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PARKLAND EXHIBIT
CALDERA MASTER PLANNED COMMUNITY

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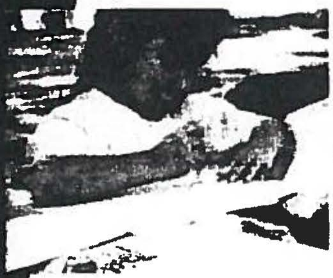
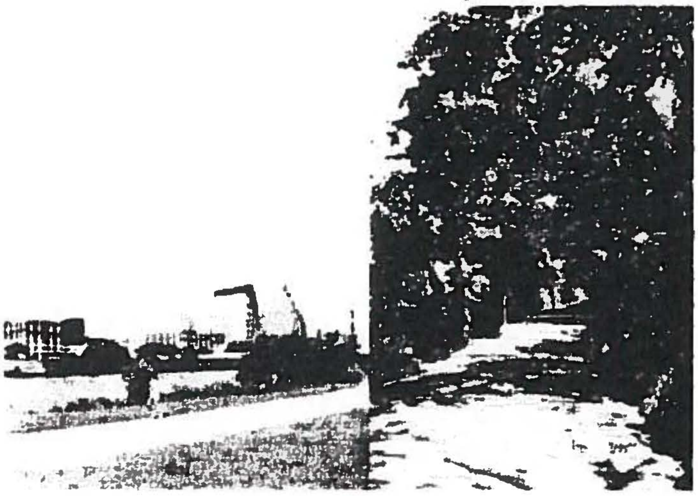
Item # 6



Parks & Recreation Department

Austin: A City Within A Park



Method of Eight Planning Cycle: Case Study for Effective Organizational Planning and Management

April 30, 2009

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The Creation of GP RED

GP RED was created during the first quarter of 2009 (non-profit status pending) to fully recognize and expand research, education, and resource development activities for community "quality of life" agencies. The work of **GP RED** will support and provide education for public parks, recreation, and open space agencies, along with the associations and universities that support these agencies. This case study is one important project intended to contribute to these goals.

GP RED will be an adjunct, yet independent non-profit organization administered by key staff from GreenPlay, LLC and governed by an appointed volunteer Board of Directors. **GreenPlay, LLC** is a for-profit private management consulting firm that provides organizational and operational guidance and education for parks, recreation, open space, and related quality of life agencies throughout the nation. Since its inception in 1999, **GreenPlay, LLC** has conducted industry research, education, and development activities for many agencies as a public service. Creating an independent nonprofit organization that shares the same industry affiliations as **GreenPlay, LLC** and is administered by staff representing both entities but operating as separate, autonomous agencies will enable **GreenPlay, LLC** to focus exclusively on the firm's for-profit activities (management consulting and planning). As such, **GP RED** was established as an independent organization that will be guided by a vision and mission that focuses exclusively on broadening research, education, and industry development for community service agencies.

The work of **GP RED** is not intended to duplicate services provided by private for-profit firms (including **GreenPlay, LLC**), associations, or universities, but to supplement and provide collaborative opportunities and increase the availability of funding, efficiency, and expediency, and to enhance the quality of educational offerings and research for all levels of said organizations.

Mission Statement

The Mission of GP RED is to facilitate the creation of innovative, practical management tools and strategies intended to enhance and promote integration of health, recreation, and land management industries through research, education, and development.

Welcome to the world of GP RED! We are glad to have you involved.

Welcome to the Method of Eight Planning Cycle: A Case Study

Congratulations! Your community is one of only three public parks and recreation agencies selected as "beta sites" for the implementation and development of a contemporary planning approach that could lead to the future re-design and re-development of public parks and recreation planning efforts nationwide!

Method of Eight Planning Cycle is an eight stage planning process that is systematic and logical. The resulting plan is intended to cover a five year period and is designed to be inclusive, meeting all planning expectations and mitigating the need for multiple planning efforts. It follows a comprehensive and progressive format, and includes all planning components that are critical to responsible and defensible management decisions.

Whether due to lack of staff time, lack of financial resources or other inhibitors, many agency planning efforts have been disjointed. Although unintentional, the lack of a systematic "A to Z approach" that includes identification of community values and issues, and culminates in how the agency's services (including programs, facilities and land assets) align with and addresses those very community values and issues has been absent.

Method of Eight Planning Cycle case study projects are beginning to be implemented in 2009 in one agency with a population over 500,000; in one agency with a population between 100,000 and 500,000; and in one agency serving a population under 100,000. (Note: It is the intent of the Study that one of these three agencies be a special district.)

A research and development case study will allow for the planning, implementation and evaluation of this contemporary planning process and determine its effectiveness in today's dynamic economic and social climates. It is intended to substantiate the value and merits of a comprehensive, methodical and progressive approach to organizational planning. Expected agency benefits include but are not limited to:

1. The development of organizational values (community, staff and leadership), vision and mission. These are the keystones to planning and are critical to thoughtful and justifiable decision making.
2. A thorough analysis of both community issues and problems (community **need**), as well an assessment of community desires, opportunities, and demands.
3. An assessment of the agency's existing menu of services including land assets, evaluating fit with organizational values, vision and mission; market position; economic viability and financial capacity; and the quantity and accessibility of similar services within the community.
4. Development of the agency's Mission Statement (identification of "who" the agency should serve; "what services" the agency should be in the business of providing; "how" the services will be delivered; and "why" the services are being delivered). This Mission Statement results from work in steps 1-3.
5. The development of an organizational Resource Allocation Philosophy that articulates and illustrates the agency's cost recovery and subsidy allocation philosophy; the agency's menu of services and assets (Service Portfolio); the organization's structure; and land asset management

and development philosophy as they align with the organizational values, vision and mission and community needs and desires.

6. Development of an operational work plan (implementation plan) that articulates how the agency will implement the results of preceding steps in the process. This plan will be measurable and can be integral to the staff performance review process.
7. Development of community benefits and intended outcomes (external impacts) expected to result from the agency's Service Portfolio, and the development and implementation of all services (programs, facilities and assets).
8. Measurement of intended community outcomes that formally analyze and assess the agency's service provision impacts on community issues and problems as identified in the early stages of the process. These community-wide benefits may include, but would not be limited to: individual community member benefits such as improved health and wellness (i.e., improved cardiovascular condition, weight loss); economic benefits such as enhanced property values and increases to the local sales tax base; community-wide environmental benefits such as preservation of biological diversity; and social benefits such as enhanced levels of academic achievement and crime reduction.
9. Subsequent to the measurement and analysis of community outcomes, a marketing strategy and plan will disseminate the overall impacts of agency service provision to the community.

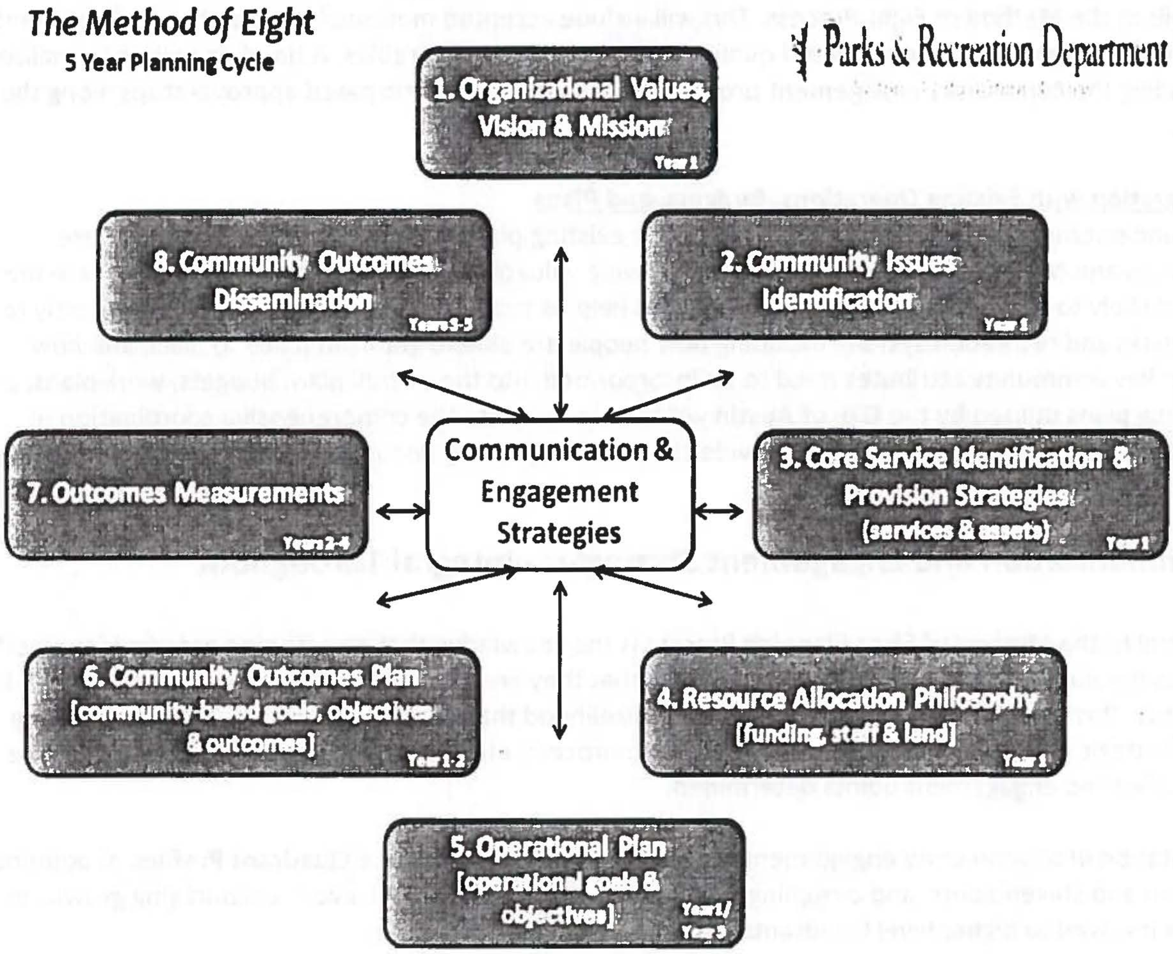
As the planning approach evolves, consistent communication between and amongst a variety of stakeholders will ensure that the process is inclusive and methodical, allowing for staff, decision maker and community engagement throughout. This will include "findings" reports at the conclusion of each step, allowing for the validation of all information collected.

Further, formative review and assessment of the process will take place. This will include documentation of the process including its successes and challenges. These will be formalized for publication in and presentation through the following methods:

1. Publication of work progress and results in resources such as Parks and Recreation magazine, the Journal for Parks and Recreation Administration, state association publications, and other allied field journals and periodicals.
2. Presentation(s) of work progress and results at various state conferences, regional schools and the annual NRPA Congress.

Staffing for this Case Study will include:

- **Jamie Sabbach**, CPRP, Executive Director for GP RED, as Project Manager
- **GreenPlay LLC** as support project consultants on specified tasks
- **Design Concepts** for the Land and Facilities Assets Inventory and Level of Service Analysis
- **RRC Associates** for the Statistically-Valid Survey
- **Deb Jordan**, Professor at Oklahoma State University, as an independent contractor for Outcomes Measurement


The Method of Eight
5 Year Planning Cycle
Parks & Recreation Department
1. Organizational Values, Vision & Mission
Year 1
2. Community Issues Identification
Year 1
3. Core Service Identification & Provision Strategies (services & assets)
Year 1
4. Resource Allocation Philosophy [funding, staff & land]
Year 1
5. Operational Plan [operational goals & objectives]
Year1/ Year 5
6. Community Outcomes Plan [community-based goals, objectives & outcomes]
Year 1-2
7. Outcomes Measurements
8. Community Outcomes Dissemination
Years 3-5
Communication & Engagement Strategies

The Method of Eight Planning Cycle – Scope of Work

Project Initiation & Start-Up

Upon project contracting, GP RED will provide a **Detailed Work Plan** for discussion at a Strategic Kick-off Meeting. We will review the details of the work plan at this meeting and formalize the timeline and details of the Method of Eight Process. This will include accepted methodologies and tasks, final number and types of meetings, and expected quality and formats for deliverables. A timeline will be formalized including the community engagement process, deliverables, and anticipated approval steps along the way.

Integration with Existing Operations, Budgets, and Plans

We understand that the City of Austin may have existing plans and planning documents. These previous and concurrent planning efforts will provide valuable information about how and where the City is likely to evolve in the future. They also will help us evaluate other factors that relate directly to the parks and recreation system, including how people are able to get from place to place and how other key community attributes need to be incorporated into the overall plan. Budgets, work plans, and funding plans utilized by the **City of Austin** will help to facilitate the comprehensive coordination of direction and prescriptions. We will provide checklists requesting documents, and work with the project team to identify relevant materials.

Communication and Engagement Strategies - Integral Throughout

Integral to the Method of Eight Planning Process is the knowledge that no planning process is successful unless the public, decision makers, and staff feel that they are engaged and have a significant role in the process. This creates "buy-in" and heightens the likelihood that the plan will be implemented. During the Strategic Kick-off and throughout the five year process, ongoing communication strategies will be identified and engagement points determined.

Facilitation of a community engagement process involves identifying the **Quadrant Profiles** of potential citizens and stakeholders, and designing a process that helps engage all levels, encouraging growth of those involved to higher level Quadrants throughout the planning cycle.

Stakeholder Quadrant Identification

QUADRANT 1: Not Informed, Interested or Engaged (*What is the Study?*) What They Need: * The most interesting and engaging facts * Multiple and diverse channels of outreach/education * Interactive educational content * Usability & accessibility	**QUADRANT 2**: Not Informed but Interested / Want to Be Engaged (*Tell Me How*) What They Need: * Accessibility (information they need) * Usability (know how to find it/use it) * Multiple ways to get involved * Multiple and diverse channels of outreach/education

QUADRANT 3: Well-Informed But Unwilling to Get Engaged (*The Cynics*)	**QUADRANT 4**: Well-Informed, Interested and Engaged (*We Can Help / Connectors*)
What They Need: * Details about process and outcomes * Evidence of an inclusive public participation process * Evidence that public comments are being recorded and used * An understanding of the project's scope	What They Need: * Lots of details! * Multiple ways to get involved * An understanding of the plan's scope * Evidence that public comments are being recorded and used * Usability and accessibility

During the Strategic Kick-off, we will help determine specific outreach, education, and engagement strategies for each of the four Stakeholder Quadrants. These strategies will result in outlining a methodical and detailed process for inclusion and achievement of stakeholder buy-in along the way.

Step 1: Organizational Values and a Vision Statement

These fundamental principles create a logical philosophical framework that will guide and direct your decision-making efforts. Simply, they are the foundation for all organizational decisions and processes. An organization's values are comprised of the agency's leadership and staff values, and the community values. They direct an agency's future vision and help determine those community conditions you wish to impact through your organizational mission (determined later in the process).

Values and Vision Development
Stakeholder engagement is critical to the development of representative values, and a vision and statement reflecting the community's interests and issues, and the staff's and governing bodies' perspectives. This is done through the identification of stakeholders who can contribute to the process in an open way, articulating their views relative to what the values of the organization should be, and to contribute to discussions leading to the formulation of both the vision and mission of the agency.

Various workshop forums established for representatives from each of the three groups are held beginning with a brief educational overview followed by solicitation of opinions relative to values and vision. The number of workshop forums will be determined during the Strategic Kick-off meeting. It is anticipated that the need to host meetings in various sub areas, or communities within districts or wards is critical, as there are commonly economic or social differences in these areas and the needs are distinctly different. This is not unusual for a large district, county or regional service provider that has a multitude of municipalities or communities within. There is benefit in mixing each of three groups into one meeting within each area or community. It is important to open dialogue and communication that after early rounds of input, an effort be made to return to the communities with the results of the values and visioning process.

Values: The essential and enduring tenets of the community and agency. A small set of timeless, guiding principles. Examples include:


- Financial Sustainability
- Active Lifestyles

Vision is a 10-30 year goal that describes what the organization seeks to become in the future. An audacious goal that is tangible, energizing, and highly focused. A sample Vision Statement follows:

Step 2: Community Issues Identification –Needs Assessment

There is a distinct difference between a "need" and a "want". Although both are of significant importance to planning efforts, *community need* is often missed or overlooked due to an emphasis on *community want*. It is important to delve into real issues and problems that may be facing a community and its citizens. As an example, if a community is facing consistent increases in crime rates, we can suggest that this is a symptom of an issue or problem, and not the issue or problem itself. If we ask or research "why" crime continues to be on the increase and determine that it may be increasing based upon job loss, increasing numbers of juveniles being suspended or expelled from school, etc., we have identified the "community issue or problem".

Stakeholder Interviews, Focus Groups, and Public Meetings

In-depth interviews and research are necessary to identify, articulate and substantiate community-wide issues and problems. Information gathering interviews would be facilitated with the following community agencies and organizations, including but not limited to:

- School Districts
- Social Services/Human Services/Neighborhood Services Departments
- Police Departments
- Convention and Visitors Bureaus
- Chambers of Commerce
- Realtors
- Hospitals and Health Care Providers
- Associations and Agency Collaborators
- Staff and Decision Makers
- Other Community Stakeholders

Following these interviews and data collection efforts will be the design and development of a community-wide survey to determine community interests and desires. This comprehensive survey will assess community interests and desires which can impact the types and delivery methods of parks and recreation services for a community. Questions include types of services including programs, facilities and parkland residents desire, their current use of department services, their use of other primary providers of services, their quality and satisfaction levels with existing services, and willingness or ability to pay. The survey will provide cross-tabulations using demographic information such as: age; gender; household size; income; geographic residency; and ethnicity.

Statistically-Valid Surveys

Mail and web-based surveys provide the greatest response in the most efficient manner. Recent experience has shown that it is becoming increasingly more common for many residents to have either unlisted telephone numbers and/or cell phones as their primary telephone service, further increasing the difficulty of reaching a "representative" sample of residents by telephone. A recent community survey conducted in a representative community showed that more than 20% of residents have cell phones only (no land-line telephone service at all). As such, these residents cannot be reached by conventional telephone surveys at all, thereby, systematically excluding them from the public input process. A mail survey approach will permit a potentially larger sample size covering a greater breadth and extent of issues with cost savings over a telephone-only methodology. Participant incentives such as a prize drawing for passes to recreation facilities, gift cards to a local grocery store or other local businesses can reap increased return rates as well.

Web-based Survey – option

The agency may wish to consider an option to allow response via the web which could produce a higher response rate. The Internet has become an increasingly important resource in data collection over the last several years. A web-based survey provides a format that many people find more user friendly than mail or telephone surveys, allowing for potential increased participation. There are two parts to this option: 1) a web-based option for households within the random distribution, where each household would be given a code for use on the internet, there-by maintaining the integrity of the sampling; and 2) after the original sampling of the community has had time to complete the survey, the survey instrument would be available on the internet for completion by the general public – these responses would be tabulated, but would remain separate from the original sampling.

Demographic and Trends Analysis

We will build upon currently available information to identify the growing constituency of the **City of Austin** through a demographic analysis and market profile, utilizing all information available from previous planning efforts and including information gathered from ESRI and other national and local sources.

Step 3: Core Services Identification and Provision Strategies

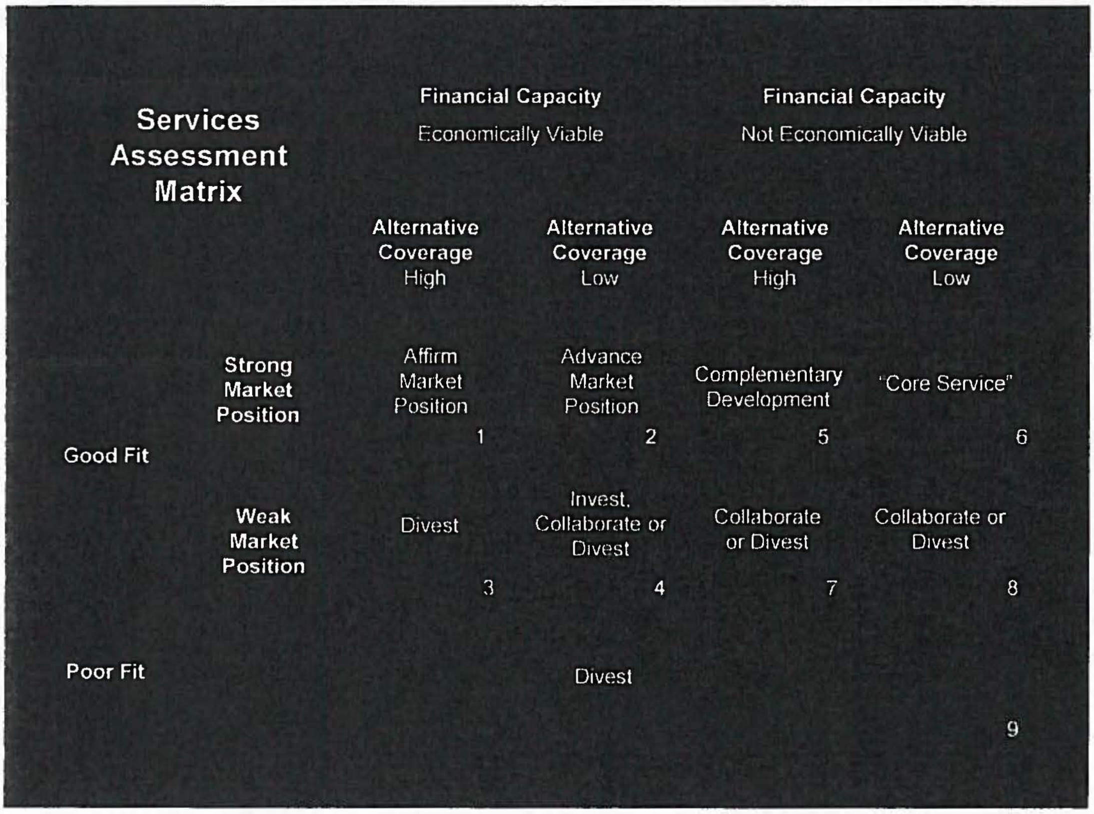
Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers and whose very survival depends on satisfying paying customers, many public and non-profit organizations operate in a non-market, or grants economy - one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, our customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. (In fact, many public agencies and non-profits can be considered "sole-source," the only place to get a service, so there is little to no market saturation and therefore, potential for apathetic service enhancement and improvement). Consequently, public and non-profit organizations have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed, funders and customers alike are beginning to demand more accountability; and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today's public and non-profit agencies to rethink how they do business, to provide serves where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. In addition, organizations are leveraging all available resources where possible.

An assessment of a **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of an agency's **Service Portfolio**. Additional results indicate whether the service is **"core to the organization's values and vision"**, and provides recommended provision strategies that can include, but are not limited to enhancement of service, reduction of service, collaboration, advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to the organization's purpose. The process includes an analysis of: each service's relevance to the organization's values and vision; the organization's market position in the community relative to market; other service providers in the service area including quantity and quality of provider; and the economic viability of the service.

Based on the **MacMillan Matrix for Competitive Analysis of Programs**[1], the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The **Public Sector Agency Services Assessment Matrix** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.



The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

> **Q: Is the agency the best or most appropriate organization to provide the service?**
> **Q: Is market competition good for the citizenry?**
> **Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?**
> **Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

[1] Alliance for Nonprofit Management

Parks, Trails, and Facilities Inventory

As part of the process, we will utilize the City's base GIS/CAD materials to compile a comprehensive updated assessment of each of the City's parks, open space, and recreation facilities to determine current conditions, geo-physical character, quality, functional use, population density and any substantial environmental issues. We may need to add to the current existing dataset to include a focus on quality, condition, access, and walkability assessment.

The assessment will include comparative analysis to communities of similar size and density using accepted standards and GreenPlay's proprietary **GRASP®** Composite-Values Level of Service methodology *(details follow)*. Once the physical inventory is completed and accurate, we will help analyze the system with quantitative, qualitative, and textual analysis. All analysis of facilities and internal components will be incorporated into a **dynamic digital database that becomes property of the City of Austin upon completion of the project.**

The inventory will be compiled and analyzed to provide complete information. We can work with various information formats, and will produce the final deliverables in both shapefile and textual formats that a[illegible]nic and easily used in the future. Once the physical inventory is completed and accurate, we w[illegible] analyze the system with quantitative, qualitative, and textual analysis. The inventory will also include recommendations for minimizing duplication of offerings and/or enhancing possibilities for collabora[illegible]s where [illegible]ate.

Developing [illegible]sion

Often [illegible]maturely de[illegible] an organization [illegible] assessing today's [illegible]ssues. Further, many organiz[illegible]selves in a challenging situation as they do not assess their [illegible]ce menu [illegible], thereby, continuing to provide the same services in the same fashi[illegible] no [illegible]ation of current condition.

Once an [illegible]t of organization [illegible] including those of the commu[illegible] community issues and d[illegible] servi[illegible] is comp[illegible] now [illegible]sonable to develop a M[illegible] Statement grounded [illegible] ss [illegible]ticulates the follo[illegible]

1. "wh[illegible] should be serv[illegible]
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These q[illegible] be [illegible]red based upon all previous work comple[illegible]

The agency's Mission Statement should di[illegible] to th[illegible] and vision as previously defined.

Pre-determined Values:

- Financial Sustainability
- Active Lifestyle

Pre-determined Vision:

[illegible]

Mission: is a concise statement of the organization's reason for being that is perpetual in nature and connects with the agency's values and vision. A sample Mission Statement follows:

recreation services which support and strengthen the community's physical and emotional health and wellness through passive leisure

Your mission will help guide management decisions, oftentimes substantiating difficult decisions making them justifiable and defensible.

Articulating Previous Strategies

Many organizations operate within the guidelines of pre-determined program and/or organizational strategies. Oftentimes these have neither been formally recognized nor articulated as actual strategies or expectations. Once an organization is in the process of planning its future it becomes time to make explicit these unspoken strategies and expectations, and to incorporate them into the deliberate future of the organization. This should happen as part of the Service Assessment process. Agencies will identify past operational patterns such as allocation of resources, and analyze whether these past strategies were effective, then consider whether or not they should be held as operational strategies for the future.

Step 4: Resource Allocation Philosophy – Financial, Staff and Land Assets

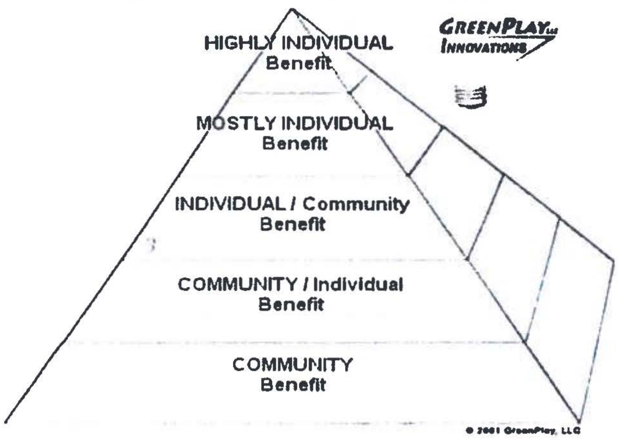
Financial Resources

As part of the Case Study, we will review current financial systems and effectiveness. As part of this review, we will evaluate current and expected cost recovery philosophies and expectations. Having a **Cost Recovery and Subsidy Allocation Philosophy** in place can help agencies answer challenging questions such as:

- "Are your programs priced fairly and equitably?"
- "How will you continue to fund your agency's facilities and services in relationship to future budget constraints?"
- "Are you using your funding in a responsible manner?"
- "Do you have a methodology for how you distribute your subsidy? If so, are you transparent?"
- "Does the way you charge for services (facilities, programs, etc.) support the agency's values, vision and mission?"

Establishing a carefully considered philosophy for cost recovery and subsidy allocation is the foundation for the development of financial management strategies. It can allow staff to recognize where subsidy is being applied, determine if it is at an appropriate level, and express how and why services are priced as they are. Another result of an articulated cost recovery and subsidy allocation philosophy is to help explain the costs and justify pricing of new services.

The **Pyramid Methodology**, as illustrated below and developed by GreenPlay, LLC, is used to help identify a philosophy which details the level to which all services (facilities, programs, etc.) should be subsidized, if at all.



The Pyramid Methodology is an effective management tool currently being utilized by agencies across the country. The Methodology is a process used to help articulate the level of benefit that services such as facilities and programs provide as they relate to the values, vision and mission of an agency. Its design leads to the logical determination of core services, resource allocation and subsidy/cost recovery goals, and future fees and charges. Establishing guidelines and a methodology for the determination of these critical operational issues is imperative to sound fiscal responsibility, governmental accountability and decision making.

This process is designed to assist agencies in articulating a cost recovery and subsidy allocation philosophy that aligns with and supports the values, vision, and mission of the agency. In addition, the process will help the agency meet desired goals for future cost recovery and subsidy levels. The process inherently involves staff, agency leadership and the community as "buy-in" from all stakeholders is critical to successful development and implementation.

The Pyramid Methodology engages stakeholders including community members, collaborators, decision-makers, and agency management and staff. Inevitably, stakeholders categorize all agency services, including programs and facilities, resulting in a philosophy that leads to the logical determination of cost recovery goals. This process also leads to recommendations for implementation.

Staff Resources

Allocation of staff resources is critical to responsible service provision. This element of the process is intended to align available and future resources with core services and commitments to achieve desired levels of service, while responding to the anticipated changes in community make-up and expectations. This process will produce a systematic implementation plan to insure the agency is structurally positioned to move in the "right" direction to meet the needs of the community. Some questions that will be addressed include, but are not limited to:

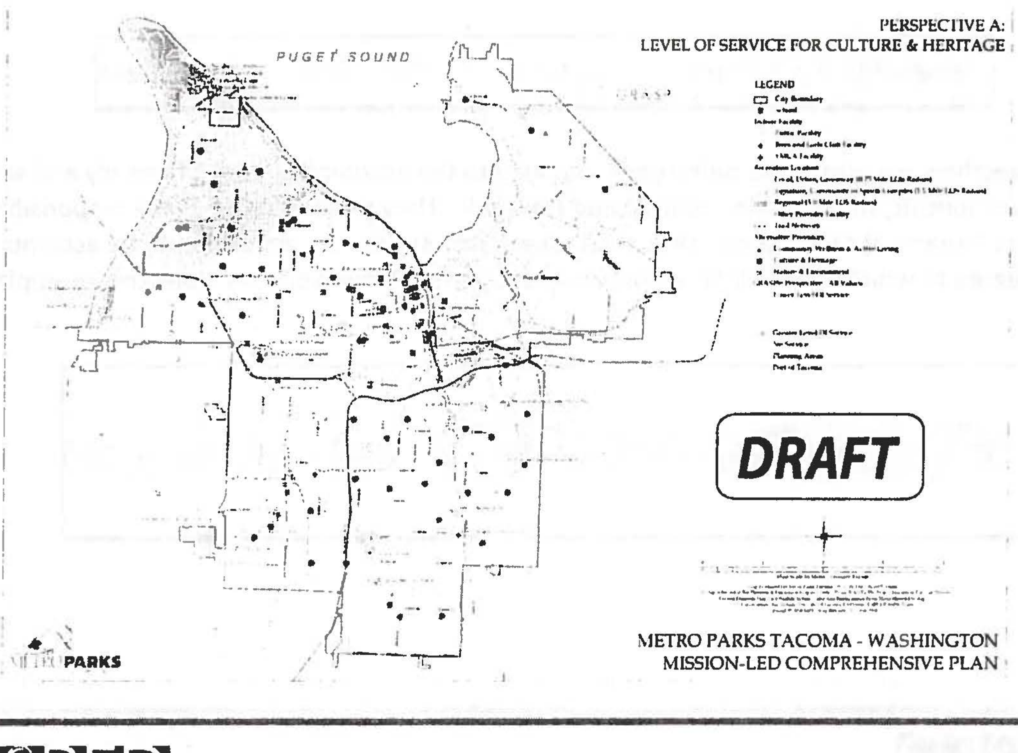
- What does the agency's current structure look like?
- How should the agency be structured and potentially re-purposed?
- Does the agency's organizational structure have the ability/capacity to meet community needs?
- Are there areas of resource management that should be addressed?
- What is the appropriate workload balance and distribution?
- How does the agency recruit and retain quality professionals?
- What training mechanisms are working and what else is available?
- How does the agency motivate, reward, and coach staff?
- What best practices and annual performance measures should the agency employ?

One of the primary goals of asking these questions is to uncover the hidden expectations, frustrations, inefficiencies, and available opportunities in a non-judgmental, growth-oriented, forward thinking way.

Land Assets

As part of the study, the team will evaluate the inventory and holdings of the agency, and conduct ad Level of Service Analysis. A Level of Service (LOS) Analysis describes the capacity with which the various components and facilities that make up the agency's system meet the desires and needs of the public. GreenPlay's proprietary composite values analysis, **Geo-Referenced Amenities Standards Process (GRASP®)**, builds on traditional capacity analysis, but is unique in its ability to track both the **quantity** (or capacity) and **quality** of components of an entire system.

Sample GRASP® Level of Service Analysis Perspective for Metro Parks Tacoma, WA



The public parks and recreation industry has realized that traditional capacity standards do not work for most communities, and are especially troublesome when trying to evaluate special assets like open space, sensitive lands, trails, indoor, historic, and cultural assets. GreenPlay has created a way to standardize this variable information that making it accurate and able to be benchmarked and implemented based on the unique assets of your community. This also helps with setting standards and ordinances for equitable growth and development in the future.

Step 5: Operational Plans – Work Plans and Other Planning Documents

An **Operational Work Plan** will act as an internal one to two year internal Work Plan (implementation plan) for the agency and staff. It will be developed with consideration of all work resulting from steps one through four of this comprehensive planning process. This work plan will be updated and/or re-developed at the conclusion of year three for the remaining two years of the overall five year planning process.

Operational Work Plan development includes the establishment of broad-based goals and subsequent, measurable objectives. Deriving from each goal will be both short (one year) and mid-term (2 year) term objectives that lead to the accomplishment of the goal. The **Operational Work Plan** will outline service planning and operational efforts intended to move the organization forward in a logical and organized way while maintaining connectivity to the previous steps in the comprehensive planning process. The following outlines Operational Work Plan components.

Agency and Service Goals are broad-based statements of intent that are singularly focused, and correlate directly to the agency's vision and mission. Agency Goals reflect overall agency administration and operations while Service Goals are specific to the provision of agency services (programs, facilities and land asset provision). Therefore, Agency Goals support Service Goal efforts. A Service Goal example follows:

Enhance existing fitness levels of community youth

Planning Objectives are attainable milestones that lead to the accomplishment of agency and service goals. They are specific, measurable, realistic and trackable. They must include: 1) the responsible staff member or staff team; 2) the action(s) that must take place; 3) how the action(s) will be accomplished; and 4) the degree to which they will be accomplished (by when, how well). An Objective example follows:

program at the Douglass Community Center for teens attending

Agency Planning Documents
In addition to the workplans, we understand that your agency needs to have the summary and recommendations compiled into a document that can be used as a guiding "umbrella" document for planning, training, grant applications, application for Council for Accreditation for Parks and Recreation Agencies (CAPRA) certifications (if desired) and/or other uses. At this stage, we will have compiled the information to create what is typically included in an agency "Master Plan" and can format the summary findings, recommendations and implementation steps in this type of document for usage. The outline of this document will be determined during Strategic Kick-off. This will be strategic in nature, and include agency goals and objectives. The implementation timing for this compiled document will be for five years, with a 10-year vision for capital improvement projects.

Step 6: Community-based Outcomes Plan – One to Two Year Outcomes Plan

The largest portion of most public parks and recreation budgets comes from taxes provided by both users and non-users alike. Agencies have traditionally used user satisfaction, number of participants, revenues generated, and other like performance indicators to substantiate the value and merits of agency services. However, independently, they are inadequate indicators as they do not include tax-paying non-users' interests who often tend to be the majority of a community's composition.

Justifying Outcomes Planning
If non-users perceive they receive nothing of value from an agency, they as well as decision makers are likely to be ambivalent to the idea of using tax dollars to fund agency services including programs, facilities and land assets. Providing resources so a minority of residents can enjoy experiences is likely to be a low priority when stacked against health and safety services, and critical economic issues.
To gain non-user support, agencies must provide a convincing answer to the fundamental marketing question..."what's in it for them?" Broader support will be more likely if an agency is able to demonstrate (quantitatively) that they are addressing issues of importance to the community. In response, a *paradigm shift is necessary* whereby services are developed with community-wide interest in mind, and service goals, objectives and intended outcomes are designed to benefit both service users and tax-paying non-users. This strategic approach to service design addresses community issues and proactively contributes to alleviating community problems that may impact all citizens. Recognizing that elected officials are being held more accountable than ever before and are expected to explain and justify how investments benefit all citizens, determining outcome-oriented performance measures becomes invaluable to agency positioning, advocacy efforts, and ultimately, in supporting and substantiating funding requests.

The following example further explains how **Community-Based Outcomes** can matriculate from an agency **Service Goal** and subsequent **Planning Objective**.

Service Goal

[illegible]

Planning Objective

[illegible] afterschool program at the Douglass Community Center for teens attending Summit Middle School beginning in [illegible]

Inputs

[illegible]
b. Number of facilities needed

Outputs

[illegible]
b. Number of teens served

Intended Outcomes

[illegible]
b. Reduction in teen pregnancy rates
c. Reduction in destructive behaviors

In order to achieve success, a progression must exist whereby Community-based Outcomes evolve from the fundamental work that begins this comprehensive planning process through the actions the agency takes to see that all efforts are relative to the greater community's interests. "Connecting the dots" now looks like this:

Organizational Values
Environmental Stewardship
Green Design
Financial Sustainability
Active Lifestyles
Community Connectivity
Youth Development

↓

Organizational Vision
"To create a model healthy community connected through play and healthy lifestyles."

↓

Organizational Mission
"The Department provides focused parks and recreation services which support and strengthen the community's physical and emotional health and wellness through passive leisure opportunities and active recreational pursuits."

↓

A Service Goal
"Enhance existing fitness levels of community youth."

↓

A Planning Objective
"The Youth Services Coordinator will design a daily afterschool program at the Douglass Community Center for teens attending Summit Middle School beginning in the fall, 2009."

↓

Intended Outcomes of Afterschool Program for Teens
Increased fitness levels
Reduction in teen pregnancy rates
Reduction in destructive behaviors
Improved academic performance

Work Progression - Example

Step 7: Outcomes Measurements

As the Community-based Outcomes Plan evolves and actions are employed, intended outcomes can begin to be assessed and measured. This process is managed in collaboration with an agreed upon academic institution whose content matter experts specialize in statistical analysis. Data analysis of a variety of sources that can quantifiably support the positive impacts and effects that agency services have had on the community include, but are not limited to:

- Survey results (needs assessment data)
- Formative and summative evaluation results (self assessment of effects of services on users)
- Budgets and other financial data
- Ancillary data from local schools, hospitals, Convention and Visitor's Bureaus, allied municipal departments, realtors (e.g., fitness levels, pregnancy rates, tourism, vandalism, property values)

These resources as well as others provide the data necessary to re-position the agency in the minds of decision and policy makers, and the community as a whole. As citizens begin to hear and realize the powerful effects agency services have on the economy, the environment, the social fabric of the community, and on the individual resident, it is hard to argue the value and merits of the organization in terms of community impact.

Step 8: Outcomes Dissemination

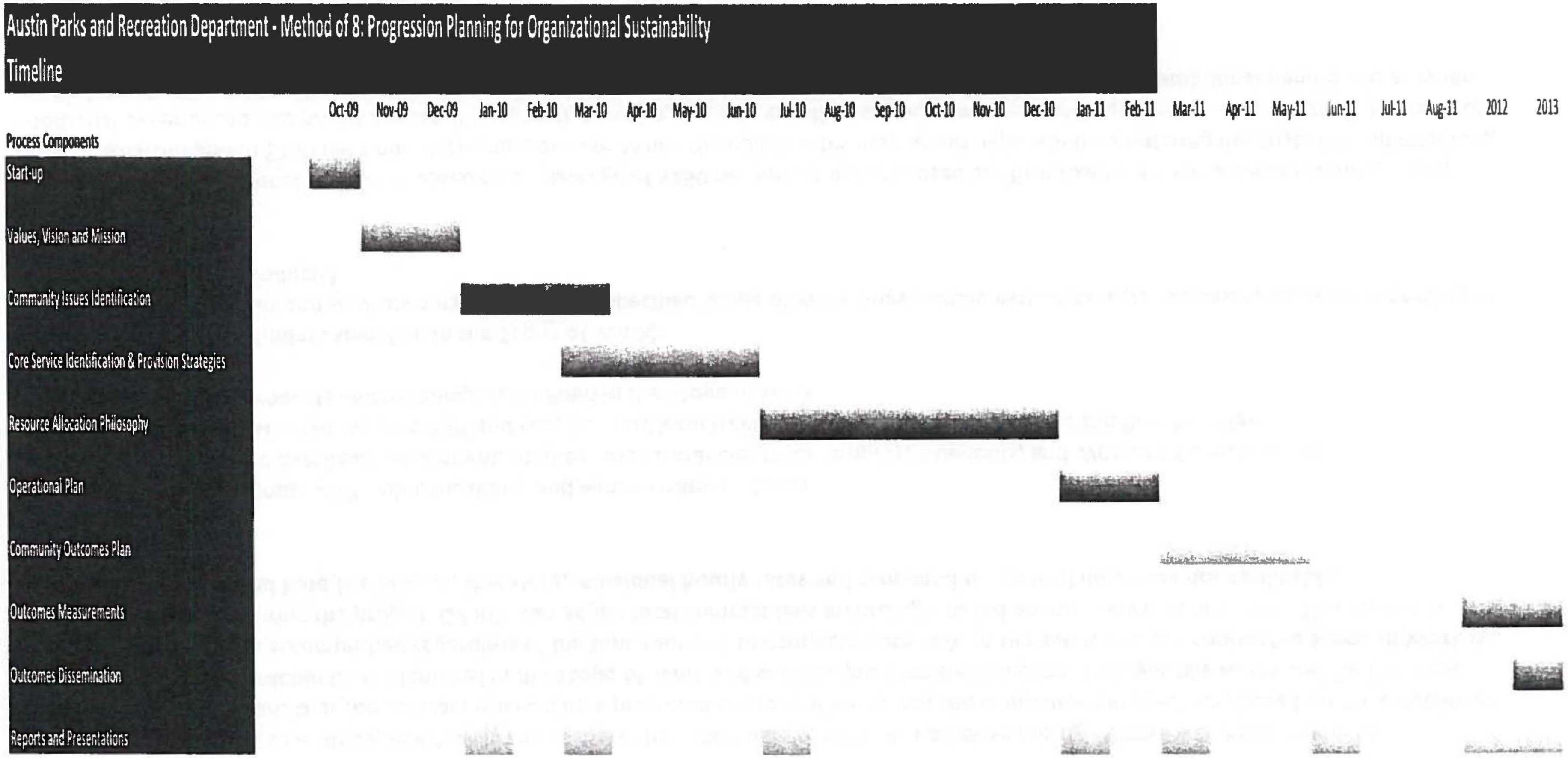
After measurements are determined and documented, "spreading the word" about positive results, and the community and individual benefits gained as a result of services strengthens agency re-positioning efforts. Whether environmental, economic, social or individual, these positive community outcomes will speak to all citizens via consistent and clear marketing efforts. Messages articulated and illustrated through various publications, mediums or personal presentations have the ability to modify and adjust decision maker, policy maker and overall community perceptions about how essential and critical agency services are to the health and well-being of its citizenry.

Data and details can be articulated and illustrated through a variety of dissemination methods such as:

- Various documented reports to Boards, Commissions, Councils and other agency decision makers
- Agency newsletters and guides
- Advertisements via local media (i.e., newspapers, cable television stations)
- Posters, banners and other displays at agency facilities and parks
- Direct mailings to community households
- Messages on agency t-shirts or other giveaways
- Public speaking engagements to service clubs and community groups (i.e., PTA's, Rotary)

While many of these steps will be utilized throughout the planning process as part of the community engagement work, this final step is intended to outlive the planning cycle, and to celebrate the achievement of outcomes for the Department and the City through this process. The agency's methods of choice will be determined and utilized during this final step of the planning process.

Preliminary Timeline for Implementation



GP RED
Research, Education, and Development for Health, Recreation, and Land Agencies

Cost Proposal

GP RED has established an inclusive fee schedule that covers the salaries of our professional project staff and of support staff who enable them to function effectively and efficiently. We consider the prevailing rates in our industry and the level of specialized expertise that we provide.

For projects such as this case study, which will require more than 100 hours of work, it is proposed using a **Firm-Fixed Price** model for compensation. This means that the contract is based on a projected number of hours, but the compensation is actually based on the completion of pre-determined contracted tasks identified in the **Scope of Work** and within a pre-specified timeline. This typically works well for the client, ensuring that all work is accomplished regardless of the time required to complete each task. In the event that the contracted **Scope of Work** is changed by the client during the project, GP RED can adjust total contract fees accordingly based on our regular hourly rates. This project is proposed as a **Firm-Fixed Rate Fee** project; therefore, **individual hourly rates and projected number of hours are not applicable.**

Our rates include:

- Professional staff, sub-consultant, and administrative salaries
- All office overhead, equipment, utilities, and insurances, taxes, employee benefits, and Worker's Compensation
- Administrative support staff and supplies, and local travel - All travel costs are built into the firm-fixed fee
- Work Products and meetings as outlined in the Scope of Work

Rates may not include (unless specified in the Scope of Work):

- Materials and services outside of the pre-specified Scope of Work (may include extra meetings, requested copies and printing of work products)

As a baseline:

GP RED's rate for additional services is based on an average **of $150** per hour if not proposed as "firm-fixed fee." For sub-consultants, hourly rates range from $60 to $150 per hour, depending on task. While the hourly rates may sound high, when considering the costs for implementing additional experienced and professional full-time staff, benefits, insurances, office space, computers and equipment, support staff, utilities, etc., we find that this rate is usually comparable to or lower than what an agency would spend for in-house staff. An additional benefit is that when the project is finished, the expense ends.

We will submit an invoice for payment to the project manager/primary contact person on a monthly basis. Each invoice includes a brief description of the services provided and percentage of Scope completed to date. Invoices past due over 60 days will accrue 1.5% interest per month. Other structures for compensation and payment can be negotiable prior to contract award.

Project Budget

Tasks	Total
Strategic Kick-off	10150
1. Organizational Values and Vision Statement	14700
2. Community Issues Identification	45900
3. Core Services Identification and Provision Strategies	56400
4. Resource Allocation Philosophy	55950
5. Operational Plan	30900
6. Community-based Outcomes Plan	21200
7. Outcomes Measurements	28200
8. Outcomes Dissemination	22000
Final Report & Presentation	35400
Totals	$ 320,800

***Costs - first 24 months ($11050/mo.)**	**$ 235,200.00**
***Costs - year 3**	**$ 28,200.00**
***Costs - year 4**	**$ 57,400.00**
Five year total	**$ 320,800.00**

**Above annual cost projections are based upon all steps 1-6 being completed during the first 24 months of the project; steps 7 being completed during year three; and step 8 and final presentations completed during year four.*

This project is billed as firm-fixed fee, meaning that all travel, reimbursable expenses and work product are built into the per task costs.

Item # 10

MOU SUMMARY SHEET

Project Name:			**Pemberton Heights Water Improvements Phase II**
Parkland impacted by Project:			Shoal Creek Greenbelt
Location of Parkland:			2650-2799 Shoal Creek Boulevard
Type of Park Use Requested (Permanent/Temporary):			Temporary
Type of Impact to Parkland:			**EXPLANATION**
	X	Trail Closure	30-day closure of a portion of the Shoal Creek Greenbelt
		Facility Closure/Partial Use	
	X	Open Land or Feature Closure/Partial Use	150-day use of 15 parking spaces within the Shoal Creek Greenbelt parking lot
		Revenue Limitation	
Estimated Size of Parkland Requested (sq. ft.):			parking spaces = 4730 sq. ft.; bike path closure = 17,000 sq. ft.
Estimated Start Date for Parkland Use:			May 27, 2009
Estimated Duration of Parkland Use:			150 calendar days (6 months) for parking spaces; 30 calander days for greenbelt closure
Estimated Completion of Parkland Use:			11/28/09
Mitigation Proposed by PARD:			
Requesting Dept. Point Of Contact:			Kristen McKenna
PARD Point of Contact:			
Community Outreach Efforts			*have discussed the project with the vice president of the neighborhood association; will be including an article describing the project in the next neighborhood association newsletter; will be mailing a letter to residents along Gaston Avenue*
Included:			
MOU Draft			
Attachment "A" (Mitigation Calculations)			
Attachment "B" (Location Map)			

MEMORANDUM

To: Greg Meszaros, Director
Austin Water Utility

From: Sara L. Hensley, Director
Parks and Recreation Department

Date: May 6, 2009

Subject: Temporary Use of Parkland

Attached is a Memorandum of Understanding (MOU) that outlines the conditions and mitigation plan for **Pemberton Heights Water Improvements, Phase II** that meets the Parks and Recreation Department's conditional approval for Temporary use of parkland, located at **Shoal Creek Greenbelt, 2600 Lamar Blvd**. Mitigation for the use of parkland has been calculated as follows:

Temporary Use: 21,730 sq. ft. at $40,491.21

Total Amount of Calculated Mitigation to be transferred to PARD = $40,491.21

Total Cost Equivalent for Work Performed by AWU in other parks = ($51,292.50)

No Mitigation required for this project

After the review and recommendation by the Parks and Recreation Board, a Chapter 26 public hearing will be held before the City Council for final approval.

If you have any questions regarding the details of the draft MOU, please contact Ricardo Soliz, at 974-6765.

Thank you,

Sara Hensley, Director
Parks and Recreation Department

CONCURRENCE

Greg Meszaros, Director
Austin Water Utility

M E M O R A N D U M O F U N D E R S T A N D I N G

TO: **Greg Meszaros** M.O.U. # **PARD 09-013**
Director, Austin Water Utility

FROM: **Sara Hensley**
Director, Parks and Recreation Department

SUBJECT: **Pemberton Heights Water Improvements, Phase II**

FDU #'s; 3920-2207-7626 ; Subproject I.D.: 2231.113
5120-6200-5000
8601-6207-5213

DATE: **(mm/dd/yy)**

Austin Water Utility is allowed to use the parkland located at **Shoal Creek Greenbelt, 2600 Lamar,** as part of the work site for the above referenced project, as indicated in Attachment "B" (Location Map).

The parkland is to be used for **Staging Area for water line improvements; Temporary bike path closure and detour for installation of water line improvements.** The requested areas are:

Temporary Use, Staging: **4,730** sq. ft.

Temporary Use, Trail Closure: **17,000** sq. ft.

The estimated Project Start Date is **May 27, 2009**

The estimated duration of the parkland use for Trail Closure is **30** Calendar Days.

The estimated duration of the parkland use for Staging is **150** Calendar Days.

Estimated Date of Final Completion (Restoration complete and accepted by Environmental Inspector and PARD; Parkland open for Public Use) is **October 29, 2009.**

Extension/modification of parkland use must receive prior written approval from PARD. Additional fees will be assessed at the same daily rate as stated in Attachment "A" of this M.O.U.

Austin Water Utility has agreed to provide work for PARD at the following PARD projects:

BMX/Skate Board Park, 1213 Shoal Creek Blvd.: $24,412.50 (WW Improvements – Labor & Equipment)

Duncan Park/BMX Park, 9th Street at Shoal Creek: $26,880.00 (Water Improvements – Labor & Equipment)

Total for Work Performed: $51,292.50

The Temporary Use mitigation calculated for this project is: $40,491.21.

Because the cost equivalent for Work Performed at these PARD projects exceeds the calculated mitigation amount for this Utility project, PARD recommends acceptance of Work Performed in lieu of mitigation fees for this project.

Austin Water Utility Point of Contact is: **Mercedes Garcia-Lopez** Phone Number: **972-0265**

Public Works Department Point of Contact is: **Kristen McKenna** Phone Number: **974-7281**

PARD Point of Contact is: **Ricardo Soliz** Phone Number: **974-6765**

(Final Authority) Approval: **(Date)**

Work Performed at other PARD projects in lieu of mitigation fees has been agreed to.

Sara Hensley Date
Director, Parks and Recreation Department

CONCURRENCE

Greg Meszaros Date
Director, Austin Water Utility

Attachments: A (Mitigation Calculation Worksheet)
B (Location Map)

ATTACHMENT "A" - M.O.U. MITIGATION FEES CALCULATION WORKSHEET - SUMMARY

Project:	Pemberton Heights Water Improvements, Phase II
	Shoal Creek - Shoal Creek Blvd. to 29th Street
	MOU # 09-013

	Calculated Fee
Temporary Use - Staging	$23,557.62
Temporary Use - Trail Closure	$16,933.59
TOTAL =	**$40,491.21**
Less WW Improvements - Skate Board Park	($24,412.50)
Less Water Improv. - BMX and Duncan	($26,880.00)
REVISED TOTAL =	($10,801.29)
Mitigation Fees Required =	$0.00

ATTACHMENT "A" - M.O.U. MITIGATION FEES CALCULATION WORKSHEET

Temporary Use - Staging	Project:	Pemberton Heights Water Improvements, Phase II
		Shoal Creek - Shoal Creek Blvd. to 29th Street
	MOU #	09-013 0
TCAD Land Value of Adjacent Properties ($):	**$557,812.50**	
Average Lot Size (sq. ft.):	**7000.0**	*Based on City-wide average for lots zoned SF-3*
Value per Square Ft. ($):	**$79.688**	*Average*
Requested Area (sq. ft.):	**4730.0**	*Submitted by Requesting Department/Entity*
Preliminary Annual Value of Requested Area ($)	**$376,921.88**	*Area requested multiplied by Value per Square Ft.*
Adjusted Annual Value of Requested Area ($)	**$56,538.28**	*(15% Rate of Return)*
Monthly Value of Requested Area ($)	**$4,711.52**	*Adjusted Annual Value divided by 12*
Daily Temporary Use Fee ($):	**$157.05**	*Monthly Value divided by 30 (Average number of days in a month)*
Days Requested:	**150**	*Submitted br Requesting Department/Entity*
Temporary Use Fee ($):	**$23,557.62**	*Daily Temporary Use Fee multiplied by Days Requested*

ATTACHMENT "A" - M.O.U. MITIGATION FEES CALCULATION WORKSHEET

Temporary Use - Trail Closure

Project:	Pemberton Heights Water Improvements, Phase II	
	Shoal Creek - Shoal Creek Blvd. to 29th Street	
MOU #	09-013	0

TCAD Land Value of Adjacent Properties ($):	**$557,812.50**	
Average Lot Size (sq. ft.):	**7000.0**	*Based on City-wide average for lots zoned SF-3*
Value per Square Ft. ($):	**$79.688**	*Average*
Requested Area (sq. ft.):	**17000.0**	*Submitted by Requesting Department/Entity*
Preliminary Annual Value of Requested Area ($)	**$1,354,687.50**	*Area requested multiplied by Value per Square Ft.*
Adjusted Annual Value of Requested Area ($)	**$203,203.13**	*(15% Rate of Return)*
Monthly Value of Requested Area ($)	**$16,933.59**	*Adjusted Annual Value divided by 12*
Daily Temporary Use Fee ($):	**$564.45**	*Monthly Value divided by 30 (Average number of days in a month)*
Days Requested:	**30**	*Submitted br Requesting Department/Entity*
Temporary Use Fee ($):	**$16,933.59**	*Daily Temporary Use Fee multiplied by Days Requested*

Item # 12

MEMORANDUM

To: Parks and Recreation Board

From: Sara L. Hensley, CPRP
Director, Parks and Recreation Department

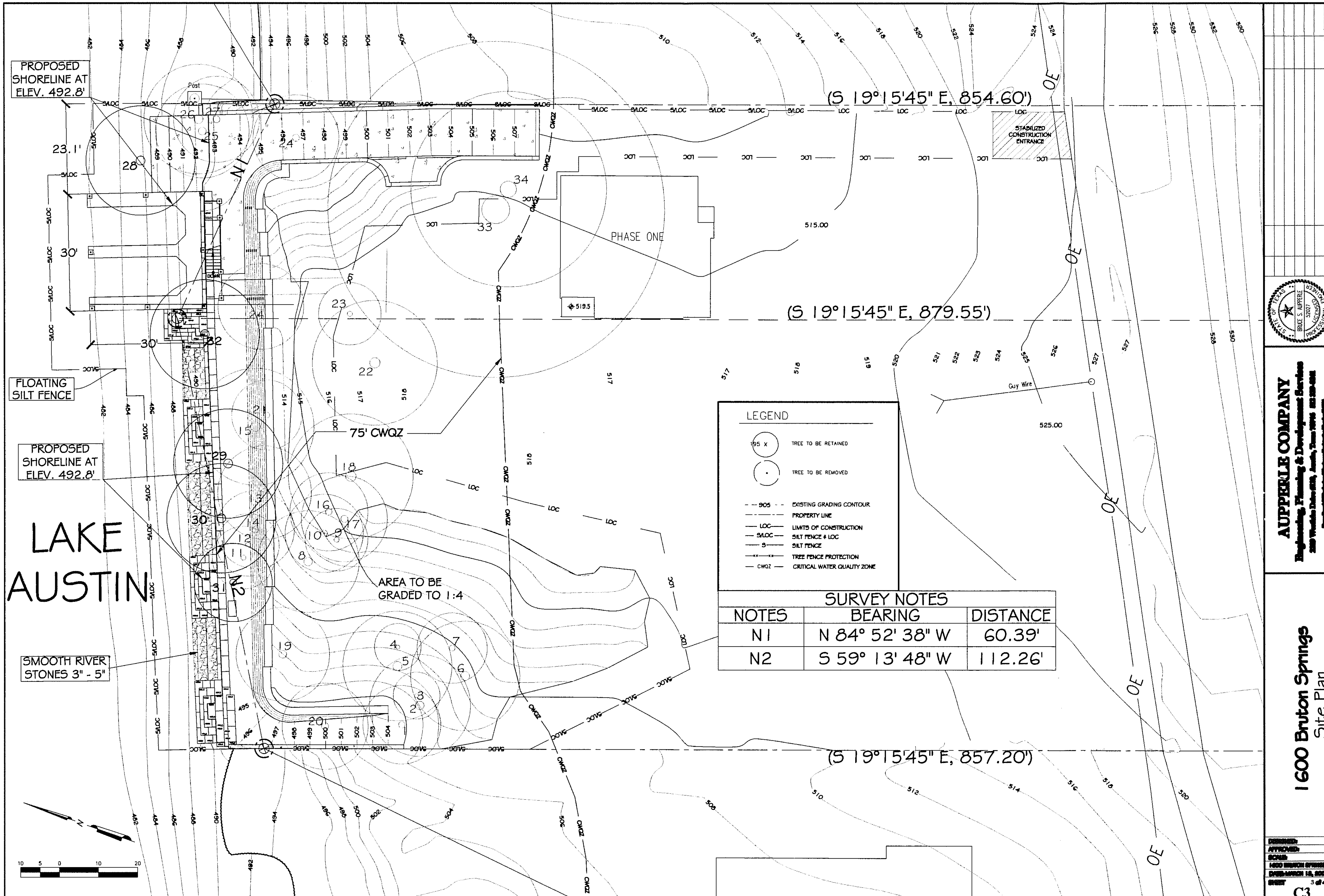
Date: June 23, 2009

Subject: Loughran Boat Dock
Case # SP-2008-0572D

A request has been received from Bruce Aupperle, on behalf of David Loughran, to approve a site plan at 1600 Bruton Springs Road.

The Parks and Recreation Department staff has reviewed plans for the proposed boat dock and finds they do not meet the requirements of Article III, Section 25-7-63, (Review by the Parks and Recreation Board of Certain Site Plans) of the Land Development Code. The proposed retaining wall and bulkhead will modify the shoreline of Lake Austin.

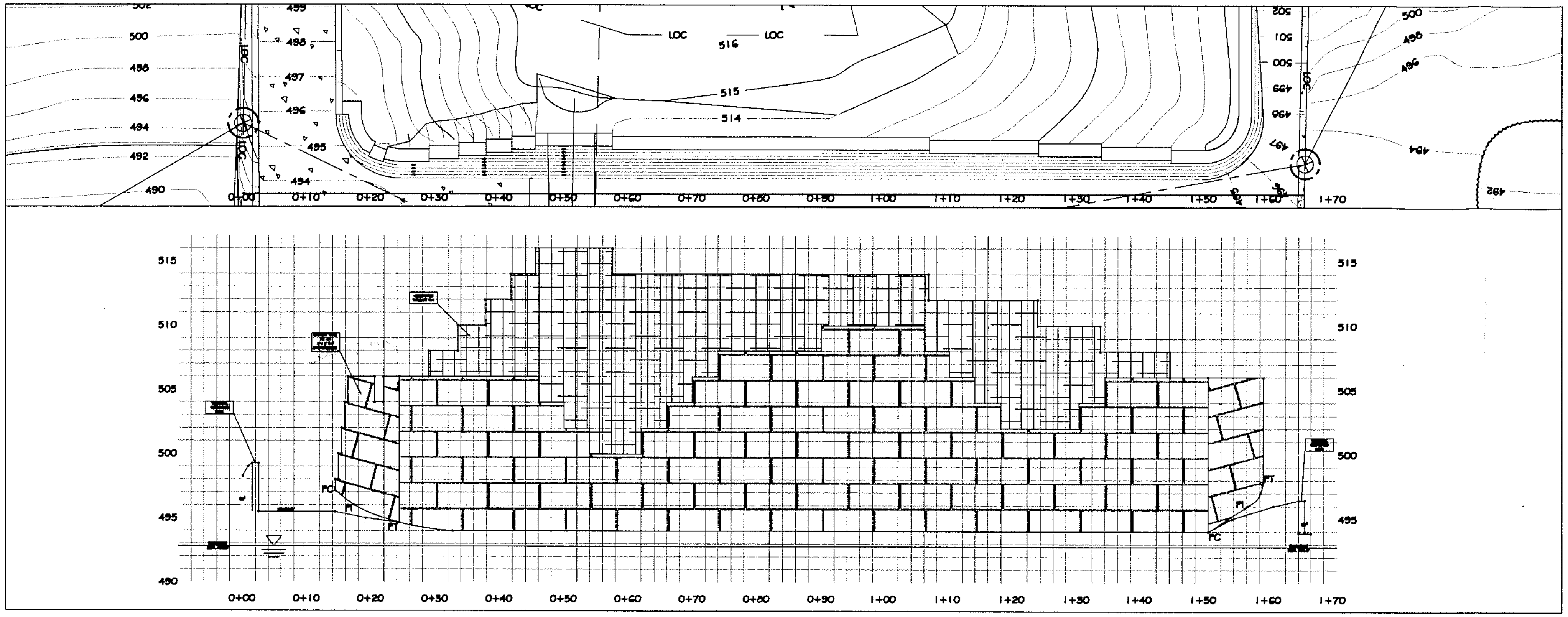
Approval of the Parks and Recreation Board is required for structures that propose to modify the shoreline or dredge in or along the lake.

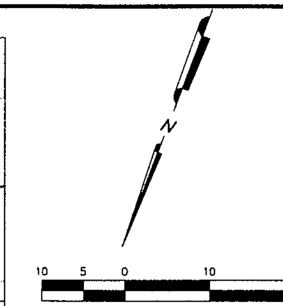


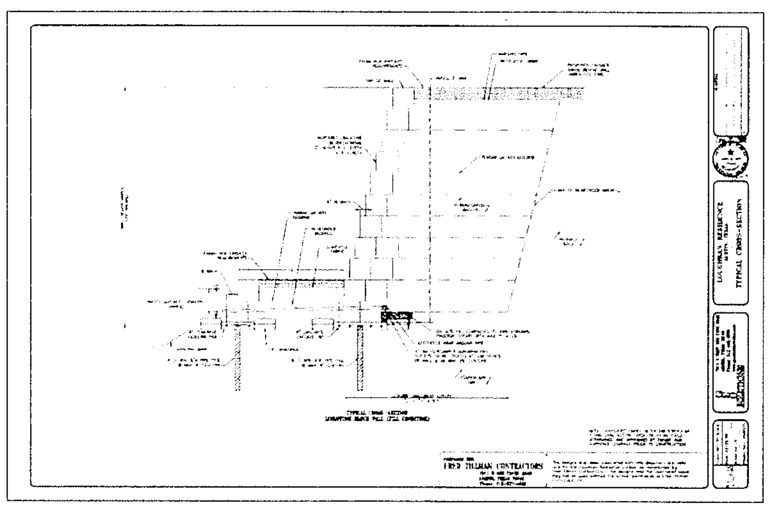
SURVEY NOTES

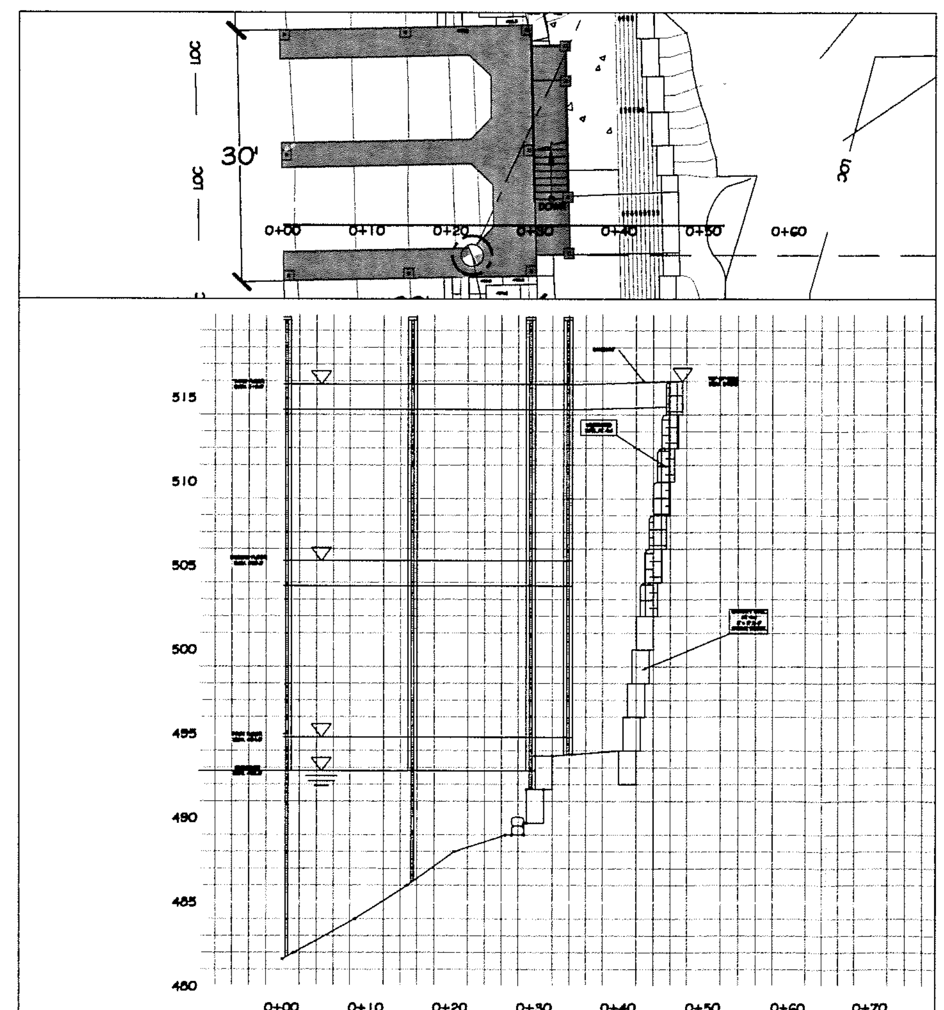
NOTES	BEARING	DISTANCE
N1	N 84° 52' 38" W	60.39'
N2	S 59° 13' 48" W	112.26'

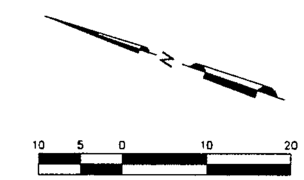
SP-2008-0572D











AUPPERLE COMPANY

Engineering, Planning & Development Services

1600 Bruton Springs Wall Profile & Details

DESIGNED:

APPROVED:

SCALE:

1600 BRUTON SPRINGS RD.

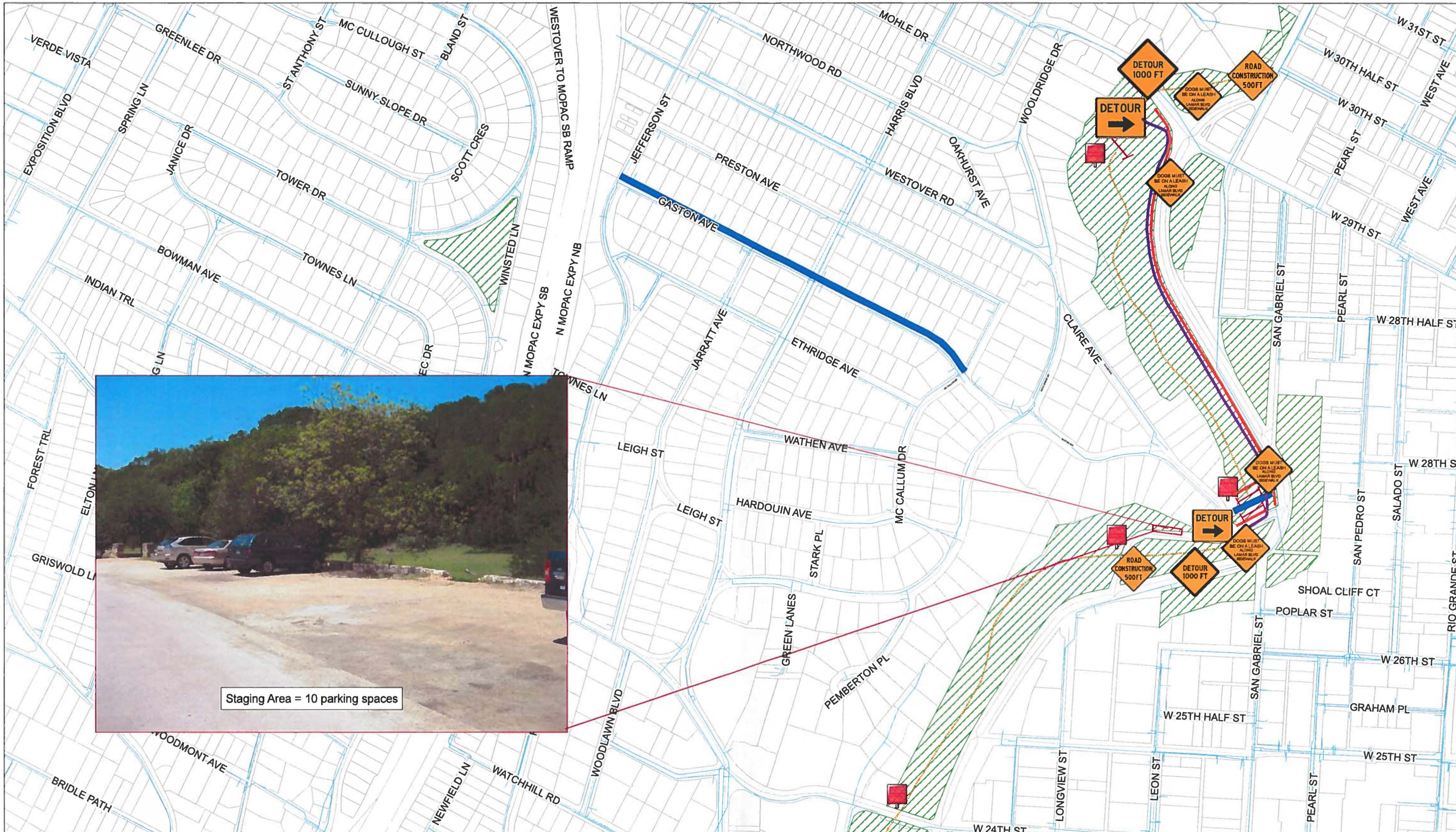
DATE: MARCH 13, 2009

SHEET 4 of 4

C4

1600 BRUTON SPRINGS - SP-2008-0572D

SP-2008-0572D



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Pemberton Heights II

Plotted On: June 23, 2009

- Proposed Detour - Existing Sidewalk
- Park Kiosk / Posted Notifications
- Type III Barricades
- Water Line to be Replaced
- Water Line Main
- Orange Safety Fencing
- COA Parks
- Shoal Creek Trail

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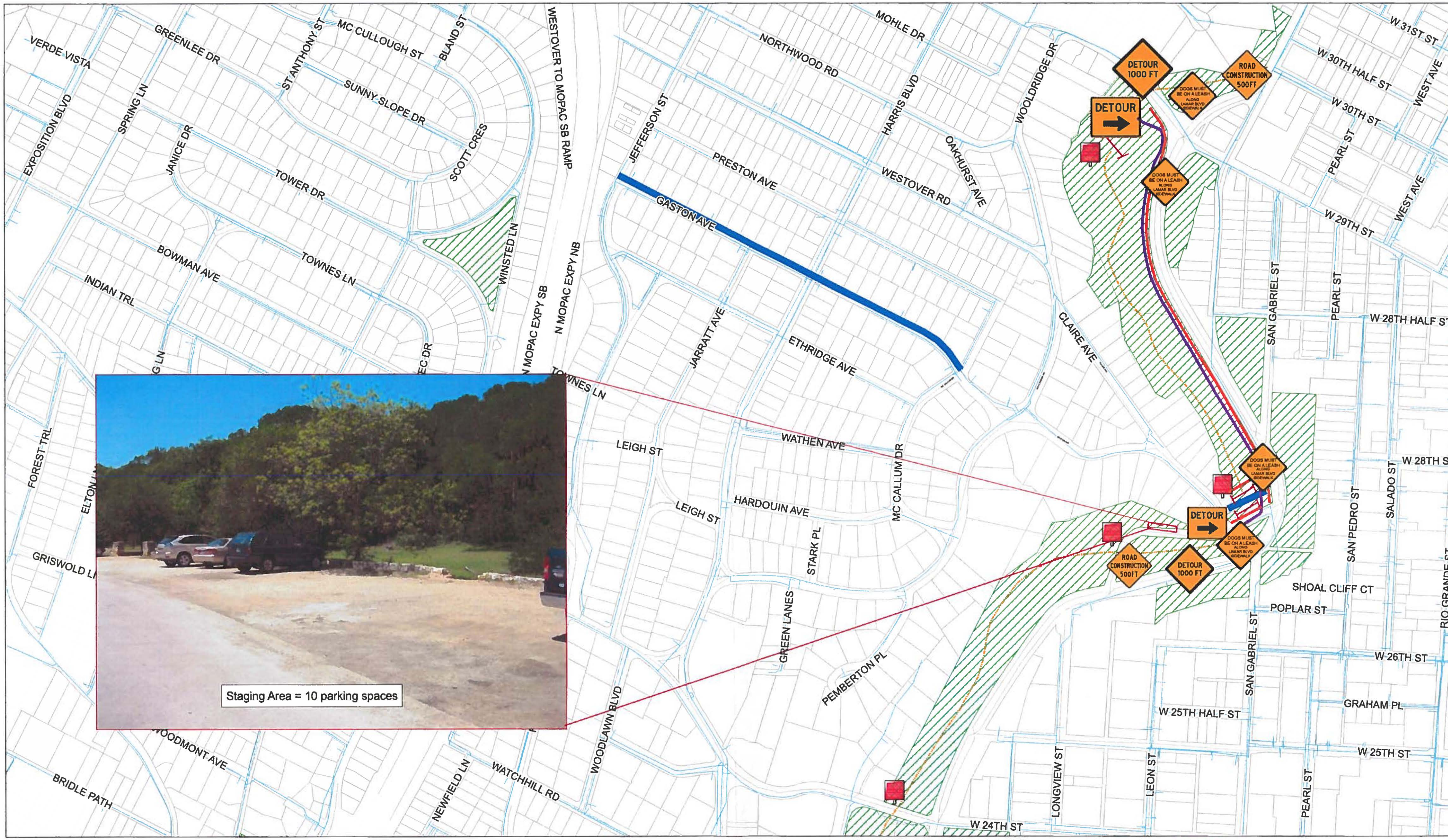

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- Orange Safety Fencing
- COA Parks
- Shoal Creek Trail

MEMORANDUM

TO: Sara Hensley, Director
Parks and Recreation Department

FROM: Greg Meszaros, Director
Austin Water Utility

DATE: June 18, 2009

SUBJECT: Interdepartmental Agreement for the Rehabilitation of 24" and 12" Reclaimed Water Transmission Mains to Jimmy Clay/Roy Kizer/Onion Creek Soccer Complex (PARD 09-015)

The Austin Water Utility (AWU) and the Parks and Recreation Department (PARD) have worked together to prepare for the provision of reclaimed water from the South Austin Regional Wastewater Treatment Plant for irrigation use at Jimmy Clay/Roy Kizer Golf Courses and eventually, Onion Creek Soccer Complex.

AWU is undertaking this construction project in order to provide larger volumes of reclaimed water, at a higher pressure, to the Jimmy Clay Golf Course. The project will also benefit the Roy Kizer Golf Course and eventually, the Onion Creek Soccer Complex, which will be on the same system.

In anticipation of the use of reclaimed water at the park, it is important to document the agreement under which reclaimed water will be supplied. AWU and PARD staff has discussed this proposal and agreement. The points agreed upon are as follows:

PARD shall allow AWU to use 38,337 square feet of parkland at Jimmy Clay Golf Course, 5400 Jimmy Clay Drive, for permanent use for the reclaimed water transmission mains. The irrigation system shall be built and inspected according to City standards for reclaimed water irrigation.

PARD shall allow AWU to use 4,164 square feet of parkland at Jimmy Clay Golf Course, 5400 Jimmy Clay Drive, for temporary use as a work area. This temporary work area will be used to reactivate an inactive main by interconnecting an abandoned force main to an existing reclaimed water main. The work will not impact use of Golf Course facilities. The connection shall be designed according to AWU standards for reclaimed water transmission mains, and the plans shall be reviewed and approved by AWU. During construction, the main shall be inspected for compliance with AWU standards.

AWU shall own the reclaimed water mains. AWU shall prepare and record any necessary use areas for documentation. PARD shall convey the use areas to AWU at no charge.

AWU shall continue to operate and maintain the active reclaimed water main and will operate and maintain both mains once the interconnection is made.

PARD shall pay the reclaimed water rate for its non-potable irrigation system use.

Estimated Project Start Date: November, 2009
Estimated Duration of the Project: 9 Months
Estimated Date of Final Completion (Restoration complete and accepted by Environmental Inspector and PARD; Parkland open for Public Use): July, 2010

If you concur with this agreement, please sign in the space provided below and on the duplicate original. After you have signed, return one original to me. The other original is for your file.

We look forward to the completion and successful implementation of this program, and hope to work with PARD in the future on other reclaimed water opportunities. Feel free to contact me should you have any questions.

SHensley

Greg Meszaros, Director
Austin Water Utility

Sara Hensley, Director
Parks and Recreation Department