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PUBLIC WORKSHOP SUMMARY



Meeting: Mountain View Community Center Public Workshop #1

Date & Time: March 19, 2025, at 6:30 pm

Location: Mountain View Library

Topic: Public Workshop #1 Regarding the Transition of Mountain View Community Center Facility to the MOA Parks and Recreation Department

Presentation Summary:

On Wednesday, March 19, 2025, the Parks and Recreation Department and Huddle AK held a public workshop to discuss the transition of the Mountain View Community Center Facility from being operated by the Boys and Girls Club (BGC) to the Parks and Recreation Department (P&R). A brief presentation was made by Huddle, a consultant team assisting with the strategic planning process, where they emphasized that the goal of the transition is to maintain the facility's services while adapting to the needs of the community. Huddle will be developing a strategic plan for the facility, and the planning process will engage residents and stakeholders through public meetings and outreach. This meeting included an overview of the transition plan, upcoming steps for public involvement, and a question-and-answer period.

Presentation Overview:

- **Attendees from Parks and Recreation Department:** Mike Braniff, Director; Shanna Gamble, Manager; Brad Cooke, Recreation Manager.
- **Attendees from Huddle:** Holly Spoth-Torres, Bri Keifer, and Peyton Going.
- **Holly Spoth-Torres** began the presentation by welcoming the community members, introducing the project team, and providing an overview of the plan for the meeting.
- **Bri Keifer** then explained what a strategic plan is and gave a brief history of the Mountain View Community Center and its current operations / programming. She then described the operations and programming at Spenard Community Recreation Center and Fairview Community Recreation Center as examples to guide the visioning of what could be possible. She ended the presentation by reviewing the Strategic Plan process and timeline of events.

Activities Overview:

After the brief presentation, **Holly Spoth-Torres** kicked off the activities for the evening with a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis. Each table had four (4) different colored post-it notes to help with color coding for the SWOT. As participants wrote down their thoughts, members of the project team walked around the room collecting them to place on the boards, where they were organized and categorized. After the SWOT Analysis was completed, each participant was given three (3) stickers and was asked to place the stickers on the post-its that most strongly resonated with them. After a brief break, the group was asked to participate in a "visioning" exercise where each table was asked to write a sentence that describes what a successful Mountain View Community Center looks like in the future. The results of the activities are documented below.

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

(Placement of the stickers is represented by *)

Strengths

Accessible Sports + Activities

- Ability to come and teach / take kids skiing + biking each week with volunteers
- Activities (skiing trip, biking)
- Activities**
- Art room
- After school programs and activities for neighborhood youth
- BGC Christmas
- Computer lab*
- Connection to Council programs
- Field Trips
- Field trips*
- Free basketball
- Free sports*****
- Gym*
- Hoops for Unity
- Kids skiing + biking each week with volunteers
- Learning opportunities
- Pool table
- Power Hour
- Special programming
- Sports
- Sports (football, baseball)
- Sports program
- Street Fair
- Studio*
- Teen Room*
- Trunk-or-Treat

Community / Parent Support*

- Community centric – really considers need of community
- Family
- Mr. Dave*****
- Parent support*

Events / Gathering

- Church on Tuesday (“Campus Life”)
- Communication
- Community gathering space
- Ease in planning community events

Flexibility*

- Flexible scheduling

Food

- Food (when good)
- Free food
- Free Food / Activities
- Free meals
- Snack Shack*

Inclusiveness

- Good central location (accessible)
- Inclusiveness
- Location
- Location (accessible)

Park

- Open space
- Park
- Park
- Playground*

Relationships, Kids, Childcare / Youth Programs**

- Childcare
- No one over 18 years old

- People can go as they “are”, especially youth
- Relationships being made with the kids
- The kids*****

Safe*

- Kids have somewhere safe to be
- Safe space for neighborhood kids
- Safe space for youth

Staff***

- Caring / understanding staff
- Committed staff
- Consistency with staff
- Friendly staff
- Great staff members who deeply care about the kids and community*
- Long time staff
- Mr. Dave, Mr. Chester, Ms. Lauren*****
- Sports and staff
- Staff



Weaknesses

Additional Programming Needs

- Access to full facility is limited (commercial kitchen, certain equipment)
- Better food
- Computers are limited / old
- Food quality
- Lack of recreation
- More programming, cheerleading
- Teen room lacks activities
- Tutoring opportunities
- What happens to the food program?

Age Range

- Primarily serves kids and not all ages

Facility Needs

- Building needs fresh paint
- Equipment is getting older and broken (skis, bikes, swings broken)
- Old facility
- Power Hour room is kind of run down

Funding

- Applying x discount or scale fee
- Cost
- Cost
- Dependency on outside resources / funding
- Fees / accessibility
- Funding and resource constraints
- Funding uncertainty and lack of investment
- Limited resources
- No funding
- Potential for fees / cost

Lack of Staff / More Training

- Lack of staff
- More staff*
- Staff - support
- Staff support + training (they need help)

Language Barrier

- Language barrier

Limited Hours

- Early open hours program because of school hours
- Hours
- Limited operating hours
- No weekends
- Not open on weekends
- Reduced hours****

Park Cleanliness

- I wish the park was cleaner*

Perception / Stigma

- Stigma of the community

Security (Outside)

- Doesn't always feel safe outside / shootings
- Lack of security*
- More secure, kids supervised outside
- Secure entry*

Transportation*

- Elimination of school transportation
- Loss of transportation for free field trips
- No more transportation
- Public transportation could be better

WEAKNESSES

LACK OF STAFF / NO TRAINING

Lack of staff
More Staff
STAFF SUPPORT & TRAINING (MAY NEED MORE)

LIMITED HOURS

Reduced hours
Closed on weekends
Lack of opportunities
Hours and program for fees/costs

PERCEPTION STIGMA

Stigma of the community

FOOD QUALITY

Access to full facility is limited
Commercial kitchen, cooking equipment

ADDITIONAL PROGRAMMING NEEDS

WHAT HAPPENS TO THE FOOD PROGRAM?
Team Room under stairs
Competition
Parent always active / strong
let program work
APPLY X around to staff for
Food either sold
Public catering
Bring program
STAFF SUPPORT

SECURITY (INSIDE)

Lack of Security
are secure is surprised inside
Secure entry

TRANSPORTATION

No mode transportation
Elimination of school transport
Loss of transportation for free field trips
Public Transport could be better

FUNDING

Dependency on outside resource / funding
Funding and resource constraints
No funding old facility
more programming
Funding and close funding
lack of interest
FEES ACCESS

AGE RANGE

primarily serves kids & not all ages

LANGUAGE BARRIER

Language barrier

FACILITY NEEDS

Power hour rooms
to be made available
Building need from parent
Equipment getting older
broken (see list)

SWINGS BROKEN

PARK CLEANLINESS

Limited Resources
I wish the park was cleaner

Opportunities

Adult Programming / Senior Citizen

- Adult programming options
- Adult programming*****
- Cooking classes
- Parents + kid programming

Grants / Volunteering

- Build stronger volunteer network*
- Chance to lay out a vision and case for major community investment
- Continued or increased ease of volunteer sign-up (get more volunteers)
- Fundraising
- Grant funding for athletic programs + sponsorships from community (like skis + money to buy skis)
- Health Department partnerships
- Mentors

MOA Support*

- Parks + Rec support for grooming tiny loop at B or C or Tyson or Clark
- Supportive Municipality

More Hours

- Early hours for senior citizen programming
- Expanded hours***

Partnerships / Health

- Community partners
- Community partnerships, meals
- Community Partnerships, Reading + Math program ****
- Health Department partnerships*
- Health services
- Library partnerships
- Mental health specialist
- Mental health support
- More opportunities for success

Security

- Enclosed park
- More security cameras **
- Parent + kids scan in + out

Sports / Programming

- A Mountain View basketball or football team
 - “Dream Team”
 - “Mountain View Bears”
- Affordable summer camps for kids
- Basketball outside
- Better computer lab
- Boxing
- Consistent youth enrichment programming
- Dance team
- English as a 2nd language program
- Financial literacy programs**
- Football team
- Karate class
- Language access
- More dodgeball
- More sports opportunities
- Multi-cultural event to get to know other communities
- Mushing team
- Opportunity for communities to lead activities in language of communication
- Resource Center – one-stop shop for information
- Rugby
- Step team
- Talent show
- Technology room*
- Teen programming
- Upgrading the teen room
- Video game room
- Video game room*
- Weight room
- Writing books / telling stories

- X-box

Transportation

- Dedicated transportation vehicles**
- School transportation (like Fairview Rec Center)
- To bring back the bus
- Transportation from school to community center

Venue / Facility

- Better computer lab
- Civic + Community group ability to meet and use the space

- Coffee shop
- Emergency facility
- Event venue
- Expand the teen room
- Health Fair
- Indoor playground
- Meeting room that can be used for wellbeing circles and community meetings
- Reactivate downstairs
- Swimming pool
- Utilize downstairs – shower, gyms, etc.

Threats

Businesses

- Mountain View business flight vs. revitalization

Competition

- Competition from other programs

Costs / Inflation

- Changes in funding
- Cost of services*
- Economic instability
- Gentrification
- Lack of funding
- Misuse of funds

Crime / Vandalism

- Crime and shootings
- Crime, internet restrictions
- Cussing or not respecting staff
- Guns + drugs*
- Neighborhood crime
- Older kids smoking / vaping or fighting
- Safety
- Vandalism

Fake

- Fake partnerships
- Loss of operating partner
- Saying you're for the community but not

Lack of Safety / Respect

- Anyone can enter (no background check, sex offenders, etc.)
- Not respecting privacy
- Sense of community, will it be a safe space?*

Losing Feel of Boys & Girls Club*

- Just losing the feel of BGC
- Kids having no voice*****
- Not kid focused

Loss of Programming*

- Community driven programming
- Losing the focus on the youth***
- Making youth programs run through / by volunteers too difficult through requirements (insurance, etc.)
- No childcare

Loss of Staff

- Budget cuts or staff turnover
- Loss of staffing / turnover
- Staff retention

Muni Change / Politics

- Limited Muni funds
- Making volunteering too complicated and bureaucratic through Parks + Rec
- MOA administration changes that could change costs / funding
- Municipality complacency
- Municipality instability*
- Parks + Rec bureaucracy

Natural Disasters

- COVID 19
- Fire, epidemic**
- Natural disaster preparedness
- Winter weather

Post-it

EASEL PAD
super sticky
TARLEAU À FEUILLES
super collantes
BLOC DE NOTES
super adhesivos

CONT. 30 25 IN/PO/PULG. X 30 IN/PO/PULG.
(63,5 cm x 76,2 cm) 5.2 FT²/PP (0,483 m²)



THREATS

COSTS/ INFLATION

Lack of funding

Cost to seniors

Misuse of funds

Economic recovery

Changes in pricing

CRIME/ VIOLENCE

Older kids Smoking/using or fighting

Crime at shopping

Gun and drugs

Vandalism

NATURAL DISASTERS

COVID 19

Winter Weather

Natural disaster preparedness

BUSINESSES

Fire Epidemic

Business First / Rejuvenation

FAKE

Saving your loss of operating partner

False Partnership

GENTRIFICATION MUN/CHANGE

Many interventions to the neighborhood - bureaucratic through Plan + Rec

Municipality Oversteering

Municipality Inactivity

COMPETITION

Competition from other programs

LOSING FEEL OF BGC NOT KID FOCUSED

Not shading No voice

Just losing the feel of the "bar + Grub" club

Making youth program run through by volunteers too difficult through programming + resources, etc.

LACK OF SAFETY/ RESPECT

Sense of community will it be a success?

Not respecting privacy

Always can make (the community) work on it.

LOSS OF PROGRAMMING

No childcare

LOSING THE Focus on THE Youth

LOSS OF STAFF

Loss of Staffing Turnover

Staff Retention

Summa Camps program (local health)

or provide

JP or security

SENG

Command or instead use it (to see resources)



VISIONING EXERCISE – What does a successful Mountain View Community Center look like in the future?

- Mountain View Community still looks and feels like BGC but with a healthy amount of vitamins: great food, great community, great partnerships. I want our kids to have the same vibe and same feeling that I have when I think about BGC.
- Mountain View Community Recreational Center is a dynamic place for people to play, learn, and collaborate.
- The Mountain View Community Center is the hub of activity in the neighborhood, providing a safe, accessible, inclusive environment that has been well invested in and serves the whole community.
- Safe place where we and our kids can play and grow with better opportunities, education, recreation activities and where we all belong and don't have to change.
- A safe, vibrant community hub with activities and programs for all ages.
- Similar to now (youth), but different (adult) and better!
- The community building is upgraded, more safe, secure, open for everyone.





PUBLIC OPEN HOUSE SUMMARY





Mountain View Community Center Open House

Date: *Wednesday, November 5, 2025*

Time: *6:00 pm – 7:30 pm*

Location: *Mountain View Community Center*

Project Team Attendees:

- **Attendees from Parks and Recreation Department:** Brad Cooke, Recreation Manager.
- **Attendees from Mountain View Community Center:** Dave Barney, Simeon Bearden
- **Attendees from Huddle:** Bri Keifer, Peyton Going, Peyton Johnson, Renée Eddy Harvey

Community Open House

The Community Open House was held to gather feedback from community members about programming and improvement priorities for the Mountain View Community Center. Attendees were welcomed at the Community Center, provided informational materials, and encouraged to walk through the Community Center to contribute their ideas about specific rooms and spaces within the Community Center. Participants shared feedback through interactive boards, written map comments, and dot-voting activities that identified priorities and desired amenities. There were seven community members that participated (three of which signed-in) and roughly twenty youth at the Community Center filled out the youth survey and added ideas to the boards.

Summary

Upon arrival, attendees were greeted, signed in, and provided with informational materials, including a Community Center station board map, a list of Parks and Recreation-run programs at other facilities, a QR code for the survey, paper surveys (one for adults and one for youth) and a sheet of dots for voting. There were seven stations which included:

1. Main Lobby, Exterior, General
2. Teen Room, Art Room, Music Studio, Computer Lab
3. Gym
4. Multipurpose Room
5. Cafeteria
6. Downstairs Room #1 (Lower MPR)
7. Downstairs Room #2 (Lower Large MPR)

Each station had two boards that asked, 'What improvements should happen (station space)?' and 'What programming should be in (station space)?' There was one board that asked, 'Should the facilities provide adult programming?' with sticker voting for four options and one board with photos of facilities at the Fairview Rec Center and Spenard Rec Center.

Participants were invited to:

- Walk around the Community Center to get a feel for the current space usage and design
- Leave written comments and vote with stickers at each station, one related to programming and one about improvements
- Engage with staff from Community Center, Parks & Rec and Huddle about ideas or feedback

Comment Summary

There were many positive comments written across the station boards, along with sticker voting on selected ideas. Participants suggested expanding programming with more art and athletic activities that make full use of existing community center spaces, as well as adding amenities like computers, games, and musical instruments. Common improvement ideas included fresh paint, improved landscaping, additional artwork, and new decorations throughout the building. Respondents also expressed interest in expanding sports and recreational offerings, especially volleyball and dancing, and in developing more adult programs, reinforcing the food program, and hosting community events. Overall, the feedback highlights that the Mountain View Community Center is a valued neighborhood resource, and prioritizing these requested amenities and programs would further strengthen its impact.

Station Board Comments

Downstairs Room #1 (Lower MPR)

Programming	Improvements
<ul style="list-style-type: none"> • Pre-register online for adults, check in at front desk • Drawing tutorial • Gym/weight room • Locker room, if there’s a gym • Daycare 	<ul style="list-style-type: none"> • Dance room • More art • Gym/weight room • Daycare

Downstairs Room #2 (Lower Large MPR)

Programming	Improvements
<ul style="list-style-type: none"> • Community groups could meet here and store materials • Meetings/events • After school study time • Adult programming only downstairs • Music Studio • Film Room 	

Main Lobby

Programming	Improvements
<ul style="list-style-type: none"> • Receptionist area/equipment • More machine games for kids (+1) • Forms for local services 	<ul style="list-style-type: none"> • Updated game machines • More games • A snack shack worker

Exterior

Programming	Improvements
<ul style="list-style-type: none"> • More lights • Interactive art? • New floor • Skiing • Fishing • Gardening (+1) • Clear signage around the building 	<ul style="list-style-type: none"> • More flowers (+1) • More color, Christmas lights, Big heart structure that represents MVCC (+1) • More arts (+1)

General

Programming	Improvements
<ul style="list-style-type: none"> • Skill building • Stem • Fishing • CCTV outside • Computer • Transportation (+2) 	<ul style="list-style-type: none"> • Paint • More staff • Improved food program • Free Wi-Fi (+1)

Gym

Programming	Improvements
<ul style="list-style-type: none"> • Dancing • Flag Football • Volleyball (+7) • Dodgeball • Basketball (+1) 	<ul style="list-style-type: none"> • New scoreboard • Sound system • Volleyball

Cafeteria

Programming	Improvements
<ul style="list-style-type: none"> • We should add chips, soda, lunch • Cooking classes • Kid-led art and focused projects • Gardening classes • More food for the kids • Health habits class • Food for kids • More cooking equipment like pots and pans 	<ul style="list-style-type: none"> • New tables (+1) • More community art (+1) • Take-out window (+1) • Bigger kitchen (+1) • Safe cooking equipment (verified) (+1) • New floors

Multipurpose Room

Programming	Improvements
<ul style="list-style-type: none"> • Voting • Yoga (+1) • Banquet/Party and Events • Dance room (+1) • Thanksgiving blessing sign-in • More games • More community events 	<ul style="list-style-type: none"> • Sound system • It gets too hot • New glass wall (+1) • Paint job (+1)

Teen Room

Programming	Improvements
<ul style="list-style-type: none"> • Let 10-11 years old in • Let them watch movies 	<ul style="list-style-type: none"> • Decorate • Opportunity Center • Computers

Art Room

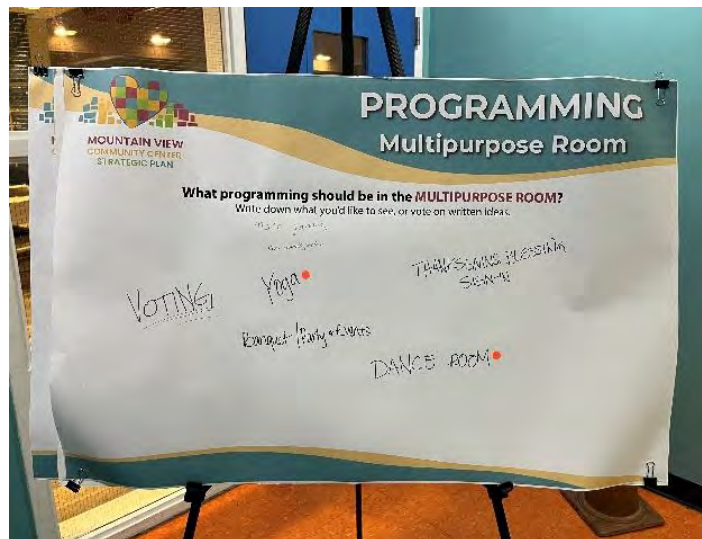
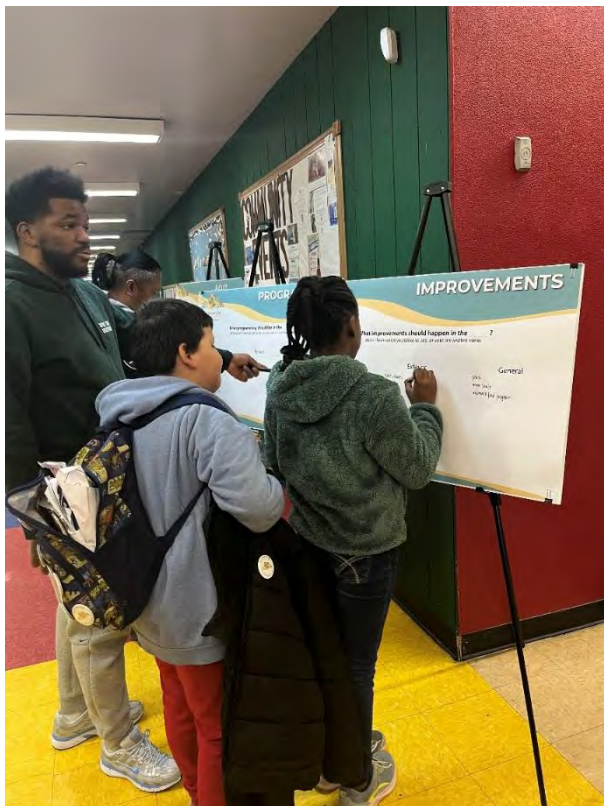
Programming	Improvements
<ul style="list-style-type: none"> • How to make animals out of paper • Acrylic Painting • Woodshop 	<ul style="list-style-type: none"> • More colors, more art paper • Paint • Art Teacher

Music Studio

Programming	Improvements
<ul style="list-style-type: none"> • Make songs • DJing • Music classes • Piano classes • Guitar lessons • Singing lessons 	<ul style="list-style-type: none"> • More colors, pink, purple, red, yellow • Guitar • Piano • New equipment

Computer Lab

Programming	Improvements
<ul style="list-style-type: none"> • Computers • Piano (+1) • Study Hour after school • Library (+1) 	<ul style="list-style-type: none"> • Red, black color • Decorate (+1)



Youth Survey

The Open House setup took place alongside the Community Center’s daily youth programming, resulting in many children being present in the main lobby and showing interest in the event. In total, 19 youth surveys were completed by attendees from the Community Center. The survey asked youth to circle their three favorite activities, providing 21 options with icons as well as asking for ages, school, grade, favorite park, food, sport, activities and Mountain View Community Center improvements.

The majority (11) of the surveys were completed by youth aged 9-11, with four being completed by 6-8 years old and 4 by 11-14 years old.

The most popular activities were Volleyball, Dancing, Music, Biking, Basketball and Video Games.



YOUTH DESIGN ACTIVITY

PLEASE CIRCLE YOUR THREE FAVORITE ACTIVITIES

MOUNTAIN VIEW COMMUNITY CENTER

BASEBALL BASKETBALL VOLLEYBALL SOCCER FOOTBALL TENNIS BIKING

SKING SKATEBOARD DANCING PLAYGROUND READING WRITING MUSIC

VIDEO GAMES TECH LAB RECORDING STUDIO PLAYING POOL COOKOUT GARDENING BEING OUTDOORS

I AM 12 years old

I AM IN 7th grade at Clark middle school

MY FAVORITE

Park Bgo park After school activity wrestling

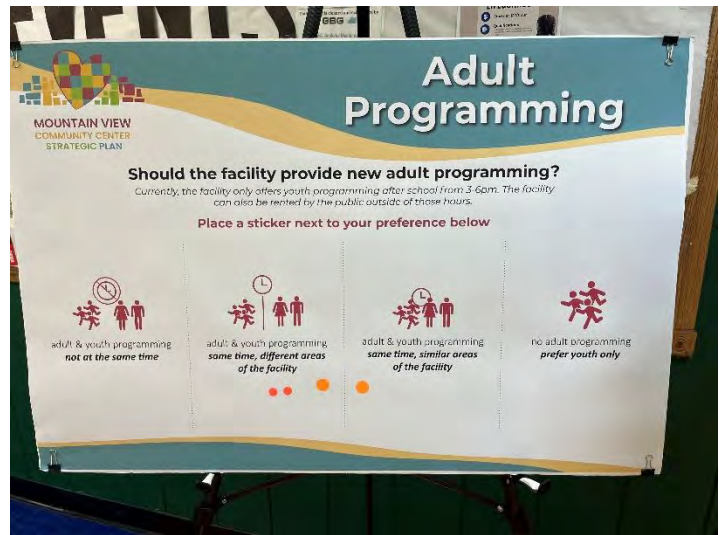
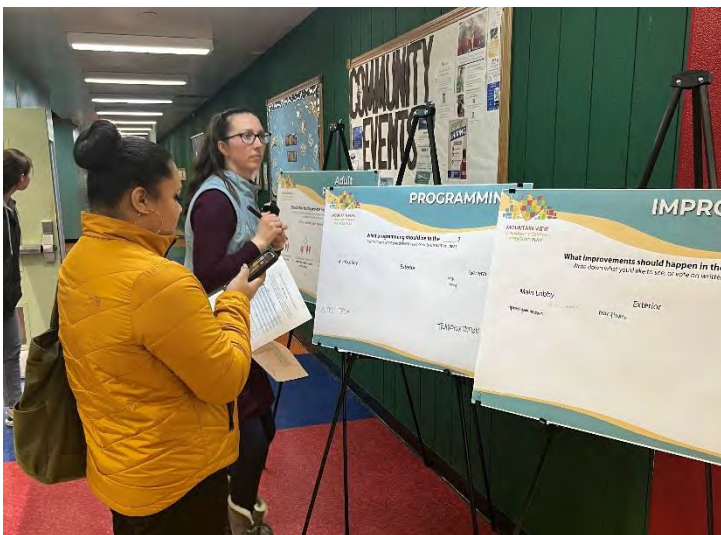
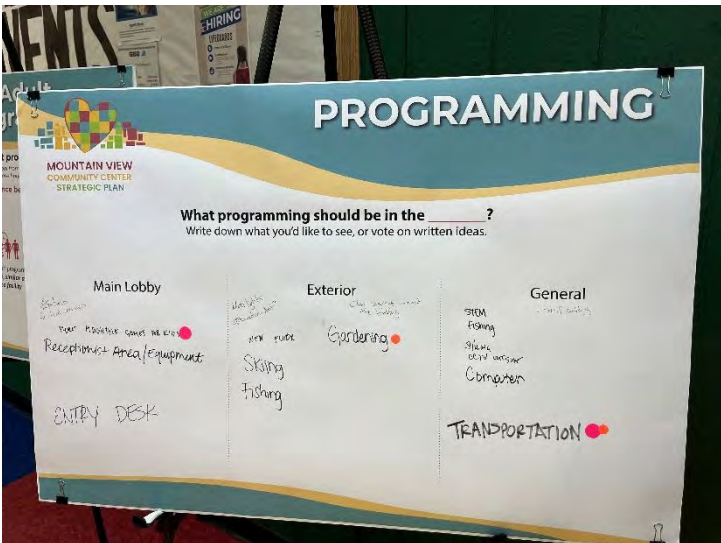
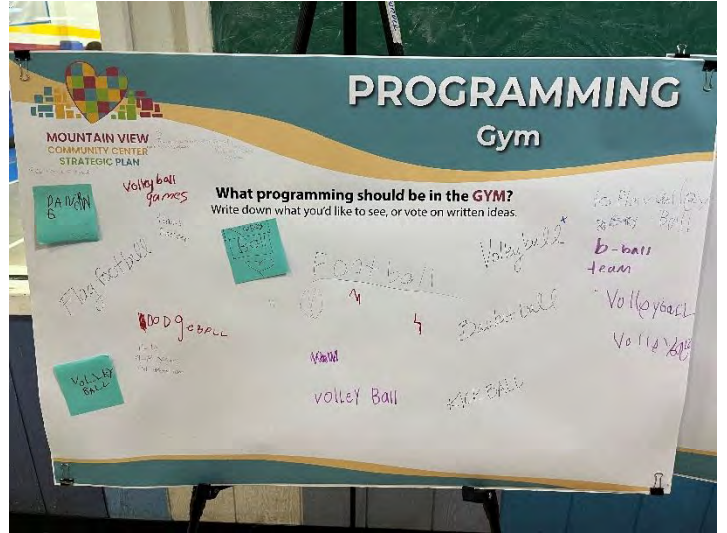
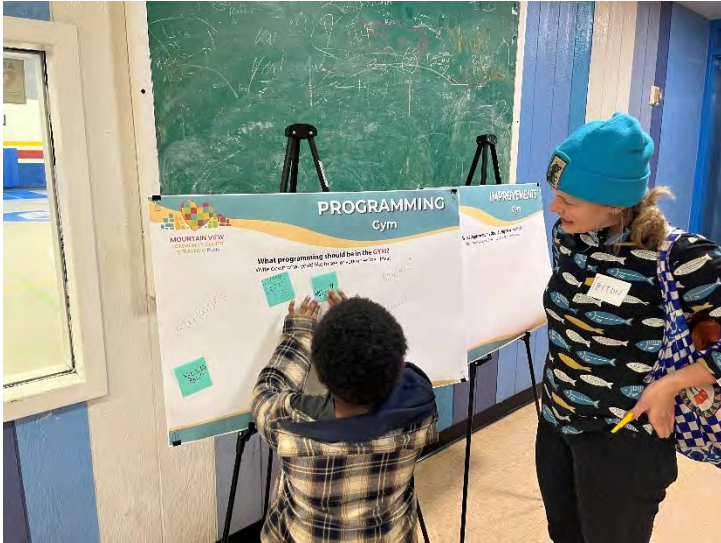
Food Ribs and rice Place to hangout Boys and girls club

Sport Soccer Part of Mountain View Community Center outside

3 IMPROVEMENTS I WOULD LIKE TO SEE AT MOUNTAIN VIEW COMMUNITY CENTER ARE

- 1 the park to be a little bit bigger
- 2 fix the other swing
- 3 have feild trips.





SURVEY





Mountain View Community Center (MVCC) Survey

Operation of the Mountain View Community Center (MVCC) will transition from the Boys & Girls Clubs of Southcentral Alaska (BGCSAK) to the Anchorage Parks and Recreation Department on June 1, 2025. **The goal of the transition is to maintain the facility's services while adapting to the needs of the community.**

The process will engage residents and stakeholders through public meetings and outreach, such as this survey.

The purpose of this survey is to get feedback on what you envision for the future of the Mountain View Community Center. The survey will take about 8 minutes to complete.

1. Do you or your family members use the Mountain View Community Center (MVCC) facility (currently operated by the Boys and Girls Club)? (Please select all that apply.)

- Yes, my child uses the facility.
- Yes, I use the facility for rental programs.
- No, I do not use the facility.
- Other (please specify)

2. What category do you consider yourself in relation to the Mountain View Community Center? (Please select all that apply.)

- Parent/Guardian
- Student
- Community Member
- Staff/Volunteer
- Local Business Owner
- Local Non-Profit
- Other (please specify)

3. **During the school year**, when should the facility provide weekday youth programming? (Please prioritize.)

	Low Priority	Neutral	High Priority
Before school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. **During the summer**, when should the facility provide weekday youth programming? (Please prioritize.)

	Low Priority	Neutral	High Priority
Morning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Afternoon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. During the school year, if transportation between schools and the community center is possible, what days and times should be prioritized? (Please prioritize. Leave blank if not applicable.)

	Low Priority	Medium Priority	High Priority
Monday-Friday before school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monday-Friday after school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Just Late Start Monday before school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What school does your child attend? (If you have multiple children, please select all that apply.)

- Mountain View Elementary
- William Tyson Elementary
- Government Hill Elementary
- Clark Middle School
- East Anchorage High School
- Other (please specify)

7. What types of youth programming should the Mountain View Community Center provide? Please identify your priority levels for each category.

	Not a Priority	Low Priority	Neutral	High Priority	Very High Priority
Educational Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts and Crafts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sports and Recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Science, Technology, Engineering, Mathematics (STEM) Activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Music and Dance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health and Wellness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural Activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

8. What youth athletic programs would you like to see at this facility? (Please select all that apply.)

Basketball

Volleyball

Indoor Soccer

Badminton

Pickleball

Karate

Other (please specify)

9. Does your child currently use the meal services at the existing facility?

- Yes
- No
- Not Applicable

10. If meal services can continue, what time of day should meals be offered? Please identify your priority levels for each category.

	Meal Service Should Not Be Provided	Low Priority	Neutral	High Priority	Very High Priority
Breakfast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After School Snack	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dinner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Currently, the Boys and Girls Club only offers youth programming after school from 3-6 pm. The facility can also be rented by the public outside of those hours.

Do you think that Anchorage Parks and Recreation should provide new adult programming at the MVCC, similar to what is provided at Fairview or Spenard Rec Center?

- No**, MVCC should continue to operate only youth programming.
- Yes, but adult programming **should not** be at the same time as youth programs.
- Yes, and adult programming **can be at the same time** as youth programs.
- Yes, but adult programming **can only be at the same time** as youth programs **if** they are using different areas of the facility.
- Other (please specify)

12. If you would like to see adult programs added, please identify your priority levels for each category.

	Not a Priority	Low Priority	Neutral	High Priority	Very High Priority
Fitness Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Life Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts and Crafts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parenting Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

13. Are there any building or site improvements needed?

14. Is there anything else Anchorage Parks and Recreation should consider regarding the future operations of the Mountain View Community Center?

15. What is your age group?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 and older

16. What is your gender?

- Male
- Female
- Non-binary/Third gender
- Prefer not to say

17. Which race/ethnicity best describes you? (Please choose only one.)

- American Indian or Alaskan Native
- Asian / Pacific Islander
- Black or African American
- Hispanic
- White / Caucasian
- Multiple ethnicity / Other (please specify)

18. What language(s) are primarily spoken in your home? (Please select all that apply.)

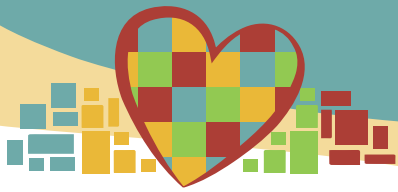
- English
- French
- Hmong
- Spanish
- Tagalog
- Samoan
- Arabic
- Other (please specify)

Thank you for your participation! For more information on the transition and how to get involved, visit Anchorage Parks and Recreation's website:



SURVEY RESULTS





MOUNTAIN VIEW COMMUNITY CENTER SURVEY RESULTS

MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN



Operation of the Mountain View Community Center (MVCC) officially transitioned from the Boys & Girls Club of Southcentral Alaska to the Anchorage Parks and Recreation Department on June 1, 2025.

As part of the MVCC Strategic Plan, a community survey was conducted to gather input on residents' priorities and aspirations for the future of the center. The survey was available online through SurveyMonkey from July 16 to September 21, 2025, and received a total of 116 responses.

Anchorage Parks and Recreation led outreach efforts, promoting the survey through the project website, community flyers, postcards, text messages, and social media. The following infographics summarize the key results and insights gathered from the community's feedback.

About the Respondents



123 surveys collected

65 parents / guardians
70 community members

Others include:

- students • teachers • staff / volunteers • local business owners • local non-profits

Relationships to MVCC

* Respondents were asked to select all that apply

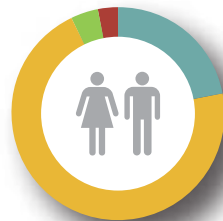
47% of respondents
Do not use the facility

32% of respondents
Have children that use the facility

15% of respondents
Use the facility for rental programs

20% of respondents
Other
14 attend programs, events, food bank
6 are interested or have clients who are interested
4 teachers whose students use the facility

Gender



22% of respondents
Male
72% of respondents
Female
3% of respondents
Non-Binary
3% of respondents
Prefer not to say

Schools Attended

* Respondents were asked which school their child attends, and to select all that apply if they had multiple children

40 respondents
William Tyson Elementary

21 respondents
Mountain View Elementary

21 respondents
Clark Middle School

12 respondents
East Anchorage High School

Other responses included:

Elementary

- Denali Montessori • Airport Heights • Wonder Park • College Gate • Susitna • Tudor

High School

- Holy Rosary Academy • Bartlett High • West High

Other

- East Anchorage Early Head Start • King Tech Preschool • Homeschooling

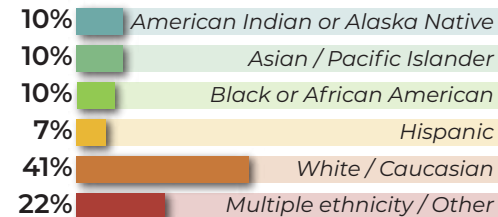
Language

96%
of respondents speak English as their primary language

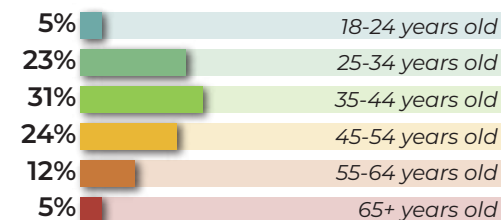
Others include:

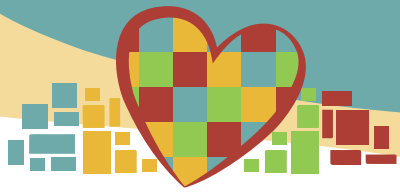
- Spanish • French • Samoan • Hmong • Yupik • Nepali

Race / Ethnicity



Age Range





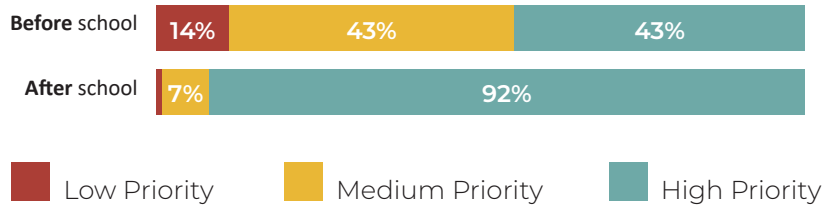
MOUNTAIN VIEW COMMUNITY CENTER SURVEY RESULTS

MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN

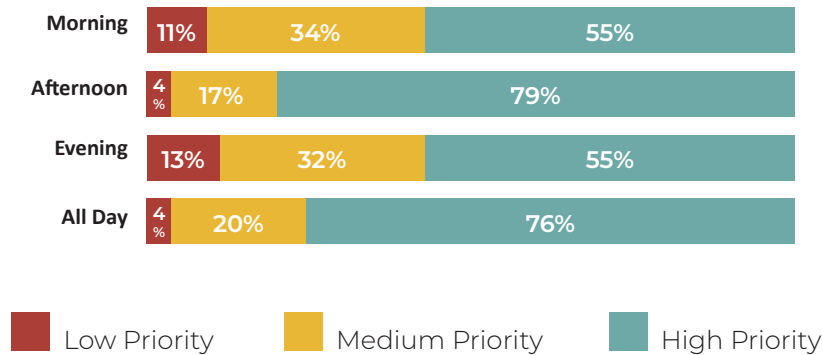
PROGRAMMING



During the **school year**, when should weekday youth programming be provided?



During the **summer**, when should week day youth programming be provided?



Should the facility provide new adult programming?

Currently, the facility only offers youth programming after school from 3-6pm. The facility can also be rented by the public outside of those hours.



37% of respondents prefer adult & youth programming *not at the same time*



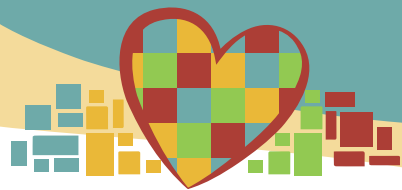
23% of respondents prefer adult & youth programming *same time, different areas of the facility*



19% of respondents adult & youth programming can be *same time, similar areas of the facility*



16% of respondents prefer *youth programming only*



MOUNTAIN VIEW COMMUNITY CENTER SURVEY RESULTS

MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN

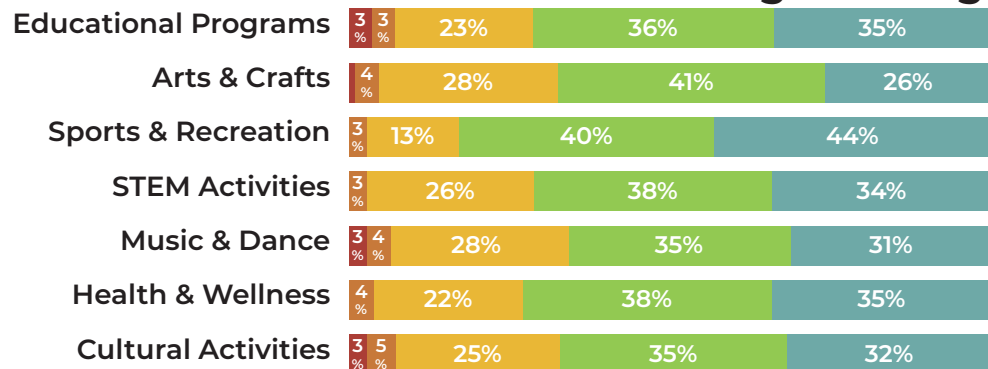
PROGRAMMING

Desired Youth Athletic Programs

Additional responses included:
Football • Baseball • Dance • Hockey
Running • Skiing • Biking

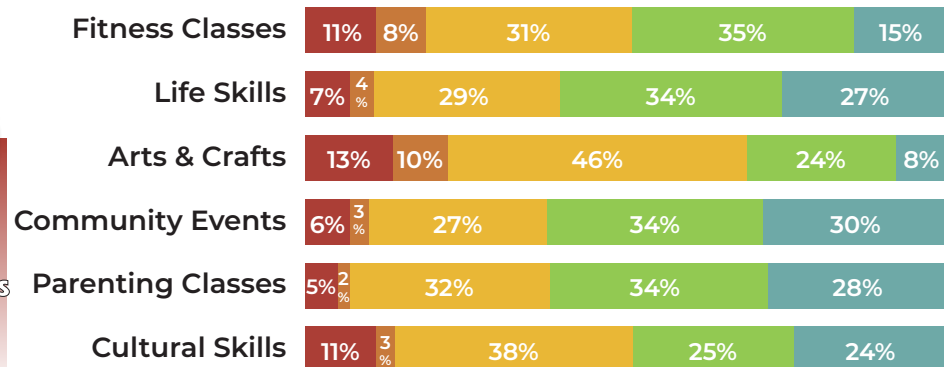


Desired YOUTH Programming



■ Not a Priority
 ■ Low Priority
 ■ Neutral
■ High Priority
 ■ Very High Priority

Desired ADULT Programming



■ Not a Priority
 ■ Low Priority
 ■ Neutral
■ High Priority
 ■ Very High Priority



**MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN**

MOUNTAIN VIEW COMMUNITY CENTER SURVEY RESULTS

MEAL SERVICES

Current Meal Service Use

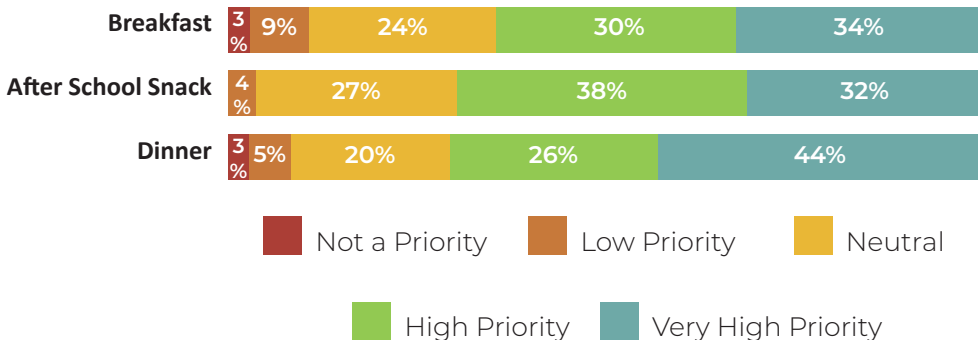


31% of respondents use meal services

31% of respondents do not use meal services

39% of respondents it is not applicable

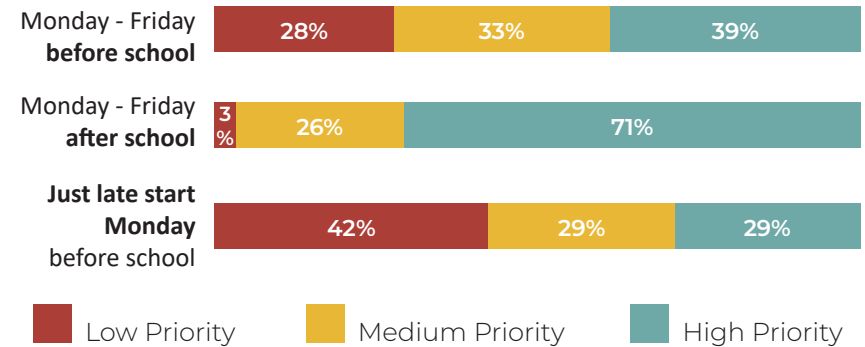
If meal services can continue, what time of day should meals be offered?



TRANSPORTATION



During the **school year**, if transportation can be provided, what days and times should be prioritized?



GENERAL COMMENTS

- Continue building relationships with surrounding schools
- Improve community engagement & outreach
- Support the community by providing programs that teach life skills
- Maintain community access to the facility for rentals, and keep it affordable
- Utilize the space downstairs
- Prioritize safety and security
- Create a more welcoming entrance with a reception desk where visitors can check in and receive guidance and be directed to the appropriate locations in the facility



MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN

Public Workshop Summary

STRENGTHS



Accessible Sports + Activities

- Variety of free sports programs
- Variety of after school programs and activities for neighborhood youth



Kids + Childcare

- Childcare
- No one over 18 years old
- Youth can go “as they are”
- Youth relationship building



Food

- Free meals
- Snack Shack



Community / Parent Support

- Community centric - considers the needs of the community
- Support from families



Safe Space

- Provides a safe place to be for neighborhood youth



Location

- Accessible, central location



Events / Gathering

- Community gathering space
- Ease in planning community events



Staff

- Caring, understanding, and committed staff who deeply care about the kids and the community



Park

- Park with a playground



MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN

Public Workshop Summary

OPPORTUNITIES



Sports / Programming

- Create Mountain View sports teams
- Provide affordable summer camps for youth
- Provide more sports opportunities



Security

- More security cameras
- Parents + kids scan into and out of facility



Adult Programming

- Adult programming options
- Programming for parents and kids



Grants & Volunteering

- Lay out a vision for community investment and sponsorship
- Pursue grant funding for athletic programs
- Build strong volunteer network



More Hours

- Expanded hours
- Add early hours for senior citizen programming



Venue / Facility

- Provide meeting space for the community
- Reactivate downstairs
- Use as an event venue



Partnerships / Health

- Build strong partnerships with the community & Health Department
- Health services, mental health support and specialists



Transportation

- Obtain dedicated transportation vehicles
- Provide transportation services between the facility and schools



MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN

Public Workshop Summary

WEAKNESSES



Additional Programming Needs

- Better food program
- Access to the full facility is limited, which reduces program opportunities
- Tutoring opportunities



Limited Hours

- Limited / reduced operating hours
- Not open on weekends
- Early open hours program



Facility Needs

- Equipment is older and broken
- Building needs fresh paint



Funding

- Funding uncertainty and constraints
- Lack of investment
- Limited resources
- Cost, fees, and accessibility



Security (Outside)

- Doesn't always feel safe outside / gun violence
- Secure entry
- More kid supervision outside



Park Cleanliness

- The park could be cleaner



Transportation

- Loss of transportation to bring kids to school or on field trips



Age Range

- Primarily serves kids and not all ages



Staff Support

- Staff need more support
- The facility needs more staff
- More training opportunities for staff



MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN

Public Workshop Summary

THREATS



Loss of Programming

- Losing the focus on youth
- If programs are run through volunteers and it becomes too difficult to meet requirements / maintain consistency



Costs / Inflation

- Change in funding impacting cost of services
- Economic instability



Loss of Staff

- Budget cuts
- Staff turnover



Politics

- Making volunteering too complicated and bureaucratic
- MOA administration changes that could change costs / funding
- Municipality complacency or instability



Crime / Vandalism

- Neighborhood crime
- Older kids smoking / vaping or fighting
- Cussing or not respecting staff



Businesses

- Mountain View business flight vs revitalization



Lack of Safety / Respect

- Anyone can enter
- Not respecting privacy
- Will it be a safe space?



Lose B&G Club Feel

- Kids having no voice
- Losing the focus on youth



Natural Disasters

- Natural disaster preparedness
- Winter weather
- Fires, earthquakes, epidemics

YOUTH DESIGN ACTIVITY



YOUTH DESIGN ACTIVITY



MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN

PLEASE CIRCLE YOUR THREE FAVORITE ACTIVITIES



BASEBALL



BASKETBALL



VOLLEYBALL



SOCCER



FOOTBALL



TENNIS



BIKING



SKIING



SKATEBOARD



DANCING



PLAYGROUND



READING



WRITING



MUSIC



VIDEO GAMES



TECH LAB



RECORDING STUDIO



PLAYING POOL



COOKOUT



GARDENING



BEING OUTDOORS

I AM _____ years old

I AM IN _____ grade at _____ school

MY FAVORITE

Park _____

After school activity _____

Food _____

Place to hangout _____

Sport _____

Part of Mountain View
Community Center _____

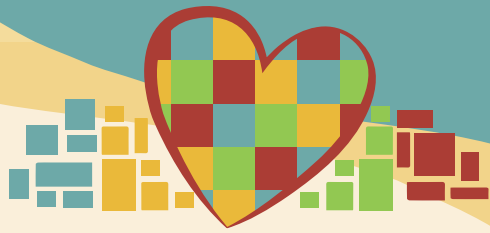
3 IMPROVEMENTS I WOULD LIKE TO SEE AT MOUNTAIN VIEW COMMUNITY CENTER ARE

1.

2.

3.

SOCIAL MEDIA POSTS, FLYERS, AND POSTCARD



SURVEY!

MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN

Anchorage Parks & Recreation is in the process of developing a strategic plan for the Mountain View Community Center (MVCC). The purpose of this survey is to understand community needs and your vision for the MVCC!

AVAILABLE IN MULTIPLE LANGUAGES!

اېبرع (Arabic) · **English** · **Français** (French)
Lus Hmoob (Hmong) · **Samoan**
Español (Spanish) · **Tagalog**

For surveys in more languages, visit the project website at the link below:

<https://www.muni.org/Departments/parks/Pages/MtViewStrategicPlan.aspx>

WHEN

This survey will be open from July 16 - August 13.

WHERE

Take the survey at the link below:
<https://www.surveymonkey.com/r/HLTZZX5>



For more information, please visit the Anchorage Parks & Recreation website

MOUNTAIN
VIEW
COMMUNITY
CENTER



MOUNTAIN VIEW COMMUNITY CENTER SURVEY

MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN

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MOUNTAIN
VIEW
COMMUNITY
CENTER



For more information,
please visit the Anchorage
Parks & Recreation website

September 2025

MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN SURVEY

Anchorage Parks & Recreation is in the process of developing a strategic plan for the Mountain View Community Center (MVCC). The purpose of this survey is to understand community needs and your vision for the MVCC!

**MAKE YOUR VOICE HEARD
TAKE THE SURVEY!**

WHEN

This survey will be open from
July 16 - September 21

WHERE

Take the survey at the link below:
<https://www.surveymonkey.com/r/HLTZZX5>



AVAILABLE IN MULTIPLE LANGUAGES!

يبرع (Arabic) · **English** · **Français** (French)
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يبرع (Arabic): <https://www.surveymonkey.com/r/T95HMM8>

English: <https://www.surveymonkey.com/r/HLTZZX5>

Français (French): <https://www.surveymonkey.com/r/HLTZZX5?lang=fr>

Lus Hmoob (Hmong): <https://www.surveymonkey.com/r/SWCQK23>

Samoan: <https://www.surveymonkey.com/r/TDCL5BH>

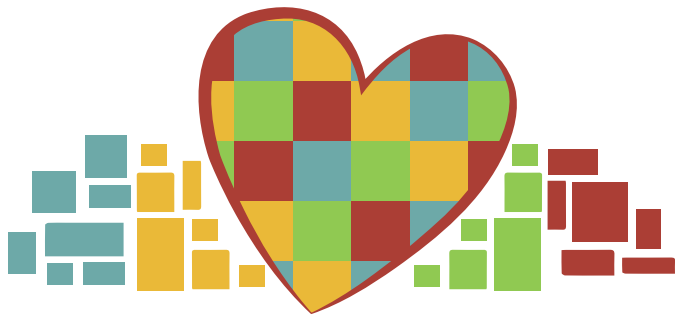
Español (Spanish): <https://www.surveymonkey.com/r/HLTZZX5?lang=es>

Tagalog: <https://www.surveymonkey.com/r/HLTZZX5?lang=tl>

Paper copies of the survey can be picked up and dropped off at the Mountain View Community Center



632 W 6th Avenue
Anchorage, Alaska 99501



MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN



For more information about the strategic plan,
please visit the Anchorage Parks & Recreation website
<https://www.muni.org/Departments/parks/Pages/MtViewStrategicPlan.aspx>

5

NOVEMBER

MOUNTAIN VIEW COMMUNITY CENTER

STRATEGIC PLAN COMMUNITY OPEN HOUSE #2

Help shape the future of the Mountain View Community Center by joining Anchorage Parks and Recreation and Huddle AK for Community Open House #2. Share your ideas, priorities, and vision for what you'd like to see in this important neighborhood space.

WHEN

Wednesday, November 5 | 6:00 PM

WHERE

Mountain View Community Center

315 Price St



Learn more:

<https://www.muni.org/Departments/parks/Pages/MtViewStrategicPlan.aspx>





MOUNTAIN VIEW COMMUNITY CENTER STRATEGIC PLAN

**MOUNTAIN VIEW
COMMUNITY CENTER
STRATEGIC PLAN**

Community Open House #2

Join Anchorage Parks and Recreation and Huddle AK for Community Open House #2!

Share your ideas, priorities, and vision for what you'd like to see in this important neighborhood space.

WHEN

Wednesday, November 5
6:00 PM

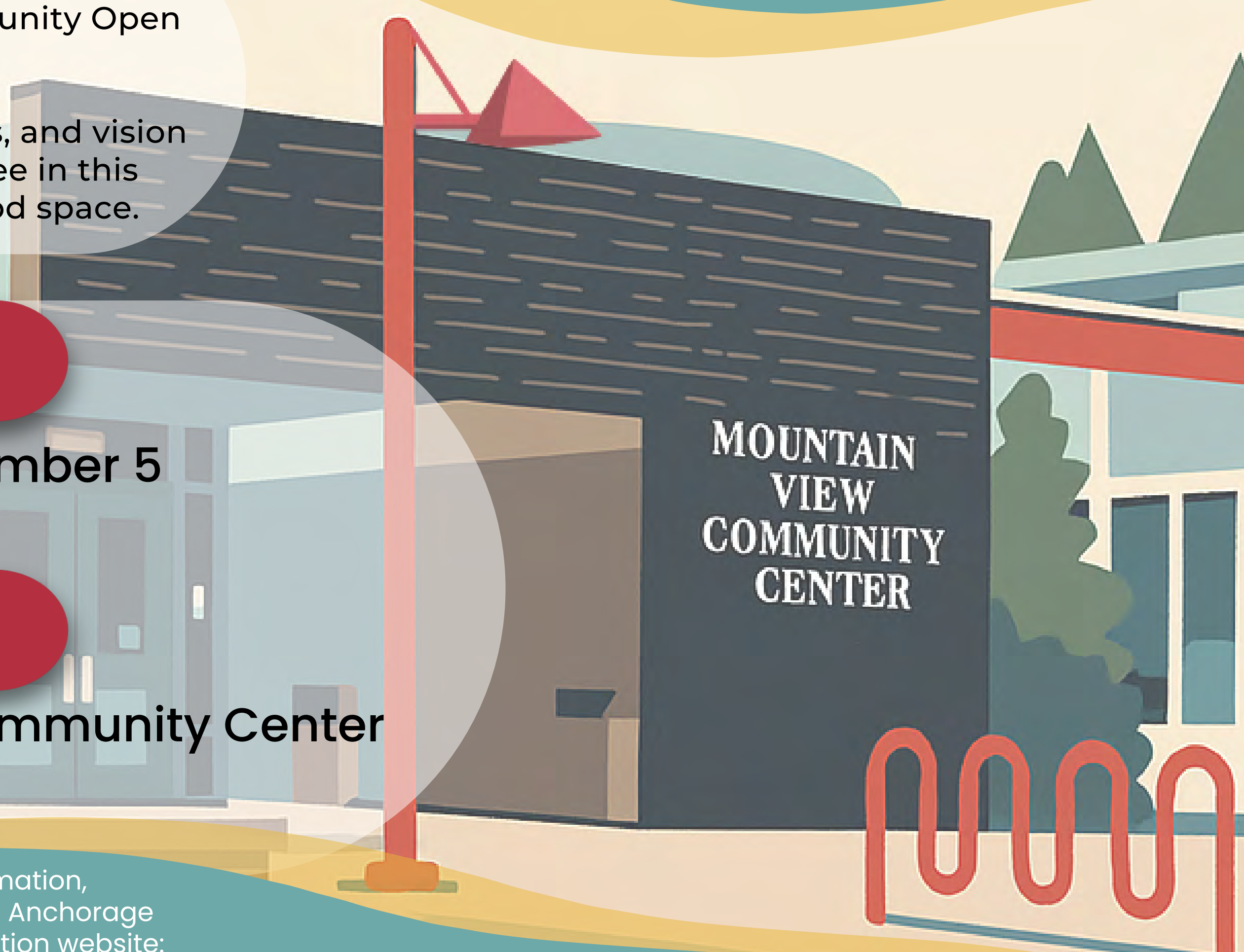
WHERE

Mountain View Community Center
315 Price St



For more information,
please visit the Anchorage
Parks & Recreation website:

<https://www.muni.org/Departments/parks/Pages/MtViewStrategicPlan.aspx>



PARKS & RECREATION COMMISSION - RESOLUTION OF SUPPORT





MUNICIPALITY OF ANCHORAGE

ANCHORAGE PARKS & RECREATION

632 W. 6th Avenue, Suite 630

P.O. Box 196650

Anchorage, AK 99519



MEMORANDUM

Date: April 9, 2026

To: Parks and Recreation Commission

Cc: Taylor Keegan, Superintendent

From: Nicolette Dent, Senior Park Planner

Subject: **PRC 26-07 Mountain View Community Center Strategic Plan**

Overview

The Mountain View Community Center (MVCC) has long been a key gathering place in one of Anchorage's most diverse neighborhoods. Shaped by strong community leadership and rich cultural contributions, Mountain View continues to be a vibrant hub for connection, youth engagement, and cultural exchange. As the neighborhood navigates economic and housing challenges, MVCC remains an important space for learning, wellness, and community support.

This Strategic Plan presents a shared vision for MVCC as a welcoming, community-driven space that supports youth and residents while building on the strengths of the Mountain View neighborhood.

Project Background / Scope

On June 1, 2025, operations of MVCC transitioned from the Boys & Girls Clubs of Southcentral Alaska to the Anchorage Parks and Recreation Department. This change reflects community input to maintain essential services while expanding programs to better meet local needs. Under Parks and Recreation, MVCC is now part of the city's broader network, creating opportunities for stronger partnerships, improved access, and long-term sustainability.

The purpose of this Strategic Plan is to translate community needs into a clear, actionable approach for operating the facility. It addresses programming, operations, ongoing maintenance, and key capital improvements. As a living document, the plan provides a framework to guide future investments and ensure MVCC continues to serve the evolving needs of the Mountain View community.



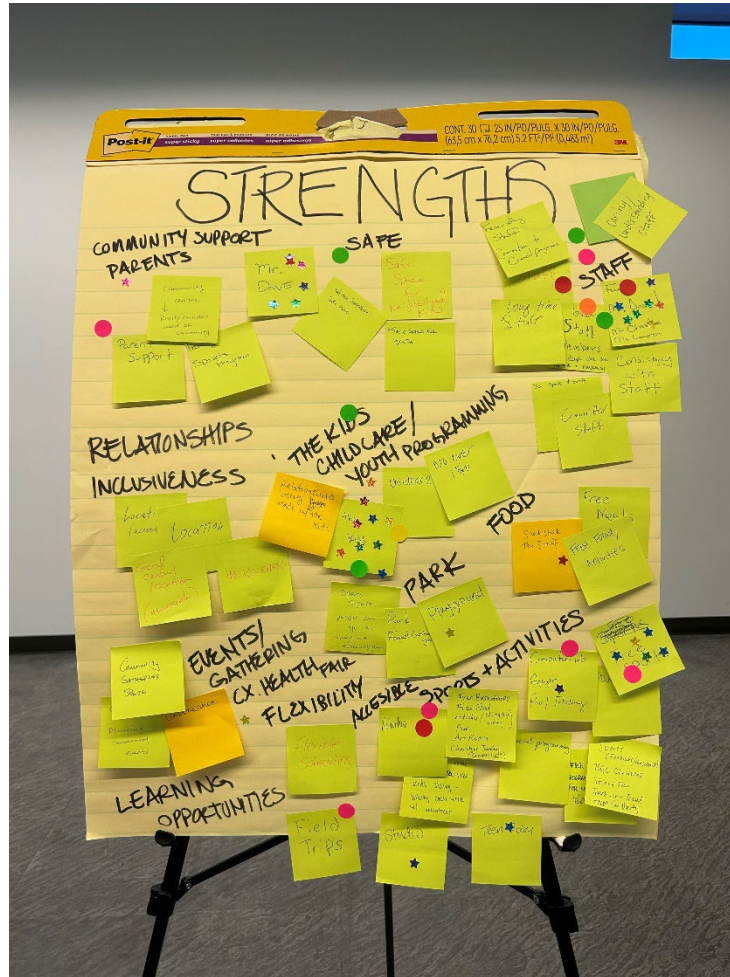
Above: Workshop at the Mountain View Library.

Public Involvement

Public involvement for the Mountain View Community Center Strategic Plan included a range of outreach efforts to ensure broad and inclusive community input. Engagement activities included a public workshop, three advisory committee meetings, a public open house, pop-up events, and a multilingual community survey. The initial workshop introduced the project and gathered input through interactive activities such as a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and visioning exercises. Advisory committee meetings helped refine outreach strategies, improve survey design, and expand engagement efforts. The survey, offered in seven languages and distributed both online and in person, was supported by extensive outreach including social media, mailers, flyers, school notifications, and community events.

Additional feedback was collected through pop-up events held at a local bank, a back-to-school event at the community center, Mountain View Library Game Night, and the Thanksgiving Blessings event at MVCC, as well as through a public open house where participants shared priorities for

programming and facility improvements. Together, these efforts ensured that the Strategic Plan reflects the diverse perspectives and needs of the Mountain View community.



Above: Community responses during a SWOT analysis.

Timeline and Funding Sources

The Mountain View Community Center (MVCC) Strategic Plan is intended to be a living document that will be reviewed and updated annually to reflect changing community needs, priorities, and available resources. Anchorage Parks and Recreation will conduct yearly progress reviews with staff and community partners to assess completed actions, identify next steps, and adjust implementation as needed. An annual public progress report will be released to share key accomplishments, ongoing efforts, and upcoming priorities, including updates on facility improvements, partnerships, and program expansion.

Implementation of the Strategic Plan will be supported through a combination of funding sources. For major capital improvements such as repairs and renovations, Anchorage Parks and Recreation will coordinate with the Municipality of Anchorage to advance priority projects through future bond packages. In addition, the department will pursue state and federal grants, as well as partnerships

with local organizations, to support programming and facility enhancements. This blended funding approach will help maximize available resources and ensure that improvements align with community needs over time.

VISION STATEMENT

The Mountain View Community Center is where children and young adults grow up confident, safe, and supported by mentors, neighbors, and opportunities that help them thrive and stay rooted in their community. It's a welcoming hub for everyone — a place to connect, play, learn, and grow together.

GOALS

- 1 | FOSTER A SAFE, JOYFUL SPACE FOR EVERY CHILD AND YOUNG ADULT
- 2 | INVEST IN YOUTH'S FUTURES
- 3 | STRENGTHEN THE CENTER AS A COMMUNITY HUB
- 4 | CREATE A BEAUTIFUL BUILDING AND CAMPUS

Above: Vision and Goals from the MVCC Strategic Plan.

Staff Recommendation

Anchorage Parks and Recreation staff recommend Commission approval of the MVCC Strategic Plan. The Plan is a result of collaboration between park staff and administrators, recreation staff and managers, and members of the surrounding neighborhood. The document will help Anchorage Parks and Recreation ensure the facility continues to serve the needs of the Mountain View community. It provides a vision and framework for future facility, funding, and programming needs.

More Information

Project Website:

<https://www.muni.org/Departments/parks/Pages/MtViewStrategicPlan.aspx>



MUNICIPALITY OF ANCHORAGE

PARKS & RECREATION COMMISSION

632 W. 6th Avenue, Suite 630

P.O. Box 196650

Anchorage, AK 99519



PRC RESOLUTION NO. 2026-06

Mountain View Community Center Strategic Plan

WHEREAS, the Anchorage Parks and Recreation Commission serves in an advisory capacity to both the Mayor and the Assembly; and

WHEREAS, the Anchorage Parks and Recreation Commission has the responsibility and duty to provide for the long-term vision of our park system by ensuring that a balance of parks, natural resources, and recreation facilities provides for the health, welfare, and safety of all residents of the Anchorage Bowl; and

WHEREAS, the Mountain View Community Center (MVCC) has long been a key gathering place in one of Anchorage's most diverse neighborhood; and

WHEREAS, on June 1, 2025, operations of MVCC transitioned from the Boys & Girls Clubs of Southcentral Alaska to the Anchorage Parks and Recreation Department; and

WHEREAS, this Strategic Plan presents a shared vision for MVCC as a welcoming, community-driven space that supports youth and residents while building on the strengths of the Mountain View neighborhood; and

WHEREAS, public involvement was a driver of this plan, including a public workshop, three advisory committee meetings, a public open house, pop-up events, and a multilingual community survey; and

WHEREAS, the purpose of this Strategic Plan is to translate community needs into a clear, actionable approach for operating the facility by addressing programming, operations, ongoing maintenance, and key capital improvements; now, therefore,

BE IT RESOLVED that the Anchorage Parks and Recreation Commission approves the Strategic Plan presented for the MVCC.

PASSED AND APPROVED by the Anchorage Parks and Recreation Commission this 9th day of April, 2026.

Chair
Parks and Recreation Commission

ATTEST:

Director
Parks & Recreation Department

PUBLIC REVIEW DRAFT - COMMENTS SUMMARY



MEMO

TO: Anchorage Parks and Recreation

FROM: Huddle AK

SUBJECT: MVCC Draft Strategic Plan – Comments Received

DATE: April 9, 2026

We received comments from seven (7) individuals on the Draft Mountain View Community Center Strategic Plan. A summary of key themes is below:

1. What priorities or parts of the plan feel most important to you for the Mountain View Community Center over the next 1-2 years?

- Keep youth programming strong and expand opportunities for youth, families, and the community as a whole
 - Field trips during school breaks and summer months
 - Programs that support youth development, family stability, and overall well-being
- Provide safe, supportive spaces for kids to learn and grow
- Maintain and improve transportation access
 - Especially after school transportation to increase participation at MVCC
- Build community trust through consistent staffing and services
 - Increase consistent access to MVCC as a “neighborhood hub”
- Make it easy to engage volunteers and continue volunteer-led programs
- Invest in facility improvements (maintenance, safety, welcoming space)
- Continue food and meal services

2. What concerns, gaps, or questions do you have about the draft plan?

- Need to support and retain current staff and leadership
- Uncertainty around long-term funding and backup plans if a funding source is lost, and a desire for stronger connections to funding partners / sponsorships
 - Connect with Conoco?
 - May be more appropriate to connect with big funders through APF versus P&R?
- Questions about how facility improvements will be prioritized if the community will continue to have input / if there will be transparency in the decision-making process
- Concern that the plan may be too aspirational vs. realistic

- A lot of desired programming that requires staffing
- Concerned that it's a list of wants but that it may not be affordable
- Need clarity on partnerships (who is involved, who is still needed)
- Feels like there is an either / or thinking regarding youth programming and community use, and would prefer it be a both / and approach
- Questions about ongoing community input, especially from underrepresented groups
- Need for a clear plan for staff recruitment, training, and retention
- Interest in how success will be measured (participation, outcomes, impact)

3. Please share any additional thoughts, ideas, or feedback that would strengthen this Strategic Plan.

- Continue strong community involvement (surveys, meetings, updates)
- Maintain and invest in facility upkeep
- Expand youth programs, especially in winter (arts, sports, discipline)
- Continue providing quality food and meals
- Strengthen partnerships to bring in more resources
- Ensure inclusive and accessible programs for all (support diverse learners and individuals with varying needs including language support and accessibility)
- Share quarterly progress reports and data (attendance, participation, usage)
- Overall strong appreciation and support for MVCC and its impact

Below are some suggested revisions to the Strategic Plan document to respond to / address comments:

- **Planning & Outreach** – *Programming Priorities* (page 23)
 - Clarify that providing adult and youth programming at different times is a starting point
 - Reinforce that MVCC is intended to serve both youth and the broader community
- **Next Steps** – Create a new section titled, *Continued Community Involvement* (page 32)
 - Add a section outlining potential ongoing engagement and accountability strategies, such as:
 - Regular reporting to the Mountain View Community Council (quarterly was suggested, but could be biannual depending on feasibility)
 - Tracking key metrics as is feasible, potentially including:
 - Program attendance and participation rates

- Facility usage (peak hours vs underutilized times)
- Transportation usage
- Meals served
- Conducting a community survey and / or meeting approximately one year after implementation of the Strategic Plan to assess progress and gather feedback.