



City of Rifle  
Parks and Recreation  
Advisory Board  
Strategic Plan of 2008



Adopted by Parks & Recreation Advisory Board on August 25, 2008  
Adopted by Rifle City Council on September 3, 2008

**The Parks and Recreation Advisory Board (PRAB) held its third annual strategic planning session on Monday, August 18th at Rifle City Hall in Rifle, Colorado. Those in attendance were:**

**Moderator**

**Keith Lambert**

**Parks and Recreation Members**

**Jim Boone, Secretary (absent)**

**Rich Carter, Vice-Chair (absent)**

**Steve Carter**

**Christy Gray**

**Mark Lapka**

**Tom Stuver**

**Ed Weiss, Chair**

**Mildred Whitt**

**Staff**

**John Hier, City Manager**

**Tom Whitmore, Parks Director**

**Aleks Briedis, Recreation Director**

**Wayne Edgeton, Assistant Recreation Director**

**Jeff Seastone, Recreation Coordinator**

**Linda Stilson, Recreation Coordinator**

**Steve Gehrke, Parks Maintenance Worker/Irrigation Tech**

**Ron Mitchell, Parks Maintenance Worker/Crew Supervisor**

**Dale Wilson, Grounds and Facilities Work Crew Supervisor**

**Janet Bertram, Parks Maintenance Worker/Crew Supervisor**

**Jennifer Reich, Recreation Coordinator**

**Angie Wilkins, Administrative Assistant**

**Bill Tabor, Building Maint. Worker/Cemetery Supervisor**

## **The Definition of Recreation is:**

### **Leisure that is engaged in for the attainment of personal and social benefits.\***

**\* Rossman, J.R. 1995. *Recreation Programming, Designing Leisure Experiences*. Champaign, IL: Sagamore Publishing.**

### **Beliefs**

(A statement of the organization's fundamental conviction, its values, its character)

We believe that...

- Parks and recreational activities foster human development, promote health and wellness, strengthen community image and sense of place, efficiently utilize resources, demonstrate fiscal responsibility, develop and cultivate partnership, support economic development, protect environmental resources, develop and empower staff, and increase cultural unity.
- Recreational activities should develop one physically, socially, and emotionally by enhancing cultural, artistic, and life skills.
- Programs should adapt to changing needs, age, and culture of the community.
- Participation in programs enhances one's education, promotes sportsmanship, advocacy, inclusiveness, and develops good citizenship, and overall well-being
- A variety of recreational opportunities should be available to everyone.
- Amenities should meet the needs of a diverse population by providing a safe, clean, affordable, well-balanced, educational, wholesome, enjoyable, and rewarding experience.
- Investments in parks maintenance and improvements provide dividends that enhance the quality of life, property values, and the community's self perception.
- All activities will enhance the general quality of life in Rifle.

## **Mission**

(A broad statement of the unique purpose for which the organization exists and the specific function it performs)

“To put forth the highest level of parks, programs, facilities, and services necessary to establish Rifle as a premier community on the Western Slope.”

## **Internal Analysis**

(An examination of those forces over which an organization has control)

### **Strengths**

(Characteristics which contribute to the ability of the organization to achieve its mission)

- Parkland dedication
- Dedicated tax revenue
- Pool, parks, trails, Rifle Mountain Park
- Staff, community efforts
- Knowledge/resources
- Broad range of activities
- Opportunities/ideas
- Sincere commitment
- Location/resources
- Colorado River, Rifle Creek, Government Creek
- Climate
- Advertisement in community
- Increased maintenance to beautify parks
- Park signage
- Prioritized spending
- Deerfield Park
- Playground equipment, action park
- Fairgrounds
- Round-a-bouts
- City leadership
- Focus on renewable energies
- Senior Center and programs
- Community theater

## **Weaknesses**

(Characteristics that limit the ability of the organization to achieve its mission)

- Safety issues due to incomplete trails/paths
- Completion of park's sidewalks
- Language-friendly activities
- Age/condition of the pool
- Too much land → too little \$
- Public perception vs. our perception
- Incomplete parks
- Lack of a Recreation Center
- Tax funding, not infinite → do we have enough to do a large project
- Lacking number of staff for what needs to be done
- Keeping up with capital equipment needs
- Sequence in completing facilities
- Maintenance facility/Parks and Recreation Building
- Lack of facilities in general
- Physical disability access

## **External Analysis**

(An examination of those forces over which an organization has little or no control. External change usually impacts an organization by virtue of its existence in a larger, sometimes more complex situation)

Types of forces:

1. Social
  2. Political
  3. Economic
  4. Technological
  5. Demographic
  6. Educational
- Energy extraction
  - Tourism
  - Revenue from 1 cent sales tax
  - Increasingly diverse population
  - Fairgrounds
  - Commercial/Retail growth
  - Other cities—competition
  - Land use

- N.I.M.B.Y. (Not In My Back Yard)
- Litigation
- Natural disasters
- Transportation—increasing pedestrians and bicyclists
- Man-made disasters
- Federal and State energy policy
- Growth
- Weather
- Change of City Council and PRAB members
- Migrant workers
- Increasing real estate costs
- Increasing building costs/services
- Public/land management policies
- Competitive job market
- Vandalism/Increasing crime
- Lack of volunteers
- Cost of living here
- Labor force
- Colorado Mountain College
- Increasing traffic
- Workforce housing

### **Goals**

(An expression of the desired, measurable end results for the organization)

### **Strategies**

(The broadly stated means of deploying resources to achieve the organization's objectives)

The goals for the Rifle Parks and Recreation Departments are to:

**Goal # 1: Promote healthy lifestyles through year-round recreational and leisure opportunities.**

Strategies:

1. Conduct facilities/programs for each season
2. Construct an indoor pool
3. Construct a multi-purpose community center
4. Organize indoor/outdoor theater events

5. Increase additional recreational programs—special events
6. Improve Rifle Mountain Park
7. Investigate opportunities of operating the theater
8. Encourage cultural parks and museums

<b>Action Steps</b>	<b>Short Range (next year)</b>	<b>Medium Range (up to 5 years)</b>	<b>Long Range (5+ years)</b>
Help identify funding for Community Center with REDC (3) <sup>1</sup>	2006 <sup>2</sup>		
Construct Community Center (3)		2006	
Conduct senior survey for Sr. Center remodel and activity needs (5)	2006		
Increase senior activities (5)		2006	
Identify future special events (5)	2006	2006	2006
Implement new special events (5)		2006	2006
Increase opportunities for individual recreational activities (5)		2006	
Investigate area for disc golf (1)		2007	
Create Map of Rifle Mountain Park	2007		
Create handouts (rules & maps) for all parks (6)		2007	
Investigate Rifle Creek Theater opportunities (7)		2007	

<sup>1</sup>The strategy to which the action step relates

<sup>2</sup>The year the action step was introduced in the plan

<b>Goal # 2: Complete, landscape and beautify all parks.</b>
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Strategies:

1. Make the entrance to Rifle more inviting
2. Finish projects that we have started
3. Focus on one park at a time
4. Increase flexibility and funding for parks
5. Identify priorities from cost benefits
6. Create a unified approach/theme to beautify parks
7. Deter vandalism

<b>Action Steps</b>	<b>Short Range (next year)</b>	<b>Medium Range (up to 5 years)</b>	<b>Long Range (5+ years)</b>
Complete Deerfield Master Plan (6)	2006		
Design/build maintenance facility (2)	2006		
Construct concessions, etc. (2)		2006	

Construct amphitheater at Deerfield (2)		2006	
Construct picnic shelters at Deerfield (2)		2006	
Obtain design/costs for synthetic turf and lights for Anvil Points field (2)	2006		
Upgrade Anvil Points field (2)		2006	
Install parking lot lights and security cameras at Deerfield (2)		2006	
Construct trail/sidewalk at Deerfield (2)		2006	
Identify area and construct Dog Park (2)		2006	
Landscape Deerfield park (2)		2006	
Upgrade other features of Deerfield identified by Master Plan (2)		2006	
Conduct Master Plan for Metro (6)		2006	
Construct items identified from Metro Master Plan (parking lot, restrooms, play structures, picnic shelters, landscaping) (2)		2006	
Design Promontory Park (6)		2006	
Construct Promontory Park (2)		2006	
Install new filter system for splash pool (2)	2006		
Complete additional improvements at pool identified by evaluation (2)		2006	
Construct sidewalk to Heinze playground and gazebo (2)		2006	
Improve or replace Heinze gazebo (2)		2006	
Construct restroom at Heinze (2)		2006	
Construct sidewalk to Davidson playground and large shelter (2)		2006	
Construct restroom at Davidson (2)		2006	
Additional landscaping at Davidson (2)		2006	
Upgrade volleyball court at Davidson (2)		2006	
Construct additional picnic shelters at Davidson (2)			2006
Upgrade playground surfacing at Moki (2)		2006	
Landscape Moki (2)		2006	
Upgrade playground surfacing at Arnold (2)		2006	

Landscape Arnold (2)		2006	
Upgrade playground surfacing at Joyce (2)		2006	
Conduct Master Plan for Rifle Mountain Park (6)		2006	
Map Rifle Mountain Park (2)	2006		
Improve Koper's Trail (2)		2006	
Improve sites at RMP (2)		2006	
Construct Centennial Park (2)	2007		
Design the Farm park (6)		2008	
Construct the Farm park (2)		2008	

**Goal #3: Complete Trail System to provide safe transportation throughout our community.**

Strategies:

1. Identify land and funding for trails
2. Update trail master plan
3. Construct trails through new developments
4. Implement long-term funding plan for maintenance
5. Construct trail connection from north to south Rifle

<b>Action Steps</b>	<b>Short Range (next year)</b>	<b>Medium Range (up to 5 years)</b>	<b>Long Range (5+ years)</b>
Continue working with Planning Department to obtain trail easements (3)	2006	2006	2006
Connect all segments of Rifle Creek Trail from South Rifle to Deerfield (1)		2006	
Construct trail/sidewalk at Deerfield (identified in goal #2) (1)		2006	
Create a timeline for trail (2)		2007	
Investigate bike lanes on roads (1)	2007		

**Goal #4: Insure a rational and balanced investment of park and recreation funds for recreation programs, parks, trails, open space and reserves.**

Strategies:

1. Continue updating Strategic Planning yearly
2. Create a timeline of projects to coincide with our long-term goals
3. Create a long range capital plan
4. Update the Parks and Recreation master plan

<b>Action Steps</b>	<b>Short Range (next year)</b>	<b>Medium Range (up to 5 years)</b>	<b>Long Range (5+ years)</b>
Update Strategic Plan (1)	2006	2006	2006
Form a long-range capital plan (3)	2006		
Update Parks, Recreation and Open Space Comprehensive Plan of 1996 (4)		2006	
Increase opportunities for individual recreational activities (identified in goal #1) (4)		2006	
Conduct cost/benefit analysis of recreation programs (2)		2006	
Determine fee philosophy for recreation and facility fees (2)		2006	
Develop a capital reserve and investment strategy (3)		2006	

**Goal #5: Provide facilities capable of offering efficient customer service and facility maintenance.**

Strategies:

1. Identify sites for future facilities
2. Acquire land
3. Build it

<b>Action Steps</b>	<b>Short Range (next year)</b>	<b>Medium Range (up to 5 years)</b>	<b>Long Range (5+ years)</b>
Plan for new rec offices and storage at Community Center (1)	2008		
Design/build maintenance facility (identified in goal #2) (3)	2006		

**Goal #6: Partner with other organizations and groups to improve and expand Park and Recreation opportunities.**

Strategies:

1. Approach energy industry
2. Create a capital reserve account
3. Apply for grants
4. Partner with foundations
5. Create an Intergovernmental Agreement (IGA) with School District
6. Work with the Bookcliffs Council on the Arts and Humanities (BCAH)
7. Develop a method for citizens to bequest funds/land
8. Work with Colorado Mountain College (CMC)
9. Work with Rifle Economic Development Corporation (REDC)
10. Work with the Grand River Hospital District (GRHD)
11. Work with Mesa State College
12. Work with Garfield County

<b>Action Steps</b>	<b>Short Range (next year)</b>	<b>Medium Range (up to 5 years)</b>	<b>Long Range (5+ years)</b>
Work with Garfield RE-2 on Anvil Points Soccer Field improvements for high school soccer (5)		2006	
Continue work with RE-2 on space and activities at high school (5)	2006		
Continue identifying and applying for grants (3)	2006	2006	2006
Work with local foundations for project funding (4)	2006	2006	2006
Work with private sector for partnership opportunities for the community center (4)		2006	
Educate the public on opportunities for bequests and estate gifts (7)		2006	
Continue working with organizations such as BCAH, DDA, RACC (5-11)	2006	2006	2006
Work with State and County governments and departments (12)	2006	2006	2006

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**Action Steps Completed in 2007**

Acquire site for Community Center		2006	
Remodel Sr. Center		2006	
Install security lights and cameras at Metro Park	2006		
Analyze pool evaluation and implement improvement plan	2006		
Replace water main at pool	2006		
Expand deck area/fencing at pool	2006		
Install flower planters at Heinze and Metro	2007		
Develop IGA with RE-2 for shared use of facilities	2006		

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**Action Steps Completed in 2006**

Conduct a feasibility study for a Community Center	2006		
Expand pump station at Deerfield	2006		
Apply for GOCO grant for 3 <sup>rd</sup> baseball/softball field	2006		
Construct 3 <sup>rd</sup> baseball/softball field	2006		
Complete design of concession stand, restrooms, dugouts and bleachers	2006		
Sandblast and paint pool	2006		
Identify location for Maintenance Facility	2006		
Identify alternative funding sources for Maintenance Facility (green building)	2006		