

CITY OF MOUNTAIN VIEW
RECREATION
PLAN 2008



Bicycle Kids (Joe Sam, 1995)



CITY OF MOUNTAIN VIEW

RECREATION

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The formulation of the Recreation Plan 2008 was due to the contributions, insight and support of the Mountain View community. While there are many persons who saw the need and advocated for developing a plan to identify and address the community's recreational needs, the list below acknowledges persons who participated in the process from 2005 through adoption in 2008.¹

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Ronit Bryant, Councilmember
Nick Galiotto, Councilmember
Laura Macias, Councilmember
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ADOPTED

July 8, 2008

¹For a complete list of participants involved in the Recreation Plan development, see Appendix
²⁺ Designates "former"



Deer Hollow Farm

EXECUTIVE SUMMARY

Background

The preparation of a Recreation Plan (Plan) was adopted by the City Council as a major City goal in May 2005. The purpose of the Plan is to provide a comprehensive review and assessment of recreation programs, services and facilities provided by the Community Services Department—Recreation Division, as well as preparation of a long-term (10-year), recreation-focused vision for the community. The Plan will serve as a companion document to the Parks and Open Space Plan. The Plan and its development emphasize the role and vision of both the Plan and the Community Services Department,

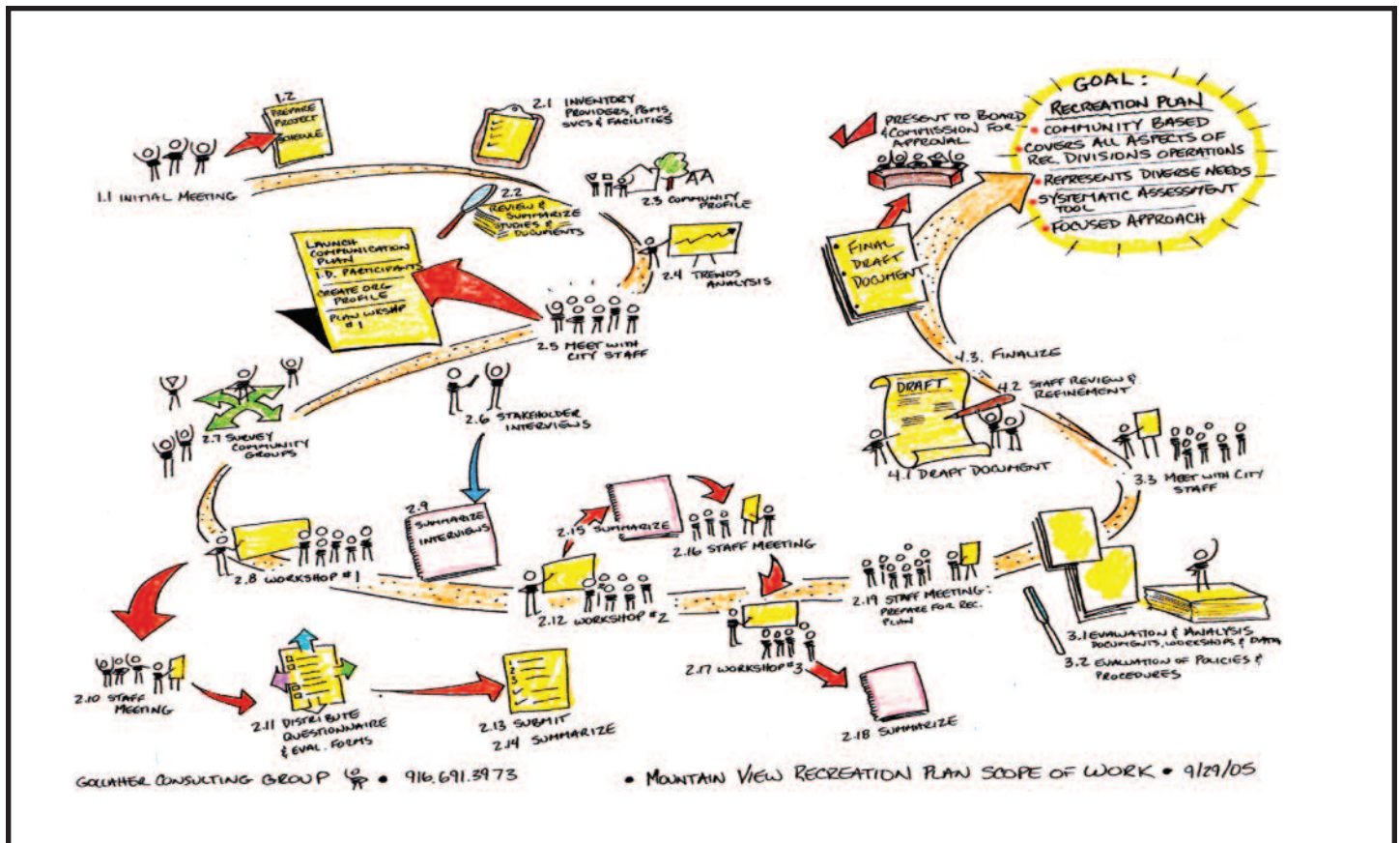
to “Create Community through People, Parks and Programs” and includes recommendations for both traditional recreation programs services and facilities, as well as other human service and community programs viewed as important by the community.

During the extensive public input process, common themes emerged that identify the key community characteristics and constraints that frame the dialogue and inform the Plan recommendations. The Mountain View community's sense of place is “recreation asset-rich,” with many family-friendly gathering places, where people feel safe and secure. At the same time, the community

struggles with questions of how best to use remaining open space; how to assure sufficient recreation programs, services and facilities; and how to increase access to those programs in the face of increased population, density and diversity.

Plan Development Processes

The Plan development processes involved a four-phased approach and multiple opportunities for public participation, sources of data and analysis. The first community workshop was held on June 7, 2006. Stakeholder interviews



followed and additional public input was collected during the summer 2006 through recreation program participant surveys and athletic facility user group surveys. Additional perspectives were gained by completing and considering the results of an analysis of recreation patterns, preferences and trends, and a demographic profile of the community. The results were shared at a second community workshop held September 27, 2006. Additional processes included a recreation program and facility inventory and meetings with athletic field user groups. The results of these processes were further refined by a series of focus group meetings held in February and March 2007. A first draft of the Plan (Draft Plan) was developed with the consultants during summer 2007. The Draft Plan included several important features: program and service outcomes expected by the community; criteria for determining which recreation programs and community services are priorities; program, service and facility recommendations; target markets; general approaches to implementation; a marketing plan; and appendices containing the background data from the data collection and analysis. The Draft Plan was reviewed by the Parks and Recreation Commission on October 10 and October 24, 2007, and by the community at a workshop on October 17, 2007. Based upon public and Commission input, a revised Draft Plan was presented to the City Council in Study Session on December 4, 2007. A final draft incorporating comments and revisions was reviewed in May and adopted in June 2008.

Community Program and Service Outcomes

The Plan identifies ten community program and service outcomes as community priorities. These are the measurable benefits desired by Mountain View residents when the City implements a recreation program or service. The priority outcomes are also the measures that will help gauge progress towards supporting the Vision of the Plan to *"Create Community through People, Parks and Programs."* The outcomes are ranked in three priority levels, with the Top-Priority Outcomes rated highest.

Top-Priority Outcomes:

- Promotes Access for All
- Stewards Open Space
- Enhances Safety and Security

High-Priority Outcomes:

- Expands Community Resources
- Promotes Lifelong Learning
- Supports a Walk-able Community

Priority Outcomes:

- Promotes Cultural Diversity
- Encourages Health and Wellness
- Builds a Strong Sense of Community
- Supports Asset Development for Youth

Recommendation Development Methodology

The program, facility and implementation recommendations and priorities reflect the application of several qualitative and quantitative criteria.³ While not derived from a statistical sample, the recommendations were rationally derived, based on data and validated through community input at each phase of the Plan development process. A full presentation of the processes used, data collected and key findings considered as part of the analysis are provided in the remainder of the Plan and Appendices. The recommendations are reflective of both traditional recreation programs, services and facilities, as well as other human service and community programs viewed as important by the community.

Recommendations

The Recreation Plan proposes key recommendations in three areas: programs and services; recreation facilities; and athletic facilities. There are twenty-three (23) unranked program and service recommendations; seven (7) prioritized recreation facilities listed in three groupings; and three (3) options to meet various levels of demand for athletic fields: maximum, moderate and minimum.

³The criteria used to develop the recommendations included: a) the frequency a need was identified throughout the public outreach process; b) the services, programs or activities that were best positioned to support and grow Mountain View's specific community quality-of-life characteristics (i.e., many family-friendly gathering places where people feel safe and secure); c) the services, programs or activities that are best positioned to address the key community issue(s) (i.e., how best to use remaining open space; how to assure sufficient recreation programs, services and facilities; and how to increase access to those programs in the face of increased population, density and diversity); d) what supports a balance of programs relative to target markets, community characteristics and key issues; and, e) realignment opportunities for existing services, programs and activities. The methodology for the athletic facility demand analysis also used qualitative and quantitative criteria supported by the athletic field user group surveys, public input meetings and the use of a supply/demand/need utilization model.

Program and Service Recommendations (unranked)

1. Develop environmental education programs, services and facilities that integrate with health and wellness activities. This can include annual events to support open space, trails and parks facilities as well as community gardens, educational programs and the environment unique to the area.
2. Develop health and wellness programs and services for all age groups that promote healthy lifestyles such as physical fitness and nutritional education. Include asset building in the design, development and delivery of programs and services for youth and their families.
3. Strengthen working relationships with the educational community to establish school sites as neighborhood centers that provide out-of-school activities, family programming and services, intergenerational activities and neighborhood events.
4. Develop on-site, after-school activities for elementary and middle school youth. Activities could include expansion and strengthening the homework assistance activities, tutoring, mentoring programs, recreational activities, physical fitness, arts, science fun activities, environmental programs and noncompetitive sports.
5. Expand the preschool and tiny tot programs that promote socialization, creativity, motor development and cognitive thinking skills.
6. Increase access to programs, services and facilities through a transportation program for youth and seniors.
7. Establish and expand biking, walking and hiking programs.
8. Develop a partnership program with the health and wellness industry, nonprofit service providers and the educational and business community to create a mobile recreation program that travels to neighborhoods during out-of-school hours to provide homework assistance, recreational activities, health and wellness programs, and family services.
9. Expand family recreational activities that provide youth and their parents or guardians and grandparents the opportunity to interact, have fun and learn together.
10. Increase parenting workshops and other programs that support and grow strong families, strong communities.
11. Create a community safety net of various youth service providers that identifies youth at risk and provides for them a connected hub of resources to support positive behavior, reducing risky activities.
12. Work with other service providers to strengthen the employment and job and career training services in the community that assist teens, young adults and seniors.
13. Expand volunteer and service learning programs for all age groups.
14. Develop special events for middle and high school youth that would include youth in the development and implementation of these events.
15. Review all community-wide events and determine their relevancy within the context of this document. Consider opportunities to celebrate the community's cultural diversity with an emphasis on events being staged in the downtown area.
16. Increase cultural education to expand awareness and understanding of culture in the community and region. Ensure that relationships are bridged and strengthened to all residents so that they are aware of how to access services and facilities.
17. Expand aquatics' opportunities in a collaborative way that will include water play, instructional programs and physical fitness activities.
18. Provide more attractive, safe, growth-promoting settings for adolescents and young adults, giving them a sense of place and belonging.
19. Develop a comprehensive marketing program that includes target markets, positioning, branding and training to ensure a consistent message that informs residents about the Recreation Division, its services and programs and ease of access to participate in those activities.

⁴The City is currently affiliated with Project Cornerstone and uses as a "best practice" the Search Institute's research-based 41 Developmental Assets approach as a guiding framework and a common language to enable individuals and organizations to work together toward the common goal of supporting the healthy development of all children and youth. See www.search-institute.org/assets/ for more information.



20. Expand partnerships and collaborative approaches to deliver programs and services in a community-connected web of services that collectively support the residents efficiently and effectively.

21. Review and evaluate the fees and charges to all programs, services and facilities. Ensure access for all, balancing the need to sustain the Recreation Division, its staff and the infrastructure necessary to maintain a high level of service delivery.

22. Realign existing programs and services with an emphasis on contract classes through the use of evaluative criteria over a period of two to three years.

23. Ensure ongoing evaluation and review of programs and services.

The prioritization and implementation of the program and service recommendations is discussed in Section Six—Implementation.

Recreation Facility Recommendations

1. **Top-Priority Facilities:**
Open Space ⁵
2. **High-Priority Facilities:**
Recreation Center / Community Center
Trails ⁶

3. **Priority Facilities:**
Park amenities
Pool/aquatic facilities—
new/expanded
Sports Complex ⁷
Teen Center ⁸

Athletic Facility Recommendations

1. **Maximum Option**—(19.75 acres)
Construct one athletic complex ⁹ and two synthetic turf surfaces. All field areas lighted. Diamond overlays would be available in the corners for baseball or softball.
2. **Moderate Option**—(14.69 acres)
Install four separate synthetic turf surfaces, preferably with lighting, of a rectangular area. Diamond overlays would be available in the corners for baseball or softball.
3. **Minimum Option**—(5.24 acres)
Install two synthetic turf surfaces for two regulation-size rectangular fields with an overlay for one 90' diamond field and an overlay for a 60' diamond with appropriate lighting. The synthetic surfaces would be 300' by 380' each. Modular fencing would be needed for diamonds.

⁵ The City has adopted and regularly updates the "Parks and Open Space Plan (POSP)." While "open space" was named as the top priority facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities.

⁶ The City has adopted and regularly updates the "Parks and Open Space Plan (POSP)." While "trails" was named as a second or "high-priority" facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities.

⁷ The Recreation Plan lists a "Sports Complex" as a "priority facility" among the various recreation facilities and the athletic facility discussion and recommendations indicate what is needed to meet levels of demand for athletic fields. These are standalone recommendations.

⁸ Following the public input processes, the inclusion, size and scope of a teen component as part of a Recreation Center / Community Center, was raised. Further evaluation of this option was beyond the scope of the initial report.

⁹ A complex is a "field area" designed and intended for multiple, simultaneous uses. The complex recommended is minimally 200 x 300 yards or 12.4 acres (1 acre = 43,560 square feet), not including parking, concession, storage, sanitation. In the maximum option, the two additional synthetic surfaces would be approximately 400' by 400' each (combined = 7.35 acres), total = 19.75 acres.

Implementation Considerations

The report, in Section Six—Implementation Strategies, suggests three general approaches to implementation of the Plan (i.e., to provide; to partner; or, to facilitate) and provides several marketing considerations. Given the number of recommendations, the Plan phases the implementation by indicating what programs and services are more of an immediate priority,

and should be emphasized in the first 3 years of the 10-year plan: i.e., No. 2, No. 3, No. 4, No. 11 and No. 18. The implementation section also includes preliminary metrics to be used to measure annual progress over the life of the Plan. It will be important that action steps be developed and cost analysis be conducted for the program and service recommendations, as part of City's annual goal-setting, performance measurement and budget processes.

Summary

The preparation of a Recreation Plan was adopted by the City Council as a major City goal in May 2005. The Recreation Plan reports the findings from the extensive public input processes conducted in 2006-07 and provides 23 recommendations for programs and services, 3 priorities for recreation facilities and 3 options for meeting the demand for athletic fields to be implemented over the coming decade (2008 to 2018) to create community through people, parks and programs.





INTRODUCTION

Recreation Plan Purpose

The primary purpose of the Recreation Plan is to provide the City of Mountain View with a community-based description of its recreation program issues and needs with recommendations of how to respond. It is the intent of this report to provide a road map for the next ten (10) years, setting out priorities for recreation programs, facilities and services. The report will serve as a companion document to the Parks and Open Space Plan (POSP).¹⁰ It is an implementation tool for the City of Mountain View, providing a guide for the orderly development and/or management of recreation and community services and programs. It is a flexible document, presenting findings which are best evaluated, validated and/or modified periodically as the City responds to the unforeseen opportunities and constraints as well as changing community demographics. The recommendations are reflective of both traditional recreation programs, services and facilities, as well as other human service and community programs viewed as important by the community.

The information provided in this report was developed from all the data collected and considered for the purpose of review and analysis in the development of recommendations for the Recreation Plan. The information utilized in this report was derived from various sources and reports. They are listed and provided in the Appendices of this report.

Recreation Plan Vision

The preparation of a Recreation Plan was adopted by the City Council as a major City goal in May 2005. In an effort to both emphasize the core services it provides, and to align itself with State-wide efforts, the Mountain View Community Services Department will use the following vision to guide the Department in the implementation of the Recreation Plan:

"We Create Community Through People, Parks and Programs."

This vision statement emphasizes the creative aspects of building community as well as the primary assets used in the process: people, parks and programs. Further, it supports the State-wide vision and mission for the parks and recreation profession released in 1999 by the California Park and Recreation Society Creating Community in the 21st Century (the VIP Action Plan). In this way, the community and staff recognize each other as vital partners in building a stronger community and acknowledge the contributions and resources of the profession.

Community Context

The City of Mountain View was incorporated in 1902 with a population of 611. It is located in Santa Clara County, 35 miles south of San Francisco and ten miles north of San Jose. It received its name due to its view of the Santa

Cruz Mountains. Chartered on January 15, 1952, Mountain View operates under a Council/Manager form of government. Mountain View borders the cities of Sunnyvale, Palo Alto and Los Altos. Mountain View is about 12 square miles with an estimated population of approximately 71,900 in 2005 and 79,500 in 2015 (ABAG Projections 2005).

The history of a community provides a context out of which residents create a sense of place and make meaning. Mountain View has changed over the years from its modern rural beginnings in the 1830s, when it was originally a part of the Rancho del Refugio rancho owned by Don Mariano Castro, the beneficiary of an original Spanish land grant. The town began to grow in the 1850s, when California became a state and a stage line opened between San Francisco and San Jose with a stop in Mountain View. After the Gold Rush era, the railroad brought more settlers to the area for ranching, orchards and farms. By the early 1920s, Mountain View had become well known for its orchards. Transformation from rural agriculture began with World War II and the influence of Moffett Field followed by NASA Ames Research Center, which promoted new technological industries for the area. The region evolved from an agricultural-based economy to a knowledge-based economy. The region became home to more highly educated residents, while housing developments began to reshape the community from the 1940s through the 1990s, with many high-density developments in more recent years. As the community has become more part of the "Silicon

¹⁰ See www.mountainview.gov/city_hall/comm_services.

Valley,” it has become both a leading edge and home to many international technological businesses. This new context shapes the Mountain View community's perception of its key characteristics and issues.

Relationship to Other Documents

General Plan

The Mountain View General Plan is a comprehensive and long-range statement of the City's development and preservation policies. It represents an agreement among the residents of Mountain View on basic community values, ideals and aspirations to govern a shared environment and serves as the City's framework for future decisions. It looks 10, 15 and 20 years into the future, allowing Mountain View to focus on the big picture and the broad trends that shape it. The current General Plan was adopted in 1992, has subsequent amendments and is available on the City's website.¹¹

Recreation is briefly addressed in the General Plan's Land Use Element Goal H to “Provide Mountain View residents with high-quality public facilities and services” (Pages 25-26). It is specifically discussed in the General Plan's Environmental Management Chapter, Open Space Element Goal C to “Make open spaces and recreation facilities available for different uses” (Page 114). While the General Plan establishes overall goals, policies and actions, the Recreation Plan serves to provide a reasoned approach to defining the current community's recreational issues, programs, facilities

and recommended priorities. Whereas the General Plan presents a 10-, 15- and 20-year view of park and open space needs, the Recreation Plan will be kept current and flexible through more frequent updates. The Recreation Plan addresses Policy 7, Actions “a” through “e.” It accomplishes Action 7.c to “Draft a Recreation Element for the General Plan in coordination with the Parks and Recreation Commission.” The development of this Recreation Plan involved each action: public opinion research; public hearings; a draft plan; a youth and adult athletic facility analysis; and, implementation steps to direct the Recreation Division's future programs, services and facilities.

Parks and Open Space Plan

The City of Mountain View's Parks and Open Space Plan (POSP), originally adopted in 1992 and updated for the fourth time in 2001 (currently under fifth revision 2007-08), represents a comprehensive review of open space needs for the City of Mountain View. It offers a long-term vision to guide decisions related to park and open space resources and a detailed evaluation of current needs in the City and its neighborhoods. The POSP contains prioritized recommendations for the acquisition, improvement and preservation of parks and open space, but is intentionally flexible so that actions may be implemented as opportunities arise.

The Recreation Plan is a companion document to the POSP. When used with the POSP, the Recreation Plan describes and recommends those recreational activities, programs and services that the public desires to participate in or that will generally take place at the various parks and open spaces throughout the City.

City Code

Major policies established by the City Council are adopted by ordinance and are included in the City Code. Most of those that regulate the use of City parks and recreation facilities are found in Chapter 38 of the Mountain View City Code. For example, Section 38.3 defines permits for exclusive use of a park facility or area. Section 38.4 discusses limits to the size of groups. Section 38.8 provides for rental use of the Adobe Building, Community Center and Senior Center. The chapter further defines the ability of Council to set fees for recreation program registration and use of facilities, including pools. Section 38.13 provides a list of prohibited activities.

The Recreation Plan when used in conjunction with the City Code, can provide recommendations for changes to existing regulations, or suggest new issues that may benefit from the emphasis of a legal definition or provide an enforceable remedy to permit or restrict various recreation activities.

Council Policy Manual

Various functions of the City, such as guidelines for implementation that do not require adoption by ordinance, are established by resolution and consolidated into the Council Policy Manual, established in 1974 and updated as needed. It is an easy reference for Council, staff and citizens. Several Council Policies relate to the provision of recreation services or programs administered through the Community Services Department, including: H-5, Use of City Facilities; H-7, Athletic Field Use Policy; J-1, Issuance of Recreation Cards; K-7, Castro Street Banners; K-8,

¹¹ http://www.mountainview.gov/city_hall/community_development/planning/plans_regulations_maps_n_guidelines.

El Camino Real Banners; K-14, Special Event Policy; and K-17, Naming of City Parks and Other City Facilities.

The Recreation Plan is related to the Council Policy Manual only insofar as its recommendations may affect/interact with current Council Policies, or would require changes to existing policy, or could better serve the public if guidelines were adopted for administration of particular recreation programs, facilities or services.

Annual City Budget and Capital Improvement Program Budget

The City's Annual Budget determines the level of financial resources allocated to the provision of recreation programs, services and facilities, including expenditures such as staff, program supplies and contractual services as well as projected revenues such as program fees and facility rentals. The City's Capital Improvement Program budget provides a five-year plan of expenditures that includes support for improvements to recreation facilities and new projects as well as rehabilitation of existing facilities.

The Recreation Plan may include recommendations that may have an effect on the allocation of financial resources, the public's interest in new capital projects or the prioritization of various projects that support the recreational interests of residents.

Americans with Disabilities Act

The Americans with Disabilities Act (ADA) provides for equal access for persons with disabilities to programs, services, activities and facilities.

The Recreation Plan may include recommendations that advocate for changes in design or implementation of programs, services or facilities that can enhance the City's efforts in implementing and complying with the ADA. The Recreation Division provides for reasonable accommodations in facilities, policies, procedures and practices.

Title IX

In June 1972, Title IX of the Education Amendments of 1972, 20 U.S.C. §1681 et seq., was signed into law. Title IX is a comprehensive Federal law that prohibits discrimination on the basis of sex in any Federally funded education program or activity. The principal objective of Title IX is to avoid the use of Federal money to support sexually discriminatory practices in traditional educational institutions as well as any education or training program operated by a recipient of Federal financial assistance since August 30, 2000.

The Recreation Plan may include recommendations that may be subject to compliance with Title IX if Federal funding is involved in that program, activity or facility.

Key Community Characteristics and Issues

During the extensive public input process, common themes emerged that identify the key community characteristics and constraints that frame the dialogue and inform the Recreation Plan recommendations. These community characteristics and issues are critical to consider when determining, developing and delivering future recreation programs and services.

Key Community Characteristics:

1. Mountain View has many places for residents to gather such as parks, trails, open space, the downtown area and the Library.
2. The Mountain View community is family-friendly.
3. People feel safe and secure in Mountain View.

Key Community Issues:

1. How to best utilize remaining open space in Mountain View is driven in part by an expanding population and an increase in demand for housing and services.
2. The density of the community resulting from housing development has underscored the public's interest in both ensuring there are sufficient recreation programs, services and facilities for residents, and sustaining existing open space.
3. Access to programs, services and facilities for all is an important value of the community. Working to address barriers (such as awareness, financial, cultural, physical, age, race, gender, religion, sexual orientation or geographic location) is important to residents.

Approach and Methodology

The recreation needs assessment involved a unique, significant and meaningful community-based approach. The Recreation Plan development process used in Mountain View was a four (4) phased approach, including a variety of tasks, methods and activities that were primarily focused upon community outreach and input.

Phase I involved the collection of data. Inventories of programs, services and facilities were created in addition to completing studies on the community demographics and trends. These reports can be found in the Appendix section of this report. Community input tools included:

- **Stakeholder Interviews**—Twenty-nine (29) interview sessions were held with a total of thirty-one (31) stakeholders being interviewed.
- **Two Public Workshops**—Sixty-seven (67) residents participated in two (2) workshops held at the Mountain View Community Center.
- **Community Organization Surveys**—Forty-one (41) surveys were distributed with nine (9) Mountain View community service groups participating.
- **Program Participant Questionnaires**—Over 1,300 questionnaires were mailed to registered participants in

City of Mountain View recreation classes, published in the fall 2006 Recreation Activity Guide (distribution 47,000) and printed in the August 4, 2006 edition of the Mountain View Voice. Two hundred fifty-one (251) surveys were returned.

- **Athletic Facility Demand Survey and Analysis**—An athletic facility survey was distributed to nine (9) youth sports group organizations during the summer of 2006. All were returned.
- **Demographic/Community Profile and Trends Analysis**—A community profile was completed that provided an overview of the City of Mountain View relative to its demographics, comparing it to each Census report beginning in 1990.

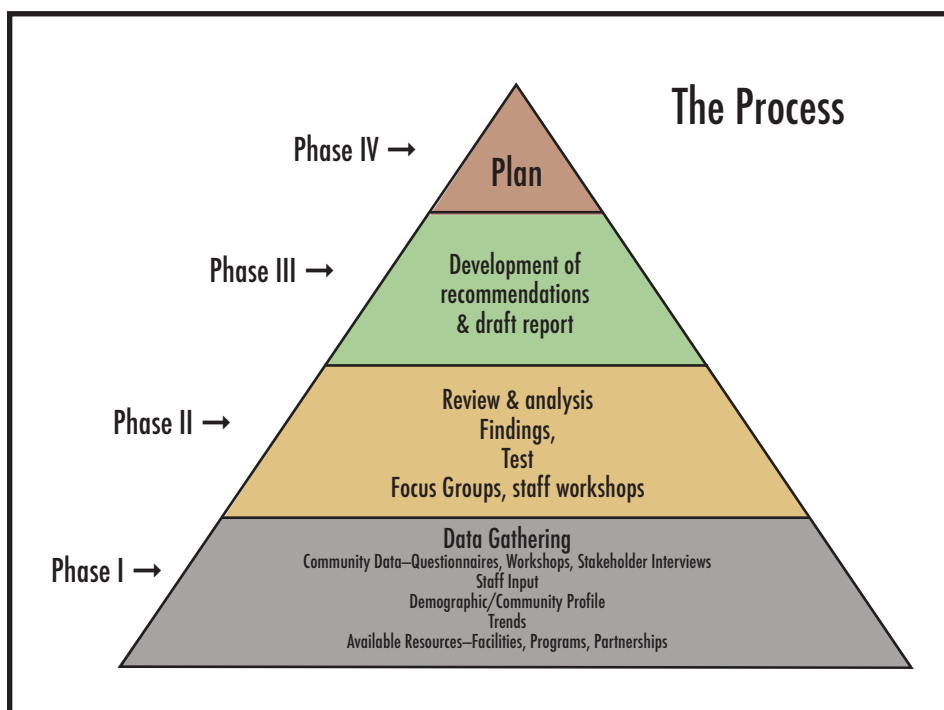
Phase II included the review and analysis of the findings that were identified during Phase I. These findings were reviewed with focus groups and staff with the purpose of testing and refining the findings from Phase I.

- **Focus Groups**—Six (6) focus groups were held over a period of two (2) days, with over thirty-six (36) participants. A separate meeting was also conducted with athletic field user groups.
- **Staff Workshops**—Two (2) staff workshops were held to obtain staff's insight and knowledge of the community and to refine the results of the public input process.

Phase III involved the development of draft recommendations and the First Draft of the Plan. Recommendations were developed based on Phase I and Phase II. These recommendations were reviewed by staff and the Parks and Recreation Commission, as well as shared with the public at a community workshop.

Phase IV involved the review, revision and approval of the Plan that included presentations and Study Sessions with the Parks and Recreation Commission and City Council.

Figure 1—The Recreation Plan Development Process



Recreation Plan Recommendations

Recommendation Development Methodology

The program, facility and implementation recommendations and priorities developed during the first two phases of the Recreation Plan development process reflect the application of several qualitative and quantitative criteria:

- The frequency a need was identified throughout the public outreach process, (for instance, recommendations were developed around items raised 4 out of 6, 5 out of 6, or 6 out of 6 times during the data gathering phase);

- b. The services, programs or activities that are best positioned to support and grow Mountain View's specific community quality-of-life characteristics (i.e., many family-friendly gathering places, where people feel safe and secure);
- c. The services, programs or activities that are best positioned to address the key community issue(s) (i.e., how best to use remaining open space, how to assure sufficient recreation programs, services and facilities, and how to increase access to those programs in the face of increased population, density and diversity);
- d. What supports a balance of programs relative to target markets, community characteristics and key issues (mentioned above); and
- e. realignment opportunities for existing services, programs and activities.

While not derived from a statistical sample, the recommendations were rationally derived, based on data and validated through community input at each phase of the Plan development process. The methodology for the athletic facility demand analysis also used qualitative and quantitative criteria supported by the athletic field user group surveys, public input meetings and the use of a supply/demand/need utilization model. A full presentation of the processes used, data collected and key findings considered as part of the analysis are provided in the remainder of the Plan and Appendices.

Recommendations

The Recreation Plan proposes key recommendations in three areas: programs and services; recreation facilities; and athletic facilities. There are twenty-three (23) unranked program and service recommendations; seven (7) prioritized recreation facilities listed in three groupings; and three (3) options to meet various levels of demand for athletic fields: maximum, moderate and minimum.

Program and Service Recommendations (unranked)

1. Develop environmental education programs, services and facilities that integrate with health and wellness activities. This can include annual events to support open space, trails and parks facilities as well as community gardens, educational programs and the environment unique to the area.
2. Develop health and wellness programs and services for all age groups that promote healthy lifestyles such as physical fitness and nutritional education. Include asset building¹² in the design, development and delivery of programs and services for youth and their families.
3. Strengthen working relationships with the educational community to establish school sites as neighborhood centers that provide out-of-school activities, family programming and services, intergenerational activities and neighborhood events.

4. Develop on-site, after-school activities for elementary and middle school youth. Activities could include expansion and strengthening the homework assistance activities, tutoring, mentoring programs, recreational activities, physical fitness, arts, science fun activities, environmental programs and noncompetitive sports.
5. Expand the preschool—tiny tot programs that promote socialization, creativity, motor development and cognitive thinking skills.
6. Increase access to programs, services and facilities through a transportation program for youth and seniors.
7. Establish and expand biking, walking and hiking programs.
8. Develop a partnership program with the health and wellness industry, nonprofit service providers, and the educational and business community to create a mobile recreation program that travels to neighborhoods during out-of-school hours to provide homework assistance, recreational activities, health and wellness programs, and family services.
9. Expand family recreational activities that provide youth and their parents or guardians and grandparents the opportunity to interact, have fun and learn together.
10. Increase parenting workshops and other programs that support and grow strong families, strong community.

¹² The City is currently affiliated with Project Cornerstone and uses as a “best practice” the Search Institute’s research-based 41 Developmental Assets approach as a guiding framework and a common language to enable individuals and organizations to work together toward the common goal of supporting the healthy development of all children and youth. See www.search-institute.org/assets/ for more information.

11. Create a community safety net of various youth service providers that identifies youth at risk and provides for them a connected hub of resources to support positive behavior, reducing risky activities.
 12. Work with other service providers to strengthen the employment and job and career training services in the community that assist teens, young adults and seniors.
 13. Expand volunteer and service learning programs for all age groups.
 14. Develop special events for middle and high school youth that would include youth in the development and implementation of these events.
 15. Review all community-wide events and determine their relevancy within the context of this document. Consider opportunities to celebrate the community's cultural diversity with an emphasis on events being staged in the downtown area.
 16. Increase cultural education to expand awareness and understanding of culture in the community and region. Ensure that relationships are bridged and strengthened to all residents so that they are aware of how to access services and facilities.
 17. Expand aquatics' opportunities in a collaborative way that will include water play, instructional programs and physical fitness activities.
 18. Provide more attractive, safe, growth-promoting settings for adolescents and young adults—giving them a sense of place and belonging.
 19. Develop a comprehensive marketing program that includes target markets, positioning, branding and training to ensure a consistent message that informs the residents about the Recreation Division, its services and programs and ease of access to participate in those activities.
 20. Expand partnerships and collaborative approaches to deliver programs and services in a community-connected web of services that collectively support the residents, efficiently and effectively.
 21. Review and evaluate the fees and charges to all programs, services and facilities. Ensure access for all, balancing the need to sustain the Recreation Division, its staff, and the infrastructure necessary to maintain a high level of service delivery.
 22. Realign existing programs and services, with an emphasis on contract classes, through the establishment of evaluative criteria over a period of two to three years.
 23. Ensure ongoing evaluation and review of programs and services.
- The prioritization and implementation of the program and service recommendations is discussed in Section Six—Implementation.

Facility Recommendations:

1. **Top-Priority Facilities:**
Open Space ¹³
2. **High-Priority Facilities:**
Recreation Center/Community Center
Trails ¹⁴
3. **Priority Facilities:**
Park amenities
Pool/aquatic facilities—new/expanded
Sports Complex ¹⁵
Teen Center ¹⁶

Athletic Facility Recommendations:

The Recreation Plan provides three recommended options to meet various levels of demand for athletic fields in Mountain View. The athletic complex and field areas recommended are designed and intended for multiple, simultaneous uses, and constructed of synthetic turf with lights installed, and do not include support facilities for parking, concession, storage, sanitation which would be determined on a site-by-site basis.

- a. **Maximum Option**—The “Maximum Option” recommends a total of 19.75 acres that could accommodate the construction of one (1) athletic complex¹⁷ (see graphic above right) (minimally 200 x 300 yards, or 12.4 acres, where 1 acre = 43,560 square feet) and two (2) synthetic turf surfaces of a rectangular

¹³The City has adopted and regularly updates the “Parks and Open Space Plan (POSP).” While “open space” was named as the top priority facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities.

¹⁴The City has adopted and regularly updates the “Parks and Open Space Plan (POSP).” While “trails” was named as a second or “high-priority” facility during the development of the Recreation Plan, the Recreation Plan is a companion document to the POSP and defers to the POSP for discussion and prioritization of open space and trail facilities. .

area (minimally 400' by 400' each, or 3.67 acres each, or 7.34 acres combined). All field areas¹⁸ are to be lighted. Diamond overlays would be available in the corners for baseball or softball. Based on FY 2005-06 assumptions and league usage patterns, this option would help meet the current demand deficit, plus 5 percent latent demand and an anticipated 10 percent growth.

b. **Moderate Option**—The “Moderate Option” recommends a total of 14.69 acres that could accommodate the installation of four (4) separate synthetic turf surfaces, preferably with lighting, of a rectangular area (minimally 400' by 400' each, or 3.67 acres each, or 14.69 acres total). Diamond overlays would be available in the corners for baseball or softball. Based on FY 2005-06 assumptions and league usage patterns, this option would help meet the current demand deficit, plus 5 percent latent demand.

c. **Minimum Option**—The “Minimum Option” recommends a total of 5.24 acres to accommodate the installation of two (2) synthetic turf surfaces for two regulation size rectangular fields with an overlay for one 90' base path diamond field and an overlay for a 60' base path diamond field with appropriate lighting. The synthetic surfaces would be minimally 300' by 380' each, or 2.62 acres each, or 5.24 acres total. Modular fencing would be

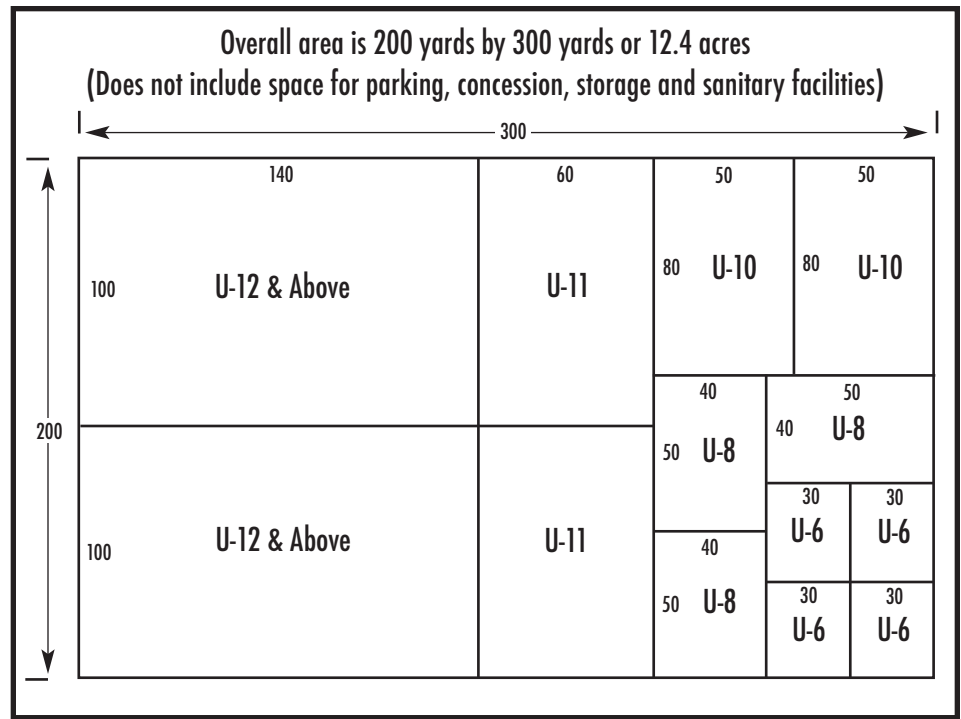


Figure 2—Athletic Complex Diagram (“U-” indicates “under – age of youth”)

needed for diamonds. Based on FY 2005-06 assumptions and league usage patterns, this option would help meet the current demand deficit only with no accommodation of latent demand nor expansion beyond current permitted use.

Implementation Considerations

The report, in Section Six—Implementation Strategies, suggests three general approaches to implementation of the Plan (i.e., to provide; to partner; or, to facilitate) and provides several marketing considerations. Given the number of recommendations, the

Plan phases the implementation by indicating what programs and services are more of an immediate priority, and should be emphasized in the first 3 years of the 10-year plan: i.e., No. 2, No. 3, No. 4, No. 11 and No. 18. The implementation section also includes preliminary metrics to be used to measure annual progress over the life of the Plan. It will be important that action steps be developed and cost analysis be conducted for the program and service recommendations, as part of the City's annual goal-setting, performance measurement and budget processes.

¹⁵The Recreation Plan lists a “Sports Complex” as a “priority facility” among the various recreation facilities and the athletic facility discussion and recommendations indicate what is needed to meet levels of demand for athletic fields. These are stand alone recommendations.
¹⁶Following the public input processes, the inclusion, size and scope of a teen component as part of a Recreation Center/Community Center, was raised. Further evaluation of this option was beyond the scope of the initial report.
¹⁷A “complex” is defined here as a “field area” designed and intended for multiple, simultaneous uses. The complex recommended is minimally 200 x 300 yards or 12.4 acres (1 acre = 43,560 square feet), not including parking, concession, storage, sanitation. In the maximum option, the two additional synthetic surfaces would be approximately 400' by 400' each (combined = 7.35 acres), total = 19.75 acres.
¹⁸The term “field area” is used when discussing synthetic turf to indicate that synthetic turf areas should be designed to accommodate a variety of uses.



COMMUNITY ANALYSIS

This section provides a summary of the background data collected and considered by the consultant team. In particular, it highlights the existing recreation programs, services and facilities inventoried and the studies of Mountain View's demographics and trends at the initial point of the Recreation Plan Development process 2005-2007. Complete report findings are included in the Appendix where noted and in the companion document *Mountain View Parks and Open Space Plan (POSP)*, available on the City web site.¹⁹

Existing Recreation Programs and Services

The Community Services Department—Recreation Division provides many programs and services. A full program inventory for the years 2005-06 is provided with participation statistics in the Appendix. The following summary provides a list of activities by ages served in 2006. Some variations occur in classes and programs offered on an annual basis.

Preschool

Preschool children ages 2.5 to 5 years are served by City Recreation programs. Programs and classes for this age group included: Play School and Tot

Time school-year programs, special-interest classes, swim lessons, parent/tot swim classes, peewee tennis, seasonal events and one-time special events. A new “kinder readiness” program begins fall 2007.

Elementary

Elementary school youth ages 6 to 12 years are served through City Recreation special-interest/registration-based classes, after-school programs provided by the City on school sites, special events and camps, and through outdoor environmental education programs at Deer Hollow Farm. Registration-based classes offered during the school year and summer include: cheerleading, dance, theater, Lego engineering, ice skating, Learn to Swim and recreational swimming activities are provided at the City pools, and youth tennis lessons, leagues, camps and tournaments, as well as instructional sports and fitness classes, camps and clinics. Summer camp, seasonal and one-time special events and activities are available during school breaks. The City provides the recreational component of the All Stars after-school program at five school sites, expanded through the State-wide After School Education and Safety (ASES) Grant in 2007. Elementary school students participate in outdoor environmental education classes at Deer Hollow Farm.

Middle and High School

Middle and high school youth ages 13 to 17 years are served through City Recreation special-interest/registration-based classes, after-school programs provided by the City on school sites, special events and camps, and youth leadership/ civic engagement opportunities. Registration-based classes offered during the school year and summer include: dance classes, trips, driver education, yoga, babysitter training, DJ101 for Teens, tennis lessons, leagues, summer camps and tournaments, Learn to Swim and recreational swimming activities provided at the City pools, instructional sports and fitness classes, camps and clinics. The City provides a Tween Time after-school program on two middle school campuses and expanded participation through an ASES Grant in 2007. Other events, classes and programs include: middle school dances, summer Leaders in Training Program, Aide/Junior Guard Program, Diving, Precompetitive Swim, Family Fun Nights at the Pool, weekly Open Gym Program, Teen Center and golf lessons at Shoreline Golf Links. Summer camp, seasonal and one-time special events and activities are available during school breaks. The City also supported a community-initiated youth track and field event. Civic engagement activities include Youth Advisory Committee, Mayor's Youth Conference and volunteer opportunities.

²⁰ The Mountain View Parks and Open Space plan is located at : <http://www.mountainview.gov/civica/filebank/blobdload.asp?BlobID=2671>

Adults Aged 18 and Over

Adults aged 18 and over are served through City Recreation classes and sports programs, gardening, civic engagement and volunteer programs. Classes and sports activities include: tennis lessons, leagues and tournaments, swim lessons, lap swim, Recreation Swim, Aqua-Cize, Aquatic Fitness, Deep Water Exercise, Water Safety Instructor Training, Lifeguard Training, Adult Lap Swim, Masters Club, Los Altos-Mountain View Swim Club, men's basketball, coed volleyball, softball and flag football and golf lessons at Shoreline Golf Links. The Open Gym program offers drop-in activities. Gardening is available via permit at one site. A second community garden is projected for 2008. Civic engagement activities now include a community tennis advisory board established in 2007. Adults participate in volunteer programs available City-wide and at Deer Hollow Farm. The City collaborates with Mountain View-Los Altos Adult Education to provide special-interest / registration-based classes.

Adults Aged 55 and Above

Adults aged 55 and above are served through many programs and services at the Senior Center, including: drop-in programs, Brown Bag, Congregate Senior Nutrition Program, and classes through Adult Education on-site such as fitness, computer, language, singing, dance, various arts and crafts, and special interest and needs. The Center supports several clubs such as Line Dancing, Square Dancing and Quilting. Various health-related screenings and social services are provided by appointment such as: Tax Assistance, Homeowners/Renters Assistance, Alzheimer's Screening, Hearing Tests, Health Insurance Coun-

seling, Podiatry Screening, Senior Adult Legal Assistance and Flu Shots. Various special events are provided to attract seniors and the general public: Holiday Bazaar, Holiday Reception, Fashion Show and Summer Picnic. Other activities include trips, monthly workshops, movies and social dances. Outside of the Senior Center, programs are available such as gardening at the Senior Garden, swimming lessons and exercise classes, and golf lesson and activities at Shoreline Golf Links.

Other Programs and Services

The City provides several programs and services that serve multiple age groups or particular segments of the community such as City-wide special events, program marketing, facility reservation, volunteer program and financial assistance to support participation by low-income residents. The annual City-wide special events include: Arbor Day, Community Yard Sale, Halloween Festival, Spring Parade, Summer Concert Series and Holiday Tree Lighting. The Division promotes participation in the programs listed above through an Activity Guide mailed to 42,500 resident households, three times per year. Portions of the publication are translated beginning in 2007 to increase access and awareness of services for Spanish-speaking individuals. The Division provides permits for reserved use of several City facilities, including: the Mountain View Community Center, the Mountain View Senior Center, the historic Adobe Building, Whisman Sports Center, Mountain View Sports Pavilion, athletic fields, Cuesta and Rengstorff group and family picnic areas, General Use Permits for parks, and processes Special Event Permits for City Council approval (Policy K-14). The Division promotes community participation in City programs by providing volunteer opportunities that benefit the individual,

the community and the City. Volunteer services provide contact, screening, support and referral services with community groups that serve and benefit the Mountain View community. The amount of hours per year is equivalent to over 18 full-time employees City-wide. Increased access to recreation classes and programs is supported through the class registration financial assistance program for eligible low-income Mountain View residents (value is limited per family based upon qualification criteria and does not apply to golf, tennis, lap swim, special events or nonregistration-based services).

Existing Recreation Facilities

The City of Mountain View has developed a variety of parks and recreation facilities to serve a diverse population with broad and distinct interests, from indoor to outdoor, from passive to active, informal to more formal uses, from instructional to competitive. For an inventory of existing recreation facilities, please refer to the POSP, Appendix No. 9—Park Sites and Facilities. It is noted that the revision and update of the POSP was occurring during the finalization of this document.

Parks

Parks are designated as Mini-Parks, Neighborhood Parks, Community Parks or Regional Parks. In addition, there are designated trails that can be accessed from some of the parks. The parks are generally designated as north or south with El Camino Real as the dividing line. Recreation amenities in the parks are discussed below.

Picnic Facilities

Mountain View has a tradition of providing for large outdoor gatherings. This is reflected by the availability of two (2) large barbecue areas with grills that allow for outdoor cooking at Cuesta and Rengstorff Parks. Picnic areas are often associated with either playgrounds or passive areas in parks. Mountain View has twenty-five (25) passive areas, twenty-two (22) picnic areas and twenty-three (23) play-ground apparatus areas. Most picnic and play areas are in the same park and in close proximity to each other.

Meeting Rooms and Classroom Space

For indoor gatherings, meetings and events, several venues are available. This includes an auditorium at Mountain View Community Center, a large social hall at the Mountain View Senior Center and a meeting room at the historic Adobe Building. Smaller meeting rooms are available which include two (2) at the Community Center, four (4) at the Senior Center and a community room at the Library. Two City / school-owned gymnasiums are also available for meetings or special-interest recreation classes.

Indoor Athletic Facilities

The City's two (2) indoor athletic facilities include Whisman Sports Center at Crittenden Middle School and the Mountain View Sports Pavilion at Graham Middle School. These include gymnasiums with classroom and activity spaces available for basketball, volleyball, classes and rental use.

Outdoor Athletic Facilities

Outdoor athletic facilities are provided for various sports such as basketball, softball, baseball, football, soccer, tennis

and other athletic activities. There are thirty-nine (39) outdoor basketball courts distributed throughout the City. There are sixteen (16) permissible outdoor athletic facilities. Rengstorff Park is not permitted for organized athletic use.

Ball Field-Diamonds

There are five (5) dedicated ball fields with a total of six (6) diamonds that are used for baseball and / or softball: Callahan Field (at Crittenden)—one diamond; Graham—one diamond; Huff—one diamond, McKelvey—two diamonds, and Monta Loma—one diamond. Only one has the regulation 90' base paths and dimensions. It is located at McKelvey Park. Callahan Field is a fenced field configured for softball but is also used for baseball practice. Monta Loma has a smaller fenced field that is used for youth baseball. A number of other sites are used for baseball and softball, but those fields are not configured for diamond sports only. For example, Stevenson has 1 soccer field with 2 softball overlays; Crittenden Field has 1 area for softball / soccer / football; and Whisman has 1 diamond with soccer overlay.

Soccer/Football Fields—Rectangular

There are fourteen (14) fields that are available in varying sizes for soccer and / or football that can accommodate various age groups and small-size teams: Bubb; Castro; Cooper; Crittenden; Eagle; Graham (2); Huff; Landels; Monta Loma; Slater; Stevenson; Sylvan; Whisman. The availability of these fields depends on the season. There are also two (2) open play areas (Rengstorff and Cuesta) that are more flexible in their use. The Department limits the uses of these areas for organized sports.

Tennis Courts

There are thirty-five (35) City-owned tennis courts. The largest groupings are at Cuesta Park with twelve (12) lit courts and the Cuesta Tennis Center clubhouse and Rengstorff Park with eight (8) lit courts and a support building. The fewest number in any grouping is four (4) courts. The City contracts with a private operator to provide community recreation programs and services at the Cuesta Tennis Center.



Mountain View Senior Center

Aquatic Facilities

The park system has two (2) outdoor swimming pools, Eagle Pool (for year-round aquatic programs and services) and Rengstorff Pool (for summer season). Rengstorff Pool was replastered in 2006, and Eagle Pool is scheduled for replastering in 2007.

Other Park Sites

Other sites have various recreational amenities such as a bocce ball court, horseshoe courts (3 total), and outdoor volleyball courts (7 total).

Shoreline Golf Links

The Shoreline Golf Links Division is responsible for the operation and maintenance of Shoreline Golf Links, an 18-hole, championship-level golf course, open for group and individual play 364 days a year. Responsibilities include the booking of reservations and starting times; collection of greens fees; rental and service of golf cars; retail sales; operation of the night-lighted practice range; and maintenance of the greens, tees and fairways.

Located adjacent to San Francisco Bay in the City of Mountain View, California, Shoreline Golf Links was designed by Robert Trent Jones II and Associates and constructed in 1982 to 1983. The course is part of Shoreline at Mountain View, a 750-acre regional open space area.

Community Demographic Profile

This section provides a brief demographic profile of the Mountain View community (population, age, ethnicity, household types, educational attain-

ment, employment and income levels), how it fits into the local and regional (Santa Clara County) demographics and highlights changes that have occurred since 1990 and may occur over the life of the Recreation Plan. See Appendix G for further detail.

- **Population**—While Mountain View's population has increased very slightly over the past 10 years, it is projected to grow by 14 percent, or from 71,900 persons in 2005 to 79,500 persons by 2015, to 86,000 in 2025.²⁰
- **Age**—While both Mountain View and Santa Clara County are experiencing an increase in the median age of residents (currently 34.6 years), population subgroups are changing differentially. For example, the age groups of “youth 5 years and under” and “young adults 25 to 34” years of age continue to decline as a proportion of the total population, while the population group 45 to 54 years and persons 65 years and over are increasing.
- **Ethnicity**—Mountain View has become and will continue to be very ethnically diverse, similar to the County and State, where no one ethnic group represents a majority of the population. For example, Mountain View's white population represented 73.3 percent of the total population in 1990 and decreased to 52 percent in 2004-05. Over the same period, Hispanic residents increased from 15 percent of the population to 16 percent, Asian/Indian population increased from 1.4 percent to 6.9 percent, the Chinese population increased from 4.3 percent to 9.8 percent, and the African-American population decreased from 5 percent to 2.3 percent.
- **Household Types**—While the number of households in Mountain View has steadily increased from 29,997 in

1990 to 32,015 in 2004/2005, subgroups of households are changing differentially. For example, some estimates show the overall number of family households has decreased from 15,645 in 1990 to 15,398 in 2004-05, while the number of family households with children under 18 years has actually increased from 2,582 in 1990 to 5,089 in 2004-05. It is important to note that the number of nonfamily households has steadily increased from 10,478 in 1990 to 13,357 in 2004-05. The City has 12,957 (41.5 percent) housing units owner-occupied while 18,285 (58.5 percent) are renter-occupied. Housing affordability and density continue to be challenges for many residents.

- **Education**—Educational attainment is important to Mountain View residents, and the value of a college degree is critical in order to compete in the “knowledge economy.” For example, high school graduation rates continued to increase from 5,854 in 1990 to 9,166 in 2004-05. Those with a bachelor's degree increased from 13,143 in 1990 to 14,207 in 2004-05, and graduate degrees from 8,068 in 1990 to 15,779 in 2004-05. As of the 2006-07 school year, Mountain View had twelve (12) public and eight (8) private K-12 schools as well as six (6) other private schools of varying grade levels. Recently, the public elementary schools in Mountain View have experienced declining enrollment, and the number of economically disadvantaged students (those qualifying for free or reduced lunches) has increased to over 50 percent.²¹
- **Employment**—Mountain View experienced increases and decreases in employment, from 44,294 residents 16 or older in 1990 to 42,382 in 2000 and then an increase to 52,960 in 2005. The primary occupational areas in 2004-05 included: management,

professional and related occupations with 25,252 residents; followed by 6,205 residents in sales and office occupations; and 5,170 in service occupations. The top five industries in 2004-05 that employed residents included: Manufacturing—8,421; Professional, Scientific, Management, Administrative and Waste Management Services—8,891; Construction—8,421; Educational, Health and Social Services—8,044; Arts, Entertainment, Recreation, Accommodations and Food Services—3,107; and Retail Trade—1,097. Mountain View residents' median commute time to work remained constant at 21.9 minutes. The City is projected to continue to add jobs over the next several years totaling 62,840 by 2010 and 70,790 by 2025 at an annual growth rate of 1.68 with a substantial percentage of those jobs in the service industry, as well as construction, retail, education and health services. The area is the leading region for biomedical research and development. It can be anticipated that the region will continue to be a knowledge-based economy through 2025.

- **Income**—The median household income rose from \$42,431 in 1990 to \$75,411 in 2004-05. Median family income grew substantially from \$48,960 to \$98,494 in 2004-05 and was one of the highest in the nation.

For a discussion of the implications this demographic profile has for community programs, services and facilities, see the trends analysis below.

Trends Analysis

This section identifies and examines current and emerging trends with accompanying potential implications for the future. Consolidating the data and analyzing the information both pinpoints the uniqueness of the Mountain View community and identifies areas of opportunity for the design and delivery of recreation programs, services and facilities. See Appendix G for further detail.

Mountain View: Unique and Distinct

Mountain View is distinct and unique from the rest of the County, State and nation in a number of ways. Some of the elements that support this distinct and unique position are:

- Less mobility;
- 35 percent of households have foreign-born individuals;
- Increased transience (fewer people live in the same house over a five-year period);
- Higher educational attainment (over double the percentage of individuals hold bachelor's degrees or higher); and
- High density with 5,861 persons per square mile (Santa Clara County = 1,303; California = 217; National = 79.6).

Other Mountain View demographic characteristics that significantly shape and influence the available resources and desirable outcome areas for leisure preferences are the percentage of various households and lifestyle groups:

- Single adults, Living alone: 29 percent
- Older single adults, living alone: 7 percent
- Households and families with children under 18: 39 percent
- Couples with no children under 18: 25 percent

This corresponds to approximately 60 percent of households without children and 40 percent of households with young children.

Serving 21st Century-Style Diversity

The demographic makeup of the community will interact with other societal trends to result in a series of challenges related to an expanded definition of diversity. Some of the diversity-related challenges include:

- Serving the needs of both older adults and children;
- Addressing the differences between people living alone and those living in family settings;
- Varying generational and ethnic perceptions and preferences for "individual" versus "collective" activities and experiences;
- Varying generational and ethnic perceptions of "aging" and "family";
- The "haves" and the "have nots" which can encompass variations in income, employment, health and support systems, among other factors.

²⁰ Association of Bay Area Governments, Projections, 2005.

²¹ Mountain View-Whisman School District Annual Report 2007, Page 19.

At-Risk Lifestyles

The impact of technology, as well as other environmental factors, has resulted in the nation adopting lifestyles that can be categorized as “at risk.” Some of these “at-risk” lifestyle patterns include:

- Children indoors and inactive
- Young adults: unsuccessful transition to adult
- Adolescents and older adults: isolation
- Adults: overstressed and nonstop work world

Leisure Patterns and Preferences: A Reflection of Current Conditions

A combination of demographics and lifestyle characteristics results in varying patterns and preferences for leisure expenditures and pursuits. A sample of data is presented here for consideration as to how lifestyle influences the future of parks and recreation choices. Each of the following influences may be seen as either an opportunity or a challenge for public recreation.

- **Screens:** Teens, younger children and adults spend ever-increasing hours in front of a screen (graphic output display device) of some kind.
- **Gambling:** Expenditures on gambling are three times the amount spent on movie tickets, concerts, sporting events and theater performances combined.
- **Fitness and Outdoors:** Eight (8) of the 14 most popular sports among older Americans (55+) are fitness-oriented, and the other six are outdoor activities.
- **Entertainment:** U.S. consumers spent \$367 billion on entertainment and media categories of expenditures, including sports, Internet access, filmed entertainment, television networks and video games.
- **Personal Gratification:** Spa treatments, shopping and dining out are at record levels of popularity.
- **Experiences:** People are exhibiting a growing preference for experiences rather than tangible objects or structured activities.

Big-Picture Areas of Opportunity

National trends that have been identified in Mountain View that hold the greatest potential for recreation services and opportunities include:

“Health and Wellness” including outcomes such as:

- Increased physical activity
- Stress reduction

“Creating Community” which can encompass such things as:

- Sense of place—neighborhood and community
- Sense of pride and identity—neighborhood and community
- Reduced isolation—connection to neighborhood and community

“Positive Economic Impact”:

- Support for youth at risk of unsuccessful adult transition
- Support for independent living among older adults



Preschool Program – Firefighter Demonstration

NEEDS ASSESSMENT

This section describes the needs assessment portion of the Recreation Plan development process and essential findings from each tool. The purpose of the needs assessment was to identify recreation needs within the community and to suggest the relative priority of each identified need.

Plan included: Community Workshops; Stakeholder Interviews; Program Participant Surveys; Community Group Surveys; Focus Groups; Staff Workshops; and a Trends Analysis. For a complete report on the findings for each activity, please see the Appendix.

- Places to gather, trails, open space, downtown;
- Family-friendly community; and
- Safe and secure.

The “issues or trends” noted by participants that may negatively impact the identified Community Characteristics/ Attributes were:

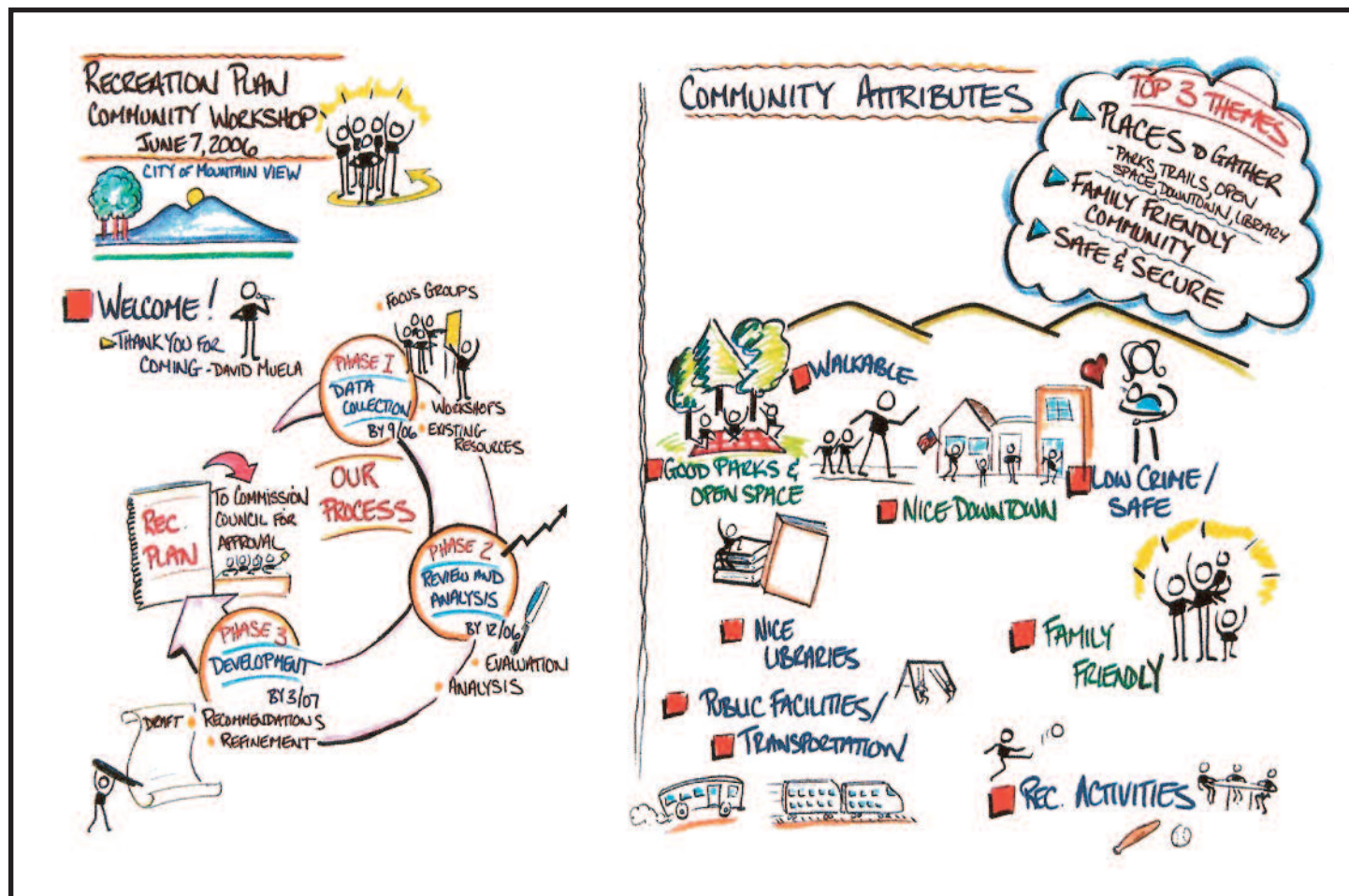
A. Community Workshop No. 1— June 7, 2006

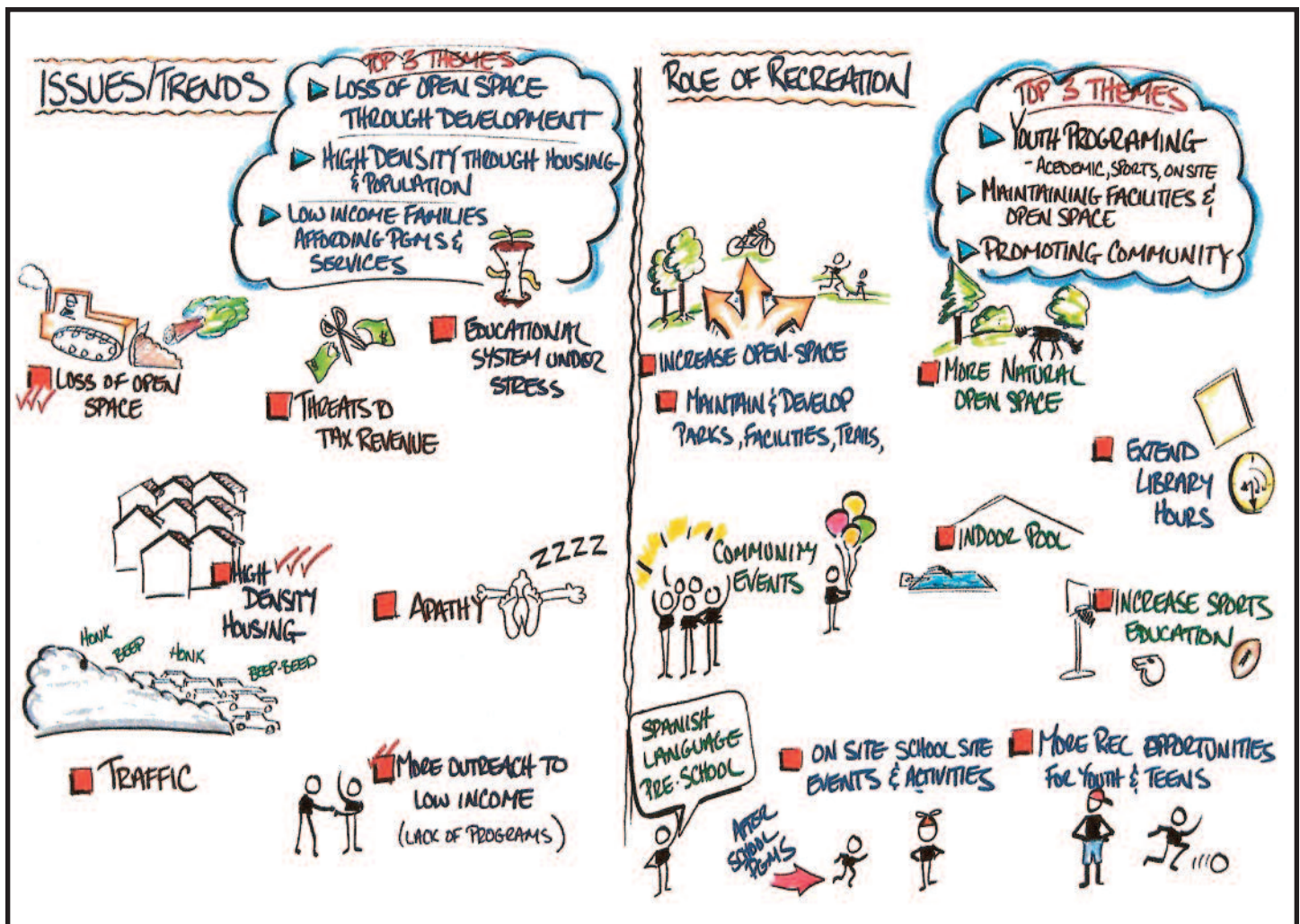
Community Inputs

The needs assessment tools used to collect public input and background information for the development of the

At the first Community Workshop, participants identified the most important “Community Characteristics/ Attributes” as:

- Loss of open space through development;
- High density through housing and population;





- Low-income families affording or accessing programs and services.

The “role of Recreation” thought to most support the Community Characteristics and mitigate issues was seen as:

- Maintain existing facilities and open space;
- Provide youth programming at school sites;
- Promote community that is accessible for all.

B. Community Workshop No. 2— September 27, 2006

At the second Community Workshop, participants discussed their views of “*what are the most important recreation programs and facilities that would best support the Mountain View Community and why.*” The three areas discussed were open space, facilities and programs. A summary of the findings is given below.

- **Open Space**—Participants identified the need for maintaining existing open space with an emphasis on restoring plant life and improving the maintenance of trees. It was also determined

that trails are needed, including new trails and extending existing trails. Cuesta Annex was also discussed with various positions that included keeping it as it is, planting more trees as well as utilizing the space for athletic fields.

- **Facilities**—Open space was a high priority for the workshop participants as well as more designated athletic fields so as to maintain existing sensitive open spaces. It was suggested that developer in-lieu fees be used to acquire neighborhood parks and open space. Dog parks, community center, sports complex, trails, athletic fields and general maintenance issues were also discussed.



- **Programs/Activities**—Environmental programs were an important consideration for the workshop participants. These activities included nature walks, bike rides on trails, educational programs in natural spaces as well as art programs in open space. Youth and senior programs received a high degree of discussion with an emphasis on health and wellness and youth development programming. In the delivery of programs, services and facilities, participants spoke to the need for increased awareness of programs through promotion and marketing.

C. Stakeholder Interviews— June 7 and June 8, 2006

The stakeholder interviews provided a forum for direct and candid dialogue about what role the Recreation Plan will play in supporting the community by mitigating issues and supporting residents’ quality of life. Interviewees were selected based on their interest in parks and community recreation as well as their insight and/or knowledge about the community concerning parks, recreation and community services. A total of thirty-one (31) stakeholders were interviewed and are listed in the Appendix. The stakeholders discussed six areas as summarized below.

- **Community Characteristics**—Community characteristics can be defined as the social aspects of a community that make it a desirable place to live, work and/or play. Stakeholders identified Mountain View as a community with a small-town atmosphere where people are friendly. Mountain View was viewed as a safe place to raise family with progressive politics and a friendly government. Diversity is highly valued. Interviewees underscored Mountain View as a clean place with beautiful spaces and architecture. Mountain View has a great downtown, good trails, neighborhood parks and great performing arts. These characteristics are a

result of the engaged citizenry, collaboration and a good municipal government.

- **Issues Impacting Key Characteristics**—Stakeholders considered a growing population with higher density of building as an important issue and threat that could negatively impact the Mountain View community. Open space is being threatened as well as access due to various constraints on residents. Housing is becoming unaffordable for many. There is a growing population of unsupervised kids and gangs. There is also a growing population of transients. There should be more things for youth and teens to do in places where they feel safe to “hang out.” The population is becoming gentrified. People are working harder and are more stressed.
- **Role of Parks, Recreation and Community Services**—Stakeholders cited the need to promote the strong sense of community experienced in Mountain View. Increased publicity of what is available and how to access it was also identified. Staff was encouraged to: increase youth programs and involve youth with the identification of those programs; continue to maintain what is already in place and look at innovative ways to provide services in the future; increase the walkability of the City, including neighborhood parks and places that are connected with the trails for walking and biking; and strengthen existing relationships with community partners and build new ones.
- **Recreation Plan Goals**—Stakeholders wanted the Recreation Plan to continue to identify opportunities to increase green/open space for the community. They wanted it to evaluate and assess programs and services to ensure they met the needs of the

community. The Plan should maintain and strengthen what is already in place as well as develop relationships and partnerships to expand services and facilities, while ensuring access for all.

- **Most Important Program**—Youth and families seem to be two target groups that could be served by a variety of programs. Community events, environmental programs and activities that connect people were also identified as important programs.
- **Most Important Facility**—A community center, athletic facilities and youth facilities were identified most often.

D. Program Participant Surveys— Summer/Fall 2006

The participant survey provided participants who are the direct recipients of programs and services or users of community facilities to voice their opinion. The survey was mailed to over 1,300 participants of City of Mountain View recreation classes, included in the fall 2006 Recreation Activity Guide, and printed in the August 4, 2006 edition of the Mountain View Voice. Two hundred fifty-one (251) surveys were returned. A complete report of the responses is found in the Appendix. Survey responses most often mentioned are included below according to the six survey topics:

- **Community Characteristics**—The characteristics listed by survey respondents to distinguish Mountain View were: parks; the variety of recreational programs/activities; library; quality of recreational programs; affordable and well-priced programs; concerts/entertainment/festivals; pool facilities and swim programs; community feeling; relaxing and safe environment; schools, after-school programs, and classes.

- **Changes Needed to Meet Recreation Needs**—Survey respondents identified: increased recreation programs and expanded recreation schedule; increased number of parks, fields and make park improvements; preservation of open space; extend swim hours.
- **Community Issues or Challenges**—Survey respondents identified: affordable housing/ housing issues; population growth/ space for programs; traffic issues/ transit; maintain open space; effective school system/ improve public schools; create additional parks/ expand existing parks; affordability of area/ income/ wealth gap/ programs; additional athletic facilities.
- **Programs/Services Outcomes and Benefits**—Survey respondents identified the benefits as: educational/ learning; socialization/ friends; affordable; exercise/ physical activity; community building; safety; outdoor activity; health; fun; qualified staff/ programs.
- **Needed Program**—Survey respondents identified: more teen activities/ locations/ after-school programs; more adult classes.
- **Needed Facility**—Survey respondents identified: indoor pool/slide/ “lazy river”; more sports fields; new gym for weights/ gymnastics/ courts.

E. Community Group Surveys

As part of the community input process, a survey was distributed to forty-nine (49) nonprofit, educational and community service organizations. The following community groups responded to the survey: Los Altos-Mountain View Pony Baseball; St. Joseph’s School; St. Athanasius Catholic Church; Yew-Chung International School; Shoreline

Community Church; West Valley Dog Training Club; Friends of Deer Hollow Farm; Friends of Stevens Creek Trail; and Huff School. The survey respondents provided information in seven areas: community characteristics; changes needed to meet recreation needs; community issues or challenges, community strategies that can help to meet the challenges; items needed in the Plan; the outcomes and benefits to be associated with recreation programs, services and facilities; and the most important recreation programs and facilities to be added.

F. Focus Groups—February 27, February 28, and March 1, 2007

The purpose of the focus group process was to review and refine key themes or goals for the Recreation Plan based on the information gathered in the workshops, stakeholder interviews, community questionnaire, and surveys in four areas: program and facility delivery outcomes; program and service needs; facility needs; and administrative considerations. Six (6) groups of participants were recruited from the community based on their level of interest, insight and/or knowledge about the community concerning parks, recreation and community services as well as to represent a diversity of experiences, variety of interests and ethnic and cultural diversity. A list of focus group participants is found in Appendix A. The focus group members were invited to review/reflect on those responses that received the highest priority during the initial public input phase in the four areas below.

- **Desirable Programs/Services**

Outcomes—Benefits or outcomes are what people seek when participating in recreation activities. The focus group members emphasized “sense of community” and that the highest-priority responses in the Pri-

oritization Matrix (i.e., Access for All, Open Space, Safety and Security, Expanding Community Resources/ Capacity, Lifelong Learning, Walkable Community) should be what defines “community.” There was a concern that health and wellness did not have a higher priority. Access continued to be a highly valued community attribute as well as cultural diversity, open space and the environment.

- **Programs and Services**—The programs and services are those activities that are recreational in nature. Youth programs, environmental education, sports, family services and access were high priorities for the focus group members. In general, participants agreed with the priorities illustrated on the Prioritization Matrix (i.e., after-school programs; hiking, biking, walking; school site programs; academic/homework assistance; community language classes; downtown events/activities; environmental education; stress reduction programs; volunteer activities; youth activities; and youth and adult sports) but see a need for more emphasis on health and wellness-oriented activities.

- **Facilities and Amenities**—Facilities included those that are recreational only such as parks, athletic facilities, trails, open space and meeting/gathering places. Focus group members agreed with the Prioritization Matrix relative to facility needs (i.e., Open Space, Park Amenities, Recreation Center, Sports Fields, Trails). Additional considerations included emphasis on a community center, sports facilities, open space, natural spaces, access to school sites, neighborhood spaces, increased collaboration with potential partners to expand spaces for the community, and youth facilities.

- **Administrative Considerations**—The administrative considerations are those activities that support access and the participant's experience with the program, facility or service. Collaboration and access continued to be a major theme of those participating. High priorities in addition to the Prioritization Matrix (i.e., neighborhood programs/satellite/out-reach; expand school collaboration; increased access for low income; increase partnerships) included: highly trained and knowledgeable staff; utilization of school sites; involving the community in planning; youth development programs; and neighborhood services. Increased collaboration and partnerships should be a high priority in the delivery of services.

G. Staff Workshops

The Recreation Division staff participated in two (2) workshops to gain their perspectives on what Mountain View residents have in the way of recreational options. Staff also refined the results and discussed action steps that would assist in addressing the needs through programs and services.

H. Trends Analysis

The trends analysis provides for a review and consideration of the myriad of shifts and changes within society and the world that ultimately make a difference in how people choose to use their free time and what may be driving these choices in their daily lives.



RECREATION PROGRAMS AND FACILITIES

Program Demand and Needs Analysis Methodology

This section analyzes the demand for recreation programs/services, facilities and athletic fields. The demand analysis assists in determining the unique needs of the Mountain View community. The demand for programs and services was derived from the number of times a program or service was identified by the public across the assessment tools summarized above. This is reviewed and weighted with the frequency in which the program was requested throughout the public input process as well as the analysis of the trends and current usage patterns. The ranking system used to determine the top-priority needs for programs, services, outcomes and facilities is as follows. Identified needs receiving: six (6) or more points were considered the “top priority;” five (5) points were “high priority;” and, those below four (4) points were a “priority.” Any programs receiving below a score of four (4) were considered a low priority and not considered further for inclusion in the Plan. This information was then compared to the existing City recreation programs and services to determine whether the existing inventory is adequate in terms of the demand.

Program Needs Summary and Prioritization

The Prioritization Matrix for programs, which can be found in the Appendix, combines results from the public input process as well as the trends analysis. The needs are listed in no particular order. The priority of needs listed below resulted from noting those activities that were most frequently and/or consistently raised throughout the public process. The program priority needs were as follows:

Top-Priority Programs (6 or more points):

After-School Programming
School Site Programs

High-Priority Programs (5 points):

Academic/homework assistance
Community events
Environmental education
Hiking/walking programs
Volunteer/Civic Services
Youth Activities
Youth and Adult Sports

Priority Programs (4 points):

Downtown events/activities
Family programming
Language arts
Stress reduction
Teen programs/services

Program Outcomes Summary and Prioritization

Program outcomes are the measurable benefits that are intended as the result of implementing a program or service. They are considered the measures that have been developed for the purpose of gauging progress towards supporting the Vision of the Recreation Plan, which in turn reflects the community's input as to how the programs can support the residents. Outcomes were identified through the public input process and are reflected on the Outcomes Matrix located in the Appendix. The results for program outcomes were as follows:

Top-Priority Outcomes (6 or more points):

Promotes Access for All
Stewards Open Space
Enhances Safety and Security

High-Priority Outcomes (5 points):

Expands Community Resources
Promotes Lifelong Learning
Supports a Walkable Community

Priority Outcomes (4 points):

Promotes Cultural Diversity
Encourages Health and Wellness
Builds a Strong Sense of Community
Supports Asset Development for
Youth

Program and Service Recommendations by Target Market

Program recommendations address seven categories of “target markets.” Target markets can be defined as a specific market segment or population group to which a particular service, program or facility is marketed. These markets are often defined by age, gender, geography and/or socioeconomic grouping. The seven categories used for this Plan include: Preschool-Aged Youth; Elementary School-Aged Youth; Middle School-Aged Youth; High School-Aged Youth; Adults 18 years and over; Families; and Mature Adults. While further prioritization and phasing of implementation is needed, the highest-priority program and/or service areas identified for the following target markets are:

Preschool-Aged Youth

1. Asset development programs
2. Arts
3. Environmental education/ nature programs and activities
4. Parent and tot activities
5. Family programming
6. Celebrating diversity programs
7. Physical fitness
8. Bilingual
9. Science fun
10. Sports
11. Water activities/aquatics

Elementary-Aged Youth

1. Asset development programs
2. Academic/homework assistance
3. Arts
4. Out-of-school care/after-school programs/extended hours
5. Hiking, biking, and walking programs
6. Environmental education/ nature programs and activities



7. Events
8. Family programming
9. Programs and services for health and wellness education
10. Celebrating diversity programs
11. Language classes
12. Volunteer/civic opportunities
13. Science fun
14. Noncompetitive, recreational sports
15. Sports
16. Aquatics
17. Physical fitness

Middle School-Aged Youth

1. Asset development programs
2. Academic/homework assistance
3. Arts
4. Out-of-school care/after-school programs/extended hours
5. Hiking, biking and walking programs
6. Environmental education/ nature programs and activities
7. Events
8. Family programming
9. Family services
10. Gang prevention programs

11. Programs and services for health and wellness education
12. Celebrating diversity programs
13. Language classes
14. Volunteer/Civic opportunities
15. Science fun
16. Sports
17. Noncompetitive, recreational sports
18. Aquatics
19. Physical fitness

High School-Aged Youth

1. Academic/homework assistance
2. Environmental education/ nature programs and activities
3. Health and wellness education
4. Volunteer/civic opportunities
5. Physical fitness
6. Noncompetitive, recreational sports
7. Arts
8. Mentoring, job training, career development and college preparatory
9. Family services
10. Gang prevention programs

Adults 18+

1. Job training and career development
2. Health and wellness, nutritional education
3. Environmental education/nature programs and activities
4. Events
5. Languages
6. Physical fitness
7. Volunteer/civic opportunities
8. Aquatics
9. Sports

Families

1. Aquatics
2. Interactive family programs and activities—Parent 'n' me, etc.
3. Environmental education/nature programs and activities
4. Health and wellness education
5. Volunteer/civic opportunities
6. Physical fitness
7. Events
8. Hiking, walking, or biking programs
9. Family services and resources

Mature Adults

1. Aquatics
2. Health and wellness programs and activities
3. Environmental education/nature programs and activities
4. Events
5. Physical fitness
6. Volunteer/civic opportunities
7. Sports

Other program considerations:

Community-wide events
Downtown events and activities

Facility Needs Summary and Prioritization

The Facility Needs Summary Prioritization Matrix, Appendix M, combines results from the public input process and trends analysis. In identifying the priority of the facility needs, those facilities most frequently and/or consistently presented throughout the public input process received the highest priority.

Top-Priority Facilities (6 or more points):

Open Space

High-Priority Facilities (5 points):

Recreation/Community Center
Trails

Priority Facilities (4 points):

Park amenities
Pool/aquatic facilities—new/expanded
Sports Complex
Teen Center



Crittenden Field



Graham Sports Complex

ATHLETIC FIELDS

Athletic Facility Needs Analysis Methodology

The process for assessing the need for additional facilities is predicated on the classic method of Supply/Demand/Need. In this process, the supply is the actual field availability in any given period of the year. Thus, if a baseball field's outfield is used for soccer in the fall, the field is counted as a baseball field in the spring and a soccer field in the fall. Adjustments are made for rain-outs that require make-up games, the time of sunset for the period and fields taken out of service for restoration. The evaluation period is always a week since the majority of schedules repeat weekly. Once the supply template is set for the given period, the result is the total number of hours of field availability.

The demand is the actual current usage by each sport for the most recent year. This can be adjusted by population increases and estimates of latent demand as well as other factors. The usage can be allocated to specific fields so that the usage pattern becomes clear. In traditional assessments, a standard is used to measure the need. This can be either a "population standard" or a "service level standard." A population standard would identify the facility and give it a frequency of occurrence, e.g., one Little League field for every 5,000 residents. In a city like Mountain View, that standard would mean the need for 14 Little League fields. Such generic numbers have drawbacks and inaccuracies and do not address the issues of scarcity and expense/cost of resources. The standard used in this process is a "modified

service level standard" which is based upon a community-identified standard to meet a desired level of service.

The need is calculated by distributing the hours of demand over the fields used by each sport and league division. Thus, Little League Baseball is allocated to Little League fields, girls' softball is allocated to softball fields and so forth. This allows analysis of the field utilization and can, when appropriate, be used to redistribute use for more effective field management. The same analysis can indicate which type of field is needed. A more detailed look at the Mountain View athletic facilities is provided below.

Athletic Field Supply

The supply of athletic fields in Mountain View appears to be a major issue and is exacerbated by the lack of available undeveloped land to increase the number of fields and a strong demand to maintain/ increase undeveloped open space. While many jurisdictions face competition from year-round sports, as does Mountain View, the population is also composed of a large percentage of young adults in the 19-34 age group that have limited opportunities for athletic participation. This situation generally leads to a higher incidence of latent demand, which is only accurately measured by a survey that randomly samples the population to assess the level of demand that exceeds the current participation. The extent of latent demand may be a moot point if the current demand exceeds the available supply of facilities, especially if it exceeds the City's capacity to provide facilities to meet additional demand.

The key elements in assessing need for athletic facilities are described in the following pages. They include supply, demand and need.

Athletic Fields

There are essentially three types of athletic fields: (1) diamond fields—used for baseball and/or softball; (2) rectangular fields that can be used for football, soccer, field hockey, lacrosse and other similar games; and (3) overlay fields, which can be defined as the practice of lining out a designated field on top of an existing field used for a different purpose. The most common overlay is to use one or more diamond outfields to create a soccer or football field. Table 1 on the next page shows the fields used in Mountain View.

Athletic Field Supply Factors

There actually was a time when each sport had a season and during that season the sport had a field assigned for that sport's use. With the advent of year-round participation in many of the sports, determining the availability of athletic fields has become more complex. The factors conditioning availability described below are: playability, culture of use, user transformation of assigned fields and climate.

The primary factor is field "playability." If the field is safe, it will generally be used. It may not have grass or other aesthetic features and may become degraded through overuse but is still considered by the user as "playable."

Designated Spring and Fall Athletic Fields

PARK SITE NAME	FIELD AREA	SPRING		FALL		COMMENTS
		Diamond	Rectangular	Diamond	Rectangular	
NORTH PARKS						
Crittenden	Callahan Crittenden	1 SB 60'/65' 1 SB 60'/65'		1 SB 60'/65'	1 Overlay FB & Soccer	Lighted, fenced 304'C Lighted
Monta Loma	Field A	1 BB 60'		1 BB 60'		Fenced
	Field B		1 small, U-10		1 small, U-10	1 BB Practice
Slater	Slater	1 BB			1 Overlay Soccer	2 portable backstops for LL/SB use
Stevenson	Stevenson	1 SB 60'			1 Overlay FB & Soccer*	Also used for T-Ball
	Stevenson	1 SB 60'				
Whisman	Whisman	1 BB 60'			1 Overlay Soccer	
SOUTH PARKS						
Bubb	Bubb	1 BB/SB 60'			1 Overlay Soccer	Some T-Ball
Castro	Castro		Open Play Area		Open Play Area	Used for soccer
Cooper	East	1 BB/SB 60'			1 Overlay Soccer*	Skinned
	West	1 BB/SB 60'				Skinned
Eagle	Eagle		Open Play Area		Open Play Area	Used for soccer Spring/Fall
Graham Sports Complex	Grass	1BB/SB			1 Overlay Soccer	All-weather competition track. Unlit FB, Soccer & Lacrosse
	Synthetic		1 Soccer		1 Overlay Soccer	
Huff	Huff	1 BB 60'			1 Overlay Soccer	
Landels	Landels	1 BB			1 Overlay Soccer	
McKelvey	Large	1 BB 90'		1BB 90'		Lighted, fenced, used for football
Sylvan	Sylvan		Open Play Area		Open Play Area	Used for soccer and volleyball
Park Sites = 14 20	Field Areas =	15	5	4	14*	*Stevenson & Cooper overlay 2 diamonds

Table 1—Designated Athletic Fields—Spring and Fall

The primary impacts on athletic field “playability” include: rain; field lighting; soil type; length of use; intensity of use; and maintenance. In Mountain View, the major impacts to playability are year-round use and marine clay soils, which make a robust turf program all but impossible. The primary field shortage period occurs in the November-through-March time frame, when there is inadequate lighting. If the 25 existing fields were able to withstand the use, lighting a few fields could eliminate the entire deficit of fields. The overuse of fields can be resolved by installing

synthetic turf fields. A lighted synthetic turf field will provide a minimum of 67 percent increased availability. Given the history of spring rain events and the clay soils, Mountain View would get greater benefits from a lights and synthetic turf combination than synthetic or lights alone. These benefits include high-quality, high-use fields and potentially reduced operating costs.

The second key factor is “culture of use,” or how a community uses its fields over time. The community use of fields evolves over time and dictates

the way the fields will be used. Changing that culture is very difficult and may affect the entire supply of volunteers that make the athletic leagues functional. In some jurisdictions, based on culture of use they may not play on a given day, or may start practices and games earlier or later. In Mountain View, the athletic programs start relatively early, around 4:00 p.m. This allows for a bit of sunlight in the winter afternoons, but the lack of field lighting is the single biggest deficit and constraint for the athletic program.

A third factor is the “user transformation of assigned fields.” This describes the difference in how fields are permitted for use and how the user groups lay out and use the field space. Some of that variance is due to definitions, e.g., younger participants may turn a regulation soccer field into several small-sided soccer fields for use. Other variations are a reaction to overcrowding where a field may be modified to provide space for more users. In Mountain View, all of these characteristics are present. Open play areas are used to make small-sized soccer fields and each sport seems to have a method for allowing greater usage than the fields permitted. The groups do this by turning spaces into multiple fields through mobile goals and backstops. The result is often overuse impacts in wider areas of the fields.

The last and most obvious factor is the “climate.” In Mountain View, during the late fall to early spring, the fields are often wet and unavailable for periods after rain events due to the marine clay soils. Mountain View also has an Athletic Field Use Policy that takes a field out of service when it reaches a certain point of degradation or when it is wet. The climate allows for near year-round participation that may affect any given sport so the demand for fields far exceeds their capacity for playability and they have to be taken out of service.

In the following Table 1—Designated Spring and Fall Fields, the distribution of fields by season of the year is shown for north and south parks. Since baseball and softball are played in the spring the majority of fields are configured as diamonds. In the fall, the diamonds are often changed to soccer fields by marking the outfields. Officially,

Mountain View has 20 field areas. In the fall, there are only 18 fields since two of the soccer fields require both outfields of two smaller diamonds.

Athletic Field Demand

Demand for athletic field use in Mountain View is typical in that 5 percent to 7 percent of the population participates in active organized sports. In 2006, there were an estimated 7,731 registrations or 10.6 percent of the City population. However, few individuals participate in only one sport or for only one season. Consequently, the actual percentage of individuals participating is lower, at slightly more than half of the total registrations. Two variables impact this demand level.

Low Number of Fields. The first variable impacting the demand level is the relatively low number of fields. Mountain View has twenty (20) field areas for a population of 70,000. This is low by either of two methods used. Prior to 1990, the NRPA had Suggested Facility Development Standards that indicated an average of one athletic field of some kind per 2,000 residents, or which would have suggested 35 fields for Mountain View. A more accurate measure is the actual number of participants currently using the athletic fields. For fields with no lights, the demand in the early spring and late fall is usually much higher than it is toward the summer due to fewer hours of daylight. Consequently, one unlit field will generally support 5 to 7 teams through a season. In Mountain View, the lack of lights would mean that there is a need for between 35 and 50 fields. Lighted fields can accommodate 10 or more

teams per field, depending on weather, which would mean that Mountain View would have an adequate number of fields if additional existing fields were lighted. Lighted fields, however, would only exacerbate the playability problems on the fields.

Latent Demand. The second variable is the “latent” demand. Latent demand can be defined as the percentage of additional demand that exists but is not part of the current participation because there is no space or time for them to participate. There are a number of indicators that Mountain View has a fairly high level of latent demand. One is the number of “unpermitted” teams or incidences of “unpermitted use.” Both refer to the practice of searching for fields that are not being used and playing until you are “asked to leave” the field by a permit holder. Anecdotal reports suggest a significant amount of field unpermitted use which would indicate a high level of latent demand. In calculating demand for the athletic fields, the consultant has used 15 percent as the latent demand figure. This number would represent another 525 registered participants per season.

Current Use

The participating organizations and registrants that make up the current use demand are presented in Table 2 on the following page.

Table 2—Mountain View Athletic Field Use Summary 2006

DEMAND FACTORS Organization	SEASON		LEAGUE PART.		TEAMS			PRACTICES		
	Season	Dates	Age(s)	Qty (Max)	Max Indiv/Team	# Teams	Total Players	Qty/Wk	Max Hrs/Day	Hrs/Wk
MV Little League— Baseball	Spring	2/15-7/15	5-14	350	14	28	392	3	3	20
	Fall	8/20-11/19	5-14	50	14	4	58	3		0
MV Babe Ruth— Baseball	Spring	3-7	13-19	170	16	10	160	1	1	0
	Fall	9-11	13-19	150	16	10	160			0
LA-MV Pony League— Baseball	Spring	2-8	5-18	1000	13	8	1105	2	4	8
MVLA—Girls Softball	Spring	27	5-15	450	13	40	620	2	2	0
NOVA Girls Travel Softball	Summer/ Fall	6/1-12/1	8-16	90	12	7	12	3	3	0
City of Mountain View Recreation Division— Adult	Spring/ Fall	4/1-11/7	18U	450	15	42	630	N/A	N/A	N/A
New Millennia Athletic Club Flag Football (Mens)	Spring/ Summer	4-7	18U	70	10	7	12	3	3	0
Mountain View Marauders Football	Fall	7/30-11/29	7-15	150	35	5	175	3	3	2
MV Marauders Cheerleading	Fall	7/30-11/29	7-15	150	35	5	175	N/A	N/A	N/A
AYSO 45 Youth Soccer	Fall	8/15-11/15	U6	110	10	11	110	0	0	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U6	90	10	9	90	0	0	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U7	160	8	20	160	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U7	96	8	12	96	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U8	160	10	16	160	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U8	118	10	12	120	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U9	153	13	12	156	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U10	116	13	9	117	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U10	194	13	15	195	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U12	153	13	12	158	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U12	116	13	9	117	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U14	75	15	5	75	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U14	74	15	5	75	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U16	28	14	2	28	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U16	34	17	2	34	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U19	28	14	2	28	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U19	19	19	1	19	2	1.5	0
MV-LA Soccer Club (competitive/travel)	Year-round; highest use Fall/Spring	4-7; 8-12	U8- U19	800	18	50	900	2-3/ wk	2	11/ wk
Graham Middle School	Fall/Winter Spring	8/28-5/17	11-14			5 per season	0	2	2	0
Crittenden Middle School	Winter/ Spring	2/26-4/5 4/7-5/16	11-14 11-14	160	36 soccer; 40 track	2	140	4-5/ wk	1.5	
MV Recreation—Youth Sports	Year-round		6-12	1500	40/class/ camp		1500	4-5/wk	1.5	
							7,731			

Table 2—Mountain View Athletic Field Use Summary 2006 (continued)

GAMES		RAIN/MAKE-UP # Days/ Games	FIELD USE			COMMENTS
Qty/ Wk	Max Hrs /Game		Field Size(s)	Fields Used Qty	Field Permit List	
30	2.5	60	60' & 90' basepath	14	McKelvey (big/little); Monta Loma main/grass; Slater dirt/grass;Whisman dirt/grass; Landels dirt/grass; Bubb dirt/backstop/grass; Eagle	
12	2	5	90' basepath	1	McKelvey (big)	
12	2	5		1		
24	3	2	60' & 90' basepath	4/MV & 6/LA	Bubb; Cooper East; Cooper West; Huff	
2	2	10	60' basepath	7	Stevenson-2; Callahan; Crittenden; Slater; Whisman; Others for 6U and 8U practice	Graham added 2007
0	0	0	60' to 90' basepath	2	Stevenson	Travel team. No games in MV
18	1.25	10	60'	2 basepath	Callahan; Crittenden	Leagues; COED, Men's C, Men's C3 & Men's D
6	0.75	0	60' basepath	1	Crittenden	
5	2	0		3	Stevenson (August only); Crittenden, McKelvey, + Graham 2007	No games in MV prior to 2007
N/A	N/A	N/A	N/A	N/A	Whisman Sports Center and MVSP	
1	1.5	Infrequent	Varies	1	Bubb*	Boys
1	1.5	Infrequent	Varies	1	Bubb*	Girls
1	1.5	Infrequent	Varies	1	LASD*	Boys
1	1.5	Infrequent	Varies	1	Huff*	Girls
1	1.5	Infrequent	Varies	1	LASD*	Boys
1	1.5	Infrequent	Varies	2	Castro*, LASD*	Girls
1	1.5	Infrequent	Varies	2	Bubb*; Huff	Boys
1	1.5	Infrequent	Varies	1	Slater*	Boys
1	1.5	Infrequent	Varies	2	Landels*, Huff	Girls
1	1.5	Infrequent	Varies	1	Crittenden	Boys
1	1.5	Infrequent	Varies	1	Whisman*	Girls
1	1.5	Infrequent	Varies	1	Cooper*	Boys
1	1.5	Infrequent	Varies	1	Cooper*	Girls
1	1.5	Infrequent	Varies	1	Stevenson*	Boys
1	1.5	Infrequent	Varies	1	Stevenson*	Girls
1	1.5	Infrequent	Varies	1	Stevenson*	Boys
1	1.5	Infrequent	Varies	1	Stevenson*	Girls
30	2	8	Varies	11	Monta Loma, Crittenden, Callahan Stevenson, Cooper, Huff, Eagle, Castro Sylvan, Graham, Whisman	Male & Female; Advocates all-weather turf fields and lighting
2	3.5	3	Diamond & Rectangle	1	Graham	Male & Female; also use MVSP
2	2		Rectangle	1	Crittenden and Graham 2007	Male & Female; also use WSC
		5	Diamond & Rectangle	3	Rengstorff, Cooper, Monta Loma	Soccer, Baseball, Flag Football

Athletic Facility Assessment Summary and Prioritization

The primary impacts on athletic field availability include:

1. The amount and frequency of soaking rains during the November-to-March time period of the year;
2. The lack of field lighting during the shortened days of the fall, winter and spring;
3. The marine clays that compose the majority of the City's soils and make rain events a two-day impact on field use;
4. The high demand for year-round field use that impacts the recovery capability of turf and, thus, the condition of the fields;
5. There are adequate fields during periods of no rain and longer days. However, even under these conditions, the intensity of use results in field deterioration. The soil conditions prevent developing good, sustainable turf, which requires frequent irrigation during dry periods. The cost of water is becoming a factor in many jurisdictions.

Athletic Field User Group interviews, survey and comments clearly show that there are other groups and individuals that would use the fields if they were available. This seems to be particularly true of the need for rectangular fields. The utilization model verifies the needs indicated here. Table 3 shows the utilization by study week.

The utilization models are included in Appendix I—Athletic Fields Data, along with a description of how they work and possible alternatives that can be evaluated. For the Recreation Plan development process, the models were created at the basic level. This means that the Utilization Model Results shown in the table above are a best-case scenario given the data received from the sports organizations. If rain-outs or other barriers to play are included, the field availability will be reduced. The table shows a heavily utilized set of fields. The fact that there is a greater percentage of utilization in the late fall and early spring reflects the lack of field lights during the season. In all likelihood, the number of teams and participants is constrained by the knowledge that the fields will not be available halfway through the season. Building new fields may not resolve the supply issue unless the fields are lighted.

In summary:

1. The need for additional athletic field capacity is very high.
2. The ability to meet the capacity through additional fields will be marginally effective unless fields are lighted.
3. Fields need to be maintained to provide playability.

Athletic Facility Options

The primary issue surrounding the athletic fields in Mountain View is one of “playability.” Athletic fields should be safe; free from rocks and debris; grassed, to some extent, where it is supposed to be grassed; and free from pits, holes and uneven surfaces. The effort needed by staff to keep the existing fields in some sort of “playable” condition is exceeded only by the increasing costs of maintaining these fields. The result is marginal fields.

Most of the soils in Mountain View are a variety of clay that have poor drainage, do not retain humus and do not allow adequate root growth to stabilize the grass and create a turf. When faced

Table 3—Athletic Field Utilization Model Results

Peak Week	Diamond Field Utilization			Rectangular Field Utilization		
	Demand (Hrs)	Supply (Hrs)	Utilization Percentage	Demand (Hrs)	Supply (Hrs)	Utilization Percentage
3-20-06	496	585	84.79	175	249	70.42
6-04-06	489	669	73.09	155	298	52.10
9-17-06	125	117	106.8	414	650	63.7
11-12-06	115	89	129.2	400	412	97.1



with heavy and frequent use, these fields are only one event of “play on a wet field” from losing significant grass coverage on the field. This can result in no grass for the remainder of the season. The problem is exacerbated by the year-round use of the fields, which prevents the fields from recovering until they are “taken out of service.”

The only effective means of resolving these playability issues is to either undertake: (a) complete field renovation; or (b) strategically place synthetic turf to accommodate the heaviest use. Both options are expensive. These options are discussed below.

Complete Field Renovation—

Involves: (1) stripping the existing soils, (2) installing effective underground drainage for both rain and irrigation water, and (3) replacing soils with a sand dominant (60 percent to 80 percent) mixture. A rigorous turf management program is needed to maintain the new turf. This is labor-intensive and along with the cost of the materials, supplies and equipment make a complete field renovation a very expensive approach. Further, excessive use can still damage the turf, requiring major renovation every ten years or so. A renovation will generally enable a field to be used from 300 to 500 hours a year.

Synthetic Grass Field—Involves:

(1) stripping the existing soils, (2) installing effective underground drainage for both rain and water, and (3) replacing the soils with a subbase for the synthetic turf and carpeting the field with the new varieties of synthetic turf. Synthetic turf is a nonabrasive surface that plays like natural grass. It is very durable and can withstand virtually unlimited play unlike natural turf. The shape, texture, feel and spacing of the synthetic grass fibers are all designed to resemble real grass. There are many benefits of synthetic turf fields compared to traditional playing surfaces, including:

- Rain drains off of the field quickly.
- The field maintains its resilient qualities over time and will not stiffen, thus enabling athletes to enjoy a consistent natural bounce to the surface throughout the life of the field.
- Maintenance is minimal; there is no mowing, irrigation, fertilization, weed control, aeration or overseeding required.
- Players can use all types of athletic shoes and have good traction in wet or dry conditions.

- The turf is nonabrasive and allows athletes to pivot or slide on the turf surface, without risk of “turf burn” injuries.
- Synthetic turf fields, if lighted, are available during all seasons and most weather conditions or over 2,000 hours per year. Unlighted fields are available about 1,000 hours a year.

Given that the cost of installation is about the same for synthetic grass and the complete field renovation, the synthetic turf is actually the more economical of the two options due to the reduced field maintenance requirements. This can release staff resources to undertake priority maintenance that has been under-resourced, thereby increasing productivity. It also provides a facility built for year-round use and increases the utilization of fields without damaging them.

An even more sound approach from an economic and playability standpoint is to invest in synthetic surfaces **and** light the synthetic field areas. Conversion of fields to synthetic turf with lighting will increase the capacity of each improved field area by approximately 62 percent.



Graham Sports Complex

IMPLEMENTATION STRATEGIES

This section describes the role of the department in the implementation of the Plan, marketing considerations and recommendations, the priority of service related to target markets; a preliminary list of recommendations to implement; and an initial set of metrics to be used in the measuring the progress of implementation of the Plan.

Role of Department

The Community Services Department—Recreation Division has the primary responsibility for implementation of the recommendations approved by the City Council as part of the City’s Recreation Plan. Generally, this role is threefold:

- To *provide* programs, services and facilities;
- To *partner* with existing community agencies in the provision of programs and services; and
- To *facilitate* the development and provision of new facilities, programs and services, or standards of performance for each.

At times, the Recreation Division will be the best suited, or professionally the most appropriate agency, to be the community “provider” of a program, service or facility as determined by some set of publicly generated criteria (such as efficiency, effectiveness, professional competency, built facility, public accessibility, etc.). In these cases, the Division will align (or realign) its practices and use designated/allocated

public resources (i.e., mission, staff, building, program, funding, etc.) to deliver the specific program at the desired level of service to attain the designated outcome. For example, the Recreation Division provides public athletic fields, gym space and park picnic areas to user groups according to the priorities set by Council and delineated in both Council Policy and City Code in order to support health and wellness and access for all.

At other times, the Recreation Division is in the position to “partner” with other agencies based upon the distribution of public assets or other resources. For example, the City has partnered for many years with the Mountain View-Whisman School District to provide safe and supervised after-school recreation programs at several school sites. Partnerships allow for shared resource use and are developed over time and delineated in memoranda of understanding (MOU), by contract or agreement, or the formation of joint/community oversight boards. Again, this will satisfy a desired outcome such as access for all and safe and secure programs.

Finally, the Recreation Division may be a “facilitator” either by initiating and then handing off a program or service, or by contracting out services, or by setting standards of service delivery that are then met by community providers. A current example is the provision of tennis programs and services through a contract for a professional operator to run a community-oriented tennis program at the City’s facility, Cuesta Tennis Center.

By taking a customer-driven, outcome-oriented and collaborative approach, the Recreation Division can continue to play a central role in maintaining and improving quality of life in Mountain View. As provider, partner and facilitator, the Division will be responsible for communicating the vision that creating community through people, parks and programs is central to the work of the Community Services Department. The Division staff will be expending effort as much on forming critical partnerships to carry out the work of delivering programs as it does on expanding existing professional competencies to better deliver its services. Under this model, strengthening the network of facilities, programs and services accessible by the community will be as important as documenting and demonstrating outcomes of services rendered. By utilizing industry benchmarks and implementing best practices where feasible, the Division will increase its capacity to provide Council, commission and advisory groups with information to make informed public policy decisions. Efforts to research and secure new funding sources to expand resources will be seen as part of the role of the Department.

In summary, the Community Services Department’s role will be to provide, partner and facilitate the delivery of recreation programs, services and facilities. Implementation of the Recreation Plan will involve the determination of which role will apply to each of its existing programs, services and facilities and the realignment of its efforts to meet the priorities, levels of service and standards expected.

Marketing Considerations and Recommendations

The development of the Recreation Plan has been a community-based, customer-oriented process. The Community Services Department now has specific information regarding residents' recreational and community services needs. The development and implementation of a marketing strategy is recommended in order to enhance the implementation of both the program and facility development and delivery systems.

Marketing is more than an advertising or publicity plan. It involves two very specific activities:

- Assessment of how well a program, service or facility meets the recreation and community service needs of the community; and
- Measurement of how well marketing efforts are communicating and connecting with the community, using an outcome-based approach.

Current Marketing Efforts

The City of Mountain View Community Services Department is highly engaged in communicating with the community about the programs, services and facilities that are available to the public. Some of the current tools used by the Department to promote services are: the Activity Guide (published three times per year), the web site, program brochures, paid advertisements, street banners and flyers. While information is presented in fun, entertaining and interesting ways, activities are primarily focused on publicizing information rather than following a marketing strategy in an organized and systematic way. Currently there is little assessment of how well programs, services and facilities meet the needs of the com-

munity, nor whether or not marketing efforts are having the intended outcome.

Vision

The key to successful marketing activities is a common vision, shared throughout the Department, that will clearly and effectively state what is meant to be achieved. Mountain View Community Services Department has adopted the following vision statement:

"We Create Community Through People, Parks and Programs"

The Recreation Plan and marketing activities should support the realization of the Vision.

Positioning and Branding

An important element of any marketing program is the position a program, service or facility will hold in the community and participants' minds. The "position" communicates the Department and its services' uniqueness from other agencies/providers and their services and distinguishes it in such a way as to persuade participation and/or support. To differentiate between positioning and branding, it is important to know that positioning programs, services and facilities are foremost over branding. Positioning reflects the needs and wants of the community while branding is the packaging of those services and includes the positioning theme or statement.

Another way to look at the two is such: Think of brand as being similar to ubiquity where everyone knows you. And think of positioning as being similar to value where everyone wants you. So before creating brand, establish position. Consider positioning as that desirable place in the customer's mind where he/she not only recognizes the product or service but can also recite its attributes.

Marketing Recommendations:

1. Develop a branding program that is clear, concise and consistently communicated throughout the Department and with all media tools.
2. Continue training and ongoing learning programs for staff so that they have the knowledge and tools to implement the marketing activities associated with this strategy.
3. Strengthen working relationships with other community partners such as schools, faith-based organizations, nonprofit service providers, public safety and the business community to support the achievement of this strategy, using their existing resources for communicating youth service programs available through the Department, their associated benefits and progress associated with achieving those benefits.
4. Develop presentations for community organizations, youth groups, parent groups and other stakeholders that will promote the Department's programs and how they "Create Community through People, Parks and Programs."
5. Develop and implement a marketing campaign to build community awareness regarding access to programs (including, but not limited to, financial assistance, registration and other logistics) and facilities.
6. Develop an awareness program that increases decision-makers' knowledge and understanding of ways in which the Community Services Department programs and services promote the community identified priority outcomes and satisfy the needs of target markets.

Priority of Service to Target Markets

During the review of the initial Draft Plan, the Parks and Recreation Commission and Council concurred that the Plan should provide direction regarding a “priority of service” among the target markets. Listed in order of priority and emphasis from “high” to “low,” recreation programs, services and facilities should serve:

- Middle school-aged youth
- Elementary school-aged youth
- High school-aged youth
- Seniors
- Families
- Preschool-aged youth
- Adults

Phasing

Given the number of recommendations, it is helpful to indicate what programs and services are more of an immediate priority, and should be emphasized in the first three years of the 10-year plan. In the first three years of the Plan (2008 to 2011), the following five recommendations will be implemented:

No. 2 Develop health and wellness programs and services for all age groups that promote healthy lifestyles such as physical fitness and nutritional education. Include asset building in the design, development and delivery of programs and services for youth and their families.

No. 3 Strengthen working relationships with the educational community to establish school sites as neighborhood centers that provide out-of-school activities, family programming and services, intergenerational activities and neighborhood events.

No. 4 Develop on-site, after-school activities for elementary and middle school youth. Activities could include expansion and strengthening the homework assistance activities, tutoring, mentoring programs, recreational activities, physical fitness, arts, science fun activities, environmental programs and noncompetitive sports.

No. 11 Create a community safety net of various youth-service providers that identifies youth at risk and provides for them a connected hub of resources to support positive behavior, reducing risky activities.

No. 18 Provide more attractive, safe, growth-promoting settings for adolescents and young adults, giving them a sense of place and belonging.

Action Steps and Cost/Benefit Analysis

The Recreation Plan recommends that action steps be developed and cost analysis be conducted for the program and service recommendations, as part of the City's annual goal-setting, performance measurement and budget processes. Where recommendations can be implemented during the

regular cycle of program implementation and without additional resources, the Community Services Department will take advantage of opportunities to provide programs and services to the community.

Evaluation Metrics

While some of the goals lend themselves to numeric measures, others may be more difficult to quantify. Therefore, a more general set of metrics is proposed to evaluate and measure annual progress toward implementation over the life of the Plan:

- Program utilization statistics to measure the current demand for a program or service (report number of participants registered compared to previous quarterly / annual benchmark).
- Facility utilization statistics to measure the current demand for a facility (report number of reserved uses, reported attendance, denied applications compared to previous benchmark quarterly / annual).
- Program or service benefits (explain how the program or service meets or supports the community's priority outcomes).
- Cost of providing program or service (calculate the program / service percentage of cost recovery).
- Actual program or facility costs compared to identified / available resources.
- Satisfaction survey.

²² Rob Gelpman, [Successful Marketers Know the Difference between Brand and Position](#).



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APPENDIX A

Community Input Process Participant Lists

Community Meeting Participants

The following list was developed from the participant sign-in sheets collected at the June 6 and September 27, 2006 Community Meetings. Participants at both meetings are noted with an asterisk (*). Spelling is interpreted from signatures (sp). List does not include Recreation staff assisting with discussion groups.

Jenna Adams, Juan Aranda, Margaret Abe-Koga, Maribel Barajas, N. Boatman, Norm Berube, Martha Branch, Ronit Bryant*, Chris Campbell, Stephanie Charles, Angie Cortez, Alicia Crank, Christine Crosby, Chris Dateo, Alex Eulenberg, Grecte Dher (sp), Paul Donahue, Sarah Donahue, Patsy Duke, Marsha Farmer, Justin Fenne, Tim Foley, Obdulio Garcia, David Gengenbach, Gerry Gerontinos, Lynette Gillson, Tracy Greene, Birgit Grundler (sp), Taylor House, John Inks*, Robin Iwai, Ivan John, Rosemarie John, Elizabeth Jordan, Michael Kahoa, Valerie Klazzen (sp), Sarah Krajewski, Robert Lising, Bill Lowes, Mike Mabel and Judy, Olga Melo, Kim Merry, Peter Meissina, Kevin McBride, John McAlister, Robert Mullenger (sp), Theresa Muñoz, Lolly Nivison, Rhonda Radcliff, Mike Ralston, Larry and Martha Rippere, Diane Roome, Andy Rose, Jere Schaefer, Bob Schick, Bob Schlotfoldt, Celia Seavey*, Jac Siegel*, Joe Sparaco, Trudy Trygg, David Vasquez, Laura and Adam Zuravleff.

Stakeholder Interview Participants

The following 28 participants were involved in the process of developing a community profile of needs and interests with the consultants in June 2006. The agency affiliation is given for reference purposes only. Participants represented a diverse cross section of Mountain View residents, neighborhoods, businesses, youth sports organizations, educational institutions, arts and community serving agencies. Persons familiar with the history of recreation and parks services in Mountain View were also involved.

Bruce Barsi, Captain—MV Police Department; Gordon Baillie, Management Analyst—Midpeninsula Regional Open Space District; Rosiland Bivings, MV Library Foundation and Special Event organizer; Phil Blach, MV Parks Maintenance Worker III—Athletic Fields; Paula Bettencourt—Assistant Community Services Director (Former Recreation Manager); Ronit Bryant, Former Parks and Recreation Commissioner (Elected to City Council November 2006); Karin Bricker, Supervising Librarian—MV Library; Lloyd Curns, School Resources Officer, MV Police Department; Mike Dalton, MV Parks Maintenance Worker III—Athletic Fields; Oscar Garcia, President—Mesa De La Comunidad; Maurice Ghysels, Superintendent—Mountain View-Whisman School District (MVWSD); Linley Gwennap, President—Mountain View Little League; Randy Hair—MV Los Altos Softball; Danny Koba, Youth Program Director—MV YMCA; Mary Lairon, Assistant Superintendent—Mountain View Whisman School District; Beth Lawson, Children's Librarian—MV Library; Maynard Martinez, Children's Librarian—MV Library; Linda McCrary—MVLA Adult Education; Susan McInnis, Interim Executive Director—Community School of Music and Arts; Joe Mitchner, Vice President—Mountain View Little League/Parent; Allison Nelson, Director of Program and Events—MV Chamber of Commerce; Jonathon Pharazyn, Assistant Principal—Graham Middle School; Evy Shiffman, Director of Marketing and Communications—Community School of Music and Arts; Laura Schuster, Nutrition and Health Education Director—Community Services Agency; Karen Simpson, Executive Director—Peninsula Youth Theatre; Laura Stephansky, Director—MVLA Adult Education; Shannon Turk, Outlet Program Director—Community Health Awareness Council; Nancy Vandenburg, Youth Resources Manager—City of Mountain View.

Focus Group Participants

The following participants were involved in the process of refining themes and focusing consultant recommendations during February and March 2007. The agency affiliation is given for reference purposes only. Participants represented a diverse cross section of Mountain View residents, neighborhoods, businesses, youth sports organizations, educational institutions, arts and community-serving agencies.

Charlie Amsden, AYSO; Juan Aranda; Olly Bayliss, Kids Love Soccer; Jose Bonpua, Mountain View-Los Altos Aquatic Club; Tim Byrd, El Camino YMCA; Lisa Marie Carlson, Microsoft, Inc.; Amy Choate, CASA SAY; Judy Crates, Assistant Superintendent, Mountain View-Whisman School District; Sharon Chrisman, Mountain View High School; Chris Dateo, Friends of Mountain View Tennis; Betsy Dwyer, Mountain View Chamber of Commerce; Marcia Fein; Justine Fenwick; Nick Galiotto, City Councilmember; Oscar Garcia, Mesa De La Comunidad; Maurice Ghysels, Mountain View-Whisman School District Superintendent; Craig Goldman, Huff School Principal; Linley Gwennap, Mountain View Little League; Linda Haines, Landels School Principal; Randy Hair, Mountain View-Los Altos Girls Softball; Peter Koehler, Girls Middle School; Alan Lundberg, Mountain View-Los Altos Girls Softball; Kevin McBride, Save Open Space; Scott McGhee, Graham Middle School; Carmen Mizell, Crittenden Middle School Principal; Kim Merry; Tom Moran, El Camino YMCA; Joanne Pasternack, Mountain View Police Activities League; Nikki Pritchard, MV Youth Advisory Group; Karen Simpson, Peninsula Youth Theatre; Evy Schiffman, Community School of Music and Arts; Bob Schick; Laura Schuster, Community Services Agency; Laura Stefanski, Mountain View Adult Education; Shannon Turk, Community Health Awareness Council; Judy Twitchell, El Camino Hospital; Elna Tymes, Monta Loma Neighborhood Association; Ruth Willen, Principal, Bubb School; Bob Weaver, Mountain View Historical Society; Jane Zdepski, AYSO.

Community Group and Individual Questionnaire Participants

The following community groups provided responses to the questionnaire during summer 2006. Over 250 individual surveys were completed during the same time frame.

Los Altos-Mountain View Pony Baseball, St. Joseph School, St. Athanasius Catholic Church, Yew Chung International School, Shoreline Community Church, West Valley Dog Training Club, Friends of Deer Hollow Farm, Friends of Stevens Creek Trail, Huff School, Landels School.

Community Services Department—Staff Participants

The following Community Services Department staff provided various support to the Recreation Plan development process from April 2006 to May 2007: providing information about current programs, services, facilities; assisting with two community meetings; and participating in two Recreation Division staff workshops; supporting youth sports organization review of athletic facility needs. An asterisk (*) denotes no longer with City.

Recreation Division: James Teixeira, Recreation Division Manager; Michele Petersen, Recreation Supervisor—Seniors, Facility Reservation and Special Events; John Marchant, Recreation Supervisor—Youth Development and Deer Hollow Farm; Henry Perezalonso, Recreation Supervisor—Sports and Aquatics. Staff: Steve Achabal, Recreation Coordinator—Youth Sports; Rae Blasquez, Volunteer Coordinator; Margaret Doherty, Recreation Specialist—Aquatics; Mary Freeman, Recreation Leader II—Preschool; Jaime Garrett, Senior Recreation Coordinator—Facility Reservations; Mary Gilman, Senior Recreation Coordinator—Deer Hollow Farm*; Molly Given, Recreation Specialist (Acting)*; James Ignaitis, Parks Maintenance Worker—Aquatics; Lauren Merriman, Senior Recreation Coordinator—Senior Center; Jessica Morgan, Recreation Leader II—Deer Hollow Farm; Heather O'Meara, Recreation Coordinator—Senior Center*; Diane Pasana, Recreation Coordinator—Youth and Interest Classes; Allison Peterson, Senior Recreation Coordinator—Aquatics and Community Garden; Cynthia Spinella, Recreation Coordinator—Teens; Aischa Standing-Crow, Secretary.

Parks Division: Charlie Gibson, Parks Division Manager; Efen Arriaga, Parks Supervisor; Liz Ogaz-Lanuza, Parks Supervisor.

APPENDIX B

Workshop I Report

City of Mountain View Recreation Plan Project

Community Workshop I Summary Report Wednesday, June 7, 2006 – 6:00 pm to 9:00 pm

Prepared by PDG & Associates

Introduction

This report summarizes the results of the first of three (3) workshops to be conducted as a part of the public outreach activities to aide the RECREATION PLAN PROJECT. The workshop was held Wednesday, June 7 from 6:00 pm to 9:00 pm at the Mountain View Community Center, located at 201 South Rengstorff Avenue. The Consultant Team worked with City staff to develop and coordinate the workshop. Forty-one (41) residents attended the workshop. David Muela, Community Services Director, welcomed participants and introduced the Project Team, which included staff and the consultants. James Teixeira, Recreation Manager, reviewed the purpose of the plan and the workshop.

Recreation Plan Purpose

The purpose of the recreation plan is as follows:

1. Ensure that recreation programs and facilities match the current and long-term needs of Mountain View's diverse population.
2. Serve as a companion document to the Parks and Open Space Plan.
3. Assist and guide in recreation planning through the establishment of a systematic approach for assessing and evaluating programs and services.

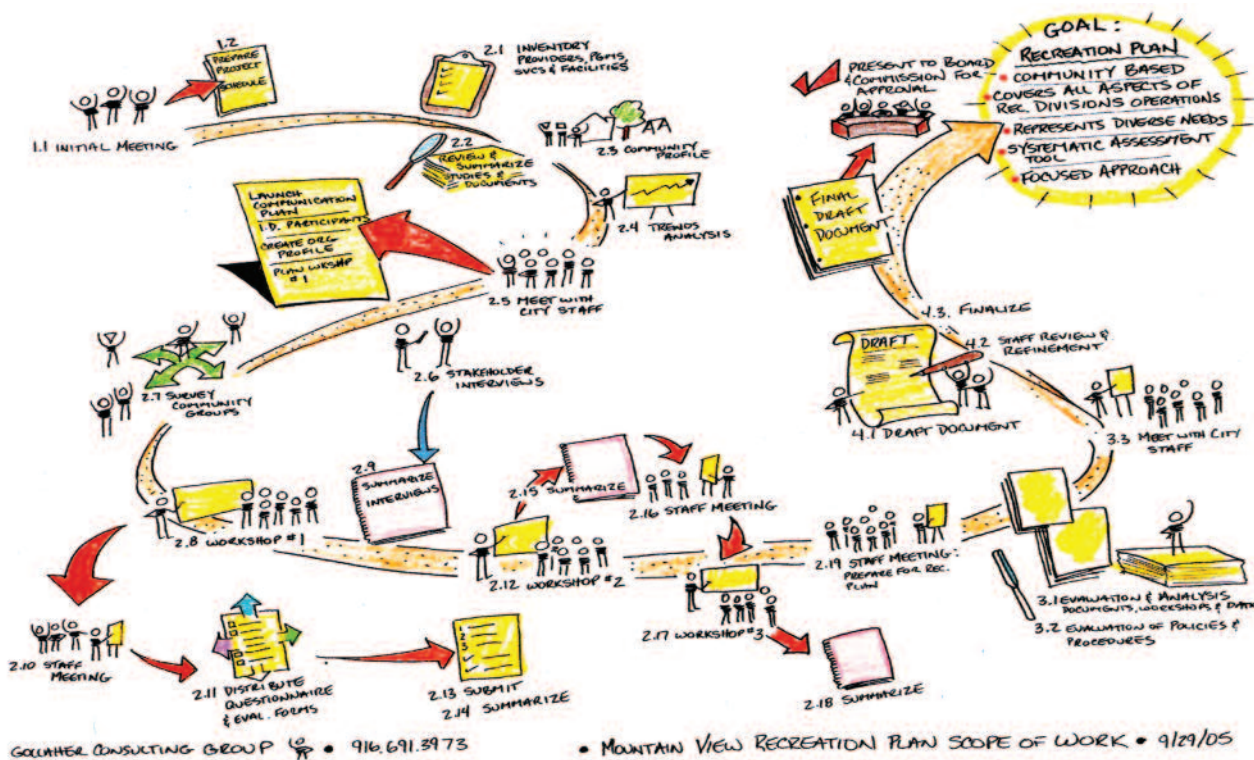
Workshop Purpose

1. Identify the most highly valued community attributes or characteristics that make Mountain View a great place to live, work and play.
2. Discuss issues or trends that may be negatively impacting those valued characteristics/attributes.
3. Determine the role of parks, recreation and community services in how it might mitigate those issues or trends to preserve and promote the attributes or characteristics.

Consultant, Sheryl Gonzales, reviewed the overall process for the project as well as the workshop. Dr. Ellen O'Sullivan, also a member of the consultant team was introduced and began the launch of the workshop by reviewing important characteristics/attributes of Mountain View based on the US 2000 Census. Working with Sheryl Gonzales, the workshop participants were asked to form groups and various roles of the groups were reviewed and assigned. Once the groups were formed, Ellen then began the group participation.

Workshop Format

Participants were divided into four working groups for the workshop process. Each member of the group sat at a table of no more than twelve (12) participants with materials that included a flip chart, and



markers to record their discussions. Groups were also requested to select a presenter and timekeeper. Members of the City staff served as scribes for each of the groups.

During the course of the workshop, there were three topics presented for individual consideration and group discussion. Below is a list of the topics discussed.

- Topic I - What are the community characteristics/attributes that make Mountain View a desirable place to live, work and play?
- Topic II - What are the most important issues or trends facing the Mountain View community that can have a negative impact on those important characteristics/attributes we just discussed?
- Topic III - What role can parks, recreation and community services play to address those issues or trends as well as support the community characteristics/attributes now and in the future?

Initially, participants were asked to individually respond on the forms that were distributed before the presentation of each topic. They were encouraged to list as many responses that came to mind. After listing their answers, they were requested to prioritize their responses. They were given five (5) to ten (10) minutes to complete this task.

Discussions began after this time in which individual members of the groups were requested to review their top three priorities from their individual list with the entire group. Twenty (20) to twenty five (25) minutes was allotted for this discussion. The staff scribes posted the individual top priorities on the flip chart. These findings were posted on the wall at which time each member of the group was given five (5) dots/stars to vote on the list of answers posted on the flip chart for that topic. They could "spend" their votes as they pleased, using all of the dots/stars for one item or spread them across multiple choices. At the conclusion of this process the staff and presenter would identify the top three priorities for that topic. The presenter for each group then presented their findings at the conclusion of each topic discussion/process. Graphic Recorder, Greg Gallagher, documented the results of the workshop and group findings.

Workshop Summary

Individuals were invited to first identify the community characteristics/attributes that make Mountain View a desirable place to live, work and play. They were then asked to prioritize their answers, identifying the top three (3) to discuss with the members of their group. As the groups shared their various individual priorities of each topic, they were then requested

**RECREATION PLAN
COMMUNITY WORKSHOP
JUNE 7, 2006
CITY OF MOUNTAIN VIEW**



COMMUNITY ATTRIBUTES



to form consensus through a voting process that identified the group's top three answers. Results of these discussions were then presented to all in attendance. The second topic, the most important issues or trends facing Mountain View that may threaten those valued community characteristics/attributes, was discussed in the same previously outlined format.

The final topic regarding the role of parks, recreation and community services and how it might preserve those characteristics/attributes and mitigate the issues or trends was reviewed and discussed by all. A matrix of the groups' discussions summarizes those results and can be found on pages 5 through 7 of this report.

Group Responses by Topic

TOPIC 1: WHAT MAKES MOUNTAIN VIEW A GREAT PLACE TO LIVE, WORK & PLAY ?

Open/Green Space

- Good open space - I
- Trails don't cross streets
- Access to open space
- Good parks
- Trails

Parks & Facilities

- Clean, well, maintained parks
- Lots of parks & places for families
- Access to Deer Hollow Farm
- Library - I
- Heritage locations
- Downtown - III
- Senior, teen, youth facilities

Programs & Services

- Variety of community/rec activities - II
- Outdoor activities
- Concerts
- Better program cost versus other cities
- Family programs
- Educational programs
- Cultural/performing arts

Resources

- Good schools
- Faith groups
- Neighborhood assoc.
- Public Trans.
- Varied shopping
- Close to Stanford & lectures/art
- City staff responsive & professional - I

Community

- Diversity of community - I
- Language diversity
- Safe - II
- Family Friendly - I
- Culture
- Small town feel
- Food
- Proximity to jobs
- Parent participation
- Walkability - II
- Comm. Experiences
- People are courteous

** Please note responses by members that were repeated or similar are identified with strike marks.*

TOPIC 2: WHAT ARE THE ISSUES OR TRENDS THAT MAY BE NEGATIVELY IMPACTING THOSE CHARACTERISTICS/ATTRIBUTES?

Open/Green Space

- Privatization of public land/child care - tennis
- Decreasing open space - II

Parks & Facilities

- Development in park areas
- Library closes too early
- Lack of field space
- Pool operating hours
- Not enough large rec facilities
- Lack of supervision in parks

Programs & Services

- Variety of community/rec activities - II
- Times for programs conflict for working families
- Noise ordinances
- Lack of programs for low income families
- Not enough after school activities
- Cuts in programs

Resources

- Educational system under stress
- Transportation service costs/rising costs
- Reduced funding - I
- Public transportation doesn't link well-+ costs
- Access to health care
- Plans not followed
- Decisions based on economics
- Large chains driving out small business - I
- City Council needs long term vision
- Lack of free time for civic involvement
- City action without a plan
- Lack of mainstream grocery store downtown
- City energy plan
- Threat to tax revenue
- Resident apathy

Community

- Too many people-I
- High cost of living-I
- Affordable housing
- Gangs/youth at risk-II
- Increased crime rate -II
- More outreach for lower income families
- High density of housing-development-III
- Traffic-III
- Running out of land
- Pressure from outside groups
- More focus on revitalization of Mountain View not just downtown
- Rent increases
- Resident apathy
- Lack of teen involvement/voice
- Less socialization/isolation

** Please note responses by members that were repeated or similar are identified with strike marks.*

TOPIC 3: WHAT ROLE CAN PARKS, RECREATION & COMMUNITY SERVICES PLAY TO ADDRESS THOSE ISSUES OR TRENDS & PRESERVE THE QUALITY OF LIFE?

Open/Green Space

- No combination of programs mixed w/open space
- Require park/open space for all size development, Mayfield, etc.
- Create something beyond trails that provides learning-Activity Center
- Increase natural open space, trails, parks - I
- Maintain & develop open space, trails-II
- Increase walk & bike ability for community
- Parks non reserved
- Playgrounds-I
- Keep parks nonreserved
- Maintenance of facilities

Parks & Facilities

- Indoor community pool
- Building & maintaining parks with good facilities, bathrooms, shade
- More playing fields
- More community gardens-II
- Increase programs on school site
- Maintain & develop parks
- Community orchard
- Larger site for Farmer's Market
- Build rec. center to be hub of city

Programs & Services

- Health & Wellness for all ages- I
- Offer programs at same time for adults & children
- Neighborhood policing
- Tech access for low income
- Counseling for all
- High school/teen programs - I
- More homework clubs for elem. Kids, less restrictions
- Cultural programs for youth and teens -I
- After school programs increased
- Volunteer opportunities for youth & seniors
- Housing assistance
- Civic events to meet people - I
- City sponsored sport teams
- Spanish language preschool
- Keep good programs in place - I
- Increase community outreach, especially low income population - I
- Youth instructional sports programs
- Increase outdoor sports
- At risk youth activities
- More neighborhood based activities
- Community bike tours

Resources

- Revenue producing activities
- Partner with outside organizations to offer events, programs, etc. -I
- Partner with schools to provide youth services & events
- Support neighborhood associations
- Promote community through fairs, festivals

Community

- Be inclusive to all segments of the community
- Listen & communicate to community
- Create safety & build healthy community

** Please note responses by members that were repeated or similar are identified with strike marks.*

Top Priorities by Group

Individuals were invited to first identify the community characteristics/attributes that make Mountain View a desirable place to live, work and play. They were then asked to prioritize their answers, identifying the top three (3) to discuss with the members of their group. As the groups shared their various individual priorities of each topic, they were then requested to form consensus through a voting process that identified the group's

top three answers. Results of these discussions were then presented to all in attendance. The second topic, the most important issues or trends facing Mountain View that may threaten those valued community characteristics/attributes, was discussed in the same previously outlined format. The final topic regarding the role of parks, recreation and community services and how it might preserve those characteristics/attributes and mitigate the issues or trends was reviewed and discussed by all. A matrix of the groups' discussions summarizes those results and can be found on pages 5 through 7 of this report.

TOPIC 1: WHAT ARE THE COMMUNITY CHARACTERISTICS/ATTRIBUTES THAT MAKE MOUNTAIN VIEW A DESIRABLE PLACE TO LIVE, WORK AND PLAY?

Group 1

- Lots of parks to bring friends & family
- Trails cross no streets to bike/walk
- Safe, minimal crime

Group 2

- Open spaces
- Downtown
- Public facilities
- Walk ability

Group 3

- Good parks, open space
- Nice library
- Downtown

Group 4

- Recreational activities (all, swim, tennis, classes, sports)
- Family friendly (opportunities for children, places to go with children)
- Heritage locations (parks & other locations)

TOPIC 2: WHAT ARE THE MOST IMPORTANT ISSUES OR TRENDS FACING THE MOUNTAIN VIEW COMMUNITY THAT CAN HAVE A NEGATIVE IMPACT ON THOSE IMPORTANT CHARACTERISTICS/ATTRIBUTES WE JUST DISCUSSED?

Group 1

- Loss of open spaces
- Threat to tax revenue
- Resident apathy

Group 2

- Increased high density, development
- Decrease of open space
- Lack of supervision in parks (drinking)
- Lack of programs to low income families

Group 3

- Loss of open space (natural & agricultural)
- Traffic
- High density housing

Group 4

- Educational system under stress
- Development in park areas & overall overdevelopment
- More outreach to low income families

TOPIC 3: WHAT ROLE CAN PARKS, RECREATION AND COMMUNITY SERVICES PLAY TO ADDRESS THOSE ISSUES OR TRENDS AS WELL AS SUPPORT THE COMMUNITY CHARACTERISTICS/ATTRIBUTES NOW AND IN THE FUTURE?

Group 1

- Loss of open spaces
- Threat to tax revenue
- Resident apathy

Group 2

- Increased high density, development
- Decrease of open space
- Lack of supervision in parks (drinking)
- Lack of programs to low income families

Group 3

- Loss of open space (natural & agricultural)
- Traffic
- High density housing

Group 4

- Educational system under stress
- Development in park areas & overall overdevelopment
- More outreach to low income families

Topic Top Priorities

After the presentations were given, the consultant team and staff reviewed the group priorities and selected the top three (3) answers most similar in responses of all groups for each of the topics presented. They are listed below:

TOPIC 1

CHARACTERISTICS/ATTRIBUTES

- Places to gather
- (Parks, trails, open space, downtown, library)
- Family friendly community
- Safe & secure

TOPIC 2

ISSUES OR TRENDS

- Loss of open space through development
- High density through housing & population
- Low income families affording/accessing programs & services

TOPIC 3

ISSUES OR TRENDS

- Maintaining facilities & open space
- Youth programming (On school sites academic, sports, etc.)
- Promoting community that is accessible for all



Conclusion

Upon presentation of the top three priorities for each topic and the collection of all individual topic response forms as well as the questionnaire, the workshop participants were thanked for their

involvement. They were invited and encouraged to attend the next workshop scheduled for September. Information would be distributed to the public as to the time and location.

The workshop adjourned.

APPENDIX C

Workshop II Report

City of Mountain View Recreation Plan Project Community Workshop #2 Summary Report Wednesday, September 27, 2006 – 6:00 pm to 9:00 pm

Prepared by PDG & Associates

Introduction

This report summarizes the results of the second workshop conducted as a part of the public outreach activities to aid the RECREATION PLAN PROJECT. The workshop was held Wednesday, September 27, 2006, from 6:00 pm to 9:00 pm at the Mountain View Community Center, located at 201 South Rengstorff Avenue. The Consultant Team worked with City staff to develop and coordinate the workshop. There were 26 residents that attended the workshop.

David Muela, Community Services Director, welcomed participants and introduced the Project Team which included staff and the consultants. James Teixeira, Recreation Manager, reviewed the purpose of the plan. The process for the development of the plan was presented by consultant team member, Sheryl Gonzales. An overview of the demographics and important trends or issues was also reviewed to provide a context for the workshop process. Workshop #1 results were reviewed with participants. The workshop purpose was presented followed by its process and launch.

Recreation Plan Purpose

The purpose of the recreation plan is as follows:

1. Ensure that recreation programs and facilities match the current and long-term needs of Mountain View's diverse population.
2. Serve as a companion document to the Parks and Open Space Plan.
3. Assist and guide in recreation planning through the establishment of a systematic approach for assessing and evaluating programs and services.

Recreation Plan Process

The process for the development of the Recreation Plan includes three (3) phases. They are listed below with their specific activities and estimated conclusion dates included.

- PHASE I—Data Collection
—Complete by September, 2006
- PHASE II—Review & Analysis
—Complete by December, 2006
- PHASE III—Development of plan w/recommendations
—Complete by March, 2007

Community Profile – Creating a Context

The change in demographics of Mountain View since 1990 to 2006 was reviewed in a PowerPoint presentation. Included with that information were trends relative to residents' ages, educational levels, median household income, and housing values.

Major highlights included:

1. Increased foreign-born residents
2. Increased diversity of residents
3. Aging population
4. Increase in youth ages 10 to 14 years
 - a. 1990 there were 2,301
 - b. 2000 there were 3,130
 - c. 2005 there were 3,968

5. Steady decrease of residents ages 20-34 years of age
 - a. 1990 there were 24,769
 - b. 2000 there were 22,161
 - c. 2005 there were 18,076
6. Higher percentage of residents with educational attainment (bachelor degree or higher)
7. Median household income has gone from \$42,431 in 1990 to \$75,411 in 2005
8. Median house value has gone from \$347,000 in 1990 to \$663,000 in 2006

Workshop #1 Results

Community workshop #1 was held on Wednesday, June 7, 2006. The purpose for the workshop was to: (1) identify the most highly valued community attributes or characteristics that make Mountain View a great place to live, work and play; (2) discuss issues or trends that may be negatively impacting those valued characteristics/attributes; (3) determine the role of parks, recreation and community services in how it might mitigate those issues or trends to preserve and promote the attributes or characteristics. The results are found in the graphic below.

Workshop #2 Purpose

The purpose of Community Workshop #2 was to identify what the Mountain View Recreation Plan will do for residents and the community at large through recreation programs, services and facilities; and identify what these programs, services and facilities are supporting in terms of the preferred quality of life for Mountain View residents. Examples include active-healthy lifestyles, sense of community, belonging, strong families, youth development, etc.

TOPIC 1

CHARACTERISTICS/ATTRIBUTES

- Places to gather
- (Parks, trails, open space, downtown, library)
- Family friendly community
- Safe & secure

TOPIC 2

ISSUES OR TRENDS

- Loss of open space through development
- High density through housing & population
- Low income families affording/accessing programs & services

TOPIC 3

ISSUES OR TRENDS

- Maintaining facilities & open space
- Youth programming (On school sites academic, sports, etc.)
- Promoting community that is accessible for all



Workshop Format

At the conclusion of the PowerPoint presentation, participants were asked to form a circle. At the center of the circle was a small table with blank sheets of paper and magic markers. The agenda for the evening's discussion was created by the participants based on the following theme/question:

What are the most important recreation programs and facilities that will best support the Mountain View community and why?

Everyone was invited to respond to the theme/question by writing their thoughts and perceptions on a paper from the middle of the circle. They announced their idea to the group and then the idea was posted on a wall, known as the community bulletin board. Workshop participants could present and have posted as many responses for discussion as time allowed. This portion of the workshop was given fifteen (15) minutes. Staff and the consultant team finalized the agenda by creating three topics from the various participant posted responses on the community bulletin board. Three agenda items were developed for the evening's discussion. Participants were separated into three (3) groups by counting off by three (3) and being assigned a number from one (1) to three (3). Everyone went to their respective area based on the number assigned to them. The three agenda topics identified from the various issues and thoughts brought forward included:

1. Open Space
2. Facilities
3. Programs, services and activities

For a summary of the Community Bulletin Board, as well as a complete list of all community postings identified by participants at the workshop, see Appendix A.

Recommendations & Summary

Each agenda topic was discussed for 20-25 minutes. Groups rotated from each of the three (3) topic areas after the conclusion of the 25 minutes. This approach afforded each member of the workshop the ability to discuss all three topics. Staff served as facilitators and scribes for each of the three topic areas. Their role was to convene each of the three groups to discuss the respective agenda topic. After all groups had rotated and discussed each of the three topics, there was a short break. During this time, the staff summarized the results of the discussions and presented their findings for review and refinement by everyone in the groups. Consultant team member, Greg Gollaher, recorded the evening's discussions in a graphic recording format, which is included with this report.

TOPIC 1: OPEN SPACE

Five main categories were identified and are listed below with their associated recommendations:

Maintenance of Existing Open Space

- Fix trees rather than remove them
 - Improve maintenance of trees
- Less use of water and pesticides
- Restore plant life to be native

Existing Open Space – Improvement and Expansions

- Maintain existing open space
- Trails
 - Establish an alternative trail entrance from San Antonio due to safety concerns
 - Extend Stevens Creek Trail
 - Expand bike trails into Los Altos area
 - Add trails to bay land
 - Add trails to open space
 - Add bike paths to all open space
- Increase lighting in open space for use during evening hours
- Put lights at Shoreline
- Utilize open space for preserving plant

and animal life

- Improve accessibility to open space
- Cuesta Annex
 - Keep Cuesta Annex
 - Plant more trees in Cuesta Annex
 - Use Cuesta Annex for park space and athletic fields
 - Cuesta Annex can be utilized as a historical/demonstration area as open space
 - Grant/Cuesta is an opportunity for open space
 - Grant/Cuesta can be used for farming space

New Facilities Relative to Open Space

- Acquire more open space
- Create a heritage orchard park/open space
- Need more mini parks within high density areas
- Provide parking underground of open space areas

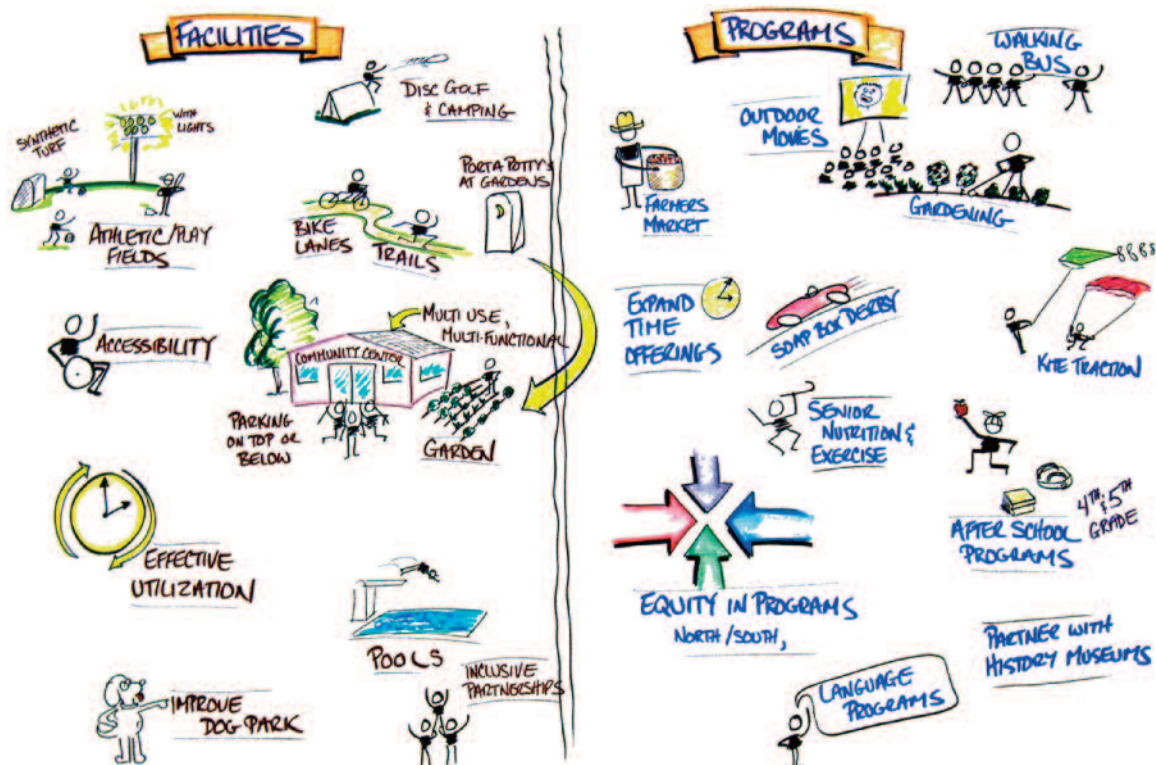
Programs/Activities

- Offer nature walks and bike rides on trails
- Use open space for environmental education

- Educational programs need to be placed in open space
- Educate public on open space usage
- Use open space for health and wellness, physical fitness programs
- Program geocaching, survival skills, painting in open space

Administrative/Policy Considerations

- Recognize open space as a facility
- Hire more park rangers
- Increase awareness of programs through promotion and marketing
- Ensure need for more athletic fields to maintain existing open space
- Utilize park fees for developers to use in the neighborhood for parks and open space
- Use open space as an opportunity to let dogs run without a leash
- Become a resource and referral with maps, etc., for available open space in the area and region
- Do a cost benefit analysis for bike trails versus open space



TOPIC 2: RECREATIONAL FACILITIES

Three main categories were identified and are listed below with their associated recommendations:

Maintenance of Existing Facilities

- Dog park
 - Maintain at standards implemented at other parks
 - Keep it cleaner
- Biking trails
 - Check curb cut throughout the city
 - Ensure they are ADA accessible
 - Ensure adult size tricycles can be utilized safely on trails
 - Ensure bike lanes are user friendly
- Athletic Fields
 - Improve time management of fields
 - Examine field usage for effective use of fields
- Park issues
 - Establish or expand gopher abatement program—Cuesta Park
- General maintenance issues
 - Develop a facility maintenance plan
 - Bathrooms need to be kept cleaner
 - Consider utilizing volunteers for the maintenance of parks and facilities

Existing Facilities – Improvement and Expansions

- Dog Park
 - Put in shade structures
- Kite Park
 - Defined kite traction area

- Open space up for multi use
- Parking is an issue
- Skate park
 - Update existing skate park
- Community Center
 - Renovate/rebuild
 - Does not meet the needs of residents
 - Expand hours for increased usage during the evening
- Expand community garden space
 - Put in a bathroom

New Facilities and Amenities

- Pool
- Multi use/functional facility with a gym, parking on top of building
 - Lighted areas
 - Combined facilities to increase/maintain open space
- Park amenities
 - Picnic tables
 - Benches
 - Increase shade
- Bathrooms
 - In every park
 - At community gardens
- Trails
 - Increase bike and hiking trails
 - ADA trails at Annex
 - Connect trails to neighborhoods
 - Trails/paths throughout the City
 - Design trails like Stevens Creek Trail
 - Trails at west end of town—Foothill to Shoreline

- Dog park
- Disc golf
- Heritage Museum
- More athletic fields
 - Synthetic fields
 - Lighted fields
 - Put in north Bayshore area where there are no neighborhoods
- Camping Facilities
- Community Garden
- Tennis Centers
- Mini Parks and playgrounds
- Gyms

Benefits/outcomes intended from the list of recommendations

Health and wellness
Accessibility
Celebrating diversity
Lifelong learning
Youth Development
Community building
Sense of community
Sense of pride
Safety and security
Stewarding the environment
Promoting strong family
Expanding community capacity

TOPIC 3: PROGRAMS AND ACTIVITIES

Five main categories were identified and are listed below with their associated recommendations:

Expand Community Programs

- Promote outdoor movies
- History/heritage programs
- Event celebrating diversity of community
- Add another day for the farmers' market

Seniors

- Exercise programs

Adults

- Exercise programs

Youth Development

- After school sports for 4th & 5th graders
- Boxing with PAL
- Nutritional education
- Soapbox derby
- More biking and walking to school
- Walking bus program where kids from neighborhood walk together to school
- Nature education for kids

Intergenerational programs

- Bicycle safety and maintenance classes
- Gardening
- Master gardening classes
- Language programs (use volunteers)
- Nature education programs
- Offer nature walks and bike rides on trails

Benefits/outcomes intended from the list of recommendations

Health and wellness
Accessibility
Celebrating diversity
Lifelong learning
Youth Development
Safety and security
Stewarding the environment
Promoting strong family
Expanding community capacity

Other consideration relative to administrative/policy considerations included:

Increased partnering with businesses
Increased partnering with the school district
Partner with school gardens
Continue partnering with senior nutrition program
Require third party insurance for kite flyers
Promote healthy eating at schools
Stevens Creek Trail at 85 is a safety issue
Coordinate with neighborhood associations
Promote green sustainability building

APPENDIX: LISTING OF ALL RESPONSES CATEGORIED BY AGENDA ITEM

Open Space

- Preserve open space
- Traction for kilters
- Indoor usage. versus outdoor usage
- Preserve open space
- No ball fields in open space
- Recreation needs to extend beyond just organized sports
- Keep a working farm on Grant Road
- Run like the farm at Rancho San Antonio
- Preserve undeveloped open space at Cuesta Annex
- Higher density is requiring more open space and parks

Facilities

- More, safer bicycle trails because war uses oil, gas prices go up
- Seniors need a safe way to get around town on bicycle trails
- Stevens Creek Trail continuation across ECR all the way to Foothill Expy.
- More sports fields
- More playing fields for youth and adults
- We need swimming pools
- A large multi-story, multi-use community center out at Shoreline with an indoor track, multi-lap pool, meeting rooms, billiards with an emphasis on those that are 55 years and over.
- Multi-use modern outdoor sport fields
- Dogs like to run—more and bigger dog parks
- More bike and walking trails

- Seed Mtn. View's dog park off of Shoreline
- More athletic fields
- Places where older people to enjoy nature and to see how Mtn. View was in the past.
- To enjoy our Heritage such as a heritage orchard.
- More community garden spaces because war takes up oil therefore gas prices go up therefore food prices go up because gas is needed to transport and oil for fertilizer.
- Park playground equipment—swings, sand
- Youth sports fields
- Weekend and night facility usage
- Community history/heritage center
- New recreation center at Rengstorff
- Adequate aquatics facilities to support programs and to not adversely affect them when they need to grow
- Continue community gardens
- Community gardens
- Improve bicycle friendliness—they are already great but improve bike land maintenance, traffic light sensors

Programs

- Soap box derby for kids 8 to 12 years
- Boxing program
- Coordinate with youth service providers such as PAL
- Work with school district to provide physical education programs
- Find ways to reduce alleviate the crosstown rivalry for park space

- Youth athletic programs such as camps
- Better partnering with schools for use of facilities and programs
- Define what is "important" "community" and "time frame"
- Expand farmers market program—another morning as well as Sundays
- We need programs where different generations interact such as crafts, gardening, reading
- More volunteering opportunities in community
- Make sure the "farmers" at the farmer market are really farmers and not distributors
- Look at times of providing programs to better fit the community
- Outdoor education nature programs for our city, children and adults
- Determine overlap of civil defense emergency plans with recreation plans if any
- Address language issues
- Important traffic control at Stevens Creek-Moffett Blvd.
- Promote better bicycle information
- Sponsor a bike/walk to school day
- More community festivals related to other than merchandising such as ethnic festivals, etc.

APPENDIX D

Community Organizations Survey and Results

As part of the community input process, a survey was distributed to forty nine (49) nonprofit, educational and community service organizations. The following community groups responded to this survey: Los Altos-Mountain View Pony Baseball; St. Joseph's School; St. Athanasius Catholic Church; Yew-Chung International School; Shoreline Community Church; West Valley Dog Training Club; Friends of Deer Hollow Farm; Friends of Stevens Creek Trail; and, Huff School.

Summary of Community Organization Questions and Responses

1. What would you say the Mountain View community does best for its families, adults, youth, seniors, businesses and visitors?

- Provides a safe, healthy and inviting environment to live, work, play and thrive.
- Beautiful parks, open space, bike lanes and paths.
- Great facilities: Deer Hollow Farm, space for classes, events and activities, library, teen center, schools private and public.
- Many excellent community/quality of life programs: adult education, parks, recreation programs, Senior Center, sports programs.
- Collaboration with education and private agencies.
- Funding for programs.

2. What change or improvement would you identify as the highest priority to meet the current recreation and community service needs for the Mountain View residents?

- Additional facilities: playing fields, gymnasium, satellite recreation center, extend Stevens Creek Trail, parking at Mountain View Community Center.
- Address barriers to participation: lower fees, access, restrictions on use.
- Increase emphasis on low-income youth, gang prevention programs, social services.
- Increase sports opportunities for seniors.

3. What are the most important issues or challenges facing the Mountain View community in the next ten years?

- Affordable housing; education of low-income students; child care; access to affordable health care.
- Maintaining a good environment in the face of growing population and traffic.
- Turning today's youth into responsible, healthy and environmentally aware adults. We think Deer Hollow Farm can be a factor with the enthusiastic support of the volunteers. In addition, after-school programs, youth sports.
- Maintain access to parks and open space at a reasonable cost to allow us to continue to hold classes.
- Family issues—divorce, single-parent homes, how to parent, marriage workshops; youth issues—finishing school, drugs, gangs, sex, teen pregnancy.
- Lack of affordable housing; gang-related crime and violence; decreasing rental units due to condominium conversion.
- Appropriate housing, traffic planning, emergency preparedness—and community awareness of same. Open areas for kids to play and relax.
- Field space for youth activities.

4. Describe the characteristics or qualities that you feel are most important to support or strengthen in the future of Mountain View.

- Collaboration; proactive discussion with diverse constituency; early and continuing programming for high-risk students.
- Public spaces and services.
- Youth activities; downtown community events; alternatives to cars (support of bikes, trails, Caltrain, light rail); keeping high-tech companies in tax base.
- Continued open and friendly environment for people and their dogs.
- Support families—educational programs.
- Small-town feel; economically diverse population; safe parks and streets; public services to those in need.

APPENDIX D continued

- Serving all of our families—so sense of service to all of Mountain View; expertise in planning sound recreational opportunities, sensible growth; ethics at all times when making decisions that impact the citizenry.

5. Would you like to give any other thoughts or comments that you feel are important to include in the Mountain View Recreation Plan?

- We obviously hope that Deer Hollow Farm remains in your plan. In general, supporting youth (particularly low income) and the environment are important to us. Besides being board members, we are all teaching docents and see firsthand the effects on apartment-dwelling children this exposure to nature.
- I am new to the community and have enjoyed it so far.
- Need more parks in high-density housing areas.
- I think your 10-year plan efforts is great—I have lived here all my life, love Mountain View, would love to help in some way.
- More funding for field improvements.

6. What do you consider the most important benefits a participant should gain when and after participating in recreational activities?

- Physical and mental fitness; social connections; appreciation for teamwork and self-improvement.
- Sense of health and community connection.
- Exercise, getting along or adapting to a different environment (whether it is in a team sport, a swimming pool or a hike), learning.
- Learning; fitness.
- Teamwork; exploring various activities and sports; sportsmanship.
- Sense of community with fellow citizens; increased knowledge and skill level; improved health.
- Sense of team, of belonging; enjoyment of environment; relaxation; family fun.
- Clean, safe and well-maintained facilities.

7. What do you consider the most important recreation programs to be added? What do you consider the most important facilities to be added?

- Programs: outreach; affordability; sports for seniors; gang prevention;
- Facilities: Satellite recreation facilities; playing fields; adequate parking; upgraded lighting open on holidays;
- Open Rengstorff Pool on Memorial Day. Keep open on weekends through September for public use; more gang prevention—working with Police Department.
- More playing fields.
- Baseball fields would be the most needed facilities.

APPENDIX E

Program Participant Survey and Results

October 26, 2006

As a part of the community input process for the Recreation Plan, a participant survey was mailed to over 1,300 participants of City of Mountain View recreation classes. The survey was also included in the fall 2006 Recreation Activity Guide and printed in the August 4, 2006 edition of the Mountain View Voice. Two hundred fifty-one (251) surveys were returned.

Respondents often gave more than one answer per question, resulting in more responses than surveys returned. In some answers, the underlying meaning of the answer was interpreted to create succinct categories and aid in analysis. A summary of these answers is provided below:

1. What would you say the Mountain View community does best for its families, adults, youth, seniors, businesses and visitors?

• Parks	53
• Variety of recreational programs/activities	53
• Library	35
• Quality of recreational programs	34
• Affordable and well priced programs	25
• Concerts/entertainment/festivals	18
• Pool facilities and swim programs	16
• Provides community feeling	14
• Relaxing and safe environment	13
• Schools, after-school programs, classes	12
• Staff easy to work with and friendly	10
• Local business and transportation	10
• Open space for recreation	7
• Diversity of age groups in programs	7
• Performance facilities	6
• Arts and music programs	5
• Recreational facilities	4
• Senior Center and programs	4

2. What change or improvement would you identify as the highest priority to meet the current recreation and community service needs of Mountain View residents?

• Increase recreation programs and expand recreation schedule ..	36
• Increase number of parks; fields and make park improvements	28
• Preserve open space	16
• Extend swim hours	13
• Year-round swimming/pool open for longer period	12
• Utilize additional parks for programs	9
• Additional youth sports	9
• Build an aquatic complex	8
• More after-school programs for middle school and high school ..	7
• Educational activities, classes	7
• Adult classes and sports	7
• Improve/relocate/remodel Community Center	6
• Increase hours and have later times for recreation programs ...	5
• Build a bike and running path	5
• More exercise facilities	5
• Update/remodel current pools	5
• Quality instructors	5
• Safety	3
• Affordability	3
• Lego Camps	3
• More gyms	3
• Child care/preschool	2
• Squirrel issue	2
• Indoor pool	1
• More Spanish-speaking services	1
• Gymnastics	1

APPENDIX E continued

3. What are the most important issues or challenging facing the Mountain View community during the next ten years?

- Affordable housing/housing issues..... 32
- Population growth/space for programs..... 30
- Traffic issues/transit..... 19
- Maintain open space..... 17
- Effective school system/improve public schools..... 13
- Create additional parks/expand existing parks..... 11
- Affordability of area/income/wealth gap/programs..... 11
- Additional athletic facilities..... 10
- Improve/maintain current programs..... 10
- More activities/programs for teens/new teen center..... 9
- Crime..... 8
- Environmental concerns..... 7
- Maintain a safe and clean environment..... 6
- Health issues and quality of life..... 6
- Diversity issues/language..... 5
- Education of youth..... 4
- Additional/affordable child-care programs..... 4
- Quality of neighborhood..... 3
- Budget issues..... 3
- More entertainment downtown..... 1
- Preserve the pumpkin patch..... 1
- More parking at the Recreation Center..... 1
- Improve services for special-needs kids..... 1
- Day worker support..... 1

4. Identify what you consider the benefits residents are seeking when participating in parks, recreation and community service activities. List as many as you feel are important to be considered?

- Educational/learning..... 41
- Socialization/friends..... 34
- Affordable..... 33
- Exercise/physical activity..... 25
- Community building..... 22
- Safety..... 18
- Outdoor activity..... 18
- Health benefits..... 17
- Fun..... 17
- Qualified staff/programs..... 13
- More parks/clean parks/shade..... 12
- Location/proximity..... 10
- Open space..... 9
- Diversity (racial and age)..... 8
- Family activities..... 8
- Relaxing..... 8
- Clean..... 7
- More programs..... 5
- Pool access..... 4
- Child-care issues..... 3
- Half-day summer programs..... 3
- Traffic..... 2
- Music and Art..... 2

APPENDIX E continued

5. If you were to name one program needed for Mountain View residents, what would that program be and why?

- More teen activities/locations/after-school programs 16
- More adult classes 13
- Additional Tiny Tot (5 and under) recreation programs 9
- Child care/free preschool 9
- Additional youth sports 8
- Year-round swimming/more dates 8
- Language classes for kids 7
- Longer hours at pool 6
- More summer camps and camps for special education kids 6
- Open Space 4
- Additional gyms for weights 4
- Community Outreach 4
- Youth concerts/more concerts in park/movies 4
- Parks 4
- Ballet/Dance 3
- Nature programs/awareness 3
- Bike lanes/trails 3
- First-aid classes 2
- Performing Arts/arts and music classes 2
- Senior sports league 2
- Fourth of July event/more community events 2
- Safety 1
- Cooking/art classes for kids 1
- More community gardens/garden club/greenhouse 1
- Family events 1
- Horseback riding 1
- Masters Swim Club (Adult) 1
- Improve youth education 1
- Gymnastics 1

6. If you were to name one facility needed for Mountain View residents, what would that facility be and why?

- Indoor Pool/Slide/Lazy River 16
- More sports fields 14
- New gym for weights/gymnastics/courts 14
- New Community Center/location/renovation 9
- New Teen Center 9
- Open space and parks 8
- Additional pool/remodel current 8
- Water parks 6
- Child-care center 6
- Birthday party place/family recreation location 4
- Recreation swim year-round 3
- Soft running/biking surface paths 3
- Another dog park 3
- Tennis courts 3
- New skate park 2
- Better transportation 2
- Thrift store/mall/more stores 2
- Recreation facility at Whisman 1
- Longer hours and programs during school year 1
- Day worker place 1
- Community Garden 1
- Bathroom at parks 1
- Multicultural center 1
- Children's museum 1

APPENDIX F

Stakeholder Interview Report

City of Mountain View Recreation Plan Stakeholder Interview Summary Report

Draft #1 June 22, 2006

Introduction

This report summarizes the results of the “stakeholder interviews” conducted as part of the public outreach activities of the City of Mountain View Recreation Plan. The interviews provided assessment of the key issues, perceptions and opinions in the Mountain View community through one-on-one interviews and roundtable discussions involving no more than three stakeholders. The information derived from the interviews is folded into Phase I of the three-phase planning process. Phase I includes the data collection, which involves the overall public input process that identifies the needs of the community, related to parks, recreation and community services. Phase II will include review and analysis of the data and Phase III will be the development of the Recreation Plan document with recommendations.

For the purposes of this report, parks comprise the public infrastructure that includes parks, community centers, senior centers, trails, sports fields, open space, skate parks, playgrounds, wilderness or nature areas, etc. These facilities are essential to preserve the environment, promote health and wellness, create places for families and the community to gather, as well as become anchors to the community or neighborhood, strengthening the sense of pride and belonging residents have to each other and their city.

“Programs” and “community services” in this report refer to recreational activities that are designed and delivered to promote youth development, health and wellness, lifelong learning, safety and security, economic development, sense of belonging and strong community for all age groups. Recreation and community services are an important

consideration relative to park spaces as they serve to connect people to people and people to places, unique to their community.

The stakeholder interviews provided a forum for direct and candid dialogue about the Recreation Plan. It was an opportunity for individuals that have a vested interest in the success of this Plan to become connected to the process and to assist in providing input as to the key issues, opportunities and community concerns. They gave input as to the role they envision the Recreation Plan will play in supporting the community by mitigating issues and supporting residents’ quality of life.

Process Overview

Interviews were conducted in one-on-one or not more than three in a discussion formats. They were held on Wednesday, June 7, and Thursday, June 8, 2006. Each of the interviews were conducted over a period of 45 to 60 minutes. Twenty-nine (29) interview sessions were held with a total of thirty-one (31) stakeholders being interviewed.

Selection of Interviewees

Interviewees were selected by staff and were determined based on their interest in parks and recreation for their community. They were also selected on the basis of their insight and/or knowledge about the community related to parks, recreation and community services. Although there are many individuals in the community that can fit this framework, it is seen as only a first step of many to collect information from residents. A list of those interviewed is attached to this report.

Common Themes and Issues

Common themes began to emerge from the stakeholders as the process evolved. As a way to organize the discussions and this report, those themes have been summarized and are listed below by each of the questions posed during the interviews.

It is important to note at times the interviews became informal discussions going outside of the intent of the question. Consequently, these responses were not included in this question's summary. This information, however, will be integrated into other aspects of this recreation planning process as well as this report, where appropriate.

- 1. What are the most important community characteristics that make Mountain View a great place to live, work and play?**
- 2. What do you consider the most important issues facing the Mountain View community that can have a negative impact on those important characteristics we just discussed?**
- 3. In what ways can parks, recreation and community services support the community as well as mitigate those issues?**
- 4. What is the most important goal for the Recreation Plan to achieve?**
- 5. Identify one program most important to have recommended as a part of the Recreation Plan process.**
- 6. Identify one facility most important to have recommended as a part of the Recreation Plan process.**

Stakeholder Interviews

The following lists the stakeholder responses for each question posed.

Stakeholder Questions and Responses

- 1. What are the most important community characteristics that make Mountain View a great place to live, work and play?**

PLEASE NOTE: Responses for this question have been categorized into two areas; one for community characteristics and the second category for amenities.

Characteristics

Community characteristics can be defined as the social aspects of a community that make it desirable.

- Small-town atmosphere
- Sense of community
- Walkable
- People are friendly
- A real little place
- Lots of community gathering places
- Friendly place
- Cozy, small-town feel
- Friendly
- Perceived as very safe
- Gorgeous
- Small community feeling
- A jewel that is diverse but maintains a hometown feel, down to earth, not snooty
- Friendlier, less pretentious than some of our neighboring cities
- A safe place to raise a family
- Progressive politics
- A great place to relax
- Good place to raise families
- Diversity
- Unique sense of place
- Safe
- Leadership with a vision
- Strong sense of community

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Amenities

Amenities are those features of the community that are more physical in nature or are a result of some physical attribute.

- Full-service community taken care by professionals
- Clean
- Service groups and individuals collaborate to provide services
- People are involved
- Trees, parks, athletic fields
- A beautiful, clean place
- Great downtown
- Revitalized downtown
- Central downtown area
- Architecture is very good
- Approachable, friendly government that is knowledgeable
- Nice trails and parks
- Kids are successful because of schools
- Library events
- Parks are great
- A lot of neighborhood parks
- Green space opportunity
- Increased access to open space
- People value and care for diversity
- A lot of land such as Shoreline
- Don't have to travel far to get to facilities
- Impressed with community collaboration to help kids
- Accessible government
- Healthy kids
- Everyone works together.
- City Government
- Good collaboration amongst service providers
- Best managed city in the area
- Downtown
- Performing arts—fabulous shows
- Castro Street is a fun place
- Festivals
- Families come to see Mountain View because of the festivals
- Transportation is good
- Shoreline Park
- Great downtown with good restaurants and shopping
- Green and well, beautifully landscaped
- Very wise and thoughtful City government, strategically efficient with fiscal resources
- Huge corporations raise credibility of community to attract other business
- Groups come together to collaborate to provide services
- Kids are exposed to different cultures
- A very collaborative community
- People volunteer for their community
- Engaged and participatory citizenry
- High value on organized sports
- Programs are affordable
- Government appreciates value of having bilingual staff
- City is a resource for jobs

2. What do you consider the most important issues facing the Mountain View community that can have a negative impact on those important characteristics we just discussed?

- Population
- Gangs
- Building is increasing high density
- Not linking neighborhoods with high density of building
- Access is limited
- Good planning is not occurring
- More on how to get services to people
- Housing is not affordable
- Health and wellness
- Status issue relative to neighboring cities
- Mom-and-pop stores cannot compete with box stores
- New people that are coming in have a huge learning curve
- Closing of Slater and drawing of lines for schools
- Disaffected youth
- Gangs and crime
- Staff that are not educated in recreation
- Poverty in the community
- Substance abuse
- Castro Valley neighborhood and school
- High-density housing and population
- Unsupervised kids
- Competing needs for same resources which are limited
- High level of transient population
- Second-language issues
- Increased outreach to community
- Population is increasing for high schools
- More people are sending their children to private schools
- People are working more—overscheduled
- No activities for teens
- Need to increase activities for kids
- Kids need to have a place to hang out
- Need increased staff for school resource officer program
- Cost of living is rising, level of income is declining
- Declining resources

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- No long range plans for youth
- Increased access to school sites for programs and services
- Staying current with community needs—change is occurring too quickly
- Loss of space, losing land
- Mix between private and public access to land
- Balance of single-family houses and apartments
- Affordable housing
- Diversity is being impacted as a result of unaffordable housing
- Increased crime with youth gangs
- Drugs
- Loss of any large businesses
- High cost of living/housing is not affordable
- Having a good understanding of different ethnic group's culture and engaging them in the process
- Dual-income families working three to four jobs to survive
- Challenges for youth and gangs
- Unsupervised youth
- Uninvolved/over involved parents
- Children's health
- Traditional sports don't work for all of today's kids
- Split division of socioeconomic community—haves/have nots
- Cost of living, affordable housing
- Employee base is declining due to housing costs
- Losing our diversity
- Lack of parent involvement because they have to hold so many jobs to live
- Housing is too expensive for young families
- Some neighborhoods may have gang issues
- Some immigrant groups may be taking advantage of the social welfare system

3. In what ways can parks, recreation and community services support the community as well as mitigate those issues?

- Great open space plan
- Small park serves as a gathering place for neighborhoods
- Promote sense of community/belonging
- Sense of community promotes safety for all
- Beef up teen programs, places that are “cool” for them to go
- People don't know about the programs
- Need more publicity
- Bookmobile is being nixed in neighborhoods—help to restart this valuable program

- Bring community to safe gathering places to grow, learn and interact
- Maintain what we do have
- Continue after-school programs
- More input from youth at high school level
- Increase programs for youth at high school level
- More recreational, less competitive sports
- Innovative ways to provide services and programs—think out of the box!
- Increased efficiency with field maintenance
- Promote quality of life
- Serving families
- Good places to go
- Improve and increase walkability throughout City
- Have a vision emphasizing sports, academics, arts and music targeting third, fourth and fifth graders
- Increase role of collaborator developing a community connected web of services
- Kids need a place and/or programs that are activity based for out-of-school time—Library is not always a good place for them because they have too much energy to sit and read, homework
- Diversion programs to keep kids out of trouble
- Mobile recreation
- Develop/expand neighborhood park system
- More parks like Mercy/Bush Park
- Collaborate more on special events to market and promote a vibrant downtown
- Establish a stronger, more active voice for youth—youth advisory group(s)
- Increase intern opportunities at school sites

4. What is the most important goal for the Recreation Plan to achieve?

- A new community building
- Increase involvement and accessibility
- Staffing needs to be increased relative to more services
- More programs at Deer Hollow Farm
- Increased ranger programs
- Ongoing systematic evaluation and assessment should be conducted
- Respond with evaluative criteria
- Reclaiming and identifying additional areas for public use (Old Sears at San Antonio Road and El Camino Real)
- Supporting young adults and families
- Develop a position that is a community coordinator of resources and services that are connected towards a common vision

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- Staff will have a tool that will help them systematically determine programs
- Creation of an advocacy group
- Be a document that is flexible as possible
- Active programs for youth
- Knowledgeable and skilled staff that are bilingual.
- Have PAL collaborate more with the youth programs
- Serve those at the local level first
- Priority to residents for their public services and facilities
- Keep everything affordable
- Language-sensitive publicity and programs
- Continue to maintain what Recreation has built, strengthen it
- Expand after-school programs

5. Identify one program most important to have recommended as a part of the Recreation Plan process.

- Increase before- and after-school programs for preschool youth (summer too!)
- Parent and child interactive events and programs at a school site in the evenings
- Keep Leadership In Training Program—Strengthen it/expand, it is great!
- Maintenance of athletic fields should be done by staff, not volunteers
- Increase after-school activities that are diverse and accessible for all
- PAL program collaboration increased participation
- Weekly movies in the park
- Drop-in care with extended hours for commuting parents that work in Mountain View but live somewhere else
- Dance lessons
- More events that will bring people into the community to spend their money
- After-school activities for latchkey youth
- Help parents that have two to three jobs and have young families
- Parent-education that is an outreach program
- Mobile recreation
- Programs for school-aged youth 17 to 24 years
- Need organizational capacity to expand services
- Increase programming for teens
- Direct family services, resources and referral
- Events and activities that engage families and strengthen them
- Dance
- Spanish-speaking instructors

- A team to identify how to get healthy foods and healthy eating habits at after- school programs and sports activities
- Bring in a jazz concert
- Dance for all age groups

6. Identify one facility most important to have recommended as a part of the Recreation Plan process.

- A new community center
- Increase barbeques
- One (1) 90' baseball (Bobby Sox complex at Shoreline)
- Downtown teen center
- Field out at Shoreline
- Long-term plan for youth facilities
- Youth day-care facility
- An intergenerational community center
- A new community center building that displays community values like the new Library—sense of civic pride
- A teen center like Santa Clara
- Space for youth sports—it is a crunch to get into existing sports/athletic facilities
- Transportation to Shoreline park
- A youth bus
- More classroom space
- A larger stage for downtown where schools can have large performing arts events
- Put another restaurant at the Shoreline park or a food court

APPENDIX G

Trends Analysis

City of Mountain View Community Services Department

Trends Analysis

Recreation Division—Recreation Plan

August 10, 2006

Prepared by Dr. Ellen O'Sullivan

LEISURE LIFESTYLE CONSULTING in association with PDG & Associates

Trends and Projections: Mountain View, California

What will the future of parks and recreation be in Mountain View, California? That's a good question, but one that is challenge laden. The amount of time and money available for discretionary pursuits as well as the nature of those choices will reflect the changes within the world in which we live. So the better question would be "how will the world change and evolve over the ensuing years and influence the lives of people?" This query leads us to the real area of our interest in parks and recreation; another good question with no absolutes. "How these changing patterns and preferences can be highlighted as a way of possibly projecting the role(s) parks and recreation will play in the future as well as the needs and interests of people."

Park and recreation trends don't spring out of nowhere. Rather than reflect the myriad of shifts and changes within society and the world that ultimately make a difference upon how people live, work, learn, and play. It is these types of changes that will be used to develop a list of possible directions, challenges, and opportunities for the field.

Within this section:

Who Will We Be?

- Comparisons City, County, State, and Country on Key Factors
- Population Projections: Planning for California's Future
- Four Megatrends in California's Future

How and Where Will People Live?

- Where Will We Live?
- How Will We Live?
- Beyond Geographies
- General Living Options

Other Factors: Live, Work, and Play

- Trends Shaping Product Choices
- Time Element within Leisure Time
- Family Life
- Home Ownership
- Updates related to Children
- Growing Role of Immigration
- New Life Patterns
- Youth at Risk
- Shifts in the Working World
- Legal and Political Trends
- People's Preferences for Places and Spaces
- Leisure Patterns and Preferences
- Non-Obesity Health Issues

While trends are a critical aspect of making projections and plans for the future, they also need to be placed within a specific context. One starting point for that context is to identify the ways in which a community may be different and/or similar from the rest of the world. In this case, the rest of the world includes the Census 2000 demographics for the United States, the State of California, Santa Clara County, and the city of Mountain View.

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Listed below are a few ways in which Mountain View, as a community, differs from the general population of the United States and California:

Factor	United States	California	Santa Clara County	Mountain View
Population Change (1990-2000)	13.1%	13.6%	12.4%	6.0%
White Persons	75.1%	59.5%	53.8%	63.8%
Black	12.3%	6.7%	2.8%	2.5%
Asian	3.6%	10.9%	25.6%	20.7%
Latino	12.5%	32.4%	24.0%	18.3%
Persons under 5	6.8%	7.3%	7.1%	6.0%
Persons under 18	25.7%	27.3%	24.7%	18.0%
Persons 65+	12.4%	10.6%	9.5%	10.5%
Living in Same House (1995-2000)	54.1%	50.2%	51.2%	42.6%
% Foreign Born	11.1%	26.2%	34.1%	35.0%
Language other than English	17.9%	39.5%	45.4%	39.9%
High School Graduates	80.4%	76.8%	83.4%	89.0%
Bachelor's Degrees +	24.4%	26.6%	40.5%	55.3%
Homeownership	66.2%	56.9%	59.8%	41.4%
Multi-unit structures	26.4%	31.4%	31.6%	31.4%
Persons per household	2.59	2.87	2.92	2.25
Median household Income (1999)	\$41,994	\$47,493	\$74,335	\$69,362
Per capita Income (1999)	\$21,711	\$21,587	\$32,795	\$39,693
Poverty Level (1999)	12.4%	14.2%	7.5%	6.8%
Persons per square mile	79.6	217.2	1,303.6	5,861.4

Similarities and Differences

Mountain View is growing at a much slower pace than the rest of the country, state, and county much of that likely dictated by available building opportunities. While it is growing more slowly, its population differs significantly from the rest of the country. While it has a lower percentage of White residents than does the United States overall, its percentage of that group is higher than it is for the state and county. There are half as many Blacks in California as there is in the rest of the United States and Santa Clara County and Mountain View have an even smaller percentage of that population.

The percentage of the Asian population in the United States is under 4% in contrast to the percentage of Asians living in both Santa Clara County and Mountain View. While it has a higher percentage of Asians

than does the State of California overall its percentage of Latino is quite a bit smaller than the percentage for both the state and country at 32% and 12% respectively.

Mountain View is distinct and unique from the rest of the country and the State of California in other ways as well. It has less mobility than the country, state, and county and has a largest percentage of households with foreign born individuals at 35%, a rate 3 times as high as that of the country but very similar to the other communities in Santa Clara County. Similar percentages reflect the number of households where a language other than English is spoken at home.

The community has more residents that are foreign born and fewer people living in the same houses over a five year period than the rest of the country, but it has over double the percentage of individuals

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holding bachelor's degrees or higher. This high level of educational attainment may help explain the smaller size of households and higher than average incomes, but is somewhat contrary with percentages of home ownership.

One of the most overwhelming differences included within 2000 Census data relates to the number of persons living per square mile within the community. On a national level, the percentage is 79.6 persons per square mile. This low density across the country is not reflected in a more compact California at 217 persons per square mile. The rates for Santa Clara County sharply contract with both the country and the state at 1,303, but when compared with the rate in Mountain View of 5,861 persons per square mile, then Santa Clara County appears to be almost spacious.

Population Projections: Planning for California's Future

Since planning requires a clearer picture of the future, there is current information and projections being made for 2020 and beyond. The following population projections—while always subject to unexpected circumstances or events—have been compiled from a variety of sources to serve as a springboard for future planning in California. Again, there is the caution that this information should be reviewed in light of the ways in which California will grow and develop in ways that are different for the rest of the country, but Mountain View being different from other communities in California will need to adjust accordingly.

Unlike the rest of the nation, California will find itself in a vastly different situation from the rest of the country and some parts of the situation may be challenging. For instance ... California...

- may find itself in the unenviable position of providing services to a population that is concentrated at both ends of the age spectrum, both youth and the elderly
- is experiencing an exodus of current residents to other states while adding more international immigrants
- has fewer residents covered by pensions than other states

Size of Population

California will remain the most populous state during the 1993-2020 period BUT some of the projections will include...

- adding over 16 million persons, boosting its share of the nation's population from 12% to 15%.

- experiencing a net loss of 4 million internal migrants to other states
- adding 10 million international migrants (39 percent of the nation's total)
- experiencing twice as many births as deaths (20 million versus 8 million)

Ethnic and Racial Projections include...

- the White population (255 million in the nation by the year 2020) in the South and West should account for 89 percent of the 40 million Whites added to the United States
- California will be among the five most populous states for Whites
- California would contain the largest shares of the nation's Blacks
- The Asian and Pacific Islander population (23 million in the nation by 2020) is projected to be the fastest growing race group in all regions and California is expected to be home to the largest share of the nation's Asians and Pacific Islanders (almost 10 million by 2020)
- The American Indian, Eskimo, and Aleut population (3 million in the nation by 2020) is projected to be the second fastest growing population in the West from 1993 to 2020 and California along with Arizona, Oklahoma, New Mexico, and Alaska in total will be home to 52 percent of the American Indian, Eskimo, and Aleut population in 2020.
- the Hispanic population should account for more than a third of the growth in the country; California would not only have the most Hispanics but also the largest gain with more than 17 million by 2020

Age Group Changes

The proportion of youth should decline as the elderly population increases in all states. This projection is not anticipated to hold true for California; see stats listed in next section and current patterns in Mountain View don't support this projection.

Most of the projected growth of the elderly population (65 years old and over) will be concentrated in the West and South Eight States—Nevada, Arizona, Colorado, Washington, Georgia, Utah, Alaska, and California should experience a doubling in their number of elderly.

(Source: U.S. Census Bureau, Population Division and Housing and Household Economic Statistics Division)

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Gold States Go Silver

Graying in the Golden State: Demographic and Economic Trends of Older Californians, by Sonya Tafoya and Hans Johnson identify the following projections by 2030:

- One in every three Californians will be over the age of 50
- the proportion of those over 65 will have increased to 17% from 11% in 1998
- the population of people over 65 in California will grow from 36 million to 8.9 million
- the graying of California will be accompanied by an increase in the number of children; a situation not experienced by most other states in the country.
- only about half of all jobs in California offer pension and retirement plan benefits, significantly less than in the rest of the nation

(Source: *Public Policy Institute of California*)

The Old Get Older

Older people continue to become older and that trend will have even greater impact in future years. For instance...

- the oldest old age group in California (age 85 years and over) was 7% of the elderly population in 1990 as compared to only 2.6% in 1950.
- between 2030 and 2040, when the first of the Baby Boom generation reaches age 85, the percent of elderly who are in the oldest age group will reach 14%.

(Source: *California Department of Aging*)

Four Megatrends in California's Future

The review of Census data 2000 when coupled with population projections available from various State of California sources seems to identify four megatrends in California's future. Four demographically directed trends included the following:

Trend #1: Serving Two Masters—Both Old and Young

California will face the unique situation of having to provide programs and services for two large cohort groups: youth and older adults. The rest of the United States is not projected to have this same challenge.

- Expected increase in the number of Californians age 65 or older by 2020: 71% (Source: *The California Budget Project*)

- California will experience twice as many births as deaths (20 million versus 8 million)

(Source: *U.S. Census Bureau; Population Division and Housing and Household Economic Statistics Division*)

Trend #2: Heading Out and Coming In— Current residents OUT and International Immigrants IN

Many long time residents of California are leaving the state often due to more inexpensive retirement or less growth and congestion. When you couple this pattern with an ever-increasing number of immigrants into California, it will make for a change in demographics for certain.

- Net loss of 4 million internal migrants from California to other states
- Adding 10 million international migrants to California (39 percent of the nation's total)
- LA between 2000 and 2004 -64,928 whites and +456,838 non-whites (The Brookings Institute)

Trend #3: It's About the \$\$\$\$\$

California has long been regarded as being an expensive area to live, work, and play. That perception and pattern will likely continue.

- High cost of living in California
- Fewer residents covered by pensions than other states (Public Policy Institute of California)
- The large percentage of uninsured people living in California; 32% in Imperial and 17.5% in San Diego. The national average is 14.2%; somebody has to pick up the cost of health care for the uninsured

Trend #4: The Two Californias: Norcal and Southland

There has always been two Californias as the northern and southern portion of the State are divided on the basis of politics, climate, and business opportunities. The newly projected version of two Californias includes the following: Norcal which incorporates the expanded San Francisco and Sacramento area, and Southland which includes not only Los Angeles but Las Vegas as well.

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How and Where Will We Live?

Where will we live? Will there be different parts of the country growing in population and popularity while other regions decrease? How will we live? Will we be more likely to live alone or in larger, extended groups of friends and families?

There are a number of aspects that influence where people live. One of those key aspects is the economy. People cannot live in areas where they cannot find employment that supports their basic needs. This economic necessity related to work results in two different patterns: rapid growth in areas where a strong economy flourishes and out-migration from areas where people cannot afford to sustain themselves or a preferred standard of living.

Where Will We Live?

Economic research estimates that the United States is poised to embark upon a sizeable growth spurt with \$25 trillion being expended by 2030 which represents more than twice the size of the current economy in the country. Planner Robert Lang predicts that the majority of this investment will be made in 10 major metropolitan areas that he calls "megapolitans." These megapolitans will consist of surging growth in areas that often cross state boundaries and sometimes follow major highways. The ten megapolitans as identified include: Cascadia (Seattle, Portland); Norcal (Sacramento and San Francisco); Southland (Los Angeles, Las Vegas); Valley of the Sun (Phoenix, Tucson); Gulf Coast Belt (Houston, New Orleans); Atlantic Seaboard (Boston, New York City, Washington); the 85 Corridor (Raleigh-Durham, Atlanta); Southern Florida (Tampa, Miami); Great Lakes Horseshoe (Chicago, Detroit, Pittsburgh), the 35 Corridor (San Antonio, Dallas, Kansas City). http://money.cnn.com/magazines/business2business2_archive/2005/11/01/8362829/index.htm

There is little doubt that certain areas of the country will experience population increases while other areas will find themselves plagued by outward migration of their residents. It has been occurring over the last few decades as evidenced by certain states losing Congressional representation while the mega-states such as California, Florida, and Texas gain greater representation.

Some interesting things have been occurring. There also appear to be disconnects related to proportions of diversity spread throughout the United States with large number of various ethnic groups represented in only certain parts of the nation while other segments of the country remain largely untouched by growing diversity. For example, the

percentage of foreign born individuals living in the United States counted in the last Census was 11% while the percentage for California and New York were 26% and 20% and at the other end of the spectrum were states similar to Vermont and South Dakota with foreign born percentages of under 4% and under 2%

Beyond Geographic Location

The choice of locations within metropolitan areas is changing as well. In areas of the country with increasing growth and high priced housing, people are moving beyond the suburbs of these urban centers creating new pockets of growth. As suburbs become more expensive and acquire some of the similar issues of urban areas, the further migration is quite understandable.

The excitement of the 90s with the rebirth of America's cities may have been a bit premature. While the relocation of young professionals and empty-nest suburbanites has occurred, it is not as widespread as initially projected.

How Will We Live

The size of households has gotten smaller in this country as the number of people living alone has risen. There is likely to be some interesting shifts in this category as the aging of parents and the traditions of new cultures in this country may give rise to more extended family living situations with three generations under one roof; at the same time, the number of non-family households may grow and become more varied as aging non-related, single baby boomers form households for economic and social reasons and immigrants entering this country through the more traditional coastal gateways find that they need to put a number of families under one roof to survive.

General Living Options

The choice of locations within metropolitan areas is changing as well. In areas of the country with increasing growth and high priced housing such as Mountain View, people are moving beyond the suburbs of these urban centers creating new pockets of growth. As suburbs become more expensive and acquire some of the similar issues of urban areas, the further migration is quite understandable.

The size of households has gotten smaller in this country as the number of people living alone has risen. There are likely to be some interesting shifts in this category as the aging of parents and the traditions of new cultures in this country may give rise to more extended family living situations with three generations under one roof. At the same time, the number of non-family households may grow and become more varied

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as aging non-related, single baby boomers form households for economic and social reasons and immigrants entering this country through the more traditional coastal gateways find that they need to put a number of families under one roof to survive.

Implications for Mountain View

Mountain View finds itself located in the hub of Norcal, that metro region that will soon extend from the northern coast of California to Sacramento with the following projections:

- 35%+ increase in population
- 39+ increase in new jobs
- 29+ new homes
- 121+ in office space
- action is moving east from Bay Area;
- Sacramento metro region will build more housing and office space in the next 25 years than any other Western metro city except Las Vegas
- skilled workers in the Bay Area moving east to cheaper exurbs
- neurotechnology (pharmaceuticals with computers)

http://moneycnn.com/magazmesibusiness2business2_archive/2005/11/01_8362829/index.htm

Mountain View is potentially subject to little additional growth due to its physical size as well as the cost of housing. The cost of housing is the main impetus for people moving east from San Francisco and the building and population shifting towards Sacramento.

An additional factor of interest is household status. Over 35% of householders in Mountain View live alone and when you subtract the 7% who are over 65 from that group you find yourself with nearly 29% of your households consisting of a single adult. Of the households with two or more people living within them, 39% of these are households with children under the ages of 18 living there. This results in approximately an additional group of 25% who are adults with no children under the age of 18 living at home. This makes for an interesting lifestyle profile when you need to plan for such different groups:

- Single Adults, Living Alone (29%)
- Older Single Adults, Living Alone (7%)
- Households and Families with Children under 18 (39%)
- Couples with no Children under 18 (25%)

Couples with no children at home certainly don't have some of the obligations and leisure patterns of those with young children in the home yet they may not be looking for the same types of opportunities as the single adults living on their own.

Leisure Pursuits: Expenditures in Mountain View

There are a variety of factors that predict future behavior. One of those major factors is current buying and participation factors as predictors of future behavior. This holds true for leisure time choices as well. In this ensuing section, please find information related to patterns and projected patterns related to behavior.

One factor that significantly influences and predicts leisure time behavior is income. The above-average income levels in Mountain View suggest ample funds available for discretionary spending. However, research suggests that higher income can serve as competing factor for discretionary time. It appears as if people with lower incomes often have more discretionary time to pursue such leisure opportunities due to higher priorities being placed upon work by higher-income wage earners or the demands of their career.

Data gathered nationwide of consumer purchases, patterns, and preferences create a picture of the lifestyle segments residing within a community and indicates the extent to which the individuals in this community are more or less likely than "the average" American to behave in certain ways.

Reviewing this information regarding the residents of Mountain View reveals some interesting patterns. For instance, residents of Mountain View are significantly more likely to...

- attend professional baseball and basketball games but not college games
- visit casinos including those in Las Vegas and Atlantic City, but not purchase lottery tickets
- eat out two or more times per week while waiting until the second week to see a newly released film
- attend dance performances and go dancing at almost equal levels
- exhibit strong preference for being both spectators and participants in music, photography, and other art forms
- play chess and other board games but not bingo or the lottery
- go kayaking but not bird watching

General Changes in How We Live, Work, and Play

Trends Shaping Product Choices

Datamonitor is a global market analyst group that has identified ten "megatrends" that the company believes will impact, influence, and shape new products and services in the coming years. Review the ten megatrends as identified by this company and imagine the implications for parks and recreation.

- **Convenience:** Any things that can save time or provide a "quick fix" rank. Important to 82% of both U.S. and European consumers. Prepared meal consumption in the United States is expected to rise from a rate of \$29 billion in 1999 to \$40 billion by 2009.
- **Health:** 90% of these same groups of consumers feel that improving health IS important. Researchers claim that in 2003-04, 64 percent of Europeans and U.S. consumers took "steps" to improve their health.
- **Age complexity:** Adults begin to act more youthful re-enacting childhood experiences while younger consumers have greater spending leverage and range of self-choice at ever-increasing young ages, making them appears to be older than they really are. "Ageless Marketing will focus upon defining products and services that are aligned with the aspirational" age of consumers, their desire to be either younger or older. This form of marketing will also attempt to target values and attitudes shared by all generational groups
- **Gender complexity:** The traditional values, attitudes, preferences, and behaviors based upon the two different genders is becoming increasingly becoming blurred. Datamonitor believes that exceptions to this blurring will prevail for such things as beer, makeup, etc.
- **Lifestage complexity:** Previously, lifestage very much related to the evolution of the nuclear family, but since nuclear families no longer stay together throughout life, such changes will give rise to more variations among lifestages. Datamonitor identified three of the most basic differences influencing the future as: (1) the extended time people may live life as a single; (2) extended life as an older adult; and (3) the presence of boomerang children of all ages.
- **Income complexity:** As luxury has been made more accessible to all, lower income and mid-income people are increasingly trying to live luxuriously on a budget. A mid-priced Mercedes-Benz would be one such example, as would the growing popularity of designer

products mass-produced for the lower and middle market places such as Target.

- **Individualism:** More than half of U.S. and European consumers felt that brands that matched their attitudes and outlook on life was an important consideration. Western societies has witnessed a large increase in the number of people who are single and such status can be related to the growing orientation of self-gratification.
- **Sensory:** People today are looking [or products and services to supply either new or more intense experiences leading to a willingness to try new things. Between 2003 and 2004, over 60 per cent of consumers in the U.S. and Europe tried food and drinks that they had never tried before.
- **Comfort:** Meatloaf and macaroni and cheese in upscale restaurants? Just responding to the growing preference or some might say demand for comfort in food and other aspects of life. Approximately, 55% of U.S. and European consumers confessed to enjoying "small indulgences to escape the pressures of everyday life."
- **Connectivity:** The escalating need to become more "connected" is the last megatrend. Datamonitor attributes this trend to the ethical side of consumption with a focus upon community belonging and demonstration of shared values. Another strong influence could very well be a myriad of factors such as email, breakdown of the nuclear family, among others.

Time Element within Leisure Time

Starting in 2003, the federal government has undertaken a new monitoring survey called the American Time Use Surveyor, ATUS for short. While this survey takes a look at how people use all hours of the day, for our purposes, we will focus upon their "leisure and sports" category.

What are we doing with our non working time?

Starting in 2003, the federal government has undertaken a new monitoring survey called the American Time Use Survey or ATUS for short. While this survey takes a look at how people use all hours of the day, for our purposes, we will focus on their "leisure and sports" category.

Overall Conclusions:

The higher the level of education and the greater the income translates into fewer hours for sports and leisure; having children at home reduces the number of hours an adult expends upon sports and leisure as well.

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Definitions Used in this Study

- Leisure and sport = sports, exercise, recreation, socializing and communicating, and all other leisure activities
- Leisure activities = watching TV, reading, relaxing, or thinking; playing computer, board or card games, using the computer for personal interests; playing or listening to music; and attending art, cultural, or entertainment events

The ATUS reports average hours per day spent in sports and leisure as well as looking at those time patterns across level of income, education, and the presence of children in a household. Some of the findings include:

- As would be expected, Americans monitored spent more time with all aspects of sports and leisure on weekends and holidays compared with weekdays: 628 hours on weekends and holidays versus 471 on weekdays.
- Lower-income individuals spend more time on sports and leisure than do higher-income individuals:

Full Time Weekly Earnings of	Weekdays	Weekends & Holidays	Total of All Days
0 - \$450	3.56	5.64	4.21
\$451- \$675	3.42	5.96	4.21
\$676-\$1,050	3.45	5.82	4.17
over \$1,050	3.05	5.70	3.84

- The higher the level of education the less time spent in sports and leisure.
- Individuals with a four year college degree spend almost 30% less time on sports and leisure than people who do not have a high school degree.
- Having children at home means that adults have less time for sports and leisure than those adults without children at home and the younger the children, the less leisure time for the parents.

(Source: http://www.bls.gov/tus/datafiles_2004.htm)

Family Life

Family Life Over-Programmed

The Alfred P. Sloan Foundation sponsored six long-term projects on family life in the United States. One of those studies conducted by UCLA at their Center for Everyday Lives of families recently completed

the first phase of their project, data collection. The researchers spent four years observing the everyday life of households in Los Angeles. These households consisted of both parents working outside the home, paying a mortgage, and having two or three school-age children and were representative of LA's diversity.

Some of the initial findings are of interest to parks and recreation as follow:

- Parents and children live virtually apart from one another during the work week with only a few hours at the end of the day to connect
- Together time is motion time with families involved with lessons, classes, games, or shopping
- Most family purchases and decisions are driven by the activities of the children; thus the popularity of the minivan
- It appears as if we are moving from a child centered to a child dominated society
- Life and relationships are over-scheduled and out-sourced with little room for spontaneity

What are families losing in this daily race to the finish? Playtime, Conversation, Courtesy, and Intimacy

(Source Study finds families enslaved by daily life, kids. Associated Press, 3/20/05)

Work, Family Life, and Leisure

Two recent books illuminate the challenges parents of either gender face when trying to balance the growing demands of the work place. With earning a living and caring for their children, a significant part of this growing challenge may relate to the dramatic change in working hours experienced over the past decades... for instance...

60% of all couples worked 82 mean hours per week in 2000 as compared with 36% working 78 mean hours in 1970

The demands placed upon workers in the United States are increasing rather than decreasing. These books cite such areas of challenges as organization of work time; gender-based nature of time norms, and changing expectations within the world of work—what is part time? what is a full work week? growth of overwork? family friendly practices? These are issues that are not likely to result in either quick or easy solutions, but they significantly impact upon "quality of life" in this country.

(Sources: *Fighting for Time: Shifting Boundaries of Work and Social Life*, Edited by Epstein and Kalleberg and *The Time Divide: Work, Family, and Gender Inequality*, Jacobs and Gerson, published by Russell Sage Foundation and Harvard University Press respectively as found in *Future Survey* 27:3, March 2005)

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Family Work Balance: Easier or Harder

An Aijon Office survey asked 546 individuals whether "it is easier to find a balance between work and family today than it was five years ago?"

- 59% of those surveyed said "NO" it is more difficult.
- 32% said. "YES"
- 5% and 4% of respondents replied "no difference" or "not sure" respectively.

Weary over the Weekends

The Great American Weekend Survey commissioned by Life contacted 1,000 adults over a weekend this past March to get a picture as to what life was like for most Americans. Some of the findings included:

- 55% of adults indicated they spend more weekend time doing what they have to do rather than what they want to do
- 47% do grocery shopping over the weekend.

Adults were asked whether they finished their weekends recharged and/or ready to return to work and the results varied by age group

- Adults ages 18 to 24 ended their weekends with 51% of them recharged and 61%, ready to go back to work, but 41% were depressed about Monday.
- While most adults of all age groups indicated that 51% finished their weekend recharged and 61% ready to return to work this was more true for adults 55 years of age and over .

Most all adults, whether married or single, with or without children, city or rural, and even red state or blue, indicated it was important to spend time with families on the weekend. Additional family weekend pursuits identified by this same Life survey included:

- Family dinner at home ranked number one among households with children; this preference was higher for white families, families with a stay-at-home parent, and families living in rural areas
- Relaxing with family and spending time with spouse or partner were chosen as "the" most important pursuits of an ideal weekend
- Actual weekend pursuits included a tie between watching TV and exercising

Home Ownership

The American dream has long been associated with home ownership and while recent levels of home ownership have climbed, all is not as seems behind the picture. Review the following:

- Four of every ten of the houses sold in this past year are either second homes or houses purchased for investment (*National Association of*

Realtors, April 2006)

- The recent housing boom in the United States has been fueled in part by people purchasing homes using adjustable rate mortgages
- Almost 25% of mortgages are of this type and went to people with troubled credit ratings.
- This month, the Federal Reserve raised the interest rates; this represent, the 15th increase since June 2004.

Updates Related to Children

The realization and the documentation around how today's children are living and growing up with fewer opportunities for physical activity and a heavier pattern for youth to spend time indoors and physically inactive. Found on the front page of the July 12 issue of *USA Today* was the article "Childhood pastimes are increasingly moving indoors."

This article by Dermis Cauchon was overshadowed only by the fear of terrorism and coverage of a Florida hurricane and included a wealth of useful information for our field. The information gathered by Dennis Cauchon that appeared on the front page of *USA Today* came from a variety of credible sources and included some of the following:

- In a typical week, 27% of youth ages 9 to 13 play organized baseball and only 6% play on their own (Centers for Disease Control)
- A child is six times more likely to play a video game than ride a bike on a typical day (Kaiser Family Foundation)
- Little League participation has declined to 2.4 million children, a 14% decrease since its peak in 1997 (NSGA survey)
- Rates of less structured sports forms such as pick-up games, catch, and pickle ball have declined nearly twice as fast as Little League (NSGA survey)
- Sales of children's' bikes have declined 21% from 2000 to 2004 (Bicycle Industry and Retailers News)
- Use of skateboards and scooters, today's possible replacement for the bicycle, reached their peak in 2001 and 2002 and have declined since that time (NSGA survey)

A *USA Today* analysis of information from the National Sporting Goods Association (NSGA) made the following comparisons in activity participation by 7 to 11 year olds between 1995 and 2004 for the following traditional sports:

Activities	1995	2004
Bicycling:	68%	47%
Swimming:	60%	42%
Baseball:	29%	22%
Fishing	25%	18%
Touch Football:	16%	10%

(*Lewis, Adrienne, USA Today, Activity in decline, July 12, 2005, 1A*)

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Further information and fuel for thought from this article:

1. In the 1960s, 4% of youth were overweight. That rate is currently 16% (CDC)
2. Studies suggest that children who spend more time outdoors have longer attention spans than children who watch a great deal of television and play video games (*Frances Kuo, Director of the Human Environment Research Laboratory, University of Illinois at Urbana-Champaign*)

The availability of all forms of multimedia makes a child's bedroom a potential outpost for indoor inactivity.

The Kaiser Foundation Study on this issue indicated the following percentages of youth ages 8 to 18 with media and technology in their bedroom included:

1. 68% have TV in their bedrooms
2. 54% have VCR or DVD
3. 49% with video-game player in bedroom
4. 31% with computers

Children of Immigrants

- Over 11 million children live in households where both parents are immigrants; 3 million of those children whose parents have immigrated within the last ten years
- The number of children living in households with immigrant parents has increased 25% over the past ten years
- These children tend to live in the South or the West
- 55% are Hispanic, 20% non-Hispanic white, and 16% are Asian
(Source: *Research Alert, December 2004*)

Fewer Latino Children

Latinos have become the largest minority group in the United States due in large part to the fact they have the highest fertility rate. According to the Public Policy Institute of California, the rate of fertility is beginning to change as Latinas are choosing to have fewer children.

- The drop in the fertility rate among Latin women dropped to 2.6 children per women in 2003. Fertility rates for this group were 2.8 in 1997 and 3.4 in 1990
- The Public Policy Institute of California reported that American-born Latinas have a fertility rate of 2.2 while immigrant Latinas have a fertility rate of 3.1
- State demographers in California recently reduced population projections for 2040 by 7 million people due to this change among Latinas

Growing Role of Immigration

New Information Bodes Well for Immigrants

Recently released Census data analysis provides additional information and insight regarding immigrants who came to the United States in this decade and other interesting findings about the role played by contact between native born Americans and immigrants. Some of the findings included:

- Birthplace of immigrants according to new Census information:
 - 53% - Latin America
 - 25% - Asia
 - 14% - Europe
 - 8% - Africa and other regions
- The adult children of Hispanic and Asian immigrants, often referred to as the second generation, are likely to have more education and greater income than their parents.
- Of the 3.4 million people age 25 and over who came here between 2000 and 2004, 30.7% were high school dropouts compared to 33.2% of the same age group between 1995 to 2000
- 34.3% of new arrivals have college or higher degrees as compared to the 32.5% who arrived in the late 1990s.
- Of the Hispanics arriving recently into the United States approximately 13% have college degrees compared to a rate of 9% in the late 90s
- Homeownership rates increase as immigrants stay in the United States and rear another generation. The rate of homeownership for 1st generation immigrants is 56% and it increased to 80% for the 2nd generation.

(Source: *USA Today, 2/22/05*)

Contact Builds Greater Acceptance

Views on immigration and immigrants differ between native-born Americans and immigrants. While that is not surprising, one of the more interesting results of a recent survey found that the more contact immigrants to this country have with native-born Americans, the greater the acceptance. This study conducted by the Kaiser Family Foundation, Harvard's Kennedy School, and National Public Radio, also revealed the following:

- 56% of immigrants indicate that recent immigration had been good for the United States; only 25% of native-born Americans agree
- 44% of native-born Americans think immigration should be cut back as compared to only 18% of immigrants
- 57% of immigrants feel that the United States should consist of different cultures while 62% of native-born Americans believe that a shared culture is preferable

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Native-born Americans who come into contact with immigrants have a different perception of immigration.

Some of those differences are revealed in the following:

- The majority of native-born Americans who indicate there are immigrants living in their cities or towns feel that immigration has not had a negative impact in their communities
- Those Americans with regular contact with immigrants are more likely to say that immigration is good for the country and the immigrants have strengthened the country

Immigrants' views on the American way of life stack up less favorably when it comes to strong families. For example:

- 47% of immigrants surveyed believe that the family unit is stronger in their native country
- only 28% think that the strength of the family is better in the United States

New Life Patterns

Adolescence: Extended Life Stage in 21st Century

The fairly permanent presence of boomeranging by young adults has prompted the realization that our current way of life has given rise to a new life stage. This new life stage spans the globe and is referred to in different terms including: youthhood, adolescence, kidults, and thresholders. Some of the more amusing terms from other parts of the world include: England's "kipper" (kids in parents' pockets eroding retirement savings); Germany's "nesthocker" meaning nest squatters, and Italy's "mamon" for young people who don't want to forgo mother's cooking.

This life stage that is playing a more significant role in modern society refers to those individuals between the ages of 18 and 25 and sometimes even beyond. The stats support the reality of this new life stage as ...

- the percentage of 26 year olds living with parents in the United States has nearly doubled since 1970 from 11% to 20%
- this group is taking longer to graduate with the average student taking five years to finish college
- education debt is growing with 66% of those surveyed in a Time Magazine poll owing over \$10,000 upon graduation
- credit card debt for this age group doubled between 1992 and 2001
- only half of Americans in their mid-20s earn enough to support a family
- almost half of Americans ages 18 - 29 talk to their parents every day; reinforcing a delayed progress towards independence

This information cited above comes from a Time Magazine cover story by Lev Grossman titled "Grow Up? Not So Fast: Meet the Twixters" from January 2005. Grossman also states in his article that this transition from youth to adult gets even more difficult as you go down the educational and economic ladder.

Young, Adult, and Asian in America

America owes its unique successes to the various waves of immigrants that chose to come to its shores. An article in TIME sheds some light on the differences in the assimilation of Asian immigrants and their children into the United States that wasn't true of experiences of earlier immigrant groups. The article was written by second generation Asian-American authors and shares background information and insight into this wave of immigration/

Little Background Info: 1965 Federal Act and Implications

The wave of immigrants from Asia was largely due to a federal law enacted in 1965, the Immigration and Nationality Act. This act enabled Asians and others to move to this country and it gave preference to individuals with close relatives in the United States or people skilled in fields where there were labor shortages such as medicine. Some of the results of this act included:

- By 1980, 190,000 Indians came to this country and 90% of them were college degreed
- The Filipino population in this country grew to 500,000 with many of them trained as doctors, pharmacists, and nurses

Assimilation Patterns and Rates

- Initially, Asians found it more difficult to assimilate into American society because of their more observable physical differences. This was not as markedly challenging for immigrants from Europe coming into the United States.
- However, the high levels of education and skills made the upward mobility of Asian immigrants faster than for other groups
- Rather than remain in ethnic enclaves in large cities, immigrants from Asia were able to move more quickly to housing options in the suburbs.

What makes the acculturation process different for the children of these immigrants who are now between the ages of 20 and 40 is the way in which they grew up trying to straddle two different cultures since the assimilation was much faster for this group than it was for earlier immigrants to this country.

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Usually, the incorporation of the “American way of life” takes as long as two or three generations and moves through the following stages of assimilation:

-early isolation

-immersion

-assimilation,

and then a re-appreciation of one’s roots.

The assimilation for the 1965 Asian immigrants was much quicker due to their faster entree into the middle class and their more rapid settlement in suburbia. This move to suburbia created greater isolation of the immigrants because they did not necessarily experience the support of ethnic urban enclaves that was so often the pattern of earlier immigrants.

After interviewing the post 1965 generation of Asian-Americans, the authors identified the following influences upon this group:

- a boomerang pattern of assimilation that greatly accelerated the Americanization process.
- “forever foreigners,” a term coined by sociologists that suggests their physical features lead to a lifetime of being associated as “someone who was not born in the United States.”
- feeling like the hyphen between the term Asian and American.
- the “model minority” generalization based upon the high academic achievements of some Asian-American children.

(Source: Jeff Chu and Nadia Mustafa with Amanda Bower/San Francisco and Kristin Kloverdanz/Chicago “Between Two Worlds,” *TIME*, January 16, 2006. pp.64-68)

Youth at Risk

The term “youth at risk” goes back several decades and initially referred to urban children living in poverty and the myriad of risks associated with such circumstances. The term still holds importance today, but the scope of the term has been expanded to include all youth—regardless of where they live or their economic circumstances. Just a few examples of continuing concerns about and challenges for youth include:

The Bullying Problem

Ever since the shootings at Columbine in 1999 and Santana High School in Santee in 2001, there has been a growing concern about the impact of bullying upon young people. The National Institute of Child Health and Human Development (NICHD) gathered information that revealed the following about American children in grades 6 – 10:

- 17% of respondents had been bullied either “sometimes” or “weekly”
- 19% had bullied someone else either “sometimes” or “weekly”
- Estimates suggest that 1.6 million children are bullied at least once a week and 1.7 million children bully others frequently.
- Boys tend to bully and be bullied more than girls.
- Boys most commonly are both physically and verbally bullied
- Girls are more likely to be the subject of verbal bullying including comments of a sexual nature and rumors.
- Bullying begins in elementary school; peaks in grades 6 through 8; and continues into the high school years.

This NICHD study found that bullying is linked to other types of “at risk” and antisocial behaviors such as:

- Bullying is linked to vandalism, shoplifting, skipping and dropping out of school, fighting, and use of drugs and alcohol
- Both the children bullying and bullied tend to be at greater risk for loneliness, trouble making friends, lack of school success, and problem behaviors such as smoking and drinking.

(Source: U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention)

Middle School Students and Daily Harassment

Researchers at UCLA in the first-ever study of harassment among middle school students uncovered a number of important insights.

- Almost one-half of urban sixth graders indicated they had been harassed by fellow students at least once during a two-week period of time.
- The most common types of harassment involved public insults such as name calling and physical aggression such as kicking and shoving.
- There is a double impact of bullying reported in this study as children were affected by bullying that happened to them as well as observing what happened to fellow classmates.
- Naturally, students were bothered by harassment that happened to them, but they were even more concerned about and felt sorrier for classmates who were harassed, particularly those who were verbally rather than physically harassed.
- This peer victimization was found to be related to negative attitudes toward school, lack of engagement in classes, and fewer positive experiences within the school.
- Students who were harassed reported increased levels of humiliation and anger and students who observed others being harassed reported increased anxiety and disliked school more.

(Source: Nishina, A and Juvonen, J: *Child Development*, March & April 2005)

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Teen Trends in Drug Use: Prescription Drugs as Self-Medication

At one time, the profile of teens or young adults who abused drugs brought to mind a picture of a school dropout using cocaine or heroin coupled with a number of other antisocial behaviors. Today the world of drug use among these age groups is actually quite different. Surveys conducted by the University of Michigan researchers and others suggest a new world view of drug use. Some of the elements underlying this change include:

- The abuse of prescription drugs by teens and young adults is increasing while the use and abuse of illegal substances such as cocaine or heroin is decreasing.
- Approximately 6.7 individuals between the ages of 12 and 25 used a prescription drug for non-medical purposes in the past year.
- Among illegal drug use, only marijuana reported a higher user group number at 12.8 million .

Additional findings of interest as reported by the Substance Abuse Research Center at the University of Michigan were of interest as well. The interim director reported that

- College students attending institutions with higher academic standards reported higher rates of misusing prescription drugs than students enrolled in more “noncompetitive” schools.
- Students are found more likely to abuse prescription drugs if they are white, living in a fraternity or sorority house, and carrying a less than “B” grade point average.
- Females who abused prescription drugs usually received them from family members, such as parents, while the males using this type of drugs generally received them from friends .

Another study conducted by the Institute for Research and Gender at the University of Michigan surveyed over 1,000 students in greater Detroit public schools and found that

- Almost half the students surveyed had legal prescriptions for Ritalin and other medications.
- 25% of those students surveyed with legitimate access to such medications were asked by friends for some of their medicine.
- One in five indicated they had sold or traded at least one pill.
- Among students using the medications without a legitimate prescription, 79% of respondents indicated they took the drugs to relieve pain rather than to get high .

An additional study conducted at the University of New Mexico interviewed 50+ college students who had indicated misusing prescription drugs in the past year. Among the information gathered in this study found:

- The students identified 58 different types of drugs they had misused.
- The most “popular” misused drugs were Vicodin with 65% using it without a prescription followed by Percocet, Valium, Xanax, and Oxycontin.
- Some students reported using the drugs because they were relaxing or a socially cheaper alternative than alcohol.
- One out of every four students revealed they had misused Ritalin as a way to meet the academic demands of college.

FYI About Popular Medications:

- Valium and Xanax are tranquilizers.
- Oxycontin, Vicodin, and Percocet are pain relievers that can become addictive.
- Ritalin is a mild stimulant that abusers use to suppress appetite, stay awake, and create an euphoric feeling.

(Source: *Leinwand, Donna* “Prescription abusers not just after a high,” *USA Today*, 5/26/05, 3A)

Shifts in the Workplace

Move to the Global Economy

While the growth and expansion of a global economy has resulted in an increase in purchasing power for some Americans at the expense of decreased purchasing power for others, the full extent of the global economy has yet to be revealed. Many economists believe that the change to a global economy will result in two types of work opportunities, service and value-added. The service sector of the economy which includes a range of employment including wait staff at restaurants, child supervisors at day care sites, home health care workers, and physicians will ensure a surge in employment for those services that require site contact. The other half of the economy is projected to more closely previously lucrative professions such as attorneys, accountants, and engineers

However, as people such as Daniel Pink begin to identify an economy that is moving from an information age to a conceptual age, it becomes apparent that these professions will need to reinvent or recreate themselves. The statistics Pink cites in his book, *A Whole New Mind*, include projections to reinforce this shift including the following:

- One out of four existing information technologies will be outsourced to individuals and companies outside of the United States by 2010 (Paul Taylor, “Outsourcing of IT Jobs Predicted to Continue,” *Financial Times* (March 17, 2004)*”
- A minimum of 33 million white-collar jobs along with \$136 billion in wages will move from the United States to low cost countries such as India, China, and Russia by 2015. (John C. McCarthy, with Amy

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Dash, Heather Liddell, Christine Ferrusi Ross, and Bruce D. Temkin, "3.3 Million U.S. Service Jobs to Go Offshore." Forrester Research Brief (November 1, 2002)* as cited in Daniel H. Pink, *A Whole New Mind*, New York, Riverhead Press, 2005.

Search for Life Balance

Money has long been considered the number one motivation for most workers. The emphasis upon money eventually expanded to include benefits, i.e., health insurance, life insurance, etc., which ultimately led to even more alternative benefits such as child care, elder services counseling, etc.

That wages and benefits approach worked very well until more recently when workers have been asked to cover a partial share of the increasing costs associated with these benefits and in some cases, such as the airlines, asked to take wage and retirement benefit cuts as well.

What then lies ahead for "compensation" options for employers and employees? There is evidence to support that people are looking for a different type of compensation and that new benefit is "balance:" the type of balance that puts "life" first. Attitude surveys related to preferences for life balance and quality are beginning to increase. One such survey of over 2,500 workers conducted last year by Yankelovich Monitor found that:

- Nearly half of those surveyed felt they were devoting too much energy to work and too little to the "other things in life that really matter."
- 28% indicated they would take a pay cut to get more time off.

Herman Trend Alert, the source of this information, suggests that this shift in workplace values and attitudes is growing and that more people are basing work and life decisions on both personal and organizational values. Similar information is featured in one of the firm's more recent books entitled, *Lean and Meaningful*.

Lack of Time and Its Threat to Well-Being

Many people complain about not having enough time and cite the activities and responsibilities that get shortchanged because of this time. There appears to be ever-growing interest in addressing this issue outside of the mere concerns of individuals. In October 2003, the first "Take Back Your Time Day" was held on the 24th in over 200 communities in the United States and Canada. The second "Take Back Your Time Day" in 2004 found a number of labor unions, churches, and family organizations lending their support to this initiative.

The third "Take Back Your Time Day" is once again scheduled for October 24 this year.

"Take Back Your Time Day" is a project of the Center for Religion, Ethics, and Social Policy (CRESP) at Cornell University and is an initiative of the Simplicity Forum, a leadership alliance for the Simplicity Movement - Promoting and Honoring Simple, Just, and Sustainable Way of Life for All.

This is NOT an anti-work group, but rather an initiative based upon the Earth Day model. You may recall that Earth Day raised (and continues to raise) awareness about issues hoping to influence individual behavior and public policy.

Our current working patterns and practices in the 21st century continually consume more of people's waking hours thus eroding quality of life for the worker, his or her health, family, and community.

State of Today's Working Patterns

- Americans are working longer hours now than we did in the 1950s.
- Current working conditions have us toiling longer than medieval peasants did.
- Americans actually work longer hours than the employees in the other industrial countries.
- Americans, on average, work nearly nine full weeks (350 hours) LONGER per year than most Western Europeans do.
- Most working Americans average slightly over two weeks of vacation time annually.
- Some American workers get no paid vacation at all; 37% of working women making under \$40,000 do not receive a paid vacation.
- Europeans average five to six weeks of vacation each year.
- In many situations, overtime is becoming mandatory and is at near record levels, in spite of a recession.

America has long been regarded as the center of free enterprise and fulfillment of the American dream. There are Americans in all walks of life who feel as if they are on a treadmill running as fast as they can and getting nowhere. We have become a nation of overworked, over-scheduled, overstressed, and overwhelmed people.

But what difference does that make? PLENTY! We are paying a high price as individuals, communities and society for this work pace. For instance... time stress can:

- lead to fatigue, accidents and injuries
- reduce time for physical activity
- support our consumption of high-fat, high-sugar fast foods
- contribute to job stress and burnout costing the economy of the

APPENDIX G continued

United States over \$300 billion each year.

- result in less time (and more guilt) with less hours to care for children and older parents.
- reduce sense of community because we have less time to get to know and hang out with the neighbors.
- mean fewer hours for volunteering in our community.
- leave us with less time to be active, knowledgeable, and involved with our community and the decision-making power of voters.
- reduce employment levels because fewer people work longer hours eliminating the need for additional full-time positions.
- leaves little of no time for individuals self-development or spiritual growth.
- in its own way contribute to further destruction of the environment as lack of time leads to use of convenient, throwaway products, and reduces recycling.

Legal and Political Trends

Government Spending

There will continue to be even greater competition for government spending particularly as costly programs related to lifestyle behaviors will continue to soar. For instance:

- Local, state, and federal governments spent a record \$167 billion on justice services in 2001: \$254 per capita for police protection, \$130 per capita for judicial and legal services, and \$200 per capita for correctional services (Bureau of Justice Statistics, 2004)
- The federal, state, and local corrections population grew by 130,700 or nearly 2% between 2002 and 2003 to reach an all-time high; approximately 3.2% or one of every 32 adults are incarcerated, on probation, or parole in 2003 (Bureau of Justice Statistics, 2004)
- Health care in the United States costs approximately \$75 billion and \$40 billion of that amount comes from government coffers.

Voting Patterns and Preferences

- Societal challenges must be positioned in such a way as to reflect outcomes that are priorities and desirable for all segments of society to ameliorate the ongoing polarization of voters and legislators
- Low levels of interest and participation in the public policy arena continues; 17% of mayoral races in California are unopposed (*USA Today*)
- Voters in states and communities across the country once again demonstrated their interest and strong priority for open space. In this past November election, voters in 121 communities in 24 states

passed ballot measures to create \$3.25 billion in new public funding to protect land as parks and open space. That's a continuing trend since 1996, 1,065 out of 1,376 conservation ballot measures have passed in 43 states, raising over \$27 billion in funding for land conservation—a passage rate of 77 percent. (Trust for Public Lands)

People's Preferences for Places and Spaces

Moving Beyond Urban and Suburban Areas

Communities with populations less than 50,000 experienced 18% growth in this last decade while urban and suburban areas did not increase at such a high rate. As career opportunities and cultural assets are now available beyond the urban boundaries, people are moving out to seek an affordable, less stressful way of life.

(*American Demographics*, July/August 2004; *Vibrant Cities*)

One of the few concepts receiving attention across the United States is the challenge of rekindling America's cities. The growth and age of suburbs finds that even ex-urban areas of the country are in need of such updating. The Urban Land Institute, in its publication, *Creating a Vibrant City Center: Urban Design and Regeneration Principles* by *Paumier*, has the following to say about the future of cities:

The image of a great city stems largely from the quality of its public realm—its streets, boulevards, parks, squares, plazas, and waterfronts.

Maintaining that it is the quality of the overall public environment that makes a city livable and memorable, the author identifies the following 7 principles for community revitalization

1. diversity of use giving people a reason to visit and be present throughout the day and evening
2. encourage compactness so that a critical mass of activity promotes pedestrian usage
3. intensity of development to use available land while maintaining a human scale
4. balance of activities so there are not too many offices leaving empty streets in the evening
5. accessibility with opportunities for convenient parking along with pedestrians as a priority
6. functional linkages with walking access for people between activity centers
7. positive identity portrays an image that the community is an exciting, safe, and livable place to be

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Related to Public Health Issues: Urban Sprawl

There is rising evidence and voice being given to the role that urban development and planning plays a role in the growing obesity problem in this country. The underlying issue is that a car is required for almost all aspects of life. In this book that is becoming a popular read among urban planners, park and recreation professionals, and the public health field, *Urban Sprawl and Public Health: Designing, Planning, and Building for Healthy Communities*, the authors cite how development and sprawl relate to lack of spaces for physical activity, air pollution due to auto emissions, stress among those who must drive a great deal, and the disenfranchised individuals who can't drive or afford a car.

One particularly interesting statistic from the book related to the pace of development, in this case, development refers to the replacement of farms and forests with buildings, roads, concrete, etc.). According to the authors, in the last 15 years, the United States has developed 25% of all the land developed in the previous 224 years of the republic.

(Source: Urban Sprawl and Public Health: Designing, Planning, and Building for Healthy Communities by Frumkin, Frank, and Jackson, 2004)

Preferred Community Choices: People Want to Walk

The National Association of Realtors and Smart Growth America funded a study to identify those factors people were looking for in a community. Some of the results included:

- 79% of those surveyed indicated a commute of 45 minutes or less was their top priority.
- Easy highway access was important to 75% of respondents.
- BUT - 72% wanted sidewalks and other places to walk.
- 60% of respondents would select a community with a shorter commute, sidewalks, and amenities within walking distance over a community with larger lots but limited options for walking and long commutes.
- Amenities people would prefer to see in their neighborhoods: public transportation within walking distance, 46%; places to bike, 46%; shops or restaurants within walking distance, 42%; and places to walk or exercise, 40%.

Source: "2004 American Community Survey," National Association of Realtors, www.realtors.org, and Smart Growth America, www.smartgrowthamerica.org

Urban Resurgence Turns Suburban

The good news in the '90s for many of America's larger cities was an increase in population. The revival of the cities was welcomed as the influx of immigrants and Americans seeking urban-like amenities seemingly led to a rebirth of urban life. That welcome rebirth may have been premature. The good news for cities in the 2000 Census may be over as the latest Census estimates indicate that many cities are declining in population once again. People are moving back to the suburbs and "smaller cities" once considered suburbs are beginning to grow at rapid rates.

Specific data included in this report:

- 68 of the 251 cities in the United States with populations of 100,000 and over lost population between 2000 and 2004; the comparable loss in the '90s was 36.
- Biggest declines were registered in the Midwest.
- Two California cities, San Francisco and Oakland, were among the cities with population losses; cost of living and the reversals in the high tech economy are suggested as possible reasons for the decline.
- San Jose outdistanced Detroit and became the nation's tenth largest city Location of Current Growth.
- The Sun Belt is home to the 10 fastest-growing cities (100,000 or more) from July 2003 to July 2004.
- Four of these fastest growing cities are in California, three in Florida, two in Arizona and one in Nevada; 19 of the top 25 such cities are in those four states.
- Largest increases between 2000 and 2004 in California include: Roseville at 29.6%, Rancho Cucamonga at 24.7% and Irvine with a 24.6% increase.
- Fastest one-year growth among California cities of this size are Elk Grove with an increase of 12%; Moreno Valley at 5.7%; Rancho Cucamonga at 5%, and Roseville at 4.9%.

Factors related to possible moves from cities to suburbs include:

- high housing costs in big cities.
- safety considerations after 9/11.
- job losses in dot.com cities such as Boston and San Francisco.
- availability of service jobs in the suburbs attract immigrants.

Mixed Impacts:

Population growth is but one measure of a city's success. For instance, Washington, D.C. has lost population over the last 2 decades but experienced a strong housing market which keeps the city strong and viable. Demographers suggest that those cities whose populations might not be growing, but are attracting singles, empty nest couples, and gays, the so-called "creative class," experience growth in tax revenues. *(Sources: Washington Post and USA Today, June 30, 2005)*

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Leisure Patterns and Preferences

Americans spend their time and money on a variety of pursuits and products. While these are just a sample of such data presented here, consider how this information influences the future of parks and recreation.

- Today's teenagers spend 16.7 hours a week online not including email and 13.6 hours in front of the TV.
- The public now spends \$70 billion a year on gambling; nearly three times the amount spent on movie tickets, concerts, sporting events, and theater performances combined. Internet gambling is expected to reach \$6 billion in 2004.
- The average American household spends \$215 per year on pets and that figure includes all households, not just those with pets in the home; the biggest spenders on pets are the 45-64 year olds who spend 30-34% more than average (New Strategists Publications).
- Nearly six in ten wealthier American consumers receive the greatest satisfaction from experiences, i.e., travel, sporting events, arts and culture, fine dining, and entertainment than purchasing products (American Express Platinum Luxury Survey).
- Eight of the 15 most popular sports among older Americans (55+) are fitness-oriented and the other six are outdoor activities (Superstudy of Sports Participation 2004)
- U.S. consumers spent \$367 billion on entertainment and media in 2003. The winning categories of expenditures in 2004 include sports up 9.2%; internet access spending up 10.3%; filmed entertainment up 7.3%; TV networks up 9.6% and videogames up 7.2%. What do these behavior preferences have in common? (Global Entertainment and Media Outlook 2004-2008).
- 63% of all travelers shop while they travel; more than half of those surveyed indicated that shopping was the primary or secondary purpose of their trips (Travel Industry Association of America).
- One half of Americans (49%) tried to lose at least 5 pounds while another 16% tried to retain current weight; only 20% of those individuals termed their efforts successful or extremely successful (IHR-SAI ASD Obesity-Weight Control Report).
- The majority of health club members in the United States are better educated and wealthier than the average American who does not have these types of memberships.
- 85% of women surveyed indicated that stress is a serious issue for them (Crabtree & Evelyn study cited in Marketing to Women).
- Expenditures on spa treatments reached 11.1 million in 2003 (USA Today)

Extreme Sports

Participation in extreme sports is currently outscoring tackle football and baseball combined when participation patterns in the United States are measured. Naturally use of the "extreme" is attributed to the land of "everything alternative and forward moving" known as California. The term was subsequently changed to "X" Games which seemed appropriate since Gen X was the group most involved in such pursuits.

Extreme now translates into extreme interest on the part of marketers everywhere. ESPN indicates that the X Games are the most watched sporting event by males ages 12 to 34, a lucrative but hard-to-reach target market. The economic windfall for cities hosting the X Games has increased from \$5 million in 1996 to \$30 million in 1998: San Diego benefited \$14 million directly and an additional \$18 million indirectly. (Source: Simmons, Mark, *X Games: Extreme Marketing* (<https://askruen.com/sports/business>)).

According to the Sports Goods Manufacturers Association (SGMA) the most recent Superstudy® of Sports Participation, conducted by American Sports Data which monitors over 100 sports and fitness activities, extreme activities are not that extreme anymore. For instance ..

- extreme sports are now year-round activities with the popularity of snowboarding and the construction of indoor climbing walls
- inline skaters outnumber baseball players (9.7 million) and tackle football players (5.4 million) combined with participation levels of 17.3 million
- overall participation in paintball has increased by more than 60% in the past 6 years since 1998
- trail running has experienced rapid growth in that same 6 year time period with overall participation growing by nearly 25%

The top 10 most popular extreme sports according to Superstudy® of Sports Participation based upon participation at least once over the past year for Americans age 6 and over include (in order of popularity): inline skating, skateboarding, paintball, artificial wall climbing, snowboarding, trail running, mountain biking, BMX bicycling, and rock/mountain climbing.

(Source: SGMA International, owner of *The Super Show*, the Sports Research Partnership and *Sports Edge* magazine, is the global business trade association of manufacturers, retailers and marketers in the sports products industry)

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Non-Obesity Health Issues

One Out of Four with Nobody!

The safety net of social relationships and close friendships appears to be shrinking in the United States according to a recent study reported in the American Sociological Review. Other findings in this report included:

- Americans have one-third fewer close friends than they did 20 years ago.
- The three close friends that Americans had in 1985 is now reduced to two close friends.
- What's even more serious, 25% of Americans reported having no close confidants while they only 10% reported having no close friends in 1985.
- Fewer contacts come from clubs and neighbors.
- More people now depend upon family to serve as close confidants with that percentage rising from 57% to 80%.

There is a great deal of concern because social change such as this does not usually happen in such a relatively short period of time. Sociologists are concerned due to other research findings that links social isolation and loneliness to mental and physical illnesses.

Underlying Factors

There are a number of factors that may be contributing to this new sense of social isolation including:

- Lifestyle patterns in the suburbs.
- People spending more time working.
- More entertainment tools in the home.
- More tune-out options such as iPods and computers.

(Source: Kornblum, Janet, "Study 25% of Americans Have No One to Confide In," USA Today, June 2006)

Stress Management

A recent survey released through the American Psychological Association has some interesting facts regarding Americans and how they deal with stress. Of the American adults surveyed, 47% were worried about their levels of stress, but only 55% were concerned about doing anything to manage that stress.

Stress appeared to have different patterns between the genders. Women who were stressed reported being more likely to be lacking in energy, wanting to cry, and feeling nervous while men reported having

trouble sleeping and being angry or irritable.

Approximately 25% of Americans deal with their stress by eating and women who were stressed were three times more likely to use food as a coping mechanism. People who reported stress were also more likely to smoke and less likely to exercise.

There is growing concern that the increasing levels of stress in society result in people turning to unhealthy, short-term solutions that can ultimately lead to serious health issues in the future.

(Schuler, Kate, "Only Half of Worried Americans Try to Manage Their Stress," USA Today, February 23, 2006, p. 13B)

Antipsychotic Prescriptions Increase Among Children and Adolescents

Between 1993 and 2002, the number of antipsychotic medication prescriptions for children and adolescents increased six-fold: 201,000 prescriptions in 1993 to 1.2 million by 2002. This study conducted by the National Institute for Mental Health and Columbia University was recently reported in the Archives of General Psychiatry.

Other findings in this study included

- the prescription rate for antipsychotic medications was significantly higher for white, non-Hispanic male youth than for female youth and youth of other racial and ethnic groups.
- the antipsychotic medications were prescribed most frequently for disruptive behavior disorders, followed by mood disorders and developmental disorders.
- 92% of the prescriptions were for the newer antipsychotic medications; while these drugs are approved for adults, there is insufficient data for efficacy and safety among youth and teens.

(Olson M, Blanco C, Liu L, Moreno C, Laje G, National Trends in the Out-patient Treatment of Children and Adolescents with Antipsychotic Drugs. Archives of General Psychiatry 63:679-685, June 2006.)

Changing Patterns and Preferences

- Interracial families are becoming more common as currently over one in five Americans (22%) have relatives married to someone of a different race. There is no correlation between income or education and having a family member in an interracial marriage. Blacks and Hispanics are more likely than non-Hispanic Whites to be among this 22% of Americans. (Pew Research Center cited in *Research Alert*, April 7, 2006)

APPENDIX G continued

- Approximately 35% of students enrolled in bachelor's degree programs graduate from college within the traditional 4 years and less than 6 in 10 have completed a degree after six years of study. (*National Center for Educational Statistics cited in Research Alert, April 7, 2006*)
- Coffeehouses really percolate as spending by Americans in 2005 amounted to \$8.3 billion, a 200% increase over 2 years. According to Mintel International Group, there is one coffeehouse for every 13,809 Americans, a 70% increase since 2000 (*Research Alert, April 7, 2006*)
- The better off you are economically, the more likely shopping becomes a form of recreation for you.

According to Unity Marketing, nearly 80% of females and almost 60% of male adults with household incomes over \$50,000 can be designated as "recreational shoppers" (*Research Alert, April 7, 2006*)

- Gardening grows and grows with an estimated 91 million households involved with some type of "do it yourself" indoor or outdoor lawn and garden activity. That's 83% of all households in this country. According to the National Gardening Association, this sets a new record high. (*Research Alert, April 7, 2006*)
- The work ethic is alive and well in the United States as American workers use only 65% of their available vacation days representing about 739 million unused vacation days (Leisure Trends Group as cited in *Research Alert, April 7, 2006*)
- Nine out of every 10 Americans indicates they are concerned about the environment. 85% are worried about pollution of water; 82% about air pollution; and 79% about using up our country's natural resources (*Research Alert, April 7, 2006*)
- According to Medco Health Solutions, a pharmaceutical benefits management company, the number of adults ages 20 - 44 using prescription drugs to treat ADHD has increased 139% since 2000. Use among other age groups as follows: ages 45-64 years, 79%; children 9 and under, 65%; 10 - 19 year olds, 55%; and adults 65 years of age and older, 18% (Source: *Research Alert, April 7, 2006*)

APPENDIX H

Existing Recreation Programs and Services Inventory

Recreation Program Inventory							WINTER 05/06 - SPRING 06 - SUMMER 06 - FALL 06			
Description/Title	Ages	Day and Time	Location	Weeks	Season	Fee	Annual			
							Participants	Min/Max		
ADULT SPORTS										
BASKETBALL, Mens D	18Y & up	Tu	6:30P -10:00P	Whisman Sports Center	18	W	\$606	60	1/7	
BASKETBALL, Mens D	18Y & up	W	6:30P -10:00P	Whisman Sports Center	18	W	\$606	60	1/7	
VOLLEYBALL, COED	18Y & up	Th	6:30P -10:00P	Whisman Sports Center	18	W	\$363	60	1/7	
SOFTBALL, CO-ED	18Y & up	Tu or F	6:00P -10:00P	Callahan Field	9	F	\$273	84	1/7	
SOFTBALL, CO-ED	18Y & up	Tu	6:30P -10:00P	Callahan Field	17	Sp	\$546	84	1/7	
SOFTBALL, MENS C,C1	18Y & up	W	6:00P -10:00P	Callahan Field	9	F	\$303	84	1/7	
SOFTBALL, MENS C3,D	18Y & up	Th	6:00P -10:00P	Callahan Field	9	F	\$303	84	1/7	
SOFTBALL, MENS C1	18Y & up	W	6:00P -10:00P	Callahan Field	17	Sp	\$606	84	1/7	
SOFTBALL, MENS C3	18Y & up	Th	6:00P -10:00P	Callahan Field	17	Sp	\$606	84	1/7	
FLAG FOOTBALL	18Y & up	M	6:30P - 9:30P	Crittenden Field	10	Sp,F	\$400	42	1/7	
OPEN GYM	18Y & up	Sun	5:00P - 7:00P	Mountain View Sports Pav.	48	W,Sp, Su, F	\$2	720	na	
AQUATICS										
RECREATION SWIM	All	Everyday	12:00P - 4:30P	Eagle Pool/Rengstorff Pool	12	S	C:\$1.25 A:\$2.75 Fam:\$5.50	2240	na	
							Pass:\$36-\$66			
AQUA-CISE	18Y & up	M,W,F	12:00P -12:55P	Eagle Pool	4	W,Sp, Su, F	\$36	159	10/25	
AQUA-CISE	18Y & up	M,W,F	6:00P - 6:55P	Rengstorff Pool	4	Su	\$36	30	10/25	
AQUATIC FITNESS	18Y & up	M,W,F	8:00A - 8:55A	Eagle Pool	4	W,Sp, Su, F	\$33	313	10/30	
DEEP WATER EXERCISE	18Y & up	Tu & Th	8:00A - 8:55A	Rengstorff Pool	4	W,Sp, Su, F	\$22	224	10/30	
WATER SAFETY INSTRUCTOR	16Y & up	3 days	5:00P -9:00P	Rengstorff Pool	1	Su, Sp	\$155	7	5/20	
AIDE/JR LIFEGUARD	13 to 17Y	3 days	5:00P -9:00P	Rengstorff Pool	1	S	\$65	7	5/20	
LIFEGUARD TRAINING	15Y & up	3 days	6:00P -10:00P	Eagle Pool/Rengstorff Pool	1	Su, Sp	\$155	37	5/20	
LAP SWIM	18Y & up	7 days	M-F:11:15A-1:00P & 6:30P - 8:30P S&S:9:00A -11:45A	Eagle Pool	50	W,Sp, Su, F		36000	na	
LAP SWIM	18Y & up	M-F	10:30A - 1:00P	Rengstorff Pool	10	Su Day:\$2.50	Pass:\$46	6000	na	
MASTERS CLUB	18Y & up	M-Sat	5:30A - 7:30A	Eagle Pool	50	W,Sp, Su, F		4560	na	
LA/MV SWIM CLUB	5 to 18Y	M-F	3:30 P - 5:30 P	Eagle Pool	50	W,Sp, Su, F			na	
FAMILY FUN NIGHTS	All	Sat	5:00P - 7:00P	Eagle Pool/Rengstorff Pool	2	Su	\$3	450	na	
JUNIOR GUARDS	13-17 years	W,Th, F	5:00 - 9:00 P	Rengstorff Pool	1	Su			7	
LEVELS 1 THROUGH 6	5 to 16Y	M-F	9:15A-11:00P; 3:30P-6:00P							
		Sat	10:00A -11:45A	Eagle Pool/Rengstorff Pool	varies	S	\$3.50/1/2hr	1,448	5/8 or 5/16	
PARENT/TOT I and II	1 to 5Y	M-F	10:00A-1:00P; 3:30P-6:00P							
		Sat	10:00A -11:45A	Eagle Pool/Rengstorff Pool	varies	S	\$30	234	5/8	
WATER READINESS	42m to 18Y	M-F	9:15A - 11:00P; 3:30P - 6:00P							
		Sat	10:00A-11:45A	Eagle Pool/Rengstorff Pool	varies	S	\$30	163	4/10	
DIVING	10+Y	M-F	9:00A-10:00A	Eagle Pool	varies	S	\$60	35	5/5	
PRECOMPETITIVE Swimming	5 to 16Y	M-F	3:40P - 4:40P	Eagle Pool	varies	S	\$60	36	5/16	
ADULT/TEEN SWIM LESSONS	15 to 99Y	Tu,Th	6:00P - 6:55P	Rengstorff Pool	varies	S, 4 sess	\$27	53	5/16	

APPENDIX H continued

Description/Title	Ages	Day and Time	Location	Weeks	Season	Fee	Annual Participants	Min/Max	
COMMUNITY GARDENS									
SENIOR GARDEN							70	na	
WILLOWGATE GARDEN							88	na	
DEER HOLLOW FARM									
WILDERNESS CAMP	1 to 9 G	M-F	8:30A - 3:40P	Deer Hollow Farm	1	Su, 7 sess	\$106-197	382	40/60
SCHOOL YEAR CLASSES	K to 6G	M-F	9:00A - 2:00P	Deer Hollow Farm	1 day	W,Sp, F		2,724	na
VOLUNTEER DOCENTS	18Y & up	varies	varies	Deer Hollow Farm		F	Free	60	na
ELEMENTARY									
CHEERLEADING AND HIP HOP	5 to 9Y	Tu	4:30P-5:30P; 6:30P-7:30P	Community Center	8	W,Sp, Su, F	\$74	68	8/14
COMBO I (BALLET/TAP/JAZZ)	6 to 12Y	Tu or Sat	11:30A-12:30P; 5:30P - 6:30P	Community Center	8	W,Sp, Su, F	\$74	155	8/12
COMBO II	5 to 7Y	Mon	4:00P - 5:00P	Community Center	8	W,Sp, Su, F	\$74	incl. Above	8/12
KIDS HIP HOP & JAZZ.	5 to 7Y	W	3:45P - 4:30P	Community Center	8	W,Sp, Su, F	\$74	16	8/12
POP STAR! HIP HOP AND JAZZ	8 to 14Y	W	4:30P - 5:15P	Community Center	8	W,Sp, Su, F	\$74	37	8/12
DANCEKIDS - CHEERLEADING	5 to 7Y	Fri	12:30P - 1:15P	Community Center	8	W,Sp, Su, F	\$65	22	10/15
BALLET I	6 to 10Y	Tu, W or Sat	12:00P-1:00P; 4:00P-5:00P	Community Center	8	W,Sp, Su, F	\$24	80	8/12
BALLET II	8 to 12Y	W	5:00P - 6:00P	Community Center	8	W,Sp, Su, F	\$24	incl. Above	8/12
ALL STARS AFTER SCHOOL	1 to 5G	M-F	2:30P - 6:00P	5 School Sites	32	W,F,Sp	Free	140	12/24
LATIN STYLES	8 to 12 Y	F	4:15 - 5:00P	Community Center	7	W	\$58	4	10/12
MIDDLE/HIGH SCHOOL									
HIP HOP & JAZZ.	13 to 17Y	W	5:15P - 6:00P	Community Center	8	F	\$117	18	10/12
SKI & SNOW BOARD TRIP	12 to 18Y	Sat	4:00A - 9:30P	Community Center	1 day	W	\$99	11	5/24
DRIVER EDUCATION	14 to 18Y	M,Tu,W,Th	8:30A - 4:00P	Community Center	1	Su, F	\$80	19	12/40
YOGA FOR TEENS (All)	12 to 17Y	Tu	4:00P - 5:15P	Community Center	8	Su,F	\$45	0	12/36
MIDDLE SCHOOL DANCE	6 to 8 G	Fri	7:00P - 10:00P	Community Center	1	Sp, W	\$5	400	50/400
TWEENTIME AFTER SCHOOL	6 to 8G	M-F	2:30P - 6:00P	2 School Sites	32	W,F,Sp	Free	500	na
LEADERS IN TRAINING	13 to 15Y	M-F	9:00A - 4:00P	4 Camp Locations	2	Su	Free	14	na
OPEN GYM	6 to 12G	Sat	6:30P - 9:30P	Whisman Sports Center	48	W, Sp,Su,F	Free	300	na
TEEN CENTER	6 to 8G	F & Sat	6:30P -9:30P	Teen Center	48	W, Sp,Su,F	Free	100	na
YOUTH ADVISORY GROUP	6 to 12G	Varies	Varies	Varies		W,Sp,F	Free	15	na
MAYOR'S YOUTH CONFERENCE	6 to 12G	Varies	8:30A - 2:00P	Civic Center	1 day	F	Free	140	na
PRESCHOOL									
PLAYSCHOOL.	4 to 5Y	M,W,F	9:15A -11:45A	Community Center		W, Sp, F	\$190	124	18/25
TOT TIME	3 to 4Y	Tu,Th	9:15A -11:45A	Community Center		W, Sp, F	\$140	122	18/25
COMBO I (BALLET/TAP/JAZZ)	42 to 66M	M, Tu or Sat	10:30A -11:30A, 12:00P - 1:00P 5:00P - 6:00P	Community Center	8	W, Sp,Su,F	\$141	155	8/12
MOMMY & ME- CREATIVE	18 to 30M	Tu	10:15A -10:45A; 3:00 - 4:00P	Community Center	8	W, Sp,Su,F	\$111	5	8/12
TINY TOTS- BALLET/CREATIVE	30 to 42M	Tu or Sat	10:00A -10:30A 11:30A -12:00P 4:00P - 4:30P	Community Center	8	W, Sp,Su,F	\$111	57	8/12
STORY TIME WITH MISS	3 - 5Y	TH	12:30P - 1:30 P	Community Center	1, 4 sess	W	\$4	42	8/12
JAMMIE JIGGLE	18 to 3Y	W	7:00P - 7:45P	Community Center	8	W, Sp,Su,F	\$14	8	8/12
BIG HANDS/LITTLE HANDS	2 to 3Y	Sat	9:30A - 10:30 A	Community Center	1	W, Sp,Su,F	\$14	6	8/12
ART IN THE PARK	2 - 4 Y	Sat	10-11:00A	Community Center	1	Su, 2 sess	\$14	21	8/12
EXPLORING ART TOGETHER	1.5 -3.5Y	Sat	9:00A -10:00A	Community Center	4	F	\$56	9	8/12
PLAYDOUGH PARTY	2 - 4 Y	Sat	10-11:00 A	Community Center	1	Su, 2 sess	\$14	17	8/12

APPENDIX H continued

Description/Title	Ages	Day and Time	Location	Weeks	Season	Fee	Annual Participants	Min/Max
SEASONAL ACTIVITIES								
PYT VACATION CAMP	8 to 14Y	M-F 8:30A - 3:30P	Peninsula Youth Theatre	2	W, SP	\$225	10	10/12
CLUB REC - HOLIDAY STYLE	6 to 10Y	M,Tu,W,Th 8:30A - 4:30P	Community Center	1	W	\$64	23	12/24
RUDOLPH'S RESTAURANT	3 to 10Y	Tu or W 11:30A - 1:30P	Community Center	1	W	\$10	37	8/12
GINGERBREAD FACTORY	6 to 10Y	Tu or Wed 1:30P - 3:30P	Community Center	1	W	\$10	24	8/12
HOLIDAY FUN	3 to 5Y	W 9:30A-11:30A; 1:30P-3:30P	Community Center	1	W	\$10	19	8/12
POLAR BEAR PICTURE	3 to 5Y	Sat 9:30A-11:30A; 1:30P-3:30P	Community Center	1	W	\$10	18	8/12
SATURDAY W/ SANTA	2 to 99Y	Sat 9:30A-10:30A; 11:00A-2:00P	Adobe Building	1	W	\$5-\$15	128	20/60
SANTAS VISITS	1 to 99Y	Tu or Wed 6:00P - 9:00P	Community Center	1	W	\$15	24	1/12
BE MY VALENTINE	3 to 5Y	Sat 9:30A -10:30A	Community Center	1	W	\$10	12	8/12
Princess Dance Camp	3 to 7 Y	W, Th, F 1:00 - 3:00 P	Community Center	1, 2	sess Su	\$69	42	8/12
TURKEY TOT-TIME	3 to 5Y	Sat 9:30A -11:30A	Community Center	1	F	\$10	12	8/12
Cocoa and Cookies	2 to 5 Y	T 5:00-6:00 P	Community Center	1	W	\$10	32	8/12
Spring Vacation Camp	6 - 10 Y	M,Tu,W,Th 8:30A - 4:30 P	Community Center	1	Sp	\$64	30	8/12
SENIOR ACTIVITIES								
Senior Center Drop In	55 & up	M - F 8:30 A - 5:00 P	Senior Center	52	year round	Free	300/day	na
SENIOR CENTER Brown Bag	55Y & up	T 8:00 A - 10:00A	Senior Center	51	year round	Free	14664	na
HEALTH AND SOCIAL SERVICES	varies	M-F 8:30A - 5:00P	Senior Center	51	year round	Free	1,100	na
NUTRITION PROGRAM	60Y & up	M - F 10:30A - 1:00P	Senior Center	51	year round	\$2	25,500 avg.	na
Yoga	55 & up	M & Th 8:45A - 10:00 A	Senior Center	10	W,Sp,Su,F	Free	35	na
ESL (beg)	55 & up	M, TH & F 8:45A - 10:15 A	Senior Center	11	W,Sp,Su,F	Free	20	na
ESL Intermediate	55 & up	M, TH & F 8:45A - 10:15 A	Senior Center	11	W,Sp,Su,F	Free	15	na
Meet the PC	55 & up	M & W 9:00 A - 11:30 A	Senior Center	4	W,Sp,Su,F	Free	15	na
Building a Personal Web Page	55 & up	M & W 9:00 A- 12 noon	Senior Center	3	W,Sp,Su,F	Free	12	na
Creative Stitchery	55 & up	M 9:00 A - 12 noon	Senior Center	50	year round	Free	25	na
T'ai Chi 1	55 & up	M 10:15 - 12 noon	Senior Center	8, 2	sess W,Sp,Su,F	Free	18	na
Flow Hatha Youg	55 & up	M 10:30 A - 11:45 A	Senior Center	10	W,Sp,Su,F	Free	17	na
ESL Beginning High	55 & up	M, TH & F 10:30 A - 12 noon	Senior Center	11	W,Sp,Su,F	Free	27	na
ESL Advanced Low	55 & up	M, TH & F 10:30 A - 12 noon	Senior Center	11	W,Sp,Su,F	Free	19	na
General Conditioning	55 & up	M & Th 1:00 P - 2:20 P	Senior Center	10	W,Sp,Su,F	Free	35	na
Woodcarving	55 & up	M 1:00 P - 4:00 P	Senior Center	50	year round	Free	25	na
Quilt Making	55 & up	M 1:00 P - 4:00 P	Senior Center	50	year round	Free	22	na
Hike for Health	55 & up	T 8:30 A - 1:30 P	Senior Center	10	W,Sp,Su,F	Free	25	na
Yoga for Better Balance	55 & up	T 8:45 A - 9:45 A	Senior Center	12	W,Sp,Su,F	Free	20	na
Drawing for Watercolor	55 & up	T 9:00 A - 12:00 noon	Senior Center	10	W,Sp,Su,F	Free	30	na
Surfing the Internet	55 & up	T 9:00 A - 11:30 A	Senior Center	4	W,Sp,Su,F	Free	13	na
Yoga for Better Balance	55 & up	T 10:15 A - 11:15 A	Senior Center	12	W,Sp,Su,F	Free	20	na
Arthritis Exercise	55 & up	T 11:30 A - 12:50P	Senior Center	12	W,Sp,Su,F	Free	27	na
Spanish - Intermediate	55 & up	T 12:30 P - 2:30 P	Senior Center	12	W,Sp,Su,F	Free	15	na
Kareoke	55 & up	T 12:30P - 4:30 P	Senior Center	50	year round	Free	30	na
Low Impact Aerobics	55 & up	T & TH 1:00P - 2:20 P	Senior Center	12	W,Sp,Su,F	Free	25	na
Genealogy on the Internet	55 & up	T 1:00 P - 3:30P	Senior Center	4	W,Sp,Su,F	Free	11	na
Introduction to Windows XP	55 & up	T & TH 1:30 P - 3:30 P	Senior Center	3	W,Sp,Su,F	Free	12	na
Oils and Acrylics	55 & up	W 9:00A - 12:00P	Senior Center	10	W,Sp,Su,F	Free	32	na
Lip Reading	55 & up	W 9:30 A -12:30P	Senior Center	12	W,Sp,Su,F	Free	est. 6 -12	na
Ceramics Small Clay Sculpture	55 & up	W 9:30A -12:30P	Senior Center	10	W,Sp,Su,F	Free	30	na
Chorus	55 & up	W 9:45 A -11:45 A	Senior Center	10	W,Sp,Su,F	Free	40	na
Orchestra	55 & up	W 12:00P -4:00 P	Senior Center	10	W,Sp,Su,F	Free	65	na
Ceramics Basic Techniques	55 & up	W 1:00 P - 4:00 P	Senior Center	10	W,Sp,Su,F	Free	30	na
Knitting & Crocheting Club	55 & up	W 1:00P - 3:30 P	Senior Center	50	year round	Free	15	na

APPENDIX H continued

Description/Title	Ages	Day and Time	Location	Weeks	Season	Fee	Annual Participants	Min/Max
SENIOR ACTIVITIES continued								
Hike for Health	55 & up	TH 8:30 A - 3:30 P	Senior Center	10	W,Sp,Su,F	Free	25	na
Memoirs	55 & up	TH 12:30 P - 3:30 P	Senior Center	10	W,Sp,Su,F	Free	15	na
Quilt Making Beginning	55 & up	TH 1:30P - 4:00 P	Senior Center	50	year round	Free	25	na
Calligraphy	55 & up	F 9:00 A - 12:00P	Senior Center	10	W,Sp,Su,F	Free	20	na
Line Dancing Club	55 & up	F 1:00 P - 2:00 P	Senior Center	50	year round	Free	50	na
Square Dancing Club	55 & up	F 2:15 - 3:15 P	Senior Center	50	year round	Free	50	na
Tax Appts	55 & up	T & W 9:00 - 4:00 P	Senior Center	12	feb - apr	Free	600 appts.	na
Home Owners/ Renters Assistance	55 & up	1st & 3rd W 9:00 A - 1:30 P	Senior Center	24	year round	Free	720 appts.	na
Alzheimers Screening	55 & up	2nd W 12:30 P - 3:30 P	Senior Center	12	year round	Free	60 appts.	na
Hearing Tests	55 & up	3rd W 2:00P - 4:30 P	Senior Center	12	year round	Free	36 appts.	na
Health Insurance Counseling	55 & up	2nd T/4th TH 9:30 A/1:00 P	Senior Center	12	year round	Free	72 appts.	na
Podiatry Screening	55 & up	3rd W 10:00 A - 3:00 P	Senior Center	12	year round	Free	24 appts.	na
Senior Adult Legal Ass. (SALA)	55 & up	3rd TH 1:30 P - 4:30 P	Senior Center	12	year round	Free	72 appts.	na
Flu Shots	55 & up	na 2.5 hours	Senior Center	1	1 day per yr	\$15	150 avg.	na
Holiday Bazaar	all	Sat 9:00 A - 3:30 P	Senior Center	1	November	Free	250 avg.	na
Holiday Reception	55 & up	W 10:00 A - 12:00 P	Senior Center	1	December	Free	100 avg.	na
Fashion Show	55 & up	TH 10:30 A - 11:30 A	Senior Center	1	Sp	Free	50 avg.	na
Summer Picnic	55 & up	T/W or TH 11:00A - 1:00 P	Rengstorff Park	1	Su	Free	80 avg.	na
Trip Program	55 & up	varies varies	different locations		year round	varies	varies	na
Monthly Workshops	55 & up	TH 1:00 P - 2:00 P	Senior Center	12	year round	Free	varies	na
Quilting for Kids Club	55 & up	F 1:00 P - 3:00 P	Senior Center	50	year round	Free	varies	na
Friday Movie	55 & up	F 1:00 P - 3:30 P	Senior Center	50	year round	Free	30 avg.	na
Social Dances	55 & up	1 Wed/mo 3:00 P - 5:00 P	Senior Center	12	year round	Free	80 avg.	na
SPECIAL INTEREST								
BABYSITTER TRAINING	11 to 14Y	M 4:00P - 6:00P	Community Center	3	Sp, F	\$73	12	8/12
CARTOONING (Beginning)	7 -13Y	Sat 1:30P - 4:30P	Community Center	1	F	\$70	35	10/16
KIDS CAFÉ	8 to 12Y	Sat 10:00A -12:00P	Community Center	3	W,Sp,Su,F	\$45	43	8/12
MUNCHKIN PLAYERS	5 to 7Y	W 4:00P - 4:45P	PYT or Theuerkauf School	6	W,Su	\$70	9	1/4
STORY STRETCHERS	42 to 5Y	Tu 4:00P - 4:45P	Theuerkauf School	6	W,Su	\$70	7	1/4
ICE SKATING (Beginning)	3 to 12Y	M, Tu *	Winterlodge	7	W, F	\$100	48	2/15
LEGO ENGINEERING	6 to 10Y	W 4:00P - 5:30P	Community Center	10	W	\$140	48	12/16
PINT-SIZE PLAYERS	8 to 10Y	W 3:30P - 5:00P	Peninsula Youth Theatre	10	W	\$175	0	1/3
BASIC AID TRAINING	8 to 10 Y	W 4:00 - 6:00 P	Community Center	3	W	\$35	0	8/12
DJ 101 FOR TEENS	11-14 Y	Th 6:00P - 7:00P	Community Center	3, 2sess	W	\$20		8/12
WHEN I'M IN CHARGE	9-14Y	Sat 10:00A -12:30P	Community Center	1, 3 ses	W	\$30	9	8/12
WILD IMAGINEERS	3-11Y	Sat 10:30 A -12:00 P	Community Center	4	W	\$56	13	8/12
SPORTS & FITNESS								
AIKIDO (Beg/Continuing)	7 to 13Y	F or Sat 10:20A -11:20A; 6:00P - 7:00P	Enkuban Dojo	8	W,Sp, Su, F	\$45	42	1/6
AIKIDO (Beginning Only)	7 to 13Y	Sat 9:00A -10:00A	Enkuban Dojo	8	W,Sp, Su, F	\$45	12	1/6
AIKIDO (Beg/Continuing)	14 to 99Y	Tu 7:00P - 8:00P	Enkuban Dojo	8	W,Sp, Su, F	\$45	1	1/6
OT SOCCER	42 to 4Y	Th, F 9:00A - 9:30A 10:05A - 10:35A 2:15P - 2:45P 4:50P -5:20P or Sat 5:05P - 5:35P	Cooper Park/Rengstorff Park	8	W,Sp, Su, F	\$62	61	8/30
PRE-SOCCER	4 to 5Y	Th, F 9:30A -10:05A 1:45P - 2:20P or Sat 2:45P - 3:20P	Cooper Park/Rengstorff Park	8	W,Sp, Su, F	\$62	139	8/36
MOMMY/DADDY & ME	24 to 42M	Fri or Sat 11:00A -11:30A 11:30A -12:00A 3:30P - 4:00P 4:00P - 4:30P	Cooper Park/Rengstorff Park	8	W,Sp, Su, F	\$62	87	8/20

APPENDIX H continued

Description/Title	Ages	Day and Time	Location	Weeks	Season	Fee	Annual Participants	Min/Max
SPORTS & FITNESS continued								
SOCCER 1	5 to 6Y or Sat	Th, F 2:20P - 3:05P 3:20P - 4:05P	Cooper Park/Rengstorff Park	8	W,Sp, Su, F	\$62	121	8/45
SOCCER 2	7 to 8Y	Th, F 3:05P - 3:50P Or Sat 4:05P - 4:50P	Cooper Park/Rengstorff Park	8	W,Sp, Su, F	\$62	59	8/45
SOCCER 3	9 to 12Y	F or Sat 3:05P - 4:05P; 4:05P - 5:05P	Rengstorff Park	8	W,Sp, Su, F	\$62	46	8/45
WINTER WARRIORS	5 to 12Y	Sat 9:00A - 9:45A 10:00A -10:45A 11:00A -12:00P	Rengstorff Park	10	W	\$68	50	12/54
TAE KWON DO	9 to 17Y	Tu,Th 6:00P - 7:00P	Whisman Sports Center	8	W,Sp, Su, F	\$35	139	8/30
TINY TWISTERS GYM B	3M to 6Y	Tu or F 10:00A-10:55A; 2:00P-2:55P	Twister's Gym	8	W,Sp, Su, F	\$62	27	3/7
TINY TWISTERS GYM A	3M to 6Y	Tu or W 10:00A-10:55A; 2:00P-2:55P	Twister's Gym	8	W,Sp, Su, F	\$62	21	3/6
TINY TWISTERS- MOM/DAD/ME	18 to 42M	W or F 9:15A -10:00A	Twister's Gym	8	W,Sp, Su, F	\$62	39	3/12
T-BALL	3 to 5Y	Sat 9:30A-10:15A 10:30A-11:15A 11:30A-12:15A 12:30A-1:15A	Eagle Park	4	Sp	\$16	48	8/12
Beginning Fencing	5 - 18 Y	M or Sat 1 hour class	California Fencing Acad.	7	Su, F	\$118	72	8/12
Karate for Fitness	4 - 6 yrs	F 3:30 -4:15 P	Cala Center Dojang	8	F	\$75	19	8/12
SUMMER CAMPS - GENERAL INTEREST								
BASEBALL CAMP	6 to 10Y	M-F 9:00A - 3:00P	Monta Loma School	1	S, 2 sess	\$117	36	15/50
BASKETBALL CAMP	7 to 14Y	M-F 9:00A - 3:00P	Whisman Sports Center	1	S, 2 sess	\$117	112	15/60
BUSY BEES	3 to 5Y	M-F 9:15A -11:45A	Community Center	1	S, 8 sess	\$52	118	20/30
CLUB REC - JUNIORS	6 to 8Y	M-F 9:00A - 4:00P	Community Center	1	S, 8 sess	\$74	242	20/40
EXTENDED CLUB REC JR	6 to 8Y	M-F 7:30A - 9:00A	Community Center	1	S, 8 sess	\$32	109	12/24
CLUB REC - SENIORS	8 to 11Y	M-F 9:00A - 4:00P	Theuerkauf School	1	S, 8 sess	\$74	248	20/40
EXTENDED CLUB REC SR	8 to 11Y	M-F 7:30A - 9:00A	Theuerkauf School	1	S, 8 sess	\$32	110	12/24
FLAG FOOTBALL	7 to 14Y	M-F 9:00A -12:00P	Rengstorff Park	1	S, 1 sess	\$97	18	15/56
H2O ADVENTURES	8 to 11Y	M-F 9:00A -3:00 P	Community Center	2	S, 4 sess	\$154	94	12/24
SOCCER CAMP - FULL DAY	5 to 12Y	M-F 9:00A - 4:00P	Rengstorff Park	1	S, 4 sess	\$138	161	10/45
SOCCER CAMP-HALF-DAY	54M to 12Y	M-F 9:00A-10:30A; 9:00A-12:00P	Rengstorff Park	1	S, 12 sess	\$72	87	10/40
MINI-HAWK	4 to 7Y	M-F 9:00A -12:00P	Rengstorff Park	1	S, 2 sess	\$97	76	15/48
MULTI-SPORT	7 to 14Y	M-F 9:00A - 3:00P	Rengstorff Park	1	S, 1 sess	\$117	22	15/56
REC'ing CREW	11 to 14Y	M-F 12:00P - 5:00P	Whisman Sports Center	1	S, 8 sess	\$58	300	20/50
THEATRE CAMP	6 to 11Y	M-F 8:30A - 3:30P	Theuerkauf School	2	S, 8 sess	\$258	59	1/8
VOLLEYBALL CAMP	10 to 14Y	M-F 8:45A -11:45A	Whisman Sports Center	1	S, 2 sess	\$40	63	10/32
VOYAGERS	6 to 8Y	M-F 1:00P - 4:00P	Community Center	1	S, 8 sess	\$32	150	20/30
LEGO ENGINEERING CAMP	5-6 Y	M-F 9:00A-12:30 P	Community Center	1	2 sess	\$125	65	10/15
ENGINEERING FUNDAMENTAL	7-9Y	M-F 1:00 - 4:30 P	Community Center	1	Su	\$125	19	10/15
JUNK YARD WARS	9-12Y	M-F 1:00 - 4:30 P	Community Center	1	Su	\$125	25	10/15
ROCK CLIMBING	7-9Y	M-F 9:00A -12:00 P	Twisters	1	Su, 2 sess	\$159	14	7/12
SPECIAL EVENTS								
ARBOR DAY	All	Sat	Pioneer Park	1	Sp	Free	450	na
COMMUNITY YARD SALE	All	Sat 8:30A - 2:00P	Rengstorff Park	1	Sp	\$14	1,000	na
HALLOWEEN FESTIVAL	All	Sat	Rengstorff Park	1	F	Free	450	na
SPRING PARADE	All	Sat 12:00P - 5:00P	Downtown/Pioneer Park	1	Sp	Free	7,500	na
SUMMER CONCERTS	All	Th 6:30P - 8:00P	Cuesta Park/Civic Plaza	6	Su	Free	10,000	na
TREE LIGHTING	All	Mon 6:30P - 9:00P	Civic Center Plaza	1	W	Free	1,500	na
Youth Track event with Mesa	9Y-12Y	Su 11:00A -3:30 P	MV High School	1	Su	Free	214	na

APPENDIX H continued

Description/Title	Ages	Day and Time	Location	Weeks	Season	Fee	Annual Participants	Min/Max
TENNIS								
PEEWEE 1 - 2 WEEK	4 to 6Y	M, Tu, W 9:00A-9:45A; 10:00A-10:45A	Cuesta Tennis Center	2	Su	\$45	42	na
PEEWEE 2 - 2 WEEK	4 to 6Y	M, Tu, W 9:00A-9:45A; 10:00A-10:45A	Cuesta Tennis Center	2	Su	\$45	51	na
BEGINNER 1 - 2 WEEK	7 to 10Y	M, Tu, W, Th 10:00A-11:00A; 11:00A-12:00P	Cooper Park	2	Su	\$48	9	na
BEGINNER 1 - 2 WEEK	7 to 10Y	M, Tu, W, Th 11:00A - 12:00P 2:00P - 3:00P 3:00P - 4:00P	Cuesta Tennis Center	2	Su	\$48	49	na
BEGINNER 1 - 2 WEEK	11 to 15Y	M, Tu, W, Th 11:00A - 12:00P	Cooper Park	2	Su	\$48	0	na
BEGINNER 1 - 2 WEEK	11 to 15Y	M, Tu, W, Th 11:00A-12:00P; 3:00P-4:00P	Cuesta Tennis Ctr	2	Su	\$48	21	na
BEGINNER 1 - 4 WEEK	7 to 10Y	Sat 9:00A - 10:00A	Sylvan Park	4	Su	\$24	18	na
BEGINNER 1 - 4 WEEK	7 to 10Y	M, W 6:00P - 7:00P	Cuesta Tennis Center	4	Sp, Su, F	\$48	54	na
BEGINNER 1 - 4 WEEK	11 to 15Y	Sat 10:00A - 11:00A	Sylvan Park	4	Su	\$24	0	na
BEGINNER 1 - 4 WEEK	11 to 15Y	Tu, Th 6:00P - 7:00P	Cuesta Tennis Center	4	Sp, Su,	\$48	15	na
BEGINNER 1 - 4 WEEK	16Y & up	M, W 7:00P - 8:00P	Rengstorff Park	4	Sp, Su, F	\$48	6	na
BEGINNER 1 - 4 WEEK	16Y & up	Sat 11:00A - 12:00P	Sylvan Park	4	Su	\$24	0	na
BEGINNER 2 - 2 WEEK	7 to 10Y	M, Tu, W, Th 9:00A - 10:00A	Cooper Park	2	Su	\$48	12	na
BEGINNER 2 - 2 WEEK	7 to 10Y	M, Tu, W, Th 11:00A - 12:00A 2:00P - 3:00P 3:00P - 4:00P	Cuesta Tennis Center	2	Su	\$48	23	na
BEGINNER 2 - 2 WEEK	11 to 15Y	M, Tu, W, Th 10:00A - 11:00A	Cooper Park	2	Su	\$48	0	na
BEGINNER 2 - 2 WEEK	11 to 15Y	M, Tu, W, Th 10:00A - 11:00A 11:00A - 12:00P 2:00P - 3:00P	Cuesta Tennis Center	2	Su	\$48	14	na
BEGINNER 2 - 4 WEEK	7 to 10Y	M, W 6:00P - 7:00P	Cuesta Tennis Center	4	Sp, Su, F	\$48	55	na
BEGINNER 2 - 4 WEEK	11 to 15Y	T, Thu 6:00P - 7:00P	Cuesta Tennis Center	4	Sp, Su,	\$48	6	na
BEGINNER 2 - 4 WEEK	16Y & up	M/W or T/Th 8:00P - 9:00P	Cuesta or Rengstorff	4	Sp, Su, F	\$48	20	na
INTERMEDIATE - 2 WEEK	11 to 15Y	M, Tu, W, Th 11:00A - 12:00P 2:00P - 3:00P	Cuesta Tennis Center	2	Su	\$48	11	na
INTERMEDIATE - 4 WEEK	16Y & up	M/W or T/Th 8:00P - 9:00P	Rengstorff or Cuesta	4	Sp, Su, F	\$48	0	na
TENNIS FITNESS - 4 WEEK	16Y & up	T, Thu 7:00P - 8:00P	Cuesta Tennis Center	4	Su	\$48	14	na
GAMES STRATEGY - 2 WEEK	11 to 15Y	M, Tu, W, Th 10:00A - 11:00A	Cuesta Tennis Center	2	Su	\$48	8	na
GAMES STRATEGY - 2 WEEK	11 to 15Y	M, Tu, W, Th 4:00P - 5:00P	Cooper Park	2	Su	\$48	0	na
GAMES STRATEGY - 4 WEEK	16Y & up	M/W or T/Th 8:00P - 9:00P	Cuesta/Cooper/Sylvan/Reng	4	Sp, F	\$48	0	na
ADULT DOUBLES - 4 WEEK	16Y & up	T, Th 7:00P - 8:00P; 8:00P - 9:00P	Cuesta or Rengstorff	4	Su	\$48	17	na
AFTER-SCHOOL	8 to 15Y	M, W, F 4:00P - 5:00P			Sp, F		44	na
TENNIS SPORTS CAMP	8 to 14Y	M, Tu, W, Th 9:00A - 1:00P	Cuesta Tennis Center	2	Su	\$196	15	na
JUNIOR TEAM LEAGUE	up to 18Y	Tu 7:00P - 9:00P	Cuesta Tennis Center		Sp,F		36	na
GOLF								
LEVEL 1	18Y & up	W, Th or Sun 1 hour class	Shoreline Golf Links	4	W, Sp, Su, F	\$100		3/6
LEVEL 2	18Y & up	W, Th or Sun 1 hour class	Shoreline Golf Links	4	W, Sp, Su, F	\$100		3/6
LEVEL 3	18Y & up	W, Th or Sun 1 hour class	Shoreline Golf Links	4	W, Sp, Su, F	\$100		3/8
LEVEL 4	18Y & up	Sat 2 hour class	Shoreline Golf Links	4	W, Sp, Su, F	\$200		3/5
JUNIOR CLINICS - BEG	8 to 11Y	Tu, W, Th, F 9:00A - 10:30A	Shoreline Golf Links	1	Su	\$85		5/10
JUNIOR CLINICS - BEG	12 to 17Y	Tu, W, Th, F 10:45A - 12:15P	Shoreline Golf Links	1	Su	\$85		5/10
JUNIOR CLINICS - ADV	8 to 17Y	Tu, W, Th 1:00P - 2:30P	Shoreline Golf Links	1	Su	\$125		3/8
PARENT/CHILD	8 to 17Y	Sat 1:30P - 2:30P	Shoreline Golf Links	1	W, Sp, Su, F	\$75		3/3
ROUNDS	All	7 days na	Shoreline Golf Links		W, Sp, Su, F	varies		na

APPENDIX I

Athletic Fields Data

DEMAND FACTORS Organization	SEASON		LEAGUE PART.		TEAMS			PRACTICES		
	Season	Dates	Age(s)	Qty (Max)	Max Indiv/Team	# Teams	Total Players	Qty/Wk	Max Hrs/Day	Hrs/Wk
MV Little League– Baseball	Spring Fall	2/15-7/15 8/20-11/19	5-14 5-14	350 50	14 14	28 4	392 58	3 3	3	20 0
MV Babe Ruth– Baseball	Spring Fall	3-7 9-11	13-19 13-19	170 150	16 16	10 10	160 160	1	1	0 0
LA-MV Pony League– Baseball	Spring	2-8	5-18	1000	13	8	1105	2	4	8
MVLA–Girls Softball	Spring	27	5-15	450	13	40	620	2	2	0
NOVA Girls Travel Softball	Summer/ Fall	6/1-12/1	8-16	90	12	7	12	3	3	0
City of Mountain View Recreation Division– Adult	Spring/ Fall	4/1-11/7	18U	450	15	42	630	N/A	N/A	N/A
New Millennia Athletic Club Flag Football (Mens)	Spring/ Summer	4-7	18U	70	10	7	12	3	3	0
Mountain View Marauders Football	Fall	7/30-11/29	7-15	150	35	5	175	3	3	2
MV Marauders Cheerleading	Fall	7/30-11/29	7-15	150	35	5	175	N/A	N/A	N/A
AYSO 45 Youth Soccer	Fall	8/15-11/15	U6	110	10	11	110	0	0	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U6	90	10	9	90	0	0	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U7	160	8	20	160	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U7	96	8	12	96	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U8	160	10	16	160	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U8	118	10	12	120	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U9	153	13	12	156	1	1	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U10	116	13	9	117	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U10	194	13	15	195	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U12	153	13	12	158	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U12	116	13	9	117	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U14	75	15	5	75	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U14	74	15	5	75	2	1.25	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U16	28	14	2	28	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U16	34	17	2	34	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U19	28	14	2	28	2	1.5	0
AYSO 45 Youth Soccer	Fall	8/15-11/15	U19	19	19	1	19	2	1.5	0
MV-LA Soccer Club (competitive/travel)	Year-round; highest use Fall/Spring	4-7; 8-12	U8- U19	800	18	50	900	2-3/ wk	2	11/ wk
Graham Middle School	Fall/Winter Spring	8/28-5/17	11-14			5 per season	0	2	2	0
Crittenden Middle School	Winter/ Spring	2/26-4/5 4/7-5/16	11-14 11-14	160	36 soccer; 40 track	2	140	4-5/ wk	1.5	
MV Recreation–Youth Sports	Year-round		6-12	1500	40/class/ camp		1500	4-5/wk	1.5	
							7,731			

APPENDIX H continued

GAMES		RAIN/MAKE-UP	FIELD USE		COMMENTS	
Qty/ Wk	Max Hrs /Game	# Days/ Games	Field Size(s)	Fields Used Qty	Field Permit List	
30	2.5	60	60' & 90' basepath	14	McKelvey (big/little); Monta Loma main/grass; Slater dirt/grass;Whisman dirt/grass; Landels dirt/grass; Bubb dirt/backstop/grass; Eagle	
12	2	5	90'	1	McKelvey (big)	
12	2	5	basepath	1		
24	3	2	60' & 90' basepath	4/MV & 6/LA	Bubb; Cooper East; Cooper West; Huff	
2	2	10	60' basepath	7	Stevenson-2; Callahan; Crittenden; Slater; Whisman; Others for 6U and 8U practice	Graham added 2007
0	0	0	60' to 90' basepath	2	Stevenson	Travel team. No games in MV
18	1.25	10	60'	2 basepath	Callahan; Crittenden	Leagues; COED, Men's C, Men's C3 & Men's D
6	0.75	0	60' basepath	1	Crittenden	
5	2	0		3	Stevenson (August only); Crittenden, McKelvey, + Graham 2007	No games in MV prior to 2007
N/A	N/A	N/A	N/A	N/A	Whisman Sports Center and MVSP	
1	1.5	Infrequent	Varies	1	Bubb*	Boys
1	1.5	Infrequent	Varies	1	Bubb*	Girls
1	1.5	Infrequent	Varies	1	LASD*	Boys
1	1.5	Infrequent	Varies	1	Huff*	Girls
1	1.5	Infrequent	Varies	1	LASD*	Boys
1	1.5	Infrequent	Varies	2	Castro*, LASD*	Girls
1	1.5	Infrequent	Varies	2	Bubb*, Huff	Boys
1	1.5	Infrequent	Varies	1	Slater*	Boys
1	1.5	Infrequent	Varies	2	Landels*, Huff	Girls
1	1.5	Infrequent	Varies	1	Crittenden	Boys
1	1.5	Infrequent	Varies	1	Whisman*	Girls
1	1.5	Infrequent	Varies	1	Cooper*	Boys
1	1.5	Infrequent	Varies	1	Cooper*	Girls
1	1.5	Infrequent	Varies	1	Stevenson*	Boys
1	1.5	Infrequent	Varies	1	Stevenson*	Girls
1	1.5	Infrequent	Varies	1	Stevenson*	Boys
1	1.5	Infrequent	Varies	1	Stevenson*	Girls
30	2	8	Varies	11	Monta Loma, Crittenden, Callahan Stevenson, Cooper, Huff, Eagle, Castro Sylvan, Graham, Whisman	Male & Female; Advocates all-weather turf fields and lighting
2	3.5	3	Diamond & Rectangle	1	Graham	Male & Female; also use MVSP
2	2		Rectangle	1	Crittenden and Graham 2007	Male & Female; also use WSC
		5	Diamond & Rectangle	3	Rengstorff, Cooper, Monta Loma	Soccer, Baseball, Flag Football

APPENDIX J

Facility Needs Summary and Prioritization Matrix

City of Mountain View Recreation Plan Project Prioritization Matrix—Facilities	Assessment Tools						Total Tools
	Community Questionnaire	Workshop #1	Workshop #2	Stakeholder Interviews	Participant Survey	Focus Groups	
Facility Needs Identified as a Part of the Process							
Access to School Sites		■				■	2
Baseball Fields	■		■	■			3
Camping Facilities			■				1
Children's Museum					■		1
Community Gardens			■		■	■	3
Community Orchard			■				1
Complete School Facilities						■	1
Deer Hollow Farm retained and enhanced	■						1
Disc Park			■				1
Dog Parks	■		■		■	■	4
Extend Pool Hours	■		■				2
Extend Stevens Creek Trail	■						1
Fix Versus Remove Trees		■					1
Good Maintenance, Clean Parks, Facilities			■				1
Gymnasium	■				■		2
Heritage Center			■				1
Historical Museum						■	1
Maintenance of Bathrooms—needs improvement						■	1
Lighting Plan is Poor –needs improvement						■	1
Lack of bathrooms at sports facilities						■	1
Maintain Current Level of Facilities						■	1
More Bleachers						■	1
Multi-Use Facility			■			■	2
Natural Areas			■				1
Neighborhood Parks						■	1
Open Play Areas for Children	■						1
Open Space	■	■	■	■	■	■	6
Park Amenities—picnic tables, benches, shade, bathrooms	■		■	■	■		4
Parks in High Density/Housing/Mini/Pocket	■		■				2

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June 2007

APPENDIX J continued

Assessment Tools

Facility Needs Identified as a Part of the Process	Community Questionnaire	Workshop #1	Workshop #2	Stakeholder Interviews	Participant Survey	Focus Groups	Staff Workshop	Total Tools
Parking–Rengstorff Park	■					■		2
Pool–open year-round/extended hours/indoor		■	■	■		■		4
Ranger Program should be expanded						■		1
Recreation/Community Center		■	■	■	■	■		5
At Whisman					■			1
Renovate Rengstorff						■		1
Restaurant Addition at Shoreline Park					■			1
Satellite Recreation Facilities	■			■				2
Senior Facilities should be expanded/increased						■		1
Stage that is larger downtown				■				1
Sports Complex						■		1
Sport Fields	■		■	■	■			4
Improve Time Management of Fields			■					1
Bathrooms Cleaner			■					1
At Shoreline				■		■		2
Technology Center					■			1
Teen Center, Downtown			■	■	■	■		4
Tennis Center			■		■			2
Trails	■	■	■	■		■		5
Alternative entrance from San Antonio			■					1
Extend Stevens Creek Trail			■					1
Add trails to bay land			■					1
Trails in Open Space			■					1
Bike Paths in Open Space			■					1
Throughout the City			■					1
ADA trails at Annex			■					1
Foothill to Shoreline			■					1
Transportation to Shoreline Park					■			1
Youth Bus					■			1
Youth Day-Care Facility				■	■			2
Upgrade/Renovate/Add Skate Park					■			1
Upgrade Lighting on Lawn Area/Open Space	■	■						2
Water Park					■			1
Xeriscaping–Natural Plants		■						1

Top Priorities

6's

Open Space

5's

- Recreation/Community Center
- Trails

4's

- Park Amenities
- Pool/Aquatic Facilities – new expanded
- Sports Complex
- Teen Center

APPENDIX K

Recreation Program Outcomes—Prioritization Matrix

City of Mountain View Recreation Plan Project Prioritization Matrix—Outcomes	Assessment Tools							Total
	Community Questionnaire	Workshop #1	Workshop #2	Stakeholder Interviews	Participant Survey	Focus Groups	Staff Workshop	
Desirable Program/Services Outcomes								
Academic Achievement						■		1
Access for All	■	■	■	■	■	■		6
Assets Development for Youth	■	■		■		■		4
Civic Involvement		■		■		■		3
Community Building			■					1
Culturally Diverse			■	■	■	■		4
Environmentally Healthy Community	■				■	■		3
Expanding Community Resources/Capacity	■	■	■	■		■		5
Family Friendly	■	■						2
Community Friendly				■				1
Fun	■				■	■		3
Good Governed Community				■				1
Health and Wellness	■			■	■	■		4
Heritage and History of Community Preserved		■	■					2
Lifelong Learning	■	■		■	■	■		5
Meeting People—making friends/socialize		■			■			2
Open Space is Increased/Maintained	■	■	■	■	■	■		6
Pride in Community		■		■				2
Public Places to Gather	■	■		■				3
Safety and Security	■	■	■	■	■	■		6
Small-Town Feel	■			■		■		3
A Good Place to Raise Strong Families	■	■		■				3
Strong Sense of Community	■			■	■	■		4
Sense of Belonging/Inclusive Community	■							1
Sustainability Building		■	■					2
Walkable Community	■	■		■	■	■		5
Top Priorities	6's		5's			4's		
	<ul style="list-style-type: none"> • Access for All • Safety and Security 		<ul style="list-style-type: none"> • Expanding Community Resources • Lifelong Learning • Walkable Community 			<ul style="list-style-type: none"> • Assets Development for Youth • Culturally Diverse • Health and Wellness • Strong Sense of Community 		

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June 2007

APPENDIX L

Recreation Programs/Services Prioritization Matrix

City of Mountain View Recreation Plan Project Prioritization Matrix—Programs/Services	Assessment Tools							Total
	Community Questionnaire	Workshop #1	Workshop #2	Stakeholder Interviews	Participant Survey	Focus Groups	Staff Workshop	
Programs and Services Identified Needs Identified As a Part of the Process								
Academic/homework assistance	■	■		■	■	■		5
Aerobic classes/activities/exercise programs			■		■			2
Aquatic activities			■		■	■		3
Art programs						■		1
Asset/character development for youth	■			■				2
Bicycle programs			■			■		2
Out-of-school care/after-school programs/extended hrs	■	■	■	■	■	■		6
Boxing with PAL			■	■				2
Child care	■				■			2
Cooking					■			1
Community events	■	■	■		■	■		5
Dance				■	■			2
Deer Hollow Farm, increase programs	■			■				2
Downtown events/activities	■		■	■	■			4
Drug-substance abuse counseling/education	■			■		■		3
Environmental/nature programs and activities	■	■	■		■	■		5
Family programming	■			■	■	■		4
Family-support services	■			■				2
Farmer's Market			■	■				2
First-aid/safety classes					■			1
Gardening	■		■		■			3
Gang diversion/prevention	■			■		■		3
Gymnastics					■			1
Health and wellness programs	■		■	■		■		4
High school programs				■	■			2
Hiking, biking and walking programs	■	■	■	■	■			5
History/heritage programs		■	■					2
Intergenerational programs			■					1
Jazz concert				■				1

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June 2007

APPENDIX L continued

Assessment Tools

Programs and Services Identified Needs Identified As a Part of the Process	Community Questionnaire	Workshop #1	Workshop #2	Stakeholder Interviews	Participant Survey	Focus Groups	Staff Workshop	Total Totals
Job and career training for youth and seniors				■				1
Language classes						■		1
Lego camp					■	■		2
Middle school youth activities	■	■			■			3
Mobile recreation—academic support	■			■				2
Movies in the park			■	■	■			3
Neighborhood programs						■		1
Nutritional education for youth			■	■				2
Painting, music, art		■			■			2
Parenting classes/workshops	■		■			■		3
Park concerts					■			1
Ranger program should be expanded			■	■				2
School resource officer				■				1
School-site programs	■	■	■	■	■	■		6
Senior sports	■				■			2
Soapbox derby			■			■		2
Spanish language programs/preschool		■		■	■			3
Special needs program/services					■			1
Stress reduction programs	■	■		■	■			4
Summer camps					■	■		2
Teen programs and services		■	■	■		■		4
Theatre programs					■	■		2
Tiny Tot programs						■		1
Transportation programs					■	■		2
Volunteer/civic services					■			1
Yoga					■			1
Young adult programming						■		1
Youth activities	■	■		■	■	■		5
Youth counseling/at-risk youth services	■							1
Youth environmental education	■	■						2
Youth physical fitness, health and wellness	■		■	■				3
Youth and adult sports	■	■	■		■	■		5

Top Priorities

6's

- Out-of School Programming
- School-Site Programs

5's

- Academic/Homework Assistance
- Community Events
- Environmental Education
- Hiking/Walking Programs

- Volunteer/Civic Services
- Youth Activities
- Youth and Adult Sports

4's

- Downtown Events/Activities
- Family Programming
- Health and Wellness Programs
- Stress Reduction
- Teen Programs/Services

APPENDIX M

Recreation Administration Prioritization Matrix

City of Mountain View Recreation Plan Project Prioritization Matrix—Administrative/ Policy Considerations	Assessment Tools							Total Tools
	Community Questionnaire	Workshop #1	Workshop #2	Stakeholder Interviews	Participant Survey	Focus Groups	Staff Workshop	
Administrative Policy Considerations Identified As a Part of the Process								
Expand school collaboration		■	■	■	■	■		5
Expand hours of operations/programs for aquatics					■	■		2
Expand programming at school sites						■		1
Evaluative criteria established				■				1
Improve communication to community/partners						■		1
Improve quality of homework assistance program						■		1
Facilitator of services				■		■		2
Increased access for low income	■	■	■	■		■		5
Increase revenue streams		■		■		■		3
Increase partnerships	■	■	■	■		■		5
Increase volunteer opportunities						■		1
Involve seniors with planning						■		1
Involve youth with planning				■				1
Institute in-lieu fees and developer fees						■		1
Long-term planning for youth				■				1
Marketing/publicity			■	■		■		3
Neighborhood programs/satellite/outreach	■	■	■	■	■	■		6
Ongoing research of community to assess needs						■		1
Priority for residents				■		■		2
Safe passage for youth and families to programs						■		1
Scheduling of activities need to be examined			■		■	■		3
School site access	■	■		■		■		4
Staff are knowledgeable about recreation				■	■	■		3
Coordinate services with other youth organizations			■	■		■		3
Top Priorities	6's			5's			4's	
	<ul style="list-style-type: none"> • Neighborhood Programs/Satellite/Outreach 			<ul style="list-style-type: none"> • Expand School Collaboration • Increase Access for Low Income • Increase Partnerships 			<ul style="list-style-type: none"> • School Site Access 	

Prepared by
PDG & Associates
June 2007



Senior Center

**Parks
Make
Life
Better!**SM



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Bicycle Kids (Joe Sam, 1995)