



February 9, 2026

Jennifer McMahon, Deputy City Manager
City of Cooper City
9090 SW 50th Place
Cooper City, FL 33328

Dear Jennifer;

Thank you for the opportunity to help Cooper City develop its Parks and Recreation operations, maintenance and recreation program plans in support of your recent Parks Master Plan. The focus of JKS' work will be to provide guidance, mentoring and facilitation for the Cooper City Parks and Recreation Department's (CCPRD) new director and staff in developing and delivering CAPRA national accreditation compliant recreation and maintenance master plans and supporting standard operating procedures and evaluation methods to improve and ensure accountability and customer satisfaction.

JKS proposes a six month engagement from March 2026 through August 2026 that will include twelve (12) bi-weekly Zoom meetings and six (6) monthly onsite, in-person meetings and system tours with the parks director and appropriate staff. JKS will provide six (6) monthly progress reports via Zoom with the Deputy City Manager. Tasks will include:

1. **TASK #1 Facilitate the Development a Recreation Program Plan (RPP).** Incorporating the master plan needs assessment data and recommendations, JKS will work with the CCPRD Recreation Program Committee to develop a recreation programming philosophy and standards, priorities for program expansion, performance measures for a programming scorecard, and an implementation plan through the following process:
 - Identify Recreation Program Committee members with the Parks Director and conduct an existing conditions analysis/summary for all programs, facilitated through key performance data collection, staff interviews, SWOT analysis and site visits.
 - Using the Master Plan "*Community Interest and Opinion Survey*" needs assessment/public engagement data, facilitate recreation planning workshops with CCPR managers to:
 - Review City Comprehensive Plan and Recreation and Open Space Element as foundation for RPP.
 - Develop a programming philosophy, goals and objectives.
 - Address gaps in program delivery identified in Master Plan and community engagement survey.
 - Develop a Recreation Program Planning SOP with checklist and procedures.
 - Evaluate current **Facility Utilization** to identify unused capacity opportunities in both youth sports program field use and community recreation centers.
 - Create a Programming Lifecycle analysis process.

- Analyze and recommend recreation program Pricing Policies and Cost Recovery standards.
- Develop Staffing Standards for each park to identify actual FTEs needed manage, program and maintain parks.
- Identify best practice and develop customer satisfaction evaluation methods.
- Create a prioritized list of programming opportunities.
- Recommend a "Volunteer Management" framework.
- Establish basic performance measures to track all recreation and sports programming effectiveness that may include but not be limited to:
 - Facility Utilization rates.
 - Rates of fill for programs and activities (capacity vs. actual numbers).
 - Resident and non-resident participation rates.
 - Participation numbers and comparisons to past years/seasons.
 - Rate of program cancellations.
 - Financial performance including cost per participant and cost recovery rates.
 - Evaluations from participants.
- Develop recommendations for a balanced internal scorecard to evaluate recreation programming outcomes.

Deliverable: Recreation Programming Planning report with prioritized implementation recommendations.

2. **TASK #2 Facilitate the development of a Maintenance Management Plan.** Review maintenance policies and practices and develop recommendations for a maintenance plan based on the current expected level of service and required maintenance standards and tasks:

- Assess the current conditions of CCPRD's athletic field inventory through an "Existing Conditions" tour, SWOT analysis and summary of findings.
- Review current maintenance standards, practices and evaluation methods and CCPR's fidelity to them.
- Facilitate a workshop for ballfield maintenance practices that gathers data and considers specific maintenance and preventative maintenance functions, their frequency, method(s) for delivery, and required resources.
- Facilitate the development of Staffing Standards.
- Conduct NRPA Agency Performance Review to analyze national peer agency comparative metrics with Citywide performance measures.

Deliverable: Facilitate the development of a Maintenance Management Planning report including ballfield maintenance and operating standards, general deferred maintenance list for ballfields, ballfield and grounds maintenance evaluation program and performance measures designed to monitor outcomes in facility maintenance.

3. **TASK #3 Provide an analysis of and recommendations for youth sports partner agreements and ballfield use, capacity and pricing.** Working with the CCPRD, JKS will:

- Review copies of any youth sports provider agreements and analyze according to scope, performance and fees. An analysis of all ballfield related policies, user fees and Cost Recovery will be performed.
- Through the Department, acquire and review CC youth sports provider's market segment data including registration by age, gender, and ability to determine level of service for city youth and the number of non-resident participants.
- Use Sports and Fitness Industry Association (SFIA) US participation data to identify CC's team sports market potential, gaps and opportunities.
- Facilitate the development of ballfield capacity standards through a "Slot" analysis
- Using Facility Utilization data provided by the Department, reconcile sports field scheduling and unused capacity to identify opportunities to expand field access and use for additional underserved market segments.
- Identify direct cost of field maintenance and operations and recommend shared cost recovery methods with youth sports providers and rental pricing adjustments.
- Provide best practice checklist for youth sports provider agreement general provisions and organizational requirements that serve as a basis for revising current and future City agreements with non-profit youth sports providers.
- Provide solicitation methods and scoping recommendations to ensure the selection and sustainability of compatible and capable youth sports partners. Potential new partners should be discouraged from making unsolicited proposals by a process initiated through the department's issuance of Requests for Proposals that are driven by community needs, the City's Recreation Program Plan and the Park and Recreation Master Plan.

Deliverable: JKS will provide a Youth Sports Programming Partner report with recommendations and an implementation process to ensure proper change management principles are used and City policy compliance is achieved.

4. **TASK #4 JKS will make recommendations to improve the cost recovery and improve outcomes for all Citywide Special Events.** Review all City policies and practices related to special events that govern event solicitation, planning, permitting, implementation and outcomes and conduct a site visit to special event venues. The City will provide all relevant resource documents including but not limited to:
- All Board actions and policies that established the creation and purpose of special events and as related to special event venues.
 - All standard operating procedures (SOP) used by the City to guide the planning and permitting of special events as defined by Board policy.
 - City strategic planning and key performance indicators (KPIs) used to evaluate special event performance and fidelity to policy and procedures.
 - Any additional special event policies, procedures, strategic or master planning documents that relate to other City departments such as Police, Public Works, Economic Development, Fire Rescue, etc. that relate to planning, permitting, and event execution and evaluation.
 - Economic impact data including annual reports and KPI's/Scorecards measuring annual special event economic output during the last 3 years.
 - Special event attendance and line item expense and revenues by source (i.e., parking fees, F/B, vendor income, etc.) to determine cost recovery and per cap impacts.

- Sponsorship, fee waiver and in-kind services procedures and revenues and copies of existing promoter agreements.
- Event marketing plans and expenditures.
- Post-event customer satisfaction data for events.
- Special event after-action summaries by city departments including Parks and Recreation, police and fire rescue.
- Meta data (i.e., Placer Ai) or other electronic device tracking data used to determine participation, preferences and attendance.

Deliverable: JKS will assess all special event data, policies and procedures and make recommendations in a report designed for improved and enhanced special event planning, financing, execution and evaluation.

The total cost of this engagement will be \$49,500 and includes 24 onsite visits and Zoom meetings. The target completion date of all phases is 6 months from issuance of purchase order delivered to JKS. With the support of the Cooper City administration for the use of meeting space, collection of data, coordinating staff attendance, and photocopying of materials to be used in workshop sessions, there are no anticipated or foreseeable additional direct costs associated with this process. Payment schedule is as follows, for each electronic deliverable draft intended for City feedback and revision suggestions, and the final report:

• Task #1 Recreation Program Plan Draft	\$12,000
• Task #2 Maintenance Management Plan Draft	\$12,000
• Task #3 Youth Sports Programming Partnership Draft report.....	\$10,000
• Task #4 Special Event Enhancement Draft report.....	\$10,000
• Final Report	<u>\$ 5,500</u>
	TOTAL \$ 49,500

JKS looks forward to working with Cooper City Parks and Recreation and the City administration.. Please call me with any questions at 305-801-2641.

Sincerely,

Jack Kardys

Jack Kardys, President