

Kentwood Parks and Recreation Business Plan Update



Action Plan

July 2018



Vision

Vision describes what the Department wants to be known for in the future.

“Connecting people to parks, recreation programs and facilities for life”

Mission

The following is the mission for how Kentwood Parks and Recreation will implement the vision:

“We will create outstanding recreational, natural and cultural experiences to enrich Kentwood residents’ lives by enhancing the quality of life for our community now and for future generations”

Core Values

Our core values are as follows:

- Outstanding customer service
- Enthusiastic Attitude and Teamwork of all staff
- Accountability and Integrity
- Creativity and Innovation
- Stewardship of our parks and natural areas
- Inclusiveness and Accessibility
- Leadership and Professional Development
- Excellence in everything we do



Sustainability

Goal: We will create a resilient park and recreation system using diverse, stable and predictable funding sources that maximize resources and encourages partnerships.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.1	Develop an established park and recreation millage to support the operational and capital needs of the system for the next ten years.	<ul style="list-style-type: none"> Seek voter approval of a park and recreation millage within the next three years to support the needs of residents for more parks, recreation facilities and program services 			•
		<ul style="list-style-type: none"> Establish a Millage Steering Committee within one year of the voter initiative to develop the public communication strategy and the value and benefits associated with having a park and recreation millage to the residents and to help make Kentwood a better quality of life city. 			•
		<ul style="list-style-type: none"> Demonstrate what improvements will be made with the money, what it will costs and it will be operated for each piece of the millage money the Department is seeking. 			•
		<ul style="list-style-type: none"> Raise outside needed funds for educating the community on all aspects and benefits of the millage and how it will impact them directly to educational materials. 			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.2 Establish an effective pricing policy based on core essential, important and value-added service criteria that in activity costing based that covers both direct and indirect costs.</p>	<ul style="list-style-type: none"> Seek Park and Recreation Advisory Board and City Council approval of a pricing policy as part of the budget process. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Teach and train staff on how to communicate pricing of services for programs, facilities and services. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Update pricing of services based on the private value a person receives over a general taxpayer. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Establish cost recovery goals for all programs, facilities and services to obtain an overall operational goal for the Department. 			<ul style="list-style-type: none">



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.3 Establish written partnership agreements with all partners that focus on managed expectations of each group with measurable outcomes. These would include public/public partnerships, public/not-for-profit partnerships and public/private partnerships.</p>	<ul style="list-style-type: none"> Break out partnerships by public/public partnerships, public private/partnerships and public/not-for-profit partnerships 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Meet with each type of partnership group separately to go over the Departments desire to have partnership agreements and to have measurable outcomes be made of the agreement. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Develop each partnership agreement separately and meet with each group at least once every two years to go over the partnership agreements, what is working and what is not and how to improve on it. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Track the amount of value each partnership provides back to the city and what the city provides in value to the partner and share with the community as part of the Departments annual report and budget process. 			<ul style="list-style-type: none">



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.4 Design facilities to support revenue development that can support the operational costs associated with managing the facility at an agreed to cost recovery rate.</p>	<ul style="list-style-type: none"> Approve or accept the design principles listed in the business plan. Share these with architects doing new design or updated design as part of the development process. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Cost out the operational cost for each type of park amenity created and what revenue opportunities exists to offset the costs. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Make adjustment in the design to achieve the desired cost recovery goal for the park, facility or amenity. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Track the results. 			<ul style="list-style-type: none">



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.5	Develop a business development position within the Department to establish partnership agreements, look for more earned income opportunities, support fundraising efforts for special events, support a park foundation, help in pricing of services with staff, upsell facilities and programs for the department, seek grants and track costs for the department.	<ul style="list-style-type: none"> Hire a person to do business development for the Department who has a background in doing this type of work. 	Director	2019 Budget	•
		<ul style="list-style-type: none"> Develop a work plan based on priorities for where they can create earned income as quickly as possible to offset the operational cost. 			•
		<ul style="list-style-type: none"> Develop a Parks Foundation for the Business Development person to work with to direct some of revenue earned towards the Foundation for capital projects. 			•
		<ul style="list-style-type: none"> Contract with a grant writer to write grants for the organization. 			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.6 Hire needed staff in business development, volunteer development and management and to oversee rental of park spaces, two new program coordinators, a facility director and an assistant director for the department. These are necessary positions to move the organization forward for the future.</p>	<ul style="list-style-type: none"> Seek the Mayor and City Council support for key staff positions through the budget process 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Demonstrate the value and Return on Investment each position brings to the Department in terms of efficiency and productivity. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Track the outcomes achieved for each position and report back to the city council as part of the budget process so they don't see these positions as spend positions but they see them as earned positions 			<ul style="list-style-type: none">



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.7 Consider partnering with other cities next to Kentwood to be their park and recreation manager in cities such as Gains and Calone to maximize each other park and recreation needs collectively.</p>	<ul style="list-style-type: none"> Ask the Mayor to set up a meeting with each specific city to meet with the city’s counterparts on the possibility of partnering on joint facilities based on size of the population as a way to create the greatest value to the city of Kentwood and to the cities involved. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Determine how the partnership could be created and seek to create a working agreement to move forward on the concept. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Seek other outside partners such a a local health provider to become a partner as well for the fitness and wellness side of the facilities developed for a capital dollar amount. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Develop a joint business plan between the city and the partners on key aspects of what each agrees to a how it would be managed and paid for over time. 			<ul style="list-style-type: none">



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>1.8 Re-organize the functionality of the Park and Recreation Department to address how best to manage the system forward for the next ten years.</p>	<ul style="list-style-type: none"> Re-organize the Department to have at least three to five positions that are non-union positions so the Department can adequately manage the employees within the system. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Update job descriptions for each position that is affected by the re-organization. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Develop a up to date on-boarding process to educate staff on how supervisory changes will be dealt with over the next five years. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Track the results of the changes on efficiency and effectiveness each year for the positions involved. 			<ul style="list-style-type: none">



Community Placemaking

Goal: We will enhance placemaking of our parks, trails and recreation facilities that will build community by capitalizing on enhancing our park experiences that promote people’s health, happiness and well-being.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.1	Update signage of all parks and street access so the community knows where the parks in the city exist.	<ul style="list-style-type: none"> Improve the awareness of where parks are in the city to drive more users to the parks, trails and facilities the Department offers. 			•
		<ul style="list-style-type: none"> Incorporate other signage for other public facilities in the city as part of the process to include, libraries, city hall, schools, and destination areas in the city. 			•
		<ul style="list-style-type: none"> Track the residents results on awareness of where parks and facilities are located. 			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>2.2 Develop at least (6) experiences for a neighborhood park, and experience is described as a walking loop trail, a basketball court, a playground, a picnic shelter, a fishing pond or playfield), (12) experiences for a community park and (20) experiences for a regional park.</p>	<ul style="list-style-type: none"> Evaluate every park in the system and determine how many experiences are in each park. Base experiences around the demographics around the park to meet their needs. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Try to add additional amenities to increase the experiences in each park to achieve the experience goal. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Track the return on investment of the new amenities to use, awareness and community support for the changes 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Seek to develop a friends group around each park to build awareness and advocacy for the park. 			<ul style="list-style-type: none">



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.3	Continue to develop the trail network in the city to connect trails to neighborhoods to build a safe environment to walk, run and bike in the city.	<ul style="list-style-type: none"> • Prioritize where trails can be developed and linked together. 			<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Work with neighborhoods to find a way to link to a trail via sidewalks or access trails. 				<ul style="list-style-type: none"> • 	
<ul style="list-style-type: none"> • See a goal to develop three miles of new trail a year. 				<ul style="list-style-type: none"> • 	
<ul style="list-style-type: none"> • Develop themed trails to draw attention where people are in the city along with maps they can carry or print off from the Department's web-site. 				<ul style="list-style-type: none"> • 	



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
<p>2.4</p>	<p>Develop designated facilities for special events, dogs, youth and adult sports, farmers market, nature education and outdoor aquatic spaces.</p>	<ul style="list-style-type: none"> The community desires to have a community special event site that can host small concerts, food rally's, art shows, the farmers market, and other types of community gathering so pick out two or three locations and include the site in the millage campaign before the voters to acquire. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Seek to establish preliminary design for each site so the public knows what it is voting on. 			<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> Determine the cost to develop and if any partners can come forward to help build it for a 10 year or 20-year naming right. 			<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> Determine the programs that can be provided in the facility so the community knows what to expect. 			<ul style="list-style-type: none"> 	



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.5	Convert underutilized tennis courts to pickleball courts.	• Evaluate the use of all tennis courts in the city.			•
		• Determine if any can be resurfaced to support pickleball courts.			•
		• Develop at least four pickleball courts in the city over the next two years			•
		• Develop a pickleball training program and leagues for people to join.			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
<p>2.6</p>	<p>Convert other underutilized amenities in parks to new amenities that will support the community needs and energize the parks</p>	<ul style="list-style-type: none"> Evaluate all park usage on every year basis to determine how much usage each park and amenity in the park gets. Involve the park maintenance staff as they know how much usage a park gets by the trash they pick up. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Park amenities that have low use or no use the staff should work with public works staff and hire an architect to update the site with the new design principles established on what to replace it with. 			<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> Seek neighborhood input into the amenity changes before making them. 			<ul style="list-style-type: none"> 	
	<ul style="list-style-type: none"> Track the results and report out to the Mayor and City Council during the budget process of the results. 			<ul style="list-style-type: none"> 	



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
2.7	Need to create a significant brand and logo for the Department with a web site to drive people to use for program information and sign-up, upcoming special events and how to access parks, facilities and programs.	<ul style="list-style-type: none"> • Get approval from the Mayors office to have the Department have its own logo and the brand value the Department can get from it. 			<ul style="list-style-type: none"> •
		<ul style="list-style-type: none"> • Incorporate a logo designer into the process to determine a look, design, color scheme and how it will be applied to the Web-site, Program Guide, Flyers, newsletters, vehicle, signs, etc. See public opinion on what strikes them as most important. 			<ul style="list-style-type: none"> •
		<ul style="list-style-type: none"> • Budget for the money to develop the collateral materials associated with the change. 			<ul style="list-style-type: none"> •
		<ul style="list-style-type: none"> • Evaluate how the public reacts to the new logo for the Department. 			<ul style="list-style-type: none"> •



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
2.8	Acquire another community park as well as more neighborhood parks in underserved areas of the city.	<ul style="list-style-type: none"> Evaluate where a community park is needed and seek a way to acquire it overtime. 			<ul style="list-style-type: none">
		<ul style="list-style-type: none"> Get the right of first refusal on acquiring the site. 			<ul style="list-style-type: none">
		<ul style="list-style-type: none"> Seek state and federal money to acquire the site. 			<ul style="list-style-type: none">
		<ul style="list-style-type: none"> Develop a master plan to go with the site so the public knows what will eventually occur on the site. 			<ul style="list-style-type: none">



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
<p>2.9</p>	<p>Update existing park master plans for those that needed and enhance existing sites to be more user experience friendly.</p>	<ul style="list-style-type: none"> • Seek to have all the master plans for existing parks updated to redevelop as money becomes available to keep them fresh and focused on what the community desires from their local parks. 			<ul style="list-style-type: none"> •
		<ul style="list-style-type: none"> • Seek public input into the redesign along with design standards to achieve the outcomes desired for each site. 			<ul style="list-style-type: none"> •
		<ul style="list-style-type: none"> • Add new parks in underserved areas of the city before the city get built out. 			<ul style="list-style-type: none"> •
		<ul style="list-style-type: none"> • Develop as many park experiences that the size of park can support without adding more parking or restrooms in neighborhood parks. 			<ul style="list-style-type: none"> •



Health, Wellness & Fitness

Goal: To achieve health equity through evidence-based programs and education. We will put forward strategies and actions that focus on improving physical activity and access through evidence-based programs and community recreation facilities that are affordable, equitable, distributed and responsive to community needs.

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
3.1	Seek to ask voters to fund the development of a second multi-generational community center on the east side of Kentwood that would include at a minimum an indoor aquatic center, fitness center, two basketball courts, a walking track, senior lounge and youth play spaces. To attract young adults to want to live in the city the city must be willing to duplicate facilities that college students have on campuses in their own communities.	<ul style="list-style-type: none"> Seek Mayor and City Council support to develop a community center. 			<ul style="list-style-type: none">
<ul style="list-style-type: none"> Create an RFP for a feasibility study and business plan for multigenerational community center in the city to determine what it will cost to build and operate. 				<ul style="list-style-type: none"> 	
<ul style="list-style-type: none"> Seek voter support for a facility that can serve the east part of the city if not more. 				<ul style="list-style-type: none"> 	
<ul style="list-style-type: none"> Seek partners from other cities and businesses to help raise money for the facility. 				<ul style="list-style-type: none"> 	



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.2	Change the name of the existing west Activity Center to the East Kentwood Community Center.	<ul style="list-style-type: none"> The current Activity Center is too limiting and PROS suggest changing the name to West Kentwood Community Center 			•
		<ul style="list-style-type: none"> Incorporate a multi-generational element into the existing facility to serve people of all ages. 			•
		<ul style="list-style-type: none"> Consider making the site larger and creating more parking for the site to accommodate more users. 			•

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.3	Develop a sports complex to serve local and regional sports leagues and tournaments for soccer, baseball, softball, field hockey, lacrosse, rugby and any other field sports. Consider lighting at least one of the soccer fields for fall play.	<ul style="list-style-type: none"> Seek to acquire land for a multi-sports field complex that can serve youth and adults in soccer, softball, baseball, football, Rugby, Field Hockey, Lacrosse, Cricket in one setting. 			•
		<ul style="list-style-type: none"> Develop a feasibility study and business plan for the site to determine cost to build, operate and the economic impact the complex can have on the hotel, food and retail industry in the city. 			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.4	Develop heart healthy trails in parks working with the local hospital as a partner.	• Work with local health care providers to develop heart healthy trails in parks and how to measure heart rates and caloric loss.			•
		• Develop loop trails in parks for health and wellness purposes.			•

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.5	Develop additional core programs in health and wellness services, day care for youth, senior services, art and culture, nature education and outdoor adventure, fitness and aquatics if a new community center is built.	• Consider adding these programs when more indoor space is made available to support more programs for youth, families and seniors.			•
		• Consider working the schools and local environmental groups to help develop an environmental learning center in parks for schools and for families to visit and learn about nature.			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.6	Develop mini-business plans for core programs to depict the cost accurately, the cost recovery and pricing strategies, how much of the market the program controls, how to deal with existing partners and establish new partners and develop earned income strategies.	<ul style="list-style-type: none"> Develop mini-business plans for each core program that depicts the size of the market, who else is providing services, revenue and pricing options available, program standards required and ways to create program opportunities for the community to embrace the new program. 			•
		<ul style="list-style-type: none"> Continue to evaluate the cost to develop and operate and the cost recovery levels that can be obtained for each core program. 			•
		<ul style="list-style-type: none"> Seek out contractors to help deliver the programs to the community. 			•

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.7	Consider developing a youth sports association to manage sports play and field use on a more consistent basis.	<ul style="list-style-type: none"> Work to join all youth sports groups into one association to help create advocacy for youth sports needs in the city. 			•
		<ul style="list-style-type: none"> Help to develop a youth sports administrators and coaches training program on strengthening their skill sets for managing associations and coaches in their respective clubs. 			•
		<ul style="list-style-type: none"> Set up a permitting system that allows for all sports to grow their sport in a fair and equitable manner. 			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
<p>3.8 Preparations should be made now on how to move the ARCH program to a regular afterschool program that is eligible for all youth in the city for a fee should the Federal Government not renew the program as it is a valuable program for working families to have this type of program available to them for the future regardless of how it is administered.</p>	<ul style="list-style-type: none"> Establishing an afterschool advocacy group to work with the school district and park and recreation staff on creating a new program if the Federal Funding program goes away. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Allow for a broader set of guidelines for accessing the program to get more kids in the program. 			<ul style="list-style-type: none">
	<ul style="list-style-type: none"> Develop a business plan for the new program on how it meets state guidelines for after school programs. 			<ul style="list-style-type: none">



Conservation

Goal: We will focus on preserving our natural resources and the promotion of good conservation and stewardship practices.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.1	Develop resource management plans for all-natural areas in the system.	<ul style="list-style-type: none"> • Work with local university students to do a resource management plan for each natural area in the Department that parks manages. 			•
		<ul style="list-style-type: none"> • Develop a natural resource advisory committee to work with staff and train volunteers to help manage invasive species in parks by clearing our areas that need better management control. 			•
		<ul style="list-style-type: none"> • Create a natural resource/nature education program for youth and adults to learn about the natural resources in the parks 			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.2	Develop volunteer corps to help alleviate non-native species in parks.	<ul style="list-style-type: none"> Recruit and train volunteers on how to eradicate invasive species in parks. 			•
		<ul style="list-style-type: none"> Establish three or four areas a year that eradication efforts will occur in the parks with field work days for volunteer groups to help remove invasive plants from parks. 			•

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.3	Teach and train park staff on conservation practices as they maintain existing parks.	<ul style="list-style-type: none"> Work with parks and recreation staff and public works staff who maintain parks on how to effectively manage conservation areas in parks. 			•
		<ul style="list-style-type: none"> Develop training packets and videos for staff to learn from. 			•
		<ul style="list-style-type: none"> Acquire the necessary work tools for volunteers to do the work in the parks. 			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.4	Develop a conservation ethic in the design of parks and programs in the system.	<ul style="list-style-type: none"> Work with park maintenance staff and landscape and design architects to create design standards for conservation elements in parks and in facilities the park system manages. 			•
		<ul style="list-style-type: none"> Ensure that all program follow best practices in conservation of materials used and disposal after programs are completed. 			•
		<ul style="list-style-type: none"> Consider locating recycling facilities in parks 			•

strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.5	Consider development of a nature-based learning center for the city to inform school groups and residents of nature education and resource management practices.	<ul style="list-style-type: none"> Consider working with the State Conservation agencies to create an environmental learning center in one of the parks in the city. 			•
		<ul style="list-style-type: none"> Develop a curriculum with school teachers on how what they teach can be duplicated in an outdoor classroom or nature center for kids to learn from. 			•
		<ul style="list-style-type: none"> Seek outside sponsorship dollars for funding the program. 			•
		<ul style="list-style-type: none"> Look for volunteer retired environmentalist to help teach the program to school groups 			•



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.6	Develop a resource management team within the city to help guide parks but also public works.	<ul style="list-style-type: none"> Establish a work team of planners, public works and parks staff to have an environmental team working together to address park related conservation issues. 			<ul style="list-style-type: none">
		<ul style="list-style-type: none"> Establish what problems need to be resolved in the city, prioritize them and determine how to resolve each component in the city through the planning group. 			<ul style="list-style-type: none">



Performance Excellence

Goal: We will measure performance excellence of leadership, staff, parks, facilities and programs through established policies and processes, best practices, outcomes and measures and evaluations.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
5.1	Track cost of service for all programs and facilities on a unit cost basis	<ul style="list-style-type: none"> Continue to institute and track direct and indirect costs of programs provided in the city and the best way to fund them in the future. 			•
		<ul style="list-style-type: none"> Teach and train staff on pricing methods and how to communicate price to users in a positive manner. 			•
		<ul style="list-style-type: none"> Break all cost down to a unit cost such as cost per game, cost per hour, cost field, cost per acre, cost per visit ECT. 			•



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
5.2	Track at least 15 performance metrics each year.	<ul style="list-style-type: none"> Establish performance measures for programs such as cost per person, customer satisfaction, programs offered versus program held, cost recover levels met, program standards met, return users, multi-person program users. 			•
		<ul style="list-style-type: none"> Establish performance measures on facility use based on prime-time and non-prime time use, track maintenance standards achieved, customer satisfaction levels met for permits and reservations 			•
		<ul style="list-style-type: none"> Track volunteer hours in parks, Track volunteer satisfaction levels met, track in-kind volunteer hours converted to dollars for grant matches. 			•
		<ul style="list-style-type: none"> Track earned income dollars created to support operational costs, track cost recovery goals met for the Department against total operational costs. 			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
5.3	Achieve at least a 50% level of cost recovery in programs and at least 75% cost recovery from special use facilities.	<ul style="list-style-type: none"> Continue to track costs and hold staff accountable to meet these cost recovery goals. 			•
		<ul style="list-style-type: none"> Report out results to mayor's office on how well the Department is doing in cost recovery goals being met. 			•

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
5.4	Track partnership equity level and partnership commitments.	<ul style="list-style-type: none"> Break out partnerships into three levels i.e. Public/Public; Public/Private and Public/Not-for-profit 			•
		<ul style="list-style-type: none"> Invite each group to meet with staff and determine the outcomes desired for both partners and how well they meet each other's expectation 			•
		<ul style="list-style-type: none"> Seek to leverage partnership equity as much as possible. 			•
		<ul style="list-style-type: none"> Continue to raise partnership dollars for the Department for Special Events. 			•



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
5.5	Maximize at least 70% of available time for facilities for program uses	<ul style="list-style-type: none"> Focus on programming existing spaces to 90% prime-time use and 50% non-prime time use to achieve overall usage of 70% for all facility spaces the Department manages or programs now 			•
		<ul style="list-style-type: none"> Enhance existing program spaces to make them more attractive if they fall below certain usage levels. 			•