

## 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.

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#### 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.

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#### 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.

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#### 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.

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#### 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.

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#### 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.

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#### 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.

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#### 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.

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#### 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.

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### 1.3.2 HOUSEHOLD SURVEY

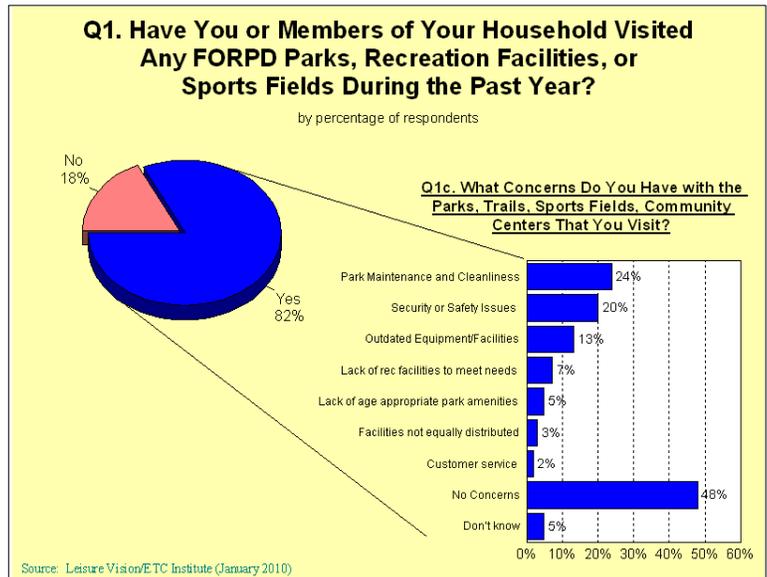
The District conducted a random and statistically-valid Community Survey as part of a Master Plan for Parks, Facilities & Recreation Services during the winter of 2009-2010. 323 completed surveys were obtained and the results of the random sample of 323 households have a 95% level of confidence with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

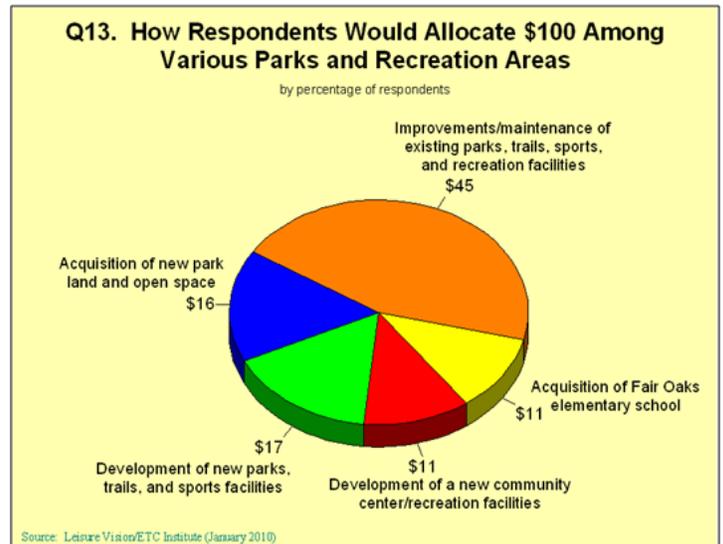
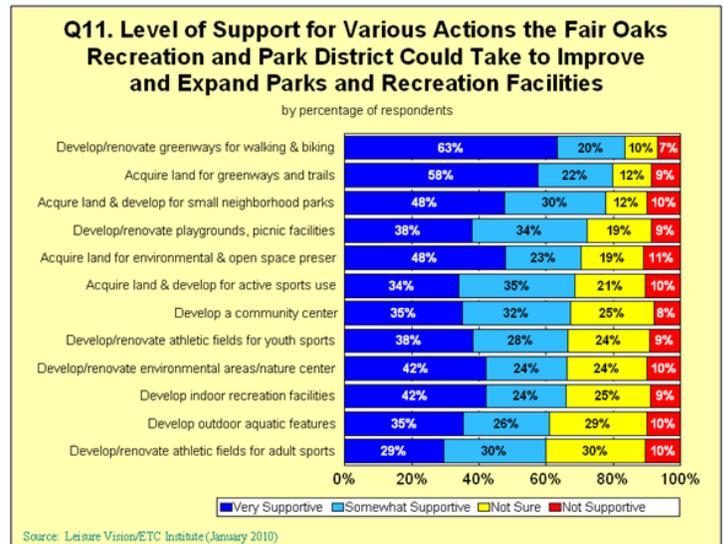
- Of the 82% of households that have visited District parks, recreation facilities, and sports fields during the past year, 48% indicated they have no concerns.

- 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

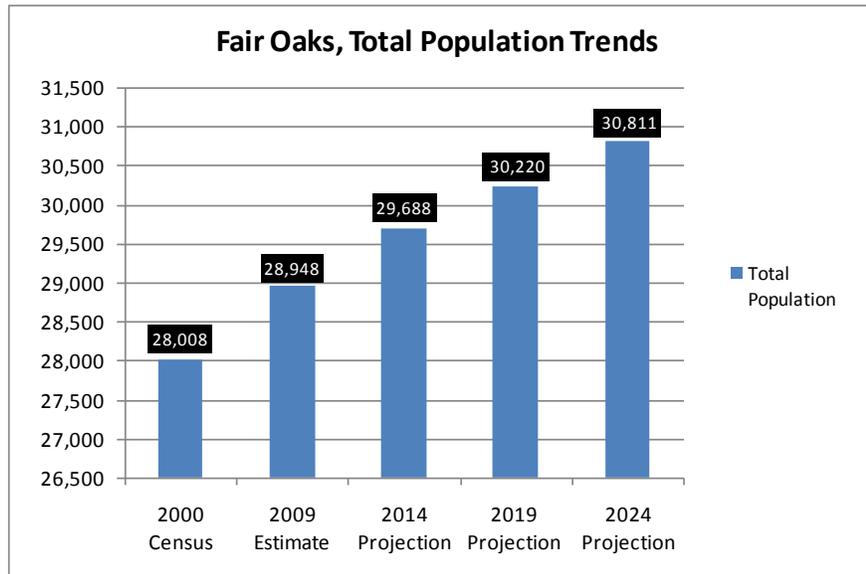
The Fair Oaks service area has grown at a mild pace over the last several years. From 2000 to 2009, the **total service area population** grew by only 3.2% to its current population of 28,948. The total population is projected to increase to 30,811 by 2024. The gender composition currently has a higher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

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#### 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.

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#### 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.

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##### 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.

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#### 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.

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### 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				
<b>Total Park Acres</b>	<b>122.22</b>	<b>4.22</b>	<b>acres per</b>	<b>1,000</b>	<b>5.00</b>	<b>acres per</b>	<b>1,000</b>	<b>Need Exists</b>	<b>23 Acre(s)</b>	<b>Need Exists</b>	<b>29 Acre(s)</b>
<b>OUTDOOR AMENITIES:</b>											
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.

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### 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.*

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

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

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#### 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.

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#### 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.

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#### 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.”

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##### 1.4.6.1 GOAL

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

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#### 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.”

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##### 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.

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#### 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.”

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##### 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.

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#### 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.”

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##### 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.