



## BID RESPONSE

Responding To:

**Bid/Project Number: RFP 10859-25**

**Bid/Project Title: Recreation Program Plan**

**Closing Date: 03/04/2025 at 2:00pm PST**

Submitted By:

Name of Company Submitting Response:

PROS Consulting, Inc.

Printed Name of Person Submitting Response:

will Younger

Email:

william.younger@prosconsulting.com

Signature of Person Submitting Response:

Signed by:  
*Will Younger*  
AEF116483C504BB...

Date:

3/6/2025

Attach Your Bid/Proposal:

Remember to sign your bid/proposal



Attach all pages of your response here



**RFP # 10859-25 Request for Proposals:**

# **City of Redmond Recreation Program Plan**

**March 6, 2025**



**Prepared By:**





Inspiring  
Communities  
to Action

March 6, 2025

Cover Letter

Heidi Johnson, Sr. Purchasing Agent  
City of Redmond  
15670 NE 85<sup>th</sup> Street  
Redmond, WA 97010

**RE: RFP #10859-25 Request for Proposals – Recreation Program Plan**

Dear Heidi and Selection Committee:

PROS Consulting considers it our privilege to present our qualifications for the opportunity to work with the City of Redmond on the preparation of a *Recreation Program Plan* ("Program Plan") to define strategies, services, and direction for public recreation programming to meet the needs of the community. PROS Consulting, established in 1995, is a recognized, full-service planning firm that focuses on services to government and not-for-profit agencies. PROS considers our approach to be sound and proven across the country in helping public agencies create sustainable systems that are driven through sound data and distinct analysis.

Our national experience, combined with our extensive work locally in the State of Washington and King County, specifically ensures that we can offer the best of both worlds in being worthy partners to help the City of Redmond achieve its vision and goals for the *Program Plan*. Our approach will develop a clearly defined programming planning process that defines strategies, services, and direction for public recreation programming that is financially sustainable and meets the needs of the residents of Redmond.

We believe our experience working with high-performing NRPA Gold Medal and CAPRA Accredited agencies on similar plans nationally and our customized methodology is best suited to help you:

- **Create a plan that is grounded in inclusive and accessible community engagement** to ensure the broad interests of the diverse community and stakeholders in Redmond are heard and can help guide growth and development of recreation programming.
- **Outline a strategy for recreation to the entire community** regardless of socioeconomic, cultural, racial, or geographic differences, and provides 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 Redmond.
- **Shape the financial sustainability and organizational excellence** to achieve the strategic objectives, identify revenue opportunities, and dynamic partnerships.
- **Develop a dynamic and realistic action plan** that creates a road map to ensure long-term success and financial sustainability for Redmond's recreation programming and the Redmond Community Center.

We are pleased to have assembled an esteemed and award-winning team for this project, which includes our longtime partner ETC Institute, a nationally renowned survey and market research firm to assist in the statistically valid community needs assessment survey development.

If you have any questions or need additional information, please do not hesitate to contact me at 317.679.5615 or email at [leon.younger@prosconsulting.com](mailto:leon.younger@prosconsulting.com) or our project manager, Brian Trusty at [brian.trusty@prosconsulting.com](mailto:brian.trusty@prosconsulting.com) and 219.998.8779. We are enthusiastic about the opportunity to submit on this exciting and meaningful planning project for the City of Redmond.

Sincerely,  
PROS Consulting, Inc.

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

Leon Younger, President

35 Whittington Dr.  
Suite 300  
Brownsburg, Indiana 46112  
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877.242.7761  
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*Request for Proposal*  
*Recreation Program Plan*

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## *Request for Proposal Recreation Program Plan*

### Section 1 – History and Experience of Firm

#### 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)

**Type of Company:** S-Corporation, Leon Younger, President

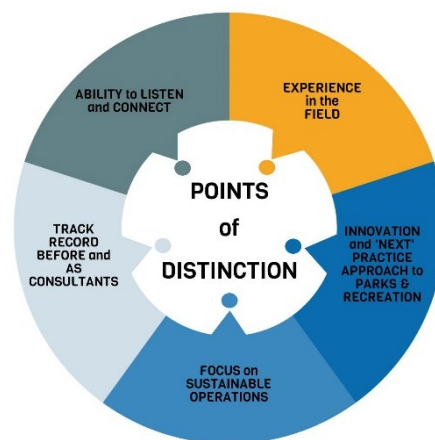
**Contact Information:** 35 Whittington Dr., Suite 300; Brownsburg, IN 46112

P: 877.242.7760; F: 877.242.7761

**Contacts:** Leon Younger, President; 317.679.5615; [leon.younger@prosconsulting.com](mailto:leon.younger@prosconsulting.com)

#### PROS Quick Facts

- Since the firm was established in 1995 to uniquely serve the park, recreation and tourism services industry, PROS has completed more than 1,000 projects in over 47 states and numerous projects internationally in seven countries.
- The **PROS Team has worked in highly diverse environments** from the inner cities of Los Angeles, Miami, Atlanta, and Dallas to remote areas in Appalachia, Montana, and the American West. Our experience includes working with the best-of-the-best, the worst-of-the-worst, and a lot in between.
- Our planning team has 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 reliable, sustainable, relevant, and innovative outcomes for the City of Redmond, and the people that live, work and play in the region.





## Unique Experience Specific to the Project

Central to our project approach is providing a high level of responsiveness to the City of Redmond Parks and Recreation staff and maintaining accessibility throughout the project lifespan. Our team is flexible and will work hard to effectively serve as an extension of the project staff. **Also, we have three CAPRA Visitors on staff and have worked with nearly 40% of CAPRA accredited agencies, as well as 55% of NRPA Gold Medal Winners.**

The matrix below illustrates the specific project and planning experience of PROS Consulting, as well as operations, financial, and program planning specifically in Washington.

Qualifications	PROS Consulting
<b>Experience with parks, recreational facilities, programs and service management</b>	Over 100 years combined experience as practitioners in the parks and recreation industry and as planners.
<b>A firm understanding of the work of parks and recreation agencies</b>	Successfully completed over 1,000 planning projects in all levels of the public sector.
<b>Familiarity with public sector cost accounting and budgeting</b>	Successfully completed over 150 cost of service, financial management, or revenue enhancement plans for public clients.
<b>Knowledge of existing park-centric partnerships throughout the country</b>	Directly assisted over 70 public clients with identifying, establishing, and maintaining innovative partnerships.
<b>Experience developing fiscal or financial plans at facility level (park or sector), or system level</b>	Successfully completed over 200 business plans for individual parks and park systems.
<b>Public facilitation experience</b>	Facilitated over 4,000 meaningful public meetings and focus groups throughout the United States.
<b>Personnel training experience</b>	Organized and facilitated personnel development and training programs for over 10,000 participants in the last 26 years.
<b>Familiarity with and experience doing business in Washington</b>	Completed parks and recreation planning projects for Kent, Metro Parks Tacoma, Si View Metroparks, Everett, West Richland, Seattle, Sammamish, Washington State Parks and many others across the region
<b>Experience with CAPRA Accredited and NRPA Gold Medal Agencies</b>	Worked with the following CAPRA Accredited agencies in the past: Metro Parks Tacoma, WA; Gainesville, FL; Miami-Dade County, FL; Kansas City, MO; Carmel, IN; Roanoke, VA; Park District of Oak Park, IL; Westerville, OH; Toledo, OH MetroParks; Cleveland, OH MetroParks; Prince George's County, MD; Montgomery County, MD; Mecklenburg County, NC; Olathe, KS and many others throughout the last 26 years
<b>Forensic accounting and economic analysis experience</b>	Utilized forensic accounting in all cost of service, business plan projects, and economic impact analysis; former public finance director and CPA on staff.
<b>Operational and programming analysis experience</b>	PROS Consulting has completed over 300 operational and programming studies for a wide variety of parks and recreation planning projects on a system-wide level as well as site/facility specific.
<b>Experience in CAPRA Accreditation</b>	Assisted the following agencies with CAPRA Accreditation in the past through master and strategic plans: Durango, CO; Kansas City, MO; Carmel, IN; Indianapolis, IN; Roanoke, VA; Toledo, OH MetroParks; Prince George's County, MD; Mecklenburg County, NC; Olathe, KS and many others throughout the last 26 years.

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

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

## *Request for Proposal Recreation Program Plan*

### **Subcontractors**

We have expanded our expertise and capabilities to best serve the needs of the City of Redmond in this project. **PROS Consulting, Inc.** will be the prime consultant and will lead the project team. If required, ETC Institute can complete a statistically valid survey to gain insight on the community's vision for recreation services in the City. Our team members have a great reputation across the industry and each of their firm profile summaries are outlined below.

#### **ETC Institute**

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



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

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





## Section 2 – Project Understanding

The City of Redmond desires a *Recreation Program Plan* that will develop a clearly defined programming process that engages community members and City decision makers to define strategies, services, and direction for public recreation programming that is financially sustainable and meets the needs of the residents of Redmond in alignment with city-wide and departmental goals.

The PROS Team will work with the Redmond Parks and Recreation Department to create a plan using existing data, any required new data, best practices, and creativity in collaboration and alignment with the recreation service industry and community stakeholders, while also being in alignment with CAPRA Accreditation best practices.



### Desired Outcomes

The desired outcomes that the PROS Team anticipates for the project include, but is not limited to, the following required components:

- Stakeholder, resident, and staff involvement processes, which will form plan development.
- Solicitation and analysis of community input survey data, City or regional demographics and industry trends to determine community need, identifying and citing indicators of the need.
- An analysis and prioritization of forecasted needs based on determinants of need.
- Alignment with industry and CAPRA Accreditation best practices
- Strategic action plan that includes action items, operational steps, and outcomes to facilitate the City's ability to efficiently implement the plan.

### Strategies

The study will be a community-supported action plan that provides guidance for future development and redevelopment of programs and services. In summary, we propose proven strategies based on the Department goals for the project that will:

- **Engage the community**, leadership and stakeholders in meaningful, varied and creative public engagement process to build a shared vision for programs in the City, as well as understand how to best serve current and projected recreation needs of the community in programs and facilities.
- **Utilize a wide variety of data sources and best practices** to predict recreation trends and patterns of use and how to address unmet needs in the City.
- **Determine unique Level of Service Standards** for the City to project appropriate and prudent actions regarding recreation programs and services and assess current recreation needs for programming.
- **Shape financial and operational preparedness** through innovative and “next” practices to achieve the strategic objectives and recommended actions and implementation strategies, while aligning with CAPRA Accreditation best practices.
- **Develop a dynamic and realistic strategic action plan** that can ensure long-term success and financial sustainability for recreation programs and facilities, as well as action steps to support the diverse community that the Department serves.



## *Request for Proposal* *Recreation Program Plan*

### **Recreation Program Plan Project Approach**

The *Recreation Program Plan* will result in a 5-year attainable, performance-based plan with key deliverables and milestones established. It will also look at the function of these individual programs, activities, and services and their contribution to the Department's values, vision, and mission. The following is a detailed approach to develop the plan related to implementing specific action items. The *Recreation Program Plan* will be completed in two phases.

### **Task 1 – Project Management, SWOT Analysis, Demographic & Recreation Trends Analysis, & Gap Analysis**

- A. Kick-off Meeting, Tour, and Project Management** - A kick-off meeting should be attended by the key Department staff and PROS Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the PROS Team. Detailed steps of this task include:
- Confirmation and Outcome Expectations – The project goals, objectives, scope, and schedule will be confirmed. Discuss expectations of the completed project.
  - Tour – Meet with City staff for a guided tour of Redmond's park and recreation system in order to gain an understanding of Redmond's facility inventory and breadth of recreation programs
  - Communications – Identify lines of communication, points of contact, level of involvement by staff, and other related project management details. The PROS Team will develop status reports to City staff on a monthly basis. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project.
  - Database of Stakeholders – The PROS Team will work with City staff who will gather contact information from a variety of sources within the agency. This information will be used in the key leadership/focus group interview portion of the plan.
  - Data Collection and Review – The PROS Team will review background research and relevant historical records, including the Redmond Teen and Senior Intergenerational Center planning process (2021), Parks, Recreation and Open Space (PROS) Plan (March 2020), Older Adults Recreational Services Needs Assessment (March 2019), Strategic Arts Plan (under development), other relevant plans and initiatives, surveys and interviews with people familiar with recreation programming, interviews and focus groups with customers and community leaders and national research on best practices in recreation programming.
  - Project Branding and Media Strategy – The Consulting Team will work with the City to develop a project brand for the plan. This could include specific Project Name, Logo, Hashtags etc. in conjunction with the client. The branding will be woven into all aspects of project communication and outreach mediums including, but not limited to, the website, online surveys, and social media such as the City's Facebook, You Tube, or Twitter feeds.
- B. SWOT Analysis** – Based on meetings with City staff and discussions with key leadership, the PROS Team will develop a SWOT analysis highlighting existing Strengths, Weaknesses, Opportunities, and Threats faced by the Department as it relates to programs and services. The staff meetings will be organized by like program areas. The SWOT Analysis will also review how identified recreation programming aligns with or contributes to the City of Redmond's and the Department's values, vision, mission, and outcomes.
- C. Demographic & Trends Analysis** – The PROS Team will utilize the City of Redmond's demographic and other socio-economic projections for the system and supplement with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:



- To understand the market areas served by the park and recreation system and distinguish customer groups.
- To identify underserved populations, current reach to those populations, and to make recommendations to remove barriers and enhance inclusion by all.
- To determine changes occurring in the City, and assist in making proactive decisions to accommodate those shifts.

The City's demographic analysis will be based on previous planning efforts including US 2020 Census information, 2023 updated projections, and 5- (2028) and 10- (2033) year projections. The following demographic characteristics will be included:

- Population Density;
- Age Distribution;
- Households;
- Gender;
- Ethnicity; and
- Household Income

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sports & Fitness Industry Association's (SFIA) 2023 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends. This will help to determine how recreational trends impact existing and projected user populations and will make recommendations on where to expand recreation and leisure programs based on community expectations and trends.

## Task 2 – Community Engagement Process

The PROS Team will utilize an innovative and creative public engagement process to solicit community input on how the Department will meet the needs of residents in the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings. These could include the use of the web, social media, as well as participatory workshops for local groups. Specific tasks include:

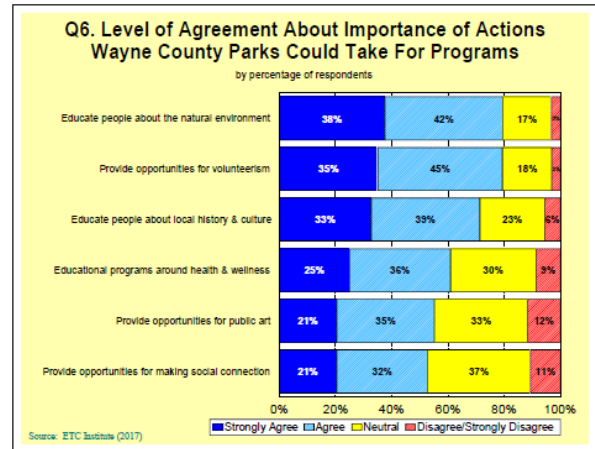
**A. Key Leadership/Focus Group Interviews** – The PROS Team will perform focus groups and key leadership interviews in the community to evaluate their vision for recreation programs in the Redmond community. Four to five (4-5) focus group meetings and key leadership interviews (up to 12) will be held over a two-day period. During these interviews/focus groups, the PROS Team will gain an understanding of the community values, as well as determine the priority for recreation programming and service needs of the community. The following list of potential interviewees will be used to select the final list in conjunction with the City:

- Elected officials
- Park Commission
- Arts Commission
- Historical Society
- Conservation groups
- Other service providers
- Key partners and philanthropic organizations
- School officials
- Users and non-users of the parks and recreation system
- City Staff
- Special event providers



## *Request for Proposal* *Recreation Program Plan*

- B. Community Needs Assessment Statistically-Valid Survey** – ETC Institute can complete a statistically-valid survey if desired the City of Redmond. To facilitate the survey design process, ETC Institute will provide the City with sample surveys created for similar projects. Based on all the community input feedback and with additional input from the District staff, ETC Institute will develop a first draft of the survey. This includes ensuring the survey instrument is worded to obtain statistically valid and reliable results, fine-tuned to shorten the survey instrument yet obtain the vital information needed, and formatted to meet all coding requirements. It is anticipated that 3-4 drafts of the survey will be prepared before the final draft is approved by the City. The survey will include a cover letter from the City and provide respondents the opportunity to respond in English or Spanish. As part of this task, the sampling plan for the survey will be finalized and the project manager will discuss which methodology is best to conduct the surveys. ETC Institute recommends administering the survey to a random sample of at least 375 residents in the City. A random sample of 375 surveys would have a precision of at least +/- 5% at the 95% level of confidence; it would also allow the results of the survey to be analyzed by sociodemographic and geographic characteristics. ETC Institute will ensure that the results of the survey will be statistically representative of residents. ETC will also ensure that the survey results are statistically significant based on the population of City of Redmond. The survey will have recreation programming questions, as well as questions pertaining to the Redmond Community Center.



- C. Social Pinpoint Project Website (includes online survey)** – We will develop a customized project website, if desired by the City of Redmond that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community. This could be combined with input through social media and could also host videos through a dedicated YouTube Channel and utilize the City's website. It has proven to be a highly effective tool in engaging the community on an on-going basis as well as maximizing outreach to an audience that may not traditionally show up at public meetings or choose to respond to a phone or mail survey.

### Task 3 – Program Analysis

- A. Program and Service Assessment** – Programs and services are the backbone of park and recreation agencies. This assessment will review how well the Department aligns itself with community needs. The goal of this process is to provide program enhancements that result in successful and innovative program offerings. The PROS Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- Pricing structure and cost recovery
- Review of program development process
- Customer satisfaction
- Trends in program registration
- Current KPIs
- Staff training and development

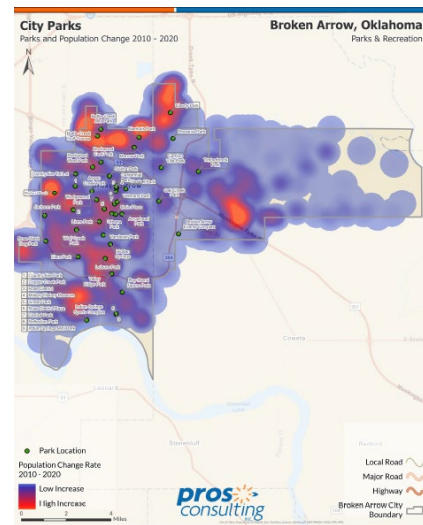


The program assessment process will produce a comprehensive index of all recreation program offerings. This index will be set up in a manner that allows the Department to update annually to examine Key Performance Indicators (KPIs). The recreation program assessment format will be discussed with the Department at length to create a tailored, customized index that works and interfaces with their existing systems. An important tenet to the recreation program assessment is the ability to gain insight into the Department's existing market position. As such, a similar provider assessment will be conducted in tandem with the data collection and analysis process to provide the consultant team with a fuller understanding of duplicative services and areas that may be underserved.

Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that will help focus staff efforts in core program areas and will create excellence in those programs deemed most important by program participants and what other service providers are providing.

- B. Gap Analysis & Mapping** – The PROS Team will compile a complete and current community inventory of recreation facilities, programs, and services in the City of Redmond, including those provided by the City of Redmond, and those offered by schools and other alternative public, private and non-profit providers to understand market saturation, gaps, competition, or partner opportunities. This process can also include an inventory of similar facilities in neighboring communities that may serve Redmond residents.

The PROS Team will work with the staff to determine the appropriate GIS mapping. This could include mapping by classification of programs and major recreation amenities by facility standards as applied to population density and geographic areas. It can also include the walkability of accessing programs and facilities in the City. This mapping identifies gaps and overlaps in service area by showing all service providers.



- C. Evaluation of Programmable Facilities** – The PROS Team will identify, assess, and recommend indoor (e.g., Redmond Senior & Community Center, teen center, school facilities, leased facilities, etc.) and outdoor venues (e.g., historic farm, Redmond Pool, etc.) to better meet programming needs and priorities.
- D. Prioritized Program Priority Rankings** – The PROS Team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, and the program and services assessment into a quantified facility and program priority ranking. This priority listing will be compared against gaps or surplus in programs and services. This will list and prioritize program needs for the agency. The Team will conduct a work session with staff to review the findings and make revisions as necessary.

## Task 4 – Recreation Program Plan Implementation

- A. Recreation Programs Action Plan** – Upon consensus of all technical work, the subsequent *Recreation Program Plan* will be completed with recommendations, supporting strategies, actions, responsibilities, and priorities/timelines. These strategies will establish specific and measurable objectives for programs and services that are reviewed periodically to ensure that programs are achieving the needed community benefit or outcome desired. Also, the PROS Team will identify clear strategies and directions to take advantage of new opportunities, and address gaps and redundancy in program delivery in Redmond. Action plans will be established in the following key areas:

- **Operational Management** – Recommendations that provide for short- and long-term enhancement of recreation program operational management practices of the Department.



## ***Request for Proposal***

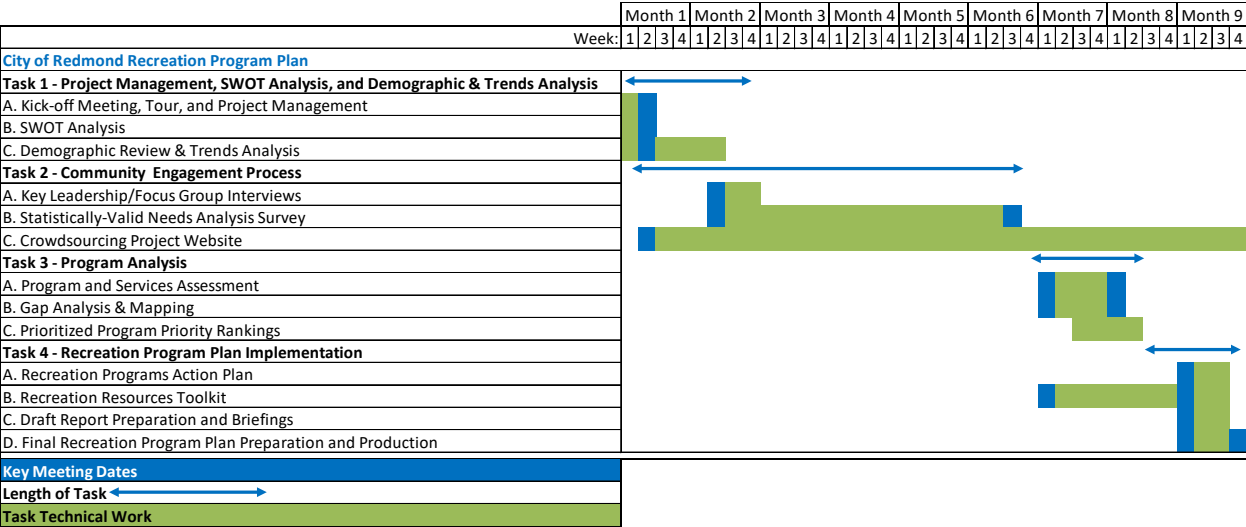
### ***Recreation Program Plan***

- **Programs and Services** – Recommendations that provide for short- and long-term development of programs and services provided by the City, including opportunities to improve meeting user needs. The Consulting Team will make strategic recommendations to existing program offerings, organizational alignment, etc. based on analysis of existing programs, needs assessment, surveys, community feedback, target audience, etc.
  - **Policies and Practices** – Specific policies and practices for the City's recreation and engagement divisions that will support the desired outcomes of this *Recreation Program Plan* will be detailed such as recommendations on specific policies and practices related to recreational programming, and outlines how the Department should use performance and feedback data moving forward to influence programming, policy, and planning decisions.
- B. Recreation Resources Toolkit** – The PROS Team will work with the Department to develop a Recreation Resources Toolkit that will include at a minimum:
- Minimum training standards for general recreation program staff, staff/volunteers working with individuals with disabilities, and volunteer youth sport coaches.
  - Redmond Recreation Program Training Manual that includes a summary of all minimum training requirements, current City of Redmond training tools, and any new recommended training tools that may be developed for this toolkit.
  - Summary of Key Performance Indicators that will be employed to evaluate Redmond recreational programming moving forward.
  - Updated participant feedback processes and tools.
- C. Draft Report Preparation and Briefings**– The PROS Team will prepare a draft *Recreation Program Plan* with strategies considering all analysis performed that is in alignment with CAPRA Accreditation standards. The recommendations and prioritization of needs will be reviewed and discussed with the Department staff on schedules to finalize action steps, responsibilities, and timelines. Department representatives will have sufficient time to review the draft plan, make any changes/additions/recommendations to it and ask for further clarifications if needed.
- The PROS Team will meet with representatives of the Parks and Recreation Department and/or present to City Council to share information throughout this process, as well as present the final *Comprehensive Recreation Program Plan*, identify key findings, and answer questions. Once the draft is approved by the City, the PROS Team will prepare a final summary report and present it to the City Council for final approval and adoption.
- D. Final Recreation Program Plan Preparation, and Production** – Upon comments or revisions by City staff, the suite of relevant community advisory committees, and the community, the Consulting Team will finalize the Plan to reflect all input received. The final *Recreation Program Plan* will be prepared with a Summary Report that is professionally laid out and delivered along with associated appendices (technical reports). One electronic copy of the final plan will be delivered.



### Section 3 – Adherence to Schedule

The project approach and scope of work detailed in this proposal will be completed by the PROS Team collaboratively with the City of Redmond Parks and Recreation staff. PROS can begin the project immediately and has the capability and availability to meet the project schedule depicted below. Specific dates will be set during the kick-off meeting process, and we will consider any special requirements by the City of Redmond regarding scheduling to meet your expectations.



## *Request for Proposal* *Recreation Program Plan*

### Section 4 – Estimated Budget

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

	Total
<b>PHASE I</b>	
<b>Task 1 - Project Management, SWOT Analysis, and Demographic &amp; Trends Analysis</b>	
A. Kick-off Meeting, Tour, and Project Management	\$ 1,820
B. SWOT Analysis	\$ 1,820
C. Demographic Review & Trends Analysis	\$ 3,620
Expenses	\$ 1,500
Subtotal Dollars	\$ 8,760
<b>Task 2 - Community Engagement Process</b>	
A. Key Leadership/Focus Group Interviews	\$ 4,380
B. Statistically-Valid Needs Analysis Survey	\$ 14,910
C. Crowdsourcing Project Website	\$ 6,875
Expenses	\$ 1,500
Subtotal Dollars	\$ 27,665
<b>Phase I Total</b>	<b>\$ 36,425</b>
<b>PHASE II</b>	
<b>Task 3 - Program Analysis</b>	
A. Program and Services Assessment	\$ 6,580
B. Gap Analysis & Mapping	\$ 3,010
C. Prioritized Program Priority Rankings	\$ 3,640
Expenses	\$ -
Subtotal Dollars	\$ 13,230
<b>Task 4 - Recreation Program Plan Implementation</b>	
A. Recreation Programs Action Plan	\$ 4,590
B. Recreation Resources Toolkit	\$ 8,280
C. Draft Report Preparation and Briefings	\$ 5,010
D. Final Recreation Program Plan Preparation and Production	\$ 4,720
Expenses	\$ 2,000
Subtotal Dollars	\$ 24,600
<b>Phase II Total</b>	<b>\$ 37,830</b>
<b>TOTAL EXPENSES</b>	<b>\$ 5,000</b>
<b>TOTAL FEES</b>	<b>\$ 69,255</b>
<b>TOTAL DOLLARS</b>	<b>\$ 74,255</b>

This scope and fee proposal is **valid for 90 days** from the date of submission to the City of Redmond. Additionally, PROS Consulting acknowledges and **agrees to obtain a City of Redmond business license** if selected to perform these services.



## Appendix A – Key Team Members Resumes

The Consulting Team on this project will be led by PROS Consulting Principal, Brian Trusty, with project oversight by Leon Younger, PROS Consulting President, as well as all members of the PROS Team. Central to our project approach is providing a high level of responsiveness to the City of Redmond and maintaining accessibility throughout the project lifespan. Our team has the capacity, flexibility and will work hard to effectively serve as an extension of the City of Redmond project staff. The Consulting Team we have assembled has the experience and reputation of meeting time schedules and budgets and has completed many projects of a similar nature across the country.

### Resumes

#### Leon Younger

##### PROS Consulting President

##### Education

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

B.S., Kansas State University, May 1975

##### Employment History

President, PROS Consulting, Sep. 1995 to present

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

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

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

1988

##### Certification

Certified Park and Recreation Professional

##### Professional Experience

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

- Tacoma, WA Metro Parks Comprehensive Program Plan
- Si View, WA Metro Parks Comprehensive Program Plan
- Kent, WA Comprehensive Program Plan
- Kent, WA Riverbend Golf Complex Business Plan
- Miami Dade County, FL Comprehensive Program Plan
- Everett, WA Parks and Recreation Strategic Master Plan
- Dallas, TX Recreation Master Plan
- Kansas City, MO Parks and Recreation Strategic Business Plan
- City of Los Angeles, CA Parks and Recreation Needs Assessment
- Fair Oaks Recreation and Parks District, CA Parks and Recreation Strategic Master Plan





## ***Request for Proposal Recreation Program 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 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
- 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

### **Brian Trusty**

**PROS Consulting Principal**

**Email:** [brian.trusty@prosconsulting.com](mailto:brian.trusty@prosconsulting.com)

**Phone:** 214.998.8779

#### **Education**

B.S., Texas A&M University, 1995

M.S., Texas A&M University, 2000

#### **Employment History**

Principal, PROS Consulting, Jan. 2022-Present

Vice-President, National Audubon Society, Nov. 2012-2021

Vice-President, PROS Consulting, Jan. 2007 to Oct. 2012

Executive Director, Adventure Sports Center International (ASCI), May 2005 to Nov. 2007

Manager – Nature Park System, Lower Colorado River Authority, Sep. 2000 to March 2005

President and Founder, SierraQuest Corporation, Sep. 1993 to Aug. 2003



#### **Professional Experience**

Brian Trusty has enjoyed a 30-year career in parks and recreation, land and habitat management, tourism, and economic development that includes executive management responsibilities in private for-profit, private non-profit, and public organizations. Brian's career includes managing an outdoor adventure tour program he founded that operated in 22 U.S. states, Canada, and Mexico; managing a system of nature parks for the Lower Colorado River Authority (LCRA) in Texas; leading the development and operation of the premier adventure sports destination on the east coast; performing strategic planning and management consulting for parks and recreation and land management agencies throughout the United States; and leading Audubon's conservation and environmental education programs in Texas and the Central Flyway. Brian also led the charge in uniting and elevating Audubon extensive network of nature centers and wildlife sanctuaries throughout the United States for the last two years. Brian has served on the Texas State Parks Advisory Committee since 2013 as its Chair and was the primary author on the recent Committee recommendations to the Texas Parks and Wildlife Commission regarding financial sustainability for the Texas State Parks System in the future. This led to the successful passage of a state constitutional amendment in 2019 establishing a dedicated public funding source for Texas State Parks. In 2019, Brian was recognized as a Distinguished Alumni of Texas A&M's Parks, Recreation and Tourism Sciences Department.

#### **Similar Project Experience**

- Temple, TX Parks and Recreation Strategic Plan
- San Antonio, TX Youth Services Master Plan
- Broken Arrow, OK Comprehensive Recreation Program Plan
- Pocatello, ID Parks, Recreation, Open Space, and Trails Plan
- Westminster, CO Parks, Recreation and Leisure Services Vision Plan
- Tennessee State Parks Comprehensive Strategic Plan



- Lawrenceburg, TN Parks and Recreation Master Plan
- Johns Creek, GA Recreation and Parks Master Plan
- Olathe, KS Parks and Recreation Master Plan
- Derby, KS Parks and Recreation Master Plan
- Bays Mountain Regional Park Long Range Strategic Plan (Kingsport, TN)
- State of Kentucky Parks, Operations and Financial Strategic Plan
- Texas State Parks Business Planning Services
- California State Parks Operations and Financial Plan
- Eastern Kentucky Regional Adventure Tourism Plan
- Maryland State Parks Operational and Financial Plan
- Central Iowa Water Trails Governance and Management Analysis (Des Moines, IA)
- City of Sedona, AZ Parks and Recreation Master Plan
- City of West Richland, WA Parks and Recreation Master Plan
- City of Palmer, AK Parks and Recreation Master Plan
- Town of Crested Butte, CO Regional Parks and Recreation Plan
- Missoula County, MT Parks, Recreation, Trails and Open Space Master Plan

### **Philip Parnin, CPRP**

#### **PROS Consulting**

#### **Associate Principal**

#### **Education**

B.S. Recreation and Parks Management, Indiana University

#### **Employment History**

Consultant, PROS Consulting; 2017 - present

Director of Parks and Recreation, Town of Brownsburg, IN; 2007 to 2017

Assistant Director of Parks and Recreation, Town of Brownsburg, IN;  
2006 to 2007

Director of Recreation, Mooresville Park District, IN; 2000 to 2006

Recreation Supervisor, Town of Munster, IN; 1998 to 2000

Recreation Programmer, Monroe County, Bloomington, IN; 1997 to  
1998

#### **Certification**

Certified Park and Recreation Professional (CPRP)

#### **Professional Experience**

Philip Parnin has over 25 years of experience in the field of parks, recreation, and leisure services. He has managed and led park development and sustainable operations at the executive level for over 16 years (including over a decade as director). In his leadership role, Philip established standards for improved efficiencies and operations by developing system-wide business plans, enterprise fund business plans, strategic master plans, recreation plans, marketing plans, site master plans, capital improvement plans, maintenance plans, trails and greenways plans, emergency action plans, and feasibility studies. Philip's field experience includes diverse municipal settings including: county, city, town and township district. His experience is enhanced by previous experience as the Indiana Park and Recreation Association President, along with serving on the Board of Directors. Philip currently serves as the Treasurer of the Indiana Park & Recreation Foundation where he has advised the board to financial gains beyond expectations. His approach to planning helps agencies transform ideas into successes that can be leveraged for even greater success.

#### **Similar Project Experience**

- Cincinnati Recreation Commission, OH Business Plan
- Kettering, OH Recreation Program Plan
- Las Vegas, NV Recreation Program Plan



## ***Request for Proposal Recreation Program Plan***

- City of Huber Heights, OH Parks and Recreation Needs Assessment & Prioritization Plan
- Great Parks of Hamilton County, Cincinnati, OH Comprehensive Master Plan
- Dublin, OH Parks and Recreation Master Plan
- Sidney, OH Parks and Recreation Master Plan
- Miamisburg, OH Parks and Recreation Master Plan
- Hopkins, MN Parks and Recreation Master Plan
- Edwardsville, IL Parks and Recreation Master Plan
- Streamwood Park District, Streamwood Village, IL Parks and Recreation Strategic Marketing Plan
- Arlington Heights, IL Park District Parks and Recreation Master Plan
- City of Upper Arlington, OH Parks and Recreation Comprehensive Master Plan
- Durango, CO Parks, Recreation and Open Space Master Plan
- Chesterfield, OH Parks and Recreation Master Plan
- Rockville, MD Parks and Recreation Master Plan
- Highpoint, NC Parks and Recreation Master Plan
- Idaho Falls, ID Parks and Recreation Strategic Master Plan
- Prince William County, VA Parks and Recreation Needs Assessment
- Town of Brownsburg, IN Parks and Recreation Strategic Master Plan

### **Sarah Durham, CPRP**

#### **PROS Consulting**

#### **Senior Project Manager**

#### **Education**

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

#### **Employment History**

Consultant, PROS Consulting; 2010 to present

#### **Certification**

Certified Parks and Recreation Professional (CPRP)

#### **Professional Experience**

Sarah's academic background in communications and business coupled with her experience in the private sector on the sales side equips her strongly to lead and support the market research and business planning functions of all key PROS projects. Her strong analytical skills coupled with a strong business background allow her to provide an in-depth perspective to understand the market potential and position agencies to best meet the users' needs. She manages a variety of tasks ranging from competitor analysis to GIS mapping as well as demographics / trends assessments and establishing levels of service standards for agencies all over the country.



#### **Similar Project Experience**

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



- Carmel Clay, IN Parks and Recreation Comprehensive Master Plan
- Washington County, PA Parks and Recreation Master Plan

## **Dalton Dickson**

### **PROS Consulting**

### **Project Consultant**

#### **Education**

B.A. (Urban Policy and Planning), University of North Texas

M.P.A. (Local Government), University of North Texas

#### **Employment History**

- Consultant, PROS Consulting; 2022 to present
- Sustainability Intern, City of Lewisville; October 2021 to October 2022
- Environment & Development Intern, North Central Texas Council of Governments; March 2021 to October 2021

#### **Professional Experience**

As an emerging young professional, Dalton has primarily worked in the public sector in sustainability, solid waste, and environment & development. With a passion for parks and recreation, sustainability, and urban planning, Dalton works to utilize his skills on a multitude of planning projects. A two-time alumnus of the University of North Texas, he received his Master of Public Administration in May 2023. His academic and professional background has allowed him to hone his skills in the field of Parks and Recreation, developing capabilities in technical writing, program analysis, similar provider assessments, demographics and trends analysis, Microsoft Word, Microsoft Excel, and Adobe InDesign.



#### **Similar Project Experience**

- City of Anna, TX Community Center Feasibility Study
- City of Broken Arrow, OK Comprehensive Recreation Program Plan
- City of Temple, TX Parks and Recreation Strategic Plan
- City of San Antonio, TX Youth Services Master Plan
- City of Pocatello, ID Parks, Recreation, Open Space, and Trails Plan
- City of Johns Creek, GA Parks and Recreation Master Plan
- City of Lawrenceburg, TN Parks and Recreation Master Plan
- City of Lewisville, TX Athletic Field Study
- City of Muscatine, IA Market Analysis, Operations Plan, and Design Recommendations
- City of Ottawa, KS Parks and Recreation Master Plan
- City of San Antonio, TX, Parks and Recreation Youth Master Plan
- City of Winterset, IA Community Center Study
- Vigo County, IN Feasibility Study



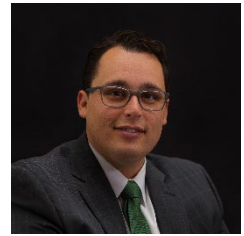
## *Request for Proposal Recreation Program Plan*

### **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. Murray 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
- 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



## Appendix B – Project List and References

### Recreation Programming Plan Experience and References

#### Metro Parks Tacoma Mission-Led Comprehensive Program Plan (2016) and Strategic Plan (2018)

##### TACOMA, WASHINGTON

In 2016, PROS Consulting completed a Mission-Led Comprehensive Program Plan (MLCPP) for Tacoma, WA. The MLCPP is a six-year document that guides Metro Parks Tacoma's recreation service provision. Aligned with MPT's strategic planning framework and budget cycle, the MLCPP is a critical document in understanding community needs, identifying gaps in services, and outlining how the District delivers its programs and details key issues facing the system along with key strategies, or recommendations, to address each challenge.

To develop the MLCPP, the PROS undertook the following tasks:

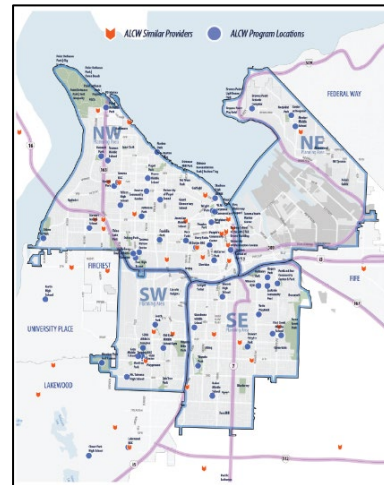
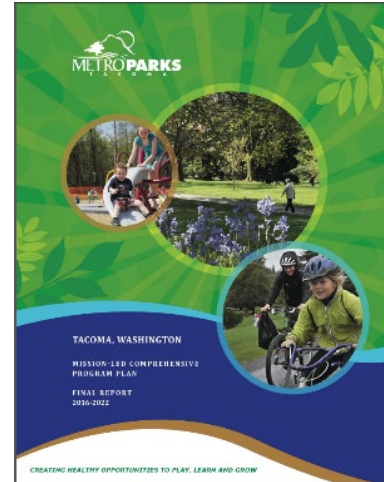
- Comprehensive Community Profile – a thorough understanding of Tacoma's demographics and socio-economics, recreation participation trends, and market potential. This information was organized and analyzed at three levels: 1) Tacoma city limits; 2) 30-minute drive time from city limits; and 3) separation into the District's four distinct planning areas.
- Program Inventory and Analysis – complete cataloging of all programs and services offered by MPT to identify location, markets served, participation trends, productivity rates, and performance metrics.
- Gap Analysis – based upon the existing programs and needs identified through a statistically-valid community survey, areas of greatest need were identified and prioritized.
- Dashboard Development – graphical depictions of program locations, similar service providers, and park facilities overlaid with information on community need for programs. Specialized dashboards were developed for each of the four planning areas.

Overall, the document provides the foundation for recreation services and amenities in parks and facilities and is meant to guide and be supported through additional business planning processes. Utilizing a comprehensive public engagement process and research platform, the planning team was able to develop a unique Level of Service (LOS) that resulted in prioritized direction for future acquisition, productive use of space, redevelopment, expansion, or dissolution of the District's park and recreation facilities and programs.

**Project Budget:** \$99,910

**Project Schedule:** January 2016-September 2016

**Client Reference:** Mr. Joe Brady, Chief Strategy Officer; Metro Parks Tacoma; [joebr@tacomaparks.com](mailto:joebr@tacomaparks.com); 253.305.1014



## *Request for Proposal* *Recreation Program Plan*

### **Kent, WA Comprehensive Recreation Program Plan (2020) and Parks, Recreation, and Open Space Plan (2022)**

#### **KENT, WASHINGTON**

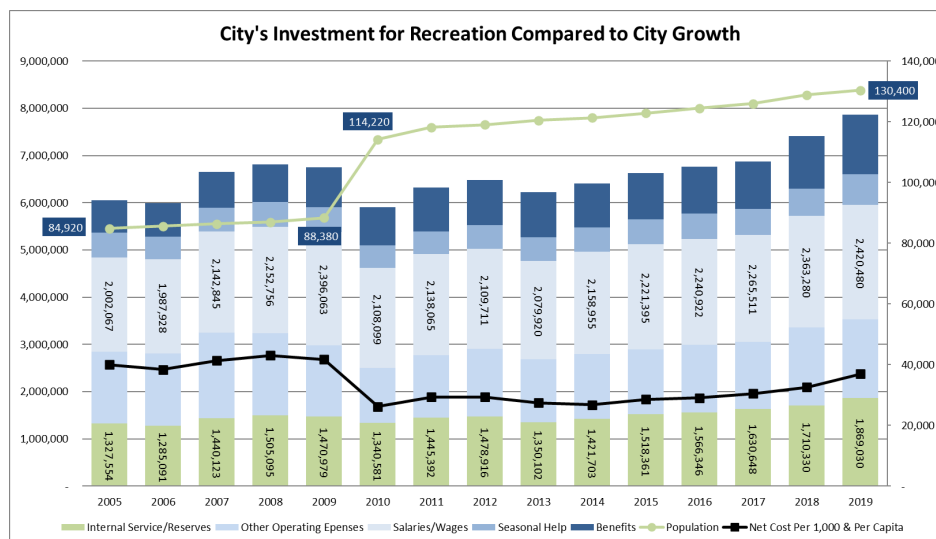
Kent Parks, Recreation & Community Services (Kent PRCS) retained PROS Consulting in 2019 to develop the Department's first *Comprehensive Recreation Program Plan*. Kent PRCS has aspirations to achieve CAPRA Accreditation and therefore, the development of a dedicated program plan is a necessity. In addition to the expressed CAPRA-related need, Kent PRCS experienced severe budget cuts for several years preceding the plan's development. The *Comprehensive Recreation Program Plan* put recreation in the forefront and used the planning process to establish and articulate Kent PRCS's value to the community in order to provide realistic action items for an 8-year period given the existing fiscal realities.



The public engagement process, highlighted by a statistically-valid community survey, identified a couple key findings (among others) to help position Kent PRCS within the community such as:

- 77% of respondents believe it is equally or more important to fund parks, trails, and recreation facilities compared to other City services.
- The top three community issues respondents believe Kent PRCS addresses includes: enhancing healthy aging, making living in Kent fun, and enhancing community connection to each other.

Kent PRCS leveraged the *Comprehensive Recreation Program Plan* to spur community change. The planning process changed the narrative from one of loss to one of opportunity.



The final *Comprehensive Recreation Program Plan* laid the foundation for the Kent PRCS programs and services delivery model such as (among others): Key Performance Indicator (KPI) identification and integration, how “unmet need” is identified and resolved, outreach to underserved populations and how to remove barriers, and strategic directions and action items outlined by fiscal year.

**Project Budget:** \$85,180

**Project Schedule:** July 2019–February 2020

**Client Reference:** Ms. Julie Parascondola, Director; Kent Parks, Recreation & Community Services Department; 400 West Gowe Street, Kent, WA 98032; 253-856-5007; jparascondola@kentwa.gov





## Si View Metro Parks, WA Comprehensive Recreation Program Plan (2021)

### NORTH BEND, WASHINGTON

Si View Metropolitan Park District (Si View MPD) was formed in 2003. Si View MPD strives to enhance the quality of life for residents in Snoqualmie Valley through recreation programs and parks. With a historic Community Center, indoor pool, multiuse sports fields, picnic shelter and playgrounds, Si View is the only such regional recreational facility serving as the social, cultural and educational hub in the community. Si View MPD operates an extensive array of recreation programs connecting with residents of all ages and abilities. Additionally, seasonal activities bring the community together for events such as the North Bend Farmers Market and Summer Concert Series, Festival at Mount Si, Theater in the Park, Harvest Festival, and Si View Holiday Bazaar.

As an independent, regional unit of government, Si View MPD's formation allows local control of Si View Park, Pool, and Community Center. Si View MPD covers approximately 17,300 acres, including the City of North Bend and Fire District 38, in unincorporated King County. A five-member Board of Commissioners governs Si View MPD.

PROS Consulting worked with Si View MPD to complete a *Recreation Program Plan* in 2021. The purpose of the *Recreation Program Plan* was to define strategies, services, and direction that advance Si View MPD's mission. The plan provides direction to Si View MPD staff and the Board of Commissioners by establishing determinant factors for the delivery of parks and recreational services for District residents. Ultimately, the *Recreation Program Plan* aims to be concise, user-friendly, and implementable document with clear strategies for the next 6 years, effective in 2022.

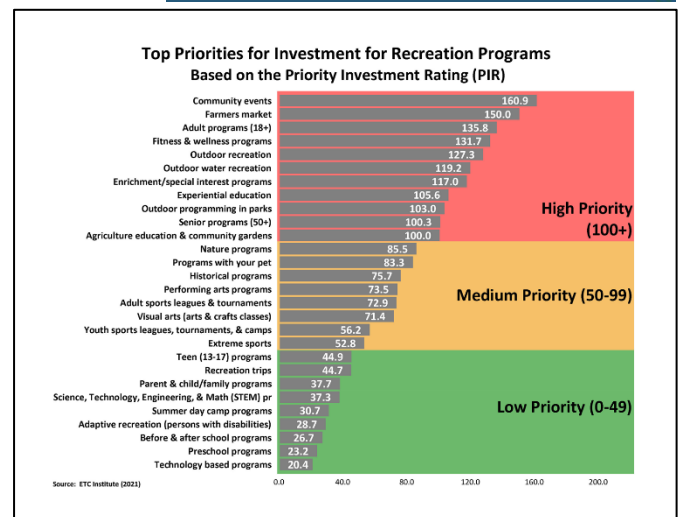
After identifying and reviewing the influencing factors for Si View MPD recreation programming, the PROS Team began a public engagement process designed to meet the key objectives Si View MPD staff outlined for the *Recreation Program Plan*:

- The plan will recommend program direction and future improvements based on identified community needs.
- The Recreation Program Plan will produce a set of service level targets and strategies for the District's programs and services.

**Project Budget:** \$54,980

**Project Schedule:** December 2020-August 2021

**Client Reference:** Ms. Mina Rudd, Recreation Manager; Si View Metro Parks; 400 SE Orchard Dr., North Bend, WA 98045; 425.414.0768; mrudd@siviewpark.org





## *Request for Proposal* *Recreation Program Plan*

### **Miami-Dade County, FL Comprehensive Recreation Program Plan (2018)**

#### **MIAMI, FLORIDA**

The Miami-Dade County Parks, Recreation, and Open Spaces Department is the third largest county park system in the United States. The system consists of 270 parks and over 13,000 acres of land. In order to help fulfill its mission “to create outstanding recreational, natural, and cultural experience to enrich you and enhance the quality of life for our community for this and future generations” the County emphasizes the importance of staying “ahead of the curve” in relation to recreational programming and services.

The County retained PROS Consulting to develop a *Comprehensive Recreation Program Plan* to provide guidance for both short-term and long-term goals in a financially sustainable and achievable manner. Specifically, the plans overarching outcomes are to identify:

- Who are we now?
- What should we look like as a regional system?
- How do we change and get there?

A key component to the plan is to understand the socioeconomic impact parks and recreation has on Miami-Dade residents. As such, the plan incorporated Centers for Disease Control and Prevention (CDC) data and County developed data to create comprehensive GIS maps (by Commission District) that helped highlight:

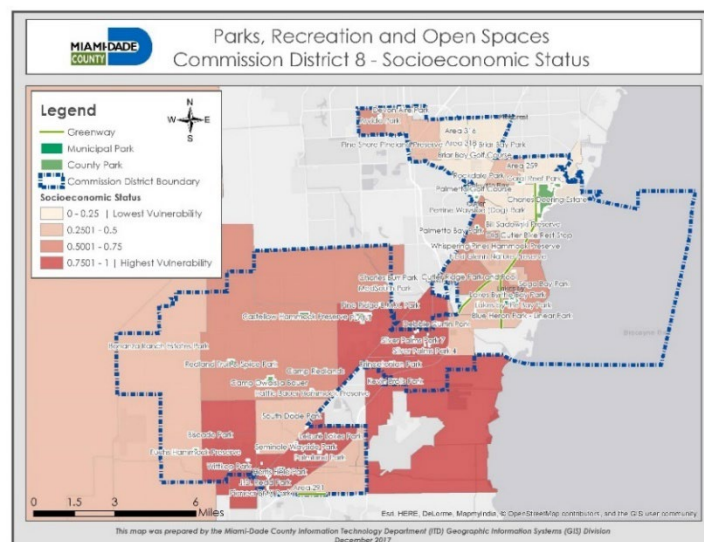
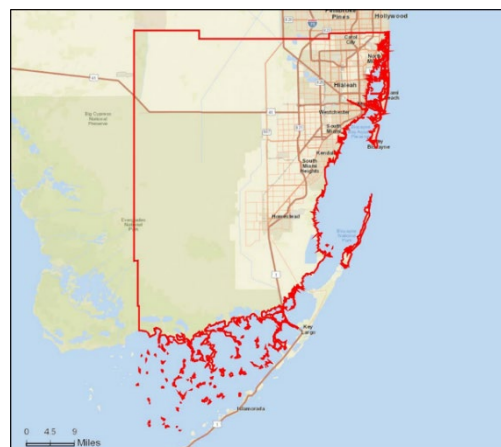
- Park access
- Underserved areas
- Areas of duplicative services (between the County and local municipalities)

The final *Comprehensive Recreation Program Plan* provides insight as to how Miami-Dade County should position itself to be a leading regional county park system, transitioning away from the local focus it has organically grown to have. A key tenet for the County is to adhere to park design standards to ensure recreational programming is offered at appropriate facilities and in locations that serve the greatest community needs.

**Project Budget:** \$130,360

**Project Schedule:** May 2018-March 2019

**Client Reference:** Mr. Eric Hansen, Chief of Recreation Programs and Services; Miami-Dade County Parks, Recreation, and Open Spaces Department; 275 NW 2<sup>nd</sup> Street, Suite 424, Miami, FL 33128; 305-755-7964; eric.hansen@miamidade.gov





## Carmel, IN Comprehensive Recreation Program Plan (2018)

### CARMEL, INDIANA

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

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

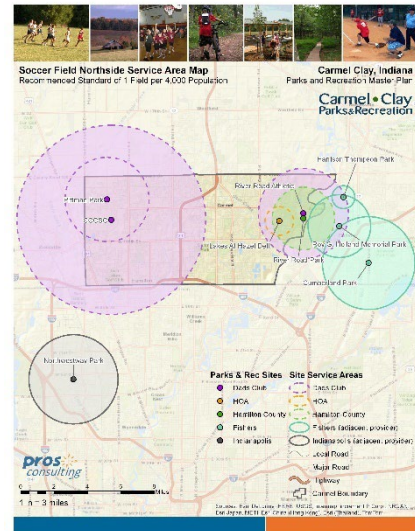
#### Phase I

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

#### Phase II

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

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



**Project Budget:** \$49,000

**Project Schedule:** February 2018-February 2019

**Client Reference:** Mr. Kurtis Baumgartner, Assistant Director; Carmel Clay Parks & Recreation Department; 1235 Central Park Drive East, Carmel, IN 46032; 317-573-5238; [kbaumgartner@carmelclayparks.com](mailto:kbaumgartner@carmelclayparks.com)

## *Request for Proposal Recreation Program Plan*

### **Cincinnati, OH Recreation Commission Program and Facilities Business Plan (2019)**

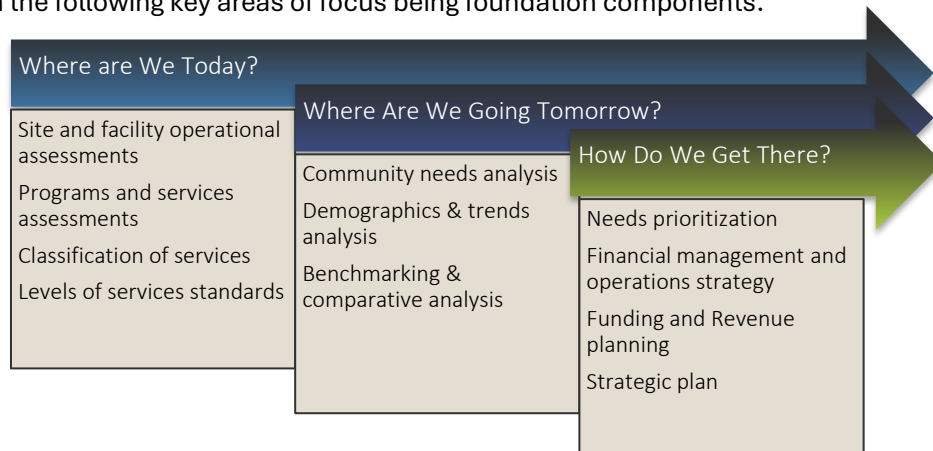
#### **CINCINNATI, OHIO**

In 2019, PROS Consulting, Inc. completed a Recreation Business Plan for the Cincinnati Recreation Commission (“CRC”). The CRC is a CAPRA accredited agency and a winner for two NRPA Gold Medal awards. CRC boasts a network of citywide recreation centers which complement CRC’s variety of aquatic facilities, 2,500+ acres of CRC outdoor athletic and playground facilities. Each year, millions of people visit CRC’s recreational facilities and enjoy many programs at indoor recreation centers and outdoor play areas. In addition, tennis attractions and premier public golf courses make CRC a top-notch organization.

The CRC desired a Programs and Facilities Business Plan to serve as a road map for the next five years and to recommend program direction, facility operations, maintenance, and capital improvements based on community needs. The plan provided an extensive overview of the system including historical context regarding CRC’s rich history and national prominence; in addition to clearly stating its current condition, needs, cost for meeting needs, and future challenges.

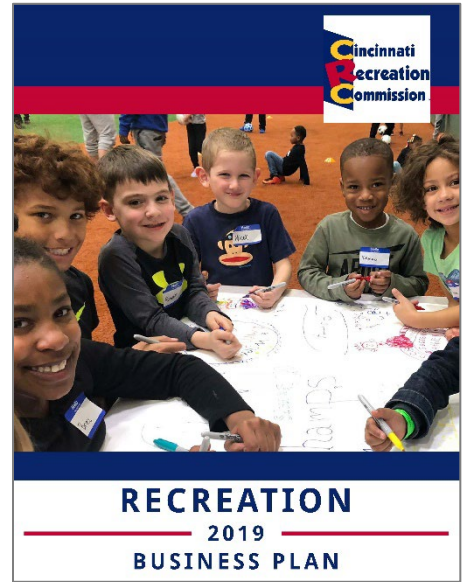
This plan included an inventory of current, as well as desired, facilities and programs needed to serve the community and prioritizes direction for the future programming of CRC’s park and recreational assets and services. The study included a community-supported action plan that provides guidance for future development and redevelopment of programs, facilities and services.

This Business Plan created a clear set of objectives that provided direction to CRC staff and the Board of Commissioners 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.



The Business Plan was developed to equip the CRC with government business principles to guide the process. The final deliverable included a dynamic and realistic strategic action plan that created a road map to ensure long-term success and financial sustainability for the CRC, as well as action steps to support cultural vibrancy, strong social connections among communities, and quality of life for the community and businesses that make Cincinnati a great place to live.

**Client Reference:** Mr. Daniel Betts, Director; 805 Central Ave., Suite 800; Cincinnati, OH 45202; 513.352.4006; [daniel.betts@cincinnati-oh.gov](mailto:daniel.betts@cincinnati-oh.gov)



## Certificate Of Completion

Envelope Id: EA13E558-6C18-4431-9BBF-CE0F8A7175DE  
 Subject: RFP 10859-25 Recreation Program Plan, Closing 03/04/2025  
 Source Envelope:  
 Document Pages: 27  
 Certificate Pages: 2  
 AutoNav: Enabled  
 Envelopeld Stamping: Enabled  
 Time Zone: (UTC-08:00) Pacific Time (US & Canada)

Status: Completed  
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 Redmond, WA 98052  
 docusignpurchasing@redmond.gov  
 IP Address: 73.146.179.63

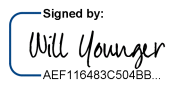
## Record Tracking

Status: Original 3/6/2025 12:44:45 PM	Holder: DocuSign Purchasing docusignpurchasing@redmond.gov	Location: DocuSign
Security Appliance Status: Connected	Pool: StateLocal	
Storage Appliance Status: Connected	Pool: City of Redmond, WA	Location: Docusign

## Signer Events

Will Younger  
 william.younger@proconsulting.com  
 PROS Consulting, Inc.  
 Security Level: Email, Account Authentication (None)

## Signature

Signed by:  
  
 AEF116483C504BB...  
 Signature Adoption: Pre-selected Style  
 Using IP Address: 73.146.179.63

## Timestamp

Sent: 3/6/2025 12:44:47 PM  
 Viewed: 3/6/2025 12:45:16 PM  
 Signed: 3/6/2025 12:45:50 PM

## Electronic Record and Signature Disclosure:

Not Offered via Docusign

Secure Bids  
 SecureBids@Redmond.gov  
 Security Level: Email, Account Authentication (None)

**Completed**

Using IP Address: 204.152.61.20

Sent: 3/6/2025 12:45:52 PM  
 Viewed: 3/7/2025 3:02:22 PM  
 Signed: 3/7/2025 3:02:28 PM

## Electronic Record and Signature Disclosure:

Not Offered via Docusign

## In Person Signer Events

## Signature

## Timestamp

## Editor Delivery Events

## Status

## Timestamp

## Agent Delivery Events

## Status

## Timestamp

## Intermediary Delivery Events

## Status

## Timestamp

## Certified Delivery Events

## Status

## Timestamp

## Carbon Copy Events

## Status

## Timestamp

## Witness Events

## Signature

## Timestamp

## Notary Events

## Signature

## Timestamp

## Envelope Summary Events

## Status

## Timestamps

Envelope Sent	Hashed/Encrypted	3/6/2025 12:44:47 PM
Certified Delivered	Security Checked	3/7/2025 3:02:22 PM
Signing Complete	Security Checked	3/7/2025 3:02:28 PM



Envelope Summary Events	Status	Timestamps
Completed	Security Checked	3/7/2025 3:02:28 PM
Payment Events	Status	Timestamps