

City of Pleasanton



# ALVISO ADOBE

## COMMUNITY PARK

# Strategic Plan

Approved  
July 21, 2015



THE CITY OF



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*Prepared for the City of Pleasanton by Management Partners*



# Background and Approach



*This strategic plan was developed based on feedback provided through:*

- *Four meetings with the Alviso Adobe Community Park Strategic Planning Task Force*
- *An environmental scan*
- *Two community meetings*
- *One employee meeting*
- *An online user survey*

This strategic plan presents the vision, mission and guiding principles that will be used to guide future decision making for the Alviso Adobe Community Park. It also contains a set of goals and strategies to be implemented during the next five years to fulfill the mission of the park and work towards achieving its vision.

## Background

The Alviso Adobe Community Park is a unique historical asset in the Tri-Valley region. The park is registered as a California historical landmark and houses an original adobe that was built in 1854. The park serves both as an historical and environmental resource, offering interpretive and interactive programs to City of Pleasanton residents and visitors.

## Strategic Planning Process

The process to develop this strategic plan was initiated because of a desire to engage the community to articulate a vision and mission of the park and determine whether the facility is maximizing its full potential. As a result of the strategic planning process, a number of opportunities for improvement were identified that could position the park to better serve the community.

A wide range of interested stakeholders and partners was invited to participate in the development of the strategic plan. Avenues of engagement included a strategic planning task force, two community meetings, an employee meeting and an online user survey.

*The Alviso Adobe Community Park is registered as a California historical landmark and houses an original adobe that was built in 1854.*

### **Alviso Adobe Community Park Strategic Planning Task Force**

In July 2014, the Pleasanton City Council approved the formation of a nine-member Alviso Adobe Community Park Strategic Planning Task Force to assist the City with the development of a strategic plan. The purpose of the Task Force was to provide guidance and direction for the future of the Alviso Adobe Community Park. The names of each Task Force member and their affiliations can be found in Attachment A.

During the strategic planning process, the Task Force held four meetings and an informational session during which City staff provided supplementary information on how the Austin and Castleridge properties may impact the future of the park.

### **Environmental Scan**

To inform the process, an environmental scan was produced by the City of Pleasanton that summarized the history of the Alviso Adobe Community Park, along with contextual information on its budget, staffing, programs, and partnerships.

### **Community Meetings**

Two community meetings were held to hear the community's vision for the Alviso Adobe Community Park. Participants were asked what they liked best about the park, what changes they would like to see, and what words or phrases best described the park.

### **Employee Meeting**

Thirteen City staff members associated with the park and its programs participated in a facilitated SWOT (strengths, weaknesses, opportunities, threats) exercise through which perspectives about the park were collected.

### **Online User Survey**

To inform the development of the strategic plan, City staff developed an online survey that gave park users an opportunity to provide feedback about the current use of the park and their vision for its future.

The survey was sent to over 1,000 email addresses, announced through multiple social media posts, listed in e-newsletters with distribution lists of over 1,500 email subscribers and posted on the City's website. A press release was also issued and an announcement about the survey ran in all local newspapers.

**9** Strategic Planning Task Force members participated

**425** Park users responded to the online survey

**2** Community meetings were conducted

**13** City employees participated in an employee meeting

A total of 425 park users responded to the online survey. Results were shared with the Strategic Planning Task Force and provided important perspectives which contributed to the strategic plan.

The survey was designed to give anyone who chose to offer his or her input an opportunity to do so. The survey was not based on a random sample, and for this reason, was not intended to generate statistically significant results that are representative of City of Pleasanton residents as a broad group.

### ***Developing the Components of the Strategic Plan***

During two facilitated workshops in February and March of 2015, members of the Alviso Adobe Community Park Strategic Planning Task Force provided guidance about the vision, mission, guiding principles, strategic goals and corresponding strategies included in this Strategic Plan. The goals and strategies are not listed in priority order as they are equally important.

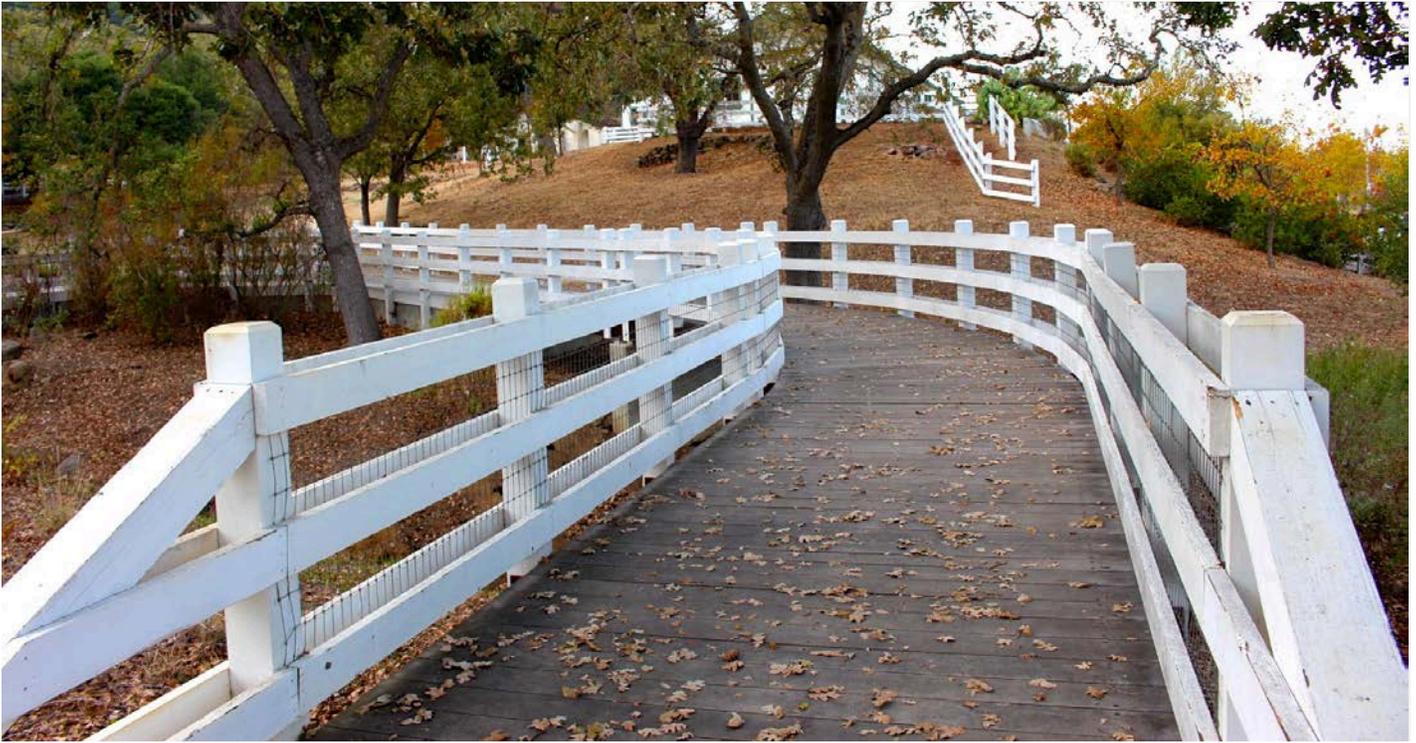
### ***Implementation Action Plan***

The final step in developing a Strategic Plan for the park is to prepare an implementation action plan which will contain key steps for each strategy and goal. City staff will prepare this after the Parks and Recreation Commission and City Council have approved the goals and strategies to be included in the final documents. The template for the action plan is included as Attachment B in this draft.

*The final step in strategic planning for Alviso Adobe Community Park is to prepare an implementation action plan.*



# Alviso Adobe Community Park **Vision**



**The Alviso Adobe Community Park will be celebrated as a valued historical and environmental treasure, with popular interpretive and educational programs, dynamic exhibits and special events that serve the entire community.**

# Alviso Adobe Community Park **Mission**



The Alviso Adobe Community Park provides a peaceful, rural setting where visitors can explore local history, learn about the environment, and enjoy a variety of both interpretive and interactive programs and events.

## Alviso Adobe Community Park

# Guiding Principles



1. Changes made to the facility and park should be aligned with the site's historical legacy and the value of historical preservation.
2. Programming should highlight the park's historical and cultural assets.
3. Programming should engage audiences as active participants and be designed to attract a variety of visitors while considering the concerns of the local community.

4. Future integration with the Austin property should be guided by and aligned with the vision and mission of the Alviso Adobe Community Park.
5. Continued cooperation and partnership with East Bay Regional Park District (EBRPD) and other properties should be guided by and aligned with the vision and mission of the Alviso Adobe Community Park.
6. The Park should seek out and maintain partnerships with nonprofit organizations, youth groups and service clubs that offer complementary programs and services.



## Goal A: Preserve and Enhance the Park as a Historical Site



*Preserve and enhance the Alviso Adobe Community Park's historical structures so guests can enjoy an accurate depiction of local history and benefit from improved park functionality.*

### Strategies

1. Add and improve elements and artifacts that support active interpretation of relevant historical eras.
2. Identify the capital improvements and other resources needed to improve the park's functionality while paying homage to the historical legacy of the park.
3. Prioritize potential capital improvement projects and other resource demands using a set of agreed upon criteria and assemble an action plan to address the park's needs over time.
4. Maintain a budget allocation that will preserve the existing park, structures and programs, and pursue additional funding for high-priority items.

## Goal B: Preserve, Maintain, and Interpret Historical Land Uses



*Enhance and restore the environment within the Alviso Adobe Community Park in consideration of historical land uses and encourage outdoor recreation and environmentally responsible activities within the park and its adjacent properties.*

### Strategies

1. Create a site plan for landscaping and maintaining the park with plants appropriate for relevant historical eras.
2. Further the use of plant and animal species in ongoing park programming that complement relevant historical eras.
3. Create off-site directional signage to the park and on-site interpretive signs that celebrate the beauty and natural environment of the park.
4. Explore opportunities to connect the park with the local trail network, nearby open space and adjacent properties to further support the park's vision and mission and enhance awareness of its assets and interpretive programs.
5. Identify opportunities for integration with the Austin property and move forward with implementation.

## Goal C: Enhance Park Programs and Special Events



*Further develop interpretive, educational, recreational programs and special events that engage and inspire a variety of park visitors.*

### Strategies

1. Create programs and special events that offer interactive, hands-on experiences designed to reach all audiences, and evaluate and improve upon those programs.
2. Harness the power of mobile technology and enlist volunteer support in the region to develop applications that enhance the park visitor experience, making it more interactive and informative.
3. Explore opportunities and develop guidelines for additional park events that could help support ongoing park programs.

## Goal D: Increase Community Outreach and Support



*Strengthen relationships and marketing efforts to broaden awareness about park amenities and assets, bringing more visitors to the park and more participants to park programs.*

### Strategies

1. Diversify the tools used to communicate with prospective park visitors by developing a marketing plan with the objective of reaching more potential visitors.
2. Refine the docent program to cultivate and manage a variety of volunteer groups and park docents of all ages who are fully capable of assisting professional staff. The volunteer program should include training, job descriptions, and regular schedules.
3. Develop beneficial and collaborative relationships with prospective corporate sponsors or nonprofit organizations interested in supporting the park's capital improvements and ongoing programs.
4. Expand the education of audiences about the park by taking interpretive staff to outside venues, such as community centers, museums, classrooms, the library, nonprofit organizations, and local festivals.

## Conclusion



This Strategic Plan is designed to articulate the vision and mission of the Alviso Adobe Community Park and to establish a set of guiding principles and goals and strategies to guide City of Pleasanton staff in future decision making.

The strategic plan was developed through collaboration with the Alviso Adobe Community Park Strategic Planning Task Force and reflects their guidance and input. The strategic planning process was facilitated by Management Partners, a consulting firm specializing in helping local governments.

The Implementation Action Plan (Attachment B) will be developed to guide the implementation of this plan.

## Attachment A: Alviso Adobe Community Park Strategic Planning Task Force

On July 15, 2014, the City Council approved the formation of a nine member Task Force including the following individuals:

- Parks and Recreation Commissioner: Deborah Wahl
- Civic Arts Commissioner: Sandra Jellison
- Youth Commissioner: Avni Patel
- Bicycle, Pedestrian and Trails Committee Member: Richard Duffy
- Pleasanton Unified School District Representative: Jacob Berg
- Museum on Main Representative: Jim DeMersman
- Friends of the Alviso Adobe Representative: Ann Pfaff-Doss
- Community Member-at-Large Representatives (including one from the neighborhood adjacent to the Park): Mike Sedlak and Larry Messa (neighbor)

Representatives from the Parks and Recreation, Civic Arts and Youth Commissions and the Bicycle, Pedestrian and Trails Committee were selected from their respective memberships.

In addition, staff worked with the City Clerk's Office and public information officer to conduct a recruitment process for the two community at-large representatives. (One of two seats were reserved for a representative from the surrounding neighborhood.)

Mayor Thorne held interviews with the community applicants and provided his recommendations to the City Council.



# Attachment B: Implementation Action Plan

This Implementation Action Plan (IAP) will be developed to assist the City of Pleasanton with the implementation of the goals and strategies included in this Strategic Plan. The work involved in implementing the goals must be integrated into the other work of the organization, with appropriate assignments of responsibility. This IAP will begin this process with the prioritization of strategies and the assignment of responsibilities.

**Note:** The action plan will be completed once the Parks and Recreation Commission and City Council approve the goals and strategies.

## Goal A: Preserve and Enhance the Park as a Historical Site

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Resources Needed</i>	<i>Priority (short-, medium- or long-term)*</i>	<i>Comments</i>
	•				
	•				
	•				

*\*Short-term indicates strategies that will be completed during calendar year 2014; medium-term indicates strategies that will be completed during 2015, and long-term indicates strategies that will be implemented during 2016 or beyond.*

## Goal B: Preserve, Maintain, and Interpret Historical Land Uses

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Resources Needed</i>	<i>Priority (short-, medium- or long-term)*</i>	<i>Comments</i>
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	•				
	•				

**Goal C: Enhance Park Programs and Special Events**

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Resources Needed</i>	<i>Priority (short-, medium- or long-term)*</i>	<i>Comments</i>
	•				
	•				
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**Goal D: Increase Community Outreach and Support**

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Resources Needed</i>	<i>Priority (short-, medium- or long-term)*</i>	<i>Comments</i>
	•				
	•				
	•				