

System-Wide Goals & Initiatives



ORGANIZATIONAL EXCELLENCE

Operate with transparency, efficiency, and a focus on impact



SYSTEMS THINKING

Plan, invest, and operate the parks as a coordinated, cohesive, and unified system



BELONGING

Foster a strong sense of community, uniqueness, and inclusion



ACCESSIBILITY

Provide comprehensive amenities and safe connections that increase park equity, access, and use



RECREATION & PROGRAMMING

Support play, well-being, and growth for all ages



NATURAL ENVIRONMENT & SUSTAINABILITY

Assemble a greener community and address climate change



STEWARDSHIP

Maintain and operate a great park system



WORKFORCE DEVELOPMENT

Invest in staff and their professional growth



FINANCIAL VALUE

Operate the parks system in a manner that is financially sustainable and of high value to the community

GOAL 1

ORGANIZATIONAL EXCELLENCE

Operate with transparency, efficiency, and a focus on impact

1A. Emphasize good governance values and practices

- **Community-Centered Work:** Adopt a user- and community-centered approach to planning, operations, and communications
- **Make Information Accessible:** Utilize traditional and new communications resources and tools to ensure transparency in public meetings, boards, commissions, and city council activities, design processes, and vendor selection
- **Department of Excellence:** Strive to achieve the highest industry standards for parks and recreation and local government agencies (e.g., Pursue accreditation with the Baldrige Performance Excellence Program and Commission for Accreditation of Parks and Recreation Agencies)
- **Annual Progress Report:** Create and disseminate an annual progress report highlighting the accomplishments, progress, and future implementation needs
- **A Living Document:** Update this plan, as necessary, to adjust for changing circumstances, community desires, budgets, and facility needs
- **Update Zoning:** Revise the zoning map and code to incorporate a new parks zoning district that will better manage and regulate the city's open space

1B. Support and leverage the City's Boards and Commissions

- **(Re)Define Committee Roles:** Evaluate and define the role of the Parks and Recreation Advisory Committee, Environmental Committee, Planning Commission, and Equity Team in supporting parks and recreation efforts.
- **Support Onboarding:** Develop an onboarding process and mentorship program
- **Recruit Committee Members:** Actively recruit new members for boards and commissions, especially from underrepresented communities, perspectives, and skillsets
- **Beyond the Board Room:** Engage members in conducting research and community engagement efforts
- **Cross-Committee Conversations:** Facilitate coordinated conversations between boards, commissions, and the City Council
- **Work Planning:** Establish a cycle of committee strategic planning and work plan development
- **Committee Development:** Provide educational opportunities for elected and appointed officials to keep them informed about trends, issues, ethics, rules and regulations, and best practices

1C. Coordinate with community partners

- **Partner Analysis:** Conduct a gap analysis of our community partnerships to assess partnership opportunities
- **Partner Relationships:** Foster new and improved relationships with community organizations, neighboring communities, the county, and other government agencies
- **Project Collaboration:** Coordinate with partners on long-term capital improvements and programs, and explore opportunities to reduce redundancies and share facilities
- **Community Projects:** Consider supporting partner initiatives such as Safe Routes to Schools, green schoolyards, regional trails, and community gardens
- **Coalition Membership:** Join coalitions and initiatives advocating for park-positive legislation and funding at the regional, state, and federal levels
- **Formalizing Agreements:** Develop a transparent, values-based, and reciprocal process for formalizing partnerships, lease agreements, and joint-use or shared facility opportunities with organizations, agencies,

GOAL 2 SYSTEMS THINKING

Plan, invest, and operate the parks as a coordinated, cohesive, and unified system

2A. Apply a goal-oriented approach to park design and investments

- **Park Assessments:** Establish a process to assess existing park conditions, understand neighborhood and community priorities, and enhance park improvement projects.
- **Complete Parks Policy:** Adopt a Complete Parks Policy to promote design excellence. Including standards and guidelines that address aesthetics, architectural and construction quality, functional use, and durability to create inspiring, welcoming, climate-resilient, ecologically-healthy, playful, beautiful, and safe parks.
- **Access Through Innovation:** Expand park access and use by leveraging new technologies, innovations, best practices, multi-functional design, strategic land acquisition, and redevelopment

2B. Strategically distribute facilities and programs within the context of a community-wide system

- **Addressing Disparities:** Address disparities and gaps in parks and amenities, particularly in high-priority areas and areas projected for growth
- **Collaborative Coordination:** Coordinate with public and private partners to meet system goals, reduce redundancies, and expand access through co-location and joint use
- **Data-Driven Decisions:** Utilize technology, level of service analysis, and park audits to capture additional usage and need data
- **Community-Centric Projects:** Consider park projects that highlight the unique activities, history, and natural assets of the surrounding neighborhood
- **Facility Evaluation:** Assess the feasibility of decommissioning outdated, underutilized, and duplicative facilities while enhancing the overall quality and utilization of the remaining similar facilities.
- **Balanced Programming:** Ensure a balanced geographic distribution of programming options to reduce duplication, meet neighborhood needs, and provide a mix of programmed and non-programmed times and spaces

2C. Leverage the catalytic power of parks to drive land and economic development

- **Parks as Economic Drivers:** Collaborate with the Community Development Department to use parks as drivers for redevelopment and economic growth
- **Privately Owned Public Space:** Encourage the establishment of privately owned public spaces, creative streetscapes, and engaging building facades. Seek additional public recreational benefits through zoning, development reviews, and regulatory processes.
- **Private Greening:** Explore partnerships that aim to provide parkland and green spaces in underutilized areas. Consider innovative temporary installations or pop-up events to activate these spaces.
- **Robert Street Spaces:** Leverage the Robert Street Bus Rapid Transit line and private redevelopment to bring new green spaces to the corridor.
- **Support Businesses:** Showcase and partner with local businesses and entrepreneurs at parks, events, and concessions.

GOAL 3 BELONGING

Foster a strong sense of community, uniqueness, and inclusion

3A. Develop an identity and community image that is 'Uniquely West St. Paul'

- **Park Branding:** Enhance the branding of park signage, staff uniforms, vehicles, equipment, and documents to build public awareness and visibility of the department
- **Telling Our History:** Collect and share the city's history in a creative way that resonates with today's park users
- **Park Naming:** Update the park naming policy to guide the naming of new parks and outline a thoughtful process for evaluating park renaming requests
- **WSP Weird:** Embrace the idea of 'West St. Paul Weird' by promoting and celebrating the whimsical, quirky, and unique aspects of our community

3B. Strengthen public events and experiences

- **Spaces for Connection:** Develop innovative spaces, events, and programs that encourage connection
- **Inclusive Events:** Offer inclusive, free, and fun public events that benefit the broader community
- **Varied Programs:** Provide a diverse range of programs tailored to families, youth, and adults
- **Formalizing Partnerships:** When values and mission align, consider partnering with community-oriented organizations to enhance and support community events or programs
- **Quality Emphasis:** Focus on the quality and impact of public events and programs rather than maximizing quantity. Evaluate public events and experiences to ensure they align with community demands and needs, and provide new programs with sufficient time to develop.
- **Advancing Third Places:** Develop a 'Third Place' strategy to promote and enhance community gathering spaces

WHAT IF WE GOT A LITTLE WEIRD?



Baltimore added eyeballs to two harbor trash collectors transforming eyesores into the now beloved Mr. and Mrs Trashwheel.



Downtown Lemont in Illinois rebranded with an effort to celebrate local culture and resident go-getter, known as Lemonsters. The effort includes new mascots, public art, and a parade.



The Lawn on D in Boston is an accessible "adult playground" that features swings, playground equipment and other fun activities sized for adults.



New York City's Home for Retired Park Animals is a place for old play equipment to find a new life and quirky celebration.



It's a uhh... a long story, but Estes Park, Colorado celebrates "Frozen Dead Guy Days" every year with plenty of frigid and freaky fun activities.



Little Debbie Park was built on land donated by the family of the snackmaker. To celebrate, the park includes several snack-themed art installations.



Montrose, Minnesota's annual beauty pageant includes a unique theme, dance, and costume. The winner is paraded through town on a massive swan float.

GOAL 3 BELONGING

Foster a strong sense of community, uniqueness, and inclusion

3C. Celebrate West St. Paul's diversity

- **Understand Barriers:** Partner with diverse communities to better understand barriers to participation, park access, and sense of belonging
- **Building Community Connections:** Provide a wide variety of programs, activities, and events to promote social, multigenerational and cross-cultural interaction and create shared community experiences that bring diverse residents together
- **Community Event Support:** Continue supporting events that celebrate the city's diversity, such as Latine Heritage Days and Pride
- **Department Values:** Foster an organizational culture that values inclusion for staff and park users, recognizes the value of diversity, is respectful and welcoming of people from all backgrounds, and works to remove barriers to involvement
- **Welcoming Messages:** Create and share messages, stories, and park projects that emphasize the expectation that all communities are welcome in our parks

3D. Recognize parks as a unique venue to support and celebrate the arts

- **Art Strategy:** Develop a formal Arts Strategic Plan to guide the growth and integration of various art forms within the community
- **Art is Essential:** Promote creativity, arts, and culture in parks as essential components of a vibrant and modern park system
- **Artists as Community Builders:** Explore opportunities to partner with artists on projects, programs, plans, and engagement
- **Performance Spaces:** Create new spaces that allow for artistic performance and exhibition

3E. Develop a robust engagement strategy and prioritize input for the development of park projects, programs, and events

- **Develop a Comprehensive Engagement Plan:** Create a proactive approach to ensure community members and stakeholders are involved from the earliest stages of park planning, and that information is consistently shared throughout the project's duration
- **Enhance Staff Skills:** Build the capacity of parks staff to continuously engage with community stakeholders and convene those with different priorities for the parks
- **Conduct Regular Community Meetings:** Aim to hold park activations/community meetings at each park on a semi-regular basis to gather and provide feedback regarding programming and park development
- **Value Diverse Forms of Engagement:** Recognize and appreciate all types of community involvement, whether it's in-person, online, or written. Strive to balance feedback with data and align with the values and goals outlined in this and other city-adopted plans.
- **Improve Data Collection and Analysis:** Enhance processes for collecting and analyzing data. Consider using market surveys, community polls, and anonymized cell phone data to gain better insights into park usage, priorities, and community preferences.

GOAL 3

BELONGING

Foster a strong sense of community, uniqueness, and inclusion

3F. Leverage public spaces to build community connections and community health

- **Bring People Together:** Utilize parks and recreation to address the loneliness epidemic. Build social capital and trust by using the parks to bring people together for small gatherings and encourage neighborhood celebrations.
- **Reduce Smoking:** Continue to discourage smoking in public spaces
- **Consider Health Outcomes:** Develop relationships with healthcare providers and public health agencies and explore programs and projects that address health improvement, reduce toxic stress, and work to combat chronic and preventable diseases
- **Support the Homeless:** Strengthen relationships with experts and partner organizations, including government agencies and community organizations, who can provide services for those experiencing homelessness
- **Safe Materials:** Remain knowledgeable and implement best practices around safe and non-toxic material options for amenities like playgrounds and artificial turf
- **Food Access:** Expand access to healthy foods in programming, events, education, partnerships, and site design

GOAL 4

ACCESSIBILITY

Provide comprehensive amenities and safe connections that increase park equity, access, and use

4A. Create strong connections between the transportation and park systems so that people can easily and safely access the parks by foot, bike, wheel, transit, or car

- **System Navigation:** Guide and direct visitors to our parks by developing new park signage and community wayfinding systems
- **Greenways:** Connect the parks through the creation of a network of greenways
- **Pedestrian-First Access:** Enhance pedestrian access to parks by implementing the Complete Streets policy, the Bike and Pedestrian Plan, and making infrastructure improvements. These improvements include completing trail and sidewalk gaps, traffic calming measures, regular maintenance, strategies for crash reduction, education, and enforcement.
- **Walking Loops:** Encourage walking through the creation of walking loops within parks and neighborhoods

4B. Make the parks welcoming and accessible to people with diverse abilities

- **Partner with Disability Experts:** Collaborate with individuals of varying abilities to assess current park facilities and to plan for future improvements
- **Accessible Playground:** Add a dedicated all-abilities playground to the park system
- **Consider All Age Groups:** Develop an Age-Friendly Strategy Plan to address the needs of seniors and youth

GOAL 4 ACCESSIBILITY

Provide comprehensive amenities and safe connections that increase park equity, access, and use

4C. Enhance communication efforts to improve access to information

- **Update Communications Collateral:** Regularly update the city’s website, park materials, and other public-facing resources to ensure they are easy to understand, accessible, and user-friendly. This includes resources such as maps, brochures, handouts, volunteer recruitment materials, park safety information, and policies.
- **Welcoming Tone:** Manage parks communication in a creative and fun manner that celebrates the diversity of languages and cultures in West St. Paul, educates the community on critical issues, emphasizes the values and goals outlined in this plan, and brings joy
- **Strategic Communications:** Develop new marketing strategies that consider outreach to diverse racial and ethnic communities
- **Leverage Technology:** Use technology to expand access to information, including the use of QR codes and dynamic signage. Expand access to fast and reliable public Wi-Fi in certain parks and public spaces.
- **Facility Use:** Clearly communicate permitting guidance for athletic and community facilities to ensure easy, safe, and equitable access

4D. Work to expand places to “go”

- **Longer Portable Bathroom Seasons:** Increase the seasonal duration of portable bathroom availability, particularly in frequently visited parks
- **Offer Plumbed Bathrooms:** When feasible, offer plumbed bathrooms at key facilities while ensuring they are safe and sanitary
- **Reduce Vandalism:** Employ design solutions to minimize bathroom vandalism and misuse
- **Universal Access:** Enhance the accessibility and inclusivity of bathrooms by offering standalone gender-neutral bathrooms and changing facilities

4E. Celebrate the parks as year-round destinations

- **Creative Multi-Season Design:** Extend seasonal use through creative and multi-functional design solutions
- **Finishing Touches:** Incorporate landscaping, lighting, and experiences that provide year-round visual interest and habitat
- **Designing for Weather Protection:** Add amenities that provide shade, wind block, and relief from extreme temperatures
- **Adapt Programming to Climate Change:** Adjust programming and operations to accommodate a changing and uncertain climate, particularly warming winters
- **Indoor Activities:** Continue to offer and expand indoor athletics and recreation offerings
- **Winter Maintenance:** Maintain winter services that balance accessibility with safety

GOAL 5 RECREATION & PROGRAMMING

Support play, well-being, and growth for all ages

5A. Continue to support athletic programming and related facilities

- **Equitable Athletics:** Ensure equitable support of athletics throughout the system by fostering partnerships, supporting sports leagues, and implementing city-led programs
- **Access to Facilities:** Expand the use of all athletic and concessions facilities in a manner that is fair and accessible to all user groups. Engage with regular permit holders and others to encourage the use of facilities during non-peak hours, thereby expanding capacity.
- **Innovative Facility Use:** Be open to creative use of athletic facilities for new and expanding sports, games, and activities
- **Hosting Major Events:** Continue to seek opportunities to host major sports competitions, tournaments, and events, and consider facility upgrades that might attract additional usage

5B. Enhance capacity to expand high-quality educational and programming opportunities

- **Expand Program Offerings:** Increase the diversity and responsiveness of programming to meet the needs of the community, including more programming opportunities for:
 - Community-wide events, festivals and programs
 - Environment and water quality education
 - Art and engagement
 - Culturally relevant programs
 - Building social capital and community connections
 - Improving physical and mental health
- **Increase Capacity:** Explore ways to expand the number of spots available for high-demand programs
- **Assess Programs:** Through a sustainability and equity lens, establish a process to assess existing and potential recreation programs

5C. Expand affordable play and recreation programs, especially in high-priority population neighborhoods

- **Safe Parks Programming:** Explore tailored programming to address safety concerns and promote positivity in parks
- **Scholarship Program Use:** Increase the use of the recreation scholarship program to increase access for those with limited financial means
- **Adaptive Recreation:** Continue developing adaptive sports programs
- **Recreation Center Study:** Assess the possibility of a recreation center in a high-priority park

GOAL 6 NATURAL ENVIRONMENT & SUSTAINABILITY

Assemble a greener
community and
address climate change

6A. Implement management protocols that protect and enhance the natural environment

- **Nature in All Parks:** Provide a natural experience at each park in the system
- **Environmental Offerings:** Incorporate nature-based education, programming, and amenities into the park system
- **Natural Resources Management Plan:** Develop a Natural Resources Management Plan, in partnership with other relevant government agencies, that lays out strategies to protect, maintain, and enhance our natural lands
- **Asset Protection:** Prioritize the preservation of historic, cultural, scenic, and natural resources in park development and improvement projects
- **New Green Spaces:** Work to expand access to natural spaces, particularly in the northern half of the city, through creative improvement projects and land acquisition
- **Limit Chemical Use:** Pursue efforts that employ strategic and limited use of chemicals and pesticides

6B. Expand natural habitats and safeguard our biodiversity

- **Promoting Biodiversity:** Reduce high-maintenance turf grass and impervious surfaces
- **Green Pathways:** Enhance and support habitat connectivity and reduce habitat fragmentation by providing habitat spaces for wildlife to move in and around West St. Paul
- **Invasive Management:** Work with partners to continue managing and strategically removing invasive species, such as buckthorn and garlic mustard
- **Habitat-Friendly Design:** Strive to make park buildings and facilities habitat-friendly, including landscaping, bird-friendly design, lighting modifications, and other practices

6C. Protect the City's ground and surface waters

- **Water Monitoring:** Continue water quality monitoring
- **Environmentally-Friendly Infrastructure:** Install and integrate green and blue infrastructure into the park system
- **Water Access:** Expand access to water bodies
- **Ecosystem Development:** Improve terrestrial and aquatic ecosystems near water bodies

6D. Invest in and increase the tree canopy

- **Update Tree Inventory:** Work with partners to conduct an updated public tree inventory, inclusive of all trees in parks, boulevards, and public facilities
- **Tree Action Plan:** Develop a Tree Action Plan that tracks tree-related data, maps a strategy and budget for action, and prepares the City for grant opportunities
- **Combat Tree Pests and Diseases:** Combat Emerald Ash Borer and other pests and invasive species
- **Tree Removal and Replacement:** Establish a climate- and equity-focused tree removal and replacement policy that enhances resilience through species diversification and strategic tree planting to combat urban

GOAL 6

NATURAL ENVIRONMENT & SUSTAINABILITY

Assemble a greener community and address climate change

6E. Build momentum for the City's efforts to address climate change and advance sustainable practices

- **Climate Action Plan:** Plan for a changing climate by developing a data-centered Climate Change Action Plan
- **Emergency Response:** Enhance emergency operations, disaster resiliency planning, and park policies and protocols that consider safety and maintenance needs before, during, and after emergencies
- **Addressing Heat:** Mitigate the impact of urban heat and summer sun on park users in park design, planning, programming, and management practices.
- **Waste Management:** Continue to promote Minnesota's Waste Hierarchy while providing education and opportunities for reuse and recycling.
- **Natural Resource Staffing:** Develop a Green Team and consider hiring a Natural Resources Manager
- **GreenStep Cities Program:** Complete the GreenStep Cities program and maintain Step 5 status
- **Climate Mitigation:** Reduce greenhouse gas and carbon emissions and increase renewable energy production in park operations and facilities

GOAL 7

STEWARDSHIP

Maintain and operate a great park system

7A. Prioritize excellence in the daily maintenance and operations of the parks system

- **Asset Management:** Develop a Park Inventory and Asset Management System
- **Maintenance Strategy:** Create a Maintenance Strategy that includes biannual condition assessments and maintenance plans for all capital improvement projects
- **Fleet and Equipment:** Invest in the city's infrastructure, including staff, equipment, fleet, and facilities, to enhance productivity. Evaluate all equipment replacement options, focusing on sustainability and technological advancements.
- **Facility Operations:** Establish standard operating procedures to ensure coordinated management of the pool, dome, ice arena, and other future large facilities

7B. Utilize community members and volunteers to make the parks system shine

- **Next Generation Leaders:** Inspire the next generation of park stewards through education, volunteering, and outreach
- **Volunteer Opportunities:** Organize and promote inclusive volunteer opportunities throughout the year, such as cleanups or community days
- **Park Stewards:** Continue to support and expand the Adopt-A-Park program. In addition to maintenance activities, encourage "friends" groups to activate park spaces and bring neighbors together for social connection.
- **Athletic Partnerships:** Partner with athletic associations and other facility users to maintain and support the upkeep of facilities

GOAL 7 STEWARDSHIP

Maintain and operate a great park system

7C. Improve park safety and reduce vandalism through infrastructure investments, design, programming, and partnerships

- **Enhance Communication and Partnership:** Expand partnership and coordination with the Police Department, school district, and community partners to establish a regular line of communication for sharing information
- **Proactive Programming:** Develop and seek funding for a Park Ambassador Initiative for high-use parks such as Harmon, Sports Complex, and the future park at 150 Thompson
- **Crime Prevention:** Utilize Crime Prevention Through Environmental Design (CPTED) and other tools to assess the built environment and map strategies to improve lighting, sightlines, and other design tools to improve the perception of safety and reduce opportunities for crime
- **Security Cameras:** Continue installation of security cameras in parks with higher traffic and incidences of crime
- **Incident Policies and Protocols:** Update policies and procedures that guide park staff when responding to disruptive or violent incidents at parks or facilities
- **Corrective Actions:** When appropriate, pursue corrective action for acts of vandalism or other negative actions through restorative justice and community service, but reserve and utilize legal recourse for certain circumstances
- **Professional Development:** Provide training on public health and human rights issues in the parks, such as substance use, mental health crises, and human trafficking, so that staff and volunteers can recognize and navigate complex issues and know where to access resources

“Too many people think, “What can I do?” All of us can do something.

Olivia Dodge,
Founder of Dodge Nature Center



GOAL 8

WORKFORCE DEVELOPMENT

Invest in staff and their professional growth

8A. Develop and implement a workforce growth and professional development strategy

- **Right-Size Staffing Levels:** Increase the number of park staff to meet growing and changing demands on the parks system
- **Staff Development:** Support the ongoing professional development of team members
- **Staff Involvement and Network Development:** Encourage staff to serve on committees, task forces, and professional organizations to influence policy, direct resources, and build networks
- **Seasonal Staff Training:** Streamline and improve the training process for seasonal staff

8B. Utilize a wide variety of tools to improve recruitment and retention

- **Recruitment Partners:** Market open positions to underserved communities, stay-at-home parents, retirees, residents, and city residents.
- **Seasonal Staff Retention:** Explore tools to retain seasonal staff year-over-year
- **Applicant Considerations:** Modernize the hiring and interview process
- **Career Pathways:** Develop internships, mentorships, and apprenticeships that bring new people to the profession and support on-the-job training
- **Two-Way Feedback:** Foster practices that support two-way feedback between supervisors and employees
- **Succession Planning:** Proactively plan for retirements and vacancies
- **Welcoming Workplace:** Create welcoming and safe workspaces

8C. Foster a strong sense of camaraderie and collaboration amongst team members

- **Recognition:** Recognize outstanding work, commitment, and creativity
- **Team Growth:** Develop and build team camaraderie
- **Team Communication:** Open lines of communication, advance projects, and develop rapport
- **Leveraging Skills and Passions:** Lean into staff's passions, priorities, expertise, networks, and desired areas of growth when assigning projects and advancing initiatives

GOAL 9 FINANCIAL VALUE

Operate the parks system in a manner that is financially sustainable and of high value to the community

9A. Explore methods to improve and streamline the budgeting process

- **Equity-Based Decision-making:** Utilize the Equity Decision-making Framework and other tools to inform budget decisions and prioritize investments
- **Budget Education:** Increase public education and awareness of budget needs, costs, and processes
- **Multi-pronged Budget:** Create flexible funding and budgeting that prioritizes essential agency aspects while supporting innovation and in-time flexibility
- **Budget Evaluation:** Evaluate the true costs of capital projects and programs, including long-term maintenance needs, partnership impacts, capacity, and environmental impacts

9B. Explore and enhance opportunities for revenue generation

- **Business Development Plan:** Create a business development plan to promote, market, and facilitate creative and community-centered use of the parks
- **Revenue Generation:** Expand user-base to maximize facility rentals and program registrations
- **Philanthropic Partners:** Develop relationships with a fundraising nonprofit, philanthropic, and grant-giving partners to advance community projects and programs
- **Lease Agreements:** Center public benefit in lease agreements of concessions and facilities

9C. Make historic and critical investments in the park system

- **Capital Improvement Planning:** Annually evaluate facility and program needs to improve budgeting and investments
- **Project Prioritization:** Sequence capital projects to prioritize transformative changes, enhance safety, support high-need populations, reinvest in key projects and beloved facilities, and advance innovative ideas as appropriate
- **Increased Grants and Financial Support Advocacy:** Advocate for the increase of funding sources from regional, state, and federal agencies and philanthropic partners for local parks

9D. Be a leader in the field by increasing operational efficiency, enhancing the user experience, and providing gold-standard customer care

- **Right-size Program Costs:** Maintain low participant costs, and reduce participation costs for low-income participants through scholarships.
- **Registration:** Improve participant registration and payment options in order to increase access, reduce costs, and improve usability
- **Civil Steward Model:** Strive to meet community member needs and provide excellent customer service