

STATEMENT OF QUALIFICATIONS

TRAIL MASTER PLANNING, DESIGN, AND DEVELOPMENT SERVICES



development needs for successful, sustainable
community trail systems.



Contact:

Scott Linnenburger, Principal, Kay-Linn Enterprises, LLC
303.241.3301//scott@kay-linn.com//www.kay-linn.com

QUALIFICATIONS



CONTACT INFORMATION:

Scott Linnenburger, Principal
100 S. 36th Street
Boulder, CO 80305
303.241.3301
scott@kay-linn.com
www.kay-linn.com

COMPANY DESCRIPTION

Kay-Linn Enterprises is a small consulting firm that provides comprehensive and sustainable recreation and conservation planning, design, and construction management services for communities, organizations and coalitions. With broad experience in trail and ecotourism development, recreation and environmental management, stakeholder engagement and education, habitat conservation planning, environmental restoration, and fundraising, Kay-Linn has a multi-faceted understanding of community process, planning, management, development, and ultimately, successful and sustainable project implementation.



KEY STAFF

Scott Linnenburger has 20 years of experience in recreation/trail development, conservation planning, and environmental restoration projects. His successful management of more than 175 projects in the federal, state, local, and private sectors demonstrates a keen ability to assist clients in developing projects that fulfill their mission, protect natural resources, and enhance community sustainability. Kay-Linn Enterprises is a member of the Professional Trailbuilders Association and Linnenburger currently held a position on the Board of American Trails from 2007-2017.

Aaryn Kay is a community development/fundraising specialist whose work has supported the development of dozens of conservation, recreation, and education initiatives through visioning, stakeholder facilitation and outreach, capital campaign planning, and grant development. Her demonstrated abilities to link conservation, recreation, and sustainable, equitable communities has resulted in significant funding for her clients to implement their vision for a better future.

Both Kay and Linnenburger received Masters of Environmental Management degrees from Duke University's Nicholas School. They have worked together for the previous 17 years and have provided technical, outreach and education services to more than 150 community non-profits, municipalities, and federal agencies, with speaking engagements at numerous national and regional conferences.



QUALIFICATIONS



SCOTT LINNENBURGER, MEM

PROFESSIONAL EXPERIENCE

- Principal** **2009-present**
Kay-Linn Enterprises, LLC, Boulder, CO
- Director of Field Programs/Trail Solutions Director/Subaru-IMBA Trail Care Crew** **2002-2008**
International Mountain Bicycling Association, Boulder, CO
- Project Manager/Environmental Scientist** **1998-2002**
Spangler Environmental Inc., Raleigh and Wilmington, NC and Barrett Kays and Assoc., Raleigh, NC

EDUCATION

- Master's of Environmental Management** **1998**
Nicholas School of the Environment, Duke University, Durham, NC
Concentration: Water Resource Management, with a focus on stream and wetland ecology and restoration.
Master's Project: Habitat Conservation Plan, Upper Tar River, North Carolina (North Carolina Nature Conservancy)
- Bachelor of Arts** **1994**
Eckerd College, St. Petersburg, FL
Majors: Biology and Secondary Education

PROFESSIONAL ACTIVITIES

- Board Member**
American Trails (2007-2017), Professional Trailbuilders Association (2004-2006), Boulder MTB Alliance (2004-2007)
- Contributor**
National Strategy For A Sustainable Trail System (USFS) (2018-present), National Trails Training Partnership (2004-present), *Trail Solutions: IMBA's Guide To Building Sweet Singletrack* (2004), *IMBA's Managing Mountain Biking* (2007), *USDA Forest Service Trail Construction and Maintenance Notes- 2007 ed.*, *USDA Forest Service Nationwide Trail Parameters- 2008*
- Educational Workshop Leader**
Professional Trailbuilders Association: *High Impact Community Trail Development* (2019) *Solutions-Based Trail Assessment* (2014, 2017), *Modern Mountain Bike Facilities* (2014, 2016). National Trail Symposium: *Natural Surface Trail Management 2.0* (2013, 2015), *Recycling Trails: Innovations In Trail Development* (2010), IMBA: Developing Sustainable Shared-Use Trails- 85, weekend-long workshops between 2002 and 2008
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QUALIFICATIONS



AARYN KAY, MEM

PROFESSIONAL EXPERIENCE

Principal

Kay-Linn Enterprises, LLC, Boulder, CO

2009-present

Grants and Research Specialist/Subaru-IMBA Trail Care Crew, IMBA Events Coordinator/Subaru-IMBA Trail Care Crew Educator

International Mountain Bicycling Association

2002-2008

Wrote grant proposals to regional and national foundations, state and federal government agencies, and corporate partners. Developed the organization's regional and programmatic grant seeking strategy through project assessment, partnership development, and extensive research. Managed the award-winning Subaru-IMBA Trail Care Crew and led the planning and implementation for multiple nationwide IMBA Summits. Led a traveling trainer team on sustainable trail development and maintenance, providing educational seminars to more than 100 trail support organizations and land managing agencies.

Director of Community Education/K-12 Education Coordinator

Center for Environmental Education, Nicholas School of the Environment, Duke University

1998-2001

Developed a strategic fundraising plan, administered yearly grant/endowments of approximately \$150,000, managed 1 full and 2 part-time employees and approximately 20 volunteers, instructed a graduate-level environmental education course, and implemented all Center outreach programs (partner school program, teacher-researcher partnership, Durham Earth Day celebration, Duke Earth Week Celebration, and semi-annual seminar series).

EDUCATION

Master's of Environmental Management

Nicholas School of the Environment, Duke University, Durham, NC

1998

Concentration: Resource Ecology with a focus on Conservation Biology

Master's Project: Environmental Toxicology: The Technology Transfer from the University to the High School Classroom.

Master's of Arts in Teaching

The Graduate School, Duke University, Durham, NC

1998

Obtained NC Teaching License – general science, secondary education

Teaching Internship: Jordan High School, Durham, NC

Instructed high school Advanced Placement Environmental Science (first year offered as AP course) and biology under the supervision of a certified mentor teacher for a full year internship.

Bachelor of Science

Bucknell University, Lewisburg, PA

1996

Major: Biology, Magna Cum Laude

Study Abroad: University of Queensland, Brisbane Australia

Successful destination trail systems enhance local economies in a manner that conserves and highlights natural resources, history, and local culture. The purposeful development of diverse trail experiences assures that all visitors can find “their” trail, leaving a lasting positive impression, and a sense of place. This authenticity drives longer stays, repeat visitation, peer-to-peer referrals, and word of mouth marketing. Kay-Linn’s demonstrated experience in working with partners to link together community and natural resource values through trails has created enhanced economic sustainability by highlighting natural and cultural assets rather than forcing change or depleting resources.

Project: Iron Range Mountain Bike Destination Trail Systems

Client: Department of Iron Range Resources and Rehabilitation (IRRR)

Project Components: Provided detailed field design and construction management of three 25-35 mile trail systems along the mining-impacted Iron Range of northern Minnesota. The project endeavors to accomplish the complete construction of the \$6 million project over a two-year development window, utilizing the services of more than 15 crews of regional mountain bike trail construction specialists, a timeframe that has never been attempted. The trail systems are located adjacent to small, economically challenged communities that are poised to benefit greatly from increased tourism, business activity, and quality of life improvements. At Giants Ridge Ski Area, adjacent to the small towns of Biwabik and Aurora, the rapid development of gravity-fed trails will become the largest bike park in the midwest by the end of 2019.

Contact: Ms. Linda Johnson, IRRR, (218) 274-7007

Year Completed: Ongoing



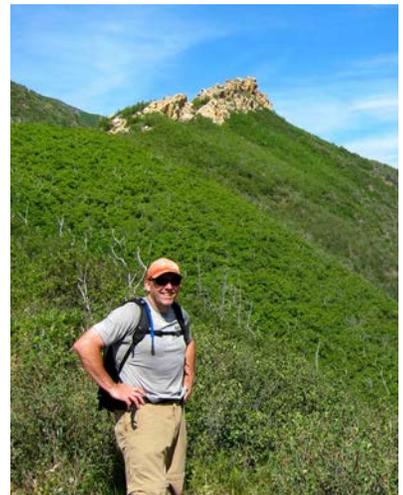
Project: Jakes Rocks Trail System, Allegheny NF, PA

Client: Warren County Chamber of Business and Industry

Project Components: Provided detailed field design of a 43-mile shared-use trail system along the Allegheny Reservoir outside Warren, PA intended to diversify local economic inputs and improve community quality of life. Adjusted conceptual trail corridors to avoid sensitive biological and cultural resources to improve long-term sustainability. Documented cumulative project impacts and mitigation procedures for NPDES and Sediment and Erosion Control permitting, developed cost estimations, project phasing, and construction documentation to support project bidding and implementation. Currently managing the build out of the system, with 30 miles slated to be completed by the end of 2019.

Contact: Mr. Jim Decker, President/CEO, Warren County Chamber of Business and Industry, 814-723-3050

Year Completed: Ongoing



Project: South Canyon Trail System, Glenwood, CO

Client: Roaring Fork Mountain Bike Association

Project Components: Conceptual planning provided for a 20-mile trail system adjacent to scenic Interstate 70, one of the most heavily traveled recreation corridors in the United States where the City of Glenwood Springs hopes to lure more of these travelers. Provided detailed field design and successful grant development (\$200k) for the first phase of the system, an eight-mile, multi-use trail system in historic South Canyon. Project also included trail development specifications, recommendations on trailhead alignment and delineation to access trails, historic interpretation and informal hot springs, creek crossing location and specifications, cost estimation, and project implementation phasing, and fundraising strategy.

Contact: Mr. Mike Pritchard, Executive Director, Roaring Fork Mountain Bike Association, 970-948-3486

Year Completed: 2016



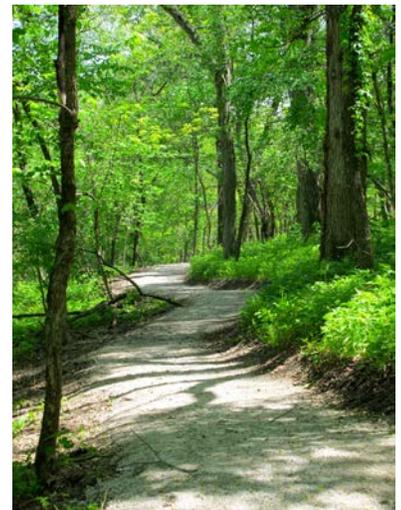
Project: St. John Trail System, US Virgin Islands National Park

Client: National Park Service

Project Components: Provided detailed field design for trail redevelopment to increase accessibility to St. John's beautiful beaches and mountain tops and position the island as the preeminent ecotourism destination in the Caribbean. The project has been initiated with a road-to-trail redesign and pending construction oversight of the Lind Point Trail, creating a more intimate, sustainable, and accessible route for visitors to access Salomon and Honeymoon Beaches from the Park Service Visitor Center at the port of Cruz Bay. The work will continue with the retrofit design and connectivity improvements of more than 35 miles of trails across the island, the development of a trail operations and maintenance plan to guide the phased improvements, and training for local partners in collaborating with the Park Service on improvements, marketing, and community utility of the trail system as a non-motorized, natural surface transportation network

Contact: Ms. Jayne Schaeffer, Superintendent, US Virgin Islands National Park, 340-776-6201 ext 240

Year Completed: 2016



Project: Whiterock Conservancy Trail System, Coon Rapids, IA

Client: Whiterock Conservancy

Project Components: Provided detailed field design and construction supervision for 22-miles of trail developed to highlight conservation practices at Whiterock, improve community quality of life, and provide trail destination-related economic activity. The project included 17 miles of shared-use singletrack and five miles of surfaced woodland trails, with shorter, family-friendly loops adjacent to campgrounds and key cultural interpretation areas and longer, backcountry-style loops that traverse the Conservancy's restored oak savannah, tall grass prairie, and the Middle Raccoon River valley. Developed construction specifications, cost estimation, and bidding assistance, and oversaw construction of the system over the course of four months.

Contact: Ms. Liz Garst, Special Projects Coordinator, Whiterock Conservancy, 712-684-2697

Year Completed: 2015



Large trail systems that have undergone an informal development process, utilizing existing historic corridors and socially developed trails often provide low quality recreational experiences, significant natural resource impacts, and high maintenance burdens. Kay-Linn is a leader in large trail system assessment and redevelopment, providing solutions for land managers in bringing their trail facilities into a manageable state, replacing impacting corridors with high quality sustainable trails, and reversing the resource impacting trends encountered by the adoption of many unsuitable routes.

Project: Casper Mountain Trail Assessment and Redevelopment Plan

Client: Natrona County, WY

Project Components: Field-based trail assessment and conceptual master planning for 5,000 acres of County parks on Casper Mountain. Assessment included backcountry singletrack, groomed nordic ski, accessible/sight-impaired, frontcountry aggregate surfaced, field archery range, and campground/facility access trails. The plan also makes strategic recommendations regarding easements for access through City, various camps, BLM, and private lands to provide inter-park connectivity and recreational value to entities outside of County lands. The plan will guide capital investments and connectivity improvements in the County's endeavor to provide a world-class, diverse trail system for residents, visitors, and events.

Contact: Mr. Richard O'Hearn, Parks Director, 307-235-9325

Year Completed: 2014



Project: Steamboat Springs, CO MTB Assessment and Master Plan

Client: IMBA Trail Solutions, USFS Hahn's Peak Ranger District

Project Components: Provided a maintenance and experiential quality assessment of all natural surface trails in a 15-mile radius of Steamboat Springs and developed recommendations for existing trail improvements, new trail system development to better connect the City and visitors to USFS and BLM lands in the area. The results of the project have allowed USFS to initiate the NEPA process on a 70-mile trail system expansion, as well as prioritized maintenance activities for the remainder of the regional trails.

Contact: Mr. Kent Foster, USFS Hahn's Peak/Bear Ears RD, 970-870-2299

Year Completed: 2014



Project: Chattahoochee-Oconee National Forest Trails, GA

Client: Chattahoochee-Oconee National Forest, Georgia Forest Watch

Project Components: Conducted a baseline trail system sustainability and TRACS assessment on more than 230 miles of natural surfaced trails in four Ranger Districts. Recommendations included viable trail relocations, improvements in maintenance activities, and changes to specifications that would ease maintenance burdens. The project also surveyed the public and agency personnel on their feelings about the trails and priorities for improvement, and also provided 3 trail assessment training sessions and 4 hands-on trail maintenance and redevelopment seminars to facilitate agency-public collaborations on implementing recommendations in the Plan. The project received an Outstanding Collaboration award from the Coalition for Recreational Trails for the wise use of Recreational Trails Program grant funds and four to six of the recommended improvement projects have been undertaken annually, more than 25 in all.

Contact: Mr. John Campbell, Recreation, Engineering and Lands Staff Officer, 770-297-3033

Year Completed: 2012



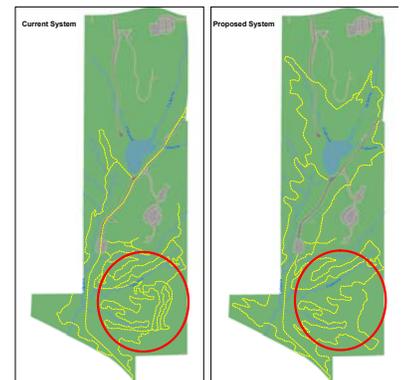
Project: Natural Surface Trail Assessment & Redevelopment Plan

Client: Des Moines Parks and Recreation, IA

Project Components: Assessed the potential for natural surface and surfaced, accessible trails throughout the Des Moines Parks' holdings, providing ground-truthed conceptual planning, specification development, and project prioritization for 20 miles of new trails in four different parks. Also provided detailed field design and hybrid construction management for the recommended trail system redevelopments in Ewing and Greenwood Parks, integrating volunteers from the Central Iowa Trails Alliance with professional contractors and City Staff.

Contact: Richard Brown, Assistant Director of Parks and Recreation, 515-248-6356

Year Completed: 2015



Project: Granby Ranch Trail System & Bike Park Redevelopment Plan

Client: Granby Ranch Homeowners Association/Bike Granby Ranch

Project Components: Master Planned and field-designed a 25-mile trail system that circumnavigates the Granby Ranch property and provides direct connectivity between developing neighborhoods, amenities, commercial areas, and the Granby Ranch Bike Park. Also provided a maintenance assessment and redevelopment plan for the bike park to diversify and improve riding experiences, develop skills training areas, and improve durability of the bike park and adjacent bike-optimized trails. In total provided specification development for trail construction, signage, trailside amenities, as well as project development prioritization, cost opinion, and staff training and equipment needs.

Contact: Mr. Jamie Wolter, Bike Granby Ranch Manager, 970-887-5125

Year Completed: 2014



The planning and design of successful trail systems cannot be completed from an office- from gauging public and visitor desires to assessing the capacity of the land base, working closely with managerial staff and volunteer collaborators, and developing fundraising plans- trail master planning is a hands-on endeavor. Kay-Linn combines extensive experience in public outreach and field investigation to help collaborators set the stage for the strategic, phased development of trail systems that will improve community quality of life, health, and economic vitality with realizable capital and ongoing maintenance inputs.

Project: Bailey Tract Mountain Bike Trail System

Client: USFS Wayne National Forest/Athens Bicycle Club

Project Components: Undertook the master planning and trail system design for a 90-mile mountain bike-focused trail system in the foothills of the Appalachian Mountains outside of Athens, Ohio. The design team facilitated multiple public meetings, engaged volunteers and USFS staff in the field-based master planning, and provided training on sustainable trail development. The master plan and field design process was undertaken in an accelerated manner to facilitate timely environmental review and is now entering the contracting phase. The project was one of seven Forest Service projects across the nation to receive the interest of social venture capital that is aligning funding for the \$5 million implementation.

Contact: Ms. Dawn McCarthy, USFS Assistant District Ranger, 740-753-0527

Year Completed: Ongoing



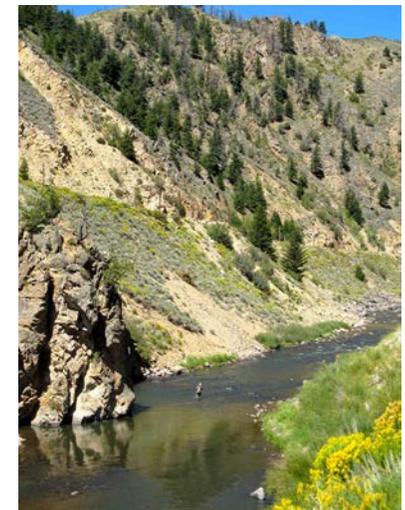
Project: Duluth Traverse Trail System Master/Management Plan, MN

Client: City of Duluth, MN

Project Components: Provided trail system experiential assessment, neighborhood connectivity, issues-opportunities, and gap analysis services, along with numerous in-person, community forum, and on-line stakeholder outreach to frame the completion of the Duluth Traverse Trail System, a 100-mile shared-use natural surface singletrack trail system connecting Duluth from east to west through all the City's major parks. Also provided trail operations and management planning documentation to align the resources of the City and the trail system's primary on-the-ground stewardship force- the Cyclists and Gitchee Gumees and their community partners. The trail system has already been named as one of three (internationally) Gold Level Ride Centers by the International Mountain Bicycling Association.

Contact: Mr. Jim Shoberg, Project Coordinator- Parks and Recreation, 218-730-4316

Year Completed: 2017



Project: Grand County Strategic Trails Plan, Grand County, CO

Client: Headwaters Trails Alliance

Project Components: Conducted a baseline trail system sustainability assessment on more than 400 miles of natural and aggregate surfaced trails in Grand County, Colorado. Subregional Strategic Trails Plans provides organizational goals, objectives, and benchmarks for trail system sustainability improvements, community connectivity, public education, and signage/wayfinding. Project included significant facilitation, including stakeholder outreach to dozens of organized local groups, four land managing agencies, six towns, and multiple public meetings. Deliverables also includes recommendations for fundraising, trail project implementation phasing, cost estimation, organizational planning and capacity improvement.

Contact: Ms. Meara McQuain, Executive Director, Headwaters Trails Alliance, 970-726-1013

Year Completed: 2018



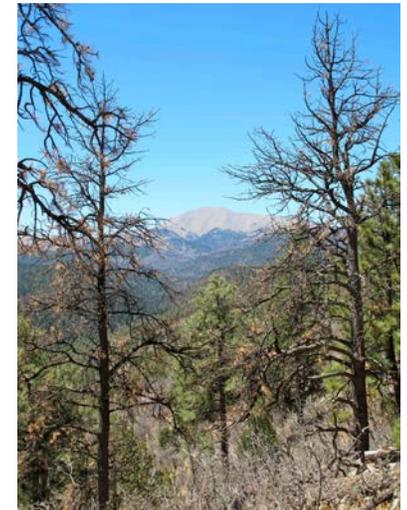
Project: Village of Ruidoso Trails Master Plan

Client: Village of Ruidoso, NM/IMBA Trail Solutions

Project Components: Kay-Linn provided field investigation over more than 15,000 acres of USFS lands, agency/stakeholder facilitation, and prioritization planning for a regional destination, 100+-mile, shared-use trail system. Provided detailed field design and construction specifications for 12-miles of the Grindstone Trail System to facilitate high quality hybrid trail construction by a professional trail contractor/youth corps.

Contact: Mr. Rich Edwards, IMBA Trail Solutions- Associate Director, 540-421-6067

Year Completed: 2013 (Design), 2010 (Plan)



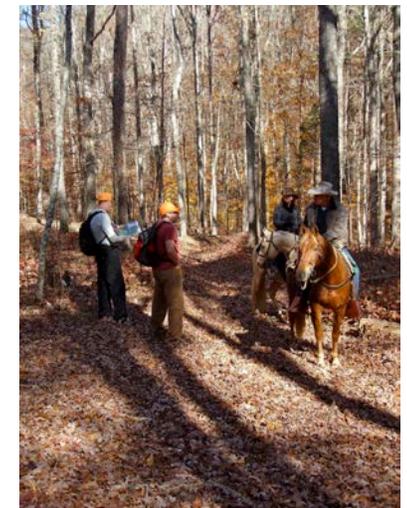
Project: Town of Sturbridge Recreational Trails Master Plan

Client: Town of Sturbridge

Project Components: Kay-Linn provided public facilitation, community surveying, visioning assistance, and goal/benchmark development to the Town of Sturbridge for a 100+-mile town-wide recreational trails master plan. The Trail Plan provided conceptual trail design, existing trail improvements, and trail specifications for soft and hard-surfaced recreational trails to meet a wide range of experiences and difficulty levels for walking, hiking, road cycling, mountain biking, equestrian, and skiing/snowshoeing. The 100+ miles of trails conceptualized in the plan were developed with the goals of improving community quality of life, highlighting the progressive conservation ethic of the Town, and adding breadth and depth to the Town's tourist/service industry economy. Kay-Linn also provided detailed field trail design services for the Leadmine Mountain open space property's 10-mile shared-use trail system. Specifications were developed for numerous bridges, boardwalks, switchbacks, and staircases in the steep narrow ridge/valley topography to minimize natural resource impacts, showcase the property's wetland resources, and access small waterfalls and scenic viewpoints.

Contact: Mr. Tom Chamberland, Sturbridge Trails Committee, 508-341-6433

Year Completed: 2013 (Design), 2012 (Plan)



ADDITIONAL PROJECT EXPERIENCE



- National Park Service/Chattahoochee River National Recreation Area Trail System Assessment, Redevelopment Planning, and Trail System Redesign (GA), Ongoing with Applied Trails Research (ATR)
- John Deere Proving Grounds (IA) Trail System Design and Construction Documentation, 2019 with Pathfinder Trails
- Little Jerusalem Badlands State Park (KS) Trail Design and Construction Documentation, 2019
- National Park Service- RTCA Midwest Regional Trails Training, 2018, 2019 with ATR
- Brush Creek Resort Trail System Assessment and Redevelopment Plan (WY), 2018
- Stony Creek Metropark Trail System Assessment, Redevelopment Plan, and Field Design (MI), 2018 with ATR
- Beaman MetroPark Backcountry Hiking Trail Design (TN), 2018
- Wolf Den Run State Park OHV Trail System Assessment (MD), 2018 with ATR
- Schoolyard Trail System Design (WY), 2017
- Trail Assessment and Redevelopment Plans (PA, Michaux and Rothrock State Forests), 2015-2018 with ATR
- Pole Mountain Trail Redevelopment Plan & Youth Corps Education/Project Management (WY), 2017
- Bob Creek OHV Trail System Assessment & Redevelopment Plan (AB), 2017 with ATR
- Great Passion Play Trail System Design (AR), 2017 with Tony Boone Trails
- Hamilton County Nature Trail Assessment & Redevelopment Plan (OH), 2017 with ATR
- Smith Rock State Park Trail Assessment (OR), 2017 with Applied Trails Research
- West Lake Marion Trail System Specifications & Development Assistance (MN), 2017
- Oak Openings Mountain Bike Trail System Design (Toledo, OH), 2016
- Spirit Mountain All-Weather Trail Design (MN), 2016 with ATR
- Welch Village Bike Park Conceptual Design (MN), 2016
- Soldier Mountain Ski Area Bike Park Design Development (ID), 2016
- Beck Lake Bike Park Trail Design & Construction Documentation (WY), 2015
- Avalanche Preserve Trail System Redevelopment Plan (MI), 2015 with Dirt Artisans
- Vista Trail Design (LaCrosse, WI), 2015 with Driftless Trails Contracting
- Powderhorn Mountain Bike Park Design (CO), 2015-2016 with Singletrack Trails
- MOMBA Skills Development Mountain Bike Trail Design-Build (Dayton, OH), 2015 with Dirt Artisans
- State of Virginia, State Parks Managers' Trails Training, (VA), 2015, 2016, 2017
- Hampton Hills Mountain Bike Trail System Design (Summit MetroParks, OH), 2015 with ATR
- Lake MetroParks Natural Surface Trail Feasibility Assessment (OH), 2015 with ATR
- Whissenhunt OHV Trail System Assessment and Redevelopment Plan (USFS, GA), 2015 with ATR
- Devils Thumb Neighborhood Connector Trail Development (CO), 2014
- Indian Trail Redevelopment- Wyalusing State Park (WI), 2014
- Larkspur Elementary School Nature Trail Development (CO), 2014
- Jersey Valley Park Trail System Redevelopment Design (WI), 2014
- Mindoro Park Trail System Design (WI), 2014
- Patuxent River State Park Trail Assessment and Redevelopment Plan (MD), 2014 with ATR
- Arrow Trail Design (CO), 2013 with Singletrack Trails
- Yellow River Park Trail System Assessment and Redevelopment Plan (GA), 2012 with Trail Dynamics (TD)
- Owl Creek Horse Trail System Assessment and Redevelopment Plan (USFS, AL), 2012 with TD
- Crystal Ridge Bike Park Development Analysis (WI), 2012
- Burn Canyon Trail Master Plan (BLM, CO), 2012 with Singletrack Trails
- Overland Mountain Bike Club Trails Vision Plan (CO), 2011
- Cave Run Area Trail System Assessment and Redevelopment Plan (USFS, KY), 2011 with TD
- Augusta Canal National Heritage Corridor Trail System Assessment and Redevelopment Plan (GA), 2010 with TD
- Beasley Knob OHV Area Trail Assessment and Redevelopment Plan (GA), 2010, with TD
- Floyds Fork Greenway Natural Surface Trail Development Master Plan (KY), 2010 with TD



2021 RATE SHEET

Professional Services

Grant Development	\$85/hr.
Trail, Recreation, Conservation Feasibility and Site Design Services	\$95/hr.
Community Group Facilitation/Stakeholder Outreach	\$95/hr.
Trail, Recreation, Conservation Master Planning Services	\$105/hr.
Project Management- Trail, Environmental Restoration Construction	\$105/hr.
Development/Fundraising Strategic Planning	\$125/hr.
Trails Education	\$125/hr.
Expert Testimony- Trails Issues	\$200/hr.

Site/Group Consultation

Half-Day

Negotiable, based on location, travel time, duration and scope of work \$300-\$600/ half day

Full-Day

Negotiable, based on location, travel time, duration and scope of work \$600-1,200/day

Monthly Retainer

Negotiable

Expenses

1. Pre-approved by client.
2. Reasonable and customary, at actual cost for lodging, meals, air transportation, ground transportation, and project-specific supplies (i.e. flagging, printing, etc.). Mileage reimbursement at GSA rate.
3. Normal office expenses included in professional fee.
4. Air transportation and lodging normally required for projects greater than 200 miles from Boulder, CO.

Notes

1. Travel time to and from site included in half-day and full-day site consultation rates.
 2. Hourly rates negotiable, subject to circumstances of client and duration of work.
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