

Overarching Themes from 2020 Organizational Assessment

CREATE a welcoming and positive Community Center

RECOGNIZE DIFFERENT NEEDS for 'Tweens and Teens, and Active Seniors and older Seniors

IMPROVE AWARENESS of the department and **ENHANCE** communications with the community

EXPAND partnerships and relationships

Provide **OVERSIGHT** of the Civic Center to **UNITE** and **EXPAND** events and coordination

Schedule events that **INTEGRATE** both the **NORTHERN AND SOUTHERN** areas of the town

ADDRESS (in partnership with other departments) accessibility and transportation to **PARKS** and **FACILITIES**

Make sure programs are **RELAVENT** to community; and **DISCONTINUE** ones that are not successful

INCREASE maintenance and cleanliness of all facilities

Goal 1. Programs & Events Strategies

Evaluation of Programs	Ensure relevancy and success of programs with a policy and procedures to regularly evaluate, add and discontinue programs.
New Programs & Approaches	Increase the number of programs targeted to active adults , using new modalities and innovative approaches.
Adults & Teens	Dedicate staff to develop and manage programs targeted at different populations, with particular attention to adults and teens – two underserved populations.
City-wide Use	Actively schedule and promote programs city-wide , utilizing all city recreation facilities, parks, and expanding formal program spaces into the outdoors.

Goal 2. Community Awareness & Engagement Strategies

Staff Roles & Responsibilities	Identify Department staff roles and responsibilities to actively and consistently engage the community including appointing a community lead to foster feedback and involvement in a regular manner.
Data & Evaluation	Create clear metrics and data collection tools and processes to systematically evaluate and understand community satisfaction and needs.
Partnerships	Institutionalize and establish formal partnerships with community organizations and neighboring communities, including Los Altos Hills to enhance programs and services.
Commissions & Volunteers	Develop procedures to better involve and leverage commissions and volunteers in the pursuit of the Department's mission.

Goal 3. Parks & Recreation Facilities Strategies

Master Plan	Initiate a comprehensive Parks and Recreation Master Plan update for the City.
Sustainable Guidelines	Work with City leadership to adopt regenerative, resilient and sustainable guidelines for all indoor recreation facilities and parks development, operation, and maintenance.
Welcoming Spaces	Design and operate indoor and outdoor spaces with the customer in mind , providing ample seating and gathering areas that invite the community members to linger, as well as amenities and places that offer comfort and enjoyment.
Optimization	Ensure that all recreation facilities, parks, and programmable spaces are optimized for community enjoyment and use .
Civic Center Coordination	Work with other City and community operators to coordinate, promote, and align civic center activities, rentals, and overall activation for the benefit of the community members.

Goal 4. City-wide Department Organization Strategies

Succession Planning	Restructure the Department to establish additional leadership and management positions and to allow for promotion and retention of employees.
Customer Service	Foster a customer service culture with all Department staff, instilling the necessity to make facilities as welcoming as possible, and to ensure inclusivity in programs and events.
Policies & Procedures	Update department policies and procedures to clarify roles and responsibilities and reduce redundancy and gaps in services.
Strategic Staff Retreats	Hold annual staff strategy and innovation gatherings to empower and inspire staff , support an inclusive team culture, and to provide a common understanding of goals and purpose.

Goal 5. Cost Recovery Strategies

Fee Schedule	Establish a class and rental fee schedule that is consistent, fair, and regularly evaluated to ensure effectiveness.
Scholarship Program	Adopt a community scholarship fee program to enable all members of the community to access all programs and facilities equally.
Balance	Create rental schedules for facilities that allow for low to no cost community access, with market rate slots to balance revenue generation and community access.
Assess Facilities & Spaces	Assess City recreation facilities, outdoor spaces, and parks to determine their highest and best use , considering how to serve community members throughout the city, and to offer a broad and balanced set of offerings.
Equity & Inclusion	Organize the Department so that it can ensure equitable and inclusive services to all (JEDI).