



REGULAR PARKS & COMMUNITY SERVICES COMMISSION MEETING AGENDA

City Hall - Council Chambers
4381 Broadway, Ste. 201, American Canyon

May 12, 2022
6:30 PM

Chair: Kristin Einberger
Vice Chair: Karina Servente
Commissioners: Cathy Margolati, Clarence Mamaril, Gina Griggs
Honorary Commissioner: Selah Hmun

Consistent with Government Code Section 54953 and the American Canyon City Council Resolution Declaring the Existence of a Local Emergency due to the COVID-19 Pandemic, City Council and other public meetings will be conducted both in person at City Hall, 4381 Broadway, Suite 201, and also via Zoom Teleconferencing to promote, local, state and federal guidelines and social distancing recommendations for the containment of the coronavirus. City officials and members of the public are invited to attend the meeting either in person or via teleconference. This meeting will be broadcast live to residents on Napa Valley TV, on our website here and on YouTube here.

PUBLIC PARTICIPATION

ORAL COMMENTS, DURING THE MEETING: Oral comments can be made in-person during the meeting. A Zoom Webinar has been established for public comments made via Zoom. To give your public comment via Zoom, use the Register to Speak feature of eComments, connect via the below Zoom link and use the "raise your hand" tool, or call into the Zoom Meeting at 408-638-0968 and press *9 to "raise your hand" when the item is called. To avoid confusion, all hands raised outside of public comment periods will be lowered.

WRITTEN COMMENTS, via eComments: Please submit written comments through the eComments link, located on the Meetings & Agendas page of the website. Comments will be available to committee members in real time. eComments will remain open throughout the meeting. All comments received will be posted online and become part of the meeting record.

Zoom Meeting Link: [CLICK HERE](#)

Webinar ID: 862 7823 6021 **Passcode:** 444550

The above-identified measures exceed all legal requirements for participation in public comment, including those imposed by the Ralph M. Brown Act. For more information, please call the Office of the City Clerk at (707) 647-4369 or email cityclerk@cityofamericancanyon.org.

AGENDA MATERIALS: Parks and Community Services Commission agenda materials are published 72 hours prior to the meeting and are available to the public via the City's website at www.cityofamericancanyon.org

AMERICANS WITH DISABILITIES ACT: The Parks and Community Services Commission will provide

materials in appropriate alternative formats to comply with the American with Disabilities Act. Please send a written request to City Clerk at 4381 Broadway, Suite 201, American Canyon, CA 94503 or by email to cityclerk@cityofamericancanyon.org. Include your name, address, phone number, and brief description of the requested agenda materials, as well as your preferred alternative format or auxiliary aid, at least three calendar days before the meeting.

6:30 P.M. REGULAR MEETING

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

PUBLIC COMMENTS - ITEMS NOT ON THE AGENDA

*This time is reserved for members of the public to address the Parks and Community Services Commission on items of interest that are not on the Agenda and are within the subject matter jurisdiction of the Parks and Community Services Commission. Comments are limited to 3 minutes. Comments for items on the Agenda will be taken when the item is called. Members of the public wishing to address the Parks and Community Services Commission on items on the Agenda should comment via eComment prior to the start of the meeting, or to verbally comment on the item during the meeting, click the "raise your hand" button if joining by computer, or press *9 if joining by phone, when the item is called. The Parks and Community Services Commission is prohibited by law from taking any action on matters discussed that are not on the Agenda, and no adverse conclusions should be drawn if the Parks and Community Services Commission does not respond to public comment at this time. Speakers are asked to please speak clearly, and provide their name. Any handouts for distribution to the Parks and Community Services Commission must be emailed by 3:00 p.m. on meeting day.*

AGENDA CHANGES

The Chair/Commissioners may change the order of the Agenda or request discussion of a Consent Item. A member of the Public may request discussion of a Consent Item by completing a Speaker's Card and presenting it to the Clerk of the meeting prior to Public Comment.

CONSENT CALENDAR

1. **Approve Meeting [Minutes](#) from the April 6, 2022 Special Joint Parks and Community Services Commission and Open Space Advisory Committee Meeting.**

BUSINESS

2. **Draft Fiscal Year 22/23 Parks and Community Services Commission Annual Work Plan.**

ADJOURNMENT

CERTIFICATION

I, Liz Lozano, Administrative Technician for the City of American Canyon, do hereby declare that the foregoing Agenda of the Parks and Community Services Commission was posted in compliance with the Brown Act prior to the meeting date.

Liz Lozano, Administrative Technician

City of American Canyon
Special Joint Parks & Community Service Commission and Open Space Advisory Committee
Meeting
4381 Broadway, Suite 201
April 6, 2022

ACTION MINUTES

CALL TO ORDER

Meeting was called to order at 5:32pm.

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was recited.

ROLL CALL

Present:

PCS Commission: Chair Einberger, Vice Chair Servente, Commissioner Mamaril, Commissioner Margolati, Commissioner Griggs.

OSAC Committee: Chair Matson, Vice Chair Artis, Committee Member Christian, Committee Member McClinton-Horner, Committee Member Hester-Williams.

Absent: PCS Honorary Commissioner Hmun was excused from the meeting.

PUBLIC COMMENT

Chair Einberger opened Public Comments.

Oral Comments: Justin Hamilton-Hole made a Public Comment.

Written Comments: Kevin Krase submitted a written Public Comment.

Chair Einberger closed Public Comments.

AGENDA CHANGES

There were no agenda changes.

CONSENT CALENDAR

ACTION: A motion to approve the Meeting Minutes from the March 2, 2022 Special Joint Parks & Community Services Commission and Open Space Advisory Meeting Minutes was made by OSAC Vice Chair Artis, and seconded by OSAC Committee Member Christian.

A roll call was taken and the motion was approved unanimously.

BUSINESS

1. Roles and Responsibilities

City Manager Holley lead a discussion with the Parks and Community Services Commission and the Open Space Advisory Committee regarding the roles and responsibilities of each group and the history of the formation of the PCS Commission and OSAC Committee. It was decided the Open Space Advisory Committee would meet in-person at their next regularly scheduled meeting on May 4, 2022 and the Parks and Community Services Commission would meet in-person at their regularly scheduled meeting on May 12, 2022 to create a proposed annual workplan that will be presented to City Council at future date.

ACTION: No Action

MANAGEMENT AND STAFF REPORTS

There were no management or staff reports presented.

COMMISSIONER COMMENTS AND FUTURE ITEMS FOR CONSIDERATION

The Parks and Community Services Commissioners and Open Space Advisory Committee Members spoke of items of interest.

ADJOURNMENT

The meeting was adjourned at 7:52p.m.

CERTIFICATION

Liz Lozano

Administrative Technician



Date: May 12, 2022

RE: Staff Report: PCS Meeting on May 12, 2022

The City Council has tasked the City Manager with professionalizing the City organization. This includes formalizing the Council's interface with the Parks and Community Services Commission (PCS), improving the functionality of this body, and its interaction with the City Manager and staff.

As the "chief executive" of the organization, the Manager is charting a new path forward. Ultimately any changes are subject to Council approval. Beyond their own experience and expertise, the Manager and staff have sought professional advice and academic resources to advise on these issues. Notably, these challenges are commonplace in local government across the nation, and they were the subject of substantive changes in American Canyon in 2003.

All the members of PCS are dedicated to serving the American Canyon community. Many participate in community groups, and some have been members of this advisory commission for years. This effort is not meant to diminish your contributions to the community. Nevertheless, just like the rest of the organization, this body is being examined through the lens of a more efficient local government structure in a post-pandemic world.

There are no pre-ordained outcomes. Only the City Council will decide what changes (if any) are in store for this advisory body. This discussion represents the beginning of a journey to create a blueprint for success.

This staff report is organized as follows:

- History/Initial Purpose of PCS
- Council/Manager Form of Government and Citizen Advisory Committees
- Future Role & Responsibilities of PCS
- Next Steps

At the end, there are two enclosures:

1. An excerpt from *Creating and Maintaining Effective Local Government Citizens Advisory Committee*; Vaughn Mamlin Upshaw, University of North Carolina School of Government (2009).
2. Latest Revision of the "PCS Work Plan" (October 2020).

History/Initial Purpose of PCS

The City Council formed the PCS in 1999. Having incorporated only 7 years prior, the City was in its nascent stage and still developing its organization. Therefore, it is not surprising the PCS's original roles and responsibilities were much more expansive than its current charge (e.g., *"Areas of purview of the Commission shall include, environmental health....., transportation needs, human services programming and needs, and community services in general."*). Notably, all actions of the PCS were "subject to appeal" by the City Council and they were to "keep record of their transactions" which implies expenditure authority. Notably, this body had a more "advisory role" (when compared to the Planning Commission).

The Council made significant changes to the PCS in 2003. Specifically, in response to concerns about their "overly broad purview" and to clarify the intention regarding their role, the Council adopted the 2003 Parks and Community Services Commission Guidelines ("PCS Guidelines") and narrowed the Commission's purview as shown below:

"American Canyon Municipal Code Chapter 2.29 - The functions, powers and duties of the parks and community services commission shall include review of issues referred to the commission by the city council, the city manager, the community services department, or residents or organizations of the city; to provide advice, comment and make recommendations regarding such issues as requested; to organize or facilitate community benefit activities or functions; and other duties as assigned by the City Council."

Council/Manager Form of Government and Citizens Advisory Committees

The information below is adapted from *Effective Citizens Advisory Committees: A blueprint for Success*; International City/County Management Association (2008).

American Canyon utilizes the "Council/Manager" form of government. This is the most common form of municipal government found in cities and towns our size throughout the United States.

In a Council/Manager government, an elected City Council serves as the city's primary legislative body and appoints a chief officer ("City Manager") to oversee day-to-day municipal operations, draft a budget, and implement and enforce the council's policy and legislative initiatives.

Most Council/Manager governments also feature a Mayor who officially represents the city on the state, national, and international levels. However, unlike other forms of government, the Mayor is a regular voting member of the City Council with few other privileges that distinguish them from other Council Members.

The City Manager and City Council work together to enact budgets, draft and enforce legislation, provide city services, oversee city departments, and appoint departmental heads. In addition, they work together to identify the community's Mission, Vision, and Values and create Goals, Strategies, Key Initiatives, and Tasks to implement. The graphic on the next page - developed as part of the City's strategic planning process – illustrates this hierarchy.



Roles and Responsibilities

The City Manager is not an elected position. Rather, the holder of this office serves at the pleasure of the Council, which retains the legal right to dismiss and replace the Manager. The hiring process for a Manager is comparable to that of a corporate CEO. It begins with general discussions amongst City Council members, often in consultation with voters and professional consultants. After a hiring notice is drafted and distributed to professional organizations, the process then moves to a multistage interview process that includes a review of applications and onsite interviews with qualified candidates.

The process ends with a vote taken by City Council. Below is a further explanation of the typical roles and responsibilities of the City Manager and City Council (including the Mayor):

City Manager

- Appointed (and dismissed) by a majority of the City Council.
- Responsible for drafting and proposing a city budget.
- Responsible for appointing departmental heads and directing the work of staff.
- Responsible for implementing and enforcing Council policies.
- Responsible for identifying and implementing Key Initiatives and Tasks (both Policy-Making and Day-to-Day) in support of the Council’s adopted Goals and Strategies.

City Council (Including Mayor)

- Elected to two or four-year terms.
- Responsible for appointing a City Manager.
- Responsible for approving legislation and ordinances.
- Responsible for approving the City Budget as proposed by the City Manager.
- Responsible for identifying the community's Mission, Vision, and Values, and adopting Goals & Strategies in support of these tenants.
- Responsible for evaluating the City Manager's performance in the implementation of Key Initiatives and Tasks that are consistent with the Council's adopted Goals and Strategies.

Mayor (Solely)

- Votes at city-council meetings with the same power as other Council members.
- Does not possess veto powers.
- Officially represents the city on local, state, national, and international levels.

The origins of the council-manager government in the United States can be found in the late nineteenth and early twentieth centuries. It was then cities first began to hire a professional administrator who would be responsible for municipal finances, the implementation and enforcement of law, and basic city administration. Political scientists and policy analysts have stated that the prevalence of the council-manager form of government was indicative of a trend toward professionalization in municipal administration and that state laws and transparency and accountability organizations were the catalysts of this trend.

Citizen Advisory Committees

The main attribute of an effective, useful citizens' committee is the extent to which the members have been given clearly stated objectives and a workable organizational structure. One purpose of this exercise is to maximize the effectiveness and productivity of these bodies. The proposed outcomes may be different.

Many opportunities can be solved by a well-organized citizens' committee. By appointing a committee, the City Council gives other well-respected members of the community the opportunity to discuss the issue without the pressure of "making a decision". This reduces pressure because there is no finality.

The City Council is held to account by the electorate for its decisions – which are always final. Whenever the City Council discusses an issue, there is always the possibility that a majority may decide it is time for a decision. This can be upsetting to others – especially to those who feel that if more information were known or understood, their position would have a better chance of being supported; recent examples include: Fuel Station Moratorium, Recreational Cannabis, and Term Limits.

One reason the City Council appoints a citizens committee is to remove an issue out of the "decision-making arena" and into the "advice-making arena". It does so because "advice-making"

is much less daunting than “decision-making”. When the Council feels the community would be served by removing the stress that comes with the “finality” of a decision, they can form a Citizens Advisory Committee (CAC). While this practice can be useful for controversial one-time matters (“Ad-Hoc CAC”), it can also be useful for ongoing issues of great importance to the community (“Standing CAC”).

It is important to note, that the Council does not appoint a Standing CAC to serve as a “buffer” against complaints from the community. Rather, the Council intends for complaints to follow a standard path towards understanding/resolution. The path begins with a referral to the appropriate staff. If concerns persist, then the City Manager is engaged. Lastly, the City Council hears from the stakeholders directly. CAC’s play a limited role in addressing complaints, because they serve primarily to provide advice to the Council.

Future Roles and Responsibilities for PCS

CAC’s can be very useful, but they can present challenges. A common difficulty is recognizing they do not provide direction to the Manager or staff. Moreover, the City Council, the Manager, and/or assigned staff may ignore some, or even all, of their recommendations. In short, the CAC’s do not make decisions; rather, they advise. If a CAC’s roles and responsibilities are not understood or accepted, then confusion abounds. Good bylaws clarify roles and responsibilities. After nearly two decades, the 2003 PCS Guidelines need an update. In particular, staff will be seeking Council direction on whether the PCS’s purview includes “Operational Tasks” in addition to “Policymaking Tasks”.

The PCS Guidelines note:

“Each year, the Parks and Community Services Commission will develop a work plan. The work plan will list the issues and projects to be addressed by the Commission in the coming fiscal year. The work plan should be consistent with the goals and priorities adopted by City Council. The work plan must be submitted to City Council for review.

Once the work plan is approved, the focus of the Commission will be guided by the work plan. If issues or projects come up during the year that are out of the realm of the work plan and would require significant staff time or City funds, the Commission should determine if it is feasible to wait until the next year to address the issue or project. If the Commission determines that the issue or project should be addressed in the current year, a recommendation for modification of the work plan should be submitted to Council for consideration. The Commission should recommend what issues or projects on the work plan should be postponed or eliminated due to the proposed new addition to the plan.”

The last time the Council discussed PCS’s annual work plan (August 2017) pre-dated the Manager’s tenure in this role. PCS’s most recent work plan (October 2020) – includes both “policymaking” and “operational” tasks that have not yet been approved by the Council.

The City is in the midst of “Policymaking Tasks” as it relates to “park and community services”. Examples include: Parks Master Plan Update, Comprehensive General Plan Update, Recreation

User Fee Study, and Clark Ranch Master Plan Update. While it's clear the Council will seek advice from PCS related to these Policymaking Tasks, whether the Council seeks to have the PCS provide advice on the "Operational Tasks" has not been determined.

As shown in the table below, based on past experience, staff estimates the annual cost to provide a staff liaison to PCS is approximately \$30,000.

STAFF	TASK	HOURS TO COMPLETE TASK	MEETINGS PER YEAR	HOURS PER YEAR	HOURLY COST	TOTAL COST
P&R Director	Attend Meeting	3	10	30	\$79.31	\$ 2,379
P&R Director	Draft and Review Staff Reports	6	10	60	\$79.31	\$ 4,759
P&R Director	Meet with Chair	1	10	10	\$79.31	\$ 793
Admin. Tech	Attend Meeting*	3	10	30	\$71.36	\$ 2,141
Admin. Tech	Draft and Review Staff Reports	5	10	50	\$47.57	\$ 2,379
Admin. Tech	Meet with Chair	1	10	10	\$47.57	\$ 476
Admin. Tech	Prepare Agenda Packet	4	10	40	\$47.57	\$ 1,903
Admin. Tech	Post Meeting Tasks: Minutes, Attendance Sheet, Uploading Video, Etc.	3	10	30	\$47.57	\$ 1,427
Rec Supervisor	Attend Meeting*	3	10	30	\$75.01	\$ 2,250
Rec Supervisor	Draft Staff Report	4	10	40	\$50.01	\$ 2,000
Aq. Supervisor	Attend Meeting*	3	10	30	\$75.01	\$ 2,250
Aq. Supervisor	Draft Staff Report	4	10	40	\$50.01	\$ 2,000
Commisioner	Attend Meeting	3	50	150	\$35.00	\$ 5,250
			Subtotal	550		\$ 30,007

Next Steps

Staff recommends that PCS creates a draft work plan that outlines "policy-making" tasks for FY22-23. This draft work plan will be reviewed and approved by Council at a future Special Joint City Council/PCS meeting.

Encl./:

1. Creating and Maintaining Effective Local Government Citizen Advisory Committee; Vaughn Mamlin Upshaw, University of North Carolina School of Government (2009).
2. Latest Revision of the PCS Work Plan (October 2020).

Enclosure 1 – Excerpt from *Creating and Maintaining Effective Local Government Citizen Advisory Committee*; Vaughn Mamlin Upshaw, University of North Carolina School of Government (2009).

REASONS FOR HAVING CITIZENS ADVISORY COMMITTEES

When communities face complex issues affecting large, diverse groups, citizen engagement leads to people being better informed, better able to collaborate with others, and more active in addressing issues that affect them. By sharing responsibility, local officials increase opportunities for citizens to contribute to the common good.

At the local level, CAC's provide an effective mechanism for program planning and assessment by identifying community needs and interests and soliciting recommendations on how to meet those needs. Local elected and appointed officials may become focused on their own priorities and work, losing sight of larger community concerns.

Certain statutory mandates ensure that interest groups and community representatives have formal input on local government initiatives. Membership criteria that focus on technical and professional experience result in representatives whose interests align with organizational concerns. Technical and professional boards can help local governments plan services for particular groups.

Membership criteria that require community membership, consumers of services, and affected groups to be involved result in citizens having an opportunity to shape services that are important to them. Appointed boards enable citizens to plan with local governments. Depending upon what a local government or community seeks to accomplish citizens can often contribute to the process and provide local government leaders with valuable information.

BENEFITS AND COSTS OF CITIZEN ADVISORY COMMITTEES

Arguments for citizen engagement are strongly rooted in the United States' political culture. Civic engagement is valued for bringing greater public voice into governmental decision-making and improving public perceptions of government.

Local governments seeking public involvement in governmental decisions often turn to CACs as a way to include citizens in the process. Establishing CACs can benefit local government and the public by providing more ideas and creating more support for decisions. Citizen advisory committees are not without their cost to local government or the public, though, especially when the issues are complex and defy easy answers.

Benefits to Local Governments

Local governments benefit from CACs by:

- *Tapping in the expertise of the citizenry as subject matter experts.* Often people who have extensive experience and knowledge in a particular area (for example, engineering or technology) are interested in using their skills to help improve the communities where they live.
- *Engaging citizens as partners in the process of governing the city or county.* To effectively accomplish community goals, local elected officials routinely work with individual citizens, business and nonprofit leaders, community groups, and other state, regional, and national organizations, and governments. Involving key stakeholders in CACs can help move issues forward, because citizens have a role in reviewing alternatives and making recommendations to the local governing board.
- *Gathering information for governing and decision making.* Public problems are rarely straightforward, and few issues have one right answer. Citizens “enlarge the room” by bringing diverse opinions and perspectives to community issues. Citizen advisory committees are a convenient way to engage representatives with different perspectives in local governance.
- *Making the governing process more transparent.* Many citizens know little about what local government does and have had little experience working with local government. Serving on an advisory board helps citizens learn more about local government issues, challenges, and complexities.
- *Going beyond what they can accomplish alone.* Local governments are expected to address multiple issues simultaneously, and CACs help extend their reach. Citizens often direct knowledge of resources, partners, and strategies outside of local government. By engaging citizens in CACs, local governments tap into resources that they might not have known about or had access to otherwise.

- *Improving communication between elected officials and the public.* When elected officials participate in advisory boards, either as liaisons or as representatives of the governing board, they interact directly with citizens about community issues. Citizens serving on CACs generally have opportunities to present information or meet directly with elected officials.
- *Receiving new information and perspectives.* Citizens often have information relevant to public issues- as direct consumers of local government services, as representatives of community organizations, or as professionals with relevant expertise. Better decisions result when decision makers consider and weigh multiple points of view.
- *Linking to other resources and groups interested in addressing community issues.* Through their work on advisory boards, citizens can network and collaborate with others.
- *Reducing the likelihood that government decisions will be challenged in court.* When citizens have a chance to participate in the decision making process, they better understand the trade-offs among competing options are less likely to sue their local governments when the final decision is not their first preference.
- *Expanding citizens' understanding of how local government works.* Citizens may have limited experience with local government. When citizens serve on CACs, government officials can communicate with them about particular issues in the context of the local government's broader responsibilities.

Benefits to Citizens

Citizens benefit from CACs by:

- *Learning about local government and opportunities for future leadership.* Advisory boards are a vehicle for developing citizens' leadership capacity. Learning about and dealing with public issues help citizens better understand the roles and responsibilities of local government. Advisory board members who later run for office may appreciate a city's or county's role more than citizens unfamiliar with the workings of local government.
- *Understanding and becoming more trusting of local government.* Advisory board members have an opportunity to work with other citizens, elected officials, and local government employees. Working with others promotes understanding and trust.
- *Having a greater stake and more investment in the outcome of decisions.* Advisory board members engaged in reviewing alternatives are more likely to support final decision than are citizens who have not been involved in looking at multiple options.

- *Being directly involved in finding solutions.* An individual who is concerned about services or policies can speak directly to public officials or address the governing board at public hearings. Citizen concerns are often too extensive for an elected board to address quickly

Cost for Local Governments For local governments, some of the cost of having CACs occur when:

- *The CAC is time consuming for local government staff.* Recruiting and selecting members and providing support for CACs can require a lot of time on part of local elected officials and local government staff.
- *The CAC is costly to support.* The financial cost of supporting some CAC work can be considerable, particularly if the issues require detailed input from external technical advisors and substantial staff time to research and prepare reports.
- *Involving the public in a CAC creates tension or hostility.* If members of the public think that local government is trying to force an agenda through the CAC, or if the group itself is divided and dysfunctional, dissatisfaction can set in. This can result in disenchantment on the part of the CAC member, criticism of the local government's process, and hostility toward the local government's process, and hostility toward the local government rather than support the issue.
- *Local government loses control over decision-making.* If the governing board has not set clear boundaries, a CAC can assume more authority than was intended. Unless the local governing board is willing to rein in the CAC, the group may make decisions and pursue options without local government's full support.
- *The CAC makes bad recommendations.* If the CAC is made up of people with similar views, the committee may limit input or introduce data from unreliable sources to influence the process. Or, if members of the CAC cannot get along and work together, member may not agree on recommendations. In either case, the outcome is likely to result in a flawed decision for local government.
- *Recommendation and advice are not adopted.* Citizens who spend significant time learning about an issues and preparing recommendations may be frustrated if their recommendations are not embraced by elected officials or public administrators.

When benefits are high and costs are low, the conditions for establishing a CAC are more favorable. Less favorable conditions occur when the benefits of establishing a CAC are low and the cost of doing so is high.

Cost for Citizens

For citizens, some of the costs of serving on a CACs occur when:

- *Participation on CAC's is time consuming.* Depending upon the issue, the CAC may meet quarterly, monthly, bimonthly, or even weekly. Citizens who are deeply involved in an issue may participate in meeting outside of the CAC as well. For many members of the public, the time commitment requires to serve on a CAC can be a deterrent to participation.
- *The CAC has poorly defined objectives.* Unclear expectations, goals that are too broad, or timelines that are unreasonable lead to groups floundering for focus. In some cases, CACs will create their own goals and objectives if they believe they do not have sufficient guidance from elected officials. If the group's goals are in conflict with the intent of the elected board, the process may be fraught with conflict.
- *The process for the CAC is flawed.* If the path to achieving results is cumbersome or confusing, if members have unresolved conflicts, if leadership changes too often or not often enough, or if insufficient resources are allocated to the CAC, members and interest groups may become dissatisfied with both the CAC and local government.
- *Needed expertise is unavailable within the CAC.* Complex public issues often require specialized knowledge beyond what the average citizen possesses. When CACs are established to recommend or review local government actions but no member of the CAC understands the issue well enough to provide an informed opinion, the task is likely to be overwhelming and frustrating.
- *Interest groups dominate the process and do not represent the broader interests of the community.* Vocal advocates for an opponent of an issue often seek seats on CACs. Unless the process used to appoint members to a CAC assures a mix of perspectives, citizens will reject outcomes because their voices are unrepresented or underrepresented.

Enclosure 2 – Latest Revision of the PCS Work Plan (October 2020)



PARKS & COMMUNITY SERVICES COMMISSION
STAFF REPORT

OCTOBER 8, 2020
BUSINESS

SUBJECT

Receive a report on the status of Fiscal Year 19-20 Goals and Priorities.

SUBMITTED BY

Creighton Wright, Parks and Recreation Director

BACKGROUND AND ISSUES

At the end of each calendar year, the Parks and Community Services Commission and the Open Space Advisory Committee review previous year's goals and discuss staff's proposed priorities for the next fiscal year. This is the first step in a multistep process.

Probable future steps:

1. November Meeting – Review revised department direction/approach (pandemic adjusted)
2. December Meeting – New commissioner appointed
3. January/February Meeting – FY 21-22 Goals and Priorities Discussion

To say that this year has been unprecedented is an understatement. We have endured through a pandemic, power outages, unusual summer thunderstorm, record setting heat wave, fires, record setting poor air quality days, social unrest, a highly contested election, and who knows what else will happen by the end of the year. Through all this, we are more resolute in our commitment to the community than ever before. As mentioned in the last meeting, we are taking the feedback you received from the community to figure out how best to serve the community in this shifting landscape. The next step in the process will be a review of our department direction/approach.

STAFF RECOMMENDATION

Receive a report on the status of Fiscal Year 19-20 Goals and Priorities.

ATTACHMENTS –

1. FY 20-21 Goals and Priorities



2020/2021 Work Plan Items

PROGRAMS AND EVENTS

PRIORITY PROJECTS

1. SENIOR CENTER PROGRAMMING: Continue to develop/evolve the Senior Multiuse Center space and programming.
 - a. Plan for update to Council no later than early April 2020. MOVED TO 2021
 - b. Evolution of programming needs to be launched with the 10-year anniversary of the Senior Multiuse Building in May 2020.
2. FITNESS AND WELLNESS: Create/enhance and develop fitness and wellness (including aquatics) opportunities. Focus needs to be on young/middle aged adults. IN PROGRESS
 - a. Investigate options for traditional exercise programs, outdoor rec, partnerships with like missioned organizations (like ACCPF), and opportunities for conservation, stewardship and volunteering.
 - b. Express health, wellness and fitness benefits/impacts derived from recreation programs in program materials, external communications and other means.
 - c. Develop and deploy branded language in concert including inclusion as ParksRx qualified opportunities.
3. PICKLEBALL: Develop interest and associated programming for pickle ball at newly renovated Elliott Courts. Include signage explaining what it is, how to play, and equipment necessary. Develop a pickleball kickoff event in the Spring. SPRING 2021
4. COMMUNITY EVENTS COMMITTEE: Continue to host and develop the Community Events Committee to improve communication, coordination and partnerships in community events.
 - a. Rollout Community Events Trailer by June 2020. ON GOING/ DEFUNDED
5. LIVE MUSIC/PERFORMANCES: Assess/evaluate live performances (music, dance, etc.) opportunities within community events. Determine if interest, political will and funding exists to host a new music-oriented community event. EVALUATION COMPLETE
6. AFTERSCHOOL SPORTS: Evaluate the competitiveness of afterschool middle school sports programs. HOLD DUE TO PANDEMIC

Evaluate and implement as staff capacity and funding allows:

1. Assess/evaluate the need to enhance program opportunities for: tennis, badminton, afterschool non-sport opportunities, golf lessons, adult/teen learn to swim opportunities and specialty aquatics classes. IN PROGRESS
2. Expand stewardship and conservation volunteer opportunities.



3. (FROM OSAC) Evaluate hosting an outdoor/natural resources-based film festival.
4. Evaluate functionality of Recreation Management System. Consider a change.
5. *NEW Pandemic response programming
 - a. Provide all reservation/registration/refund services virtually, no contact, through online, email and phone transactions. COMPLETE
 - b. Transition away from drop-in use, require pre-registration, screening, and touchless, online payment. COMPLETE
 - c. Deploy information and awareness communications about program opportunities online, discontinue printed version. COMPLETE
 - d. Deploy monthly recreation and community services newsletter to increase awareness of program, events and partnered offerings. IN PROGRESS
 - e. Coordinate with youth sports and other recreation providers to ensure they have necessary COVID protocols (Return to Play Protocols). IN PROGRESS
 - f. Develop monthly programming themes to base socially distant programs and events, online resources, and virtual programs. ON GOING
 - g. Modify recreation facilities to ensure they meet COVID-safe best practices. IN PROGRESS
 - h. Develop campaigns to support sense of community, health/fitness, and address community needs. SPRING 2021



PARTNERSHIPS

PRIORITY PROJECTS

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. ACC FALL EVENT: Build upon partnership with the AC Cycling group for their fall bike ride event. | NO EVENT |
| 2. SENIOR CENTER PARTNERSHIPS: Formalize partnerships with Collabria Care and Soroptomists to augment/enhance services for seniors in American Canyon and CANV for senior nutrition services in American Canyon. | IN PROGRESS |
| 3. ACCPF: Continue partnership opportunities with ACCPF to enhance parks, programs and play in American Canyon. | IN PROGRESS |
| a. Hikes/Outdoor Rec Events | |
| b. Renovation Project Fundraising – Playgrounds, water fountains? | |
| c. Barn stabilization | |
| d. Exercise Equipment | |
| e. Fourth of July Hike | |
| f. Park and Play Events | |
| 4. ARTS FOUNDATION: Create an annual partnership with the American Canyon Arts Foundation to support community events and grow arts and arts appreciation in the community. | IN PROGRESS |
| 5. NAPA COUNTY RCD: Create an ongoing partnership with the Napa County RCD for conservation education, programming, project management/assistance, and grant writing and management. | IN PROGRESS |

Continue partnerships

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|----------------------------------------------------------------------------------------------------------------------------|----------|
| 1. Continue ongoing partnerships with youth sports groups. | ON GOING |
| a. ACLL, ACYF, AC Atletico/AYSO, and AHI | |
| 2. Continue partnership and cooperative management of Newell Open Space Preserve with Solano County and Solano Land Trust. | ON GOING |

Evaluate and implement as staff capacity and funding allows:

1. (FROM PCS) Track the progress of improvements made to ACMS to determine if additional recreation/ community serving features are possible.
2. Build a partnership with the non-profit pre-school hosted at the Boys and Girls Club.
3. Investigate a partnership with a local golf course for instructional golf lessons.
4. Evaluate opportunities to strengthen/grow partnership with Boys and Girls Club.
5. With ACCPF, investigate an annual partnership with the Napa Solano Audubon Society to host informative hikes, engage in community events and generally be involved in American Canyon.



- 6. *NEW Supported by community volunteers, develop the City's two reserved community garden plots to grow fresh vegetables for those in need. IN PROGRESS
- 7. *NEW Assist COAD, supporting disaster response and preparation, especially for those in need. ON GOING
- 8. *NEW Facilitate and support community services (through mission specific) American Canyon. ON GOING



PARKS, TRAILS AND FACILITIES PROJECTS

PRIORITY PROJECTS

1. COURTS: Complete Public Facilities Renovation Programs (year 1) – Court COMPLETE
2. HCF PROJECT: Complete design and construction of the Habitat Conservation Fund Grant for Newell Open Space.
3. GENERAL PLAN: Update, with consultant support, the Parks and Recreation Element of the General Plan, blending the Parks and Community Services Master Plan, Recreation Needs Assessment and Audit, and NVTA Bike and Pedestrian Plans (and other applicable).
4. PLAYGROUND REPLACEMENTS: Implement year 2 of Public Facilities Renovation Program, replacing three playgrounds in neighborhood parks. Complete per capita grant funding for projects.
5. FITNESS STATION DONATION: Coordinate with ACCPF for the outdoor fitness station equipment donation at the Wetlands. IN PROGRESS
6. GRAZING LEASE AT NEWELL OPEN SPACE: Formalize grazing lease with rancher at Newell Open Space. IN PROGRESS
7. WETLANDS RESTORATION, RECLAMATION AND RECREATION ACCESS: Gain funding for feasibility, design and construction for efforts in the American Canyon Wetlands. Restore tidal flows of the North Slough through the pipe culverts, reclaim the areas around the corps yard site and the storm water overflow pond into a more natural habitat and provide a recreational kayak launch and other trail access as appropriate to the North Slough/Napa Riv COMPLETE

Evaluate and implement as staff capacity and funding allows:

1. Research and write, and receive, two grants for parks, trails, open space or conservation projects. 1 - COMPLETE
2. Investigate renovating the Rec Center building into a community fitness space.
3. Investigate renovating the small pool at aquatics center into a fun recreational element like a splash pad.
4. Complete design for Environmental Education Project at Wetlands Edge (prepare for construction in 2021).
5. Prepare to replace the pool dome at the end of 2020. Evaluate if it best meets our programmatic needs. SPRING 2021



POLICY PROJECTS

PRIORITY PROJECTS	
1. FEE PHILOSOPHY: Complete and implement cost recovery study and develop process and	IN PROGRESS
2. COMMUNITY GRANTS: Review and revise the community grant goals, award process and accountability expectations	COMPLETE
3. CITY HALL MOVE: Complete customer service move and transition to City	COMPLETE
4. PICNIC TABLE AND BENCH SPONSORSHIP: Complete and implement picnic table and bench sponsorship program.	IN PROGRESS

Evaluate and implement as staff capacity and funding allows:

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|-----------------------------------------------------------|-------------|
| 1. Review and revise Community Garden Program Policies. | SPRING 2021 |
| 2. Create Community Event Sponsorship Policy. | |
| 3. Formalize Program Plan process and expectations. | |
| 4. Implement the use and tracking of performance metrics. | |
| 5. Create a sign display process/policy. | |
| 6. Update contracted instructor program policy. | |
| 7. Revise Community Awards Process. | COMPLETE |
| 8. Revise and update the City Volunteer Policy/Program. | COMPLETE |