



Strategic Plan

ADOPTED JUNE 14, 2017



South Suburban
PARKS AND RECREATION



A message from the Executive Director and Board

Over the past 58 years, South Suburban Parks and Recreation has provided exceptional parks, trails and facilities to the residents of the District. Serving a population of over 140,000 residents in six cities and three counties requires a dedicated staff and a clear direction in order to embrace our future and be leaders in parks and recreation. This Strategic Plan along with the Master and Financial plans set the framework to continue to meet the needs of our residents now and into the future.

The Strategic Plan identifies our mission, vision and values and analyzes the strengths, weaknesses, opportunities and threats to the organization. This information, collected from public outreach meetings and interviews with staff, will be the basis of our path to excellence as an organization and to what is possible for us to become in the future. The three overarching strategic goals of Embrace Our Guiding Principles, Value Our Staff and Engage Our Future will drive decision making for the next 5-10 years. The expectation is that all three plans will be used by staff in their day-to-day operations, decision making and long-term planning. By unifying our efforts and direction as an organization, we will ensure that our parks, trails, programs and facilities are sustainable into the future and that limited resources are allocated wisely.

The Board and Executive Director would like to thank all of the participants for their contributions to all three documents. Our partners, District residents, and staff drive the success of the District. Continuing these meaningful relationships will enhance the District's ability to foster healthy living for the communities we serve.

Footbridge Park

Photo: SSPRD

Rob Hanna, Executive Director

Board of Directors

Strategic Plan

- 01. Plan Background
- 02. Values, Principles & Goals
- 03. Strategic Recommendations
- 04. Conclusion

Appendices

A. SWOT Analysis

B. Master Plan Top Ten Analysis

C. Master Plan Opportunities for Improvement Analysis

Acknowledgements

BOARD OF DIRECTORS

John Ostermiller
Scott LaBrash
Pamela Eller
Michael Anderson
James Taylor

STAFF WORKING GROUP

Rob Hanna
Brett Collins
Teresa Cope
Steve Shipley
Mike MacLennan
Andy Jennings
Eileen Matheson
Bill Ramsey
Jay Dikeman
Mindy Albert
Matt Blomstrom
Erich WonSavage

CONSULTANT GROUP

Design Workshop
Barker Rinker Seacat Architecture
ETM Associates
National Research Center



Aqua Arthritis

Photo: SSPRD

Plan Background



Literary Catch @ Ketrings Lake
Photo: SSPRD

Plan Summary

Introduction

Founded in 1959, South Suburban Park and Recreation District (SSPRD) is a uniquely historic, community-driven organization that provides both indoor and outdoor recreation amenities to six municipalities and three counties south of Denver. In order to guide SSPRD over the next five to ten years, SSPRD initiated a planning process to develop a Master Plan and a Strategic Plan.

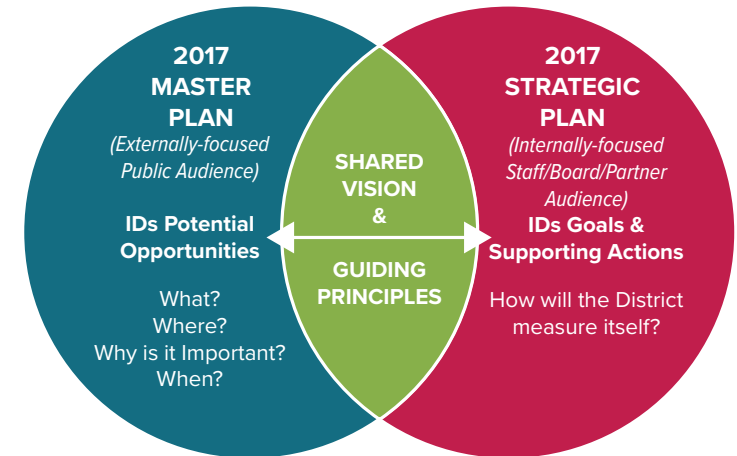
The Strategic Plan is an internally-focused document that will help SSPRD identify and address its vision and goals for the next five to ten years. It compares where SSPRD is currently at with these goals and vision, and develops a strategy for bridging the gap. The Strategic Plan will also provide direction on how SSPRD can implement the recommendations of the Master Plan, and will serve as a guide for developing future annual workplans.

The 2017 Strategic Plan has been developed as a companion document to the 2017 Master Plan. Like the Master Plan, the Strategic Plan supports a critical opportunity for SSPRD to build off the energy of new leadership, respond to the needs of SSPRD's diverse communities and envision how this award-winning system can find fresh ways to implement its mission and serve the community.

Plan Creation

The Strategic Plan has been developed in conjunction with the Master Plan, and shares many of the same research and analyses that were examined for the Master Plan. Two critical parts in developing the Strategic Plan were input from the community, collected through focus group meetings, surveys, and outreach events, and input from SSPRD staff, collected through staff briefings and meetings. Strategic plans from city and county parks departments were examined as well. In addition, the current operations of SSPRD were evaluated to determine SSPRD's capabilities of implementing the Master Plan recommendations.

Figure 1: Strategic and Master Plan Components



How to Use This Document

Document Framework

Guiding principles are broad initiatives describing what SSPRD aims to achieve, and are shared between the Strategic Plan and the Master Plan. They have evolved out of community engagement and recent foundational planning efforts of the 2014 Gold Medal Citizen Report and 2013 Strategic Plan. The Strategic Plan supports the guiding principles through the strategic goals and provides recommendations to help implement them.

Together with the strategic goals, the mission, vision, values and guiding principles chart a course toward ensuring SSPRD's long-term sustainability and ability to contribute to the community's physical, emotional and social welfare.

Using the Plan as SSPRD Staff

The Strategic Plan is the roadmap to SSPRD's future. **All staff should be familiar with the Strategic Plan, and should use the plan to guide and inspire their work.** Staff should strive to carry out the values and principles presented in the Strategic Plan and will be held to these standards. Staff, specifically those in management positions, should work toward implementing the Strategic Plan recommendations. Recommendations should be used as a framework to produce the annual workplans done by the District.

Figure 2: Strategic Plan Structure



Where We Are Today

Analysis of Current Operations

SSPRD owns, operates and maintains a wide variety of parks, trails, open spaces, recreation facilities, and golf courses which include over 3,000 acres of land. See Map 1 on the following page for an overview of the District. Overall, SSPRD is providing above average level of service for parkland compared with other Colorado Front Range communities and 98 percent of residents are within a half mile or less of a recreation opportunity. The recreation facility assessment conducted by Barker Rinker Seacat Architect and SSPRD staff reveals that aging assets are in need of upgrades or improvements. Additionally, while the parks and recreation system is serving a high capacity of residents, recreation trends are continuously changing as interests change, the population ages, and demographics shift. SSPRD serves many communities with a wide range of demographic backgrounds and priorities. Careful prioritization and communication with the community, municipal and county partners is essential to provide improved services and facilities over the next five to ten years.

Community Engagement

As part of the Master and Strategic Planning process, the planning team conducted robust community engagement efforts to understand citizens' recreation needs and interest; efforts included interviews, advisory groups, public meetings, an online survey, and a statistically-valid survey. The four guiding principles – **Quality First, Enrich Wellness, Connect to Nature, and Lead Sustainability** – evolved directly out of community input, as well as staff and community-led planning efforts.

Survey results focused on how residents currently view the park and recreation system. While there are overarching improvements that all residents showed support for in the survey (e.g., maintaining and upgrading amenities), within specific survey results, geographic areas of SSPRD have different priorities. Continued dialogue with residents and municipal and county partners should continue to ensure the community's priorities are understood over the next five to ten years.

Refer to Chapter 2 of the Master Plan for more information on the current conditions of SSPRD and the results of the community outreach efforts.

98%

Of residents are within
1/2 mile or less of a
recreation opportunity

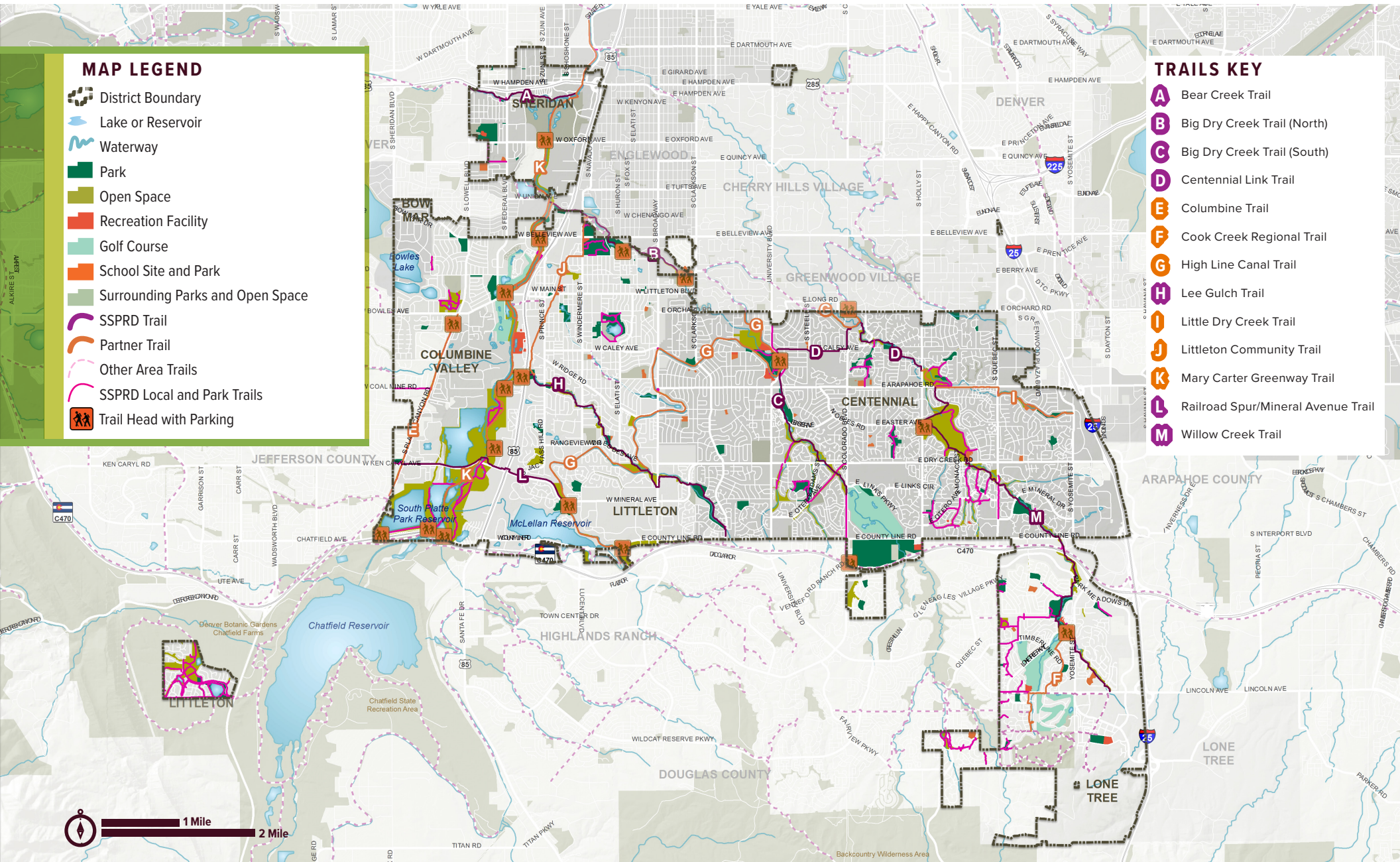
97%

Of survey respondents
agreed that a purpose
of SSPRD should be to
improve the quality of life

91%

Of survey respondents
agree that SSPRD should
provide recreational
opportunities to
underserved residents

MAP 1 South Suburban Parks and Recreation System Map



SSPRD Organization

Staffing

In general, SSPRD has a significant number of young and entry level staff: about 70% of staff have been working for four years or less and about 43% of staff are under 30 years of age. Another 24% of staff are between 30 and 50 years of age. Full-time staff have typically worked for SSPRD the longest, followed by part-time staff with benefits. The most common employees are part-time year-round staff, representing about half of SSPRD's workforce.

SSPRD has recently been challenged with finding and retaining dynamic program instructors, part-time workers, and summer workers due to the competitive job market and providing affordable health care per recent health care laws. This has left SSPRD with some full- and part-time staff vacancies. The current number of staff and number of vacant positions at SSPRD are shown in Table 1.

TABLE 1

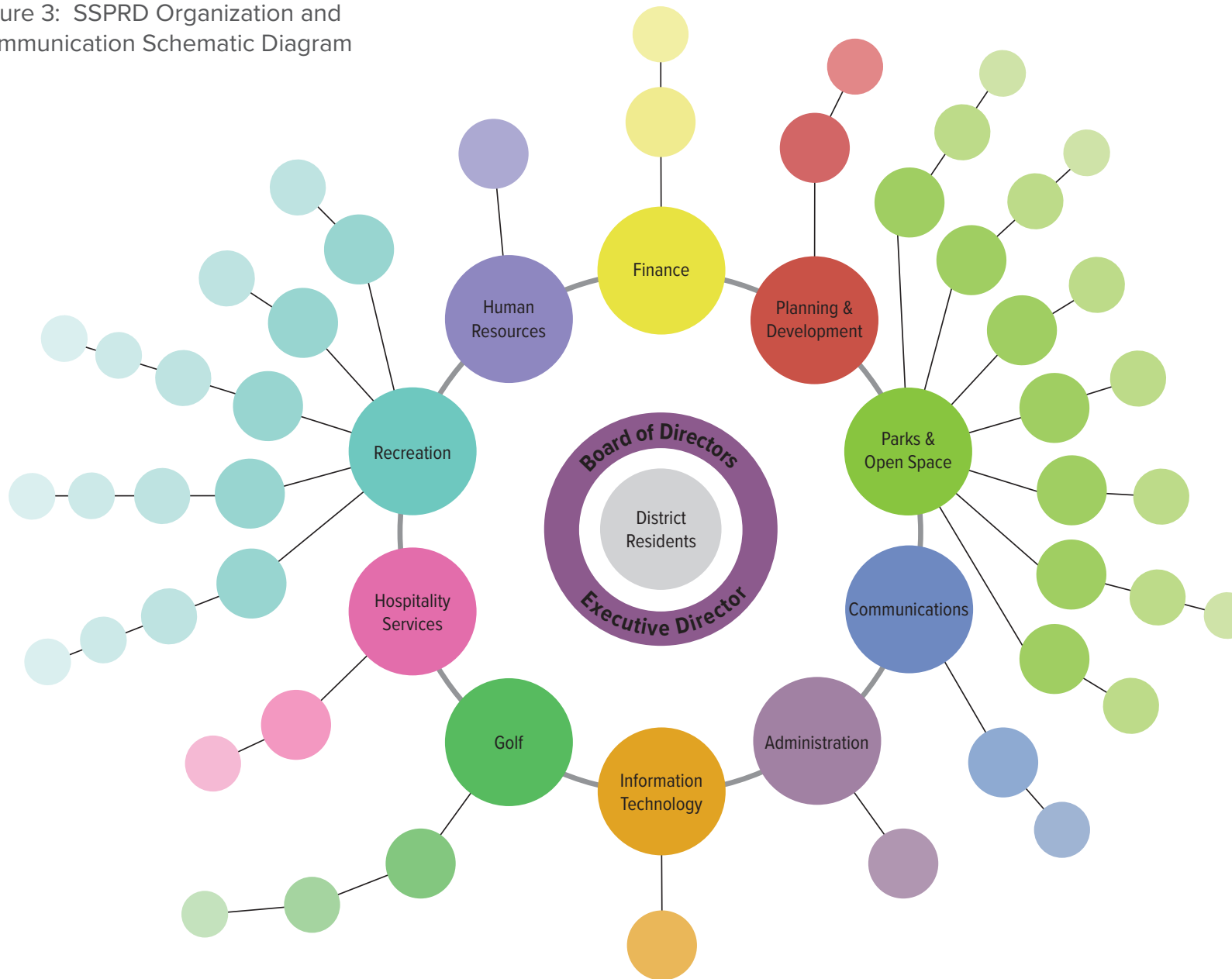
DEPARTMENT	# OF TOTAL EMPLOYEES	# OF SUPERVISORS	# OF FTE'S	# OF PART-TIME STAFF	# OF FTE VACANCIES	# OF PTE VACANCIES*
ADMINISTRATION	4	2	4	0	1	0
COMMUNICATIONS	22	3	7	15	1	0
FINANCE	10	2	6	4	0	0
GOLF	225	17	31	194	0	5
HOSPITALITY	104	11	14	90	2	13
HR	7	2	4	3	0	0
IT	7	1	7	0	0	0
PARKS	144	23	73	71	3	61
PLANNING	5	2	5	0	0	0
RECREATION	1,085	52	78	1,007	8	57
Totals	1,613	115	229	1,384	15	136

Source: SSPRD staffing data, June 2017

*PTE vacancies vary based on the District's needs and the season; numbers shown here are the accurate as of the writing of this plan

Figure 3 on the following page shows the current organization of full-time staff at SSPRD. It is arranged based on organizational levels: department directors are represented by the large circles around the center, and staff that report to them are represented by the next level of circles; staff reporting order is shown in the subsequent level of circles.

Figure 3: SSPRD Organization and Communication Schematic Diagram



SWOT Analysis

Figure 4: SWOT Analysis Matrix



What Is a SWOT Analysis?

A SWOT analysis identifies the strengths, weakness, opportunities, and threats to an organization. The strengths and weaknesses typically examine the factors internal to the organization, such as human and physical resources, financial capabilities, and current activities. The opportunities and threats typically focus on external factors, including future trends, the economy, funding sources and demographics. Once complete, the SWOT analysis can be used to reveal possibilities and limitations to change, identify barriers and opportunities, and explore new solutions to challenges.

The SWOT analysis for SSPRD serves as the first stepping stone to identify the organization's challenges and opportunities, as well as a way to identify the gap between current SSPRD operations and the vision of SSPRD presented in the Master Plan. Together with the mission, vision, and values, the SWOT analysis is used to create the strategic goals.

SWOT Summary

SSPRD has many strengths that have made it a successful organization since 1959. However, aging equipment and facilities, deferred maintenance, and a potential loss of some funding sources all threaten the organization's continued success and the community's perception of SSPRD. With many facilities already at capacity, SSPRD is also at risk of being overwhelmed as the population grows and more people use the facilities. Fortunately, SSPRD has several opportunities for strengthening funding sources, partnering with other organizations, and implementing new strategies.

As mentioned previously, SSPRD has a considerable young and entry-level workforce. This represents both a challenge and an opportunity – they will need training, but may bring innovative ideas to SSPRD and have the opportunity to remain and grow with the organization. Overall, SSPRD's younger-aged staff is a plus for the organization as many municipal workforces across the US are, on average, much older, and will soon be retiring without the infusion of new younger staff. It will be critical to create a thoughtful succession plan to retain staff and ensure all of the organization is working toward SSPRD's mission, vision, and values.

The full SWOT analysis can be found in the appendix of the Strategic Plan

02.

Values, Principles & Goals



Class at South Platte Park
Photo: SSPRD

Mission, Vision, and Values

Our Mission and Vision

Founded in 1959, South Suburban Park and Recreation District (SSPRD) is a uniquely historic, community-driven organization that provides both indoor and outdoor recreation amenities to six municipalities and three counties south of Denver. **SSPRD's mission is to foster healthy living through stewardship of the environment, parks, trails and open space and by providing recreational services and programs.**

As a new vision associated with this Strategic Plan, **SSPRD will seek to foster a culture of quality facilities, professional staff, and exemplary services that enhance the quality of life in the communities they serve, now and into the future.**

Organizational Values

SSPRD's values provide a context for SSPRD to articulate organizational staff expectations and a tool for internal and external evaluation. Employees are expected to practice these values, while the community is expected to hold SSPRD to these values:

Professional

Have the competency and skill to carry out our mission with honesty and dedication

Active

Be a constant presence in the community by providing services and facilities that inspire recreation and play

Innovative

Incorporate sustainability, stewardship, recreational trends, and our community's current and future needs into our organization's practices

Inclusive

Incorporate the different needs of our diverse community and our partners into our work and decision-making

Our Guiding Principles

Organized by Guiding Principles

Guiding principles are broad initiatives describing what SSPRD aspires to achieve. They have evolved out of Master Plan community engagement and recent, foundational planning efforts of the 2014 Gold Medal Citizen Report and 2013 Strategic Plan. Together with these planning efforts, the mission, vision, and values and guiding principles chart a course toward ensuring SSPRD's long-term sustainability and ability to contribute to the community's physical, emotional and social welfare. The Master and Strategic Plans share these four guiding principles:



Quality First

Our most important task is to improve the quality of our offerings and customer service. We aim to consistently create positive experiences for our community.



Enrich Wellness

We prioritize wellness by offering close-to-home and affordable indoor and outdoor recreation opportunities to a diverse community. Wellness strengthens bodies, engages minds and refreshes a person's spirit. We recognize that within SSPRD, different regions need different recreation opportunities.



Connect To Nature

We provide access to open space, natural areas and water recreation while balancing stewardship of these natural resources. Recreating in nature fosters healthy living and provides benefits to emotional and physical well-being.



Lead Sustainability

We support sustainable practices for managing SSPRD's financial, physical and natural resources. Well maintained amenities require long-term financial investments. Energy and water efficient operations and maintenance increase our capacity to protect natural resources and invest more in our recreation offerings.

Staff should be familiar with these guiding principles and use them to direct decision-making in their work.

Strategic Goals

Establishing Our Focus

The Strategic Plan identifies three overarching goals for SSPRD that reflect the mission, vision, and values, build off of the SWOT analysis, and can be used to implement the guiding principles.

Each goal is meant to focus SSPRD on achieving a specific outcome within the next 5 to 10 years – these are the “desired outcomes” associated for each strategic goal.

Each goal has several recommended objectives and “areas of action,” which provide further direction on how the goals can be achieved. They are discussed in more detail on the following pages.

Our Strategic Goals:

EMBRACE OUR GUIDING PRINCIPLES

...to become a recognized leader in the parks and recreation industry.

- Become and remain a CAPRA-accredited organization
- Deliver new projects and improvements that support our guiding principles
- Drive net revenue through improving/maintaining the quality and value of our facilities and services
- Address capacity needs and facility improvements to meet the needs and desires of the community
- Provide opportunities for the community to engage with and celebrate nature
- Continue sustainability improvements to reduce spending on resources and help SSPRD fulfill its mission as stewards of the environment

VALUE OUR STAFF

...to become a responsive, well-respected, and desired employer for parks and recreation professionals.

- Uphold our mission, vision, and values through the daily work of our employees
- Use our values as criteria for hiring decisions and career advancement
- Improve communication between employees of different departments and staffing levels
- Improve staff access to electronic communication and processes
- Find creative ways to attract and retain the best and brightest employees
- Demonstrate a commitment to staff for retaining and expanding the growth of each employee

ENGAGE OUR FUTURE

...to increase the organizational sustainability of SSPRD to ensure we can serve our communities well into the future.

- Improve organizational efficiencies to reduce operations costs
- Increase our financial sustainability
- Grow our customer base through opportunities for community engagement and marketing
- Maintain, improve, and expand partnerships to benefit SSPRD and the surrounding region

Figure 5: Forming the Strategic Goals



03.

Strategic Recommendations



Rising Star Program
Photo: SSPRD

Using the Recommendations

Overview

Each of the three strategic goals has several broader objectives that outline how SSPRD can implement the goals. Under each objective are “areas of action” – recommended strategies for SSPRD to help achieve the objectives – which should be used as a framework to produce more detailed action items as part of future annual workplans developed by each Department. The annual workplans will also be used by SSPRD to track progress toward achieving the goals of the Strategic Plan and the recommendations of the Master Plan.

Figure 8: Sample Workplan

CAPITAL PROJECTS— PLANNING & DEVELOPMENT DEPARTMENT

Charley Emley Park Renovations – ACOS grant for renovations to the playground, tennis courts and basketball court.

- Project Manager: Steve White, Park Planner 2
- Schedule: Jan-July
- Status: Planning started.

Sterne Park Renovations Phase 1 – ACOS grant for renovations to the playground and restroom.

- Project Manager: Steve White, Park Planner 2
- Schedule: June-Oct
- Status: Planning started

High Line Canal Enhancements – Joint projects grant with Arapahoe County Open Spaces for 4 bridges, 1 restroom and a trail connection along the High Line Canal Trail.

- Project Manager: Brett Collins, Director of Planning and Development
- Schedule: Jan-July
- Status: Bridge at Bannock St. is installed, Bridge at deKoevend Parking Lot is installed. Ice Arena Bridge is under construction. Milliken Restroom Design 95% complete. Elati Street trail connection is complete.

Mary Carter Greenway Signage through South Platte Park – Implement new sign plan from C-470 to north of Belleview.

- Project Manager: Brett Collins, Director of Planning and Development
- Schedule: Jan-Feb
- Status: Under Construction

Figure 7: Strategic Plan Structure



Prioritization Criteria

In conjunction with the Master Plan Prioritization Criteria, the Strategic Plan identifies additional criteria that can be used by SSPRD to evaluate capital projects and assist in decision-making. The criteria are linked to the core values and strategic goals identified in this plan.

STRATEGIC PRIORITIZATION CRITERIA CHECKLIST

The following questions are an evaluation of any new project to determine if the project supports SSPRD's mission, vision, values, and strategic goals. The project may not receive a "check" for every question, but each question should be asked during the evaluation process **in conjunction with the Master Plan prioritization criteria**. If a project does not receive a "check," critical questions need to be asked about how the project can be adapted to meet that criteria; or, if it cannot be adapted, whether the project meets enough other criteria between the Strategic Plan and Master Plan to justify moving forward.

EMBRACE OUR PRINCIPLES

- Does it support SSPRD's mission, vision, and values?
- Does it improve the overall quality of our facilities and services?
- Does it meet the needs and/or desires of the community?
- Does it provide opportunities for the community to connect with nature?
- Does it contribute to SSPRD's overall sustainability?

☐
☐
☐
☐
☐

VALUE OUR STAFF

- Has the impact on staff been considered?
- Does the project provide any learning or growth opportunities for staff?

☐
☐

ENGAGE OUR FUTURE

- Has the impact on operations and maintenance been considered?
- Is the project eligible for outside funding?
- Does the project support opportunities to generate (net) revenue?
- Will it build community engagement in SSPRD?
- Have partnership options been evaluated for opportunities for collaboration on services/facilities/etc.?

☐
☐
☐
☐
☐

Embrace Our Guiding Principles

Through embracing and implementing our guiding principles, SSPRD strives to become a recognized leader in the parks and recreation industry.

GUIDING PRINCIPLES:  Quality First  Enrich Wellness  Connect To Nature  Lead Sustainability

OBJECTIVE 1	Become and remain a CAPRA-accredited organization (Quality First)
Areas for Action	<ul style="list-style-type: none">• Become familiar with Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation and re-accreditation procedures and documents• Examine ways to implement and maintain the CAPRA standards into operations• Identify ways to incorporate new projects and improvements into meeting and maintaining standards for CAPRA
OBJECTIVE 2	Deliver new projects and improvements that support our guiding principles (All Guiding Principles)
Areas for Action	<ul style="list-style-type: none">• Follow the Master Plan prioritization criteria for determining projects and improvements• Implement the opportunities for improvement identified in the Master Plan
OBJECTIVE 3	Drive net revenue through improving/maintaining the quality and value of our facilities and services (Quality First)
Areas for Action	<ul style="list-style-type: none">• Utilize data collected by SSPRD to inform maintenance needs (e.g. a facility with a high volume of program participants will need more frequent maintenance than a facility with fewer program participants)• Keep the SSPRD website up-to-date and user-friendly and to foster SSPRD's strong social media presence• Place a high value on staff to build employee confidence and pride, which translates to quality customer service and quality work (see "Value Our Staff" strategic goal)• Extend the existing bond debt to provide funding for capital projects

OBJECTIVE 4	Address capacity needs and facility improvements to meet the needs and desires of the community (Enrich Wellness)
Areas for Action	<ul style="list-style-type: none"> • Evaluate the different levels of growth within SSPRD communities, and use this analysis to determine a prioritized plan for improved, expanded, or new parks and facilities • Keep up-to-date with trends and the recreation desires of the community • Continue to improve existing facilities • Expand and/or create partnerships for new parks and facilities and to assist with park and facility improvements
OBJECTIVE 5	Provide opportunities for the community to engage with and celebrate nature (Connect to Nature)
Areas for Action	<ul style="list-style-type: none"> • Consider acquiring significant open space parcels as they become available • Encourage environmental stewardship in operations • Foster environmental stewardship in the community
OBJECTIVE 6	Continue sustainability improvements to reduce spending on natural resources and help SSPRD fulfill its mission as stewards of the environment (Lead Sustainability)
Areas for Action	<ul style="list-style-type: none"> • Retrofit facilities and parks where possible for improved energy efficiencies • Continue to implement current water conservation strategies while investigating new strategies that will provide additional water savings, such as using non-potable water where possible • Investigate landscape improvements (e.g. synthetic turf) and alternative maintenance strategies that will improve sustainability

Value Our Staff

By valuing our staff, SSPRD aims to become a responsive, well-respected, and desired employer for parks and recreation professionals.

OBJECTIVE 1	Uphold our mission, vision, and values through the daily work of our employees
Areas for Action	<ul style="list-style-type: none">• Ensure the Strategic Plan and Master Plan are easily available to all staff• Provide an overview of the mission, vision, values, guiding principles, and strategic goals in the employee handbook• Management staff should use the Strategic and Master plans to guide their decision-making• Consider workforce planning workshops to align future workplans, budgets and capital improvements with the Master and Strategic Plans
OBJECTIVE 2	Use our values as criteria for hiring decisions and career advancement
Areas for Action	<ul style="list-style-type: none">• Hiring process will incorporate a section on principles and values• Incorporate the Strategic Plan and Master Plan language into performance evaluations
OBJECTIVE 3	Improve communication between employees of different departments and staffing levels
Areas for Action	<ul style="list-style-type: none">• Continue to distribute regular employee newsletters• Have directors, managers, and supervisors follow-up with staff on their suggestions for improvements during the performance evaluation• Encourage greater relationships and greater collaboration between departments to explore new ideas and opportunities that may benefit SSPRD

OBJECTIVE 4	Improve staff access to electronic communication and processes
Areas for Action	<ul style="list-style-type: none"> • Explore various avenues to improve access to electronic communication for employees • Develop an organization-wide IT program with access for all staff • Provide training for staff on electronic communication, programs, and processes
OBJECTIVE 5	Find creative ways to attract and retain the best and brightest employees
Areas for Action	<ul style="list-style-type: none"> • Implement a management strategy where staff can develop pride and a sense of ownership in their work • Provide team-building activities and opportunities for staff to interact across departments • Work toward development and maintenance of a competitive total compensation package for District employees
OBJECTIVE 6	Demonstrate a commitment to staff for retaining and expanding the growth of each employee
Areas for Action	<ul style="list-style-type: none"> • Recognize employees for their achievements, skills, and knowledge • Ensure opportunities for professional leadership and staff development to foster in-house talent

Engage Our Future

By engaging our opportunities for the future, SSPRD seeks to increase our organizational sustainability to ensure we can continue to serve our communities well into the future.

OBJECTIVE 1	Improve organizational efficiencies to reduce operations costs
Areas for Action	<ul style="list-style-type: none">• Continue to evaluate maintenance operations (e.g. routes taken by vehicles, locations of maintenance facilities, etc.) for opportunities to improve efficiencies• Continue to have departments stay up-to-date with technology• Leverage new technologies to overcome challenges and improve operations• Evaluate alternative maintenance strategies for taking care of parks and facilities, such as contracted services and HOAs/partnerships maintaining small and/or remote parks
OBJECTIVE 2	Increase our financial sustainability
Areas for Action	<ul style="list-style-type: none">• Monitor and renegotiate lease agreements to identify opportunities for cost savings or additional funding sources• Extend current mill levies, particularly those that support operations, into perpetuity• Capitalize on available grant opportunities for proposed projects• Ensure adequate financial resources to maintain equipment, parks, trails, and facilities as needed• Complete a detailed analysis of operational costs and revenue opportunities in a three-year financial plan

OBJECTIVE 3	Grow our customer base through opportunities for community engagement and marketing
Areas for Action	<ul style="list-style-type: none"> • Proactively distribute information on SSPRD accomplishments, ongoing efforts, and offers to residents within District boundaries • Define our core customers and use this to inform future marketing and outreach • Investigate new opportunities for outreach and advertising to attract non-core customers • Develop an integrated Marketing Plan for SSPRD • Provide volunteer opportunities at different times and on varying days in order to engage various members of the community • Highlight the contributions of volunteers • Identify stakeholders and future board members in the community
OBJECTIVE 4	Maintain, improve, and expand partnerships to benefit SSPRD and the surrounding region
Areas for Action	<ul style="list-style-type: none"> • Review existing partnership agreements and formalize documentation of these agreements to clarify responsibilities and operational aspects and establish consistency between the agreements • Evaluate opportunities to expand and/or add public-private partnerships • Evaluate the current policy around donations for opportunities to modify it to enhance partnerships • Investigate the ability for the South Suburban Parks Foundation to fundraise for Master Plan projects



Writers Vista Park
Photo: Greg Howe

04.

Conclusion

A Strategic Outlook

The Strategic Plan is part of a larger planning effort that includes the 2017 Master Plan and a three-year financial plan. The recommendations in these efforts will begin implementation in 2017 and will be updated periodically as needed. For the plans to be successful, SSPRD must ensure that these documents are incorporated into future planning efforts within the organization. For instance, the Strategic Plan should be used in developing the annual workplans for the District and in evaluating proposed capital projects.

Existing data will be identified and used to create baselines for tracking progress on performance measures. Baselines for new performance measures will need to be collected in the first years of implementing the Master and Strategic Plans. Comparing the performance measures from year to year would serve as a tool to track the progress SSPRD is making towards achieving the goals of the Strategic Plan and the recommendations of the Master Plan.

The recommendations of the Strategic Plan are not all immediately achievable – it will take planning and effort by SSPRD and the community to see them successfully implemented. But by striving toward these strategic goals, SSPRD can foster healthy living for all of its residents.



South Suburban
PARKS AND RECREATION

2017 Strategic Plan

www.ssprd.org