



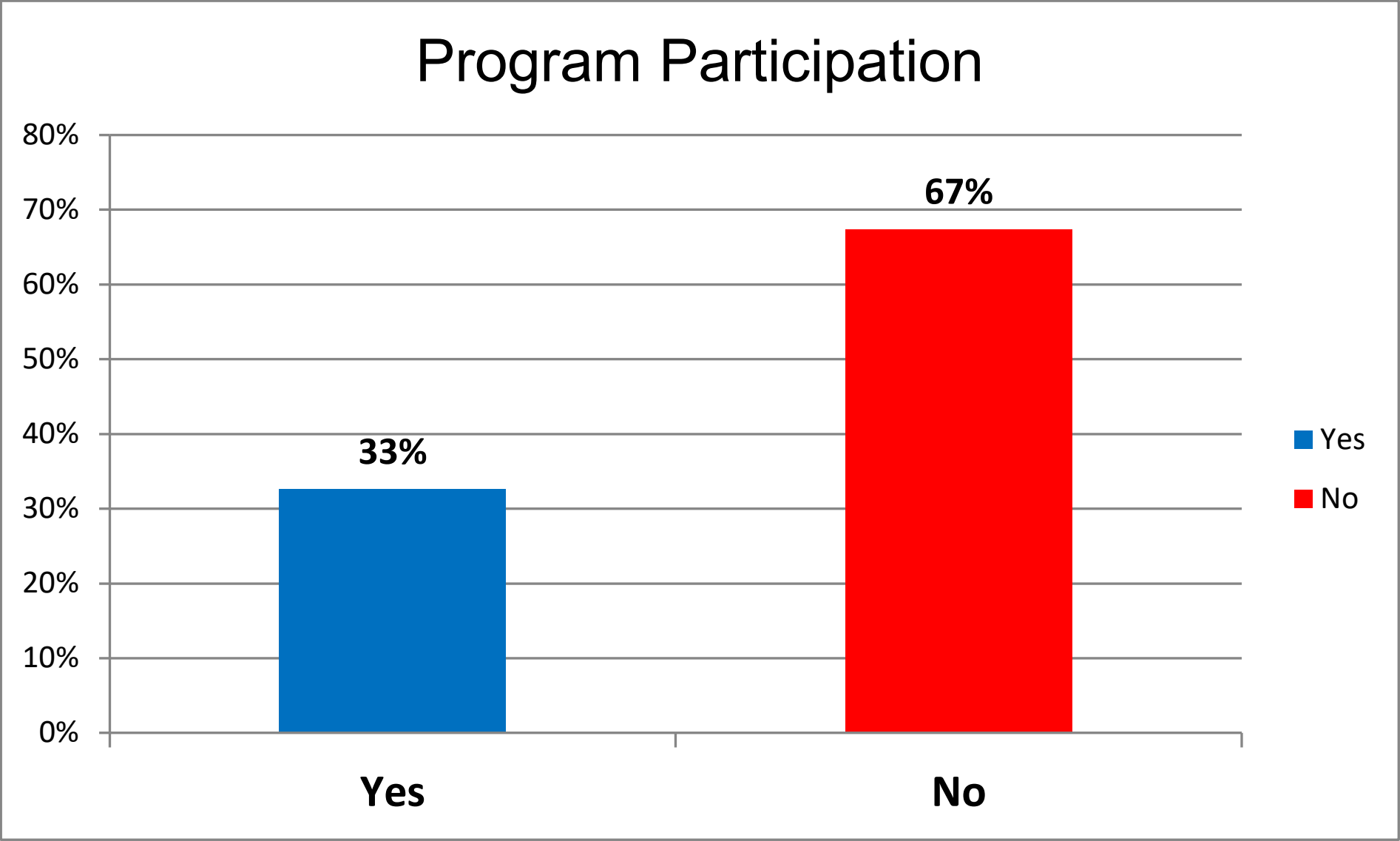
Parks and Recreation Master Plan Program Assessment

July 1, 2021

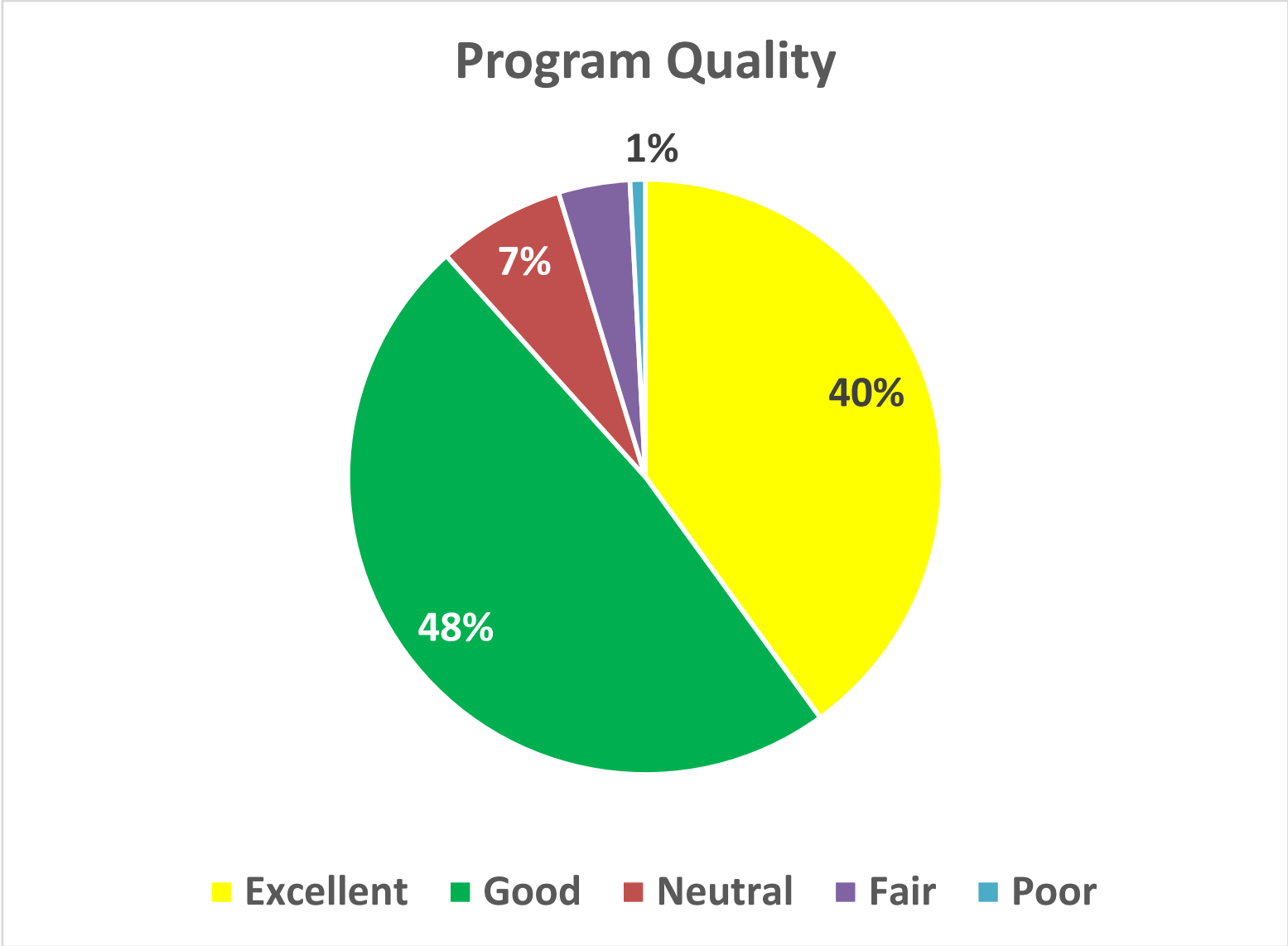


Survey Results

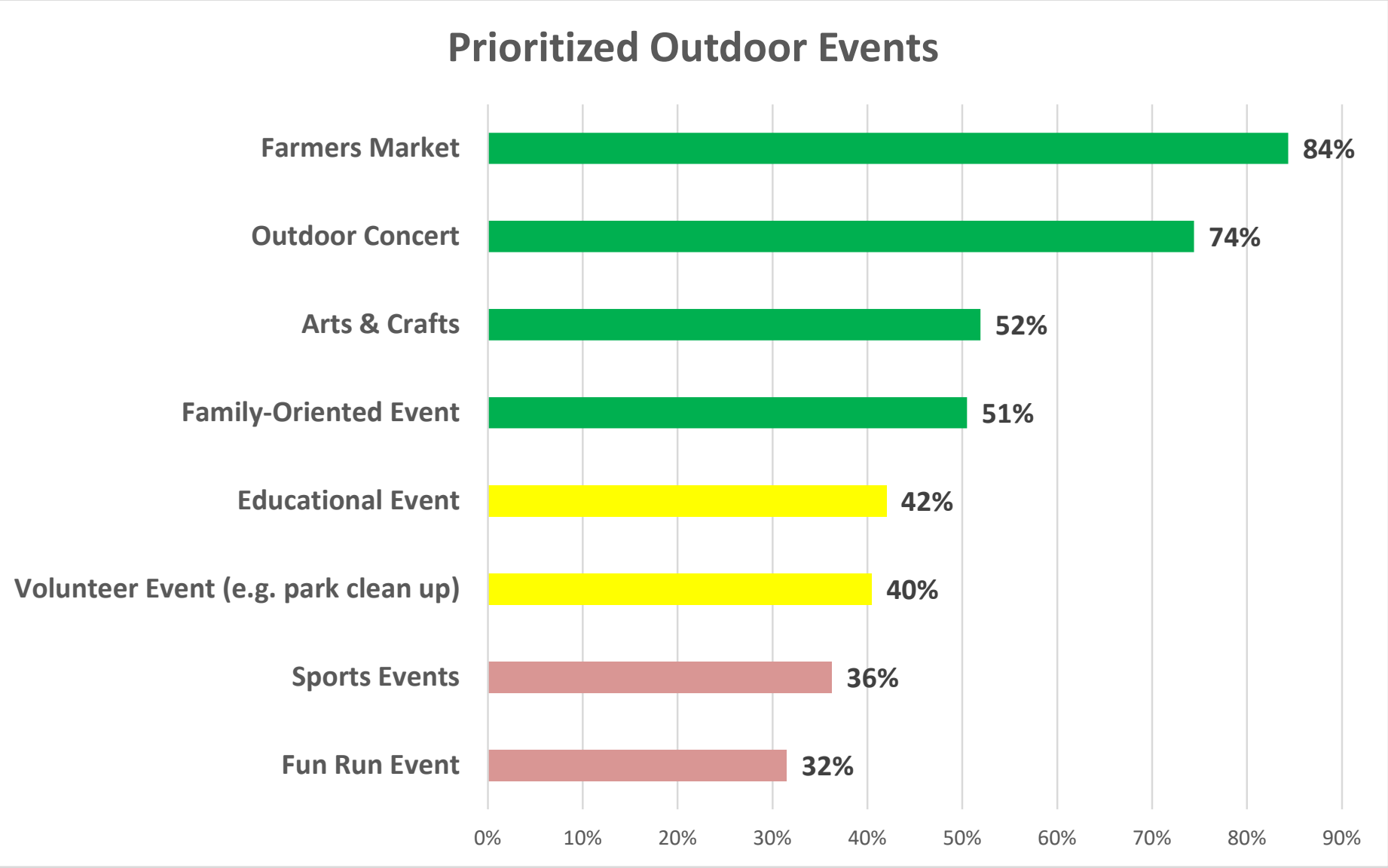
Program Participation



Program Quality

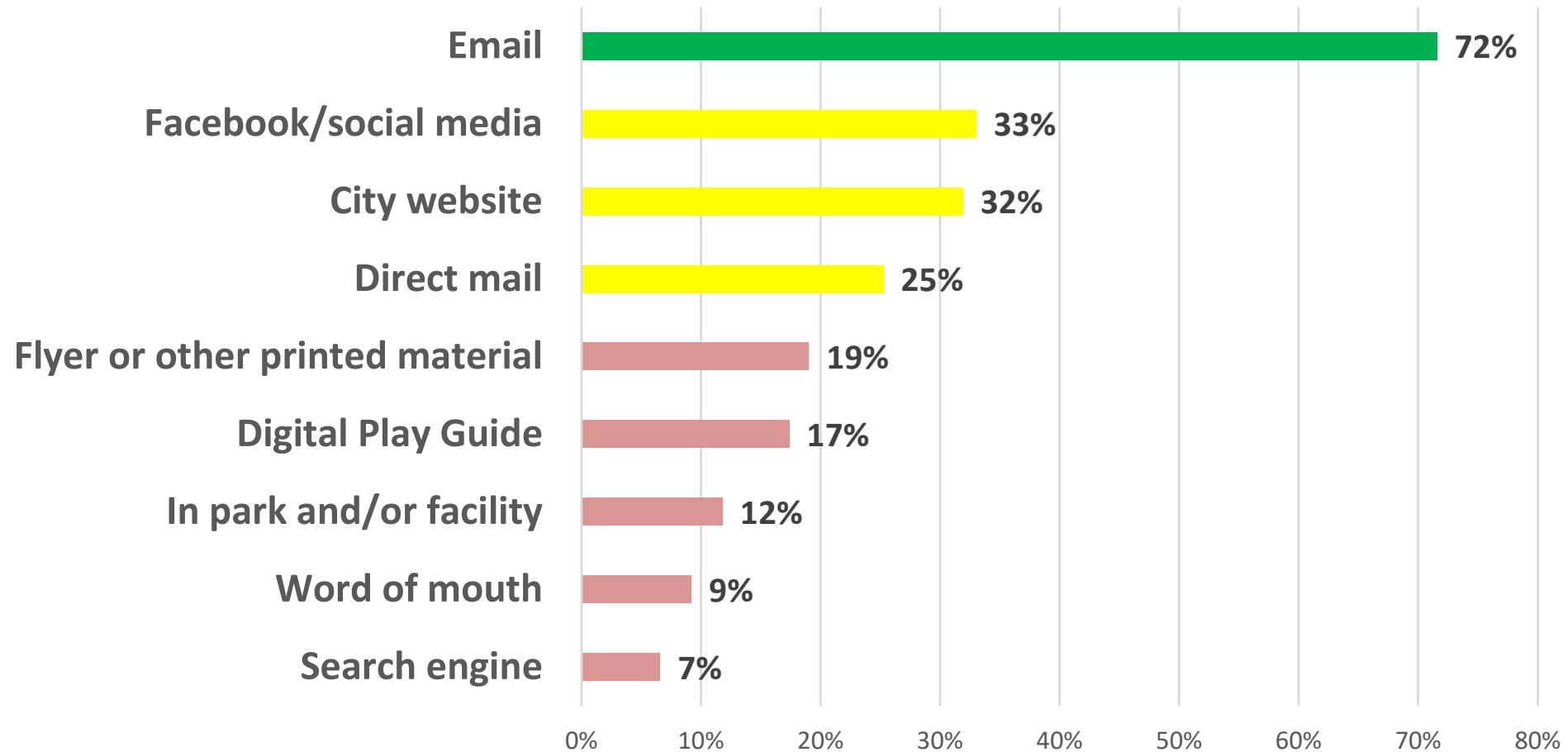


Prioritized Outdoor Events



Marketing

Preferred Communication Method





Program Assessment – Core Programs

Core Program and Service Areas

Core Program Area	Brief Description
After School Programs/Activities	Non-licensed recreational and child care school break programs, and after school programs with a social, child care and/or recreational focus which may include field trips, rather than specific instructional or skills programs
Aquatics	Includes drop-in (monitored) facility access, instruction-based programs, coached leagues, fitness classes, safety training/certification classes, special events, and community outreach partner programs such as Splish Splash Storytime, Doggie Dive in, etc.
Athletics	Recurring group recreational and/or instructional sports leagues, programs and activities operated, taught, or managed by the department through contract or staff or volunteers throughout a season
Camps	Non-licensed recreational skill-based camps with a recreational and instructional focus which may include field trips, some camps have a specific instructional or skills program
Cemetery Services	Grave location services, plot preparation and marking, maintenance of cemetery grounds, researching previous burial locations, preparing deeds for pre-need locations
Community Events	Themed activities and events may or may not require registration as well as events planned and implemented by outside organizations that are co-sponsored at various levels by the City. These events are of the magnitude that require City permits of some type and use of City facilities. City sponsorship typically includes fee discounts, fee waivers, in-kind services.

Core Program and Service Areas

Core Program Area	Brief Description
Enrichment	group or individual recreational and/or instructional sports classes, clinics and activities, special interest classes, clinics, and activities for all ages operated, taught, or managed by the department through contract or staff
Environmental Education	environmental, nature, and conservation education programs and classes for children, youth, adults and active adults
Fitness and Wellness	Health & wellness classes and programs and classes for children, youth, teens, adults and active adults
Outdoor Recreation	Group or individual recreational and/or instructional outdoor recreation classes and activities for all ages operated, taught, or managed by the department through contract or staff
Outreach Services	Outreach Services represents community-wide programs that deliver public education, information, resources, and opportunities through free projects, events, activities, and/or initiatives on the foundation of being inclusive and relevant.
Rentals and Reservations	Rental of facilities, parks, and other amenities for exclusive use of full or partial facility on a one-time basis by the general public Waiver and discounting of fees for specific types of uses/users such as other government users and community civic meetings addressed in the facility use policy.
Volunteer Services	Individual and group volunteer programs and projects managed by department staff



Ages Served

Ages Served

AGES SERVED							
Primary Market (P) or Secondary Market (S)							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-49)	Active Adult (50-64)	Senior (65+)
After School Programs/Activities		P					
Aquatics	P	P	S	P	P	P	P
Athletics		P	P	P	S	S	S
Camps	P	P	P				
Cemetery Services						P	P
Community Events	S	S	S	P	P	S	S
Enrichment	P	P	S	S	S	P	P
Environmental Education	S	P	S	P	P	P	P
Fitness and Wellness			S	P	P	P	P
Outdoor Recreation	P	P	S	S	S	S	S
Outreach Services		S	S		P	P	P
Rentals and Reservations				S	P	P	S
Volunteer Services		S	P	P	P	P	S
	4	7	3	6	7	8	6



Program Lifecycle

Overall Analysis

All Programs: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	14%	33	53.1%	50-60%
Take-Off	8%	19		
Growth	31%	75		
Mature	28%	68	28.5%	40%
Saturated	11%	26	18.4%	0-10%
Decline	8%	18		
Total	100%	239		

The core program area that contributes most to the Saturated and Decline stage is Athletics.

50% of all programs in this category are Athletic programs.



Program Management

Participation & Customer Service

Does the Department currently track any of the following program and/or facility performance measurements for recreation programs?	<u>Yes</u>	<u>No</u>
Total participants	x	
Participant to staff ratio	x	
Program cancellation rate (% describing number of programs cancelled due to insufficient numbers)	x	
Customer satisfaction level	x	
Customer retention rate		x

Staff Training and Evaluations

Does the Department currently use any of the following HR practices or standards for recreation programs?	<u>Yes</u>	<u>No</u>
Regularly and consistently update policies & procedures	x	
Instructor quality check	x	
Lesson plans	x	
Evaluation system	x	
Customer service training	x	
Basic life safety training (ex. CPR, First Aid)	x	
Enhanced life safety training	x	
Specialty skill training	x	
Marketing training	x	
Training on calculating/tracking total cost of facility operations	x	
Training on calculating/tracking cost of service	x	
Continuing education	x	
Diversity training	x	
Performance reviews; full-time	x	
Performance reviews; part-time	x	
Performance reviews; seasonal	x	

Program Evaluation and Community Engagement

Does the Department currently use any of the following methods for gathering public input or feedback regarding recreation programs?	<u>Yes</u>	<u>No</u>
Pre-program surveys	X	
Post-program surveys	X	
Regular/recurring user surveys	X	
Lost customer/user surveys		X
Non-customer/non-user surveys	X	
Focus groups	X	
Statistically valid surveys	X	
In-facility, in-park, or on-site surveys	X	
Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)		X
Other	X	

Volunteer Management

Regarding volunteers for recreation programs, does the Department currently...	<u>Yes</u>	<u>No</u>
Track the number of individual volunteers used annually?	x	
Track the number of volunteer hours donated annually?	x	
Have a formal/adopted volunteer policy?	x	

Partnership Management

Regarding recreation-related partnerships, does the Department currently...	<u>Yes</u>	<u>No</u>
Maintain a list or database of all partner organizations?	x	
Have a formal/adopted partnership policy?		x
Require a written agreement for all partnerships?	x	
Identify measureable outcomes for each partnership?	x	

Competition Assessments

Regarding market competitors and similar providers of recreation programs, does the Department currently...	<u>Yes</u>	<u>No</u>
Maintain a list or database of major competitors/similar providers?	x	
Regularly (e.g., annually) conduct an environmental scan of competitors' offerings, pricing, and marketing?	x	



Pricing Strategies

Pricing Strategies

By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay	Membership	Residency	Age Segment	Weekday / Weekend	By Location	Prime / Non-Prime Time	Family / Household Status	Group Discounts
Competitors' prices influence your price	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income	Different Prices for Members	Different prices for resident vs non-resident	Different prices offered for different ages	Different prices for different days of the week	Different prices at different locations	Different prices for different times of the day	Different prices offered for family / household groups	Different prices for groups

QUESTIONS?