

**AUSTIN COMPREHENSIVE PLAN**  
**PROJECT ORGANIZATIONAL DESIGN**  
**SCOPE OF WORK: PHASES 2 &3**  
10/9/09 Revised

**Phase 2: Vision and Plan Framework**

***Note:** Tasks 2.1 and 2.2 will be conducted concurrently rather than sequentially (see Attachment B – Schedule.).*

**2.1 Articulating the Vision**

**2.1.1 Community Forum Series #1: Issues and Aspirations**

The first Community Forum Series will focus on identifying Austin’s strengths, challenges, and potential components of a future vision for the City. Six meetings will be conducted in different parts of the City over a three-day period. Each meeting will begin with an introductory presentation providing an overview of the comprehensive planning process and key conditions and trends affecting Austin’s future, results from the community survey, open house and key stakeholder interviews. Following the presentation, meeting participants will separate into small groups, each of which will discuss a series of questions, e.g.:

- What are Austin’s current strengths, opportunities, and challenges?
- What is your vision of Austin in 20-30 years?

Each group will have a facilitator and a scribe drawn from city staff, the consultant team, and/or volunteers from the community.

In addition to the scheduled Community Forum meetings, citizens will be able to provide input via “Meetings-in-a-Box,” which will allow them to recreate the meeting activities in a portable format. City staff will provide the meeting materials and instructions to citizens interested in hosting a Meeting-in-a-Box. In exchange, the citizens will ensure that a minimum number of people attend and will provide meeting results back to city staff. City staff will be responsible for compiling the results of the Meeting(s)-in-a-Box.

The Consultant and City staff will use email blasts, blogs and social networks, and targeted outreach to organizations to make the public aware of each of the community-wide planning forums and to encourage public participation and input. This outreach will be conducted in advance of the forum series. Attention will be given to informing traditionally underrepresented groups (i.e., low-income, residents in the ETJ, Hispanic, African American, and Asian American) of opportunities for participation.

The public will also be made aware of opportunities for participation other than community forums (e.g., informal focus groups, information booths at community events,

the community forum web survey, the online community survey, speakers bureau presentations, etc.).

The Consultant team will be administer the informal focus groups, information booths at community events, and work with City staff to design the community forum web survey. City staff will coordinate the online community survey and speakers bureau presentations. *Attachment A summarizes public participation throughout the process.*

***Product: Community Forum Narrative Summary and Full Report***

**2.1.2 Community Survey**

ETC Institute will conduct a statistically valid survey of residents of the City of Austin and its ETJ to gather input from the general public about issues related to the Comprehensive Plan. ETC Institute will work with city staff and the consultant team to develop questions for the survey, which will be designed to complement the Community Forum meetings while providing the opportunity for more directed input on particular issues. The survey will obtain statistically valid data from at least 200 residents in each of the City's five planning areas and ETJ (a minimum of 1,200 completed surveys). The overall results for the City will have a precision of at least +/-2.9% at the 95% level of confidence. The results for each of the planning areas and ETJ will have a precision of at least +/-6.9% at the 95% level of confidence.

The City will post the survey on the Comprehensive Plan website and at public libraries to allow additional participation by citizens. City staff will be responsible for compiling the results.

***Product: Community Survey Narrative Summary and Full Report***

**2.1.3 Synthesis: Components of the Vision (referred to as "Results Validation" and "Revised Tabulation" in the Scope Framework)**

The results of 2.1.1 and 2.1.2 will be synthesized and summarized in a working paper entitled "Common Ground," which will identify the potential elements of a Vision Statement based on community input. City staff will be responsible for tabulating the results of the Community Forum meetings, the Community Forum web survey, and the Meetings-in-a-Box. The consultant team will tabulate information from informal focus groups and community events. The consultant team will prepare the report with input from city staff.

The Common Ground Working Paper will be available for public review and comment for a period of two weeks. Comments will be posted online and will help to inform development of the Vision Statement (Task 2.1.4).

***Product: Common Ground Working Paper***

#### 2.1.4 Vision Statement Development

The consultant team with city staff will present the community input results and Common Ground Working Paper to the Comprehensive Plan Citizens Advisory Task Force (Task Force). The meeting will be facilitated to establish direction on the components of a Vision Statement for a Sustainable Future Austin. Based on the meeting results, the consultant team will develop a Preliminary Draft Vision Statement for consideration by the Task Force. A second Task Force meeting will be held to review and refine a Draft Vision Statement prior to consideration by the public, Planning Commission, and City Council. Additional Task Force meetings will be conducted as necessary and facilitated by City staff.

***Product:*** Draft Vision Statement

#### 2.1.5 Vision Statement Endorsement

The public will be provided opportunities (e.g., website, open house, etc.) managed by city staff to review and comment on the Draft Vision Statement. Staff and the consultant team will work collaboratively in consultation with the Task Force to revise the Draft Vision Statement to address public input. The consultant team will present the Revised Draft Vision Statement to the Planning Commission and City Council for discussion and endorsement.

## 2.2 Understanding the Dynamics of Change

### 2.2.1 Planning Context: Past / Present Plans and Policies

City staff will assemble past and present plans and policies that are relevant to the Comprehensive Plan (including, but not limited to neighborhood plans) and make them available to the consultant team in hard copy or digital (posted on the project SharePoint site) format. Staff will prepare an annotated outline that briefly summarizes the contents and relevance for the Comprehensive Plan of each plan / policy. Also, neighborhood plan contact teams will be invited to summarize key elements of their neighborhood plan.

### 2.2.2 Existing Conditions and Trends Inventory

#### 2.2.2a Community Inventory Report

City staff will compile a Community Inventory Report that provides information (text, tables, graphics, and maps) on existing conditions and trends affecting Austin's future. The level of the data will be appropriate for comprehensive planning purposes and will be organized into elements consistent with City of Austin Charter requirements, including the following sections:

- Demographic and Household Trends
- Natural Environment
- Land Use and Zoning
- Economic Development and Employment Trends
- Housing and Neighborhood Conditions

- Transportation
- Public Utilities
- Environmental Resources
- Parks and Recreation
- Community Facilities
- Historic Austin
- Urban Design and Urban Form

Consultant team members will review sections of the Community Inventory relating to their areas of expertise and identify information gaps (if any). City staff will be responsible for collecting information to fill any identified gaps.

#### 2.2.2b Susceptibility to Change

Using information drawn from the Community Inventory (e.g., definition of general “area types” based on land use/urban design characteristics and growth trends; identification of “levers for change” such as major planned infrastructure improvements and developments), the consultant team will develop a citywide Susceptibility to Change analysis. This analysis will characterize subareas of Austin (e.g., neighborhoods and corridors) into broad categories ranging from most stable / least susceptible to change to least stable / most susceptible to change.

#### 2.2.2c Technical Stakeholder Interviews

Consultant team members will conduct interviews with individual or small groups of stakeholders related to their areas of expertise. The purpose of these interviews will be to learn about current conditions, trends, and initiatives, as well as stakeholders’ perceptions regarding important issues for the Comprehensive Plan. City staff will schedule the interviews.

#### 2.2.2d Synthesis: Implications for Austin’s Future

Based on a review of relevant plans and policies (2.2.1), the Community Inventory Report prepared by city staff (2.2.2a), the Susceptibility to Change Analysis (2.2.2b), and the stakeholder interviews (2.2.2c) the consultant team will prepare a Strategic Issues Report summarizing key implications, opportunities, and challenges for the Comprehensive Plan. The report will address overarching issues (focusing on sustainability) and issues related to different plan elements. In addition, the Strategic Issues Report will address the capacity of the City to accommodate future development in relation to carrying capacity issues. The development capacity findings will directly inform and be coordinated with the baseline scenarios described in 2.2.3.

The consultant team will make a presentation on the Strategic Issues Report to the Task Force. This presentation will also address the selection of INDEX sustainability indicators to be used in 2.3 Scenario Development.

***Product: Strategic Issues Report***

### 2.2.3 Trends / Scenario Development

#### 2.2.3a Baseline Scenarios

The consultant team will consult with city staff and Task Force to select sustainability indicators from the INDEX software program that are relevant to project issues and supportable with available data. City staff will provide data representing existing conditions in Austin in a format that can be easily input into the INDEX software program by the consultant team. Using additional data provided by the City, the Consultant will calibrate INDEX to local levels of selected indicators. Committed but not-yet-constructed development can be included if descriptive GIS files are provided. The Consultant will then compute sustainability indicators and maps of this existing conditions scenario using INDEX.

The consultant team will work with city staff to select a population projection based on the best available information on the amount of growth Austin is likely to experience between the present and the horizon year (2035). This projection will stay constant among all scenarios for the horizon year. Based on data from the City, the consultant team will generate a trend growth scenario that represents the pattern (general spatial distribution) of development in the horizon year if current trends continue. The Consultant will then compute sustainability indicators and maps of this trend scenario using INDEX.

***Product:*** *Baseline Scenarios Working Paper, including maps and INDEX indicator scores for the existing conditions and current trend scenarios*

#### 2.2.3b INDEX Software Training and Technical Support

In conjunction with the scenario development process the Consultant will provide the City of Austin with a licensed copy of INDEX and will conduct a two-day training class for city staff in the operation and maintenance of INDEX. The Consultant will also provide one year of technical support assisting city staff with INDEX applications. The one-year support period will begin following completion of the training.

#### 2.2.3c Community Forum Series #2: Considering Alternative Futures

Again consisting of six meetings held in different parts of the City over a three-day period, Community Forum Series #2 will engage participants in considering alternative futures for the City of Austin.

Each meeting will begin with a presentation of the existing conditions and trend scenarios and their sustainability implications based on the INDEX indicator scores. Following the presentation, participants will be divided into small groups to develop their own scenarios for Austin's future. Each group will be given a set of "chips" that are color-coded and sized to represent different types and densities of land use. The Consultant will provide images as context so that participants can visualize what these different types and densities look like. Participants will distribute the set of "chips" in a pattern that represents the way they would like to see Austin grow. They will also be able to indicate proposed transportation improvements on the map.

The Consultant and City staff will use email blasts, blogs and social networks, and targeted outreach to organizations to make the public aware of each of the community-wide planning forums and to encourage public participation and input. This outreach will be conducted in advance of the forum series. Attention will be given to informing traditionally underrepresented groups (i.e., low-income, residents in the ETJ, Hispanic, African American, and Asian American) of opportunities for participation. The public will also be made aware of opportunities for participation other than community forums (e.g., informal focus groups, information booths at community events, and the second community forum web survey).

The Consultant team will be administer the informal focus groups, information booths at community events, and work with City staff to design the community forum web survey. City staff will coordinate the online community survey and speakers bureau presentations. Other means of public input, such as online forums, will be organized by city staff to complement the Community Forum meetings. *Attachment A summarizes public participation throughout the process.*

#### 2.2.3d Community Forum Series #2 Results: Alternative Scenario Development and Testing

City staff will digitize the resulting scenarios, creating shapefiles that can be easily input into INDEX. The consultant team, city staff, and Task Force will then conduct a joint workshop to synthesize the digitized results into three alternative scenarios that are broadly representative of input received at the public meetings. For each of the three alternative scenarios, the Consultant will produce sustainability indicator scores. In addition, general assessments of fiscal impacts, economic impacts, and transportation impacts will be provided by the consultant team. City staff and the Consultant will conduct City Council/Planning Commission briefing(s) to describe the Alternative Futures Working Paper.

***Product:*** *Alternative Futures Working Paper, including maps, INDEX indicator scores, and generalized fiscal, economic, and transportation impacts for three alternative scenarios*

### 2.3 Plan Framework: Activating the Vision

#### 2.3.1 Community Forum Series #3: Selecting a Preferred Future

Community Forum Series #3 will be conducted by the consultant team and city staff in an open house or other format to allow attendees to review the alternative scenarios and their evaluations at their own pace. A “scoring” exercise will allow participants to select a preferred scenario for the future, which may incorporate components of more than one alternative. Participants will also be asked to identify key changes in direction represented by their preferred scenario for input into development of a Comprehensive Plan Framework.

The consultant team and city staff will undertake outreach efforts prior to the community forum series as described in Community Forums 1 and 2. Other means of public input, such as online forums, will be organized by city staff to complement the Community Forum meetings.

#### 2.3.2 Preferred Future / Components of the Plan Framework

City staff will be responsible for tabulating the results of Community Forum Series #3. Following the initial tabulation, the consultant team, city staff and, the Task Force will conduct a joint workshop to define a Preferred Future reflecting “common ground” from the Community Forum and to develop ideas for the components of a Comprehensive Plan Framework. In addition to addressing the Preferred Future, the meeting will be facilitated to establish direction for development of the Plan Framework.

The Consultant will produce sustainability indicator scores for the Preferred Future Scenario for subsequent use in monitoring progress in implementation. In addition, general assessments of fiscal impacts, economic impacts, and transportation impacts will be provided by the consultant team.

***Product:*** Preferred Future Working Paper, including maps, INDEX indicator scores, and generalized fiscal, economic, and transportation impacts for the Preferred Future Scenario

#### 2.3.3 Plan Framework Development

The consultant team will develop a Preliminary Draft Plan Framework that integrates the Vision Statement and Preferred Future with strategic policy directions to achieve them. The strategic policy directions will address the following plan elements:

- Land Use
- Housing and Neighborhoods
- Economic Development
- Environmental Resources
- Transportation
- Infrastructure
- Public Services
- Public Facilities and Buildings
- Recreation and Open Space
- Health and Human Services
- Other element(s) as defined as a result of public input during Phase 2

These elements will be organized into overarching themes or strategic directions. A Task Force meeting will be held to review and refine the Preliminary Draft Plan Framework for consideration by the public, Planning Commission, and City Council.

***Product:*** Draft Plan Framework

#### 2.3.4 Plan Framework Review

The public will be provided opportunities (e.g., website, open house, etc.) managed by city staff to review and comment on the Draft Plan Framework. Staff and the consultant team will work collaboratively in consultation with the Task Force to revise the Draft Plan Framework to address public input. The consultant team will present the Revised Draft Plan Framework to the Planning Commission and City Council for discussion and endorsement.

The Revised Draft Plan Framework will be available for public review and comment for a period of two weeks. Comments will be posted online and help to inform development of the Draft Plan Document (Task 3.1).

### **Phase 3: Developing the Plan Document**

#### **3.1 Draft Plan Development**

##### **3.1.1 Plan “Building Blocks” Charrette**

The City will organize up to a week-long charrette, the purpose of which will be to set the direction for developing the Plan Framework into Comprehensive Plan elements.

Technical Working Groups (i.e., comprised of persons with a special knowledge of/involvement in topics related to the plan elements) will be invited to participate in the charrette activities, which will also be open to participation by others with an interest in the topics. The first several days of the charrette will consist of facilitated activities in which participants will work on translating the overarching themes and policy directions from the Plan Framework into strategies and actions related to the subject areas of the elements. The results will be reported to the Task Force on the final day. The consultant team will assist city staff in preparing for and facilitating the charrette activities. City staff will compile the results for preparation of a summary report (working paper) by the consultant team.

***Product:*** Plan “Building Blocks” Working Paper

##### **3.1.2 Draft Plan Development**

*Note: Tasks 3.1.2 and 3.1.3 will occur concurrently.*

The consultant team in collaboration with city staff will prepare a complete draft of the comprehensive plan, including the following sections:

- Introduction / Purpose
- Vision Statement
- Plan Framework
- Plan Interrelationships (sustainability as the integrating direction)
- Plan Elements
- Future Land Use (land use / development strategies and actions; future land use / growth management concept)
- Housing and Neighborhoods
- Economic Development
- Environmental Resources



- Transportation (roadway, transit, pedestrian, and bicycle networks; multi-modal system; relationship to land use)
  - Infrastructure (water, sewer, solid waste, drainage / stormwater, energy, relationship to land use)
  - Public Services
  - Public Facilities, and Buildings
  - Recreation and Open Space
  - Health and Human Services
  - Other element(s) as determined
- Implementation

The implementation element will address the following:

- How the plan is to be used by the City in planning, programming, and decision-making
- A framework of modifications to development regulations necessary for plan consistency
- Protocols for revising and updating the plan
- An action schedule, including action types (regulatory, capital investment, policy/planning, partnership), priorities/timeframes, and responsibilities
- Monitoring, including annual progress reviews and updates to the action schedule and use of INDEX indicators to track implementation progress

The plan will be prepared in groupings or “modules” that relate to overarching themes set by the Plan Framework.

***Products: Draft Comprehensive Plan Modules***

3.1.3 Task Force/Working Group Review

*Note: Tasks 3.1.2 and 3.1.3 will occur concurrently.*

A Task Force and/or Working Group meeting will be conducted to review each module of the Plan. The Consultant team will conduct up to four meetings to review the Plan modules. The Technical Working Group recommendations will be incorporated into the draft plan elements as directed by the Task Force. Following review of all of the modules, the consultant team will prepare a complete revised draft for public review that incorporates Task Force/Working Group comments.

***Product: Public Review Draft Comprehensive Plan***

3.1.4 Community Forum Series #4 (Draft Plan Review)

Community Forum Series #4 will provide for public review and input on the Draft Comprehensive Plan, with a focus on identifying priorities for implementation. Like the three previous Community Forums, six meetings will be conducted in different parts of the City over a three-day period. Meeting activities and complementary venues for input organized by city staff will provide engaging ways to participants to review the draft plan.

The consultant team and city staff will undertake outreach efforts prior to the community forum series as described in Community Forums 1 and 2. Other means of public input, such as online forums, will be organized by city staff to complement the Community Forum meetings.

#### 3.1.5 Formal Review

City staff will distribute the draft plan for review by Technical Working Group members, city boards and commissions, institutional representatives, etc. Formal presentations will also be made to the Planning Commission and City Council.

#### 3.1.6 Final Draft Plan Document

Public review comments will be compiled by city staff. The comments will be reviewed at a Task Force meeting. The consultant team will prepare a Final Draft Comprehensive Plan for transmission to the Planning Commission based on direction from CPCTATF and city staff.

***Product: Final Draft Comprehensive Plan for Adoption***

### **3.2 Adopting the Plan / Moving Toward Implementation**

#### 3.2.1 Public Hearings

#### 3.2.2 City Council Adoption by Ordinance

Attachment A: Public Participation and Outreach Summary

Attachment B: Comprehensive Plan Schedule

Attachment C: Comprehensive Plan Meetings and Products