Mill Valley Parks and Recreation Commission
2013 RETREAT
S.W.O.T. ANALYSIS PRIORITIES

STRENGTHS
- Attractive facilities and outdoor locations
- Passion & dedication from staff & Commission
- Thoughtful analytical, adaptable & flexible staff
- Health & Culture focused community
- Diversity of skills and experience
- Innovative thinkers
- Supportive community and City Council
- High Functioning & productive City Council
- Staff supportive City Council
- Historical institutional knowledge
- Funding/sound fiscal structure
- Stable staff
- High expectations from community, staff, Commission & Council
- Sports & recreational programs

WEAKNESSES
- Citywide Communication (internal & external)
- Lack of resources
- Deferred maintenance/aging infrastructure
- Bandwidth/capacity of staff
- Lack of macro planning
- Loss of institutional knowledge
- Glamorous vs. unglamorous projects
- Competing interests
- Customer service
- Education re: reorganization of departments (internal & external)
- Additional policy needs/lack of processes & policies
- Lack of administrative support
- Lack of public & private outreach
- Lack of programming space
- Managing expectations
- Channels for contributions/donations
- Community & department silos
- Lack of follow through/implementation priorities
- Lack of teen programming and attractions

OPPORTUNITIES
- Engagement of community/capture skills/volunteering
- Golf Course Clubhouse
- Outdoor Recreation
- Shared services
- Reciprocal use development
- Fundraising & grants
- Increased field space, all weather turf
- Environmental community education
- Carry-in/carry-out policy
- New Council members
- Partnerships w/PTAs, Schools, Commission, Committees & local service organizations
- Donations
- Community based programs (nights/weekends/teen dances)
- Efficient use of resources
- Beautification (medians, buildings, public art, parks)
- Recycled/reclaimed water use
- Golf Course facilities, maintenance, programming, habitat & playability
- Tennis Courts
- Sophisticated community
- Leveraging of community assets
- Lack of “free time” by community members
- Intensity of involvement

THREATS
- Funding
- Space
- Being overwhelmed
- Parking
- Traffic
- Ability to staff
- Aging out of volunteers
- Growth (city, county, population)
- Outside of Mill Valley development
- Population (incorporated vs. non-incorporated)
- Climate change/pollution
- Inflation, financial instability, decreased economy
- Treatment Plant regulations
- Natural disasters
- Lack of volunteer coordinator
- Housing cost
Potential FY 2013/2014 & FY 14/15 Commission Work Plan Items

1. 2014-2016 Budget & CIP Recommendations
2. Administrative Operations- Citations, Donations, Memorials & Permit Process
3. Bayfront Meadow Enhancements; continuation of Master Plan Implementation
4. Bayfront Pier Project
5. Boyle Park Tennis Court Fundraising
6. Carry In, Carry Out Pilot Park Program
7. Field Feasibility Study / Strategic Planning
8. Future Field Space Development & All Weather Field Study
9. Golf Course Action Plan
10. Golf Course Clubhouse
11. New Community Garden (Manchuck)
12. Measure A Funds & Development of Project Schedule
13. MV2040 General Plan Implementation Plan
14. Parks & Recreation Commission Strategic Plan
15. Partnerships (Art Commission, BPAC, Historical Society, Library, MVSD, etc.)
16. Plaza Depot Storage
17. Plaza Ordinance Update
18. Recreation Department Name, Outreach & Re-Branding
19. Skate Park Improvements
20. SLPs, BPAC & BTP Plan Update
21. SLP Developments/Renovations
22. Sycamore Park Restrooms
23. Volunteer Coordinator & Encourage Increased Volunteer Participation Citywide
24. Water Usage Education
25. Zero Waste Initiatives
MEASURE A Projects:

2. Skate Park Improvements (FY 2015-2016)
3. Volunteer Coordinator / Grant Writer
4. Golf Course
5. Golf Clubhouse Study
6. Bayfront Pier Project
7. Bayfront Meadow Enhancements
8. SASM Bathroom
9. New Community Garden (Manchuck)
10. Plaza Kiosk Project
11. SLPs – Gardener Steps
12. Sycamore Bathroom
13. Feasibility Study for the Fields
14. Sycamore Restrooms