

City of Austin Parks and Recreation Board (PARB)
 Cemetery Working Group
 2012 Municipal Cemetery Issues Matrix

No.	Category	Concerns	Possible Solutions	Support	Responsible Party(ies)	Intended Outcome
1.0	Operations	Outline Tree Maintenance Goals	Develop funding source(s) for tree program	General Support		Tree maintenance and replacement program
	1.01	Establish Tree Maintenance and replacement programs goals	Establish responsibilities, guidelines, enforcement and penalties. Upgrade systems. Develop funding source(s) for tree program	General Support		
	1.02	Watering guidelines and enforcement; Watering restrictions due to drought	Improve tree watering guidelines & establish enforcement processes and penalties. Water more trees while following water conservation guidelines by combining soaker hoses, irrigation and hand watering to be done by contractor	General Support	Citizens/PARD/InterCare	More heritage trees to survive. Break trend of losing over 174 trees in 2011 at Oakwood alone. Instead of spending money to remove the trees that will die in the next couple of years from not watering, save trees by using that money to water them this year.
	1.03		Improve tree watering guidelines, apply sufficient water. Establish enforcement processes and penalties. Contractor to water more trees at each cemetery while following water conservation guidelines by combining soaker hoses, irrigation and hand watering.	Duplicate See 1.03	PARD/Contractor	More heritage trees to survive. Break trend of losing over 174 trees in 2011 at Oakwood alone. Instead of spending money to remove the trees that will die in the next couple of years from not watering, save trees by using that money to water them this year.
	1.04		Contractor to extend watering hours and increase staff to maximize watering during allowed day(s). Obtain variance to water more than allowed day(s). Forestry to provide additional recycled water or water from swimming pools. See UFB report.	General Support	PARD/Contractor	Improve care of heritage trees so that more trees can live longer. Improve look of cemetery and community satisfaction with care of cemetery.
	1.05		Contractor & PARD need to water trees. Volunteer citizens to help, but not to be the predominant watering force. PARD needs to allocate funds (bonds) for repairing, updating or installing new irrigation at all cemeteries (except Plummers).	Moderate Support	PARD/Contractor/Citizens	
	1.06	Pruning guidelines and enforcement	Define tree maintenance responsibilities. Establish pruning guidelines for contractor's part of pruning responsibilities & establish enforcement process and penalties. Contractor to hire certified arborist to implement contractor's part of pruning responsibilities.	General Support	Citizens/PARD/InterCare	

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1.07			Define tree maintenance responsibilities. Establish pruning guidelines for contractor's part of pruning responsibilities. Establish enforcement process and penalties. Contractor to hire certified arborist to implement contractor's part of pruning responsibilities. Contractor to obtain Public Tree Care Permit or Public Tree Care Site Permit from Forestry prior to pruning. See UFB report.	General Support	PARD/Contractor	More heritage trees to survive. Reduce safety risks. Improve care of heritage trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.
1.08		Dead tree removal guidelines and enforcement	Add immediate care to InterCare contract restatement Add more responsibility for InteraCare into the agreement. Add more components and timeline for action	General Support	PARD	
			New Expense Contractor has always been responsible for immediate care of fallen trees and limbs (Mode II care in 2006 contract), so contract re-statement is not needed only for this. Establish guidelines, enforcement and penalties for contractor when removing fallen trees and limbs that pose imminent danger. In these occasions, contractor to have a certified arborist on site when pruning limbs from live trees, and to follow proper pruning techniques. Add immediate care to InterCare contract restatement. Provide funding to Forestry to remove dead trees that don't pose imminent danger. Clarify Forestry estimate, independent contractor bid \$175K. Establish dead tree removal on a continuous basis by Forestry.		PARD/Contractor	More heritage trees to survive when limbs fall and pose imminent danger. Reduce safety risks. Improve care of heritage trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.
1.09		Ball moss removal schedule and enforcement	Cover in detail in Cemeteries Master Plan	Master Plan	Citizens/PARD	
1.10		Preventative maintenance (compost, mulch) guidelines and enforcement	Cover fully in new competitive solicitation. Citizens to inform on guideline, not actual enforcement	General Support	Citizens/PARD	
		Preventative Routine maintenance (compost, mulch) guidelines and enforcement	Cover fully in new competitive solicitation. Volunteers to implement now under current contract, in some areas, as possible.	General Support	PARD/Citizens	same
1.11		Tree planting guidelines and enforcement	Cover in detail in Cemeteries Master Plan	Master Plan	Citizens/PARD	
			Forestry to develop cemeteries planting plan with citizen input, or cover in detail in Cemeteries Master Plan.	General Support	PARD/Citizens	same
1.12		Prohibit digging graves within root system guidelines and enforcement	Develop and implement immediately	General Support	Citizens/PARD/InterCare	

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			Enforce city code to prevent contractor from pruning roots larger than 1 inch from heritage trees without review from City Arborist, and without following proper procedures (proper cut done by certified arborist, seal roots, cover roots to prevent drying, mitigation plan for tree to recover). Inspector to add item to Inspection Checklist because proper root cutting is specified in city code.		PARD/Contractor/City Arborist	More heritage trees to survive when roots need to be cut for a burial. Reduce future safety risks and killing tree. Improve care of heritage trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.
1.13		Private ownership of trees	City Legal opinion on City's ability to manage trees that are on private plots, including COA liability for tombstone damage due to falling limbs and trees, to be researched, implement policy upon adoption	General Support	PARD	
1.14					PARD/InterCare	
1.15		Avoiding general tree damage: Not cutting tree trunks when weed eating or damage trees trunks or surface roots with lawn mowers. Not applying fertilizers or chemicals that damage trees.	Contractor to train staff. PARD inspector to add to Inspection checklist and enforce penalties when trees are damaged.	General Support	PARD/Contractor	More heritage trees to survive when roots need to be cut for a burial. Reduce future safety risks and killing tree. Improve care of heritage trees so that they can live longer. Improve look of cemetery and community satisfaction with care of cemetery.
1.16						
1.17						
2.0	Operations	Define use of Equipment Storage Area at AMP	Included in draft restated agreement			Draft acceptable use standards
2.01		Determine City needs for equipment storage for all cemeteries	Add immediate plan to InterCare contract restatement Solution versus the concern	Limited Support	Citizens/PARD	
2.02		No space at other COA cemeteries for storage	Follow restatement	Limited Support	PARD/InterCare	
2.03		Equipment needed for COA cemetery operations	Contractor to store all equipment off site	Limited Support	InterCare	
2.04			Large but decorative gate to block view of equipment and spoils at AMP	Limited Support	InterCare/PARD	
2.05						
2.06						
2.07						
2.08						
3.0	Operations	Establish Spoils Management Program				Draft acceptable use standards
3.01		Determine maximum amount of spoils appropriate per site	Contractor to store all spoils off site	Moderate Support	InterCare	

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3.02		Determine appropriate space for storage	Large but decorative gate or other visual screen to block view of equipment and spoils at AMP	Limited Support	InterCare/PARD	
3.03						
3.04						
3.05						
3.06						
3.07						
3.08						
4.0	Operations	Road Improvements				Add to CIP on regular and reoccurring basis
4.01			Add irrigation, cemetery roads and aqueduct improvements (Oakwood) to CIP	Moderate Support	PARD	
4.02			Irrigation improvements are a higher priority than road and aqueduct improvements			
4.03			Seal coat, road resurfacing Add cip improvements to the City's bond program for future funding. Applying the same standards equally for all cemeteries where applicable, i.e. aqueduct is only at Oakwood Cemetery.			
4.04						
4.05						
4.06						
4.07						
4.08						
5.0	Operations	Establish Headstone Leveling Standards				Draft acceptable use standards
5.01		Ownership of headstones, tracking descendants, concept of abandoned property	City Legal opinion on City's ability to move headstones		PARD	
5.02		Older damaged headstones should not be removed and replaced with newer ones	Draft policy		PARD	
5.03			Implement policy upon adoption		InterCare	
5.04			Include policy and enforcement in contract restatement		PARD	
5.05			Include policy and enforcement in master cemeteries plan		PARD	
5.06			Include policy and enforcement in RFP		PARD	
5.07						
5.08						
6.0	Management	Create Cemetery Master Plan Schedule and Scope of Work	Delay this until issues with current contractor have been solved.			Draft scope of work
6.01			Find best practices of cemetery management		Citizens/PARD	
6.02			Look at issue of overcrowding		PARD	
6.03			Create an engineering report		PARD	
6.04			Assess possibility of bond funding		PARD	

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6.05			Include specific requirements for historic preservation		Citizens/PARD	
6.06			Contract Performance Measures Cemetery Commission Include tree maintenance (all items in section1 above)			
6.07						
6.08						
7.0	Management	Create Historic Preservation Goals				Detail requirements for Cemetery Master Plan
7.01		Don't remove damaged old headstones and replace with new stones not appropriate for the time	Preserve historic character of the cemetery		Citizens/PARD	
7.02		Restore Oakwood Chapel	Address in cemeteries master plan		PARD/CIP	
7.03		Refurbish Oakwood Annex Restroom	Address in cemeteries master plan		PARD/CIP	
7.04		Refurbish AMP Caretaker House	Address in cemeteries master plan		PARD/CIP	
7.05		There may be older graves below the newer areas in some cemeteries; need to preserve older graves	Address in cemeteries master plan		Citizens/PARD	
7.06						
7.07						
7.08						
8.0	Management	Establish Monitoring System				
8.01		All records are kept manually	Explore CIM's software to track cemetery operations; hire temp staff once SW adopted to back fill with all manual data.		PARD/CIP	
8.02		311 complaint process is not working well	Create operations manual that clearly defines operating and management responsibilities; work with 311 operations to ensure return response		PARD	
8.03			Gather contracts from other municipal cemeteries		Citizens/PARD	
8.04			Make cemetery maintenance a line item in COA budget		PARD	
8.05						
8.06						
8.07						
8.08						
9.0	Management	Define Community Groups and PARD Relationship				
9.01		Lack of coordination between interest groups, PARD, PARB, and InterCare	Develop MOU's between PARD and Save Austin Cemeteries and RAMP to obtain assistance for cemeteries		Citizens/PARD	
9.02			Update website to reflect all documents previously included, prior to website change		PARD	
9.03			Obtain public engagement, PARB working group recommendation to PARB, PARB recommendation to CC		Citizens/PARD/PARB	
9.04						
9.05						
9.06						

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10.0	Management	Financial Terms and Economic Sustainability				
10.01		InterCare Retained Revenue Estimate including expenses for markup for InterCare management of projects.	For new contract, don't use retained revenue as funding-- make it a payment for service contract with a not to exceed amount and mechanism for PARD to sell plots and other revenue generation		Citizens/PARD	
10.02		InterCare expense cap to \$200 per Occurrence	Cover actual expenditures; PARD to approve any overage prior to its expense		PARD/InterCare	
10.03		InterCare Water Expense capped at \$50,000	Cover actual expenditures; PARD to approve any overage prior to its expense		PARD/InterCare	
10.04			Ensure cemetery perpetual fund is protected		PARD	
10.05			Ensure cemetery fees all go to cemetery account		PARD	
10.06						
10.07						
10.08						
11.0		Financial Arrangement is not sustainable now and into the future.				
11.01			Financial arrangement in the 2006 and draft contract is not sustainable.		City of Austin	Craft the compensation formula to mirror a real business model where performance is a factor where InterCare is responsible for their profit and not the City of Austin.
11.02			Revamp the financial compensation. Eliminate the RRE formula which guarantees InterCare a profit.			Include ICC performance measures in the contract.
11.03			RRE includes \$128,000 in salaries for Bagwell and his wife.			Stop legalizing the past practices of the Parks department of paying ICC for expenses in addition to their contracted guaranteed payments.
11.04			RRE guarantees InterCare a revenue stream that covers expenses, salaries and corporation profit and increases yearly no matter what the performance.			Enforce H&S code 713.011 concerning Municipal care of cemeteries.
11.05			The perpetual cemetery interest fund (operating fund) is being drained by the extra expenses paid InterCare outside the contracted RRE formula.			