

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 measurable 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 an 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