

# Emerald Ribbon Action Plan

**OPERATIONS & MANAGEMENT ANALYSIS**

**MARCH 2024**

**PREPARED BY**

Agency Landscape + Planning  
Siglo Group



[emeraldribbonplan.com](http://emeraldribbonplan.com)

This Operations and Management Analysis examines the Salt Lake City Public Lands Department's operations and land management responsibilities and staff resource allocations within the Emerald Ribbon study area. It is a supporting document to the Existing Conditions Report for the Emerald Ribbon Action Plan. Its intent is to inform the Emerald Ribbon Action Plan by ensuring final recommendations for plans and management take into consideration existing management practices and challenges. Within the 944-acre Emerald Ribbon study area, 772 acres are managed by Salt Lake City. The detailed analysis here focuses on the 442 acres managed by Districts 1, 4, 5, 6, and 8.

## OVERALL MANAGEMENT TAKEAWAYS

All "takeaways" in this report are based on staff feedback, data analysis, and on the ground observations.

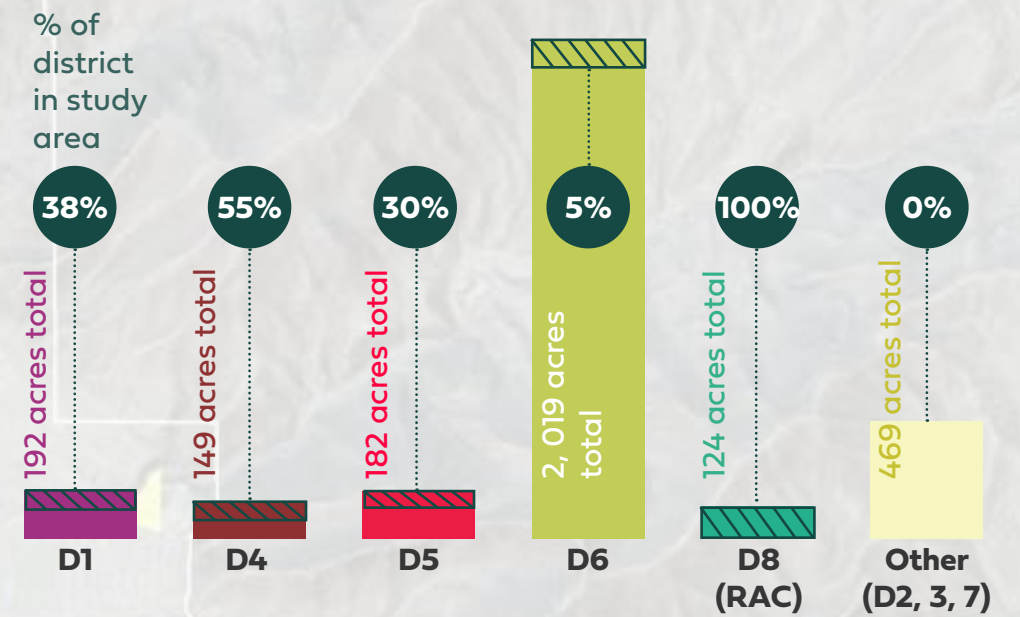
1. For over 100 years, management of the river and its surroundings has been focused on increasing available land for urbanization while simultaneously reducing flood risks. While these are admirable goals, they have resulted in **a channelized river and surrounding park open spaces that cannot perform natural functions**. These management practices have resulted in **less vibrant natural areas, degraded wildlife habitat, reductions in water quality, and a deficient park experience**.
2. Of the 772 acres in the study area managed by Salt Lake City Public Lands, 43% (330 acres) of the land is allocated for golf, 16% (124 acres) for the Regional Athletic Complex (RAC - managed by District 8), 19% (154 acres) for recreational parks, dog parks, and cultural facilities (managed by Districts 1 and 4), and 21% (164 acres) for greenbelts and natural areas (managed by Districts 5 and 6). **Although there are various park amenities near the river, they traditionally have not focused on river-related experiences**.
3. The **Public Lands Department is expanding, with a growing Natural Areas staff in District 6**. Natural Areas staff will focus on enhancing park experiences and ecological health as directed by the 'Reimagine Nature', Salt Lake City's parks plan.
4. **Effective land management within the corridor is challenged by a variety of conflicting interests**. The State of Utah is responsible for the river bed and banks, while Salt Lake County is responsible for flooding and flows regulated by state water rights and federal flooding regulations. The areas beyond the banks are owned and managed by Salt Lake City, other governmental entities, homeowners, and commercial and industrial businesses.
5. There is currently **no long-term agreement between the City and the State** for management of areas immediately adjacent to the river.
6. As evidenced by community feedback and conversations with city staff, **underutilization of many areas has led to both real and perceived safety issues, diminishing the overall park experience**. This is beginning to be addressed by additional Natural Area staff (District 6) and Park Rangers who spend time daily in the corridor. Examples of activated sites that have a sense of safety include Peace Gardens, Three Creeks Confluence, and Cornell Wetlands.

See **Appendix 1** for descriptions and caveats for all data used to create this report.

For more information on the existing conditions and context for the Operations & Management Analysis, refer to the **Emerald Ribbon Existing Conditions Report**.

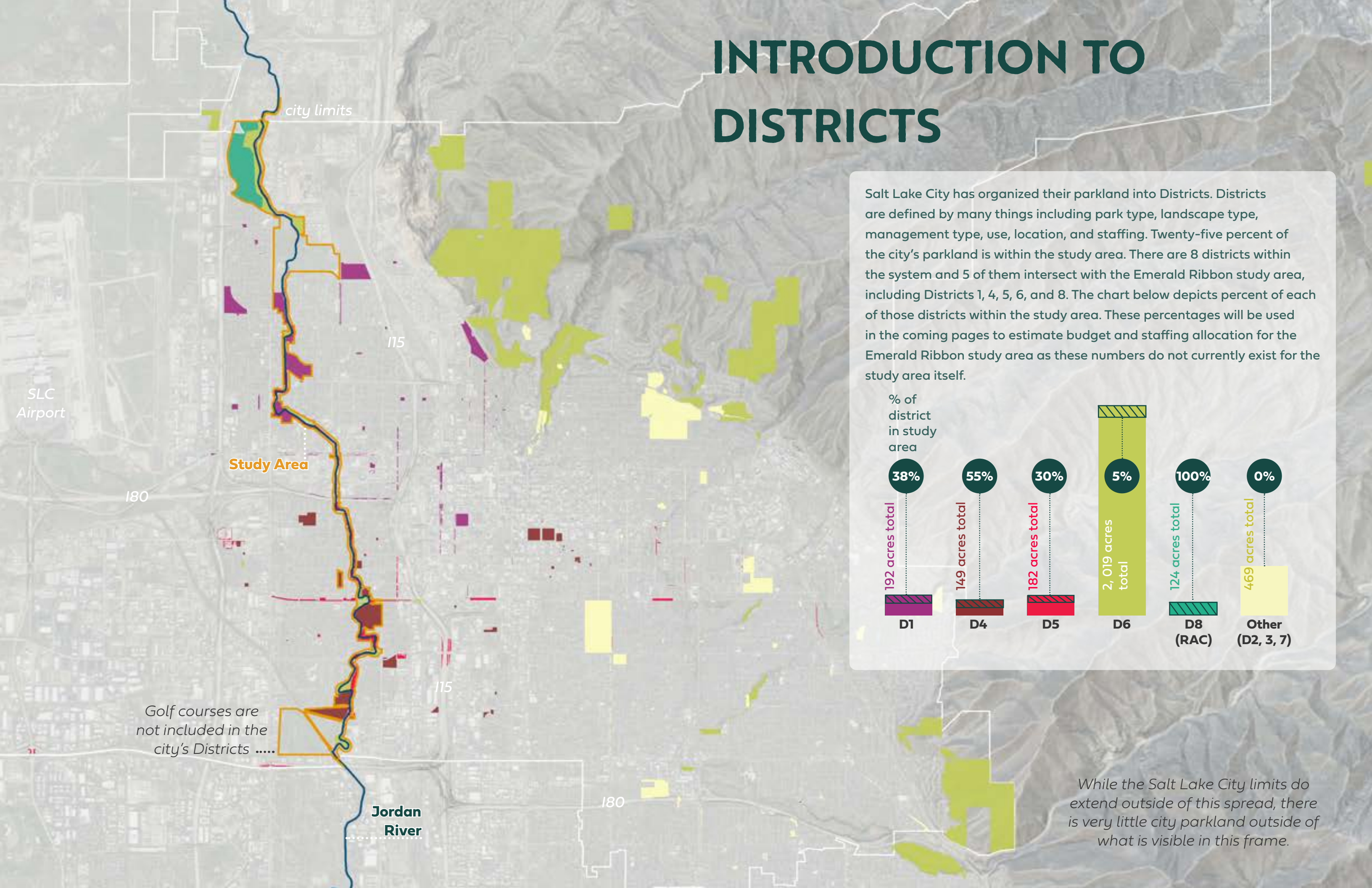
# INTRODUCTION TO DISTRICTS

Salt Lake City has organized their parkland into Districts. Districts are defined by many things including park type, landscape type, management type, use, location, and staffing. Twenty-five percent of the city's parkland is within the study area. There are 8 districts within the system and 5 of them intersect with the Emerald Ribbon study area, including Districts 1, 4, 5, 6, and 8. The chart below depicts percent of each of those districts within the study area. These percentages will be used in the coming pages to estimate budget and staffing allocation for the Emerald Ribbon study area as these numbers do not currently exist for the study area itself.



Golf courses are not included in the city's Districts .....

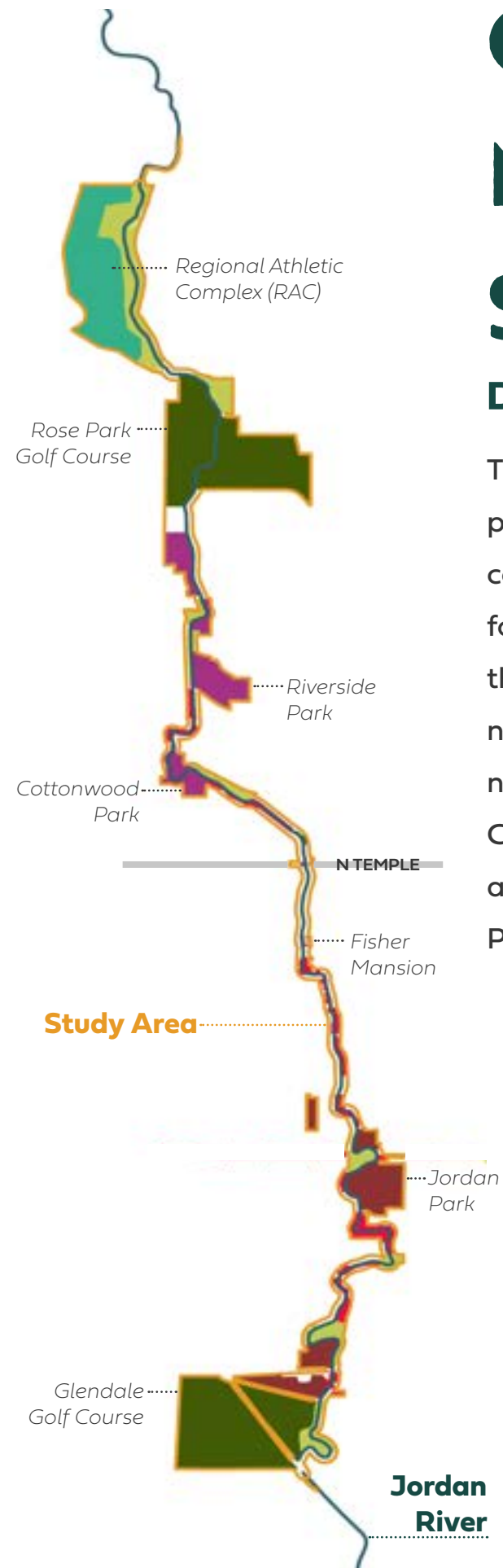
While the Salt Lake City limits do extend outside of this spread, there is very little city parkland outside of what is visible in this frame.



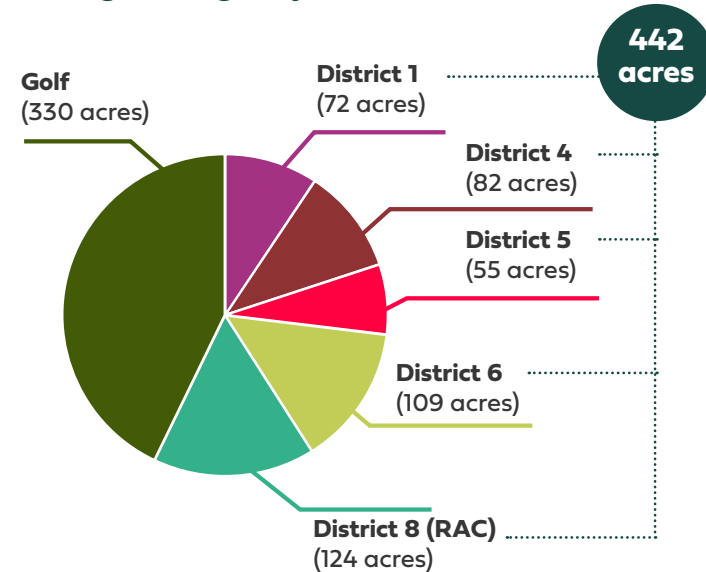
# OPERATIONS & MANAGEMENT SUMMARY

## DISTRICTS 1, 4, 5, 6, & 8 (RAC)

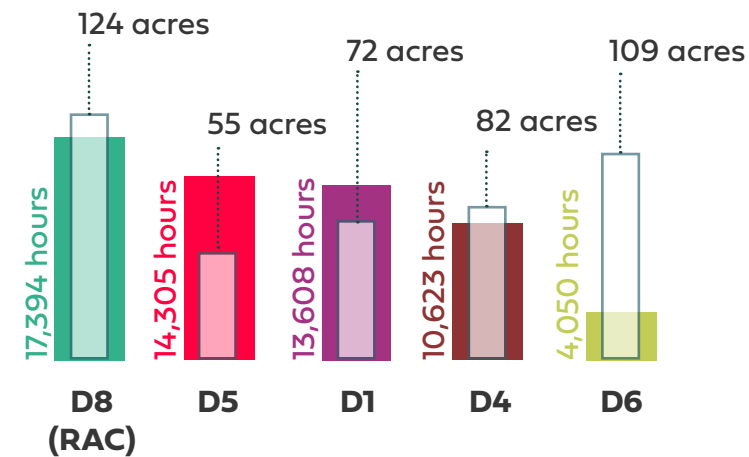
These districts are responsible for the traditional parks, greenbelts, and nature based parks within the corridor (442 acres). Districts 1 and 4 are responsible for traditional parkland, District 8 is responsible for the RAC, and Districts 5 and 6 are responsible for natural areas and greenbelts. This assessment does not include Golf areas that are owned by Salt Lake City (as they are independently managed) or other areas in the corridor not owned by Salt Lake City Public Lands.



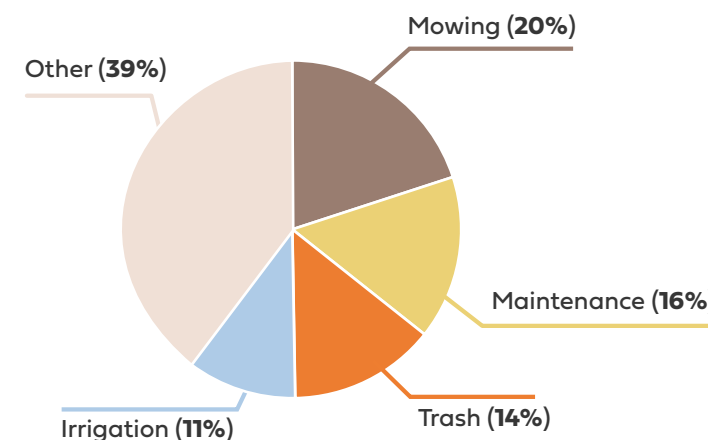
**Acres Managed by Districts:**



**Hours by District:** Based on data provided in Cartegraph, a work order program, employees for these Districts worked a total of 59,980 hours in the study area between August 2019 and December 2023. Of these, District 8 (RAC) recorded the most hours at 17,394 (29%), while District 6 recorded the fewest hours at 4,050 (7%). It is worth noting that while District 6 is one of the largest districts, it recorded the least amount of time. Alternatively, District 5 is the smallest district and it recorded the second most hours of all districts.

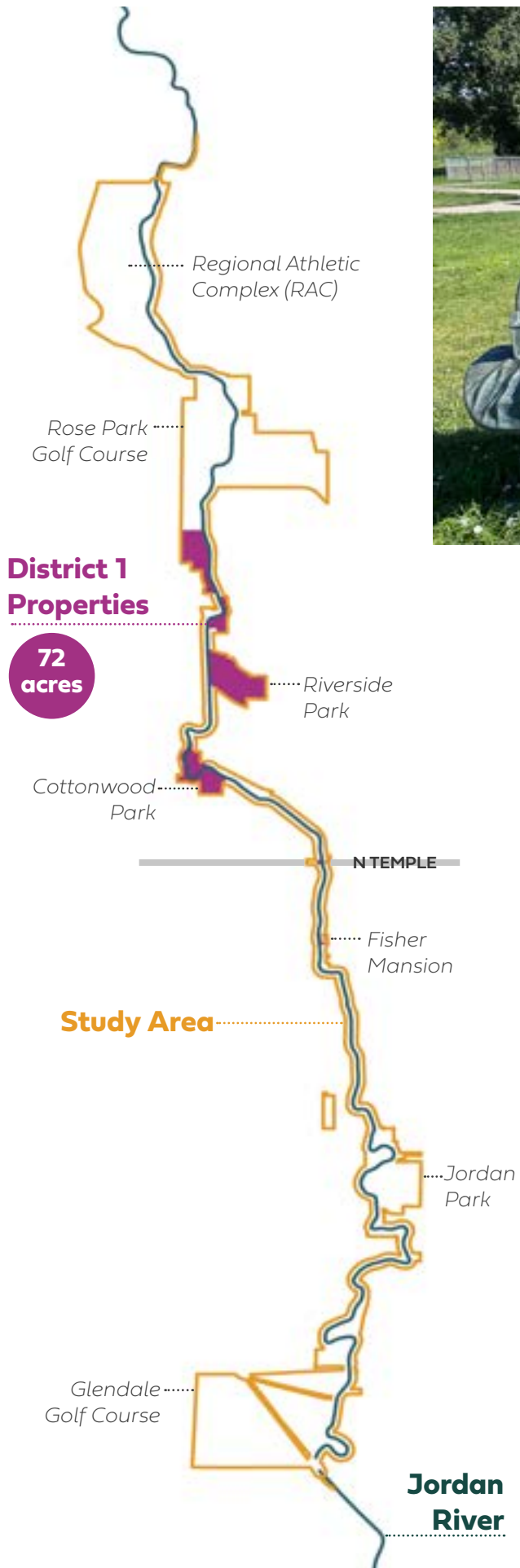


**Hours per Activity, all Districts:** Major management and operations activities in the corridor included Mowing (20%), Maintenance (16%), Trash (14%), and Irrigation (11%).



The plantings at Cornell Wetlands were designed to infiltrate and clean stormwater.

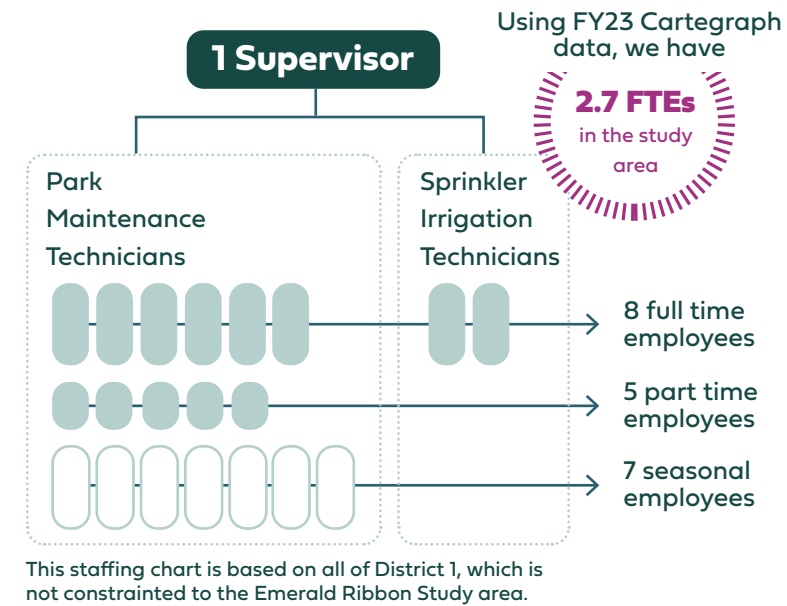
The following pages summarize each District in terms of location, character of park space, staffing, hours per major activity, and key takeaways. Summaries are based on desktop mapping, site visits, district supervisor interviews, and data provided by Salt Lake City for time tracking (using Cartegraph) and staff organization.



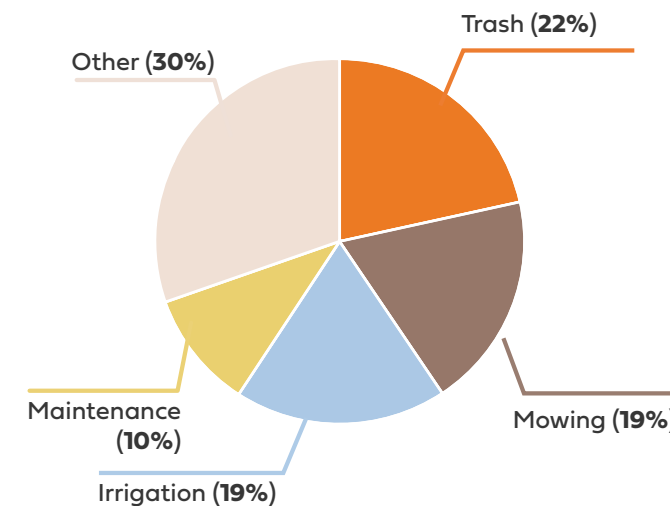
# DISTRICT 1

District 1 manages irrigated areas within the parks in the north central section of the study area, from Roots Disc Golf Course to Fisher Mansion. Large parks managed by District 1 include Riverside Park, Roots Disc Golf Course, Cottonwood Park, and Cornell Wetlands. Generally, areas between the trail and the river are thought to be outside of the District’s jurisdiction but in some cases the District is managing this area as well. District 1 manages 72 acres in the study area.

**Staff:** District 1 park maintenance and irrigation technicians include 20 full time, part time, and seasonal staff members with one supervisor, for a total of 21 employees. A large part of the work in the corridor is focused on mowing. The District is overseen by the Parks Business and Operations Manager (Group A).



**Hours per activity:** Based on data provided in Cartegraph, District 1 staff worked 13,608 hours on the corridor properties taking on 4,511 tasks from August 2019 to December 2023. Major allocations of hours included Trash pick up and hauling (22%), Mowing (19%), Irrigation (19%), and Maintenance (10%)\*.

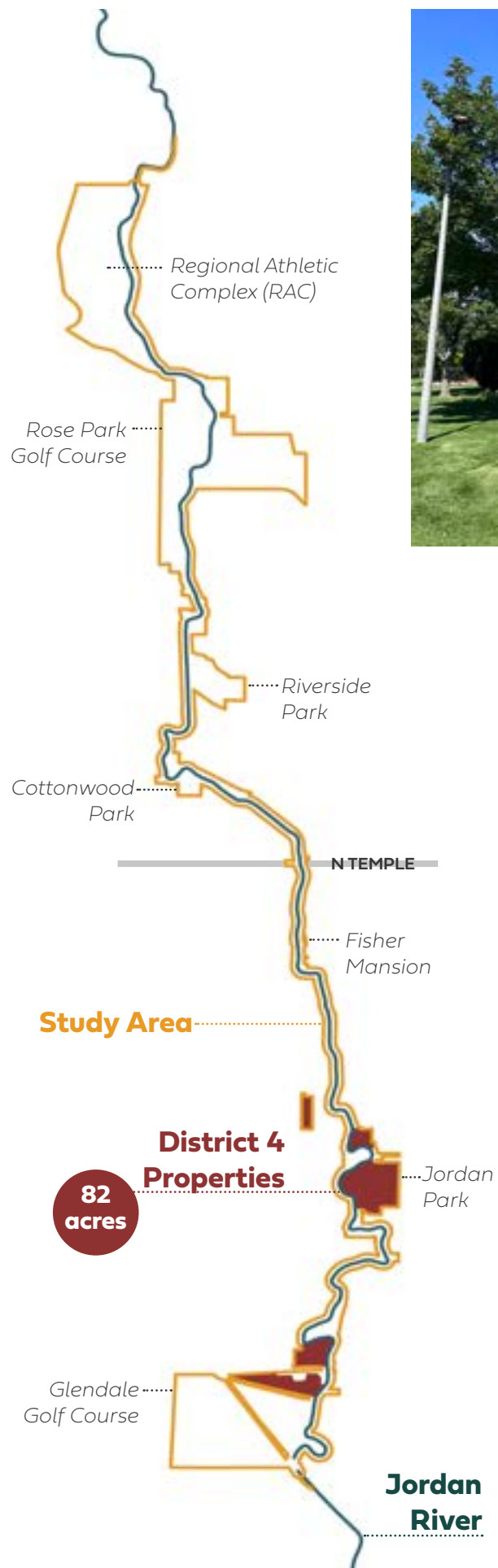


\*See **Appendix 2** for a complete list and ranking of activities within District 1.

## DISTRICT 1 KEY TAKEAWAYS

1. Teams are very comfortable with standard landscape tasks of **mowing, formal landscape care, irrigation upkeep, and trash removal.**
2. Experimentation with **electric equipment** has worked well and could be expanded.
3. **Safety concerns** are attributed to poor lighting, unhoused populations, and limited activity along and adjacent to the river.
4. Staff has recognized **a need for long term management** in order for park spaces to be successful. Bend in the River is one location that has suffered without a plan for continued management.
5. There is a **high mortality rate** of small planted trees (deep pots).
6. **Lines between different district responsibilities** and state are sometimes unclear. For instance, areas in Cottonwood Park between the trail and the river are sometimes managed as lawn while their use suggests they could be natural areas and managed by a different district.
7. **Staff does not have the capacity to get tasks done** across the city-wide system, let alone in the corridor. Trash clean up has recently taken away capacity to complete standard tasks.

\*See **Appendix 3** for detailed takeaways from District 1.

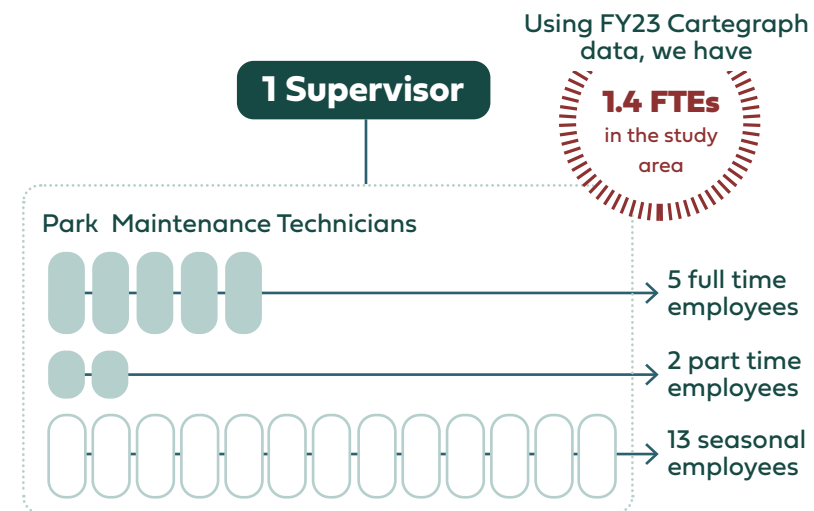


The International Peace Gardens showcase colorful annual planting areas.

# DISTRICT 4

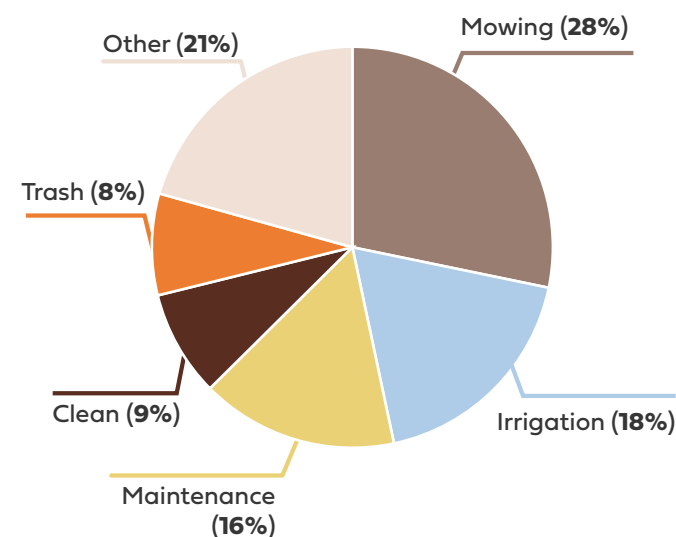
District 4 manages irrigated areas within the parks in the southern section of the study area. Parks under its management include Poplar Grove Park, International Peace Gardens, Jordan Park, South River Park, and Glendale Park. Generally, areas between the trail and the river are thought to be outside of District 4's jurisdiction but in some cases the District is managing those areas as well. District 4 manages 82 acres in the study area.

**Staff:** District 4 park maintenance technicians include 20 full time, part time, and seasonal staff members with one supervisor, for a total of 21 employees. The District is overseen by the Parks Business and Operations Manager (Group B).



This staffing chart is based on all of District 4, which is not constrained to the Emerald Ribbon Study area.

**Hours per activity:** Based on data provided in Cartegraph, District 4 staff worked in the corridor for 10,623 hours in the corridor properties taking on 2,840 tasks from August 2019 to December 2023. Mowing (28%), Irrigation (18%), General Maintenance (16%) Cleaning (9%), and Trash (8%) utilized substantial amounts of staff time within the corridor\*.

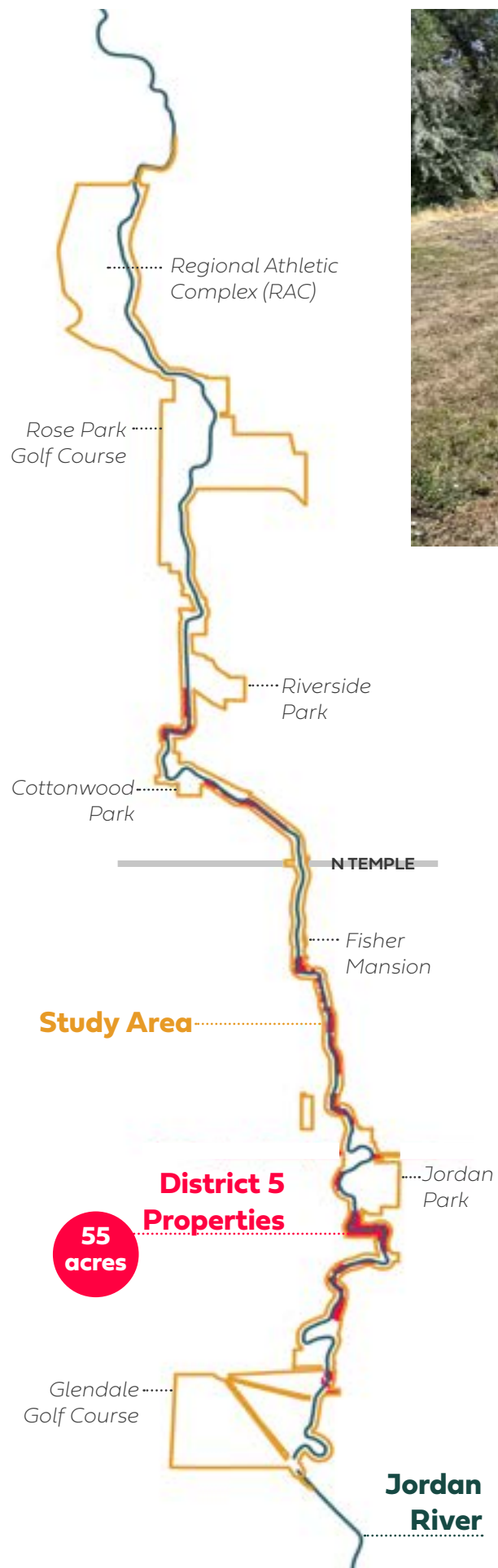


\*See **Appendix 2** for a complete list and ranking of activities within District 4.

## DISTRICT 4 KEY TAKEAWAYS

1. Teams are very comfortable with standard landscape tasks of **mowing, formal landscape care, irrigation upkeep, and trash removal.**
2. District will be in charge of managing Glendale Regional Park, the first park designed with **Reimagine Nature as a guiding document.**
3. **Safety concerns** are attributed to poor lighting, unhoused populations, and limited activity along and adjacent to the river.
4. Staff has recognized **a need for long term management** in order for park spaces to be successful.
5. **Lines between different district responsibilities and state** are sometimes unclear.
6. **Staff does not have the capacity to get tasks done** across the city-wide system, let alone in the corridor. Trash clean up has recently taken away capacity to complete standard tasks.
7. Summer months are especially hard on resources as **all District 4 staff are utilized to prepare and clean up events outside of the corridor.** During this time standard maintenance tasks are often back logged.

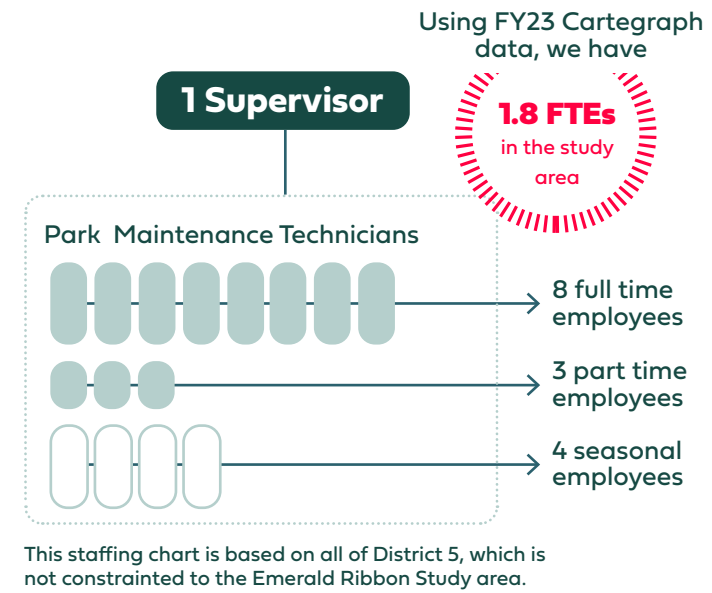
\*See **Appendix 3** for detailed takeaways from District 4.



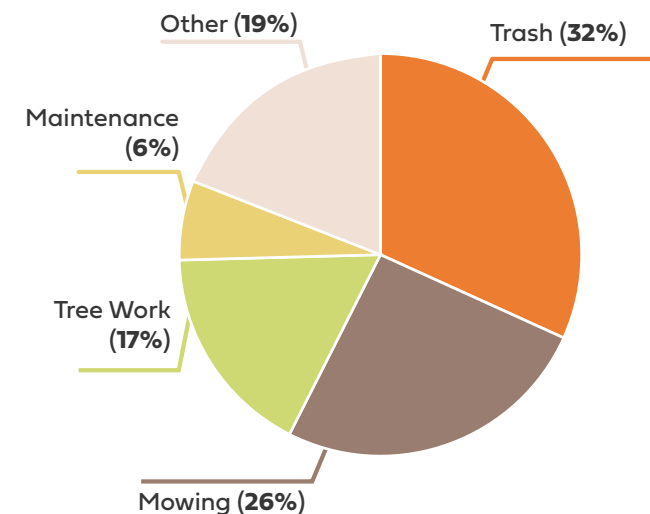
# DISTRICT 5

District 5 manages Alheimers Park, Modesto Park, Bend in the River, and the 9 Line Trail, as well as other greenbelt portions. The District manages greenbelts between the more formal park areas that are seasonally mowed or wooded. District 5 manages 55 acres in the study area.

**Staff:** District 5 park maintenance technicians include 15 full time, part time, and seasonal staff members with one supervisor, for a total of 16 employees. The District is overseen by the Parks Business and Operations Manager (Group B).



**Hours per activity:** Based on data provided in Cartegraph, District 5 staff worked in the corridor for 14,305 hours in the corridor properties taking on 1,569 tasks from September 2019 to August 2023. Trash (32%), Mowing (26%), Tree Work (17%), and General Maintenance (6%) utilized substantial amounts of staff time within the corridor\*.

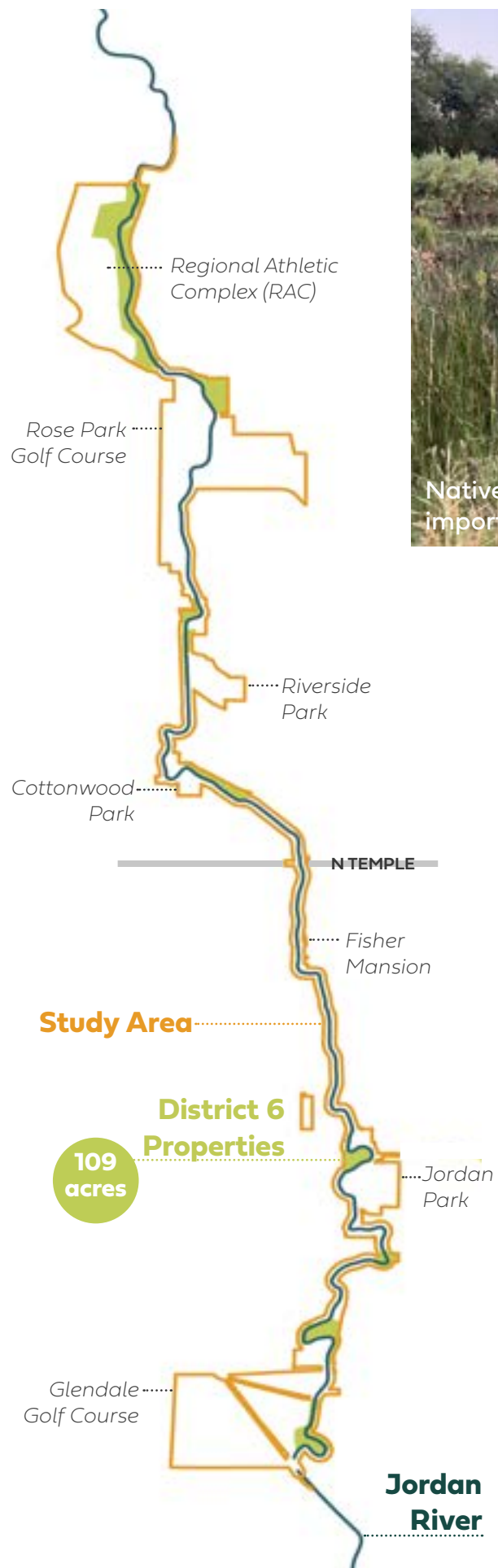


\*See **Appendix 2** for a complete list and ranking of activities within District 5.

## DISTRICT 5 KEY TAKEAWAYS

1. District is focused on **maintaining greenbelt areas**. They are also responsible for all tree work in riparian areas.
2. Best management practices are being established for **non-traditional park areas**.
3. Projects utilize an **adaptive management framework**, which allows staff to adjust management methods based on prior successes.
4. Staff report issues with **unhoused population utilizing greenbelt areas** for camping and leaving trash and waste.
5. **Activation of spaces** is key to a successful corridor.
6. **Staff does not have the capacity to complete tasks on a regular basis.** Trash clean up has recently taken away capacity to complete standard tasks.
7. Although one of District 5's main activities is mowing, **electric equipment is not appropriate for their applications** because of terrain and volume of organic matter.

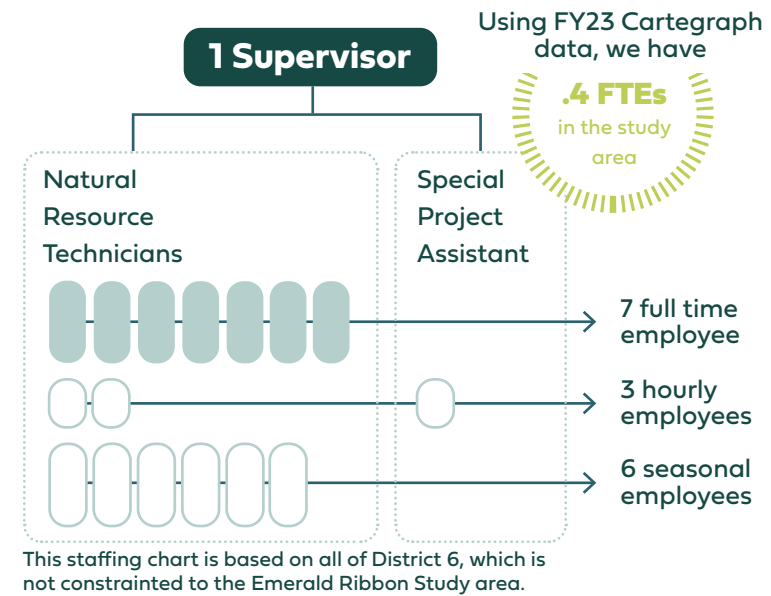
\*See **Appendix 3** for detailed takeaways from District 5.



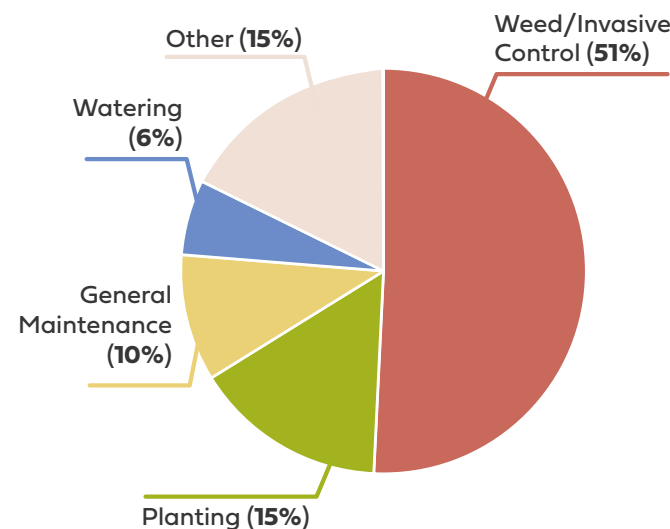
# DISTRICT 6

Also known as "Natural Lands", District 6 manages Three Creeks, Fife Wetlands, RAC-Open Space, Riverview, Peace Tree Bend, 2100 S Restoration (Oxbow), and other natural areas of the study area. This Division is growing in staff and over time the area it manages will grow, particularly as the concepts in Reimagine Nature are implemented. District 6 manages 109 acres in the study area.

**Staff:** District 6 park maintenance technicians and the special project assistant include 10 full time, hourly, and seasonal staff members with one supervisor, for a total of 11 employees. The 3 hourly positions are in the greenhouse. Staff counts do not include bike park or foothills technicians. The District is overseen by the Parks Business and Operations Manager (Group B).



**Hours per activity:** Based on data provided in Cartegraph, District 6 staff worked in the corridor for 4,050 hours in the corridor properties taking on 307 tasks from August 2019 to August 2023. Weed/Invasive Control (51%), Planting (15%), General Maintenance (10%), and Watering (6%) used the largest amounts of staff time within the corridor\*.



\*See **Appendix 2** for a complete list and ranking of activities within District 6.

## DISTRICT 6 KEY TAKEAWAYS

- District is focused on **increasing ecological health, wildlife habitat and area dedicated to wetlands.**
- Invasive species** are managed through internal and contract efforts.
- Restoration best practices** are being established for the corridor.
- Projects utilize an **adaptive management framework.**
- A city-run **nursery grow operation** increases the availability of native plants for city landscapes.
- High turn over in staff** could be a result of not being comfortable with maintenance practices and/or lack of a feeling of safety. Staff noted Fife Wetlands as a particular area that causes these issues.
- There is a **high mortality rate** of planted trees.
- Protocols are being developed for restoration projects and native plant establishment that require **less long-term care.**
- Restored areas** are often used for camping and dumping.
- The presence of unhoused population is impacting decisions to do work.**
- More activated spaces with increased visibility** like Three Creeks have fewer campsites and are more successful ecologically.
- Clarifying property boundaries and formalizing agreements with the state and county** will allow the entities to share skills, people, and projects.

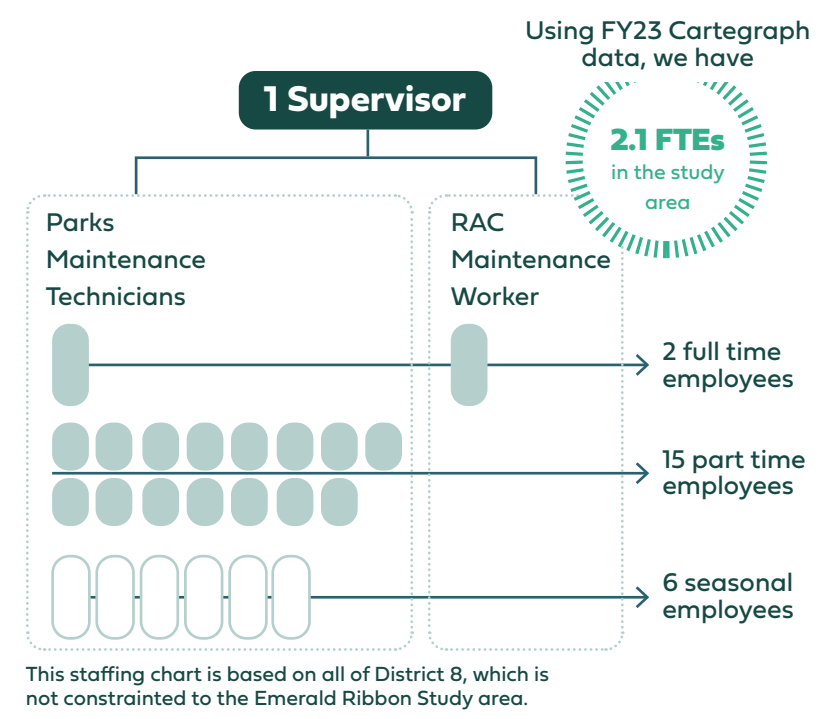
\*See **Appendix 3** for detailed takeaways from District 6.



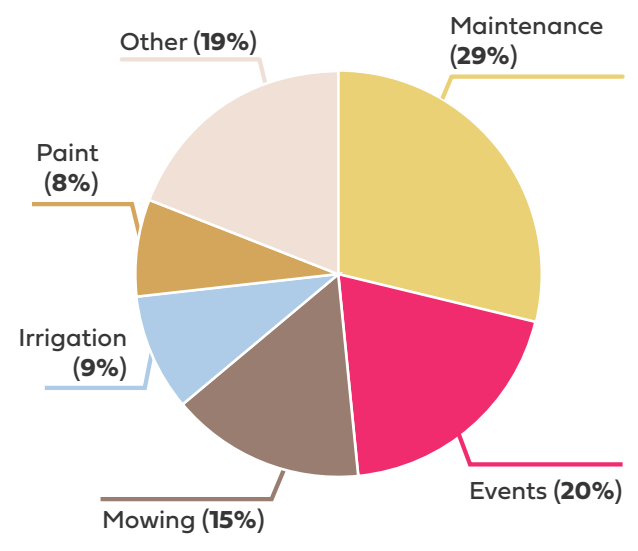
# DISTRICT 8 KEY TAKEAWAYS

1. The RAC facility is **drawing tournaments regionally and creating direct fee revenue** for the city while increasing overall commerce in the City.
2. The landscape is **managed with high intensity** to meet high recreational standards.
3. The RAC facility is **disconnected from the Jordan River experience** by fencing.
4. The facility is a **regional destination**, rather than a local amenity for nearby residents.
5. The RAC is **limited to reserved uses**, which limits activity by the general public.
6. The high level of activity in this area means that there are **less opportunities for challenges like dumping or unhoused population use**.

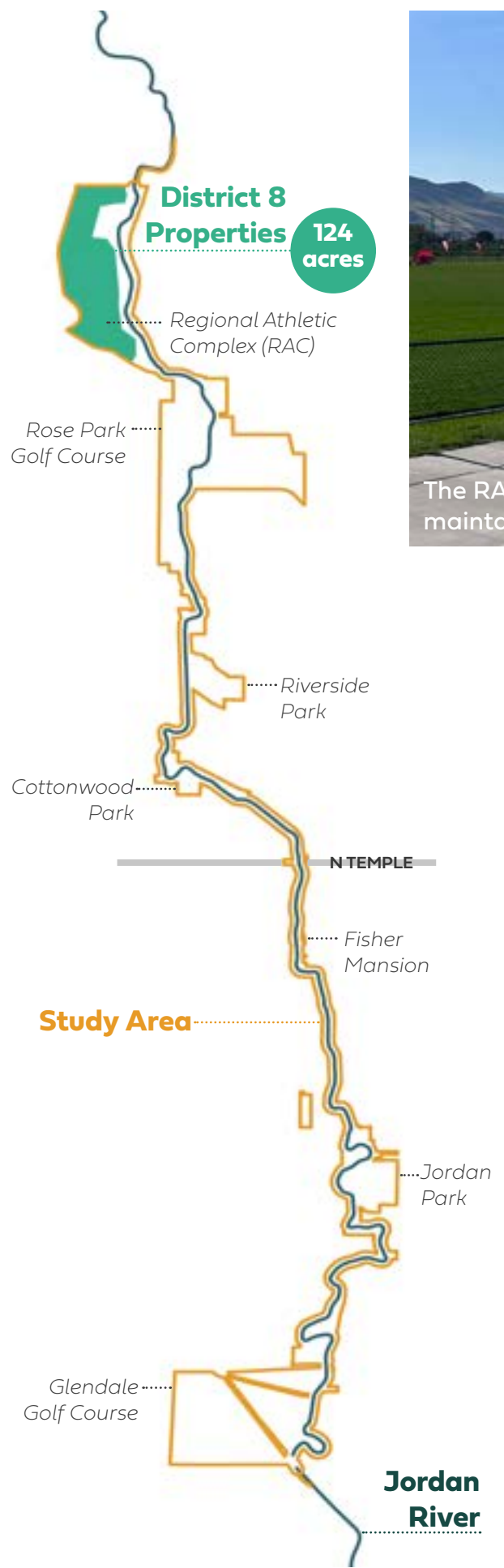
**Staff:** District 8 park maintenance technicians and the RAC maintenance worker include 23 full time, hourly, and seasonal staff members with one supervisor, for a total of 24 employees.



**Hours per activity:** Based on data provided in Cartegraph, District 8 staff worked in the corridor for 17,394 hours in the corridor taking on 4,188 tasks from August 2019 to October 2023. General Maintenance (29%), Events (20%), Mowing (15%), Irrigation (9%), and Painting (8%) utilized substantial amounts of staff time within the corridor\*.



\*See **Appendix 2** for a complete list and ranking of activities within District 8.



# DISTRICT 8

District 8 manages the Recreation Activity Center (RAC) at the northern border of the study area. The area managed by District 8 includes 16 recreational fields used for regional and national tournaments to create a revenue source for the Public Lands Department with plans for expansion. These are highly manicured landscapes that have a focus on creating high quality conditions for recreational activities. District 8 manages 124 contiguous acres in the study area.

# APPENDIX 1:

## DATA SOURCES

- Spatial data for Districts** was provided by Salt Lake City at the inception of the project (summer 2023). The format of the data is a shapefile. Siglo Group cleaned up linework and edited some District edges within the study area to align with logical barriers (i.e. parcel lines, trails, buildings, etc.). The maps and acreages in this document are based on the edited shapefile.
- Staff allocation** is based on 2 pdfs containing staff organization for Salt Lake City, delivered by Tyler Murdock in October 2023. It must be noted that the breakdown of staff for each District is based on these charts, which is for the District as a whole, and not necessarily only for the Emerald Ribbon corridor. It is recommended that additional information is gathered from each District Supervisor to understand what proportion of each District is dedicated to the Emerald Ribbon study area. It was confirmed in February 2024 that District 6 officially as 6 new FTEs.
- Cartegraph** is a work order tool that Salt Lake City uses to track time and activities. Cartegraph data in excel format was delivered to Siglo Group in August (Districts 5 & 6) and December 2023 (Districts 1, 4, & 8), facilitated by Tyler Murdock and Brandon Fleming. Siglo Group selected tasks that were known to be inside the study area for the analysis in this report. There may be discrepancies in time tracking consistency between Districts and years.
  - Hours per activity** pie charts are based on all available data (August 2019 - December 2023).
  - FTE estimates** are based on 2023 Fiscal Year (July 1, 2022 - June 30, 2023) data. This may be the most accurate estimate as District Supervisors confirmed that staff have likely gotten better at logging their activities more recently.

# APPENDIX 2:

## ACTIVITIES BY DISTRICT

Data from Cartegraph was analyzed in order to rank activities that each District has completed, based on hours logged. The following tables are for each District in the study area. The timeframe of the data is the entire record of data from approximately summer 2019 to winter 2023. This is the same data that was used to make the charts in District spreads.

### DISTRICT 1

Activity bin	Hours	%
Trash	2925.13	22%
Mowing	2594	19%
Irrigation	2525.25	19%
Maintenance	1414.4	10%
Debris removal	924.5	7%
Clean	783.05	6%
Tree work	444	3%
Snow	318.1	2%
Fertilize	316.5	2%
Weeds	223.5	2%
Watering	178.5	1%
Event	166	1%
Component	150	1%
Landscaping	117.5	1%
Pests	89.25	1%
Unhoused	86	1%
Haul	82	1%
Seeding	78	1%
Aerate	64.5	0%
Top dressing	41.5	0%
Admin	35.5	0%
Digging	16	0%
Sod	9	0%
Inspect	4	0%
Monitor	1	0%
Inspection	1	0%
Paint	0.5	0%
Graffiti	0.17	0%

### DISTRICT 4

Activity bin	Hours	%
Mowing	2995.55	28%
Irrigation	1955	18%
Maintenance	1686.75	16%
Clean	908.9	9%
Trash	868.16	8%
Debris removal	549.25	5%
Tree work	343.5	3%
Component	244.5	2%
Fertilize	204.5	2%
Landscaping	190.5	2%
Weeds	112.5	1%
Haul	96.5	1%
Event	87.5	1%
Pests	76.25	1%
Snow	73.45	1%
Watering	72.5	1%
Admin	50	0%
Unhoused	30.25	0%
Inspect	21.55	0%
Aerate	19	0%
Trail	10.25	0%
Monitor	9.25	0%
Graffiti	2	0%

# APPENDIX 2:

## ACTIVITIES BY DISTRICT

### DISTRICT 5

Activity bin	Hours	%
Trash	4511.95	32%
Mowing	3647	26%
Tree work	2428.25	17%
Maintenance	906.25	6%
Snow	745.45	5%
Landscaping	538.75	4%
Trail	433	3%
Admin	224	2%
Clean	199.45	1%
Component	148.5	1%
Weeds	120	1%
Irrigation	104.5	1%
Haul	58	0%
Unhoused	53	0%
Inspect	40	0%
Debris removal	14.5	0%
Pests	6	0%
Inspection	5	0%
Fertilize	4	0%
Aerate	4	0%
Event	2	0%
Watering	2	0%
Monitor	1.5	0%

### DISTRICT 6

Activity bin	Hours	%
Weeds	2032	51%
Planting	616.25	15%
Maintenance	405.3	10%
Watering	240.5	6%
Tree work	177.75	4%
Monitor	120.55	3%
Irrigation	114.5	3%
Haul	59.25	1%
Clean	51.1	1%
Unhoused	43	1%
Component	39	1%
Trash	30.25	1%
Plant Propagation	18.25	0%
Admin	16	0%
Trail	14.9	0%
Seeding	12	0%
Mowing	5	0%
Debris removal	4	0%
Landscaping	3	0%

# APPENDIX 2:

## ACTIVITIES BY DISTRICT

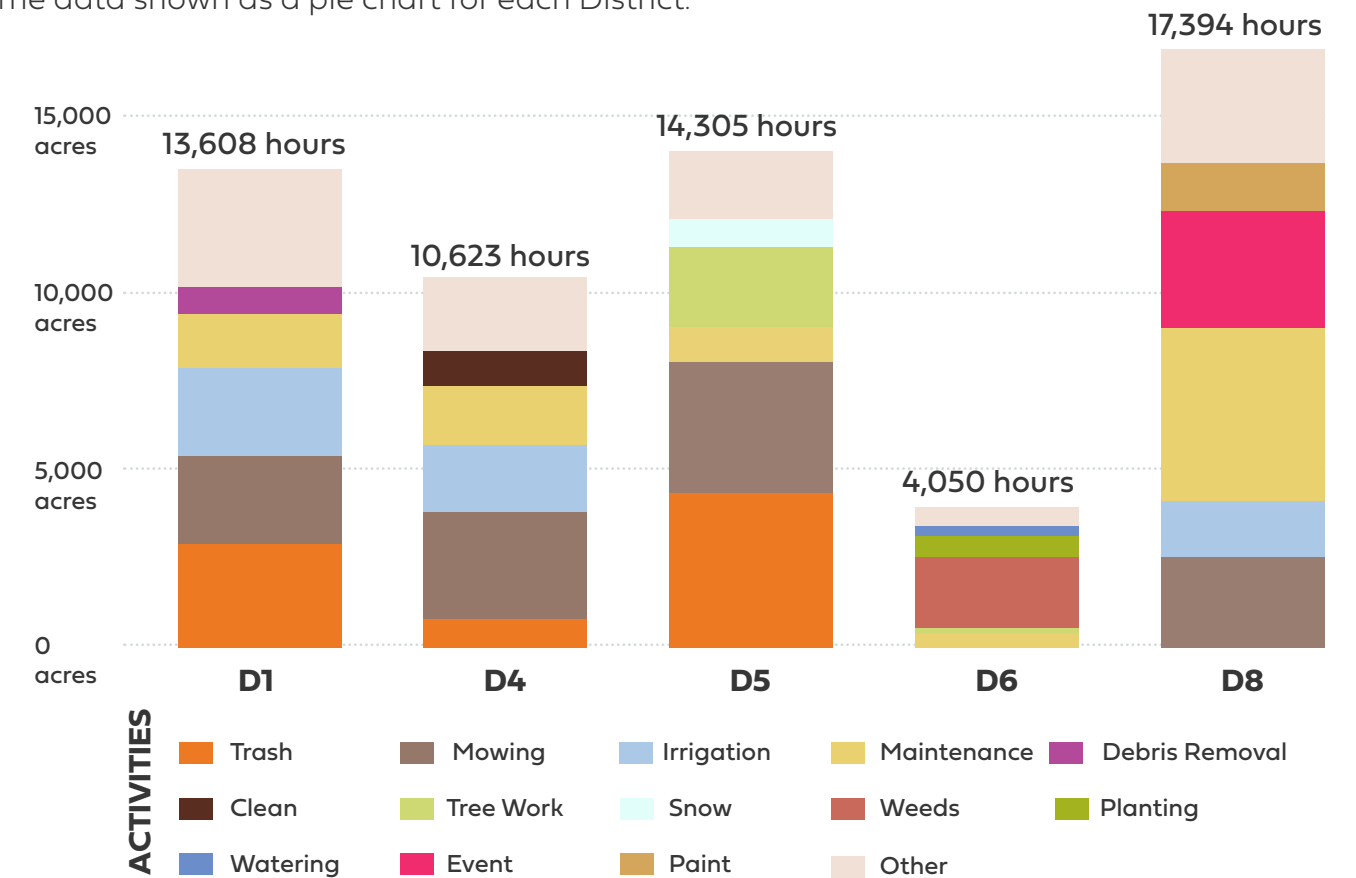
### DISTRICT 8

Activity bin	Hours	%
Maintenance	4927.02	29%
Event	3362.34	20%
Mowing	2652.1	15%
Irrigation	1592.6	9%
Paint	1325.11	8%
Clean	1266.88	7%
Aerate	383.25	2%
Admin	345	2%
Component	336.5	2%
Fertilize	237.4	1%
Seeding	178.98	1%

### DISTRICT 8 Cont.

Activity bin	Hours	%
Weeds	152.5	1%
Top dressing	123.33	1%
Tree work	76.25	0%
Planting	62	0%
Monitor	35.5	0%
Trash	24.5	0%
Watering	17	0%
Haul	8.5	0%
Training	4.5	0%
Snow	4	0%
Unhoused	3	0%

The chart below shows the top 5 activities, by total hours, for each District, plus all additional activities as "other". This is based on the data shown here in Appendix 1. Refer to the District spreads for the same data shown as a pie chart for each District.



# APPENDIX 3:

## Takeaways

These notes are based on conversations with District staff in February 2024. The colors indicate how staff is currently feeling about their responsibilities.



	DISTRICT 1	DISTRICT 4	DISTRICT 5	DISTRICT 6
<b>MOWING</b>	<ul style="list-style-type: none"> <li>The team is very comfortable with mowing. They see cost as a barrier to discontinuing mowing in favor of native plant areas.</li> </ul>	<ul style="list-style-type: none"> <li>The team feels comfortable with mowing. The team's experience in maintaining high activation/high use fields is an expertise only the city can bring. They would consider contracting out mowing in areas outside of the high use park spaces in order to free the team up for high use spaces.</li> </ul>	<ul style="list-style-type: none"> <li>The team is comfortable mowing but not able to keep up with it. They start on the north end of the river and move down, mowing most areas 3 times per year. They tend to mow 9-Line Trail (mostly out of study area) the most as it grows fast.</li> </ul>	<ul style="list-style-type: none"> <li>District 6 does not mow natural lands properties. All river adjacent properties (including District 5) should have a different approach for mowing. Riparian area is especially important for habitat and much of it is currently being mowed.</li> </ul>
<b>IRRIGATION</b>	<ul style="list-style-type: none"> <li>Irrigation is too detailed to pass to a contractor. They need more capacity to maintain irrigation valves and other components. In a perfect world, someone would oversee breaks and mains and then someone would QAQC the system as they go.</li> </ul>	<ul style="list-style-type: none"> <li>The team's expertise in the irrigation system high use park spaces is invaluable. They are excited about the city's new hires that are focusing on automating the system.</li> </ul>	<ul style="list-style-type: none"> <li>A lot of the greenbelt areas they mow are irrigated.</li> <li>They are excited about the city's new hires that are focusing on automating the system and noted that there would be ongoing training for maintenance staff on the new system.</li> </ul>	--
<b>NATIVE PLANTS</b>	<ul style="list-style-type: none"> <li>Concerned about cost and capacity to maintain native planting areas. Suggested separating roles related to maintenance/management of native plants.</li> </ul>	<ul style="list-style-type: none"> <li>The unhoused population tends to use areas that are not maintained - i.e. native plant areas. The district had to cut back on native plantings because of this issue. One example is at 900S near the river. They have not found that fencing deters people - they use the materials. They would consider native plantings in the absence of camps.</li> </ul>	<ul style="list-style-type: none"> <li>New plantings are challenging. There are a lot of issues with soil health. Three Creeks is a good example of success with native plantings. Staff has ability and skill to work on native plantings.</li> </ul>	<ul style="list-style-type: none"> <li>Fife wetland vegetation they have installed is working well in wetland and upland habitats.</li> <li>A revegetation strategy could help them figure out where or where not to invest.</li> <li>Presence of unhoused impacts restoration. People camp in these areas and steal materials (i.e. weed fabric and fencing).</li> </ul>
<b>INVASIVE REMOVAL &amp; MANAGEMENT</b>	--	--	--	<ul style="list-style-type: none"> <li>Overall could be more efficient/effective. Need a consistent management schedule. Sometimes wonder if they are just making room for more weeds. At what point is it better to let invasives stay and not risk disturbance that makes them spread?</li> <li>Good at removing yellowstar and scotch thistle. Cutleaf grass is out of control. Actively treating puncturevine and seeing success. Targeted success with Russian olive. Phragmites is challenging as it requires 3 years of herbicide control. They have had the best luck at removal in wetland areas and are getting better at methods in uplands.</li> </ul>
<b>TREE WORK</b>	--	--	<ul style="list-style-type: none"> <li>Urban forestry department doesn't do any work on non-native trees. District 5 works on all trees in the riparian area, which are a majority non-native and invasive.</li> <li>There was a one-time contract with Diamond trees for river tree removal. There is currently work underway to improve this process with partners.</li> </ul>	--
<b>TRASH REMOVAL</b>	<ul style="list-style-type: none"> <li>Trash is continuing to be a bigger issue and is taking up too much staff time. The trash that the unhoused population is generating is becoming unmanageable. Trash is picked up everyday from Gatsby Trailhead, Redwood, Riversion and Cottonwood Parks. Very open to contracting out trash collection.</li> </ul>	<ul style="list-style-type: none"> <li>Trash removal is a daily need. A majority of the trash is coming from the unhoused population and league sports.</li> <li>Leagues sometimes cause damage to fields and leave excess trash - the city is able to fine them for this but only if they do the work to clean and make repairs first.</li> <li>Need for more public bathroom facilities - people will relieve themselves one way or another. Dog poop is also a challenge, especially in wooded areas.</li> </ul>	<ul style="list-style-type: none"> <li>They estimate they are spending 80% of time picking up trash. Much of this is due to the unhoused population. Trash pick ups are risky and more time consuming because of biowaste in needles.</li> <li>There are 48 "ornamental cans" that District 5 empties along the river. These are picked up during a standard trash run.</li> <li>They have new type of trash can could help with issues. 300-500 gallon bear proof bins would likely make more sense on the edges of parks rather than in the park. These must be emptied by crane.</li> </ul>	--

# APPENDIX 3:

## Takeaways



	DISTRICT 1	DISTRICT 4	DISTRICT 5	DISTRICT 6
<b>GENERAL MAINTENANCE</b>	<ul style="list-style-type: none"> <li>• Would like to offload island maintenance work to contractors so that public lands staff can focus on maintenance.</li> <li>• Gophers are a huge maintenance issue.</li> <li>• More resources should be allocated to sweeping gutters, maintenance around trees, edging, sidewalks &amp; trimming, tree protection &amp; trimming, playground safety, volleyball sand &amp; other materials that get easily displaced.</li> </ul>	<ul style="list-style-type: none"> <li>• The addition of Glendale Regional Park has already added a lot more to District 4's work load.</li> <li>• Often don't have time to fertilize or spray.</li> </ul>	<ul style="list-style-type: none"> <li>• There are concerns about heat illness on the job. Weight of equipment can be an issue that contributes to this.</li> </ul>	<ul style="list-style-type: none"> <li>• Organic approaches over engineered approaches (like beaver analogs and flood control systems) will be easiest to implement.</li> </ul>
<b>ELECTRIC EQUIPMENT</b>	<ul style="list-style-type: none"> <li>• Electric equipment is less powerful but generally works well for mowing flat areas. Also appreciate that it's better for staff and the environment. More electric riding mowers would be great but they are very expensive.</li> </ul>	<ul style="list-style-type: none"> <li>• Electric equipment is great in some applications but it is not as powerful. The team often uses the diesel mowers when they need more power - i.e. on hills or in taller grass.</li> </ul>	<ul style="list-style-type: none"> <li>• Can't use electric equipment because it's not powerful enough for terrain and plant matter (including mowers, trimmers, etc). Dead batteries are also a hassle, it's easy to refill a gas tank and they can bring extra in the field.</li> </ul>	--
<b>STAFFING CAPACITY</b>	<ul style="list-style-type: none"> <li>• Always behind on tasks and trying to play catch up. They do not have capacity to get things done across the system let alone in the corridor.</li> </ul>	<ul style="list-style-type: none"> <li>• Need more staff. The city is not able to hire enough people (even though there are job openings). Event season (late May to early July) is especially difficult as staff is pulled to prepare and clean up events and are not able to conduct regular maintenance work. Most events are not in the corridor, which Jordan Park as an exception. It would be great if there was a specific team for events so staff is not pulled from District 4.</li> </ul>	<ul style="list-style-type: none"> <li>• They are not able to keep up with all necessary tasks. Often pulled away from regular tasks to take care of complaints which they need to work into a busy schedule. Hierarchy of where complaints come from - mayor's office takes precedent.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff does not have capacity to tend to all areas within the corridor.</li> <li>• 21st oxbow and 17th oxbow are areas that could use work but there is currently no capacity. Unhoused issue also makes it difficult and sometimes unsafe for work to happen, notably at 21st oxbow.</li> <li>• Cornell and Three Creeks take up the most time.</li> </ul>
<b>TIME TRACKING WITH CARTEGRAPH</b>	<ul style="list-style-type: none"> <li>• Overall it works well but has some glitches. It helps tell the story but can be time consuming. Language isolation is also a barrier. There is a need for training for logging one off tasks that do not happen often.</li> </ul>	<ul style="list-style-type: none"> <li>• A lot of seasonals don't understand it and have trouble using it, especially older or Spanish speaking. Combining topics could be helpful for tracking and reporting back. Auto filling could help ease of entry.</li> </ul>	<ul style="list-style-type: none"> <li>• It works well but has issues. For example, can't add multiple people on one task.</li> </ul>	<ul style="list-style-type: none"> <li>• Working to standardize task inputs between members. Data from 2023 could be off because there was a gap in staff, but also in reality they were understaffed and didn't focus on logging time.</li> </ul>
<b>COORDINATION WITH OTHER DISTRICTS</b>	<ul style="list-style-type: none"> <li>• Internal communications are going well and have improved recently. Will need to plan to coordinate with Scott's team for new park on west side of Bridge to Bachman.</li> </ul>	<ul style="list-style-type: none"> <li>• They work well with all other districts. Geographic overlaps happen, but it's not a big deal. Can reach out to other districts for help when needed and vice versa - i.e. D4 and D5 have teamed up for the opening of Glendale. They don't work with D6 as much because of geographical different and use of different equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination happens often with District 6 and it works very well. It would be good to coordinate with District 6 a little more closely on where and where not to mow natural lands.</li> <li>• Collaboration with urban forestry works well as there are clear guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to coordinate better with District 5 to be sure natural lands properties are not being mowed.</li> </ul>
<b>DISTRICT &amp; OTHER BOUNDARIES</b>	<ul style="list-style-type: none"> <li>• Open to moving of district lines to better align with tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Open to moving of district lines to better align with tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Open to moving of district lines to better align with tasks.</li> <li>• The district's work extends to the average high water line but would like to have more control further down the bank, which is in the purview of the state/county.</li> </ul>	<ul style="list-style-type: none"> <li>• Open to moving of district lines to better align with tasks.</li> <li>• Need to clarify property boundaries and formalize agreement to do anything on sovereign land. Share skills, people, and projects. An open agreement could make this possible.</li> <li>• Adjacent Public Utilities lands offer great opportunity for reconnecting springs and floodplains. Public Utilities has shown interest in ecological planning. Land acquisition? Or partnerships?</li> </ul>