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Tulsa Parks and Recreation Master *Executive Summary*



TULSA  PARKS

Acknowledgements

This project commenced in February, 2009. Phase I is scheduled for completion by Spring, 2010.
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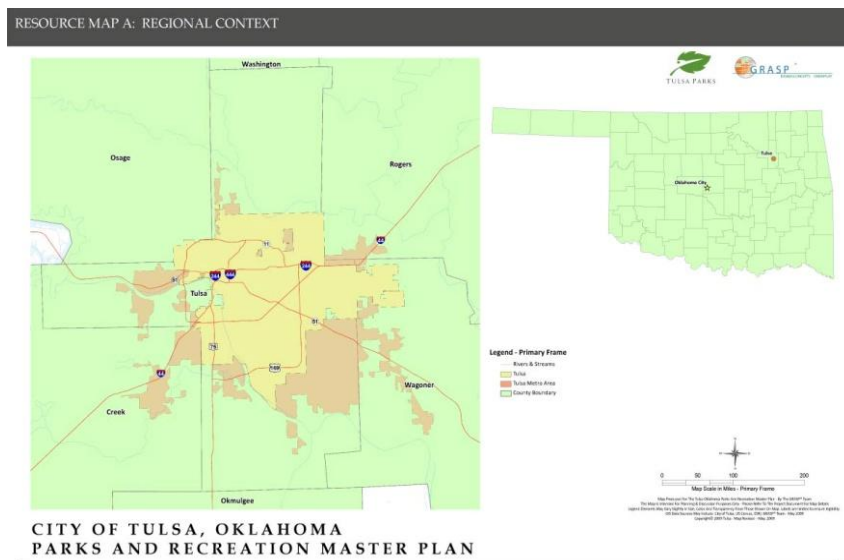
GreenPlay, LLC

I. Executive Summary

Purpose of this Plan

The Tulsa Parks and Recreation Master Plan is intended to help meet the needs of current and future recreation assets. The citizen-driven plan establishes a clear direction to guide city staff, advisory services and facilities.

The City of Tulsa



Resource Map: Regional Context shows that Tulsa is situated in Tulsa County along the Arkansas River in Northeastern Oklahoma. To the east are the Ozark Mountains, and the Great Plains lie to the west. Most of the city is on the east bank of the river, with downtown Tulsa situated at a bend in the river where it changes course from east to southerly. Just northwest of downtown is the boundary of the Osage Indian Reservation, and the southeast side of Tulsa is adjacent to the community of Broken Arrow.

Parks and Recreation Department Overview

The City of Tulsa manages 135 parks covering roughly 6,000 acres including nature centers, golf courses, WaterWorks Art Studio, Clark Theatre and Heller Theatre at Henthorne, Tulsa Zoo & Living Museum, Tulsa Garden Center, 21 swimming pools, over 200 sports fields, 89 playgrounds, 116 tennis courts, 31 water playgrounds, The River SkatePark, 69 picnic shelters, 21 community centers, fitness facilities, gymnasiums, meeting rooms and facilities, trails and more. This Master Plan does not specifically address the Tulsa Zoo or golf courses.

Tulsa Parks Vision Statement

Tulsa will be known as a city that celebrates and preserves green space and beautiful environments, and enjoys outstanding recreational opportunities supporting the health and wellbeing of its citizens.

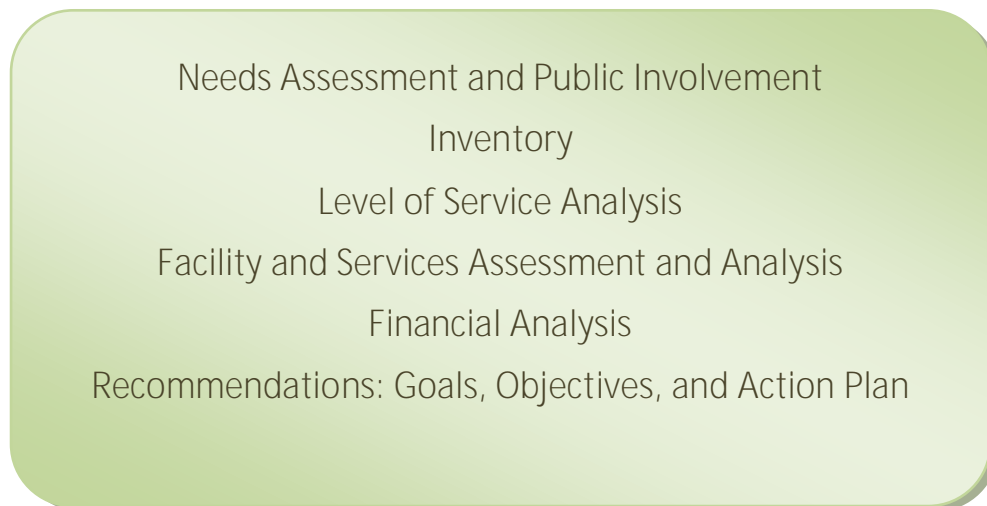
Related Planning Efforts and Integration

This Master Plan has integrated information from additional planning efforts for the City of Tulsa that have helped inform the planning process for this Plan. These include:

- < Summary of recent ten-year plan updates for Tulsa Neighborhood Implementation Plan Studies, 2008
- < Downtown Tulsa Master Plan, 2009 (Draft)
- < Brady Village Trail Plan, 2009
- < Strategic Plan for the City of Tulsa Parks and Recreation Department, 2009-10
- < PLANiTULSA, currently in progress
- < Aquatics Inventory Analysis 2007

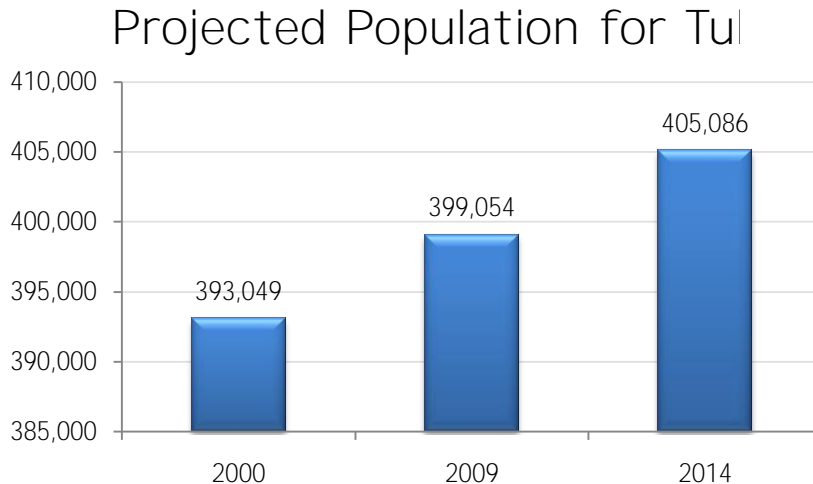
Methodology of this Planning Process

This project, which has taken place from February to November 2009, has been guided by a project team from Land Legacy, and this team provided input to the GreenPlay consulting team throughout the planning process. The project incorporates the local knowledge and institutional history that only community members can provide. The project consisted of the following tasks:



Demographics and Population Projections

Highlights of Tulsa Demographic Profile



- < The City of Tulsa has seen a moderate increase in population over the past nine years (1.5%), and is projected to experience a slight increase over the next five years (1.5%).
- < The population in Tulsa is aging. There is a dramatic increase projected over the next 5 years for residents 55 and older. Programming for these age groups should be expanded as the population grows.
- < Tulsa has a significant amount of racial and ethnic diversity.
- < Almost one-
- < Tulsa has lower household incomes than the metropolitan area.

Focus Groups Summary

Focus group participants appreciate the quantity and historic value of the parks and recreation facilities they have and realize that the facilities increase the quality of life within the community. The affordability of programming opportunities is important and the low-cost options are appreciated. Participants also see and understand the challenge faced by department staff that even though resources shrink, expectations do not.

There were many positive things said about the Department, facilities, and programs, however, there is a lot of concern about the lack of funding the Department is receiving. It is apparent to the focus group participants that many of the park and recreation facilities are in need of replacement or renovation. From park ponds to tennis courts, to community centers to outdoor pools, the system has aged and needs attention and ongoing preventative maintenance strategies.

Input varied in regards to additional programming needs, but the need for non-team sports programming was consistent. Programming examples included: environmental, afterschool, arts, concerts in the parks, and family inclusive programming. Additionally, the need for programming that focuses on participants aged 10-25 was consistent. New facility needs that were identified include sports complexes (football and soccer), dog parks, expanded arts facilities (WaterWorks), and aquatic facilities.

Almost every area of the City was identified as having shortcomings in regards to parks and recreation facilities and services. Filtering the input shows that the need for parks and recreation facilities, programs, and services is apparent regardless of age, income levels, or neighborhood.

Survey Summary

The citizen survey was dispersed using three approaches: as a random sample mailback survey (which was also supplemented with an online version and doorknob surveys), an open-link web and handout survey, and a web survey that was distributed to agency representatives, stakeholders, and associations. Special interest groups are likely to seek out the open-link surveys in order to express their opinions. Overall, there were 1,306 responses received. There were 450 random survey responses received, which have a margin of error of approximately +/- 4.6 percentage points calculated for questions at a 50% response rate.

Survey highlights include:

- < Parks and city trails are used most often, ranked highest as most important to the community, and received the most positive satisfaction ratings.
- < Outdoor swimming pools are used least often, ranked the lowest in importance to the community, and received the lowest satisfaction ratings.
- < Within the Importance-Satisfaction Matrix (comparing importance scores against satisfaction scores), all of the facilities, programs, a

- < McClure was the most frequently visited community center, followed by Hicks and Whiteside.
- < There was strong support for funding improvements to community centers through the creation of a new dedicated funding source through vote of the people.
- < Respondents indicated that additional youth and teen activity areas are the current most important needs for indoor facilities, and will be the greatest need over the next 5-10 years to add, expand, or improve indoor recreation facilities, followed by additional designated areas for seniors/active adults 60+.
- < Restrooms, playgrounds, and trails and trail connections are the most important to add, expand, or improve for outdoor recreation facilities.
- < Programs and activities with the highest need are special events, followed by fitness and wellness programs.
- < \ programs.
- < Respondents gave a rating of 2.9 (on a 5-point scale with 5 being excellent) in regard to how the City of Tulsa does in providing them with information about recreation facilities, parks, trails, and programs.
- < When asked about additional funding mechanisms respondents indicated tha from general sales tax funds and fees from unobtrusive oil drilling in large tracts of undeveloped

Programming and Level of Service Analysis

An extensive programming analysis was conducted and is available in the Final Report. Additionally, a Level of Service Analysis was conducted. This detailed analysis is also available in the Final Report.

Recommendations

Capital Improvements

While Tulsa is typical of many mid-sized cities in the United States with relatively low population densities, it nonetheless has a robust park system, with over 6,000 acres of parkland in the inventory, or about 15 acres per 1,000 persons. This is a healthy ratio and a satisfactory one that does not call for any major adjustments. The focus should be on what is offered within this acreage and how it meets the needs of Tulsans. The park acreage currently is a mix of developed and undeveloped sites. These are well distributed throughout the city.

A more critical issue is the condition and configuration of those parks. Tulsa has many parks of approximately the same age that are reaching a point in their life cycle where replacement/refurbishment/repurposing/etc. is needed. An organized strategy is needed to be looked at closely to determine what things within them are timeless, and what things are no longer relevant. Strategic prioritization is needed to determine if some things should be removed or replaced, if funds become available, or a new use is found, etc. A strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components is included in the final report.

It is possible that through ongoing public input, and as needs and trends evolve, new needs will be identified for existing parks. If there is no room in an existing park for new needs, the decision may be made to remove or re-purpose an existing component, even if it is quite functional.

Trends to keep an eye on as Tulsa decides what to do with low-functioning facilities, or how to make existing parks fit the needs of residents as highly as possible, include things like:

- < Dog parks continue to grow in popularity.
- < Skating continues to grow in popularity.
- < A desire for locally grown food and concerns about health and sustainability.
- < -
- < growing in popularity as a way to build a sense of community.
- < Sprayparks are growing rapidly in popularity, even in cooler climates than u
- < New types of playgrounds are emerging, including discovery play, nature play, adventure play, and art play.
- < Integrating nature into parks by creating natural areas is a trend for a number of reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment. An educational aspect is an important part of these areas.

Walkability

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about obesity, diabetes, heart disease, and other ills across the nation have made walkability a goal for
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fairly well distributed throughout the city, offering the potential for greatly enhanced walkability for the community. The key is to make sure these lands are desirable destinations to which people can walk.

This can be done by assuring that people feel safe and comfortable. Parks should have shade, comfortable places to sit, and accommodation for basic needs like drinking water.

Other opportunities to add more greenspace can be sought out wherever possible. For example, park amenities can be required in redevelopments of existing areas. Recreational trails should be extended into existing neighborhoods and parks as much as possible. A simple loop trail with interpretive signs, benches, and picnic tables would be sufficient to make the reservoirs into healthy and enjoyable destinations for local residents.

Destination Parks Matching Service to Citizen Desires in Tulsa

The most important needs for outdoor facilities for Tulsa Parks and Recreation were identified in the Master Plan Survey. Trails and trail connections were the highest-ranking in terms of total responses identifying them as first, second, or third most important. They were followed very closely by

Other capital improvement areas that surfaced as of particular interest to this study include nature centers/open space, aquatics, and tennis.

Trails

Tulsa has a good start on an effective network of trails. There are 78 existing miles of trail listed in the inventory, and several of these are connected together into a nearly complete loop of 67 miles. Because Tulsa covers such a large area, providing trails coverage for the entire city presents a huge challenge. While a connected system of trails throughout the city is an ideal, shorter individual loops can be effective as well.



Playgrounds

Playgrounds ranked at the top of the priorities for outdoor needs in Tulsa in the survey. Nationally, a number of other related issues continue to gain attention in the media and broad based support comes from healthcare providers, educators, foundations, and others. Having recognized the importance of this issue now, as it implements its new master plan for parks, Tulsa could take a leading position in addressing this national issue.

Nature Centers/Open Space Areas

Nature Centers/Open Space Areas were listed among the top priorities for outdoor facilities in the survey. Placing features like play elements, interpretive gardens, shelters just inside wooded or natural areas in the park would help to integrate natural areas with developed parts of parks as well as converting developed sections that have low use into more natural landscapes.

Aquatics

Tulsa pools are challenging from financial, management and functional perspectives. An assessment has been created for each pool to determine the feasibility of continued operation. A strategy for adding spraygrounds and upgrading existing spray pads in key locations should be created to provide a draw for the larger neighborhood, especially where no pools are available.

Tennis

Many courts in Tulsa are currently in very poor condition. However, trends indicate that the popularity of tennis is once again on the rise. This trend should be monitored in Tulsa to determine if courts that are currently underused will be in demand at some point in the future.

Programming

The Tulsa Parks and Recreation staff takes great pride in providing programs that improve quality of life, create positive lifestyle choices and allow for the exploration of new experiences. Over the years, declining funding has become a limitation for the creation and/or expansion of city recreation programs. This situation will only become more complex if future budgets continue to decrease and staffing and facility resources shrink. Survey respondents identified recreation and environmental programming as important to the community but also indicated that these services were only marginally meeting their needs. Programs identified as top priorities by the community input are:

- < Special events (i.e. concerts in the parks, festivals, etc.)
- < Fitness and wellness programs
- < Cultural/arts programs
- < Family programs

To determine additional potential programming opportunities, further review of citizen survey data should be conducted and used in conjunction with additional customer feedback on an ongoing basis.

Comprehensive Service Assessment

Current budgetary realities make it impossible for the Department to fulfill all of the desires identified through the public input process. It is important for the Department to focus on delivering quality in a more focused (and perhaps limited) way. Completing a service assessment of all facilities, programs, and services will help decide where the focus should be placed.

Pricing and Cost Recovery Philosophy

It is important for the City to develop a pricing and cost recovery philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs, additional and/or expanded facilities.

Funding Opportunities

The City of Tulsa has experienced challenging times in the recent past, with limited funding and staffing levels, and the Department should explore the best means of achieving its funding goals. Alternative services on an ongoing basis. Allocating resources (assigning staff time, matching funds, etc.) to pursue alternative funding should be considered an investment in the future, with an outlined and expected positive rate of return.

Building partnerships within the community is an alternative source of funding, bringing together those with mutual goals to take advantage of existing facilities, share facilities, and provide additional programming and services to the community.

Goals and Strategies

GOAL 1: MAXIMIZE THE PLANNING EFFORT

Strategy 1.1 Incorporate the actions of this plan into Department and City goals to achieve the recommendations of this plan and to enhance effectiveness of staff effort.

Strategic Step

1.1.1 Create a citizen involvement structure to address these five areas: facilities, programs, public relations, finance, and trails by Spring 2010

1.1.2 Assign responsibility and time frame, and allocate resources necessary to complete each action identified in annual work plans.

Strategy 1.2 Assure that all levels of staff are informed and are set up to work together to implement the recommendations and strategies of the plan.

Strategic Steps:

1.2.1 Inform all levels of staff of the direction of the Plan, allow for staff input, encourage buy-in, and encourage input from all staff members.

1.2.2 Provide external departmental staff teams/team members, as appropriate, with education development opportunities, necessary equipment, and supplies.

Strategy 1.3 Examine existing organizational structure of the Parks and Recreation Department

Strategy 1.4 Recommend any needed changes to current organizational structure to ensure efficient plan implementation.

GOAL 2: ENHANCE MARKETING AND COMMUNICATIONS

Strategy 2.1 Generate awareness and community engagement regarding Tulsa Parks and Recreation offerings and needs as expressed by the public through this planning process and ongoing annual efforts.

Strategic Steps:

2.1.1 Hire or contract dedicated staff to coordinate all marketing efforts for the Department.

2.1.2 Formalize an evaluation and annual in-house benchmarking program to solicit participant feedback and drive programming efforts.

2.1.3 Collect feedback data that supports the expressed desire for improvements to programs and activities.

2.1.4 # _____ U _____ o _____
anonymously and results are tracked.

2.1.5 Prepare an annual report providing information to the public about parks and recreation funding, stewardship of tax dollars, and fees and charges. Distribute the report as widely as possible.

2.1.6 Update an annual marketing plan for the Parks and Recreation Department.

2.1.7 Develop an evaluation process for marketing media such as newspaper, seasonal brochures, website, direct mail, targeted e-mails, social media (ie. Facebook, Twitter, etc.), and radio and television advertising to continuously determine effectiveness of marketing dollars.

2.1.8 Create seamless product delivery for park and recreation services that delivers from a consumer vantage point.

2.1.9 Develop a comprehensive cross training program for all staff and key instructors including knowledge of all program areas and customer service.

2.1.10 Use program tracking and evaluation tools to capacity by designing reports to readily identify life cycles of programs, identify programs not meeting minimum capacity (review all program minimums for cost effectiveness), identify waiting lists, etc.

GOAL 3 UPDATE PARKS AND FACILITIES TO ADDRESS CHANGING NEEDS AND DESIRES

Strategy 3.1: Improve existing parks to meet community standards.

Strategic Steps:

3.1.1 Add comfort and convenience features to parks where they are lacking. These include benches, shade, drinking fountains, etc.

3.1.2 Use the park inventory and scoring spreadsheet to identify specific park components that need to be updated or replaced.

3.1.3 Develop a schedule, budget, and methodology to complete these improvements.

Strategy 3.2: Address existing swimming pools

Strategic Steps:

3.2.1 Utilize an inventory analysis of existing pools to determine which ones are functional, which need repairs, and which should be replaced or decommissioned.

3.2.2 Formulate a plan to take appropriate action at each pool based on the inventory analysis.

Strategy 3.3 Improve spray parks



Strategic Steps:

3.3.1 Identify at least one park per subarea as the location for an upgraded sprayground (i.e. themed, multi-jet customized interactive spray pad).

3.3.2 Develop an action plan for completing the upgrades. Update the CIP (Capital Improvement Plan) as needed.

Strategy 3.4 Increase access to natural areas and open space.

Strategic Steps:

3.4.1 Improve access to undeveloped parklands with trails, interpretive signage, and other amenities.

3.4.2 Integrate and connect existing undeveloped and natural areas in parks into the developed parts.

3.4.3 Look for opportunities to convert parts of existing parks to more natural conditions as means of increasing the availability of natural areas.

Strategy 3.5 Create a series of destination parks throughout Tulsa.



Strategic Steps:

3.5.1 Using the parks identified as potential destination parks, select at least one per subarea to be the initial prototypes.

3.5.2 Use design charrettes to develop concepts, guidelines, or strategies for these parks. Each park should have unique and identifiable elements that reflect the character and context of its surrounding neighborhoods. It should also serve a range of ages, interests, and abilities.

3.5.3 Include a strong public process in the development or redevelopment of the destination parks.

3.5.4 Update the CIP (Capital Improvement Plan) as needed.

3.5.5 Look for ways to get the local community involved in the creation of destination parks.

Strategy 3.6: Coordinate Parks and Recreation Department Capital Improvement Program (CIP) existing and future projects with the City Finance and Public Works Departments.

Strategic Step

3.6.1† Provide appropriate levels of service for all parts of Tulsa.

Strategy 3.7: Achieve and maintain appropriate levels of service for all parts of Tulsa.

Strategic Steps:

3.7.1 Maintain what you have. Make sure that all components found here function as intended and do not appear to be neglected.

3.7.2 Provide additional components in areas with relatively low LOS for the population found there, particularly in the middle and southern parts of Tulsa. If additional parkland is needed to accomplish this but unavailable, consider partnering with schools and others to provide the additional components.

3.7.3 Provide new parks and additional components in the eastern part of Tulsa to match population growth and changing demographics.

GOAL 4 MAXIMIZE RECREATION PROGRAM MANAGEMENT

Strategy 4: Enhance recreation program planning methods.

Strategic Steps

4.1.1 Establish service objectives to ensure that a program, activity, or event is needed or desired and that it is measured to determine success and effectiveness.

4.1.2 Conduct standard and consistent formative (mid-term) and summative (post) participant evaluations for each program, activity, and event that addresses participant satisfaction, facility appropriateness, and future interest.

4.1.3 Consider an incentive for completion and return of evaluations as a way to increase response.

4.1.4 Conduct staff evaluations that include an objective review and analysis of the program, activity, or event. Analysis should include budget information including revenues and expenditures (consistently applied for each service), participant evaluation data, and future recommendations.

Strategy 2: Conduct a program life cycle analysis.

Strategic Step

4.2.1 Measure each program or program area to determine where it is in its program life cycle. For programs in the saturation or decline phases, consider adjustments to, or discontinuation of the program.

Strategy 3: Implement new programs based on research and feedback.

Strategic Steps:

4.3.1 Develop new programs after examining need/demand/trends, budget requirements for staffing and materials, location and instructor availability, and marketing effort required.

Strategy 4: service offered.

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Strategic Step

4.4.1 Conduct a service assessment using the Service Assessment Tool to provide an intensive review of each program, activity, event, and facility. (See Error! Reference source not found.)

Strategy 4: Develop procedures and policies to accurately track program participation and drop facility use.

Strategic Steps:

4.5.1 Institute written policies that provide direction to staff to consistently and accurately track and report program and facility participation, particularly ones that utilize existing Safari® (Rec-Ware) registration software.

4.5.2 Invest in a program like Safari® (Rec-Ware) through card swipes, and drop in use of facilities. Coordinate with IT Department.

Strategy 4: Create and implement a Cost Recovery Philosophy and Policy.

Strategic Step

4.6.1 Use the Core Services and Resource Allocation Pyramid Methodology to develop ongoing systems that help define and set cost recovery goals.¹

¹ A Core Services and Resource Allocation Pyramid Methodology overview has been provided separately as a staff resource document.

Strategy 4.7 Track performance measures for all park and recreation activities and services.

Strategic Steps:

4.7.1 Establish service standards for all community services activities addressing staffing, volunteers, programs components, and major maintenance tasks.

4.7.2 Evaluate and develop a scoring system for each task to meet desired and consistent service levels.

4.7.3 Involve staff in the development of the standards and scoring system.

Strategy 4.8 Track performance measures for all park recreation maintenance services.

Strategic Steps:

4.8.1 Set goals with Public Works for maintenance standards training for all staff.

4.8.2 Establish and monitor record keeping procedures to document the actual hours and material costs for each maintenance operation.

4.8.3 Apply appropriate maintenance standards and define setup/tear down requirements for all special events, tournaments, or other activities that currently stress resources.

GOAL 5: ENHANCE FINANCIAL STRATEGIES

Strategy 5.1: Create a task force for strategic planning, finance, and development.

Strategic Step

5.1.1 Implement by the 2nd Quarter of 2010 or an appropriate timeframe

Strategy 5.2: Research potential traditional funding opportunities.

Strategic Steps:

5.2.1 Work with residents and partners to establish additional revenue through a combination of funding sources, located in *Section IV* in this report, to implement the recommendations of the Master Plan.

5.2.2 Investigate support for establishing a dedicated funding source for the Tulsa Park and Recreation Department operations.

5.2.3 Investigate support for establishing a dedicated funding source for capital improvements identified in this Park and Recreation Master Plan.

Strategy 5: Pursue alternative funding to implement the Master Plan.

Strategic Steps:

- 5.3.1 Identify opportunities to increase community support and revenue opportunities such as grants, partnerships, sponsorships, volunteers and earned income (See Section 16 for Alternative Funding Sources).
- 5.3.2 Once identified, aggressively apply for grant funding.
- 5.3.3 Consider expanding and formalize a volunteer program to include standards, recruiting, training, retaining, and rewarding volunteers in all program areas.
- 5.3.4 distribute within the community in a menu format that creates a sense of urgency within the business community.

GOAL 6 STRATEGICALLY INCREASE PARTNERSHIPS

Strategy 6: Increase partnerships and collaborative efforts.

Strategic Steps:

- 6.1.1 Investigate partnerships with local medical and health organizations to increase fitness and health programming for the aging population within the community.
- 6.1.2 Strengthen and expand Intergovernmental Agreements (IGAs) with schools for use of fields, gyms, and multipurpose spaces.
- 6.1.3 Explore the possibility of promoting an adopt-a-park program to help with park maintenance, beautification, and civic pride.
- 6.1.4 Explore the possibility of promoting a Neighborhood Work Day for each park to give a face-lift to the park in one day.
- 6.1.5 Explore the possibility of collaborating with local artists and neighborhood groups to paint murals on neighborhood park facilities historically significant to the neighborhood.
- 6.1.6 Explore the possibility of implementing a WORKREATION program to allow children to complete everyday tasks in park facilities for a fee. This program can also be used in addition to the scholarship program for those unable to pay.
- 6.1.7 Support the Backyard Partner Program.

Strategy 6.2 Align agency philosophies with City Council goals and objectives.

Strategic Step:

6.2.1 Engage City Council in the discussion and seek consensus about pricing and cost recovery goals.

Strategy 6.3 Evaluate and manage existing partnerships to ensure benefit is appropriate to the City and Parks and Recreation Department

Strategic Step

6.3.1 Analyze existing partnerships based upon value to citizens and the Department.

Strategy 6.4 Maximize and manage potential partnerships and alliances with public and private schools, neighborhood organizations, foundations, and volunteers.

GOAL 7 IMPROVE TRAIL CONNECTIVITY AND WALKABILITY

Strategy 7.1 Work with other government agencies and community partners to improve walkable access to parks and recreation opportunities throughout Tulsa

Strategic Steps:

7.1.1 Make parks desirable destinations for walking by providing comfort and convenience facilities, especially drinking fountains, wherever possible. This may be done in partnership with other entities next to the park, such as schools, churches, or businesses.

7.1.2 Partner with schools, libraries, and other public places to provide park and recreation amenities throughout neighborhoods and close to homes.

7.1.3 Consider opportunities for trails in areas that have little or none currently. The long-term goal should be to connect with existing trail network where possible.

7.1.4 Provide additional trails and loop walks within existing parks where feasible, especially in undeveloped and natural areas

7.1.5 Develop partnerships and user agreements with utility companies to develop trail corridors in easement right-of ways where safe and appropriate.

7.1.6 Work with other City departments and community groups to ensure safe pedestrian access across physical barriers to parks and recreation facilities. Incorporate traffic calming strategies at access points to parks, open space, and trail heads.

7.1.7 Create walking /bicycle maps with routes and mileages of park and trails. Make these available online and in printed form. Provide wayfinding signage along trails and walking routes to make them more useful to visitors.

7.1.8 Look for opportunities to provide trail links to specific destinations like schools, parks, indoor recreational facilities, and businesses.

7.1.9 Add and improve sidewalks between designated connections.

GOAL 8: CONSIDER COMBINING THE EXISTING CITY PARKS AND RECREATION DEPARTMENT WITH THE RIVER PARKS AUTHORITY AND THE TULSA COUNTY PARKS DEPARTMENT

Strategy 8: Begin dialogue with the Mayor, City Council, Park Board, Park Director, River Parks Authority Board of Trustees and Executive Director, the Tulsa County Commissioners, Tulsa County Park Board, and the Director of the County Parks to determine potential desirability, feasibility, and benefits of combining the three entities into a single entity, department, or district.

Strategic Step:

8.1.1 Identify a task force to examine potential and issue a report by the end of 2010.