

# Welcome to the 2023 FRPA Conference!



## August 28 - 31, 2023 | Orlando, FL



**Internal Advocacy:**  
Strategically Positioning Your  
Department with  
Management and Local  
Elected Officials





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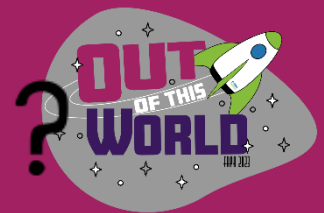
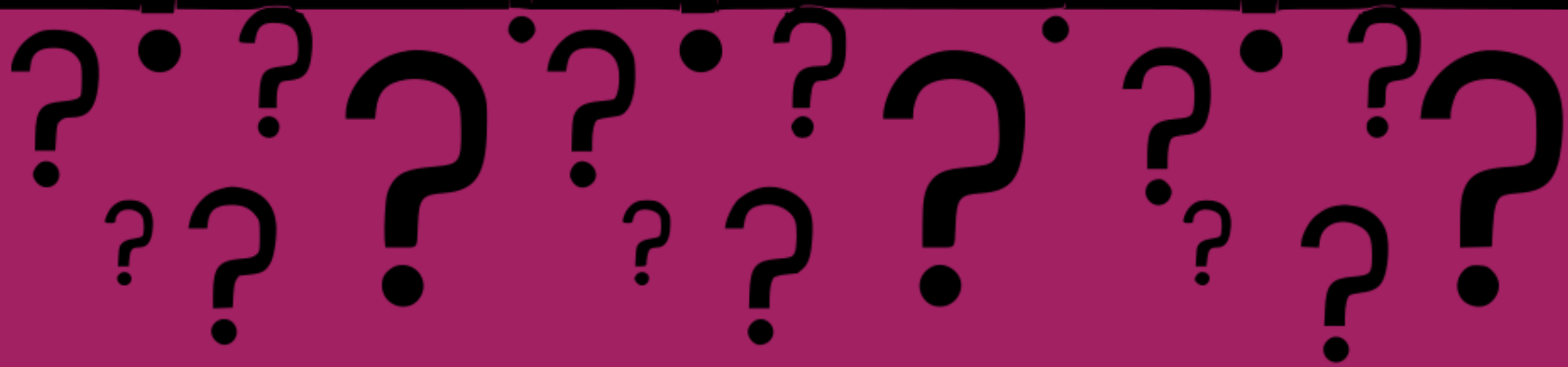
# LEARNING OBJECTIVES

1. Learn how to advocate for your department with agency management through different techniques and strategies
2. Gain an understanding of about how to identify opportunities to leverage public perception to position your department with management.
3. Develop and propose strategic priority for your department with elected officials





Why did you choose this session?



# What is Strategic Thinking?

*Strategic thinking* is defined as the individual's capacity for thinking - conceptually, imaginatively, systematically, and opportunistically – with regard to the attainment of success in the future.





# How does this apply to Parks and Recreation?

- **CONCEPTUALLY** - Big picture thinking. What concepts apply to a problem you're trying to solve?
- **IMAGINATIVELY** – Creativity, which is key to success in this industry. Dream big. How would you solve the problem if there were no barriers? Financial? Staffing? Resources
- **SYSTEMATICALLY** – This is related to the approach you take in achieving your goals to problem solving. There should be a well thought-out plan and methodology to the accomplishment.
- **OPPORTUNISTICALLY** – Even if there is a systematic approach in place, it doesn't mean that you can't act quickly. This is being able to recognize when an unexpected door opens, and being able to walk through it.



# Evolution of Strategic Thinking:

## ➤ **Coordinator**

- Program level thinking

## ➤ **Supervisor**

- Program level
- Staff recruitment, retention, and development

## ➤ **Manager/Superintendent**

- Operations
- Budget
- Staff development

## ➤ **Director**

- Big Picture
- Long-term





# Examples of Strategic Thinking:

## City of Rohnert Park

### ➤ **City of Rohnert Park Facility Fees**

- PAC
- Sports Center
- Community Center
- All-weather soccer field

### ➤ **Measure M – Parks for All**

- Uses
- Marketing

### ➤ **Cost Recovery Policy**

- Community Benefit Methodology
- Marketing

### ➤ **Parks Maintenance**

- Excessive Trash from Rentals



# Examples of Strategic Thinking:

Your Agencies

**Please share examples of programs, policies  
or initiatives you have been a part of  
implementing in your agencies**





# Why is Strategic Thinking Necessary?

- How many of you feel confident that your department is top of mind for management or elected officials?
  - Share in group why you answered the way that you did
  - Report out



# My Personal/Professional Advocacy Story





# A Real Life Case-Study

## **2016 – Started as CS Manager reporting to PW Director**

- PW Director Background
- Support Level
- Group Exercise

## **2017 - City Manager Relationship**

- Background
- Philosophy of Recreation

## **2018 - Inequity amongst positions in CS and PW**

- Group Exercise
- City Manager Position



# A Real Life Case-Study

## **2019 – Class and Compensation Study**

- Maternity Leave
- CM influence?
- Inequity?
- Bias?

## **2020 – Suddenly Essential**

- EOC
- Pivot to Provide Services

## **2021 – PW Director Retires**

- PW and CS Departments Split Into 2 Departments
- CM Vision
- Group Exercise

## **2022 -Begin reporting directly to CM**

- City Council Strategic Priorities



# A Real Life Case-Study

## City of Rohnert Park Strategic Priorities 2022

Navigate through COVID-19	General Plan Update
Climate Change	Infrastructure, maintenance and beautification
Police/community relations and accountability	Make progress on the downtown
Services for unhoused people	Attract housing at all levels
Financial Health	<i>Labor negotiations (2021)</i>

\*City Manager Direction to Department Heads regarding  
City Council Strategic Priorities



What would you do next?

*Group Exercise*





What did I do next?





# Background

- City Council meeting – January 25, 2022 – Staff presentation regarding the City Council Strategic Priorities and 2022 Action Plan
- City Council identified that the strategic priorities do not reflect its position on importance of Community Services
- Directed staff to bring back a recommendation for City Council consideration

# What is Community Services?

## Facilitates community programming through:

- Four recreation buildings
  - Community Center; Gold Ridge; Burton; Ladybug
- Three community pools
  - Honeybee; Magnolia; and Benita
- Senior activity center
- Sports and fitness center
- Performing arts center
- City parks







parks





parks

make



parks

make

life





Parks  
Make  
Life  
Better!<sup>SM</sup>

**Parks**  
**Make**  
**Life**  
**Better!**<sup>SM</sup>



How does Community Services make  
lives

Better?





# Play

Safe, outdoor space



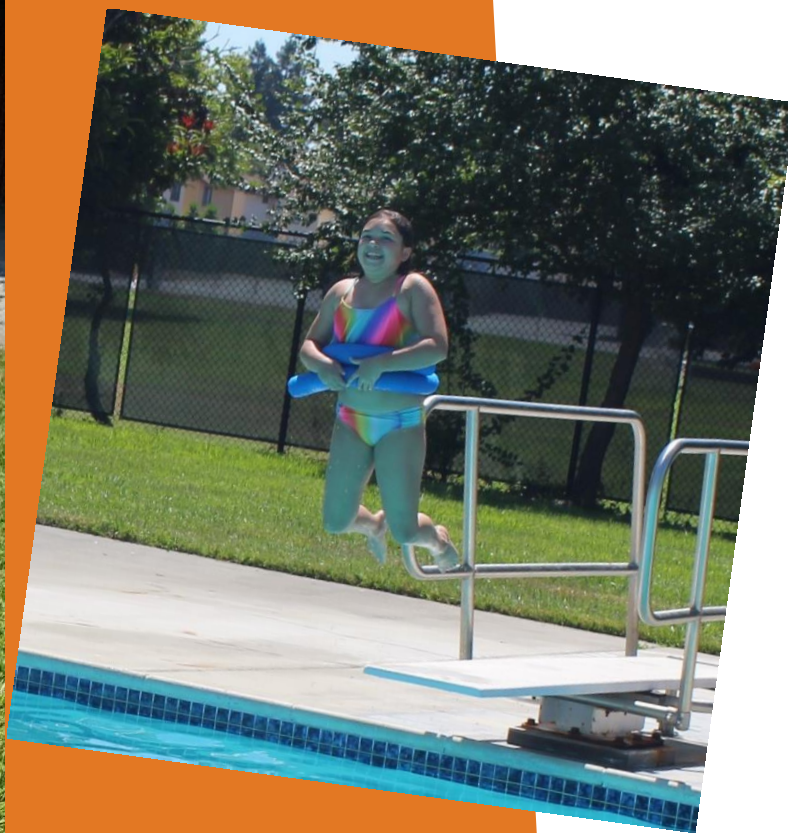
Fun, safe places to  
Play ...





for our kids today — and as they grow.





play

# Nature

Beauty and serenity





We are lucky to have this

beautiful,  
serene place

so close to home.

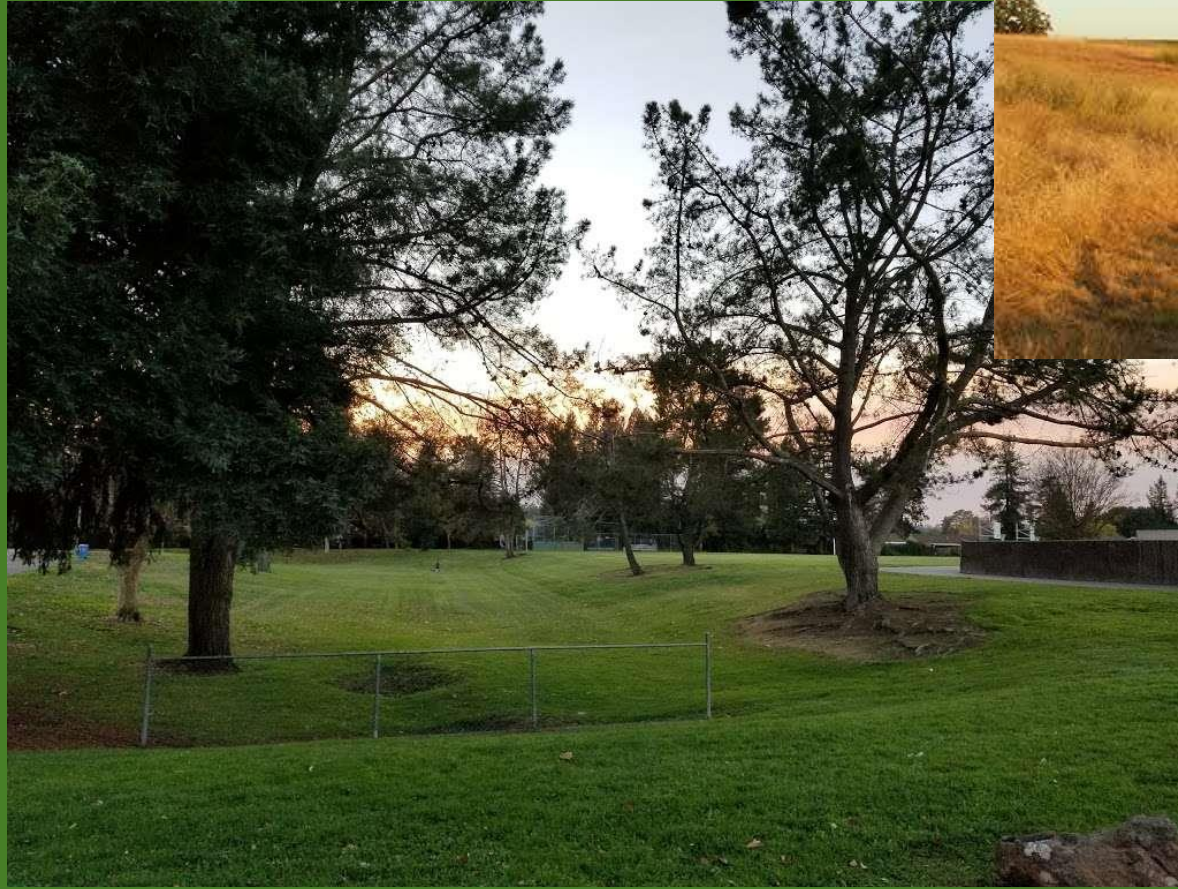






I want my kids to have the same appreciation for parks.

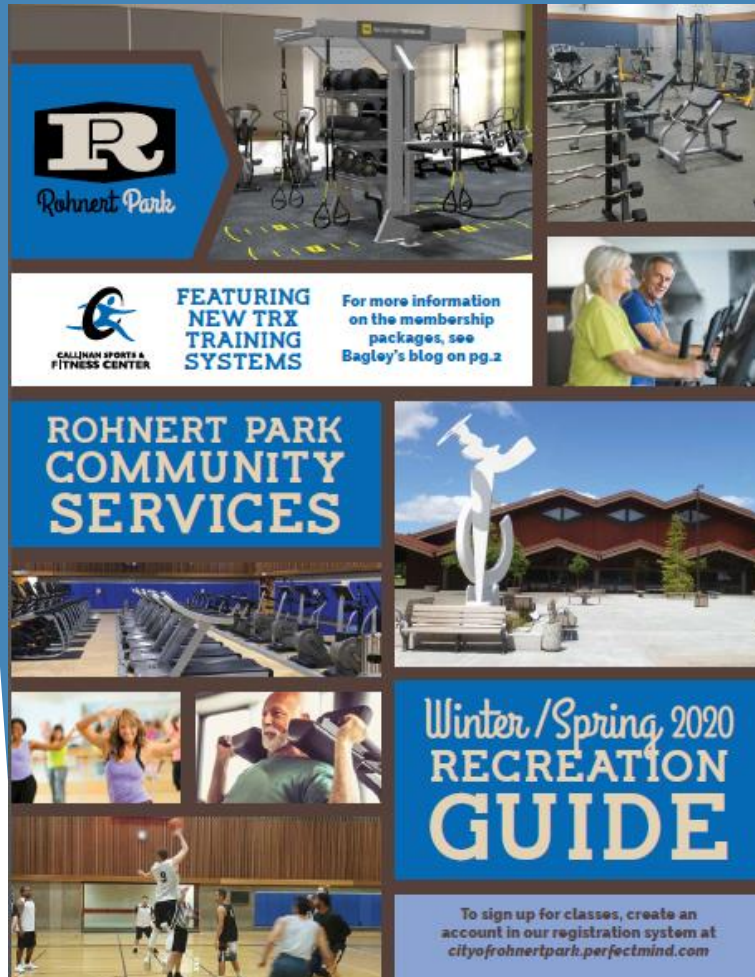




nature

# Exercise

Healthy movement





moving at your own  
pace —





The recreation programs make it easy  
to stay healthy.



exercise





exercise

# Positive Spaces

Fun for All



# RESERVE A PICNIC AREA TODAY!

Parks  
Make  
Life  
Better!

Events will be permitted according to current health and safety orders



My neighborhood park is a place for

quality time together.





positive spaces



positive spaces

# Gathering Places

Socializing and learning





Events and Programs bring  
us together to share

good times.



They are the common ground that connects us all.





gathering places

# Forever

Valued today and always



Parks and community programs enrich  
our lives

# They add value

to our homes and neighborhoods.







Individually and as a community,  
we'll always have that need.





ROHNERT PARK  
COMMUNITY  
SERVICES



Summer 2017  
RECREATION  
GUIDE



forever





forever



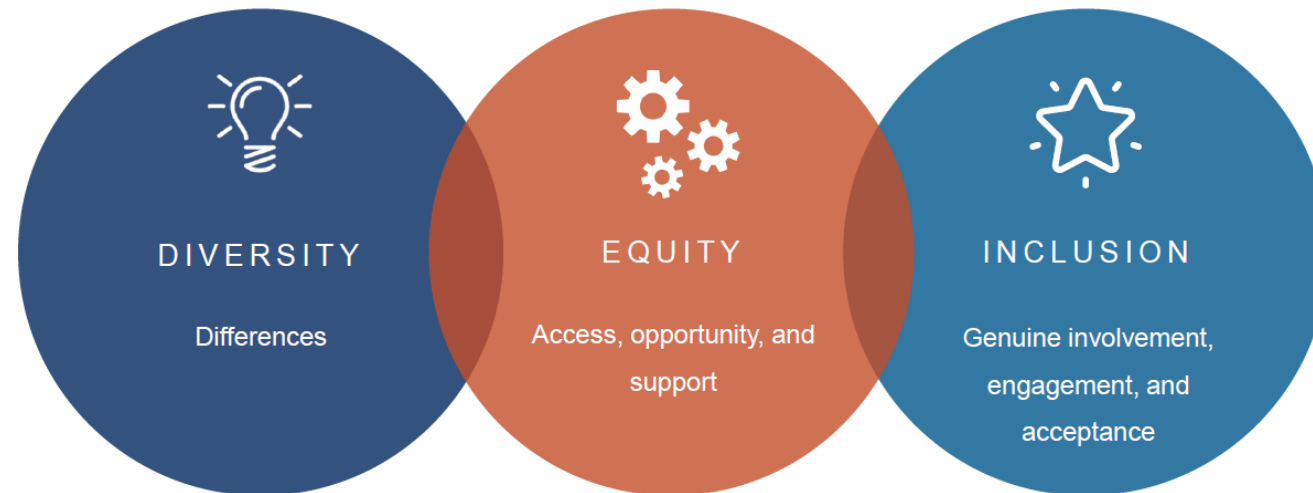
Parks  
Make  
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# Diversity, Equity, and Inclusion

- City Council's commitment shown through presentations and proclamations
- Community services strives to be inclusive in all programming





# Recommended Priority

**“Memorable Community Programming for All”**

# Options

- City Council could accept staff recommendation of a tenth priority related to Community Services – “Memorable Community Programs for All”
- City Council could choose different language to represent its priority related to the Community Services Department
- City Council could choose not to add a tenth priority to its Strategic Priorities

# Questions, Discussion & Direction





becomes final.

**SIMULTANEOUS MEETING COMPENSATION DISCLOSURE** (Government Code Section 54952.3): Members of the City Council receive no additional compensation as a result of convening this joint meeting of the City Council and the Rohnert Park Financing Authority.

**CITY COUNCIL STRATEGIC PRIORITIES:** The Rohnert Park City Council adopted ten strategic priorities for 2022 (listed below in no particular order):

- |  |   |
|--|---|
| a. Navigating through COVID-19                   | f. General Plan update                            |
| b. Climate change                                | g. Infrastructure, maintenance and beautification |
| c. Police/community relations and accountability | h. Make progress on the downtown                  |
| d. Services for unhoused people                  | i. <del>Attract housing at all levels</del>       |
| e. Financial health                              | j. Memorable community experiences for all        |

**1. CITY COUNCIL/RPFA/SUCCESSOR AGENCY JOINT REGULAR MEETING - CALL TO ORDER/ROLL CALL**

*(Giudice \_\_\_\_\_ Hollingsworth-Adams \_\_\_\_\_ Stafford \_\_\_\_\_ Linares \_\_\_\_\_ Elward \_\_\_\_\_)*

**2. PLEDGE OF ALLEGIANCE**

**3. PRESENTATIONS**

Where are We Today?



# 2023 Strategic Priority Setting

- Consultant Led
- Interviewed the City Council
- Recommended Reduction in Number of Priorities
- City Council Workshop with Leadership Team  
2/22/23



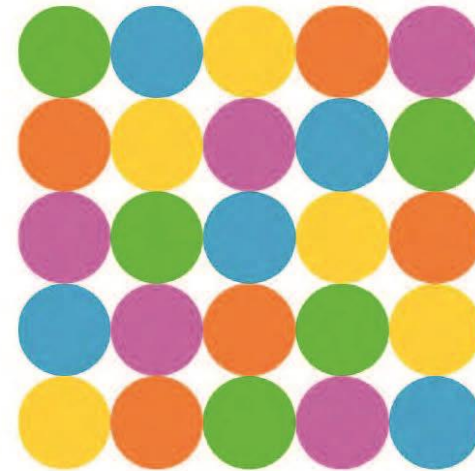


# Interview Themes - Priorities

- Make progress on **downtown development**
- Enhance the community's relationship with **public safety**
- Continue to provide services to the **unhoused**
- Invest in **infrastructure, maintenance and beautification**
- Continue to promote **financial and organizational health**
- Complete **general plan** update and integrate climate change policies
- Explore and provide **equitable service and resources** available to all neighborhoods
- **Attract and retain** qualified staff

# Dot Voting

1. Review strategic goals
  - Is anything missing?
2. Dot voting exercise for priorities
  - Place your **mark** next to your top priorities





**CHECK IN QR CODE**

# What Would you Do?

*Group Exercise*





# What Did I Do?



# What Happened?



**Rohnert Park City Council Special Session**

**February 22, 2023**

becomes final.

**SIMULTANEOUS MEETING COMPENSATION DISCLOSURE** (Government Code Section 54952.3): Members of the City Council receive no additional compensation as a result of convening this joint meeting of the City Council and the Rohnert Park Financing Authority.

**CITY COUNCIL STRATEGIC PRIORITIES:** The Rohnert Park City Council adopted the following strategic priorities for 2023-2024 (listed below in no particular order):

- |   |  |
|---|--|
| 1. Progress on Downtown                               | 6. Police/Community Relations and Accountability |
| 2. Financial Health                                   | 7. Housing for All                               |
| 3. Infrastructure, Maintenance and Beautification     | 8. Attract and Retain Staff                      |
| 4. Provide Equitable Services to All                  | 9. Memorable Community Experiences               |
| 5. Complete General Plan and Integrate Climate Change |  |

**1. CITY COUNCIL/RPFA/SUCCESSOR AGENCY JOINT REGULAR MEETING - CALL TO ORDER/ROLL CALL**

(Elward \_\_\_\_\_ Giudice \_\_\_\_\_ Sanborn \_\_\_\_\_ Hollingsworth Adams \_\_\_\_\_ Rodriguez \_\_\_\_\_)

**2. READING OF THE LAND ACKNOWLEDGMENT**

*The City of Rohnert Park acknowledges Indigenous Peoples as the traditional stewards of the land. Let it be acknowledged that the City of Rohnert Park is located within the traditional homelands of the Federated Indians of Graton Rancheria, comprised of Coast Miwok and Southern Pomo peoples*





**So, Then What?**

**Brainstorm Ways  
that this could help  
you in your Agency.**





**Provide Equitable Services to All –**  
*Outreach to Neighborhoods ...*

Would allow Recreation Division to explore neighborhood events



**Memorable Community Experience for All –**  
*Offer events that are free and open to the Public*

Allows Recreation Division to continue to prioritize events for the community without negatively impacting other services

# Council Priority and Initiative Alignment





**Memorable Community Experiences  
for All – *Partner with CRPUSD***

Allows Recreation Division to place more focus on in-house programming during the school year



**Memorable Community Experience for  
All – *Audit Recreation programming***

Allows Recreation Division to more effectively evaluate with two staff managing process

Council Priority and Initiative Alignment



# Final Thoughts, Comments, Questions, and Action Items





# Thank You!

**CINDY BAGLEY**

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**FRPA**  
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For more information about the  
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