

ATTACHMENT A

LIST OF RECOMMENDATIONS AND STATUS UPDATE

Below is the list of recommendations (in italics) contained in the Parks and Recreation Operations and Facilities Assessment/Five-Year Financial Forecast Study prepared by Management Partners for TCSD in February 2021. Underneath each Recommendation is a status update for the recommendation including a timeline for implementation (if appropriate). Recommendations in bold represent those 8 recommendations deemed to be most important for the District to implement.

Recommendation 1. Revise the 1981 Parks and Recreation Plan into a five-year Recreation and Parks Strategic Plan to include a vision, goals, implementation strategies, timelines, and budget allocations necessary to accomplish the stated mission of the Board.

Status: The initial discussion of a Five-Year Recreation and Parks Strategic Plan (Plan) will occur at the Board retreat with subsequent work sessions needed to discuss the various components of the Plan. See Recommendation #2 below for more details.

Recommendation 2. Update the General Parks and Recreation Master Plan as a long-term guiding document for parks and recreation and the community of Tamalpais Valley and a companion to the strategic plan.

Status: The Master Plan is a longer-term document with a 5–10-year planning period versus a Strategic Plan which covers a 3–5-year period. However, TCSD is a very small agency and to dedicate the staff and Board resources needed to develop both a 5-Yr. Strategic Plan and a General Parks and Recreation Master Plan may not be the most cost effective and/or efficient approach. We recommend a hybrid that combines the relevant components of both the Strategic Plan and Master Plan for TCSD. The objective is to create a document that staff and the Board can refer to on a regular basis as opposed to a study that sits on a shelf. As stated above, the update process would begin at the Board retreat.

Recommendation 3. Integrate and update the parks and recreation rules, regulations, and fees from the current four ordinances into a single parks and recreation ordinance that is all inclusive.

Status: Staff believes the intent of this recommendation is to create one document for the public to access regarding park and recreation use policies, rules, and fees. We will be creating a document to summarize the park and recreation rules for the website. The integration of the ordinances can be a simple task, but would become much more complicated if the Board determined it wanted to revisit the rules and regulations adopted by the four ordinances.

Recommendation 4. Revise the website in accordance with a new all-inclusive ordinance.

Status: Staff will conduct a comprehensive review of the website with the goal of making the website more user friendly.

Recommendation 5. Develop a parks and facility signage program that places appropriate and comprehensive use signage throughout District facilities.

Status: The Board adopted Resolution 2022-29 to establish new and confirm existing park use policies including the tennis/pickleball courts. Staff is working to create new signage and consolidate existing signage as appropriate.

Recommendation 6. Develop a memorandum of understanding with the Marin County Sherriff's Office (SCO) or another enforcement agency in order to clearly addresses the level of enforcement the District can expect for its parks and facilities based on the posted rules and regulations.

Status: In August 2021, TCSD entered into a MOU with SCO for parking enforcement around Eastwood Park. We can explore enforcement of park policies with Marin County Parks.

Recommendation 7. Update and adopt the 2006 Hanson Associates Parks Asset Inventory and Maintenance Work Plan Project (Hanson Plan) to include a link of all department assets found in the book asset detail document.

Status: The Hanson Plan will be discussed in more detail at the 10/26 Board work session. Staff will be recommending a process to update the Plan that includes: 1) staff collecting and maintaining data regarding maintenance tasks and frequency, 2) incorporating the master landscape contract scope of work into the maintenance tasks and frequency, and 3) monitoring and evaluating the work under the master landscape contract. The last action is the key to this approach because staff will be able to visually assess the effects of the landscape maintenance contract over time. At the end of the contract period (ends Sept. 30, 2023), staff will report to the Board our findings and recommendations with regard to the maintenance contract and updates to the Asset Plan. During this time, staff will also update the park asset inventory list which will not include trees. The trees are covered in the TCSD Tree Inventory Study which is updated every 2-3 years.

Recommendation 8. Adopt outcome-based parks and recreation program and facility measures consistent with those identified in the Hanson Associates Report.

Status: The intent of this recommendation is for the Board to be able to evaluate if maintenance standards reflect a desired outcome and to create criteria to measure the success of events. Staff suggests this recommendation be placed on hold until the Board has an opportunity to evaluate the data collected from the various events and other activities. At that time, the Board can determine if outcomes/measures would be useful to the Board in making decisions or

evaluating programs.

With regard to outcome measures for maintenance standards, please refer to Recommendation #7 above.

Recommendation 9. Develop and adopt a five-year Capital Improvement Program budget for the Parks and Recreation Department that is based on an asset replacement program.

Status: The Five-Year Capital Improvement Program (CIP) for Parks and Recreation will be a future work session topic as well as incorporated into the Budget workshop discussions for the FY23-24 budget. An asset replacement program often has assets with life spans that exceed the planning period of a 5 Year CIP. While the CIP will reflect capital projects during the five-year period, the replacement of equipment/vehicles will be incorporated into an asset/equipment reserve fund which will show planned expenses. The creation of a capital/asset reserve fund will also be discussed at a future work session.

Recommendation 10. Investigate the feasibility of acquiring a computerized maintenance management system for scheduling, inspecting, and managing maintenance functions.

Status: Staff does not believe a computerized maintenance management system is a cost-effective approach for the TCSD maintenance program. This recommendation was developed to address the adverse impact on weekly facility/park maintenance activities when staff had to address emergencies or changing District priorities. The recommendation was also based on the model of staff performing almost all park maintenance functions.

During COVID-19, TCSD terminated all maintenance contracts as a cost saving measure. Pre-COVID, TCSD had a master landscape maintenance contract for weekly maintenance in the parks. The Board recently approved a new contract for weekly maintenance which should ensure that maintenance activities do not “fall thru the cracks” due to changing staff priorities.

While we agree that written general maintenance policies and schedules/checklists should be developed for continuity (i.e., future staff) and tracking of tasks, it can be accomplished without purchasing a new software system. These electronic maintenance tracking systems are more essential for municipalities with public works type of responsibilities.

The update to the Hanson Plan (Recommendation #7) will address maintenance policies, schedules, and /or checklists. We are also converting the playground maintenance forms into electronic forms that can be filled out in the field and stored electronically for easy future access.

Recommendation 11. Create a long-range training plan for each park and recreation employee.

Status: We agree cross-training is important for small agencies such as TCSD. However, we do not believe we need to create a long-range training plan for each employee. Our approach will

be to meet with each park and recreation employee and tailor, as appropriate, a training program that meets the need of both the employee and TCSD.

Recommendation 12. Identify alternative ways to provide maintenance services as part of the District's master planning effort.

Status: TCSD recently approved a master landscape maintenance contract for the general maintenance of TCSD facilities. In addition, the Board approved the maintenance strategy for the grassy areas of Eastwood and Kay parks. Both of these actions address the intent of this recommendation. The Study does note a best practice is to contract for services in-lieu of hiring full-time staff to perform the work.

Recommendation 13. Establish and adopt cost recovery goals for all programs, activities, and facilities and consider when a non-resident fee is appropriate.

Status: In June 2022, the Board adopted a master fee schedule which included non-resident fees for facility rentals. TCSD offers few recreation programs/classes and, at this time, does not charge a different rate for non-residents. Our initial impression is that a non-resident rate would only generate a nominal amount of revenue and would create more administrative work for both the instructor and District.

We are also providing the Board with estimated participant data as well as the actual costs and revenues for every TCSD sponsored event so the Board can better evaluate events. At this time, it would be premature to adopt cost recovery goals for all programs, activities, and facilities without an overall analysis of the aggregate net costs for all Parks and Recreation services including events and activities. In addition, the General Manager, Assistant General Manager, and Event and Communication Coordinator are all new and, thus, unfamiliar with the past history of events and will need the data collected before making any recommendations.

At the budget workshop for the FY23-24 budget, staff anticipates we will have enough data to evaluate the costs of events as well as overall Parks and Recreation operations. The Board, at that time, can determine if the subsidy level is appropriate for all operations or if TCSD needs to enhance its cost recovery efforts for specific events or activities.

Recommendation 14. Evaluate the purpose and priority for recreation programs and activities and consider opportunities for partnerships in providing services.

Status: TCSD's Parks and Recreation programs primarily focuses on offering community events. The Board has provided direction to staff regarding the type of events it would like to see during FY22-23 and the beginning of FY23-24. We do not believe the Board needs to evaluate the purpose or priority for events or activities. However, this would become more important if TCSD could not afford to continue to offer the full range of events and activities.

Staff will be evaluating the Tam Valley market to determine resident interest in local recreational programs. We will also be meeting with Mill Valley and/or other Special Districts to determine the ability to cross market programs and avoid direct competition with one another.

We also continue to look for partnership opportunities including with private entities to co-sponsor events. Staff also continues to work to expand and refresh our list of volunteers.

Recommendation 15. Track attendance, participation, spectators, and costs for each program and report these as an informational item to the Board annually.

Status: As stated above in the status for Recommendation #13, staff is providing the Board with attendance and participation data as well as the actual costs and revenues for every TCSD sponsored event so the Board can better evaluate events. The information is included in the General Manager's Report at Board meetings. Policies for collecting data from events/activities will be included in the Communication Plan (see Recommendation #16)

Recommendation 16. Implement a formal marketing plan to expand the District's emphasis on community interaction and involvement.

Status: Staff will develop a communication plan with policies for Board review and approval. We envision the document will reflect all of our new efforts to expand electronic communications and data collection for activities. In the interim, we have already created an electronic newsletter, continue to post updates on Nextdoor and the website, and we will be sending a postcard to all District residents with QR codes encouraging them to sign up for the newsletter and other District e-communications. The newsletter currently has 770 contacts (we added approx. 300 emails from the solid waste database). The open rate continues to average 70% and the click-thru rate usually is above 5%. Both of these percentages are significantly higher than your typical municipal average.

We will also be collecting community input on a variety of issues using on-line questionnaires. The reconvened Parks and Recreation Commission will also be a good source for community input.

Recommendation 17. Develop a policy and procedure for evaluating the costs and benefits of providing new programs, services, and facilities.

Status: The intent of this recommendation is for TCSD to do pre-planning as part of its analysis before developing new facilities or acquiring property (e.g., open space). As a matter of practice, any analysis for a capital improvement/acquisition would include operations and annual maintenance costs. With regard to new programs or services, generally a new program would have nominal start-ups and would be tried on a pilot basis to evaluate the interest in the program or service. To develop a written policy and process may be useful for larger organization, but for TCSD would be superfluous.

Recommendation 18. Adopt a use ordinance requiring all dogs to be on leashes when in parks, open spaces and trails unless otherwise designated.

Status: At the September 12th Board meeting, staff indicated we would continue to explore the concept of dog designated areas and will schedule this matter for future discussion at a Board work session.

Recommendation 19. Expand the Tree Inventory and Management Plan to include all trees in District parks and open space parcels.

Status: Staff is working to update the current Tree Inventory for parks and facilities. We are not recommending expanding the tree inventory to include open space parcels. Open space parcels are evaluated for vegetation management and trees are assessed if warranted. The costs for expanding the tree inventory to open space parcels, given the number of trees, would be cost prohibitive both from a maintenance and assessment perspective. Such an expanded inventory would also have minimal benefits to the District as many of these parcels are not accessed by the public on a regular basis and, hence, pose minimal safety risks.

Recommendation 20. Conduct a comprehensive inventory to assess the overall condition, life expectancy, and accessibility compliance of all District bridges and the boardwalk.

Status: Staff will retain an engineer to assess all the TCSD bridges and Boardwalk to establish the baseline conditions of the bridges, estimated life expectancy, and estimated maintenance and replacement costs. It should be noted that TCSD has made significant repairs to the bridges and Boardwalk over the past 8 years and does frequently monitor their conditions.

Recommendation 21. Incorporate the bridge assessment into the District's asset inventory and include each assets' replacement costs into the proposed asset replacement program.

Status: The bridges and Boardwalk assessments would be incorporated into the asset replacement program.

Recommendation 22. Assess the viability of placing a special assessment ballot measure on an upcoming election to generate additional revenue to adequately finance District operations.

Status: We recommend this be placed on hold pending current economic conditions and the need to develop a 5-Year Strategic Plan and updated Asset Plan to support the need for additional revenues.

Recommendation 23. Develop a formal prudent reserve policy for the District's parks and recreation function to include maintaining a minimum of at least 16.7% of operating expenses.

Status: The Board adopted Resolution 2022-01 establishing a policy to maintain a two-month operations reserve. Staff plans to discuss the creation of a Parks and Recreation capital improvement/asset reserve at a future Board meeting.