

**5.2.6 Recommendation Goal 6: Consider non-Goleta parks and programs in determining population-based demand and requirements.**

Not all park and recreation activities are done under the direction and on lands owned by the City of Goleta. Private for-profit and non-profit organizations often provide physical activity options for its citizens. Likewise, the adjacent County and City of Santa Barbara and University of California, Santa Barbara (UCSB) all provide recreational opportunities. Develop partnerships that recognize the fact that citizens do not see on the ground political boundary lines when they decide to use a park or recreate in a certain manner.

**Objective 6.1 Integrate parks on state or federal lands that do provide recreational opportunities for citizens of Goleta.**

Where these areas are adjacent to city boundaries, work with the managing agencies of these lands to provide bike lanes, multi-use paths, walkways and trails that may allow the public to have recreational experiences getting to the park as well as at the park.

**Objective 6.2 Continue to work with private organizations and other service providers that are engaged in recreation programing and potentially offer City of Goleta park lands to deliver these programs.**

Some form of revenue should be expected from the use of park lands. Recreational programming is often funded by local city organizations. Since

Goleta does not have a formal recreational program, having others provide these services has become the standard way of recreation program delivery for Goleta. Public facilities can and should be used to help deliver a broader recreational program. These partnerships provide savings to the city when a program is desired by the public. It is also easier to administer these programs than to actually run and staff them. There is a point, however, that exclusive and specialized recreational activities that are only benefiting a few citizens which use these public lands should be made to offset all costs through leasing, use permits or other shared revenue programs.

**Objective 6.3 Coordinate Recreational requirements with adjacent agencies.**

Many of the students and faculty at UCSB utilize the extensive set of recreational programs and facilities on the campus. Those students that live on or near campus are not likely to create user demand on many of the City of Goleta’s park systems. However, faculty and students that live in the community probably do visit and utilize Goleta’s recreational amenities. But these same individuals are likely to use those at UCSB. So, for those students and faculty that live in the community, some credit for other available recreational facilities at UCSB should be factored into the population per acre methodology.



Paved Trail to a Neighborhood Park

## 5.3 Recommendations that Help Provide Better Access to Parks

This section looks at ways to improve both non-vehicular access to parks, and also considers ADA Universal Access issues as well. See Appendix "A" for more detailed descriptions of deficiencies as seen from an ADA perspective.

### 5.3.1 Recommendation Goal 7: Implement the Active Transportation Plan, with an emphasis on Park Connections

The recommendations from the Bicycle and Pedestrian Master Plan Project that was adopted in December 2018 should be used as a basis for improving bike and pedestrian access to parks and open spaces. This goal seeks to support the expansion of multi-use trail systems for walking, biking, jogging, and hiking both in and around public parks.

Since 65% of all physical and recreational activity is related to linear activity (cycling, running, walking and hiking), this recreational use should be encouraged to start from a person's home leading to a park and not just at the park itself.

Based on the General Plan's Open Space Element, Policy OS 6.4- "Neighborhood parks should be easily accessible to the surrounding neighborhood population through safe pedestrian and bicycle access. Neighborhood parks do not generally require on-site parking, although a limited amount of parking may be provided."

#### Objective 7.1 Identify open space areas that could benefit from new trails.

The Bicycle and Pedestrian Master Plan for the City of Goleta and the General Plan's Pedestrian System Plan in Figure 7-5 has identified possible locations for paved bike paths and lanes as well as walkways. However, specific connections throughout the city where unpaved trails can be provided that connect the system of parks and open space need to be investigated further. When deciding locations for linear facilities, areas of significant habitat value within open space systems will be avoided.

#### Objective 7.2 Develop plans to build new trails through open space areas.

It is recommended that the City develop plans for the design and construction of new trails and include the cost of developing the plans and construction of the trails (including mountain biking trails) in the CIP. Areas with valuable natural habitat will be avoided to the maximum extent feasible to preserve and protect its value for wildlife while allowing improved access for visitors.

#### Objective 7.3 Locate new trails in new development where appropriate.

The City should work with applicants of discretionary projects to coordinate the inclusion of trails within new development where appropriate.

#### Objective 7.4 Locate missing gaps in pedestrian and bicycle connectivity to parks, recreational facilities and open space.

Some gaps in pedestrian and bicycle connectivity to the existing parks and community centers were identified. Provide a more detailed analysis of missing gaps to further improve connectivity throughout the park system.

#### Objective 7.5 Develop plans to fill in missing gaps in pedestrian and bicycle connectivity.

It is recommended that where feasible, these gaps should be addressed, and capital projects should be placed in the City's budget to construct improvements. This may take the shape of new sidewalks, improved sidewalks, new trails, bike lanes, safety improvements at intersections, and streetscape enhancements.

#### Objective 7.6 Work with other departments to implement plans to construct public improvements to increase the connectivity to parks.

A significant amount of usable linear space that could be used to connect people to parks without the use of motorized vehicles exists in public rights-of-way. Any unused street or under-used street should be considered for re-purposing for walking, biking, running, skating, scootering or hiking.

Connections that go beyond immediate park entrance improvements or near park adjustments, should be consistent with the recently adopted City of Goleta Bicycle and Pedestrian Master Plan. Figure 5-5 is from the adopted plan to show the proposed bike and pedestrian improvements that could help to improve access to parks and open spaces. Further discussion on park improvements that are directly adjacent to the park, are discussed in later sections of this Chapter. Some potential connections that are near park edges that would improve access by bike or by walking, have been shown on Figure 5-6.

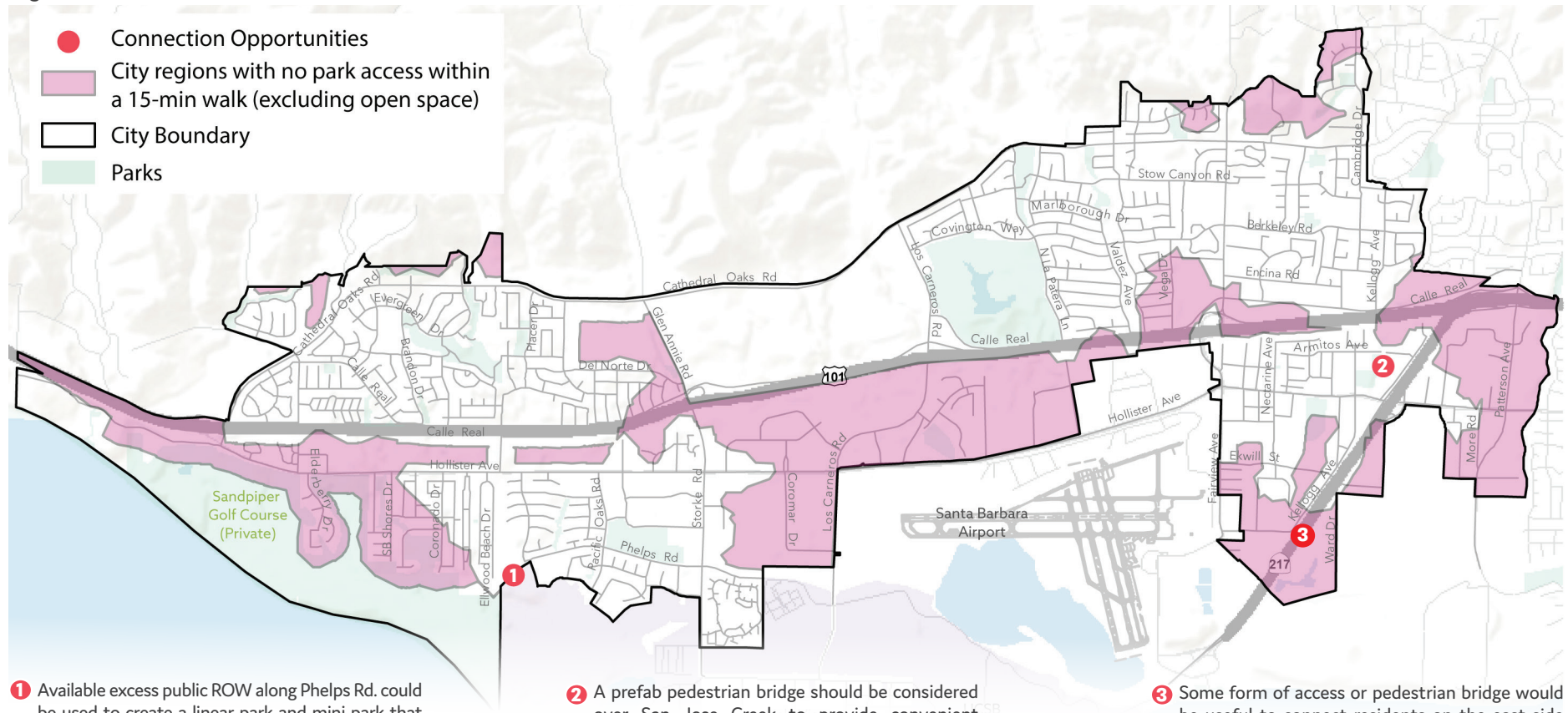
Depending on the width of the trail, the surface materials, the slope of the trail and visibility around corners, certain restrictions for uses on the trail may need to occur. Generally, the goal should be to have a surface and width that can accommodate runners, people with strollers, walkers, and hikers, as well as those on a mountain bike or commute bike (high pressure tire road bikes generally can only work on very firm or hard surface trails). If slopes are above 5%, then they should not be considered ADA compatible. If trails are less than 5' in width, then bikes should not be allowed (counting the main path and clear areas on each



Figure 5-5: Proposed Park Access Projects from the Bike and Pedestrian Master Plan 2018



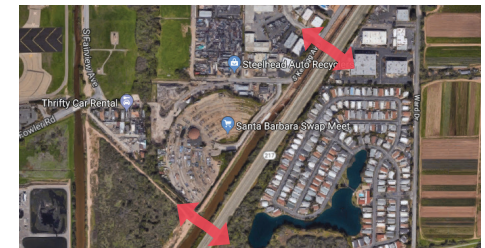
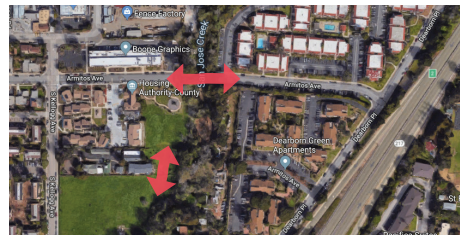
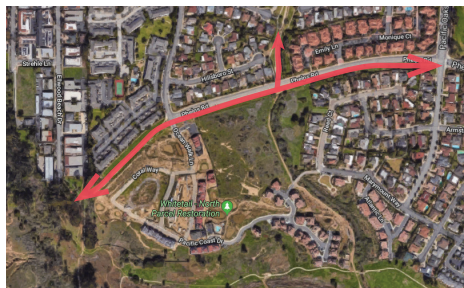
**Figure 5-6:** Potential other Park Connection Enhancements



**1** Available excess public ROW along Phelps Rd. could be used to create a linear park and mini park that would connect Girsh Park and University Village Linear Park to Sperling Preserve trailhead. The unused ROW west of Canon Green Drive could become a mini-park. This will be consistent with the Ellwood-Devereux Coast Open Space and Habitat Management Plan.

**2** A prefab pedestrian bridge should be considered over San Jose Creek to provide convenient pedestrian and bicycle access to Armitos Park as well as to a bike path in Jonny D. Wallis Park. Both sides of the neighborhood would be connected and could walk to these parks. This is currently the Armitos Pedestrian and Bike Bridge Project under the City of Goleta's Capital Improvement Projects. This will be consistent with the General Plan Policy CE 2.3.

**3** Some form of access or pedestrian bridge would be useful to connect residents on the east side of 217 to the proposed park and bike lanes and paths on the west side of 217. Costs may be prohibitive but the connectivity would provide improved access to a new park in this area. This should be considered for inclusion in the San Jose Creek Bike Path – Southern Extent Capital Improvement Project and will be consistent with the General Plan Policy CE 2.3.





side). Also, if there are abrupt corners in the trail, with thick vegetation blocking the full view of the upcoming trail, then bikes should not be allowed unless the trail is at least 8' in width (including clear areas on each side).

### 5.3.2 Recommendation Goal 8: Improve direct access to and around parks for those that have mobility challenges.

Many in our society have extremely challenging physical limitations affecting mobility, but many more have varying degrees of physical capabilities and issues that may negatively affect their use of parks and recreation facilities. This plan included a Park Accessibility Compliance Assessment (see Appendix A) that was derived from site inspections performed at each of the City parks. Inspections were performed to verify compliance with both state code requirements as well as federal ADA Standards. Site verification included accessible parking, amenities such as picnic tables, playground and tot lots, drinking fountains, bench seating, tennis courts, and sport fields.

#### Objective 8.1 Provide a more detailed review of the ADA issues and potential approaches to removal of these barriers.

A detailed review is needed to help determine the best way to remove barriers. These barriers should be tracked with each park renovation or addition of new park amenities. The resolution of ADA issues does not have to be immediate or extensive. However, the process of capital improvements, life cycle replacements, renovations and upgrades must take into account the need to remove existing barriers. Integrate known ADA issues into park planning, design, programming and budgeting. Compliance with ADA is best documented by integrating barrier removal into all facets of government review and capital investments.

#### Objective 8.2 Plan for consistent investments in ADA issues and barrier removals in all park and recreation planning, design and maintenance.

There is no "grandfather clause" in the ADA that exempts older facilities. However, the law strikes a careful balance between increasing access for people with disabilities and recognizing the constraints many public entities face. It allows entities confronted with limited financial resources to improve accessibility without excessive expense.

A logical strategy is to identify facilities and amenities that are nearing the end of their life cycle or are in need of a great deal of repair. These project types clearly require the removal of the barrier and the adherence to local, state and federal ADA mandates. It is important to not concentrate on the

specific facility without looking at the parking, path of travel, and use of the facility by those with physical challenges. A facility replacement requires that it is not only usable by those with disabilities, but it is also accessible.

#### Objective 8.3 Prioritize barrier removal amongst all other ADA requirements and commit to a dedicated percent of the City of Goleta's financial resources to fix or remove these barriers on an annual basis.

Prioritization should take into account these four factors:

- 1) Is the barrier preventing an individual with a physical challenge from obtaining access to all of the recreational experiences? A key concept is that public programs and services, when viewed in their entirety, must be accessible to people with disabilities, but not all facilities must necessarily be made accessible.
- 2) Is there a potential safety hazard associated with the barrier that puts an individual at risk to harm, especially when fully-abled persons are not exposed to this same risk?
- 3) Although cost limitations are not considered a reason to not remove a barrier, if the solution requires damage to natural areas or cultural areas, then some exceptions can be made, or standards slightly decreased. When multiple experiences in one park setting are available, select the one solution that would be least damaging to natural and cultural resources and the least expensive to resolve as well. Focus on providing one equal experience at each park and not on all possible experiences.
- 4) Prioritize facilities that are heavily used or those that are likely to have the greatest number of persons with disabilities potentially using them.



**Objective 8.4 Continually assess the current condition and if the city has above average financial resources in any given year, make sure that barrier removals are given their fair share or more of these resources.**

A key ADA concept is that public entities have an ongoing obligation to make programs and services accessible to people with disabilities. This means that if many access improvements are needed, and there are insufficient resources to accomplish them in a single year, they can be spread out over time. It also means that rising or falling revenues can affect whether or not an access improvement can be completed in a given year. What might have been seen as an undue burden during an economic downturn could become possible when the economy improves and revenues increase. Thus, public entities should periodically reassess what steps they can take to make their programs and services accessible. Public entities should also consult with people with disabilities in setting priorities for achieving program access.

## 5.4 Recommendations that Help to Reduce Deficiencies

This section indicates the types of facilities that are in the shortest supply and a strategy on how to implement or resolve the deficiencies.

### 5.4.1 Recommendation Goal 9: Address off-leash dog matters

**Objective 9.1 Initiate a study for the possibility of a designated dog park**

There is significant interest for consideration of a dog park. A study should be initiated in order to determine the possibility and preferred location of leash free dog parks within the city. The study will also need to determine the need for fencing and other amenities.

For safety reasons, fencing should be required where dogs are allowed to be leash free. A fenced area also works for the benefit of dog owners since dogs can run off and potentially enter sensitive areas, playgrounds, roadways with cars or trails with runners, walkers and cyclists. Fencing will need to be non-obtrusive to the area's residents and can generally be just 4 feet in height and should be well designed with wood framing, color chain link fabric or other mesh materials. The dog park should, be located away from a creek or water body, and be buffered away from natural or sensitive areas. It should be located where large multi-use fields are available so that adequate buffers can be made and for the exercise benefit of the dog and owner. The area should be divided for an area with small

dogs that are timid or subject to harassment from larger more aggressive dogs. The City should consider the utilization of volunteer organizations that could be formed to assist in the monitoring and maintenance of each facility. Signage is essential for posting rules. Pick-up bags and trash cans as well as benches are needed.

**Objective 9.1 Enhance the enforcement of dog leash rules**

While exploring opportunities for designated off-leash dog parks, dog leash rules should be better enforced in the existing parks and open spaces for the safety of all users. The City has a contract with County Animal Services for the enforcement of off-leash dogs. The City may consider putting up more signs and organizing educational activities to help enhance the enforcement.



Resident walking dog in the park

### 5.4.2 Recommendation Goal 10: Provide new or upgraded baseball fields (youth), softball fields (youth) and soccer fields (youth).

After reviewing the park systems for available undeveloped space or underdeveloped space, consider adding infill sports fields to lands adjacent to existing parks that may be available for purchase:

- \* Develop a multi-purpose field at the existing Evergreen Park
- \* Renovate the athletic field at the Goleta Community Center
- \* Develop a multi-purpose field at Stow Grove Park
- \* Develop a second skate park in a convenient location

**Objective 10.1 Incorporate permanent youth baseball, softball, and soccer fields into the inventory.**

Based on the existing facilities analysis, youth baseball, softball, and soccer fields within public parks are in short supply. The Park's Division should develop additional fields to relieve pressure from over use of existing ones, as well as park areas that are not conducive to these sport activities but are currently being used for these purposes.

**Objective 10.2 As a result of reviewing the entire parks systems for available undeveloped space or underdeveloped space, consider adding infill sports fields to the following existing parks:**

- \* Evergreen Park
- \* Stow Grove Park
- \* Goleta Community Center
- \* Jonny D. Wallis Park

**Objective 10.3 Review the entire park systems for available undeveloped space or underdeveloped space, consider adding infill sports fields to lands adjacent to existing parks that may be available for purchase.**

At this point in time, there do not appear to be too many opportunities for adjacent park land acquisition. Further research will be required.

**Objective 10.4 After reviewing the entire parks systems for available undeveloped space or underdeveloped space as well as adjacent undeveloped lands, consider adding infill sports fields to new parks resulting from new development.**

The shortage of citywide sports facilities cannot be put on the development in its entirety, but potentially available lands can be dedicated to the city in exchange for the developments fair share of park requirements.

**Objective 10.5 Annually update sports facility needs based on standards from the Needs Assessment or use national standards.**

It is recommended that the City should carry out small additions of new sports facilities on an annual basis to reduce the current deficit. Annual investments should be applied to item 10.2 to 10.3 first..

**5.4.3 Recommendation Goal 11: Provide new or upgraded aquatic centers and recreation centers.**

**Objective 11.1 Provide new public aquatic facilities and programs.**

A community managed and operated pool should be considered a priority in this Master Plan, if funding sources or financial support is found. Funding for long term maintenance and operations needs to be factored in as well. The needs assessment, surveys and public participation at meetings verified the desire for a public pool. The pool (or aquatic center) should consider the inclusion of competition pools/lap pools, a wading pool, locker rooms, equipment room, entry lobby, recreational slides and splash-pads or spray-grounds. Consideration for a public swimming pool should include leisure, competitive, fitness and recreation opportunities in the programming for the facility. Additionally, consider collocating a recreation center/gymnasium with a swimming pool. It may also be a potential benefit to consider an aquatics center at the Goleta Valley Community

Center, given its central location, existing infrastructure and the under-served community that this area represents.

**Objective 11.2 Upgrade convenience and customer service amenities to existing facilities to increase usability and access to more.**

The Division should investigate opportunities to add shade, storage buildings, security enhancements, lighting, benches, and other amenities appropriately at existing facilities as it is making improvements and augmenting existing facilities. These improvements may increase capacity or use levels if they are offered.

**Objective 11.3 Create additional recreational facilities and amenities at existing parks.**

The prioritized facilities should be based on needs assessment and a higher priority put on those amenities that have the greatest citywide deficiency. Based on the existing facilities analysis and the LOS analysis, recommendations have been made for what types of facilities are needed. It is recommended that the City include the addition of these facilities and any ancillary improvements that will need to be done in order to accommodate these facilities in the Capital Improvement Program for design and implementation.

**Objective 11.4 Identify where existing missing amenities can go as part of new park development.**

Once it has been decided that a new park is needed or that a park is to be partially built/funded by a development, then consider having the Master Plan work into the overall design the missing facilities that are deficient either in the immediate area or citywide.

**Objective 11.5 Maintain and improve existing facilities, parks, trails, and open spaces.**

The Division should evaluate the condition of existing parks and trails on a routine basis. Evaluation methods should be developed to measure the quality of maintenance. Training of staff to guarantee maintenance up to City standards should happen on a continuous basis. Maintenance staffing should be observed and corrected as needed to meet present need for services, and an employment strategy for upcoming growth should be established. Once-a-month examinations of all facilities, parks, trails, and open spaces should be executed. Maintenance projects and annual maintenance demands should be undertaken on a consistent basis to decrease an accumulation of maintenance. Maintenance tasks should be prioritized and should be reviewed routinely. This should include developing costs, plans, and phasing recommendations.



## 5.5 Recommendations to Increase Access to Nature and Open Space.

This section suggests that part of the desire for recreation is formed around the desire to see and be part of nature. Open space and access to natural areas is an important aspect of any recreation plan, especially in areas with beaches, bluffs, creeks and mountains are prevalent like in Goleta.

### 5.5.1 Recommendation Goal 12: Preserve and make open space more accessible for the general public.

Although not under the control of the City of Goleta, it may be possible to improve access trails and bike facilities to existing county, regional, state and federal lands.

#### Objective 12.1 Work with other departments and landowners to preserve existing open space.

Preserving open space ranked the third highest priority in the statistically valid survey and scored highly in all the other public outreach. The City should work with the owners of open space, especially those that are public sector or land preservation organizations, to assist in protecting open space in areas where it is appropriate. These areas would include sensitive habitat, steep slopes, buffers to sensitive areas/uses, areas along streams, and areas recommended for trails.

#### Objective 12.2 For new development seeking a discretionary permit, work with the applicant to preserve open space where appropriate.

It is recommended that City staff work with applicants of discretionary projects to preserve open space in beneficial areas. Preserving open space can be deemed as a community benefit to the project. Try to direct the project applicant's site planning in a manner that allows for the preservation of open space and the presence of natural features. Discretionary approvals can be based on the preservation of natural features, and impacts or mitigations under CEQA can be minimized. Consider providing partial park credits for this space or consider providing density transfers or bonuses to accomplish the preservation of open space.

### 5.5.2 Recommendation Goal 13: Restore open space.

In areas where open space exists but where this open space is disturbed, derelict or inaccessible, work with the agency or property owner to provide access if the City provides funds to enhance the overall space. A dedication of parkland or access easement would be required back from the private property owner, or an MOU from a related agency.

#### Objective 13.1 Where open space is already preserved or dedicated, look at ways of enhancing the habitat quality or the extent of habitat.

This can be done through access trails, interpretive facilities, revegetation, trash removal, and control fencing to keep people out of sensitive areas or private areas that need a buffer. When deciding locations for trails and interpretive facilities, areas of significant habitat value within open space systems will be avoided and protected.

#### Objective 13.2 Where open space is already preserved or dedicated, look at ways of enhancing the public's use of the open space

On street parking may be required. Trails may be needed, or simply permission to access or the granting of easements. When deciding locations for trails, areas of significant habitat value within open space systems will be avoided and protected.

#### Objective 13.3 Where open space is already preserved or dedicated, look at ways of enhancing the public's understanding of nature.

This can be done by adding kiosks, signage and other interpretive facilities pointing out the sensitivity of these resources and the natural processes and values that many of the public are not aware of. When deciding locations for these interpretive facilities, areas of significant habitat value within open space systems will be avoided and protected.

#### Objective 13.4 Where open space is already preserved, analyze site resources and plan for future sustainable preservation or infill.

Management plans for natural resource based parks are needed to protect these resources. General parkland should have park development master plans prepared in order to know the best location for infill amenities. Natural open spaces should have their own habitat management plans prepared in order to preserve, revegetate and maintain a high habitat value. For open spaces with existing habitat management plans, these plans will take precedence over this Parks Master Plan.



## 5.6 Recommendations that Help to Increase Funding of Parklands, Amenities and Programs

Knowing what is needed is the first step in resolving park deficiencies. However, the most critical step is in identifying possible methods for paying for these facilities.

### 5.6.1 Recommendation Goal 14: Expand financial opportunities for park expansion, amenity infills or improved and accessible facilities.

The best technique for implementing public park and recreation facilities is the leveraging of available funds against grants and other sources that require matching or in-kind services.

#### Objective 14.1 Create a best practice pricing model.

It is important for the City to develop a resource allocation and pricing philosophy that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the City moves forward in the development of new programs and additional and/or expanded facilities, and as it strives for sustainability and determines how much it is willing to subsidize operations with tax dollars.

One means of accomplishing this goal is applying a process using an industry tool called the "Pyramid Methodology." This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current "best practices" as determined by the mission of the agency and the program's benefit to the community and/or individual.

Critical to this philosophical undertaking is the support and understanding of elected officials, and ultimately, citizens. Whether or not significant changes are called for, the agency wants to be certain that it is philosophically aligned with its residents. The development of the core services and cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefiting from recreation services to determine how the costs for that service should be offset.

#### Objective 14.2 Investigate supplementary funding sources.

The Division should continue to pursue funding strategies that provide alternative funds from the City's General Fund:

- \* Explore funding sources that strategically align with targeted services.
- \* Expand alternative funding for strategic initiatives through grants.
- \* Review and expand partnerships with Goleta Union School District and S.B. Unified School District.
- \* Explore additional Community Partnerships.
- \* Explore the opportunities for (and use of) sponsorships.
- \* Continue to apply for and use CDBG funding.
- \* Submit on the State of California's Proposition 68 Parks, Environment and Water Bond for grant funding.
- \* Consider a bond referendum for expansion and operations of new facilities.
- \* Establish a state of the industry Cost Recovery and Financial Sustainability Program.

#### Objective 14.3 Study prospects to grow private sponsorships.

The Division currently has sponsorship arrangements for special events, programs, and activities, and it should continue to explore additional sponsorship opportunities and build on existing sponsorships. All existing and future sponsorships should be evaluated to ensure that they are accurately portrayed in a signed sponsorship agreement. The Division should continue to grow sponsorship partnerships for special events, activities, and programs. Present and future sponsorships should be assessed to confirm that they are conforming to existing sponsorship policies and procedures.

#### Objective 14.4 Track grant and charitable opportunities.

New grant opportunities for programming, facility improvements, and connectivity enhancements should be pursued at the federal, state, regional, and local levels. The Division may want to contemplate hiring a new position or contracting with a consultant capable of writing grants to explore, propose, and follow grants. The Proposition 68 grants are significant sources of possible funding if the projects can be planned and designed to address the grant evaluation criteria for either recreation, water quality or environmental enhancements in park systems. Ideally, a project that addresses all three areas is more likely to obtain grants than those that only address one of these three factors.

## 5.7 Recommendations that Help to Increase Recreational Programs

Programs are a way of extending the use levels of park and recreation capital investments in facilities and amenities. It is also a good way to provide good will between the City of Goleta and its residents. Finally, active involvement in programs and special events also results in an engaged, healthy and active community.

### 5.7.1 Recommendation Goal 15: Increase partnerships for program delivery or have the city assume programs.

Understanding core services in the delivery of parks and recreation services will allow the City to improve upon these areas while developing strategies to assist in the delivery of other services. The basis of determining core services should come from the vision and mission developed by the city and what brings the greatest community benefit in balance with the competencies of the division, current trends and the market.

The City should pursue program development around the priorities identified by customer feedback, program evaluation process, and research. Those following criteria should be examined when developing new programs:

- \* Need: outgrowth of a current popular program, or enough demonstrated demand to successfully support a minimal start (one class for instance)
- \* Budget: accounting for all costs and anticipated (conservative) revenues should meet cost recovery target established by the Department
- \* Location: appropriate, available and within budget
- \* Instructor: qualified, available and within budget
- \* Materials and supplies: available and within budget
- \* Marketing effort: adequate and timely opportunity to reach intended market, within budget

Further research into what types of programming would be successful needs to be done. Successful programs utilize continuous creative assessments, research, and planning. The City should establish a process that evaluates the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs. Decide if increased reliance on partnerships with non-profit organizations to deliver recreation programs is preferable to having the Department of Neighborhood Services and Public Safety create an expanded Parks and Recreation Division that can provide recreational programs, assuming additional funding sources are identified.

### Objective 15.1 Improve special event offerings.

Using trends and demand data, the Division should add new special events that there is demand for and/or is trending in the parks and recreation field.

### Objective 15.2 Routinely analyze the usage of the programs, facilities, and services and make appropriate adjustments based on collected data.

The Division should routinely measure the amount of participation in its facilities and services to determine the levels of usage and identify any trends in this usage. With this data, the Division can make appropriate changes to its supporting facilities or agreements with program providers to reflect this demand.

### Objective 15.3 Work with other service providers to enhance/develop programs to address changing needs and trends.

As needs and trends change, work with other recreation providers to supplement the needs of changing interests. Create agreements in writing with the service providers. Develop a web site where a member of the community can find out about all the other service providers' recreational opportunities.

### Objective 15.4 Monitor the costs of programs and services.

The Division should augment partner provided programs and services as their demand increases. Staff should monitor resource allocation, spending, and cost recovery. Proper education of staff will help keep costs in-line. Program and services employees of partners should be routinely observed, and changes should be made to meet present needs. Future programs and services' costs should be identified and analyzed.

The City of Goleta awards grants through the Goleta City Grant Program of up to \$5,000, for civic services, community projects, and public services that are of benefit to the residents of the City of Goleta. Eligible services and activities must be sponsored by non-profit organizations or governmental agencies. Categories of services and activities eligible for grants include:

- \* Civic projects or services sponsored by Goleta community organizations
- \* Cultural activities (e.g. music, art, dance, recreation, etc.)
- \* Educational programs
- \* Special events
- \* Regional projects of benefit to Goleta residents
- \* Public services (e.g. senior services, youth programs, health services, etc.)



### 5.7.2 Recommendation Goal 16: Enhance division efficiencies.

Efficiencies could potentially free up funds for other recreational uses or they could be used to offer programs or improve existing facilities.

#### Objective 16.1 Improve internal and external communication about division activities, special events, and services.

The Division utilizes a number of effective marketing tools and strategies actively promoting parks and recreation services in the community. These tools include email, social media, the Internet, and street banners.

To continue to be successful, the Division should develop a marketing plan that will guide communication and promotion of its activities and facilities. Such a marketing effort will create greater awareness of city recreation offerings, and should include branding for the Division, use of social media, and development of the Division website and partnership opportunities. If developed, the Marketing Plan should be updated every five years, or as needed, and include marketing strategies that incorporate the efforts of partner departments, other local parks and recreation departments, and projects.

As part of the Marketing Plan, the Division should evaluate wayfinding signage to facilities on roadway, pathways, and within parks. The Division should develop signage standards for parks, trails and providing measured distances and loops. Improved wayfinding signage will contribute to a greater sense of connectivity to parks, facilities, and pathways.

#### Objective 16.2 Keep up with current demand by staffing properly.

As facilities, programs, and services are enhanced, it is necessary to have appropriate staffing levels. This may necessitate new positions.

As recommendations in the Master Plan for expanded services, new facilities, bike paths and trails, parks, programs, and facility upgrades are implemented, it will be vital for the City to increase staffing levels as the Division's responsibilities grow. This will require new positions in both recreation and maintenance. Additionally, the use of contractual part-time and seasonal employees should be considered to ensure that the practice is meeting the needs of the Division and the customers being served.

#### Objective 16.3 Implement ranger program

Protection of parks, open spaces and natural resources requires more field observation. Creating a ranger program will provide the needed weekend and evening patrolling of parks and open space to monitor after park hour activities.



Sheltered Picnic Area in Jonny D. Wallis Park