



Request for Proposals No. 24-25-61

Park and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

September 3, 2025



Prepared By:



September 3, 2025

Cover Letter

City of Visalia Purchasing Division
707 W. Acequia Avenue
Visalia, CA 93291

RE: RFP-24-25-61– Park and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

Dear Selection Committee:

PROS Consulting, Inc. is excited about the opportunity to partner with the City of Visalia on the development of *Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis* ("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, economic development, sports strategy, marketing and branding, and open space planning.

Our national experience and our extensive work locally throughout California enable us to offer the ideal combination of national expertise and local insights. We believe our experience working with higher-performing and CAPRA Accredited agencies on similar master plans throughout the nation will have the least learning curve and our customized methodology is best suited to help you:

- **Maximize community engagement** to ensure the broad interests of the diverse community and stakeholders in Visalia are heard and can help guide growth and development of parks and recreation sites, facilities, and programs.
- **Create a future strategy for parks, recreation and green spaces that is fair to the entire community** regardless of socioeconomic, cultural, racial, or geographic differences, and provide fair community benefit to all.
- **Utilize a wide variety of data sources and best analytical practices** to predict trends and patterns of use, community impact, and how to address unmet needs in Visalia.
- **Enhance the environmental resiliency of Visalia by leveraging parks and green spaces** as green infrastructure that is equitably distributed throughout the community.
- **Shape the financial sustainability and organizational excellence** to achieve the strategic objectives, identify revenue opportunities, dynamic partnerships, and ensure future operational and maintenance needs are addressed.
- **Develop a dynamic and realistic action plan** that is based on unique levels of service, promotes health and safety, supports active lifestyles, builds community connectivity, and creates a road map to ensure long-term success and financial sustainability for Visalia's parks, recreation programs, and facilities.

To create a dynamic, forward-thinking Master Plan that meets the City's high standards, we are pleased to have assembled an esteemed, local and award-winning team for this project, which includes the expertise of our longtime partner **Wallace Roberts & Todd ("WRT")**, a local and nationally renowned planning design firm made up of city and regional planners, urban designers, landscape architects, and architects. We have included on our team **4Creeks, Inc.**, an engineering and planning firm, to assist in cost estimation and mapping. Also on the team is our long-term partner **ETC Institute**, a nationally renowned survey and market research firm, to assist in the optional statistically valid community survey development. Finally, **NBS**, a financial analysis firm, will work with us to complete the Park Impact Fee Analysis.

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, or our project manager Michael Svetz at 623.388.1787 or michael.svetz@prosconsulting.com.

Sincerely,
PROS Consulting

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

Leon Younger, President

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Fee Proposal in Separate Sealed Envelope

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Section A – General Information

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: 30 (formed in 1995)

Number of Employees: 14 Small Business

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

Contact Information: 35 Whittington Dr., Suite 300; Brownsburg, IN 46122.

P: 877.242.7760; F: 877.242.7761

Website: www.prosconsulting.com

Contact: Leon Younger, President; 317.679.5615; leon.younger@prosconsulting.com and Michael Svetz, Principal/Project Manager; 623.388.1787; michael.svetz@prosconsulting.com

PROS Quick Facts

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





Unique Experience Specific to the Project

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

Qualifications	PROS Consulting Team
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 costs 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 California	Completed similar projects in Tulare, Hanford, Riverbank, West Sacramento, Pleasant Hill, Fair Oaks Rec. and Park District, Orangevale Rec. and Park District, Cordova Rec. and Park District, Half Moon Bay, San Mateo, San Francisco, San José, Sonoma County, Roseville Riverside County, Carlsbad, Los Angeles, Malibu, Lodi, Temple City, Pasadena, and Sacramento, California State Parks and many other parks and recreation agencies across California
Experience in CAPRA Accreditation	Assisted the following agencies with CAPRA Accreditation in the past through master and strategic plans: Carlsbad, CA; Kansas City, MO; Carmel, IN; Westerville, OH; Roanoke, VA; Toledo, OH MetroParks; Prince George's County, MD; Mecklenburg County, NC and many others throughout the last 30 years. Two CAPRA Visitors on staff. Worked with nearly 40% of CAPRA accredited agencies and 55% of NRPA Gold Medal Winners.
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	ETC Institute completed over 600+ 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
Park, Open Space and Trail Planning	WRT has significant experience in the design and planning of a wide range of parks and recreation planning projects. Whether designing a new park or renovating and expanding an existing park, design recommendations integrate flexibility of use, ease of maintenance, and sustainable solutions.

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Subcontractors

We have expanded our expertise and capabilities to best serve the needs of the City of Visalia in this plan. Our team members have collaborated with us on similar projects in the past and have a great reputation across the industry, both locally and nationally. The subconsultants proposed for this team are chosen for their specific expertise to ensure the highest level of innovation and successful outcome for the City of Visalia. Services can be scaled up or down depending on need. Our entire team is inspired and excited to develop a planning document that elevates parks and recreation for the citizens of Visalia.

WRT

WRT offers services in landscape architecture, planning, urban design, and architecture. Since the firm's inception in 1963, we have been dedicated to improving the quality of the natural and built environments by applying principles of sustainability to the planning and design of regions, cities, landscapes, and buildings. We bring this ethos to our belief that community open space systems shape cities and are a vital urban framework and catalyst for community improvement. This philosophy lives in our 200+ parks and open space assignments. WRT's California park practice is focused on the design of individual parks, master plans, and systems planning. We serve federal, state, county, and local municipalities. Recent and current park projects include the Fresno Parks Master Plan; Tracy Parks, Recreation & Trails Master Plan; Hayward Area Recreation and Park District Parks Master Plan; San Luis Obispo Parks + Recreation Master Plan; Fremont Comprehensive Parks + Recreation Master Plan; Austin Parks Long Range Plan; and Arlington Public Spaces Master Plan.

**WRT Office Address and
Contact**

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San Francisco, CA 94103
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jgibbs@wrtdesign.com

Our approach to completing the Park and Recreation Master Plan Update is rooted in our experience collaborating closely with community members, commissions and staff from other cities. WRT believes strongly that our expertise is most valuable when paired with the community stakeholders who ultimately champion and implement the policies in the plan. In this way, we place emphasis on personal interactions with the community.

As frequent teaming partners with PROS, we have built a shared national portfolio and bring that team experience to all our projects.

PROS Consulting & WRT have worked together on the following parks and recreation master plans over the last decade: Fresno, CA; Roseville, CA; Fremont, CA; Hanford, CA; San Luis Obispo, CA; Riverbank, CA; Hayward Area Recreation & Park District, CA; Dallas, TX; Austin, TX; Oklahoma City, CA; Prince George's County, MD; Five Rivers Metroparks (Dayton, OH); Atlanta, GA; Arlington County, VA





4Creeks

4Creeks, Inc. provides progressive civil engineering, planning, architecture, land surveying, and construction management and inspection services with logical solutions and designs. Many of our principals and staff have significant work experience with local municipalities as well as federal and state agencies. Our in-house, multidisciplinary expertise enables us to conduct thorough reviews efficiently and with a high degree of technical understanding. These integrated specialties serve as a valuable resource, fostering collaboration and enhancing the quality of every project we support. We currently have a staff of over 200 professionals working in Visalia, Hanford, Tulare, Clovis, San Luis Obispo, and Denver. Our experience and services include:



- On-Call Contract Services
- Municipal Engineering & Planning
- Project Management
- Street Rehabilitation
- ADA Design & Compliance
- Parks and Recreation Engineering & Planning
- Residential, Commercial, Industrial, Educational Design & Planning
- Land Surveying
- Utility Design & Coordination
- Water Resources
- Environmental Planning, Design, & Compliance
- Geographic Information Systems
- Architecture
- Structural Engineering
- Construction Administration & Management
- Public Works Inspection

Economical design considerations, environmental stewardship, and resource efficiencies are tenets of every project we undertake. We pride ourselves on pioneering innovative solutions for our clients that enhance the value of their projects, keep their costs in check, and deliver lasting results.

ETC Institute

ETC Institute is a 102-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include citizen satisfaction surveys, parks and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more major U.S. cities and counties than any other firm.



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Business Type: S-Corporation

Tax ID: 26-2565232

DIR No.: 1000012032

Ownership: 100% ESOP

Years in Business: 17+

Sureties:

4Creeks, Inc. carries standard policies for a professional firm, including General and Automobile Liability, E/O, and Worker's Compensation.

Principal Staff:

David De Groot, PE #70992

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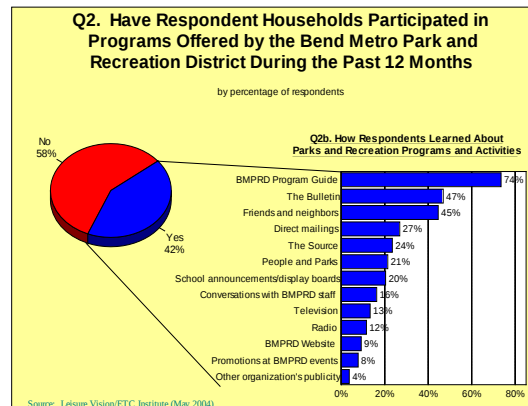
Jason Margraf, PE #37782

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

Established in 1992, the principals and associates of ETC Institute helped secure funding for more than \$2 billion of parks and recreation projects. **PROS Consulting and ETC Institute have teamed up on more than 400 similar parks and recreation projects.**



NBS

AT-A-GLANCE: HELPING COMMUNITIES FUND TOMORROW

29 In Business
YEARS

100% ESOP
NBS is a 100% employee-owned S-Corporation

NBS HEADQUARTERS
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LEGAL NAME DBA
NBS Government Finance Group

INDIVIDUAL AUTHORIZED TO NEGOTIATE AGREEMENT
Sara Mares, Chief Operating Officer

Since 1996, NBS has supported California municipalities with the implementation and ongoing administration of local funding tools.

We provide a full range of cost and revenue consulting services, including Development Impact Fee Studies User and Regulatory Fee Studies, Overhead Cost Allocation Plans, Fiscal Impact Analysis, Utility Rate Studies, Short and Long-Term Financial Plans and Projections, formation and administration of Special Financing Districts (SFDs). Across all practice areas, we have worked with more than **500 public agencies** to date, including cities, counties, school districts, utilities, and special districts.

References and Referrals

See Pages 21-27

Completed Forms

Included at the end of proposal in Section E.



Section B – Proposed Project Approach

PROS Consulting Commitment

The Visalia Master Plan will bring together equity and fiscal responsibility. All recommendations will focus on who benefits, who has access, and how the City sustains operations over time. Three commitments guide this work: inclusive engagement that reaches residents who are least often heard, an implementation playbook with specific responsibilities and a 12-month calendar, and a financial framework that balances cost of service with affordability. All tools and models will be delivered in a format that City staff can update annually without new consulting contracts.

Project Understanding

The City of Visalia Parks and Recreation Department is creating a master plan to guide future investments, policies, and day-to-day operations. With steady growth and rising community expectations, the City needs a plan that ties facility and program improvements directly to clear service standards, sustainable funding strategies, and community priorities.

This plan will provide a comprehensive framework for parks, recreation facilities, programs, and operations. It will be grounded in measurable service levels, realistic capital and maintenance funding approaches, and broad community engagement. The process combines technical analysis, financial modeling, and collaborative decision-making to ensure the final plan is practical, equitable, and ready for implementation.



Objective	Challenge Identified in RFP	Our Solution	Deliverable/Outcome
Align facilities and programs with growth	Facilities and services not fully aligned to demand or standards	Complete inventory, GIS analysis, and LOS gap mapping	System-wide asset inventory & LOS maps
Prioritize capital investments	Limited framework for project phasing and funding	Data-driven CIP tied to needs, impact fees, and O&M costs	Prioritized CIP with phasing and funding plan
Maintain quality and equity	Inconsistent standards across parks and programs	Develop citywide design, maintenance, and program standards	Adoptable standards and guidelines
Support sustainable funding	No integrated link between CIP, O&M, and fees	Park Impact Fee update + cost recovery framework	Fee schedule and funding strategy
Build public trust	Engagement not fully tied to decision-making	Multi-channel outreach + statistically valid survey	Community input summary and adoption-ready plan

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Project Drivers & Goals

The Department's goals reflect a need to strengthen fiscal resilience, match investments to actual need, and ensure equitable access for all residents. Key drivers include:

- Providing transparent, measurable standards for park and facility quality
- Aligning capital priorities with growth projections, funding capacity, and O&M readiness
- Establishing a clear, community-supported funding strategy that blends impact fees, public funds, and cost recovery where appropriate
- Building broad public support for the master plan through meaningful engagement and clear communication

Scope of Work

Task 1 - Project Initiation, Policy Interface, & Social Pinpoint Site

Purpose: Purpose: This task ensures that the Master Plan begins with clarity, momentum, and alignment with the City's vision. By building a strong collaborative foundation, linking to existing policy frameworks, and launching an easy-to-use online engagement hub, the process will set the tone for a transparent, inclusive, and results-driven plan. From the start, the City will see tangible progress: a shared project roadmap and a fully functional Social Pinpoint site that gives residents a clear and accessible way to shape the future of Visalia's parks and recreation system.

PROS Consulting brings extensive experience in this area. Our policy interface matrices show how existing City policies align or conflict with proposed Master Plan strategies, which helps reduce implementation delays. In addition, our Social Pinpoint platforms have consistently achieved two to three times higher participation than traditional online surveys, creating a dynamic digital space that continues to provide valuable community insights throughout the project.

Subtask	Purpose / Approach
Project Kickoff Meeting	Facilitate an in-person workshop with City leadership, the PROS team, and partners to confirm goals, scope, schedule, and communication protocols.
Policy Review and Interface	Analyze City policies, ordinances, and design standards to identify opportunities for alignment, enhancement, or streamlining within the Master Plan.
Social Pinpoint Setup	Create a branded, interactive project hub for collecting public feedback through maps, surveys, idea boards, and discussion forums.
Communication and Engagement Plan	Develop an outreach plan with key messages, stakeholder audiences, engagement methods, and communication timelines.
Ongoing Project Management	Hold monthly progress meetings, track milestones, and maintain transparent documentation throughout the project.



Equity and Inclusion Framework

Purpose: This framework ensures that equitable access and participation are measurable, reportable, and tied directly to policy.

Commitment Area	Approach
Representation Targets	Establish targets in the statistically valid survey and for all events, focusing on youth, seniors, Spanish-speaking households, renters, low-income residents, and residents with disabilities.
Materials and Support	Provide plain-language and bilingual materials, childcare, and transit passes for in-person events. Host pop-ups at parks, swap meets, school sites, and faith-based hubs.
Accessibility Options	Ensure ADA-compliant venues, virtual and phone participation options, QR code micro-polls, and a text-in feedback line.
Reporting	Publish a monthly scorecard showing who participated and how feedback influenced the plan.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
1. Project Initiation & Management	Lead	Participate in kickoff, provide design perspective, align scope	Attend kickoff as local presence, assist with scheduling site visits	—	—

Deliverables

- Kickoff agenda, meeting notes, final project schedule
- Policy interface matrix
- Live Social Pinpoint site with engagement tools
- Communication & engagement plan
- Monthly progress reports, updated schedules

Task 2 – Community Engagement and Market Profile

Purpose: This task ensures the Master Plan reflects the voices, needs, and preferences of Visalia residents. It combines statistically valid data, broad community engagement, and targeted outreach to underrepresented groups. The goal is to build a clear picture of current use, demand, and unmet needs while creating trust and transparency in the planning process.

PROS Consulting is recognized nationally for its ability to combine statistically valid surveys with creative engagement methods. Our work with communities across the country has produced reliable data that withstands public and political scrutiny while also uncovering deeper insights from residents who are often less represented in planning processes.



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Subtask	Purpose / Approach
Statistically Valid Survey	Partner with ETC Institute to administer a random sample survey that reflects the city's demographics. Results will provide a reliable measure of community priorities and willingness to fund improvements.
Community Meetings and Workshops	Facilitate interactive sessions where residents can share ideas, rank priorities, and identify gaps in service. Sessions will be designed for both in-person and virtual participation.
Pop-Up Engagement	Host engagement at community gathering places such as parks, swap meets, schools, and cultural centers to reach people who may not attend formal meetings.
Focus Groups and Stakeholder Interviews	Conduct targeted sessions with youth, seniors, Spanish-speaking residents, sports organizations, schools, and community partners to gather detailed perspectives.
Market and Demographic Profile	Analyze current population trends, household composition, and recreation behaviors to identify who is being served and where gaps exist.
Ongoing Participation Tracking	Review engagement participation weekly against targets for representation and adjust tactics if groups are underrepresented.
Reporting	Provide monthly summaries that show who participated, key themes, and how input is shaping recommendations.

Combined Engagement Matrix: Equity and Community Voice

Engagement Element	Purpose / Approach
Representation Targets	Establish measurable targets across youth, seniors, Spanish-speaking households, renters, low-income residents, and residents with disabilities.
Materials and Accessibility	Provide bilingual and plain-language materials. Offer childcare and transit passes for in-person events. Ensure ADA-compliant venues, virtual and phone participation, QR code micro-polls, and text-in feedback options.
Statistically Valid Survey	Partner with ETC Institute to administer a random sample survey reflecting Visalia's demographics. Results provide a reliable foundation for community priorities.
Community Meetings and Workshops	Host interactive sessions, both in-person and virtual, where residents can identify needs, rank priorities, and discuss trade-offs.
Pop-Up Engagement	Set up at parks, swap meets, schools, and cultural centers to meet residents where they are and reach individuals who may not attend formal meetings.
Focus Groups and Stakeholder Interviews	Engage targeted groups such as youth, seniors, Spanish-speaking residents, sports organizations, schools, and community partners to collect deeper insights.
Market and Demographic Profile	Analyze community demographics, household composition, and recreation trends to identify service gaps and opportunities.
Ongoing Participation Tracking	Monitor engagement participation weekly. Adjust tactics if representation is below target levels.
Reporting and Transparency	Publish monthly scorecards showing who participated, key findings, and how feedback is influencing recommendations. Provide summaries to staff, Council, and the community.



Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
2. Community Engagement and Market Profile	Lead	Co-lead visioning workshops, prepare materials, present design ideas	Support on-site logistics and outreach only	Manage statistically valid survey	—

Deliverables

- Demographic and trend profile report
- Community engagement, summary, presentation materials
- Survey instrument, raw data, cross-tabulation analysis, analysis report
- Benchmark comparison matrix

Task 3 – Park, Facility, & Program Inventory with Level of Service Analysis

Purpose: This task provides a clear picture of the current system by documenting and evaluating Visalia’s parks, recreation facilities, and programs. The goal is to understand conditions, functionality, and alignment with community needs. This information forms the foundation for identifying gaps, setting priorities, and making data-driven recommendations.

PROS Consulting has completed park and facility inventories for communities of all sizes across the country. We use consistent evaluation criteria that make it easy for staff and decision-makers to see where the system is excelling and where investment is most needed. Our assessments balance physical condition with community use patterns, accessibility, and program performance to give a well-rounded view of the system.

Subtasks	Approach / Method
Inventory Data Collection	Record details for all parks, facilities, trails, and recreation programs, including their amenities, conditions, and how they serve the community.
Field Assessments	Visit each site to evaluate its condition, functionality, accessibility, and whether it meets design standards.
Program Inventory	Create a full catalog of recreation programs and events, noting participation levels, seasonal patterns, and who each program is designed to serve.
Level of Service Analysis	Use GIS mapping to measure how well facilities and amenities cover the community, including geographic reach, amenity distribution, and service levels by population.
Growth Area Overlay	Compare service levels with projected growth areas to identify where new investments will be most needed.
Policy Integration	Align service level results with existing policies and funding structures so that future decisions follow City standards and priorities.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
3. Park, Facility, & Program Inventory with Level of Service Analysis	Support	Define facility typologies and design criteria	Lead GIS mapping and asset inventory update	—	—

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Deliverables

- GIS database, inventory matrix
- Field assessment scorecards
- Program inventory matrix
- LOS maps, gap analysis report
- LOS-policy integration matrix

Task 4 – Maintenance Operations & Standards Review

Purpose: This task provides Visalia with a practical blueprint to sustain both the park system it owns today and the one it will build tomorrow. It focuses on clarifying workloads, right-sizing staffing levels, standardizing maintenance practices, and identifying the smartest reinvestment opportunities.

PROS Consulting brings a national library of maintenance standards, lifecycle models calibrated to real park assets, and staff-updatable tools ensuring that operations and maintenance (O&M) plans remain living documents, not shelfware. Our approach also ties ADA and barrier-free improvements and O&M cost impacts directly to the CIP tiers, making tradeoffs transparent and easier to evaluate.

Subtasks	Approach / Method
Maintenance staffing & workload mapping	Interview supervisors and crews, review routes, measure service frequency and time standards, and scan backlogs.
Standards gap assessment	Compare current standard operating procedures (SOPs) with best practices for each park type and amenity; apply risk and quality scoring.
Lifecycle replacement modeling	Use equipment and facility life cycles, combined with condition and risk factors, to forecast renewal needs over the next 10 years.
Facility Design & Maintenance Standards Addendum (including Aquatics)	Create a condensed set of design and maintenance specifications.
Barrier-Free Retrofit Program	Identify/ prioritize ADA compliance fixes based on condition, usage, and equity; prepare cost estimates and a quick-wins list.
O&M impacts to CIP	For each candidate capital project, estimate additional operating costs, staffing needs, and parts/supplies.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
4. Maintenance Operations & Standards Review	Lead	Lead development of custom park/recreation design standards	—	—	—

Deliverables

- Staffing ratios, route maps, workload heatmap
- 10-Year Lifecycle Plan & funding curve
- Illustrated Standards Booklet (ready to adopt)
- Barrier-removal project list with costs & schedule
- O&M Addenda for Tier 1–3 CIP projects



Task 5 – Organizational, Program, and Service Assessment

Purpose: This task examines how the department is organized to deliver programs and services and whether its current structure, staffing, and workflows support the community’s needs and the City’s long-term goals. The goal is to provide clear recommendations for improving efficiency, aligning staff roles, and strengthening the capacity to deliver high-quality services.

PROS Consulting has worked with agencies across the country to review staffing structures, program portfolios, and service delivery models. We combine financial analysis with staff input and community expectations to identify where services are strong, where gaps exist, and how organizational changes can improve results. Our recommendations help departments become more resilient, accountable, and aligned with both fiscal realities and community priorities.

Subtask	Purpose / Approach
Organizational Review	Evaluate the department’s structure, staffing levels, and role clarity to ensure resources are aligned with priorities.
Program Portfolio Assessment	Review current recreation program offerings, participation trends, pricing, and cost recovery. Identify which programs should be grown, redesigned, or phased out.
Service Delivery Evaluation	Analyze how services are delivered across facilities, neighborhoods, and populations to identify strengths and service gaps.
Financial Alignment	Assess how staffing, programs, and services align with the department’s cost recovery goals and budget capacity.
Staff and Leadership Input	Facilitate workshops and discussions with staff at all levels to gather insights on operational challenges, opportunities, and ideas for improvement.
Change-Readiness and Capacity Building	Provide leadership coaching, role alignment exercises, and updated workflows (RACI charts and SOP templates) to prepare the organization for implementation of the Master Plan.
Recommendations and Action Steps	Deliver a set of clear, prioritized recommendations to improve organizational alignment, program performance, and service delivery.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
5. Organizational, Program, and Service Assessment	Lead	Review program/facility alignment from design perspective	—	—	—

Deliverables

- Organizational Findings Brief
- Staffing Model and coverage options
- Program Portfolio Matrix (keep, expand, pilot, sunset)
- Performance Dashboard Starter (metrics and owners)
- Updated Policy and Implementation Checklist
- Staff Training Deck and 90-Day Plan
- Agenda, notes, and updated action log

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Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

Task 6 – Needs Synthesis & Preliminary Strategies

Purpose: This task converts data and community input into clear, actionable priorities so decision makers can easily see where need, equity benefits, feasibility, and funding come together.

PROS Consulting uses a weighted needs approach supported by Convergence Maps to make the reasoning behind priorities clear and defensible. We combine statistically valid survey results, service level and equity gap analysis, operations and maintenance feasibility, and funding eligibility into a ranked set of strategies. All tools are designed so staff can update them annually, ensuring the framework remains useful long after the plan is complete.

Subtasks	Approach / Method
Data integration & weighting	Standardize all inputs (survey, service levels, facility condition, equity measures, operating feasibility, and costs) and apply agreed weighting with City and Steering Committee.
Convergence mapping	Map where community needs, equity priorities, and funding eligibility overlap to highlight the strongest opportunities.
Preliminary strategies	Draft capital, policy, program, and partnership strategies that match community needs and are feasible to implement.
Joint-use options (VUSD/COS, etc.)	Review facilities and programs for shared-use potential; develop governance and cost-sharing concepts.
Stakeholder validation	Evaluate draft strategies through workshops, pop-up events, and online polling using Social Pinpoint.
Early wins & readiness screen	Identify quick-win actions such as policy adoptions, grant applications, or partnerships that can unlock early funding or momentum.
Project management & coordination meeting	Hold monthly coordination meetings, track risks and issues, and document action items.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
6. Needs Synthesis & Preliminary Strategies	Lead	Assist with the development of design strategies to address needs	—	—	—

Deliverables

- Weighted Needs Matrix with scoring notes
- Convergence Maps (prioritization visuals)
- Strategy Playbook (short-list + rationale)
- Joint-Use Options Matrix
- Workshop Summary & online results roll-up
- Top 10 Early Actions List
- Agenda, notes, updated action log



Task 7 – Capital Improvement Plan (CIP) Development

Purpose: This task develops a clear, prioritized framework for Visalia’s capital investments in parks, recreation facilities, and trails. The goal is to create a roadmap that balances community needs, equity considerations, operating costs, and available funding. The framework will help the City make confident decisions about where and when to invest, while ensuring that quick wins, major projects, and long-term needs are all clearly identified.

PROS Consulting has guided many communities through the development of capital improvement plans that are both visionary and realistic. Our approach blends data-driven analysis with community priorities and fiscal realities. We also provide easy-to-understand tools that City staff and elected officials can continue to use after the plan is complete.

Subtask	Purpose / Approach
Capital Needs Identification	Compile and verify capital needs based on facility assessments, program demand, community input, and system gaps.
Prioritization Criteria	Apply a transparent scoring system that weighs equity, community demand, safety, feasibility, and funding eligibility.
Quick-Win Projects	Identify projects under a set cost threshold that can be implemented quickly, deliver high community benefit, and demonstrate early progress.
Long-Term Investment Strategy	Organize major projects into near-term, mid-term, and long-term categories with attention to operating impacts and funding options.
Convergence Mapping	Show how each recommended project aligns with community need, equity, feasibility, and funding to provide a clear rationale for prioritization.
Phasing and Sequencing	Create a phased plan that spreads investment over time and matches the City’s fiscal capacity and staffing resources.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
7. Capital Improvement Plan (CIP) Development	Lead	Prepare concept-level design inputs and cost ranges	Provide localized construction cost data if requested	—	Provide park impact fee integration for CIP

Deliverables

- Draft and Final Capital Improvement Plan Framework
- Prioritization Matrix with transparent scoring criteria
- Quick-Win Project List with cost estimates, owners, and implementation steps
- Tiered Project List (near-term, mid-term, long-term) with operating impact analysis
- Convergence Map showing alignment of need, equity, feasibility, and funding
- Phasing and Sequencing Plan with timelines and cost ranges
- Adoption-Ready Project Sheets for top Tier 1 projects, including scope, equity rationale, operating impact, funding path, and talking points

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Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

Task 8 – Park Impact Fee Analysis (Mitigation Fee Act Compliance)

Purpose: This task reviews the City’s current park impact fee structure and develops a framework that ensures new development contributes fairly to the cost of park and recreation facilities. The goal is to align fees with community growth, keep the process transparent for both residents and developers, and provide the City with a practical, defensible tool that supports capital investment.

PROS Consulting has worked with cities across the country to analyze, update, and defend park impact fee programs. Our approach is grounded in legal and financial best practices, while also presenting results in plain language so that both decision-makers and the public can clearly understand the basis for the fees.

Subtask	Purpose / Approach
Current Fee Review	Examine the City’s existing park impact fee structure, methodology, and revenue performance.
Policy and Legal Alignment	Confirm that the fee methodology is consistent with state law, local ordinances, and national best practices.
Fee Nexus Analysis	Document the relationship (nexus) between new development and the demand for parks and recreation facilities.
Capital Alignment	Link fee revenues directly to the updated Capital Improvement Plan to ensure new growth helps fund the right projects.
Administrative Process Review	Assess the City’s fee collection, accounting, and reporting practices to identify opportunities for greater transparency and efficiency.
Stakeholder Communication	Prepare plain-English materials to explain how fees are set, what they fund, and how the City ensures fairness and accountability.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
8. Park Impact Fee Analysis	Support			—	Lead fee study and ordinance drafting

Deliverables

- Draft and Final Impact Fee Analysis Report
- Public-Facing Nexus Summary (plain-English version for the City website)
- Developer “How-To” Guide for understanding and applying fees
- Updated Impact Fee Schedule and methodology documentation
- Capital Improvement Plan alignment tables showing how revenues support identified projects
- Annual Update Procedure (SOP) for adjusting fees and keeping the framework current

Task 9 – Financial & Cost Recovery Analysis

Purpose: This task develops a financial framework that balances fiscal sustainability with equitable access. It will give the City the tools to understand what it costs to provide services, how much revenue is generated, and where subsidies or scholarships are most appropriate. The framework will help leaders make transparent, data-driven decisions about pricing, cost recovery, and affordability.

PROS Consulting is nationally recognized for its Cost of Service (COS) methodology and tiered cost recovery model. We have applied this approach in hundreds of communities to help agencies align



pricing, subsidies, and access with policy goals. Our work provides elected officials with clear, defensible information to guide budget decisions, while ensuring residents see fairness and transparency in how services are priced.

Subtask	Purpose / Approach
Cost of Service Analysis	Identify the true cost of providing each program, service, and facility use, including direct and indirect costs.
Cost Recovery Modeling	Apply a tiered model to determine how much of each cost should be covered by fees, taxes, or other revenues, based on community benefit and policy direction.
Pricing and Scholarships Framework	Recommend pricing strategies that include affordability guardrails, expanded scholarship options, and transparent communication to balance revenue goals with access.
Financial Policy Alignment	Review and update financial policies to ensure consistency with cost recovery goals, budget practices, and community priorities.
Revenue and Funding Options	Identify opportunities for new or enhanced revenue streams to support financial sustainability without reducing access.
Public Transparency Tools	Provide easy-to-understand materials that explain to residents what services cost, how fees are set, and how subsidies or scholarships work.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
9. Financial & Cost Recovery Analysis	Lead	—	Provide local cost inputs if requested	—	Integrate fee study outputs into cost recovery model

Deliverables

- Draft and Final Financial and Cost Recovery Framework Report
- Cost of Service Worksheets and Staff Training Guide
- Tiered Cost Recovery Model customized for Visalia
- Equity-Aligned Pricing and Scholarship Policy
- Annual Affordability Report Template for Council and public use
- Financial Policy and Implementation Checklist
- Public-Facing One-Page Summary: “What It Costs and Why”

Task 10 – Implementation & Funding Plan

Purpose: This task turns the Master Plan into an actionable roadmap. It organizes recommendations into clear priorities, identifies responsibilities, establishes timelines, and links projects to realistic funding sources. The goal is to ensure the plan is ready for adoption and can be put into practice immediately, with accountability built in.

PROS Consulting is well known for delivering implementation plans that do not sit on a shelf. We design practical tools that help staff leadership, and elected officials track progress, secure funding, and adjust to changing conditions. Our approach includes both short-term wins and long-term strategies, with transparency for the public and accountability for staff.

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Subtask	Purpose / Approach
Implementation Roadmap	Organize recommendations into near-term, mid-term, and long-term actions with clear sequencing and milestones.
Roles and Responsibilities	Assign owners for each action step with accountability measures built-in.
Funding Strategy	Match projects and priorities to realistic funding sources, including impact fees, grants, partnerships, sponsorships, and bonds.
Policy and Governance Alignment	Outline the steps for Council and Commission updates, approvals, and policy adoptions needed for successful rollout.
Quick-Win Actions	Identify a short list of achievable actions in the first 12 months to demonstrate visible progress.
Tracking and Reporting	Establish a framework for monitoring progress through KPIs, dashboards, and annual updates to Council and the community.
Plan Refresh Protocol	Define how and when the plan will be reviewed, updated, and refreshed to stay current with changing needs and conditions.

Team Alignment

Task	PROS Role	WRT Role	4 Creeks Role	ETC Role	NBS Role
10. Implementation & Funding Plan	Lead	Provide implementation recommendations support	—	—	Provide input on funding mechanism recommendations

Deliverables

- Draft and Final Implementation and Funding Plan
- Implementation Matrix with timelines, owners, and status fields
- Funding Strategy Report with matched sources and eligibility notes
- Quick-Win Actions List with owners, cost ranges, and community benefit notes
- Governance Briefing Calendar for Council and Commission touchpoints
- KPI Dashboard Starter Template for tracking progress
- Plan Refresh Protocol and five-year update guide

Task 11 – Master Plan Document Development & Adoption

Purpose: This task delivers a polished, visually compelling, and adoption-ready Master Plan that brings together all technical findings, community input, and financial strategies in one integrated document. The plan is designed to function both as a practical staff tool for implementation and as a public-facing narrative that builds support among elected officials and the community. The process concludes with the plan being presented for formal consideration and adoption.

PROS Consulting specializes in developing master plan documents that blend clear storytelling with actionable detail, while WRT ensures professional-quality layout, maps, and graphics that resonate with both decision makers and residents. The result is a living plan that is easy to reference, update, and champion and avoids becoming “shelfware” and instead serves as a trusted guide for the City of Visalia.



Subtasks	Approach / Method
Plan Outline & Template	Early in the process, PROS develops an annotated outline, and WRT designs a branded InDesign template that balances narrative, tables, maps, and sidebars.
Administrative Draft	PROS prepares the narrative, recommendations, and phased action plan content; WRT integrates maps, graphics, and tables into a cohesive draft design.
Public Review Draft	Revise the draft based on staff input, then produce a polished version for Parks & Recreation Commission, Council, and community review.
Presentations	Deliver briefings to the Commission and Council (as specified in the RFP), co-present with staff, and provide public-friendly summaries.
Final Master Plan	Incorporate feedback from the Commission, Council, and community into a final, adoption-ready plan.

Team Alignment

PROS Consulting will develop the master plan document in InDesign.

Deliverables

- Draft outline and visual template, revised with staff feedback
- Administrative Draft Plan for staff review
- Public Review Draft Plan
- Presentations
- Final Master Plan - InDesign (print- and web-ready versions)

Level of Effort by City of Visalia Staff

Successful implementation depends on a shared commitment between the consultant team and the City. Over the 16-month timeline, the consultant team will take on the technical and analytical work, while the City will focus on decision-making, providing data, community leadership, and timely feedback.

The effort will be balanced across phases, so no single position or department is overloaded. City leadership, Parks and Recreation staff, and partner departments will contribute at different points in the process, ensuring the workload is distributed and that the plan reflects the perspectives of all key stakeholders.

Phase	City Activity	Description
1 – Project Initiation, Policy Alignment & Engagement Launch	Kickoff, site access, project coordination	Attend kickoff meeting; confirm policies and priorities; provide facility access; join 6–8 check-ins; review the final project schedule; approve the engagement launch plan.
2 – Demographics, Market Trends, & Statistically Valid Survey	Data sharing & validation	Compile population, participation, and market trend data; approve survey draft; provide mailing lists; assist with local promotion of the survey.
3 – Park, Facility & Program Inventory with LOS Analysis	Site tours & data validation	Provide park, facility, and program data; coordinate staff for site visits; review service level maps and asset condition data.
4 – Maintenance Operations & Standards Review	Operations input & standards feedback	Provide staffing schedules, maintenance protocols, and work order data; join standards workshops; validate lifecycle replacement schedules.

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Phase	City Activity	Description
5 – Organizational, Program & Service Assessment	Interviews & workflow validation	Participate in staff interviews; review and confirm organizational charts; validate workload analysis; confirm program classifications.
6 – Needs Synthesis & Preliminary Strategies	Strategy workshops	Join workshops; review emerging needs; prioritize strategies; provide feedback on preliminary recommendations.
7 – Capital Improvement Plan (CIP) Development	CIP review & prioritization	Review draft capital project lists; participate in park-by-park workshops; score and prioritize projects; confirm phasing assumptions.
8 – Park Impact Fee Analysis	Fee policy input & review	Provide development projections, fee schedules, and infrastructure cost data; review the fee model; assist with ordinance update discussions.
9 – Financial & Cost Recovery Analysis	Pricing and subsidy policy input	Provide operating budget data; participate in pricing workshops; review draft cost recovery targets; confirm subsidy priorities.
10 – Implementation & Funding Plan	Implementation and funding opportunities and constraints	Provide strategic input on prioritization and phasing of recommendations, with attention to funding opportunities and constraints.
11 – Master Plan Document Development & Adoption	Review, edit, comment on draft and final plan	Review full draft plan; provide feedback on content and formatting; approve the final plan for Commission and Council; join Council/Commission briefings; coordinate public communications.
Ongoing – Project Management & Coordination	Continuous communication	Respond to consultant requests, ensure timely internal routing of deliverables, and maintain information flow across all departments.

Strategic Benefits to Visalia

This project will provide the City of Visalia with more than a single plan. It will create a lasting decision-making framework that links community growth, funding, and service needs with clear standards for transparency and accountability.

Strategic Outcome	Success Metric (Post-Project)	Where Tracked
Capital and maintenance alignment	100% of CIP projects have matching operating and maintenance budgets	CIP and O&M Integration Tracker
Financial accountability	100% of fees tied directly to cost-of-service line items	Cost-of-Service (COS) Workbook Dashboard
Organizational clarity	At least a 10% reduction in duplicated staff tasks	Organizational Efficiency KPI Tracker
Public trust	At least a 15-point improvement in community survey results (“parks and facilities meet needs”)	12-month follow-up community pulse survey



Strategic Outcome	Success Metric (Post-Project)	Where Tracked
Long-term staff ownership	Annual updates completed by staff without consultant support	Post-training staff skills assessment

Key Benefits

- Align capital investment and maintenance by linking service level gaps, CIP phasing, and sustainable operations funding.
- Strengthen financial accountability by tying pricing, subsidies, and cost recovery targets directly to documented service costs.
- Clarify organizational roles by aligning workloads, staffing, and responsibilities with service levels and program priorities.
- Ensure policy resilience so pricing, service levels, and CIP priorities can adjust to changes in funding, staffing, or community demand.
- Build public trust through transparent engagement, documented standards, and equity-centered decision-making.
- Equip staff with the tools and skills needed for long-term ownership of data and processes, reducing reliance on outside consultants.

Implementation, Handoff, and Post-Project Support

Implementation is built into the project, not treated as an afterthought. During the final three months, staff will receive hands-on training with every tool, including entering programs into the cost-of-service model, assigning them to recovery tiers, updating CIP cost sheets, and applying design standards in practice.

To keep the plan current, a 12-month stewardship calendar will outline critical updates linked to budget cycles, staffing changes, utility adjustments, and new programs. This checklist will guide small but essential tasks needed to maintain models, policies, and priorities. If desired, PROS can provide discounted Year 2 support to ensure continuity after the initial adoption.

Implementation Element	What It Includes	Handoff Information	Post-Project Option
Tool Transfer and Archiving	Final COS, CIP, and LOS files provided in Excel, Word, and PDF formats	Shared via secure cloud link	One-year cloud archive
Training and Knowledge Capture	Two three-hour training labs, 15 short screencast videos, Q&A log, and FAQ sheet	Training decks and FAQ provided in PDF	Annual refresher virtual meeting
Communication Toolkit	Infographics, talking points, social media posts, and website content snippets	Editable templates in Adobe and Canva	Quarterly design support bundle

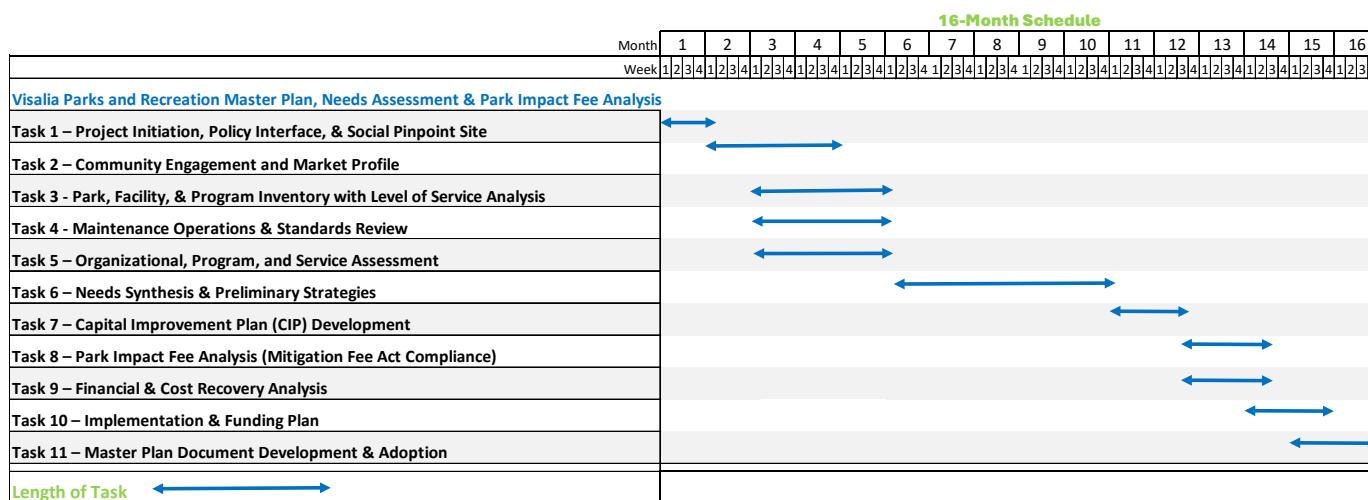
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Implementation Element	What It Includes	Handoff Information	Post-Project Option
Stewardship Calendar	Month-by-month checklist of updates and responsibilities	Excel file plus Outlook calendar option	Six- and twelve-month follow-up check-ins

Timeline

The approach to the project and scope of work detailed in this proposal can be completed by the PROS Team within the 16-month timeline below. Specific dates will be set during the kick-off meeting process, and the PROS Team will consider any special requirements by the City of Visalia regarding scheduling to meet your expectations.



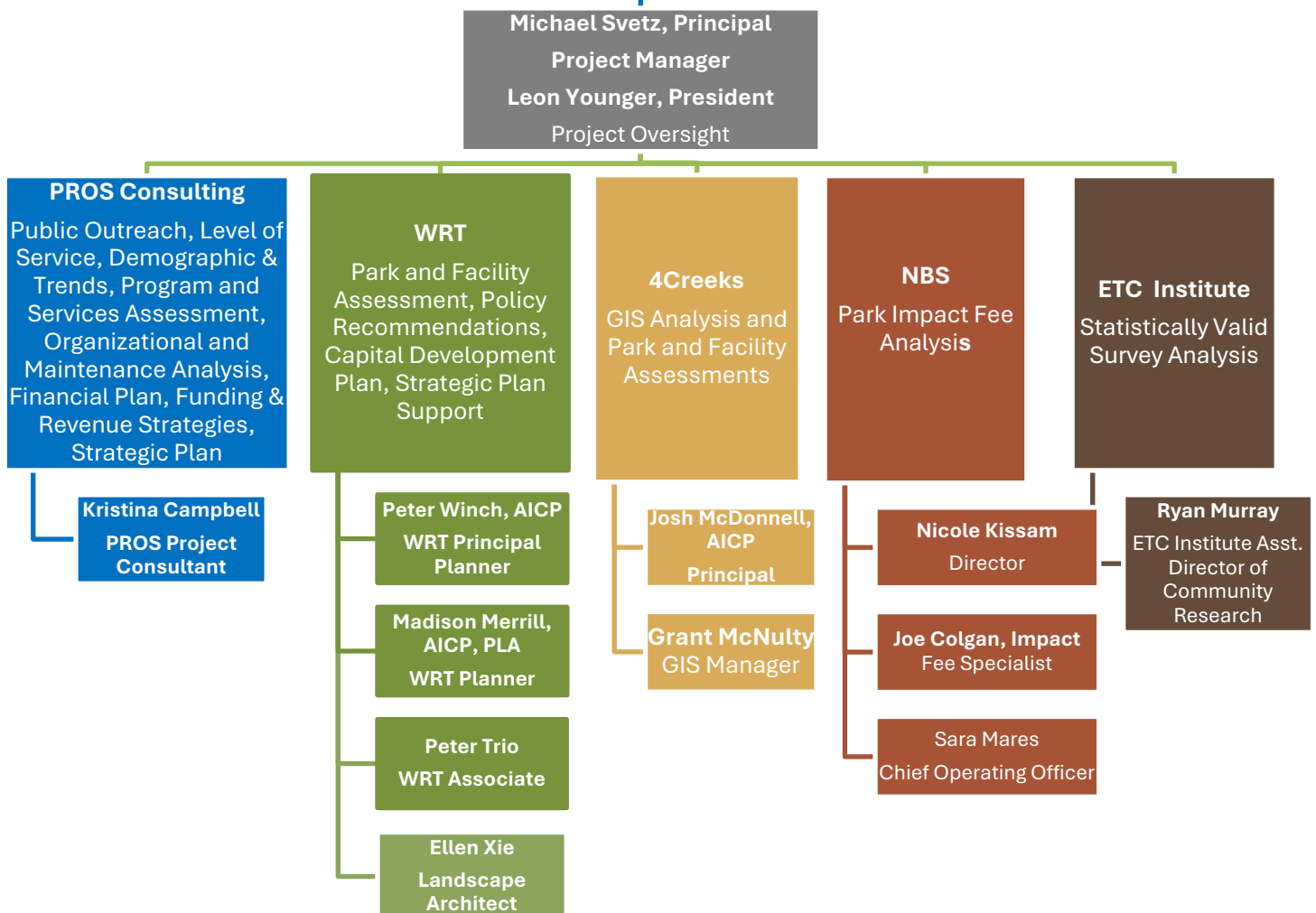


Section C – Staff Qualifications and Related Experience

Project Management

The Consulting Team on this project will be led by PROS Consulting Principal, Michael Svetz with project oversight by Leon Younger, President, as well as all members of the PROS Consulting team. Central to our project approach is providing a high level of responsiveness to the City staff and maintaining accessibility throughout the project lifespan. With our existing staff and project-related presence in California through this entire year, the PROS Team will ensure a timely and effectual response to all needs of the City of Visalia. Our team is flexible and will work hard to effectively serve as an extension of the City's project staff.

Team Organization



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Resumes

Michael Svetz

PROS Consulting

Principal

Education

B.S., Miami University, 1990

M.S., Miami University, 1991

Employment History

Consultant, PROS Consulting; 2012 to present.

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

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

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

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

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



Professional Experience

Michael Svetz has nearly 34 years in the field of parks and recreation for local governments, the last 15 of which were at the executive management level. He has held Director-level positions in Strongsville, Ohio (Cleveland vicinity); Charlottesville, Virginia; and most recently for the City of Goodyear, Arizona. He has experience in developing and applying innovative business processes to create self-sustaining operations of multimillion dollar community centers, golf courses, and a Major League Baseball Player Development and Spring Training complex. Throughout his career, Mike has successfully developed and implemented strategic master plans for the parks and recreation departments that he led and the city and state associations that he served. As a dedicated public servant, Mike developed a deep knowledge of, and sincere appreciation for, organizational development, citizen engagement, board involvement, and political acumen, all of which are critical elements in the successful creation and implementation of any parks and recreation plan. Since joining PROS Consulting, he has participated in numerous projects in master planning, business planning, maintenance, and strategic implementation. His project management and organizational skills and have assisted in the creation of innovative and fiscally sustainable projects across the United States.

Certification

Certified Public Manager

Similar Project Experience

- Tulare, CA Parks and Recreation Master Plan
- West Sacramento, CA Parks and Open Space Master Plan
- American Canyon, CA Parks and Recreation Needs Assessment
- San Luis Obispo, CA Parks and Recreation Master Plan
- Hayward, CA Parks and Recreation Master Plan
- Hanford, CA Parks and Recreation Master Plan
- Riverbank, CA Parks and Recreation Master Plan
- City of Fresno, CA Parks and Recreation Master Plan
- City of Pasadena, CA Sports Field Strategic Plan and Parks Maintenance Management Plan
- City of Napa, CA Senior Center Feasibility Study and Business Plan
- Santa Clara County, CA Cost Recovery and Pricing Plan
- City of Scottsdale, AZ Parks and Recreation Master Plan
- Billings, MT Parks and Recreation Master Plan
- City of Provo, UT Parks and Recreation Master Plan



Leon Younger
PROS Consulting
President
Education

M.P.A., University of Kansas, Aug. 1988
B.S., Kansas State University, May 1975

Employment History

President, PROS Consulting, Sep. 1995 to present.
Director/Chair 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

Leon is the founder and President of PROS Consulting. He has more than 40 years in parks, recreation, and leisure services. Leon is a recognized leader in applying innovative approaches to managing parks and recreation organizations. He has held positions as Director of Parks and Recreation in Indianapolis, IN; Executive Director of Lake Metroparks in Lake County, OH (Cleveland area); and Director of Parks and Recreation in Jackson County, MO (Kansas City). Leon is routinely invited to present his management and development philosophies at conferences, workshops, and training across the United States, as well as internationally. He is co-creator of the Community Values Model, a business model that synthesizes community & stakeholder input into a strategic plan. He regularly addresses sessions at the National Recreation and Park Association Conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado. Currently, Leon is serving on the Board of Directors for the City Parks Alliance, the only independent, nationwide membership organization solely dedicated to urban parks.

Similar Project Experience

- City of Los Angeles, CA Parks and Recreation Needs Assessment
- Cosumnes Community Services District Parks, CA Facilities and Recreation Master Plan
- Fair Oaks Recreation and Parks District, CA Parks and Recreation Strategic Master Plan
- Riverside County, CA Parks and Open Space District Strategic Plan
- City of San Jose, CA Pricing Philosophy, Revenue Enhancement, and Organizational Implementation Plan for the Department of Park, Recreation and Neighborhood Services
- City of Roseville, CA Parks and Recreation Business Plan
- City of San Francisco, CA Recreation Plan and Needs Assessment
- City of Healdsburg, CA Parks and Recreation Needs Assessment and Parks and Open Space Plan
- Sonoma County, CA Management Review Services and Implementation Plan
- Orangevale Recreation and Park District, CA Parks and Recreation Master Plan
- City of Westerville, OH Parks and Recreation Strategic Master Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- Olathe, KS Parks and Recreation Strategic Master Plan
- City of Charlotte/Mecklenburg County, NC Parks and Recreation Strategic Master Plan
- City of Henderson, NV Parks and Recreation Strategic Master Plan and Financial Cost of Service
- City of Jacksonville, NC Parks and Recreation Strategic Master Plan
- City of Everett, WA Parks and Recreation Strategic Master Plan

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Kristina Campbell
PROS Consulting
Project Consultant
Education

B.A. (Organizational Leadership / Business), Ashford University,
2015

Employment History

Consultant, PROS Consulting; 2013-currently
Valley of the Sun YMCA; 2005-2012

Professional Experience

Ms. Campbell is integrally involved in the market research component of PROS projects. Her strong analytical skills coupled with a strong business background allow her to provide an in-depth perspective to understand the market potential and position agencies to best meet the users' needs.

Ms. Campbell's strong aquatic background provides clients with expert insight into aquatic facility and program development and management, which translates exceptionally well to all facets of public recreation. She has over ten years of assisting on various projects across the United States specializing in market analysis, community involvement, benchmarking studies, price comparison studies, competitive assessments, mapping, demographics and trends assessments.



Similar Project Experience

- City of Scottsdale, AZ Community Services Department Master Plan Update
- City of Glendale, AZ Aquatic Operational Assessment
- City of Calgary, Alberta, Canada Parks Business Unit Zero Based Review
- City of Pasadena, CA Parks and Natural Resources Maintenance Management Plan
- City of Napa, CA Senior Activity Center Feasibility Study
- City of American Canyon, CA Parks and Recreation Needs Assessment and Operational Audit
- City of Aspen, CO Recreation Division Business Plan
- City of Boulder, CO Aquatic Feasibility Plan
- Fairfax County Park Authority, VA Parks Needs Assessment
- Duncanville, TX, Fieldhouse Business Plan
- Town of Estes Valley, CO Recreation Center Feasibility Study
- Fox Valley Park District, IL Aquatic Feasibility Study
- Geneseo Park District, IL Aquatic Feasibility Study
- West Hollywood, CA Park Ordinance Study



Ryan Murray

ETC Institute Assistant Director of Community Research

Education

B.S. in Public Administration – The University of Kansas



Summary of Professional Experience

Mr. Murray has over 12 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development. His current role as Project Manager includes survey design, developing sampling plans, quantitative and qualitative data analysis, interpretation of results, and presentation of findings. In his previous role he planned, coordinated, and supervised the administration of large-scale origin-destination transportation studies on over a dozen projects throughout the country. Mr. Murray has worked as a Project Manager on projects for over fifty state, county, local, and private sector clients.

Similar Project Experience

Mr. Morado has served as a project manager for over 150 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Aberdeen, South Dakota
- Albemarle County, Virginia
- Ankeny, Iowa
- Arlington County, Virginia
- Austin, Texas
- Barrington, Illinois
- Beaver Creek, Ohio
- Berkshire Township, Ohio
- Cincinnati, Ohio
- Colleyville, Texas
- Corpus Christi, Texas
- Dania Beach, Florida
- Deerfield Township Ohio
- Delaware County, Ohio
- Denver, Colorado
- Elon, North Carolina
- Estero, Florida
- Fauquier County, Virginia
- Flower Mound, Texas
- Geneseo, Illinois
- Glasgow, Kentucky
- Grand Prairie, Texas
- Grand Rapids, Michigan
- Great Neck, New York
- Hunters Creek, Florida
- Indian Trail, North Carolina
- Ithaca, New York
- Jersey City, New Jersey
- Kent County, Michigan
- Kentwood, Michigan
- Milton, Georgia
- Milwaukee County, Wisconsin
- Mobile, Alabama
- Montgomery County, Maryland
- Morris Township, New Jersey
- New Port Richey, Florida
- Oakland County, Michigan
- Oswego, Illinois
- Ozark, Missouri
- Pleasant Hill, California
- Port St. Lucie, Florida
- Roanoke, Virginia
- Rolesville, North Carolina
- Salina, Kansas
- San Clemente, California
- San Diego, California
- San Louis Obispo, California
- Sandy Springs, Georgia
- Virginia Beach, Virginia
- Warren County, North Carolina
- Washtenaw County, Michigan
- Waxhaw, North Carolina
- Wayne County, Michigan
- West Sacramento, California
- Westerville, Ohio
- Westfield, New Jersey
- Winnetka, Illinois



PETER WINCH

AICP
PRINCIPAL | PLANNER



PROJECT EXPERIENCE

Santa Clara Parks and Recreation Master Plan
Santa Clara, CA

Hayward Area Recreation and Parks District
(HARD) Parks Master Plan
Alameda County, CA

HARD Trails and Open Space Master Plan
Hayward County, CA

Foster City Parks Master Plan
Foster City, CA

Fairfield Parks, Recreation and
Open Space Master Plan
Fairfield, CA

Tiburon Parks Master Plan
Tiburon, CA

San Leandro Parks Master Plan
San Leandro, CA

Santa Clara Downtown Precise Plan
Santa Clara, CA

Tracy Citywide Parks, Recreation
and Trails Master Plan
Tracy, CA

Fremont Parks Master Plan
Fremont, CA

San Lorenzo Creekway and Foothill Trail
Hayward County, CA

Fresno Parks Master Plan + Measure P
Implementation Projects
Fresno, CA

San Luis Obispo Parks Blueprint
San Luis Obispo, CA

Elm Avenue Revitalization Plan
Fresno, CA

Groveland Park Amenities Study and Plan
Groveland, CA

Peter has nineteen years of urban and regional planning experience, developing general and specific plans, parks system plans, zoning, and urban design studies at a range of scales and settings. He is interested in diverse development patterns, great public spaces, connective street networks, and the relationship between these parts. Peter seeks solutions that achieve multiple goals, contribute to livable places, and grow out of the unique problems of each project. Peter is a practice leader in WRT's parks and open space practice, and has recently become a Principal with the firm. He brings strategic thinking, clarity of purpose, and effective communication to his work.

Peter's parks and open space planning experience spans from the small community of Tiburon to the challenging urban context of Fresno. He has completed general plans for a diverse range of California cities. Earlier in his career, Peter worked for the New York City Planning Department, and for the Planning Department of his hometown of Portland, Oregon.

Peter grew up in the central Oregon high desert and loves the great outdoors as well as running in the city, and basketball.

EDUCATION

University of Michigan, *Master of Urban Planning and Master of Urban Design*

Brown University, *Bachelor of Arts, Urban Studies*

AFFILIATIONS + AWARDS

Member, American Institute of Certified Planners (AICP)

California APA San Diego Chapter, Comprehensive Plan Award, Large Jurisdiction, for Southeastern San Diego and Encanto Neighborhoods Community Plans, 2016

California APA Central Section, Outstanding Planning Award of Merit in Comprehensive Planning, Small Jurisdiction, Turlock General Plan, 2013

University of Michigan Taubman College of Architecture and Urban Planning, Raoul Wallenberg Fellowship, 2004

ENGAGEMENT

San Francisco Education Fund, Tutor, 2016-18, 2023-present



MADISON MERRILL

PLA, AICP
PLANNER



PROJECT EXPERIENCE

+ Project Award

Foster City Parks Master Plan
Foster City, CA

Santa Clara Parks and Recreation Master Plan
Santa Clara, CA

San Leandro Parks Master Plan
San Leandro, CA

MTC Bay Trail Needs, Operations, and
Maintenance Assessment
San Francisco, CA

CCLR Park Funding Framework
San Francisco, CA

*Farmington Parks, Recreation, Art + Trails
Master Plan
Farmington, Utah*

*Salt Lake County Parks + Recreation Facilities
Master Plan
Salt Lake County, Utah*

*Spanish Valley Community Structure Plan
Moab/Spanish Valley, Utah*

*South Ogden General Plan
South Ogden, Utah*

*San Juan County Wayfinding Master Plan
San Juan County, Utah*

*Clearfield Station Area Plan
Clearfield, Utah*

*Ferrer Residence
Salt Lake City, Utah*

**Work in italics completed prior to Madison
joining WRT*

Madison Merrill is a skilled planner and project manager with a strong focus on parks and resiliency. With a robust background in landscape architecture and urban planning, Madison has successfully led and contributed to a diverse array of projects, ranging from parks and recreation master plans to urban design and community planning. At WRT, Madison is currently managing significant projects like the Santa Clara and Foster City Parks Master Plans, showcasing her ability to balance complex project demands while fostering vibrant, accessible public spaces that connect communities to nature.

Madison holds both a Bachelor of Landscape Architecture from Utah State University and a Master of City and Metropolitan Planning from the University of Utah. Her professional journey is marked by a passion for creating thriving public spaces that bring people together, promote social equity, and address some of society's most pressing challenges, including climate change and mental health. Certified as a Landscape Architect (PLA) in Utah and a member of the American Institute of Certified Planners (AICP), Madison is dedicated to shaping sustainable and inclusive environments that enhance the quality of life for all.

EDUCATION

Utah State University, *Bachelor of Landscape Architecture*

University of Utah, *Master of City and Metropolitan Planning*

AFFILIATIONS + AWARDS

Professionally Licensed Landscape Architect (PLA), Utah

Certified Planner, American Institute of Certified Planners (AICP)

ENGAGEMENT

Wasatch Community Gardens, Community Gardner & Service Coordinator
Mar. 2023 - Dec. 2023

Capitol Hill Neighborhood Council Board of Directors, Officer & Committee Member
Dec. 2020 - Dec. 2021



PETER TRIO



ASSOCIATE | LANDSCAPE ARCHITECT

PROJECT EXPERIENCE

Project Award +

Ashland Zocalo
Ashland, CA

Corte Madera Town Park
Corte Madera, CA

Menke Park
Corte Madera, CA

East 14th Street/Mateo Street Park
Ashland, CA

Valley View Park Master Plan
Castro Valley, CA

North Basin Strip Shoreline Park Improvement:
New Voices Partnership +
Berkeley, CA

D & Clay Park Vision
Hayward, CA

Mariposa Creek Parkway Master Plan
Mariposa, CA +

Tunitas Creek Beach Improvements
San Mateo County, CA

Lower Stilwell Neighborhood Plan
and Community Park
Monterey, CA

San Joaquin River Western Reaches Access
Activation Plan (WRAAP)
Fresno, CA

Eaton Trail Design
Fresno, CA

Bothin Marsh Adaptation & Resiliency Project
Marin County, CA

Tracy Citywide Parks, Recreation and Trails
Master Plan Update / Nature Park Study &
Grant Application Support
Tracy, CA

Putah Creek - Restoration and
Access Site Design
Davis, CA

Roseville Strategic Master Plan for Parks,
Recreation, and Libraries
Roseville, CA

Peter is a Landscape Architect with a passion for enabling landscapes to respond to community needs. He has 10 years of experience leading park and open space design teams on projects throughout California, prototyped green infrastructure systems, and consulted on green roofs throughout the Midwest. Peter strives to bring leadership, dedication, creativity and a collaborative spirit to his work and project teams.

Peter is motivated by the process of evolution and refinement, and appreciates the challenges of addressing the needs of a complex world during a turbulent time. Through this lens, in 2019 he launched The Thirdscape Initiative, which focuses on the evolution of under-utilized suburban landscapes to understand how they might thrive in an environmentally and socially turbulent world.

EDUCATION

University of California, Berkeley, *Master of Landscape Architecture*

University of Wisconsin, Milwaukee, *Bachelor of Architecture, Minor in Business, Certificate in Urban Planning*

AFFILIATIONS + AWARDS

North Basin Strip, New Voice Program, Merit Award, Underserved Community, CA Trails and Greenways Conference, 2025

Sister Lillian Murphy Community (GLS), Housing Award, AIA, 2023

Geraldine Knight Scott Fellowship, Germany & France, 2017

International Workshop, Portoviejo, Ecuador, 2017

Green Infrastructure Awards (Various), St. Louis - New Orleans - Milwaukee, 2014-2015

Leenhouts Memorial Scholar, Milwaukee, 2012

AIA Wisconsin Architecture Foundation Scholar - 2013

ENGAGEMENT

Justice, Equity, Diversity, and Inclusion (JEDI) Committee Member, ASLA Northern California Chapter, Current

Session Leader, "Albany Bulb - Urban Wild in Transition," ASLA Conference, 2022

Teaching Assistant, Graduate Design Studio (LA 202), UC Berkeley, Spring 2017

Volunteer Referral Specialist for LGBT Refugees, SF LGBT Center, 2018-2019



ELLEN XIE

LANDSCAPE DESIGNER



PROJECT EXPERIENCE

Project Award +

Fresno Parks Master Plan + Implementation
and Post-Measure P Update
Fresno, CA

San Leandro Parks Master Plan
San Leandro, CA

Mountain View Parks &
Recreation Strategic Plan
Mountain View, CA

Oakland Estuary Park Renovation + Expansion
Oakland, CA

San Joaquin River - Western Reaches
Fresno, CA

Mariposa Creek Parkway Phase 3 Trailhead
Mariposa County, CA

Eaton Trail Design
Fresno, CA

El Cerrito Del Norte TOD Complete Streets
El Cerrito, CA

Hayward Main street Design
Hayward, CA

Newark Streetscape Improvements
Newark, CA

Title 9 Headquarters
Emeryville, CA

La Entrada Middle School
Menlo Park, CA

Urban Tilth Urban Farm
Richmond, CA

Point Reyes Affordable Housing
Point Reyes, CA

Chinatown Community Children's Center
San Francisco, CA

CSU Maritime Re-Forestation
Vallejo, CA

**projects in italics performed prior to joining
WRT*

Ellen is a landscape designer based out of WRT's San Francisco office. She brings 7 years of experience on a wide range of project types. In her most recent prior role at Bay Tree Design, she has worked on landscape projects throughout the Bay Area including Title 9 Headquarters, La Entrada Middle School, Urban Tilth Urban Farm, Point Reyes Affordable Housing, Chinatown Community Children's Center, and CSU Maritime re-forestation efforts, to name a few. Ellen is experienced in all phases of design projects, including developing schematic designs and custom details, designing to code, managing sheet set delivery, coordinating between disciplines, writing proposals, and checking submittals during construction administration. Ellen is tri-lingual, speaking English, Chinese, and moderate Spanish.

EDUCATION

University of Pennsylvania, *Master of Landscape Architecture*

Vassar College Innisfree Garden, Changing the Environmental Narrative,
Bachelor of Arts, Environmental Studies

Harvard Graduate School of Design, Career Discovery, *Landscape Architecture*

AFFILIATIONS + AWARDS

Van Alen Fellowship, Finalist | Oasis Towns of the Ancient Silk Road

Selected Works, End of Year Exhibition | Pennsylvania Slate Belt Semi-Finalist | Competition, El Paisaje A Traves Mi Ventana, UCC, Semi-Finalist | Ameri-Corps, NYRP

ENGAGEMENT

LA+ Magazine, "Two Bridges." and graphic spread, "Whose Land" (remapping America using indigenous place names), "Risk" logo design

Volunteering for:

SF Ocean Beach Cleanup

SierraClub Tree Planting

BikeEastBay

New York Restoration Project

Ameri-Corps

CURRENT PROJECT COMMITMENTS

Mountain View Parks & Recreation Master Plan

Newark, cA Streetscape Improvements

Request for Proposals No. 24-25-61

Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

TEAM RESUME

NICOLE KISSAM | Director



EDUCATION

- Bachelor of Science, Business Administration, California Polytechnic State University, San Luis Obispo

AFFILIATIONS

- California Society of Municipal Finance Officers (CSMFO)

SPEAKING

- “Fees, Fees, and MORE FEES!?” - California Association of Recreation and Park Districts, Annual Conference
- “Tools for Fiscal Sustainability” - CSMFO Desert Chapter

HIGHLIGHTS

Nicole Kissam is Director of Financial Consulting for NBS. She has more than 20 years of experience in public sector consulting, city government, marketing, and public relations. Nicole specializes in cost recovery and revenue policy for California local governments. She routinely manages projects and provides senior level technical analysis on impact fee studies, user/regulatory fee analyses, cost allocation plans, and financial plans. She has completed over 100 consulting engagements for a range of cities, counties, and special districts, including those with less than 10,000 population up to the largest in the State such as Los Angeles, Sacramento, and San Jose. Her background also includes performance of various management audits that improved operational efficiency of development services, parks and recreation, and utility departments. Nicole is regularly invited to speak on the topics of cost recovery, fee program development, and fiscal sustainability for various prominent professional organizations in California. *Nicole has recently completed park impact fee studies for the cities of Carlsbad, Chowchilla, Rocklin, Watsonville, and the Groveland Community Service District.*

TEAM RESUME

JOE COLGAN | Subconsultant, Impact Fee Specialist



EDUCATION

- Master of City Planning degree, University of Pennsylvania
- Bachelor of Architecture degree, University of Nebraska, Lincoln

AFFILIATIONS

- Growth and Infrastructure Consortium (formerly the National Impact Fee Roundtable)
- Over 35 years as a member of the American Planning Association (APA) and the American Institute of Certified Planners (AICP)

SPEAKING / MEDIA

- National Impact Fee Roundtable
- California Association of Recreation and Parks Districts

HIGHLIGHTS

Joe Colgan is founder and president of Colgan Consulting Corporation, a small Sacramento firm specializing in development impact fees for cities, counties and special districts. He has a thorough understanding of the constitutional and statutory requirements for defensible impact fees and is an expert in impact fee methodologies. The vast majority of Joe’s impact fee work has been done for California clients, but he has also done impact fee studies in Oregon, Washington, Arizona, Utah, New Mexico and Florida. He has prepared more than 200 impact fee studies since 1990, for clients as large as Albuquerque, NM (pop. 555,000) and the Orange County (CA) Fire Authority (serving 22 cities and unincorporated Orange County), and as small as Brisbane CA (pop. 4,700).



TEAM RESUME

SARA MARES | Senior Review / Chief Operating Officer



EDUCATION

- Bachelor of Arts, with honors, Economics, Mills College
- Continuing education from UC Davis, UCLA, CDIAC, etc.

HIGHLIGHTS

- Registered Municipal Advisor Representative
- 24+ years of experience
- Expert Special Tax Consultant
- District Formations
- Reassessment Consulting
- Proposition 218

SPEAKING

- Revenue Recovery: From Riches to Rags, and Back to Riches? CSMFO Annual Conference
- Park & Rec Fiscal Toolbox. CARPD Annual Conference

BIOGRAPHY

Sara Mares is the Chief Operating Officer of NBS with more than 24 years of experience with NBS. She specializes in Fiscal Impact Analysis and Community Facilities Districts, which are analyses and funding mechanisms that often overlap with Development Impact Fee programs. Her broad experience with evaluating impacts of new development's revenue and costs, as well as her depth of knowledge in available funding tools is an essential attribute to NBS' impact fee study team. Sara also has experience working with all aspects of the district formation and bond issuance process, including planning, fiscal impact analysis, project management, budget analysis, rate modeling, financial analyses, formulation of rate and methods of apportionment, and public presentations. She is a Registered Municipal Advisor.



Josh McDonnell, AICP

Principal Planner



30+ Years Experience

P: (714) 348-4458

E: joshm@4-creeks.com

A: 324 S. Santa Fe Street
Visalia, CA 93292

REGISTRATIONS &

CERTIFICATIONS

AICP# 108012

EDUCATION

M.U.R.P. – Urban Planning

University of California, Irvine
Irvine, CA

M.A. – Political Science

CSU Fullerton
Fullerton, CA

B.S. – City and Regional Planning

Cal Poly, SLO
San Luis Obispo, CA

AREAS OF EXPERTISE

Long Range Planning
Municipal Planning
Policy Planning
Land Design & Entitlements

EMPLOYMENT

4Creeks, Inc. – Visalia, CA

Principal Planner
02/25 – Present

City of Tulare – Tulare, CA

Assistant City Manager
10/19 – 02/25

City of Tulare – Tulare, CA

Community Development
Director
08/17 – 10/19

City of Visalia – Visalia, CA

Assistant Community
Development Director/City
Planner
09/11 – 08/17

EXPERIENCE

General Plan and Zoning Ordinance Update – Selma, CA

Principal-in-Charge

Mr. McDonnell led the comprehensive update of the City of Selma General Plan as Principal in Charge and Project Manager, resulting in a fully revised plan with updated boundaries, elements, and policies. He facilitated public engagement and guided the plan through Planning Commission and City Council adoption. He also completed a full Zoning Ordinance update to ensure consistency with the new plan.

General Plan and Zoning Ordinance Update – Dinuba, CA

Project Manager

Mr. McDonnell served as Project Manager and Principal in Charge of a comprehensive update to the City of Dinuba's primary planning documents, the General Plan, and the Zoning Ordinance. He coordinated community meetings and presented the final results to the Planning Commission and City Council.

General Plan Update – Visalia, CA

As City Planner and Assistant Community Development Director, Mr. McDonnell oversaw a comprehensive update of Visalia's General Plan and Zoning Ordinance, working closely with a planning consultant to implement a robust community participation program. He facilitated public workshops, stakeholder meetings, and presentations to the Planning Commission and City Council. Following adoption of the General Plan, he directed technical revisions to the Zoning Ordinance for consistency and managed a Housing Element update to meet state housing mandates.



Grant McNulty

GIS Manager



9+ Years Experience

P: (559) 802-3052

E: grantm@4-creeks.com

A: 605 Santa Rosa Street Suite A
San Luis Obispo, CA 93401

EDUCATION

**B.S. – Anthropology &
Geography, Minor in Spanish &
Latin American Studies**

Cal Poly SLO
San Luis Obispo, CA

AREAS OF EXPERTISE

Spatial Analysis
Data Management
Cartography
Web Applications
Remote Pilot
Esri Products (Map, Pro, Online)
Q GIS
Microsoft Suite
Tableau
DroneDeploy
Pix4D

EMPLOYMENT

4Creeks, Inc. – Visalia, CA

GIS Analyst

11/15 – Present

**4Creeks, Inc. – San Luis Obispo,
CA**

Intern

06/15 – 09/15

EXPERIENCE

On-Call City GIS Services – Dinuba and Farmersville, CA

GIS Analyst

Mr. McNulty serves as the City GIS Manager for the Cities of Dinuba and Farmersville. He oversees the development, management, and administration of the City's ArcGIS online platform. He provides support with the preparation of various cartographic exhibits, spatial analyses, and web tools such as updated zoning maps, utility maps, and City addresses.

City of Dinuba Fire Department GIS Projects – Dinuba, CA

GIS Analyst

Mr. McNulty reconciled existing fire hydrant location data with 911 app data to create a web tool to show locations and hydrant information. Mr. McNulty worked with the Fire Department to analyze current travel and response times for fire crews to reach locations within the City and look at proposed locations for a new department building. A field collection and monitoring app was created to identify fire hazards within the City, contact landowners, and monitor survey progress and hazard status.

California Citrus Mutual (CCM) ArcGIS Online Management – Exeter, CA

GIS Analyst

Mr. McNulty manages and developed CCM's ArcGIS Online platform, as well as developed a web mapping application for California citrus growers to view their fields about legislative districts, filter datasets, look up contact information and weather stations, and summarize citrus fields and acres by district.

Request for Proposals No. 24-25-61

Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

Approximate Hours by Staff

PROS Consulting

- Michael Svetz (Hours – 251)
- Leon Younger (Hours – 110)
- Kristina Campbell (Hours – 160)

WRT

- Peter Winch (Hours – 153)
- Madison Merrill (Hours – 30)
- Peter Trio (Hours – 106)
- Ellen Xie (Hours – 60)

4 Creeks

- Josh McDonnell (Hours – 50)
- Grant McNulty (Hours – 112)

NBS

- Nicole Kissam (Hours – 92)
- Joe Colgran (Hours – 56)
- Sara Mares (Hours – 8)

ETC Institute

- Ryan Murrah (Hours – 120)

Artificial Intelligence (AI) Use Statement

PROS may use AI tools in limited ways to increase efficiency and help organize information. Examples include organizing large data sets and coding themes from community feedback. These tools will only be used to support staff, never to replace professional analysis or decision-making.

AI will not be used to perform independent analysis, make recommendations, generate community feedback, or create final graphics and maps. All fiscal analysis, policy recommendations, facility standards, and capital improvement priorities will be developed and reviewed by PROS professionals.

Every AI-assisted task will be reviewed by staff before including any draft or final product. Client data will not be used to train public AI systems, and sensitive information will only be managed by PROS staff.

This approach ensures AI is used as a support tool only, while PROS staff remain fully accountable for the accuracy, quality, and professionalism of the Master Plan.



California Experience

The following is a list of parks and recreation planning projects in California conducted by the PROS Team.

- California State Parks Financial and Cost Efficiency Study
- Carlsbad Parks and Recreation Needs Assessment and Strategic Action Plan, Carlsbad Parks Master Plan Update, Carlsbad Indoor Recreation Center and Outdoor Adventure Park Feasibility Study
- Chula Vista Cost Recovery, Resource Allocation and Revenue Enhancement Plan
- Cordova Recreation and Park District Park and Recreation Strategic Master Plan
- Cosumnes (Elk Grove) Community Services District, Elk Grove, Parks & Facilities Master Plan
- Fair Oaks Recreation & Park District Parks, Parks, Facilities, & Recreation Services Master Plan
- Fresno Parks and Recreation Master Plan
- Golden Gate National Parks Conservancy, Operational Plans & Maintenance Management Plans (The Presidio, Lands End & Crissy Field)
- Half Moon Bay Parks and Recreation Program Plan
- Hanford Parks and Recreation Master Plan
- Healdsburg Parks and Recreation Needs Assessment (2006 & 2014 Update), Saggio Hills Master Plan, Villa Chanticleer Business Plan, Parks and Open Space Plan, and Foss Creek Community Center Business Plan
- Lodi, Parks, Recreation and Cultural Service Department, Strategic Action Plan
- Long Beach Parks and Recreation Strategic Plan, Implementation Plan, Restaurant and Golf Feasibility Study
- Los Angeles Parks and Recreation Needs Assessment
- Malibu Parks and Recreation Master Plan
- Oakland Parks and Recreation Revenue Management Plan
- Orangevale Recreation & Park District Parks and Recreation Master Plan
- Pasadena Pricing and Cost of Service Study; Department-Wide Business Plan; Customer Service Training; Parks Maintenance Plan; Sports Field Study
- Pleasant Hill Recreation and Park District Master Plan
- Riverbank Parks and Recreation Master Plan
- Riverside County Recreation and Open Space District Strategic Plan
- Roseville Parks and Recreation Master Plan
- San Clemente Beaches, Parks and Recreation Master Plan
- San Diego Master Plan
- San Francisco Recreation Plan and Golf Course Assessment
- San José Parks and Recreation Pricing Philosophy and Revenue Enhancement Plan; Business Plan for Happy Hollow Park and Zoo; Business Plans for Summer Camp, Seven Trees and Edenvale Community Center; Family Camp Feasibility Study; Marketing and Branding Plan; Aquatics Study
- San Marcos, Parks Master Plan – Financial Analysis, Trails Master Plan
- San Mateo Parks, Facilities and Programs Strategic Master Plan
- Santa Clara County Resource Allocation and Pricing Plan
- Santee Parks and Recreation Master Plan
- Sonoma County Regional Parks Management Review Services Assessment
- Temple City Parks and Open Space Master Plan
- Tulare Parks and Recreation Master Plan
- Walnut Creek Cost Recovery and Pricing Plan / Strategic Plan
- West Sacramento Parks and Recreation Master Plan

Request for Proposals No. 24-25-61

Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

PROS Consulting & ETC Institute Experience and References

Tulare, CA Parks and Recreation Master Plan (2023)

TULARE, CALIFORNIA

In 2023, PROS Consulting led a planning team of WRT and ETC Institute to complete a Parks and Recreation Master Plan for the City of Tulare. The Tulare Community Services Department's Parks and Recreation Division provides a wide array of programs for the entire family. The division is responsible for coordinating activities including instructional classes and sports programs for youth and adults, as well as special community events. It also maintains all city parks totaling 363 acres, city medians, and landscaping and lighting districts. The goal of the division is to create community through people, parks, and programs.

Additionally, the division is also responsible for the execution of the long-term goal of the City to develop an emergency shelter for unhoused individuals to live as they transition back to permanent housing. Funded by the approval of Measure Y, the City of Tulare has begun the development of the permanent homeless shelter that will be managed by a third-party operator whose contract will be overseen by the Community Services Department. While the permanent shelter is being developed, the City obtained a grant through the State of California and the Community Services Department led the effort to establish a temporary encampment that can begin to address the needs of our unsheltered community members.

The purpose of the City of Tulare Parks and Recreation Master Plan was to provide a roadmap for future investment in recreational experiences, parks, and facilities for the city over the next 10 years. This plan is based on recognized park planning principles and standards, and reflects input from Tulare residents including, but not limited to, the City Council, City staff, Parks and Recreation Advisory Board, and project steering committee.

The City of Tulare Parks and Recreation Master Plan (Master Plan) focused on identifying the City's current and future recreation needs to aid City staff and decision-makers in providing and equitable distribution of recreational facilities and opportunities to Tulare residents and stakeholders.

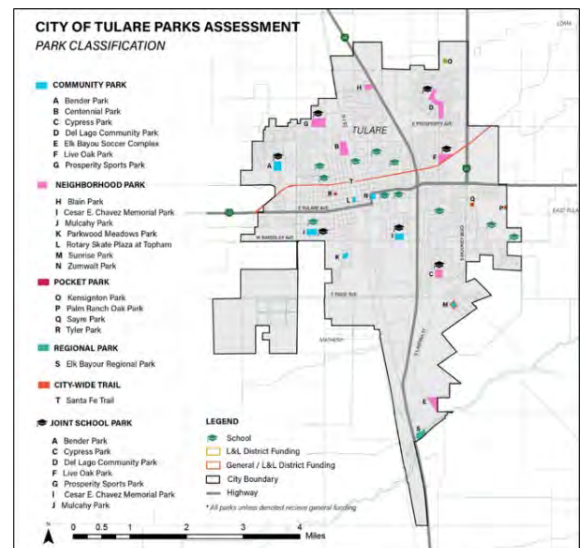
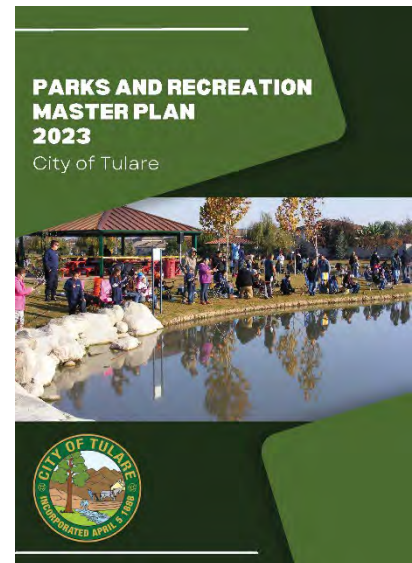
Start/End Date: December 2021-August 2023

Contract/Final Amount: \$99,950

Status of Completion: Completed

Project Staff: Michael Svetz (project manager)

Client Reference: Mr. Jason Glick, Former Parks and Recreation Director (Now in City of Visalia); City of Tulare; 830 S. Blackstone; Tulare, CA 93274; 559.372.5242; jason.glick@visalia.city





City of Roseville Parks, Recreation, and Libraries Strategic Master Plan (2022)

ROSEVILLE, CALIFORNIA

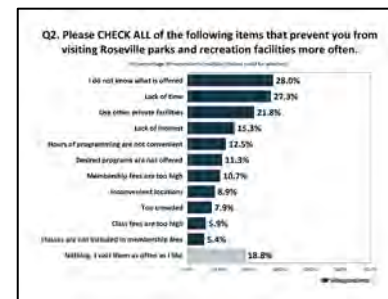
The City of Roseville Parks, Recreation & Libraries (PRL) is an organization committed to high quality parks, recreation facilities, programs, events, and an exceptional library system. Roseville is a recognized national leader in park and recreation development and management practices. The city has had strong leadership in place to guide the parks, recreation, and library system for the last 50 years through their focus on developing a full-service city that is the leading city in the Sacramento area in California.

PRL determined there was a need for a system Strategic Master Plan to guide the Department for the next ten years to service the recreation, park and library needs of all its citizens to continue to make Roseville the city of choice to live, work and play. **A team led by PROS Consulting that also included WRT and ETC Institute,** worked with the Department leadership and community to complete the Strategic Master Plan.

The Strategic Master Plan will serve as a road map to guide PRL towards accomplishing its vision and mission, and will provide recommendations to facilitate the successful operation, maintenance and development of Roseville's parks, open space, amenities, facilities, programs, libraries, museum and services.

The Master Plan will create a clear set of objectives that will provide direction to staff, elected officials, and the Parks and Recreation Commission for a short-term, mid-term and long-term range.

There were numerous steps in the project, with the following key areas of focus being foundation components.



Where Are We Today?

- Data review
- Park and facility review
- Benchmark analysis
- SWOT analysis
- Program and services assessment
- Library assessment
- Level of service standards



Where Are We Going Tomorrow?

- Staff & key stakeholder input
- Community Survey
- Demographics & recreation trends analysis review
- Needs prioritization
- Sports tourism
- Program plan



How Do We Get There?

- Organizational analysis
- Financial plan
- Funding and revenue strategies
- Vision, mission, and value statements
- Strategic action plan

Start/End Date: December 2021-July 2022

Contract/Final Amount: \$199,958

Status of Completion: Completed managers)

Project Staff: Leon Younger and Michael Svez (project

Client Reference: Ms. Jill Geller, Director; Parks, Recreation & Libraries; 316 Vernon St., Suite 400; Roseville, CA 95678; 916.774.5249; jageller@roseville.ca.us

Request for Proposals No. 24-25-61

Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

Hanford, CA Parks and Recreation Master Plan (2020)

HANFORD, CALIFORNIA

In 2020, PROS Consulting led a planning team of WRT and ETC Institute to complete a Parks and Recreation Master Plan for the City of Hanford. The purpose of the City of Hanford Parks and Recreation Master Plan is to provide a roadmap for future development of recreational facilities and opportunities for the City over the next 10 years, consistent with the General Plan 2035 requirements. This plan is based on recognized park planning principles and standards, and reflects input from residents and stakeholders in Hanford, City staff, the Parks and Recreation Commission and City Council.

The City of Hanford Parks and Recreation Master Plan (Master Plan) focuses on identifying the City's current and future recreation needs to aid City staff and decision-makers in providing and expanding and equitable distribution of recreational facilities and opportunities to Hanford residents and stakeholders. This includes preserving the City's open space areas and expanding the City's trails network to better connect people to nature, recreation and outdoor education opportunities.

The Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from community input, park and program inventory review, comparison to national standards and trends and an assessment of the current economic and political climate. 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. Several strategic recommendations resulted from this effort and were aligned into the eight major categories of implementation actions.

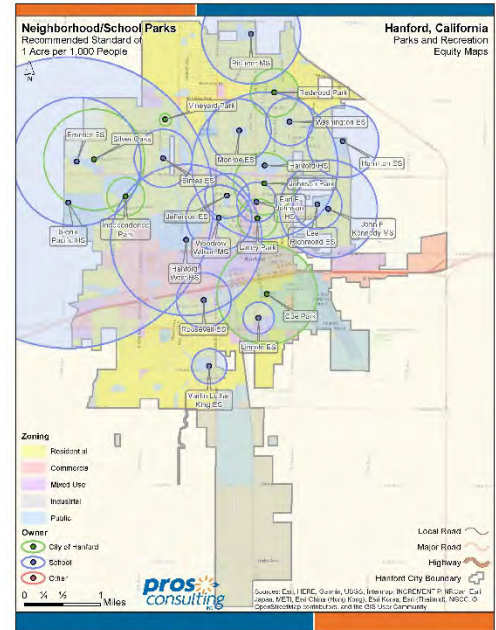
Start/End Date: December 2019-August 2021

Contract/Final Amount: \$95,958

Status of Completion: Completed

Project Staff: Michael Svetz (project manager)

Client Reference: Mr. Alvin Dias, Former Parks and Recreation Director (currently, Parks Director in City of Visalia, CA); 559.713.4300; alvin.dias@visalia.city



Facility/Amenity	Priority
Walking and Hiking Trails (multi-use paved)	High
Walking and Hiking Trails (natural surface)	
Restroom Buildings	
Playgrounds	Medium
Pavilions/Picnic Sites	
Dog Parks	
Recreation/Center/Gymnasium	
Mountain Biking Trails	
Outdoor Exercise Equipment	
Indoor Pool/Natorium	
Basketball Courts	
Community Gardens	
Banquet/Meeting Rooms	
Amphitheater	
Aerobics/Dance Rooms/Dance Floors	
Outdoor Board Games	
Senior Center	
Splash Pads	Low
Bicycle Pump Track	
Soccer/Lacrosse/Multi-Purpose Rectangle Fields	
Tennis Courts	
Baseball Fields	
Concession Stands	
Sand Volleyball Courts	
Softball Fields	
Football Fields	
Disc Golf Course	
Pickleball Courts	



Riverbank, CA Parks and Recreation Master Plan (2020)

RIVERBANK, CALIFORNIA

In 2020, PROS Consulting led a planning team of WRT and ETC Institute to complete a Parks and Recreation Master Plan for the City of Riverbank. The purpose of the City of Riverbank's Parks and Recreation Master Plan was to provide a roadmap for future development of recreational facilities and opportunities for the City over the next 10 years, consistent with the General Plan 2025 requirements. This plan was based on recognized park planning principles and standards and reflects input from residents and stakeholders in Riverbank, City staff, and City Council.

The Master Plan focused on identifying the City's current and future recreation needs to aid City staff and decision-makers in providing and expanding and equitable distribution of recreational facilities and opportunities to Riverbank residents and stakeholders. This includes preserving the City's open space areas and expanding the City's trails network to better connect people to nature, recreation and outdoor education opportunities.

As part of the Master Plan, an Implementation Matrix was completed for the Department to develop and prioritize work plans. The key to success for the Department was to continue to build on current achievements while adding programs, services, and facility improvements that will generate revenue, reduce operational expenditures, and enhance recreation experiences for the residents of Riverbank.

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

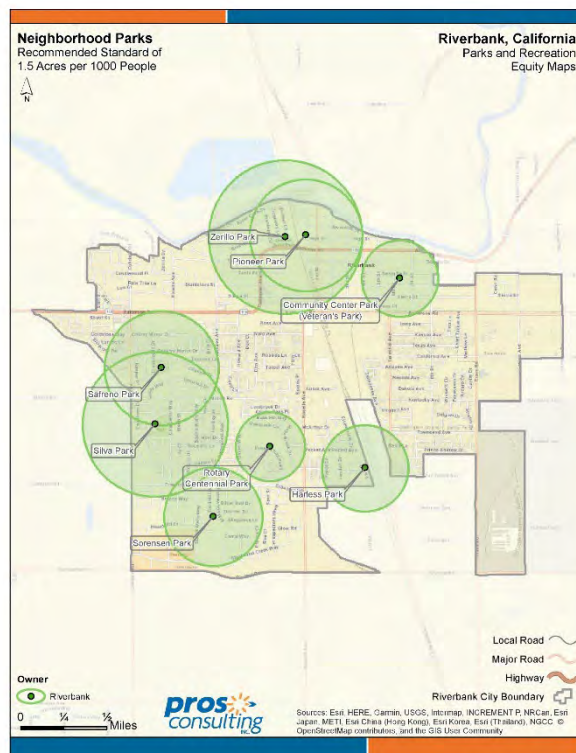
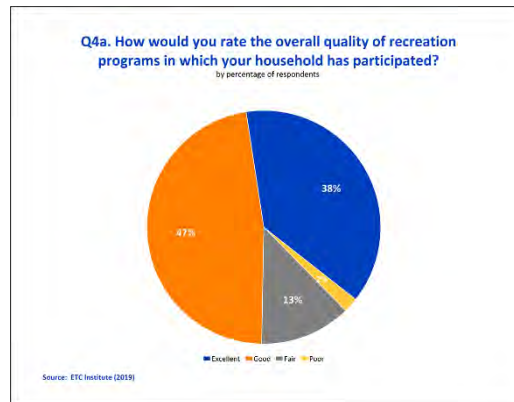
Start/End Date: September 2019-August 2020

Contract/Final Amount: \$85,825

Status of Completion: Completed

Project Staff: Michael Svetz (project manager)

Client Reference: Ms. Julia Petit, Project Manager Now Current Recreation Supervisor in San Clemente, CA; 6707 3rd St.; Riverbank, CA 95367; 949 429-8797; petitjulia333@gmail.com

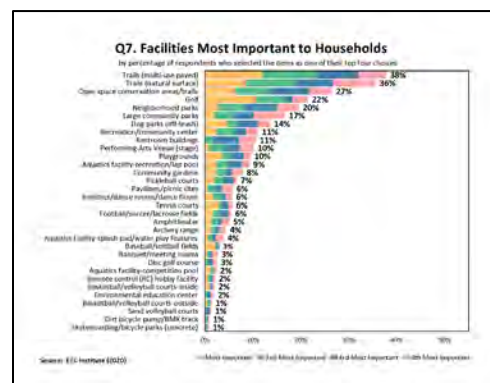


Oro Valley, AZ Parks and Recreation Needs Assessment and Master Plan (2020)
ORO VALLEY, ARIZONA

The Master Plan provides guidance and policy direction for the Oro Valley Parks and Recreation Department's role in the community with a five (5) year planning horizon that will include, among other things, identification of sustainable revenue sources for funding capital improvements and additional recreational amenities and offerings by the Town. The Master Plan also includes research, public involvement, and the development of recommendations for all aspects of parks and recreation operations. The resulting needs assessment and master plan includes a strategic action plan with primary focus on short-term strategies that will build success over the long-term.

Status of Completion: Completed

Client Reference: Ms. Kristy Diaz-Trahan.
Former Parks and Recreation Director; Current
Recreation Division Manager City of Prescott;
Town of Oro Valley; 10555 N. La Canada Dr.;
Oro Valley, AZ 85737; 520.237.4152





Carmel, IN Comprehensive Parks and Recreation Master Plan (2015, 2020 and 2024)

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 600 acres of park land and numerous recreation facilities, providing more than 5,000 annual classes and programs for all ages. The agency recently became CAPRA Accredited and won the 2020 and 2014 Gold Medal for Parks and Recreation at NRPA. The agency serves a population greater than 104,000 people.

To continue to serve the City of Carmel and Clay Township, CCPR desired an updated Parks and Recreation Comprehensive Master Plan in 2015, as well as 2020, and again in 2024 which were all completed by **PROS Consulting and ETC Institute** 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.

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 (2020, 2015 Parks and Recreation Master Plan, Marketing Plan, Maintenance Management Plan, The Monon Community Center Business Plan, West Park Business Plan, Comprehensive Program Plan).

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

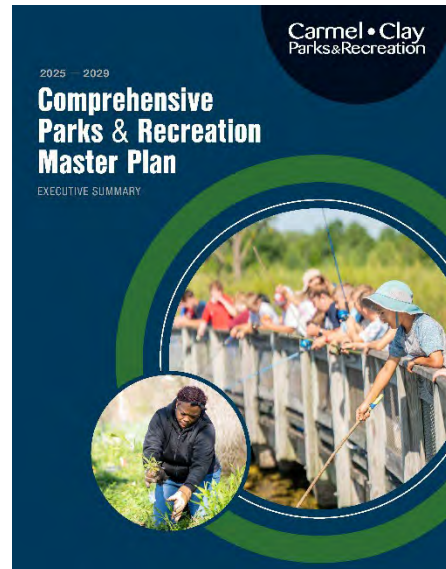
Start/End Date: May 2023-December 2024

Contract/Final Amount: \$235,000

Status of Completion: Completed

Project Manager: Leon Younger (project manager)

Client Reference: Mr. Michael Klitzing, Director; 1235 Central Park Drive East; Carmel, IN 46032; 317.573.4018; mklitzing@carmelclayparks.com



Request for Proposals No. 24-25-61

Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

City of Dublin, OH Parks and Recreation Master Plan (2023)

DUBLIN, OHIO

The City of Dublin (“City”) Parks and Recreation Department, as a CAPRA accredited agency, has a strong commitment to provide parks, facilities, and recreational services for residents. As such, the City desired a Parks and Recreation Master Plan (“Plan”) to provide a vision for the future. Key components of the master planning process included research, public involvement, and the development of recommendations for all aspects of the City’s park services with a focus on park, recreational amenities, and facility needs, recommended goals and policies, maintenance, and financing and implementation measures.

The City desired a Plan to align new investments with a strong community-driven mission and vision that integrates the City’s strong pursuit of recreation activities to the community. The outcome was a Plan that will be heavily used as a resource for future development and redevelopment of the City’s parks, recreation services, and facilities.

This plan details the current state of the system and outlines plans for future improvements and investments based on a comprehensive assessment of community priorities and values. Community input was collected via focus groups, key leader and stakeholder interviews, open public forums, project website, a community on-line survey and a statistically valid survey. The information gathered from the community engagement process was combined with technical research to produce the final Master Plan.

Unique technical analyses that were completed as part of the master plan included a **Climate Resiliency Analysis** of the park system on how it can play a role in helping cities and region manage the impacts of climate change on resident and the ecosystem. Also, a **Walkshed Analysis** was completed. By identifying the accessibility and current amenities of each park compared to the populations it serves, recommendations were developed to ensure equitable access and programming throughout the city parks and recreation system. Furthermore, the plan also included a **Diversity, Equity and Inclusion (“DEI”) Framework**. Dublin’s DEI Framework Plan sets the stage for the City’s commitment to DEI. Building on this cornerstone diversity, equity, and inclusion were important community elements considered when creating this plan to build and manage Dublin’s parks and recreation system.

PROS Consulting, INC., in partnership with OHM Advisors, developed the plan for the City and provided recommendations based upon publicly driven input as obtained and analyzed throughout 2022 and early 2023. The Department also used the Master Plan as part of CAPRA Accreditation standards.

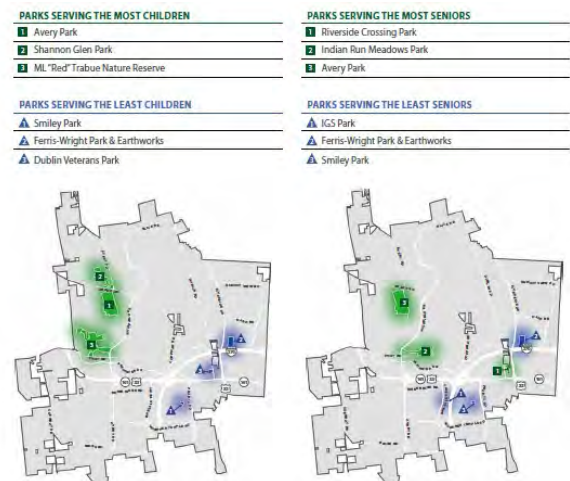
Start/End Date: May 2022-October 2023

Contract/Final Amount: \$174,983

Status of Completion: Completed

Project Manager: Leon Younger (project manager)

Client Reference: Mr. Matt Earman, Director of Parks and Recreation; City of Dublin; 6555 Shier-Rings Rd.; Dublin, OH 43016; 614.410.4710; mearman@dublin.oh.us





WRT Experience and References

Fresno Parks Master Plan

FRESNO, CALIFORNIA

WRT and PROS Consulting completed work on the City of Fresno's Park Master Plan Update, Imagine Your Parks 2050. The Plan was adopted in 2019. This was the first Parks Plan for Fresno since 1989, and it came at a much-needed time for the city given its growth over the past 27 years. WRT worked with the City of Fresno Parks Department to re-evaluate its level of service classification and analyze areas of need and plan for future growth with on-the-ground parks assessments and extensive GIS mapping.

related to current access, park amenities, and demographics. The plan focuses on the principles of access, equity, health, and safety. The plan consists of a high-level vision component and a more robust master plan that focuses on design standards, maintenance practices, funding, and operations. The written plan is complemented by community outreach with stakeholders, mobile workshops with citizens and city wide.

meetings.

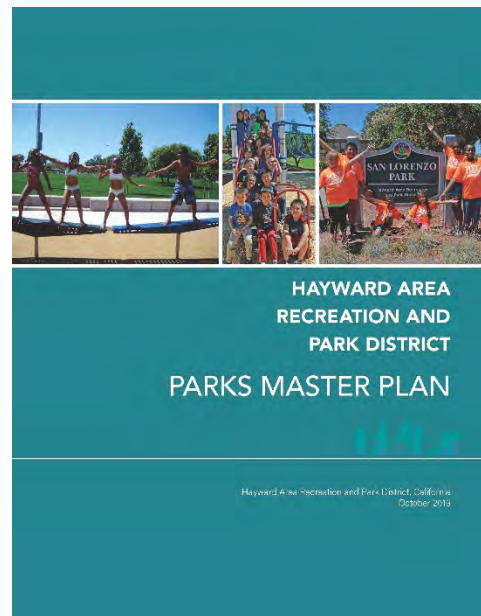
Client Reference: Sophia Pagoulatos - Planning Manager / City of Fresno Development and Resource - Management Department / 2600 Fresno Street, Room 3065, Fresno, CA 93721 / (559) 621-8062 / Sophia.Pagoulatos@fresno.gov

Hayward Area Recreation & Park District (HARD) Parks & Recreation Master Plan

ALAMEDA COUNTY, CALIFORNIA

WRT and PROS Consulting worked with Hayward Area Recreation and Park District (HARD) on an update to HARD's Parks and Recreation Master Plan. The Plan was adopted in 2019. HARD is an independent special use district encompassing a 100 square mile area that serves over 280,000 residents and is the largest recreation district in the State of California. Major components of the planning process included stakeholder engagement, comprehensive gap analysis and needs assessment, level of service analysis, financial implementation, and recommendations. The project culminated in the creation of an updated, clear, accessible planning document that will be a tool for District Staff and community members to use when planning for the future of HARD's park and recreation system.

Client Reference: Meghan Tiernan - Capital Planning and Development Director / Hayward Area Recreation + Park District (HARD) / 1099 'E' Street, Hayward, CA 94541 / (510) 881-6712 / tiem@haywardrec.org



Request for Proposals No. 24-25-61
Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

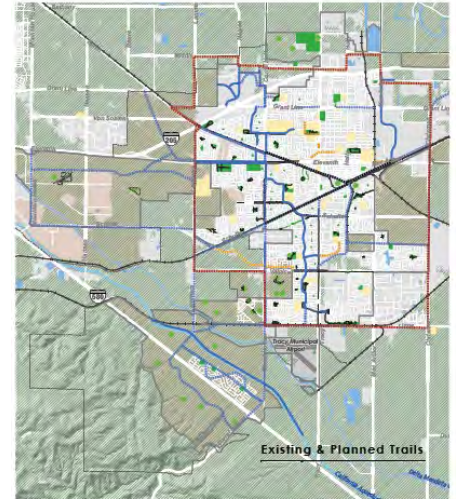
Tracy Citywide Parks, Recreation and Trails Master Plan
TRACY, CALIFORNIA

After years of growth and diversification, Tracy seeks to strengthen its identity as an affordable, more tranquil alternative to the cities of the Bay Area and a place where people and businesses settled and prosper.

WRT (with PROS Consulting) is leading a multidisciplinary team in updating the City's Parks, Recreation and Trails Master Plan. The Plan provides direction on creating a diverse parks system that provides a range of experiences. It describes a network of parks and trails, enabling active transportation and links between downtown, neighborhoods, and surrounding open spaces. The Master Plan Update will also play an important role in helping the City's park system gain firm financial footing, with a detailed evaluation of funding sources and opportunities and an impact fee analysis.

In addition to the Citywide Parks Master Plan, WRT developed a conceptual master plan for an 86-acre natural park in Tracy.

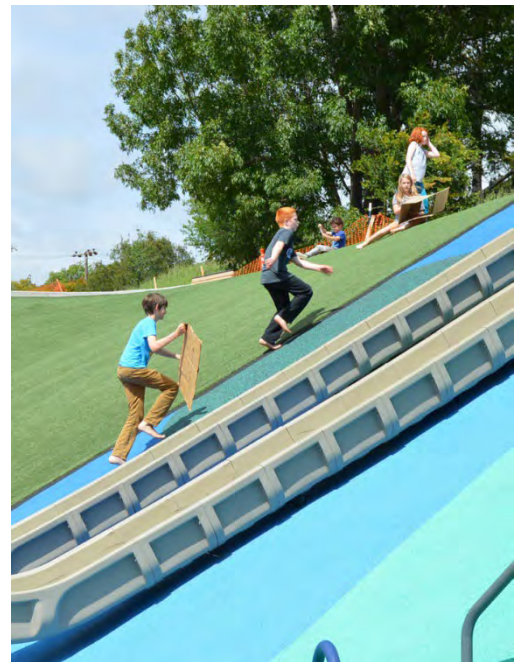
Client Reference: Brian MacDonald - Director / City of Tracy Parks and Recreation Department / 333 Civic Center Plaza, Tracy, CA 95376 / (209) 831-6233 / Brain.MacDonald@cityoftracy.org



San Luis Obispo Parks + Recreation Master Plan and General Plan Element Update
SAN LUIS OBISPO, CALIFORNIA

WRT and PROS Consulting, together with our local partners the Wallace Group, are working closely with San Luis Obispo staff to develop a new Parks + Recreation Master Plan and update the Recreation Element of the General Plan. SLO's recent planning work confirms the community's preferred direction to preserve open space with clear urban growth limits and continues to enhance the downtown area with a mix of businesses and new residents. The Parks and Recreation Master Plan and the associated General Plan Element will support this vision and direct the City's investments in parks over the next 20 years. The effort included robust community engagement and data-driven community needs assessment, including a statistically valid survey, gap analysis mapping, and evaluation of level of service standards. LSA will provide programmatic CEQA review.

Client Reference: Shawna Scott - Senior Planner / City of San Luis Obispo - Community Development Department / 919 Palm Street, San Luis Obispo, CA 93401 / (805) 781-7176 / sscott@slocity.org





City of Visalia ILIA

Project Objective

To provide the City of Visalia with a detailed, data-driven assessment of its industrial land inventory, identifying current availability, development readiness, and future opportunities to support strategic planning, policy decisions, and economic growth in alignment with the City’s General Plan.

Project Description

The Industrial Lands Inventory Analysis (ILIA) delivers a comprehensive evaluation of industrial land parcels within the City of Visalia. Each parcel is assessed for availability, suitability, and readiness for development, considering factors such as consistency with City planning goals, regulatory compliance, infrastructure capacity, environmental constraints, and market demand. The analysis synthesizes geographic, regulatory, and economic data into a cohesive framework, enabling policymakers, planners, and stakeholders to make informed decisions on industrial land use, infrastructure investments, and economic development strategies.

Project Outcome

The ILIA equips the City of Visalia with an actionable inventory and evaluation of its industrial lands, highlighting priority areas for development, infrastructure improvement, or policy adjustment. The findings provide a strategic foundation for guiding future industrial growth, ensuring that land use decisions align with long-term economic objectives, regulatory requirements, and community goals.

Contracting Agency

City of Visalia
707 W. Acequia Ave
Visalia, CA 93291

Agency Contact

Paul Bernal
(559) 713-4444
paul.bernal@visalia.city

Estimated Cost

\$60,000

Final Consultant Fee

\$78,536

Date Started

January 2024

Date Completed

December 2024

4Creeks Project Manager

David Duda, AICP
davidd@4-creeks.com



NBS Experience and References

NBS offers over three decades of professional experience performing impact fee studies and advising California's local governments on cost recovery policy and procedures.

NBS as a firm has completed impact fee analyses for a multitude of California governments over the past 15 years. NBS will also engage Colgan Consulting as part of the project team. Colgan Consulting is owned and operated by Joe Colgan and works exclusively with NBS on development impact fee analysis and will participate as a subconsultant in the role of subject matter expert. Since 2018, NBS and Colgan Consulting have worked exclusively together on many Development Impact Fee studies. The following reflects a sampling of municipal agencies for whom NBS and Colgan Consulting have completed Development Impact Fee studies for park land and park improvements:

- City of Brisbane
- City of Carlsbad
- City of Chowchilla
- City of Covina
- City of Encinitas
- City of Grass Valley
- City of Indio
- City of La Quinta
- City of Orland
- City of Rancho Cucamonga
- City of Rocklin
- City of San Leandro
- City of Victorville
- City of Visalia
- City of Watsonville
- City of Wildomar
- Groveland CSD

Request for Proposals No. 24-25-61
Parks and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

CITY OF VISALIA

ACCESSORY DWELLING UNIT NEXUS FEE STUDY

Project Dates: 2021 - 2022

Contact Information

Brandon Smith, AICP
Principal Planner
707 W. Acequia Avenue
Visalia, CA 93291
P: 559.713.4636
E: brandon.smith@visalia.city

NBS Project Team:

Nicole Kissam, Joe Colgan

The City of Visalia engaged NBS to assess accessory dwelling unit (ADU) impact fees in light of new California laws. State legislation exempts ADUs under 750 sq. ft. and requires proportional fees for larger units based on the ADU's size relative to the primary dwelling. The study reviewed existing fees, applied Mitigation Fee Act standards, and recommended which fees should apply (e.g., parks, transportation, sewer) and which should not (e.g., fire, storm drainage). A proportional fee matrix was developed to simplify case-by-case calculations. The report concluded proportional assessments best balance compliance, equity, and administrative efficiency.





Section D – Conflict of Interest

PROS Consulting Inc. does not have any financial, business or other relationship with the City or any member of the City staff that may have an impact on the outcome of the project.

PROS Consulting, Inc. does not have any current or past clients who may have a financial interest in the outcome of the project.

Section E – Required Forms

See following pages for required forms and signed addendums.

NON-COLLUSION AFFIDAVIT

(Title 23 United States Code Section 112 and Public Contract Code Section 7106)

In accordance with Title 23 United States Code section 112 and Public Contract Code 7106 the bidder declares that bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the bid is genuine and not collusive or sham; the bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid, and has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or that anyone shall refrain from bidding; that the bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the bid are true; and, further, that the bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

Leon Younger
Signature

8/22/2025
Date

Note: The above Non-collusion Affidavit is part of the Bid/Proposal.
Bidders are cautioned that making a false certification may subject the certifier to criminal prosecution.

WORKERS' COMPENSATION INSURANCE COMPLIANCE
(CALIF. LABOR CODE § 3700)

To Accompany Bid Form

STATE OF CALIFORNIA)
) ss
CITY OF VISALIA)

I am aware of the provisions of Section 3700 of the Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work under this contract.

Company: PROS Consulting, Inc.

Business Address: 35 Whittington Dr., Suite 300; Brownsburg, IN 46112

Signature: *Leon Younger*

Name of Signing Official: Leon Younger

Title of Signing Official: President

Date: 8/22/2025

Company Seal (if any): _____

EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE CERTIFICATE

(EXECUTIVE ORDER 11246)

Equal Opportunity Clause

Unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Executive Orders 10925, 11114 or Section 204 of Executive Order 11246 of September 24, 1965, during the performance of each contract with the City of Visalia, the BIDDER agrees as follows:

1. The BIDDER will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin or political affiliation. The BIDDER will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, gender, national origin or political affiliation. Such action shall include, but not be limited to, the following: employment upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The BIDDER agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
2. The BIDDER will, in all solicitations or advertisements for employees, placed by or on behalf of the BIDDER, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, national origin or political affiliation.
3. The BIDDER will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or the workers' representative of the BIDDER's commitments under Section 202 of Executive Order 11246 of September 24, 1965, and shall post copies of the notice on conspicuous places available to employees and applicants for employment.
4. The BIDDER will comply with all provisions of Executive Order 11246 of September 24, 1965, and the rules, regulations and relevancy orders of the Secretary of Labor.
5. The BIDDER will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations and relevant orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.
6. In the event of the BIDDER's non-compliance with the non-discrimination clauses of this subcontract or with any of such rules, regulations or orders, this subcontract may be canceled, terminated or suspended, in whole, or in part and the BIDDER may be declared ineligible for further government contracts in accordance with the procedures authorized in accordance with Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation or order of the Secretary of Labor, or otherwise provided by law.
7. The BIDDER will include the provisions of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each SUBBIDDER or vendor. The BIDDER will take such action with respect to any subcontract or purchase order as the contracting agency may direct as a means of enforcing such provisions including sanctions for non-compliance. Provided, however, that in the event the BIDDER becomes involved in, or is threatened with litigation with a SUBBIDDER or vendor as a result of such direction by the contracting agency, the BIDDER may request the United States to enter into such litigation to protect the interest of the United States.

Company: PROS Consulting, Inc.

Business Address: 35 Whittington Dr., Suite 300; Brownsburg, IN 46112

Signature: Leon Younger Date: 8/22/2025

Name & Title of Signing Official: Leon Younger, President Company Seal (if any):

DISCLOSURE FORMS

The following disclosure and statement apply to the Bidder/Proposer/Contractor/Consultant/ Vendor/Supplier or Company:

1. submitting a bid or proposal in response to a solicitation by City of Visalia; or
2. as Awardee of a contract/purchase order which is subject to approval by the Visalia City Council.

OWNERSHIP DISCLOSURE

PROS Consulting, Inc.

Name of Bidder/Proposer/Contractor/Consultant/Vendor/Supplier or Company

35 Whittington Dr., Suite 300; Brownsburg, IN 46112

Address

List the names of all principals, partners, and/or trustees. For corporations, provide names of officers, directors and all stockholders owning more than 10% equity interest in corporation:

Leon Younger and Katherine Younger

CALIFORNIA LEVINE ACT STATEMENT

California Government Code Section 84308, also known as the "Levine Act," can prohibit members of the Visalia City Council from participating in any action related to a contract if he or she receives any political contributions totaling more than \$250 within the previous twelve (12) months, and for twelve (12) months following the date a final decision concerning the contract has been made, from the person or company awarded the contract. The Levine Act also requires disclosure of such contribution(s) by a party to be awarded a specific contract.

The following website contains a list of current Visalia City Council Members,

https://www.visalia.city/government/city_council/default.asp. You are responsible for reviewing the names of Visalia City Council Members prior to making the following disclosure:

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to a Visalia City Council Member in the twelve (12) months preceding the date of the submission of your proposals or the anticipated date of any City Council action related to this contract?

YES: ____ NO: X ____ . If yes, please identify the City Council Member(s) and date(s) of contribution in the space below:

Council Member(s) Name

Date of Contribution(s)

Answering YES, does not preclude the City of Visalia from awarding a contract to your firm or from taking any subsequent action related to the contract. It does, however, preclude the identified Visalia City Council Member(s) from participating in any actions related to this contract.

NOTICE: The disclosure duty under state law continues for twelve (12) months after the award. If the above information regarding contributions changes during this time after the award, then the awardee is required to update this disclosure form.

PROS Consulting, Inc.

Print or Type Name of Bidder/Proposer/Contractor/Consultant/Supplier/Vendor/Company

Leon Younger

Signature of Company Authorized Individual

Leon Younger, President

Print or Type Name of Authorized Individual

RFP-24-25-61

Services to Develop a Park and Recreation Master Plan, Needs Assessment and Park Impact Fee Analysis

Page 23 of 35

AMERICANS WITH DISABILITIES ACT COMPLIANCE CERTIFICATE

By submission of a bid, the BIDDER certifies it will comply with the Americans with Disabilities Act, 42 U.S.C., 12101 et. seq., and will maintain compliance throughout the life of this Contract. By commencing performance of the Contract work, the selected BIDDER certifies to the Americans with Disabilities Act compliance.

Company: PROS Consulting, Inc.

Business Address: 35 Whittington Dr., Suite 300; Brownsburg, IN 46112

Signature: *Leon Younger*

Name of Signing Official: Leon Younger

Title of Signing Official: President

Date: 8/22/2025

Company Seal (if any):

DRUG-FREE WORKPLACE CERTIFICATION

I, the official named below, hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the certification described below. I am fully aware that this certification, executed on the date below, is made under penalty of perjury under the laws of the State of California.

CONTRACTOR/BIDDER FIRM NAME PROS Consulting, Inc.	FEDERAL ID NUMBER 35-1962892
BY(Authorized Signature) <i>Leon Younger</i>	DATE EXECUTED 8/22/2025
PRINTED NAME OF PERSON SIGNING Leon Younger	TELEPHONE NUMBER (Include Area Code) (877) 242.7760
TITLE OF PERSON SIGNING President	
CONTRACTOR/BIDDER FIRM'S MAILING ADDRESS 35 Whittington Dr., Suite 300; Brownsburg, IN 46112	

The contractor or grant recipient named above hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The above-named contractor or grant recipient will:

1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
2. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b), to inform employees about all of the following:
 - (a) The dangers of drug abuse in the workplace,
 - (b) The person's or organization's policy of maintaining a drug-free workplace,
 - (c) Any available counseling, rehabilitation and employee assistance programs, and
 - (d) Penalties that may be imposed upon employees for drug abuse violations.
3. Provide as required by Government Code Section 8355©, that every employee who works on the proposed contract or grant:
 - (a) Will receive a copy of the company's drug-free workplace policy statement, and
 - (b) Will agree to abide by the terms of the company's statement as a condition of employment on the contract or grant.
4. At the election of the contractor or grantee, from and after the "Date Executed" and until _____ (NOT TO EXCEED 36 MONTHS), the state will regard this certificate as valid for all contracts or grants entered into between the contractor or grantee and this state agency without requiring the contractor or grantee to provide a new and individual certificate for each contract or grant. If the contractor or grantee elects to fill in the blank date, then the terms and conditions of this certificate shall have the same force, meaning effect and enforceability as if a certificate were separately, specifically, and individually provided for each contract or grant between the contractor or grantee and this state agency.

IRAN CONTRACTING ACT CERTIFICATION
(Public Contract Code Section 2200 et seq.)

As required by California Public Contract Code Section 2204, the Contractor certifies subject to penalty for perjury that the option checked below relating to the Contractor's status in regard to the Iran Contracting Act of 2010 (Public Contract Code Section 2200 et seq.) is true and correct:

- ☐ The Contractor is not:
- (1) Identified on the current list of persons and entities engaged in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203; or
 - (2) A financial institution that extends, for 45 days or more, credit in the amount of \$20,000,000 or more to any other person or entity identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203, if that person or entity uses or will use the credit to provide goods or services in the energy sector in Iran.
- ☐ The City has exempted the Contractor from the requirements of the Iran Contracting Act of 2010 after making a public finding that, absent the exemption, the City will be unable to obtain the goods and/or services to be provided pursuant to the Contract.
- ☐ The amount of the Contract payable to the Contractor for the Project does not exceed \$1,000,00 over the life of the contract (up to 5 years).

Signature: Leon Younger Printed Name: Leon Younger
Title: President Agency Name: PROS Consulting, Inc.
Date: 8/22/2025

Note: In accordance with Public Contract Code Section 2205, false certification of this form shall be reported to the California Attorney General and may result in civil penalties equal to the greater of \$250,000 or twice the Contract amount, termination of the Contract and/or eligibility to bid on contracts for three years.

34. Do you want to see cost recovery potential from events, rentals, and tournaments?

Response: Yes.

35. Does the City have a current ADA Transition Plan that includes parks?

Response: No. The city does not have an ADA Transition Plan.

36. Should developer engagement be included in this planning process?

Response: Yes. If the awarded consultant feels that this would be a pertinent stakeholder in the process developers should be included.

37. Is the primary focus the potential additional of commercial park impact fees?

Response: The City would like the entirety of the park impact fee schedule analyzed and recommendations to update fees to help reach the city's goals.

38. Will the new Civic Center be included in the evaluation?

Response: Yes, the Civic Center will be included in the evaluation for possible recreation programming and future park/open space.

39. For clarification, Cost Recovery for Adult and Youth programs are: Adult 100% and Youth 50%?

Response: Yes

END OF ADDENDUM NO. 1

/s/ Purchasing Division
(559) 713-4334

RESPONDENT to sign and submit with PROPOSAL

Firm: PROS Consulting, Inc. Date: 8/20/2025

By: *Leon Younger*
Bidder's Signature

6. Would the city be open to including the cost of the Park Impact Fee as a separate, stand-alone budget item? The primary reason for doing this is because the cost of preparing an impact fee study is usually incorporated in the fee itself (i.e., fee level includes an “overhead and implementation” factor). Thus, this portion of the study has its own funding mechanism.
Response: The Impact Fee Study is funded through a separate Capital Improvement Project and was included was included in RFP 24-25-61 in expedite completion.
7. Can you please clarify what is meant by “A complete fiscal analysis” as used in the last bullet under “Park System Planning”? Are you looking for the consultant team to estimate the total cost to the City for operating and maintaining these parks, or something else?
Response: The city would like the consultant team to estimate costs to maintain existing parks and to construct and maintain future park development. The city would also want the existing regional parks analyzed for possible additional recreational opportunities or repurpose existing amenities to better serve the community.
8. Can you confirm if the 20-page proposal limit on page 10 of RFP specifically refers to Section B?
Response: Response: The 20-page limit pertains to the Section for the Proposing Firm’s Project Approach. The additional forms, certifications, tabs/dividers, etc. that are required to be submitted with response are not included in the 20-page count.
9. What type of CEQA document is the City anticipating?
Response: The city does not anticipate any CEQA documents.
10. Can you please clarify what the City is wanting from this section on page 8: *A complete fiscal analysis and an assessment of the four existing regional parks Plaza Park, Recreation Park, Riverway Sports Park, Eastside Regional Park (in development), Civic Center Grounds (in development), and a location for a future regional park.*
Response: The city would like the consultant team to estimate costs to maintain existing parks and to construct and maintain future park development. The city would also want the existing regional parks analyzed for possible additional recreational opportunities or repurpose existing amenities to better serve the community.

END OF ADDENDUM NO. 2

/s/ Purchasing Division
(559) 713-4334

RESPONDENT to sign and submit with PROPOSAL

Firm: PROS Consulting, Inc. Date: 8/25/2025

By: 
Bidder's Signature



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

02/14/2025

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 have ADDITIONAL INSURED provisions or 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: Hannah Taylor PHONE (A/C, No, Ext): (812) 242-1414 E-MAIL ADDRESS: htaylor@sycamoreins.com FAX (A/C, No): (812) 242-2042																					
INSURED PROS Consulting Inc. 35 Whittington Drive Suite 300 Brownsburg IN 46112	<table><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A:</td><td>Hartford</td><td>00914</td></tr><tr><td>INSURER B:</td><td></td><td></td></tr><tr><td>INSURER C:</td><td></td><td></td></tr><tr><td>INSURER D:</td><td></td><td></td></tr><tr><td>INSURER E:</td><td></td><td></td></tr><tr><td>INSURER F:</td><td></td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Hartford	00914	INSURER B:			INSURER C:			INSURER D:			INSURER E:			INSURER F:		
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INSURER E:																						
INSURER F:																						

COVERAGES**CERTIFICATE NUMBER:** CL2521307242**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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:			36SBAAQ6552	03/01/2025	03/01/2026	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 ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			36SBAAQ6552	03/01/2025	03/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000			36SBAAQ6552	03/01/2025	03/01/2026	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☐	N / A	36WECIC9016	04/02/2025	04/02/2026	☒ PER STATUTE ☐ 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 Retroactive Date 5/24/2003			36PG0288700	03/01/2025	03/01/2026	Aggregate Limit 2,000,000 Per Claim Limit 2,000,000 Retention 10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

For Information Only

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

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