

GOAL 3: Actively Engage and Build Relationships with Seattle's Diverse Population

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

1. Establish public outreach policies for inclusionary, racially, and culturally appropriate engagement with the public
2. Partner with the Department of Neighborhoods (DON) to engage the community
3. Identify people who do not use Parks and Recreation's programs and facilities
4. Identify and communicate with stakeholders in the design, delivery, and evaluation of Parks and Recreation's programs and services

B. Effectively communicate Parks and Recreation services

1. Inventory and evaluate existing marketing systems and protocols
2. Develop a marketing management strategy
3. Develop a cohesive Parks and Recreation story and key messages
4. Use marketing to increase public participation and knowledge of Parks and Recreation's facilities, services, and programs
5. Improve Parks and Recreation's web site to provide broader and more effective communication

C. Provide volunteer opportunities and community stewardship projects

1. Develop a program outlining effective training and use of volunteers
2. Develop consistent volunteer orientation and/or training programs to be implemented prior to volunteer activities
3. Expand the existing 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

D. Implement customer service standards

1. Clearly identify appropriate channels for the public to obtain information and provide feedback, opinions, and perspectives
2. Develop and implement a two-way communication policy for Parks and Recreation to acknowledge and respond to all comments
3. Create and implement a welcoming environment for immigrant and refugee populations in parks, facilities, and programs

E. Build organizational capacity for public engagement

1. Train staff to strive for excellence in their relationships with patrons
2. Build public engagement and customer service duties and expectations into employee job descriptions and accountability agreements
3. Increase awareness and consistency in public engagement activities by maintaining a user-friendly master calendar

	2009	2010	2011	2012	2013
1. Establish public outreach policies for inclusionary, racially, and culturally appropriate engagement with the public		●—●			
2. Partner with the Department of Neighborhoods (DON) to engage the community	●—●				●
3. Identify people who do not use Parks and Recreation's programs and facilities		●—●			
4. Identify and communicate with stakeholders in the design, delivery, and evaluation of Parks and Recreation's programs and services	●—●		●		
1. Inventory and evaluate existing marketing systems and protocols	●—●				
2. Develop a marketing management strategy			●—●		
3. Develop a cohesive Parks and Recreation story and key messages			●—●		●
4. Use marketing to increase public participation and knowledge of Parks and Recreation's facilities, services, and programs			●	●—●	●
5. Improve Parks and Recreation's web site to provide broader and more effective communication			●—●		
1. Develop a program outlining effective training and use of volunteers			●—●	●	
2. Develop consistent volunteer orientation and/or training programs to be implemented prior to volunteer activities			●—●		
3. Expand the existing 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	●—●		●—●		●
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1. Train staff to strive for excellence in their relationships with patrons	●—●				
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GOAL 4: Maintain Parks and Recreation's Land and Facilities

A. Maintain parks and facilities to enrich the recreational experience of patrons

1. Evaluate maintenance efforts to determine appropriate staffing levels
2. Reaffirm consistent maintenance standards for all Parks and Recreation facilities
3. Develop a Maintenance Management System
4. Assess costs associated with upgrading eleven facilities not included in the three most recent levies
5. Continue implementation of approved multi-year plans to replace, upgrade, and maintain critical assets
6. Develop a comprehensive policy to reclaim encroachments of private property on Parks and Recreation land

B. Ensure public safety at parks and facilities

1. Evaluate the safety of parks and facilities using available statistics
2. Identify and implement remedies to address safety concerns

C. Expand green management practices to reduce Parks and Recreation's carbon footprint

1. Define the components of an "ideal green park" with evaluation criteria supporting sustainability
2. Ensure that grounds maintenance activities incorporate green practices
3. Manage equipment to reduce environmental impacts
4. Explore options for reducing vehicle miles traveled and equipment run-times
5. Develop design standards and specifications that require contractors to use green construction techniques
6. Strive to achieve LEED Gold with new construction and LEED Silver equivalents with renovations
7. Publicize green activities to model green practices for the public

D. Continue the development of a Strategic Asset Management Plan

1. Build upon and integrate work from the Strategic Asset Management Committee to encompass land, facility, and fixed asset management
2. Assign responsibility and accountability for developing the Strategic Asset Management Plan and the amount of investment needed
3. Ensure that the Strategic Asset Management Plan is up to date, relevant, and integrated into other systems and processes
4. Improve asset planning and financial analysis
5. Develop a lifecycle-based facilities plan to ensure ongoing improvements and updates to facilities and fixed assets

	2009	2010	2011	2012	2013
done	done				
done	done				
done	done				
100%	100%				
done	done				
5%					
100%					
95%					
75%					
95%					
done					
100%					
0%					
100%					
unfunded					
done					
100%					
unfunded					

GOAL 5: Develop Team Capacity and Organizational Culture

A. Adapt human resource practices and processes to align with evolving organizational priorities

1. Define valued qualities and competencies for all employees
2. Ensure that these values are integrated into all employment transactions, such as recruitment, training, and performance evaluations
3. Ensure that all employees demonstrate a commitment to race and social justice issues

B. Develop and implement equitable hiring processes

1. Develop a recruitment plan for temporary, part-time, and full-time positions
2. Ensure greater transparency and consistency in hiring processes
3. Develop a standard orientation process for temporary and regular staff

C. Increase opportunities for professional development and team learning

1. Create a plan for legal, mandatory, professional development and technical skills training
2. Evaluate current training opportunities and identify employee and Parks and Recreation needs
3. Ensure that training and growth are aligned with Parks and Recreation's vision, mission, values, and goals
4. Provide clear information to staff about professional development and advancement opportunities
5. Provide more cross-training opportunities across divisions
6. Develop a review program in which employees can give feedback to supervisors and managers

D. Promote staff health and safety

1. Ensure that safety training is relevant and specific to job duties
2. Communicate safety resources to staff
3. Provide incentives that help employees to adopt healthier lifestyles

	2009	2010	2011	2012	2013
95%					
100%					
100%					
85%					
65%					
100%					
90%					
66%					
66%					

GOAL 6: Strengthen Organizational Systems and Structures

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
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. Refine Parks and Recreation's organization to deliver quality services

1. Evaluate Parks and Recreation's organizational structure and make changes to enhance delivery of quality programs and services

C. Develop a comprehensive and integrated Management Information System

1. Determine Parks and Recreation's information system needs
2. Evaluate Parks and Recreation's existing information systems
3. Develop and implement a Management Information System (MIS)

D. Evaluate fees and charges policies for programs and services

1. Evaluate current fee structures and establish fee policies that consider equity, cost recovery, and consistency
2. Examine and update Parks and Recreation's scholarship and fee waiver policies

E. Build on the citywide emergency management plan and prepare parks for emergencies

1. Communicate clear lines of responsibility, communication protocols between staff and management, and resources
2. Develop an updated plan for how Parks and Recreation will operate emergency shelters for disaster relief
3. Provide disaster response training for staff
4. Develop plans to address emergencies that may occur outside normal operating hours

	2009	2010	2011	2012	2013
done					
done					
100%					
87%					
delayed					
100%					
100%					
done					
100%					
80%					
80%					
80%					
80%					

Note: The ability to fully implement some tasks is contingent upon future funding