BerryDunn

Washington Township, Ohio Recreation Department

Strategic and Business Development Plan
Final Report

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Submitted on:
January 21, 2021

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1.0   Executive Summary

This executive summary provides a high-level representation of the Business and Strategic Plan for the Washington Township Recreation Department (the Department).

Project Overview

In September 2019, the Department enlisted the services of BerryDunn to help develop strategic direction for the following three to five years. The Department staff requested that the resulting plan contain two core focus elements: both a strategic plan and business plan, combined into one document. Additionally, the staff requested an analysis of the Department's organizational structure, recreation services, financial health, and indoor facilities. The results of these individual analyses informed the strategic and business plan development.

Benchmarking

Three park and recreation agencies served as benchmark comparisons for the study. A series of 28 questions/data points compared the Department's current operations with the benchmark agencies. Insight gleaned included: the Department's strong cost recovery performance, strong operating budget and revenue-per-population-served figures, and lower full-time staff figures per 1,000 resident population.

Engagement

As a means to gather insight into community sentiment, the project incorporated a series of community engagement opportunities. In-person interviews with key leaders, small focus groups, and an open house provided qualitative feedback regarding programs, services, and facilities. Themes emerged from those discussions, including the sentiment that the recreation center facility was the Department's greatest strength. New programming ideas were provided, and the Department's identity emerged as an opportunity for further examination. A statistically valid survey encouraged feedback from a randomly selected community sample. Highlights from the survey results included identifying that Woodland Lights, pools/slides, and Countryside Park are the most-used facilities. Survey respondents consistently indicated that their overall experience was either "excellent" or "good" and shared high satisfaction with programs. A priority investment rating (PIR) analysis identified adult fitness/wellness, senior fitness/wellness, and community events as the three program areas with the highest priority for future investment. Finally, staff provided internal operational insight through a series of interviews. Identified strengths included a sense of team and the increased marketing support. Staff identified the fitness center, brand recognition, program expansion, and partnerships as strengthening opportunities.

Operational and Staffing Review

An operational and staffing review sought to answer the question as to whether the structure efficiently and effectively supports the operational functions. The current structure demonstrates the

Department's Recreation Director has a larger span of control than recommended. The temporary staffing adjustments made as a response to the operational and fiscal impacts of the COVID-19 outbreak are not sustainable past the immediate future; therefore, the recommendations provide a short-, mid-, and long-term staffing plan. Each layer of change presented in the staffing plan adjustments offers the building blocks to set up the Department for long-term growth and expansion.

Recreation Assessment

One of the largest assessments completed, the recreation assessment, analyzed the Department's recreation program and service offerings through a series of individual analyses. For example, the demographic profile review revealed an adult population shift, specifically an influx of community members over the age of 55. Currently, the Department offers a majority of its registration-based programs to youth (79%). The resulting recommendations include increasing registration-based programs for adults over the age of 55 years. Reviewing these figures also revealed an opportunity to track drop-in usage as a means to analyze participation across all leisure activities. Drop-in use examples include fitness, open gym, open swim, and Enrichment Center. Continued analysis of the Department's program life cycles, outcomes, and program performance matrix as well as the development of program standards, customer requirements, and tracking key performance indicators will assist with performance measurement and continued program planning.

In the realm of future program development, recommendations include differentiating the aquatics program from competitors, expanding enrichment center services, and identifying the Department's unique market position in fitness. Additional program considerations include maximizing the theatre building use, capitalizing on the birthday party service success, and increasing adult sport opportunities. When considering the addition of new programs, the Department should focus on those with high market potential, align with the community needs survey's priority areas, and incorporate partner collaboration.

Facility Assessment

The completion of an indoor and outdoor inventory revealed a long-term vision of facility expansion that would require a large capital investment to implement. Additionally, a cost-benefit analysis should be conducted to inform a decision regarding the future of the Stolz building. Modernization and repair to the Town Hall Theatre and RecPlex East Multipurpose room would promote more immediate revenue generation opportunity. A facility review, conducted by a licensed architect, will assist with capital project prioritization.

Funding and Revenue Strategies

To assist with a cost recovery analysis, 10 service categories were identified and then placed on a continuum based on the category's rating of community versus individual benefit. The goal of this exercise was to establish cost recovery percentage goals according to the service category continuum.

Future investment into program areas will be based on their performance, which includes cost recovery percentages. Program areas to immediately invest in include camps, Rec'ing Crew, fitness, sports, and theatre classes. Additionally, the current License Agreement between the Township and the WTRC Sharks Swim Team Inc. should be renegotiated in such a way that balances community need with fiscal realities.

Mission, Vision, and Values

The strategic planning process affirmed the existing mission, inclusivity, and vision statements:
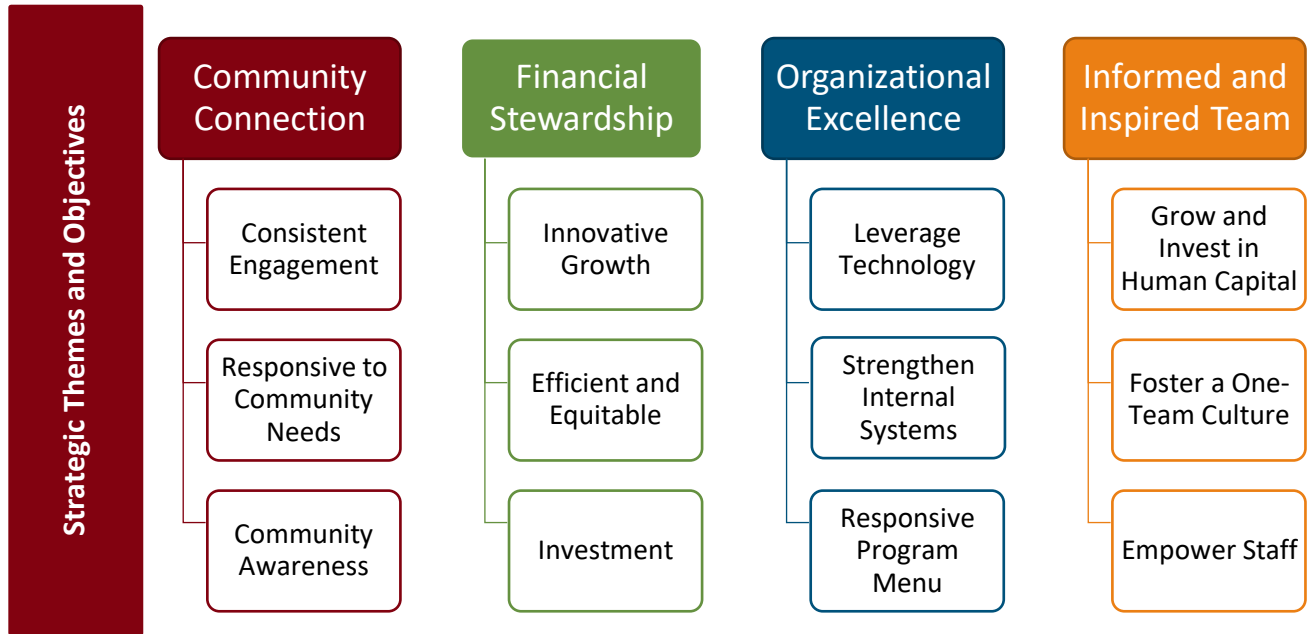
Mission Statement	*We strive to build a shared sense of community for all by providing diverse programs in a safe and engaging environment.*
Inclusivity Statement	*We are committed to providing programs, services, and facilities that ensure inclusive and adapted access regardless of age, race, color, nationality, religion, sexual orientation, gender identity, or disability. We promote a personalized approach to individual accommodation.*
Vision Statement	*To be the leading life enrichment and wellness facility for the overall health and prosperity of the community.*

The process also identified five values:

Values	Financial sustainability Inclusive and adapted access Improvement of health and wellness/quality of life Creating community Commitment to service

Strategic Action Plan

The series of analyses culminated in the creation of a strategic action plan. Based on the Balanced Scorecard approach, the plan's framework is centered on four interrelated perspectives: customer, financial performance, internal support processes, and organizational learning and growth needs. The subsequent strategic themes and strategic objectives are summarized in the following image:

Strategic Themes and Objectives

Community Connection
- Consistent Engagement
- Responsive to Community Needs
- Community Awareness

Financial Stewardship
- Innovative Growth
- Efficient and Equitable
- Investment

Organizational Excellence
- Leverage Technology
- Strengthen Internal Systems
- Responsive Program Menu

Informed and Inspired Team
- Grow and Invest in Human Capital
- Foster a One-Team Culture
- Empower Staff

Implementation Strategies

Prioritization of initiatives that support the strategic themes and objectives are outlined in Table 16. Each year, staff will identify specific tactics that will serve as a means to achieve each initiative. The key performance indicators in Table 17 have been designed as a means to track the plan's performance outcomes. Finally, a series of suggestions for successful implementation is outlined in Section 11.

2.0   Project Introduction and Process

The Washington Township Recreation Department (the Department) provides recreation services to two groups of constituents: residents of the City of Centerville, Ohio, and Washington Township, Ohio (the Township). The Department serves approximately 56,674 residents. Recreation services are provided at three indoor facilities—RecPlex East, RecPlex West, and Town Hall Theatre—as well as one outdoor park, Countryside Park. The two RecPlex buildings are adjacent to Countryside Park, creating a recreation campus feel.

In September 2019, the Department enlisted the services of BerryDunn to help develop strategic direction for the following three to five years. The Department staff requested that the resulting plan contain two core focus elements: both a strategic plan and business plan, combined into one document. Additionally, the staff requested an analysis of the Department's organizational structure, recreation services, financial health, and indoor facilities. The results of these individual analyses informed the strategic and business plan development.

The process started with a kickoff meeting and facility tour. The consulting team reviewed existing reports and data for historical perspective. A community engagement process, consisting of a series of focus group meetings, key stakeholder meetings, an open house, and statistically valid survey provided insight into constituent perspectives. BerryDunn then held a series of visioning workshops with the advisory board, trustees, and staff to solidify the mission, vision, and values.

It was at this juncture of the process that the COVID-19 outbreak interfered with the project's progress. The outbreak required Department staff to prioritize the health and safety of the employees and community, and major operational changes, ahead of the project's progress. Despite the delays, the project continued to move forward, although at a slower pace than initially intended.

BerryDunn conducted meetings virtually for the remainder of the project. Subsequent development of the strategic plan themes, objectives, and initiatives ensued via videoconference sessions. The results of these efforts culminated in the Business and Strategic Plan. The following pages provide detailed summaries and results of the process components as well as prioritized recommendations, an action plan, and key performance indicators.

3.0   Benchmark Analysis

In an effort to compare the Department's operations with other like agencies in the nation, the consulting team worked with the Department staff to identify desired comparison categories, questions, and data interests. The resulting comparison categories were defined as agency and financial information, personnel, marketing, programming, and membership. The staff identified 28 desired questions/data points.

BerryDunn identified five recreation agencies as potential benchmark opportunities. The unique status of the Department's organization as a recreation-only department made it difficult to find like-agencies, as most agencies include both park *and* recreation functions. For example, approximately 85% of the respondents to the National Recreation and Park Association's Park Metrics benchmark database are from park and recreation agencies.

BerryDunn attempted to identify agencies that had a population range of 50,000 to 100,000, had a township structure, and only offered recreation. Seven were initially identified and vetted. The Department Director sent a personal appeal for feedback to six agencies via email. Three agencies responded to the request for information: Carol Stream Park District (Illinois), Farmington Hills (Michigan), and Minnetonka (Minnesota).

Due to the varied agency structures, operational methods, and subjective responses, the BerryDunn team deemed some of the data inconclusive. There were, however, several opportunities to examine the data in a useful way, to help the Department compare its data with the benchmark agencies. While the full benchmark details are provided in Appendix A, a few of the data points did provide insight and are included below.

Cost Recovery

Of the three comparison agencies, the Department had the second-highest cost recovery rate.

Table 1: Benchmark Cost Recovery Rates

Agency (Full-Time staff)	Cost Recovery
Washington Township, OH (7)	109.90%
Minnetonka, MN (23)	83.21%
Farmington Hills, MI (30)	119.45%
Carol Stream Park District (15)	103.08%

Operating Budget/Revenue vs. Population

In this calculation, each agency's total gross revenue and total expense amount were equalized by using a per-1,000 population calculation and per-full-time employee figure. The Department had the second-highest totals with both calculations.

Table 2: Benchmark Efficiencies

Agency (Full-Time staff)	Gross / 1,000 pop.	Expense / 1,000 pop.	Gross / 1,000, per FT	Exp. / 1,000, per FT
Washington Township, OH (7)	$63,095	$57,413	$9,014	$8,202
Minnetonka, MN (23)	$99,130	$119,135	$4,310	$5,180
Farmington Hills, MI (30)	$71,940	$60,224	$2,398	$2,007
Carol Stream Park District (15)	$218,868	$212,330	$14,591	$14,155

Full-Time Employee Count

To provide an equitable comparison, the number of full-time employees per agency was equalized by the number of employees per 1,000 residents served. The Department had the lowest number of employees per 1,000 residents.

Table 3: Benchmark Full-Time Employees

Agency (Full-Time)	Employees per 1,000 pop.
Washington Township, OH (7)	0.12
Minnetonka, MN (23)	0.43
Farmington Hills, MI (30)	0.38
Carol Stream Park District (15)	0.38

Compared to these benchmark agencies, the Department is performing well in both revenue and cost recovery—especially when compared to the number of full-time staff per 1,000 residents served.

BerryDunn has provided a sampling of benchmark fitness center membership pricing information in Appendix B. Though compiled for a different study, the Department can use the additional reference data to inform any potential future fitness membership pricing considerations.

4.0   Community Engagement

Public Input – In-Person

A series of six interviews with key community leaders, four focus groups, an advisory board meeting, and a public open house gathered insight as to how the community feels about current programs and services as well as ideas for future Department planning. Fifty-five members of the public participated. The following section outlines the themes that emerged from the public feedback.

Facilities

Repeatedly mentioned throughout the public conversations was the notion that the recreation center facility was the Department's greatest strength. Appreciated facility features included the glass walls that let in a lot of natural light and foster an open feel, the newly painted pool slides, and the fresh gymnasium floor. The "Upgrade Facilities and Equipment" budget allocation option received the second-highest number of votes in the open house voting exercise. A larger workout facility, a walking area in the Enrichment Center, and a connection of the two buildings were frequently mentioned opportunities for facility improvement. The pool was held in high regard throughout conversations. There was mixed sentiment as to what should be done with the Stolz building; all agreed it is in need of repair, but whether restoration or demolition/rebuilding were the right choices varied by participant.

Programs

Programmatic highlights included the overall variety of programs, the high level of senior programming, the comprehensive theatre program, and the Woodland Lights event. The "Add New Programming" budget allocation option received the most number of votes in the open house voting exercise. The list of new program suggestions provided by the public input participants included: swimming, technology classes for seniors, day camp, art programs, movies at RecPlex West, line dancing, square dancing, day trips, water aerobics, intergenerational programs, Wednesday walks, and more special needs classes. Specific program suggestions as related to time of day included: early morning fitness, and swim lessons in the evenings. Suggested groups to increase outreach to included: competitive athletes, middle-aged adults, teens, developmentally disabled, and seniors.

Identity and Communication

The concept of identity was a thread that wove through most of the community conversations. Confusion existed between what to call each facility; for example, participants used the names RecWest and Enrichment Center interchangeably to reference both spaces of the same building. Key leaders used the phrase "Rec Center" to reference to both the staff group as well as the facility. Participants felt that Department needed to establish its identity through the clarification of the Department's role and niche in the community. Participants suggested the creation of a brand, and the subsequent communication of that brand, after the identity is established. Confusion existed between Department services and

Centerville-Washington Park District (Park District) services; once clarified, participants requested a reduction in duplication of services.

The program guide was frequently regarded as "good" and an increase in frequency was requested. Three and four program guides per year were suggested, as were monthly bulletins. Some community members described promotion and marketing as lacking; solutions included increased email frequency and social media use.

Collaboration

Another common theme throughout conversations was the idea of further collaboration between the Department and Park District; nearly every participant group requested a stronger partnership. Other collaborative opportunities identified included schools, library, other senior service providers, universities, volunteers, and local businesses.

Staff Feedback

BerryDunn conducted an interview with Department staff to gain their insight into the operation. A series of 14 questions were used to help gain an understanding of strengths, weaknesses, opportunities, threats, ideas, and suggestions from the staff perspective. BerryDunn provided an online survey after the interview, to enable those who had more ideas to contribute and/or those who could not attend the meeting an opportunity to participate. Thirteen employees participated in the meeting and 13 participated in the survey. The following section outlines the themes that emerged from the employee feedback.

Team

The sense of team, camaraderie, and staff relationships were the most frequently identified strengths— especially for the full-time staff. Due to the passing of previous levies, staff felt there was strong support from the community; some staff referenced young new-hires saying they "grew up here" and that is why they apply for jobs with the Department. Staff expressed mixed sentiments about internal communication; while some thought it was strong, others felt it was improving and/or needed improvement. The most frequently mentioned weakness and opportunity for improvement centered on the concept of employee pay, specifically as pay related to satisfaction and retention. Staff requested a review of the personnel policy that does not allow for siblings or family members to work together as well as a review of the pay scale. Staff also felt the heavy reliance on part-time staff affected retention.

Facility

From a facility perspective, staff provided much feedback regarding the fitness center. The expansion of the fitness center size and equipment levels were the most frequently mentioned fitness improvements. The size of both fitness facilities was determined by staff to be too small for the size of the community.

Other facility improvements included modifications to the bathrooms/locker rooms for both accessibility purposes as well aesthetics; a family changing room was another expressed need.

Support Services

Staff appreciated the new marketing position and felt it has elevated Department's public communication. They did suggest more social media usage, specifically via Twitter and NextDoor. Other opportunities included better brand recognition and continued engagement of the community. Considering the size of the Township, staff felt a single Information Technology internal support person does not meet the Department or Township's needs.

Partnerships

Staff embraced the notion of fostering new relationships and partnerships with other recreation providers, public entities, and private businesses in the community, and encouraged leadership to do the same. Specific ideas for partnerships included the regional hospitals and high schools.

Programming

Program expansion suggestions included expanded Enrichment Center hours, art classes, pre- and post-natal classes, and more strategic pool scheduling and programming. Staff had different perspectives on the pool's market niche and provided thoughtful and creative suggestions on how to tap into the unique community resource. When asked about underrepresented populations or populations whose demographic makeup will change in the future, special needs programming and family programming topped the list. Other suggestions included multigenerational, teen, and adult programming.

Insight

Overall, comments and feedback were often insightful and strategic. One example was the suggestion to move from a fitness focus toward the concept of a community resource facility, as a means of differentiation. The concept of mission-based decision-making wove through several of the comments. Staff expressed appreciation for the ability to participate in the survey, and welcomed more opportunities for involvement and inclusion in the future. Staff also expressed a desire for more surveys, follow-up on surveys, and continued consideration and implementation of staff ideas.

Statistically Valid Survey

Overview and Methodology

ETC Institute administered a park and recreation needs assessment in the winter of 2019. This assessment was administered as part of the Department's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to establish priorities and set a clear vision for the future.

ETC Institute mailed a survey packet to a random sample of households in the Township. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.CentervilleWashingtonTownshipSurvey.org. Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the Township from participating, everyone who completed the survey online was required to enter his/her home address prior to submitting the survey.

ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was reached with 400 residents completing the survey. The overall results for the sample of 400 households have a precision of at least +/-4.88% at the 95% level of confidence.

Results

Respondent Demographics
The gender of respondents was equally divided between females (50.5%) and males (49.5%). The ages of respondents was fairly evenly spread out among the age groups of 18 – 34 (13.3%), 35 – 44 (18.3%), 45 – 54 (20.8%), 55 – 64 (19.8%), and 64+ (19.3%). The age group of 18 – 34 was the only one that had slightly lower response rate. A large majority of respondents (71%) have lived in the Township for over 10 years.

Current Use and Satisfaction
Forty-seven percent of respondents answered they or a member of their household visited the Washington Township Recreation Center (Recreation Center) in the past year. Thirty-eight percent of respondents indicated that they or someone in their household use the Recreation Center once or twice per year. Seventeen percent responded monthly; 17% responded weekly; 26% responded a few times per week; and 3% responded daily. Thirty-eight percent responded that they were current members of the Recreation Center.

The top three most-used facilities in the past year were Woodland Lights (29%), pools/slides (26%), and Countryside Park (23%). Forty-seven percent of respondents were either "very satisfied" or "satisfied" with the overall value their households received from Township Recreation programs and facilities. Seven percent of respondents indicated they were either "very dissatisfied" or "dissatisfied."

Figure 1: Satisfaction

Q20. Please rate your satisfaction with the overall value your household receives from Washington Township Recreation programs and facilities.

by percentage of respondents
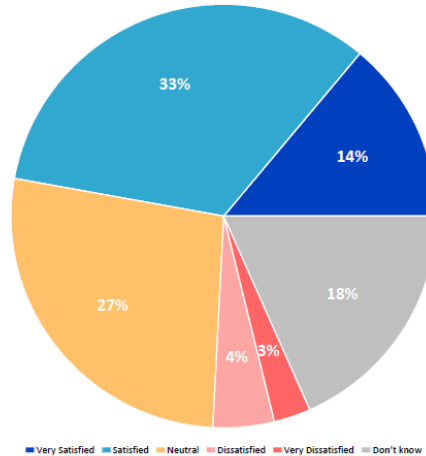
Source: ETC Institute (2020)

Perceived Needs

Respondents were asked to identify if their household has a need for 24 different facility types and how well their needs for each are currently being met.

The four facility types with the highest number of partially or unmet need were:
1. Fitness Center (2,389 households)
2. Water Sports (2,094 households)
3. Trails (1,850 households)
4. Fitness Studios (1,746 households)

Respondents were also asked what facility was most important to their household. The most important facility was trails (35%).

Priority Investment Rating (PIR)

The PIR tool was developed to provide organizations with an objective means for evaluating the priority that should be placed on future investments in park and recreation. The PIR equally weighs the importance that residents place on facilities and how many residents have unmet needs for that type of facility. Based on the PIR, the following seven facilities were rated high as priorities for future investment.

- Trails (PIR=177)
- Fitness Center (PIR=166)
- Pools/Slides (PIR=135)
- Walking Track (PIR=101)

- Greenspace & Natural Areas (PIR=130)
- Fitness Studios (PIR=102)
- Water Sports (PIR=102)
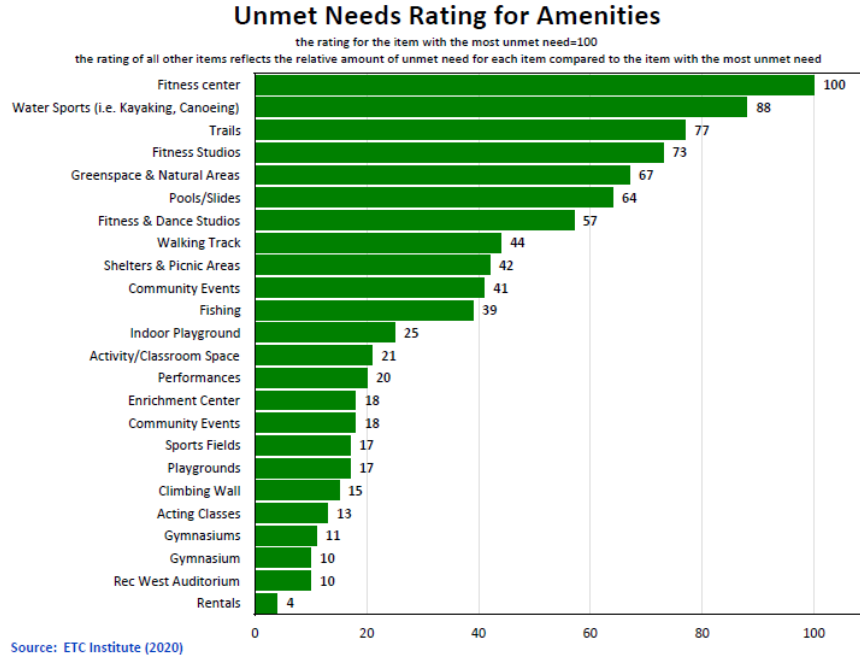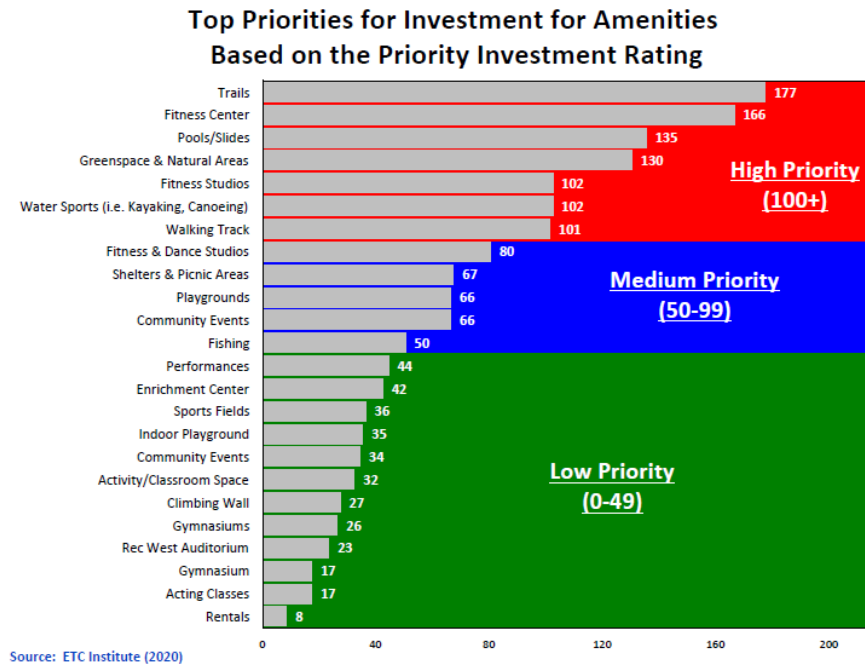
Figure 2: Unmet Needs Rating for Amenities

Unmet Needs Rating for Amenities

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

Amenity	Rating
Fitness center	100
Water Sports (i.e. Kayaking, Canoeing)	88
Trails	77
Fitness Studios	73
Greenspace & Natural Areas	67
Pools/Slides	64
Fitness & Dance Studios	57
Walking Track	44
Shelters & Picnic Areas	42
Community Events	41
Fishing	39
Indoor Playground	25
Activity/Classroom Space	21
Performances	20
Enrichment Center	18
Community Events	18
Sports Fields	17
Playgrounds	17
Climbing Wall	15
Acting Classes	13
Gymnasiums	11
Gymnasium	10
Rec West Auditorium	10
Rentals	4

Source: ETC Institute (2020)

Figure 3: PIR Rating for Amenities

Top Priorities for Investment for Amenities
Based on the Priority Investment Rating

Amenity	Rating	Priority
Trails	177	High Priority (100+)
Fitness Center	166	
Pools/Slides	135	
Greenspace & Natural Areas	130	
Fitness Studios	102	
Water Sports (i.e. Kayaking, Canoeing)	102	
Walking Track	101	
Fitness & Dance Studios	80	Medium Priority (50-99)
Shelters & Picnic Areas	67	
Playgrounds	66	
Community Events	66	
Fishing	50	
Performances	44	Low Priority (0-49)
Enrichment Center	42	
Sports Fields	36	
Indoor Playground	35	
Community Events	34	
Activity/Classroom Space	32	
Climbing Wall	27	
Gymnasiums	26	
Rec West Auditorium	23	
Gymnasium	17	
Acting Classes	17	
Rentals	8	

Source: ETC Institute (2020)

Program Participation, Needs, and Priorities

Respondents were asked to indicate whether anyone in their household participated in any of the possible 13 programs offered by the Township during the past year. The three programs with the highest participation were aquatics programs (17%), fitness & wellness programs (12%), and senior enrichment programs (10%).

Respondents were asked to identify if their household has a need for 15 programs and rate how well their needs for each program are currently being met. The four activities with the highest percentage of partial or unmet need are:

- Adult fitness/wellness (4,568 households)
- Senior fitness/wellness (3,648 households)
- Senior art, dance, theatre (2,560 households)
- Community events (2,543 households)

Overall, adult fitness/wellness (35%) and senior fitness/wellness (29%) were identified as the most important programs to responding households.

The PIR was used to analyze programs as well. The top three programs slated as a high priority for investment are:

- Adult fitness/wellness (PIR=200)
- Senior fitness/wellness (PIR=161)
- Community events (PIR=116)
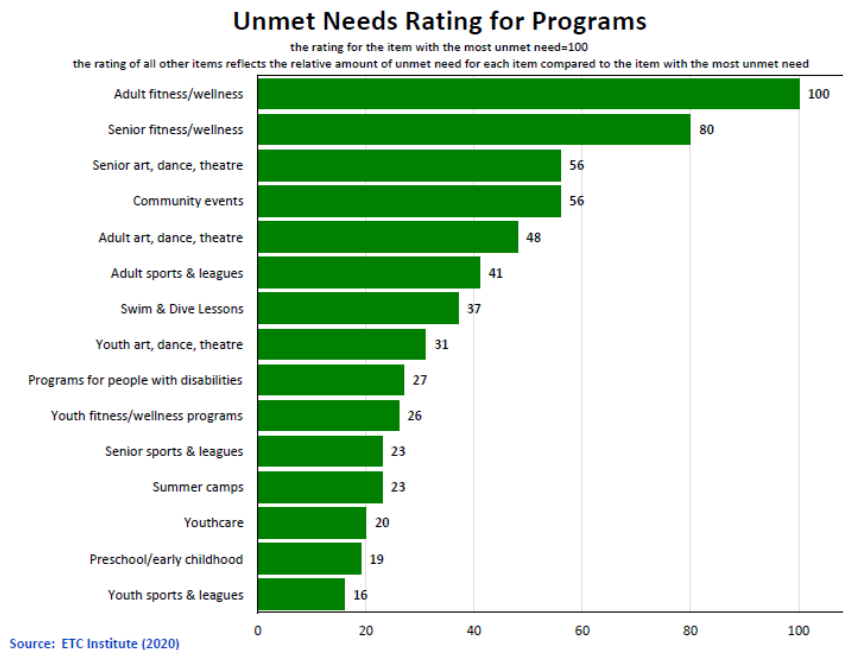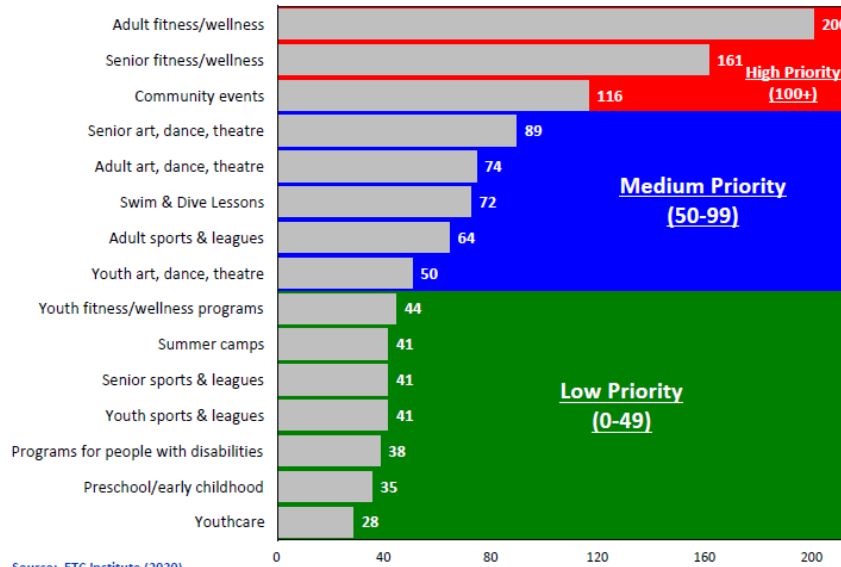
Figure 4: Unmet Needs Ratings for Programs

Unmet Needs Rating for Programs

the rating for the item with the most unmet need=100
the rating of all other items reflects the relative amount of unmet need for each item compared to the item with the most unmet need

Program	Rating
Adult fitness/wellness	100
Senior fitness/wellness	80
Senior art, dance, theatre	56
Community events	56
Adult art, dance, theatre	48
Adult sports & leagues	41
Swim & Dive Lessons	37
Youth art, dance, theatre	31
Programs for people with disabilities	27
Youth fitness/wellness programs	26
Senior sports & leagues	23
Summer camps	23
Youthcare	20
Preschool/early childhood	19
Youth sports & leagues	16

Source: ETC Institute (2020)

Figure 5: Top PIR for Programs

Top Priorities for Investment for Programs Based on the Priority Investment Rating

Program	Rating
Adult fitness/wellness	200
Senior fitness/wellness	161
Community events	116
Senior art, dance, theatre	89
Adult art, dance, theatre	74
Swim & Dive Lessons	72
Adult sports & leagues	64
Youth art, dance, theatre	50
Youth fitness/wellness programs	44
Summer camps	41
Senior sports & leagues	41
Youth sports & leagues	41
Programs for people with disabilities	38
Preschool/early childhood	35
Youthcare	28

High Priority (100+)
Medium Priority (50-99)
Low Priority (0-49)

Source: ETC Institute (2020)

Support for Potential Improvements

Seventy-six percent of respondents are "very supportive" or "somewhat supportive" of making updates to the facility and equipment in the recreation center. Seventy-three percent of respondents are "very supportive" or "somewhat supportive" of utilizing existing theatre building for additional revenue generating purposes. Seventy-one percent of respondents are "very supportive" or "somewhat supportive" of expanding fitness/wellness class schedules to accommodate busy schedules.

Identified Themes

Respondents consistently indicated that their overall experience at Washington Township was either "excellent" or "good." Of the 12 facility options, parties (33%), facility/room rentals (32%), and the fitness center (37%) were the only options to receive an "excellent" rating lower than 40%. The fitness center also had the highest number of estimated households whose needs were either partially unmet or unmet (2,389). In the same question, rentals had the lowest number of households (93). The fitness center was also the third most important amenity to households (23% of respondents), while rentals was most important to only 1%. The combination of high needs for adult fitness/wellness programming and the low ratings of the fitness center, correlate with the high PIR of the fitness center.

Respondents also indicated that Woodland Lights was the most visited facility and received the highest "excellent" satisfaction rating (60%). There is a possible correlation between the positive response to Woodland Lights and the high ratings of unmet needs and PIR for community events. It may be

beneficial to identify specific components, if any, that are most appealing to residents and to attempt to incorporate similar components in other community events.

Respondents also indicated high satisfaction with the programs offered by the Township. Of the 13 program areas, only pickleball programs (29%) and adult sports & leagues (25%) received less than a 40% "excellent" satisfaction rating. Respondents also indicated, however, that pickleball programs (2%) and adult sports & leagues (2%) had the lowest participation from households. While the high satisfaction of all programs offered should certainly be a priority for the Township, there are ways to efficiently prioritize improvement efforts. Aquatics programs for example, had the third lowest "excellent" satisfaction rate (42%), but also saw the highest rate of household member participation (17%). Prioritizing resources towards aquatics programming would address an area of improvement while benefitting a significant portion of program participants.

Respondents also indicated a strong need for outdoor amenities. Trails (13,504 households) and greenspace & natural areas (10,961 households) had the highest number of estimated households with a need. Both trails (1,850 households) and greenspace & natural areas (1,600 households) were in the top five needs that were being "partly met" or "not met." While both amenities were overwhelmingly "partly met," the District might want to consider enhanced public awareness efforts of the trails and work to ensure the existing trails are in good repair.

When asked to describe their ideal recreation center, respondents indicated that their top items were variety of adult programming (55%), inclusive membership option (35%), and state-of-the-art weight room (30%). These responses appear to be in line with the desire and support for improving the fitness center. Write-in responses indicate that respondents desire that recreation center programming be more financially accessible. Sixty-two percent of respondents indicated that if the Township included some of the items that were important to them, such as adult programming variety, inclusive membership options, and a state-of-the-art weight room, they or members of their household would be more likely to use the recreation center more than they currently use it.

Fourteen percent of respondents were very satisfied and 33% of respondents were satisfied with the overall experience their household gained from Department programs and facilities. Twenty-seven percent of respondents were neutral. Thirty-eight percent of respondents indicated that they were members of the Recreation Center. Of those respondents, 54% felt that they were receiving excellent value for their membership, 35% felt that they were receiving good value, and 8% felt that they were receiving fair value. Fifty-three percent of respondents answered, however, that they would not be willing to pay more for their pass if it included additional services and features. Based on feedback from other questions, it appears that respondents desire more of the current program offerings such as adult programming and aquatic programming, rather than new services such as childcare.

Feedback by Program Area

Aquatics

- Forty-three percent of respondents indicated they were currently using or were interested in using aquatics programs offered. Fifty-two percent responded not interested.
- Among the "Yes" responses (respondent was currently using or interested in using the aquatic center), open swim (59%), lap swim (33%), and group swim lessons (20%) were the three highest programs of current use or interest in use.
- Water temperature (63%), flexibility in time open swim is offered (58%), and affordable access fees (53%) were the three most important aspects of a pool.
- Twenty-one percent of survey respondents were using a private aquatic facility.
- Respondents who indicated an "excellent" experience were 51% for pools/slides, while the "excellent" response for aquatic programs was 42%.
- Respondents indicated that water sports (2,094 households) had the second-highest number of households whose needs were "partly met" or "not met."

Enrichment Center

- Respondents indicated that senior enrichment programs (12%) had the third highest participation among 13 program areas.
- Senior enrichment programs also earned a 54% "excellent" overall experience rating.
- Fifteen percent of respondents indicated that the Enrichment Center was a household amenity need.
- Fifty-seven percent of respondents indicated that Enrichment Center needs were "fully met."
- Thirty-four percent of respondents indicated that senior fitness/wellness was a household program need.
- Nineteen percent of respondents indicated that their need for senior fitness/wellness was "fully met."
- Twenty-one percent of respondents were "very supportive" and twenty-seven percent "somewhat supportive" of expanding Enrichment Center activities to include activities for younger adults.

Land Fitness

- Fitness center (35%) and walking track (33%) were two of the top five highest household amenity needs.
- Gymnasiums (21%), Fitness studios (20%), sports fields (13%), and the climbing wall (10%) were less-needed amenities according to respondents.
- Respondents indicated that needs regarding the fitness center (2,389 households) and fitness studios (1,746 households) were either "partly met" or "not met."

- Sports fields (410 households), the climbing wall (364 households), and gymnasiums (255 households) were among the needs that were "partly met" or "not met" to a significantly lesser degree than other amenities.
- The fitness center (25%) was the second most important amenity according to respondents.
- Adult fitness/wellness (4,568 households) was the most "partly met" or "not met" programming need.
- Thirty-four percent of respondents were fully supportive of expanding the fitness center.
- Forty-four percent of respondents were fully supportive of expanding fitness/wellness class schedules to accommodate for busy schedules.

Sports

- Seven percent of respondents indicated that they or a member of their household participated in youth sports & leagues offered by the Township in the last year. Five percent responded the same for adult sports & leagues.
- Twelve percent of respondents indicated that adult sports & leagues was a household need. Twelve percent of respondents also indicated that youth sports & leagues was a household need. Nine percent of respondents indicated that senior sports & leagues was a household need.
- An estimated 1,871 households had a need for adult sports & leagues that was either "partly met" or "not met," which was the sixth highest. For senior sports & leagues, that number was 1,058 households, and for youth sports & leagues, the number was 750 households. Youth sports had the lowest number of estimated of households with a "partly met" or "not met" need.
- Nine percent of respondents indicated that youth sports & leagues was the most important program offering to their household. Eight percent of respondents indicated that adult sports & leagues was the most important program offering for their household. The percentage of households that reported senior sport & leagues as their most important program offering was six percent.

Theatre

- Six percent of respondents answered that they or a member of their household participated in a theater performance or class offered by the Township is the past year.
- Fifteen percent of respondents indicated that adult art, dance, and theatre was a household program need. Adult art, dance, and theatre had the fifth highest rate of program need, while senior art, dance, and theatre had the sixth. This number was also 15% for senior art, dance, and theatre. For youth art, dance, and theatre, the percentage of respondents was 10%, which was the tenth most important.

- An estimated 2,560 households had a "partly met" or "not met" need for senior art, dance, and theatre programming, which was the third highest need. The number of households for adult art, dance, and theatre was 2,187, which was seventh overall. The number of households for youth art, dance, and theatre was 1,431, which was tenth-highest overall need.
- When asked what program offering was most important to their households, senior art, dance, and theatre (12%) was ranked fifth; adult art, dance, and theatre (9%) was ranked sixth; and youth art, dance, and theatre (7%) was ranked ninth.
- When asked how supportive respondents and their household would be to utilize the existing theatre building for additional revenue generating purposes, 42% responded "very supportive" and 31% responded "somewhat supportive."
- Eighteen percent of respondents indicated that utilizing the existing theatre building for additional revenue generating purposes was among their top three most important actions.

Youth Care

- Six percent of respondents indicated that youth care was a household program need, which was the lowest of 15 programs.
- An estimated 897 households had a youth care need that was either "partly met" or "not met," which was one of the lowest scoring options.
- Three percent of respondents identified youth care as one of the top four most important programs to their household, which was last.
- When asked how supportive the respondent and their households would be to including babysitting as part of a complete pass, 20% of respondents indicated they were "very supportive" and 22% indicated that they were "somewhat supportive."

Quantitative Analysis

A number of questions offered respondents the ability to write an open-ended response. Some common themes across the responses are summarized in this section.

Q2-13. Other

Question 2 asked, "For each program you have participated in, please rate your overall experience with the program." There were 10 total write-in answers, most of which included programs attended by the respondent. There was no theme or commonality amongst the responses.

Q5-8. Other

Question 5 asked, "Please check all the reasons that would encourage you or other members of your household to use the facilities or programs at the Washington Township Recreation Center more often." The most common themes amongst write-in responses were:

- Cost: Of the 56 write-in responses, 11 cited cost as a factor including high taxes, desire for special rates for members of the military, or general high costs.
- Timing: 6 of 56 respondents indicated that the timing of desired programs did not align with their schedules for a variety of reasons.
- Lack of Awareness: 7 of 56 respondents indicated that they were unaware of current programs. Some reasons offered included a lack of advertising, website quality, and lack of familiarity with the recreation center.

A total of 56 respondents typed in a response to Question 5.

Q13a-10. Other
Question 13a asked, "If "YES (respondent is currently using or interested in using aquatics programs offered by the Township)," what programs are you currently using or interested in using?" Some of the common responses were:

- Water aerobics and/or classes: 9 of 28 respondents indicated a desire for organized classes, particularly classes pertaining to water aerobics.
- Senior fitness: 5 of 28 respondents indicated a desire for more senior aquatic programming.

A total of 28 respondents wrote in a response to the question.

Q13b-10. Other
Question 13b asked, "If "YES (respondent is currently using or interested in using aquatics programs offered by the Township)," what are some of the most important aspects of a pool? Some of the common responses were:

- Maintenance/cleanliness: 5 of 15 respondents indicated that pool maintenance, chemicals, and cleanliness was an important factor. Specifically, a couple of respondents were concerned with the strong chemical smell.
- Locker rooms: 4 of 15 respondents indicated a desire for better locker room showers and better accessibility for people with accessibility and standing issues.

A total of 15 respondents wrote in a response to the question.

Q15a-10. Other
Question 15a asked respondents, "If "YES (respondent is currently using or is interested in using fitness/wellness programs offered by the Township)," what programs are you currently using or interested in using?

- Classes: 8 of 15 respondents indicated they were participating in a class of some kind, such as yoga, martial arts, or Zumba.

- Senior classes: 2 of 16 respondents indicated that they were participating in a senior-focused class.

A total of 15 respondents wrote in an answer to the question.

Q15b-9. Other

Question 15b asked respondents, "If "YES (respondent is currently using or is interested in using fitness/wellness programs offered by the Township)," what are some of the most important aspects to a quality experience? One of the common responses was:

- Cleanliness and/or maintenance: 3 of 10 respondents indicated that the cleanliness and maintenance of the facilities was an important aspect. Specifically cited areas were the air quality, equipment, and overall quality of the locker rooms.

A total of 10 respondents wrote in an answer to the question.

5.0   Operational and Staffing Review

The operational and staffing review focused on existing departmental roles, and sought to answer the question as to whether the structure efficiently and effectively supports the operational functions. Staff interviews, the Department's existing organizational charts, and best practice data were used to inform this analysis.

Current Structure

The current staffing structure depicts the following eight positions as direct reports to the Recreation Director:

- Administrative Assistant
- Aquatics Supervisor
- Enrichment Supervisor
- Guest Services Supervisor
- Maintenance Supervisor
- Programs and Marketing Supervisor
- Sports/Fitness Supervisor
- Youth Care Supervisor

The composition of recreation departments across the country quite frequently consist of smaller number of full-time leadership and management-level positions and a very large number of part-time and seasonal positions. The models are rooted in sizable quantities of part-time staff. This is the case with the Department, with 8 full-time, 130 part-time, and 30 – 40 seasonal positions.

When evaluating the current structure, BerryDunn utilized span of control metrics to ascertain where opportunities exist to improve business outcomes by reducing hierarchy and driving decision-making to the lowest professional level possible. It is commonly accepted that span of control at the executive and department head level should generally include between four and seven direct reports. The Department's Recreation Director has eight direct reports, which is a slightly larger span of control than recommended.

The effectiveness of a hierarchy, and/or the determination of how many positions should report to a manager, is partly dependent upon the variation of skill sets of direct reports. For example, a Recreation Manager who supervises 10 Recreation Supervisors might be able to effectively supervise them, as there is a common skillset among the positions. On the other hand, a manager who oversees a wide variety of positions, from recreation programs to park and facility maintenance, should manage a narrower span of direct report skill sets.

Recently, management philosophy is evolving to having fewer levels of management and larger spans of control. Employees entering the workforce are looking for less management supervision, not more. The

Department's current structure falls in line with this type of organizing philosophy. Although sustainable for the short-term, the Recreation Director's span of control is too wide for departmental growth.

The division of responsibilities at the supervisor level is currently based on programmatic or job function rather than geographic facility. This is typical in departments of similar size and with similar facility quantities.

Temporary Adjustments

Due to the COVID-19 outbreak, staffing adjustments were a necessary response to operational and fiscal impacts. The Youth Care Supervisor assumed additional responsibilities in the absence of two other full-time positions. While appropriate in a time of emergency, this structure is not sustainable past the immediate future.

Short-, Mid-, and Long-Term Planning

As the Department plans for future staffing needs, the first priority should be to return the staffing levels to their pre-outbreak quantity. The responsibilities and expectations of the staff within the pre-pandemic supervisory structure were appropriate for existing service levels.

As recovery begins, the one adjustment to the full-time position structure is a recommended shift of the Programs and Marketing Supervisor role to a Program and Marketing Manager role. The major responsibility shift would be the position's direct supervisory capacity over the Aquatics, Adult Enrichment (formerly Enrichment Supervisor), Sports and Fitness, and Youth Enrichment (formerly Youth Care) Supervisors. Benefits include a reduction in the Recreation Director's span of control from eight direct reports to four, a more focused oversight of programmatic responsibilities, and the establishment of an internal professional growth opportunity. The change in the two age-based supervisor roles aligns the positions' responsibilities with the recreation assessment recommendations (see Section 6). The Enrichment Supervisor's title would shift to Adult Enrichment Supervisor, to promote a focus on both adult and senior programming. The Youth Care Supervisor's title would shift to Youth Enrichment Programming, to encompass the oversight of all care-based services as well as programs for the youth market. These three short-term changes could be completed without significant fiscal impact.

The list below reflects the short-term changes described above, as well as the incorporation of responsibility changes that support the recreation assessment findings (see Section 6). Core oversight areas, by position:

- **Programs and Marketing Manager (new):** Formerly the Program and Marketing Supervisor; responsible for full-time recreation program staff oversight.

- o Fosters increased collaboration and connection within the recreation programming team.
  - o Monitors intentional program planning efforts, including outreach to cultural groups, inclusive programming, partnerships, and growth of high-priority program areas.
  - o Develops and implements program and service standards.
  - o Manages the Department's marketing functions.

- **Administrative Assistant:** Director support; Department-specific human resource needs. No recommended role change.

- **Aquatics Supervisor:** Aqua fitness, swim lessons, swim team agreement oversight, lap swim, open swim, birthday parties, and niche aquatic programs (i.e., scuba, kayak, beginner synchro).
  - o Realign program offerings to meet niche needs of community.
  - o Expand the quantity of birthday party offerings and grow facility rentals.
  - o Re-negotiate swim team rental agreement.
  - o Achieve 100% cost recovery.

- **Adult Enrichment Supervisor:** senior services, fine arts oversight (e.g. theatre), cultural programs, and adult general interest (contractual) programs.
  - o Formerly Enrichment Supervisor, shift responsibility to oversee senior activities, adult contractual programs, and fine arts programming.
  - o Increase quantity of programs held at the Town Hall Theatre building.
  - o Expand RecWest hours (and subsequently programming) into evenings and weekends.

- **Guest Services Supervisor:** program registration, customer service, financial transaction processing, building supervision, and event management.
  - o In addition to Woodland Lights and Family Adventure Day, new community events should be added. Community events was one of the top unmet needs identified by the community needs assessment survey. Consider holding one to two community events in the summer.

- **Maintenance Supervisor (Park Tech III):** indoor cleaning, preventative maintenance, and repair; outdoor landscape, turf, horticultural, and facility upkeep. Indoor and outdoor program and event set-up. No recommended change.

- **Sports/Fitness Supervisor:** instructional sports and recreational sports leagues; youth/family, active aging, and aquatics fitness classes; personal training, and fitness center.
  - o Capitalize on the need for family-based fitness.
  - o Expand youth sport success to offer more recreation-level nontraditional sports, such as kickball, dodgeball, and pickleball.
  - o Consider events such as indoor youth and adult triathlons.

- **Youth Enrichment Supervisor:** after school program, camp program, and youth general interest (contractual) programs.
    - Formerly Youth Care Supervisor, shift the position title and program focus to reflect recreation activities and services for youth, instead of only care-based programs.
    - Focus on "10 more" growth in camps and Rec'ing Crew participation (see Section 8.0).
    - Grow youth contractual programming to further general interest options for both elementary and preschool aged youth.

The structure established in the short-term will subsequently support the mid-term goal of adding coordinator-level positions under the supervisor's responsibility. As the expectation of full-time staff to increase the number of programs and subsequent participation levels rises, so should the quantity of part-time leadership positions, or coordinators. The coordinator role is generally specific to one line of programming and is classified as a 20- or 30-hour per week part-time position. The higher level of responsibility warrants a higher pay rate. In addition to more program coordinators, a part-time marketing position (or two) can be added to support the marketing function. The incentive built into these coordinator-level positions is their potential to turn into full-time positions in the future—if merited. The more the coordinators produce, i.e. programs and participants, the better the justification to adjust the position to support growth.

Each layer of change presented here offers the building blocks to set up the Department for long-term future growth and expansion. Close monitoring of each change via key performance indicators will help to determine if the continued growth of an area is prudent. For example, if a Day Trips Coordinator position is added with the sole purpose of facilitating adult day trips, the position might start with 20 hours per week. In the first two years, if the number of day trips increases from 3 per season to 12 per season and net revenue doubles, that might be an indicator to change the position to a 30-hour per week allocation. Then, as 20 trips are planned every season and the participant following grows such that waitlists are frequently formed, the revenue calculations will likely indicate the justification for a full-time position to support that newly developed program area. The foundation, however, lies first in the establishment of the specialized coordinator role. Staff have expressed a need for more full-time staff; this structure is one method by which to support the desire for additional staff.

As depicted in Table 3 (page 4), the Department's number of full-time staff per 1,000 residents was the lowest among the three benchmark agencies. Although it will not be fiscally possible to reach the desired long-term full-time staffing desires in the short-term, the benchmark figures—combined with proven data by increased staff performance—can offer rationale for increased full-time roles in the future.

Organizational charts depicting the current structure and proposed structures are provided in Appendix C.

Wages

An interview with the Department's staff revealed wages as a Departmental weakness. Not only did the staff cite difficulty in recruiting new part-time employees due to the wage scale, but also retaining them when wage scales are low and there is a lack of upward mobility opportunity has been difficult. A tremendous amount of the supervisory staff's time is lost due to continual training of part-time staff. The reality is, most employees desire full-time, benefited jobs. Because this is fiscally difficult to achieve, the enormous reliance on part-time roles (and therefore their value) must be validated, in part, through strong, competitive wages. The mid- and long-term structure recommendation of increased reliance on part-time leadership roles (e.g., Coordinators) outlined in this section must be coupled with a robust compensation structure. Attracting and retaining staff with the specialized expertise necessary to perform these multifaceted roles starts with a strong base wage.

6.0   Recreation Assessment

Recreation Assessment Introduction

BerryDunn assessed the Department's recreation program and service offerings through a series of individual analyses. The firm then reviewed the results of the individual analyses from a global perspective. This recreation assessment report offers detailed insight into the Department's recreation program offerings, and helps to identify the strengths, weaknesses, and opportunities for future program direction. This report also assists with identifying program categories, programming gaps, and future program considerations.

The reports and data that informed the recreation assessment process included the Department's seasonal program guides for 2019 and 2020; the Enrichment Center's newsletters for 2019; participation data; program revenue and expenses; and program metric worksheets completed by staff. Internal meetings and interviews with staff, the Recreation Advisory Board, and the Washington Township Trustees also provided insight. Data from the Environmental Systems Research Institute, Inc. (ESRI) informed the trends review. Results from the community engagement efforts—including focus groups, stakeholder meetings, an open house, and a community needs survey—provided insight into the community's perspective.

Demographic Profile

Demographic trends can inform the vision for future program growth and development; therefore, to gain insight into the characteristics of the Department's constituents, BerryDunn reviewed several key socioeconomic indicators in relation to recreation service provision. BerryDunn obtained demographic data used for the analysis from ESRI, a research and development organization that specializes in population projections and market trends. All data were acquired in 2020, and reflect actual numbers as reported in the 2010 U.S. Census and demographic projections for 2019 (current) and 2024 as estimated by ESRI.

Age

The median age of the 56,674 residents served by the Department (residents) recorded in the 2010 U.S. Census was 45 years. Table 4 depicts the resident population based on age group. The 2010 U.S. Census column contains actual data collected through the U.S. Census process. The 2019 and 2024 columns contain current and estimated projections respectively.

Table 4 Population by Age

Age Group	2010 U.S. Census		2019		2024	
	Number	Percent	Number	Percent	Number	Percent
0 – 4 years	2,591	4.6%	2,399	4.1%	2,457	4.2%
5 – 9 years	3,420	6.0%	2,825	4.9%	2,818	4.8%
10 – 14 years	3,867	6.8%	3,359	5.8%	3,112	5.3%
15 – 19 years	3,498	6.2%	3,442	5.9%	3,085	5.2%
20 – 24 years	2,386	4.2%	2,937	5.1%	2,802	4.7%
25 – 34 years	5,659	10.0%	5,882	10.1%	6,453	10.9%
35 – 44 years	6,673	11.8%	6,058	10.4%	6,378	10.8%
45 – 54 years	8,891	15.7%	7,577	13.1%	6,853	11.6%
55 – 64 years	8,485	15.0%	9,206	15.9%	8,860	15.0%
65 – 74 years	5,541	9.8%	7,588	13.1%	8,283	14.0%
75 – 84 years	3,807	6.7%	4,444	7.7%	5,456	9.2%
85+ years	1,856	3.3%	2,317	4.0%	2,446	4.1%
Total	**56,674**		**58,034**		**59,003**	

The total number of residents is projected to experience minimal growth between 2010 and 2024, with an increase of 4%. The following charts break down the population shifts between youth and adults according to the same age groups in Table 4.
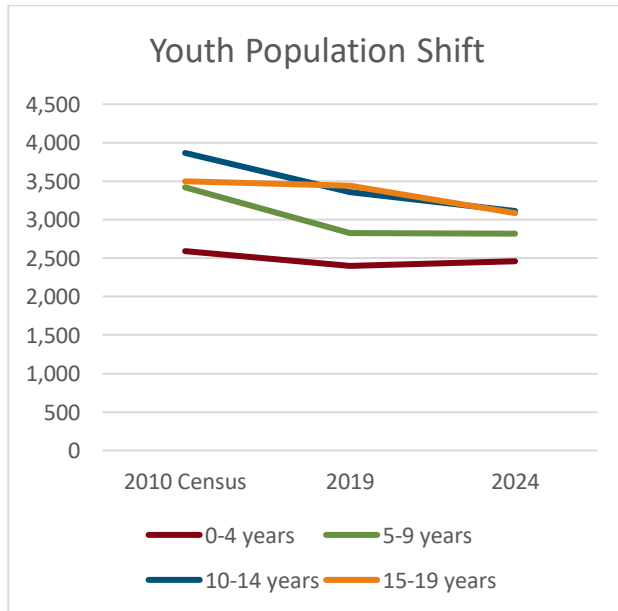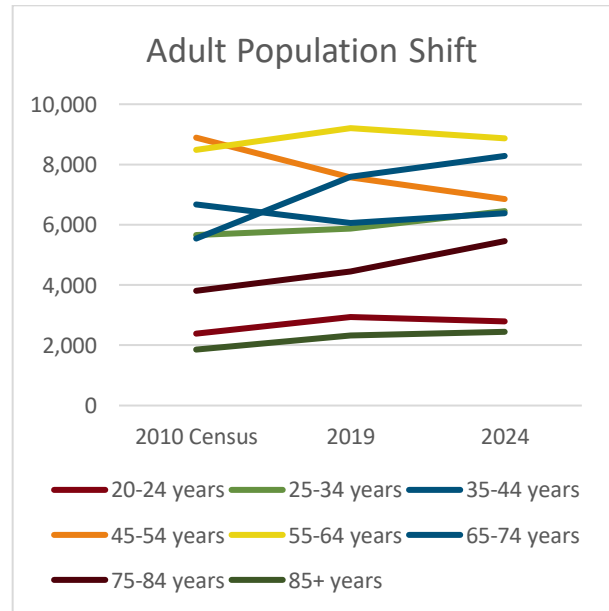
Figure 6: Youth Population Shift

Figure 7: Adult Population Shift

Shifts in population across all age categories of youth are projected to decrease 14.2%, with all youth categories expected to decline. The largest anticipated decrease is in youth ages 10 – 14 years from 3,867 in 2010 to 3,112 in 2024, or a 19.5% decrease. The next largest decrease is in youth ages 5 – 9 years, which is expected to decrease by 17.6%, or 602 residents. The number of teens, ages 15 – 19 years, will likely decrease by 11.8%, or 413 residents. The smallest decrease in the youth population is expected to be those 0 – 4 years of age, with a decrease of 5%, or 134 residents.

The predicted shift in the adult population as a whole is significant with a 9.8% projected increase. The adult age category with the largest increase is the 65 – 74 year age group, predicted at 49%, or 2,742 people. The next largest increase is the 75 – 84 year age group at 43%, or 1,649 people. Adults ages 85+ years is predicted to see a significant increase of 32%, or 590 people. Adults ages 20 – 34 years is predicted to have a 15% increase, or 1,210 people. However, adults ages 35 – 54 years is predicted to decrease by 15%, or 2,333 less people. Combined, the number of adults over 55 years of age is expected to increase by 5,356, or 27%.

This data suggests that some families are moving out of the area, while young adults of childbearing age are moving in. This means early childhood programs; accessible park amenities for all ages, including playgrounds; greenspaces; concert/stage areas; spraygrounds; concessions; trails; dedicated dog park spaces; and family events could experience an increase in demand. With the advantage of walkable neighborhoods to parks connectivity that already exists, additional facilities and amenities could be added to the park.

More importantly, the data suggests a large increase in active adult adults and seniors. Future programming and comprehensive planning should focus on the influx of people over the age of 55, who nationwide have shown an increased demand for services that focus on their health and wellness. They have also shown interest in giving back to the community through volunteer efforts. Additional recreation facilities with spaces dedicated to serving active adults and seniors will be necessary to accommodate this growing population's desire for programs and services. Indoor fitness and aquatic facilities with features such as a therapy pool could benefit this age group. The Department should consider an increase in park amenities, enhanced multipurpose and walking trails, and special events in its future program plan. Though the Department should continue to focus on continuous improvement and development of all program areas for all ages, people over the age of 55 should be a primary target group.

For ease of analysis and a more practical application, BerryDunn combined the data charted in Figures 6 and 7 into more generalized age categories: Youth, Young Adult, Adult, Active Adult, and Senior. Figure 8 depicts the percentage of the Department's population by age category in 2010, and Figure 9 depicts the predicted breakdown of percentage by category projected for 2024.
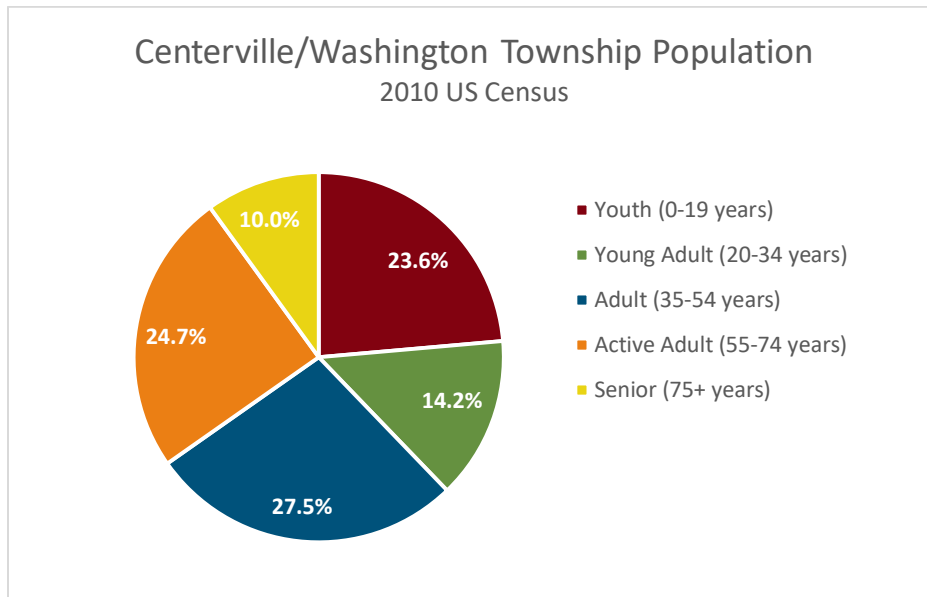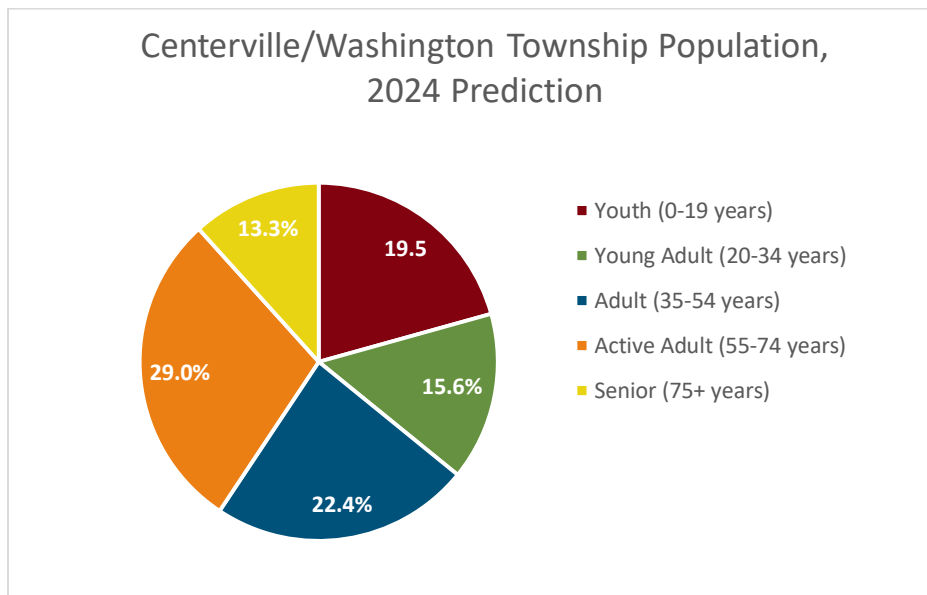
Figure 8: Department Population, 2010 U.S. Census

Centerville/Washington Township Population
2010 US Census

- Youth (0-19 years): 23.6%
- Young Adult (20-34 years): 14.2%
- Adult (35-54 years): 27.5%
- Active Adult (55-74 years): 24.7%
- Senior (75+ years): 10.0%

Figure 9: Department Population, 2024 Prediction

Centerville/Washington Township Population, 2024 Prediction

- Youth (0-19 years): 19.5
- Young Adult (20-34 years): 15.6%
- Adult (35-54 years): 22.4%
- Active Adult (55-74 years): 29.0%
- Senior (75+ years): 13.3%

The shift observed in Figures 8 and 9 is also represented in Figure 10:

Figure 10: Population Shift by Age Category
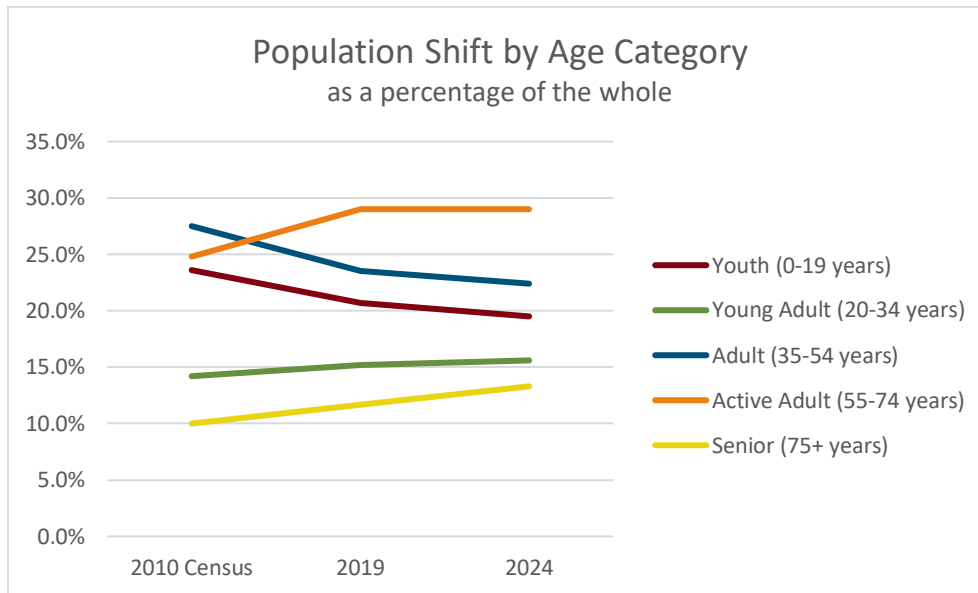
Earlier in this report, the charts depicted the quantity of population increases/decreases by age groups, whereas Figure 10 represents the shift in age categories as a percentage of the whole population. The number of active adults is predicted to increase by 4.2 percentage points, and the number of seniors is predicted to increase by 3.3 percentage points. Conversely, the number of adults is predicted to decrease by -5.1 percentage points, and the number of youth is predicted to decrease by -4.1 percentage points.

By 2024, adults over the age of 55 are projected to account for almost half (42.3%) of the Department's population. Youth are anticipated to account for a smaller percentage of the population, from 23.6% to 19.5%. These shifts in percentage of the whole population show an anticipated aging trend, with more older-adult growth than family growth.

Race

The majority of residents, 88.9%, reported having a race of White Alone in the 2010 U.S. Census. The remaining population reported as 3.9% Black Alone, 4.6% Asian Alone, and 2.7% identifying as Two or More Races, Some Other Race Alone, or American Indian Alone.

ESRI projects that the Department's race composition will shift by 2024 with a decrease in -5.1 percentage points in the White Alone category; subsequent increases are anticipated across the other race designations, with the highest being Asian Alone, anticipated to increase 3 percentage points. The ethnicity of Hispanic Origin (a designation independent of race designation) is expected to experience a 1.5% increase by 2024.

Table 5: Race and Ethnicity

Race and Ethnicity	U.S. Census 2010		2019		2024	
	Number	Percent	Number	Percent	Number	Percent
White Alone	50,362	88.9%	49,791	85.8%	49,464	83.8%
Black Alone	2,183	3.9%	2,481	4.3%	2,650	4.5%
American Indian Alone	93	0.2%	101	0.2%	114	0.2%
Asian Alone	2,609	4.6%	3,747	6.5%	4,483	7.6%
Pacific Islander Alone	24	0.0%	34	0.1%	40	0.1%
Some Other Race Alone	270	0.5%	353	0.6%	424	0.7%
Two or More Races	1,133	2.0%	1,527	2.6%	1,829	3.1%
Hispanic Origin (Any Race)	1,162	2.1%	1,692	2.9%	2,110	3.6%

A deeper investigation into population numbers instead of percentages, however, provides a more complete understanding into the predicted racial changes. The number of residents who identify as White Alone is predicted to decrease by approximately -898 people. Although this accounts for a large majority of the population and represents the largest decrease, it is important to note that the Department is anticipated to house 3,228 more people who identify with a race other than White Alone.

Figure 11: 2019 Population by Race
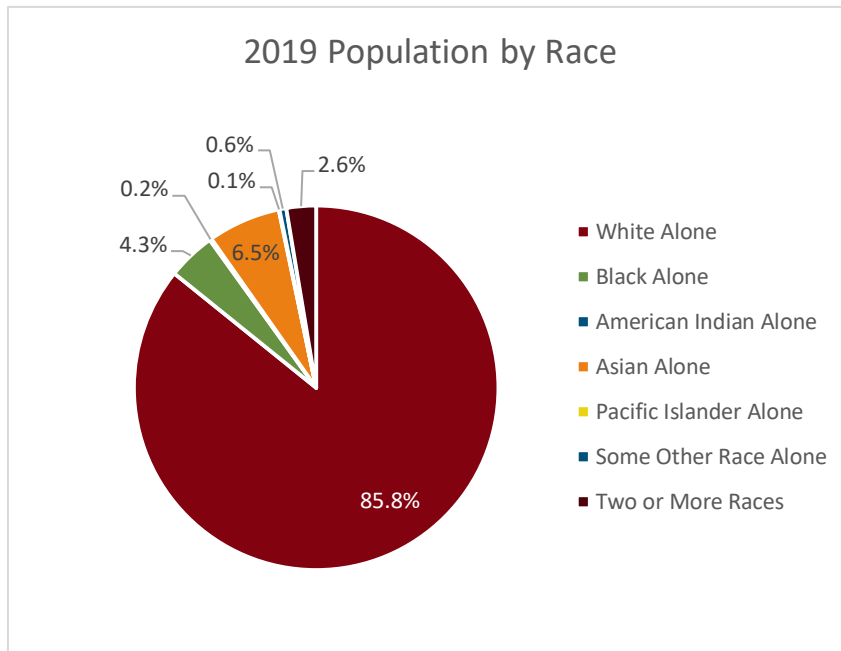
The number of those who identify as being of Hispanic Origin is anticipated to increase by 948 residents. The significance in these figures is that the recreational needs of a greater variety and larger quantity of cultural user groups will accompany the predicted shift in population. For example, traditionally the Hispanic culture is highly familial in its recreation endeavors. Subsequently, this group will likely seek multigenerational programming. Multigenerational programming ideas include family-based events (indoor and outdoor), youth and parent/grandparent programs, and Mother's Day performances of Ballet Folklorico.

Working to ensure intentional outreach and inclusion of these cultural groups in future program development, park planning, and implementation of services will be an important factor in keeping services relevant.

Gender

Figure 12 depicts the percentage of the Department's population by gender category in 2010, and Figure 13 depicts the predicted percentage by gender category for 2024.
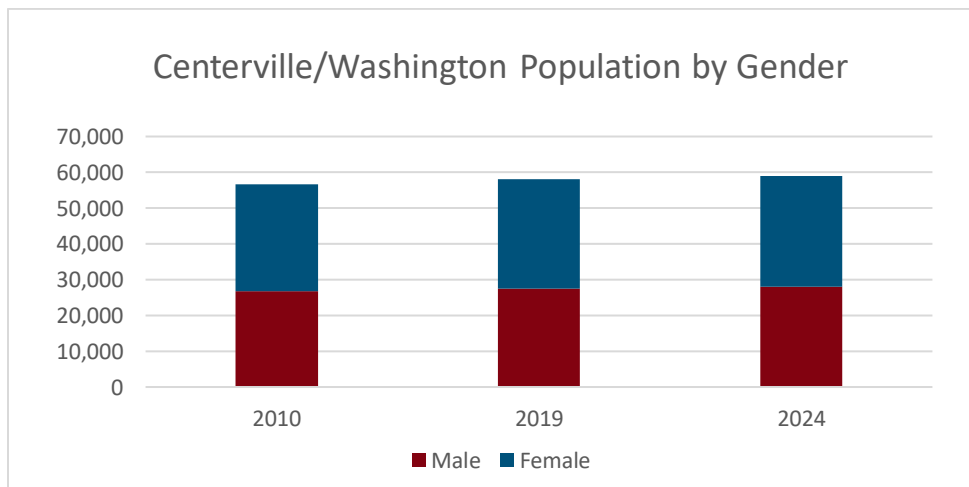
Figure 12: 2010 U.S. Census by Gender   *Figure 13: 2024 Population by Gender*

2010 U.S. Census by Gender

53%   47%

■ Male ■ Female

2024 Population by Gender

52%   48%
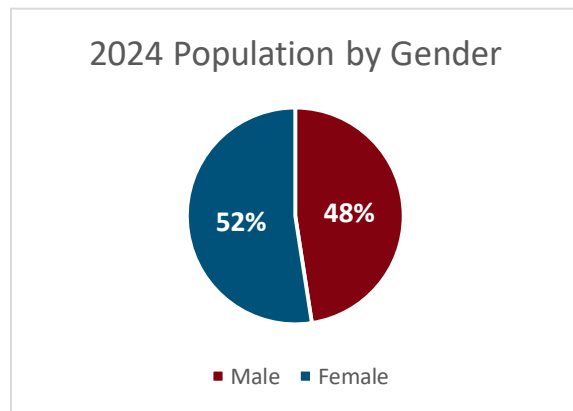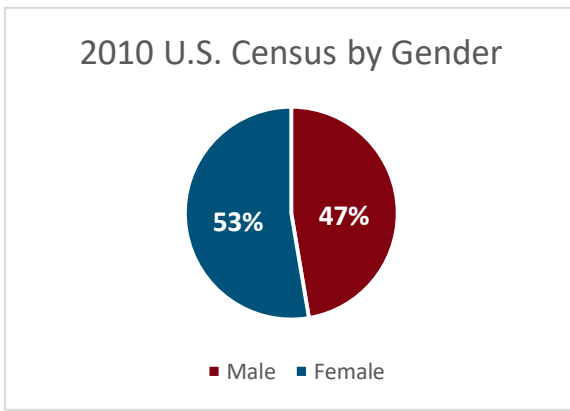
■ Male ■ Female

The shift observed in Figures 12 and 13 is also represented in Figure 14:

Figure 14: 2019 Population by Gender

Centerville/Washington Population by Gender

■ Male ■ Female

Predicted gender changes are nominal, with a 1% increase in the male population and a -1% decrease in the female population. Figure 14 demonstrates that the 26,830 males in 2010 will increase to 28,054 in 2024, or 1,224 male residents. The predicted number of the females in the Department is 30,951 in 2024, up from 29,845 in 2010 (an increase of 1,106 female residents). Although the number exhibits an increase in the number of females, it remains a percentage decrease from 2010.

Household Income

The median household income in Centerville/Washington Township was $78,654 in 2019, which is higher than the U.S. national median income of $63,179 in 2018. A 5.9% increase is projected by the year 2024, to $86,275. Figure 15 shows the breakdown by income level.

Nearly one-third (31.8%) of Department households have an annual household income less than $50,000. As a public recreation provider, the Department should continue to provide services at price points that meet the needs of all income levels.
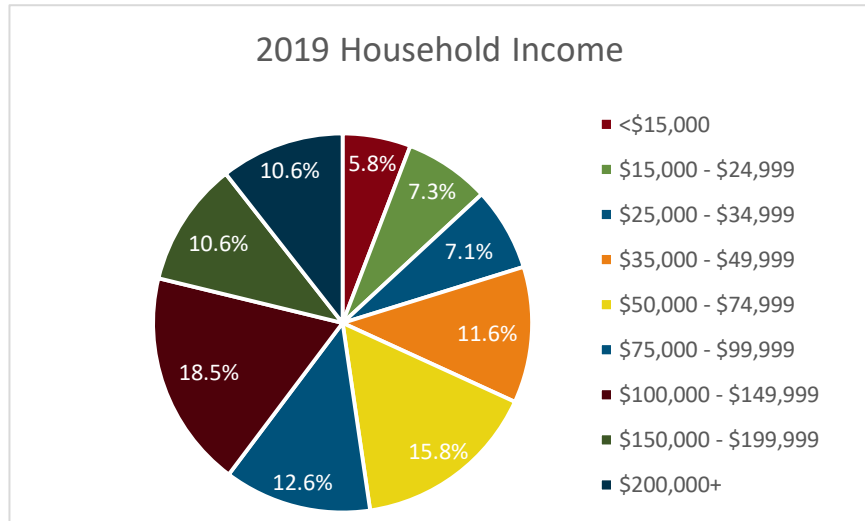

Figure 15: 2019 Household Income

Age Segment Analysis

The age segment analysis reviews the distribution of the program offerings according to the age segments serviced. For the purposes of this assessment, BerryDunn delineated age categories according to the following age structure:

- Early Childhood, ages 0 – 5 years
- Youth, ages 6 – 12 years
- Teen, ages 13 – 18 years
- Adult, ages 18 – 49 years
- Active Adult, ages 55+ years

Table 6 displays the Department's 2019 program menu's quantity and percentage of registration-based programs offered per season and in total, according to each age segment. BerryDunn developed this information by reviewing the winter 2019, spring/summer 2019, and fall/winter 2019 – 2020 activity guides. BerryDunn tallied the number of registration-based program opportunities geared toward particular age groups for the four seasons. If a program section spanned clearly across two age categories (e.g., ages 8 – 14 years), BerryDunn counted that section once in the youth category and once in the teen category. Special events typically service participants of all ages, and therefore were included in the all-ages category. The age distribution within program offerings is as follows:

Table 6: Age Segmentation of Programs Offered, by Season

Age Segments of Programs Offered, by Season										
	Winter 2019		Spring 2019		Summer 2019		Fall 2019		Age Segment Total	
	#	%	#	%	#	%	%	%	#	%
0 – 5 Years	89	26.0%	97	27.9%	143	26.6%	84	23.9%	413	26.2%
6 – 12 Years	115	33.6%	126	36.2%	249	46.4%	136	38.6%	626	39.6%
13 – 17 Years	40	11.7%	41	11.8%	119	22.2%	54	15.3%	254	16.1%
18 – 49 Years	50	14.6%	32	9.2%	17	3.2%	42	11.9%	141	8.9%
55+ Years	45	13.2%	47	13.5%	8	1.5%	36	10.2%	136	8.6%
All Ages	3	0.9%	5	1.4%	1	0.2%	0	0.0%	9	0.6%
Season Total	342	100.0%	348	100.0%	537	100.0%	352	100.0%	1,579	100.0%

The age group that had the highest total quantity of registration-based programs planned was ages 6 – 12 years, at 626 (39.6%) of all programs offered. Programs for early childhood youth ages 0 – 5 years was the second-highest total offering, with 413 (26.2%). All ages programming was the least likely age group to have programs designed for them, with 0.6% of total programs available.

Seasonally, the quantity of programs offered in summer was the highest at 537, largely due to summer camp. Winter had the smallest quantity of programs offered, 342.

The teen and active adults age categories were observed to be "spillover" recreation categories rather than those that were specifically programmed. Throughout the seasons, the teen programs overlapped the youth category; for example, aquatic swim lessons advertised the required grades as 1 – 8, and

Figure 16: Age Segmentation of Programs Offered

many fitness classes were for ages 16+ years. This is an important note to keep in mind when reviewing the segmentation analyses in this report. Figure 16 represents the full year's programmatic opportunities by specific age segment.

A typical goal of a public recreation provider is to offer programs for all ages in a

Age Segmentation

All Ages 0.5%
Adults 8.6%
Active Agers...
Teens 15.5%
Youth 38.1%
Early Childhood 25.2%
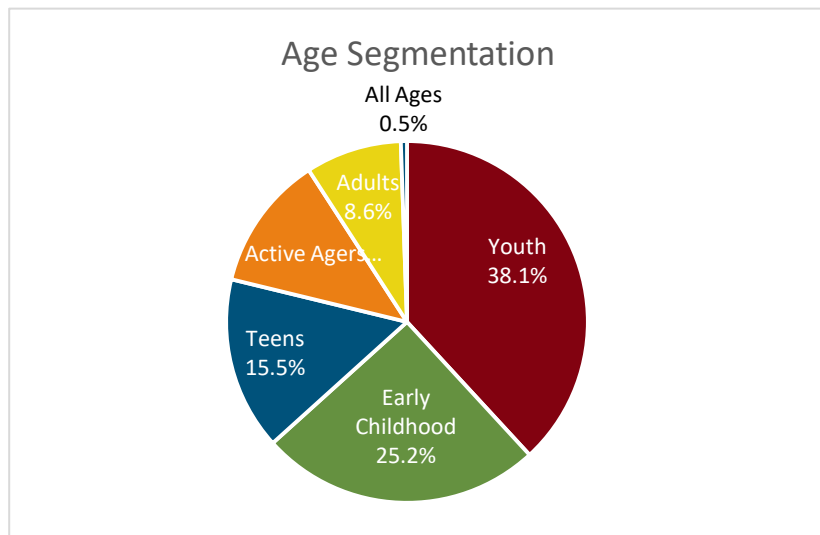
manner that balances resident demand with an equitable supply. Figure 16 depicts the programming age segmentation that currently exists. The segmentation review can be used to assess the extent to which each age group is being served. The segmentation does not necessarily need to mirror the community's age demographic segmentation in an exact manner; however, an ongoing goal can be to balance the menu toward a reflection of the community makeup. The side-by-side comparison of the Department's actual population and enrollment-based program offerings in Figure 17 demonstrates the current scenario:

Figure 17: Population vs. Program Menu

Population	Age Category	Programs Offered
21%	Youth	79%
39%	Adult	9%
41%	Active Ager	12%

As the Department considers opportunities for program expansion, Figure 17 can help identify target age segments for enhancements, additions, and/or innovations. Extending the enrollment-based programmatic reach to those age segments that have the highest spread between offerings and population is more likely to result in a higher potential of market capture (e.g., the adult category displays a current 30 percentage-point difference).

Considering the age demographic data of the community, staff should give attention to registration-based programming for the growing population of adults over the age of 55. Currently, the Department provides a strong menu of senior programs for the community. In the future, the demand will increase, and therefore will require even more service provision.

Program Categories

The following is a list of major program categories that park and recreation agencies throughout the country commonly provide. This list helps to identify if there are any common program areas not offered by an agency. Most agencies offer a majority of programs. In matching the Department's inventory of programs against this list, over half of the program areas, 65.9%, are represented. (Red text represents programs not offered.)

Active Adult	General Interest	Running/Walking
Aquatics	Golf	Seniors
Arts	Gymnastics/Tumbling	Special/Community Events
Before/After School	Historical Programs	Specialty Camps
Biking	Homeschool	Sports
Birthday Party Services	Horseback Riding	STEM/STEAM
Childcare	Ice Skating/Hockey	Summer Camp (Day-Long)
Cooking	Language Arts	Sustainability/Green
Dance	Lifelong Learning	Teen
Day/School Break Camps	Martial Arts	Tennis
E-Sports	Music	Theatre/Acting
Early Childhood	Open Gym	Therapeutic Recreation
Environmental/Nature	Outdoor Adventure	Trips
Extreme Sports	Pets	Wellness
Fitness	Preschool	

Department staff have defined the categories in Table 7, on the following page, as the core program areas. Table 7 shows the quantity of total recreation-based programs offered in each of the core program areas according to season, along with the corresponding percentage of the whole, by both program area and season.

Table 7: Program Types by Season

Program Types by Season										
	Winter 2019		Spring 2019		Summer 2019		Fall 2019		Total	
	#	%	#	%	#	%	#		%	#
Aquatics	19	11.4%	11	10.4%	34	19.8%	54	19.0%	118	16.2%
Fitness	8	4.8%	5	4.7%	5	2.9%	10	3.5%	28	3.8%
Preschool	7	4.2%	10	9.4%	1	0.6%	16	5.6%	34	4.7%
Sports	52	31.3%	18	17.0%	11	6.4%	58	20.4%	139	19.1%
Theatre Classes	16	9.6%	4	3.8%	4	2.3%	19	6.7%	43	5.9%
Enrichment	40	24.1%	51	48.1%	27	15.7%	42	14.8%	160	22.0%
Camps	6	3.6%	0	0.0%	87	50.6%	34	12.0%	127	17.4%
School Days Off	3	1.8%	0	0.0%	0	0.0%	7	2.5%	10	1.4%
Theatre Performances	3	1.8%	2	1.9%	2	1.2%	9	3.2%	16	2.2%
Sport Leagues	8	4.8%	2	1.9%	1	0.6%	32	11.3%	43	5.9%
Rec'ing Crew	3	1.8%	3	2.8%	0	0.0%	3	1.1%	9	1.2%
Special Events	1	0.6%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
Total	166	100.0%	106	100.0%	172	100.0%	284	100.0%	728	100.0%

Total registration-based programming across the seasons varied, with the fall 2019 season showing the highest total quantity of programs (284) and the spring 2019 season showing the lowest quantity of programs (106). Enrichment programming had the highest total quantity (160), which accounted for over one-fifth of the total programs. The program areas with the highest percentage of programs offered in each season were sports in winter (31.3%), enrichment in spring (41.8%), camps in summer (50.6%), and sports in fall (20.4%).

Conversely, the areas with the lowest quantity of programming were rec'ing crew and special events. The rec'ing crew figures can be misleading because the after-school care program was counted as one program type for each month of the program, rather than for each individual day of student attendance. The marquee special event, Woodland Lights, was also counted once during the winter season and not for each individual day the event was open to the public. Due to the varying nature between the core program areas, it is important to remember that the levels of staff and/or instructor time and the quantity of individual attendance days within each program will vary.

Figure 18: Program Distribution
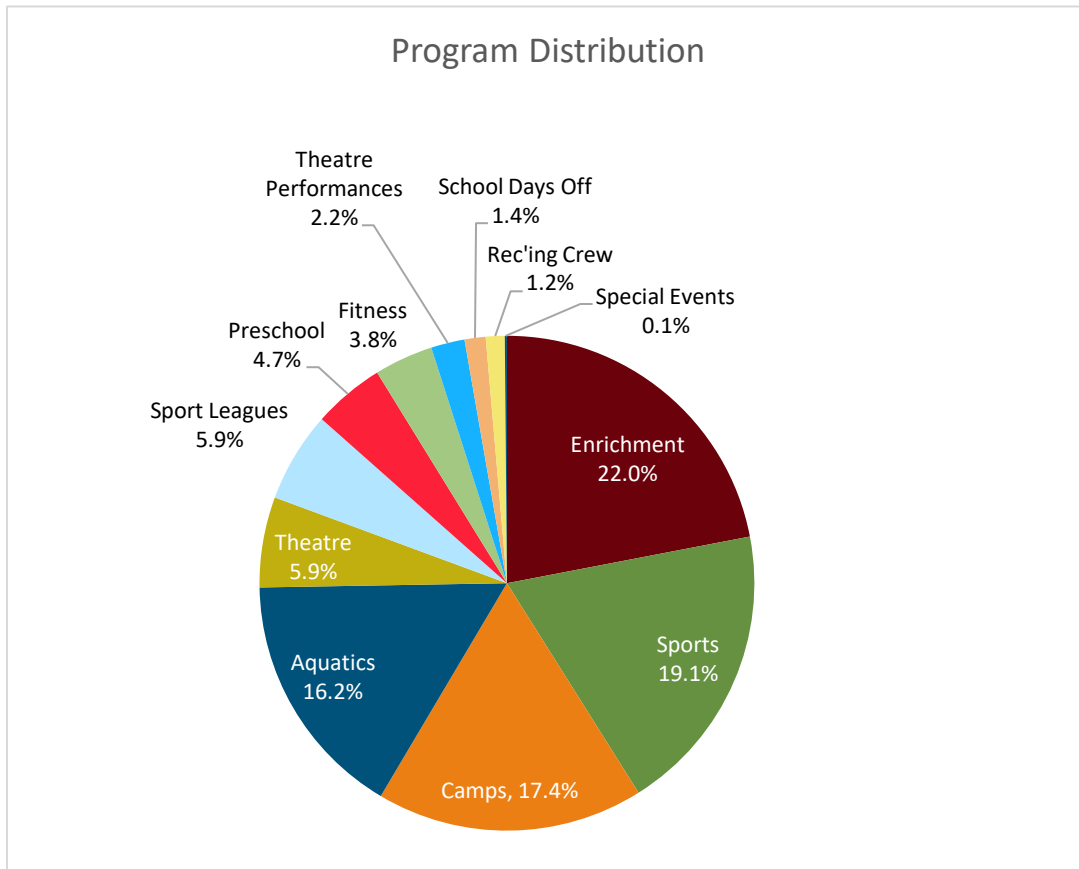
Program Distribution

Figure 18 captures the quantity of total registration-based programming offered by the Department during the year examined and how the programming was distributed across core program area categories. Enrichment, sports, camps, and aquatics comprised a majority of programming (74.7%).

It is important to note that the Department offers several programs and services in a drop-in format rather than registration-based format. Examples include the open use of the fitness center, track, gym, and pool as well as enrichment drop-in and club experiences. Most of the drop-in opportunities are designed for adults and seniors.

Primary and Secondary Markets

To further assess the balance across market segments, Department staff assigned the programs within each of the core program areas a designation of primary or secondary market. Intentionality of the programs' reach can be helpful for marketing purposes, as well as to help ensure the program plan is being executed in an equitable manner. Figure 19 illustrates the age segment(s) to which the specific programs cater, as a percentage of all programs (both primary and secondary). The markets utilized for this portion of the assessment are age-based, broken down even further than the earlier age segmentation analysis.

Figure 19: Markets by Age Group
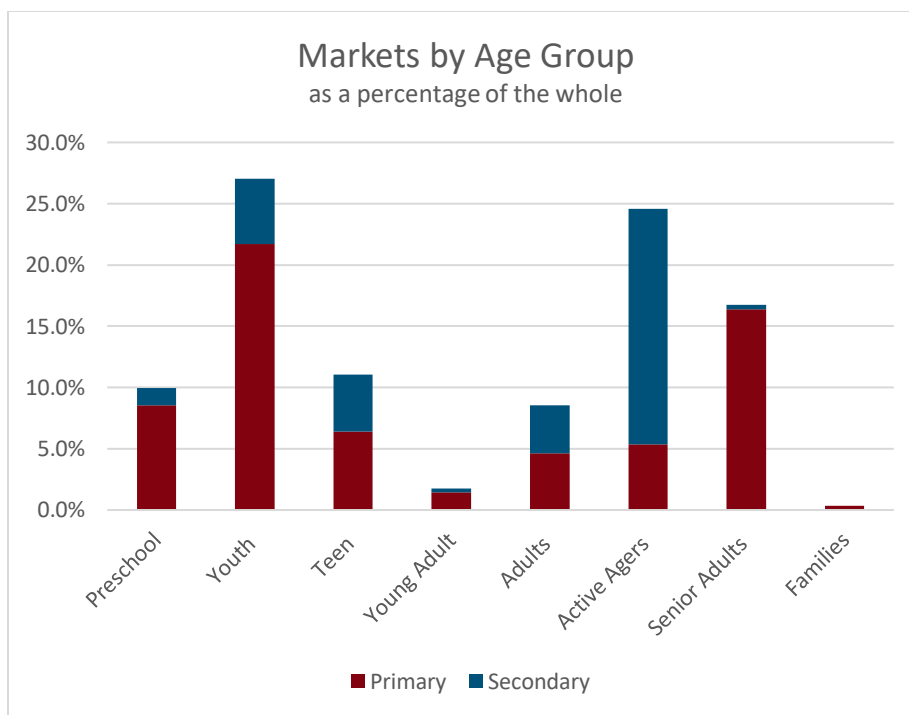
Of the entire program menu, youth were the primary market for the most programs—21.7% of the primary market's programming. Senior adults were the primary market for 16.4% of programs, and preschool-aged children were the primary market for 8.5%. Active Agers, youth, and teens were the secondary market for the highest percentage of programs, at 19.2%, 5.3%, and 4.6%, respectively. The data suggests that staff members' intended market reach is highest with youth and seniors, and lowest with young adults and families.

Life Cycle Analysis

The program assessment included a life cycle analysis of programs selected for review. This type of assessment helps to determine if Department staff need to develop new and more innovative programs, reposition programs that are in the decline stage, or continue with the current balance of life cycle stages. BerryDunn based this assessment on staff members' opinions of how their core programs were categorized according to four life cycle stages: introduction, growth, mature, and decline. Table 8 outlines the description of those life cycle stages and the Department's percentage of programs within each stage.

Table 8: Life Cycle Stages

Life Cycle Stage	Description	Department Percentage
Introduction	Getting a program off the ground, heavy marketing	15%
Growth	Moderate and interested customer base, high demand, not as intense marketing	14%
Mature	Steady and reliable performer, but increased competition	56%
Decline	Decreased registration	15%

Figure 20 depicts the percentage of programs in each life cycle stage. A healthy balance between the stages is optimal, with a bulk of programs in the growth and mature stages. That is definitely the case for the Department, with 70% of programs in the growth and mature stages. However, with more than half (56%) of programs in the mature stage, there is a strong grouping of programs that have the potential to move into the decline stage.

Figure 20: Life Cycle Stages

As a normal part of the planning cycle, there should always be programs in the introduction stage, which bring new and innovative programming to the menu. There will typically also be programs in the decline stage; those programs should be either repositioned or decommissioned. The Department's percentage of programs in the decline stage (15%) is somewhat high. To reduce this balance, look to Figure 21 to identify areas to either reposition or decommission. Additionally, efforts to

Life Cycle of Programs by Stage

Decline 15%
Introduction 15%
Growth 14%
Mature 56%
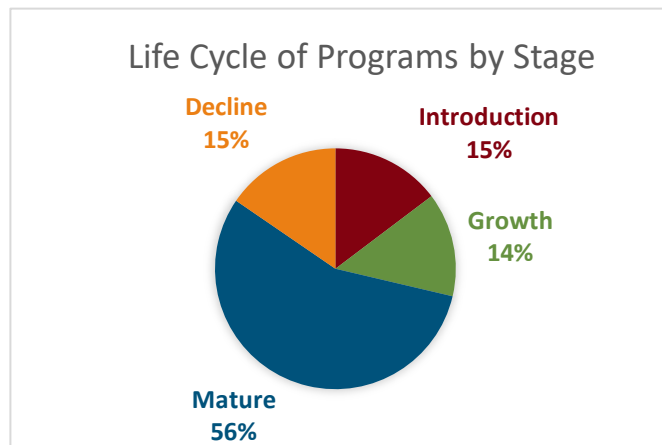
encourage the introduction of new programs, as well as to shift the introduction programs into growth status, would create a more balanced menu.

The following chart provides a visual representation of all major program categories and their respective spread across life cycle stages.

Figure 21: Life Cycle Distribution of Programs
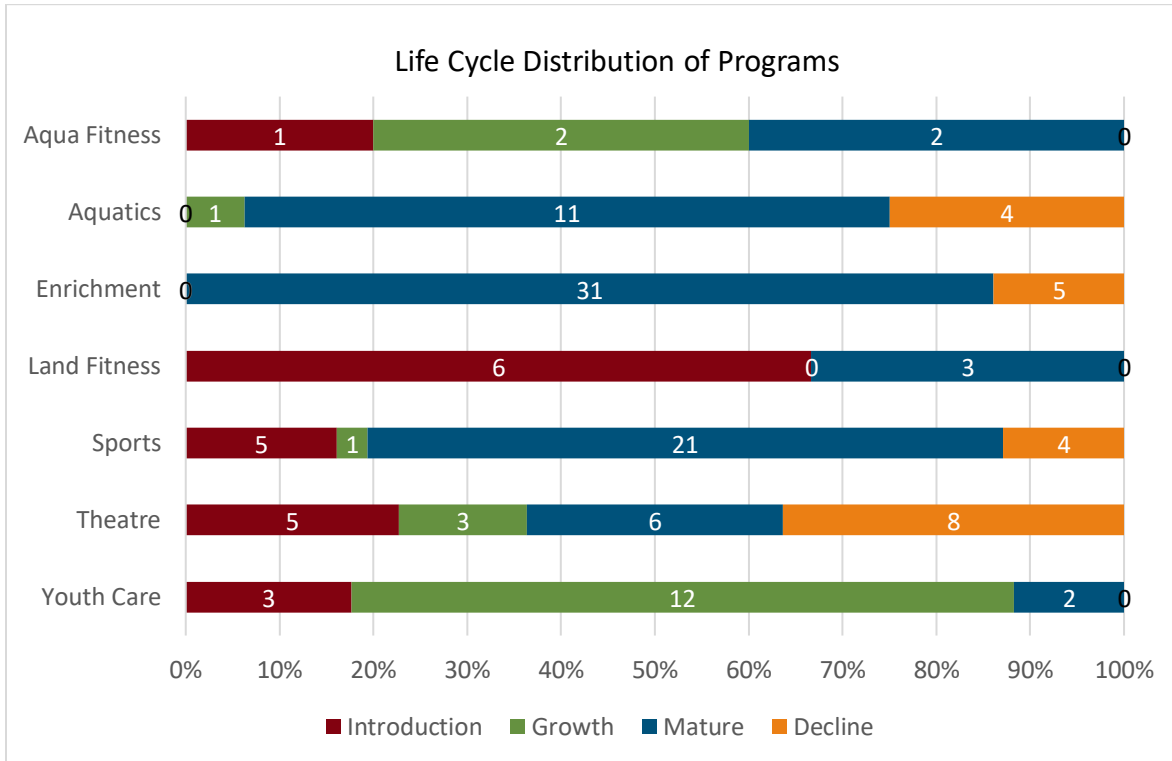
Individual program areas should strive to have programming that falls into all four life cycle stages, with the majority in the growth and mature stages (green and blue in Figure 21). Two of the seven core program areas have programming in all four life cycle stages. Land fitness demonstrates programming in two stages, introduction and mature, which indicates a need to focus on growing the newly introduced programs. Enrichment demonstrates programming in two stages, mature and decline, which indicates the most potential for expansion.

Outcomes Analysis

Assessment as to how the organizational unit is performing can be accomplished using private-sector drivers, such as revenue. At the same time, a balanced evaluation with both a private-sector and a public-sector enterprise mindset should be completed because park and recreation departments also play a role as social service providers. The outcomes analysis uses a quantitative scale to measure qualitative results. BerryDunn asked Department staff members to rate their program areas according to five outcome categories, outlined below:

Impact
Key categories—such as repeat customers, participant feedback, and supervisor observations—can measure the extent to which a program is impactful. It could be inferred that a program with participants who choose to re-enroll session after session has a positive impact on customers. Participant feedback gathered through evaluations and dialogue can help measure the level of impact. Supervisors can also conduct their own observations by taking note of the participants' attentiveness, smiles, and engaging behaviors.

Execution
A service-based agency can gauge its performance by how well it carries out the service. Execution can be measured through participant feedback data, supervisor observation, and instructor performance. A service can be considered well executed if the service provided fulfills participant expectations; is a well-organized and comprehensive experience; and if the instructor is engaging, inclusive, and effectively imparts knowledge.

Community
Four core questions can assess the extent to which the program area positively impacts the community. Is the community better, safer, or healthier because of the program? Does the program foster community collaboration or partnerships? Does the program serve underserved groups? Would there be a significant community impact if the program went away?

Leverage
Sometimes a program adds value to the agency's comprehensive offerings due to a leveraging effect. The program could positively enhance public relations or serve as a feeder into other programs.

Competition
The effect that competition has on service outcomes can be measured by the quantity of providers within a 20-minute drive. A high supply can be considered positive due to the community's increased quantity of choices in service providers; conversely, excess competition can mean that the agency needs to either find its niche or perhaps remove itself from that service provision. An agency can use competition to influence pricing outcomes. Price comparisons against the local competition can help

Department staff reviewed the five outcome categories to assess their core program areas. Staff
reviewed each outcome measure using a four-point scale, with one being the least effective and four
being the most effective. Table 9 shows ratings summarized into the five outcome categories; Appendix
E provides the detailed outcomes information by outcome indicators and program areas.

Table 9: Outcomes Summary

Outcomes						
	Impact	**Execution**	**Community**	**Leverage**	**Competition**	**Average**
Aqua Fitness	3.9	3.9	2.3	2.5	3.2	3.1
Aquatics	3.4	3.8	3.3	3.6	2.8	3.4
Enrichment	3.2	3.1	2.7	2.2	3.7	3.0
Land Fitness	3.2	3.0	1.7	1.5	2.7	2.4
Sports	3.1	3.0	1.9	2.0	2.7	2.5
Theatre	2.4	2.4	2.8	2.6	3.7	2.8
Youth Care	3.0	2.9	3.3	4.0	3.4	3.3
Average	**3.2**	**3.1**	**2.6**	**2.6**	**3.2**	**2.9**

Overall, staff ranked impact as the most effective outcome areas, with a score of 3.2. The lowest-scoring
areas were community and leverage, each with a score of 2.6. Staff deemed aqua fitness the most
successful at execution and the most impactful program area. The best community outcomes were
observed in aquatics and youth care. Youth care had the highest leverage score, receiving a perfect four.
Competitive advantage was observed in enrichment and theatre. Aquatics was the highest-scoring
program area overall (3.4). Youth care was the second-highest scoring program area, with a score of 3.3.
At 2.4, land fitness was the lowest-scoring program area.

The individual indicators within each outcome category (see Appendix B) all averaged a score of 1.9 or
higher. The individual indicator that scored the top score of 3.4 was the programs' pricing, followed by
the second-highest score of 3.3 with the responses to the outcome indicator statement "the community
is better because of this program." The individual indicator that scored the lowest was the "program is a
community collaboration/partnership" (1.9).

Based on these results, the Department should consider its role in the realm of community and
leverage. Specifically, community impact could be enhanced by a targeted effort to increase the
quantity of community collaborations and partnerships. The leverage outcome could be enhanced by

focusing on the role of existing programs as feeders into other programs. For example, other activity areas could benefit from using sports as a platform to market other programs.

The Department should also examine the areas that scored the highest: Those that scored 3.3 or higher are doing well in their corresponding outcome categories and individual indicators, and can be modeled for success in other areas. For example, what does the aquatics area do so well (3.4) that land fitness (2.4) can learn from, emulate, or adopt?

Program Performance

An organization can measure the extent to which its programs perform well by reviewing participation and finances. These indicators are examined in relation to changes over time, changes in quantity, and at times in relation to each other.

Participation

Total registration into the Department's programs was 4,527 in 2019. Figure 22 provides registration data by program area and season.
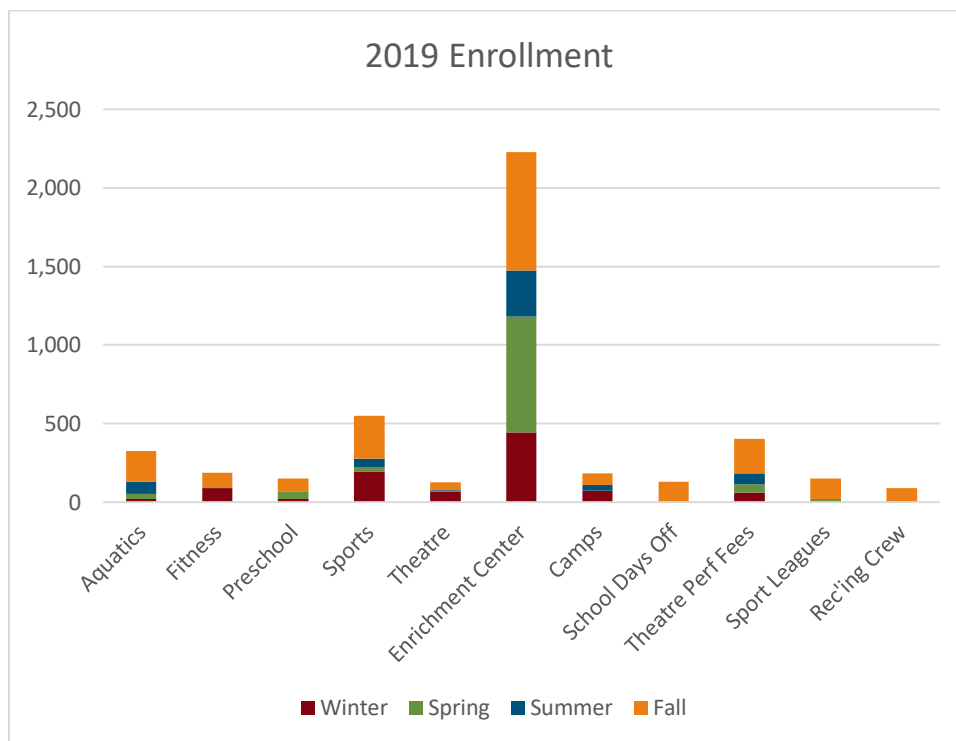
Enrichment had the highest enrollment in 2019 with 2,229 enrollees, followed by sports with 548 enrollees. Fall enrollment was more than twice as high (2,096) as other seasons: Winter had 966 registrants, spring had 922 registrants, and summer had 543 registrants.

In addition to examining registration-based program enrollment patterns, participation in drop-in activities such as open gym, fitness classes, fitness center use, and enrichment activities also contributed to overall participation totals. For example, enrichment tracked 4,387 participations in one month, or an average of 199 per day. Adding drop-in participation tracking to the Department's future list of key performance indicators will help monitor overall departmental participation trends.

A final source of participation tracking is through ticketed event sales. Woodland Lights, the Department's marquee event of the year for the past 27 years, reaches approximately 30,000 participants annually. Town Hall Theatre productions reach over 20,000 audience members annually.

Financial Review

The financial review conducted in this recreation assessment is selective in nature; BerryDunn assessed each core program's direct revenue and expenses for fiscal year 2019. User fees generate revenue for each core program area; costs for instructors, supplies, and/or vendor fees (e.g., tickets) account for the direct expenses. Indirect expenses—such as administrative salaries, utilities, and capital expenses—are not included in this assessment.

The net revenue metric provides insight into how effectively the Department is managing the program's finances. The metric also simultaneously allows analysis of fiscal success across program areas on an equal basis. Figure 23 displays each core program area's net revenue totals for 2019.

Figure 23: 2019 Core Program Net Revenue
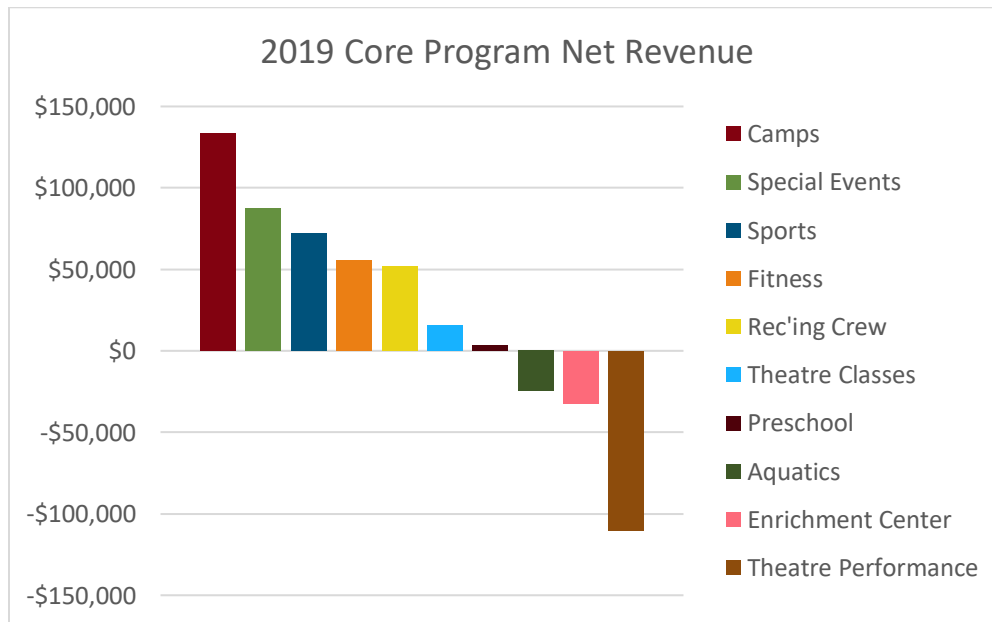
The year's strongest fiscal performer, camps, earned $133,715 in net revenue. Special events earned the second-highest net with $87,593, followed by sports with $72,307. Three program areas resulted in a negative net revenue performance: aquatics, enrichment, and theatre performance. The balance observed in Figure 23 is typical in park and recreation agencies—the fiscally high-performing areas support the lower-performing areas.

Figure 24 depicts the 2019 net revenue performance of the core program areas, as a percentage of total net revenue.

Figure 24: 2019 Net Revenue as a Percentage of Total Net Revenue
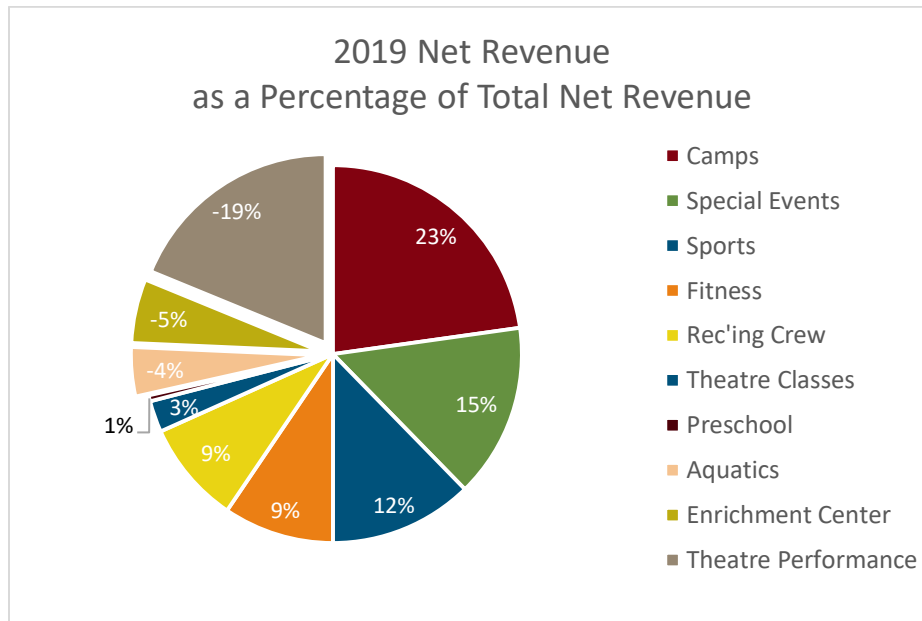
Methods to strengthen the aquatics, enrichment, and/or theatre performance net revenue include the addition of more sponsorship funding, a change in pricing, change in registration format, internal sales at the event, and/or expense reduction. These methods are only recommended if the Department desires a different fiscal outcome.

Seven of the ten core program areas experienced at least 100% recovery of direct costs, which signifies they recouped 100% or more of the direct expenses to run the program. A full cost recovery analysis includes indirect costs into the equation; for basic comparative purposes, Table 10 provides the 2019 direct cost recovery percentages:

Table 10: Recovery of Direct Costs

Sports	Theatre Classes	Special Events	Rec'ing Crew	Fitness	Camps	Preschool	Aquatics	Enrichment	Theatre Performance
185.7%	178.7%	172.7%	155.3%	152.2%	146.6%	108.6%	89.6%	79.9%	51.8%

Strong net revenue performers, such as sports and theatre classes, have a higher recovery of direct expenses. Typical program areas with high-cost recovery rates include childcare-based programs, personal training, private lessons, and other individualized services. Most park and recreation agency facilities rely on some level of tax support to maintain operations. The exception is when a facility is designated as an enterprise fund, meaning it must recoup 100% of costs. Typically, recreation agencies do not use any tax dollars to support enterprise funds. The Department has structured its enterprise fund to require a majority of expenses to be recouped through user fees. Regardless of fund structure, from a business perspective, the less reliance on tax dollars the better.

Performance Matrix

When reviewing an entire park and recreation department's program plan, the department's comprehensive performance can be measured by two key indicators: participation and revenue. A matrix format provides visualization of this review, where both participation and revenue are considered on a high/low scale. Figure 25 is a visual depiction of where the Department's main program areas fall in relation to each other.

Figure 25: 2019 Program Performance Matrix
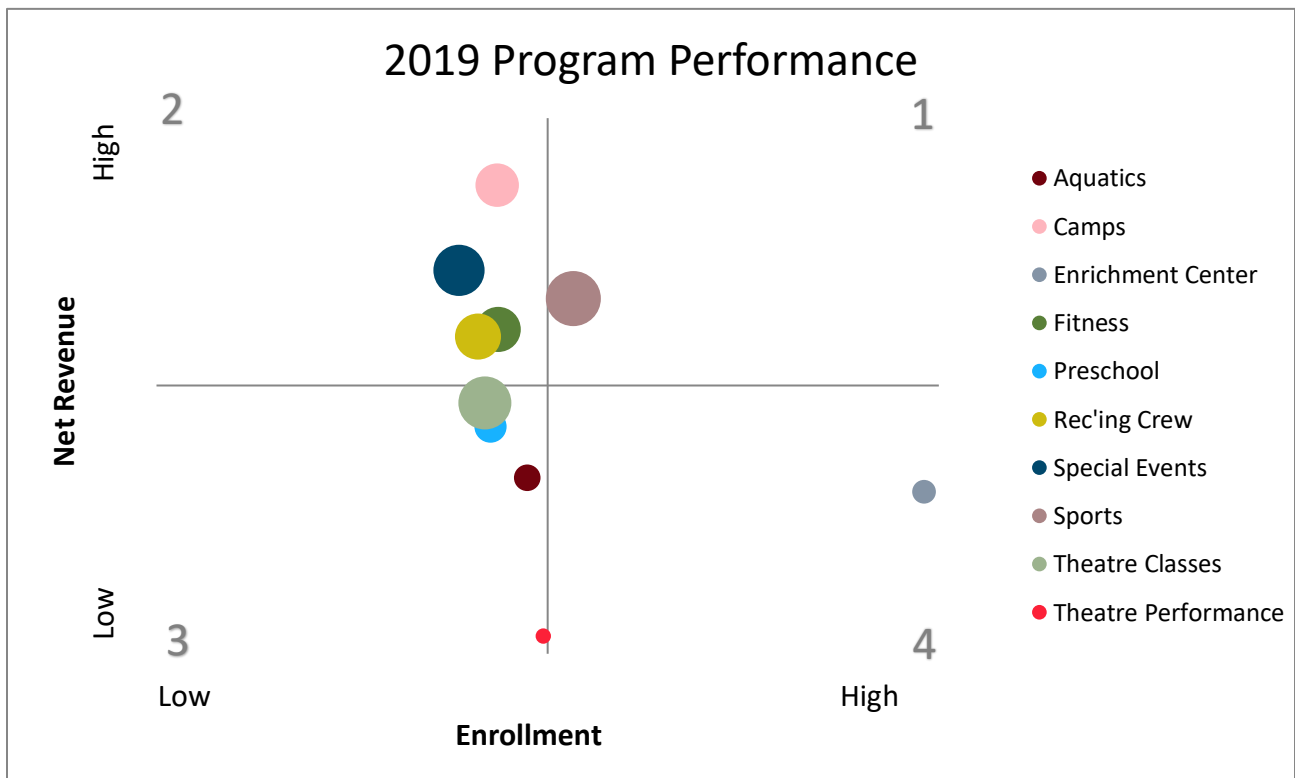
The axes represent the mid-line of the actual revenue and participant range. Programs in quadrant one are the star performers in both net revenue and enrollment. Programs in quadrant two are high financial performers despite the fact that registration numbers might be lower. Programs in quadrant three are low in both participation and revenue. Programs in quadrant four might break even or lose money, but they have a high participation rate.

The size of each dot represents the cost recovery percentage per program area, based on direct costs only. For example, the mauve sports dot represents the fact that sports had a 185.7% cost recovery rate. The red theatre performance dot represents a cost recovery rate of 51.8%; therefore, the mauve dot is larger than the red dot. The program areas had different enrollment numbers (548 and 404, respectively) and net revenue (\$-72,307 and \$-110,406, respectively); therefore, the dots land in

different quadrants, one and three. Comparatively, enrichment had high participation and low revenue; therefore, it landed in quadrant four.

Review of the Department's program plan in this way offers the opportunity to consider:

- Alignment with the Department's mission
- Actual versus desired quadrant location
- Growth opportunities
- Where to invest, discontinue, or develop

Location on the program performance matrix is not inherently "bad" or "good"; whether the location on the map aligns with the Department's mission is the pivotal question. For example, enrichment had a lower net revenue; however, participation is higher than in all other program categories. Generally, a community-based recreation agency should have program categories that sit in quadrant four, such as the enrichment programs.

The programs that land in quadrant three should receive the most attention and further inspection. The following questions should guide a more in-depth analysis of quadrant three programs:

- Are expenses managed efficiently?
- Are price points appropriate?
- How much time, effort, and money are invested to make these programs run?
- Are the programs filling an otherwise unmet community need?
- What would the impact be without the program?

Core Programs

The following section provides specific detail about the core program areas and services offered by the Department. Department staff have defined core program areas as aqua fitness, aquatics, enrichment, land fitness, sports, theatre, and youth care.

Aqua Fitness

Aqua fitness programs are group fitness classes that take place in the water. The Department offers five such classes, including Aqua Fit, Splash Aerobics, and Deep Water Workout. The average participation in these classes is between 20 – 30 participants. The Deep Water Workout class has a seasoned instructor who has cultivated a strong group of followers, averaging approximately 30 participants per season. The age group that tends to participate in these classes are active ager and senior adults.

Aqua fitness had near-perfect impact and execution outcomes scores of 3.9. Community and leverage did not score as high (2.3 and 2.5, respectively). Areas for improvement include potential community partnerships or serving underserved community members. The class menu is nicely balanced between the life cycle stages, with one in introduction and two in growth and mature.

Aqua fitness classes are typically very popular with the active ager population. The Department should consider expanding the current menu to offer more classes throughout the week, as well as additional courses such as Aqua Arthritis or Aqua Tai Chi.

Aquatics

The aquatics program area consists of a progressive swim lesson program, a progressive diving lesson program, and lifeguard training. Swim lessons are available for all ages, youth and adult. Preschool lessons average 42 participants per season, youth lessons average 18 participants per season, and adults average four participants per season. Approximately six to seven people participate in diving per season.

The Department's youth swim lesson program has been impacted by increased local competition. It has been difficult to compete against swim schools that offer warmer water, flexible registration policies, and shorter session lengths. Advantages of the Department's pool include a zero-depth entry, competition section with deep end, adult swim lessons, and the opportunity to advance to the Sharks club swim team. The Sharks club has a rental agreement with the Department to ensure access to specific training and competition hours in the water throughout the year.

The diving program scored nearly all perfect fours in the outcomes assessment, indicating a very strong program with a solid foundation. Overall, the aquatics program area was the highest-scoring outcomes area (3.4). The aquatics program menu as a whole targets all age segments equally. Aside from lifeguard training, all other programs are in the mature or decline life cycle stages.

Half of the community needs survey respondents (51%) indicated an "excellent" experience with pools/slides, while 42% rated aquatic programs as "excellent." Water temperature (63%), flexibility in time open swim is offered (58%), and affordable access fees (53%) were respondents' three most important aspects of a pool. Respondents indicated that water sports had the second-highest number of households (2,094) whose needs were "partly met" or "not met."

Significant opportunity to differentiate the aquatics program exists. Instead of focusing on swim lessons as a core service, the Department should consider niche services that differentiate the Department pool. Examples include scuba lessons, canoe/kayak lessons, water polo, synchronized swimming, masters swimming, and events such as underwater egg hunts.

Enrichment

Enrichment programming occurs in a 9,000 square-foot facility dedicated to participants 55 years and older. Enrichment programming encourages creativity, growth, health, wellness, and social connection through its monthly offerings. Some of the programs are free, while others charge a nominal fee. Program categories include games, group exercise, meals, arts and crafts, cooking demonstrations, and continuing education classes. The monthly calendar of opportunities lists registration-based classes, drop-in activities, and ongoing services. Participants pay a nominal fee to become a member of the enrichment center, which gains them entrance into the activities and amenities. If participants have a Medicare or insurance health plan that includes SilverSneakers benefits, they can become members of the enrichment center free of charge.

Participation rates average anywhere from three participants per season (e.g., stamp collecting, Scrabble) to 100 or more (e.g., Lunch & Learn). Participation in enrichment offerings surpasses any other core program area by hundreds of people per year. Average participation rates of 200 people per day were common. In the community needs survey, 97% of respondents rated the senior enrichment programs as excellent or good. Local partners are highly engaged to provide programs at low cost or no cost. The Department should continue partnering with these entities and expand collaborations to offer active adult programming with entities such as American Association of Retired Persons (AARP) and Encore (www.encore.org).

A key outcome strength of enrichment programming is its marketplace position, largely due to the fact that it services an underserved group; both outcomes indicators scored a four. Impact and execution scored a 3.2 and 3.1, respectively, with the three of the individual indicators scoring a 3.6. Leverage was its lowest scoring outcome area, with a 2.2. Opportunity to use some of the enrichment center programs as feeders into other programs should be leveraged more frequently. All programs are in the mature or decline life cycle stage (83.9% and 16.1%%, respectively).

Although enrichment currently provides a very strong program menu, the community is going to need more services for the 55 years and older demographic. Predictions indicate the number of adults over 55

years of age will increase by 5,356, or 27%, between 2010 and 2024. Community survey results showed senior fitness/wellness as the second-highest percentage of partial or unmet need, and a PIR of 161. These statistics indicate that there is a prime opportunity to capitalize on the existing service base. The Department should expand future services on long-term fitness, health, and well-being. Senior art, dance, and theatre were also identified as unmet needs by approximately 2,560 households. Forty-seven percent of survey respondents were "very and somewhat supportive" of expanding enrichment activities to include activities for younger adults.

Programmatic expansion will necessitate the need for extended facility hours, as well as programming space. The facility currently operates Monday through Friday from 8:00 a.m. to 5:00 p.m., with extended hours to 8:00 p.m. one day per week. Engagement feedback indicated a desire for extended hours, with requests to open earlier and on the weekends. The Department should explore the opportunity to bridge the access gap between the enrichment center facility space to the RecWest portion of the building. The subsequent ease of access between the two spaces will allow for additional programmatic space that is more accessible to enrichment center patrons. Also, broaden the enrichment brand to include all ages of adult general interest programs, beyond enrichment equating to the senior market.

Land Fitness

Group fitness classes that occur on land, such as Body Sculpt, Yoga, and TRX/Tone, define this core program category. The land fitness menu offered 23 classes and averaged 7.3 participants per season. The most popular land fitness classes were SilverSneakers Classic (28 average participants) and Stretch & Strength (25 average participants).

The target market for the current land fitness menu is the active agers age group. Twenty of the twenty-three classes examined listed active agers as either the primary or secondary market. Adults were the market for 11 classes. Youth Yoga, Kids Hula Dance, and Couch to 5K specifically targeted youth and families. Silver Sneakers Classic and Stretch & Strength's primary target market is senior adults ages 65+.

Land fitness was the lowest-scoring core program area in the outcomes analysis (2.4). Both community and leverage scores were less than a two, largely due to five of those categories' outcome indicators scoring less than a 1.4. These indicators include the program area is not a collaboration or partnership, does not serve underserved groups, and would not be impactful if it went away. Competition scores were varied; some classes are not being offered locally, and therefore scored higher (e.g., Kids Hula Dance, Hulaerobics) while others scored lower due to a large supply of similar providers (e.g., Yoga).

In the community needs survey, adult fitness/wellness was the most "partly met" or "not met" programming need (4,568 households). Forty-four percent of respondents were fully supportive of expanding fitness/wellness class schedules to accommodate for busy schedules.

With operational components such as land fitness, it is important to understand the competitive landscape before making any changes to the current operation. A similar provider review of fitness centers within a seven-mile radius is summarized in Table 11.

Table 11: Similar Fitness Providers

Similar Provider	Location	Distance	Time	Core Offering
Anytime Fitness	6254 Wilmington Pike Sugarcreek Township, OH 45459	6.9 miles	10 min	Fitness Center, Classes
Anytime Fitness	728 N Main Street Springboro, OH 45066	6.2 miles	13 min	Fitness Center, Classes
Burn Boot Camp Centerville	1547 Lyons Road Centerville, OH 45458	0.9 mile,	3 min	Group Training
Centerville CrossFit	923 Senate Drive Dayton, OH 45459	0.8 mile	2 min	Group Fitness
Club 51 Fitness	51 E Spring Valley Pike Centerville, OH 45458	2.8 miles	9 min	Fitness Center, Classes
Curves	8016 McEwen Road Dayton, OH 45458	4 mile	1 min	Women's Health and Fitness Club
Everybody Fitness	8957 Kingsridge Drive Dayton, OH 45458	2.4 miles	6 min	Fitness Center, Indoor Track, Racquetball, Classes
Ignite Yoga	669 Miamisburg Centerville Road Dayton, OH 45459	0.5 mile	1 min	Yoga
Kids Are Tops Sports Center	7644 Paragon Road Centerville, OH 45459	0.7 mile	2 min	Gymnastics, Swimming, Dance, Tumbling, Birthday Parties
LA Fitness	45 W Alex Bell Road Washington Township, OH 45459	2.7 miles	6 min	Fitness Center, Classes, Basketball Court, Pool
Molchan Fitness	494 Windsor Park Drive Washington Township, OH 45459	0.9 mile	4 min	Fitness Training

Similar Provider	Location	Distance	Time	Core Offering
Planet Fitness	705 Lyons Road Centerville, OH 45459	0.5 mile	1 min	Fitness Center
Power Enterprises/ PowerAthlete	144 Westpark Road Centerville, OH 45459	2.7 miles	7 min	Athlete Conditioning
SPENGA Dayton	1526 Miamisburg Centerville Road Dayton, OH 45459	0.8 mile	4 min	Fitness Center, Classes
SouthSide Fitness Club	5824 Bigger Road Dayton, OH 45440	5.3 miles	11 min	Neighborhood Fitness Center
YMCA of Greater Dayton – Coffman Family Branch	88 Remick Boulevard Springboro, OH 45066	6.4 miles	13 min	Fitness and Wellness Center, Two Gymnasiums, 25-Yard Pool, Warm Water Therapy Pool, Indoor Track
YMCA of Greater Dayton – West Carrollton Branch	900 S Alex Road West Carrollton, OH 45449	5.1 miles	11 min	Fitness and Wellness Center, Gymnasium, 25-Yard Pool, Warm Water Therapy Pool, Indoor Track

There are 17 fitness providers within a seven-mile radius of the Washington Township Recreation Center. Two of those providers are full-fledged recreation centers; four of the providers have pools for lap swimming and water fitness courses. Most of the providers' advertising targets the young adult and adult market. Because the quantity of local similar providers is so high, the Department must identify its unique market position in order to remain competitive. Two possible niche markets include youth/family fitness and active aging fitness classes.

Sports

The Department's sports programming core focus is fun and not competition. Entry-level, recreational sports leagues for youth soccer, volleyball, and basketball create an introductory opportunity for youth to learn the sports' basics. Non-team sports of tumbling, tae kwon do, fencing, and rock climbing round out youth sports offerings. Adults can participate in volleyball and tae kwon do.

Overall, sports scored a 2.5 in the outcomes assessment. Volleyball, tumbling, and rock climbing received perfect 4.0 scores in execution and impact. The community outcome area was the lowest-scoring (1.9), largely due to the fact that the programs are not partnerships and do not meet the needs of underserved groups. Competitive advantages identified by staff include seasoned instructors in tae kwon do and volleyball, and the only rock-climbing provider in the area. A majority, 69%, of the sports programs are in the mature life cycle stage, 11.9% in introduction and decline, and 7.1% in growth. Reinvesting or decommissioning of the decline programs and moving the introductory programs into growth will help ensure a balanced sports menu.

Sports had 548 enrollees in 2019 and net revenue of $72,307; combined with a 158% recovery of direct costs, sports was one of the top-performing program areas. Youth sports and leagues were given a rating of excellent or good by 93% of community survey respondents. An estimated 1,871 households expressed their need for adult sports and leagues was either "partly met" or "not met." Further development of adult sports options would expand the current menu to reach more of the resident population. A resurgence of activities such as dodgeball and kickball for young adults and pickleball clinics and leagues for older adults has helped to rekindle sport opportunities.

Theatre

The theatre program area consists of instructional acting classes, performing arts camps, and theatrical productions geared toward performance art. The classes, rehearsals, and performances take place at the Department's historic Town Hall facility. The program boasts high-quality, year-round theatre opportunities for young people and their families. Focused on youth audiences, the theatre productions are performed by young people and adults alike.

Theatre's position in the marketplace is extremely high, due to very reasonable pricing and only one children's theatre within a 20-minute drive. The impact if the theatre program went away was rated as extremely high. Impact and execution outcomes scores were low, both averaging a 2.4. According to staff, this was largely due to low class participation numbers and the lack of instructor availability. The theatre classes had classes that fell into each life cycle stage; however, the quantity of programs in the decline stage indicate a need for reassessment.

In the community needs survey, 100% of respondents rated the theatre performances or classes as excellent or good. In 2019, 124 people participated in theatre classes, resulting in $15,807 net revenue. Contrary to that success, the theatre performances had much higher participation numbers (404), but realized a net loss of -$110,406. These net revenue figures do not include the Town Hall facility expenses. Future in-depth examination of the theatrical operations must occur to help ensure the control of revenue and expenses and to confirm the appropriate percentage subsidy from other program areas and/or tax funding.

When survey respondents were asked how supportive they would be to utilize the existing theatre building for additional revenue generating purposes, 73% responded "very supportive" and "somewhat supportive." The theatre program established a strategic plan that encompasses the 2019 to 2023 timeframe. The strategic plan helped to set a course for the theatre program's immediate future. The strategic plan does include reference to "supplemental revenue opportunities," which aligns with survey respondents' desire for the theatre to explore additional revenue generation. BerryDunn concurs with the document's goal of conducting a quarterly review of the strategic plan's progress and consistently reporting out on the plan-driven accomplishments.

Youth Care

Youth care programs consist of Rec'ing Crew (i.e., after-school childcare), school days off, summer camps, and Lil' Crew (i.e. short-term, drop-off childcare service). Rec'ing Crew meets daily after school; the school district transports children to the RecWest facility. Multiple summer camps appeal to a variety of ages and interests, including nature, adventure, art, and theatre.

Overall, the youth care program area scored a 3.3, the second highest of the seven areas observed. The leverage outcome scored the highest of all five outcomes areas with a perfect 4.0. Competitive advantages identified by staff included convenience, school transportation, and on-site swimming.

Gaps in youth care services were extremely minimal—only two days of non-care were identified between the end of summer camp's 11 weeks and the two days prior to the beginning of the school year. Net revenue in 2019 was $133,715, the highest of all program areas by more than $47,000. Continued maximization of the youth care services will assist with sustaining the Department's financial strength. Consider additional marketing of youth care programs, including the advertising presence of Rec'ing Crew in every activity guide.

Participation in Lil' Crew was extremely low in 2019, and staff rated its financial performance as low. The space is reserved on a daily basis for only a handful of participants. The demand for a partial-day childcare service has not proven itself; therefore, modification of the existing service is recommended. Different early childhood general interest classes and experiences rooted in socialization and education could be an alternative programmatic opportunity for the space. Perhaps the need for an all-day service will be identified as a post-pandemic need; if so, that could be an alternative use for the room.

Sports and Leisure Market Potential

BerryDunn used the Sports and Leisure Market Potential Report, created by ESRI, to measure the likelihood of the Department population to participate in recreational activities. The report interprets the data collected by Growth for Knowledge Mediamark Research and Intelligence, LLC (GfK MRI) in a nationally representative survey of U.S. households.

The data measures the national propensity to use various products and services and then applies it to the specific geographic location that the Department serves. A Market Potential Index (MPI) that is assigned to each item measures the relative likelihood of the adults in the specified area to exhibit certain consumer behavior compared to adults elsewhere in the United States. An MPI of 100 represents the U.S. average. The top active recreational activities residents will likely participate in (based on an MPI over 100) include:

Table 12: Active Recreational Activities

ACTIVE Recreational Activity	Adults/Households		MPI
Participated in golf in last 12 months	5,133	10.9%	131
Participated in yoga in last 12 months	4,913	10.4%	129
Participated in weight lifting in last 12 months	6,221	13.2%	127
Participated in skiing (downhill) in last 12 months	1,661	3.5%	127
Participated in hiking in last 12 months	7,252	15.4%	125
Participated in bicycling (road) in last 12 months	5,648	12.0%	123
Participated in canoeing/kayaking in last 12 months	3,957	8.4%	123
Participated in ping pong in last 12 months	2,270	4.8%	123
Participated in walking for exercise in last 12 months	14,173	30.0%	122
Went to beach in last 12 months	16,615	35.2%	121
Participated in backpacking in last 12 months	1,943	4.1%	120
Participated in swimming in last 12 months	9,071	19.2%	118
Participated in tennis in last 12 months	1,908	4.0%	117
Participated in Pilates in last 12 months	1,329	2.8%	114
Participated in jogging/running in last 12 months	6,814	14.4%	113
Participated in Frisbee in last 12 months	2,105	4.5%	112
Participated in aerobics in last 12 months	3,994	8.5%	111

ACTIVE Recreational Activity	Adults/Households		MPI
Participated in bicycling (mountain) in last 12 months	2,188	4.6%	111
Participated in ice skating in last 12 months	1,458	3.1%	108
Went to zoo in last 12 months	6,131	13.0%	105
Participated in boating (power) in last 12 months	2,338	4.9%	105
Danced/went dancing in last 12 months	3,440	7.3%	101

Twenty-two active activities scored over 100 MPI; most communities have scores over 100 for 31 activities, on average. This indicates a lower than average opportunity for future program growth. Twelve activities to give particular attention to are: beach visits, walking for exercise, golf, hiking, weight lifting, yoga, swimming, road bicycling, canoeing/kayaking, ping pong, jogging/running, and aerobics. These twelve activities ranked highest in both percentage of expected adults and MPI top-20 individual rating analyses and are therefore the top potential active activities for growth. Figure 26 depicts the activities with the highest combined rating of percentage of expected adults and MPI.

Figure 26: Top Active Recreational Activities
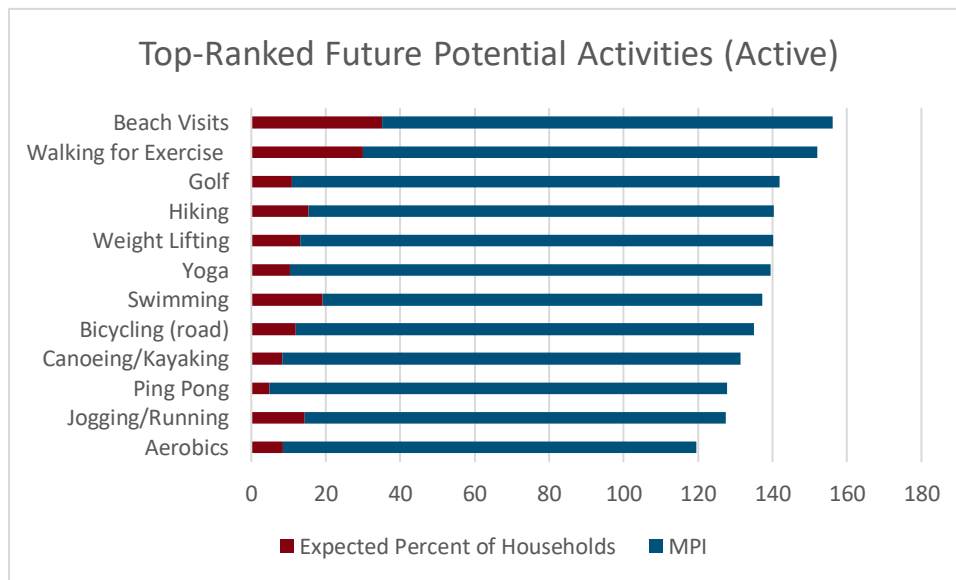
Five of the top twelve top-scoring activities can generally be identified as outdoor recreational experiences, and four others can be done inside or outside; therefore, outdoor programming in general would likely be a high priority for a large percentage of the population. Walking for exercise, weight lifting, yoga, swimming, ping pong, jogging/running, and aerobics are activities that can be done within

existing Department facilities. Because the Department already provides these services within existing facilities, the results validate their continuation due to the strong market potential.

Due to the wide range of ages that can also participate in these activities, indoor and outdoor walking clubs or classes would likely be well received and successful. Future program considerations should include the programs with the highest percentage of household and MPI measurement; therefore, additional activities to consider include trips to the beach or ping pong instruction. An important note, the strong beach visit results factor in opportunities to travel to regional bodies of water as well as local rivers and lakes. Despite golf's high MPI score, BerryDunn does not recommend the Department add targeted golf programming due to the sufficient supply of courses within 20 miles that can support golf instruction. However, relational activities, such as yoga for golfers, could be quite successful.

In addition to monitoring the top active recreation trends, attention should also be given to passive recreation trends. The market potential for passive activities is interesting in that 38 activities scored over 100, two more than a national benchmark average (36) for passive activities.

Table 13: Passive Recreational Activities

PASSIVE Recreational Activity	Adults/Households		MPI
Attended classical music/opera performance/12 months	2,707	5.7%	147
Went to live theater in last 12 months	7,191	15.2%	138
Went to art gallery in last 12 months	5,087	10.8%	136
Went to museum in last 12 months	8,507	18.0%	131
Participated in book club in last 12 months	1,830	3.9%	129
Attended rock music performance in last 12 months	5,750	12.2%	127
Read book in last 12 months	19,124	40.5%	126
Did crossword puzzle in last 12 months	5,658	12.0%	123
Participate in indoor gardening/plant care	5,175	11.0%	123
Listened to/purchased audiobook in last 6 months	3,470	7.3%	122
Attend sports events	9,544	20.2%	121
Played board game in last 12 months	8,897	18.8%	120
Did furniture refinishing in last 12 months	2,279	4.8%	119
Did painting/drawing in last 12 months	4,408	9.3%	119
Did Sudoku puzzle in last 12 months	4,461	9.4%	119
Participated in word games in last 12 months	5,784	12.2%	119

PASSIVE Recreational Activity	Adults/Households		MPI
Listen to sports on radio	6,093	12.9%	117
Did baking in last 12 months	12,410	26.3%	117
Did birdwatching in last 12 months	2,474	5.2%	117
Did photography in last 12 months	5,405	11.4%	117
Cooked for fun in last 12 months	10,786	22.8%	116
Attended dance performance in last 12 months	2,447	5.2%	116
Played musical instrument in last 12 months	4,339	9.2%	116
Played cards in last 12 months	8,773	18.6%	114
Played computer game (online w/o software)/12 months	6,278	13.3%	113
Barbecued in last 12 months	14,747	31.2%	112
Played computer game (offline w/software)/12 months	3,808	8.1%	111
Gambled at casino in last 12 months	6,840	14.5%	110
Did photo album/scrapbooking in last 12 months	2,309	4.9%	110
Participated in trivia games in last 12 months	3,452	7.3%	110
Participated in fantasy sports league last 12 months	2,398	5.1%	109
Attended a movie in last 6 months	30,126	63.8%	109
Attended country music performance in last 12 months	3,295	7.0%	109
Did woodworking in last 12 months	2,546	5.4%	108
Attended adult education course in last 12 months	4,044	8.6%	107
Attended horse races in last 12 months	1,226	2.6%	107
Attended auto show in last 12 months	2,964	6.3%	103
Played video/electronic game (portable) in last 12 months	2,218	4.7%	100

The top thirteen passive recreation themes in Washington Township are: read a book, attend live theatre, museum visits, art gallery visits, baking, attending sports events, attending rock music performances, board games, crossword puzzles, indoor gardening/plant care, word games, Sudoku puzzles, and photography. These thirteen activities ranked highest in both percentage of expected adults and MPI top-20 individual rating analyses and are therefore the top potential passive activities for future growth. Figure 27 depicts the activities with the highest combined rating of percentage of expected adults and MPI.

Figure 27: Top Passive Recreational Activities

Top-Ranked Future Potential Activities (Passive)

Read a book
Attended live theatre
Museum visit
Art gallery visit
Baking
Attended sports events
Attended rock music performance
Board games
Crossword puzzles
Indoor gardening/plant care
Word Games
Sudoku Puzzle
Photography

0   20   40   60   80   100   120   140   160   180

■ Expected Percent of Households   ■ MPI
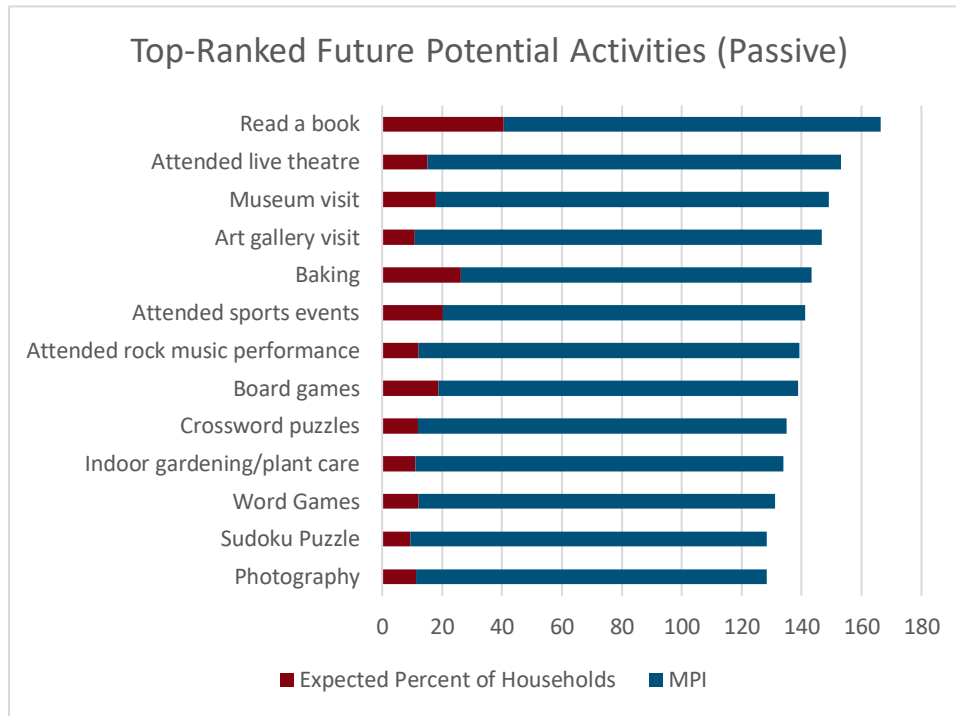
Trips to theatrical performances, local museums, art galleries, sporting events, and music concerts show great future market potential. Reading books had such a high market potential rating that further discussions should continue with the library to determine how collaborating could meet the community's needs. Adult education classes that could include baking, indoor gardening/plant care, or photography also show great potential. Organized board game and card groups could offer passive recreators an opportunity to socialize.

The data presented in the Sports and Leisure Market Potential Report helps provide details regarding how Washington Township residents recreate. The 22 active and 38 passive activities that scored an MPI over 100 allude to the fact that Washington Township residents have more potential to be participants in passive activities than active recreational endeavors. The national benchmark is 65, which is higher than Washington Township's total of 60. When planning for the future, it is important to identify which activities listed, with either a high MPI or on the top-ranked list, are not currently available through the Department, but should or could be developed.

Activity Guide Review

The *Washington Township Recreation Center Activity Guide* (Activity Guide) is a printed publication that lists a variety of program opportunities for each of the four seasons. Two activity guides are published each year; each one contains information for two seasons of programs. The full-color catalogues provide information such as day, time, date, location, and registration code for each type of program offered. The Activity guide uses photos to provide visual context to the printed text, offer emphasis, and, at times, capture actual participants in action. The programs are categorized into core program areas, such as aquatics, fitness, youth care, sports, theatre, and enrichment; each category is emphasized with its own header and footer band of color. The material is presented in an easy-to-read, clean font, with appropriate bolded emphasis on program titles, column headers, ages, and fees. Overall, the publications have a solid, well-executed design foundation.

Department staff mentioned that they do not have sufficient space in the Activity Guide to include all of the Department's seasonal offerings. For example, facility rental information and birthday party services are missing from the publications. Now that the current activity guide's structure has a solid design base established, BerryDunn suggests a sales-minded design approach in the future. Every opportunity for the Department to earn revenue should appear in the publication. Calls to action, such as, "Become a member today!" is a sales-minded component to incorporate throughout the activity guide.

One technique to create more space in the current publication's layout without exceeding current page length is to consolidate the two seasons. Currently the first half of the Activity Guide depicts one season's offerings (e.g., spring), and the second half depicts the second season's offerings (i.e. summer). A negative result of this approach is the repetition of program description content between the two seasons. The approach also uses more table headers, photos, and fee boxes. To reduce content duplication, merge all categorical program content into a single category location within the publication. Therefore, the program title, description, column headers, and fees appear once, followed by both season's activity "rows" of individual section content. In addition to saving the two season's title pages, an estimated two to four additional pages become available for other service-related content.

In addition to marketing facility rental and birthday party services, a more thorough enrichment center description and program information should be included in the Activity Guide. Incorporate detailed content as to what the recreation center membership includes, who may purchase a membership, and the membership registration process. Use the Activity Guide to communicate program registration information, a registration form, refund policy, cancellation policy, and staff contact information. Highlight all of the Department's facilities, as well as a fee structure key. Repeat Rec'ing Crew information in every season's guide, to promote the service to potential newcomers during the school year and encourage registration into the program over the summer. Finally, be sure to include information regarding whom the Department serves as residents.

Best Practices

This section addresses key areas of best practices for recreation program and facility performance, including the following attributes:

- Quality standards
- Customer requirements
- Key performance indicators
- Cost recovery goals

A key to developing consistent services is the use of service and program standards. As program growth continues, and as staff time permits, standards can be deployed throughout the entire recreation program system, such as customer requirements, instructor standards, safety, continuous staff trainings, and program quality.

In addition to standards, efforts should be made to develop a listing of key customer requirements for core program areas. Key customer requirements are areas of the program purchasing process that are most important to registrants. For example, an adult yoga participant's key requirements might include: cost of the class, quality of facility maintenance, cleanliness of restrooms, quality of the instructor, class times, and location of the facility. Staff must then successfully deliver the items most important to the customer. This also reinforces key elements of service with which staff should become familiar.

Customers should identify key requirements and can be included as part of an importance/performance matrix. The matrix determines how important a requirement is to the customer and how the Department is performing. Surveys and program evaluations should include questions that assess customer satisfaction in these areas.

The development of key performance indicators could also use strengthening. Organizations that measure performance also often have a documented process in place to help ensure follow through on results. A robust measurement system generally includes a more comprehensive set of measures, including:

- Number of programs per age segment
- Customer satisfaction
- Facility utilization rate
- Cancellation rate
- Cost recovery rates by core program area
- Number of new programs offered annually (to drive innovation)
- Household percentage of program participation
- Percent of programs in introduction and growth life cycle stages

- Market penetration by age group
- Customer retention, repurchase intent, and referral

Cancellation Rate Details

The difference between the number of courses offered and the number of courses held results in the cancellation rate. A higher rate will generally indicate one of two things: either a) the programming team has been charged with trying new, innovative programs that have not been successful yet, or b) the programs being offered simply are not meeting the needs of the community. The first scenario requires patience and perseverance to allow time for exploration and to push communication efforts. The second scenario requires research to understand what factors contributed to the program cancellations (e.g., instructor performance, child aged-out, or other barriers such as time, day, transportation). Typically, the target range of a "desirable" cancellation rate is between 10% – 20%, with 12% – 15% being most ideal. Any higher than 20% indicates the staff are doing a lot of work preparing for and marketing courses that do not run. A goal of the Department could be to help ensure all program area cancellation rates are below 20%.

Cost Recovery Details

Best practice agencies have identified cost recovery goals for core program areas. The goal can be calculated from actual performance in the three most recent years' financial results by core program area. This should be accompanied by a cost of service study to determine indirect charges and identification of true costs of service. The Department's current business plan development includes a cost of service study component, which will be helpful in creating a standardized approach to pricing services.

Recommendations

The following recommendations summarize the opportunities to strengthen the Department's performance.

Demographic Considerations:

- Increase registration-based active adult programming to accommodate the anticipated 27% increase in adults over 55 years of age.

- Extend the programmatic reach to the age segments that have the highest spread between offerings and population.

- Help ensure the intentional outreach and inclusion of cultural groups in future program development, planning, and implementation to keep services relevant.

- Explore new opportunities to reach young adult, family, and all age markets.

Continued Analysis

- Review the life cycle stage breakdown for each program category and identify opportunities to create a more balanced menu. Introduce niche aquatics programming; address declining theatre programs; and reduce the percentage of mature programs in enrichment and sports.

- Seek balance in the Department's outcomes, specifically focusing on more impactful community outcomes, as well as intentional leveraging of programs. Specifically, focus on partnerships, collaborations, and tactics by which to cross-promote programs. Focus on the role of existing programs as feeders into other programs.

- Review the program performance results to determine whether the core program areas are landing in the desired quadrant. If not, design program and marketing plan(s) to initiate change.

- Develop service and program standards.

- Identify customer requirements for core program areas.

- Establish key performance indicators and a process to measure performance.

Programming:

- Expand aqua fitness classes as a part of increasing active ager services. Increase the quantity and variety of offerings.

- Differentiate the aquatics program to capitalize on niche aquatic services not available elsewhere in the community.

- Expand enrichment center services with a focus on long-term fitness, health, and well-being. Add senior art, dance, and theatre. Increase the number of open hours per week and consider a more integrated multigenerational use of the RecWest building.

- Identify the Department's unique market position in fitness and subsequently shift programmatic and facility offerings to support that position. Two possible niche markets include youth/family fitness and active aging fitness.

- Increase adult sports programs to fulfill the unmet need and to enhance adult program offerings.

- Utilize the existing theatre building for additional revenue generating purposes. Examine theatrical operations to help ensure the control of revenue and expenses and to confirm the appropriate percentage subsidy from other program areas and/or tax funding. Continue the successful execution of the Town Hall Theatre 2019 – 2023 strategic plan.

- Maximize youth care services to sustain the Department's financial strength. Consider additional marketing of youth care programs, including the advertising presence of Rec'ing Crew in every activity guide. Replace Lil' Crew with alternative early childhood programs.

- Capitalize on the success of birthday party services by finding ways to add more options into the supply of available timeslots.

- Consider adding high market potential active and passive programs.

- Continue to collaborate with local resources to provide programs with high-market potential, such as hiking with the Centerville-Washington Park District and book clubs with the Washington-Centerville Public Library.

- Help ensure that new recreation programs align with the community needs survey's identified priority areas.

Activity Guide Considerations:

- Consolidate the activity guide layout to cover each program area once.

- Use a sales-minded approach to the Activity Guide's content and design. Advertise all programs and services in the Activity Guide.

7.0   Facility Assessment

The facility assessment reviewed the Department's usable existing facility inventory. Each facility's size, existing features, and current usage are described in the following pages.

RecPlex East

The Township opened RecPlex East (formerly the Rec Center) in 1989. This facility provides spaces for a wide variety of recreation programs and events. The facility includes an aquatic center with two bodies of water, two gyms, a fitness center, a climbing wall, three multipurpose rooms, locker rooms, and a walking/running track that overlooks the main gym and other portions of the facility.

There is a lobby area with a registration desk and eight offices. The parking lot has 188 spots (including 6 handicapped spots). There are three locker rooms: one for men, one for women, and one for women with small children. The facility also contains three sets of washrooms. Three rooms are dedicated to maintenance (approximately 200 square feet each), and a separate garage in the park (approximately 1,000 square feet).

Size

Approximately 50,000 square feet in total space, including a 19,000 square foot aquatic center

Existing Features

- Aquatic Center (lap and recreation pools)
- Main gym
- Auxiliary gym
- Fitness center
- Climbing wall
- Activity Room
- Craft Room
- Babysitting Room
- Locker rooms
- Two-lane walking/running track (1/11 mile)
- Small workout area with various dumbbells, Roman chair, and pull-up bar

Aquatic Center – Lap Pool

The lap pool features lanes for recreational or competitive swimming and a diving well. Additionally, the two water slides plunge into the lap pool. The water temperature in the lap pool is kept at 82 degrees.

The facility includes an electronic timing system for competitive swimming and bleacher spectator seating overlooking the pool deck.

There are two offices (one for the lifeguards and one for the swim team) and two storage rooms.

In addition to swim instruction, fitness programming, and open swim times, the pool is available for rental—either in sections or in its entirety.

Features

- Eight 25-yard lap lanes
- Attached 12-foot diving well with one-meter diving board
- Two water slides
- Spectator seating for up to 500 people
- Electronic timing system for competitive swim meets
- Two offices
- Two storage rooms (one is 10' x 10' and one is 10' x 20')

Aquatic Center – Recreation Pool

The recreation pool is a warm-water pool with zero-depth entry access and play structures for small children. This pool is mainly used for preschool swimming, swim instruction, water therapy classes, other aquatic programs, and open swim.

Existing Features

- Zero-depth entry
- Play structures such as rain tree, frog slide, and turtle for children
- The water temperature is kept between 86 and 88 degrees

Main Gym

The main gym is used for athletic leagues, fitness classes, youth sports, open gym time, and special events. Rentals are available for the full or half gym.

Size

- 7,500 square feet

Existing Features

- Wood floor lined for basketball, volleyball, and Pickleball
- Six basketball rims suspended from the ceiling are adjustable up and down and side to side
- Divider curtain to split the gym into two separate spaces
- Bleacher seating for 230 spectators
- Walking track overlooking gym floor
- Minimal storage – 10' x 10' closet

Auxiliary Gym

The auxiliary gym is used primarily for athletic leagues, youth sports programs, recreation classes, and open gym time. The auxiliary gym is also available for rental.

Size

- 5,600 square feet

Existing Features

- Wood floor basketball and volleyball
- Two portable and adjustable basketball rims
- Spacious (10' x 30') storage closet
- Parent viewing area (outside the space with a view into the gym)

Fitness Center

Use of the fitness center is available by purchasing a membership or paying the daily fee.

Size

- 1,509 square feet – capacity is 25 people

Existing Features

- Small office (5' x 5')
- Water fountain

Equipment

Cybex:
- Seated Leg Press
- Leg Extension
- Leg Curl
- Glute
- Cubex Eagle Hip Abduction/Adduction
- Dual Axis Chest Press
- Prestige Fly/Rear Delt
- Dual Axis Row/Rear Delt
- Lat Pulldown/Seated Row
- Overhead Press
- Arm Curl
- Arm Extension
- Back Extension
- Ab Crunch

- Set of Dumbbells 5 lbs. – 70 lbs., Rubber Coating Hex
- Flat Bench
- Incline Bench
- Sit-up Bench
- Concept II Rower

Cardio:
- 5 Cross-Trainers, Precor
- 1 NuStep Cross-Stepper
- 5 Recumbent Bikes, Precor
- 2 Standard Bikes, Precor
- 2 Treadmills, Precor
- Various slam balls/medicine balls

Climbing Wall

The climbing wall can be utilized by up to seven climbers or 25 boulderers simultaneously. Climbing times are available through climbing classes, open climb times, and birthday parties.

The climbing wall can be rented but is not included in the full Rec Center rental package. Group rental rates include staff costs for belayers, which are required for safety.

Existing Features

- 25' x 36' climbing wall with seven vertical rope courses including dozens of hand and foot holds

Activity Room

The activity room is located near the aquatic center. This space can be used as a recreation program room, party venue, or rental space.

There is a small kitchen (that includes a refrigerator, freezer, icemaker, dishwasher, sink, and cabinets) adjacent to the room that is also available for programming and private rentals. Doors lead into the kitchen from the activity room and from the hallway.

Size

- 1,209 square feet – capacity is 178 people with chairs and 83 people with chairs and tables

Existing Features

- Attached kitchen (176 square feet) for private rentals and functions
- Vinyl flooring
- Small (10' x 10') storage closet

Craft Room

The craft room is located near the aquatic center. The space is used for recreation programming, meetings, and rentals.

Size

- 780 square feet – capacity is 114 with chairs only and 53 with tables and chairs.

Existing Features

- Ability for set up in classroom setting or for meetings, parties, or other activities
- Vinyl flooring
- White Board

Multipurpose Room

The multipurpose room provides a babysitting space for children while their parents are using the facility, classes, and rentals. This space can be divided into two as it has a side-to-side tracking room divider with corresponding hallway door access.

Size

- 780 square feet – capacity is 109 people with chairs only and 53 people with tables and chairs

Existing Features

- Small kitchenette with stove, sink and cupboards
- Small bathroom with one toilet and one sink
- The flooring is part tile and part carpet

RecPlex West

RecPlex West (formerly Rec West) is the Department's second recreation facility and is adjacent to the RecPlex East. A former movie theater, the facility features multiple programmable spaces including an auditorium with projector, a multiuse gymnasium, a dance studio, programming space for toddlers through teenagers, and multiuse space. Total capacity for the entire facility is 780.

Existing Features

- One large gym
- Auditorium
- Dance studio
- Game room
- Indoor playground
- Group fitness studio
- Three multipurpose rooms
- 199 parking spaces including 15 handicapped spots

Large Gym

The large gym is used for basketball, fitness classes, and other recreation programs and activities. There is a small amount of elevated spectator seating. The gymnasium is available for rental.

Size

- 3,960 square feet with a capacity of 68 people

Existing Features

- Wood floor lined for basketball, volleyball, and table tennis
- Two portable, adjustable basketball rims
- Elevated seating for spectators

Auditorium

The auditorium is one of the movie theaters that was left in place when the facility was converted into a public recreation venue. This space is used for camps, Rec'ing Crew, enrichment, and events. It is also available for rental.

Existing Features

- Theater style, stadium seating for up to 280 people
- Movie screen, projector, and sound system

Dance Studio

The dance studio is used primarily for fitness classes, dance instruction, and rentals. The room is equipped with mirrors, ballet barres, and other dance equipment.

This room is available for rental.

Size

- 1,968 square feet with a capacity of 20 people

Existing Features

- One wall of mirrors and one wall of ballet barres
- TRX equipment attached to the ceiling
- Rolled vinyl floor with an overlay of a Marlay dance floor
- Three storage closets (2 4' x10' and one small closet 3' x 3' for equipment)
- Sound system

Game Room

The game room is a multipurpose space that was formerly a teen center. Now it is used primarily for camps, Rec'ing Crew, and some enrichment programs. This room is available for rental.

Size

- 1,632 square feet with a capacity of 40 people

Existing Features

- Foosball and air hockey table
- Large TV
- Lounge seating
- Computer access
- Storage closet (10' x 10')
- Carpeted floor

Indoor Playground

The indoor playground is directly adjacent to the game room and contains a variety of features geared toward children ages three to six years old. The space includes a playhouse and a slide. It is used for preschool, camps, and parties. It is open to pass holders and can be used by non-members by paying the daily fee. This space is available for rental.

Size

- 1,638 square feet with a capacity of 40 people

Existing Features

- Indoor playhouse including swing for young children
- Various features and activities for young children
- Part vinyl and part carpet flooring

Group Fitness Studio

The group fitness studio is a programmable space for fitness classes, athletic programs, camps, and preschool.

Size

- 1,600 with a capacity of 16 people

Existing Features

- Wood floor with mats mounted along one wall
- One wall of mirrors

Equipment available for fitness activities

- 2 StarTrac recumbent bikes
- Various dumbbells, 3 lbs. to 35 lbs.
- NuStep Cross-Stepper
- Concept II Rower
- Precor stretch machine
- Paramount bench press, bi/tri machine, hi/lo back, leg press, ab/lower back, and leg extension/curl

Middle Lobby

The middle lobby is an open space and the main entryway into RecPlex West. This space is most effectively utilized for larger events such as banquets, expo style events with vendor tables and booths, or large parties. It is also used for camps and Rec'ing Crew. This space is available for rental.

Size

- 2,548 square feet with a capacity of 216 people

Existing Features

- Carpet flooring
- Janitorial closet and table storage off this space

Left and Right Lobbies

The left and right lobby spaces are smaller program spaces flanking the middle lobby. Both spaces are utilized by Rec'ing Crew, for book discussions, and for smaller functions or meetings. Both spaces are available for rental.

Size

- Each lobby is 576 square feet with a capacity of 25 people

Existing Features

- Carpet flooring

Enrichment Center

The Enrichment Center is attached to Rec West and focuses on serving the 55 and older population. Opened in 2015, the center has six rooms and offers programming such as cards, board games, and puzzles to encourage social interaction between senior members of the community. The center partners with local organizations such as Walnut Creek Senior Living Campus for free beverages during programing hours, and the Senior Resource Center, which provides federally funded lunches several days per week. The Washington-Centerville Public Library also has a variety of books and DVDs available for loan from the center. In addition, there is a small fitness center next to the main community room designated for active adults who utilize this center.

Size

- 9,000 square feet total

Existing Features

- Dining room – 2,288 square feet with a capacity of 214 people with table and chairs
- Large kitchen – 690 square feet with sinks, stoves, dishwasher, freezers, fridges, and ice maker
- Card room
- Art room
- Lounge with wall-mounted TV and fire place
- Fitness center dedicated to users of the Enrichment Center
- Three staff offices and a reception desk
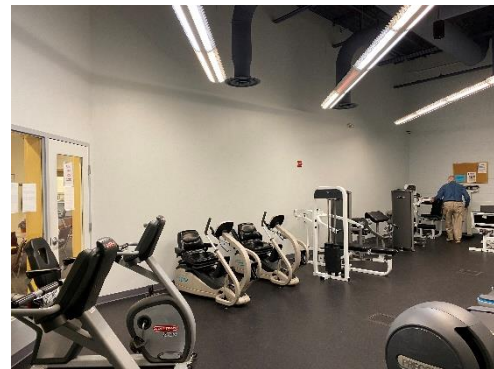
Town Hall Theatre

Auditorium

The auditorium is the central focus of the Town Hall Theatre. The Township built this facility in 1909.

The auditorium, which is Americans with Disabilities Act (ADA) accessible, features a full main stage with lighting and sound equipment. The auditorium is used for performances and rentals. Within the theatre are two smaller programmable spaces, including the bicentennial and rehearsal rooms. Folding chairs and tables are available for use if needed. All spaces are available for rental. The bicentennial room is used for rehearsals, camps, and classes. The rehearsal room is used for rehearsals, camps, classes, intermissions, and rentals.

Sizes

- Total of 5,935 square feet (not including lobby, restrooms, storage spaces, or offices)
- Auditorium – 1,262 square feet with capacity of 358 people
- Rehearsal room – 1,350 square feet with capacity of 200 people
- Bicentennial room – 1,365 square feet with capacity of 200 people
- Dressing room – 700 square feet with capacity of 20 people

Existing Features

- Theater seating for up to 358 people
- ADA-accessible auditorium
- Main stage with sound and lighting equipment
- Two smaller rooms for various programming
- Four office spaces – one on the main floor, two on the second floor, and one in the bicentennial room
- Three sets of restrooms
- Minimal storage throughout – the largest area is the costume room at 200 square feet
- 100 parking spaces, including handicapped

Countryside Park

Adjacent to the RecPlex buildings are 26 acres of park land that comprise Countryside Park. This is the only park owned and operated by the Department; the other community parks are owned and operated by the Centerville-Washington Park District (Park District). Countryside Park boasts 1.3 miles of gravel trail path used for walking and jogging, a picnic shelter that can accommodate 40 guests, three ponds, sports fields, a butterfly-themed playground, an historic cabin, and the Stolz building, which is used for storage.

Recommendations

Facility Space Review: Engage a licensed architect to conduct a facility space review of the Department's indoor facilities. A licensed architect will provide expert insight into any structural challenges the buildings might have. The architect will identify opportunities to inform discussion on future facility maintenance, renovation, and/or construction needs. Focus should be placed on the individual program spaces in relation to the building as a whole. Each program space should be rated on a series of programmatic factors, and the public service/support spaces (e.g., bathrooms, waiting room, aesthetics) should also be assessed. The resulting scorecard should provide a prioritization tool that outlines facility needs and potential opportunities.

RecPlex East Multipurpose Room: A refurbishment of the multipurpose room will brighten, modernize, and freshen the space to create a more attractive and welcoming experience. Recommended changes include new paint, single-surface flooring throughout, lighting, and cabinetry. Maintain one wall of the room for service/storage functionality, with a sink, small refrigerator, countertop, and storage space. This increases overall functionality of the space for programming and rentals alike. The space will feel larger and more cohesive with the divider wall removed. The resulting renovation will create a more desirable space for rental functions such as family events, corporate meetings, and club celebrations. Prior to conducting the refurbishment plan, complete a feasibility study for the space. Create the suggested room schedule, calculate the intended programmatic net revenue potential, and subsequently the potential return on investment.

Town Hall Theatre: A heavily subsidized facility, the space requires upgrades to support programmatic growth and increased use. To support the participants' comfortable class, practice, and spectator experience, the heating, ventilation, and air conditioning (HVAC) system needs repair. Additionally, consider upgrades to the system that would enhance the air filtration's reduction of airborne contaminants, such as viruses. The restrooms require upgrades to accommodate patrons with accessibility needs. Overall, the décor could use freshening and updating, to create a desirable destination space for participants and renters alike. A long-term rental group, such as a church, could provide a stable revenue stream into the facility during typically off-peak times (e.g., Sunday morning); however, upgrades must be completed in order to attract such groups. Structurally, the space could support small wedding ceremonies quite well; however, modern décor standards and the above-

mentioned upgrades are necessary changes before the service could be implemented. A detailed feasibility study should be completed for the facility, whereby additional revenue potential through classes, short-term and long-term rentals, and events is vetted for fiscal viability.

Stolz Building: Old and in disrepair, the facility should not be used as a programmatic space unless a renovation project is completed. Currently, the building's core function is storage. The $5,000 annual cost to maintain the building as-is represents a fiscally achievable short-term reality, as opposed to the estimated $400,000 cost to tear down the building. Upon architectural review, a cost-benefit analysis of a renovation versus a demolition should be conducted. The community engagement process revealed mixed sentiment as to how the Department should proceed with the building. As the Department considers programmatic expansion—and subsequent facility needs to support those programs— renovation of the Stolz building could support increased space needs. Alternatively, the Department could consider a public-private partnership. A complimentary service, such as a mental health office, art studio, or food service (e.g., ice cream parlor), could encourage the RecPlex complex and Countryside Park as a community destination. In these examples, the immediate access from the Stolz building to the park is extremely advantageous for nature-based therapy, outdoor art expression, and food consumption in a post-pandemic environment.

Countryside Park: The community engagement process identified confusion regarding which entity— the Department or the Park District—operates Countryside Park. Additionally, community needs survey respondents indicated trails and greenspace and natural areas should receive investment priority. Working to ensure the trails are in good repair and the park is maintained to high quality standards are immediate ways the Department can take action on the public's feedback. As the Department and Park District continue to develop their memorandum of understanding, the Department can identify potential opportunities to increase participation and revenue through increased Countryside Park programming, either independently or collaboratively with the Park District.

RecPlex East and RecPlex West: The Department's fiscal reality is the current capital improvement budget cannot support any major renovations of the RecPlex East and West buildings. Long-term, big-picture planning can envision footprint expansion of the building(s), an enclosed catwalk/skyway between the buildings, and a RecPlex West entrance redesign. Expanding the footprint could allow larger indoor programmatic spaces, which will be sought in a post-pandemic society. Creating a central entrance into the RecPlex West building would foster a more accessible access point that promotes an efficient use and connection of the former Rec West and Enrichment Center sides of the building. Physically connecting RecPlex East and RecPlex West would further promote the use of service in both facilities, and subsequently result in increased participation. These ideas are long-term solutions that would require a large capital investment to implement.

Systemwide: Overall, the Department should consider LED lighting throughout its buildings. The aesthetic environment for every space should follow a brand image that is light, refreshing, in good

repair, and modern. Additionally, continue to execute the existing ADA Transition Plan to promote fully accessible facility spaces. Finally, with post-pandemic realities in mind, patrons will require open spaces that are maintained via extremely high cleaning protocols. HVAC systems that support viral contaminate filtration will become the norm.

8.0   Funding and Revenue Strategies

The funding and revenue strategies review is intended to help ensure that the Department meets service goals, improves performance, and enhances the cost effectiveness of service delivery. The Department can use the provided recommendations as a starting point for establishing realistic goals and measuring fiscal performance.

Due to the current climate and circumstances, the Department must balance the mission of providing services for the good of the community with the need to sustain itself fiscally. The strategies described in this section are designed with a business mindset, focused on yielding positive net results; this is to help ensure fiscal recovery from the COVID-19 pandemic impact, and future fiscal sustainability.

Which programs to invest in?

Programs that are already established and doing well, such as those in quadrants one and two of the 2019 Program Performance matrix (page 46), can provide insight to known potential. Based on 2019 participation and net revenue figures, camps, Rec'ing Crew, fitness, sports, and theatre classes are the programs to give particular focus to. Increasing the capacity of these programs and the number of enrollees into these programs should be the first, low-hanging fruit task. Program procedures, systems, staffing, and history are already in place, unlike new programs that would need new staff/instructors, procedures, et cetera.

A hypothetical example of the fiscal results achieved through program expansion would be the application of a "10 more" concept. If the Department increased enrollment in its top-five performing programs by 10 participants each, the potential net revenue increase could be $18,500 in one year. This calculation was based upon the average net revenue earned per participant in 2019, as depicted in Table 14.

Table 14: Top-Five Performing Programs

Program	Number of Enrollees	Average Net Revenue per Enrollee
Camps	183	$731
Rec'ing Crew	91	$569
Fitness	188	$296
Sports	548	$132
Theatre Classes	124	$127

The investment of time, energy, and marketing dollars into these top-five producing program areas is likely to yield the highest positive net fiscal result. Extra effort by program staff, including personal calls to former participants and/or enlisting "bring a buddy" discounts could entice additional registrants into these established programs.

Aquatics Example

By dissecting the functions occurring in each program space, the Department can dig deeper into strengthening opportunities. The natatorium in RecPlex East is a key area that could benefit from a deep dive into how the space is currently being utilized in regard to capacity and revenue potential.

For example, the current License Agreement between the Township and WTRC Sharks Swim Team Inc. (Sharks) is a long-term agreement that provides the benefit of a community service. Upon review, the quantity of the Sharks' facility usage compromises the Department's ability to provide other aquatic programs during high-demand recreation times. The agreement outlines a large quantity of lane usage throughout the year (159 lane-hours per week) at a very low price point. BerryDunn used the License Agreement dated September 1, 2017, to calculate the approximate total price-per-lane amount as $4.87. Comparatively speaking, the retail value of a lane rented by a Township resident is $17 per hour. This calculation used the total annual fee of $28,800 (as outlined in the License Agreement), and yet did not include the unknown hourly usage totals from extraneous spaces such as the conference room or multipurpose rooms, as allowed per the Agreement. The Sharks are reaping the benefit of peak use times and a low total annual rental fee; the Department benefits from confirmed, long-term usage of the aquatic space.

While it is mutually beneficial to continue the relationship between the Sharks and Department, BerryDunn recommends a review of the current pricing agreement. The review should include factors such as a calculation of the Department's indirect cost-per-hour (i.e., electricity, HVAC, water) to operate the natatorium, preventative maintenance costs, and long-term repair and replacement needs. Additionally, the Department should calculate the potential lost revenue associated with every lane rented to the Sharks. After these factors are identified, the Department can make a better-informed decision that balances community need with fiscal realities.

To expand on the potential lost revenue concept above, BerryDunn calculated the potential net revenue that could be gained from adding six classes into the aquatic program menu. BerryDunn derived the sample calculation structure from the firm's previous feasibility studies. In this hypothetical example, two stroke clinics (three eight-week sessions) and four aquatics classes (six eight-week sessions) were assumed. Also assumed were the class prices, instructor wages, and number of participants. The stroke clinic figures used include $80 per class, $25 per coach, and 8 participants each; the aquatics class figures used were $70 per class, $20 per instructor, and 10 participants each. Payroll taxes and supplies/equipment allocations were also factored. By adding these six classes to the annual aquatic program menu, the Department could collect an estimated $14,148 net revenue. The potential net

revenue per hour in this example would equate to $58.95, or $29.27 per lane hour for two lanes. It is important to note that at least a portion of these sample classes would need to be added into peak program times (i.e., Monday through Thursday from 5 p.m. – 8 p.m.) to be successful.

Cost Recovery

Leading an agency that strives to embrace a strategic business plan requires the adoption of an articulated, defensible financial management policy. One of the foundational elements of a sound business plan is to develop a cost recovery policy. The cost recovery provides a management tool and a gauge by which the Department's leadership and staff can continuously assess operations. This will help ensure that the community receives the highest level of service in a cost-effective manner while the Department continues to respond to community needs.

Incorporating cost recovery as part of a financial plan can be complex and time consuming for organizations. The cost recovery philosophy embodies a decision to generate revenue by charging fees for programs and services in relation to the total operational costs to provide them. In most cases, undertaking cost recovery as part of business practice does not imply that the goal is 100% recovery of the cost; however, a target cost recovery goal is established according to a variety of organizational considerations. The establishment of a full cost recovery policy will:

- Provide transparency in the allocation of tax dollars
- Establish a framework for calculation of program fees and rationale for the pricing structure
- Provide a basis for management decisions for current and future service delivery
- Allow resource allocation to reflect community values
- Reduce dependence of recreation programming on the general fund

Service Categories

The Department offers a wide variety of programs and services for the residents of the community. Although there are existing basic cost recovery guidelines, BerryDunn comprehensively reviewed the Department's service category construct to align activities and services more appropriately for cost recovery analysis. Through a series of workshops and virtual correspondence, the staff developed a set of service categories that captures the entire menu of offerings for the community, dividing them into "buckets" of comparable services (e.g., introductory, open access). Ten service categories were developed without regard to age of participant, fee charged, or prior history of service alignment.

Open Access

Open access includes the public, unsupervised access to lobby areas, campus grounds, and Countryside Park. No fees or restrictions are associated with these activities, and there is no staff/volunteer supervision or oversight. Examples include walking paths, fishing ponds, playgrounds and picnic areas.

Drop-In Access

Drop-in access consists of fee-based self-directed activities that are not instructed by staff and do not require registration. Examples might include access to gymnasiums, climbing wall, walking track, fitness center, natatorium, and indoor playground.

Community Events

Community events are programmed, ticketed, or free events with broad community appeal and larger attendance. Examples might include Family Adventure Day, Woodland Lights, Town Hall Theatre performances, Movie in the Park.

Special Events

Special events are program-focused one-off events that could require a fee and/or target specific groups. Examples might include Breakfast with Santa, Grandparent's Swim, Jingle Bell Fitness.

Social Enrichment

Social enrichment includes staff-supervised or staff-instructed programs focusing on education, socialization, life skills development, and personal enrichment. These programs could require pre-registration or a fee. Examples might include youth care programs, including preschool, camp, school days off, Rec'ing Crew, as well as enrichment programs and babysitting classes.

Skill-Based Programs – Introductory

Introductory skill-based programs are for participants who are being introduced to a new skill and do not require any experience to participate. Examples might include beginner swim and diving classes, Intro to Acting, Couch to 5K, Intro to Core Dance, Intro to Archery, Tae Kwon Do Beginner, beginner youth sports classes, Acting 1, most land and aquatic fitness classes, and youth leagues.

Skill-Based Programs – Intermediate

Intermediate skill-based programs are for participants who have prior experience in a similar program and are looking to further improve their skill level. Examples might include Intermediate-Level Swim Lessons, Lifeguard Classes, Adult Advanced Beginner Swim Lessons, Intermediate Diving, Competitive Fencing, Tae Kwon Do Intermediate, Rock Climbing 2, Volleyball 2, Soccer 2, Basketball 2, Acting 2, adult leagues, and mainstage shows.

Skill-Based Programs – Advanced

Advanced skill-based programs are for participants who wish to master a specific skill, programs that are private (one-on-one), or provide small-group instruction. Examples might include private swim lessons, Masters Swim, WSI Classes, Adult Advanced Swim, Advanced Diving, High School Diving, Tae Kwon Do Advanced, Acting 3, and Personal Training.

Rentals

Rentals encompass the paid reservation of a facility or amenity that provides the renter exclusive use of Department space and/or property. Examples might include facility and room rentals, theatre sets, WTRC Sharks, and park shelter.

Enterprise/Retail

Enterprise/retail consists of service areas that provide individual benefit and are commercial in nature, similar to offerings made by the private sector. Examples might include concession and vending sales, auctions, senior transportation, and birthday parties.

Service Category Beneficiaries

After the service categories were identified, the team was then tasked to engage in a workshop exercise to discuss benefit of service to the community. The service categories were placed on a continuum from the most *community* benefit (1) to the most *individual* benefit (10). Staff were divided into groups and asked to discuss the social value of the categories and to assign a placement of each one of the categories in order from 1 to 10. Teams were reshuffled and the exercise was repeated. After three teams completed the exercise, an aggregate of all of the rankings was tallied and the categories were place on a continuum model. The model is in draft form (Appendix G), ready for completion after the Department staff completes the detailed cost of service exercise.

Due to the COVID-19 outbreak's disruption of departmental operations, the internal research needed to conduct a full cost of service analysis could not be completed. The firm recommends that the Department undertake a full cost of service analysis in order to complete the cost recovery goals (or tax subsidy goals) so that the cost recovery process can be fully operationalized.

A cost of service analysis will provide the Department with a better understanding of its cash flows, specifically related to expenses associated with personnel and benefits, services and supplies, and other expense categories associated with service delivery. These analyses will help the Department identify any structural issues that might need to be addressed in subsequent budget development processes.

The BerryDunn consulting team supplied the Department's staff with a template for calculating program costs, cost recovery percentage, and program fees based on cost recovery goals. The costs to be examined include:

- Variable Costs
- Fixed Program Costs
- Fixed Department Costs
- Department Support Costs (Indirect)
- Township Support Costs (Indirect)

Future Initiatives: Cost of Service Analysis and Fiscal Tracking

The Department staff should finish the cost of service analysis for all programs and services. By identifying all appropriate costs associated with service delivery in detail, the Department will have a clearer picture of the complete cost of providing programs and services. A full cost of service analysis will identify direct as well as indirect costs for personnel, non-personnel, and Township-wide overhead and/or general administration support efforts. This type of analysis will provide a defensible foundation for establishing fees and charges to recover costs.

Additionally, the Department should more intentionally track all revenue and expenses associated with each individual program and service. Successful completion of such monitoring will require the Department to implement a rigorous set of data collection and fiscal controls to capture all revenues and expenses associated with providing programs and services.

The Department has a wealth of experience and knowledge within it. The application of industry best practices coupled with a commitment to periodically evaluate the full cost of services will position the Department to provide the highest level of service to the community in the most efficient and effective manner possible.

9.0   Mission, Vision, and Values

Mission and Vision

BerryDunn engaged the Department's staff and key leaders in two strategy workshops in March 2019. The process affirmed the mission statement, "*We strive to build a shared sense of community for all by providing diverse programs in a safe and engaging environment."* Discussion ensued regarding the vision statement, which the Department has structured with four bullet points:

- *To be a leader in the community striving to regular collaboration with other organizations and local businesses*
- *To be the leading life enrichment and wellness facility for the overall health and prosperity of the community*
- *To be inclusive and engaging, aiming to serve all ages and backgrounds with dignity and respect*
- *To adapt and grow to meet the changing demands and needs of a diverse community*

The groups indicated that there were too many bullets, and that perhaps the second bullet point should be the core vision statement, with the other three bullets supporting:

To be the leading life enrichment and wellness facility for the overall health and prosperity of the community.
- *To be a leader in the community striving to regular collaboration with other organizations and local businesses*
- *To be inclusive and engaging, aiming to serve all ages and backgrounds with dignity and respect*
- *To adapt and grow to meet the changing demands and needs of a diverse community*

The Department might want to confirm the updated vision statement structure with the Advisory Board and Trustees, and seek approval as appropriate.

Values

The strategy meetings also involved a discussion about external values. External values focus on the important tenets of how services are delivered. BerryDunn asked the participants to rank a listing of values prior to the meeting, then tallied the aggregate results into the following prioritized list:

1. Financial sustainability
2. Inclusive & Adapted Access
3. Improvement of health and wellness/quality of life
4. Creating community
5. Commitment to service

A description of each external value offers insight and explanation as to how each value was defined.

Financial sustainability

The Department will optimize its financial resources through continuous efforts in strengthening efficiency and effectiveness, helping to ensure the best return on investment of resources for the greater good of the community, and allocating resources according to community need. In addition, the Department will continue its reliance on earned revenue, capturing a majority of operating expenses with non-tax support.

Inclusive

Guests of all ages and abilities will be welcomed and encouraged to participate in all activities, regardless of experience. Competitive sports and leagues will strive toward developing skills and building teamwork in a recreational setting.

Improvement of health and wellness/quality of life

The Department plays a primary role in positively impacting the health and wellness of the community. The Department will take a holistic approach to strengthening overall community health in mind, body, and spirit/soul.

Creating community

This principle relates to multiple areas of effort. The Department will continue its efforts in developing community relationships and partnerships. Additionally, it will make efforts to strengthen the community's awareness its services and sense of community the services provide.

Commitment to service

The Department will endeavor to provide excellent customer service to its customers. Through empathy, patience, passion, persistence, and a desire to improve its guests' experience, the Department will prioritize customer service and response to community needs.

10.0 Strategic Action Plan

The Department's strategic plan is based on the Balanced Scorecard, a strategy framework that emphasizes the cause and effect relationships among distinct yet interrelated perspectives: customer, financial performance, internal support processes, and organizational learning and growth needs. The Balanced Scorecard focuses on the key drivers of success that lead to the achievement of mission and vision. The Balanced Scorecard framework recommends four common areas of focus, or *perspectives*. Below are descriptions of the perspectives and their corresponding elements outlined more specifically.

Customer Perspective: In pursuit of achieving our mission and vision, how should we seek to meet our customers' needs? Theme elements include:

- Product/service attributes such as price, quality of programs, availability, and accessibility of services
- Customer interactions and relationships

- Service qualities such as access mechanisms, service standards, customer requirements, and encounters
- Partnerships
- Brand and image

Financial Perspective: To succeed financially, how do we show evidence of our financial stewardship to our taxpayers? Theme elements include:

- Revenue growth
- Productivity
- Financial results
- Cost recovery

- Efficiency
- Tax versus non-tax revenue percentages

Internal Business Perspective: To satisfy our customers, which business practices must we do extremely well? Theme elements include:

- Operations management (maintenance practices, program development, park design)
- Customer management processes (support systems and technology)

- Innovation processes and systems
- Regulatory and social processes (safety and environmental)

Learning and Growth Perspective: To achieve our mission and vision, how will we sustain our ability to change and improve, and develop leaders among the staff and Board? Theme elements include:

- Human capital (workforce competencies)
- Information capital (organizational knowledge)

- Organization capital (culture, work environment, leadership)

Considering these four perspectives, the next step of the strategic planning process is to develop a theme that corresponds with each of the four perspectives. Department staff developed themes based on the community engagement results and the internal staff engagement process.

Strategic Themes:

The strategic themes that best articulate the Department's desired perspective focus areas have been identified as:

<p style="text-align:center">Community Connection</p>

<p style="text-align:center">**Financial Stewardship**</p>

<p style="text-align:center">Organizational Excellence</p>

<p style="text-align:center">**Informed and Inspired Team**</p>

Strategic Objectives:

Strategic objectives are more specific elements of strategy the Department must do well in support of the four strategic themes. The strategic objectives are aligned with the strategic themes and demonstrate how the Department will work toward its strategic direction.

Community Connection	Financial Stewardship	Organizational Excellence	Informed and Inspired Team
Consistent Engagement	Innovative Growth	Leverage Technology	Grow and Invest in Human Capital
Responsive to Community Needs	Efficient and Equitable	Strengthen Internal Systems	Foster a One-Team Culture
Community Awareness	Investment	Responsive Program Menu	Empower Staff

The following table lists the strategic objectives in support of the strategic themes. These objectives and descriptive statements translate into a prioritized strategy prioritization action list in Table 16.

Table 15: Strategic Objectives

Theme	Strategic Objective
Community Connection	**Consistent Engagement:** Implement an engagement process that includes methods to reach all of the community and guidelines for types of engagement. Develop ways to encourage dialogue with customers in order to stay connected. Create an inclusive atmosphere, where people feel they belong.
	Responsive to Community Needs: Create programs and resources that meet needs, are purposeful, and/or answer a call to action (e.g., summer camp demand, water stop emergency response, community survey). Deliver customer-focused experiences that customers see as high quality and valuable. Identify and focus on customer outcomes. Develop agility in program offerings based on changing demographics and trends.
	Community Awareness: Redefine the Department's relationship with the community. Find ways to reach beyond the Department's current core, expand the user group, and help ensure ease of access to services. Develop the brand and image to broaden the Department's reach beyond the Recreation Center.
Financial Stewardship	**Innovative Growth:** Strengthen strategic partnerships. Diversify revenue streams. Recovery strategy. Capitalize on ways to differentiate programs and services from other community resources.
	Efficient and Equitable: Implement the cost recovery model. Maintain affordability. Maximize resources according to community need.
	Investment: Repair and take care of what we have. Develop recommendations for future facility changes, based on a facility master plan.
Organizational Excellence	**Leverage Technology:** Utilize full potential of RecTrac (e.g., develop expertise, internal and external automation). Encourage depth of technology use (i.e., explore new ways of doing things, adopt new technology early, embrace adaptability, facilitate staff training)
	Strengthen Internal Systems: Improve the development of comprehensive policies and procedures. Ensure thorough process documentation. Establish key performance indicators and a process to measure performance.
	Responsive Program Menu: Develop programs based on need. Adopt a nimble mindset.

Theme	Strategic Objective
Informed and Inspired Team	**Grow and Invest in Human Capital:** Develop a training plan to ensure an informed and trained staff. Capitalize on staff's strengths (i.e., projects, roles). Foster collaboration through listening and encouragement. Strengthen IT skill sets (e.g., RecTrac, Outlook, Microsoft Office). Develop a succession plan, focusing on the transfer of knowledge.
	Foster a One-Team Culture: Create a strategy-focused organization. Identify how to achieve a one-team culture and operationalize.
	Empower Staff: Develop leadership coaching and feedback processes to ensure leaders empower staff (e.g., present thoughtful delegation, encourage autonomy, give staff freedom to make decisions and solve problems). Provide staff development through the establishment of job-specific competencies and individual employee development plans (e.g., train and inspire staff to be the "face of the organization"; create opportunities for responsibility, trust, and leadership; arm staff with knowledge and information).

After the strategic themes and strategic objectives were identified, the staff assigned an estimated priority across the next five years. The rationale for the estimated time frame is that the plan must be nimble and flexible in its execution, as unforeseen circumstances or opportunities might necessitate adjustment of the priorities.

Table 16: Department Strategy Prioritization

Washington Township Recreation Department Strategy Prioritization						
Strategic Themes	**Strategic Objectives and Initiatives**	**Yr 1**	**Yr 2**	**Yr 3**	**Yr 4**	**Yr 5**
Community Connection	**Consistent Engagement**					
	1. Implement an engagement process that includes methods to reach all of the community and guidelines for types of engagement	X				
	2. Develop ways to encourage dialogue with customers in order to stay connected	X				
	3. Create an inclusive atmosphere, where people feel they belong	X	X	X	X	X
	Responsive to Community Needs					
	4. Create programs and resources that meet needs, are purposeful, and/or answer a call to action		X		X	
	5. Deliver customer-focused experiences that customers see as high quality and valuable				X	
	6. Identify and focus on customer outcomes			X		
	7. Develop agility in program offerings based on changing demographics and trends		X			
	Community Awareness					
	8. Re-define the Department's relationship with the community		X			
	9. Find ways to reach beyond our current core, expand the user group, and ensure ease of access to services			X		
	10. Develop the brand and image to broaden the Department beyond the Recreation Center		X			
Financial Stewardship	**Innovative Growth**					
	11. Strengthen strategic partnerships			X		
	12. Diversify revenue streams		X			X
	13. Recovery strategy	X				
	14. Capitalize on ways to differentiate programs and services from other community resources		X		X	
	Efficient and Equitable					
	15. Implement the cost recovery model		X			
	16. Maintain affordability	X	X	X	X	X
	17. Maximize resources according to community need			X		
	Investment					
	18. Repair and take care of what we have		X		X	
	19. Develop recommendations for future facility changes, based on a facility master plan				X	

Washington Township Recreation Department Strategy Prioritization						
Organizational Excellence	**Leverage Technology**					
	20. Utilize full potential of RecTrac	X			X	
	21. Encourage depth of technology use			X		X
	Strengthen Internal Systems					
	22. Improve the development of comprehensive policies & procedures		X			
	23. Ensure thorough process documentation		X			
	24. Establish key performance indicators and a process to measure performance	X				
	Responsive Program Menu					
	25. Develop programs based on need		X			
	26. Adopt a nimble mindset	X				
Informed and Inspired Team	**Grow and Invest in Human Capital**					
	27. Develop a training plan to ensure an informed and trained staff	X				
	28. Capitalize on staff's strengths (i.e., projects, roles)		X			
	29. Foster collaboration through listening and encouragement	X				
	30. Strengthen IT skill sets (e.g., RecTrac, Outlook, MS Office)			X		
	31. Develop a succession plan, focusing on the transfer of knowledge		X			
	Foster a One-Team Culture					
	32. Create a strategy focused organization		X			
	33. Identify how to achieve a One-Team Culture and operationalize		X	X	X	X
	Empower Staff					
	34. Develop leadership coaching and feedback processes to ensure leaders empower staff			X		X
	35. Provide staff development through the establishment of job specific competencies and individual employee development plans			X		

Key Performance Indicators

Another important element of the Balanced Scorecard is the development of key performance indicators. These measures are designed to align with the strategic objectives as a means to track the plan's performance outcomes.

Table 17: Department Key Performance Indicators

Strategic Themes	Strategic Objectives	Key Performance Indicators
Community Connection	Consistent Engagement	Tracking of engagement initiatives
	Responsive to Community Needs	Percentage of programs created in response to resident feedback
	Community Awareness	Customer satisfaction measurement
Financial Stewardship	Innovative Growth	Dollar growth in earned revenue
	Efficient and Equitable	Annual actual cost recovery percentages
	Investment	Track annual dollars reinvested into infrastructure
Organizational Excellence	Leverage Technology	Number of new features/software utilized
	Strengthen Internal Systems	Number of systems reviewed and/or enhanced
	Responsive Program Menu	Percentage of new programs/services successfully introduced
	Strategic Collaboration	Qualitative performance and partnership initiatives successfully introduced
Informed and Inspired Team	Grow and Invest in Human Capital	Number of employee trainings completed
	Foster a One-Team Culture	Number of projects completed collaboratively
	Empower Staff	Annual review process autonomy rating

11.0   Implementation Strategies

The following is a list of suggestions for successful implementation of the Business and Strategic Plan. These elements represent the commitment and discipline required to integrate the process into daily operations, now and in the future.

- The Business and Strategic Plan becomes the guidepost for the Department. When decisions or responses to the community are needed, the plan becomes the reference point for decision-making and determining whether new issues or responses to the community are of higher importance than what has been established as existing direction.

- Business and Strategic Plan information should be included as part of the new employee orientation program.

- The Department should post a summary or shortened version of the plan on the website and track results on the site. This will assist in providing the community with information about the Department's strategic direction and its commitment to results. It might also be helpful to print a four-color brochure summary of the plan to distribute to interested partners and community members to provide a quick snapshot of the plan.

- A staff member or team should have responsibility of being the project manager or "champion" of the plan's implementation to help ensure success. This staff person or team should be responsible for monitoring the plan's progress and should work with other staff, Township management, and other departments to effectively integrate the plan with operations.

- A staff member or team should be assigned accountability for each recommendation and strategic initiative. The project lead will have responsibility for tracking progress of the plan.

- Regular reporting of the Business and Strategic Plan's progress should occur. Break the plan into separate fiscal years and report one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of tactics that support its completion. The tactics are developed prior to each year for the upcoming list of initiatives and are developed by the staff members involved in completing the initiative. It is the project leader's responsibility to report on his/her initiative, in a quarterly report. A suggestion is to enter each year's data on a spreadsheet or strategic planning software that lists the themes', objectives', and initiatives' start dates and completion dates, and the name of the staff member responsible for initiative's completion.

- At the end of the year, perform an annual review of the Business and Strategic Plan and document any changes to initiatives to reflect any changes in priorities. This process can be included at an annual review meeting in which successive years' initiatives are discussed as part

of the annual budget process. Initiatives will tie into both the operating and capital budget process.

- Update major stakeholders on the plan's implementation and results on an annual basis.

- Conduct staff meetings on a quarterly or semi-annual basis to review the progress on the plan.

- Post a chart of each year's recommendations on office walls in administrative areas with a check-off column designating completion as part of a visual management program.

- If there are ideas for new strategies that arise throughout the year, include them on a written "parking lot" and review them as part of the annual just-in-time review to determine if they supplant any existing initiatives.

- At the five-year mark of the plan, complete a shortened update, including repeating the statistically valid survey and demographic projections. Adjust existing recommendations as necessary.

Appendix A: Benchmarking Data

	Carol Stream Park District	Farmington Hills, MI	Minnetonka, MN	Washington Township, OH
Median Household Income	$76,078	$76,637	$86,672	$66,777 WT / $71,026 Cent.
Agency and Financial Information				
Form of Government	District	City	City	Township
Population	39,601	79,740	53,953	57,000
Annual Operating Budget Expense	8,408,477	$4,802,274	$6,427,709	3,272,516
Annual Operating Budget Revenue	8,667,385	$5,736,469	$5,348,360	$3,596,422
Annual Capital Budget Expense	$413,589	Unknown	$800,000 – $1,000,000	$246,543
Annual Cash Sponsorship/Development	NA	Unknown	NA	$36,899 Cash $66,518 In-Kind
Sources of Tax Revenue	Property Tax and Corporate Replacement Tax	Property Tax	General Tax Fund Levy, Earned Revenue, Grants	Property Tax – 1M mil Levy ($1.9M)
% of Operating and Capital Covered by Tax Dollars	41.34%	15%	20% – 25%	52%
Existence of Member Board or Foundation	Board of Commissioners	Parks & Rec Commission	Park Board	Advisory Board/Board of Trustees
Personnel				
% of Total Operating Dedicated to Personnel	61.80%	50% – 80%	62%	60%

	Carol Stream Park District	Farmington Hills, MI	Minnetonka, MN	Washington Township, OH
Total # of FT and PT Employees	46 FT/252 PT	30 FT/100 PT	23 FT/300 PT or seasonal	8 FT and 130 PT
# of Seasonal Employees	40 – 50	40	Not provided	30 – 40
Fitness Instructors – Employees or Contractors?	Employees	Unknown	Employees	Employees/Flat Fee
Marketing				
Program Guide Distribution – Frequency and Type	Quarterly/mailed and online	Quarterly/online	Three times/year Summer mailed; others online	Activity Guide mailed two times/year; Quarterly mailed four times/year; Senior Pastimes mailed six times/year
Marketing Tools Ranking	1. Print 2. Website 3.Email 4. Social Media	Not provided	1. Print 2. Website 3. Social Media	1. Print 2. Social Media 3. Email 4. Website 5. Other
Recruitment Strategies for PT Staff	"Quick Apply"; text service; recruiting webpage; list to schools, organizations, and churches; Facebook; posters; banners; job fairs	Unknown	State Rec Association, high schools, colleges	Website, Facebook, Indeed, word of mouth
Programming				
Number of Programs Offered Annually	2,000+	66	3,500	154

	Carol Stream Park District	Farmington Hills, MI	Minnetonka, MN	Washington Township, OH
Program Cancellation Rate	28%	Unknown	8% – 10%	18.6% average
Programs Added in Past Two Years	Approx. 200	Unknown	50	35
Programs Dropped in Past Two Years	Approx. 5%	Unknown	40	17
Registration Software Used	Active Network	RecTrac	RecTrac	RecTrac
Membership Fees for Largest Recreation Center				
Total Annual Membership	Not provided	None – except for NR Seniors	9,514	9,480
Annual Attendance	300,000 – 500,000	Unknown	310,000	136,108
Percentage of Residents vs Non-Residents (NR)	71% resident/29% NR	Unknown	80% resident/20% NR	85% resident/15% NR
Membership Levels Offered	One	None	One	Five
Daily Walk-In Rates	Resident: $10 NR: $15	None	Under 1: Free 1 – 14 years: $6 15+ years: $10	Resident: $2.50 NR: $5.00
Monthly Billing Offered	Yes: Fitness, camps, theatre, swim team, before and after care	Unknown	Yes	No
Childcare Offered	Yes, plus before and after care	Unknown	Yes	No

Appendix B: Fitness Membership Resource Data

Agency Information	Enrollment Fee	Daily Res/NR Adult	Daily Couple	Daily Senior	Daily Family	Daily Youth	Daily Student	Annual Paid in Full Adult	Annual Couple	Annual Senior	Annual Additional	Annual Family	Annual Youth	Annual Student	Monthly Adult	Monthly Couple	Monthly Senior	Monthly Additional	Monthly Student	Monthly Youth	Monthly Family	3-Month Adult	3-Month Couple	3-Month Senior	3-Month Family	3-Month Student
Fountain View Recreation Center, Carol Stream Park District, Carol Stream, IL	$50/$30 each addition	$10/$15						$517/$583		$462/$517	$264/$297			$462/$517	$47/$53		$42/$47	$24/$27	$42/$47							
Student = 12-17 years																										
Senior = 62+ years																										
Beede Center Swim + Fitness, Concord MA (Funded solely by membership and program fees)	$99/each	$20	$30		$40										$82	$129	$62	$41			$153	$300	$450	$220	$550	$150
Student = 14-18 years																										
Senior = 65+ years																										
Prairie Township Community Center, Columbus, OH	NA	$7/$10		$7/10			$6/$8	$467/$580	$629/$988	$349/$403	$109/$249			$424/$516	$41/$46	$55/$71	$31/$36		$38/$45		$64/$84					
Student = 10-18 years																										
Senior = 55+ years																										
Prairie Township offers 30 pass types for several age categories.																										
Family Recreation Center, Oak Brook Park District. Oak Brook, IL	$100/each	$10/$12		$6/$8				$720/$900	$1,188/$1,488	$588/$744		$1,548/$1,644		$588/$744	$60/$75	$99/$124	$49/$62	$36/$45	$49/$62		$129/$162	$135/$172	$230/$289	$99/$149	$254/$320	$99/$149
Student = 13-17 (21 with school ID)																										
Senior = 60+ years																										
Student (12-21 w/ID)																										
Health & Fitness Center, Wheeling Park District, Wheeling, IL	NA	$9/$12													$26/$31		$22/$27	$22/$27				$129/$159				
Student = 14-24 with valid school ID																										
Senior = 62+ years																										
Gladstone Community Center, Gladstone, MO	NA	$10						$311/$415		$234/$299		$570/$674		$234/$299	$31/$41		$26/$31	$26/$31			$54/$68	$91/$119		$75/$90	$156/$197	$75/$90
Student = 10-17 years																										
Senior = 65+ years																										
Family rate is for up to 4 people.																										
LIFECENTER Health & Fitness Club, Bartlett, IL	NA	$10		$8			$8	$432/$457	$738/$763	$348/$373		$999/$1,024		$348/$373	$39/$64	$65/$90	$32/$57		$32/$57		$86/$110					
Student = 14-25 with valid school ID																										
Senior = 62+ years																										
Family rate is for a household of 3.																										
Bartlett offers a monthly pass as well.																										
Average (rounded to nearest dollar)	$83	$11/$13	$30	$7/$9	$40		$7/$9	$489/$587	$852/$1,080	$396/$467	$187/$273	$1039/$1,114	NA	$411/$490	$47/$56	$87/$104	$35/$46	$30/$36	$36/$44	NA		$97/$115	$164/$188	$340/$370	$320/$356	$108/$130

Appendix C: Organizational Charts

Figure 28: Current Staffing Approach
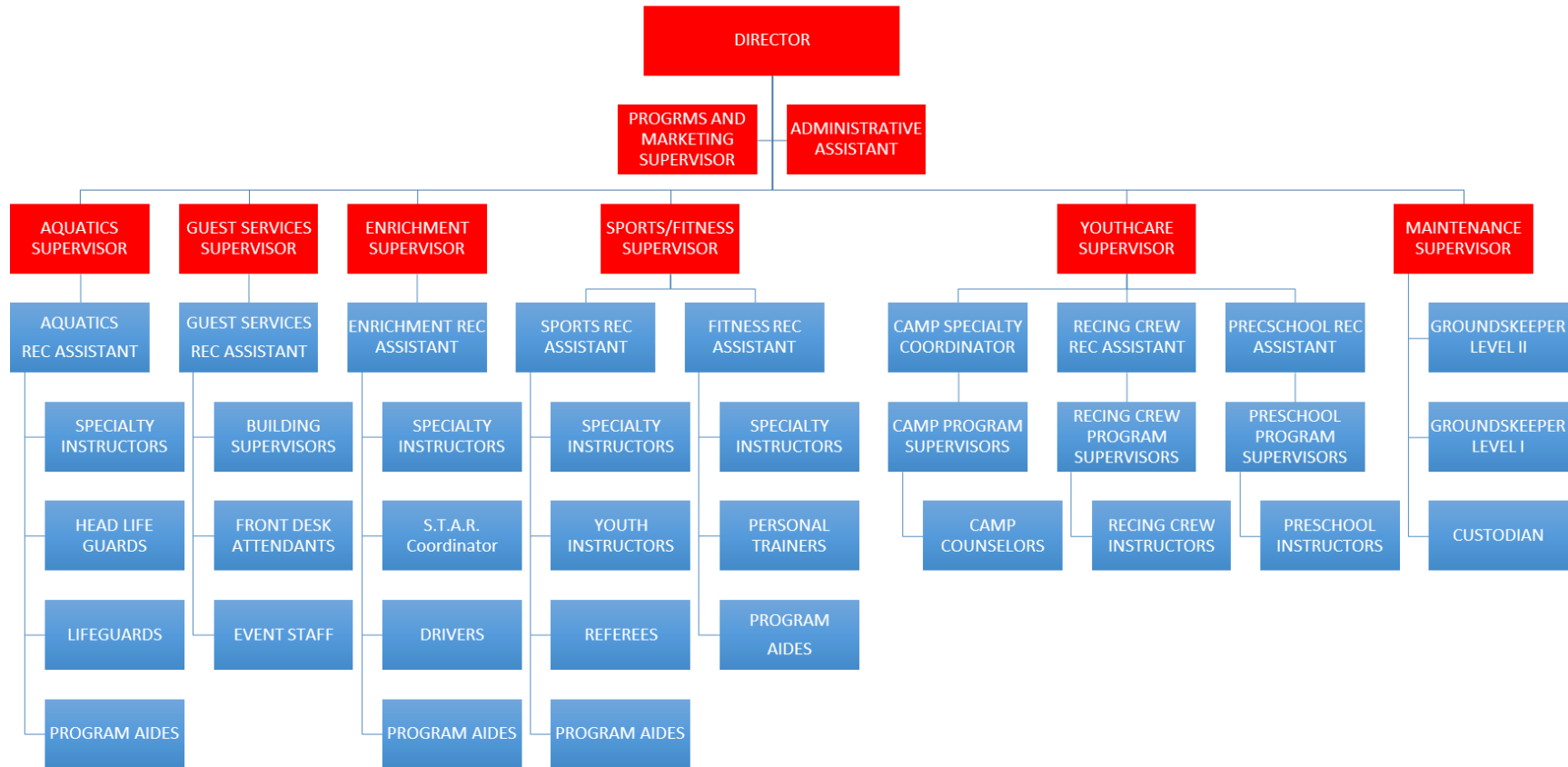
Figure 29: Proposed Short-Term Staffing Approach
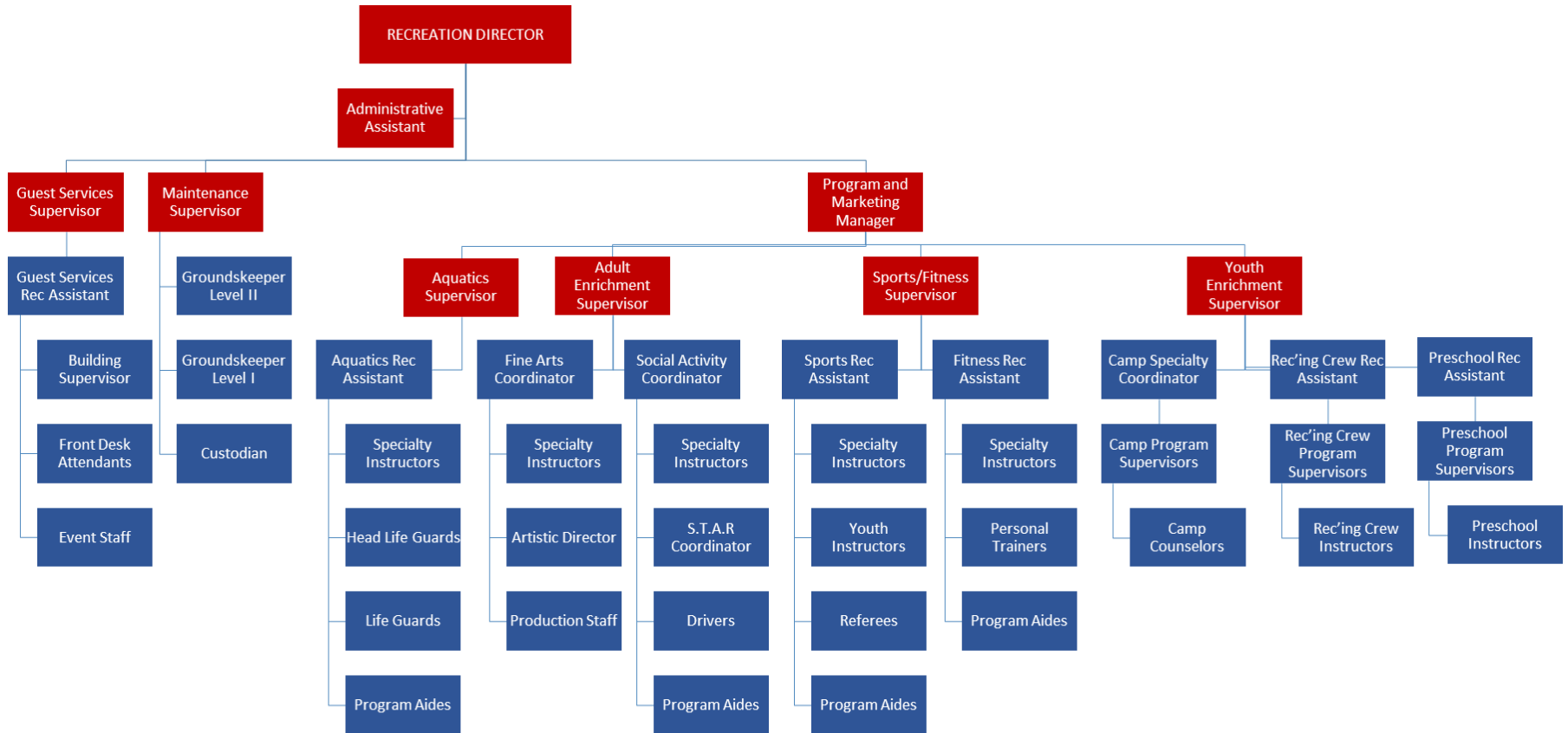
Figure 30: Proposed Long-Term Staffing Approach

Key:
Red Box = Full Time
Navy Box = Part Time
Gray Box = New Coordinator Examples
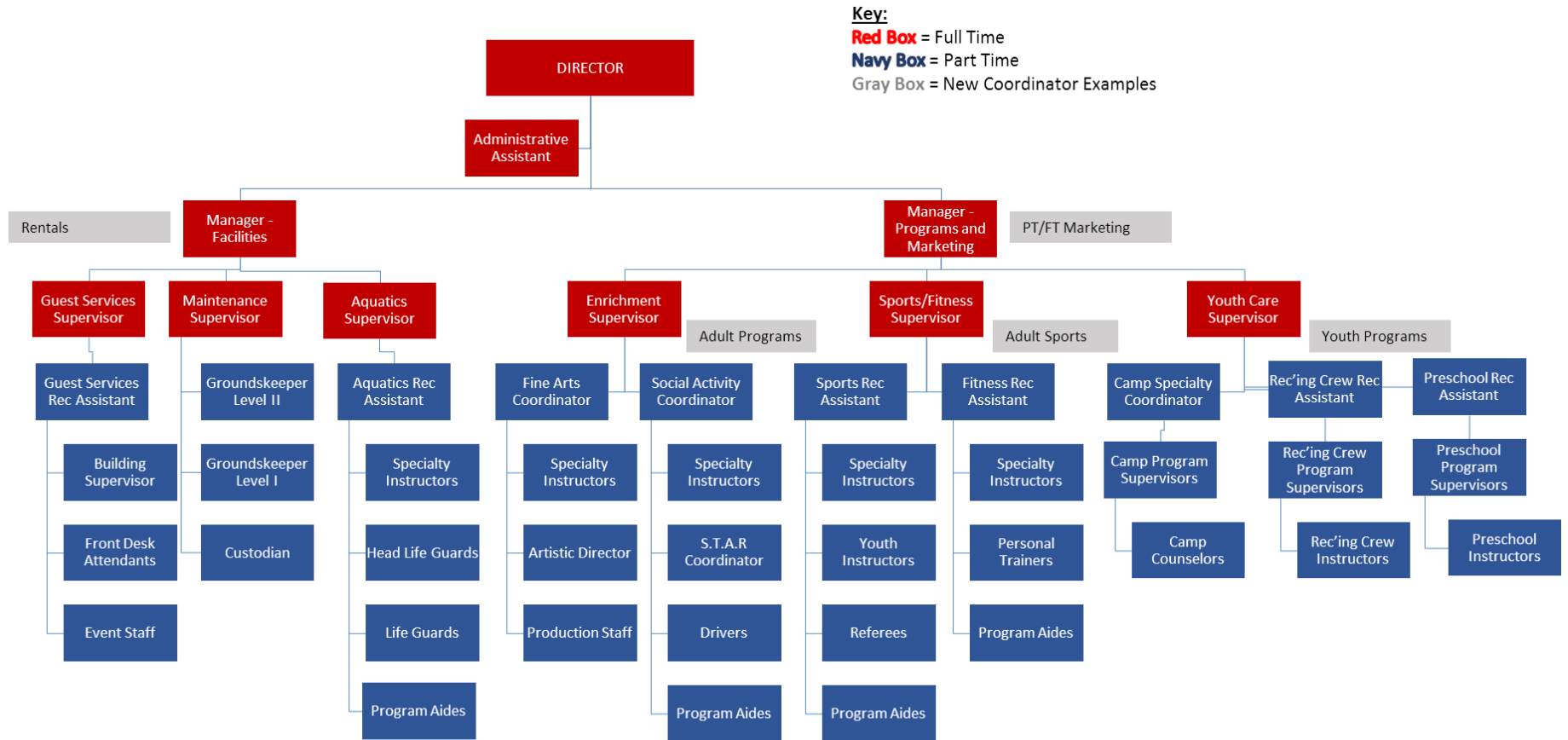
Appendix D: Life Cycle Program List

Table 18: Life Cycle Program List

Aqua Fitness			
Introduction	**Growth**	**Mature**	**Decline**
Aqua Fit	Deep Water Workout	Splash Aerobics	
	Aqua Blast	EZ Aqua	

Aquatics			
Introduction	**Growth**	**Mature**	**Decline**
	Lifeguard Training	Preschool 1	Fun with Me
		Preschool 2	Preschool 3
		Level 1	Level 4
		Level 2	Level 5
		Level 3	
		Beginner Diving	
		Intermediate Diving	
		Advanced Diving	
		Adult Beginner	
		Adult Advance Beginner	
		Adult Intermediate	

Enrichment			
Introduction	**Growth**	**Mature**	**Decline**
		Painting & More/Sinclair	
		Painting	Woodcarving
		Nature Chats	Hooks & Needles
		Hip & Knee	Music Appreciation
		Balance & Strength	Scrabble
		Short Tennis	Quilting
		Nutrition Lunch	
		Int/Adv Table Tennis	
		Pinochle	
		Painting: Watercolor	
		Sinclair History	
		Civic Discussion	
		Crafts	
		Euchre	
		MahJongg	
		MahJongg Lessons	
		Bridge	
		Pickleball at WTRC	
		Duplicate Bridge	

Cooking Demo
Book Club
Beginner Table Tennis
Lunch & Learn
Hand & Foot
Library Learning
Stamp Collecting
Fitness Orientation
Financial Friday
Blood Pressure/Sugar
SilverSneakers Basic
Exercise with ET
Kettering Health Network
Programs

Land Fitness			
Introduction	**Growth**	**Mature**	**Decline**
Intro to Yoga	Cardio HIIT/Tone	Body Sculpt	REFIT
Transform	Yoga	Zumba®	Rev + Flow
Intro to Core Dance		TRX/Tone	Pilates
LaBlast		Tai Chi	STRONG by Zumba
Youth Yoga		Silver Sneakers Classic	
Kids Hula Dance		Stretch & Strength	
Hulaerobics		Zumba®	
Couch to 5k		Zumba® K	
		Zumba® R	

Sports			
Introduction	**Growth**	**Mature**	**Decline**
Soccer U	Blastball League	Volleyball Conditioning	Sibling Sports
Adapted Kickball		Volleyball Training	Soccer 3
Indoor Soccer Leagues		VBall Spike, Block, Serve	Basketball 3
Rec Runners		Soccer 1	Sunday VBall
Intro to Blastball		Soccer 2	
		Basketball 1	
		Basketball 2	
		Tee Ball 1	
		Tee Ball 2	
		Fencing	
		Competitive Fencing	
		Intro to Archery	
		Friends & Family Archery	
		Flying Arrows	

Volleyball Leagues
Outdoor Soccer Leagues
Tee Ball League
Soccer Clinic
Wednesday Vball
Friday Vball Hi
Friday Vball Lo

Theatre			
Introduction	**Growth**	**Mature**	**Decline**
			Theatre/Music Dance Basics
Intro to Musical Theatre	Intro to Acting	Comedy Improv 4 Kids	Music Dance Basics
Puppets 101	Acting Level 1	Acting Level 2	
Magicians: Trick of the Trade	Class Voice	Make Believe:____	Acting Level 3
Ace Your Auditions		Put on a Musical/Play	Broadway Bootcamp
			Partners in Song/Dance/Acting
Behind the Scenes:___		Broadway Bootcamp Jr	Creative Movement
		Special Fx Makeup	Stage Combat
			Beginners Jazz

Youth Care			
Introduction	**Growth**	**Mature**	**Decline**
Kids N' Crafts	Giggles, Wiggles & Swim	It's Playtime	
Lil Critters Kitchen	School Days Off	Sunshine Camp	
Lil Crew	Rec'ing Crew		
	Spring Break Camp		
	Winter Break Camp		
	Adventure Camp		
	Woodland Play Camp		
	Backwoods Camp		
	Backwoods and Beyond Camp		
	Caravan Camp		
	Art Camp		
	Theatre Camp		

Appendix E: Outcomes Matrix

	Impact			Execution			Community				Leverage		Competition			
	Repeat Customers	Participant Feedback	Supervisor Observations	Participant Feedback / Evaluation Data	Instructor Performance	Financial Performance	Community is better because of this program?	Program is a community collaboration/partnership	Program serves underserved groups	Community impact if the program went away	Enhances Public Relations	Serves as a feeder into other programs	Similar Providers within 20 min.	Programs' pricing as compared to the others	Marketplace Position	Average Rating
Aqua Fitness	3.8	3.8	4.0	3.8	3.8	4.0	4.0	1.0	1.0	3.0	3.0	2.0	3.0	3.0	3.6	**3.1**
Aquatics	3.3	3.5	3.5	3.8	3.8	3.6	4.0	3.7	2.8	2.8	3.6	3.6	2.4	2.9	2.9	**3.4**
Enrichment Center	3.6	3.0	3.0	3.6	3.6	2.2	2.2	2.4	4.0	2.2	2.2	2.2	3.1	4.0	4.0	**3.0**
Land Fitness	3.0	3.2	3.3	3.1	3.3	2.7	2.9	1.3	1.4	1.3	1.7	1.4	2.4	3.1	2.5	**2.4**
Sports	3.0	3.2	3.1	3.0	3.1	2.9	2.9	1.1	1.6	2.0	2.0	2.0	2.3	3.1	2.7	**2.5**
Theatre	2.3	2.5	2.5	2.3	2.3	2.6	3.0	1.0	3.6	3.6	2.0	3.1	3.6	4.0	3.5	**2.8**
Youth Care	2.9	3.1	3.0	3.0	2.9	2.7	3.8	2.8	3.0	3.6	4.0	4.0	3.2	3.6	3.3	**3.3**
Average Rating	**3.1**	**3.2**	**3.2**	**3.2**	**3.2**	**3.0**	**3.3**	**1.9**	**2.5**	**2.6**	**2.6**	**2.6**	**2.9**	**3.4**	**3.2**	

Appendix F: Sport and Leisure Market Potential Report

Table 19: Sport and Leisure Market Potential

Product/Consumer Behavior	Potential Adults/Households		MPI
Attended sports events	9,544	20.2%	121
Attended a movie in last 6 months	30,126	63.8%	109
Attended adult education course in last 12 months	4,044	8.6%	107
Attended auto show in last 12 months	2,964	6.3%	103
Attended classical music/opera performance/12 months	2,707	5.7%	147
Attended country music performance in last 12 months	3,295	7.0%	109
Attended dance performance in last 12 months	2,447	5.2%	116
Attended horse races in last 12 months	1,226	2.6%	107
Attended rock music performance in last 12 months	5,750	12.2%	127
Barbecued in last 12 months	14,747	31.2%	112
Cooked for fun in last 12 months	10,786	22.8%	116
Danced/went dancing in last 12 months	3,440	7.3%	101
Did baking in last 12 months	12,410	26.3%	117
Did birdwatching in last 12 months	2,474	5.2%	117
Did crossword puzzle in last 12 months	5,658	12.0%	123
Did furniture refinishing in last 12 months	2,279	4.8%	119
Did painting/drawing in last 12 months	4,408	9.3%	119
Did photo album/scrapbooking in last 12 months	2,309	4.9%	110
Did photography in last 12 months	5,405	11.4%	117
Did Sudoku puzzle in last 12 months	4,461	9.4%	119
Did woodworking in last 12 months	2,546	5.4%	108
Gambled at casino in last 12 months	6,840	14.5%	110
Listen to sports on radio	6,093	12.9%	117
Listened to/purchased audiobook in last 6 months	3,470	7.3%	122
Participate in indoor gardening/plant care	5,175	11.0%	123
Participated in aerobics in last 12 months	3,994	8.5%	111
Participated in archery in last 12 months	1,279	2.7%	99
Participated in backpacking in last 12 months	1,943	4.1%	120
Participated in baseball in last 12 months	1,706	3.6%	90
Participated in basketball in last 12 months	3,549	7.5%	94
Participated in bicycling (mountain) in last 12 months	2,188	4.6%	111
Participated in bicycling (road) in last 12 months	5,648	12.0%	123
Participated in boating (power) in last 12 months	2,338	4.9%	105
Participated in book club in last 12 months	1,830	3.9%	129
Participated in bowling in last 12 months	4,143	8.8%	99
Participated in canoeing/kayaking in last 12 months	3,957	8.4%	123
Participated in fantasy sports league in last 12 months	2,398	5.1%	109

Product/Consumer Behavior	Potential Adults/Households		MPI
Participated in fishing (fresh water) in last 12 months	5,226	11.1%	95
Participated in fishing (salt water) in last 12 months	1,727	3.7%	93
Participated in football in last 12 months	1,878	4.0%	84
Participated in Frisbee® in last 12 months	2,105	4.5%	112
Participated in golf in last 12 months	5,133	10.9%	131
Participated in hiking in last 12 months	7,252	15.4%	125
Participated in horseback riding in last 12 months	1,001	2.1%	91
Participated in hunting with rifle in last 12 months	1,453	3.1%	73
Participated in hunting with shotgun in last 12 months	1,275	2.7%	80
Participated in ice skating in last 12 months	1,458	3.1%	108
Participated in jogging/running in last 12 months	6,814	14.4%	113
Participated in karaoke in last 12 months	1,386	2.9%	77
Participated in Pilates in last 12 months	1,329	2.8%	114
Participated in ping pong in last 12 months	2,270	4.8%	123
Participated in skiing (downhill) in last 12 months	1,661	3.5%	127
Participated in soccer in last 12 months	1,738	3.7%	92
Participated in softball in last 12 months	1,195	2.5%	89
Participated in swimming in last 12 months	9,071	19.2%	118
Participated in target shooting in last 12 months	1,978	4.2%	96
Participated in tennis in last 12 months	1,908	4.0%	117
Participated in trivia games in last 12 months	3,452	7.3%	110
Participated in volleyball in last 12 months	1,422	3.0%	86
Participated in walking for exercise in last 12 months	14,173	30.0%	122
Participated in weight lifting in last 12 months	6,221	13.2%	127
Participated in word games in last 12 months	5,784	12.2%	119
Participated in yoga in last 12 months	4,913	10.4%	129
Participated in Zumba® in last 12 months	1,481	3.1%	96
Played billiards/pool in last 12 months	2,991	6.3%	95
Played bingo in last 12 months	2,017	4.3%	96
Played board game in last 12 months	8,897	18.8%	120
Played cards in last 12 months	8,773	18.6%	114
Played chess in last 12 months	1,553	3.3%	92
Played computer game (offline w/software)/12 months	3,808	8.1%	111
Played computer game (online w/o software)/12 months	6,278	13.3%	113
Played musical instrument in last 12 months	4,339	9.2%	116
Played video/electronic game (console) in last 12 months	4,093	8.7%	98
Played video/electronic game (portable) in last 12 months	2,218	4.7%	100
Read book in last 12 months	19,124	40.5%	126
Visited a theme park in last 12 months	8,719	18.5%	98
Visited an indoor water park in last 12 months	1,490	3.2%	90

Product/Consumer Behavior	Potential Adults/Households		MPI
Went on overnight camping trip in last 12 months	5,801	12.3%	99
Went to art gallery in last 12 months	5,087	10.8%	136
Went to beach in last 12 months	16,615	35.2%	121
Went to live theater in last 12 months	7,191	15.2%	138
Went to museum in last 12 months	8,507	18.0%	131
Went to zoo in last 12 months	6,131	13.0%	105

Appendix G: Cost Recovery Model Draft