AGENDA

Call to Order: August 31, 2016, 5:00 p.m.

Call of Roll

1. Call to Order.
2. Citizens’ Communications.
3. Public hearing, discussion, and possible action approving a project expenditure of up to $810,798 with the Greater New Braunfels Chamber of Commerce, Inc. for a professional services agreement through September 30, 2018 to develop, operate and administer an economic development program consistent with Chapters 501-505 of the Texas Local Government Code.
4. Public hearing, discussion and possible action approving a project expenditure of up to $137,500 for a professional services agreement with the City of New Braunfels for a professional services agreement through September 30, 2017 to develop, operate and administer an economic development program consistent with Chapters 501-505 of the Texas Local Government Code.
5. Discuss and consider appointment of a representative to the New Braunfels Comprehensive Plan Steering Committee.
6. Adjournment.

CERTIFICATION

I hereby certify the above Notice of Meeting was posted on the Bulletin Board at the New Braunfels Municipal Building on August 26, 2016 at __________ A.M / P.M.

Patrick Aten, City Secretary
TO: NBIDC Board
FROM: Jeff Jewell, Economic Development Manager
RE: Agenda Item #3: Public hearing, discussion, and possible action approving a project expenditure of up to $810,798 with the Greater New Braunfels Chamber of Commerce, Inc. for a professional services agreement through September 30, 2018 to develop, operate and administer an economic development program consistent with Chapters 501-505 of the Texas Local Government Code.

The NBIDC contracts with the Chamber of Commerce for professional services related to economic development and marketing of the New Braunfels community. The Chamber’s contract is approved for a two year term. The expenditure is authorized by Chapter 505.102 of the Local Government Code, which allows Development Corporations to contract with another existing private corporation to carry out an industrial development program or objective or to assist with the development or operation of an economic development program or objective consistent with the purposes and duties specified in subchapter Chapters 501-505 of Texas Local Government Code. The proposed agreement for twenty-four months commences October 1, 2016 and expires September 30, 2018. The expenditure includes funding for costs associated with recruitment, retention, marketing and personnel.

The proposed scope of work will be to assist the NBIDC’s mission to promote New Braunfels in order to expand and enhance the economy, and to maintain and improve the current commercial and industrial base of New Braunfels. The Chamber serves as the single point of contact for economic development recruitment, marketing and retention and expansion opportunities in New Braunfels. It is comprised of public and private funding partners that include the City of New Braunfels through the NBIDC, Comal County, New Braunfels Utilities and private funders throughout the community through the Economic Development Foundation (EDF). Personnel dedicated to the services agreement will remain the same at 3.2 full time equivalent staffers, of which the NBIDC is invoiced for one-half (50%) of these personnel costs.

The proposed project expenditure would equate to approximately 7% of the estimated 2016-2018 total NBIDC revenues.
**Fiscal Impact:**

$404,963 in FY 2016-17 and $405,835 in FY 2017-18. Details are included in an attachment.

**Attachments:**

Letter to NBIDC  
Fiscal Year Highlights  
Agreement and Details
August 18, 2016

To: New Braunfels Industrial Development Corporation
c/o Stuart Hansmann, President

From: Michael Meek, GNBCC

Re: Professional Services Agreement 2016-17, 2017-18

On behalf of the Greater New Braunfels Chamber of Commerce, Inc., I am pleased to request a renewal of our professional services agreement to be effective October 1, 2016. The new agreement will cover the fiscal years of 2016-17 and 2017-18.

Attached is a sheet outlining the accomplishments over the previous two fiscal years by the Chamber and NBIDC. You will see that it has been an outstanding time period for job and wealth creation. In addition, I have listed the many publications produced on your behalf by our organization each year that enable us to satisfy and generate inquiries of primary employers and others.

The budget request for 2016-17 is $31,963 less or -7.3% than the 2015-16 fiscal year budget. Without the benefit of knowing the specific initiatives of the coming new strategic plan for economic development via Pegasus Planning, we have inserted place holders on “best guesses” for projects and initiatives. Once the plan is completed in the next nine months, if necessary, we can ask the NBIDC to amend the budget in those areas.

In a recent survey of EDC’s in Texas, the total staff compensation expended by EDC’s in similar population categories as New Braunfels is $574,996. The total requested by our organization is $184,623 in the next fiscal year. Even when adding in City staff compensation paid by the NBIDC, it is 52% less here.

We have also attached many of the publications produced as part of this proposal. We look forward to answering any questions you and/or other board members have either before the August 18 meeting or during the meeting.

Thanks in advance for your consideration and support.
FISCAL YEARS 2014-2015 & 2015-2016 YEAR-TO-DATE HIGHLIGHTS

- 1,222 primary jobs announced
- 553 leads generated via marketing efforts through 7 quarters
- Canadian General Tower selects New Braunfels
  - $80 million cap investment
  - 200 high-wage job
- Titan Industrial Park underway
  - 96 acres
  - 1 million square feet in possible new space
- Stream Realty – USAA breaks ground on 400,000 square feet
- Central Texas Technology Center (CTTC) Phase 2 opening for classes September 9, 2016
- South Castell pre-development plan 50% complete
  - $100 million in potential new taxable value
- Broadband initiative moving to Phase 2
- Wayland Baptist University moving Nursing School to New Braunfels
  - 10,000 square feet at Heritage Business Center
- Small Business Development Center (SBDC) new office secured
  - 29 start-ups in 21 months
  - 468 jobs created
- Howard Payne University consolidates all classes into new 10,000 square foot space in Supplize Distribution Center
- 3rd HEB opens in New Braunfels
  - 350 jobs
- City Youth Athletic Fields Analysis completed
- Laborshed Analysis completed in-house
  - 860 responses
- Microloans program has made 4 qualified loans
  - 2 qualified refunds to date
- New Braunfels Regional Airport runway extension complete
  - Apron-taxiway expanding; new hangars built
- 13 consecutive years of Economic Benchmarks published
- Professional staffing costs for New Braunfels Industrial Development Corporation (NBIDC) 48% below state average
- IEDC Silver Award for Economic Development Strategic Plan 2012-2016

CHAMBER-PUBLISHED MATERIALS ON BEHALF OF NBIDC

- Demographic Profile
- Economic Benchmarks
- Aviation Industry in South Central Texas
- Aerial Map
- Commercial Brokers Breakfast
- Laborshed Infographics/Survey
- Data Center Study
- 10/35 Economic Development Alliance Brochure
- Site Selector Presentations
- Social Media
- New Braunfels EDC Website
- EDC Newsletter
- BRE Objective and Resources
- Incentives Brochure
- New Braunfels Retail I-35 Corridor
- New Braunfels Loop 337 Retail Corridor
- New Braunfels Downtown Retail District
- New Braunfels Prospector
- New Braunfels EDC Brochure
- Trade Show Booth/Marketing Materials
- 10/35 Website
- Neon Cloud Videos
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*TBD in 2016-2019 New Strategic Plan
AGREEMENT

By

NEW BRAUNFELS INDUSTRIAL DEVELOPMENT CORPORATION

And

THE GREATER NEW BRAUNFELS CHAMBER OF COMMERCE, INC.

ECONOMIC DEVELOPMENT

THIS AGREEMENT made and entered into as of the 18th day of August, 2016, by the New Braunfels Industrial Development Corporation, hereinafter called “NBIDC”, and the Greater New Braunfels Chamber of Commerce, Inc., hereinafter called “CHAMBER”.

WITNESSETH:

WHEREAS, CHAMBER is a private non-profit corporation and is eligible to receive funds for the purpose contained herein; and

WHEREAS, NBIDC is an economic development corporation formed by the City of New Braunfels pursuant to the Local Government code, Chapters 501-505 authorized to contract with another existing private corporation to carry out an industrial development program or objective or to assist with the development or operation of an economic development program or objective consistent with the purposes and duties specified in Section 502.051, and

WHEREAS, the parties desire to work together in the common effort of increasing and diversifying economic development in New Braunfels and the surrounding area for the good of the citizens of New Braunfels; and

WHEREAS, NBIDC has decided to contract with an existing private corporation for the purpose of providing professional services to the NBIDC and NBIDC has requested that CHAMBER be that private corporation; and

WHEREAS, the parties desire to set forth the responsibilities and obligations of the parties and the terms and conditions with respect to the use of funds provided.

NOW THEREFORE, in consideration of the premises, the parties agree as follows:
I. TERM.

This agreement will be for a term of twenty-four months commencing October 1, 2016, through September 30, 2018, subject to other termination provisions in this Agreement. The funds allocated by NBIDC to CHAMBER shall be used to reimburse CHAMBER for eligible expenses beginning October 1, 2016. In no event will NBIDC participate in expenses incurred after September 30, 2018 without its written consent.

II. SCOPE OF WORK.

A. The scope of work for this Agreement will be to assist the NBIDC’s mission to promote New Braunfels in order to expand and enhance the economy, and to maintain and improve the current commercial and industrial base of New Braunfels. The CHAMBER will act as the NBIDC’s liaison on a day to day basis.

B. This Agreement will be implemented in cooperation with other members of the area’s economic development community. The parties will also work cooperatively with other local, regional, and state entities in the best interest of the citizens of New Braunfels.

C. Except as otherwise specified in this Agreement, the CHAMBER will provide such services as will be determined by NBIDC. These services will be implemented by CHAMBER with input and counsel from an advisory team consisting of the City Manager, a representative of the NBIDC Board, a representative of the Greater New Braunfels Economic Development Foundation, the CEO of NBU, the County Auditor and the Mayor. The Chamber President will share all inquiries with the advisory team.

D. CHAMBER will seek to accomplish the performance objectives and measurements described in the Appendix. It is understood that unusual circumstances affecting the economy may impact the achievement of these objectives.

E. This contract may be modified by mutual agreement of the parties, to the extent allowed by law. Such changes will be incorporated in written amendments to this Agreement.

F. CHAMBER will coordinate funding via local entities for the administrative and promotional efforts required for economic development, and the NBIDC will provide partial funding with approval from the New Braunfels City Council in accordance with this Agreement.

G. CHAMBER staff will act as recording secretary by taking minutes of meetings, and by responding to information requests of NBIDC.
III. MONITORING AND REPORTING REQUIREMENTS.

Chamber will provide NBIDC quarterly written reports due on or before the last day of October, January, April, and July. In May and December, CHAMBER will appear at one regularly scheduled meeting of the City Council to review the reports and present an update. The report will detail the efforts taken by the CHAMBER toward accomplishment of the performance objectives and measurements specified in Appendix, as well as a statement of other efforts and accomplishments within the scope of the Agreement not specifically included with the objectives. Within the same report, CHAMBER will assess the impact their efforts have had on the economic development indicators in the Appendix.

IV. COMPENSATION.

A. NBIDC will pay CHAMBER for services provided under this Agreement as described in the Appendix, Exhibit “A”, reimbursable on a monthly basis following submitted invoices to the City Finance Director by CHAMBER.

B. CHAMBER will be responsible for attaining an additional amount of funds from sources other than NBIDC to fund the balance of a comprehensive economic development program.

C. CHAMBER will permit NBIDC or its representatives to inspect all work, materials, payrolls, and other records with regard to these services, and to audit the books, records and account of CHAMBER with regard to said services. Such records will be retained for this purpose for a period of not less than two years. Subsequent to the close of CHAMBER’S fiscal year for which operating assistance is provided, CHAMBER will furnish a final audit report upon request prepared by an independent public accountant, which will include a minimum a statement of revenue, expense and any changes in financial position for CHAMBER’S fiscal year. CHAMBER will establish and maintain an accounting, record-keeping and reporting system consistent with generally accepted accounting principles.

V. ASSIGNMENT, SUBCONTRACTING OR ACQUISITION OF CONSULTANTS.

This contract may not be assigned or subcontracted without the approval of the NBIDC and the New Braunfels City Council.

VI. CHANGED CONDITIONS AFFECTING PERFORMANCE OR BUDGET.

CHAMBER will immediately notify NBIDC of any change in conditions or of any other event that may significantly affect their ability to execute its performance in accordance with the provisions of this Agreement. CHAMBER and NBIDC acknowledge that expenditures in Exhibit “A” by line item are estimates and may vary. CHAMBER will not exceed the total amount of all items combined in a single fiscal year without prior consent of NBIDC and City Council.
VII. STAFFING.

A. CHAMBER will pay its employees under this Agreement at least the Federal Minimum Wage.

B. In carrying out the work of this Agreement, CHAMBER will not discriminate against any employee or applicant for employment because of race, color, religion, creed, gender, national origin, age, disability or any other legally protected status.

VIII. TERMINATION OF AGREEMENT FOR CAUSE.

If, through any cause, CHAMBER fails to fulfill in a timely and proper manner the obligations of this Agreement, or if CHAMBER violates any of the covenants, agreements, or stipulations of this Agreement, NBIDC will thereupon have the right to terminate this Agreement. NBIDC is entitled to terminate this Agreement for cause, as a condition precedent to the exercise of such right the NBIDC will give CHAMBER written notice specifying such default and CHAMBER will have the right to cure the specified default within thirty (30) calendar days after service of such notice. If the default is not cured within that time NBIDC may, upon three (3) days written notice to the other parties, terminate this Agreement on a date certain. All payments by NBIDC owed to CHAMBER will be reimbursed, and CHAMBER will not be entitled to further payment if the Agreement is terminated pursuant to this paragraph if the default is in part caused by CHAMBER.

IX. EXTENSION OF AGREEMENT.

To the extent allowed by law, the parties may extend this Agreement for subsequent years subject to any applicable negotiated changes.

X. OPERATING INFORMATION.

The parties agree to respond to inquiries made by designated representatives of the parties or their designees in a timely fashion. CHAMBER designates the Chamber President as its representative for this Agreement. NBIDC designates the Board President as its representative for this Agreement. CHAMBER will provide any relevant information requested by NBIDC concerning the economic development program of CHAMBER, including, but not limited to contracts for third party financial arrangements, annual financial statements, and audit reports, schedules and fees.

XI. ASSURANCES.

CHAMBER hereby assures NBIDC that CHAMBER is legally entitled to funds from NBIDC.
THE GREATER NEW BRAUNFELS CHAMBER OF COMMERCE, INC.

Michael G. Meek, CEcD
President

ATTEST:

BY: __________________________
Natalie Rougeux
Chair of the Board

THE NEW BRAUNFELS INDUSTRIAL DEVELOPMENT CORP.

__________________________
Stuart Hansmann
President

Secretary
APPENDIX “A”

PERFORMANCE OBJECTIVES AND MEASUREMENTS INITIATIVES.

1. Provide direct assistance toward creating approximately three hundred and fifty (350) new primary jobs annually as that term is defined in Section 501.101 and 505.155 of the Local Government Code in New Braunfels and its ETJ, through projects as authorized by said code.

   • Provide direct assistance to attract to New Braunfels employers whose salaries and wages are above the average targeted industries average wage rate. Also provide direct assistance to attract to New Braunfels high salary employers.

   • “Direct assistance” is any assistance rendered to a business or industry of which a majority of the products or services of that company are ultimately exported to regional, statewide, national, or international markets infusing new dollars into the local economy and is included in one of the sectors of the North American Industry Classification System (NAICS) listed in Sections 501.101 and 505.155, which has received information about New Braunfels, has indicated some interest in New Braunfels, has requested additional information or is interested in visiting New Braunfels or is currently existing in New Braunfels and contacts the CHAMBER directly or through an economic development ally such as the State of Texas, or any member of the New Braunfels Industrial Development Corporation, real estate agents, or consultants.

   • “Primary Jobs” are those jobs as defined in Sections 501.101 and 505.155 as amended by the Texas Legislature from time to time.

2. Work in partnership with the City staff to accomplish the Economic Development Strategic Plan, now in progress and estimated to be finalized by mid-2017.

3. Secure, track, document and evaluate visits (including virtual visits) by primary job prospects (i.e., companies) and provide the following:

   • Conduct familiarization tours of New Braunfels for representatives of the Texas Office of Economic Development and Tourism, companies, site location consulting firms, and other appropriate allies.

   • Meet with Advisory Team on a regular basis to review contacts and share information interactively.

   • Institute a targeted direct marketing effort to promote New Braunfels as a prime business location. CHAMBER may elect to co-op advertising initiatives with other organizations. CHAMBER agrees to work with other entities to assure that complimentary themes are used in promotions or advertising.
• Conduct or host prospecting trips or visits to or from companies which would create or retain primary jobs. Such trips may, in order to achieve economies or efficiencies, be associated with participation at appropriate trade shows, supplier events, or other such activities.

• Conduct regular key staff visits or attend conferences to meet with the Texas Office of Economic Development and Tourism and with legislators.

• Using professional staff and volunteers, maintain and improve the currently existing primary job creator program. The existing primary job creator program has five objectives: (1) good will (a gesture of appreciation for the company’s investment in the community); (2) problem identification (a determination of problems or negative experiences in New Braunfels that can be resolved or overcome with local action or assistance); (3) expansion potential (exploration of new jobs that can be added). (4) Provide technical assistance as requested to existing New Braunfels businesses and to any businesses with start-up potential. (5) Workforce development via the Central Texas Technology Center.

4. Invest in programs and seminars for the benefit of the small business community, utilizing CHAMBER resources.

RESPONSES

1. Respond in a timely fashion to all potential companies inquiring about business opportunities in New Braunfels so long as a majority of the products or services of that company are ultimately exported to regional, statewide, national, or international markets infusing new dollars into the local economy and is included in one of the sectors of the North American Industry Classification System (NAICS) listed in Sections 501.101 and 505.155.

2. Respond to requests from City staff for economic information (pertinent data without name of potential prospect or project) and provide support for the latest city economic development strategic plan goals, objectives, initiatives and tasks assigned to city staff.

MAINTENANCE

1. Using the best data available, maintain a complete inventory of sites and building within the area available for development, sale or lease.

2. Represent the New Braunfels area to all companies interested in expanding or initiating commerce or industry in the area so long as a majority of the products or services of that company are ultimately exported to regional, statewide, national, or international markets infusing new dollars into the local economy and is included in one of the sectors of the North American Industry Classification System (NAICS). This includes advertising, phone, electronic and mail contacts,
prospect development trips, developing and maintaining statistics and quality of life information about the area.

3. Work in conjunction with local companies wishing to expand or requesting assistance for specific services so long as a majority of the products or services of the companies are ultimately exported to regional, statewide, national, or international markets infusing new dollars into the local economy and is included in one of the sectors of the North American Industry Classification System (NAICS).

4. Maintain a centralized potential/prospect tracking system.

5. Promote local and regional cooperation and increase public awareness of the importance of economic growth.

PERFORMANCE MEASUREMENTS

The following measures will partially assess the impact of this agreement on economic development in the area and will be tracked each year by the CHAMBER for that purpose.

1. Per Capita Income – The growth of per capita income in Comal County and City will be compared to the State of Texas. Ideally, the percentage of growth of per capita income should be greater in Comal County and New Braunfels than in the State of Texas.

2. Announced Capital Investment – The commercial and industrial investment of the City will be tracked and compared to the numbers for the State of Texas, if available. All local investment in the City will be compared to the announced capital investment in the State of Texas or region/MSA for the year.

3. New Employers, New Jobs – A count of new primary employers and new primary jobs brought each year.

4. Assessed Property Valuation – The assessed real property valuation of industrial and commercial property will be compared from year to year and should increase. The value of residential property should be tracked separately, not as a measure, but as a tool to aid in economic development.

5. Real Estate Development tasks in the latest City economic development strategic plan.


7. Workforce Development tasks in the City economic development strategic plan.
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Agenda Item Memorandum

August 31, 2016

TO: NBIDC Board

FROM: Jeff Jewell, Economic Development Manager

RE: Agenda Item #4: Public hearing, discussion, and possible action approving a project expenditure of up to $137,500 for a professional services agreement with the City of New Braunfels for a professional services agreement through September 30, 2017 to develop, operate and administer an economic development program consistent with Chapters 501-505 of the Texas Local Government Code.

The NBIDC contracts with the City of New Braunfels for professional and administrative services related to the operation of its economic development program. The expenditure is authorized by Chapter 505.102 of the Local Government Code, which allows Development Corporations to contract with another existing private corporation to carry out an industrial development program or objective or to assist with the development or operation of an economic development program or objective consistent with the purposes and duties specified in subchapter Chapters 501-505 of Texas Local Government Code. The proposed agreement is for one year. The expenditure includes funding for costs associated with administration, budgeting, project management, accounting, legal and other professionals needed to support and successfully manage NBIDC-led initiatives. Significant personnel devoted to managing and supporting NBIDC include (listed in order of time devoted to NBIDC initiatives):

1. Economic Development Manager
2. Finance Department
3. Legal department including City Attorney, Assistant City Attorney and support staff
4. Capital Project Managers
5. City Manager and Assistant City Manager
6. Other staff as needed from Planning, Engineering and Public Works departments

The City of New Braunfels provides project management expertise and resources to the NBIDC for all capital projects approved. Additionally a portion ($6,000) of the funds are used to license economic impact analysis software to support economic development programs.
**Fiscal Impact:**

Up to $137,500 to be spent through September 30, 2017.

**Attachments:**

Contract
CONTRACT BETWEEN THE NEW BRAUNFELS INDUSTRIAL DEVELOPMENT CORPORATION AND THE CITY OF NEW BRAUNFELS, TEXAS

THE STATE OF TEXAS §
§ KNOW ALL MEN BY THESE PRESENTS:
COUNTY OF COMAL §

THIS CONTRACTUAL AGREEMENT (the “Agreement”) is made and entered into by and between the New Braunfels Industrial Development Corporation, a Non-Profit Corporation of the State of Texas, hereinafter called "IDC“, acting by and through its duly authorized officers, and the City of New Braunfels, Texas, a Texas municipal corporation, hereinafter called "CITY," acting by and through its officers:

W I T N E S S E T H:

I.

WHEREAS, Texas Local Government Code §501.54 provides the IDC with the powers of non-profit corporations incorporated under the Texas Non-Profit Corporation Act, as amended, and Section Seven of the Bylaws of the IDC allows for the President and Secretary of the IDC to execute any contract which the Board has approved and authorized to be executed; and

II.

WHEREAS, upon the recommendation and approval by the Board of the IDC, the City Council of New Braunfels, Texas on ______________, approved that a $137,500 flat fee be allocated to the CITY for administrative support and professional services provided annually to the IDC. Said funds shall be paid by IDC to the City on a monthly pro rata basis. This contract shall be renewed annually with the approval of the City’s annual budget unless specific action is taken by the IDC and the City to change the
terms of this agreement. Direct services the CITY shall perform for the IDC include:

(1) Preparing all reports and keeping all books and records required by the IDC’s Bylaws;

(2) Preparing and processing of IDC’s project applications and approvals;

(3) Preparing a budget for the forthcoming year for review and approval by the Board and City Council;

(4) Providing all necessary budgeting, auditing, accounting, analysis, professional support services and financial management through the City’s Administration and Financial Services Department;

(5) Providing for legal services through the City Attorney’s office. City legal services will be initiated by written request from the IDC on specific projects;

(6) Providing facilities for repository of records, office and conference space for meetings which includes a proportional charge for electricity, water, sewer, gas, heating and air conditioning, telephone, internet service, repair and maintenance for such facilities; and

(7) All funds received by CITY from IDC as herein provided shall be expended solely for the purposes stated herein.

III.

In the performance of this contract, CITY shall not discriminate against any tenant or customer because of his/her race, color, religion, national origin, sex, disability or ancestry. Breach of this covenant may be regarded as a material breach of the contract causing its termination.

IV.

It is expressed and understood and agreed by both parties hereto that each acts independently of each other, and neither has the authority to bind the other or to hold out to a third party that it is the authority for the other. The parties hereto understand

2
and agree that the City shall not be liable for any claims, which may be asserted by any third party occurring in connection with the performance of the IDC.

Nothing contained herein shall be deemed or construed by the parties hereto or by any third party as creating the relationship of employer-employee, principal agent, joint ventures or any other similar such relationships, between the parties hereto.

V.

All communications between IDC and CITY shall be addressed to the President of the New Braunfels Industrial Development Corporation, c/o City of New Braunfels, 424 S. Castell Avenue, New Braunfels, Texas 78130. Any communication to the CITY shall be addressed to the City Manager, 424 S. Castell Avenue, New Braunfels, Texas 78130.

VI.

It is understood and agreed that in the event any provision of this contract is inconsistent with requirements of law, the requirements of law will control and the parties shall revert to their respective positions, which would otherwise be enjoyed or occupied by the respective parties for the terms of this contract.

VII.

The foregoing instrument in writing between the parties herein, constitutes the entire agreement between the parties relative to the funds made the basis hereof, and any other written or oral agreement with the IDC being expressly waived by CITY.

IN WITNESS WHEREOF, the parties hereto execute this agreement in duplicate originals on this ____th day of August, 201__.
CITY OF NEW BRAUNFELS
INDUSTRIAL DEVELOPMENT CORPORATION

By: ______________________________
   Stuart Hansmann, President

ATTEST:

________________, Corporate Secretary

CITY OF NEW BRAUNFELS, TEXAS

By: ______________________________
   Robert Camareno, City Manager

ATTEST:

________________, City Secretary

APPROVED AS TO FORM:

______________________________
   Valeria Acevedo, City Attorney
Agenda Item Memorandum
August 31, 2016

TO: NBIDC Board

FROM: Jeff Jewell, Economic Development Manager

RE: Agenda Item #5- Discuss and consider appointment of a representative to the New Braunfels Comprehensive Plan Steering Committee.

The City will begin its Comprehensive Planning Process in the next few weeks. The City Council has appointed a steering committee to provide strategic direction on the process. The Steering Committee will oversee Plan Element Advisory Groups, which are groups that have deep technical knowledge or expertise in the subject areas. A more detailed scope of the Comprehensive Planning Process is attached for review.

It is recommended the NBIDC appoint a representative to the steering committee.

Attachments:
Design Workshop Scope
REVISED WORK PROGRAM – JUNE 20, 2016

TASK 1: PROJECT MANAGEMENT AND KICK-OFF
Strategic Kick-Off ensures that the process is thoughtfully planned from the beginning. Introductions will be made, communication channels will be established, and a baseline understanding of the community will be achieved. The Design Workshop team will partner with City staff to create a detailed scope and schedule, identify a Steering Committee and Plan Element Advisory Groups for each phase of the planning effort, and host a kick-off meeting and an informative community tour.

TASK 1.1: STRATEGIC KICK-OFF MEETING
Our Strategic Kick-Off will align the team, client and Steering Committee around the purpose of the plan. A crucial gathering of minds must occur to articulate what is necessary for a successful plan. This ensures everyone is familiar with issues and opportunities, is aware of individuals collaborating with the City in the project, and understands the Project Management Plan that will guide the effort. The Design Workshop team will host a site tour on the same day as the Strategic Kick-Off workshop. At the site tour, we will discuss existing conditions, develop a photo catalogue of the community, and verify base information gathered from various sources. During our trip for strategic kick-off we will conduct a parks system tour with staff to obtain an initial understanding of the parks, facilities, trails, and facilities in the community. This will help obtain a good perspective of the system when interacting with individuals during the community input process. A more detailed inventory capture and site assessment tour will be conducted as a part of the park and facility assessment over the course of the plan development. City staff and Steering Committee members will be invited to attend the tour and weigh in on the discussion. All of this will be in an effort to develop strong background information to be included in the project’s initial Technical Report.

TASK 1.2: PROJECT BOOK STANDARDS
As the Comprehensive Plan and Parks, Recreation and Open Space Strategy documents are the most important and lasting deliverables, Design Workshop implements Project Book Standards that ensure the process runs smoothly and that the Client group receives a high-quality product. An anticipated table of contents for the documents and various style standards will be discussed at the Strategic Kick-Off meeting. A sample of these standards is included in this proposal.

TASK 1.3: PROJECT BRANDING
Throughout Design Workshop’s 45 years of experience in leading community engagement efforts, we have found that well-designed documents, logos, and word selection can make the difference between a high level of public awareness, public apathy and even distrust.

The Design Workshop team will create a brand for the comprehensive planning effort that garners interest and links together various tools for outreach. Our unique “brand” (message or image) will complement existing elements used by the City of New Braunfels, such as the City’s official logo style and color. Outreach elements that we envision applying special branding to include meeting advertisements, visual displays for presentations, handouts for public meetings, project webpages, and
the final project book. All will have a design and format that is concise, consistent, compelling, and appropriate for varying audiences and meeting types. The Design Workshop team understands that this marketing logo and branding will become the property of the City of New Braunfels that will be used on related documents, correspondence and marketing materials.

**TASK 1 DELIVERABLES:**

- Project Management Plan
- Project Book Standards
- Project Branding Standards
- Bi-weekly Client Teleconferences (on average; more or less as needed for project flow)
- Strategic Kick-Off Meeting Agenda and Materials
- Strategic Kick-Off Meeting Summary
- Strategic Kick-Off Meeting and Tour of the Community

**TASK 2: DATA ANALYSIS AND SYNTHESIS**

**TASK 2.1: TECHNICAL REPORT**

From the background information gathered, the Design Workshop team will prepare a Technical Report that synthesizes all data into an easily understood document which can be shared amongst group members in the Public Engagement phase. The Technical Report will inform the final project book and include the following:

- Community profile including history, location and general physical characteristics.
- Demographic and population analysis and projections, including impact from regional rapid growth. The Design Workshop team will provide an understanding of the demographic environment to understand the market served in New Braunfels and distinguish customer groups; and, to determine changes occurring in the region and assist in making proactive decisions to accommodate those shifts. The demographic analysis will be based on US Census information and market research data including historical trends and future projections. The following demographic characteristics will be included: Population Density, Age Distribution, Households, Gender, Ethnicity, and Household Income.
- Inventory and maps of existing/baseline conditions including land use; stormwater drainage; soils; natural environment; built environment (including commercial signage); thoroughfares, travel demand, and transportation (including sidewalks and trails); community facilities; utilities; public parks; and an initial list of issues impacting development.
- Capital projects (New City Hall, Recreation Center, Downtown sidewalks, road and infrastructure projects).
- Market and Industry Analysis (economic development)
- Goals and objectives of existing plans, noting what has and has not been achieved.
Specific to the Parks, Recreation and Open Space Strategic Plan, the following analysis will occur.

- Data Collection and Past Plan Review - Existing policies, fee structure, funding and budget, and organizational structure information review.
- Community Profile - The Design Workshop team will utilize projections 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; and to provide the basis for Equity Mapping and Service Area Analysis. Data will be mapped in GIS to produce density maps to support other tasks including the needs assessment and equity mapping.
- Recreation Trend Analysis - From the demographic analysis, sports, recreation, and outdoor trends are applied to the local New Braunfels population to assist in determining the potential participation base within the service area. For the sports and recreation trends, the Consulting Team will utilize Sports & Fitness Industry Association’s (SFIA) 2016 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.
- Parks, Facilities, Historic Sites Assessment – An extensive park and facility tour will be performed with City staff, operations and maintenance staff, and programming staff to confirm and modify any additional information to the inventory form, as well as perform a supply analysis to identify existing and potential parks and recreation resources, and facilities provided across the community. The Design Workshop team will provide a written site assessment of each park in the City. An aerial photo of each site will be obtained from Google Maps and a list of the existing a park facilities and amenities will be listed. A list of all proposed improvements and renovations will also be provided. Information from this assessment will be used to develop levels of service as well as Capital Improvement Needs for the action plan.
- Park Classifications, Level of Service Standards – 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 team’s national experience and comparison with peer/survey cities. We will assess the growth of the city and determine the location and type of additional parks and recreation facilities and services needed. The Design Workshop team will work with New Braunfels to review and confirm, modify or add to existing facility and park classifications, and preferred level of service 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 team’s national experience and comparison with peer/survey agencies, adapted based on the needs and expectations of the community.
- Service Area Mapping – The Design Workshop team will utilize GIS to perform equity mapping to identify service area analysis for specific facilities and programs. This includes mapping by

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classification and major amenities by facility standards as applied to population density and geographic areas. A service area is defined as a circular area around a park or amenity whose radius encompasses the population associated with the appropriate facility standard for each park classification and amenity. Using the facility standards and service areas provided by Consulting Team for each park and major facility type (amenity), a series of maps by each park classification and major amenities will be prepared. Major parks and facilities to be mapped could include:

- Neighborhood Parks
- Community Parks
- Block/Mini Parks
- Soccer Fields
- Football Fields
- Baseball Fields
- Softball Fields
- Basketball Courts
- Tennis Courts
- Trails
- Playgrounds
- Picnic Pavilions
- Aquatics/Pools
- Recreation/Community Centers

Maps of the entire system will be prepared. This mapping identifies gaps and overlaps in service area. It is assumed that the City will provide base GIS information including inventory and general location of park sites and amenities.

- Demand Analysis – The Design Workshop team will develop core service criteria and what program areas should be core and those that should be non-core. For the core programs, we will conduct an assessment of the key service providers and provide input on which areas offer growth potential versus market saturation.

**TASK 2 DELIVERABLES:**
- Draft Technical Report
- Final Technical Report
**TASK 3: PUBLIC ENGAGEMENT**

Our work program includes two processes that occur simultaneously and in an iterative manner – a Plan Development Process and Public Engagement Process. This ensures that the community is involved in some capacity at each stage of the project. Together, the two processes are broken down into distinct phases from Strategic Kick-Off to Final Plan. Our experience has proven that a planning process is both a technical procedure and dialogue with the community. Moving both the plan development and the community involvement portions of the process forward simultaneously provides the level of information to all stakeholders that will be essential to building supported documents at the end. The Design Workshop team front-loads the process with several opportunities for input. Then, we check back with stakeholders at every stage to ensure that we have heard them correctly and are responding in an appropriate manner.

**Committee Structure**

**TASK 3.1: STAKEHOLDER ENGAGEMENT STRATEGY**

Our Stakeholder Engagement Strategy will encourage participation, and build consensus around a vision for New Braunfels. The Design Workshop team will work with City staff to solidify details for every outreach event, committee workshop, public meeting/virtual town hall, website update, and online poll. This roadmap helps everyone understand procedures for branding, media interaction, online engagement and social media interaction. Media can play a valuable role in educating community members about the key issues, advertising events and opportunities for input, and providing

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information about the conclusions from the process. Our strategy will ensure that the project leverages available media to deliver a clear, consistent message about the Comprehensive Plan and Parks, Recreation and Open Space Strategy.

**TASK 3.2: ONLINE TOOLS**
The Design Workshop team will work with City staff, and the Steering Committee, to establish online tools to provide information to the community and solicit public input about the plan in an easy manner. We envision establishing a project website (using SquareSpace) that will be linked through the City’s existing site that is dedicated to our effort. It would contain a comment section, links to online polls, background documents, and up to date information concerning alternatives and preferred elements of the plan. The Design Workshop team will feature online idea generation tools, such as community survey questions using Qualtrics or Survey Monkey to provide for virtual discussion amongst community members regarding their ideas for how to guide growth over the next few decades. We would work with City staff and the Steering Committee to publicize online tools for the project.

**TASK 3.3: DEVELOP A COMMITTEE STRUCTURE**

*Steering Committee*
A Steering Committee will oversee Plan Element Advisory Groups.

The Design Workshop team will collaborate with City staff on the development of a Steering Committee. The role of the Steering Committee is to guide the execution of the planning effort, along with City staff. It will also oversee the efforts of Plan Element Advisory Groups (described in the next section). Steering Committee members should represent key constituents. The Steering Committee will be made up of representatives from the following:

- Chamber of Commerce
- City Council
- Comal County
- Comal ISD
- Guadalupe County
- Industrial Development Corporation (4B)
- NBISD
- NBU
- Planning Commission

*Plan Element Advisory Groups*
The Design Workshop team will collaborate with City staff and the Steering Committee to form Plan Element Advisory Groups having deep technical knowledge or expertise in the following areas:

- Growth and Future Land Use | This Plan Element Advisory Group will consult on topics related to population, demographics, land use patterns to accommodate growth and encourage reinvestment and walk-able mixed use neighborhoods, housing, annexation and ETJ policies.

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• Urban Design and Cultural, Heritage and Historic Preservation | This Plan Element Advisory Group will assist with goals and policies to achieve the citizens’ vision for New Braunfels’ urban form, the built environment and its impact on public health, architectural design and historic preservation. They will address this through the lens of the community’s unique history ensuring its rich and diverse cultural heritage is preserved.

• Parks and Recreation | This Plan Element Advisory Group will provide input related to the preservation of natural resources, improving the health and wellness of the community and providing balanced access to public parks and programs. This Plan Element Advisory Group will also serve as the key group consulting on the concurrent Parks and Recreation Strategic Plan update.

• Economic Competitiveness | This Plan Element Advisory Group will lend their expertise to the creation or update of goals and policies to establish a coordinated approach to economic development to ensure the community is well positioned to attract workers and businesses, and to retain and sustain existing businesses. This will be in addition to a separate Economic Development Strategy and focused on policies and goals for the Comprehensive Plan.

• Tourism | This Plan Element Advisory Group will focus on goals and policies to capitalize on the positive impacts of tourism on the community including the economy and the unique sense of place it engenders; and addressing the impacts on infrastructure, public safety and the environment.

• Transportation | This Plan Element Advisory Group will advise on appropriate goals, policies and objectives as they relate to the vision of the city’s transportation network, the transportation/land use relationship, and how it connects and interacts with the region; all modes will be addressed from walking to air travel.

• Natural Resources and Infrastructure | This Plan Element Advisory Group will focus on addressing land use compatibility with environmentally sensitive areas and features, conservation of natural resources, storm water conveyance including Low Impact Development (LID), and utility infrastructure.

• Education and Youth | This Plan Element Advisory Group will consult on the needs of the city’s youth, from education and health to social activities and childcare. Education input will guide goals and policies for school locations, preparing youth to become responsible citizens, and identifying technical vocational training and higher education needs, as well as the educational and social needs of all generations in the community.

• Facilities, Services and Capital Improvements | This Plan Element Advisory Group will advise on the provision and location of public facilities and services including police, fire, emergency services, libraries, government buildings, community service centers for all generations, and sustainable solid waste and recycling goals.

The goal is to try not to limit the numbers of those who participate in the Plan Element Advisory Groups. There would be no limitation to how many committees a person could serve on; however, Plan Element Advisory Groups may be meeting at the same time upon occasion. There are three ways people could be placed on a Plan Element Advisory Group:

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1. Each organization on the Steering Committee will appoint one member to each of the Plan Element Advisory Groups. These appointees would not necessarily be chairs or lead the groups, but could simply be member participants.

2. All boards and commissions, including the Mayor’s Education Task Force, will be given an opportunity to appoint members to the Plan Element Advisory Groups.

3. An application process, like what was done in 1997, will be used to invite all citizens who want to participate in the Plan Element Advisory Groups. The applications will include the list of Plan Element Advisory Groups and explanations of the role of each to help applicants pick those with which they might like to assist.

Plan Element Advisory Groups will identify sources of data, set goals, and vet approaches for each element of the planning effort.

**TASK 3.4: CONDUCT COMMUNITY DIALOGUES**

A series of four community dialogues will engage stakeholders at times and locations that are convenient for them. Each community dialogue will include a workshop (stand-alone meeting) or a meeting-in-a-meeting (meeting-in-a-box). The goal of each dialogue is to gather feedback from a diverse cross-section of the community. Most will include a meeting of the Plan Element Advisory Groups to draft content related to the dialogue occurring (i.e. issues and opportunities, goals, key findings, implementation actions).

**Workshop format:** Workshops are an important opportunity for the public to weigh in on the process and to articulate a vision. The use of keypad polling makes workshops transparent and provides an equal voice to all. Well-designed polling questions, when paired with associated imagery and background information, helps members of the public provide input.

**Meeting-in-a-meeting format (i.e. meeting-in-a-box):** This format allows groups and interested stakeholders to gather and provide feedback at times and locations convenient for them. Meetings-in-a-meeting may include informational booths at popular destinations, such as Wassailfest, Concerts in the Park, Movies in the Park, or the Comal County Fair and Rodeo. The Design Workshop team will train committee members to act as facilitators for meetings-in-a-meeting and informational booths.

**Online polling:** For every community dialogue there will be a supplementary interactive poll that allows participation online. Keypad polling questions from each workshop will be mirrored in online surveys to gather parallel input from those unable to attend in-person workshops.
Dialogue #1 - Issues and Opportunities

- **Workshop**: A public workshop, a meeting-in-a-meeting (a.k.a. meeting-in-a-box) and a supplementary interactive poll will occur to ensure the greatest number of people have the opportunity to participate in the project. The public will be informed of the process and input opportunities. Big questions like, “what is working?” and “what isn’t working?” will be asked. Participants will brainstorm issues and opportunities.

- **Parks Plan Stakeholder Interviews**: The Design Workshop Team will conduct 15-20 focus groups and key leadership interviews with operations/maintenance and programs staff – up to ten (10) focus group meetings and up to ten (10) key leadership interviews will be held over a two-day period. The goal is to identify their vision and values and how they translate into future recreation facilities and programming, parks, trails and open space development needs of the City.

- **Steering Committee**: The Steering Committee will meet to discuss the feedback received to-date. The workshop approach will be discussed and perhaps adjusted for future dialogues to ensure they are as affective as possible.
Dialogue #2 - Goals

- **Plan Element Advisory Groups**: From Issues and Opportunities findings, draft goals will be developed with the Plan Element Advisory Groups. These goals focus efforts to improve various social, environmental, economic and physical conditions.
- **Workshop**: Through a public workshop and a supplementary interactive poll, a draft of goals will be presented to the public for comment and feedback.
- **Steering Committee**: A draft of goals will be presented to the Steering Committee for comment and feedback.

Dialogue #3 – Key Findings

- **Plan Element Advisory Groups**: The Plan Element Advisory Groups will help create and test the keypad polling questions and mapping exercise for visioning. These will be used during the workshop to help the general public create a vision for New Braunfels.
- **Workshop**: Through a public workshop and a supplementary interactive poll, a draft vision will be presented to the public for comment and feedback. This workshop would present a summary of the Plan Element Advisory Groups’ visions to the community. Participants would use keypad polling to evaluate the visions in terms of quality of life, transportation, economic growth, overall character of the community, or other topics. Real-world examples will be given for land use types, so that participants may understand the character of development implied.
- **Steering Committee**: A draft vision will be presented to the Steering Committee for comment and feedback. The articulation of a preferred vision, coupled with input concerning overarching strategies for items such as transportation, parks, economic development infrastructure, and land use, will inform the plans.

Dialogue #4 – Implementation Actions

- **Plan Element Advisory Groups**: Implementation actions that will achieve the vision within the planning horizon (20 years) will be developed with the Plan Element Advisory Groups. These implementation actions will include physical capital improvements, policy changes, programs and additional planning. Each will include an analysis of costs, degree of difficulty, potential partners and relative phasing.
- **Workshop**: Through a public workshop and a supplementary interactive poll, a draft of implementation actions will be presented to the public for comment and feedback. The Implementation Actions Workshop builds upon previous efforts to ensure the community clearly articulated its values. It will narrow possibilities for future implementation. Understanding challenges and opportunities for implementation enables the team to make informed decisions about what to pursue in the short-term, and what is more appropriate for long-term efforts. A call to action will be made to keep participants engaged in next steps.
- **Steering Committee**: A draft of implementation actions will be presented to the Steering Committee for comment and feedback.
TASK 3 DELIVERABLES:

- Draft Stakeholder Engagement Strategy
- Final Stakeholder Engagement Strategy
- Project Website Content
- Social Media Update Content
- Steering Committee meetings (up to 4)
- Steering Committee Meeting Agendas and Materials
- Steering Committee Meeting Summaries
- Plan Element Advisory Group meetings (3 evenings, 2 time slots per evening) – Two meeting time slots will be available for the Plan Element Advisory Groups to meet during each dialogue phase. A short introduction will be conducted at the beginning of each meeting. Then the Plan Element Advisory Groups will break up and conduct their work in small groups. For example, 5 Plan Element Advisory Groups will meet at 4PM and 5 Plan Element Advisory Groups will meet at 6PM.
- Plan Element Advisory Group Agendas and Materials
- Plan Element Advisory Group Summaries
- Stakeholder Interviews - up to ten (10) focus group meetings and up to ten (10) key leadership interviews will be held over a two-day period
- Community Workshops (up to 4 Issues and Opportunities, Goals, Key Findings and Implementation Actions)
- Issues and Opportunities Workshop Agenda and Materials
- Issues and Opportunities Workshop Summary
- Goals Workshop Agenda and Materials
- Goals Workshop Summary
- Key Findings Workshop Agenda and Materials
- Key Findings Workshop Summary
- Implementation Actions Workshop Agenda and Materials
- Implementation Actions Workshop Summary
- Online Community Polling (up to 3)
TASK 4: COMPREHENSIVE PLAN DRAFTING AND DEVELOPMENT – CAPTURING THE PROCESS AND VISION

TASK 4.1: COMPREHENSIVE PLAN DRAFTING AND DEVELOPMENT

The Design Workshop team will document, compile and analyze all data, public input, and committee guidance. This information will influence and drive document development and finalization of policy areas or plan elements. We will deliver a draft project book for the Comprehensive Plan that summarizes and graphically illustrates the following elements:

- **Growth and Future Land Use Element**: Includes topics related to population, land use patterns to accommodate growth and encourage reinvestment and walkable mixed-use neighborhoods, housing annexation and ETJ policies. A Future Land Use Plan will include the city limits and ETJ, with flexible land use categories that encourage appropriate (and workable) mixtures of uses and densities to accommodate projected population and corresponding jobs, while protecting natural resources and neighborhood integrity. The Future Land Use Plan will take into account existing and planned school district/facility locations, and identify corridors and activity centers for future redevelopment opportunities. The Design Workshop team will assess existing housing and neighborhood conditions, including minimum lot size/density limitations and affordability. The Design Workshop team will illustrate varieties of housing types including those not often used in the area. We will identify housing needs and recommend locations for residential development of all types and for all ages. We will explore criteria for selecting or considering areas for annexation, tools for making decisions on requests for Public Improvement Districts (PIDs), Municipal Utility Districts (MUDs), Emergency Service Districts (ESDs), ETJ releases, and other implementation policies. This will include recommended general areas for annexation consideration over the next 25 years.

- **Urban Design and Cultural, Heritage and Historic Preservation Element**: Includes topics related to urban form, the built environment and its impact on public health, architectural design and historic preservation. The Design Workshop team will consider various urban design elements such as commercial sign regulations; building types, heights/stories, setbacks, and floor area ratio; façade and roofline articulation; historic and neighborhood preservation; parks and open spaces. The Design Workshop team will recommend special study areas (such as the existing Walnut Avenue corridor) in conjunction with identified redevelopment areas. We will recommend policies to achieve common goals for municipal/public buildings.

- **Parks and Recreation Element**: Includes topics related to the preservation of natural resources, improving the health and wellness of the community and providing balanced access to public parks and programs. This element will include the high level outcomes of the concurrent Parks and Recreation Strategic Plan update.

- **Economic Competitiveness Element**: Includes topics related to the creation or update of goals and policies to establish a coordinated approach to economic development to ensure the community is well positioned to attract workers and businesses, and to retain and sustain existing businesses. This element will include the high level outcomes of the concurrent Economic Development Strategic Plan update.
• **Tourism Element**: Includes topics related to tourism including its influence on the economy and the unique sense of place in New Braunfels; and addressing the impacts on infrastructure, public safety and the environment.

• **Transportation Element**: Includes topics related to transportation/land use relationship, and how it connects and interacts with the region; all modes will be addressed from walking to air travel. The Design Workshop team will review and build upon recommendations in the existing Regional Transportation Plan to define current circulation patterns including freight (quarry trucks), pedestrians and bicycles; analyze existing system for improvement which may include design standards, complete streets, transit opportunities, bicycle and pedestrian linkages, pedestrian connections from cul-de-sacs, traffic calming or other features. We will examine industrial areas for improved linkages to State and Interstate Highways and identify strategies for overcoming connectivity barriers near IH-35, railroad grade crossings and the Guadalupe River.

• **Natural Resources and Infrastructure Element**: Includes topics related to land use compatibility with environmentally sensitive areas and features, conservation of natural resources, storm water conveyance including Low Impact Development (LID), and utility infrastructure. The Design Workshop team will reference the regional habitat conservation plan, water protection plan, and stormwater management strategy report. The importance of Comal Springs, the Guadalupe River, municipal separate storm sewer system (MS4), and tree preservation/tree canopy shall be addressed. Other environmental objectives will include air quality, water quality, water conservation, land resources (open space, drainage ways and other watersheds), and sensitive environmental areas (Edwards Aquifer Recharge Zone). We will review existing studies, adopted plans, ordinance requirements, platting procedures, and impact fee programs and analyze areas for improvement. The impact of impervious surfaces and low impact development will be included.

• **Education and Youth Element**: Includes topics related to the needs of the city’s youth, from education and health to social activities and childcare. Education input will guide goals and policies for school locations, preparing youth to become responsible citizens, and identifying technical vocational training and higher education needs.

• **Facilities, Services and Capital Improvements Element**: Includes topics related to the provision and location of public facilities and services including police, fire, emergency services, libraries, government buildings, and sustainable solid waste and recycling goals.

Each Element will also include the following:

• **Existing Policy Framework**: A summary of existing plans and policies that influence the outcomes will be provided for each section.

• **Goals and Objectives**: The Design Workshop team will prepare detailed goals and objectives for each element.

• **Implementation Actions**: Actionable strategies are developed to move the City towards the shared vision. These may include implementation strategies that consider economic development, community facilities, annexation, urban design, environmental resources, housing...
and transportation - always with an eye toward promoting livability and economic vitality for the community. We will ask the questions: What opportunities and challenges are associated with implementing the plan? What are some specific and achievable conclusions of the plan? What will shape the physical development of the city? How can we continue to keep the community committed to the effort? Where will funding come from? What departments from the City will be working with the planners? We will develop a long-term and sustainable strategy for implementation dissecting the roles and responsibilities of the City, other government agencies, nonprofits, and private owners. The Design Workshop team understands that the Comprehensive Plan will be implemented through a variety of tools including, but not limited to the Zoning Ordinance, Sign Code, Subdivision Platting Ordinance, Capital Improvement Program (CIP), and annexation. The final document will include an aggressive, but realistic work program and/or strategy for implementation of the goals and objectives of the plan. We will provide a timeline, projected costs, specific actions to achieve the goals, and will identify responsible parties. The recommendations may include updates, revisions, and/or improvements to existing ordinances. New and future issues impacting development will be identified coupled with recommendations to strategically address them. The Design Workshop team will also identify in the plan the agencies, organizations, and groups with key roles in the plan implementation and identify their specific responsibilities. Due to the in-depth involvement of these organizations throughout the process, it is expected that we will achieve 100% buy-in on the actions needed for its implementation. A practical understanding of the resources available for each group will ensure that the action items and phasing strategy are realistic.

Design Workshop will work to ensure that the update is a user-friendly publication that can be easily updated over time. It is also important that the final principles and policies of the plan reflect the identified issues from the community, so that there is transparency across the process.

Plan document component drafts and accompanying illustrations will be prepared for review by City staff and the Steering Committee. Bi-weekly project team conference calls (on average; more or less as needed for project flow) will provide updates on the status of deliverables. The Design Workshop team will provide up to one round of revisions to each section and one round of revisions for the full draft Comprehensive Plan. Additional review cycles may result in additional fees. The Design Workshop team will provide a Comment Log to track requested revisions and team comments, feedback and corrections to the document.

The Design Workshop team will deliver (1) hard copy of the complete draft plan (bound or unbound) as well as a digital version. After completing the revisions recommended by City staff, the Steering Committee, elected officials and the community at-large, hard-copies of the revised the document will be provided.

**TASK 4 DELIVERABLES:**

- Supporting graphics/illustrations (up to 10 maps and up to 10 illustrations; diagrams and charts as needed)
- One (1) hard-copy of the draft plan

*New Braunfels – Comprehensive Plan and Parks, Recreation and Open Space Strategy*
• One (1) digital-copy of the draft plan (PDF)
• Comment Log

**TASK 5: PARKS, RECREATION AND OPEN SPACE STRATEGIC PLAN UPDATE DRAFTING AND DEVELOPMENT**

The update to the 2010 Parks, Recreation and Open Space Strategic Plan will be concurrently developed with the Comprehensive Plan within 9 to 12 months of the project. The Design Workshop team will provide a final separate document to be referenced within the Comprehensive Plan. This Strategic Plan will include a comprehensive assessment of the Parks and Recreation Department’s programs, events, parks and facilities, including its ability to respond to the recreational needs of the community.

Preparation of the plan will include public participation concurrent with the program undertaken for the Comprehensive Plan. The updated Strategic Plan should serve as a guideline for the next 5-10 years of development and fiscal planning of the City of New Braunfels park system. Specific tasks for this effort will include the following.

**TASK 5.1: EVALUATION OF CONCEPTS AND DEVELOPMENT OF RECOMMENDATIONS**

Development of a Parks Operation and Maintenance Management Plan – The Design Workshop team will perform an analysis of the current practices of the City to evaluate its operational situation. This analysis will identify future City 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
- 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

Services Assessment – We will introduce service offering management classifications based on industry best practices and the Design Workshop team’s operational experience. This criterion will help guide the management and service delivery of all offerings by helping to classify them as core essential, important and value-added offerings. These are based on the values of the community and the level of benefit users receive from that offering.
Functional Organizational Structure – Using a business-oriented approach with integration of industry best management practices; we will assess the feasibility of the realignment of staffing structures to create more efficiency. This will help enhance the organizational infrastructure through a more efficient design where appropriate that is functionally based.

Development of a Recreation Programming plan – We will assess growth of the city and determine location and type of additional parks and recreation facilities and services needed. This assessment will review how well the department aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful, innovative, and mission-oriented recreation program offerings. The process includes analysis of the following programming aspects:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- Review of program development process
- Backstage support, or service systems and agency support needed to deliver excellent service

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.

Service Inventory – Our team will inventory parks and recreation programs and services offered to the public by the City, including those provided in partnership with other organizations. This analysis will include the type of program, user group, and ages of persons served, and analyze attendance levels and markets served, and locations of program offerings. As part of this analysis, the team will identify peers in recreation service delivery in the area to assess potential partners.

Delivery Evaluation – The Design Workshop team will analyze the operations and methods used to deliver existing services. This process will involve staff interviews, observations of procedures, user interviews, and a review of promotional materials and methods. The analysis will include an evaluation of the customer interface aspect of service delivery, identifying the elements that are critical to success and barriers to customer participation and satisfaction.

**TASK 5.2: PLAN DOCUMENTATION**

Prioritized Facility and Program Priority Rankings for Land Acquisition and Future Park/Facility Development – We will provide direction in the acquisition and development of parkland to meet future needs. Special emphasis in community outreach may be necessary to gain public input for these proposed future parks and facilities. Also this analysis will identify/propose other park system changes that may result in better/enhanced services to residents. Our team will synthesize the findings from the community input, standards, demographics and trends analysis, park and facility assessment, recreation
services assessment and the service area mapping into a quantified facility and program priority ranking. This priority listing will be compared against gaps or surplus in recreation services, parks, facilities and amenities. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and identify associated cost for development and construction of new and renovated facilities. It will also take into account environmental stewardship and operational sustainability in developing options and cost estimates. The information gained from this task will be used to update/amend the City’s CIP. 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. Also, a set of prioritized recommendations for maintenance and renovation of parks, trails and recreation facilities will be developed. The Design Workshop team will conduct a work session with staff to review the findings and make revisions as necessary.

Funding and Revenue Strategies – Funding strategies will be developed based on our review and analysis of the facilities as well as the national experience brought by the Design Workshop team. Numerous funding options may be applied based on the community values. Funding strategies to be evaluated for recommendations will include:

- 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
- Grant opportunities and resources to construct parks and facilities

The Design Workshop will develop a plan with strategies taking into consideration the fiscal and operational impacts to the City. The Design Workshop team will deliver (1) hard copy of draft plan (bound or unbound) as well as a digital version. The Design Workshop team will provide a “Comment Log”, based on all comments received, that confirms the completion status of all revisions to the draft requested. After completing the revisions recommended by City staff, the Steering Committee, elected officials and the community at-large, the revised draft will be provided.

**TASK 5 DELIVERABLES:**
- Supporting graphics/illustrations (up to 10 maps/diagrams)
- One (1) hard-copy of the draft plan
- One (1) electronic copy of the draft plan (PDF)
- Comment Log
TASK 6: PLAN REVIEW AND PUBLIC ADOPTION PROCESS

Our experience proves that if thorough analysis is conducted and communicated to the public, the community is consulted throughout the process, sound goals drive the vision, and the plan is concisely packaged into a usable document, then final adoption is a simple process. The Design Workshop team envisions the final adoption to include:

- One presentation of the Comprehensive Plan to the Planning Commission
- One presentation of the Parks, Recreation and Open Space Strategic Plan to the Parks and Recreation Advisory Board
- One presentation of Parks, Recreation and Open Space Strategic Plan at a City Council meeting or official public hearing at which point final thoughts are addressed.
- One presentation of Comprehensive Plan at a City Council meeting or official public hearing at which point final thoughts are addressed.

Due to the overwhelming support from the community anticipated after many months of community dialogue, we expect a seamless and speedy adoption process.

The Design Workshop team will deliver (1) hard copy of draft plans (bound or unbound) as well as a digital version. The Design Workshop team will provide a “Comment Log”, based on all comments received, that confirms the completion status of all revisions to the draft plans. After completing the revisions recommended by City staff, the Steering Committee, elected officials and the community at-large, the final draft will be provided.

TASK 6 DELIVERABLES:

- Planning Commission Presentation Agenda and Materials
- Planning Commission Meeting Summary
- Parks and Recreation Advisory Board Presentation Agenda and Materials
- Parks and Recreation Advisory Board Meeting Summary
- City Council Agenda and Materials (X2)
- City Council Meeting Summary (X2)
- Planning Commission Meeting
- Parks and Recreation Advisory Board Meeting
- City Council Meeting – Parks, Recreation and Open Space Plan (X2)
- City Council Meeting – Comprehensive Plan (X2)
THE FINAL PLAN WILL BE AMENDED ONE TIME PRIOR TO ADOPTION. THIS WILL INCORPORATE COMMENTS FROM THE CITY COUNCIL, PARKS AND RECREATION ADVISORY BOARD AND PLANNING COMMISSION.

When conflicting points of view arise, City Council’s wishes will be addressed as the final authority on the Comprehensive Plan. The Design Workshop team will deliver one hard copy (bound or unbound) and one digital copy of final plan documents as well as a digital package of all files in a software format as specified by the City during Strategic Kick-Off.

**TASK 7 DELIVERABLES:**
- Fifty (50) hard-copies of the final Comprehensive Plan
- Fifty (50) hard-copies of the final Parks, Recreation and Open Space Strategic Plan
- One (1) electronic copy of the final plans, consisting of native, web-ready software formats editable by the City (Adobe InDesign)
- 24-inch x 36-inch paper copies of all maps
- Digitally separated PDFs of maps from the final complete plan documents for future individual printing or emailing. Must be compatible with Esri ArcGIS Desktop 10.3 or earlier versions (shapefiles or single-user geodatabase formats)

**COST PROPOSAL**
The Design Workshop team will provide the services described herein for a lump sum fee of $303,153.