

1 A

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

Action Plan: Meet with staff to solicit input for new ideas and concepts to improve/add to current offerings and protocols:

- 1. **Vision/Contradiction:** *Commit to staying current and being responsive to the changing landscape through ongoing self-examination of performance*

Who's Responsible: Murray, Kyle, Curt

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. Meet with responsible group to determine what staff should be involved in process	Week of 4/24/17	Murray, Curt, Kyle
2. Determine method of gathering information from staff	May/17	Murray, Curt, Kyle
3. Evaluate input and determine which ideas can/shoud be implemented	July '17	TBD
4. Gather input	June/July '17	Murray Curt Kyle
5. Implement Findings	Sept. '17	
6. Repeat steps 3-5	Feb. '17	

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

A plan for regularly soliciting input from staff for new ideas

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

Action Plan: CONDUCT A BOARD GOAL SETTING WORKSHOP TO ALIGN WITH THE KIRKWOOD P/R STRATEGIC PLAN.

Vision/Contradiction: TO ENSURE THAT THE ENTITIES INVOLVED ARE WORKING TOGETHER ON THE COMPONENTS OF THE STRATEGIC PLAN

Who's Responsible: SCOTT STREAM, STEVE COATES, MURRAY POUNDS

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. REVIEW ACTION PLANS PERIODICALLY	EACH MONTHLY	PARK BOARD MEMBERS
2. HOLD SPECIAL MEETING/WORKSHOP TO REVIEW THE PLAN	PARK BOARD MEETING	
3.	LATE 2017/ EARLY 2018	PARK BOARD MEMBERS/ STAFF
4.		
5.		
6.		

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

THAT THE MAJOR COMPONENTS OF THE STRATEGIC PLAN ARE BEING IMPLEMENTED AND ALIGN WITH P/R STRATEGIC PLAN.

ACTION IMPLEMENTATION BRIEF

Vision: *To assure user satisfaction and provide quality leisure activity through the provision of human resources and tools.*

Action Plan: Conduct a staffing study to determine department needs in support of the vision.

Implementation Steps

What tasks are necessary in order to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. Have a meeting with Pete, Curt, and Dave to discuss the action plan.	6/7/17	Pete/Curt/Dave
2. Determine the current staffing level and how it has changed since the implementation of the current master plan to reflect the park improvements, additions, and growth.	6/21/17	Pete/Curt
3. Look at the scope of work for each park and determine if we have proper staffing to be able to accomplish the amalgamation of work in a timely and efficient manner.	7/10/17	Pete/Dave
4. Assess the impact of seasonal staff and volunteers as they pertain to staffing augmentation.	7/10/17	Pete/Dave
5. Assess the skill set of the staff as a whole to determine if there are any needs not being met.	7/10/17	Curt
6. Compile the results of the study and determine what recommendations will be made to the Kirkwood Parks leadership.	9/1/17	Pete

Outcome

Upon completion of the above tasks, the desired outcome will be:

A better understanding of the amount of staff needed to maintain and keep up with the demand for high quality parks by the public.

3-C

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

Action Plan: Determine if a need exists to alter/calibrate

Vision/Contradiction: _____

Who's Responsible: RON

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

	<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

3-C

Description of Task

When

Who

1. Establish where additional resources are needed and how many are needed. Review Rectrac and survey part-time ranger staff for input.	1. 45 days	1. Ron
2. Survey park users during the established times from above for input.	2. 60 days	2. all ranger staff
3. Combine above two tasks to determine how many additional resources should be pursued and establish cost and additional staffing needs.	3. 90 days	3. Ron, Curt, and Murray

Outcome:

If additional staffing is needed after reviewing the survey, actions will be taken to implement cost into the next appropriate FY budget.

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

4b

Action Plan: Designate a parks and recreation staff member to be responsible for external communications

4 Vision/Contradiction: *To maximize the use and support of all park and recreation services through improved communication and expansion of the Kirkwood P&R brand*

Who's Responsible: Murray

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. Identify various sources of external communications and current communicators	Aug 17	Murray, Laura, Don, Kyle, Sherry, Kylie, Pete
2. Develop standards and acceptable methods for external communications	Oct. '17	Murray, Beth & B, Laura, Kylie
3. Determine person capable of handling external communication duties	Oct. '17	Murray
4. Develop work flow process for sending out external communications	Oct 17	Murray, Beth, Laura, Kylie
6.		

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

Designation of person to handle external communications.

5 A

ACTION PLAN IMPLEMENTATION BRIEF

Action Plan: Identify park needs then identify private organization to sponsor, partner with or donate.

Vision/Contradiction: Expand financial resources to provide more services to meet the changing needs of the Kirkwood Community

2.) Need legal advice on what the park system can ask for

Who's Responsible: Curt - Tom
would advise that Kyle and Kylie be a part of this team

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

- | <u>Description of Task</u> | <u>When</u> | <u>Who</u> |
|--|-------------|------------|
| 1. <u>Identify the needs of this community</u> | | |
| 2. <u>Identify like minded organizations that might be a source of assistance, financial contribution of sponsorship</u> | | |
| 3. <u>Write and/or create a presentation, specific to a need, to help present to future organizations.</u> | | |
| 4. <u>Select proper individuals most suited to make presentation</u> | | |
| 5. | | |
| 6. | | |

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

To Generate more funding for new and/or improved programs and services to the community.

(Possible areas or tasks that would benefit)

- | | | |
|--------------------------------------|------------------------------|--------------------------------|
| 1. <u>Greentree Pavillion</u> | 5. <u>Playground related</u> | 9. <u>Wild life management</u> |
| 2. <u>Water fountains + features</u> | 6. <u>Horticulture</u> | 10. <u>Lesson such as</u> |
| 3. <u>Benches</u> | 7. <u>Fishing programs</u> | <u>hardball, Pickleball</u> |
| 4. <u>Trees</u> | 8. <u>Archery</u> | |

5B

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

Action Plan: INVESTIGATE AND RESEARCH REQUIREMENT TO FORM
A KIRKWOOD PARK FOUNDATION.

Vision/Contradiction: TO EXPAND FINANCIAL RESOURCES TO PROVIDE
MORE SERVICES THAT MEET THE CHANGING NEEDS OF
THE KIRKWOOD COMMUNITY.

Who's Responsible: SCOTT STREAM, STEVE COATES, WALLACE WARD

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. RESEARCH OTHER MUNICIPAL PARK FOUNDATIONS	JUNE 15	ALL /MURRAY
2. EXPLORE FOREST PARK FOREVER AND COUNTY PARK FOUNDATION	JUNE 15	WALLACE
3. ESTABLISH RELATIONSHIP W/ LAW FIRM TO SET UP 501(C)3	JUNE PARK BOARD MTS.	STEVE
4. IDENTIFY KEY CANDIDATES AS STAKEHOLDER FOR FOUNDATION LEADERSHIP	JULY PARK BOARD MTS.	ALL
5.		
6.		

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

ESTABLISHMENT OF THE KIRKWOOD PARK FOUNDATION.

50

ACTION PLAN IMPLEMENTATION BRIEF

Action Plan: Investigate and research grant opportunities for special projects (by Aug 2017).

Vision/Contradiction: _____

Who's Responsible: Steve Coates, Murray Pounds

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

	<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1.	Conduct initial strategy meeting	May 2017	Steve, Murray
2.	Conduct internet research; investigate park-related grant opportunities.	May/Jun 2017	Steve
3.	Using contacts in MPRA, research the types of grants being awarded to other municipalities	May/Jun 2017	Murray
4.	Cross check the grant opportunities with the needs in the Kirkwood park system.	Jun/Jul 2017	Murray
5.	Summarize findings in a memo to be presented to the Board	Jun/Jul 2017	Steve
6.	Present findings at August Board meeting	Aug 2017	Steve

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

The desired outcome is a memo that outlines funding options/grant opportunities that could be used to fund park projects.

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

6 A

Action Plan: Identify staff member as an organization relationship manager to foster sustainable partnerships:

6 Vision/Contradiction: *To develop and enhance partnerships with individuals and organizations that create stronger relationships*

Who's Responsible: Murray

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. Conduct brainstorming activity to identify needs and potential partnerships	July 17	staff
2. Analyze ideas developed to determine where most needs/opportunities lie.	Aug 17	Murray, Curt Kyle
3. Determine staff member with closest ties to those ideas	Sept. 17	Murray
4. Assess ability of staff member to take on relationship manager tasks	Sept. 17	Murray
5. Establish prioritized list of partners to approach	Oct. 17	Murray / staff member
6.		

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

Identification of a person to serve as a partnership relationship manager, list of potential partners

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

CFI 3A

Action Plan: Conduct more frequent joint staff meetings (monthly) of both parks and recreation:

1. Vision/Contradiction: *Lack of alignment among pillars of leadership*

- a. Lack of partnership interaction with city council
- b. Inconsistent leadership buy in and alignment
- c. Lack of initiative from the Kirkwood Park Board
- d. Charter mandated board turnover

Who's Responsible: Murray

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

	<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1.	Conduct initial all staff meeting	2/1, 3/15/17	staff
2.	Determine future leaders of the meeting	5/1/17	Murray, Curt Kyle
3.	Establish meeting dates for remainder of year	5/1/17	Murray, Curt Kyle
4.	Conduct meetings as scheduled	Ongoing	Staff
5.	Evaluate effectiveness of meetings	12/17	Murray, Curt, Kyle
6.			

OUTCOME

Upon completion of the above tasks, the desired outcome will be: A series of effective and useful meetings that brings staff from both the divisions of the department to exchange information on department activities, discuss items of interest to all staff members and build a sense of team.

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

CII 3b

Action Plan: Designate a parks and recreation staff member to be responsible for communications:

2. Vision/Contradiction: *Lack of alignment among pillars of leadership*

- e. Lack of partnership interaction with city council
- f. Inconsistent leadership buy in and alignment
- g. Lack of initiative from the Kirkwood Park Board
- h. Charter mandated board turnover

Who's Responsible: Murray

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. Identify issues, methods and means to be communicated	Oct. 17	Rec staff, Curt, Pete, Kyle
2. Discuss with key staff members their interest in engaging in such a role.	Oct. 17	Murray
3. Identify chief communication	Oct. 17	Murray
4. Develop policies and procedures for communication	Nov. 17	Murray individual identi/Proc
5.		
6.		

OUTCOME

Upon completion of the above tasks, the desired outcome will be:

Designated representative to be responsible
for communications

SAMPLE ACTION PLAN IMPLEMENTATION BRIEF

C.I.I 4B

Action Plan: Discuss and develop a succession plan including an examination of staff credentials:

4 Vision/Contradiction: Staffing challenges

- a. Staffing expertise doesn't always match job expectations (marketing/promotion communication/safety, development direction)
- b. Unclear roles and responsibilities of staff impedes productivity
- c. Inadequate staff/volunteers to deliver on projects and goals
- d. Lack of staff training inhibits meeting citizens' expectations of staff as expert leaders and resources
- e. Staff turnover leads to lost institutional knowledge

Who's Responsible: Murray and Scott

IMPLEMENTATION STEPS:

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1. Conduct reviews of job descriptions with incumbents	throughout October	Murray, Staff members
2. Interview staff regarding their perceptions of their roles and responsibilities. Clarify as necessary	through November	Murray, Staff
3. Coordinate staffing issue with manpower study.		
4. Meet with volunteer coordinator to determine necessary steps to recruit more ongoing volunteers	May	Murray, Scott, Kylie
5. Interview staff to determine training needs, budget for training	November	Murray, staff
6. Review staff positions for highest level of turnover. Develop strategies to retain people longer in these positions	August	Murray, Scott, Kyle, Curt, HR

Upon completion of the above tasks, the desired outcome will be:

Staff with better understanding of their roles
and more employees staying in their jobs
assisted by volunteers