



COMMUNITY SERVICES DEPARTMENT

MEMORANDUM

TO: PARKS AND RECREATION COMMISSION

FROM: Amy French
MTEP Intern
(AKA CPA's Current Planning Manager) **DEPARTMENT:**Community Services

AGENDA DATE: November 18, 2008

SUBJECT: Development of a Community Services Department
Strategic Plan 2010-2020

The purpose of this report is to provide a summary description for the Parks and Recreation Commission's discussion regarding the preparation of a Community Services Department (CSD) Strategic Plan (Plan) including: (1) a comprehensive review and needs assessment of arts & sciences, parks, human services, and recreation programs, services and facilities, (2) a long-term (10-year) vision for CSD facilities and community programs for the same 2010-2020 period planned for the Comprehensive Plan Update, and (3) recommendations to establish near and long-term strategic actions, goals, policies and programs.

RECOMMENDATION

Staff recommends that the Parks and Recreation Commission (PRC) review and discuss this report and attached documents, receive public testimony on the matter, and provide input. Staff would like the PRC to discuss three questions: "*should staff pursue a department-wide assessment and plan?*", "*what should be included in a Needs Assessment?*" and "*what should be included in a new Strategic Plan?*" The PRC is asked to review and discuss:

- (1) **The scope and purpose of a Plan beyond a Recreation Master Plan, focusing on all CSD programs and facilities** in the ten years beyond the 2005-2010 Strategic Action Plan (SAP) Executive Summary (Attachment A), and
- (2) **A draft scope of services for a Needs Assessment and Plan Preparation** (Attachment

B) to be included as part of a report to go to City Council regarding the project prior to staff sending Request for Proposals (RFP) to qualified consultants.

To assist the PRC in their discussion, staff has provided a draft timeline (Attachment C) for the stakeholder out-reach, needs assessment and plan preparation in relationship to the Comprehensive Plan Update timeline.

Should the PRC be in favor of a department wide assessment and plan, staff would share information about the project with the Human Relations Commission and Arts Commission, as it pertains to goals, services and programs of the Human Services and Arts and Sciences Divisions, and return to the PRC for further review, discussion and recommendation prior to going to the City Council.

BACKGROUND

At the December 18, 2007 PRC meeting regarding 2008 priorities and goal statements, the PRC discussed a future goal of creating a Playing Area Master Plan or Recreation Master Plan. PRC members noted that components of a Recreation Master Plan could include an assessment of constituent needs, an analysis of new field locations as well as the lack of gymnasiums, a review of existing and additional resources needed and methods to obtain such resources, priorities and vision, maximum and optimal carrying capacity, and regional issues including use of city facilities by non-residents.

The PRC's purpose is to advise the City Council on matters related to two Divisions of the CSD: Open Space and Parks Division, and Recreation and Golf Division. The PRC's responsibilities include advising on planning and policy matters related to goals and services provided and to construction and renovation of facilities, as well as receiving community input. The CSD Divisions of Arts and Sciences and Human Services are technically not within the purview of the PRC; however, the PRC has provided input into these programs in the past.

On September 18, 2008, staff met with PRC members and Councilmember Morton regarding the proposal described in this report: to go beyond the preparation of a Recreation Master Plan by extending the existing CSD Strategic Action Plan to 2020 as a companion document to the Comprehensive Plan Update to 2020 now underway. Staff noted that managers of the other CSD Divisions were consulted on the proposal.

Environmental Protection and Civic Engagement are two of the City Council's top four priorities for 2008. These priorities can be incorporated into the recommended Strategic Plan project; civic engagement would be critical for the needs assessment and planning for future facilities and the sustainability of CSD programs, parks and open space would be a key focus, especially given the City's climate protection plan.

DISCUSSION

Purpose, Scope and Timeline of a Strategic Plan

The proposed project is a facilitated needs assessment process for the Community Services Department, followed by the development of a CSD Strategic Plan (Plan) to provide:

- a summary of a comprehensive review and assessment of CSD programs, services and facilities;
- a long-term (10-year) vision for the community 2010-2020.
- recommendations to establish near-term goals, policies and programs.

The Plan would serve as a companion document to the City's Comprehensive Plan Community Services and Facilities Element, with appropriate updates to that document as needed. The Plan would emphasize the role and vision of the Community Services Department to "Engage, Create, Enjoy!" and would include recommendations for arts, science and recreation programs, services and facilities, as well as human service and parks & open space programs viewed as important by the community.

The Plan would be comprised of an executive summary (an updated version of the 2005-2010 Strategic Action Plan (SAP) Executive Summary to ensure relevance), chapters providing recommendations (goals) for Division programs services and facilities (based upon a needs assessment incorporated therein) and appendices containing background data and discussion in support of the Plan recommendations. Implementation of the Plan would be carried out over the decade of the plan, with action steps and metrics for near and long terms.

Staff requests that the PRC review the mission statement provided in the existing SAP Executive Summary (Attachment A).

Scope of Services

Given the expansion of the project from recreation services to all CSD services, staff has considered the benefits of creating two separate scopes of services for this project, to allow for phasing, to address potential budget constraints over the multiple years of the project and to achieve the best results. The first component of the project would be an in-depth needs assessment and summary of the needs assessment process. The second component of the project would be the preparation of the long term plan. There may be advantages to preparing separate scopes and receiving bids from multiple firms for the two components of the project.

Needs Assessment Definition and Goals

A needs-assessment is a scientifically reliable statistical study to gain an understanding of the community-wide recreation needs, attitudes, opinions and behaviors of the constituency served by service provider. Studies suggest that a needs assessment must be considered to be an independent study from a master plan, although the needs assessment can be used as a blueprint for developing a master plan. It is suggested that there be separate requests for proposals created for the two components of this project, along with two separate scopes of services, and two separate groups or firms to carry out the project components.

The goals of a needs assessment could include the following:

1. Assess resident satisfaction levels with the quality, quantity, and management of existing parks, programs, facilities and services.
2. Determine current resident usage levels of CSD programs and facilities and appropriateness of when and where these services are offered.
3. Identify what levels of spending are acceptable via fees and charges, for CSD programs, park and facility improvements.
4. Identify the community's interest in the addition of future facilities.
5. Identify future interests regarding the implementation of new programs and services that meet the needs of the community and respond to new trends in the leisure services industry.
6. Determine how effective CSD is at communicating its "products and services" and disseminating relevant information to the residents.
7. Identify resident satisfaction levels with regards to program registration procedures, including preferences for registration practices, i.e. walk-in, mail-in, fax, e-mail, etc.
8. Obtain general demographic characteristics including long range forecasts and perceptions of the various market segments of both users and non-users of the CSD programs, parks and facilities.
9. Identify what prohibits non-users from taking advantage of agency services, and do they participate in other similar non-CSD activities.
10. To gather information that CSD can utilize in order to gain a better understanding of its constituency.
11. To investigate how citizens wish to utilize their discretionary time and how CSD may coordinate efforts in these areas.
12. To explore and suggest efficient ways of providing opportunities that takes into account the economic and time constraints of the community.
13. To assess the public's awareness and perception of CSD's current programs and facilities in terms of how well the programs and facilities satisfy the needs of participants.
14. To afford residents the opportunity to offer suggestions, comments, and concerns about the opportunities provided to them by CSD.

A draft scope of services is attached to this report (Attachment B). The scope would be

further refined after this discussion and before the January 27 PRC meeting, during which staff would present a revised scope of services. As noted, staff suggests the PRC may wish to direct staff to prepare two separate scopes of services – one for the Needs Assessment component and one for the Plan preparation component – which would allow for a phasing of the components over multiple years. The Commission is also asked to review and comment on the draft timeline contained in Attachment C.

Comprehensive Plan Update Process

The Strategic Plan 2010-2020 would be referenced in and used as a companion document to the updated Comprehensive Plan; the Plan’s goals should be included in the updated Comprehensive Plan. The Council approved the work plan for the Comprehensive Plan Update (CPU) in June 2006. In June 2007, the Council approved the work plan budget. The CPU is to be a four year process funded at a maximum \$200,000 per year up to \$800,000 in total.

A portion of the approved CPU funding would be used for CSD-related items. The Council approved the following CSD-related CPU work plan components:

- re-evaluating vision statements;
- ensuring program relevance and clarity; and
- identifying general areas for new parks and community facilities.

An April 2008 Planning and Transportation Commission (PTC) report noted that a focus of the update is to “Provide thorough analysis of service needs to schools, parks and libraries resulting from projected growth through 2020”. Growth estimates are based on data indicating that the growth from 2005-2010 is approximately 1,774 persons or 585 households (assuming 3% of households are not occupied). The data indicates the population may increase by another 2,800 people or 1,109 households within the period of the proposed Plan (2010 to 2020). The PTC received a staff report on the CPU in a public hearing October 29, 2008, regarding growth assumptions. The report is available on the city’s website. The PTC will meet again on December 17, 2008 for further discussion on the Comprehensive Plan Update. The timeline for the update is as follows:

- | | |
|-------------------------|---------------------------------------------|
| • Through January 2009 | Completion of Background Studies |
| • Dec 2008-March 2009 | Review of Comp Plan Policies and Programs |
| • Jan 2009 to May 2009 | Area Concept plan preparation |
| • Aug 2008 to July 2009 | Draft Housing Element preparation |
| • July 2009 to may 2010 | Comp Plan EIR preparation |
| • June 2010 to Dec 2010 | Comp Plan Amendment for review and Adoption |

Comprehensive Plan Update Content

Also in April 2008, CSD staff was requested to indicate the relevance of existing Comprehensive Plan goals, policies and programs. CSD staff notes on the existing text will be forwarded to the CPU consultant along with any new goals, policies and programs identified in the proposed Strategic Plan. The updated and new goals, policies and programs would be included in the CPU of Comprehensive (Comp.) Plan Chapter 6, Community Services and Facilities Element, at a minimum. Chapter 6 policies and programs are provided with this report as Attachment D.

Strategic Plan goals, policies and programs could also be incorporated into other elements of an updated Comprehensive Plan as may be feasible and applicable. For instance, Strategic Plan items related to community health and wellness could be incorporated into bicycle and walking policies and programs within an updated Transportation Element (Chapter 3), as well as within the proposed Sustainability Element, a new chapter which would address the community challenges with climate change. A Sustainability Element could also address Baylands facilities with respect to sea level rise, and public interface with mountain lion habitat. Strategic Plan goals for future parks and community facilities could be included within a revised Land Use and Community Design Element (existing Chapter 2). Strategic Plan goals for recreational use of the open space preserves in the foothills and Baylands could be included within a revised Natural Environment Element (existing Chapter 5). The current Chapter 5 addresses how the city will maintain and improve its open space preserves. CSD staff and Planning staff have an opportunity to work together to coordinate placement of any revised goals, policies and programs in the updated Comprehensive Plan.

Proposed Strategic Plan and Connections

The existing Strategic Action Plan Executive Summary 2005-2010 was reviewed by the PRC but not forwarded to the City Council for adoption. Staff would recommend Council adoption of a CSD Strategic Plan 2010-2020, due to the intended function of the plan as serving an entire department and providing the basis for future facility improvements and budget allocations. The following is a brief overview of applicable City documents that would inform or have some connection with the proposed Strategic Plan:

- Comprehensive Plan Chapter 6, Community Services and Facilities Element (goals, policies and programs excerpted as Attachment D);
- Comprehensive Plan Chapter 5, Natural Environment Element;
- Comprehensive Plan Chapter 2, Land Use and Community Design Element;
- CSD Strategic Action Plan (2005-2010)
- Strategic Recreation Plan (2008-2011);
- Open Space Division Strategic Plan (2006-2016);
- Art Center Marketing Communications Plan 07/08;
- Art Center Renovation Plan;

- Mitchell Park Library/Community Center Building Plan;
- Impact of the Aging Baby Boom Population on Palo Alto's Social and Community Services (White Paper, November 2006);
- Child Care Master Plan 2004 (to be updated in 2008);
- Children's Museum and Zoo Plan (underway in 2008);
- Baylands Master Plan (updated 2008);
- Facilities Assessment Report (2007);
- Core Services Criteria (2007);
- Field Use Policy (PAUSD/City)/Fields Advisory Committee Report to CC;
- Adamson Report Inventory -10 year CIP (including estimates);
- Golf Course Operational Study; and
- Youth Master Plan (2003).

Comparison Documents

Staff has reviewed best practices of other Bay Area cities having parks and recreation plans, with the intent of benchmarking a product and finding a consultant who might best serve the City's needs. To date, staff reviewed plans from Burlingame, Menlo Park, Mountain View, Redwood City, Sunnyvale, Union City, and San Bruno. These plans were focused primarily on recreation, parks and open space, and several were sub-elements of a City's General Plan Element such as a Parks and Open Space Element. Some were complemented by other documents addressing related programs such as the Arts. Mountain View recently adopted a Recreation Plan, having set a goal to do so in 2005. Staff met with Mountain View to understand the benefits of the approach and issues encountered in the process, and a summary of Mountain View's plan and process is provided as Attachment E. San Bruno's plan focuses on parks and recreational facilities rather than the program offerings. San Bruno's Comprehensive Parks and Recreational Facilities Master Plan is summarized in Attachment F.

Outreach to Stakeholders

Staff would like to meet with CSD stakeholders to begin discussion of the process of preparing needs assessment analyses. Some of the stakeholders identified include representatives of:

Friends of Palo Alto Parks
 Fields Advisory Committee
 Palo Alto Recreation Foundation
 Art Center Foundation
 Friends of the Children's Theater
 Friends of the Junior Museum and Zoo
 Friends of the Palo Alto Parks

Friends of the Foothills
Save the Bay
Neighbors Abroad
TheatreWorks
Palo Alto Players
West Bay Opera
Palo Alto Youth Council
Golf Advisory Committee
Avenidas
Palo Alto Unified School District

NEXT STEPS

Should the PRC look favorably upon the expanded scope of the Plan to include other CSD Divisions, staff would return to the PRC for further discussion and recommendation at the January 27 PRC meeting. Staff would provide any supporting documents the PRC may request and the PRC could: (1) discuss potential budget issues related to the Plan scope, including staff resources and potential consultant costs, (2) review any scope of services revisions, and (3) review needs assessment outreach approaches.

Staff would proceed with distributing RFP's to obtain proposals and estimated costs for services only after the other Commissions and City Council have provided input. At such time as the PRC recommends staff move forward on the project, staff would report to the Council on:

- the proposed distribution of a Request for Proposal for preparation of a Community Services Department (CSD) Strategic Plan 2010-2020 (Plan) to serve as a companion document to an updated Comprehensive Plan (2010-2020) currently in progress, and
- the proposed incorporation, within the updated Comprehensive Plan, of a reference to the Strategic Plan and it's relevant goals, policies and programs.

ATTACHMENTS

- A. CSD Strategic Action Plan 2005-2010
- B. Draft Scope of Services
- C. Draft Timeline for Outreach, Needs Assessment and Plan Preparation
- D. Community Services and Facilities Goals, Policies & Programs (Excerpt of Chapter 6, Comprehensive Plan)
- E. Mountain View Recreation Plan and Process
- F. San Bruno Comprehensive Parks and Recreational Facilities Master Plan

Prepared by: Amy French, Management Intern

Reviewed by: Rob De Geus, Recreation and Golf Division Manager

ATTACHMENT A

Cover Page for Insert: CSD Strategic Action Plan Executive Summary 2005-2010

ATTACHMENT B
Scope of Services for Consultant Services, Page One

Needs Assessment

Provide a deeper needs assessment to:

1. Assess resident satisfaction levels with the quality, quantity, and management of existing parks, programs, facilities and services.
2. Determine current resident usage levels of CSD programs and facilities and appropriateness of when and where these services are offered.
3. Identify what levels of spending are acceptable via fees and charges, for CSD programs, park and facility improvements.
4. Identify the community's interest in the addition of future facilities.
5. Identify future interests regarding the implementation of new programs and services that meet the needs of the community and respond to new trends in the leisure services industry.
6. Determine how effective CSD is at communicating its "products and services" and disseminating relevant information to the residents.
7. Identify resident satisfaction levels with regards to program registration procedures, including preferences for registration practices, i.e. walk-in, mail-in, fax, e-mail, etc.
8. Obtain general demographic characteristics including long range forecasts and perceptions of the various market segments of both users and non-users of the CSD programs, parks and facilities.
9. Identify what prohibits non-users from taking advantage of agency services, and do they participate in other similar non-CSD activities.
10. Gather information that CSD can utilize in order to gain a better understanding of its constituency.
11. Investigate how citizens wish to utilize their discretionary time and how CSD may coordinate efforts in these areas.
12. Explore and suggest efficient ways of providing opportunities that takes into account the economic and time constraints of the community.
13. Assess the public's awareness and perception of CSD's current programs and facilities in terms of how well the programs and facilities satisfy the needs of participants.
14. Afford residents the opportunity to offer suggestions, comments, and concerns about the opportunities provided to them by CSD.

Plan Preparation

1. Identify strengths and weaknesses of existing CSD Strategic Action Plan.
2. Establish criteria for determining priorities and timelines.
3. Define connections among the CSD Strategic Plan, Palo Alto Comprehensive Plan and other CSD documents.
4. Analyze feasibility regarding facility improvement costs.
5. Facilitate X community meetings to identify a longer term vision for services, programs and facilities (including opportunity, education and marketing).
6. Attend X public hearings.
7. Prepare an inventory as a benchmark to measure progress.
8. Include Plan implementation in the Plan – recommendations become goals, action steps.
9. Submit X copies of the Plan.

ATTACHMENT C

Draft Timeline for Outreach, Needs Assessment and Strategic Plan Preparation

NEEDS ASSESSMENT AND CSD STRATEGIC PLAN

- November 25, 2008 PRC Study Session
- December Outreach to stakeholders on Needs Assessment
- January 2009 Public Art and Human Services Commissions
- January 27, 2009 PRC public hearing: budget, scope, project timeline
- March 2009 CC public hearing: budget, scope, RFP authorization
- March 2009 Send RFP's to consultants and determine focus groups
- April –May 2009 Obtain proposals and select consultant(s)
- May 2009 CC public hearing if budget amendment needed
- May - June 2009 Execute consultant contract(s)
- June 2009 Community workshop/focus groups
- July – December 2009 Conduct Needs Assessment (interviews, surveys, analysis of patterns, preferences, trends, demographic profile, inventory preparation)
- January – March 2010 Focus group/public meetings, assessment wrap up
- March – July 2010 Draft Plan preparation
- August –November 2010 Public meetings, hearings and Plan refinement
- December 2010 Plan adoption

COMPREHENSIVE PLAN UPDATE TIMELINE

- Through January 2009 Completion of Background Studies
- Dec 2008-March 2009 Review of Comp Plan Policies and Programs
- Jan 2009 to May 2009 Area Concept plan preparation
- Aug 2008 to July 2009 Draft Housing Element preparation
- July 2009 to May 2010 Comp Plan EIR preparation
- June 2010 to Dec 2010 Comp Plan Amendment for review and Adoption

ATTACHMENT D
EXCERPT OF COMPREHENSIVE PLAN Chapter 6:
Community Services and Facilities Goals, Policies and Programs

Note: Comprehensive Plan Chapter 6 addresses several service departments and divisions within the city. The chapter contains text on Schools, Libraries, Services for People with Disabilities, Police, and Fire, along with CSD services (**Parks, Recreation Services, Child Care, and Cultural Arts**).

GOALS, POLICIES AND PROGRAMS

(Goals are shown in bold type, policies are shown in regular type, and *programs are shown in italics*)

Efficient Service Delivery

Goal C-1: Effective and Efficient Delivery of Community Services

Policy C-1: Encourage the creation of partnerships within the Mid-Peninsula or the greater Bay Area to seek effective solutions to shared problems and community service needs.

Policy C-2: Where economies of scale are possible, cooperate with neighboring communities in providing municipal services such as police and fire protection, libraries, and recreation.

Policy C-3: Palo Alto should continue to take a leadership role in addressing community service issues that cross jurisdictional lines.

Policy C-4: maintain a close, collaborative relationship with the PAUSD to maximize the use of school services and facilities for public benefit, particularly for young people, families and seniors.

Program C-1: In cooperation with existing public and private agencies and PAUSD, develop a service program that will coordinate the efforts of agencies providing services to families and youth in Palo Alto.

Program C-2: Continue to use the City/School liaison committee to remove barriers to community use of schools and facilities and coordinate other areas of mutual interest.

Program C-3: Assess the potential for City use of PAUSD facilities for child care, libraries, recreational facilities, community meeting space, education, health care, culture, and computer resources.

Program C-4: Work with PAUSD to determine ways that schools can be made more available to the community for weekend and evening use.

Program C-5: Consider joint provision of library services with PAUSD.

Policy C-5: Recognize the importance of schools to the social and economic vitality of the City.

Policy C-6: Continue and enhance City efforts to assist PAUSD in anticipating and addressing land development related school enrollment impacts.

Program C-6: Provide regular status reports to PAUSD on potential and approved development projects.

Program C-7: Require an assessment of school impacts prior to the approval of development projects that require legislative acts, including general plan amendments and zoning changes.

Policy C-7: Actively work with private, nonprofit, and public community service organizations to avoid duplication and to coordinate the delivery of services like child care, senior services and recreation.

Policy C-8: Welcome and encourage corporate citizenship in the provision of community services.

Customer Service

Goal C-2: A commitment to Excellence and High Quality Customer Service among City of Palo Alto Officials and Employees

Policy C-9 Deliver City services in a manner that creates and reinforces positive relationships among City employees, residents, businesses, and other stakeholders.

Program C-9 Establish performance review criteria for City employees that consider the quality of customer service provided.

Program C-10 Establish tangible incentives and enhance rewards and recognition

programs to encourage City staff to deliver high quality services.

Policy C-10 Perform customer-oriented evaluations of City service delivery and develop strategies for improving customer service.

Program C-11 Continue to budget for City staff training in customer services oriented management techniques. (id problems with performance data and employee solve)

Program C-12 Encourage city work groups to examine and improve operating procedures.

Social Services

Goal C-3: Improved Quality, Quantity, and Affordability of Social Services, Particularly for Children, Youth Seniors and People with Disabilities

Policy C-11: Support and promote the provision of comprehensive child care services in Palo Alto by public and private providers, including employers.

Program C-13: Use the Child Care Master Plan to guide the delivery of child care services. Update and amend this Plan to include standards for evaluating the impacts of new development on child care service needs.

Program C-14: Work with the Child Care Advisory Committee to evaluate the feasibility of requiring child care impact assessments for proposed development projects.

Policy C-12: Coordinate delivery of child care services with other service providers, including the Palo Alto Unified School District (PAUSD).

Policy C-13: Continue strong support for and long term commitment to school age child care programs on PAUSD site.

Policy C-14: Encourage intergenerational interaction in providing solutions to child care needs.

Policy C-15: In residential or neighborhood commercial development projects, strongly encourage child care and/or senior care facilities, along with measures to mitigate potential conflicts between these facilities and surrounding uses.

Program C-15: Study changes in zoning, parking and landscaping requirements that would facilitate the development of neighborhood child and or senior care facilities.

Program C-16: Create development incentives such as increased floor area ratio or reduced parking requirements for employers or developers who include child and or senior care facilities in the design of new housing and commercial buildings.

Program C-17: Facilitate the applications process for proposed child and or senior care centers. Work with applicants or potential applicants to identify appropriate locations for such centers.

Policy C16: Identify existing or potential locations for child and or senior care in public facilities and actively promote the establishment of such facilities.

Policy C17: Continue to support provision, funding and promotion of services and programs for children and youth) e.g. those offered at the teen center)

Program C-18: Encourage the continuation and development of after-school and evening programs for children and youth. Maximize participation in such programs by increasing the number of locations where the programs are provide and by supporting transportation options to these locations.

Policy C-18: Support and promote the provision o comprehensive senior services in coordination with senior service providers.

Policy C-19: Continue to support provision, funding, or promotion of services for persons with disabilities through the Human Relations Commission, the Parks and Recreation Division, and other City departments. Support rigorous compliance with the Americans with Disabilities Act (ADA).

Policy C-20: Support and promote services addressing the needs of the un-housed community.

Parks and Public Facilities

Goal C-4: Attractive, Well-maintained Community Facilities that serve Palo Alto residents

Policy C-21: Where appropriate, maintain existing community facilities in public ownership to prevent potential shortages in the future.

Policy C-22: Design and construct new community facilities to have flexible functions to

ensure adaptability to the changing needs of the community.

Policy C-23: Explore ways to expand the space available in the community for art exhibits, classes and other cultural activities.

Policy C-24: Reinvest in aging facilities to improve their usefulness and appearance. Avoid deferred maintenance of City infrastructure.

Program C-19: Develop improvement plans for the maintenance, restoration and enhancement of community facilities, and keep these facilities viable community assets by investing the necessary resources.

Program C-20: Conduct comprehensive analyses of long term infrastructure replacement requirements and costs.

Program C-21: Incorporate as an additional criterion used in prioritizing sidewalk repairs, a standard related to the level of pedestrian usage.

Program C-22: Assess the development of a performing arts center as an asset to the community and local economy.

Policy C-2: Make infrastructure improvements on public open space only when these improvements are consistent with the goals of protecting and conserving the natural environment.

Policy C-26: maintain and enhance existing park facilities.

Program C-23: Study and recommend methods private and public financing for improved park maintenance, rehabilitation and construction.

Program C-24: Preserve El Camino Park as a recreational resource for the community.

Policy C-27: Seek opportunities to develop new parks and recreation facilities to meet the growing needs of residents and employees of Palo Alto.

Program C-25: Consider potential park sites when preparing coordinate area plans.

Program C26: In conjunction with new development proposals, pursue creation of park, plaza, or other public gathering places that meet neighborhood needs.

Policy C-28: Use National Recreation and Park Association Standards as guidelines for

location and developing new parks. These guidelines are as follows:

- Neighborhood parks should be at least two acres in size, although sites as small as one-half acre may be needed as supplementary facilities. The maximum service area radius should be one-half mile. Two acres of neighborhood parkland should be provided for each 1,000 people.
- District parks should be at least five acres in size. The maximum service area radius should be one mile. Two acres of district park land should be provided for each 1,000 people.

Access

Goal C-5: Equal Access to Educational, recreational, and Cultural Services for All Residents

Policy C-29: Strategically locate public facilities and parks to serve all neighborhoods in the City.

Policy C-30: Facilitate access to parks and community facilities by a variety of transportation modes.

Policy C-31: Facilitate access to educational, recreational, and cultural services by continuing to provide financial assistance programs for residents with low-incomes and/or disabilities.

Policy C-32: Provide fully accessible public facilities to all residents and visitors.

Program C-27: Continue to implement Americans with Disabilities Act (ADA) requirements in City facilities including but not limited to sidewalk curb cuts, building entrances, meeting room access, and sight and hearing adjuncts.

ATTACHMENT E MOUNTAIN VIEW RECREATION PLAN AND PROCESS

Plan Vision

“Create community through people, parks and programs”

Plan Purposes

- Provides a comprehensive review and assessment of recreation programs, services and facilities provided by the Community Services Department's Recreation Division, as well as preparation of a long-term (10-year) recreation-focused vision for the community.
- Emphasizes the role and vision of the Community Services Department to "Create Community through People, Parks and Programs"
- Includes recommendations for traditional recreation programs, services and facilities, as well as other human service and community programs viewed as important by the community.
- Serves as a companion document to the City's Parks and Open Space Plan (POSP).

Plan Content

The Plan is comprised of an executive summary, six chapters and appendices containing background data and discussion in support of the Plan recommendations. Some of the major features are: 10 outcomes expected by the community; 23 program and service recommendations; 7 priority recreation facilities; 3 options for addressing various levels of athletic facility demand; and, implementation strategies.

Plan Actions and Metrics

The Recreation Division is preparing action steps and metrics for the first three years of the plan.

There are ten program and service outcomes – for measurable benefits

There are three priority outcomes:

Top: Promotes Access for All; Stewards Open Space; Enhances Safety and Security

High: Expands Community Resources; Promotes Lifelong Learning; Supports Walkable Community

Priority: Promotes cultural diversity; encourages health and wellness; builds strong sense of community; supports asset development for youth

Plan Completion Timeline

1. Mountain View's data collection through draft Plan

One year, four months comprised the following:

- 6/7/06 community workshop;
- Summer 06 interviews, group surveys, analysis of recreation patterns, preferences and trends and demographic profile;
- 9/27/06 second workshop, then inventory prep and field user meetings;
- 2/07 and 3/07 focus group meetings;
- *Summer 07 consultant draft plan*: Contained program and service outcomes; criteria for priority determination; program, service and facility recommendations; target markets; general approaches to implementation; marketing plan; appendices with data.

2. Mountain View's hearings

Eight months:

- October 2007 PTC (2x) and community workshop;
- December 2007 Council study session, revisions for May/June adoption.

ATTACHMENT F
San Bruno's Comprehensive Parks and Recreational Facilities Master Plan

The Master Plan process involved site analysis, historical data, public comment, City staff input and project research. A base of knowledge was assembled and applied to the entire Parks and Recreation Facilities system to create a 15 year vision/program. The Plan is intended to be a living document: strong, yet flexible and requiring attention as the City, citizens and their needs change. The three priorities were identified as:

1. Addressing the number of public health, safety and welfare issues present in all of the parks and recreation facilities.
2. Removing and developing the entire city playground system to reflect current national safety and accessibility standards while utilizing current trend in playground design.
3. Bringing a level of equality to the Parks and Recreation Facilities, including:
 - a. Developing programs for currently underrepresented user groups (e.g. seniors and teens),
 - b. Providing quality athletic equipment throughout the park system for all organized sports, and
 - c. Modernizing systems that take advantage of technologies that can reduce man hours and other resources to create a more efficient and cost effective system.

The plan recommends organizing a bond measure for public approval to implement the plan, noting several alternative recommendations if a bond proved infeasible:

- (1) modernizing all pocket parks and neighborhood parks in terms of safety, accessibility, playground redevelopment and site infrastructure improvements; and
- (2) concentrating all available resources into redeveloping some of the larger parks to create five community parks offering an improved level of service throughout the city.