

# PARKS AND RECREATION

## Strategic Action Plan



**City of Washington, Missouri**

**2014 - 2023**

# TABLE OF CONTENTS

	OVERVIEW AND GUIDING THEMES	OGT1-2
FOCUS AREA 1	COMMUNITY ENGAGEMENT, OUTREACH AND BENEFITS	CEOB 1-2
FOCUS AREA 2	STANDARDS, BENCHMARKING & CERTIFICATION	SBC 1-2
FOCUS AREA 3	PARKS, FACILITIES, AND TRAILS	PFT 1-2
FOCUS AREA 4	LAND ACQUISTION, DESIGN, AND DEVELOPMENT	LADD 1-2
FOCUS AREA 5	NATURAL RESOURCES	NRUF 1-3
FOCUS AREA 6	URBAN FORESTRY AND BEAUTIFICATION	UFB 1-2
FOCUS AREA 7	MAINTENANCE OPERATIONS	MO 1-3
FOCUS AREA 8	PARKS AND RECREATION SERVICES	PRS 1-4
FOCUS AREA 9	PARTNERSHIP AND VOLUNTEER OPPORTUNITIES	PO 1-2
FOCUS AREA 10	HISTORICAL, CULTURAL AND ART RESOURCES	HCAR 1
FOCUS AREA 11	DEPARTMENT STAFFING	DS 1-2
FOCUS AREA 12	FINANCIAL INVESTMENTS AND FUNDING OPTIONS	FIFO 1-3
FOCUS AREA 13	SAFETY AND SECURITY	SS 1-2
FOCUS AREA 14	POLICIES AND PROCEDURES	PP 1-4

# OVERVIEW & GUIDING THEMES

## OVERVIEW

The Strategic Action Plan is a means to carry out the Parks and Recreation Comprehensive Master Plan. The Strategic Action Plan serves as a work plan that identifies goals that the Parks and Recreation Department will focus on over the next ten years and beyond, and outlines specific action strategies that will help accomplish these goals.

In developing our parks and recreation system, considerable time and emphasis has been placed on developing a comprehensive vision that will shape the legacy for future generations. In order to carry out this vision, the Department has identified 14 “Focus Areas” where the Department proposes to focus attention in order to meet the short- and long-term needs of the community. These 14 “Focus Areas” have been analyzed to determine their impacts on the overall parks and recreation system and to explore or identify opportunities.

This Strategic Action Plan, when put into action over the next ten years, will add to the bold vision for the parks and recreation system that has directed the City over the past twenty years, and will expand the proud legacy of parks and recreation opportunities available for future generations.

## GUIDING THEMES

These Guiding Themes constitute fundamental underpinnings which run through the Strategic Action Plan’s visions, goals, and action strategies, and tasks.

### **Fostering Effective Partnerships**

Washington’s Parks and Recreation Department recognizes that many partners are necessary to support our parkland, facilities, trails, program services, and historic, cultural and arts programs and services. In some cases partners may be better able to leverage expertise, skills, and resources to provide a program or service. Specific partnership opportunities are identified throughout the Strategic Action Plan.

### **Natural Resources and Sustainability**

Protecting Washington’s natural systems is critical in preserving the quality of life and community values. Protecting healthy natural systems requires acquiring and preserving key parcels of different habitat types so that wildlife has adequate and appropriate areas to feed, live, breed, and migrate. Although our daily living conditions have changed significantly, our opportunities remain important to our physical and mental well-being.

## **Maintenance and Operations**

The success of the parks and recreation system is ultimately measured on the ability to provide a high level of parks operations and maintenance. To a large extent this will be governed by the ability of the Department to effectively incorporate the management of the operation standards into the ongoing operations. These operation standards should continue to address the general upkeep of the parks as well as determining staffing needs to adequately carry out the maintenance operations

Ongoing operations and maintenance must also be considered in conjunction with proposed capital projects. Accordingly, operations and maintenance funding plans should accompany and proposed construction and/or land acquisition.

## **Staffing**

The Department is a dynamic entity. As the needs and wants of the community using parks, facilities, trails and participation in programs and services change over time. For the Department to consistently deliver the level of quality the community wants and needs, the Department must also change. Understandably, change creates major shifts in the nature of work performed by staff members employed by the Department. As interests in parks and recreational experiences change, so must the job duties, responsibilities, and job qualifications of those staff members performing the work. As such, the Department must anticipate change and continually plan to realign, retrain and hire new staff members to best serve the needs of its residents.

## **Funding**

A key component for implementing the Master Plan involves understanding funding opportunities, identifying the options, and developing strategies. While there are a variety of revenues that fund the Department, they are not immune from fluctuations in the local and regional economy. The current economic slowdown affects the Department's ability to support current and future operations. Continued economic slowdown will limit available funding for future years, so the Department must look for alternative means of funding ongoing operations if it wants to further implement the Master Plan.

## FOCUS AREA 1

### COMMUNITY ENGAGEMENT, OUTREACH AND BENEFITS

There are a myriad of different benefits that can be accrued from parks and recreation, such as improving our physical and psychological health, making our city and neighborhoods more attractive place to live, work and visit, and thereby contributing to the ongoing economic vitality of our community. Over the next ten years, we will strive to build and sustain relationships with the public and all stakeholders, and ensure that our citizens have the information and understanding they need to use our facilities, parks, programs, and services, and that staff have the information needed from the public to make sound decisions that help to create community and foster mutual understanding and respect.

#### A. Establish and implement approaches to outreach and relationship building.

1. Gauge the park and recreation users' satisfaction with services and identify recreation trends and issues for the planning and management of services and facilities.
  - a. Clearly identify appropriate channels for the public to obtain information and provide feedback, opinions, and perspectives.
  - b. Continue to implement customer surveys.
  - c. Continue to research and monitor ongoing trends.
2. Continue to coordinate efforts with other public agencies and community based organizations to increase public awareness.
  - a. Reach out and work with neighboring communities in evaluating facility, program and service needs and to avoid duplication.
  - b. Work with other city departments in the planning and implementation of services.
  - c. Continue to communicate and partner with civic organizations and user groups.
3. Effectively communicate Parks and Recreation services.
  - a. Inventory and evaluate existing marketing systems and protocols.
  - b. Develop a marketing management strategy.
  - c. Develop a cohesive Parks and Recreation story and key messages:
    - i. Promote Parks and Recreation's vision, mission, and values clearly and consistently in marketing materials.

- ii. Develop a strategic communications plan to share Parks and Recreation's story, successes, and challenges, and to guide outreach activities and promotion activities.
- iii. Implement the communications plan broadly, using the web and other media.

**B. Implement customer service standards**

1. Develop and implement a two-way communication policy for Parks and Recreation to acknowledge and respond to all customer comments.
  - a. Assess internal policies, procedures, common practices, and behaviors to ensure they result in excellent customer service.
  - b. Clearly communicate response timeliness and who is responsible for responding to public requests for information.
  - c. Identify how other organizations deliver information in non-traditional and creative ways, and best practice approaches.
2. Train staff to strive for excellence in their relationships with patrons.
  - a. Continue to communicate to all staff that they are ambassadors for the Parks and Recreation Department.
  - b. Continue to provide staff training in customer service.
  - c. Train staff to create awareness of the special needs of people with disabilities.

**B. Establish and implement approaches to effectively communicate the benefits of Parks and Recreation.**

1. Develop a strategic "Did You Know Campaign".

## FOCUS AREA 2

### STANDARDS, BENCHMARKING & CERTIFICATION

The Parks and Recreation Department strives to build and sustain the City's park lands, facilities and services, and to effectively plan for the future. We will collect and analyze information that supports the efficient management of our land, facilities, staff, and services to deliver a quality parks and recreation system. We recognize that collecting, analyzing, and meeting national and local standards is key to making sound decisions that help to provide efficient and effective lands, facilities, and services.

#### A. Work towards accreditations, certifications, designations, and benchmarking.

1. Continue to review the Statewide Comprehensive Outdoor Recreation Plan (SCORP).
  - a. Identify categories in which we are deficient and determine areas to improve upon.
  - b. Identify local needs and/or interest that may be contrary to the SCORP standards.
2. Continue to work towards achieving standards called for in the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA).
  - a. Identify standards and categories and work on gaining and/or developing documentation.
  - b. Work with other city departments to gain needed information.
3. Continue city's participation in the America In Bloom competition.
  - a. Review judges evaluations and work on deficiencies.
  - b. Gain more public support and participation.
  - c. Develop ongoing funding sources.
4. Continue to work towards achieving standards called out for in the Audubon Cooperative Sanctuary Program (ACSP) to become compliant with the Environmental Protection Agency (EPA) – ISO14001 standards.
  - a. Develop an Environmental Management Systems (EMS) Plan.

5. Continue city's participation in the Tree City USA program.
  - a. Have dedicated professional staff and advisory tree board.
  - b. Improve ordinances related to trees, plant material and vegetation.
  - c. Continue to annual budget of at least \$2.00 per capita.
  - d. Improve Arbor Day celebration.
  
6. Work towards achieving Playful City USA designation.
  - a. Create a local play commission task force.
  - b. Design an annual action plan for play.
  - c. Conduct a playspace audit of all publicly accessible play areas.
  - d. Identify current spending on capital projects and maintenance of playscapes.
  - e. Proclaim and celebrate an annual "KaBoom! Play Day".
  
7. Continue city's participation in the National Wildlife Federation Community Wildlife Habitat program.
  - a. Certify additional parks within the parks and recreation system.
  
8. Continue to collect and analyze national and local standards.
  - a. National Recreation and Park Association.
  - b. Missouri Park and Recreation Association.
  - c. Statewide Comprehensive Outdoor Recreation Plan.
  - d. Athletic Business.
  - e. Recreation Management.
  - f. Missouri Department of Conservation.
  - g. Environmental Protection Agency
  - h. Missouri Department of Natural Resources.
  - i. National Wildlife Foundation.
  - j. America In Bloom.
  - k. Commission for the Accreditation of Parks and Recreation Agencies.
  - l. American with Disabilities Act.

## FOCUS AREA 3

### PARKS, FACILITIES, AND TRAILS

The Parks and Recreation Department strives to build and sustain the City's park lands, facilities and services, and to effectively plan for the future. We recognize that as a provider of parks, facilities, and trails, we are expected to keep the parks and recreation system in good repair. We will continue to analyze our existing parks and recreation system and identify minor and major improvement needs.

#### A. Inventory of Parks and Recreation System

1. Continue to track and keep an accurate inventory of current park facilities and amenities.
  - a. Conduct annual inventory audits.

#### B. Comprehensive Audit Assessment

1. Continue to conduct a comprehensive park and facility audit assessment to assess the overall appearance and operating efficiencies of individual parks and facilities.
  - a. Identify strengths, weaknesses, opportunities, and threats.
  - b. Identify potential park improvements and needs.
    - i. Develop and implement a Refurbishment/Renovation Investment Plan.
    - ii. Develop and implement a Maintenance Investment Plan.
    - iii. Develop and implement a Capital Investment/improvement Plan.
    - iv. Update and implement the ADA Transition Plan.
    - v. Develop a Risk Management Plan.

#### C. Address the city's aging Aquatic facility.

1. Review and analyze the Model Pool Code.
2. Continue to comply with Americans with Disabilities Act.
3. Continue to comply with the Virginia Graeme-Baker Act.
4. Assess aging infrastructure.
5. Conduct a cost analysis.

6. Conduct a feasibility study.

**D. Riverfront Expansion and Development.**

1. Review current Riverfront Master Plan.
  - a. Work with other departments and committees to analyze plan.

**E. Bikeable-Walkable Community Plan**

1. Implement current plan.
  - a. Identify funding options.
  - b. Implement on street bike routes and lanes where possible.
  - c. Expand current trail system.

**F. Investigate opportunities to provide new facilities.**

1. Investigate opportunities for partnerships in the provision of recreation facilities, parks and trails.
2. Evaluate the demand and, if needed, develop services for new and emerging sports, etc.

## FOCUS AREA 4

### LAND ACQUISITION, DESIGN, AND DEVELOPMENT

The Parks and Recreation Department understands that land acquisition and design can play a major role in the development of parks, facilities, and trails. Over the next ten years we will implement standards, guidelines and criteria for the acquisition of land, design, and development of improvements within the parks and recreation system.

#### **A. Analyze system-wide needs and development criteria for acquisition of new land, and facilities.**

1. Develop a Facility and Land Use Management Plan.
2. Develop current and future costs associated with new park lands, including levels of staffing and other resources required for operation and maintenance.
3. Develop current and future benefits associated with acquiring facilities, such as an increased number of programming and revenue opportunities, open space, wildlife habitat, and watershed protection.
4. Evaluate potential funding options, which may include a voter-approved measure, private funding, grants, or other funding sources.
5. Assess how well the parks and recreation system is meeting the community's needs and program the acquisition of additional land as needed and as funding becomes available.

#### **B. Assess the City to identify opportunities for acquisition of more park land.**

1. Explore with other departments, private developers and residents, opportunities to acquire and develop parks and open space.
2. Participate with City departments, committees and community organizations in potential projects to enhance and expand park and open spaces.

#### **C. Legal Considerations.**

1. Develop Contract/Donation Agreement.
2. Explore Specific Contractual Terms to Consider.

**D. Enhance citywide planning for parks and open space.**

1. Create and adopt a consistent land classification system that defines appropriate uses to identify the capacity of each land use.
  - a. Classify all Washington parks and open space land.
  - b. Communicate these categories effectively and consistently, defining what the land classification system means in terms of intensity of use, kinds of use, and potential future development.

**E. Analyze system-wide needs and design criteria for development of current and new land, and facilities.**

1. Develop a Design Development Management Plan.
  - a. Develop Goals and Objectives.
  - b. Identify Responsibilities.
  - c. Develop Procedures.
  - d. Develop Design Criteria.
    - i. Aesthetics
    - ii. Function
    - iii. Economics
    - iv. Maintenance
    - v. Safety
  - e. Develop Design Standards.

## **FOCUS AREA 5 NATURAL RESOURCES**

The Parks and Recreation Department will sustain the City's park lands and plan effectively for their future. We are committed to the preservation of park land and open space to conserve the community's natural legacy and contribute to the ecological health of Washington.

### **A. Carry out the department's Natural Resource Management Plan.**

1. Work with other Departments, Committees, Businesses, and Residents committees to implement the Natural Resource Management Plan.

### **B. Develop wildlife protection policy that explores designating parks as wildlife sanctuaries and minimize the effects of humans and their activities on wildlife.**

1. Identify areas where native habitat should be improved to protect wildlife and enhance wildlife corridors.
2. Work with appropriate State and local agencies and nonprofits to create and enhance wildlife corridors by supporting initiatives that improve environmental quality and ecosystem connections.
  - a. Continue to work towards achieving standards called out for in the Audubon Cooperative Sanctuary Program (ACSP) to become compliant with the Environmental Protection Agency (EPA) – ISO14001 standards.
    - i. Develop an Environmental Management Systems (EMS) Plan.
  - b. Continue city's participation in the National Wildlife Federation Community Wildlife Habitat program.
    - i. Certify additional parks within the parks and recreation system.

### **C. Expand green maintenance practices to reduce carbon footprint and enhance habitat.**

1. Continue to reduce the use of pesticides.

2. Support efficient watering practices, including an evaluation of the potential for gray water reuse.
3. Continue to explore the installation of high efficiency fixtures in all facilities.
4. Test and evaluate innovative technologies that will reduce greenhouse gas emissions and other environmental impacts and better inform purchasing decisions.
5. Manage equipment to reduce environmental impacts.
6. Explore options for reducing vehicle miles traveled and equipment run-times.
7. Continue to reduce the amount of turf grass and the implementation of native species.

**D. Foster environmental appreciation and enjoyment through education.**

1. Develop a comprehensive environmental education and engagement strategy that covers the full range of Parks and Recreation programs and facilities.
2. Develop stewardship and sustainability goals.
  - a. Promote new programs and services that reflect the goals of the Department.
3. Explore opportunities to partner further with environmental organizations.
4. Develop environmental education programs for youth, teens, and adults.
  - a. Develop a program that builds knowledge and appreciation of the environment.
  - b. Partner with schools to offer environmental education opportunities.

**E. Develop and maintain partnerships to enhance Washington's parks and recreation system.**

1. Continue to support both the Urban Forestry Committee's and Washington In Blooms efforts to beautify and restore Washington's parklands.
  - a. Expand volunteer programs across the City that support the both programs.
  - b. Seek funding for the planting and maintenance component of the both programs.

2. Continue to encourage and support volunteer programs that enhance park land and restoration efforts.
  - a. Develop a plan to enhance the recruitment and involvement of volunteers.
    - i. Develop a Conservation Corps Program to assist in large plantings and in the removal of invasive species, etc.
    - ii. Develop a Volunteer program to assist in the ongoing planting and maintenance of landscaped beds.
    - iii. Revamp the Adopt-A-Park Program.

## FOCUS AREA 6

### URBAN FORESTRY AND BEAUTIFICATION

The Parks and Recreation Department will sustain the City's urban forest and plan effectively for their future. We will plan for the increase restoration of the urban forest, turf, and landscaped areas, with a focus on preservation through community partnerships; and seek ways to increase the tree canopy and the use of native plantings.

#### **A. Develop and implement a Comprehensive Urban Forestry Management Plan.**

1. Vision & Mission.
2. Community Engagement.
  - a. Plan Development.
  - b. Outreach.
  - c. Volunteer Opportunities.
1. Benefits of Trees
  - a. Water Quality & Stormwater Retention.
  - b. Energy Savings & Carbon Capture.
  - c. Air Quality Improvements.
  - d. The Economics of Aesthetics.
  - e. Wildlife & Habitat.
  - f. Health & Well-Being.
2. Urban Forest Assessment
  - a. History.
  - b. Organizational & Functional Overview.
  - c. Tree Resource Assessment.
  - d. Long-term Maintenance Recommendations
  - e. Tree Planting Recommendations
  - f. Inventory and Assessment
3. Goals, Objectives and Implementation Strategies
  - a. Preservation and Protection.
  - b. Enhancement and Restoration.
  - c. Expansion.

- d. Monitoring and Documentation.
- e. Education and Outreach.
- f. Sustainability and Maintenance.
- g. Organizational Development and Funding.

**B. Carry out the department's Beautification Management Plan.**

- 1. Work with other Departments, Committees, Businesses, and Residents committees to implement the Beautification Management Plan.

**C. Carry out the department's Turf Grass Management Plan.**

- 1. Work with other Departments, Committees, Businesses, and Residents committees to implement the Turf Grass Management Plan.

**D. Develop and maintain partnerships to enhance Washington's parks and recreation system.**

- 1. Continue to support Washington In Blooms efforts to beautify and restore Washington's parklands.
  - a. Expand volunteer programs across the City that supports the WIB program.
  - b. Seek funding for the planting and maintenance component of the WIB program.
- 2. Continue to encourage and support volunteer programs that enhance park land and restoration efforts.
- 3. Develop a plan to enhance the recruitment and involvement of volunteers.
  - a. Develop a Conservation Corps Program to assist in large plantings and in the removal of invasive species, etc.
  - b. Develop a Volunteer program to assist in the ongoing planting and maintenance of landscaped beds.
  - c. Revamp the Adopt-A-Park Program.

## FOCUS AREA 7

### MAINTENANCE OPERATIONS

The Parks and Recreation Department will manage its land and facilities in a manner that contributes to public pride and a high quality of life in Washington. We value ecological preservation and environmental sustainability, and incorporate these values when making decisions about how land and facilities will be maintained and managed. Over the next ten years, we will focus on: planning and preventive maintenance; ensuring public safety at parks and facilities; expanding green management practices; enhancing habitat; and developing a strategic asset management plan.

#### **A. Carry out the department's Maintenance Operations Management Plan.**

1. Continue to develop and implement Maintenance Operation Standards.
  - a. Continue to identify, reaffirm and implement Maintenance Standards for each park, facility and trail.
  - b. Implement the Maintenance Standard Classification System.
  - c. Evaluate the Maintenance Costs Classification System.
  - d. Evaluate the Maintenance Staffing Classification System.
2. Develop Maintenance Investment Plan.
  - a. Identify and categorize current and ongoing maintenance needs.
  - b. Budget for annual maintenance needs.
3. Develop Refurbishment/Replacement Investment Plan.
  - a. Identify and categorize current and ongoing refurbishment/replacement needs.
  - b. Budget for annual and long-term refurbishment/replacement needs.
4. Develop Capital Investment/Improvement Plan.
  - a. Identify and categorize current and ongoing capital investment/improvement needs.
  - b. Budget for annual and long-term capital investment/improvement needs.

**B. Expand green maintenance practices to reduce carbon footprint and enhance habitat.**

1. Continue to reduce the use of pesticides.
2. Support efficient watering practices, including an evaluation of the potential for gray water reuse.
3. Continue to explore the installation of high efficiency fixtures in all facilities.
4. Test and evaluate innovative technologies that will reduce greenhouse gas emissions and other environmental impacts and better inform purchasing decisions.
5. Manage equipment to reduce environmental impacts.
6. Explore options for reducing vehicle miles traveled and equipment run-times.
7. Continue to reduce the amount of turf grass and the implementation of native species.

**C. Develop a Fleet Maintenance Plan.**

1. Evaluate and identify personnel competencies and needs.
2. Evaluate and implement computer –based Work Management/Records System Software.
3. Continue to develop and implement a Preventative Maintenance Program.
  - a. Identify operator responsibilities.
  - b. Schedule Preventive Maintenance.
  - c. Determine PM service intervals.
  - d. Develop repair orders.
  - e. Monitor inventory.
4. Develop a Vehicle/Equipment Purchasing and Replacement criteria.
  - a. Identify and determine expected use, purpose, and conditions.
  - b. Identify and determine expected duration of use per day/week/month/year.
  - c. Identify and determine life-cycle.
  - d. Budget for new and replacement vehicles/equipment.

5. Develop Vehicle/Equipment Management criteria.

- a. Determine short and long term assignment.
- b. Determine use and storage.
- c. Determine safety practices.

**D. Develop and maintain partnerships to maintain and enhance Washington's parks and recreation system.**

1. Continue to support Washington In Blooms efforts to beautify and restore Washington's parklands.
  - a. Expand volunteer programs across the City that support the WIB program.
  - b. Seek funding for the planting and maintenance component of the WIB program.
2. Continue to encourage and support volunteer programs that enhance park land and restoration efforts.
  - a. Develop a plan to enhance the recruitment and involvement of volunteers.
    - i. Develop a Conservation Corps Program to assist in large plantings and in the removal of invasive species, etc.
    - ii. Develop a Volunteer program to assist in the ongoing planting and maintenance of landscaped beds.
    - iii. Revamp the Adopt-A-Park Program.

## FOCUS AREA 8

### PARKS AND RECREATION SERVICES

The Parks and Recreation Department will provide recreation opportunities for individuals and families that support and promote lifelong play, discovery, creativity, and learning. We will focus on: promoting environmental appreciation and enjoyment; supporting healthy activities, and imaginative play; and evaluating and improving all recreation programming.

#### A. Develop a Recreation Programming Plan.

1. Establishment of Core Services.
  - a. Identify Core "Essential" services.
  - b. Identify Core "Important" services.
  - c. Identify Core "Visitor" services.
2. Program Financial Sustainability.
  - a. Define service costs and set fees.
  - b. Determine City vs. Outside services.
  - c. Partnerships and Contractual.
  - d. Evaluate Staffing.
3. Establish measurable outcomes for recreation as a whole and for individual programs.
  - a. Develop and implement a formal process for routinely evaluating programs to ensure that there is an identified outcome that is aligned with our vision, mission, and values and that verifies the need for the program within the community.
4. Evaluate current programs, services and outcomes.
  - a. Review existing program participation data to determine community needs, such as hours of use, age, etc.
  - b. Identify and examine trends and needs of the community.
  - c. Inventory programming provided by other organizations to avoid duplication and to ensure coordination.
  - d. Review best management practices of organizations offering similar programs and services to determine if different approaches would increase our success.

**B. Foster environmental appreciation and enjoyment through programming.**

1. Develop appropriate programs that provide connections to nature and environmental education.
2. Explore opportunities to partner with schools, conservation/environmental organizations and businesses to provide classes, lectures, and programs.

**C. Create opportunities for unstructured play to encourage imagination and self-motivation.**

1. Explore "Playful City USA" designation.
2. Develop programs and/or special event to encourage unstructured play.

**D. Develop and implement a plan to offer services in coordination with existing senior programs.**

1. Work with Senior Committee to facilitate the coordination of delivery of senior services at the Senior Center.
2. Work to coordinate the planning of the Silver Games to facilitate park facilities and services.

**E. Develop and implement a plan to offer tennis programs and events.**

1. Explore opportunities to partner with the Franklin County Tennis Association to provide classes, leagues, and tournaments.
2. Work to coordinate youth programs.
3. Work to coordinate lessons.

**F. Develop and implement a plan to offer golf programs and events.**

1. Explore opportunities to provide classes, leagues, etc.
2. Work to coordinate youth programs.
3. Work to coordinate lessons.

**G. Develop a Communications and Marketing Plan.**

1. Gauge the park and recreation users' satisfaction with services and identify recreation trends and issues for the planning and management of services and facilities.
  - a. Clearly identify appropriate channels for the public to obtain information and provide feedback, opinions, and perspectives.
  - b. Continue to implement customer surveys.
  - c. Continue to research and monitor ongoing trends.
  
2. Continue to coordinate efforts with other public agencies and community based organizations to increase public awareness.
  - a. Reach out and work with neighboring communities in evaluating facility, program and service needs and to avoid duplication.
  - b. Work with other city departments in the planning and implementation of services.
  - c. Continue to communicate and partner with civic organizations and user groups.
  
3. Effectively communicate Parks and Recreation services.
  - a. Inventory and evaluate existing marketing systems and protocols.
  - b. Develop a marketing management strategy.
  - c. Develop a cohesive Parks and Recreation story and key messages:
    - i. Promote Parks and Recreation's vision, mission, and values clearly and consistently in marketing materials.
    - ii. Develop a strategic communications plan to share Parks and Recreation's story, successes, and challenges, and to guide outreach activities and promotion activities.
    - iii. Implement the communications plan broadly, using the web and other media.
  
4. Use marketing to increase public participation and knowledge of Parks and Recreation facilities, services, and programs.
  - a. Engage in innovative marketing activities that keep traditional patrons engaged and attract new ones.
  - b. Evaluate opportunities to communicate with and reach patrons, including the use of social networking sites.

5. Improve website to provide broader and more effective communication.
  - a. Continue to make the website inclusive, user-friendly, and searchable.
  - b. Continue to expand the website including online registration capabilities, to provide a quick and easy way to find information about all programs, services, and facilities.

## FOCUS AREA 9

### PARTNERSHIP AND VOLUNTEER OPPORTUNITIES

The Parks and Recreation Department understands that partnerships with like minded entities, public agencies, nonprofit organizations, and community groups are an excellent resource. The department also realizes that there is a need to provide volunteer opportunities for individuals, families, businesses, and civic organizations to support program services, maintenance, and environmental efforts.

#### **A. Identify partnerships that support efficient and effective service and program delivery.**

1. Define categories for all levels of partnerships, including sponsorships, operating agreements, and service provider contracts.
2. Inventory and categorize current Parks and Recreation partnerships.
3. Develop an active approach and the institutional capacity to build and nurture partnerships with private entities, public agencies, nonprofit organizations, and community groups.
4. Develop measurable goals and objectives for the partnership program as a whole.
5. Identify opportunities to partner with organizations that can more effectively provide services by leveraging skills and resources.

#### **B. Provide volunteer opportunities and community stewardship projects.**

1. Develop a program outlining effective training and use of volunteers.
  - a. Provide a range of volunteer opportunities for people and organizations that want to share their time, energy, and resources to improve recreation programs and parks.
  - b. Evaluate the need to coordinate volunteer management across programs and services.
  - c. Develop a database to organize volunteer contact information and volunteer history.
2. Develop consistent volunteer orientation and/or training programs to be implemented prior to volunteer activities.

3. Develop volunteer recognition program to fully recognize the contributions of individuals and groups.
4. Create a department –wide strategy for youth volunteering, including service learning projects.
  - a. Evaluate opportunities, where legally appropriate, to provide more volunteer experiences for adults who have the skills and resources to engage with youth.

**C. Develop and maintain volunteer programs to enhance Washington’s parks and recreation system.**

1. Continue to support Washington In Blooms efforts to beautify and restore Washington’s parklands.
  - a. Expand volunteer programs across the City that support the WIB program.
  - b. Seek funding for the planting and maintenance component of the WIB program.
2. Continue to encourage and support volunteer programs that enhance park land and restoration efforts.
  - a. Develop a plan to enhance the recruitment and involvement of volunteers.
    - i. Develop a Conservation Corps Program to assist in large plantings and in the removal of invasive species, etc.
    - ii. Develop a Volunteer program to assist in the ongoing planting and maintenance of landscaped beds.
    - iii. Revamp the Adopt-A-Park Program.

## FOCUS AREA 10

### HISTORICAL, CULTURAL AND ART RESOURCES

The Parks and Recreation Department understands that Historical, Cultural and Art can play a major role in the operations of the parks and recreation system. Over the next ten years we will continue to work on developing partnerships with community organizations to promote creativity and opportunities in arts, culture and imaginative play.

**A. Promote creativity through opportunities in arts, culture and imaginative, improvisational play.**

1. Continue to collaborate and explore arts and cultural programming efforts.
2. Coordinate with public and private agencies, organizations and schools.
3. Explore new unstructured play opportunities.

**B. Identify partnerships that support efficient and effective Historical, Cultural and Art service and program delivery.**

1. Define categories for all levels of partnerships, including sponsorships, operating agreements, and service provider contracts.
2. Inventory and categorize current Parks and Recreation partnerships.
3. Develop an active approach and the institutional capacity to build and nurture partnerships with private entities, public agencies, nonprofit organizations, and community groups.
4. Develop measurable goals and objectives for the partnership program as a whole.
5. Identify opportunities to partner with organizations that can more effectively provide services by leveraging skills and resources.

## FOCUS AREA 11

### DEPARTMENT STAFFING

The Parks and Recreation Department will develop employee and workforce capacity and an organizational culture that provides the internal foundation to serve the public successfully. We consider employees our most important resource in carrying out our vision. Over the next ten years, the department will focus on providing equal access and multiple avenues for employees to learn and grow by providing opportunities for professional development and team learning; ensuring human resource practices are aligned with social justice goals and other desired organizational changes; and promoting health and safety.

#### A. Strengthen Organizational System.

1. Identify technical skills, weaknesses and staffing needs of department.
  - a. Continue to identify special skills and knowledge necessary to perform a job.
  - b. Continue to provide professional development to gain necessary skills and knowledge to perform a job.
  - c. Continue to provide cross-training opportunities.
2. Continue in the development of a Compensation Plan.
  - a. Create a plan that provides a fair and appropriate compensation based on many factors such as job title, job duties and responsibilities, technical skills, education, and years of service in particular position or field.
3. Implementation of the Maintenance Staffing Classification System.
  - a. Use the Maintenance Staffing Classification System as a guide in determining overall maintenance staffing needs.

#### B. Develop and implement equitable hiring.

1. Define valued qualities and competencies needed for each current position and develop relative job descriptions that adequately reflects compensation.
2. Improve the application process to ensure accessibility to job openings (e.g. an online application system).
3. Implement fair selection process based on hiring individuals that meet the qualifications as outlined in the job description.

4. Develop a standard orientation process for temporary, part-time and full-time staff.
  - a. Work with managers, supervisors, foremen, crew leaders etc. to develop an orientation manual for each employment category, which can be tailored or modified to fit specific job functions.
  - b. Examine existing orientation procedures to determine if they are being implemented and how they can be improved.

**C. Increase opportunities for professional development and team learning.**

1. Create a plan for professional development and technical skills training.
2. Evaluate current training opportunities and identify employee and department needs.
3. Ensure that training and growth are aligned with department's vision, mission, values, and goals.
4. Continue to provide clear information to staff about professional development and advancement opportunities.
  - a. Inventory and communicate current training, mentorship, and job shadowing opportunities and identify gaps or areas of improvement based on need and demand.
  - b. Continue to present professional development opportunities (e.g. newsletters, emails, magazines, and bulletins).

## FOCUS AREA 12

### FINANCIAL INVESTMENTS AND FUNDING OPTIONS

The Parks and Recreation Department understands that additional funding will be needed to augment existing revenues. While funding solutions are needed for ongoing maintenance and operations, funding sources for the future maintenance of capital projects must also be considered prior to initiating new capital projects. Accordingly, operations and maintenance funding plans will need to accompany proposals for new facilities and/or land acquisition.

#### A. Continue to develop an Annual and Five-Year operating Budget.

1. Develop Maintenance Investment Plan.
  - a. Identify and categorize current and ongoing maintenance needs.
  - b. Budget for annual maintenance needs.
2. Develop Refurbishment/Replacement Investment Plan.
  - a. Identify and categorize current and ongoing refurbishment/replacement needs.
  - b. Budget for annual and long-term refurbishment/replacement needs.
3. Develop Capital Investment/Improvement Plan.
  - a. Identify and categorize current and ongoing capital investment/improvement needs.
  - b. Budget for annual and long-term capital investment/improvement needs.
4. Develop Aquatic Operations Plan.
  - a. Identify and categorize current and ongoing operation costs.
  - b. Identify and categorize current and ongoing capital investment/improvement needs.
  - c. Budget for annual and long-term operations and capital investment/improvement needs.
5. Develop Big Driver Operations Plan.
  - a. Identify and categorize current and ongoing operation costs.
  - b. Identify and categorize current and ongoing capital investment/improvement needs.

- c. Budget for annual and long-term operations and capital investment/improvement needs.

6. Develop Programming Operations Plan.

- a. Identify and categorize current and ongoing program operation costs.
- b. Identify and categorize current and ongoing capital investment/improvement needs.
- c. Budget for annual and long-term operations and capital investment/improvement needs.

7. Develop General Operations Plan.

- a. Identify and categorize current and ongoing general operation costs.
- b. Identify and categorize current and ongoing capital investment/improvement needs.
- c. Budget for annual and long-term operations and capital investment/improvement needs.

**B. Evaluate fees and charges policies for parks, facilities, programs and services.**

1. Implement the Revenue and Pricing Policy.
2. Assess City's existing price and cost recovery practices and policy frameworks.
  - a. Review current fees and charges ordinance.
  - b. Review and determine City's recovery policy and/or goals.
3. Examine current fees and charges.
  - a. Make consistent pricing to individuals and groups.
  - b. Make equitable pricing of parks and facilities.
  - c. Recover funds to meet City's policy and/or goals.
4. Communicate policies and processes for developing fees to the public, staff and public officials.

**C. Continue to seek alternative revenue sources to support the parks and recreation system.**

1. Explore grant opportunities to leverage City funds.

2. Explore the use of Impact Fees.
3. Explore programs such as Sponsorships, Advertising, Naming Rights, etc.
4. Explore the implementation of a Special Revenue Fund, such as a Parks Sales Tax.
5. Continue to work with other agencies and organizations in receiving donations.
6. Continue to offer "Memorial Programs", such as trees and benches.
7. Continue to seek Partnership opportunities.

## FOCUS AREA 13

### SAFETY AND SECURITY

The Parks and Recreation Department understands that the safety and security of participants, employees, volunteers, facilities, parks, trails, and equipment is of the highest priority. Over the next ten years the goal of the department will be establish policies and procedures to ensure the safety and security of the parks and recreation system.

#### A. Develop and implement a Safety and Security Plan.

1. Evaluate the safety of parks and facilities using available resources.
  - a. Monitor and evaluate police crime data, Parks and Recreation incident reports, Parks and Recreation work orders, visitor and staff complaints, and Parks and Recreation security logs to determine which parks and facilities have real and perceived safety challenges.
2. Identify and implement remedies to address safety concerns.
  - a. Identify and recommend levels of staff necessary to increase presence and improve perceived and real level of security (e.g. front line and maintenance staff).
  - b. Coordinate on preliminary design of new parks and facilities with the Police and Fire Departments.
  - c. Evaluate opportunities in parks to improve lighting and security measures, such as cameras, and activate parks by increasing programming efforts where appropriate.
3. Ensure that safety training is relevant and specific to job duties.
  - b. Develop a plan for safety that positively affects programs, services, patrons, staff, and facilities.
  - c. Provide staff training on safety and safety resources.
  - d. Provide disaster response training for staff.

**B. Develop and implement a Risk Management Plan.**

1. Evaluate current training opportunities and identify employee and department needs.
  - a. Continue to have maintenance staff certified as a Playground Safety Inspector.
  - b. Continue to have staff certified as an Aquatic Facilities Operator.
  - c. Continue to have staff certified in Pesticide Applications.
  - d. Continue to have staff trained and certified in CPR and AED.
2. Continue to evaluate and implement codes and standards.
  - a. Continue to update and implement the ADA Transitional Plan.
  - b. Continue to inspect and maintain buildings, playgrounds, facilities, and grounds.
  - c. Continue to implement Maintenance Operation Standards.
3. Build on the citywide emergency management plan and prepare parks for emergencies
  - a. Identify and assess the types of emergencies that might occur.
  - b. Communicate clear lines of responsibility, communication protocols between staff and management, and resources to guide Parks and Recreation's response.
  - c. Create an evacuation place specific to the park/facility.
  - d. Follow up with require forms, reports, etc.
  - e. Manage the Plan.

## FOCUS AREA 14

### POLICIES AND PROCEDURES

The Parks and Recreation Department understands that it is vital to the operations and management of the department to have various plans, policies and procedures in place to guide and give direction to employees, park patrons, and guest. Over the next ten years, we will focus on: evaluating existing Ordinances, City Policies, Administrative Policies, and Department Policies. We recognize that collecting, analyzing, and communicating information throughout to decision-making process is key to maintaining positive relationships with policy makers and communities.

#### A. Evaluate fees and charges policies for parks, facilities, programs and services.

##### 1. Implement the Revenue and Pricing Policy.

- a. Develop a Philosophy.
- b. Competition and Pricing policies.
- c. Determining Fees and Charges policies.
  - i. Assess Cost
  - ii. Establish Pricing Method
  - iii. Evaluate Fee Schedules
- d. Fee Adjustments.
  - i. Special Groups and Situations
  - ii. Prime Time Rates
  - iii. Season Passes
  - iv. Early Bird Discounts
  - v. Non-Profit Discounts
  - vi. Friends of the Park
  - vii. Waivers
  - viii. City Sponsorships
  - ix. City Co-Sponsorships
  - x. City Facilitated
  - xi. Reciprocal Agreements
- e. City Programs and Services
  - i. Program Classifications
  - ii. Service Classifications

- f. Facilities
    - i. Park and Facility Classifications
    - ii. Park and Facility Rental Classifications
    - iii. Use of Facilities
    - iv. Use of Department Name
    - v. Administration of Facility Rentals
  
  - g. Other Sources of Revenue
    - i. Gifts and Donations
    - ii. Grants
    - iii. Memorials and Dedications
    - iv. Sponsorships
    - v. Contractual Revenues
  
  - h. Payments and Refunds
    - i. Payment Schedule
    - ii. Non-Payments
    - iii. Returned Checks
    - iv. Refunds
  
  - i. Policy Revisions
2. Assess City's existing price and cost recovery practices and policy frameworks.
- a. Review current fees and charges ordinance.
  - b. Review City's recovery policy and/or goals.
3. Examine current fees and charges.
- a. Make consistent pricing to individuals and groups.
  - b. Make equitable pricing of parks and facilities.
  - c. Recover funds to meet City's policy and/or goals.
4. Communicate policies and processes for developing fees to the public, staff and public officials.

**B. Analyze system-wide needs and develop sufficient Ordinances.**

1. Update Park Rules and Regulations Ordinances.
2. Update Park Fees and Charges Ordinances.
3. Review and Update Parks and Recreation Ordinances.
4. Review and Update Urban Forestry, Landscape, and Vegetation Ordinances.

**C. Analyze City-wide needs and develop sufficient City and Administrative Policies.**

1. Review and Update Safety Policies.
2. Review and Update Personnel Policies.
3. Review and Update Purchasing Policies.
4. Review and Update Compensation Plan and Policies.
5. Review and Update Record Keeping Policies.

**D. Analyze system-wide needs and develop sufficient Department Plans and Policies to efficiently and effectively operate and maintain the parks and recreation system in an effective, efficient, and satisfactory manner.**

1. Adopt a Revenue and Pricing Policy.
2. Develop a Marketing Plan.
3. Develop a Safety and Security Plan.
4. Develop Lightning Safety Guidelines.
5. Develop Athletic Field Condition Guidelines.
6. Develop an Athletic Field Management Plan.
7. Develop Vehicle/Equipment Replacement Determination Plan.
8. Develop a Recreation Programming Plan.
9. Develop a Capital Investment Plan.
10. Develop a Facility and Land Management Plan.
11. Develop a Fleet Management Plan.
12. Develop a Maintenance Investment Plan.
13. Develop a Refurbishment & Rehabilitation Plan.
14. Develop a Risk Management Plan.
15. Develop a Dress Code Policy.
16. Develop a Formal Break Policy.
17. Develop a Quality Assurance/Evaluation Analysis Policy.
18. Develop a Private, Corporate, and Non-Profit Support Policy.
19. Develop and Inventory and Fixed Assets Control Policy.
20. Develop a Consultants and Contract Employee Policy.
21. Develop a Donation for Park Improvements Policy.
22. Develop a Donations Policy.

23. Develop an Acceptance of Public Art Policy.
24. Develop a Park & Facility Naming Policy.
25. Develop a Facility Dedication and Memorial Policy.
26. Develop a Landscape Development Policy.
27. Develop a Sustainable Building Policy.
28. Review and Update the Tree Management Plan.
29. Review and Update the Turf Grass Management Plan.
30. Review and Update the Beautification Management Plan.
31. Review and Update the Natural Resource Management Plan.
32. Review and Update the ADA Transition Plan.