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chapter six: policy framework  
and action plan



## the four-point strategy

Following the development of the vision, goals, standards, and master plan concepts, a four-point strategy was created to articulate the goals and concepts as unified strategies that, in turn, comprise an action plan. Each of these points addresses at least one aspect a goal generated as part of the visioning process, and applies them to one of the master plan concepts for achieving them.

- 1. CREATE AN INTERCONNECTED MULTI-FUNCTIONAL OPEN SPACE SYSTEM:** Create an interconnected public open space system comprised of parks, greenways, riparian areas and floodplains, streets, sidewalks, and trails to link public and private facilities, provide an ecologically-responsible green infrastructure, and preserve the “city in a park” character.
- 2. CONSTRUCT SIGNATURE PARKS AND FACILITIES:** Construct regional “banner” parks and facilities which provide new and expanded recreational opportunities to the citizens of Central Arkansas and add to the amenity package of living in Little Rock.

- 3. PROVIDE NEIGHBORHOOD SERVICE:** Provide a park or green space within an eight-block radius of each resident of Little Rock which accommodate recreational needs at the neighborhood level.
- 4. CREATE LIFETIME CUSTOMERS:** Offer a diversity of recreational programs that serve each resident’s interests from childhood to maturity.

From this four-point strategy, policies and actions were developed by the Vision Little Rock Parks and Recreation Work Group and have been arranged by goal. The following policies were compiled with available data on the basis of identified concepts, and action steps have been outlined to begin to implement the goals of the master plan.

### *MASTER PLAN GOALS*

1. Create a citywide system of parks, open spaces, and natural areas that provides recreational, educational, ecological, and aesthetic benefits to enhance the livability of Little Rock.
2. Provide facilities and programs to serve all user groups, communities, and age groups.
3. Advocate, build and maintain a “city in a park” through partnerships, creative financing and education.

## g o a l o n e

**“CREATE A CITYWIDE SYSTEM OF PARKS, OPEN SPACES AND NATURAL AREAS that provides recreational, educational, ecological, and aesthetic benefits to enhance the livability of Little Rock.”**

**POLICY 1.1 REGIONAL PARKS**, which serve the entire city or region and offer unique recreational opportunities, should be provided in accordance with the master plan linkage system.

**ACTION 1.1.1** Prepare plans for development of the new 617-acre parcel west of Little Rock to showcase the region’s natural setting, beauty, and topography and include an outdoor recreation center, trail connections, open space, and sports fields as needed to satisfy community park needs of the area.

1. Develop RFP – 1<sup>st</sup> Quarter 2002
2. Gain Board of Directors and City Manager Approval for Concept and RFP – 1<sup>st</sup> Quarter 2002
3. Identify funding sources – 1<sup>st</sup> Quarter 2002
4. Hire Design firm – 1<sup>st</sup> Quarter 2002
5. Develop public input process and seek input – 2<sup>nd</sup> Quarter 2002
6. Finalize Schematic Design – 3<sup>rd</sup> Quarter 2002
7. Gain approval of design by City Manager

- and Board of Directors – 4<sup>th</sup> Quarter 2002
8. Bid Design Specifications – 1<sup>st</sup> Quarter 2003
  9. Approve Bid Specifications – 1<sup>st</sup> Quarter 2003
  10. Develop Park – 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> Quarters of 2003 and 1<sup>st</sup>, 2<sup>nd</sup> Quarter of 2004

### OPERATIONS and MAINTENANCE

Assumptions: 1/3 of the property, 200 acres, will be developed with sports fields, parking lots, restrooms, concession, playgrounds, and picnic areas. Two thirds of the property will be left in a natural state with nature trails laid out throughout the property.

#### *Level 1 Maintenance for Sports Fields*

This is the highest level of maintenance by NRPA standards. 40 acres of 200 acres will be dedicated to sports fields at \$5,500 per acre and will cost the city \$220,000 per year to mow, fertilize, aerate, pick up trash, clean, provide safety and lights for the sports complex.

The remaining 160 acres will be a Maintenance Level 2 at a cost of \$3,500 per acre totaling \$560,000 per year. This includes mowing, cleaning, hard surface care, trail maintenance, safety, daily maintenance and upkeep of the site’s amenities. All costs include staff, equipment and supplies. These costs will vary by the number of acres developed in the parks.

**ACTION 1.1.2** Prepare and implement plans for Fourche Creek Bottoms as an ecologically-significant regional park and open space preserve. Incorporate educational materials related to the geology of Gillam Park as part of any center constructed and connections to it from the Fourche Creek area.

1. Develop RFP for Fourche Creek Regional Park – 2005
2. Develop environmental design task force – 2005
3. Approve design team and cost for design – 2005
4. Approve schematic design for the park after public, City Manager and Board of Directors review – 2005
5. Line up funding source – 2006
6. Develop design specifications – 2007
7. Bid park improvements – 2007
8. Develop park – 2008

### OPERATIONS and MAINTENANCE

Level 4 Maintenance (as described by the National Recreation and Parks Association, or NRPA) costs \$1,500 per acre of impacted area within the park. Total acres impacted by parking, trail, boardwalk, and pond management is estimated at 60 acres of the entire property and totals \$90,000 yearly.

**ACTION 1.1.3** Prepare and implement plans for Two Rivers as an ecologically-significant regional park and open space preserve.

1. Develop RFP for Two Rivers Regional Park – 2008
2. Develop environmental design task force – 2008
3. Approve design team and cost – 2009
4. Approve schematic design for the park after public, City Manager and Board of Directors review – 2009
5. Line up funding source – 2010
6. Develop design and management specifications – 2010
7. Bid park improvements – 2010
8. Develop park – 2010

**ACTION 1.1.4** Complete and connect the river-related destination parks.

1. Develop and approve alignment and design of trails from downtown to Murray Park – 2003
2. Line up funding source – 2004
3. Bid trail construction – 2004
4. Complete 9 miles of trails along the Arkansas River – 2005
5. Develop and approve alignment and design of trails west of Murray Park – 2008
6. Line up funding source – 2010
7. Bid trail construction – 2011
8. Complete 15 miles of trails – 2012

**POLICY 1.2 COMMUNITY PARKS**, *which are typically over 20 acres in size and serve a number of surrounding neighborhoods by offering active recreational facilities and passive open space, should be provided as needed to accommodate such recreational demands in roughly 20 to 50 acre parcels adjacent to open space corridors, where possible, as they are developed or acquired.*

**ACTION 1.2.1** Create and implement policy and procedures to systematically re-evaluate and upgrade existing community parks and facilities. Parks and facilities with high revenue potential shall be placed as high priority for upgrades so that they may generate additional revenues for continued development of the park system.

1. Confirm facility condition analysis – 2001
2. Establish maintenance standards for each park and recreation facility – 2001
3. Establish renovation capital cost and timeline to repair – 2001
4. Identify funding sources and options – 2001
5. Prioritize improvements based on a weighted criteria (5 phases) – 2002
  - a. High demographic appeal
  - b. Reduces operation costs
  - c. Increases operations revenue
  - d. Meets a program need or solves an equity problem
  - e. Solves a safety problem/issue

6. Seek City Manager and Board of Directors approval for Phase I – 2002
7. Seek funding sources identified in the Plan – 2002
8. Accept funding options and begin project improvements as identified – 2002

#### OPERATIONS and MAINTENANCE

Operational costs at a Maintenance Level 2 standard will be \$3,500 per acre to provide mowing, cleaning, hard surface care, safety, playground inspection, trail maintenance, restroom and shelter cleaning, and general paint and repairs. The total estimate amount of existing community park impacts is 350 acres at \$3,500 total.

These parks are probably maintained currently at a Level 3 standard, at approximately \$2,500 per acre. The raised standard to Level 2 implies an increased cost of \$1,000 per acre, applied to 350 acres of existing parks, to total an increase of \$350,000 annually. All costs include staff, equipment, and supplies.

**ACTION 1.2.2** Enhance, upgrade and provide new improvements for Reservoir and Boyle parks and Hindman Golf Course.

1. Agree to improvements that are needed for each site – 2002
2. Seek community input into the improvements needed – 2002
3. Establish design specifications and capital cost estimates – 2002
4. Seek City Manager and Board of Directors approval and outline funding sources – 2003
5. Develop funding sources and gain commitment from key leaders to use the funding sources outlined – 2003
6. Bid the improvements needed – 2003
7. Award improvement contracts and start construction – 2003
8. Reopen the three parks after improvements have been completed – 2004

OPERATIONS and MAINTENANCE

Provide new improvements for Reservoir Park, Boyle Park, and Hindman Golf Course at a Maintenance Level 2 at \$3,500 per acre for 491 acres, which totals \$1,718,500. The current amount spent for maintaining these properties should be subtracted from the above total to generate the cost for improvements. Hindman Golf Course should receive the highest priority to other golf courses and shall be upgraded to an equitable state. The capital cost will be approximately \$2 million to upgrade. The opera-

tional costs for a Level 1 maintenance program on approximately 150 acres at a Level 1 cost of \$5,500 per acre totals \$825,000, which includes all operations and preventative maintenance costs.

**ACTION 1.2.3** Re-evaluate and identify alternative uses for War Memorial Park.

1. Develop RFP for creating a Business Plan for War Memorial Park – 2002
2. Hire consultant to develop Business Plan with alternative use for the Park and outline the cost benefits associated with each alternative – 2002
3. Accept the recommendations of most desired alternative and train staff on how to implement – 2002
4. Implement the recommendations and track the results to share with the City Manager and Board of Directors – 2003

OPERATIONS

The operational costs to develop a business plan are estimated at \$25,000 and are a one-time cost. The operational costs to maintain a recreation center that operates approximately 90 hours a week averages \$10 per square foot.

**ACTION 1.2.4** Acquire and develop new community parks in areas of the city which are currently under-served.

1. Identify property outlined in the Master Plan for new community parks – 2004
2. Meet with land owners to seek their sale approval – 2004
3. Develop two (2) appraisals for each property involved and share with owners to agree to sale price or negotiate – 2004
4. Negotiate with land owners and seek options on the properties to hold the properties and prices until monies are raised for at least two years – 2004
5. Seek all available resources to purchase the properties. If local resources are not timely, work jointly with a local land trust to purchase the property – 2004
6. Purchase properties – 2004-2008
7. Develop master plans for each park after land is purchased, with neighborhood input – 2006-2010
8. Develop construction drawings for each park – 2006-2010
9. Bid construction costs for each park – 2007-2011
10. Develop parks as they are available – 2007-2011

OPERATIONS

The operational costs will be at Level 2 maintenance at \$3,500 per acre.

**POLICY 1.3 NEIGHBORHOOD PARKS:**

*every household in Little Rock should be within eight blocks of some type of neighborhood-serving park land or green space amenity.*

**ACTION 1.3.1** Provide eight-block coverage via existing city parks; retrofitting, maintaining/improving.

1. Evaluate properties needed to achieve a eight-block coverage of City parks and open space in the City and establish a property inventory ranking program – 2002
2. Share zoning issues and ways to move toward implementing this goal including securing a funding source dedicated to acquiring land through the City Manager and Planning Department – 2003
3. Establish the rank of each property identified to acquire – 2003
4. Seek to acquire property in the highest ranking order and develop appraisals for each based on available funds – 2003
5. Negotiate with land owners and seek options on properties for two years while funds are secured – 2004-2005
6. Purchase properties – 2004-2005
7. Develop Master Plans for each site purchased and seek neighborhood approval of the design – 2005-2006
8. Begin project specifications and bid out improvements – 2005-2006
9. Open parks purchased – 2006

10. Begin the process to acquire the next level of parks needed to secure the goal of a six-block park program – 2007

**OPERATIONS and MAINTENANCE**

Neighborhood Park operational costs on a per-acre basis are higher than a community or regional park cost. Estimate costs based on a Level 2 program is \$3,500 per acre to mow every seventh day, clean hard surfaces weekly, pick up trash, provide safety, maintenance of playgrounds, picnic areas, landscaping, signage, and general oversight. There are 152 total acres for neighborhood parks, which totals \$684,000. Existing parks are estimated at a Level 3 maintenance standard, or \$2,500 per acre. Thus, existing neighborhood park maintenance expenditures total approximately \$380,000. Therefore, increased standards of maintenance imply an increased cost of \$152,000.

**ACTION 1.3.2** Provide eight-block coverage to areas not served by existing city parks via joint-use agreements with schools, churches, etc. *(Policy direction from LRSD superintendent) Prioritize use agreements based on need for additional parks in each area.*

1. During the evaluation of property to seek the eight block goal, meet with local schools, churches and property owned by other local jurisdictions – 2002
2. Meet with owners of properties involved to seek easement for developing a park on their property – 2003
3. Prepare agreements for development, use and maintenance standards for each park involved and seek Board of Directors approval – 2003
4. Develop design and capital cost to implement these new parks into the park system including operational cost – 2004-2005
5. Secure funding and develop the parks agreed to in the neighborhood parks plan – 2004-2020

**OPERATIONS and MAINTENANCE**

The cost for the school park sites to be developed with LRPR will cost the same as the neighborhood parks to maintain at a Level 2. Total cost is \$4,500. The school district should pay half of these costs. The estimated total school park acres are 105, which totals \$236,250. (105 x \$4,500/2).

**ACTION 1.3.3** Provide eight-block coverage to areas not served by existing city parks via strategically acquiring properties that comprise the proposed greenway system.

1. Evaluate neighborhood park nodes availability along greenbelts being acquired to achieve the eight-block goal – 2002
2. Incorporate the amount of property needed in each greenbelt to secure a neighborhood park – 2003
3. Meet with neighborhoods who will be served by the greenbelt and seek their support for a neighborhood park along the greenbelt – 2003
4. Acquire additional property needed along the greenbelt from land owners involved and seek two appraisals for each property. Negotiate to purchase – 2003
5. Incorporate the neighborhood park into the trail design plan – 2004
6. Develop design specifications for each park, secure funding and develop the parks involved – 2004

OPERATIONS and MAINTENANCE

A mile of primary trail with 12-foot wide asphalt, some mowing costs, signage, safety, trailhead maintenance and parking lots will cost \$14,000 per mile. There are 24 miles of 12-foot trails outlined in the plan and will cost \$336,000 to maintain.

**ACTION 1.3.4** Seek creative measures to acquire land for development of appropriate park sites within areas of west Little Rock that are void of any parks and other public open spaces as identified by Figure 5.6, located in Chapter Five.

1. Identify land trusts to acquire land for development of appropriate park site – 2002
2. Begin research of sites that make sense to acquire for a park – 2002
3. Allow land trust to seek owners to purchase their property – 2003
4. Hold a tax seminar on how to donate property to seek tax advantages for the owner – 2003
5. Seek to secure all available properties for park purchase – 2003
6. Acquire properties and begin plans for development – 2003-2015

*No operations costs at this time.*

**POLICY 1.4 MINI-PARKS**

**ACTION 1.4.1** Do not construct additional mini-parks under 5 acres in size unless needed to accommodate recreational or open space demands which cannot be met with larger parcels.

1. Identify properties that could become mini parks to meet the goal of eight blocks – 2002
2. Appraise properties that need to be purchased to accomplish the six block goal – 2003

OPERATIONS and MAINTENANCE

Operational costs to mow and maintain at Level 2 standards is \$3,500 a year per acre. There are 24 acres in mini-parks. Currently, these parks are estimated to be maintained at a Level 3 standard, or \$2,500 per acre. The increased cost would then be 24 acres X \$1,000 in increased maintenance, or \$24,000.



**POLICY 1.5 OPEN SPACE:** *provide open space that protects natural amenities or unique features, provides linkages, or provides a “green infrastructure” for the city.*

**ACTION 1.5.1** Prepare for adoption an ordinance establishing a land trust for fundraising, strategic acquisition (i.e. City in a Park, west Little Rock, land along Little Maumelle, Rock Creek, Fourche Creek, land east of William Jefferson Clinton Presidential Park, sensitive and unique open spaces, etc.), management of land holdings, and related duties.

1. Evaluate all land trust established in the City, region, or state to see if they would be interested in assisting the city in their acquisition needs. If not available, seek preservationists, naturalist, land owners, lawyers and tax consultants who are interested in assisting the City to serve on the land trust – 2003
2. Meet with all parties interested; describe what a land trust is and does for the City. Seek their support and counsel. Incorporate following the initial meeting. Establish appointment process and by-laws for the Land Trust to operate under – 2003
3. Establish land acquisition guidelines and criteria for all members of the Land Trust to understand and adhere to – 2003
4. Land Trust members and City staff outline land and owners that are in private ownership to meet with to encourage them to pro-

vide the City with the opportunity to establish a purchase, an easement, a life-estate, a trade, a 99 year subordinate lease trust, or some method to acquire the property for park or preservation purposes – 2003

5. Seek funds to purchase lands and set up partnerships with the Trust for Public Land (TPL) or not-for-profit foundation – 2003 to 2010

*No operational impact.*

**ACTION 1.5.2** Prepare for adoption an ordinance requiring protection and/or restriction of use of lands within the 100-year floodplain.

1. The Director of Little Rock Parks and Recreation will develop an adaptive ordinance requiring protection and/or restriction of use of lands within the 100 year flood plain for the Board of Directors, County Commissioners and Land Trust to incorporate into their management practices – 2002
2. The Director of Little Rock Parks and Recreation will host an open space seminar for all property owners in the 100-year flood plain to meet and ask for their cooperation in participating in the adoption program – 2003

*No operational impact.*

**ACTION 1.5.3** Create a new position referred to as Open Space Specialist to develop and implement appropriate plans and coordination of greenways, open space, natural resource management, and acquisition of park lands and open space.

OPERATIONS

The staff cost will be \$45,000 per year, plus benefits

OPERATIONS AND MAINTENANCE: OPEN SPACE

Open space management costs to provide two yearly clean ups and yearly mowing, where appropriate, is \$250 per acre at a Level 5 maintenance standard for 2,042 acres, totalling \$510,500.

**POLICY 1.6 NATURAL AMENITIES:** *protect and integrate natural resources which are unique to the region or which support or promote the concept of “a city in a park.”*

**ACTION 1.6.1** Prepare development plans sensitive to the function of natural systems in Gillam, Two Rivers and Fourche parks and open space that allow limited and interpretive access.

1. Develop a resource management cover map plan to assess the value of the natu-

- ral resources in Gillam, Two Rivers, and Fourche parks and open space and develop a management plan for the park – 2002
2. Incorporate a training program for all staff on how to manage the protected natural areas – 2002
  3. Develop an interpretive signage plan for the identified protected areas – 2002
  4. Monitor the impact of the management plan on a yearly basis and make adjustments. Train staff to the adjustments identified – 2003-2006

*No operational impact.*

**ACTION 1.6.2** Preserve ecologically unique rock formations in Gillam Park.

1. Coordinate preservation plans with the Nature Conservancy – 2001
2. Inspect and designate ecologically unique rock formations and sign them accordingly. Develop an interpretive program to teach people the value of the resource – 2002

*No operational impact.*

**POLICY 1.7 GREENWAYS, LINKAGES, AND TRAILS:** *encourage a park system that is integrated and interconnected by trails and open space linkages.*

**ACTION 1.7.1** Identify and acquire sites for development of major trail systems, referred to in the master plan as “Take it to the Edge, Earth and Extreme”; continue focus of efforts towards the Arkansas River corridor, from presidential park to Murray Lock and Dam No. 7.

1. Develop and prioritize land that needs to be acquired for linkage purchases and those for greenways to package together into one system – 2002
2. Establish a greenway conference to share with all land owners the greenways plan and the City’s priority for acquisition and development. Seek the land owners’ approval to work with the City in selling, leasing or donating property for the greenbelt – 2002
3. Establish a trail partnership program for land owners to participate in – 2002
4. Work with the Trust for Public Land (TPL) or another established land trust to acquire and develop a conservation development demonstrating sustainability that provides housing with park land and/or an open space system – 2003

5. Develop greenway initiatives and clean ups to draw attention to the value of the resource with scouts, schools, and not-for-profit groups – 2003
6. Begin seeking funding options for the lands that are under City control and management for development purposes – 2004
7. Once funds are secured, develop design specification and bid documents – 2004
8. Begin development of trails – 2004

**OPERATIONS and MAINTENANCE**

Trail maintenance cost is \$14,000 per mile for 12-foot asphalt trails to maintain safety, cleanliness, mowing security.

**ACTION 1.7.2** Identify and acquire trails (i.e. historic, cultural, greenway, parkway, equestrian, bike lanes, stream corridors, etc.) that link to major trails, historic and cultural districts and other significant destinations and provide pedestrian linkages throughout the city.

1. Work with tourism board, arts council, hotels, restaurants, chamber of commerce to prioritize key destination spots that would be enhanced through increased pedestrian traffic – 2002
2. Include pedestrian trail system with transportation master plan for bikeways, greenways and park linkages as part of a total city approach to alternative modes of transportation throughout the city – 2002

3. Secure TEA-21 monies to purchase and/or develop pedestrian trails and linkage properties – 2003
4. Establish trail partnerships with contiguous cities and counties to extend trail system throughout region – 2004

OPERATIONS and MAINTENANCE

Trail maintenance cost is \$10,500 per mile for 8-foot asphalt trails to maintain safety, cleanliness, mowing security. Maintenance cost for equestrian trails is \$1,200 per mile annually, and \$850 per mile annually for earthen trails.

**ACTION 1.7.3** Update master bike plan and strengthen to create more right-of-way for bikeways along proposed roads and striping on existing and proposed collectors and arterials (see also 3.8 FUTURE PLANNING).

1. Update the City Master Bike Plan with the City Transportation Department and Public Works. Seek adoption from the City Manager and Board of Directors – 2002
2. Re-stripe existing and proposed collectors and arterials – 2003

*No operational impact – staff time only.*

**ACTION 1.7.4** Prepare for adoption an ordinance requiring all development to provide funds for acquisition and construction of a bikeway system (see also 3.8 FUTURE PLANNING).

1. The Director of Little Rock Parks and Recreation will develop a cash in lieu of ordinance that will require all new developments to provide funds for acquisition and construction of a bikeway system based on an impact fee or a real estate transfer fee – 2002
2. Meet with all developers and realtors in the City, the planning commission and planning staff to gain their support, appreciation and value of the ordinance – 2002
3. Monitor and report to the Board of Directors the monetary value received from the ordinance and demonstrate how funds have been used to support the acquisition and development of bikeways in the City – 2003-2005

*No operational impact – staff time only.*

**ACTION 1.7.5** Prepare regional study for green infrastructure in Pulaski County with broad-brush study of the four county area (Pulaski, Saline, Lonoke and Faulkner) linking to Little Rock and other surrounding destinations (see also 3.8 FUTURE PLANNING).

1. Work with the Regional Planning Commission and state to develop a regional planning grant for a green infrastructure study in Pulaski County and in Saline, Lonoke and Faulkner Counties to tie into the City of Little Rock's greenways system, trail and bike plan and their development efforts – 2004
2. Partner with Soil and Water Conservation District.

*No operational impact – staff time only.*

**ACTION 1.7.6** Prepare a position paper that is supported by the Board of Directors that demonstrates and encourages developers to develop tracts of land for housing that are based on principals of conservation design, sustainable development, and accessible park land and open space.

*No operational impact.*

**ACTION 1.7.7** Identify, acquire, and protect natural open space and greenways to mitigate infrastructure costs and problems associated with urban development (such as water and air quality and flood control). Cooperate and coordinate efforts with Little Rock Public Works and Planning departments and other jurisdictions.

1. Develop a resource management plan for central Arkansas distinguishing ownership and jurisdictions along with natural features.
2. Share resource management plans completed by Little Rock Parks and Recreation with Public Works, Planning, the Nature Conservancy, and other jurisdictions to seek their coordination in preserving open space properties through their management and zoning practices – 2003

OPERATIONS and MAINTENANCE

If trail connections are deeded to the city, the trail connections will cost \$2.65 per linear foot to maintenance on a yearly basis.

**ACTION 1.7.8** Create and implement a policy and procedures encouraging developers to provide connections to the public open space system (greenways, riparian areas, parkways, sidewalks, bicycle lanes, etc.) to integrate new developments into the open space fabric of the city.

1. The Director of Little Rock Parks and Recreation will develop an ordinance and policy for developers to provide connectors to the public open space system to integrate new developments into the open space fabric of the City – 2003
2. Meet with all land owners and developers impacted by the ordinance to seek their support and develop appropriate standards. Sell them on the cost benefits – 2003
3. Seek Board of Directors approval of the ordinance – 2003

*No operational impact – staff time only.*

**ACTION 1.7.9** Create and implement policy and procedures for an urban forestry program.

1. The Little Rock Parks and Recreation Director will develop an urban forestry policy and procedures manual for City Planning, Public Works, and the Parks and Recreation staff to adhere to – 2004
2. Little Rock Parks and Recreation will develop a tree nursery to augment the program – 2004
3. The Little Rock Parks and Recreation Direc-

tor will train all staff on the policies and procedures and how to manage against them – 2004

4. The Little Rock Parks and Recreation Director will develop measurable outcomes to demonstrate the value of the policy to the City Manager and Board of Directors – 2006

OPERATIONS and MAINTENANCE

The operational cost associated with managing a tree nursery estimated in size of 25 acres will average approximately \$40,000 per year for water, tree trimming, and site management.

**ACTION 1.7.10** Prepare and apply for Tree City USA designation.

1. Develop application for Tree City, USA designation after the urban forestry program is in place – 2006

*No operational impact – staff time only.*

**ACTION 1.7.11** Consider the sale of property rights beneath trails for utility easements, fiber optics, etc. to generate revenue to help fund the trail system.

*No operational impact – staff time only.*

## **POLICY 1.8: EXISTING PARKS**

**ACTION 1.8.1** Upgrade five (5) parks per year until all meet current standards of facilities and maintenance (see ACTION 3.1.4).

### **OPERATIONS and MAINTENANCE**

Increased cost of maintenance will be the difference between existing spending per acre (\$2,500) and proposed spending per acre (\$3,500 for community parks, \$4,500 for neighborhood and mini parks).

## **POLICY 1.9: URBAN PLAZAS**

**ACTION 1.9.1** Identify feasibility and prepare plans for urban plazas.

**ACTION 1.9.2** Provide for, facilitate, and collaborate the development of urban plazas and open spaces which provide relief from hardscapes of the urban core.

## **POLICY 1.10: CULTURAL RESOURCES**

**ACTION 1.10.1** Prepare plans for the placement of public art within Little Rock Parks and Recreation's parks and facilities.

1. Develop partnership with the Arkansas Arts Council or other agency to determine appropriate locations for public art and work with local artists to submit public art pieces – 2002
2. Establish procedures and policies for accepting and maintaining public art pieces – 2002
3. Promote awareness of public art pieces and develop a position paper on public art that is supported by the city leaders – 2003
4. Develop funding program for installation and maintenance through NEA grants and federal funding– 2003
5. Promote intergovernmental collaboration in the arts – 2002-2005

**ACTION 1.10.2** Link cultural institutions by cultural trails to the proposed trail system.

1. Identify trail route that links MacArthur Museum of Arkansas Military History to the River Market District – 2002

### **OPERATIONS and MAINTENANCE**

Annual cost to maintain 1 mile of road with streetscape, landscape, and signage improvements is \$150,000.

**ACTION 1.10.3** Continue support of MacArthur Museum of Arkansas Military History.

*No operational impact – staff time only.*

**ACTION 1.10.4** Facilitate collaboration among cultural institutions and between them and other appropriate agencies and programs.

*No operational impact – staff time only.*

## g o a l t w o

**“PROVIDE FACILITIES AND PROGRAMS TO SERVE ALL USER GROUPS, COMMUNITIES AND AGE GROUPS”**

**POLICY 2.1: PROGRAMS and FACILITIES (GENERAL)**: *create lifetime customers by offering programs for all age groups and providing necessary facilities to support these programs.*

**ACTION 2.1.1** Place proper facilities in and program the uses of undeveloped and under-developed parks parcels.

### OPERATIONS and MAINTENANCE

The operational impact will center on programs that are available in under-served areas. The operational costs are difficult to provide. They operational costs to provide recreation programs average approximately \$4 per visit per person. The number of classes and programs provided and their length will determine the operational cost to provide. User fees, grants, sponsorships and numerous funding alternatives will help to offset some of the costs.

**ACTION 2.1.2** Site buildings and facilities within parks to minimize neighborhood impacts.

*No operational impact.*

**ACTION 2.1.3** Restructure all parks and recreation programs to accurately meet the diversity of the local community.

*No operational impacts – organizational programming issues.*

**ACTION 2.1.4** Determine core services for the recreation programming. Complete 2001.

To understand the market share and identify those programs that are the core of recreation, the organization needs to review their programs and the competitors programs. The demographic information in the plan can assist with the determining of current program share and also establish what future market potential can be achieved. The tracking numbers through registration or other means are essential to determine the market share. The following formula can be used for all tracked programs to first get the baseline of current conditions and also to project the share potential goal desired by the organization.

*No operational impact.*

**ACTION 2.1.5** Develop age-segmented programs. Implement by 2001 fall or winter programming cycle.

Keep the age groups for children to similar physical and mental development stages:

- 2-3 years
- 3-5 years
- 6-8 years
- 9-11 years
- 12-13 years
- 14-15 years
- 16-18 years.

Breakdown ages for adult and senior programming targeting especially those 40-59 years old.

- 19 – 21
- 21 – 29
- 30 – 39
- 40 – 49
- 50 – 59
- 60-69
- 70+

*No operational impact.*

**ACTION 2.1.6** Develop a database or purchase a registration system to track usage and market share.

A database can be developed through existing software such as Excel and Access to track usage, participants, revenue and successes. The more effective method would be to purchase a system by 2002 and phase in to all recreation programs and facilities by end of year. Software and equipment costs can be from \$20-\$60,000. There are multiple vendors, Class, Vermont Systems, AEK, and RecWare, to name a few. Demonstrations of the software can be scheduled with each of the vendors.

OPERATIONS

\$30,000 one time purchase; \$6,000 per year operational costs.

**ACTION 2.1.7** Expand program offerings and utilize contractual instructors to assist in meeting demands of the community for a variety of programs.

The current offerings are centered on sports and fitness, which does create a service gap for different age groups who do not like to participate in those activities. The defining of the core businesses, those program areas where Little Rock Parks and Recreation excels at providing the service or has captured a large market share, should assist in creating a focus of service delivery.

There are other programs and activities that can create new markets and audiences for the organization, but to enter into a new core business takes more aggressive marketing and motivated, experienced staff to develop, implement, and meet the expectations of the new audience. Some of the program areas that could be new markets follow:

- Arts – cultural, performing, fine; partnering with existing cultural institutions
- Environmental education and nature programs
- Outdoor adventure recreation
- Therapeutic recreation

Most of these are being addressed with the addition of supporting facilities such as the nature center, community gardens, extreme sports

complex and the inclusion of a partnership with the cultural and performing arts organizations.

Expansion of environmental programs especially with the addition of an environmental or nature center at Fourche Creek will need to be implemented in 2001 with the development of the canoe landings. Canoe floats and wildlife watching programs can be implemented as well as walks and interpretive studies with the development of the trail system.

Contractual instructors to assist with programming the fitness centers should be part of the system currently and expanded as new facilities are built. Contractual instructors' standards and agreement forms that articulate revenue expectations as well as quality programming should be developed in 2001.

Once a needs assessment and examination of existing festivals throughout the city is completed, future expansion of festivals and events that can be marketed locally and regionally could have a great impact on reaching much of the community. Through aggressive marketing, good word of mouth and vendors positive evaluations of sales and exposure can grow a festival and event exponentially. Festivals and events can have significant economic impact on a community especially when coupled with key partnerships and sponsorships. It is estimated



that festivals generate an economic impact of anywhere between \$9/per person per day to \$95/per person per day.

*No operational costs – no subsidy.*

**ACTION 2.1.8** Create targeted marketing pieces to inform and attract the appropriate audiences to the programs and facilities; develop a program guide or catalog of programs that is more age specific and can be targeted to the right audience.

1. Develop a program guide or catalog of programs that is more age specific and can be targeted to the right audience.
2. Create catalogs for the following targets: kids and families, youth and teens, young adults and adults or by programming categories: the arts (cultural), sports and fitness, kids activities (under age 12), Extreme sports, etc.
3. All promotional materials whether it is flyers, brochures or paid ads should all be based on knowing the targeted audience.

The development of a distribution plan based on ages or lifestyles will be more effective than a blanket approach to all.

#### OPERATIONS

Develop targeted marketing pieces to inform and attract the appropriate audiences to the program and facilities at an annual operating cost of \$15,000 per year.

**ACTION 2.1.9** Train staff on creating lifetime customers to begin 2001.

Creating a life long customer is achieved through relationship marketing. This means instead of selling one program or service at a time to as many customers as possible in a season, the strategy is to use customer databases (registration systems) and targeted and interactive communications to sell one customer at a time as many programs and services as possible over the lifetime of that customer's patronage. It requires programmers to manage customers individually, rather than just manage the programs and services. The strategy boils down to a focus on not just getting participants, but keeping them as valuable customers and not just customers.

*See OPERATIONS below.*

**ACTION 2.1.10** Train and understand program lifecycles and develop mechanisms to review programs by 2002.

To understand how to market more effectively, knowing where each program is positioned in its life cycle will help. There are typically four stages in a life cycle. They are as follows:

- Introduction/New – more marketing is necessary (entering new markets)
- Growth – demands are exceeding supply, physical expansion is necessary (more space, times, instructors, etc.)
- Mature – supply and demand are stabilizing, building loyalty is necessary
- Decline – losing market share, hard decisions are necessary (drop or contract out).

Little Rock Parks and Recreation should create an evaluation team for programs after each season of programming. The program evaluation team can develop a set of criteria to determine where each program is at in its lifecycle, new, growing, maturing, or declining. Each phase of the lifecycle should have marketing strategies associated with it, how this program should be positioned in the future or whether it should be terminated from the offerings. Criteria can be revenue, participation minimums and maximums, marketing and promoting efforts, terms, lengths, seasonality, etc.

#### OPERATIONS

Train staff on creating lifetime customers - \$1,500 (one time cost)



**ACTION 2.1.11** Develop pricing structure and understand the true costs for providing programs by 2002.

An Activity-Based Costing Model can work well to determine the true cost of services provided. The true cost of each activity is defined as well as all direct and indirect costs associated with providing the service. The Activity Based Costing Model should be universally utilized to price programs and services consistently throughout the organization. Most of the pricing is determined by what other departments are charging or by how much the staff feels the participants are willing to pay.

To apply the Activity-Based Costing Model, all direct and indirect costs need to be identified consistently by the staff for each program or service. Creating forms that are customized to match city budgets and line items with the activity being tracked will be necessary. All staff need to match activity costs to performance measures and work plans. An updated pricing policy needs to be developed along with the ABC costing program that builds pricing strategies around agreed upon subsidy levels.

OPERATIONS

\$8,000 one-time cost for training and developing costing models.

**POLICY 2.2: COMMUNITY CENTERS and SENIOR CENTERS:** *provide one community center per 50,000 people; 1 square foot of community center space per person = 175,000 square feet in 4 or 5 centers.*

**ACTION 2.2.1** Construct new center; consolidate Granite Mountain & East Little Rock.

**ACTION 2.2.2** Expand Southwest; consolidate Ottenheimer & Southwest.

**ACTION 2.2.3** Expand Dunbar; consolidate Dunbar & South Little Rock; reprogram abandoned properties for alternate uses or for other city facilities

- Investigate options for the purchase of land near or adjacent to Dunbar to accommodate park expansion and additional parking.
- Pursue partnerships with Philander Smith College and Arkansas Baptist College in the construction of an indoor pool at Dunbar Community Center.
- Pursue corporate sponsorships for the expansion of Dunbar and the addition of an indoor pool to lower potential user fees.

**ACTION 2.2.4** Adult Leisure Center to remain (senior center).

**ACTION 2.2.5** Stephens Community Center to remain; explore feasibility of expansion.

**ACTION 2.2.6** Construct a new community center in west Little Rock (aquatic center/skate park combination) see ACTION 2.4.5.

OPERATIONS and MAINTENANCE: COMMUNITY CENTERS

Operational costs on a square footage basis for an indoor recreation center that operates at 80 hours a week will be approximately \$10 per square foot. Costs include staffing, utilities, supplies, building maintenance and equipment. Monthly passes, drop in fees, program fees, daily admission rates, rentals and concessions can offset these costs. Most recreation centers across the United States operate at a least 50% cost recovery and many have been almost totally self-supporting. This applies to all types of recreation centers.

**ACTION 2.2.7** Seek institutions interested in utilizing consolidated (abandoned) centers.

- ACTION 2.2.8** Offer programs which
- target growing age groups in specific areas of the city which each center serves
  - target growing 40-59 age group city-wide
  - design active older adult programs
  - develop opportunities to maximize older adults recreation time with non-prime time at fitness facilities
  - have shorter time commitments
  - include educational, developmental, and cultural issues
  - are family-oriented; children's programs concurrent with parent programs.

OPERATIONS AND MAINTENANCE

Program costs on a per person basis average \$4 per hour. User fees can offset these costs.

**ACTION 2.2.9** Create technology centers which offer educational programs.

1. Technology centers developed in coordination with other recreation programs provided in community centers offer youth and seniors access to computers to do homework, learn about the world, and communicate with each other. Technology centers provide seniors opportunities to learn and

improve their computer skills and provide the same learning opportunities as youth receive.

OPERATIONS and MAINTENANCE

The operational costs on a square foot basis will be the same as recreation centers: \$10 per square foot. Many government grants are available to support funding and operations of technology centers.

**ACTION 2.2.10** Provide transportation to new community centers.

1. Identify neighborhoods needing transportation and develop a system that minimizes trips without limiting access.
2. Develop a recreation rider program with local transportation agencies to provide free access to youth to recreation facilities and programs in the city.

OPERATIONS and MAINTENANCE

Transportation costs average \$6 per person per ride based on the costs of the bus, gas, driver, insurance, and vehicle maintenance. At 10,000 riders a year will total \$60,480 (28 riders a day x 360 days = 10,080 riders x \$6).

**POLICY 2.3: FITNESS CENTERS:** *provide two or three fitness centers needed to serve 175,000 people.*

**ACTION 2.3.1** War Memorial to remain and expand.

OPERATIONS and MAINTENANCE

Operational costs on a square footage basis on the same criteria as recreation centers at \$10 per square foot is a \$150,000 for a 15,000 square foot facility. These costs should be totally supported by the users. No operational impact. These costs can be offset by revenue from users with no net operational costs.

**ACTION 2.3.2** Provide a market-rate center in west Little Rock supported primarily by user fees.

OPERATIONS and MAINTENANCE

Operational costs with no capital cost pay back will be approximately \$10 a square foot based on all operation costs at 80 hours a week.

**ACTION 2.3.3** Provide a center in east central or southwest Little Rock which is primarily supported by subsidized funds in conjunction with an expanded or new community center.

*See ACTION 2.3.1 for operations and maintenance.*

**ACTION 2.3.4** Provide smaller fitness facilities in conjunction with schools or other facilities (school use during day, public use after hours).

OPERATIONS and MAINTENANCE

Operational costs will average \$8 per square foot. The cost difference between the recreation center and the fitness center operations on park, school, or other property is that the hours are reduced.

**ACTION 2.3.5** Provide programs which

- are tiered structured programs – beginner, moderate and advanced for new trends in fitness programming such as circuit training, marathon training, interval training, weights, in-line skating, boxing routines
- structure classes on strength training, circuit training and marathon training
- include quick classes – classes of 15-30 minutes of focused exercises for abs, hips and rear, legs, arms or Spark© programs that are 10 minutes

- include indoor and outdoor amenities for workouts such as par course trails, in-line skating trails, measure distance trail markers, instructors that lead outdoor workouts
- explore trends of interval training, new trends in martial art workouts (Sindata, The Matrix or Forza), Pilates, weight management, dance routine workouts (cabaret, salsa, etc)
- use new trend equipment – balls, bongo boards, jump ropes, elastic bands
- offer day trips – workout trips to unique areas for mountain biking, hiking, jogging, spas, kayaking
- utilize 24-hour fitness centers – customer service to those who have little time or different lifestyles (in 13 states already)
- offer discount rates for use during non-peak times
- concurrently offer children's programs with parent programs or child care services.

OPERATIONS

The costs should be totally supported by the user with no tax dollar support.

**ACTION 2.3.6** Based on financial resources, determine rotation and upgrade of fitness equipment through leasing or purchasing.

OPERATIONS and MAINTENANCE

The operational costs will average \$5,000 a month to lease a full circuit, which can be supported by the users.

**ACTION 2.3.7** Develop repair and replacement schedule program for equipment.

*No operational impact – staff time only.*

**POLICY 2.4: SWIMMING POOLS:** *provide one swimming pool per 40,000-50,000 people (note: do not construct additional outdoor pools).*

**ACTION 2.4.1** Provide family aquatic centers rather than individual pools where feasible.

OPERATIONS and MAINTENANCE

The operational costs for a family aquatic center are significantly reduced because of the higher bather load. Operational costs subsidy can range from 30% to zero depending on the level of pricing. Pricing costs for adults need be at least \$4.50 and youth \$3.50 to \$3 a day to reach the 30% to zero subsidy.

**ACTION 2.4.2** Provide an indoor pool in new community center; close pools at East Little Rock & Gillam (see ACTION 2.2.1).

OPERATIONS and MAINTENANCE

Develop an indoor pool in new community center at 20,000 square feet minimum operating costs estimate for indoor aquatic center are \$16-18 per square feet annually. These costs can be offset by users through effective pricing, rentals and programs.

**ACTION 2.4.3** War Memorial to remain.

OPERATIONS and MAINTENANCE

Same operational costs estimate as is now to be provided by the city.

**ACTION 2.4.4** Provide indoor pool at Dunbar.

OPERATIONS and MAINTENANCE

Operational costs will be the same as ACTION 2.4.2 at \$16-18 per square foot annually.

**ACTION 2.4.5** Provide an indoor aquatic center/skate park in west Little Rock in conjunction with proposed recreation center (see ACTION 2.2.6).

OPERATIONS and MAINTENANCE

Additional operation costs estimates will be \$16-18 per square foot.

**ACTION 2.4.6** Provide spray pools as appropriate in community parks.

OPERATIONS and MAINTENANCE

Operational costs are \$10,000 for water, cleaning, and utilities per spray site. No revenues available.

**ACTION 2.4.7** Provide spray playground where feasible (water-related park).

OPERATIONS and MAINTENANCE

Operational costs will be \$15,000 per season for lifeguards, cleaning, water, and utilities. These costs will be offset by users with a minimum of \$3.50 per person to use these facilities.

**ACTION 2.4.8** Develop East Little Rock land as water-related destination park/marina.

OPERATIONS and MAINTENANCE

With a 1,200 to 1,500 bather capacity load, the water park priced at a minimum of \$4.50 per adults and \$2.50 for youth will meet operational costs. Operational costs annually will be \$180,000 to \$200,000.

**ACTION 2.4.9** Explore possibilities for providing a therapeutic pool in the University Park and Stephens Community Center areas as partnership with an area hospital.

OPERATIONS and MAINTENANCE

Operational costs will be \$18 to \$19 per square foot. Users should offset these costs. The reasons for the higher levels of square foot costs above the indoor family aquatic center are heating costs for warmer water.

- ACTION 2.4.10** Provide programs which
- Include snorkeling, scuba, slide races, belly-flop contests, diving for prizes
  - Include safety programs (boat and recreational water vehicles).

OPERATIONS and MAINTENANCE

These program costs should be totally supported by the users with no tax dollars impact.

**POLICY 2.5: BASEBALL AND SOFTBALL:** *provide one multi-use field per 5,000 people; 35-40 fields total: 8 tournament fields and 27 competition fields.*

**ACTION 2.5.1** Identify, acquire site and develop a baseball complex.

OPERATIONS and MAINTENANCE

Develop a four-field baseball complex. Operational costs will be \$120,000 a year for lights, maintenance costs, water, equipment, and turf management. The users should support at least half of the costs, \$60,000.

**ACTION 2.5.2** Provide 8 tournament fields located in proposed sports complex.

OPERATIONS and MAINTENANCE

Operational costs for three seasons of use will be approximately \$30,000 a field for mowing, general maintenance, and lights water site supervision, clean up trash, and restroom cleaning, turf management and preventative maintenance. The players, through fees and admissions, can support these costs.

**ACTION 2.5.3** Provide 27 competition fields in existing or new community parks:

- 4 t-ball fields
- 4 fields for ages 6-12
- 8 fields for adult softball
- 10 - 12 fields combination baseball/softball.

OPERATIONS and MAINTENANCE

- Four t-ball fields - \$5,000 per field per year for maintenance, 60 days in operation
- Four fields for 6-12 year olds - \$13,000 per field per year for 120 days in operations, light maintenance, turf costs, cleaning
- Eight adult softball fields \$30,000 per field 190 days a year in operations.

These costs should be at least half supported by the users on the t-ball and youth 6-12 year fields. The adult fields should all be at completed cost recovery by users through users fees and sponsorship dollars.

**ACTION 2.5.4** Provide practice fields by maintaining existing practice fields, providing a backstop in flat open area for pick-up games, or via open play fields; no number specified.

OPERATIONS and MAINTENANCE

Provide funds for maintenance and operations of practice fields at \$3,500 per acre, per year.

**ACTION 2.5.5** After tournament fields are completed, convert fields at Interstate Park to alternative use fields.

OPERATIONS and MAINTENANCE

Convert Interstate fields to practice fields at \$3,500 per acre per year.

**ACTION 2.5.6** Remove two fields at East Little Rock Park and relocate them to another park location.

OPERATIONS and MAINTENANCE

Replaced two fields at East Little Rock at \$30,000 per field per year, based on 190 days of user.

**ACTION 2.5.7** Provide programs which

- include adult and over 50 co-ed leagues
- include adult baseball
- include club leagues – expand where possible
- include therapeutic softball programs
- include Over-the-Line softball – fun alternative to league sanctioned softball
- include girls' fast pitch programs that align with high school program (high school is starting a program that may result in more interest by the girls and may offer an opportunity for LRPR to try to offer it again)
- include girl's league (ages 8-13).

OPERATIONS and MAINTENANCE

These program costs should be covered by the users, no tax dollars support.

**POLICY 2.6: SOCCER AND FOOTBALL:**

*provide one multi-use field per 5,000-7,000 people; 23-35 fields total.*

**ACTION 2.6.1** Identify, acquire site and develop a soccer complex.

OPERATIONS and MAINTENANCE

Soccer complex costs (not lighted) full fields that are operational for 180 days per year at a cost of \$9,000 per field per year for turf costs, water, cleaning of restrooms, and hard surfaces. The users should cover half of these costs.

**ACTION 2.6.2** Acquire Riverdale property for soccer fields and related facilities.

OPERATIONS and MAINTENANCE

Operational costs will be \$9,000 per fields per year. The users should cover half of these costs.

**ACTION 2.6.3** Provide 12 additional multi-use GAME fields in proposed sports complex.

OPERATIONS and MAINTENANCE

Provide 12 additional multi-use game fields in proposed sports complex. Operational costs will be \$8,000 per year per field with no lights, but include mowing, turf care, cleaning and gen-

eral daily maintenance. The users should cover half of these costs.

**ACTION 2.6.4** Provide additional multi-use fields in west Little Rock as land is available (2 - 4 fields per site).

See *OPERATIONS and MAINTENANCE, Action 2.6.3.*

**ACTION 2.6.5** Provide multi-use practice fields in existing neighborhood parks as appropriate.

OPERATIONS and MAINTENANCE

Provide multi use practice fields in existing neighborhood parks at \$3,500 per acre per year.

**ACTION 2.6.6** Partner with junior high and high schools to facilitate needs of youth football league play.

OPERATIONS and MAINTENANCE

The operational costs for football is \$7,000 per year per field, because there are fewer games played on them than soccer. The school district and city should share in these costs.

**ACTION 2.6.7** Provide programs which

- include club sports leagues - alternative to school sports or highly-competitive leagues
- include flag football for adults and for younger children
- include adult soccer and flag football or 5 on 5 leagues
- include smaller tournaments within the city and region
- offer events such as Punt Pass and Kick, NFL Air It Out, etc.

OPERATIONS

These program costs should be totally covered by the user with no operation impact.

**ACTION 2.6.8** Host local and regional tournaments in association with proposed sports complex.

*No operational impact. The users will support these costs.*

**ACTION 2.6.9** Create partnerships with schools, sports associations to develop and maintain fields.

OPERATIONS

Staff time to develop partnership agreements. These agreements will help to reduce city's operational costs.

**POLICY 2.7: TENNIS:** *provide one tennis court per 4,000 people.*

**ACTION 2.7.1** Focus tennis service at Rebsamen Tennis Center, University Park. Maintain and upgrade facilities as necessary to remain competitive.

OPERATIONS and MAINTENANCE

The operational cost to maintain tennis center needs to be covered by users, not the taxpayers.

**ACTION 2.7.2** Upgrade courts in appropriately-evaluated neighborhood parks.

OPERATIONS and MAINTENANCE

There should be a reduction in operational costs with upgraded neighborhood park courts.

**ACTION 2.7.3** Offer traveling tennis lesson programs; visit neighborhood courts to offer lessons to increase tennis facility usage and participation.

*There is no operational costs to taxpayers. Users should cover these costs.*

**ACTION 2.7.4** Coordinate with school programs to increase use of tennis facilities.

*There is no operational costs to taxpayers. Users should cover these costs.*

**ACTION 2.7.5** Offer father/son or mother/daughter leagues.

*There is no operational costs to taxpayers. Users should cover these costs.*

**POLICY 2.8: BASKETBALL:** *provide one basketball court per 5,000 people.*

**ACTION 2.8.1** Provide outdoor half courts in new complexes & neighborhood parks.

OPERATIONS and MAINTENANCE

Operational costs will be \$1,000 per court per year to clean repair, baskets and pick up trash.

**ACTION 2.8.2** Provide outdoor courts in industrial areas - night lighted, covered.

OPERATIONS and MAINTENANCE

Operational costs will be \$1,000 per court per year to clean repair, baskets and pick up trash.

**ACTION 2.8.3** Provide indoor courts in new centers to replace removed courts to meet programs demands.

OPERATIONS and MAINTENANCE

Operational costs will be \$10 per square foot per year for staffing, cleaning, utilities costs. The users should cover half of these costs.

**ACTION 2.8.4** Pursue partnerships with schools, churches for use of private courts for programs.

*No operational cost – Staff time costs only.*

**ACTION 2.8.5** Offer programs which

- include Pee Wee basketball, father/son, mother/daughter leagues
- include women's leagues
- include adult run-and-shoot programs
- include 3 on 3 games.

OPERATIONS

These program costs should be covered by the users.



**POLICY 2.9: PLAYGROUNDS:** *provide one playground in each active recreation park.*

**ACTION 2.9.1** Analyze and prepare plans for play equipment in all parks and supporting facilities to be age related and accessible (see also 3.8 FUTURE PLANNING).

*No operational costs – staff time costs only.*

**ACTION 2.9.2** Renovate or replace five playgrounds per year to bring all facilities up to current standards.

**ACTION 2.9.3** Eliminate any play equipment that may not be acceptable for public health, safety, and welfare.

**ACTION 2.9.4** Partner with schools for joint-use of playgrounds.

**ACTION 2.9.5** Provide play structures for all age groups.

**ACTION 2.9.6** Provide handicap accessible playgrounds.

**ACTION 2.9.7** Provide regional playgrounds designed with attractions such as spray pools, open play areas, picnic areas, trails, etc.

OPERATIONS and MAINTENANCE: ACTIONS 2.9.2 – 2.9.7

Operational costs for maintenance inspections and repairs of playground on a yearly basis is \$2,000 per playground per year.

**POLICY 2.10: COMMUNITY GARDENS:** *provide community gardens as appropriate.*

**ACTION 2.10.1** Provide additional gardens as appropriate.

OPERATIONS and MAINTENANCE

Develop garden sites annually. Staff equipment costs are \$1,500. Sponsorships and partnerships should reduce costs.

**ACTION 2.10.2** Encourage community gardens in urban and suburban areas; not just parks (i.e. vacant lots).

*No operational costs, users will cover costs.*

**ACTION 2.10.3** Prepare a feasibility study for a horticultural center with green houses.

OPERATIONS

Prepared feasibility study for horticultural center includes \$25,000 one-time cost.

**ACTION 2.10.4** Offer programs which are educational (canning, preserving, soil rotation, gardening techniques, harvesting).

*No operational costs to the city. Users will cover these costs.*

**ACTION 2.10.5** Consider growth competitions, Harvest Festivals, sale of produce at Farmer's Market in conjunction with community gardens.

*No operational costs to the city. Users will cover these costs.*

**ACTION 2.10.6** Include children's gardens, therapeutic gardening, raised beds for disabled.

*No operational costs to the city. Users will cover these costs.*

**ACTION 2.10.7** Include public art displays within community parks.

OPERATIONS and MAINTENANCE

Provide 2% of total cost of park (which includes long-term maintenance) for public art displays within community parks.

**ACTION 2.10.8** Pursue partnerships for supplying tools, soil, and mulch.

*No operational costs to the city. Users will cover these costs.*

**ACTION 2.10.9** Create a new position of Community Gardens Coordinator.

OPERATIONS

Operational costs for the Community Garden Coordinator will be \$35,000 a year with benefits.

**POLICY 2.11 GOLF:** *provide one 18-hole golf course per 30,000 people.*

**ACTION 2.11.1** Maintain, improve, upgrade existing facilities to remain competitive (Rebsamen, Hindman, War Memorial, Jack Stephens Youth Golf Academy).

1. Hindman Golf Course to receive priority for upgrades.

OPERATIONS

Operational costs should be covered by the golfers.

**ACTION 2.11.2** Offer programs which

- include family golfing programs at community centers and city courses
- include fitness golf, women's golf, and youth golf.

OPERATIONS

The golf program should be born by the users. Establishing a Junior Golf Foundation should offset player costs.

**ACTION 2.11.3** Market public & private courses for tourism.

### OPERATIONS

Market public and private courses for transition. The annual costs should be \$20,000 to \$25,000 a year, which player costs should cover.

### **POLICY 2.12 OPEN PLAY FIELDS:**

*provide open play fields in neighborhood and community parks to facilitate practice games and free play.*

**ACTION 2.12.1** Provide in neighborhood and community parks (design issue).

**ACTION 2.12.2** Provide unmarked fields accommodating practice for various sports, free play, and pick-up games.

**ACTION 2.12.3** Retrofit unused practice fields to open play fields.

### OPERATIONS and MAINTENANCE: ACTIONS 2.12.1 – 1.12.3

The operational cost will be \$3,500 a year per acre.

### **POLICY 2.13 SIGNATURE FACILITIES:**

provide special facilities that are integrated into the regional park system which add to the amenities which Little Rock offers.

### **SPORTS COMPLEX**

**ACTION 2.13.1** Prepare plans for a sports complex.

1. Develop RFP for design firm – 2003
2. Hire design firm – 2003
3. Seek City Manager and Board of Directors approval – 2003
4. Develop design for complex – 2003
5. Seek funding sources and confirm – 2003
6. Develop specifications - 2003
7. Approve construction company – 2004
8. Build complex – 2004

*No operational costs for design and construction phases.*

**ACTION 2.13.2** Provide lighted game fields for tournament play and regional service.

### OPERATIONS and MAINTENANCE

The operational costs for lighted game fields is \$25,000 a year for utility costs, turf costs, supervision, cleaning and security. See ACTION 2.5.3 for costs.

**ACTION 2.13.3** Provide the following facilities:

- Baseball/softball (8)
- Soccer (12)
- Basketball, volleyball, roller hockey, etc.

*No operational costs for design and construction phases.*

### **OUTDOOR RECREATION CENTER**

**ACTION 2.13.4** Identify, acquire site and develop an outdoor recreation complex.

### OPERATIONS and MAINTENANCE

Develop an outdoor recreation complex for hockey, mountain biking, canoeing, rock climbing, rappelling, and other “extreme” sports. These operational costs will be \$150,000 for staffing, trail maintenance, security, equipment and program development. These costs (1/2) should be covered by users through program fees and trail fees.

**ACTION 2.13.5** Identify feasibility and prepare plans for a challenge park.

- “Take it Outside” Center
- Associated with rolling topography of west Little Rock
- Challenge sports: hiking, mountain biking,

- rock climbing, rappelling, etc.
- Instructional programming
- Located along "Take it to the Extreme" challenge trail.

### **RIVER-RELATED DESTINATION CENTER**

**ACTION 2.13.6** Complete and market the collection of water-related parks: Murray, Rebsamen, Riverfront Park, Riverfest Amphitheatre, the River Market, William Jefferson Clinton Presidential Park, and East Little Rock Park.

**ACTION 2.13.7** Link river-related parks along the "Take it to the Edge" river front trail.

### **INTERPRETIVE/EDUCATIONAL CENTER**

**ACTION 2.13.8** Identify feasibility and prepare plans for an interpretive/ educational center and trails associated with Fourche Creek and Gillam, which features information on wetlands and swamp habitat of Fourche Creek, and the granite geology of Gillam. Such a center shall be located along the "Take it to the Earth" ecological trail.

### **OPERATIONS and MAINTENANCE**

Interpretive/Educational Center will cost \$8.00 a square foot to operate, based on 60 hours a week of operation. Having a small entrance fee, \$2.00, and use of volunteers can reduce some of these costs.

**ACTION 2.13.9** Identify feasibility and prepare plans for interpretive stations and trails at Two Rivers which feature the parks birds, cattail marshes, and array of vegetative types.

### **OPERATIONS and MAINTENANCE**

Prepare plans for interpretive stations and trails at Two Rivers. Trail operational cost to maintain is \$14,000 a mile per year.

**ACTION 2.13.10** Include educational programs at both facilities (Fourche Creek and Two Rivers parks).

*Operational costs covered by existing staff and volunteers.*

### **EQUESTRIAN CENTER**

**ACTION 2.13.11** Identify feasibility and prepare plans for a equestrian complex, located along "Take it to the Extreme" challenge trail, which may include:

- Equestrian-related educational and riding programs
- Equestrian tournament facilities
- Boarding facilities.

### **OPERATIONS**

Develop feasibility study for Equestrian Complex – one time cost of \$40,000.

## g o a l   t h r e e

**“ADVOCATE, BUILD AND MAINTAIN A CITY IN A PARK THROUGH PARTNERSHIPS, CREATIVE FINANCING AND EDUCATION”**

**POLICY 3.1: ORGANIZATIONAL STRUCTURE** *Position Little Rock Parks and Recreation to successfully implement the Master Plan.*

**ACTION 3.1.1** Create and implement the policy and procedures of a park commission that is empowered to promote leisure activities, provide funds, serve as clearinghouse, hear public concerns, and manage the park system.

*Staff costs only.*

**ACTION 3.1.2** Restructure Little Rock Parks and Recreation organization to improve efficiency and effectiveness and affect implementation of master plan.

OPERATIONS

One time cost \$10,000.

**ACTION 3.1.3** Create an institutional structure to manage the unification of parks, cultural institutions and streetscapes in downtown Little Rock. Structure shall promote and coop-

erate, share information, collaborate with developments, cross market and coordinate downtown Little Rock between cultural institutions, downtown businesses, festivals and other events in conjunction with implementation of the Master Plan.

*Staff time only.*

**ACTION 3.1.4** Create and implement the policy and procedures of volunteers supporting Little Rock Parks and Recreation that is managed by a newly created position in the organization referred to as “Volunteer Coordinator”.

OPERATIONS

One time cost of \$8,000, training, materials, and marketing program. The cost to hire a volunteer coordinator will be \$30,000 per year plus benefits.

**ACTION 3.1.5** Create and implement the policy and procedures for a park ranger program on park property that provides law enforcement that is managed by Little Rock Parks and Recreation.

OPERATIONS

Unit costs for a ranger is \$40,000, which includes salary and benefits, equipment, training and supplies.

**ACTION 3.1.6** Align the organization by functionality and implementation of the Master Plan, with responsibility and accountability for all positions to be tied to employee evaluations.

*Costs tied to 3.1.1 Action item.*

**ACTION 3.1.7** Explore creation of a park district in Pulaski County with emphasis on legality and feasibility.

*Staff cost only. Legal costs covered through city legal.*

**ACTION 3.1.8** Create a new position referred to as Director of Earned Income to secure and coordinate grants, sponsorships, and other sources of funding.

OPERATIONS

The operational costs for a Director of Earned Income will be \$50,000 per year plus office expenses.

**ACTION 3.1.9** Create a new position referred to as Grants, Alliances, Partnerships, and Sponsorships (GAPS) Coordinator to oversee the aforementioned and act as a clearinghouse.

OPERATIONS

The operational costs for a GAPS Coordinator will be \$40,000 per year plus benefits.

**POLICY 3.2: MAINTENANCE** *Provide a comprehensive maintenance program that addresses all land and facilities.*

**ACTION 3.2.1** Upgrade maintenance of existing parks and improve and/or update what exists within them.

1. Establish maintenance standards for every park in the system and the cost to maintain them to that standard. (See Action 3.1.3.) Walk every park, updating the existing inventory and amenity information in each park against the asset life – 2002-2006
2. Establish a CIP cost to upgrade the existing amenities – 2002
3. Seek a funding source to pay for the upgraded parks over a period of time – 2003
4. Develop employee organizational structure for the Maintenance Division that eliminates outside agency dependency, and train staff on how to manage park maintenance from a standard. Cost based on an activity based costing model – 2002
5. Seek neighborhood support for keeping parks maintained through two (2) clean up, fix up, paint up days in every park in the system – 2003

OPERATIONS

\$70,000 per year (includes CIP development, creating funding sources, and establishing a neighborhood cleanup program).

**ACTION 3.2.2** Create and implement policy and procedures for a comprehensive preventative maintenance program.

1. The Director of Little Rock Parks and Recreation will develop policy and procedures for staff to follow in the daily care and management of parks – 2002
2. Train staff on how to implement these policies and procedures into their daily routines – 2002
3. Inspect what the City expects from its work force on maintenance standards, policy implementation. Seek law enforcement's help in monitoring the preventative maintenance practices – 2002
4. Coordinate with Asset Management Plan – 2002-2020

*No operational cost – staff costs only.*

**ACTION 3.2.3** Establish written maintenance standards for each park based on NRPA guidelines. Resources should apply to the appropriate Level 1 through 5 maintenance standards for each amenity in each park. Calculate the time and cost it takes to achieve each standard for operation purposes.

1. The Director of Little Rock Parks and Recreation and staff will write a maintenance plan and mode of consistency required to meet NRPA guidelines for each park – 2002

2. The staff will monitor time, equipment and supply cost to maintain parks in each mode outlined – 2002
3. An ABC costing program will be purchased and staff trained on tracking cost against the standards established – 2002

OPERATIONS

Staff costs only for items 1 & 2. Item 3 has a one-time cost of \$8,000 to purchase ABC costing program and CIP Tracking Program.

**ACTION 3.2.4** Develop 5 model parks to demonstrate to the community and staff what a quality upgraded and maintained park looks like and continue to develop 5 parks a year until all parks have reached the standards desired (see ACTION 1.8.1).

1. The Director will pick five (5) model parks per year to completely upgrade to the standards established – 2002-2010
2. The staff will develop a work plan for meeting the goal of total upgrades by the end of each calendar year – 2002-2010
3. Staff will seek volunteer help in bringing the chosen parks to the level required and help the staff maintain them – 2002-2010
4. A preventative maintenance and replacement schedule will be established for each park brought up to the standard required – 2003-2011

*No operational costs – (1 through 4) Staff will develop.*

**ACTION 3.2.5** Develop a Resource Management Plan that has a complete Management Strategy Plan for all types of parks in the system and natural areas (see also ACTION 3.8.3).

1. The Director of Little Rock Parks and Recreation will develop a RFP to seek outside consulting help to develop a resource management plan for the parks and recreation facilities in the system – 2002
2. Interview and hire a consulting team to pull together all land and scope items into a working plan and train staff how to manage against it. Track the results on a yearly basis and share the outcomes with staff and the public – 2002

**ACTION 3.2.6** Develop an Asset Management Plan for each recreation facility in the system and determine what capital funds are needed to bring these assets up to a year 2001 level.

1. Director of Little Rock Parks and Recreation will work with the consulting team to establish and update on a yearly basis what capital needs are required. Develop funding sources to pay for the improvements

as outlined in the Master Plan. Develop a CIP improvement criteria for prioritizing the improvements – 2002

2. Develop an operations and maintenance budget that supports the level of improvements and services recommended – 2002-2020

OPERATIONS: ACTIONS 3.2.5 & 3.2.6

Develop Resource Management Plan and Asset Plan at one-time operational cost of \$50,000.

**ACTION 3.2.7** Redesign recreation facilities to maximize their fullest revenue potential.

1. The senior management staff will develop a RFP for developing a Business Plan for each recreation facility to maximize their fullest revenue potential – 2002
2. Hire a management consultant to work with the recreation staff to follow and demonstrate their outcomes to the Director and City Manager – 2002

OPERATIONS

Develop Revenue Plan for each recreation facility – one time cost of \$25,000.

**ACTION 3.2.8** Develop an Activity-Based Costing System to track the direct and indirect costs associated with each major task required for maintenance of parks, landscaped areas and recreation facilities to determine which task should be considered for outsourcing to reduce cost of maintenance and increase the level of maintenance standards and quality in the system.

1. The Director of Little Rock Parks and Recreation will purchase an activity based costing software for recreation staff to track direct and indirect costs – 2002
2. The software company will train staff on how to use the system – 2002
3. Performance outcomes will be developed and reported for all recreation facilities and programs – 2003-2010

*Operational costs are included in Action item 3.2.3.*

**ACTION 3.2.9** Evaluate the impact of heavy construction crews in developing and renovating parks versus doing the work contractually and the impact on other maintenance areas of the system.

1. The Director of Little Rock Parks and Recreation will develop a cost comparison study of using existing staff and heavy construction equipment on a project to determine the value of outsourcing the work – 2002

2. When the comparisons are complete, a decision to outsource will be made. Existing crews if appropriate will have the opportunity to submit a bid for the same work and timelines against the private sector – 2002

*No operational Costs – staff cost only.*

**ACTION 3.2.10** Evaluate all park equipment for its useful life, cost, and need within the system.

1. The senior management staff, with the Business Plan consultant, will evaluate all park equipment used in recreation facilities and programs for the useful life. They will develop a program and funding source to upgrade all equipment within the system – 2002

*Operational cost included in Action item 3.2.5.*

**ACTION 3.2.11** Promote and encourage neighborhood involvement in park maintenance, “Adopt a Park” programs, and neighborhood park work days to build advocacy for the park system.

*No operational costs.*

**POLICY 3.3: OPERATIONS** *Investigate practical opportunities for more effectively operating a Class A park system.*

**ACTION 3.3.1** Create and implement policy and procedures for training and re-training Little Rock Parks and Recreation staff to meet the challenges and opportunities of the future.

OPERATIONS

Annual staff training costs of \$15,000.

**ACTION 3.3.2** Create and implement policy and procedures that develops objective measures to assess the effectiveness of leisure services provided by Little Rock Parks and Recreation.

OPERATIONS

One time cost of \$3,000.

**ACTION 3.3.3** Develop flow charts for each operational procedure in the system to squeeze out any bureaucratic processes that are not necessary.

*Costs included in Action item 3.2.5.*



**ACTION 3.3.4** Create and implement policy and procedures for self-criticism of Little Rock Parks and Recreation to challenge assumptions, concepts and standards traditionally used to provide leisure opportunities.

*No costs/staff time only.*

**ACTION 3.3.5** Create and implement policy and procedures for preparation of application for accreditation every five years.

*Completed/staff time only.*

**ACTION 3.3.6** Prepare and present reports on privatization of all operations and services in Little Rock Parks and Recreation that could include concessions, food services, instruction, golf courses, pools, landscaping, mowing, and equipment rentals.

*Costing study included in Action item 3.2.5.*

**ACTION 3.3.7** Create and implement policy and procedures for resource management of Little Rock Parks and Recreation.

*Costs included in Action item 3.2.5.*

**ACTION 3.3.8** Create and implement policy and procedures for storing Little Rock Parks and Recreation archives at the Central Arkansas Library's Butler Center.

OPERATIONS

One time costs of \$10,000 to archive all documents.

**ACTION 3.3.9** Develop an effective evaluation system for parks and recreation services through citizens' surveys, pre- and post- evaluations, focus groups, and an effective inspection process.

OPERATIONS

One time costs of \$1,500.

**ACTION 3.3.10** Track performance measures for all outcomes to be determined as it applies to cost per experience, cost per task, and cost per unit.

OPERATIONS

One time cost to train staff on performance measures, travel, and development \$1,500.

**ACTION 3.3.11** Develop a GIS system to incorporate all assets and resources into a database to manage for the future.

OPERATIONS

Lease time annually on an existing system \$4,000.

**ACTION 3.3.12** Update all policies in the system to reduce bureaucracy and increase flexibility to maximize the agency's ability to achieve the goals of the Master Plan.

OPERATIONS

One time operational cost of \$5,000.

**POLICY 3.4: GENERAL ACQUISITION**

*Generate a system for effectively acquiring lands for the Little Rock park system which meet the objectives set forth within the Master Plan.*

**ACTION 3.4.1** Create and implement policy and procedures for the acquisition and disposition of park property (i.e. strategic criteria that weights the choices suited best for park system use).

OPERATIONS

One time cost of \$3,000.

**ACTION 3.4.2** Prepare for adoption an ordinance requiring all development projects to provide funds and/or land for procurement and development of public park property.

OPERATIONS

One time cost of \$5,000.

**ACTION 3.4.3** Utilize matrix of criteria to evaluate potential parcels for acquisition.

OPERATIONS

One time cost of \$3,000.

**ACTION 3.4.4** Develop a land trust to assist the organization in purchasing park property through effective land acquisition tools available (see also ACTION 1.5.1).

OPERATIONS

One time cost of \$4,000.

**POLICY 3.5: FUNDING** *Explore opportunities for funding through creative measures.*

**ACTION 3.5.1** Create and implement policy and procedures for endowment funds, grants, corporate funds, etc. for specific purposes.

OPERATIONS

One time cost of \$2,000.

**ACTION 3.5.2** Provide annual infrastructure cost to maintain existing facilities within master plan report and develop provisions for their funding.

*Cost tied to Action 3.1.1.*

**ACTION 3.5.3** Create and implement policy and procedures for sponsorship and management of alternative funding sources and grants.

*No operational costs.*

**ACTION 3.5.4** Develop all revenue sources available to support operational costs and increase capital opportunities that are needed in the system.

1. Develop a revenue strategy for implementation for each revenue source identified in the Master Plan and prioritize with the city governing body and City Manager.
2. Provide a revenue estimate of each revenue source that could be provided to the department.

**ACTION 3.5.5** Develop consistency of funding sources for operational and maintenance costs.

OPERATIONS: ACTIONS 3.5.4 – 3.5.5

Develop Revenue Plan for the department - \$10,000.

**ACTION 3.5.6** Investigate the feasibility of creating a Parks Foundation with a clear mission and strong leadership to generate monies for the park system.

**POLICY 3.6: PARTNERSHIPS** *Build partnerships which expand and enhance the services offered within Little Rock's park system.*

**ACTION 3.6.1** Establish and maintain a network of partnerships that partake in similar goals and resources of Little Rock Parks and Recreation (i.e. schools, churches, private institutions, senior organizations, etc.)

*No operational costs – staff time only.*

**ACTION 3.6.2** Develop working agreements with all partnerships and track equity of both partners to gain the total impact that the partnership was able to achieve (see ACTION 3.1.9).

*No operational costs – staff time only.*

**ACTION 3.6.3** Train staff on how to negotiate effective partnerships and how to manage equity in each partnership.

OPERATIONS

One time cost of \$1,500.

**ACTION 3.6.4** Establish policies for public/public partnerships, a public/not-for-profit partnerships, and a public/private partnerships.

OPERATIONS

One time cost of \$5,000.

**POLICY 3.7: EDUCATION and PUBLIC RELATIONS** *Develop measures to promote the park system and increase usage through education and public relations.*

**ACTION 3.7.1** Enhance public image of parks and the city through corridor treatments, wayfinding signage, public art, and increased safety measures.

OPERATIONS and MAINTENANCE

Operational costs will be based on a square footage of \$1.50 per year for landscaping, trees, flowers and signage.

**ACTION 3.7.2** Prepare and apply for national recognition in the field of parks and recreation.

OPERATIONS

One time cost of \$8,000.

**ACTION 3.7.3** Create and implement policy and procedures to market, advocate and educate the public about the measurable benefits of parks, recreation and open space and cultural life in private as well as public spaces in city and rural landscapes.

OPERATIONS

Marketing campaign on an annual basis will be \$50,000 to \$60,000 annually.

**ACTION 3.7.4** Create and implement policy and procedures for management of Little Rock Parks and Recreation's marketing and public relation needs and create a new position to manage.

OPERATIONS

One time cost of \$15,000 for updating all policy strategies for marketing policy development and planning.

**ACTION 3.7.5** Create and implement policy and procedures for development and management of Little Rock Parks and Recreation's web site and create new position for daily maintenance of it.

OPERATIONS

Annual costs to manage \$25,000.

**ACTION 3.7.6** Develop a marketing plan for Little Rock Parks and Recreation and train staff how to manage it.

OPERATIONS

Develop marketing plan for the department and train staff to manage it \$30,000.

**ACTION 3.7.7** Expand marketing strategies and centralize efforts.

OPERATIONS

Marketing will require \$15,000 annually plus staff time and shifts in budget (all printing budgets transferred into centralized marketing budget). Some strategies may actually produce revenues to offset some operational costs.

**ACTION 3.7.8** Develop a Four-Season Catalog of programs that create more opportunities to recreate and increase revenue potential (see also ACTION 2.1.8).

OPERATIONS

Annual cost will be \$100,000 a year. These costs should be covered in program fees, so it doesn't need tax dollar support.

**POLICY 3.8: FUTURE PLANNING** *Implementation measures to consistently plan for the future and update previous plans.*

**ACTION 3.8.1** Parks System Master Plan shall be updated, benchmarked and refocused every five years for a new priority plan with a minimum fifteen year outlook.

OPERATIONS

\$40,000 to update costs, which include auditing against previous recommendations, and develop a citizens survey. Rewrite plan.

**ACTION 3.8.2** Create and implement policy and procedures requiring financial impact statement of project life indicating feasibility before accepting responsibility of implementation.

*No operational costs – staff time only.*

**ACTION 3.8.3** Create and implement a policy and procedures for a resource management plan for park properties (with particular emphasis on management and enhancement of functioning natural systems within urban development) (see ACTION 3.2.5).

*Cost covered in Action item 3.2.5.*

**ACTION 3.8.4** Prepare feasibility study of river use and access along Arkansas River, i.e. access into River Market area, development of marina and boat dock.

OPERATIONS

\$100,00 feasibility cost estimate, based on scope.

**ACTION 3.8.5** Prepare feasibility study of water impoundment along creeks and streams in Pulaski County.

1. Coordinate with Corps of Engineers and Public Works.

OPERATIONS

Estimated cost \$150,000.

**ACTION 3.8.6** Update and strengthen Little Rock City Code for Parks, Recreation and Cultural Affairs.

*Staff time only.*

**ACTION 3.8.7** Identify feasibility and prepare plans for a retreat complex.

OPERATIONS

One-time cost \$28,000.

**ACTION 3.8.8** Identify feasibility and prepare plans for an archery facility.

*OPERATIONS*

One-time cost of \$15,000.

**ACTION 3.8.9** Identify feasibility and prepare plans for a disc golf facility.

*OPERATIONS*

One-time cost for planning and design: \$10,000.

**ACTION 3.8.10** Identify feasibility and prepare plans for an overnight lodging facility.

*OPERATIONS*

One-time cost of \$60,000.

**ACTION 3.8.11** Identify feasibility and prepare plans for a skateboard and BMX bicycle park.

**ACTION 3.8.12** Identify feasibility and prepare plans for a dog park.

**ACTION 3.8.13** Identify feasibility and prepare plans for urban plazas

**ACTION 3.8.14** Identify feasibility and prepare plans for the expansion of Centennial Park



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# chapter seven: acquisition