

Project Approach

The foundation of the PROS Team approach to a updated Parks and Recreation Master Plan is to incorporate a efficient and effective public participation process. It is very important to not only to engage those who are always participating in the planning process but also those who do not. We will identify opportunities that engage people through a variety of community input process described below. Also, it is not just the participation by the public in key leadership meetings, focus group meetings, public forums and citizen surveys, but also how the information received from these community input processes is applied to the overall planning process to articulate accurately the true unmet needs, address key issues and provide the greatest recommendations, and strategies to move the Department forward for optimum results.

The PROS Team proposes to utilize its Community Values Model™ as the foundation of the Updated Parks and Recreation Master Plan. The Community Values Model™ is an innovative process approach to gather comprehensive public input and insight from key community leaders, stakeholders, general public and users to define the overall guiding principles and values of the community related to the delivery of parks, recreation facilities and program services. The Community Values Model™ is then used as the basis for developing or reaffirming the vision, mission and community values-strategic objectives. The strategic objectives address six unique areas of parks and recreation planning including:

• Principles of community	• Land & Open Space	• Levels of Service Delivery	• Funding mechanisms to support operations and capital	• Public/Public	• Design/Align organization to support vision and values of community
• Mandatory elements for facilities, programs & services	• Facilities	• Core services	• Role in delivery vs. other service providers	• Public/Not for Profit	• Public/Private

PROS Consulting, proposes this comprehensive planning approach to address these requirements and will deliver a living document that provides guidance for both short-term and long-term goals in a financially sustainable and achievable manner within the context of a Updated Master Plan. In addition, PROS will use a series of technical assessment processes in measuring the parks and recreation system in the City, as well as assess the operational management of policies, procedures, parks, facilities, programs and services against best-practices of similar services with the best agencies across the United States.

Park and Recreation Master Plan Scope

Task 1 – Project Management & Community/Stakeholder Input

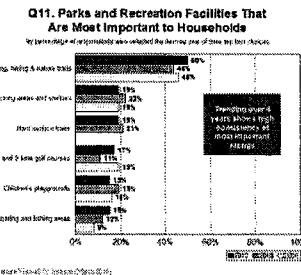
The foundation of this project will be based in community and stakeholder input. We will utilize contacts and relationships of the City and other officials to identify stakeholders, gather input and disseminate information to help gain consensus on key strategies. This process has to be broad, gathering both qualitative and quantitative information from which strategies will be developed. PROS will utilize innovative and cost effective methods to maximize the public participation in the development of the Plan. Specific tasks include:

- A. Kick-off Meeting** - A kick-off meeting should be attended by the key City staff and PROS Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the PROS team. Detailed steps of this task include:
 - Confirmation – The project goals, objectives, scope, and a detailed schedule will be confirmed.
 - Outcome Expectations – Discuss expectations of the completed project.
 - Communications – Confirmation on lines of communication, points of contact, level of involvement by City staff and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.
 - Data Collection – The Project Team will collect, log, and review key data and information to facilitate a thorough understanding of the project background, as well as the history of the City and the area.
 - Progress Status Reports – The PROS Team will develop status reports to the City on a monthly basis. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project.
- B. Key Leadership/Focus Group Interviews** – The PROS Team will perform focus groups in the community to evaluate their vision for parks and recreation in the City. Five (5) focus group meetings will be held, as well as eight (8) key leadership interviews. During these interviews/focus groups, the PROS Team will gain an understanding of the community values, as well as determining the priority for recreation facilities and programming, parks, trails and open space development needs of the City of Gahanna. The following list of potential interviewees will be used to select the final list in conjunction with the City: Elected Officials, Key Business Leaders, Park Board Members, School Officials, Key Partners/Philanthropic Organizations, User and non-Users of the Parks and Recreation System, City of Gahanna Staff, Youth Sports Groups, Arts Groups, Senior Citizens, etc.
- C. Public Forums** – Public forums will serve to present information and gather feedback from citizens at large. It is important to have an initial meeting early in the process and a follow-up meeting during the final plan development process. The PROS Team will conduct a total of two (2) public forums: one (1) initial public forum to introduce the project and project goals, gain input for the community's vision and core values for the City's parks and recreation system, and one (1) as a final briefing and input opportunity on the draft plan. The purpose for these meetings will be to ensure opportunities for the general public to discuss their priorities and perceptions surrounding the parks and recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the City's parks and recreation system.

D. Statistically-Valid Needs Analysis Household Survey – ETC Institute, working with the Consulting Team and the City, will perform a random, scientifically valid community-wide household to quantify knowledge, need, unmet need, priorities and support for system improvements including both facility, programming, arts, parks, trails and open space development needs of the City of Gahanna.

ETC Institute will administer a statistically valid random sampling Needs Assessment Survey of households in the City of Gahanna. The survey will be administered by phone or by a combination of a mail/phone survey. Overall results for the entire survey of 300 households will have a 95% level of confidence with a margin of error of +/- 5.6% overall.

ETC Institute will guarantee the completion of at least 300 surveys for the City. Should we complete more surveys, those will be processed at no cost to the City. Questions on the survey will be developed in partnership with the Consulting Team and the City. The survey instrument will be administered at a timeline within the project where the information can best be used to help break down barriers and build consensus. The survey instrument will be 6 pages in length. This allows for between 25-28 questions to be asked, with many of the questions having multiple components. The survey instrument will be a result of a collaborative effort from the City staff and the Consulting Team.



Source: Description of Research Methods

Task 2 – Community Profile

A. Demographic & Trends Analysis – PROS will utilize the City's projections and supplement with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

- To understand the market areas served by the park and recreation system and distinguish customer groups.
- To determine changes occurring in the City and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Service Area Analysis

The City's demographic analysis will be based on US 2010 Census information, 2012 projections, and five-year (2017) and 10-year (2022) year projections. The following demographic characteristics will be included: Population Density, Age Distribution, Households, Gender, Ethnicity, Household Income.

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, PROS utilizes the American Sports Data, Inc. Superstudy of Sports Participation (ASD). ASD has been an unequalled leader in sports and fitness participation trends for over two decades; the Superstudy is based on a national consumer mail survey of 30,000 adults and children, comparing changes in participation during the past one (1), five (5), seven (7), and eighteen (18) years. Outdoor recreation trends are based on the Outdoor Industry Association findings from 2007.

Task 3 – Parks, Facilities and Program Needs Analysis

A. Parks and Recreation Facilities Inventory and Assessment – The PROS Team will provide an electronic form for City staff to use in completing acreage and facility inventory of park property and facility/amenity

inventory. The PROS Team will collect the park and facility inventory from the City which will be used to create a base map and a database. A park and facility tour will be performed with City staff to confirm and modify any additional inventory information. This will also involve a Supply Analysis to identify existing services offered by other public and private providers of parks and recreation services and facilities provided across the community. During this tour, general observation of park and recreation facilities will include:

- Photographs along with text to illustrate key environmental features in the City
- General state and condition
- Compatibility with neighborhoods and amenities offered in the City
- Aesthetics/Design
- Safety/security
- Public Access
- Connectivity
 - Linkages within Gahanna as it applies to interconnecting neighborhoods with schools, parks, trails and other resources (incorporate other adopted city plans)
 - Linkages with neighboring cities and the region (Incorporation with other city plans)
- Program capacity and compatibility with users
- Partnership opportunities
- Revenue generation opportunities
- Inventory existing miles of trails locations and destinations

The findings from this review will be documented in a prepared data collection form. Analysis will be performed from this review, and incorporated into an *Assessment Summary Report*.

B. **Recreation Program Assessment** – Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the City aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. PROS will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

Age segment distribution, lifecycle analysis, core program analysis and development, similar provider analysis/duplication of services, market position and marketing analysis, review of program development process, and backstage support or service systems and agency support needed to delivery excellent service.

The analysis is based on a PROS Program Positioning Model, or 3PM, which includes significant input from staff in the development of recommendations. 3PM includes a template of information that determines core programs, similar provider reviews, analysis of customer feedback mechanisms and more. Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

- C. **Park/ Facility Classifications and Level of Service Standards** – The PROS Team will work with the City to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the PROS Team's national experience and comparison with peer/survey cities.
- D. **Prioritized Facility and Program Needs Assessment** – The PROS Team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility assessment, and recreation services assessment into a quantified priority facility and program needs analysis. This priority listing will be compared against gaps or surplus in recreation services, parks, facilities and amenities from the previous Master Plan. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and **provide guidance** for the Capital Improvement Plan. The analysis will include probable future parks, recreation facilities, open spaces and trail needs based on community input, as well as state and national user figures and trends. The Team will conduct a work session with staff to review the findings and make revisions as necessary.

Task 4 – Parks and Recreation Updated Master Plan

The Updated Master Plan will be framed and prepared through two workshops with City staff. The overall vision and mission statements will be affirmed or modified, and direction for the City will be established along with individual action strategies that were identified from all the research work completed. Key recommendations and tactics that support each action strategy to its fullest outcome will be outlined in a strategy matrix with priorities, timelines, measurement, and teams within the City or external partners to focus on during the next 5 years. Specific tasks include:

- A. **Confirm Vision, Mission and Goals/Objectives** – The supporting vision and mission statements will be affirmed or developed with senior City staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction. The Strategy Matrix will serve as the detailed action plan and implementation tool with goals, objectives, strategies, actions, priorities/timelines, and teams. This will be reviewed with City staff in a work session.
- B. **Operational and Management Plan** – The PROS Team will perform an analysis of the current practices of the Department to evaluate its operational situation. This analysis will identify future Department organization and staffing needs, improved operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. This task will include recommendations in a comprehensive manner. This will include data collection, analysis and on-site observations of key organizational components in the following areas:

Inventory of services, Maintenance and Operating Standards, Organizational Design and Staffing, Customer service, Staffing levels, Field equipment/resources, Service contracts, Workload requirements, Procedures manuals, Existing policy and procedures management, Performance measures and indicators, Information systems and technology, Marketing and communications, Identify and expand partnerships/volunteer support for facilities and services, Review and suggest new rules and regulations related to parks

- C. **Capital Improvement Plan** – The culmination of these tasks will result in a prioritized capital improvements plan providing guidelines to the City for investing and developing parks and facilities. This capital

improvement plan will reflect community needs identified in the public input process, household survey, demographics, prioritized facility and program needs analysis, and physical analysis. The plan will also take into account environmental stewardship and operational sustainability in developing options and cost estimates. The plan will present budgetary capital costs, priorities, and funding strategies including partnership and revenue generation opportunities for capital and operational funding for a 5-year period.

D. Funding and Revenue Strategies – Funding strategies will be developed based in part of our review and analysis of the facilities as well as the national experience brought by the PROS Team. The PROS Team has identified numerous funding options that can be applied to the Plan based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

- Fees and charges options and recommendations
- Endowments/Non-profits opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships
- Dedicated funding sources to support land acquisition and capital improvements
- Development agreements to support park acquisition, open space and park and facility development
- Earned Income options to support operational costs
- Land or facility leases to support operational and capital costs
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan including suggested timelines

E. Implementation Plan – An action plan will be completed with supporting strategies, actions, responsibilities, and priorities/timelines and cost estimates. This will be reviewed with senior City staff in a half-day workshop. The PROS Team will propose a prioritization schedule and methodology used on successful master plans across the United States from their work.

F. Draft Report, City Briefings, and Final Master Plan Preparation and Production – The PROS Team will prepare a draft Plan with strategies taking into account all analysis performed and consider the fiscal and operational impacts to the City.

PROS Consulting will work with the City to complete the plan adoption through the formal local legislative process. Once the draft of the Master Plan Update is approved, the PROS Team will prepare a final summary report and present to the City and Staff. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports organized in 3 ring binders). Ten (10) copies of the final report and three (3) associated appendices of support material will be delivered to the City along with the associated electronic files.

Cost: \$43,400. Work to be completed in six months.

Optional Service

Financial Analysis – The PROS Team will perform analysis to document the financial situation of the Department. The financial analysis will look at the budget, pricing policy, user fees, current and other revenue generating opportunities, grant opportunities, and the revenue forecast. This analysis will identify the financial situation of the Department with three primary goals:

- Understand the financial dynamics to further advance the understanding of operations gained through the work described above
- Review funding and accounting practices with an objective of accurate financial fund tracking and the ability of the Department to have more useful financial information for strategic decision-making
- Seek opportunities to improve the financial sustainability of the Department including evaluating expenditures and increasing current and new sources of revenue

This review will include comparison of current policies with national standards of best practice agencies. The PROS Team will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified.

Cost: \$4,000