



Request for Qualifications & Proposal:

Plan Consultant Services to Guide a Parks Master Plan

**Presented to the:
City of Hudson**



September 10, 2019

PROS CONSULTING
201 S. Capitol Avenue
Suite 505
Indianapolis, IN 46225
877.242.7760
www.prosconsulting.com

Prepared By:





Inspiring
Communities
to Action

Cover Letter

September 10, 2019

Mr. Trent Wash
City of Hudson
Public Works Department
1769 Georgetown Rd.
Hudson, OH 44236

RE: Request for Qualifications and Proposal – Plan Consultant Services to Guide a Parks Master Plan

Dear Selection Committee:

PROS Consulting, Inc. is very excited about the opportunity to partner with City of Hudson on the facilitation of a *Parks Master Plan*. We are a full-service management consulting and strategic master planning firm focusing on services to government agencies, with specialized experience in parks and recreation, open space planning, tourism, economic development, sports strategy, and operations and business planning.

Our national experience, combined with our work locally throughout Ohio and the area, specifically ensures that we are able to offer the best of both worlds to help the City of Hudson achieve a *Parks Master Plan* that matches community wants and needs. The *Parks Master Plan* will identify and communicate ways to make the City's inventory of parks, facilities, and nature resources and related community connections best align with the desires, needs, and usage of Hudson residents. In summary, we propose a proven approach that can aid the City of Hudson to:

- **Engage the community**, leadership and stakeholders through innovative public input means to build a shared vision for parks, facilities, programming, and special event services, as well as open space in trails in the City of Hudson;
- **Utilize a wide variety of data sources and best practices**, including using the City's statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the community;
- **Determine unique Level of Service Standards** that to develop appropriate actions regarding parks, open space, trails, and recreation that reflects the City's strong commitment in providing high quality recreational activities for the community;
- **Shape financial and organizational preparedness** through innovative and "next" practices to achieve the strategic objectives and recommended actions with achievable strategies; and,
- **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the City's parks and recreation services and amenities, as well as action steps to support the family-oriented community and businesses that call the City of Hudson home.

We are most qualified because we combine our objective, data-driven approach with local familiarity throughout Ohio and national experience that will help the City of Hudson enhance its operational preparedness and exceed the needs of the current and future community.

We look forward to the opportunity to meet with you in person to present our approach and qualifications to perform this exciting project. If you have any questions or need additional information, please do not hesitate to contact me at 317.679.5615 or leon.younger@prosconsulting.com. **This proposal is good for one hundred and twenty (120) days.**

Sincerely,
PROS Consulting

Leon Younger,
President

201 South Capitol Avenue
Suite 505
Indianapolis, Indiana 46225
877.242.7760
877.242.7761
prosconsulting.com

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Section Two – Background

Who is PROS Consulting?

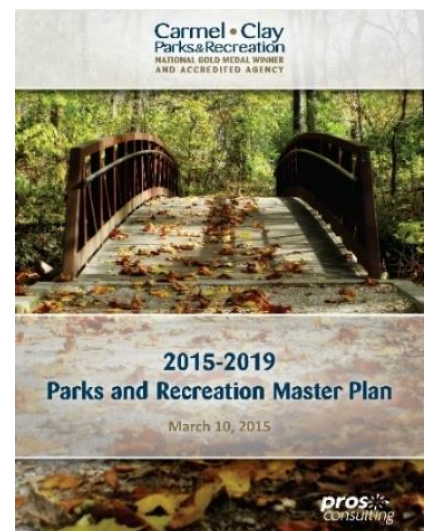
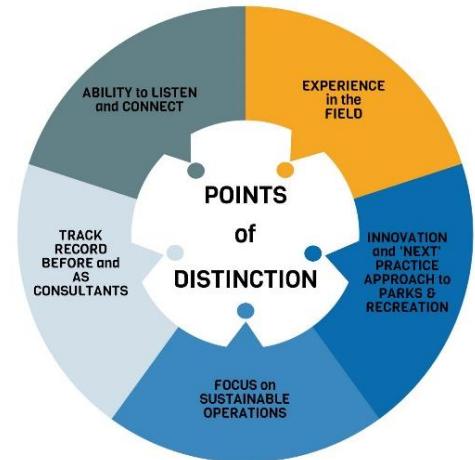
PROS Consulting is a small firm with a big presence in the field of management consulting for public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS is among only a small handful of firms that have tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. The full name and location of the office that will be working on this project are:

Full Legal Company Name: PROS Consulting, Inc.
Years in Business: 24 (formed in 1995)
Type of Company: S-Corporation
Contact Information: 201 S. Capitol Avenue, Suite 505; Indianapolis, Indiana 46225;
P: 877.242.7760; F: 877.242.7761
Contacts: Leon Younger, President; 317.679.5615; leon.younger@proiconsulting.com



PROS Quick Facts

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



Unique Experience Specific to the Project

The Consulting Team features unique experience that can serve the City of Hudson, including but not limited to:

- Recent completion of numerous municipal parks and recreation planning projects** including Westerville, OH; Columbus, OH; Upper Arlington, OH; Gahanna, OH; Dayton, OH; Huber Heights, OH; Canton, OH; Cleveland, OH; Piqua, OH; Marysville, OH; Kettering, OH; Sylvania, OH; Toledo, OH; Carmel, IN; Brownsburg, IN; Valparaiso, IN; Plainfield, IN; Champaign, IL; Oak Park, IL; Highland Park, IL; Olathe, KS; Topeka, KS; Jacksonville, NC; Charlotte, NC; Roanoke, VA; Carlsbad, CA; Malibu, CA; Pasadena, CA; Roseville, CA; Healdsburg, CA; Everett, WA; West Richland, WA; Provo, UT; Glendale, AZ; Scottsdale, AZ among many others

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

Qualifications	PROS Consulting
Experience with parks, recreational facilities, programs and service management	Over 100 years combined experience as practitioners in the parks and recreation industry and as planners
A firm understanding of the work of parks and recreation agencies	Successfully completed over 1,000 planning projects in all levels of the public sector
Familiarity with public sector cost accounting and budgeting	Successfully completed over 150 cost of service, financial management, or revenue enhancement plans for public clients
Knowledge of existing park-centric partnerships throughout the country	Directly assisted over 70 public clients with identifying, establishing, and maintaining innovative partnerships
Experience developing fiscal or financial plans at facility level (park or sector), or system level	Successfully completed over 200 business plans for individual parks and park systems
Public facilitation experience	Facilitated over 4,000 meaningful public meetings and focus groups throughout the United States
Personnel training experience	Organized and facilitated personnel development and training programs for over 10,000 participants in the last 25 years
Experience in CAPRA Accreditation and Gold Medal NRPA Agencies	Assisted the following agencies with CAPRA Accreditation in the past through master and strategic plans: Kansas City, MO; Carmel, IN; Westerville, OH; Durango, CO; Oak Brook Park District, IL; Metro Parks Tacoma, WA; Prince George’s County, MD; Mecklenburg County, NC; Olathe, KS and many others throughout the last 20 years
Familiarity with and experience doing business in Ohio	Completed similar parks and recreation projects for Sylvania, Westerville, Piqua, Huber Heights, Marysville, Centerville, Kettering, Gahanna, Columbus, Canton, Sandusky, Toledo Metro Parks, Five Rivers Metro Parks, Cleveland Metro Parks, Miamisburg, Mill Creek Metro Parks and many other parks and recreation agencies across the region
Forensic accounting and economic analysis experience	Utilized forensic accounting in all cost of service, business plan projects, and economic impact analysis; former public finance director and CPA on staff
Operational and programming analysis experience	PROS Consulting has completed over 300 operational and programming studies for a wide variety of parks and recreation planning projects on a system-wide level as well as site/facility specific
Statistically-Valid Survey Development and Benchmarking	Members of the project team have completed over 300 statistically-valid surveys on park related projects. Through this work, members of the project team have developed a benchmark of “best practice” agencies across North America

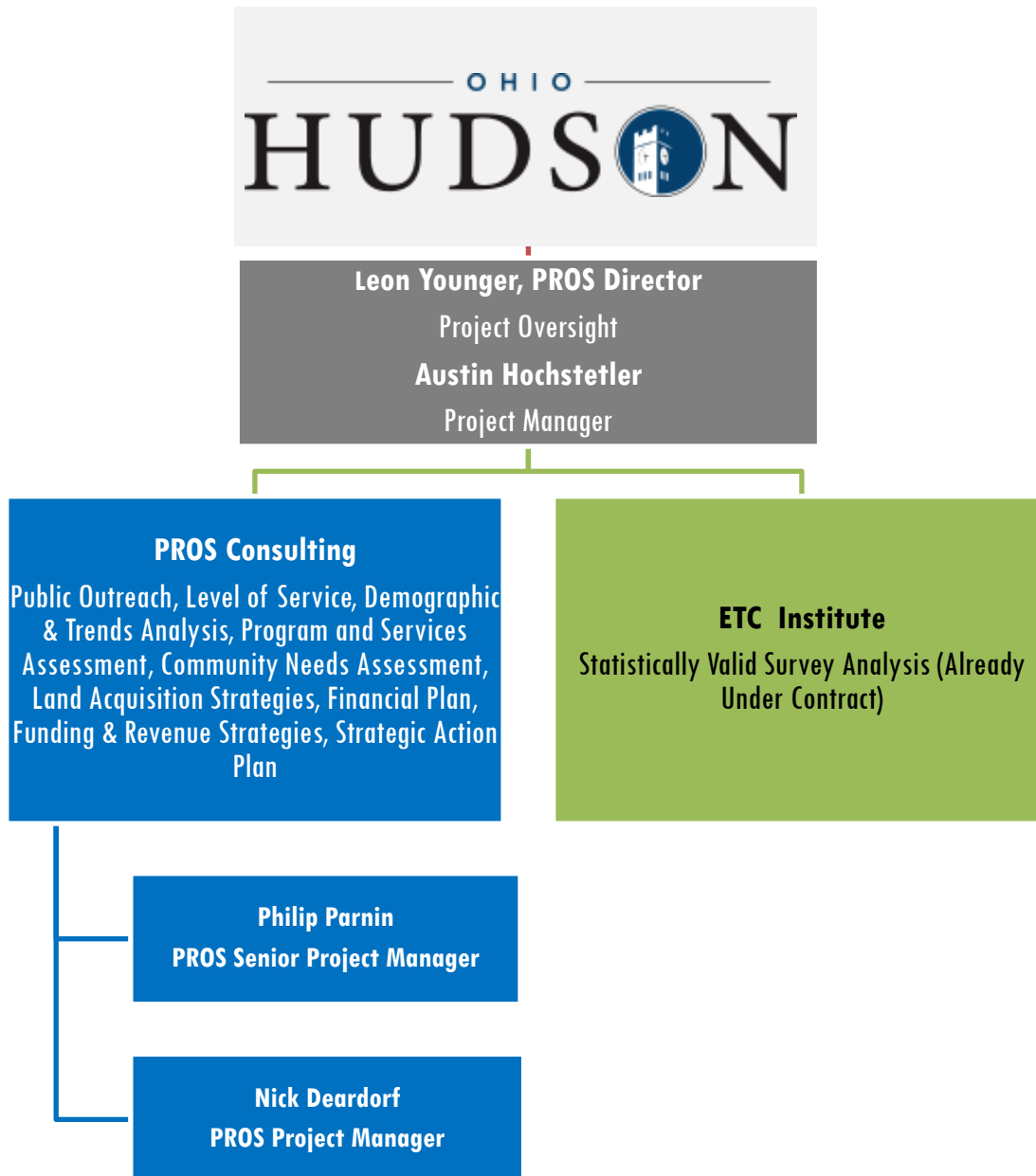
“PROS Consulting has proved to be responsive, innovative, and sensitive to the unique needs and interests of our community. Based on the recently completed Parks and Recreation Master Plan, I am confident it will provide us a sound framework for decision-making for the next five years and beyond. PROS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

Michael Klitzing, Chief Operating Officer, Carmel Clay Parks & Recreation

Project Management

The Consulting Team on this project will be led by PROS Consulting President, Leon Younger, and Senior Project Manager, Austin Hochstetler, as well as all members of the PROS Consulting team. Central to our project approach is providing a high level of responsiveness to the City staff and maintaining accessibility throughout the project lifespan. Our team is flexible and will work hard to effectively serve as an extension of the City's project staff.

Team Organization



Resumes

Leon Younger

PROS Consulting

President

Education

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

B.S., Kansas State University, May 1975

Employment History

President, PROS Consulting, Sep. 1995 to present

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

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

Director, Jackson County (MO) Parks and Recreation, Aug. 1983 to Jun. 1988

Certification

Certified Park and Recreation Professional

Professional Experience

- Founder and President of PROS Consulting
- More than 40 years in parks, recreation, and leisure services
- Recognized leader in applying innovative approaches to managing parks and recreation organizations
- Held positions as Director of Parks and Recreation in Indianapolis, Indiana; Executive Director of Lake Metroparks in Lake County, OH (Cleveland vicinity); and Director of Parks and Recreation in Jackson County, MO (Kansas County)
- Received the 1994 National Recreation and Park Association's Distinguished Professional Award for his progressive and innovative thinking in management of public parks and recreation entities
- Co-creator of the Community Values Model™, a business model that synthesizes public input into a strategic plan
- Regularly addresses sessions at the National Recreation and Park Conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado
- In 2012, Leon was inducted into the NRPA Legends Hall of Fame
- Currently, Leon is serving on the Board of Directors for the City Parks Alliance, the only independent, nationwide membership organization solely dedicated to urban parks

Similar Project Experience

- Toledo, OH Metroparks Strategic Master Plan
- City of Toledo, OH Parks Vision Plan
- Sylvania, OH Area Joint Recreation District Master Plan
- Upper Arlington, OH Parks and Recreation Master Plan
- Westerville, OH Parks and Recreation Master Plan
- Gahanna, OH Parks and Recreation Master Plan
- Five Rivers, OH Metro Parks Comprehensive Parks and Recreation Master Plan
- Cleveland Metroparks, OH Strategic, Financial and Operational Master Plan
- Canton, OH Joint Recreation District Master Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- Town of Plainfield, IN Parks and Recreation Master Plan
- City of Valparaiso, IN Parks and Recreation Master Plan
- City of Indianapolis, IN Parks and Recreation Master Plan
- Olathe, KS Parks and Recreation Master Plan & Recreation Center Feasibility Study
- City of San Francisco, CA Recreation Plan and Needs Assessment
- Shawnee County, KS (Topeka) Parks and Recreation Strategic Master Plan
- City of Kansas City, MO Parks and Recreation Master Plan



Austin L. Hochstetler

PROS Consulting

Senior Project Manager

Education

M.S., Clemson University, May 2012

B.S., Indiana University, May 2010

Employment History

Senior Project Manager, PROS Consulting, 2015 to Present

Project Manager, Eppley Institute for Parks and Public Lands, Indiana University, 2012 to 2015

Graduate Teaching and Research Assistant, Clemson University, 2010 to 2012

Clemson Outdoor Recreation and Education Program Manager, Clemson University 2010 to 2011



Certification

Certified Park and Recreation Professional (CPRP)

Professional Experience

- Has held various positions in the non-profit and public sectors including the Indiana Department of Natural Resources, Boy Scouts of America, and Young Men's Christian Association (YMCA)
- Experienced project manager, master and strategic planner, facilitator, organizational consultant, professional trainer, and course curriculum developer
- Former Board of Directors member and chair for the Natural Resources, Trails, and Greenways (NRTG) Section for the Indiana Park and Recreation Association (IPRA)
- Served as Program Administrator for the World Parks Academy, an international certification program for World Urban Parks, formerly known as the International Federation of Park and Recreation Administration (Ifpra)
- Served as course co-coordinator for the W. Edwards Deming Award winning Facility Manager Leaders Program (FMLP) for the National Park Service (NPS)
- Has coordinated park and recreation projects at the local, state, federal, and international levels
- Has extensive experience in managing online learning management systems (LMS), web-conferencing systems, and online survey development and implementation

Similar Project Experience

- Centerville-Washington Township, OH Parks and Recreation Maintenance Management Plan
- Huber Heights, OH Parks and Recreation Master Plan
- Deerfield Township, OH Parks and Recreation Master Plan
- Great Parks of Hamilton County, OH Organizational Assessment
- Kettering, OH Program Plan
- Edwardsville, IL Sports Complex Business Plan and Parks and Recreation Master Plan
- Valparaiso, IN Parks and Recreation Master Plan
- Speedway, IN Parks and Recreation Master Plan
- West Chicago, IL Sports Complex Feasibility Study
- Brownsburg, IN Parks and Recreation Organizational Assessment
- Derby, KS Recreation Commission Parks and Recreation Master Plan
- Pulaski County, AR River Trail Recreation Junction Study
- Montana State Parks Business Planning Services
- Tacoma, WA Metro Parks Comprehensive Program Plan
- Arlington County, VA Parks and Recreation Master Plan
- Minneapolis, MN Maintenance and Operations Plan
- Montana State Parks Business Planning Services
- Dakota County, MN Visitor Services Plan
- Milwaukee County, WI Parks and Recreation Master Plan
- Northwoods Urban Forest Park Feasibility Study (Hot Springs, AR)

Philip Parnin
PROS Consulting
Senior Project Manager
Education

B.S. Recreation and Parks Management, Indiana University

Employment History

Consultant, PROS Consulting; 2017 - present
 Director of Parks and Recreation, Town of Brownsburg, IN; 2007 to 2017
 Assistant Director of Parks and Recreation, Town of Brownsburg, IN; 2006 to 2007
 Director of Recreation, Mooresville Park District, IN; 2000 to 2006
 Recreation Supervisor, Town of Munster, IN; 1998 to 2000
 Recreation Programmer, Monroe County, Bloomington, IN; 1997 to 1998



Professional Experience

- Philip Parnin has 25 of years of experience in the field of parks, recreation, and leisure services.
- He has managed and led park development and sustainable operations at the executive level for over 16 years (including over a decade as director).
- In his leadership role, Philip established standards for improved efficiencies and operations by developing system-wide business plans, enterprise fund business plans, strategic master plans, recreation plans, marketing plans, site master plans, capital improvement plans, maintenance plans, trails and greenways plans, emergency action plans, and feasibility studies.
- He has served on several different park capital and economic development projects while in the field including, land acquisition, downtown revitalization, infrastructure improvements, along with facility design and construction.
- Served as the Indiana Park and Recreation Association President, along with serving on the Board of Directors.
- Served on the Indianapolis Metropolitan Planning Regional Bikeways Steering Committee
- Served on the Stone Belt Board of Directors preparing, empowering and supporting individuals with disabilities.
- He currently serves as the Treasurer of the Indiana Park & Recreation Foundation
- His approach to planning helps agencies transform ideas into plans, plans into implementation and ultimately successes that can be leveraged for even greater opportunities.

Similar Project Experience

- City of Upper Arlington, OH Parks and Recreation Comprehensive Master Plan
- Great Parks of Hamilton County, Cincinnati, OH Comprehensive Master Plan
- Cincinnati Recreation Commission, OH Business Plan
- Kettering, OH Program Plan
- Edwardsville, IL Parks and Recreation Master Plan
- City of Durango, CO Parks and Recreation Strategic Master Plan
- Town of Brownsburg, IN Parks and Recreation Strategic Master Plan
- City of Huber Heights, OH Parks and Recreation Needs Assessment & Prioritization Plan
- Town of Avon, IN Park Site Master Plan
- Town of Brownsburg, IN Little League Baseball Business Plan
- Streamwood Park District, Streamwood Village, IL Parks and Recreation Strategic Marketing Plan
- City of Santa Clara, CA Aquatic Operational Costing Model
- Town of Brownsburg, IN Parks Maintenance Management Plan
- Town of Brownsburg, IN Parks and Recreation Department Organizational Assessment

Nick Deardorf

**PROS Consulting
Project Manager
Education**

B.S., Indiana University — Kelley School of Business

Employment History

Consultant, PROS Consulting, 2013 to Present



Professional Experience

- Nick has extensive background in the service industry, with over 17 years of experience specializing in hospitality. Many years of interaction with guests and ongoing training has contributed to his ability to deliver a best-in-class experience through exceptional customer service. He has passed along his expertise by effectively training over 100 employees to anticipate guest needs and enhance the overall satisfaction of customers.
- Utilized in a variety of market research and technical analysis as a part of master planning, needs assessments, business plans and feasibility studies conducted by PROS for more than 60 government agencies and not-for-profit organizations.
- Worked closely in the design and development of HAPPiFEET mobile application for multiple parks and recreation municipalities to provide real-time user feedback and dashboard analytics tied to service delivery. He also helped develop and present the training module for building a culture of customer service excellence to be used in tandem with the HAPPiFEET app.
- Speaker at the Indiana Park and Recreation Association’s (IPRA) Annual Conference in 2017 and returning in 2018. Presented on utilizing market research and making data-driven decisions for park and recreation agencies.

Similar Project Experience

- Marysville, OH Parks and Recreation Master Plan
- Huber Heights, OH Needs Assessment and Master Plan
- Great Parks of Hamilton County, OH Comprehensive Master Plan
- Five Rivers MetroParks, OH Comprehensive Master Plan
- Los Angeles County, CA Business and Operations Strategic Plan
- Canton Leisure Services, MI Strategic Plan
- Streamwood Park District, IL Marketing Plan
- Virginia Beach Parks and Recreation, VA Strategic Plan
- City of Livonia, MI Customer Service Training
- Indianapolis, IN Parks, Recreation, and Open Space Master Plan
- Hot Springs, AR Northwoods Urban Forest Park Feasibility Study
- Chula Vista, CA Cost of Service and Pricing Plan
- Roanoke County Parks, Recreation, and Tourism, VA Explore Park Business Plan
- Town of Blacksburg, VA Employee Training Portal

Section Three – Statement of Qualifications PROS Consulting Experience and References

City of Upper Arlington, OH Comprehensive Parks Master Plan (2019)

UPPER ARLINGTON, OHIO

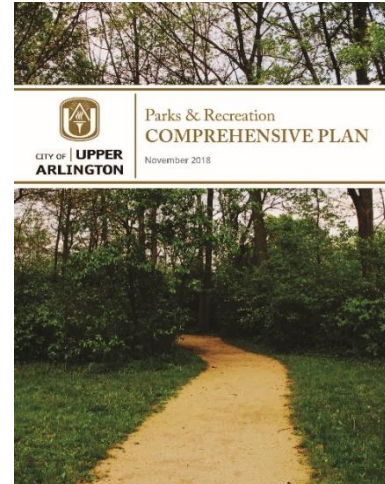
PROS Consulting, **along with ETC Institute**, completed a Comprehensive Parks and Recreation Master Plan for the City of Upper Arlington with completion in early 2019. The Upper Arlington Parks and Recreation Department manages parks, recreation facilities, and recreation program services to the citizens of Upper Arlington that greatly contributes to the quality of life for residents of the City. Upper Arlington is also home to The Ohio State University. In order for the Department to continue to be viable, it needed a solid planning document to guide the City's efforts.

The master plan provides a framework to respond to citizens' needs and expectations, as well as identifies priorities for the staff to work toward successful implementation.

The Upper Arlington Parks and Recreation Master Plan followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders.

The goal of the Master Plan is to be a guide in the delivery of excellent parks, trails, public facilities, activities, programs, and services that will contribute to community prosperity and improve the quality of life for residents and visitors to Upper Arlington.

Project Reference: Ms. Debbie McLaughlin, Parks and Recreation Director; City of Upper Arlington; 3600 Tremont Road; Upper Arlington, OH 43221; 614.583.5307; dmclaughlin@uaoh.net



Five Rivers MetroParks (Dayton, OH) Comprehensive Master Plan (2016)

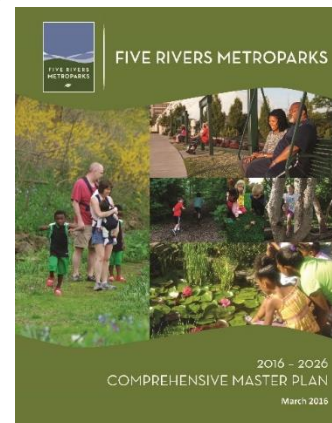
DAYTON, OHIO

In March 2016, PROS Consulting, along with WRT and **ETC Institute**, completed a Comprehensive Master Plan for Five Rivers MetroParks. The Board of Park Commissioners and staff recognized that a quality park system is critical to local prosperity, community livability and the health and wellbeing of residents. FRMP is widely respected by the community as a best practices government agency in the region, the State of Ohio, and the United States for maintaining a consistent standard of excellence for residents of Montgomery County and visitors to the area. The Comprehensive Master Plan was designed to support FRMP's efforts in continuing to protect natural areas, and provide world-class, innovative and well-balanced parks, facilities, trails, amenities and attractions as the region continues to grow.

The Comprehensive Master Plan study incorporated a series of discovery and analysis of the park system in order to provide FRMP community-driven direction for the future. The consulting team worked with FRMP to engage the community and staff in an extensive public participation process that included various public meetings, focus groups with users and non-users of the park system, interviews with community leaders, intercept surveys, on-line surveys and a statistically valid survey of county residents. The outcomes of these important connection points were outlined in the plan and included short-term and long-term goals to accomplish in a financially sustainable manner.

The Comprehensive Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from an excellent legacy of history and current day practices. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process.

Project Reference: Rebecca A. Benná, CPRP; Executive Director; 409 E. Monument Avenue, Dayton, Ohio 45402; 937-277-5300; rebecca.benna@metroparks.org



Huber Heights, OH Parks and Recreation Master Plan (2018)

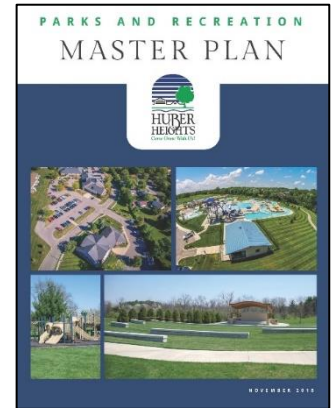
HUBER HEIGHTS, OHIO

In June 2017, the City of Huber Heights retained PROS Consulting, along with ETC Institute, to develop the City's first Parks and Recreation Master Plan. Without a formalized Department of Parks and Recreation, the City Council realized the need to develop and organize a systematic approach to parks and recreation services. PROS Consulting worked with the City Manager's Office, Public Works, and the YMCA to develop the plan.

The Huber Heights YMCA serves as the Parks and Recreation Department for the City. The YMCA organizes park shelter reservations in addition to providing recreational programming for the community. A major component of the Parks and Recreation Master Plan is to identify the path forward for activating the City's parks through recreational programming. Additionally, it was the aim of the study to examine the governance structure for parks and recreation services while providing a framework for sustainable

The plan resulted in a detailed financial plan for the system's parks and prioritized recreation services and facilities based upon community need. In addition, a *Parks and Recreation Facilities Manager* position was created to act as a conduit between the City, the YMCA, and Public Works to oversee the plan's implementation and the system's enhancement, rehabilitation, and future development.

Project Reference: Mr. Scott Falkowski, Assistant City Manager; City of Huber Heights; 6131 Taylorsville Road; Huber Heights, OH 45424; 937.233.1423; sfalkowski@hhoh.org



City of Piqua, OH Comprehensive Parks Master Plan (2017)

PIQUA, OHIO

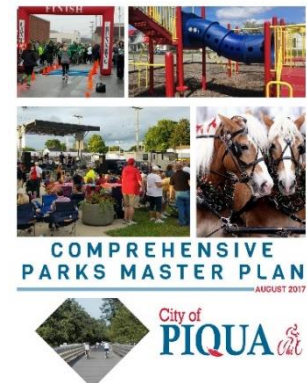
In 2017, PROS Consulting along with MKSK and ETC Institute, completed a Comprehensive Parks Master Plan for the City of Piqua. The Piqua Parks Department manages parks, recreation facilities, and recreation program services to the citizens of Piqua that greatly contributes to the quality of life for residents of the City. In order for the Department to continue to be viable, it needed a solid planning document to guide the City's efforts.

The master plan provided a framework to respond to citizens' needs and expectations, as well as identifies priorities for the staff to work toward successful implementation.

The Piqua Comprehensive Parks Master Plan Update followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders.

The goal of the Master Plan was to be a guide in the delivery of excellent parks, trails, public facilities, activities, programs, and services that will contribute to community prosperity and improve the quality of life for residents and visitors to Piqua. As part of the plan, a partnership assessment and workshop was conducted with all of the service providers in Piqua. Also, funding and revenue strategies were included in the recommendations.

Project Reference: Mr. Chris Schmiesing, City Planner; City of Piqua; 201 W. Water Street; Piqua, OH 45356; 937.778.2049; cschmiesing@piquaoh.org



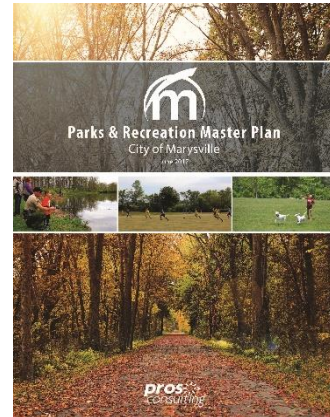
City of Marysville, OH Parks & Recreation Master Plan (2017) MARYSVILLE, OHIO

In the summer of 2017, PROS Consulting, along with ETC Institute, completed a Parks and Recreation Master Plan for the City of Marysville. The City's tagline, "Where the Grass is Greener", reflects the strong sense of community pride within Marysville and the exceptional quality of life available to its residents. This historic suburb of Columbus, Ohio serves as the county seat of Union County and has been recently rejuvenated by a growing populace and the revitalization of its Uptown District, which has been the source of strong economic development in recent years.

The consulting team developed the Master Plan through a rigorous community engagement process, complete analysis of the local market utilizing demographics and recreation trends, benchmarking of similar communities, a thorough assessment of its existing assets and offerings, prioritization of community needs, and the objective evaluation of operations, planned capital investment, finance and funding strategies, and governance that ultimately informed the development of a 10- year action plan.

The planning process resulted in a comprehensive understanding of the current system that identified opportunities and challenges to build upon moving forward. From this baseline understanding, PROS devised a strategic action plan to guide the system over the next 10 years. The strategic initiatives were simplified and stratified into five 'Big Moves' for the Department to focus on to ensure a promising future for Parks and Recreation within the City: Trail Development; Optimized Field Use; Indoor Space; Nature Recreation; and Sustainable Funding.

Project Reference: Mr. Mike Andrako, Director of Public Works; City of Marysville; 209 S. Main St.; Marysville, OH 43040; 937.645.7357; mandrako@marysvilleohio.org



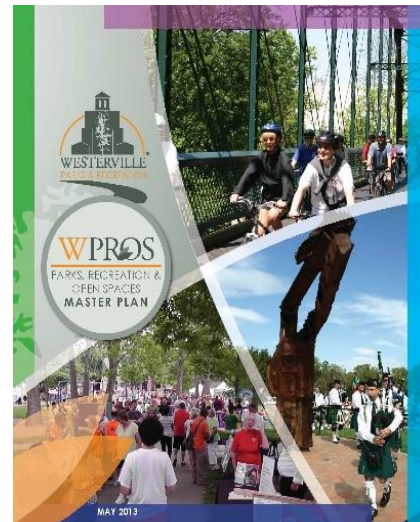
City of Westerville Parks, Recreation & Open Space Strategic Master Plan (2013) & Senior Center Feasibility Study/Business Plan (2017) WESTERVILLE, OHIO

In 2013, PROS Consulting along with ETC Institute completed a Parks, Recreation & Open Space Master Plan for the City of Westerville, a historic community nestled in the heart of the Columbus metro-plex that has managed to maintain a strong sense of individual character and identity amidst the fast pace of the surrounding cities. Westerville is home to numerous regional destinations, businesses, and attractions, many of which are owned, operated, or partnered with the Westerville Parks and Recreation Department.

Westerville Parks and Recreation Department is widely respected as a best-practice agency in the State of Ohio, as well as in the United States for maintaining a consistent standard of excellence and level of service for residents of Westerville and visitors to the City. Westerville Parks and Recreation has received accreditation by the Commission for Accreditation of Parks and Recreation Agencies. The Master Plan was designed to support the Department in continuing to provide innovative and well balanced facilities and programs in the community as the City grows and evolves.

The City of Westerville Park and Recreation Department is a best practice agency that has demonstrated to the community the value of having a first-class park and recreation system to access and take great pride in for living in Westerville. The Master Plan is a guide on where the Department needed to center their energy and values for the next ten years. It was also a plan to inform the residents on where they will invest future income tax revenues over the next ten years. **The agency recently become CAPRA Accredited and won the 2013 Gold Medal for Parks and Recreation at NRPA.**

Project Reference: Mr. Randy Auler, Director of Parks and Recreation; City of Westerville; 350 N. Cleveland Ave.; Westerville, OH 43082; 614.901.6504; randy.auler@westerville.org



Section Four – Understanding of the Project

Project Understanding

The City of Hudson has a strong commitment to provide parks, facilities, and recreational services for residents. As such, the City is seeking professional services to prepare a *Parks Master Plan* (“Master Plan”) to provide a vision for the future, and will serve as an update to the City’s last Master Plan completed in 2000. Key components of the master planning process will be research, public involvement, and the development of recommendations for all aspects of the City’s park services with a focus on park and facility needs, recommended goals and policies, natural conservation, and financing and implementation measures.

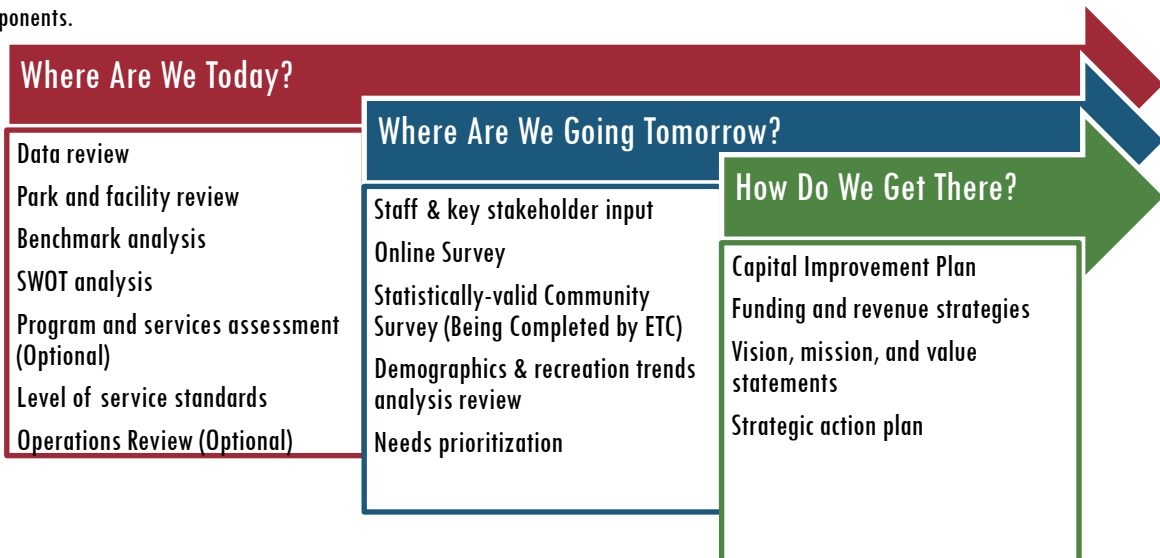


The Public Works Department desires a Master Plan that will align new investments with a strong community-driven mission and vision that integrates the City’s strong pursuit of recreation activities to the community. The outcome will be a Master Plan that will be heavily used as a resource for future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

- **Engage the community**, leadership and stakeholders through innovative public input means to build a shared vision for parks, facilities, programming, and special event services, as well as open space in trails in the City of Hudson;
- **Utilize a wide variety of data sources and best practices**, including using the City’s statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the community;
- **Determine unique Level of Service Standards** that to develop appropriate actions regarding parks, open space, trails, and recreation that reflects the City’s strong commitment in providing high quality recreational activities for the community;
- **Shape financial and organizational preparedness** through innovative and “next” practices to achieve the strategic objectives and recommended actions with achievable strategies; and,
- **Develop a dynamic and realistic strategic action plan** that creates a road map to ensure long-term success and financial sustainability for the City’s parks and recreation services and amenities, as well as action steps to support the family-oriented community and businesses that call the City of Hudson home.

Key Steps in the Process

The Master Plan will create a clear set of objectives that will provide direction to Public Works Department staff, Park Board, and elected officials 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 Consulting Team proposes a comprehensive planning approach to address the requirements of the Master Plan 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, Data Collection & Project Management – A virtual 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 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.

Prepare database of stakeholders – The Consulting Team will work with the Department who will gather contact information from a variety of sources. This information will be used in the key leadership/focus group interview portion of the *Meetings*: City review meeting of scope and schedule. The Consulting Team and the Department’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 the elected officials for the purpose of progress reporting. Lastly, the Consulting Team will complete a progress review of previous planning efforts and will meet with the Department’s project manager at important milestone dates during the 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. City input of existing planning documents based on the data collection.

Task 2 – Community Profile and Needs Assessment

The Consulting Team will utilize a **robust** public input process to solicit community input on how the recreation system and programs meet the needs of residents into the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings. The Consulting Team will prepare a community outreach agenda to include the number and types of meetings which will be held. Specific tasks include:

A. Demographic & Recreation Trends Analysis – The Consulting Team will utilize the City of Port Hudson’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 City of Hudson and distinguish customer groups.
- To determine changes occurring in the City of Hudson and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The demographic analysis will be based on US 2010 Census information, 2019 updated projections, and 5 (2024) and 10 (2029) 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) 2019 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 be completed to compare the City of Hudson’s parks and recreation system to five (5) other relevant peer agencies. The Consulting Team can work with the Department to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmarked communities.

Agency	Population	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Bloomington	84,067	2,343	2,052	88%	27.88
Valparaiso	32,626	709	556	78%	21.72
Westerville	38,384	596	390	65%	15.53
Columbus	46,690	559	478	86%	11.96
Franklin	72,639	707	704	100%	9.73
Carmel Clay	88,713	553	178	32%	6.23
<i>PRORAGIS Median - Agencies Serving 20,000-49,999 Residents</i>					9.67

- C. Key Leadership/Focus Group Interviews** – The Consulting Team will perform focus groups and key leadership interviews the community to evaluate their vision for recreation in the Hudson community. Up to six (6) focus group meetings and key leadership interviews 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 needs of the Department. The following list of potential interviewees will be used to select the final list in conjunction with the Department:

- Hudson Elected Officials
- Key Business Leaders
- Parks Board Members
- Key Partners/Philanthropic Organizations
- Local school officials
- Users and non-users of the recreation system
- Youth Sports organizations
- Senior 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 at the project midpoint to introduce the project and project goals, preliminary findings, gain input for the community’s vision and core values for the 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 recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the recreation system.

Live Keypad polling will be utilized by our team during these meetings. This technology, which uses remote controls with a radio frequency that transmits results to a laptop computer, may be used during these meetings. Meeting participants can anonymously vote on or rank various options and the group results are immediately recorded and displayed on the computer screen. We have successfully utilized this technique and have heard extremely positive feedback from clients and participants alike for a process that allows for entire audience participation, versus the vocal few, and ensures full transparency since they can see the results in real-time.

Meetings: Department review of community meetings agenda. Six focus group meetings, up to twelve community stakeholder meetings, and two Community Public Forum Meetings to gather public input. Review of statistically-valid survey results, and an benchmark comparison report.

Deliverables: A Demographic & Recreational Trends Analysis and an optional Benchmark Report. 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.

Task 3 – Parks and Facilities Review and Assessment

A. Parks and Facilities Inventory and Assessment – The Consulting Team will provide an electronic form for the Department to use in completing a park and facility/amenity inventory. A park and facility tour will be performed with the Operations and Maintenance staff, and Programming staff. The findings from this review will be documented in a prepared data collection form. During this tour, general observation of park and recreation facilities will include:

- Photographs along with text to illustrate key environmental features in the Department service area
- General state and condition
- Compatibility with neighborhoods
- Compatibility of amenities offered throughout the system
- Aesthetics/Design
- Safety/security
- Public access to parks, facilities, and trails
- Program capacity and compatibility with users
- Partnership opportunities
- Revenue generation opportunities



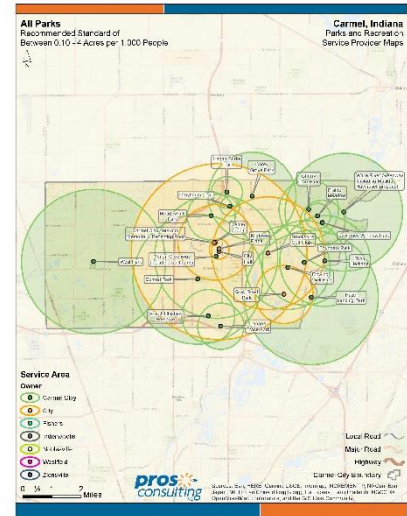
As part of this review, we will assess whether there is enough balance between conservation and recreational facilities in the City's park system. The assessment will include a rating of the natural resource qualities of existing park land and evaluate the potential recreational use of undeveloped park land and to a lesser extent developed parks. All analyses will be performed from this review and incorporated into a comprehensive *Assessment Summary Report*.

B. Facility 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 Department.

PARKS:	2015 Inventory - Developed Facilities							2015 Facility Standards		2020 Facility Standards	
	Valpo Parks	Schools	Valpo YMCA	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	
Neighborhood Parks	15.50			15.50	0.48 acres per 1,000	2.00 acres per 1,000	Need Exists	49 (Acre(s))	Need Exists	51 (Acre(s))	
Community Parks	147.50			147.50	4.55 acres per 1,000	5.00 acres per 1,000	Need Exists	15 (Acre(s))	Need Exists	18 (Acre(s))	
Regional Parks	122.50			122.50	3.78 acres per 1,000	5.50 acres per 1,000	Need Exists	56 (Acre(s))	Need Exists	60 (Acre(s))	
Special Use Park	270.10			270.10	8.33 acres per 1,000	8.00 acres per 1,000	Meets Standard	- (Acre(s))	Meets Standard	- (Acre(s))	
Undeveloped Acres	153.00			153.00	4.72 acres per 1,000	0.00 acres per 1,000	Meets Standard	- (Acre(s))	Meets Standard	- (Acre(s))	
Total Park Acres	708.60			708.60	21.84 acres per 1,000	20.50 acres per 1,000	Meets Standard	- (Acre(s))	Meets Standard	- (Acre(s))	
OUTDOOR AMENITIES:											
Picnic Shelters	23.00	-	1.00	24.00	1.00 site per 1,352	1.00 site per 2,500	Meets Standard	- (Site(s))	Meets Standard	- (Site(s))	
Soccer Fields	9.00	0.30	-	9.30	1.00 field per 3,488	1.00 field per 4,000	Meets Standard	- (Field(s))	Meets Standard	- (Field(s))	
Multi-Purpose Fields (Football, Cricket, Lacrosse, Rugby)	-	4.00	-	4.00	1.00 field per 8,111	1.00 field per 6,000	Need Exists	1 (Field(s))	Need Exists	2 (Field(s))	
Adult Baseball Fields	2.00	-	-	2.00	1.00 field per 16,222	1.00 field per 6,000	Need Exists	3 (Field(s))	Need Exists	4 (Field(s))	
Youth Baseball Fields	4.00	-	-	4.00	1.00 field per 8,111	1.00 field per 5,000	Need Exists	2 (Field(s))	Need Exists	3 (Field(s))	
Softball Fields	6.00	-	-	6.00	1.00 field per 5,407	1.00 field per 6,000	Meets Standard	- (Field(s))	Meets Standard	- (Field(s))	
Basketball Courts	5.00	-	-	5.00	1.00 court per 6,499	1.00 court per 4,000	Need Exists	3 (Court(s))	Need Exists	3 (Court(s))	
Tennis Courts	1.00	7.00	-	8.00	1.00 court per 4,055	1.00 court per 5,000	Meets Standard	- (Court(s))	Meets Standard	- (Court(s))	
Playgrounds	13.00	1.60	1.00	15.60	1.00 site per 2,080	1.00 site per 2,500	Meets Standard	- (Site(s))	Meets Standard	- (Site(s))	
Dog Parks	-	-	-	-	1.00 site per #D/N/I/	1.00 site per 40,000	Need Exists	1 (Site(s))	Meets Standard	- (Site(s))	
Skate Park	1.00	-	-	1.00	1.00 site per 32,443	1.00 site per 40,000	Meets Standard	- (Site(s))	Meets Standard	- (Site(s))	
Sand Volleyball	-	-	-	-	1.00 site per #D/N/I/	1.00 site per 15,000	Need Exists	2 (Site(s))	Need Exists	2 (Site(s))	
Paved Multi-Use Trails	18.75	-	-	18.75	0.58 miles per 1,000	0.40 miles per 1,000	Meets Standard	- (Mile(s))	Meets Standard	- (Mile(s))	
Unpaved Trails/ Hiking Trails	1.00	-	-	1.00	0.03 miles per 1,000	0.10 miles per 1,000	Need Exists	2 (Mile(s))	Need Exists	2 (Mile(s))	
Spraygrounds	1.00	-	-	1.00	1.00 site per 32,443	1.00 site per 50,000	Meets Standard	- (Site(s))	Meets Standard	- (Site(s))	
Outdoor Pools	-	-	-	-	1.00 site per #D/N/I/	1.00 site per 50,000	Need Exists	1 (Site(s))	Need Exists	1 (Site(s))	
INDOOR AMENITIES:											
Recreation/Gymnasium (Square Feet)	-	12,000.00	7,800.00	19,800.00	0.61 SF per person	2.00 SF per person	Need Exists	45,086 Square Feet	Need Exists	46,532 Square Feet	
2015 Estimated Population	32,443										
2020 Estimated Population	33,166										

Notes:
School Inventory is reduced due to public access availability for several amenities.
Central Park Plaza acres is included under Special Use acres.

C. Geographical Analysis through Mapping – The Consulting Team can work with the Department to determine appropriate GIS mapping. The Consulting Team would 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, amenity, or trail 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. 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. Recreation Program Analysis (OPTIONAL) – Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the recreation system 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. The Consulting Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- User fee analysis for facilities and programs/services
- Review of program development process
- Backstage support, or service systems and agency support needed to deliver excellent service

Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus Department efforts in core program areas and create excellence in those programs deemed most important by program participants.

E. Review of Current Maintenance and Operations (OPTIONAL) – The Consulting Team will perform an analysis of the current maintenance and operational practices of the Department to evaluate its operational situation. This analysis will identify Department staffing needs, improved operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. This task will include recommendations in a comprehensive manner. This review will include comparison of current policies with national standards of best practice agencies. The Consulting Team will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified.

F. Prioritized Park and Facility / 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, program assessment, and the service area mapping into a quantified park and facility / program ranking. This priority listing will be compared against gaps or surplus in facilities and amenities, as well as programs. This will list and prioritize facility, infrastructure, amenities, and program needs for the recreation system and **provide guidance** for the Capital Improvement Plan. The analysis will include probable future recreation facilities, as well as program needs based on community input, as well as state and national user figures and trends. The Team will conduct a work session with the Department to review the findings and make revisions as necessary.

Facility	Overall Rank
Outdoor swimming pool/family aquatic center	1
Connected walking & biking trails	2
Nature center & trails	3
Indoor swimming pools/leisure pool	4
Small neighborhood parks	5
Off-leash dog park	6
Indoor ice arena	7
Multi-generational community center	8
Senior center	9
Indoor running/walking track	10
Indoor fitness & exercise facilities	11
Youth soccer fields	12
Greenspace & natural areas	13
Outdoor ice arena	14
Outdoor tennis courts	15
Indoor lap lanes for exercise swimming	16
Youth baseball & softball fields	17
Skateboarding park	18
Playground equipment	19
Adult softball fields	20
Outdoor basketball courts	21
Indoor sports fields (baseball, soccer, etc.)	22
Large community parks	23
Indoor basketball/volleyball courts	24
Disc golf	25
Spraygrounds	26
Youth football fields	27

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

- The **Critical 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 **Sustainable 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 City 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 Department provided inventory and condition information. Tour of existing facilities/properties for the purposes of assessment of facilities. Park classification and design standards review discussion. Also, meeting on appropriate mapping method desired. Initial meeting with Department to provide information regarding current program offerings, as well as follow up to present findings and recommendations, if desired by the City. Rank and prioritize demand and opportunities.

Deliverables: Facility Analysis / Assessment Report. Level of Service Standards and GIS Mapping. Programs and Services Assessment Report, if desired. Rank and Prioritize demand and opportunities. Capital Improvement Plan.

Task 4 – Strategic Action Plan & Master Plan Development

The Master Plan will be framed and prepared through a series of workshops with the Department. 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. Specific tasks include:

- Develop Vision, Mission and Goals/Objectives** – The supporting vision and mission statements will be affirmed or developed with senior 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.
- 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 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 facilities identified in the Master Plan including suggested timelines

- C. Strategic Action Plan** - Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, and priorities/timelines. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. This will be reviewed with the Department 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 Development and Improvements** – Recommendations that provide for short and long-term enhancement of park development, improvements, and land acquisition in the City.
 - **Park, Facility, and Natural Resource Management** – Recommendations that provide for short and long-term enhancement of park, facility, and natural management practices of the Department.
 - **Programs and Services** – Recommendations that provide for short and long-term development and maintenance of programs and services provided by the Department, 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 Department related to facilities and lands.
 - **Policies and Practices** – Specific policies and practices for the Department that will support the desired outcomes of this Master Plan will be detailed.
- D. 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. One electronic copy for public information. A presentation of the draft report will be completed to the Park Board.
- E. Final Master Plan Presentations, Preparation, and Production** – Upon comment by Public Works Department staff, the Park Board, as well as 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 Park Board, the Consulting Team will prepare a final summary report and present to the Department for final approval and adoption. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports).

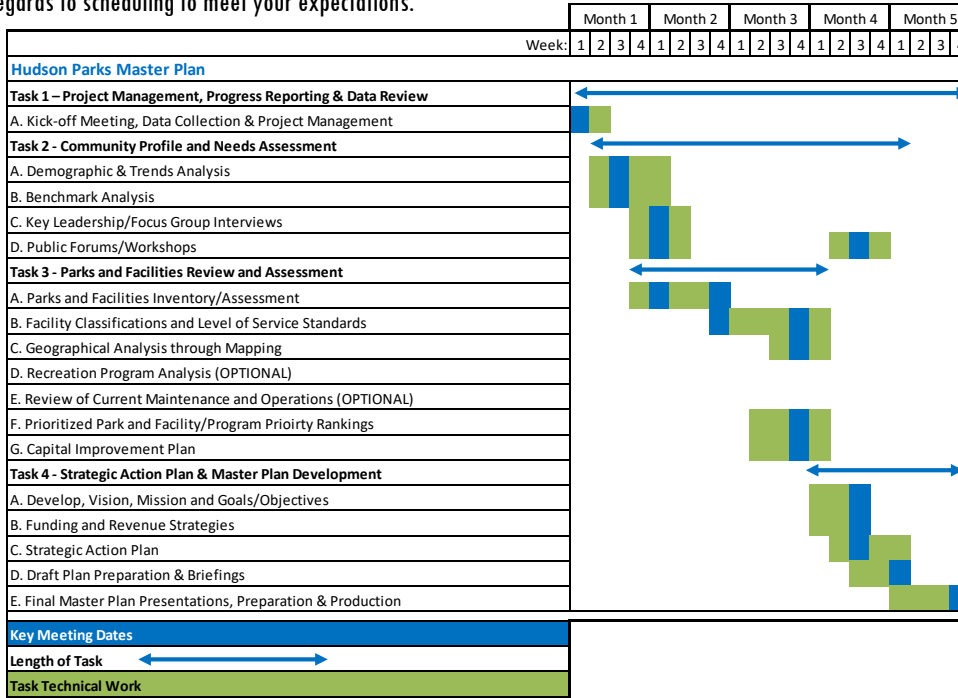
Meetings: Meetings with the Department on vision/mission and workshop on strategic action plan. Presentations to the Park Board (one during the draft master plan and one for the adoption of the final Master Plan). The Consulting Team will meet with Department for review of changes.

Deliverables: Deliverables will be the following:

- Prepare an agenda and meet with City staff and the Park Board Master Plan Committee for a kick-off to discuss all aspects of the project. Included in the meeting shall be a clarification of any item with the Scope of Services and Scope of Work questioned by the Consultant. During this meeting the Consultant shall be prepared to discuss the timing of the schedule for completion.
- Research and provide recreation trends of suburban communities relevant to Hudson.
- Meet with Hudson Park Board on interpretation of the public surveys results and report.
- Review and analyze GIS results as to the relative qualities of undeveloped park land as for conservation or development.
- Review the draft Parks Master Plan at a Park Board meeting.
- Provide the final report with executive summary for staff and Board comment.
- Provide in electronic form and 10 printed copies of the final Park Master Plan.

Section Five – Project Schedule and Work Plan

The project approach and scope of work detailed in this proposal can be completed by the PROS Team within the five (5) month goal desired by the City. Specific dates will be set during the kick-off meeting process and the PROS Team will consider any special requirements by the City of Hudson in regards to scheduling to meet your expectations.



Section Six – Fee

The following fee breakdown is based on the project approach described in the Scope of Work for the *Parks Master Plan*. The PROS Team has based this fee on our current understanding of the City’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 City of Hudson. This fee is a not-to-exceed amount and includes all costs, both direct and indirect, including any reimbursable expenses.

City of Hudson Parks Master Plan						
		Hourly Rate	\$ 175.00	\$ 145.00	\$ 125.00	
Task	Leon Younger	Austin Hochstetler / Philip Parnin	Nick Deardorf	Expenses	Budget	
Task 1 – Project Management, Progress Reporting & Data Review						
A. Kick-off Meeting, Data Collection & Project Management	4.0	8.0		\$ -	\$ 1,860.00	
Task 2 - Community Profile and Needs Assessment						
A. Demographic & Trends Analysis				16.0 \$ -	\$ 2,000.00	
B. Benchmark Analysis		2.0		16.0 \$ -	\$ 2,290.00	
C. Key Leadership/Focus Group Interviews		16.0	16.0	\$ 500.00	\$ 4,820.00	
D. Public Forums/Workshops			8.0	8.0 \$ 500.00	\$ 2,660.00	
Task 3 - Parks and Facilities Review and Assessment						
A. Parks and Facilities Inventory/Assessment		24.0		\$ 500.00	\$ 3,980.00	
B. Facility Classifications and Level of Service Standards	2.0	10.0	2.0	\$ -	\$ 2,050.00	
C. Geographical Analysis through Mapping		8.0	12.0	\$ -	\$ 2,660.00	
D. Recreation Program Analysis (OPTIONAL)				\$ -	\$ -	
E. Review of Current Maintenance and Operations (OPTIONAL)				\$ -	\$ -	
F. Prioritized Park and Facility/Program Priority Rankings		12.0		\$ 250.00	\$ 1,990.00	
G. Capital Improvement Plan	4.0	8.0		\$ 250.00	\$ 2,110.00	
Task 4 - Strategic Action Plan & Master Plan Development						
A. Develop, Vision, Mission and Goals/Objectives		4.0		\$ -	\$ 580.00	
B. Funding and Revenue Strategies	4.0	8.0		\$ 250.00	\$ 2,110.00	
C. Strategic Action Plan	4.0	12.0		\$ 250.00	\$ 2,690.00	
D. Draft Plan Preparation & Briefings		16.0	10.0	\$ 500.00	\$ 4,070.00	
E. Final Master Plan Presentations, Preparation & Production		16.0	10.0	\$ 550.00	\$ 4,120.00	
TOTAL PROJECT AMOUNT:						\$ 39,990.00
OPTIONAL ITEMS						
Recreation Program Analysis		20.0	8.0	\$ 500.00	\$ 4,400.00	
Review of Current Maintenance and Operations	16.0	24.0		\$ 500.00	\$ 6,780.00	

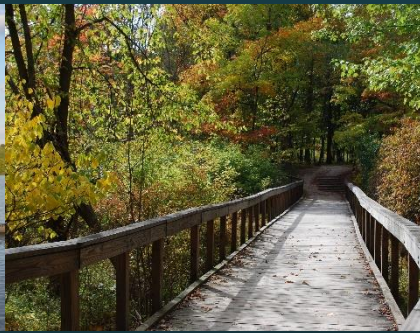
Section Seven – Management Summary

PROS Consulting has the experience and reputation of meeting time schedules and budgets on past projects. It is important to have close and constant contact with the project manager throughout the planning process. We have used the following method for past projects:

- Scope Meeting with the project manager and staff to discuss objectives for the project, including scope, schedule, deliverables, fees and desired outcomes
- Prepare a Draft Scope of Work for review and discussion with the Project Manager, prior to developing a fee proposal
- Prepare a Fee Budget for review and discussion with the Project Manager
- Prepare a contract for review and approval of the Project Manager
- Organize and maintain a detailed Project Schedule with key milestone dates
- Attend a Kick-off Meeting to review and discuss the project schedule, deliverables and expectations, as well as the creation of a Project Plan that will be updated during the duration of the planning process
- Submit Draft Documents for review and comment
- Conduct frequent Review Meetings and Conference Calls to review and discuss submittals, project issues and concerns
- Maintain detailed Meeting Minutes regarding project related discussions and decisions
- Prepare monthly Status Reports outlining the status of each project task, outstanding issues, etc.
- Submit Final Documents for review and approval, and make revisions as necessary

Before any project begins it is imperative to discuss the City of Hudson’s aspirations. This will focus on the key issues, as well as the outcomes desired. PROS Consulting will ensure that the project is properly staffed, scoped and scheduled to meet the City’s expectations. The planning path utilized by PROS Consulting is shown below:





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