



Town of Fountain Hills

Community Services Department

2020 – 2023 Strategic Plan

Approved January 7, 2020



Strategic Plan

Town of Fountain Hills

Community Services Department

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

VISION #1 – Provide recreation that inspires personal growth, healthy lifestyles, and a sense of community

<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Status Update</u>
1. Revive the Medical Equipment Loaner Program <ul style="list-style-type: none">a. Work with the Public Works Department to get area cleared and ready for shedb. Collect, maintain, and loan medical equipmentc. Contact/make fliers for doctor offices, moving companies, etc. to receive more equipment and increase awareness of the program	Senior Services Supervisor	
2. Expand Senior Program Offerings to Enhance Quality of Life <ul style="list-style-type: none">a. Coordinate and plan 1 to 2 trips in the Spring and Fallb. Develop Bi-Annual Multigenerational Eventsc. Expand Membership by adding evening programming to the Activity Center Schedule	Senior Services Supervisor/CSAC	
3. Maintain parks, recreation, and open space as a vital element in the quality of life for residents <ul style="list-style-type: none">a. Implement exercise equipment within designated parksb. Develop a comprehensive layout of all park benchesc. Create plant identification areas at Golden Eagle Park and Four Peaks Parkd. Design walking path mapping and associated signage	Parks Superintendent/MMPC	
4. Support and facilitate programs that appeal to and are appropriate for all ages, demographics, and abilities <ul style="list-style-type: none">a. Enhance and promote art walksb. Support more opportunities for free or low-cost events	Volunteer Coordinator	
5. Involve the community to guide future recreation programming <ul style="list-style-type: none">a. Develop a needs assessment to guide our department programming effortsb. Create and implement participant surveys for added feedbackc. Enlist assistance from the Community Services Advisory Commission to spearhead efforts in growing programs	Recreation Manager/CSAC	
6. Enhance health and wellness programming <ul style="list-style-type: none">a. Partner with fitness businesses to offer programsb. Utilize park space when offering fitness and wellness classesc. Expand Senior based fitness programs to meet Community needsd. Develop trips that highlight local outdoor experiences	Recreation Manager/Senior Services Supervisor	
7. Increase the number of multi-day conventions held on annual basis, focusing on niche hobby-type organizations <ul style="list-style-type: none">a. Work with Tourism and Economic Development to conduct outreach to local and national organizations as a potential facility to conduct a trade showb. Update marketing efforts and collateralc. Expand revenue generating options within the Community Center	Community Center Manager/CSAC	

VISION #2 – Expand and strengthen outdoor experiences and opportunities to contribute to the region’s attractiveness as a place to live, work, and play

<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Status Update</u>
1. Preserve, protect, maintain, and enhance natural resources, parkland, and recreational opportunities	Parks Superintendent/Community Services Director/MMPC	
a. <u>Planning</u>		
i. Work to balance nature and man-made environments in town		
ii. When renovating or building new Park facilities, utilize water and energy efficient options		
iii. Acquire appropriate land to expand existing park facilities and services		
iv. Develop pocket parks		
v. Develop Master Plan for all parks		
b. <u>Environment</u>		
i. Design and program activities to be sensitive to the Parks’ environmental sustainability		
ii. Utilize adaptive and native plants in landscape projects that are feasible and plant in the correct locations		
iii. Develop planting and shade standards		
2. Implement unique and attractive marketing strategies and campaigns that highlight activities and inspire all patrons to participate in Town offerings	Recreation Manager/Community Center Manager/Community Services Director/CSAC	
a. Create itineraries for parks, arts, and other programs		
b. Utilize social images to promote activities and programs		
c. Develop Convention and Visitors Bureau (CVB) listings (See Vision #1, task 8b)		
d. Create a Comprehensive Marketing Plan		
3. Expand tournament and club offerings	Recreation Manager	
a. Reach out to youth and adult sports organizations for tournament expansion (Ex: USSA, Pony’s, Senior Softball)		
b. Work with Parks Division to market Golden Eagle Park as a tournament venue and destination		
c. Develop pricing competitive with similar markets in the valley		
4. Enhance programs that are held in the parks	Recreation Manager/Senior Services Supervisor	
a. Develop and grow sports camps		
b. Enrich offerings at the skate park and grow extreme sports market area		
c. Grow nature/art based programs		
d. Expand Senior Programming with collaborative effort between Parks & Recreation and Senior Services (See Vision #1, task 7b)		
5. Highlight and advocate for the vision of the parks	Parks Superintendent/Recreation Manager/Community Services Director/CSAC/MMPC	
a. Work to showcase Community Services as an essential element of the Town		
b. Collaborate with State and Regional Representatives through government outlets, parks and recreation associations, and civic groups		

VISION #3 – Optimize safe utilization of facilities, amenities, and open space

Tasks

1. Enhance facility utilization to promote sense of Community

- a. Work with CSAC/SSI to evaluate lobby utilization
- b. Update and evaluate Emergency and Risk Management Policies with Deputy Town Manager/HR
- c. Re-evaluate facility space in order to expand programs and evaluate accommodation needs
- d. Update equipment and facility to accommodate the needs/abilities of our patrons
- e. Analyze and update rules and policies that address cultural and social differences to ensure health and safety
- f. Evaluate facility hours and provide adequate staffing

2. Provide for 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. Perform bi-monthly playground safety inspections using Certified Playground Safety Inspector (CPSI) standards
 - ii. Conduct bi-annual facility inspections to promote safety and efficiency
 - iii. Apply annual Wash Inspections/Maintenance
- b. Community Center
 - i. Design and systemize Annual close down maintenance schedule
 - ii. Organize regular and routine maintenance

3. Create respectful ambassadors for parks, Community Center, and other facilities

- a. Integrate social messaging to expand outreach (See Vision 2, task 2b)
- b. Develop and assign website monitoring for updates
- c. Enhance/re-establish Docent/Volunteer training

4. Re-evaluate and update park rules and policies

- a. Implement regulatory updates to signage, schedules, and postings on a bi-weekly basis
- b. Update and have rules listed online and in the parks match and be consistent
- c. Create and track market trends for park rules
- d. Increase park attendant trainings

5. Increase the number of monthly art displays (especially in summer months) and the number of people attending monthly displays at the Community Center

- a. Work with local stakeholders (Ex: Public Art Committee) to increase artwork displays
- b. Work with internal staff to utilize marketing platforms for art displays

Lead Responsibility

Community Center Manager/Senior Services Supervisor/Parks Superintendent/CSAC

Parks Superintendent/Community Center Manager

Volunteer Coordinator/CSAC/MMPC

Recreation Manager

Community Center Manager

Status Update

VISION #4 – Actively seek progressive, future-oriented options for funding, operations, and programs

<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Status Update</u>
1. Expand effective Programming/Community engagement <ul style="list-style-type: none">a. Bring seniors and youth together with joint programming (Vision1, task 2 & Vision 2, task 4)b. Organize a fall and spring event at the Activity Center (Vision 1, task 2 & Vision 2, task 4)c. Offer sensible evening and weekend programs, collaborate with Recreation Department (Vision 1, task 2)d. Repurpose existing space to maximize usability (Vision 3, task 1(c))e. Review Community Center hours of operations (Vision 3, task 1(f))f. Re-introduce and promote Fit Trailsg. Research additional staffing and transportation costs to support new programs	Community Center Manager/Senior Services Supervisor/Recreation Manager	
2. Create and advocate for additional open space and recreational areas <ul style="list-style-type: none">a. Identify potential pocket park locations throughout the Townb. Integrate NRPA standards for land use criteria	Parks Superintendent	
3. Utilize financial resources efficiently and equitably <ul style="list-style-type: none">a. Improve infield design on Golden Eagle Park field 1 renovationb. Minimize path debris on sidewalk at Golden Eagle Parkc. Renovate Four Peaks Park toilet/sink/drinking fountain fixtures to meet ADA complianced. Review budget quarterly	Parks Superintendent/Recreation Manager/Community Center Manager/Senior Services Supervisor	
4. Create revenue producing programs <ul style="list-style-type: none">a. Develop cost recovery pricing model to maximize revenue potentialb. Bring in an hourly “generalist” instructor to provide more in-house programsc. Work with senior services to offer intergenerational programming that is event basedd. Maximize revenue potential through online park rentalse. Research local organizations to see how they operate instructor contracts and classes	Recreation Manager	
5. Consider alternative revenue sources <ul style="list-style-type: none">a. Research and apply for appropriate grant opportunities<ul style="list-style-type: none">i. Research grant opportunities with CSAC and SSI to expand programs and servicesii. Actively search for grants to help minimize wash flooding issuesiii. Pursue grant opportunities for pocket parks (See Vision 4, task 2a)b. Pursue sponsorships from local and large scale businessesc. Re-evaluate the Facility Replacement Fund Schedule (FRFS) with Staffd. Search sponsorship opportunities to expand programming and eventse. Explore funding options to support the Home Delivered Meals (HDM) programf. Evaluate potential for Friends group – 501(c)(3)	Community Services Director	

<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Status Update</u>
1. Become a recognized leader in the community, state, and nation for park and recreation management <ul style="list-style-type: none">a. Apply for the NRPA Gold Medal Awardb. Apply for Tree City USAc. Continue to participate with the NRPA, IFEA, Dark Skies, and other Associationsd. Develop and publish annual report standards	Community Services Director	
2. Continue to expand the level of public information and involvement in parks and recreation <ul style="list-style-type: none">a. Enhance the public knowledge and appreciation for the natural beauty of open space and the environmental and historical significance of one's surroundingsb. Mobilize a more robust Volunteer program	Parks Superintendent/CSAC/MMPC	
3. Encourage an effective/efficient working relationship with community organizations, school districts, and surrounding communities for the recreational needs of all agencies <ul style="list-style-type: none">a. Offer educational classes for residents highlighting best known maintenance practices for landscapingb. Conduct local meetings at neighborhood parks to discuss past, present, and future plans and get feedback for individual parks	Parks Superintendent/CSAC/MMPC	
4. Provide opportunities for customer feedback <ul style="list-style-type: none">a. Promote positive customer serviceb. Develop and distribute regular program surveysc. Partner with the Parks Department, Community Center, and Senior Services to hold public outreach nights twice a yeard. Analyze program and event data that drive and guide planning efforts	Recreation Manager	
5. Embrace education opportunities and trainings <ul style="list-style-type: none">a. Create and participate in internal trainingb. Develop internal "how to" guides for Community Services procedures (Ex: cheat sheets)c. Develop manuals for park attendantsd. Improve night staff communications at each park	Recreation Manager	