

2009 Recreation Educational Services Strategic Plan



Presented
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RES 2009 Strategic Plan

Recreation Educational Services conducted a Strategic Planning Retreat in 2008 that resulted in a new strategic plan for the division utilizing the Balanced Scorecard which was originally developed by Robert Kaplan and David Norton of the Harvard Business School in the early 1990's. The planning document produced from this process contained the strategic planning objectives, mission statement, vision statement, performance measures, and initiatives.

RES staff operated with this plan and at the annual planning retreat in January 2009, an update and evaluation took place of the division strategic plan.

- **Who We Are?**

RES staff took time during the beginning of the retreat to define why RES was special and unique. What was our fingerprint that we left behind on all the tasks and projects the staff undertakes in any given year? Staff responses found that they considered RES unique in the following areas:

1. Customer service
2. Grants
3. Number of clients/customers
4. Team Work
5. Land Acquisition
6. Professional Expertise
7. Un-biased management process
8. Size- RES cohesive unit, centralized, diversity of knowledge

- **Accomplishments**

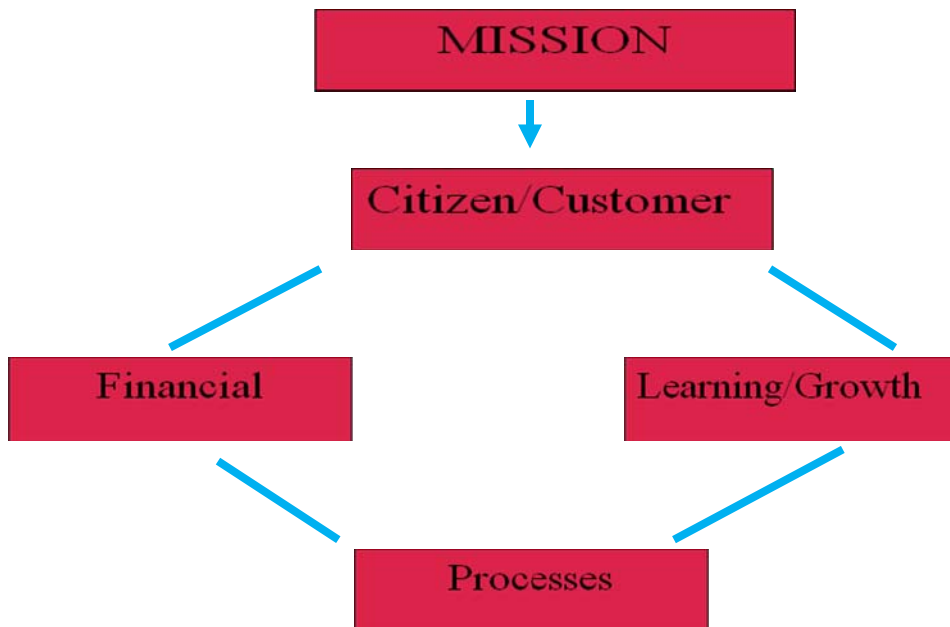
An evaluation of division accomplishments took place to assess progress in achieving the performance measures of the strategic plan through the initiatives and work tasks created for 2008. Each of the action units gave a group report listing their accomplishments and progress with each of the items was compiled into a list.

1. Pre application
 - Completed and Implemented
2. Site visits and scoring
 - 2008 Grant cycle compete
3. Successful 2008 grant cycle
4. Customer contact
 - quarterly email list 25% contacted
100 % of customers were contacted by the end of the year
5. Update PARTAS brochure
 - Draft done, more work still needed

6. Four assessments and strategic planning meetings
 - Assessments completed: Lewis County/Hohenwald, McKenzie Brownsville/Haywood County, South Pittsburg (Strategic Planning Meeting)
7. 2008 Greenways and Trails Plan
8. Technical bulletins
 - Playground and Judo
9. One Article TRPA magazine
 - Judo
10. TRPA education sessions
 - Conducted sessions on Emergency Management, Interviewing, Grants Compliance, and Playground safety
11. TML Playground Safety and EOA course
12. City Manager Association meeting Risk Management Presentation
13. Virginia Greenways and Trails Conference presented a session as Speaker
14. Park Safety Workshop
15. Gerald Parish and Mackel Reagan passed Certified Playground Safety Inspector Course and text.
 - All PARTAS consultants are certified
16. All PARTAS consultants are CPRP certified
17. Six additional parks departments were benchmarked, making a total of
18. Conferences attended TRPA, NPSI, GIS, and NRPA
19. Governor Environmental Stewardship Award Nominations completed.
20. 38 grant projects completed and closed for the year
- 21 . Started to go digital (lands)
 - Digitizing local park land maps (West TN complete)
 - Designed Portal for State Lands Acquisition Fund information
22. Greening the office
 - Providing recycling bins for plastic, paper
23. Initiated new Environmental Review process
24. Facilitated historic land acquisitions
 - Emory River Brimstone, Fiery Gizzard, Savage Gulf, Kinzalow
25. Software transition-Staff learning GIS, Arc GIS, and Access database

REVIEWING STRATEGIC THEMES

RES staff came together to review their strategic map by first examining if the strategic themes and objectives were still relevant. All the staff efforts originate from the four perspectives of Customer/Community, Financial, Processes, and Knowledge and Growth. The four perspectives provide views of how citizens interpret the organization's ability to provide services that are of high quality, accessible, effective, and cost effective. The process of building the Balanced Scorecard is to map out strategies that can chart the course of progress and break strategies into activities that people work on each day. The first perspective of the Customer/Community is the most important to a government agency as it represents satisfying the taxpayers and citizens who are the stakeholders in the organization and provide the financial resources. How does RES wish to appear to the taxpayers, agency partners, non government organizations, and local governments? This perspective was considered first when the group discussed the strategic theme that should guide how the division should look to our customers. The following illustration shows the how each of these perspectives are balanced by others and are all driven by the organization's mission.



The staff members decided that the strategic themes and objectives were still important to organize and guide the work of the division and no changes were recommended. The following are the themes and objectives.

Customer/Community Perspective

Build Relationships

This strategic theme for the customer perspective for RES is directly related to the mission statement developed by staff. It is critical for the success of the division to meet our mission statement to establish relationships with all the diverse customers served by the division and TDEC. To protect parks and open spaces and to provide opportunities for recreation and conservation education, relationships are vital as the division doesn't own or operate any parks, open spaces or facilities. Our role is to assist and educate through strong relationships those directly supervising and operating recreation and conservation programs and facilities. Our division is the facilitator that links resources (monetary and technical assistance) to these direct providers within the State of Tennessee.

Financial Perspective

Maximize Value with Efficiency

The financial operation and perspective of RES is very dependent on the success of the services we provide citizens and elected representatives. The vast majority of taxpayers want government to respond quickly and provide streamline processes that do not over tax their ability to perform. They do not want to wait weeks for responses or go through reams of paperwork. RES is also very dependent on the resources allocated by the State Legislature and must continue to prove value for the funds given in our budget. If RES does not build and maintain a reputation for efficient service and maximizing funding, then it will have a very difficult time meeting the work or mission statement of the division because the funding and support will not exist.

Processes Perspective

This perspective frankly asks the question of what operations must RES excel at to satisfy the taxpayer and meet financial objectives? This is especially important to government agencies who are judged on efficient delivery of services versus the bureaucratic lag many citizens complain about in regard to government services

Quality Accessible Information

This theme specifically addressed the main focus of RES in meeting our mission statement because the role of the division is to serve as a vital conduit of quality, relevant and up to date information for all our customers. Customers in our internet age are accustomed to information available instantaneously and it is the challenge to RES to provide information utilizing the digital

environment. Information that is accurate and directly useful and applicable to our customers must get continually updated to keep pace with changing environments. RES is often the first place our customers, legislators, and sister agencies go for information to assist in their programs and functions.

Learning and Growth Perspective

Learning and Growth is a perspective that is internal to the organization as it marks the ability to retain qualified, well educated, and trained employees to carry out the mission of the organization. What must we do to learn and improve? How can we empower staff/volunteers to accomplish objectives?

New Knowledge and Training

This strategic theme ties in closely with all the others and with the RES mission statement. Our role in providing educational workshops and technical assistance requires that to provide “quality accessible information”, “build relationships” and “maximize value with efficiency” RES must have a staff knowledgeable of new trends and techniques in the parks and recreation field and conservation. Staff attending training and conferences is one of the best tools to meet this perspective and strategy. The new planning techniques undertaken by the division evidenced in this report came from new knowledge and training obtained at a conference. Our customers expect that we have answers to their concerns in providing safe, quality, innovative programs and facilities. RES has an important role in teaching those on the local level and other partners who do not have the resources to attend educational trainings and conferences to learn the new theories, regulations, and techniques in parks and recreation and conservation.

REVIEW OF GOAL AND OBJECTIVE SETTING

The objectives developed in 2008 for the balanced scorecard are still important and reflect the priorities of the division. Objectives are the basic building blocks of developing an agency strategy for long range planning. The key concept is to link long term strategy with short term operations and work tasks. These objectives are very specific things the organization must do well to achieve its mission. The following are the objectives retained for each process for each perspective and strategic theme.

Customer Strategic Theme- Build Relationships

- Objective 1- Partner to Improve
- Objective 2- Reach out & Interact
- Objective 3- Develop Online Resources

Financial Strategic Theme- Maximize Value with Efficiency

- Objective 1- Develop online grant process
- Objective 2- Provide cost effective services
- Objective 3- Advance efficient community analysis
- Objective 4- Foster new learning environments
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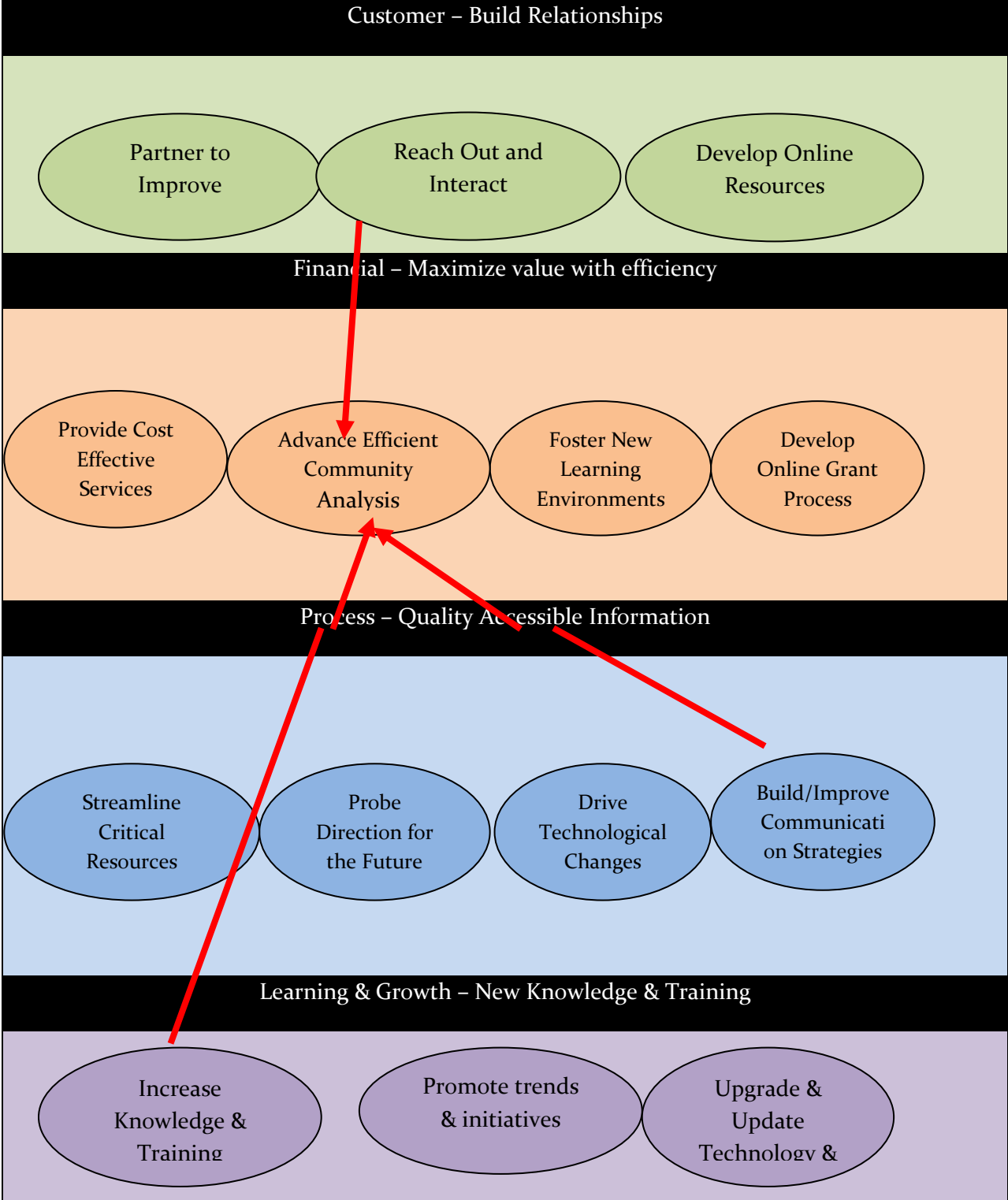
Process Strategic Theme- Quality Accessible Information

- Objective 1- Drive Technological changes
- Objective 2- Streamline Critical Resources
- Objective 3- Probe Direction for the Future
- Objective 4- Build/Improve communication strategies

Learning and Growth Strategic Theme- New Knowledge and Training

- Objective 1- Increase Knowledge & Training
- Objective 2- Promote trends & initiatives
- Objective 3- Upgrade & Update Technology & Resources

It is clear to observe that every one of these objectives relates to the strategic theme and to the accomplishment of the RES mission. The strategic map then remains the same, but the division will through consensus devise new performance measures and initiatives to meet these strategic objectives .



The strategic map for RES provides each staff member a clear visual representation of the goals and objectives of the division. Each perspective and objective clearly is related and influences others to offer a dynamic view of the work of the division. An example is the objective of Advance Efficient Community Analysis in the financial perspective. To accomplish the objective the red arrows indicate how the other objectives are necessary or influence the success of accomplishing Advancing Efficient Community Analysis. The staff will rely on the Reach Out and Interact objective in the customer perspective to connect with communities interested in planning, depend on the process of Improving Communication Strategies to provide a medium for conducting community analysis, and require knowledge and training from the Growth and Learning perspective to build an analysis model that works. The balance is achieved by each objective meshing together to achieve the strategies and mission of the organization.

RES staff evaluated the success of the performance measures and initiatives in the 2008 Balanced Scorecard and determined which items needed carry over into the 2009 plan. All those highlighted in red were completed by the staff.

2008 RES Balanced Scorecard

CUSTOMER PERSPECTIVE				
Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Partner to Improve	Strengthen Relationships with state agencies on park safety issues	List compiled of ECD Planning staff by Feb 1, 2008		Mackel Reagan and Bob Richards
		Re-establish Park & Recreation Advisory Committee (TML, MTAD, CTAS, March 2008		
		Partner with Development Districts conducting workshops 4-7-08 March 25, 2008 DD annual meeting		Gerald, Bonnie, Reagan, April
		RES Establish Staff Contact List with Area of Expertise on web by Feb. 29 2008		Silke Arnold

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Partner to Improve (cont.)		Update information List for Services or Materials Use Database reports. 8-1-08		April Johnson, Carol Thompson
Reach Out & Interact		Blast E-mail of customers deadline by Feb 15, 2008		Gerald, Mackel Reagan, April Johnson
		Publish updated brochure of RES services. 4 color Draft by 6.1.08, Final 9/1/08		Kim Guy, Ella Buntin and Gerald Parish
		Post evaluations to all customers regarding RES services and workshops March 1, 2008		Anne Marshall, Alice Burke
		Master calendar of training workshops and contacts 2-14-08		April Johnson
		Improve relationships with larger cities. Set up personal meetings with directors		April Johnson, Anne Marshall

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Develop Online Resources				
		Present Urban Roundtable/session TRPA		Anne Marshall
	FAQs for Land Acquisitions on Web Feb. 14, 2008		NPS component of State REC. Plan assist communities with funding to digitize all park sites	Larry Hillis
	Links to other sites on Web page		Online library of different CAD files of park facilities	Kim Guy Carol Thompson
			GIS information on all grant funded sites on map	Bob Richards, Mackel Reagan, Ruse Tucker

PROCESS PROSPECTIVE				
Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Drive Technological Changes	Digitized State Recreation map active for users from our website	Establish a Management Group to research getting it on the website and updating. March 1, 2008	Interactive Recreation Map on website linking with local government and NGO resources	Mike Baumstark
	GIS overlay to Trails and State Rec. Map	Research technology and server requirements August 2008	GIS overlay available on trails map on RES web site	Bob Richards, Mike Baumstark
	Develop separate Greenways & Trails website for easy user access	Marketing firm has website developed and ready to host September 2008	Active greenways & Trails web site separate from RES	Bonnie Gamble
Streamline Critical Resources	Gatekeeper and consistent policy regarding digital resources of "H" drive and databases	Technical Action Unit to set standards for others to follow. Develop SOP June 2008		Mike Baumstark, Ruse Tucker, Carol Thompson
	"H" drive clean-up and reorganization	"H" drive cleaned off by Feb, 1, 2008 . New "H" drive created by March 2008		Bonnie Gamble, Carol Thompson

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Streamline Critical Resources: cont.	Create information databases accessible to all staff	State Lands has complete database on "H" drive, all old grant so information in grants database	Database developed for PCI and other staff requirements. Due December 2008	Ruse Tucker, Gerald Parish, Carol Thompson
Probe Direction for Future	Staff Publications	RES will submit a minimum of 4 articles for publication in TRPA, TML and establish quarterly E-Newsletter. Format decided in April. First out in June. Publication Action Unit	RES will partner with a University to produce one major research study.	Ella Buntin, Bob Richards, Kim Guy, Anne Marshall, Bonnie Gamble
	Intra-agency land acquisition group	Evaluation of a prioritization matrix for land acquisition	Expanded corridor study to include prioritization matrix	Mike Baumstark, Bonnie Gamble
	Stable State funding for Greenways & Trails	Topic presented for input from TRPA conference and Greenway & Trails Workshop		Bob Richards

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Probe Direction for the Future cont.	Promote participation in State Rec. Planning	Special Projects Manager will establish an executive TRAC committee by Spring 2008		Anne Marshall
	Develop a Community Development approach for our Parks & Recreation Services	PARTAS would investigate opportunities for involvement with ECD and Tourism, Development Districts in a Community Fall 2008	Community Development Use Group established state level.	Bonnie, Gerald, Reagan, April
Build/Improve Communication	Be more responsive in a timely manner	One week response on all letters. All calls returned within 24-48 hours. All e-mail requesting information or response in 12-24 hours. Document in weekly report		All Staff
	Current and updated web-site	A monthly review of website (first week each month. No outdated information.		Carol Thompson

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Build/Improve Communication (cont.)	Staff meeting minutes on "H" drive	Admin Secretary will take minutes of staff meeting and post on "H" drive.		Kim Guy

FINANCIAL PERSPECTIVE

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Maximize value with efficiency	Develop online grant process	Develop online computer program information and technology by end of 2008	Develop online grant process by 2009 . by March 2010 grant application must be submitted online	Mike Baumstark, Bonnie Gamble
	Provide cost effective services	Prepare delegated grant authority (DGA) well in advance of grant awards. Timeline should include DGA prep 6 months prior to grant announcements		Alice Burke

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Maximize value with efficiency (cont.)		Investigate online submission of reimbursement request for grants Report due May 2008	Online grant process by 2009	Alice Burke Silke Arnold
		Quarterly FHWA financial meeting. set up financial meetings with FHWA for entire year, including Nov, Feb, May & Aug.		Alice Burke
		Cost benefit analysis of current workshops (cost per participant) Report due July 2008		Gerald Parish, Alice Burke
		Increase efficiencies in travel with two workshops per day, two vehicles.		Gerald Parish

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Financial: cont.				
Maximize value with efficiency (cont.)	Advance efficient community analysis	Evaluate strategic planning meeting vs. assessments – costs vs. value/benefit. Self assessment??		Gerald Parish, Bonnie Gamble, Alice Burke, Larry Hillis
	Foster new learning environment		Video/simulcast of grant workshop to other locations and online video strategic planning video/simulcast. PARTAS should do all inquiries and setup. PARTAS should complete 1 video for a small town and 1 for a large town by Summer 2009 . Use UT Center for Public Policy for assistance.	Gerald Parish, Bonnie Gamble, Alice Burke, Larry Hillis

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Learning and Growth				
New Knowledge & Training	Increase knowledge and training	Provide Strategic Planning Services to local governments. conduct 4 SPP workshops per year	Prepare and Publish Case Study of Communities utilizing strategic planning process, July 1 2008-June 30 2009	Gerald Parish, Bonnie Gamble, Tim Check
		Technical Bulletin/Articles for RES website by March 1, 2008		Bob Richards, April Johnson, Mackel Reagan, Anne Marshall
	Promote Trends and Initiatives	Professional development plan and training plan for staff provides a one page summary of knowledge gained and evaluation of the training.	Interactive articles and bulletins	April Johnson, Anne Marshall
	Update and upgrade technology resources	Training for staff done through internet/web or digital resources		

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Learning and Growth				
New Knowledge & Training (cont.)		Provide a counter on website for visitors		Bob Richards and Kim Guy

DEVELOPING PERFORMANCE MEASURES

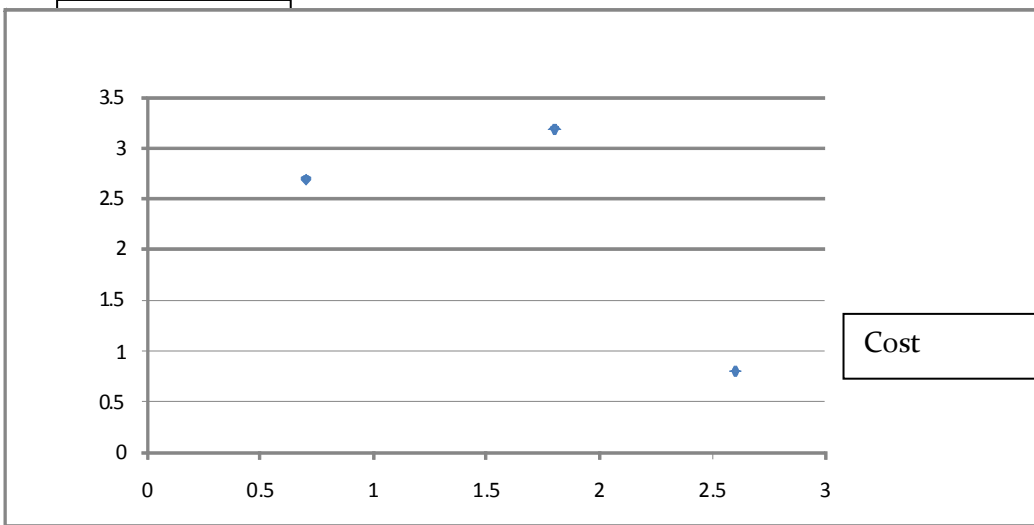
The completion of the Strategic Map showing strategic themes and objectives illustrates to the agency in clear outline the objectives in each of the perspectives that are important to initiate. However there must be performance measures developed to show that the work of the agency is accomplishing the objectives. These performance measures are actionable, specific, and measurable that produce concrete actions and results or initiatives. This is the portion that is reviewed each year and evaluated. Did the division meet the performance measure, was it realistic, and should it continue as a performance measure? Each of the strategic objectives could lead to numerous performance measures and initiatives that would overload and overtax any agency to accomplish with reasonable resources. It is therefore very important that a prioritization process take place with these measures to determine which ones are the most important and implementable.

The staff first focused on eliminating those performance measures that were met in the last year and no longer are relevant, and those that still needed to carry over to the update. Then they broke upon into three working groups to develop new individual performance measures and wrote them individually on post it notes. The goal was to provide a minimum of four from each objective. The facilitators then looked at these and summarized those with a common theme and eliminated duplications.

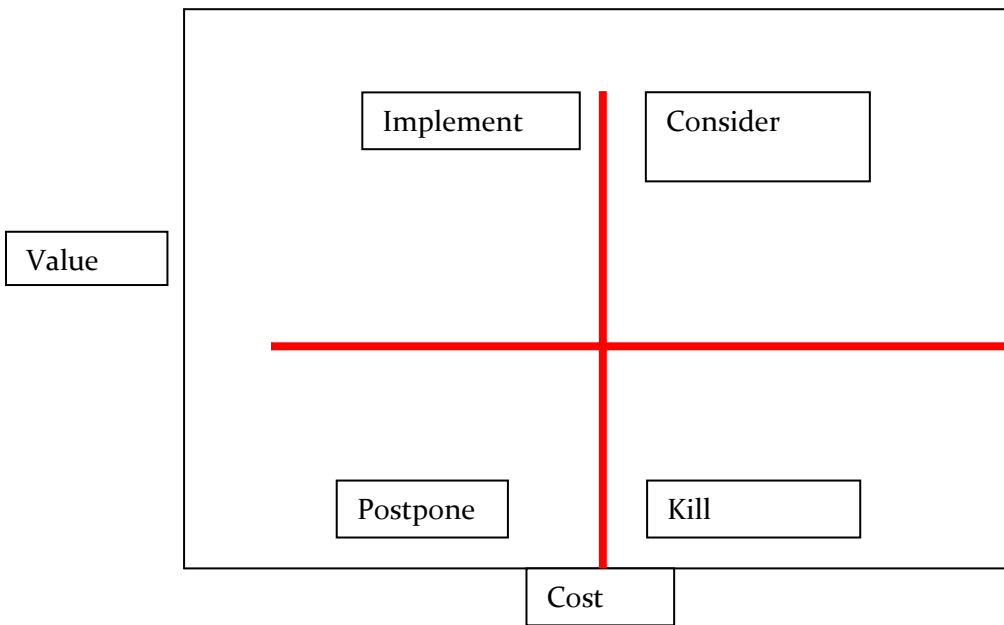
PRIORIZATION OF PERFORMANCE MEASURES

Recreation Educational Services utilized the PICK Chart technique to prioritize performance measures for the division long range plan. The goal is to put high value, low cost into an immediate implementation plan, high value/high cost into a consider long range goal, low value/low cost in a postpone, and a low value/high cost as non starters. The initials of PICK chart stand for Postpone, Implement, Consider, and Kill and are a method for participants to actively determine where each of the performance measures fall within the chart.

The chart graphs value versus cost and the staff were asked to take each of the performance measures and physically place it on the chart graph provided on the wall. The goal was to determine where it would fall when compared to the two indices of value and cost. Below is an example of the chart.



After the staff located each performance measure on the chart, then the facilitators drew the quadrants representing Postpone, Implement, Consider, and Kill. This method allowed the participants to see where they performance measures fell in terms of cost and value and relate this to those that in the short run could get implemented, those of little cost and value that could get postponed, others that should get consideration in the long term because they offer great value but have significant costs, and then those measures that should get eliminated (killed) because the value is much less than the cost to the agency. Below is an example of the quadrants drawn in to the PICK CHART.



None of the performance measures selected by staff were located in the Kill quadrant of the PICK Chart .

Those performance measures deemed of immediate priority and considered under **the category of implement are for 2009:**

1. Refunctioning Staff, writing technical bulletins
2. Provide online workshops
4. Online resource topics (including Frequently Asked Questions Include Everything)
5. In house peer training
6. Do You Know Quarterly Staff Meeting
7. Leadership projection meetings
8. Contact every Park Director each year
9. Contact 10-15 Mayors/City Managers per region per year
10. Define criteria for community analysis, one page application
11. Trends
 - a. health
 - b. No child left inside
 - c. Nature
 - d. Play
12. Update, enhance and improve website
13. Online workshops and meetings
14. Free File Share Website
15. Incorporate new communication technology "Go To Meeting"
16. Digital Learning Sessions
17. Computer based training programs
18. Success stories in email
19. Quarterly E-letter
20. Playground Legislation
21. State Recreation Plan

Under the category of consider:

1. Community Based Focus of Technology
2. Online Grant process
3. Customer Service Survey
4. Children and Nature Network
5. Legislation for playground Safety
6. Research (PARTAS),
7. Grant Workshops Digital
8. Parks and Recreation Resource council

Under Category to Postpone

1. TN School Board Association joint project

2. Scanning of documents philosophy of reducing paper
3. Update RES training plan postponed because of budgetary restrictions.

INITIATIVES

RES staff closed the strategic planning meeting at this point by developing action units to develop the specific initiatives associated with each performance measure. The staff agreed that the action units were a valuable tool in meeting the initiatives as it promoted input from staff in specific areas of interest, provided more bottom up implementation from staff rather than relying solely on management, and generated more discussion and innovative techniques for getting the work done without encumbering the complete staff in all discussions. The use of the term action units was chosen instead of teams to emphasize results tied to a time schedule. The following action units were developed and employees assigned to each one. Leaders of each action unit were chosen to call the first meeting and facilitate the discussion. None of the leaders in the action units were part of the management structure of RES to encourage commitment by all staff to the concept and allow more active participation in planning by all.

Action Units: Internal Operations

- Members: Gerald Parish, Carol Thompson, Ruse Tucker, Erin Tyrell

Education/Research

- Members: Bob Richards, April Johnson, Mackel Reagan, Silke Arnold

WEB Based

- Members: Kim Guy, Bill Avant, Alice Burke, Ella Buntin

Administrative

- Members: Mark Tummons, Bonnie Gamble

Each of these action units developed initiatives or work tasks in a multitude of the perspectives and objectives. For example the Web based action unit had initiatives to set from the performance measures and objectives in the customer, processes, and financial perspectives. Action units would take the lead for the initiative but would need to interface with other staff to accomplish the goal. An example is the performance measure of providing online workshops. This would need the Education/Research action unit to develop the curriculum or study material, but interface with the Web Based action unit to get it on the website for use. This is the advantage of the balanced scorecard in recognizing the interdependency of resources and staff in accomplishing objectives and that encourages teamwork, but also breaks objectives into do able tasks.

The action units also were charged with assigning specific staff to initiatives and setting deadlines for accomplishment. The task before RES encompassed taking the performance measures and

breaking them down into implementable work tasks and initiatives and the following are the initiatives that now form the Balanced Scorecard for RES.

RES Balanced Score Card January-December 2009

CUSTOMER PERSPECTIVE				
Strategy Partner to Improve	Measures	First Year Target	3-Year Target	Personnel Responsible
Trends/Initiatives, i.e. Health & Fitness, No Child Left Inside, nature, play	Develop a Division report outlining what efforts we can pursue to help promote, facilitate, and improve these initiatives.	<p>A) Check with Anne about TSP initiatives. Montgomery Bell S. P. training 5/8/09</p> <p>B) Check with Mark and Bonnie on existing TN Initiatives</p> <p>C.) Research what SE states are doing in these areas and other state departments</p>	RES will develop strategies and assistance to local governments and parks and recreation departments and encourage these by implementing into grant funding.	<p>April will take responsibility for No Child Left Inside, Reagan and Bob Health and Fitness.</p> <p>Research done by PARTAS/Bob 5/1/09</p> <p>Draft report 7/1/09 PARTAS</p> <p>Final report 8/1/09 April/Bob</p>
Tech. Assistance to Communities	Weekly reports from staff	A) Quarterly Summary every 3 months, 1 st Report 3/31/09	Review after the three years the impact of assistance	Silke to coordinate with all staff to provide the quarterly reports

Strategy Partner to Improve	Measures	First Year Target	3-Year Target	Personnel Responsible
Monitoring effectiveness of services	<p>Partner with Federal and other government agencies</p> <p>Develop post evaluations to all customers regarding RES services and workshops.</p>	<p>Develop a list of federal agencies RES has partnered with, contact person, and what RES receives from the partnership. 2 agencies a month with draft list complete 7/31/09</p> <p>Grants post evaluation for grantees developed by June 1, 2009</p>	<p>Develop joint projects with these federal agencies to provide technical assistance to communities.</p> <p>Automatic post evaluation system set up via the web for all RES services</p>	<p>Gerald</p> <p>Alice Burke</p>

Strategy Reach Out & Interact, cont	Measures	First Year Target	3-Year Target	Personnel Responsible
Greenways and Trails Marketing campaign	Radio and Film spots air across the state Billboards	Get radio and film spots on air Billboards up across states	Achieve sponsors for financial support of continued campaign	Bob and Bonnie
2009 Greenways and Trails Forum	Develop Council sponsored event <i>April 2-4, 2009</i>	Achieve 70 attendees and make budget	Examine holding regional technical (skill) workshops and every 3-4 a conference statewide. Produce some web casts.	Bonnie
Parks and Recreation Resource Networking Events	Parks and Recreation Resource Think Tank	Develop Think Tank group, purpose, goals, and schedule of meeting format.	Hold meetings that will produce a plan of action Dovetails with State Recreation Plan	Mark

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Reach Out & Interact, cont				
TN School Board Association	Make initial contacts with local school boards and possible cooperative efforts.	Acquire list of all SBA's by May 31, 2009		PARTAS staff
		Hold first meeting August 2009	Year 2 develop a pilot project . Year 3 completion of pilot project	PARTAS staff
Website	Each section needs to keep their page "fresh" recommending updating as new items take place, but also at least once a quarter with new wording and pictures (where appropriate)	<p>Fresh" look to website 4 times</p> <p>Request sent to Bob, Gerald, Alice, Bonnie/Mark, and Bob to update their websites on March 13, June 15, Sept 15, Dec 1,</p> <p>Pages to be updated and sent to Kim and Carol by</p> <p>March 25, June 25, Sept 25,</p> <p>Dec 10</p>	Continue based on new Departmental objective	<p>Kim is to send reminders and get approval for changes by Bonnie/Mark.</p> <p>Kim then sends to Jessica Boucher TDEC website</p>
	SLAF portal, Scan all State Land property files attach to portal database with limited access	<p>25% complete 12/31</p> <p>Complete 5 files per week</p>	100% Complete	Ruse

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Develop Online Resources: Writing Technical Bulletins/ Greenways & Trails TIDBITS newsletters	A) One online publication per calendar quarter	Develop Content and deadlines for submissions 3/31/09 4 Technical Bulletins added to the website First up on website May 1, 2009	Continued research on hot topics and trends for future bulletins.	Update ADA accessibility, Collaborate w/other RES REAGAN
	6 G&T TIDBITS Update ADA Accessibility Technical bulletin Collaborate w/ other RES sections	G&T Tidbits will go out every alternate month		Bob
Provide Online Workshop Content	Utilization of past workshop content to publish on web and develop 1 additional workshop by 9/30/09 for website	Select material from past workshops for online use by June 1, 2009 Develop one additional workshop by Sept. 1, 2009	Develop a catalog of topics for workshops for placement online and for use by other organizations.	PARTAS/Bob April lead
Online Resource Topics	Develop a variety of FAQs on LPRF, RTP, Land, Playground	Have each section develop one for publication on web Land due 4/26/09	Continuous review to make sure FAQs have current standards included in them.	Reagan will set up schedule and contact sections

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Develop Online Resources:	Build a GEO (geographic) database based on LWCF funded sites	25% complete 6 records a week have a progress report by May 09	100% complete	Erin
	Research which programs are acceptable to ISD	Meet with ISD and get on their 3 year plan. (March 2009)	Have online fillable surveys and grant applications. Submit button	Carol
		Have some programs implemented		12/1/09 Carol and Bill
File Share	This is in reference to something like Divshare. Again, this can be done now with a staff training session.	Staff understands the utility and start to use this concept. Video has gone out to staff on Div share. Dates to have tutorial video 30 min. meeting March 13, June 15, Sept 15, Dec 1	Continuation of working with ISD. Transfer of Access databases into Oracle	Bill

Strategy Streamline Critical Resources	Measures	First Year Target	3-Year Target	Personnel Responsible
Cross training of Staff	Staff to cross train in areas and provide services that is not currently in their work plan.	Create a list of opportunities to cross train and assign staff	Evaluate effectiveness of cross training to see if adjustments are necessary.	April 5/5/ 09
		Start a schedule for cross training for staff-	Each member will be cross trained in area not of their job assignment	April 7/7/09
Strategy Probe Direction for Future	Measures	First Year Target	3-Year Target	Personnel Responsible
Intra-agency land acquisition group	Evaluation of a prioritization matrix for land acquisition	Touch base with different land agencies of state government to evaluate developing a prioritization matrix. September 1, 2009	Developed prioritization matrix and implementation strategy.	Bill Avant
2020 TN State Rec. Plan	All TRAC committee work done and public hearings by June 1 SCORP completed by August 30, 2009 Completed plan printed and distributed December 2009	Set measures to track progress and attainment of recommended actions in the plan. Produce written progress report at end of 3 yrs.	TRAC committee monitoring progress and implementation strategies.	TRAC executive committee

Strategy PROCESS PERSPECTIVE	Measures	Measures First Year Target	3-Year Target	Personnel Responsible
Build/Improve Communication				
Leadership projection meetings	Meetings held quarterly with management staff.	Develop specific topics especially in regard to State Recreation Plan.		MARK
Contact every park director each year	25% per quarter, keep a log	100% contact per year Produce a quarterly report for review by PARTAS manager.	Continue contacting new directors as they are hired.	PARTAS
Contact Mayor//City Manager (<u>face-to- face</u>) ones we don't normally work with. .	Keep log monthly Develop resources to give them.	Creation of a visit packet with a welcome letter and new directors.		May 1. 2009 PARTAS
		10 city and 5 county Report due end of each Calendar Quarter, 1 st due 3-31-09		PARTAS

Strategy PROCESS PERSPECTIVE	Measures	Measures First Year Target	3-Year Target	Personnel Responsible
Build/Improve Communication (cont.)				
Information Production	Email Blasts and/or E- Newsletter. Quarterly. Submissions are to be sent to Ella	4 E newsletters We need a name for our Newsletter? 1) 2/24 at staff meeting - with suggesting to Ella by 2/27 and decision made by 3/6 by RES staff 2) Emma.com - tracking system - check into as for as cost, non profit TN Recycling Coalition has it - decision to use by 4/8/09 3) No Print authorization needed per Ella		Ella

		<p>4) PARTAS/Bob need to develop distribution list by April 15, 2009</p> <p>5) Staff submit articles/photos to Web Based Committee for editing, approval (Articles may go in this issue or future issues) (Each staff member should try to submit at least one article per year)</p> <p>Articles are to be submitted 4-6 weeks before publication date. Specifications of size sent to staff April 1, 2009 (Photo need to be the original, please do not edit photos) - and email reminder will be sent out 6 weeks before issue (March 20, June 22, Sept 21, 2009)</p> <p>Sent to Bonnie/Mark, PARTAS/Bob (and staff) on</p>		
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		<p>First issue - May 1, 2009</p> <p>Second issue August 3, 2009</p> <p>Third issue November 2, 2009</p> <p>Fourth issue Feb. 1, 2010</p> <p>Each issue should be e-mailed out by PARTAS/Bob within 3 days of receipt.</p>		
	Build common reports/queries	Have a group lesson with PARTAS on Grant Database		4/31/09 Carol
		Get list of reports needed by 6-1-09		Carol

Strategy PROCESS PERSPECTIVE	Measures	Measures First Year Target	3-Year Target	Personnel Responsible
Information Production		Have reports designed and available 9/1/09		Carol
	Develop key flow chart of responsibilities for databases	Get list from staff of databases RES has and who is responsible for them 4/1/09 Flowchart complete 5-1-09		Gerald
	Complete Databases	Grants database complete by 4-31-09		Carol

Financial Perspective - Maximize value with efficiency

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Provide Cost Effective Services	Grant Workshop- Go Digital	Pre Application updated for RTP		PARTAS/Bob/Alice Due date 5/30-09
	Grant Workshop- Go Digital	Develop OPSP for RTP		PARTAS/Bob/Alice 5/30/09

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Provide Cost Effective Services (cont.)		Workshop format/PowerPoint		PARTAS/Bob/Alice 8/1/09
		Use of Adobe Meeting software For grant workshop ready		10/1/09 Web AU responsibilities
Reduce costs associated with technical assistance	Evaluate staff services against cost/benefit	List of staff services , Assessments, Strategic planning workshops, Playground safety inspections and fees.	Conduct 75% of workshops and assessments online.	Gerald 9/30/09

Financial Perspective - Maximize value with efficiency				
Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Meetings/ reduction of travel	Accomplished via gotomeeting/dimdim/mikogo. We need to provide a staff training. I am willing to put the training together (ba).	Staff understands the utility and start to use this concept. Adobe online meeting to be held March 27, June 26, Sept 25, Dec. 18	PARTAS and Lands management will conduct 75% of meetings via internet and cut travel	Bill
Advance Efficient Community Analysis	One page application for RES Tech Assistance for Recreation Assessments, Strategic Planning	Draft due for review 4/30/09 by Mark and Bonnie		Bob
		Forms Committee May 09 and put in use by July 1. 2009		Ella/Carol

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
<p>Foster New Learning Environments</p>	<p>Desktop recordings of meetings/ppt/ and trainings, utilizing CamStudio/CamTasia. This will ultimately be in a video format with sound. A link can be place on the website or through file sharing for outside agencies/people to download</p>	<p>Trainings will be recorded live (or pre/post live) and provided to attendees and others for their reference, via link on the internet or through fileshare</p> <p>April 24 in house training with Bill on Desktop recordings.</p> <p>Starting in May</p> <p>1st Monday of every month Alice will ask what meetings would be helpful to be recorded. Response should be back by the following Friday.</p>		<p>Alice</p>

Strategy	Measures	First Year Target	3-Year Target	Personnel Responsible
Foster New Learning Environments (cont.)	Video Recordings (last action unit needs to be revisited)	We will have Carol to provide training. On the video cameras. By April 13 we will have training date/dates set.		Ella/Kim
Develop Online Grant Process				
Inter Section Collaboration on process/approvals	Evaluation of what PARTAS needs for on line grants	Work on Grant Pre application Draft May 31/2009		PARTAS/Bob
Strategy Learning and Growth	Measures	First Year Target	3-Year Target	Personnel Responsible
New Knowledge & Training:	In house Peer Training	Staff that attend. First is GIS, training PARTAS to use GPS units	PARTAS will get GPS coordinates for all final inspections of grant funded projects. Entered into a database	Bill, PARTAS, and Erin

Strategy Learning and Growth	Measures	First Year Target	3-Year Target	Personnel Responsible
Promote Trends and Initiatives				
Upgrade & Update Technology				