Metro Parks and Recreation
6 Year Strategic Plan

FY13-FY19

Version 1.0

December 20, 2012

Dear Metro Parks & Recreation Team –

The following strategic plan was developed to help us navigate the next six years as we become a more data driven department and continue to pursue our vision of being a City of Parks. As we head into the future, we are tasked with finding new and creative ways of performing our daily work in a more efficient manner. Our parks play a vital role in this community and public demand for services continues to grow as our resources decline. Despite those constraints, this strategic plan was designed with the following objectives in mind:

- Maintain our current parks and facilities to a high standard of safety and appearance
- Manage our resources in a modern, efficient and accountable way
- Safeguard our natural, cultural and historic resources
- Provide age appropriate activities and programming for youth, adults and seniors
- Plan, design and construct parks, trails and facilities to meet the needs of Louisville residents and support quality of place goals

With this plan we will continue to meet the goals of the Mayor by providing excellent city services, improving citizen's "quality of place" and creating plans for a more vibrant future. In addition, we will address systemic budget issues by investing in partnerships with external organizations and creating a community of parks stewards.

I have confidence that Parks and Recreation staff can, and will, stand up to the challenges we are facing. I believe that we can continue to improve how work is performed with a positive outlook and strong commitment to public needs.

Mike Heitz, AIA
Director, Louisville Metro Parks

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Overview of Sections

Vision for Louisville
The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

Mission
Why the department exists within Metro and for the community.

Core Services/Programs
What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance "Quality of Place"; Create plans for a vibrant future.*

Objectives
Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

Goals
Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long (4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less "SMART".

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The "Lead" column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The "Why" column describes why the goal is important to the department and the residents of Louisville.

The "Initiatives" column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The "How" column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

Louisville Metro Planning Cycle & Calendar
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

"Louisville is a city of lifelong learning and great jobs, wellness, and compassion"

Louisville Metro Government Objectives

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

1. **Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*

2. **Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*

3. **Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths– lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*

4. **Invest In Our People And Neighborhoods, Advance "Quality Of Place".** *We will build on Louisville's unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*

5. **Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

Department Mission Statement

The mission of Louisville Metro Parks & Recreation is to create a City of Parks and provide recreation programs that will enhance the quality of life for citizens of Louisville Metro by maintaining and acquiring attractive, vibrant parks and recreation facilities, offering safe, diverse programs, and protecting these lands and resources for future generations.

Core Services/Programs

What the department provides to residents to fulfill its mission and help meet Louisville Metro Government's 5 strategic objectives.

• **Capital Construction, Planning & Land Acquisition**	Provide professional planning, design and land acquisition to ensure that long and short-term needs for park land, recreation facilities, and conservation of natural resources are identified and met. Improve park facilities by providing professional land design and construction services to the internal and external customers of the Louisville Metro Government Parks system.
• **Community Relations**	Provide accurate information to the public promoting programs and facilities with an emphasis on building revenue and developing volunteer and financial support.
• **Golf**	Provide golf activities for the public by operating and maintaining nine high quality golf courses and cost-efficient golfing operations and programs.
• **Historic Properties**	Ensure the integrity of Locust Grove and Farnsley-Moremen properties and grounds by coordinating the management and maintenance thereof and by coordinating with the Boards associated with these properties. Additionally work with Louisville Olmsted Parks Conservancy and Board to improve the historic parks throughout the community.
• **Iroquois Amphitheater**	Develop seasonal productions for the Iroquois Amphitheater, including bookings, reservations and in-house offerings.

• **Natural Areas**	Manage and protect natural areas and natural resources throughout Louisville Metro Government parks property, including the Jefferson Memorial Forest, and to provide nature-based recreation and education programming; Provide initial maintenance needs for current Parks' portion of the Louisville Loop; Provide trail facilities by improving and preserving trails throughout natural areas of Louisville Metro Government parks. Coordinate volunteers and maintenance needs for trail development and maintenance.
• **Landscaping & Forestry**	Provide professional forestry and landscape services in all parks and parkways by maintaining and planting the trees in the parks and along parkways and by providing landscaping in parks and park land.
• **Maintenance of Parkland and Olmsted Parkways**	Provide safe and attractive parks, grounds, recreation areas and facilities by improving, preserving and protecting Louisville Metro Government parks assets. Also includes snow removals for one third Metro Louisville streets.
• **Recreation Programming**	Provide year-round and seasonal recreational programs for children, youth, adults and seniors, including persons with mental and/or physical disabilities. Offer high-quality, safe facilities for well-rounded recreation programs that are accessible to the entire community and support education through environmental, social, physical and mental activities with indoor and outdoor swimming facilities, athletic leagues, arts programming, and community centers.
• **Skilled Trades (includes cemeteries)**	Provide support to all operations by assuring access to necessary supplies, providing specialized maintenance assistance through contracts or in-house labor for facilities and swimming pools, and providing signage for all parks and park facilities. Administer respectful indigent burial services to the public on behalf of Louisville Metro Government.
• **Specialized Maintenance Needs for Playgrounds, Turf and Construction**	Provide specialized maintenance for playgrounds, greens, fairways, athletic/sports fields and park lawns.

Department Objectives

The functional objectives/ high-level accomplishments the department strives to achieve through its efforts or work.

1. Maintain our current parks and facilities to a high standard of safety and appearance.
2. Manage our resources in a modern, efficient and accountable way.
3. Safeguard our natural, cultural and historic resources.
4. Provide age appropriate activities for youth, adults and seniors by collaborating with State and local stakeholders.
5. Plan, design and construct parks, trails and facilities to meet the needs of Louisville residents and support quality of place goals.

Short Term Goals (1-2yr)

The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Department Objective	Mayor's Objective	Why	Initiatives
1	**Create a more sustainable park system by completing an energy audit and achieving a one for one replacement for dying and diseased trees by end of FY14.**	All	1, 4, 5	Develop sustainability policies and procedures to synchronize the Parks system with Metro's Sustain Louisville Plan. Increase active management of natural areas for habitat and recreation by shifting resources from non-productive maintenance expenses to value-added recreational, environmental benefits.	• Qualify Seneca golf course for International Audubon sustainability certification by FY14 year end. • Remove up to 500 dead or dying ash trees from parks and parkways yearly. • In coordination with Tree Commission, begin replacement of up to 500 trees yearly. • Complete an Energy Audit for all Parks facilities by FY14. • Draft and implement Parks Energy plan, policy and procedure to include solar lights, hand activated lights, and reduction of demand, FY13. • Acquire heavy equipment (crane) for extraordinary tree removal, as funding allows (capital request), FY14. • Review maintenance practices to prevent soil erosion, impacts on trees and spread of invasive plants by 2016. • Incorporate green infrastructure practices. • Incorporate LEED certification on new construction projects.
2	**Supplement General Funds in operating budget by identifying sustainable revenue growth by the end of FY14**	2	2, 4	As the demand for park services increases, additional funding options need to be explored to supplement general funds within our budget.	• Request a cross functional committee to work with Parks to develop a plan for long term revenue generation, by close of FY14. • Increase fee revenue for FY13 by $200,000. • Review current fee structure during FY15 budget development and tie to CPI index. This will be after 12 months of data collection to establish true cost of services, using concepts from Louie Stat cross functional team. • Coordinate with LMPF to generate additional support from the Tree Donation fund. • Explore additional revenue opportunities for Iroquois Amphitheater by end of FY15.

3	**Expand Volunteers, currently @ 6,700, by 5% yearly for the next five year.**	1, 2	1, 2, 4, 5	Volunteers provide opportunities for citizens interested in making Louisville a more compassionate city	• Promote volunteer opportunities in media, at facilities, and through community outreach efforts. • Create a volunteer training for recreation volunteers FY13. • Add 2 new Adopt-A-Park partners by end of FY13. • Add 4 new Adopt-A-Park partners by end of FY14. • Analyze Community Center programs and add 2 new volunteer opportunities by end of 2013. • Manage a Metro-wide parks service day in conjunction with the Mayor's Day of Service in 2013. • Partner with various organizations on a citywide invasive plant species removal.
4	**Work with Metro IT to upgrade technology capabilities to deploy, implement or expand systems to provide real time data by end of FY14.**	All	1, 4, 5	Improve Parks' technology and connectivity capability for data collection necessary for performance management, improved customer service, and increased efficiency.	• Work with Metro IT to add additional computers to Maintenance sites/vehicles and Recreation facilities for monitoring of programming and data tracking, FY14. • Implement computerized tracking documents for work orders, daily logs, inspections, routine/preventive maintenance and safety checks for increased efficiency FY14. • Deploy Hansen 8 in FY14. • Upgrade all facilities' connectivity to allow the use of Hansen, Kidtrax, a volunteer software and Active software, implemented where appropriate, FY14. • Deploy Kidtrax in a minimum of 3 additional sites, FY14. • Upgrade current software for Active/Class to expand into all revenue centers and add on-line booking and payment options by FY16. • Expand volunteer software to all parks and recreation facilities for data collection on volunteers by FY14. • Work with Metro IT to establish a Parks' Records Disaster Mitigation and Recovery plan for accreditation standard, FY14. • Implement recording of training into PeopleSoft to track, and pull reports to assure mandatory training is provided to employees. Convert 50% of records to PeopleSoft in FY13 and 100% by FY14. • Work with Metro IT to investigate Wi-Fi capabilities in Metro Parks, with JMF Welcome Center as project/test site, FY15 and Creason Adm. Bldg. in FY16.

5	**Reduce employee accidents/injuries, by 10% and expand staff training programs to 100% of employees by end of FY14.**	1, 2, 3	1, 3, 4	Training staff on the procedures for protecting their safety, health and welfare will increase efficiency and improve employee satisfaction and the delivery of city services. Additionally, staff training is a component of our reaccreditation.	• Reduce hours lost due to work related illness and injury by 10% of hours lost in prior year, FY13. • Provide quarterly in-service training for division staff, FY13. • Work with LMPD to develop a plan and train staff on dealing with extreme situations at facilities, FY14. • Partner with LMPD to implement 2 camera pilot projects, FY13. • Work with LMPD for enhanced security, safety of participants and employees, along with preservation of Park assets. • Staff training for evaluation of programs, services, areas, and facilities with a goal of 100% of employees attending at least 2 training events yearly. • Develop and conduct a minimum of 3 in-house trainings a year in the Recreation division focusing on innovative programs, program planning, and arts education.
6	**Expand Community Outreach to promote healthy park activities and gauge customer satisfaction, along with establishing baseline usage data, based on information provided by facility management by end of year FY14.**	2, 4	1, 4	Provides a way to connect with the public to promote Parks' facilities and programming, while identifying and creating stakeholders.	• Implement the comprehensive marketing and community relations plans for FY13 and review annually thereafter. • Train all staff in Community Relations 101 annually. • Partner with Metro TV to showcase various programming. • Increase our web presence and interactive opportunities during FY13. • Increase the use of social media and monitor trends in technology.
7	**Continue effort to complete master plans and construction of the Louisville Loop, while improving quality of Parks outdoor recreation areas at 3 to 5 locations yearly.**	All	All	Our agency strives to continually improve our current facilities and fulfill unmet needs by increasing recreation and green space as noted deficient by Trust for Public Land study. We continue to work on land acquisition and the completion of plans as outlined by the community.	• Expand JMF acquisitions funded by donors, FY14. • Establish internal coordination panel for maintenance and operations planning for all future master plans by FY14. • Support Mayor's LIFT Initiative by working with the administration to supply information as needed. • Complete construction of 2.5 miles of the Louisville Loop, FY14 • Complete design and request funding for four Louisville Loop projects (12 miles) • Complete design and phase I of Vettiner Plan Master Plan implementation, FY14. • Build one fully accessible playground or spray ground,

					FY14. • Identify and apply for additional grants to fund land purchases as funding allows.
8	**Collaborate with nonprofit organizations, state and local recreation agencies and other Metro departments to respond to Metro's Out-of-School Time mission, to cover new initiatives by end of year FY15.**	1, 2, 3, 4	All	Identifying and combining the limited resources of organizations with like missions is of benefit to the entire community.	• Participate with Out-of-School time Coordination Council and other recreation departments and youth service providers, FY13. • Expand outreach efforts with outside organizations to increase programs, FY14.
9	**Increase Outdoor/Fitness/ Wellness/Active programming by 10% or 21 new programs for youth and adults by end of year FY14.**	All	All	Studies demonstrate the effectiveness of informal environmental education and nature-based recreation incorporated into Out of School activities in improving children's health and academic outcomes.	• Pursue grants and corporate funding to sustain the Louisville is Engaging Children Outdoors initiative and to expand the number of schools served by one, FY14. • Implement off-site outdoor recreational programming opportunities for 12 community centers (dependent upon receipt of grant funding), FY14. • Develop a plan to combat youth obesity in collaboration with the Department of Public Health and Wellness, FY14. • Explore feasibility of safe paddle sports opportunities throughout Metro Parks that have access to rivers, streams, and lakes, FY14. • Organize Trail Management Committee with all partner organizations (hiking, biking and equestrian), FY14. • Increase fitness and wellness programming by 5% or 3 programs per year including education classes, fitness classes and nutritional programs (currently 50 programs in place yearly), FY14. • Grow adult sports leagues participation by 10% in FY13. • Increase exercise opportunities for seniors at Community Centers by expanding Silver Sneakers program by two sites, FY14. • Increase number of employees certified as Silver Sneakers instructors by 4, (Currently 16), FY14. • Increase active programming for youth and seniors by 10 new programs yearly. • Expand Youth programs, adding exposure to arts groups by 10 new programs, FY13.

					• Build upon the master plan for expanded nature-based recreation and education in West Louisville and pursue grant funding and local/national foundation support for facility construction and start-up operational funding. Pursue partnerships for Stewardship Center in West Louisville. • Depending upon receipt of seed grant funding for FY15 – 16 and successful implementation of off-site nature-based recreational opportunities for 12 community centers; pursue development of operational resources necessary to continue this program element.
10	**Establish an acceptable mechanism to finance necessary/replacement vehicles and equipment by end of FY14.**	1, 2	2, 4	Metro Parks' vehicles and equipment (mowers, backhoes, etc.) are in desperate need of replacement. Vehicle and equipment repairs are a major problem at this point.	• Work with OMB to develop a Metro wide plan to replace fully depreciated vehicles and equipment by FY14. • Work with Fleet to coordinate maintenance schedules of all vehicles, possibly moving some of the maintenance duties to Parks' staff or specialized contracts, FY14.

Mid-Long Term Goals (2-6yr)

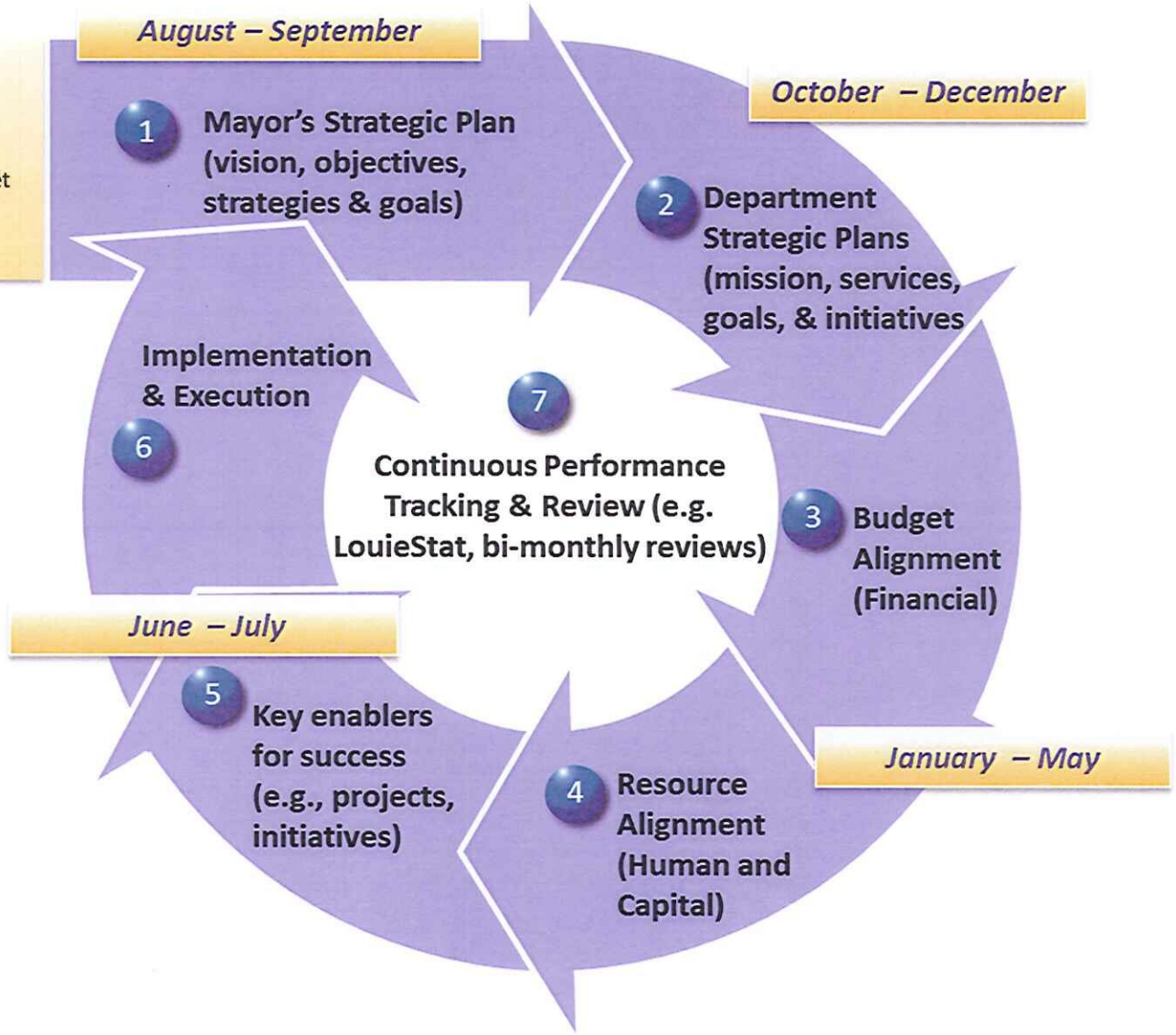
The goals listed below detail broad goals the department plans to achieve over the next 2-4 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Department Objective	Mayor's Objective	Why	How
1	**Implement Energy Plan to reduce consumption by end of FY16.**	1, 2, 3	1, 2, 4, 5	Limited resources and the desire to be a more sustainable agency require Parks to work smarter with available resources.	• Report on change in energy expense since implementation of energy plan annually during FY15 and FY16. Savings realized to be identified for future energy savings projects within the Parks' department. • Continue to replace outdated lighting, HVAC, and other mechanical systems with energy efficient systems (such as LED lights) at one facility per year thru savings realized from implementation of Parks' internal energy plan. • Apply policy to all new construction.
2	**Evaluate and improve performance to obtain reaccreditation of Metro Parks and Recreation in 2017.**	1, 2, 3	1, 4, 5	Parks is committed to maintaining our National Accreditation, originally received in 2007, thus allowing our agency to provide excellent city services. Parks is one of only 108 nationally accredited Park Systems in the United States.	• Implement central measurement and evaluation tracking system in SharePoint by end of FY14. • Provide bi-annual reports to management on accreditation progress for each of FY15 and FY16. • Convert all historical and legal documents to electronic system for total Metro access by FY16 (using interns and seasonal employees). • Submit all reaccreditation materials by required submission date in 2017 • Host review team for agency evaluation, timed for early spring - summer season, calendar year 2017.
3	**Improve hiking, mountain biking and equestrian trails with increased maintenance and proper trail routing and design.**	All	1, 4, 5	Consolidating management of trail systems within Metro Parks could improve operational efficiency and improve customer service related to recreational trail systems.	• Expand maintenance activities to promote trails for public health improvement and consider consolidation of trail system management to improve efficiency. • Implement equestrian trail head improvements at Paul Yost Recreation Area, as funding allows. • Seek partners to pursue developing mountain bike trails at JMF. • Create a Trail Management Committee to review and develop policies for trail planning and management by FY16.

4	**Implement Economic Plan developed by Cross Functional team.**	all	all	Staff has agreed that as demand increases, additional funding options must be explored to supplement general funds and grow services.	• Create merchandising opportunities for Parks online. • Pursue grants to underwrite outreach with emphasis on health and wellness activities by working with the Department of Public Health and Wellness under the CDC. • Build one facility to support tournaments, regional competitions, or other economically beneficial events. Incorporate fee structure at time of development, FY16. • Work with cross functional economic team to identify sites for economic opportunities, FY15. • Explore opportunity to identify partners for master plan implementation and revenue generation through RFP, FY15. • Implement recommendation of cross functional economic team recommendation as funding allows. • Continue work with LMPF to build 3 playgrounds, with completion of 2, by FY16, with completion of all by FY18.
5	**Implement Replacement of Vehicles and Equipment**	1, 2, 3	1, 2, 4	Metro Parks' vehicles and equipment (mowers, backhoes, etc.) are in desperate need of replacement. Vehicle and equipment repairs are a major problem at this point.	• Implement policy/plan developed jointly by OMB and Metro agencies.

Louisville Metro Government (LMG) Planning Cycle

Louisville Metro Planning Cycle
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



Louisville Metro Government Planning Calendar

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<tr><th>May</th><th>June</th><th>July</th><th>August</th><th>Sept.</th><th>Oct.</th><th>Nov.</th><th>Dec.</th><th>Jan</th><th>Feb</th><th>March</th><th>April</th></tr>
<tr><td></td><td>Final Budget Released</td><td>Start of New Fiscal Year</td><td></td><td></td><td></td><td></td><td></td><td>Mayor Releases Strategic Plan</td><td></td><td></td><td></td></tr>
<tr><td colspan="3">Louisville Metro Current State Internal Assessment</td><td rowspan="3">Louisville Metro Senior Leadership Visioning retreat</td><td>Refine Louisville Metro Goals & Tactics</td><td>Provide Draft Louisville Metro 6 Year Strategic Plan to Departments</td><td></td><td></td><td colspan="4" rowspan="2">Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1</td></tr>
<tr><td colspan="3" rowspan="2">Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)</td><td rowspan="2"></td><td colspan="3" rowspan="2">Develop Department 6 Year Strategic Plans</td></tr>
<tr><td>Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans</td><td colspan="2">Departments finalize 1 year Budgetary and Operational Plans</td></tr>
<tr><td></td><td></td><td></td><td></td><td colspan="2">Departments conduct their own internal and external assessments</td><td></td><td></td><td></td><td></td><td></td></tr>
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