



SPENDING AUTHORIZATION FORM

Pursuant to Whitestown Ordinance No. 2009-10, all purchases over \$5,000 must be pre-approved by a body having authority to approve claims.

Name of Requestor: _____ Department: _____

Total Amount Requested: _____ Budget Line Number: _____

General Description of Purchase (Attach additional materials as appropriate):

Signature of Requestor: Savannah Solgere

Clerk-Treasurer Office Verification:

Sufficient funds are available in the budget line numbers set forth above for the purchase amount requested above:

Signature of Clerk-Treasurer Designee: _____

Printed Name: _____

Board Approval:

On _____, the _____ of the Town of
Whitestown approved the above requested spending authorization in an amount not to exceed
\$ _____.

Signature of Board President or Secretary

*All payments must follow applicable claims approval procedures.

**Requestor is responsible for ensuring any applicable bidding procedures (statute and/or ordinance) are followed.

Whitestown Parks and Recreation Comprehensive Master Plan Approach

Project Understanding

The Town of Whitestown has a strong commitment to provide high-quality parks and recreation amenities and parks to the community. As such, the Town of Whitestown is seeking professional services to complete a *Parks and Recreation Master Plan*. The updated Master Plan will guide the department for the next five years and will provide strategic direction and vision with specific plans to maintain and expand the services offered to the community, while also meeting IDNR Guidelines.



The Town requests a comprehensive *Parks and Recreation Master Plan* to create a roadmap for ensuring an appropriate balance of facilities and amenities throughout the community now and into the future. A system-wide approach to evaluating parks and open space recreational facilities is desired in order to develop goals, policies and guidelines with achievable strategies. The outcome will be a *Parks and Recreation Master Plan* that will be heavily used as a resource for future development and redevelopment of the Town's parks, open space, and recreation system over the next five to ten years. The plan will include at a minimum the following components:

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

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

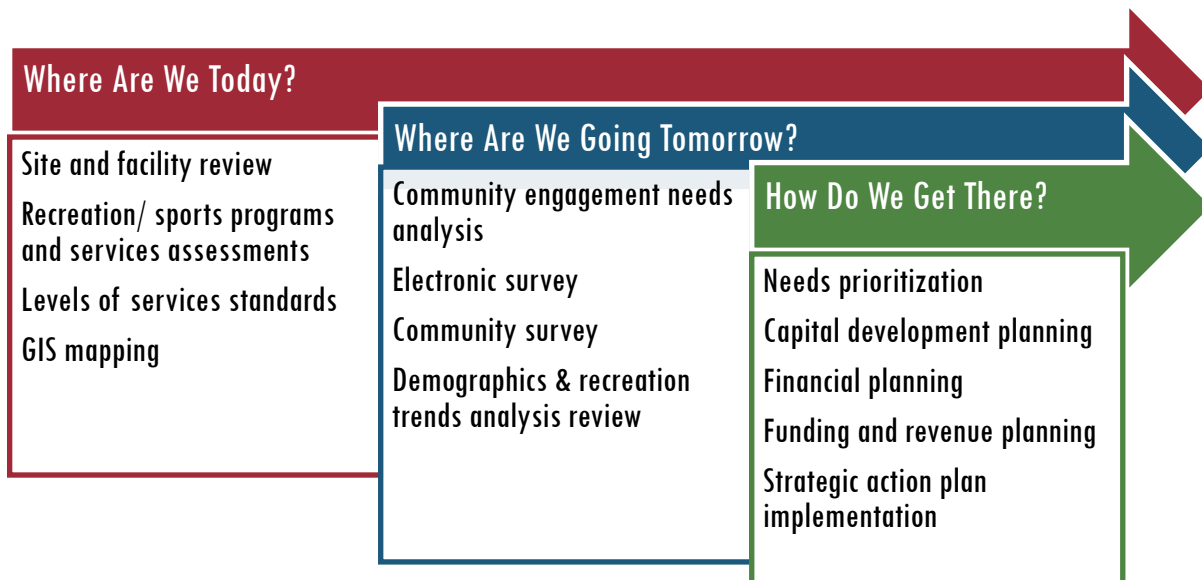


The PROS Consulting Team proposes to utilize its Community Values Model™ as the foundation of the Master Plan. The Community Values Model™ is an innovative process to utilize comprehensive public input and insight in a meaningful way. Input, guidance and values from key community leaders, stakeholders,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



Key Steps in the Process

The Master Plan will create a clear set of objectives that will provide direction to the Town of Whitestown and Park and Recreation Department staff for development and enhancement of the Town's parks and recreation system for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundation components.



Project Scope of Work

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

Task 1 – Project Management, Progress Reporting & Data Review

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

- Confirmation — The project goals, objectives, scope, and schedule will be confirmed.
- Outcome Expectations — Discuss expectations of the completed project.
- Communications — Confirmation on lines of communication, points of contact, level of involvement by Department staff and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.
- Data Collection — The Consulting Team will collect, log, and review key data and information to facilitate a thorough understanding of the project background.
- Progress Reporting — The Consulting Team will develop status reports to the Department on a monthly basis. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project. Lastly, the Consulting Team will meet with the Project Manager at important milestone dates during the master planning process, which will be finalized at the kick-off meeting with specific dates outlined.
- Prepare database of stakeholders — The Consulting Team will work with the Department who will gather contact information from a variety of sources within the Department. This information will be used in the key leadership/focus group interview portion of the Parks and Recreation Master Plan.

B. Data Collection and Review — The Consulting Team will assemble and review available documentation from Town files, existing any planning documents, existing site or facility master plans that could include the following:

- The Town Trail Master Plan
- Existing CIP Plan
- Park Ordinances
- Park Impact Fee
- Existing Parks and Recreation Master Plan

Meetings: Town staff review meeting of scope and schedule. The Consulting Team and the assigned Town's Project Manager will hold progress meetings via conference call as often as necessary, but no less than once per month until the final plan is approved by Town Council for the purpose of progress reporting. Lastly, the Consulting Team will meet with the Project Manager at important milestone dates during the master planning process, which will be finalized at the kick-off meeting with specific dates outlined.

Deliverables: Finalized scope of work, work schedule with target completion dates, and identification of relevant stakeholders and focus groups. Town staff input report and a summary report assessment of existing master plans

Task 2 – Community Profile & Public Engagement Process

The Consulting Team will utilize a **robust** public input process to solicit community input on how the Town of Whitestown system, open space, trails, recreation facilities, and programs meet the needs of residents into the future. This task is an integral part of the Parks Master Planning process. A wide range of community/participation methods may be utilized with traditional public meetings. The PROS Consulting Team will prepare a community outreach agenda to include the number and types of meetings which

will be held. Also, a statistically-valid Town-wide needs assessment survey can be conducted to identify community needs and issues related to recreation/park programs and facilities. Specific tasks include:

A. Demographic & Recreation Trends Analysis — The Consulting Team will utilize the Town's projections and supplement with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

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

The Town's demographic analysis will be based on US 2020 Census information, 2021 updated projections, and 5 (2026) and 10 (2031) year projections. The following demographic characteristics will be included:

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

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sports & Fitness Industry Association's (SFIA) 2021 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

B. Benchmark Analysis — A benchmark analysis will compare the Town of Whitestown to five (5) other relevant peer agencies. The Consultant Team will work with the Department to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmarked communities.

System	City Area (Sq. Miles)	Current Population of City/ Jurisdiction	Population Per Square Mile	Total Number of Parks and Greenways	Total Acres Owned or Managed by System	Total Developed Acres	% Acres Maintained to Total Park Acres	Total Park Acres Per 1,000 Pop.	Total Trail Miles
Olathe Parks and Recreation	60.4	130,045	2,152	35	1,998.4	1,952.8	98%	15.37	36.5
Carmel Clay Parks and Recreation	49.1	83,565	1,761	15	505.0	505	100%	6.04	16.0
Roseville Parks and Recreation	36.2	124,519	3,440	68	408.5	253	62%	3.28	
Frisco Parks and Recreation	62.4	128,176	2,054	36	1,509.0	671	44%	11.77	55.5
Overland Park Parks and Recreation	75.4	178,919	2,374	83	2,940.2	2,618	89%	16.43	90.1

C. Key Leadership/Focus Group Interviews — The Consulting Team will perform focus groups and key leadership interviews the community to evaluate their vision for parks and recreation in the Town of Whitestown community. Eight (8) focus group meetings and key leadership interviews, as well as with the Town Council and other key leaders (up to 12) will be held over a two-day period. Also, during these interviews/focus groups, the Consulting Team will gain an understanding of the community values, as well as determine the priority for recreation facilities and programming, parks, trails and open space development needs of the Department. The following list of potential interviewees will be used to select the final list in conjunction with the Department:

- Elected Officials
- Key Business Leaders

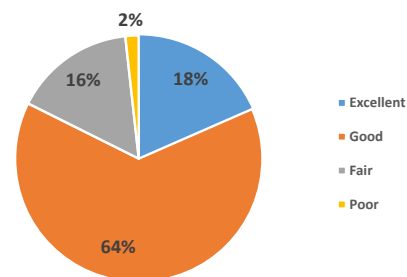
- Town Administration
- Key Partners/Philanthropic Organizations
- School officials
- Users and non-users of the parks and recreation system
- Department Staff
- Youth sports groups

D. Public Forums/Workshops — Public forums will serve to present information and gather feedback from citizens at large. It is important to have initial meetings early in the process and follow-up meetings during the final plan development process. It will be important to get maximum media exposure to inform citizens of the purpose and importance of the meetings and clearly note time and locations. We propose to conduct a total of two (2) public forums: one (1) initial public forum to introduce the project and project goals, gain input for the community's vision and core values for the Town's parks and recreation system, and one (1) as a final briefing and input opportunity on the draft plan. These meetings would be informal in nature offering the public an opportunity to participate in the planning process and to provide feedback on the proposed options. The purpose for these meetings will be to ensure opportunities for the general public to discuss their priorities and perceptions surrounding the parks and recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the Town's parks and recreation system.



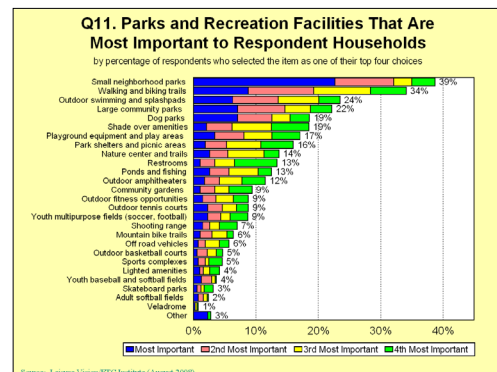
E. Electronic Survey — Also, the Consulting Team will create an online survey administered through www.surveymonkey.com. This survey will be promoted through the Town's website and promotional mediums to maximize outreach and response rates. These surveys will provide quantitative data and guidance in addition to the stakeholder and focus groups in regards to the recommendations for park amenities, specific programs, facility components, usage, and pricing strategies.

How would you rate the overall quality of all of the City of Ithaca recreation facilities you have visited?



F. Statistically-Valid Needs Analysis Survey — The Consulting Team will perform a random, scientifically valid community-wide household survey to quantify knowledge, need, unmet need, priorities and support for system improvements that include facility, programming, and the park needs of the Town.

The survey will be administered by phone or by a combination of a mail/phone survey and will have a minimum sample size of 350 completed surveys at a 95% level of confidence and a confidence interval of +/- 5.2%. Prior to the survey being administered, it will be reviewed by the Parks and Recreation Department staff.



- G. Crowd-Sourcing Project Website (OPTIONAL)** - The Consultant Team can develop a customized project website, if desired by the Town of Whitestown 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 Town's website. E.g., www.planindyparks.com. It has proven to be a very effective tool in engaging the community on an on-going basis as well as maximize outreach to an audience that may not traditionally show up at public meetings or choose to respond to a phone or mail survey.

Meetings: A Demographic & Recreational Trends Analysis and Benchmark Report. Town staff review of community meetings agenda. Eight focus group meetings, up to twelve community stakeholder meetings, and two Community Public Forum Meetings to gather public input. Town staff review and finalization of statistically-valid needs analysis survey. Meetings with the Town Council.

Deliverables: The Consulting Team will act as professional facilitators to gather information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats. Well organized and directed activities, techniques, and formats will be provided to ensure that a positive, open and proactive public participation process is achieved. Written community meeting report for each meeting will be provided. Conduct Community survey draft for review and survey results and analysis report. Crowd-sourcing project website if desired by the Town of Whitestown.

Task 3 – Parks, Facilities, and Program Analysis

- A. Parks and Facilities Inventory and Assessment** – The Consulting Team will provide an electronic form for Town staff to use in completing acreage and facility inventory of park property and facility/amenity inventory. A park and facility tour will be performed with Town staff, Operations and Maintenance staff, and Programming staff to confirm and modify any additional information to the inventory form, as well as perform a Supply Analysis to identify existing and potential parks and recreation resources, and facilities provided across the community. During this tour, general observation of park and recreation facilities will include:

- Photographs along with text to illustrate key environmental features in the Town
- General state and condition
- Compatibility with neighborhoods
- Compatibility of amenities offered through the Town
- Aesthetics/Design
- Safety/security
- Public Access
- Connectivity to the surrounding neighborhoods through non-motorized travel
- Program capacity and compatibility with users
- Partnership opportunities
- Revenue generation opportunities
- Inventory existing miles of trails locations and destinations



Carmel • Clay Parks & Recreation Parks and Recreation Comprehensive Master Plan Park Assessment

1.3.6 HAZEL LANDING PARK
Location: 10001 Hazel Oak Parkway
Size: 43 Acres
Classification: Community Park

Facility / Asset	Condition
Open Space	Good
Native Plantings Along White River	Good
Open Golf Area	Good
Parking Area	Excellent
Picnic Tables	Good
Signage	Fair

STRENGTHS

- Hazel Landing Park is a 44-acre scenic park along the White River featuring picnic opportunities, canoe launch and well as picnic tables in a large open space area.
- Pathways around the parking area and natural trails are located along the White River.
- Paved parking area was in good condition and well landscaped.

OPPORTUNITIES

- Signage signage along Hazel Oak Parkway, in coordination with City's installation of a new roundabout at 100th Street, as it is very difficult to see the entrance.
- Grade gravel entry drive annually until new entrance installed per master plan.

PLANNED IMPROVEMENTS

- Installation of an 18-hole golf course (2025).

Photos (top left to right): Open space area with picnic tables. Parking lot area well landscaped. View from canoe launch of White River.

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

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

2012 Inventory - Developed Facilities										2012 Facility Standards		2017 Facility Standards	
Park Type	CCPR Inventory	City/CRC	School District	Dad's Club	HOA	County Parks	Total Inventory	Current Service Level based upon population	Recommended Service Levels: Revised for Local Service Area	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
Local Parks (1-10 acres)	28.25	-	-	-	-	-	28.25	0.33 acres per 1,000	0.00 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Community Parks (11-100 acres)	168.37	-	-	-	-	63.00	231.37	2.68 acres per 1,000	3.00 acres per 1,000	Need Exists	28 Acre(s)	Need Exists	55 Acre(s)
Signature Parks (100+ acres)	279.22	-	-	-	-	125.00	404.22	4.68 acres per 1,000	4.00 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Undeveloped Parks	13.38	141.20	-	-	-	-	154.58	1.79 acres per 1,000	1.00 acres per 1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Greenways	51.83	-	-	-	-	-	51.83	0.60 acres per 1,000	2.00 acres per 1,000	Need Exists	121 Acre(s)	Need Exists	139 Acre(s)
Total Park Acres	541.05	141.20	-	-	-	188.00	870.25	10.07 acres per 1,000	10.00 acres per 1,000	Meets Standard	- Acre(s)	Need Exists	83 Acre(s)
OUTDOOR AMENITIES:													
Playgrounds	6.00	-	11.00	-	25.00	2.00	44.00	1.00 structure per 1,965	1.00 structure per 2,500	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Spray Pads	2.00	-	-	-	-	-	2.00	1.00 structure per 43,220	1.00 structure per 20,000	Need Exists	2 Structures(s)	Need Exists	3 Structures(s)
Picnic Areas/Shelters	14.00	-	-	-	14.00	-	28.00	1.00 structure per 3,087	1.00 structure per 4,000	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Soccer Field	-	-	-	23.00	1.00	3.00	27.00	1.00 field per 3,201	1.00 field per 4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Ballfields	-	-	12.00	11.00	5.00	4.00	32.00	1.00 field per 2,701	1.00 field per 4,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Multi-Purpose Fields	2.00	-	3.00	14.00	-	-	19.00	1.00 field per 4,549	1.00 field per 5,000	Need Exists	3 Field(s)	Need Exists	5 Field(s)
Basketball Courts	2.00	-	8.00	-	12.00	-	22.00	1.00 court per 3,929	1.00 court per 5,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Tennis Courts	-	-	37.00	-	50.00	-	87.00	1.00 court per 994	1.00 court per 3,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Multi-Use Trails (Miles)	16.00	-	-	-	-	-	16.00	0.19 miles per 1,000	0.40 miles per 1,000	Need Exists	19 Mile(s)	Need Exists	22 Mile(s)
Amphitheater	1.00	1.00	-	-	-	1.00	3.00	1.00 site per 28,813	1.00 site per 50,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Skate Park	1.00	-	-	-	-	-	1.00	1.00 site per 86,439	1.00 site per 40,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Volleyball Pit	2.00	-	-	-	14.00	-	16.00	1.00 site per 5,402	1.00 site per 20,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Outdoor Aquatic Center (Square Feet)	48,183.50	-	-	-	-	-	48,183.50	0.56 SF per person	0.50 SF per person	Meets Standard	- Square Feet	Meets Standard	- Square Feet
Monon Community Center (Square Feet)	146,225.00	-	-	-	-	-	146,225.00	1.69 SF per person	1.50 SF per person	Meets Standard	- Square Feet	Meets Standard	- Square Feet
2012 Estimated Population													
2017 Estimated Population													

Notes:

County inventory includes inventory only found in Carmel Clay Parks and Recreation jurisdiction
Population based on Clay Township's limits

The 37 tennis courts are part of an Inter-local Agreement establish with school district for public use



C. Geographical Analysis through Mapping— The Consulting Team will work with the Department to determine appropriate GIS mapping. The Consulting Team can utilize GIS to perform geographical mapping to identify service area analysis for specific facilities and programs. This includes mapping by classification and major amenities by facility standards as applied to population density and geographic areas. A service area is defined as a circular area around a park or amenity whose radius encompasses the population associated with the appropriate facility standard for each park classification and amenity. Using the facility standards and service areas provided by the Consulting Team for each park and major facility type (amenity), a series of maps by each park classification and major amenities will be prepared. Major parks and facilities to be mapped could include:

- Neighborhood Parks
- Community Parks
- Soccer Fields
- Football Fields
- Baseball Fields
- Softball Fields
- Basketball Courts
- Tennis Courts
- Trails
- Playgrounds
- Picnic Pavilions
- Aquatics/Pools
- Recreation/Community Centers



This mapping identifies gaps and overlaps in service area. It is assumed that the Department will provide base GIS information including inventory and general location of park sites and amenities. The Consulting Team will provide maps in digital format (ARCGIS and Adobe Acrobat PDF format) and hard copy.

D. Special Event Program Needs Assessment — Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the Town of Whitestown aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. We will provide insight into recreation program trends from agencies all around the country, as well as the needs of the community. Additionally, it will help focus staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

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

Shamone County Facility/Amenity Needs Assessment	Overall Ranking
Walking, hiking and biking trails	1
Small neighborhood parks	2
Indoor fitness/exercise facilities	3
Large community parks	4
Natural areas/wildlife habitats	5
Indoor running/walking track	6
Picnic areas and shelters	7
Outdoor swimming pools/water parks	8
Indoor swimming pools/leisure pools	9
Playground equipment	10
Boating and fishing areas	11
Golf courses	12
Off-leash dog park	13
Indoor theater	14
Indoor sports fields (baseball, soccer, etc)	15
Indoor basketball/volleyball courts	16
Youth baseball/softball fields	17
Historic homes/grounds	18
Youth soccer fields	19
Outdoor basketball courts	20
Adult baseball/softball fields	21
Skate parks	22
Outdoor tennis courts	23
Outdoor sand volleyball courts	24
Adult soccer fields	25

F. Capital Improvement Plan — We recommend the development of a three-tier capital improvement plan that will assist the Town in the inevitable and continuous rebalancing of priorities and associated expenditures. Each tier reflects different assumptions about available resources.

- The **Sustainable Alternative** has plans for prioritized spending within existing budget targets and focuses on deferred maintenance and lifecycle replacement of assets and amenities within the existing parks system. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being for the Department to maintain high quality services.
- The **Expanded Services Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing and renovating existing parks and facilities to better meet the park and recreational needs of residents that would require additional operational or capital funding. In coordination with Town Council, the Department would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, grants, and existing or new taxes.
- The **Visionary Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals and by providing a long-range look to address future needs and deficiencies. In the Master Plan, the Visionary Alternative addresses complete renovations of aging parks and facilities and the development of new parks and facilities. Funding for visionary projects would be derived from partnerships, private investments and new tax dollars.

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

Deliverables: Parks and Recreation Department Facility Analysis / Assessment Report. Programs and Services Assessment Report. Capital Improvement Plan based on priority rankings.

Task 4 – Staffing and Funding Strategies

A. Staffing and Policy Review — The Consulting Team will perform an analysis of the current practices of the Department to evaluate its staffing and current policies. This analysis will identify future Department organization and staffing needs and policy development, process improvements, and adjustments to current policies where enhancements may be needed or gaps are identified.

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

- Fees and charges options and recommendations
- Endowments/Non-profits opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships
- Dedicated funding sources to support land acquisition and capital improvements
- Development agreements to support park acquisition, open space and park and facility development
- Earned Income options to support operational costs
- Land or facility leases to support operational and capital costs
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan including suggested timelines

Meetings: Review of staff operational policies. Initial meeting with Parks and Recreation staff to on possible funding options.

Deliverables: Staffing and policy recommendations. Funding and revenue strategies outlined with recommendations.

Task 5 – Implementation & Master Plan Development

The Parks and Recreation Master Plan will be framed and prepared through a series of workshops with Department staff. The overall vision and mission statements will be affirmed or modified, and direction for the Department will be established along with individual action strategies that were identified from all the research work completed. Key recommendations and tactics that support each action strategy to its fullest potential will be outlined in a strategy matrix with priorities, timelines, measurement, and teams within the Department or external partners to focus on. Specific tasks include:

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

B. Strategic Action Plan - Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, priorities/timelines and cost estimates. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. This will be reviewed with senior Department staff in a half-day workshop. The Consulting Team will propose a prioritization schedule and methodology used on successful master plans across the United States from their work. Action plans will be established in the following key areas:

- **Park and Facility Management** — Recommendations that provide for short- and long-term enhancement of park and facility management practices of the Town.
- **Programs and Services** — Recommendations that provide for short- and long-term development and maintenance of programs and services provided by the Town, including opportunities to improve meeting user needs.
- **Financial and Budgetary Capacity Development** — Recommendations that provide for short- and long-term enhancement of the financial and budgetary capacity of the Town related to parks and lands.
- **Town Policies and Practices** — Specific policies and practices for the Town of Whitestown that will support the desired outcomes of this Master Plan will be detailed.

C. Draft Report Preparation and Briefings— The Consulting Team will prepare a draft Master Plan with strategies taking into account all analyses performed and consider the fiscal and operational impacts to the Department. The recommendations and prioritization of needs will be reviewed and discussed with the Town Council. One electronic copy for public information.

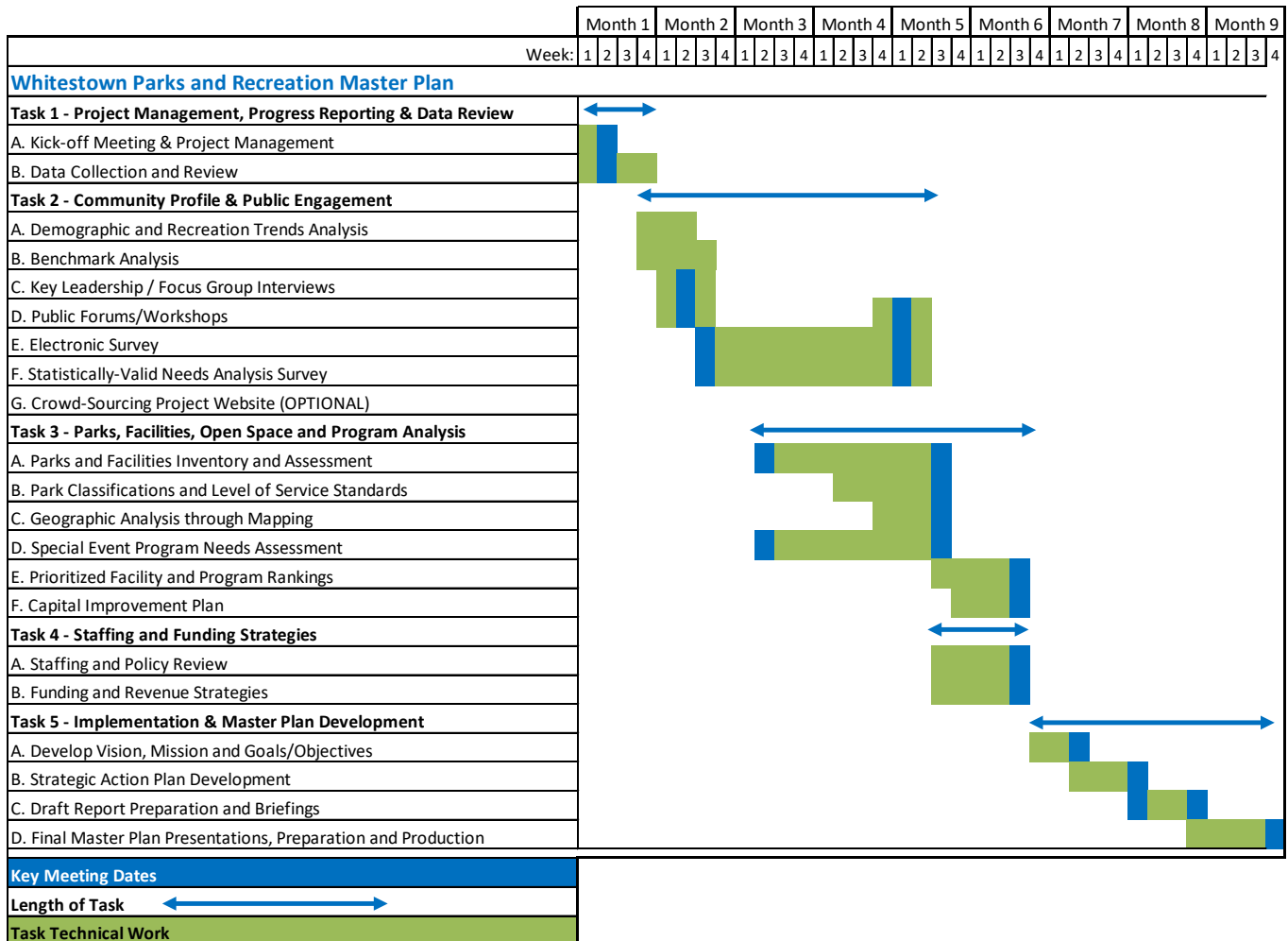
- D. Final Master Plan Presentations, Preparation, and Production** — Upon comment by all vested Town staff the Town Council, and the community, the Consulting Team will revise the Draft Master Plan to reflect all input received. Once the draft Master Plan is approved by the Town, the Consulting Team will prepare a final summary report and present to the Town Council for final approval and adoption. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports). And copy in PDF format of the Final Plan will be delivered.

Meetings: Meetings with staff. A presentation to the Town Council (one during the draft master plan and one for the adoption of the final master Plan). The Consulting Team will meet with staff for review of changes.

Deliverables: One (1) electronic copy in Adobe Portable Document Format (PDF) of the Administrative Draft and Final Draft, incorporating revisions, will be provided. Power Point Presentation for the Town Council. One digital copy of the Master Plan will be provided.

Project Schedule

The project approach and scope of work detailed in this proposal can be completed by the PROS Team collaboratively with the Town of Whitestown. 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 the PROS Team will consider any special requirements by the Town, in regards to scheduling to meet your expectations.



Proposed Fees

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

Task 1 - Project Management, Progress Reporting & Data Review	
A. Kick-off Meeting & Project Management	\$ 3,480
B. Data Collection and Review	\$ 540
Subtotal Dollars	\$ 4,020
Task 2 - Community Profile & Public Engagement	
A. Demographic and Recreation Trends Analysis	\$ 2,000
B. Benchmark Analysis	\$ 2,400
C. Key Leadership / Focus Group Interviews	\$ 3,480
D. Public Forums/Workshops	\$ 2,940
E. Electronic Survey	\$ 1,540
F. Statistically-Valid Needs Analysis Survey	\$ 10,830
G. Crowd-Sourcing Project Website (OPTIONAL)	\$ -
Subtotal Dollars	\$ 23,190
Task 3 - Parks, Facilities, Open Space and Program Analysis	
A. Parks and Facilities Inventory and Assessment	\$ 2,160
B. Park Classifications and Level of Service Standards	\$ 1,130
C. Geographic Analysis through Mapping	\$ 2,400
D. Special Event Program Needs Assessment	\$ 1,410
E. Prioritized Facility and Program Rankings	\$ 2,940
F. Capital Improvement Plan	\$ 1,950
Subtotal Dollars	\$ 11,990
Task 4 - Staffing and Funding Strategies	
A. Staffing and Policy Review	\$ 2,400
B. Funding and Revenue Strategies	\$ 1,320
Subtotal Dollars	\$ 3,720
Task 5 - Implementation & Master Plan Development	
A. Develop Vision, Mission and Goals/Objectives	\$ 600
B. Strategic Action Plan Development	\$ 2,400
C. Draft Report Preparation and Briefings	\$ 3,200
D. Final Master Plan Presentations, Preparation and Production	\$ 3,200
Subtotal Dollars	\$ 9,400
TOTAL DOLLARS	\$ 52,320
ADDITIVE / OPTIONAL SERVICES	
Crowd-Sourcing Project Website	\$ 5,000

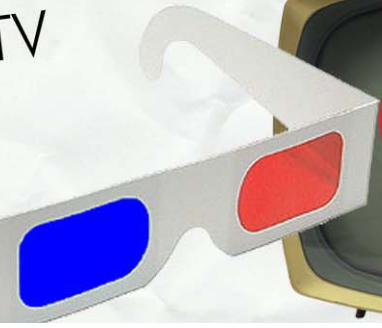
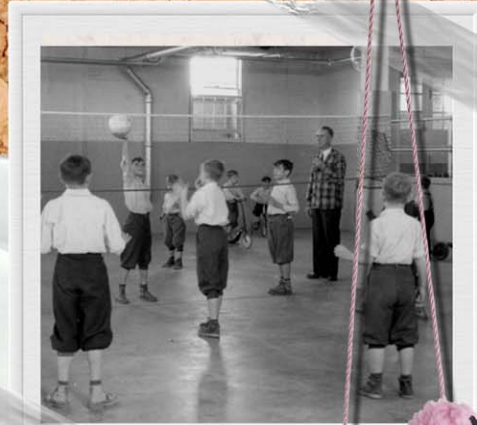
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The 50's

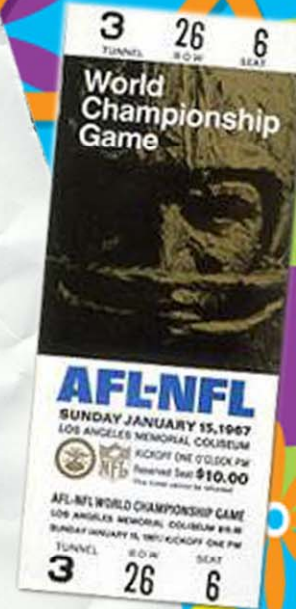
- Colleges & Universities begin parks and recreation curriculum.
- Post war families
- Suburbia development
- City and Park District Development
- Neighborhood recreation centers "10,000 sq ft"
- Neighborhood pools
- Youth sports
- TV



The

60s

- High levels of land acquisition efforts began
- Suburban Recreation Departments began
- Outdoor & indoor facilities were being developed around neighborhoods
- Golf course development
- Softball became the thing to play
- Tennis courts developed every where
- LWCF
- Corp of Engineer Lakes every where
- Local bond issues were 5-10 million
- Super bowl changed sports for ever



GROWING



The 30's

- Neighborhood recreation centers became community centers
- Recreation services became much broader and more diversified
- CETA program gave thousands of park and recreation professionals a chance to become involved in providing services to our communities
- Outdoor Recreation became the in-thing



The 30's

- Fitness was the new program that energized us
- Youth and adult sports became our focus
- Sports complex development
- Bigger bond issues 30-40 million
- Acquire more land
- Forest preserves
- Build. Build, build
- Me, Me, Me,



The 80's

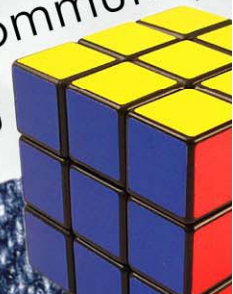
PSYCHE!

- Greenway movement began
- Trail development
- Regional Recreation Centers
- 60-70 sq feet
- Specialized recreation facilities
- Family aquatic centers began
- Recreation services focused on being all things to all people
- Demise of urban parks systems
- Inflation/ recession
- Zero based budgeting

Prop 13

Re-inventing Gov

- Regional parks and community parks are the in-thing



The 90s

- Repositioning of our business began
 - Business focus i.e. Recreation services started to become more self supporting
 - recreation facilities started to operate in a more self supporting manner
 - Strategic Planning was the focus
 - Open space development
 - Redeveloping older parks
 - Larger Facilities i.e. 100,000 sq. ft.
- recreation centers
Regional facilities such as family
aquatic centers, sports complexes,
Ice Arena, signature parks



The 90s

- Decline of some sports such as golf, tennis, softball, youth sports begins
- Re-growth of urban parks
- Skateboard parks
- More greenways and trails
- Dog parks began
- Outsourcing of services we were not efficient at operating

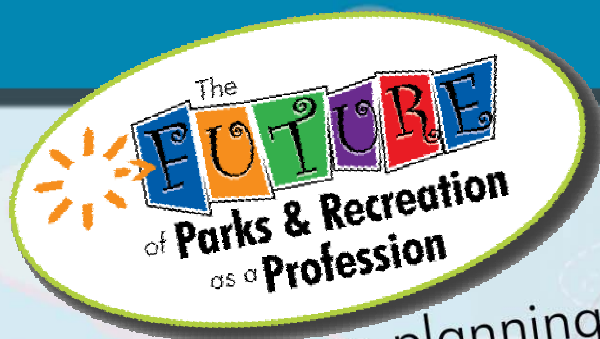


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- Stronger planning efforts by agencies to manage forward
- Regional facilities continue to be the focus
- Preservation and natural area management
- Conservation and sustainability
- Green printing
- Partnership development
- Bigger bond issues 30 to 350 million
- Recreation services become more core focused
- Performance Driven/ Standards focused
- Higher levels of accountability





- Regionalism planning and development will be even greater
- Tax rollbacks will continue to occur in more states
- Business approach to managing a social product
- Higher levels of accountability
- Green management/ Infrastructure management, sustainability
- Diversity Management
- Economic Development will be a major focus as it applies to sports, neighborhood image and focus, special events
- Continued development of larger recreation facilities
- Higher levels of partnering will occur
- Multi-generational facilities



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- Wellness, fitness, and health focused
- Trail development
- Parks and Recreation will remain in the top five funded Departments
- Recreation and Education will be a stronger focus
- We will be identified as the agencies that connect communities
- Individual focused versus team focused in adult programs
- Active adults will be the focus
- Succession planning



This requires our professionals to be ready to maximize our thinking and management skills:

- Stay business focused while managing a social product
- Entrepreneurial Managers of recreation facilities and programs as it applies to being efficient, effective, and resourceful
- Partnership collaborators will be required
- Strategic planners and thinkers will be required to manage forward versus being so reactive
- We must be community problem solvers as it applies to contributing to social ills
- We must become economic players in the community as it applies to parks, programs, events, and tourism
- We must be leaders in demonstrating stewardship and environmental sustainability
- We have to be able to un-do entitlement of special interest groups

- We must get more creative in recreation program development and recreation facility development
- We must manage systems better than have systems manage us
- We need to move staff forward who are excited about being in the industry versus counting the days until retirement
- We have to become more visionary and work to implement it
- We must know a lot about other industries that will affect our industry such as health, transportation, housing, redevelopment, tourism, and social management



