

**Portland Parks & Recreation
2017 - 2020 Strategic Plan Update: 10/3/2018**

Strategic Plan	Initiative
Outcome 1: Implementation of new management practices and systems that improve the maintenance, ecological health and overall quality of park lands	
1.1	Improved maintenance standards for parks, trails and natural areas
1.2	Implement sustainable landscapes initiative
1.3	Implement Renew Forest Park Initiative
Outcome 2: Increased capacity to sustain services provided by the city's urban forest	
2.1	Updated Urban Forestry Management Plan
2.2*	A Citywide tree planting strategy that prioritizes low-canopy and low-income neighborhoods
2.3	Implement improved systems and methodologies for tracking service levels with development and non-development tree permits
Outcome 3: Increased access to recreation programs for all Portlanders with a special focus on teen, culturally diverse and low-income populations	
3.1*	Equity-focused programming model for all Arts, Culture, Summer and Urban Park programs and services
3.2*	Comprehensive data collection effort within Recreation programs to better understand the populations served by PP&R services
3.3*	Plan for increasing participation by people of color in Aquatics programs
3.4*	Action plan for improving financial health of the City's Golf operation
3.5*	Implement an updated and revised scholarship policy and fiscal process to ensure access to recreation programs
3.6	Full cost recovery plan for preschool
Outcome 4: Development of new recreation assets that achieve an equitable level of service	
4.1	Update and establish new design specifications for park facilities
4.2*	Completion of 2014 Bond projects in a manner that is transparent and fiscally responsible
Outcome 5: Safe, functional and reliable recreation experiences through effective management and maintenance of all park facilities	
5.1	Develop assessment standards for all PP&R assets
5.2	Develop energy savings performance contracts to achieve energy savings and facility improvements
Outcome 6: Increase diversity and training of our existing workforce	
6.1*	Develop an improved hiring process for seasonal employees
6.2*	Develop a bureau training plan to guide employee training efforts
6.3*	Develop onboarding process and procedure for new employees
Outcome 7: A safe environment for all PP&R employees and customers	
7.1	Develop a program focused on health, safety and environment
7.2	Develop an employee training curriculum related to security and safety
7.3	Implement the SAFE Parks task force

* Racial Equity Plan Action

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Outcome 8: Marketing, outreach and customer service strategies in place to increase participation in PP&R programs among diverse populations	
8.1*	Create an updated Graphics Standard Manual that includes templates for use by staff
8.2	Implementation of Customer Relationship Management System across PP&R Teams
8.3*	Develop a Bureau-Wide Marketing Plan that improves access to programs for underserved populations while also sustaining revenue growth.
8.4*	Update and operationalize an ongoing assessment of staff language skills
8.5*	Strengthen partnerships with community-based organizations to develop consistent standards and best practices for outreach to communities of color
8.6*	Develop a Language Access Plan for the bureau
8.7*	Expand Inclusive Customer Service Strategy across the entire bureau
Outcome 9: Completion of a long-term vision plan that ensures a legacy of access to park, recreation and tree related services for future generations	
9.1*	Level of Service Study: for parks and natural areas
9.2	Level of Service Study: for community centers and pools
9.3	Completion of a study that identifies the comprehensive economic impact of park, recreation and urban forestry services provided to the local community
9.4	Complete a demographic forecast that helps to guide the delivery of park, recreation and urban forestry services within the community
9.5	Update of the Bureau’s Cost Recovery Policy
9.6	Develop a Five-year Financial Plan to enhance long-term fiscal sustainability without limiting access for underserved populations
9.7*	Long-Term Vision Plan

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