

**Bastrop, TX City Council Meeting Agenda**  
**Bastrop City Hall City Council Chambers**  
1311 Chestnut Street  
Bastrop, TX 78602  
(512) 332-8800



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**March 13, 2018 at 6:30 P.M.**

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*City of Bastrop City Council meetings are available to all persons regardless of disability. If you require special assistance, please contact the City Secretary at (512) 332-8800 or write 1311 Chestnut Street, 78602, or by calling through a T.D.D. (Telecommunication Device for the Deaf) to Relay Texas at 1-800-735-2989 at least 48 hours in advance of the meeting.*

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As authorized by Section 551.071 of the Texas Government Code, this meeting may be convened into closed Executive Session for the purposes of seeking confidential legal advice from the City Attorney on any item on the agenda at any time during the meeting.

The City of Bastrop reserves the right to reconvene, recess, or realign the Regular Session or called Executive Session or order of business at any time prior to adjournment.

**1. CALL TO ORDER**

**2. PLEDGE OF ALLEGIANCE** – Kara Linn and Samantha Solorio, YMCA

**TEXAS PLEDGE OF ALLEGIANCE**

*Honor the Texas Flag; I pledge allegiance to thee, Texas, one state under God, one and indivisible.*

**3. INVOCATION** – Pastor Dale Burke, Bastrop Christian Outreach Center

**4. PRESENTATIONS**

4A. Mayor's Report

4B. Councilmembers' Report

4C. City Manager's Report

**5. WORK SESSION/BRIEFINGS - NONE**

## 6. STAFF AND BOARD REPORTS

- 6A. Presentation and update from the Bastrop Economic Development Corporation: 921 Main Street Project; 2018 Debt Issuance; 2018 Launch Small Business Workshop; EDC's Education & Workforce Development Program (Youth Career Day); Entertainment Experience Evolution Conference; MDM/Plastec West Conference; and SXSW Interactive Tradeshow (B.E.S.T. Economic Development Group).

## 7. CITIZEN COMMENTS

*At this time, three (3) minute comments will be taken from the audience on any topic. To address the Council, please submit a fully completed request card to the City Secretary prior to the beginning of the Citizens' Comment portion of the Council meeting. In accordance with the Texas Open Meetings Act, if a citizen discusses any item not on the agenda, City Council cannot discuss issues raised or make any decision at this time. Instead, City Council is limited to making a statement of specific factual information or a recitation of existing policy in response to the inquiry. Issues may be referred to City Staff for research and possible future action.*

*To address the Council concerning any item on the agenda, please submit a fully completed request card to the City Secretary prior to the consideration of that item.*

*It is not the intention of the City of Bastrop to provide a public forum for the embarrassment or demeaning of any individual or group. Neither is it the intention of the Council to allow a member of the public to slur the performance, honesty and/or integrity of the Council, as a body, or any member or members of the Council individually or collectively, or members of the City's staff. Accordingly, profane, insulting or threatening language directed toward the Council and/or any person in the Council's presence will not be tolerated.*

## 8. CONSENT AGENDA

*The following may be acted upon in one motion. A Councilmember or a citizen may request items be removed from the Consent Agenda for individual consideration.*

- 8A. Consider action to approve City Council minutes from the February 27, 2018 meeting.

## 9. ITEMS FOR INDIVIDUAL CONSIDERATION

- 9A. Consider action to approve Resolution No. R-2018-15 of the City Council of the City of Bastrop, Texas awarding a contract to MWM DesignGroup for design, bidding, and construction phase services for the State Park Trail Project, in an amount not exceed \$172,905.75 (one hundred seventy-two thousand, nine hundred five dollars and seventy-five cents) without prior written approval from the City; as attached in Exhibit A; authorizing the City Manager to execute all necessary documents; providing for a repealing clause; and establishing an effective date.



- 9B. Consider action to approve Resolution No. R-2018-16 of the City Council of the City of Bastrop, Texas appointing the City Manager as the Chief Executive Officer and Authorized Representative to act in all matters in connection with the FEMA Hazard Mitigation Grant Program and committing the City to provide matching funds to secure and complete the FEMA mitigation grant; and establishing an effective date.
- 9C. Consider action to approve a Resolution of the City Council of the City of Bastrop, Texas authorizing a contract between the City of Bastrop and Go Collaborative for the development of a Cultural Arts Master Plan in an amount not to exceed Eighty-Thousand and 00/100 Dollars (\$80,000); authorizing the City Manager to execute all necessary documents; providing for a repealing clause; and establishing an effective date.

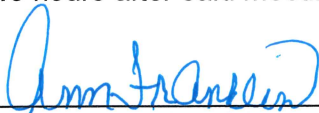
**10. EXECUTIVE SESSION**

- 10A. City Council shall convene into closed executive session pursuant to Section 551.072 of the Texas Government Code to deliberate about economic development project known as Project Revolution by the Bastrop Economic Development Corporation.
- 10B. City Council shall convene into closed executive session pursuant to Section 551.071 of the Texas Government Code to discuss and deliberate litigation matters with the City Attorney regarding Pine Forest 6, et al vs. City of Bastrop, et al.

**11. TAKE ANY NECESSARY OR APPROPRIATE ACTION ON MATTERS POSTED FOR CONSIDERATION IN CLOSED/EXECUTIVE SESSION**

**12. ADJOURNMENT**

I, the undersigned authority, do hereby certify that this Notice of Meeting as posted in accordance with the regulations of the Texas Open Meetings Act on the bulletin board located at the entrance to the City of Bastrop City Hall, a place of convenient and readily accessible to the general public, as well as to the City's website, [www.cityofbastrop.org](http://www.cityofbastrop.org) and said Notice was posted on the following date and time: Friday, March 9, 2018 at 10:00 a.m. and remained posted for at least two hours after said meeting was convened.

  
\_\_\_\_\_  
Ann Franklin, City Secretary



# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 4A

**TITLE:** Mayor's Report

**STAFF REPRESENTATIVE:**  
Lynda Humble, City Manager

**POLICY EXPLANATION:**

Texas Local Government Code, Section 551.045 – Governing Body of Municipality or County: Reports about Items of Community Interest Regarding Which No Action Will Be Taken:

(a) Notwithstanding Sections 551.041 and 551.042, a quorum of the governing body of a municipality or county may receive from staff of the political subdivision and a member of the governing body may make a report about items of community interest during a meeting of the governing body without having given notice of the subject of the report as required by this subchapter if no action is taken and, except as provided by Section 551.042, possible action is not discussed regarding the information provided in the report.

(b) For purposes of Subsection (a), "items of community interest" includes:

- (1) expressions of thanks, congratulations, or condolence;
- (2) information regarding holiday schedules;
- (3) an honorary or salutary recognition of a public official, public employee, or other citizen, except that a discussion regarding a change in the status of a person's public office or public employment is not an honorary or salutary recognition for purposes of this subdivision;
- (4) a reminder about an upcoming event organized or sponsored by the governing body;
- (5) information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the political subdivision; and
- (6) announcements involving an imminent threat to the public health and safety of people in the political subdivision that has arisen after the posting of the agenda.

**ATTACHMENTS:**

- Power Point Presentation



*Mayor's Report*  
*March 13, 2018*



# Latest Activities

February 28 – March 5

4H Auction



Mayor's Prayer Breakfast  
BCMA



Moonshine & Music



Texas Exes



Amplify Bastrop



Community Garden Open House



SBR Flowers  
Thanks Gina Nesloney

## It's Time Texas – Bastrop Statistics

- 449,200 Points
- 289 Users
- 139 Pounds Lost





# *Planned Events*

*March 6 through March 13*

- March 7
  - Monthly Chamber Luncheon
  - Hosting TML Region X Quarterly Meeting at Lost Pines Art Guild
- March 8-10 – TML Elected Officials Conference, San Antonio
  - Attending with Council Members Ennis and Nelson
- March 9 – BEDC Coffee Chat (please attend if you can)
- March 12 – Bastrop County Commissioner’s Court
  - Rev Phil Woods; Texas Housing Foundation Board appointment
- March 13 – City Council Meeting



# *Upcoming Events & City Meetings*

- March 14 – Quarterly Community Support Meeting
- March 15 – RC's Playhouse Ribbon Cutting
- March 17 – St Patrick's Day Pub Crawl
- March 19 – BEDC Monthly Meeting
- March 20 – BEDC Launch
- March 21 – TTIA Unity Dinner
- March 22 – Joint City Council and BEDC Board Meeting
- March 23 – BEST Breakfast Meeting
- March 24
  - Water & Wastewater Special Workshop
  - Bastrop Youth Performing Arts Academy Fund Raiser
- March 27 – City Council Meeting







# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 4B

**TITLE:**

Councilmembers' Report

**STAFF REPRESENTATIVE:**

Lynda Humble, City Manager

**POLICY EXPLANATION:**

Texas Local Government Code, Section 551.045 – Governing Body of Municipality or County: Reports about Items of Community Interest Regarding Which No Action Will Be Taken:

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# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 4C

**TITLE:**

City Manager's Report

**STAFF REPRESENTATIVE:**

Lynda Humble, City Manager

**POLICY EXPLANATION:**

Texas Local Government Code, Section 551.045 – Governing Body of Municipality or County: Reports about Items of Community Interest Regarding Which No Action Will Be Taken:

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# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 6A

**TITLE:**

Presentation and update from the Bastrop Economic Development Corporation: 921 Main Street Project; 2018 Debt Issuance; 2018 Launch Small Business Workshop; EDC's Education & Workforce Development Program (Youth Career Day); Entertainment Experience Evolution Conference; MDM/Plastec West Conference; and SXSW Interactive Tradeshow (B.E.S.T. Economic Development Group).

**STAFF REPRESENTATIVE:**

Shawn Kirkpatrick, Executive Director, Bastrop Economic Development Corporation

**BACKGROUND/HISTORY:**

February Economic Development Corporation Board of Directors meeting update

**921 Main Street Project** – The EDC Board agreed to extend the non-binding Letter of Intent (LOI) with Stone Cobalt for 60 days beyond its expiration of March 1, 2018. Stone Cobalt will provide an update to the Board prior to the expiration of the extension. Staff briefed the Board on the need to engage KSA Engineering to provide a reevaluation of the site's current conditions, interim remediation plan, if needed, and opinion of probable cost estimate at the March 2018 Board meeting.

Pre-leasing activity is strong for the 1<sup>st</sup> floor retail space. The 2<sup>nd</sup> floor office space will be difficult to pre-lease until a delivery date is determined at the start of construction. Existing office users require a level of certainty that the space will be ready for occupancy to avoid disruption in their operations. Office space leasing is driven by lease expiration and delivery of new space.

Below is a brief history of the site.

**Site History** – *As prepared by the Texas Historical Commission – Town Square Initiative Report*

**1866**—Cayton Erhard relocated Texas' first drugstore, C. Erhard and Son Drug Store, from San Marcos to this location in 1866. Early photos show a plain arched façade with a metal pole-supported canopy.

**1980**—The store remained in operation until January 26, 1980, when an early morning fire began in the adjacent meat market and spread to the drugstore. Both buildings were gutted; the Italianate façade of the meat market remained standing while the entire drugstore, including its Spanish colonial façade, was consumed. Both buildings were restored: the meat market, now home to Baxter's on Main, looks much the same as it did at the time of the fire. The drugstore was rebuilt.

**2003**—The building continued in use until May 13, 2003, when an early morning fire again caused extensive damage to the building. After several years in which no effort was made to

demolish/rebuild, the City requested and the owner undertook demolition. The then-stable back wall was left standing and a concrete slab was poured at sidewalk level over the old foundation.

**2009**—The site remained in that condition until 2009 when the City acquired the entire tract, running the full depth from Main Street to Water Street, with the intention of expanding the City parking lot on Water Street. No plans were made for the use of the western portion, the site of the demolished building.

**2010**—The Bastrop Main Street Program proposed the building site be repurposed for a public gathering space as well as a gateway from the heart of Main Street to Water Street parking. The Main Street Program proposed a site development plan that included construction of a stylized metal framework resembling the earliest façade. At the same time, the BEDC proposed that the site be sold for commercial development. City Council took no action on either request.

**2013**—The Bastrop Downtown Business Alliance was permitted to use the vacant lot for public events. A lease agreement was signed and, for a time, the site saw several instances of such use. Electrical service was upgraded; a stage was set up; metal uprights were installed on the perimeter to support lighting and possible sail shades; and a movable iron decorative fencing was added to the Main Street side of the lot to close access to the lot when not in use.

**2016**—Progressive deterioration of the rear wall and the discovery of site drainage issues negatively affecting the structures on both sides of the lot prompted the City to rescind the use contract and bar access. The BEDC purchased the lot from the city in the summer of 2016 and the Main Street Program and the Downtown Business Alliance are both pressing for mitigation of issues and redevelopment.

#### **Site History – Bastrop EDC**

**July 26, 2016**—City Council instructed “the City Manager to negotiate and execute a contract with BEDC to accept the BEDC offer” to purchase the lot at 921 Main Street.

**August 15, 2016**—EDC Board approved an agreement for the acquisition of a portion of the City-owned property located at 921 Main Street, subject to the City of Bastrop comments.

**February 6, 2017**—City Manager and EDC Executive Director executed a *Property Transfer Agreement between the City of Bastrop and The Bastrop Economic Development Corporation [921 Main Street Slab/Lot Restoration Project]* under Texas Local Government Code, Section 253.012.

**February 13, 2017**—Public presentation of the findings of the Texas Historical Commission – Town Square Initiative and KSA Engineering and Site Assessment report.

**February 27, 2017**—Presentation to EDC Board about the site assessment reports from Texas Historical Commission – Town Square Initiative and KSA Engineering. EDC Board approved a motion to instruct “EDC staff to prepare an RFP/FRQ for potential developers to submit to develop an infill building project for the vacant lot at 921 Main Street.

**April 24, 2017**—EDC releases *Request for Qualifications and Proposals (RFQ) 921 Main Street Redevelopment*. RFQ submittal deadline was June 23, 2017 at 5:00 p.m.

**May 4, 2017**—City of Bastrop files Final Plat subdividing the 921 Main Street into Lot 1 (fronting Main Street) and Lot 2 (fronting Water Street). Lot 1 to be transferred to the EDC and Lot 2 to be incorporated into Alley D parking lot.

**June 23, 2017**—Title transfer of 921 Main Street Subdivision – Final Plat, Lot 1 from City of Bastrop to Bastrop Economic Development Corporation.

**October 16, 2017**—EDC Board authorized “legal counsel to prepare a Letter of Intent based on the business points presented by Stone Cobalt and authorize the Executive Director to execute.”

**February 26, 2018**—EDC Board agreed to extend the non-binding Letter of Intent with Stone Cobalt for 60 days beyond the March 1, 2018 deadline.



**2018 Debt Issuance** – Jason Hughes, Hilltop Securities, and Kristen Savant, Norton Rose Fulbright, discussed the process for the 2018 EDC debt issuance and options available to the Board. Mr. Hughes recommended a private placement with the Board considering a \$1.2M, \$3.0M or \$2.6M debt issuance.

The EDC currently has two infrastructure projects under development: the Agnes Street Extension Project as part of the Seton Family of Healthcare Hospital development; and the Technology Drive/MLK Extension and Drainage Project. The EDC Board previously approved a reimbursement resolution, Resolution 2017-15, for both the \$1.2M Agnes Extension Project and the \$1.8M Technology Drive/MLK Extension and Drainage Project. With changes in the market since the adoption of the FY 2018 budget, it was advisable for the Board to hear from Jason regarding the terms for a \$1.2M, \$3M and \$2.6M debt issuance.

**2018 Launch Small Business Workshop** – Through the EDC's partnership with the Bastrop Chamber of Commerce and Main Street Program, and our sponsor First National Bank, the EDC is able to offer a day of small business workshop sessions free of charge to attendees. The event is open to anyone interested in starting or expanding a business. Due to the Small Business Revolution announcement on February 27<sup>th</sup>, the 2018 Launch was postponed to March 20<sup>th</sup>. It will be at the Bastrop Convention & Exhibit Center from 9:30 a.m. to 3:30 p.m. Registration is open at [www.eventleaf.com/2018launch!](http://www.eventleaf.com/2018launch!).

**EDC's Education & Workforce Development Program (Youth Career Day)** – Staff is in full planning mode for the 2018 Youth Career Day, scheduled for Friday, April 20, 2018, at the Bastrop ISD Performing Arts Center (PAC). The EDC is again partnering with the Bastrop Independent School District (ISD), the City of Bastrop, Rural Capital Area Workforce Solutions, and the Bastrop Chamber of Commerce to facilitate the event. This year, however, attendees will include Bastrop ISD sophomores as well as juniors. They will hear a motivational speaker and also a life coach who will tell them about the importance of soft skills, in life as well as work. Students will then have the opportunity to visit with targeted vendors about career options in Bastrop, apply for part-time and summer jobs, and take advantage of one-on-one career guidance counselling.

**Entertainment Experience Evolution Conference** – Mayor Schroeder, City Manager Humble, and EDC Executive Director Shawn Kirkpatrick attended the Entertainment Experience Evolution Conference Tuesday and Wednesday, February 6<sup>th</sup> and 7<sup>th</sup>. The conference was very educational regarding current development practices in retail development and focused on attractors to the retail destination. A development needs to provide an attractor that is based on the target market (tourist, local, or both), demographics, and experience in the environment.

**MDM/Plastec West Conference** – Jean Riemenschneider attended the MDM/Plastec West tradeshow and conference. Site Location Partnership hosted a commercial broker and site consultant event in conjunction with the event. Jean worked the tradeshow floor, networking with potential companies in our target sectors of manufacturing and bio- and life-science.

**SXSW Interactive Tradeshow (B.E.S.T. Economic Development Group)** – Bastrop EDC participates with Bastrop County, Elgin and Smithville in promoting the County during the SXSW Interactive Tradeshow, focused on brand building for B.E.S.T. economic development as a potential location for our target industry of IT companies. The tradeshow also promotes Bastrop as a destination within the EDC target for Hospitality and Retail. The event runs Sunday, March 11<sup>th</sup> through Wednesday, March 14<sup>th</sup> at the Austin Convention Center. Shawn Kirkpatrick, Jean Riemenschneider, and Sarah O'Brien will represent the community of Bastrop.

**POLICY EXPLANATION:**

Regular update for City Council and community.

**FUNDING SOURCE:**

N/A

**RECOMMENDATION:**

No action required

**ATTACHMENTS:**

Power Point Presentation



Monday, February 26, 2018

# 921 Main Street



ONT FAÇADE





*Opinion of Cost (to retain and improve the site)*

	<i>Unit Value</i>	<i>Cost</i>
Demolition work @ parapet walls	1 Lump Sum	\$2,000
Formed Metal Coping System on Parapet Wall	17.50 per LF Approx. 250 LF	\$4,375
Counter Flashing Systems on Roof	7.50 per LF Approx. 250 LF	\$1,875
Repainting and retooling of Masonry Patchwork	5.50 per SF Approx. 5,500 SF	\$30,250
Cleaning of masonry walls	3.50 per SF Approx. 5,500 SF	\$19,250
Application of water repellent *(reapplication required)	3.15 per SF Approx. 5,500 SF	\$17,325
Remove portions of old slab from masonry walls	1 Lump Sum	\$1,000
Seal along edge of slab and masonry walls	4.75 per LF Approx. 220 LF	\$1,045
*Demolish wall at rear of site	3.30 per SF Approx. 640 SF	\$2,115
*Clean/repair/rehab wall at rear of site	1 Lump Sum	\$15,000
Demolish existing structure at rear of site	3.80 per SF Approx. 550 SF	\$2,100
<b>Subtotal for all work + keep wall</b>		<b>\$94,220</b>
Contractor's General Conditions	15%	\$14,133
<b>Subtotal for all work + demolish wall</b>		<b>\$81,335</b>
Contractor's General Conditions	15%	\$12,200
<b>Grand Total for All Corrective Work + Keep Rear Wall</b>		<b>\$108,353</b>
<b>Grand Total for All Corrective Work + Demolish Wall</b>		<b>\$ 93,535</b>



921 Main Street Rendering

# Review of Prospective Bond Issuance

*Bastrop EDC Board Meeting – February 26, 2018*

# Review of Existing Debt



- Series 2006 Sales Tax Revenue & Refunding Bonds
  - Original issue amount: \$2,005,000
  - Current outstanding principal: \$165,000
  - Final maturity: August 15, 2020
  - Sold via a private placement
  
- City issued Certificates of Obligation (CO's) or General Obligation Refunding Bonds (GO's)
  - Series 2010 CO's – Remaining principal of \$267,190
  - Series 2013 CO's – Remaining principal of \$2,476,000
  - Series 2017 GO – Remaining principal of \$500,000
  - Final maturity of August 1, 2033
  - All supported by EDC revenues



# Potential Bond Issuance

- ❑ Subject to Board decision to move forward
- ❑ Review of two debt issuances
  - One scenario funding \$1.2 million in project proceeds
  - Second scenario funding \$3.0 million in project proceeds
- ❑ Bonds anticipated to be sold via a private placement
  - No need for credit ratings or an offering document
    - Bids are solicited via a term sheet
  - Typically a quicker process than an open market sale
  - Banks generally don't require certain covenants, such as the funding of a debt service reserve fund
  - Lower costs of issuance
  - Allows for local/regional banks to participate
- ❑ Bank meeting all terms and providing the lowest interest rate is the winning bidder

# Projected Debt Service

		Financing to Provide \$1.2 Million in Project Proceeds	Financing to Provide \$3.0 Million in Project Proceeds
10 Year Term	Average Annual Debt Service	\$150,115	\$366,792
	Total Debt Service	\$1,501,147	\$3,667,916
15 Year Term	Average Annual Debt Service	\$111,976	\$273,324
	Total Debt Service	\$1,679,641	\$4,099,859
20 Year Term	Average Annual Debt Service	\$95,217	\$232,908
	Total Debt Service	\$1,904,347	\$4,658,166

*NOTE: Projected debt service is based on projected interest rates and is subject to change.*

# Debt Capacity

- Following is approximate debt capacity based on targeted annual debt service of \$200,000

		Financing Based on Target <u>Annual</u> Debt Service of \$200,000
10 Year Term	Par Amount of Bonds	\$1,675,000
	Total Debt Service	\$2,004,184
15 Year Term	Par Amount of Bonds	\$2,255,000
	Total Debt Service	\$3,015,828
20 Year Term	Par Amount of Bonds	\$2,640,000
	Total Debt Service	\$4,012,963

*NOTE: Projected debt service is based on projected interest rates and is subject to change.*

# Summary of Future Actions



- ❑ Board decision on financing
  - Dollar amount
  - Repayment term
- ❑ Distribution of term sheet soliciting bids
  - Ideally, allow at least 3 weeks between sending out the term sheet and response date
- ❑ Receive and rank bids
- ❑ Bids reported to the Board
  - At this time, will know final par amount, interest rates and debt service
- ❑ Board consideration of final pricing
- ❑ Closing approximately 30-35 days later

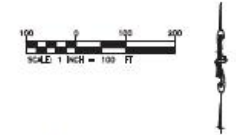




# Seton Family of Hospitals

## City of Bastrop Transportation Master Plan

Project 26  
Ranking 9 of 34



PRELIMINARY

OPTION 1

WEST SIDE DRAINAGE PLANNING - MINOR ARTERIAL COLLECTION - TYPICAL SECTION	
PROJECT'S PORTION OF PROBABLE COST	
GENERAL CONDITIONS/INSTRUMENTS	\$ 20,424
STREET IMPROVEMENTS	\$ 402,122
DRAINAGE IMPROVEMENTS	\$ 30,007
EROSION CONTROL & RESTORATION	\$ 41,901
<b>TOTAL LAND CONSTRUCTION COST</b>	<b>\$ 494,454</b>
15% CONTINGENCY	\$ 74,168
PERMITTING/INSURANCE	\$ 78,478
<b>TOTAL SOFT CONSTRUCTION COST</b>	<b>\$ 170,654</b>
<b>GRAND TOTAL</b>	<b>\$ 665,108</b>

OPTION 2

WEST SIDE DRAINAGE PLANNING - TYPICAL URBAN SECTION	
PROJECT'S PORTION OF PROBABLE COST	
GENERAL CONDITIONS/INSTRUMENTS	\$ 20,424
STREET IMPROVEMENTS	\$ 132,446
DRAINAGE IMPROVEMENTS	\$ 398,347
EROSION CONTROL & RESTORATION	\$ 78,788
<b>TOTAL LAND CONSTRUCTION COST</b>	<b>\$ 630,005</b>
15% CONTINGENCY	\$ 94,501
PERMITTING/INSURANCE	\$ 117,000
<b>TOTAL SOFT CONSTRUCTION COST</b>	<b>\$ 211,501</b>
<b>GRAND TOTAL</b>	<b>\$ 841,506</b>

THIS DOCUMENT IS RELEASED FOR THE PURPOSE OF REVIEW UNDER AUTHORITY OF EREN ULUSOY, P.E. 122168 ON 7/27/2017. IT IS NOT TO BE USED FOR CONSTRUCTION PURPOSES.

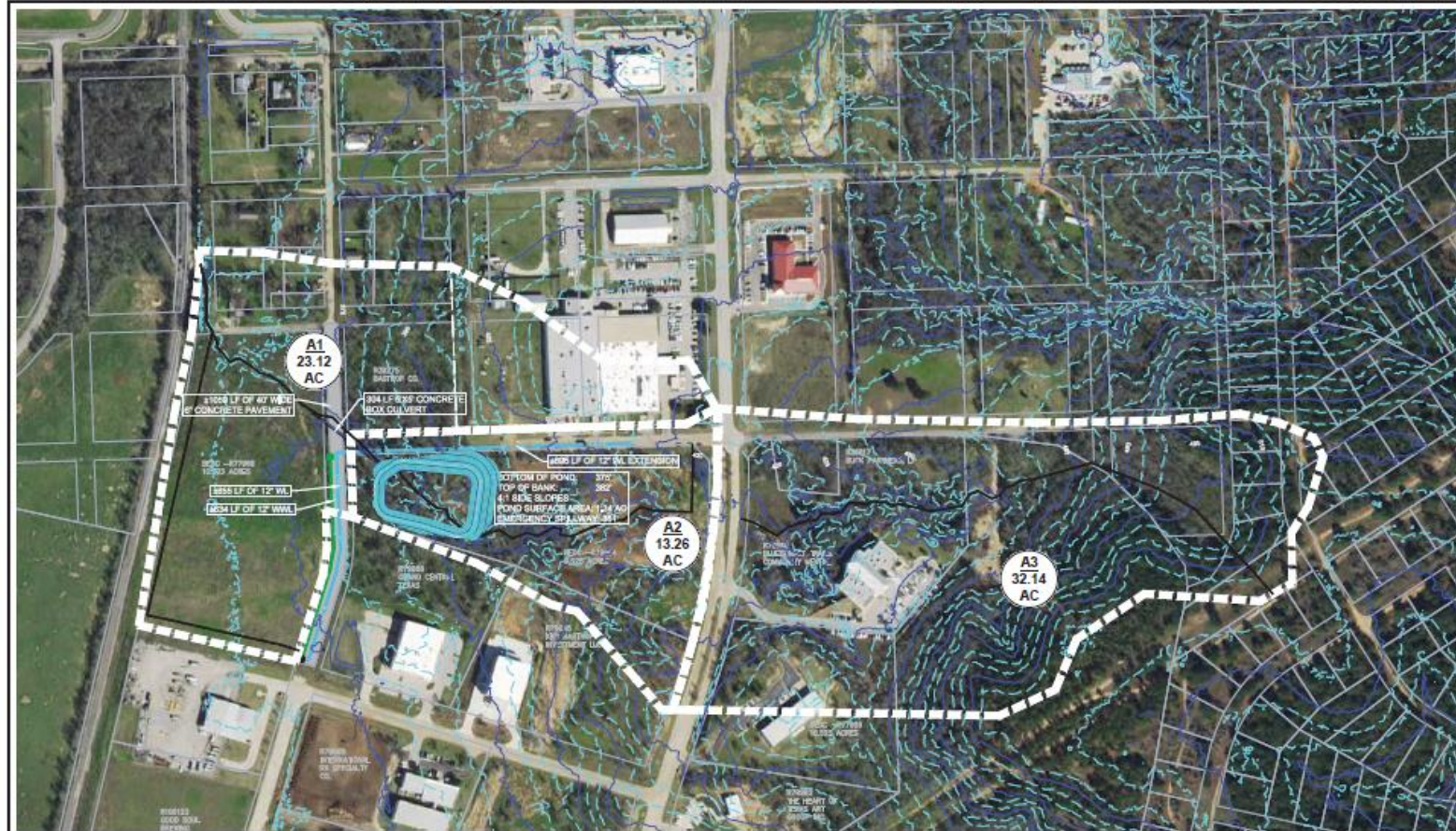
CITY OF BASTROP  
WEST SIDE DRAINAGE PLANNING

1130 St. Charles St. Bastrop, LA 71222 • Austin, Texas 78746  
Phone: (512) 321-1180 • Fax: (512) 321-1180 • www.bowmanconsulting.com  
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*“New and Expanded Business Enterprise”*



# Technology/ MLK Project



**DRAFT**

	PRE-DEVELOPED SCUM (CY)	POST-DEVELOPED SCUM (CY)
2.5% STORM	96.6	146.1
5% STORM	151.8	213.1
10% STORM	198.2	288.1
25% STORM	283.4	416.9
50% STORM	396.5	570.0
100% STORM	564.7	844.8

POUND CAPACITY: 7.23 AC-FT (80 FT)  
POUND PEAK STORAGE: 3.9 AC-FT (300 FT)

**ENGINEER'S PROBABLE COST ESTIMATE**

Item	Description	Quantity	Unit	Unit Price	Total
1.1	Stakeout Preparation	8,413	CV	\$1.36	\$12,286.78
1.2	12" Concrete Pavement	42,368	CF	\$40.00	\$1,694,720.00
1.3	Concrete Curb and Gutter	2,118	LF	\$15.00	\$31,770.00
1.4	12" CORR DR 14 WL including pipe, fittings, manholes, and appurtenances (all depths)	605	LF	\$87.00	\$52,845.00
1.5	French Sully	698	LF	\$1.25	\$872.50
1.6	State Values	2	EA	\$2,700.00	\$5,400.00
1.7	Standard Fire Hydrant Assembly, including pipe fittings, valves, etc, with hydrant, and all required appurtenances	2	EA	\$4,750.00	\$9,500.00
1.8	Water Meters	2	EA	\$2,000.00	\$4,000.00
1.9	12" Cast Iron	2	EA	\$1,100.00	\$2,200.00
1.10	24" Open Cover Pipe	79	LF	\$70.00	\$5,530.00
1.11	12" CORR DR 14 Watermain Line including pipe joints, man all other appurtenances (6-12' depth)	104	LF	\$50.00	\$5,200.00
1.12	24" Manhole 66 depth	2	EA	\$5,200.00	\$10,400.00
1.13	French Sully	604	LF	\$1.00	\$604.00
1.14	City Utilities	1	LS	\$30,700.04	\$30,700.04
1.15	Removal and Reestablishment of vegetation	1	LS	\$38,785.94	\$38,785.94
	<b>SUBTOTAL</b>				<b>\$446,463.64</b>

Item	Description	Quantity	Unit	Unit Price	Total
1.1	12" CORR DR 14 WL including pipe, fittings, manholes, and appurtenances (all depths)	605	LF	\$87.00	\$52,845.00
1.2	French Sully	698	LF	\$1.25	\$872.50
1.3	State Values	2	EA	\$2,700.00	\$5,400.00
1.4	Standard Fire Hydrant Assembly, including pipe fittings, manholes, valve hydrant, and all required appurtenances	2	EA	\$4,750.00	\$9,500.00
1.5	Removal and Reestablishment of vegetation	1	LS	\$4,679.00	\$4,679.00
	<b>SUBTOTAL</b>				<b>\$66,230.00</b>

Item	Description	Quantity	Unit	Unit Price	Total
1.1	600 Box Culvert	324	LF	\$530.00	\$171,720.00
1.2	Manhole and Whorlwell	2	EA	\$32,000.00	\$64,000.00
1.3	24" Cast Iron	20,000	CV	\$1.00	\$20,000.00
1.4	Concrete Sully	1,000	LF	\$20.00	\$20,000.00
1.5	Removal and Reestablishment of vegetation	1	LS	\$14,900.00	\$14,900.00
	<b>SUBTOTAL</b>				<b>\$220,620.00</b>

Item	Description	Quantity	Unit	Unit Price	Total
1	TECHNOLOGY DRIVE				\$946,462.64
2	12" WATER MAIN LINE IMPROVEMENT				\$66,230.00
3	DRAINAGE IMPROVEMENTS CAPACITY				\$220,620.00
4	Site of Plant Materials				\$50,000.00
5	10% Contingency				\$185,819.00
	<b>TOTAL BID</b>				<b>\$1,423,094.64</b>

\*Note: Bids are excluded

THIS DOCUMENT IS RELEASED FOR THE PURPOSE OF REVIEW UNDER AUTHORITY OF EREN ULUSOY, P.E. 122168 ON 5/8/2017. IT IS NOT TO BE USED FOR CONSTRUCTION PURPOSES.

BASTROP ECONOMIC DEVELOPMENT  
POST-DEVELOPMENT CONDITIONS



1190 S. Capital of Texas Hwy. • Building 3, Suite 203 • Austin, Texas 78746  
Phone: (512) 357-1800 • Fax: (512) 357-4087 • www.bowmancons.com  
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# DEBT SERVICE SCHEDULE

**FEBRUARY 21, 2018**

	Fiscal Year Budget Year	FY 2015 2014-2015 Actual	FY 2016 2015-2016 Actual	FY 2017 2016-2017 Budget	FY 2018 2017-2018 Budget	FY 2019 2018-2019 Forecasting	FY 2020 2019-2020 Forecasting	FY 2021 2020-2021 Forecasting	FY 2022 2021-2022 Forecasting	FY 2023 2022-2023 Forecasting
601-70-00-5610 (Debt) Issuance Cost		6,372.50								
601-70-00-7002 Interest Expense										
601-70-00-7133 C of O Series 2013 principal	24.20%	41,140.00	35,860.00	70,000.00	71,000.00	76,000.00	79,000.00	79,000.00	124,000.00	130,000.00
601-70-00-7134 C of O Series 2013 Interest	FY 2033	102,160.30	101,008.74	98,700.00	96,599.00	94,470.00	91,430.00	88,270.00	42,554.38	80,150.00
601-70-00-7137 C of O Series 2010 principal	13.88%	41,640.00	42,334.00	45,110.00	46,498.00	49,274.00	49,968.00	58,990.00	62,460.00	-
601-70-00-7138 C of O Series 2010 Interest	FY 2022	34,951.74	33,494.38	32,013.00	9,503.00	7,878.00	6,152.00	4,404.00	2,266.00	-
601-70-00-7151 GO Refunding Series 2014 principal	7.94%	-	-	-	-	-	-	-	-	-
601-70-00-7152 GO Refunding Series 2014 Interest	FY 2031	4,445.28	-	-	-	-	-	-	-	-
601-70-00-7501 C of O Series 2008A principal	12.15%	20,655.00	20,000.00	370,000.00						
601-70-00-7502 C of O Series 2008A Interest	FY 2028	11,969.43	18,005.84	16,828.00						
601-70-10-7097 Interest Expense on FNB Notes		1,754.91	3,145.13	46.00						
601-70-10-7135 Bond Principal 2008A										
601-70-10-7136 Bond Interest 2008A										
601-70-10-7155 GO Refunding 2017 Principal					-	-	-	-	-	60,000.00
601-70-10-7156 Go Refunding 2017 Interest	FY 2029				20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
601-70-10-7601 Bond Principal Rev 1996										
601-70-10-7602 Bond Interest Rev 1996										
601-70-10-7603 Bond Principal 2006	100%	220,000.00	235,000.00	50,000.00	55,000.00	55,000.00	55,000.00			
601-70-10-7604 Bond Interest 2006	FY 2020	30,887.00	20,746.00	9,912.00	7,607.00	5,071.00	2,536.00			
601-70-10-7605 Bond Principal 2018	100%									
601-70-10-7606 Bond Interest 2018										
601-70-10-7999 Fiscal Agent Fees		-								
<b>Total Annual Debt Service (I&amp;S)</b>		<b>515,976.16</b>	<b>509,594.09</b>	<b>692,609.00</b>	<b>306,207.00</b>	<b>307,693.00</b>	<b>304,086.00</b>	<b>250,664.00</b>	<b>251,280.38</b>	<b>290,150.00</b>
<b>Percent of Sales Tax (%)</b>		<b>25.74%</b>	<b>24.06%</b>	<b>31.35%</b>	<b>15.09%</b>	<b>14.71%</b>	<b>14.10%</b>	<b>11.27%</b>	<b>10.96%</b>	<b>12.28%</b>



## Sales Tax Rebates

Fiscal Year	Burleson Crossing	Buc-ee's	Fiscal Year Total
2008/2009	35,985		35,985
2009/2010	94,441		94,441
2010/2011	79,224		79,224
2011/2012	131,358		131,358
2012/2013	139,330	51,854	191,184
2013/2014	148,706	82,503	231,209
2014/2015	201,477	88,370	289,847
2015/2016	230,777	92,914	323,691
2016/2017	247,483	94,644	342,127
2017/2018	255,137	99,626	354,763
2018/2019	263,028	104,869	367,897
2019/2020	271,163	85,219	356,382
2020/2021	279,549		279,548
2021/2022	122,343		122,344
2022/2023			
2023/2024			
	\$ 2,500,000	\$ 700,000	\$ 3,200,000





# 2018 LAUNCH!

## SMALL BUSINESS WORKSHOPS & LUNCHEON

**WHEN:** Tuesday, March 20, 2018 • 9:30 a.m. - 3:30 p.m.

**WHERE:** Bastrop Convention and Exhibit Center  
1408 Chestnut Street • Bastrop, Texas

**WHAT:** Workshops on how to start a new business

**WHO:** Anyone interested in starting or expanding a business

### SCHEDULE

9:30 a.m. - 10:00 a.m.	Registration	1:00 p.m. - 1:45 p.m.	Navigating City Regulations
10:00 a.m. - 11:00 a.m.	Dos & Don'ts of Business Planning	1:45 p.m. - 2:30 p.m.	Legal & Accounting Tips from the Pros
11:00 a.m. - 12:00 Noon	Financing Your Business	2:30 p.m. - 3:30 p.m.	One-on-One with the Experts
12:00 Noon - 1:00 p.m.	Eight Secrets from a Secret Shopper		

**Register at: [Eventleaf.com/2018Launch!](http://Eventleaf.com/2018Launch!)**







# DISCOVER CAREER PATHWAYS...

# BASTROP DAY

YOUTH CAREER DAY  
for Bastrop ISD High Schools

Friday, April 20, 2018 • 9:00 a.m. – Noon

Jerry Fay Wilhelm Performing Arts Center

1401 Cedar Street • Bastrop, Texas 78602

[www.BastropYouthCareerDay.com](http://www.BastropYouthCareerDay.com) • [info@bastropyouthcareerday.com](mailto:info@bastropyouthcareerday.com) • 512-303-0558







LEADING THE WAY THROUGH THE 21ST CENTURY  
**SHOPPING CENTER  
BUSINESS**

*The 4<sup>th</sup> Annual*

**ENTERTAINMENT  
EXPERIENCE EVOLUTION**

One Of A Kind Event!

FEBRUARY  
**6-7**

**20  
18**

FAIRMONT MIRAMAR  
**SANTA MONICA**





You'll find the largest showcase of medtech suppliers in the country, plus a full spectrum of solutions across the advanced design and manufacturing supply chain, at the MD&M West expo. Whether you're interested in new materials, intelligent sensors, testing solutions, components, packaging, or anything else needed to bring your concept to market, you can source from more than 2,000 cutting-edge suppliers in a time-saving format. Free presentations, interactive events, and fun activities throughout the expo make this a can't-miss event.

Inspire. Collaborate. Innovate.



Center Stage

This is the base for all of the show action, every hour. Expand your industry knowledge through free presentations, demonstrations, and expert panels. [View center stage »](#)



Tech Theater

Hear from innovative medtech exhibitors as they showcase their latest technologies. Ask questions, get answers, and discover products to engineer into your projects. [View Tech Theater »](#)



Innovation Tours

Join an expert guide on a one-hour tour of the show floor. Each walk focuses on a key theme at the forefront of the industry and highlights today's innovative tech.



Leading Suppliers

Meet representatives from 3M, Amatek, Zeus, and more as you source from the largest collection of medtech suppliers in the world. [View exhibitor directory »](#)



Networking Events

Connect with other professionals for five-minute sessions during speed networking, or discuss specific solutions to your challenges during attendee-to-exhibitor matchmaking. [Networking events schedule »](#)



Cutting-Edge Technologies

Get a chance to see, touch, and test the latest innovations, including new materials, automation technologies, and electronic components.

Who Attends This Event?

The MD&M West expo is attended by engineers, executives, manufacturing and operations personnel, and R&D engineers looking for suppliers, new technologies and inspiration. Last year, attendees from the region's leading medtech companies walked the show floor, including representatives from:

Abbott Laboratories  
BD Medical  
Becton Dickinson  
Boston Scientific  
Johnson & Johnson

Medtronic  
Phillips HealthTech  
Siemens Medical  
Stryker  
Zimmer Biomet

Access 4 Additional Expos and a Full Spectrum of Solutions

MD&M West joins with WestPack, ATX West, Pacific Design & Manufacturing, and PLASTEC West to bring all facets of the advanced design and manufacturing industry – automation, plastics, packaging, design engineering and medtech – together onto one show floor. Your expo pass gives you access to it all.







# BEST X

Bastrop · Elgin · Smithville, Texas

The BEST Location in Texas

The central graphic features a map of Texas with major cities and highways labeled. A callout circle highlights Williamson, Travis, Hays, and Caldwell counties. Below the map is a teal arrow pointing right with the text "The BEST Location in Texas". At the bottom, four small images are displayed: kayakers on a river with "BASTROPTX" text, a large wooden house with "Elgin TEXAS" text, a white columned porch with "SMITHVILLE TEXAS" text, and a cow on a sign with "Bastrop County" text.





# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 7

**TITLE:**

## **CITIZEN COMMENTS**

*At this time, three (3) minute comments will be taken from the audience on any topic. To address the Council, please submit a fully completed request card to the City Secretary prior to the beginning of the Citizens' Comment portion of the Council meeting. In accordance with the Texas Open Meetings Act, if a citizen discusses any item not on the agenda, City Council cannot discuss issues raised or make any decision at this time. Instead, City Council is limited to making a statement of specific factual information or a recitation of existing policy in response to the inquiry. Issues may be referred to City Staff for research and possible future action.*

*To address the Council concerning any item on the agenda, please submit a fully completed request card to the City Secretary prior to the consideration of that item.*

*It is not the intention of the City of Bastrop to provide a public forum for the embarrassment or demeaning of any individual or group. Neither is it the intention of the Council to allow a member of the public to slur the performance, honesty and/or integrity of the Council, as a body, or any member or members of the Council individually or collectively, or members of the City's staff. Accordingly, profane, insulting or threatening language directed toward the Council and/or any person in the Council's presence will not be tolerated.*



# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 8A

**TITLE:**

Consider action to approve City Council minutes from the February 27, 2018, regular meeting.

**STAFF REPRESENTATIVE:**

Lynda Humble, City Manager  
Ann Franklin, City Secretary

**BACKGROUND/HISTORY:**

N/A

**POLICY EXPLANATION:**

Section 551.021 of the Government Code provides as follows:

- (a) A governmental body shall prepare and keep minutes or make a tape recording of each open meeting of the body.
- (b) The minutes must:
  1. State the subject of each deliberation; and
  2. Indicate the vote, order, decision, or other action taken.

**FUNDING SOURCE:**

N/A

**RECOMMENDATION:**

Consider action to approve City Council minutes from the February 27, 2018, regular meeting.

**ATTACHMENTS:**

- February 27, 2018, DRAFT Regular Meeting Minutes.

**MINUTES OF REGULAR COUNCIL MEETING  
BASTROP CITY COUNCIL  
February 27, 2018**

The Bastrop City Council met in a Regular Meeting on Tuesday, February 27, 2018, at 10:00 a.m. at the Bastrop City Hall Council Chambers, located at 1311 Chestnut Street, Bastrop, Texas. Members present were Mayor Schroeder and Mayor Pro Tem Schiff and Council Members Jones and Ennis. Officers present were City Manager Lynda Humble, City Secretary Ann Franklin and City Attorney Alan Bojorquez.

**CALL TO ORDER**

At 10:01 a.m. Mayor Schroeder called the meeting to order with a quorum being present.

**PLEDGE OF ALLEGIANCE**

Emma Griesenbeck, 5<sup>th</sup> grade and Benjamin Vaquera, 5<sup>th</sup> grade, Bastrop Intermediate School, led the Pledge of Allegiance.

**INVOCATION**

Pastor Taylor Choate, President of the Bastrop Christian Ministerial Alliance, gave the invocation.

**PRESENTATIONS**

## 4A. Mayor's Report

**ACTIVITIES OF MAYOR SCHROEDER SINCE THE LAST COUNCIL MEETING:**

- February 15
  - Coffee Chat with BISD Interim Superintendent
  - Joint Council and Historic Landmark Commission
  - Joint Council and Library Board
- February 16
  - Chamber of Commerce Banquet
- February 17
  - ROTC Banquet; Honored to be Guest Speaker
- February 19
  - Good Day Austin Filming
  - Larry Turner's Celebration of Life
  - Boy Scout Troop Guest
- February 20
  - Special Drainage Workshop
  - Visited Federal Prison
- February 22
  - FCI Community Support Meeting
  - Bastrop County Cares
  - Boy Scout Fund Raiser (The HUB)
- February 23
  - BEST Breakfast (Smithville)
- February 24
  - Empty Bowl Project

- February 26
  - Bastrop County Commissioner's Court
  - BEDC Monthly Meeting
- February 27
  - City Council AT 10:00 AM!!! (Note Time Change)
  - Small Business Revolution Watch Party

**UPCOMING EVENTS:**

- February 28 - Ribbon Cutting Rosanky Dollar
- March 1
  - Mayor's Prayer Breakfast
  - Ribbon Cutting Community Gardens
  - Ribbon Cutting Coleman and Patterson Real Estate
  - MD Anderson Event
  - Farm Street Opry
  - Amplify Bastrop
- March 2
  - First Friday Art Walk
- March 3
  - 4H Annual Auction
- March 6
  - Primary Election Day
- March 7
  - Monthly Chamber Luncheon
  - Hosting TML Region X Quarterly Meeting
- March 8-10
  - TML Elected Officials Conference, San Antonio
- March 13
  - City Council Meeting

4B. Councilmembers' Report

**Mayor Pro Tem Schiff**

- **Attended the Empty Bowl, stated the event had a great turnout and great cause.**

**Council Member Ennis**

- **Stated the Drainage Study was very educational, complimented the City Manager and staff on the work.**

**Council Member Jones**

- **Thanked the Library Board and Historic Landmark Board members for doing a fabulous job.**
- **Complimented the BISD track team on being great runners and outstanding individuals.**

4C. City Manager's Report



- **There will be a follow up report to Council regarding the chicken and roosters by the end of March with a second report in April, there was a delay due to the Small Business Revolution.**

**5. WORK SESSION/BRIEFINGS - NONE**

**6. STAFF AND BOARD REPORTS**

- 6A. Receive presentation on the unaudited Comprehensive Monthly Financial Report for the period ending January 31, 2018.

**Presentation was made by Chief Financial Officer, Tracy Waldron.**

- 6B. Receive the Comprehensive Annual Financial Report for the period ending September 30, 2017, which includes the independent auditor's report presented by the independent audit firm of Pattillo, Brown & Hill, L.L.P.

**Presentation was made by Paula Lowe, Patillo, Brown & Hill, L.L.P.**

- 6C. Receive monthly report from Visit Bastrop.

**Report was given by Visit Bastrop President and CEO, Dale Lockett.**

**CITIZEN COMMENTS- NONE**

**CONSENT AGENDA**

**A motion was made by Mayor Pro Tem Schiff to approve Items 8A and 8B listed on the Consent Agenda after being read into the record by City Secretary, Ann Franklin. Seconded by Council Member Ennis, motion was approved on a 3-0 vote. Council Member Peterson was absent. Council Member Nelson was off the dais.**

- 8A. Consider action to approve City Council minutes from the February 13, 2018 regular meeting; February 15, 2018, Joint Council and Historic Landmark Commission meeting; and February 15, 2018, Joint Council and Bastrop Public Library Board meeting.

- 8B. Consider action to approve the second reading of Ordinance No. 2018-02 of the City Council of the City of Bastrop, Texas, Granting a Conditional Use Permit to allow a Mini-Warehouse use for Lot 1 of the Beck, N.H.P., & Prokop Subdivision, Section 2, located at 510 West SH 71, within the city limits of Bastrop, Texas; as shown in Exhibit A and Exhibit B; setting out conditions; repealing conflicting provisions; providing a severability clause; and establishing an effective date.

**ITEMS FOR INDIVIDUAL CONSIDERATION**

- 9A. Consider action to approve Resolution No. R-2018-13 of the City Council of the City of Bastrop, Texas, extending term of appointment by the Mayor to the Zoning Board of Adjustments, as required in Section 3.08 of the city's charter; and establishing an effective date.

**A motion was made by Council Member Jones to approve Resolution No. R-2018-13, seconded by Council Member Ennis, motion was approved on a 3-0 vote. Council Member Peterson was absent. Council Member Nelson was off the dais.**

- 9B. Consider action to approve Resolution No. R-2018-14 of the City Council of the City of Bastrop, Texas approving an Interlocal Agreement with Bastrop County for a drainage improvement project on Shiloh road approximately 700 feet from the intersection of Shiloh Road and State Highway 304 in Bastrop, Texas; authorizing the City Manager to execute all necessary documents once Interlocal Agreement is reviewed and approved by the City Attorney; providing for a repealing clause; and establishing an effective date.

**Presentation was made by Managing Director of Public Works & Leisure Services, Trey Job**

**A motion was made by Council Member Jones to approve Resolution No. R-2018-14, seconded by Mayor Pro Tem Schiff, motion was approved on a 3-0 vote. Council Member Peterson was absent. Council Member Nelson was off the dais.**

- 9C. Hold public hearing and consider action to approve Resolution No. R-2018-12 of the City Council of the City of Bastrop, Texas granting a variance to Bastrop Code of Ordinances Article 4.02.005 Sale of Alcoholic Beverages, Separation Requirements from Church, Public or Private School, or Public Hospital, on property located at 601 Chestnut Street #C within the city limits of Bastrop, Texas; establishing an effective date.

**Presentation was made by Planner and GIS Coordinator, Allison Land.**

**Public hearing was opened.**

**Public hearing was closed.**

**A motion was made by Council Member Ennis to approve Resolution No. R-2018-12, seconded by Mayor Pro Tem Schiff, motion was approved on a 3-0 vote. Council Member Peterson was absent. Council Member Nelson was off the dais.**

- 9D. Consider action to approve Resolution No. R-2018-08 of the City Council of the City of Bastrop, Texas awarding a master contract for the purchase and delivery of Harmsco Filter Cartridges to Ryan Herco Flow Solutions, in the amount of \$140.36 (one hundred forty dollars and 36/100 cents) and \$394.88 (three hundred ninety-four dollars and 88/100 cents) per unit; as attached in Exhibit A; authorizing the City Manager to execute all necessary documents; providing for a repealing clause; and establishing an effective date.

**Presentation was made by Managing Director of Public Works & Leisure Services, Trey Job.**

**A motion was made by Mayo Pro Tem Schiff to approve Resolution No. R-2018-08, seconded by Council Member Ennis, motion was approved on a 3-0 vote. Council Member Peterson was absent. Council Member Nelson was off the dais.**

## **EXECUTIVE SESSION**

**The City Council met at 10:53 a.m. in a closed/executive session pursuant to the Texas Government Code, Chapter 551, et seq, to discuss the following:**

**Council Member Nelson arrived to the meeting at 11:00 a.m.**

- 10A. City Council shall convene into closed executive session pursuant to Section 551.086 of the Texas Government Code to discuss competitive rates between Lower Colorado River Authority (LCRA) and Bastrop Power & Light (BP&L).
- 10B. City Council shall convene into closed executive session pursuant to Section 551.072 of the Texas Government Code to deliberate about economic development project known as Project Revolution by the Bastrop Economic Development Corporation.

**The Bastrop City Council reconvened at 11:42 a.m. into open (public) session.**

**TAKE ANY NECESSARY OR APPROPRIATE ACTION ON MATTERS POSTED FOR CONSIDERATION IN CLOSED/EXECUTIVE SESSION**

No Action was taken.

**ADJOURNMENT**

**Adjourned at 11:43 a.m. without objection.**

APPROVED:

ATTEST:

\_\_\_\_\_  
Mayor Connie B. Schroeder

\_\_\_\_\_  
City Secretary Ann Franklin



# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 9A

**TITLE:**

Consider action to approve Resolution No. R-2018-15 of the City Council of the City of Bastrop, Texas awarding a contract to MWM DesignGroup for design, bidding, and construction phase services for the State Park Trail Project, in an amount not exceed \$172,905.75 (one hundred seventy-two thousand, nine hundred five dollars and seventy-five cents) without prior written approval from the City; as attached in Exhibit A; authorizing the City Manager to execute all necessary documents; providing for a repealing clause; and establishing an effective date.

**STAFF REPRESENTATIVE:**

Wesley Brandon, Director of Engineering and Development

**BACKGROUND/HISTORY:**

The City of Bastrop received a grant through the Capital Area Metropolitan Planning Organization (CAMPO) to fund up to 80% of the construction costs for the State Park Trail Project. The project consists of a multi-use pedestrian trail connecting the existing sidewalks on Chestnut Street (near the movie theater) to the Bastrop State Park entrance. It will add approximately one mile to the City's trail system, as well as provide safe pedestrian crossing locations on SH 95 and SH 21. The City is responsible for covering the costs for design, environmental compliance, TxDOT direct costs, and the 20% required match for the construction costs.

We recently completed the request for qualifications (RFQ) process that involved selecting a qualified consultant to provide the services required to complete the project. We received responses from 14 design firms, which were then scored by a staff review committee. Scores were based on their demonstrated abilities to provide the services required to complete the project. MWM Design Group received the highest overall score and was asked to provide a formal proposal for design, bidding, and construction phase services. Staff has reviewed the proposal and determined that it includes a complete scope of work and a reasonable fee schedule.

**POLICY EXPLANATION:**

In accordance with state law and the City's purchasing policy, a competitive procurement process was completed to ensure the City selected a highly-qualified consultant to provide the necessary services for completing the State Park Trail project. We received 14 responses to the public notification, and staff scored each submittal based on an objective list of criteria. The recommended consultant, MWM Design Group, received the highest overall score. They have extensive experience with similar projects in the Austin region.

**FUNDING SOURCE:**

The design for the State Park Trail Project is included in the FY 2018 Innovation Fund. The total cost of the proposal is \$172,905.75, which exceeds the current budgeted amount of \$160,000. However, the proposal is split into two phases, with the 1<sup>st</sup> phase (Design and Bidding) occurring within the FY 18 (current) budget, and the 2<sup>nd</sup> phase (Construction) occurring in FY 19 to coincide with the anticipated construction schedule.

The total budget impact for FY 18 is \$95,340.75, leaving the remaining \$77,565.00 to be funded in a future budget year.

**RECOMMENDATION:**

Consider action to approve Resolution No. R-2018-15 of the City Council of the City of Bastrop, Texas awarding a contract to MWM DesignGroup for design, bidding, and construction phase services for the State Park Trail Project, in an amount not exceed \$172,905.75 (one hundred seventy-two thousand, nine hundred five dollars and seventy-five cents) without approval from the City; as attached in Exhibit A; authorizing the City Manager to execute all necessary documents; providing for a repealing clause; and establishing an effective date.

**ATTACHMENTS:**

- Resolution
- Exhibit A: Scope of Services
- Statement of Qualifications – MWM Design Group





**RESOLUTION NO. R-2018-15**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS AWARDED A CONTRACT TO MWM DESIGNGROUP FOR DESIGN, BIDDING, AND CONSTRUCTION PHASE SERVICES FOR THE STATE PARK TRAIL PROJECT, IN AN AMOUNT NOT EXCEED \$172,905.75 (ONE HUNDRED SEVENTY-TWO THOUSAND, NINE HUNDRED FIVE DOLLARS AND SEVENTY-FIVE CENTS) WITHOUT PRIOR WRITTEN APPROVAL FROM THE CITY; AS ATTACHED IN EXHIBIT A; AUTHORIZING THE CITY MANAGER TO EXECUTE ALL NECESSARY DOCUMENTS; PROVIDING FOR A REPEALING CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, The City of Bastrop has received grant funding to help cover the costs of the State Park Trail Project; and

**WHEREAS**, The City of Bastrop is responsible for funding the costs related to the design of the project; and

**WHEREAS**, The City of Bastrop conducted a competitive procurement process in accordance with state law and the City's purchasing policy; and

**WHEREAS**, The City Council has appointed the City Manager as the Chief Administrative Officer of the City; and

**WHEREAS**, The City Manager is responsible for the proper administration of all affairs of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS:**

**Section 1:** That the City Manager is hereby authorized to execute a contract to MWM Design Group to provide design, bidding, and construction phase services required to complete the State Park Trail Project in an amount not to exceed \$172,905.75 (one hundred seventy-two thousand, nine hundred five dollars and seventy-five cents) without prior written approval from the City Manager (Attached as Exhibit A).

**Section 2:** That the City Council of the City of Bastrop has found MWM Design Group to be qualified to perform the required scope of work.

**Section 3:** All orders, ordinances, and resolutions, or parts thereof, which are in conflict or inconsistent with any provision of this Resolution are hereby repealed to the extent of such conflict, and the provisions of this Resolution shall be and remain controlling as to the matters resolved herein.

**Section 4:** That this Resolution shall take effect immediately upon its passage, and it is so resolved.

**DULY RESOLVED AND ADOPTED** by the City Council of the City of Bastrop this 13<sup>th</sup> day of March, 2018.

**APPROVED:**

---

Connie B. Schroeder, Mayor

**ATTEST:**

---

Ann Franklin, City Secretary

**APPROVED AS TO FORM:**

---

Alan Bojorquez, City Attorney

**SCOPE OF SERVICES  
DESIGN, BIDDING AND CONSTRUCTION PHASE SERVICES**

**CITY OF BASTROP  
BASTROP STATE PARK TRAIL**

The City of Bastrop (City) requested a proposal for professional design, bidding, and construction phase services for the Bastrop State Park Trail Project. The proposed trail is anticipated to have a concrete surface with consideration for portions with decomposed granite surfaces and will be generally ten feet wide for approximately one mile on Chestnut Street (SH21) with approximately 450 feet being an elevated trail with handrail. The limits of the trail are from the end of existing sidewalk just west of SH 95 to the Bastrop State Park.

After an initial evaluation and discussions with City staff and TxDOT, MWM DesignGroup (MWM) proposes implementing a field engineering approach. Exhibits with either aerial or planimetric backgrounds will be prepared to convey the approximate proposed trail locations and a project manual including appropriate specifications and details will be prepared prior to advertisement with detailed design performed during the construction phase.

A detailed description of the scope of services for Design, Bidding, and Construction Phases is presented below.

**SCOPE OF SERVICES**

**Task 1: Project Management**

MWM will provide status reports and monthly invoices to cover work completed to date. The status report will summarize work completed, the work scheduled to be completed, and identify any outstanding issues or decisions that must be resolved by City staff or the project team.

**Task 2: ROW Survey**

MWM will perform the following survey services:

1. Establish horizontal control as necessary to perform survey. Control shall be established based on State Plane, Central Zone NAD 83 (2011).
2. Field stake approximate location of 3,250' of existing south ROW line of Chestnut Street (SH 21) beginning at the east line of SH 95 and extending to the east to the west line of Loop 150. Survey shall also include locating sufficient ROW monumentation, obtaining and reviewing available maps and plats identified from Bastrop Central Appraisal District and TxDOT records and performing calculations

and analysis to re-establish ROW line. Points shall be set on an approximate 200' interval and will consist of 60d nail with guard stake and lath.

3. Provide a sketch showing data outlined above.

### **Task 3: Geotechnical Coordination**

MWM will coordinate with Arias & Associates, Inc. (Arias) for a geotechnical investigation within the vicinity of the proposed elevated walkway. A detailed scope of services to be provided by Arias can be found in Attachment B of this Scope of Services.

### **Task 4: Structural Engineering Coordination**

MWM will coordinate with PE Structural to provide detailed structural design of details to be utilized for the installation of the elevated sidewalk and associated support structure (anticipated to be piers). A detailed scope of services to be provided by PE Structural can be found in Attachment C of this Scope of Services.

### **Task 5: Environmental Services Coordination**

MWM will coordinate with ACI Consulting to provide environmental review and permitting services, including Houston Toad Habitat Assessment and Effects Analysis and coordination with USFWS based on a "no effect" determination for the Houston Toad and critical habitat. A detailed scope of services to be provided by ACI Consulting can be found in Attachment D of this Scope of Services.

### **Task 6: Exhibits for Field Engineering**

MWM will perform site assessments and provide exhibits, with the approximate proposed trail location, that will be submitted for TxDOT approval to construct in their ROW. The exhibits are anticipated to be drawn to scale and have aerial or planimetric backgrounds. They will provide general horizontal locations, finished slope requirements, and reference type of trail construction (on grade or suspended). In addition, the exhibits are anticipated to be included as part of the project manual to assist a contractor in bidding the field engineered project.

### **Task 7: Information Node Planting Plan**

MWM anticipates up to four informational nodes consisting of benches and foundations for informational signs along the trail that will be located and configured during construction and will be field engineered. An information node planting plan that can be applied to any or all of the nodes will be provided during the design phase. The planting plan is anticipated to provide plant species, spacing, soil preparation requirements, and landscape details to support implementation



and installation of the plan. The plan is anticipated to be drawn to scale and have general backgrounds.

### **Task 8: Contract Document Update, Bid Document Preparation Assistance, and Technical Specification Selection**

MWM will modify the City's standard contract documents (ASCE/EJCDC Standards) to accommodate the inclusion of the exhibits described in tasks 6 and 7 above in lieu of detailed designed plans and to incorporate Field Engineering during construction.

MWM will select appropriate and readily available technical specifications for inclusion in the project manual.

### **Task 9: Design Phase Submittals and Meetings**

MWM anticipates providing draft submittals and an opinion of probable cost for the City's review and comment at 30%, 90%, and 100% milestones. The draft submittals are anticipated to include the structural designs for the suspended sidewalk, exhibits for field engineering, updated front end documents, technical specifications, and standard details (including standard traffic control details). Each submittal will be provided in pdf format and the 100% submittal will also be provided in digital CAD format. The 30% and 90% submittals are both anticipated to be followed by a meeting to discuss comments and the status of the overall project. Two (2) review/status meetings have been included in this scope of services.

### **Task 10: TxDOT Coordination**

MWM will coordinate with TxDOT for acquisition of approval to construct the trail in TxDOT ROW and anticipates a Multi-Use Agreement (MUA) to establish maintenance responsibility of the trail. MWM will also coordinate with TxDOT to finalize the Advance Funding Agreement for the Surface transportation Program Metropolitan Mobility (STPMM). MWM anticipates attending up to two coordination meetings with TxDOT, in addition to email and phone communication, to accomplish these tasks.

### **Task 11: RAS Coordination**

MWM will contract with Altura Solutions and coordinate with them for the project registration with TDLR and plan review. A detailed scope of services to be provided by Altura Solutions can be found in Attachment E of this Scope of Services.

### **Task 12: Bidding Phase Services**

MWM will attend the Pre-Bid Conference planned and hosted by the City. MWM will also respond to questions from prospective contractors and shall issue up to two (2)

addenda as necessary to further explain or clarify the intent of the construction documents. MWM will provide a bid tab and review the three apparent low bids. MWM will check references and make a recommendation to the City concerning the award of the construction contract based on this review.

### **Task 13: Construction Phase Services**

MWM will provide construction phase services as described below:

1. MWM will attend the Pre-Construction Meeting planned and hosted by the City's inspector for the project.
2. MWM will review Shop Drawings and other submittals provided by the Contractor in accordance with the Construction Contract Documents.
3. MWM will provide responses to Requests for Information (RFI) submitted by the Contractor as necessary to clarify the intent of the construction documents.
4. MWM will assist with preparing change orders as necessary to address changed conditions.
5. MWM will attend monthly construction meetings to provide input to the project. It is anticipated that a total of six (6) meetings will be required. Meetings beyond this number will be considered as an additional service.
6. In addition to the construction meetings, MWM will perform Field Engineering site visits to observe and direct the contractor regarding specific details of the sidewalk construction. The Field Engineering site visits are anticipated to be performed, on average, three days per week for the duration of the construction. The site visits that are anticipated to last 1.5 hours (plus 1.5 hours travel).
7. MWM will coordinate with PE Structural to respond to RFIs and provide up to three (3) site visits related to the structural components of the suspended sidewalk portion of the project.
8. Record drawings will not be provided for field engineered trails.

### **EXCLUDED SERVICES**

Services that are not provided under this Agreement specifically include, but are not limited to:

Preparation of detailed plans and/or profiles for the proposed trail, establishing control on State Plane basis; re-establishing boundary lines of intersecting/adjacent tracts along existing ROW; obtaining title commitments or title and easement

report(s); topographic survey or surveys to obtain vertical data; location of surface improvements; tree survey; research and mapping of underground utilities; survey in support of geotechnical investigation services provided by others; survey in support of SUE services provided by others; surveys in support of environmental surveys performed by others; construction phase surveying and other services or expenses which may become necessary for the completion of this project but which are not reasonably anticipatable at this time. Such services may be performed as Additional Services to this Agreement, if authorized by the City.

## **SCHEDULE**

- 90% Design Submittal (project manual) will be provided 9 weeks after NTP
- 100% Design Submittal will be provided 2 weeks after receipt of 90% comments and 90% comment review meeting
- Bidding Phase is anticipated to last 3 months
- Construction Phase is anticipated to last 10 months

## **SCHEDULE OF COMPENSATION**

Design and Bidding Phase Services, Tasks 1-12 described above, will be provided on a Lump Sum basis for an amount of \$86,790.75.

Construction Phase Services, Task 13 described above, will be provided on a Time and Materials Basis with an amount not to exceed of \$77,565.00 based on the labor rates indicated in the detailed fee breakdown included as Attachment A.

Task Description	Deliverable	Budget
<b>Design and Bidding Phases (Lump Sum)</b>		
Task 1: Project Management		\$4,940.00
Task 2: ROW Survey	Flagging on ROW line	\$10,100.00
Task 3: Geotechnical Coord		\$780.00
Task 4: Structural Engineering Coord		\$780.00
Task 5: Environmental Services Coord		\$780.00
Task 6: Exhibits for Field Engineering	Exhibits for TxDOT and Manual	\$5,080.00
Task 7: Information Node Planting Plan		\$4,030.00
Task 8: Contract Doc Update and Manual		\$6,350.00
Task 9: Design Phase Submittals and Meetings	90%/100% Trail Exhibit, Structural Details, Updated Front- End, Tech Specs	\$2,640.00
Task 10: TxDOT Coordination		\$3,200.00
Task 11: RAS Coordination		\$390.00
Task 12: Bidding Phase Services	addenda, award recommendation	\$1,240.00
<b>Task Subtotal</b>		<b>\$40,310.00</b>
Subconsultants (with 5% markup)		
Geotechnical - Arias (Includes \$5,000 in contingency items)	<i>Geotech report and recommend.</i>	\$14,579.25
Structural - PESC	<i>Structural Design Details</i>	\$22,575.00
Environmental - ACI	<i>Enviro. Investigation</i>	\$15,387.75
RAS - Altura	<i>RAS Registration and Review</i>	\$2,388.75
<b>Subconsultant Total</b>		<b>\$54,930.75</b>
Reimbursable Expenses (0% markup)		
Mileage		\$100.00
<b>Reimbursable Expenses Total</b>		<b>\$100.00</b>
<b>Design and Bidding Phase Total (Lump Sum)</b>		<b>\$95,340.75</b>
<b>Construction Phase Services (Hourly)</b>		
Task 5: Construction Phase Services (incl. Field Engineering)		\$67,865.00
<b>Task Subtotal</b>		<b>\$67,865.00</b>
Subconsultants (with 5% markup)		
Structural - PESC		\$6,300.00
<b>Subconsultant Total</b>		<b>\$6,300.00</b>
Reimbursable Expenses (0% markup)		
Mileage		\$3,400.00
<b>Reimbursable Expenses Total</b>		<b>\$3,400.00</b>
<b>Construction Phase Total (Hourly)</b>		<b>\$77,565.00</b>
<b>Project Total</b>		<b>\$172,905.75</b>

## ATTACHMENTS

- Attachment A: Construction Phase Fee Breakdown
- Attachment B: Arias & Associates, Inc. Detailed Scope of Services
- Attachment C: PE Structural Detailed Scope of Services
- Attachment D: ACI Consultants Detailed Scope of Services
- Attachment E: Altura Solutions Detailed Scope of Services



## LAND SURVEYING

Complaints on the land surveying services provided by MWM DesignGroup can be directed to the Texas Board of Professional Land Surveying, 12100 Park 35 Circle, Building A, Suite 156, Austin, Texas 78753, (512) 239-5263. MWM DesignGroup TBPLS Firm Registration No.: 10065600.

## TEXAS BOARD OF ARCHITECTURAL EXAMINERS

The Texas Board of Architectural Examiners, Hobby Building, 333 Guadalupe, Suite 2-350, Austin, Texas 7870, telephone (512) 305-9000, has jurisdiction over individuals licensed under the Architectural Registration Law, Texas Civil Statutes, Article 249a.

This proposal is valid for a period of 60 days from date of proposal. If you concur, please include this proposal as part of the task order for the above referenced project.

### Approved:



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Julia Harrod, P.E.  
President

February 20, 2018

Date

MWM DesignGroup  
305 E Huntland Dr., Suite 200  
Austin, Texas 78752

ATTACHMENT A

City of Bastrop											26-Oct-17
Bastrop State Park Trail	Principal	Licensed	Licensed	Licensed	Eng / Arch	Eng / Arch	Sr Tech /			Subtask	Subtask
MWM F Project: F18-002	Licensed	Prof III /	Prof II /	Prof I /	Support	Support	CAD	Tech	Clerical	Subtotal	Subtotal
	Prof IV	Sr PM	PM	PM	Staff II	Staff I	Manager			Hours	Costs
Billing Rate per Hour	\$ 260.00	\$ 195.00	\$ 155.00	\$ 130.00	\$ 115.00	\$ 90.00	\$ 110.00	\$ 95.00	\$ 60.00		
<b>Basic Construction Phase Services Task Description</b>											
Task 5: Construction Phase Services (incl. Field Engineering)											
Pre-con meeting		3								3	\$ 585.00
Shop Drawing Review		6			12					18	\$ 2,550.00
RFI Responses		6			6					12	\$ 1,860.00
Change orders		2			2					4	\$ 5,000.00
Monthly Construction Meetings (6)		18	6							24	\$ 4,440.00
Field Engineering		270								270	\$ 52,650.00
Coordinate with PESC		4								4	\$ 780.00
<b>BASIC CONSTRUCTION PHASE SERVICES SUBTOTAL</b>	<b>0</b>	<b>309</b>	<b>6</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>335</b>	<b>\$ 67,865.00</b>
<b>Subconsultant Expenses</b>											
Structural - PESC											\$ 6,000.00
Markup											5%
<b>REIMBURSABLE EXPENSES SUBTOTAL</b>											<b>\$ 6,300.00</b>
<b>Reimbursable Expenses</b>											
Mileage											\$ 3,400.00
Markup											0%
<b>REIMBURSABLE EXPENSES SUBTOTAL</b>											<b>\$ 3,400.00</b>
<b>TOTAL</b>											<b>\$ 77,565.00</b>



ATTACHMENT B

13581 Pond Springs Road, Suite 210, Austin, Texas 78729 • Phone: (512) 428-5550 • Fax: (512) 428-5525

January 17, 2018  
Arias Project No. 2018-35

VIA Email: [TonyB@MWMDesignGroup.com](mailto:TonyB@MWMDesignGroup.com)

Mr. Tony Buonodono, P.E., PMP  
MWM Design Group  
305 E Huntland Dr  
Austin, TX 78752

**RE: Proposal for Geotechnical Engineering Services**  
City of Bastrop State Trail Pedestrian Walkway  
Bastrop, Texas

Dear Mr. Buonodono:

Arias & Associates, Inc. (Arias) is pleased to be selected to provide this proposal for Geotechnical Engineering Services associated with the above referenced project. Our understanding of the project is based on the information provided by you. We have received a PDF of the proposed pedestrian path alignment and a sketch of the proposed sidewalk configuration. Based on our understanding of the proposed construction, the following sections of the proposal present the project information, proposed scope of services, compensation requirements, and proposed schedule.

### **Project Information**

The project will consist of a new elevated sidewalk approximately 500 ft long and will likely consist of a toe wall at the top of the slope and drilled piers on the lower section of the slope. The elevated sidewalk is part of a planned 1-mile long pedestrian trail along E SH-21 (Chestnut St) in Bastrop Tx, the remaining ground-supported trail will be field engineered and is outside the scope of this proposal. The site is currently densely wooded and slopes steeply away from the roadway toward an unnamed creek with estimated slopes on the order of 2H:1V.

### **Proposed Investigation**

Based on our experience in the vicinity of the project, and published geologic mapping, the site is likely underlain by mudstone and/or sandstone of the Calvert Bluff Formation. While not specifically mapped at the site, alluvium consisting of clay, silt, sand and gravel from the nearby site creek will likely be encountered overlying the Calvert Bluff Formation. Based on our understanding of the proposed construction and the suggested scope, we propose the following field investigation program:

<b>Borings</b>	<b>Boring Depths</b>	<b>No. of Borings</b>	<b>Footage</b>
Elevated Walkway	20 to 40 ft	3	100
	<b>Total</b>	<b>3</b>	<b>100</b>

The borings will be drilled using a truck mounted drilling rig that will need to be drilled in a flat (level) area clear of overhead and underground utilities. Due to site constraints, this proposal assumes that the borings will be drilled on SH 21 and will require traffic control and a TxDOT permit to drill within the right-of-way (ROW). Once the bridge location has been confirmed, Arias will confirm the boring locations and need for traffic control with MWM Design Group.

The borings will be advanced using augering and sampling techniques. Texas Cone Penetration Test (TCP) will be obtained at 5-foot intervals. Intermittent push tube and split-spoon (disturbed) sampling will be performed to obtain a soil sample for classification and lab testing purposes. The borings will be drilled using a drilling subcontractor equipped with an automatic 170-lb TCP hammer. Arias will retain a subcontract driller to perform drilling. Arias personnel will locate the borings, direct the sampling efforts, and visually classify recovered samples. Overburden soils will be sampled by either pushing a thin-walled tube (ASTM D1587) or with a split barrel sampler (ASTM D1586). Rotary rock coring of refusal material will be performed in general accordance with ASTM D2113.

Arias personnel will coordinate with City of Bastrop and TxDOT for any permitting, as well as notify Utility Protection Center (Texas One-call) within 72 hours of the field investigation.

If groundwater is encountered, the groundwater levels within the open borehole will be recorded at the time of drilling and immediately following drilling. The boreholes will be backfilled with a mixture of cuttings generated by drilling operations, bentonite pellets and capped with at least 2 feet of sackcrete then patched with cold-patch asphalt for borings drilled on existing pavements.

Laboratory testing will be performed on recovered samples selected by the geotechnical engineer to aid in soil classification and to measure engineering properties. Laboratory testing is expected to include moisture content, Atterberg limits, fines content (percent passing the No. 200 sieve), and unconfined compression strength testing. The actual laboratory program will depend upon the type of soils encountered.

**Reporting**

The engineering report will be prepared by the undersigned, a licensed professional engineer in the State of Texas. The report will include:

- Description of the field exploration program;
- Description of the laboratory testing program and results;
- Soil boring plan that depicts borehole locations on a base map provided by Client;
- Wincore format boring logs (including the electronic file) with detailed descriptions and soil classifications based on the Unified Soil Classification System (ASTM D 2487);
- LPILE parameters for use in drilled shaft design;



- Depth to groundwater, if encountered, and its potential impact on construction;
- Foundation recommendations for the proposed elevated sidewalk, including recommended bearing pressures and corresponding elevations, based on provided structural loading;
- General recommendations regarding earthwork and construction considerations.

Our report will not include global stability evaluations for site slopes or retaining walls taller than 5 feet. We would be pleased to provide this service if desired and project conditions dictate.

### **Proposed Fee**

We propose that the fee to perform the above outline preliminary scope of services on a time and materials basis not to exceed \$13,885.00. The work will be performed as outlined in the General Conditions included with this proposal. A Geotechnical Cost Breakdown is presented on the attached Exhibit A and summarized in the following table.

<b>Scope Item</b>	<b>Cost</b>
<u>Mobilization and Drilling</u> 100 feet total drilling footage, includes TCP sampling at 5-ft intervals	\$4,875
<u>Contingency Items:</u>	
Permitting with TxDOT and City of Bastrop	\$1,000
Traffic Control to drill on SH-21	\$4,000
Laboratory Testing (soil classification, compression)	\$1,300
Engineering and Reporting	\$2,710
<b>TOTAL</b>	<b>\$13,885</b>

Two contingency items are included in this proposal; \$1,000 for permitting with both TxDOT and the City of Bastrop; and \$4,000 for traffic control to work within SH-21. We will only invoice for provided contingency services.

We will invoice for work completed on a monthly basis. This proposal is based on the following assumptions about site access:

- Arias will keep you informed of necessary permits to drill at the suggested locations;
- Drilling will commence during normal working hours during the normal work week;
- No site clearing of trees or bushes will be required to access the drilling locations.

### **Schedule**

Upon receiving written authorization, and weather and site conditions permitting, we can perform our field investigation within 2 to 3 weeks. Drilling of the boreholes will take 1 to 2 days. Laboratory testing and reporting will take another 2 to 4 weeks.

We will keep you verbally informed of our findings as they become available. Delays sometime occur due to adverse weather and other factors outside of our control. In this event, we will communicate the nature of the delay with you and provide a revised schedule at the earliest possible date.

### **Proposal Acceptance**

We understand that proposal authorization and contract terms will be established per MWM Design Group's Subcontract for Professional Services. We will begin work upon receipt of a signed copy of the subcontract. Please attach this proposal to the subcontract and email to [jlandwermeyer@ariasinc.com](mailto:jlandwermeyer@ariasinc.com).

Should you have any questions, please do not hesitate to contact us. The undersigned will manage and perform the work. Thank you for this opportunity.

Sincerely,

### **ARIAS & ASSOCIATES, INC.**

TBPE Registration No: F-32



Kemp S. Lewis, E.I.T.  
Graduate Geotechnical Engineer



John Landwermeyer, P.E.  
Managing Principal, Austin Operations

Attached: Geotechnical Cost Estimate



**Geotechnical Cost Estimate**  
**City of Bastrop State Trail Pedestrian Walkway**  
**Bastrop, TX**

Task	Item Description	Est. Qty.	Unit	Unit Price	Est. Total Price
<b>1 Field Exploration</b>					
<b>1.1 Planning and Coordination</b>					
	Field Coordination (Staking of Borings, One-Call)	8	hr	\$ 85.00	\$ 680.00
	Transportation Cost - Trip Charge (Round Trip)	100	mi	\$ 0.55	\$ 55.00
	Project Management (Senior Geotechnical Engineer)	2	hr	\$ 125.00	\$ 250.00
	Drilling Access Permitting (TxDOT ROW)	1	ls	\$1,000	\$ 1,000.00
				<b>1.1 Subtotal</b>	<b>\$ 1,985.00</b>
<b>1.2 Drilling and Sampling - Truck Mounted Drilling Rig</b>					
	Mobilization (drill rig and support equipment)	1	ls	\$ 425.00	\$ 425.00
	Drilling and Sampling (Soil Borings)	80	ft	\$ 16.00	\$ 1,280.00
	Drilling and Sampling (Rock Coring)	20	ft	\$ 20.00	\$ 400.00
	TCP Sampling	20	ea	\$ 20.00	\$ 400.00
	Backfill borehole	100	ft	\$ 8.00	\$ 800.00
	Asphalt Patch	2	ea	\$ 45.00	\$ 90.00
	Logger	8	hr	\$ 55.00	\$ 440.00
	Transportation Cost - Trip Charge (Round Trip, Logger, 1 trip)	100	mi	\$ 0.55	\$ 55.00
				<b>1.2 Subtotal</b>	<b>\$ 3,890.00</b>
<b>1.3 Contingency Budget - Traffic Control and Site Clearing</b>					
	Traffic control (moving lane and shoulder closure with TMA, arrow board, electronic message board)	1	day	\$4,000	\$ 4,000.00
	Site Clearing	0	day	\$ 1,800.00	\$ -
				<b>1.3 Subtotal</b>	<b>\$ 4,000.00</b>
				<b>Field Exploration TOTAL:</b>	<b>\$ 9,875.00</b>
<b>2 Laboratory Soil Testing</b>					
	Moisture Content	6	ea	\$ 10.00	\$ 60.00
	Atterberg Limits	6	ea	\$ 75.00	\$ 450.00
	Grain Size Analysis (Includes Percent Passing #200 Sieve)	6	ea	\$ 75.00	\$ 450.00
	Unconfined Compressive Strength	4	ea	\$ 55.00	\$ 220.00
	Laboratory Manager (assignment and review)	2	ea	\$ 60.00	\$ 120.00
				<b>Laboratory Testing TOTAL:</b>	<b>\$ 1,300.00</b>
<b>3 Engineering and Report</b>					
	Senior Geotechnical Engineer	8	hr	\$ 125.00	\$ 1,000.00
	Project Engineer	16	hr	\$ 85.00	\$ 1,360.00
	Drafting	4	hr	\$ 60.00	\$ 240.00
	Administrative (Job set-up, billing)	2	hr	\$ 55.00	\$ 110.00
				<b>Engineering TOTAL:</b>	<b>\$ 2,710.00</b>
	<b>Project Total</b>				<b>\$ 13,885.00</b>



## ATTACHMENT C

### **AGREEMENT FOR THE PROVISION OF LIMITED PROFESSIONAL ENGINEERING SERVICES**

P.E. Structural Consultants, Inc. (PESC)  
8436 Spicewood Springs Road  
Austin, Texas 78759

**Client:** Julia Harrod, P.E, President  
MWM DesignGroup  
305 East Huntland Drive, Suite 200  
Austin, Texas 78752

**PESC Project No.:** 18011

**Project Name / Location:** Bastrop State Park Trail Suspended Pedestrian Structure / Bastrop, TX

**Scope / Intent and Extent of Services:** Provide subconsultant structural engineering services for cast-in-place reinforced concrete slab, substructures and foundations for an approximately 10ft wide suspended pedestrian path as part of a park trail development project. The elevated portion of the trail is expected to be approximately 450ft long. Final length shall be determined by the contractor and Client during the construction phase. PESC will provide design and details for a typical portion of the elevated trail with substructure spaced at approximately 10ft o.c., which may be replicated in the field to achieve the final length. Foundations are assumed to be drilled shafts. Anticipated services include:

#### **Design Phase Tasks:**

1. Project initiation and general coordination with MWM to determine project requirements (includes one meeting at MWM);
2. Visit the site to become familiar with and document site conditions;
3. Coordinate with the Geotechnical Engineer and review the Geotechnical report;
4. Coordinate with MWM on geometry and grading;
5. Review rails selected by MWM to determine design loads and connection requirements;
6. Design slab, beams and foundations;
7. Prepare the following Construction Drawings: structural general notes, partial structure layout, slab details, joint details, substructure and foundation details (6 ~ 11" x 17" sheets);
8. Prepare applicable structural specifications;
9. Prepare cost estimate at each milestone submittal for slab, substructures, and foundations;
10. QA/QC calculations, estimates, specifications and drawings;
11. Prepare intermediate review submittals at 90% and 100% milestones, and prepare final submittal with signed/sealed construction documents;
12. General internal coordination and project administration.

#### **Bid, Award and Construction Phases Tasks:**

13. Answer bidders' questions and prepare addenda if required;
14. Respond to contractor's questions and RFI's.
15. Project observation and written report (up to 3 site visits).
16. Shop drawing review of concrete and reinforcing materials, steel reinforcement, and railing.



17. General coordination and project administration.

**Fee Arrangement:**

**Design Phase Services** will be provided on a **Lump Sum Basis** for a total Base Fee of **\$21,500.00**. Base fee includes an allowance for reimbursable expenses.

**Bid, Award and Construction Phase Services** will be provided on an **Hourly Basis** per the rates listed below, not to exceed **\$6,000.00**. Not to exceed fee includes an allowance for reimbursable expenses.

Principal Engineer	\$220.00/hr
Senior Project Manager	\$195.00/hr
Senior Structural Engineer	\$175.00/hr
Project Manager	\$150.00/hr
Project Engineer	\$135.00/hr
Design Engineer	\$115.00/hr
Engineer-in-Training	\$100.00/hr
Senior CAD Manager	\$140.00/hr
CAD Technician	\$100.00/hr
Administrative	\$ 65.00/hr
Direct Expenses	Actual cost plus 5 percent

Hourly rates are valid for one year from the date of this proposal. Hourly rates shall increase by 5 percent annually on each anniversary date of this proposal.

Reimbursable expenses, as authorized by the Client, shall be billed at direct cost plus 5 percent (for Bid, Award and Construction Phase Services only).

Note: Should unforeseen conditions or change in scope result in time and material expenditures in excess of those listed above, P.E. Structural Consultants, Inc. shall notify the Client of anticipated overages and shall not proceed without prior authorization of the client. Any approved additional services will be provided at the hourly rates listed above.

**Retainer Amount:** none

**Assumptions and Exclusions:**

Client will engage a Geotechnical firm to provide soil exploration services and produce a Geotechnical Report that includes foundation design recommendations.

Structural design will be in accordance with current AASHTO LRFD Specifications for pedestrian loads and required maintenance vehicles (i.e. no traffic loads).

Client will define trail vertical and horizontal geometry prior to any structural design or detailing. Structure is assumed to be straight (i.e. no horizontal curvature). Trail is assumed to have a simple cross slope transverse to the trail. Trail is assumed to have a simple grade (vertically).

Client will select railing type and provided details for railing.

Survey data showing existing site features and base files showing overall geometry of the trail will not be

available for use in preparing the structural layout; a simple partial structural layout will be prepared based on the assumptions above.

Schedule will allow at least 4 weeks for development of the 90% deliverables after receipt of geotechnical recommendations and rail selection.

Schedule will allow at least 2 weeks for development of the 100% and final deliverables after receipt of comments on the previous submittal.

Additional meetings, site visits, shop drawing review, design of structures not specifically listed above, or milestone submittals in addition to those listed above will be considered additional services. Any effort required to address contractor error will be considered additional services. Any re-design of completed calculations or drawings, if such revisions are the result of change in instruction, scope or design criteria made by the Owner or Client, will be considered additional services.

**Special Conditions:** P.E. Structural Consultants, Inc. shall have no responsibility for the performance, acts or omissions of any contractor, subcontractor, manufacturer, supplier, or any other entity furnishing materials or performing any work on the project.

Prepared by:  
Anna Boenig, P.E.

The Terms and Conditions and the initials required on Page 4 of this form are a part of this Agreement.

Offered By: \_\_\_\_\_ January 22, 2018  
(signature) (date)  
Anna Boenig, P.E., Vice President  
P.E. Structural Consultants, Inc.

Accepted By: \_\_\_\_\_  
(signature) (date)  
Julia Harrod, P.E, President  
MWM DesignGroup



**Contract Proposal  
35-18-002**

Proposal For	From	<b>19 February 2018</b>
<b>Tony Buonodono</b> <b>MWM DesignGroup</b> 305 E. Huntland Drive, Suite 200 Austin, TX 78752 P: (512) 453-0767	<b>Kevin Ramberg</b> C.O.O.	
	Project Title	
	<b>City of Bastrop State Park Trail</b>	

**Project Description**

aci consulting, a division of aci group, LLC is pleased to provide the following scope of services for the City of Bastrop State Park Trail Project in Bastrop County, Texas.

**Scope of Services**

**Task 1: Project Management**

aci consulting will coordinate with the project engineer and Texas Department of Transportation (TxDOT) staff to identify the necessary documentation pursuant to the National Environmental Policy Act (NEPA) that may be applicable to the proposed project. This task also includes the drafting of correspondence between members of the project team and attending one meeting relevant to the project.

**Cost of Task 1: \$875.00**

**Task 2: TxDOT Categorical Exclusion Documentation**

aci consulting will complete a C-List Categorical Exclusion (CatEx) for the City of Bastrop State Park Trail Project . The three following documents are included in this task:

- Project Scope for CatEx document (February 2014 version);
- Scope Development Tool (September 2015 version); and
- Biological Evaluation form (January 2017 version).

This scope of work assumes the project qualifies as a CatEx, that no substantial excavation, as defined by TxDOT, will occur, and that no additional coordination with additional regulatory agencies will be necessary. If the project no longer qualifies as a CatEx, if substantial excavation will occur, or coordination with additional regulatory agencies is necessary, a new scope of work will be provided. Substantial excavation includes, but is not necessarily limited to underpass construction; storm sewer installations; or trenching and tunneling that would require temporary or permanent shoring.

This task does not include the development of resource tech memos, detailed analysis (i.e. archeology, Hazmat, waters of the U.S. endangered species, etc.), or additional permitting or coordination with the U.S. Army Corps of Engineers



(USACE) or the U.S. Fish and Wildlife Service (USFWS).

**Cost of Task 2: 3,000.00**

**Task 3: Waters of the U.S. Assessment**

aci consulting will conduct a jurisdictional waters of the U.S. assessment for the City of Bastrop State Park Trail Project. The purpose of this assessment is to identify the location and extent of potential waters of the U.S. in accordance with Section 404 of the Clean Water Act (CWA). aci consulting will perform an analysis of the most currently available aerial photographs, topographical maps, National Wetlands Inventory (NWI) database, National Hydrography Dataset (NHD), and soil surveys, as well as conduct appropriate field work necessary to identify the location and extent of USACE jurisdictional waters and potential wetlands within the City of Bastrop State Park Trail Project.

This task does not include right-of-entry coordination or coordination with USACE.

Task 3 includes report preparation and a call with the client and/or client's agent to discuss the findings of the report.

**Cost of Task 3: \$1,550.00**

**Task 4: Houston Toad Habitat Assessment and Effects Analysis**

aci consulting will perform an endangered Houston toad habitat evaluation. A visual inspection of site conditions within and immediately adjacent to the project area will be performed for Houston toad habitat. Potential habitat within or adjacent to the project area will be identified and provided to the client in a draft exhibit for review and discussion. A habitat assessment report detailing findings of the site investigation and the potential effects to the Houston toad associated with the proposed development will be prepared and submitted to the client.

This task does not include right-of-entry coordination or coordination with USFWS.

Task 4 includes report preparation and a call with the client and/or client's agent to discuss the findings of the report.

**Cost of Task 4: \$3,230.00**

**Task 5: USFWS Coordination**

aci consulting will draft a Biological Assessment for potential impacts to federally listed species and critical habitat under the ESA and provide support to TxDOT for coordination with USFWS. This scope is based on a finding of "No Effect" to federally listed species and critical habitat. Should the USFWS determine that the project "May Effect" federally listed species or critical habitat, additional coordination will likely be required and a separate scope will be provided.

**Cost of Task 5: \$6,000.00**

The limits of this scope assumes that TxDOT will be able to process and approve the CatEx based on an understanding that any potential impacts to the Houston Toad will be offset by the installation of interpretive signs throughout the project area. Should additional mitigation or coordination with USFWS or other agencies be required, a separate scope will be provided for those services. The following timeline is based on these assumptions:





**Anticipated Timeline**

aci consulting anticipates the following timeline for each task following Notice to Proceed (NTP):

4 weeks - Task 3 and Task 4

2 weeks - Task 2 - Drafting and submitting CatEx documents to TxDOT

24 weeks - Task 2 and Task 5 - CatEx processing by TxDOT and Coordination with USFWS (Note, this is an estimation, aci consulting has no control over the processing time of review agencies)

Overall, approximately 30 weeks or 7 months from NTP.

<u>Fee and Structure</u>		<u>Amount</u>
Task 1: Project Management	Fixed Fee	875.00
Task 2: TxDOT Categorical Exclusion Documentation	Fixed Fee	3,000.00
Task 3: Waters of the U.S. Assessment	Fixed Fee	1,550.00
Task 4: Houston Toad Habitat Assessment and Effects Analysis	Fixed Fee	3,230.00
Task 5: USFWS Coordination	Fixed Fee	6,000.00
	<b>Fee Total \$</b>	<b>14,655.00</b>

January 11, 2018

Tony Buonodono, PE  
MWM Design Group  
Austin, TX

**RE: TAS Proposal for the Bastrop State Park Trail Project**

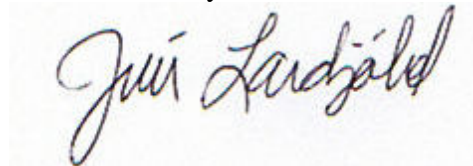
Dear Mr. Buonodono,

This is a proposal for the project registration, plan review, and inspection of the *Bastrop State Park Trail* Project in Bastrop, Texas for compliance with Chapter 469 of the Texas Government Code, State of Texas Architectural Barriers Act, and the Texas Accessibility Standards (TAS).

Altura Solutions proposes to perform the project registration with TDLR, perform the plan review, and inspection for compliance with the TAS.

Feel free to contact me at (512) 410-7059 or at [jel@alturalp.com](mailto:jel@alturalp.com) to answer any questions or discuss details of the proposal. Thank you for considering Altura Solutions, L.P. to meet your accessibility consulting needs. We look forward to working with you on the project.

Sincerely,

A handwritten signature in black ink that reads "Jesús Lardizábal". The signature is written in a cursive style and is positioned above the printed name and title.

Jesús Lardizábal,  
R.A.S. 1051  
President

## **PROJECT SCOPE AND DESCRIPTION**

A one mile long trail with a detailed design for an approx. 200' long pedestrian bridge and field engineering for everything else.

### **SCOPE OF WORK**

Altura Solutions proposes to perform the following services in compliance with the Chapter 469 of the Texas Government Code, State of Texas Architectural Barriers Act to verify compliance with the Texas Accessibility Standards (TAS):

- Register the project with TDLR
- Perform plan review of the project construction documents (as provided by client)
- Perform the final inspection of the project upon completion

### **EXCLUSIONS**

The proposal excludes services to determine compliance with other federal, state or local accessibility requirements and accessibility requirements of building and housing codes such as the International Building Code (IBC).

### **SCHEDULE**

Altura Solutions will perform the project registration within one working day of receiving the required documents and registration fee.

Altura Solutions will perform the plan review and provide a report of findings within ten working days after receiving all required documents.

Altura Solutions will perform the final inspection and deliver the Inspection Report within ten working days of receiving access to the facility.

### **DELIVERABLES**

The following items will be produced and delivered by Altura Solutions as part of this project:

- Altura Solutions will provide proof of project registration via the TDLR Proof of Registration Sheet.
- Altura Solutions will provide the Plan Review Report detailing the non-compliant findings of the facility for the Texas Accessibility Standards (TAS).
- Altura Solutions will provide the Inspection Report detailing the findings of the final inspection of the facility.

**CONSULTING FEE AND INVOICING**

The following fees are proposed for the services outlined in this proposal:

- Project Registration (reimbursable) \$175.00
- TAS Plan Review Report \$900.00
- TAS Inspection Report \$1,200.00

The total proposed consulting fee under this agreement is two thousand two hundred seventy-five and zero cents (\$2,275.00).

To initiate services, the following items must be provided:

- Signed agreement
- Completed TDLR forms
- Half-sized hardcopy set of drawings provided by the client.
- A check for \$1,075 for the Project Registration and Plan Review fees should be made out to Altura Solutions, L.P.

The inspection fee may be paid up front or at the time of inspection. The fees listed above are limited to one final plan review and one hour of technical assistance/consulting, and one final inspection. Preliminary reviews, plan review revisions, meetings, site visits, re-inspections, and additional consulting will be considered additional services and will be billed in addition to the contract amount above. This consulting rate is \$175.00/hour.

**LIMIT OF LIABILITY**

Client agrees that Altura Solutions, L.P.’s limit of liability for any claim against it for services performed under this contract shall be limited to the total of fees paid to Altura Solutions, L.P. pursuant to this agreement, but excluding the Texas Department of Licensing and Regulation (TDLR) required project filing fees.

**Altura Solutions, L.P.**

**Client**

By: \_\_\_\_\_

By: \_\_\_\_\_

Print Name: Jesus Lardizabal

Print Name: \_\_\_\_\_

Title: President

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_





# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 9B

**TITLE:**

Consider action to approve Resolution No. R-2018-16 of the City Council of the City of Bastrop, Texas appointing the City Manager as the Chief Executive Officer and Authorized Representative to act in all matters in connection with the FEMA Hazard Mitigation Grant Program and committing the City to provide matching funds to secure and complete the FEMA mitigation grant; and establishing an effective date.

**STAFF REPRESENTATIVE:**

Wesley Brandon, Director of Engineering and Development

**BACKGROUND/HISTORY:**

The City of Bastrop has experienced several natural disasters, with the most recent event being Hurricane Harvey. After these disasters occur and a Presidential disaster declaration is made, funding is typically available through the FEMA Hazard Mitigation Grant Program (HMGP) to offset the costs of implementing projects to mitigate future damages.

The City has previously received funding through the HMGP to fund various projects, such as emergency generators, regional drainage projects, and property acquisitions. The program typically provides up to 75% of the funding required to complete the eligible project, leaving the City to provide the remaining 25% matching funds. Eligible activities within the program are listed in the attachment.

**POLICY EXPLANATION:**

Applicants seeking funding through the HMGP are required to adopt a resolution in support of the application, as well as the acknowledgement of the local matching requirements. The City typically procures the assistance from consultants who are knowledgeable in the program, and they prepare and submit the required application documents on the city's behalf. After the application is approved, these consultants provide the design and administration services necessary to complete the projects in accordance with the grant requirements. In order to receive reimbursement for these services, this resolution of support must be in effect.

**FUNDING SOURCE:**

This resolution does not require immediate funding at this time. The purpose of the resolution is to provide the support for pursuing an application for funding. No applications will be submitted without first receiving City Council approval of the specific projects, as well as their associated funding requirements.

**RECOMMENDATION:**

Consider action to approve Resolution No. R-2018-16 of the City Council of the City of Bastrop, Texas appointing the City Manager as the Chief Executive Officer and Authorized Representative to act in all matters in connection with the FEMA Hazard Mitigation Grant Program and committing the City to provide matching funds to secure and complete the FEMA mitigation grant; and establishing an effective date.

**ATTACHMENTS:**

- List of Eligible Activities
- Resolution



# PROGRAM INFORMATION

- ▶ Purpose: Help communities implement hazard mitigation measures following a Presidential disaster declaration
- ▶ Provides matching funds for eligible activities (75% grant, 25% city)

Eligible Activities	HMGP
<b>1. Mitigation Projects</b>	✓
Property Acquisition and Structure Demolition	✓
Property Acquisition and Structure Relocation	✓
Structure Elevation	✓
Mitigation Reconstruction	✓
Dry Floodproofing of Historic Residential Structures	✓
Dry Floodproofing of Non-residential Structures	✓
Generators	✓
Localized Flood Risk Reduction Projects	✓
Non-localized Flood Risk Reduction Projects	✓
Structural Retrofitting of Existing Buildings	✓
Non-structural Retrofitting of Existing Buildings and Facilities	✓
Safe Room Construction	✓
Wind Retrofit for One- and Two-Family Residences	✓
Infrastructure Retrofit	✓
Soil Stabilization	✓
Wildfire Mitigation	✓
Post-Disaster Code Enforcement	✓
Advance Assistance	✓
5 Percent Initiative Projects	✓
Miscellaneous/Other <sup>(1)</sup>	✓
<b>2. Hazard Mitigation Planning</b>	✓
Planning Related Activities	✓
<b>3. Technical Assistance</b>	
<b>4. Management Cost</b>	✓

**RESOLUTION NO. R-2018-16**

**A RESOLUTION OF THE CITY OF BASTROP, TEXAS, APPOINTING THE CITY MANAGER AS THE CHIEF EXECUTIVE OFFICER AND AUTHORIZED REPRESENTATIVE TO ACT IN ALL MATTERS IN CONNECTION WITH THE FEMA HAZARD MITIGATION GRANT PROGRAM AND COMMITTING THE CITY TO PROVIDE MATCHING FUNDS TO SECURE AND COMPLETE THE FEMA MITIGATION GRANT; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, the City of Bastrop is developing applications for FEMA Mitigation funds to help cover the costs of eligible projects related to hazard mitigation; and

**WHEREAS**, FEMA Mitigation Fund applicants are required to appoint an official to act as the Authorized Representative in all matters in connection with the Mitigation Grant; and

**WHEREAS**, FEMA Mitigation Fund applicants are required to commit 25% or more matching funds to secure and complete the FEMA Mitigation Grant; and

**WHEREAS**, The City Council has appointed the City Manager as the Chief Administrative Officer of the City; and

**WHEREAS**, The City Manager is responsible for the proper administration of all affairs of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS:**

**Section 1.** That the City of Bastrop is authorized to submit an application for FEMA Mitigation Funds to participate in eligible activities and projects.

**Section 2.** That the City Manager be appointed the Chief Executive Officer and Authorized Representative to act on behalf of the City in all matters in connection with the FEMA Mitigation Project.

**Section 3.** That the City is committing to provide 25% or more matching funds in contribution to the FEMA Mitigation Project, subject to the City Council's approval and funding of specific projects prior to submitting the application.

**Section 4.** This resolution shall take effect immediately from and after its passage, and it is duly resolved.

**DULY RESOLVED AND ADOPTED** by the City Council of the City of Bastrop this 13<sup>th</sup> day of March, 2018.

**APPROVED:**

\_\_\_\_\_  
Connie B. Schroeder, Mayor

**ATTEST:**

\_\_\_\_\_  
Ann Franklin, City Secretary

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Alan Bojorquez, City Attorney





# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 9C

**TITLE:**

Consider action to approve a Resolution of the City Council of the City of Bastrop, Texas authorizing a contract between the City of Bastrop and Go Collaborative for the development of a Cultural Arts Master Plan in an amount not to exceed Eighty-Thousand and 00/100 Dollars (\$80,000); authorizing the City Manager to execute all necessary documents; providing for a repealing clause; and establishing an effective date.

**STAFF REPRESENTATIVES:**

Sarah O'Brien, Director of Hospitality & Downtown

**BACKGROUND/HISTORY:**

The City of Bastrop, Texas, through Bastrop Art in Public Places (BAIPP), developed a Request for Proposals (RFP) from Consultant teams to perform a Cultural Arts Master Plan. Eight proposals were received. The City is seeking a qualified Consultant team with experience in cultural planning to develop a Cultural Arts Master Plan to help guide the City and community partners that identifies community assets and not only leverage existing assets, but focuses future funding allocations for cultural arts to increase the City's appeal as a visitor destination. The overall goal of this master plan is to create a common vision for the role that arts and culture should play in Bastrop, as well as to ascertain what pieces of that vision can guide policy and programming to enhance the quality of life for Bastrop residents, businesses, and visitors.

A community-wide, public participation process is an essential component to creating a widely accepted Arts and Culture Master Plan. The Consultant Team, identified through the RFP, will be responsible for organizing and implementing the public participation program, asset inventory and mapping, collecting and analyzing accumulated data and historically relevant information, identifying trends and developments, and producing the final report with proposed recommendations. The Consultant Team may be asked to visit regional arts destinations. It is expected that the Consultant Team will propose realistic and creative solutions within the fiscal limitations of the City

The Master Plan Committee members appointed by Bastrop Art in Public Places at their February 7<sup>th</sup> meeting are:

- BAIPP, Ed Skarnulis
- Bastrop Opera House, Terry Moore
- Bastrop Independent School District, Chico Portillo
- Film, Debbie Moore
- Music, Brenda Bush
- Bastrop County Historical Society, Dan Hays-Clark
- Lost Pines Art Center, Mark Rose
- Parks Board, Barbara Wolanksi

- Arts at Large, Karen Sterling
- Visit Bastrop, Clint Howard
- City Staff, Sarah O'Brien

The committee met on February 20<sup>th</sup> to review all eight proposals. The committee narrowed those down to four proposals. Skype and in-person interviews with those four firms were conducted on February 28<sup>th</sup>.

At the March 7<sup>th</sup>, Bastrop Art in Public Places meeting, the committee brought forth the recommendation to select GO Collaborative. BAIPP is now recommending the selection of that firm for Council consideration.

#### **POLICY EXPLANATION:**

Bastrop was designated by the Texas Commission on the Arts as a Cultural Arts District in 2012. Since that time, Bastrop, through the Bastrop Art in Public Places (BAIPP), has been instrumental in creating a public art scene that has been mimicked across the country. The City of Bastrop collects approximately \$2,880,000 annually in hotel occupancy tax and has dedicated \$455,000 to BAIPP over the last six (6) years.

Bastrop Comprehensive Plan 2036, adopted November 22, 2016, established the need to create a long-term strategy for placement of visual and performing arts assets as Goal 8.4. Two (2) supporting objectives were established to ensure Goal 8.4 was achieved: • Objective 8.4.1 states “develop a Bastrop Art in Public Places Master Plan for the community.” City of Bastrop, TX RFP for Cultural Arts Master Plan Page 8 • Objective 8.4.2 states “align land-use policy and practices to make certain space is available for arts and tourism.”

The RFP was also identified in the FY 18 Work Plan, and during the joint workshop between City Council and Bastrop Art in Public Places in December 2017.

The GO Collaborative team will be responsible for organizing and implementing the public participation program, asset inventory and mapping, collecting and analyzing accumulated data and historically relevant information, identifying trends and developments, and producing the final report with proposed recommendations. Additional funding was added to the budget to allow for GO Collaborative to work with local artists in providing creative ways to engage the public.

#### **FUNDING:**

A Hotel Occupancy Tax Budget amendment will need to be brought forward for Council Consideration once contract negotiations are completed. Costs, including travel are estimated not to exceed \$80,000.

#### **RECOMMENDATION:**

Consider action to approve a Resolution of the City Council of the City of Bastrop, Texas authorizing a contract between the City of Bastrop and Go Collaborative for the development of a Cultural Arts Master Plan in an amount not to exceed Eighty-Thousand and 00/100 Dollars (\$80,000); authorizing the City Manager to execute all necessary documents; providing for a repealing clause; and establishing an effective date.

**ATTACHMENTS:**

- Resolution
- Request for Proposal for Cultural Masterplan
- GO Collaborative RFP Response



**RESOLUTION NO. R-2018-17**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS AUTHORIZING A CONTRACT BETWEEN THE CITY OF BASTROP AND GO COLLABORATIVE FOR THE DEVELOPMENT OF A CULTURAL ARTS MASTER PLAN IN AN AMOUNT NOT TO EXCEED EIGHTY-THOUSAND AND 00/100 DOLLARS (\$80,000); AUTHORIZING THE CITY MANAGER TO EXECUTE ALL NECESSARY DOCUMENTS; PROVIDING FOR A REPEALING CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, The City Council has appointed the City Manager as the Chief Administrative Officer of the City; and

**WHEREAS**, The City Manager is responsible for the proper administration of all affairs of the City; and

**WHEREAS**, Bastrop was designated by the Texas Commission on the Arts as a Cultural Arts District in 2012.

**WHEREAS**, Bastrop, through the Bastrop Art in Public Places (BAIPP), has been instrumental in creating a public art scene that has been mimicked across the country.

**WHEREAS**, The City of Bastrop collects approximately \$2,880,000 annually in hotel occupancy tax and has dedicated \$455,000 to BAIPP over the last six (6) years.

**WHEREAS**, Bastrop Comprehensive Plan 2036, adopted November 22, 2016, established the need to create a long-term strategy for placement of visual and performing arts.

**WHEREAS**, Bastrop Comprehensive Plan 2036 also states “develop a Bastrop Art in Public Places Master Plan for the community.

**WHEREAS**, Bastrop Comprehensive Plan 2036 states align land-use policy and practices to make certain space is available for arts and tourism.

**WHEREAS**, the need to develop a Cultural Arts Master Plan was identified in the FY 18 Work Plan.

**WHEREAS**, the need to develop a Cultural Arts Master Plan was also identified during the joint workshop between City Council and Bastrop Art in Public Places in December 2017.

**WHEREAS**, the City of Bastrop received eight responses to the Cultural Arts Master Plan and the Master Plan Committee and Bastrop Art In Public Places identified that GO Collaborative is best suited to develop the Cultural Arts Master Plan.

**WHEREAS**, the GO Collaborative team will be responsible for organizing and implementing the public participation program, asset inventory and mapping, collecting and analyzing accumulated data and historically relevant information, identifying trends and developments, and producing the final report with proposed recommendations.

**WHEREAS**, the contract terms shall not exceed \$80,000.

**WHEREAS**, The contract shall be consistent with the budget allocation, the terms of this Resolution, and the proposal received from Go Collaborative.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS:**

**Section 1:** That the City Council hereby authorizes the City Manager to execute a contract between the City of Bastrop and GO Collaborative for the development of a Cultural Arts Master Plan.

**Section 2:** All orders, ordinances, and resolutions, or parts thereof, which are in conflict or inconsistent with any provision of this Resolution are hereby repealed to the extent of such conflict, and the provisions of this Resolution shall be and remain controlling as to the matters resolved herein.

**Section 3:** That this Resolution shall take effect immediately upon its passage, and it is so resolved.

**DULY RESOLVED AND ADOPTED** by the City Council of the City of Bastrop this 13<sup>th</sup> day of March, 2018.

**APPROVED:**

\_\_\_\_\_  
Connie B. Schroeder, Mayor

**ATTEST:**

\_\_\_\_\_  
Ann Franklin, City Secretary

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Alan Bojorquez, City Attorney





**REQUEST FOR PROPOSALS**  
**FOR A**  
**CULTURAL ARTS MASTER PLAN**

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CITY OF BASTROP, TEXAS  
REQUEST FOR PROPOSALS (RFP)  
FOR A CULTURAL ARTS STRATEGIC PLAN

The City of Bastrop, Texas, through Bastrop Art in Public Places (BAIPP), is requesting proposals from Consultant teams with experience in cultural arts planning to perform a Cultural Arts Strategic Plan for visual and performing arts. Bastrop Comprehensive Plan 2036, adopted November 22, 2016, established the need to create a long-term strategy for placement of visual and performing arts assets as Goal 8.4. Two (2) supporting objectives were established to ensure Goal 8.4 was achieved. Objective 8.4.1 states “develop a Bastrop Art in Public Places Master Plan for the community.” Objective 8.4.2 states “align land-use policy and practices to make certain space is available for arts and tourism.” BAIPP is seeking a firm to help guide the City and community partners to identify community assets and develop a plan to not only leverage existing assets, but to focus future funding for cultural arts to increase the City’s appeal as a visitor destination.

One (1) original, one (1) reproducible copy, and an electronic copy of the proposal shall be addressed to Sarah O’Brien, Director of Hospitality & Downtown, City of Bastrop, TX, 1408 Chestnut Street, Suite B, Bastrop, TX 78602. Plainly identify the respective documents. The reproducible copy is one which can readily be reproduced through a photocopier; it should be unbound and unstapled. **SEALED PROPOSALS SHALL BE CLEARLY LABELED “PROPOSAL FOR THE ARTS AND CULTURAL MASTER PLAN” AND SHALL BE RECEIVED NO LATER THAN 3:00 PM ON FEBRUARY 8, 2018.** Proposals will not be accepted by email or facsimile.

Instructions for preparation of the RFP may be downloaded from the City website at [www.cityofbastrop.org](http://www.cityofbastrop.org). Questions or comments may be addressed to Sarah O’Brien at the address above or by phone at 512-332-8996 or by email at [sobrien@cityofbastrop.org](mailto:sobrien@cityofbastrop.org).

The City of Bastrop, Texas encourages Disadvantaged Business Enterprises to participate. Bastrop is an equal opportunity employment provider and does not discriminate on the basis of race, color, national, origin, gender, religion, age, or disability in employment or the provisions of services. Bastrop reserves the right to accept or reject any or all submittals, to waive technicalities, and to take whatever action is in the best interest of the City of Bastrop and its citizens.

## SCHEDULE FOR PROPOSAL SUBMISSION:

The City will make every effort to adhere to the following schedule:

- Request for Proposal Reviewed by BAIPP Wednesday, January 3, 2018
- Request for Proposal Reviewed by City Council Tuesday, January 9, 2018
- City of Bastrop Website Posting Thursday, January 11, 2018
- Notice of RFQ in Official Newspaper Thursday, January 11, 2018  
Thursday, January 18, 2018
- Appointment of Master Plan Committee Members by BAIPP Wednesday, February 7, 2018
- Statement of Qualifications Due Thursday, February 8, 2018
- Selection Committee Rates Qualifications Tuesday, February 20, 2018
- Selection Committee Conducts Interviews Wednesday, February 28, 2018
- Council approves List of Qualified Firms Tuesday, March 13, 2018
- Project Kick-Off Monday, April 2, 2018

## BACKGROUND:

### The City of Bastrop (“the City”):

Known as the “Heart of the Lost Pines,” Bastrop, Texas, is a unique community that couples historic small-town charm with big-city amenities and an exceptional quality of life. The City covers approximately 11 square miles and is the county seat of Bastrop County. Bastrop is strategically and centrally located on State Highway 71, with convenient access to Austin-Bergstrom International Airport, and within an easy distance of three major metropolitan areas. With Austin just 30 miles to the west, Houston two hours southeast, and San Antonio one-and-a-half hours to the south, Bastrop is in a very advantageous position for cultural and economic development.

Bastrop is among the oldest towns in Texas. Originally the site served as a meeting ground for the Tonkawa and other Southwestern Indians. It also provided a vital Colorado River crossing on the Old San Antonio Road, a major part of the El Camino Real de los Tejas. The area was settled in 1804 and officially established on June 8, 1832. Bastrop founder Stephen F. Austin named the City for his longtime friend and co-worker, the Baron de Bastrop. The City takes pride in its cultural heritage. A rich harvest of classic Texas folklore and well-preserved architecture and artifacts provide a glimpse into Bastrop’s past.

Today, this dynamic city is growing. With a current population of approximately 8,600, Bastrop proudly preserves its historic past while embracing the challenges of modern-day growth and economic needs. It has been named an official Texas Main Street City by the Texas Historical Commission, a designation that helps the City preserve its past, as well as promote responsible growth. The 2010 census showed the City of Bastrop’s population increased 30.93% from the previous census in 2000. It is estimated the City has grown an additional 20.14% since 2010. The projected population for 2021 is 9,345. It is important to note that many individuals who are part of the Bastrop community do not live within the City limits, but do use City services such as the Bastrop Public Library. Austin was

named the number one place to live in the U.S. News and World Report, which will have a direct impact on the growth that Bastrop will experience throughout the next decade.

Bastrop's tranquil setting amid the natural beauty of Central Texas' Lost Pines region includes extensive Colorado River frontage and abundant recreational opportunities. The Colorado River runs through Bastrop and is perfect for kayaking, canoeing, and fishing. The El Camino Real Paddling Trail is about six miles long and runs from Fisherman's Park to a take-out point near Tahitian Village. Other nearby attractions include three golf courses, two state parks, a nature preserve, Lake Bastrop, and the world-renowned Hyatt Regency Lost Pines Resort, which draws many tourists from all over the world who were previously unaware of this charming little town. Encouraged by the extremely positive response from these visitors, the City has added several community events that attract tourists from all over the state.

Annually, Bastrop plays host to several events, such as the Patriotic Festival, Homecoming & Rodeo, Trick or Treat Trail, Veteran's Day Car Show, Juneteenth Celebration, and Lost Pines Christmas, which features a Wine Swirl, Lighted Parade, River of Lights, and historic home tours. 2018 marks the first year of the Bastrop Music Festival.

Downtown Bastrop represents a unique blending of the old and new. Nestled on the banks of the Colorado River, the historic district is filled with a variety of shops and restaurants. The historic ambiance of downtown is complemented by nearby neighborhoods containing over 130 historical sites. At the First Friday Art Walks, downtown businesses have wine and snacks for visitors, and the Bastrop Fine Arts Guild hosts their featured artist of the month, with live music and entertainment provided.

Bastrop's proximity to Austin makes it easy to take advantage of the abundant recreational and leisure activities offered there, including the new NLand Surf Park — North America's first surf and wave park — as well as Formula 1 racing, Austin City Limits, and SXSW.

#### **Bastrop's Tourism Economy:**

As noted in the City's Comprehensive Plan, Bastrop has invested significant energy to position itself as a regional tourism destination. The City's inventory of attractions, events, and exhibition space continues to grow as it creates a 'critical mass' of tourism assets designed to solidify its community brand.

Approximately 41% of the City's General Fund revenue comes from sales tax. There are several identified future threats that will negatively impact the City's ability to maintain its current retail trade area including a 500,000 square foot development at SH 71 and SH 130 along with the increasing economies of neighboring Smithville and Elgin. ***Increased tourism has been identified as a way to stabilize sales tax revenue, while the City increases its property tax base.*** One of the primary benefits of tourism as a targeted industry is the ability to realize broad economic impacts throughout the economy. The same businesses that are supported by tourism can be enjoyed by residents. As tourism grows and sustains a larger share of retail, restaurant, and entertainment establishments, local residents have more options available to them for leisure and entertainment.



As a part of the development of the Comprehensive Plan, a literature review of about a dozen studies, which were commissioned to promote economic development, was completed to assess the recommendations and identify common themes. Tourists are drawn to Bastrop primarily for three (3) reasons: (1) natural resources, (2) family and heritage tourism; and **(3) visual and performing arts.**

This year, the City of Bastrop entered into a contractual arrangement with Visit Bastrop, a newly created Destination Marketing Organization, to market and promote the City of Bastrop and its assets as a tourist destination. Visit Bastrop received \$1,400,000 annually in Hotel Occupancy Tax (HOT) funding.

**Cultural Context:**

Bastrop was designated by the Texas Commission on the Arts as a Cultural Arts District in 2012. Since that time, Bastrop, through the Bastrop Art in Public Places (BAIPP), has been instrumental in creating a public art scene that has been mimicked across the country. The City of Bastrop collects approximately \$2,880,000 annually in hotel occupancy tax and has dedicated \$455,000 to BAIPP over the last six (6) years.

Examples of Bastrop’s public art scene include:



Sculpture Project started in FY 2015. City of Bastrop has 11 pieces in its collection valued over \$150,000.



The Bastrop Opera House



Lost Pines Art Center



Jerry Fay Wilhelm Center for Performing Arts



Deep in the Heart Art Foundry



Home to Deep in the Heart Art Foundry, the Lost Pines Art Center, the Bastrop Opera House and several Art Galleries, Bastrop has been trying to establish its self as a Cultural Arts Destination. **What the City has been missing is something to tie its cultural arts groups and assets together.**

#### THE CITY OF BASTROP ART AND PUBLIC PLACES:

Bastrop Art in Public Places (BAIPP), through a Master Plan Committee, will review and evaluate all proposals with a selection recommendation for City Council consideration.

This Master Plan Committee will be comprised of:

- BAIPP Board Member
- Bastrop Opera House Representative
- School District Performing Arts Representative
- Film Representative
- Music Representative
- Historical Society Board Member
- Lost Pines Arts Center Board Member
- Arts at Large Representative
- Parks Board Member
- Main Street Board Member
- Visit Bastrop Board Member
- City Staff Liaison – Sarah O’Brien, Director of Hospitality & Downtown

**Goals of BAIPP:**

- Use the display of public works of art to further the Bastrop community’s sense of civic pride.
- Use the display of public works of art as an educational opportunity for the public, as well as to enhance art education with artists in the community and beyond.
- Contribute to cultural tourism.
- Support diversity through art.
- Make art accessible to all individuals, including those with special needs.
- Encourage early collaboration on civic projects with design professionals and artists.

**BAIPP’s Vision Statement:**

*To create an environment where the City of Bastrop is locally and nationally recognized as an art and cultural center.*

**BAIPP’s Mission Statement:**

*To increase awareness and appreciation of art, as well as increase civic pride through the display of art in the City of Bastrop, Texas.*

**INTRODUCTION & PROJECT BACKGROUND:**

The City of Bastrop, Texas, through Bastrop Art in Public Places (BAIPP), is requesting proposals from Consultant teams to perform a Cultural Arts Strategic Plan. Bastrop Comprehensive Plan 2036, adopted November 22, 2016, established the need to create a long-term strategy for placement of visual and performing arts assets as Goal 8.4. Two (2) supporting objectives were established to ensure Goal 8.4 was achieved:

- Objective 8.4.1 states “develop a Bastrop Art in Public Places Master Plan for the community.”

- Objective 8.4.2 states “align land-use policy and practices to make certain space is available for arts and tourism.”

BAIPP is seeking a qualified Consultant team with experience in cultural planning to develop a Cultural Arts Master Plan to help guide the City and community partners that identifies community assets and not only leverage existing assets, but focuses future funding allocations for cultural arts to increase the City’s appeal as a visitor destination. The overall goal of this master plan is to create a common vision for the role that arts and culture should play in Bastrop, as well as to ascertain what pieces of that vision can guide policy and programming to enhance the quality of life for Bastrop residents, businesses, and visitors. A community-wide, public participation process is an **essential** component to creating a widely accepted Arts and Culture Master Plan.

The Consultant Team identified through the RFP will be responsible for organizing and implementing the public participation program, asset inventory and mapping, collecting and analyzing accumulated data and historically relevant information, identifying trends and developments, and producing the final report with proposed recommendations. The Consultant Team may be asked to visit regional arts destinations. It is expected that the Consultant Team will propose realistic and creative solutions within the fiscal limitations of the City.

### **SCOPE OF WORK:**

The following is a list of desired deliverables for inclusion in the Master Plan Report.

#### **Development of Outreach Strategy:**

- Master Contact List
- Strategy to encourage stakeholder participation
- Standard formats for public documents
- Interactive project website
- Monthly updates at BAIPP meetings
- Individual interviews with key community leaders and various boards of directors to understand history and community dynamics (12-15 total)

#### **Development of Public Participation Plan:**

- Public Forums
- Survey
- Focus Groups
- Key Person Interviews
- Youth Involvement

#### **Local Assessment:**

- Listing of organizations and individuals
- Asset inventory
- History of arts in Bastrop



- Data collection - demographics, artist data
- Ecosystem mapping
- Existing Bastrop Art in Public Places Board, City staffing and support
- Resource assessment – funding sources

#### **National Assessment:**

- Benchmarking and best practices
- Relevant master plans
- Trends
- Successes and failures

#### **Data Analysis:**

- Complete set of raw data, analysis and conclusions
- Methodology
- Computerized method for data mining
- Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

#### **FINAL REPORT:**

The Arts and Culture Master Plan Final Report must serve to set forth a collective vision for cultural arts enrichment development in Bastrop. A Master Plan Final Report will be required for review and approval by the BAIPP and City Council. It should guide the role of BAIPP and other local organizations to attain this vision. At a minimum, the following components should be included:

- Executive Summary of Final Report
- Results of the Public Participation Process
- Provide results on a citywide basis
- Conclusions and Recommendations must consist of, but should not be limited to:
  - Vision and Key Goals
  - Final Recommendations and Alternatives
  - Implementation Strategies
  - Action Plan with prioritized set of Goals and Projects
  - Funding Plan

These above referenced components should ensure all of the following items are addressed:

- Public participation process summary.
- Local assessment including information and data on current cultural organizations and programs, facility mapping, and planned future developments.
- National assessment including demographic comparisons, funding and development models, identification of cultural trends, and research review.
- SWOT analysis.
- Local economic impact of the arts.



- Citywide / National / International issues and trends.
- Key statistics and data points.
- Key maps or graphs of relevant information.
- Master Plan Vision Statement that unifies the individual visual and performing arts groups in Bastrop, creating a common vision for the role that arts and culture will play, to ensure future Hotel Occupancy Tax (HOT) funding can effectively leverage Bastrop's assets to increase the City's appeal as a visitor destination.
- Strategy to implement vision including a set of Key Goals.
- Alignment of goals with the City's Comprehensive Plan and Cultural Arts & Culinary District Plan.
- Short, mid, and long -term goals.
- List of potential initiatives for prioritization and implementation, including appropriate budget and recommended revenue sources.
- Organize potential initiatives by short, mid, and long-term priority.
- Implementation strategies.
- Clearly defined funding plan which provides vision, policy framework, and strategy to fund implementation of all goals.
- Identify key foundations, non-profit, and others for potential partnership.
- Definitive conclusions, recommendations, and action plan.
- Written and oral reporting to the BAIPP and City Council.
- Digital strategies.

#### **FINAL REPORT PRESENTATION:**

This task should include at a minimum the following components:

- Reproduction of the Final Report.
- Provide an electronic copy of the Final Report as well as electronic copies of all maps, graphs, and other accompanying visual materials in a format to be determined by the Agency.
- Key Images, Maps, Charts and Diagrams.
- Oral and written Final Report presentations.
- Prepare multimedia presentation of Final Report; including but not limited to, PowerPoint presentations, information boards, handouts, and brochures.
- Presentation materials must be developed for use by the City.
- Presentation of Final Report to Bastrop Art in Public Places and the City Council.

#### **PROPOSAL REQUIREMENTS & SUBMISSION DETAILS:**

Firms interested in responding to this RFP should prepare a brief and concise proposal, including the following sections:

##### **1. Introduction:**

- Present general introductory comments in a cover letter of no more than two (2) pages.
- Include a purpose statement describing your understanding of the proposed project and required services.

2. **Work Plan:**

- Formulate a work plan that clearly and systematically identifies and describes all tasks and subtasks necessary to complete the requirements set forth in the Scope of Work Section.
- Address ability to engage and communicate with a broad and diverse range of stakeholders in a government planning process.
- Demonstrate ability to understand local creative and artistic economic environments and the ability to leverage community assets for positive economic benefits.
- Demonstrate ability to facilitate various groups through the creation of a Vision Statement that unifies individual visual and performing arts groups around the creation of a common vision regarding the role that arts and culture will play in a community.

3. **Personnel and Experience:**

- Prepare an organizational chart showing the names and titles of the project manager, professional and supporting staff, sub-consultants, and other key personnel that will be assigned to the project.
- Synopsis of key personnel with relevant professional background and contact information.
- Provide company and/or team history and relevant project experience including specific project references.
- Five (5) professional references that can speak to relevant project experience.

4. **Cost Proposal:**
  - Prepare a not-to-exceed cost proposal.
  - Provide a cost breakdown for each task and subtask identified in the work plan.
  
5. **Project Schedule:**
  - Prepare a schedule that illustrates the estimated timeline, in monthly increments, for completing project tasks and subtasks.

Only written proposals will be considered. All materials submitted shall become a part of the proposal, and may be incorporated in a subsequent contract(s) between the City and the selected proposer. Failure to comply, other than as specifically permitted in the RFP, may disqualify a proposer from further consideration.

#### **EVALUATION & SELECTION CRITERIA:**

All proposals will be evaluated solely based on the following criteria and the ranking of the BAIPP Master Plan Committee. The proposal scoring the highest will be moved forward to the City Council. The Agency reserves the right to request additional information to clarify a submitted proposal.

#### **Project Concept and Solutions – 30%**

- Understanding of the requirements of the scope of work.
- Understanding of the broad range of issues and conditions facing Bastrop's arts and culture community.
- Understanding of local creative and artistic economic environment.
- Understanding of Bastrop demographics and culture, including population, diversity, and economic conditions.
- Ability to meet identified schedule.

#### **Qualifications of Consultant Firm and/or Team – 30%**

- Personnel and organizational experience, resources, and technical competence to facilitate accomplishment of stated scope of work.
- Communication skills and ability to engage a broad and diverse range of stakeholders in a government planning process.
- Ability to facilitate various groups through the creation of a Vision Statement that unifies individual visual and performing arts groups around the creation of a common vision regarding the role that arts and culture will play in a community.
- Personnel and organizational involvement or a process to ensure local presence (e.g. involvement of sub-contractor).
- Ability to work in diverse communities.

#### **Demonstrated Applicable Experience – 30%**

- Demonstrated ability to complete planning projects of a comparable size.
- Demonstrated ability to create a specific strategic plan for implementation while

recognizing the economic and fiscal challenges of a municipal government agency.

- Demonstrated ability to examine best practices in other cities and multidisciplinary arts organizations.

#### **Total Evaluated Cost – 10%**

- Relation of the fee to the proposed level of effort.
- Detailed budget proposal including itemized billing structure by assigned consulting staff.

#### **Interviews**

In-person or telephone interviews may be conducted at the discretion of the BAIPP Master Plan Committee, as outlined in the proposed schedule for proposal submission.

#### **MISCELLANEOUS TERMS AND CONDITIONS:**

##### **Notification:**

The Hospitality & Downtown Department shall notify all proposers in writing of Bastrop Art in Public Places Master Plan Committee's recommendation.

##### **Contractual Arrangements:**

The proposer selected to perform the services outlined in this RFP will enter into a Contract, approved as to form by the City Attorney, directly with the City of Bastrop.

##### **Verification of Information:**

The City reserves the right to verify the information received in the proposal. If a proposer knowingly and willfully submits false information or data, the City reserves the right to reject that proposal. If it is determined that a Contract was awarded as a result of false statements or other data submitted in response to this RFP, the City reserves the right to terminate the Contract.

##### **Cost of Preparation:**

All costs of proposal preparation shall be borne by the proposer. The City shall not, in any event, be liable for any expenses incurred by the proposer in the preparation and/or submission of the proposal.

**Important Notices:**

Consultant teams who mail their proposals should allow adequate mail delivery time to ensure timely receipt of the proposals. Late proposals will not be considered for review. The City reserves the right to determine the timeliness of all proposals submitted. At the day and time appointed, all timely submitted proposals will be opened and the name of the proposer(s) announced. No other information about the proposals will be made public until a recommendation is made to City Council.

The City reserves the right to extend the deadline for submission should such action be in the best interest of the City. In the event the deadline is extended, proposer(s) will have the right to revise their proposal. Proposals may be withdrawn personally, by written request, prior to the scheduled closing time for receipt of proposals.

Submission of a proposal pursuant to this RFP shall constitute acknowledgement and acceptance of the terms and conditions set forth herein. Portions of this RFP and the contents of the proposal submitted by the successful proposer may become contractual obligations if a Contract is awarded. Failure of the successful proposer to accept these obligations may result in cancellation of the award. The City reserves the right to withdraw or cancel this RFP at any time without prior notice and may re-issue this RFP at any time.

The City of Bastrop reserves the right to reject all proposals. Failure of the Proposer to submit the above required documents with their proposal may render the proposal non-responsive and result in its rejection.

**Property of City/Proprietary Material:**

All proposals submitted in response to this RFP shall become the property of the City of Bastrop and subject to the State of Texas Public Information Act. In the event a proposer claims such an exemption, the proposer is required to state in the proposal the following: "The proposer will indemnify the City and its officers, employees and agents, and hold them harmless from any claim or liability and defend any action brought against them for their refusal to disclose copyrighted material, trade secrets or other proprietary information to any person making a request therefore."

**Modifications:**

The Scope of Work and specific tasks outlined in this RFP are subject to change due to the nature of the planning process. Any amendments, in the terms and/or conditions of resultant contract must be made by in writing and approved the City.



GO COLLABORATIVE



## BASTROP CULTURAL ARTS MASTER PLAN

SUBMISSION FOR PROPOSAL

ATTN: SARAH O'BRIEN

FEBRUARY 7, 2018

CONTACT: Lynn Osgood | 512.796.3868 | [lynn.osgood@gocoaustin.com](mailto:lynn.osgood@gocoaustin.com)

4015 AVENUE D | AUSTIN, TX 78751 | T: 512.796.3868 | [www.gocoaustin.com](http://www.gocoaustin.com)



**RECEIVED**

*Sarah O'Brien*  
02/09/18 8:00am



Lynn Osgood  
Principal  
GO collaborative  
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Sarah O'Brien  
Director of Hospitality & Downtown  
City of Bastrop  
1408 Chestnut Street, Suite B  
Bastrop, TX 78602

February 7, 2018

Dear Ms. O'Brien:

On behalf our team, I am delighted to submit this proposal for the City of Bastrop Cultural Arts Master Plan. Our team brings together the expertise of two creative placemaking firms: GO collaborative and Metris Arts Consulting. Our combined skill sets make us uniquely qualified to develop the roadmap for Bastrop's efforts to set a strategic vision for arts and cultural development within the city.

GO collaborative, for which I serve as principal, will lead the project. I will draw on our extensive experience researching arts, culture, and communities. In addition, my national standing as a creative placemaking expert and knowledge of a range of cultural policies and funding structures will greatly aid the project. Metris Arts Consulting will collaborate in the development of policy strategies and lead the team's creative sector economic analysis.

Our approach is creative, collaborative, participatory, and rigorous. We use a range of methods to realize a three-pronged strategy DISCOVER, ENVISION, and DEVELOP. Our ultimate goal is to provide the City of Bastrop with a portfolio of diverse strategies to:

- Leverage and invest in Bastrop's unique existing arts and cultural assets;
- Expand the role of the arts in community life; and
- Identify sound strategies to develop the arts-sector as an economic anchor for the city.

Attached, please find our detailed proposal outlining our approach, fees, and qualifications.

We're tremendously excited about this opportunity to assist the City of Bastrop in setting policy and identifying resources for its arts and cultural assets. We look forward to discussing this project with you in greater detail. Please do not hesitate to contact me, if you require any clarifying information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lynn Osgood', written in a cursive style.

Lynn Osgood  
Principal  
GO collaborative

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# INTRODUCTION

## PROJECT UNDERSTANDING

GO collaborative, together with Metris Arts Consulting, will develop a comprehensive Cultural Arts Master Plan for the City of Bastrop, TX. We aspire to connect Bastrop with a community-backed, strategic vision that can provide a clear framework and direction for arts and cultural development throughout the city.

Our team will steward a plan designed to nurture Bastrop's arts and cultural assets and help the city's creative sector take a stronger position within the city's economy. The plan will guide the City of Bastrop, the Bastrop Art in Public Places Board, and their community partners in identifying community assets, and ways to leverage those assets, in order to increase the city's appeal as a visitor destination. The goal of the planning process will be to create a common vision for the role that arts and culture can play in Bastrop, and to work from that vision to guide the policy and programming needed to enhance the quality of life for residents, businesses, and visitors. Grounded in a community-wide, public participation process, our planning process will enable a broad range of community stakeholders to support – and ultimately become partners in – the development of Bastrop's Arts and Culture Master Plan.

## BASTROP'S ARTS & CULTURE COMMUNITY

For our project team Bastrop is a close neighbor. Coming from near-by Austin, TX we are deeply familiar with both the natural and cultural landscapes of the area. From the Lost Pines Forest to McKinney Roughs, from Maxine's Café to the Deep in the Heart Art Foundry, and from live music to Texans' uncompromising desires for good regional food, we know that artistic and cultural expression in Central Texas are a core part of what makes the area so attractive for residents and visitors alike.

We are also aware of the opportunities and challenges that come with the development of different artistic sectors – music, food, visual arts, performing arts - within Central Texas. Specific opportunities, such as our state-specific regulations for hotel occupancy tax allocations, and the specific challenge of ever-expanding population growth can impact the artistic community in many different ways. Our team brings an in-depth awareness of these complexities and how they can inform conversations about future policies.

## TEAM

GO collaborative will lead the project, with our project collaborator Metris Arts Consulting lending additional content expertise. Each firm contributes a deep background in creative placemaking. As the project lead, GO collaborative will oversee all aspects of the project and lead the overall plan development. With their expertise in urban and regional planning they bring extensive experience in arts, culture, policy creation. Additionally, with their specialization in arts-based community engagement they will also lead the design of public participation plan and help different stakeholder groups identify local assets, perceived challenges, and potential policy strategies.

Metris Arts Consulting will collaborate with GO collaborative and brings both national and international experience in the field of creative placemaking and creative economies. Metris will provide data analytics, attend large-scale community engagement events to give talks, and lead stakeholder discussions on specific topics such as creative placemaking and creative sector economic development. Metris will also contribute to the creation of the survey instrument and the final plan. The two teams have worked together for many years in the areas of cultural policy creation and creative-sector capacity building and look forward to combining their expertise again.

## **APPROACH**

Our approach is creative, collaborative, participatory, and rigorous. It draws on the skill sets of our diverse team to activate and engage Bastrop’s cultural community and work in close partnership with the city staff, BIAPP board members, and officials. To create the Bastrop Cultural Arts Master Plan, the team will employ a three-pronged approach: **DISCOVER** assets and needs; **ENVISION** goals, strategies, and opportunities; and **DEVELOP** an actionable plan that is focused on implementation.

### ***PHASE ONE: DISCOVER***

In the **DISCOVER** phase of the project, the team will work to 1) discover Bastrop’s arts and cultural assets and potential opportunities - through stakeholder identification, interviews, focus groups, and an inventory of existing arts spaces, venues, and public arts; 2) identify opportunities for cross-department synergies - by assessing existing plans and through focus groups with city staff from different departments; and 3) determine the priorities of diverse community stakeholders for arts-related municipal investments and policies particularly in the areas of visitor attraction and quality of life development for local residents.

### ***PHASE TWO: ENVISION***

In the **ENVISION** phase of the project, the team will organize a set of strategic visioning sessions for both the city and the public at large. Having worked on many cultural and comprehensive plans, we believe that it is vitally important to engage the larger community throughout the planning process. By holding both community meetings and higher-level strategic planning sessions with key stakeholders, arts commissioners, and city staff, we will be able to form a comprehensive arts and cultural vision plan for the City of Bastrop, while simultaneously creating the political interest and support that will be needed to implement the plan’s specific action items in the future.

### ***PHASE THREE: DEVELOP***

In the project’s final phase, we will synthesize findings from the **DISCOVER** and **ENVISION** portions of the project, and collaborate with city staff and the Bastrop Art in Public Places Board to develop and prioritize goals, objectives, and strategies. To ensure that the plan has “teeth,” and broad community buy-in, we will engage both the larger community and key arts and culture stakeholders in the drafting of next steps, including the identification of responsible parties, the estimation of costs of proposed strategies, and the identification of potential funding sources.



# WORK PLAN

## PROJECT APPROACH

To create a strong plan, we must ask the right questions. Bastrop is already home to a growing community of arts and cultural resources, from Bastrop's Art in Public Places Program, to the Lost Pines Art Center and downtown galleries, to the ever-growing number of festivals, events, and live music performances. Bastrop's arts and cultural offerings enrich the lives of residents and visitors alike, and enhance the evolving character of the city and the region as a whole.

To create a cultural arts strategic plan for visual and performing arts, stakeholders will need to assess current strengths and discover new ways to leverage existing assets. We would start the planning process by asking the following questions:

- What is the community's vision for the arts and culture in Bastrop and how do we get there?
- How can examples from other communities contribute to this vision?
- How can Bastrop support its vital cultural resources and build on its previous planning efforts?

Specifically, the team's planning process will connect the City of Bastrop with a portfolio of diverse strategies and a detailed roadmap to:

- Leverage and invest in Bastrop's strongest and most unique existing arts and cultural assets;
- Expand the role of the arts in both the community life of residents and the economic life of the city;
- Identify sound strategies to fund and nurture artists and arts organizations.

## THREE-PHASED APPROACH

Our approach to developing the Bastrop Cultural Arts Master Plan is three-phased: **DISCOVER, ENVISION, and DEVELOP.**

Through the **DISCOVER** phase, we will identify the context for arts and cultural planning within the City and gather current stakeholder knowledge. As primary tasks during this phase, we will collect previous studies (including past strategic plans and asset analysis, and other municipal reports such as the recently completed Bastrop Comprehensive Plan and Culinary District and Cultural District Strategic Plan), conduct focus groups with key stakeholders (to be identified in the initial project kick-off meeting and in conversation with agency staff), and distribute an online survey that will run in parallel with community engagement efforts. We will carefully craft the interviews and focus groups in order to tightly inform the development of the survey, and to ensure concrete and strategic results.

In the **ENVISION** phase, we will synthesize the data that has been collected in the first phase and that will serve as the basis for a set of strategic visioning exercises with key staff and key arts stakeholders. In these sessions we will lead participants through a series of exercises and conversations that will distill the lessons learned about the development of Bastrop's arts community in the past, and form ideas for potential new goals and strategies that can bring it into the future. As part of the planning process we will also organize a set of parallel public meetings. These larger public meetings will serve three primary functions: 1) to gather broad ideas and information that can support final plan recommendations, 2) to gather feedback on some initial recommended strategies, and 3) to build the public support needed to carry out the city's future goals. Team members from Metris Arts Consulting will be on hand during these stakeholder meetings and community engagement events to lend their expertise, expand the conversations, and build interest and support in the larger planning process. Additionally, special care will be taken to bring in youth voices and to ensure that there are cross-generational activities available for a broad range of stakeholders.

In the final **DEVELOP** phase of the project, we will synthesize the ideas, strategies, and visions that have been created throughout the process into an initial set of draft recommendations that can be reviewed by city staff, and be presented to the community at large. After gathering feedback from key stakeholders and the community, we will deliver a final report to city staff and the Bastrop Art in Public Places Board that can then be taken to City Council for review and adoption. We will prioritize concrete implementation strategies and propose scaled evaluation tools that can meet the capacity of staff to monitor plan progress.

The Bastrop Cultural Arts Master Plan final report will synthesize all interim deliverables and present an overarching roadmap to leverage and invest in Bastrop's arts, culture, and creative economy assets, and help identify future funding for the cultural arts in order to increase the city's appeal as a visitor's destination. The report will feature clear and compelling language, images, and maps to engage stakeholders and illustrate concepts.

## FRAMING QUESTIONS – GUIDING DELIVERABLES

As a team that is deeply influenced by its experience with professional and academic research, we propose the following set of guiding questions and analysis strategies for each project phase. We also understand that planning projects are dynamic processes and hope to refine these questions, as the project gets under way. We look forward to working closely with staff and stakeholders to develop the list throughout the life of the project.

### PHASE ONE: DISCOVER

**Question:** *What strengths, weaknesses, opportunities, and threats face Bastrop arts and cultural stakeholders, now and over the next ten years?*

**Approach:** Conduct a stakeholder analysis to discover diversity of players, beyond the usual suspects, and to ensure that their perspectives are captured. Conduct one-on-one interviews and focus groups to gather data.

**Question:** *What are Bastrop’s existing arts and cultural assets and competitive advantages, from which to build?*

**Approach:** Build existing data with larger general survey data, City of Bastrop GIS data, and information gathered at community meetings. Have community members map sites of “creative expression” during participatory events.

### Phase One Deliverables

#### Local Assessment

*Lead: GO collaborative*

Grounding the project in key local data one of the first deliverables of the project will include an assessment of local arts-sector assets and a SWOT analysis of the opportunities and challenges that will form the starting point of planning work together. Specific information in the report will include: data on current cultural organizations and programs, facility mapping, and planned future developments, cultural asset inventory and mapping, primary stakeholder SWOT analysis, potential alignment with other City of Bastrop plans, and a local resource assessment.

#### Public Participation Plan

*Lead: GO collaborative*

As the second starting deliverable the Public Participation Plan will bring together a step-by-step plan for engagement a broad range of community members throughout the planning process. Of particular focus within the report will be recommended strategies for bringing youth voices into the process. Working with arts-educator Alberto Mejia, the GO collaborative team will create opportunities for both youth and cross-generational activities in strategic locations within the city so that a broad range of ideas and perspectives can help to inform policy discussions. Specific strategies that will be outlined within the report including: public forums, survey creation and distribution, stakeholder focus groups, key person interviews, and youth/cross-generation involvement.

## **National Assessment**

*Lead: GO collaborative*

One of the critical issues in cultural planning today is being able to stay abreast of current trends and conversations taking place in both municipal and philanthropic communities. Quickly evolving ideas and best practices around such topics as the development of cultural nodes, and the broader field of creative placemaking need to inform local level conversations about potential policy strategies. To aid in this task the GO collaborative team will create a document that includes information on cultural planning trends, best practice reviews of comparable successes and failures happening in similar communities, a review of funding and development models, and an identification of broad cultural trends that can inform ideas at a local level.

## **Creative Sector Economic Analysis**

*Lead: Metris Arts Consulting*

We plan to use the CVSuite online tool to generate a snapshot of the local economic impact of the arts, Bastrop County's competitive advantage in terms of creative occupations and creative industries, and who makes up Bastrop County's arts and culture workforce by occupation, gender, and race. We will benchmark Bastrop County's creative economy – creative industry sales, the creative workforce, and nonprofit revenues – to the nation, the state of Texas, and two comparable counties of the City of Bastrop's choosing. In order to get a more robust understanding of the local economic impact of the arts and the creative workforce, we will synthesize this analysis with those of other Cultural Arts Master Plan data sources, such as data SWOT analysis, asset inventory, and ecosystem mapping. Additional analyses, such as reporting how the county's creative economic landscape has changed over time and/or a creating a customized set of creative occupations and/or creative industries, may be requested by the City of Bastrop for an additional fee.

About the CVSuite: The Western States Arts Federation (WESTAF) developed the CVSuite in 2002 and it has since evolved into a user-friendly interactive online tool. The CVSuite annually pulls from a variety of reliable data sources, including Economic Modeling Specialist International (Emsi) (occupation and industry data on creative jobs, earnings, and revenues), National Center of Charitable Statistics (arts nonprofit revenues reported to the IRS on 990 forms from organizations with revenues greater than \$50,000), and National Assembly of State Arts Agencies (National Endowment for the Arts state arts agency grants). Emsi data is particularly valuable for work on the creative economy because it incorporates data on self-employment and data on employment by both occupation and industry. Self-employment is common in many parts of the economy, but it is particularly important in the creative economy. Nationally, about 47% of the jobs in the creative industries are actually income streams from self-employment. While some creative workers rely on creative freelance work as their primary source of income, for others it is a supplemental source of income. Unlike data based on the Census's American Community Survey, Emsi's data includes both forms of self-employment. Including both types is critical for understanding the creative economy because so many artists and freelancers do their work in addition to a "day job."

## PHASE TWO: ENVISION

**Guiding Question:** *How can municipal investments in arts and culture support strategic – and synergistic – priorities in:*

- Parks and Recreation
- Public Works/Engineering
- Business/Economic Development
- Libraries
- Historic Preservation

*And vice versa, how can diverse cross-sector partners make strategic investments in arts and culture, with a particular emphasis on municipal strategy and resource allocation?*

**Approach:** Assess existing strategic plans and cultural plans from appropriate departments and identify potential partnership opportunities.

**Approach:** Engage key stakeholders and staff in focus group exercises, drawing on extensive field-knowledge of creative placemaking, particularly in small urban communities, to inspire strategies.

**Guiding Question:** *In what ways do broad community stakeholders (from youth and educators, to economic developers, to residents at large) perceive arts and culture to be of value? How would they prioritize goals for municipal/public investments in arts and culture?*

**Approach:** Conduct broad general survey to collect data on current knowledge of Bastrop's arts and cultural ecology and to assess specific desires for future strategies.

**Approach:** Create parallel data gathering exercises for first two community meetings.

**Guiding Question:** *What can Bastrop learn from other communities' strategies for arts and culture, and how can best practices in culture-sector development grow both resident quality of life and visitor experiences.*

**Approach:** Conduct a scan of arts and cultural strategies and policies in comparable communities.

## Phase Two Deliverables

### Project Website

*Lead: GO collaborative:*

GO collaborative brings to the team extensive experience in website development, most notably with the development of the Exploring Our Town ([arts.gov/exploring-our-town](http://arts.gov/exploring-our-town)) creative placemaking web portal created for the National Endowment for the Arts. Capturing over 70 national case studies on a diverse range of cross-sector projects working to bring the arts into communities in new ways, the GO collaborative team lead the research, writing, and project management for the entire site development. We understand that the BIAPP Board need of a new website that can help to inform the public about the new range of work being done. As the project begins, we will work closely with staff to scope the development of a new website that fits within the budget scale of the project, and that city staff and the BIAPP Board can use and update in the future



## Stakeholder Input Analysis

*Lead: GO collaborative*

Before policy planning begins it is very important to have a detailed understanding of both the larger field of best practices alongside the ideas, concerns, and aspirations of local residents and creative community stakeholders. To help develop a framework that will guide policy conversations, a detailed analysis of stakeholder input will be done through the use of qualitative analysis software (NVivo) where all interview and focus group transcripts will be coded along with open ended results from the community wide-survey. These codes (or themes) will help to identify those areas of opportunity and concern that residents care most about and capture emerging ideas for how residents can not only contribute to the policy ideas that are identified in the plan, but ultimately be part of the process that can bring them to fruition.

## PHASE THREE: DEVELOP

**Guiding Question:** *How should Bastrop focus municipal policy and allocate resources to best meet community-driven goals and priorities for arts and culture?*

**Approach:** Synthesize findings from the **DISCOVER** and **ENVISION** phases.

**Approach:** In collaboration with city staff and the BIAPP Board, develop and prioritize goals, objectives, and strategies.

**Approach:** Refine recommendations by engaging larger community to gather specific implementation ideas and strategies.

**Guiding Question:** *How can Bastrop's Cultural Arts Master Plan have "teeth," broad buy-in, and staying power?*

**Approach:** Draw on the broad-based community participation throughout the **DISCOVER** and **ENVISION** phases to ensure that the plan reflects a community-backed vision for Bastrop's arts and cultural municipal strategies.

**Approach:** Develop Action Plan Matrix (short, mid, and long-term next steps for implementation) that specifies responsible parties.

**Approach:** Estimate costs of proposed strategies and identify potential private and public funding sources.

**Approach:** In conjunction with city staff and the BIAPP Board, work to ensure that City Council adopts the plan.

**Guiding Question:** *How will diverse stakeholders monitor progress made toward plan goals?*

**Approach:** Recommend evaluation tools tailored to plan goals and determine which are appropriately geared to on-going staff capacity. This may include developing a framework of reflection questions that key stakeholders can ask annually to produce a yearly progress report.

## Phase Three Deliverables

### Final Plan

*Lead: GO collaborative with collaboration from Metris Arts Consulting*

The final City of Bastrop Cultural Arts Master Plan will bring together key arts and culture policy goals that work in alignment with the goals of the City's Comprehensive Plan and Cultural and Arts & Culinary District Plan. Central to the final plan will be an Action Matrix that will define short, mid, and long-term strategies and actions, supporting prioritization and implementation recommendations, and appropriate budget and recommended revenue sources. Two key components of the final plan will include

- **Master Plan Vision Statement** that brings together the individual visual and performing arts groups in Bastrop, in order to create a common vision for the creative community and that helps to define and detail the role that arts and culture can play in order to help ensure that future Hotel Occupancy Tax (HOT) funding can effectively leverage Bastrop's assets, and increase the City's appeal as a regional destination.
- **Funding and Partnership Plan** that provides vision, policy framework, and strategy to fund implementation of all goals, along with an identification of potential foundations, non-profit, and others for potential partnership.

# PERSONNEL AND EXPERIENCE

## TEAM

For the Bastrop Cultural Arts Master Plan, we bring together two dynamic teams and combine their national and local level expertise in the areas of cultural planning, creative placemaking, and arts-based community engagement. Having worked together in the past to create the Grand Rapids, Minnesota arts and culture master plan, and to deliver capacity building workshops for creative placemaking, we will combine the strengths of the two firms to support the needs of the Bastrop community.

The collaboration will happen in three primary ways throughout the project: 1) as “thought partners” in the creation of the community survey and the cultural policy recommendations, 2) in the writing of the Creative Sector Economic Analysis, and 3) through the creation of targeted conversations during the two proposed community engagement events. During the first of the larger-scale community input days in July, Christine Harris will bring her national level expertise in creative economies to run targeted workshops with key local business, tourism, and creative-sector stakeholders. At this time, the results of the Creative Sector Economic Analysis will be previewed and discussed. During the second community input days in September, Metris principal Anne Gadwa Nicodemus will come to Bastrop for additional stakeholder conversations, to announce the results of the community survey, and to deliver an evening community-wide conversation on the topic of creative placemaking in order to gather momentum and broaden support for the BIAPP’s cultural planning efforts that will culminate in December 2018.

## GO COLLABORATIVE

GO collaborative is a woman-owned (WBE/HUB) design and planning firm focused on creative, community design and development. Their services range arts and culture master planning, arts evaluation, and creative placemaking design and development services. Founded by Sarah Gamble, architect, and Lynn Osgood, urban planner and researcher, the firm combines their complementary backgrounds and passion for the public realm. GO collaborative embodies the strengths of their diverse professional training with experience providing creative and innovative services to connect people in meaningful ways with the places they care about. The firm led the NEA’s efforts to create *Exploring Our Town*, an online resource that highlights their Our Town grant program and provides insights into how creative placemaking projects come together across the nation. Currently they are leading the development of an Arts and Culture Master Plan for the City of Carlsbad, CA.

## METRIS ARTS CONSULTING

Metris Arts Consulting believes in the power of culture to enrich people’s lives and help communities thrive. We believe those benefits should be broadly shared and inclusively developed. Metris seeks to provide high caliber planning, research, and evaluation services to reveal arts’ impacts and help communities equitably improve cultural vitality. To accelerate change, we seek to share knowledge and amplify the voices of those closest to the work.

Although we are best known for principal Anne Gadwa Nicodemus' leading work in the realm of creative placemaking, Metris' core service offerings also include place-based arts and culture ecology studies, arts and culture plans for cities and towns, and robust project evaluations. Since Metris' founding in 2009, its ability to undertake rigorous research (both quantitative and qualitative) and effectively connect it to big-picture trends quickly garnered the field's respect. Recent Metris projects include leading a planning process for a national network organization of nearly 250 community development organizations, an evaluation of a national program that supports dance creation and touring, a creative economy snapshot of the city of Minneapolis, and an arts and culture plan for Grand Rapids, Minnesota. We work with a range of national and international clients, including philanthropic organizations, government agencies (local to federal), and community development and arts nonprofits. Our approach is collaborative—Metris views clients as active partners and desires relationships with entities that are open to critical learning and innovation. We also seek opportunities to deepen our commitments to racial and cultural equity through our work products and practices. We serve a national client base from our location in Easton, PA. Metris is a certified Women's Business Enterprise (WBE).

### **WORKING TOGETHER**

We know these projects are deeply collaborative endeavors, not only among the consulting team, but most importantly between the consulting team and the city staff. Below are listed the primary roles we anticipate will form the foundation of the project tasks together.

#### The GO collaborative Team

- Primary point of contact
- Close working relationship with BAIPP Board
- Strong investigations into the local community
- Broad and creative outreach to the community with a strong youth component
- Overall coordination for both stakeholder conversations and large-scale public meetings
- Ability to produce graphics and communications for the events

#### City of Bastrop Staff:

- Project-related support will be requested from the City of Bastrop in terms of acquiring city GIS files, any existing needs analysis, and any existing census/demographic data.
- Distribution of meeting announcements to City of Bastrop stakeholders
- Coordination of working relationship with the BAIPP
- Assistance in creating connections to existing arts organizations etc.

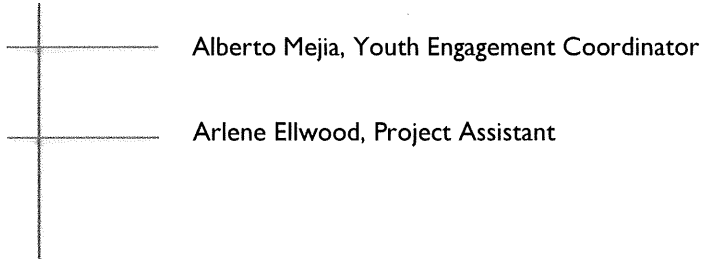
#### Together:

- Specification of BAIPP's role during the planning process to ensure their continued involvement and oversight
- Scoping of the website development needs, and discussions on how its development will integrate with the larger planning process
- Exploration of the potential for bringing on local artists to assist with community outreach and engagement.

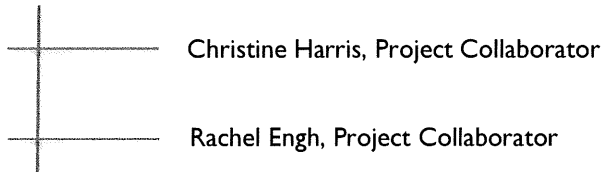
# ORGANIZATIONAL CHART



Lynn Osgood, Project Lead



Anne Gadwa Nicodemus, Project Collaborator



## TEAM MEMBER QUALIFICATIONS

### GO COLLABORATIVE



#### **Lynn Osgood, Principal**

Lynn Osgood is an urban designer and planner whose work explores the intersection of public policy, community engagement, and the arts. Lynn started her career in urban design and planning in New York City with the United Nations and focused on the Habitat II Conference on Human Settlements. Moving to Austin in 2003, Lynn became Adjunct Faculty at the University of Texas where she taught graduate design studios for two years. Today she continues to teach individual courses on planning, community engagement, and qualitative research. As principal of GO collaborative Lynn has led the creation of the NEA's *Exploring Our Town* website on Creative Placemaking and is currently leading the development of the City of Carlsbad Arts and Culture Master Plan. Within the City of Austin, Lynn has served on the Austin Parks and Recreation Board for four years, as well as serving for five years on the Art in Public Places Panel. Additionally, she has been a member of the Downtown Commission, the Waller Creek Citizen's Advisory Committee, and the CreateAustin Planning Task Force.



#### **Alberto Mejia, Youth Engagement Collaborator**

Alberto holds a Masters in Public Administration from the University of Washington, and a BA in American Cultural Studies and Political Science from Fairhaven College. Alberto focuses on Creative Action's community-based programs and innovative engagement of the public at large, including teen arts education. Previously, he served as manager of Dougherty Arts Center, Executive Director of the Youngstown Cultural Arts Center in Seattle, WA, Youth and Community Engagement Manager for the EMP Museum and as a site manager with Communities in Schools. He is also an alumnus of the National Association of Latin@ Arts and Culture leadership and advocacy institute and active in cultural policy issues and dialogue. Alberto is an artist in the hip-hop genre and devotes time to the practice of indigenous cultural tradition, community building and dance.



#### **Arlene Ellwood, Project Assistant**

Arlene Ellwood works at GO collaborative as a project assistant while completing her degree in Architecture at the University of Texas at Austin. Specializing in community-based architecture and with a background in engineering, Arlene brings a precision and rigor to GO collaborative mapping and project management tasks. With additional experience in the field of transportation, Arlene holds an undergraduate degree in Architectural Engineering from the University of Texas at Austin.



## METRIS ARTS CONSULTING



### **Anne Gadwa Nicodemus, Principal & CEO**

Anne Gadwa Nicodemus is a researcher, writer, speaker, and advocate whose work focuses on arts-based community development. Nicodemus co-authored *Creative Placemaking*, the report for the Mayors' Institute of City Design (2010) that helped define the field. Her journal articles "Fuzzy Vibrancy" (*Cultural Trends*, 2013) and "Creative Placemaking: How to do it Well" (*Community Development Investment Review*, 2014) look more deeply at creative placemaking as cultural policy and its ethics and practical challenges. Nicodemus' "Arts and Culture in Urban and Regional Planning: A Review and Research Agenda" (*Journal of Planning and Education Research*, 2010) was the most downloaded of that journal's articles in 2009 and 2010. In 2015 Nicodemus was commissioned by an international development organization to develop a case study of how a creative space in Zimbabwe fosters activism. Nicodemus also spearheaded a series of eight case studies and topical explorations for a national community development institution in 2017. The reports unpack critical challenges at the intersection of arts and community development ranging from racial equity to the role of artists as leaders. Nicodemus speaks widely on creative placemaking and artist spaces and since 2012, she has been recognized as one of the nation's 50 most influential people in the nonprofit arts in WESTAF's annual peer-nominated list. A choreographer and arts administrator turned urban planner, Nicodemus holds a B.A. in dance and biology from Oberlin College and a Masters of Urban and Regional Planning from the University of Minnesota.



### **Rachel Engh, Metris Researcher/Planner**

Urban Planner Rachel Engh's core competencies lie in cultural planning, and data collection, analysis, and synthesis. To highlight annual changes in the economic health of Minneapolis' creative sector, she recently analyzed large data sets of occupation, industry sales, and nonprofit revenue data from Emsi and WESTAF's CVSuite, and produced the Minneapolis Creative Index 2015. In the realm of project evaluation, she has collected, analyzed, and synthesized data for evaluations of both Pillsbury House + Theatre's community-based public art programming, and a 20-year retrospective of the National Dance Project (New England Foundation for the Arts). For a recent Metris client, she authored several case studies on promising practices and challenges faced by community development organizations that engage in arts and culture. Prior to joining Metris Arts Consulting, Engh worked on a team of artists, policy analysts, and urban planners to design the City of Minneapolis' Creative City Road Map, a community planning process that emphasized racial equity through community engagement. She also managed data collection and analysis while collaborating on PlaceBased Productions' efforts to tell the stories of site-specific theater in rural communities. She has contributed articles to *Public Art Review*, *Createquity* and *Americans for the Arts' ARTSblog*. Engh holds a Masters of Urban and Regional Planning from the University of Minnesota's Humphrey School of Public Affairs and a B.A. in Sociology from Grinnell College.



**Christine Harris, Cultural Planning Collaborator**

Christine has been working with creative enterprises and community development for over 30 years. After two decades in executive arts leadership, in 2010 Christine co-founded the National Creative Economy Coalition following the design and execution of the nation's first review of defining the creative economy with the seminal work *America's Creative Economy: A Study of Recent Conceptions, Definitions, and Approaches to Measurement Across the USA*. This study has been a resource for Americans for the Arts, the National Endowment for the Arts and many other agencies. In

2011 Christine formed her own consulting company focusing on helping build more creative communities. Christine has worked on creative sector development with the Greater Des Moines region; City of Hillsboro, OR; City of Austin, TX; Arts United/the City of Fort Wayne, IN; City of Lawrence, KS; City of Marquette, MI; Arts Alliance Illinois; ArtServe Michigan; Americans for the Arts; National Endowment for the Arts; National Creativity Network; Arts Wisconsin; and many others. She also presents on creative sector development around the country. Prior to her consulting work, Christine was CEO of Creative Alliance Milwaukee, United Performing Arts Fund, and Milwaukee Ballet, and sat on many arts organization boards. Christine is considered a key national figure in this work, with her significant background in cultural administration leadership, cultural economy research and field leadership. Christine has been a consulted advisor and presenter for both the Americans for the Arts and the National Endowment for the Arts.

## **ROLES AND RESPONSIBILITIES**

GO collaborative will serve as the project lead, with Lynn Osgood overseeing all aspects of the Bastrop Cultural Arts Master Plan scope of work, including outlining the community engagement strategy, leading of focus groups, gathering of assessment data, creation of general survey, and directing the creation of the final plan. Metris Arts Consulting will collaborate during the project to bring national and international level expertise for targeted stakeholder conversations during the larger community engagement events. The Metris team will also provide the creative sector economic analysis, contribute to the creation of the stakeholder survey, and provide input on the final plan recommendations. GO collaborative will also manage overall project administration.

## **KEY PERSONNEL AND ROLES**

### **GO collaborative**

- Lynn Osgood, Principal
  - Project Lead - \$140/hour.
- Alberto Mejia, Collaborator
  - Youth Engagement - \$75/hour
- Arlene Ellwood, Project Assistant
  - Project Assistant - \$65/hour.

Location: Austin, TX

### **Metris Arts Consulting**

- Anne Gadwa Nicodemus Principal & CEO - \$175/hour
  - Cultural Planning Collaborator
- Rachel Engh - Researcher/Planner - \$100/hour
  - Creative Sector Data Analysis
- Christine Harris - Cultural Planning Collaborator - \$150/hour
  - Cultural Planning Collaborator
- Claudia Volpe - Office Coordinator - \$50/hour
  - Administrative Support

Location: Easton, PA

## **TEAM TECHNICAL CAPACITIES**

Our team contributes a wide range of technical capabilities, including:

- Knowledge of public engagement tools including on-site polling
- Experience designing and implementing rigorous qualitative research
- Capability with mapping software (ArcGIS)
- Graphic design, publishing, and communication capabilities (Adobe Suite)
- Quantitative data analysis and a proven track record analyzing large secondary datasets
- Familiarity with statistical analysis programs (STATA, SPSS, and R)
- Web Design and Management

## TEAM EXPERIENCE

Our approach to developing the Bastrop Cultural Arts Master Plan builds from our previous experience creating community cultural plans, and is supported by our diverse and complementary skill sets. Our team contributes expertise in qualitative and quantitative data analysis, public engagement, community planning, master planning, public art, and art and cultural policies. The following work samples illustrate the range of project types in our wheelhouse. They demonstrate our capacity to undertake and complete projects similar in scope to the Bastrop Cultural Arts Master Plan.

## SELECTED PROJECTS

### Cultural Arts/Public Arts Master Plans

- Metris and GO collaborative – *GRMN Creates – An Arts and Culture Roadmap*
- GO collaborative – *Holly Shores Public Art Action Plan*

### Creative Placemaking - Frameworks

- GO collaborative – *NEA Exploring Our Town* website
- Metris – *Creative Placemaking*

### Studies: Artists, Arts and Cultural Ecologies, and Support Systems

- *GO collaborative - Austin Cultural Asset Mapping Project*
- Metris – *Culture Pulse*
- Metris – *Minneapolis Creative Index*

### Creative Public Engagement

- GO collaborative – *Drawing Line*
- GO collaborative – *Trail Memories*



## **GRMN Creates**

**Client:** Grand Rapids Arts & Culture Commission

**Collaborators:** Metris Arts Consulting

**Project Dates:** Summer 2014 – Spring 2015

### **Project Description:**

The City of Grand Rapids, MN can proudly say it is the home of a rich and vibrant arts community. In an effort to ensure its continued growth and success, the City's newly formed Arts and Culture Commission embarked upon a ten-year strategic planning effort called GRMN Creates: an arts and culture road map. Working with GO collaborative and Metris Arts Consulting to identify local needs and opportunities, the consultant team worked with the commission to match those ideas with best practices from across the country on how cities of a similar size have used the arts to help grow their economies, enhance their physical environments, and support community development efforts. The team designed and implemented a citywide public engagement strategy that included town hall meetings, a detailed online survey, focus groups, stakeholder interviews, and social/print media outreach.

**Services Provided:** Policy Analysis, Policy Strategy Recommendations, Survey Creation, Community Engagement, Social/Print Media Coordination, Report Writing.





### **Holly Shores Public Art Action Plan**

**Client:** City of Austin Economic Development Department, Cultural Arts Division

**Collaborators:** Michael Van Valkenburgh & Associates Inc. (MVVA), landscape architect and master plan lead; McCann Adams Studio, local architect and planner.

**Project Dates:** Spring – Fall 2013.

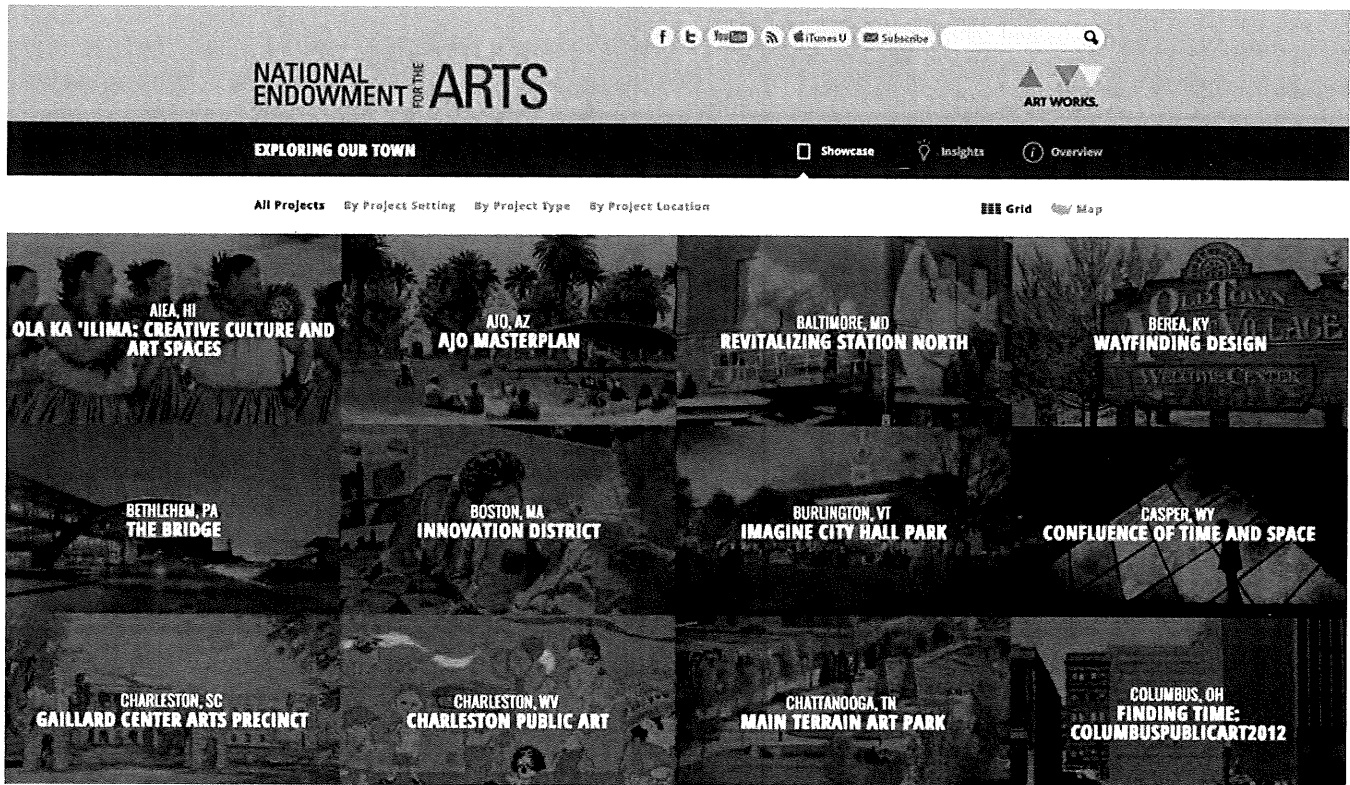
#### **Project Description:**

With the Master Plan process led by the Parks and Recreation Department and MVVA underway, the City of Austin's Art in Public Places program (AIPP) initiated the creation of a Public Art Action Plan for the Holly Shores Master Plan area. The AIPP program sought to ensure that existing and future public art would continue to serve a vital role within the local community. GO collaborative was commissioned to develop the plan and create a framework for future public art commissions. To understand how community members viewed public art and its potential within the park, GO collaborative met with residents and artists in one-on-one interviews, pláticas (small group meetings), a large public meeting, and an Artist Walk and Workshop. The Artist Walk and Workshop gathered artists who are from, or have worked in and around, the East Cesar Chavez and Holly neighborhoods, to talk about how the visual arts currently serve the area. The artists and GO collaborative explored the site together, gathering input and ideas through writing and conversation. The final Action Plan was completed in the fall of 2013 reviewed by Austin's boards and commissions before final adoption.

**Services:** Community Engagement; Public Art Planning.







## Exploring Our Town Website

**Client:** National Endowment for the Arts

**Project Team:** Hyperakt Design, Deb Lewis Videographer

**Project Date:** 2013-2015

**Website:** [arts.gov/exploring-our-town](http://arts.gov/exploring-our-town)

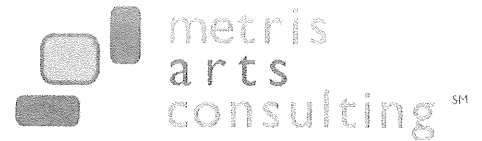
### Project Description:

Services Provided: Creative Placemaking has been a growing field for the last twenty years and a programmatic focus for the National Endowment for the Arts (NEA) since 2009. Having identified the need for an accessible and comprehensive resource for creative placemaking practitioners, policymakers, and the public-at-large, the NEA sought to develop a practical guide and source of case study information in an online format. In Spring 2013, GO collaborative, as the prime firm, project manager, and lead researcher, along with its consultant team was selected to develop the Creative Placemaking Storybook. The Exploring Our Town website launched in August 2014, following a 18-month research and design process. This interactive, online resource serves a wide range of constituencies at many steps along the creative placemaking path and presents information for communities planning or implementing their own projects by providing succinct case studies, topic overviews, and applicable lessons learned from both individual projects and from overall project efforts..

**Services Provided:** Project Management; Research Design; Survey Creation; Focus Group Design and Facilitation; Writing; and Data Management.



## Creative Placemaking



Client: Mayors' Institute on City Design  
Location: Washington, D.C.  
Project Dates: February 2010 – October 2010  
Co-Authors: Ann Markusen, Anne Gadwa Nicodemus

230 Ferry Street  
Floor 2, Suite 3  
Easton, PA 18042  
484.548.0073  
gadwa@metrisarts.com  
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### Project Description

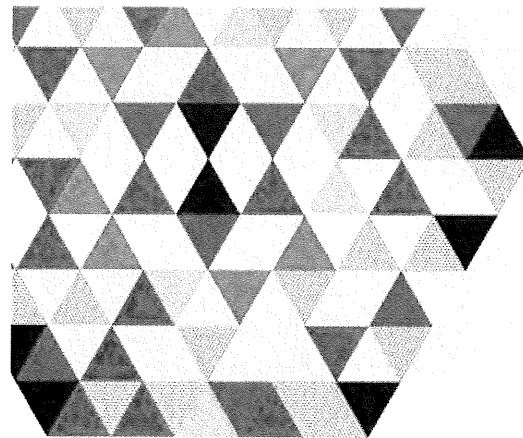
The Mayor's Institute on City Design is a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors and American Architectural Foundation. In 2010, Metris Arts' Anne Gadwa Nicodemus in partnership with Ann Markusen of Markusen Economic Research, drafted the now seminal white paper, *Creative Placemaking*. This report explores the livability and economic development outcomes of creative placemaking, whereby cross-sector partners strategically shape the physical and social character of locales around arts and cultural activities. *Creative Placemaking* summarizes two decades of the field's history, drawing on original economic research and case studies of initiatives in both large and small cities. Each case study reveals a distinctive strategy that succeeded when initiators built partnerships across sectors, missions, and levels of government, leveraging funds from diverse sources and programs.

### Services Provided

Gadwa Nicodemus and Markusen researched cross-sector arts collaboration across the U.S. for a major policy-making initiative aimed at arts and cultural agencies and advocates at federal, state, and local levels. Gadwa Nicodemus reviewed existing literature and scanned hundreds of possible cases of place-based creative revitalization. Through stakeholder interviews, Gadwa Nicodemus generated in-depth analyses of more than a dozen path-breaking efforts. Markusen and Gadwa Nicodemus synthesized findings, including common ingredients for success and challenges, and collaboratively wrote the report.

### Project Reference

Ann Markusen  
Principal  
Markusen Economic Research  
Wright, MN 55798  
218.644.3615  
[markusen@umn.edu](mailto:markusen@umn.edu)



# Creative PLACEMAKING

Ann Markusen *Markusen Economic Research Services*  
Anne Gadwa *Metris Arts Consulting*

EXECUTIVE SUMMARY



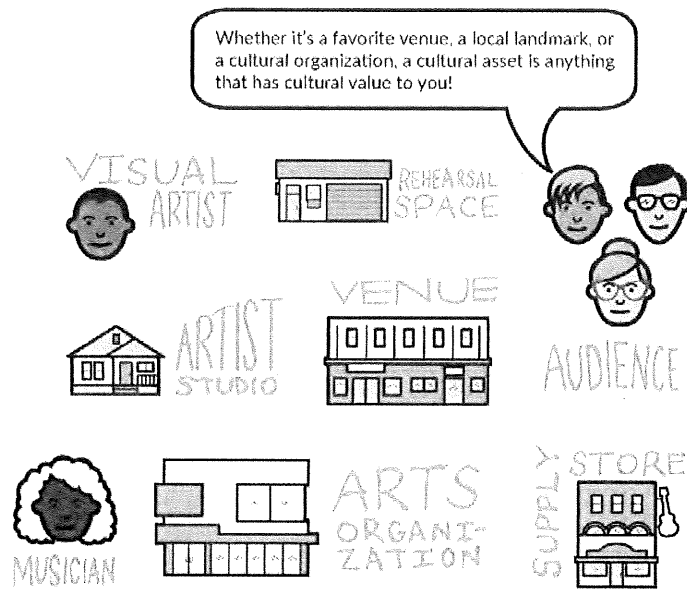
A White Paper for the Mayors' Institute on City Design, a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors and American Architectural Foundation.

# Austin's Creative Ecosystems

**What is a cultural asset?**

Cultural Assets are the places you visit and the resources you use to express your cultural identity, pursue your own creative practice, or just simply participate in Austin's culture. They are the places you value, cherish, and turn to in order to connect to a shared cultural identity and your personal creative expression.

Whether it's your local art supply store, your community center, or your favorite performing arts venue, we are looking for the places that are your cultural touchstones.



## City of Austin Cultural Asset Mapping Project

**Client:** City of Austin Economic Development Department, Cultural Arts Division

**Funders:** National Endowment for the Arts, ArtPlace America

**Project Dates:** Spring 2015 – 2016

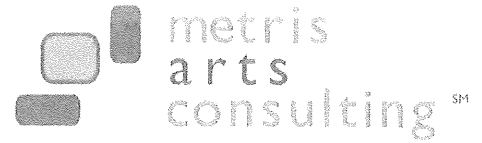
### Project Description:

In 2016 the City of Austin's Economic Development Department, Cultural Arts Division implemented CAMP: The Cultural Asset Mapping Project. CAMP included a series of collaborative mapping exercises and community meetings, an online survey and interactive map, and a series of focused community conversations to create a comprehensive, community developed listing of Austin's cultural assets. Working with the Cultural Arts Division in parallel with the Drawing Lines project (see below), GO collaborative worked with city staff to design and develop the public engagement and data collection strategy, coordinate outreach with elected officials, and design and facilitate a series of 10 public meetings for each of the City's newly created political districts.

**Services Provided:** Community Engagement Design, Data Collection Consulting, Materials Development, Public Meeting Design and Facilitation



## Culture Pulse 2016



Client: Community Partnership for Arts and Culture  
Location: Cleveland, OH  
Project Dates: August 2016 – April 2017  
Project Lead: Rachel Engh, Metris Arts Consulting

230 Ferry Street  
Floor 2, Suite 3  
Easton, PA 18042  
484.548.0073  
gadwa@metrisarts.com  
www.metrisarts.com

### Project Description

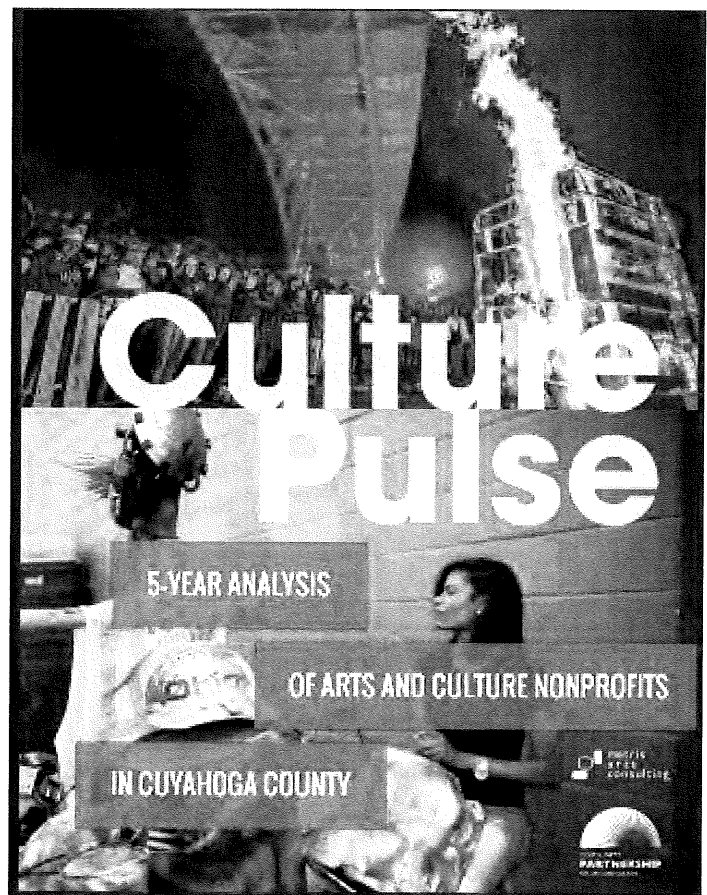
In 2016, Community Partnership for Arts and Culture (CPAC) commissioned Metris Arts Consulting to produce *Culture Pulse 2016*, the latest in its annual *Culture Pulse* report series. Through its *Culture Pulse* reports, CPAC shares information on the health of Cuyahoga County's arts and cultural sector with local and regional stakeholders. It seeks to empower arts and cultural nonprofits, artists, and funders with objective data so that they may better nurture the arts and cultural sector. The Metris-produced *Culture Pulse 2016* report maintained continuity with the series; it retained DataArts organizational profile data as a core data source to report information on participating arts and cultural organizations' financial, human capital and space resources. However, Metris improved upon past reports in several ways: we explored longitudinal trends, we parsed data by organizational budget size, and we added narrative interpretation of trends informed by stakeholder focus groups and a national literature review.

### Services Provided

To develop Metris *Culture Pulse 2016*, Metris integrated five years of DataArts organizational profile data for Cuyahoga County arts and cultural nonprofits, conducted literature review on factors affecting arts nonprofits' financial sustainability, and conducted three focus groups with representatives from small, mid-sized, and large non-profits. During focus groups, participants voiced challenges and opportunities that their organizations face in terms of financial health and sustainability. Participants also provides insights and context to help tell the story behind trends visible in the DataArts analyses. Metris synthesized all findings, produced the framing narrative, and accompanying data tables.

### Project Reference

Megan Van Voorhis  
President & CEO  
Community Partnership for Arts and Culture  
1900 Superior Avenue, Suite 130  
Cleveland OH 44114  
216.575.0331x125  
megan@cultureforward.org



## Minneapolis Creative Index 2015



Client: City of Minneapolis  
Location: Minneapolis, MN  
Project Dates: January 2015 – June 2016  
Project Lead: Rachel Engh  
Project Oversight: Anne Gadwa Nicodemus

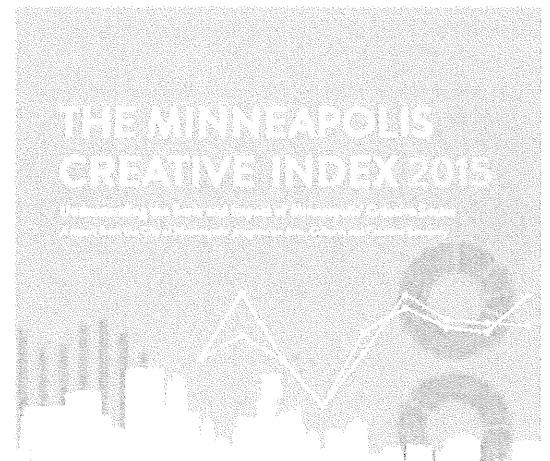
230 Ferry Street  
Floor 2, Suite 3  
Easton, PA 18042  
484.548.0073  
gadwa@metrisarts.com  
www.metrisarts.com

### **Project Description**

The City of Minneapolis' Arts, Culture and the Creative Economy program enlisted Metris Arts to produce the Minneapolis Creative Index 2015. Building on 2013 and 2014 reports, it highlights annual changes in the economic health of Minneapolis' creative sector by tracking creative industry sales, nonprofit revenues, and occupations. In keeping with the City of Minneapolis' commitment to racial equity, the report also includes conversations with people of color who work in two prominent, growing, and highly paid creative occupational categories – architects, and producers and directors, which also have serious disparities for people of color. The conversations explored opportunities and barriers for success in their fields.

### **Services Provided**

Metris analyzed occupation, sales, and nonprofit data from Creative Vitality™ Suite (CVSuite), developed by the Western States Arts Federation (WESTAF). To choose which occupations and industries to define as creative, and therefore to include in the report, Metris relied on a 2009 audit of WESTAF's Creative Vitality Index by EMSI and the expertise of the Creative Minneapolis Index review committee. Metris supplemented CVSuite data with race and gender data from Economic Modeling Specialist Intl. (EMSI). For the narrative section of the report, Metris conducted a literature review to establish context and gain insights related to the questions of opportunities and barriers for people of color to succeed as producers, directors, or architects. Metris then conducted two virtual focus groups, one with three architectural professionals of color and one with three producers and directors of color. Metris drafted the majority of the *Minneapolis Creative Index 2015* report.



### **Project Reference**

Gülgün Kayım  
Director, Arts, Culture and the Creative Economy Program  
City of Minneapolis  
350 South 5<sup>th</sup> Street, 301M  
Minneapolis, MN 55415  
612-710-2232  
GulgunKayim@minneapolismn.gov



## Drawing Lines

**Client / Public Partner:** City of Austin Economic Development Department

**Project Team:** GO collaborative, Public City, and Fistera Studio

**Project Date:** June 2014 to April 2016

**Website:** [www.drawinglinesaustin.com](http://www.drawinglinesaustin.com)

### Project Description:

Funded by ArtPlace America, and organized in parallel with the City of Austin's Cultural Asset Mapping Project, the Drawing Lines project was an artist-driven, community-based creative placemaking project, commissioned in response to Austin's historic political transformation. The project explored how art itself, as a process, could be part of the conversation about Austin's new geographic districts. Exploring these citizen-driven yet prescribed boundaries of place, Drawing Lines embedded artists in each of the ten newly drawn districts to co-create a place-specific public project with the residents of the new districts. Ultimately, the ten district projects came together in one citywide exhibition in a pop-up gallery space on Congress Avenue, that reflected on the new 10-1 political structure, and the dynamic cultural life of each of the districts, and thus the city itself. The Drawing Lines project ultimately asked the basic question, "What role can the arts take in the context of historical political change."

**Services Provided:** Community Engagement; Public Art Planning + Administration; Project Management; Evaluation.



lynn osgood • 512.796.3868 • [lynn.osgood@gocoastin.com](mailto:lynn.osgood@gocoastin.com) • 4015 Avenue D • Austin, TX 78751





## Trail Memories

**Client:** The Trail Foundation

**Date:** Spring 2013

### **Project Description:**

With a mission to protect and enhance the Ann and Roy Butler Hike and Bike Trail at Lady Bird Lake, the Trail Foundation (TTF) works to improve and enhance the Trail with infrastructural and environmental projects. In preparation for future projects, including a new restroom at Heron Creek, TTF wanted to engage visitors to fuel a design process with Mel Lawrence Architects. Using arts-based engagement techniques, GO collaborative led the community engagement process, comprised of an on-site installation and a Trail User survey (collected online and on-site). The primary goals of the project were to: celebrate the Trail and the work of The Trail Foundation; gather Trail User feedback about the upcoming Heron Creek Restroom design; and gather user information for future designs efforts. For the on-site installation, a timeline 36 feet in length was constructed for a one-week period. The timeline featured photos of the Trail's history and a map of the Trail itself. Trail users were invited to write down their own history as it intersected with the Trail and to identify spots on the map of particular memories. An orange picnic bench was also on-site to draw the attention of passersby and serve as a place to engage users in longer conversations. Over 1700 comments were gathered, filling the front of the boards and stretching onto the backs. A survey followed the on-site installation, asking Trail users further questions about perceptions of the site and its potential development. Over 10 days, over 500 responses were gathered.

**Services Provided:** Community Engagement; Public Art Planning + Administration; Project Management; Survey Creation and Summation.



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## REFERENCES

### GO COLLABORATIVE

Meghan Wells  
Cultural Arts Program Manager, City of Austin  
201 E. Second Street  
Austin, TX 78701  
Phone: (512) 974-9314  
Email: [meghan.wells@austintexas.gov](mailto:meghan.wells@austintexas.gov)

### GO COLLABORATIVE and METRIS ARTS CONSULTING (together)

Kathy Dodge  
Chair, Arts and Culture Commission  
City of Grand Rapids, MN  
Phone: (218) 256-8928  
Email: [ktdodg@gmail.com](mailto:ktdodg@gmail.com)  
Project: *GRMN Creates: An Arts and Culture Roadmap*

### METRIS ARTS CONSULTING

Megan Van Voorhis  
President & CEO  
Community Partnership for Arts and Culture (CPAC)  
1900 Superior Avenue, Suite 130  
Cleveland, OH 44114  
Phone: (216) 575-0331, x125  
Email: [megan@cultureforward.org](mailto:megan@cultureforward.org)

# COST PROPOSAL

## BUDGET

The accompanying budget is divided into the three primary sections that detail 1) Project Visits, 2) Report Creation (including interim deliverables), and 3) Project Support and Administration. Fees are based on daily/hourly rates for time spent engaging staff, stakeholders, and residents in Bastrop, and for additional coordination work done in preparation for those meetings. Travel costs are itemized below the primary budget and take into account GSA specified rates.

# GO collaborative Bastrop Cultural Arts Master Plan

PROJECT VISITS	LIST OF TASKS	STAFF	HOURLY RATE	# of HOURS	LABOR (\$)	TRAVEL (\$)	SUBTOTALS (\$)	TASK COST (\$)	Approx. Date
DISCOVER	Project and BAIPP Kick-off Meeting	GOco (LO)	140	8	1,120	101	1,221	1,221	April '18
	Discover Visit One: interviews, Focus Groups, BAIPP Mtg	GOco (LO)	140	24	3,360	303	3,663	3,663	May '18
	Discover Visit Two: interviews, Focus Groups, BAIPP Mtg	GOco (LO)	140	24	3,360	303	3,663	3,663	June '18
ENVISION	Community Meeting Visit One, BAIPP Mtg	GOco (LO)	140	24	3,360	303	3,663	3,663	July '18
	GOco (AM)		75	8	600	102	702		
	Metris (CH)		150	16	2,400	1,188	3,588		
	Community Meeting Visit Two, BAIPP Mtg	GOco (LO)	140	24	3,360	303	3,663	3,663	Sept '18
	GOco (AM)		75	8	600	102	702		
	Metris (AGN)		175	16	2,800	1,188	3,988		
	Early Draft Review Visit, BAIPP Mtg	GOco (LO)	140	16	2,240	202	2,442	2,442	Oct '19
	Final Draft Review Visit, BAIPP Mtg	GOco (LO)	140	16	2,240	202	2,442	2,442	Nov '19
	Presentation of Final Draft Plan to City Council	GOco (LO)	140	16	2,240	202	2,442	2,442	Dec '19
							<b>subtotal</b>	<b>32,179</b>	

REPORT CREATION	LIST OF TASKS	STAFF	HOURLY RATE	# of HOURS	LABOR (\$)	MATERIALS	SUBTOTALS (\$)	TASK COST (\$)	Approx. Date
	Digital Survey Creation / Distribution / Analysis	GOco (LO)	140	15	2,100		2,100	3,625	June - Aug '18
	GOco (AE)		65	10	650		650		
	Metris (AGN)		175	5	875		875		
	Public Participation Plan	GOco (LO)	140	5	700		700	1,025	June '18 - Sept '18
	GOco (AE)		65	5	325		325		
	Local Assessment	GOco (LO)	140	10	1,400		1,400	2,700	
	GOco (AE)		65	20	1,300		1,300		
	National Assessment	GOco (LO)	140	15	2,100		2,100	2,750	
	GOco (AE)		65	10	650		650		
	Creative Sector Economic Analysis	GOco (LO)	140	3	420	4,000	4,420	6,420	April - May '18
	Metris (RE)		100	20	2,000		2,000		
	Resource Assessment and Potential Funding	GOco (LO)	140	10	1,400		1,400	2,050	
	GOco (AE)		65	10	650		650		
	Arts Plan Writing	GOco (LO)	140	25	3,500		3,500	6,875	Sept - Nov '18
	GOco (AE)		65	25	1,625		1,625		
	Metris (AGN)		175	10	1,750		1,750		
							<b>subtotal</b>	<b>25,445</b>	

PROJECT SUPPORT	LIST OF TASKS	STAFF	HOURLY RATE	# of HOURS	LABOR (\$)	MATERIALS	SUBTOTALS (\$)	TASK COST (\$)	Approx. Date
	Project Management and BAIPP Updates	GOco (LO)	140	15	2,100		2,100	4,550	April - Dec '18
	GOco (AE)		65	30	1,950		1,950		
	Metris (CV)		50	10	500		500		
	Master Contact List and Administration	GOco (LO)	140	5	700		700	2,000	
	GOco (AE)		65	20	1,300		1,300		
	Design Layout: Community Engagement Collateral (including youth engar GOco)	GOco	1,000				1,000	1,500	April - May '18
	Design Layout: Interim and Final Reports	GOco	1,000				1,000	1,500	June - Nov '18
	Website Development	GOco	3,000				3,000	3,000	May '18 - June '18
							<b>subtotal</b>	<b>12,050</b>	

PROJECT TOTAL **69,674**

GO collaborative  
 Bastrop Cultural Arts Master Plan

TRAVEL COSTS	COST EXPLANATIONS	Hotel (\$)	Per diem (\$)	Car/Mileage	Air (\$)	Total (\$)
	2 Day (GOco)		102	100		202
	2 Day / 3 Nights (Metris)	438	153	97	500	1188
	3 Days (GOco)		153	150		303
	3 Days / 4 Night (Metris)	584	204	105	500	1393

# PROJECT SCHEDULE

## TIMELINE AND DELIVERABLES

Our three-phased approach for the creation of the Bastrop Cultural Arts Master Plan will take place over a nine-month project period. The first phase, **DISCOVER**, will begin in April 2018 with a kick-off meeting and move quickly into the identification of key stakeholders, and the formation of focus groups/interview visits. These focus groups and interviews will serve as the foundation for the creation of a robust online community survey.

The second phase, **ENVISION**, will begin in the summer of 2018 and will be comprised of two community meetings along with expert visits from Metris Arts Consulting collaborators. Community conversations during this phase will help lay the foundation for a strong central vision and actionable strategies.

The third and final phase, **DEVELOP**, will commence in the fall of 2018 and will culminate in the creation of a final Cultural Arts Master Plan with an emphasis on future strategies that are tied to potential funding strategies.



# GO collaborative Bastrop Cultural Arts Master Plan

## Work Plan

PROJECT PHASE	LIST OF TASKS	April '18	May '18	June '18	July '18	Aug '18	Sept '18	Oct '18	Nov '18	Dec '18
DISCOVER	<b>KICK OFF MEETING</b> <i>confirm key stakeholders for focus groups &amp; interviews reach out to focus group and interview participants develop focus group &amp; interview protocols</i>	█								
	<b>DISCOVER VISIT ONE: FOCUS GROUPS AND INTERVIEWS</b> <i>on site: focus group and interviews</i>		█							
	<b>DISCOVER VISIT TWO: FOCUS GROUPS AND INTERVIEWS</b> <i>on-site: focus group and interviews</i>			█						
	* Public Participation Plan * Local Assessment * National Assessment * Creative Sector Economic Analysis	█	█	█	█	█	█	█	█	█
ENVISION	<b>SURVEY CREATION, DISTRIBUTION, AND ANALYSIS</b>				█					
	<b>FRIST STRATEGY SESSION AND PUBLIC MEETING</b> <i>on-site: strategy sessions and public meeting</i>				█					
	<b>SECOND STRATEGY SESSION AND PUBLIC MEETING</b> <i>on-site: strategy sessions and public meeting</i>						█			
	* Project Website * Stakeholder Input Analysis									
DEVELOP	<b>CULTURAL PLAN WRITING</b>									
	<b>PRESENTATION OF FINAL PLAN</b> <i>presentation to BIAPP Board presentation to Council</i>								█	█

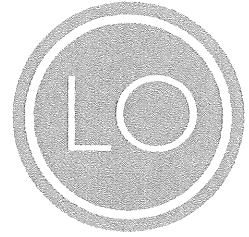
\* indicates a deliverable task

# ADDITIONAL INFORMATION

## TEAM RESUMES

# LYNN A. K. OSGOOD

Curriculum Vitae  
4015 Avenue D Austin, TX 78751  
T: 512.796.3868 E: lynn.osgood@gmail.com



## EDUCATION AND DEGREES

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**Interdisciplinary Doctoral Studies** University of Texas at Austin  
*An independent interdisciplinary degree program focused on the study of arts-based community engagement processes.* 2007 - current

**Master of Urban & Environmental Planning**, University of Virginia 2003  
*Concentration: Mediation and Facilitation*

**Master of Landscape Architecture**, University of Virginia 2002  
*Concentration: Participatory Design*

**Bachelor of Art in English Literature**, State University of New York at Albany 1991

L'Universite Paris IV Sorbonne, Paris, France *Academic Year: 1990*

## PROFESSIONAL EXPERIENCE – SELECTED PROJECTS

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**Drawing Lines** 2014 - 2016

*As Principal with GO collaborative*

Lead the creation and development of a citywide public art and civic engagement project focused on the historic transition to a new district-based system of representation for local government. Project was done in partnership with the City of Austin's Cultural Asset Mapping Project. Budget: \$350,000

**Community Cultural Development Public Art Project** 2014 - 2016

*As Principal with GO collaborative*

With project partners Legge Lewis Legge, currently creating Canada's largest public art work focused on the theme of community cultural development. Working with community members from three adjoining neighborhoods, a series of engagement events and a final legacy piece will be created in and around the Tuscany Light Rail Station. Budget: \$125,000

**Americans with Disabilities – Parks Planning**

2014 - 2015

*As Principal with GO collaborative*

The ADA Transition Plan project helped create a new system-wide plan for the City of Austin Parks and Recreation Department (PARC). Title II of the ADA mandates that government agencies develop a transition plan and assess all of the agency's facilities for compliance with the law. Working with project engineers and parks staff, GO collaborative created a public engagement process that included 2 town hall meetings, and 6 targeted focus groups.

**GRMN Creates: an arts and culture roadmap**

2014 - 2015

*As Principal with GO collaborative*

Partnered with cultural planning firm Metris Arts Consulting to develop a city wide strategic assessment and policy recommendations for the use of the arts and heritage sectors to increase economic development within the region. Lead the design and implementation of all community engagement work including the creation of a citywide survey, structured focus groups, technical advisory groups, and three large-format public meetings.

**Forward West**

2014 - 2015

*As Principal with GO collaborative*

As part of an interdisciplinary team of architects, landscape architects, planners, economists, and social service agents, lead the community engagement and cultural plan development for the town of West, Texas after the tragic explosion of their fertilizer plant. (Work sponsored by St. Vincent de Paul)

**NEA: Exploring Our Town**

2013 - 2014

*As Principal with GO collaborative*

Lead a team of graphic designers, programmers, writers, and videographers, to create an online resource for creative placemaking. Aimed at both general and professional audiences, the website highlights current and past NEA Our Town projects and presents "how-to" information developed by those involved in the projects. Qualitative research grounded the development of the website structure. A follow-up federally approved survey was conducted to aid in the development of case study material and insights into "lessons learned." - Project budget: \$210,000

**Town Lake Trail – Community Engagement**

2013

*As Principal with GO collaborative*

Developed and coordinated a week-long public engagement project for

the users of Austin's iconic Town Lake Trail. The efforts focused on the creation of a 36-foot "memory board" where visitors wrote down their memories of the Trail and learned more about the trail history. Results were qualitatively and quantitatively analyzed for their content.

**Holly Shores Public Arts Action Plan**

2013

*As Principal with GO collaborative*

In collaboration with Michael VanValkenburg and Associates (MVVA), met with residents and artists in one-on-one interviews, platicas (small group meetings), a large public meeting, and an Artist Walk and Workshop to gather information for the creation a public art master plan. The Artist Walk and Workshop gathered artists who are from, or have worked in and around, the East Cesar Chavez and Holly neighborhoods, to talk about how the visual arts currently serve the area. The final plan is included as part of the larger (MVVA) parks master plan.

**Mart Community Project**

2010 - 2011

*As Coordinator for the NEA Your Town Grant*

Developed and coordinated a three-day charrette that utilized arts-based techniques – including community-based theater, video arts, and mapping – to produce a community driven plan for addressing the needs of local vacant lots and the development of a former football field located one block north of the town's main street.

**Sendero Hills Master Plan**

2008 - 2010

*As Principal of Studio Habitas, LLC*

Served as the landscape sustainability consultant. Advised the developer on sustainable landscape design at the neighborhood and site scale. Provided homeowner education, authored grant applications, and led three charrettes with future residents and technical consultants, as part of the Green Communities program.

**Crozet, VA Master Plan**

2003

*As Landscape Designer and Planner with Renaissance Planning Group in collaboration with Nelson-Byrd Landscape Design*

Lead the development of the Crozet, VA Master Plan policy framework based on community workshops that were structured to define the goals, objectives and details for the physical and policy related aspects of the plan. Collaborated in the creation of the overall public engagement strategy and coordinated and lead public meetings.

**Central Chemical Superfund Site**

2002

*Independent Consultant with the Institute for Environmental Negotiations*

Developed the public involvement strategy for a 17-acre superfund

redevelopment site in Hagerstown, MD. Created site design alternatives to illustrate potential development scenarios based on local zoning requirements. Facilitated public meetings and created public education materials that outlined steps for community capacity building related to future site development. Also acted as the liaison with D.I.R.T. studio and the University of Virginia to coordinate student contributions to the project.

## PROFESSIONAL AND TEACHING EXPERIENCE

**GO collaborative** – *Principal* 2012 – present

With business partner Sarah Gamble started a design consulting firm that provides support for the social dimensions of large scale planning and design projects including: demographic analysis, GIS mapping, public engagement planning, and public arts integration.

**University of Texas, Austin** – *Assistant Instructor* 2009, 2011-13, 2015

Instructor for the Principles of Planning course, an overview course required of undergraduate architects and attended by other disciplines such as Urban Studies, Sociology, and Design. Enrollment approximately 50.

**University of Texas, Austin** – *Lecturer* 2005 - 2007

Studio instructor for graduate students within the Department of Landscape Architecture. Course work includes both first year and advanced studios along with lecture series on contemporary practices in the fields of landscape architecture and urban design.

**Studio Habitas, LLC** – *Principal* 2004 – 2009

Founded private landscape planning and design practice. Project work includes a conceptual urban master plan for the Austin Federal Plaza, design consultation for the Town Lake Trail Foundation, and residential built work.

**University of Texas, Austin** – *Thesis Advisor* 2006 - 2007

Directed and advised master students the Programs of Landscape Architecture, Community and Regional Planning, and Architecture (post-professional) in the creation of their thesis projects.

**Renaissance Planning Group** – *Landscape Designer & Planner* 2003

*Albemarle County, Virginia*

Collaborated in the design of urban Transit Oriented Development



projects in Florida and Virginia.

**Dept. of Planning and Community Development – Consultant** 2002

*Charlottesville, Virginia*

Collaborated in the development of public involvement frameworks for area master plans that included preparation of educational and visual materials along with the training of project facilitators.

**Institute for Environmental Negotiations – Associate** 2000 - 2002

*University of Virginia Virginia*

Coordinated and facilitated local and regional community workshops in central Virginia, including: regional visioning exercises, watershed planning, and environmental needs assessment.

Collaborated on the research and writing of Stream Corridor Protection Strategies for Local Governments - a guide for local government practitioners which outlines both the physical and legislative processes necessary for stream corridor protection.

**Sustainability Education Center – Coordinator** 1995 - 1998

*New York, New York*

Developed and coordinated Center activities which focused on teacher training programs and the creation of community-based projects for New York inner city schools that fostered applied learning opportunities for the exploration of the ecological, economic, and community tenets of sustainability.

**United Nations – Habitat II Conference** 1994-1995

*New York, New York*

Worked with non-governmental organizations to provide training in communications and advocacy for urban and rural development issues.

**Peace Corps of the United States – Morocco** 1992-1994

Served in the Peace Corps in the Morocco as both a language educator, and maternal and child health instructor. Over a three-year term of service also founded and developed the Women in Development program to support female volunteers serving in remote areas.

## AWARDS AND HONORS

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**Graduate School Dissertation Writing Fellowship** - University of Texas at Austin 2017

**American Society of Landscape Architects – Merit Award** 2015

<b>City of Austin – Friend of the Arts</b>	<i>2014 &amp; 2016</i>
<b>University of Texas Research Fellowship</b>	<i>2015</i>
<b>University Continuing Fellowship - University of Texas at Austin</b>	<i>2011-12</i>
<b>Outstanding Civic Involvement - Waller Creek Citizen’s Advisory Committee</b>	<i>2011</i>
<b>Meadows Curriculum Development Grant</b>	<i>2011-2012</i>
<b>David Bruton, Jr. Graduate School Fellowship</b>	<i>2008-2009</i>
<b>Luce Academic Fellowship</b>	<i>2007-2008</i>
<b>Charter Award by the Congress for the New Urbanism</b>	<i>2004</i>
<b>Omicron Delta Kappa – National Leadership Honor Society</b>	<i>2002</i>
<b>Paul S. Dulaney Environmental Planning Award – recognition of outstanding academic achievement</b>	<i>2002</i>

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## SELECTED PRESENTATIONS AND PUBLICATIONS

***Art Across the City: Community Based Collaborations in Austin***

National Arts Marketing Project (Fall 2016) – co-presented with Forklift Danceworks

***The Arts in Civic Engagement***

Imagining America Conference (Fall 2016)

***Drawing Lines***

South by Southwest (Fall 2016)

***Arts Based Community Engagement***

Austin Design Week (Fall 2016)

***Arts in Local Government***

Creative Placemaking: Art of Healthy Communities (Fall 2016)

***Community Arts in Austin***

Texas City Manager Association (Spring 2016)

***Creative Project Documentation***

ArtPlace America Grantee Summit (Spring 2016)

***Creative Placemaking in the United State***

Texas Chapter of the American Planning Association (Fall 2015)

***Gently Fried – an art exhibition on Gentrification – Opening Remarks***

Mexican American Cultural Center - Opening Remarks (Spring 2015)

***The Importance of Stories in Arts-based Community Development - Research Plenary***

ArtPlace America Grantee Summit – Plenary Speaker (Spring 2015)

***Arts and Engagement***

Department of Community and Regional Planning, U Texas (Spring 2015)

***Public Engagement and the Community Design Processes***

Presentation at Texas Society of Architects (Fall 2013)

***Art-based Public Engagement***

International Association of Public Participation (Summer 2013)

***Making Art in Mart***

Presentation at the Design Across the Divide conference (March 2012)

***Enchanted Spaces***

Presentation at the Design Inquiry conference (Summer 2010)

***Austin's Alley Flat Initiative: Evaluating Project Success***, Platform Winter 2008-2009

***A Tale of Two Visions of the Sustainable City: a pedagogical evaluation of the Alley Flat Initiative***, (2009) pending publication

***The Social Dimensions of Advocacy Design***

Presentation at the University of Texas School of Design. (Spring 2008)

***The Role Online Environments in Our Planning Processes: A New York Case Study***

Environmental Design Research Association, 38th Annual Meeting, Sacramento, California (Spring 2007)

***Democracy, Doodads and Design: Landing Lights Park, New York.***

Presented at the Savannah College of Art and Design: Fifth Savannah Symposium: Building in the Public Realm (Spring 2007)

***It's Your City Too***

An interactive exhibit of student work done by Landscape Architecture and Architecture graduate students for the creation of Overlook Park, a pocket park for Hispanic-American Austin residents in East Austin. University of Texas at Austin, School of Architecture (Fall 2007)

***Reclaiming the Post-Industrial Landscape of Mexico City: A Blueprint for Collaborative Studios between Architecture and Landscape Architecture.***

Presented with Associate Professor Juan Miro at the University of Wisconsin, Milwaukee: Regional ACSA Conference. (Fall 2006)

***A Stream Corridor Protection Strategy for Local Government,*** University of Virginia (2002) 25% contribution.

**SELECTED SERVICE**

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<b>Austin Creative Alliance Advisory Board</b>	<i>2015- present</i>
<b>City of Austin Parks and Recreation Board</b>	<i>2011-2015</i>
<b>City of Austin Downtown Commission</b>	<i>2012-2013</i>
<b>City of Austin Art in Public Places Panel Member</b>	<i>2007-2012</i>
<b>Waller Creek Citizen Advisory Council</b>	<i>2010</i>
<i>Elected at large, as a representative of Austin's arts &amp; design communities</i>	
<b>Austin Parks and Recreation Dept –Urban Park Workgroup</b>	<i>2009-2011</i>
<b>Sustainable Neighborhoods of Northwest Austin, Advisor</b>	<i>2008-2012</i>
<b>Austin Chapter Habitat for Humanity, Land Committee</b>	<i>2005-2010</i>
<b>Town Lake Trails Foundation, Design Committee Member</b>	<i>2006-2009</i>
<b>City of Austin CreateAustin, Planning Task Force</b>	<i>2009-2010</i>

**PROFESSIONAL SOCIETY MEMBERSHIP**

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American Planning Association (APA)

International Association for Public Participation (IAP2)

National Coalition for Dialogue and Deliberation (NCDD)

## SKILLS

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Languages: French (speak and read); Moroccan Arabic (speak)

Design and Planning Software: ArcGIS 10.2, Photoshop, Illustrator, InDesign

Statistical Software: R

Mediation Training: Virginia Mediator Certification

National Charrette Institute System™ Certificate Training

IAP2 – Certificate in Public Participation

ALBERTO MEJIA II, MPA  
512 587 4410 • praxistencia@gmail.com

#### **SUMMARY:**

- Wide Range of leadership and executive experience: community-based, non-profit and public sectors
- Excellent written, oral, and interpersonal communication skills. Spanish speaker
- Professionally trained in-group facilitation, including board management
- Life commitment to social justice, cultural arts and building community

#### **EDUCATION:**

- Bachelors of Arts in American Cultural Studies, Minor- Political Science  
Fairhaven College at Western Washington University, Bellingham, WA
- Masters of Public Administration, The Evans School of Public Affairs, University of Washington, Seattle, WA. Emphasis: Non Profit Management and Community Economic Development

#### **COURSEWORK:**

**Managing Politics and the Policy Process | Microeconomic Policy Analysis | Neighborhood Planning and Community Development| Community Economic Development| Public Budgeting and Financial Management| Managing Organizational Performance| Non-Profit Management |Program Planning and Design**

#### **EXPERIENCE:**

##### **Case Manager, Seattle Team for Youth/El Centro de la Raza, Seattle, WA. 05/07- 09/07**

Offered case management services to, but not limited to, Latino youth ages 11-21. Services were focused on youth at-risk of dropping out of school, low school attendance, or failing grades or disciplinary issues. Worked closely with client families, Seattle Public Schools, and many local social service providers to ensure comprehensive case management.

##### **Program Director/Director, Youngstown Cultural Arts Center, Seattle, WA. 08/08 – 07/11**

Managed technical staff and program staff of YCAC. Led program design, hiring, evaluation and fund development of arts programming at YCAC, including the ALL ACCESS afterschool arts and Food Education Empowerment and Sustainability (FEEST) programs. Implemented research based, best practices of youth development and empowerment across programming. Led organization through Springboard organizational strategic capacity building cohort in 2010. Secured grants totaling over \$100k. Participated in coalition building and initiatives with many peer and community-based organizations.

##### **Manager, Youth Programs and Community Engagement, EMP Museum, Seattle, WA. 08/11 – 04/12**

Managed all aspects of youth programming at EMP museum. Programs included school year and Summer Teen Artist Workshops, The Soundboard a multimedia interactive blog featuring youth arts and culture, and a 17 member volunteer cohort of youth comprising a Youth Advisory Board - driving youth participation the museum, Also oversaw partnerships with community based organizations to increase awareness and reach into underserved audiences.

##### **Manager, Dougherty Arts Center, City of Austin, Austin, Texas. 7/14 - 7/16**

Vision, mission and operational leadership of Dougherty Arts Center. The Dougherty Arts (DAC) is a multi-arts center that contributes to a vibrant and inclusive Austin through powerful arts education, community engagement and provision of creative spaces. Management of 11 full-time staff, 60 part-time staff and a budget of 1.2 million annually. The DAC includes three core programming components - the Dougherty Arts Center Theater, the Julia C. Butridge Gallery and the Dougherty Arts School. Also responsible for supervision of Zilker Hillside Theater.



## **Senior Director of Community Programs, Creative Action, Austin, Texas 8/16- present**

The mission of Creative Action is to spark and support the academic, social and emotional development of young people. Management responsibilities include: 1) Leading strategic public partnerships that increase access to community arts programs for the public at large and support community dialogue on critical social issues, 2) supervision of all teen programming, 3) supervision of public engagement processes including: curated creative placemaking monthly events, weekly access programs serving neighborhood seniors and young adults on the autism spectrum, interactive child-parent arts development classes and outreach/ fee-for- service arts based activities, workshops and projects.

# ARLENE ELLWOOD

WWW.ARLENEELLWOOD.INFO  
ARLENE.ELLWOOD@GMAIL.COM  
(214) 662-6195

## EDUCATION

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**The University of Texas at Austin** Bachelor of Science, Architectural Engineering May 2017  
Business Foundations Certificate  
Overall GPA: 3.86

**Relevant Coursework** – Structural Analysis, Properties and Behaviors of Engineering Materials, Computer-Aided Design and Graphics, Architecture and Society, Project Management, Design I, Advanced Structural Analysis, Steel Design, Energy Efficient and Healthy Buildings, Design II, Reinforced Concrete Design, Geotechnical Engineering, Contracts and Liabilities in Construction Law, Materials and Methods of Building Construction

## EXPERIENCE

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**Texas Department of Transportation** – *Engineering Summer Intern*; Dallas, Texas June 2015 – August 2015

- Inspected field work on 4-mile stretch of road construction for compliance with TxDot specifications
- Identified and documented noncompliance issues specifically with SW3P and traffic barricades weekly
- Measured and recorded various pay items, including asphalt, lime, concrete bridge decks, traffic striping, etc.

**UT InterLibrary Services** – *Student Associate*; Austin, Texas January 2015 – January 2016

- Collected and categorized books from main branch as well as other branches of the university library system
- Distributed articles and chapters from books and microfilm as requested

## ACADEMIC PROJECTS

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**Projects with Under-Served Communities** - *Pongwe Primary School, Tanzania* Fall 2015 - Summer 2016

- Analyzed options and developed project to expand dorm space for girls at Pongwe Primary School
- Designed structure and communicated with NGO and other stakeholders throughout the year
- Traveled and implemented design during Summer 2016 with team of 6 students and one technical advisor

**ARE 320K (Design II)** – *Mixed-Use Tower Design in Abu Dhabi* Spring 2016

- Designed the preliminary architecture, structure, and mechanical system with a partner
- Operated as Architectural Lead and Structural Lead
- Amplified skills in Revit Architecture, Structure, and Mechanical, as well as Sketch-Up

## LEADERSHIP EXPERIENCE AND ACTIVITIES

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**Architectural Engineering Institute** – *UT Chapter Treasurer* August 2016 – May 2017

- Restructured cash flow documentation system from past 2 years
- Updated budget to reflect this documentation and create visual representations of spending categories
- Improved student turnout by acquiring input on food orders for general meetings

**Projects with Under-Served Communities** – *Scope and Technical Design Lead* August 2015 – August 2016

- Oversaw technical drawings and building code verifications
- Consulted with Technical Advisor to ensure project feasibility
- Defined scope and ensured project stayed within cost and scheduling constraints

**Cockrell School of Engineering** – *Calculus Tutor*; Austin, Texas March 2014 – May 2015

- Facilitated small groups of up to five students in learning and studying calculus
- Advised and motivated students with homework or exam questions

## HONORS

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Tau Beta Pi Engineering Honor Society Fall 2015 - Present  
Wiethorn Family Endowed Presidential Scholarship recipient Fall 2014 – Present

## ADDITIONAL INFORMATION

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**Computer Skills:** MS Word, Excel, PowerPoint, Project; Adobe InDesign, Photoshop; Wordpress, AutoCAD, Sketch-Up, Revit Architectural, Structural, and Mechanical, SAP (learning)

# Anne Gadwa Nicodemus

Owner, Principal



230 Ferry Street, Fl 2 Ste 3  
Easton, PA 18042  
484.548.0073  
gadwa@metrisarts.com  
www.metrisarts.com

## PROFILE

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- Founding owner/principal of consulting business that provides planning, research, and evaluation to reveal arts' impacts and help communities improve cultural vitality.
- Strong experience in a range of data collection methods, including focus groups, interviews, and observations.
- Strong experience in survey design and development, having designed and analyzed over ten surveys for comprehensive arts-related research projects.
- Demonstrated experience conducting evaluation studies using a variety of research designs, including in national multi-site evaluation studies.
- Demonstrated experience using large, nationally and/or subnationally representative datasets.
- Demonstrated experience in analyzing administrative records and other unstructured data.
- Advanced skills in conducting primary data analysis and secondary data analysis, including: Census 5% PUMS, DataArts (formerly Cultural Data Project), National Center for Charitable Statistics, and American Community Survey.
- Advanced skills in conducting primary data analysis via qualitative analytical methods.
- Advanced skills and experience in conducting quantitative analysis including descriptive and inferential statistical analysis.
- Demonstrated subject matter expertise the areas of cultural policy, nonprofit organizations, and rural and urban planning; experienced nonprofit manager and artist.
- Demonstrated deep subject matter expertise in the field of Creative Placemaking.
- Demonstrated strong writing, editing, statistical planning, fact checking, and overall project management skills.

## EDUCATION

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Humphrey School, University of Minnesota, Minneapolis MN  
Master of Urban and Regional Planning, May 2009  
Concentration: Art and Community/Economic Development

Oberlin College, Oberlin OH  
B.A. May 2001  
Majors: Dance, Biology

## EXPERIENCE

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Metris Arts Consulting, Minneapolis MN & Easton PA (May 2009-present)

*Principal and Owner*- Founded arts/urban planning consulting business. Recent projects include a report that highlights annual changes in the economic health of Minneapolis' creative sector, a comprehensive field scan of the dance ecology and 20-year retrospective impact evaluation for the New England Foundation for the Arts' National Dance Project; a case study on how an arts café fosters activism in Harare, Zimbabwe; developing an arts and cultural plan for a

small city in greater Minnesota; designing an indicator system for a local creative placemaking effort; evaluating how five case study art spaces, developed by the nation's leading nonprofit arts developer, benefit in-house artists and arts organizations, their neighborhoods and regions; providing a new window into California's nonprofit arts and cultural ecosystem using the California Cultural Data Project, the National Center for Charitable Statistics, the American Community Survey, and other sources; and researching cross-sector arts collaboration across the U.S. for a policy-making initiative aimed at arts and cultural agencies and advocates at federal, state, and local levels.

Project for Regional and Industrial Economics, Minneapolis MN (August 2007-May 2009)

*Research Assistant*- Completed user-friendly database on artists and their occupational characteristics for more than 20 metros, cities, and states out of the Census 5% PUMS sample. Supported artist needs assessment survey for the City of San José, CA. Designed sessions for a national conference on creating effective city cultural plans. Reviewed academic literature on arts and cultural policy.

Community Planning and Economic Development, Minneapolis MN (June-August 2008)

*Business Development Intern*- Coordinated art elements of a strategic, private-led initiative to foster livability of a major downtown arterial.

In the Heart of the Beast Theatre, Minneapolis MN (September 2005-August 2007)

*Financial Manager*- Managed finances for a nonprofit puppet and mask theater with a \$1M annual budget. Supervised employees. Participated in strategic planning.

Mad Science Productions, New York NY & Minneapolis MN (March 2002-June 2006)

*Artistic Director*- Created and produced original dance and multidisciplinary performances. Coordinated fundraising, publicity, press and technical and design elements.

Movement Research, New York NY (May 2001-August 2005)

*Operations Manager*- Oversaw activities of a non-profit experimental dance organization.

## PUBLICATIONS

### REPORTS

*More than Storefronts: Insights into Creative Placemaking and Community Economic Development.* With Chris Walker and Rachel Engh. Washington, D.C.: Local Initiatives Support Corporation, 2017.

*Culture Pulse: 5-Year Analysis of Arts and Culture Nonprofits in Cuyahoga County.* With Rachel Engh. Cleveland: Community Partnership for Arts and Culture, 2017.

*Moving Dance Forward: NEFA's National Dance Project at 20 and Critical Field Trends.* With Rachel Engh. Boston: New England Foundation for the Arts, 2016.

*The Minneapolis Creative Index 2015.* With Rachel Engh and Gülgün Kayim. Minneapolis: City of Minneapolis, 2016.

*Creative Capital Artists Look Back: 1999-2015.* With Ann Markusen. New York: Creative Capital, 2016.

*Adding It Up.* With Rachel Engh and Christopher Mascaro. Minneapolis: Pillsbury House + Theatre, 2016.

*GRMN Creates: an arts and culture roadmap.* With GO collaborative and Markusen Economic Research. Grand Rapids: City of Grand Rapids, 2015.

*How Creative Spaces Foster Civic Engagement: A Case Study of the Book Café (Harare, Zimbabwe).* With Florence Mukanga-Majachani. The Hague, Netherlands: Hivos, 2015.

*Cutting Teeth on Creative Placemaking: The Southeast Houston Arts Initiative.* Houston: University of Houston, 2012.

“Track-It Hennepin Indicators 2012: Baseline Indicators and Data Roadmap.” In *Plan-It Hennepin: Creative Placemaking for Downtown Minneapolis.* Minneapolis: Hennepin Theatre Trust, Artspace Projects, Walker Art Center, 2012.

*California’s Arts and Cultural Ecology.* With Ann Markusen, Elisa Barbour, and William Beyers. San Francisco: James Irvine Foundation, 2011.

*How Art Spaces Matter II* and *How Artist Space Matters.* Minneapolis: Artspace Projects, Inc. with support from LINC and Bush Foundation, 2011 and 2010.

*Creative Placemaking.* With Ann Markusen. Washington, DC: The Mayors’ Institute on City Design, a leadership initiative of the National Endowment for the Arts, 2010. Reprinted in Korean by the Arts Council Korea, 2014.

*San José Creative Entrepreneurs Project: Artists’ Resource and Space Study.* With Ann Markusen and Pat Shifferd. San José: City of San José in partnership with the Center for Cultural Innovation, 2008.

#### JOURNAL ARTICLES

“City Creative Industry Strategies: Unique American Cases.” With Ann Markusen. *Aspen Review Central Europe.* 4, no. 4 (2015).

“Creative Placemaking: How to Do It Well.” With Ann Markusen. *Community Development Investment Review.* 10 no 2 (2015).

“Fuzzy Vibrancy: Creative Placemaking as Ascendant U.S. Cultural Policy.” *Cultural Trends.* 22 no 3-4 (2013): 213-222. DOI: 10.1080/09548963.2013.817653

“Arts and Culture in Urban and Regional Planning: A Review and Research Agenda.” With Ann Markusen. *Journal of Planning Education and Research.* 29, no. 3 (2010): 379-391.

#### BOOK CHAPTERS

“Cultural Plan Backs Up ‘Creative Capital’ Branding: A Creative City Initiative on Providence, RI.” *Chinese Creative Industries Forum 2012: The Making of Creative Cities.* Macau Cultural Bureau, 2012.

“The Arts, Consumption, and Innovation in Regional Development.” With Ann Markusen and Elisa Barbour. In *Creative Communities: Art Works in Economic Development.* Washington, DC: Brookings Institution Press, 2013.

“Spatial Divisions of Labor: How Key Worker Profiles Vary for the Same Industry in Different Regions.” With Ann Markusen. In *Handbook of Industry Studies and Economic Geography.* Edward Elgar, 2013.

#### ARTICLES AND COMMENTARY

“Small is Beautiful: Creative Placemaking in Rural Communities.” *Grantmakers in the Arts Reader*. Vol. 25. No. 2., Summer 2014.

“Artists and Gentrification: Sticky Myths, Slippery Realities.” *Createquity.com*, April 5, 2013.

“Creative Placemaking 2.0.” *Grantmakers in the Arts Reader*. Vol. 23. No 2., Summer 2012.

“Need Community Development? Put Your Money on the Arts.” *MPR News*, September 27, 2011.

“From Creative Economy to Creative Placemaking.” *Creative Economy Website*. Otis College of Art and Design, October 2011.

#### COMMISSIONED PAPERS

“Defining, Measuring and Comparing Returns on Public Investment.” With Ann Markusen. *Race to the Top: Investments in Human, Social, Cultural, Political, and Environmental Capital as Economic Development Strategies*. Lincoln Institute of Land Policy, 2010. Available at [lincolninst.edu](http://lincolninst.edu)

\* Most publications available through [metrsiarts.com](http://metrsiarts.com)

#### SELECTED TALKS

“Creative Placemaking in Action.” Keynote Address: *Making Our Place: Department of Heritage & Arts Winter Retreat*. Utah Department of Heritage & Arts. Salt Lake City, UT: January 18, 2018.

“Book Talk: How to do Creative Placemaking.” With Ashley Hahn, Jason Schupbach, Lyz Crane, Rasheedah Phillips, Kira Strong, and Aviva Kapust. Philadelphia Mural Arts. Philadelphia, PA: February 13, 2017.

“Evaluating the Outcomes of Arts Experiences: A Sampler.” With Renae Youngs, Sarah Cohn, and Cheryl Kessler. *Grantmakers in the Arts Conference*. Grantmakers in the Arts. Saint Paul, MN: October 17, 2016

“Creative Placemaking.” Keynote Address: *Dallas Arts Celebration Day*. Dallas Area Cultural Advocacy Coalition. Dallas, TX: April 12, 2016.

“City & Creative Industries.” *Aspen Review Café*. Aspen Institute. Prague, Czech Republic. November 25, 2015.

“Creative Placemaking.” Keynote address: *Creative Sector Summit*. Asheville Area Arts Council. Asheville, NC: April 24, 2015.

“Arts and Culture at the Core: Creative Placemaking to Foster Thriving Small Communities.” Five Wings Arts Council. Little Falls, MN: March 5, 2015.

“How ARE Artists Saving Our Cities?” *The Accidental Preservationist*. James Martson Fitch Charitable Foundation. New York, NY: October 17, 2014.

“Placemaking: Revolution or Evolution?” *GLA 2013 Conference: The New Creative Community*. Grantmakers in the Arts. Philadelphia, PA: October 6, 2014.

“Creative Placemaking.” Keynote address: *Creative Placemaking Summit: How to use the arts as a tool for economic recovery*. Allegany Arts Council. Cumberland, MD: September 12, 2014.



- “Creative Placemaking.” Keynote address: *Arts Means Business*. LexArts. Lexington, KY: March 27, 2014.
- “From Creative Economy to Creative Placemaking: Opportunities for Public Sector Leadership and Strategic Investment in California.” *California Legislative Joint Committee of the Arts Informational Hearing: California’s Creative Economy*. Sacramento, CA; February 12, 2014.
- “Indicators, Metrics and Evaluations. Oh My!” Keynote address: *Art of Placemaking*. Providence, RI: November 7, 2013.
- “Arts and Culture at the Core: Creative Placemaking to Foster Thriving Small Communities.” Keynote addresses: *2013 Citizens’ Institute on Rural Design*. National Endowment for the Arts. Somerset, KY: October 29, 2013.
- “Creative Placemaking: Strengths, Challenges, Crossroads.” *Creative Time Summit: Art, Place, and Dislocation in the 21<sup>st</sup> Century*. Creative Time. New York, NY: October 25, 2013
- “Creative Placemaking: Lessons from the U.S. Experience.” Keynote address: *Arts Exposed Conference*. York Region Arts Council. Markham, Ontario: October 4, 2013.
- “Cultural Districts: Thinking Outside the Banner Box.” *Cultural District Development Panel*. Town of Brattleboro. Brattleboro, VT: September 21, 2013.
- “Hep to that: Creative Placemaking’s Implications for Louisiana’s Cultural Advocates.” Keynote address: *Culture Connection*. Louisiana Department of Culture, Recreation & Tourism. Baton Rouge, LA: April 23, 2013.
- “Creative Providence.” *Chinese Creative Industries Forum 2012: The Making of Creative Cities*. Hong Kong Institute of Contemporary Culture. Macau, China: November 4, 2012.
- “Creative Placemaking: Beyond the Bandwagon” *Midwest Arts Conference*. Arts Midwest. Grand Rapids, MI: September 14, 2012.
- “The Cultural Data Project: Insights from the Research Trenches.” *Engaging Data: Arts and Culture Research in the Digital Age*. WESTAF. Los Angeles, CA: April 13, 2012.
- “Creative Placemaking.” Keynote address: *The Gateway Cities Creative Placemaking Summit*. MassINC. Lowell, MA: April 11, 2012.
- “Creative Placemaking: How? Why? Outcomes?” With Ann Markusen. *City Cultural Planning*. University of Chicago Cultural Policy Center and Chicago Department of Cultural Affairs. Chicago, IL: February 23, 2012.
- “California’s Arts and Cultural Ecology.” Keynote address: *California Association of Museums Conference*. CAM, Pasadena, CA: March 4, 2011.

## AFFILIATIONS

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- Member, NAACP, 2016-present  
 Member, Lehigh Valley SURJ (Showing Up for Racial Justice), 2016-present  
 Member, Americans for the Arts, 2013-present  
 Member, The Arts Community of Easton, 2013-present

# Rachel Engh

Researcher/Planner



230 Ferry Street, Fl 2 Ste 3  
Easton, PA 18042  
484.548.0073  
engh@metrisarts.com

## PROFILE

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- Experience with cultural planning and community engagement, including spearheading creative ways to collect, visualize, and report back information.
- Proven track record of designing and implementing qualitative research including surveys, interviews, and focus groups.
- Detailed knowledge of arts-based community economic development strategies and theories, and arts policy.
- Experience analyzing quantitative datasets including: DataArts, WESTAF Creative Vitality Suite, Emsi, American Community Survey and Bureau of Labor Statistics.

## EDUCATION

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Humphrey School, University of Minnesota, Minneapolis MN  
Master of Urban and Regional Planning, May 2013  
Concentration: Arts-based Community Economic Development

Grinnell College, Grinnell, IA  
B.A. May 2008  
Major: Sociology

## EXPERIENCE

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Metris Arts Consulting, Easton PA (January 2015-present)

*Researcher/Planner*

- Lead data collection, analysis, and writing of the 2016 Culture Pulse report, a document that aims to surface information on the health of Cuyahoga County's (Northeast Ohio) arts and cultural nonprofit sector. Conducted a national literature review, convened focus groups with small, mid-sized, and large arts and cultural organizations, and analyzed DataArts data.
- Spearheaded data collection and analysis, and drafting of the Minneapolis Creative Index 2015 report. Analyzed quantitative occupation, sales, and nonprofit data, conducted a literature review to establish context and gain insights related to the questions of opportunities and barriers for people of color to succeed as producers, directors, or architects, and conducted two virtual conversations with people of color who hold these occupations.
- For a comprehensive field scan of the dance ecology and 20-year retrospective impact evaluation for the New England Foundation for the Arts' National Dance Project, analyzed internal documents, supported survey and focus group design, and led data analysis efforts.
- Supported an impact evaluation for Pillsbury House + Theatre on the impacts of a unique hybrid arts hub/social service provider's efforts to empower 30 community-based artists to engage their neighbors in creating art on the blocks where they live. Spearheaded data analysis, synthesized findings, and recommended evaluation tools and data gathering procedures.

City of Minneapolis, Minneapolis MN (April 2014–November 2015)

*Business Process and Data Analysis, Arts, Culture and the Creative Economy Program*- Part of a small team of artists, urban planners, and data and policy analysts that spearheaded a community arts and culture planning process (Creative City Road Map). Oversaw data collection, analysis, and communication for the planning process and supported stakeholder working groups and focus groups for the planning process. Led data collection and analysis for the Minneapolis Creative Index, a project that highlights the economic and social health of the creative sector in Minneapolis and the greater metropolitan area.

PlaceBase Productions, St. Paul MN (March 2013–July 2014)

*Project Evaluator*- Designed and implemented evaluation plans for rural community-based site-specific theater projects. Collected data from performers, business owners, and audience members through interviews and creative survey techniques, and analyzed this data using Microsoft Excel and GIS. Produced reports that articulate the impact theater projects have had on towns and residents.

Intermedia Arts, Minneapolis MN (June–November 2013)

*Creative CityMaking Intern*- Provided support for artist/planner convenings and public events. Analyzed data collected by one artist/city planner team and worked with team to visualize data. Wrote and synthesized content for Creative CityMaking artist blog and completed two blog entries for the American Planning Association Kid's Planning Toolbox blog.

Center for Small Towns, University of Minnesota – Morris, Morris MN (June–August 2012)

*Cultural Programming and Finance Intern*- With information collected through over 20 interviews, completed a report exploring aspects of a “cultural hub” to be realized in the Morris area. Report included theory on culture-based community economic development, stakeholder analysis and asset mapping, management and operational structure recommendations, preliminary financial forecasting; possible funding sources, and case studies of existing cultural entities.

## PUBLICATIONS

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### REPORTS

*The Many Sides of Fountain Square*. With Anne Gadwa Nicodemus. Washington, D.C.: Local Initiatives Support Corporation, 2017.

*Vacancy to Vitality in Pittsburgh's East End*. With Chris Walker. Washington, D.C.: Local Initiatives Support Corporation, 2017.

*We Are, All of Us Together, Beginning a Good Life*. With Anne Gadwa Nicodemus. Washington, D.C.: Local Initiatives Support Corporation, 2017.

*Not Just Murals: Insights into Artists' Leadership in Community Development*. With Anne Gadwa Nicodemus and Chris Walker. Local Initiatives Support Corporation, 2017.

*More than Storefronts: Insights into Creative Placemaking and Community Economic Development*. With Chris Walker and Anne Gadwa Nicodemus. Washington, D.C.: Local Initiatives Support Corporation, 2017.

*Culture Pulse: 5-Year Analysis of Arts and Culture Nonprofits in Cuyahoga County*. With Anne Gadwa

Nicodemus. Cleveland: Community Partnership for Arts and Culture, 2017.

*Moving Dance Forward: NEFA's National Dance Project at 20 & Critical Field Trends.* With Anne Gadwa Nicodemus. Boston: New England Foundation for the Arts, 2016.

*The Minneapolis Creative Index 2015.* With Anne Gadwa Nicodemus and Gülgün Kayim. Minneapolis: City of Minneapolis, 2016.

*Adding It Up: An Evaluation of Arts on Chicago & Art Blocks.* With Anne Gadwa Nicodemus and Christopher Mascaro. Minneapolis: Pillsbury House + Theatre, 2016.

*Minneapolis Vitality Index 2014 Update.* With Gülgün Kayim and Carrie Christensen. Minneapolis: City of Minneapolis, 2015.

*Measuring the Impact of the Arts on Community Attachment: Localized Indicators for the Arts on Chicago Collaboration.* With John Briel and David Milavetz, Humphrey School of Public Affairs. Minneapolis: Pillsbury House + Theatre, 2013.

#### ARTICLES AND COMMENTARY

“Project Evaluation as Art: The “e” word doesn’t have to be scary; these groups make it part of the creative process,” *Public Art Review*, May 2016.

“Artists shaking up and strengthening communities in rural America,” *Createequity.com*, November 2013.

“Planning for Light Rail: Creative CityMaking, Youth, and Art,” *American Planning Association Kid’s Planning Toolbox*. November 2013.

“Public Art Engagement Creating Neighborhood Art Reporters,” *ArtsBlog*, Americans for the Arts, May 1, 2012.

“Site-Specific Dance and Social Change,” *ArtsBlog*, Americans for the Arts, April 10, 2012.

#### SELECTED TALKS

“Measuring Success: What’s the Impact?” *Creative Placemaking Summit 3*. The Arts Council of Greater Lansing. Lansing, MI: October 11, 2017.

“Evaluation as a Tool for Creative Placemaking.” With Patricia Moore Shaffer and Lynn Osgood. *National Endowment for the Arts webinar*. July 27, 2017.

“Unpacking the Art and Science of Evaluation.” *Thriving Together: 2017 Creative Placemaking Leadership Summit*. American Planning Association New Jersey Chapter. Newark, NJ: May 5, 2017.

#### AFFILIATIONS

Member, The Arts Community of Easton, 2016-present

Member, NAACP, 2016-present

Leadership Team Member, Lehigh Valley chapter of Showing Up for Racial Justice, 2016-present

Member, Future Leaders in the Arts (Arts Midwest), February-June 2014

Member, American Planning Association, 2007-present

Founding Steering Committee Member, Cultural Research Network, 2012-2013

Steering Committee Member, Twin Cities Arts and Cultural Policy Study Group, 2007-2011



**CHRISTINE HARRIS**  
**Chief Connector**

Christine has been working with creative enterprises and community development for over 30 years. She began focusing on the creative economy in 2009. Christine co-founded the Creative Economy Coalition, a working committee of the National Creativity Network, and designed and executed the nation's first review of defining the creative economy with the seminal work *America's Creative Economy: A Study of Recent Conceptions, Definitions, and Approaches to Measurement Across the USA*, ISBN 978-0-99085-730-3. This study profiled and inventoried how 27 communities around the nation were profiling and measuring their creative economies. As co-founder of the Creative Economy Coalition and on behalf of the National Creativity Network, she helped design the National Creative Economy Summits in Washington, D.C. in 2014 and 2015.

Christine has worked on creative sector development with the City of Austin, TX; Arts United and the City of Fort Wayne, IN; City of Lawrence, KS; City of Marquette, MI; Arts Alliance Illinois; ArtServe Michigan; Americans for the Arts; National Endowment for the Arts; National Creativity Network; Arts Wisconsin; Greater Milwaukee, and many others. She was CEO of Creative Alliance Milwaukee, where she developed a full profile of the regional creative economy and developed online resources for the sector.

Christine is considered a key national figure in this work, with the background of over 30 years in cultural administration leadership, cultural economy research and field leadership. Christine has been a consulted advisor and presenter for both the Americans for the Arts and the National Endowment for the Arts.

Other client and presentation work, in addition to the above, has included Arts Alliance Illinois, Art Serve Michigan, Arts Wisconsin, Americans for the Arts, Greater Milwaukee Committee, and Milwaukee Public Theater. Christine has 25 years of arts administration experience, including CEO of the United Performing Arts Fund (second largest arts fund in the nation) from 2002 to 2007, Executive Director of the Milwaukee Ballet and Director of Marketing and Education for the Milwaukee Symphony Orchestra. For the Ballet, Christine managed a fiscal survival turnaround and at the Symphony Christine founded the national arts education model, Arts in Community Education.

Christine's additional experience includes smaller nonprofit arts management, and executive management in corporate retailing in London, England for ten years. She was also a research assistant/casewriter for Harvard Business School.

Christine has been the recipient of the Business Journal's "Women of Influence" Award 2005, the US Postal Service's "Women Putting a Stamp on Milwaukee" Award 2005, the Sharon Lynn Wilson EDDY Award for regional arts education collaboration 2006; Civic Music Association "Distinguished Citizen" Award in 2008; and Milwaukee Public Theatre's "Champion of the Arts" Award 2010

She holds a Bachelor of Retailing and a Master of Business Marketing from University of Wisconsin-Madison and is a native of Milwaukee, WI.

**Current and recent projects:**

Bravo Greater Des Moines, IA (*community cultural planning*)

City of Hillsboro, OR (*community cultural arts plan*)

National Endowment for the Arts, D.C. (*presenter on creative economy and designer of research America's Creative Economy: A Study of Recent Conceptions, Definitions and Approaches to Measurement Across the USA*)

City of Lawrence, KS (*city-wide cultural plan*)

City of Kansas City, MO (*creative economy profile*)

City of Austin, TX (*creative sector needs assessment*)

Arts United, Fort Wayne, IN (*strategic assessment and development of cultural and strategic plans*)

City of Marquette, MI (*master ten year arts and culture plan*)

Creative Alliance Milwaukee (*Creative Milwaukee Experience tour program; executive consultant*)

United Performing Arts Fund, WI (*arts education grant design and allocation process development*)

Arts Alliance Illinois, IL (*creative economy research Board presentation*)





# STAFF REPORT

**MEETING DATE:** March 13, 2018

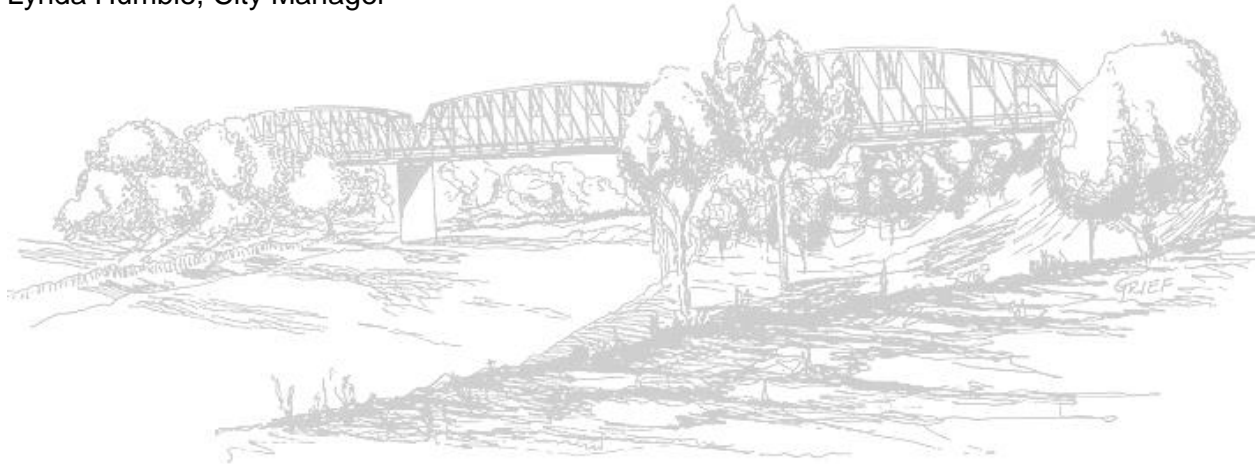
**AGENDA ITEM:** 10A

**TITLE:**

City Council shall convene into closed executive session pursuant to Section 551.072 of the Texas Government Code to deliberate about economic development project known as Project Revolution by the Bastrop Economic Development Corporation.

**STAFF REPRESENTATIVE:**

Lynda Humble, City Manager





# STAFF REPORT

**MEETING DATE:** March 13, 2018

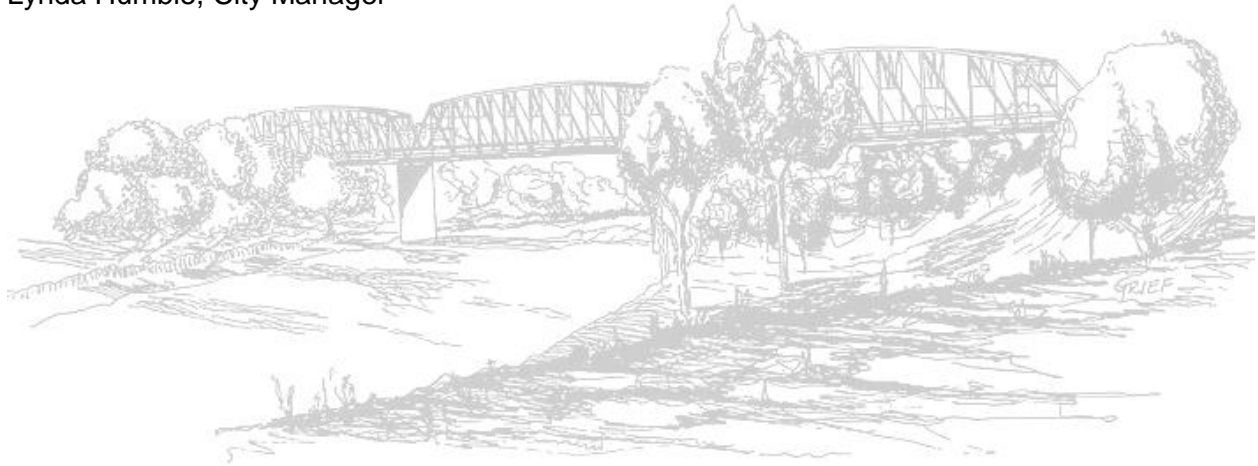
**AGENDA ITEM:** 10B

**TITLE:**

City Council shall convene into closed executive session pursuant to Section 551.071 of the Texas Government Code to discuss and deliberate litigation matters with the City Attorney regarding Pine Forest 6, et al vs. City of Bastrop, et al.

**STAFF REPRESENTATIVE:**

Lynda Humble, City Manager





# STAFF REPORT

**MEETING DATE:** March 13, 2018

**AGENDA ITEM:** 11

**TITLE:**

Take any necessary or appropriate action on matters posted for consideration in closed/executive session

**STAFF REPRESENTATIVE:**

Lynda Humble, City Manager

