

PROPOSAL



PROPOSAL TO
City of Lake Elsinore,
California

TO PROVIDE
Community Services
Master Plan Update

BerryDunn

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Phoenix, AZ 85016
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Submitted January 19, 2024 at 3:00 p.m.



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January 19, 2024

City of Lake Elsinore
Community Services Department
Attention: Johnathan O. Skinner, Director
130 S. Main St.
Lake Elsinore, CA 92530

Dear Johnathan Skinner and Members of the Selection Committee:

On behalf of Berry, Dunn, McNeil & Parker, LLC (BerryDunn), I would like to thank you for the opportunity to submit this proposal in response to the City of Lake Elsinore's (the City's) Request for Proposals (RFP) for a Community Services Master Plan Update. We are honored to be considered as a partner to help build upon Lake Elsinore's legacy of extreme sports and pushing boundaries toward innovative solutions.

The beautiful City of Lake Elsinore's Community Services Department provides a wide variety of programs and classes for people of all ages and activity levels, contributing to the high quality of life residents enjoy. Your parks and facilities are havens where friendships are nurtured and cherished memories are created. This plan offers the City an opportunity to build upon your success while reevaluating the parks and recreation system, programs and special events, and services you offer to residents and visitors alike. We are confident our team brings the experience needed to complement your dedicated staff and develop realistic and implementable recommendations.

BerryDunn is an independent management and consulting firm that has experienced sustained growth throughout its 50-year history. ***Focused on inspiring clients to transform and innovate, we formed a specialized practice dedicated to serving the needs of clients in the parks, recreation, and libraries industry.*** BerryDunn's Parks, Recreation, Libraries Practice provides master and strategic planning, programming and financial analysis, feasibility studies, change management, service quality assessments, and more—offering clients deep expertise built upon decades of experience working in and with agencies on comparable projects. We deliver exceptional experiences to similar organizations as they seek to achieve their visions, offer innovative services and facilities to their constituents, and determine the actions necessary to make consistent progress toward desired outcomes.

Our Trusted Subcontracting Partnerships

BerryDunn has carefully assembled a highly qualified project team intended to help the City achieve its goals and objectives for this important initiative. In partnership with Kimley-Horn and ETC we will contribute tailored and valuable insights, lead thorough information-gathering activities, and develop recommendations in alignment with current and future needs and in conformance with best practices defined by national, regional, and local associations.

Why Choose the BerryDunn Team?

We are confident that we are best suited to assist the City with this Community Services Master Plan Update, and we ask that you consider the following reasons why the BerryDunn-led team would be the ideal partner on this planning initiative.

We have firsthand experience serving clients in California and bring locality through our project team members. We take pride in our long history serving organizations like the City on similar initiatives. In fact, we have conducted more than 65 relevant projects in California, including the neighboring communities of Murrietta and the Jurupa Valley, among others. We will build on these unique insights and lessons learned to help ensure master planning success for the City.

We understand how to innovate within public-sector parameters because we have held similar positions. Each of our proposed team members has decades of experience working in local government park and recreation agencies. We leverage these experiences to provide best practices and coaching related to developing high-performance teams, delivering remarkable customer experiences, improving and maintaining level of service, and more.

We have carefully assembled a team to meet your needs. Our proposed project manager, Nikki Ginger, has more than 12 years experience at the Chicago Park District and has partnered with agencies across the nation to help build award-winning park and recreation systems. Our team also includes nationally recognized speaker and 18-year consulting veteran, Barbara Heller, and recognized client advocate and recreation programming, facility management, and park and recreation expert, Elsa Fischer. Unified with Kimley-Horn and ETC Institute (ETC), we are well-positioned to deliver an unmatched consulting experience, lead a sound master plan update process, and help ensure desired project outcomes to the City.

We offer a proven yet flexible approach. We will work closely with the City and its community to thoroughly understand the current environment and develop realistic and implementable recommendations that help you to continue to “Dream Extreme.” Our team will review outcomes from previous planning efforts; effectively engage the City’s leadership, staff, and community members; and consider various data elements to inform our efforts and help the City efficiently run its community services system. Our efforts are performed through an equity lens, as well as focused on delivering high-quality services to both residents and visitors.

As a principal in BerryDunn’s Local Government Practice Group and chief operating officer of BerryDunn’s Consulting Services Team, I am authorized to bind BerryDunn to the commitments made therein. We have read the City’s request and reviewed its terms, conditions, and contents presented therein. Our proposal is a firm and irrevocable offer valid for 120 calendar days from the proposal due date of January 19, 2024. If you have any questions related to this proposal or updates during the evaluation process, please consider me the City’s primary point of contact and feel free to connect with me directly using the information provided below.

Sincerely,



Chad Snow, PMP®, Principal, Chief Operating Officer
Consulting Services Team, Local Government Practice Group
207-541-2294 | csnow@berrydunn.com

1. FIRM BACKGROUND

About BerryDunn

BerryDunn's Parks, Recreation, Libraries Practice offers clients deep industry expertise in parks, programming, facilities, open space, and natural areas built upon decades of experience working in and with agencies on:

Master Planning	Financial Analyses
Strategic Planning	Cost Recovery

All our Parks, Recreation, Libraries consultants are former industry practitioners and seasoned advisors, and our proposed project team consists of professionals with many years of experience operating the assets the City manages. Collectively, our team of more than 20 professionals have completed over 650 related planning projects, working with local, state, and national government agencies, as well as private-sector organizations, as they seek to make progress toward a shared vision.

Looking beyond the industry, we strive to deliver high-quality services by understanding expectations up front, developing a reasonable and achievable project approach, gaining concurrence on project tasks and timing, and using appropriate staff for each engagement. Supported by a wider team of over 300 consultants dedicated to serving nearly all aspects of local and state government, we offer a holistic approach to this Community Services Master Plan Update. It is through our firsthand experience in parks and recreation and our broader team's well-rounded perspective that we bring tailored insights and firsthand perspective related to the government operations and community needs that impact every project.

Whatever your plans may be, ***we will be with you at each step.***

Company Name: Berry, Dunn, McNeil & Parker, LLC (BerryDunn)

Founded and Incorporated: 1974 in Maine

Headquartered: 2211 Congress Street, Portland, ME 04102

Locations:
Arizona
Connecticut
Maine
Massachusetts
New Hampshire
Puerto Rico
West Virginia

Business Type: Limited Liability Company

Employees: 850+ nationwide



How We Share Ideas

Our Parks, Recreation, Libraries team is dedicated to the industry, regularly learning and sharing trends and relevant information at conferences and events. Our commitment to the industry includes involvement with the California Park and Recreation Society (CPRS) and the National Recreation and Park Association (NRPA). Through these connections, we stay apprised of trends and best practices at the local, regional, and national levels and share them with our clients to promote

industry alignment and innovative thinking.

We attend and often speak at NRPA's annual conference, are facilitators at the NRPA Schools, and at state and local events. Some of our most recent NRPA speaking sessions include:

- *"Shout it from the Rooftops!"*
- *"Developing a High-Performance Culture"*
- *"How Parks and Recreation Can Support Mental Health Challenges"*
- *"Leading to Create Organizational Excellence"*
- *"Engage the Silent Voices"*
- *"The Case of Cost Recovery: Why, How and Does It Work?"*
- *"Measuring Operational Performance"*
- *"A Racially Just Future: 2021 NCAA Basketball Final Four Talks"*
- *"Impact Fees and Cost of Service"*
- *"Successfully Implementing a Strategic Plan"*

Our Subconsulting Partners

When composing the ideal project team for the City, we looked for partners who bring the right skill sets, experience, and background necessary to complement those the BerryDunn team possesses. We believe that the City will see the value our subcontracting partners provide as it relates to this master plan update project, and we are pleased to introduce them in the sections that follow.

Kimley-Horn

Kimley-Horn and Associates, Inc. is a 6,500-person, multidisciplinary consulting firm composed of civil engineers, roadway designers, environmental engineers, landscape architects, planners, and other talented design professionals. Founded 55 years ago and with offices across the country, including 12 in California, one of which is in Los Angeles, Kimley-Horn brings a panoramic perspective from successfully completing numerous parks and recreation projects for federal, state, regional, and local government clients.

From concept to implementation, Kimley-Horn has extensive experience planning and designing active and passive parks, greenways, waterways, and people-places for agencies and municipalities nationwide. Kimley-Horn's planners and landscape architects emphasize the development of a functional, pleasing visual environment, meaningful themes, and strong connection to environment while being sensitive to budget and long-term maintenance. With strong local ties and park design experience, Kimley-Horn has the capabilities and resources to complete a wide range of tasks that not only meet communities' needs, but also act as recreational destinations for years to come.



ETC

ETC Institute is a market research firm that specializes in the design and administration of market research for governmental organizations. ETC Institute's major areas of emphasis include resident 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 5,000 statistically valid surveys and their team of professional researchers have 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 1,000 cities and counties across the United States.

2. RELEVANT EXPERIENCE

We have a demonstrated commitment to serving public-sector clients in the State of California (the State). This, along with our involvement in the State's industry associations, will help ensure we bring firsthand knowledge, insight, and industry, regional, and national best practices to this project. We have developed a strong understanding of the public-sector landscape in the State through recent or ongoing consulting engagements with the following clients:

Bay Area Air Quality
Management District

City of Alameda

City of Belmont

City of Coronado

City of Dublin

City of Fountain Valley

Greater Vallejo Recreation
District

City of Irvine

City of La Mesa

City of Livermore

City of Long Beach

City of Menifee

City of Modesto

City of Montebello

City of Monterey Park

City of Murrietta

City of Novato

City of Oxnard

City of Palmdale

City of Perris

City of Redding

City of Redlands

City of San Jose

City of San Leandro

City of Santee

City of Simi Valley

City of Villa Park

Jurupa Valley Park and
Recreation District

Sacramento Municipal Utility
District

Sonoma County

Sonoma Resource

Conservation District

Southern California Library
Cooperative

South Pasadena Public Library

This—along with our involvement in the CPRS—will help ensure we bring firsthand knowledge; insights; and industry, regional, and national best practices to this project.

Master, Strategic, and Comprehensive Planning

With the BerryDunn-led team, the City will be served by a firm with experience conducting hundreds of master planning projects. Through this, we have refined our approach, engagement strategies, analyses, and recommendations to help ensure master planning processes are participatory and inclusive, innovative and creative, industry-aligned and community-centric, as well as reflective of the clients we serve. The City can trust that we will leverage lessons learned and best practices from past engagements and prior public service to customize our approach to the requested work effort to best address the goals and objectives for this project.



Below, we highlight our parks and recreation master, strategic, and comprehensive planning clients from the last several years conducted by the BerryDunn team.

Ada County, ID	City of Nampa, ID	Mecklenburg County, NC
Adams County, CO	City of Norwalk, CT	Peninsula Metropolitan Park District, WA
Avondale, AZ	City of Novato, CA	San Luis Obispo County, CA
Buncombe County, NC	City of Owensboro, KY	Town of Erie, CO
Cabarrus County, NC	City of Palm Coast, FL	Town of Groton, CT
Calvert County, MD	City of Palmdale, CA	Town of Jupiter, FL
Charles County, MD	City of Parkland, FL	Town of Manchester, CT
Charleston County, SC	City of Pflugerville, TX	Town of Sahuarita, AZ
City/County of Denver, CO	City of Raleigh, NC	Town of Wilbraham, MA
City of Aurora, CO	City of Sandpoint, ID	Township of Canton, MI
City of Bozeman, MT	City of Tampa, FL	Valdosta-Lowndes County, GA
City of Boynton Beach, FL	City of Wilsonville, OR	Vermont State Parks
City of Burlington, NC	County of Dinwiddie, VA	Village of Ardsley, NY
City of Cedar Park, TX	DeKalb County, GA	Village of Downers Grove, IL
City of Commerce City, CO	Elmhurst Park District, IL	Village of Lincolnwood, IL
City of Crestwood, MO	Evergreen Park and Recreation District, CO	Village of Palm Springs, FL
City of Denver, CO	Howard County, MD	Village of Pinecrest, FL
City of Ferguson, MO	Iredell County, NC	Washington Township, OH
City of Fort Lauderdale, FL	Jackson County, MS	Western DuPage Special Recreation Association, IL
City of Gilbert, AZ	Jurupa Area Recreation and Park District, CA	Wheeling Park District, IL
City of Greeley, CO	Johnson County, KS	Willamalane Parks and Recreation District, OR
City of Iowa City, IA	Loudoun County, VA	Wilmette Park District, IL
City of Irving, TX	Martin County, FL	
City of Kennewick, WA	MD National Capital Park Planning Commission	
City of Lauderdale Lakes, FL		
City of Lynchburg, VA		
City of Jersey City, NJ		
City of Manhattan, KS		
City of Mebane, NC		
City of Mesa, AZ		

3. REFERENCES

City of Pflugerville, Texas

Parks, Recreation, and Open Space Master Plan



Reference:

Shane Mize
Parks and Recreation Director
400 Immanuel Rd.
Pflugerville, TX 78660
512-990-6350
shanem@pflugervilletx.gov

BerryDunn completed a Parks, Recreation, Facilities, and Open Space Master Plan for the City of Pflugerville, Texas. The completed plan is part of the City's Aspire 2040 plan. It offers an updated assessment of parks, recreation, open space, and trails within the City.

This project included a comprehensive engagement effort with multiple ways to gather feedback from residents. Our team utilized a combination of in-person and online engagement tools including Social Pinpoint as the online engagement platform and a mobile comment board traveling to various locations throughout the City. We created a project-specific brand to spark buy-in and distinguish this plan for the community. We also created an inventory of the parks, recreation, and open space system; level of service analysis; community needs assessment; and strategic plan. One of the highlights of the project was the achievement of over 30,000 touch points from the internal organization and external voices of the community, which resulted in three awards for local governance in Texas.

Town of Gilbert, Arizona

Parks, Recreation, and Open Space Master Plan



Reference:

Robert Carmona
90 E. Civic Center Dr.
Gilbert, AZ 85296
480-503-6200
robert.carmona@gilbertaz.gov

BerryDunn is currently working with the Town of Gilbert, Arizona, on a Parks and Recreation Master Plan. Once completed, this plan will provide actionable strategies that will allow the Town to continue its tradition of providing superior parks, recreation, and cultural programs. This CAPRA-accredited agency offers a variety of programs and services to about 268,000 residents in the Phoenix metropolitan area. Our team conducted extensive outreach as part of this project, engaging members of the community through a variety of focus groups, pop-up events, and digital efforts. Our team also completed a program assessment linked with the Town's DEI toolkit and assessment. Our team is also conducting an assessment of department operations to recommend organizational efficiencies.

City of Raleigh, North Carolina

Parks System Plan Update



Reference:

Ken Hisler, Assistant Director
City of Raleigh Parks, Recreation and
Cultural Resources Department
222 West Hargett Street, Suite 608
Raleigh, NC 27601
919-996-4823
Kenneth.hisler@raleighnc.gov

As part of team lead by Agency Landscape + Planning, BerryDunn is assisting with the Raleigh Parks System Plan Update process. BerryDunn's role includes an accreditation review beginning with a high-level review of PRCP policy and state of business operations to evaluate the current state of the organization. We are identifying best practices for the updated plan to directly support Raleigh's path to accreditation.

BerryDunn is also completing a recreation program assessment which will include identifying strategies, methodologies, best practices and templates for collecting, analyzing, reporting, and acting on user feedback. This task will also involve evaluating and proposing recommendations to update program offerings and program delivery strategies. Using a gap analysis, we will address changes in community needs, priorities, and expectations since the 2014 plan update.

BerryDunn reviewed the City's current user fee, cost recovery, and special events fee policies and the financial assistance program and made recommendations for changes. To better understand how large cities are handling financial assistance programs, BerryDunn is conducting a Think Tank with leaders across the country to discuss this topic.

Jurupa Area Recreation and Park District

Parks and Recreation Master Plan



Reference:

Colby Diuguid, General Manager
8621 Jurupa Rd.
Jurupa Valley, CA 92509
951-361-2090 | colbyd@jarpd.org

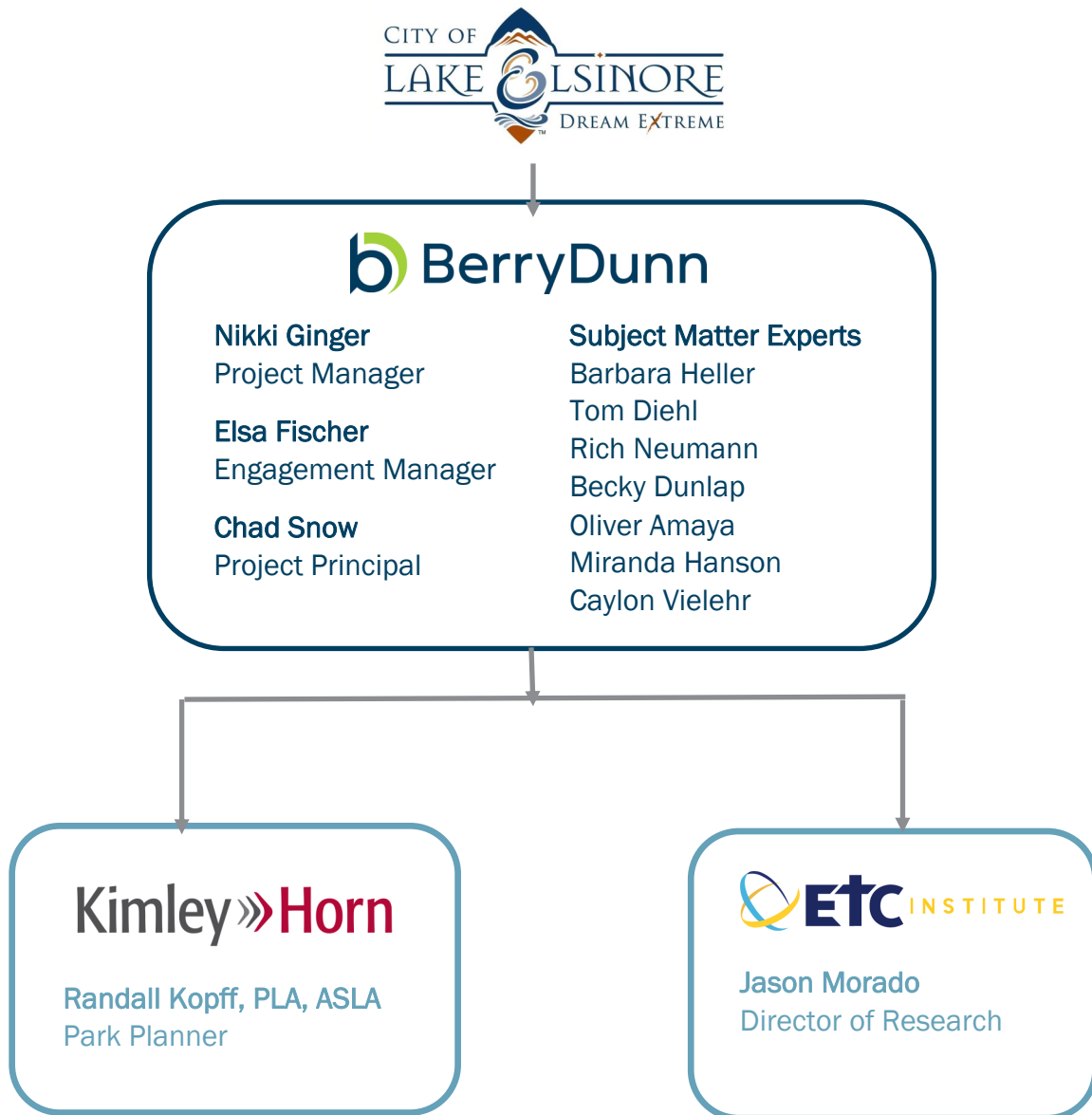
BerryDunn is working with the Jurupa Area Recreation and Park District on a Parks and Recreation Master Plan. The District manages 38 parks and recreation facilities in two large areas of the Jurupa Valley.

Our team engaged the public throughout the project, including a customized project website that attracted 6,450 site visits. The team collected feedback from various planning areas throughout the District to help ensure an equitable distribution of facilities and programs. We employed translation and intercept surveying to engage Spanish-speaking members of the community. Additionally, the project includes an inventory of parks and recreation facilities, level of service analysis, and operational assessment. Once completed, the District will have a set of implementable goals and action items.

4. PROJECT TEAM

Our team members bring valuable perspectives from their experiences leading parks and recreation agencies, as well as supporting agencies through master planning, strategic planning, and other key initiatives. Figure 1 illustrates our team's organization, leadership, support, and partnerships.

Figure 1: Project Team Organizational Structure





PROJECT MANAGER

As **project manager**, Nikki Ginger will serve as the City's primary point of contact. She will monitor project progress, track the initiation and completion of tasks and milestones, and manage the master planning process.

Nikki Ginger, SHRM—SCP, CPRE

Nikki is a senior consultant in BerryDunn's Parks, Recreation, Libraries Practice. With nearly 13 years of experience at the Chicago Park District, she brings a wealth of experience in parks and recreation. She has a diverse background in organizational and professional development, employee engagement, and staff training, and was a key member on achieving CAPRA accreditation and the National Gold Medal for the Chicago Park District. Nikki joined BerryDunn with an eye toward helping agencies around the country engage and support staff and communities. She is a regular speaker at both national and state conferences and created the nationally recognized CPRP training program. She is the former chair of the NRPA Program Committee and current Directors School Faculty. She was also formally on the Illinois Park and Recreation Association Programming Committee and Education Road Show.



ENGAGEMENT MANAGER

As **engagement manager**, Elsa Fischer will work closely with Nikki, providing oversight for the engagement. She will monitor project progress, track the initiation and completion of tasks and milestones, and manage the master planning process.

Elsa Fischer, CPRP

Elsa is a manager in BerryDunn's Parks, Recreation, Libraries Practice. She brings more than 30 years of experience in parks and recreation, a majority of which was in senior leadership roles. Her comprehensive experience in recreation programming, facility management, fiscal management, collaboration, and capital project involvement infuses itself into all aspects of her consulting project work.

SUBJECT MATTER EXPERTS

As **subject matter experts**, Barbara, Tom, Becky, Rich, Oliver, and Miranda will contribute specialized expertise throughout all aspect of the project.



Barbara Heller, MPA | Subject Matter Expert

Barbara is a lead advisor for BerryDunn's Parks, Recreation, Libraries Practice. She offers deep industry expertise built upon 40 years of experience working in and with agencies on strategic planning, needs analyses, master planning, financial analyses, cost recovery, and quality assessments. She leverages this experience to help municipal and county parks and recreation departments achieve their management and planning goals.



Tom Diehl, MS, CPRP | Subject Matter Expert

Tom Diehl is a manager in BerryDunn's Parks, Recreation, Libraries Practice and a Recreation and Athletics Management Professional with 35 years of experience at both public and private institutions. Tom has concentrated on program and facility enhancement, and his expertise includes strategic and master planning, feasibility studies, capital and operational planning, budgeting, resource management, procurement/contract administration, equipment specifications, construction management and historical renovations. He has extensive experience with recreation and athletics programming, community relations, and special events management. He has successfully overseen capital projects valued up to \$60 million.



Rich Neumann | Subject Matter Expert

Rich is a senior consultant in BerryDunn's Parks, Recreation, Libraries Practice. He is a recognized public-sector industry leader, with nearly 30 years of experience, in marketing, communications, and branding, as well as a wildly creative parks, recreation, and cultural arts professional. He has proven success in community engagement, special events, strategic planning, marketing, and public relations. Rich is a sought-after presenter at professional association conferences across the country; additionally, his wildly creative events attract broad community participation and have been adopted by municipalities nationwide.



Becky Dunlap, CPRP | Subject Matter Expert

Becky is a senior consultant in BerryDunn's Parks, Recreation, Libraries Practice. She is a purpose-driven, strategy-focused CPRP who specializes in maximizing organizational efficiencies and opportunities for innovation. She takes a human-first approach to find solutions for the most pressing issues facing the field of parks and recreation, leveraging her broad experience in camp, sports, recreation facility, and park management.



Oliver Amaya, CPRP | Subject Matter Expert

Oliver Amaya is a consultant in BerryDunn's Parks, Recreation, Libraries Practice. He is an innovative project consultant, bringing six years of experience directing new projects, managing various contracts, instituting cost, and schedule controls, and establishing best practices. Oliver brings progressive management experience and has had repeated success in developing project initiatives and achieving performance targets. Oliver is fluent in Spanish and focuses on creative methods to engage the Latin and Hispanic communities.



Caylon Vielehr | Subject Matter Expert

Caylon is a consultant in BerryDunn's Parks, Recreation, Libraries Practice. He has served in many roles throughout the last decade. His love for health and play have given Caylon a true appreciation for our public spaces and the role that they can play in our communal and ecological health. He applies a keen interest in geographic information science and the impacts it has on our human landscape, social justice, and equality. Through his experience in program leadership, Caylon has worked personally with diverse populations and gained valuable experience in communication and public relations. He provides a combination of technical analysis, people-oriented personality, and passion for the power that parks and recreation brings to quality of life in communities.



Miranda Hanson | Subject Matter Expert

Miranda is a consultant with BerryDunn's Local Government Practice Group. They have experience with coordinating project management needs, facilitating change management activities, training staff, and vendor coordination. On recent Parks, Recreation, and Libraries projects they have assisted with research, reporting, and recreation staff engagement.

SUB-CONSULTANTS

We will use the following sub-consultants for this project.



Randall Kopff, PLA | Kimley-Horn

With more than 19 years of professional experience, Randall has encompassed a wide variety of landscape architectural, planning, and graphic services on projects throughout the U.S. His skills include site inventory/ analysis, master planning, design development, graphic presentations, 3-D modeling, project management, and detailed technical drawings. Randall uses his diverse project background to work closely with individual clients to interpret public input and ensure that the proper vision has been achieved throughout the planning and design implementation processes.



Jason Morado | ETC

Jason has over 20 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 600 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics.

5. APPROACH

Project Understanding

With its beautiful lake—recognized as the largest natural freshwater lake in Southern California—the City’s crown jewel is a draw for fisherman, swimmers, and adventure seekers. Recreation is abundant in the City from an impressive skate park and BMX pump track to the minor-league baseball stadium, sports fields, and the Dream Extreme Center. There is something for everyone—including our four-legged friends—in Lake Elsinore. Lake Elsinore is home to nearly 72,000 residents—over 50% identifying as Hispanic—and has grown by over 35% between 2010-2020. This growth has led to a shift in parks and community services needs.

Today, the City is building on its first long-term plan to achieve the City’s Vision—Dream Extreme. The City aspires to be an action sports destination as well as a vibrant and active community for its residents, while promoting public health and inclusivity. The Community Services Department plays a strong role in helping the City achieve these goals and its overall vision. This Community Services Master Plan will allow the City to assess its existing recreation services, parks, and facilities, along with potential open spaces and lands to meet future demand.

Upon completion, this updated plan will provide the City with realistic and implementable goals and priorities that “Dream Extreme” and will guide the City into the future.



Photo Credit: Dirk DBQ used with permission via Creative Commons for Flickr

Work Plan

Below and on the following pages, we present our work plan intended to achieve the City's goals and objectives for this important initiative. We look forward to discussing our approach with the City and further customizing our work plan to best accommodate the City's master planning needs.



PHASE 1: DISCOVERY

1.1 Conduct Initial Project Planning. We will conduct an initial project planning and discovery session to identify potential stakeholder groups, project team members, project milestones, and expectations. We will discuss our proposed project schedule, project work plan, and roles and responsibilities.

1.2 Develop a Project Work Plan and Schedule. Based on our initial planning meeting, we will develop a Project Work Plan and Schedule, which will outline project specifics, communication and scope; timeline; and stakeholder groups. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the City related to project control, including quality management and deliverable submission/acceptance management.

plans, structure, operations, and systems, as well as the City's staff and community. To start the process, we will submit an information request to the City's project team to gather applicable documents and data.

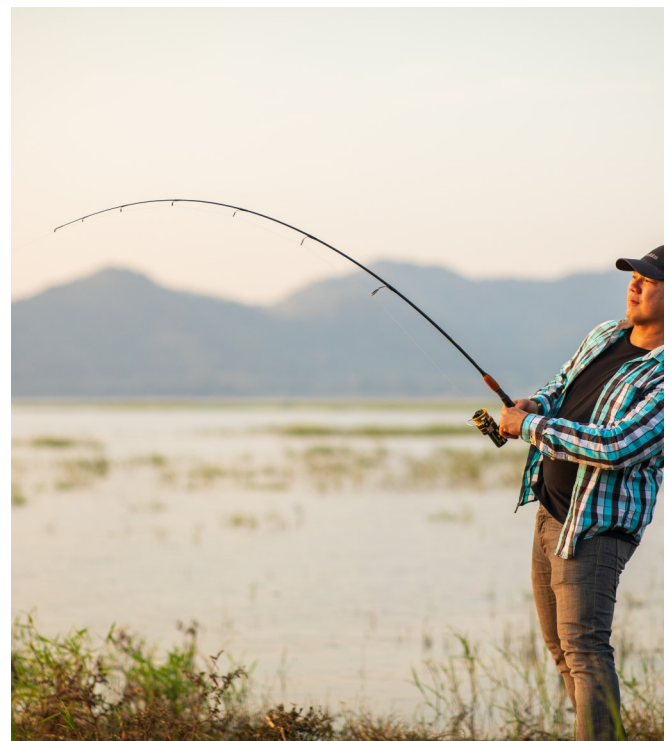
The City will only be asked to provide documents and data that is available; we will not ask the City to produce any new documentation to satisfy the request. All information gathered will be reviewed by our team to inform our understanding of the current environment, glean insights from work completed to date, and minimize impacts to City staff during the work effort.



Deliverable 1: Project Work Plan and Schedule

1.3 Facilitate a Kickoff Presentation. We will conduct an on-site kickoff presentation with the City's project team that will serve as an opportunity to introduce our project team members, discuss project goals, present our approach and methodology, review the schedule of key project dates, and answer questions from City's project team. While on-site, we will also tour City parks, recreation facilities, assets, and open spaces. This tour will give us a grounded exposure to physical resources, user experience, and staff environments.

1.4 Conduct a Data Review. One of the most important elements of this process will be our team's ability to gain a breadth of knowledge about



1.5 Analyze Demographics and Population Projections. To provide insight into the potential market for the current and future community needs, we will conduct a demographic analysis and market profile of the City. Our team will utilize all information available from previous planning efforts, Riverside County, the U.S. Census Bureau, Esri, and other national and local sources. A detailed demographic analysis based on service areas will outline trends and information that could affect the need for land acquisition, development, and regional planning. We will pay particular attention to data regarding such variables as age, presence of children, ethnicity, household size, and income. We will also consider unique populations which may require specialized or disproportionate services and programming, such as seniors, teens, preschoolers, second-language learners, individuals with disabilities, military families and veterans, etc. We will note how these changes will affect Community Services over the next five years.

Gather Placer.ai mobility data and user geo-analysis. To delve deeper into community data, BerryDunn has partnered with Placer.ai to analyze mobile data for our clients.

Placer.ai is an advanced foot traffic analytics platform that leverages mobile location data to better understand current and potential users, usage patterns, and local and national competitors. This data provides detailed insight into how people move in and out of physical spaces such as parks, recreation centers, stores, shopping malls, and other public spaces. These insights can be used to help the City optimize operations by recognizing usage and travel patterns and use data-driven decisions for future programming and facilities. Placer.ai’s powerful analytics capabilities are made possible by a proprietary machine learning algorithm that processes billions of location data points. The data is collected based on high level mobile data and does not collect any sensitive user information such as actual home or work locations or names.



Deliverable 2: Demographics Report



1.6 Conduct status update meetings. We will conduct status update meetings with the City’s project manager on a biweekly cadence to communicate current and anticipated project management needs, provide updates on project

progress and the schedule, and discuss potential risks and issues. These meetings are intended to promote transparency in the process and generate buy-in for project outcomes.



PHASE 2: ENGAGEMENT

2.1 Create a Detailed Engagement Strategy. To reach a broad section of community members, we have proposed a hybrid approach for this master planning update. We chose this approach for the following reasons:

- An interactive, virtual project site can give residents a “home base” to provide opinions and check on project events. This consistent access to project communication will support our stated goal to engage the community throughout the engagement.
- In-person events will play a key role in reaching disconnected community groups or groups with limited access to technology.
- Multiple channels of engagement will support efforts to include users and non-users within the City’s system.

As we develop a Detailed Engagement Strategy with the City, we will discuss both virtual and in-person options, determine methods of community involvement, confirm key stakeholders—including the City Manager, executive staff, City department heads and members of City Council—create a schedule for public input events and the promotion and coordination of stakeholder input events, and determine specific stakeholder interview and focus group questions. The Detailed Engagement Strategy will also be developed with the City’s culture and identity in mind.

Inclusive Engagement

BerryDunn and our local team members will engage in targeted outreach to underrepresented communities, including but not limited to communities of color, low-income residents, immigrant and refugee populations, non-English speakers, individuals facing health disparities, elderly residents, and more. To help ensure recommendations promote equitable outcomes, we must not only lower barriers to participating in the planning process but also actively prioritize engagement of entities working with communities facing the highest barriers to accessing parks, community recreation facilities, and open spaces. We will conduct demographic research and identify priority communities and geographies for targeted outreach. Results will serve as the foundation for community engagement efforts moving forward.

We commonly use a hybrid approach to engagement, using in-person and digital strategies to reach more members of the community. We partner with local groups—including sports organizations, faith-based groups, and other community leaders—to meet community members where they are and encourage broader participation.



Deliverable 3: Detailed Engagement Strategy

2.2 Develop a Project Brand. Creating a brand for a master planning project helps to establish buy-in throughout the community and make residents more aware of how to connect with parks, recreation, trails, and open space in the City. As an optional service, our professional designers and marketing staff can work with the City to develop a message and brand for the project that is recognizable for community members and resonates with different groups and demographics.

2.3 Develop a Project Website and Engagement Portal. We will work with City staff to create a project website via Social Pinpoint that will keep the community informed of the project. The City's Social Pinpoint site will also provide community members a means to share valuable input. This interactive online tool helps strengthen the City's relationship with its stakeholders, resulting in a diverse collection of feedback and better-informed planning outcomes.

We will collaboratively determine which Social Pinpoint tools will best serve the desired outreach outcomes. We anticipate that the City will see value in utilizing Social Pinpoint's survey, mapping, forums, and ideas wall, and we look forward to discussing and customizing this site to reflect the needs and desires, goals and objectives, and community culture of the City.

Note: Our team will maintain the project website throughout the planning process to keep residents and staff up to date on project progress and promote participatory events.



Deliverable 4: Online Engagement Platform Development and Administration

2.4 Conduct Internal Leader and Staff Activities. Internal engagement with the City will include interviews and focus groups with leadership,

management, and staff to conduct fact-finding activities, focusing on recreation programs, services, and facility operations. We anticipate a series of meetings that include:

- City leadership
- Executive staff from the Community Services Department
- Staff from the Community Development, IT, Finance, and Public Works Departments
- Administrative team members
- City Council representatives
- Other City staff as needed

These meetings will provide internal stakeholders an opportunity to provide input related to the future direction of the City's parks, recreation programs, trails, and facilities. Staff perspectives are extremely important, and our approach intentionally involves staff throughout the entire process, as they will have responsibility for implementing the recommendations.



Sample project branding elements

2.5 Facilitate Stakeholder Meetings. To gather information related to needs and interests, we will hold up to four meetings with key stakeholders such as community leaders from the City, school district representatives, user groups, friends groups, alternative providers, and other groups or individuals as identified.

2.6 Host Public Input Sessions. Our team will facilitate two virtual and four in-person public focus groups to collect input from key community stakeholders, including one at the Senior Activity Center. We will seek input from businesses, nonprofits, public agencies, and volunteer partners, as well as any neighborhood alliances and representatives. Further, we will routinely reach out to representatives of identified under-represented population groups and engage them in the assessment and recommendations development process, helping to ensure an inclusive and equitable engagement process.

During our strategy development, we will work with the City to organize events that are child-friendly; physically accessible for those with hearing, vision, or mobility challenges; and scheduled at a variety of times to widen attendance. Additionally, we will leverage Social Pinpoint's translation feature to provide multiple language options on the project site.

2.7 Facilitate Pop-Up Events. We will host three pop-up events featuring “booths” for community members to visit and provide feedback. We expect to seek out creative, innovative, and fun locations to engage the communities throughout the City and connect with residents. The layout and makeup of each client with which we work has informed the types of activities that are best suited to the residents involved in the planning process. Our team is using a similar approach for other master planning efforts. We can conduct this engagement featuring interactive elements at:

- Social events, such as concerts or family movie events
- Regular gatherings, such as public markets
- Widely accessed sites, such as parks, community centers, or public library
- Neighborhood walks

2.8 Conduct a Statistically Valid Survey.

BerryDunn is a strong proponent of including a statistically valid survey as part of all planning projects to reflect the quantitative needs of a community most accurately. While stakeholder meetings, focus groups, and public meetings allow us to draw in interested parties and users, a statistically valid survey is the only defensible mechanism that provides feedback from non-users, who are most likely taxpayers.

We will work with ETC Institute to create a geographically diverse survey to be mailed to a representative sample of households within the City. The survey will provide critical information in determining community values, satisfaction levels, needs and priorities, preferred marketing channels, level of awareness, current usage levels, and demographic information for long-range planning efforts.

2.9 Prepare an Engagement Feedback

Summary. Our team will provide a summary of insights gleaned throughout the engagement process. Key findings generated from the demographics analysis, similar provider review, staff engagement, and community engagement activities will be assessed in relationship to each other. We will identify the common themes woven throughout the meetings, electronic engagement tools, and potential service gaps, as well as any pertinent observations garnered through the feedback.



Deliverable 5: Engagement Feedback Summary



PHASE 3: ANALYSIS

3.1 Conduct Facility Inventory and Resource Mapping.

Our team will utilize all available base GIS materials to compile an updated assessment of parks, recreation and community services facilities, and open space amenities within the City. We will supplement the inventory with various tasks including, but not limited to research, mapping, and personal inspection and conditions of key parks, facilities, and open spaces as needed.

The available capacity-style approach will be enhanced with on-site component data collection and analysis to create a complete data set and determine current conditions for:

- Quantity of all relevant system components
- Quality of components (three-point scaling along with aesthetic attributes)
- Functionality of components for their intended purpose for this plan life cycle

Our analysis builds upon the traditional capacity analysis but is unique in its ability to analyze both the quantity (capacity) and quality of individual components of an entire system. The process has been developed to provide detailed, customized analyses of the City's system—based on the unique assets of the community—to determine how effectively the current system is serving residents and visitors.

By combining these metrics with demographics information and findings from other tasks, we will tailor our deliverables to target issues, needs, and community goals specific to the City.

3.2 Analyze Financial and Funding Resources.

We realize that recommendations mean nothing without examining the financial resources necessary to move forward. We will consider the implications and possibilities at all stages. BerryDunn will conduct an overview analysis of existing funding to understand how the City is meeting current needs and based on recommended improvements, determine if current funding sources are sufficient for both capital and operational costs. Based on the strategic recommendations that arise out of the needs assessment, we will identify probable operating, maintenance, and capital costs and recommendations for potential funding sources and mechanisms for the next ten years, including Measure Z, Development Impact Fees, taxes, and other funding sources.

BerryDunn brings extensive experience in evaluating options for alternative funding, including grants, donor programs, and/or partnerships. Our project team will identify key partners in the area through the planning process and can provide management recommendations to enhance this potential funding area.

Note: This task does not include procurement of alternative funding, but this can be addressed separately if desired.



Deliverable 7: Financial Analysis

3.3 Evaluate Level of Service. Using the City's community demographic profile, stakeholder engagement results, and inventory, we will assess the quality and quantity of parks, recreation facilities, and open spaces provided by the City. We will evaluate the adequacy based



Deliverable 6: Inventory and Assessment Report

on size and location in relation to existing and future population. We will also make recommendations for minimizing duplication and/or enhancing possibilities for collaborative partnerships where appropriate.



Deliverable 8: Level of Service Analysis

3.4. Assess Alternate Providers and Potential Partners. We will identify potential partnerships and collaborations with surrounding agencies and service providers.



Deliverable 9: Similar Provider Assessment

3.5 Prepare an Inventory and Analysis of Programs. We will develop an inventory of existing programs for youth, adults, and seniors and subsequently compare the inventory to feedback collected during the community engagement. This will help ensure program offerings are aligned appropriately with community needs. The program and services inventory will be matched up to the inventory and analysis to help ensure there are appropriate spaces for the future program menu. We will also compare current program offerings with identified community needs expressed in the engagement process.

The analysis process will begin with an interactive workshop with City staff to review issues, challenges, strengths, and weaknesses of programs and services. An inventory of core programs will be developed and analyzed according to program life cycle distribution, gap analysis, and age segment analysis. We will review program performance trends and consider their impact on the City, and we will conduct a participation analysis and financial performance review. These activities will help establish the level of equitable distribution of

programs as well as alignment with community need. Based on our data review, we will develop mapping visuals illustrating where the City's programs and services are offered, with the intent of informing our gap analysis. We will compare our findings to community feedback gathered on recreation programming and desired changes or improvements. This feedback will help inform our recommendations for future program offerings.



Deliverable 10: Recreation Assessment

3.6 Create Park Development Standards and Land Acquisition Criteria. Kimley-Horn will develop guidelines for up to five park classification types that align with future development and land acquisition goals and objectives. Kimley-Horn assumes that each classification will include a list of estimated acreages, proposed amenities and facilities that would generally be included in each park type, as well as parameters and criteria for future site selection. The park development standards developed will apply to parks and recreation facilities designed and/or ultimately maintained by the City.



Deliverable 11: Park Development Standards and Land Acquisition Criteria

3.7 Conduct Benchmarking and National Comparisons. To help ensure the City and its community have a clear understanding of the key topics and trends influencing the next several years, we will look at comparative trends and available benchmarks for financial sustainability, facility usage policies and fees, asset management, programs and services, and related planning aspects. Additional topics may be identified to help understand and prioritize other community concerns.



Deliverable 12: Benchmarking Assessment

3.8 Prepare a Maintenance Assessment. We will assess the performance of City parks and recreation properties and facilities to look for potential efficiencies, including identifying deferred maintenance, assessing future maintenance, repair, or enhancement needs, and identifying current maintenance policies and protocols. This process will help ensure efficient organization of City resources.

Among the key activities of an effective planning process is the intentional effort to analyze the operational structure of the system related to maintenance. We will assess the City's maintenance capacity, synergies, efficiencies, growth areas, and other important characteristics that can be enhanced or improved. This will help our team identify opportunities for strengthening future service development and delivery and, ultimately, quality of service and community impact. The maintenance system will also be reviewed, including regular and preventative maintenance schedules, equipment management systems, and work request processes. Woven through the assessment will be the utilization of technology and opportunities to better-leverage technological advances. The resulting plan will help guide future service levels and inform future fiscal needs.



Deliverable 13: Maintenance Assessment



PHASE 4: VISIONING

4.1 Compile and Present Findings. We will compile initial findings from the inventory, demographics, needs assessments, and analyses and prepare a summary findings presentation for staff, City leadership, the Parks and Recreation Advisory, City Council, and other identified stakeholders to

3.9 Evaluate Progress on Previous Goals. We will review and discuss with Department leadership the City's previous Parks and Recreation Master Plan. This process will allow us to evaluate progress and determine the extent to which goals have been accomplished or may no longer be relevant.

3.10 Develop a Capital Improvement Plan (CIP): Utilizing the results of the community/public input process, the park inventory and analysis and programing/ facility priorities established as a part of the project. Kimley-Horn will develop a three-tiered capital improvement plan matrix, for the city's 20 existing parks and up to two (2) future parks/ facilities. The three tiers shall include both sustainable (life cycle replacement) projects and visionary (future improvement) projects. Kimley-Horn will work with BerryDunn and the City to develop a CIP which classifies associated costs and identifies projects for each of the City's next three standard CIP cycles, (short-, mid- and long-term).

3.11. Assess Department Technology. BerryDunn will complete an assessment of the Department's technology components in relation to their ability to effectively communicate with the community today and in the future. We will review the registration/ reservation platform, website and social media reach and capacities, WiFi and internet connectivity in parks and facilities, information kiosks and wayfinding, and provide a summary of emerging park and recreation technologies.

validate the accuracy of the findings. During this stage, we will confirm that all information identified and collected is correct, and we will ask all stakeholders to share any additional issues or opportunities for consideration as we prepare to move forward into analysis and recommendations.

4.2 Facilitate Visioning Workshops. The visioning portion is the most thought-provoking and creative phase of the planning process. Its purpose is to collaborate with City leaders to develop the most appropriate response to the identified needs and priorities of the community based on all the previous technical aspects of the process.

We will conduct a virtual visioning session to help ensure we achieve the right pace and generate momentum in the process. This session will focused on park level of service, recommendations and evaluations of recreational services. We will engage in discussions concerning the identified needs and potential opportunities for enhancing programs and indoor recreational facilities.



PHASE 5: DRAFT AND FINAL MASTER PLAN

5.1 Prepare a Draft Plan. We will summarize and synthesize all research and stakeholder input and develop recommendations and priorities into a Draft Community Services Master Plan. We will work with the City's project team to prioritize recommendations, balancing needs and cost/benefit analyses, capacity of the City, and potential budgetary realities. The result will be a set of recommendations phased into immediate, near-term, and long-term timeframes that address goals and action strategies.

- Reporting mechanisms and communication
- Internal marketing
- Institutionalizing the process by documenting the steps in the process and continuous improvement of the process
- Ongoing plan adjustments
- Connection to the community, City management and elected officials, and employees



Deliverable 14: Draft Community Services Master Plan Update

5.2 Facilitate a Review Session and Prepare an Implementation Plan. After applying first round edits, we will facilitate a review session with the City to discuss the plan.. We will plan to include a section in the updated Community Services Master Plan that will provide a detailed sequence of steps needed for successful implementation, as well as review techniques to effectively deploy the plan with the City, such as:

- Securing funding sources
- Capital project review
- Identification of a plan champion or team of champions
- Visual management techniques
- Ongoing employee engagement

5.3 Deliver a Final Presentation. We will present the updated Community Services Master Plan to the City leadership to provide an opportunity for questions and to request final edits.

5.4 Finalize the Plan. After submitting to the City for review after our presentation, we will incorporate edits and develop the Final Community Services Master Plan. We will encourage a public announcement and communication with residents about ongoing implementation updates to continue progress toward the City's desired future. BerryDunn will also provide the City with five printed and bound copies of the plan, as well as the executive summary.

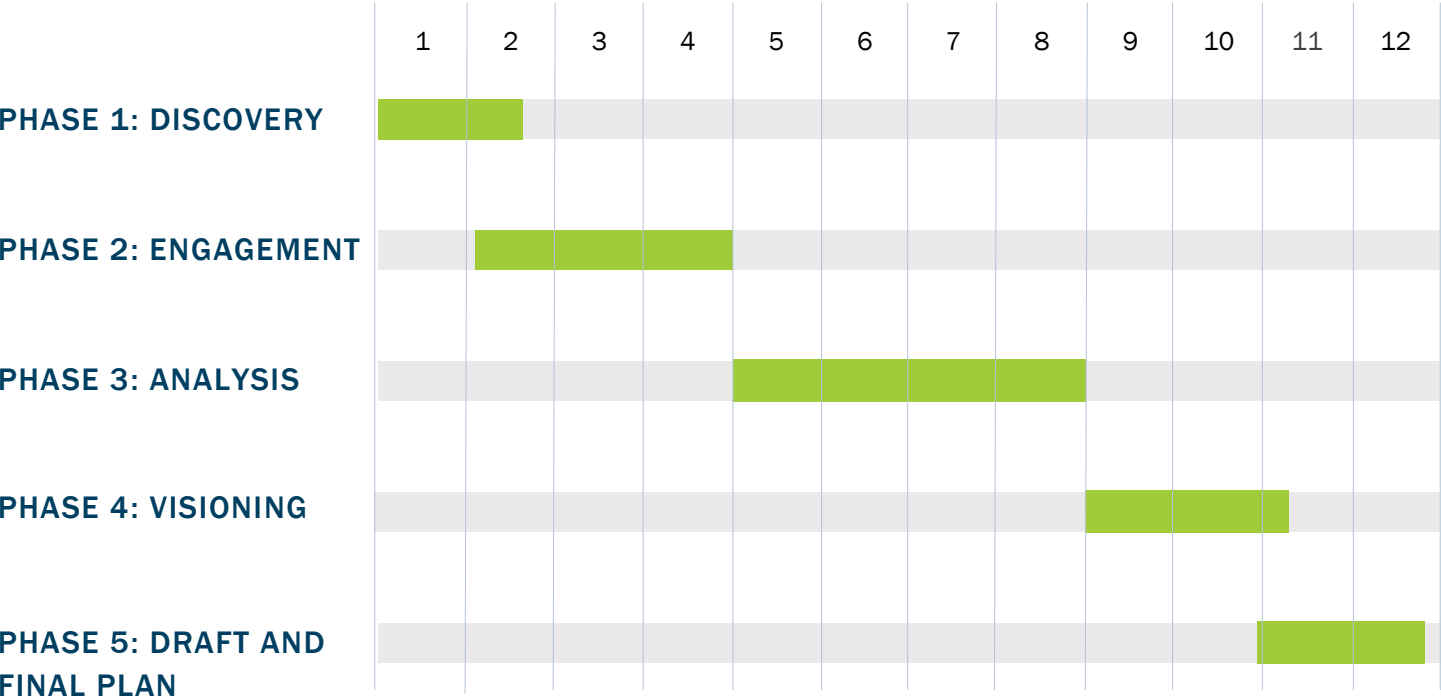


Deliverable 15: Final Community Services Master Plan Update

6. ANTICIPATED SCHEDULE

Below, we provide our anticipated schedule for completing the City’s requested scope of work. We expect this project to take approximately 12-14 months, and we look forward to working in collaboration with the City to formalize this schedule. We are happy to expedite or elongate this process as necessary to accommodate the City’s needs, while maintaining momentum throughout the work effort.

Proposed Timeline





APPENDIX A

Resumes



Nikki Ginger, CPRE, SHRM-SCP

Project Manager

EDUCATION AND CERTIFICATIONS

MA, Educating Adults,
DePaul University

BA, Marketing and
Psychology, DePaul
University

Certified Parks and
Recreation Executive
(CPRE), National
Recreation and Park
Association (NRPA)

NRPA Directors School,
2019

Society of Human
Resource Management –
Senior Certified
Professional (SHRM-SCP)

MEMBERSHIPS AND AFFILIATIONS

NRPA

Illinois Park and
Recreation Association

Nikki Ginger is a senior consultant in our Parks, Recreation, Libraries Practice. She has more than a decade of urban parks and recreation leadership experience, including nearly 13 years of experience with the Chicago Park District, where she helped to lead the District's CAPRA accreditation and earn National Gold Medal recognition. She has a diverse background in organizational and professional development, employee engagement, and staff training, and she excels at helping agencies engage and support their staff and communities.

RELEVANT EXPERIENCE

Staff Development: Nikki has a strong track record of motivating and inspiring staff. While serving the Chicago Park District, she worked with executive leadership to develop a workforce development team and structure. Then, as director of workforce development, Nikki supported a staff for than 3,000 from onboarding through retirement. She created a professional development program; directed a new employee interview process to increase employee retention and ensure alignment of the right candidate to the right position; and she led a staff engagement strategy built around online resources, regular communications, and social support tools.

Organizational Improvement: Nikki has a proven ability to revamp and reenergize parks and recreation programs. She shares related insights and thought leadership regularly at national and state conferences and through the nationally recognized NRPA Certified Parks and Recreation Professional (CPRP) training program. She has firsthand experience leading organizational improvement—for instance, during her time with the Chicago Park District, she launched “innovation sessions” to gather operational information and share opportunities for improvement with executive leadership.

Equity and Mentorship: While serving the Chicago Park District, Nikki oversaw the development of diversity, equity, and inclusion tools, including racial and resilience townhalls, and educational offerings. She formalized university relations, oversaw development of internship program, and helped negotiate educational discounts of up to 25% for Chicago Park District staff.

REPRESENTATIVE PROJECT EXPERIENCE

Elmhurst Park District, IL—Comprehensive Plan

Loudoun County, VA—Strategic Plan for Parks and Recreation

Wilmette Park District, IL—Strategic Plan

Town of Gilbert, AZ—Parks, Recreation, Trails, and Open Space Plan

Illinois Park and Recreation Association—Strategic Plan



Elsa Fischer, MS, CPRP
Engagement Manager

EDUCATION AND CERTIFICATIONS

University of Illinois,
Champaign Illinois – B.S.,
Leisure Studies

Aurora University, Aurora,
Illinois – M.S, Recreation
Administration

IPRA Professional
Development School

NRPA Rocky Mountain
Revenue Management
School

PRESENTATIONS

IPRA Workshop,
September 2021

IPRA LGBTQ Safe Zone
Facilitator 2021 –
Present

IL Wesleyan, October
2021

IPRA Conference, January
2022

TRAPS, February 2022

WPRP, February 2022

IPRA Supervisors
Symposium, April 2023

Elsa Fischer is a manager in BerryDunn's Parks & Recreation Practice. She brings more than 32 years of experience in parks and recreation, a majority of which was in senior leadership roles including director of recreation and superintendent of leisure services. Her comprehensive experience in recreation programming, facility management, fiscal management, collaboration, and capital project involvement infuses itself into all aspects of her consulting project work.

RELEVANT EXPERIENCE

Master and Strategic Planning: As a manager in BerryDunn's Parks, Recreation, Libraries Practice, Elsa regularly leads and participates in parks and recreation master and strategic planning efforts. She understands the full lifecycle of these initiatives, applies lessons learned and industry best practices, and provides project management in ways that help ensure the long-term success of the planning initiatives. Elsa is an industry leader, regularly speaking at trade conferences and events.

Parks and Recreation Leadership: Prior to joining BerryDunn, Elsa served as superintendent of leisure services for Glenview Park District, Illinois; director of leisure services for Northbrook Park District, Illinois; and in various leadership positions for Downers Grove Park District, Illinois. In these roles, she oversaw indoor and outdoor recreation facilities, recreation programming, cultural facilities, including farms, museums, chapels, theatres, and more.

Capital Improvement: While supporting the Northbrook Park District, Elsa participated in planning and executing the District's \$2 million capital improvement plan and played a key role in a related feasibility study. For the Downers Grove Park District, Elsa helped oversee the design, planning, construction, and operation of a 69,000-square-foot recreation and fitness center.

REPRESENTATIVE PROJECT EXPERIENCE

Parkland, FL – Parks and Recreation Master Plan

Lauderdale Lakes, FL – Parks and Recreation Master Plan

Manchester, CT – Parks and Facilities Master Plan

DeKalb County, GA – Recreation Assessment (as part of Master Plan)

Loudoun County Parks, Recreation, and Community Services, VA –
Strategic Plan

Sanibel, FL – Recreation Department Assessment

Wheeling Park District, IL – Parks and Recreation Comprehensive Plan

Charleston County Parks and Recreation Commission, SC – Parks,
Recreation, Open Space, and Trails Master Plan



Barbara Heller, MPA

Subject Matter Expert

EDUCATION AND CERTIFICATIONS

MPA, American University
BS, Recreation and Parks,
Pennsylvania State
University

PROFESSIONAL AFFILIATIONS

National Recreation and
Park Association
American Society for
Quality
MA Recreation and Park
Association
Lincoln Foundation for
Business Excellence,
based on Malcolm
Baldrige National Quality
Award
Faculty, National
Recreation and Park
Association Director's
School

Barbara Heller is a lead advisor in Berry Dunn's Parks, Recreation, Libraries practice. She offers deep industry expertise built upon 40 years of experience working in and with agencies on strategic planning, needs analyses, master planning, financial analyses, cost recovery, and quality assessments. She leverages this experience to help municipal and county parks and recreation departments achieve their management and planning goals.

PROJECT EXPERIENCE

Project Management and Leadership: Barbara is an established expert in the parks and recreation industry, having led dozens of master planning projects with her own firm Heller and Heller Consulting, with Sasaki Associates as Director of Parks Planning, and with PROS Consulting as a principal consultant.

Parks and Recreation Direction: Barbara also spent decades in the public sector, working for organizations like Naperville Park District, IL; Elk Grove Park District, IL; Arlington Parks and Recreation Department, TX; and the Maryland National Capital Parks and Planning Commission.

REPRESENTATIVE EXPERIENCE

Strategic Plan — Wheeling Park District, IL

Master Plan and Strategic Plan — Glenview Park District, IL

Parks and Recreation Master Plan — Glencoe Park District, IL

Strategic and Business Development Plan, Washington Township
Recreation Department, OH — Project Manager

Strategic Operational Performance Assessment, Roseville Department of
Parks, Recreation, and Libraries — Project Manager

Organizational Assessment, Metro Parks Tacoma, WA — Project Manager

Sport Facility Feasibility Study, Town of Scarborough, ME— Engagement
Manager

Five-Year Strategic Plan, Pottstown Area Regional Recreation Committee —
Project Manager

Parks and Recreation Master Plan, City of Parkland, Florida — Engagement
Manager

Parks and Recreation Master Plan, City of Lauderdale Lakes, Florida —
Engagement Manager

Parks and Recreation Master Plan, Town of Manchester, CT —
Engagement Manager

Parks and Recreation Master Plan, DeKalb County, GA — Recreation
Consultant (Prime firm: Lose Design)



Tom Diehl, MS, CPRP

Subject Matter Expert

EDUCATION AND CERTIFICATIONS

Master of Science, Health
and Physical Education,
Syracuse University

Bachelor of Science,
Syracuse University

Certified Parks and
Recreation Professional
(CPRP), National
Recreation and Park
Association (NRPA)

Leadership Development
Training, VCU, Grace E.
Harris Leadership
Institute

Certified Pool Operator

Certified Emergency
Shelter Operator

Active Shooter Training

MEMBERSHIPS AND AFFILIATIONS



Tom Diehl is a manager in our Parks, Recreation, Libraries Practice. He is a recreation and athletics management professional with 38 years of experience serving both public and private institutions. He has concentrated on program and facility enhancement, and his expertise includes strategic and master planning, feasibility studies, capital and operational planning, budgeting, resource management, procurement/contract administration, equipment specifications, construction management and historical renovations. He has extensive experience with recreation and athletics programming, community relations, and special events management. He has successfully overseen capital projects valued up to \$60 million.

RELEVANT EXPERIENCE

Parks and Recreation Consulting: Tom has extensive parks and recreation consulting experience, completing more than 90 projects across 21 states. This includes more than 25 recreation and open space strategic and master plans, more than 20 feasibility studies, and more than nine conceptual park master plans, along with several needs assessments, operation and maintenance cost analyses, sports tourism economic impact studies, land preservation plans, athletic field studies, and ADA transition plans. He has seen it all and leverages this perspective while still bringing innovative, forward-thinking ideas to the table.

Recreation and Facility Leadership: Tom's background includes serving as director and assistant director of recreational sports at Virginia Commonwealth University (VCU); assistant athletic director for facilities at Marist College; and intramural director and facility director at Le Moyne College. He served as a principal with GreenPlay, LLC for seven years before the company merged with BerryDunn. Tom is a longtime member of both NRPA and NIRSA, actively participates in conferences and events, and is committed to industry excellence.

Project Management: Tom frequently serves in project management roles for the full spectrum of parks and recreation projects. He excels at maintaining clear, open lines of communication between clients and BerryDunn, keeping projects on track and on budget, and developing collaborative relationships with communities. Tom is also a graduate of the VCU Grace E. Harris Leadership Institute's Leadership Development Training.

REPRESENTATIVE CLIENTS

Albany, NY – Recreation Center Feasibility Study

Brookline, MA – Athletic Facilities Master Plan

Colchester, VT – Needs Assessment and Master Plan

College Park, MD – Duvall Field Visioning and Master Plan

Grover Beach, CA – Senior Center Needs Assessment and Feasibility Study



Rich Neumann,
CREDENTIALS

Subject Matter Expert

EDUCATION AND CERTIFICATIONS

B.S. Communications/
B.S. English; James
Madison University,
Harrisonburg, VA

PRESENTATIONS

*Outrageous Events—
Incredible Results!* Michigan
Recreation and Parks
Association Annual Parks
Conference, Virtual Session,
February 2021
*Relieve Yourself From
Creative Constipation,*
Alabama Recreation and
Parks Association Annual
Conference, Birmingham, AL,
January 2019 / North
Carolina Recreation & Park
Association Annual
Conference, Winston-Salem,
NC, October 2018
*Marketing Strategy: From
Practical to Practically
Insane,* North Carolina
Recreation & Park
Association Annual
Conference, Winston-Salem,
NC, October 2018 / National
Recreation and Parks

Rich Neumann is a senior consultant in our Parks, Recreation, Libraries Practice. He has more than 15 years of public-sector experience related to marketing, cultural affairs, communication, and branding. His unrelenting creativity and offbeat sense of humor allow him to look at opportunities and challenges from a unique perspective. He regularly helps clients envision new pathways, and he understands what is required to execute and implement new ideas in the public-sector landscape.

RELEVANT EXPERIENCE

Arts and Cultural Affairs: Prior to joining BerryDunn, Rich served as cultural affairs manager for the City of Westminster, Colorado, where he oversaw special events, public art, cultural heritage initiatives, and historic preservation. His experience includes leading a visual arts and cultural task force and helping to distribute cultural arts funding. As a consultant, Rich leverages these skills to support arts and culture initiatives and landmarks, generate excitement around community engagement efforts, and help clients plan their events strategies.

Community Engagement: Rich excels at developing targeted community engagement around master and strategic planning initiatives. His outgoing, personable, and thoughtful demeanor allow him to connect with community members, staff, leadership, elected officials, and partner agencies alike. His approach is creative, custom-fit, nuanced, and sensitive to the diverse needs of those involved.

Special Events: Rich has a strong track record of special events creation and execution. While serving as marketing and cultural affairs manager for the City of Westminster, Colorado, he increased event attendance by 300% and revenue by more than 850%. He designed and implemented an event sponsorship program with contracts exceeding \$200,000 annually.

REPRESENTATIVE CLIENTS

Adams County, CO—Riverdale Regional Park Master Plan

Gilbert, AZ—Parks, Recreation, and Open Space master Plan

Greeley, CO—Parks, Recreation, Culture, and Golf Master Plan



Becky Dunlap, CPRP

Senior Consultant

EDUCATION AND CERTIFICATIONS

Bachelor's Degree, Forest Resources, Natural Resources, and Tourism, University of Georgia

Certified Parks and Recreation Professional (CPRP), National Recreation and Park Association (NRPA)

PRESENTATIONS

Georgia Parks and Recreation Association, 2019

Missouri Parks and Recreation Association, 2018

National Recreation and Parks Association, 2017 and 2018

Colorado Parks and Recreation Association, 2016

Becky Dunlap is a senior consultant in our Parks, Recreation, Libraries Practice. She is a purpose-driven, strategy-focused CPRP who specializes in maximizing organizational efficiencies and opportunities for innovation. She takes a human-first approach to find solutions for the most pressing issues facing the field of parks and recreation, leveraging her broad experience in camp, sports, recreation facility, and park management.

RELEVANT EXPERIENCE

Industry Excellence: Becky is passionate about empowering the next generation of leaders in the field. She has published over 100 episodes of the *Let's Talk Parks* podcast, a show to inspire and share resources within the parks and recreation field. In addition, she has been published in *Parks and Recreation Business Magazine* and was recognized in the inaugural cohort of NRPA's 30 under 30 in 2021.

Community Engagement: Becky leads dynamic community engagement efforts. She specializes in leveraging technology to reach participants virtually, wherever they are and whenever is most convenient for them. She combines engagement tools like Social Pinpoint with social media, marketing, branding, trends identification, and demographic analysis, and she trains parks and recreation departments on how to promote continued engagement with their communities.

Public Sector Experience: Thanks to broad exposure to various public-sector roles, Becky brings a holistic perspective to each engagement. She understands how parks and recreation functions fit within larger local government structures and how to maximize potential for collaboration. She has worked for both a city and a county in roles such as facility operations coordinator, zoo camp director, marketing assistant, and customer service team member.

Master Planning: Becky has contributed to parks and recreation master plans in more than 10 communities throughout the country. Since 2015, Becky has developed hundreds of demographics and trends reports, helping agencies understand how to better plan for their changing communities. She excels at blending nationally-recognized best practices with community-specific trends, customs, and needs.

REPRESENTATIVE CLIENTS

Alexandria, VA – Cost Recovery and Resource Allocation Study

Coconino County, AZ – Parks and Recreation Master Plan

Hamilton County, TN – Parks and Recreation Master Plan

Henderson, NV – Parks and Recreation Master Plan Update

Hesperia Recreation and Park District, CA – Comprehensive Parks and Recreation Master Plan

Phelan Piñon Hills Park and Recreation District, CA – Comprehensive Plan

Pleasant Valley Recreation & Parks District, CA – Senior & Community Recreation Facilities Needs Assessment



Oliver Amaya, CPRP, PMP®

Subject Matter Expert

EDUCATION AND CERTIFICATIONS

BS, Liberal Arts, Excelsior
College

Associate of Applied
Science, Information
Resources Management,
Cochise College

Associate of Science,
Language, Excelsior
College

Certified Project
Management
Professional® (PMP®)

Customer Recovery
Certification

Business Administration
and Leadership
Certification

Oliver Amaya is a consultant in our Parks, Recreation, and Libraries Practice. Before joining our team, he worked with the City of Corpus Christi, Texas Parks and Recreation Department as a special projects manager, where he helped the department execute initiatives based in community development, operational improvement, and increased connectivity.

Oliver's experience serving in the U.S. Army also honed his ability to balance complex projects, work in complex environments, solve difficult challenges, and make effective decisions. His fluency in Spanish and Portuguese, in addition to English, enables him to reach diverse groups and listen to their input.

RELEVANT EXPERIENCE

Project Management: Oliver brings six years of experience directing new projects, managing various contracts, instituting cost and schedule controls, and establishing best practices. He is effective in leading and directing various projects from inception to completion. He has 12 years of progressive management experience and repeated success in developing project initiatives, directing project plans, achieving performance targets, managing budgets, and monitoring project costs.

Cost Recovery: While serving as special projects manager for the City of Corpus Christi, Texas Parks and Recreation Department, Oliver participated in a parks and recreation fee study revision related to residential development as well as a fee study for the City's tennis center. Oliver participated in research and peer benchmarking for both fee studies.

Project Coordination: Oliver has performed administrative duties for projects while working closely with project management, subcontractors, and clients. His experience includes organizing subcontractors while staying within budget limitations, preparing work orders and expense reports, translating Spanish and Portuguese documents and conversations into English, optimizing revenue by developing cost-reduction activities via efficient supplier development and resourcing, and collaborating with other administrative staff on projects and initiatives.

REPRESENTATIVE CLIENTS

Cedar Park, TX—Parks, Recreation, Open Space, and Forestry Master Plan

Avondale, AZ—Parks and Recreation Master Plan

Lombard Park District, IL—Comprehensive Plan

Manhattan, KS—Parks and Recreation Master Plan



Miranda Hanson

Subject Matter Expert

EDUCATION AND CERTIFICATIONS

BS, Parks and Recreation
Management, Frostburg State
University

Graduate Certificate, Project
Management, Northeastern
University

Miranda is a consultant with BerryDunn's Local Government Practice Group. They have experience with coordinating project management needs, facilitating change management activities, training staff, and vendor coordination. On recent Parks, Recreation, and Libraries projects they have assisted with research, reporting, and recreation staff engagement.

RELEVANT BERRYDUNN EXPERIENCE

Learning and Development: Miranda has managed employee orientation and onboarding logistics, content, and presentation. They have designed, produced, and delivered firm-wide development programs on topics such as diversity, equity, and inclusion, software training, and staff development. They have served on the Vision 2026 Diversity, Equity, and Inclusion Committee as well as the firm DEI Council. In addition, they have created user guide and training materials for the firm-wide implementation of the Learning Management System. As an administrator of this system, Miranda tracked and maintained employee information; course coordination; and the management of training records and status reports. They also have coordinated and helped with training between vendors and our Local Government Practice Group as well as created a training plan checklist to help prepare our internal teams to train their supervisors.

Program Management: Miranda managed four grant-funded projects, simultaneously utilizing project management processes involving distribution of funds; purchasing items; writing follow-up reports; and maximizing budgets within defined project timeline, scope, and budget. They supervised over 70 volunteers through conducting orientations; producing training; detailing duties and responsibilities; assessing volunteer performance; and planning activities to recognize volunteers for their contributions. Miranda also coordinated programming and community partnerships for neighborhood educational centers in areas relating to college access, STEM, literacy and reading.

Research and Supervision: Miranda interviewed survey respondents by telephone while following the University of Southern Maine's mandated research guidelines and procedures. They recorded data from the interview responses by entering answers into a computer-assisted system, and they supervised interview staff by delegating workloads and answering questions.



Caylon Vielehr

GIS Lead

EDUCATION AND CERTIFICATIONS

Bachelor's Degree,
Philosophy, Fort Lewis
College

Peace Corps, Gambia,
West Africa,
Environmental
Development, Agriculture
Extension, and
Beekeeping Training

Caylon Vielehr is a consultant in our Parks, Recreation, and Libraries Practice. He specializes in using GIS analysis to help parks and recreation agencies inform their strategic decision making and future planning efforts. Specifically, he uses geo-reference amenities standards to conduct level of service (LOS) analysis. He understands the real-world impact geographic information science (GIS) has on social justice and equity, and he combines his technical analysis with his people-oriented personality and passion for the power of parks and recreation to improve lives and communities.

RELEVANT EXPERIENCE

GIS Analyst: Caylon has used his GIS expertise to support the development of more than 30 parks and recreation master plans. He helps agencies use data—such as the number and size of parks, level of use, location in proximity to population clusters—to measure level of service, make fair and equitable decisions, and identify opportunities for improvement or increased investment. As part of this work, he compiles, inventories, and interprets datasets, develops maps and renderings, and delivers presentations.

Local Government: In addition to providing GIS analysis to parks and recreation clients, Caylon has supported citywide initiatives for local governments. These projects have included a strategic plan for the City of Aurora, Colorado; a feasibility study for the City of Tamarac, Florida; and an impact fee study for the City of Windsor, Colorado. He often provides demographic analysis, community outreach, public relations, and general project support.

REPRESENTATIVE CLIENTS

Park & Recreation Master Plans

Angleton, Texas
Brighton, Colorado
Brookline, Massachusetts
Canby, Oregon
College Park, Maryland
El Paso County, Colorado
Fairbanks, AK
Frederick, Maryland
Fruita, Colorado
Georgetown, Texas
Greater Vallejo Rec. Dist., California
Glendale, Arizona
Hamilton County, Tennessee
Hampton, Virginia
Henderson, Nevada
Holly Springs, North Carolina
Iredell County, North Carolina
Kirkland, Washington
Lathrop, California
Mesa, Arizona



JASON MORADO

Director of Community Research

ETC Institute

725 W. Frontier Circle, Olathe, KS 66061

jason.morado@etcinstitute.com

(913) 254-4514



EDUCATION

M.B.A., Webster University, 2009

B.S. in Business Administration – Marketing, Avila University 2000

SUMMARY OF EXPERIENCE

Mr. Morado has over 20 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 600 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics.

RELEVANT PROJECT EXPERIENCE

Parks and Recreation Surveys

Mr. Morado has served as a project manager for over 250 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Atlanta, GA
- Arlington County, VA
- Boone County, KY
- Brownsburg, IN
- Broward County, FL
- Carmel-Clay, IN
- Casa Grande, AZ
- Charleston, SC
- Chatham County, NC
- Chesterfield, MO
- Chino, CA
- Cincinnati, OH
- Coral Gables, FL
- Columbia, MO
- Corpus Christi, TX
- Culpepper County, VA
- Dania Beach, FL
- Davie County, NC
- Denver, CO
- Detroit, MI
- Downers Grove Park District, IL
- Durango, CO
- El Paso County, TX
- Fayetteville-Cumberland County, NC
- Fremont, CA
- Gilroy, CA
- Gwinnett County, GA
- Hamilton County, OH
- Harnett County, NC
- Hoffman Estates Park District, IL
- Hunters Creek, FL
- Huron-Clinton Metroparks, OH
- Idaho Falls, ID
- Las Vegas, NV
- Manchester, CT
- Mecklenburg County, NC

- Merriam, KS
- Miami, FL
- Milton, GA
- Milwaukee County, WI
- Mobile, AL
- Montpelier, VT
- Montgomery County, MD
- Morrisville, NC
- Norfolk, VA
- Oakland County, MI
- Olympia, WA
- Ozark, MO
- Pleasant Hill, CA
- Prince Georges County, MD
- Prince William County, VA
- Roanoke, VA
- Rowan County, NC
- Salvation Army (numerous locations)
- Salina, KS
- San Diego, CA
- Sarasota, FL
- Schaumburg Park District, IL
- Sioux Falls, SD
- South Fulton, GA
- Streamwood Park District, IL
- St. Louis County, MO
- Tampa, FL
- Tucker, GA
- Upper Arlington, OH
- U.S. Army Installation Management Command
- U.S. Marine Corps
- U.S. National Park Service
- Virginia Beach, VA
- Washtenaw County, MI
- Wayne County, MI
- Westerville, OH
- Westfield, NJ
- West Sacramento, CA
- Wilmington, NC

Community Surveys

Mr. Morado has served as a project manager for over 250 community surveys for local governmental organizations. Some of these organizations include:

- Addison, TX
- Atchison, KS
- Arlington County, VA
- Auburn, AL
- Bensenville, IL
- Cabarrus County, NC
- Camas, WA
- Casper, WY
- Cedar Hill, TX
- Cleveland Heights, OH
- Coral Springs, FL
- Davenport, IA
- Durham, NC
- Durham County, NC
- El Paso, TX
- Elgin, IL
- Enterprise, AL
- Fayetteville, NC
- Gainesville, FL
- Glenview, IL
- Greenville, NC
- High Point, NC
- Henderson, NV
- Independence, MO
- Kirkwood, MO
- Las Vegas, NV
- Louisville, KY
- Manassas, VA
- McAllen, TX
- Meridian, ID
- Mesquite, TX
- Miami, FL
- Missouri City, TX
- Montrose, CO
- Mountain Brook, AL
- Mount Prospect, IL

- Naperville, IL
- Nashville, TN
- Newport, RI
- North Kansas City, MO
- Olathe, KS
- Onslow County, NC
- Oregon City, OR
- Oswego, IL
- Overland Park, KS
- Pinehurst, NC
- Pitkin County, CO
- Plano, TX
- Pleasant Hill, IA
- Prairie Village, KS
- Pueblo, CO
- Raleigh, NC

- Raymore, MO
- Round Rock, TX
- Saint Louis County, MO
- Saint Joseph, MO
- Schertz, TX
- Shawnee, KS
- Shoreline, WA
- Smithfield, NC
- Springfield, MO
- Sterling Height, MI
- Tyler, TX
- Vancouver, WA
- Warrensburg, MO
- Wauwatosa, WI
- Winchester, VA
- Winston-Salem, NC

Biography

Randall's more than 22 years of professional experience, have encompassed a wide variety of landscape architectural, planning, and graphic services on parks and recreation projects throughout the U.S. His skills include site inventory/analysis, master planning, design development, graphic presentations, 3-D modeling, project management, and detailed technical drawings. Randall uses his diverse project background to work closely with individual clients to interpret public input and ensure that the proper vision has been achieved throughout the planning, design and implementation processes.



Professional Credentials

- Bachelor of Science, Landscape Architecture, The Ohio State University
- Professional Landscape Architect in California, Arizona, Nevada, and Oregon
- The Council of Landscape Architectural Registration Boards, Member #40708
- California Park and Recreation Society, Member

Relevant Project Experience

- City of Seely Bates Park Master Plan
- City of Yuma Bicycle Facilities Master Plan
- City of Hollister Brigantino Regional Park Master Plan
- Arizona State Parks Cattail Cove State Park Master Plan
- City of Laguna Niguel Crown Valley Park
- City of Salinas Downtown Vibrancy and Main Street Master Plan
- Coconino County Fort Tuthill County Park Master Plan Update*
- National City Kimball Park
- City of Chula Vista Millenia Park
- National City Paradise Creek Educational Park
- City of Chandler Parks and Recreation Facilities Master Plan
- Coconino County Parks and Recreation System Master Plan Update
- City of Casa Grande Parks and Recreation System Master Plan
- Maricopa County Parks and Recreation System Master Plan*
- Town of Oro Valley Parks and Recreation System Master Plan
- City of Palmdale Parks and Recreation System Master Plan
- City of Littleton Parks and Recreation System Master Plan
- Town of Prescott Valley Parks and Recreation System Master Plan
- City of Sedona Parks and Recreation System Master Plan
- City of El Centro Plank Park
- City of Tustin Red Hill Specific Plan
- San Jacinto Specific Plan
- San Diego University Area Mobility Plan Update

*Projects completed in similar roles at previous employer

