

## Project Plan

### Project Summary

**Client:** Milwaukee County Department of Parks, Recreation and Culture (DPRC)

**Project Title:** Comprehensive Parks System Master Plan

**Contract Start Date:** January 1, 2016

**Project Plan Date:** August 18, 2016

**Contract End Date:** December 31, 2016

### Project Objectives

- Engage leadership to identify department specific goals and objectives
- Complete background research in terms of demographics, market analysis, statistically valid survey, and benchmarking to establish planning context
- Implement a comprehensive public engagement process that ensures key stakeholders are incorporated into the planning process
- Perform a system and financial analysis to understand natural resource management, capital, and operations/programming costs along with a gap analysis
- Perform an organizational and operational analysis to understand operations and staffing and optimal organizational structure, along with a gap analysis
- Identify and develop a 10-year action plan that outlines the short- and long-term goals in terms of funding and revenue, capital, operations, and organizational structure.
- Develop a Milwaukee County Parks and Recreation Master Plan
- Update and extend to 2050 the Milwaukee County long-range Park and Open Space Plan

## Scope Summary

Task/Item	Lead	Projected Completion	Notes
<b>1. Project Management, Progress Reporting, and Data Review</b>			
1a. Kick-off Meeting and Project Management	PROS	Jan 8, 2016	Initial kick-off meeting trip that will confirm project goals, objectives, and expectations. Kick off meeting scheduled for January 8, 2016.
1b. Data Collection and Review	PROS	Jan 2016	Data request at end of this document.
<b>2. Community Profile</b>			
2a. Demographic and Trends Analysis	PROS	Jan 2016	Combination of ESRI, GIS, U.S. Census Bureau, and local and national trends analysis.
2b. Benchmark Analysis	PROS	Mar 2016	A comparison of five (5) relevant agencies. DPRC to identify the fifteen (15) key metrics to be surveyed and analyzed, as well as the benchmark communities. Preliminary desire is to look at organization, scope, and taxing authority. Also, look at provision of service/structure trends.
2c. Parks and Facilities Inventory and Existing Conditions Assessment	PROS	Mar 2016	On-site facility tour after staff completion of the acreage and facility inventory of park property and facility/amenity inventory form.
<b>3. System and Financial Assessment</b>			
3a. Operational and Staffing Plan	PROS	Mar 2016	On-site observations and focus groups discussions.
3b. Functional Organizational Structure Review	PROS	Mar 2016	Organizational chart review and workshop with key management staff to discuss services.
3c. Financial Analysis	PROS	Apr 2016	Review of the last 10-years of available information and comparison of current policies with national

			standards of best practice agencies. This will include a gap analysis.
3d. Funding and Revenue Strategies	PROS	Apr 2016	Strategy development based on local analysis and national experience.
<b>4. Public Engagement Process</b>			
4a. Key Leadership/Focus Group Interviews	PROS/P3	Apr 2016	Total of eight (8) focus group meetings and key stakeholder/leadership interviews
4b. Public Forums/Workshops	PROS/P3	Jun 2016	Total of three (3) public forums: two (2) initial introduction forums and one (1) to serve as a final briefing and input opportunity for the draft plan.
4c. Statistically-Valid Needs Analysis Survey	ETC	Jun 2016	DPRC staff review and finalization of statistically-valid needs analysis survey. Meetings with the County Parks and Energy and Environmental Committee.
<b>5. Parks, Facilities, Open Space and Program Analysis</b>			
5a. Capital Improvement Plan (CIP)	PROS	Jul 2016	10-year CIP broken into 5-year segments.
5b. Natural Resource Management	PROS	Jul 2016	Unit costs identification and analysis along with cost models.
5c. Park Classifications and Level of Service Standards	PROS	Aug 2016	Review and confirm, modify, or add to existing park classifications and develop the Level of Service (LOS). This will also include municipal inventory. Task 4e will assist with 4d. LOS will include parkway classification and standards.
5d. Equity Mapping and Service Area Analysis	SEWRPC	Aug 2016	Service area analysis for facilities and programs.
5e. Prioritized Facility and Program Priority Rankings	PROS	Jun 2016	Community input, survey results, standards, demographics and trends analysis, park and facility assessment, recreation services assessment, and area mapping synthesis. Work session with staff to review the findings and make necessary revisions.

6. Comprehensive Master Plan Development			
6a. Finalize Strategy Matrix / Action Plan	PROS	Oct 2016	Remaining action plan including supporting strategies, actions, responsibilities, priorities/timelines, and cost estimates with associated options.
6c. Draft Report Preparation and Briefings	PROS	Nov 2016	Draft document taking into account all analysis given the fiscal and operational impacts on DPRC.
6d. Final Master Plan Presentations, Preparation, and Production	PROS	Dec 2016	Revised Master Plan to reflect all input received. Final PowerPoint presentation along with ten (10) bound copies and one electronic copy of the final plan will be provided.

### Key Stakeholders

Stakeholder	Engagement Method	Notes
Milwaukee County Parks Department	Data collection and interviews; Provide review draft; Meeting preparation; Final plan development.	Main stakeholder and will be highly engaged throughout process including data review, document review, and regularly scheduled meetings.
Milwaukee County Board of Supervisors	Periodic update meetings to solicit input and provide feedback on the planning process; Provide review draft; Final presentation.	Main stakeholder and will be highly engaged throughout process including process meetings, document review, and final presentation.
Southeastern Wisconsin Regional Planning Commission (SEWRPC)	Key stakeholder; Review relevant planning documents.	Documents produced by SEWRPC will be reviewed and incorporated into the planning process. Additionally, the systems and operations assessment will align with SEWRPC.

County and other elected officials	Milwaukee County Parks reports updates to county officials.	
Key stakeholders including: <ul style="list-style-type: none"> <li>- Key business leaders</li> <li>- Conservation groups</li> <li>- Other service providers</li> <li>- School officials</li> <li>- Special event providers</li> <li>- County administration</li> </ul>	Key stakeholder focus groups and interviews.	Primary target audience for stakeholder interviews and focus groups. Can and should also attend public forums.
Partnership Groups (existing and potential)	Interviews.	
User groups	Focus groups, interviews.	Will also have input through survey process.
Non-user groups	Public forum	Will also be identified during survey process.
General public	Open forums and survey.	Will also have input through survey process.

## Project Considerations, Risks, or Issues

- Need to identify Milwaukee County Parks point of contact (if other than John)
- Need to finalize proposed project schedule
- This project will result in the development and delivering of a final Systems and Operations Assessment that Milwaukee County Parks will use to validate the Milwaukee County Long-Range Park and Open Space Plan through 2050
- Need to identify level of engagement for SEWRPC
- Need to finalize project team composition

## Data Request

1. GIS mapping data for the County (either a CD with the data or contact for obtaining the data)
2. Park and recreation budgets broken down by department for the last five years and for the current year
3. Any survey (public opinion) information related to parks/open space/trails you have completed over the last three years
4. Copies of existing program policies/procedures that you would like us to address
5. Current ordinances and policies related to parks and recreation that you would like for us to review and comment on
6. Staff organizational structure with names
7. Revenue streams you use now to help support your operational budget (including user fees and charges, etc.)
8. The last two years of annual reports (if you produce these)
9. Capital improvements (description and cost) made to the system over the last five years and the amount that would be budgeted for the next five years
10. Any partnership agreements you have in place
11. Current inventory and classifications of park land, facilities, and amenities
12. Complete listing of all programs and special events annually (could be 4 quarterly publications)
13. Attendance reports that are available for park visitation and program participation (multi-year if possible, showing trends)
14. Any physical assessment reports completed on park facilities/infrastructure
15. Any management or operating agreements with for-profits and non-profits
16. Existing master plans for parks/trails where future improvements/additions are planned
17. Any available planning documents related to open space, future growth/land use, trails, transportation, etc.
18. Listing of key issues that the Department is facing that must be addressed in the study
19. Contact information for non-profit partner organizations that provide youth or adult recreation programming
20. Listing of all parks, addresses, and amenities in which we will conduct lifecycle assessments