

# Lawrence Parks & Recreation Department

## A Comprehensive Master Plan

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### Organizational Alignment

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As the Department positions itself to accomplish the Action Plan there are alignments to be made in the organization to either create better efficiencies or balance the levels of responsibility to allow the system to implement change. Many times without proper realignment during a strategic shift in an organization the system can be overwhelmed by the change. This can lead to unfulfilled goals, disenchanted staff, low morale, high employee turnover, under or unserved customers, and/or low customer satisfaction.

During the development of the plan, the consulting team evaluated the Lawrence Parks and Recreation Department organizational system. The process utilized a staff survey that focused on accountability and responsibilities. Individual and group interviews were conducted after the employee surveys were completed, to establish organizational outcomes to be achieved with the redesign. The defined outcomes are:

- Reduce the number of direct reports to the Director
- Streamline the direct reporting process
- Align functionality with accountability and responsibility
- Evaluate positions that are lacking to meet established service level standards desired, and new positions when projects come online
- Eliminate organizational design based on personality
- Eliminate cylinder management and incorporate matrix management to maximize resources and build teamwork in the organization
- Incorporate accountability at all levels in the organization not just at the top
- Incorporate a support division that eliminates bureaucracy and supports administratively the recreation division and the parks division to maximize their service delivery
- Reduce pay inequities for positions that have the same level of accountabilities and responsibilities

During the review process, three models were created that demonstrated alternatives to meet the desired outcomes. These models were narrowed to one and presented to staff for their input and comments. Several work sessions were held with staff to gain their support and ultimate consensus on the organizational redesign. Likewise, the City Manager provided input and changes were made to meet his expectations. The presented organization addresses the majority of the desired outcomes.

There is not the level of staffing in place to meet the current level of operational standards expected by the public. This will ultimately reduce the City's ability to keep up with preventative maintenance levels required to maintain the parks and recreation assets as well as the level of programs the community desires. Unless there are new positions created or contract positions hired, the department will continue to be unable to keep up with the growth of the system. Lawrence is a growing and vibrant community. The City

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has been fortunate to have capital dollars to build and develop exceptional parks, indoor and outdoor facilities, trails and special use facilities. Operational dollars need to follow to keep up with the standard of care the public has come to appreciate and support. The department as a whole should not develop additional facilities or parks without resources to follow. Unless the department increases operational revenues through a combination of user fees and taxes, the system and employees will remain in a very stressed state. The Human resources division will need to reevaluate several positions in the reorganization to meet the current inequities in place.

The following is the proposed realignment for the Lawrence Parks and Recreation Department. The white boxes are future, new positions. They are undeveloped to date.