



**CITY OF WAUKESHA
PARKS, RECREATION & FORESTRY DEPARTMENT
STRATEGIC PLAN 2018-2022
Executive Summary**



The Waukesha Parks, Recreation and Forestry Department (WPRF) has earned a reputation over the years for providing a wide range of diverse and high-quality services to the citizens of Waukesha and its visitors. Parks, boulevards, street trees, sports and recreation venues, park buildings, pools and programs have been developed, implemented and well maintained by a skilled and customer-focused staff. Through careful and regular citywide feedback and measurement, the department has built an excellent reputation in the community. The citizens appreciate and use WPRF's many offerings. In 2018 the department accomplished a vital Strategic Plan goal segment through achieving CAPRA agency reaccreditation. The department also plays a key role in addressing strategic "community challenges" that required multi-jurisdictional and departmental communication, planning and cooperation. Current examples include:

- Elimination of the Business Improvement District
(Assumed responsibility for various Downtown programs)
- Park Safety & Security
(Expanded Community Service Officer and security camera programs)
- City-wide Storm Water Management
(Further incorporated SWM features into parks & street medians)
- Homelessness
(Participation on the City-Wide Task Force to help jointly address needs)
- In City State/County Highway Medians
(Lead the initiative to address mowing/trimming maintenance concerns)

WPRF has taken a multi-faceted approach to the challenges and opportunities presented to the agency. We have carefully assessed internal and external environments. We have challenged ourselves, through a strategic planning process, to look at challenges not as obstacles but as additional opportunities to further ensure relevance in the community. While we remain conscious of areas for improvement, we have chosen to create change in a positive and proactive way to best benefit the City of Waukesha. To this end, it is clear throughout the plan that our vision, goals and approach centers on positive change.

In 2018, WPRF engaged Chamness Group Consulting to assist in the development of the 2018-2022 strategic plan. The plan considers and defines how to:

- Continue to make the department relevant and further grow
- Build upon the previous Departmental Strategic Plan
- Align with the City's overall strategic direction and goals

The fundamental focus of the plan is to not only allow for continued improvement and growth but set the stage to continue national (CAPRA) accreditation, thereby setting high standards for the department to achieve and maintain.

WPRF has worked to align the strategic plan and goals with the overarching goals of the City of Waukesha Strategic Plan. The department has direct impact on all identified goals, particularly becoming a customer-focused agency.

The 2018-2022 Strategic Plan outlines key findings from extensive community outreach (2017 Community Needs Assessment) and internal/external assessment that became the basis for the plan. The report provides highlights on the planning process and approach, a SWOT analysis and action plans defining how goals will be achieved, by whom and when.

The plan needs to remain dynamic. To this end, the department has defined a bi-annual plan review process. These mini-planning sessions of about 3 hours each will allow for the appropriate review of strategies and goals, allow the team to redefine action steps as internal and external needs change, and provide an opportunity to celebrate accomplishments.

The plan centers around six (6) key Strategic Goals:

1. Further improve operations and customer service.
2. Become a Two-Time National Gold Medal Award Winner and maintain CAPRA National Accreditation status.
3. Provide appealing, safe and secure parks and trails with efficient and updated facilities.
4. Promote environmental stewardship, protection and education, encouraging outdoor experiences.
5. Further utilize partnerships, sponsorships, and community connections to offer exceptional services.
6. Provide comprehensive and inclusive recreational experiences and citywide celebrations.

Future and Updates:

1. Strategic VISION 2022

In 2022, the **City of Waukesha Parks, Recreation and Forestry Department (WPRF)** has achieved the following:

- WE are a National Gold Medal and Accredited agency that is customer-focused and utilizes continuous evaluation, assessment and community engagement to best understand community needs.
- WE offer appealing, safe and secure parks and efficient and updated facilities that further become an integral part of the health and welfare of our community.
- WE offer comprehensive and inclusive recreational experiences and citywide celebrations for all to participate and enjoy!

- WE continue to serve as a leader in the provision of exceptional urban forestry services to our community.
- WE continue to Increase public/private partnerships that allow us to offer exceptional attractions to our region, creating greater economic impact to our community.
- WE are one of the leaders of environmental stewardship, protection and education that promotes experiencing the outdoors.
- WE continue to be leaders in jointly identifying and facilitating solutions to community challenges.

2. OVER-ARCHING - 2019 STRATEGIC GOALS

Parks, Recreation and Forestry Board review/approval: 3/25/19

Accreditation – *Maintain the highest standards and practices in the field.*

National Gold Medal Program – *Earn selection as top agency in class.*

Park & Recreation Infrastructure – *Focus CIP energies in this direction.*

School Based Recreation – *Continue to expand related programs & services.*

Web site & Social Networking – *Build upon and extend outreach.*

Volunteerism – *Continue to grow related services and play a vital role in the community.*

“Embrace Green” – *Build presence as an environmental leader.*

Repurposing Resources – *Evaluate the current and reposition to best meet community needs.*

Partnerships & Collaboration – *Rethink “business as usual” and recognize and act on opportunities.*

Health & Wellness Leader – *Whenever possible, integrate health and wellness opportunities into everything we do!*

Social Equity in Services – *Strive to serve the underserved and foster inclusion.*

“Data Driven Agency” – *Base our planning and decision making on sound research, analysis and information.*

Customer Convenience – *Strive toward making our services as convenient to our customers as possible.*