



Town of Fountain Hills Community Services Department 2024 – 2027 Strategic Plan

Community Services Strategic Plan 2024-2027



Town of Fountain Hills

Community Services Department Strategic Plan

Mission Statement

To enrich and provide an active quality of life for all residents and visitors through pro-active community engagement, resolute stewardship of amenities and open spaces, and enhancement of the overall health and well-being of our town.

Visions and Themes

- 1. Provide recreation that inspires personal growth, healthy lifestyles, and a sense of community*
- 2. Expand and strengthen outdoor experiences and opportunities to contribute to the region's attractiveness as a place to live, work, and play*
- 3. Optimize safe utilization of facilities, amenities, and open space*
- 4. Actively seek progressive, future-oriented options for funding, operations, and programs*
- 5. Embrace a collaborative spirit and support teamwork within the department and the community*

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Vision 1: Provide community services that inspire personal growth, healthy lifestyles, and a sense of community

1. Support and facilitate programs that appeal to and are appropriate for all ages, demographics, and abilities
 - a. Support more opportunities for free or low-cost events
 - i. Pop up events
 - ii. Event-type consolidation to increase variety
 - b. Expand Community Center Membership by providing additional evening programming
 - c. Develop and grow youth, tot, and teen programs
 - i. Non-competitive sports programs
 - ii. Youth-based hiking and nature program
2. Involve the community to guide future programming
 - a. Develop a needs assessment to guide our department's programming efforts
 - b. Revitalize current participant surveys and utilize more methods to receive feedback
 - c. Utilize technology to create more ways to offer feedback and suggestions
3. Enhance health and wellness programs and facility offerings to improve quality of life
 - a. Design, develop, and improve park space to encourage more active areas
 - b. Implement creative programs leveraging park features
 - c. Encourage a broad range of fitness programs
4. Develop volunteer program engagement vision and values
 - a. Create Volunteer Engagement and Onboarding Resource Guide
 - b. Develop and Distribute an Online Volunteer Engagement & Best Practices Survey
 - c. Provide quarterly Educational Resources on Volunteerism and Service to all Volunteer groups
 - d. Grow the Essential Volunteer Service Programs

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Vision 2: Expand and strengthen experiences that contribute to the region's attractiveness as a destination to live, work, and play

1. Preserve, protect, maintain, and enhance natural resources, parkland, and recreational opportunities
 - a. Planning - Acquire appropriate land to expand existing park facilities and services
 - b. Environment Design and program activities to be sensitive to the Parks' environmental sustainability
 - i. Utilize adaptive and native plants in landscape projects that are feasible and plant in the correct location
 - ii. Develop planting and shade standards
 - c. Maintaining parks, recreation, and open space as a vital element in the quality of life for residents
 - i. Design walking path mapping and associated signage
2. Implement unique marketing strategies that highlight activities and inspire increased participation in Town offerings
 - a. Create itineraries for parks, arts, and other programs
 - b. Provide visitor resources in high-traffic locations, including parks
 - c. Utilize social images to promote activities and programs
 - d. Encourage awareness of Community Center convention space availability
 - e. Create a Comprehensive Marketing Plan
3. Expand external organization use of parks and facilities
 - a. Reach out to youth and adult sports organizations
 - i. Explore expansion into skate, lacrosse, football, and soccer
 - b. Continue to monitor market trends to stay competitive with those similar in the valley
 - c. Increase Community Center multi-day conventions
 - d. Continue to improve and maintain park amenities to accommodate growing and changing needs

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Vision 3: Optimize public awareness and safe, sustainable utilization of facilities, amenities, and open space

1. Provide a system of safety inspections and maintenance of all equipment and facilities and maintain safe/reliable facilities in an efficient/effective manner
 - a. Parks
 - i. Conduct annual amenity assessment in conjunction with Master Plan benchmarks
 - ii. Perform bi-monthly playground safety inspections using Certified Playground Safety Inspector (CPSI) Standards
 - iii. Develop a bi-annual facility inspection process to promote safety and efficiency
 - b. Community Center
 - i. Analyze and update policies and procedures
 - ii. Work towards an updated maintenance request system with Facilities
 - iii. Develop and train staff on evacuation and safety protocols
2. Foster advocates that share and promote the extensive offerings within Community Services
 - a. Integrate social messaging to expand outreach
 - b. Develop and assign website monitoring for systematic and timely updates
 - c. Create educational events to inspire park ambassadors
 - d. Maintain monthly Community Center art displays and increase public awareness of art exhibits
3. Review and update rules and policies
 - a. Align all rules within parks and facilities to be consistent on all platforms
 - b. Track market trends for changing and modernizing policies and initiatives
 - c. Diversify staff training opportunities to maintain industry-leading level expertise

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Vision 4: Actively seek progressive, future-oriented options for funding, operations, and programs

1. Create and advocate for additional open space and recreational areas
 - a. Identify potential pocket park locations within town properties
 - b. Integrate NRPA standards for land use criteria
 - c. Utilize financial resources efficiently and equitably
 - d. Review and adjust expenditures quarterly

2. Refine revenue-producing options throughout the department
 - a. Review cost recovery pricing model to maximize revenue potential
 - b. Maximize staff-run programs and consider options for expansion
 - c. Research local organizations for program and instructor policies
 - d. Expand revenue-generating options within the Community Center
 - i. Evening hours: room availability, MOD model
 - ii. Rental pricing models

3. Work towards alternative revenue sources
 - a. Research and apply for appropriate grant opportunities
 - b. Pursue sponsorships from local and large-scale businesses to expand programming and events
 - c. Support the Finance Department in re-evaluating the Facility Replacement Fund Schedule
 - d. Explore funding options to support essential services
 - e. Evaluate the potential for Friends group – 501 (c)(3)
 - f. Research the benefits of an in-house/freelance grant writer

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Vision 5: Lead with a collaborative spirit of teamwork within the industry, department, and community

1. Support department standing as a recognized leader in the community, state, and nation for park and recreation management
 - a. Collaborate with State and Regional Representatives through government outlets, associations, and civic groups
 - b. Participate with the NRPA, APRA, IFEA, Dark Skies, Dementia Friendly
 - c. Develop and publish annual report standards
 - d. Establish a committee to review CAPRA Accreditation
2. Continue to expand the level of public information and involvement in Community Services
 - a. Enhance the public knowledge and appreciation of our natural beauty, open spaces, and historical surroundings
 - b. Continue to showcase Community Services as an essential element of the Town
3. Encourage effective/efficient working relationships within the department and among community organizations
 - a. Offer educational classes for residents highlighting best-known maintenance practices for landscaping
 - b. Conduct local meetings at neighborhood parks to discuss projects
 - c. Update/implement IGA's and partnerships with community organizations
 - d. Seek internal collaborations to enhance all aspects of the department
4. Provide opportunities for customer feedback
 - a. Deliver positive customer experiences
 - c. Host Community Services public outreach night twice a year
 - d. Analyze program and event data that drive and guide planning efforts
5. Embrace education opportunities, cross-training of staff, and team building
 - a. Create and participate in internal training; leverage digital training
 - b. Develop internal "how-to" guides for Community Services procedures
 - c. Improve operational and strategic communications
 - d. Lead and engage in improving the industry through association participation (present, speak, board, commission)