

Strategic Plan

Policy#: 1100	
Date Approved:	Revision Date:

The Vashon Park Board of Commissioners will ensure that the Vashon Park District develops a Strategic Plan as described below. The Strategic Plan is a blueprint for action that guides the Vashon Parks District in the decisions that it makes over the next levy cycle. The creation of the plan is a systematic process through which board members and staff agree on and build commitment to the priorities that are essential to fulfilling the mission of VPD and the goals of the community. This Strategic Plan will be reviewed and, if necessary, updated every year.

This Strategic Plan will include:

1. **Mission Statement** - Why does the Vashon Parks District exist, what does it do, and who benefits from its actions?
2. **Vision Statement** - What do we want the Vashon Parks District to look like in three to five years? In 10-30 years? The vision statement is an audacious goal that is tangible, energizing and highly focused.
3. **Values Statement** - What are the principals and beliefs that guide the behavior and decisions of the Vashon Parks District?
4. **Analysis of Current State** - Information gathered from external and internal sources about factors that will affect our ability to fulfill our mission.
5. **Goals** – The broad strategies or priority areas that the VPD will focus on over the next levy cycle to address critical issues and to close the gap between the current state and the future vision. Timeless, unbounded statements of the condition or attribute to be attained, based on stakeholder input and what VPD already knows.
6. **Objectives** – Each goal must have measureable attainable milestones to achieve the goal.
7. **Action Plans** – Specific results to be achieved within a given time period (typically one year), and included specific actions, timeline, roadmap, and resource needs to accomplish the goals and

objectives.

8. Implementation – Record and communicate to the community the actions being performed. Identify challenges and find alternatives if necessary.
9. Evaluation – Review, revise and update to reflect financial, managerial, technical or strategic changes affecting VPD. Learn from this, so we can be more effective in the future.

The current state analysis will include but not be limited to:

1. A thorough analysis of the current environment in which the Vashon Park District is operating (state of the economy, general political environment, levy funds projection)
2. Analysis of current resources, facilities, programs, staffing and administrative systems
3. Comprehensive, professional citizen surveys taken before the first plan is written and before each review and updating of the plan
4. An analysis of safety and liability concerns
5. An analysis of state and local laws that will impact the district
6. The analyses noted above will be performed in the context of a SWOT analysis:
 - a. Strengths – What does VPD do well?
 - b. Weaknesses – Where can VPD improve?
 - c. Opportunities – What external opportunities exist with respect to pursuing VPD's mission?
 - d. Threats – What external threats hinder the pursuit of the VPD's mission?

Board Self Assessment

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The Vashon Park District Board Commissioners will annually assess the performance of the Board in terms of whether it met its goals and objectives for the year. This assessment will be held in January of every year.

Citizen Advisory Council

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The purpose of the Citizen Advisory Council Policy is to establish criteria and guidelines to provide quality programs and services to all its customers and residents by utilizing the input and expertise of a broad base of community members for guidance in the development of its programs and services.

It is deemed in the best interest of the Vashon Park District and its programs for the Board of Park Commissioners to adopt common guidelines and by- laws for its Citizen Advisory Council. Only that group formally appointed by the Board of Park Commissioners is to be named Citizen Advisory Council. The Citizen Advisory Council is a quasi-governmental entity whose membership is appointed for the purpose of aiding the Board of Park Commissioners by reviewing and recommending policy and program decisions that influence broader areas of mission-led interest instead of specific facilities or services.

The Citizen Advisory Council is charged with:

1. Identifying research data needed for effective decision-making related to advancing the organization's mission.
2. Aiding the Board of Park Commissioners in evaluating and recommending public opinion opportunities in order to engage the broadest and most representative voices in park district decision-making.
3. Investigating issues or projects of importance to the Board of Park Commissioners.
4. Evaluating programs and services provided by the Vashon Park District.
5. Advocating for support, involvement or funding as a representative of the agency in the community.
6. Contributing to the park district's program planning efforts.

The council will consist of no fewer than seven members and no more than thirteen members. Effort will be made to assure a diverse representation from the

community. Advisory council members serve without compensation. The advisory council will review applications and interview prospective members and forward recommendations to the Board for review and appointment.

Maintenance Standards

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Each property and facility owned/managed by the Vashon Park District will have an appearance/maintenance/repair/replacement standard level assigned to it. Assignment of these levels to individual properties or facilities will be proposed by VPD staff and approved by the board. All assignments will be consistent with the board-approved long-range strategic plan.

Each of the standard levels is described below in general terms. When a level is assigned to a specific property/facility, additional descriptive language will be added so that the unique features of that property/facility are covered. Final language will be approved by the Executive Director after consultation with the commissioner who has responsibility for that property or facility.

Regardless of the level assigned, all property and facilities will be maintained to a level that minimizes safety and liability issues. In level three facilities that may amount to erecting signs and barriers indicating that the facility is closed to the public. In others, certain areas within the facility may be marked as off limits. In all facilities at any level, safety and liability come first.

Level one properties will receive maximum maintenance and repair. These facilities are among the most used in the district, have adequate parking and safe citizen access, rank high among citizens as shown in VPD customer survey.

Level two properties will receive medium maintenance and repair. They are second-tier parks in the eyes of island citizens as per the results of VPD customer surveys, have some but not an abundance of parking available, and are not as readily-accessible as level one facilities.

Level three properties will not be maintained nor repaired, other than to overcome emergency situations, until funds are available to improve them to a condition consistent with the requirements above for level one or two facilities. These facilities may be marked and barricaded to indicate that they are close.

The designation of levels will be reexamined at least every 4 years, or based on

need.

