



Bend Metro Park & Recreation District

January 8, 2019

# Board of Directors Annual Workshop Agenda

[www.bendparksandrec.org](http://www.bendparksandrec.org)



*play for life*





## **Our Vision**

To be a leader in building a community connected to nature, active lifestyles and one another.

## **Our Mission**

To strengthen community vitality and foster healthy, enriched lifestyles by providing exceptional park and recreation services.

## **We Value**

Excellence by striving to set the standard for quality programs, parks and services through leadership, vision, innovation and dedication to our work.

Environmental Sustainability by helping to protect, maintain and preserve our natural and developed resources.

Fiscal Accountability by responsibly and efficiently managing the financial health of the District today and for generations to come.

Inclusiveness by reducing physical, social and financial barriers to our programs, facilities and services.

Partnerships by fostering an atmosphere of cooperation, trust and resourcefulness with our patrons, coworkers and other organizations.

Customers by interacting with people in a responsive, considerate and efficient manner.

Safety by promoting a safe and healthy environment for all who work and play in our parks, facilities and programs.

Staff by honoring the diverse contributions of each employee and volunteer, and recognizing them as essential to accomplishing our mission.

*play for life*

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# Board of Directors

Workshop – January 8, 2019

Bend Park and Recreation District Office – Conference Rm A

## Agenda

### Workshop – 9:00 a.m.

#### 1) **Annual Strategic Action Plan (Mid-Year Review)** – *Michelle Healy (20 min)*

The Strategic Plan adopted by the Board in 2013 is carried out through the Annual Strategic Action Plan (the Plan). The Plan provides a mechanism to view progress on accomplishing the specific tactics that address the Themes, Objectives and Initiatives prioritized by the Board in the Strategic Plan. The Plan is not intended to be a comprehensive list of the day-to-day operating activities of the District.

Staff has prepared the mid-year update of the 2018-19 Annual Strategic Action Plan that includes “red, yellow, and green light” indicators to symbolize the status of projects. New tactics that have been added to the Plan since the start of the fiscal year are highlighted in yellow.

This is time for the Board to provide feedback on current tactics and/or to suggest new tactics for the upcoming year. Discussions on the Plan should be centered on the initiatives to ensure staff is carrying out the direction of the Board. This is also the opportunity to review the initiatives and determine if modifications are deemed appropriate. This is likely the last year staff will use this format since the District is in the process of developing a new strategic plan.

*Goal of agenda item:* Review progress made on the initiatives, and to suggest modifications or new initiatives for next year’s consideration.

*Supporting Document:* 2018-19 Annual Strategic Action Plan (Mid-Year Review) attached.

#### 2) **Financial Forecast** – *Lindsey Lombard (3 hr)*

**Break at 10:30 a.m. (10 min)**

The financial forecasting model has become a valuable tool in predicting the effects of capital funding decisions, operational strategies, levels of service, subsidy levels, expanding District parks and facilities, and economic circumstances on the District’s financial viability. Being able to foresee how decisions today will affect the District’s future operational budgets is vital to ensure the long-term financial sustainability of the District. Financial forecasting becomes even more important as the District adds facilities and services.

The forecasts, and the underlying assumptions, will be presented and discussed during the workshop. The forecasts reflect the projected impacts to the District’s short-term financial

future, primarily from growth in operational revenues and costs (including PERS, minimum wage and benefit cost increases), and as we increase our services as we open Larkspur Community Center. The forecasts also show the impacts of the current and potential future debt service and of the proposed 2020-2024 Capital Improvement Plan (CIP) projects.

The forecasted System Development Charge (SDC) revenues, expenditures and ending fund balances will be shown on a separate graph.

*Goal of agenda item:* Staff hopes that this tool will help provide a means for the Board to gain an understanding of the future capacity of the District before discussing future property tax-funded priorities, and the prioritization of the CIP.

*Supporting Document:* Financial Forecasts – to be provided at the meeting.

### **Lunch 12:30-1:00**

#### **3) Capital Improvement Plan (CIP) Discussion – Michelle Healy and Lindsey Lombard (1 hr)**

During prior workshops, the CIP discussion has allowed for each of the CIP projects to be discussed in an open format that ended with clear direction to staff, and the creation of a CIP that carefully weighed the prioritization of projects against available resources. For the first draft of the 2020-2024 CIP staff has updated the 2019-2023 adopted CIP to reflect changes in current year projects and to incorporate Board, staff or community-driven proposed future projects. Staff intends to use the same process this year in order to provide guidance for CIP revisions. The draft CIP will be adjusted upon Board direction over the upcoming few months, and adopted in June as a part of the annual budget process.

*Goal of agenda item:* Review status of current projects and reach Board consensus on the Draft 5-year 2020-2024 CIP.

*Supporting Documents:* Draft 2020-2024 Five-Year CIP. To be provided at the meeting.

#### **4) Funding Prioritization – Don Horton and Lindsey Lombard (1 hr)**

The District has several large projects and financial commitments on the upcoming five-year horizon. These commitments will require more funding than is available over the same time period.

*Goal of agenda item:* Staff wishes for the Board to have a discussion on prioritization and funding strategies for future projects and financial commitments.

**Break at 3:00 (10 min)**

5) **Board Self-Assessment** (Estimated time 40 min)

The Board conducts a self-assessment annually aimed at improving how the Board conducts business. The self-assessment materials were emailed to each Board member on December 12 in order that time was well spent thinking about the evaluation criteria. The individual Board member assessment results will be provided separately.

*Goal of agenda item:* To conduct Board self-assessment

*Supporting Document:* None







## 2018-19 ANNUAL STRATEGIC ACTION PLAN MID-YEAR REVIEW - JANUARY 8, 2019

<i>Key</i>	
✓	Complete
●	Underway/Ongoing
●	Delayed or to be scheduled
●	Postponed to future FY or being reconsidered
□	New tactics added after start of fiscal year

### **STRATEGIC PLAN THEME: CUSTOMER - COMMUNITY CONNECTION**

**OBJECTIVE 1- ANALYZE AND ADAPT TO CHANGING COMMUNITY NEED:** Anticipating the growing and changing needs of the community and identifying the future need for parks, trails, natural areas and recreation facilities to address those needs are a critical planning function. In order to adapt to new trends in the marketplace and to shift recreation program delivery to meet demand, the District must have an understanding of changing community demographics, key customer requirements, and the needs of underserved groups and individuals.

**A. Initiative: Develop, implement and update a comprehensive recreation plan that ensures recreation program delivery is responsive to community need.**

ONGOING

Tactic	Lead	Status
Update Recreation Plan	Recreation	●

**B. Initiative: Conduct periodic surveys to identify needs for parks, indoor facilities and programs and to measure public perception of and satisfaction with the District and its services.**

ONGOING

Tactic	Lead	Status
Complete Perception Survey	P&D	●
Complete Recreation Services Survey	Recreation	✓

**C. Initiative: Review, monitor and periodically revise the Comprehensive Plan and Strategic Plan to ensure that they provide direction to address system deficiencies, respond to the needs of a growing community and plan for equitable distribution of facilities.**

ONGOING

Tactic	Lead	Status
Adopt Comprehensive Plan	P&D	✓
Complete new Strategic Plan	P&D	●
Coordinate the findings of the District's new Comprehensive Plan and trails plan into City's Comprehensive Plan and Transportation System Plan	P&D	●

**D. Initiative: Acquire land, and plan and develop trails, river access, parks, natural areas and recreation facilities to meet identified community demand and future need.**

ONGOING

Tactic	Lead	Status
Acquire new neighborhood park site as per Neighborhood Park Plan, CIP and 2018-19 budget	P&D	✓●
Complete design for the Drake Park DRT Bank & Trail Improvements Project	P&D	●
Complete design and begin construction of Goodrich Park	P&D	●
Complete design for Alpenglow Park and begin construction	P&D	●
Complete design and permitting for Larkspur Center expansion and Larkspur Park improvements; begin construction	P&D	●
Coordinate design of soccer fields at Pine Nursery with Bend FC Timbers	P&D	●
Install wayfinding signage at Shevlin Park based on the Shevlin Park Management Plan	P&D	●
Continue design and construction of ADA improvements at Shevlin Park	P&D	●
Seek acquisition of easements for the Central Oregon Historic Canal Trail	P&D	●
Complete conceptual design for road crossings of the Central Oregon Historic Canal Trail and begin improvements	P&D	●
Engage in a third party facilitated process to evaluate and plan for connection of the Deschutes River Trail on the southern boundary of Bend	P&D	●
Continue acquisition work for the Kirkaldy to Putnam Deschutes River Trail connection	P&D	●
Continue design working with the City on the Galveston to Millers Landing Deschutes River Trail segment	P&D	●
Continue acquisition of Putnam to Deschutes River trail connections	P&D	✓
Complete permitting and design for Big Sky Park and begin construction	P&D	●
Coordinate design and development of the Haul Road Trail	P&D	●
Start public outreach, planning and design for the Cedarwood Trailhead	P&D	●
Start the land use and initial design process for the Northpointe property neighborhood park site	P&D	●
Start preliminary design and outreach for Discovery Park Phase 2 design	P&D	●
Design and construct new playground and other amenities at Empire Crossing Park	P&D	●
Begin design and engineering for Pacific Crest Middle School multi-use fields in coordination with BLS	P&D	●
Begin design and engineering for Litchfield property neighborhood park site	P&D	●
Begin design and engineering for new restrooms at Rockridge Park	P&D	●
Pursue property for new Park Maintenance Facility	Administration	●

**E. Initiative: Participate in the City of Bend Urban Growth Boundary expansion.**

MIDTERM

Tactic	Lead	Status
Participate in planning efforts with the City for expansion and opportunity areas	P&D	●
Participate and provide input into the City Transportation System Plan update	P&D	●
Complete annexation of Juniper Ridge, and other properties as they come into the city	P&D	✓●

**STRATEGIC PLAN THEME: CUSTOMER - COMMUNITY CONNECTION**

**OBJECTIVE 2- RESPOND TO USER EXPECTATIONS:** Community support for the District is directly tied to the quality and equitable distribution of the park and recreation services. This includes a continued commitment to high quality park and facility maintenance and the continued provision of high quality recreation programs that will address general community interests as well as social issues; e.g. obesity, health and wellness children’s growing disconnect with nature and underserved populations.

**A. Initiative: Seek public comment and input on District programs, services and initiatives.**

ONGOING

Tactic	Lead	Status
Use data to inform marketing and communications to patrons	CR	●
Improve process for customer/participant feedback of recreation programs	Recreation	●
Seek opportunities to conduct patron perspective research	CR	●

**B. Initiative: Develop and implement efficient, effective and responsive ways of managing the use of District parks and facilities.**

SHORT-TERM

Tactic	Lead	Status
None		

**C. Initiative: Evaluate recreation programs and services using the Program Development and Delivery Model.**

ONGOING

Tactic	Lead	Status
Implement revised program assessment tool and cost recovery methodology and expectations	Recreation	●

**D. Initiative: Invest in community and individual health and fitness including initiatives to combat childhood obesity.**

ONGOING

Tactic	Lead	Status
Expand partnerships with health care and insurance providers to increase access to recreation facilities and programs	Recreation	●

**E. Initiative: Invest in programs and services that appeal to older adult population.**

ONGOING

Tactic	Lead	Status
Complete preliminary programming plan for Larkspur Community Center	Recreation	✓

**F. Initiative: Ensure access to critical recreation programs and services for those with limited ability to pay.**

ONGOING

Tactic	Lead	Status
Implement Needs-Based Assistance program for the current fiscal year plan and recommend plan for following year	Recreation	✓●
Expand outreach efforts to underserved populations	Recreation	●
Develop communications campaign to reach underserved populations of priority	CR	✓●

**G. Initiative: Invest in initiatives that will engage children in outdoor activities, nature education and stewardship.**

ONGOING

Tactic	Lead	Status
Continue to contribute as a major partner in the Children’s Forest of Central Oregon initiatives and collaborative programming	Recreation	●
Develop nature themed programs at Riley Ranch Nature Reserve	Recreation	✓●
Implement outdoor engagement program for underserved teens with Forest Service YES Grant	Recreation	✓

**H. Initiative: Provide park and facility maintenance based on community expectations.**

ONGOING

Tactic	Lead	Status
Complete development of preventative maintenance and inspection program for parks and assets	PS	●
Construct improvements to Pioneer Park restroom and access	P&D	●
Develop accessibility improvements action plan derived from District’s prior studies	PS/P&D	●
Complete the Urban Forestry Plan	PS	●
Replace playground surface at Orchard Park	PS/P&D	✓
Complete design and permitting for renovation of Juniper Park	P&D	●
Complete 5K-50K asset management projects included in CIP	PS	●
Shevlin Loop Trail improvements and reroute	PS	●
Shevlin Park – Tree Farm trail improvements	PS	✓
Facilitate Park & Float logistics for concession and transportation location, communications support	PS/CR	✓●
Al Moody trail improvements	PS	✓
Pine Nursery Disc Golf reroute	PS/PD	✓
Prepare and submit Safe Harbor Draft Agreement and materials for the Oregon Spotted Frog to US Fish and Wildlife	PS	✓●

**I. Initiative: Consider interests and needs of the Hispanic population in the provision of services.**

MIDTERM

Tactic	Lead	Status
Continue to expand Latino Outreach services and impact	Recreation	●

**STRATEGIC PLAN THEME: CUSTOMER - COMMUNITY CONNECTION**

**OBJECTIVE 3- CULTIVATE PARTNERSHIPS:** The District will continue its strong orientation toward partnerships and partnership development to assist in augmenting service delivery

**A. Initiative: Use partnerships and collaborations where appropriate to deliver recreation programs.**

ONGOING

Tactic	Lead	Status
Implement new guidelines and processes for the use of independent contractors in the delivery of recreation programs	Recreation	●

**B. Initiative: Seek strategic alliances to support targeted capital projects.**

ONGOING

Tactic	Lead	Status
Coordinate agreement with Bend Timbers FC for of future soccer/multi-purpose fields at Pine Nursery	Recreation	●
Work with potential partners identified through the Community Sponsored Project process on capital projects	P&D	●

**C. Initiative: Manage ongoing partnerships to support District operations.**

MIDTERM

Tactic	Lead	Status
Partner with Upper Deschutes Watershed Council and others to implement plan for stewardship of riparian areas along the Deschutes River	P&D	✓●
Continue partnerships with COCC Forestry, ODFW, Oregon Department of Forestry, Bend Police Department, Bend Fire Dept., City of Bend Special Events Steering Committee, Water Department, Bend Livability Group and Community Shelters.	PS	●
Continue relationship with Oregon Marine Board to better regulate Bend Whitewater Park and other water recreation to enhance public safety and user experience	CR	●
Update intergovernmental agreement (IGA) with the City of Bend for planning and urban services	Administration	●
Identify and consider benefits of partnerships for the care and stewardship of the future Big Sky Bike Park	PS/P&D	●
Participate in the development of the City of Bend's Climate Action Plan	PS	●

**STRATEGIC PLAN THEME: CUSTOMER - COMMUNITY CONNECTION**

**OBJECTIVE 4- STRENGTHEN COMMUNITY AWARENESS:** The District will build upon a strong reputation for quality services, environmental stewardship and trustworthy management through ongoing communication with the public.

**A. Initiative: Implement a District-wide communications plan.**

ONGOING

Tactic	Lead	Status
Continue communication efforts year-round to inform community about park and recreation opportunities	CR	✓ ●
Analyze and integrate the District's digital presence to serve patrons and others	CR	✓ ●
Redesign map of trail system with cartography support and GIS data	CR	●

**B. Initiative: Strengthen the District’s identity as an independent agency separate from other local governments.**

ONGOING

Tactic	Lead	Status
Work in cooperation with other agencies to inform public and media of roles of each agency	CR	●

**C. Initiative: Communicate the return on community investment and overall economic impact of parks and recreation for the community.**

LONG-TERM

Tactic	Lead	Status
Take active roles with service groups and other organizations to contribute to quality of life topics in the community	CR	●
Communicate key takeaways from the Economic Impact Study and Comprehensive Plan	CR	●

**STRATEGIC PLAN THEME: FINANCIAL – FINANCIAL STEWARDSHIP**

**OBJECTIVE 1- MAINTAIN FINANCIAL STABILITY:** The District will support its existing and future service levels through careful and responsible financial planning. Decisions related to new facilities, programs and services will rely on realistic information about ongoing operations and maintenance costs, as well as adequate return on investment. Furthermore, the District will seek an appropriate balance of tax and non-tax sources.

**A. Initiative: Provide responsible financial planning and management to support the District’s existing, and future level of service.**

ONGOING

Tactic	Lead	Status
Complete business plan and pro forma budget for Larkspur Community Center	Recreation	●

**B. Initiative: Implement a cost recovery/subsidy allocation strategy that identifies appropriate levels of subsidy and supports financial sustainability.**

ONGOING

Tactic	Lead	Status
Implement cost recovery guidelines for rentals, athletic field use and special events	Recreation	✓●

**C. Initiative: Maximize alternative funding sources.**

ONGOING

Tactic	Lead	Status
Apply for grant to support the Drake Park Trail and Bank Restoration Project	P&D	●
Apply for grant to support Central Oregon Historic Canal Trail Project	P&D	●
Support Upper Deschutes Watershed Council to apply for grants to fund river restoration projects	P&D	✓
Improve consistency and processes for sponsorship activities	CR	●

**STRATEGIC PLAN THEME: FINANCIAL – FINANCIAL STEWARDSHIP**

**OBJECTIVE 2- TAKE CARE OF WHAT WE HAVE:** The Bend community expects the District to adequately care for current assets before investing in new parks and facilities. As growth and unmet user needs are addressed the District will also ensure continued maintenance and investment in the existing infrastructure. This includes identifying the operating and maintenance costs for proposed new facilities and developing plans for replacement of existing assets.

**A. Initiative: Plan for and invest in maintenance and operational costs of existing facilities and programs.**

ONGOING

Tactic	Lead	Status
None		

**B. Initiative: Maintain an Asset Management Program to inform long-term funding needs.**

ONGOING

Tactic	Lead	Status
Continue to implement and refine Asset Management Plan tracking and updating processes	PS	●
Combine applicable accessibility transition plan action items into the District-wide Asset Management Plan	PS	●

**STRATEGIC PLAN THEME: FINANCIAL – FINANCIAL STEWARDSHIP**

**OBJECTIVE 3- INVEST IN THE FUTURE:** The District’s ability to align the allocation of resources with identified community need is of great importance. The District also desires to be flexible and skillful to ensure its capacity to take advantage of opportunities that arise.

**A. Initiative: Coordinate capital planning and facility development with forecast need for maintenance and operational funding.**

ONGOING

Tactic	Lead	Status
Forecast maintenance and operational costs for the Larkspur Community Center Project	Recreation	●

**B. Initiative: Ensure sufficient funding to be flexible and responsive to opportunities as they arise.**

ONGOING

Tactic	Lead	Status
None		

**C. Initiative: Align CIP prioritization with funding resources.**

ONGOING

Tactic	Lead	Status
Prioritize CIP with the Board	P&D	●

**D. Initiative: Maintain the District’s Systems Development Charge (SDC) program to ensure adequate funding for future facility needs to meet population growth.**

MIDTERM

Tactic	Lead	Status
Update SDC methodology, ordinance and fees	P&D	●

**STRATEGIC PLAN THEME: INTERNAL BUSINESS – OPERATIONAL EXCELLENCE**

**OBJECTIVE 1- CREATE A BORDERLESS ORGANIZATION:** The ability of the District to communicate effectively across departments results in efficient internal service as well as excellence in external service. Borderless communication builds teamwork, optimizes organizational systems, and strengthens employee morale. It also effectively integrates the adopted mission and values throughout the organization.

**A. Initiative: Complete an assessment that identifies barriers among internal support activities and create an action plan for improvement.**

MIDTERM

Tactic	Lead	Status
None		



**B. Initiative: Integrate mission and values into all levels of the organization.**

ONGOING

Tactic	Lead	Status
Provide Respectful Workplace Training for staff	Admin. Services	●

**C. Initiative: Continually improve interdepartmental and cross-departmental communication and coordination.**

ONGOING

Tactic	Lead	Status
Provide timely information on employee website to inform and engage employees	CR	●
Develop sports coaches video to support sports department growth efforts for recruiting and retaining volunteers	CR	✓

**STRATEGIC PLAN THEME: INTERNAL BUSINESS – OPERATIONAL EXCELLENCE**

**OBJECTIVE 2- PROVIDE EXCEPTIONAL CUSTOMER SERVICE:** Developing excellence in service systems requires accurate and timely knowledge of customers including their most important requirements today and in the future, and building a systems approach to service delivery achieved through a cross-functional service team.

**A. Initiative: Initiative: Improve consistency of service delivery through the development and implementation of service standards.**

MIDTERM

Tactic	Lead	Status
None		

**B. Initiative: Develop and implement a consistent, system-wide process to measure customer service satisfaction.**

MIDTERM

Tactic	Lead	Status
None		

**STRATEGIC PLAN THEME: INTERNAL BUSINESS – OPERATIONAL EXCELLENCE**

**OBJECTIVE 3- IMPROVE BUSINESS PRACTICES:** An important element of operational excellence includes the ability to manage and improve critical processes. Streamlining processes includes the development of an improvement model and metrics to measure both organizational and departmental performance.

**A. Initiative: Support Board priorities, development and opportunities for engagement with community.**

MIDTERM

Tactic	Lead	Status
Work with Board to establish annual tactics for meeting District strategic goals	Administration	●
Coordinate joint meetings with other governing bodies every two years	Administration	✓ ●
Identify opportunities for the Board to engage with the public	Administration	✓ ●

**B. Initiative: Obtain and maintain accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA).**

SHORT-TERM

Tactic	Lead	Status
Prepare annual CAPRA Report and submit	Recreation	●
Work with the internal CAPRA Team to prepare for recertification in 2020	Administration	●
Update Land Acquisition Policy	P&D	●

**C. Initiative: Develop an organizational performance measurement system to communicate effectively to internal and external stakeholders.**

MIDTERM

Tactic	Lead	Status
Develop and implement Strategic Plan measurements with new Strategic Plan	P&D	●

**D. Initiative: Compare the District's core programs and facilities with other providers of similar services.**

ONGOING

Tactic	Lead	Status
None		

**E. Initiative: Identify, evaluate and improve critical processes to decrease inefficiencies and/or duplication of work.**

ONGOING

Tactic	Lead	Status
Develop system for tracking, reviewing and updating policies and procedures	Administration	●
Upgrade RecTrac registration software to improve management and reporting of recreation information	Admin. Services	✓
Implement accounts payable workflow	Admin. Services	●
Evaluate automation capabilities of RecTrac upgrade for Playbook recreation guide efficiency	CR	●

**F. Initiative: Continually evaluate operational procedures with the goal of improving and increasing the District’s sustainable practices.**

ONGOING

Tactic	Lead	Status
Ensure all new irrigation systems have web-based controls and update existing control systems to web-based systems where feasible	PS	●
Complete District Storm Water Management Plan and obtain DEQ permit	PS	●
Work with Sustainability Committee to engage staff in efforts to cultivate a culture of sustainability in day-to-day District operations	Administration	✓●
Continue to participate in the Energy Trust of Oregon Sustainable Energy Management Program	PS	✓●
Implement communication strategies to engage staff in SEM program and District efforts – Green Up!	CR	✓●

**G. Initiative: Share lessons learned and best practices with other agencies and across departments.**

ONGOING

Tactic	Lead	Status
Provide staff support and information for ORPA Conference in Sunriver	All	✓

**H. Initiative: Reengineer the performance appraisal process to encompass/align with strategic thinking, core competencies, culture, and employee empowerment.**

MIDTERM

Tactic	Lead	Status
None		

**I. Initiative: Provide a safe and healthy environment for all who work and play in our park, facilities and programs.**

ONGOING

Tactic	Lead	Status
Complete update of District Park & Facilities Rules Ordinance	PS	✓
Update and re-write Risk Management Plan	Admin. Services	●
Review and update Alcohol Permit Policy	PS	●

**STRATEGIC PLAN THEME: LEARNING AND GROWTH – EMPOWERED AND PREPARED WORKFORCE**

**OBJECTIVE 1- DEVELOP LEADERS:** Ensure strong leadership throughout the organization, provide for succession, encourage future leaders’ development, and provide learning opportunities for all employees through emphasis on professional development, aligned with strategy.

**A. Initiative: Develop and integrate core competencies for leadership positions.**

MIDTERM

Tactic	Lead	Status
None		

**B. Initiative: Further develop the District as being an “employer of choice” in order to attract and retain highly qualified and motivated employees.**

ONGOING

Tactic	Lead	Status
Evaluate the use of seasonal employees to provide services	PS	●
Develop communications campaign to support employee recruitment, including reaching underserved populations	CR	✓ ●
Update the New Employee Orientation Video for new employees	Admin. Services	●
Conduct compensation and classification study	Admin. Services	●
Develop diversity and inclusion PowerPoint to accompany New Employee Orientation	Admin. Services	●

**C. Initiative: Define a desired organizational culture and reinforce through educating, inspiring and empowering employees.**

ONGOING

Tactic	Lead	Status
None		

**D. Initiative: Develop and implement work force plan and professional development plan.**

MIDTERM

Tactic	Lead	Status
Successfully transition IT, Finance, and Business Manager positions with limited service interruption; support department staff through the change	Admin. Services	✓ ●

**STRATEGIC PLAN THEME: LEARNING AND GROWTH – EMPOWERED AND PREPARED WORKFORCE**

**OBJECTIVE 2- ENCOURAGE CREATIVITY AND INNOVATION:** One of the District’s core values is achieving excellence through innovation. This includes continuously reviewing trends in the marketplace, leveraging technology to improve services, and supporting enhanced business practices. Innovative cultures rely on participative leadership styles, cross-functional communication, and creativity.

**A. Initiative: Monitor and analyze industry trends or new ways of doing business in order to identify innovative opportunities.**

MIDTERM

Tactic	Lead	Status
None		

**B. Initiative: Align recognition and reward systems with implementation of innovative and creative changes or process improvements to the workplace.**

MIDTERM

Tactic	Lead	Status
None		

**STRATEGIC PLAN THEME: LEARNING AND GROWTH – EMPOWERED AND PREPARED WORKFORCE**

**OBJECTIVE 3- THINK STRATEGICALLY:** Developing a strategic focus results in a purposeful and disciplined approach to work efforts. Thinking strategically is a skill that includes the following: the ability to align the organization around strategy, the ability to translate strategy into operational terms through education, adapting the organizational culture to include strategy as a continuous process, and creating and mobilizing an agenda for change.

**A. Initiative: Encourage strategic thinking and insight at all levels of the organization.**

SHORT-TERM

Tactic	Lead	Status
Communicate Strategic Plan at all levels of organization and how it relates to everyone’s work	All Departments	✓ ●
Conduct regular strategy meetings at the executive team and management team levels	All Departments	●

**B. Initiative: Align recognition and reward systems with strategic thinking.**

MIDTERM

Tactic	Lead	Status
Emphasize strategic thinking in employee goal setting and performance review process	All Departments	●