

Action Plans

Introduction to Action Plans

The team developed specific strategies and action steps for each of the goals which are mapped out in the following action plan. For each action item, **Person/Team Responsible** were defined who will be responsible for driving the effort and ensuring these action items are implemented. In order to prioritize the action items, **Target Timeframes** as to when these action items will be completed we also defined.

Column Description

Task:	AS:	CG:	Person/Team Responsible:	Target Timeframe:
<i>What specific steps/action items need to be done?</i>	<i>Represents with which Accreditation Standard item aligns * Fundamental Standard</i>	<i>Represents with which City Goal item aligns</i>	<i>Who is responsible for driving the effort for each action item?</i>	<i>In what timeframe do we expect to complete each action item?</i>

Acronyms used in the plan are:

ADP Committee = Acquisition & Development Planning
 CASM = Customer and Administrative Services Manager
 DPW = Department of Public Works
 FS = Forestry Supervisor (City Forester)
 GBF = Grounds, Building and Forestry Divisions/Supervisors
 GS = Grounds Supervisor
 IT - Information Technology Department

Mgt Team = Management Team
 NRPA = National Recreation and Park Association
 PFOM = Parks and Forestry Operations Manager
 PRFB = Parks, Recreation and Forestry Board
 RFC = Recreation Facilities Coordinator
 RSM = Recreation Services Manager
 SEC = Special Events Coordinator
 SPARS = Sponsorship, Partnership and Alternative Revenue Sources Coordinator
 Supv = Supervisors

**City of Waukesha Parks, Recreation & Forestry
Updated Action Plans - 2018 - 2022**

GOAL #1: Further improve operations and customer service				
Task	AS	CG	Person/TEAM Responsible	Target Timeframe
<i>What specific steps/action items need to be done?</i>			<i>Who is going to do each task?</i>	<i>When will each task be done?</i>
1. Best utilize evaluation and assessment data to define areas for improvement			CASM	
a. Inventory and evaluate tools (assessment and evaluation tools)			Mgt Team	2019
b. Update and utilize tools such as SD Scorecard			Mgt Team	2019
c. Determine best way to collectively package all data from divisions			CASM	2019
d. Assess data and put into an annual report			CASM/Managers	2019
e. Complete Community Needs Assessment			CASM	2022

2. Develop Park and Recreation System Master Plan (CAPRA Standard)			Director	
a. Complete and have PRFB approve plan			ADP Committee	2018
b. Review progress, outcomes & related goals annually			Mgt Team/PRFB	Annually
c. Determine best way to collectively package all data from divisions			Managers	Annually
d. Explore funding options and identify partnerships			Managers	Annually
e. Implement prescribed Community Investment Program (CIP) improvements			Managers	Annually
f. Report on plan results annually with PRFB			Director/Managers	Annually
3. Update and Implement Marketing and Communications Plan			CASM	
a. Review and analyze current plan			Mgt Team	2019
b. Revise plan and have PBRF approve			Mgt Team/PRFB	2019
c. Implement plan			Mgt Team	2019
d. Report on results			CASM	Annually
4. Create and implement a Technology Plan			CASM	
a. Determine the best use of technology and department needs			Mgt Team	2020

b. Complete and approve plan with CIP recommendations			CASM/IT	2020
c. Implement plan			CASM/IT	Annually
d. Evaluate plan and update			CASM/Managers	Annually
5. Enhance Employee Development and Deployment			Director	
a. Expand on cross training of employees			Managers	2019
b. Develop recruitment/retention strategies			Managers	2019
c. Implement new employee evaluation program			Managers/Supv	2019
d. Evaluate and adjust work force scheduling to best address department needs			Managers/Supv	On-going
e. Identify new training and professional development opportunities			Managers/Supv	On-going
6. Create a Personnel Needs Assessment "tool" to best gauge the impact of new programs/parks/facilities on staffing levels			Director	
a. Establish staffing level metrics to benchmark with similar agencies			Managers	2021
b. Evaluate current function and utilization of existing staff			Supervisors	On-going
c. Identify the need to repurpose, adjust or add positions			Managers	Annually

GOAL #2: Become a Two-Time National Gold Medal Award Winner and maintain CAPRA National Accreditation status

Task	AS	CG	Person/TEAM Responsible	Target Timeframe
<i>What specific steps/action items need to be done?</i>			<i>Who is going to do each task?</i>	<i>When will each task be done?</i>
1. Be selected as a National Gold Medal Program Award Finalist			Director	
a. Complete official application by due date			Committee	2018
b. Be selected as a Finalist			NRPA Judges	2018
c. Complete Gold Medal Video			CASM	2018
d. Implement a public awareness campaign			CASM/Committee	2018
e. Attend National Conference and WIN!			Committee	2018
2. Agency Re-Accreditation (5 year period)			Director	
a. Complete the application for accreditation with NRPA			Committee	2018
b. Complete agency self-assessment and submit to NRPA			Committee	2018
c. Prepare for and complete the onsite visitation by the Accreditation Review Team			Committee	2018
d. Earn a positive recommendation for re-accreditation from the Review Team			Director	2018
e. Attend National Conference and receive approval from Accreditation Commission			Committee	2018

GOAL #3: Provide appealing, safe and secure parks and trails, with efficient and updated facilities

Task	AS	CG	Person/TEAM Responsible	Target Timeframe
<i>What specific steps/action items need to be done?</i>			<i>Who is going to do each task?</i>	<i>When will each task be done?</i>
1. Update and expand the Park & Facility Operations Management Plan, which includes the Preventative Maintenance Plan			PFOM	
a. Generate work reports to aid in evaluation of goal accomplishments			GBF Supervisors	2020
b. Update preventative maintenance schedules and inspection forms for electronic/field use			GBF & Admin Teams	On-going
c. Create work teams to generate ownership			GBF Supervisors	2020
d. Enhance knowledge and training of existing maintenance and evaluating/implementing new techniques			GBF Team	Ongoing
e. Further evaluate and implement contracted services for street median mowing			GS	2019
2. Update Urban Forestry Management Plan			FS	
a. Expand public awareness to importance of urban trees and a community forest			FS/CASM	2020
b. Adjust budget needs to best address the treatment of EAB (increased removals and replacements)			FS/PFOM	2021
c. Expansion of the Tree Donation Program (Community Roots Program)			FS/CASM	2019
d. Complete staffing and equipment study			FS/PFOM	2021
e. Assess and maintain Urban Forest assets (parks and street trees)			Forestry Crew	Ongoing

3. Collaborate with the Police Department to expand the safety enforcement and security program			PFOM	
a. Expand CSO and Phoenix Software Program usage			RFC	Annually
b. Expand and update security camera program			CASM/Security Committee	Annually
c. Expand Park Patrol program and collaboration with community policing beyond Community Service Officers (CSO), expand authority beyond CSO's to park attendants			RFC/Security Committee	Annually
d. Create a plan for trail safety, lighting, cameras, plowing, inspections, surface repair, sight lines, shoulder widths, etc.			Security Committee	Annually
4. Continue Capital Improvement Planning (CIP) and Master Planning as tools for implementing upgrades and additions to parks, trails and facilities			Director & PFOM	
a. Identify improvement needs and update 5-year CIP			ADP Committee	Annually
b. Develop Southern Maintenance Facility			Director/PFOM/Engineering	2020
c. Create Master Plans to aid updating specific parks/complexes/facilities (etc.)			ADP Committee	Annually
d. Create replacement plans for various amenities and infrastructure			PFOM	Annually
e. Be part of an initiative to create a City Bike-Pedestrian Advisory Committee			Multi-Dept.	2019
f. Identify potential revenue generating recreation facilities with a regional draw			ADP Committee	2021-22
5. Implement and continuously improve safety policies and procedures			Safety Com. Chair	Ongoing
a. Identify, develop/update safety policies and procedures annually			Safety Committee	Annually
i. Welding			GBF Supervisors	Annually
ii. LockOut/Tag Out			GBF Supervisors	Annually
b. Provide yearly employee safety training including hazard recognition and practices, selection and use of personal protective equipment and job/facility specific safety training appropriate to their role and responsibility.			GBF Supervisors	Annually

GOAL #4: Provide environmental stewardship, protection and education that encourages outdoor experiences

	AS	CG	Person/TEAM Responsible	Target Timeframe
<i>What specific steps/action items need to be done?</i>			<i>Who is going to do each task?</i>	<i>When will each task be done?</i>
1. Create a comprehensive "Green" program			PFOM	
a. Maintain a park system-wide recycling program in accordance with accreditation			GBF	2020
b. Create a plan to identify green and sustainable technology opportunities for all facilities/parks			Managers	2022
c. Partner with City and DPW to incorporate composting, wood waste and recycling plans			GBF/DPW/ Engineering	2020
i. Work with Girl Scouts to place recycling containers at City Hall, etc.			DPW/GBF	2019
ii. Review and Implement EAB Wood Utilization Plan			GBF	Annually
2. Write an Environmental Sustainability Plan/Program			PFOM	
a. Develop a Conservation Management Plan, including natural areas, sustainable product purchasing, reduction and handling of waste, wise use of protection of land, air and wildlife, and sustainable design/construction of buildings and facilities			GBF/Conservation Committee	2020
b. Integrate city-wide Sustainability Plan/Program			GBF/DPW/ Engineering	2022
c. Continue to assess and identify prairie and or natural areas and restore where feasible			GBF	Ongoing
d. Create a Community Gardens Committee by identifying partners needed to create community gardens			PFOM	2021

3. Educate the public and promote environmental awareness			Conservation & Marketing Committee Chairs	
a. Focus E.B. Shurts building for environmental education programming			Recreation Team	2020
b. Identify potential program partners			SPARS	2021
c. In-house programs			GBF/Rec Teams	2022
d. Publications - print and web; current environmental topics/issues (Branching Out, Gold Nuggets, Facebook, website, etc.)			Marketing & Conservation Committees	Ongoing
e. Earth Day, Arbor Day and other related events			FS/Volunteer Coordinator	Annually
f. Special initiatives: Tree City, Bird City, Mayor's Monarch Pledge, etc.			Conservation Committee	Annually
g. River trails			GBF	2022
h. Urban Forestry Updates			FS	Biennially
i. Implement environmental education programs at all school-based sites			Recreation Team	2022
j. Eagle Scout projects			GBF/Volunteer Coordinator	Ongoing
4. Support city-wide water resource management & conservation efforts			PFOM	
a. When applicable, promote and assist with water quality, storm water management and flood mitigation initiatives (Grandview, Meadowview, SRC Rain Gardens, Woodfield Dam)			DPW/Water Utility/Engineering/GBF	Annually
b. Tree planting initiatives for storm water mitigation			DPW/Water Utility/Engineering/GBF	Biennially
c. Expansion of native and other plants that don't require irrigation			DPW/Water Utility/Engineering/GBF	Ongoing

GOAL #5 Further utilize partnerships, sponsorships, and community connections to offer exceptional services

Task	AS	CG	Person/TEAM Responsible	Target Timeframe
<i>What specific steps/action items need to be done?</i>			<i>Who is going to do each task?</i>	<i>When will each task be done?</i>
1. Further develop partnership with public, non-profit and private entities			RSM	
a. Annually, identify short and long-term community partnership needs as a management team			Mgt. Team	Annually
b. Identify potential partners and strategy to meet needs			SPARS/Mgt. Team	Annually
c. Pursue partners to meet needs			SPARS/Mgt. Team	Ongoing
d. Formalize relationships and set at least one measurable goal for each partner			Mgt. Team	Ongoing
e. Work collaboratively to meet goal, report results in annual report, and share information with the public			Mgt. Team	Annually
f. Formalize partnership evaluation method (impact, perceptions, ways to strengthen)			SPARS/Mgt. Team	2020
2. Increase advocates for WPRF			All	
a. Further develop the volunteer program			Volunteer Coordinator	Ongoing
b. Increase Friends of WPRF membership			Volunteer Coordinator	Ongoing
c. Assist the Park Foundation in diversifying and increasing membership.			SPARS	Ongoing
d. Develop health/wellness initiatives				

i. Waukesha Employee Health & Wellness Center			SPARS/Mgt. Team	2019
ii. School-based			SPARS/Mgt. Team	2021
iii. Community-based			SPARS/Mgt. Team	Ongoing
e. Implement marketing/public relations campaign to build awareness of WPRF			CASM/MC	2019
f. Encourage community champions/influencers to promote WPRF			CASM/Marketing Committee	Ongoing
g. Formalize tools for Park & Rec Board, common council, and staff to advocate for WPRF			Managers	2019
3. Increase Alternative Revenue to fund events, programs, and projects			SPARS	
a. Grants			SPARS/Mgt. Team	Ongoing
i. Identify potential grants appropriate for WPRF			SPARS/Mgt. Team	Annually
ii. Develop grants plan and timeline annually			SPARS	2018
b. Sponsorships				
i. Develop sponsorship policy			SPARS/Mgt. Team	2018
ii. Enhance promotional materials related to sponsorship opportunities			SPARS/MC	2018
iii. Implement a Customer Relationship Management (CRM) technology to streamline the management of sponsor relationships and interactions, while improving results and reporting.			SPARS	2019

GOAL #6: Provide comprehensive and inclusive recreational experiences and city wide celebrations

Task	AS	CG	Person/TEAM Responsible	Target Timeframe
1. Increase participation at all programs and events			RSM	
a. Review and assess programs and events annually			SEC	Annually
i. Utilize SD Scorecard analytics and reports			SEC/CASM	Ongoing
b. Gather information for participation assessment				
i. Survey Attendees			SEC/Marketing Committee	Ongoing
ii. Survey sponsors/partners			SPARS/Marketing Committee	Ongoing
iii. Review marketing and PR tactics			CASM/Marketing Committee/SEC	2018
c. Grow Texcaster use to encompass WPRF			CASM/Mgt Team	
i. Program participants			CASM/Mgt Team	2019
ii. Staff specific			CASM/Mgt Team	2019
iii. General knowledge building			CASM/Mgt Team	2020
d. Create comprehensive marketing plan focused on programs and events			CASM/Rec Team	2019
i. Create plan to expand marketing inside and outside of the city			CASM/Rec Team	2019
ii. Utilize social media schedule			CASM/Rec Team	Ongoing

2. Utilize data to provide programs and events for all ages, incomes and abilities			RSM	
a. Community Needs Assessment			Director/CASM/ Mgt Team	2022 Next Update
b. SD Scorecard			Mgt Team	Annually
c. National/Regional trends			Mgt Team	2018
d. Surveys/Evaluations			Mgt Team	Ongoing
e. Develop a Participation Report utilizing data from the Registration software			CASM/Rec Team	Ongoing
3. Utilize Recreation Programming & Services Plan to drive basis for programming and events			RSM	
a. Review plan and adjust accordingly			Rec Team	Quarterly
b. Assess feasibility of new initiatives for quick implementation			Mgt Team	Quarterly
4. Build awareness of programs and events through the marketing plan			CASM	
a. Utilize social media			Rec Team/CASM/MC	Ongoing
b. Access internal/external customers			CASM	2019
c. Grow internal/external communications utilizing Textcaster			CASM	2019
d. Discover new markets/targets			CASM	2019