

## **Chapter 13**

### **Management of Operations**

#### *Case Studies*

1. You are head of Maintenance and Operations for your city. You have the typical park and recreation facilities. They include ball fields, picnic areas, community center, maintenance building. The city manager is interested in improving the sustainability of city maintenance or “going green.” He has asked that you write a proposal for what your department can do in terms of sustainability. He would like you to include what should be done and what the costs of the changes would be, compared to the benefits received.
2. You are the parks and recreation director and you are becoming aware there is a significant problem in your maintenance department. Your department includes a mile of beach front, a large campground, several ball fields, and a large picnic area. You are having trouble keeping maintenance staff – turn over is very high. Absenteeism is sometimes 40 percent on Mondays as the crews find that the trash and mess on Mondays are overwhelming. The crew complains that they cannot get everything done and that something needs to change. What kinds of issues might be part of the problem? Identify what your options are to improve the situation. How will you decide what steps to take?
3. You are a parks and recreation director. You own a public golf course that costs much more to maintain than you can collect in fees. The city manager would like you to look into options for improving the maintenance costs. This is to include evaluating outsourcing some or all the maintenance, reorganizing the structure or identifying equipment and technical changes that should be made. The 18 hole course is 20 years old, has been consistently well maintained and closing the course is not an option. What are the different methods available to cut maintenance costs?