td>
<td>$1,668,951</td>
<td>$1,619,717</td>
<td>1,673,341</td>
<td>$53,624</td>
<td>3.31%</td>
</tr>
<tr>
<td>December</td>
<td>$1,835,715</td>
<td>$1,797,917</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$1,835,715</strong></td>
<td><strong>$1,797,917</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Monthly Receipts

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Comparisons</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$ 1,382,434</td>
<td>$ 1,297,339</td>
<td>$ 1,289,722</td>
<td>$ (7,617)</td>
<td>-0.59%</td>
</tr>
<tr>
<td>February</td>
<td>$ 1,206,038</td>
<td>$ 1,195,312</td>
<td>1,285,134</td>
<td>89,821</td>
<td>7.51%</td>
</tr>
<tr>
<td>March</td>
<td>$ 1,275,670</td>
<td>$ 1,183,039</td>
<td>1,266,086</td>
<td>83,047</td>
<td>7.02%</td>
</tr>
<tr>
<td>April</td>
<td>$ 1,756,482</td>
<td>$ 1,863,839</td>
<td>1,855,595</td>
<td>(8,244)</td>
<td>-0.44%</td>
</tr>
<tr>
<td>May</td>
<td>$ 1,387,209</td>
<td>$ 1,383,512</td>
<td>1,443,596</td>
<td>60,084</td>
<td>4.34%</td>
</tr>
<tr>
<td>June</td>
<td>$ 1,452,938</td>
<td>$ 1,425,124</td>
<td>1,554,458</td>
<td>129,334</td>
<td>9.08%</td>
</tr>
<tr>
<td>July</td>
<td>$ 1,307,171</td>
<td>$ 1,186,064</td>
<td>1,177,893</td>
<td>(8,201)</td>
<td>-0.69%</td>
</tr>
<tr>
<td>August</td>
<td>$ 1,255,957</td>
<td>$ 1,207,665</td>
<td>1,267,700</td>
<td>60,016</td>
<td>4.97%</td>
</tr>
<tr>
<td>September</td>
<td>$ 1,322,249</td>
<td>$ 1,451,498</td>
<td>1,413,804</td>
<td>(37,695)</td>
<td>-2.60%</td>
</tr>
<tr>
<td>October</td>
<td>$ 1,367,611</td>
<td>$ 1,249,141</td>
<td>1,303,258</td>
<td>54,117</td>
<td>4.33%</td>
</tr>
<tr>
<td>November</td>
<td>$ 1,308,304</td>
<td>$ 1,136,326</td>
<td>1,204,325</td>
<td>67,999</td>
<td>5.98%</td>
</tr>
<tr>
<td>December</td>
<td>$ 1,501,023</td>
<td>$ 1,603,965</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$ 16,523,087</td>
<td>$ 16,182,875</td>
<td>$ 15,061,572</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Year-to-Date Receipts

<table>
<thead>
<tr>
<th>Month</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Comparisons</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$ 1,382,434</td>
<td>$ 1,297,339</td>
<td>$ 1,289,722</td>
<td>$ (7,617)</td>
<td>-0.59%</td>
</tr>
<tr>
<td>February</td>
<td>$ 2,588,472</td>
<td>$ 2,492,651</td>
<td>2,574,855</td>
<td>82,204</td>
<td>3.30%</td>
</tr>
<tr>
<td>March</td>
<td>$ 3,864,142</td>
<td>$ 3,675,690</td>
<td>3,840,942</td>
<td>165,251</td>
<td>4.50%</td>
</tr>
<tr>
<td>April</td>
<td>$ 5,620,624</td>
<td>$ 5,539,530</td>
<td>5,696,537</td>
<td>157,007</td>
<td>2.83%</td>
</tr>
<tr>
<td>May</td>
<td>$ 7,007,833</td>
<td>$ 6,923,042</td>
<td>7,140,133</td>
<td>217,091</td>
<td>3.14%</td>
</tr>
<tr>
<td>June</td>
<td>$ 8,460,772</td>
<td>$ 8,348,165</td>
<td>8,694,591</td>
<td>346,426</td>
<td>4.15%</td>
</tr>
<tr>
<td>July</td>
<td>$ 9,767,943</td>
<td>$ 9,534,260</td>
<td>9,872,484</td>
<td>338,225</td>
<td>3.55%</td>
</tr>
<tr>
<td>August</td>
<td>$ 11,023,900</td>
<td>$ 10,741,944</td>
<td>11,140,185</td>
<td>398,241</td>
<td>3.71%</td>
</tr>
<tr>
<td>September</td>
<td>$ 12,346,149</td>
<td>$ 12,193,443</td>
<td>12,553,989</td>
<td>360,546</td>
<td>2.96%</td>
</tr>
<tr>
<td>October</td>
<td>$ 13,713,760</td>
<td>$ 13,442,583</td>
<td>13,857,247</td>
<td>414,663</td>
<td>3.08%</td>
</tr>
<tr>
<td>November</td>
<td>$ 15,022,064</td>
<td>$ 14,578,910</td>
<td>15,061,572</td>
<td>482,663</td>
<td>3.31%</td>
</tr>
<tr>
<td>December</td>
<td>$ 16,523,087</td>
<td>$ 16,182,875</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$ 16,523,087</td>
<td>$ 16,182,875</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## KENT POLICE DEPARTMENT
### NOVEMBER 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>NOVEMBER 2018</th>
<th>NOVEMBER 2019</th>
<th>TOTAL 2018</th>
<th>TOTAL 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALLS FOR SERVICE</td>
<td>1805</td>
<td>1977</td>
<td>23186</td>
<td>26025</td>
</tr>
<tr>
<td>FIRE CALLS</td>
<td>394</td>
<td>384</td>
<td>4302</td>
<td>4329</td>
</tr>
<tr>
<td>ARRESTS, TOTAL</td>
<td>90</td>
<td>130</td>
<td>1488</td>
<td>1571</td>
</tr>
<tr>
<td>JUVENILE ARRESTS</td>
<td>3</td>
<td>9</td>
<td>87</td>
<td>88</td>
</tr>
<tr>
<td>O.V.I. ARRESTS</td>
<td>8</td>
<td>9</td>
<td>134</td>
<td>159</td>
</tr>
<tr>
<td>TRAFFIC CITATIONS</td>
<td>218</td>
<td>195</td>
<td>2697</td>
<td>2879</td>
</tr>
<tr>
<td>PARKING TICKETS</td>
<td>888</td>
<td>717</td>
<td>10683</td>
<td>10139</td>
</tr>
<tr>
<td>ACCIDENT REPORTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Damage</td>
<td>42</td>
<td>41</td>
<td>372</td>
<td>385</td>
</tr>
<tr>
<td>Injury</td>
<td>15</td>
<td>3</td>
<td>97</td>
<td>136</td>
</tr>
<tr>
<td>Private Property</td>
<td>5</td>
<td>11</td>
<td>133</td>
<td>70</td>
</tr>
<tr>
<td>Hit-Skip</td>
<td>4</td>
<td>4</td>
<td>33</td>
<td>42</td>
</tr>
<tr>
<td>OVI Related</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Pedestrians</td>
<td>2</td>
<td>0</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Fatals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>U.C.R. STATISTICS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homicide</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Rape</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Robbery</td>
<td>0</td>
<td>1</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Assault Total</td>
<td>18</td>
<td>13</td>
<td>156</td>
<td>169</td>
</tr>
<tr>
<td>Serious</td>
<td>2</td>
<td>1</td>
<td>23</td>
<td>18</td>
</tr>
<tr>
<td>Simple</td>
<td>16</td>
<td>12</td>
<td>133</td>
<td>151</td>
</tr>
<tr>
<td>Burglary</td>
<td>5</td>
<td>7</td>
<td>70</td>
<td>56</td>
</tr>
<tr>
<td>Larceny</td>
<td>29</td>
<td>26</td>
<td>301</td>
<td>295</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Arson</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Human Trafficking:Servitude</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Human Trafficking:Sex Acts</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52</td>
<td>47</td>
<td>553</td>
<td>545</td>
</tr>
</tbody>
</table>

### CRIME CLEARANCES

<table>
<thead>
<tr>
<th>Category</th>
<th>NOVEMBER 2018</th>
<th>NOVEMBER 2019</th>
<th>TOTAL 2018</th>
<th>TOTAL 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homicide</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Rape</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Robbery</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Assault Total</td>
<td>15</td>
<td>13</td>
<td>126</td>
<td>148</td>
</tr>
<tr>
<td>Serious</td>
<td>1</td>
<td>1</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Simple</td>
<td>14</td>
<td>12</td>
<td>109</td>
<td>134</td>
</tr>
<tr>
<td>Burglary</td>
<td>2</td>
<td>2</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>Larceny</td>
<td>3</td>
<td>3</td>
<td>38</td>
<td>43</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Arson</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Human Trafficking:Servitude</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Human Trafficking:Sex Acts</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>20</td>
<td>185</td>
<td>224</td>
</tr>
</tbody>
</table>
# Kent Fire Department
## Monthly Incident Report
### October 2019

### Fire Incident Response Information

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>78</td>
<td>68</td>
<td>65</td>
<td>672</td>
<td>564</td>
<td>521</td>
</tr>
<tr>
<td>Kent State University</td>
<td>15</td>
<td>10</td>
<td>19</td>
<td>119</td>
<td>98</td>
<td>90</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>25</td>
<td>14</td>
<td>15</td>
<td>177</td>
<td>143</td>
<td>151</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Mutual Aid Given</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>32</td>
<td>24</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total Fire Incident Alarms</strong></td>
<td>121</td>
<td>96</td>
<td>103</td>
<td>1005</td>
<td>832</td>
<td>789</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Mutual Aid Received by Location</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Kent State University</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Mutual Aid</strong></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

### Emergency Medical Service Response Information

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>214</td>
<td>224</td>
<td>231</td>
<td>2146</td>
<td>2207</td>
<td>2113</td>
</tr>
<tr>
<td>Kent State University</td>
<td>39</td>
<td>50</td>
<td>53</td>
<td>261</td>
<td>302</td>
<td>260</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>38</td>
<td>64</td>
<td>41</td>
<td>461</td>
<td>479</td>
<td>428</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>9</td>
<td>23</td>
<td>2</td>
</tr>
<tr>
<td>Mutual Aid Given</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>28</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td><strong>Total Emergency Medical Service Responses</strong></td>
<td>293</td>
<td>346</td>
<td>328</td>
<td>2905</td>
<td>3041</td>
<td>2836</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Mutual Aid Received by Location</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>20</td>
<td>24</td>
<td>12</td>
</tr>
<tr>
<td>Kent State University</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Mutual Aid</strong></td>
<td>3</td>
<td>4</td>
<td>7</td>
<td>30</td>
<td>27</td>
<td>21</td>
</tr>
</tbody>
</table>

### Total Fire and Emergency Medical Service Response Incidents

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>414</td>
<td>442</td>
<td>431</td>
<td>3910</td>
<td>3873</td>
<td>3625</td>
</tr>
</tbody>
</table>

### Total All Responses, Including Mutual Aid

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>418</td>
<td>446</td>
<td>438</td>
<td>3945</td>
<td>3908</td>
<td>3654</td>
</tr>
</tbody>
</table>
### KENT FIRE DEPARTMENT
MONTHLY INCIDENT REPORT
NOVEMBER 2019

#### FIRE INCIDENT RESPONSE INFORMATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>62</td>
<td>52</td>
<td>48</td>
<td>734</td>
<td>616</td>
<td>569</td>
</tr>
<tr>
<td>Kent State University</td>
<td>16</td>
<td>21</td>
<td>15</td>
<td>135</td>
<td>119</td>
<td>105</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>16</td>
<td>22</td>
<td>12</td>
<td>193</td>
<td>165</td>
<td>163</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>6</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Mutual Aid Given</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>34</td>
<td>28</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total Fire Incident Alarms</strong></td>
<td><strong>97</strong></td>
<td><strong>99</strong></td>
<td><strong>82</strong></td>
<td><strong>1102</strong></td>
<td><strong>931</strong></td>
<td><strong>871</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Mutual Aid Received by Location</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Kent State University</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Mutual Aid</strong></td>
<td><strong>2</strong></td>
<td><strong>1</strong></td>
<td><strong>0</strong></td>
<td><strong>7</strong></td>
<td><strong>9</strong></td>
<td><strong>8</strong></td>
</tr>
</tbody>
</table>

#### EMERGENCY MEDICAL SERVICE RESPONSE INFORMATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>207</td>
<td>199</td>
<td>182</td>
<td>2353</td>
<td>2406</td>
<td>2295</td>
</tr>
<tr>
<td>Kent State University</td>
<td>36</td>
<td>38</td>
<td>19</td>
<td>297</td>
<td>340</td>
<td>279</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>36</td>
<td>48</td>
<td>36</td>
<td>497</td>
<td>527</td>
<td>464</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>11</td>
<td>27</td>
<td>2</td>
</tr>
<tr>
<td>Mutual Aid Given</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>31</td>
<td>34</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total Emergency Medical Service Responses</strong></td>
<td><strong>284</strong></td>
<td><strong>293</strong></td>
<td><strong>239</strong></td>
<td><strong>3189</strong></td>
<td><strong>3334</strong></td>
<td><strong>3075</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Mutual Aid Received by Location</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Kent</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>21</td>
<td>24</td>
<td>13</td>
</tr>
<tr>
<td>Kent State University</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Franklin Township</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Sugar Bush Knolls</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Mutual Aid</strong></td>
<td><strong>1</strong></td>
<td><strong>1</strong></td>
<td><strong>1</strong></td>
<td><strong>31</strong></td>
<td><strong>28</strong></td>
<td><strong>22</strong></td>
</tr>
</tbody>
</table>

### TOTAL FIRE AND EMERGENCY MEDICAL SERVICE RESPONSE INCIDENTS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>381</strong></td>
<td><strong>392</strong></td>
<td><strong>321</strong></td>
<td></td>
</tr>
<tr>
<td><strong>4201</strong></td>
<td><strong>4265</strong></td>
<td><strong>3946</strong></td>
<td></td>
</tr>
</tbody>
</table>

### TOTAL ALL RESPONSES, INCLUDING MUTUAL AID

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>384</strong></td>
<td><strong>394</strong></td>
<td><strong>322</strong></td>
<td></td>
</tr>
<tr>
<td><strong>4329</strong></td>
<td><strong>4302</strong></td>
<td><strong>3976</strong></td>
<td></td>
</tr>
</tbody>
</table>