

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</i> <i>* 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:

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

GOAL #1: Become a Three-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 meets annually ongoing			Committee	2027
b. Be selected as a Finalist			NRPA Judges	2027
c. Complete Gold Medal Video			CASM	2027
d. Implement a public awareness campaign			CASM/Committee	2027
e. Attend National Conference and WIN!			Committee	2027
2. Agency Re-Accreditation (5 year period)			Director	
a. Complete the application for accreditation with NRPA			Committee	2028
b. Complete agency self-assessment and submit to NRPA			Committee	2028
c. Prepare for and complete the onsite visitation by the Accreditation Review Team			Committee	2028
d. Earn a positive recommendation for re-accreditation from the Review Team			Director	2028
e. Attend National Conference and receive approval from Accreditation Commission			Committee	2028

**City of Waukesha Parks, Recreation & Forestry
Updated Action Plans - 2023 - 2027**

GOAL #2: 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	2023
b. Convert all evaluation forms to "fillable" format			Mgt Team	2024
c. Determine best way to collectively package all data from divisions			CASM	2025
d. Assess & utilize data and put into an annual report			CASM/Managers	Annually
e. Complete Community Needs Assessment (Every 5-8 years)			CASM	2025

2. Update Park and Recreation System Master Plan (CAPRA Standard)			Director	
a. Complete and have PRFB approve plan			Managers	2023
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/analyze current plan with City Engagement Team (social media focus)			Mgt Team	2023
b. Revise plan and review with PRFB			Mgt Team	2023
c. Implement plan			Mgt Team	2023
d. Report on results			CASM	Annually
4. Review and Update Technology Plan			CASM	
a. Evaluate the best use of technology with department needs and trends			Mgt Team	2023

b. Update CIP recommendations			CASM/IT	Annually
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	Ongoing
b. Develop recruitment/retention strategies (improve reach/attraction)			Managers	2023
c. Develop new seasonal employee evaluation tool			Managers/Supv	2024
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	2024
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 #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	Ongoing
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	2024
d. Enhance knowledge and training of existing maintenance and evaluating/implementing new techniques			GBF Team	Ongoing
e. Further evaluate for new contractual services opportunities			PFOM	Ongoing
2. Update Urban Forestry Management Plan			FS	
a. Emphasize public awareness to the importance of the "urban forest" (Public trees)			FS/CASM	Ongoing
b. Adjust budget needs to best address the treatment of EAB (increased removals and replacements)			FS/PFOM	2024
c. Expansion of the Tree Donation Program (Community Roots Program)			FS/CASM	2025
d. Complete staffing and equipment study			FS/PFOM	2023
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 activities with Neighborhood Engagement Unit (Police Dept.)			RFC	Annually
b. Expand and update security camera program (Data driven)			CASM/Security Committee	Annually
c. Enhance "Park Patrol" program coordination with Police Dept.(Public awareness)			RFC/Security Committee	2023
d. Create a plan for trail safety, lighting, cameras, plowing, inspections, surface repair, sight lines, shoulder widths, etc.			Security Committee	2024
4. Continue Capital Improvement Planning (CIP) and Master Planning as tools for implementing upgrades /additions to parks, trails and facilities			Director & PFOM	
a. Identify improvement needs (data driven) and update 5-year CIP			Managers	Annually
b. Revist development of a Southern Maintenance Facility			Director/PFOM/ Engineering	2025
c. Create Master Plans to aid updating specific parks/complexes/facilities (etc.)			Managers	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.	2026
f. Identify potential revenue generating recreation facilities with a regional draw			Managers/RFC	Ongoing
5. Implement and continuously improve safety policies and procedures			Safety Com. Chair	
a. Collaboratively identify, develop/update safety policies and procedures			Safety Committee	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	Ongoing
b. Create a plan to identify green and sustainable technology opportunities for all facilities/parks			Managers	2025
c. Partner with City and DPW to incorporate composting, wood waste and recycling plans			GBF/DPW/ Engineering	Ongoing
2. Write an Environmental Sustainability Plan/Program			PFOM	
a. Update 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	2024
b. Continue to participate in Monarch Butterfly Pledge program			Conservation Committee	Ongoing
c. Continue to assess and identify prairie and or natural areas and restore where feasible (Identify additional "No & Low Mow" opportunities)			GBF	Ongoing

3. Educate the public and promote environmental awareness/outdoor experiences			Conservation & Marketing Committee Chairs	
a. Focus E.B. Shurts building for environmental education programming			Recreation Team	2023
b. Identify potential program partners & sponsors			SPARS	Ongoing
c. Expand In-house programs (Data driven)			GBF/Rec Teams	2026
e. Earth Day, Arbor Day and other related events			FS/Volunteer Coordinator	Annually
f. Special initiatives: Nature based playground, Mayor's Monarch Pledge, etc.			Conservation Committee	Annually
g. River trails			GBF	2027
h. Urban Forestry Updates			FS	Biennially
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 along with educational components.			DPW/Water Utility/Engineering/GBF	Annually
b. Tree planting initiatives for storm water mitigation			DPW/Water Utility/Engineering/GBF	Biannually
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	2024
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			SPARS/Mgt. Team	2024
ii. School-based			SPARS/Mgt. Team	2023
iii. Community-based			SPARS/Mgt. Team	Ongoing
e. Implement marketing/public relations campaign to build awareness of WPRF			CASM/MC	2025
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	2026
3. Increase Alternative Revenue to fund events, programs, and projects			SPARS	
a. Grants - Work closely with County/State & other Agencies to identify			SPARS/Mgt. Team	Ongoing
i. Update and review grant programs appropriate for WPRF			SPARS/Mgt. Team	Annually
ii. Develop grants plan and timeline annually			SPARS	2024
b. Sponsorships				
i. Enhance promotional materials to potential sponsors			SPARS/MC	2023
iii. Implement a Customer Relationship Management (CRM) technology to streamline the management of sponsor relationships and interactions, while improving results and reporting.			SPARS	2025

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

Task	AS	CG	Person/TEAM Responsible	Target Timeframe
1. Maximize participation at all programs and events			RSM	
a. Review and assess programs and events annually (data based decision making)			SEC	Annually
b. Gather & analyze 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	Annually
c. Grow Texcaster use to encompass WPRF			CASM/Mgt Team	
i. Program participants			CASM/Mgt Team	Ongoing
ii. Staff specific			CASM/Mgt Team	2023
iii. Explore integration with Active Registration Program			CASM/Mgt Team	2024
d. Update comprehensive marketing plan focused on programs and events			CASM/Rec Team	2023
i. Update plan to expand marketing inside and outside of the city			CASM/Rec Team	2024
ii. Utilize social media schedule			CASM/Rec Team	Ongoing

2. Utilize data to evaluate & provide programs and events for all			RSM	
a. Community Needs Assessment (To help identify gaps in services/participation)			Director/CASM/ Mgt Team	2025 Next Update
b. National/Regional trends			Mgt Team	Ongoing
c. Surveys/Evaluations			Mgt Team	Ongoing
d. 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. Facilitate with City Engagement Team (review/update plan annually)			Rec Team/CASM/MC	Ongoing
b. Access internal/external customers			CASM	Ongoing
c. Grow internal/external communications utilizing Textcaster			CASM	Ongoing
d. Discover new markets/targets			CASM	Ongoing