

Parks and Recreation Commission  
Work Plan Considerations

Staff recommends that the Parks and Recreation Commission consider the following factors when finalizing goals, projects, subcommittees, and timelines that are feasible and achievable with twelve months (May 2022 to May 2023).

- **Recreation Department Mission:** The Los Altos Recreation Department strives to enrich community involvement, and recreational activities
- **Recreation Department Vision:** Build a department to ensure its essential services enhance the quality of life in Los Altos through offerings that create community through people, parks, and programs
- **Recreation Department Goals and Objectives** (Attached)
- **Balance between recreation programs, and park and facility maintenance/projects**
- **City Council Retreat Discussion**
- **Proposed 5-Year Capital Improvement Program**
- **Staff capacity and budget impacts**
- **Impacts of COVID-19 – Transitioning through Change**
- **Powers and duties of the Parks and Recreation Commission (Muni-Code)**  
The parks and recreation commission shall act in an advisory capacity to the council in all matters pertaining to parks and public recreation and shall cooperate with all other governmental agencies and civic groups in the advancement of sound parks and recreational planning and programming, shall make budget recommendations to the council with regard to parks and recreation, and shall submit an annual report to the council.
- **Role of Staff Liaison (Source: Commissioner Handbook – Page 2)**  
Work with the Commission in the development of a **work plan** for the coming year and a summary of accomplishments for the previous year and/or Council direction. Research and prepare reports for the Commission, as is consistent with the **work plan**.
- **Adding Items to a Future Agenda (Source: Commissioner Handbook – Page 6)**  
The staff liaison will work with the Chair to determine the best meeting to place an item on an agenda. Any background materials or information should be provided to the staff liaison for inclusion in the agenda packet. Future agenda items must be consistent with the Commission's **work plan**.

# Overarching Themes from 2020 Organizational Assessment

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**CREATE** a welcoming and positive Community Center

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

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

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**EXPAND** partnerships and relationships

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

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

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

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

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**INCREASE** maintenance and cleanliness of all facilities

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# Goal 1. Programs & Events Strategies

Evaluation of Programs	Ensure relevancy and success of programs with a policy and procedures to <b>regularly evaluate, add and discontinue programs.</b>
New Programs & Approaches	Increase the <b>number of programs targeted to active adults</b> , using new modalities and innovative approaches.
Adults & Teens	<b>Dedicate staff to develop and manage programs</b> targeted at different populations, with particular attention to adults and teens – two underserved populations.
City-wide Use	<b>Actively schedule and promote programs city-wide</b> , 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 <b>actively and consistently engage the community</b> including appointing a community lead to foster feedback and involvement in a regular manner.
Data & Evaluation	Create <b>clear metrics and data collection</b> tools and processes to systematically evaluate and understand community satisfaction and needs.
Partnerships	Institutionalize and establish <b>formal partnerships</b> with community organizations and neighboring communities, including Los Altos Hills to enhance programs and services.
Commissions & Volunteers	Develop procedures to <b>better involve and leverage commissions and volunteers</b> in the pursuit of the Department's mission.

# Goal 3. Parks & Recreation Facilities Strategies

Master Plan	Initiate a comprehensive <b>Parks and Recreation Master Plan</b> update for the City.
Sustainable Guidelines	Work with City leadership to adopt <b>regenerative, resilient and sustainable guidelines</b> for all indoor recreation facilities and parks development, operation, and maintenance.
Welcoming Spaces	Design and operate indoor and outdoor spaces with the <b>customer in mind</b> , 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 <b>optimized for community enjoyment and use</b> .
Civic Center Coordination	Work with other City and community operators to <b>coordinate, promote, and align</b> 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 <b>promotion and retention</b> of employees.
Customer Service	Foster a <b>customer service culture</b> 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 <b>reduce redundancy and gaps</b> in services.
Strategic Staff Retreats	Hold annual staff strategy and innovation gatherings to <b>empower and inspire staff</b> , support an inclusive team culture, and to provide a common understanding of goals and purpose.

# Goal 5. Cost Recovery Strategies

Fee Schedule	Establish a <b>class and rental fee schedule</b> that is consistent, fair, and regularly evaluated to ensure effectiveness.
Scholarship Program	Adopt a <b>community scholarship fee program</b> 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 <b>to balance revenue generation and community access.</b>
Assess Facilities & Spaces	Assess City recreation facilities, outdoor spaces, and parks to determine their <b>highest and best use</b> , 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 <b>ensure equitable and inclusive</b> services to all (JEDI).