

To,  
City of Beaumont  
550 E. 6<sup>th</sup> Street  
**Attn:** Grace Wichert



**Ref:** Parks and Community Services Master Plan RFP Response

### **Beaumont**

Settled in the mid-1800's and established in 1912, Beaumont is rated as one of the safest cities in Southern California and has a rich history of rural charm that can be seen throughout the community. It is one of the fastest growing cities in Southern California adding on average 1,500 residents per year since 2013.

The timing for a Parks and Community Services Master Plan could not be better as the city looks to its past for inspiration while looking to the future for expansion and creating an inclusive community for all current and future residents. Our team will work to study the past, document the present, and create a vision for the future for this beautiful community nestled in the San Geronio Pass.

### **Our Experience**

We are excited to submit our proposal to partner with the City on this transformational project. The team of RHA - Next Practice Partners has a vision to build a more inclusive and innovative world for all and we have assembled a team that shares our values and our mission.

Our team, led by Doug Grove and Neelay Bhatt, has experience with 150+ Park System Master, Strategic and Business Plans from Anchorage, AK to Allentown, PA, and extensive experience in California, specifically Southern California. Our team members have lived and grown up in California and are multicultural and multilingual, including Spanish, Hindi, and American Sign Language. Our experiences range from companies such as Disney and Target to national gold medal and award-winning park agencies such as Broward County, FL, Carmel-Clay, IN, Carlsbad, CA, Durango, CO, Gurnee Park District, IL among others.

### **Our Team**

We have assembled a team of experts who are local and national. RHA Landscape Architects-Planners in Riverside and PBK Architects in Rancho Cucamonga, are our local team members with Next Practice Partners located in Indiana and national statistically valid survey experts, ETC Institute are in Kansas. This helps us provide the best of local, regional and national expertise to this critical project.

### **Our Approach**

Our entire team is committed to ensuring our approach is the most inclusive planning process for a Parks and Community Services Master Plan so that everyone in Beaumont who wishes to participate has a



chance to share their vision for the future. The plan will align with City's healthy initiatives, the California Parks and Recreation Society's (CPRS) Parks Make Life Better campaign and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) standards. It should be noted that Doug Grove is the incoming President of CPRS and has extensive experience with the Parks Make Life Better campaign. Neelay Bhatt has served on the NRPA Board of Directors and has led several agencies to CAPRA Accreditation. Jason Elissalde is a CAPRA accreditation visitor and was a key team member with Willamalane Park and Recreation District in achieving their CAPRA Accreditation.

With a combination of existing team members, your staff, and the community leaders, we will craft an approach that meets people where they are and incorporates cutting edge technology and innovative practices in this process.

We look forward to hearing from you and welcome an opportunity to further share our approach to build this critical piece of the City's future and provide the diverse community hope and a sense of optimism to look forward to.

Gratefully,



**Doug Grove**  
President

RHA Landscape Architects-Planners, Inc  
6800 Indiana Avenue, Suite 245  
Riverside, California 92506  
Email: [dougg@rhala.com](mailto:dougg@rhala.com) / Web: [www.rhala.com](http://www.rhala.com)  
Cell: 951-202-2163

**Neelay Bhatt**  
Founder and CEO

Next Practice Partners, LLC.  
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Cell: 740 591 0225



## CHAPTER ONE – OUR TEAM

### RHA LANDSCAPE ARCHITECTS-PLANNERS INC.

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6800 Indiana Avenue, Suite 245, Riverside, California 92506

RHA is headed by two principals: Doug Grove, RLA, ASLA, LEED AP, the firm's president, and Greg Meek, RLA, CPSC. We use a "team" approach under the direction of the firm's principals and its associates. The staff of eight people includes four licensed landscape architects as well as support designers.

Located in Riverside, California and established in 1979, RHA Landscape Architects-Planners offers a wide range of landscape architectural and planning services to assist public agencies and private developers in the design of variety of public spaces and facilities including but not limited to:

- Parks and Recreation Master Plans
- Regional, Community, and Neighborhood Parks
- Government Centers
- Public Office Buildings and Administration Facilities
- Preservation of Natural and Historic sites

RHA has completed hundreds of parks and recreation planning projects in California over the past 44 years.



#### **System-wide Master Plans include:**

- |  |                                       |
|--|---------------------------------------|
| • Parks, Trails, & Open Space Master Plan            | City of Benicia                       |
| • Parks & Facilities Master Plan                     | City of Chino                         |
| • Park & Recreation Master Plan                      | City of Carlsbad                      |
| • Park, Facilities, & Recreation MP                  | Pleasant Hill Rec. & Park District    |
| • Park & Recreation Master Plan                      | City of San Clemente                  |
| • Parks & Recreation Master Plan                     | City of Cathedral City                |
| • Park & Open Space Master Plan                      | City of Temple City                   |
| • Needs Assessment & Action Plan                     | City of Carlsbad                      |
| • Needs Assessment/Park & Recreation Master Plan     | Town of Ladera Ranch                  |
| • Pico Rivera Golf Course Master Plan                | City of Pico Rivera                   |
| • Park & Recreation Master Plan                      | City of San Jacinto                   |
| • California Citrus State Historic Park General Plan | City of Riverside/State of California |
| • Ten Year Master Plan of Parks & Recreation         | Rim of the World RPD                  |



## NEXT PRACTICE PARTNERS

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Next Practice Partners, LLC. is a team committed to building a more inclusive and innovative future for all through planning, training, and technology services.

### **Master Planning + Strategic Planning+ Business Planning**

We believe innovation is not a by-product, but the very essence of a planning process. We also ensure that inclusion is not optional but an integral part of our approach. This combination of innovation and inclusion fuels our approach to Master Planning, Strategic Planning, and Business Planning.

We are committed to helping users see their values and unmet needs reflected in the plans and developing plans that aren't just pretty pictures (that are unrealistic) but rather living documents that are financially and environmentally sustainable.

Our team's background with CAPRA visitors, fluency in 6 languages, and our proprietary digital technologies help us provide the most inclusive community engagement possible. In addition, we center empathy and equity at the core of our process through our focus on listening, storytelling, and the user experience.

Your plan will benefit from our experience on 150+ plans from Anchorage, Alaska to Allentown, Pennsylvania so that your roadmap for the future balances strategic goals and human capital along with infrastructure priorities and political realities.

The Company is newly founded in July 2022 and is headquartered in Carmel, Indiana. Our project team members have close to 100 years of experience in the parks, recreation, and sports industries in addition to working with national Gold Medal agencies. The staff profiled on the following pages will be directly involved in this Master Plan. The Founder & CEO has been a national leader in the parks and recreation industry space having served on the Board of the National Recreation and Park Association, spoken at multiple national conferences and even keynoted the California Recreation and Park Society conference and consulted with parks and recreation / community services agencies all over California and nationwide.

**Partnership: The Next Practice Partners team members and RHA have teamed on more than 10 similar parks and recreation projects.**

### OUR VISION

A more inclusive and innovative future for all

### OUR MISSION

To help communities prepare for what's next

### OUR VALUES

INCLUSION + INNOVATION +  
INFORMATION = INSPIRATION



## ETC INSTITUTE

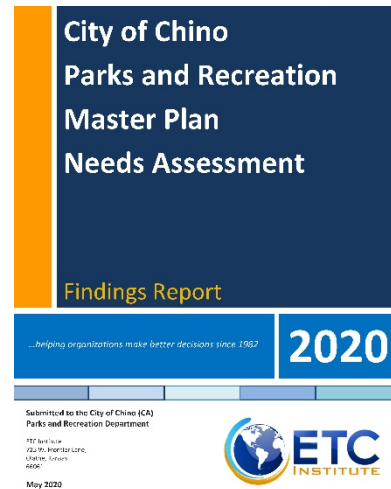
ETC Institute is a 102-person market research firm that specializes in the design and administration of market research for governmental organizations. Their major areas of emphasis include citizen satisfaction surveys, park and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings.



During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more major U.S. cities and counties than any other firm.

Core services of the firm involve conducting statistically valid surveys and related market research. ETC Institute has conducted more than 600 surveys for parks and recreation systems in 46 states across the country for a wide variety of projects including parks and recreation master plans, strategic plans and feasibility studies.

Established in 1992, the principals and associates of ETC Institute helped secure funding for more than \$2 billion of parks and recreation projects.



**Partnership: The Next Practice Partners team members and ETC Institute have teamed on more than 100 similar parks and recreation projects.**

## PBK

For more than four decades, PBK has served as an award-winning pioneer for architectural and engineering design solutions for clients in public safety, education, healthcare, sports, and corporate business. The firm embraces a unique business culture that prioritizes customer service and approaches each project without preconceived notions in order to deliver custom solutions that effectively address the unique needs of each client. Since we completed our first public facility over 40 years ago, we have strived to become experts in the design of community centers, city halls, fire stations, police stations, teen centers, youth centers, aquatic facilities, animal shelters, and sports parks.



We have designed hundreds of public facilities, each of which is specifically tailored to the unique requirements of the communities they serve. Our work has been recognized by the American Institute of Architects, California Energy Commission, the Environmental Protection Agency, and the California Parks and Recreation Society. PBK is proud to be considered one of the leaders in the design of municipal and civic facilities

## MEET THE PRINCIPALS

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### DOUG GROVE, RLA, ASLA, LEED AP

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#### **President**

#### **RHA Landscape Architects-Planners**

#### **Education**

BS/1985/Landscape Architecture/ Cal State Polytechnic University, Pomona

#### **Active Registration**

1987/Landscape Architect/2799/State of California

LEED Accredited Professional – United States Green Building Council (USGBC)

Mr. Grove is a Principal Landscape Architect and LEED Accredited Professional with RHA LANDSCAPE ARCHITECTS-PLANNERS, INC. He graduated from California State Polytechnic University, Pomona in 1985 and holds a Bachelor of Science degree in Landscape Architecture. He has more than twenty-eight years of experience as a professional Landscape Architect. He brings to the firm a wide range of experience in the public works sector having been personally involved in the design and project management of hundreds of park projects as well as housing development, streetscape, institutional and commercial projects.

Mr. Grove serves on the California Park and Recreation Society (CPRS) State Board of Directors as the President Elect. He also serves on the Board of Directors for the California Turf and Landscape Foundation at the University of California, Riverside and the Building Industry Association (BIA) Riverside County as Secretary. He is a past President of the CPRS State Development and Operations Section and a past Board Member for the United States Green Building Council – Inland Empire (USGBC-IE).

Doug is also an avid mountain biker and spends his free time exploring parks and trails throughout California, Oregon, and Utah.



Relevant past projects include:

- Benicia Parks, Trails, and Open Space Master Plan
- Chino Parks and Facilities Master Plan
- Carlsbad Parks and Recreation Master Plan
- Pleasant Hill Recreation and Park District Parks and Recreation Master Plan
- San Clemente Parks and Recreation Master Plan
- Temple City Parks and Open Space Master Plan
- Carlsbad Needs Assessment and Comprehensive Action Plan
- Ladera Ranch Needs Assessment/Park and Recreation Master Plan, Ladera Ranch
- San Jacinto Park and Recreation Master Plan, San Jacinto

NEELAY BHATT

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**Founder & CEO**

## **Next Practice Partners**

### **Education**

Exec. Education / 2018 / Sr. Executives in State and Local Government / Harvard University

MSA 2005 / Masters in Sports Administration / Ohio University

MBA / 2004 / Masters in Business Administration / Ohio University

PG / 2003 / Post Graduate Diploma in Advertising & Public Relations / University of Mumbai

BA/2002/Psychology and Economics / University of Mumbai

Mr. Bhatt's career on five continents includes Disney, The Super Bowl, The Olympics, and years of consulting, public speaking, and training. He champions "Ideas Worth Spreading" as the curator for TEDxCollegePark, TEDxIndianapolis, and TEDxIndianapolisWomen, and his service as a trustee for the National Recreation and Park Association sought to ensure "no child was left indoors."

As the Founder & CEO of Next Practice Partners, he combines inclusion and innovation to help agencies prepare for "what's next" through planning, training, and technology solutions. Over his 25-year journey, he has developed business and operations plans for Los Angeles County serving 12 million people, trained Olympic Governing bodies, and co-created the world's largest municipal customer service and leadership training initiative for Chicago Park District's 3000 employees.



His Master and Strategic planning work with Atlanta, Broward County, Charlotte-Mecklenburg County, Indianapolis, Las Vegas, and San Diego, among others have recommended facility development and infrastructure improvements totaling over \$2.5 billion, shaping a more equitable and accessible future for all. In addition, he has extensively worked all over California including City of San Diego, City of Carlsbad, City of San Clemente, Los Angeles County, Riverside County, City of Chino, City of Pasadena, Temple City, City of San José, City of Fremont, City of Gilroy and many others.

As a first-generation immigrant raised by three women and a father who always showed up, he hopes to model the same for his two kids. These life experiences are woven into his keynotes on next practices and trends, the art of storytelling, and magical customer service, and have inspired executives, professionals, startups, and students from Charlotte to China and from Switzerland to New Zealand.

## JASON ELISSALDE

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### Senior Project Manager

#### Education

BA/2001/Communication and Media Studies/ Cal State University, Sacramento

Mr. Elissalde has 25 years of experience in training, development, and management both in the private and public sectors. Within his work in the public sector with organizations such as Enterprise Rent-A-Car, and Target; Jason would lead multiple teams and processes; receiving awards and commendations for his work in customer service, operational excellence, data analytics, and fiscal growth.

He would finally find his “Why” in his seven-plus years at Willamalane Park and Recreation District, where he was a key part of their National Gold Medal-winning team and take the lead in their, now, successful **CAPRA accreditation process**. He championed the District’s workplace culture, with a focus on staff development and a “mission” focused approach to problem-solving, goal setting, and personal accountability.

A consultant, a **CAPRA accreditation visitor**, and a passionate Disney fan (ask him about his Tinker Bell story someday) committed to being an ally for those not in the room, he routinely speaks nationally on workplace culture, change management, purpose-driven leadership, and the importance of developing an emotional connection to the work we do and the communities we serve.



## ESTRELLA SAINBURG

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### Project Associate – Hispanic / Latino Outreach Lead

#### Education

MS 2023 (May)/ City / Urban, Community and Regional Planning, UT Austin  
BA/2016/Development Studies, minor Global Poverty and Practice, UC Berkeley

Ms. Sainburg focuses on bringing about stronger communities and relationships with our natural environment through park and recreation planning. She is expected to graduate with her Masters in Community and Regional Planning at the University of Texas at Austin in 2023 and has earned her Bachelor of Arts in Development Studies with a minor in Global Poverty and Practice at UC Berkeley while also spending time in Chile at Pontificia Universidad Católica de Chile.

Ms. Sainburg has experience in public service, organizational leadership, project management, community engagement, and strategic planning and is a native Spanish speaker from her Mexican American heritage.





# Parks and Community Services Master Plan



Originally from Los Angeles, California, Estrella grew up at the foothills of the Angels Crest National Forest and is passionate about bridging the gap in access to nature and recreation for underserved communities.

When she's not studying or researching, she is enjoying the beautiful outdoors, visiting family, or exploring parks in different cities. She enjoys biking, dancing, reading, and hanging out with her nieces and nephews.

## LISA COX

### Architect, Principal

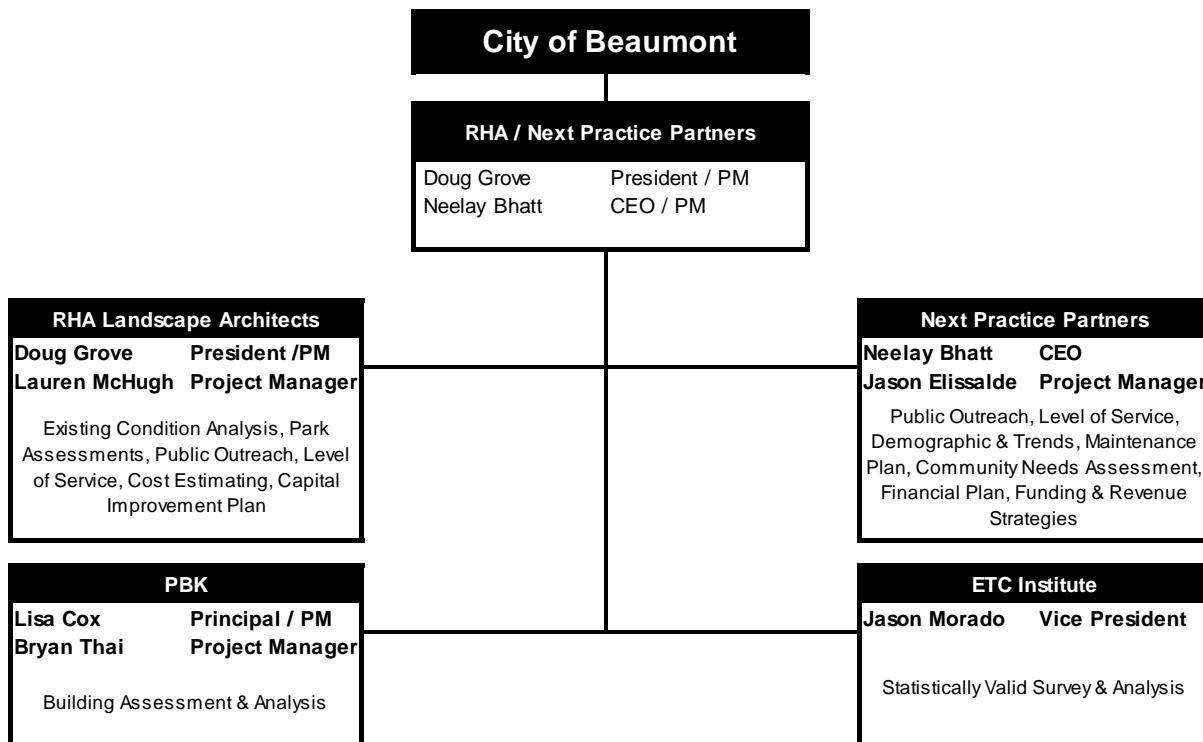
#### Education

BA/Architecture, California Polytechnic University, Pomona

Ms. Cox is a Principal Architect and community architecture leader for our firm. An innovative, diplomatic, and forward-thinking leader, Lisa provides energizing, principled leadership, having steered over 300 civic and education projects toward successful outcomes and lasting client relationships. If selected as your Principal Architect, Lisa will harness her 25+ years of experience to offer similar focus and passion towards your endeavors to create designs which are culturally focused, prioritize resources to optimize functionality, reduce operational costs, and provide flexibility for the future.



## PROJECT ORGANIZATIONAL CHART



## CHAPTER TWO – PROJECT EXPERIENCE

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

### CITY OF CARLSBAD, CALIFORNIA

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**What:** Parks and Recreation Master Plan, Park Master Plans and Feasibility Studies and Parks and Recreation Master Plan Update

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

**Scope:**

- Community Input (Focus Groups, Key Leadership Meetings, Public Forums, Statistically reliable survey)
- Customized crowdsourcing project website ([www.carlsbadparksplan.com](http://www.carlsbadparksplan.com))
- Demographic and Recreation Trends Analysis
- Park and Facility Assessment / Recreation Program Assessment
- Internal Operational Assessment
- Funding and Revenue Strategies
- Level of Service Standards / GIS Mapping
- Capital Improvement Plan and Priority Rankings
- Detailed Strategic Action Plan



**Duration:** Multiple Plans from 2013 – Ongoing

**Outcomes:** Short term, midterm, and ongoing recommendations for day-to-day operational tactics and two signature “ideas”.

1. Development of dedicated pickleball courts, expansion of 3 Community Parks and a Senior Center; increase program participation and greater equity of access.
2. The Department became one of 5 agencies in California to obtain national accreditation through CAPRA (Council for Accreditation of Parks and Recreation Agencies).
3. Currently, the Next Practice Team is updating the 2021 Parks and Recreation Master Plan.

**Website:** <http://carlsbadparksplan.com/pdf/carlsbad-parks-and-recreation-department-master-plan.pdf>

**References:** Mr. Kyle Lancaster, Parks & Recreation Director, 799 Pine Avenue, Carlsbad, CA 92008; (760) 434-2941; [Kyle.Lancaster@carlsbadca.gov](mailto:Kyle.Lancaster@carlsbadca.gov)

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## CITY OF CHINO, CALIFORNIA

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**What:** Parks and Facilities Master Plan

**Who:** The Next Practice Partners team with RHA, ETC Institute, and WLC Architects

**Scope:**

- Community Input (Focus Groups, Key Leadership Meetings, Public Forums, Statistically valid Survey)
- Crowdsourcing Project Website
- Demographic and Recreation Trends Analysis
- Park and Facility Assessment
- Recreation Program Assessment
- Funding and Revenue Strategies
- Level of Service Standards / GIS Mapping
- Capital Improvement Plan and Priority Rankings
- Visioning and Action Plan

**Duration:** 2019 – 2021

**Outcomes:**

Unanimous Council approval

Short term, midterm, and ongoing recommendations for

improvements to existing parks and programs with full park assessments documented in GIS files

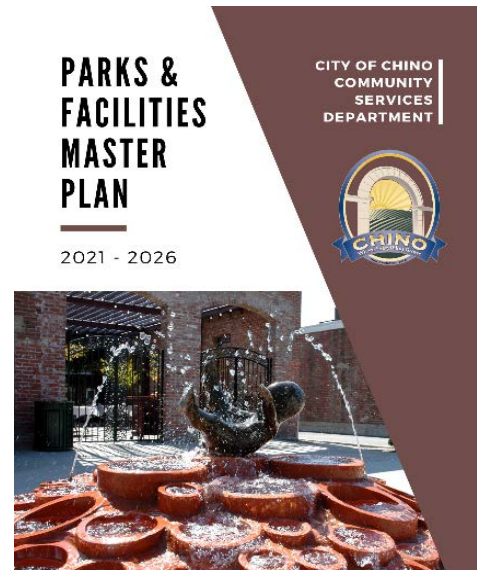
1. (Recommended) Dedicated marketing/branding support (including staff position)
2. (Recommended) Focus on long-term sustainability
3. (Recommended) Partner with the City to reenergize the Downtown area
4. (Recommended) Prioritize trail connectivity and increase equity of access
5. (Recommended) Upgrade existing facilities / amenities to enhance the user experience

**Website:** <https://chinocreatescommunity.com/technical-reports.html>

**References:** Ms. Linda Reich, City Manager; (909) 334-3491; [reich@cityofchino.org](mailto:reich@cityofchino.org)

Ms. Silvia Avalos, Community Services Director; (909) 334-3434; [savalos@cityofchino.org](mailto:savalos@cityofchino.org)

13220 Central Avenue, Chino, CA 91701



## PLEASANT HILL RECREATION AND PARK DISTRICT, CALIFORNIA

**What:** Parks, Facilities and Recreation Master Plan

**Who:** The Next Practice Partners team with RHA, ETC Institute

**Scope:**

- Community Input (Focus Groups, Key Leadership Meetings, Public Forums, Statistically valid Survey)
- Crowdsourcing Project Website
- Demographic and Recreation Trends Analysis
- Park and Facility Assessment
- Recreation Program Assessment
- Funding and Revenue Strategies
- Level of Service Standards / GIS Mapping
- Capital Improvement Plan and Priority Rankings
- Visioning and Action Plan

**Duration:** 2018 – 2019

**Outcomes:**

Unanimous District Board approval

Short term, midterm, and ongoing recommendations for improvements to existing parks and programs

1. Address Winslow Center & School House Sites
2. Build a District Administration Center
3. Determine feasibility of an Aquatic - Multi-purpose Facility / Gym
4. Identify new funding source(s) / Bond
5. Upgrade existing parks
6. More classes for families
7. Time classes so parents can participate with youth / dual target programming
8. Offer childcare for evening programs
9. Seniors can teach classes to youth and young adults
10. Cultural events utilizing all generations

**Website:** [www.pleasanthillrecbigpic.com](http://www.pleasanthillrecbigpic.com)

**References:** Ms. Michelle Lacy, General Manager; (925) 682-0896 x618;  
[MLacy@PleasantHillRec.com](mailto:MLacy@PleasantHillRec.com)

147 Gregory Lane, Pleasant Hill, CA 94523





## CITY OF FREMONT, CALIFORNIA

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

**Who:** The Next Practice Partners team with WRT and ETC Institute

**Scope:**

- Community Input (Focus Groups, Key Leadership Meetings, Virtual Public Forums)
- Focus Group meeting in American Sign Language
- Multilingual Statistically Valid Survey
  - 5 languages
- Online Surveys (English and Spanish)
- Customized crowdsourcing project website
- Community Input App
- Demographic and Recreation Trends Analysis
- Park and Facility Assessment
- Recreation Program Assessment
- Maintenance Management Plan
- Funding and Revenue Strategies
- Level of Service Standards
- Equity Mapping
- Capital Improvement Plan and Priority Rankings
- CAPRA Submittal Review
- Visioning and Strategic Action Plan



**Duration:** Dec 2019 – Mar 2022

**Outcomes:** First Master Plan in the 21<sup>st</sup> Century: unanimously adopted 7-0 by Council

First ever stakeholder meeting held entirely in American Sign Language

Statistically Valid Surveys in 5 languages; Built multi-lingual website and ADA accessible website

4. (Recommended) 10 min walk access to a park for all.
5. (Recommended) Build Multi-generational, multi-use recreation center(s).
6. (Recommended) Update existing park amenities and diversify funding sources.
7. (Recommended) Increased staffing / contract support for future levels of service

**Website:** <https://www.fremont.gov/government/departments/parks-planning-design/park-planning/parks-master-plan>

**References:** Ms. Suzanne Wolf, Community Services Director, (408) 203 9203, [swolf@fremont.gov](mailto:swolf@fremont.gov)  
3300 Capitol Avenue, Bldg B, Fremont, CA 94538

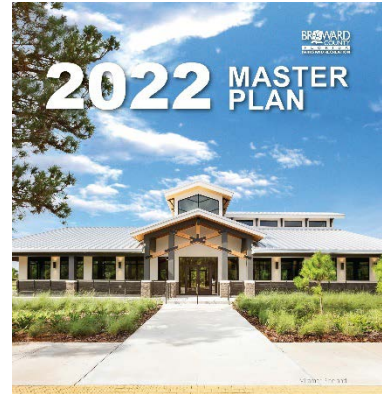
## BROWARD COUNTY, FLORIDA

**What:** Parks and Recreation System Master Plan

**Who:** The Next Practice Partners team with Chen Moore, Barth & Associates and ETC Institute

**Scope:**

- Pop. 2 million / Home to Everglades National Park /
- Large Hispanic and Caribbean population
- Community Input (Focus Groups, Key Leadership Meetings, Public Forums, Statistically valid and Online Survey)
- Customized crowdsourcing project website
- Demographic and Recreation Trends Analysis
- Park and Facility Assessment
- Recreation Program Assessment
- Signature Park Series Development
- Funding and Revenue Strategies
- Level of Service Standards / Equity Mapping
- Capital Improvement Plan and Priority Rankings
- Visioning Workshop
- Strategic Action Plan



**Duration:** November 2019 – May 2022

**Outcomes:** First ever system-wide Master Plan for the gold-medal winning agency

1. (Recommended) Create a world class and truly inclusive guest experience
2. (Recommended) Develop specialty parks and signature elements unique to Broward County (initial designs provided)
3. (Recommended) Ensure long-term financial sustainability with dedicated funding
4. (Recommended) Incorporate green initiatives, resilience, and environmental sustainability in all aspects of operations, especially return on investments
5. (Recommended) Pursue National (re)Accreditation and second Gold Medal Award.



**Website:** <https://www.betterparksbetterbroward.com>

**References:** Mr. Dan West, Parks & Recreation Director, (954) 826-2483; [Dwest@broward.org](mailto:Dwest@broward.org) 950 NW 38<sup>th</sup> Street, Oakland Park, FL 33309

## CHAPTER THREE – WORK PLAN

### HOW WILL WE DELIVER

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#### 3.1.1 FACILITATE THE MASTER PLAN PROCESS

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Our team is committed to lead and partner with you on the entire plan process. We operate in a collaborative manner with ongoing communication and a transparent process. This will include:

1. Initial Kickoff Meeting
2. Bi-monthly project status meetings
3. Shared folders for collaborative work
4. Regular milestone presentations for key findings
5. Communication with Advisory Committee and Council / Commissions, as appropriate

#### 3.1.2 REVIEW EXISTING DOCUMENTATION

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We will review and familiarize ourselves with all background information and context provided by staff. This may include, but is not limited to the following:

- Elevate Beaumont 2040 – General Plan Update
- Adopted Housing Element 2021-2029
- Community Survey 2020
- City Council Goals
- Planning Projects & Specific Plans
- Parking Management Master Plan
- Other relevant background information



### 3.1.3 DEVELOP COMMUNITY OUTREACH / EDUCATION STRATEGY

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The Consulting Team will work with the City to develop a comprehensive approach that is inclusive and innovative to promote the Plan, increase awareness, obtain input and, thus, create community buy-in. We will assist the City with creative ideas for marketing strategies that staff can implement to maximize greater community awareness and engagement.

- A. Public Engagement/Advocacy Strategy** – The Consulting Team with our internal and partner outreach experts will collaborate with staff to develop a comprehensive, multilingual, in-person and digital outreach and advocacy plan. The goal will be to ensure a fully transparent process and one where we engage the community where they are to ensure anyone who wants to participate in the planning process has an opportunity to do so.
- B. Project Storytelling** – We believe in the power of storytelling and will help craft a brand identity and story for the Master Plan that the staff and community can advocate and support.
- C. Develop Stakeholder List** - Ensuring a representative stakeholder mix is critical to the plan process. We will work with the City to identify key stakeholders and user groups that should be involved in the process.

### 3.1.4 DEVELOP COMMUNITY DEMOGRAPHICS AND TRENDS

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To develop a plan, it is essential to understand what the population and the trends for the future are. The Consulting Team will utilize the City of Beaumont’s projections and supplement using US Census information and census tract data from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends.

This will help identify the demographic makeup of the population being served, their recreation preferences, future changes in the demographics and participation trends. Ultimately, these are foundational data sets to help the city plan for a future based on population shifts, and what recreation trends are occurring.

The analysis uses US 2020 Census information, 2023 (estimates) and future projections for characteristics including age, income, race / ethnicity, gender, health metrics etc.

The ESRI Information will be supplemented by Sports & Fitness Industry Association’s (SFIA) 2022 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, and outdoor recreation trends from the Outdoor Foundation and Tree Equity analysis from American Forests.

In addition, our team will also conduct a Leadership Roadmap to Inclusion workshop for senior team members to ensure the Department leadership understands the principles and elements of inclusion and for each team member to identify their specific action steps as the plan is developed.

### 3.1.5 INVENTORY AND ASSESS EXISTING PARKS AND FACILITIES

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The Consulting Team will compile a comprehensive inventory of all City parks and the community center including year built and acreage. This will include confirmation of the location and size of existing parks and amenities, and functionality, accessibility, condition, comfort, and convenience. The analysis will list each location’s amenities, its current condition, and estimated age. The Consulting Team will provide qualitative evaluation of amenities per park report (e.g., equal balance of amenities in each park) and develop a set of prioritized recommendations for improvements needed within existing parks.

# Parks and Community Services Master Plan

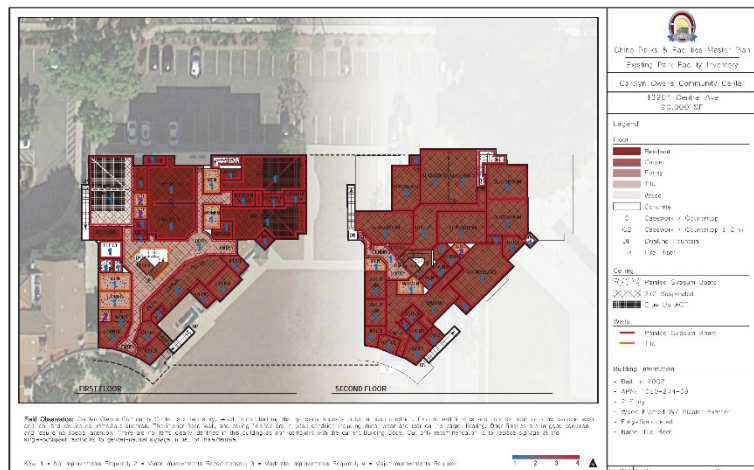


To begin, a park tour will be performed with City staff to assess and confirm the inventory and existing conditions. We will also review and ensure alignment with other City of Beaumont plans to ensure synergies and interconnectivity between the various planning documents. The Consulting Team will provide a graphic and written site assessment of existing parks in the City.

An aerial photo of each site will be obtained from Google Earth and a list of the existing park and amenities will be listed. We will utilize GIS files provided by the city and input all assessment data for use by city staff in future planning.



1. Locations - Update City Plan
2. Size and boundary
3. Use - Neighborhood or Regional
4. History - Provided by City (history and past renovations)
5. Current condition
6. Parks - Inventory of all park and recreational amenities (playgrounds, playfields, ball courts, restrooms, parking capacity, etc.).
7. Constraints - Identify the constraint that minimizes the parks’/facilities’ ability to be maximized.
8. Opportunities - Identify opportunities to expand or enhance recreational opportunities.
9. Potential revenue sources - Identify areas of potential revenue from parks and recreation facilities, including any City easements.
10. Evaluate opportunities to increase sustainability practices such as reducing turf, energy, and water consumption, etc.



## 3.1.6 ASSESS EXISTING PROGRAMS AND EVENTS



Recreation programs and events are the key tools to bringing the community together, activating facilities and determining future spaces, be it parks or recreation facilities / complexes.

As the Department seeks to serve the Beaumont community in the best way possible, this assessment reviews how well the offerings are aligned with community values, user demographics, program trends, underserved needs and envisions what future service delivery would look like.

Using staff input, existing data, and nationwide program trends, this process will provide strategies and recommendations for program offerings that are innovative and inclusive.

The eventual goal of this process is to help identify the unmet programmatic needs of the diverse community that the Department serves and the gaps in services currently offered that may be best fulfilled by other service providers.

**BEAUMONT PARKS AND REC**  
**UPCOMING PROGRAMS**

**POUND Fitness | 2nd & 4th Tuesdays**  
Channel your inner rockstar with Pound Fitness - a full-body cardio-jam session inspired by the infectious, energizing, and sweat-dripping fun of playing the drums!

**Craft Club: Holiday Signs | Nov. 30**  
Grab your friends and your creativity for a night of crafts. Participants will be painting and decorating wooden signs for the upcoming holiday season.

**Build-A-Buddy | December 16**  
Come and Build-A-Buddy with Beaumont Parks and Rec! You can stuff, dress and name your very own POLAR BEAR stuffed animal!

**OTHER PROGRAMS @ the CRC**  
Chair Yoga  
Fit After 50  
Indoor Walking Club  
Senior Aerobics  
Zumba  
Pickleball

Basketball  
Children's Ballet  
Storytime  
BINGO  
Knit & Crochet Club

**DID YOU KNOW:** The CRC and our local park pavilions are available to rent for private parties? Call us to book!

scan to REGISTER!

**UPCOMING EVENTS**

**OCTOBER 15**  
4:00 PM - 8:00 PM  
1310 Oak Valley Parkway  
**Monster Mash @ the CRC**  
Monster Mash is a family-friendly event that includes free games, music and candy with bouncers and food available for purchase. A costume contest will take place at 6:30 p.m.

**OCTOBER 31**  
5:00 PM - 8:00 PM  
1692 Beaumont Ave  
**Trunk or Treat @ the Sports Park**  
Local businesses and organizations will line the parking lot of the Sports Park to hand out candy and goodies as kids and families walk through dressed in costume.

**SAVE THE DATE: UPCOMING HOLIDAY EVENTS**  
November 11 | Veterans Day Parade  
December 10 | Holiday Light Parade  
December 17 | Polar Express Indoor Movie at the CRC

**COMMUNITY RECREATION CENTER HOURS:**  
Monday - Thursday: 8am - 5pm | Friday: 8am - 12pm  
(951)769-8524 | parks@beaumontca.gov

**BEAUMONT PARKS AND RECREATION**  
CITY OF BEAUMONT

### 3.1.7 ASSESS ORGANIZATIONAL CULTURE

The Consulting Team will evaluate the staff culture to determine organizational readiness and willingness to move forward on key recommendations that could come from the Plan.

The Consultant Team will organize and develop a staff and workforce engagement survey modeled after the Malcolm Baldrige Quality Assessment Survey titled “Are We Making Progress?” which rates the perceptions of individuals regarding leading issues in the workplace.

This survey assessment will be developed based on the survey instrument of the Baldrige National Quality Program, a program of the National Institute of Standards and Technology, which is a component of the U.S. Department of Commerce. The questions of the survey are designed to assess the nature and degree of engagement in performing the functions and meeting the vision of the organization.



## 3.1.8 CONDUCT PUBLIC OUTREACH

The community's input and their values shape our approach towards envisioning the future. We believe that the individuals impacted by the plan need to help shape what the plan includes. To that end, we will ensure the most robust public outreach approach shaped by the Public Engagement / Advocacy Outreach plan developed in the initial phase of the plan.

Specific tasks include but are not limited to:

**A. Key Leadership/Focus Group/Stakeholder Interviews** – The Consulting Team will engage stakeholders, key leaders and staff interviews and discussions through a combination of individual / small group discussions in person and online. We propose to conduct at least 24 interviews over a 2-day period to help identify priorities, unmet needs, and their vision for the future. The list of potential interviewees will be determined based on discussion with City staff and should include, but is not limited to:

- City Elected Officials
- City Staff
- Commissions
- Diverse Community Groups
- Key Business Leaders
- Key Partners
- Local school officials
- Faith based groups
- Users and non-users of the system
- Senior Groups
- Veterans
- Youth Groups
- Youth Sports organizations



**B. Multi-lingual Outreach** – Our team includes native speakers of multiple languages including Spanish, Hindi, Greek, American Sign Language etc. and will work with other local experts to ensure a truly inclusive environment where language access is not a barrier to participation.

We will conduct dedicated focus groups in Spanish and American Sign Language for the Hispanic / Latino community members and the Deaf / Hard of Hearing Community. In addition, we will partner with the Native American Resource



Center or other groups to engage and seek input from the Indigenous community. This is not an exhaustive list, and we will conduct additional outreach based on conversations with City staff.

**C. Public Workshops** – These meetings are open to all and will be held in spaces to maximize community participation. These meetings will seek community feedback on parks, programs, events, and other needs in multiple ways and provide education on the Master Plan process and its importance to the community.



We propose to conduct eight (8) public workshops:

**Seek Input:**

- Two (2) initial in-person workshops – with Spanish Language Interpreters
- Two (2) virtual workshops – with Spanish Language Interpretation / Closed Captioning

to share the Master Plan’s story and obtain initial feedback and ideas for the future.

**Share Findings and Draft Recommendations:**

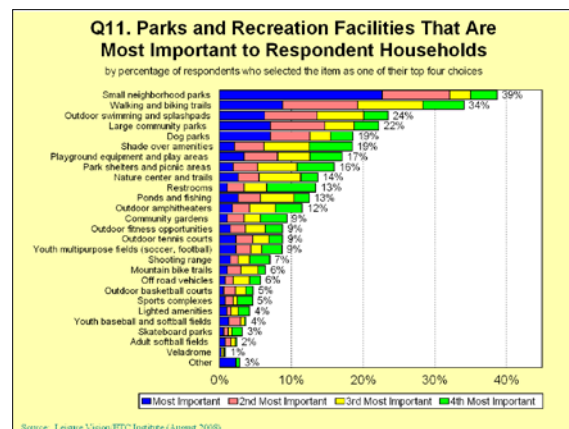
- Two (2) in-person workshops – with Spanish Language Interpreters
- Two (2) virtual workshops – with Spanish Language Interpretation / Closed Captioning

Each workshop will have options for live polling through the meeting platform or our digital tools to share input and see results in real time.

**D. Youth / Teen Engagement** – The Consulting Team will specifically engage youth through an online survey or meeting with Youth / Teen Advisory groups. These surveys and meetings will ensure the future generations in Beaumont are involved in shaping their future.

**E. Multi-lingual Statistically-Valid Survey** – The Consulting Team will work with ETC Institute to perform a random, scientifically valid community-wide household survey to quantify knowledge, need, unmet need, priorities and support for system improvements that include facility, programming, and the park needs of the City. The survey will be administered by a combination of a mail/phone, will have options for respondents to answer in multiple languages besides English (as determined by the City staff) and will have a minimum sample size of 500 completed surveys at a 95% level of confidence and a confidence interval of +/- 4.9%.

It will be developed in collaboration with the City staff and is anticipated that 3-4 drafts of the survey will be prepared before the final draft.

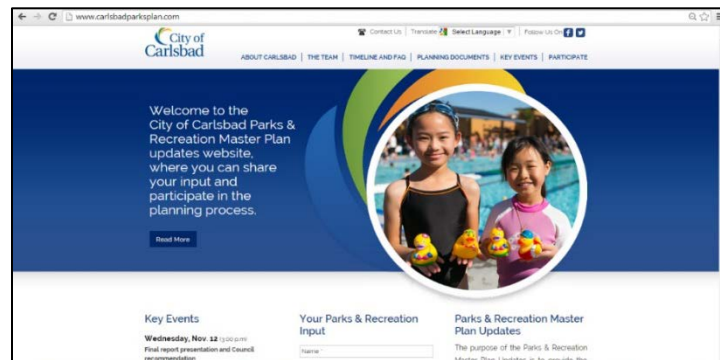


ETC Institute will ensure that the survey results will be statistically represent Beaumont residents and that the results are statistically significant based on the City’s population.

The mailed survey will include a cover letter (on City letterhead) that explains the importance of the survey, encourages participation, and includes an online link to complete the survey. All mailed surveys, including the cover letter, will be printed by ETC Institute. All attempts to contact respondents will be tracked to accurately calculate the number and rates for refusals, ineligible contact information, eligible contact information, and completed interviews.

**F. Bi-Lingual Electronic Survey** – The Consulting Team will also create a bilingual online survey administered in English and Spanish through [www.surveymonkey.com](http://www.surveymonkey.com). This survey will be promoted through the Project website and the City’s website and promotional mediums to maximize outreach and response rates. These surveys would provide complementary insights to the input obtained from the other public engagement sources and help compare findings from the statistically valid survey.

**G. Multilingual ADA Accessible Digital Platform** The Consulting Team will develop a customized multilingual, ADA Accessible digital platform that includes a project website, live streaming of meetings, social media engagement and location-based feedback. This will also share all project updates and milestones to ensure a transparent and collaborative process to engage the entire community, especially ones that may not participate in meetings. Examples can be viewed at [www.BetterParksBetterBroward.com](http://www.BetterParksBetterBroward.com) , [www.carlsbadparksplan.com](http://www.carlsbadparksplan.com) , [www.chinocreatescommunity.com](http://www.chinocreatescommunity.com) , and [www.pleasanthillrecbigpic.com](http://www.pleasanthillrecbigpic.com)



This multi-lingual website is key to reaching out to a younger millennial and Gen Z audience that may not traditionally show up at public meetings or respond to surveys.

### 3.1.9 ASSESS NEEDS AND LEVELS OF SERVICE

The in-depth assessment and input collection during the Phase 1 – Discovery phase will help determine true community priorities and demand / unmet needs. Using information from the community input and the statistically valid survey, the Consulting team will determine the existing Levels of Service for

- **Access** – Assesses an overall 10 min walk access to a park and travel distances to parks and individual facilities such as playgrounds, athletic fields, recreation centers, etc.
- **Acreage** – Measures acreage in a ratio to the community’s population (acres per 1,000).
- **Amenities** – Measures facility capacity in a ratio to the community’s population and comparing against a standard or guideline.
- **Quality** – Measures the quality of facilities and amenities across the community.

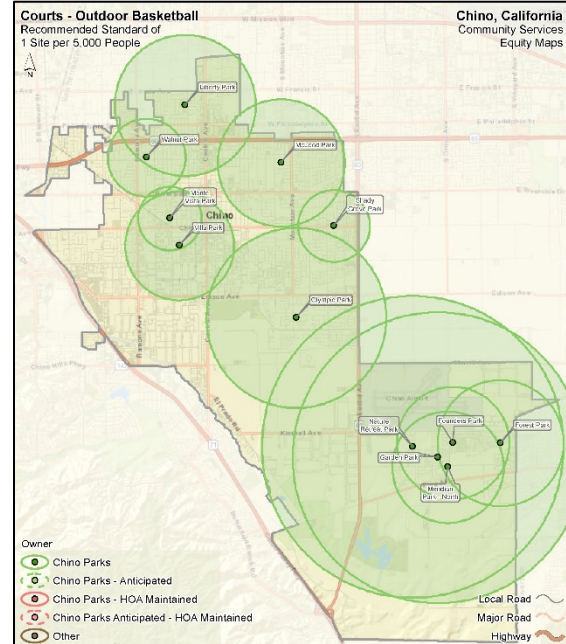
Based on community input, trends, NRPA and CPRS guidelines, staff input and our professional experience, we will develop a recommended Levels of Service standards that will influence strategies for parkland acquisition, park and trail development and enhancement and recreation facilities and programming.

## 3.1.10 DEVELOP EQUITY MAPPING AND GAP ANALYSIS

The Consulting Team will utilize geographic information systems to develop maps that show the service area covered by each park type or amenity types.

This presents an objective tool to determine equity of access and determine true gaps and overlaps.

This will help the City staff take appropriate steps to build, acquire, expand, or divest offerings and ultimately maximize access to parks, trails, recreation amenities and facilities in an equitable manner.



## 3.1.11 CREATE MISSION, VISION, VALUES, GOALS, & OBJECTIVES

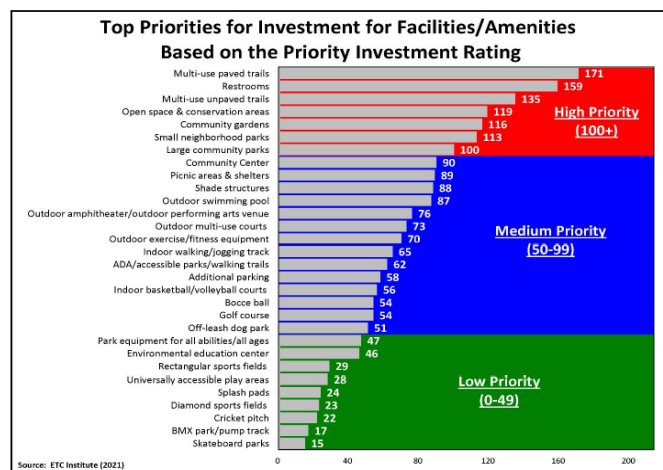
The Consulting Team will conduct a Visioning Workshop with staff and participants to co-create the core values and vision for the future. This will include

- Review top priorities needs
- View levels of service and equity of access
- Compare benchmark findings
- Determine Core Values and Guiding Principles
- Establish / update Department’s Vision and Mission
- Share vision and strategies for
  - Culture and historic preservation
  - Equity and Inclusion
  - Environmental Stewardship and Fire Safety
  - Financial Sustainability
  - Parks and Trails
  - Programs and Events
  - Marketing and Storytelling

The outcome of this process will be a vision, key goals and strategies for the Department to plan for implementation. The Consulting team will facilitate the process with support from City staff to ensure maximum buy-in and co-creation of the vision.

## 3.1.12 DEVELOP PRIORITIES

We will utilize priority investment ratings from the community survey to provide priority recommendations and phasing for additions, renovation, redevelopments, replacements, decommissioning, maintenance, and



# Parks and Community Services Master Plan



improvements of existing and proposed parks, playgrounds, shelters, sport courts, parking lots, etc. based on research and needs.

A list of all implementation projects including proposed improvements and renovations will be provided along with identifying amenities that should and should not be replaced. Information from this assessment will be used to develop the Levels of Service standards and influence the Capital Improvement Plan for the master plan.

## 3.1.13 PREPARE CIP AND BUDGET ESTIMATES

We will prepare a detailed Capital Improvement Plan (CIP) that will identify all proposed improvement recommendations with associated costs.

The CIP will be a multi-page Excel document that will address improvement costs, funding needs, funding sources, priorities, and phasing.

Benicia PTOSMP Capital Improvement Plan											October 15, 2022			
Action Plan											10:50 AM			
<b>PARKS</b>	Acres	DGP	Duncan Graham Park	1.42	LHMP	Lake Herman Regional Park	577	STPS	St. Paul's Square	0.24	BIVW	Benicia Views II	7	
ARP	Arneson Park (14th Street)	0.1	ESP	Ethelree Saravia Park	0.5	MRFP	Maria & Ribero Fields	4	TBP	Turnbull Park	0.2	BTHP	Bottle Hill Park (East - 6th & 7th)	7
BCP	Benicia Community Park	50	FZP	Fitzgerald Field	4	MTP	Matthew Turner Park (12th St)	2.5	WFP	Waterfront Park		CTWR	Clocktower Park	7
BRP	Bridgeview Park	4.59	FTP	Francesca Terrace Park	5	OLP	Overlook Park	2.7	WEP	Water's End Park	2.58	HHRP	Hastings Road Park	10
CCP	Charming Circle Park	2.5	FSR	Frank Sullivan Park	2.66	SLP	Silano Park	1	SAP	Steve Arneson Park	1.65	PNWP	Perth Way Neighborhood Park	8
CTP	City Park	3.5	GTP	Gateway Park	0.36	SOHP	Southampton Park	6				BDPA	Bordon Public Access	0.78
CVP	Civic Center Park	3.5	JLP	Jack London Park	7.7	STCW	St. Catherine's Wood	1.32						
<b>STREET END PARKS</b>														
SE4	14th Street	SE8	8th Street		SEF	F Street								
SE13	13th Street	SE6	6th Street (Raymond Bordon)		SEE	E Street								
SE11	11th Street	SEH	H Street		SEC	C Street								
<b>PHASES</b>														
Phase 1 - Years 1-5			General Fund GF						Priority Investment Rating					
Phase 2 - Years 6-10			Parks, Landscape, & Lighting Assessment District PLLAD						MR Maintenance Repair					
Phase 3 - Years 11-15			Prop 68 Per Capita P68						PA Park Assessment					
MP - Master Plan			Miscellaneous Grants GRANT						WS Water Savings					
			TBD TBD											
			Measure C + GF MEC											
Phase	Project Description	Quantity	Site	Location	Category	Estimate/Cost	Funding	Rational - #	Rational - #	Rational - #	Rational - #	Status	Comments	
P1	Replace picnic tables	2 ea	9th Street Park	OSP	Renovation	\$ 10,000	TBD					2018 assessment		
P1	Concrete Trash Receptacles	4 ea	9th Street Park	OSP	Renovation	\$ 6,000	TBD							
P1	Drinking fountain	1 ea	9th Street Park	OSP	Renovation	\$ 10,000	TBD							
P1	Wayfinding signage	3 ea	9th Street Park	OSP	New	\$ 9,000	TBD	PIR		PA		2021 assessment		
P1	Remove turf/install low water use plants	18,000 sf	9th Street Park	OSP	Renovation	\$ 270,000	TBD	PIR		PA	WS	2021 assessment		
P1	Replace all asphalt walkways	2,400 sf	9th Street Park	OSP	Renovation	\$ 18,400	TBD			PA		2018 assessment		
P2	Replace irrigation	97,000 sf	9th Street Park	OSP	Renovation	\$ 485,000	TBD			PA	WS	2018 assessment		
P2	Replace parking	1 ls	9th Street Park	OSP	Renovation	\$ 250,000	TBD			PA				
P2	Add to E System	1 ea	9th Street Park	OSP	Renovation	\$ 25,000	TBD							
P3	Waterfront access	1 ls	9th Street Park	OSP	Renovation	\$ 1,700,000	TBD	PIR		PA		2019 assessment		
P3	Replace benches	11 ea	9th Street Park	OSP	Renovation	\$ 110,000	TBD							
P3	Replace pier and dock	1 ls	9th Street Park	OSP	Renovation	\$ 1,000,000	TBD							
MP	Parks Master Plan	1 ls	9th Street Park	OSP	Renovation	\$ 1,000,000	TBD							
P1	Replace picnic tables	1 ea	Arneson Park	OSP	Renovation	\$ 10,000	TBD							
P1	Concrete Trash Receptacle	1 ea	Arneson Park	OSP	Renovation	\$ 6,000	TBD							
P2	Replace pathway	100 lf	Arneson Park	OSP	Renovation	\$ 100,000	TBD							

## Benicia PTOSMP Capital Improvement Plan Summary

FUNDING SOURCE BUDGETS	February 20, 2023
\$1,000,000 GF	General Fund
\$500,000 PLLAD	Parks, Landscape, & Lighting Assessment District
\$375,000 P68	Prop 68 Per Capita
\$525,500 GRANT	Miscellaneous Grants
\$600,700 MEC	Measure C + GF (per year)
\$300,000 TBD	TBD (per year)
Project Costs	Funding Source Balance
\$0 GF	\$1,000,000
\$0 PLLAD	\$500,000
\$20,000 P68	\$355,000
\$0 GRANT	\$525,500
\$1,600,000 MEC	(\$999,300)
\$61,282,310 TBD	(\$60,982,310)

<b>TOTAL PROJECTS</b>	<b>\$62,902,310</b>
<b>TOTAL FUNDING</b>	<b>\$3,301,200</b>

PHASING			
Phase 1 - Years 1-5	Phase 2 - Years 6-10	Phase 3 - Years 11-15	Master Plan
\$10,068,060	\$28,063,750	\$23,575,500	\$1,195,000

CATEGORY		
New	Renovation	Expansion
\$17,258,500	\$45,643,810	\$0

RATIONAL		
Priority Investment Rating	Maintenance Repair	Water Savings
\$36,162,500	\$8,914,060	\$17,825,750

<b>PARKS</b>	<b>\$57,647,310</b>
<b>STREET END PARKS</b>	<b>\$30,000</b>
<b>TRAILS</b>	<b>\$2,500,000</b>
<b>OPEN SPACE</b>	<b>\$2,725,000</b>



# Parks and Community Services Master Plan



## 3.1.14 DEVELOP DRAFT MASTER PLAN

Upon completion and review of the implementation priorities, funding and timelines, the Consulting Team will compile all information into a draft Master Plan document for the staff’s review. Based on staff feedback, the Consulting Team will update the draft plan and then submit for City-wide review and presentations.

## 3.1.15 PRESENT DRAFT MASTER PLAN

The Consulting Team will present the draft Master Plan to the Community, Staff, Project Steering Committee, City Manager and others, as determined by staff to ensure buy-in for the Plan’s vision and recommendations, and final acceptance by the City Council.

It is envisioned that these presentations will be completed in a hybrid in-person, and virtual format.

## 3.1.16 DEVELOP AND PRESENT FINAL MASTER PLAN

The Consulting Team will develop and present the final Master Plan based on feedback from the various groups and present to the City Council for final approval. The Consulting team will also develop a separate executive summary of the Master Plan report and all documents will be made available in digital format through the project website as well as shared with the staff in pdf copies and print, as required.

## PROJECT SCHEDULE

These time frames are estimated based on our experience preparing similar plans for other agencies. We will make adjustments as needed to best fit Beaumont’s goals and schedule.

