



HAYWARD AREA RECREATION & PARK DISTRICT

Strategic Plan



A Clear Mission, Vision & Set of Core Values Into the Future

2009-2013





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Adopted April 6, 2009



**Hayward Area Recreation and Park District
Strategic Plan
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A. Introduction

A Strategic Plan is a top level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a 5-year period. It is a disciplined effort to produce fundamental decisions that shape what the Hayward Area Recreation and Park District (HARD) District plans to accomplish by selecting a rational course of action. This plan has incorporated an assessment of the present state of District operations, by gathering and analyzing information, setting goals and making decisions for the future. Time has been taken to gather input from various sources to add to the veracity of the strategies herein. The plan seeks to strengthen and build upon opportunities while addressing areas of concern with strategic actions.

This plan also identifies actions, activities, analysis and planning efforts that are currently active and needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

The strategic planning effort has focused on all of the following task areas:

- Collaboration with partner agencies.
- The need to address the challenges of providing a balance of programs and facilities that are needed with the very real constraints that exist now and in the future.
- Demographic changes that can significantly affect District operations.
- Workplace health that is critical to meeting the District's service goals.



B. Definitions

1. Mission Statement: A declaration of an organization's purpose. All activities of the District should be in support of the Mission Statement.
2. Vision Statement: A Vision Statement is a Board crafted and adopted statement of the ideal future condition. It asks the Board to project what it would like to be able to say about the District at the term of the strategic plan, in this case five years.
3. Core Values: Core values express those things the Board of Directors are fiercely dedicated to. They are the way the District intends on conducting itself and how projects the culture and values within which it will conduct the Mission.
4. Strategic Elements: These are the broad, primary areas of District operations, planning, and management that need to be addressed and supported by Strategic Goals to ensure optimum progress.
5. Actions and Projects: Day-to-day actions and projects that reflect the implementation of the Vision in functional area of the District.

C. Plan Development and Continuation Process

In 2008 the Board of Directors retained BHI Management Consulting (BHI) to facilitate and coordinate the initial Strategic Plan development. BHI first gathered input from District Board through personal interviews. BHI also met with employees at two meetings. Input was also gathered in a meeting with the District Citizens Advisory Committee (CAC) and one meeting with other agencies in the HARD service area. The following items were discussed; mission statement, core values, current and future issues. The Board supported



this process as a way to allow all to participate in the foundation of the Strategic Plan. A Board/upper management workshop was conducted to develop the following plan elements: strategic elements, write objective and strategy statements for each strategic element and initial work on Strategic Goals. A steering committee consisting of the District General Manager and upper management worked with BHI to complete the list of Strategic Goals in support of the Vision and Strategic Elements and refine the Plan prior to presentation to the full Board for review and final approval.

A key part of the Strategic Planning process is to conduct an annual review and update of the plan. These reviews allow for maintenance of the plan so that it reflects the actual progress and needs of the District. The reviews will be documented, and followed up with by either a plan supplement or an updated plan. A five-year planning horizon will be maintained.



D. Mission, Vision and Core Values

DISTRICT MISSION

The Mission of the Hayward Area Recreation and Park District is to enrich the quality of life for our community by providing a variety of recreation activities, parks and facilities that promote health, wellness, learning and fun.

DISTRICT VISION

In order to continue to serve our community and be recognized as a quality recreation and park district we must in the next five years:

- Establish a prudent reserve*
- Improve ADA accessibility*
- Match our programs and facilities to the needs of our diverse community*
- Distinguish HARD as a major partner with other agencies and organizations for recreation, park and open space needs*
- Enhance our work environment*
- Evaluate and leverage emerging opportunities, while maintaining our existing facilities and infrastructure*
- Update the district's strategic plan annually*
- Actively market and promote our District*
- Achieve greater environmental sustainability (greening)*
- Renovate at least one community park*

Adopted April 6, 2009



DISTRICT CORE VALUES

When making policy-level decisions, if the answer to the following questions is “yes”, then that direction embraces the District’s core values.

- 1. Does it provide cost-appropriate programs to our wide service area?*
- 2. Does it build on and leverage our network of partners?*
- 3. Does it reflect our commitment to meeting the diverse needs of those we serve?*
- 4. Will it support high quality customer service?*
- 5. Does it clearly protect and enhance our investments in facilities and other assets?*
- 6. Does it support those that make it happen every day – our employees?*
- 7. Will it support best workplace practices?*
- 8. Does it support our ability to govern as a Board team with honesty, openness and respect?*
- 9. Will it support our commitment to public learning?*
- 10. Does it support a sustainable environment?*
- 11. Is it cost-efficient?*

Adopted April 6, 2009



E. Strategic Elements and Goals

Strategic Elements and Strategic Goals represent the vital areas of the District's operation, planning, and management. Strategic Elements are derived from the Mission and Vision statements of the District. They are linked to action through Strategic Goals within the five-year period that serve to assure that important areas of the District are well supported and moved forward per Board direction. Strategic Elements and supportive Strategic Goals, along with action dates within the planning period, are presented in tabular form in Appendix 1.

The Strategic Elements are:

- **1.0 Activities/Programs**
- **2.0 Partnerships**
- **3.0 Personnel/Organization**
- **4.0 Administration**
- **5.0 Finances**
- **6.0 Facilities/Property**
- **7.0 Community Relations**



1.0 ACTIVITIES/PROGRAMS

Element Objective and Strategy: Our objective in this element is to support and provide quality, cost-appropriate activities and programs that meet the needs and desires of our diverse community. To do this we will identify, evaluate and match our activities and programs to the needs of our diverse community.

1.1 Assess Aquatic Specific Needs - Due to the age of our aquatic facilities an assessment will be completed to analyze the aquatic needs of the community, the condition of each facility and upgrades needed to increase revenue. As funds are available, complete renovation and add needed water play features as determined by the assessment. Aquatics consultant is to be hired, as funds are available.

1.2 Increased Community Data - The District will utilize a new database for increased marketing opportunities for specific user groups, neighborhood areas. The District will continue to work directly with stakeholders, neighborhoods and community groups to determine their needs and interests. This will be developed further as the database grows with marketing opportunities.

1.3 Expand Performing Arts - A cost analysis will be performed by staff to see if the expansion of the performing arts to the neighborhoods, schools and parks is appropriate. The analysis will be completed based on the availability of grants or funds.

1.4 Underserved Areas - The District will make it a priority to reach out to the underserved areas through appropriate partnerships and collaborations. Our



stakeholders, partnerships, collaborative groups and staff will identify and analyze the underserved areas through their input.

1.5. Inclusion Policy –The District will develop an Inclusion Policy to affirm its commitment to provide meaningful access to all District facilities, programs, activities and services by providing appropriate accommodations to qualified individuals with disabilities.

1.6 Diversity Programming – The District will respect, appreciate, and value individual differences within our community by offering programs, special events, celebrations and classes that reflect the diversity of our residents and participants. The District will foster an organizational climate that mirrors the diversity of staff and offers these programs in order to reflect the needs of those we serve. The District will use the data supplied by the Census and the school district's data for the different ethnic groups in the District's boundaries as well as age diversity.

1.7 Health and Wellness Programming – The District will improve health and quality of life through best practices in the delivery of programs and services to our citizens. The District will reduce the health disparities impacting the citizens through innovative programs that address health priorities. This will be accomplished by establishing key partnerships to advance the education, practices and programs that best suit our population.

1.8 Lifelong Learning – The District will be an advocate in our community for life-long learning opportunities. By using technology the District will look at new opportunities for revenue and program growth in the following areas: Baby Boomers, Homeschooling, Adult education and Personal enrichment. These lifelong learning opportunities will be made available to the public through partnerships and collaborations.



2.0 PARTNERSHIPS

Element Objective and Strategy: Our objective is to establish a wide range of beneficial relationships to achieve the Mission of the District. We will do this by public outreach, establishing strategic ties with other governmental agencies, community partners and participation in professional associations.

- 2.1 Partner with Transit Agencies - The District will encourage local transit authorities to consider recreation destinations in planning routes and expansions. This allows for greater public access and encourages use of public transit. HARD will participate in transit study groups to reinforce this concept.
- 2.2 Bay Trail Collaboration - The District will work to incorporate the Shoreline into the Regional Bay Trail. This collaboration will protect the Shoreline and provide the District with additional resources. The current collaboration with Hayward Area Shoreline Planning Area (HASPA) and the Bay Trail's 20th Anniversary Celebration set for June 2009 is a key element of this partnership.
- 2.3 Integrate Parklands with Mixed-use Development - The District will encourage mixed-use zoning that integrates recreation parklands, community centers, and recreation services with other land uses. The District will work with local government partners as well as local businesses in creative use of park properties. Hayward Local Agency Committee (HLAC) as well as Chamber Economic Development groups could address this. This partnership has been established and will be strengthened over the next 5 years.
- 2.4 Park, Trails and Greenway Partnerships - The District will link park and greenway development to natural resource management objectives for lands along creeks and rivers, sensitive hillside areas, and Bay shoreline. This is an



on-going partnership that is the work of HARD, San Lorenzo Creeks Taskforce, Alameda County, HASPA and the City. Acquisition of the Cal Trans I-238 properties could provide further development in this area. A process regarding the land use designation and acquisition of I-238 properties is currently being developed especially those sites that are adjacent to existing District properties.

2.5 Participation in New Schools' Design - The District will participate in the design of new schools and retrofit of older schools to ensure community recreation benefits are included. Collaboration with all school districts, the City of Hayward and Alameda County provides for greater community resources in parklands, gyms and community centers. Passage of Hayward Unified School District (HUSD) school bond provides opportunities at five schools identified for renovation over the next five years. San Lorenzo Unified School District (SLZUSD) will provide joint use facilities' opportunities at two middle schools in the next three years.

2.6 Schools as Community Centers – The District will update Joint use agreements with school districts. Castro Valley Unified School District (HUSD and CVUSD) has been completed. Complete agreement with SLZUSD (San Lorenzo Unified School District) in 2009/10 and new agreement with New Haven Unified School District in 2014/15. Work with school districts on available grants for capital projects as well as joint support of after school programs and community programming.

2.7 Build Strong Partnerships – The District will reach out into the community to explore how HARD can work with community supporters to build strong partnerships. We will work with newly formed District Citizens Advisory Committee members to take active roles in other community groups. Participate in the Eden Area Livability Initiative (EALI), San Lorenzo Health Initiative, Castro Valley Municipal Advisory Council (CV MAC) and Hayward and Castro Valley



Chambers, Cal State East Bay, Chabot College and other community groups to make sure HARD is out in the community. Establish partnerships with local hospitals (St. Rose, Kaiser and Eden Hospitals) as well as local community and County health providers.

2.8 Professional Associates – The District will encourage involvement by Board members and employees in professional associations that reinforce the mission and purpose of the District and parks and recreation profession. As one of the largest parks and recreation districts in the State of California, it is essential that HARD is viewed as an advocate, key partner and expert in the field in the Hayward area.

2.9 Parks and Recreation Leadership Training - Expand upon opportunities to offer park and recreation-related leadership training to other community services providers in the District. Continue to participate in Leadership Hayward, not only as students but also as presenters for the District and the parks and recreation profession. Play an active role in the various provider groups to ensure HARD is viewed as an essential service in the Hayward Area. This is an on-going strategy.

3.0 PERSONNEL/ORGANIZATION

Element Objective and Strategy: The objective is to employ and retain a high quality and motivated workforce that demonstrates District values. We will do this by offering competitive compensation and benefits, insisting on a safe workplace, providing opportunities for training and advancement and utilizing sound management practices and policies.

3.1 Appropriate Staffing Levels– The District will assess, develop and maintain staffing levels at new or existing facilities to provide appropriate



standard of care and maintenance. This will allow us to continue to provide service at proper levels and will be accomplished by monitoring our facility use and attendance on an ongoing basis.

3.2 Workforce Succession Plan – The District will develop a workforce succession plan for critical positions within the District. This analysis should be a review of all functional positions to avoid staffing gaps, assuring appropriate depth in critical functions, and assuring adequate staffing in the future. This action also insures that the future status of important District information will be secure. We will perform a department-by-department assessment of critical intellectual information and create methods for the retention of the information to allow for future reference and use. An outside firm may be engaged to assist with this effort.

3.3 Enhance Volunteer Involvement – The District will continue to enhance the District’s excellent level of volunteer involvement. This is important because many of our programs rely on volunteers to make them more cost-effective. We will also continue to recruit volunteers at the various community events the District attends and from within program areas.

3.4 Create a New Performance Evaluation Process- A proper system to evaluate the performance of District employees is good for the employees and the District and will help all to better support the mission of the District. The current system is outdated and underutilized. Staff will begin to develop a new performance evaluation system with input from the employee bargaining units.

3.5 Supervisory Training - A critical part of enhancing workplace management practices is to provide to those with supervisory responsibilities contextualized training. Over the period of the next several years all those



with supervisory responsibilities will receive a set of HARD relevant supervisor training courses.

3.6 Create a Personnel Manual. Having a Board-adopted personnel manual that is reviewed on a regular basis would help to provide employees with clear expectations and a better understanding of District policies. This would be accomplished by first taking existing policies and work rules and compiling them into one document, then updating as needed. Work should begin after the Performance Evaluation System has been updated.

4.0 ADMINISTRATION MANAGEMENT

Element Objective and Strategy: The objective is to create, maintain and implement policies and procedures to ensure sound management of the District. We will accomplish this by periodic review, refinement and proper implementation of District policies and procedures.

4.1 District-wide Needs Assessment - The broad assessment of the needs of our communities will help guide the District in determining proper priorities in the area of facilities, programs and events into the future. A proper needs assessment will survey the entire community, staff, our partner agencies and community leaders in diverse ways to get a true picture of the broad sets of park and recreation needs. This assessment is comprehensive and will assess the constituent need of many areas such as community centers, athletic fields, trails and open space, performing arts, historic preservation and much more. Site specific surveys may be incorporated for individual sites and programs to help determine community usefulness; future needs and cost effectiveness in specific locations allowing the District to better meet neighborhood needs in certain facilities.



- 4.2 Special Events - Promote special events that celebrate the heritage or culture of the diverse community served by HARD. This year is the District's 65th Anniversary; plans are currently underway to celebrate the District's history and accomplishments. Incorporate this into the District's participation in all community special events sponsored by other agencies.
- 4.3 District Communications Plan – Organizational communications are critical to efficient operations within the District. Communications is key to smooth operations and employee relations for the organization. The plan will assess communications in the organization both between departments within the organization and between all ranks of the organizational structure.
- 4.4 Update District Policies and Procedures – It is important to have policies updated to reflect current practices and needs. The process has begun and will be given even more emphasis beginning in 2009. Policies have been divided into eight categories and the goal will be to complete two categories per year for the next four years in order to have all policies reviewed and updated.
- 4.5 Job Description Review and Update – Job descriptions need to be reviewed on a regular basis so as to maintain accuracy and reflect current skills needed to perform the tasks associated with each job classification. We will accomplish this by reviewing each job description in the District and updating as needed. This task has already begun and will be done systematically until all jobs have been reviewed with the goal of having all job descriptions reviewed and updated.
- 4.6 Technology Policy – It is important to have a technology policy and have services to keep the District up-to-date on the various technologies necessary to carry out its mission. This includes but is not limited to



Information systems, phone systems, records retention, etc. Technology policy implementation will take place, as funds are available.

- 4.7 Sustainability Policy – The District is committed to reducing its carbon footprint and acknowledges its responsibility to protecting and preserving our natural resources. The District's Citizens Advisory Committee has identified this as one of its tasks for recommendations to the Board of Directors. Committees have been established by the Citizens Advisory Committee and District employees to develop strategies for sustainability.

5.0 FINANCES

Element Objective and Strategy: Our objective in the area of fiscal planning is to ensure the short and long-term fiscal health of the District. To do this, our strategy is to forecast and optimize income and control expenditures.

- 5.1 Diversified Revenue Plan - Funding is what allows us to fulfill our mission. A Diverse Revenue Plan or "Funding Quilt", will identify current revenue sources and potential new sources as well. The plan should also include a "Cost recovery strategy". We will accomplish this by conducting a cost analysis of the programs and services we provide and by exploring alternative revenue sources such as sponsorships, corporate partners and naming rights.

- 5.2 East Bay Regional Park District (EBRPD) Bond Money Usage – The District will assess and leverage the impact of the EBRPD bond on potential local projects. This will be accomplished by careful selection of the projects to be funded, with an emphasis on those that would best qualify for matching funds from other sources. These funds will become available in 2009.



5.3 Create a Cash Reserve Policy – A prudent cash reserve is needed in case anticipated revenue falls short for whatever reason. A reserve policy will be developed and provided to the Board with options for consideration and adoption.

5.4 Park Dedication Fees – The District should maintain a justified level of parkland dedication or in-lieu fees for each new housing unit under the Quimby Act. It is important that the District receives adequate funding to build new facilities or expand existing facilities as new developments are approved. Increases in the amount of in-lieu fees should be studied, then requested of the City of Hayward and Alameda County whenever our rate falls below the median rate for comparable jurisdictions in Alameda County. A review of in-lieu fees shall be completed every three years.

5.5 Review and analyze Purchasing Procedures – The District must use its dollars in the most efficient manner possible. This study will be accomplished by tasking the department heads and supervisors to complete a detailed review of purchases and develop any new policies or procedures that might make the process more efficient.

5.6 Grant writing - The District must continue to look at all ways of generating revenue for its operation and the land, acquisition and development. Grants and partnerships are an essential aspect of this process. The role of the District grant writer is the key component of this process. This role should be clearly defined and play an essential part in all departments.



6.0 FACILITIES/PROPERTY

Element Objective and Strategy: Our objective is to ensure that our existing facilities are a source of community pride and attractively maintained. We plan new facilities and property acquisitions based on short and long-term needs as opportunities present themselves. Our strategy for our facilities is to accurately assess and forecast facility and property related needs, and provide the District with the tools, funding, capital reserves and staffing necessary to achieve proper maintenance standards and facility replacement. For new properties we will strive to achieve equitable recreational opportunities for the entire District.

- 6.1 La Vista Quarry Park - The District will continue to work with the La Vista Quarry Developer and City Planning Staff to design, develop and provide appropriate Conditions of Development to insure this new park is constructed to district standards and meets the needs of the surrounding community. The time frame on this project is determined by the developer's submittal process and overall funding availability.
- 6.2 Meek Estate West Terrace - The Meek Estate West Terrace proposed facility would provide an outdoor wedding facility and community event location in the Cherryland community. The District will complete the final plans and specifications in 2009-2010. When funds are available and as dictated by the needs assessment (see 4.1) this project can be completed.
- 6.3 Cherryland Community Center Master Plan - A new community center in the Cherryland area is being studied. Work with the community and the EALI committee to design a facility for seniors, programs and large events. An architectural firm will need to be hired in the future when specific needs are



determined and funds become available.

- 6.4 Update Kennedy Park Master Plan – Kennedy Park is one of our central community attractions and is in need of renovation and possible theme change. The renovation of Kennedy Park and the addition of newer and popular attractions require funds to hire an architect to help, or assist in the development of, the master plan.
- 6.5 Golf Course Maintenance Plan - To continue attracting additional golfers to Skywest Golf Course, a renovation/maintenance priority plan will be developed, using the United States Golf Association recommendations. The renovation/maintenance plan will include reconstruction of putting greens and bunkers, new cart paths and the installation of sub-surface drains. The renovation/maintenance plan will be implemented when funds are available.
- 6.6 Work Order Maintenance Plan - This task will develop a District-wide Maintenance Plan that incorporates a computerized work order system with on-line work order status, scheduling, cost accounting and preventative maintenance modules. This project will allow for greater maintenance efficiencies.
- 6.7 Park Maintenance Standards - Standardizing maintenance for our Parks will help us establish desired levels of service for our park assets. Efficiency will grow as workers have better guidance of expectations and costs become more clear while parks will take on a more consistent look as the standards are implemented throughout the system.
- 6.8 Maintenance Partnerships – Sharing the cost and responsibility for park maintenance will allow the District to better spread the maintenance dollars that it has. The District will continue to explore opportunities to share the cost



to maintain parks through private partnerships, assessments and developers whenever possible.

6.9 Coordinate Facilities Use – The District will explore ways to optimize and coordinate fields and facility uses by both program offerings and rental of District owned facilities. All departments will hold annual meetings with stakeholders to determine most efficient scheduling.

6.10 Update Facility Master Plans – The District will review, update and/or develop all facility master plans. It is anticipated that we will hire an architect or a district employee to coordinate and complete this task, as funds are available.

6.11 Examine Rowell Ranch Use Opportunities – It is clear that the Rowell Ranch holds potential for expanded use and opportunities for the District. We will develop a list of potential Rowell Ranch uses beyond current use. This activity anticipates forming an ad-hoc working group for input.

6.12 Create Expanded Parks - The District will create new and/or larger park parcels as part of revitalization efforts by modifying zoning in park deficient areas. (eg. Centennial, Fairmont Terrace, and Ashland Parks). Working with Alameda County and City of Hayward, along with their redevelopment agencies to design and acquire potential sites, is essential to make this happen. This is an on-going partnership.



7.0 COMMUNITY RELATIONS

Element Objective and Strategy: Our objective is to actively communicate with our public, promote the District, educate the public on our programs, parks and facilities, and project a positive image in the community. Our strategy to accomplish this is to provide exceptional customer service, increase the quantity and quality of modern outreach methods, and encourage the Board and employees to promote the best interest of the District.

- 7.1 Update and modernize the District Website - The number of citizens accessing District information and registering for programs continues to grow. It is essential that the District keep up with technology to better serve the community. An updated website can also provide for improved operations and ease of access to District programs by including a new registration software system including on-line registration.
- 7.2 Branding and Marketing Plan- Positive public recognition is essential to the District's success. Consistency in how the District presents itself will provide for a uniform and clear message of the District's message. This task will work all aspects of branding the District including, but not limited to, consistent employee uniforms, logos, flyers, web pages, etc.
- 7.3 Develop and implement a Marketing/Outreach Plan - A clear outreach and marketing plan is required to make sure the public knows of the District's various programs, events and facility. This plan will include an analysis of all current communication techniques and tools with recommendations that utilize the most efficient and effective tools and technology to better reach the public.



7.4 Community Involvement – Since 1944, the District has been an active partner in the Hayward area community. It is essential to the continued success of the District that employees and Board members continue to be involved in the community, whether as committee members, partners or participants. Responsiveness and collaboration within the community shall be a priority of the District.

7.5 Media Relations – Media relations are critical to getting the District’s message disseminated to the general public, as well as for the promotion of our programs, events and facilities. This will be accomplished by continuing to maintain and foster a positive and cooperative relationship with the print, Internet and various other media outlets that exist in our area and working to identify the most effective ways that we can use the power of the media to our advantage.

7.6 Governmental Relations – Governmental Relations and Legislation advocacy are critical to the District. Establishing good working relationships with local legislators, (City, County and State) is an essential responsibility for Board members and the General Manager and this must continue to be a high priority. Active participation in legislature and programs that impact the District will continue to be a primary focus.





F. Table 1 – Five-Year “Plan at-a-Glance” (Adopted April 6, 2009)

STRATEGIC ELEMENTS	Strategic Goals	Estimated Completion Date
1.0 ACTIVITIES/PROGRAMS	1.1 Assess aquatics specific needs	2013
	1.2 Increased community data	2009
	1.3 Expand performing arts	2013
	1.4 Underserved Areas	2010-2011
	1.6 Inclusion Policy	2009
	1.7 Diversity Programming	2012-2013
	1.8 Health & Wellness	2012-2013
	1.9 Lifelong learning	2011-2012
	2.0 PARTNERSHIPS	2.1 Partner with Transit Agencies
2.2 Bay Trail Collaboration		2009
2.3 Integrate parklands with mixed-use development		On-going
2.4 Park, trails and greenway partnerships		2009-2010
2.5 Participate in new schools’ design		On-going
2.6 Schools as community centers		On-going
2.7 Build strong partnerships		On-going
2.8 Professional Associates		On-going
2.9 Parks and Recreation Leadership Training		On-going
3.0 PERSONNEL/ ORGANIZATION	3.1 Appropriate Staffing Levels	On-going
	3.2 Workforce succession plan	2009-2010
	3.3 Enhance volunteer involvement	On-going
	3.4 Create a new performance evaluation process	2009-2010
	3.5 Supervisory training	On-going
	3.6 Create Personnel Manual	2011
4.0 ADMINISTRATION MANAGEMENT	4.1 District-wide Needs Assessment	On-going
	4.2 Special Events	On-going
	4.3 District Communications plan	On-going
	4.4 Update District Policies & Procedures	2009-2012
	4.5 Job Description Review & Update	2013
	4.6 Technology Policy	2009
	4.7 Sustainability Policy	2009



STRATEGIC ELEMENTS	Strategic Goals	Estimated Completion Date
5.0 FINANCES	5.1 Diversify Revenue plan	2009-2010
	5.2 EBRPD Bond money	2009-2014
	5.3 Create a cash reserve Policy	2009
	5.4 Park dedication fees	2009-2010
	5.5 Review & Analyze Purchasing Procedures	2010-2011
	5.6 Grant writing	2009-2010
6.0 FACILITIES/PROPERTY	6.1 La Vista Quarry Park	TBD
	6.2 Meek Estate West Terrace	2009
	6.3 Cherryland Community Center Master Plan	2011
	6.4 Update Kennedy Park Master Plan	TBD
	6.5 Golf Course Maintenance Plan	TBD
	6.6 Work order maintenance plan	2009
	6.7 Park maintenance standards	2009
	6.8 Maintenance partnerships	On-going
	6.9 Coordinate facilities use	2009
	6.10 Update facility master plans	On-going
	6.11 Examine Rowell Ranch Use Opportunities	2009
	6.12 Create expanded parks	On-going
7.0 COMMUNITY RELATIONS	7.1 Update and modernize District Website	2009
	7.2 Branding & Marketing Plan	2009-2010
	7.3 Develop and implement Marketing and Outreach Plan	2009-2010
	7.4 Community Involvement	On-going
	7.5 Media Relations	On-going
	7.6 Governmental Relations	On-going

Adopted April 6, 2009



Acronyms - Relevant Acronyms in the Strategic Plan

HARD	-	Hayward Area Recreation and Park District
CAC	-	District appointed Citizen's Advisory Committee
ADA	-	American with Disabilities Act
HLAC	-	Hayward Local Agencies Committee
HASPA	-	Hayward Area Shoreline Planning Agency
HUSD	-	Hayward Unified School District
SLZUSD	-	San Lorenzo Unified School District
CVUSD	-	Castro Valley Unified School District
EALI	-	Eden Area Livability Initiative
CVMAC	-	Castro Valley Municipal Advisory Committee
EBRPD	-	East Bay Regional Park District