



City of Las Vegas

**Department of Parks, Recreation
and Cultural Affairs**

**STRATEGIC PLAN
2025 - 2030**



Parks ♦ Rec ♦ Arts

City of Las Vegas Core Purpose:

BUILDING COMMUNITY TO MAKE LIFE BETTER

City of Las Vegas Values:

KIND, COMMITTED, SMART

Parks, Recreation and Cultural Affairs Vision:

Passionate and competent Parks, Recreation and Cultural Affairs staff will deliver exceptional programs, events, parks and facilities that are widely recognized and utilized by the community, ensuring an improved quality of life for all Las Vegas residents.

The Department of Parks, Recreation and Cultural Affairs was established in 1949 as a United Service Organization Club for young airmen stationed at Nellis Air Force Base. Since that time, the department has expanded immensely as demonstrated by a \$76.8 million annual budget, 234 full-time staff and 526 part-time staff who together oversee 86 parks, nine community centers, three cultural centers, three active adult centers, two Olympic-sized indoor swimming pools and a wide variety of recreational and cultural programming including citywide festivals.



The department has experienced several reorganizations since its establishment. In 1999, the recreation division was separated from the parks and grounds maintenance division, only for the two to reunite in 2020. In 2011, the cultural affairs division was separated from recreation to become its own department. However, in 2022, city management directed the merger of cultural affairs back with recreation, resulting in the creation of the newly constructed Parks, Recreation and Cultural Affairs department. All divisions now fall under the oversight of a single administrative team.

Over the past three years, Parks, Recreation and Cultural Affairs has undergone significant changes. The department has seen considerable turnover in its management team, the retirement of many long-tenured employees, and the hiring of numerous new staff members to fill full-time positions. The administrative team has worked diligently to unite all three divisions under one cohesive structure.

Looking ahead, the department will focus on three key priorities over the next five years: training and empowering staff, standardizing practices across all divisions, and delivering the highest quality services possible. These are critical areas within the department's control, and when executed effectively, they will have the most meaningful impact on those who benefit from our services.

The majority of employees who work for Parks, Recreation and Cultural Affairs have expressed that their work gives them a sense of personal accomplishment, and that they are proud to work for the city of Las Vegas. Each year, our team maintains parks for 12 million visitors, oversees programs, community centers, pools and sports fields for 500,000 individuals, produces numerous cultural festivals and hundreds of events and facilitates gallery exhibitions and public art installations. We are fortunate to have an exceptional team of dedicated public servants who are elevating the quality of life for residents throughout the city.

This strategic plan will build upon the department's past successes and position us to reach even greater heights. If you've had a positive experience with Parks, Recreation and Cultural Affairs or have suggestions for improvement, we encourage you to reach out to us at parksrecreationarts@lasvegasnevada.gov.

Sincerely,

Maggie Plaster

Director
Parks, Recreation and Cultural Affairs

PROCESS:

The development of the strategic plan began in October 2024, with department leadership collaborating closely with the Office of Strategic Services to design a planning process that was thoughtful, data-driven and highly collaborative. The core strategic plan committee, comprised of the director, deputy directors, managers, and key department staff, was formed to ensure representation from all divisions and functions within the department.

The planning process kicked off with a workshop to reflect on programmatic data, customer satisfaction surveys, and operational health, providing a comprehensive overview of the department’s successes and challenges in recent years. A diverse group of operational staff participated in the workshop, leading to a thorough SWOT analysis of our current position. Building on these insights, the core committee crafted a vision for the next five years, supported by actionable objectives and relevant performance measures.

This draft plan underwent careful review to ensure it was aspirational and achievable, while honoring our commitment to the community that we serve and reflecting the efforts of every staff member within the department. The department received approval from the Office of the City Manager on February 7, 2025, and shared the plan with the entire department shortly thereafter.

Moving forward, each division will be responsible for developing and implementing specific strategies that move us towards achieving our objectives. These strategies will be reviewed and modified annually to ensure we stay on track in realizing our vision.



DEFINITIONS:

- **Priorities:** Area of focus or long-term impact the department seeks to achieve in 3-5 years
- **Objectives:** Long-term outcomes that represent the achievement of the priorities
- **Key Performance Indicators (KPIs):** Measures that demonstrate progress toward achievement of objectives





PRIORITY 1: TRAIN AND EMPOWER STAFF

While all new Parks, Recreation and Cultural Affairs (PRC) employees participate in the same orientation, their supervisors are responsible for on-the-job training. However, the department needs a more structured and comprehensive onboarding process, along with a well-defined training program that clearly outlines the expectations for each PRC role. Additionally, introducing a new classification within the parks and grounds maintenance division will empower maintenance workers to take on a broader range of park maintenance duties. These initiatives will help cultivate a highly trained, confident, and engaged workforce, allowing employees to perform their duties efficiently with minimal supervision. Ultimately, this will enhance the quality of services PRC provides to the community.

OBJECTIVE 1: Establish clear expectations for job roles applicable to Parks, Recreation and Cultural Affairs.

- KPI 1.1 - Number of job roles with documented duties and expectations

OBJECTIVE 2: Develop and implement a comprehensive training program (in-house, offsite, etc.) that supports career development of staff.

- KPI 1.2 - Number of jobs that have a formalized training plan
- KPI 1.3 - Number of staff who participate in a formal Parks, Recreation and Cultural Affairs training program
- KPI 1.4 - Number of staff engaged in career development plans

OBJECTIVE 3: Develop and implement a new groundskeeper job classification for Parks and Grounds Maintenance.

- KPI 1.5 - Groundskeeper job classification approved by the Board of Civil Service Trustees

PRIORITY 2: STANDARDIZE PRACTICES ACROSS THE DEPARTMENT

The department has maintained its current structure for three years, yet several areas still require alignment to ensure all four divisions follow consistent business practices. Pursuing CAPRA accreditation will help identify opportunities for standardization and efficiency improvements. By fostering consistency throughout the department, we can enhance operations and ultimately provide a higher level of service to our customers.

OBJECTIVE 1: Develop and implement standardized procedures for Parks, Recreation and Cultural Affairs' most common processes.

- KPI 2.1 - Number of approved standardized procedures

OBJECTIVE 2: Achieve and sustain CAPRA (Commission for Accreditation of Park and Recreation Agencies) accreditation for operational excellence.

- KPI 2.2 - CAPRA accreditation received.



PRIORITY 3: DELIVER HIGHEST QUALITY SERVICES POSSIBLE

Parks, Recreation and Cultural Affairs provides essential services that the private sector cannot, ensuring accessible and affordable recreational and cultural opportunities for the entire community. Our goal is to serve as many residents as possible by offering programs and facilities at an affordable rate or no cost. We measure our success by the high utilization of our community centers, sports fields and parks, reflecting the value these spaces bring to the community. However, many residents are still unaware of the full range of services we offer. Therefore, increasing awareness and outreach will be a key focus to ensure more people can benefit from our programs, facilities and parks.

OBJECTIVE 1: Maximize the utilization of all recreation and cultural programs and facilities.

- KPI 3.1 - Percentage change in attendance for programs and/or facilities
- KPI 3.2 - Percentage of time useable space is booked

OBJECTIVE 2: Ensure all special events meet established quality standards

- KPI 3.3 - Number of attendees at Parks, Recreation and Cultural Affairs events
- KPI 3.4 - Percentage satisfaction on customer service surveys

OBJECTIVE 3: Effectively communicate our high-quality services to the community.

- KPI 3.5 - Number of subscribers to Parks, Recreation and Cultural Affairs newsletters
- KPI 3.6 - Percentage change in attendance at major department events and programs

OBJECTIVE 4: Fully implement Cityworks software and ensure staff are educated about how the software benefits the Parks and Grounds Maintenance division.

- KPI 3.7 - Number of work orders submitted
- KPI 3.8 - Percentage of PGM staff utilizing Cityworks

OBJECTIVE 5: Collaborate with Public Works to renovate facilities, ensuring they meet both current and future department and community needs.

- KPI 3.9 - Number of renovation projects



Parks, Recreation and Cultural Affairs



Acknowledgments

We sincerely thank the Parks, Recreation and Cultural Affairs staff members below for their invaluable contributions to the development of this strategic plan. Their dedication, expertise and insight were instrumental in shaping a clear vision and meaningful goals that will positively impact both the Parks, Recreation and Cultural Affairs team and the community we proudly serve.

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Deputy Director, Parks, Recreation & Cultural Affairs

Jennifer Kleven

Deputy Director, Parks, Recreation & Cultural Affairs

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Recreation Manager

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