

## TETON COUNTY/TOWN OF JACKSON JOINT MEETING PRESENTATION-

**PREPARATION DATE:** November 8, 2016

**SUBMITTING DEPARTMENT:** Parks and Recreation

**MEETING DATE:** December 5, 2016

**DEPARTMENT DIRECTOR:** Steve Ashworth

**SUBJECT:** Parks and Recreation Department Strategic Plan

### STATEMENT/PURPOSE

The purpose of the item is to seek approval of initiating a request for proposal for professional services to complete a department wide facility and services analysis and strategic plan, and authorize the use of funds for the project from the TCJPR department reserve fund.

### BACKGROUND/ALTERNATIVES

In order to best meet the needs of the community for parks and recreation facilities and services, the department is seeking authorization to complete a department strategic plan. **The plan will serve as a critical road map to determine prioritization of programs, land use planning, and overall service levels for the department.** The plan will fill a critical place within the Teton County/Town of Jackson Comprehensive Plan, and will provide the standing for current and future park exaction policies and fees. The strategic plan is not intended to recommend a funding allocation schedule, rather provide tools and instruments to best meet the highest community needs when funding opportunities are available. Additionally, the plan will assist in identifying opportunities for cost savings, fee recapture, and overall department efficiencies.

Since the creation of parks and recreation in the late 70's, the department has not completed a strategic plan. The following is the scope of work identified to be included in the plan:

#### Project Description

The Town of Jackson and Teton County are seeking proposals from qualified consulting firms to provide professional services to the Parks and Recreation Department to develop the Teton County/Jackson Parks and Recreation Strategic Plan. The department has a strong commitment to provide high quality parks and recreation facilities and programs for the citizens and guests of the community. The consult will utilize a 2006, 2012 and 2015 community surveys performed by ETC Institute, collect additional information and analyze data to develop a clear set of goals, policies and standards for the department's park system, open space, trails, recreation facilities and program development for the next (10) ten years. The consultant will work closely with the department director, staff and advisory board in preparing the Parks and Recreation Strategic Plan. The consultant will create a document for distribution to the public.

The Parks and Recreation Strategic Plan will become an element of the current Teton County/Jackson Comprehensive General Plan and will require the approval of the Parks and Recreation Advisory Board, the County Commissioners and the Town Council.

This process is to include developing a comprehensive inventory, an analysis of forecasted needs and implementation strategies. Specific items to include in the study, but not limited to, are:

#### **(Public Process)**

- Identify, describe and implement a comprehensive strategy and methodology for citizen involvement in the Strategic Plan development process
- Assure the residents, user groups, associations, and other stakeholders that they are provided an opportunity to participate in the development of this plan

- Conduct at least (3) three public community meetings and a minimum of (2) two focus groups (participants to be determined) and individual stakeholder interview
- A minimum of (2) meetings with Parks and Recreation Advisory Board to provide progress reports
- Act as professional facilitators to gather specific information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats
- Provide well organized and directed activities, techniques and formats that will ensure that a positive, open and proactive public participation process is achieved
- Provide written records and summaries of the results of all public process and communications strategies
- Help to build consensus and agreement on the plan and if consensus is not possible, provide information for informed decision making for the Board
- Provide methods to hear from as many people as possible, including users and non-users of the services and facilities

**(Statistically Valid Survey Results)**

- Utilize the 2006, 2012 and 2015 community wide needs and satisfaction surveys performed by ETC Institute as a baseline to determine needs, desires and willingness to pay

**(Demographic Trends)**

- Review and interpret demographic trends and characteristics of the community using information from the Teton County/Jackson Strategic Plan, the 2015 Community Survey and other regional and local sources

**(Existing and Future Facilities-analysis of Level of Service)**

- Compile an inventory and assessment of the existing parks, trails, open space and facilities. The assessment will include a comparative analysis to communities of similar size, density and regional character. The analysis should consider the capacity of each amenity found within the system (playgrounds, ball fields, trails, etc.) as well as functionality, accessibility, condition, comfort and convenience. Each amenity should be evaluated regarding its service from both resident and visitor perspective. Evaluation criteria should be based on the expressed values of the community. The analysis will also include identification of best possible providers of community and recreation services and recommendations for minimizing duplication and enhancing possibilities for partnerships where appropriate

**(Rank and Prioritize Demand and opportunities)**

- Prioritize recommendations for needs regarding land acquisition, and the development of parks, trails, open space, and recreation facilities
- Develop a set of prioritized recommendations for maintenance and renovation of parks and facilities

**(Analysis of Programs and Services)**

- Provide assessment and analysis of the Parks and Recreation Department's current level of recreation programs, services and maintenance in relation to present and future goals, objectives and directives
- Provide a user fee analysis for facilities and program services
- Provide an analysis of the best possible providers for programs and services and identify and discern any necessary duplication of services through public and private program providers
- Provide recommendations for minimizing duplication or enhancing possibilities for collaborative partnerships where appropriate

**(Analysis of Organizational Structure, Policies, and Internal Procedures)**

- Provide assessment and analysis of the Parks and Recreation Department current and future staffing levels
- Provide an analysis and recommendations on existing policies, procedures and management systems
- Review existing Department rules, regulations and ordinances and develop recommendations

**(Progress Reporting)**

- The consultant and the Director shall hold progress meetings as often as necessary, but in no case less than once per month until the final plan is approved by the elected officials for the purpose of progress

reporting. The consultant shall supply the director with at least (1) one copy of all completed or partially completed reports, studies, forecasts, maps or plans as deemed necessary by the Director at least (3) three working days before each progress meeting. The Director shall schedule the meetings, as necessary, at key times during the development of the Strategic Plan

**(Action Plan)**

- Collect and analyze demographic information for the community
- Collect and analyze information on participation, needs, desires, operations, programming and land use trends and make level of service recommendations
- Identify areas of service shortfalls and projected impact of future trends
- Provide useable and workable definitions and recommendations for designated park and open space acreages and parameters defined as appropriate
- Develop assessments of operations, staffing, maintenance, programming and funding needs
- Provide a clear plan for development of programming direction based on standards and demand analysis
- Identify program alternatives for acquisition and development of parkland, recreation facilities, open space, trails and parks maintenance and administration of facilities for the future
- Provide a maintenance and operation analysis
- Provide recommendations of department specific policies and procedures
- Identify opportunities for available funding.
- Develop a guidance plan which includes strategies, priorities and an analysis of budget needs and funding mechanisms for the short term, mid-term and long term for the park system, recreation programs and community services

**(Development of Final Plans and Supporting Materials)**

- The strategic plan must include written goals, plans , objectives, and policy statements that articulate a clear vision and “road map” and model for the Parks and Recreation Department’s future
- The summary of existing conditions, inventories and level of Service analysis
- Charts, graphs, maps and other data as needed to support the plan and its presentation to the appropriate audiences
- A financial plan
- An action plan
- One (1) meeting with the Parks and Recreation Advisory Board at the time of adoption of the Strategic Plan
- A minimum of two (2) meeting with Town Council and County Commission at the time of the presentation of the draft strategic plan and one at the Adoption of the Final Strategic Plan
- A color version of the draft strategic plan document consisting of (1) one printed and bound color copy and an electronic copy in a format compatible with department software
- A color version of the final Strategic Plan document consisting of (3) three printed and bound color copies and an electronic copy in a format compatible with the department’s software
- A color version of the final executive summary consisting of (12) twelve printed copies and an electronic version in a format compatible with department software

**ATTACHMENTS**

None

**FISCAL IMPACT**

The current balance in fund 19 reserves as of 9/28/16 is \$770,000.00. Past policy has been to maintain approximately \$250,000 in the reserve fund for unforeseen capital emergency projects. The estimated cost for the plan is between \$55,000 to \$65,000.

### STAFF IMPACT

Staff and the TCJPR Board will oversee the project by providing the following:

- A project representative
- Copies of all existing studies, plans, programs and other data including the Teton County/Jackson Strategic Plan and access to all applicable records
- Assistance with on-going community meetings
- Ongoing review, comment and communication

### LEGAL REVIEW

NA

### RECOMMENDATION

Staff recommends the authorization of soliciting request for proposals for the TCJPR strategic plan, and funding for the project be made available from fund 19 reserves in an amount not to exceed \$65,000.

### SUGGESTED MOTION

Move to authorization the Parks and Recreation Department to solicit request for proposals for professional services to complete the Teton County/Jackson Parks and Recreation Department Strategic Plan, and funding for the project be made available from fund 19 reserves in an amount not to exceed \$65,000.