APPENDIX B: PROGRAM AND SUPPORT SERVICE AREAS

As noted in Appendix A, the City of Cupertino Recreation and Community Services Department identified service areas to facilitate evaluation of its recreation programs and services. Their service areas are largely divided by age group and/or facility, which makes it difficult to discuss the types of programs provided. Another way to evaluate recreation programs is to distinguish between types of *program* service areas and *support* service areas:

- **Program Service Areas:** Categories that reflect the different types of recreation camps, classes, activities and events produced, hosted, staffed and/or facilitated by the City.
- **Support Service Areas:** Administrative efforts to develop, coordinate, facilitate or support park use and resident participation in program services.

By looking at existing City programs, new categories were developed that divide program service areas and support service areas—allowing us to analyze program service areas in greater detail. The following example helps illustrate the distinction. Volunteer programs for natural resource stewardship would fall under the 'Environmental Education/Nature Interpretation' program service area, while the effort to recruit these volunteers would fall under the 'Partnership and Volunteer Coordination' support service area.

The purpose of identifying programs and services in these categories is to continue the discussion of how Cupertino should track and manage recreation programming, what services and program areas should be provided, and where program enhancement is needed to better address the recreation preferences and needs of City residents.

The program service areas and support areas noted in this appendix will be vetted further before identifying recommendations for managing and enhancing programs.

PROGRAM SERVICE AREAS

Program Service Areas that encompass existing program services offered by the City are defined below. Table B-1 provides examples of existing program services within these categories and identifies opportunities for improvements and enhancements.

- **Arts & Culture:** Includes classes, camps, programs, etc. relating to fine, visual, performing and cultural arts.
- **Aquatics:** Includes all aquatics and swimming programs and services.
- **Child, Youth and Teen Development & Leadership:** Includes programs from preschool through college preparation that focus on child and youth learning and development, afterschool enrichment, and youth and teen empowerment.

- **Events and Festivals:** Includes all events, fairs, festivals, races and community-scale activities produced by the City, in collaboration with the City or at City facilities.
- **Golf:** includes all golf and golf-related programs and services.
- **Environmental Education/Nature Programs:** Includes opportunities to learn about, appreciate, restore, interpret and interact with the natural environment through classes, camps, volunteer opportunities, etc.
- **Lifelong Learning & Enrichment:** Includes opportunities for skill development and personal enrichment for recreation and leisure in a non-academic context.
- **Seniors/Older Adult Programs:** Includes all programs, activities and services designed and offered exclusively for seniors and older adults, whether at the Senior Center or other facilities.
- **Sports, Fitness and Exercise:** Includes organized athletic leagues, sport-focused camps, sports or fitness classes, and open gyms/facilities/courts, except those relating to golf, aquatics or seniors.

In addition to these areas, which encompass existing program services, meeting the full community's needs may require new program service areas. The following are proposed for discussion:

- **Therapeutic Recreation:** Includes classes, activities and events specifically for people with disabilities or for people of varied abilities.
- **Culturally Diverse Programming:** Includes programs targeted to the City's racial, ethnic and cultural demographics, responsive to the interests and language needs of specific populations.
- **Play and Outdoor Recreation:** Includes less structured but organized play opportunities at indoor and outdoor facilities, as well as outdoor programming and activation in parks and related public spaces**.**

SUPPORT SERVICE AREAS

Support services are areas that are "prerequisites" to offering the programs. They services are vital and necessary to ensure the success of the City's program service areas. The City provides the following support services for park and facility use and program participation:

- **Adaptive/Inclusive Recreation Accommodations:** Includes outreach and support to make accommodations as requested in other types of programs, events and activities to ensure these are accessible for people of all abilities.
- **Communication, Branding and Marketing:** Includes the Department's efforts to advertise its programs and communicate effectively about recreation options.
- **Community Outreach/Neighborhood Services:** Includes efforts to connect neighbors, increase neighborhood communication and safety, and prepare residents for emergencies.
- **Customer Service:** Includes elements such as registration and connections to social services, etc.
- **Park and Facility Reservations, Rentals and Permits:** Administers applications, permitting and scheduling for park and facility rentals and reservations (e.g., meeting rooms, picnic spaces, community garden plots, sports fields, and recreation facilities for use by other leagues, clubs, groups, organizations or individuals).
- **Park and Facility Maintenance:** Includes landscaping and infrastructure maintenance, janitorial services, equipment repair, natural resource stewardship and similar services to ensure the cleanliness, safety and usability of parks.
- **Partnership and Volunteer Coordination:** Includes the recruitment and management of partnership and volunteer opportunities.

- **Program management:** Includes program administration and planning, such as decision-making, cost recovery, fee methodology, development, staffing, staff policies and procedures, staff management and training, etc.

PROGRAM PROVISION IN THE FUTURE

The purpose for evaluating the program elements is to determine if the City of Cupertino is offering the most effective recreation and educational opportunities in line with the values and desires of the community. To answer this, the City must understand (1) what programs and services are offered, (2) the quality and effectiveness of existing programs, (3) the community's needs and desires, (4) the resources available to provide programs, (5) the opportunities, challenges and constraints affecting program provision, and (6) ways to measure success.

(1) Programs data is needed to define the quantity and variety of programs, events, activities and services offered.

(2) Program quality and effectiveness should be measured by identifying elements such as participation levels, cancellation rates, the time, location, price at which programs are offered, and the community benefit received.

(3) The community's needs and desires can be determined through combination of survey data, other public feedback, national trends, and demographic and market data.

(4) Available assets and resources (including human, physical and capital) address factors such as facility and program staffing requirements, facility access and condition, and even the provision of new types of facilities that will influence the capacity to provide programs and the types of programs provided.

(5) An opportunities, challenges and constraints analysis would consider the City's place in the recreation market (role and service niche), financial viability and cost recovery rates, the community's ability and willingness to pay for programs and services, and similar factors.

(6) Performance measures are important to gauge program success.

Once the Master Plan identifies a framework for the provision of programs based on the community's vision and goals for parks and recreation, the City can begin consistently tracking the data needed to better evaluate program effectiveness and determine where adjustments are needed. In the past, the City has not had a robust framework to describe and categorize programs and events, nor to fully measure and evaluate them. The department recently established performance measures which for the last year and a half have been collected and analyzed quarterly; the metrics address customer satisfaction, cost recovery, and program performance. Efforts are being taken to have additional tools in place to facilitate analysis. The Master Plan can provide recommendations regarding ways the City can continue to move towards these goals.

Example of existing Community Outreach/Neighborhood Services efforts.

APPENDIX B: TABLE, EXISTING & POTENTIAL PROGRAM SERVICE AREAS

PROGRAM SERVICE AREA	EXAMPLES OF EXISTING PROGRAMS AND EVENTS	LOCATION CURRENTLY OFFERED								OPPORTUNITIES	EXAMPLES OF POTENTIAL PROGRAMS AND EVENTS
		COMMUNITY PARKS	LARGE NEIGHBORHOOD PARKS	SMALL NEIGHBORHOOD PARKS	SPECIAL USE SITES	TRAIL CORRIDORS	SCHOOL FIELDS / SCHOOL SITES	LOCAL PARKS AND RECREATION RESOURCES	COUNTY PARKS & REGIONAL OPEN SPACE PRESERVES		
Existing Program Service Areas											
Arts & Culture Includes classes, camps, programs, etc. relating to fine, visual and performing and cultural arts	• Dance, Act Perform Camp • Hogwarts Camp • Bilingual Chinese & English Music Class • Group Ukulele Beginners • IncrediBooks • Ceramic and Art Birthday Party	x	x							The development of a performing and fine arts center, with a theater, music rooms, dance studios, arts/crafts rooms, kiln, etc. would substantially enhance opportunities to provide a greater variety of arts and cultural programs. Arts and crafts can also be emphasized in existing indoor facilities, as well as outdoor locations (especially if shade shelters were available). Art installations and displays around town and along trails—especially if mapped or in apps—provide opportunities for art walks.	• Art walks • Recording studio classes • More theater groups • Photo contests • More arts & crafts • Jewelry-making • Music, voice and dance lessons • Drumming • More cartooning • More leaf prints • More card-making • Murder mystery dinners • Graffiti walls • More art displays • Community mural painting
Aquatics Includes all aquatics programs, events and services	• Drop-in swimming • Picnic reservations with swimming • Pool parties • Swimming lessons • Lifeguard training	x					x			The development of a year-round pool (which could have shallow-water tank, deep-water tank, water play features, party room, etc.) would substantially increase the capacity for aquatics programs and drop-in swim.	• Diving • Water walking/jogging • Water ballet • Water polo • Increased water fitness • Lap swimming (lanes with different speeds) • Kayak/ canoe lessons • Paddleboarding (SUP) • Water games/contests • Dive-in movies and concerts • More water safety • Theme pool parties

PROGRAM SERVICE AREA	EXAMPLES OF EXISTING PROGRAMS AND EVENTS	LOCATION CURRENTLY OFFERED								OPPORTUNITIES	EXAMPLES OF POTENTIAL PROGRAMS AND EVENTS
		COMMUNITY PARKS	LARGE NEIGHBORHOOD PARKS	SMALL NEIGHBORHOOD PARKS	SPECIAL USE SITES	TRAIL CORRIDORS	SCHOOL FIELDS / SCHOOL SITES	LOCAL PARKS AND RECREATION RESOURCES	COUNTY PARKS & REGIONAL OPEN SPACE PRESERVES		
Child, Youth and Teen Development & Leadership Includes programs from preschool through college preparation that focus on child and youth learning and development, afterschool enrichment, and youth and teen empowerment	• Civically Active Teens • Preschool Adventures Summer Camp • Cupertino Preschool Program • Afterschool Enrichment • Cupertino Teen Commission • Debate & Critical Thinking: Team Debate • College Preparation Program • Leaders in Training	x	x							Trends in well-educated communities favor the availability of program-specific classes and activities to complement and supplement more formal education and schooling. These may include traditional before- and after-school programs or out-of-school activities that provide childcare along with a mix of recreation, homework assistance and enrichment opportunities. However, they also include specific youth educational and skill-enhancement opportunities to job skill training for teens. They typically are offered in multi-use facilities or even in schools, rather than stand-alone preschools or teen centers. There may be an opportunity to partner with the Library and School District for these programs.	• More reading readiness • More toddler math • Sign language for babies (bring back this program) • More college application writing • More robotics • More STEM and STEAM programs • Maker/incubator programs • Spelling bee (one is scheduled Jan. 2018) • Geography bee • Summer reading • Summer Free Lunch • Chick tech programs • Fashion design
Events and Festivals Includes all events, fairs, festivals, races and community-scale activities produced by the City, in collaboration with the City or at City facilities	• Big Bunny Fun Run • Earth Day/Healthy Communities Day • Fourth of July • Concerts in the Park • Shakespeare in the Park • Kids 'N Fun • Diwali Festival • Wafu Ikebana Flower Show • Harvest Festival • Farmers Market • Cherry Blossom Festival	x			x					While the City is limited in locations that can host large events and festivals, several large neighborhood parks, joint-use sites, and Quinlan Center have a potential to host small to medium gatherings (20-150 people). This creates an opportunity to offer more neighborhood-scale events and group activities to foster cohesion and inclusiveness, as well as citywide events that take people park to park. An extended trails system could also offer opportunities for community	• More movies in the park • More ice cream socials • More national night out gatherings in neighborhood parks • More neighborhood picnics • Park treasure hunts • Park to park bike rides (e.g., the Mayor's community bike event) • Haunted Halloween trails

Program Service Area	Examples of Existing Programs and Events	Location Currently Offered								Opportunities	Examples of Potential Programs and Events
		Community Parks	Large Neighborhood Parks	Small Neighborhood Parks	Special Use Sites	Trail Corridors	School Fields / School sites	Local Parks and Recreation Resources	County Parks & Regional Open Space Preserves		
										walks, non-motorized wheeled events, etc.	
Golf Includes all golf and golf-related programs and services	• Blackberry Farm Golf Course (golf and footgolf) • Jr. Golf at Deep Cliff Golf Course • Golf for Women	x						x		As golf participation continues to decline nationwide, trends favor expanding both the use of golf courses and golf play to new participants by broadening activities and making them more leisure based and fun. These include integrating different golf course elements or equipment that change or expand programming opportunities, such as mini golf, putting greens, learn-to-play training elements, golf swing trainers, high tech golf carts, foot golf, disc golf, walking/nature trails, seating areas and patios for spectators, etc. It also would include renovations of the pro-shop and golf facility to support more golf and non-golf events, concessions, rentals & other activities.	• Quickplay golf • Disc golf and more footgolf events • Top golf (interactive, video-enhanced driving ranges) • SNAG (Start New at Golf) programs • Clubhouse events (supporting golf and non-golf activities)
Environmental Education/Nature Programs Includes opportunities to learn about, restore, interpret and interact with the natural environment through classes, camps, volunteer opportunities, etc.	• Nature Camps • Eco-explorers Camps • Tuesday Evening Nature • Meadow Restoration	x				x				Naturalizing parks, adding butterfly and horticultural gardens, arbor and plant identification signage, and similar elements would increase opportunities to provide nature interpretation and environmental education in parks across the city. Rather than passive oriented programs, trends are leading to opportunities for more challenging nature-based activities, such as tree climbing, as well as outdoor training for wilderness activities beyond Cupertino.	• Tree climbing programs • Survival programs • Guided hikes • Starlight gazing • Learn-to-camp programs • More butterfly, bird and bug identification and collection (bug safari) • More stewardship programs and invasive removals • More riparian programs (water-quality sampling, creek habitat studies)

Program Service Area	Examples of Existing Programs and Events	Location Currently Offered								Opportunities	Examples of Potential Programs and Events
		Community Parks	Large Neighborhood Parks	Small Neighborhood Parks	Special Use Sites	Trail Corridors	School Fields / School sites	Local Parks and Recreation Resources	County Parks & Regional Open Space Preserves		
										Partnerships with schools in the creation of "naturehood parks" with outdoor classroom bring environmental education options closer to students.	• Park after dark • More mobile nature programs
Lifelong Learning & Enrichment Includes opportunities for skill development and personal enrichment for recreation and leisure in a non-academic context	• Chess • Best of California • Leadership 95014 • Bakery Favorites • Electronics Design Camp • Cooking • Bilingual Chinese • Creative writing	x	x		x					Most communities have a strong foundation of recreation-based programs for residents of all ages that provide opportunities for socializing, play, and learning new things in non-competitive, non-academic environments. These classes provide the opportunity to explore new things or places	• Dog obedience training and agility (bring back) • More book groups • Mobile maker space • More lectures • Local history/geology • Genealogy • More computer, tech, web design, app classes • Animation design • Crowdsourcing classes • More language development • More food tastings • More field trips • Safety Town
Seniors/Older Adult Programs Includes all programs, activities and services designed and offered exclusively for seniors and older adults, whether at the Senior Center or other facilities	• Summer Luau and June Birthday Bash • Ping Pong Social • Ballroom Dance Social • iPad Beginning • Chinese Brush Painting • Zumba Gold	x								The Cupertino Senior Center excels at providing indoor opportunities for older adults and seniors. If this facility could be expanded, there are opportunities to increase senior fitness and sports, recognizing that seniors are staying active longer. In addition to these indoor programs, there is an opportunity to explore more outdoor programs and social occasions specifically targeting seniors—taking advantage of parks and trails across town.	• Silver Sneakers • Senior fitness challenge • Senior master gardener • Metal detecting • Outdoor swap meets • Kite flying • Garden parties and socials • Shuffleboard • Lawn/patio bowling • Garden clubs • More floral arranging • More photography • Outdoor arts and crafts

PROGRAM SERVICE AREA	EXAMPLES OF EXISTING PROGRAMS AND EVENTS	LOCATION CURRENTLY OFFERED								OPPORTUNITIES	EXAMPLES OF POTENTIAL PROGRAMS AND EVENTS
		COMMUNITY PARKS	LARGE NEIGHBORHOOD PARKS	SMALL NEIGHBORHOOD PARKS	SPECIAL USE SITES	TRAIL CORRIDORS	SCHOOL FIELDS / SCHOOL SITES	LOCAL PARKS AND RECREATION RESOURCES	COUNTY PARKS & REGIONAL OPEN SPACE PRESERVES		
Sports, Fitness and Exercise Includes all organized athletic leagues, camps, sports or fitness classes, and open gyms/facilities/courts, except those relating to golf, aquatics or seniors	• Badminton Camps • Introduction to Ice Hockey • Family Total Body Fitness • Vinyasa Yoga • Private & Group Tennis Instruction • Cricket Camp	x	x		x		x			While traditional sports leagues, camps, and classes will remain important in communities, cities such as Cupertino have great potential to support culturally diverse sports and fitness programs, such as a greater emphasis on tai chi or cricket. Many sports are played year-round increasing needs for lighted, game quality outdoor venues, such as lighted basketball courts and pickleball courts with spectator seating. Trends also support the introduction of more social sports leagues (especially for seniors and adults), fitness events and challenges, non-traditional court sports (or new tennis court uses), non-traditional and emerging sports, and fun variations of sports activities played across the entire park system, rather than primarily at a Sports Center.	• More park boot camps • 1,000 stairs programs • 10,000 steps programs • More sports skills camps • Mud runs, obstacle courses, adventure runs, and more costume races • Futsal / soccer tennis • 'Beer leagues' (adult sport leagues) • Lacrosse, rugby, ultimate frisbee • Pickleball tournaments • Basketball 3 on 3 or slam dunk events • Trangleball/wallyball • Silks / spinning • Video simulator batting cages
Potential Program Service Areas											
Therapeutic Recreation Includes classes, activities and events specifically for people with disabilities or for people of varied abilities	• Gymnastics for kids with special needs • Physical fitness classes for seniors with varied abilities	x	x							Currently the City offers accommodations in existing programs to meet the needs of people with disabilities. If adaptive and inclusive recreation were considered as a program service area, the City would provide a variety of programs specifically to address special needs.	• Adapted aquatics • Adapted sports and outdoor programs • Specialized after school programs • Inclusive art programs • Fitness, health & wellness programs • Healthy Minds, Healthy Bodies (Veterans)

PROGRAM SERVICE AREA	EXAMPLES OF EXISTING PROGRAMS AND EVENTS	LOCATION CURRENTLY OFFERED								OPPORTUNITIES	EXAMPLES OF POTENTIAL PROGRAMS AND EVENTS
		COMMUNITY PARKS	LARGE NEIGHBORHOOD PARKS	SMALL NEIGHBORHOOD PARKS	SPECIAL USE SITES	TRAIL CORRIDORS	SCHOOL FIELDS / SCHOOL SITES	LOCAL PARKS AND RECREATION RESOURCES	COUNTY PARKS & REGIONAL OPEN SPACE PRESERVES		
										Typically referred to as Therapeutic Recreation (TR), TR programs are designed to meet the needs of individuals with disabilities and facilitate the development of leisure and recreation skills, socialization, independence, and overall quality of life. Programs are highly structured utilizing trained staff, adapted equipment and activities accompanied by a high staff/participant ratio. These may be led by City staff or through partnerships.	• Adapted performing arts club • Summer day camps and events for individuals with developmental challenges • Teen and adult social clubs • Senior and adult daycare/caretaker programs • Therapeutic sensory room
Culturally Diverse Programming Includes programs targeted to the City's racial, ethnic and cultural demographics, responsive to the interests and language needs of specific populations	• Bollywood Aerobics • Chinese Brush Painting • Qigong • VivAsia Fitness • Vinyasa Yoga • Ikebana • Chinese Calligraphy • Yuan Chih Dance • English as a Second Language • Japanese • Conversational Mandarin • Tai Chi • Traditional/Contemporary Chinese Painting • Mahjong	x								Cupertino is a highly diverse community. While all program service areas should reflect the diverse needs of residents, City staff are aware that there is opportunity to better differentiate traditional programs and services to reflect the cultural and ethnic diversity of Cupertino. Focusing on culturally diverse programming as a separate service area is intended to diversify recreation opportunities, increase efforts to provide programs and materials in different languages, provide programs that celebrate and/or educate about different cultural customs and interests to foster a more cohesive community.	• Tennis lessons offered in other languages • More ethnic music and dance • Tai chi / yoga in parks • More introduction to foreign languages • More international culinary cooking and food tasting • Global village festival • Haiku writing • More art exhibitions featuring Chinese artists • More ikebana: Sogetsu Arrangements (Japanese flower arranging) • More introduction to cricket, badminton; introduction to kabaddi, field hockey

PROGRAM SERVICE AREA	EXAMPLES OF EXISTING PROGRAMS AND EVENTS	LOCATION CURRENTLY OFFERED								OPPORTUNITIES	EXAMPLES OF POTENTIAL PROGRAMS AND EVENTS
		COMMUNITY PARKS	LARGE NEIGHBORHOOD PARKS	SMALL NEIGHBORHOOD PARKS	SPECIAL USE SITES	TRAIL CORRIDORS	SCHOOL FIELDS / SCHOOL SITES	LOCAL PARKS AND RECREATION RESOURCES	COUNTY PARKS & REGIONAL OPEN SPACE PRESERVES		
Play and Outdoor Recreation Includes less structured but organized play opportunities at indoor and outdoor facilities, as well as outdoor programming and activation in parks and related public spaces										Cupertino parks have incredible opportunities to host more outdoor recreation and play programs. Whereas kids used to be involved in more self-directed play, nowadays park agencies are scheduling and hosting play activities for kids and adults as stress relief and social opportunities. There is an opportunity to test the expansion/provision of these types of programs that are less "learning"-focused and more fun. It will be important to tie these programs to clear messaging about their benefits.	• Mobile recreation (play programs) • Mobile climbing walls • Geocaching • Outdoor ping pong • More recess programs in schools • Parent-child play groups • Stroller walks • Slacklining • Bike skills course trainings / BMX racing • Adult "recess" (e.g., dodgeball, kickball) • Park games • More summer activities • Bubble ball / soccer • Archery camp