



# INDIANA UNIVERSITY

OFFICE OF THE VICE PRESIDENT FOR RESEARCH  
Office of Research Administration

## PROPOSAL To the City of Hudson, OH

Title: Parks Master Plan


Period of Performance: December 1, 2019—December 31, 2020

Date Submitted: 9/10/19

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Institute for Parks and Public Lands  
INDIANA UNIVERSITY

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Qualifications and Proposal for:

**Parks Master Plan**

City of Hudson, Ohio

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September 9, 2019



Proposal  
Eppley Institute for Parks and Public Lands  
**City of Hudson**  
**Parks Master Plan**

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## I. Background

The Eppley Institute for Parks and Public Lands (Eppley Institute) proposal to the City of Hudson (City) for the Parks Master Plan demonstrates the Eppley Institute team's ability to perform the services required to develop an action-oriented and attainable plan. With over 35 years of park planning experience with park and recreation agencies spanning the United States in scale and scope, the project team has the experience, resources, and knowledge needed to assist the City in planning for the future of the community's park and recreation system. This proposal includes a review of the Eppley Institute's recent experience and qualifications, and the Eppley Institute's project approach

**The Eppley Institute for Parks and Public Lands** is Indiana University's unique community engagement program for the park, active living, and protected lands management profession. Since 1993, the Eppley Institute has provided system master planning services for park and recreation agencies that balance the needs and desires of communities with real-world constraints and economic realities. Through extensive research and analysis, continuous community involvement, a focus on public engagement, and a combination of local and national expertise, the Eppley Institute creates plans that are widely supported and successfully implemented.

Over the years, the Eppley Institute has become known as a leading proponent of and expert in strengthening the capabilities of public agencies in parks and recreation. The Eppley Institute provides its clients with comprehensive overviews of the existing situation and fashions custom, current, trend-based, and attainable long-range plans with implementation activities. With this background, the Eppley Institute assists communities in crafting developing highly regarded system master plans, along with necessary implementation plans in the form of strategic action plans, community health focused plans, accessibility plans, and sustainability focused facility asset management programs, as the community requires. In doing so, the Eppley Institute uses the expertise of its many programs including:

- **National Center on Accessibility** (NCA) program staff will serve on the City of Hudson Parks Master Plan team. The NCA promotes access and inclusion for people with disabilities in parks, recreation, and tourism. Over the last two decades, the NCA has emerged as a leading authority on access issues unique to park and recreation programs and facilities.
- **Playground Maintenance Technician (PMT) Training**- the Eppley Institute coordinates this national two-day training that teaches industry standards in playground inspection and maintenance. The PMT is an interactive learning experience that both increases safety and diminishes risk and liability.
- **The World Parks Academy** is a credential-building unit of the Eppley Institute that develops standards for park and public land agencies and professionals. In this proposal, the Academy's standards will help to inform and develop the City of Hudson Parks Master Plan.

The project team consists of national leaders in park, recreation, trail, open space, and public lands planning, specializing in asset management, community engagement, organizational leadership, and sustainable design for park and recreation agencies. Their experience includes the administration, planning, and development of parks and public lands facilities including trails, natural areas, active spaces, sports facilities and the associated programming, finance, management of personnel, and maintenance required for these areas. In addition, the project team includes experienced planners in open space stewardship; trail, park, and urban design; and capacity building in organizations that steward communities' parks and public lands. Following are brief biographies of the project team and key personnel responsible for implementing the proposed project:

**Steve Wolter** has over 35 years of service as a leader, manager, teacher, and executive in the area of park, recreation, and public lands. He has executive experience in agencies across three states and works at the highest levels of parks agencies nationally, as well as with state and local agencies including non-profit and for-profit organizations. As a former executive, manager, programmer, and city agency park planner, he offers Eppley Institute clients a unique qualification for assessing and improving facilities, parks, and programs. His background in facilities management, urban and regional planning, recreation, sports, and leading agencies. He has also served as project director on over 200 projects, make him uniquely qualified to assist organizations in developing and meeting their strategic aspirations.

In his role as the Executive Director of the Eppley Institute, Steve has led system master plans for leading cities across the nation including Parker and Boulder, CO; Anchorage, AK; Des Moines, IA; and many others. He leads major programs in training and education, consulting, research, and planning for Indiana University. His extensive experience allows him, and by extension the Eppley Institute, to consult with cities to align with long-range park and recreation system master plan goals. Steve is well-regarded in the profession and continues to teach classes and deliver keynote speeches throughout the world. As a faculty member at Indiana University, Mr. Wolter teaches leadership, philanthropy, park and recreation planning, public policy, and park management classes in his role as Assistant Professor (p/t).

**Dr. Gina Depper** focuses on research and planning to develop stewardship for the environment and improve land management decision-making. She has experience running training needs assessments with the National Park Service (NPS) and other entities, membership assessments for professional organizations, and research and planning projects with municipal agencies. Drawing from the fields of psychology, sociology, parks, forestry, and natural resources she identifies the theories and methods that best fit research questions and project aims to guide her work. She has completed research on environmental values transmission to young adults, training needs assessments for multiple divisions of the NPS including Facilities Maintenance and Historic Preservation, membership assessments for the George Wright Society and the International Association for Society and Natural Resources, an evaluation of a bike sharing program, research on cooperative management agreements among land management agencies, and



studies examining town and gown relationships. She has also worked on master planning for city and county park and recreation agencies.

**Sarah Murray** is a Project Manager at the Eppley Institute. She is an experienced planner with a master's degree in Urban and Regional Planning and a wide array of experience in non-motorized transportation planning and infrastructure development. Sarah approaches planning from the perspective that public spaces impact the quality of life for those who interact with them. Her research has focused on changes in mobility, climate, and populations, and how those changes impact individual and household well-being. As an instructor at the University of Michigan-Flint, Sarah focused on how design and policy can shape access to and interactions with public space. She applied this focus to her previous work experience in community and economic development, international finance and environmental grantmaking, and international project development and management.

**Layne Elliott** joined the Eppley Institute team as a Project Manager in 2016, bringing a variety of experience including interpretation with the NPS, financial services, training, and organizational leadership. He works to promote the positive impact of parks, trails, and natural areas on communities, environmental health, economic vitality, and conservation attitudes. Layne has professional experience with park master planning, trails research, and educational design. As a master's student in Indiana University's Park and Public Lands Management program, he made real-world contributions to parks organizations including a site design report for the Lincoln City Depot and Visitors Center at Lincoln Boyhood National Memorial, a fundraising plan used by the Friends of McCormick's Creek State Park, and recommendations for a collaborative stewardship framework for the Great Northern Landscape Conservation Cooperative.

**Michelle Cook** became a project manager at the Eppley Institute in September 2016. Her previous work primarily focused on programmatic and physical accessibility training, evaluation, and condition assessment in the NPS and other federal land management agencies. Her responsibilities included classroom and web-based instruction, on-site assessment, and interpretive media design consultation. She also provided technical assistance related to accessibility compliance and program modifications, specifically focusing on providing equivalent access and experience to individuals with disabilities in programming and built and natural environments. With a Master of Science in Recreation Therapy, Michelle brings to the Eppley Institute team clinical knowledge and experience of how people with disabilities interact with recreation, parks, and public lands entities. Her understanding of the importance of community and family engagement lends a unique perspective to her work. She is especially passionate about the consideration and inclusion of people with disabilities in the park planning process.

**Hana Cleveland** is a Project Coordinator at the Eppley Institute. With a Master of Public Affairs degree from the School of Public and Environmental Affairs at Indiana University, Hana contributes knowledge of resource management and sustainability planning for public agencies. At the Eppley Institute, Ms. Cleveland provides quality research and





project management for comprehensive planning projects. She also manages the Institute's World Parks Academy certification programs for international park and recreation professionals. In 2017 Hana worked extensively on the City of Des Moines, Iowa, Parks and Recreation Comprehensive Plan as part of a collaboration between the Eppley Institute and RDG Planning and Design. She conducted the benchmarking analysis for the comprehensive plan and is now conducting a similar analysis for the City of Columbus, Indiana, Parks and Recreation Department. She currently plays a leading role in project management and curriculum development for USA Softball.

## II. Statement of Qualifications

The project team designs park systems master plans that are built upon communities' identities, values, health, vitality, economics, and cultures. This approach, often difficult to replicate, does not result in run-of-the-mill master plans, but genuinely addresses the unique conditions within each community. In addition to prioritizing community needs and analyzing benefits, the project team confirms the strategic alignment of each plan with industry planning and design standards, policies, practices, and strategies.

Table 1: Eppley Institute Park System Master Planning Experience

<b>Parker, CO</b>	2018	Parks, Recreation, and Open Space Master Plan
<b>Monroe County, IN</b>	2018	Parks and Recreation Master Plan
<b>Des Moines, IA</b>	2018	Parks and Recreation Master Plan
<b>Carmel, IN</b>	2016	Parks and Recreation Facility Asset Management Plan
<b>Bloomington, IN</b>	2015	Parks and Recreation Master Plan
<b>Boulder, CO</b>	2014	Parks and Recreation Master Plan Update
<b>Boulder, CO</b>	2014	Parks Maintenance and Asset Management Plan
<b>Fairfield, OH</b>	2014	Parks and Recreation Master Plan
<b>CERAland, IN</b>	2014	Parks and Recreation Master Plan
<b>Hendrick County, IN</b>	2011	Parks and Recreation Master Plan
<b>Wabash, IN</b>	2010	Parks and Recreation Master Plan
<b>Montezuma, IN</b>	2010	Parks and Recreation Master Plan

The Eppley Institute has an extensive portfolio of planning projects, some of which are listed in Table 1 above. The project profiles that follow provide a more detailed snapshot of the Eppley Institute's previous work and capabilities in park system master planning:

1. Parks and Recreation Master Plan for the City of Bloomington, Indiana
2. Park Master Plan for the City of Wabash, Indiana
3. Parks, Recreation, and Open Space Master Plan for the Town of Parker, Colorado





## Bloomington, IN Parks and Recreation Master Plan



### Project Description

In 2015, the Eppley Institute began work on a master plan for the City of Bloomington, Indiana Parks and Recreation Department. The Department is a major community asset, managing 2,274 acres of parkland and offering hundreds of programs for Bloomington's 83,322 residents. As a sign of the Department's commitment to serving Bloomington, it is one of only four parks and recreation departments in the State of Indiana to be accredited by the National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies.

### Outcomes

- Completed stakeholder interviews, workshops, focus groups, open forums, and public meetings with the Bloomington community.
- Completed a modified health implementation plan for parks and recreation as part of the master plan.
- Created level-of-service standards for programs and facilities.
- Completed a community-wide interest survey.
- Produced a benchmark analysis of five peer cities to establish evaluation criteria.

### Reference

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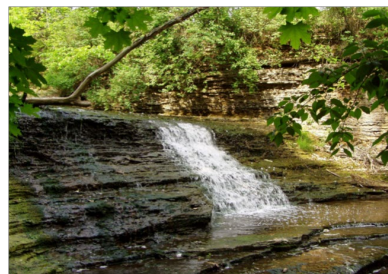


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## Wabash, IN Park Master Plan



### Project Description

In 2017 the City of Wabash, Indiana contracted with the Eppley Institute to lead their master plan development for the third consecutive time. The original plan and subsequent plans were all developed by the Eppley Institute to provide guidance and support for future development in the Wabash Parks System. The Institute worked closely with the City of Wabash in all three master planning processes to create an in-depth public engagement and needs assessment process. In addition, the community sought strategic directions to accomplish specific infrastructure improvements for the five to ten year periods of each master plan.

### Outcomes

- Established specific roles and functions of the Parks Board and Department relating to provision of organized recreation and as city policy.
- Developed a collaborative parks and recreation model encouraging non-profit organizations to lead the effort to provide organized recreation, cultural, and arts programming.
- Completed an extensive greenway and trail system plan for watershed enhancement, flood control, trail use, and the development of public-health-enhancing walking activities.
- Focused park benefits on health, wellness, economic development, and tourism in order to better gain community and city support for the system.

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## Parker, CO Parks, Recreation, and Open Space Master Plan



### Project Description

The Town of Parker, Colorado, Departments of Parks, Recreation and Open Space and Community Development worked with Epley Institute staff to carefully integrate community input and Town priorities to develop a Parks, Recreation, and Open Space Master Plan. The Parks, Recreation, and Open Space Department has been named a finalist for the National Recreation and Park Association's (NRPA) Gold Medal Award as a top agency for its population five times over the past 20 years, earning this honor in both 2000 and 2011. The Town of Parker was able to demonstrate that 95 percent of Parker residents were within a ten-minute walk of a nearby park, trail, or open space.

### Outcomes

- Conducted stakeholder interviews, focus groups, open forums, extensive community mapping, a community wide interest survey, and public meetings with the Parker community.
- Completed an ADA site inspection of all major assets and parks to assist agency personnel in long-term planning by identifying barriers to facilities and program participation for people with disabilities and proposing recommendations for barrier removal and improved access.
- Created level-of-service standards for programs and facilities that will assist in the Town's continued rapid development.
- Produced a benchmark analysis of eight peer cities to establish evaluation criteria.
- Established strategies and policies for managing assets, enhancing inclusive programming, increasing connectivity, and enhancing organizational capacity.

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### III. Understanding of the Project

A Parks Master Plan, sometimes referred to as a system master plan, provides standards for levels of service and facilities in a community, along with development priorities and an implementation strategy. It allows the community to equitably allocate services and to meet identified deficiencies and shortfalls in the system for the future. In addition to providing an inventory of the facilities, properties, programs, and events, and an analysis of use and demand, a comprehensive plan uses and then documents the extensive public and stakeholder input obtained throughout the planning process. The synthesis of information, public feedback, and measurable goals and objectives helps the community invest in the parks system through a systemwide approach that aligns community priorities with actions.

In almost all locales, the park, public lands, and recreation system is central to the quality of life, active living, and general health of a community. Municipal agencies and many other community organizations serve a critical role in enhancing the quality of community life by providing access to, among other things, trails, parks, and open spaces, along with associated recreation activities and special events. The City of Hudson supports many important quality of life aspects of the community, with the parks system functioning as the foundation for the community's quality of life. Ensuring that the parks system meets residents' needs now and into the future is crucial.

To achieve this important community goal, a park system master plan reviews the current state of the system and potential needs for the future in order to create a long-range development blueprint for parks, public lands, trails, and open space in the community. Critically, the system master plan also analyzes agencies' capacity to manage the plan and facilities.

The Eppley Institute approach relies on extensive collaboration with the Hudson community through extensive research and key stakeholder interviews, and a plan for parks and contemporary use of parks, diverse and growing populations in a community, and public involvement that is welcoming and inclusive. The approach also includes detailed inventory and analysis of existing park and recreational assets and financial, sustainability, and clear action planning oriented toward implementation.

Specifically, the Eppley Institute team has designed a project scope that includes the following:

- A comprehensive review of previous City parks, comparing the parks system to similar communities and other appropriate agency comparisons and analyses.
- Analysis of recreation facilities within parks and open space, as well as identification of all service providers within the community, to identify potential duplications, gaps, and interests in the area.
- A detailed inventory of specific park facilities in the City to allow for comprehensive review and anticipatory planning related to park and recreation facility needs.
- A reconnaissance level accessibility assessment of all park and recreation facilities and programs to determine if policies, practices, and procedures include all



members of the public to access and participate in the City's parks and recreation resources.

- A thorough demographic-based Geographic Information Systems (GIS) review with updated parks, trails, and open space locations, and accompanying documentation of barriers to park, recreation, and trail access.
- A completed master plan that meets the current and future needs of the City of Hudson's park and recreation system.

In undertaking this scope of work, the Eppley Institute has fixed the goals of the City's Parks Master Plan as the project team's vision for the final product. These goals are the fundamental approach the team uses to guide its work, and allows the final plan to reflect the important operational practices of the City including:

- Identifying a plan of action based on a needs analysis and a condition assessment to maintain and enhance existing parks, trails, and recreation facilities.
- Operating a parks system that is available to all citizens and offers quality, safe, and accessible areas for passive, nature-based, and active recreation.
- Ensuring that the City parks and trails system network prioritizes connectivity and meets the cultural and historical needs of the City in the design of future parks, open spaces, and recreation activities.
- Ensuring that sound financial planning is in place and that an appropriate and technically proficient administrative organization can manage and implement the plan.
- Developing policy recommendations to support, maintain, and expand the City's parks network.
- Developing policy and infrastructure recommendations to ensure all residents, regardless of age or ability, can access the City's parks network and recreation activities and programs.
- Focusing the future of the agency on building community through sense of place, activities, events, and spaces to gather people together and enhance individual and community health.

The Eppley Institute project team understands that there is a distinctive opportunity to facilitate focused conversation about the future of parks and recreational assets. This opportunity is particularly important as it enables community leaders to objectively consider the needs of their population in terms of youth, families, and retirees, as well as people with physical limitations needing opportunities for more accessible recreation. In short, the Plan allows the City to have a public conversation about the vitality and health of the community through the important lens of nature, parks, and recreation.

Underlying all these functions is the operation and maintenance of the park and recreation facilities. Without sound management practices, adequate resources, and capable and committed staff, this fundamental mission is jeopardized. It is with this backdrop that the project team outlines a proposed project work plan and timeline for completion five months after receiving official project approval. The work plan uniquely addresses the needs and priorities of the City to develop an inclusive plan that connects and enhances the diverse recreational opportunities in the region.



## IV. Proposed Schedule and Work Plan

### Project Schedule

Project timelines provide a framework for accomplishing program goals and setting expectations for deliverables, coordination, and engagement. The table below depicts the proposed timeline for developing the Parks Master Plan for the City of Hudson, to be confirmed by the City upon approval of the project work plan.

Table 2: Proposed Project Schedule

<b>Phase 1: Understanding the Context</b>		
November 2019	Project Initiation	<ul style="list-style-type: none"> <li>Develop project work plan</li> <li>Launch project management site</li> <li>Project initiation meeting</li> </ul>
December 2019	Collect and Review Existing Materials	<ul style="list-style-type: none"> <li>Obtain existing documents, policies, maps, studies, assessments, and data for review</li> <li>Identify key stakeholders</li> <li>Inventory analysis</li> <li>Review public survey results and reports</li> </ul>
January 2020	Inventory and Analysis of Existing Facilities and Resources	<ul style="list-style-type: none"> <li>Develop baseline standards</li> <li>Benchmarking</li> <li>Inventory analysis</li> <li>Review and analyze GIS results of undeveloped park land for conservation or development</li> </ul>
<b>Phase 2: Assessing Community Need</b>		
February 2020	Public Participation	<ul style="list-style-type: none"> <li>Stakeholder meetings and interviews</li> </ul>
February 2020	Develop Needs Analysis	<ul style="list-style-type: none"> <li>Summarize benchmark findings</li> <li>Summarize issues discovered in inventory and community engagement process</li> </ul>
<b>Phase 3: Writing the Master Plan</b>		
March 2020	Writing the Plan	<ul style="list-style-type: none"> <li>Compile and write draft master plan document</li> <li>Develop recommendations for organizational capacity</li> <li>Develop accessibility plan</li> </ul>
<b>Phase 4: Plan Adoption</b>		
April 2020	Plan Adoption	<ul style="list-style-type: none"> <li>Community review of plan and amendments or revisions to plan as needed</li> <li>Develop final text, graphics, infographics, and other information</li> <li>Submit final plan to the City</li> </ul>
May 2020	Project Closeout	<ul style="list-style-type: none"> <li>Develop project closeout report and final billing</li> </ul>





## Scope of Work

From the scope of work as stated in this proposal, the Eppley Institute team will use the following phased approach to provide planning services for the City of Hudson.

### Phase 1: Understanding the Context

#### Task A: Project Initiation

The Eppley Institute will work closely with the City of Hudson to develop a comprehensive project plan, outlining scope, deliverables, and other logistical elements prior to starting work.

- Develop project (work) plan, for approval by the City of Hudson staff and Park Board Master Plan Committee to confirm goals, objectives, tasks, roles, stakeholder engagement, schedules, deliverables, budget, and other expectations.
- Launch web-based project management tool (Basecamp) to maintain schedules, store files, communicate concerns, and facilitate collaboration.
- Meet with the City of Hudson staff and Park Board Master Plan Committee to review and approve the project plan.
- Set up and conduct weekly virtual meetings with the City of Hudson staff.

#### Task B: Collect and Review Existing Materials

An in-depth analysis of the City parks, recreation, and natural areas will be conducted, including the review of existing plans; land use maps; the City's mission, values and strategic goals; as well as existing budgets, policies, and other relevant plans that exist for the current operations of park and recreation resources managed by the City of Hudson. Additional information will be gathered from national, regional, and local sources on community background and demographics, trends in the city's population, socio-economic factors, and physical data for analysis. The specific items to be completed under Task B include the following.

- Obtain existing park, recreation, and community plans and land use maps, studies, assessments, demographic information, economic conditions, reports, and GIS data for review.
- Obtain critical information regarding opportunities and constraints associated with the City of Hudson parks and recreation system through meta-analysis and data research methods.
- Obtain current ordinances and policies regarding the development and maintenance of parks and natural areas.
- Obtain the City of Hudson's existing recreation asset inventory, condition assessments, business practices, and policies.
- Identify other existing information or data that can inform the project research.
- Identify key stakeholders to determine the current status of the parks and recreation system and park and recreation issues in the community.
- Review any prior benchmark comparisons and discuss with parks officials to determine which benchmark comparisons fit best in the current process.
- Review recommendations and actions listed in other relevant documents and identify successes and opportunities.
- Review and analyze the results of the community survey.



### **Task C: Conduct Inventory and Analysis of Existing Parks, Recreation, and Natural Resources**

Through document review, site visits, and staff interviews, the project team will assemble a thorough picture for the project plan that includes GIS mapping of recreation facilities and open spaces. The project team will also conduct a general condition assessment and facility use assessment, identify all major repairs needed, assess compliance with ADA standards, and proximity to residents during this task. The specific items to be completed under Task C include the following.

- Develop baseline standards for use in assessment and comparison of service level in open spaces, parks, and recreational areas.
- Inventory existing public recreation and park resources in the City for comparison to other communities of similar size regionally, developing standards based on population and service areas (for benchmark analysis).
- Conduct condition assessments that include use of the facilities, identification of major repairs needed, compliance with ADA accessibility, and proximity to residents.
- Identify demand and use by location and feature, focusing on active living design, and develop a profile of potential users.
- Provide an analysis of the current system using comparative data, trends data, stakeholder summary information, community survey results, and relevant geo-spatial data in order to determine the needs of the Hudson community.

## **Phase 2: Assessing Community Need**

### **Task D: Outreach**

With the information gained through the research phase, the project team will work with the City of Hudson staff to form the following outreach strategies:

- Parks and Recreation Master Plan Website: The project team will manage an online website to inform the public about the plan, progress, and how to participate. The project team will continue to update the project page website throughout the duration of the project and provide content for the City website and use on social media. Content will be available to print in hard copy for distribution at public events.
- Community Survey Interpretation: The project team will interpret and report on the results of the community survey. If gaps are identified or additional information required, the project team may coordinate and facilitate interviews with key community stakeholders including residents, staff, elected City leaders, City officials, community service organizations, school representatives, not-for-profit organizations, private businesses, industries, and other key partners to be determined. The meetings will build on the results of the community survey in assessing stakeholders' understanding of the current status of the parks, open space, and recreation system, park and recreation issues in the community, and future parks and recreation service needs of citizens of the City of Hudson.
- Maintain written records, analyses, and summaries for each meeting, as well as regular updates and work sessions with the project team for technical issue assistance, conduct regular briefings with the City of Hudson to provide progress reports and collect guidance on policy and strategy.



### **Task E: Develop Needs Analysis**

The Needs Analysis will assist the City of Hudson in setting local standards to refine the vision for the future of the parks system. The specific items to be completed under Task E include the following.

- Summarize and categorize findings from benchmark analysis and community survey, including the use of appropriate national guidelines in a comparative analysis of the City of Hudson to benchmark communities.
- Use data from the inventory data and community survey to identify the locations where additional land is available for development of recreation facilities and amenities.
- Summarize issues discovered during the community survey and stakeholder interviews.
- Summarize needs based on deficiencies, future needs of the community, and disparities in facility and park access based on national standards.
- Meet with City representatives to receive feedback on findings received during the community survey, as well as from the Needs Analysis.

### **Phase 3: Writing the Master Plan**

#### **Task F: Develop Strategic Plan and Recommendations**

Based upon the findings of the Needs Analysis, the Eppley Institute project team will:

- Evaluate the capacity and prioritization of facilities for new or modified uses including new standards requirements for parks and open spaces with new residential development including a park typology.
- Develop a maintenance strategy that will provide a framework for the implementation of capital improvements for sustaining the overall condition of priority assets and allow for the better prediction and justification of future operational funding.
- Provide recommendations for policies, procedures, and practices that prevent unintentional discrimination and ensure that all residents, regardless of age or ability, have the same opportunities afforded to them to enjoy the public benefits of the City's parks and recreation system.
- Provide recommendations for implementation and an action plan.
- Provide recommendations on ordinance and policy updates to support maintenance and expansion of the parks system.
- Compile and write draft master plan document.

### **Phase 4: Plan Adoption**

#### **Task G: Action Plan Review and Confirmation**

- Based upon the findings, engage the community in reviewing and revising the City of Hudson Parks Master Plan with a final public meeting.
- Present a draft plan to the City of Hudson Park Board Master Plan Committee for review and feedback.

#### **Task H: Final Documents and Project Closeout**

- Determine if amendments or revisions are needed, based on feedback.
- Revise plan accordingly and develop final text and graphics.



- Produce final plan and submit to the City of Hudson for approval and adoption.
- Develop project closeout report and final billing.

**The Epley Institute expects the City of Hudson to provide the following services for successful completion of the Plan:**

1. Identify and provide all background documents,
2. Help identify stakeholders and extend invitations to stakeholder meetings, and
3. Provide meeting space and basic support for stakeholder meetings.

## Deliverables

The following deliverables delineated in Table 3 will be achieved through this proposed scope of work.

**Table 3: System Master Plan Deliverables**

Phase 1	<ul style="list-style-type: none"> <li>• Benchmarking and comparative analysis of similar communities.</li> </ul>
Phase 2	<ul style="list-style-type: none"> <li>• Analysis of community survey results.</li> <li>• Parks and recreation inventory analysis of existing facilities and needs assessment.</li> <li>• Update GIS inventory mapping.</li> <li>• Accessibility assessment of all City parks and recreation facilities and programs.</li> </ul>
Phase 3	<ul style="list-style-type: none"> <li>• Draft strategic plan and recommendations.</li> </ul>
Phase 4	<ul style="list-style-type: none"> <li>• A completed parks and recreation master plan.</li> </ul>

## V. Fee

The table below depicts the anticipated costs associated with performing the previously detailed scope of work. Project costs include professional staff salaries and benefits, travel, supplies and materials, and website and project site maintenance.





Table 4: Project Budget

PHASE/TASK	Epley Institute for Parks & Public Lands														Subtotal Hours	Total Hours	Task Total	Phase Total
	Stephen Wolter Executive Director	Gina Depper Senior Program Manager	Christy McCormick Senior Program Manager	Michelle Cook Project Manager	Layne Elliott Project Manager	Sarah Murray Project Manager	Hana Cleveland Project Coordinator	Matt Wolf Technology Manager	Kelli Market Fiscal Operations	Maggie England Department Secretary	Project Support Staff Editor	Project Support Staff Data Entry/Support	Katherine Patrick Graphic Design					
<b>PROFESSIONAL SERVICES</b>																		
<b>PROJECT SCOPE</b>																		
<b>Phase 1 Understanding the Context</b>																		\$3,304
Task A: Initiate Project	2	4	2	2	4	2	2	2	2	2						24	\$632	
Task B: Collect and Review Existing Materials	2	12	2	8	12	4	2		2	2						46	\$1,086	
Task C: Conduct Inventory and Analysis of Existing Parks and Recreation Facility Resources		16	4	16	24	8	6			2	2					78	\$1,586	
<b>Phase 2 Assessing Community Need</b>																	\$4,606	
Task D: Develop and Implement Public Participation Plan	4	40	4		40	8	2		2	12			10			122	\$2,445	
Task E: Develop Needs Analysis	10	32	4		32	4	2		2	2						88	\$2,161	
<b>Phase 3 Writing the Master Plan</b>																	\$3,970	
Task F: Establish Level of Service Standards & Framework Plan	10	20	4	8	20	8	4		2	2						78	\$2,121	
Task G: Develop Strategic Plan and Recommendations	8	16	4	8	24	8	4		2	2						76	\$1,848	
<b>Phase 4 Plan Adoption</b>																	\$5,212	
Task H: Action Plan Review and Confirmation	16	12	2	8	24	8	6		2	8	12					98	\$2,452	
Task I: Final Documents and Project Close	4	8	2	4	10	4	4	4	2	4	16		40			102	\$2,759	
<b>TOTAL HOURS</b>	56	160	28	54	190	54	32	6	18	36	28	10	40		712			
<b>RAW HOURLY RATES</b>	\$66	\$35	\$37	\$29	\$24	\$29	\$18	\$29	\$23	\$15	\$14	\$14	\$35					
<b>TOTAL RAW FEES</b>	\$3,706	\$5,623	\$1,033	\$1,558	\$4,543	\$1,548	\$585	\$172	\$414	\$540	\$378	\$135	\$1,400					
<b>FRINGE BENEFITS</b>	\$1,457	\$2,210	\$406	\$612	\$1,786	\$608	\$230	\$68	\$163	\$216	\$25	\$9	N/A					
<b>TOTAL DIRECT FEES</b>	\$5,163	\$7,833	\$1,440	\$2,170	\$6,328	\$2,156	\$815	\$240	\$577	\$756	\$403	\$144	\$1,050				\$29,074	
<b>EXPENSES</b>																		
Printing, Facilitation Materials, Public Outreach																		\$650
Mileage, Lodging, and Meals																		\$1,968
<b>TOTAL DIRECT EXPENSES</b>																		\$2,618
<b>PROPOSED OVERHEAD (INDIRECT) RATE OF 26%</b>																		\$8,240
<b>TOTAL NOT-TO-EXCEED PROJECT FEE</b>																		\$39,932

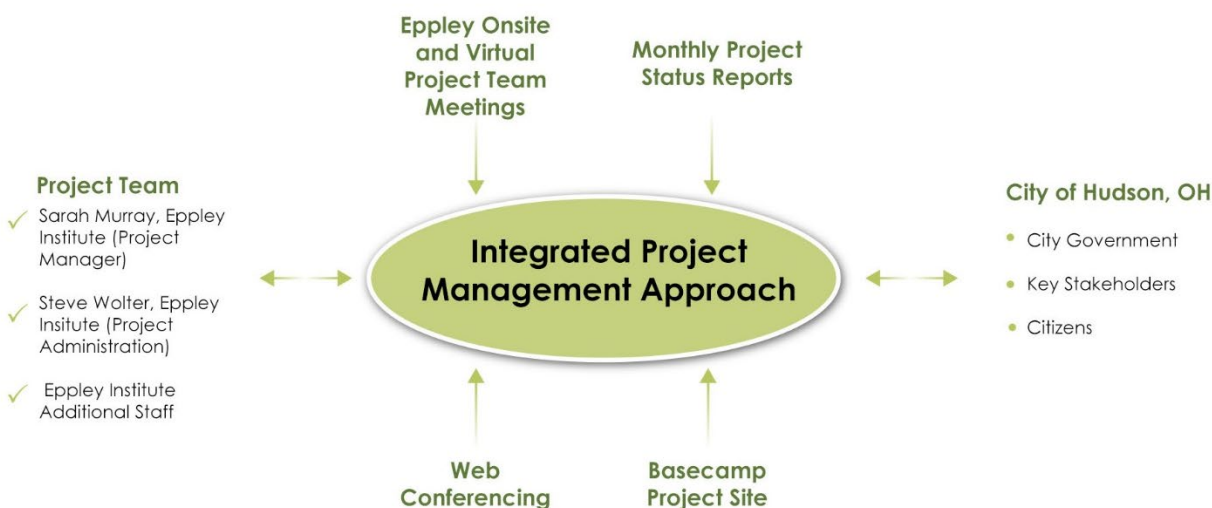


## VI. Management Summary

### Integrated Project Management:

The Eppley Institute's decades of experience working around the nation with different agency provides the background for the Institute's Integrated Project Management Approach. Figure 1 below depicts the many features of the Integrated Project Management Approach that the Eppley Institute uses and how it benefits the City of Hudson.

Figure 1: Integrated Project Management Approach



This approach, founded on the significant advantages of Indiana University's information technology platform, allows the Institute to manage projects across the nation efficiently and effectively. These advantages include being able to instantaneously create web conferences, utilize project management software to create a virtual working 'office' for all participants, and manage the overall project from a distance. For agencies that work with Eppley the Integrated Project Management Approach includes a virtual work site (Basecamp), regular and frequent project coordination meetings, leading-edge technology that support geographically distanced project team members in diverse work locations, and processes for web conferencing. Timed with appropriate visits that are well planned and effective, the project team provides a truly local experience.

### Public Engagement Management

Managing public involvement is a deliberate effort to engage the public throughout a planning project or discussion. Eppley excels in this area of project management, focusing on two specific areas of local knowledge that are critical to the success of long-range planning efforts. Figure 2, below, depicts the ways in which a successful public engagement effort functions in a system master plan.



Proposal  
Eppley Institute for Parks and Public Lands  
**City of Hudson**  
**Parks Master Plan**

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Figures 2: Model of Public Engagement



The first feature in managing public engagement during a system master planning process is understanding the local community that people live in, work in, and represent. This effort requires significant and frequent events, interviews, surveys and other techniques to engage the community. This allows for meaningful dialogue, which then impacts the development of goals and actions that reflect community values and can achieve long term success. The second feature is community participation-based research to inform the system master planning process. Here, the Eppley Institute will 'dig into' the facts behind the City of Hudson's park system, clarifying the status of the system and working with city staff to provide a snapshot of that status to the community. Lastly, the public engagement method requires steady and frequent discussions with leaders in the community to explore policy direction and further understanding of the community is conducted. This feature, along with the other two features allows for more than one method to assess the situation, plan for the future, and make decisions about actions that will guide the City of Hudson park system into the future.



## Concluding Remarks and Recommendation

The Eppley Institute is pleased to submit this proposal for the City of Hudson Parks Master Plan. The Eppley Institute brings a high level of understanding, sustained expertise, and demonstrated success in the variety of park system master plan projects it has conducted throughout the Midwest. The Institute is committed to designing park system master plans that strategically align with industry standards, policies, and practices, and communities' interests and needs.

The project team will make all necessary arrangements to accommodate this engagement with priority. We have assembled our consulting team using a membership structure that emphasizes location, responsiveness, and accountability--not only to ensure that we provide the availability needed for this project but also to reflect superlative quality in every aspect of the project.

Further questions, requests for clarification, and/or responses to this proposal should be directed to:

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