



**Request for Proposal:**

**Master Plan for the Parks, Recreation & Cultural  
Services Department**

**Presented to the:**  
**City of Valdez**



**July 31, 2019**

PROS CONSULTING  
201 S. Capitol Avenue  
Suite 505  
Indianapolis, IN 46225  
877.242.7760  
[www.prosconsulting.com](http://www.prosconsulting.com)

**Prepared By:**



**pros** consulting  
INC.

July 31, 2019

Cover Letter

Mr. Nicholas Farline, M.S., CPRE  
Parks, Recreation & Cultural Services Director  
City of Valdez  
314 Clifton Dr.  
Valdez, AK 99686

**RE: Request for Proposal – City of Valdez Parks, Recreation & Cultural Services Master Plan**

Dear Mr. Farline:

PROS Consulting, Inc. is very excited about the opportunity to partner with the City of Valdez on the preparation of a *Master Plan* for the Department of Parks, Recreation & Cultural Services Department. We are a full-service management consulting and strategic master planning firm focusing on services to government agencies, with specialized experience in parks and recreation, open space planning, tourism, economic development, sports strategy, and operations and business planning.

Our national experience, combined with our work locally in Alaska, specifically ensures that we are able to offer the best of both worlds to help the City of Valdez Parks, Recreation & Cultural Services Department achieve a Master Plan that includes a clear set of recommendations for parks, open space, trails, recreation facilities, and program development for the next five to ten years. In summary, we propose a proven approach that can aid the City to:

- **Engage the community**, leadership and stakeholders through innovative public input means to build a shared vision for parks, recreation programs, and facilities in Valdez.
- **Utilize a wide variety of data sources and best practices**, including a statistically-valid survey, to predict trends and patterns of use and how to address unmet needs in Valdez.
- **Determine unique Level of Service Standards** to develop appropriate actions regarding recreation programs and facilities that reflects the City's strong commitment in providing high quality recreational activities for the community.
- **Shape financial and operational preparedness** through innovative and "next" practices to achieve the strategic objectives and recommended actions.
- **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the Department's parks, recreation programs, and facilities, as well as action steps to support the family-oriented community and businesses that call Valdez home.

In order to create a dynamic, forward thinking *Master Plan* that meets the City's high standards, we are pleased to have assembled an award-winning team for this project. The team includes our longtime partner **ETC Institute**, a nationally renowned survey and market research firm to assist in the statistically-valid community survey development. Our team is most qualified because we combine our objective, data-driven approach with local familiarity throughout the Pacific Northwest, Alaska, and national experience that will help the City of Valdez enhance its operational preparedness and exceed the needs of the current and future community.

We look forward to the opportunity to meet with you in person to present our approach and qualifications to perform this exciting project. If you have any questions or need additional information, please do not hesitate to contact me at 317.679.5615 or [leon.younger@prosconsulting.com](mailto:leon.younger@prosconsulting.com).

Sincerely,  
PROS Consulting



Leon Younger,  
President

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## Section Two – Experience and Expertise

### Who is PROS Consulting?

PROS Consulting is a small firm with a big presence in the field of management consulting for public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS is among only a small handful of firms that have tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. The full name and location of the office that will be working on this project are:



**Full Legal Company Name:** PROS Consulting, Inc.

**Years in Business:** 24 (formed in 1995)

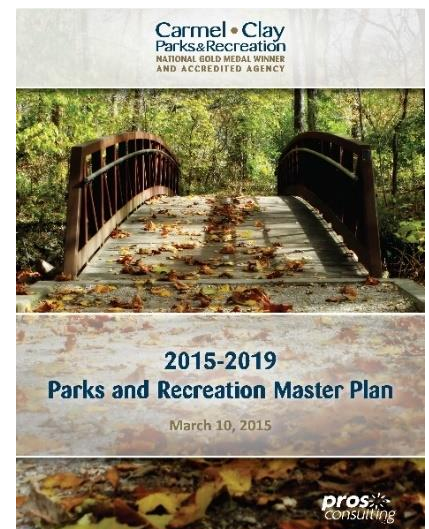
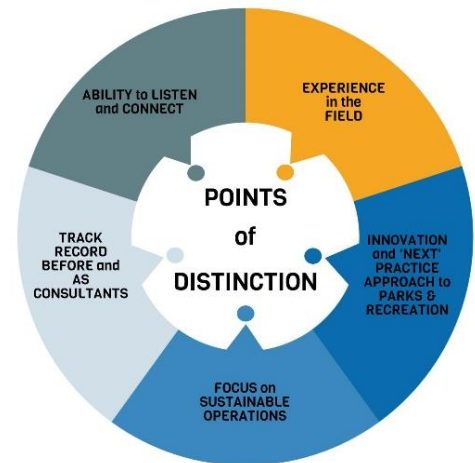
**Type of Company:** S-Corporation

**Contact Information:** 201 S. Capitol Avenue, Suite 505; Indianapolis, Indiana 46225;  
P: 877.242.7760; F: 877.242.7761

**Contacts:** Leon Younger, President; 317.679.5615; [leon.younger@prosconsulting.com](mailto:leon.younger@prosconsulting.com) or Michael Svetz, Principal; 623.388.1787; [michael.svetz@prosconsulting.com](mailto:michael.svetz@prosconsulting.com)

### PROS Quick Facts

- Since the firm was established in 1995 to uniquely serve the park, recreation and tourism services industry, PROS has completed more than 1,000 projects in over 47 states and numerous projects internationally in seven countries.
- The **PROS Team has worked in highly diverse environments** from the inner cities of Los Angeles, Miami, Atlanta, and Dallas, to remote areas in Appalachia, Montana, and the American West. Our experience includes working with the best-of-the-best, the worst-of-the-worst, and a lot in between.
- Our planning team has great depth of operational experience with **over 100 combined years as former parks and recreation managers**. This perspective of being trained “in the industry” and not just “on the industry” allows us to relate to communities and their residents, recreationalists of all types, and to understand the unique relevance of needs that can be most appropriately served by our clients. In other words, great recreational and park planning is not just collecting surveys and reporting results — it is about **achieving a sustainable balance of services, meeting community needs, and resource protection with community fulfillment**.
- Our approach to planning projects is that we become the **extension of the client’s team** and carry the same accountability as they do in serving their communities.
- This project is not about the PROS Team or what we think is best for your organization and stakeholders, nor do we believe that what works in some parts of the country will work here. This project is about producing reliable, sustainable, relevant, and innovative outcomes for the City of Valdez, and the people that live, work and play in the region.



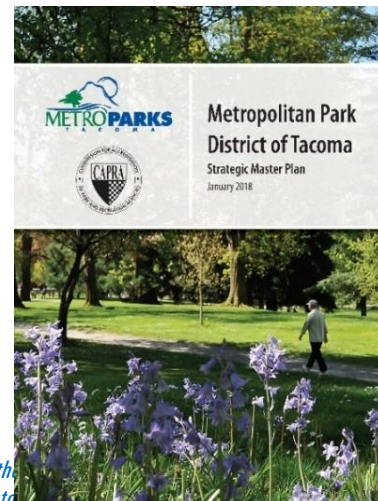
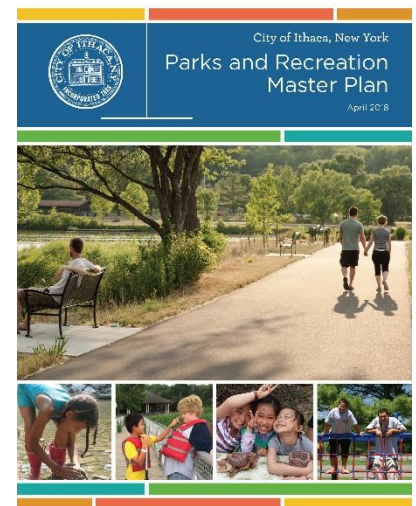
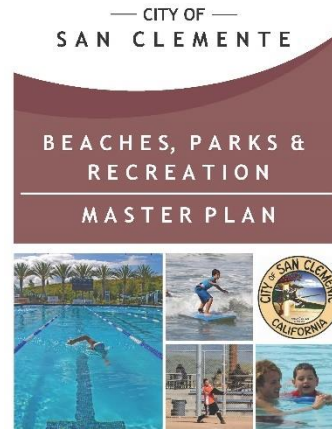




## Firm Qualifications

Management consulting and planning services offered by PROS span the full spectrum of planning needs for public agencies, and are grouped into the following practice areas:

- **Master Planning** — completed over 300 master plans for parks and park systems that have been successfully implemented and driven over \$5 billion worth of capital investment.
- **Strategic Planning** — completed over 300 strategic plans for cities, counties and state agencies to help them become established in their market or to reposition themselves.
- **Programming Analysis** — as part of many of our Master Plans or Strategic Plans, PROS utilizes our PROS Program Positioning Model, or 3PM. The outcome of the process is the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. We have completed over 300 program plans for systems across the country.
- **Needs Assessment** — completed over 300 needs assessments as a precursor of doing a Master Plan, Strategic Plan or Feasibility Study.
- **Operations, Maintenance and Organizational Development** — PROS has completed over 450 plans that involved operations, maintenance and organizational development components.
- **Financial Planning and Management** — PROS is most renowned for providing the innovative and proven methods for financial planning and management in the public sector with direct experience and over 150 proven ways to fund public parks and park systems.
- **Feasibility Studies and Business Planning** — PROS has completed over 200 feasibility studies and business plans, often counseling our clients on how they can shape their projects and their vision around the reality of what is feasible and sustainable.
- **Customer Service Training** — completed customer service excellence training for municipalities across the country. The training is customized to each agency's goals and outcomes and range from single day work sessions to multi-year culture change processes.



*"PROS was able to reach out to all segments of our community and develop a needs assessment that we were able to base our core programs off of. Its success led to us hiring PROS again for our Parks and Open Space Master Plan and their ability to have an understanding of our community's needs made the overall plan that much stronger."*

*Dave Mickaelian, City Manager, City of Healdsburg, California*

*"PROS Consulting has been one of the reasons for this department's success, which includes CAPRA Accreditation and the department's 10-Year Comprehensive Master Plan. Far more than just a capital investment plan, the master plan delved into master plan "themes," service levels, land acquisition, a comprehensive program review, operations and financing, prioritization for future facilities, and a strategic action plan."*

Michael Kirschman, Deputy Parks and Recreation Director, Charlotte-Mecklenburg County, NC regarding the Comprehensive Parks and Recreation Master Plan (2008) and the 2015 Update

## Unique Experience Specific to the Project

The Consulting Team features unique experience that can serve the City of Valdez, including but not limited to:

- **Recent completion of numerous municipal parks and recreation planning projects including** Palmer, AK; Tacoma, WA; Everett, WA; West Richland, WA; Durango, CO; Crested Butte, CO; Greeley, CO; Missoula, MT; Great Falls, MT; Billings, MT; Provo, UT; Lodi, CA; Healdsburg, CA; Riverside, CA; San Francisco, CA; Los Angeles, CA; Carlsbad, CA; Malibu, CA; Pasadena, CA; San Jose, CA; Santa Clara County, CA; Walnut Creek, CA; Roseville, CA; Temple City, CA; Glendale, AZ; Scottsdale, AZ among many others.

The matrix below illustrates why our Consulting Team is the most qualified in relation to the qualifications requested by the City of Valdez.

Qualifications	PROS Consulting
<b>Experience with parks, recreational facilities, programs and service management</b>	Over 100 years combined experience as practitioners in the parks and recreation industry and as planners
<b>A firm understanding of the work of parks and recreation agencies</b>	Successfully completed over 1,000 planning projects in all levels of the public sector
<b>Familiarity with public sector cost accounting and budgeting</b>	Successfully completed over 150 cost of service, financial management, or revenue enhancement plans for public clients
<b>Knowledge of existing park-centric partnerships throughout the country</b>	Directly assisted over 70 public clients with identifying, establishing, and maintaining innovative partnerships
<b>Experience developing fiscal or financial plans at facility level (park or sector), or system level</b>	Successfully completed over 200 business plans for individual parks and park systems
<b>Public facilitation experience</b>	Facilitated over 4,000 meaningful public meetings and focus groups throughout the United States
<b>Personnel training experience</b>	Organized and facilitated personnel development and training programs for over 10,000 participants in the last 25 years
<b>Experience in CAPRA Accreditation and Gold Medal NRPA Agencies</b>	Assisted the following agencies with CAPRA Accreditation in the past through master and strategic plans: Kansas City, MO; Carmel, IN; Westerville, OH; Durango, CO; Oak Brook Park District, IL; Metro Parks Tacoma, WA; Prince George's County, MD; Mecklenburg County, NC; Olathe, KS and many others throughout the last 20 years
<b>Forensic accounting and economic analysis experience</b>	Utilized forensic accounting in all cost of service, business plan projects, and economic impact analysis; former public finance director and CPA on staff
<b>Operational and programming analysis experience</b>	PROS Consulting has completed over 300 operational and programming studies for a wide variety of parks and recreation planning projects on a system-wide level as well as site/facility specific
<b>Statistically-Valid Survey Development and Benchmarking</b>	Members of the project team have completed over 300 statistically-valid surveys on park related projects. Through this work, members of the project team have developed a benchmark of "best practice" agencies across North America

*"PROS Consulting has proved to be responsive, innovative, and sensitive to the unique needs and interests of our community. Based on the recently completed Parks and Recreation Master Plan, I am confident it will provide us a sound framework for decision-making for the next five years and beyond. PROS has assisted us to become the NRPA Gold Medal award-winning park system CCPR is today on many planning projects and has played an integral role in CCPR's planning efforts for nearly two decades."*

*Michael Klitzing, Director, Carmel Clay Parks & Recreation*



## Subcontractors

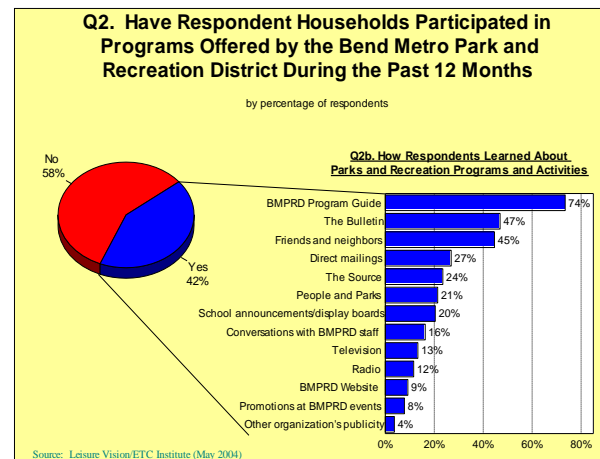
We have expanded our expertise and capabilities in order to best serve the needs of the City of Valdez in this project. Our sub-consultant has worked with us on similar projects in the past and have a great reputation across the industry, both locally and nationally.

### ETC Institute

ETC Institute is a 102-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include citizen satisfaction surveys, parks 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. PROS Consulting and ETC Institute have teamed on more than 300 similar parks and recreation projects.

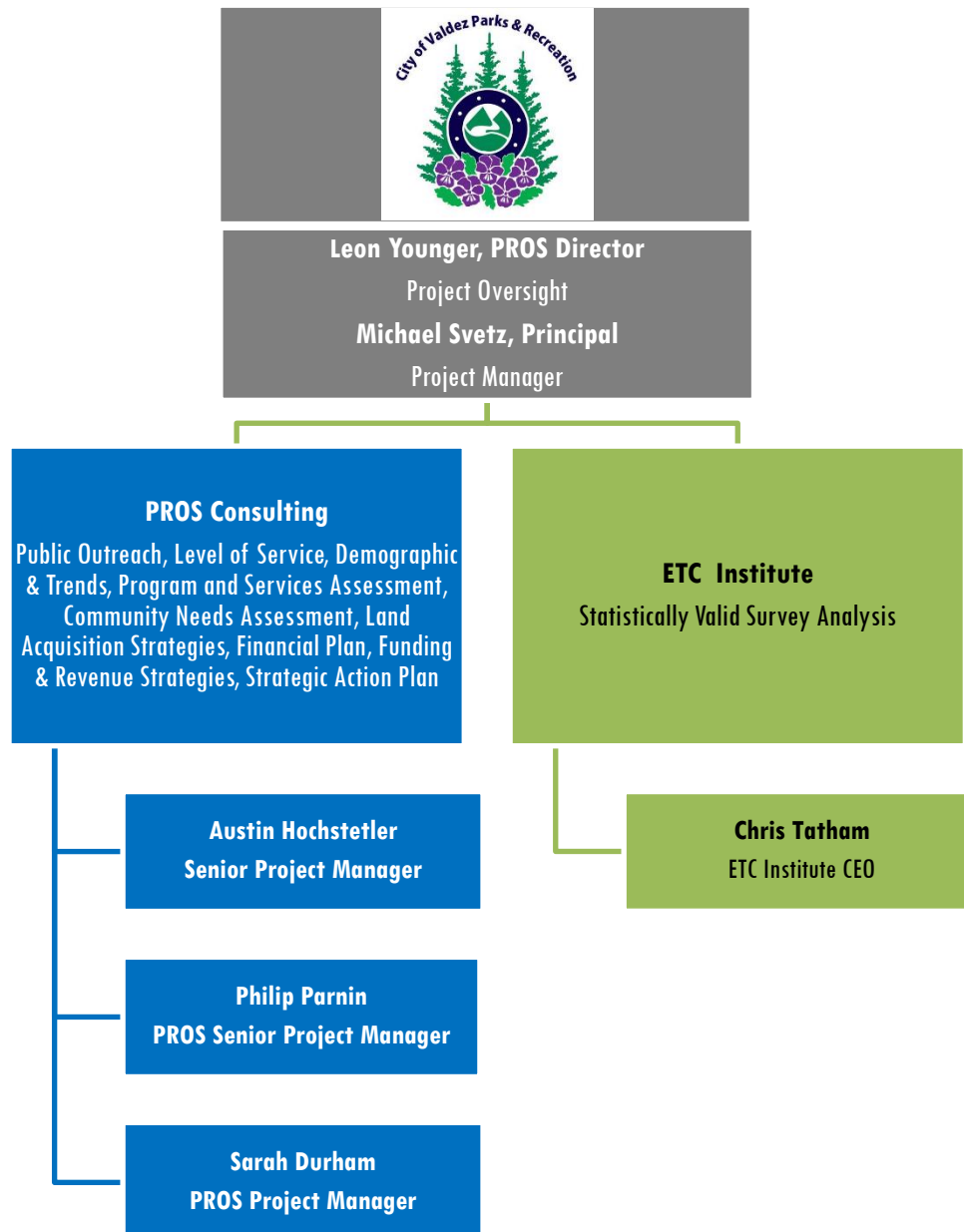




## Project Management

The Consulting Team on this project will be led by PROS Consulting Principal, Michael Svetz and PROS Senior Project Manager, Austin Hochstetler, with strategic oversight by PROS Consulting President, Leon Younger as Project Director, as well as all members of the PROS Consulting team. Central to our project approach is providing a high level of responsiveness to the City of Valdez's staff and maintaining accessibility throughout the project lifespan. Our team is flexible and will work hard to effectively serve as an extension of the City's project staff.

## Team Organization





## Resumes

### Michael Svetz

#### PROS Consulting

#### Principal

#### Education

B.S., Miami University, 1990

M.S., Miami University, 1991

#### Employment History

Consultant, PROS Consulting; 2012 to present

Director of Parks and Recreation, City of Goodyear, AZ; 2009 to 2012

Director of Parks and Recreation, City of Charlottesville, VA; 2004 to 2009

Director of Parks and Recreation, City of Strongsville, OH 2000 to 2004

Assistant Director of Parks and Recreation, City of Strongsville, OH 1997 to 2000

Recreation Supervisor, City of Brunswick, OH 1991 to 1997)



#### Professional Experience

- Michael Svetz has nearly 30 years in the field of parks and recreation for local governments, the last 15 of which at the executive management level. He has held Director-level positions in Strongsville, Ohio (Cleveland vicinity), Charlottesville, Virginia and most recently for the City of Goodyear, Arizona.
- He has vast experience in developing and applying cutting edge business processes to create self-sustaining operations of multi-million dollar community centers, golf courses, and a Major League Baseball Player Development and Spring Training complex.
- Throughout his career, Mike has successfully developed and implemented strategic master plans for the parks and recreation departments that he led and the city and state associations that he served.
- As a dedicated public servant, Mike developed a deep knowledge of, and sincere appreciation for, organizational development, citizen engagement, board involvement and political acumen, all of which are critical elements in the successful creation and implementation of any parks and recreation plan.
- Since joining PROS Consulting, he has participated in numerous parks and recreation planning projects that include master plans, strategic plans, business planning, and strategic implementation. His project management skills and organization have assisted in the creation of innovative and fiscally sustainable projects across the United States.

#### Certification

Certified Public Manager

#### Similar Project Experience

- Great Falls, MT Parks and Recreation Master Plan
- Billings, MT Parks and Recreation Master Plan
- Sheridan, WY Parks and Recreation Master Plan
- Aspen, CO Recreation Division Business Plan
- Boulder, CO Aquatic Division Business Plan
- Calgary, Alberta, Canada, Park Zero Based Budget Review
- West Sacramento, CA Parks and Open Space Master Plan
- American Canyon, CA Parks and Recreation Master Plan
- Scottsdale, AZ Parks and Recreation Master Plan
- Provo, UT Parks and Recreation Master Plan
- Muskingum Watershed District (New Philadelphia, OH) Lakefront Business Planning Analysis
- Fairfax County, VA Park Authority Needs Assessment
- Charlottesville, VA Parks and Recreation Master Plan
- Santa Clara County, CA Cost Recovery and Pricing Plan
- Pasadena, CA Sports Field Strategic Plan and Parks Maintenance Management Plan
- Napa, CA Senior Center Feasibility Study and Business Plan

**Leon Younger**

**PROS Consulting**

**President**

**Education**

M.P.A., University of Kansas, Aug. 1988

B.S., Kansas State University, May 1975

**Employment History**

President, PROS Consulting, Sep. 1995 to present

Director/Chairman of the Board, Indianapolis Parks and Recreation, Apr. 1992 to Sept. 1995

Executive Director, Lake MetroParks (OH), Jun. 1988 to Mar. 1992

Director, Jackson County (MO) Parks and Recreation, Aug. 1983 to Jun. 1988

**Certification**

Certified Park and Recreation Professional

**Professional Experience**

- Founder and President of PROS Consulting
- More than 40 years in parks, recreation, and leisure services
- Recognized leader in applying innovative approaches to managing parks and recreation organizations
- Held positions as Director of Parks and Recreation in Indianapolis, Indiana; Executive Director of Lake Metroparks in Lake County, OH (Cleveland vicinity); and Director of Parks and Recreation in Jackson County, MO (Kansas County)
- Received the 1994 National Recreation and Park Association's Distinguished Professional Award for his progressive and innovative thinking in management of public parks and recreation entities
- Co-creator of the Community Values Model™, a business model that synthesizes public input into a strategic plan
- Regularly addresses sessions at the National Recreation and Park Association conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado
- In 2012, Leon was inducted into the NRPA Legends Hall of Fame
- Currently, Leon is serving on the Board of Directors for the City Parks Alliance, the only independent, nationwide membership organization solely dedicated to urban parks

**Similar Project Experience**

- Montana State Parks Business Planning Services
- Aspen, CO Recreation Division Business Planning Services
- Durango, CO Parks, Recreation, and Open Space Master Plan
- Estes Valley, CO Recreation Center Feasibility Study
- Everett, WA Parks and Recreation Master Plan
- City of San Francisco, CA Recreation Plan and Needs Assessment
- City of Healdsburg, CA Parks and Recreation Needs Assessment and Parks and Open Space Plan
- Sonoma County, CA Management Review Services and Implementation Plan
- Shawnee County, KS (Topeka) Parks and Recreation Strategic Master Plan
- City of Kansas City, MO Parks and Recreation Master Plan
- Olathe, KS Parks and Recreation Master Plan & Recreation Center Feasibility Study
- Grapevine, TX Parks, Recreation and Open Space Plan
- Charlotte/Mecklenburg County, NC Parks and Recreation Strategic Master Plan
- Toledo, OH Metroparks Strategic Master Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- Westerville, OH Parks, Recreation and Open Space Master Plan
- Cleveland Metroparks, OH Strategic, Financial and Operational Master Plan
- Carmel Clay, IN Parks and Recreation Master Plan





## Austin L. Hochstetler

### PROS Consulting

### Senior Project Manager

#### Education

M.S., Clemson University, May 2012

B.S., Indiana University, May 2010

#### Employment History

Senior Project Manager, PROS Consulting, 2015 to Present

Project Manager, Eppley Institute for Parks and Public Lands, Indiana University, 2012 to 2015

Graduate Teaching and Research Assistant, Clemson University, 2010 to 2012

Clemson Outdoor Recreation and Education Program Manager, Clemson University 2010 to 2011



#### Certification

Certified Park and Recreation Professional (CPRP)

#### Professional Experience

- Has held various positions in the non-profit and public sectors including the Indiana Department of Natural Resources, Boy Scouts of America, and Young Men's Christian Association (YMCA)
- Experienced project manager, master and strategic planner, facilitator, organizational consultant, professional trainer, and course curriculum developer
- Former Board of Directors member for the Indiana Park and Recreation Association (IPRA) and the Indiana Park Alliance (IPA)
- Served as a course co-coordinator for the W. Edwards Deming Award winning Facility Manager Leaders Program (FMLP) for the National Park Service (NPS)
- Has coordinated park and recreation projects at the local, state, federal, and international levels
- Served as Program Administrator for the World Parks Academy, an international certification program for World Urban Parks, formerly known as the International Federation of Park and Recreation Administration (Ifpra)
- Has extensive experience in managing online learning management systems (LMS), web-conferencing systems, and online survey development and implementation
- NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) Visitor

#### Similar Project Experience

- Tacoma, WA Metro Parks Comprehensive Program Plan
- Dakota County, MN Visitor Services Plan
- Miami Dade County, FL Comprehensive Program Plan
- Carmel, IN Comprehensive Program Plan
- DeSoto, TX Comprehensive Program Plan
- Arlington County, VA Parks and Recreation Master Plan
- Brownsburg, IN Parks and Recreation Organizational Assessment
- Minneapolis, MN Maintenance and Operations Plan
- Pulaski County, AR River Trail Recreation Junction Study
- Montana State Parks Business Planning Services
- Milwaukee County, WI Parks and Recreation Master Plan
- Derby, KS Recreation Commission Parks and Recreation Master Plan
- Brownsburg, IN Parks Maintenance Management Plan
- Valparaiso, IN Parks and Recreation Master Plan
- Speedway, IN Parks and Recreation Master Plan
- West Chicago, IL Sports Complex Feasibility Study
- Centerville-Washington Township, OH Parks and Recreation Maintenance Management Plan
- Huber Heights, OH Parks and Recreation Master Plan



**Sarah Durham, CPRP**

**PROS Consulting**

**Project Manager**

**Education**

B.A. (Public Relations / Business), Purdue University

**Employment History**

Consultant, PROS Consulting; 2010 to present

Student, Purdue University

**Certification**

Certified Parks and Recreation Professional (CPRP)

**Professional Experience**

- Ms. Durham is closely involved in the market research component of all key PROS projects.
- Her strong analytical skills coupled with a strong business background allow her to provide an in-depth perspective to understand the market potential and position agencies to best meet the users' needs.
- Eight (8) years of assisting on various projects across the United States specializing in market analysis, community involvement, benchmarking studies, price comparison studies, competitive assessments, mapping, demographics and trends assessments.

**Similar Project Experience**

- Montgomery County, MD Parks and Recreation Needs Assessment
- Canton, OH Joint Recreation District Master Plan
- Westerville, OH Recreation Center Business Plan
- Miami Dade County, FL Regional Parks and Recreation Assessment
- City of Carlsbad, CA Parks and Recreation Needs Assessment and Action Plan
- City of San Clemente, CA Beaches, Parks and Recreation Master Plan
- Prince George's County, MD Functional Master Plan for Parks, Recreation & Open Space
- City of Kansas City, MO Parks and Recreation Master Plan
- East Baton Rouge Parish, LA Parks and Recreation Master Plan
- Shawnee County, KS, Parks and Recreation Master Plan
- City of Columbus, OH Parks and Recreation Master Plan
- City of Dallas, TX Recreation Master Plan
- Birmingham, AL Regional Partnership Assessment
- Mecklenburg County, NC Comprehensive Parks and Recreation Master Plan
- Carmel Clay, IN Parks and Recreation Comprehensive Master Plan
- Washington County, PA Parks and Recreation Master Plan





## Christopher E. Tatham

ETC Institute

Chief Executive Officer

### Education

M.B.A., Management, Kansas State University, 1996, first in class

B.A., Princeton University, Political Science/Economics, 1990, magna cum laude

Certificate of Proficiency in Latin American Studies, Princeton University, 1990

### Summary of Professional Experience

- Mr. Tatham is one of the nation's leading authorities on the development of qualitative and quantitative customer satisfaction research for state and local governments. During the past ten years, he has designed and implemented customer satisfaction assessments for more than 500 governmental agencies in 41 states.
- He has superior skills for planning and coordinating complex tasks that are required for the successful administration of comprehensive customer satisfaction research programs.
- During the past year, he managed more than \$5 million worth of research projects with budgets ranging from \$2,000 to more than \$2 million.
- Mr. Tatham is a highly skilled interviewer and focus group facilitator. His experience includes interviews with foreign cabinet members, Heads-of-State, ambassadors, and numerous leaders at all levels of government and business in the United States, Mexico, and Canada.
- His communication skills (both English and Spanish) are excellent and he is extremely successful at getting quality feedback. During the past year, he facilitated more than 100 focus groups and nearly 200 stakeholder interviews.



### Similar Project Experience

Mr. Tatham *has managed Customer Survey Research for dozens of governmental and private sector clients, including the following large governmental organizations:*

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Coral Springs, Florida
- DeKalb County, Georgia
- Denver, Colorado
- Kent, Michigan
- Dupage County, Illinois
- Durham, North Carolina
- Fairfax County, Virginia
- Fort Lauderdale, Florida
- Fort Worth, Texas
- Fulton County, Georgia
- Houston, Texas
- Ithaca, New York
- Kansas City, Missouri
- Las Vegas, Nevada
- Los Angeles, California
- Mesa, Arizona
- Miami-Dade County, Florida
- Montgomery County, Maryland
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Prince George's County, Maryland
- Phoenix, Arizona
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Louis, Missouri
- U.S. National Parks Service
- Washington, D.C.
- Wayne County, Michigan
- Westchester County, New York

## PROS Consulting & ETC Institute Experience and References

### Palmer Parks, Trails and Recreational Fields Master Plan (2012)

#### PALMER, ALASKA

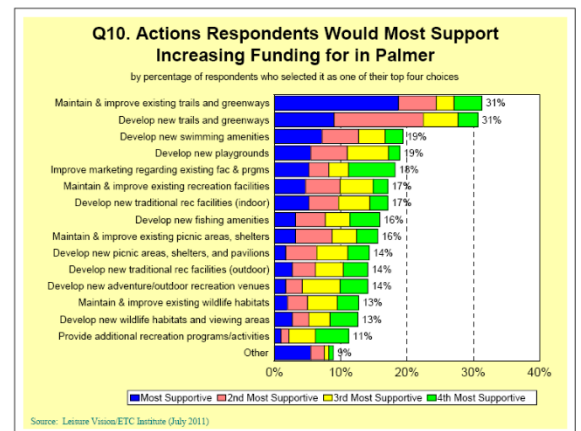
PROS Consulting began working with the City of Palmer, Alaska, in February 2011 to complete the City's first Parks, Trails and Recreational Fields Master Plan. This project is unique in Alaska as often parks and recreation is a public service provided predominantly by boroughs. In 2005, the Matanuska-Susitna Borough granted the City of Palmer responsibility for the parks, trails, and recreational fields of the City at the City's request. The City of Palmer desires to proactively manage and potentially develop its parks and recreation system in alignment with the needs, interests, and priorities of the community.

The foundation of the planning process was grounded in multiple forms of community input that was utilized to develop the plan. The project included a statistically valid household survey, an additional student survey of middle school and high school youth in Palmer, four public meetings, and numerous interviews and focus groups. The project also included the following: site and facility assessment, a comprehensive needs analysis, level of service analysis, operations and management plan, capital improvement plan, funding and revenue strategies, and a strategic action implementation plan.

It was critical that the Palmer project be properly integrated with other related planning in the region. Recreation and trails is an important component to living in Alaska, as well as a cornerstone of the tourism experience for visitors. The critical outcomes of the plan were the following results:

1. Developed prioritized list of park and trail enhancements and upgrades based on community needs.
2. Identified a prioritized list of future park and trail developments to improve community equity and meet community needs.
3. Established trail projects over the next 10 years to improve walkability, integrate with current local and regional trails, and emulate industry best practices.
4. Created consensus among the community on park and trail design criteria and operational standards.
5. Expanded the funding and finance resources, as well as community advocacy strategies, for growing the value of parks and trails in Palmer over the next 10 years.

**Project Reference:** Ms. Sandra Garley, Director of Community Development, City of Palmer; 645 E. Cope Industrial Way, Palmer, AK 99645; 907.761.1322





## Metro Parks Tacoma, WA Strategic Master Plan (2018)

### TACOMA, WASHINGTON

Metro Parks Tacoma (MPT or “District”) is a nationally accredited and award-winning Park District located in Tacoma, Washington. The system is comprised of many different park facilities that offer residents a variety of recreational opportunities. From waterfront access to local neighborhood parks to large regional facilities and attractions, the MPT system is both a local community asset and regional destination.

In order to maintain its high degree of service provision and outstanding community reputation, MPT maintains a planning framework that ensures cutting edge best practices. As such, the District has developed a series of planning initiatives, as denoted on the chart below. In 2018, PROS Consulting collaborated with MPT to complete a strategic master plan. The MPT Strategic Plan instructs operations and the overall agency strategic action plan for a six-year period. Therefore, the Strategic Master Plan document aimed to provide overarching strategies (and associated tactics) to propel the District forward while laying the groundwork for future plan consolidation efforts that will streamline the MPT planning process.

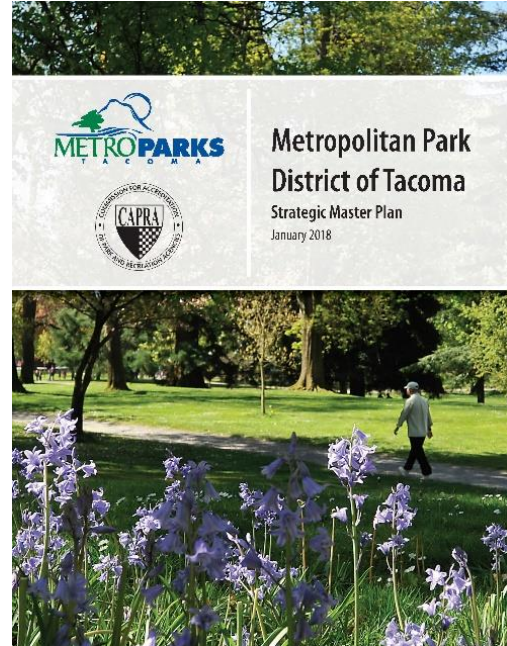
The adopted Strategic Master Plan fulfilled requirements to maintain the District’s accreditation status with the NRPA’s Commission for Accreditation of Park and Recreation Agencies (CAPRA). CAPRA recognizes park and recreation agencies for excellence in operation and services. MPT has been accredited since October 13, 2014. Utilizing the District’s Triple Bottom Line philosophy, the strategic plan provided specific strategies and tactics associated with its Three Pillars of Sustainability (similar to NRPA’s Three Pillar concept):

- People: The Social Pillar of Sustainability
- Conservation: The Environmental Pillar of Sustainability
- Financial: The Economic Pillar of Sustainability

Additionally, the Strategic Master Plan established performance measures to be achieved over the next five years. A major concept the District is moving toward is meeting the “10-minute Walk Campaign” led by the Urban Land Institute, Trust for Public Land, and NRPA. As of November 2017, the City of Tacoma’s Mayor agreed to support this initiative.

**Link:** <https://www.metroparkstacoma.org/about-metro-parks/agency-plans-partnerships/strategic-plan/>

**Client Reference:** Mr. Joe Brady, Chief Strategy Officer; Metro Parks Tacoma; 4702 S. 19<sup>th</sup> St., Tacoma, WA 98405; 253-305-1014; [joeb@tacomaparks.com](mailto:joeb@tacomaparks.com)





## Carmel, IN Comprehensive Recreation Program Plan and Parks and Recreation Master Plan (2019)

### CARMEL, INDIANA

Carmel Clay Parks & Recreation (CCPR) was established through an Interlocal Cooperation Agreement between the City of Carmel and Clay Township. CCPR was created to serve the nature and fitness needs of the community, manage and develop existing spaces and resources, and create a sustainable future for parks and recreation programs through a financially viable and environmentally conscious parks system. CCPR provides over 5,000 recreation programs annually and so recreation planning is paramount to identify met and unmet community needs.

The *Comprehensive Recreation Program Plan* was broken into two phases:

#### Phase I

- What are the demographics of our community and how does that change based on the geographic area of Carmel/Clay Township?
- What are the nationwide health and wellness trends, challenges, and issues?
- What recreation programs do we need/want to provide to residents and how does that change based on the geographic area?
- Who are the underserved or unserved populations?
- How well are we doing in meeting expressed needs? Are there unmet needs that we should be addressing?

#### Phase II

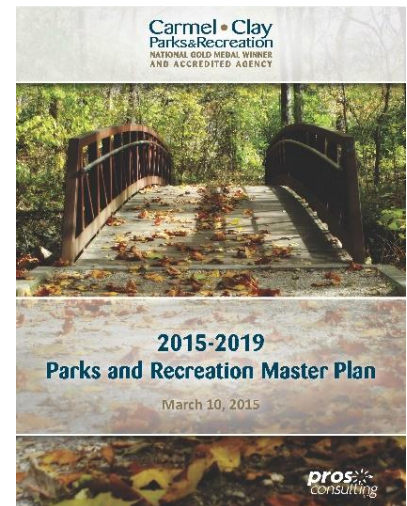
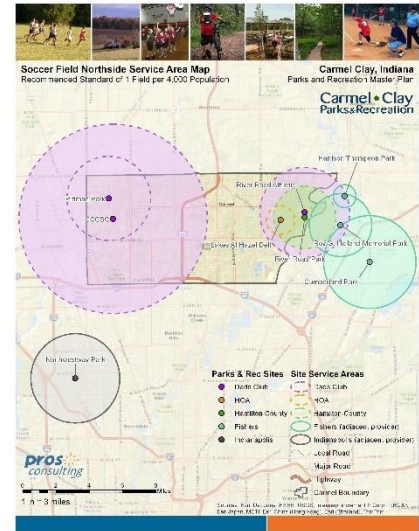
- What other organizations in the area are meeting expressed needs? Are there partnership opportunities?
- How should we position ourselves to meet the identified unmet needs while ensuring we maintain meeting our met needs?

The final *Comprehensive Recreation Program Plan* provides direction for specific recreation programming offerings including: time of day, class/activity format, pricing, additional core services to consider, and performance measures/indicators to implement. Additionally, the *Comprehensive Recreation Program Plan* is used to activate community parks. The plan analyzed the community's interests and preferences for location-based programming as well as activities/topics of interest. CCPR is using this information to enhance its data-driven decision making process to ensure a needs-based approach is taken for their recreational program and service offerings.

To continue to serve the City of Carmel and Clay Township, CCPR desired an updated Parks and Recreation Comprehensive Master Plan to guide development and actions for the next five years, as well as use as part of the agency's CAPRA Requirement. PROS Consulting, as well as **ETC Institute**, worked with CCPR to complete the master plan, which included extensive community input and distinct analysis. The Master Plan was an updated of the previous master plan completed by PROS Consulting for the CCPR, and built off other plans completed by PROS (marketing plan, maintenance management plan, The Monon Community Center Business Plan). The Master Plan built off a great legacy of parks and recreation within Carmel. Recently, Carmel was named one of the "Best Places to Live in America" by CNN Money Magazine, and parks and recreation played an integral role in the quality of life of residents. The agency recently became CAPRA Accredited and won the 2014 Gold Medal for Parks and Recreation at NRPA.

**Link:** <https://www.carmelclayparks.com/master-plans/>

**Client Reference:** Mr. Michael Klitzing, Parks and Recreation Director; 1235 Central Park Drive East; Carmel, IN 46032; 317.573.4018; [mklitzing@carmelclayparks.com](mailto:mklitzing@carmelclayparks.com)



## Parks, Open Space, Trails and Recreation Master Plan (2010) and (2019 Update) DURANGO, COLORADO

In 2010 and in 2019, the City of Durango Parks and Recreation Department hired PROS Consulting, as well as ETC Institute, to update the Parks, Open Space, Trails, and Recreation Master Plan (POSTR Plan). The purpose of the Plan was to establish a 10-year road map for the Department. The Plan provided direction and strategies for parks, open space trails and, recreation programming, and recreation facilities. In addition, the Plan was aligned with the Department's mission and vision.

The process included extensive community input, a statistically valid household survey, and a series of technical reports and assessments that were based on site visits and meetings with staff. In addition, the process included involvement and review by a resident Steering Committee. The Committee reviewed and responded to all of the technical reports. Durango staff members also met with the Committee in order to further discuss elements of the Plan. In addition, the 2001 Parks, Open Space, Trails Master Plan was reviewed in order to build on work previously completed. All of this information created the basis for recommendations to position the Department for the future.

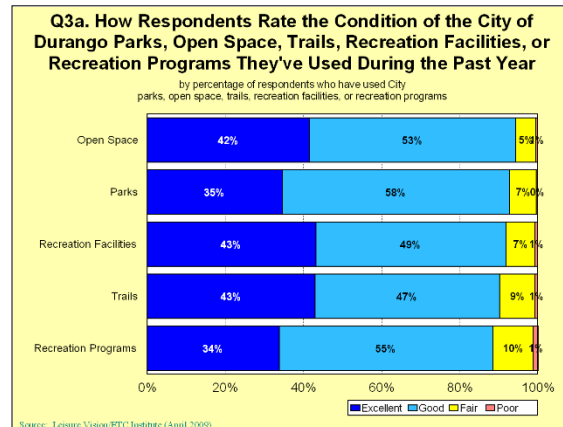
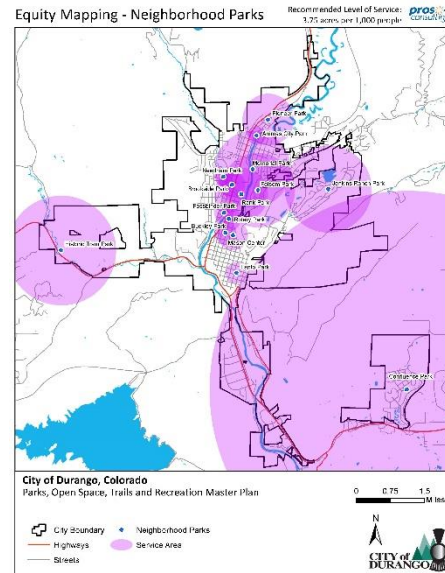
The overall Master Plan process consisted of the following:

- Community and Stakeholder Input
  - Public Meetings, focus groups, stakeholder interviews, statistically valid survey
- Community Profile
- Open Space Plan
- Trails Plan
- Site and Facility Assessment
- Recreation Program Assessment
- Level of Service Standards and equity mapping
- Priority needs assessment
- Park and Facility Development Plan
- Strategic Action Plan

The 2019 Update will be completed in the summer of 2019.

**Link:** <http://www.durangoparksplan.com/pdf/durango-mp-final-draft.pdf>

**Client Reference:** Ms. Cathy Metz, Parks and Recreation Director; 2700 Main Ave.; Durango, CO 81301; Phone: 970.375.7321; metzcl@ci.durango.co.us



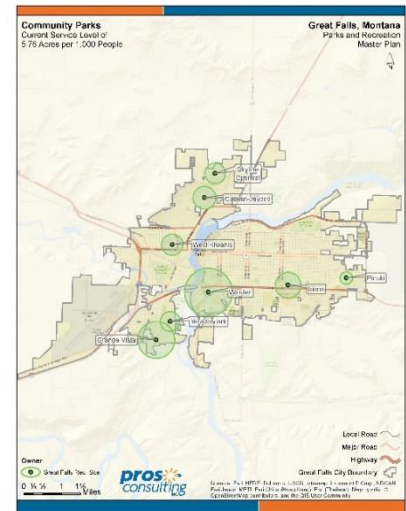
## City of Great Falls, MT Parks and Recreation Master Plan (2016) GREAT FALLS, MONTANA

In 2015, PROS Consulting, as well as ETC Institute completed a Parks and Recreation Master Plan for the City of Great Falls. In the heart of Montana, the Big Sky Country, Great Falls is surrounded by spectacular natural wonders and scenery. It is nestled between rich, productive farm land only miles away from the majestic Rocky Mountains to its west and Little Belt Mountains to the east.

An integral part of the city's vision is to be a destination for outdoor recreation and natural beauty. The Park and Recreation Department was in need of a strategic master plan to determine how best to meet the specific desires of the community. The primary outcomes of the Master were to:

- Based on community feedback and direction, identify vision and overarching direction for the Park and Recreation Department.
- Determine the level of needs met by the Park and Recreation Department's current offerings (programming, events and parks/facilities).
- Identify unmet needs, level of desire for new programs, events and parks/facilities.
- Complete initial testing on how to fund desired enhancements or new programs/facilities.
- Identify possible parks/facility components for new/future facilities.

The planning process for the Master Plan was completed with City of Great Falls staff and included:



The foundation of the *Master Plan* was to “mine” local knowledge through the use of a creative and comprehensive public participation process. The data generated from these critical community interactions was used to aid the consulting team when accurately articulating the true unmet needs, addressing key operational issues, providing recommendations for business related changes, and strategizing to move the Park and Recreation Department forward for optimum results.

**Project Reference:** Mr. Joseph Petrella, Former Parks and Recreation Director — Now Recreation Manager in Chandler, AZ; 1700 River Drive North; Great Falls, MT 59403; 480.782.2703; [joseph.petrella@chandleraz.gov](mailto:joseph.petrella@chandleraz.gov)







## City of Billings, MT Comprehensive Parks and Recreation Master Plan (2017)

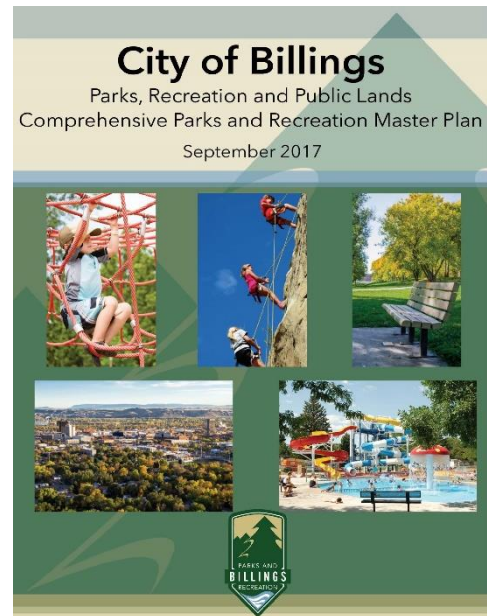
### BILLINGS, MONTANA

PROS Consulting, as well as ETC Institute, completed a Parks and Recreation Master Plan for the City of Billings. In the heart of Yellowstone County, Montana, Billings is surrounded by spectacular natural wonders and scenery.

The City of Billings Parks, Recreation and Public Lands Comprehensive Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from an excellent legacy of history and current day practices. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process.

The Parks and Recreation Master Plan Update included a system-wide approach for accomplishing short and long-term goals, initiatives, tactics and measurements to ensure that as the City grows in population that the Department does so as well — effectively, efficiently and sustainably — while providing world-class services, programs, parks, and facilities to the community for many years to come.

The planning process for the Master Plan was completed with City of Billings staff and included:

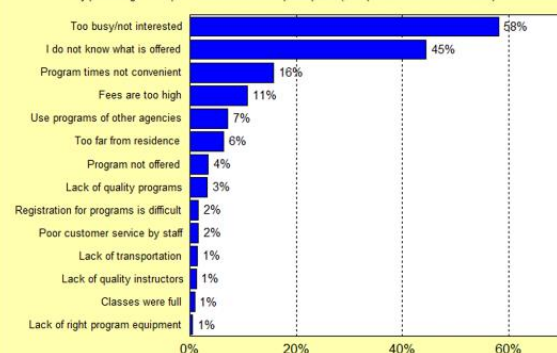


The foundation of the *Master Plan* was to “mine” local knowledge through the use of a creative and comprehensive public participation process. The data generated from these critical community interactions is being used to aid the consulting team when accurately articulating the true unmet needs, addressing key operational issues, providing recommendations for business related changes, and strategizing to move the Parks, Recreation, and Public Lands Department forward for optimum results.

**Project Reference:** Mr. Michael Whitaker, Parks, Recreation and Public Lands Director; 390 N 23<sup>rd</sup> Street, Billings, MT 59101; 406.657.8371; [whitakerm@ci.billings.mt.us](mailto:whitakerm@ci.billings.mt.us)

#### Q4b. Reasons Households Have Not Participated in City of Billings Recreation Programs During the Past 12 Months

by percentage of respondents who have not participated (multiple choices could be made)



Source: ETC Institute (2016)



## City of Provo Parks and Recreation Master Plan (2014)

### PROVO, UTAH

In 2014, PROS Consulting, as well as ETC Institute, completed a Parks and Recreation Master Plan for the City of Provo. The intent of the Parks and Recreation Master Plan was to articulate and chart the course necessary for Provo to feature one of the nation's best urban parks and recreation system. To achieve this, the City needed to strike a perfect balance of meeting the needs and interests of residents with prudent use of the City's resources, and provide a rich array of tangible and intangible benefits to Provo socially, economically, and culturally.

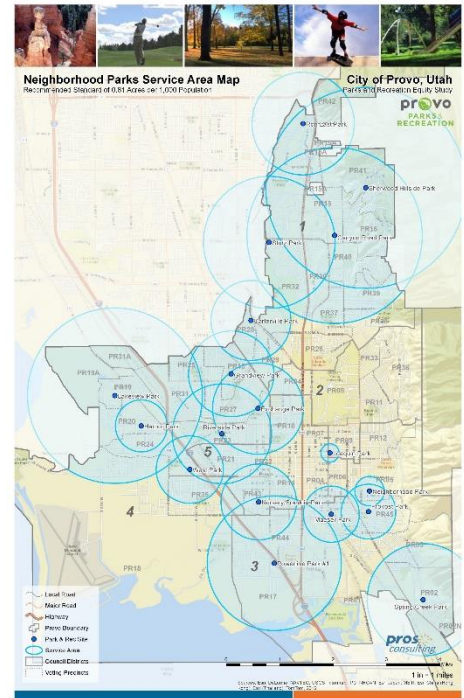
The master plan was a summary of various analyses in order to identify the prevailing and prioritized needs of residents served by the city's park and recreation system. The master plan project was a three-step process — Step 1: assess current conditions, Step 2: determine prioritized and relevant community needs, and Step 3: develop strategies and tactics to meet those needs over the next 20 years.

In order for a needs analysis to be thorough, multiple types of data and information were taken into account. The following data was reviewed, evaluated, and analyzed:

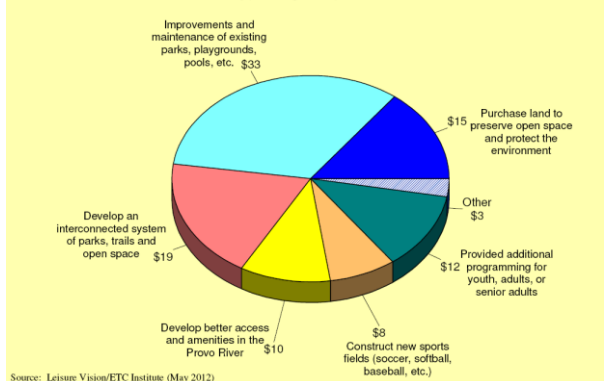
- Current and projected demographic characteristics of residents
- Prevailing local, statewide, and national trends
- Multiple forms of public and community input
  - Leadership and stakeholder interviews
  - Focus groups
  - Community meetings
  - Statistically-valid household surveys
- Existing site and facility conditions
- Existing financial conditions and programmatic performance
- Technical analysis — equity or gap analysis to determine an equitable distribution of park and trail inventories relative to city population, etc.
- Capital improvement prioritization
- Financial plan and funding strategies
- Implementation plan

A community values model was used to outline recommended strategies that align with five major categories of parks and recreation best practices: Community Mandates, Standards, Program/Services, Business Practices, and Community Outreach and Partnerships/Sponsorships.

**Project Reference:** Mr. Roger Thomas, P&R Director or Mr. Doug Robins, Parks Division Director; 1417 S 350 E; Provo, UT 84606; 801.852.6606; DRobins@provo.org & rthomas@provo.org



**Q19. Ways in Which Respondents Would Allocate \$100 of City Revenues Among the Following Categories**  
by percentage of respondents





## City of Aspen, CO Recreation Division Business Plan (2005) & Update (2015) ASPEN, COLORADO

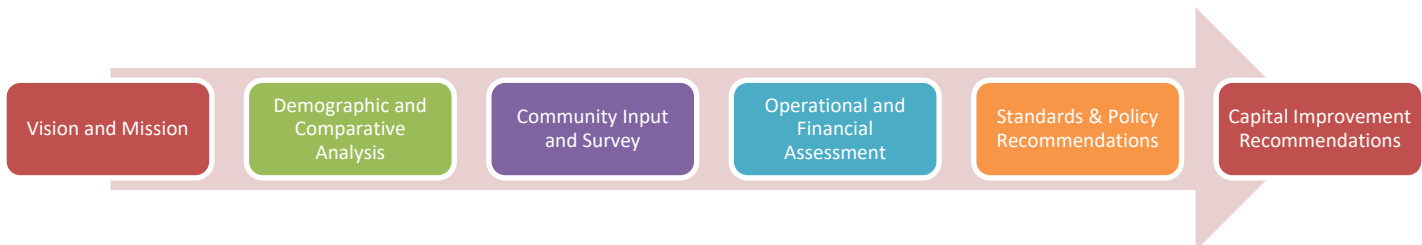
The City of Aspen is a signature destination community with world-class outdoor adventures that include skiing, biking, golfing, hiking, and exceptional indoor activities such as swimming and ice related sporting activities. As a destination for visitors from across the globe and home to a very active population of nearly 6,700, the business of Aspen has been, and will continue to be, that of recreation; yet the city is able to maintain a small-town charm that year-round residents call home. As a major provider of recreation facilities, programs, and special events, Aspen Parks & Recreation plays an integral role in the success of the City of Aspen's business and service brand.

As a strategy to continue to play an integral role in the business of recreation and to provide momentum to improve the services and overall economic effectiveness when delivering services, the City of Aspen hired PROS Consulting, as well as ETC Institute, to conduct a Recreation Business Plan Update. The report defined a management approach to ensure financial sustainability through principles of efficiency, productivity, cost of service, and revenue production. Moreover, the report assisted city staff in their efforts toward increasing bandwidth in the use of recreation facilities and programming excellence.

To help determine where opportunities exist, the Recreation Business Plan Update offered a specific examination of the Aspen Parks & Recreation division. The results of this study included a progress report of the outcomes of the 2005 Business Plan. The ultimate desire of this work was to improve the effectiveness and efficiency of the operations and to determine potential future capital improvements desired by the community.

The business plan was a specific, examination of the Recreation Division that included demographic analysis, benchmarking and extensive community input in an effort to determine where opportunities exist to improve the effectiveness and efficiency of the operations and what future capital improvements are desired by the community. The report also offered the development of key recommendations to serve as a guide for the Recreation Division. The areas included in the examination of the Recreation Division's operations were as follows: Financial Performance and Policy; Organizational Structure; Recreation Programs and Services; Facility Maintenance; Marketing; Partnerships; Performance Measurement.

The process of developing the Business Plan followed a logical planning path, as described below:

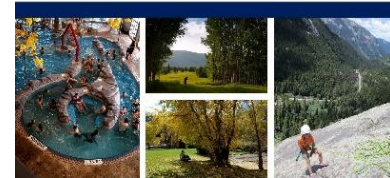


**Project Reference:** Mr. Tim Anderson, Recreation Director; City of Aspen; 861 Maroon Creek Rd.; Aspen CO 81611; 970.544.4104; [tim.anderson@cityofaspen.com](mailto:tim.anderson@cityofaspen.com)



Aspen Recreation Business Plan Update  
FINAL REPORT

January 2015



## Section Three – Project Understanding and Approach

### Project Understanding

The City of Valdez Parks, Recreation, and Cultural Services Department (“Department”) has a strong commitment to provide parks, recreation areas, and recreational service programs for residents and visitors. The Department also partners with many community and state organizations to bring new, exciting ideas into its programming to enhance the community's quality of life. As such, the Department is seeking professional services to prepare a *Parks and Recreation Master Plan* (“Master Plan”) to provide a vision for the future. Key components of the master planning process will be research, public involvement, and the development of recommendations for all aspects of Department recreation activities with a focus on facilities and capital improvements.



The Department desires a Master Plan that will align new investments with a strong community-driven mission and vision that integrates the City's strong pursuit of recreation activities to the community. The outcome will be a Master Plan that will be heavily used as a resource for future development and redevelopment of the Department's parks, recreation programs, and facilities. The Master Plan will:

- **Engage the community**, leadership and stakeholders through innovative public input means to build a shared vision for parks, recreation programs, and facilities in Valdez.
- **Utilize a wide variety of data sources, including a statistically-valid survey**, and best practices to predict trends and patterns of use and how to address unmet needs in Valdez.
- **Determine unique Level of Service Standards** to develop appropriate actions regarding recreation programs and facilities that reflects the City's strong commitment in providing high quality recreational activities for the community.
- **Shape financial and operational preparedness** through innovative and “next” practices to achieve the strategic objectives and recommended actions.
- **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the Department's parks, recreation programs, and facilities, as well as action steps to support the family-oriented community and businesses that call Valdez home.

The foundation of the Consulting Team's approach is a creative and comprehensive public participation process. It is very important to not only to engage those who typically participate in the planning process, but also those who do not. We will identify opportunities that engage people through a variety of community input processes. The information derived by the public's participation in key leadership meetings, focus group meetings, public forums, and surveys is important. However, it is equally important that the information received is applied to the overall planning process to accurately articulate the true unmet needs, address key issues and provide the greatest recommendations and strategies to move the City's parks and recreation services forward for optimum results.







The PROS Consulting Team proposes to utilize its Community Values Model™ as the foundation of the *Master Plan*. The Community Values Model™ is an innovative process to utilize comprehensive public input and insight in a meaningful way. Input, guidance and values from key community leaders, stakeholders, and the general public are used to create overall guiding principles and values of the community related to the delivery of services. The Community Values Model™ is then used as the basis for developing or reaffirming the vision, mission and strategic objectives for the plan. The strategic objectives address six unique areas of Master Planning including:

### Community Mandates/ Priorities

Safety & Health/Wellness  
Mandatory elements for Facilities, Programs, & Services  
Principles of Community



### Financial/ Revenue



Funding Mechanisms to Support Operations & Capital

### Levels of Service

Levels of Service Delivery  
Core Services  
Role in Delivery vs. Other Service Providers



### Partnerships

Public/ Public  
Public/ Not-for-Profit  
Public/ Private



### Standards



Programs & Facilities  
Maintenance & Operations  
Land & Open Space

### Governance/Organization



Design/ Align Organization to Support Vision and Values to Community

### Key Steps in the Process

The Master Plan will create a clear set of objectives that will provide direction to Parks, Recreation, and Cultural Services Department staff, elected officials, and the Parks and Recreation Commission for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundation components.

#### Where Are We Today?

Data review  
Park and facility review  
Benchmark analysis (Optional)  
SWOT analysis  
Program and services assessment  
Level of service standards  
Operations Review (Optional)

#### Where Are We Going Tomorrow?

Staff & key stakeholder input  
Online Survey  
Statistically-valid Community Survey (Optional)  
Demographics & recreation trends analysis review  
Needs prioritization

#### How Do We Get There?

Funding and revenue strategies  
Vision, mission, and value statements  
Strategic action plan



## Project Scope of Work

The Consulting Team proposes a comprehensive planning approach to address the requirements of the Master Plan and will deliver a living and working document that provides guidance for both short-term and long-term goals in a financially sustainable and achievable manner. The following is a detailed approach to develop the master plan related to implementing specific action items.

### Task 1 –Project Management, Progress Reporting & Data Review

**A. Kick-off Meeting, Data Collection & Project Management** — A kick-off meeting should be attended by the key Department staff and Consulting Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the Consulting Team. Detailed steps of this task include:

- **Confirmation** — The project goals, objectives, scope, and schedule will be confirmed.
- **Outcome Expectations** — Discuss expectations of the completed project.
- **Communications** — Confirmation on lines of communication, points of contact, level of involvement by Department and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.
- **Data Collection** — The Consulting Team will collect, log, and review key data and information to facilitate a thorough understanding of the project background.
- **Progress Reporting** — The Consulting Team will develop status reports to the Department on a monthly basis. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project.
- **Prepare database of stakeholders** — The Consulting Team will work with the Department who will gather contact information from a variety of sources. This information will be used in the key leadership/focus group interview portion of the Master Plan.
- **Site Tour** — The Consulting Team will conduct a site tour of all existing recreation assets located within the Department's boundaries.
- **SWOT Analysis** - The Consulting Team will work with the staff to update the SWOT analysis highlighting existing Strengths, Weaknesses, Opportunities and Threats faced by the Departments as it seeks to expand and grow its offerings over the next five years.

**Meetings:** City review meeting of scope and schedule. The Consulting Team and the Department's project manager will hold progress meetings via conference call as often as necessary, but no less than once per month until the final plan is approved by the elected officials for the purpose of progress reporting. Lastly, the Consulting Team will complete a progress review of previous planning efforts and will meet with the Department's project manager at important milestone dates during the planning process, which will be finalized at the kick-off meeting with specific dates outlined.

**Deliverables:** Finalized scope of work, work schedule with target completion dates, and identification of relevant stakeholders and focus groups. City input of existing planning documents based on the data collection.

### Task 2 – Community Profile and Needs Assessment

The Consulting Team will utilize a **robust** public input process to solicit community input on how the recreation system and programs meet the needs of residents into the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings. The Consulting Team will prepare a community outreach agenda to include the number and types of meetings which will be held. Also, as an option, a statistically-valid needs assessment survey can be conducted to identify community needs and issues related to recreation programs and facilities. Specific tasks include:

**A. Demographic & Recreation Trends Analysis** — The Consulting Team will utilize the City of Valdez's projections and supplement with census tract demographic data obtained 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; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:



- To understand the market areas served by the City of Valdez and distinguish customer groups.
- To determine changes occurring in the City of Valdez and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The demographic analysis will be based on US 2010 Census information, 2019 updated projections, and 5 (2024) and 10 (2029) year projections. The following demographic characteristics will be included:

- Population density; Age Distribution ; Households; Gender; Ethnicity; Household Income

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sports & Fitness Industry Association's (SFIA) 2019 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

- B. Benchmark Analysis (OPTIONAL)** – A benchmark analysis could be completed to compare the City of Valdez's parks and recreation system to five (5) other relevant peer agencies. If desired, the Consulting Team can work with the Department to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmarked communities.

Agency	Population	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Bloomington	84,067	2,343	2,052	88%	27.88
Valparaiso	32,626	709	556	78%	21.72
Westerville	38,384	596	390	65%	15.53
Columbus	46,690	559	478	86%	11.96
Franklin	72,639	707	704	100%	9.73
Carmel Clay	88,713	553	178	32%	6.23
PRORAGIS Median - Agencies Serving 20,000-49,999 Residents					9.67

- C. Key Leadership/Focus Group Interviews** – The Consulting Team will perform focus groups and key leadership interviews the community to evaluate their vision for recreation in the Valdez community. Up to six (6) focus group meetings and key leadership interviews and other key leaders (up to 12) will be held over a two-day period. Also, during these interviews/focus groups, the Consulting Team will gain an understanding of the community values, as well as determine the priority for recreation facilities and programming needs of the Department. The following list of potential interviewees will be used to select the final list in conjunction with the Department:

- Valdez Elected Officials
- Key Business Leaders
- Parks and Recreation Commission Members
- Key Partners/Philanthropic Organizations
- Local school officials
- Users and non-users of the recreation system
- Youth Sports organizations
- Senior Groups



- D. Public Forums/Workshops** – Public forums will serve to present information and gather feedback from citizens at large. It is important to have initial meetings early in the process and follow-up meetings during the final plan development process. It will be important to get maximum media exposure to inform citizens of the purpose and importance of the meetings and clearly note time and locations. We propose to conduct a total of two (2) public forums: one (1) initial public forum at the project midpoint to introduce the project and project goals, preliminary findings,



gain input for the community's vision and core values for the recreation system, and one (1) as a final briefing and input opportunity on the draft plan. These meetings would be informal in nature offering the public an opportunity to participate in the planning process and to provide feedback on the proposed options. The purpose for these meetings will be to ensure opportunities for the general public to discuss their priorities and perceptions surrounding the recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the recreation system.

- E. Electronic Survey** — Also, the Consulting Team can create an online survey administered through [www.surveymonkey.com](http://www.surveymonkey.com). This survey will be promoted through the Department's website and promotional mediums to maximize outreach and response rates. These surveys would provide quantitative data and guidance in addition to the stakeholder and focus groups in regards to the recommendations for park amenities, specific programs, facility components, usage, and pricing strategies.
- F. Statistically-Valid Needs Analysis Survey (OPTIONAL)** — The Consulting Team will perform a random, scientifically valid community-wide household to quantify knowledge, need, unmet need, priorities and support for system improvements including facility and programming needs of the Department. The Consulting Team will administer a statistically valid random sampling Needs Assessment Survey of household surveys in Valdez. The survey will be administered by a combination of a mail, online, and phone. Prior to the survey being administered, it will be reviewed and approved by staff. The survey will be mailed to all households in the Department, and ETC Institute will follow-up by e-mail and/or phone. The minimum sample size of 350 completed surveys at a 95% level of confidence will have a confidence interval of +/- 5.2%.

**Meetings:** Department review of community meetings agenda. Six focus group meetings, up to twelve community stakeholder meetings, one meeting with Department Parks and Recreation Commission members, and two Community Public Forum Meetings to gather public input. Department review and finalization of electronic survey and an optional benchmark comparison report.

**Deliverables:** A Demographic & Recreational Trends Analysis and an optional Benchmark Report. The Consulting Team will act as professional facilitators to gather information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats. Well organized and directed activities, techniques, and formats will be provided to ensure that a positive, open and proactive public participation process is achieved. Written community meeting report for each meeting will be provided, along with a technical report on the electronic survey findings.

### Task 3 — Parks, Facilities, Trails, and Recreation Programs Assessment

- A. Parks and Facilities Inventory and Assessment** — The Consulting Team will provide an electronic form for the Department to use in completing a park and facility/amenity inventory. A park and facility tour will be performed with the Operations and Maintenance staff, and Programming staff. The findings from this review will be documented in a prepared data collection form. During this tour, general observation of park and recreation facilities will include:

- Photographs along with text to illustrate key environmental features in the Department service area
- General state and condition
- Compatibility with neighborhoods
- Compatibility of amenities offered throughout the system
- Aesthetics/Design
- Safety/security
- Public access to parks, facilities, and trails
- Program capacity and compatibility with users
- Partnership opportunities
- Revenue generation opportunities

All analyses will be performed from this review and incorporated into a comprehensive *Assessment Summary Report*.





PARKS:		2015 Inventory - Developed Facilities								2015 Facility Standards			2020 Facility Standards		
Park Type	Valpo Parks	Schools	Valpo YMCA	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Neighborhood Parks	15.50			15.50	0.48	acres per	1,000	2.00	acres per	1,000	Need Exists	49 Acres(s)	Need Exists	51 Acres(s)	
Community Parks	147.50			147.50	4.55	acres per	1,000	5.00	acres per	1,000	Need Exists	15 Acres(s)	Need Exists	18 Acres(s)	
Regional Parks	122.50			122.50	3.78	acres per	1,000	5.50	acres per	1,000	Need Exists	56 Acres(s)	Need Exists	60 Acres(s)	
Special Use Park	270.10			270.10	8.33	acres per	1,000	8.00	acres per	1,000	Meets Standard	- Acres(s)	Meets Standard	- Acres(s)	
Undeveloped Acres	153.00			153.00	4.72	acres per	1,000	0.00	acres per	1,000	Meets Standard	- Acres(s)	Meets Standard	- Acres(s)	
<b>Total Park Acres</b>	<b>708.60</b>	-	-	<b>708.60</b>	<b>21.84</b>	<b>acres per</b>	<b>1,000</b>	<b>20.50</b>	<b>acres per</b>	<b>1,000</b>	<b>Meets Standard</b>	<b>- Acres(s)</b>	<b>Meets Standard</b>	<b>- Acres(s)</b>	
<b>OUTDOOR AMENITIES:</b>															
Picnic Shelters	23.00	-	1.00	24.00	1.00	site per	1,352	1.00	site per	2,500	Meets Standard	- Sites(s)	Meets Standard	- Sites(s)	
Soccer Fields	9.00	0.30	-	9.30	1.00	field per	3,486	1.00	field per	4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	
Multi-Purpose Fields (Football, Cricket, Lacrosse, Rugby)	-	4.00	-	4.00	1.00	field per	8,111	1.00	field per	6,000	Need Exists	1 Field(s)	Need Exists	2 Field(s)	
Adult Baseball Fields	2.00	-	-	2.00	1.00	field per	16,222	1.00	field per	6,000	Need Exists	3 Field(s)	Need Exists	4 Field(s)	
Youth Baseball Fields	4.00	-	-	4.00	1.00	field per	8,111	1.00	field per	5,000	Need Exists	2 Field(s)	Need Exists	3 Field(s)	
Softball Fields	6.00	-	-	6.00	1.00	field per	5,407	1.00	field per	6,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)	
Basketball Courts	5.00	-	-	5.00	1.00	court per	6,489	1.00	court per	4,000	Need Exists	3 Court(s)	Need Exists	3 Court(s)	
Tennis Courts	1.00	7.00	-	8.00	1.00	court per	4,055	1.00	court per	5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)	
Playgrounds	13.00	1.60	1.00	15.60	1.00	site per	2,080	1.00	site per	2,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)	
Dog Parks	-	-	-	-	1.00	site per	#DIV/0!	1.00	site per	40,000	Need Exists	1 Site(s)	Meets Standard	- Site(s)	
Skate Park	1.00	-	-	1.00	1.00	site per	32,443	1.00	site per	40,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	
Sand Volleyball	-	-	-	-	1.00	site per	#DIV/0!	1.00	site per	15,000	Need Exists	2 Site(s)	Need Exists	2 Site(s)	
Paved Multi-Use Trails	18.75	-	-	18.75	0.58	miles per	1,000	0.40	miles per	1,000	Meets Standard	- Mile(s)	Meets Standard	- Mile(s)	
Unpaved Trails/ Hiking Trails	1.00	-	-	1.00	0.03	miles per	1,000	0.10	miles per	1,000	Need Exists	2 Mile(s)	Need Exists	2 Mile(s)	
Spraygrounds	1.00	-	-	1.00	1.00	site per	32,443	1.00	site per	50,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)	
Outdoor Pools	-	-	-	-	1.00	site per	#DIV/0!	1.00	site per	50,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)	
<b>INDOOR AMENITIES:</b>															
Recreation/Gymnasium (Square Feet)	-	12,000.00	7,800.00	19,800.00	0.61	SF per person	2,00	SF per person			Need Exists	45,086 Square Feet	Need Exists	46,532 Square Feet	
2015 Estimated Population	32,443														
2020 Estimated Population	33,166														

**C. Geographical Analysis through Mapping** – The Consulting Team can work with the Department to determine appropriate GIS mapping. The Consulting Team would utilize GIS to perform geographical mapping to identify service area analysis for specific facilities and programs. This includes mapping by classification and major amenities by facility standards as applied to population density and geographic areas. A service area is defined as a circular area around a park, amenity, or trail whose radius encompasses the population associated with the appropriate facility standard for each park classification and amenity. Using the facility standards and service areas provided by the Consulting Team for each park and major facility type (amenity), a series of maps by each park classification and major amenities will be prepared. This mapping identifies gaps and overlaps in service area. It is assumed that the Department will provide base GIS information including inventory and general location of park sites and amenities. The Consulting Team will provide maps in digital format (ARCGIS and Adobe Acrobat PDF format) and hard copy.





**D. Recreation Program Analysis**—Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the recreation system aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. The Consulting Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

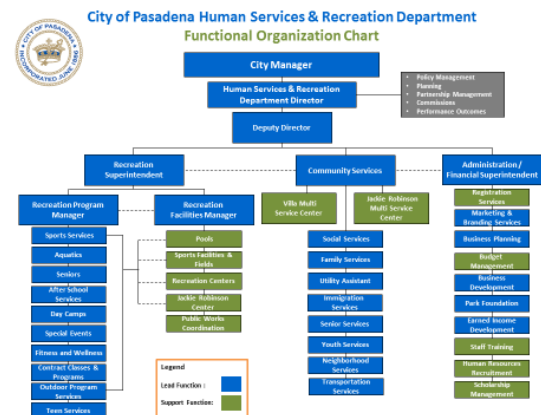
- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- User fee analysis for facilities and programs/services
- Review of program development process
- Backstage support, or service systems and agency support needed to deliver excellent service



Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus Department efforts in core program areas and create excellence in those programs deemed most important by program participants.

**E. Review of Current Maintenance and Operations (OPTIONAL)**—The Consulting Team will perform an analysis of the current maintenance and operational practices of the Department to evaluate its operational situation. This analysis will identify Department staffing needs, improved operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. This task will include recommendations in a comprehensive manner. This will include data collection, analysis and on-site observations of key organizational components in the following areas:

- Classification of services
- Administrative delivery
- Maintenance and operating standards
- Organizational design and staffing
- Customer service
- Staffing levels
- Field equipment/resources
- Service contracts
- Workload requirements
- Procedures manuals
- Existing policy and procedures management
- Performance measures and indicators
- Information systems and technology
- Marketing and communications
- Identify and expand partnerships/volunteer support for facilities and services
- Review and suggest new rules and regulations related to parks



This review will include comparison of current policies with national standards of best practice agencies. The Consulting Team will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified.



**F. Prioritized Park and Facility / Program Priority Rankings—** The Consulting Team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility assessment, program assessment, and the service area mapping into a quantified park and facility / program ranking. This priority listing will be compared against gaps or surplus in facilities and amenities, as well as programs. This will list and prioritize facility, infrastructure, amenities, and program needs for the recreation system and **provide guidance** for the Capital Improvement Plan. The analysis will include probable future recreation facilities, as well as program needs based on community input, as well as state and national user figures and trends. The Team will conduct a work session with the Department to review the findings and make revisions as necessary.

Facility	Overall Rank
Outdoor swimming pool/family aquatic center	1
Connected walking & biking trails	2
Nature center & trails	3
Indoor swimming pools/leisure pool	4
Small neighborhood parks	5
Off-leash dog park	6
Indoor ice arena	7
Multi-generational community center	8
Senior center	9
Indoor running/walking track	10
Indoor fitness & exercise facilities	11
Youth soccer fields	12
Greenspace & natural areas	13
Outdoor ice arena	14
Outdoor tennis courts	15
Indoor lap lanes for exercise swimming	16
Youth baseball & softball fields	17
Skateboarding park	18
Playground equipment	19
Adult softball fields	20
Outdoor basketball courts	21
Indoor sports fields (baseball, soccer, etc.)	22
Large community parks	23
Indoor basketball/volleyball courts	24
Disc golf	25
Spraygrounds	26
Youth football fields	27

**G. Capital Improvement Plan —** The culmination of all analysis will result in a prioritized plan providing guidelines to the Department for investing and developing facilities and open space. This capital improvement plan will reflect community needs identified by the community, stakeholder meetings, the public input process, household survey, demographics, prioritized facility and program needs analysis, and physical analysis. The capital improvement plan will focus on three key areas: Existing Park System Needs; Land Acquisition; New Park, Recreation Facilities and Open Space Needs.

The plan will take into account operational and financial impacts in developing options and cost estimates. The plan will present budgetary capital costs, priorities, and funding strategies including partnership and revenue generation opportunities for capital and operational funding.

**Meetings:** Review of Department provided inventory and condition information. Tour of existing facilities/properties for the purposes of assessment of facilities. Park classification and design standards review discussion. Also, meeting on appropriate mapping method desired. Initial meeting with Department to provide information regarding current program offerings, as well as follow up to present findings and recommendations. Rank and prioritize demand and opportunities.

**Deliverables:** Facility Analysis / Assessment Report. Level of Service Standards and GIS Mapping. Programs and Services Assessment Report. Rank and Prioritize demand and opportunities. Capital Improvement Plan.

#### Task 4 – Strategic Action Plan & Master Plan Development

The Master Plan will be framed and prepared through a series of workshops with the Department. The overall vision and mission statements will be affirmed or modified, and direction for the Department will be established along with individual action strategies that were identified from all the research work completed. Specific tasks include:

**A. Develop Vision, Mission and Goals/Objectives —** The supporting vision and mission statements will be affirmed or developed with senior staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction.

**B. Funding and Revenue Strategies —** Funding strategies will be developed based in part to our review and analysis of the facilities as well as the national experience brought by the Consulting Team. The Consulting Team has identified numerous funding options that can be applied to the Master Plan based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

- Fees and charges options and recommendations
- Endowments/Non-profits opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships

- Dedicated funding sources to support land acquisition and capital improvements
  - Development agreements to support park acquisition, open space and park and facility development
  - Earned Income options to support operational costs
  - Land or facility leases to support operational and capital costs
  - Identify grant opportunities and resources to construct facilities identified in the Master Plan including suggested timelines
- C. Strategic Action Plan** - Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, and priorities/timelines. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. This will be reviewed with the Department in a half-day workshop. The Consulting Team will propose a prioritization schedule and methodology used on successful master plans across the United States from their work. Action plans will be established in the following key areas:
- **Park Development and Improvements** — Recommendations that provide for short and long-term enhancement of park development, improvements, and land acquisition in the City.
  - **Park and Facility Operational Management** — Recommendations that provide for short and long-term enhancement of park and facility operational management practices of the Department.
  - **Programs and Services** — Recommendations that provide for short and long-term development and maintenance of programs and services provided by the Department, including opportunities to improve meeting user needs.
  - **Financial and Budgetary Capacity Development** — Recommendations that provide for short and long-term enhancement of the financial and budgetary capacity of the Department related to facilities and lands.
  - **Policies and Practices** — Specific policies and practices for the Department that will support the desired outcomes of this Master Plan will be detailed.
- D. Draft Report Preparation and Briefings**— The Consulting Team will prepare a draft Master Plan with strategies taking into account all analyses performed and consider the fiscal and operational impacts to the Department. One electronic copy for public information. A presentation of the draft report will be completed to the City Council and Parks and Recreation Commission.
- E. Final Master Plan Presentations, Preparation, and Production** — Upon comment by City Council and Parks and Recreation Commission, as well as the community, the Consulting Team will revise the Draft Master Plan to reflect all input received. Once the draft Master Plan is approved by the City Council and Parks and Recreation Commission, the Consulting Team will prepare a final summary report and present to the Department for final approval and adoption. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports).

**Meetings:** Meetings with the Department on vision/mission and workshop on strategic action plan. Presentations to the City Council and Parks and Recreation Commission (one during the draft master plan and one for the adoption of the final Master Plan). The Consulting Team will meet with Department for review of changes.

**Deliverables:** Deliverables will be the following:

- The Master Plan must include written goals, plans, objectives, and policy statements that articulate a clear vision and “road map” for the Department’s future
- A summary of existing conditions, inventories and Level of Service analysis
- Charts, graphs, maps and other data as needed to support the plan and its presentation to the appropriate audiences
- An Action Plan
- A minimum of two (2) meetings with the Parks and Recreation Commission, one at the time of the presentation of the draft Master Plan, and one at the adoption of the final Master Plan
- A color version of the draft Master Plan document consisting of one (1) printed and bound color copy and an electronic copy in a format compatible with the Department’s software
- A color version of the final Executive Summary consisting of one (1) printed copy and an electronic version in a format compatible with the Department’s software



PROS can begin the project immediately and has the capability and availability to meet the project timeline described below. Specific dates will be set during the kick-off meeting process and the PROS Team will consider any special requirements by the City in regards to scheduling.





## Preliminary Fee Proposal

The following fee breakdown is based on the project approach described in the Scope of Work for the Plan. We would appreciate the opportunity to meet and discuss the project approach and fees to ensure they are consistent with your expectations, as we are flexible in meeting your needs. This fee is a not-to-exceed amount and includes all costs, both direct and indirect, including any reimbursable expenses. **PROS Consulting uses a transparent pricing model toward project budgets. We do not change-order our clients unless there is major scope addition to the project after contract execution.**

<b>Task 1 – Project Management, Progress Reporting &amp; Data Review</b>		
	<b>A. Kick-off Meeting, Data Collection &amp; Project Management</b>	\$ 5,800.00
<b>Task 2 - Community Profile and Needs Assessment</b>		
	<b>A. Demographic &amp; Trends Analysis</b>	\$ 2,160.00
	<b>B. Benchmark Analysis (OPTIONAL)</b>	\$ -
	<b>C. Key Leadership/Focus Group Interviews</b>	\$ 7,120.00
	<b>D. Public Forums/Workshops</b>	\$ 4,720.00
	<b>E. Electronic Survey</b>	\$ 1,760.00
	<b>F. Statistically-Valid Survey (OPTIONAL)</b>	\$ -
<b>Task 3 - Parks, Facilities, Trails, and Recreation Programs Assessment</b>		
	<b>A. Parks and Facilities Inventory/Assessment</b>	\$ 7,500.00
	<b>B. Facility Classifications and Level of Service Standards</b>	\$ 2,300.00
	<b>C. Geographical Analysis through Mapping</b>	\$ 3,000.00
	<b>D. Recreation Program Analysis</b>	\$ 4,680.00
	<b>E. Review of Current Maintenance and Operations (OPTIONAL)</b>	\$ -
	<b>F. Prioritized Park and Facility/Program Priority Rankings</b>	\$ 4,220.00
	<b>G. Capital Improvement Plan</b>	\$ 3,520.00
<b>Task 4 - Strategic Action Plan &amp; Master Plan Development</b>		
	<b>A. Develop, Vision, Mission and Goals/Objectives</b>	\$ 1,280.00
	<b>B. Funding and Revenue Strategies</b>	\$ 2,560.00
	<b>C. Strategic Action Plan</b>	\$ 4,720.00
	<b>D. Draft Plan Preparation &amp; Briefings</b>	\$ 5,920.00
	<b>E. Final Master Plan Presentations, Preparation &amp; Production</b>	\$ 7,080.00
	<b>TOTAL PROJECT AMOUNT:</b>	<b>\$ 68,340.00</b>
<b>OPTIONAL ITEMS</b>		
	Benchmark Analysis	\$ 3,000.00
	Review of Current Maintenance and Operations	\$ 7,280.00
	Statistically-Valid Survey	\$ 11,500.00