



Request for Proposals 17-001:

Parks and Recreation Strategic Master Plan

Presented to the:



**HUBER
HEIGHTS**
Come Grow With Us!

February 17, 2017

PROS CONSULTING
201 S. Capitol Avenue
Suite 505
Indianapolis, IN 46225
877.242.7760
www.prosconsulting.com



MKSK

Prepared By:
pros
consulting
INC.



Inspiring
Communities
to Lead
Forward

February 17, 2017

Cover Letter

RFP 17-001
City of Huber Heights
6131 Taylorsville Rd.
Huber Heights, OH 45424

RE: Request for Proposals 17-001– Parks and Recreation Strategic Master Plan

Dear Selection Committee:

PROS Consulting considers it our privilege to present our approach and qualifications for the opportunity to work with the City of Huber Heights on the preparation of a *Parks and Recreation Strategic Master Plan*. 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, tourism, sports strategy, marketing and branding, and open space planning.

Our national experience, combined with our local experience in the Dayton metropolitan area, specifically ensures that we are able to offer the best of both worlds to help the City achieve its vision and goals as it relates to the delivery of quality, easily accessible, and amenity rich park and recreation spaces. 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 the City of Huber Heights for the next five years.
- **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 the City of Huber Heights.
- **Determine unique Level of Service Standards** to develop appropriate actions regarding parks, 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 City's parks, recreation programs and facilities, as well as action steps to support the family-oriented community and businesses that call Huber Heights home.

Our team is most qualified because we combine our objective, data-driven approach with national experience that will help the City enhance its operational preparedness and meet the community's needs. By triangulating **community input driven needs, planning priorities** and the **available and potential resources of the City** we will help you **build the organizational and financial capacity** to continue exceeding your organization's goals for the future.

PROS Consulting is a S-Corporation located in Indianapolis, IN (Federal Tax ID: 35-1962892.) PROS Consulting certifies that the person signing the quote is the person with the authority to make decisions as to matters relating to this RFP and to bind the company. The following quote meets the minimum qualifications set for the in the RFP and accepts all requirements and conditions. PROS Consulting does not discriminate in its employment practice with regard to race, color, age, religion, sex, veteran status, sexual preference, national origin, or disability. There has been no attempt nor will one be made by PROS Consulting to induce any other person or firm to submit or not submit a quote. PROS Consulting does not have any conflict of interest with any city employee involved in the RFP and any ensuing contract or any other conflict of interest, and if so, an explanation of the conflict will be given.

201 South Capitol Avenue
Suite 505
Indianapolis, Indiana 46225

☎ 877.242.7760

📞 877.242.7761

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We are pleased to have assembled an esteemed and award-winning team for this project. Our team includes our local partner **MKSK**, a multi-disciplinary landscape architecture, urban design and planning firm that offers creative solutions to a diversity of design challenges. MKSK and PROS have completed similar studies in Toledo, Columbus, Piqua, and Indianapolis. Also on the team is **ETC Institute**, a nationally renowned survey and market research firm, which has worked with us on hundreds of projects over the past 22 years to assist in the statistically-valid community survey.

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.

Sincerely,
PROS Consulting

A handwritten signature in blue ink that reads "Leon Younger".

Leon Younger
President

201 South Capitol Avenue
Suite 505
Indianapolis, Indiana 46225

☎ 877.242.7760

📞 877.242.7761

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Section Two - Team Qualifications

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: 22 (formed in 1995)

Type of Company: S-Corporation, Leon Younger and Katherine Younger are the Principals

Contact Information: 201 S. Capitol Avenue, Suite 505; Indianapolis, Indiana 46225;

P: 877.242.7760; F: 877.242.7761

Contact: Leon Younger, President; 317.679.5615; leon.younger@prosconsulting.com

Operational Philosophy & Organizational Characteristics

- 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, Houston, 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 are 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 on some parts of the country will work here. This project is about producing reliable, sustainable, relevant, and innovative outcomes for the City of Huber Heights, and the people that live, work and play in the region.



Unique Experience Specific to the Project

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

- **Recent completion of numerous municipal parks and recreation planning projects** including Westerville, OH; Columbus, OH; Gahanna, OH; Dayton, OH; Canton, OH; Cleveland, OH; Toledo, OH; Carmel, IN; Brownsburg, IN; Valparaiso, IN; Plainfield, IN; Champaign, IL; Oak Park, IL; Highland Park, IL; Olathe, KS; Topeka, KS; Jacksonville, NC; Charlotte, NC; Roanoke, VA; Carlsbad, CA; Malibu, CA; Pasadena, CA; Roseville, CA; Healdsburg, CA; Everett, WA; West Richland, WA; Provo, UT; 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 Huber Heights.

Qualifications	PROS Consulting
Experience with parks, recreational facilities, programs and service management	Over 100 years combined experience as practitioners in the parks and recreation industry and as planners
A firm understanding of the work of parks and recreation agencies	Successfully completed over 1,000 planning projects in all levels of the public sector
Familiarity with public sector cost accounting and budgeting	Successfully completed over 150 cost of service, financial management, or revenue enhancement plans for public clients
Knowledge of existing park-centric partnerships throughout the country	Directly assisted over 70 public clients with identifying, establishing, and maintaining innovative partnerships
Experience developing fiscal or financial plans at facility level (park or sector), or system level	Successfully completed over 200 business plans for individual parks and park systems
Public facilitation experience	Facilitated over 4,000 meaningful public meetings and focus groups throughout the United States
Personnel training experience	Organized and facilitated personnel development and training programs for over 10,000 participants in the last 25 years
Familiarity with and experience doing business in Ohio	Completed similar parks and recreation projects for Westerville, Piqua, Centerville, Kettering, Gahanna, Columbus, Canton, Sandusky, Toledo Metro Parks, Five Rivers Metro Parks, Cleveland Metro Parks, Miamisburg, Mill Creek Metro Parks and many other parks and recreation agencies across the region
Forensic accounting and economic analysis experience	Utilized forensic accounting in all cost of service, business plan projects, and economic impact analysis; former public finance director and CPA on staff
Operational and programming analysis experience	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
Statistically-Valid Survey Development and Benchmarking	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 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, Chief Operating Officer, Carmel Clay Parks & Recreation

Subcontractors

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

MKSK

Since 1990, MKSK has made an impact on the design and planning fields with creative solutions to a diversity of design challenges. A combination of creative problem solving and technical expertise has resulted in hundreds of built projects. With a studio of gifted professionals and a guiding principle of design excellence, MKSK strives to raise the standard of landscape architecture, land planning, and urban design services.

MKSK

The firm's success is based on a team of design and planning professionals driven to push each project to a higher level of quality. With backgrounds in landscape architecture, planning, and urban design the staff brings a broad range of skills, creativity and experience to each project. From concept to construction detailing, strategic planning to implementation, an emphasis on innovation is the hallmark of our design studios.

The diversity of projects and the consistent high-quality design expertise has created a growing sphere of recognition and respect for MKSK in the industry. From urban parks to environmental parks and from campus planning to community planning, the work of MKSK has generated a network of satisfied clients and users throughout the region, the country and abroad. With the goal of meeting new design challenges with fresh ideas, MKSK is at the forefront of the profession, leaving as a legacy the beauty of its craft on the land.

We approach parks and recreation planning and design with a clear understanding that each site is unique and has natural, environmental, historical, and cultural influences which should be protected and enhanced through thoughtful context sensitive design.

It is our belief that successful parks and public spaces share common traits which can be characterized by a select set of development principles. Creativity in the planning and design process can provide vibrant spaces which can accommodate a variety of community or civic functions.



ETC Institute

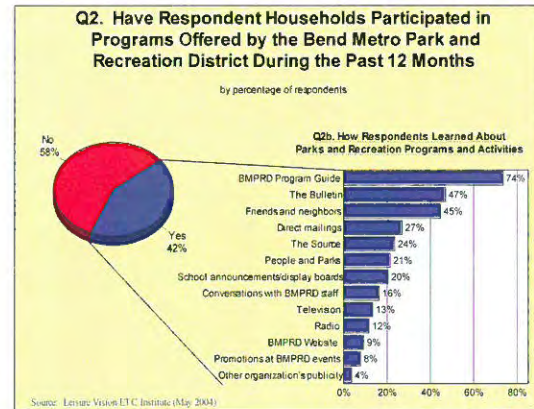
Our ability to Effectively Listen & Involve Citizens and Clients has given ETC Institute a reputation as one of the premier public policy market research firms in the country. ETC Institute's services focus on involving citizens, users, and stakeholders in the decision making process and developing creative and sustainable funding strategies.



Core services of the firm involve conducting statistically valid phone and mail/phone services and related market research. We have 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.



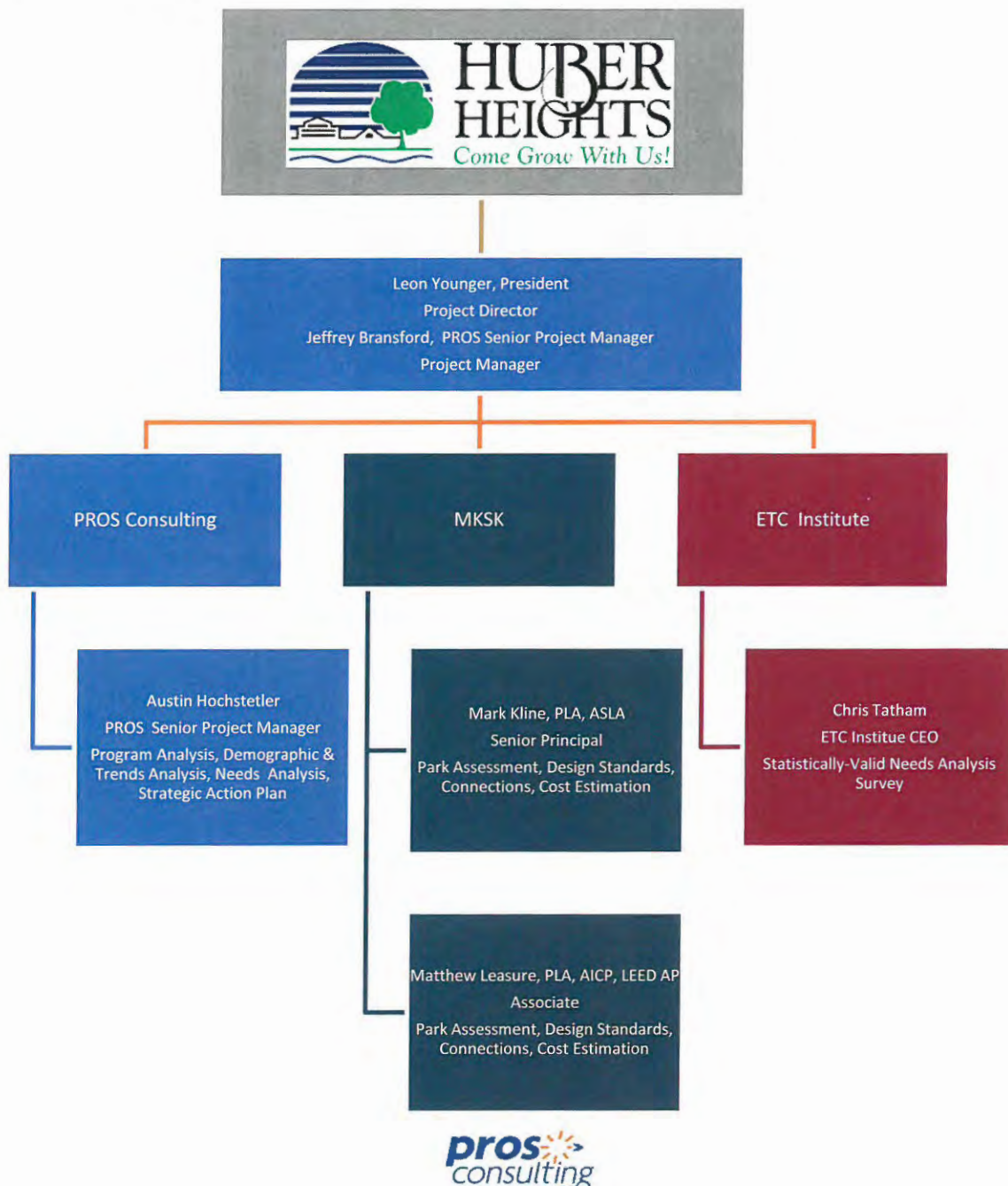
Section Three - Key Management and Project Team

The Consulting Team on this project will be led by Leon Younger who is the founder and President of PROS Consulting, and will be supported by Jeffrey Bransford, a certified Project Management Professional (PMP), as well as Austin Hochstetler and all PROS Team Members. Leon has more than 40 years in parks, recreation, and leisure services, and is a recognized leader in applying innovative approaches to managing public organizations.

Central to our project approach is providing a high level of responsiveness to the City of Huber Heights staff and maintaining accessibility throughout the project lifespan. With our existing staff and project related presence in Ohio through the next year, the PROS team will ensure a timely and effectual response to all needs of the City. Our team is flexible and will work hard to effectively serve as an extension of the City of Huber Heights project staff.

Team Organization

The following organizational structure demonstrates how the team will be coordinated by PROS Consulting. This team provides a strong team of national expertise and local insight.



Resumes

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 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

Similar Project Experience

- Westerville, OH Parks and Recreation Master Plan
- Gahanna, OH Parks and Recreation Master Plan
- Five Rivers, OH Metro Parks Comprehensive Parks and Recreation Master Plan
- Toledo, OH Metroparks Strategic Master Plan
- Cleveland Metroparks, OH Strategic, Financial and Operational Master Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- Town of Plainfield, IN Parks and Recreation Master Plan
- City of Valparaiso, IN Parks and Recreation Master Plan
- Town of Brownsburg, IN Parks and Recreation Master Plan
- City of Indianapolis, IN Parks and Recreation Master Plan
- Olathe, KS Parks and Recreation Master Plan & Recreation Center Feasibility Study
- Grapevine, TX Parks, Recreation and Open Space Plan
- Champaign, IL Parks and Recreation Master Plan
- Aspen, CO Recreation Division Business Planning Services
- Everett, WA Parks and Recreation Master Plan
- City of San Francisco, CA Recreation Plan and Needs Assessment
- Shawnee County, KS (Topeka) Parks and Recreation Strategic Master Plan
- City of Kansas City, MO Parks and Recreation Master Plan

Jeffrey J. Bransford

PROS Consulting

Senior Project Manager

Education

M.P.A., Clemson University, May 2005

M.S., Clemson University, May 2005

B.S., Texas A&M University, May 2002

Employment History

Senior Project Manager, PROS Consulting 2013 to Present

Associate Director, Eppley Institute for Parks and Public Lands, Indiana University, Mar. 2009 to Aug. 2013

Associate Director, Center for Park Management, National Parks Conservation Association, Jun. 2006 to Feb. 2009

Management and Business Analyst, National Park Service, Jun. 2005 to Jun. 2006

Certification

Project Management Professional (PMP), Certified Park and Recreation Professional (CPRP)

Professional Experience

- More than 15 years in parks, recreation, and leisure services
- Experienced project manager, management consultant, business analyst, professional trainer, and strategic planner
- Served as project manager or lead analyst for over 55 park and recreation projects
- Held positions as Financial Analyst for the Center for Park Management and Business Plan Consultant for National Park Service
- Coordinated visitor programs at the Supreme Court of the United States from 2002-2003
- Served as Policy Fellow for U.S. Secretary of Agriculture in 2002
- Worked as Park Ranger and Park Guide for numerous seasons with National Park Service
- Received National Award for Excellence from the National Society for Park Resources in 2002
- Author of numerous research reports and peer-reviewed articles on park visitor management and operations

Similar Project Experience

- Toledo, OH Metroparks Strategic Business Plan
- Piqua, OH Parks and Recreation Master Plan
- Marysville, OH Parks and Recreation Master Plan
- City of Columbus, OH Parks and Recreation Master Plan
- Shawnee County, KS, Parks and Recreation Master Plan
- Olathe, KS Parks and Recreation Master Plan & Recreation Center Feasibility Study
- City of Kansas City, MO Parks and Recreation Master Plan
- City of Wentzville, MO Parks and Recreation Master Plan
- City of Raytown, MO Parks and Recreation Master Plan
- CityArchRiver 2015 & Jefferson National Expansion Memorial (MO) Maintenance Management Plan, Strategic Plan and Business Plan
- City of Lodi, CA Parks and Recreation Master Plan
- City of Brownsville, TX Parks and Recreation Master Plan
- Cedar Rapids, IA Parks Business Planning Services
- City of Edina, MN Parks and Recreation Master Plan
- City of Kentwood, MI Parks and Recreation Business Plan
- Minneapolis, MN South Service Area Parks and Recreation Master Plan
- City of Kansas City, MO Parks and Recreation Master Plan
- East Baton Rouge, LA Parks and Recreation Strategic 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
- Current chair-elect for the Natural Resources, Trails, and Greenways (NRTG) Section for the Indiana Park and Recreation Association (IPRA)
- 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)
- Served as course 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
- Has extensive experience in managing online learning management systems (LMS), web-conferencing systems, and online survey development and implementation

Similar Project Experience

- Valparaiso, IN Parks and Recreation Master Plan
- Great Parks of Hamilton County, OH Organizational Assessment
- Montana State Parks Business Planning Services
- Arlington County, VA Parks and Recreation Master Plan
- Brownsburg, IN Parks and Recreation Organizational Assessment
- Minneapolis, MN Maintenance and Operations Plan
- Tacoma, WA Metro Parks Comprehensive Program Plan
- Dakota County, MN Visitor Services Plan
- Milwaukee County, WI Parks and Recreation Master Plan
- Hot Springs, AR Lake Park Business Planning Services
- West Chicago, IL Sports Complex Feasibility Study
- City of Boulder, CO General Maintenance and Management Plan*
- City of Fairfield, OH Parks and Recreation Master Plan Update*
- City of Boulder, CO Comprehensive Master Plan Update and Implementation*
- Iowa Parks Foundation, Strategic Planning Initiative*
- Indiana Park and Recreation Association, Training Needs Analysis*
- Indiana Department of Natural Resources Division of Fish & Wildlife, State Wildlife Action Plan Facilitation*
- National Park Service, Capital Investment Strategy*

*Completed while employed with other firm

Christopher E. Tatham

ETC Institute

Chief Executive Officer

Education

M.B.A., Management, Kansas State University

B.A., Princeton University, Political Science/Economics



Professional Experience

- Mr. Tatham is currently serving as the Chief Executive Officer for ETC Institute. Under his leadership, ETC Institute has become the nation's leading market research firm in the field of community-based research for local governments. The company has extensive research experience with issues that affect local governments including: parks and recreation, transportation, planning and zoning, public safety, and more.
- Mr. Tatham is also considered to be one of the nation's leading authorities on the development of qualitative and quantitative research for state and local governments. In 1999, Mr. Tatham designed ETC Institute's national benchmarking database. He developed the database and supporting analytical tools to give local governments the ability to objectively assess community needs, service delivery, and priorities against regional and national norms. Today, the database is used by leaders in hundreds of communities to assess issues for parks and recreation systems, libraries, public safety providers, utilities, planning organizations, transportation agencies, military installations, and many others.
- Mr. Tatham has served as political advisor and conducted survey research that led to voter approval of projects of sales taxes and bond issues valued at more than \$4 billion during the past ten years. He received an award from the Midwest Region of NRPA for his efforts to help local communities secure funding for parks and recreation system improvements.
- During the past 20 years, he has designed and managed nearly 2,000 community surveys in more than 700 communities, including many of the nation's largest communities

Similar Project Experience

- | | |
|-------------------|-----------------------|
| • Anchorage, AK | Las Vegas, NV |
| • Atlanta, GA | Miami-Dade County, FL |
| • Austin, TX | Nashville, TN |
| • Cleveland, OH | New York, NY |
| • Charlotte, NC | Oklahoma City, OK |
| • Columbus, OH | Phoenix, AZ |
| • Dallas, TX | Providence, RI |
| • Denver, CO | Riverside County, CA |
| • Des Moines, IA | San Antonio, TX |
| • Durham, NC | San Diego, CA |
| • Fort Worth, TX | San Francisco |
| • Honolulu, HI | San Jose, CA |
| • Houston, TX | Seattle, WA |
| • Kansas City, MO | |

MARK KLINE, PLA, ASLA

Senior Principal, Landscape Architect

MKSK

MARK VALUES CLIENT INPUT, ENGAGING THE CLIENT IN ALL PHASES OF THE PLANNING AND DESIGN PROCESS IN A STRUCTURED YET INFORMAL VENUE THAT IS OPEN, INTERACTIVE, AND INCLUSIVE.

With more than 40 years professional experience in landscape architecture and planning, Mark has served as Principal-in-Charge and Project Manager on a variety of project types for both public and private clients. He values client input and involves the client in all phases of the planning and design process using a structured yet informal venue that is open, interactive, and inclusive.

RECENT PROJECTS

Piqua Bikeways Plan

Piqua, Ohio

Columbus Recreation and Parks Master Plan

Columbus, Ohio

Toledo Metroparks Strategic Planning

Toledo, Ohio

Dublin Parks & Recreation Master Plan

Dublin, Ohio

I-70 / SR 201 & SR 202 Interchange Enhancement

Huber Heights, Ohio

SR 201 / Brandt Pike Corridor Enhancement

Huber Heights, Ohio

RiverScape Phase III Entertainment Pavilion & Bike Hub

Dayton, Ohio

Lake Erie Bluffs Collaborative Conservation Plan & Phase 1

Lake County, Ohio

Blue Ash Central Park Master Plan

Blue Ash, Ohio

Battelle Darby Creek Metro Park Nature Center

Columbus, Ohio

Scioto Audubon Metro Park

Columbus, Ohio

Deeds Point MetroPark

Dayton, Ohio

Austin Pike / I-75 Interchange

Miamisburg, Springboro, and Miami Twp., Ohio

EDUCATION

The Ohio State University,

Bachelor of Landscape Architecture, 1977

REGISTRATION

Registered Landscape Architect, State of Ohio

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects

Ohio Parks and Recreation Association

National Association of County Park and Recreation Officials

BOARDS & COMMISSIONS

Columbus Historic Resources Commission, Past Member

Ohio Chapter ASLA, Buckeye Section President, 1986-87



MATTHEW LEASURE, PLA, AICP, LEED AP

Associate

MKSK

MATT COMBINES HIS PASSION FOR CITIZEN EMPOWERMENT WITH HIS EXPERIENCE IN URBAN DESIGN IN ORDER TO CREATE HIGH QUALITY PUBLIC SPACES THROUGH A DYNAMIC AND COMMUNITY DRIVEN PROCESS.

Matt has more than 13 years experience with the firm that includes project management and design leadership. He has professional experience with a wide range of projects, including land planning, urban design, corridor planning, parks and recreation planning and design, streetscape enhancements, and mixed use development. Matt has been involved in many phases of a project from large scale planning to site planning and design to construction detailing and has a wide range of experience with sustainable design practices, and construction materials.

RECENT PROJECTS

Rose Music Center at The Heights

Huber Heights, Ohio

Carriage Trails

Huber Heights, Ohio

Piqua Bikeways Plan

Piqua, Ohio

Historic East Piqua Master Plan

Piqua, Ohio

Wilson Road Park and Trailhead

Columbus, Ohio

Canton Market Square Development

Canton, Ohio

Scioto Audubon Metro Park

Columbus, Ohio

Grange Insurance Audubon Center

Columbus, Ohio

Johnson Controls Hall of Fame Village

Canton, Ohio

Greening Americas Capital- Mito-Grogan Neighborhood

Columbus, Ohio

RiverScape Phase III Pavilion & Bike Hub

Columbus, Ohio

EDUCATION

The Ohio State University,

Master of City and Regional Planning, 2008

Bachelor of Science Landscape Architecture, Cum Laude, 2003

REGISTRATION

Registered Landscape Architect, State of Ohio

American Institute of Certified Planners

LEED Accredited Professional, U.S. Green Building Council

PROFESSIONAL AFFILIATIONS

Auxiliary Faculty, Ohio State University, Knowlton School of Architecture, 2009-2017

Columbus Housing Partnership Home BASE

LEED House Design Team, 2006-'08

Ohio Chapter ASLA, Section Officer, 2006-'07

BOARDS AND COMMISSIONS

Columbus Landmarks Foundation, Trustee, 2015-18



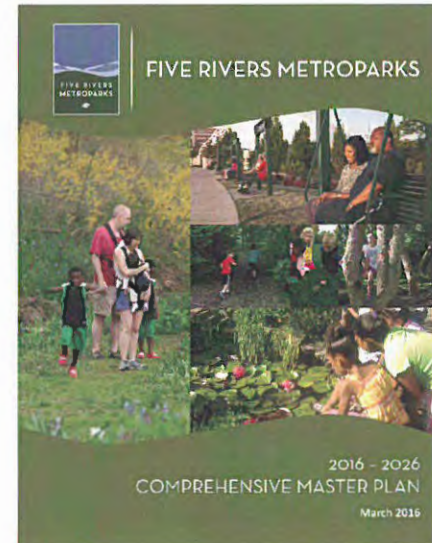
Section Four - Related Experience & References

PROS Consulting & ETC Institute Experience

Five Rivers MetroParks (Dayton, OH) Comprehensive Master Plan (2016)

In March 2016, PROS Consulting completed a Comprehensive Master Plan for Five Rivers MetroParks. The Board of Park Commissioners and staff recognized that a quality park system is critical to local prosperity, community livability and the health and wellbeing of residents. FRMP is widely respected by the community as a best practices government agency in the region, the State of Ohio, and the United States for maintaining a consistent standard of excellence for residents of Montgomery County and visitors to the area. The Comprehensive Master Plan was designed to support FRMP's efforts in continuing to protect natural areas, and provide world-class, innovative and well-balanced parks, facilities, trails, amenities and attractions as the region continues to grow.

The Comprehensive Master Plan study incorporated a series of discovery and analysis of the park system in order to provide FRMP community-driven direction for the future. The consulting team worked with FRMP to engage the community and staff in an extensive public participation process that included various public meetings, focus groups with users and non-users of the park system, interviews with community leaders, intercept surveys, on-line surveys and a statistically valid survey of county residents. The outcomes of these important connection points were outlined in the plan and included short-term and long-term goals to accomplish in a financially sustainable manner. The logical study sequence and planning path for developing the plan is described below:



The 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 Comprehensive Master Plan included a system-wide approach for accomplishing short and long-term goals, initiatives, tactics, and measurements to ensure FRMP continues to protect the region's natural heritage and provides world-class services, programs, parks, and facilities to the community for many years to come.

Link to Plan: <http://www.metroparks.org/wp-content/uploads/2016/01/MetroParks-MasterPlan.pdf>

Project Reference: Rebecca A. Benná, CPRP; Executive Director; 409 E. Monument Avenue, Dayton, Ohio 45402; 937-277-5300; rebecca.benna@metroparks.org

City of Gahanna, OH Parks and Recreation Master Plan (2015)

GAHANNA, OHIO

The City of Gahanna Department of Parks & Recreation offers outstanding recreation, environmental and park assets through a variety of programs and services that enhance Gahanna's quality of life, economic value and environmental protection.

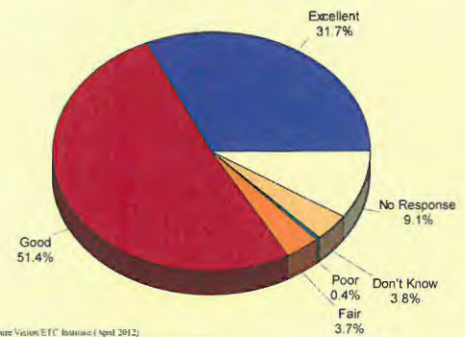
Gahanna owns and maintains 759 acres of parkland in the 52 parks. It includes a state nature preserve, over 200 acres of preservation and conservation property, the Ohio Herb Education Center, 2 aquatics facilities, a 9-hole USGA golf course with a pro shop and clubhouse, a senior center, a skate park, a dog park, 3 community parks with 30 athletic fields, 5 rentable shelters, basketball and tennis courts, 15 playgrounds, fishing ponds and the signature Creekside Park & Plaza.

The City of Gahanna desired a Parks & Recreation Master Plan and retained PROS Consulting to be a partner in the update to the 2006 Parks & Recreation Master Plan, which PROS Consulting also completed. The master plan was built around a series of technical assessment processes to measure the parks & recreation system, as well as the operational management of policies, procedures, parks, facilities, programs and services against best-practices in the state and region.

The foundation of the approach to the updated Parks & Recreation Master Plan was to incorporate an efficient and effective public participation process. It was very important to not only to engage those who are always participating in the planning process but also those who do not. The Consulting Team worked with the City of Gahanna to identify opportunities that engage people through a variety of community input process described below. The outcomes, as outlined in the Master Plan, provided guidance for both short-term and long-term goals in a financially sustainable and achievable manner. The 2015 update introduced a cost of service study, a stronger program plan and an updated level of service standards along with other technical processes.

Project Reference: Mr. Tony Collins, Former Director of Parks and Recreation (Current City of Columbus Parks and Recreation Director); City of Columbus; 111 E. Broad St, Suite 200; Columbus, OH 43205; 614.645.5932; TACollins@Columbus.gov

Q7b. Overall Quality of Recreation Programs or Recreation Activities in Which Your Household has Participated
by percentage of households that responded



Source: Leisure Vision, LLC Research (April 2012)

Gahanna Facility/Amenity Needs Assessment	Overall Ranking
Walking and biking trails	1
Nature center and trails	2
Spray pad (above-ground water play)	3
Multigenerational recreation center	4
Indoor basketball / volleyball courts	5
Outdoor swimming pools / water parks	6
Indoor fitness and exercise facilities	7
Playground equipment	8
Indoor swimming pools / leisure pool	9
Large community parks	10
Off-leash dog parks	11
Golf course	12
Small neighborhood parks	13
Greenspace and natural areas	14
Indoor lap lanes for exercise swimming	15
Youth soccer fields	16
Mountain bike park	17
Outdoor basketball courts	18
Outdoor tennis courts	19
Indoor running / walking track	20
Disc Golf	21
Youth baseball fields	22
Adult softball fields	23
Skateboarding parks	24
Youth softball fields	25
Youth football fields	26



City of Westerville, OH Parks, Recreation & Open Space Master Plan & Recreation Center Feasibility Study (2013)

WESTERVILLE, OHIO

The City of Westerville Parks & Recreation Department is nationally recognized for excellence in parks and recreation and widely respected in the state of Ohio as a “best practice” agency. A three-time National Recreation and Park Association (NRPA) Gold Medal winner, Westerville Parks & Recreation is one of only 106 accredited agencies in the U.S. Healthy, active lifestyles, preservation of the environment and economic development are among the core values as they serve nearly one million residents, patrons and guests annually.

In 2013, PROS Consulting, as well as **ETC Institute**, completed a Parks, Recreation & Open Space Master Plan for the City of Westerville, a historic community nestled in the heart of the Columbus metro-plex that has managed to maintain a strong sense of individual character and identity amidst the fast pace of the surrounding cities. Westerville is home to numerous regional destinations, businesses, and attractions, many of which are owned, operated, or partnered with the Westerville Parks and Recreation Department.

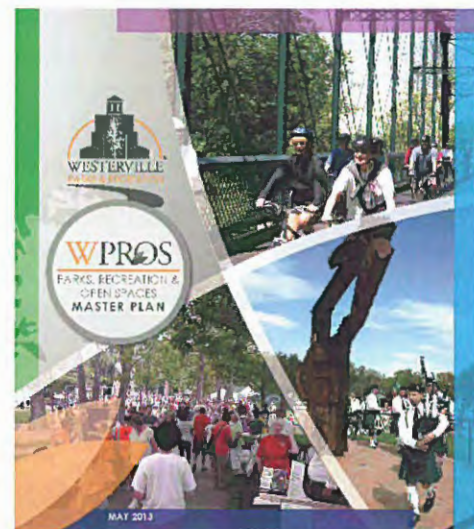
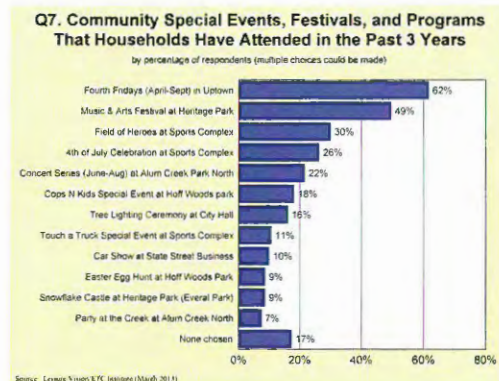
Westerville Parks and Recreation Department is widely respected as a best-practice agency in the State of Ohio, as well as in the United States for maintaining a consistent standard of excellence and level of service for residents of Westerville and visitors to the City. Westerville Parks and Recreation has received accreditation by the Commission for Accreditation of Parks and Recreation Agencies. The Master Plan was designed to support the Department in continuing to provide innovative and well balanced facilities and programs in the community as the City grows and evolves. The consulting team developed the PROS Master Plan using the following processes:

- Community input that included focus groups, intercept surveys, key leadership meetings, staff focus groups, public forums and a City-wide statically valid survey
- Demographic and Trends Analysis
- Park site assessments
- Program assessments
- Level of service assessment
- Financial assessment
- Community center and senior center feasibility study
- Future park site and trail assessment and improvements
- Capital improvement cost for key recommendations

The City of Westerville Park and Recreation Department is a best practice agency that has demonstrated to the community the value of having a first-class park and recreation system to access and take great pride in for living in Westerville. The Master Plan was a guide on where the Department needed to center their energy and values for the next ten years. It was also a plan to inform the residents on where they will invest future income tax revenues over the next ten years. **The agency recently become CAPRA Accredited and won the 2013 Gold Medal for Parks and Recreation at NRPA.**

Link to Plan: <https://www.westerville.org/Modules/ShowDocument.aspx?documentID=13051>

Project Reference: Mr. Randy Auler, Director of Parks and Recreation; City of Westerville; 350 N. Cleveland Ave.; Westerville, OH 43082; 614.901.6504; randy.auler@westerville.org



Carmel, IN Comprehensive Parks and Recreation Master Plan (2015)

CARMEL, INDIANA

Founded in 1991, Carmel Clay Parks & Recreation (CCPR) was established through an Interlocal Cooperation Agreement between the City of Carmel and Clay Township in Indiana. 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 manages and maintains more than 500 acres of park land and numerous recreation facilities, providing more than 5,000 annual classes and programs for all ages. CCPR contributes to the community's outstanding quality of life by providing enriching, enjoyable escapes through recreation, fitness, and nature.



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. The purpose of the Parks and Recreation Comprehensive Master Plan was to identify current and future needs of the community, while also updating level of service standards, reviewing the financial strength of CCPR, and providing an action plan with funding and revenue strategies. The Parks and Recreation Comprehensive Master Plan represents CCPR's commitment to providing a quality park and recreation system for the City of Carmel and Clay Township.

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 scope included:



- Community and Stakeholder Input
 - Focus groups, key leader interviews, and public meetings; Joint meetings with fiscal bodies; Community survey; Demographics and trend report; Benchmark Analysis
- Parks, Facilities and Program Assessment
 - Park assessment; Facility assessment; Level of Service standards; Equity mapping/service area analysis; Program Assessment, Priority ranking needs assessment; Capital Improvement Plan
- Operations, Financial, and Benchmark Analysis
 - Operations review; Finance review; Funding sources review
- Master Plan Development
 - Review vision, mission, values; Master Plan themes, initiatives and goals; Plan briefings/public meetings

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 become CAPRA Accredited and won the 2014 Gold Medal for Parks and Recreation at NRPA.**

Link to Plan: http://carmelclayparks.com/wp-content/uploads/2015/07/2015-2019 ParksRecreationMasterPlan_web.pdf

Project Reference: Mr. Michael Klitzing, Parks and Recreation Assistant Director; 1235 Central Park Drive East; Carmel, IN 46032; 317.573.4018; mklitzing@carmelclayparks.com



Metroparks of the Toledo Area Operational Assessment & Business Sustainability Plan (2014)

TOLEDO, OHIO

In 2014, in an effort to continually improve services and overall effectiveness, Toledo Metroparks conducted an Operational Assessment and Business Sustainability Plan. This plan was part of an overall planning effort to produce a Strategic Master Plan that would be used to steer the organization for a minimum of 20 years. The planning documents would create a road map to ensure the park system offers an appropriate blend of amenities, parks, and user opportunities now and into the future.



The Toledo Area Metroparks has a long legacy and has received and continues to enjoy tremendous public support and use. In November 2012, the citizens of Lucas County saw fit to pass a .9 millage Park District Levy for the purpose of general operations, land acquisition, land development, and capital improvements. With the passage of this levy, the park system was presented with an opportunity to chart a new course for the next two decades, including restoring lost services, continued reinvestment in capital improvements, the initiation of major maintenance activities in the existing parks, completing the development of two new parks, resuming planning and subsequent development for several new park projects that had been stopped, planning for park development on recent acquisitions, and to continue essential land acquisition for future open space and greenways.

The primary intent of the Operational Assessment and Business Sustainability Plan was to determine whether the services and functions of Metroparks resources were appropriately aligned with the needs and expectations of the community and the legislative mandates. The objectives of the study were to evaluate systems and service delivery. Further, the study would assess community need and ensure organizational structure and staffing levels, and that operational systems were aligned to meet demand and exceed expectations of users.

The process of developing the Metroparks of the Toledo Area Operations Assessment and Business Sustainability Plan followed a logical planning path as described below.

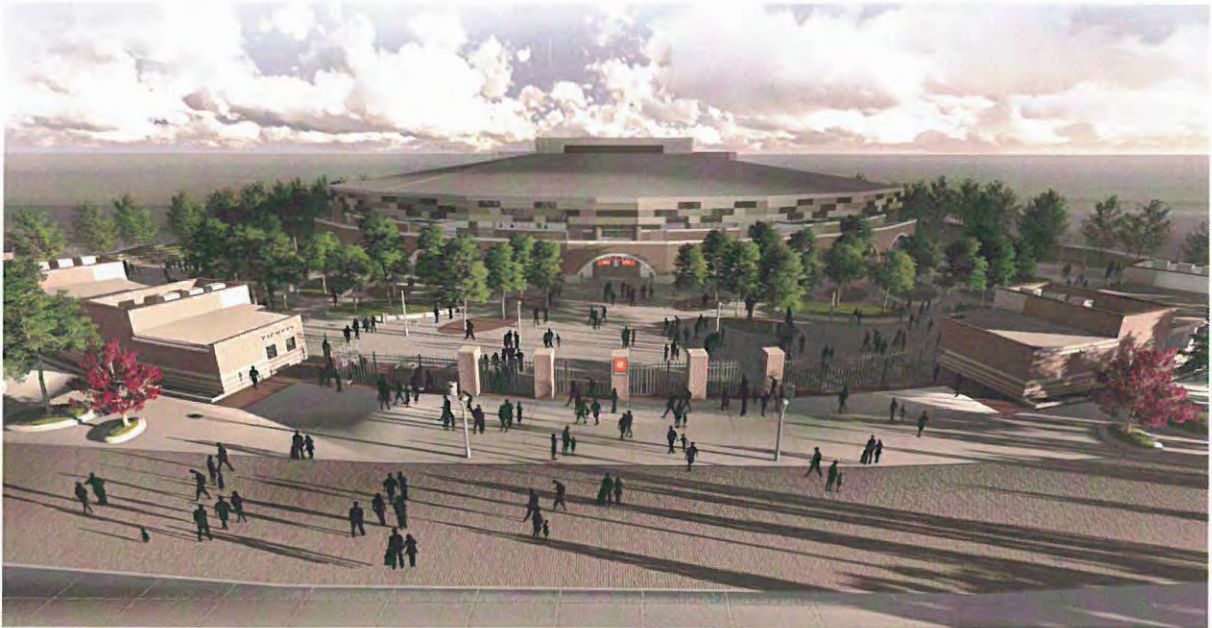


Project Reference: Mr. Steve Madewell, Executive Director; 5100 W. Central Avenue; Toledo, OH 43615; 419.407.9717; steve.madewell@metroparkstoledo.com

ROSE MUSIC CENTER AT THE HEIGHTS

Huber Heights, Ohio

MKSK



MUSIC CENTER AND EVENT FACILITY WILL BECOME THE CROWN JEWEL OF A NEW MIXED-USE CENTER

For nearly a decade, MKSK was involved in the urban design, master planning, and site design of 750+ acres of underdeveloped land in Huber Heights. The new Rose Music Center at The Heights project includes a 4,200 seat, fully-covered outdoor amphitheater and represents an exciting and significant leap forward in the growth and vitality of the City, and MKSK underpinned this effort with a creative vision and feasible implementation strategy for the project. Opened in Spring 2015, MKSK assisted through the final stages of construction as urban design lead, project coordinator, and site designer. MKSK has endeavored to consistently provide creative, community-driven and appropriate design solutions for Huber Heights.

CLIENT	City of Huber Heights
CONTACT	Scott Falkowski, Assistant City Manager
PHONE	937.237.5821
YEAR	2015

CARRIAGE TRAILS

Huber Heights, Ohio

MKSK



PLANNING & DESIGN OF A UNIQUE 'GREEN' RESIDENTIAL DEVELOPMENT

Carriage Trails is a new 650-acre residential development located just north of Interstate 70 in Huber Heights, Ohio. The master planned community features over 2,000 units including single-family housing and apartments. MKSK worked with the client to craft a vision for the development that would be unique in the local market. Land planning and conceptual design services were provided to market the vision to developers and communicate the plan to the governmental agencies involved. The master plan for this 'green' residential development features a 120-acre contiguous open space system, integrated stormwater management system, native landscaping, and over 3 miles of multi-purpose trails. The plan also establishes a context-sensitive agrarian architectural theme.

MKSK provided land planning, schematic design, and branding and identity package, and is in an on-call advisory role during phased implementation.

CLIENT	Carriage Trails Development Partners
CONTACT	William Jump
PHONE	614.717.4444
YEAR	2010

2013 COLUMBUS RECREATION & PARKS MASTER PLAN

Columbus, Ohio

MKSK



COMPREHENSIVE MASTER PLAN FOR MAJOR CITY PARKS & RECREATION FACILITIES

The 2013 Columbus Recreation & Parks Master Plan is a tool for the Columbus Recreation and Parks Commission (CRPC), to help guide the City of Columbus' current and future facilities based on anticipated growth areas and needs within the city's 30 planning areas over the next 10 years.

Five (5) Public Workshops were conducted as part of an extensive public input process which engaged 15 area commissions and 4 civic associations. The series of workshops informed and engaged neighborhood residents and community leaders in the planning process. Information was gathered regarding concerns, needs, and desires for the future of the delivery of parks, recreation, and leisure

services within the neighborhood. A series of focus group interviews and quantitative mail and telephone surveys of +/-1,800 resident households.

The Master Plan includes:

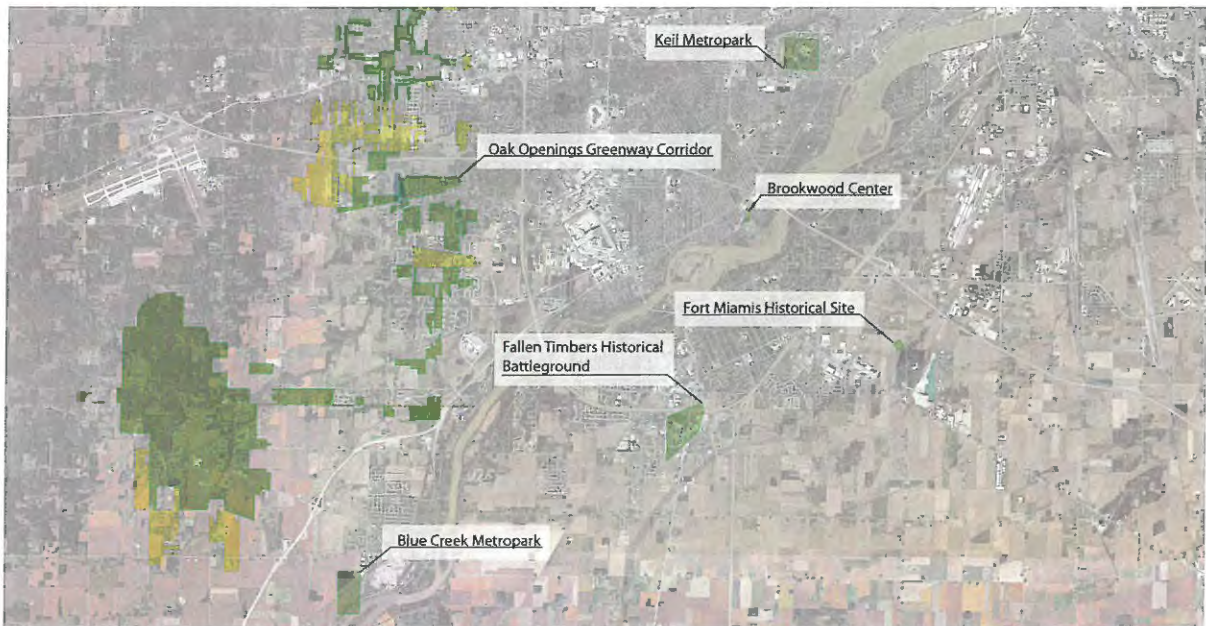
- GIS/Base Mapping of CRPC Facilities
- Buildings Conditions/Field Analysis
- Geographic and population-based assessment and analysis of Parks and Recreation Facilities and Services
- Service Delivery and Operations Analysis
- Social Needs and Conditions Index
- Strategic Action Plan
- Capital Improvement Strategy and Phasing Program

CLIENT	City of Columbus Recreation and Parks
CONTACT	Mollie O'Donnell / Tony Collins
PHONE	614.645.3308 / 614.645.3319
YEAR	2014

TOLEDO METROPARKS STRATEGIC PLAN-SITE SPECIFIC

Toledo, Ohio

MKSK



PRIORITIZATION FOR A PARK SYSTEM'S FUTURE CAPITAL IMPROVEMENTS PLAN

In 2013, MKSK became part of the multi-consultant, comprehensive planning process to establish a long-term, 20-year vision for the park system. With the passage of a 10-year, .9 Million park district levy for the purpose of general operations, land acquisition, land development, and capital improvements, Metroparks of the Toledo Area was presented with an opportunity to chart an operational course for the park system.

MKSK's role as Site-Specific Parks Designer involved inventorying existing conditions and opportunities for the protection of high quality natural areas and the creation of open space trail corridors, as well as conceptual site planning of non-developed park areas to guide new park

developments over the next 10 years. With Metroparks' recent acquisition of 2,000 acres of additional land in the Oaks Opening Greenway Corridor, plans for four potential public access areas were also identified. The process helped establish both mid-term and long-term priorities which informed a corresponding business and sustainability plan. MKSK services also included review and evaluation of existing preliminary design and general management plans for several non-developed parks for their functionality, feasibility, cost; and development of or modifications to phasing strategies and general cost estimates.

The site specific planning component of the Strategic Plan have informed the development of the park district's capital improvement priorities and enabled realistic budget projections through 2022.

CLIENT	Metroparks of the Toledo Area
CONTACT	Stephen Madewell, Executive Director
PHONE	419.407.9717
YEAR	2014

Section Five - Project Understanding and Approach

Project Understanding

The City of Huber Heights has a strong commitment to deliver quality, easily accessible, and amenity-rich park and recreation spaces that will serve today's citizens and visitors. As such, the City is seeking professional services to complete a *Parks and Recreation Strategic Master Plan* to provide a 5-year vision for parks and recreation. The outcome of the planning process will be a long-range plan for park improvements that will enable multi-year planning for capital investments to occur. Also, the plan will guide development of shared programming and educational opportunities and identify new and expanded locations for providing services in partnership with the educational community, the arts community, and the recreational sports community.



The City desires a *Parks and Recreation Strategic Master Plan* that will align new investments with a strong community-driven mission and vision that integrates Huber Heights' strong pursuit of parks, recreation, and the arts. The outcome will be a *Parks and Recreation Master Plan* that will be heavily used as a resource for future development and redevelopment of the City's parks, recreation programs and facilities, over the next five years. The *Parks and Recreation Strategic 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 the City of Huber Heights for the next five years.
- 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 the City of Huber Heights.
- Determine unique Level of Service Standards to develop appropriate actions regarding parks, 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 City's parks, recreation programs and facilities, as well as action steps to support the family-oriented community and businesses that call Huber Heights 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.

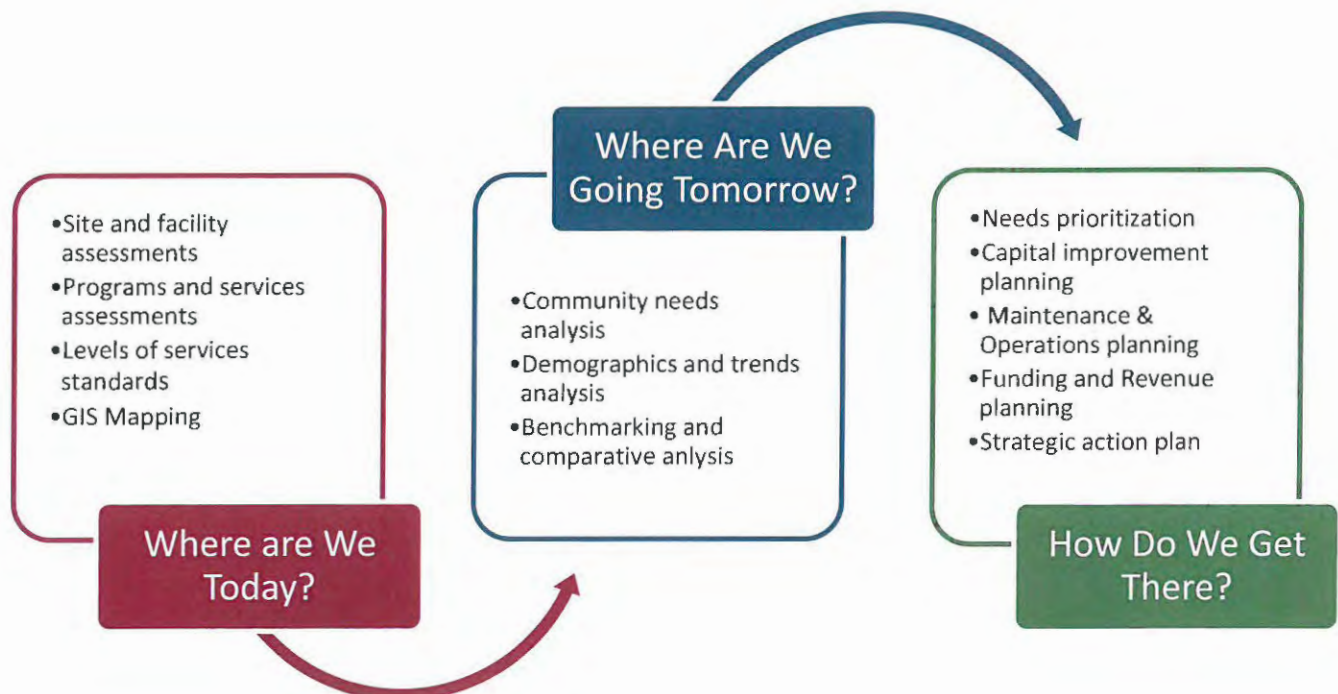


The PROS Consulting Team proposes to utilize its Community Values Model™ as the foundation of the *Parks and Recreation Master Plan*. The Community Values Model™ is an innovative process to utilize comprehensive public input and insight in a meaningful way. Input, guidance and values from key community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

Community / Mandates / Priorities	Standards	Levels of Services	Financial / Revenue	Partnerships	Governance / Organization
<ul style="list-style-type: none"> • Health & Wellness • Principles of Community • Mandatory Elements for Facilities, Programs & Services 	<ul style="list-style-type: none"> • Land and Open Space • Facilities • Programs • Maintenance 	<ul style="list-style-type: none"> • Levels of Service Delivery • Core Services • Role in Delivery vs. Other Service Providers 	<ul style="list-style-type: none"> • Funding Mechanisms to Support Operations & Capital 	<ul style="list-style-type: none"> • Public/Public • Public/Not-for-Profit • Public/Private 	<ul style="list-style-type: none"> • Design/Align Organization to Support Vision and Values to Community

Key Steps in the Process

The *Parks and Recreation Strategic Master Plan* will create a clear set of objectives that will provide direction to the City staff, the Parks and Recreation Board and the City Council 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.



Project Scope of Work

The PROS Consulting Team proposes a comprehensive planning approach to address the requirements of the *Parks and Recreation Strategic 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 City 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 City staff 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 City 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 City 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 *Parks and Recreation Strategic Master Plan*.

Meetings: City staff review meeting of scope and schedule. The Consulting Team and the City'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 City'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 staff input of existing planning documents based on the data collection.

Task 2 - Mission, Culture and Community Alignment

The Consulting Team will utilize a **robust** public input process to solicit community input on how the City of Huber Heights park 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, a statistically-valid City-wide needs assessment survey can be conducted to identify community needs and issues related to recreation/park programs and facilities. Specific tasks include:

A. Demographic & Recreation Trends Analysis – The Consulting Team will utilize the City'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 park and recreation system and distinguish customer groups.

- To determine changes occurring in the City and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The City's demographic analysis will be based on US 2010 Census information, 2017 updated projections, and 5 (2022) and 10 (2027) 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) 2016 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 Huber Heights to five (5) other relevant peer agencies. If desired, the Consulting Team can work with the City 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
<i>PRORAGIS Median - Agencies Serving 20,000-49,999 Residents</i>					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 parks and recreation in the City of Huber Heights community. Up to Eight (8) focus group meetings and key leadership interviews and other key leaders (up to 12) will be held over a two-day period. At minimum, the Consulting Team will meet two (2) times with the Parks and Recreation Board. 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, parks, trails and open space development needs of the City. The following list of potential interviewees will be used to select the final list in conjunction with the City:

- Elected Officials
- Key Business Leaders
- City Administration
- Parks and Recreation Board
- Key Partners/Philanthropic Organizations (e.g. YMCA, etc.)
- School officials
- Users and non-users of the parks and recreation system
- Parks Staff
- Athletic leagues and associations (all applicable sports)

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 City's parks and 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 parks and recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the City's parks and recreation system.



E. Electronic Survey – Also, the Consulting Team can create an online survey administered through www.surveymonkey.com. This survey will be promoted through the City'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) – If desired, the Consulting Team can perform a random, scientifically valid community-wide household survey to quantify knowledge, need, unmet need, priorities and support for system improvements that include facility, programming, and the park needs of the City.

The survey will be administered by phone or by a combination of a mail/phone survey and will have a minimum sample size of 375 completed surveys at a 95% level of confidence and a confidence interval of +/- 5%. Prior to the survey being administered, it will be reviewed by the City staff.



G. Crowd-Sourcing Project Website (OPTIONAL) - The Consultant Team can develop a customized project website, if desired by the City of Huber Heights that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community. This could be combined with input through Social Media and could also host videos through a dedicated YouTube Channel and utilize the County's website. E.g. www.planindyparks.com. It has proven to be a very effective tool in engaging the community on an on-going basis as well as maximize outreach to an audience that may not traditionally show up at public meetings or choose to respond to a survey.

Meetings: Staff review of community meetings agenda. Eight focus group meetings, up to twelve community stakeholder meetings, one meeting with the Parks and Recreation Board, one meeting with City Council, and two Community Public Forum Meetings to gather public input. If desired, City staff review and finalization of statistically-valid needs analysis survey and a 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. Optional Community survey draft for review and survey results and analysis report, as well as optional crowd-sourcing website.

Task 3 - Inventory, Analysis and Vision Plan

A. Parks and Facilities Inventory and Assessment – The Consulting Team will work with the City to develop a clear and feasible action plan which outlines a strategy for existing facility maintenance and upgrades as well as investments in proposed facilities and/or recreational programs. Approximate budget costs and implementation timeframes will be assigned to these items. This will inform ongoing City-wide annual capital planning with the intention to properly fund park and recreation projects to achieve the goals of the strategic master plan. The following will be analyzed as part of the assessment:



- **Inclusive and Adaptive Play** – The Consulting Team will develop recommendations to support the recreational desires for all residents of Huber Heights, including opportunities for people of all ages and abilities. These recommendations will go beyond the regulatory requirements of the Americans with Disabilities Act (ADA) and will support recreational participation of people of all abilities together.
- **Park Connections and Corridor Development** – The Consulting Team will analyze all areas of the City as well as adjacent lands to determine potential conservation and recreational corridors. These may include stream systems, woodlands, wetlands, and existing or potential trails. These corridors increase the environmental and aesthetic quality of the community. They also provide an opportunity for recreation and transportation within the City. The Consulting Team also understands the value of well-developed recreational systems which extend beyond municipal boundaries to function at a metropolitan or regional scale. The Team will develop recommendations for partnership opportunities with other municipalities, governmental entities, and private landowners in order to share construction cost, management, and maintenance considerations as well as position Huber Heights as a top choice for potential Miami Valley residents.
- **Design Standards** – The Consulting Team will assure that each park facility in the City will have a consistent level of quality and an attainable level of maintenance. This can be achieved through design guidelines or standards which define the desired character of architecture and site amenities, the type and finish of construction materials, the quality of play and recreational equipment, and the appearance and functionality of planting and ecological systems. The Consulting Team believes that design standards are most effective when they are brief, highly visual, and provide flexibility for the future. As the land planner and landscape architect for the Rose Music Center at the Heights (MKSK), The Consulting Team developed design standards which defined the expectations for lighting, construction materials, architectural style and scale, planting, site amenities, parking requirements, signs, and other relevant considerations. These have helped to create a consistent and attractive visual language throughout the first phase of 'The Heights'.
- **Innovative Acquisition** – As land planner for Carriage Trails, the Consulting Team (MKSK) was involved in an innovative strategy to establish a recreational and natural system throughout the 650 acre development. The land plan established a connected network of over 100 acres of open spaces, woodlands, wetlands, streams, recreational trails, and other amenities. This land was permanently protected through a conservation easement that was part of the master planning and zoning process. This open space system is for public use and has served as a highly effective marketing tool for the homebuilders of the community.

The findings from this review will be documented in a prepared data collection form. Analysis will be performed from this review, and incorporated into an *Assessment Summary Report*.

- B. Park Classifications and Level of Service Standards** – The Consulting Team will work with the City to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities including common areas and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the Consulting Team’s national experience and comparison with peer/survey agencies. These standards will be adapted based on the needs and expectations of the City.

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	5.00	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)								
Total Park Acres	708.60	-	-	708.60	21.84	acres per	1,000	20.50	acres per	1,000	Meets Standard	- Acres(s)	Meets Standard	- Acres(s)								
OUTDOOR AMENITIES:																						
Picnic Shelters	23.00	-	1.00	24.00	1.00	site per	1,352	1.00	site per	2,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)								
Soccer Fields	9.00	0.30	-	9.30	1.00	field per	3,488	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	5,000	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	1.00	1.00	15.00	1.00	site per	2,080	1.00	site per	2,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)								
Day Parks	-	-	-	-	1.00	site per	40,000	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	15,000	1.00	site per	15,000	Need Exists	2 Site(s)	Meets Standard	- 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	40,000	1.00	site per	50,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)								
INDOOR AMENITIES:																						
Recreation/Gymnasium (Square Feet)	-	12,000.00	7,800.00	19,800.00	0.81	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																					

Notes:

School inventory is reduced due to public access availability for several amenities.
Central Park Plaza acres is included under Special Use acres.

- C. Geographical Analysis through Mapping** – The Consulting Team can work with the City 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 or amenity 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 City 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 Assessment – Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the City of Huber Heights 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 staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

E. Prioritized Facility and 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, recreation services assessment and the service area mapping into a quantified facility and program priority ranking. This priority listing will be compared against gaps or surplus in recreation services, parks, facilities and amenities. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and **provide guidance** for the Capital Improvement Plan. The analysis will include probable future parks, recreation facilities, open spaces and trail needs based on community input, as well as state and national user figures and trends. Also, a set of prioritized recommendations for maintenance and renovation of parks, trails and recreation facilities will be developed. The Team will conduct a work session with staff 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

F. Capital Improvement Plan – The culmination of all analysis will result in a prioritized plan providing guidelines to the City for investing and developing parks, facilities, and open space. This capital improvement plan will reflect community needs identified in the staff, Park and Recreation Board, and 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 staff provided inventory and condition information. Tour of existing facilities/properties for the purposes of assessment of parks and facilities. Park classification and design standards review discussion. Also, meeting on appropriate mapping method desired. Initial meeting with staff to provide information regarding current

Meetings: Review of staff provided organization and staffing information, financial information and any current financial and funding opportunities. Follow up to present findings and recommendations and possible funding options.

Deliverables: Organizational Analysis Findings Report. Funding and revenue strategies outlined with recommendations.

Task 5 - Strategic Action Plan & Master Plan Development

The *Parks and Recreation Strategic Master Plan* will be framed and prepared through a series of workshops with City staff. The overall vision and mission statements will be affirmed or modified, and direction for the City 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 City 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. 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 senior staff 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:
 - **Land Acquisition, Development and Improvements** – Recommendations that provide for short and long term enhancement of land acquisition in the Department. This will include the following:
 - The Consulting Team will develop a well-balanced park system that offers a proper balance of well-connected, highly accessible parks and trails with a variety of recreation services that is inclusive of all types of users.
 - The Consulting Team will create a clearly articulated park classification system which covers all types of park and recreation facilities in the City. Each park or recreation facility class will include a model program of activities and/or design/construction elements and an accompanying bubble plan which illustrates spatial relationships.
 - The Consulting Team will work to integrate green infrastructure into the park system at various scales. This will include the conservation of existing ecologically sensitive areas, the linking of isolated patches of open space to create networks, the design of various stormwater management facilities park facilities, and the inclusion of native plant systems in future park designs.
 - The Consulting Team will create an outline budget for each park class based on rough cost estimates of various design/construction elements identified in the capital improvement plan.
 - **Programs and Services** – Recommendations that provide for short and long term development and maintenance of programs and services provided by the City, 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 City related to parks and lands.
 - **Policies and Practices** – Specific policies and practices for the City that will support the desired outcomes of this Master Plan will be detailed.
- C. Draft Report Preparation and Briefings**– The Consulting Team will prepare a draft *Parks and Recreation Strategic Master Plan* with strategies taking into account all analyses performed and consider the fiscal and operational impacts to the City. The draft plan will incorporate structural elements in order for the City of Huber

Heights to be eligible for important State of Ohio and other applicable grant funds. The recommendations and prioritization of needs will be reviewed and discussed with the Park and Recreation Board. Five paper copies of the Draft Park Master Plan to be used for distribution and review. One electronic copy for public information.

D. Final Master Plan Presentations, Preparation, and Production – Upon comment by all vested staff the Planning Council, and 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 Park and Recreation Board, the Consulting Team will prepare a final summary report and present to the City 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 staff on vision/mission and workshop on strategic action plan. Presentations to the City Council (one during the draft master plan and one for the adoption of the final Master Plan). One (1) meeting with the Parks and Recreation Board at the time of the adoption of the Master Plan. The Consulting Team will meet with staff for review of changes.

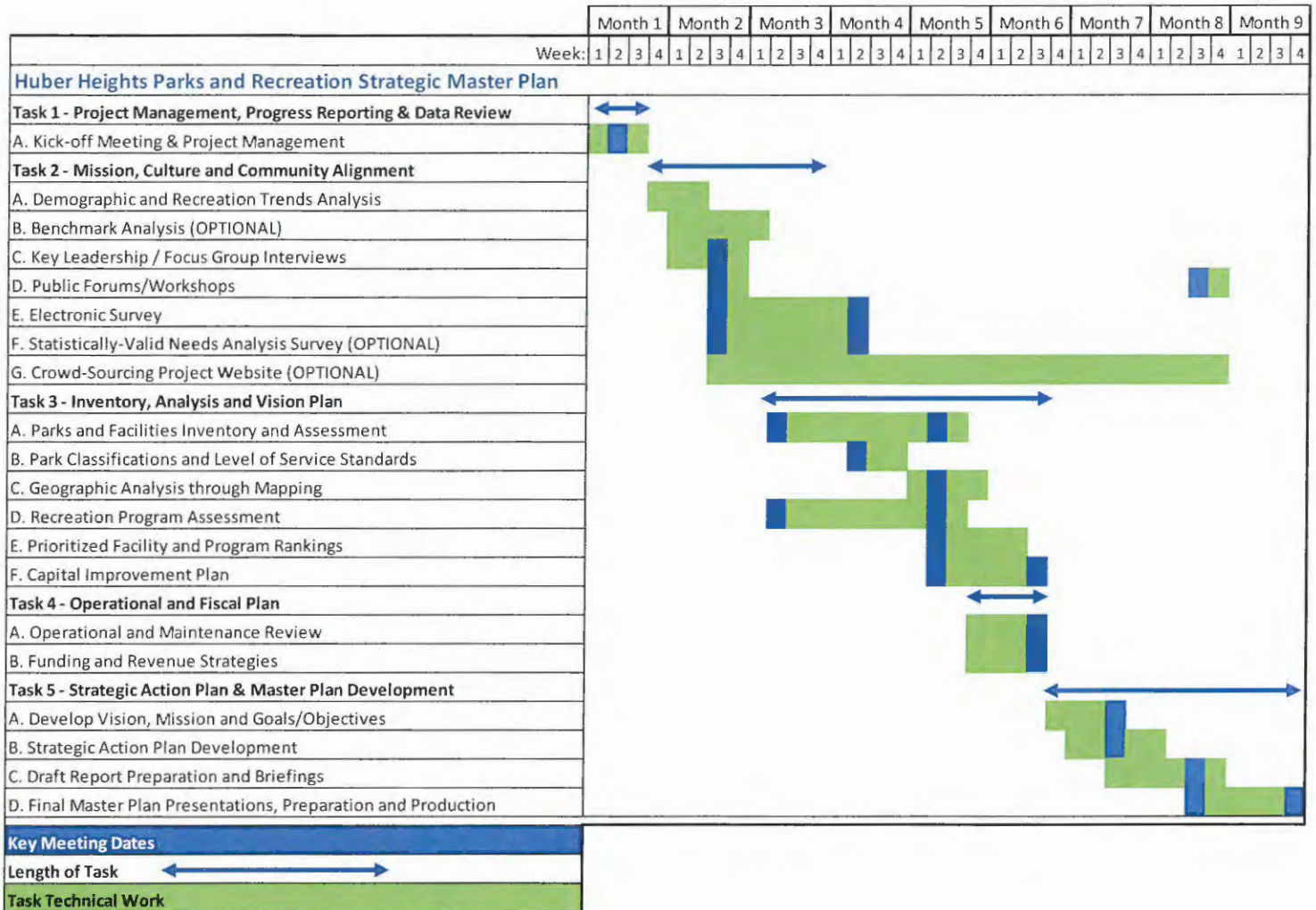
Deliverables: Deliverables will be the following:

- The Master Plan must include written goals, plans, objectives, and policy statements that articulate a clear vision and “road map” and model for the Parks and Recreation 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 one (1) meetings with the City Council, 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 City’s software
- A color version of the final Master Plan document consisting of one (1) printed and bound color copies and an electronic copy in a format compatible with the City’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 City’s software



Project Schedule

The project approach and scope of work detailed in this proposal can be completed by the PROS Team collaboratively with the City of Huber Heights. PROS can begin the project immediately and has the capability and availability to meet the 9-month schedule depicted 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 to meet your expectations.



Section Six - Fee Proposal

The following fee breakdown is based on the project approach described in the Scope of Work for the *Parks and Strategic Recreation Master*. The PROS Team has based this fee on our current understanding of the City of Huber Heights goal for the project. We would appreciate the opportunity to meet and discuss the project approach and fees to ensure they are consistent with the expectations of the City. This fee is a not-to-exceed amount and includes all costs, both direct and indirect, including any reimbursable expenses.

Task 1 - Project Management, Progress Reporting & Data Review	
A. Kick-off Meeting & Project Management	\$ 3,880
Subtotal Hours	24
Expenses	\$ 400
Subtotal Dollars	\$ 4,280
Task 2 - Mission, Culture and Community Alignment	
A. Demographic and Recreation Trends Analysis	\$ 2,100
B. Benchmark Analysis (OPTIONAL)	\$ -
C. Key Leadership / Focus Group Interviews	\$ 4,170
D. Public Forums/Workshops	\$ 5,720
E. Electronic Survey	\$ 1,600
F. Statistically-Valid Needs Analysis Survey (OPTIONAL)	\$ -
G. Crowd-Sourcing Project Website (OPTIONAL)	\$ -
Subtotal Hours	103
Expenses	\$ 800
Subtotal Dollars	\$ 14,390
Task 3 - Inventory, Analysis and Vision Plan	
A. Parks and Facilities Inventory and Assessment	\$ 9,770
B. Park Classifications and Level of Service Standards	\$ 1,840
C. Geographic Analysis through Mapping	\$ 2,580
D. Recreation Program Assessment	\$ 2,900
E. Prioritized Facility and Program Rankings	\$ 2,670
F. Capital Improvement Plan	\$ 2,766
Subtotal Hours	177
Expenses	\$ 1,039
Subtotal Dollars	\$ 23,565
Task 4 - Operational and Fiscal Plan	
A. Operational and Maintenance Review	\$ 4,530
B. Funding and Revenue Strategies	\$ 1,800
Subtotal Hours	42
Expenses	\$ 800
Subtotal Dollars	\$ 7,130
Task 5 - Strategic Action Plan & Master Plan Development	
A. Develop Vision, Mission and Goals/Objectives	\$ 1,280
B. Strategic Action Plan Development	\$ 7,088
C. Draft Report Preparation and Briefings	\$ 4,460
D. Final Master Plan Presentations, Preparation and Production	\$ 6,620
Subtotal Hours	140
Expenses	\$ 1,150
Subtotal Dollars	\$ 20,598
TOTAL HOURS	486
TOTAL EXPENSES	\$ 4,189
TOTAL FEES	\$ 65,774
TOTAL DOLLARS	\$ 69,963
ADDITIVE / OPTIONAL SERVICES	
Benchmark Analysis	\$ 2,900
Crowd-Sourcing Project Website	\$ 9,000
Statistically-Valid Needs Analysis Survey	\$ 11,790

Section Seven - Required Forms and Insurance Requirements



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/2/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Sycamore Insurance Associates LLC 999 Ohio Street Terre Haute IN 47807		CONTACT NAME: Robin Straw PHONE (A/C, No, Ext): (812) 242-1414 FAX (A/C, No): (812) 242-2042 E-MAIL: rstraw@sycamoreins.com ADDRESS:	
INSURED PROS Consulting Inc. 201 S Capitol Avenue Suite 505 Indianapolis IN 46225		INSURER(S) AFFORDING COVERAGE INSURER A: Hartford NAIC # 00914 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES CERTIFICATE NUMBER: CL163201230 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:		36SBAAQ6552	3/1/2015	3/1/2017	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRLD AUTOS <input checked="" type="checkbox"/> NON OWNED AUTOS		36SBAAQ6552	3/1/2015	3/1/2017	COMBINED SINGL LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		36SBAAQ6552	3/1/2015	3/1/2017	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in IN) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	36WECR29692	4/2/2015	4/2/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liability		36FG0288700	3/1/2015	3/1/2017	Aggregate Limit 1,000,000 Retention 7,500

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 This evidence of insurance is issued as a matter of information only and confers no rights upon the holder and does not amend, extend or alter the coverage afforded by policies designated on this evidence.

CERTIFICATE HOLDER

PROS Consulting, Inc.
 201 S Capitol Avenue, Suite 50
 Indianapolis, IN 46225

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Don Scott/KILEYS

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	and be complete. The copies are provided to the evaluating staff members and will be used to score your response.
	Submit your response on time. Note all the dates and times listed in the RFP and be sure to submit all required items on time. Late proposal responses are never accepted.

Please Note:

All potential contractors are strongly urged to submit supporting documentation as to their qualifications to perform the Scope of Work.

Certificate of Insurance, Reference List and Timeline must be attached.

If additional comments or conditions are desired, please attach a separate sheet providing details.

Include all proposed equipment specifications; showing manufacturer name, model, etc. depicting unit specifications and other pertinent information.

Certification:

The undersigned on the Bid Proposal certifies that the Instructions to Bidder has been carefully examined, is thoroughly familiar with the terms and specifications applicable to and made part of this Request for Proposal, and understands and is capable of meeting the provisions within to the quality, type and grade of work requested. The undersigned further certifies the prices shown in the schedule of items contained within the Proposal/Bid are in accordance with the conditions, terms and specifications of the proposal and that any exception taken thereto may disqualify the bid.



2/15/2017

Signature

Leon Younger

Date

President

Print Name

leon.younger@prosconsulting.com

Title

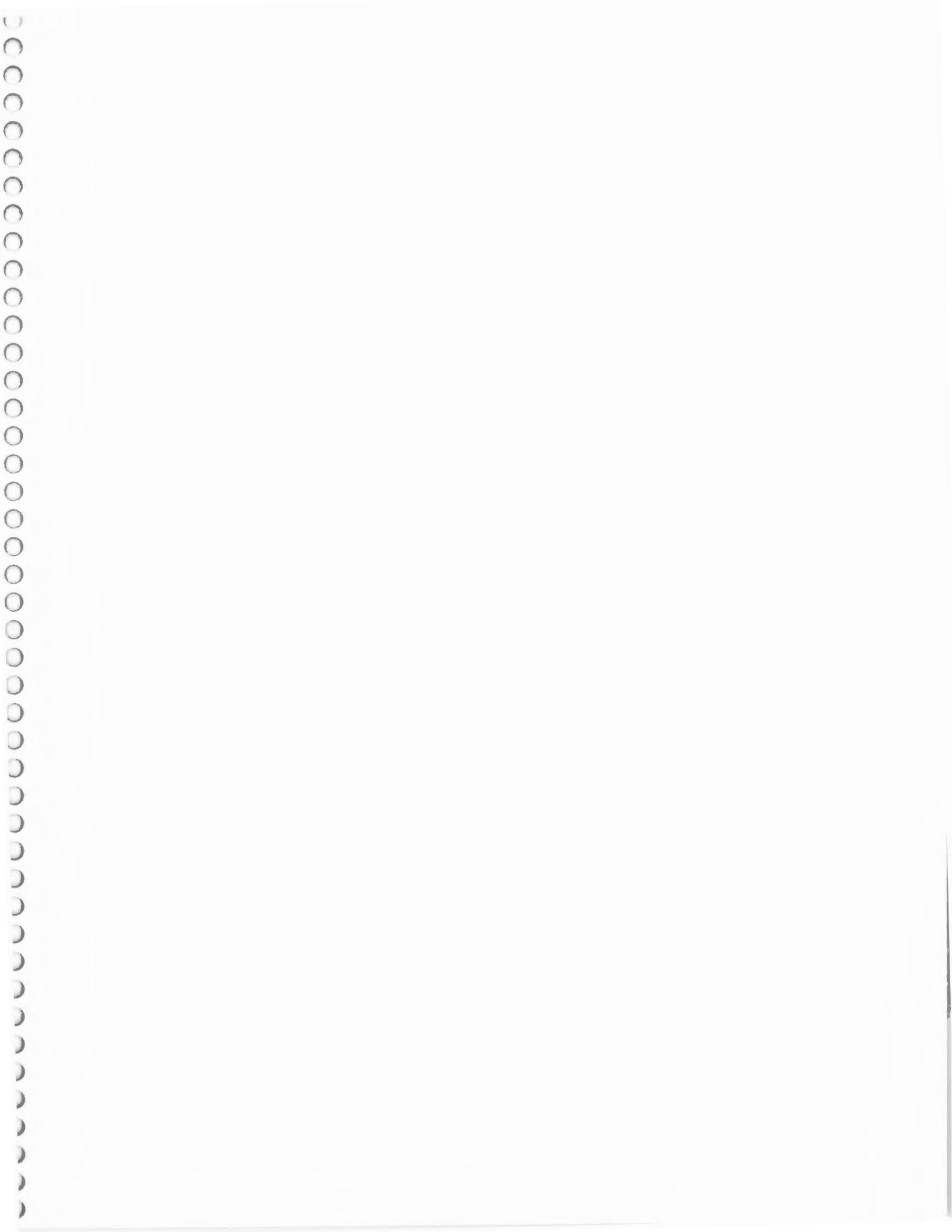
317-679-5615

Email Address

PROS Consulting, Inc.

Phone

Company Name





pros 
consulting
INC.