



Merced Parks & Community Services Strategic Action Plan Worksheet



Infrastructure & Maintenance								
Recommended Actions	Intended Outcomes	Prioritization	Financial Resource Requirement	Staff Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
Conduct a comprehensive Park Asset Inventory Report.	Quality places and spaces	high	high	medium				
Enhance the existing aging park amenities with modern amenities.		medium	high	high				
Develop a comprehensive Maintenance Management Plan.		high	medium	medium				
Establish a trail maintenance program.	Staff and community pride	low	high	high				
Design walkable and bike-friendly streets throughout the City for safe and equitable access to parks and facilities.	High levels of service	medium	medium	high				
Incorporate the most needed park amenities into future parks.		low	high	high				
Evaluate the feasibility of an indoor multi-generational recreational facility at Merced Regional Sports Complex.	Future needs	medium	high	high				
Position Merced Regional Sports Complex as a revenue-generating regional asset.		high	low	medium				
Evaluate and create implementation plans for current recreation facilities.		high	medium	medium				
Community Connection								
Recommended Actions	Intended Outcomes	Prioritization	Financial Resource Requirement	Staff Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
Enhance internal and external communication about Department activities, events, and services.	Engaged community	medium	low	medium				
Consider public-private partnerships to assist in the identification of new indoor recreation facility opportunities, relocations, and parkland acquisition opportunities.		high	low	high				
Evaluate existing partner agreements.		low	low	medium				
Explore public-private partnerships to advance indoor recreation facility development, strategic relocations, and parkland acquisition.	Enhanced understanding	low	low	low				
Strengthen and clarify the long-term operational model for youth center facilities to ensure consistent, high-quality service delivery.		low	low	low				
Strengthen relationships, partnerships, coordinated recreation service planning with community-based organizations.		high	low	high				
Develop Standard Operating Procedures (SOPs) for recreation program operations.	Increased participation	high	low	medium				
Strengthen coordination with Merced County to address impacts related to unhoused individuals and behavioral health transitions within the City.	Strategic and effective partnerships and relationships	medium	low	high				
Implement an Adopt-a-Park / Friends-of-the-Park/ Adopt-aan - Activity program.		high	low	medium				
Focus service provision efforts on enhancing current program offerings and addressing high-need gaps.		medium	low	medium				
Maintain an understanding of local public health indicators.		low	low	high				
Equity & Inclusivity								
Recommended Actions	Intended Outcomes	Prioritization	Financial Resource Requirement	Staff Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
Enhance current and future parks and facilities with sustainable design that encourages safety and creates accessibility for users of all ages and abilities.	Perceived safety	low	high	high				
Increase security measures in parks.	Inclusive access and engagement	medium	high	high				
Improve safety and perceptions of safety in parks, trails, and open spaces through increased visible presence and coordinated community-based safety efforts.		high	low	high				
Strengthen coordinated efforts that help individuals experiencing homelessness transition to stable housing.		medium	medium	high				
Reduce cultural and language barriers to ensure equitable access to parks and recreation services.	Belonging and cultural celebration	high	low	low				
Financial Stewardship								
Recommended Actions	Intended Outcomes	Prioritization	Financial Resource Requirement	Staff Resource Requirement	Staff Lead/Team	Timeline	Complete?	Notes
Update the Financial Sustainability Strategy.	Sustainable and scalable service delivery	low	medium	low				
Conduct annual cost-of-service analysis updates.		low	low	low				
Evaluate long-term partnership and governance options to ensure the future feasibility of Applegate Park Zoo.		high	low	high				
Establish a long-term Financial Sustainability Strategy for Applegate Park Zoo as a pseudo-enterprise operation.	Strong organizational infrastructure	medium	low	medium				
Evaluate and update Developer Impact Fee (DIF) practices and policies to ensure adequate, equitable, and financially responsible funding for future parks and recreation facilities.		high	low	medium				
Pursue and secure funding to advance the design, construction and maintenance of previously identified but currently unfunded park projects.		medium	high	high				
Establish clear standards for the type, quality, and functional characteristics of parkland to be dedicated and accepted by the City of Merced.	Equitable and responsible resource allocation	high	low	medium				
Create position-specific and parks and recreation-centric professional development plans.		medium	low	medium				
Expand training and enhance the use of the Recreation Management Software System (RMSS).		high	low	low				
Strengthen interdepartmental collaboration to improve operational efficiency and enhance service quality for Merced residents.	Strategic funding and partnerships	high	low	medium				