

Welcome **to Oceanside Parks and Recreation**

In a dynamic society, the ability to respond to community needs with flexibility is more essential than ever. We recognize that no one agency working alone can possibly meet all the recreation needs of a community. Oceanside Parks and Recreation professionals intend to work as an equal partner and serve as the active catalyst of a multidisciplinary team with the Police, Neighborhood Services, Public Works, Economic and Community Development Departments, and the Planning Division.

Rapidly changing demographics and economics continue to significantly impact the system of delivery for public parks and recreation services in the City of Oceanside as well as throughout the State of California. Professionals and community leaders in the parks and recreation services field are mobilizing to identify and define the issues and challenges facing public parks and recreation services in the next five to ten years. A national paradigm shift from “fun and games” to “re-creating” strong communities, family togetherness, and outdoor recreation has begun in parks and recreation services. Additionally research conducted through the California Parks and Recreation Society suggests that despite shifts in the economy and the downturn of available resources to public entities, Parks and Recreation services remain vital to the majority of California residents. In 2007 Oceanside’s Neighborhood Services Department embarked on a year process to update the existing Oceanside Parks and Recreation Strategic Plan to include input from partners, the community and from the profession. The result was a four-year plan (2008-12) designed to strengthen community image, sense of safety and security, promote health and wellness, and increase recreational and cultural opportunities, support economic development, facilitate community problem-solving and protect environmental resources.



Over the last four years many variables have caused shifts in work progress and ability to address all aspects of the proposed strategies and tasks as outlined in the 2008-12 Strategic Plan. Most notably is the decline in available resources which has resulted in changes in facility availability, customer loyalty and a reduction of basic resources required to offer programming and services as originally outlined in the Strategic Plan. The proposed 2012-14 plan seeks to redesign the remaining tasks and shift the approach to defining how Parks and Recreation will maintain relevancy, continuing to strengthen the profession through offering quality services through five core service area: **Aquatics, Recreation Classes and Youth Services, Senior Services, Special Events, and Sports and Athletics**, with a high level of importance placed on customer service and satisfaction, staff development, and program measurement and assessment.

EXECUTIVE SUMMARY

The City of Oceanside Strategic Plan for the Parks and Recreation Division of the Neighborhood Services Department continues to serve as a dynamic document which functions to respond to the community's needs as well as to provide a blueprint for enhancing the attributes that define the quality of life in Oceanside.

The prioritization and implementation of the Parks and Recreation Strategic Plan is driven by the current economic climate, changing demographics and population patterns, as well as the state of dynamic change in recreational markets.

The document outlines a Vision, Mission and Values statement, and most importantly sets forth a work plan that categorizes core service delivery into four **Focus Areas: Community Image, Programs and Partners, Measurements and Assessments, and Assets and Resources**. The 2012-14 plan, more now than ever, will rely greatly on the support of a variety of partnership opportunities with the Police, Public Works, Economic and Community Development Departments, and the Planning Division.

The 2012-14 plan will seek to place a greater importance on purposeful "green" practices in all areas of business to further comply with our mission as Parks and Recreation professionals, to protect environmental resources and act as stewards to the nature and the outdoors. Additionally, a strong emphasis on visibility through innovative marketing techniques will be a common thread throughout the plan. Uses of technology to further enhance Parks and Recreation's position in the community will be a priority for the Division. Increased attention will also be placed on promoting the use of parks for passive recreation as well as strengthening Oceanside Parks and Recreation's role in providing options for nature and outdoor recreation.



In conclusion, it is the intent of Parks and Recreation staff to continue to set a high standard, to follow the road less traveled to excellence in customer service and staff development, expand partnerships and programs in line with professional trends, and maximize field and facilities access and utilization.

THE PURPOSE OF THE STRATEGIC PLAN:

The Strategic Plan is designed to build on the expertise and talents of City staff and to work in concert with our diverse community. The document further acknowledges that strong communities begin with strong Parks and Recreation programs and that positive recreation experiences are valued and desired by all members of the community.

The 2012-14 Strategic Plan is built upon a strong foundation known to Parks and Recreation Professionals as the **Vision Insight Planning** (VIP) model. The Strategic Plan describes the philosophy of the department and the VIP and outlines a process for achieving its said goals and strategies and accomplishing its mission.

The purpose of the Parks and Recreation Division's Strategic Plan 2012-14 is to build on the successful accomplishments of the 2008-12 Strategic Plan, to outline ways in which Parks and Recreation can redefine the elements of the past plan that were not successfully completed to meet the growing demands of Oceanside residents for affordable, quality services within the limitations of obvious barriers such as smaller operating budgets, less resources and smaller staff teams. The Strategic Plan is a vehicle that will drive Oceanside in bringing Parks and Recreation in line with contemporary standards.

METHODOLOGY, USE AND MAINTENANCE:

To update the 2008-12 Strategic Plan, Parks and Recreation departmental staff conducted an internal audit of the accomplishments in the last four years, based on the tasks outlines in the 2008-12. This team worked together, under facilitation from the Neighborhood Services Department's Management Team, to assess, review and re-organize the elements of the 2008-12 plan into an updated document that could further serve as a two-year (2012-14) blueprint for service delivery. The team assessed that a two-year plan is more realistic as ever-changing times will require for frequent assessments and updates to the "working" document.



The Strategic Plan will be reviewed on a quarterly basis by a team comprised of Department Management, Recreation Supervisors, Aquatic Technicians and Recreation Specialists. This quarterly "check-in" will allow for constant monitoring and maintenance of the document, making it a more usable and relevant tool for success.

The 2012-14 Strategic Plan maintains a "working document" structure that has fluid elements and is flexible to staff. The four **Focus Areas** are set and will not change; they are *Community Image, Programs and Partners, Measurements and Assessments, and Resources and Assets*. The goals and strategies within each Focus Area were created through the planning team's input process and mirror the City's Adopted Budget Narrative and Department Goals.

Each Goal and Strategy will be measured for its role in enhancing the three **Core Elements: Customer Service, Staff Development, and Measurable Outcomes**. Each accomplishment will be assigned a "Customer Focus", "Staff Development Component", and "Measurable Element".

This requires that each action in the document is purposeful, **customer-focus driven, staff-development minded, and measurable**. It places importance on our internal and external customers and the positive development of our team.

The main objectives for Customer Service and Staff Development are:

Customer Service:

1. make services accessible to the public
2. develop services that are relevant to and match the community's needs
3. maintain consistency in services across service areas and facilities
4. encourage increased participation in services

Staff Development:

1. provide a healthy and happy environment for employees
2. maintain consistency in services across service areas and facilities
3. strengthen the division's competencies in the field of recreation
4. increase moral and intrinsic interest in the job
5. increase opportunities for professional growth

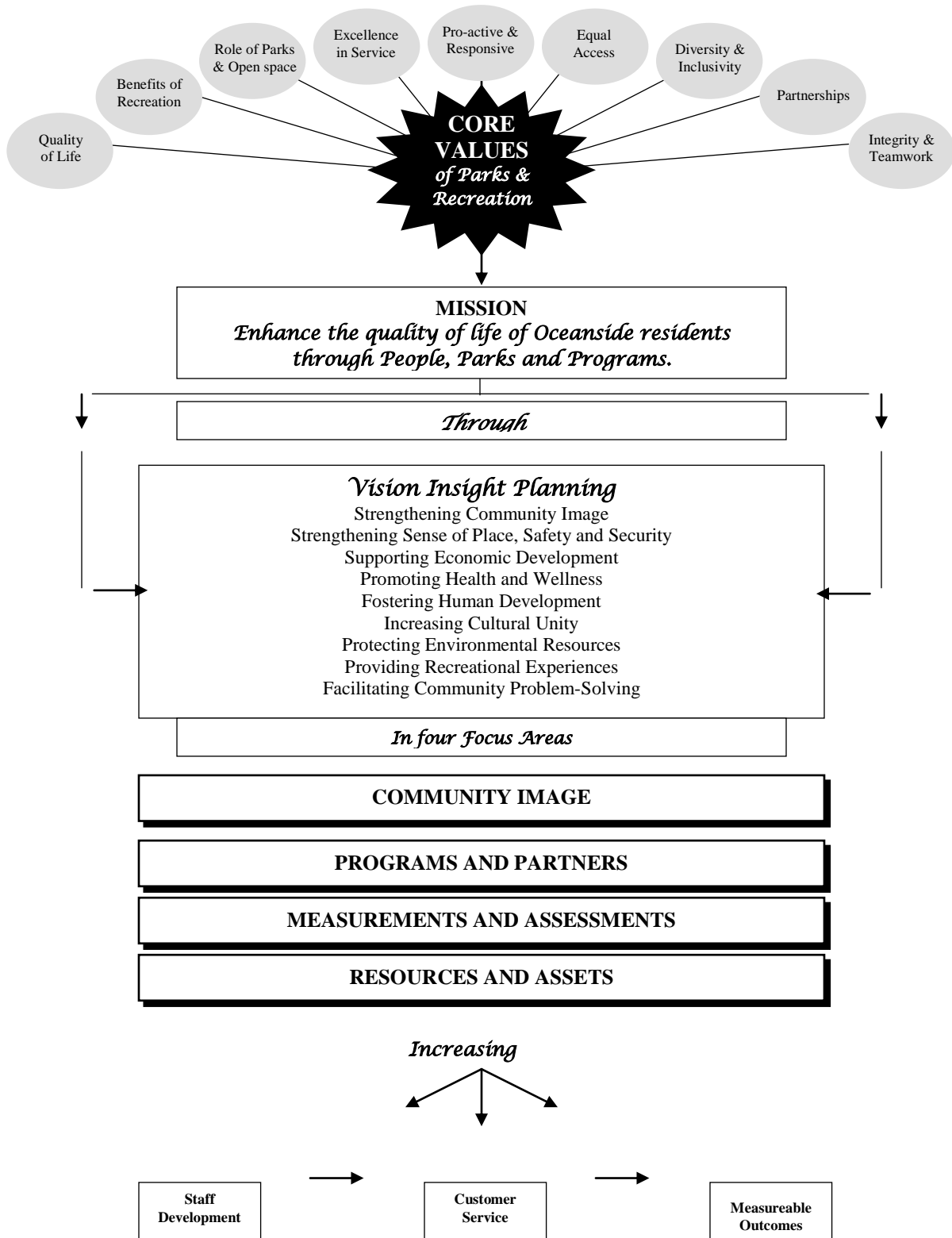
Oceanside Parks and Recreation places a high level of importance on *Customer Service Delivery and quality Staff Development opportunities*.



The major focus of the Strategic Plan update was to produce a document that could be available to the public as well as serve as a daily tool to provide the Division with a general direction for service delivery. It is intended to enhance the current programming and provide a blueprint for future programming, identifying where the Division intends to be in 2014.



Oceanside Parks and Recreation Strategic Planning Framework



Vision

The City of Oceanside Parks and Recreation Division will strive to be the preferred proactive provider and facilitator of innovative diversified programs and facilities communitywide. Parks and Recreation is home to professional leaders and educators who are dedicated to the community's well-being and who aspire to, and will only be satisfied by, excellence.

Values

The Parks and Recreation Strategic Plan is supported by core values, which guide the vision and mission and seek to provide the framework for the four focus areas that shape the Plan. These values are:

- ❖ Enhance the quality of life
- ❖ Be committed to the benefits of recreation
- ❖ Respect and value the role of parks and open space
- ❖ Strive toward excellence in service
- ❖ Strive towards excellence in staff development and professional growth
- ❖ Respect and embrace the diversity of the people that make up Oceanside's community as well as value its cultural contributions
- ❖ Foster partnerships
- ❖ Ensure accessibility
- ❖ Embrace professional integrity

The Core Values are endorsed by the Parks and Recreation profession as a standard against which all municipal recreation providers should measure service.



Mission

Oceanside Parks and Recreation is committed to **enhancing the quality of life** of Oceanside residents, **through people, parks and programs**.

The Mission is achieved through goals and strategies that are grouped into four categories, called focus areas. These focus areas are designed to incorporate the Vision Insight Planning's nine mission statements.

FOCUS AREAS

During the 2007 community assessment process (which developed the foundation for the 2008-12 Strategic Plan, and updates thereafter), community stakeholders and leaders identified specific community attributes as being threatened or needing greater focus. With limited resources and with the goal of obtaining maximum efficiency, the following four areas were developed as the focus of Parks and Recreation in Oceanside and the Strategic Plan. Ongoing assessment and evaluation of how the Strategic Plan is addressing these areas in measurable terms is absolutely crucial for its success.

Community Image

The importance of a strong community image in Oceanside Parks and Recreation is threefold: 1) to build and maintain consistent programming, partners, participants and overall positive public perception; 2) to communicate Oceanside's commitment to safety, security and sense of place; and 3) to support both the National Recreation and Park Association's and California Parks and Recreation Society's commitment to the Vision Insight Planning programs.



Programs and Partners

The 2012-14 Strategic Plan will maintain a strong focus on strengthening existing programs such as *after-school youth programming, summer camps, sports programming, aquatic-based activities, enrichment classes, and Citywide senior and family-focused recreational experiences*, while new strategies outlined in this plan will create "trend-relevant" new programming to meet Oceanside's needs such as *outdoor, nature-based, family recreational opportunities, and expanded senior services*. To successfully achieve this there will be a high priority placed on community partnerships to ensure increased service opportunities for the constituents as well as to ensure non-duplication of services in an effort to preserve necessary resources.

Measurements and Assessments

Measurement and Assessments will continue to be a critical component of the 2012-14 Strategic Plan and will serve to gain baseline service delivery information from 1) external partners; 2) participants; 3) contracted employees (internal partners); 4) Parks and Recreation staff; and 5) other City Department staff. This information will be used to strengthen the recreational experiences offered by the City of Oceanside.

Resources and Assets

The City of Oceanside's Parks and Recreation Division possesses numerous internal resources and assets that need to be tapped, utilized and maximized to work towards more efficient operations. Oceanside Parks and Recreation strives to be part of the solution by supporting the City's economic development and by demonstrating responsible resource development and management.



*The 2012-14 Strategic Plan
Goals and Strategies for Success*

Developed November 2011

*Implementation:
January 2012-December 2014*



Focus Area: Community Image

#1 Communication and Education

Promote a positive public image of Parks and Recreation as a leader in fostering health and wellness, recreational opportunities, and human and neighborhood development. Place Parks and Recreation at the forefront of protecting environmental resources through alternative marketing strategies and enhanced appearance of facilities.

Strategy and Actions

1. Visibility, Marketing and Branding

- 1.1. Form a Committee to further enhance and improve the Parks and Recreation pages of the new City Website.
- 1.2. Design, publish and manage a recreation (web-based) guide 3x a year (Fall/Winter), (Spring), (Summer).
- 1.3. Utilize ActiveNet for enhanced marketing and advertising outreach.
- 1.4. Develop Special Events Community Boards throughout the community to enhance the awareness of City-Sponsored events.
- 1.5. Develop a fee for event placement on Special Events Boards for non-city sponsored events permitted through the Special Events Section.
- 1.6. Continue to collaborate with Bicycle-Friendly Coalition to ensure Oceanside becomes and Bicycle Friendly City Medalist.
- 1.7. Complete development of the Foussat Skate Park.
- 1.8. Utilize resources provided by local colleges and universities to enhance marketing strategies.
- 1.9. Increase Oceanside Parks and Recreation's visibility by utilizing the CPRS "Parks Make Life Better" Branding Initiative Tool Kit and materials to develop a plan to "Brand" Oceanside Parks and Recreation within the community.
- 1.10. Create a 2-year marketing plan, timeline/distribution plan to increase volume of promotional and advertising materials distributed within the community.
- 1.11. Create an unpaid intern position through the CPRS D12 Mentoring Program to serve as a Marketing Coordinator.
- 1.12. Establish a Division Policy to provide guidelines for streamlining all printing services.
- 1.13. Conduct a Division-wide "green-marketing" assessment. Develop a 2-year "green marketing strategy" to reduce current print use while enhancing communication to the public.
- 1.14. Assess needed improvements in current Recreation facility attractiveness, maintenance, and functionality.
- 1.15. Identify funding for Joe Balderrama Recreation Center and Park renovation/modernization.
- 1.16. Maintain active involvement at El Corazon Development Committee Meetings.
- 1.17. Develop a Special Event Marketing tool to market and sell Citywide event sites.



Focus Area:
Community Image

2 Customer Service

Provide a healthy, happy, and educational environment for employees that fosters consistency in customer service across service areas and facilities so that services encourage community participation, match the needs of residents and visitors, and increase overall customer satisfaction.

Strategy and Action

1. Staff Development/Education
 - 1.1. Develop a unified customer service-focused, branded philosophy for doing business through consistent training and staff development. Create an annual training calendar.
 - 1.2. Develop a "recreation-specific" new employee orientation training.
 - 1.3. Require ten (10) hours per (FY) year of staff development training, developed and presented in-house by Recreation Supervisors and Management.
 - 1.4. Develop new employee and ongoing training for the use of ActiveNet.



Focus Area: **Measurements and Assessments**

#1 Service Measurements

Ensure quality Parks and Recreation services to the community through regular assessment. Enhance the core services Oceanside provides to increase health and wellness, cultural unity, and access to recreational opportunities.

Strategy and Action

1. Measurement Strategies

- 1.1. Purchase ActiveNet and expand the use of the registration software system to become a measurement and financial tracking tool.
- 1.2. Conduct a Division-wide facility use study.
- 1.3. Develop and administer bi-annual, community-based surveys designed to assess public satisfaction of recreational programming.
- 1.4. Conduct Citywide sports field inventory and community assessment of use/needs.
- 1.5. Manage/enhance "Solutions for Seniors on the Go" and assess annually for community needs.
- 1.6. Draft a City Policy for regulating Oceanside beach use by outside agencies.



Focus Area: **Programs and Partners**

#1 Develop Outdoor/Nature Service Area Programming

Broaden the community's access to nature-based programming and increase understanding of the role that nature-based programming plays in preserving sustainable recreational opportunities and fostering environmental stewardship and responsibility.

Strategy and Action

1. Oceanside Outdoor Programming

- 1.1. Develop a programming outline to integrate outdoor education into existing youth programming.
- 1.2. Conduct an assessment of all current programs and identify those which are "outdoor" and or "nature"- focused.
- 1.3. Develop a "Nature/Outdoor" Recreation page on the current City Website for outdoor/nature-based programming that is both educational and informational. Include information for Oceanside and surrounding communities.
- 1.4. Resources permitting, explore opportunities for increased outdoor recreation options in Oceanside.



Focus Area:
Programs and Partners

#2 Develop Family Recreation Programming Component

Through collaboration with community stakeholders, encourage family-focused recreation experiences that foster human development, community problem solving, and increase community sense of togetherness, safety and security.

Strategy and Action

1. Strengthen Safety and Neighborhood Security
 - 1.1. Work with Oceanside Police Department, Oceanside Fire Department and community youth-family serving agencies and stakeholders to plan an annual community safety night (ex. National Night Out).
 - 1.2. Assess annual family-friendly events/programs.



Focus Area:
Resources and Assets

#1 Oceanside Parks and Recreation Community Foundation

Establish a mechanism that will allow Oceanside to include the community in leveraging resources needed to support economic development, protect environmental resources and provide exceptional recreation experiences while strengthening relationships with community business partners to assist Oceanside Parks and Recreation in continuing to provide enhanced recreational experiences.

Strategy and Action

1. Increase Outside Revenue Sources

- 1.1. Work with OPARC Board to establish an annual plan to generate sponsorships for OPARC-sponsored events and activities.
- 1.2. Establish a Parks and Recreation Division Sponsorship Policy for soliciting resources for events and programs.
- 1.3. Establish a Board position that can seek out and obtain grant funding to support OPARC.

2. Strategic Planning

- 2.1. Facilitate an annual Strategic Planning exercise with the OPARC Board to identify areas of focus.
- 2.2. Establish a process for requesting annual OPARC sponsorship for Oceanside Parks and Recreation needs (to include event sponsorship, scholarship program assistance, and one-time purchases to benefit programming offered to the community.
- 2.3. Require that the OPARC/"Friends of Oceanside Parks" Chair provide a bi-annual report to the Oceanside Parks and Recreation Commission.



Focus Area:
Resources and Assets

#2 Assess Program Revenues and Fees

Utilize Parks and Recreation fee structure to increase recreation revenues to enhance programs, increase health and wellness and recreation opportunities, and support the overall economic health of the City of Oceanside.

Strategy and Action

1. Parks and Recreation Fees

- 1.1. Conduct Citywide assessment for fees charged for Special Event permitting update all current fees.
- 1.2. Assess Parks and Recreation Fee Schedule annually (April).
- 1.3. Conduct a programming and fee assessment of the SUNsational Summer Programming schedule (including Aquatics, Day Camps, Specialty Camps, Contracts, Sports and Outdoor-themed classes).

