

# Parks and Recreation



# CPI Legacy

A record of improvements made by the City of  
Salina, Kansas, since November 2012

# **CPI Improvements**

November 2012 thru April 2016

**SALINA CITY**

**141 Improvements**

## **Parks and Recreation**

### **Administration**

#### **Waiting**

1. Reduced gasoline costs by adopting a policy that encourages drivers of City owned vehicles to turn off the engine, if a vehicle will be stopped for more than 30 seconds.

#### **Mistakes**

2. Improved effectiveness by holding staff meetings more frequently in order to provide better customer service and clear communication between staff members regarding changes affecting classes/programs, etc.

#### **Excess Movement or Motion of Workers**

3. Reduced costs and increased capacity by coordinating the number of shopping trips for essential supplies through the Administrative Office in order to reduce the number of shopping trips made by multiple divisions.
4. Reduced costs and increased capacity by placing monthly budget reports on the T drive, rather than printing and distributing them. An e-mail is sent advising supervisors when the reports are available.

#### **Do it right the first time**

5. Reduced costs by reassigning the printing of the Kenwood Cove Daily Admission pass from the Bicentennial Center to the Parks and Recreation Administrative Office. This will also permit (1) Just-in-Time printing, rather than placing orders for bulk quantities and discarding those not used at the end of the year.
6. Increased capacity and reduced costs by reducing the number of times flyers were distributed from eight to four, and by using two-sided flyers instead of one side with two pages
7. Reduced costs and increased capacity by changing the format of the Advisory Board Report to be the same as the CIM Report.

## **Inefficient Processes**

8. Increased capacity by inputting payroll information from the Golf Course by eliminating the faxed payroll sheet and replacing it with an Excel Spreadsheet that could be emailed to the Administrative Assistant.
9. Increased capacity: In the past, we have allowed team gymnastics parents to sign their children up for an entire session, and then allow them to pay us monthly. Parents would frequently forget to pay for a month and get behind on their payments. This led to staff having to try and collect from them, which was time consuming and ineffective. We changed this process and set each level of gymnastics up as a separate program, requiring parents to sign up monthly and pay when they signed up. We also offer parents the option of setting them up on automatic payments which debit their credit card each month.
10. Reduced costs and increased capacity by switching waste removal providers from Salina Waste Systems to Salina Iron and Metal.
11. Increased capacity and reduced costs by using volunteer's to keep the official scorebook and run the scoreboard for older youth baseball/softball teams, rather than City employees. Most of these teams already play in tournaments where no scorekeeper is provided. And as a result, each team has someone experienced in keeping the scorebook. In addition, many spectators know how to run the scoreboards.
12. Reduced costs and increased capacity by rescheduling our youth dance and cheer classes to Memorial Hall, instead of holding them at the StepZ Dance Company.
13. Reduced costs by (1) reducing the number of activity brochures printed to approximately 8,000 copies, (2) asking customers to pick them up at designated areas, (3) encouraging individuals to use online resources, and (4) switching to an RFP process for the printing of future brochures.
14. Increased capacity by changing the telephone number on the Kenwood Cove website from the Parks & Recreation phone number to the Kenwood Cove phone number, so that customers can call them directly. During the off-season a voice message will instruct them to call the Parks & Recreation phone number.
15. Increased and improved employee satisfaction by creating a calendar with reminders every 30 days, 15 days, and 7 days that are sent to Parks and Recreation supervisors until employee performance evaluations are completed. On-time submittals have improved from 50% in 2013, to 66% in 2014, to 80% year-to-date during 2015
16. Reduced costs and facilitated travel by ordering K-Tags for those vehicles that frequently use the toll road. K-Tag users pay less, and travelers may use the designated lane, which expedites the toll process.
17. Administration: Increased capacity by 14 hours annually, and reduced costs by \$2,180 annually by using a receipt book to keep track of facility reservations, rather than using Activenet. The new method is quicker and will save \$5 per reservation.

## **Always do the Right Thing**

18. Increased customer feedback by creating an evaluation tool that can be used to obtain customer feedback throughout the year by placing signs in designated areas with a QR code, and requesting customer feedback. A survey comes up

when the QR code is scanned by a cell phone. Survey information is gathered electronically and processed by "Survey Monkey".

19. Increased capacity and reduced costs by making it easier for customers to pick up their reservation key to neighborhood centers and reducing the amount of assistance required on the weekend.
20. Reduced costs and increased capacity by reducing the number of free give-aways at the Annual Halloween party.
21. Increased capacity by building an Excel spreadsheet where payroll hours can be automatically calculated for the Instructional Recreation Payroll. This has decreased payroll errors, reduced Cost Recovery Inspection, and helped the Recreation Supervisor keep track of employee hours.
22. Increased capacity by building a similar (see above) Excel spreadsheet for the Athletics Payroll.

### **Transporting Work**

23. Consolidated paper and supply storage from two rooms into one in order to improve efficiency and eliminate wasted motion.
24. Increased efficiency by changing the desk layout in the Administrative Office in order to help staff see customers and vice/versa. This also created more space in individual work area, as well as providing easier access to the copy machines

### **Excess Inventory**

25. Reduced costs by and increased capacity by eliminating the yearly rental of a helium tank, balloon regulator, and other related charges that had been needed to support four special events.

## **Animal Services**

### **Waiting**

26. Increased capacity by attaching a USB cord used to download photos to all computers. They previously only had one cord and had to wait until other employees were done.
27. Improved service to customers of the animal shelter by eliminating the shelter closure between 1:00pm and 3:00pm daily. This resulted from changing procedures related to cleaning kennels and performing lab work
28. Animal Services: Improved safety by removing the auto-locking door handle from the east-side external door at the Animal Shelter. The door can still be closed and latched, but it now makes it easier to carrying supplies or animals through the door.
29. Animal Services: Improved the security of controlled substances, by repurposing the auto-locking door handle to be the door handle on the drug room. The auto-locking feature works great here, and staff no longer has to remember to lock the door when leaving the drug room.

### **Excess Movement or Motion of Workers**

30. Improved processing efficiency in the field by installing a gear keeper for the radio microphone. They can now access the microphone by pressing the gear keeper button.
31. Increased capacity by using bungee cords on the back of truck seats to hold leashes, sharps container, and safety vest. This keeps the truck organized, and de-clutters the floor.

### **Do it right the first time**

32. Reduced costs while increasing productivity and accuracy by consolidating three paper forms into one computerized "Intake Record" for the Animal Shelter. We previously used 3 separate forms that each had duplicated carbonless transfer sheets attached and required that they be prepared by a printer.
33. Increased capacity and improved customer service by purchasing extra trap boxes that can be used by officers who pick up wildlife or feral cats from customer owned traps. This allows the officer to transfer the animal, while in the field and leave the customer's trap box on-site. Previously the customer's trap box (with the animal inside) would be transported to the Animal Shelter, and then the customer would have to come to the Shelter to pick up the empty trap box.

### **Inefficient Processes**

34. Improved customer service for pet adoption, reduced the length of stay for dogs and cats in the animal shelter, and streamlined the scheduling process by spaying and neutering all pets before they are made available for adoption. The old process required the animal to be adopted first, then spayed/neutered, and then placed with the adopter. This process could take several days. Under the new process animals may be adopted and taken home immediately.
35. Increased capacity, reduced vehicle mileage by 3,686 miles annually, and reduced costs for spaying/neutering of animals before adoption by maximizing the use of the Mobile Surgery Unit from Kansas State University. Kansas State University is providing free spaying/neutering services in order to give their veterinarian students experience performing surgeries.
36. Increased capacity by re-purposing a funnel so that it fits inside the cremains processor chute, when packaging cremains in urns. Now the urn can be placed directly beneath the processor, rather than transferring the cremains by using a separate bucket.
37. Increased capacity by modifying the way adoption contracts are processed (for animals who are adopted when they are less than 4 months old). The materials now provided make the adopter aware of their obligation to bring their animal into the shelter and obtain a rabies vaccination (already paid for at the time of the adoption) and a City License. Previously Animal Services staff attempted to notify the adopter that it was time to bring their animal in for the rabies vaccination. This method consumed considerable time and was rarely successful.

38. Reduced expenses when cremating small animals. A temporary wall was built in the crematorium using leftover fire bricks. This allows two small animals to be cremated at the same time without contamination, and saves 130 minutes of burn time per occurrence. This also expedites processing so that customers receive their pet's urn quicker.
39. Improved processing efficiency in the field by placing clipboards in Animal Services vehicles that contain all of the relevant paperwork that an officer might need: (Intake sheets, impound notices, warnings, citations, bite reports, bite procedures, witness statements, cremation receipts, wildlife intake sheets. The clipboards are placed in the same place in every truck. Now the officers can find what they need quickly. Clipboards and other materials cost a total of \$36.00.
40. Improved customer service, reduced stress on the pet, reduced disease risk for pets, and increased employee capacity by changing the policy of how stray animals are processed. Previously all stray animals were impounded before investigating ownership. Now officers read collars and scan for microchips in the field. The officers strive to contact the owner immediately and return the animal to the owner free of charge. They issue a warning or citation for repeat offenders. This policy reduces the overall workload on the Animal Shelter.
41. Increased capacity by scanning only those adoption contracts that require and have the new owner's signature. Petco, transfers, and pocket pet adoptions do not need to be scanned, since there is already a contract on file.
42. Increased capacity by changing the Veterinary invoicing spreadsheet to request the animal's "A number", rather than the pet owner's name. This has eliminated the time wasted searching for misspelled owners names, or when the record is filed under the spouse's name. This system is also easier for the Veterinary staff.
43. Increased capacity and limited the amount of stress on pet owners who are looking for lost animals by adding the "Animal Number" to the daily log for deceased animals, in addition to a description of the animal. Now when you search the log you can find complete information including a photograph, which can be used to clearly identify a pet. The old method often resulted in asking the pet owner to walk back to the freezer to identify deceased animals.

### **Always do the Right Thing**

44. Reduced costs by partnering with Kansas State University to perform rabies vaccinations. They provide this service free of charge during their scheduled visits.
45. Increased safety and decreased injuries to bats. Switched to using fruit-picking tongs for catching bats, instead of regular aluminum tongs. The fruit-picking tongs are longer and have rubberized ends. The handler does not have to be as close to the bat to catch it, and the bat is less likely to be injured during capture.

### **Transporting Work**

46. Increased productivity and customer service at the Animal Shelter by consolidating 5 filing cabinets into 2, then moving a copy machine and supply desk into our workstation area. This keeps all paperwork and customer supplies within our reach.

47. Increased capacity, reduced vehicle mileage, and reduced costs of water, shampoo, and laundry by using the Laundromutt automated wash station to decrease the amount of time spent washing pre-surgery dogs.
48. Improved efficiency and safety by adding wheels to the display case in the front lobby of the Animal Shelter. This change allows one person to safely move the display case when necessary to access the outlets behind it.
49. Increased capacity by using a large rolling trash can lined with a trash bag to remove the food dish from each kennel, empty it, and hook it onto the edge of the trash can. The trash can is rolled to the dishwasher where all dishes can be placed in the dishwasher at once, then the trash can can be pushed to the dumpster where the liner is removed and placed in the trash.
50. Increased capacity by using a cleaning supply cart to clean the trap room, lab room, and recovery room. The cart has all the supplies needed to clean kennels and surfaces, and it can be pushed from one room to the next. The old process required returning to the first room to retrieve cleaning supplies for each of the other rooms.
51. Increased capacity by using a dry erase board to organize permit inspections. The inspections are magnetized and placed on the board, and then updated daily. Inspectors can easily see which applications have yet to be submitted.

### **Excess Inventory**

## **Building Maintenance Division**

### **Waiting**

### **Mistakes**

52. Reduced costs and increased capacity by replacing the double doors at the Carver Center with a single door

### **Excess Movement or Motion of Workers**

53. Reduced costs and increased capacity by organizing HVAC air filters at the Community Theatre, labeling the shelves, and creating a master chart that displays the storage layout.

### **Do it right the first time**

### **Inefficient Processes**

54. Replaced the key lock system at the Oakdale Park storage facility with a pass code lock mechanism in order to reduce costs and facilitate easier access
55. Increased capacity by installing a jumbo roll toilet tissue in dispensers at the Police Department Administration building. In addition, this eliminated the requirement for custodians to check on toilet tissue levels over the weekend
56. Issued electronic keys to the exterior building doors for use by inspectors who need access to the building. This will permit inspectors to work outside of their normal work hours due to project scheduling

57. Increased capacity by purchasing a Milwaukee Impact Driver and a hand held nut driver with a 4 in 1 tool capacity in order to improve the efficiency of removing panels and making repairs on large HVAC condensers.
58. Increased capacity and reduced costs by closing restrooms in Sunset Park, and opening the northwest one in Oakdale Park only as needed for seasonal events like the Smoky Hill River Festival or the KKOA car show
59. Increased capacity and reduced costs by purchasing a 2' air blow tube with handle. This tube makes it quicker and easier to clean out heaters and HVAC units.
60. Increased capacity by purchasing a water wand that fits on the end of a garden hose to clean out condenser coils.
61. Reduced costs and increased capacity by replacing an exterior light with a LED light fixture. This change will also reduce electricity.

### **Always do the Right Thing**

62. Purchased an electric snow blower for use by the Salina Art Center in order to remove snow quicker, and thereby make it safe for employees and the public. The Arts and Humanities Department will use this equipment, instead of depending on Parks & Recreation employees for snow removal services
63. Reduced costs, increased capacity, and reduced chemical hazards by switching to a pH pen to save time and reduce the amount of chemicals needed for testing Boiler pH levels.
64. Reduced costs and increased capacity by switching to a conductivity pen for testing Boiler Conductivity. It is also easier and safer to operate.
65. Facility Maintenance – Increased capacity and reduced costs by switching from copper tubing to a flex line when connecting water lines to toilets. This change also reduces the chance for leaks.
66. Facility Maintenance – Increased capacity by obtaining a core key from the Parks Division that can be used to remove locks from neighborhood center doors or to lock them after citizen use. This will also reduce the number of Parks personnel that have to be called in after regular hours.
67. Facility Maintenance – Increased capacity and reduced costs by replacing wax rings commonly used to seal toilet seats to sewer lines with rubber toilet seals. This change has eliminated the mess associated with wax rings and will provide a secure seal for a longer period of time.

### **Transporting Work**

68. Reduced costs and increased capacity by applying 6S to supplies and products stored in Memorial Hall. Removed old products, and created a more efficient storage arrangement for the remaining products
69. Increased capacity and reduced costs by purchasing a flip razor knife that can be clipped to the pocket while working, and thereby eliminate trips back to the truck for tools
70. Increased capacity and reduced costs by adding an extra sheet metal shelf to the service truck (#1600) to keep drills and drill bits readily accessible.
71. Increased capacity by relocating two trash receptacles from the back of the water park (which was rarely used) to the front of the water park (where they are used regularly). This relocation helped eliminate trash liner waste and

employee time. The trash liners are now being filled with waste; instead of being thrown away almost empty.

72. Facility Maintenance – Increased capacity and reduced expenses by moving cleaning supplies to the ECRA shop, and thereby reducing the number of trips required to transport supplies.

### **Excess Inventory**

73. Facility Maintenance avoided spending money for a new metal storage cabinet by finding a used one that could be converted to meet their needs.

## **Cemetery Division**

### **Do It Right the First Time**

74. Increased capacity and reduced costs by using Round Up to control weeds and grass around head stones, rather than trimming them with a weed eater.
75. Increased capacity by replacing 8 gallon trash cans with 33 gallon trash cans. Six will be purchased in 2015, and another six in 2016

### **Inefficient Processes**

76. Reduced gas and electricity costs by shutting off the furnace in the Cemetery Mausoleum when not in use.
77. Reduced costs and increased capacity by creating a PDF form for issuance of Cemetery Marker Permits. This permit can now be filled out on a computer.

## **Golf Course Division**

### **Waiting**

### **Mistakes**

78. Reduced the likelihood of damage to golf carts and increased storage capacity by re-organizing the parking stalls from parking on an angle to parking straight.

### **Excess Movement or Motion of Workers**

### **Do it right the first time**

79. Reduced costs by improving the number of golf balls recovered nightly as well as improving the overall condition of the golf course.
80. Reduced costs by obtaining 400 used range balls from a Kansas City golf course that they were disposing. These golf balls were given to our golf course at no charge for use in our Youth Golf Program

- 81.Reduced costs over a 6 year life cycle by switching from electric powered golf carts to gas powered, fuel injected, golf carts. Warranties are longer and the trade-in value is higher for gas powered golf carts. The new golf carts also offer coolers on each cart for beverages, fold down windshields, and winter covers. (Increased capacity of 40 hours was previously cited). Most important, the gas powered golf carts do not run out of power, and this had become a routine problem with our current fleet of electric powered golf carts.

### **Inefficient Processes**

- 82.Reduced costs and increased capacity by eliminating the requirement to print logos on golf hole location flags.
- 83.Reduced costs and increased capacity by switching to Nitroform fertilizer for both the Golf Course and the Parks Division. This fertilizer applies more nitrogen per acre and will eliminate one application.
- 84.Increased capacity and reduced costs by replacing wooden tee markers on the golf course with metal markers that have been painted with a long lasting powder coating material. The return on this investment equals less than one year.
- 85.Increased capacity by switching payment procedures for procuring cereal malt beverage for the golf course to an automatic debit
- 86.Increased capacity by replacing the fleet of electric golf carts with carts that run on gasoline. Electric carts would get “weak” throughout the day, reducing their usage and availability. And while gas tanks will now have to be filled, we no longer have to plug/unplug carts, and coil/un-coil the charging cords. And gasoline powered carts remain at full power throughout the day.

### **Always do the Right Thing**

- 87.Reduced golf ball costs and increased capacity by establishing an exclusive stocking agreement with a single manufacturer.
- 88.Increase revenues and improved service to customers by providing hot dogs in the golf course snack bar. Other area golf courses are selling over 1,000 hot dogs per year, and we anticipate doing the same.
- 89.Increased revenue during the 2014 golf season by including 20 free buckets of balls with a “Bronze” membership. This resulted in more “Bronze” membership sales.
- 90.Increased revenue by standardizing green fees to be the same every day of the week. Previously weekend rates were higher than weekday rates.
91. Increased revenue by introducing a new sport called Foot Golf that can be played on the First Tee Short Course. There was an initial set up cost of \$1,400 for 10 soccer balls, and 6 cups and flags.
- 92.Increased capacity and allowed the driving range to be open during inclement weather by adding a concrete pad on the back of the driving range tee, and by placing artificial tee mats on this pad. During the off season from November to April customers will be asked to use the driving range mats for their range practice.
- 93.Increased revenue by obtaining new tournament software that can project tournament scores on a TV and on our webpage, rather than using a paper format taped to the Pro Shop window on game day. Sponsors can include their

ads on both the scorecard and the tournament webpage (up to 8 sponsors total).

### **Transporting Work**

94. Increased capacity and reduced costs by converting an old TV cart into a new portable golf ball washing unit.

### **Excess Inventory**

95. Reduced costs by meeting with the Nike Sales Representative and obtaining authorization to return some of the clothing items that didn't sell.

## **Kenwood Cove**

### **Waiting**

### **Mistakes**

### **Excess Movement or Motion of Workers**

### **Do it right the first time**

### **Inefficient Processes**

96. Increased capacity for the Kenwood Cove supervisor during the summer months by replacing a hand-written staffing schedule with an electronic version using Whentowork.com. at a cost of \$250 per summer. This website allows employers to set shift schedules and employees to enter their availability. The website then auto fills the needed shifts with available staff members. When finalized it is distributed electronically to smart phones and computers

### **Always do the Right Thing**

### **Transporting Work**

### **Excess Inventory**

## **Instructional**

### **Waiting**

### **Mistakes**

### **Excess Movement or Motion of Workers**

97. Reduced costs and increased capacity by reducing tennis program staffing from five coaches to four. Even with this reduction we maintained a ratio of one coach to every seven tennis players, which still keeps the group small enough for individual attention.

### **Do it right the first time**

98. Reduced costs and increased capacity by replacing the “Ultimate Sports Camp” for teenagers, which was a one week 8am-5pm event to “Summer Adventure Days”, which is one day a week for 9 weeks (one day in Salina and the other days in 8 different towns). Registration costs for this program were not meeting cost recovery guidelines.

### **Inefficient Processes**

99. Reduced costs and increased capacity by discontinuing the free t-shirt when attending the Day Camp and Tennis Academy program. The t-shirt was not integral to the success of this program and added an unnecessary cost.

### **Always do the Right Thing**

100. Reduced costs by changing the instructor for the baton instructional class from an hourly rate of pay to a contract, with 70% of the registration fee paid to the instructor and 30% to Parks and Recreation. This change protects the Parks and Recreation financially from fluctuating attendance and provides more incentive for the instructor to recruit/retain participants. This change was prompted by the fact that poor attendance made cost recovery impossible.
101. Reduced costs. Play Day in the Park is an annual event during the 4<sup>th</sup> of July week that offers the public entertainment, hot dogs, watermelon, and drinks at no cost. In the past, hot dogs have been served throughout the afternoon. However, after the lunch hour very few hotdogs were served and most went to waste, which prompted a decision to serve hot dogs only during lunch. This will reduce purchasing costs by 20 cases of hot dogs and buns that were being wasted.
102. Reduced costs and increased capacity by replacing a trailer rented from Pepsi to provide fountain drinks to spectators at the Baton Recital with an ice chest filled with ice-cold cans of soda. Unused product is saved and used in support of other recreational activities.
103. Reduced costs by relocating the venue of the Golden Years Spring Festival from the Bicentennial Center to the VFW facility. The VFW not only was less expensive, but they also provided volunteers to serve the food and provide minor custodial cleanup.

### **Transporting Work**

### **Excess Inventory**

## **Parks and Forestry Division**

### **Waiting**

### **Mistakes**

104. At Bill Burke Park improved the quality of turf between fields, reduced the amount of time before a game can start after a rain event, reduced staff time to pump water from the fringe areas, eliminated a drainage problem where water drained into the dugout and bleacher areas after a rain, helped retain events such as the KSHSAA State Softball tournament, and improved the overall quality of experience at this facility by installing a drainage system that collects rain water and drains it to the river at a cost of \$13,000.
105. Increased capacity running a new line from the well system used to water the infields in Bill Burke Park to the new drainage system recently installed, thereby providing a release of the pressure buildup which naturally occurs in the well system.
106. Avoided replacement costs for old, worn-out chairs used in meeting rooms at the Golf Course by repurposing chairs that the Bicentennial Center was replacing as part of their remodeling project.

### **Excess Movement or Motion of Workers**

107. Increased functional capacity and reduced costs by removing aging posts and cable systems in Lakewood Park, Indian Rock Park, Steve Hawley Park, Oakdale Park, Bill Burke Park, and Bondy Field
108. Reduced vehicle expenses and increased capacity by using the old pool bath house across from the Oakdale shop to store supplies and equipment. We were also able to move supplies that were previously stored outside at Oakdale inside at the new storage facility
109. Increased capacity and reduced fuel costs by having Salina Iron and Metal place a container at the shop, which they pick up at no cost to us, rather than hauling this material to the junk yard
110. Reduced costs and increased capacity by developing different design standards for placing landscaping beds in large city-wide parks, medium use parks, and small neighborhood parks.
111. Reduced costs and increased capacity by establishing different levels of landscapes: Top Priority, Medium Priority, and Low Priority. This change will have the overall effect of reducing the amount of time and money spent on medium and low priority landscapes.
112. Increased capacity by reorganizing the greenhouse, adding additional shelving to provide storage for annual flowers, and thereby reducing travel time to the Fair Grounds, where the flowers are normally stored.
113. Increased capacity by replacing large overgrown landscaping around Jerry Ivey Memorial to size appropriate plants that require less maintenance and eliminate the need for shearing. This change has also improved the overall appearance of this area.
114. Increased capacity and reduced costs by reducing the number of windows at the Indian Rock Lodge from 13 to 6. With fewer windows the time

spent repairing vandalism will decrease to less than ½ of that previously required.

115. Increased capacity by converting three small areas into a “pocket prairie”. These areas have been converted into a wildlife conservation area with native plants and herbs instead of being manicured by mowing and seasonal grooming. These areas will also provide a learning station, which is easily accessible to staff for educational purposes.
116. Reduced costs and increased capacity by having a contractor place a large roll-off dumpster at the site used for community cleanup of the river. Tree limbs and debris are hauled away at a cost of \$100 per cleanup.

### **Do it right the first time**

117. Purchased three new mowers (2012 models) using GSA pricing. This will reduce costs, while still meeting new emission standards.
118. Avoided costs for replacing damaged bleacher seats by replacing them with used seats. This resulted in a one-time replacement cost avoidance savings of \$5,176.
119. Natural Resources: Increased capacity by 50 hours annually and reduced costs by \$850 annually by mowing the trail around the Lakewood prairie, rather than spreading wood chips to cover this trail. We will let the trail regain a grass cover that will provide a safe and dry surface for visitors.
120. Natural Resources: Increased capacity and reduced costs by \$500 annually by obtaining a grant to construct a green house on site. With this new facility we can now grow our own food for the animals in the nature center.
121. Natural Resources: Reduced costs by \$700 annually by obtaining sponsor prizes (rather than city purchased) for the eco-meet event.

### **Inefficient Processes**

122. Established a division wide staff meeting once a week to better communicate goals, priorities, and to leverage resources more effectively
123. Created a more efficient means of filtering water at the Jerry Ivey water playground by switching from a paper filter to a sand filter. The ROI is calculated at 1.8 years to fully recover the cost. In addition, this change will result in increased capacity
124. Reduced costs by replacing an older black/white copier and 2 color printers with one multifunction color copier. It is not only faster, but it is cheaper. It will take only 2.11 years to recover the cost based on current usage.
125. Reduced Utilities mowing costs around water stations and pumps by assigning these responsibilities to Parks & Recreation. This was an increase in productivity of 43%
126. Reduced costs by switching from a powder form of the insecticide “Merit” to a liquid form of the same insecticide. The labor required to spread this insecticide over 54 acres of property is the same.
127. Reduced energy consumption in the Sunset Park Shop by replacing three old wooden single pane windows with three energy efficient double pane windows
128. Reduced expenses by collecting native seeds from flowers and forbs in order to grow the plants Parks & Recreation needs. In addition, there is a potential for selling native plants that we grow that are surplus, thereby

creating a new source of revenue. There is an initial purchase cost for plant grow lights.

129. Increased capacity by moving the storage location of the loader tractor from the far side of the building to the front of the building. This move will reduce excess movement and increase efficiency. It will also increase the visibility of the tractor to help ward off security issues
130. Reduce energy costs and increase capacity by replacing an older scoreboard at James Matson field (which used incandescent bulbs) with a newer one taken from Bondy Field (which uses LED lights)
131. Reduce energy costs by replacing a metal halide light fixture in the Jerry Ivey Park gazebo with a new LED fixture. The next light fixture cost \$600, but should last 20 years with a ROI between 4-5 years.
132. Increased capacity by inviting the public to participate in installing a new playground at Steve Hawley Park. It was completed in one day by using volunteers. This event serves as a model for future playground installations. The playground equipment cost \$1,560.
133. Reduced costs and increased capacity by cutting down on the number and size of the Bounce-A-Roo's, and by renting locally instead of out of town. This has saved on rental fees, vehicle mileage, and manpower.
134. Increased capacity by 20 hours annually and reduced costs by \$1,200 annually by adding an angle iron under the bleacher seats. The bleacher is moved by using a forklift placed under the seats, which causes damage over time, requiring replacement. By adding an angle iron under the seat, it will reduce the possibility of damage and increase the life cycle of the bleacher.

### **Always do the Right Thing**

135. Improved safety for patrons exiting Bill Burke Park by (1) subscribing to the Salina County Emergency Management Alert system to heighten the state of severe storm awareness, (2) installing a weather alert system (Weather Bug) to detect lightning, (3) Installing an emergency egress to the north allowing two exiting destinations, instead of one, (4) developing inclement weather action plans for patrons, user groups, public and staff, (5) purchasing resources to carry out the staff inclement weather action plan, and (6) training staff to follow through with the staff inclement weather action plan
136. Increased capacity and reduced safety risks to the public by converting a small 2' deep pond into a rain garden. This was done as an Eagle Scout project at no cost to this City
137. Used 6S principles to reorganize the Park Superintendent's office into a different configuration that is more user friendly and more inviting to visitors.

### **Transporting Work**

### **Excess Inventory**

138. Avoided costs at the landfill by repurposing about 900 feet of chain link fence that is being replaced on two ball fields to be used at the landfill for additional litter control.

# **Therapeutic Recreation**

## **Waiting**

## **Mistakes**

### **Excess Movement or Motion of Workers**

#### **Do it right the first time**

139. Improved the accuracy of the reports tracking T.R. attendance at Kenwood Cove by asking the T.R. Day Camp Supervisor to provide an attendance report directly to the Kenwood Cove Supervisor via email on a weekly basis.

## **Inefficient Processes**

### **Always do the Right Thing**

140. Reduced costs by \$1,000 during 2016 by obtaining a grant to purchase ingredients/supplies for a "Healthy Cooking" class that is held monthly. The anticipated cost recovery using these funds will be 85% of the total cost.
141. Reduced costs by \$1,000 during 2016 by obtaining a grant to help fund the Summer Day Camp. This program cost \$5,700 during 2015.

## **Transporting Work**

## **Excess Inventory**