

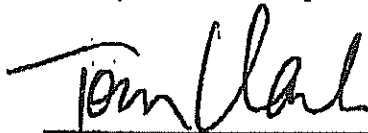
**NOTICE OF SPECIAL MEETING OF THE BOARD OF DIRECTORS OF  
BRUSHY CREEK MUNICIPAL UTILITY DISTRICT**

**July 21, 2009**

A special meeting of the Board of Directors of Brushy Creek Municipal Utility District will be held on Tuesday, July 21, 2009, beginning at 6:00 PM at the Brushy Creek Community Center, 16318 Great Oaks Drive, Round Rock, Texas, to consider, and act on the matters set forth below.

1. Call to order, roll call, establish quorum, and pledge of allegiance.
2. Discussion and possible action concerning operation audit related to Open Spaces Master Plan.
3. Adjournment (Adjourn meeting. Action. Time.)

Dated this 13th day of July, 2009  
Brushy Creek Municipal Utility District



Tom Clark, General Manager

The Board of Directors may go into Executive Session, if necessary, pursuant to the applicable section of Subchapter D, Chapter 551, Texas Government Code, of the Texas Open Meetings Act, on any of the above matters. No final action, decision or vote will be taken on any subject or matter in Executive Session. Please note that this notice supplants the District's previous policy of specifically identifying those agenda items that would be discussed in Executive Session.

The District is committed to compliance with the Americans with Disabilities Act. Reasonable modifications and equal access to communications will be provided upon request. Please call Margie Anthes at 512-255-7871 for further information.

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the Board of Directors of Brushy Creek Municipal Utility District, is a true and correct copy of said Notice; that a true and correct copy of said notice was posted at a place convenient and readily accessible to the general public at all times, in its administrative office at 16318 Great Oaks Drive; that said Notice was posted on July 13, 2009 at 2:54 p.m., and that a true and correct copy of said Notice was furnished to the County Clerk of Williamson County, the only county in which Brushy Creek Municipal Utility District is located.

Brushy Creek Municipal Utility District



Margie Anthes, Deputy Secretary

FILED FOR RECORD  
 3:54 PM  
 JUL 13 2009  
 Nancy E. Roston  
 County Clerk, Williamson Co. TX

**Board Packet**  
**July 21, 2009**

**Executive Summary**  
**Agenda Item 2**

**Discussion and possible action concerning Operation Audit Related to Open Space Master Plan.**

**BACKGROUND:**

In September 2008, the Board terminated its agreement for services with Jacobs Carter-Burgess after accepting Phase I work towards the development of an Open Spaces Master Plan.

Phase I work:

1. Inventory and Market Analysis
  - a. Base Map Preparation
  - b. Inventory/Condition Assessment – **(Condition Assessment not completed)**
  - c. Population Analysis
  - d. Standards Analysis & Program Analysis (Benchmarking)
    - i. Standards (Compare Brushy Creek to National Standards)
    - ii. Program Analysis (Operations) – **(not completed)**
  - e. Demand Analysis & Needs Assessment

A letter was sent to RVi Planning asking them to provide a proposal for consulting services based on reviewing our current position. A proposal was received for scope of work totaling \$60,000 (\$12,000 for completion of Phase I and \$48,000 for Phase II).

After reviewing this proposal, Staff suggests that consideration be given to better understand the Districts current position and assets before moving forward. Staff took the initiative to identify the consulting firm of Ballard\*King and Associates, in which Staff is familiar, that could address the area of Operational Analysis & Condition Assessment as means of completing its assessment.

It was recommended at the February 2, 2009 Parks Committee to reconvene the Open Spaces Master Plan Task Force to discuss what steps to take next.

At the February 23, 2009 meeting staff was directed to get clarification regarding the work to be performed. Two conference calls were conducted with Ken Ballard of Ballard \*King Associates in which scope was reviewed and questions answered.

**FINANCIAL:** \$30,000 has been placed in the FY09 Contingency Fund. The Ballard King proposal is for \$27,800.

**RESOURCE:** Tim Ishman, Mike Petter, Rebecca Tullos and Bob Grahl

**LEGAL:** Legal has reviewed and provided comments to the Ballard \*King proposal

**STAFF RECOMMENDATION:**

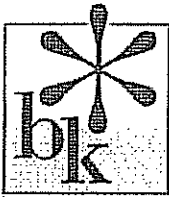
Staff recommends engaging Ballard \*King Associates to perform an Operation Audit as a prudent step towards the development of our Master Plan

**COMMITTEE PARTICIPATION:** Parks Master Plan Task Force

**ATTACHMENT:** Ballard \*King and Associates Background and proposal

**RECOMMENDED MOTION:**

Motion to contract with Ballard \*King Associates to perform an Operation Audit as a prudent step towards the development of our Master Plan.



**BALLARD\**KING***  
**& ASSOCIATES LTD**  
Recreation Facility Planning and Operation Consultants

**\* FIRM PROFILE**

Ballard\*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market-driven and reality-based planning for recreation facilities. B\*K has achieved 16 years of success by realizing that each client's needs are specific and unique. With over 70 combined years of facility management and planning experience in the public, non-profit, collegiate and private sector, our consulting firm has completed over 400 projects in 47 states and has working relationships with more than 50 architects coast-to-coast. We are honored to be the recipient of four Athletic Business Facilities of Merit Awards.

We form a consulting team that provides a variety of pre- and post-design services for clients who are considering construction of a sports, recreation, aquatic, or wellness facility. Our vast practical experience enables us to guide clients through the challenges of planning, constructing, opening and operating a facility. From pinpointing specifics to broad visions, B\*K provides services to ensure the long-term success of your project.

Ballard\*King & Associates offers a broad range of services. These services can be integrated into a design team or contracted independently. Some of our services include: feasibility studies, operations analysis, maintenance cost estimates, revenue projections, staffing levels, budgeting, marketing plans and third party design review. Additionally, we perform audits for existing facilities as well as parks and recreation master plans.

By bringing practical, proven experience to a project we can accurately represent the client's best interests. Our firm has a keen awareness of the impact a sports or recreational facility has on the community and the organization that operates it. Thanks to our extensive field experience we are able to provide assistance with practical tools, an uncommon ability to see the overlooked and view your project from a wealth of expertise and knowledge.

Teamwork is a core aspect of our company. We work together ensuring all clients are receiving the wealth of knowledge our B\*K team brings. The success of any project begins with an integrated, mutually valued approach to the individual needs and goals of each client. Thus, we team with you and for you.

First and foremost to Ballard\*King & Associates is our reputation of being a company of strong ethical character. Our top concern is our client's best interests and our approach is always honest and down-to-earth. We aim to help each client see the full potential of their project by providing trustworthy services to achieve their goal.

Let us help you, move forward!

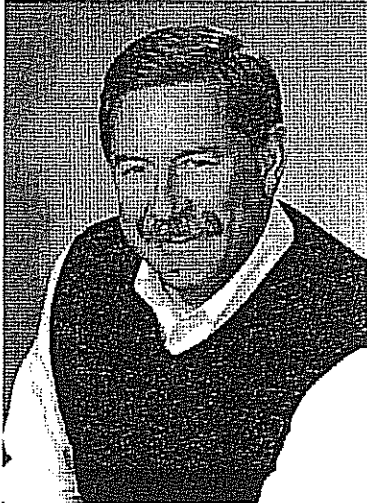
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*Ballard\*King and Associates is committed to comprehensive planning and operations consulting services, providing for the effective and efficient use of available resources to develop and operate sports, recreation and wellness facilities.*

2743 E. Ravenhill Circle \* Highlands Ranch, CO 80126 \* (303) 470-8661 \* [www.ballardking.com](http://www.ballardking.com) \* [BKA@ballardking.com](mailto:BKA@ballardking.com)



**BALLARD\**KING***  
**& ASSOCIATES LTD**  
Recreation Facility Planning and Operation Consultants



Ken Ballard

**KEN BALLARD, C.P.R.P**  
President

**\* Professional Experience**

As a founding partner of Ballard\*King & Associates, Ken has over 30 years experience in recreation facility operation and planning. Ballard\*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation facilities. In his years of work with B\*K, Ken has provided planning, feasibility and operations consulting to more than 250 recreation projects across the country. Ken is well known for his vast knowledge of recreation facility development and operations. His expertise has been developed over the years from a wide breath of experiences within recreational field.

Ken's project experience includes feasibility studies, facility construction and design process, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, programming, parks and recreation master plans, as well as audits. Ken also has extensive program experience including adult and youth sports, fitness/wellness, special events and cultural arts.

Ken's diverse experience has led to his active involvement with the Colorado Parks and Recreation Association's Recreation Facilities Design and Management School. For the past 13 years Ken has been a faculty member at the Athletic Business Conferences, where he presented numerous sessions on recreation facility planning. In addition, he serves on the editorial advisory board and planning committee. He has also been a speaker at several National Park and Recreation Association Congresses

**\* Education**

- University of Colorado  
BS Recreation, BA History
- Certified Parks and Recreation  
Professional

**\* Professional Affiliations**

- Athletic Business Magazine  
Advisory Board
- Colorado Parks and Recreation  
Association
- National Recreation and Park  
Association
- Metropolitan State College of  
Denver – Former Adjunct Faculty

*Ballard\*King and Associates is committed to comprehensive planning and operations consulting services, providing for the effective and efficient use of available resources to develop and operate sports, recreation and wellness facilities.*

\*KEN BALLARD

and numerous state parks and recreation conferences. Ken's published work includes the feature articles "Climbing Toward Cost Recovery" and "Happy Together" both in *Athletic Business Magazine*.

Ken has served several years on the selection committee for the "Athletic Business Facility of Merit" awards. Additionally, he has taught a course titled "Maintenance of Recreation Facilities and Equipment" for the Department of Human Performance, Sport and Leisure Studies at Metropolitan State College of Denver.

Prior to co-founding B\*K, he was the Recreation Manager for the City of Thornton, CO, and was a key member of the team responsible for the pre-design phase of their recreation center. For 12 years before joining them he was the Director of the Englewood, CO, Recreation Center, in charge of the operation and administration of the Englewood Recreation Center, which received the 1986 "Facility of Merit" award from *Athletic Business Magazine* for design and operations excellence.

Ken's expertise, down to earth approach and proven practical experience combined with solid ethical values gives each client superior counsel.



**BALLARD\**KING***  
\* ASSOCIATES L.P.



**BALLARD\**KING***  
\* ASSOCIATES LTH

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# Project Proposal

## **Brushy Creek Municipal Utility District Recreation Facilities Operations Audit**

### **Scope of Services:**

Based on two site visits to the district's recreation facilities, identify factors, issues, and concerns within the facilities that need to be addressed, changed, altered or improved to increase the operational efficiency, public use and financial integrity of the facilities.

Facilities include:

- Brushy Creek Community Center
- Creekside Pool
- Sendero Springs Pool
- Cat Hollow Pool

Specific areas of study include:

### **A. Review background information**

1. Identify facilities constraints and parameters
  - a. *Market* – review demographics of the district and other possible service providers.
  - b. *Sites/locations* – visit sites for the existing facilities and determine the overall location of the facilities within the geographic boundaries of the district.
  - c. *Components* – review the specific amenities included in each facility.
  
2. Review facility structure/resources/policies
  - a. *Marketing and promotion tools* – review marketing materials used by the district and for each facility.
  - b. *Policies and procedures* – review the specific policies and procedures regarding the operation of each facility and the programs and services that take place there.
  - c. *Maintenance plan* – review the maintenance and custodial plans for each facility.

- d. *Staffing plan* – review the full-time and part-time staffing plan and org chart for each facility as well as the programs and services that are provided by the district.
- e. *Fee schedule* – review the existing fee schedule as well as the policies regarding fee setting for each of the facilities and for basic programs and services.
- f. *Operating budget* – review the operating budgets for the district including:
  - a. Expenditures – for each facility and the programs and services
  - b. Revenues - for each facility and the programs and services
  - c. Budget categories – the overall organization of the budget by cost centers.
  - d. Budget tracking – how budget compliance is monitored.

**B. Assessment of each facilities physical condition and functionality**

1. *Supervision and control* – assess the capability of each facility to be easily supervised and how access to the facility is controlled.
2. *Image and appeal* – assess the ability of the facility to attract and keep users.
3. *Safety and security* – assess each facility for any safety concerns as well as the ability to secure the facility. Review all safety policies.
4. *Maintenance concerns* – assess each facility regarding the level of maintenance and upkeep noting any concerns in this area. Review of the maintenance plans for each facility.
5. *Facility alterations/changes* – recommend any changes to the layout of each facility to improve operational effectiveness and efficiencies.
6. *Equipment and operating systems* – assess the basic equipment and operating systems in each facility regarding age, ability to serve the facility, maintenance and relevance.

**C. Review existing recreation services and programs**

1. *Participation numbers* – review participation rates for major programs and services for the last 3 years to determine overall popularity and track participation trends.
2. *Revenue figures* – review revenue statistics by basic program areas for the last 3 years.
3. *Fees and charges* – review current fees being charged for major program areas and evaluate the current fee policy for programs.
4. *Demand for services/facilities* – determine the demand for additional programs and the ability of the existing facilities to support such programs.

**D. Review operational budgets**

1. *Expenditures* – review current and past 3 years operating budgets for each facility and program area including staffing costs, operating supplies, contractual services and capital.
2. *Revenues* – review current and past 3 years revenue budgets for facilities and program areas including membership revenue, program revenue and revenue gained from other sources such as rentals, concessions, etc.
3. *Fees and charges* –determine the need to increase or even decrease fees for facility use and program participation.
4. *Review existing staffing levels* – review effectiveness of the current staffing plan
  - a. *Organizational flow chart* – assess the strengths and weaknesses of the current reporting structure.
  - b. *Job functions* – review the job descriptions and responsibilities for all full time and basic part time staff.
  - c. *Salary levels/hourly wage scales* – review full time and part time wage scales to determine appropriateness for job function and market.
  - d. *Training* – review current staff training programs.
5. *Future funding options* – determine if there are realistic alternative funding opportunities for existing and any new facilities and/or programs. This will be a general overview only.

**E. Review marketing plans**

1. *Marketing plan assessment* – evaluate the overall effectiveness of the districts marketing program for facilities and programs.
2. *Promotional tools* – determine the effectiveness of the basic promotional tools that are being utilized by the district.
3. *Sponsorships/partnerships* – review any current sponsorship programs and any partnerships that exist with other organizations such as the city, school district or sports organizations.
4. *Customer service* – review the current level of customer service provided by the district and the staff.

**F. Prepare a written report with the following recommendations**

Five bound copies of the final report along with an electronic copy of the report will be given to the district.

1. Program and service alterations or changes
  - Note program area strengths and weaknesses
  - Establish priorities for programming in the next 3 years
  - Recommend where programs should be discontinued or should be provided by others
  - Recommend possible changes to program administration, supervision and fee setting
2. Operations (budget, fees, staff) adjustments or enhancements
  - Note budgeting strengths and weaknesses
  - Recommend any needed changes to the budgeting process
  - Determine any staffing needs or changes
  - Establish any new budget requirements to support new programs or facility alterations
  - Recommend any needed changes to the current fee policies
3. Marketing strategy, customer service
  - Note marketing and customer service strengths and weaknesses
  - Recommend changes or additions to the marketing plan
  - Establish marketing and customer service priorities for the next 3 years
4. Facility alterations, etc.
  - Note overall facility strengths and weaknesses
  - Recommend and prioritize any facility changes or additions
  - Note any operational budget implications and possible capital dollars required
5. Maintenance/safety/security changes or upgrades
  - Note overall maintenance and safety/security strengths and weaknesses
  - Establish overall priorities for maintenance and safety/security for the next 3 years
  - Recommend where safety and security issues should be changed or improved
6. Audit summary
  - A final overall summary of the audits findings will be developed



Ballard\*King and Associates

*Second Trip to Brushy Creek* 2 Days  
Issue Initial Findings

Complete Final Analysis of:  
Facilities  
Recreation Programs/Services  
Budgets  
Marketing

Work Period 30 Days

Issue Final Report

Total Time 85-101 Days

Note: This timeline does not include any of the optional services listed in this proposal.

**Optional Services:**

Public reaction and input regarding facility operations  
Focus group interviews  
Stakeholder sessions  
Survey  
Written  
Phone

**Cost:**

Public/User group input  
Focus Groups @ \$200 per  
Stakeholder Sessions @ \$200 per  
Phone/mail survey \$10,000

Note: Adding the optional services requires a least on extra site visit @ \$1,500.