

ACTIVATE THE PARK

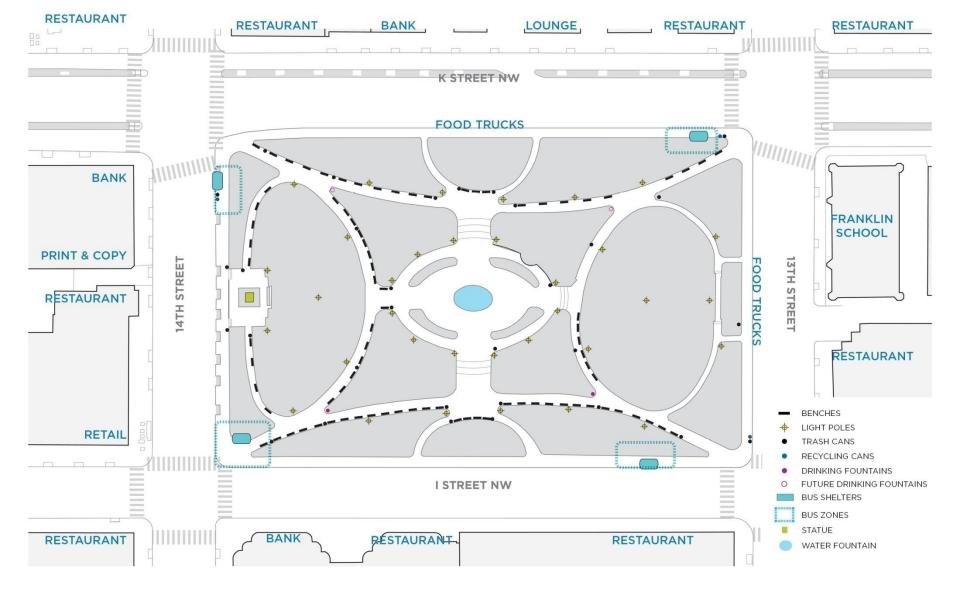
ENGAGE + CONNECT THE COMMUNITY

REVEAL HISTORY

INFUSE SUSTAINABILITY

MANAGE AND FINANCE FOR SUCCESS

PROJECT GOALS





















REFRESH











PLAY











RELAX











GATHER









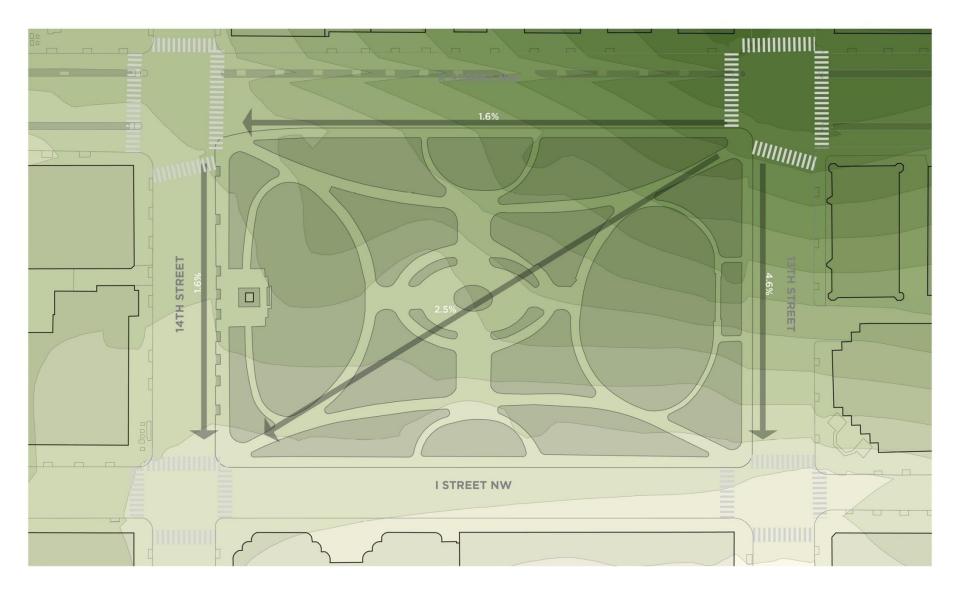
PAVING/PLANTING

CHILDREN'S GARDEN

FOUNTAIN/CENTRAL PLAZA

CAFÉ/TERRACE

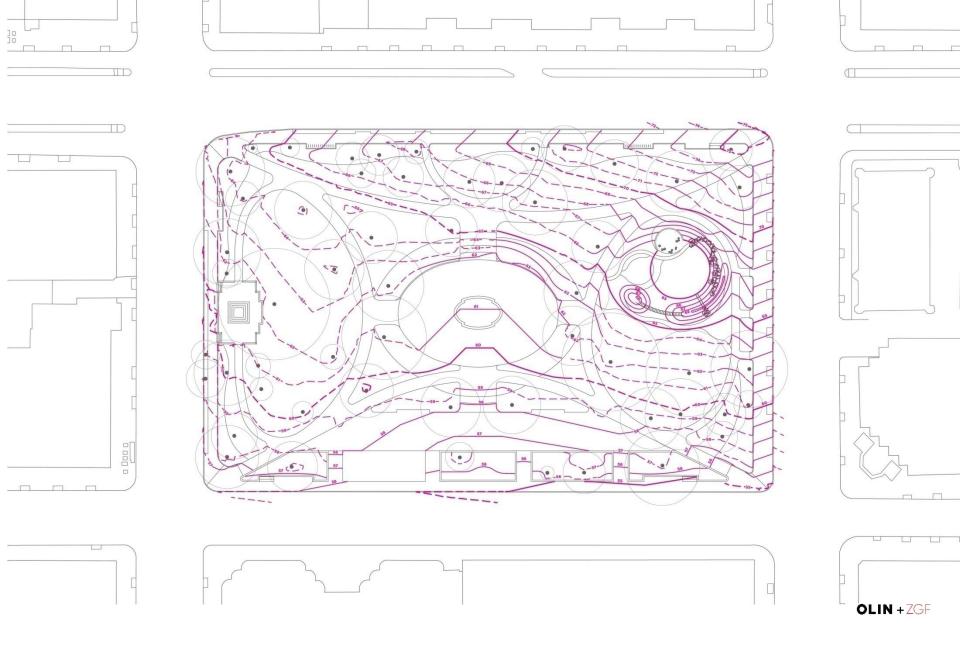
MAINTENANCE/OPERATIONS







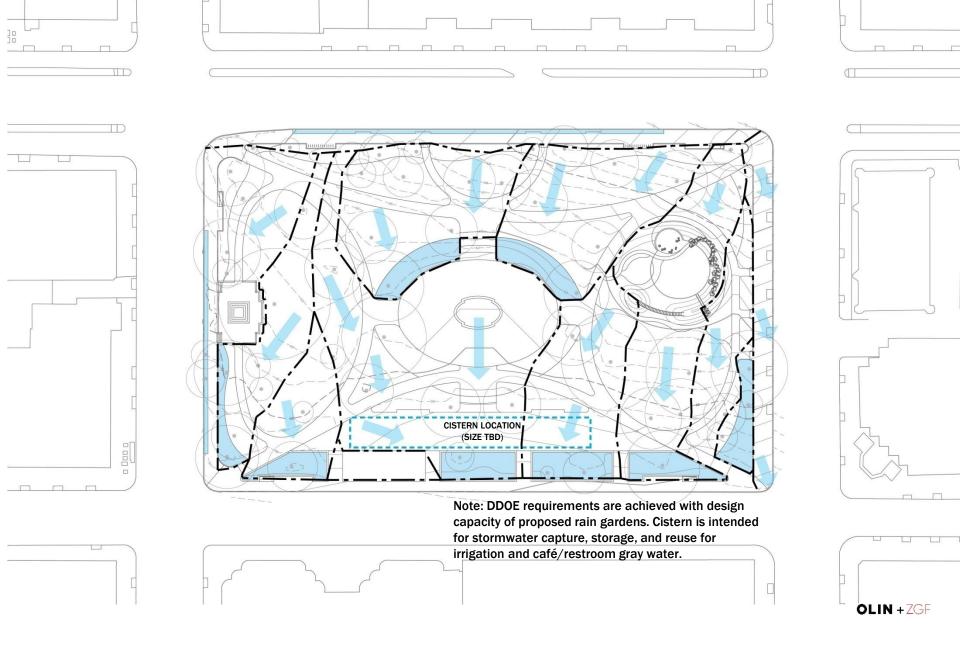


















PAVING



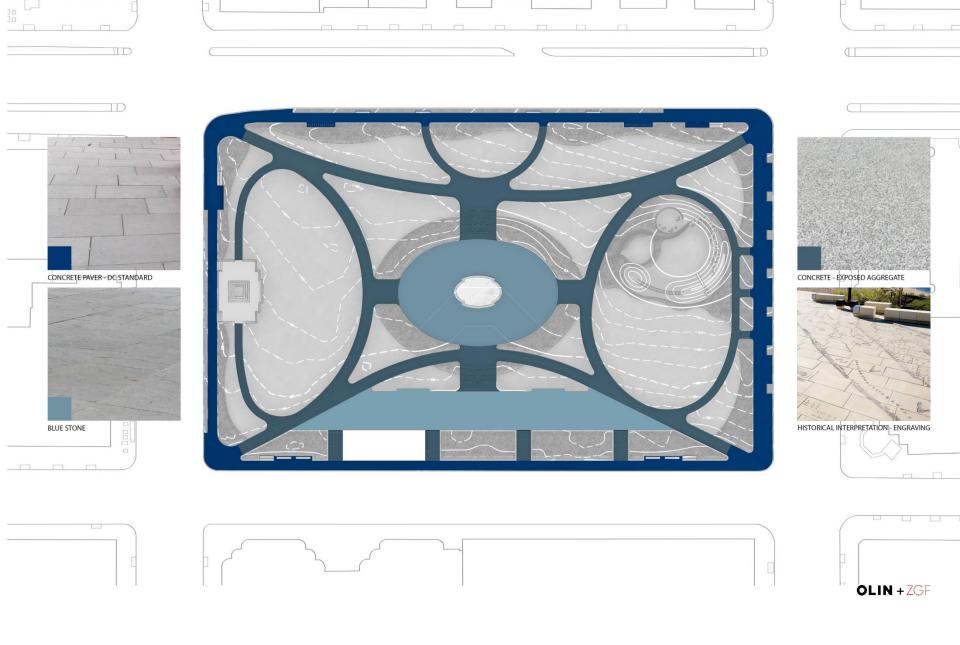
- Coordinate with DDOT and NPS standard materials
- Reuse bluestone
- Specify durable materials
- Cool palette









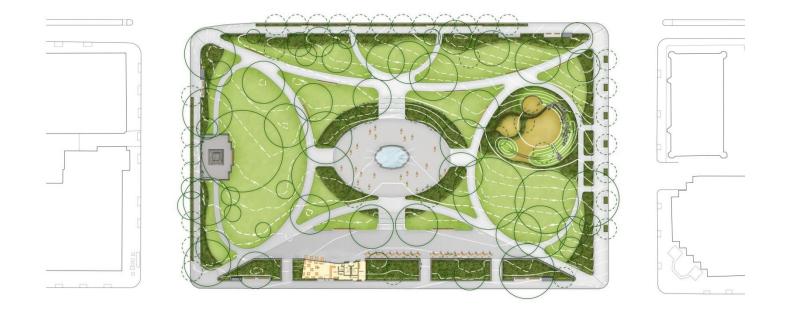








PLANTING

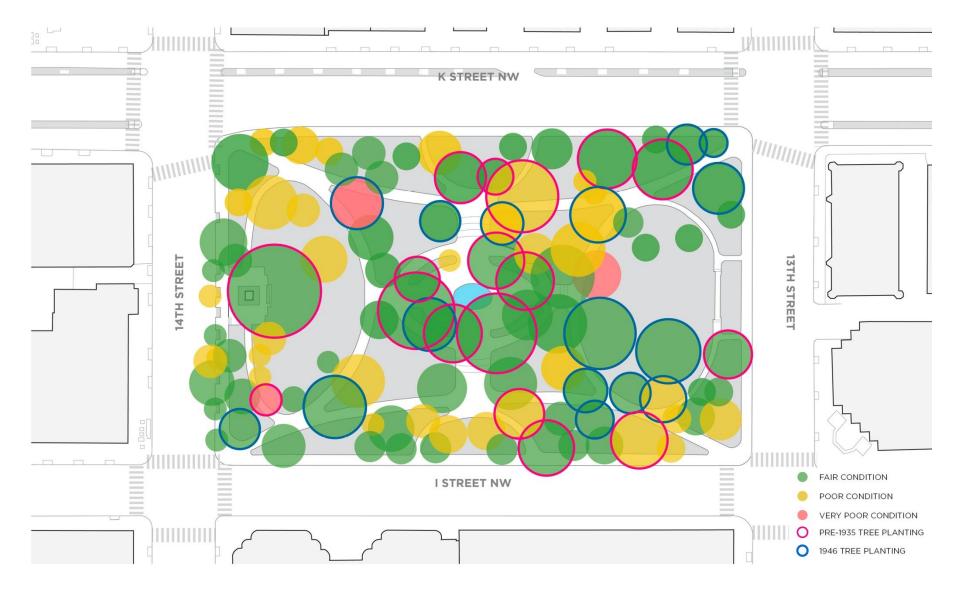


- Incorporate planting with seasonal interest
- Use native/naturalized lower-maintenance species where possible
- Provide performative plantings for rain gardens
- Reference previous palettes lush quality, color/texture, space making
- Provide a variety of sun/shade conditions









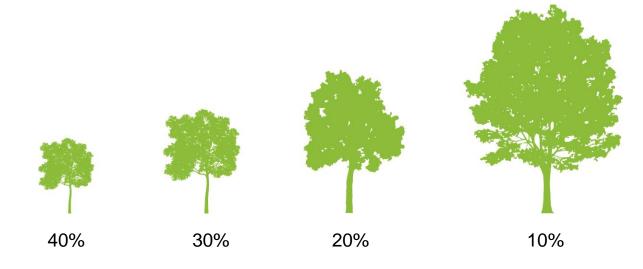




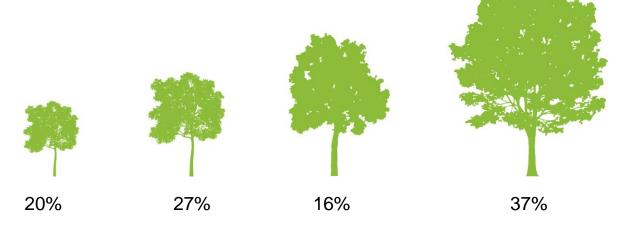




IDEAL AGE DISTRIBUTION





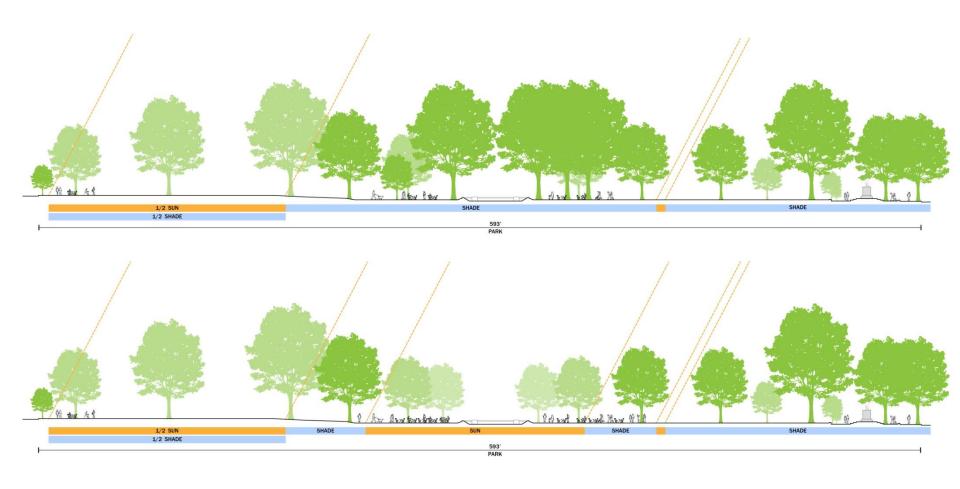












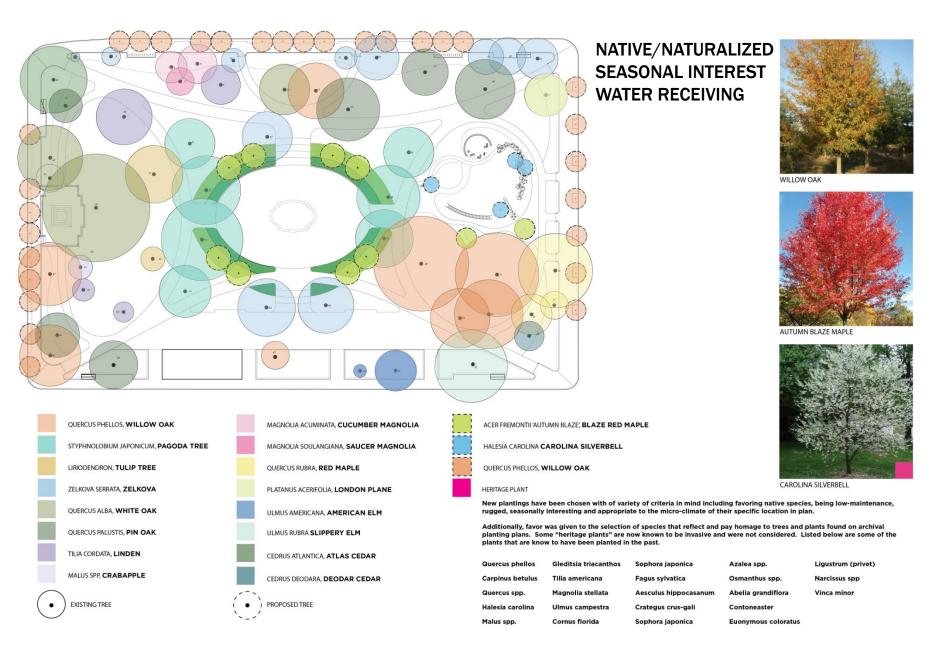
NOTE: Demonstrates approximate afternoon sun angle at summer solstice







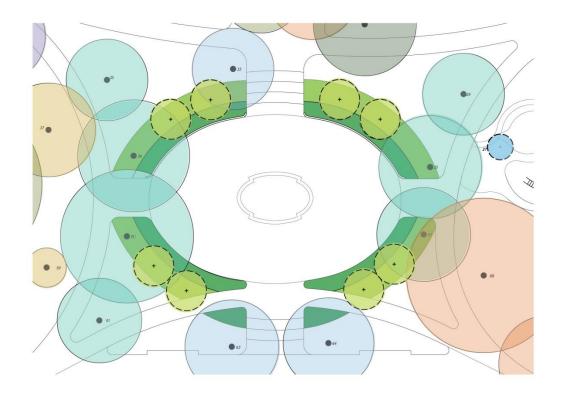






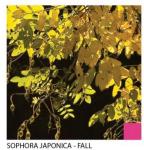














PACHYSANDRA PROCUMBENS



ACER FREEMANII AUTUMN BLAZE- FALL



PHLOX STOLONIFERA



DAFFODIL ICE FOLLIES



HELLEBORUS SPP.



CORNUS 'KELSYI, 24" - 30"



CORNUS KELSYI WITH CAREX



CAREX 'EVERGOLD'



TIARELLA SPP.

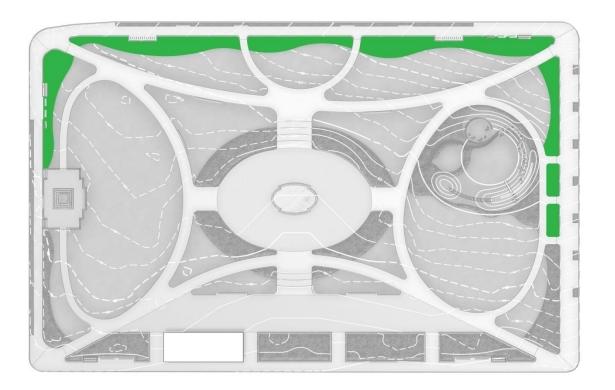


HOSTA SPP.















EPIMEDIUM 'FRONLEITEN'





GERANIUM MACHRORHYZUM



DAFFODIL'ICE FOLLIES'





VINCA MINOR



PACHYSANDRA PROCUMBENS



CEANOTHUS AMERICANUS

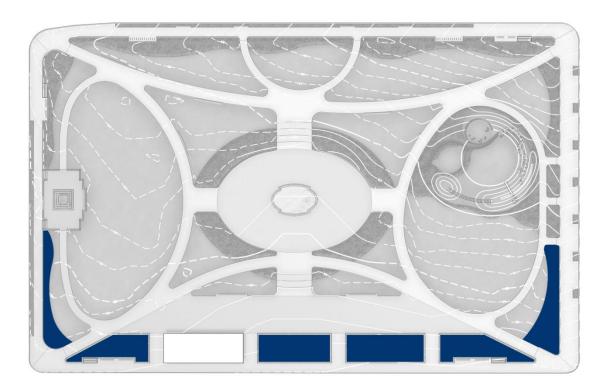


ABELIA GRANDIFLORA











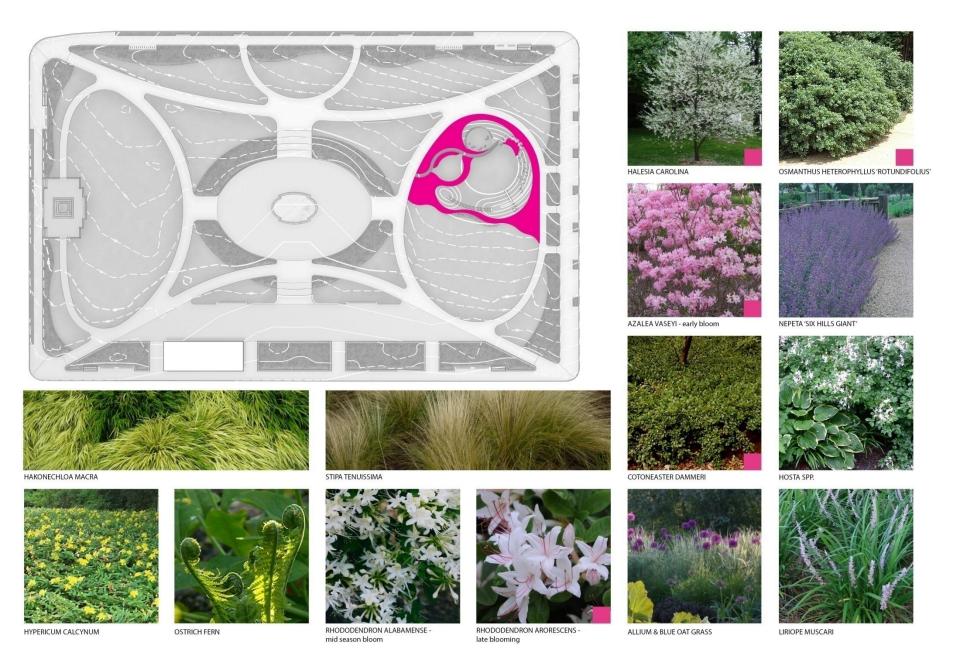


FOTHERGILLA GARDENII













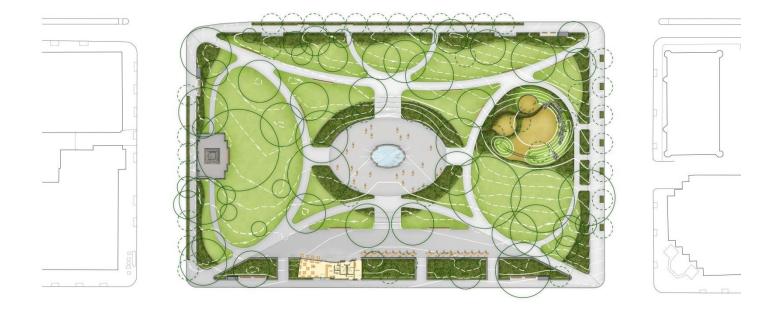


CHILDREN'S GARDEN









- Children's garden where children from local school, childcare centers and local families can play
- Create space for interpretive and spontaneous play
- Cultivate imagination and promote environmental education
- Create sense of enclosure through planting and grading
- Reference larger environmental context / Rock Creek Park















CHILDREN'S GARDEN - POTOMAC WATERSHED

















CENTRAL PLAZA & FOUNTAIN









- Reuse historic coping/maintain form
- Make edge more engaging
- Bolder water display to draw in visitors



























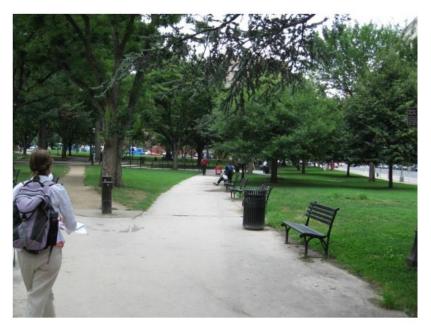






CAFÉ





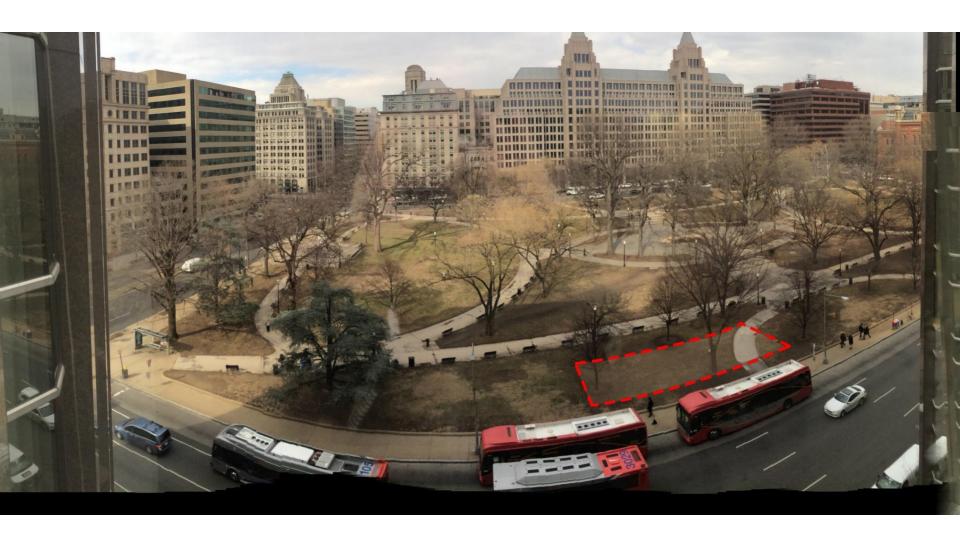




















Design Goals:

- Scaled appropriately, maximize transparency,
 complement park activity, support 18 hour use
- Focus toward the Park with acknowledgment of the Street
- The Building is 5 sided 4 Walls and the Roof

Contemporary Use of Materials – Stone, Wood, Glass

Sustainability Focus:

- Integrated Stormwater and Landscape
- Building is 4 Seasons, and Climate Responsive













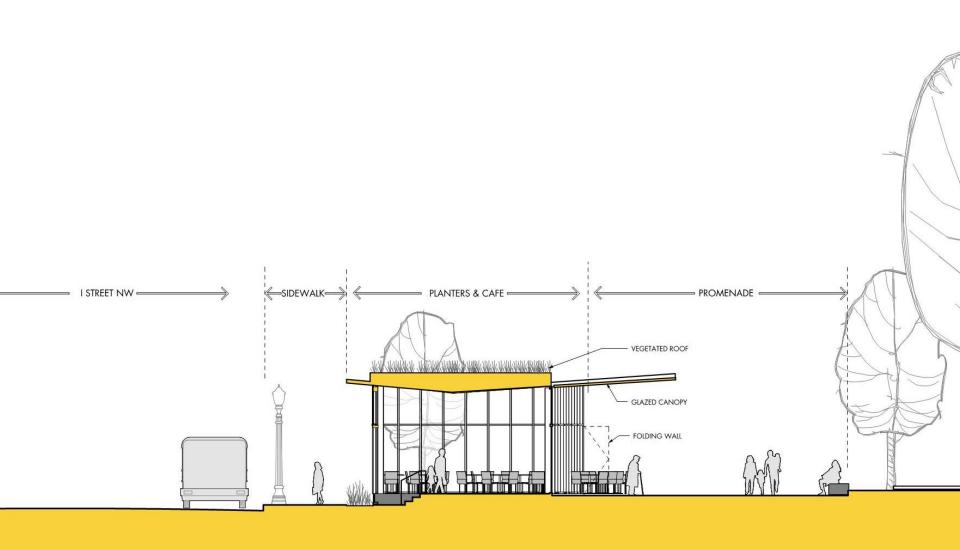




















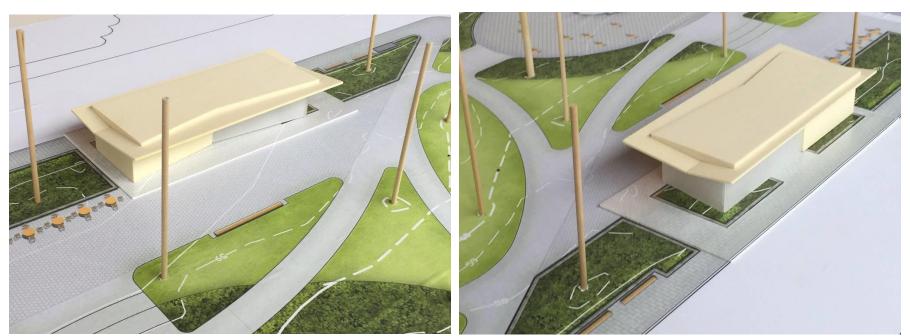


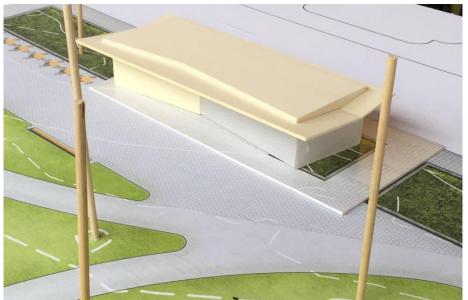










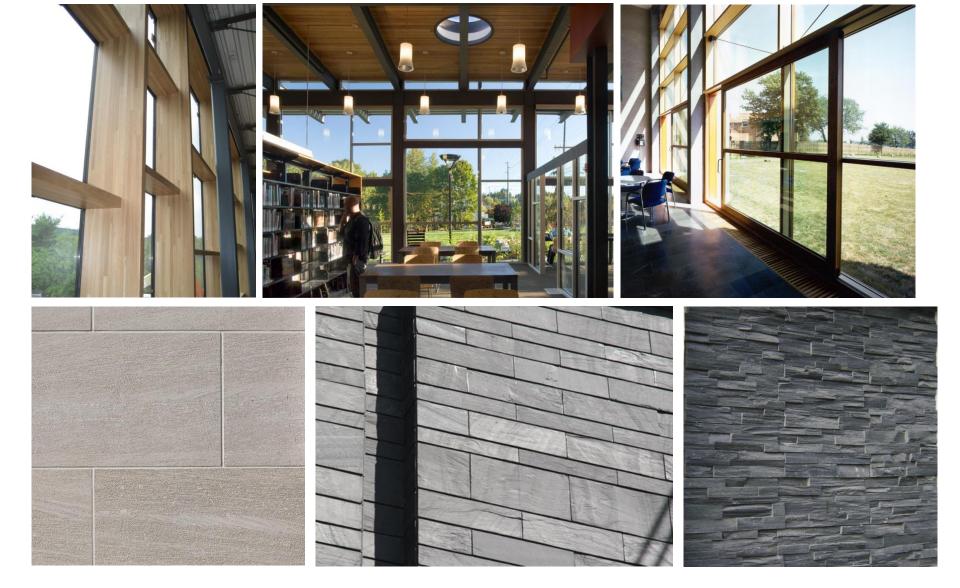




















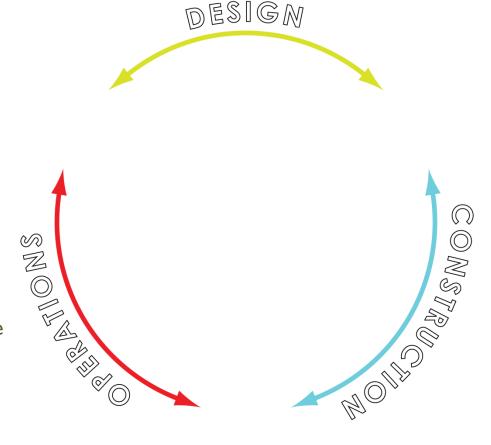
MAINTENANCE & OPERATIONS

INTRODUCTION

ETM brings a wide range of professional, technical and entrepreneurial expertise to every project, as well as extensive experience with public agencies, community leaders and private institutions.

We are concerned with all aspects of public space. We see design, implementation, and ongoing management as a **continuum** of related professional activities.

Through application of our professional skills, we strive to improve the quality of the relationship between those responsible for public space and those who use it.



Above all, our commitment to providing solutions that best serve clients, strengthen communities and create welcoming environments for all is brought to the design and management of public space.



Organization around the seasons as an effective approach to maintenance:

- General level of park use
- Growing conditions
- Weather

Maintenance Seasons for Franklin Park									
Season	Range	# of Weeks	Level of Use						
Winter	December - February	13	Low						
Spring	March - mid-May	11	Medium						
Summer	mid-May - mid-September	18	High						
Fall	mid-September - November	10	Medium						



Classifying Maintenance Work:

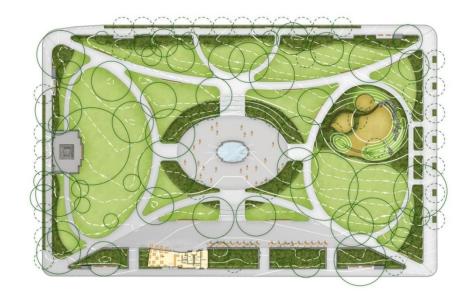
- Cleaning work having to do with appearance + sanitary conditions, such as removal of trash + cleaning of restrooms
- Horticultural work having to do with the health of natural areas and/or planted landscapes and turf
- Repair work having to do with preventive maintenance + repair, such as painting, graffiti removal and bench repair
- Operations work related to the use of facilities, irrigation and equipment,
 which is often seasonal or event related





Defining Landscape Types + Associated Maintenance Tasks for Franklin Park:

- Hardscape
- Parkland (park areas that will receive regular use by the general public; includes lawn areas, trees, fixed site furnishings, such as benches + trash bins
- Planted areas, beds and rain gardens
- Children's Garden
- Restrooms
- Interactive fountain
- Irrigation system + cistern
- Additional site features



Maintenance Periods:

Each landscape type has its own maintenance needs, and each, over time, will require varying levels and types of maintenance.

- Warranty Year first year of park operation (landscape and equipment maintenance is presumably less than in following years due to its newness; little to no repair or replacement of park elements)
- Establishment Period years 2-6 (reflective of a landscape that demands a significant increase in maintenance; some repair and replacement of park elements)
- Post-establishment Period years 7+ (slight decrease in horticultural needs; increase in repair or replacement for aging park elements)



Task Hours by Landscape Type + Maintenance Period

PARKLAND (Years 2-6 - Establishment Period)

Parkland at Franklin Park is defined as park areas that will receive regular use by the general public. It will include both large and small lawn areas, all existing and proposed trees, and fixed site furnishings, such as benches and trash bins. Parkland will require regular turf care, tree maintenance, trash removal and site furnishing maintenance.

Task	Qty.	Unit	Unit	Once	Once	Annual	Total	Comments
			(min)	(min)	(hours)	Frequency	Hours	
Park Land	82	msf					2040	
Litter removal	12	msf	3	36	T	532	319	15% of total parkland, 2x/day during summer season, daily
Litter removal	12	11131	3	30		332	317	remainder of year
Trash collection	15	each	4	60	1	1095	1095	Empty trash receptacles 3x/day (parkland areas)
Turf mowing	82	msf	3	246	4	33	135	Ix/week, April - mid November with riding mower
Turf edge trimming	46	clf	3	138	2	33	76	Trimming of all lawn edges 1x/week, April - mid
Turi edge trimining	10	CII	,	150	2	33	70	November
Turf fertilizer application	82	msf	9	738	12	2	25	2 applications, spring and fall
Turf renovation	41	msf	30	1230	21	2	41	50% of lawn areas; aeration, thatching, over-seeding
						-		50% of new trees on site (includes street trees); prune,
New tree maintenance	22	each	30	660	1.1	4	44	fertilize, spray for pests as needed
New tree spot watering	П	each	10	110	2	24	44	25% of new trees, weekly for 24 weeks spring - fall
								25% of existing trees on site; prune, fertilize, spray for
Existing tree maintenance	14	each	60	840	14	4	56	pests as needed. Existing trees will require use of a
								bucket truck.
Tree mulching	98	each	20	1960	33	1	33	Annual mulching of all trees
Leaf removal	41	msf	30	1230	21	3	62	50% of lawn areas
Bench cleaning	24	each	4	96	2	52	83	Surface cleaning 1x/week
Bench repair		allow					8	As needed
Temporary fencing		allow					20	Install and maintain temporary fencing

Hours by Task over Time:

	Hours	Hours	Hours		Hours	Hours	Hours
Maintenance Task	(Year I)	(Yrs 2-6)	(Yrs 7+)	Maintenance Task	(Year I)	(Yrs 2-6)	(Yrs 7+)
Litter/debris removal	1306	1306	1306	Rain garden inspection	16	12	8
Trash collection	2555	2555	2555	Spot watering (trees + planting areas)	216	88	24
Trash pick up	365	365	365	Weeding	126	154	154
Blow debris w/backpack blower	195	195	195	Plant replacement	48	48	36
Power wash/clean paved areas	147	147	147	Seasonal horticultural care/maintenance	81	135	81
Pavement repair/leveling	0	12	12	Equipment maintenance/inspection (Children's Garden)	10	20	30
Curb and wall maintenance and repair	0	2	2	EWF maintenance/replacement (Children's Garden)	52	62	62
Spread de-icer	41	41	41	Trash room maintenance	10	20	20
Snow removal by snow blower	50	50	50	Vegetated roof maintenance	20	20	20
Snow/ice removal by hand	64	64	64	Operations facility maintenance	20	20	20
Gum and graffiti removal	130	130	130	Bus shelter cleaning	69	69	69
Turf mowing	146	146	146	Furniture cleaning	504	504	504
Turf edge trimming	76	76	76	Furniture set up and storage	292	292	292
Turf fertilizer application	25	25	25	Drinking fountain cleaning	9	9	9
Turf renovation	34	42	63	Drinking fountain maintenance	0	10	20
Tree maintenance (new + existing)	78	100	132	Bicycle rack cleaning	23	23	23
Mulching (trees + planting areas)	177	309	309	Bicycle rack maintenance	0	0	10
Leaf removal	62	62	62	Electric charging station maintenance	10	20	30
Bench cleaning	83	83	83	Lighting maintenance	0	20	30
Bench repair	0	8	15	Signage maintenance	0	10	10
Temporary fencing	10	20	20	Restroom cleaning	1260	1260	1260
Irrigation maintenance	15	30	50	Restroom repairs	20	40	50
Cistern maintenance	15	30	30	Fountain skimming	92	92	92
Seasonal rain garden maintenance	16	16	16	Fountain maintenance	150	450	550

PROGRAMMING

In addition to larger events, small-scale events and activities are important because they:

- Don't adversely affect the park landscape
- Can be changed regularly to meet user needs
- Attract a wider audience
- Develop a sense of ownership towards the park
- Help the park become an extension of the community









PROGRAMMING

Target Groups for Programming in Franklin Park

Families: To the north of FP there are several blocks of mixed-density residential units within a ten minute walk. Programs geared towards local families have the potential to bring new life and energy to the park.

School Children & Daycare: There are several schools and daycare centers located within a ten minute walk of FP. Programming that can provide an educational and/or recreational opportunity for local young persons will enliven the park throughout the week.

Local Adults & Commuters: Due to its location in a commercial district with convenient access to public transportation, FP presents a wonderful venue for daytime and evening programming for local adults and commuters.

Tourists: With numerous Capitol tourist attractions within a ten minute walk, as well as a dozen hotels and convenient access to public transportation, FP has the potential to become a hub for outdoor tourist activity. Programming in the park that is well-suited for both visiting families and adults of all ages could provide an oft needed and sought out "re-grouping" location.

Low-intensity Programming Opportunities for Franklin Park

Programming Idea	Precedents	Notes				
Small Concerts	Discovery Green "Sounds Like Houston", Mad.Sq. Music/Kids, Klyde Warren Park "Music Thursdays"	Local performers/childrens music; could be summer or fall series	x	x		
Lunchtime Concerts	Klyde Warren Park (weekday lunchtime music)	Jazz, folk, etc.			x	x
Readings	Mad. Sq. Reads	Poetry, childrens books, short plays	х	х	х	х
Writers Workshop	Discovery Green "Young Writers Workshop"	For children/adults	х	x		
Lending Library	Bryant Park "Reading Room", Klyde Warren Park "Lending Library"	Book carts with children's and YA materials	x	x		
Game Socials	Bryant Park (evenings May - Sept)	Family appropriate games	X		x	
Chess, Checkers, etc.	Klyde Warren Park, Bryant Park	Boards available for play; option for tournaments	x	x	×	
Daytime Fitness	Discovery Green and various other parks	Summer or weekend workouts	x		x	
Structured Play	High Line's "Lawn Time for Little Ones"	Toddler or pre-school age	x	x		
Storytime for Kids	Central Park story time	Toddler or pre-school age	х	x		
Art Cart/Lessons	Bryant Park "Art Cart"	Drawing and craft supplies available on weekdays; drawing lessons/structured play	x	x		
Chalk Art Event	Denver's "Chalk Art Festival"	Art contest during summer	x	x	x	
Restaurant Event	Discovery Green "Sundown at The Grove"	Wine/beer tasting			×	×
Evening Dance	Chicago Park District "Summer Dance"	Various styles of dance instruction on mall/plaza			x	

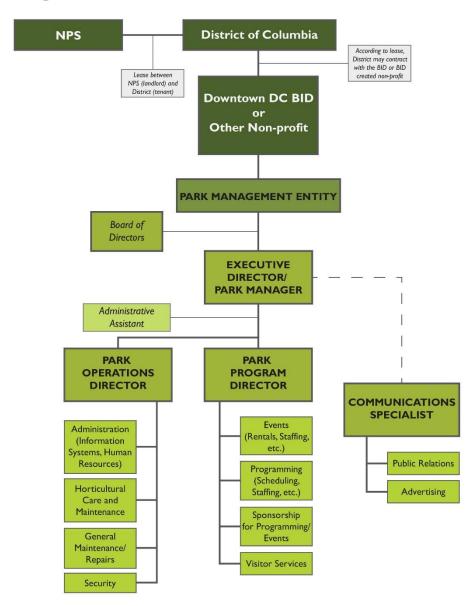


ROLES + RESPONSIBILITIES

	Park Management Entity	BID	Non-Profit (TBD)	District	NPS	Notes
	Provide overall management			Provide contractual oversight		District may contract with the
Management	coordination of FP			for Park Management Entity;	Has lease with the District	BID or other non-profit for
	coordination of FF			BID has operating agreement		management of FP
				Raise funds through Tax		
			Raise funds through	Increment Financing District		
Funding			sponsorships, grants, and other	and assessments; any on-site	Maintain current level of funding	
			fundraising efforts etc.	revenue will be directed to		
				ongoing O+M of FP		
	Coordinate and supervise day-				Maintain current level of	NPS funding may be used to
Maintenance	to-day maintenance services;	Maintain current level of			support, either through funding	contract maintenance services
riantechance	provide supplemental services	support			or services	through the Park Management
	provide supplemental services				Of Services	Entity
	Provide/fund primary security,			DC Police - to continue to	Park Police - to continue to	Primary and supplemental
Security	and any supplemental security	Maintain current SAM presence		provide law enforcement at	provide law enforcement at	security may be contracted out
	for events	Trainisant carrent of the presence		current levels	current levels	to security firm or off-duty
					2417 2110 107 010	police officers
	Provide/secure all necessary			Delegate permitting		Delegation of permitting to the
Permitting	permits, to the extent feasible,			reponsibility to the Park		Park Management Entity should
	for events/activities			Management Entity to the		be the objective
	Develop and oversee all non-					
	NPS programming activities in			Provide enhanced programming	Provide enhanced programming	
Programming	FP; coordinate District and NPS			related to recreation and play	related to interpretation and	
	programming activities with FP				education	
	programming and events					
Volunteer	Oversee/coordinate volunteer				Oversee/coordinate volunteer	Shared responsibility
Coordination	activities				activities	
	Serve as lead for all				Provide communications for	
Communications/	communications/ marketing				NPS programming and	
Marketing	related to programming, events,				volunteer efforts	
	volunteer efforts, etc.				1010110001 0110100	
Advocacy	Oversee all advocacy efforts on	Participate in advocacy efforts	Participate in advocacy efforts	Participate in advocacy efforts	Participate in advocacy efforts	
,	behalf of FP	,	,		,	
	Responsible for selection of			Coordinate as necessary for		
	vendors/ concessionaires (all			permitting of all on-site		
Revenue	park generated revenue will be			vendors/ concessionaires; Park		
	used to offset O+M costs)			Management Entity to retain all		
				revenues		



ORGANIZATIONAL CHART





Warranty Year



YEAR I (Warranty Year)					
Operating Costs for Franklin Park	Hrs	\$/hr	Cost	Total	Comments
Washington, DC				Cost	
Park Maintenance					
Maintenance Personnel					
In-house park staff (semi-skilled)	7234	\$22	\$159,156		General cleaning and maintenance
In-house park staff (skilled)	634	\$29	\$18,380		General cleaning and maintenance
Contracted horticultural service	451	\$55	\$24,805		Horticultural care and maintenance
Contracted tree service	78	\$100	\$7,800		Tree care and maintenance (tradesperson + helper)
					Irrigation, water feature, facilities, etc. (tradesperson +
Contracted trades	220	\$115	\$25,300		helper)
Subtotal Maintenance Personnel	8617			\$235,442	199.19
Maintenance Expenses					
First year materials & supplies			\$94,370		See Appendix (Table A-25)
Pest control			\$10,000		Non-horticultural rodent/pest control
Replacement plants			\$15,000		Any damaged plant material not covered under guarantee during first year (approx. 3% of planting areas)
Equipment maintenance			\$1,000		Some costs covered under warranty during first year
Equipment rental			\$5,000		Rental of bucket truck, etc.
Water feature materials/replacement parts			\$0		Warranty Period
Facility replacement costs			\$0		Warranty Period
Electrical			\$50,000		Lighting, water feature, facilities (temporary estimate)
Water			\$50,000		Irrigation, water feature, facilities (temporary estimate)
Storage facility rental			\$6,600		Off-site storage of large equipment and materials
Uniforms & communication devices			\$10,000		All-weather gear, radios
Subtotal Maintenance Expenses			410,000	\$241,970	y an included grant, restore
Total Maintenance Costs				\$477,412	
Park Security & Monitoring					
Security supervisor	2,920	\$35	\$102,200		Security supervisor (1/3 time)
Security staff	8,760	\$25	\$219,000		Contracted security to provide I person patrol (24/7)
Indirect costs (25%)			\$80,300		
Park Monitor	1,344	\$20	\$26,880		Seasonal uniformed presence for Children's Garden and fountain plaza (24-week peak season, 8hrs/day)
Subtotal Park Security				\$428,380	iountain piaza (27-week peak season, om stuay)
Programming					
Program/event support	2,500	\$15	\$37,500		Staffing for programs and events
			10-22-10-22		Allowance for temporary rental of stage, AV equipment,
Rentals and miscellaneous event-related costs			\$75,000		portable toilets, etc. for Park Management Entity sponsored events/activities
Materials & supplies			\$50,000		Advertising/communications for events, program
Deltarous San Camero I Control			\$30,000	#1/2 F00	infrastructure (e.g. art cart, yoga mats, etc.)
Subtotal Programming				\$162,500	
Administrative					
Executive Director			\$62,500		I/2 time
Operations Director			\$85,000		
Program Director			\$80,000		
Communications Specialist			\$18,500		I/3 time
Administrative Assistant			\$30,000		
Indirect costs (25%)			\$69,000		
Liability insurance			\$48,000		
Office expenses			\$10,000		Office materials/supplies, IT, etc.
Subtotal Administrative				\$403,000	
TOTAL				\$1,471,292	
Annual Capital Replacement				\$1,471,292	
Annual Capital Replacement				\$105,000	

Establishment Period



YEARS 2-6 (Establishment Period)					
Operating Costs for Franklin Park	Hrs	\$/hr	Cost	Total	Comments
Washington, DC				Cost	
Park Maintenance					
Maintenance Personnel					
In-house park staff (semi-skilled)	7154	\$22	\$157,396		General cleaning and maintenance
In-house park staff (skilled)	642	\$29	\$18,612		General cleaning and maintenance
Contracted horticultural service	661	\$55	\$36,355		Horticultural care and maintenance
Contracted tree service	100	\$100	\$10,000		Tree care and maintenance (tradesperson + helper)
Contracted trades	634	\$115	\$72,910		Irrigation, water feature, facilities, etc. (tradesperson + helper)
Subtotal Maintenance Personnel	9191			\$295,274	перегу
Maintenance Expenses					
Materials & supplies			\$30,956		See Appendix (Table A-25)
Pest control			\$10,000		Non-horticultural rodent/pest control
Replacement plants			\$56,000		10% of plants
Equipment maintenance			\$5,000		
Equipment rental			\$7,500		Rental of bucket truck, etc.
Water feature materials/replacement parts			\$10,000		Allowance for materials + equipment replacement (e.g.
vvater leature materials/replacement parts					motor, pump, controls, bromine)
Facility replacement costs			\$7,500		Replacement of damaged furnishings
Electrical			\$50,000		Lighting, water feature, facilities (temporary estimate)
Water			\$50,000		Irrigation, water feature, facilities (temporary estimate)
Storage facility rental			\$6,600		Off-site storage of large equipment and materials
Uniforms & communication devices			\$2,000		Replacement of all-weather gear, radios
Subtotal Maintenance Expenses				\$235,556	
Total Maintenance Costs				\$530,830	
Park Security					
Security supervisor	2,920	\$35	\$102,200		Security supervisor (1/3 time)
Security staff	8,760	\$25	\$219,000		Contracted security to provide I person patrol (24/7)
Indirect costs (25%)			\$80,300		
Park Monitor	1,344	\$20	\$26,880		Seasonal uniformed presence for Children's Garden and
Subtotal Park Security				\$428,380	fountain plaza (24-week peak season, 8hrs/day)
Programming					
Program/event support	2,800	\$15	\$42,000		Staffing for programs and events
-					Allowance for temporary rental of stage, AV equipment
Rentals and miscellaneous event-related costs			\$100,000		portable toilets, etc. for Park Management Entity
					sponsored events/activities
Materials & supplies			\$20,000		Advertising/communications for events, program
Subtotal Programming				\$162,000	infrastructure (e.g. art cart, yoga mats, etc.)
Administrative					
Executive Director			\$62,500		I/2 time
Operations Director			\$85,000		
Program Director			\$80,000		
Communications Specialist			\$18,500		1/3 time
Administrative Assistant			\$30,000		The Control of Control
Indirect costs (25%)			\$69,000		
Liability insurance			\$48,000		
Office expenses			\$10,000		Office materials/supplies, IT
Subtotal Administrative				\$403,000	
TOTAL				\$1,524,210	
Annual Capital Replacement				\$250,000	

Post-establishment Period



YEARS 7+ (Post-Establishment Period)					
Operating Costs for Franklin Park	Hrs	\$/hr	Cost	Total	Comments
Washington, DC				Cost	
Park Maintenance					
Maintenance Personnel					
In-house park staff (semi-skilled)	7097	\$22	\$156,142		General cleaning and maintenance
In-house park staff (skilled)	672	\$29	\$19,497		General cleaning and maintenance
Contracted horticultural service	591	\$55	\$32,505		Horticultural care and maintenance
Contracted tree service	132	\$100	\$13,200		Tree care and maintenance (tradesperson + helper)
Contracted trades	804	\$115	\$92,460		Irrigation, water feature, facilities, etc. (tradesperson +
Subtotal Maintenance Personnel	9297			\$313,804	helper)
Maintenance Expenses					
Materials & supplies			\$32,000		See Appendix (Table A-25): allowance for some replacement tools
Pest control			\$10,000		Non-horticultural rodent/pest control
Replacement plants			\$39,000		7% of planting areas
Equipment maintenance			\$5,000		
Equipment rental			\$7,500		Rental of bucket truck, etc.
SI SI					Allowance for materials + equipment replacement (e.g.
Water feature materials/replacement parts			\$10,000		motor, pump, controls, bromine)
Facility replacement costs			\$7,500		Replacement of damaged furnishings
Electrical			\$50,000		Lighting, water feature, facilities (temporary estimate)
Water			\$50,000		Irrigation, water feature, facilities (temporary estimate)
Storage facility rental			\$6,600		Off-site storage of large equipment and materials
Uniforms & communication devices			\$2,000		Replacement of all-weather gear, radios
Subtotal Maintenance Expenses					
Total Maintenance Costs				\$533,404	
Park Security					
Security supervisor	2,920	\$35	\$102,200		Security supervisor (1/3 time)
Security staff	8,760	\$25	\$219,000		Contracted security to provide I person patrol (24/7)
Indirect costs (25%)			\$80,300		to a some control of the state
Park Monitor	1,344	\$20	\$26,880		Seasonal uniformed presence for Children's Garden and
Subtotal Park Security	10000 11100			\$428,380	fountain plaza (24-week peak season, 8hrs/day)
Programming	2,800	\$15	\$42,000		Staffing for programs and events
Program/event support	2,800	\$15	\$42,000		Allowance for temporary rental of stage, AV equipment,
Rentals and miscellaneous event-related costs			\$100,000		portable toilets, etc. for Park Management Entity
L			400		sponsored events/activities Advertising/communications for events, program
Materials & supplies			\$20,000		infrastructure (e.g. art cart, yoga mats, etc.)
Subtotal Programming				\$162,000	
Administrative					
Executive Director			\$62,500		1/2 time
Operations Director			\$85,000		
Program Director			\$80,000		
Communications Specialist			\$18,500		1/3 time
Administrative Assistant			\$30,000		
Indirect costs (25%)			\$69,000		
Liability insurance			\$48,000		
Materials & supplies			\$10,000		Office materials/supplies, IT
Subtotal Administrative				\$403,000	
TOTAL				\$1,526,784	

Cost comparison over time

Maintenance Cost Comparison	Year I	Years 2-6	% Change	Year 7+	% Change
Maintenance Task Hours					
In-house park staff (semi-skilled)	7234	7154	-1%	7097	-1%
In-house park staff (skilled)	634	642	1%	672	5%
Contracted horticultural service	451	661	47%	591	-11%
Contracted tree service	78	100	28%	132	32%
Contracted trades	220	634	188%	804	27%
Total Maintenance Task Hours	8617	9191	7%	9297	1%
Maintenance Personnel Costs	\$235,442	\$295,274	25%	\$313,804	6%
Maintenance Expenses	\$241,970	\$235,556	-3%	\$219,600	-7%
Total Maintenance Costs	\$477,412	\$530,830	11%	\$533,404	0%

FRANKLIN PARK VISION AND TRANSFORMATION PLAN