

Park Operations, Maintenance and Safety Assessment

Introduction, Objectives and Process

The Consulting Team was hired to conduct a high level review of the park maintenance operations and practices of the Department. The park maintenance organizational elements reviewed included the organizational structure, staffing levels, training, work plans, existing policy and procedures, and the overall management of the Division. The Consulting Team conducted meetings with key maintenance staff as a part of the analysis process and met with the Department Director in July of 2009.



From a maintenance standpoint, the parks reviewed included Civic Park, Dames Park, Fort Zumwalt Park, Knaust Park, O'Fallon Sports Park, Ozzie Smith Sports Complex and Westhoff Park. The purpose of the site visits was to evaluate each park site for operations and maintenance issues and to evaluate the overall standards of care occurring in each park in the system.

The objective and outcome of the park site assessment and maintenance assessment were to evaluate, assess and make recommendations on the maintenance operations and the ranger operations of the O'Fallon Parks and Recreation Department as part of the master planning process. The following areas of maintenance operations were assessed:

- Maintenance standards
- Asset management of City parks and recreation facilities
- Fleet services
- Budget availability to meet desired outcomes
- Staffing levels to achieve desired outcomes
- Contract management of park elements
- Facility management
- Cost of services
- Data management
- Performance measures

The Consulting Team also met with the Park Ranger staff to evaluate the Ranger Program as a part of the overall park safety assessment.

Summary and Assessment of Current Operations and Maintenance Conditions

Based on observations and discussions with staff and the Director, the Maintenance Division staff does a good job with the resources available. The level of maintenance is currently at a Level 2 maintenance mode

established by the National Recreation and Park Association (see Appendix A – Examples of Recommended Park Maintenance Standards for the Future) which is considered an acceptable operating standard for municipal parks and recreation systems the size of O’Fallon. However, given the projected population growth and development of new parks and recreation facilities, the current resources would prove to be inadequate. The current available staff time hours are maxed out to achieve the requirements of a higher quality maintenance program for existing and future parks planned. The Maintenance Division is able to deliver on all elements of park maintenance currently. Investing in maintenance technology that includes a work order system and establishing performance measures tied to written maintenance standards to develop staffing needs and equipment requirements, would help the staff to operate in the most efficient manner. This work order system would help the Maintenance Division to maximize their available resources and help create a more sustainable Department for the future as well as demonstrate the duties and tasks associated with park maintenance.

Overview of Existing Park Maintenance Organization Structure

In “Best Practices” types of park and recreation organizations, the Facility Maintenance Division for park structures, pools and recreation centers are part of the overall Parks and Recreation Division. The primary reason for this is because facilities of this type operate year round, seven days a week and the demand to meet user needs requires greater attention than a five day operation typically found when a Facility Maintenance Division is located in another department. Based on the consultant’s operational experience, approximately 10% of agencies nation-wide have facility maintenance operating out of a separate Department.

In O’Fallon, the Facility Maintenance Division is under Administrative Services which at times causes a disconnect between program needs and facility requirements. When users complain about facilities, it is important for the Facility Maintenance Division to hear the issues raised by the community and then act on it versus hearing something second-hand from the program staff. This would help eliminate a “we/they” culture and foster greater cooperation among the two staff groups. When facility maintenance is within the Parks and Recreation Maintenance Division, there is a greater sense of urgency and accountability to meet the user’s needs and expectations by the Facility Maintenance Division staff.

For Parks and Landscape Maintenance, the existing organizational structure as outlined by staff in conversations with the Consulting Team appears to be designed in a very functional and efficient manner. No changes are recommended in how the organization is designed as it applies to Park and Landscape Maintenance.

Park Maintenance Group Assessment

Through on-site evaluation and discussions with the maintenance staff, the following baseline information was identified as needing improvement for the future:

- Special events have a major time and cost impact on the park's maintenance operation and budget. This needs to be addressed in the budget process to adequately cover these costs.
- The quality and level of service for park maintenance is comparable with other suburban parks systems in the St. Louis market area. All parks viewed by Consulting Team appear to be well maintained in a Level 2 Maintenance Mode established by the National Recreation and Park Association. This is an acceptable level of maintenance for cities and follows what 70% of the parks systems in the United States are accomplishing in today's operating practices.
- Most visitor experiences are positive based on comments the staff receive, complaints on record and the citizen survey completed within this master plan process.
- The cost structure for maintenance activities has been increasing over the past ten years because of additional parks coming on line, aging of existing facilities and the high demand and usage by the public of these resources.
- The Park Maintenance Division does not have a documented work order system to help them prioritize and maintain the asset lifecycle of resources they manage and to track the true cost to maintain a park related task or an amenity.
- The available inspection time by supervisors is limited and in some cases lacking due to a high workload demand.
- Clear written maintenance objectives and frequency of care for each amenity is needed based on the desired outcomes for a quality visitor experience in maintaining the parks for aesthetics, safety, recreation and natural resource sustainability.
- The park maintenance staff does not have an established lifecycle maintenance plan for buildings and park amenities that is built into daily operations and yearly capital improvement plans to maximize the value and useful life of these assets.
- Environmental maintenance standards and practices for natural areas management need to be made a part of the overall maintenance program for the system for the future.
- A process to measure park maintenance success is not in place.
- Staffing levels are below National Standards.
- Park staff manages by weekly work plans but they are not documented in a work order system.
- There is a limited amount of staff on-site during the peak visitation hours at parks and recreation sites to support the volume of peak maintenance needs.
- There is no maintenance endowment currently in place that supports maintaining existing assets to keep them in a quality maintenance mode level of care and condition which should be evaluated during the budget process.

Park Maintenance Group Recommendations

Consistent Maintenance Standards Need to be Developed and Implemented

Currently, the Department has some maintenance standards in place but there is no system-wide approach as it pertains to documenting and

implementing them. Maintenance standards need to be documented and tracked for compliance based on desired outcomes. These include documenting current maintenance frequencies for tasks completed at any park or the hours anticipated necessary to complete specific tasks. The documentation and implementation of standards ought to be made a priority for the coming budget year.

Based on staff conversations and the Consulting Team's observations, it is apparent that the maintenance department currently operates at a Level 2 standard for park maintenance based on National Recreation and Parks Association maintenance mode criteria. NRPA standards list six maintenance modes of which four are practiced by city parks and recreation systems for frequency of care for all elements of parks maintenance functions, with Level 1 being the highest. These modes are listed in Appendix H for reference. The key to a system wide approach to consistent park maintenance standards is to tie available staff hours and equipment requirements to the frequency of the task. Standards should be developed in the following areas:

- Equipment Maintenance
- Routine Park Janitorial Maintenance
- Athletic Use Area Maintenance
- Turf Maintenance
- Security and Ballfield Light Maintenance
- Playground Maintenance
- Park Amenities Maintenance
- Sign Maintenance
- Park Usage Standards
- Training Standards
- Supervisory Standards

Need a Work Order System

The Department does not operate by a structured work order system currently; instead they operate from a weekly task list. Additional items related to the need for a work order system are as follows:

- The staff would like to manage by a maintenance work order system but currently the technology and staff resources are not available to enter data in a timely manner to effectively use a work order system well.
- The Parks and Recreation Director is in favor of implementing a maintenance work order system to accurately determine maintenance standards, frequency of task, and the cost of service both direct and indirect to maintain all aspects of the park and recreation system.
- A work order system would also help to adequately determine the cost to maintain all parks and recreation facilities, determine the asset lifecycle of existing amenities in order to anticipate capital improvement needs and the required staffing and equipment levels necessary to meet the expectations of the community and City Council especially as new parks and recreation facilities come online.

- The Consulting Team recommends moving towards obtaining and implementing such a work order system as soon as the resources become available.

Staff Training Recommendations

Currently, all key maintenance positions have job descriptions, which is a preferred practice. These job descriptions must be re-evaluated on an annual basis to ensure they are still concurrent and appropriate based on what is expected and required of the maintenance staff.

The maintenance staff has training programs in place primarily in park safety, but the skilled technical equipment staff does not have a semblance of similar programs to increase their efficiency levels and this needs to be addressed. The ability of staff to receive training for using outside heavy machinery or obtaining specialized training is not currently possible due to lack of funds and time by the employees. Additionally, time constraints also contribute to the absence of a skill testing process for employees. This process should be developed to ensure an on-going evaluation of the staff's capabilities and skill sets to achieve the highest level of efficiency and safety in the work they perform.

Develop Sports Field Design Standards

Sports field design standards should be developed. Development and use of these design standards and guidelines needs to be put in place for future development to limit maintenance costs especially when building sports fields in high flood areas of the City. Standards to consider are traffic and pedestrian circulation, parking, athletic use areas, restroom/concession location and design.

Natural Resources Management Plan Needed

The City does not have a natural resources management plan in place to manage natural areas under the park and recreation system's control. The Consulting Team recommends that a full natural resources plan be developed by the City as part of their future comprehensive plan to protect critical natural areas, watershed areas, and protect trees and natural landscapes in the City. Natural Resources Management plans help to protect wildlife in parks, enhance natural areas from invasive species, protects water shed areas, and promotes the value of open space in the City.

Consider All Weather/Synthetic Fields

All weather/synthetic fields may need to be considered as part of future capital improvement monies since maintenance staff is limited and management of play is difficult to control. Fields located in flood plain pose long term problems with artificial surfaces and should be avoided. All-weather fields typically cost 80% - 100% more than regular fields but their payback against the costs begins after 6 years and fields typically last 12 years. The relatively small payback period coupled with the increased capacity (approximately 30% more play possible) make it a good return on investment if the City can fund these types of capital expenditures for sports fields. If the City determines a move in this direction, the dollars saved on maintenance should be put into a maintenance endowment to replace the synthetic turf after 12 years. All weather synthetic turf fields can support 30% more play than grass fields. When a system considers

the cost of land and the cost of sports fields they should consider all weather synthetic fields as an alternative and do a cost benefit analysis on the options in order to determine the best alternative for them to follow.

More Volunteer Support Needed

As mentioned in the program assessment report as well, the Department must work with the City's Volunteer Coordinator to garner additional volunteer support for the parks and programs. The current Park Partners Program must be expanded to ensure regular fix up/clean-up days and continue to enlist the help of scout groups, park users, sports clubs and parent volunteers to maintain various elements of the system.

Create a Utility Plan

Currently, there is an absence of a utility plan to repair utility equipment in the park system, nor is there a method of addressing it as part of the budget process. The Consulting Team recommends design standards that incorporate utility planning in parks that include automatic locks, motion sensors, automatic lighting systems and other energy efficient practices to reduce utility costs and employee time costs the Department is paying for currently. A portion of the Musco lights in the system are capable of remote management but none are managed in this manner currently.

Best Practices for Maintenance Operations for FTE Staffing Standards

The staff has an awareness of the acreage to staffing levels in best practice agencies to maintain active programmed parks (1 Full Time Equivalent for 15 acres) and athletic fields (1 Full Time Equivalent for 10 acres). 1 FTE for 15 acres of maintained parks is a good benchmark standard for the Department to consider. The Department is evaluating their current levels on a per acre basis. 1 FTE to 20 acres of game fields in O'Fallon is a low number of employees to maintain game fields and needs to be adjusted based on the expectations of users to the quality of the experience they are looking for in maintenance.

The typical crew size in the Department is 2-3 people per crew. In the biggest parks, the crew size is 4 people which are made up of full-time staff. This is an acceptable level for efficiency of maintenance crews.

The Consulting Team recommends developing a part-time salary study for parks maintenance to compare O'Fallon pay levels for similar work against other municipalities in the area and seek adjustments in the budget process.

The current part-time pay scale for maintenance staff is lower than other cities in the area which is typically \$11 - \$12 an hour compared to O'Fallon's pay levels of \$8.90 per hour which makes it difficult to retain part-time staff and tends to be more expensive for the Department in the long run.

The Department does employ volunteer services to work as seasonal employees on certain tasks to occasionally supplement part-time staff in the parks which is a good practice.

Performance Measures to Implement and Track Success

The Department is in a position to enhance the existing written performance measures and standards and develop a means to evaluate their effectiveness. This will assist the City in identifying the best management practices, frequency rates and cost of service for each task performed. It will guide the Department to be proactive in its maintenance operations.

The Park Maintenance Division should implement the recommendations above including the guidelines below within the next 3 years based on available funding sources and staffing.

- **Budget Guidelines**
 - Define the % of budget spent on employees including benefits tied to staffing standards.
 - Define the % of budget designated for infrastructure maintenance. Define % of total budget to be designated as a restricted reserve and unrestricted reserve.
 - Develop a cost of service measure to determine costs to achieve the maintenance standards established.
- **Recommended Performance Measures Indicators**
 - Establish park maintenance standards and frequency rates for all assets maintained.
 - Establish the cost per acre by NRPA Level 1, 2, and 3 maintenance modes for each park.
 - Establish the developed acres managed per employee. (Best Practices range from 13-15 acres managed per maintenance employee.)
 - Incorporate "Green" practices into daily operations and future projects and development.
 - Establish the number of employee hours managed by a supervisor. (Best Practices are 50,000 total employee hours per supervisor a year to manage.)
 - Better define the volunteer opportunities in the Park Partner Volunteer Program.
 - Establish a cost per square ft. for maintained indoor space.
 - Establish a minimum of training hours per year per employee. (Best practices entail 40 hours of training per year per employee.)
 - Establish an acceptable % of standards to be met per year. (Best practices state that 90% of the standards that are established are met on an annual basis.)
 - Equipment replacement schedules are met and funded to the replacement outcomes desired.
 - Develop a work order system that meets the needs of the Park Maintenance Division both financially and managerially.
 - Establish an annual length of trails to be constructed and the cost per trail mile maintained. (Best practices for maintenance costs are \$12,000 per mile including safety costs.)

Landscape Maintenance Group Assessment

The Landscape Maintenance Division does a great job of maintaining the image value of the parks and municipal grounds operated by the Department through their efforts to maintain the landscapes in the City and the parks. Through on-site evaluation and discussions with the landscape staff, the following baseline information was identified as needing improvement for the future:

- The Landscape Maintenance Division does not have an approved Forestry Plan in place for the staff to follow even though O'Fallon is a Tree City USA. As a long term strategy, the Consulting Team recommends incorporating a Tree Management Plan.
- The Division does not have a written Landscape Bed Plan to track the develop and maintenance of each flower bed in the system nor do they measure their costs against the private sector costs to produce the same level of care. This management approach should be considered to operate in the most efficient manner for the future.
- The Department does not have a Green Sustainability Plan or an overall Green Infrastructure Strategy for the staff to follow and incorporate into their daily landscape or ground maintenance operations.

Landscape Maintenance Group Recommendations

The Landscape Maintenance Division does a great job in maintaining the various planters and flower beds in the City of O'Fallon. The Consulting Team recommends establishing the cost per flower bed or planter based on the true direct and indirect costs associated with meeting their objectives. The following are standard recommendations for trees and shrubs maintenance and landscape bed maintenance on all city properties.

Consistent Landscape Maintenance Standards Need to be Developed and Implemented

Currently, the Division has some landscape standards in place but there is no system-wide approach as it pertains to documenting and implementing them. Landscape standards need to be documented and tracked for compliance based on desired outcomes. Many of the standards from the Park Maintenance Division should be implemented in the Landscape Division as well. The documentation and implementation of standards ought to be made a priority for the coming budget year.

Landscape standards to be developed include:

- Landscape bed design, planting and maintenance standards
- Landscape turf and right of way mowing and maintenance
- Container and specialty display standards
- Tree and shrub planting and maintenance standard
- Equipment maintenance and replacement standard
- Chemical application standard
- Staff training standard
- Staffing and Supervisory standard

Performance Measures to Implement and Track Success

The Landscape Maintenance Division should implement the recommendations above including the guidelines below within the next 3 years based on available funding sources and staffing:

- Determine the square footage of landscape beds and floral displays to be developed annually.
- Develop a cost of service model to determine costs to achieve desired standards.
- Determine staffing and volunteer necessary to achieve desired standard.
- The Landscape Division should look to outside sponsors to help support flower landscapes in the City where appropriate.
- The Landscape Division should incorporate a forestry plan into their daily operations.
- Incorporate sustainable “green” objectives into their daily operations and future projects.

Facilities Maintenance Group Assessment

The Parks and Recreation Maintenance staff is not responsible for facility maintenance at the Renaud Sprint Center, Alligator’s Creek Aquatic Center, Civic Hall and all park buildings. This work is currently managed through the Administrative Services’ Facility Maintenance Division within the City. When facility maintenance issues arise and they are not resolved in a timely manner, it reflects poorly on the park and recreation maintenance staff. Through on-site evaluation and discussions with the staff, the following baseline information was identified as needing improvement for the future:

- The Parks and Recreation Department and Administrative Services Department should create a working agreement between themselves to meet certain maintenance standards or let the Parks and Recreation Department manage the sites under their control independently.
- The Parks and Recreation staff would like to go back to a prior management approach where they were responsible for all maintenance of the facilities they manage because they get all the complaints from users when maintenance issues arise.
- The Department could do a better job with ascertaining the true value of the assets they manage and there is no set capital improvement amount budgeted to maintain what the City already owns at a high level. Best practices suggest that 3% of the total asset value is captured in a capital improvement program to keep these assets functioning and well maintained to achieve their fullest life.

Facilities Maintenance Group Recommendations

Consistent Park and Recreation Facility Maintenance Standards need to be Developed and Implemented

Currently, the Facility Maintenance Division has some maintenance standards in place but there is no system-wide approach as it pertains to documenting and implementing them. Facility Maintenance standards need to be documented and tracked for compliance based on desired

outcomes and to assist in the communication gap due to this being under a separate department's control. Many of the standards from the Park Maintenance Division should be implemented in the Facility Maintenance Division as well. The documentation and implementation of standards ought to be made a priority for the coming budget year. Facility Maintenance standards to be developed include:

- Staffing and volunteer needs and responsibilities identified.
- Operational manuals to maintain the site and train staff are developed.
- Training needs are identified and an annual training plan developed.
- Facility performance measures are developed and used for maintenance staff accountability.
- Facility maintenance standards are developed, as applied to opening and closing, signage, aesthetics, maintenance and staff levels.
- Customer satisfaction goals are developed for facility maintenance.
- Maintenance frequency standards are developed.
- Lifecycle asset maintenance levels are determined and a replacement schedule developed.
- Manufacture requirements for each asset are identified and included in Preventive Maintenance schedules.
- Preventive Maintenance Plan developed for all locations.

Performance Measures to Implement and Track Success

The Facility Maintenance Division should implement the recommendations above including the guidelines below within the next 3 years based on available funding sources and staffing:

- The City needs to develop a communication strategy between the Park and Recreation staff and the Facility Maintenance Division within the City to maximize the importance of meeting the expectations of the customer.
- The Facility Maintenance Division needs to develop a Preventive Maintenance Plan and Operations Manual for all facilities.
- The Facility Maintenance Division must see themselves as a support division versus a lead division on how they manage the park and recreation facilities of the City.
- The Facility Maintenance Division and the Park and Recreation Staff need to work together on developing their yearly budgets.
- Develop a cost of service model to determine costs to achieve desired standards.
- The Facility Maintenance Staff need to incorporate the recommended "green maintenance practices" into their daily operations and future plans.

Fleet Management Recommendations

The fleet management component of the Department is currently managed under the Fleet Maintenance Division of the City. The Fleet Department does not have a dedicated 40 hour / week mechanic that can work on repairs that apply to maintaining the Parks and Recreation

Department's equipment which negatively impacts the Departments seven day operation.

The Fleet Maintenance staff and the Parks and Recreation staff need to develop performance measures on how productive the equipment maintenance work is completed on the parks and recreation system's equipment and how it impacts the productivity of the Maintenance Division of the Department. A cost of service study on cost for Fleet Services should be considered to best determine what is the most efficient and timely approach to servicing the Parks and Recreation equipment should be considered and this practice is not uncommon in other cities.

Safety Assessment and Ranger Program

Current Assessment and Key Issues

Currently, the Park Ranger program consists of 4 park ranger/animal control staff operating under the Police Department. There is also a bike patrol that is not a part of the Park Ranger program. These personnel are largely used for special events and animal control issues in the parks.

The rangers are not full-time Park Rangers as split their time as necessary. The Park Ranger program was developed out of the animal control division of the City and they do not have law enforcement powers. They do have citation powers for parking violations, traffic violations and animal control issues and the courts support their citations. The Park Rangers take directions from the Police Chief and their current operational mindset is more aligned with law enforcement rather than with Parks and Recreation mindset which is to teach people how to use the parks correctly. One of the current challenges the ranger program faces is the limited communication between the Parks and Recreation Director and the Police Chief on needs of parks and what specific issues need to be addressed.

The Park Rangers are not connected with the National Recreation and Park Ranger Certification Program and they do not have an operational safety manual for the Department as it applies to parks. Other issues include:

- Rangers spend only 20% of their time in the parks due to overlapping police and animal control duties.
- The current priorities for the Park Rangers are Police-first, City-second, and Parks-third.
- The rangers are not certified police officers.
- Communication expectations between the Police Chief and the Parks and Recreation Department Director need to improve based on issues and priorities of safety in the parks.

Key Recommendations

- Modify the existing role of the ranger program to include an equal focus on public relations and projecting the conservation image of the City and the Parks and Recreation Department.
- Create a Park Ranger Auxiliary program, which is a volunteer Park Ranger program who are an extension of the Park Ranger

program to help rangers manage parking, and inspect areas of the park system such as trails and neighborhood parks.

- The Department should establish a head ranger to lead the program with a law enforcement background and experience who is well respected in the community.
- Continue to use the Explorer Scout program which is an extension of the Boy Scouts to help during special events with parking cars, way finding, etc.
- Rangers should wear uniforms that convey an enforcement and conservation image that is appropriate to parks, which will separate them from their police look.
- The rangers should be associated with the NRPA Ranger Certification Program to develop an approach to managing safety in parks similar to other parks systems in the United States.
- A typical national standard is 8-9 rangers per 100,000 people. Based on this, there is a need to have at least 6-7 rangers to cover seven-day-a-week park operations in the spring, summer and fall with the equivalent of 3-4 volunteer rangers available to support them.
- Establish best practices for Park Safety Ranger Program in policies and practices including: Statistics on how many agencies provide ranger services for city parks and recreation departments the size of O'Fallon and rather they operate separately or as a stand-alone ranger force. Currently most city police departments cover park related responsibilities and have some level of park rangers assigned to parks on weekends and trails.
- Have the Park Rangers come to Department staff and planning meetings.
- Train Park Rangers on how to deliver the conservation message of parks and how to use the resources effectively.
- Develop Park Rangers work plans in coordination with Police Department.
- Define the purpose, goals, and objectives of the Park Ranger Program and force the rangers to manage to the outcomes the Department desires to achieve with the program.
- Examples of good ranger systems within a parks and recreation department include: Johnson County Parks and Recreation Ranger Program in Kansas, St. Louis County Ranger Program, City of Indianapolis Ranger Program, City of St. Charles Ranger Program.

Maintenance Funding Recommendations

The Department needs to establish an adequate budget for park and landscape maintenance that is tied to standards and outcomes they expect the Division to achieve. Due to the dependence on sales tax revenues, funding levels for park maintenance might vary and may prove to be inadequate in meeting with City's maintenance expectations. The City also should explore other new funding sources such as user fees, permit fees for special event groups operating in parks, parking fees for special events, home owners associations fees that transfer parks to the City once the development is complete, developer impact fees for areas to be developed to help sell the value of their developments until the

development is fully complete, and benefit districts fees for areas like downtown for the merchants to help support the beautification of downtown which they receive a direct benefit from. The City should continue to seek funding support from school partnerships on facilities the schools use for their games as well.

Recommendations to Support Long Term (2020) Goals

The maintenance staff demonstrates a lot of pride but in some cases has limited resources which has been hindering them in their capability to meet user expectations for parks and facility maintenance. The current maintenance operating budget is \$1.8M for a total of 18 FTEs which translates to \$100,000 per FTE. Best practice systems are usually at \$150,000/FTE including all salary, benefits per employee for all the costs associated with providing them the needed materials, equipment and staff cost to do their jobs effectively. The Consulting Team recommends adding an analyst who can drive the maintenance data collection and track performance metrics. This will help the Department to make better decisions and to track the asset lifecycle of the parks. It is important that the Department develop an understanding of what it costs to maintain parks and sports fields. This will ensure that when new fields are developed, adequate provision is made for gaining need operational cost support to maintain the facility correctly. Lastly, currently standards are dictated by the level of service the City decides it must provide and as a result the standards keep varying. In order to obtain buy-in from the City Council and the City Manager, it is imperative to develop the overall financial implications of developing those standards. There will be a need to add additional maintenance staff as the City grows and adds new parks in the future.

Equipment costs are tied to employee productivity and need to be incorporated into the long term planning process of the City. Lifecycle maintenance of equipment needs to be evaluated with employee productivity costs and equipment must be replaced in a timely manner to ensure continued optimum productivity.

Capital funding replacement costs need to be built into the City's planning process so facilities can keep their image and value at a high level. Identifying and tracking lifecycle maintenance costs are important to the overall approach to a quality maintenance system and they need to be made a priority.

The ranger program needs to be better defined with a stronger funding source if the City wants to keep their parks as safe as possible. The existing set-up of operating under the police department and being assigned to 2 days a week is not as efficient or effective as it could be keeping in mind the long term goals and values of the parks system. The City of O'Fallon is a beautiful city and the park maintenance and landscape maintenance sections do a great job in protecting that image and should be used as an economic tool for future development and growth of the city. Overall the City should be very proud of what the Department has done in the way of managing park maintenance and landscape maintenance in the city but there is a need to enhance each section of the Department as well as the ranger section of the Department to maximize the use and value of park and recreation facilities in the City.