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Parks Maintenance: Policies and Funding ***Session 4: Staffing & Capacity***

April 3, 2024

Parks Maintenance Staffing & Capacity

Agenda:

- Recap of Session 3
- Presentation from Jill Coffman, *Director of Park Operations for Denver P&R* (10 min)
- Moderated Panel with Commissioner Ryan Woods, *Boston P&R* (10 min)
- General Q&A
- Breakout Groups (20 min)
- Closing



Session 3- Key Themes

In our discussions on leveraging partnerships to fund parks O&M, the following emerged:

- ❑ Strong, **reciprocal partnerships** are critical to high-quality stewardship.
- ❑ **MOUs and operating agreements** are essential tools for codifying partnerships and ensuring efficient – and where necessary, specialized – division of labor and resources.
- ❑ Leaders should see city-building as a **“team effort”** and embrace partnerships and coalitions that leverage each party’s strengths to address persistent challenges.
- ❑ **Ongoing dialogue** and communication are required to ensure partnerships – and maintenance – are effective. Agreements should be reviewed and updated, and new partners may be brought in over time.
- ❑ Public-private partnerships and “friends of” groups are not always equitably distributed across a city. Agencies should use a **data- and context-driven approach to investment** that ensures communities with all levels of capacity have access to the park support they need.
- ❑ Parks provide **multiple benefits** to communities, and therefore intersect with the goals of many agencies. Leverage this fact to build mutually beneficial partnerships and co-funding opportunities.
- ❑ **Master Plans** are useful for cultivating a shared vision with partners and the community, guiding future collaborations, and making the case for funding.



Staffing: Retention and Growth

Denver, CO

PARK OPERATIONS: PROFESSIONAL GROWTH JOURNEY

April 2024



DENVER
PARKS & RECREATION

GAME PLAN
for a Healthy City



WHY: EMPLOYEE ENGAGEMENT & DEVELOPMENT

- > 90% of employees believe the work they perform directly relates to the success of the city.
 - > 85% report their work is meaningful and accomplishes goals for the department.
 - > 80% intend to stay with the city for at least another 12 months.
 - > 85% understand they have a role and responsibility in their own career development.
- Identify Talent Pool & Build Our Bench
 - Engage & Invest in Employees
 - Attract & Retain Top Talent





WHAT: PROFESSIONAL GROWTH JOURNEY

Goal:
Identify & Invest in Future Leaders

Focus on
Development
of Operations
Supervisors

Develop
District
Managers as
Mentors

Structured
Program with
Monthly
Meets

Leverage
Internal &
External
Resources

Pursue
Professional
Growth
Opportunities

HOW: Monthly Topics

1. Psychological Safety/Trust
2. Emotional Intelligence
3. Coach Approach
4. Influence
5. Difficult Conversations
6. Problem Solving & Decision Making

BONUS: Capstone Project



PGJ PROGRAM RESULTS

- 19 participants - 70% Operations Supervisors (avg tenure 8 years)
- 45% of participants responded to the survey
- 100% favorable:
 - Content relevant to my professional development
 - PowerPoints and handouts contributed to my learning
 - Workshop was engaging and interesting
 - The delivery and facilitators were engaging
 - Safe space conducive for learning



PARTICIPANT COMMENTS

“Learning the different style of management and leading people was so interesting to me. I realized there are successful leaders out there that do things very differently from the way I do...”

“I enjoyed being able to get together with my fellow Operation Supervisors. It allowed an opportunity to build comradery amongst our group...”

“Overall, I found it to be a positive experience. It made me stop and think about my own style of leading and the areas I can see that improvement is needed but also in areas that i do a pretty good job. Having upper leadership there was key component.”

PROGRAM OUTCOMES

- Increased engagement with District managers – all co facilitated
- Increased empowerment with Ops supers developing for next role
- Growth Mindset progress:
 - COSA – J. Lehman
 - SFMA –M. Sabin
 - CPRA –A. Smith and 2 ops sups
- PRAB – Investment & Networking (invited to Capstone sessions)
- Increase public speaking and presentation skills efforts
- **BONUS recognition:** Invite to present program at National Recreation and Park Association's (NRPA) Learning & Professional Development – August 2024

WHATS NEXT?

- Continue Growth Mindset – Learn & Apply
- Strategize around VUCA (Volatile, Uncertain, Complex, Ambiguous) times
- Understand URGENT versus IMPORTANT:
- Focus on
 - What we can do – in our control
 - Use an Equity lens
 - Data driven results
 - Learning and Development- investing in people



THANK YOU

Jill Coffman

Director of Park Operations

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Breakout rooms

20 minutes

Questions for peer discussion & exchange

1. Do you have a dedicated program or offer specific trainings/ certifications to recruit and retain staff?
2. Where have you seen the most success related to recruitment strategies?
3. What comes to mind as some of the biggest successes in partnerships (informal or otherwise) for your park system, specifically for O&M?
4. Do you have any innovative strategies to share related to increasing the efficiency of park maintenance operations?



Welcome back!

Fill out the exit ticket before you leave.



Thank you!

Final session

Wednesday, June 5– Maintenance Policies

Questions? Comments?

Reach out to Christina Jang

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