

*City of San Ramon Parks and Community Services
Master Plan Update and Strategic Action Plan
Appendices*

*Appendix 1.2
City of San Ramon Master Plan Update and Strategic Action Plan:
Strategic Goal Update*

Parks & Community Services Master Plan Update and Strategic Action Plan 2008 to 2017 Two-Year Update 2008 - 2010

STRATEGIC GOAL #1	<i>Bridge the community through an integrated park and trail system that connects people with community centers, parks, open space, schools and programs.</i>	
Goal No.	Action Plan	Status
1.1	<i>Work to maintain the established 6.5 acres of parkland per 1,000 residents as the City continues to expand.</i>	<p><u>Park Openings</u> 2008 – Ramona Park 4 acres, Gale Ranch Middle School 6 acres, Live Oak Elementary School Park 4 acres, Dougherty Valley High School 4 acres 2009 – Piccadilly Park 4 acres, Compass Point Park 1.4 acres 2010 – Tassajara Staging Area 1 acres, Six Pillars Park 2 acres, Bark & Ride 6.2 acres (under construction)</p>
1.2	<i>Acquire additional open space lands or easements using general plan criteria within which trails can be developed to include designating Big Canyon in the Westside sub area as a nature preserve added to the City's park system specialized recreation area.</i>	Lilac Ridge Trail, West Alamo Creek Trail, Star Jasmine Trail, Monarch Ridge Trail, Monarch Loop Trail, Basswood Trail, Bollinger Canyon Road Trail, Hidden Valley Ridge Trail, Tassajara Ridge Trail, East Alamo Creek Trail, Live Oak Trail, Windermere Ridge Trail 1/26/10, Rolling Hills Trail (a portion) 8/10/10, Summerwood Loop
1.3	<i>Promote the planning and design of parks, recreation facilities, and neighborhoods with public health in mind; focus on infrastructure design that encourages active living, such as bike trails and walking paths.</i>	2009 – Conceptual plan approved – Mosaic Park Review conceptual plan for San Ramon Community Park prior to development to ensure balance of active and passive uses.
1.4	<i>Coordinate the location and development of new parks or renovation of existing park and trails as multifunctional to meet the needs and use patterns of the diverse population throughout the City.</i>	<p><i>See 1.1</i></p> <p><u>Park Renovation</u> 2007/08 - Twin Creeks, Country Club, Walt Disney Elementary School Parks (Playground renovations) Central Park and Athan Downs Sidewalk Replacements, Renovation of Central Park Meadow, Crow Canyon Gardens Improvements 2008/09 – Skate Park Expansion Joint Renovation 2009/10– Central Park Playground and Fountain Renovation, Red Willow Playground</p>
1.5	<i>Revise park master plans that have yet to be implemented to emphasize passive recreation opportunities and trail access.</i>	
1.6	<i>Improve directional signing to parks and within parks.</i>	Six Pillars Park, Limerick Park, Souyen Park, Monarch Park – information signs by Folia
1.7	<i>Develop a City-wide, integrated pedestrian and bicycle plan to include all trails & how they integrate with on-street bicycle routes. Elements to include:</i>	Incorporated citywide bike network into Contra Costa Countywide Bike Plan. Installed in-roadway lights and pedestrian activated flashing beacons at Iron Horse Trail

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	· <i>Trail Landscaping standards and trail safety</i> · <i>Trail/street intersection standards</i> · <i>Sign standards (way finding and regulatory)</i>	(Montevideo and Pine Valley). Completed San Ramon Valley Iron Horse Trail Bicycle Pedestrian Feasibility Study. Presented study recommendations to Parks and Community Services Commission.
1.8	<i>Develop new trail staging areas within and connect the trail system throughout the City to meet recreational and functional bicycle and pedestrian needs.</i>	Staging Areas in DV and San Ramon Service Center, PA 0024 Tassajara Ridge Trail – access to open space area and trails
1.9	<i>Work with the Transportation Division to improve public transit to parks and community facilities.</i>	Bark & Ride to be completed 2010/2011 Transit Service through Dougherty Valley implemented and includes stops at Village Center (DVC Campus), DV High School, Windemere Ranch MS, Gale Ranch MS and Shops at Gale Ranch.

STRATEGIC GOAL #2	<i>Sustain the park and trail system through the upgrade and renovation of older parks and continuing service level “A” maintenance in all parks and facilities.</i>	
Goal No.	Action Plan	Status
2.1	<i>Continue consistent Level A maintenance practices and standards, and complete the Park Renovation and Deferred Maintenance Plan.</i>	<i>See 1.4</i> Plan completed in 2009. Update done annually. Established park maintenance plan to identify infrastructure, amenities, age, cost, etc. Plan may be used as a basis to plan renovation of existing parks to meet changing needs of population
2.2	<i>Continue to empower neighborhoods to assist with park clean up, graffiti prevention and safety for parks and facilities in all neighborhoods.</i>	2010 – Church of the Latter Day Saints provided major clean-up effort at Forest Home Farms; Permitted Homeowner Associations to conduct crime-free programs in four park sites during Americas Night Out; Established formal Eagle Scout project program. Completion of six projects since 2008.
2.3	<i>Develop capital improvement plans and budgets that reflect resident needs for outdoor recreation facilities close to home. These include playing fields, play lots, picnic areas, trail staging facilities, and swimming pools.</i>	2008/09 – Drain gates, Sump Pump, Pool Heaters at San Ramon Olympic Pool 2009/10– Shade Structure at DVPAC, Replaced Handicap Lift at pool, Play Pool Heaters 2010/11– Play Pool Structure and Re-Plaster, New Safety Fence, 50 Meter Pool Re-Plaster, Boone Acres Shade Structure Install
2.4	<i>Develop a capital renewal program for the entire park system to ensure funding availability when park renovations/upgrades are needed in the future. Complete in</i>	<i>See 2.1</i>

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	<i>conjunction with the Park Renovation and Deferred Maintenance Plan</i>	
2.5	<i>Continue cooperative planning with school officials, developers and other public agencies to develop new or rehabilitate existing City/school parks and indoor facilities as joint-use neighborhood centers and focal points for serving all age groups.</i>	See 1.4 Senior Center Expansion Completed and facility named changed to Alcosta Senior & Community Center, Park & Gardens; Gym Re-lamping, HVAC Enclosures, Replaced gym lighting with energy efficient lighting; Running Track restoration at Iron Horse Middle School; Use of available grants (EBRPD) for Central Park and Red Willow Upgrades Gym Re-lamping in coordination with SRVUSD
2.6	<i>Provide accessible and off-street parking at parks when feasible.</i>	
2.7	<i>Design and manage parks and buildings for energy and water conservation and utilize green building requirements where feasible.</i>	Installed HVAC energy management systems; replaced HVAC units at SRCC, City Hall ASCC, SRSC; Installed energy management system at all facilities; Re-lamped gym with energy efficient lighting; Water conservation – install aerators on sinks, faucets and shower heads throughout City facilities, use pool tarps, two booster pump installs, irrigation controller upgrades; Implemented water conservation strategies at City Parks and Facilities FY2009-2010 - Replaced play pool heaters (energy savings) FY2010-2011 – Replaced 50 meter pool lights with LED lights, Specified non toxic products in carpet cleaning Request for Proposal
2.8	<i>Upgrade technology in parks and facilities for Wi-Fi, surveillance and emergency response capabilities.</i>	2008 – Public wireless network installed at Alcosta Senior & Community Center 2009 – Skate Park security camera was replaced, Shortwave ham radios installed at the three community centers for emergency preparedness use 2010 – Ten AEDs installed in community facilities
2.9	<i>Establish baseline annual maintenance and operational costs as part of all new park and facility design and development approval process.</i>	Contract services for routine building maintenance to better estimate ongoing costs; Estimate unit costs for maintenance; Developed interior building equipment specifications for standardization; Developed matrix for new development costs. Established unit costs for parks, landscape maintenance activities

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STRATEGIC GOAL #3	<i>Build community identity, economic vitality and cultural unity through special events and a rejuvenated Central Park as the heart of San Ramon.</i>	
Goal No.	Action Plan	Status
3.1	<i>Improve Central Park amphitheatre and other venues to showcase special events for residents and visitors.</i>	Central Park Playground Participatory Fountain renovation; Meadow Fountain in FY 10/1; Completed preliminary design for amphitheater upgrade to include seating and replace poplin trees
3.2	<i>Create a seamless connection and unite Central Park, Iron Horse Trail and the proposed City Center by physically bridging/linking these components of the future downtown core.</i>	
3.3	<i>Foster cultural unity through cooperative programs and events that celebrate the community's cultural heritage, character, and spirit.</i>	2008 – San Ramon Cricket Association co-sponsored, Public tours and fieldtrips at Forest Home Farms were expanded 2010 – Cultural growth funds were granted to India Music Festival at DVPAC, Glass House museum opened
3.4	<i>Showcase different cultures in special event programming to enhance cultural understanding and unity.</i>	2008 – Senior Center expanded Chinese class offerings through collaboration with Golden Crane Senior Center, Multicultural performances provided within DVPAC's first season 2009 – Increased ethnic food options at the Art & Wind Festival
3.5	<i>Expand cultural events and creative experiences through community partnerships with merchants, businesses, Chamber of Commerce, and other community organizations.</i>	2010 – Partnered with Chamber of Commerce on 4 th of July Spectacular to provide entertainment and food booths
3.6	<i>Incorporate public art in park, trail and facility design throughout the City, creating a quality of place that inspires creativity and enjoyment.</i>	2008 – Public Art installed at DSCC, received award of excellence from CPRS for Street Banner Project 2009 – City-wide public art inventory and assessment created 2010 – Public art installed at Central Park, Public art approved for Athan Downs Park
3.7	<i>Install marquee signs at City facilities to promote community events.</i>	2010 – First marquee sign installed at Alcosta Senior & Community Center

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STRATEGIC GOAL #4	<i>Bridge the community by preserving historic resources and cultural heritage, linking the past with the present and embracing new residents.</i>	
Goal No.	Action Plan	Status
4.1	<i>Encourage the preservation and restoration of historic structures to create community pride and a sense of history for San Ramon.</i>	FY 2008-2009 - Painting Boone House, Gift Shoppe/Welcome Center restoration at Forest Home Farms was completed, Connecting footbridge at FHF was donated and completed FY 2009-2010 -ADA Ramp (Concrete), Painting of Glass House, Additional Pest Control , Bee Removal, Gutters for Boone House, Painting of Barn, Miscellaneous Maintenance, Blg. 14/Education Center restoration at FHF was completed
4.2	<i>Draw on local community resources such as the San Ramon Historic Foundation, local architecture and historical societies to assist with historic restoration projects and programs.</i>	2009 – Feasibility Study for FHF completed in partnership with SR Historic Foundation 2010 – Historic Foundation assumed responsibility for Holiday on the Farm, Civil War Days, Glass/Elisondo family gathering
4.3	<i>Complete the Glass House interior renovation in partnership with San Ramon Historic Foundation volunteers and develop interpretive exhibits.</i>	2009 – San Ramon Historic Foundation donated funds for interior furnishings 2010 – Glass House renovation completed
4.4	<i>Acquire, relocate to San Catanio Creek Park and restore the Gelderman house incorporating it into a new master plan for the park.</i>	
4.5	<i>Pursue grants and a capital campaign to implement the Forest Home Farms Master Plan including the Boone House rehabilitation.</i>	2008 – 2000 Park Bond Act (Gift Shoppe/Welcome Center), Donation by Shapell Homes received for footbridge 2009 – California Cultural and Historical Endowment awarded Blg 14 at Forest Home Farms) 2010 – East Bay Regional Park District Measure WW funds Blg 14, Central park, Red Willow and San Ramon Olympic Pool, East Bay Regional Park District Measure WW funds awarded (driveway), Nature Education Facilities Program grant submitted (Boone House), Conservation Assessment Program (“CAP”) awarded funds for two consultants to assess the current state of the structures and the collections in regards to preservation and proper care
4.6	<i>Develop an interpretive plan for the Forest Home Farms site and utilize it to create special outdoor exhibits and events to attract visitors to the historic site.</i>	2008 - Weather-proof signage and artifacts added to walnut processing display, Ramon (horse) exhibit added, Boone family artifacts exhibited at the Welcome Center
4.7	<i>In partnership with (“SRVUSD”) and the San Ramon Historic Foundation, expand interpretive outreach programs about San Ramon’s history and agriculture. Programs should be developed to follow the California Science and History-Social Science curriculum framework and content standards.</i>	2010 – New Victorian Life fieldtrip added

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STRATEGIC GOAL #5	<i>Foster physical and mental health and wellness through active and passive recreation activity and assume a leadership role in educating the public about how to achieve health and wellness.</i>	
Goal No.	Action Plan	Status
5.1	<i>Develop and continue existing multi-disciplinary health partnerships with schools, local hospitals, and health care providers, private health clubs, and other agencies to bring public information and educational programs that prevent obesity and successfully promote physical activity across entire communities.</i>	2008 – Senior Health Focus Day established – Senior Programs 2010 – Live Well Resource Fair enhanced – Senior Programs
5.2	<i>Regularly and succinctly articulate to the public and policy makers the health and wellness outcomes of Department programs and facilities.</i>	
5.3	<i>Collaborate with (“SRVUSD”) and to ensure state standards for physical education are implemented and supplement school programs with physical activity and skill development in recreation offerings.</i>	2009 – Teen Center implemented active programming into curriculum, 19 Hip Hop classes added to afterschool enrichment program
5.4	<i>Provide healthy snacks that meet state nutritional standards in the Department sponsored programs, day camps, special events, and vending machines.</i>	
5.5	<i>Work with health care associations, to incorporate healthy eating and exercising habits into after-school recreation programs and camps for young children that model healthy living.</i>	<i>See 5.3 and 9.9</i>
5.6	<i>Address the needs of an aging population by encouraging participation in physical activity with an emphasis on the gentler aerobic activities.</i>	2009 – Five active senior classes added. Water aerobics increased two days a week
5.7	<i>Encourage bicycle safety and use as an alternative to automobile travel and provide secure bicycle and pedestrian access to schools and parks.</i>	Received federal Safe Routes to School grant to expand San Ramon Valley Street Smarts Traffic/Pedestrian/Bicycle education programs. As a result, in 2010, program has expanded outreach activities to include on-site bike rodeos, walking school buses and pedestrian/bicycle safety assemblies at all 11 San Ramon elementary school sites. Participate in annual regional bike to work program with bike energizer stations set-up along Iron Horse Trail. Participate in national walk-to-school month with “walk n roll” program held at selected school sites (Live Oak in 2009 and Neil Armstrong in 2010).

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STRATEGIC GOAL #6	<i>Build on past success as one of the 100 Best Communities for Youth, by expanding the Department's role in addressing the broader issues of youth development by partnering with schools, law enforcement and other community agencies in a multi-disciplinary approach to improve youth resiliency, self-esteem and family relationships.</i>	
Goal No.	Action Plan	Status
6.1	<i>Maintain cooperative efforts with youth sports organizations to provide safe and accessible facilities and programs that develop sports skills and provide youth experiences in organized sports.</i>	2008 – Co-sponsored field space increased 4.7 percent 2008 – San Ramon Cricket Association co-sponsorship approved 2009 - Co-sponsored field space increased 12 percent 2010 – San Ramon Raptors Lacrosse Club co-sponsorship agreement approved
6.2	<i>Continue to provide the support needed for the Teen Centers as a focal point for youth programs and services for 12-17 year olds by offering an array of programs and services that include tutoring, mentoring, non-sports activities, and volunteer opportunities. Continue to support the Teen Council as the voice of teens in San Ramon.</i>	2008 – Two new teen centers were established - Pine Valley, Gale Ranch 2009 - Teen Center curriculum established 2010 – Employment and Leadership training for teens established
6.3	<i>Participate with SRV Coalition for Youth Safety and Development, Police Department, public health, social service and non-profit agencies in the offering of prevention and education programs like Character Counts that serve at-risk youth and their families.</i>	2009 – Nine new Life-skill classes offered, Six Pillars Park Opening
6.4	<i>Expand neighborhood-based youth activities as tools in youth development that are easily accessible and affordable before, after and during school intersession.</i>	2009 – Two additional Creative Center Preschool classes added, After School enrichment art offerings increased by 35
6.5	<i>Address the needs of multi-generational families and develop workshops, counseling and educational programs that assist the children, parents and grandparents in accessing resources and developing life skills.</i>	
6.6	<i>Provide classes and programs at convenient times and locations for older teens that may only have free time evenings and weekends.</i>	
6.7	<i>Provide indoor and outdoor spaces for supervised but unstructured free play for youth.</i>	
6.8	<i>Continue financial assistance support for youth and seniors that cannot afford program fees.</i>	2009 – Scholarship Program re-established

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STRATEGIC GOAL #7	<i>Strengthen outdoor recreation experiences by connecting children and families with nature and open space to increase the user's appreciation of natural resources and foster a sense of stewardship.</i>	
Goal No.	Action Plan	Status
7.1	<i>Plan for equity, inclusiveness, and accessibility in providing outdoor recreation for people of all ages, genders, ethnicity, and abilities.</i>	2009 – Golf and basketball were added to Special Olympics program coordinated through specialized recreation division 2010 – Administration of Medications to Program Participants policy approved
7.2	<i>Continue to plan and collaborate with other agencies to provide neighborhood parks, and to acquire open space and develop trails, greenways, and linear open space that connect neighborhoods and foster the use of bicycles and walking for transportation.</i>	
7.3	<i>Expand passive and active outdoor programs for families, neighborhood oriented walks, foot races or bicycle events to provide safe venues for physical activity.</i>	2009 – National Recreation and Parks Association awarded grant for Teens Outside Project
7.4	<i>Provide classes in outdoor skills and plan organized excursions for youth, families and adults to experience outdoor adventures, i.e., beach activities, kayaking, skiing, hiking, and backpacking.</i>	2010 – Partnered with East Bay Regional Parks District to conduct educational presentations at Crow Canyon Nature Day Camp , (“CCNDC”) created new curriculum focused on nature education
7.5	<i>Collaborate with (“SRVUSD”) outdoor science programs, EBRPD, and other organizations to offer programs in environmental education and interpretation to develop stewardship for natural resources and instill an appreciation for the natural environment.</i>	See 7.4
7.6	<i>Evaluate, revise and implement the Master Plan for the Crow Canyon Gardens with an emphasis on its natural, Creekside setting.</i>	2009 – Implementation of Crow Canyon Gardens Master Plan, phase I Crow Canyon Gardens deck, Crow Canyon Gardens Hot House Renovation, Shed Renovation, Garage Door Installation, Dumpster enclosure, Bin Construction, Renovation at garden plots, Garden Trailer replacement/restroom, Calsense controller/ flow meter install, Install of automatic locking doors, Install of 12x12 concrete pad

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STRATEGIC GOAL #8	<i>Encourage lifelong learning and cultural enrichment for all ages through cultural arts programs and library services.</i>	
Goal No.	Action Plan	Status
8.1	<i>Implement the Cultural Arts Plan and provide a vast range of cultural programs making maximum use of existing and planned public facilities such as for the Dougherty Valley High School Performing Arts Center and Front Row Theatre.</i>	2008 – Produced and distributed three full season brochures for both theaters, (<i>Cultural Plan Goal #1</i>), Implementation of Art in the Burbs, (<i>Cultural Plan Goal #1</i> , Cultural Growth funds were developed and approved for use, (<i>Cultural Plan Goal #5</i>) 2009 – DVPAC and Front Row Theatre ticket sales increase 54 percent (216 Performances) (<i>Cultural Plan Goal #2 & 5</i>), Increased adult dance classes from 18 to 47 (<i>Cultural Plan Goal #3&4</i>), Added youth poetry classes (<i>Cultural Plan Goal #3</i>)
8.2	<i>Continue to work with the (“SRVUSD”), community businesses, San Ramon Arts Foundation and cultural organizations to expand cultural arts offerings for youth.</i>	2008 – Established after school enrichment programs (ASE) at Live Oak Elementary School, San Ramon Arts Foundation granted funds establishment of San Ramon Youth Symphony 2009 - Contracted with Bay Area Children’s Theater for seven plays and 4,300 participants in the Front Row Theater 2010 – Four Teen Centers participated in an art contest showcased at SR Library
8.3	<i>Expand partnerships with educational institutions, such as the Diablo Valley College, San Ramon Campus, and www.ed2go.com to offer online courses, workshops, short courses, lectures, and leisure classes that cater to the adults and particularly the growing baby boomer age group.</i>	
8.4	<i>Extend operating hours (beyond current extended times) at the Senior Center to offer additional classes in the evenings and on weekends for working adults 55 years and over and for use by other age groups.</i>	
8.5	<i>Offer educational travel opportunities and cultural outings with an emphasis on “off the beaten path,” scheduled to attract the working retiree.</i>	2010 - Trailblazers, a senior citizen weekly hiking group was established.
8.6	<i>Through the City Lights Volunteer program create challenging and meaningful volunteer opportunities for all age segments of the community.</i>	2008 Developed new volunteer opportunities; performing art centers/ushers, Glass House Docents, ground and garden maintenance 2010 - Developed new volunteer opportunities, Encore Volunteer Program
8.7	<i>Work with the Contra Costa Library management to reconfigure existing or secure needed space for library programs and services.</i>	2009 – Implementation of the senior citizen Page Turners Book Group

Cultural Arts Plan Goals

Goal #1: Increase visibility and marketing of the cultural and art programs in San Ramon

Goal #2: Identify San Ramon as a “Cultural Art Hub” **Goal #3:** Increase the availability of performing and visual art classes * **Goal #4:** Encourage and support professional / amateur artists and performers in the community * **Goal #5:** Identify revenue sources to support arts programs

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STRATEGIC GOAL #9	<i>Ensure adequate funding and support services to provide accessible and equitable facilities, services and programs.</i>	
9.1	<i>Develop operating and capital improvement budgets based on the goals and priorities of the Master Plan Update and Strategic Action Plan.</i>	2008 – Complete 2009 – Complete 2010 – Complete Utilize building replacement and renovation plan to identify and prioritize projects annually to be funded through CIP and the building maintenance fund; Technology upgrades: EMS, HVAC; Energy Conservation: Hybrids, LED installation and upgrades; Expanded and standardized employee safety and equipment training program; Facility maintenance plan funded by building maintenance fund – CIP established, projects identified and prioritized annually; Technology upgrades – EMS, HVAC, irrigation, cameras, hybrid and bio fuel vehicles, LED lighting
9.2	<i>Identify new funding for park facility/trail maintenance improvements.</i>	
9.3	<i>Review cost recovery policies and set realistic goals for revenue generation from fee programs. Develop a program classification system based on cost recovery target for programs: 100%, 75%, 50% or no cost recovery.</i>	2008 – New proposal evaluation and analysis was created for the P&CS department 2009 - Implemented strategies to determine core services in anticipation of budget reductions 2010 – Full cost recovery analysis completed, Further definition of core services for fiscal year 2011 budget cycle – <i>in progress</i>
9.4	<i>Communicate with the public, civic organizations, associations on City funding for operations, maintenance & capital improvements is provided.</i>	2010 – Field fees were increased and implemented in cooperation with co-sponsored groups
9.5	<i>Renegotiate joint-use agreement with (“SRVUSD”) to ensure access to school facilities for recreation programs for all ages.</i>	2009 – Execution of the Master Use and Maintenance Agreement between (“SRVUSD”) and the City
9.6	<i>Utilize all media print and non-print to market programs and communicate public information on the value of leisure services and programs to target groups and underserved populations. Provide a dynamic web presence.</i>	2008 – Redesigned the Senior Center Newsletter See 9.12
9.7	<i>Utilize target marketing based on customer’s profile and data base information participation. Improve utilization of customer feedback system from front-line to top management.</i>	2008 – Conducted an online survey to determine the community’s desires for the naming of the San Ramon Senior Center. 2009 – Conducted Performing Arts survey to incorporate ticket buyer feedback into performer selection and marketing decisions, Conducted Recreation Guide survey which resulted in a redesign of the Recreation Guide. Recommendations were defined and implemented by an intradepartmental committee, Conducted Summer Camp survey which

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		<p>guided the planning and implementation of the new Camp Central program.</p> <p>2010 – Conducted Art and Wind Festival survey which will lead to changes in the layout and offerings of the 2011 event, Conducted Aquatics Centers 5 year plan survey which will guide the development of the Aquatics Five Year Plan.</p>
9.8	<p><i>Adjust office hours and program times for customer convenience to better serve working parents, busy teens & young adults. Evaluate the feasibility of additional sites such as libraries and shopping centers for registration kiosks.</i></p>	<p>2009 – Box office relocated to DVPAC, Front office hours were adjusted at three community centers and San Ramon Olympic Pool</p> <p>2010 – Traditional business hours were restored at each facility</p>
9.9	<p><i>Market recreation as essential to healthy lifestyles for all ages and educate consumers about disease prevention & wellness programs accessible to them.</i></p>	<p>2008 – 570 Ways to Stay Fit theme for Spring Recreation Guide, New Physical Activity Guidelines for Americans article included in Winter Recreation Guide, Fitness and healthy eating classes marketed with email newsletter</p> <p>2008-2010 - Increased health and fitness classes by 20 percent, Increased number of swim lesson offered by 10 percent</p> <p>2010 – Increased lap swim hours at the Dougherty Valley Aquatic Center</p>
9.10	<p><i>Focus marketing of programs and facilities around the strategic goals presented in the Strategic Action Plan.</i></p>	
9.11	<p><i>Determine annually which services/programs to reduce/eliminate/reassign that are lower in priority and not meeting the needs & vision for strategic goals. Once identified shift funding into more important services/programs.</i></p>	<p>2009 - Implemented strategies to determine core services in anticipation of budget reductions</p> <p>2010 – Further definition of core services for fiscal year 2011 budget cycle – <i>in progress</i></p>
9.12	<p><i>Enhance and expand the use of the City’s web site for the dissemination of public information, pod casting, blogs and to facilitate interactive, on-line transactions for registration and facility booking.</i></p>	<p>2008 – Launched new PCS website</p> <p>2009 – Implemented automated scan pass card system at both aquatic centers</p> <p>2010 – Launched new San Ramon Performing Arts website, Implemented automated scan pass card system for aquatics and senior citizen programs, Upgraded eConnect to become more customer friendly</p>

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STRATEGIC GOAL #10	<i>Enhance organizational capacity and staff development by investing in the work force; demonstrating the value of human resources.</i>	
Goal No.	Action Plan	Status
10.1	<i>Utilize the goals and priorities of the Strategic Action Plan to develop future staffing plans and organizational structure.</i>	2008 – Implementation of department reorganization, phase I 2009 – Implementation of department reorganization, phase II 2010 – Implementation of department reorganization, phase III
10.2	<i>Pursue equity and competitive salaries, benefits and working conditions for all employees to facilitate the retention of a trained and competent work force. Develop succession plan that provides for advancement of younger employees as baby boomers retire.</i>	2009 – 2010 - Current salary and hiring in place. It is anticipated this climate will continue through the 2001/12 fiscal year.
10.3	<i>Ensure that hiring practices will recruit qualified staff that represents the cultural diversity of the community.</i>	
10.4	<i>Support training and professional development opportunities for employees that include conferences, seminars, tuition reimbursement, cross training and memberships in trade or professional associations.</i>	2008 – 2009 – Staff have attended various trainings to include: Revenue Mgt School, Aquatics Mgt School, Therapeutic Training, Historic Preservation Training, Director’s School, Red Cross Shelter Training, CPR/First Aid, CSTI Earthquake Preparedness Training <u>Conferences</u> - California Park & Recreation Society (“CPRS”), National Recreation and Park Association (“NRPA”), Learning Resource Network (“LERN”) 2010 – Due to budget constraints, funds for training had been reduced. Trainings are limited to webinars, local trainings and trainings that are essential for operations of the department.
10.5	<i>Provide cultural awareness training for staff and provide translation resources to assist them in serving the public.</i>	
10.6	<i>Utilize interdivisional and interdepartmental project teams to address issues and special projects. Empower teams to develop solutions that improve the management of facilities and human resources.</i>	2010 – Utilized inter-departmental teams for the following: Implemented training model for crisis management, Implemented cost analysis for facilities and programs and Cash Handling policy and procedures, Established City Lights Volunteer Program goals, facility use guidelines and Department newsletter template, Evaluated Program Proposal Format and Program Evaluation Tool, Evaluated Community and Youth Resource Program, teen and Crow Canyon Garden programs and Memorial/donation program, Developed Department Customer Service Plan, Established after-hours response system and protocols, Implemented annual planning calendar and annual Parks Commission calendar Implementation of Public Service’s strategic plan for operation efficiency.
10.7	<i>Secure “state of the art” equipment and technology and provide training to improve services.</i>	2009 – Registration software upgraded to provide enhanced credit card security and improved web-based customer service

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10.8	<i>Foster an open work environment that empowers employees and embraces the Department's organizational values and customer service orientation. Reward and recognize employees for their achievements.</i>	See 10.6
10.9	<i>Develop employee work plans to implement the strategies set forth in this Strategic Action Plan.</i>	2008 – 2010 – Employees annual performance goals are tied to the strategic goals 1 through 10.
10.10	<i>Develop accurate performance indicators and measurements to track employee productivity, accountability, and performance related to the implementation of the strategies of the Strategic Action Plan.</i>	2010 – Employee time versus task analysis – <i>in progress</i>