

OPERATIONS AND MANAGEMENT RECOMMENDATIONS

NO.	Recommendation + Action Items	Responsibility	Financial Impact (Costs vs Return)	Priority Level	Project Timeline	Performance Measure
GOAL: MAXIMIZE STAFFING EFFICIENCIES, TRAINING, AND EDUCATION.						
R43	Continue to regularly review staff positions for re-evaluation of staff responsibilities and prior to posting additional job positions. Conduct an annual compensation study to ensure parks and recreation staff wages are aligned with the surrounding market.	PRAC Staff	Low Cost, High Impact	2	Ongoing	Operational efficiency; staff morale; quality of services.
R44	Evaluate staffing needs after a parks, ROW, + trail maintenance schedule is implemented.	PRAC Staff	Low Cost, High Return	2	Ongoing	Good steward of tax dollars and appropriate maintenance of facilities.
R45	Identify and evaluate volunteer needs and opportunities. A strong volunteer program will require a dedicated staff position to manage recruitment and allocation of volunteers.	PRAC Staff	Medium Cost, Medium Return	3	Ongoing	Creation of events that need volunteers and begin to log / track these efforts
R46	Perform market studies every other year to assure part-time wages are keeping up with the local market for similar positions	PRAC and HR Staff	Low Cost, High Return	2	Ongoing	Operational efficiency; staff morale; quality of services.
R47	Continue to provide resources for staff to attend local, regional, and national conferences and networking seminars for continuing education and professional development.	Director	Medium Cost, Medium Return	1	Ongoing	Staying current with trends.
GOAL: INITIATE STRATEGIC PARTNERSHIPS TO EFFICIENTLY PROVIDE PARKS AND RECREATION SERVICES.						

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R48	Establish partnership opportunities through agreements or memorandums of understanding with other government, non-profit, and private sector organizations. Ensure agreements define cost to Department and equitable responsibilities.	PRAC Staff	Medium Cost, Medium Return	1	Ongoing	Develop a Partnership Policy that provides direction on establishing agreements.
R49	Focus partnerships on the development of facilities, delivery of programs, and delivery of special events.	PRAC Staff	Medium Cost, Medium Return	1	Ongoing	Development of intergovernmental programming
GOAL: MAXIMIZE INFORMATION DISTRIBUTION THROUGH THE USE OF TECHNOLOGY.						
R50	Cross-promote and market parks and recreation programs that encourage user frequency.	Arts, Culture and Marketing Assistant Director	Low Cost, Medium Impact	1	Ongoing	Begin to track which participants are multiple program users.
R51	Review and develop policies that provide social media guidelines to ensure timely posts.	Arts, Culture and Marketing Assistant Director	Low Cost, Medium Impact	1	Ongoing	Guidelines established
R52	Implement GIS mapping software into parks and recreation maintenance and planning to improve decision making with data, planning for new parks or facilities, and streamlined maintenance operations.	PRAC and MSO staff	Medium Cost, High Impact	1	2025	Software is integrated into daily operations and procedures for capital planning.
R53	Develop a business plan and a marketable sponsorship program for facilities, events and programs	PRAC Staff	Medium Cost, Medium Return	1	2025	Business Plan developed

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GOAL: PROVIDE A QUALITY, AWARD WINNING PARK SYSTEM.						
R54	Achieve CAPRA accreditation	Director / Assistant Directors	Medium Cost, Low Impact	3	2026	Attain accreditation.
R55	Maintain Bicycle Friendly Community Bronze level and consider investments to achieve the Silver level as recommended by the League of American Bicyclists.	Director / Assistant Directors	Medium Cost, Low Impact	1	2026	Attain designation.
R56	Incorporate the AARP Livable Community checklist during early planning stages of all projects.	Director / Assistant Directors	Low Cost, Medium Impact	2	2026	Document each planning stage with checklist and attain designation.
R57	Maintain Tree City USA designation.	Hort and Forestry Manager	Low Cost, High Impact	1	2024	Achieve Tree City USA designation through annual application.
GOAL: PROVIDE QUALITY MAINTENANCE FOR PARKS AND RECREATION.						
R58	Regularly review and maintain the maintenance schedule for all facilities.	Park Operations Managers / Hort and Forestry Manager	Low Cost, High Impact	1	Ongoing	Establish Facilities Recommendations

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R59	Follow Integrated Pest Management (IPM) policy to improve turf, tree, and landscape health / maintenance.	Park Operations Managers / Hort and Forestry Manager	Medium Cost, High Impact	2	Ongoing	Internal review and recommendations
R60	Implement Cityworks asset management software to enhance lifecycle maintenance tracking for facilities and park properties. Tracking should be implemented for all building systems, park amenities, and infrastructure. Lifecycle standards should be established.	PRAC and MS Staff	Medium Cost, High Impact	1	Ongoing	Software is integrated into daily operations and procedures for capital planning.
R61	Establish a life cycle standard and maintenance schedule for parking lot surfaces and trails.	P&R Staff and PW Staff	High Cost, High Impact	1	Ongoing	Internal review and recommendations
R62	Implement a playground and poured-in-place rubberized surfacing replacement program.	PRAC Staff	High Cost, High Impact	1	Ongoing	Replacement schedule identified
R63	Develop a replacement schedule for lighting, where appropriate.	PRAC Staff	Low Cost Initially, High Impact	1	Ongoing	Internal review and recommendations
R64	Maintain and update existing tree inventory for all right-of-way and park trees.	PRAC Staff	Low Cost, High Return	1	Ongoing	Guidelines established