














2007-2010 Strategic Plan
Planning: Action Plan

Date Revised: _____

Priority	Supporting Goals for Fiscal Year (Divisional Goals & Division Action/Individual Goals)	Who	Year End Target	% Complete/ YTD	Status/ Variance	Due Dates	Comment
Normal	1.1 Reduce risk of wildland fire within County Parks & Open Space. ()			0 %			
Normal	1.1.1 Develop wildland fire policy.	Planning	100%	0 %		7-1-2007, 6-30-2008	
Normal	1.1.1.1 Distribute Wildland Fire Risk/Hazard Assessment information to appropriate Parks personnel & districts.	Wayne Keysor		0 %			
Normal	1.1.2 Develop Fuels & Timber Management Plan.	Planning	100%	0 %		7-1-2007, 6-30-2008	
Normal	1.2 Acquire open space. ()			0 %			
Normal	1.2.1 Acquire open space where beneficial to County residents. (ongoing)	Planning	8,000	0 %			
Normal	2.1 Develop and update parks department plans. ()			0 %			
Normal	2.1.1 Develop and manage Washoe County's parks' inventory.	Planning		0 %		7-1-2007, 4-30-2008	
Normal	2.1.1.1 Prioritize replacements, retrofits and surfacing needs for entire department to comply with CPSC and ADA guidelines.			0 %			
Normal	2.1.1.2 Inventory all playgrounds.			0 %			
Normal	2.1.1.3 Develop and manage a list of WC community parks located in annexed areas (Reno or Sparks sphere of influences) - District 1: Carolyn, District 2: Jen, Districts 3&4: Kristine.	Carolyn Poissant		0 %			
Normal	2.1.2 Complete update of all Park Master Plans. (ongoing)	Planning		0 %		7-1-2007, 6-30-2008	
Normal	2.1.2.1 Prioritize project list from each Park Master Plan, implement into budget cycle and assign projects to staff; District 1: Carolyn, District 2: Jen, Districts 3&4: Kristine.	Carolyn Poissant		0 %			

Normal	2.2 Develop planning documents and monitoring processes that support the preservation and enhancement of regional parks and open space. ()				0 %			
Normal	2.2.3 Complete Open Space/Natural Resource Management Plan (OS/NRMP).	Planning	100%		0 %		7-1-2007, 6-30-2008	
Normal	2.2.3.1 Complete Phase I of the OS/NRMP (So. W. County) (Lynda Nelson/Bill Whitney)	Lynda Nelson			0 %			
Normal	2.2.3.2 Begin Phase II of the OS/NRMP (No. W. County) (Lynda Nelson/Bill Whitney)	Lynda Nelson			0 %			
Normal	2.2.3.3 Implement Phase I of the OS/NRMP. (Lynda Nelson/Bill Whitney)	Lynda Nelson			0 %			
Normal	2.3 Continue to collaborate with other departments, agencies, & organizations for open space acquisition & natural resource management and planning for the future needs of our citizens. ()				0 %			
Normal	2.3.1 Develop a Regional Trails Committee for prioritizing trail connectivity and acquisitions needed for future trails & trailheads .	Planning			0 %		5-31-2007	
Normal	2.3.2 Collaborate with other agencies to assess and meet the community's aquatics needs.	Planning			0 %		7-1-2007, 6-30-2008	
Normal	2.3.2.1 Fund 1/3 of regional aquatics needs assessment for Washoe County.				0 %			
Normal	2.3.4 Continue coordinating with the "Tri-County" group for So. Nevada Public Land Management Act projects and acquisitions. (ongoing)	Planning	5		0 %			
Normal	2.3.5 Continue involvement with the "Open Space" Task Force along with Keep Truckee Meadows Beautiful. (ongoing)	Planning	4		0 %			
Normal	2.4 Develop Resource Management Plans for all Regional Parks, Golf Courses, Trails & Open Space. ()				0 %			
Normal	2.4.1 Develop a "boiler plate" template for interim (1-3) year management plans and long term (3-10) year management plans.	Planning	100%		0 %		7-1-2007, 12-31-2007	
Normal	2.4.1.1 Develop an interdepartmental strategic planning committee that reviews strategic plan and prioritizes goals and holds departments accountable quarterly.				0 %			
Normal	2.4.2 Support the sustainability initiative. (ongoing)	Planning			0 %			

2007-2010 Strategic Plan Marketing: Action Plan

Date Revised: _____

Priority	Supporting Goals for Fiscal Year (Divisional Goals & Division Actions/Individual Goal)	Who	Year End Target	% Complete/ YTD	Status/ Variance	Due Dates	Comment
	5.1 Improve inter and intra departmental communications ()			0 %			
	5.1.1 Consistently communicate department info to all levels through email and at staff meetings. (such as press releases, weekly updates, synopsis of monthly sup meetings, park commission meetings, Washoe Trails, etc.) (ongoing)	Marketing		0 %			
	5.1.1.1 Distribute department-wide emails (press releases and electronic news clippings)	Bob Harmon		0 %			
	5.1.1.2 Department-wide emails of weekly updates to manager's office	Bob Harmon		0 %			
	5.1.1.3 Institute a monthly safety meeting distribution - Maintenance Staff			0 %			
	5.1.1.4 Distribute a synopsis of the monthly sup. meetings to all staff; Melissa or Admin	Melissa Currie		0 %			
	5.1.1.5 Make copies of Washoe Trails available to all staff.	Bob Harmon		0 %			
	5.2 Develop and promote external communication ()			0 %			
	5.2.1 Develop a Department Marketing Plan.	Marketing	100	0 %		5-31-2007	
	5.2.1.1 Open space education			0 %			
	5.2.1.2 Create an email database that would allow the public to receive Park's press releases, events, etc. - Al Rogers, Contractor; Bob Harmon, IT	Al Rogers		0 %			
	5.2.2 Develop and maintain a consistent image and uniform messaging	Marketing		0 %		7-1-2007, 6-30-2008	

5.2.2.1 Print mission statement and web address is on all department collateral. Doug D Mink/Jennifer Budge	Doug Davidson		0 %			
5.2.2.2 Develop a quality assurance committee to uphold dept. image.			0 %			
5.2.2.3 Ensure signage is consistent with image - Carolyn Poissant/Ian Stewart/Colleen	Carolyn Poissant		0 %			
5.2.2.4 Create a consistent and uniform layout for color public brochures - Barbara Borg	Barbara Borges		0 %			
5.2.3 Develop all collateral materials to be consistent with the image of the department	Marketing		0 %		7-1-2007, 6-30-2008	
5.2.3.1 Complete initial trail guide - Kristine Bunnell/Wayne Keysor	Kristine Bunnell		0 %			
5.2.3.2 Complete User Guide	Bob Harmon		0 %			
5.2.4 Increase the distribution of Parks information such as trail maps, program information, guides of service, etc. (ongoing)	Marketing	100	0 %		4-30-2008	
5.2.4.1 Develop a distribution plan.	Bob Harmon		0 %			
5.2.4.2 More in-depth profiles of Park's employees in Washoe Trails	Bob Harmon		0 %			
5.2.4.3 Place park public information racks (guides) at all parks.			0 %			
5.2.5 Continually manage a progressive interactive website (ongoing)	Marketing	100	0 %		9-30-2007	

2007-2010 Strategic Plan Administration: Action Plan










Date Revised: _____

Priority	Supporting Goals for Fiscal Year (Divisional Goals & Division Actions/ Individual Goals)	Who	Year End Target	% Complete/ YTD	Status/ Variance	Due Dates	Comment
Normal	2.2 Develop planning documents and monitoring processes that support the preservation and enhancement of regional parks and open space. ()			0 %			
Normal	2.2.1 Track legislative issues impacting parks, trails and open space. (ongoing)	Administration		0 %			
Normal	2.2.1.1 Identify Washoe County Bill Draft Requests (BDR) for 2007 legislative session. (Doug Doolittle or Al Rogers to request from John Slaughter)	Doug Doolittle		0 %			
Normal	2.2.1.2 Develop a plan of action to amend the existing legislation outlined for Residential Construction Tax to increase the allotted funding and expand its uses. (Doug Doolittle, Al Rogers, John Slaughter)	Doug Doolittle		0 %			
Normal	2.2.1.3 Provide support for a Green Sticker program or prepare a plan of action for future legislation of a similar program. (Kristine Bunnell and Lynda Nelson through Doug Doolittle and John Slaughter)	Kristine Bunnell		0 %			
Normal	2.2.2 Create and update functional policies enabling successful management of the department resources.	Administration	12	0 %		7-1-2007, 6-30-2008	
Normal	2.2.2.1 Create a policy regarding Open Space Acquisitions within or adjacent to developments. Address operations and maintenance within policy creation. (Kristine Bunnell/Jennifer Budge)	Kristine Bunnell		0 %			
Normal	2.2.2.2 Create a policy regarding trail construction and connectivity within or adjacent to developments. Address operations and maintenance within policy creation. (Kristine Bunnell/Jennifer Budge)	Kristine Bunnell		0 %			
Normal	2.2.2.3 Create a policy regarding trails and open space and property near significant water ways (streams, rivers, etc.) in conjunction with the creation of the Natural Resources Plan. (Kristine Bunnell/Lynda Nelson)	Kristine Bunnell		0 %			
Normal	2.2.2.4 Create a policy regarding the acceptance and issuance of easements.	Carolyn Poissant		0 %			

Normal	2.3 Continue to collaborate with other departments, agencies, & organizations for open space acquisition & natural resource management and planning for the future needs of our citizens. ()			0 %			
Normal	2.3.3 Establish a real property division within Washoe County to provide guidelines for easements, dedications, acquisitions, property sales, etc.	Administration		0 %		7-1-2007	
Normal	4.1 Consistently provide superior customer service training for all employees. ()			0 %			
Normal	4.1.1 Provide annual customer service training for all permanent employees.	Administration	100%	0 %		7-1-2007, 6-30-2008	
Normal	4.1.1.1 Develop an employee recognition program for customer service excellence.			0 %			
Normal	4.1.1.2 Conduct an annual customer service/team building retreat.			0 %			
Normal	4.1.1.3 Distribute Guide to Services and resource guide to all employees. (Melissa Currie/Joanna Schultz)	Melissa Currie		0 %			
Normal	4.1.1.4 Conduct open house session for staff in each ranger district annually. (Wayne Keysor, Colleen Wallace, Eric Crump, Andy Mink)	Wayne Keysor		0 %			
Normal	4.1.1.5 Develop a "Know Your Parks" quiz and administer to staff.	Melissa Currie		0 %			
Normal	4.1.2 Provide annual customer service training for all seasonal employees.	Administration	90%	0 %		7-1-2007, 6-30-2008	
Normal	4.2 Continually measure and improve customer satisfaction. ()			0 %			
Normal	4.2.1 Conduct a department customer satisfaction survey on an annual basis. Review results and make improvements accordingly.	Administration	80%	0 %		7-1-2007, 6-30-2008	
Normal	4.2.1.1 Establish Customer Satisfaction Survey committee - Jeff Kangas, chairman, with Melissa Currie, Stephanie D'Arcy, Rob Williams.	Jeff Kangas		0 %			
Normal	4.2.1.2 Create a draft Customer Satisfaction Survey policy.			0 %			

Normal	4.2.1.3 Committee to distribute draft policy to supervisors.			0 %			
	6.2 Improve Technology and Equipment Compatibility ()			0 %			
	6.2.1 Improve resource management through the use of technology.	Administration		0 %		7-1-2007, 6-30-2008	
	6.2.2 Assess technology and equipment needs (internal)	Administration		0 %		7-1-2007, 6-30-2008	
	6.2.3 Pursue development of activity registration web application	Administration		0 %		7-1-2007, 6-30-2008	
	6.3 Obtain regional and national recognition for department effectiveness. ()			0 %			
	6.3.1 Obtain National Recreation Park Association accreditation	Administration		0 %		7-1-2007, 6-30-2008	
	6.3.2 Obtain Pacific/Southwest or Nevada recognition for facility or program excellence (ongoing)	Administration		0 %			
	7.1 Encourage professional development with development program(s) and training, and a commitment to hiring more experienced staff. ()			0 %			
	7.1.1 Develop and implement a comprehensive work force management plan for the entire department	Administration	0	0 %		7-1-2007, 6-30-2008	
	7.1.1.1 Identify the minimum qualifications required for current positions versus what is needed to advance to the next level that are outside their current scope of work.			0 %			
	7.1.1.2 Identify possible alternatives to being solely reliant on seasonal positions during peak season.			0 %			
	7.1.1.3 Identify all facilities currently in the department's inventory by maintenance and ranger district.			0 %			

	7.1.1.4 Identify all facilities and property to be added to the existing inventory in the next 3 to 5 years to each district.			0 %			
	7.1.1.5 Identify the level of service (tasks) including programs and events at each facility			0 %			
	7.1.1.6 Identify the levels of full-time and seasonal staff currently used by each maintenance and ranger district			0 %			
	7.1.1.7 Review the data from short-term goals 1 through 4 to arrival at recommendations for accomplishing long-term goal #1.			0 %			
	7.1.2 Enhance employee satisfaction through team development	Administration		0 %		7-1-2007, 6-30-2008	
	7.1.2.1 Develop an employee recognition program			0 %			
	7.1.3 Determine the feasibility of creating a fourth maintenance route to accommodate growth	Administration		0 %		7-1-2007, 6-30-2008	
	7.1.4 Continue to offer training opportunities, in conjunction with succession planning, for all staff that will assist them in gaining the necessary skills and knowledge to advance their professional development (ongoing)	Administration		0 %			
	7.1.4.1 Develop and/or identify educational opportunities to assist in proving the opportunity for advancement.			0 %			
	7.1.5 Increase outreach to job market to get a larger and more experienced pool of candidates for the seasonal positions (ongoing)	Administration		0 %			
	7.1.5.1 Inventory of available funds for newspaper and/or radio ads			0 %			
	7.1.5.2 Feature story of parks' staff in the Reno Gazette Journal Careers section			0 %			
	7.1.5.3 Contact high schools, TMCC, and UNR for Parks, representation at "career days"			0 %			
	7.1.5.4 Set-up a Job Fair at the Job Connect offices (Reno/Sparks) to market seasonal positions			0 %			
	7.1.5.5 Mail post cards to previous year's seasonal staff of the 2007 hiring. Provide a list to supervisors to ensure post cards are not sent to those who are not eligible for rehire.			0 %			
	7.2 Develop a comprehensive volunteer program to maximize the department's ability to more effectively utilize this valuable resource. ()			0 %			

7.2.1 Continue to utilize volunteers within the department (ongoing)	Administration		0 %			
7.2.1.1 Coordinate with KTMB and other NPO's for volunteer stewardship programs & projects.			0 %			
7.2.2 Develop a "staffed" volunteer program within Regional Parks & Open Space	Administration		0 %		7-1-2007, 6-30-2009	
7.2.2.1 Hire a volunteer coordinator to run the program.			0 %			
7.2.2.2 Identify resources and opportunities for obtaining an individual to coordinate volunteer efforts for the department projects, events and activities			0 %			
7.2.2.3 Develop a database of current businesses, organizations and individuals that have and or assisting in a volunteer capacity.			0 %			
7.2.2.4 Identify other groups and organizations within the community that might be a volunteer resource in the future.			0 %			
7.2.2.5 Provide a marketing campaign to educate the public on the various volunteer opportunities within the department.			0 %			
7.2.2.6 Develop and update a database of projects and events that identifies current and future volunteer opportunities within the department.			0 %			
7.2.2.7 Develop a volunteer recognition program.			0 %	