



STRATEGIC PLAN

01

EQUITABLY BALANCE THE PARKS SYSTEM TO BE SUSTAINABLE

02

ADVANCE RACIAL EQUITY AND ENHANCE ACCESSIBILITY

03

INVIGORATE COMMUNITY HEALTH AND WELLNESS TO HEIGHTEN QUALITY OF LIFE

04

ACTIVELY ENGAGE COMMUNITY AND CULTIVATE CREATIVE PARTNERSHIPS AND VOLUNTEERISM

05

GROW AND RETAIN A DIVERSE WORKFORCE

PRIORITY ACTIONS

- ✔ Complete a comprehensive parks system study that determines how to prioritize and balance park services as a sustainable (environmental, fiscal) portfolio
- ✔ Develop long-range (20+ year) plans for individual parks
- ✔ Encourage and empower staff to identify unsustainable practices and implement new ways of doing things to save costs. Share success stories across Parks to implement more widely
- ✔ Transition to more natural areas - reinvest in forestry, tree canopy, and non-maintained areas; use environmentally sustainable techniques

- ✔ Assess and reduce barriers for different users through an equity review; identify changes needed to make processes more accessible
- ✔ Develop sister friends groups to increase investment and programming in high equity need parks
- ✔ Innovate and increase number of accessible facilities above and beyond ADA compliance
- ✔ Provide multi-lingual signage in targeted areas and multi-lingual options for external communications and processes

- ✔ Expand trail system with a focus on sustainable maintenance and maximum usage
- ✔ Assess recreation gaps and make investments based on Level of Service data
- ✔ Transform less used recreational spaces and experiences based on user demand and preferences
- ✔ Prioritize healthy activity through our capital planning and investments

- ✔ Increase awareness, outreach, promotion, and education about parks by creating a new liaison position in each region
- ✔ Increase investments and partnerships with community and friends groups
- ✔ Engage Parks Foundation, Park People, and other philanthropic organizations and businesses to communicate our needs and increase funding
- ✔ Increase the number of volunteers helping with specific and meaningful improvements (invasive species removal, trails, clean-up, etc.)

- ✔ Increase direct engagement with communities of color for recruitment efforts
- ✔ Improve training, support, coaching for hiring managers to reduce bias in personnel management (hiring, coaching, promotions, etc.)
- ✔ Increase retention through focused training for entry level and seasonal employees. Create career pathing with mentoring and shadowing to increase diversity of leadership
- ✔ Identify and remove all potential barriers and biases for hiring (CDL, driver's licenses, associate degree, redacting personal info, restrooms, etc.)



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KEY PERFORMANCE INDICATORS

- ✓ Completed Parks Facility Action Plan (Capital Project)
- ✓ Complete long-range plans for 3 identified parks
- ✓ Reduce actively maintained building space by 5% on per square footage basis
- ✓ Identify \$500,000 in cost savings based on smart portfolio management
- ✓ Reduce actively managed lands by 100 acres and increase designated Natural Areas by 100 acres
- ✓ Increase tree plantings above existing planned amounts by 1,350

- ✓ Increase free picnic sites and fields by 8-10 in each region
- ✓ Complete equity review of processes
- ✓ Remove at least 3 user barriers
- ✓ Foster 3 collaborations between friends groups to support high equity need parks
- ✓ Create 1 fully accessible playground
- ✓ Upgrade or replace 3 facilities or amenities with full accessibility
- ✓ Create a multi-lingual signage plan (Spanish and Hmong)

- ✓ Complete Trail comprehensive plan
- ✓ Increase trail system by 10 miles
- ✓ Establish a baseline of trail usage
- ✓ Create 3 pickleball court sites with one in each region
- ✓ Improve the condition of 20 basketball courts and construct 1 new marquee court
- ✓ Implement 3 recommendations from the Aquatics facility plan

- ✓ Hire 3 full-time engagement staff
- ✓ Increase active friends groups by 20%
- ✓ Leverage \$300,000 annually from philanthropy (Milwaukee Parks Foundation) with at least \$100,000 addressing deferred maintenance
- ✓ Increase number of volunteers and hours served from 900 and 16,000 to 1,350 and 24,000

- ✓ Identify current baseline of diversity among workforce and track progress
- ✓ Increased number of diverse applicants to better reflect county demographics
- ✓ Increase mentorship, training, and development opportunities for staff
- ✓ Create discrete, measurable career path with competencies by area or position
- ✓ Increase rate of conversion of seasonal staff to full-time
- ✓ Reduce at least 3 barriers to hiring