

Master Plan for Parks, Facilities & Recreation Services



*Fair
Oaks*

RECREATION
and
PARK
DISTRICT

PREPARED BY:

pros
consulting
LLC

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Acknowledgements

A successful community focused master plan is predicated upon the active participation of community members. The quality of the Master Plan that follows is due in large part to the very interested and committed residents of Fair Oaks and their willingness to give their time and feedback by responding to the mailed survey, by attending the community outreach meetings and/or participating in the smaller focus groups. PROS Consulting did a tremendous job obtaining community participation and feedback, which is solidly represented in this Master Plan document. The Fair Oaks Recreation and Park District would like to acknowledge the effort put forth by all involved in the Master Plan's development. At the end of the process, this will be a living document that helps the District develop meaningful programs and facilities for the residents of Fair Oaks.

Board of Directors

Brandon Rose, Board Chair

John O'Farrell, Vice Chair

Ralph Carhart

Geoffrey A. Simcoe

Rand Jacobs

Staff

Maureen Zamarripa, District Administrator

Todd Sebastian, Asst. District Administrator

PROS Consulting

Leon Younger, Principal

Neelay Bhatt, Project Manager

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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Fair Oaks Recreation and Park District (“District”) is updating the District Master Plan for Parks, Facilities and Recreation Services.

The product of the District Master Plan is a comprehensive plan for parks, facilities and recreation services that documents the community's demographic needs and assesses current services and facilities. The District Master Plan includes strategies to respond to gaps between current services and facilities, unmet needs and new services or facilities for the future.

The District's first master plan was adopted in 1969 and was subsequently updated in 1974, 1986 and 1998. While the emphasis on the first plan was on policies, recreation programs, facilities and financing, the various updated plans were more comprehensive in nature and addressed land-use patterns, circulation routes, neighborhood characteristics, and plans for park improvements including illustrative maps of each park. The most recent Master Plan (1998) addressed primarily facilities improvements.



Presently, the District owns nine (9) park sites totaling approximately 121 acres, eight (8) facilities, and provides a wide range of recreation services to a population of 28,000 residents. In the past ten years, the District, within budget constraints, implemented the recommendations of the previous Master Plan. Time, program demands, funding constraints and demographic changes all contributed to the need for an update of the District's Master Plan.

1.2 MASTER PLAN PROCESS

The Master Plan process involved a comprehensive, community-driven process that holistically evaluated the current situational and market conditions for the Fair Oaks service area. The Master Plan process included:

- Community input
 - Key Leader, Focus Group and Public Forums
 - Household Survey
- Situational Assessment
 - Demographic analysis
 - Market Analysis
 - Partnership Analysis
- Parks and recreation Assessment
 - Park and Facility Analysis
 - Standards and Service Area/Equity Mapping
 - Program Assessment
- Program and Facility Needs Assessment
- Operational Assessment
- Action Strategies and Recommendations



1.3 TECHNICAL REPORT SUMMARY

The summaries from the technical reports developed as a part of the overall Master Plan are provided on the following pages. :

1.3.1 COMMUNITY INPUT

During September 2009, PROS Consulting, LLC conducted a series of key leader interviews, focus groups meetings and public forums in the Fair Oaks community to gather information from a wide cross-section of the community on issues pertaining to the strengths, weaknesses, key program and facility improvements and overall vision for the future of the District.

Note: In addition to the community, the FORPD also focused on the internal customer i.e. the staff as a part of the input collection process. Thus, the bullets listed as responses for each of the questions include input from both the community and the FORPD staff.

1.3.1.1 STRENGTHS

First and foremost, almost every group stated their appreciation for the staff's commitment and responsiveness to the community's needs. Users enjoy the variety of special events,

such as Thursday night concerts and Music in the Parks. Some respondents felt that maintenance at certain parks was good. Communication was a mixed response with many respondents praising it while others stating the need for more and focused outreach.

1.3.1.2 AREAS FOR IMPROVEMENT

The community listed a number of areas for improvement. Those most mentioned include increased partnerships with various public, private and not-for-profit partners as well as improvements to the overall quality of the facilities. Many members of the community identified recreation facilities as an area needing improvement, more specifically indoor recreation facilities and meeting areas. There also seems to be a need for a formalized plan with performance measures, documented standards and measurable objectives that can help elevate the Department's operations to the next level.

Parking repeatedly came up as an issue for several respondents. The need for expansion and better accessibility, including sidewalks and interconnected trail network, was another area of concern.

1.3.1.3 VALUES

Safe, clean, and well maintained facilities are most important to the community. Open spaces is also very important. The community values the family aspect of the parks and its recreational/educational opportunities. They also value the friendly staff and events that bring them all closer including those events that offer the opportunity to volunteer. Accessibility and availability, variety, and sustainability were also commonly mentioned.

1.3.1.4 KEY OUTCOMES FOR PLAN'S SUCCESS

Providing a vision for recreation and parks, developing partnerships and identifying areas of maximum impact for resource allocation were identified as the biggest elements.

On-going communication to keep the community involved and abreast of all happenings was also stated as a requisite. They are also tasked with identifying community needs and support for various endeavors. The community expects PROS to be their voice and develop a plan that is forward-thinking but realistic at the same time.

1.3.1.5 PROGRAM NEEDS

There was a consensus that teen programming is most underserved. Furthermore, programming for seniors / active adults and non-traditional recreation such as arts and crafts is lacking. College information for youth and non-traditional sports offerings too were desired program offerings.

1.3.1.6 FACILITY NEEDS

Parking improvements and the development of an interconnected parkway system would be appreciated by users. Indoor recreation facility and teen center were other facility requirements. Signage is a common theme amongst the community's suggestions for improvement. Accessibility and greater integration with the village and surrounding areas too were stated. Bulletin Boards and better quality fields would be valuable additions.

1.3.1.7 MARKETING

Overall, a majority of the respondents felt that the District was doing a good job communicating but certainly needed expand its marketing outreach. More respondents provided suggestions as to how to improve the marketing and many of the suggestions are viable.

Suggestions include, SMS text messaging, E-newsletters, email blasts, social networking, and utilizing the District's existing resources. Many of the suggestions were primarily focused on improving the website. Other suggestions included local news and radio and the development of a tag-line as well as an online events calendar would be useful.

1.3.1.8 HUMAN RESOURCES AND OPERATIONS

Respondents feel that the Department as a whole has changed quite a bit over the last year and a half. Some improvements regarding developing maintenance and program standards are required. The Department needs to enhance staff evaluation and training mechanisms. Furthermore, the community would like to see improvements to strategic partnerships.

1.3.1.9 ONE THING TO BE ACHIEVED THROUGH THE PLAN

Many of the respondents focused their responses on sustainability. Indoor community recreation space and meeting room space were also areas of focus. Renewable energy, water conservation, and organic horticultural elements are of great concern.

1.3.2 HOUSEHOLD SURVEY

The District conducted a random and statistically-valid Community Survey as part of a Master Plan for Parks, Facilities & Recreation Services during the winter of 2009-2010. 323 completed surveys were obtained and the results of the random sample of 323 households have a 95% level of confidence with a precision of at least +/-5.4%.

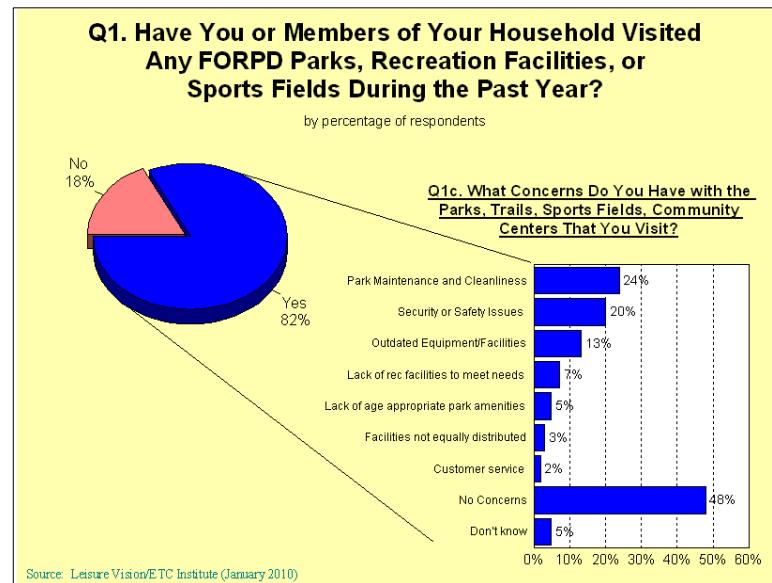
Key findings from the survey include:

- High visitation: 82% of households have visited District parks, recreation facilities, and sports fields during the past year
- Of the 82% of households that have visited District parks, recreation facilities, and sports fields during the past year, 66% rated the physical condition as either excellent (19%) or above average (44%).

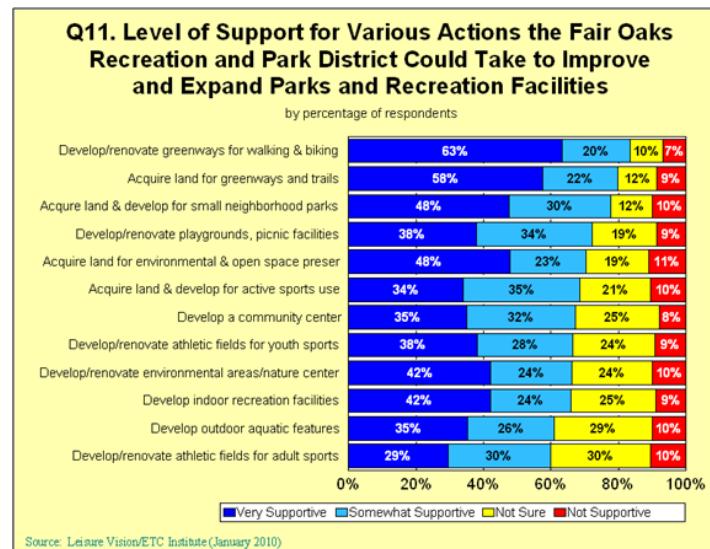
- Of the 82% of households that have visited District parks, recreation facilities, and sports fields during the past year, 48% indicated they have no concerns.

- The most frequently mentioned concerns respondents do have with District parks, facilities, or fields are: park maintenance and cleanliness (24%), security and safety issues (20%), and outdated equipment/ facilities (13%)

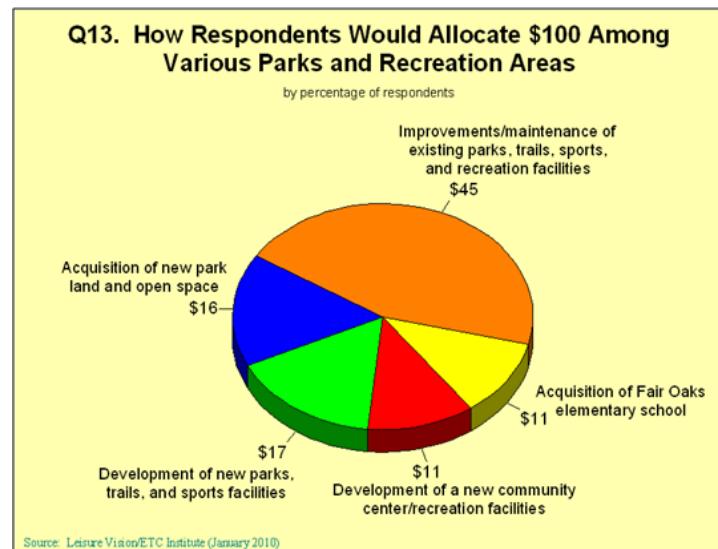
- Average program participation: 31% of households have participated in programs or activities offered by the District during the past year
- Of the 31% of households that have participated in District programs/activities, 72% rated the overall quality of programs or activities they've participated in as either excellent (33%) or above average (39%)
- There are four parks and recreation facilities that over 50% of households have a need for: walking, biking trails, and greenways (69%), small neighborhood parks (63%), small family picnic areas and shelters (59%), and large community parks (57%)
- Based on the sum of their top four choices, the parks and recreation facilities that households rated as the most important are: walking, biking trails, and greenways (47%), small neighborhood parks (30%), small family picnic areas and shelters (24%), and off-leash dog parks (21%).
- The recreation programs that the highest percentage of households have a need for include: community-wide special events (39%), adult fitness and wellness programs (36%), visual and performing arts programs (25%), outdoor skills/adventure programs (25%), and youth sports programs (25%)
- Limited pedestrian access: 70% of households indicated that “driving” is their most frequently used method to access parks and recreation facilities in Fair Oaks



- There are four actions that over 45% of respondents are very supportive of District taking to improve/expand parks and recreation facilities: develop/ renovate greenways for walking and biking (63%), acquire land for greenways and trails (58%), acquire land and develop for small neighborhood parks (48%), and acquire land for environmental and open space preservation/conservation (48%)



- Respondents would allocate \$45 out of \$100 towards the improvements/maintenance of existing parks, trails, sports, and recreation facilities. The remaining \$55 was allocated as follows: development of new parks, trails, and sports facilities (\$17), acquisition of new park land and open space (\$16), acquisition of Fair Oaks elementary school (\$11), and development of new community center/ recreation facilities (\$11)



- Support for \$5 increase in assessment: 52% of respondents are either strongly supportive (37%) or somewhat supportive (15%) of paying \$5 per month to fund the development and operations of parks, greenways, open space, and recreation facilities that are most important to their household.
- Seventy-three percent (73%) of respondents are either very satisfied (40%) or somewhat satisfied (33%) with the overall value their household receives from the District facilities and programs.
- Fifty-nine percent (59%) of respondents have learned about District programs and activities through the quarterly activity guide ("The Roost").
- "Too busy" (38%) is the most frequently mentioned reason preventing households from using District parks, recreation facilities or programs more often

1.3.3 DEMOGRAPHICS AND TRENDS

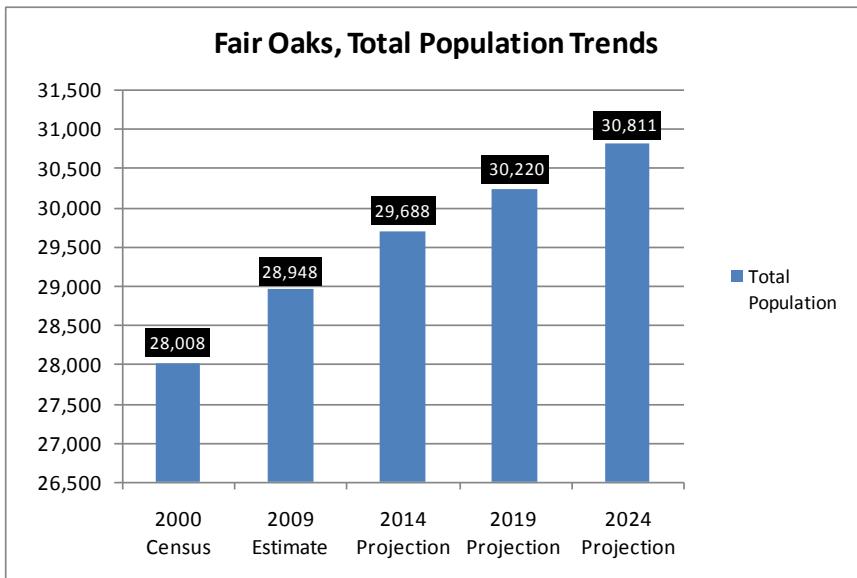
The Fair Oaks service area has grown at a mild pace over the last several years. From 2000 to 2009, the **total service area population** grew by only 3.2% to its current population of 28,948. The total population is projected to increase to 30,811 by 2024. The gender composition currently has a higher percentage of females (51.1%) and this trend is projected to remain constant.

The **population by major age segment** demonstrates a significant aging trend. The 55+ population comprised of only 25.9% of the population in 2000 but is expected to grow to over 38% in the next 15 years by 2024. The next highest population age segment is the 35-54 age group which comprised 30.3% in 2009 and is projected to decrease to 26% by 2024.

From a **race** standpoint, the Fair Oaks service area has a majority

Caucasian population with over 80% falling in that group. The community is expected to become more and more diverse in the years ahead. By 2024, it is anticipated that only 75% of the population will be Caucasian, while the Asian population is next with 8.5%. Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to more than double from 6% in 2000 to 14% in 2024.

The **income characteristics** do exhibit above average trends when compared to the state and national averages and are projected to grow positively in the upcoming years. The service area's median household income was \$63,529 in 2000 and is projected to increase nearly 50% to \$87,207 by 2024. These numbers compare favorably with the national (median household income - \$50,007) and state averages (median household income - \$58,361).



1.3.4 MARKET SATURATION EVALUATION

District facilities and those of other districts and cities within a 20 minute drive time from Fair Oaks were modeled by desktop assessment for Market Saturation Evaluation, or areas exhibiting service based on drive time to show potential gaps in service for the region. Facilities were geo-coded by address and are represented on the map by a shading of blue circles representing a grouping of total assets. The groupings utilized are shown in **Figure 34**. The total number of districts evaluated and the total assets for each district are represented in **Figure 35**.

1.3.4.1 SUMMARY FINDINGS

Interpretations of the maps are that most of District is adequately served based on drive time analysis, with a small unmet need for Play Areas in the south, central portion of the district and General Open Space Areas in the south, central and the eastern portions of the district.

The District therefore needs to look into differentiation by product rather than by asset as the market is saturated. To differentiate by product in a saturated market the District needs to focus on the quality of asset, the program price point, the amenity offering and/or level of service offered.

The individual drive times were created based on gross generalities of what typical recreational consumer habits and are based on a desktop assessment. They do not take into account the societal and emotional aspects of individual beliefs and preferences, and do not address the condition of facility, additional amenities and ancillary enhancements, spatial location and associated perceived safety, or organizational influence.

1.3.5 PARTNERSHIP ASSESSMENT

Fair Oaks Recreation and Park District has 61 of different type of partnerships in place to help them deliver services to the citizens of Fair Oaks. The District describes their partnerships as **community partnerships** which include a vast array of organizations as provided later in the report.

1.3.5.1 SUMMARY OBSERVATIONS

Typical best practice parks and recreation departments that include Park Districts, Cities and Counties have three types of partnerships in place and they include **public/public partnerships, public/non-for profit partnerships, and public/private partnerships**.

The District does not have specific policies on what constitutes a community partner and what criteria will be used to determine what is a community partner for the various types of partnerships they have in place. This would help the District to manage all its partnerships effectively and identify its budget outlay as a part of the annual partnership budget.

This would also allow the District to say “no” to groups who desire the District to invest in their program or cause when they do not meet the partnership policy criteria. The District currently has written contract agreements with all of their partners except Alcoholics Anonymous, but the majority of the partnership agreements are not reviewed on an annual basis.

The District does have facility partnerships in place that include a cost and fee schedule but the fees for facility rentals are not calculated on a direct and indirect cost basis. The District does not calculate their own costs or what each partner puts into the partnership nor does it require the partner to demonstrate the costs that they are putting into the partnership. If the District did so, it would allow the District to evaluate the fairness of each partnership and how much the District desires to subsidize the partnership. This evaluation would also require the District to develop a true cost of service for all of the facilities they manage and

how much of the costs are attributable to the partners who use the facilities, which currently is not a practice.

The majority of the partnerships were not part of an overall partnership strategy developed by the District, but were developed out of a reactionary mode to address community needs. The District does not have a cost-benefit approach to their partnerships and has difficulty holding partners accountable. Many of the District's partners feel entitled to get preferential treatment towards using the District's facilities but do not want to be managed as an extension of the District. Some program partnerships also lack clarity as to what each partner is providing, as well as how each partner is cross promoted to the other partner's constituencies.

1.3.5.2 RECOMMENDATIONS

The following are PROS' recommendations for future partnerships for the District:

- **Establish individual policies and criteria** for what constitutes public/public partners, public/not-for-profit partners and public/private partners and seek the Park District Board's approval
- **Establish the cost of service** the District is putting into each partnership and what each partner is providing to the partnership with an established cost benefit of the partnership with measurable outcomes to be achieved
- **Review reasons for the District's involvement** in each partnership that they have in place, for what purpose and for what outcome and prepare a white paper on each partnership that describes the relationship
- **Establish a regional strategic approach to partnerships** in helping the District achieve their master plan goals for land use, facility development and use, and program delivery to the citizens of the District. Potential partnerships could include Carmichael Park District, Sunrise Park District, Orangevale Park District, Cordova Park District, Mission Oaks Park District, City of Folsom Park and Recreation among others. Some specific examples include partnering with Sunrise Park District and Orangevale Park District for use of their aquatic facility versus building an aquatic facility or the District providing sports groups in Cordova and Orangevale places to play softball on its fields.
- **Establish written agreements with each partner** that includes why the District and the partner are involved in the partnership, for what purpose and for what costs that each partner will be involved and committed to the partnership.
- **Meet annually with each partner** and report out the results of the partnership to each other's Board and determine where adjustments need to be made to keep the partnership as equitable and accountable as possible.
- **Undo un-necessary or entitled partnerships** over the next three years that are not equitable or fair as it applies to the taxpayers of District
- **Eliminate partnerships that don't focus on helping the District achieve their vision and mission.**

- **Teach and train staff** on how to negotiate partnership agreements and manage them for the future.
- **Seek development partnerships for needed recreation facilities** in District for program purposes with San Juan Unified School District and or city or park districts that surround Fair Oaks in the next five years to maximize the District's resources.
- **Meet with San Juan School District to discuss opportunities** to share facilities and open space in school facilities for recreation purposes in Fair Oaks.
- **Develop and implement a partnership plan for the next five years** to maximize the District's resources and meet the vision and fulfill the mission of the District.

1.3.6 PARK AND FACILITY ASSESSMENT

The PROS Team visited 12 sites within the district, comprising a total of 122.22 acres, and the overall value of the system is good. Several parks are classic examples of notable parks including Fair Oaks Park with its mature abundance of trees, community gardens; horticultural center operated in conjunction with UC Davis/not-for-profit agencies and well maintained assets (**Figure 50** and **Figure 51**). Other notable examples include the tennis courts at Miller Park. They are a good fit within the site, are well maintained and provide a quality asset to the community (**Figure 52**).

Overall, the PROS Team assessed twenty (20) sports court assets and found most to be in good condition and well maintained. In addition, the PROS Team conducted assessments of sixteen (16) sports fields, being both ball diamond and multipurpose fields. The PROS Team found many are in good condition, and are well maintained. However, some sports fields do show the need for rebuilding from use (such as the multipurpose fields at Bannister Park (**Figure 53**)).

The PROS Team toured 4.54 miles of trails within the District and found most of them to have connectivity within the parks to flow pedestrian circulation. However, some trails are showing an aging lifecycle and will need to be resurfaced. The trails within the Vernal Pools at Phoenix Park do, however, provide a unique urban setting not typical in most communities. Park and Regulatory signage in and around the sites was good overall. Of note, however, brand inconsistencies exists as it applies to entrance signs, sign locations, color schemes in parks, directional signs, amenity signs, and park furniture. Signage should be updated and made consistent.

There is an issue with public transportation to and from many of the sites, as bus transit stops were not readily available. Another issue noted would be the need for additional security lighting within the sites; while available in many parks, it was at times found to be inadequate. There are also some instances of ongoing safety issues that are being addressed by the District staff, including; loitering, drug and alcohol use in Vintage Park, Miller Park, and Bannister Park; Vehicular burglaries in Phoenix Park and Bannister Park; and a few instances of arson and vandalism at Phoenix Park and Little Phoenix Park.

Detailed information about each individual park is provided in **Section 4.1**

1.3.7 FACILITY / AMENITY STANDARDS

Facility Standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Facility Standards can and will change over time as the program lifecycles change and demographics of a community change.

Based on the 122.22 acres of current park land and a population of 28,948, the standard for park acres is 4.23 acres per 1,000 persons. The recommended 2009 standard is 5 acres per 1,000, which means the District currently needs 22 acres of park land. Also, in light of the District's population growth over the next 10 years, there is an anticipated need for 29 acres of park land. These facility standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of the District, gaps and surpluses in park and facility/amenity types are revealed. Equity Maps developed for these standards are provided in **Section 4.2**.

PARKS:	Current 2009 Inventory - Developed Facilities							2009 Facility Standards		2019 Facility Standards	
	Park Type	FORPD Inventory	Current Service Level based upon population		Recommended Service Levels; Revised for Local Service Area		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Mini Parks	1.51	0.05	acres per	1,000	0.50	acres per	1,000	Need Exists	13 Acre(s)	Need Exists	14 Acre(s)
Neighborhood Parks	18.43	0.64	acres per	1,000	1.50	acres per	1,000	Need Exists	25 Acre(s)	Need Exists	27 Acre(s)
Community Parks	100.74	3.48	acres per	1,000	3.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Open Spaces	1.04	0.04	acres per	1,000	n/a	acres per	1,000				
Special Use Area	0.50	0.02	acres per	1,000	n/a	acres per	1,000				
Total Park Acres	122.22	4.22	acres per	1,000	5.00	acres per	1,000	Need Exists	23 Acre(s)	Need Exists	29 Acre(s)
OUTDOOR AMENITIES:											
Playgrounds	7.00	1.00	structure per	4,135	1.00	structure per	3,000	Need Exists	3 Structures(s)	Need Exists	3 Structures(s)
Picnic Areas	21.00	1.00	site per	1,378	1.00	site per	2,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Group Picnic Areas	2.00	1.00	site per	14,474	1.00	site per	5,000	Need Exists	4 Site(s)	Need Exists	4 Site(s)
Diamond Fields - Small	3.00	1.00	field per	9,649	1.00	field per	10,000	Meets Standard	- Field(s)	Need Exists	0 Field(s)
Diamond Fields - Large	4.00	1.00	field per	7,237	1.00	field per	20,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Multipurpose Fields - Small	3.00	1.00	field per	9,649	1.00	field per	20,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Multipurpose Fields - Large	6.00	1.00	field per	4,825	1.00	field per	15,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Basketball Courts	2.50	1.00	court per	11,579	1.00	court per	4,000	Need Exists	5 Court(s)	Need Exists	5 Court(s)
Tennis Courts	8.00	1.00	court per	3,619	1.00	court per	4,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Trails (all surface miles)	4.54	0.16	miles per	1,000	0.40	miles per	1,000	Need Exists	7 Mile(s)	Need Exists	8 Mile(s)
Dog Parks	1.00	1.00	site per	28,948	1.00	site per	30,000	Meets Standard	- Site(s)	Need Exists	0 Site(s)
Skate Parks	1.00	1.00	site per	28,948	1.00	site per	35,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Community Gardens / Horticulture Centers	3.00	1.00	site per	9,649	1.00	site per	35,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Recreation/Fitness Center Space (Square Feet)	-	-	SF per	person	1.50	SF per	person	Need Exists	43,422 Square Feet	Need Exists	45,330 Square Feet

Estimated Population - 2009	28,948
Estimated Population - 2019	30,220

Notes:

Diamond Fields - Small, as well as Dog Parks, a need exists but not for an entire Diamond Field - Small or Dog Park as the values are below 0.5 recommended assets for 2019

1.3.8 RECREATION PROGRAM ASSESSMENT

The consulting team performed an assessment of the District's recreation program offerings to identify strengths, weaknesses, opportunities and threats. It also established service gaps and overlaps and helped identified program needs. The consulting team based these program findings and comments from program assessment forms, discussions, and interviews with the recreation staff.

The consulting team completed a programming meeting with staff, reviewed the existing inventory of programs and also toured parts of the system. The District program staff selected the core programs to be evaluated and entered the data into the program assessment matrix provided by PROS. For detailed information, please see **Section 4.3**

1.3.8.1 SUMMARY FINDINGS

The District offers a wide gamut of programs and is especially proficient in its Special Event programs. Based on the community input process undertaken so far, a high number of residents were very appreciative of the nature and variety of recreation offerings. Some specific ones mentioned included The Comedy Theater, Chicken Festival, and Thursday Night Concerts etc.

Some overall observations from the program assessment sheets that were filled out follow:

- The **program descriptions** do a good job promoting the benefits of participation.
- **Age segment distribution** is good, but can be improved. One area of improvement is the high school age program that is currently at 9% distribution. Best practice systems tend to have this in the 12% - 13% range.
- There is a lack of balance in the distribution across various **program lifecycles** (rate of participation change in the program area). An above average number of programs lie in the mature to declining stage, which needs to be addressed.
- There are several **similar providers** with the majority of them being neighboring agencies including City of Folsom, City of Roseville, Rancho Cordova Park District, Consumes CSD Park District, Sunrise Park District among others.
- Limited **program performance measures** tracked.
- Good **volunteer support** for Special Events, Senior Programs and through the Community Partners program. However, there is an absence of a system-wide volunteer management approach.
- From a **partnership** standpoint, the Community Partners program is a good starting point and must be expanded. Currently, there exist limited partnerships with other surrounding municipal agencies (Junior NFL being one of the exceptions), which could be further explored.
- From a **marketing and promotions** standpoint, the staff undertakes a number of promotions with most programs using program guide, website, social networks, brochures / flyers and direct mail as a part of the marketing mix.

- Most commonly used **customer feedback methods** are post program evaluations and the website.
- **Pricing strategies** are varied across the board and use a variety of strategies from competitor prices, cost recovery, customer's ability to pay, group discounts, multi-use discounts (for comedy shows) etc. This is a good practice and must be continued.
- **Financial performance measures** are inconsistent across the board. There is limited awareness of the cost per experience while cost recovery goals are not established for all program areas. These are areas that could be improved to help the District move towards greater sustainability.

1.3.9 PROGRAM AND FACILITY NEEDS ASSESSMENT

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the residents served by Fair Oaks Recreation and Park District.

The Needs Assessment evaluates both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents of Fair Oaks' community to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in Focus Group meetings, Key Leader Interviews, and Public Forums.

The information in the Facility and Program Needs Assessment will be supplemented with the recommended Level of Service Standards and Equity Mapping to develop the strategic recommendations to identify the facilities/amenities and programs of highest priority for the community. These priorities will play a vital role in dictating the sequence and extent of implementation of the projects identified in the Master Plan Report.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance as noted below, a weighted value of 2 for the Unmet Desires means that out of a total of 100%, a value of 20% would be attributed to unmet desires or support identified in the survey in regard to the need or desire of this criteria to the ranking system.

This scoring system considers the following:

- Community Survey
 - **Unmet desires for facilities and recreation programs** – This is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their desires for facilities and recreation programs has been met. Survey participants were asked to identify their desire for or support of 25 different facilities and 20 recreation programs. Weighted value of 3.
 - **Importance ranking for facilities** – This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted value of 3.

- Consultant and Steering Committee Evaluation
 - Factor derived from the consultant and steering committee's evaluation of program and facility priority based on survey results, demographics, trends and overall community input. Weighted value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1), Medium Priority (2), and Low Priority (3).

Since this is a community-wide survey, it is obvious that amenities that benefit the widest demographic cross-sections of the community would tend to be ranked higher than those that serve a niche market. Thus, it is typical in such assessments nationwide that broad categories, such as walking trails or neighborhood parks tend to rank higher than individual facilities or programs. Also, these results are due to community responses and the perceived highest priorities and unmet needs here may differ from those based on actual numbers provided through the Facility Standards and Equity Maps in Chapter 4.2.

Natural surface trails for hiking and biking, neighborhood parks and Off-Leash Dog Parks were the top three facilities/amenities. *Note: Dog parks are a high priority but FORPD is currently meeting the standard as shown in Chapter 4.2. Outdoor swimming pools, too, are a high priority but that need will be addressed through partnerships with other agencies.*

Facility/Amenity Priority Rankings	High	Medium	Low
	High	Medium	Low
Walking/bike trails	1		
Small neighborhood parks	2		
Off-leash dog parks	3		
Small family picnic areas	4		
Playground equipment	5		
Community gardens	6		
Outdoor swimming pools	7		
Indoor rec center/gym	8		
Indoor walking/running	9		
Indoor swimming pools		10	
Nature center		11	
Amphitheater		12	
Youth soccer fields		13	
Outdoor tennis courts		14	
Visual/performing arts		15	
Local history center		16	
Senior center		17	
Large community parks			18
Outdoor basketball courts			19
Youth baseball & softball			20
Large group picnic areas			21
Skateboard parks			22
Disc golf course			23
Adult baseball & softball			24
Youth football fields			25

As seen below, Adult Fitness and Wellness Programs, Outdoor Skills and Youth Sports as the three core program areas that merited the highest priority.

Note: It is important to clarify that these priorities are derived based on the methodology described on the previous page and are reflective of the community's priorities only. They are not a value judgment by the District. All the programs in the list below are accessible to the entire community.

Fair Oaks Program Priority Rankings		High	Medium	Low
Adult fitness/wellness	1			
Outdoor skills	2			
Youth sports	3			
Youth Learn to Swim programs	4			
Senior programs	5			
Visual/Performing Arts	6			
Adult sports programs	7			
Community-wide special events		8		
Tennis lessons, clinics and leagues		9		
Gymnastics and tumbling		10		
Martial arts programs		11		
Youth summer camp		12		
Before/After school		13		
Environmental education		14		
Youth fitness/wellness			15	
Equestrian programs			16	
Youth life skill			17	
Pre-School programs			18	
Birthday parties			19	
Programs for the disabled				20

1.3.10 OPERATIONS ASSESSMENT

1.3.10.1 PROCESS

The Operations Assessment includes an analysis of the internal business practices of the District. This assessment is of vital importance as an agency's ability to implement a Master Plan is heavily dependent upon the internal business processes, culture, and leadership qualities of the organization.

The operational review included six staff focus group/interview meetings. In addition to the employee focus groups, existing Departmental documents were reviewed as well, including the existing performance appraisal form, personnel policy manual, the community input summary from the September public meetings, the previous District Master Plan, safety inspection forms and safety committee information, organizational structure, a review of

the Human Resource Audit conducted in 2007, and the previous Operational Assessment completed in 2008.

All of the staff members were involved in responding to a series of questions addressing internal operations. Topic areas included:

- Direction setting
- Staffing
- Work schedules and work loads
- Organizational structure
- Departmental performance
- Technology
- Resources to do the job
- Financial systems
- Ensuring quality of operations
- Sustainability practices
- Human Resource requirements

1.3.10.2 SUMMARY OF FINDINGS

The description of the District can best be characterized as an organization that is in transition, moving from the leadership of a long tenured administrator to the leadership of a new administrator who is interested in driving accountability and developing more sophistication and efficiencies throughout operations. Historically, many processes have been sorely neglected, and as a result, remain far behind contemporary practices. For example, the budget process has been completed manually until recently, many policies are outdated, and the use of standards has not been deployed throughout the District. The brand and image needs a makeover as well, as there are elements of outdated practices as evidenced by the website, the logo, and a lack of uniformity of signage.

The District culture is in a state of flux. This change is a difficult endeavor for leadership to manage successfully, as some employees have familiarity and comfort with the way the District used to be, while others embrace innovation and the desire to use more contemporary practices. The result is a clash of culture, in which competing forces exist between what was and what can be. The consensus of the employees' perspective was that the District has improved during the last couple of years. In addition, during the community input process, many participants expressed great appreciation to staffs' commitment to providing good services, which speaks well to the leadership of the District. However, while the District has improved, there are still many other opportunities for improvement, similar to what all organizations experience.

Specific attention to the overall work culture, the deployment of mission, vision and values, and continuously improving processes are all important foundations to the implementation of the Master Plan. The implementation of the Plan should begin with attention given towards further refining and clarifying the work culture and mission. Absent the

development of this framework, the constancy of effort and discipline required for the implementation of planning will be difficult to achieve.

1.3.10.3 RECOMMENDATIONS FOR IMPROVEMENT

- **Develop an ongoing strategic planning process** to implement the new Master Plan. This includes assigning responsibilities, developing timeframes, reviewing strategic objectives on an annual basis to determine any changes in the process or in priorities
- **Develop a performance measurement system** to determine organizational performance results and share these results with board and staff on a quarterly basis, using technology for data mining
- **Develop a list of guidelines** that outlines the desired leadership competencies of the District that result in greater accountability from all leaders
- **Deploy the mission of the District** that includes visual management (showing visual evidence of the mission statement) and reinforce in hiring, orientation, and performance appraisal process
- **Continue role clarification between the Administrator and Assistant Administrator positions**
- **Further review the staffing level of park maintenance employees** to ensure adequate numbers of parks staff
- **Consider adding an executive assistant position** to assist with overall administrative support
- **Develop cross training opportunities**, where appropriate
- **Develop cost of services** for key programs, facilities, and special events
- **Develop a pricing plan** for the District
- **Develop core competencies for District positions** and align training dollars around the development of these competencies
- **Develop an evaluation process** for training and development
- **Develop better office space** for employees
- **Perform a policy review** and identify policies that need updated, and identify policies that do not exist and need to be developed. In addition, develop a documented process to continuously review existing policies
- **Develop standards** for recreation programming, park maintenance, and design, including signage
- **Ensure a staff person becomes a certified playground inspector** and improve overall inspection processes of playgrounds, facilities, and parks, including maintaining a regular process for inspections and documentation of results
- **Develop an organizational culture that supports sustainability efforts**, develop a sustainability policy, and complete a sustainability audit

1.4 OVERALL ACTION STRATEGIES AND RECOMMENDATIONS

1.4.1 VISION

The following vision presents how Fair Oaks Recreation and Park District desires to be viewed in the future:

"To be the primary recreation provider of choice for the Fair Oaks community"

1.4.2 MISSION

The following is the mission of the District which describes how it will achieve the vision:

"Our mission is to maximize all available resources to deliver well maintained parks, high quality recreation facilities, programs and events. We will do this through effective partnerships with other service providers thus helping meet the quality of life expectations, building community pride, and supporting the economic goals of the community. We will measure our success by providing adequate access and connections to trails, parks, sports and recreation facilities that meet the needs of our citizens and visitors to our community."

1.4.3 COMMUNITY VISION FOR LAND ACQUISITION

"Our vision for park lands and open space is to acquire or lease the appropriate level of park type experiences to equitably meet the access levels desired by the community for neighborhood parks, community parks, connected trails and sports fields in the District."

1.4.3.1 GOAL

Adopt and acquire 5 acres of park land per 1,000 residents with a balance of neighborhood and community parks and connected trails.

1.4.4 COMMUNITY VISION FOR RECREATION FACILITIES

"Our vision for recreation facilities in the District is to provide for the needs of all residents based on the recreation and amenity standards outlined in the Master Plan that support the existing and future populations of the District."

1.4.4.1 GOAL

Meet the recreation and amenity standards outlined in Chapter 4.2 of the Master Plan to support a variety of users and experiences in the District.

1.4.5 COMMUNITY VISION FOR RECREATION FACILITIES

"Our vision for recreation facilities in the District is to provide for the needs of all residents based on the recreation and amenity standards outlined in the Master Plan that support the existing and future populations of the District."

1.4.5.1 GOAL

Meet the recreation and amenity standards outlined in the Master Plan to support a variety of users and experiences in the District.

1.4.6 COMMUNITY VISION FOR RECREATION PROGRAM SERVICES

“Our vision for recreation program services in Fair Oaks is to develop a set of core recreation services that support the recreation needs and facilities developed in the District while complimenting our providers in the most cost-effective manner possible.”

1.4.6.1 GOAL

Establish nine (9) core service programs over a 5-year period.

1.4.7 COMMUNITY VISION FOR OPERATIONS

“Our vision for operations in the District will be to effectively deploy the mission of the District and operate in the most efficient manner possible through the establishment of goal, outcomes and performance measures.”

1.4.7.1 GOAL

Create an efficient and accountable organization that is driven by objective decision-making through policies, procedures and performance measures developed in conjunction with the staff.

1.4.8 COMMUNITY VISION FOR PARTNERSHIPS

“The District’s vision for partnerships is to create a system where equitable partnerships are created and managed with public, not-for-profit and private partners to maximize the District resources in meeting the community’s needs for parks and recreation services.”

1.4.8.1 GOAL

All partnerships have written agreements that are equitable with measureable outcomes to each partner accountable to commitments they make in supporting the partnership agreement.

1.4.9 COMMUNITY VISION FOR FINANCING

The District will operate in a sustainable manner in maintaining the existing and future parks and recreation system.”

1.4.9.1 GOAL

The District will operate with four months of operational cash in reserve and invest 4% of asset value of the park and recreation assets in maintaining what the District already owns.

CHAPTER TWO - COMMUNITY INPUT

2.1 KEY LEADER, FOCUS GROUP AND PUBLIC FORUMS

During the month of September 2009, PROS Consulting, LLC conducted a series of key leader interviews, focus groups meetings and public forums in the Fair Oaks community. The objective of these meetings was to gather information from a wide cross-section of the community on issues pertaining to the strengths, weaknesses, key program and facility improvements and overall vision for the future of the District.

Note: In addition to the community, the FORPD also focused on the internal customer i.e. the staff as a part of the input collection process. Thus, the bullets listed as responses for each of the questions include input from both the community and the FORPD staff.

The various groups interviewed for the key leaders and focus groups from September 14th - September 16th, 2009 included District board members, partners groups, Fair Oaks Youth Advisory Board (FOYAB), parks and recreation staff, Fair Oaks Village Enhancement Committee (FOVEC). Additionally, there were three public forums held on September 16th, September 21st and September 29th respectively.

The template of questions asked to each of the groups was consistent so as to ensure consistency across all respondents. The following pages provide the summary along with the detailed bulleted listing by each question. It must be noted that the bullets are not arranged in any particular order but are simply arbitrarily listed.

2.1.1 WHAT ARE THE STRENGTHS OF THE DISTRICT THAT WE NEED TO BUILD ON FOR THIS MASTER PLAN?

First and foremost, almost every group stated their appreciation for the staff's commitment and responsiveness to the community's needs. Users enjoy the variety of special events, such as Thursday night concerts and Music in the Parks. Some respondents felt that maintenance at certain parks was good. Communication was a mixed response with many respondents praising it while others stating the need for more and focused outreach.

Community Input:

- Active, involved community – partnerships
- The Staff is committed to serving community's best interests - Responsive, helpful staff
- Parks are welcoming and well maintained
- Good relationships with adjacent park districts and other partners
- Strong staff that is always looking for ways to improve
- Good communication within all the groups and all the citizens
- Department is very community focused
- Good use of facilities and well maintained grass

- Diverse offerings and innovative programs such as the comedy theater
- Clubhouse auditorium
- Maintain what they do well
 - Chicken park and festival
- Music in the park – fun and family oriented
- The program offerings / classes
- Ensuring facilities are available to County residents
- Thursday night concerts
- Special events and other offerings help enhance the quality of life in the community
- Phoenix Park is a great asset

2.1.2 WHAT WOULD YOU STATE ARE THE KEY AREAS FOR IMPROVEMENT?

The community listed a number of areas for improvement. Those most mentioned include increased partnerships with various public, private and not-for-profit partners as well as improvements to the overall quality of the facilities. Many members of the community identified recreation facilities as an area needing improvement, more specifically indoor recreation facilities and meeting areas. There also seems to be a need for a formalized plan with performance measures, documented standards and measurable objectives that can help elevate the Department's operations to the next level.

Parking repeatedly came up as an issue for several respondents. The need for expansion and better accessibility, including sidewalks and interconnected trail network, was another area of concern.

Community Input:

- Facilities updates and program standards
- Standards need to be developed for parks, facilities, maintenance
- Accessibility and parking
- Security should be a priority
- Partnering with the school district
- Lack of interconnected trail / pathways
- Lack of walking space for dog owners and bus stop covers
- Promotions - advertising and information needs to be enhanced
- Need more meeting place for the community to access
- Aquatic facilities to use for practices and meets
- Need lights on sports fields
- Need to maximize turf fields in the parks, children's activities , and finish sidewalks

- Wi-fi service in the facilities
- Need a multi-use community center
- More acquisitions for parks are needed
- Partnership with the railroad museum would be useful
- Expand low water-using gardens - University Garden as a demonstration garden
 - Irrigation control / water management
- Formal agreement between American River Parkway and District to work towards maintenance practices and overall mutually beneficial opportunities
- Update payroll system and track vacation time
- Performance evaluation system
- Volunteer management system
- Operational model and organizational structure
- Activity in fundraising particularly with the affluent residents in the area

2.1.3 WHAT DOES THE COMMUNITY VALUE ABOUT THEIR RECREATION AND PARKS?

Safe, clean, and well maintained facilities are most important to the community. Open spaces is also very important. The community values the family aspect of the parks and its recreational/educational opportunities. They also value the friendly staff and events that bring them all closer including those events that offer the opportunity to volunteer. Accessibility and availability, variety, and sustainability were also commonly mentioned.

Community Input:

- A dog park
- Concerts in the park
- Sand boxes
- Clean, well maintained facilities and parks
- Family
- Safety, availability, and accessibility
 - Safe roads – need more sidewalks and bike lanes
- Historical assets
- Open spaces
- Recreational and educational opportunities
- Availability, variety and sustainability
- Friendly staff that is responsive and has a positive attitude
- Community garden

- The Roost – program guide
- Events that bring people together – a true community feel
- Activities that create a sense of community
- Good integration into natural surroundings
- The Clubhouse – indoor recreation space
- Volunteerism
- Strategic partnerships

2.1.4 WHAT CAN PROS CONSULTING DO TO ENSURE THE SUCCESS OF THE PLAN'S DEVELOPMENT AND EXECUTION? WHAT ARE THE KEY OUTCOMES PROS NEEDS TO WORK TOWARDS?

Providing a vision for recreation and parks, developing partnerships and identifying areas of maximum impact for resource allocation were identified as the biggest elements.

The community wanted PROS to help develop process for on-going communication to keep them involved and abreast of all happenings with respect to the Master Plan. The community expects PROS to be their voice for the Master Plan and help develop a plan that is forward-thinking, but realistic at the same time.

Community Input:

- Identify areas of maximum impact for resource spending
- Equity for geographic as well as age groups (youth, middle-aged group)
- On-going communication
- Identify appropriate timings for program offerings
- Vision for types of facilities and priorities
- Ask in the survey about 'Public willingness to support' property tax increase
 - Identify if the community would support a true community center
 - Play a larger role and become the voice of the community in planning
- Focus on water conservation in the parks and education with native plants programs
- Need to have a focus and need to stay on course
- See some short term and long term objectives
- It is a ten year look and five year specific focus
- We need to have a decent inventory of tree species and manage them accordingly
- Trying to bring communication into the next century for young people to relate with
- We need a new brand for the Department in the future
- Something that is reasonable and affordable
- Develop a comprehensive financial plan and address staffing issues

- Better coordination with FOVEC
- Incorporate theater redesign into the larger Village area plan
- Need a school district partnership that is better defined
- Need to provide options for funding to build a community center
- Check in with the Board and keep them the loop
- Cost effectiveness of the programs - Need to look cost of service and benchmark
- Bannister Park needs a strategy and some options

2.1.5 HOW DO YOU FEEL ABOUT THE CURRENT PROGRAM OFFERINGS AND ARE THERE PROGRAM AREAS THAT YOU FEEL ARE UNDERSERVED OR OVER SERVED?

There was a consensus that teen programming is most underserved. Furthermore, programming for seniors / active adults and non-traditional recreation such as arts and crafts is lacking. College information for youth and non-traditional sports offerings too were desired program offerings.

Community Input:

- Teen programming
 - Differentiate between 12-15 and 15-18 age groups as well
- No intramurals for non-traditional sports like dodge ball etc.
 - Intramurals – currently there are only competitive teams at schools
- College information for Ivy leagues in Sacramento
- More artist painting classes are needed
- Lack of programming for seniors
 - Roseville has very good senior programs and we need to emulate them
- We need to organize the Roost and make it more interesting to read and encourage people to use the services we provide
- Jewelry making, ceramics, arts – but lack of appropriate facilities to make these programs viable
- Craft center has a very limited focus at this point
- Frisbee golf – Phoenix Park

2.1.6 DO YOU HAVE IDEAS ABOUT CHANGES, ADDITIONS, OR IMPROVEMENTS FOR PARKS AND/OR RECREATION FACILITIES?

Parking improvements and the development of an interconnected parkway system would be appreciated by users. Indoor recreation facility and teen center were other facility requirements. Signage is a common theme amongst the community's suggestions for improvement. Accessibility and greater integration with the village and surrounding areas too were stated. Better quality fields would be valuable additions.

Community Input:

- Pool – indoor or outdoor
- Need to have more indoor facilities
- Lack of office space needs to be addressed
- Teen center
 - Movie screen
 - Pool table
 - Basketball court
 - Ping pong
 - Foosball
- Increased facility signage and signs to advertise upcoming events
- Radio and TV roll boards on announcements, banners, and increased signage
- Need to make positive signs for people to slow down
- Improved parking and more benches in the parks
- Need to add an electronic marquee sign that can display multiple messages
- Would like to add bulletin boards at parks or facilities
- People would pay more if they had more and better fields
- We need a proper headquarters for our staff and we should build this into the plan
- Develop a path system for the Village for people to walk
- Need to figure out a use for the pool site north of the vernal pools drainage area
- Integrate the theater and the downtown plan as a part of this update
- More community gardens and development of a community center
- Parks on both sides of the community center
- Incorporate plans for Hazel Avenue expansion into Master Plan
- Bannister Park is inaccessible and we need to address the parking problems there
- Phoenix Park vernal pools need to be better managed
- Better access to Phoenix Park – resolve issue of multiple access points
- Improvements to the McMillan Center to make it stronger
- Maintenance center location needs to be addressed

2.1.7 HOW WOULD YOU ASSESS THE DEPARTMENT'S ABILITY TO MARKET ITS SERVICES, COMMUNICATE AND DEVELOP TOUCH POINTS WITH THE RESIDENTS?

Overall, a majority of the respondents felt that the District was doing a good job communicating but certainly needed expand its marketing outreach. More respondents provided suggestions as to how to improve the marketing and many of the suggestions are viable. Suggestions include, SMS text messaging, E-newsletters, email blasts, social networking, and utilizing the District's existing resources. Many of the suggestions were primarily focused on improving the website. Other suggestions included local news and radio and the development of a tag-line as well as an online events calendar would be useful.

Community Input:

- Quarterly newsletter – Comprehensive source of information
- Formulate an events calendar and E-newsletter
- BBTV and SMS texting could be useful
- Strong sense of community identity needs to be reinforced
- Good webpage – need to drive more users to the webpage and aspire to “Be the place of choice for recreation offerings”
- Develop a tag line for the parks
- Ask general users and non-users about their perceptions
- Utilize the local news and radio
- Link to other partners through the website
- Add search function on the website
- Create a direct line instead of voicemail for game cancellations etc.
- Events calendar would be a useful addition
- Need to better communicate the history of the community

2.1.8 WHAT ARE YOUR THOUGHTS ON THE DEPARTMENT'S HR, OPERATIONS, WORK CULTURE AND FISCAL RESPONSIBILITY?

Respondents feel that the Department as a whole has changed quite a bit over the last year and a half. Some improvements regarding developing maintenance and program standards are required. The Department needs to enhance staff evaluation and training mechanisms. Furthermore, the community would like to see improvements to strategic partnerships.

Community Input:

- Have changed a lot in the last year and a half
- Need to develop maintenance standards, work order systems, job descriptions
 - Routine maintenance activities / water management

- Department never got around to the maintenance standards especially technical standards for the tasks and clear duties and hold them accountability
 - Need better training of staff and better maintenance standards
- Communications between the departments can sometimes be a problem
- Schedules of getting things open at times has been a problem
- The recreation staff is small and not many people dedicated to recreation services
- Need to revise the operational plan
- Responsible for developing partnership with the school District
- There is a need to create a priority of facilities / amenities
- Responsible for on-going feedback on the plan process

2.1.9 IF THERE WERE JUST ONE THING THAT YOU WOULD WANT TO MAKE SURE THE PLAN COVERS, WHAT WOULD THAT BE?

Many of the respondents focused their responses on sustainability. Indoor community recreation space and meeting room space were also areas of focus. Renewable energy, water conservation, and organic horticultural elements are of great concern.

Community Input:

- Blueprint for Capital Improvements / Recreation programs
- Identify areas that we get most bang for our buck
- Continue to ensure adequate representation and ongoing solicitation for community input from the community
- Continued effort to improve amenities in the city
- Web-page and parking need to be addressed
- Need to make Fair Oaks Village a central point
- Do more with the Plaza and have more concerts
- Need to have higher level of community gardens in the parks
- Mandates to allocate a portion of Capital project costs towards public art is really important
- Water conservation savings is something we need to focus on for the future
- Have a plan for Capital Improvements
- A recreation center and community center is important
- A teen center would be a great addition
- Giant movie screen and basketball courts would be nice
- Better link between District and Village for planning future recreation offerings

- Construct the Amphitheatre

2.2 HOUSEHOLD SURVEY

The Fair Oaks Recreation and Park District conducted a Community Survey as part of a Master Plan for Parks, Facilities & Recreation Services during the winter of 2009-2010 to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout Fair Oaks Recreation and Park District. The survey was administered by a combination of mail and phone.

PROS worked with Leisure Vision and the Fair Oaks Recreation and Park District staff to develop the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 1,600 households throughout the Fair Oaks Recreation and Park District. Approximately three days after the surveys were mailed each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 315 completed surveys from Fair Oaks Recreation and Park District households. This goal was accomplished, with a total of 323 surveys having been completed. The results of the random sample of 323 households have a 95% level of confidence with a precision of at least +/-5.4%.

The following pages summarize major survey findings.

2.2.1 VISITING DISTRICTPARKS, RECREATION FACILITIES AND SPORTS FIELDS

Eighty-two percent (82%) of households have visited Fair Oaks Recreation and Parks District parks, recreation facilities, and sports fields during the past year (**Figure 1**).

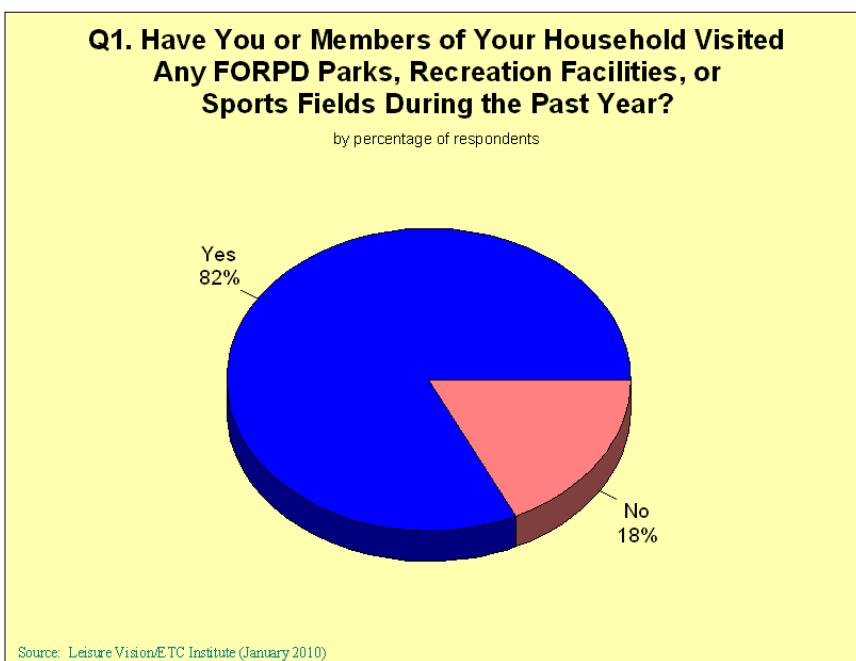


Figure 1 - Visiting FORPD Parks, Recreation Facilities & Sports Fields

2.2.2 FREQUENCY OF VISITING DISTRICTPARKS, RECREATION FACILITIES AND SPORTS FIELDS

Of the 82% of households that have visited Fair Oaks Recreation and Parks District parks, recreation facilities, and sports fields during the past year, 76% have visited the parks, facilities, or fields at least once a month (**Figure 2**).

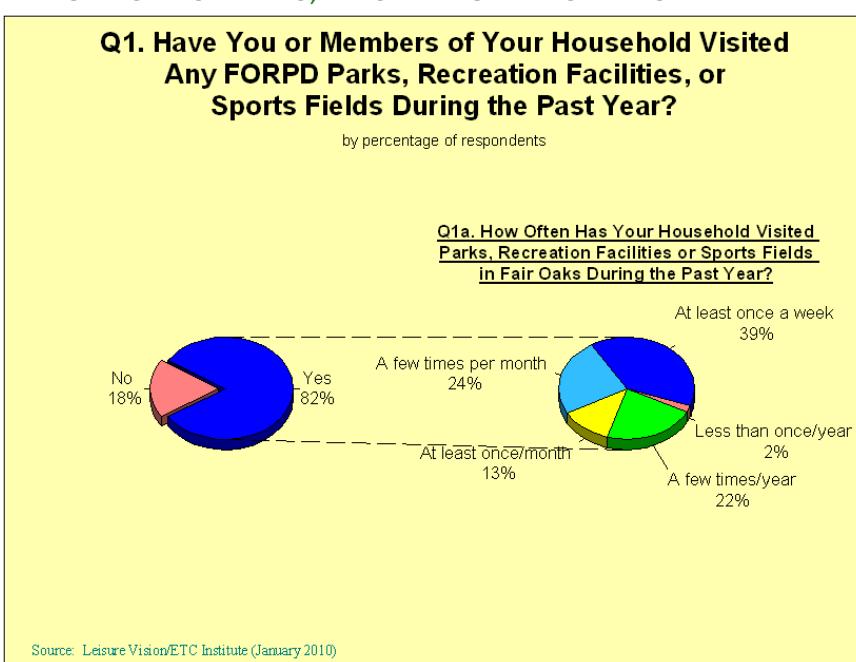


Figure 2 - Frequency of Visiting FORPD Parks, Recreation Facilities & Sports Fields

2.2.3 RATING THE PHYSICAL CONDITION OF DISTRICT PARKS, RECREATION FACILITIES & SPORTS FIELDS

Of the 82% of households that have visited District parks, recreation facilities, and sports fields during the past year, 66% rated the physical condition as either excellent (19%) or above average (44%). Thirty percent (30%) of households rated the parks, facilities and sports fields as average, and only 3% rated them as below average (**Figure 3**).

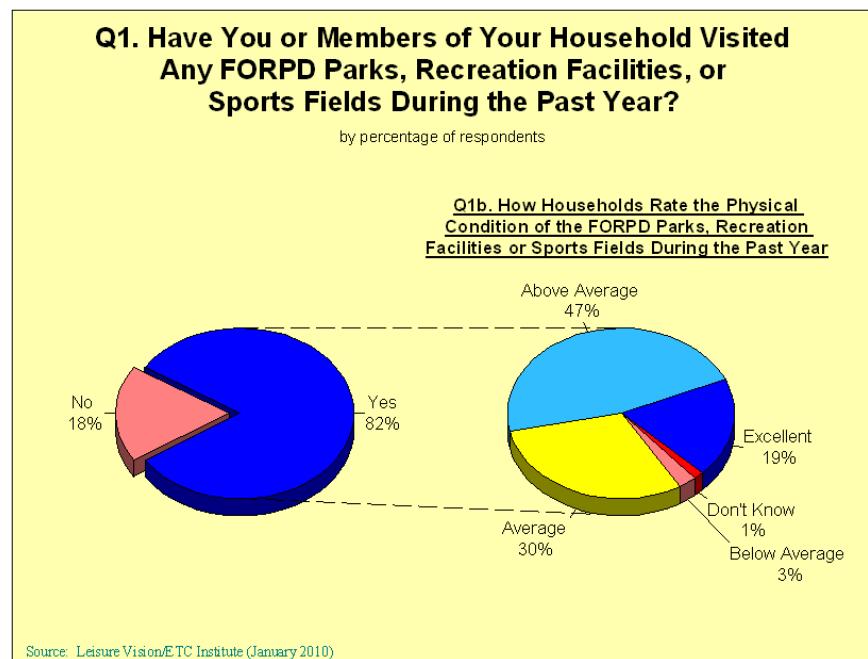


Figure 3 - Rating the Physical Condition of FORPD Parks, Recreation Facilities & Sports Fields

2.2.4 CONCERNS WITH DISTRICT PARKS, RECREATION FACILITIES AND SPORTS FIELDS

Of the 82% of households that have visited District parks, recreation facilities, and sports fields during the past year, 48% indicated they have no concerns. The most frequently mentioned concerns respondents do have with District parks, facilities, or fields are: park maintenance and cleanliness (24%), security and safety issues (20%), and outdated equipment/facilities (13%) (**Figure 4**).

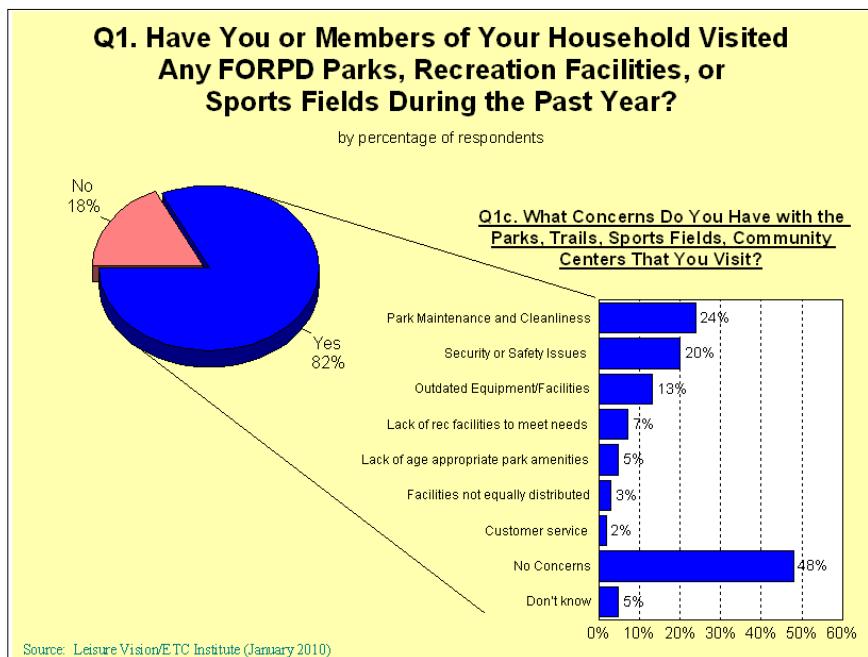


Figure 4 - Concerns with FORPD Parks, Recreation Facilities and Sports Fields

2.2.5 PARTICIPATION IN DISTRICT PROGRAMS/ACTIVITIES

Thirty-one percent (31%) of households have participated in programs or activities offered by the District during the past year (**Figure 5**).

Q2. Have You or Other Members of Your Household Participated in Any Programs or Activities Offered by the FORPD During the Past 12 Months?

by percentage of respondents



Source: Leisure Vision/ETC Institute (January 2010)

Figure 5 - Participation in FORPD Programs/Activities

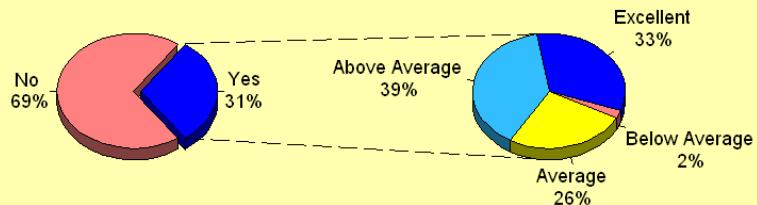
2.2.6 RATING OF THE OVERALL QUALITY OF DISTRICT PROGRAMS/ACTIVITIES

Of the 31% of households that have participated in District programs/activities, 72% rated the overall quality of programs or activities they've participated in as either excellent (33%) or above average (39%). Twenty-six percent (26%) rated them as "average" and only 2% rated them as "below average" (**Figure 6**).

Q2. Have You or Other Members of Your Household Participated in Any Programs or Activities Offered by the FORPD During the Past 12 Months?

by percentage of respondents

Q2a. How Would You Rate the Overall Quality of the Programs or Activities That You and Members of Your Household Participated in?



Source: Leisure Vision/ETC Institute (January 2010)

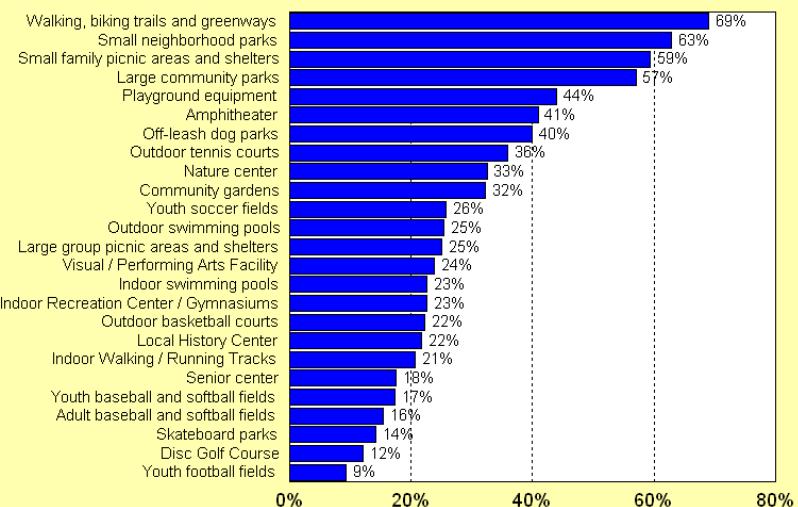
Figure 6 - Rating of the Overall Quality of FORPD Programs/Activities

2.2.7 NEED FOR PARKS AND RECREATION FACILITIES

There are four parks and recreation facilities that over 50% of households have a need for: walking, biking trails, and greenways (69%), small neighborhood parks (63%), small family picnic areas and shelters (59%), and large community parks (57%) (**Figure 7**).

Q3. Households That Have a Need for Various Parks and Recreation Facilities

by percentage of respondents (multiple choices could be made)



Source: LeisureVision/ETC Institute (January 2010)

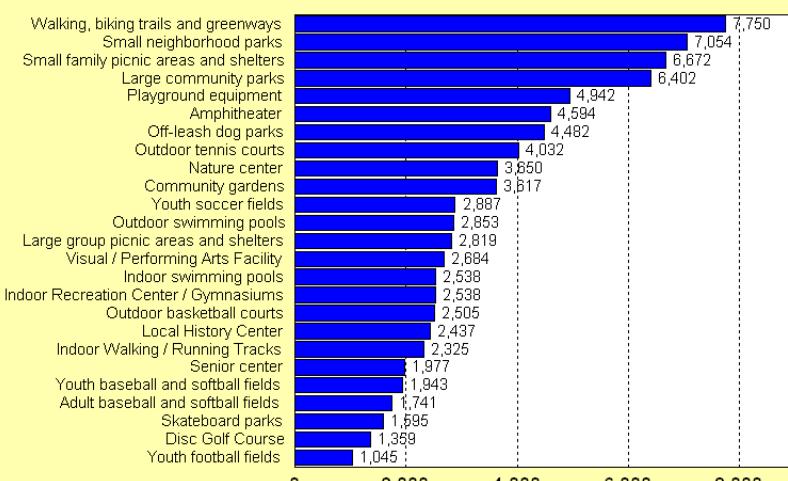
Figure 7 - Need for Parks and Recreation Facilities

2.2.8 NEED FOR PARKS AND RECREATION FACILITIES IN THE DISTRICT

From a list of 25 parks and recreation facilities, respondents were asked to indicate which ones their household has a need for. **Figure 8** shows the estimated number of households in the Fair Oaks Recreation and Park District that have a need for various parks and recreation facilities, based on 11,232 households in the District.

Q3a. Estimated Number of Households in the Fair Oaks Recreation and Parks District That Have a Need for Various Parks and Recreation Facilities

by number of households based on 11,232 households in the Fair Oaks Recreation and Parks District



Source: LeisureVision/ETC Institute (January 2010)

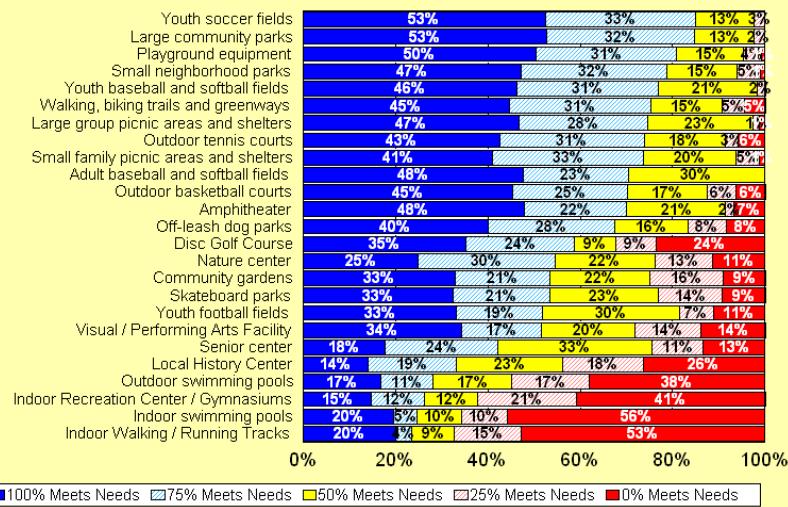
Figure 8 - Need for Parks and Recreation Facilities

2.2.9 HOW WELL PARKS AND RECREATION FACILITIES MEET NEEDS

For all 25 parks and facilities, less than 55% of respondents indicated that the park/facility completely meets the needs of their household (Figure 9).

Q3b. How Well Parks & Recreation Facilities in the Fair Oaks Recreation and Parks District Meet the Needs of Households

by percentage of respondents with a need for parks/facilities



Source: Leisure Vision/ETC Institute (January 2010)

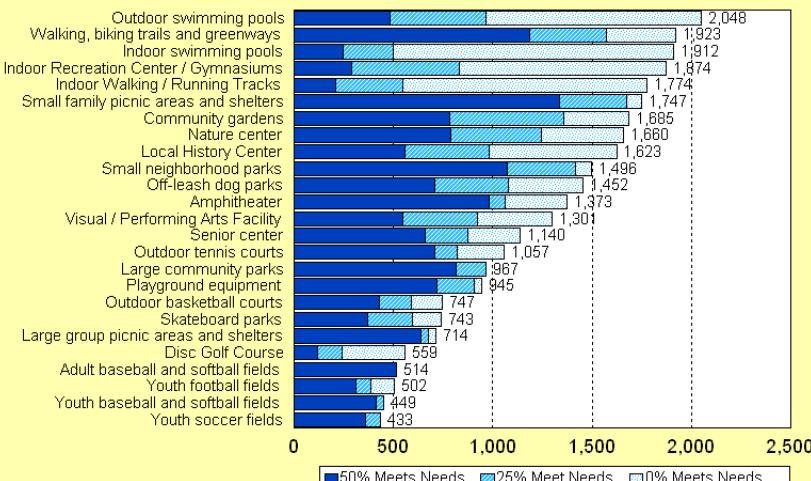
Figure 9 - How Well Parks and Recreation Facilities Meet Needs

2.2.10 DISTRICTHOUSEHOLDS WITH THEIR FACILITY NEEDS BEING 50% MET OR LESS

From the list of 25 parks and recreation facilities, households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Fair Oaks Recreation and Parks District meet their needs. Figure 10 shows the estimated number of households in the Fair Oaks Recreation and Parks District whose needs for facilities are only being 50% met or less, based on 11,232 households in the District.

Q3c. Estimated Number of Households in the Fair Oaks Recreation and Parks District Whose Needs for Parks and Recreation Facilities Are Only Being 50% Met or Less

by number of households based on 11,232 households in the Fair Oaks Recreation and Parks District



Source: Leisure Vision/ETC Institute (January 2010)

Figure 10 - FORPD Households with Their Facility Needs Being 50% Met or Less

2.2.11 MOST IMPORTANT PARKS AND RECREATION FACILITIES

Based on the sum of their top four choices, the parks and recreation facilities that households rated as the most important are: walking, biking trails, and greenways (47%), small neighborhood parks (30%), small family picnic areas and shelters (24%), and off-leash dog parks (21%). It should also be noted that walking, biking trails and greenways had the highest percentage of respondents select it as their first choice as the most important park/facility (Figure 11).

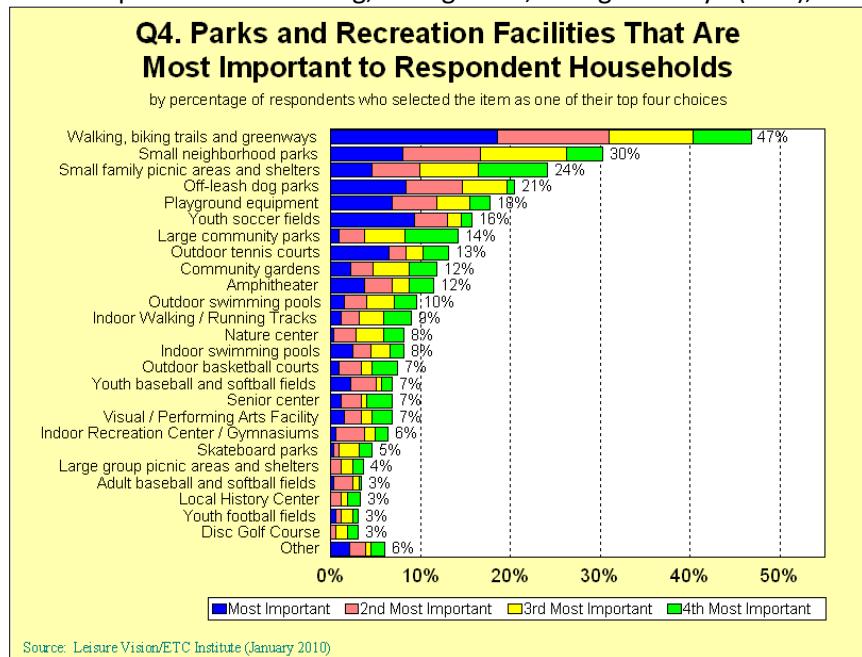


Figure 11 - Most Important Parks and Recreation Facilities

2.2.12 NEED FOR RECREATION PROGRAMS

The recreation programs that the highest percentage of households have a need for include: community-wide special events (39%), adult fitness and wellness programs (36%), visual and performing arts programs (25%), outdoor skills/adventure programs (25%), and youth sports programs (25%) (Figure 14).

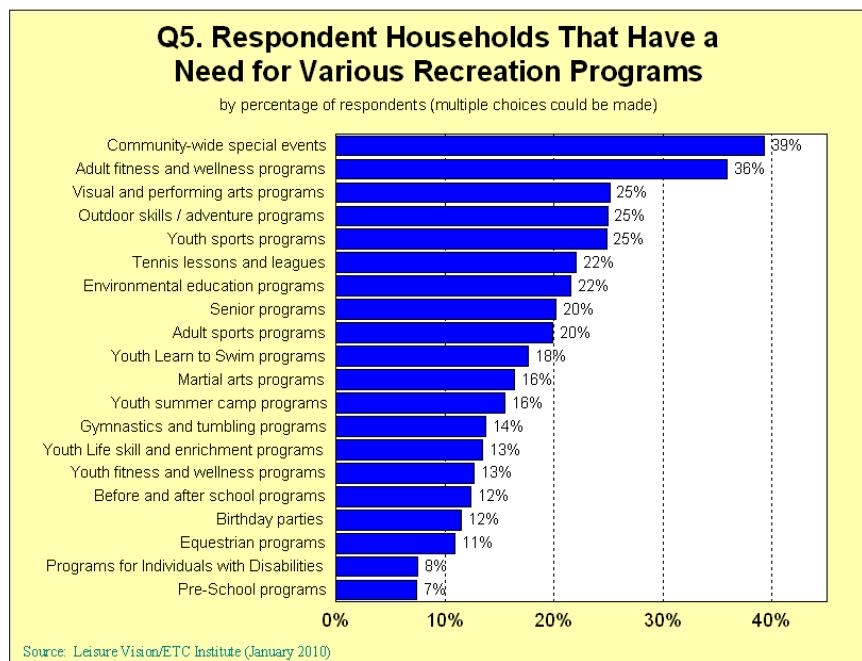


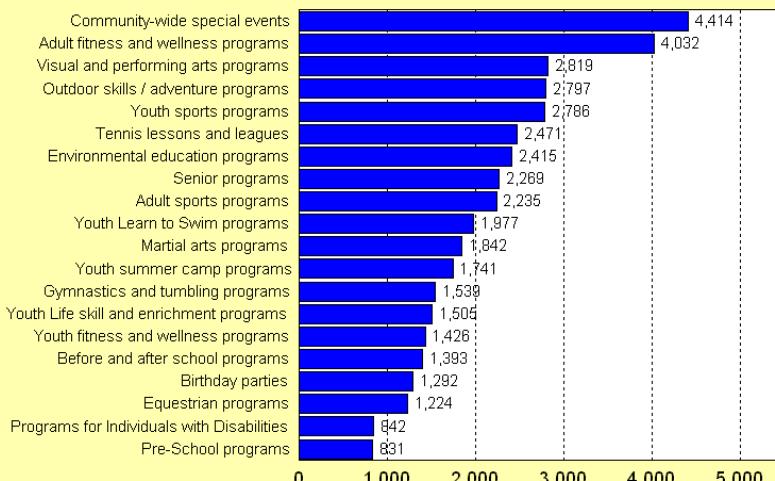
Figure 12 - Need for Recreation Programs

2.2.13 NEED FOR RECREATION PROGRAMS IN THE DISTRICT

From the list of 20 recreation programs, respondents were asked to indicate which ones they and members of their household have a need for. **Figure 13** shows the estimated number of households in the Fair Oaks Recreation and Park District that have a need for recreation programs, based on 11,232 households in the District.

Q5a. Estimated Number of Households in the Fair Oaks Recreation and Parks District That Have a Need for Various Recreation Programs

by number of households based on 11,232 households in the Fair Oaks Recreation and Parks District



Source: LeisureVision/ETC Institute (January 2010)

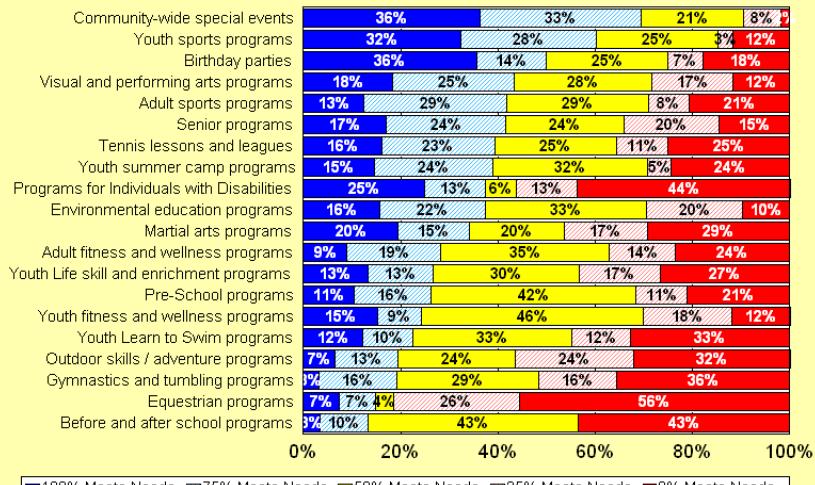
Figure 13 - Need for Recreation Programs in the FORPD

2.2.14 HOW WELL RECREATION PROGRAMS MEET NEEDS

For all 20 recreation programs, less than 40% of respondents indicated that the program completely meets the needs of their households (**Figure 14**).

Q5b. How Well Recreation Programs in the Fair Oaks Recreation and Parks District Meet the Needs of Households

by percentage of respondents with a need for programs



Source: LeisureVision/ETC Institute (January 2010)

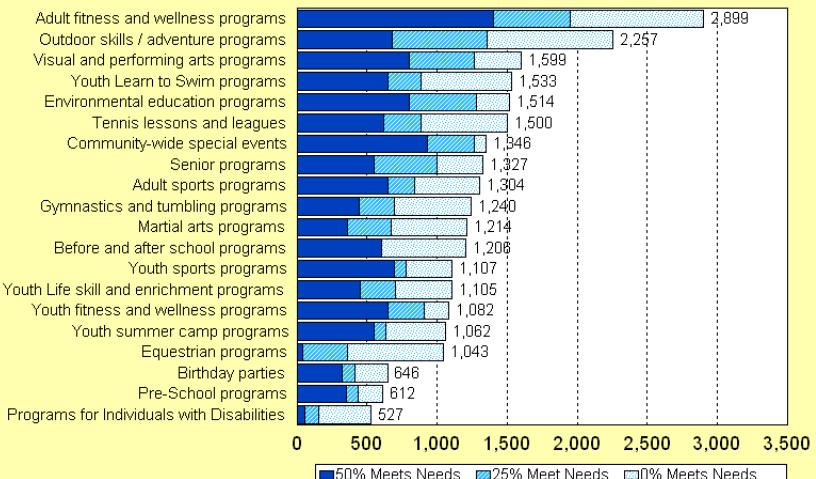
Figure 14 - How Well Recreation Programs Meet Needs

2.2.15 DISTRICTHOUSEHOLDS WITH THEIR PROGRAM NEEDS BEING 50% MET OR LESS

From the list of 20 recreation programs, households that have a need for programs were asked to indicate how well these types of programs in the Fair Oaks Recreation and Park District meet their needs. **Figure 15** the estimated number of households in the Fair Oaks Recreation and Parks District whose needs for programs are only being 50% met or less, based on 11,232 households in the District.

Q5c. Estimated Number of Households in the Fair Oaks Recreation and Parks District Whose Needs for Recreation Programs Are Only Being 50% Met or Less

by number of households based on 11,232 households in the Fair Oaks Recreation and Parks District



Source: Leisure Vision/ETC Institute (January 2010)

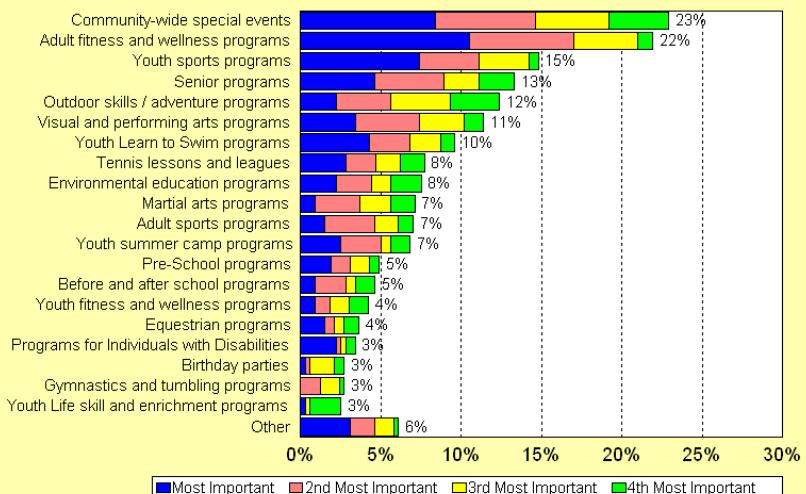
Figure 15 - FORPD Households with Their Program Needs Being 50% Met or Less

2.2.16 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of their top four choices, the recreation programs that households rated as the most important include: community-wide special events (23%), adult fitness and wellness programs (22%), and youth sports programs (15%). It should also be noted that adult fitness and wellness programs had the highest percentage of respondents select it as their first choice as the most important program to their household (**Figure 16**).

Q6. Recreation Programs That Are Most Important to Respondent Households

by percentage of respondents who selected the item as one of their top four choices



Source: Leisure Vision/ETC Institute (January 2010)

Figure 16 - Most Important Recreation Programs

2.2.17 HOUSEHOLDS VISITING BANNISTER PARK

Respondents were asked to indicate if members of their households currently visit Bannister Park. Thirty percent (30%) of households currently visit the park (Figure 17).

Q8. Do You or Other Members of Your Household Currently Visit Bannister Park?

by percentage of respondents



Source: Leisure Vision/ETC Institute (January 2010)

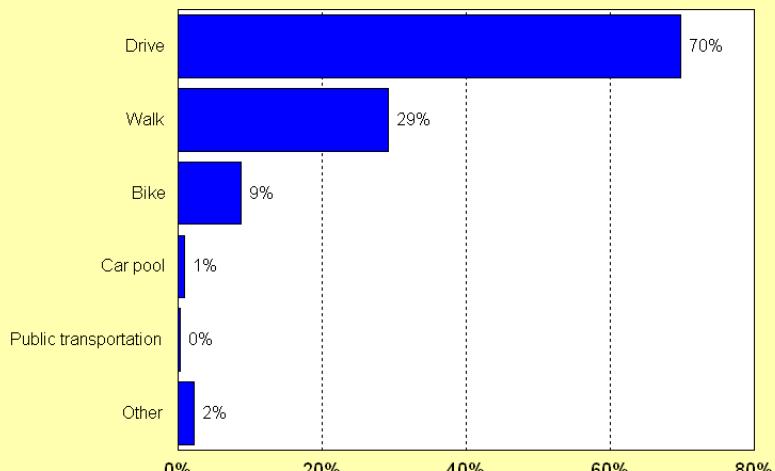
Figure 17 - Households Visiting Bannister Park

2.2.18 MOST FREQUENTLY USED METHOD TO ACCESS DISTRICT PARKS & RECREATION FACILITIES

Seventy percent (70%) of households indicated that “driving” is their most frequently used method to access District parks and recreation facilities in Fair Oaks. In addition, 29% indicated that they “walk” and 9% indicated that they “bike” as their method to access parks and recreation facilities in Fair Oaks (Figure 18).

Q10. What Is Your Most Frequently Used Method to Access the FORPD Parks and Recreation Facilities in Fair Oaks?

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (January 2010)

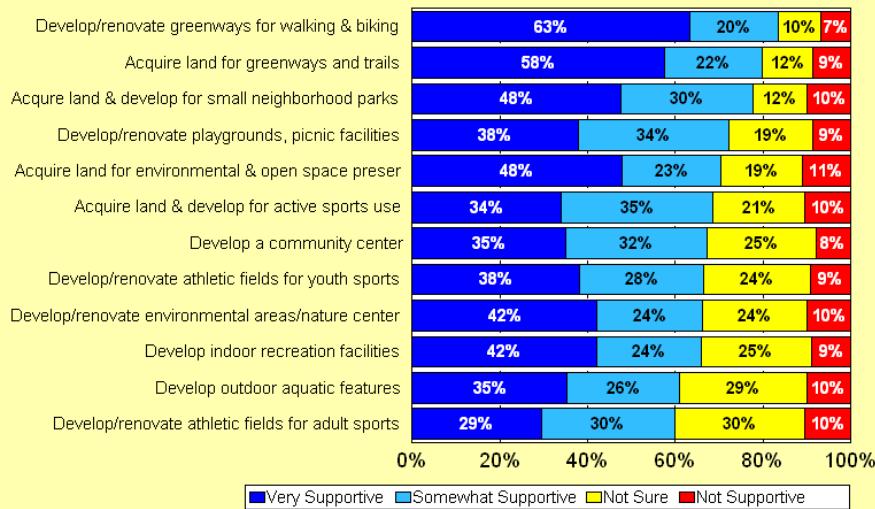
Figure 18 - Most Frequently Used Method to Access FORPD Parks and Recreation Facilities

2.2.19 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS AND RECREATION FACILITIES

There are four actions that over 45% of respondents are very supportive of District taking to improve/expand parks and recreation facilities: develop/ renovate greenways for walking and biking (63%), acquire land for greenways and trails (58%), acquire land and develop for small neighborhood parks (48%), and acquire land for environmental and open space preservation/ conservation (48%) (Figure 19).

Q11. Level of Support for Various Actions the Fair Oaks Recreation and Park District Could Take to Improve and Expand Parks and Recreation Facilities

by percentage of respondents



Source: Leisure Vision/ETC Institute (January 2010)

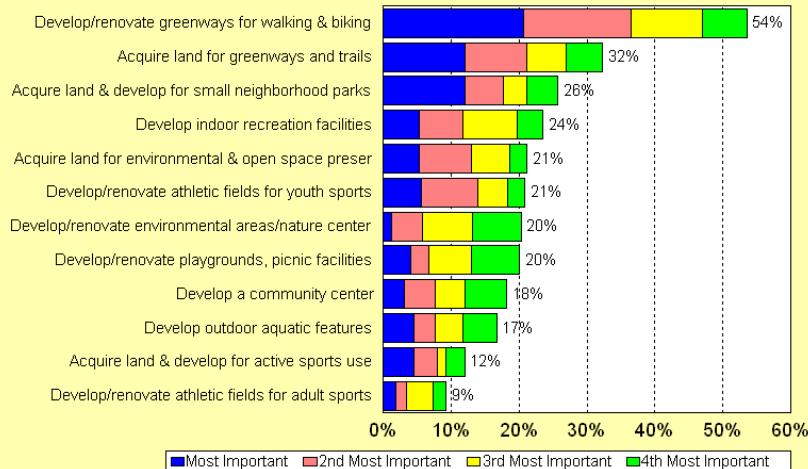
Figure 19 - Support for Actions to Improve/Expand Parks and Recreation Facilities

2.2.20 MOST IMPORTANT ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Based on the sum of their top four choices, the most important actions that District could take to improve/expand parks and recreation facilities are: develop/renovate greenways for walking and biking (54%), acquire land for greenways and trails (32%), acquire land and develop for small neighborhood parks (26%), and develop indoor recreation facilities (24%). It should also be noted that develop/renovate greenways for walking and biking had the highest percentage of respondents select it as their first choice as the most important park/facility to improve/expand (Figure 20).

Q12. Most Important Actions the Fair Oaks Recreation and Parks District Could Take to Improve and Expand Parks and Recreation Facilities

by percentage of respondents who selected the item as one of their top four choices



Source: Leisure Vision/ETC Institute (January 2010)

Figure 20 - Most Important Actions to Improve/Expand Parks and Recreation Facilities

2.2.21 ALLOCATION OF \$100 AMONG VARIOUS PARKS AND RECREATION AREAS

Respondents would allocate \$45 out of \$100 towards the improvements/maintenance of existing parks, trails, sports, and recreation facilities. The remaining \$55 was allocated as follows: development of new parks, trails, and sports facilities (\$17), acquisition of new park land and open space (\$16), acquisition of Fair Oaks elementary school (\$11), and development of new community center/recreation facilities (\$11) (Figure 21).

Q13. How Respondents Would Allocate \$100 Among Various Parks and Recreation Areas

by percentage of respondents



Source: Leisure Vision/ETC Institute (January 2010)

Figure 21 - Allocation of \$100 Among Various Parks and Recreation Areas

2.2.22 LEVEL OF SUPPORT FOR VARIOUS MONTHLY ASSESSMENTS TO FUND PARKS, GREENWAYS, OPEN SPACE, AND RECREATION FACILITIES

Fifty-two percent (52%) of respondents are either strongly supportive (37%) or somewhat supportive (15%) of paying \$5 per month to fund the development and operations of parks, greenways, open space, and recreation facilities that are most important to their household (**Figure 22**).

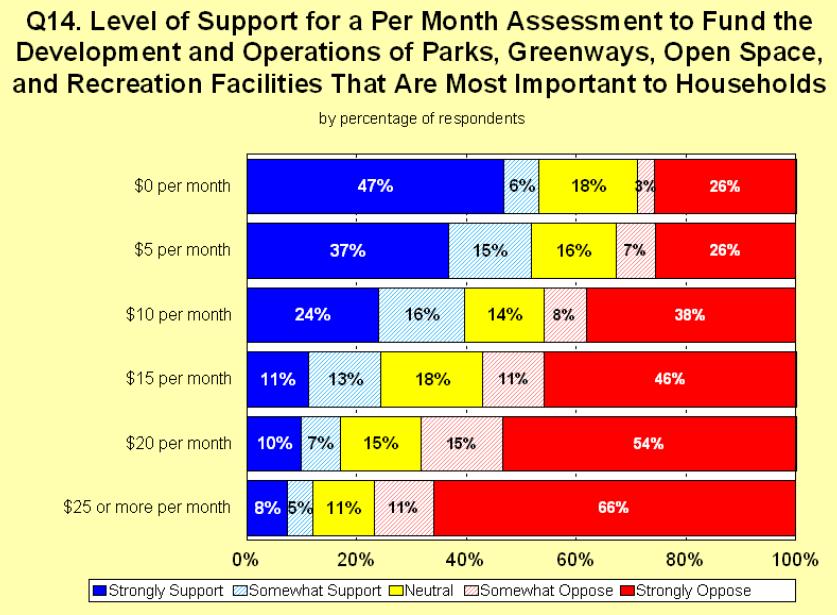


Figure 22 - Level of Support to Fund Parks, Greenways, Open Space, and Recreation Facilities

2.2.23 LEVEL OF SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM DISTRICT FACILITIES AND PROGRAMS

Seventy-three percent (73%) of respondents are either very satisfied (40%) or somewhat satisfied (33%) with the overall value their household receives from the Fair Oaks Recreation and Park District facilities and programs. Only 3% of respondents are somewhat dissatisfied with District facilities and programs. In addition, 18% of respondents rated District programs and facilities as “neutral”, and 6% indicated “don’t know” (**Figure 22**).

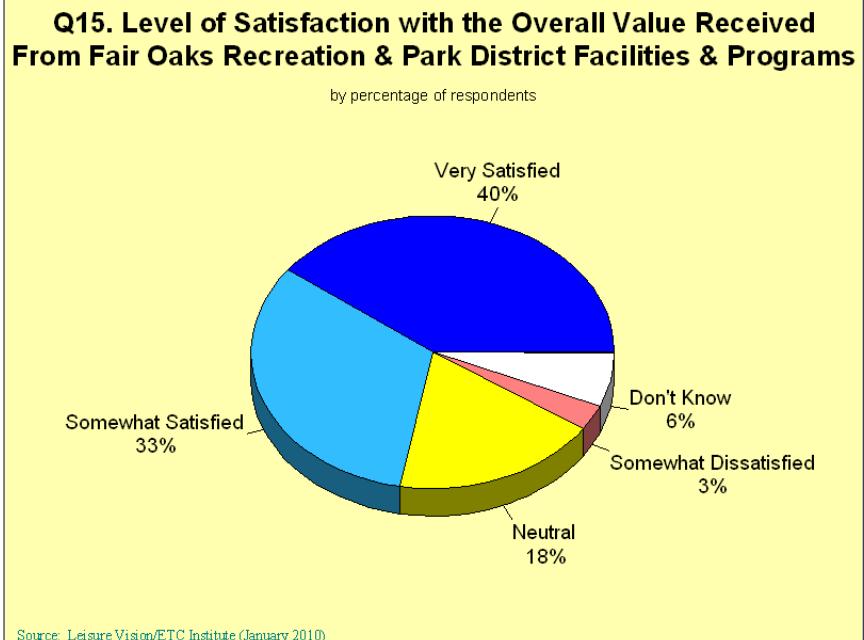


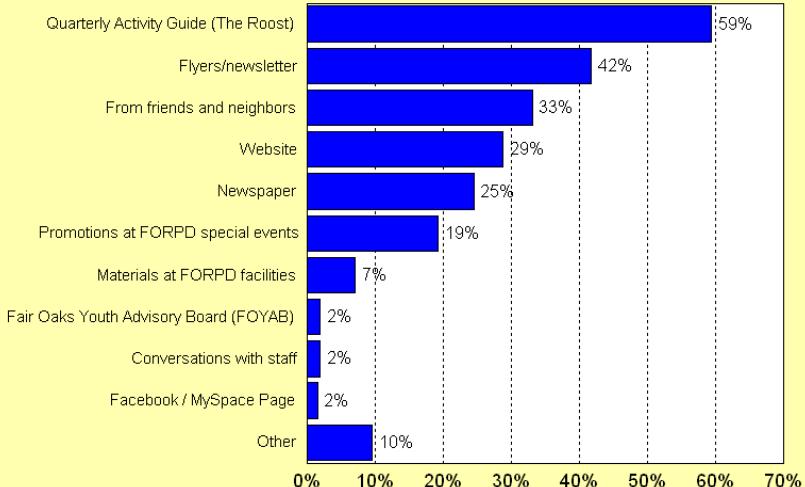
Figure 23 - Level of Satisfaction with the Overall Value Received from FORPD Facilities and Programs

2.2.24 WAYS RESPONDENTS LEARN ABOUT DISTRICT PROGRAMS AND ACTIVITIES

Fifty-nine percent (59%) of respondents have learned about Fair Oaks Recreation and Park District programs and activities through the quarterly activity guide (“The Roost”). Other frequently mentioned ways that respondents have learned about District programs and activities are: flyers/newsletter (42%), from friends and neighbors (33%), website (29%), and newspaper (25%) (Figure 24).

Q16. Ways Respondents Learn About Fair Oaks Recreation and Park District Programs and Activities

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (January 2010)

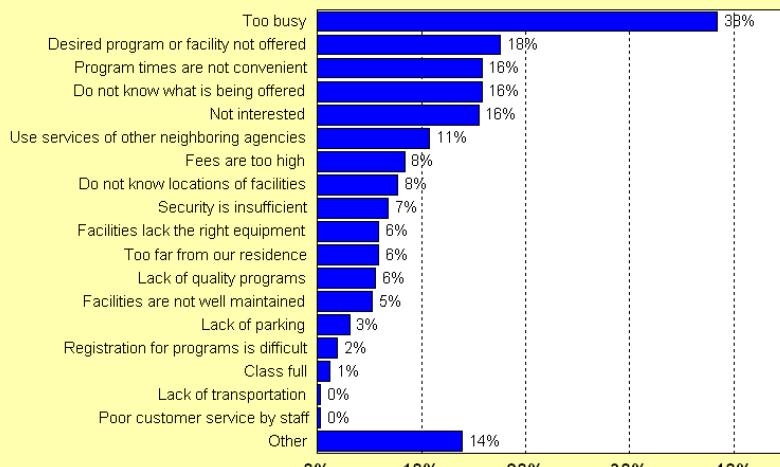
Figure 24 - Ways Respondents Learn About FORPD Programs and Activities

2.2.25 REASONS PREVENTING THE USE OF DISTRICT PARKS, FACILITIES, PROGRAMS MORE OFTEN

“Too busy” (38%) is the most frequently mentioned reason preventing households from using Fair Oaks Recreation and Parks District parks, recreation facilities or programs more often (Figure 25). Other frequently mentioned reasons include: “desired program or facility not offered” (18%), “program times are not convenient” (16%), “do not know what is being offered” (16%), and “not interested” (16%).

Q17. Reasons Preventing Households From Using Fair Oaks Recreation and Parks District Parks, Recreation Facilities or Programs More Often

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (January 2010)

Figure 25 - Reasons Preventing the Use of FORPD Parks, Facilities and Programs More Often

2.2.26 POTENTIAL PROJECTS TO DEVELOP AT PROPERTY ALONG HAZEL AVENUE

If the District were to acquire additional property along Hazel Avenue, 66% of households would like to see walk-ways/bike paths developed at the property. In addition, 35% of households would like to see mini-parks developed, and 29% would like to see exercise trails developed (Figure 26).

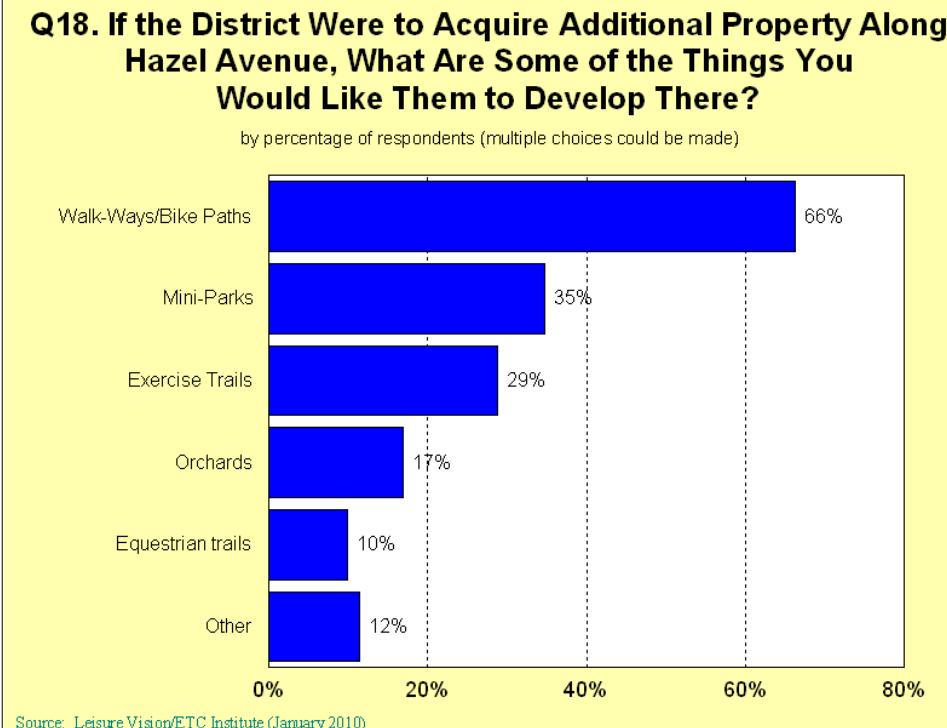


Figure 26 – Potential Projects to Develop at Property Along Hazel Avenue

CHAPTER THREE - SITUATIONAL ASSESSMENT

3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of the Fair Oaks Census-Designated Place (CDP) as defined by the U.S. Census Bureau. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and spending power of the residents through household income statistics. It is important to note that while the demographics analysis evaluates the population characteristics based on the CDP data, the Fair Oaks Recreation and Parks District does tend to serve an audience outside that as well. This report and the Master Plan will reference terminology recognized by the U.S. Census Bureau

Additionally, the population numbers provided for the future are projections as best provided by Environmental Services Research Institute (ESRI). It would not be possible to guarantee that these projections would come to fruition to the exact extent projected.

3.1.1 SUMMARY

From its early days as being a “Sunset Colony” or a leading citrus provider, to its current day status as an attractive community close to Sacramento, Fair Oaks has come a long way. It is an unincorporated community represented by Roberta MacGlashan on the Sacramento County Board of Supervisors and is home to an increasingly diverse population.

The District provides a variety of offerings for the community, including some unique special events often held at the Fair Oaks Village, often on the Plaza Park Amphitheater. The Fair Oaks Theater Festival, The Spring Fest and Chicken Festival are among the popular events that are held annually. A number of these programs are organized by the Fair Oaks Recreation and Park District that was established in 1945 to provide recreation and park facilities, and programs for the community. From that point on, the District has expanded to comprise nine developed parks totaling 122.22 acres in size. These include: Bannister Park, Fair Oaks Plaza Park, Miller Park, Phoenix Park, Fair Oaks Park, Little Phoenix Park, Montview Park and Village Park. The variety of recreation programming offered includes Special Events, Day Camps, Teen Programs and Trips, Adult Sports Leagues, Senior Activities, Youth Programs, Leisure Enrichment Classes, and year-round recreation programs that serve the 25,000 plus population in the CDP boundaries and several more outside.

The Fair Oaks service area has grown at a mild pace over the last several years. From 2000 to 2009, the **total service area population** grew by only 3.2% to its current population of 28,948. The total population is projected to increase to 30,811 by 2024. The gender composition currently has a higher percentage of females (51.1%) and this trend is projected to remain constant.

The **population by major age segment** demonstrates a significant aging trend. The 55+ population comprised of only 25.9% of the population in 2000 but is expected to grow to over 38% in the next 15 years 2024. The next highest population age segment is the 35-54 age groups which comprised 30.3% in 2009.

From a **race** standpoint, the Fair Oaks service area has a majority Caucasian population with over 80% falling in that group. The community is expected to become more and more diverse in the years ahead. By 2024, it is anticipated that only 75% of the population will be Caucasian, while the Asian population is next with 8.5%. Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to more than double from 6% in 2000 to 14% in 2024.

Note: The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The nomenclature used in the report has been derived from this.

American Indian

This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian

This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

African American

This includes a person having origins in any of the black racial groups of Africa.

Hispanic or Latino

This includes a person of Cuban, Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Native Hawaiian or Other Pacific Islander

This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Caucasian

This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

The **income characteristics** do exhibit above average trends when compared to the state and national averages and are projected to grow positively in the upcoming years. The service area's median household income was \$63,529 in 2000 and is projected to increase nearly 50% to \$87,207 by 2024. These numbers compare favorably with the national (median household income - \$50,007) and state averages (median household income - \$58,361).

3.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2009, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI; straight line linear regression was utilized for projected 2019 and 2024 demographics. The Fair Oaks CDP service area was utilized as the demographic analysis boundary.

3.1.3 FAIR OAKS SERVICE AREA

3.1.3.1 POPULATION

The Fair Oaks CDP service area has grown at a mild pace over the last several years. From 2000 to 2009, the service area population grew by only 3.2%. This translates into a total population growth of 940 total persons or essentially 0.36% annual growth rate. Projecting ahead, the CDP's growth rate is expected to increase at a slightly decreasing rate 2009 to 2024. The growth rate is expected to be 2.5% from 2009 – 2014, 1.8% from 2014 – 2019 and 1.9% from 2019 – 2024.

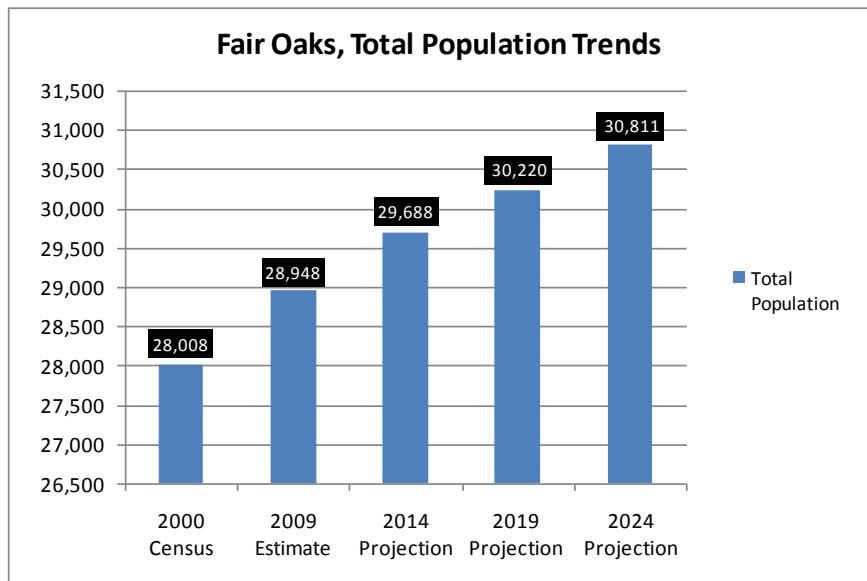


Figure 27 –Total Population Trends

Based on the projections through 2024, the CDP is expected to have approximately 12,033 households and a total population of 30,811.

3.1.3.2 AGE SEGMENT

The Fair Oaks CDP population by major age segment demonstrates a significant aging trend. The 55+ population comprised of only 25.9% of the population in 2000. This number is projected to grow to over 38% in the next 15 years by 2024. This would mean that more than one out of every three individuals in Fair Oaks will be over the age of 55. This is similar to nationwide trends that point to a growth pattern in the 55+ age group as a result of increased life expectancies and the baby boomer population entering that age group. However, it will also mean that the District will have to proactively plan its facilities and program offerings to cater to this active adult population.

Though, the 35 and under population will make up less than 40% of the total population composition in the foreseeable future, it is important for the District to focus on and continue to provide youth based programming as a means to attract younger families and fresh job seekers. Some programs types include youth based programming, before and after school programs as well as sports leagues and tournaments catered to them.

Among other age segments, there is a decrease in the under-18 and 35-54 age groups while the 18-34 age segments are essentially consistent throughout the study period.

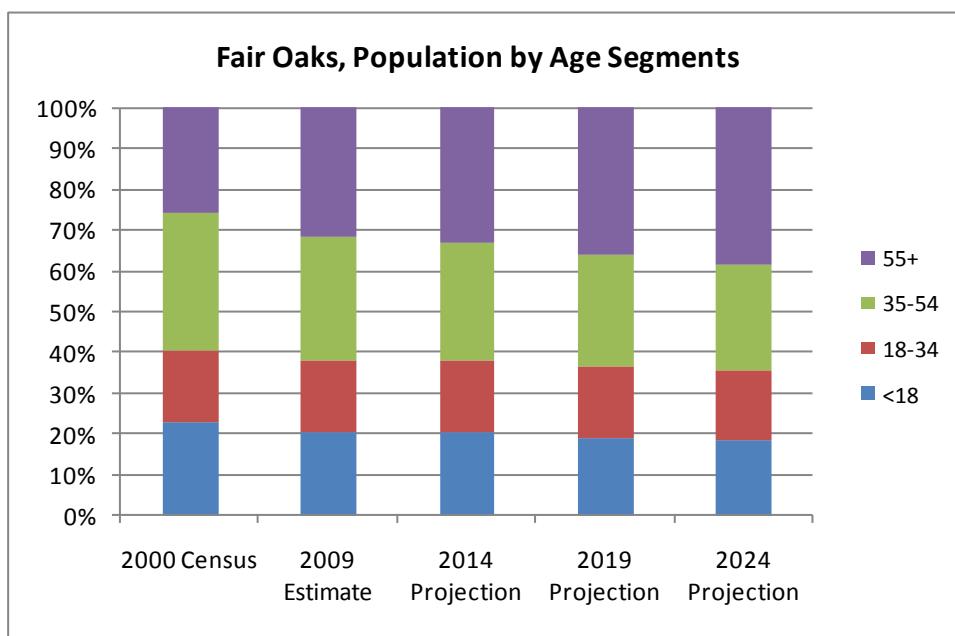


Figure 28 - Population by Major Age Segment

In general, such diverse population compositions require systems to provide a wide variety of recreational, health and wellness, educational and entertainment options focused on family activities as well as active adult programming. They include programs that will place a heavy emphasis on community wide special events, performing arts, therapeutic recreation programs, and life skill programs, family activities such as biking, walking, and swimming, and general entertainment and leisure activities.

3.1.3.3 GENDER

The gender distribution for the Fair Oaks CDP is slightly skewed towards the female population which accounts for approximately 51.1% of the population in 2000 (Figure 3). This distribution is projected to remain constant throughout the next five, ten, and fifteen year study periods.

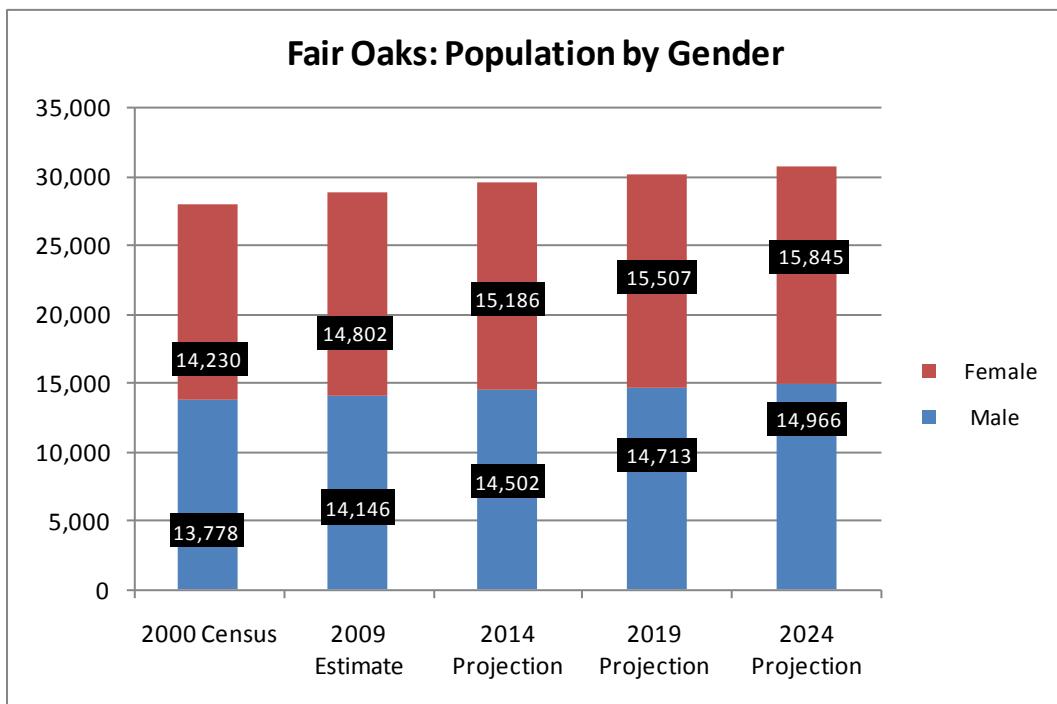


Figure 29 –Population by Gender

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed through American Sports Data and other sources in the industry over the past twenty years, the top ten recreational activities for females are currently:

1. Walking
2. Aerobics
3. General exercising
4. Biking
5. Jogging
6. Basketball
7. Lifting weights

8. Golf
9. Swimming
10. Tennis

The top ten recreational activities for males are:

1. Golf
2. Basketball
3. Walking
4. Jogging
5. Biking
6. Lifting weights
7. Football
8. Hiking
9. Fishing
10. Hunting

While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

3.1.3.4 RACE AND ETHNICITY

From a race standpoint, the Fair Oaks CDP service area has a majority Caucasian population with over 80% falling in that group. That is a 20% drop from the 88% of the total population that they comprised in 2000. The community is expected to become more and more diverse in the years ahead. By 2024, it is anticipated that only 75% of the population will be Caucasian while the Asian population is next with 8.5% and those of Two or More Races will also comprise 8.5% (**Figure 30**).

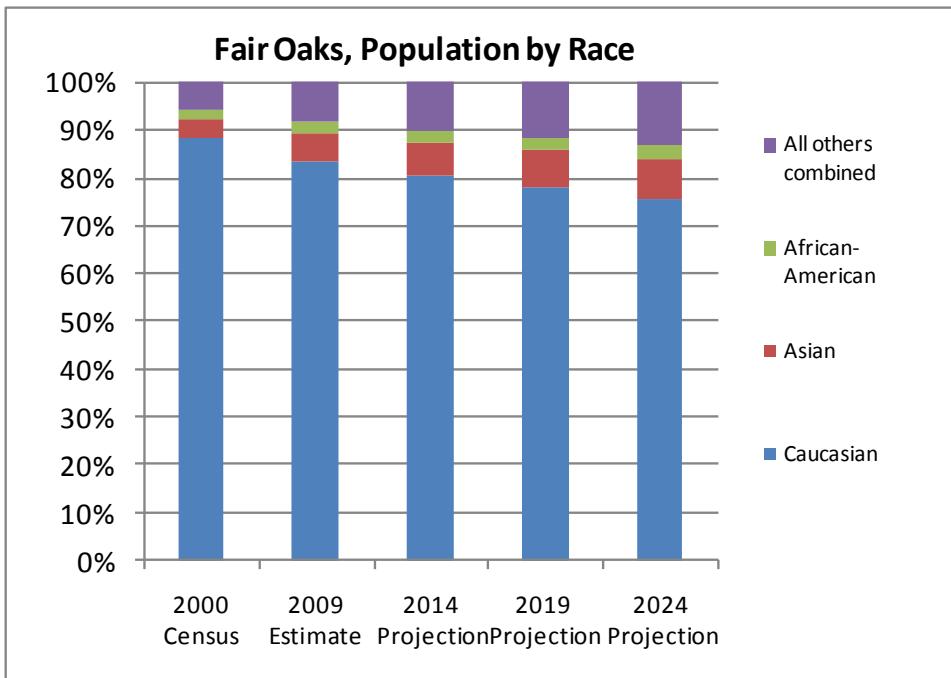


Figure 30 - Population by Race/Ethnicity

Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to more than double from 6% in 2000 to 14% in 2024 (Figure 31).

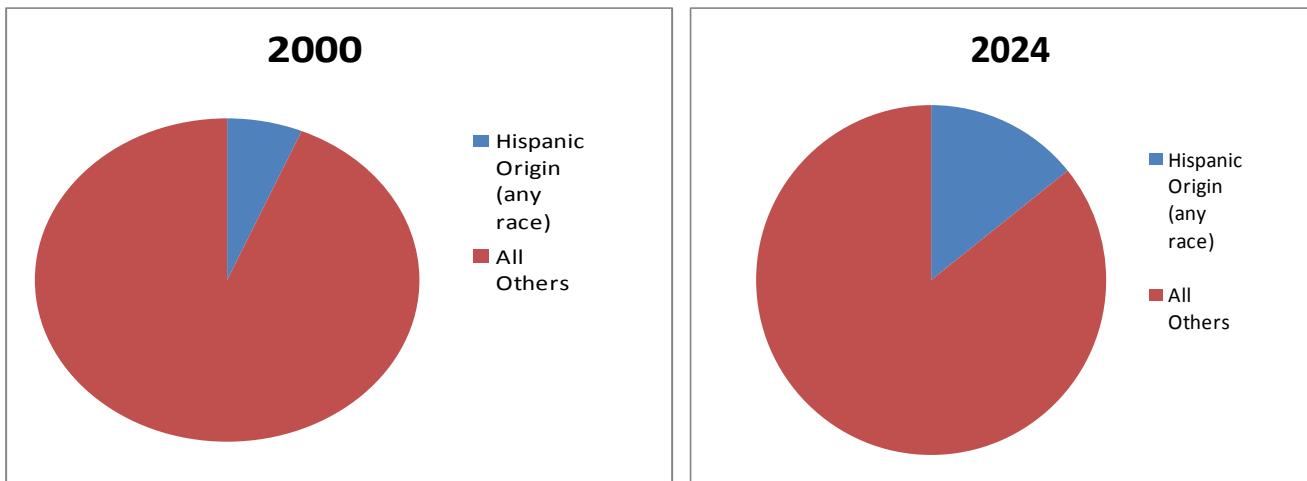


Figure 31 - Percentage of Individuals of Hispanic / Latino origin

3.1.3.5 PARTICIPATION TRENDS BY RACE/ETHNICITY

The Caucasian population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the Caucasian populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic

groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics.

The African-American population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The Asian population a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as **Caucasian** in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

1. Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year);
2. Recreational Walking – 37.0% participation rate;
3. Recreational Bicycling – 20.6% participation rate;
4. Bowling – 20.4% participation rate;
5. Treadmill Exercise – 19.1% participation rate;

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the Caucasian population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the Caucasian population is more likely to participate in than the general public.

The five most popular activities for those of **Hispanic / Latino descent** are:

1. Recreational Swimming – 33.2% participation rate;
2. Recreational Walking – 31.2% participation rate;
3. Recreational Bicycling – 19.7% participation rate;
4. Bowling – 18.5% participation rate;
5. Running/Jogging – 18.0% participation rate;

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

The top five recreational activities for the **Asian** populace in regards to participation percentages are:

1. Recreational Walking – 33.3% participation rate;
2. Recreational Swimming – 31.9% participation rate;
3. Running/Jogging – 21.6% participation rate;
4. Bowling – 20.5% participation rate;
5. Treadmill Exercise – 20.3% participation rate;

The Asian populace participates in multiple recreational activities at a greater rate than the general population, with lacrosse being the activity boasting the greatest index of 615. Squash (Index Of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asian's are more than twice as likely to participate in than the general public.

Analyzing the top five activities that the **African-American** populace participates in at the greatest rate results in:

1. Recreational Walking – 26.7% participation rate;
2. Recreational Swimming – 20.2% participation rate;
3. Basketball – 19.8% participation rate;
4. Bowling – 17.5% participation rate;
5. Running/Jogging – 14.3% participation rate;

The African-American population, like the Hispanic population, is more than twice as likely to participate in boxing (Index of 208). Football (Index of 199) and basketball (Index of 160) are also among the higher participated in activities among the African-American populace.

3.1.3.6 HOUSEHOLDS AND INCOME

Currently, there are an estimated 11,547 households in the Fair Oaks CDP service area with an average household size of 2.48 persons. The Fair Oaks CDP's income characteristics exhibit growth trends.

The service area's median household income was \$63,529 in 2000 and is projected to increase nearly 50% to \$87,207 by 2024. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$31,874 in 2000 to \$44,418 by 2024 (**Figure 32**).

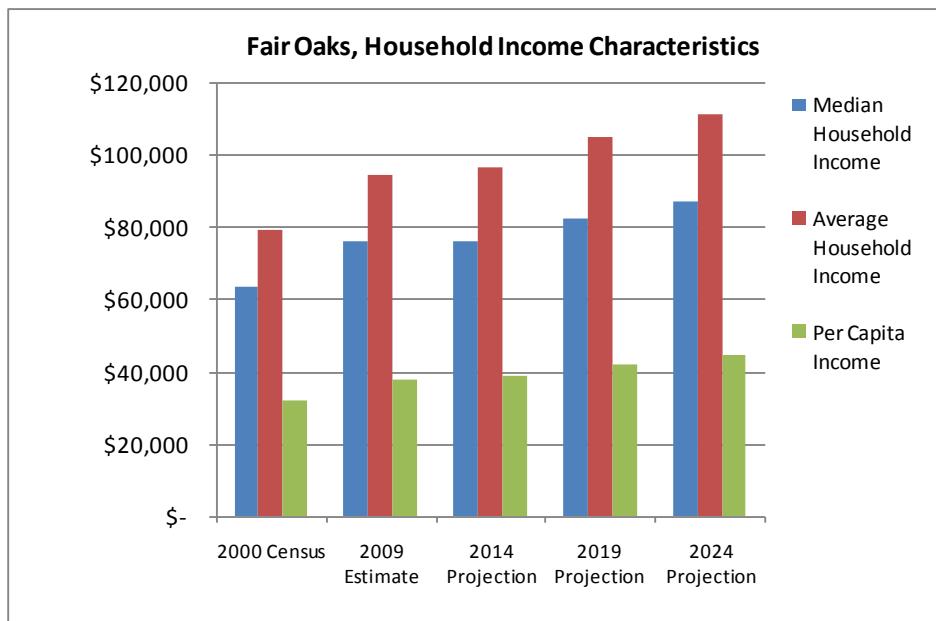


Figure 32 –Income Characteristics

Additionally, as **Figure 33** shows, the CDP's income characteristics are significantly higher than state and national averages. Despite the overall economy, these numbers indicate the availability of some levels of disposable income that the community would be able to spend on quality and parks and recreation offerings that serve their needs and offer value for their money.

Overall, these trends put a greater emphasis on the FCPRD to ensure a variety of programming that caters to diverse age segments and families as a whole while creating effective pricing policies to ensure sustainability.

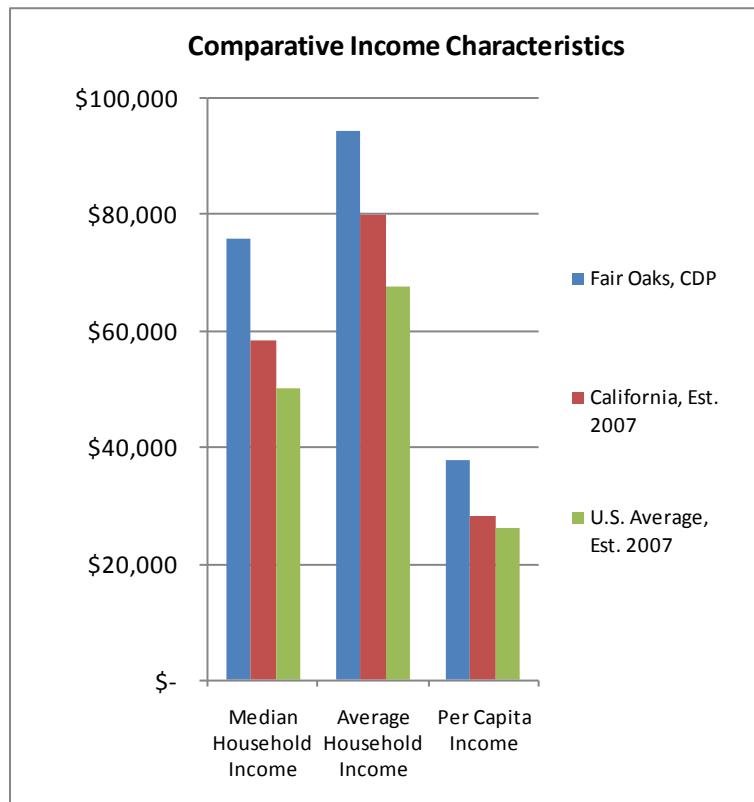


Figure 33 –Comparative Income Characteristics

3.2 MARKET ANALYSIS

3.2.1 MARKET SATURATION EVALUATION

District facilities and those of other districts and cities within a 20 minute drive time from Fair Oaks were modeled by desktop assessment for Market Saturation Evaluation, or areas exhibiting service based on drive time to show potential gaps in service for the region. Facilities were geo-coded by address and are represented on the map by a shading of blue circles representing a grouping of total assets. The groupings utilized are shown in **Figure 34**. The total number of districts evaluated and the total assets for each district are represented in **Figure 35**.

Tennis Court Drive Times	District	Tennis Court						
1 to 4 Courts – 8 Minutes		Play Area						
5 to 10 Courts – 15 Minutes		Multipurpose Field						
11 or More Courts – 25 Minutes		General Open Space Area						
Outdoor Baseball Court Drive Times		Outdoor Basketball Court						
1 to 4 Courts – 5 Minutes		Diamond Field						
5 to 8 Courts – 12 Minutes		Aquatic Facility						
9 or More Courts – 15 Minutes								
Multipurpose Field Drive Times								
1 to 2 Fields – 8 Minutes								
1 to 4 Courts – 8 Minutes	Arcade Creek Park District	0	8	7	7	13.5	11	22
5 to 10 Courts – 15 Minutes	Arden Manor Park District	1	16	3	0	12	4	4
11 or More Courts – 25 Minutes	Arden Park Park District	1	4	0	6	10	3	4
Outdoor Baseball Court Drive Times	Carmichael Park District	4	90	11	20	63.5	21	21
1 to 4 Courts – 5 Minutes	City of Folsom Parks and Recreation	2	106	23	31	84	40	49
5 to 8 Courts – 12 Minutes	City of Sacramento Parks and Recreation	14	272	54	78	166	112	114
9 or More Courts – 15 Minutes	Cordova Park District	5	126	31	48	100.5	45	62
Multipurpose Field Drive Times	Fair Oaks Park District	2	48	8	17	18	8	20
1 to 2 Fields – 8 Minutes	Fulton El Camino Park District	2	14	8	7	19.5	13	14
3 to 6 Fields – 15 Minutes	Mission Oaks Park District	5	92	18	18	81	29	67
7 or More Fields – 25 Minutes	North Highlands District	6	62	20	16	28	31	1
General Open Space Area Drive Times	Orangevale Park District	2	50	10	22	64	22	19
1 to 2 Areas – 5 Minutes	Rio Linda Elverta Park District	0	0	1	9	4	1	0
3 to 6 Areas – 8 Minutes	Southgate Park District	1	0	1	3	4.5	4	2
7 or More Areas – 12 Minutes	Sunrise Park District	4	172	28	39	129	55	53
Diamond Field Drive Times	Total	49	1060	223	321	797.5	399	452
1 to 2 Fields – 8 Minutes								
3 to 6 Fields – 15 Minutes								
7 or More Fields – 20 Minutes								
Aquatic Facility Drive Times								
1 or More Facilities – 15 Minutes								
Play Area Drive Times								
1 or More Areas – 15 Minutes								

Figure 34 - Groupings

Figure 35 - Inventories

Each facility grouping was then assigned a drive time based on PROS extensive experience in the recreation industry. Patterns have repeatedly shown that typical recreation occurs within a twelve minute drive time, varying due to conditions, travel trends and facility offerings. Drive time analysis was developed with ESRI's database of national transportation routes which utilize major road segmentation of Street Map USA representing interstates,

USDOT highways, and state department highways and roadways. From each facility point, ESRI's Network Analyst traverses every road traveling at an assumed speed limit depending on road classification – State Highways and US Highways are classified by ESRI as 15-65 miles-per-hour (mph) and interstate freeways are classified as 50-65 mph. Attempts to include stop signs and lights, turn modeling, slow road segments, and traffic congestion were made but are not inclusive.

The drive time areas are depicted by the orange polygon areas on the map. The map is shown in detail for the immediate area surrounding District, with an overview map showing the surrounding region. The slightly darker orange polygon area within the district limits is representative of the fact that it is within the service area and does not differentiate from the orange polygon area outside of the service area for any other reason.

The portions of the map that are not encompassed with the orange polygon area represent areas that are not saturated or underserved areas. This portrays the assumed unmet need for additional services based on drive times.

Interpretations of the maps are that most of District is adequately served based on drive time analysis, with a small unmet need for Play Areas in the south, central portion of the district and General Open Space Areas in the south, central and the eastern portions of the district.

The District therefore needs to look into differentiation by product rather than by asset as the market is saturated. To differentiate by product in a saturated market the District needs to focus on the quality of asset, the program price point, the amenity offering and/or level of service offered.

The individual drive times were created based on gross generalities of what typical recreational consumer habits and are based on a desktop assessment. They do not take into account the societal and emotional aspects of individual beliefs and preferences, and do not address the condition of facility, additional amenities and ancillary enhancements, spatial location and associated perceived safety, or organizational influence.

3.2.2 TENNIS COURTS

The first grouping of tennis courts is assets with 1 to 4 courts. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with an eight minute drive time accordingly. The second grouping is assets with 5 to 10 courts. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a fifteen minute drive time. The last grouping is assets with 11 or more courts. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a twenty-five minute drive time to suit the more specialized need.

The orange on the map (**Figure 36**) represents the market saturation of tennis courts assets. As evident on the map, the area in and around District boundary appears to be serviced from an accessibility standpoint. If the District desires to capture a greater portion of the market, the will need to look into differentiation by product for tennis courts based on quality of asset, program price point, amenity offering or level of service offered.



*Fair
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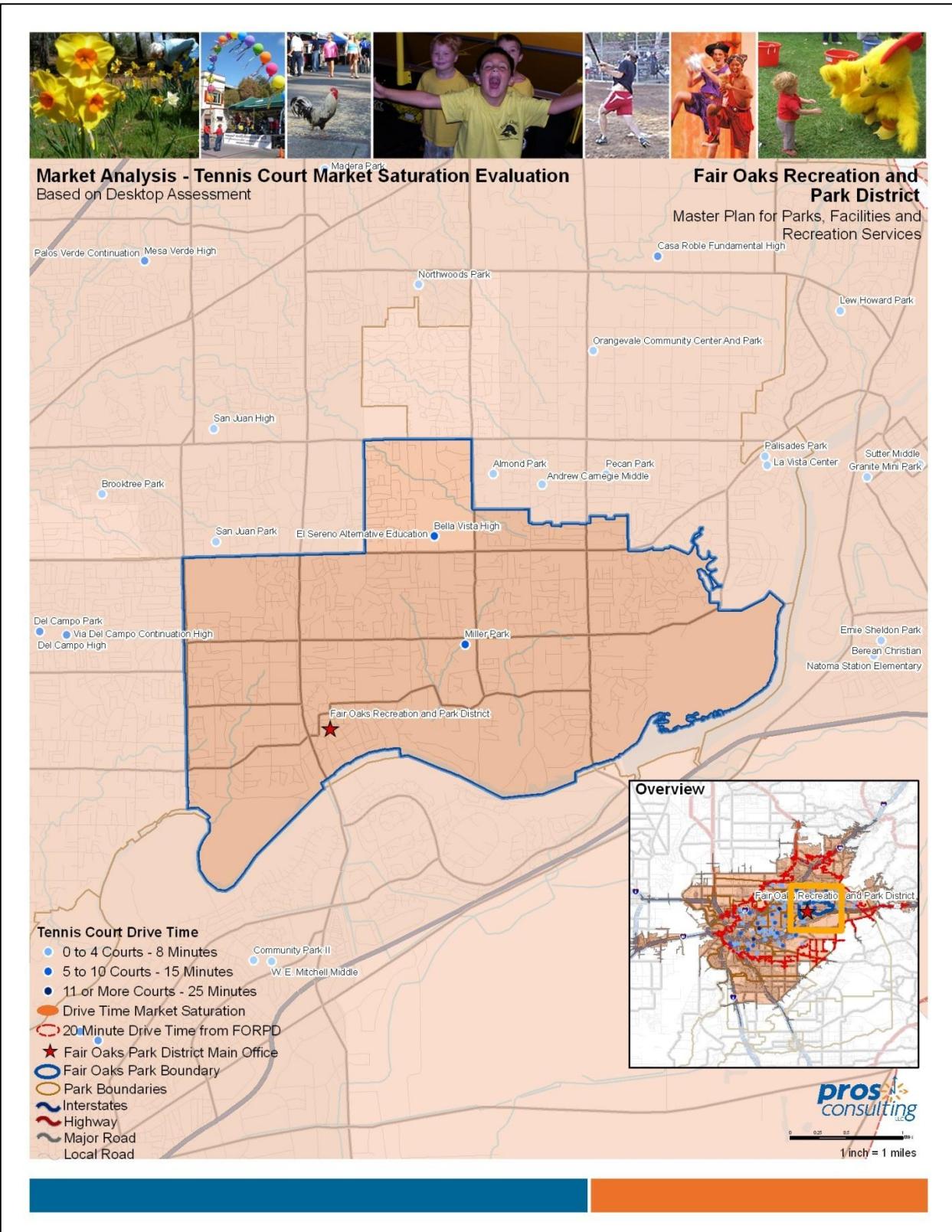


Figure 36 - Tennis Court Market Saturation Evaluation

3.2.3 OUTDOOR BASKETBALL COURTS

The first grouping of outdoor basketball courts is assets with 1 to 4 courts. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with a five minute drive time accordingly. The second grouping is assets with 5 to 8 courts. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a twelve minute drive time. The last grouping is assets with 9 or more courts. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a fifteen minute drive time to suit the more specialized need.

The orange on the map (**Figure 37**) represents the market saturation of tennis courts assets. As evident on the map, the area within the District boundary appears to be serviced from an accessibility standpoint. To the south of the district boundary there is market potential from two pockets that do not appear to be serviced, though there are non-district assets within a closer distance than District assets. If the District desires to capture a greater portion of the market, the will need to look into differentiation by product for outdoor basketball courts based on quality of asset, program price point, amenity offering or level of service offered.

3.2.4 MULTIPURPOSE FIELDS

The first grouping of multipurpose fields is assets with 1 to 2 fields. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with an eight minute drive time accordingly. The second grouping is assets with 3 to 6 fields. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a fifteen minute drive time. The last grouping is assets with 7 or more fields. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a twenty-five minute drive time to suit the more specialized need.

The orange on the map (**Figure 38**) represents the market saturation of multipurpose field assets. As evident on the map, the area within the District boundary appears to be serviced from an accessibility standpoint. To the south of the district boundary there is market potential from one pocket that do not appear to be serviced, though there are non-district assets within a closer distance than District assets. If the District desires to capture a greater portion of the market, the will need to look into differentiation by product for multipurpose fields based on quality of asset, program price point, amenity offering or level of service offered.



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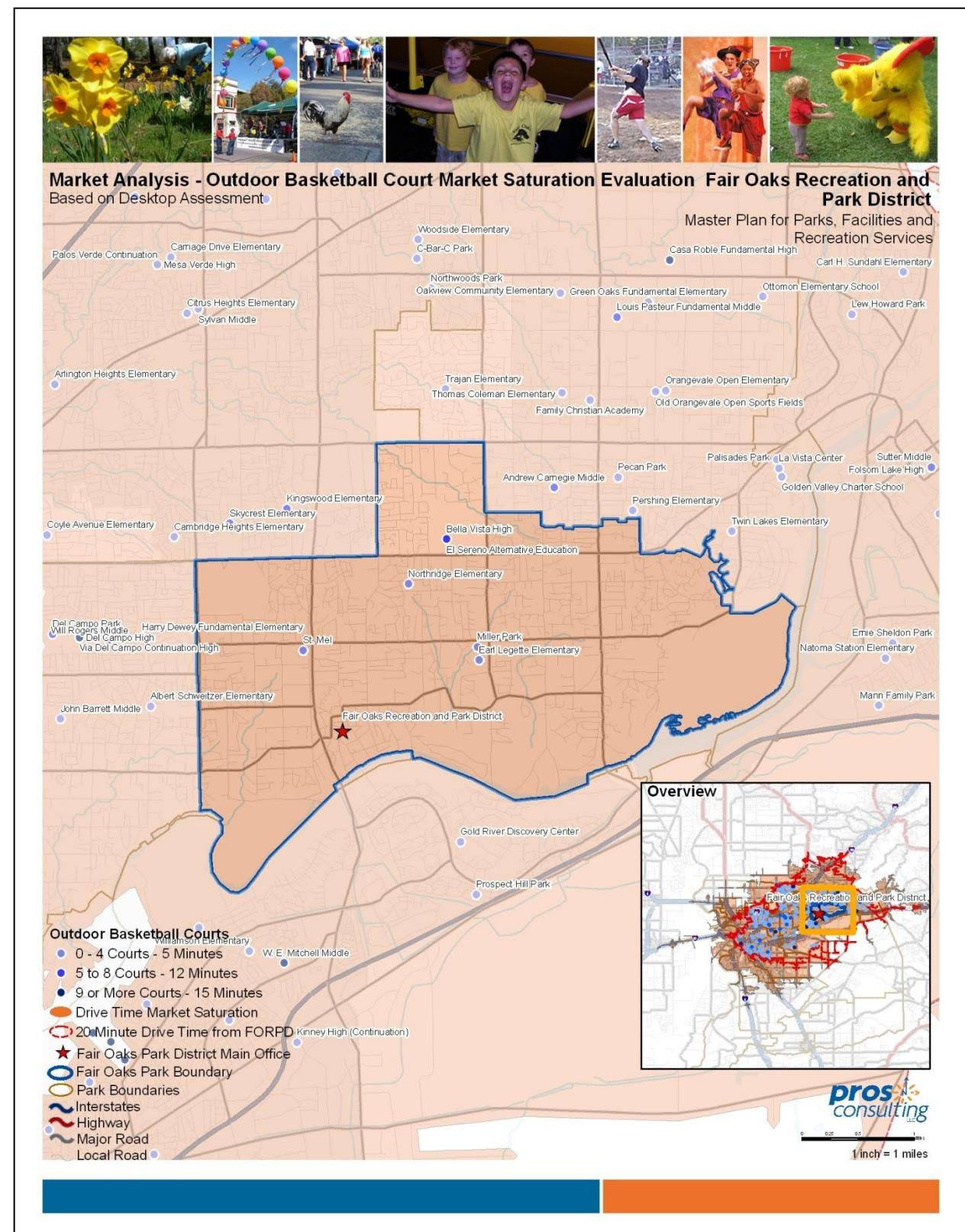


Figure 37 - Outdoor Basketball Court Market Saturation Evaluation

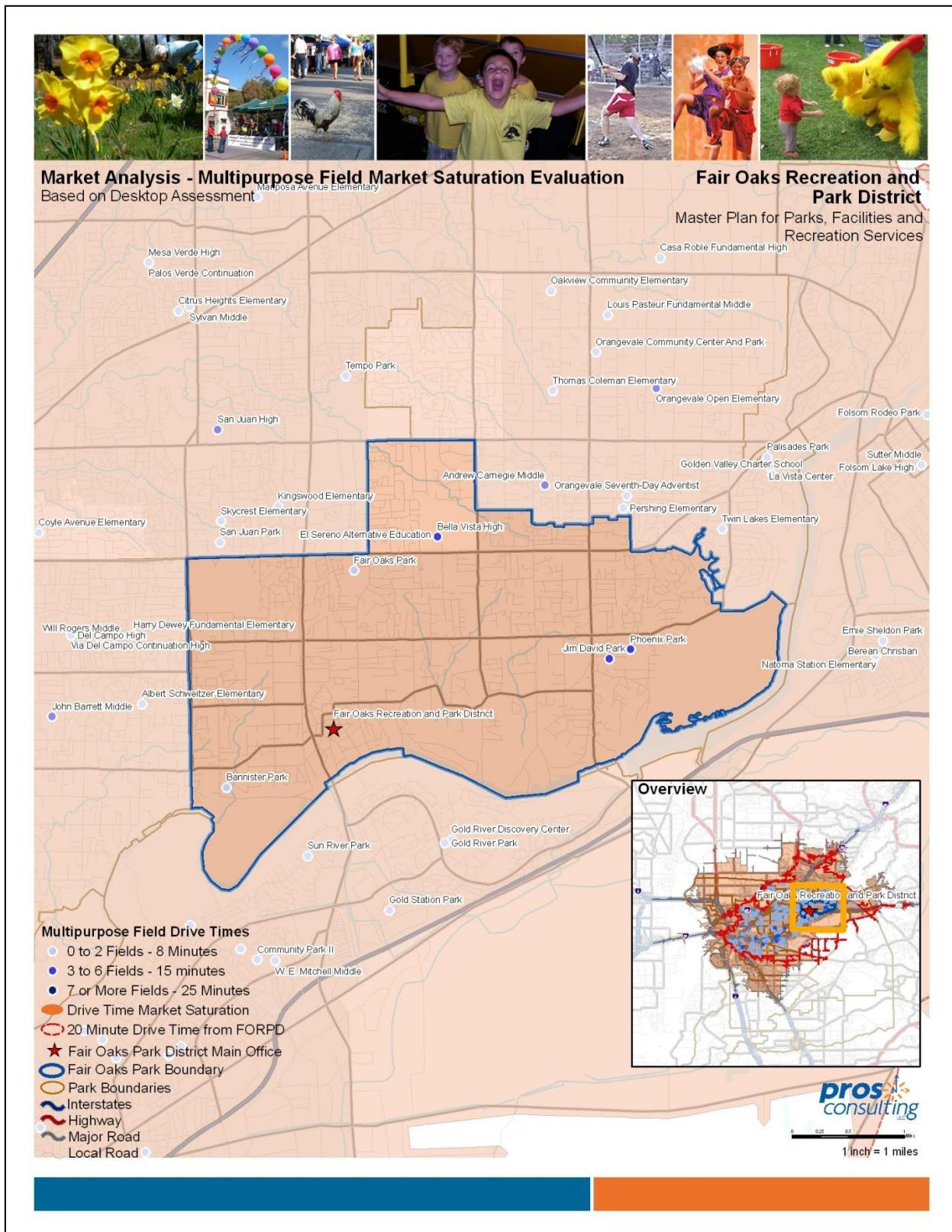


Figure 38 - Multipurpose Field Market Saturation Evaluation

3.2.5 GENERAL OPEN SPACE AREAS

Assessing on gross generalities, general open space areas draw on magnitudes of scale. This is being that the more open space area assets available typically the more other assets are available, guiding the grouping and drive times. The first grouping of General Open Space Areas is assets with 1 to 2 areas and they are modeled with a five minute drive time accordingly. The second grouping is assets with 3 to 6 areas and they are hence modeled with an eight minute drive time. The last grouping is assets with 7 or more area and they are duly modeled with a twelve minute drive time.

The orange on the map (**Figure 39**) represents the market saturation of general open space area assets. As evident on the map, the area within the District boundary appears to be well serviced from an accessibility standpoint; however there are 6 small pockets with potential to capture market share. To the north and south of the district boundary there is market potential from multiple pockets that do not appear to be serviced, though there are non-district facilities competing with District facilities. If the District desires to capture a greater portion of the market, the will need to add additional assets near the pockets and/or look into differentiation by product for general open space areas based on quality of asset, amenity offering or level of service offered.

3.2.6 DIAMOND FIELDS

The first grouping of diamond fields is assets with 1 to 2 fields. Assessing on gross generalities, this group typically draws a general recreation oriented crowd and are modeled with an eight minute drive time accordingly. The second grouping is assets with 3 to 6 fields. This group will typically draw a mix of general and advanced level needs, with recreation and instructional orientations and are hence modeled with a twelve minute drive time. The last grouping is assets with 7 or more fields. This group will generally draw a more advanced recreational crowd, with tournament, instructional and consumer preference orientations and are duly modeled with a twenty minute drive time to suit the more specialized need.

The orange on the map (**Figure 40**) represents the market saturation of multipurpose field assets. As evident on the map, the area in and around the District boundary appears to be serviced from an accessibility standpoint. If the District desires to potentially capture a greater portion of the market, the will need to look into in differentiation by product for diamond fields based on quality of asset, program price point, amenity offering or level of service offered.

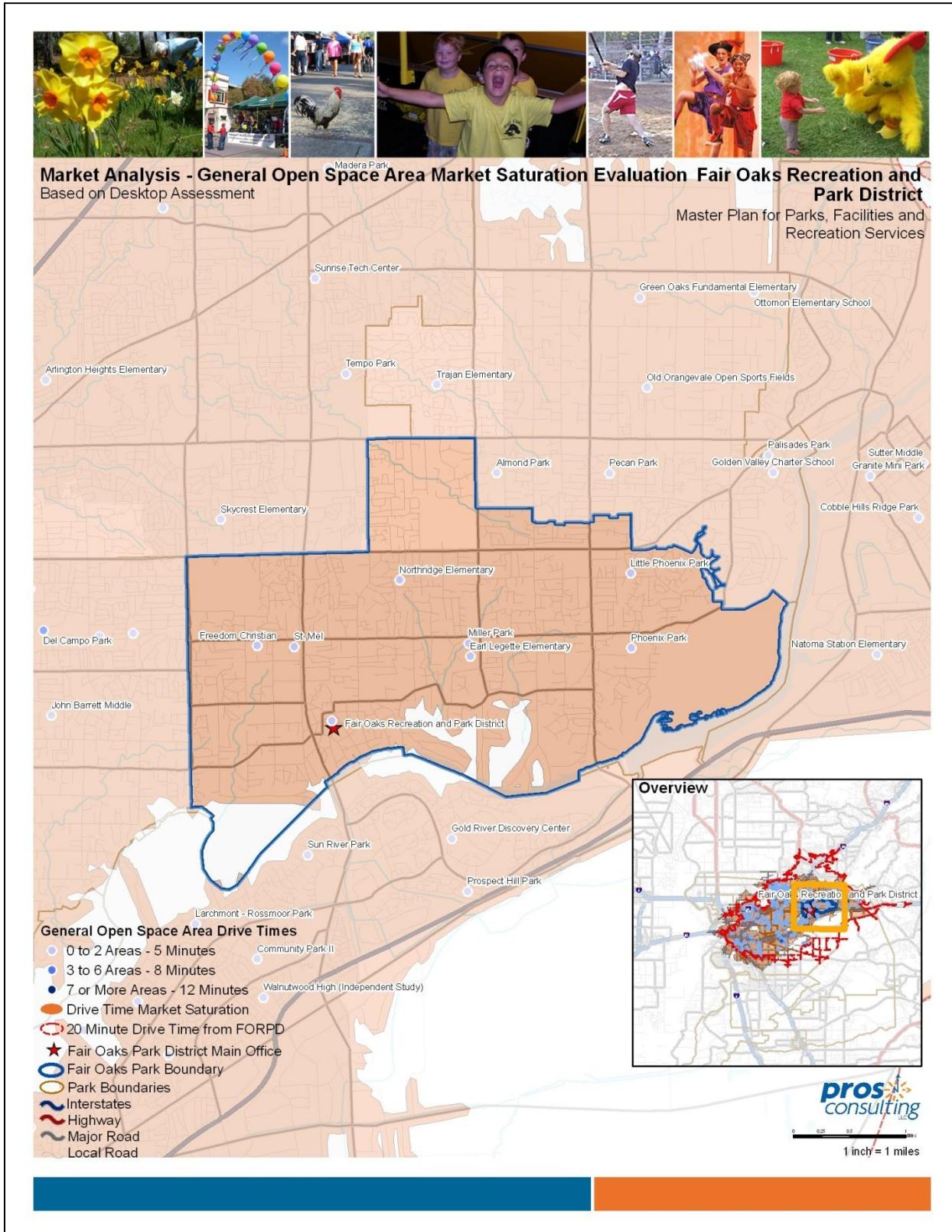


Figure 39 - General Open Space Market Saturation Evaluation



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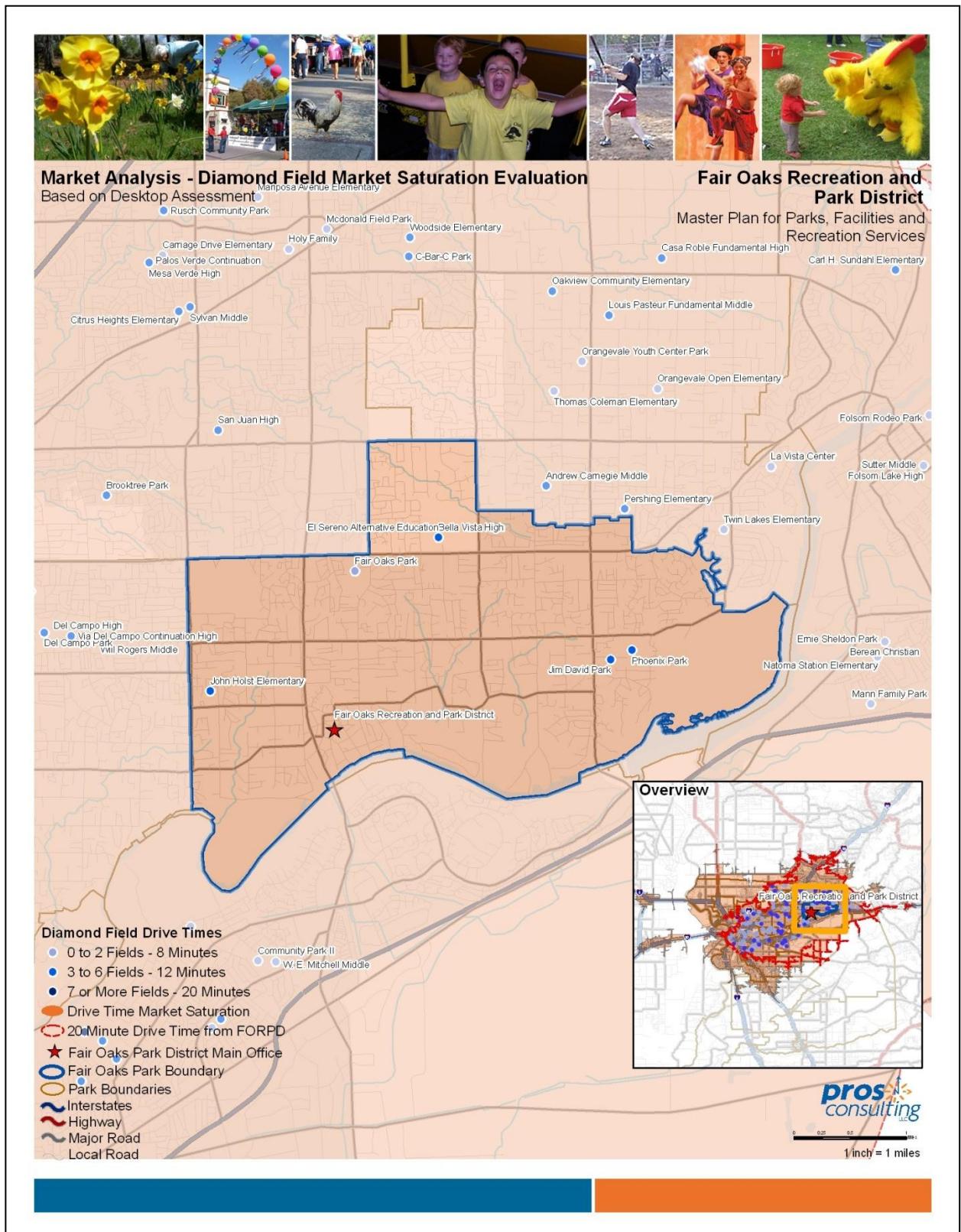


Figure 40 - Diamond Field Market Saturation Evaluation

3.2.7 AQUATIC FACILITIES

Aquatic Facilities are not grouped into classifications as findings have repeatedly shown a typical recreational pattern of a 15 minute drive time based on a desktop assessment.

The orange on the map (**Figure 41**) represents the market saturation of multipurpose field assets. As evident on the map, the area in and around the District boundary appears to be serviced from an accessibility standpoint. If the District desires to potentially capture a greater portion of the market, the will need to look differentiation by product for aquatic facilities based on the quality of asset, program price point, amenity offering and/or level of service offered.

3.2.8 PLAY AREAS

Play Areas are not grouped into classifications as findings have repeatedly shown a typical recreational pattern of a 6 minute drive time based on a desktop assessment.

The orange on the map (**Figure 42**) represents the market saturation of play areas. As evident on the map, the area within the District boundary appears to be well serviced from an accessibility standpoint; however there are many small pockets with potential to capture market share. To the north and south of the district boundary there is market potential from multiple pockets that do not appear to be serviced, though there are non-district facilities competing with District facilities. If the District desires to capture a greater portion of the market, the will need to add additional assets near the pockets and/or look into differentiation by product for general open space areas based on quality of asset, amenity offering and/or level of service offered.



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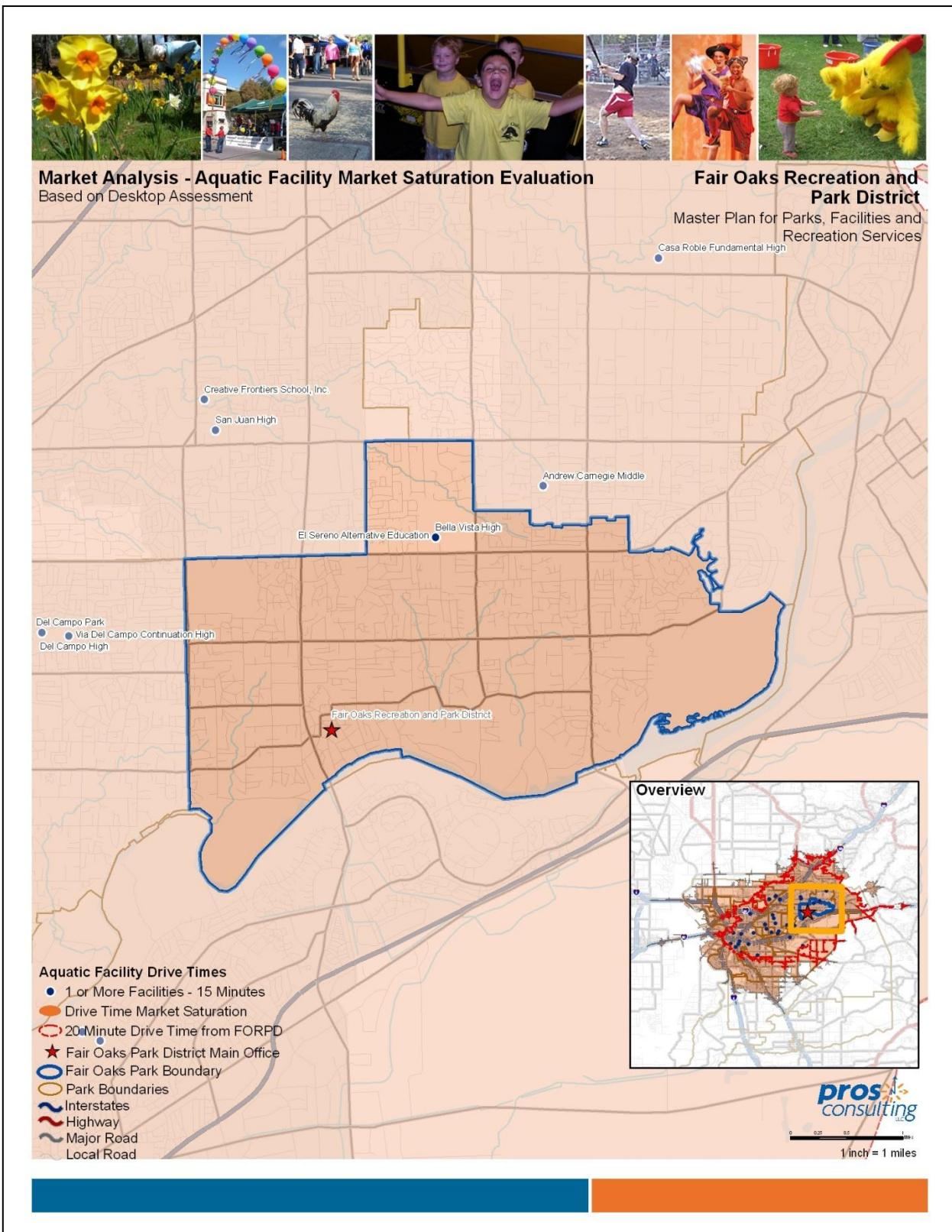


Figure 41 - Aquatic Facility Market Saturation Evaluation

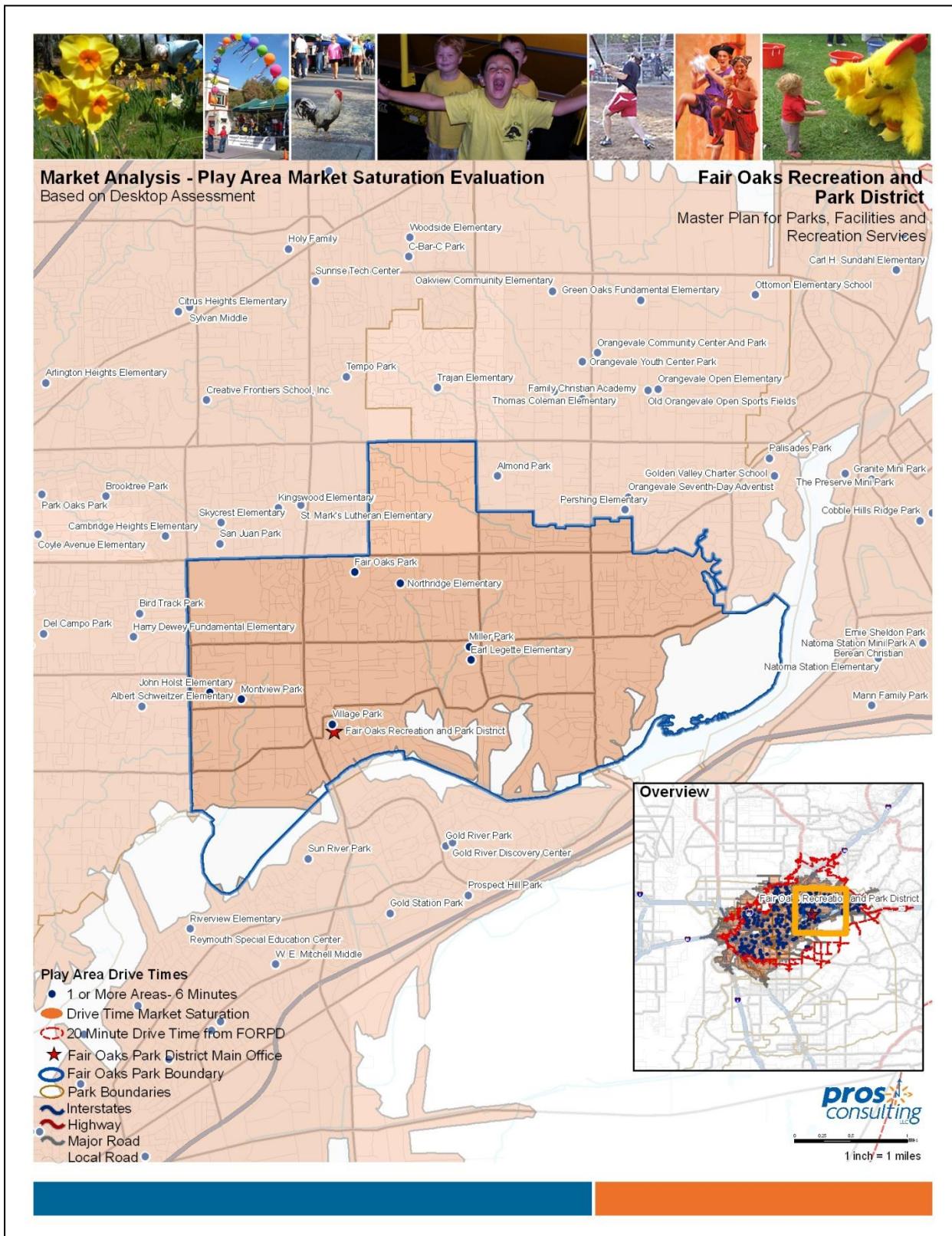


Figure 42 - Play Area Market Saturation Evaluation

3.3 PARTNERSHIP ANALYSIS

3.3.1 INTRODUCTION

Fair Oaks Recreation and Park District has 61 of different type of partnerships in place to help them deliver services to the citizens of Fair Oaks. The District describes their partnerships as community partnerships some of which include:

- San Juan Unified School District
- Local surrounding city or special district parks and recreation departments that include Sunrise Park District, City of Roseville Parks and Recreation, City of Folsom Parks and Recreation, Rancho Cordova Parks and Recreation, Cosumnes Parks and Recreation District, Orangevale Recreation and Park District, Carmichael Parks and Recreation District, City of Rocklin Park and Recreation, Southgate Parks and Recreation, West Sacramento Parks and Recreation.
- Water District
- Cemetery District
- Historical Society
- Chamber of Commerce
- Fair Oaks Rotary Club and Fair Oaks Lions Club
- Fair Oaks Theatre Festival
- Sacramento Public Library

Typical best practice parks and recreation departments that include Park Districts, Cities and Counties have three types of partnerships in place and they include **public/public partnerships, public/non-for profit partnerships, and public/private partnerships**.

Most parks and recreation systems strive to have written partnership agreements upfront that focus on outcomes each partner desires to achieve as part of the partnership agreement. These partnership agreements determine the resources each partner will put into the partnership to help achieve the outcomes both partners desire. This requires the park and recreation systems to have written policies for each type of partnership they are involved with that focuses on why the Park and Recreation System desires to be involved in the partnership, for what purpose, for what outcome, and at what costs. Ideally, these types of partnerships are designed to be as equitable as possible.

Upfront, there should be a formal calculation as to the investment cost each partner will put into the partnership, as well as the expected outcomes and how each partnership will measure their results so each partner can see the results of their efforts and the value of having the partnership in place. The results of the partnership are presented to each partner's respective governing boards or bodies to determine on an annual basis whether the partnership will continue the next year and/or adjustments that need to be made to the partnership agreement to make it more equitable and fair.

In the case of District's efforts toward creating partnerships, the District does not have specific policies on what constitutes a community partner and what criteria will be used to determine what is a community partner for the various types of partnerships they have in place. This would help the District to manage all its partnerships effectively and identify its budget outlay as a part of the annual partnership budget.

This would also allow the District to say "no" to groups who desire the District to invest in their program or cause when they do not meet the partnership policy criteria. The District currently has written contract agreements with all of their partners except Alcoholics Anonymous, but the majority of the partnership agreements are not reviewed on an annual basis.

The District does have facility partnerships in place that include a cost and fee schedule but the fees for facility rentals are not calculated on a direct and indirect cost basis. The District does not calculate their own costs or what each partner puts into the partnership nor does it require the partner to demonstrate the costs that they are putting into the partnership. If the District did so, it would allow the District to evaluate the fairness of each partnership and how much the District desires to subsidize the partnership. This evaluation would also require the District to develop a true cost of service for all of the facilities they manage and how much of the costs are attributable to the partners who use the facilities, which currently is not a practice.

As an example, the District currently charges sports teams \$60 per field, per month which does not cover the true cost to manage and maintain these facilities, the same issue currently exists with the Tennis Association that pays \$400 a month when the lighting costs are \$1,200 a month for the tennis facility the District owns and operates. The District Board does not meet annually with existing partners to review performance measures and the investment each partner puts into the partnership, which also should be considered. This

review would demonstrate accountability for both partners. This also would require the partners to demonstrate the level of investment and benefit each receives from the partnership and would eliminate the sense of entitlement that certain partners have in place with the District currently.

The majority of the partnerships were not part of an overall partnership strategy developed by the District, but were developed out of a reactionary mode to address community needs. The District does not have a cost-benefit approach to their partnerships and has difficulty holding partners accountable. The District does not have set meetings to review their partnerships. This used to be a practice; however, there were never any performance indicators in place so the meetings were not as productive as they could have been and many partners failed to attend the meetings when requested.

Many of the District's partners feel entitled to get preferential treatment towards using the District's facilities but do not want to be managed as an extension of the District. It seems that they prefer to have money, staff, and facilities provided by the District with little accountability associated with the resources they receive from the District, especially as it applies to free or nominal space the District provides to the partner. The number and types of partnerships listed by staff seem to lack the focus on why the District is involved in the partnership.

Some program partnerships also lack clarity as to what each partner is providing, as well as how each partner is cross promoted to the other partner's constituencies. A review of the partnership agreement that the District has with a not-for-profit group shows that the agreement does not spell out the costs that each is putting into the partnership. Also, there are no measurable outcomes associated with the agreement except the requirements of providing liability coverage for the District for events held in District's facility. There is a cost associated with a rental but it does not factor in the true cost of the value of the space.

The following are PROS' recommendations for future partnerships for District:

- **Establish individual policies and criteria** for what constitutes public/public partners, public/not-for-profit partners and public/private partners and seek the Park District Board's approval. These partnership policies need to be tied to an overall vision of the District and each partnership needs to demonstrate how they are contributing to the vision and mission of the District.
- **Establish the cost of service** the District is putting into each partnership and what each partner is providing to the partnership with an established cost benefit of the partnership with measurable outcomes to be achieved for each partnership to keep the agreement in place and measured on a yearly basis. With the amount of turnover of many of the groups the District is involved in, it would help both groups to manage in a more accountable manner and limit entitlement.
- **Review reasons for District's involvement** in each partnership that they have in place, for what purpose and for what outcome and prepare a white paper on each partnership that describes the relationship that is tied to the partnership agreement and what the expectations are in detail so there are no unknown expectations from either party.

- **Establish a regional strategic approach to partnerships** in helping the District achieve their master plan goals for land use, facility development and use, and program delivery to the citizens of the District. Potential partnerships could include Carmichael Park District, Sunrise Park District, Orangevale Park District, Cordova Park District, Mission Oaks Park District, City of Folsom Park and Recreation among others. Some specific examples include partnering with Sunrise Park District and Orangevale Park District for use of their aquatic facility versus building an aquatic facility or the District providing sports groups in Cordova and Orangevale places to play softball on its fields.
- **Establish written agreements with each partner** that includes why the District and the partner are involved in the partnership, for what purpose and for what costs that each partner will be involved and committed to the partnership. The agreement should also detail how the partnership will be measured through established partnership outcomes each partner desires to gain from the partnership agreement. In addition, the agreement should describe ways to track the true cost of service for each partnership and what each partner is putting into the partnership. Based on that the District can make financial adjustments as needed to achieve the level of equity desired. Budget individual partnership monies as part of the annual budget as a set line item.
- **Meet annually with each partner** and report out the results of the partnership to each other's Board and determine where adjustments need to be made to keep the partnership as equitable and accountable as possible.
- **Undo un-necessary or entitled partnerships** over the next three years that are not equitable or fair as it applies to the taxpayers of District.
- **Eliminate partnerships that don't focus on helping District achieve their vision and mission** for the Park District and doesn't meet the cost benefit requirements for an equitable partnership.
- **Teach and train staff** on how to negotiate partnership agreements and manage them for the future.
- **Seek development partnerships for needed recreation facilities** in District for program purposes with San Juan Unified School District and or city or park districts that surround Fair Oaks in the next five years to maximize the District's resources.
- **Meet with San Juan School District to discuss opportunities** to share facilities and open space in school facilities for recreation purposes in Fair Oaks.
- **Develop and implement a partnership plan for the next five years** to maximize the District's resources and meet the vision and fulfill the mission of the District.

3.3.2 PARTNERSHIP DEVELOPMENT AND PHILOSOPHY

Partnership policies need to promote fairness and equity within the existing and future partnerships. Certain partnership principles must be adopted by District for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation that describes the reason for creation of the partnership and establishes an outcome that benefits each partner's involvement
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and that document that an evaluation will be held on a two yearly basis with reports back to the Park District Board on the outcomes of the partnership and how equitable the partnership remains
- All partnerships will track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing
- Each partner will not treat one another as a client-to-client relationship, but will create a partnership culture that focuses on planning together on a yearly basis; communicating weekly/ monthly on how the partnership is working; and annually reporting to each other's board or owners on how well the partnership is working and the results of their efforts to the taxpayers of Fair Oaks
- Full financial disclosure by both partners to each other will be made available when issues arise
- Training of each other's staff on the respective partner's values and yearly goals and work plans will be performed annually so both partners are in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies

The following policies will be developed and approved by District for staff to implement over the next several years.

3.3.2.1 PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with the District working with cities, park districts, schools, colleges, and any other municipal services in the Fair Oaks region. Working together on the development, sharing, and/or operating costs of parks and recreation facilities and programs will be as follows:

- Each partner will meet with the District staff annually to plan and share activity-based costs and equity invested by each partner in the partnership
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the outcomes desired by both parties
- Each partner will focus on meeting a balance of equity for the value received for each agreed-to partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed

- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement
- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis
- If conflicts arise between partners, the District Administrator along with the other public agency's highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

3.3.2.2 PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with District and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within the District system. These principles are as follows:

- The not-for-profit partner agency or group involved with District must first recognize that they are in a partnership with the District to provide a public service or good; conversely, the District must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency or group
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year
- Each partner will focus on meeting a balance of 50% equity as established in the planning session with the District. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned
- Each partner will appoint a liaison to serve each partnering agency for communication purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed

- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner of the people served by the partnership
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement
- If conflicts should arise during the partnership year, the District Administrator and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue. It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner
- Financial payments by the not-for-profit agency will be made monthly to District as outlined in the working agreement to meet the equity level desired of the partnership

3.3.2.3 PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to the District and includes businesses, private groups, private associations, or individuals who desire to make a profit from use of District facilities or programs. It would also be applicable if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on District-owned property, or has a contract with the District to provide a task or service on the District's behalf at District facilities. The partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the District and Park Board must recognize that they must allow that entity to make a profit
- In developing a public/private partnership, the District and staff, as well as the private partner will enjoy a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement
- In developing a public/private partnership, the District Board and staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by District staff. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the District, and overall coordination with the District for the services rendered
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the District Board and staff. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The District Board and staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved

- The District Board has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved

3.3.3 DRIVE TIME ANALYSIS

The following pages depict the market saturation based on existence of like-service providers. The like-service providers are assessed by 20 minute drive times (coded by colors) with additional driving distances of 30 and 45 minutes provided to show the additional reach from Fair Oaks' primary facility. The maps are created for the following amenities

- Aquatics Facilities
- Basketball Courts
- Diamond Fields
- General Open Space
- Multipurpose Fields
- Playgrounds
- Tennis Courts

The 20-minute drive times are depicted by the red polygon areas on the map, the 30-minute drive times are depicted by the orange polygon areas on the map and the 45-minute drive times are depicted by the yellow polygon areas on the map. Each of the drive time areas represent corresponding drive times based on posted speed limits of all roads/thoroughfares. 20-minute drive times for like-service providers were utilized based on travel trends and standard facility offerings. Drive times do not include stop signs or stop lights or any impeded traffic flow; drive time analysis depicts a “best-case scenario” or optimal drive time.

The District's primary facility is denoted with a red star with the boundaries of the District outlined in blue. The like-service providers are denoted by the black points with white outlines within the 20-minute drive time. The like-service providers were geo-coded based on a desktop assessment of aerial photographs based on locations of recreation and school properties provided by Sacramento County GIS.

Figure 43 is a drive-time map that was created for Aquatic Facilities. As can be seen from the Aquatics Facility map, there is the presence of the high number of Aquatics Facilities (49) within a 20 minute drive-time of the Fair Oaks' service area. This might indicate a limited need for additional Aquatic Facilities for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. In discussions with San Juan School District they have excess capacity at some of the pools.

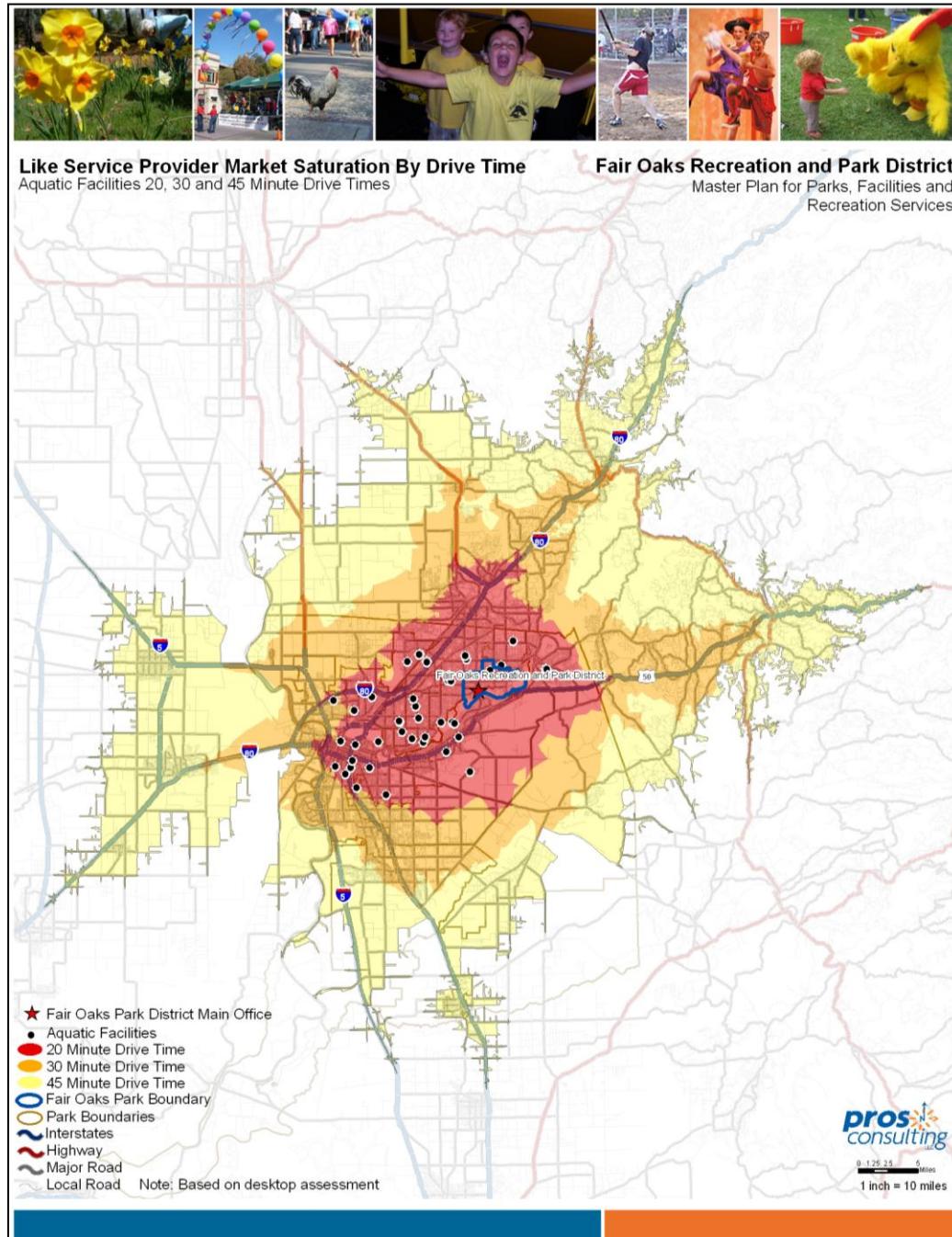


Figure 43 - Aquatic Facilities

Figure 44 is a drive-time map that was created for Basketball Facilities. As can be seen from the Basketball Courts map, there is the presence of the high number of Basketball Courts (797.50) within a 20 minute drive-time of the Fair Oaks' service area. This indicates a limited need for additional Basketball Courts for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Basketball Courts in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

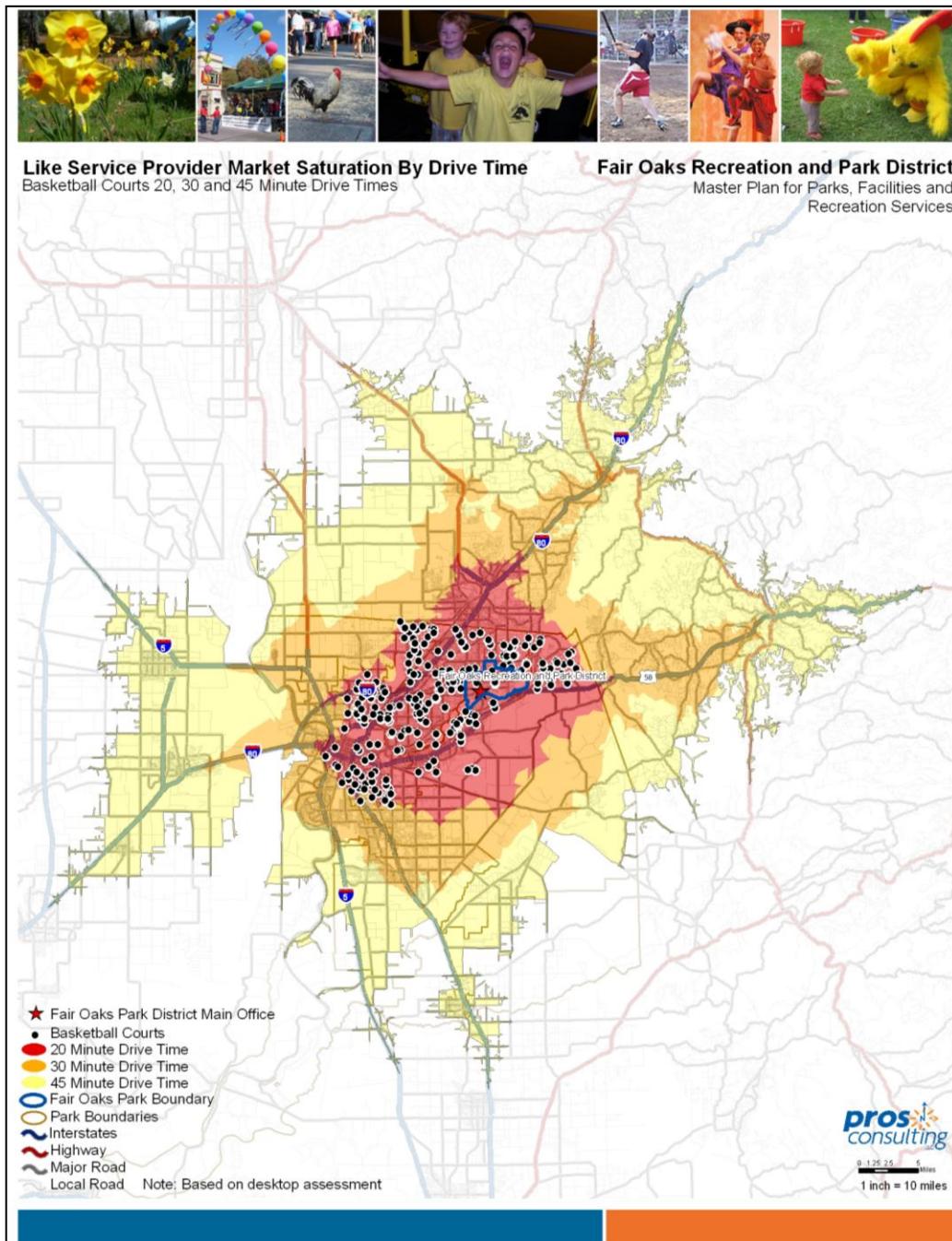


Figure 44 - Basketball Courts

Figure 45 is a drive-time map that was created for Diamond Fields. As can be seen from the Diamond Fields map, there is the presence of the high number of Diamond Fields (530) within a 20 minute drive-time of the Fair Oaks' service area. This might indicate a limited need for additional Diamond Facilities for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Diamond Fields in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

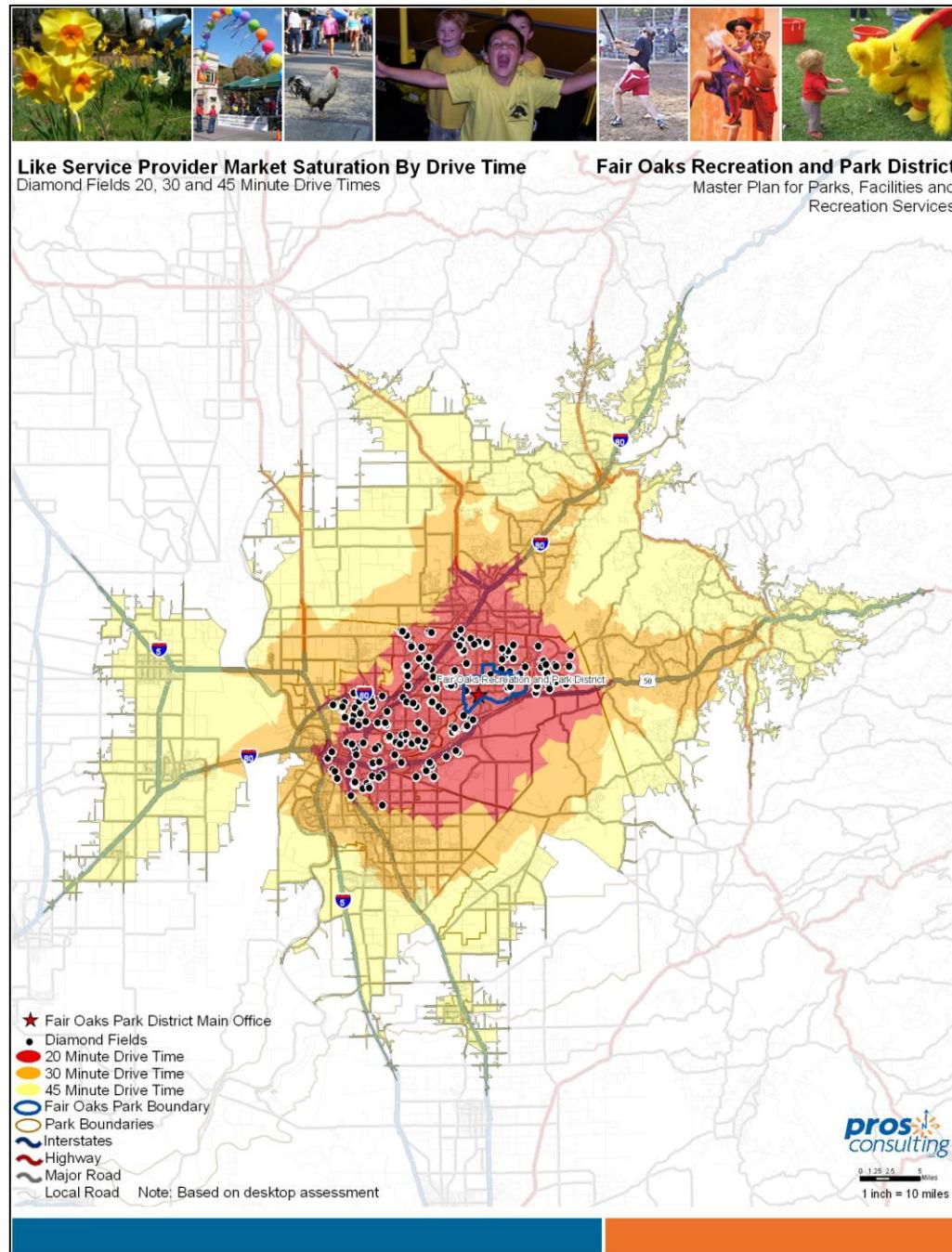


Figure 45 - Diamond Fields

Figure 46 is a drive-time map that was created for General Open Spaces. As can be seen from the General Open Spaces map, there is the presence of the high number of General Open Spaces (223) within a 20 minute drive-time of the Fair Oaks' service area. This might indicate a limited need for additional General Open Spaces for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/amenity. There does seem to be a concentration of General Open Spaces in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

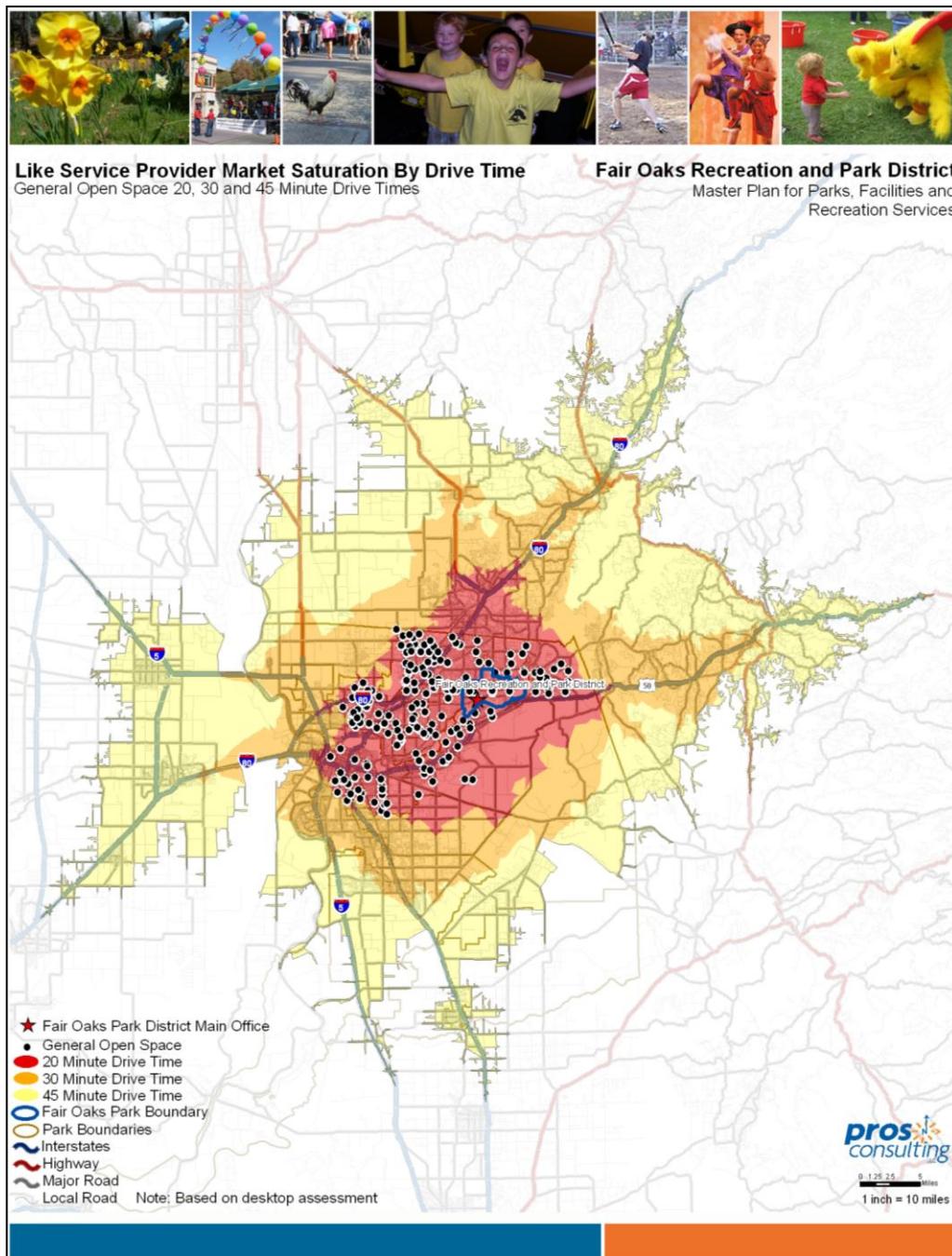


Figure 46 - General Open Space

Figure 47 is a drive-time map that was created for Multipurpose Fields. As can be seen from the Multipurpose Fields map, there is the presence of the high number of Multipurpose Fields (321) within a 20 minute drive-time of the Fair Oaks' service area. This might indicate a limited need for additional Multipurpose Fields for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Multipurpose Fields in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

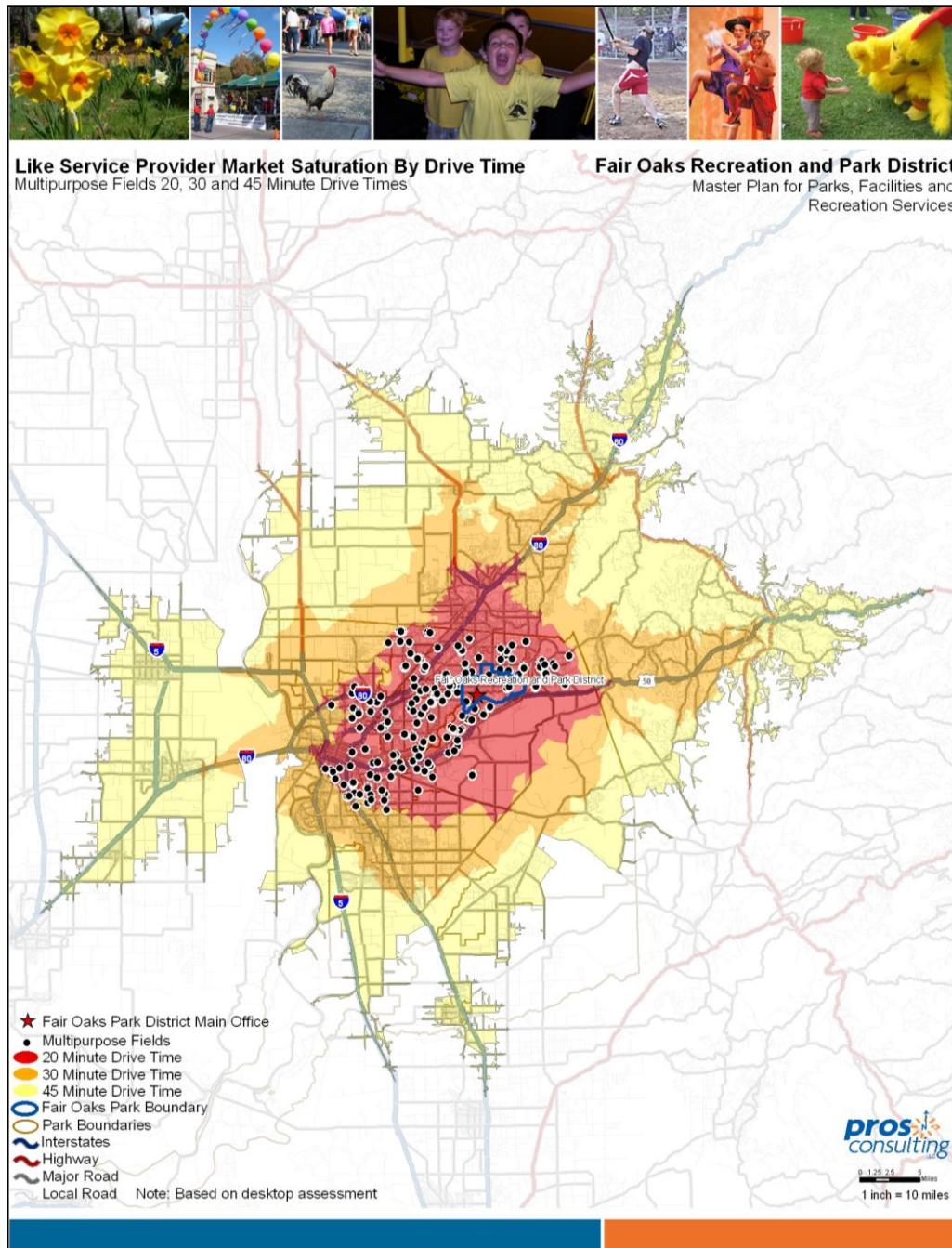


Figure 47 - Multipurpose Fields

Figure 48 is a drive-time map that was created for Playgrounds. As can be seen from the Playgrounds map, there is the presence of the high number of Playgrounds (399) within a 20 minute drive-time of the Fair Oaks' service area. This might indicate a limited need for additional Playgrounds for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Playgrounds in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

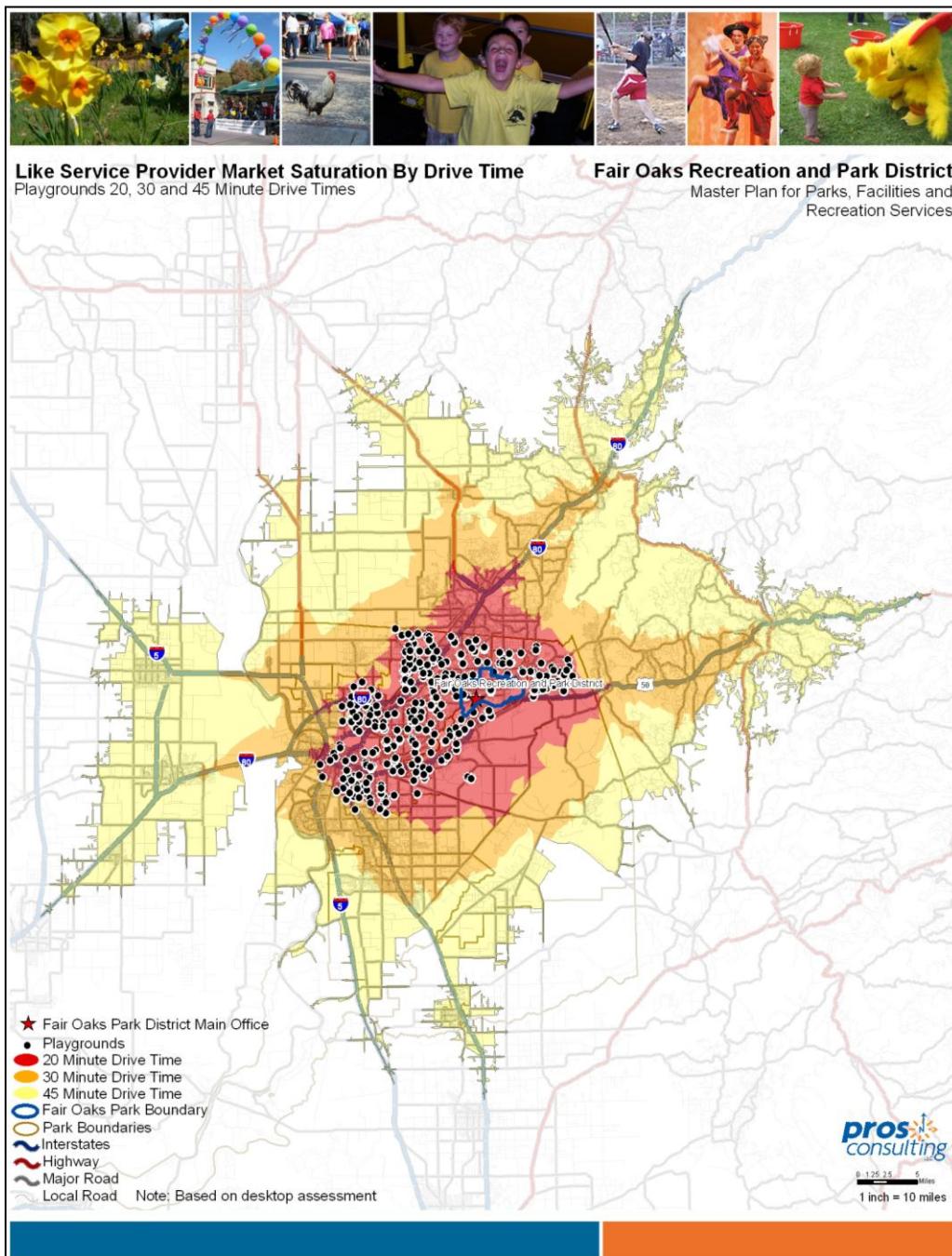


Figure 48 - Playgrounds

Figure 49 is a drive-time map that was created for Tennis Courts. As can be seen from the Tennis Courts map, there is the presence of the high number of Tennis Courts (452) within a 20 minute drive-time of the Fair Oaks' service area. This might indicate a limited need for additional Tennis Courts for the Fair Oaks community and an opportunity to partner with the surrounding systems to offer the required facility/ amenity. There does seem to be a concentration of Tennis Courts in the Western and Central regions of the 20 minute drive time, indicating a possible need in the Southern and Eastern regions.

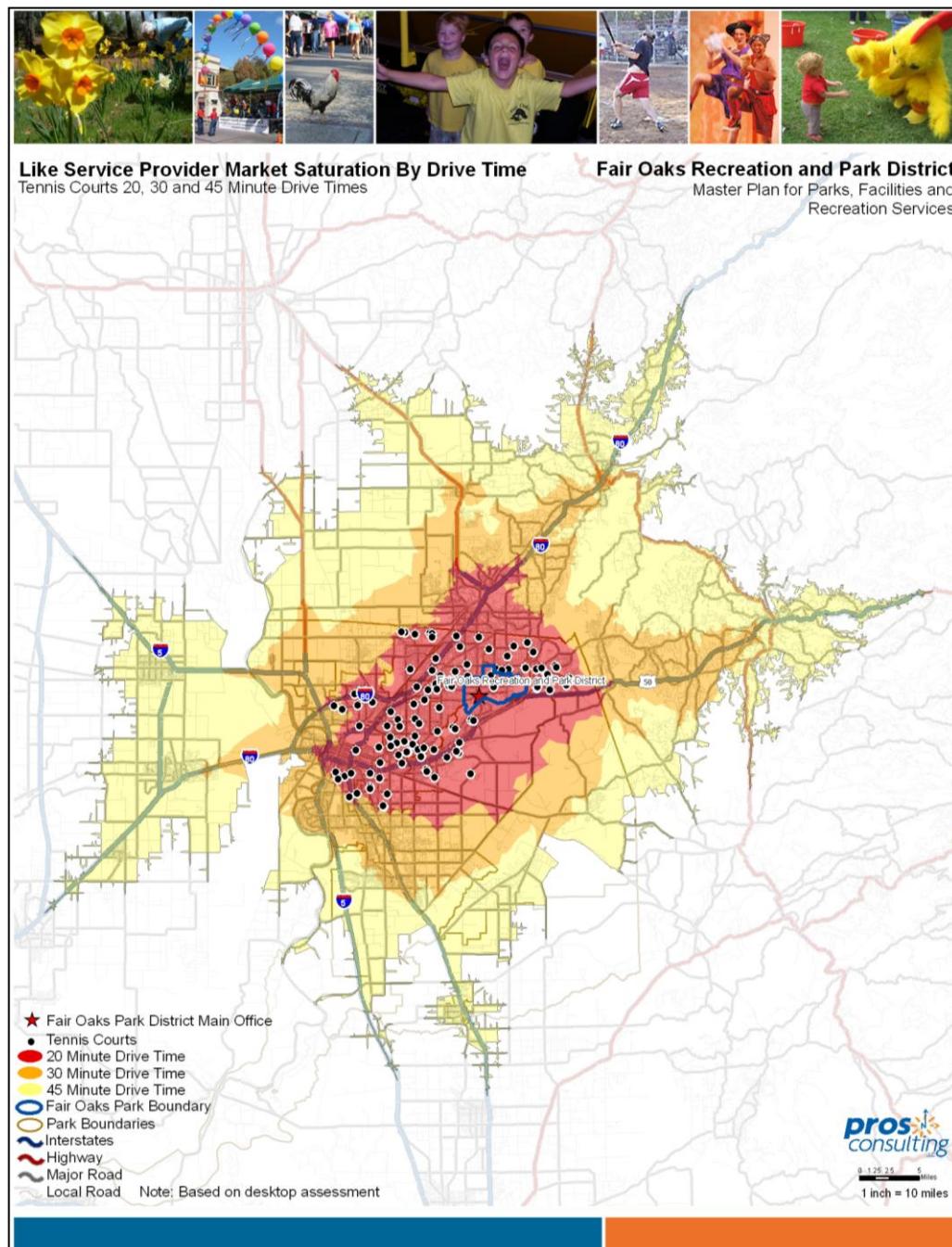


Figure 49 – Tennis Courts

3.3.4 PARTNERSHIP REQUEST FORM

3.3.4.1 BACKGROUND

In an effort to coordinate Partnerships with private and not-for-profit partners to enhance parks and recreational services and facilities in the District, staff desires a detailed procedures / process to guide their efforts. The specific objectives of the Partnership Policy and Procedures are as follows:

- To establish and guide relationships with existing and potential partners who share the District's commitment to provide the highest quality parks and recreation environment throughout District
- To generate revenue to fund existing and additional facilities, projects, programs and events provided to residents in order to maintain valuable and important parks and recreation services and facilities within specific boundaries and with built-in safeguards against misuse of this revenue opportunity tool
- To minimize the competition between facilities and programs within the District based on the existing partners and maximizing the cumulative revenue from these partners

This procedure process is intended to guide the staff in partnership management and development. All collective partnerships must meet District legal considerations and policies and reinforce the District's mission, values and priorities.

3.3.4.2 DEFINITIONS

The following definitions, guidelines and principles are established to maintain flexibility in developing mutually beneficial relationships with our partners.

Partnership: A partnership is an organized and agreed-to relationship between District with another public agency, not-for-profit, or business where complementary resources are combined to establish a mutual direction or complete a mutually beneficial project, program, facility or event. The level of investment by each partner is on an equity level and is agreed on in advance to develop a project, program, facility or event. All partners must receive a return on their investment in the partnership.

3.3.4.3 PROCEDURES

All proposals for partnerships must be submitted in writing on the Partnership Proposal form attached. The Administrator or his/her designee will review the proposal, seek advice from the District Board and make a decision on the proposal. This agreement will include the contract partnership relationship; the term and renewal opportunities; description of programs, the project, and activities to be provided; description of fees, commissions, and/or in-kind services provided to the District; the marketing rights and benefits provided to the partner; termination provisions, and performance measures expected on behalf of the partner and District.

3.3.4.4 CRITERIA

The Partnership Team within the District may use, but is not limited to, the following criteria when evaluating a partnership proposal; in all cases, the Administrator will have the prerogative to accept or reject the proposal:

- The compatibility of the partner's products, customers and promotional goals with District's Mission
- The partner's past record of involvement in the Fair Oaks community on projects
- The desirability of association – the image of the partner is in good standing in the community and would not damage the image of District
- The timeliness or readiness of the partner to enter into an agreement
- The actual value in cash, or in-kind goods or services, of the proposal in relation to the benefit to the District
- Community support for, or opposition to, the proposal
- The operating and maintenance costs associated with the proposal on behalf of District
- The partnership's record of responsible environmental stewardship
- That the partners users base is made up is at least 75% of them being Fair Oaks' residents

3.3.4.5 RESPONSIBILITIES

- All partnership activities once approved will be coordinated by the Fair Oak Recreation and Park staff involved in the agreement
- The District staff will be responsible for implementing the partnership program under the terms of the agreement and will provide guidance to the partner regarding the interpretation and application of this policy
- Provide assistance and advice to District staff and the partner's staff
- Review and assist in the development of the partnership agreement as requested
- Track and report the results and outcomes of the partnership agreement as outlined

Contract Responsibilities

- Each partner involved will designate a person to be responsible for their portion of following the terms of the agreement
- The agreement will outline appropriate terms and timelines to be implemented by each party

3.3.4.6 PARTNERSHIP OUTLINE FORMAT (SEE FORM 1)

- Description of Proposing Partner
- Name of the Organization

- Years in Existence
- Contact Name, Mailing Address, Physical Address, Phone, Fax, Email
- Purpose of the Organization or Business
- Services Provided
- Member/Users/ Customer Profiles
- Accomplishments
- Legal Status
- Decision Making Authority
- Who is authorized to negotiate on behalf of the partner? Who or what group?
- Summary of Proposal (100 words or less)
- What is being proposed in terms of capital development, and program needs?
- Why is the partnering group interested in partnering with District? Please individually list and discuss the benefits (monetary and non-monetary) for your organization and District.



Partnership Request Form

Completed by the Partner Interested in Working with the District

Form 1

Name: _____ Title: _____ Phone: _____

Email: _____ Work Location: _____

Years in Existence: _____ Purpose of the Organization or Business: _____

Customer Profile: _____

Legal Status: _____

Person Authorized to Negotiate on Behalf of the Organization: _____

Name of Project, Program or Event: _____

Brief Description of Project:

Date of Project, Beginning: _____ End: _____

Target Market of Participants and how many come from Fair Oaks: _____

Number of Spectators/Users/Participants Anticipated: _____

Describe Community Need Being Addressed (100 words or less): _____

What is Being Proposed in Terms of Capital Development or Program Needs? _____

Partner

Their Contribution

Approx \$ Value

Potential Partners

Their Potential Contribution

Approx \$ Value

District Contributions

(Include staff time, maintenance costs, supplies, etc.)

Approx \$

Cost

What do You need funded by District

(Supplies, Equip, Items Cash, Use of space etc.)

Cost

Other Sources of Funding (Foundations, Individuals, etc.): _____

Why is Your Organization or Business interested in partnering with District?

What are the Benefits (monetary and non-monetary) for Your Organization and the District?

3.3.4.7 ADDITIONAL DETAILS THAT NEED TO BE SUBMITTED

These are the additional details that need to be submitted by the partner who desires to be involved in development of a park, facility, program, or event:

- Please identify the details that can help outline the benefits of a possible partnership. Try to answer as many as possible questions District may have and your vision and initial plans for your concept, operations, projected costs and revenues, staffing, and or any scheduling or maintenance needs, etc.
 - How does the partnership meet the needs of the community?
 - Outline the financial aspects of your investment and the expectations of Fair Oaks Recreation District investment
 - Outline the logistics of the partnership
 - What types of insurance will be needed and who will be responsible for acquiring and paying the premiums on the polices needed for the partnership?
 - What is your experience or your business experience in providing this type of partnership as it applies to a program, event or facility?
 - How, by whom, and at what intervals should the project be evaluated?
 - How can you assure District of long-term stability of your organization or business?
 - What type or length of agreement are you looking for in this partnership?
 - What should be done if the project does not meet the conditions of the original agreements?

CHAPTER FOUR - PARKS AND RECREATION ASSESSMENT

4.1 PARK AND FACILITY ASSESSMENT

4.1.1 PARK AND FACILITY ASSESSMENT OVERVIEW

The PROS Team conducted the facility assessment and visited each park and facility in the District over a 3 day time-frame. During this time the PROS Team assessed the condition of the parks, photographed all sites and assets and geo coded (with Motion GPS) points of sites and assets within the system including:

- Basketball Courts
- Ball Diamond Fields
- Drinking Fountains
- General Open Fields
- Group Picnic Areas
- Horticultural Centers
- Multi-courts
- Permanent Buildings/Structures
- Play Areas
- Tennis Courts
- Trails
- Community Gardens
- Dog Parks
- Fitness Areas
- General Open Spaces
- Horseshoe Pits
- Maintenance Yards
- Multipurpose Fields
- Picnic Areas
- Skate parks
- Practice Walls



Figure 50 - Play Area at Fair Oaks Park with Mature Trees



Figure 51 - Horticultural Center at Fair Oaks Park

The PROS Team visited 12 sites within the district, comprising a total of 122.22 acres, and the overall value of the system is good. Several parks are classic examples of notable parks

including Fair Oaks Park with its mature abundance of trees, community gardens; horticultural center operated in conjunction with UC Davis/not-for-profit agencies and well maintained assets (**Figure 50** and **Figure 51**). Other notable examples include the tennis courts at Miller Park. They are a good fit within the site, are well maintained and provide a quality asset to the community (**Figure 52**).



Figure 52 - One of eight (8) tennis courts at Miller Park

Overall, the PROS Team assessed twenty (20) sports court assets and found most to be in good condition and well maintained. In addition,

PROS Team conducted assessments of sixteen (16) sports fields, being both ball diamond and multipurpose fields. The PROS Team found many are in good condition, and are well maintained. However, some sports fields do show the need for rebuilding from use (such as the multipurpose fields at Bannister Park (**Figure 53**)).



Figure 53 - Bannister Park Multipurpose Field 2

The PROS Team toured 4.54 miles of trails within the District and found most of them to have connectivity within the parks to flow pedestrian circulation. However, some trails are showing an aging lifecycle and will need to be resurfaced. The trails within the Vernal Pools at Phoenix Park do, however, provide a unique urban setting not typical in most communities. Park and Regulatory signage in and around the sites was good overall. Of note, however, brand inconsistencies exists as it applies to entrance signs, sign locations, color schemes in parks, directional signs, amenity signs, and park furniture. Signage should be updated and made consistent.

There is an issue with public transportation to and from many of the sites, as transit stops were not readily available. Another issue noted would be the need for additional security lighting within the sites; while available in many

parks, it was at times found to be inadequate. There are also some instances of ongoing safety issues that are being addressed by the District staff, including; loitering, drug and alcohol use in Vintage Park, Miller Park, and Bannister Park; Vehicular burglaries in Phoenix Park and Bannister Park; and a few instances of arson and vandalism at Phoenix Park and Little Phoenix Park.

The PROS Team developed a database in Microsoft Access to display the gathered information in a dynamic manner. The database is comprised of 9 forms driving data at the site level. The first form, "Site Information" contains specific information regarding the park/facility sites (e.g. Name, Address, Acres, and Latitude/Longitude). The second form, "Site Characteristics", details the site assessments performed by the PROS Team tracking

items such as the pedestrian circulation within the site and signage throughout the site among other items. The next form is an overall listing of each asset located at the site. The next six forms specifically break out the assets by categories of; Ball Diamond Fields, Multipurpose Fields, Sports Courts, Play Areas, Other Assets and Trails. Each depicts the condition of the features during the site assessment and also includes the ability to track amenities located at each asset, e.g. park benches around tennis courts, picnic tables located on concrete pads.

The database also includes; generalized site information, notes, specific site conditions, observations, generalized asset information, specific asset conditions, and Google Earth KMZ files. Additionally pictures for each of the sites and assets depicting the assessment at the time of the PROS visit are included. Utilization of the KMZ files allows the District to quickly click on the embedded database file and zoom into the geo-referenced location of each site and asset.

In addition, the PROS team developed seven (7) reports (included in the Appendix) for the District to track the inventory and assessment of each site, each asset and enhancement inventory. The first report shows all sites within the District displaying generalized site information and the assessment of each site during the PROS Team visit. The next six (6) reports show the detailed breakout of each site into the same asset groups being Ball Diamond Fields, Multipurpose Fields, Sports Courts, Play Areas, Other Assets and Trails. This allows the district to quickly view the site assessments of one particular asset group system-wide.

4.1.2 PARK SYNOPSIS

4.1.2.1 BANNISTER PARK



Figure 54 - Bannister Park

Bannister Park is 9.95 acre park functioning as both a neighborhood park and a special use park (being a gateway to the American River). The District has attempted to contain the usage solely to that of a neighborhood park at the request of the surrounding neighborhoods. The goal is to decrease the amount of neighborhood parking, limiting parking lot hours and requiring time-specific parking permits (available to sports field users only). Even with the attempts, it is noted that the existing 55 space parking lot is below capacity to service sports fields need to accommodate players and spectators.

Compatibility with the surrounding neighborhood could be improved, as the park lacks sidewalks and a neighborhood connectivity trail. Also, regulatory signage does exist within the park, but there is a need for directional signage identifying the fields. Of concern, several vehicle burglaries have occurred at the park and there have been issues with the consumption of alcohol at the site, causing the potential to explore alternative monitoring options.

Partnership opportunities with Sacramento County need to be explored to better develop the areas adjacent along the American River. There is potential to develop an updated master plan for the site regarding access and improvements.

Design and maintenance standards should include a design schematic utilized throughout the park including benches and trash receptacles. Also, the multipurpose fields are in need of over-seeding (**Figure 53**).

- Major Assets
 - 2 small multipurpose fields
 - 1 outdoor exercise area
 - 1 restroom building with men's and women's facilities
 - 1,279 feet of hard surface trail
- Design and Maintenance Standard Recommendations
 - Implement a brand, coloration and design standard for benches and signs
 - Over-seed the multipurpose fields

4.1.2.2 FAIR OAKS PARK

Fair Oaks Park is a 29.52 acre park functioning as a community park. The park itself has mature trees and has a picturesque setting. The park includes the McMillan Center and a District Maintenance Facility. The McMillan Center is a small facility measuring approximately 773 square feet of reservable space and includes a fenced courtyard. The facility itself is updated internally but does have potential for an external update. The District Maintenance Facility is unsightly in this park. However there is potential to relocate the facility or screen it better from view. Also, this facility is perched atop the highest and most visual setting in the park, which could serve as an ideal setting for signature community or recreation center.

The softball fields located at Fair Oaks Park are in good condition and maintained well. However, the paths leading to the ball diamond field areas have potential to be upgraded to a hard surface.

Beyond the diamond fields, are the community gardens and the horticultural center. The community gardens and horticultural center are both great assets to this site and are in a well maintained manner. There has been community support for additional community gardens, which could be explored around the skate park facility. The skate park itself is ill suited for this site and has potential to be relocated to a designed site (**Figure 56**).



Figure 55 - Fair Oaks Park



Figure 56 - Skate Park at Fair Oaks Park

Other opportunities include; the restriping of the parking areas, design themes throughout the park, better marking of the entrances and updating the regulatory and directional signage throughout the park. Partnership opportunities for the park include; teaming with the University, public and not-for-profit groups in updating floral and garden settings throughout the park not subjected to fenced access. Also, the organization and the flow throughout the park have the potential for updating and need to be more formalized (including an increased level of accessibility to all assets within the park).

- Major Assets
 - 2 large softball diamond fields – skinned
 - 1 large multipurpose field
 - 1.5 basketball courts
 - 1 multi-court
 - 2 horseshoe pits
 - 1 play area
 - 1 community garden area
 - 1 horticulture center
 - 2 restroom buildings with men's and women's facilities
 - 1 skate park
 - 2 group picnic areas
 - 1,419 feet of soft surface trail
 - 3,443 feet of hard surface trail
- Design and Maintenance Standard Recommendations
 - Restriping the parking areas
 - Better markings at entrances
 - Adding regulatory and directional signage
 - Implement a brand, coloration and design standard for benches, tables, and signs

4.1.2.3 LITTLE PHOENIX PARK

Little Phoenix Park is a 0.95 acre park functioning as a miniature or a small neighborhood park. Connectivity to the neighborhood is excellent, and the park is essentially a bridge between two neighborhoods that includes a drinking fountain and small playground. Signage throughout the park is adequate, and security lighting is present in the park.

There is potential for additional development at the site as there is a small open space that could house a small picnic area or small pavilion. Also, there are some problematic drainage areas within the site that could be addressed.

Maintenance at the site is adequate, though there is potential for implementation of a brand, coloration, and design standard throughout.

- Major Assets
 - 1 Play Area
 - 455 feet of hard surface trails
- Design and Maintenance Standard Recommendations
 - Implement a brand, coloration and design standard



Figure 57 - Little Phoenix Park

4.1.2.4 MILLER PARK

Miller Park is a 9.27 acre park functioning as a community park. The park serves as the tennis facility for the District, as well as a good park setting. The tennis courts are in good condition with adequate signage and adequate ancillary facilities. The park includes a restroom, drinking fountains and a small picnic pavilion area. The remainder of the park serves as picnic areas and connectivity of neighborhoods, as many people were observed traveling through the site.



Figure 58 - Miller Park

There is potential for additional development at the site in the areas around the cellular towers (behind the tennis courts). This area could be developed into a reservable group picnic area or large reservable pavilion (Figure 59). Drug and alcohol use has been prevalent in this area and could be eradicated by developing the area. Additional trails should be explored in this area and also around the group picnic area to the play area. Further potential would be to renovate or remove the horseshoe pit area, which is beyond its

lifecycle. In addition, there is a need to fix drainage issues around the play area and near the horseshoe pits. Otherwise, maintenance at the park is adequate.

- Major Assets
 - 1 basketball court
 - 1 group picnic area
 - 2 horseshoe pits
 - 1 picnic pavilion
 - 1 play area
 - 1 restroom building with men's and women's facilities
 - 934 feet of soft surface trails
 - 2,434 feet of hard surface trails
 - 8 tennis courts
 - 2 practice walls
- Design and Maintenance Standard Recommendations
 - Implement a brand, coloration and design standard
 - Renovate or remove the horseshoe pits
 - Fix drainage issues



Figure 59 - Undeveloped Area at Miller Park

4.1.2.5 MONTVIEW PARK

Montview Park is a 5.14 acre park, functioning as a neighborhood park that is essentially a floodplain or drainage swale area surrounded by neighborhoods. The park has a trail connecting the areas, a play area, a restroom building, several picnic tables, and a drinking apparatus. The overall feel of the park is open and scenic, with good visibility throughout.

Maintenance at the park is needed on the drinking fountain (as it is not functional) and to the roof of the restroom (**Figure 61**). Otherwise, the park is in good condition. Potential at the park includes; developing reservable pavilions or additional picnic pad sites in shade areas as many of the existing picnic tables have been displaced elsewhere throughout the park. There are safety concerns in the park as “ice-blocking” or “watersliding” down the embankments has occurred as well as four-wheel drive vehicles entering the park. These have created the potential to explore monitoring options.

- Major Assets
 - 1 restroom building with men's and women's facilities



Figure 60 - Montview Park

- 1 play area
- 852 feet of hard surface trails
- Design and Maintenance Standard Recommendations
 - Implement a brand, coloration and design standard for benches, tables and signage
 - Repair the drinking fountain
 - Repair restroom roof



Figure 61 - Restroom at Montview Park

4.1.2.6 PHOENIX PARK

Phoenix Park is a 61.95 acre park that functions as a community park. The park is home to the Vernal Pools which is a good natural outdoor exploration area that is criss-crossed with soft surface trails, good signage and many points of external access. The park overall is disjointed, with many assets scattered around and typically not well connected. The dog park in the back of the park is new and in overall good condition (although there were some drainage issues on the open areas and near the water taps (Figure 63)).

Many of the multipurpose field surfaces were “clumpy” and should be considered for re-grading.

Potential at the park includes the creation of a master plan to address the location of the assets. Also, there is a need to explore screening or relocation of the VFW building and ingress and egress to the community gardens. Furthermore there is a need to review existing trails and connectivity within the park (as flow is asset driven and not connectivity driven). Lastly there is a potential to create a large reservable pavilion and shade sails around the concessions stand at the ball diamond fields. Maintenance at the park is overall good, although a few drainage issues exist. Design standards should be created for amenities.

- Major Assets
 - 1 community garden
 - 2 large ball diamond fields
 - 3 small ball diamond fields
 - 1 dog parks (large, small and toy)
 - 1 horseshoe pit



Figure 62 - Phoenix Park



Figure 63 - Drainage Issues at Phoenix Park

- 2 play areas
- 2 restroom buildings with men's and women's facilities
- 3 large multipurpose fields
- 3 small multipurpose fields
- 4,772 feet of soft surface trails
- 6,679 feet of hard surface trails
- Vernal Pools Area

- Design and Maintenance Standard Recommendations
 - Implement a brand, coloration and design standard for benches, tables and signage
 - Resolve drainage issues
 - Re-grade multipurpose fields

4.1.2.7 PLAZA PARK/VILLAGE PARK

Plaza Park is a 1.07 acre park, that functions as a mini park, and Village Park is a 2.39 acre park, that functions as a neighborhood park. Both also serve as a special use sites for hosting downtown gatherings and festivals. Both parks serve as one, disjointed from each other by a lack of circulation and blockages from ancillary facilities. These parks have been combined in the assessment as they have potential to go through a master planning process to create one large park with additional circulation, better ingress and egress and maximized parking. These parks should serve as the face of the District and the entire area. The District Office should also be included. Additionally there is a potential to implement design standards and coloration that is similar for both parks in regards to trash receptacles, benches and picnic tables.

Individually, Plaza Park is an open multi-use area surrounded by sidewalks with a large amphitheater for stage productions. There is potential to add an electrical system to better support large festivals. Also, potential exists in the design of the park, with a need for additional trees and trails.

Village Park is a small neighborhood park with a good playground, a band stage and a connecting trail. There are several buildings on the site serving as community meeting rooms and instructional areas. Maintenance issues exist on site as drainage issues were observed as well as a non-functioning drinking apparatus.



Figure 64 - Plaza Park



Figure 65 - Village Park

The Clubhouse, District Office and Old library Building all look and act separately from one another. These buildings should all look like they are in a complex with similar color schemes, signage, and park related building names. The Clubhouse building upstairs and downstairs needs a complete update to; the meeting rooms, kitchen, and main ballroom upstairs. The entire Clubhouse Building is outdated and lacks the appeal of a signature facility. The image value for a building that is so important to the citizens of Fair Oaks should be updated with décor, doors, windows, paint, disability access, ventilation and sound.

The District Office for Fair Oaks Recreation and Parks Administration is too small and overcrowded to provide a good working environment for the staff. The Old Library Building needs to be updated to better accommodate meetings and community gatherings. The Arts & Crafts Building was recently remodeled and is in very good condition; however, maintenance standards need to be developed to ensure it evolves in good condition.

- Major Assets
 - 1 amphitheater
 - 3 restroom buildings with men's and women's facilities
 - 1,333 feet of hard surface trails
 - 1 arts and crafts building
 - 1 band shell
 - 1 community building
 - 1 library/museum building
 - 1 multi-court
 - 1 play area
- Design and Maintenance Standard Recommendations
 - Implement a brand, coloration and design standard
 - The Clubhouse, District Office and Old Library Building should all look like they are in a complex with similar color schemes, signage, and park related building names

4.1.2.8 VINTAGE WOODS PARK

Vintage Woods Park is a 0.44 acre park that serves as a mini park. The park is a connector park between an existing neighborhood and a grocery store with trail and young trees. There is potential for a play area, small pavilion or picnic areas. Also, development of additional trails would increase functionality. Maintenance at the park is adequate, although signage needs improvement (**Figure 66**).

- Major Assets
 - 45 feet soft surface trails
 - 330 feet hard surface trails
- Design and Maintenance Standard Recommendations
 - Implement a brand, coloration and design standard
 - Improve signage within the park (No Identification Sign and No Trespassing Sign)



Figure 66 - No Trespassing Sign at Vintage Woods Park

4.1.2.9 THE ENCLAVE

The Enclave serves as the drainage swale for neighborhoods adjacent to Phoenix Park, and serves no function to the district. Access is gated and locked. The District should look into the potential of selling the property or transferring it to different entity for appropriate usage.

- Major Assets
 - None
- Design and Maintenance Standard Recommendations
 - None

4.1.2.10 GRAND AVENUE PRESCHOOL

The Grand Avenue Preschool is a small, classroom sized facility not associated with a park that is owned by the district and being leased to and utilized by the school district. The facility also has a small playground and a sandbox. There is a need to address the highest and best use of the facility, discerning whether the facility should be sold, traded, programmed in-house or left at status quo.

4.2 STANDARDS AND SERVICE AREA/EQUITY MAPPING

4.2.1 FACILITY/AMENITY STANDARDS

Facility Standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Facility Standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by American Sports Data as it applies to activities that occur in the United States and the Fair Oaks Recreation and Park District area, community and stakeholder input, findings from the prioritized needs assessment report and general observations by PROS. This information allowed standards to be customized to the Fair Oaks Recreation and Park District (**Figure 67**).

Based on the 122.22 acres of current park land and a population of 28,948, the standard for park acres is 4.23 acres per 1,000 persons. The recommended 2009 standard is 5 acres per 1,000, which means the District currently needs 22 acres of park land. Also, in light of the District's population growth over the next 10 years, there is an anticipated need for 29 acres of park land.

These facility standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of District, gaps and surpluses in park and facility/amenity types are revealed.

PARKS:		Current 2009 Inventory - Developed Facilities					2009 Facility Standards		2019 Facility Standards		
Park Type	FORPD Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Mini Parks	1.51	0.05	acres per	1,000	0.50	acres per	1,000	Need Exists	13 Acre(s)	Need Exists	14 Acre(s)
Neighborhood Parks	18.43	0.64	acres per	1,000	1.50	acres per	1,000	Need Exists	25 Acre(s)	Need Exists	27 Acre(s)
Community Parks	100.74	3.48	acres per	1,000	3.00	acres per	1,000	Meets Standard	- Acre(s)	Meets Standard	- Acre(s)
Open Spaces	1.04	0.04	acres per	1,000	n/a	acres per	1,000				
Special Use Area	0.50	0.02	acres per	1,000	n/a	acres per	1,000				
Total Park Acres	122.22	4.22	acres per	1,000	5.00	acres per	1,000	Need Exists	23 Acre(s)	Need Exists	29 Acre(s)
OUTDOOR AMENITIES:											
Playgrounds	7.00	1.00	structure per	4,135	1.00	structure per	3,000	Need Exists	3 Structures(s)	Need Exists	3 Structures(s)
Picnic Areas	21.00	1.00	site per	1,378	1.00	site per	2,500	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Group Picnic Areas	2.00	1.00	site per	14,474	1.00	site per	5,000	Need Exists	4 Site(s)	Need Exists	4 Site(s)
Diamond Fields - Small	3.00	1.00	field per	9,649	1.00	field per	10,000	Meets Standard	- Field(s)	Need Exists	0 Field(s)
Diamond Fields - Large	4.00	1.00	field per	7,237	1.00	field per	20,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Multipurpose Fields - Small	3.00	1.00	field per	9,649	1.00	field per	20,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Multipurpose Fields - Large	6.00	1.00	field per	4,825	1.00	field per	15,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Basketball Courts	2.50	1.00	court per	11,579	1.00	court per	4,000	Need Exists	5 Court(s)	Need Exists	5 Court(s)
Tennis Courts	8.00	1.00	court per	3,619	1.00	court per	4,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Trails (all surface miles)	4.54	0.16	miles per	1,000	0.40	miles per	1,000	Need Exists	7 Mile(s)	Need Exists	8 Mile(s)
Dog Parks	1.00	1.00	site per	28,948	1.00	site per	30,000	Meets Standard	- Site(s)	Need Exists	0 Site(s)
Skate Parks	1.00	1.00	site per	28,948	1.00	site per	35,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Community Gardens / Horticulture Centers	3.00	1.00	site per	9,649	1.00	site per	35,000	Meets Standard	- Site(s)	Meets Standard	- Site(s)
Recreation/Fitness Center Space (Square Feet)	-	-	SF per	person	1.50	SF per	person	Need Exists	43,422 Square Feet	Need Exists	45,330 Square Feet

Estimated Population - 2009	28,948
Estimated Population - 2019	30,220

Notes:

Diamond Fields - Small, as well as Dog Parks, a need exists but not for an entire Diamond Field - Small or Dog Park as the values are below 0.5 recommended assets for 2019

Figure 67 - Fair Oaks Recreation and Park District Facility/Amenity Standards

4.2.2 SERVICE AREA ANALYSIS/EQUITY MAPPING

Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the Fair Oaks Recreation and Park District service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the District to assess gaps in services, where facilities are needed, or where an area is over-saturated. This allows District management to make appropriate capital improvement decisions based upon need for a system as a whole and the ramifications that may have on a specific area.

Figures 68-86 show the service area maps that were developed for each of the following major assets:

- Mini Parks
- Neighborhood Parks
- Community Parks
- Open Space Areas
- Special Use Areas
- Playgrounds
- Picnic Pavilions
- Group Picnic Areas
- Small Diamond Fields
- Large Diamond Fields
- Large Multipurpose Fields
- Small Multipurpose Fields
- Basketball Courts
- Tennis Courts
- Trails
- Dog Parks
- Skateparks
- Community Gardens/Horticulture Centers
- Recreation/Fitness Center Space

The source for the population used for standard development is the estimated 2009 population and projected 2019 populations as reported by Environmental Systems Research Institute, Inc. (ESRI). Estimated population for 2009 is 28,948; 2019 population is projected at 30,220. Projected 2019 service areas were compared for each asset mapped. The shaded areas in the Equity Maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the Facility/Amenity standards in **Section 4.2.1**.

4.2.2.1 MINI PARKS SERVICE AREA

Figure 68 demonstrates the location of mini parks in the Fair Oaks service area and the associated population densities. The District has 1.51 acres of mini parks. This correlates to a current service level for mini parks of .05 acres per 1,000 people. This map shows the recommended service level of .50 acres per 1,000 people. The District does not meet the recommended standard. To meet the standard, the District needs to add 13.00 acres of mini parks and to meet the projected 2019 standards, an additional 1.000 acre for a total of 14.00 acres of mini parks. There is currently a need for service in the majority of the District as the existing parks are in the north central region of the District.

4.2.2.2 NEIGHBORHOOD PARKS SERVICE AREA

Figure 69 demonstrates the locations of the neighborhood parks in the Fair Oaks service area and the associated population densities. The District has a total of 18.43 acres of neighborhood parks. This correlates to a current service level of 0.64 acres per 1,000 people. This map shows the recommended service level of 1.50 acres per 1,000 people. The District does not meet the recommended standard. To meet the 2009 recommended standard, the District will need to add 25.00 acres of neighborhood parks and 2.00 additional acres to serve the projected 2019 population, for a cumulative total of 27.00 additional acres. Currently there is a need for service in the majority of the District with the current coverage being predominantly in the southwestern corner of the District.

4.2.2.3 COMMUNITY PARKS SERVICE AREA

Figure 70 demonstrates the location of community parks in the Fair Oaks service area and the associated population densities. The District has 100.74 acres of community parks. This correlates to a current service level for community parks of 3.48 acres per 1,000 people. This map shows the recommended service level of 3.00 acres per 1,000 people. The District currently meets the recommended standard and will continue to do so to serve the projected 2019 population. Currently there is a need for service in the westernmost region of the District.

4.2.2.4 OPEN SPACE AREAS SERVICE AREA

Figure 71 demonstrates the location of open space areas in the Fair Oaks service area and the associated population densities. The District has 1.04 acres of open space areas. This correlates to a current service level for open space areas of 0.04 acres per person. There is no recommended service level for open space areas.

4.2.2.5 SPECIAL USE AREAS SERVICE AREA

Figure 72 demonstrates the location of special use areas in the Fair Oaks service area. The District has 0.50 acres of special use areas. This correlates to a current service level for special use areas of 0.02 acres per 1,000 people. There is no recommended service level for special use areas.

4.2.2.6 PLAYGROUND SERVICE AREA

Figure 73 demonstrates the location of playgrounds in the Fair Oaks service area and the associated population densities. The District has 7 playground structures. This correlates to a current service level for shelters of one structure per 4,135 people. This map shows the recommended service level of one structure per 3,000 people. The District does not meet the recommended standard. To meet the 2009 recommended standard, the District will need to add 3 structures. Those three will serve to adequately serve the projected 2019 population. There is currently a need for playgrounds all over the District. There are structures scattered around the District with holes in the north, south, northwest and southwest regions.

4.2.2.7 PICNIC PAVILION SERVICE AREA

Figure 74 demonstrates the location of picnic pavilion areas in the Fair Oaks service area and the associated population densities. The District has 21 picnic pavilion areas. This correlates to a current service level for 1 picnic areas per 1,378 people. This map shows the recommended service level of one picnic pavilion area per 2,500 people. The District meets the current and projected recommended standards. Currently there is a need for additional service in the southwestern most corner of the District as the only pavilion is in the north central region.

4.2.2.8 GROUP PICNIC SERVICE AREA

Figure 75 demonstrates the location of group picnic areas in the Fair Oaks service area and the associated population densities. The District has 2 group picnic areas. This correlates to a current service level for group picnic areas of one structure per 14,474 people. This map shows the recommended service level of one structure per 5,000 people. The District does not meet the recommended standard. To meet the 2009 recommended standard, the District will need to add 4 sites and 2 additional sites to serve the projected 2019 population, for a cumulative total of 4 additional sites. There is a need for additional service in the eastern and western regions of the District.

4.2.2.9 SMALL DIAMOND FIELDS AREA

Figure 76 demonstrates the location of Small Diamond Fields in the Fair Oaks service area and the associated population densities. The District has 3.00 small diamond fields. This correlates to a current service level for small diamond fields of one per 9,649 people. This map shows the recommended service level of one per 10,000 people. The District meets the recommended current and projected standards. There is no need for service as the entire District is well covered.

4.2.2.10 LARGE DIAMOND FIELDS AREA

Figure 77 demonstrates the location of large diamond fields in the Fair Oaks service area and the associated population densities. The District has 4.00 large diamond fields. This correlates to a current service level for special use areas of 1.00 acres per 7,237 people. This map shows the recommended service level of one per 20,000 people. The District

meets the recommended current and projected standards. There is no need for service as the entire District is well covered.

4.2.2.11 LARGE MULTIPURPOSE FIELD SERVICE AREA

Figure 78 demonstrates the location of large multipurpose fields in the Fair Oaks service area and the associated population densities. The District has 6 large multipurpose fields. This correlates to a current service level for large multipurpose fields of one field per 4,825 people. This map shows the recommended service level of one field per 15,000 people. The District meets the recommended current and projected standards. Currently there is no need for additional service in the District.

4.2.2.12 SMALL MULTIPURPOSE FIELD SERVICE AREA

Figure 79 demonstrates the location of small multipurpose fields in the Fair Oaks service area and the associated population densities. The District has 3 small multipurpose fields. This correlates to a current service level for small multipurpose fields of one field per 9,649 people. This map shows the recommended service level of one field per 10,000 people. The District meets the recommended current and projected standards. Currently there is no need for additional service in the District.

4.2.2.13 BASKETBALL COURTS SERVICE AREA

Figure 80 demonstrates the location of basketball courts in the Fair Oaks service area and the associated population densities. The District has 2.5 basketball courts. This correlates to a current service level for basketball courts of one court per 11,579 people. This map shows the recommended service level of one court per 4,000 people. The District does not meet the recommended standard. To meet the current standards and the standards for the 2019 population, the District needs to add five basketball courts. There is currently a need for service in the majority of the District as the existing basketball courts are in the center of the District.

4.2.2.14 TENNIS COURTS SERVICE AREA

Figure 81 demonstrates the location of tennis courts in the Fair Oaks service area and the associated population densities. The District has eight tennis courts. This correlates to a current service level for tennis courts of one court per 3,619 people. This map shows the recommended service level of one court per 4,000 people. The District meets the recommended current and projected standards. There is no need for additional service in the District.

4.2.2.15 TRAILS

Figure 82 demonstrates the location of trails in the Fair Oaks service area and the associated population densities. The District has 4.54 miles of trails. This correlates to a current service level for trails of 0.16 miles per 1,000 people. The recommended service level is 0.40 miles per 1,000 people. The District does not meet the recommended standard. To meet the current standard, an additional seven miles of trails need to be added with an additional one mile to meet the projected 2019 standards for a total of eight additional miles. There is

currently a need for trails all throughout the District. The current inventory is scattered, leaving holes in the northern, southern, eastern and western regions of the District.

4.2.2.16 DOG PARKS SERVICE AREA

Figure 83 demonstrates the location of dog parks in the Fair Oaks service area and the associated population densities. The District has one dog park. This correlates to a current service level for dog parks of one per 28,948 people. This map shows the recommended service level of one per 30,000 people. The District meets the recommended current and projected standards. There is no need for service as the entire District is well covered.

4.2.2.17 SKATEPARKS SERVICE AREA

Figure 84 demonstrates the location of skateparks in the Fair Oaks service area and the associated population densities. The District has one skatepark. This correlates to a current service level for skateparks of one park per 28,948 people. This map shows the recommended service level of one park per 35,000 people. The District meets the recommended current and projected standards. There is no need for additional service in the District.

4.2.2.18 COMMUNITY GARDENS/HORTICULTURE CENTERS SERVICE AREA

Figure 85 demonstrates the locations of the community gardens/horticulture centers in the Fair Oaks service area and the associated population densities. The District has 3 community garden/horticulture center sites. This correlates to a current service level of 1 site per 9,649 people. This map shows the recommended service level of 1 site per 35,000 people. The District currently meets the recommended standard and will continue to do so to serve the projected 2019 population.

4.2.2.19 RECREATION/FITNESS CENTER SPACE AREA

Figure 86 demonstrates the location of Recreation Centers in the Fair Oaks service area and the associated population densities. The District has no recreation centers. This map shows the recommended service level of 1.50 square feet per person. The District does not meet the recommended standard. To meet the standard, the District needs to add 43,422 square feet of recreation space and to meet the projected 2019 standards, an additional 1,908 square feet for a total of 45,330 square feet of recreation space. As there is no recreation center space, there is a need for service in the District.



Mini Parks

Recommended Standard of 0.50 Acres per 1,000 Residents

Fair Oaks Recreation and Park District

Master Plan for Parks, Facilities and Recreation Services

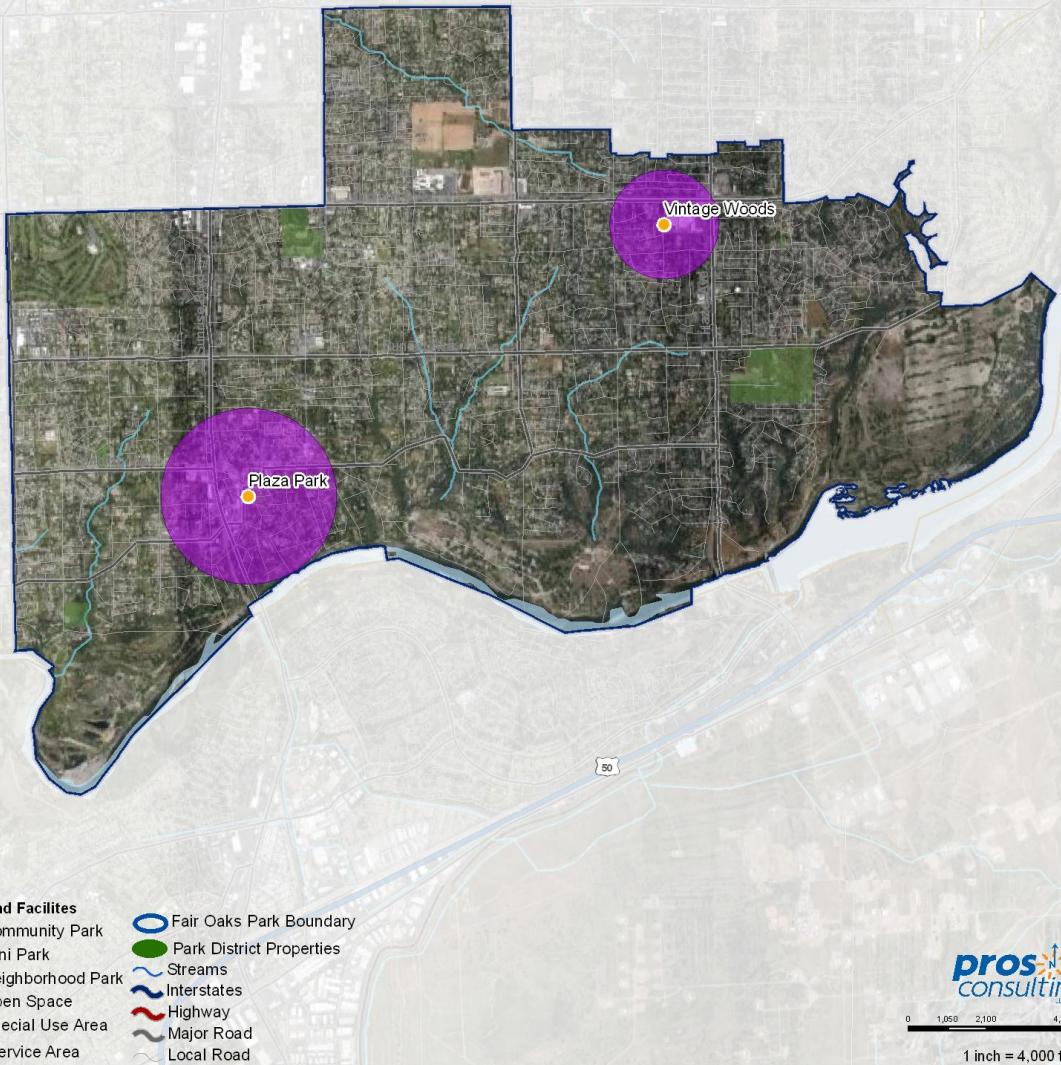


Figure 68 - Mini Parks Service Areas



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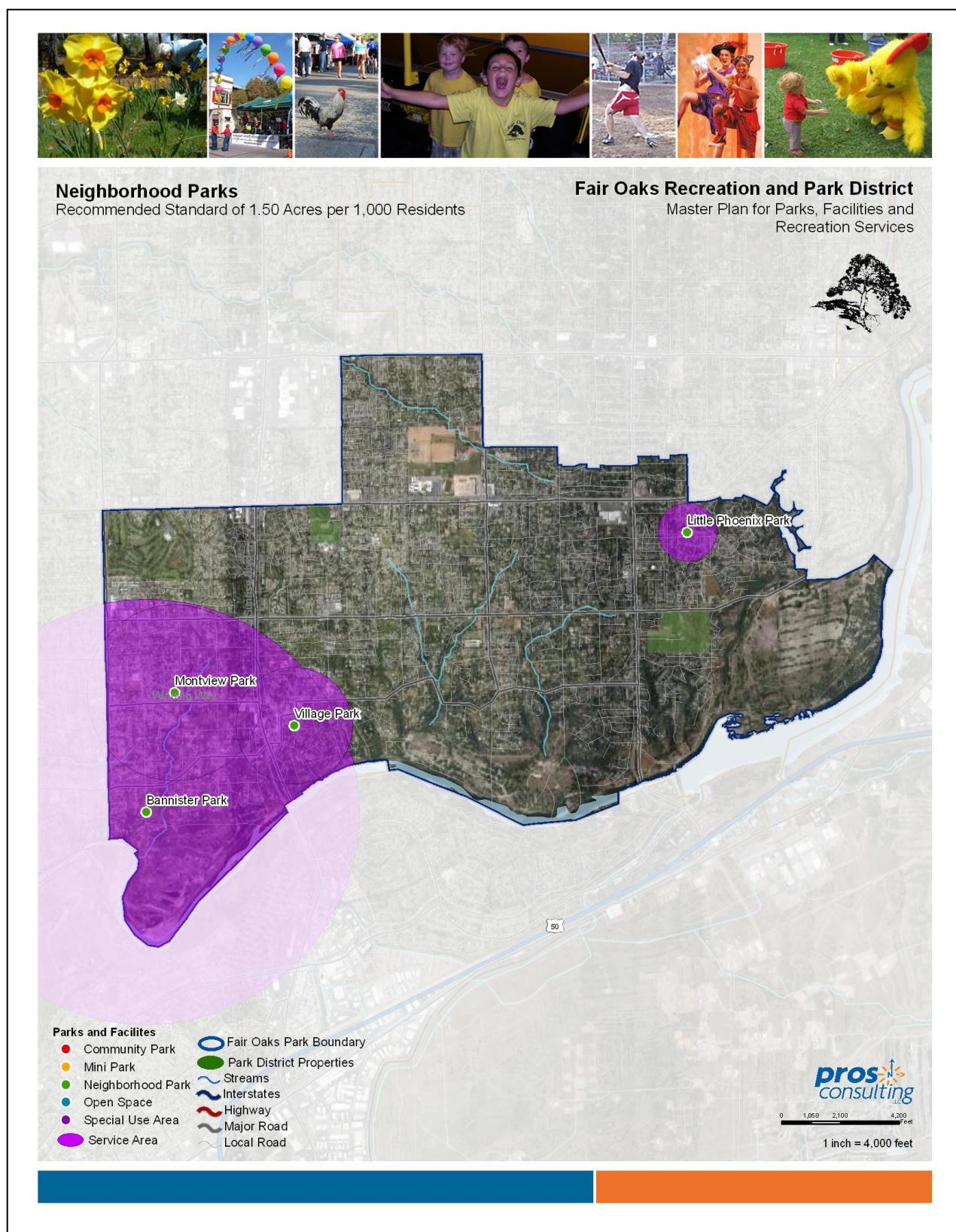


Figure 69 - Neighborhood Parks Service Area

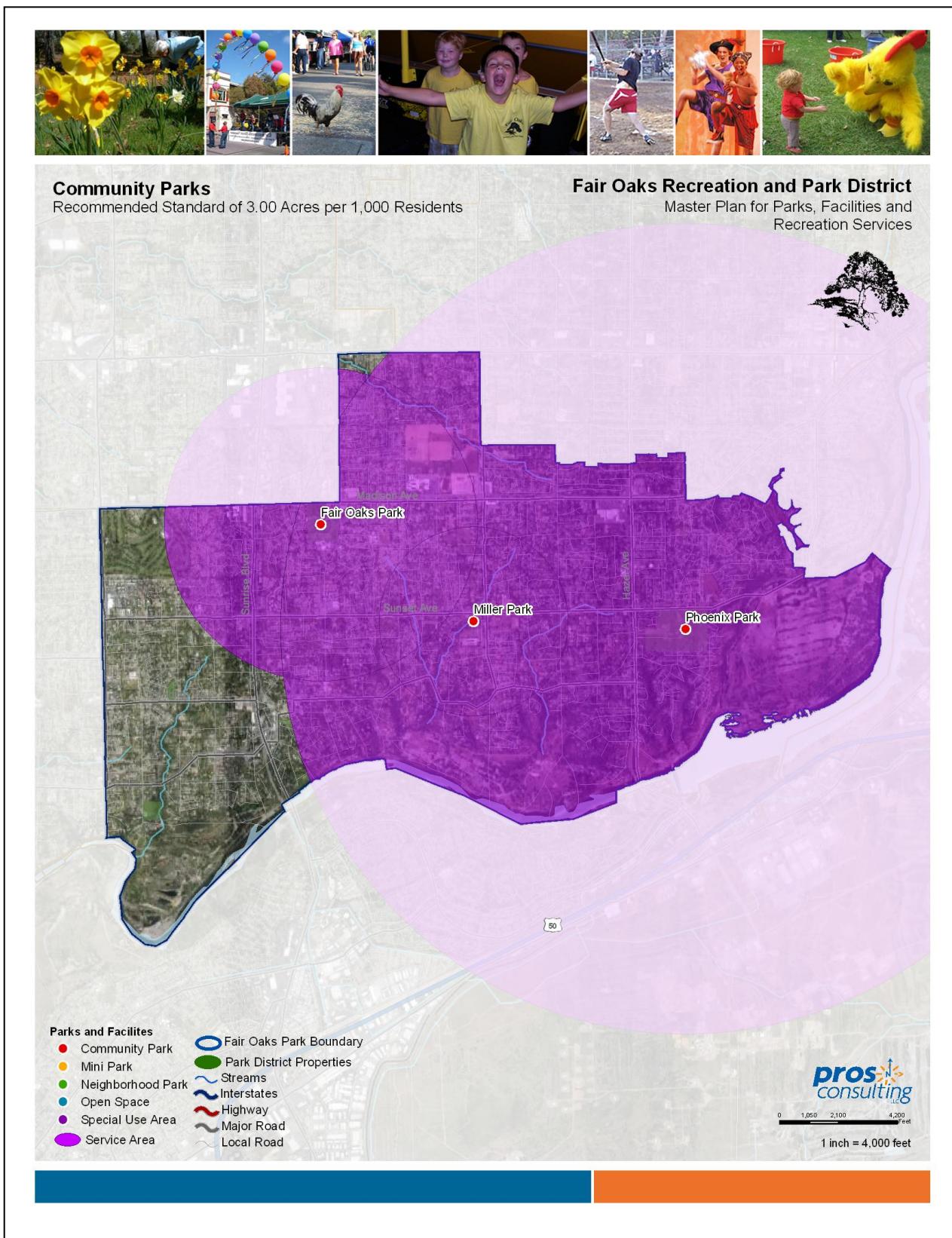


Figure 70 - Community Parks Service Area



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Open Spaces
No Recommended Standard

Fair Oaks Recreation and Park District
Master Plan for Parks, Facilities and
Recreation Services

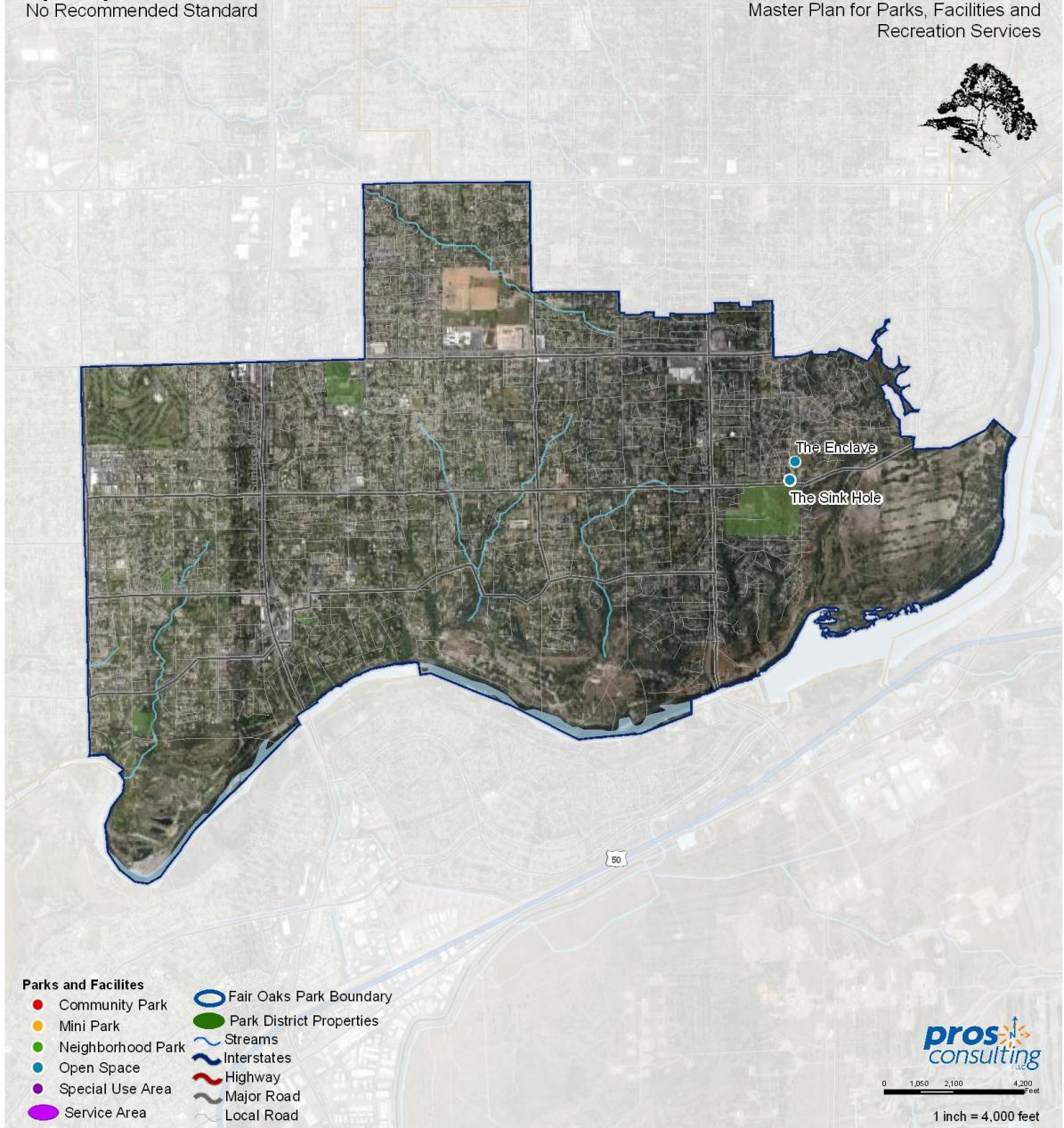


Figure 71 - Open Space Service Area

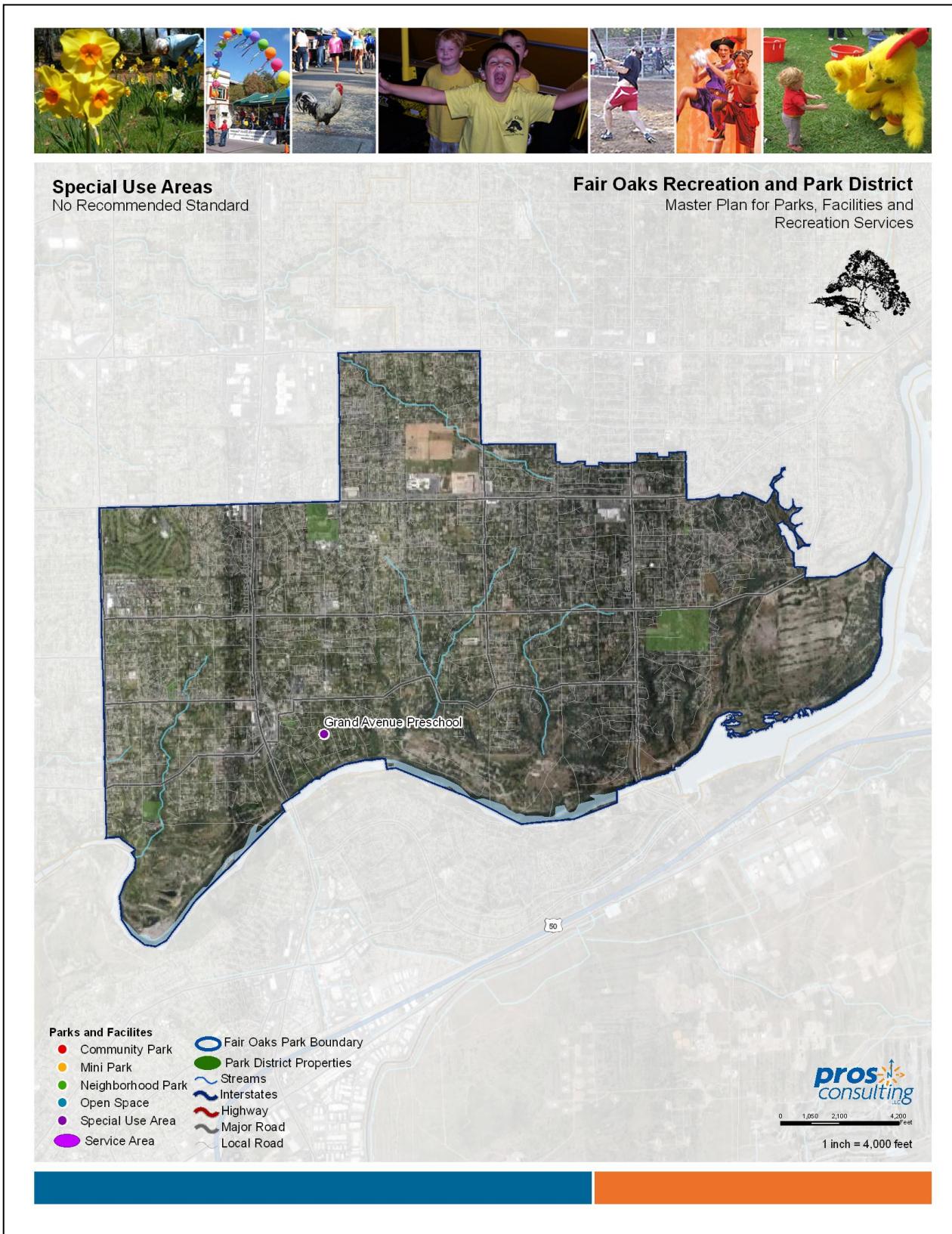


Figure 72 - Special Use Areas Service Area



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DISTRICT

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Playgrounds

Recommended Standard of 1.00 Structure per 3,000 Residents

Fair Oaks Recreation and Park District

Master Plan for Parks, Facilities and
Recreation Services

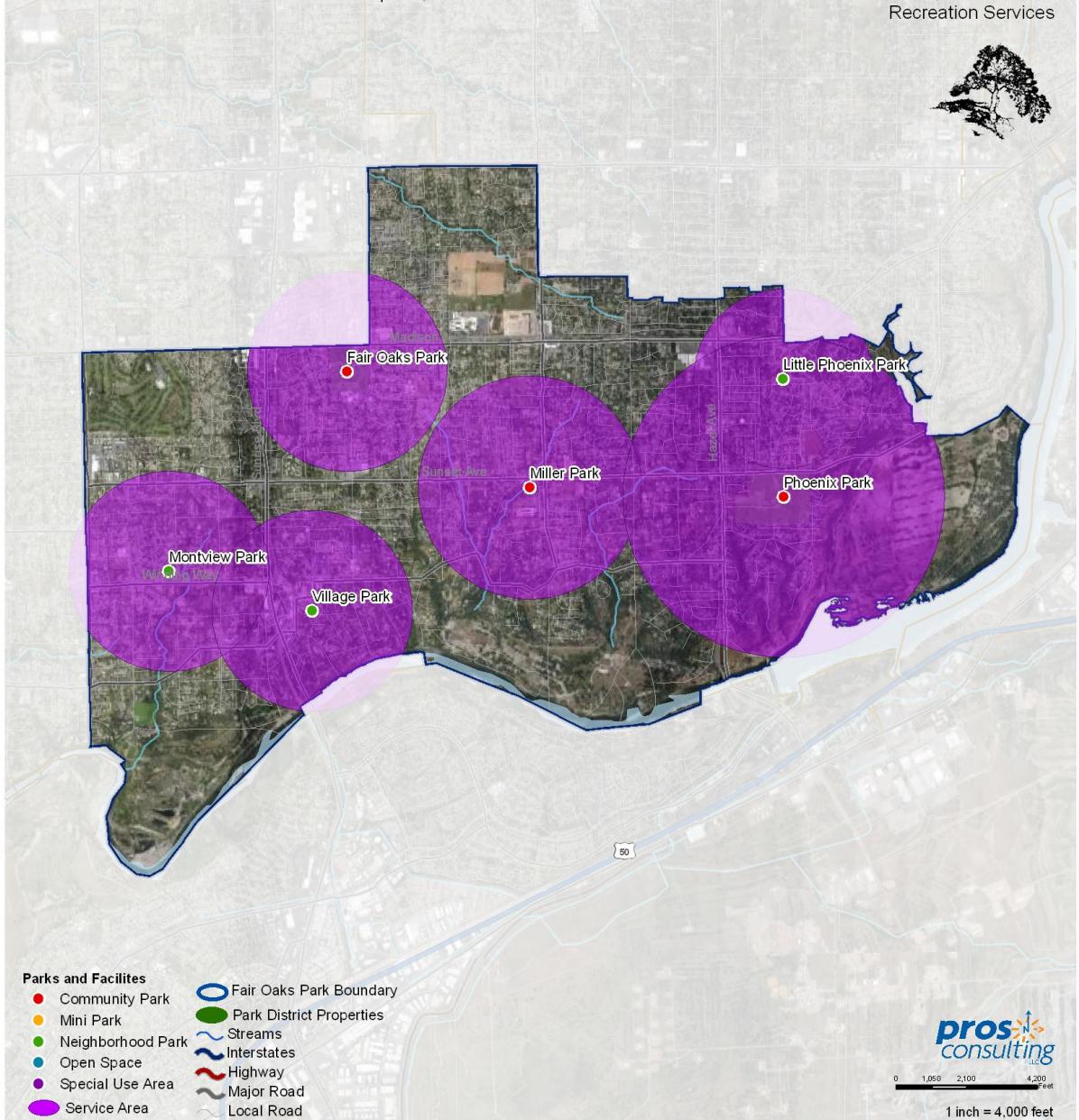


Figure 73 - Playgrounds Service Area

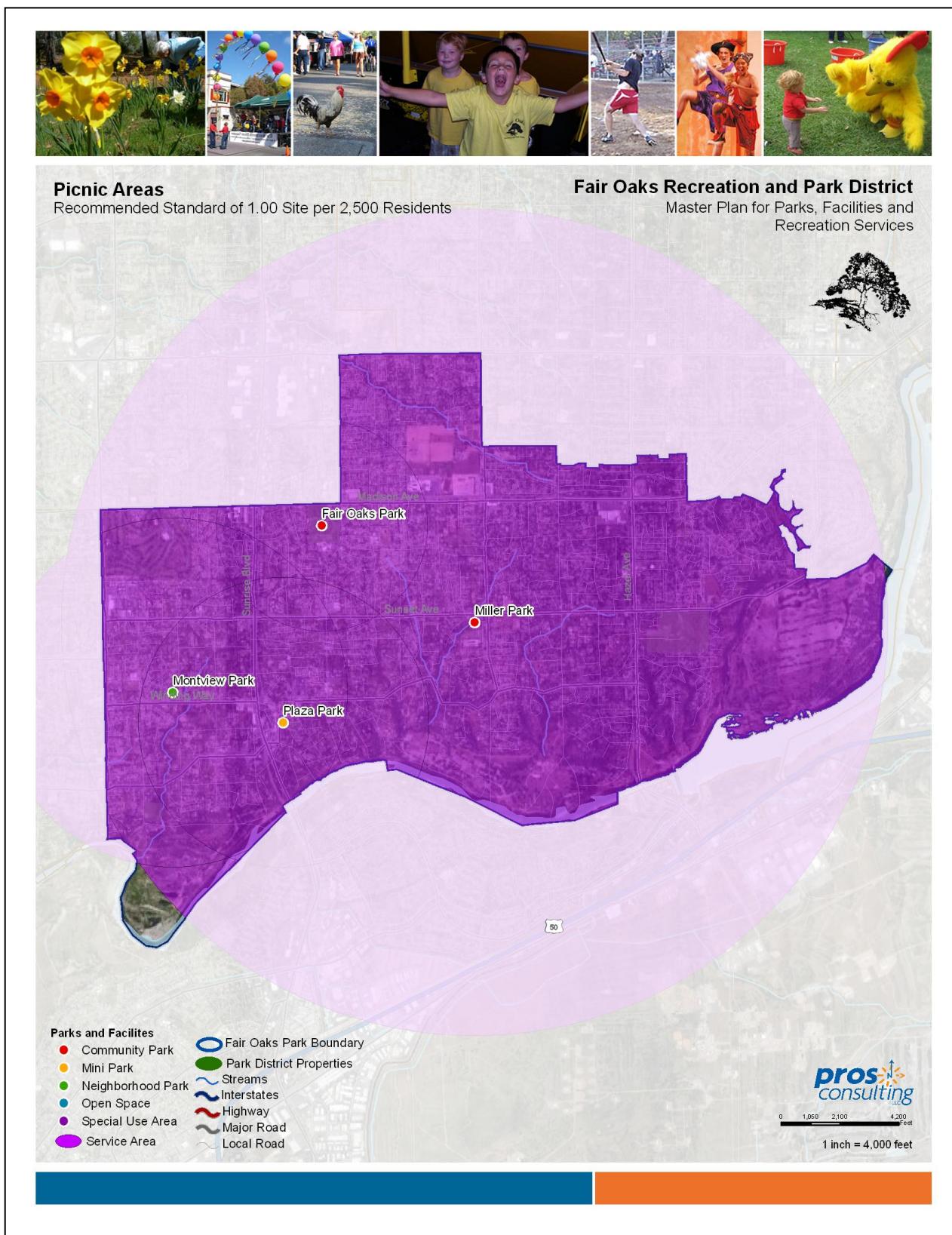


Figure 74 - Picnic Areas Service Area



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RECREATION
and
PARK
DISTRICT



Group Picnic Areas

Recommended Standard of 1.00 Site per 5,000 Residents

Fair Oaks Recreation and Park District

Master Plan for Parks, Facilities and
Recreation Services

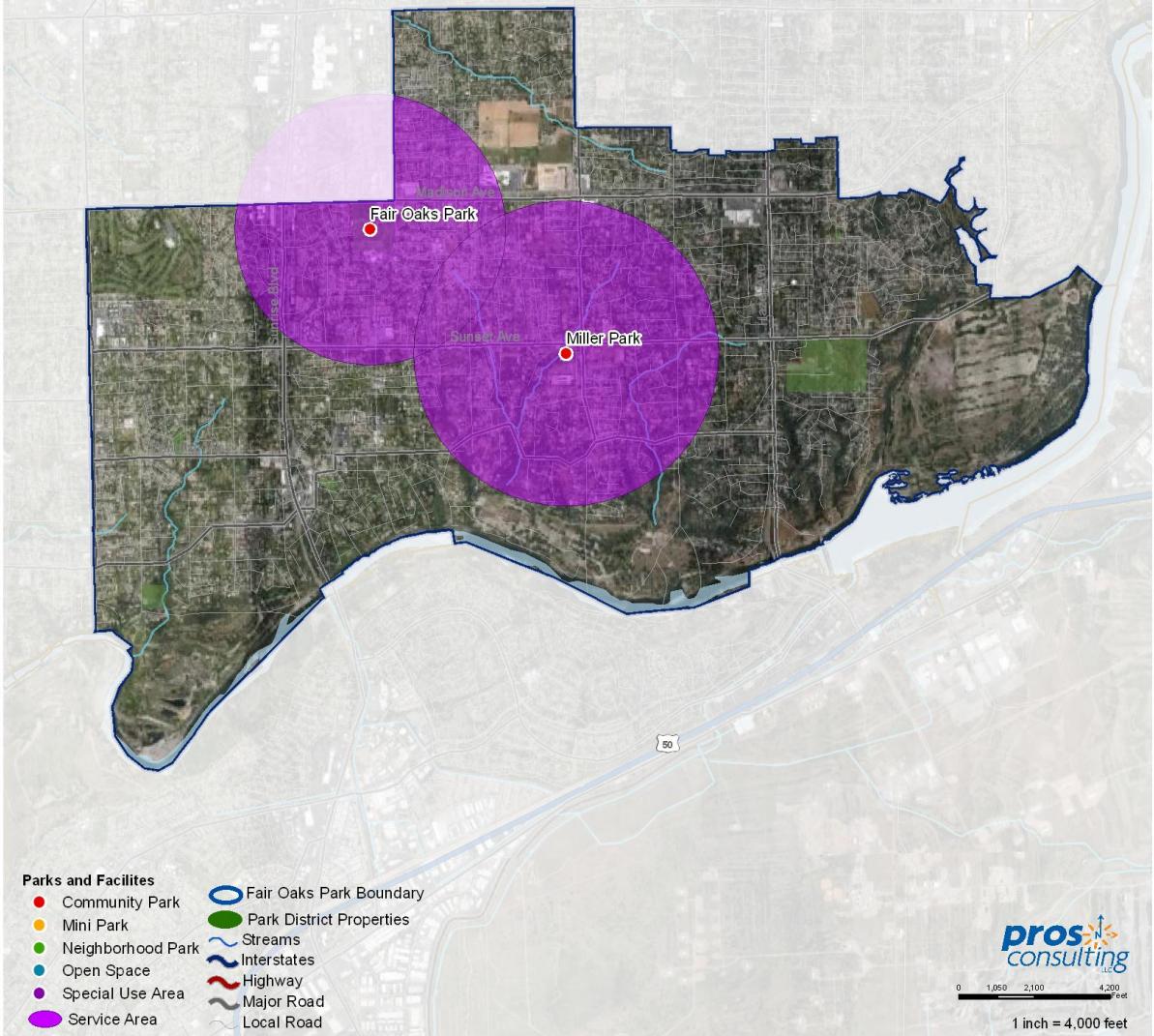


Figure 75 - Group Picnic Areas Service Area



Diamond Fields – Small

Recommended Standard of 1.00 Field per 10,000 Residents

Fair Oaks Recreation and Park District

Master Plan for Parks, Facilities and Recreation Services

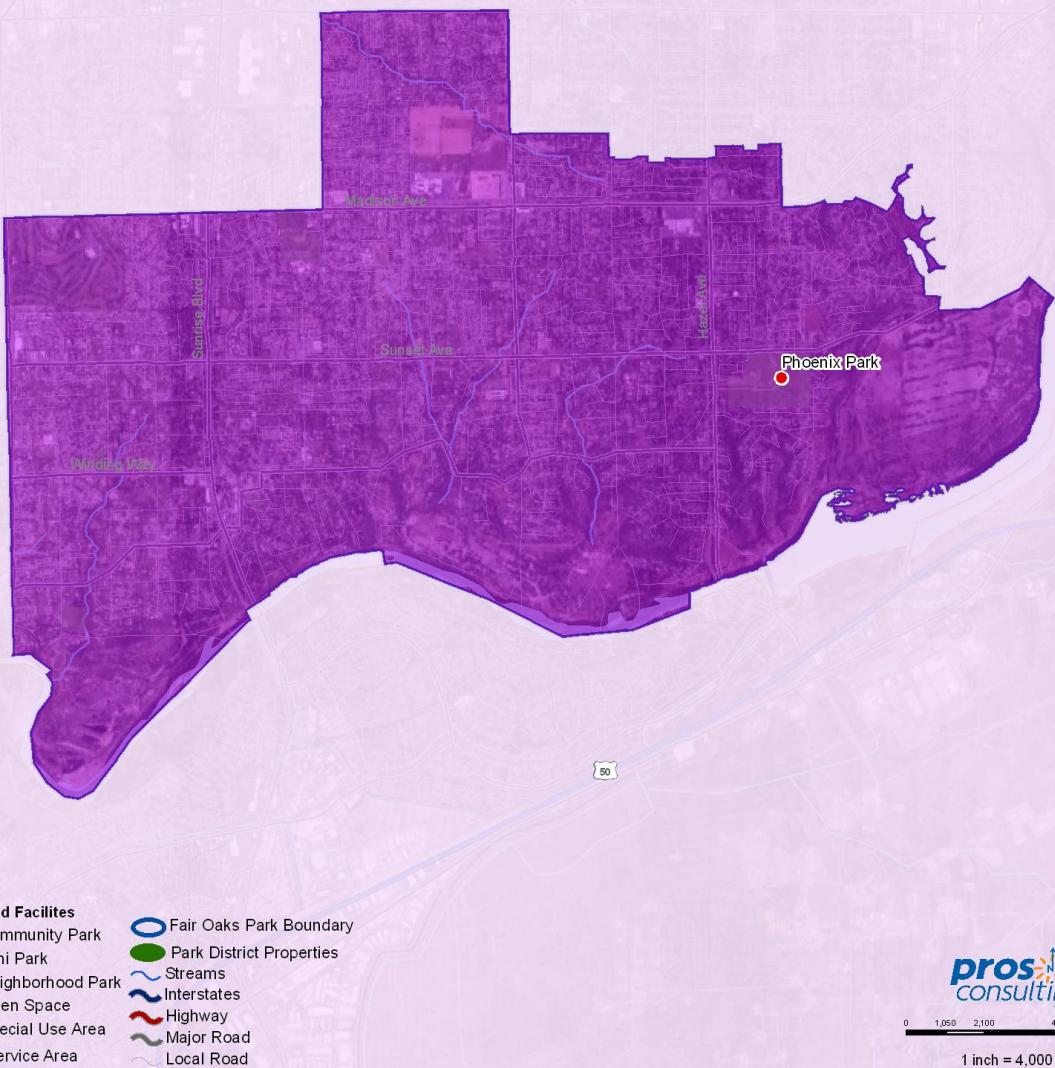


Figure 76 - Diamond Fields - Small Service Area



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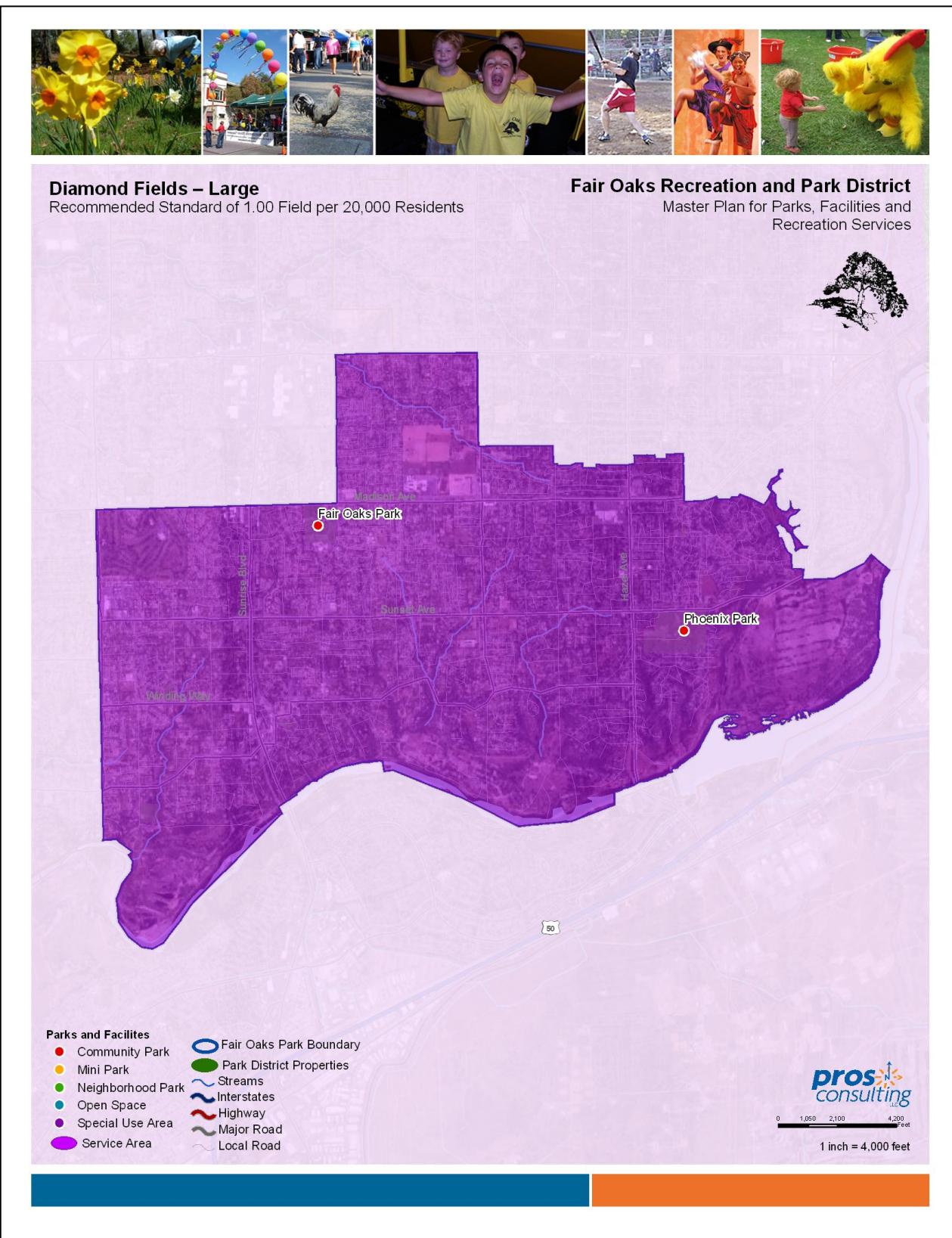


Figure 77 - Diamond Fields - Large Service Area

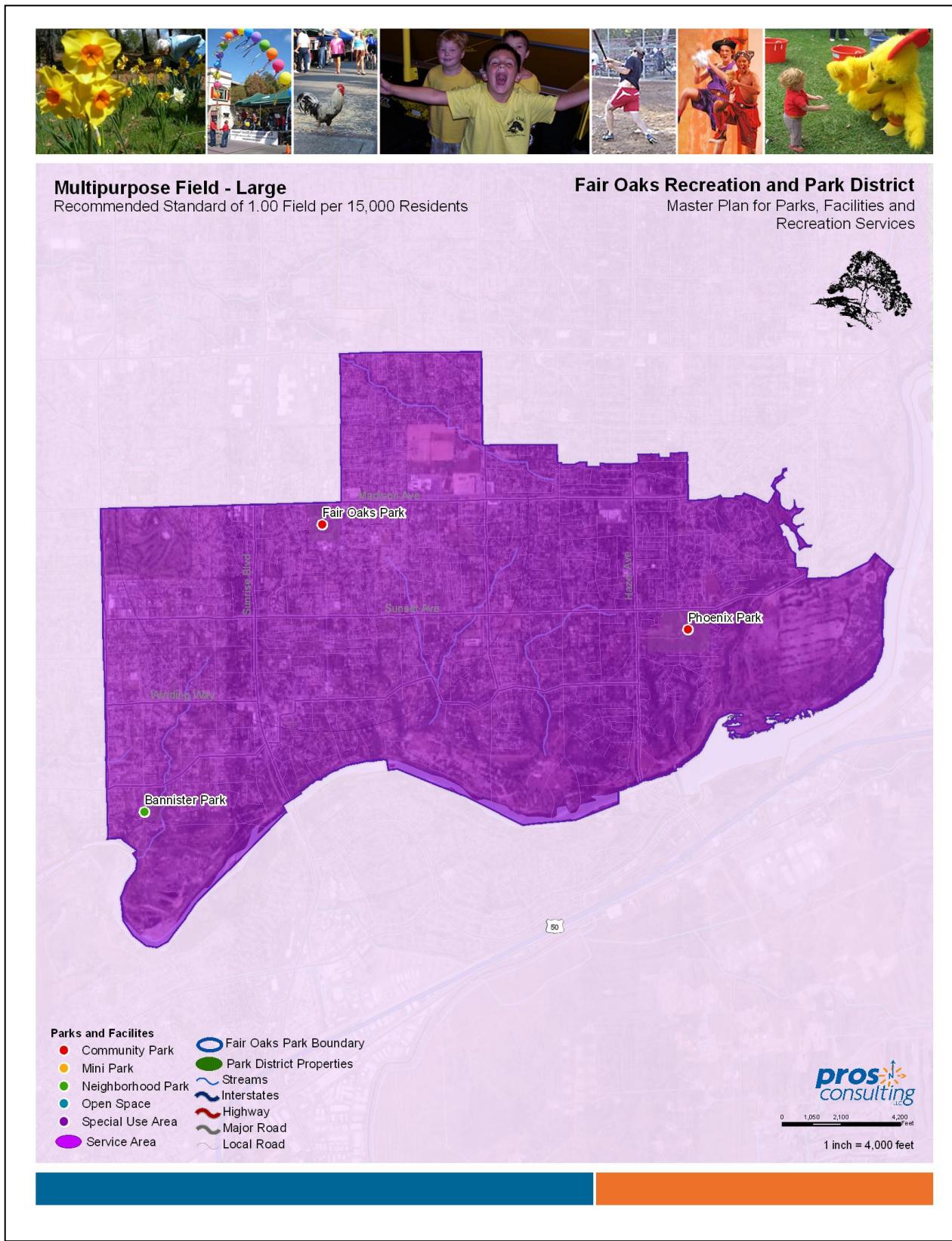


Figure 78 - Multipurpose Fields - Large Service Area



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Multipurpose Fields - Small

Recommended Standard of 1.00 Field per 20,000 Residents

Fair Oaks Recreation and Park District

Master Plan for Parks, Facilities and Recreation Services

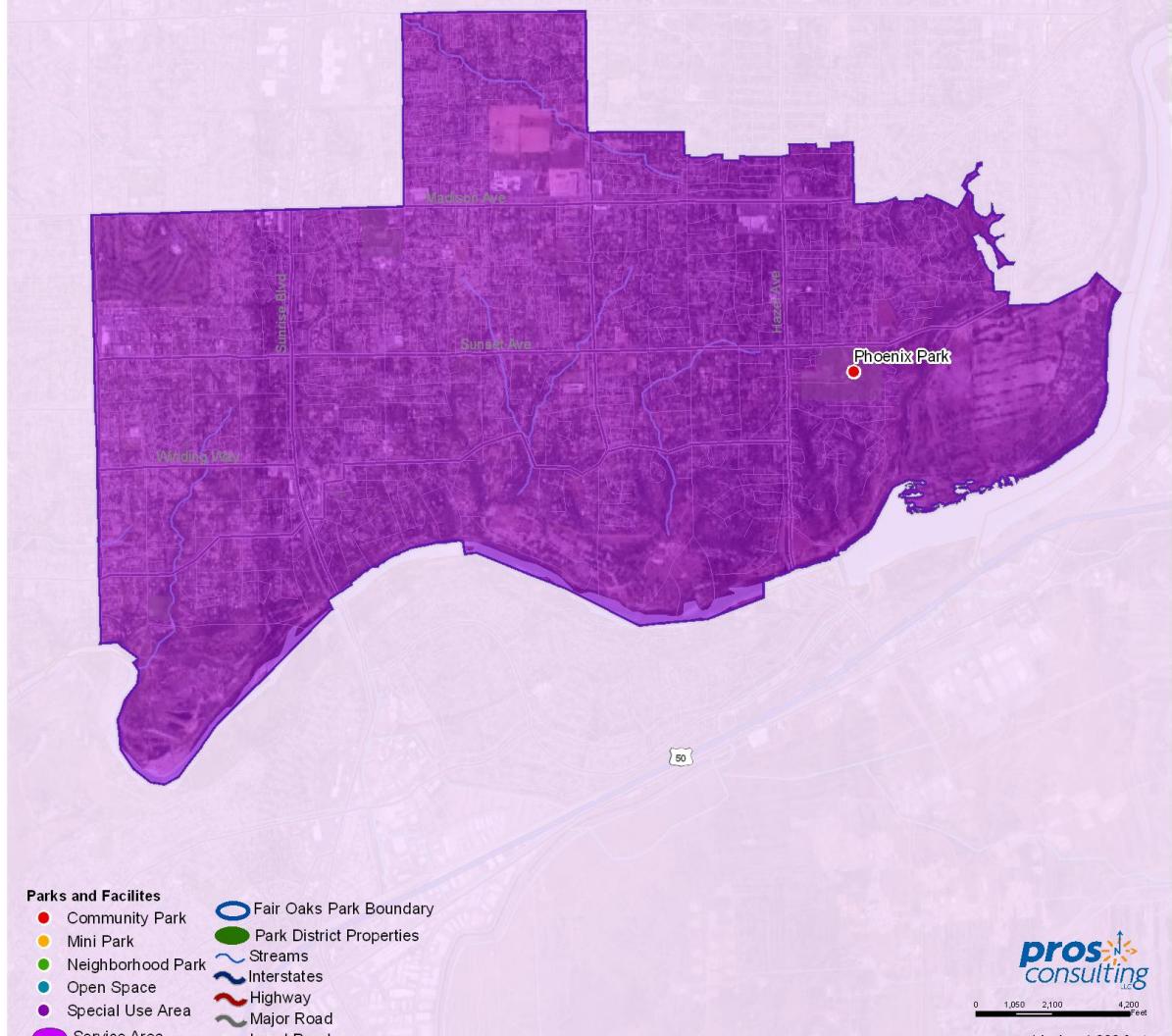
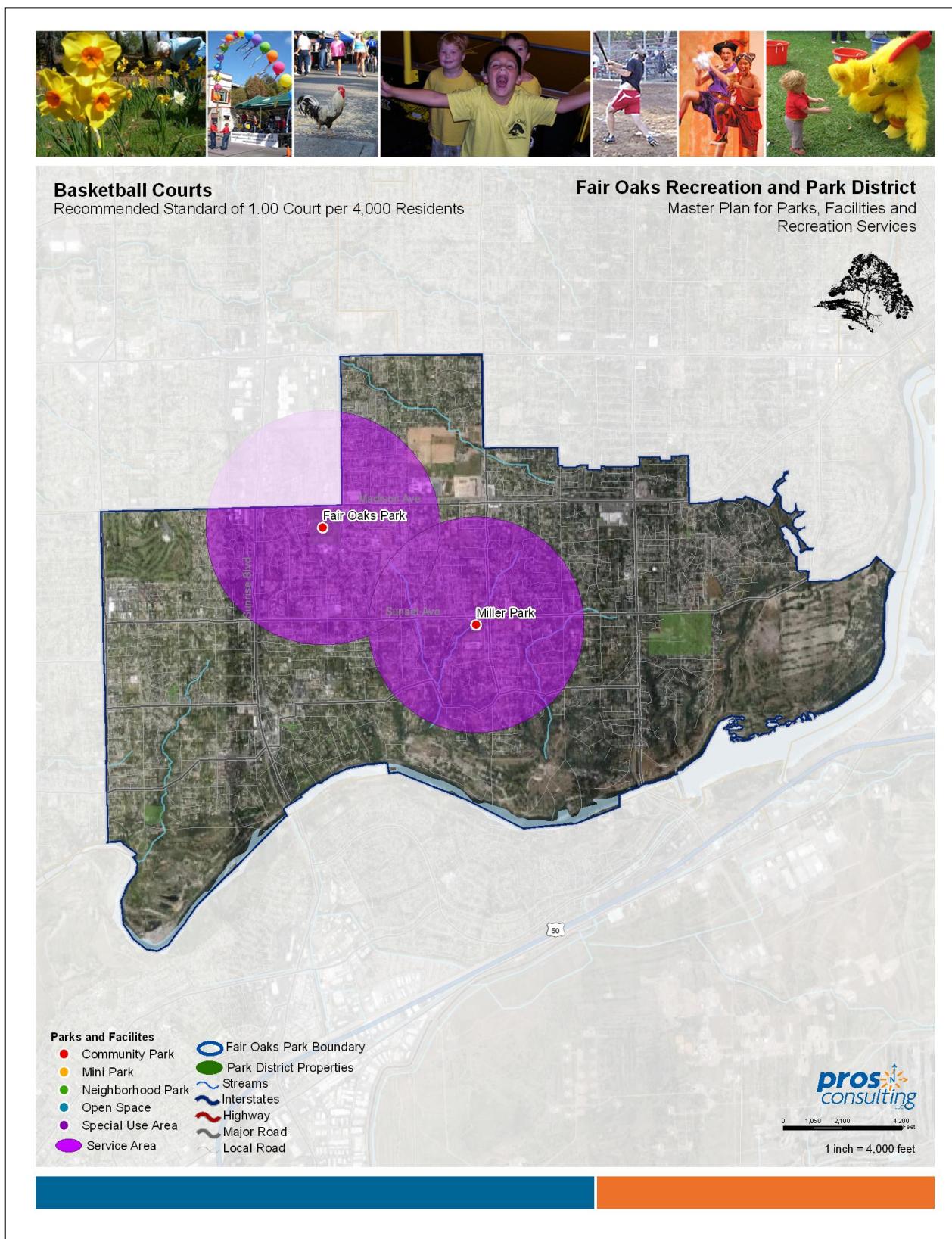


Figure 79 - Multipurpose Fields - Small Service Area





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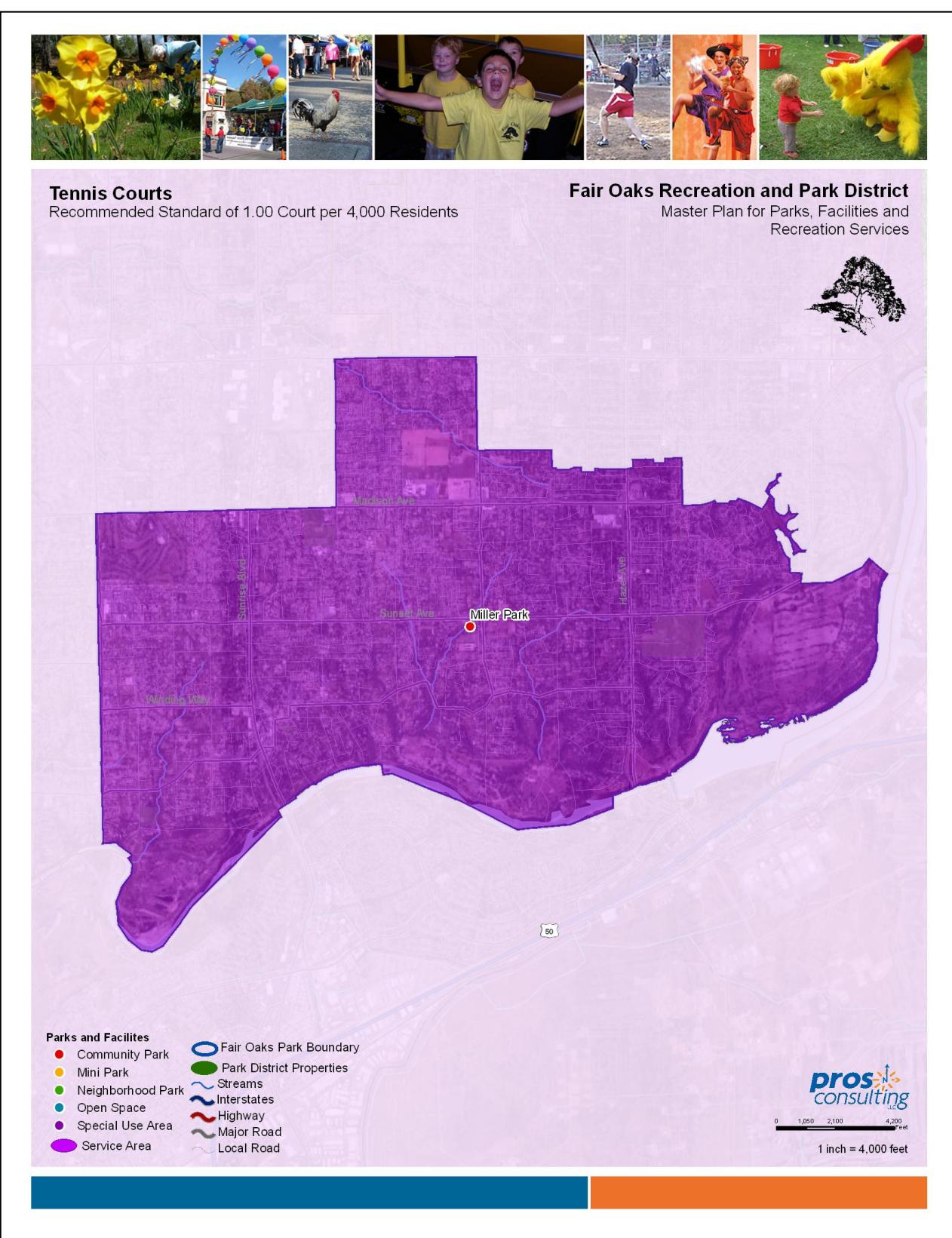


Figure 81 - Tennis Courts Service Area

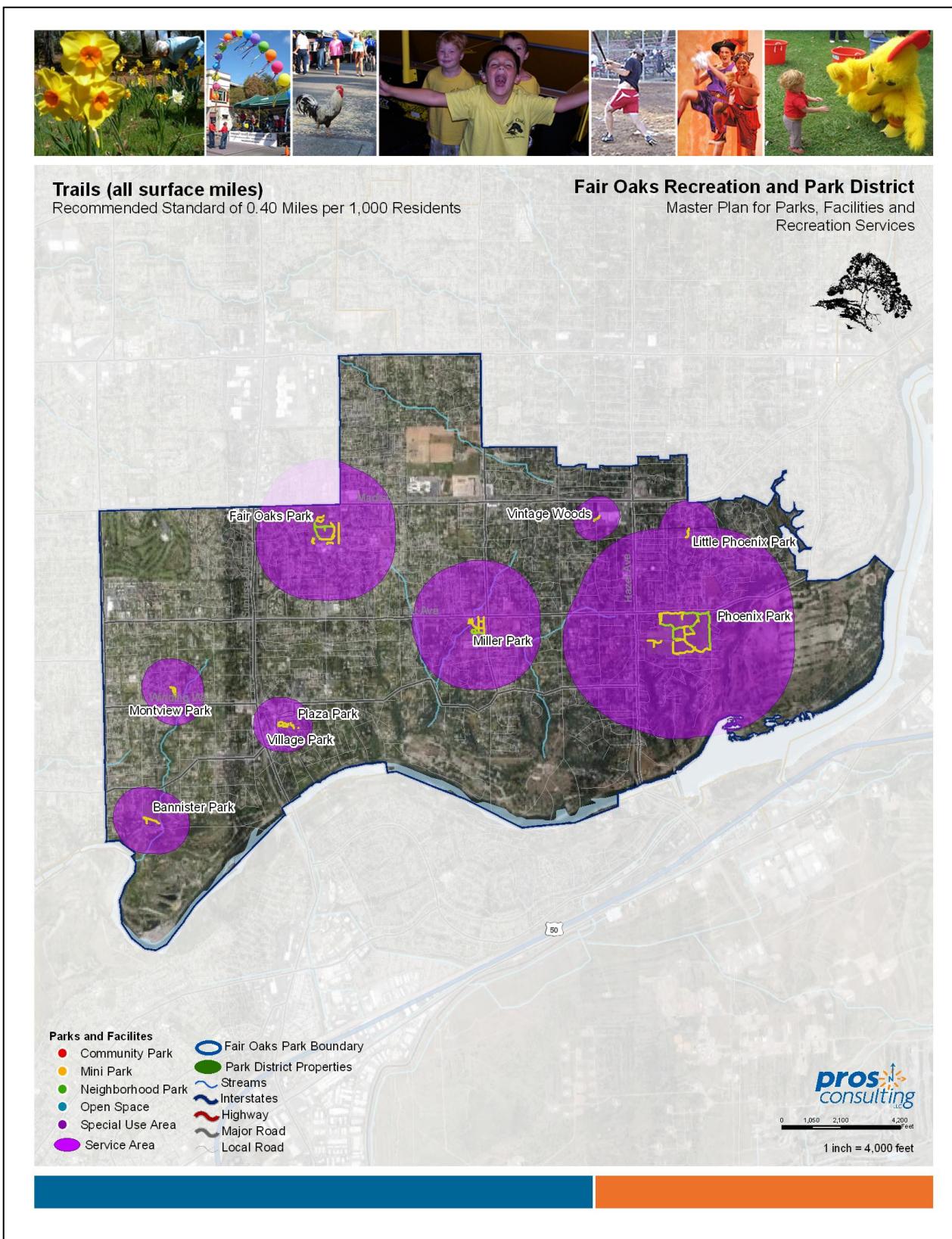


Figure 82 - Trails Service Area



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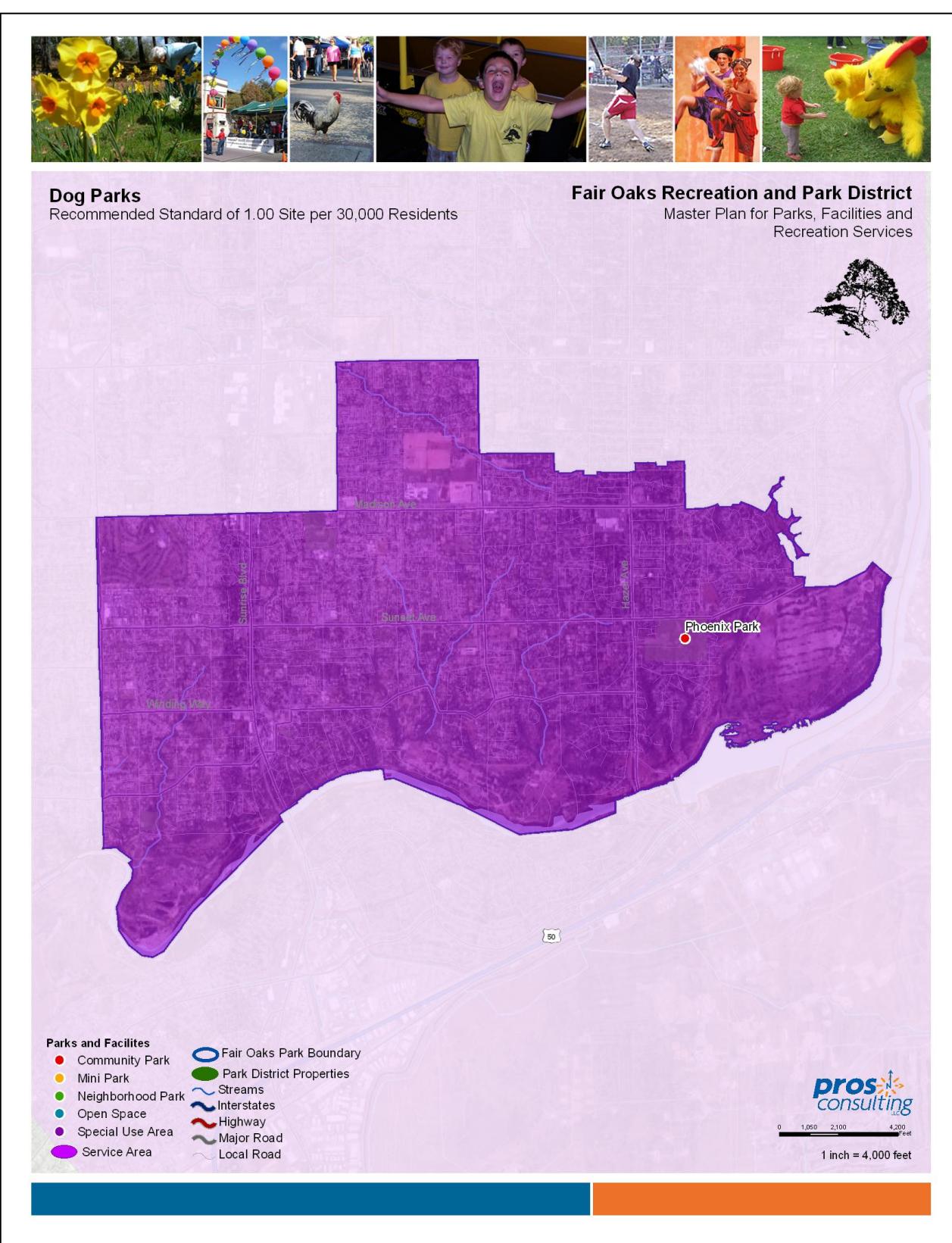


Figure 83 - Dog Parks Service Area

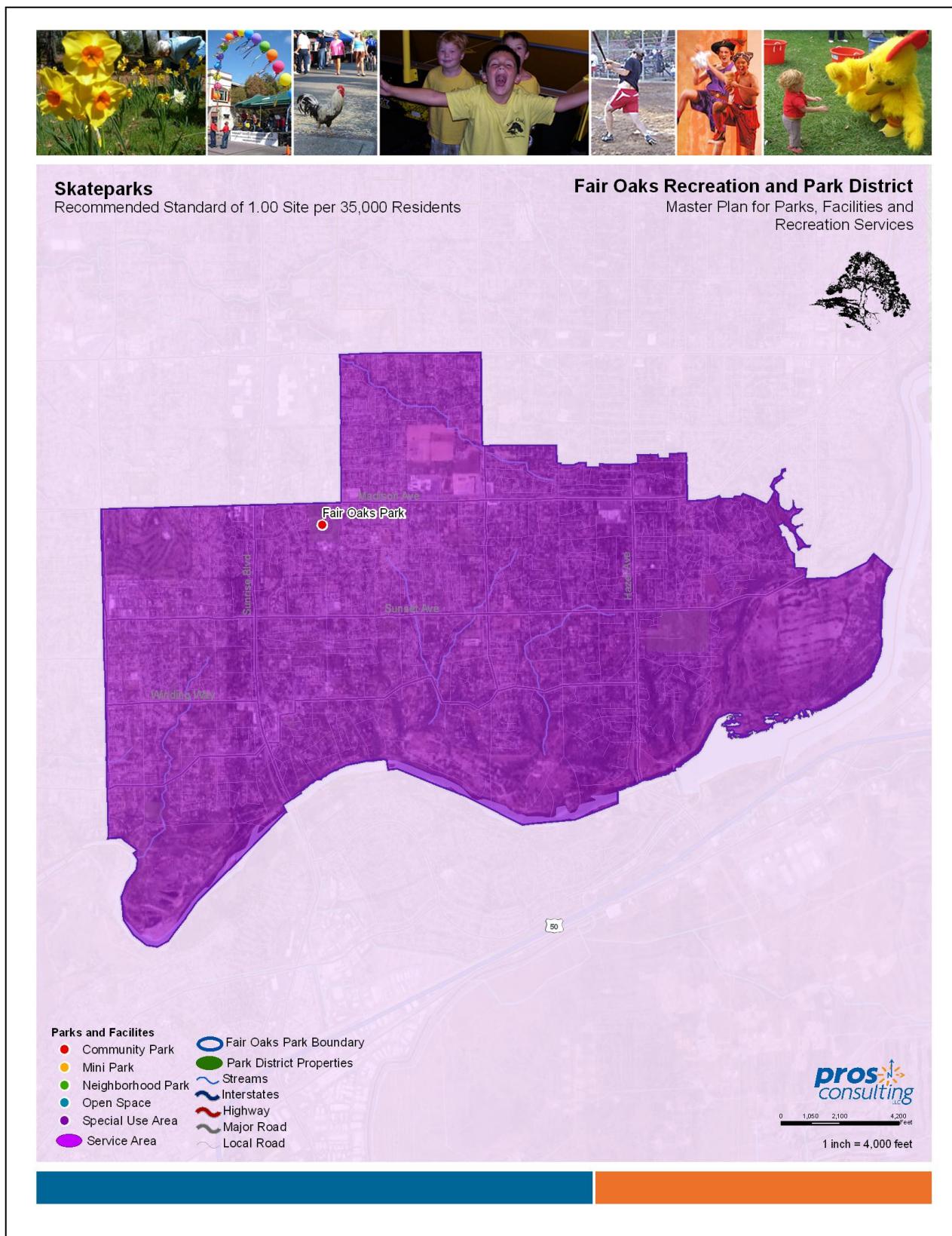


Figure 84 - Skateparks Service Area



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Community Gardens / Horticulture Centers

Recommended Standard of 1.00 Site per 35,000 Residents

Fair Oaks Recreation and Park District

Master Plan for Parks, Facilities and Recreation Services

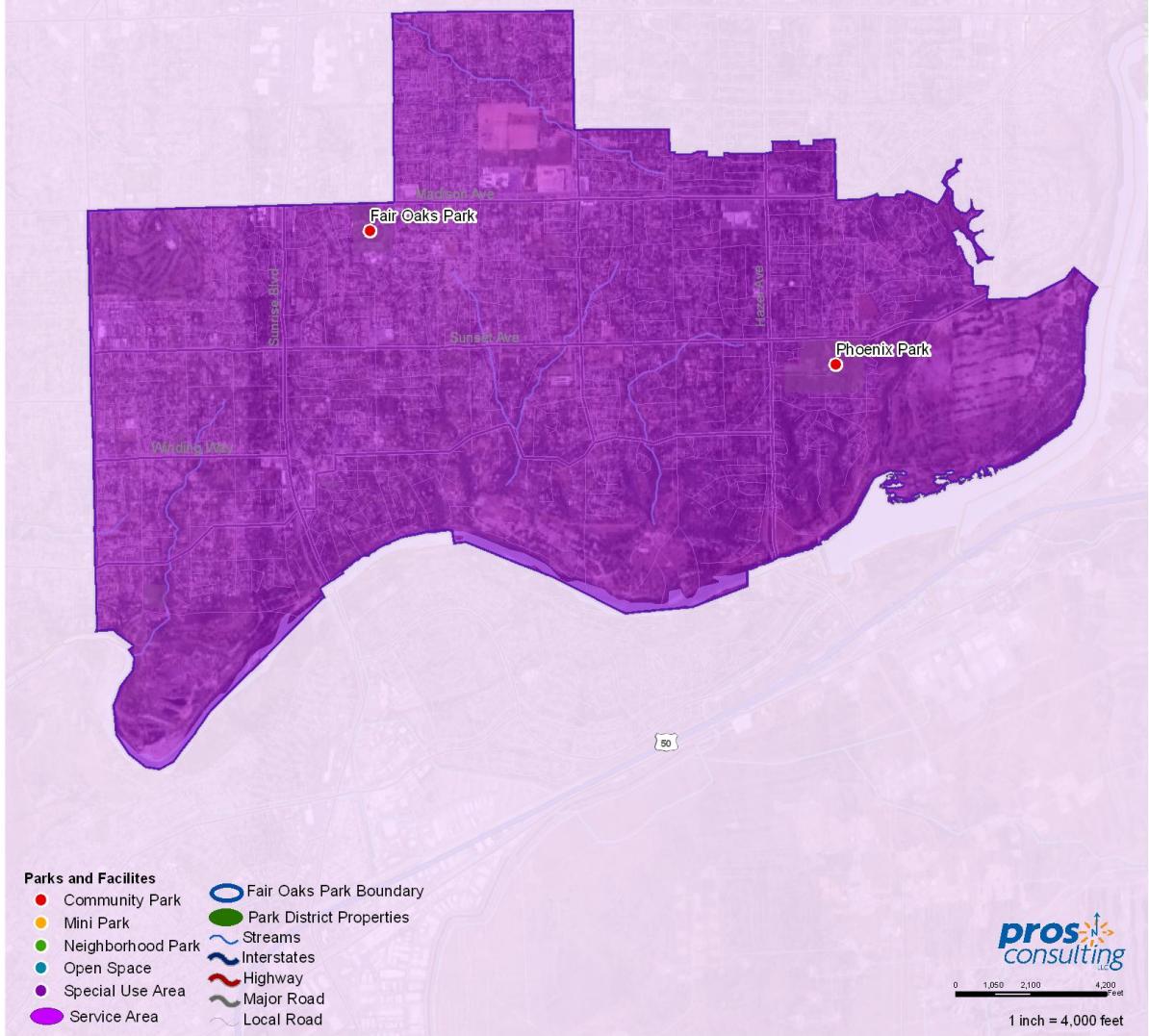


Figure 85 - Community Gardens/Horticulture Centers Service Area

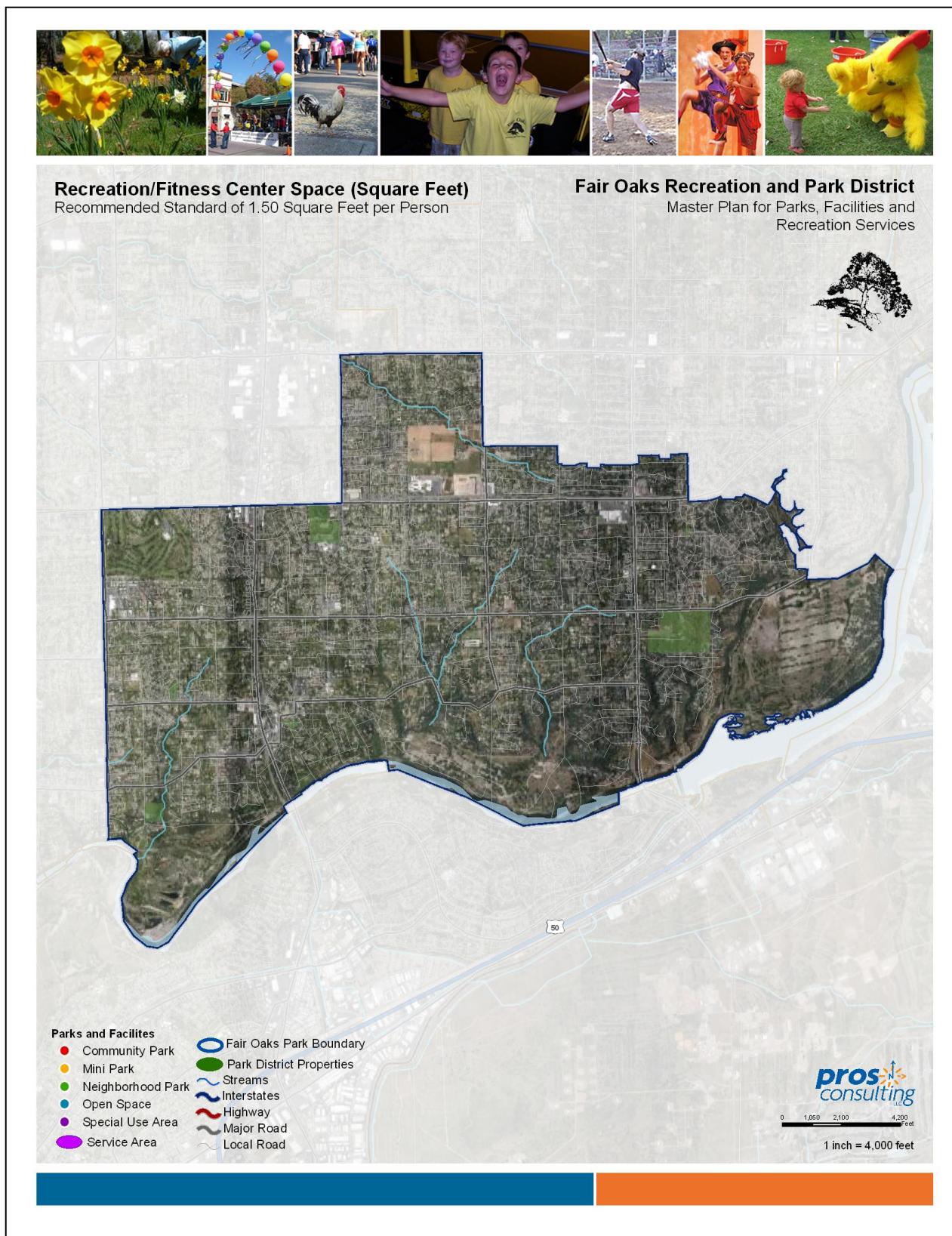


Figure 86 - Recreation/Fitness Center Space Service Area

4.3 PROGRAM ASSESSMENT

The consulting team performed an assessment of the Fair Oaks Recreation and Park District. The Recreation Program Assessment offers an in-depth perspective of the recreation program offerings and helps identify strengths, weaknesses, opportunities and threats in programming. The Assessment also assists in identifying core programs, program gaps within the community, duplication of programs with other recreational service providers in the community, and determining future program offerings for residents.

The consulting team based these program findings and comments from program assessment forms, discussions, and interviews with the recreation staff. The consulting team completed a programming meeting with staff, reviewed the existing inventory of programs and also toured parts of the system.

The District program staff selected the core programs to be evaluated and entered the data into the program assessment matrix provided by PROS. This report addresses the program offerings from a systems perspective for the entire repertoire of programs, as well as individual program information. It identifies key issues and presents recommendations for these issues, while also offering recommendations to elevate the core programs to the next level.

4.3.1 PROGRAM ASSESSMENT AND OVERVIEW

The District offers a wide gamut of programs and is especially proficient in its Special Event programs. Based on the community input process undertaken so far, a high number of residents were very appreciative of the nature and variety of recreation offerings. Some specific ones mentioned included The Comedy Theater, Chicken Festival, and Thursday Night Concerts etc.

Some overall observations from the program assessment sheets that were filled out follow:

- The **program descriptions** do a good job promoting the benefits of participation.
- **Age segment distribution** is good, but can be improved. One area of improvement is the high school age program that is currently at 9% distribution. Best practice systems tend to have this in the 12% - 13% range.
- There is a lack of balance in the distribution across various **program lifecycles**. An above average number of programs lie in the mature to declining stage, which needs to be addressed.
- There are several **similar providers** with the majority of them being neighboring agencies including City of Folsom, City of Roseville, Rancho Cordova Park District, Cosumnes CSD Park District, Sunrise Park District among others.
- Limited **program performance measures** tracked.
 - Several areas do track some program performance measures but these measures are not tracked on system-wide basis. Customer satisfaction rates are marginally tracked, while customer retention rate is one performance

measure that is not tracked at all. No performance measures are tracked for Facility Rentals, Health and Wellness or Leisure classes either.

- Good **volunteer support** for Special Events, Senior Programs and through the Community Partners program. However, there is an absence of a system-wide volunteer management approach.
- From a **partnership** standpoint, the Community Partners program is a good starting point and must be expanded. Currently, there exist limited partnerships with other surrounding municipal agencies (Junior NFL being one of the exceptions), which could be further explored.
- From a **marketing and promotions** standpoint, the staff undertakes a number of promotions with most programs using program guide, website, social networks, brochures / flyers and direct mail as a part of the marketing mix.
 - Good use of multiple mediums for special events, particularly Chicken Festival.
 - There seem to be minimal to no cross-promotions.
 - Customized email blasts can be increased; use of Web 2.0 technologies including social networks, micro-blogging, blogs / webinars / podcasts could be expanded.
- Most commonly used **customer feedback methods** are post program evaluations and the website.
 - Pre-program surveys are limited. Pre-program surveys are useful to gauge potential user interest before offering programs so as to limit cancellation rates and maximize resources.
 - Lost customer surveys would also be a valuable addition. By building a database of all past and present users, the staff can track lost customers on an annual basis. These could then be surveyed to identify reasons for customer drop-outs.
 - On-going online surveys through www.surveymonkey.com too could be employed.
- **Pricing strategies** are varied across the board and use a variety of strategies from competitor prices, cost recovery, customer's ability to pay, group discounts, multi-use discounts (for comedy shows) etc. This is a good practice and must be continued.
 - Additional strategies using prime-time / non-prime time rates could be employed to help alleviate some capacity utilization issues.
 - Facility Rentals do not seem to have any pricing strategy stated, but based on discussions with the staff, the Consulting Team believes pricing strategies are employed.
- **Financial performance measures** are inconsistent across the board. There is limited awareness of the cost per experience while cost recovery goals are not established

for all program areas. These are areas that could be improved to help the District move towards greater sustainability.

4.3.1.1 AGE SEGMENT DISTRIBUTION

In addition to the lifecycle analysis, staff also assessed age segment distribution of programs. The distribution follows:

- Preschool - 9%.
- Elementary Aged (K-5th grade) - 13%.
- Middle School (6-8th grade) - 15%.
- High School (9-12th grade) - 9%.
- Young Adults 18-24 - 12%.
- Adults 25-44 - 11%.
- Middle Age 45-64 - 15%.
- Seniors 65+ - 13%.
- Family Events - 4%.

The balance of age segment distribution is good but it can be improved. An area that stands out is the 8% distribution of high school age programs, which is among the toughest age groups to program for. Best practice systems tend to have this in the 12% - 13% range.

The demographics report depicts that the U-18 age group comprises 21% of the total population currently and it is projected to further decrease to 18% in the next 10-15 years. However, as seen in the list above, the program distribution by age segment has almost 40% of the programming dedicated to those age segments. On the other hand, the programs for 45+ age groups comprise 28% of the total program offerings, but that age group comprises 48% of the total population based on 2009 population estimates.

The District should review the age segment distribution on an annual basis and ensure that age segments show good balance throughout. In reviewing age segment growth over the next five years, the greatest percentage growth areas will occur in all age segments over 55.

Also, rather than categorizing the 55+ market as one program area, the trend is moving toward having two to three segments of older adults. The District must look into further splitting program offerings into 45-54, 55-65 and the 65-75 and the older segments.

4.3.1.2 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis by staff members. The listing of programs is included in **Figure 87** at the end of this section. This assessment was not based on quantitative data, but based according to staff's knowledge of their program areas. The following list shows the percentage distribution of the various lifecycle categories of District's recreation programs.

- Introduction stage (New program; modest participation) –26%.
- Take off stage (Rapid participation growth) – 11%.

- Growth stage (Moderate, but consistent participation growth) – 6%.
- Mature stage (Slow participation growth) – 40%.
- Saturation stage (Minimal to no participation growth; extreme competition) – 11%.
- Decline stage (Declining participation) – 6%.

These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed in the program worksheets. The lifecycles indicate a lack of balance with 40% programs being in the Mature stage. The consulting team recommends a percentage of 60% combined in the introduction, take off and growth stages. For the District, this percentage is at 43% which indicates that there is room for improvement.

While there are a high number of programs in the Mature to Decline stage, it is worth noting that some of the programs designated as mature have continuous strong appeal (for example, Senior Luau) and show no signs of declining. Based on discussions with the staff, there is also a sense that the growth in some program areas may be hindered due to limited indoor recreation space.

The overall strategy includes moving more Mature and Saturated programs to the Introductory, stage and continuing to add newer programs based on community needs and trends. Additionally, programs in the Decline stage must be closely reviewed to evaluate repositioning them or eliminating them in the future. Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the District could include a performance measure of percentage of total number of new programs offered annually as an incentive for more innovation.

An example of promoting innovation in the recreation program development culture could include developing a network of national best-in-class agencies and creating an on-line discussion about programming trends.

From a strategic perspective, based on continuous increases in programs, the District needs to identify ways to increase capacity for recreation programs through better prime-time versus non-prime scheduling, new or expanded facilities and partnerships / leases or agreements with similar providers to carve distinct market niches.



Stage in Program Lifecycle					
Introduction	Take-Off	Growth	Mature	Saturated	Decline
Health & Wellness Classes- Fencing	Chicken Festival	Leisure Classes- Family pottery	Adult Softball	Health & Wellness Classes- Yoga	Leisure Classes- Breakdancing
Health & Wellness Classes- Mind body wellness	Comedy Shows	Leisure Classes- Staging fun and more	Adult Basketball	Health & Wellness Classes- Senior stretch	Leisure Classes- Creative jewelry
Leisure Classes- How to be a princess/pirate	Easter	Youth Sports Tiny tots	Summer Camp	Health & Wellness Classes- CPR First Aid	Leisure Classes- Baby signs
Leisure Classes- Mommy & me art classes	Garage Sale		Health & Wellness Classes- Kenpo Karate	Health & Wellness Classes- Tennis	
Leisure Classes- Baking Classes	Kids Art		Health & Wellness Classes- Skateboarding	Leisure Classes- Adult pottery	
Leisure Classes- Paint your own pottery			Health & Wellness Classes- Kidz love Soccer		
Leisure Classes- Certified baby sitting			Leisure Classes- Youth Dance		
Leisure Classes- Ink & Oil on glass			Leisure Classes- Parents night out		
Leisure Classes- Scrapbooking			Leisure Classes- Wee chefs		
Leisure Classes- Ink & Oil on glass			Leisure Classes- Kids chefs		
Leisure Classes- Parenting			Leisure Classes- Skate deck creations		
Youth Sports JR NFL			Leisure Classes- Dog obedience		
			Leisure Classes- Country line dancing		
			Leisure Classes- Ballroom dance		
			Leisure Classes- East coast swing		
			Leisure Classes- Round dance		
			Senior Programs PASA		
			Senior Programs Luau		
			Youth Sports Tiny tots		
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation

Source: Client

Note: Each program or class in core program has been broken into the various stages of the lifecycle based on the definitions provided at the bottom of the chart.

Figure 87 - Stage in Program Lifecycle

4.3.1.3 CORE PROGRAMS

The consulting team believes in the importance of identifying core programs based on current and future needs. This assists in creating a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The core program philosophy assists staff in being able to focus on what is most important. Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years).
- Offered 3-4 sessions per year.
- Wide demographic appeal.
- Includes 5% or more of recreation budget.
- Includes a tiered level of skill development.
- Requires full-time staff to manage the program area.
- Has strong social value.
- High level of customer interface exists.
- High partnering capability.
- Facilities are designed to support the program.

During the programming meeting with the staff, the following core program areas were identified:

- Adult Sports.
- Camps (Camp Fair Oaks).
- Classes (Health and Wellness, Leisure).
- Rentals.
- Senior Programs.
- Special Events.
- Youth Sports.

Other individual programs also include Community Partners programs and Fair Oaks Youth Advisory Board (FOYAB).

4.3.1.4 PROGRAM RANKINGS

As part of the Master Plan process, the consulting team prepared a priority needs assessment of facilities and programs based on community needs assessment survey data, community input, and consultant evaluation. As can be seen in **Figure 88**, the highest priority program areas to concentrate on in the future include:

- Adult Fitness and Wellness Programs. (e.g. Yoga, Tai Chi, Pilates, regular fitness classes, nutrition programs etc.)
- Outdoor Skills Programs (e.g. Rock climbing and canoeing / kayaking to outdoor exercise, meditation, ropes courses etc.)
- Youth Sports Programs
- Youth Learn to Swim Programs
- Senior Programs

An infusion of new programs must be evaluated based on the amount of available program space, given its limited availability. Furthermore, programs in the decline stage should be considered for removal to accommodate other new programs that are better aligned with community need. *Note: It is important to clarify that these priorities are derived based on the methodology described on the previous page and are reflective of the community's priorities only. They are not a value judgment by the District. All the programs in the list below are accessible to the entire community.*

Fair Oaks Program Priority Rankings			
	High	Medium	Low
Adult fitness/wellness	1		
Outdoor skills	2		
Youth sports	3		
Youth Learn to Swim programs	4		
Senior programs	5		
Visual/Performing Arts	6		
Adult sports programs	7		
Community-wide special events		8	
Tennis lessons, clinics and leagues		9	
Gymnastics and tumbling		10	
Martial arts programs		11	
Youth summer camp		12	
Before/After school		13	
Environmental education		14	
Youth fitness/wellness			15
Equestrian programs			16
Youth life skill			17
Pre-School programs			18
Birthday parties			19
Programs for the disabled			20

Figure 88 - Program Rankings

4.3.1.5 RECOMMENDED CORE PROGRAMS

The following list includes recommendations to reposition current programs or add newer core programs to the existing ones:

New Program Areas

- Fitness and Wellness programs (Adult and Youth combined)
- Outdoor skills / Adventure programs (Adventure Trips, 5K races, Bi-athlons, Triathlons etc.).
- Visual and Performing Arts programs.

Repositioned Program Areas

- Active Adult Enrichment Programs (as opposed to Senior Programs).

While PROS understands, that staffing resources and limited availability of space may hinder some of the program growth efforts, it is essential that the staff commit to a concerted effort towards expanding / repositioning these core program areas.

As seen in **Figure 88**, based on the Program Priority Rankings community needs assessment survey, **Adult fitness and wellness** activities are the most important program category. Currently, there are some fitness and wellness classes offered through private contractors but there is room for growth. Given the community's high need and the aging population trend, Adult Fitness and Wellness programs are increasingly in demand nationwide. On the other hand, with the increasing focus on childhood obesity, more and more parents are concerned with ensuring a healthy occurrence of fitness and wellness activities in their kids' lives. Thus, an initial core program area focused on Fitness and Wellness with an eventual goal of splitting into Adult and Youth focused program areas, would be recommended.

Nationally, **Outdoor skills / adventure programming** is a growing trend. This can include rock climbing, canoeing, kayaking, paragliding, dirt biking, driving off-road vehicles, running, and triathlons. The staff can add in outdoor adventure trips too as a new program area. Orangevale Park District has recently partnered with Collette Vacations and All West Tours to offer guided tour vacations and day trips. District could evaluate the option of doing something similar for adventure sports trips as well.

From a running / triathlon standpoint, there is an opportunity to create a branded special event similar to the Fair Oaks Chicken Festival or even in conjunction with it. The District Chicken Festival 5K / 10 K / Half Marathon could be good events to extend the festivities and widen the potential visitor base. The largest growth segment by age for triathlons is the youth market. In particular, the women's market is the fastest growing segment in the sport of triathlon. According to USA Triathlon, USAT female membership has increased from 11% in the early 90s, to 37% today. There could also be an opportunity to have an indoor-outdoor hybrid triathlon in partnership with Orangevale Recreation and Park District using their aquatic facility.

With the renovation of the Veterans Memorial Amphitheater, the community will have a facility that matches its interests and leanings towards performing arts. District could

certainly leverage that space to provide opportunities for **Visual / Performing Arts programs** that have emerged as an important and unmet need for the community.

In addition to the new core programs, it would be useful to **reposition Senior programs to Active Adult Enrichment programs** and develop it in conjunction with PASA. The word senior has often times been linked to a negative connotation among the current audiences, especially the active baby boomer population. This would allow for greater participation in the program areas and maximize outreach to all 55+ age segments. Going ahead, a recommendation is to further segment within these age segments to introduce 55-64 and 65+ programs. As observed, 55 year old participants have substantially different recreation needs than 70 year old participants and this would ensure a more focused approach towards serving the community's needs.

4.3.1.6 BARRIERS TO RECREATION PROGRAMMING PARTICIPATION

Along with tracking participant interest and participation in various programs, another important area to investigate further is examining reasons why people do not participate in District's programs. One of the community survey questions asked, "What prevents households from participating in programs?" The four most significant reasons were:

- Too busy – 38%.
- Desired program or facility not offered – 18%
- Program times are not convenient – 18%.
- Do not know what is being offered – 16%.

Since previous survey results are unknown it is difficult to establish how the current 31% participation rate ranks in comparison to past data. However, going forward District should continue to track this number over time to establish trends in participation. Average national program participation trends are around 30% - 32% as obtained from ETC Leisure Vision Institute database and based on the Consulting Team's operational experience. Keeping that in mind, it is encouraging to know that Districts are on par with national practices.

In order to move from its current position to best practice rates of over 40%, District must undertake a root cause analysis to delve deeper into the stated causes of non-participation that are stated above. This determination could be difficult, as non-participants generally do not feel motivated to attend a focus group or complete a survey about why they do not participate. One method for this includes participant interviews at the District special events. Also, lost customer surveys by tracking past participants to identify reasons for discontinuation would help shed light on areas of improvement.

For **program times**, conducting informal surveys (offline and on the website) and focus groups could help identify convenient program times that may help increase participation. For **desired programs** not being offered, by way of the program priority rankings, the Consulting Team has provided a listing of programs that had the highest unmet need and importance ranking as chosen by the respondents in the community-wide survey. **Lack of awareness** about District offerings could be partly attributed to insufficient or improper marketing and outreach the community.

It is interesting to note that despite the current economic conditions, less than 10% of the respondents have stated 'fees are too high' as a barrier to participation. This certainly alludes to the fact that the programs are well priced and, in some cases, maybe even underpriced. As can be seen from another survey response, when questioned about the 'overall value' that the household obtains from District facilities and programs, only 3% stated they were somewhat dissatisfied with it.

Overall, the District does have encouraging participation rates and by addressing issues that can be internally controlled (increasing awareness, offering programs and timings that the community needs); there is no reason why participation rates cannot be further increased.

4.3.2 PARTNERS / SPONSORS AND VOLUNTEERS

Currently, there is a good level of support for some of the special events but not adequate system-wide sponsor / partner support. The 2009 sponsorship proposal for Chicken Festival was well done and highlighted multiple facets of the festival and its importance to the community. More importantly, it focused on how the potential partner / sponsor could benefit from supporting the festival, which is a very good practice. There are also individual sponsorship proposals for Easter Extravaganza and Kids Art but there is a lack of packaged offerings for sponsors. From a system-wide standpoint, Districts in the process of developing a sponsorship brochure that can be used to promote and sell the benefits of partnering with the District.

One of the key ways in which the sponsorship brochure can help District evaluate its return on investment (ROI) for sponsorships / partnerships is by providing tangible metrics (participants) for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively. Additionally, recognizing all existing or past sponsors for their support would certainly help build goodwill. The brochure's images could provide some sample images of promotions that may have been done or could be done. The images should also focus on reflecting the diversity of the participant base in a multi-cultural place like Fair Oaks.

It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Providing sample packaging options that tie-in some signature special events such as the Chicken Festival with some of the less popular events would ensure that the staff up-sells events that may not get sold otherwise, while the partner gets more bang for their buck.

The ability to offer a potential partner / sponsor the chance to maximize the experiential marketing opportunities they offer is a huge plus. As an example, using Dell or Apple signage and images would not hold the same value as Dell or Apple products being displayed at the event where the users have the ability to touch and feel the product i.e. experience the product they may want to purchase. Additionally, promotions via coupons / discounts etc. that are shown to directly impact sales are powerful tools and could be used for local businesses.

Also, as mentioned in the partnership assessment report, the District must develop and implement a partnership plan for the next five years to maximize existing resources and serve the community's needs. Identify potential partners, reasons for involvements and desired strategic outcomes from the given partnerships are important steps to bear in mind

as District embarks on expanding the partner / sponsor base. Additionally, teaching and training staff to negotiate and manage partnerships will assist in empowering them and helping ensure the successful implementation of partnership / sponsorship agreements.

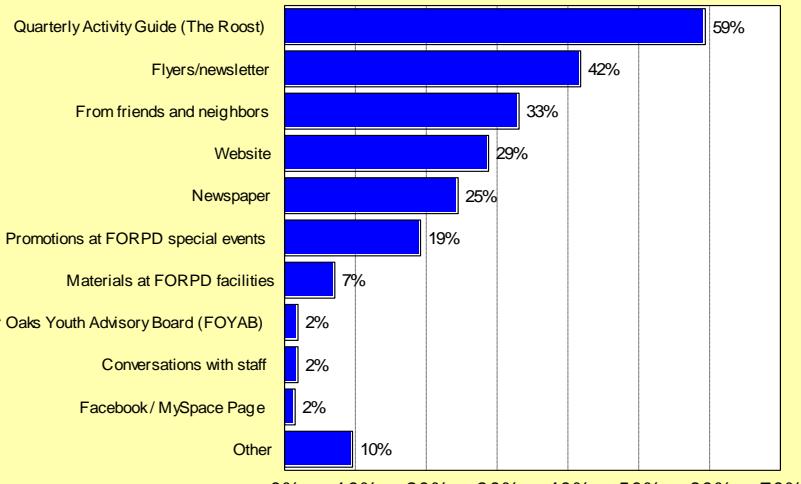
The District must seek to establish a volunteer coordinator or allocate a set portion of a staff member's time towards volunteer management. The focus of this position is to create a system-wide approach to targeting and utilizing volunteer support. Additionally, they must seek to enhance the desirability of volunteering for District's programs and events by developing a good reward and recognition system, similar to Frequent Flier airline programs. Volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events. District staff is already providing similar incentives with Preschool programs, among others. Other avenues include creating a volunteer section on the website as well as in The Roost. Also, good volunteer programs have an overall system in place for volunteer recruitment, retention, and recognition. Staff should also quantify the labor dollars which volunteers provide to the District and this should be communicated to all partners, stakeholders and community members.

4.3.3 MARKETING AND PROMOTIONS

This section reviews District's marketing approaches as well as key promotions and tactics. According to the community needs assessment survey (**Figure 89**), a very high percentage of residents acquire information about the District's offerings through Quarterly Activity Guide (The Roost) 59% of respondents get their information from this publication. Nationally, 48% of residents rely on their park and recreation program guide. The other most frequently mentioned ways that respondents learn about programs and activities include: flyers / newsletters (42%), from friends and neighbors (33%), and District website (29%).

Q16. Ways Respondents Learn About Fair Oaks Recreation and Park District Programs and Activities

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (January 2010)

Figure 89 - How Respondents Learn About Programs and Activities

Based on current marketing and promotions activities undertaken, as stated in the program assessment worksheets, virtually every program is promoted via the program guide, the website and through flyers and brochures / direct mail. Less than one out of five respondents chose 'Promotions at District special events' which indicates the limited presence of **cross-promotions** at such programs. It is imperative that District take advantage of the presence of high numbers of relative captive audience in the special event environment to promote its other offerings, programs, facilities and rentals.

An effective and affordable means of promotion is '**On-hold pre-programmed messages**' that highlight upcoming classes, events or key registration dates for everyone who calls in to District. **Emails blasts** are being currently used for special events and classes, but could be expanded to Adult Basketball, Junior NFL and other areas. Email blasts are a very useful promotions tool since they are cost-effective and offer the ability to customize the message to individual groups. Additionally, the use of **Web 2.0 technology** is employed but not to its fullest extent. District has a Face book and MySpace account which is being used sparingly and does not seem to have a strategy to maximize outreach and solidify the brand. Additionally, there is an opportunity to expand into other elements of social networking and Web 2.0 with **Twitter, Blogging, Podcasting and Webinars**.

Face book – Teens are the main target of this movement, but more and more the participant base is expanding to include young moms and middle-aged adults. District could utilize Face book to:

- Provide a plethora of free and constantly updated information, including weekly calendar updates with events and programs.
- Control the message and identify how the target market responds to it.
- Display pictures and clips from special events such as the Chicken Festival.
 - Allow controlled 'user generated content' by encouraging users to send in their pictures from the District special events or programs they participated in.
- Introduce Face book-only promotions to drive greater visitation to Face book.

Twitter – can be updated daily/hourly with promo codes and special events also.

SMS Texting – Current research shows that approximately 1,742 texts are sent and received per month by teenagers. Given that almost one out of four individuals in the Fair Oaks service area is under the age of 19, there is an opportunity to target them through text messaging. By utilizing text messaging, the District can also better track Return on Investment (ROI). Some specific advantages of utilizing SMS include:

- Using different short codes, one can track exactly where the customer saw the promotion – if it were via the newspaper, billboard, or television/radio commercial. In using the short codes, the organization can determine which avenue of advertisement reaches the most customers.
- SMS prompts people to respond; thus, offering a promotion with a relatively short shelf life encourages people to act immediately that may not have otherwise.

Blog – This could be written by alternating Board or staff members or could be ‘from the Administrator’s desk’ where upcoming events, past successes or plain community outreach could be undertaken. This is a very personalized form of communication and helps build an affinity for the staff and Department as a whole. However, blogs do offer an opportunity for almost instant feedback which may need to be controlled or monitored on a regular basis.

There is also an opportunity to add a retail link to the website that could have branded merchandise currently sold at special events such as the Chicken Festival.

Webinars / Podcasting – These allow for a focused topic-based discussion where staff, FOYAB or PASA members, other special interest groups and community members at large can participate in the creation of a webinar or podcast that may be of interest. These could reside on the District website and users can be solicited on a monthly basis to provide feedback to identify the topics of most interest to them

Overall marketing efforts should follow a Department marketing plan, supplemented by business plans for core programs and facility operations. The marketing plan could set out the overall marketing direction for District while the business plans provide vision and direction for the individual core program areas.

4.3.4 INTERNAL CUSTOMER FEEDBACK

Customer service is at the root of the success of any organization. A true community-service organization prides itself on identifying its customers’ preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance.

Currently, the District does not have a system-wide approach but rather a program-wise approach towards garnering customer feedback. Most of the feedback is limited to ‘Post-program evaluation’. There are occasional instances of programs such as Summer Camps and Health and Wellness classes that seem to use the website to obtain customer feedback. Some other programs occasionally use on-site surveys as well.

The Consulting team recommends the use of ‘Pre-program survey’ and ‘Post customer surveys’ on a *regular basis*. *At the beginning of a year or a season, District could also conduct ‘Senior Open Houses’ or Focus Groups to provide users or potential users an opportunity to preview the upcoming program offerings and provide feedback on the types of offerings they would be most interested in.* This provides a constant input mechanism for programming ideas and ensures that offerings are need-based not personality based. Additionally, users are more likely to participate in programs that they have had a chance to provide input on.

It is important that District capture the customer feedback data and develop a database that can be used over the years to track trends and changes. The feedback obtained must be communicated with the District Board and staff so as to ensure an open and transparent process and one that looks at improving as a team without focusing on individual blame.

4.3.5 HR STANDARDS

From an HR standpoint, the Policy and Personnel manual was updated in 2009. Full-time staff has performance reviews in the first 90 days and six months, following which the

evaluations are done on an annual basis. There is, however, no documented process for performance reviews for part-time or seasonal staff. The Consulting team recommends that these are introduced and conducted on an on-going basis. In addition, volunteer review processes too should be established so as to ensure consistency in volunteer standards and manner of representation of Districting the community. Basic life safety training is provided to all full-time and summer camp staff. Specialty skills training and continuing education is provided on an individual basis. There is a lack of customer service training or marketing training for the staff, which should be added. In an increasingly multicultural community like Fair Oaks, diversity training too is an important component of the training mix.

As for instructors, there is an absence of quality control mechanisms or lessons plans to ensure effectiveness. Outside of post-program customer feedback, District does not undertake any mechanism of evaluating instructor performance. Having an on-going instructor quality check as well as establishing lesson plans at the beginning of each class would certainly help elevate the level of the offerings which would in turn enable District to price the programs to its true value.

4.3.6 SERVICE SYSTEM REVIEW

The relationship between the service delivery process and program revenues is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists in the District. As observed from the community input obtained, the District currently experiences a high level of customer satisfaction and the respondents are extremely satisfied with the value they obtain from the offerings. This section is intended to move the District to a higher level of sophistication in its service approaches.

It is important for the District to manage service as an overall system in which all program areas consistently apply similar service standards. This is first and foremost in working on continuously improving overall service excellence. One method to achieve this is to follow established standards for customer satisfaction. This can be accomplished through a cross functional ‘voice-of-the-customer’ team.

ISO 9000:2001 (International Standards Organization) develops standards for various industries worldwide). These are best-practice components that are employed across multiple industries as a mechanism of developing an overall excellent customer satisfaction system. District might consider adopting portions of these standards to improve customer satisfaction. These four components include:

- Top management commitment.
- On-going needs assessment of customers.
- Overall customer satisfaction system.
- Overall customer dissatisfaction system.

Top management commitment is demonstrated by allocating resources to continuously improve services, such as technology, registration system improvements, staffing to support excellent service, development of overall service training, and recognizing staff for excellent service. Part-time staffing recruitment, retention, salary and benefits were all mentioned as

concerns for delivering excellent service. This is an important area of improvement for the District.

Top management should regularly review data relating to customer satisfaction. This can be achieved by including customer feedback as a regular discussion item in staff meetings.

The **Needs Assessment Rankings** provided in **Section 2.4** are a good starting point in determining customer needs. This formalized approach should be completed approximately every five years. In interim years, it is helpful to do less formal approaches in determining customer needs by core program areas through program evaluations, consumer advisory panels, secret shoppers, and focus groups. Good service systems identify future customer needs as well as current needs.

Customer satisfaction rates should be included as part of a performance measurement system. Results should be shared with the Parks Board, staff, and the public. It is important to ensure that the evaluation criteria match the key customer requirements which should be established for each program area.

Customer satisfaction processes should occur not only with recreation programs, but also with general park maintenance and athletic field quality, new park design, and community events.

Another best-practice suggestion for enhancing the customer satisfaction process is to use the American Customer Satisfaction Index (ACSI) score criteria, developed at the University of Michigan. Their customer satisfaction index includes three overall satisfaction scores:

- How satisfied are customers with the District overall?
- How likely will the customer repurchase the program or service?
- How likely will the customer refer the service to a friend?

The averages of all three percentages are then included as one overall score. These questions should be included on all surveys and program evaluations.

Survey questions need to correlate with the most important customer requirements. No standardized process exists for determining customer requirements. The most effective method to determine important customer requirements is through interviews/focus groups with customers. Staff input into the process is valuable as well; particularly staff who interface with customers on a regular basis.

Good satisfaction measurement systems include performing additional methods beyond surveying and program evaluations. Many times, high satisfaction rates from surveys provide insignificant actionable data to determine improvements. This is true for the District as a result of high customer satisfaction, as indicated in the community input process.

Surveys are a good tool to measure current conditions. However, in order to keep ahead of customer demand and needs, the District should have some knowledge of future needs and expectations of customers.

Another component of excellent standards for customer satisfaction is the development of a system wide approach to handling **customer dissatisfaction**. Standards should exist for

handling complaints and inquiries. Furthermore, a database should exist that tracks all of the inquiries or comments about needed improvements. This information should be reviewed on a quarterly basis by the senior management team. Consistent suggestions for improvements or dissatisfaction areas should become a focus for the following year's strategic objectives.

As mentioned previously, a voice-of-the-customer team can be responsible for overseeing the service system. This is a cross-functional team comprised of several staff interested in service quality and they assume responsibility for overseeing the organization's service system.

This process ensures consistency in the customer experience throughout the entire organization. This team should have the responsibility of developing an overall customer satisfaction measurement system, the development of standards, and the development of customer requirements for core program areas. The team should also monitor customer service training.

The team should identify specifications for excellent service and develop an audit system to verify that specifications are being met by staff. The audit system could be performed by secret shoppers or staff members who do not have direct responsibility for an audited area. Audits can be as simple as a listing on a check list of important service requirements.

The voice-of-the-customer team can develop a District wide approach to service, supplemented by site-specific individual training and orientation.

4.3.7 INDIVIDUAL PROGRAM RECOMMENDATIONS

4.3.7.1 ADULT SPORTS (BASKETBALL AND SOFTBALL)

ANALYSIS AND RECOMMENDATIONS

- Both **program areas have some benefits listed but they are not an extensive as desired. The internal goals and desired outcomes are good.**
- Both are part of a core program area –Adult sports.
- **High competitive pressures** through the Sunrise PD, City of Roseville and Folsom Parks and Recreation, Rancho Cordova PD, Cosumnes CSD and Sacramento Softball Complex.
 - For adult softball, all but Cosumnes CSD is higher priced than District while for adult basketball; Sunrise PD and City of Folsom are similarly priced while the rest are higher.
 - This indicates that the **overall pricing of District adult sports offerings is on the lower end** of all comparative offerings.
- **Program in the mature stage** in the lifecycle (slow participation growth) and has **limited performance measures.**
- **No volunteer or partner support.**

- Add ‘on hold pre-programmed messages’, ‘email blasts’, ‘social networking’ and ‘blogs’ to the marketing and promotions mix. **Eliminate flyers and brochures** as they do not seem to provide an adequate return on investment.
- **Introduce post program survey and on-site surveys** as means of gaining customer feedback.
- Current pricing strategies are good but **District can include pricing by market rates** among its strategies for adult softball.
- From a financial standpoint, both leagues have demonstrated increasing revenue trends over the last three years, which is certainly encouraging.

4.3.7.2 SUMMER CAMP (CAMP FAIR OAKS)

ANALYSIS AND RECOMMENDATIONS

- This program **provides good benefits and outcomes** and also includes a description which makes it enticing for potential participants. This must be emulated for other program areas as well.
- Orangevale PD, City of Folsom, City of Carmichael and City of Sunrise all compete for this market, with prices both higher and lower than Districting comparison.
- **Program in the mature stage** in the lifecycle (slow participation growth) and has **good performance measures**. **It is recommended that District start tracking program retention rates** for this area.
- There is no volunteer support for this program area.
- District currently informally partners with San Juan School District to distribute flyers to the various schools
- Programs promotions are comprehensive, but the staff can add **on hold pre-programmed messages**, and ‘blogs’ to mix.
- Multiple methods of customer feedback, which is good.
- The only discount currently offered is group discounts. Factoring in **market rates and cost recovery goals as pricing strategies is recommended**.
- The registration process was simplified in the last two years to enable greater accuracy. The **revenue figures project an upward trend** which is encouraging.

4.3.7.3 CLASSES – LEISURE CLASSES / WELLNESS CLASSES

ANALYSIS AND RECOMMENDATIONS

- Both programs **provide good benefits** and outcomes though the descriptions are limited.
- Both programs are part of a core program area – Classes.

- **Competitive pressures exist** in the form of Orangevale PD, City of Folsom, Carmichael Recreation and Parks District and Sunrise Recreation and Park District and all of them are fairly similar on prices, with Folsom and Roseville being on the higher side.
- Both program areas have a good mix of **individuals programs that are spread over various lifecycles** from introduction (new program – modest participation) to decline (declining participation).
- **Absence of any form of performance measures** for both program areas.
- **No volunteer support** and the only partnership are with San Juan Unified School District for instructors to distribute their flyers in schools.
- **Variety of promotions mechanisms currently being used.** These include program guides, website, flyers and brochures; email blasts, social networks among others.
 - Some **additional recommended promotions** are on-hold preprogrammed messages, Twitter account, and Press releases or advertorials highlighting the importance of Health and Wellness in an increasingly unhealthy environment.
- Customer feedback mechanisms include post-program evaluation, website and user surveys.
 - Pre-program evaluations too would be a useful addition.
- **Some pricing strategies exist** such as residency, group discounts (for some classes) and scholarships, if required.
 - Consultant team **recommends extensive implementation of variable pricing strategies** for classes. Prime-time versus non-prime rates, weekday / weekend as well as pricing based on instructor quality should be implemented as a way of alleviating capacity issues and maximizing revenue opportunities that corresponding with value of services offered.
- No financial performance information available

4.3.7.4 FACILITY RENTALS

ANALYSIS AND RECOMMENDATIONS

- **The benefits are limited** and more focused towards how rentals help District.
 - The Consulting team recommends modifying the rentals to highlight the benefits of the rental facilities to potential renters and users.
- **Rentals are not a core program area at this point.**
 - There are a **large number of similar providers**, but only Cordova Recreation and Park District has fees similar or lower to District. However, the quality of the facilities too is a variable component that would determine the value charged for rentals.

- There is **no mention of lifecycle or facility performance measures** in place.
 - The Consulting team recommends initiating facility performance measures that evaluate customer feedback and satisfaction rates with rentals, facility utilization rates with prime-time and non-prime time capacity utilized etc.
- There are a **variety of program promotions currently undertaken**. Program guides, brochures, website and email blasts are the most effective currently.
 - Some **additional recommended promotions** are on-hold preprogrammed messages, Twitter account, and Blogs / Advertorials highlighting the availability and cost effective nature of rentals and the various organizations that currently use them within the District area.
- **Lack of customer feedback for rentals.** Only website is currently used to obtain feedback.
 - The Consulting team recommends conducting user surveys, post-customer feedback after rentals to identify relevant customer issues and identify ways to exceed customer expectations.
- There are **no pricing strategies mentioned** for rentals.
 - The Consulting team recommends re-evaluating the facility rental pricing on an annual basis to ensure the rental prices reflect the market prices and the true value of the facility. Strategies can include, weekday / weekend and prime-time / non-prime time pricing, resident versus non-residents and also group discounts for groups renting frequently.
- The financial performance measures demonstrate an increase in the revenues generated over the past three years, which is encouraging.
 - The **Consulting team recommends reassessing the extent of discounts offered** for 8-hour usage of indoor rentals. No more than a 10% - 15% discount should be offered on a per hour basis so as to offer a consistent discount across the Board and maximize revenue generating opportunities.

4.3.7.5 SENIOR PROGRAMS (SENIOR LUAU / PASA)

ANALYSIS AND RECOMMENDATIONS

- Both programs **provide good benefits and outcomes** and also include a description which makes it enticing for potential participants. These must be emulated for other program areas as well.
- **Both are part of a core program area** – Senior Programs.
- Orangevale PD and Sunrise PD both offer similar programs to that of District.
 - **District could explore a partnership** with either of them, to create a joint version of a program similar to PASA.
- Both **programs are in the mature stage** of their lifecycle (slow participation growth).

- Senior LUAU is a popular program and has a high number of program participants. There is a high level of customer satisfaction but it seems to be tracked informally.
 - The Consulting team **recommends implementing performance measures for formal customer feedback and retention rates** as a way of tracking program trends.
- **Good volunteer support** through the Rotary Club and Interact for the Senior Luau.
- **Senior Luau has limited partnership support** through Coca-Cola and Rotary Club.
 - The Consulting team recommends implementing recommendations provided in the partnership assessment report to identify potential partners and establish the nature of upcoming partnerships.
 - Potential partners for PASA could include computer literacy groups, tax preparation organizations, trips and travel organizers among others to offer programs and activities that may be of assistance to the senior audience.
- There are a **variety of program promotions currently undertaken**. Program guides, direct mail, brochures, website and email blasts are currently used.
 - The Consulting team recommends adding in on-hold pre-programmed messages, advertorials / blogs and web-based advertising and cut back on the extent of printed material.
 - Additional promotional opportunities include organizing another special event (in keeping with the stated goals of the District) at the beginning of the year to introduce PASA and solicit program opportunities most desired by current and potential users.
- **Post-program evaluations, website** and post-program evaluations are the most frequently used feedback methods.
 - Additional methods could include pre-program evaluations (as mentioned earlier)
- Pricing strategies could evaluate an increase in the annual dues for PASA to be at least \$2-\$4 a month as opposed to the current fees of less than \$1 per month.
 - The fees for Senior Luau, too, should be evaluated on an annual basis to ensure that they reflect the true value of the services offerings.

4.3.7.6 YOUTH SPORTS (JR. NFL FLAG FOOTBALL / TINY TOTS)

ANALYSIS AND RECOMMENDATIONS

- Both program areas **list some good benefits and outcomes**. **The description of classes for Tiny Tots program is limited** and can be expanded further to make it more enticing.
- They are **not core programs by themselves but a part of a larger core program area** -Youth Sports.

- There **exists some competition for these program areas** but only Sunrise Recreation and Park District is comparable on a price standpoint for Tiny Tots while the two program areas that are lower for Jr. NFL (Southgate Parks and Recreation and West Sacramento Parks and Recreation) are more than 25 – 30 minutes away and do not truly target the same market.
- The **programs are in varying stages in their lifecycles**. Tiny Tots is in the growth to mature stage (moderate to slow participation growth) while Jr. NFL is in the introduction stage (new program; modest participation).
- There are some existing performance measures with respect to participant and staff ratio but customer satisfaction or retention rates are not adequately tracked.
- There **exists some volunteer support for Jr. NFL** (through participants' parents) but more volunteers are required to serve as coaches.
 - The **Consulting team recommends implementing a volunteer recruitment program** to develop a volunteer base for the program area and District at large. Additional incentives such as discounted participation to other District programs would motivate potential volunteers and also help promote District's offerings.
- Jr. NFL has partnered with other neighboring parks and recreation agencies for its tournament, which is a good practice. Tiny Tots currently does not have partnership support.
- There are **various promotions undertaken** at this point. They include program guides and website, in-facility promotions and signage and brochures.
 - Given the target audience, the **Consulting team recommends adding in email blasts and social networks** to the marketing mix. Also, adding in on-hold pre-programmed messages would be useful.
- No public input is currently utilized for either program area.
 - The **Consulting team recommends adding in post-program evaluation, user surveys and website based input**.
- The **pricing strategies used include competition, market rates and customer's ability to pay**, which must be continued.

4.3.7.7 SPECIAL EVENTS (ON-GOING - GARAGE SALE / COMEDY SHOWS)

ANALYSIS AND RECOMMENDATIONS

- **Special Events is a programming area that District truly excels in** and the offerings are truly cherished by the community.
- **The programs provide good descriptions and outcomes.** The benefits for Garage Sale can be expanded further to make it more customer-focused as opposed to what the District provides.

- Despite Orangevale Recreation and Park District offering the same program (garage sale) less than 15 minutes away, **this program area has been in the take-off stage** (rapid participation growth) in its lifecycle for a long time.
 - Cosumnes CSD is the only provider of similar comedy shows and they are 45 minutes away. This would provide the District with a competitive advantage to establish price points that help maximize revenue generation efforts without over burdening the users.
- District could evaluate obtaining volunteer support for the garage sale by providing a discounted space to a volunteer.
- The comedy show has a partnership with California Limousines which is a good win-win partnership and similar partnership opportunities must be explored. Other community partners such as Fair Oaks Theater Festival and Fair Oaks Girls Soccer Team are also involved.
 - These programs offer an opportunity for additional partnerships which must be explored. One way to do it would be to package the partnerships for these smaller events with those for the larger annual festivals such as Chicken Festival / Easter Extravaganza etc.
- **Both programs use a wide variety of promotional methods**, which must be continued.
 - On-hold pre-programmed messages could be added in to serve as reminders of these upcoming events.
 - *Additional promotions as a way of driving greater number of users towards the online mechanisms would be to offer discount codes or freebies through the social networks, i.e. Face book / Twitter etc. to the early birds or the first person to show up with that code at the Comedy Show.*
- Customer feedback mechanisms for these programs are adequate.
 - A potential addition could be pre-program surveys for comedy shows to identify potential changes desired by the audience.
- Pricing strategies focus on multiple use discounts or market rates /cost recovery which is a good practice.
 - It is uncertain whether the cost recovery rates include a portion of indirect costs (staff time etc.) within them or not. The Consulting team recommends including these within the cost recovery goals going ahead.
- The participant rates were reducing from 2005 – 2007 but picked up significantly in 2008 for the Garage sale, which is encouraging. The comedy shows have been consistent over the last three years.
 - **The Consulting team recommends evaluating the pricing structure for these programs on an annual basis** to ensure they represent the change in market conditions and true value they provide in the area.

4.3.7.8 SPECIAL EVENTS (ANNUAL - CHICKEN FESTIVAL, EASTER EGGSTRAVAGANZA, KIDS ART FESTIVAL)

4.3.8 ANALYSIS AND RECOMMENDATIONS

- **All programs offer a good description of benefits** and outcomes and are an integral part of the community's programming expectations.
- **Programs are a part of the Special Event core** program area but are growing at a rapid pace, and one or all of them could well become individual core events going ahead.
- **There exists limited competitive pressure at this time.** Easter Extravaganza has some other similar providers while the other two program areas have no competition.
- **All program areas have been in the take-off stage in their lifecycle** (rapid participation growth) and are expected to demonstrate positive growth patterns in the years ahead.
- There are limited performance measures in place though in the case of special events, it is a challenge to accurately obtain retention rates or customer satisfaction rates.
- **There is good volunteer support** with each of the program areas having about 50 volunteers from the community to assist District staff.
 - As mentioned earlier, it would be useful for the District to establish a volunteer recruitment and management program that can help maximize volunteer use and also leverage volunteer support obtained for the large special events in other program areas.
- There exists partnership support for the different program areas but there **is limited packaging of offerings for partners / sponsors to up-sell the offerings.**
 - Also, as mentioned in the partnership assessment report of the Master Plan, the partnerships must be evaluated on an annual basis to ensure fairness and equity of offerings.
- **All program areas use a wide number of promotions and marketing methods,** which is encouraging. Some recommendations include:
 - Maximizing cross-promotional opportunities during these events to create maximum awareness about District facility and program offerings among the large audience present at these special events.
 - **Develop a micro-site focused on the Chicken Festival** that can further help enhance the brand name and identity of the festival. This can be connected to the main District website but is used solely to promote the Chicken Festival and its partners as well as provide users an opportunity to share their pictures and experiences during the festival.

- **All programs use adequate pricing strategies and customer feedback methods** and the events are free to the public.
 - A recommendation could be adding in website based feedback as well.
 - As for other program areas, District must evaluate pricing on an on-going basis to ensure it keeps up with market rates.

4.3.9 SUMMARY OF OBSERVATIONS

In evaluating all the information obtained from the community input, survey, and needs assessments, it would be fair to say that the District has been doing a good job with the limited facilities and resources they have. The lack of indoor recreation space does hinder the ability to maximize offerings for a variety of classes for all age groups. The Special Events are well run, with huge community support and are one of the most appreciated and cherished offerings in the community.

The community feedback has been very positive and staff interactions, program variety and value for money have been some of the biggest strengths. In terms of areas of improvement, lack of system-wide performance measures and tracking user data and customer feedback are the biggest ones to address. Reassessing existing partnerships to ensure maximum advantage for both sides is recommended. Also, focusing on marketing outreach, packaging and up-selling sponsorship opportunities and establishing a volunteer management program are areas that District must target in order to embellish its current offerings, operate efficiently and sustainably and continue to serve the needs of its changing audience.

CHAPTER FIVE - PROGRAM AND FACILITY NEEDS ASSESSMENT

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the residents served by Fair Oaks Recreation and Park District.

The Needs Assessment evaluates both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents of Fair Oaks' community to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in Focus Group meetings, Key Leader Interviews, and Public Forums.

The information in the Facility and Program Needs Assessment will be supplemented with the recommended Level of Service Standards and Equity Mapping to develop the strategic recommendations to identify the facilities/amenities and programs of highest priority for the community. These priorities will play a vital role in dictating the sequence and extent of implementation of the projects identified in the Master Plan Report.

Note: It must be noted that these results are due to community responses and the perceived highest priorities and unmet needs here may differ from those based on actual numbers provided through the Facility Standards and Equity Maps in Chapter 4.2.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance as noted below, a weighted value of 2 for the Unmet Desires means that out of a total of 100%, a value of 20% would be attributed to unmet desires or support identified in the survey in regard to the need or desire of this criteria to the ranking system.

This scoring system considers the following:

- Community Survey
 - **Unmet desires for facilities and recreation programs** – This is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their desires for facilities and recreation programs has been met. Survey participants were asked to identify their desire for or support of 25 different facilities and 20 recreation programs. Weighted value of 3.
 - **Importance ranking for facilities** – This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted value of 3.
- Consultant and Steering Committee Evaluation
 - Factor derived from the consultant and steering committee's evaluation of program and facility priority based on survey results, demographics, trends and overall community input. Weighted value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1), Medium Priority (2), and Low Priority (3).

The combined total of the weighted scores for Community Unmet Needs, Community Importance and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

Since this is a community-wide survey, it is obvious that amenities that benefit the widest demographic cross-sections of the community would tend to be ranked more higher than those that serve a niche market. Thus, it is typical in such assessments nationwide that broad categories, such as walking trails or neighborhood parks tend to rank higher than individual facilities or programs.

Figure 90 shows that natural surface trails for hiking and biking, neighborhood parks and Off-Leash Dog Parks were the top three facilities/amenities. *Note: Dog parks are a high priority but FORPD is currently meeting the standard as shown in Chapter 4.2. Outdoor swimming pools, too, are a high priority but that need will be addressed through partnerships with other agencies.*

Fair Oaks Facility/Amenity Priority Rankings			
	High	Medium	Low
Walking/bike trails	1		
Small neighborhood parks	2		
Off-leash dog parks	3		
Small family picnic areas	4		
Playground equipment	5		
Community gardens	6		
Outdoor swimming pools	7		
Indoor rec center/gym	8		
Indoor walking/running	9		
Indoor swimming pools		10	
Nature center		11	
Amphitheater		12	
Youth soccer fields		13	
Outdoor tennis courts		14	
Visual/performing arts		15	
Local history center		16	
Senior center		17	
Large community parks			18
Outdoor basketball courts			19
Youth baseball & softball			20
Large group picnic areas			21
Skateboard parks			22
Disc golf course			23
Adult baseball & softball			24
Youth football fields			25

Figure 90 – Facility / Amenity Priority Rankings

Figure 91 identifies Adult Fitness and Wellness Programs, Outdoor Skills and Youth Sports as the three core program areas that merited the highest priority.

Note: It is important to clarify that these priorities are derived based on the methodology described on the previous page and are reflective of the community's priorities only. They are not a value judgment by the District. All the programs in the list below are accessible to the entire community.

Fair Oaks Program Needs Assessment	High	Medium	Low
	High	Medium	Low
Adult fitness/wellness	1		
Outdoor skills	2		
Youth sports	3		
Youth Learn to Swim programs	4		
Senior programs	5		
Visual/Performing Arts	6		
Adult sports programs	7		
Community-wide special		8	
Tennis lessons, clinics and leagues		9	
Gymnastics and tumbling		10	
Martial arts programs		11	
Youth summer camp		12	
Before/After school		13	
Environmental education		14	
Youth fitness/wellness			15
Equestrian programs			16
Youth life skill			17
Pre-School programs			18
Birthday parties			19
Programs for the disabled			20

Figure 91 – Program Priority Rankings

CHAPTER SIX - OPERATIONAL ASSESSMENT

6.1 PROCESS

The Operational Assessment includes an analysis of the internal business practices of the Fair Oaks Recreation and Park District (“District”). This assessment is of vital importance as an agency’s ability to implement a Master Plan is heavily dependent upon the internal business processes, culture, and leadership qualities of the organization. In addition, the ability of the District staff to learn, grow, and develop competencies, aligned with strategy, is significantly important to the Plan’s success. The intent of the Operational Assessment is to provide feedback and recommendations about District’s operations and to provide suggestions about continuously improving and strengthening internal operations. Having good internal controls and practices in place provide the District with an opportunity to efficiently and effectively deploy excellent external customer service.

Recognizing the importance of staff involvement in a planning process, the Assessment significantly relies on thoughts and perspectives from staff members. The operational review included six staff focus group/interview meetings. In addition to the employee focus groups, existing Departmental documents were reviewed as well, including the existing performance appraisal form, personnel policy manual, the community input summary from the September public meetings, the previous District Master Plan, safety inspection forms and safety committee information, organizational structure, a review of the Human Resource Audit conducted in 2007, and the previous Operational Assessment completed in 2008.

All of the staff members were involved in responding to a series of questions addressing internal operations. Topic areas included:

- Direction setting
- Staffing
- Work schedules and work loads
- Organizational structure
- Departmental performance
- Technology
- Resources to do the job
- Financial systems
- Ensuring quality of operations
- Sustainability practices
- Human Resource requirements

6.2 SUMMARY OF FINDINGS

The description of the District can best be characterized as an organization that is in transition, moving from the leadership of a long tenured administrator to the leadership of a new administrator who is interested in driving accountability and developing more sophistication and efficiencies throughout operations. Historically, many processes have been sorely neglected, and as a result, remain far behind contemporary practices. For example, the budget process has been completed manually until recently, many policies are outdated, and the use of standards has not been deployed throughout the District. The brand and image needs a makeover as well, as there are elements of outdated practices as evidenced by the website, the logo, and a lack of uniformity of signage.

The District's culture is in a state of flux. This change is a difficult endeavor for leadership to manage successfully, as some employees have familiarity and comfort with the way the District used to be, while others embrace innovation and the desire to use more contemporary practices. The result is a clash of culture, in which competing forces exist between what was and what can be. The consensus of the employees' perspective was that the District has improved during the last couple of years. In addition, during the community input process, many participants expressed great appreciation to staffs' commitment to providing good services, which speaks well to the leadership of the District. However, while the District has improved, there are still many other opportunities for improvement, similar to what all organizations experience.

Specific attention to the overall work culture, the deployment of mission, vision and values, and continuously improving processes are all important foundations to the implementation of the Master Plan. The implementation of the Plan should begin with attention given towards further refining and clarifying the work culture and mission. Absent the development of this framework, the constancy of effort and discipline required for the implementation of planning will be difficult to achieve.

The starting point for this Assessment begins with a review of the previous Operational Assessment that was completed in early 2008. Areas of review for the initial assessment included:

- Strategic Planning
- Management/Leadership
- Performance Evaluations
- Training
- Organization
- Clarifying Duties
- Communication
- Documentation
- Compliance with the Law

- Human Resources
- Physical Work Environment
- Park Maintenance Standards and Best Practices
- Facility Needs
- Staffing Needs

While improvements too many of these have occurred, some of the issues still remain. Improvement has occurred in management/leadership, performance evaluations (a new form is currently being developed), communication, documentation, law compliance, and human resources. Others, such as physical work environment, strategic planning, training, and clarifying duties still remain. These are detailed further within this Operational Assessment.

6.3 INDIVIDUAL AREAS OF FOCUS

6.3.1 STRATEGIC PLANNING

The District continues to have a need for institutionalizing a strategic planning process as there currently is no strategic direction. The employees are hopeful the current Master Plan process will result in the District's ability to become more strategic in its approaches. Institutionalizing a strategic planning process includes the need for prioritizing strategic recommendations and annually tracking progress and measurement of results. Along with this, the District needs to have its strategies aligned with the needs of its residents, which suggests continuous efforts in system wide customer satisfaction measurement and needs assessments.

The Administrator and the direct reports to this position should be involved in operationalizing strategy. In addition, the Board needs to be involved in overseeing strategy. Strategic direction should be the primary focus of the Board. Some of the elements of successful deployment of strategy include the development of short, mid, and long term objectives, the assignment of responsibility to specific employees, updating the staff and board on the progress and completion of strategies, planning for human resource needs, and tying the strategy process to the budget process. After having successful experience with the development of organizational strategy, the next step is to cascade the strategy to individual departments.

6.3.2 MANAGEMENT/LEADERSHIP

This is another area that has improved, yet is still in need of further development. There is no prevailing leadership style in the District. A suggestion is to develop leadership guidelines that describe the desired leadership model. Currently, there is significant variation in the accountability exerted by various leaders. This inconsistency results in frustration for employees. There is a leadership vacuum at the supervisor level of the District. Specifically, these positions should be dedicated more towards the development of their staff, developing accountability, improving processes and operations, and reflecting the needs of the greater good of the District rather than focusing on day to day operations.

The supervisor positions need to transform more to a higher level of leadership. Typically in recreation and park agencies, these are superintendent positions.

In addition, attention should be given to identifying the core competencies of leadership and developing leaders according to these competencies. Leadership competencies can include items such as managing budgets, development of strategy, supervision of staff, coaching and mentoring, working effectively through and with others, and communication skills.

Currently, the District is working on improving the level of accountability from all employees. This is of critical importance in moving toward a best-in-class agency.

During the 2008 Operational Assessment, much of the analysis included comments about role clarification and relationship issues between the Administrator and Assistant Administrator. This has greatly improved. However, some struggles still exist, with role definition. Clarifying leadership roles and responsibilities and ensuring longevity of leadership contracts would be useful for the long-term growth and sustainability of the District.

An important element of leadership is the deployment of mission. While a mission statement exists, it needs to be reinforced through the hiring and orientation process, the performance appraisal process, and reward and recognition process. The mission includes elements such as strengthening community, supporting economic development, strengthening safety and security, promoting health and wellness, human development and others. Some of the pieces of this mission are evidenced throughout the District, while others are not. The mission statement should be re-visited to ensure its applicability to today's times. Also, good mission and vision deployment includes visual management, or showing visual evidence of the mission throughout the District.

6.3.3 STAFFING

In discussions with employees, most felt the staffing levels are adequate. However, almost all of the employees mentioned a need for more maintenance positions. This may or may not be an accurate assessment. Development of data using standards and performance outcomes to support this notion is necessary. Some of the work performed by the parks staff could be done by more extensive use of volunteers to provide special event assistance. Some of the job responsibilities are in a state of flux as a result of position vacancies. There are examples of very disparate job functions being completed by individual employees. Within recreation, there is a need to align the structure of programs with the results of the household survey. It was good that Recreation added health and wellness to one of the coordinator positions, as health and wellness programs generally are the most needed program area within communities around the United States. Recreation staff and other employees mentioned the need for part-time facility monitors for rentals.

In addition, recreation staff mentioned their desire to continue to add interns for administrative program support. Interns could be used year round to help with distribution of program promotional materials, assistance with special events, program evaluation process, and general support. Interns could also be used for marketing and promotional support. Another area of support could be provided by an executive assistant, in support of the Administrator and Assistant Administrator positions. This could help with improved

follow-through, allowing the two above referenced positions to concentrate more on strategic issues, and to provide overall office support for other areas of the District.

6.3.4 TECHNOLOGY

Overall, technology seems to be in relatively good shape. Currently, a technology replacement schedule is in the works. Most of the hardware and software are new. The recreation staff mentioned their desire to have Photoshop or other Adobe programs. The District will soon send out an RFP for Website improvements. Online registration works well through active.net.

The area missing in technology is the ability to harness information for decision making. Good technology operations provide information for decision making. For example, human resources could use an information system to track personnel data, including salary history and performance reviews. Knowledge of overall performance results would be helpful, and information systems could help in providing useable data for decision making.

Currently, there is no work order system in place. This process can be automated and provide better tracking and cost allocation. It can also assist in helping District determine the appropriate staffing level for parks.

6.3.5 EMPLOYEE GROWTH AND DEVELOPMENT

From a resource perspective, the District demonstrates a continuous commitment towards training for employees. This is greatly appreciated by the employees. In order to yield the best return on investment for training dollars, the District needs to align training dollars with the development of competencies and skill areas for employees. Most of the training dollars are geared toward conferences. These benefit individual employees greatly, while providing valuable networking opportunities. However, there generally is no relationship between skill development and conference learning.

A greater portion of the training budget should go towards training in areas such as computer skills, playground inspections, use of active.net registration systems, vehicle and equipment use, and leadership development. Many low cost opportunities are available in the form of webinars and online learning. In addition, the overall training opportunities should be evaluated on a regular basis to develop training improvements. It would be helpful to initiate individual career development inventories, aligning the career needs of the employees with the needs of the District.

Additionally, as a result of the smaller size of the District, it would be helpful to cross-train job responsibilities as much as possible to ensure coverage of duties while a staff member is out of the office. The front desk is challenged with coverage as a result of the part-time position being a 20 hour a week position and cannot always provide coverage for the full-time staff person when help is needed. When employees leave the District a huge void exists. Cross training may help to alleviate this situation when it occurs.

6.3.6 HUMAN RESOURCES

The human resource area has improved as a result of having a dedicated staff person overseeing HR functions. A few examples of this include greater attention to safety, the

significant revision to the personnel policy manual, work in progress to improve the performance appraisal form, and general employee relations. Some staff mentioned their interest in having a mid- year review in addition to the usual annual performance review. In addition, job descriptions are currently in the process of being updated, which will assist with role clarification and identification.

Human Resources would like to continue improving and expanding a commitment to safety through additional training, inspections, and an overall organizational commitment to safety within the District's work culture. The District now has a safety committee that includes employees from all areas of the organization. The committee is working on improving the inspection process. The committee also does the important job of analyzing employee and patron accidents, determines the causes of the accidents, and recommends improvements to safety processes.

An important area mentioned in the previous Operational Assessment was the office space configuration and lack of sufficient space for employees. This still remains as an issue as employees continue to work in cramped spaces. In addition, there are no areas within the administrative building that foster good communication and dialogue or allow privacy for employees doing performance reviews or meetings.

6.3.7 COMMUNICATION

It has been PROS' experience that invariably, the relationship between parks and recreation is problematic. However, in the case of District, this does not exist as the relationship has been characterized as being extremely good. Parks staff provides a high level of support for athletics and special event activities. The District deserves high praise for exemplifying good relationships. This exists not only between parks and recreation but among other areas of the District as well. Employees believe cooperation and teamwork is generally very good. This is important as many organizations experience significant process waste by the inability to work well with one another.

Communication is helped by quarterly employee meetings with the Administrator. In addition, the Administrator has weekly meetings with supervisors. This is repeated within Administration and Recreation. The only comment for improvement included a couple of staff mentioning that while communication is generally good, they are not always informed of important information they need to know. They feel there is an environment of them being told just what they need to know and nothing more.

6.3.8 OPERATIONS/PROCESS IMPROVEMENTS

There were many comments related to District operations, processes, and policies. Most employees commented about a lack of policies, as well as having very outdated policies. Many examples exist in the accounting and payroll area. There is a need to improve payroll and accounting policies and procedures and develop separation of duties to ensure good checks and balances of staff having cash handling, payroll, and accounts receivables and payables. The invoice process goes through many steps, is touched by many levels of inspection, and can be streamlined. Many accounting and payroll policies are currently being developed or improved.

Within recreation, the staff developed a recreation program manual that outlines recreation programming processes. This is good practice and should be repeated in other areas of the District.

Special events are a significant part of the District's service delivery system. There is no cost benefit analysis done, as true costs for the events including park maintenance labor are not identified. All events should have an expense and revenue detail and include all labor costs associated with the event. There may be opportunity to have volunteer support to help with event labor costs. An analysis should be completed every couple of years to ensure that events match community needs. Many times events are offered and continued to be offered solely because they have been held for years. There may be an opportunity to decrease the total number of events and concentrating on those events that produce the greatest monetary and nonmonetary benefit to the District. In addition to developing cost of service analysis for special events, this analysis should also be completed for core programs. This should include developing a pricing policy and guiding the recreation staff in using a more sophisticated approach to pricing.

As mentioned previously, the use of data for decision making is needed in order for employees to make good decisions for the District. In addition, a performance measurement system should be developed in order for the staff and Board members to know how the organization is performing. After an organizational measurement system is put into place, measures could also be developed for recreation, parks, and administration. A good rule of thumb is to have no more than 12-20 organizational measures and fewer than 10 departmental measures for each department.

The District should use recreation, design, and maintenance standards in its operations. Park maintenance should have a certified playground inspector on staff. Until the time someone is certified, the District should contract with an individual to perform inspections, as well as general routine park inspections. On a less frequent basis, an ADA assessment should be completed.

Another area reviewed included sustainability efforts. The District has just begun developing more of a commitment to green practices. A sustainability audit is attached as an appendix to the report to provide an overall framework for the development of sustainable practices. The development of practices should begin with a Board adopted policy. Then, complete the sustainability audit and develop an action plan for improvement areas.

6.4 RECOMMENDATIONS FOR IMPROVEMENT

- **Develop an ongoing strategic planning process** to implement the new Master Plan. This includes assigning responsibilities, developing timeframes, reviewing strategic objectives on an annual basis to determine any changes in the process or in priorities
- **Develop a performance measurement system** to determine organizational performance results and share these results with board and staff on a quarterly basis, using technology for data mining

- **Develop a list of guidelines** that outlines the desired leadership competencies of the District that result in greater accountability from all leaders
- **Deploy the mission of the District** that includes visual management (showing visual evidence of the mission statement) and reinforce in hiring, orientation, and performance appraisal process
- **Continue role clarification between the Administrator and Assistant Administrator positions**
- **Further review the staffing level of park maintenance employees** to ensure adequate numbers of parks staff
- **Consider adding an executive assistant position** to assist with overall administrative support
- **Develop cross training opportunities**, where appropriate
- **Provide more strategic focus** from the supervisor positions
- **Develop cost of services** for key programs, facilities, and special events
- **Develop a pricing plan** for the District
- **Develop core competencies for District positions** and align training dollars around the development of these competencies
- **Develop an evaluation process** for training and development
- **Develop better office space** for employees
- **Perform a policy review** and identify policies that need updated, and identify policies that do not exist and need to be developed. In addition, develop a documented process to continuously review existing policies
- **Develop standards** for recreation programming, park maintenance, and design, including signage
- **Ensure a staff person becomes a certified playground inspector** and improve overall inspection processes of playgrounds, facilities, and parks, including maintaining a regular process for inspections and documentation of results
- **Develop an organizational culture that supports sustainability efforts**, develop a sustainability policy, and complete a sustainability audit

CHAPTER SEVEN - ACTION STRATEGIES AND RECOMMENDATIONS

7.1 VISION

The following vision presents how Fair Oaks Recreation and Park District desires to be viewed in the future:

“To be the primary recreation provider of choice for the Fair Oaks community”

7.2 MISSION

The following is the mission of Fair Oaks Parks and Recreation District which describes how the District will achieve the vision:

“Our mission is to maximize all available resources to deliver well maintained parks, high quality recreation facilities, programs and events. We will do this through effective partnerships with other service providers thus helping meet the quality of life expectations, building community pride, and supporting the economic goals of the community. We will measure our success by providing adequate access and connections to trails, parks, sports and recreation facilities that meet the needs of our citizens and visitors to our community.”

7.3 COMMUNITY VISION FOR LAND ACQUISITION

“Our vision for park lands and open space is to acquire or lease the appropriate level of park type experiences to equitably meet the access levels desired by the community for neighborhood parks, community parks, connected trails and sports fields in the District.”

7.3.1 GOAL

Adopt and acquire 5 acres of park land per 1,000 residents with a balance of neighborhood and community parks and connected trails.

7.3.1.1 STRATEGIES & TACTICS

- Acquire and / or lease neighborhood parks in underserved areas of the District
 - Acquire and develop a balance of neighborhood parks over the next 10 years in underserved areas of the District working with San Juan School District (SJUSD), developers and / or Sacramento County
 - Lease or acquire lands in redevelopment areas of the District for neighborhood parks
 - Develop a land acquisition policy and criteria to meet the land standards desired based on equity maps
- Develop with SJUSD recreation sports facilities that incorporate the District’s needs and the School District needs while meeting the youth sports needs in the community

- Develop with SJUSD joint school sports facilities that incorporate recreation amenities on school sites that benefit the schools and the community needs as a whole
- Adopt parkland and trail standards as outlined in the Master Plan to meet existing and future population needs of Fair Oaks residents for the next 10 years
 - Seek out additional dedicated funding sources for park land acquisition to obtain the appropriate levels of property for parks and a connected trails system such as a real-estate transfer fee (e.g. San Mateo) or updated impact fee
 - Work with the Department of Transportation for the development of a trail system along Hazel Ave
 - Work with Sacramento County to lease or acquire land for easements for access to county trails and the American Parkway
 - Develop interconnected network of walking / biking trails that enhance pedestrian access within the District
- Update existing parks and amenities in key community and neighborhood parks
 - Update park amenities to serve a wider age segment of users and update existing master plans as part of the process
 - Develop individual park master plans for specific parks in the system
 - Update parking, roads, security lighting, restrooms, picnic shelters, sports fields, signage, and outdoor loop trails in existing parks
 - Where appropriate, provide more multi-functional sports fields where fields can be added on existing park property
- Develop consistent maintenance and horticulture standards for parks in the District and design to these standards
 - Develop a cost of service program to determine true cost for park maintenance and horticulture standards and determine adequate tiered levels of park maintenance the District can support
 - Develop park design standards and tie them to maintenance standards in parks
 - Develop horticulture standards for the park as it applies to trees, landscaped areas
 - Develop standards for turf management including irrigation of parks, and managed natural areas

- Protect the natural areas in the District working with conservation partners
 - Map critical natural areas in the Parks
 - Work with District environmental groups to preserve sensitive areas from negative impact of users
 - Identify funding from conservation agencies to manage natural and sensitive areas in the District parks

7.4 COMMUNITY VISION FOR RECREATION FACILITIES

“Our vision for recreation facilities in the District is to provide for the needs of the all residents based on the recreation and amenity standards outlined in the Master Plan that support the existing and future populations of the District.”

7.4.1 GOAL

Meet the recreation and amenity standards outlined in the Master Plan to support a variety of users and experiences in the District.

7.4.1.1 STRATEGIES & TACTICS

- Aggressively seek to acquire or lease Fair Oaks Elementary School from SJUSD or build a specific new community recreation center to meet the community's expectations for indoor recreation space
 - Meet with SJUSD about leasing or purchase Fair Oaks Elementary School as a community recreation center for people of all ages in the District
 - Evaluate the feasibility of developing a new recreation center for Fair Oaks residents to meet the indoor recreation needs of the community
 - Develop an indoor multi-generational facility for people of all ages that incorporates aquatics, gyms, fitness-related facilities, program spaces, meeting spaces, senior/retiree spaces, teens spaces and creates a community gathering space for District residents
 - Incorporate a feasibility study and business plan for each recreation facility developed to determine true cost to build, finance, operate and incorporate appropriate level of user fees to offset operations of the facilities developed
- District must lead the process to District's master plan for the Village and Plaza Park to provide an appearance of one unique park versus two separate parks and include the District's other administrative facilities as part of the master plan update
 - Work with existing partners in the Village who have used the Clubhouse for years to participate in funding the updated improvements for the Clubhouse
 - Re-design / renovate the Clubhouse to cover operational costs as much as possible
 - Seek voter support for improvements to the Clubhouse and a new multi-gen recreation center

- Update the two park areas, existing District facilities and parking to improve flow and usage for special events to bring the community together in the downtown area of the Village
- Seek to develop a public/private partnership with parking developers to build a parking facility in the Village and where funding is not available to do it solely with the Village or District resources
- Renovate existing recreation facilities where the need exists to meet the unmet needs of users in the District
 - Update existing park master plans and remove underutilized amenities and replace with amenities that are most needed by the community today
 - Undertake comprehensive ADA accessibility review of all facilities in the system
- Incorporate program spaces for active senior/retiree services, community meeting and program space in any new recreational facilities developed or renovated
 - Work and partner with local community groups on developing specific program space in any new or renovate recreation facility space developed
 - Develop partnerships with all special interest groups for special designed program space to cover operational costs before construction takes place
 - Develop additional adult program space that includes meeting areas for the community
- Develop a partnership policy and partnership program plan for all recreation facilities developed
 - Develop specific program plans for aquatic facilities, community center, sports complexes, and special-use facilities with special interest groups and other public recreation providers in the District region to cover operational costs
 - Partner with other service providers to provide operational and capital costs for any new recreation facility where possible
 - Develop a pricing policy to support operational costs and cost recovery goals to build equity and fairness into operational use by special interest groups
- Add core program staff to program recreation facilities, if developed
 - Add specifically trained staff in the special types of programs to be provided for any recreation facility that may be developed
 - Incorporate contract instructors and operators for all special-use facilities, if created, with a 55%/45% or a 60% / 40% split
- Develop a trail system that connects attractions in the District that includes, parks, schools, and the downtown Village to build a connected system and promotes wellness and fitness in the District

- Work with Sacramento County in connecting Fair Oaks Park District trails to the American River Trail system to build access for District residents on existing District trails
- Contract with Sacramento County trails coordinator to acquire and build the trail and greenway system in Fair Oaks
- Develop specific fundraising strategies for development of trails in the District including seeking grants to fund the acquisition and development of the District's system
- Develop a parks foundation to generate matching monies for trails in the District
- Work with re-developers in the District to design trail connections into re-development efforts to support the linkages needed for a connected system

7.5 COMMUNITY VISION FOR RECREATION PROGRAM SERVICES

“Our vision for recreation program services in Fair Oaks is to develop a set of core recreation services that support the recreation needs and facilities developed in the District while complimenting our providers in the most cost-effective manner possible.”

7.5.1 GOAL

Establish nine (9) core service programs over a 5-year period.

7.5.1.1 STRATEGIES & TACTICS

- Develop core programs in Fitness and Wellness Programs, Outdoor Adventure Programs, Youth Sports Programs, Environmental Education, Youth and Active Adult Enrichment Programs, Visual and Performing Arts programs, Adult Sports programs, Summer Camps and Special Events
 - Determine level of unmet need in the District for each core program area and prioritize which programs to develop first
 - Tie core programs to core facilities when the District updates the Clubhouse and / or leases other buildings or builds new to maximize their use
 - Develop a pricing policy for core programs to support operational costs and a cost recovery rate based on level of benefit received and true cost to deliver the service
 - Develop at least one new core program each year over the next five years to develop a program base to support any new recreation facility developed
- Develop a recreation program plan for the District staff to follow that they can build towards and that can be outlined every year in advance and made a part of the District's annual budget
 - Develop a recreation program plan with other service providers in the District and region

- Track age segments served and add new programs where age groups are left out
- Develop key special events around competition, food, art and entertainment
- Develop program standards for all programs provided by the District to provide consistency in how programs are delivered
 - Incorporate education and recreation into program design standards for all programs
 - Teach and train fulltime, part-time, seasonal and contract staff on program standards
- Incorporate volunteerism as a core business to develop advocacy for programs and recreation facilities
 - Continue to develop the volunteer policy and training manual and nurture the volunteer rewards program
 - Recruit volunteers to support special events and programs in the District
- Develop a marketing plan, brand, and communication strategy for parks and recreation in the District
 - Maximize cross-promotional opportunities with special events and programs where possible
 - Develop a promotional plan to let residents of the District know what programs are available and build on the existing program guide and other marketing efforts to touch everyone in the District
 - Incorporate all promotional efforts in using the best technology available to promote the services available including a more effective web-site, use of social networks, radio, and on-line links to other agencies
 - Hire or contract with someone to manage the marketing and promotional requirements of the Park and Recreation system
 - Update the District's website to serve as a promotional tool and a brand building mechanism for the District

7.6 COMMUNITY VISION FOR OPERATIONS

“Our vision for operations District will be to effectively deploy the mission of the District and operate in the most efficient manner possible through the establishment of goal, outcomes and performance measures.”

7.6.1 GOAL

Create an efficient and accountable organization that is driven by objective decision-making through policies, procedures and performance measures developed in conjunction with the staff.

7.6.1.1 STRATEGIES & TACTICS

- Develop an on-going strategic planning process to implement the new Master Plan
 - Assign responsibilities, develop time frames, and review strategic objectives on an annual basis to determine any changes in priorities
 - Track performance indicators for all strategies and tactics on how well staff delivered on these tasks
 - Develop a list of guidelines that outlines the desired leadership competencies for the District that result in greater accountability
- Deploy the Mission of the District that includes visual management and evidence that the mission statement is being made a part of the agency management
 - Demonstrate how the mission is being presented in the hiring of full-time, part-time and seasonal staff
 - Incorporate how staff are contributing to meeting the mission in the performance appraisal process
 - Create a sustainable organizational culture by tracking cost of service for all elements the District provides services to the community
- Continue to update policies and procedures to manage the system forward
 - Develop a pricing policy and plan, partnership policy and plan, earned income policy and plan and a sustainability policy
 - Tie all policies to the implementation of Master Plan
- Seek public/private partnerships in the development of the park and recreation system
 - Consider public/private partnerships in the development of sports complexes, recreation centers, aquatic facilities and trails
 - Leverage real-estate transfer fees to support park acquisition and allow for funds to be used for development of parks and beautification of the District facilities
 - Seek private funding for key projects in the system that are desired by the community through effective fund raising and grant opportunities
 - Contract with a grants coordinator to obtain grants to help enhance the park and recreation system
- Develop a balanced system of park and recreation professional staffing to maintain and manage the system to the expectations of the community and creates a high level of appreciation and respect for the District
 - Develop appropriate levels of park maintenance, recreation and program staff for the future based on agreed to maintenance and program standards
 - Add more strategic focus for supervisor positions and incorporate into yearly training and provide for more cross-training opportunities

- Develop appropriate levels of office work space for staff
- Improve the staff evaluation process including adding training and development for staff
- Develop technology needs for the Department
 - Add a work order system for park maintenance
 - Update existing software, as needed, to keep the staff as efficient as possible
 - Develop a lifecycle management plan for assets owned by the District to manage the assets from a cycle based approach for the future with appropriate levels of capital funding to take care of what the District already owns

7.7 COMMUNITY VISION FOR PARTNERSHIPS

“The District’s vision for partnerships is to create a system where equitable partnerships are created and managed with public, not-for-profit and private partners to maximize the District resources in meeting the community’s needs for parks and recreation services.”

7.7.1 GOAL

All partnerships have written agreements that are equitable with measureable outcomes to each partner accountable to commitments they make in supporting the partnership agreement.

7.7.1.1 STRATEGIES & TACTICS

- Establish individual policies and criteria for what constitutes public/public partners, public/not-for-profit partners and public/ private partners
 - Establish and review annually the reasons the Park District got into the partnership and if it is meeting the goals and outcomes desired
 - Establish and measure the impact and cost benefit of the partnership to the District on a annual basis
- Establish a cost of service assessment on each partnership and the level of equity that exists
 - Make annual adjustments associated with the work completed by both parties to keep as equitable as possible
 - Meet annually with each partner to review the results of the partnership agreement for that year and report out to the District Board the results
- Establish a regional approach to partnerships in helping District achieve their Master Plan goals for land use, facility development and program delivery
 - Set up partnership meetings with Sunrise Park District, Orangevale Recreation and Park District for use of their facilities by residents of the District

- Allow residents of Sunrise Park District and Orangevale Recreation and Park District to use Fair Oaks' facilities where excess capacity exists
- Eliminate unnecessary or entitled partnerships over the next three years or make them equitable
 - Meet with each partnership group and lay out a strategy on how to make each partnership as equitable as possible
 - Eliminate partnerships that no longer serve a communitywide vision for leveraging District resources
 - Ask potential partners to fill out information in advance on why the District should partner with them and for what benefit and for what costs
- Meet annually with SJUSD to discuss opportunities to share facilities in District for program purposes both on the school district side and the park district side
 - Work with other local park and recreation department to develop a facilities plan for the region on maximizing the use of recreation facilities in the area
 - Develop a financial plan for how the Park District and School District could develop or enhance existing facilities to make them more useable for the future

7.8 COMMUNITY VISION FOR FINANCING

“Fair Oaks Recreation and Park District will operate in a sustainable manner in maintaining the existing and future parks and recreation system.”

7.8.1 GOAL

The District will operate with four months of operational cash in reserve and invest 4% of asset value of the park and recreation assets in maintaining what the District already owns.

7.8.1.1 STRATEGIES & TACTICS

- Develop an on-going business plan for the Recreation and Park District to follow each year
 - Develop an operational pro-forma to demonstrate cash flows and operational capital to manage the system for the future
 - Seek voter support for improvements needed in the District as outlined in the Master Plan to enhance the quality of life for all District residents
- Develop feasibility studies and operational business plans for new recreation facilities developed or enhanced to ensure the operational dollars are in place to maintain the District for the future
 - Incorporate design principles for sustainability in all park and recreation facility upgrades or new facilities created
 - Price services based on level of benefit received and to achieve the desired cost recovery goals

- Develop an earned income policy and allow four new revenue sources to be developed each to off-set operational costs
 - Teach and train staff on each revenue opportunity and the cost benefit associated with the revenue source
 - Manage grants for the District in a forward process to maximize the District investment in trails development
 - Update impact fees and implement real-estate transfer fees in the District to help support capital improvements
- Establish Friends Groups and reactivate the Park Foundation to support existing parks and new capital improvements
 - Establish the ground work to create community advocacy for special areas in the parks like community gardens working with Friends Groups
 - Establish a Parks Foundation to help raise needed capital for the Clubhouse in Village Park and the square park in Plaza Park
 - Implement the Master Plan for Plaza Park to serve as the official special event site for the Park District by raising money through the Village Association

CHAPTER EIGHT - CONCLUSION

The District is a very dedicated park and recreation system towards the people of Fair Oaks. The Park Board is a very committed body that desires to do the right thing and spend the District's money wisely. They have been very involved in the development of this Master Plan process and support the recommendations in the plan. The Master Plan outlines the role the District needs to take as it applies to land acquisition, land management, recreation facility development and management, program development and management and financial management for the future. The Master Plan is aggressive, but realistic and can be achieved if the community supports it and the Park Board and staff are committed to implementing the recommendations in an aggressive manner.

Communication with the community, partners and users is critical to achieve the community's vision for the District. The Master Plan incorporated a host of public input processes in capturing what people desire for the Fair Oaks community. It also outlines people's concerns, what their vision is and what they feel are their unmet needs. The Master Plan will take ten years to implement and patience on everyone's part will be important.

The Park Board and staff need to stay focused on steering the system in a timely manner that engages the community and builds trust and support along the way in implementing the plan. The Action Plan outlines a solid process to follow so the time is now to let the process of implementation begin. Let the Master Plan be the guiding light in meeting community expectations with implementation so that everyone in Fair Oaks can see the value of effective planning.