

STRATEGIC PLAN

2018-2020

Department of Parks and Forestry,
City of Rochester Hills

7-31-2017

ABSTRACT

The Department's first strategic plan calls for a new Natural Resources division creating outdoor engagement service to residents, creating a one-stop shop for Natural Resources issues, and aggressively pursuing Stewardship grants.

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Executive Summary

This Strategic Plan is the first for Parks and Forestry Department. Because of this, the input gathered focuses mostly on internal comments to allow time to develop a Department culture of strategic focus prior to engaging external comments and external trend reviews. These external elements will be included in the next plan review in three years.

Over 38 people provided 400 comments into the development of this plan. The comments were reviewed by our Department Leadership Team consisting of the Department Director, Office Coordinator, Forestry Manager, Parks Manager and Museum Manager. Significant input was also gathered during the process from Full-Time and Part-Time Department team members. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted on these comments to suggest areas of improvement.

This process also included the development of the Department's overall mission:

We build connections in our community: Neighbor to Neighbor; Neighbor to Nature; and Neighbor to History. We do this by preserving our history, conserving our green infrastructure, and engaging our community in the outdoors.

Previously each division had its own mission but there was no overarching Department mission.

The main recommendation from this plan is to form a new Natural Resources division. This division would merge several functions of Parks with the Forestry division, creating a one stop shop for citizens to go to in regards to City Natural Resource functions within the Department. Creation of this division would provide new services to our residents through an outdoor engagement plan, provide stewardship of park properties, and also focus the Department on the pursuit of natural resource related grants. To develop this new division requires a new Natural Resource Manager Position focusing on the elements above while keeping the Forestry unit whole.

In addition, this plan identifies key focus areas for the Department for the next three years (including which Council goals they are related to in parenthesis):

- Develop a unique, regional eco-park (Recreation, Parks, Cultural)
- Restructure Department in line with Strategic Plan Recommendations (Environment; Community/Neighborhoods; Recreation Parks, Cultural)
- Increase Department Outreach (Community Trust & Participation)
- Create and increase an innovative culture (Effective Governance; Community Trust & Participation)
- Improve and document internal operations for the expected large number of retirements expected in next five years (Effective Governance)

Our team will develop individual and division yearly objectives to these elements to move the Department ahead in these areas.

Plan Purpose and Process

Purpose

The purpose of the Parks and Forestry Strategic Plan is two-fold:

1. To define big picture goals
2. To develop a link between these goals and the team's regular efforts



Process

Because this plan is the Department's first, much of the input gathering focused on internal stakeholders and partnerships. This will allow us time to adjust our operations to a more strategic focus to be ready to engage our residents in the future. The next Strategic Plan update in three years will focus on a balance of internal stakeholder input and external citizen input.

Input

The input phase consisted of three main steps:

1. Meet with interested employees and key stakeholders to gather input on two very broad questions:
 - a. How are we doing (the Parks and Forestry Department), especially as it relates to your organization, but also other areas as well?
 - b. Are there things we aren't doing that we should be?
2. Review during the input process by the Department Leadership Team to establish the following:
 - a. Review of responses and brainstorming to establish Department mission, vision and values
 - b. Review of responses to prioritize values and focus areas
 - c. Review of Department staff structure as it relates to mission, vision and values
3. Present and gather feedback on mission, vision, values and priorities from Department Units (Forestry, Grounds Maintenance, Main Office, Museum, Rangers)

Individuals met with during this process were:

- City Council Members
- City Mayor
- City Department Directors
- Department Full-time, Part-time and leadership Seasonal Staff
- Individuals from City Departments that work with Parks and Forestry regularly
- Museum Foundation Board Members
- President of the Friends of the Clinton River Trail
- President of the North Oakland Baseball Federation
- Director of Rochester Area Recreation Authority (RARA)
- Director of the Older Person's Commission (OPC)
- Community Business Leaders

Relationship to Other Plans

The Department of Parks and Forestry has several plans in place to guide its actions. Plans at the top of the list are broader and plans on the bottom are more operationally focused. The plans are listed in order of hierarchy:

City Council Strategic Goals

Time Frame: Yearly

Approval Level: City Council

Main Purpose: Adjust strategic direction of Departments' budget focus



Parks & Recreation Master Plan

Time Frame: 5 years (2016-2020)

Approval Level: Planning Commission and City Council

Main Purpose: Link development of capital needs from our community to the region and State

City Capital Improvement Plan

Time Frame: 5 Years - Updated annually

Approval Level: Planning Commission and City Council

Main Purpose: Determines large scale projects to complete

Parks & Forestry Strategic Plan (2018-2020)

Time Frame: Major update every 3 years – reviewed annually

Approval Level: City Council

Main Purpose: Guides Department goals and objectives, including division goals and team objectives

Three-year City Budget

Time Frame: Updated annually

Approval Level: City Council

Main Purpose: Determines level of Department operations

Forestry Inventory and Operations System

Time Frame: Varies (Last one done in 1986)

Approval Level: City Council

Main Purpose: Establishes detailed tree inventory to determine long term management decisions

Green Space Long-Term Management Plan

Time Frame: 10 Years – updated annually

Approval Level: Green Space Advisory Board and City Council

Main Purpose: Determines yearly Green Space projects to be conducted

Museum Operational Plan

Time Frame: 1 year

Approval Level: Department Director

Main Purpose: Guides Museum operational focus

Mission, Vision & Values

In the past each division of the Department had its own Mission without an overriding Department Mission and Vision. To operate as a team, it is necessary to function under a joint Mission and Vision. However, it is still important to define what each division does under this mission. The Leadership team has analyzed the comments received and developed the following Mission, Vision and Values.



NEW Mission & Vision

Department Mission:

We build connections in our community: Neighbor to Neighbor; Neighbor to Nature; and Neighbor to History. We do this by preserving our history, conserving our green infrastructure, and engaging our community in the outdoors.

Department Vision:

For every resident in Rochester Hills to have a lasting memory of the community experiences we provide and to have a vibrant understanding of where we came from as a community; to provide an understanding of why the outdoors and our history is a crucial part of the premier place to work, live and raise a family.

NEW Museum Division Purpose Statement:

To enhance understanding of the past through interpreting, preserving and collecting the history of the greater Rochester area for present and future generations.

Previous MUSEUM Mission Statement

Because appreciation of the present is enhanced by understanding the past, the Rochester Hills Museum at Van Hoosen Farm interprets, preserves and collects the history of the greater Rochester area for present and future generations.

Previous Museum Vision Statement

The museum is the primary site for learning about and preserving the history of the greater Rochester area in Oakland County, Michigan, as a representative of similar communities throughout Michigan.

New Natural Resources Division Purpose Statement (Merging Forestry with Natural Resources)

To develop a community outdoor ethic and engage the community through development of outdoor connections, stewardship of our outdoor spaces through conservation, and the planting, protecting and maintaining of a healthy urban tree population to conserve the community's green infrastructure.



Previous FORESTRY Division Mission

The mission of the Forestry division is to conserve and enhance the quality of life and provide for the safety of the

citizens of the City of Rochester Hills by protecting, planting and maintaining a healthy urban tree population.

A systematic forestry program to manage the community's trees, including inventory, inspection, monitoring and abatement, minimizes tree-related accidents and injuries.

NEW Parks Division Purpose Statement:

To ensure that a wide array of outdoor recreational opportunities, both passive and active, are available to people of all age groups, interests and abilities.

Previous Parks Mission:

The mission of the Parks Department is to ensure that a wide array of recreational opportunities, both passive and active, are available to people of all age groups, interests and abilities, while protecting and conserving the integrity of our natural and historical resources.

Values

Through the strategic planning process, the Leadership Team determined our Department values through analyzing comments received, discussing operational needs, voting on priorities and considering input on these values from all the Department's areas (Museum, Main Office, Grounds Maintenance, Park Rangers and Forestry Arborists).

CORE Values (how we want the community to think about us)

Collaboration - Working with other community organizations to increase our effectiveness and utilize other expertise. Asking ourselves can we "do it better together" with a partner before we try and do it ourselves.

Community - Providing the outdoor places, green infrastructure and historic pride that make Rochester Hills the great unique place that it is.

Environment - Believing that the natural world is a crucial part of our community and individual health. The natural world includes our woods, wetlands, rivers, wildlife, parks and green space. We are advocates for protection, conservation and enhancement of our natural systems.

Innovation – Constantly improving ourselves and our ideas, listening to the community for their needs, and working to consistently bring new options to the community and regularly evaluating the success of these ideas.

Welcoming - Providing an an "open arms" attitude to all.



Supporting Values (how we get the job done)

Attention to Detail - Focusing on the large and small elements of our actions and what we provide; providing work routines for a consistent experience.

Cleanliness - Providing a visually appealing WOW factor in our parks, buildings and community.

Communication - A two-way dialog between people or groups that involves listening, understanding and responding. Internally, regularly sharing information about ideas, goals, and challenges in a respectful way to improve operations. Externally, we communicate, interpret, and advocate for our mission and gather input regularly to improve operations.

Customer Focus - All actions, efforts and systems are designed with the user and community in mind. Empowering our team members to accomplish our mission.



Safety - An attitude to reduce risk of harm to people, property and the environment.

Sustainability - To ensure the long-term strength and health of the community, we are constantly looking for daily short-term techniques to be fiscally effective and searching for long-term strategies for fiscal sustainability.

Team Work - Each team member is looking out for other members, knowing each

other's strengths and weaknesses. We support each other to achieve a larger goal than possible if focusing on yourself. Recognizing that our team is larger than just us and treating all with respect: Council Members, other Departments, contractors, etc.



Community Demographics (Source US Census Bureau)

ROCHESTER HILLS	2000	2005	2010	2015	Changes over time
Population	68,825	69,443	70,995	72,791	6% growth from 2000 to 2015
Persons under 5	7%	6.5%	6%		
6 to 18	22%	21.6%	20%		
19 to 64	61%	61.3%	60%		
65+	11%	10.6%	14%		
Median Household Income	\$ 74,912		\$ 78,086	\$ 80,806	8% increase from 2000 to 2015
Education: High school +	92.6%		94.8%	95.5%	
Bachelor's degree +	47.2%		50%	52.4%	5% Increase from 2000 to 2015
MICHIGAN					
Population	9,938,444	10,051,137	9,883,640	9,922,576	0% growth from 2000 to 2015
Persons under 5	6.8%	6.4%	6%	5.8%	
6 to 18	22.2%	24.9%	23.7%	22.2%	
19 to 64	58.8%	55.9%	56.5%	56.2%	
65+	12.2%	12.8%	13.8%	15.8%	
Median Household Income		\$ 44,667		\$ 49,087	10% Increase over 10 years
Education: High school +		83.4%		89.3%	
Bachelor's degree +		21.8%		26.4%	5% Increase from 2000 to 2015

Census Observations

Rochester Hills is following the predicted demographic trends in the State of a growing population aged over 65. However, Rochester Hills is continuing to grow while the State population has been stagnant. In addition, Rochester Hills' population has attained a significantly higher level of education than the State average and also has attained a significantly higher Median Income. High levels of education and income often point to a desire and support for a wide variety of outdoor facilities and engagement programs.

Input Findings

Overview

Overall, over 400 comments were provided from 38 individuals during the strategic planning process (please see Appendix for comments). Comments were obtained mostly through direct interviews by the Department Director, however some were provided in writing. All comments were reviewed and categorized by the Department Leadership Team into a strength, weakness, opportunity or threat (SWOT). In general, strengths and weaknesses are considered somewhat within the Department's scope of influence, while opportunities and threats are considered external trends or outside the scope of influence. Comments were also categorized whether they referred specifically to a division (Forestry, Museum or Parks) or whether the comment applied to the Department as a whole.



SWOT RESULTS

In comparing the number of strength related comments to the number of weaknesses, the Department as a whole has 3% more weaknesses than strengths. While the ratio is very close to a one-to-one ratio, the expectation is to improve this ratio over time through conscious strategic planning. This balance indicates that the Department as a whole is performing in a stable manner but could be much stronger, especially given the number of opportunities we could be taking advantage of.



	Number of Comments
Strengths	137
Weaknesses	141
Opportunities	112
Threats	21

The Department as a whole had 533% more opportunities than threats. This shows that:

1. The need for developing a more innovative culture of trial and error to take advantage of opportunities
2. The Department role and function is strongly supported both within and without, with very few threats

Comment Summary

The main ideas that emerged from external comments highlight the following areas:

- Provide increased information about what is offered
- Need to be proactive in addressing public wants and needs
- Lack of new activities or programs

It should also be noted that most external individuals interviewed were very complimentary of the Parks function within the community, and many had to be prompted to provide ideas for improvement.

Internal ideas were much harder to classify but were broken down into the following:

- Need more outreach and marketing
- Need to build more of a team atmosphere, recognizing the value of work that goes on in all the units
- Need more communication within the Department and across other Departments
- Need to better define who we are and what we provide
- Need to provide more opportunity for new ideas to improve operations
- Need to allow and try much more creative ideas to serve the public (with many ideas presented)



Division Operations Review

Museum

Based on a review of the comments received and review of operations, the Museum division is functioning well. Most of the Museum challenges have to do with increasing usage and operating with a mostly part-time team. Steps have been taken in 2017 to address this problem by reclassifying a currently vacant full-time position in Parks to the Museum. This change addresses the increasing demand for private Museum rentals.

Parks

A review of comments and operations about the Parks division calls for substantial structural change to reduce the scope of operations supervised. The Parks division currently provides many functions, including regional parks (Bloomer, Borden and Spencer), neighborhood parks (Avondale, Wabash, Helen Allen, Nowicki and Tienken Rd), a developing regional park (Innovation Hills), trails (Clinton River Trail and Paint Creek Trail), special events support, as well as elements of the Clinton River use, Green Space, Deer Management, and responses to wildlife complaints. This number of functions in one division makes focused management challenging and decreases the time to try innovative ideas. The breadth of the functions currently performed in Parks has also created a lack of focus on the natural resource side of park properties. A natural resource focus on managing parks is necessary to ensure the parks' long term sustainability.

Forestry

Review of operations and comments about Forestry points out that the division is too isolated from the rest of the Department. The overburdened number of functions in Parks combined with the isolation of Forestry from the rest of the Department calls for a solution to improve both challenges.

Restructuring Recommendations

Many of the strategic planning comments received relate to a need for outdoor engagement and outreach. These comments were related to a variety of functions including Forestry, Green Space and Parks.

Census data points to the need for outdoor engagement, as a highly educated community such as Rochester Hills has an inherent demand for engaging with the outdoors.

These points combined with the operations review above calls for a reorganization that will consolidate all the natural resource functions under one division and also allow increased focus on the desired outdoor community engagement. The recommendation is to create a new Natural Resources division.



This new division will merge the Forestry division with several of the functions of the Parks division



(Clinton River, Green Space, Deer Management, and wildlife responses). Merging these functions creates an opportunity for synergy and support between the Natural Resource division team members all focused on similar functions and allows movement towards solving another identified problem: a lack of outdoor engagement and outreach. A variety of structural changes will result in a full-time Naturalist in the Natural Resources Unit. This individual will develop outdoor engagement plans and outreach as well as support City wildlife and Green Space functions.

In addition, moving a number of functions currently in Parks to Natural Resources allows more focus on developing new facilities and ideas in the Parks division, an area that needs improvement, shown by some of the comments received.

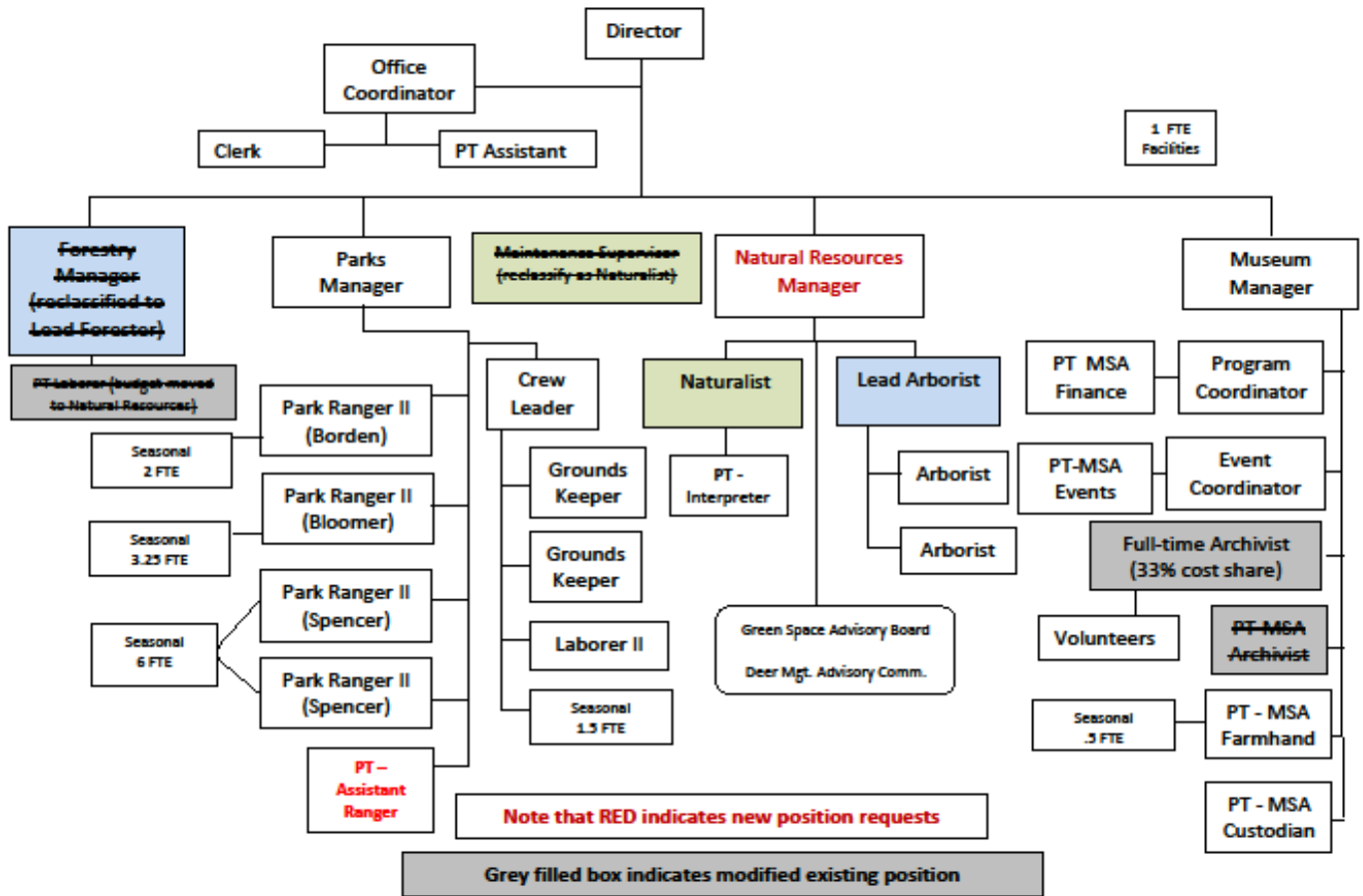
To make the entire plan work it is necessary to develop and fund a new Operations Manager position for Natural Resources. The current Forestry Manager position will be moved to a Lead Arborist role to reflect a need of a more hands on position in the Forestry Unit. The new Natural Resource Manager will provide oversight for all of the functions in the Natural Resource unit, including Forestry and guiding the overall outreach strategy. This person will also start to develop stewardship plans for our regional parks and pursue matching grants to enhance stewardship opportunities in both parks and Green Space.

Structure Changes Outline (see Organization Chart on next page)

- Development of a Natural Resource Division within Department
 - Wildlife
 - Deer Management Advisory Committee
 - Green Space
 - Clinton River
 - Outdoor engagement programing (new and expanded function)
 - Stewardship of Park Natural Resources (new function)
 - Forestry
- Full-time New Position Request
 - Natural Resources Manager focusing on Park stewardship (currently not performed), pursuit of stewardship grants, and providing oversight of
 - Outdoor engagement plan
 - Forestry
 - Green Space
 - Clinton River
 - Wildlife
- Positions Changed
 - Reclassify Parks Grounds Maintenance Supervisor (down) to a Naturalist in the Natural Resources Unit
 - Reclassify the Forestry Manager position (down) as a Lead Arborist
 - Transfer two full-time arborists to Natural Resource division
 - Move Part-time Museum Interpreter to Natural Resources Unit reporting to Naturalist (already in process due to vacancy)

Benefits of New Structure

- Natural Resources unit would focus on Natural Resources as a whole (Forestry, wildlife, Green Space, Clinton River) instead of pieces in different areas
- Provide expanded outdoor programs through the development of an Outdoor Engagement Program Plan
- Become a one-stop shop environmental resource for City businesses, organizations and residents
- Preserve the long-term function of the regional parks through the development of natural resource management plans
- Increase Department outreach
- Decrease the number of functions in the Parks division to allow for development of innovative operations and development of new creative facilities and functions
- Creation of Natural Resources Unit will allow focused attention on pursuit of grant dollars for stewardship



Strategic Focus Areas

In addition to the Department structure recommendations above, a key part of the Strategic Plan is to develop focus areas for the next three years. The Leadership team, in review of the comments received by our team and stakeholders has developed the following key focus areas. How these items relate to City Council's Goals and Objectives are shown in parenthesis.

- Develop a unique, regional ecopark (Recreation, Parks, Cultural)
- Restructure Department in line with Strategic Plan Recommendations (Environment; Community/Neighborhoods; Recreation Parks, Cultural)
- Increase Department Outreach (Community Trust & Participation)
- Create and Increase an Innovative Culture (Effective Governance; Community Trust & Participation)
 - Increase staff participation in outside training and networking for new ideas
 - Encourage trying new ideas (fail fast, fail cheap)
- Improve internal operations (Effective Governance)
 - Document all operations and procedures to prepare for brain drain
 - Review operations to eliminate bureaucratic encumbrances
 - Cross train full-time employees between parks and divisions
 - Develop a system of regular grant applications for parks and stewardship
 - Develop a system of regular customer input and evaluation

All Leadership Team members will be expected to develop objectives related to these focus areas for the next three years. In addition, division leaders will work with their team members to develop appropriate yearly objectives related to these focus areas.



Appendix A – Comments Received

STATEMENT	Value	S W O T	Dept
Not working well with DPS infrastructure projects	Communication	T	F
Field based data entry	Attention to Detail	O	F
Volunteer Forestry program	Collaboration*	O	F
Can we communicate better with HOAs about requirements	Communication	O	F
Five minutes with Forestry video	Communication	O	F
Let the HOAs know about tree trimming	Communication	O	F
Social media to promote Forestry programs	Communication	O	F
Fact/benefit information for trees	Education*	O	F
Provide tree care to residents	Environment	O	F
Aren't trees more valuable in the ground than money in the bank? Lets plant all the trees in one year	Environment	O	F
Urban Forestry Accreditation	Professionalism*	O	F
Work with DPS on weedy growth around guardrails, bridges, etc	Teamwork	O	F
Forestry always moves according to Plan - The Little Engine that Could	Accountability*	S	F
City trees are important to our residents	Community/Local	S	F
Really liked the last Arbor Day	Community/Local	S	F
Tree canopy is amazing	Comunnity	S	F
Kids on the City Hall Tour know we are a Tree City	Customer Service/Satisfaction	S	F
Love the tree planting service	Customer Service/Satisfaction	S	F
We respond well to tree review	Customer Service/Satisfaction	S	F
Forestry - Just expect trees to be here and in good shape	Customer Service/Satisfaction, Safety	s	F
I appreciate management to allow focus of work on planting where my skills and interest lie	Empowering*	S	F
Customers are excited and appreciative about tree program	Environment	S	F
Forestry provides a healthy green infrastructure	Environment	S	F
Seeing the planted trees matured - 3 decades	Environment	S	F
We have a great passionate team about trees	Environment	S	F
Forestry - Stewards of Tree Assets	Professionalism*	S	F

Forestry well respected in State	Professionalism*	S	F
Forestry does a good job just doing their job - they have a lot of trees and they manage them	Professionalism*	S	F
Forestry seems to jump on corner clearances	Safety	S	F
Add median tree maintenance - already do it	Sustainable	S	F
Proud of Forestry Team - work well and supportive of each other	Teamwork	S	F
Asked to justify our existence regularly	Accountability*	T	F
Doesn't know about Forestry	Communication	T	F
Protecting trees seems to have been pushed onto lower priority in Planning Department	Environment	T	F
Not toeing the line with tree fund	Sustainable	T	F
Forestry gets taken for granted (hidden function)		T	F
Planting contractor calls and reschedules too much		T	F
Reevaluate Tree Ordinance - street tree plantings, spacing requirements	Attention to Detail	W	F
The tree inventory is incomplete and gives an inaccurate picture	Attention to Detail	W	F
We don't know what is going on in Forestry for our service dollars - reporting?	Communication	W	F
Why is there a blanket tree waiver for Plats?	Community	W	F
Resurrect Big Tree List Registry	Community/Local	W	F
Tour/develop biggest trees or Rochester Hills	Community/Local	W	F
Forestry could upgrade their presentation to school groups	Community/Local	W	F
Consider electronic work orders for tree management	Customer Service/Satisfaction	W	F
Consider having Forestry experts do private tree review	Customer Service/Satisfaction	W	F
Current tree codes interfere with place making ideas	Environment	w	F
Reactive service requests through DPS	Proactive, Professionalism*	W	F
Planting has added increased workload where it is difficult to do things proactively		W	F
I love seeing how people are blown away by the Museum property - not the inside of the buildings	Attention to Detail	O	M
If we had a space for researchers they would come	Professionalism*	O	M
Our grounds and property are amazing	Attention to Detail	S	M

Museum/school connection	Collaboration*, Education*	S	M
We communicate great as a small group (Museum)	Communication	S	M
Museum is amazing	Community	S	M
Love the historical roots and the grounds	Community/Local	S	M
Museum - heritage	Community/Local	S	M
Museum - historic stewardship	Community/Local	S	M
Museum adds to regional feel	Community/Local	S	M
Museum attracts public well	Community/Local	S	M
Grounds are peaceful	Customer Service/Satisfaction	S	M
I love getting hugs when people had a really good time at their rental event	Customer Service/Satisfaction	S	M
Neighbors regularly use the grounds as a Park	Customer Service/Satisfaction	S	M
We provide great kids programs at the Museum	Customer Service/Satisfaction	S	M
Museum does the best job connecting to people in unique ways	Customer Service/Satisfaction	S	M
I appreciate that we can be independence, that helps with creativity	Empowering*	S	M
I remember coming out to the Museum while in school	Focus on Future*	S	M
Creativity keeps people coming back	Innovative*, Creative*	S	M
Appreciate the availability of Dept. Administration staff	Teamwork	S	M
Appreciate the reorganization of Museum as its own function	Teamwork	S	M
Museum staff very knowledgeable in different areas and varied ages	Teamwork	S	M
Museum is a totally different experience than Parks - focused on events		S	M
Museum does a great deal with little resources		S	M
Once they visit the Museum display they don't often come again (we don't have much for kids)	Customer Service/Satisfaction	T	M
Museum should cross market more with OPC	Collaboration	W	M
I wish more people knew about the Museum	Communication	W	M
Need more education outreach about Museum aspect	Communication	W	M
Need to connect more people to the historical element	Communication	W	M
We need to share the story of strong women that built part of our community	Customer Service/Satisfaction	W	M

We have a story of strong women, why don't we share it more	Education*	W	M
We don't connect older adults to history	Education*, Community/Local	W	M
Spend too much time on Museum and not enough on programs	Effective*	W	M
Museum deserves support	Sustainable	W	M
Museum needs more staff to meet growing usage		W	M
Does Pine Trace still fit	Collaboration*	O	P
EEC could develop synergy with other Departments/school groups/teachers/HOAs - outreach more	Collaboration*	O	P
Have a goal of working with schools for best playgrounds in the State	Collaboration*	O	P
Manage Clinton River/Partnership with CRWC	Collaboration*	O	P
Need to get more involved in Clinton River/storm water	Collaboration*	O	P
Use PTA to sell park passes	Collaboration*	O	P
Connect parks to their neighbors - work with them	Collaboration*	O	P
Can we outreach to businesses and industrial parks about bike sharing near the trails	Collaboration*, Communication	O	P
Tips to improve deer management on website	Communication	O	P
Walking trail maps	Communication	O	P
Regularly use park kiosks	Service/Satisfaction	O	P
Put up interpretive signs about each park personality	Community/Local	O	P
Should we use Riverbend park as a community center?	Community/Local	O	P
Creative way to do golf - fewer holes, more rough, more environmental	Creative*	O	P
Stop being just parks to go to, - adventure course, driving range, events, fitness loops, polar plunge	Creative*	O	P
Use Nowicki as a trial park to try new things	Creative*	O	P
Environmental Education can be so much more	Service/Satisfaction	O	P
Dog park template for common area	Customer Service/Satisfaction	O	P
Getaway - local vacation	Customer Service/Satisfaction	O	P
Improve Borden field maintenance (IPM, Synthetic Goal mouths)	Customer Service/Satisfaction	O	P
Provide incentives for park visits (10 visits equals free ice cream, etc)	Customer Service/Satisfaction	O	P

Provide informal sports activities (wiffle ball, nerf soccer)	Customer Service/Satisfaction	O	P
Parks should be a place for people to use/express their uniqueness	Customer Service/Satisfaction	O	P
Parks has so many opportunities but are we hitting them	Customer Service/Satisfaction	O	P
Parks well kept, well utilized - quality of living hard to quantify	Customer Service/Satisfaction	O	P
Elevate outreach and interpretive	Environment, Collaboration*	O	P
Could we reach out to HOAs on storm water education	Education*	O	P
We need a nature building at Riverbend long term	Collaboration*	O	P
Could reach out to develop nature in your own backyard concepts	Environment	O	P
Develop green space	Environment	O	P
Riverbend Park - Nature Connection	Environment	O	P
Move forward Tienken/Nowicki	Sustainable	O	P
Should we have user fees?	Sustainable	O	P
Move rangers between Parks	Teamwork	O	P
Partnerships with gyms to get them to Parks	Teamwork	O	P
Who maintains the Clinton River	Teamwork	O	P
Field registration system is hyper organized which works great for my group	Attention to Detail	S	P
Parks are Amazing	Community	S	P
Walking trails are very well used	Community	S	P
People appreciate the Festival - brings people from all over	Community/Local	S	P
Parks are a great spot to meet	Community/Local	S	P
Year after year expanding programs (EEC) - Staple of the Community - Family remembers you next	Creative*	S	P
Parks produce fun	Creative*	S	P
Borden is exceptional, really interesting rinks	Customer Service/Satisfaction	S	P
Fun factory	Customer Service/Satisfaction	S	P
Good combination of activities regularly used by local 6th grade class (Spencer)	Customer Service/Satisfaction	S	P
Love biking opportunities	Customer Service/Satisfaction	S	P

Never had a field double booking	Customer Service/Satisfaction	S	P
Proud of our hockey rink - almost no one has this outdoors	Customer Service/Satisfaction	S	P
They drive past a lot of beaches to get to Spencer	Customer Service/Satisfaction	S	P
We offer a place to sit under a tree and hangout	Customer Service/Satisfaction	S	P
It is great you have trash cans - it is really frustrating to go somewhere and not have a place to put	Customer Service/Satisfaction	S	P
Each park has a unique theme of activity	Effective/Creative	S	P
Parks are what stand out - pristine and used by most residents of all ages	Environment	S	P
Parks provide green	Environment	S	P
Quality experience in a safe manner	Safety	S	P
Spencer safety record	Safety	S	P
Paddlepalooza is working well	Teamwork	S	P
Pride and camaraderie between seasonals	Teamwork	S	P
We have a great many parks here		S	P
Each park has a specific purpose and doesn't overlap		S	P
Parks seem great - doing a good job		S	P
Rail trails good too		S	P
Like paddlepalooza		S	P
Great working relationships with Friends group		S	P
We are more collaborative about the river than other communities		S	P
Spencer doesn't feel like a RH park during the summer "I felt like an outsider fishing"	Community/Local	T	P
Concern that Riverbend will require too much maintenance	Customer Service/Satisfaction	T	P
Like Borden playground - don't like bothering with entry fee/gate at Bloomer/Spencer	Customer Service/Satisfaction	T	P
Do we need the beach - non resident use	Welcoming*	T	P
We need to spend Green Space money on land, not lock it in Stewardship fund	Environment	T	P
Seems to be a total disconnect about the CRT with planning and DPS		T	P
Get accurate counters at each park to understand attendance	Attention to Detail	W	P

Have consistent signage at each park	Attention to Detail	W	P
We need better customer service in the field	Attention to Detail	W	P
OPC & parks could do nature walks using OPC buses	Collaboration	W	P
Provide more support to mountatin biking	Collaboration	W	P
Why don't we do any programming for Parks	Collaboration*	W	P
The Parks image doesn't seem to match the City image	Collaboration*	W	P
Add a way for more public input in park decisions	Communication	W	P
Communication between parks and office causes problems	Communication	W	P
Events page just for parks	Communication	W	P
More outreach about Parks	Communication	W	P
Need kiosks/signs at parks that are updated	Communication	W	P
Need more outreach on Deer/Wildlife	Communication	W	P
Need to communicate at Parks in different languages	Communication	W	P
Not always sure where the responsibilities lie with the Clinton River/Paddlepalooza	Communication	W	P
Our maintenance group needs a report	Communication	W	P
Park staff meetings need to be more regular with set agendas	Communication	W	P
Post online staff schedules	Communication	W	P
There is no regular communication between parks about operations (changes, new ideas, struggles)	Communication	W	P
I don't know what activities are at the Parks - if I did I would go more	Communication	W	P
I have lived here 14 years and didn't know about Parks until working here	Communication	W	P
Parks should be showcased more to Seniors (more presentations)	Communication	W	P
We should be able to go anywhere and easily find a connection to Park and trail	Community	W	P
Do we need a dog park?	Community/Local	W	P
Connect trails and parks more and publicize	Community/Local	W	P
We need activities to get people to the Parks, not just places	Community/Local	W	P
Why do we get bills every two weeks	Customer Service	W	P

Field rental rates need to be reconsidered for groups/RARA/Flat rates for groups	Customer Service	W	P
Why does RARA get better rates than 501©3	Customer Service	W	P
Seniors think some trail crossings are scary at roads	Customer Service	W	P
Pickleball surfacing isn't liked	Customer Service	W	P
Need picnic tables with movable benches for seniors (tough to get in and out of)	Customer Service	W	P
Need a dog park	Customer Service/Satisfaction	W	P
Need more outdoor fitness	Customer Service/Satisfaction	W	P
Need modern restrooms at Bloomer	Customer Service/Satisfaction	W	P
No winter activities (pond hockey)	Customer Service/Satisfaction	W	P
Not meeting demand for cricket	Customer Service/Satisfaction	W	P
Should be providing stellar customer service on the ground	Customer Service/Satisfaction	W	P
Tough to get ahold of park staff on site at parks (customers)	Customer Service/Satisfaction	W	P
Parks seem too traditional and "old"	Customer Service/Satisfaction	W	P
Parks should be more than just swings and trails	Customer Service/Satisfaction	W	P
People want to swim in a pool	Customer Service/Satisfaction	W	P
Define what Green space is better to Council	Education*, Environment	W	P
Need better trimming/pruning technique in parks	Environment	W	P
There is so much potential at the Parks, but it feels like we don't take advantage of it	Proactive	W	P
We don't have a vision of Park development	Proactive	W	P
We need a vision of where Parks is going - it seems like we just do whatever	Proactive	W	P
Avon Trails are creepy	Safety	W	P
Where is EEC going - this is frustrating	Sustainable	W	P
Park Rangers don't seem to work as a team	Teamwork	W	P
Why do we provide an early-bird discount?	Welcoming*	W	P
CRT is under utilized		W	P
Department - decent Facilities, but need to provide excellent facilities up to the community standard		W	P

Parks are run too differently		W	P
Need more winter outdoor activities		W	P
The parks don't offer much for me since I don't have kids		W	P
Our rail trails should be world class		W	P
The CRT should become a destination, not just there to be used		W	P
Should have a multi-year trail maintenance plan		W	P
Could you offer group camping		W	P
Trails at bloomer need to be mapped better (see addison oaks, bald mountain)		W	P
National trail day should be marketed better		W	P
Need to think of trails pro-actively		W	P
Need more landscaping on trail		W	P
Need to connect trail over river to Yates park		W	P
Lots of good feedback on Parks and Museum	Accountability*	O	P M
Auto/bike tour of big trees	Community/Local	O	PF
EEC has similar values to Forestry and could help with outreach	Teamwork	O	PF
More Forestry work in Parks	Teamwork	W	PF
Create a policy procedure manual for each park and building	Attention to Detail	O	PM
Develop a routine script for rental discussions	Attention to Detail	O	PM
Consider contracting mowing/plowing	Attention to Detail, Sustainable	O	PM
Consider contracting out mowing	Attention to Detail, Sustainable	O	PM
DIA Inside out programs	Collaboration*	O	PM
Digital Kiosks	Communication	O	PM
What can we do to use the space a little differently	Communication	O	PM
What do we do with all the property	Communication	O	PM
Better Parks=Better City	Community/Local	O	PM
Can we expand our arts connections in parks?	Creative*	O	PM

How can parks provide more fundraising options/information	Creative*	O	PM
How do we connect our History to the young adults?	Creative*	O	PM
Sandlot play versus programmed activities	Creative*	O	PM
Use child development interns for programs	Creative*, Collaboration*	O	PM
Consider online registration	Customer Service/Satisfaction	O	PM
Electronic passes for entry	Customer Service/Satisfaction	O	PM
Parks can be destinations	Customer Service/Satisfaction	O	PM
People are staying around more - market to encourage that? (pure Rochester Hills)	Customer Service/Satisfaction	O	PM
Provide changing activities - give people new reasons to visit	Customer Service/Satisfaction	O	PM
Rental software should have online booking	Customer Service/Satisfaction	O	PM
Streamline registration system	Effective*	O	PM
Fighting against being citified like communities to the south	Environment	O	PM
Peace sitting in the middle of the City	Environment	O	PM
We are respectful of the buildings and grounds	Attention to Detail	S	PM
Clean, kept-up	Clean	S	PM
Clean, pristine, well-kept properties	Clean	S	PM
Amazing 1,000,000 visitors	Community/Local	S	PM
Connecting with our visitors (make an impression and memories)	Customer Service/Satisfaction	S	PM
Feel good when people know about our facilities	Customer Service/Satisfaction	S	PM
Great Facilities	Customer Service/Satisfaction	S	PM
Parks are welcoming - public likes the system	Customer Service/Satisfaction	S	PM
The parks are beautiful and we help make them that way	Customer Service/Satisfaction	S	PM
We provide great life experiences with a couple of miles	Customer Service/Satisfaction	S	PM
Wide variety of offerings	Customer Service/Satisfaction	S	PM
We have a unique combination of facilities (Parks, green space, trails and Museum)	Effective*	S	PM
We have an array of activities	Effective*	S	PM

We have unique parks and a variety of things	Effective*	S	PM
Help from/to parks/Wet & Wild/Festival is great	Teamwork	S	PM
Meant to provide release and relaxation	Welcoming*	S	PM
Perfect combo of amenities		S	PM
Variety of options at parks		S	PM
Not convinced our car counters are correct	Attention to Detail	T	PM
We have a large back log of archives	Attention to detail	W	PM
Unclear expectations and responsibilities with Facilities	Collaboration*	W	PM
Communication with Facilities is awful	Communication	W	PM
We don't have an indoor gather place for all ages	Community	W	PM
Provide a variety of recreational services through our facilities	Customer Service/Satisfaction	W	PM
Events for all ages, not just families	Creative*, Sustainable	W	PM
Innovative	Creative*	?	
Can we work with RARA on promotion?	Collaboration*	O	
Volunteers love connecting with customers	Collaboration*	O	
We could connect with OU more - interns and expertise	Collaboration*	O	
Can we help with public outreach/education for storm water/MS4	Communication	O	
Need more opportunities for sponsorship Department wide	Communication	O	
Should we survey HOAs for needs and outreach?	Communication	O	
Spread word more of what we do - outreach	Communication	O	
Take credit for community quality of life	Communication	O	
Have an HOA resource access page	Service/Satisfaction	O	
We need to reach more people and have more opportunities	Community	O	
We want everyone to have a Rochester Hills Parks story	Community	O	
Pursue goal of healthiest town in Oakland County	Community	O	
Advocates/Ambassadors to our residents	Community/Local	O	

Could reach out to seniors more	Community/Local	O	
We bring people together out of their houses	Community/Local	O	
We should connect people and people to the City	Community/Local	O	
Let's experiment a little	Creative*	O	
How do you add new, cool stuff?	Creative*	O	
We could provide movies like they do at my HOA	Creative*, Community/Local	O	
Importance of connection to nature	Environment	O	
Protect our Natural and Historic Resources	Environment	O	
Quality of Life - nature is much more important to this than people realize	Environment	O	
Modernize our digital frontier	Proactive	O	
Stay ahead of changes regardless of how demographics change	Proactive	O	
Switch for reactive to proactive	Proactive	O	
Take it up a level	Proactive	O	
We should be more proactive not reactive	Proactive	O	
Align with state and national initiatives	Professionalism*	O	
Have a staff uniform policy	Professionalism*	O	
We have the luxury to think ahead	Professionalism*	O	
We should move to technology to create efficiencies	Professionalism*	O	
Need to plan for sustainability over time, maximize use of resources	Sustainable	O	
How can we collaborate with OPC/RARA	Teamwork	O	
How do we become more creative? How do leaders become more creative and instill leadership in	Teamwork	O	
How do we instill pride in seasonals enabling to go above and beyond (Disney teamwork)?	Teamwork	O	
Partner more with RARA	Teamwork	O	
Diversity of community is coming, are we ready?	Welcoming*	OT	
Our community has high expectations and we seem to meet them	Attention to Detail	S	
Excellent customer service	Service/Satisfaction	S	

Appreciate the emails about what is happening in the Department	Communication	S	
Increasing Department communication is working	Communication	S	
Monthly reports are helping	Communication	S	
I really like this planning process	Communication	S	
Breadth of opportunity for families	Community/Local	S	
Community pride	Community/Local	S	
Lots of things for variety and ages	Community/Local	S	
We ignite passion in the community	Creative*	S	
Customer Service	Customer Service/Satisfaction	S	
Customer Service - all divisions	Customer Service/Satisfaction	S	
Provide so much for many people	Customer Service/Satisfaction	S	
Provide the reason people want to live here	Customer Service/Satisfaction	S	
We do what it takes to help the customer	Customer Service/Satisfaction	S	
We provide good service - accommodating and friendly - "get me to yes"	Customer Service/Satisfaction	S	
We respond well to citizens	Customer Service/Satisfaction	S	
What we have works - citizens like it	Customer Service/Satisfaction	S	
Connecting to neighbor, outdoors, to past	Education*	S	
Essential pieces of us - Ecology, Green, Museum (Science and Farming) - Quality of Life	Education*	S	
Exceptional quality of life for the residents	Effective*, Creative*	S	
"It is so green here"	Environment	S	
I love the way we focus on protecting the property	Environment	S	
People are here because of green space	Environment	S	
Providing environmental connections	Environment	S	
You can tell everyone cares	Professionalism*	S	
We do a lot right	Professionalism*, /Effective*	S	
We know what we are doing	Professionalism*, Attention to Detail	S	

We like what we do and take pride in our work	Professionalism*, Teamwork	S	
Safe, clean and exciting	Safety, Clean	S	
We provide health and recreation for all ages - safe and clean	Safety, Clean	S	
Festival works well with lots of behind the scene parks work	Teamwork	S	
Most people working here have passion and work hard	Teamwork	S	
Office operations smooth	Teamwork	S	
Once people start working in Parks & Forestry they seem to stay there - most other Departments n	Teamwork	S	
Our programs are aligned with facilities	Teamwork	S	
Our staff has a positive attitude	Teamwork	S	
Teamwork focus on "what do you need", not "I don't have time"	Teamwork	S	
The team is loyal, fun and committed	Teamwork	S	
We like our jobs and don't seemed stressed	Teamwork	S	
Work well with Forestry	Teamwork	S	
You have a great team atmosphere	Teamwork	S	
I feel like I'm in the happy Department!		S	
If is fun to work in this Department		S	
Passion and commitment		S	
Passion for trying new things		S	
Public enjoyment of natural resources		S	
Quality of life for our residents - we have it at a high level right now		S	
Public doesn't know what we do/offer	Communication	T	
Public needs to know more about what we do	Communication	T	
Our City lacks a sense of community	Community/Local	T	
We need to connect to a variety of ages	Community/Local	T	
Our City needs a Community Center	Customer Service/Satisfaction	T	
Department too dependent on general fund	Sustainable	T	

We are too compartmentalized	Teamwork	T	
Are we truly evaluating our fleet needs or just renewing the same stuff	Attention to Detail	W	
We need to collect more accurate user data	Attention to Detail	W	
Better communication with engineering & planning	Communication	W	
Communicating opportunities to residents	Communication	W	
Need a volunteer coordinator	Communication	W	
Need better communication	Communication	W	
No designated sponsorship people	Communication	W	
Ordinances and policies	Communication	W	
Social media isn't used effectively	Communication	W	
We need to use more than the website/internet for marketing	Communication	W	
Website is tough to find	Communication	W	
Website poorly organized, hard to find parks when compared to other governments	Communication	W	
We need to let people know we are open to new ideas - show them	Communication	W	
We talk about our resources but we don't truly connect to people in our marketing	Communication	W	
Museum should be cross marketed more with other department stuff	Communication	W	
We need more outreach/marketing Department wide	Communication, Community/Local	W	
We don't gather much input from citizens	Service/Satisfaction	W	
Better coordinated marketing	Service/Satisfaction	W	
Better marketing presence	Service/Satisfaction	W	
I don't know if this feels like home to anyone - build a sense of community	Community/Local	W	
Being more innovative/creative	Creative*	W	
Department lacks depth and innovation - haven't taken risks	Creative*	W	
Need to change mentality to trying new things	Creative*	W	
We should be looking at future trends and trying new activities and sports	Creative*	W	
We need to be plugged into what is happening now and tap into trends (yoga shelter, pokemonGo)	Creative*	W	

We should innovate	Creative*	W	
We need to provide more outdoor events	Creative*, Community/Local	W	
Improve website - more easy to find useful information convenient for our customers	Customer Service/Satisfaction	W	
Need a longer range of planning events	Customer Service/Satisfaction	W	
We should provide historical focused events	Customer Service/Satisfaction	W	
Our front counter experience should reflect what we do - it should be different than the other Dep	Customer Service/Satisfaction	W	
We need to provide education/outreach on what is available	Education*, Communication	W	
It is challenging to provide the correct balance of facilities/activities	Effective*	W	
The Department seems spread pretty thin	Effective*	W	
Too much bureaucracy forms an inconvenience for customers and staff	Effective*	W	
We deal with fires a little too much	Effective*, Creative*	W	
We need to be open to new input and trying new things	Proactive	W	
JDE is difficult to understand and use regularly	Teamwork	W	
Lack knowledge of all Department functions	Teamwork	W	
Lack of team focus	Teamwork	W	
We should recognize volunteers more	Teamwork	W	
Differences in how parks and managed are a concern	Teamwork, Communication	W	
We don't interact much with Museum	Teamwork, Communication	W	
We don't try to reach out and help - we need to help Museum more	Teamwork, Communication	W	
Monthly report could be improved by having same template		W	
Last parks and recreation survey was poorly done with many leading questions		W	