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Table of Contents

Acknowledgements ........................................................................................................................... i
Executive Summary .......................................................................................................................... 1
The Strategic Planning Process ......................................................................................................... 4
Review and Analysis of Organizational Values, Vision, and Mission ............................................. 7
Desert Recreation District – Population and Demographic Trends ............................................. 13
SWOT Analysis .............................................................................................................................. 17
Services Assessment and Funding Scenarios ................................................................................... 23
Consultant Observations and Considerations ................................................................................. 27
Implementing the Strategic Plan ...................................................................................................... 31

Appendix A – Leadership Summit Detailed Responses .................................................................. 45
Appendix B – Focus Group Input .................................................................................................... 51
Appendix C – SOI Demographic Profiles ...................................................................................... 61
Appendix D – Desert Recreation District - Influencing Trends ...................................................... 89
Appendix E – The Public Sector Agency Service Assessment ......................................................... 105
Appendix F – The Pyramid Methodology: Cost Recovery and Subsidy Allocation Philosophy ........ 111

List of Tables

Table 1: District and Sphere of Influence 2010 Population ................................................................ 14
Table 2: SWOT Analysis Matrix ...................................................................................................... 19
Table 3: Median Age of Incorporated and Unincorporated Areas in DRD ....................................... 61
Table 4: 2010 Race/Ethnicity Comparisons .................................................................................... 65
Table 5: Diversity Index Comparison 2010-2015 ........................................................................... 66
Table 6: Average Household Income Comparison 2010-2015 ........................................................ 67
Table 7: Poverty Thresholds for 2010 by Size of Family and Number of Related Children Under 18 Years ................................................................................................................. 67
Table 8: The 2011 Poverty Guidelines for the 48 Contiguous States and the District of Columbia .... 68
Table 9: Median Household Income and Household Size .................................................................. 68
Table 10: 2010-2015 Median Home Value and Owner Occupied Housing Comparisons ................. 69
Table 11: Educational Attainment – 25 Years and Older (2010) ....................................................... 73
Table 12: Top Twenty Sports Ranked by Total Participation 2010 ................................................... 91
Table 13: Ten-Year History of Sports Participation (in millions) 2000-2010 ........................................ 92
Table 14: Worldwide Fitness Trends for 2009 and for 2010 ............................................................... 94

List of Figures

Figure 1: 2000 – 2015 Cities within DRD Population Trend ............................................................. 61
Figure 2: 2010 Population Breakdowns by Age for DRD Incorporated Areas ................................. 62
Figure 3: 2015 Population Breakdowns by Age for DRD Incorporated Areas ................................. 62
Figure 4: 2010 Population Breakdowns by Age for DRD Unincorporated Areas ............................ 63
Figure 5: 2010 Population Breakdowns by Age for DRD Unincorporated Areas ............................ 63
Figure 6: The Worst 24 Metropolitan Areas for Unemployment Rates in the Nation ....................... 72
Figure 7: Public Sector Agency Services Assessment Matrix .......................................................... 106
Executive Summary

In an effort to continually improve and enhance its services and overall organizational effectiveness, the Desert Recreation District began an extensive process to create a Strategic Plan. This process included an analysis of the District’s values, vision, and mission; a review and assessment of services including programs and facilities; an analysis of District services provision strategies based upon market position and duplication of service in the target market.

All of the components of this process directly influence current resource allocation levels, the establishment of future cost recovery and subsidy allocation goals, and future provision strategies and methods. This comprehensive review and analysis will assist the District in providing a strategic direction for the next five years and refine its service provision philosophy in relation to each service’s target market and service area. In addition, this Strategic Plan will serve as the foundation for the District’s Master Plan and its efforts to sustain services over both the short and long-term.

The Desert Recreation District’s Park and Recreation Strategic Plan is the result of a comprehensive operational analysis that includes a review of the District’s complete operations, mission, vision, and value statements, and emphasizes a positive future vision. A goal of this plan is to provide realistic and implementable recommendations to direct the District for the next five years and into the future.

The District desires a plan to address these critical success factors:

- Determine and affirm the District’s role in the Coachella Valley as a parks and recreation service provider while addressing perceived service overlap or duplication with municipal providers within the District or the District’s Sphere of Influence (SOI). The SOI includes areas that are outside of District boundaries (such as Palm Springs, the majority of the City of Rancho Mirage, Cathedral City, etc.), but contiguous to the DRD boundaries that have been officially designated as being within the DRD SOI through Riverside County Local Agency Formation Commission (LAFCO). These areas may be provided for in the future by contract or agreement (for example – Desert Hot Springs).
- Determine and affirm the District’s role as a parks and recreation service provider for the unincorporated or underserved areas within the District boundaries.
- Ensure many opportunities for public engagement and education.
- Encourage candid participation and “buy-in” from leaders across the Valley, elected officials, municipal executives, park and recreation professionals, and District staff.
- Engage the District Board of Directors and support their role as a Visioning and Policy Board. Introduce new policy decision-making strategies and methods, and educate regarding new tools and resources (i.e. Pyramid Methodology and Service Assessment) to create a financial sustainability strategy for programs and infrastructure and to weather the economic downturn.

Core Values, Vision for the Future, and Agency Mission

The initial step in the process included the review of the District’s current values, vision, and mission as well as the 2012 budget vision, mission, and goals. The following statements were approved by the Board of Directors November 9, 2011.
**Value Statements**

The Value of Park and Recreation services to the Desert Recreation District’s residents is (in no particular order):

- Provides a sense of connection and adds to the livability and desirability of a community.
- Celebrates our richly diverse community fabric.
- Encourages an appreciation for nature and environmental stewardship.
- Provides opportunities for the community to give back through volunteering, donating, and advocating.
- Enhances family unity, develops skills, and creates memories.
- Contributes to the local economy, helps to maintain healthy and productive workforces, and helps attract and retain businesses.
- Fosters healthy lifestyles, builds self-esteem, and reduces stress.
- Leverages available resources through collaborations, partnerships, and agreements.
- Provides positive and healthy alternatives for youth.

These value statements coincide with the eight outcomes listed in Discover the District 101 (Team Member Orientation Program)

- Foster Human Development
- Increase Cultural Unity
- Strengthen Community Image & Sense of Place
- Support Economic Development
- Strengthen Safety & Security
- Promote Health & Wellness
- Protect Environmental Resources

**Vision Statement**

Through a community collaborative approach DRD will: provide quality, barrier-free and safe recreational services that contribute to the overall wellness of the citizens of the Coachella Valley; encourage healthy lifestyles and positive out of school activities; facilitate, coordinate, and plan for recreation facilities and trails.

**Mission Statement (Purpose)**

The Desert Recreation District maintains quality park and recreation facilities; programs and services; and facilitates leisure opportunities so all residents will receive:

- **Personal Benefits** in the form of physical fitness, enrichment, relaxation, and revitalization;
- **Social Benefits** in the form of stronger and healthier families; ethnic and cultural harmony; reduced anti-social behavior; and enriched lives for persons with disabilities;
- **Economic Benefits** in the form of more productive and healthier citizens; and contributions to the quality of life sought by business and industry.

**SWOT Analysis**

Staff completed a SWOT analysis. The internal staff-led development process used critical self-inquiry of internal and external Strengths, Weaknesses, Opportunities, and Threats.

**Services Assessment**

Using the Public Sector Services Assessment, staff evaluated all services in relation to each service’s target market and service area. Services to advance or affirm were identified. Alternative provision strategies including consideration for collaboration or divestment were also identified.
Resource Allocation and Cost Recovery Philosophy Development

As a last step, staff was introduced to GreenPlay’s Pyramid Methodology – intended to create a consistent, fair, and equitable approach to the development of cost recovery targets and service fees and charges based upon established resource allocation goals.

Operational and Organizational Strategies

Building on the Values, Vision, and Mission (once the SWOT analysis and Service Assessment were completed), District staff developed Operational and Organizational Strategies to fulfill a future vision for the District, and the planning and operational efforts necessary to put the Strategic Plan into action. This internal working document articulates the goals and objectives that must be achieved to realize the intended results of this comprehensive process. This strategic plan will move the organization forward in a logical and organized way while maintaining connectivity to the steps in this strategic planning process.

The District desired a plan with operational and organizational strategies to address conquering the following top four challenges:

- Creating a long-term sustainability strategy for programs and infrastructure;
- Addressing the economy’s effect on available revenues for maintenance, operations, and capital needs;
- Increasing public recognition and support of the District and its services; and
- Developing and nurturing of inter-agency relationships.

Goals and strategies for these and additional issues have been addressed in detail in the Operational and Organizational Strategies portion of this document.

Conclusion

The primary goal of the Desert Recreation District’s Strategic Plan is to establish a vision for the future, guiding the next five years. This Strategic Plan will inform future planning efforts, resource allocation, growth and development, critical decision making, and organizational sustainability through a logical and thoughtful vision that supports the value of park and recreation services, as well as the mission of the Desert Recreation District and the community that it serves.

As a result of the comprehensive process and impending results, the District will begin the process of implementing strategies and aligning financial resource allocations with goals. These efforts lead to the following steps in the process:

- Establish a Cost Recovery Model, Resource Allocation Philosophy and Policy
- Update the District’s Master Plan
The Strategic Planning Process

A core team of staff members was formed to initiate the Strategic Plan process. This team was comprised of leadership staff from across the District. The team was also assisted by several support staff during various portions of the project.

The Core Team
Kevin Kalman, General Manager
Meaghan Ellsworth, Assistant to the General Manager
Barb Adair, Director Recreation Services
Glenn Miller, Director Special Programs
Craig DeWitt, Director Park Services

Stakeholder engagement was critical to collective “buy-in,” consensus, and endorsement of the process. Development of the Strategic Plan included a significant number of facilitated and educational workshops. These workshops introduced each component of the process and engaged stakeholder groups in interactive dialogue and exercises that led to the design and development of each of the major components of the Strategic Plan.

Many public meetings and focus groups were conducted, and a Leadership Summit was convened. Leaders from across the Coachella Valley were encouraged to attend the Leadership Summit through personal invitations, letters, and phone calls. In addition, personal interviews were completed with members of the DRD Board and the County Supervisor.

Four specific community engagement focus groups were held, at which 34 District residents had an active “place at the table” for their voices to be heard. To encourage participation in the four focus group meetings, staff sent an email blast to 4,000 District users in their registration database, over 100 personal invitation letters, made 35 phone calls, and talked with many community center users. A public notice was sent to The Desert Sun for publication.

A variety of participants representing diverse interests were invited to take part in the process:

| Bermuda Dunes Community Council | Desert Recreation Foundation |
| City of Cathedral City | Family YMCA of the Desert |
| City of Coachella | Indio Hills Community Council |
| City of Indian Wells | La Quinta Community Services Commission |
| City of Indio | Mark S. Moran & Associates |
| City of La Quinta | Rancho Mirage City Hall |
| City of Palm Desert | Riverside County Regional Parks & Open Space District |
| City of Palm Springs | Riverside County Supervisor Benoit’s Office |
| City of Rancho Mirage | State of California |
| Coachella Valley Enterprise Zone | Thousand Palms Community Council |
| Coachella Valley Housing Coalition | UC Riverside -School of Medicine |
| Coachella Valley Unified School District | |
| Desert Healthcare District | |
| Desert Recreation District | Subsequently these individuals helped guide the development of the Values, Vision, and Mission guiding this Strategic Plan. |

Page 4  Desert Recreation District
In addition to the public participation, the process also required extensive time and effort by District staff and provided the groundwork for many intensive work sessions, and ultimately, for the recommendations. Facilitated educational workshops were the foundation for the development of the Strategic Plan. These workshops included conducting an analysis of the strengths, weaknesses, opportunities, and threats facing the District – a SWOT Analysis, the Public Sector Services Assessment, and an introduction to the Pyramid Methodology.
Review and Analysis of Organizational Values, Vision, and Mission

The fundamental principles of values, agency vision, and mission create a logical philosophical framework that guides and directs decision-making efforts. They are the foundation for all organizational decisions and processes.

An organization’s values are comprised of the District’s leadership values, staff values, and community values. They direct the District’s vision and help determine those community conditions the District wishes to impact through the organizational mission. The District’s mission helps guide management decisions, often substantiating difficult decisions, making them justifiable and defensible.

To obtain input validating and refining the District’s values, vision, and mission, a targeted and strategic stakeholder engagement process was employed including conducting Focus Groups and a Leadership Summit. A comprehensive public involvement program is critical in determining community values and needs and ultimately contributing to the success of long range planning efforts. The participation process used was customized to DRD’s unique situation, emphasizing data collection methods that were efficient, effective, and that incorporated available resources to the greatest extent possible. Individual users and non-users, user groups, special interest organizations, associations, leagues, and other stakeholders were given ample opportunity to participate in the development and update of this Strategic Plan.

**Focus Groups**

Four separate focus groups were held at three locations: in Indio, Palm Desert, and Mecca. Thirty-four participants shared their impressions of the District and their concerns.

Focus groups discussions attempted to identify the following:
- The community’s issues and problems – needs.
- The community’s priorities.
- The District’s role in the community in response to need and priorities. (“What should the District do and not do?”)
- Potential partnerships and framework that are relevant to parks and recreation service provision.
- Community resources and limitations.
Leadership Summit

At the Leadership Summit, the Desert Recreation District Board of Directors’ President, Mr. Rudy Acosta, and General Manager, Mr. Kevin Kalman, addressed opening remarks about the purpose of the project and the importance of the attendee’s involvement. GreenPlay LLC made a short presentation detailing the project and explaining the relevance of the community’s values and vision for parks and recreation services to the project; and the overarching planning process for the Plan’s values and vision elements.

Invited leaders were asked to participate in identifying the values of parks and recreation in relation to the community issues from their vantage point – representing their city, community, agency, or unincorporated area – as a leader, as a citizen or participant in District services – and to create the vision for parks and recreation services throughout the Valley (regardless of who provides it).

Detailed feedback from the Leadership Summit can be found in Appendix A.

Consolidated Participant Feedback

The following statements represent the general impressions, ideas, and thoughts from the meetings. These are not in priority order nor can they all be addressed at a Strategic Planning level because this is intended to be a visioning document. However, we have captured them here to inform other more appropriate planning efforts, such as the master plan, where un-met programming needs are identified. Detailed feedback from the four focus groups can be found in Appendix B.

- There is a misconception that tourism or big events/venues bring money into the District.
- The public does not know who is responsible for what or who is doing a good job.
- There is a desire to develop and participate in strategic taskforces for initiatives – the public wants to be involved.
- The valley-wide brochure may or may not be working; consider location-specific brochures.
- The valley needs volunteer coaches training (address through master plan).
- There is a desire for the District to use television programs for recreation services (barrier free programming for people who are confined to their homes; address through master plan).
- There is a desire to expand the La Quinta facility (address through master plan).
- There is a desire for new member orientation and re-training/supervision for cardiovascular and weight equipment use (address through master plan).
- There is a desire to expand the Foundation’s mission and impact; to restructure the foundation as a fundraising board to support financial assistance/fee waiver, capital leveraging, donations, and sponsorships.
- There is a desire for a recycling program (address through master plan).
- The public would like a survey asking about service satisfaction and raising taxes to fund services (consultant recommends conducting the survey during the master planning process, and geocoding the survey responses).
- There is a desire to shut down a street for one day every three months for biking/skating for kids, like a block party – Los Angeles does this (address through master plan).
• The public wants the District to continue to work with agencies for education and partnerships.
• The public wants to know how much money is set aside for capital development, repair, and replacement, and how much is allocated for operating expenses.
• The public wants to know how the District can sustain the programs and services.
• The public wants the District to “right size” facilities and services.
• There is interest in a “workreation” program, where people get “recreation dollars” for community service or volunteering to spend towards programs and admission activities (address through cost recovery model, resource allocation philosophy and policy development).
• There was interest expressed in a tax for transportation to parks – “people will tax themselves if it’s for a good cause.” Transportation in general was discussed as a barrier that has to be addressed through agency to agency collaborations.
• There was a suggestion that the District partner with school districts, Verizon, and a computer hardware company for technology needs.

How DRD Conducts Business

DRD developed the following core principles or operational values that guide how the District conducts business:

Operational Values (internal)
• Respect – mutual understanding and consideration of others.
• Integrity – consistently doing the right thing.
• Teamwork – working together to achieve a common goal.
• Excellence – continuously striving for perfection.

Goals for Long-Term Excellence
The goals for long-term excellence speak to DRD’s continuing commitment to improving the organization’s management processes and practices. These statements provide a backdrop for performance measurement.

Human Resources
• A Board of Directors that provides strong leadership and that fosters cooperation between itself, the General Manager, the staff, and our partners.
• A qualified, committed staff that is motivated and customer oriented, whose skills are competitively compensated, and whose achievements are recognized.

Administration and Operations
• An Administration that provides good management and that follows adopted plans.
• A consistent set of policies regarding patron use of park property and a price structure that supports maintenance of facilities and programs without denying access to any citizen.
• A Safety and Security program that provides safe facilities to attract and impress the public, gives patrons a sense of security, and reduces vandalism.
• A park system whose appearance is a source of pride, whose facilities are clean, and whose maintenance is guided by a financially sound preventive maintenance program.
Funding and Financial Management
- A long-term financial plan that enables careful financial management, accountability for revenue, spending and public funds, and a capital improvements program.
- Adequate long-term funding that includes a consistent level of tax support, creative new funding sources, and partnerships with business and private donors, all supported by the effort of an active Park Foundation.

Organizational Relationships
- A park system that develops community pride, is user friendly, provides great customer service, and is supported by citizens through public/private partnerships.
- Beneficial government relations through coordination and collaboration with other park departments, other local government agencies, school districts, and colleges in order to reduce duplication of facilities and programs, to better coordinate the provision of infrastructure, and to share resources, including staff expertise.

Physical Resources and Services
- System-wide improvements that create an inviting family atmosphere at all District parks and facilities.
- A community-based agency whose facilities and services are responsive to citizen needs and interests.
- A system of facilities, parks, and programs that provides age-appropriate recreation and that is maintained in cooperation with partnering agencies, businesses, and residents.
- Interesting programs and classes for all ages, but with the greatest emphasis on children and teens, that are priced to be self-supporting.

Planning and Growth
- A strong commitment to planning that responds to community desires and results in multi-year plans that can be realistically implemented and funded.
- A recreation and park system that provides for growth and new facilities commensurate with the growth of the communities within the District.

2012 Budget Vision, Mission and Goals
The following Vision, Mission, and Goals guided the 2012 budget development process and the resulting resource allocation and service provision decisions. These statements inform the Strategic Planning process and frame the development of implementation goals for the immediate, short, and long term.

Budget Vision
Improve core service delivery standards, increase important services at an acceptable cost benefit ratio, and utilize Discretionary Services to supplement revenues allowing for the continued growth and expansion of core and important services.

Budget Mission
Design a sustainable organization focused on a more streamlined mission and the delivery of core services that matches operational expenses with ongoing revenues and resources.
Budgetary Goals
- Financially sustainable for the long term.
- Reduce duplication of efforts that exist between departments.
- Minimize silos and maximize sharing and cooperation of employees and resources.
- Reorganize toward a functional organizational structure.
- Appropriate balance of management and line staff.
- Measure success by outcomes versus outputs.

Vision 2012
A visibly improved park system and comprehensive recreation program that creates a safe, attractive, and healthy place to live and play, managed by a Board, Staff, and District government working on behalf of and in partnership with its residents.

Values, Vision and Mission (Purpose) Statements
The following Value statements, Vision, and Mission statements are the result of how DRD conducts business, and the consolidated input from the public. After presentation and review, these statements were approved by the DRD Board.

Value Statements
The Value of Park and Recreation services to the Desert Recreation District’s residents is (in no particular order):
- Provides a sense of connection and adds to the livability and desirability of a community.
- Celebrates our richly diverse community fabric.
- Encourages an appreciation for nature and environmental stewardship.
- Provides opportunities for the community to give back through volunteering, donating, and advocating.
- Enhances family unity, develops skills, and creates memories.
- Contributes to the local economy, helps to maintain healthy and productive workforces, and helps attract and retain businesses.
- Fosters healthy lifestyles, builds self-esteem, and reduces stress.
- Leverages available resources through collaborations, partnerships, and agreements.
- Provides positive and healthy alternatives for youth.

These value statements coincide with the eight outcomes listed in Discover the District 101 (Team Member Orientation Program)
- Foster Human Development
- Increase Cultural Unity
- Strengthen Community Image & Sense of Place
- Support Economic Development
- Strengthen Safety & Security
- Promote Health & Wellness
- Protect Environmental Resources
**Vision Statement**

The vision statement describes a future condition; it is where we want to be in the future. An agency’s Vision can typically change as the socio-economic conditions and the values of the community change. Therefore, the vision should be revisited every five to ten years, and the agency’s progress should be tracked toward achieving the vision.

**DRD’s Vision**

*Through a community collaborative approach DRD will: provide quality, barrier-free and safe recreational services that contribute to the overall wellness of the citizens of the Coachella Valley; encourage healthy lifestyles and positive out of school activities; facilitate, coordinate, and plan for recreation facilities and trails.*

**Mission Statement**

The mission describes the reason the District exists – the who, what, where, and why. Typically, the agency’s Mission does not often change.

**DRD’s Mission/Purpose**

*The Desert Recreation District maintains quality park and recreation facilities; programs and services; and facilitates leisure opportunities for residents to access:*

- **Personal Benefits** in the form of physical fitness, enrichment, relaxation, and revitalization;
- **Social Benefits** in the form of stronger and healthier families; ethnic and cultural harmony; reduced anti-social behavior; and enriched lives for persons with disabilities;
- **Economic Benefits** in the form of more productive and healthier citizens; and contributions to the quality of life sought by business and industry.

These statements replace the previous DRD mission – “Our team is dedicated to providing you with opportunities for life-enriching experiences and service that is second to none.”
Desert Recreation District – Population and Demographic Trends

For planning purposes this market profile uses four defined areas to represent the broad base of users in the Desert Recreation District (DRD). The geographic boundaries identify communities for those areas within the District boundaries. The “Sphere of Influence,” (SOI) encompasses other surrounding nearby communities on the outskirts of the District boundaries whose residents might use programs, services, and facilities in DRD. A brief definition of each of the areas analyzed is below.

- **Desert Recreation District (DRD) Boundaries** – Those people that reside within District boundaries. Five incorporated municipalities are identified as included in this area as well as those in the unincorporated areas as detailed below.
  - District Recreation District – Total Estimate 2010 Population 326,941

- **Incorporated Areas within the District** – People that reside in cities within the District boundaries.
  - Coachella  Estimated 2010 – 38,892
  - Indian Wells  Estimated 2010 – 4,687
  - Indio (Indio zips = 92201, 92202, 92203 which includes unincorporated Bermuda Dunes within zips 92201 and 92203)  Estimated 2010 – 87,371
  - La Quinta  Estimated 2010 – 43,778
  - Palm Desert (Palm Desert zips 92240 and 92241 overlap with Desert Hot Springs which includes unincorporated Indio Hills)  Estimated 2010 – 49,228
  - Total Estimated 2010 Population 223,956

- **Unincorporated Areas within District** – People that reside in areas inside of the District but in unincorporated areas. There is overlap within the zip codes of the smaller communities so the population estimates are not exact, but are a close enough representation for planning purposes.
  - Zip 92201/92203 (Bermuda Dunes within Indio Zips)  Estimated 2010 – 9,788
  - Zip 92240/92241 (Indio Hills/Desert Hot Springs)  Estimated 2010 – 41,781
  - Zip 92254 (Mecca/North Shore)  Estimated 2010 – 14,086
  - Zip 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)  Estimated 2010 – 29,905
  - Zip 92276 (Thousand Palms)  Estimated 2010 – 7,425
  - Total Estimated 2010 Population 102,985

- **Other nearby communities outside the DRD** – People residing in incorporated communities nearby DRD services, programs, and facilities.
  - Cathedral City  Estimated 2010 – 53,756
  - Palm Springs  Estimated 2010 – 49,756
  - Rancho Mirage *  Estimated 2010 – 16,723
  - Total Estimated 2010 Population 120,235

* Part of Rancho Mirage is within the District’s boundaries.

- **Sphere of Influence (SOI)** – Inclusive of communities outside but contiguous to the DRD boundaries that have been officially designated as being within the DRD SOI through Riverside County Local Agency Formation Commission (LAFCO).
Because detailed socio-demographic data for DRD boundaries is not available, as both the Census and ESRI use blocks and tracks which may not align with the District boundaries, we are using data from a representation of a majority of its population that is available. Demographic data was obtained using Environmental Systems Research Institute, Inc (ESRI). Table 1 outlines total population in each of the three areas as well as in the SOI.

Table 1: District and Sphere of Influence 2010 Population

<table>
<thead>
<tr>
<th>Geographic Boundary Area</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cities within Desert Recreation District</td>
<td>223,956</td>
</tr>
<tr>
<td>Unincorporated Areas within District</td>
<td>102,985</td>
</tr>
<tr>
<td>Nearby Communities not within the District</td>
<td>120,235</td>
</tr>
<tr>
<td>District and Sphere of Influence TOTAL</td>
<td>447,176</td>
</tr>
</tbody>
</table>

A more detailed look at the market profile for the DRD is available in Appendix C and includes:

- 2000-2015 Population Trend
- Age Distribution
- Race/Ethnicity
- Spending and Household Income
- Poverty and Discretionary Income
- Educational Attainment

**SOI Demographic Profiles**

Appendix C shows a snapshot of some of the socio-demographic data from various geographic areas within the District and the SOI that are available in ESRI. The SOI is defined as being inclusive of communities outside but contiguous to the DRD boundaries that have been officially designated as being within the DRD SOI through Riverside County Local Agency Formation Commission (LAFCO). This information will help staff identify need, and respond appropriately in future service planning efforts.

**Desert Recreation District Demographic Trend Analysis Summary**

In summary, key demographic trends to consider for future resource allocation, target marketing efforts, service design and delivery methods of Desert Recreation District’s Parks and Recreation services include:

- DRD serves a richly diverse population whose needs, interests, and ability to use their discretionary funds to pay for park and recreation services may vary across cultural lines.
- Growth across the DRD is projected between 11.5 and 12 percent over the next five years.
- The population is aging; the largest growing segments of the population across DRD boundaries are the 55-64 and 65-74 age cohorts in the unincorporated areas, and the 65-74 age cohorts in the incorporated areas of the District boundaries.
- The median age varies across the District depending on city or unincorporated area, therefore strategically planning age specific services is warranted.
- The median household income in DRD varies dramatically – from $29,459 in the unincorporated area of 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis) to $78,822 in the City of Indian Wells.
- Coachella Valley has a far greater percentage of persons living below the poverty line than the State or the County. Again, these statistics can lend relevance for key strategic initiatives and when seeking alternative funding resources for providing and funding critical park and recreation services to improve the quality of life.
Home values also show a corresponding disparity between the low median price of $82,124 in the unincorporated area of 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis) to a high median price of $457,101 in Indian Wells.

A large percentage of DRD residents 25 years and older have only obtained a 9th grade education or less: the cities of Coachella and Indio have 32.5 and 19.9 percentage (respectively) of their population falling in this category. In the unincorporated areas of 92254 (Mecca/North Shore) and 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis), the percentage rises to 48.6 and 27.8 respectively.

The City of Coachella, and the unincorporated areas of 92240/92241 (Mecca/North Shore) and 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis) have the largest households and lowest per capita incomes. These areas may be appropriate for strategic initiatives which contribute to improving the quality of life.

**Industry Trends**

A more detailed look at the trends in parks and recreation influencing the District is available in Appendix D and includes:

- Baby boomers—those born between 1946 and 1964, are devoted to exercise and fitness.
- Boomers will look to park and recreation professionals to give them the skills needed to enjoy many life-long hobbies and sports.
- The 2010 NSGA Survey on sports participation found some of the top ten athletic activities ranked by total participation included: exercise walking, exercising with equipment, camping, swimming, bowling, and working out at athletic clubs. Additionally, the following active, organized, or skill development activities remain popular: bicycle riding, hiking, running/jogging, basketball, golf, and soccer.
- Specific offerings for children’s fitness are slowly increasing in health and fitness facilities. Facilities are offering more youth-specific exercise equipment. Individualized youth sports training opportunities are becoming more popular as well.
- There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like “spray pads” are becoming increasingly popular as well.
- The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multi-purpose regional centers help increase cost recovery, promote retention, and encourage cross-use.
- The United Health Foundation has ranked California 26th in its 2010 State Health Rankings, down three ranks from 2009.

  The State’s biggest strengths include:
  - Low prevalence of smoking
  - Ready access to early prenatal care
  - Low infant mortality rate

Some of the challenges the State faces include:

  - High incidence of infectious disease
  - High levels of air pollution
  - High rate of uninsured population

- The health care issue is front and center. Park and recreation departments are finding that they are in a position to be a catalyst in creating healthy lifestyles and communities.
- The most common programs offered in communities are holiday events and other special events, fitness programs, educational programs, day camps and summer camps; mind-body/balance programs such as yoga, tai chi, Pilates and martial arts; and youth sports teams.
• Fitness programs, educational programs, teen programs, mind body balance and active adults were listed at the top of the ten programs parks and recreation departments are planning to add within the next three years.
• Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
• The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.
• Research indicates that the success rate for festivals tends to be evaluated simplistically on the basis of profit (sales), prestige (media profile), and size (numbers of events), often translated into numbers of visitors. Large-scale, multi-city, valley-wide events, and regional athletic complexes for sporting event opportunities can directly benefit the entire Coachella Valley through tourism. However, the District’s mission is to serve their residents, not promote tourism and actualize financial contributions (TOT or bed tax coming to the District from overnight stays due to tourism). When the Desert Recreation District updates their Master Plan, a community-wide interest and satisfaction survey could indicate the importance and unmet need ranking for festivals and special events in relation to other services for District residents.
• Multiculturalism park and recreation trends in marketing and providing leisure services continue to emerge and should be taken into consideration in all planning efforts.
• National trends in the delivery of parks and recreation systems reflect more partnerships and contractual agreements reaching out to the edges of the community to support specialized services.
• Park and recreation administration trends include increased partnerships, agency accreditation, and enterprising budgets.
SWOT Analysis

As the Strategic Plan progressed, a SWOT Analysis was conducted by staff on October 14, 2011. A SWOT analysis is a staff development process using critical self-inquiry of internal strengths, weaknesses, and external opportunities, and threats. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The results are summarized in Table 2.

Definitions of SWOT

**Internal Strengths:** Major strengths of the Parks and Recreation Department/Division/District. Strengths include competencies in various areas (example: marketing, financial, programmatic, organizational, etc.).

**Internal Weaknesses:** Major weaknesses of the Parks and Recreation Department/Division/District, which are harmful, detrimental, and cause a negative impact.

**Environmental Opportunities:** An opportunity is an attractive arena to take action in which the Parks and Recreation Department/Division/District would enjoy a competitive advantage; would further the agency in meeting its vision or fulfilling its mission; or would enhance the development of its services.

**Environmental Threats:** A challenge posed by an unfavorable trend, event, or development in the environment that would lead, in the absence of purposeful action, to the erosion of the Parks and Recreation Department/Division/District quality service provision, financial and service sustainability, or the agency’s position or credibility. In some instances, this could also be detrimental to the parks and recreation industry.
**General Observations from SWOT Results**

While there may be an opportunity to broaden the Sphere of Influence or develop undeveloped spaces, given the age of the facilities and the lack of funding for capital repair, this is not the time to grow the service provision or operations and management of DRD’s assets without letting go of something to free up allocated resources and redirect the resources to higher priorities.

DRD should capitalize and focus on what it does well. Growing services should be considered if they are determined to be in an advance market position once run through the Services Assessment. Strategically advancing the market reach should not result in decreased agency cost recovery, but rather should help improve the overall financial picture and provide sustainable key services in selected target markets. Where partnering makes sense because of the identification of an unmet need, DRD should pursue development and sustainable operational opportunities.

Redundancies and strategies for mitigation should be identified in each market area using the Services Assessment. The streamlining of service provision and operations should occur with the identification of duplicative services through this tool. The opportunities for partnerships will emerge, as will selective services for advancement and divestment. These alternative provision strategies (or non-provision) should free up resources which can be redirected to tailor services to each community’s needs and grow services where there is an unmet need or opportunity.

One external threat which DRD can influence is the unhealthy, inactive lifestyle trend for youth (and adults). Working with charter schools and home schools to provide their physical education programs is one identified opportunity. Cultivating public/public and public/private partnership is another area for growth. DRD should develop relationships with local physicians and healthcare providers to encourage them to write prescriptions for walking in a park, taking a fitness class, or joining an athletic team.

Internal streamlining and creating more efficient processes can be assisted through a **business improvement process (BIP)**. This methodology identifies how many hands have to touch a process, or steps have to be taken to deal with an issue using a flow chart. The review seeks to identify how to reduce these steps, thus creating efficiencies in internal processes and systems. The District should select one cumbersome process and run it through the BIP.

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**Key Observations from the SWOT:**

- Maintain what we have.
- Redirect resources to higher priorities.
- Let go of what is not working.
- Focus on what DRD does well.
- Reduce redundant services.
- Influence the obesity epidemic and reverse the unhealthy lifestyle trend.
- Streamline internal processes and systems.
- Develop an Information Systems and Technology Plan.
- Develop a District-wide Marketing Plan.
- Fund and focus on deferred maintenance versus expansion or development.
- Partner or collaborate.
There appears to be a varied opinion among groups as to the strength or weakness of information technology (IT). There is also confusion that IT is the same as marketing. This may be due in part to staff’s own competency and comfort with its use. Training and consistent expectations for quality and usage may be warranted. In addition, creating a fully developed information systems and technology plan, as well as a District marketing plan should be considered priority recommendations.

A priority should be given to funding capital repair and replacement of DRD infrastructure and assets over new development, especially given the current economic conditions. The cost of deferred maintenance is crushing the park and recreation and public service industry and is the number one thing professionals say there is not enough funding to address.

*Table 2* summarizes the SWOT responses.

**Table 2: SWOT Analysis Matrix**

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
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</thead>
<tbody>
<tr>
<td><strong>Service and program quality</strong></td>
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<tr>
<td><strong>Affordable services – services varies: some cover their costs, others are affordable to those with adequate discretionary spending resources; services are affordable to agency versus to the user</strong></td>
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<tr>
<td><strong>Facility locations</strong></td>
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<tr>
<td><strong>Quality of life (impact)</strong></td>
<td></td>
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<tr>
<td><strong>Quality of infrastructure (policies and technology) – good accountability measures</strong></td>
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<tr>
<td><strong>Professionalism – knowledge</strong></td>
<td></td>
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<tr>
<td><strong>Opportunities to grow</strong></td>
<td></td>
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<tr>
<td><strong>Consistent income (program revenue) – for certain programs that are fee based, if they are good performers, they are consistent, families stay all year and we have wait lists (examples: gymnastics, tot/preschool, karate, etc.)</strong></td>
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<tr>
<td><strong>Versatile</strong></td>
<td></td>
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<tr>
<td><strong>Guest services</strong></td>
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<tr>
<td><strong>Bought-in culture – staff believes and lives the DRD culture; “Fish Philosophy,” values, life enrichment, customer service standards; enjoy the work do and show it; Disney theme (second to none)</strong></td>
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<tr>
<td><strong>Team member – 70% are dedicated and hard working, flexible, grateful, happy; energy and presence, buy into the program; diverse group of team with a lot of good ideas – let’s listen to them</strong></td>
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<tr>
<td><strong>Longevity (60 years as an agency); staff who had been with the District a long time.</strong></td>
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<tr>
<td><strong>Experience (of agency)</strong></td>
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<tr>
<td><strong>Creativity</strong></td>
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<tr>
<td><strong>Age of facilities</strong></td>
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<tr>
<td><strong>Agencies – getting more agencies involved with the District; leverage resources</strong></td>
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<tr>
<td><strong>Better focus/responsibilities for Team Members – staff are doing things outside of their job description; doing more with less is driving the job evolution – job descriptions need updating; now matching staff skills to jobs is an improvement; entire team needs to know everyone’s responsibilities and roles; we don’t get direction and training so we know what is expected; need to update responsibility specific job descriptions for the variety of coordinators; motivated team members look for work, non-motivated staff don’t have much work, so supervisors need to have a consistently higher expectation across board</strong></td>
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<tr>
<td><strong>Marketing – need budget for this effort; need a marketing plan; add social networking; ask “how did you hear about us” in ActiveNet; get the word out using IT</strong></td>
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<tr>
<td><strong>Low morale – expectations between supervisor groups aren’t consistent; they don’t give same message; supervisors and management need to make site visits and know about/support the program and what the front line staff is doing; open door policy conflicting with chain of command; lack of please and thank you, and recognition from supervisor and superintendent levels (please publically praise, privately reprimand); lack of consistent accountability and expectations (jeans, uniforms, clock in/out, sandals); favoritism; lack of training</strong></td>
<td></td>
</tr>
</tbody>
</table>
• Lack of communication – don’t know what is happening in the district/vision – we need direction; don’t know how to do some things; disconnect between the Board (who are focused on their interests versus leading the vision of the District) with Admin staff (who aren’t touching the public) and Front Line staff (who are not given consistent direction); admin won’t share info; higher positions withholding info and questioning staff’s need to know; lack of trust; staff doesn’t read the information we provide (increase self accountability) but they sign off on it; we need to follow through on discipline; need a master calendar of events because we have multiple events on same day and don’t communicate; there is a division between departments and we operate in silos; front line staff are not informed to know who is in charge of an event or the event details (perhaps information stops at the supervisor level)

• IT and technology – DRD needs a major hardware investment; need an IT technology plan; need to ask the question of how do IT changes impact the entire system; high frustration among staff and they feel they don’t get support; cumbersome process for IT help – the work order process; need software improvements for publishing marketing materials; not all computers have the same version of software; schools and the County Community Centers don’t have IT available; fixes are not always timely or effective; we have different servers for each system; can’t have access to computer work from home; new ActiveNet is not user friendly for on-going rentals (labor intensive); it takes a long time to boot up the system and its constantly going down; put all supervisors and off-site personnel on laptops because we now function web-based/virtual anyway; need wireless access in building; can’t use someone else’s computer to log into the system and access your stuff

• Management philosophy – there is too much gossip; management needs to lead by example; push decision-making deep into the organization; stop the “dump and run” style and pro-actively plan; need fair and consistent messages across the board; management is trying to determine new vision and be on the same page with the vision with the same translation of the vision; they don’t all have the same philosophy, supervisors have difference of opinion of what’s important or should be monitored by budget – send the message out the same; inconsistency between
supervisors within the same department, or in other departments, even at public events in front of public; we need clarity of job duties, roles and responsibilities that differ among the coordinators; supervisor level is inconsistent; coordinators don’t feel secure in their jobs; GM, Superintendents need to get out there more but it’s difficult; sometimes we are at cross purposes and not working as a team because some staff do facilities and some staff do programming; give clear messages from top down

- Streamline processes
- Consistency with workers – the same type of programs should be of consistent quality and experience at every facility; we need consistent communication; see low morale
- Lack of training – wasn’t consistent among staff; we are not adequately pre-planning events and doing a post mortem on events; need a budget 101 training; need specific skills development; invest with the people that have been here instead of focusing on the new staff; we need training for promotion opportunities
- Lack of benefits – for part time staff; 1045 hour employees should also get some pro-rated health benefits
- Equipping team – now adding how to manuals but not everyone has access to a computer (off-site staff); short deadlines of information or not timely when off-site staff don’t have access to email or time to respond; staff is overwhelmed and strained; make sure the team members have the tools to do the job (coordinators should oversee and assure this happens but this may be economically driven)
- Behind the times – with technology; need WiFi in community centers; have self-serve kiosks for registration; need faster applications and user autonomy
- Inefficient processes – because we don’t communicate; re-inventing the wheel; we are relying on the informal network versus getting the information from the source; purchasing process is cumbersome – we have a requisition with back up information, we have to get a PO, do the purchase, complete an invoice and warrant for payment, and complete forms to spend out of one account and transfer to another; one department is set to a standard and others are not; share the why or rationale for needing to justify and provide backup for the expenditures and purchasing
### OPPORTUNITIES

- Broaden District responsibilities (to Palm Springs and Salton Sea)
- Develop undeveloped space – Thermal and other locations that we currently own
- Put Gymnastics in its own building – would create freed up space in ICC
- Create a cohesive valley-wide aquatics program
- Integrate equestrian programs
- Expand 1st Tee program throughout the valley
- Field development – football (current spaces needs improvement) and soccer fields are on empty lots; soccer fields in Indio would be a centralized location
- Strengthen private/public partners
- Streamline services
- Redevelop unused land
- Need a better capital improvement projects plan (CIP) for maintenance and new facilities
- Expand programs to areas needed
- Tailor programs to communities
- Indio Hills, Bermuda Dunes, and North Shore need Community Centers
- Provide Charter Schools with PE/Enrichment programs
- We have demand/need for certain programs
- Affordable - define affordability by the socio-economic conditions of the area served; consider grant funded programs and negotiated costs/fees with instructors in certain sites to make services more accessible
- Improve name recognition

### THREATS

- Recession/ economy
- County and state funding/budget cuts/lack of funding
- Diminishing grant funding
- RDA development monies to cities
- RDA development funding elimination
- Population growth
- Aging facilities/ deterioration of our infrastructure
- Natural resources – use of electricity and resources; need to be smarter with sustainability; need to focus on “green technologies”; concerns over diminishing natural resources in the event of a disaster
- Redundancy of services
- Other organizations/private competition
- Operational structure – structure seems to constantly be changing
- Lack of public interest
- Health trends in youth
Services Assessment and Funding Scenarios

As part of the Strategic Planning process, staff was given the Public Sector Service Assessment, a tool to help them identify duplication of service or saturation in the market. The instruction process included hands-on application which results in identifying alternative provision strategies depending on who else is providing services in the service’s target market, and the DRD’s market position for the target service area.

Public Sector Agency Service Assessment

Based on the MacMillan Matrix for Competitive Analysis of Programs¹, the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The Public Sector Agency Services Assessment Matrix (Appendix E) is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited available resources, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies such as the Desert Recreation District.

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers and whose very survival depends on satisfying paying customers, many public organizations operate in a non-market, or grants economy – one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, our customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. In fact, DRD can be considered a "sole-source" in many instances; the only place to get a service, so there is little to no market saturation and therefore, potential for apathetic service enhancement and improvement. Consequently, public organizations like DRD have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed, funders and customers alike are beginning to demand more accountability, and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today's public agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible. In addition, organizations are leveraging all available resources where possible.

An assessment of Public Sector Agency Services is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of the District's Service Portfolio. Additional results indicate whether the service is “core to the District's values and vision,” and provides recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to DRD’s purpose. The process includes an analysis of: each service’s relevance to DRD’s values and vision, the District’s market position in the community relative to market, other service providers in the service area including quantity and quality of provider, and the economic viability of the service.

¹ Alliance for Nonprofit Management
The Process

The staff participated in a training workshop on the Public Sector Services Assessment and then was provided “homework” materials to be completed electronically in order to use and modify them later as conditions change.

- The Services Menu (the list of all the services the District offers) is used to populate the DRD Services Analysis spreadsheet under the heading “Service Type.”
- The DRD Services Analysis spreadsheet answers specific target market questions regarding DRD services by location. The subheading of “Component and Services Provided” further breaks down or defines each service within the “Catchment” or service area (where the target market is coming from). The “Target Market” is different for each service, and the alternative providers may be different.
- The Alternative Providers Analysis spreadsheet outlines the details of “like or similar” services provided by others in your target market (your competition for this service). Not every service will have alternative providers, but some will. The goal is to know your market, your services, your target market, your service area, and your alternative providers (competitors or possible collaborators/partners), so market research is often necessary.
- A sample of an Agency Services Analysis spreadsheet was provided.
- A sample of an Alternative Provider Service Analysis spreadsheet was provided.
- Program/Service Lifecycle was discussed:
  - The stages of development over time along with the volume of participation/users.
  - Recognizing that at the point of saturation we must do something with the program or service or it will become a “dead horse” which should be eliminated or revitalized.

A selection of services was put through the matrix assessment to determine provision strategies. It is the District’s intention that all services will be run through the assessment matrix prior to developing next fiscal year’s budget requests.
**The Results**

Eliminating services that are important to someone or have been offered for some time is challenging. Letting go and making choices based on objective tools must transcend the emotional attachments because DRD is a public service provider. While this may be difficult, most agencies are re-thinking their resource and labor intensive special events and services where they are no longer the strongest provider in the service’s target market. The following services were identified through the process as "collaborate or divest":

- Easter/Spring Eggstravaganza program
- Soap Box Derby
- Coachella High School Youth Track Meet
- International Sports Festival

**Funding Scenarios**

Another component of the strategic planning process was to introduce the District to an industry best practice tool and method used to assist an agency sustainable service delivery and to determine where to use taxpayer investments in a parks and recreation system. The Pyramid Methodology is a simple graphic illustration of resource allocation and expected cost recovery based on the values, vision, and mission of the agency and the degree of who benefits directly from the service or experience, the community as a whole, or an individual. This methodology (Appendix F) was introduced to the management team on December 8, 2011.

Having a Cost Recovery Model and Resource Allocation Philosophy in place can help agencies answer challenging questions such as:

- “Are your programs priced fairly and equitably?”
- “How will you continue to fund your agency’s facilities and services in relationship to future budget constraints?”
- “Are you using your funding in a responsible manner?”
- “Do you have a methodology for subsidy distribution? If so, is the process transparent?”
- “Does the way that you charge for services (facilities, programs, etc.) support your agency’s values, vision, and mission?”

Establishing a well-crafted philosophy for cost recovery and subsidy allocation is the foundation for developing strong, sustainable financial management strategies. A solid philosophy will allow staff to recognize where subsidy is being applied, to determine if it is at an appropriate level, and to justify your agency’s pricing structure, including costs for new services.
Consultant Observations and Considerations

GreenPlay has been in the parks, recreation, and open space management consulting business since 1999, and is staffed with a team of professionals boasting over 160 years of combined experience in the field.

The GreenPlay Project Manager for this DRD Strategic Plan was one of the first to become a Certified Parks and Recreation Executive, the new advanced certification administered by the National Recreation and Parks Association (NRPA). Karon Badalamenti, a Principal with GreenPlay, brings over 25 years in Parks and Recreation administration, and senior management experience.

It is from this perspective and extensive experience that the consultant team provides the following observations and suggestions which are offered for DRD consideration.

Organizational Structure Considerations

While the Strategic Plan was not tasked to perform functional job audits, review current job descriptions, conduct a qualification analysis, or detail employee performance measures, several observations are apparent. It appears that there is an imbalance of functional responsibilities among the current four departments. One of the Department Director positions is currently vacant, and if one of the goals of the District is to streamline operations, this would be a perfect opportunity to re-structure and push leadership and decision-making responsibilities as deep into the organization as possible.

In addition, the District has several looming financial implications including the unfunded Federal ADA mandate. Consolidation of duties and restructuring will free up precious resources and allow reallocation to other District priorities. Of course, letting go of how the District has been conducting business thus far is difficult. However, current economic conditions and changing priorities in light of the community’s values, the District’s vision, and mission necessitate thinking in a more entrepreneurial and creative way.

From our observation of the current service provision model, it appears that there may be an over-abundance of higher level positions, as well as an over-abundance of full time or hourly staff at the coordinator or attendant level positions (those providing direct service delivery or direct interaction with customers). The latter perception could be due to inappropriate use of space (for office work or breaks), or it may be that staff is not functioning at the level they should be and failing to delegate appropriately. In any event, staffing levels swelled over the previous years, and it is now critical to re-focus, get the right people in the right jobs, and set performance measures in place.

It was implied that qualified staff are difficult to find and retain in the Coachella Valley. It may be that staff in certain positions lacked all the skills necessary to completely fulfill the job requirements. In several cases, multiple people may be employed to fulfill the job function of a single position. In other cases, there may be staff that are functioning below their skill set. None of these strategies yield the best results – to employ qualified persons and under utilize their skill set in entry-level jobs with diminished expectations; employ under-qualified persons with limited performance expectations; or employ multiple under-performing persons to do the work of one position just to have a position filled. It may be better to scale back operations, use part time staff for entry-level positions, emphasize training and development, and reward quality performance.
There are many possible combinations of departments or divisions to accomplish a restructure based on organizational needs and necessary cost reduction. The goals of similar functions being grouped together, required high-level performance skills and expectations, expenditure reductions, and cost of service provision should drive the final structure.

This is not to imply or deny that the skill sets of the current staff or the management team match the required qualifications for each department or division given new job responsibilities and performance expectations. For instance, the softer skills (core competencies) like communication and facilitation, political and business acumen, coaching and mentoring, leadership, and empathy are required at the management level position. This must be taken into consideration, and the staff’s current skills, qualifications, and experience should be compared with the revised staff and leadership positions’ job descriptions and qualifications in light of the organizational restructuring and right-sizing. Thus, ensuring that staff’s qualifications, experiences, and skills meet the requirements for the duties and responsibilities of the job, and improving organizational risk management. In addition, ensuring that all supervisory personnel conduct annual performance evaluations and monitor staff work plans, outcomes, and progress toward achieving DRD goals, objectives, and performance measures is good business.

**Operational and Management Considerations**

The following best practices and strategies are suggested to enhance the operations and management of the District.

**Barrier-Free Access**

Conduct equity reviews to ensure that all citizens have equal opportunity to participate in sport and physical recreation programs regardless of sex, age, race, income level, or ability. Take extra steps to ensure that vulnerable populations have access to the same choices and opportunities for recreation and active living as the population at large. Ensure that those that have limited means or ability to pay issues have funded support systems for barrier-free access including a scholarship or financial assistance program.

Support sport, active living, and cultural organizations and partner with them in programs that aim to build social cohesion while increasing opportunities for recreation and physical activity. Support the development of a comprehensive campaign to promote recreation that involves all municipalities and unincorporated areas within the District, and many industries and businesses in multiple interventions. Sponsor and encourage special events that involve recreation and physical activity and engage all social groups. Celebrate multiculturalism and diversity. Identify and work with various cultures and religions in the community to promote physical recreation and active living opportunities and to find the best solutions for overcoming common barriers.

**Collaborative Service Provision Strategies**

Avoid duplication of services and market saturation. Over extending or expanding services, or trying to be all things to all people often results in mediocre or low-quality service. Instead, focus on delivering higher-quality service in a more focused (and perhaps limited) way. Consider selectively expanding services through partnerships in the Sphere of Influence (SOI) and abutting areas with healthcare providers, overlapping municipalities, and pursuing cross-marketing or complementary service development strategies. Focus on areas where there is an un-met need for health and wellness, and after school activities. Coordinate services with public transportation, greenways and trail systems. The master plan will help flush this out.
Continue to further facilitate the valley-wide parks and recreation needs assessment and discussion through the DRD Master Plan development process. Consider a community-wide, statistically-valid unmet needs and satisfaction survey and seek other municipalities/agencies to financially partner in this process in exchange for their applicable results. Provide target market information by mapping survey responses and demographic overlays. Consider additional web-based options and target survey options to reach selected groups like teens.

**Communication and Return on Investments**

Improve transparent communication with the public. Demonstrate where and how public funds and taxpayer investments are used. Use graphics to help explain the value/cost of providing desired and necessary services. Communicate the connection of services to the community issues by discussing the outcomes, benefits, and results from what the District does, not just the numbers of participants. Engage the community and the municipalities within the SOI in the planning process.

Evaluate the Return on Investment (ROI) of the “free” or major special events. These are a huge financial commitment, and while “sexy” or public relations friendly, they are a labor drain. Visitor and tourism attraction is more closely aligned as a function of municipalities and the County, rather than a special district whose focus is parks and recreation services for residents of the District. Perhaps place less emphasis here in the future, and reallocate resources elsewhere.

**Conclusion**

While the intent of the Strategic Plan is to be a high-level directional or visionary plan, these observations and considerations should be weighed as the implementation plan and the details for the action items are put into annual work plans. While the goals and objectives are generally reflective of the consultant team’s observation and experience, specific prescriptive action items are not included.
Implementing the Strategic Plan

Transforming How We Do Business

Leonard Martin, City Manager with Carrollton Texas, and CEO of Martin Management presented an Alternative Service Delivery Options Workshop at a conference in Colorado Springs Colorado in February 2011. According to Mr. Martin, traditional government agencies need to “transform [their] culture to a competitive Service Business -- reduce costs, adopt best practices and increase employee productivity…”

This transformational process includes (among other things) shifting from:

- Professional Driven → Market Driven
- Special Interest Driven → Customer Focused
- Process Oriented → Results Oriented
- Wanting to be Liked → Bottom Line Focused
- Specialized Job/Skills Silos → More Versatile Generalists
- Hierarchical Organization → Flatter Organizational Structure
- Service Based on Tradition → Customer Need Based Services
- Awards of Excellence → Customer Satisfaction
- Compare to Other Cities → Market Competitiveness

Mr. Martin indicates that the goal of this “Managed Competition” concept is not to merely outsource to reduce the cost of operations, but to make services the best value and become or use “best-in-class” providers of similar services. Agencies must adopt industry best practices and commit to continuous improvement.

DRD can do this by regularly conducting the Public Sector Services Assessment and continuously reviewing and analyzing the cost to provide a service with the return on investment regarding community values, agency vision, and mission. DRD must proactively identify gaps in service and respond to changing community needs through the master planning process, collaborate where appropriate, and weigh the cost/benefit of contracting versus in-house service provision. This should include considerations for standardizing equipment, in-sourcing selected services to retain quality control, and outsourcing repetitive, high-volume, low-skill tasks to reduce costs. In addition, all agreements and contracts should be grounded in the cost to provide a service (the value received).

Operational and Organizational Strategies

On December 7, 2011, the five goal themes were shared with the Board, and broad objectives were discussed. During a workshop with the management team, the five goal themes, supporting objectives and action steps were developed.

- Internal Organizational Structure and Job Performance
- Cost of Services; Aggregate costs by Area/City within the District
- Marketing of District Services, Programs and Operations
- Information Technology and Telecommunications
- Center, Program/Event, and Maintenance Planning
Timelines

The team prioritized the recommendations, balancing needs and cost/benefit analyses, capacity of the District, and budgetary realities. The recommendations are phased into action steps with deadlines identified with the fiscal year and quarter (example: FY13 Q3)

- Immediate is defined as: between today and the end of FY2012 - June 30, 2012.
- Short-term is defined as: between now and the end FY2013 - June 30, 2013.
- Long-term is defined as: within three (3).
- In addition, some action steps may be on-going. On-going is defined as: a constant action item.

An implementation timeline follows the Goals and Objectives.

Recommendations and Implementation Timeline

The following goals, objectives and action items were developed with and through the management team. The recommendations also detail timelines, responsible parties and additional action items.
2012 Strategic Plan Goals

Goal 1 Internal Organizational Structure and Job Performance

Objective 1.A Revise job requirements and performance objectives

Action Item 1.A.1 Create organizational structure/chart to reflect District vision, mission and value statements. Reallocate human resources as necessary to complete organizational structure.
Assigned to: General Manager
Deadline: June, 2012

Action Item 1.A.2 Determine required job qualifications (including soft skills for full and part-time positions)
Assigned to: Directors (using CPRS resources)
Deadline: June, 2012

Action Item 1.A.3 Create job descriptions to include performance objectives and redesign evaluation process based upon performance objectives.
Assigned to: Directors (with HR support)
Deadline: June, 2012

Action Item 1.A.4 Plan and implement job training for existing and new team members.
Assigned to: Directors (with HR support)
Deadline: FY12-13 Q3 and On-going

Action Item 1.A.5 Fill positions with the correct skill sets and begin the performance evaluation process.
Assigned to: Directors (with HR support)
Deadline: FY12-13 Q3 and On-going

Objective 1.B Improve internal organization communications

Action Item 1.B.1 Review current internal communication methods to determine need for consolidation.
Assigned to: Administrative Services Director (Lead) and Directors
Deadline: FY12-13 Q3

Task 1.B.1.a Work with staff to determine the types of communication methods that are most effective for staff. Consolidate and re-introduce new method(s).
2012 Strategic Plan Goals

Assigned to: Administrative Services Director (Lead) and Directors
Deadline: FY12-13 Q4

**Task 1.B.1.b**
Develop a "Message from the General Manager" communication tool. Determine most effective method and timing of dissemination of the tool and implement.

Assigned to: General Manager
Deadline: FY12-13 Q1

**Action Item 1.B.2**
Schedule and implement consistent departmental staff meetings; disseminate the same message, vision, goals, updates using a question, discussion and answer format.

Assigned to: All Directors
Deadline: June, 2012 and On-going

**Task 1.B.2.a**
Use General Manager management team meetings to agree to the message prior to bringing the message to subordinates.

Assigned to: All Directors
Deadline: June, 2012 and On-going

**Objective 1.C**
Evaluate procedures and processes to streamline service provision strategies using best practices and available tools.

**Action Item 1.C.1.**
Define expectations of staff in regards to: attention to detail; understanding of the importance of meeting deadlines; minimizing re-work due to poor performance.

Assigned to: All Directors
Deadline: March, 2012 and On-going

**Action Item 1.C.2.**
Create alternative provision strategies for services which fall into the collaborate or divest categories of the Service Matrix.

Assigned to: All Directors
Deadline: April, 2012 and On-Going

**Action Item 1.C.3.**
Implement continuous improvement process by evaluating existing business protocols and practices and making changes to improve internal and external customer service.

Assigned to: All Directors
2012 Strategic Plan Goals

Deadline: FY13-14 Q2 and On-going

**Task 1.C.3.a**  Create annual action plan to conduct review(s) of business protocols and practices
Assigned to: Directors
Deadline: FY12-13 Q1 and On-going

**Task 1.C.3.b**  Conduct the review(s) and prioritize the identified practices and changes using a quarterly calendar for implementation.
Assigned to: Directors
Deadline: FY12-13 Q4 and On-going

**Task 1.C.3.c**  Implement the business process improvements on a quarterly basis.
Assigned to: Directors
Deadline: FY13-14 Q1 and On-going

**Objective 1.D**  Create a succession plan.
Assigned to: General Manager and All Directors
Deadline: FY13-14 Q4

Goal 2  Cost of Services; Aggregate costs by Area/City within the District

**Objective 2.A**  Obtain tax allocation by tax rate area (TRA).
Assigned to: General Manager
Deadline: June, 2012

**Objective 2.B**  Revisit the cost-recovery philosophy to determine if incorporating other GreenPlay Pyramid Methodology (GPM) pieces are warranted. Use the GPM model to shift tax subsidy to those services that benefit the community as a whole.
Assigned to: General Manager and Directors
Deadline: FY12-13 Q3

**Action Item 2.B.1**  Approve updated cost-recovery and resource allocation philosophy and policy.
Assigned to: Board of Directors
Deadline: FY12-13 Q4
2012 Strategic Plan Goals

**Action Item 2.B.2** Increase cost-recovery and decrease dependency on the ad valorem property tax and other non-defined assessments (supporting general administration, park and capital assets) that is designated to the District's ongoing operations and maintenance.

Assigned to: General Manager and Directors  
Deadline: March, 2012 and On-going

**Action Item 2.B.3** Assure that the Assessment Districts are operating within the confines of available tax assessments.

Assigned to: Director of Parks Services and Director of Recreation Services  
Deadline: March, 2012 and On-going

**Objective 2.C** Ensure public financial access to services and determine pricing strategies based on adopted cost-recovery policy.

Assigned to: General Manager; Director of Recreation Services and Director of Special Programs  
Deadline: On-going

**Action Item 2.C.1.** Implement appropriate fees and charges based upon the market position and value of the service provided.

Assigned to: Director of Recreation Services and Director of Special Programs  
Deadline: On-going

**Action Item 2.C.2** Institute ability to pay policies and financial assistance program.

Assigned to: Director of Recreation Services and Director of Special Programs  
Deadline: May, 2012

**Task 2.C.2.a** Approve General Fund appropriation to the financial assistance program.

Assigned to: Board of Directors  
Deadline: June, 2012 (FY2013 budget cycle)

**Task 2.C.2.b** Seek funding mechanisms for the financial assistance program to minimize the General Fund allocation.

Assigned to: Director of Special Programs  
Deadline: March, 2012 and on-going
2012 Strategic Plan Goals

Action Item 2.C.3  Strengthen the Foundation's ability to raise funds consistent with, and in fulfillment of, the needs of the District.
Assigned to: Director of Special Programs
Deadline: March, 2012 and On-going

Objective 2.D  Create public/public and public/private partnerships to develop collaborative opportunities. Provide transparent reporting to the public and partners emphasizing outcomes and performance measurements (financial, participation, etc.)
Assigned to: Board of Directors, General Manager and Directors
Deadline: FY12-13 Q4 and On-Going

Goal 3  Marketing of District Services, Programs and Operations

Objective 3.A  Develop a district-wide marketing plan that strategically targets geographic service areas, that continues to capitalize on the DRD brand.
Assigned to: Director of Recreation Services and Director of Special Programs
Deadline: FY13-14 Q1

Action Item 3.A.1  Publish solicitation to procure marketing consultant to aid in accomplishing the goals and objectives in Goal 3.
Assigned to: Director of Recreation Services & Director of Special Programs
Deadline: FY12-13 Q1

Action Item 3.A.2  Convene a standing project team to assist consultant: create a master calendar of programs and events; a list of on-going services and center information to be marketed; meet regularly to evaluate marketing methods; review data and update information, etc.
Assigned to: Director of Recreation Services and Director of Special Programs and Marketing Consultant
Deadline: FY12-13 Q2

Task 3.A.2.a  Identify, review, consolidate District marketing/branding tools and materials.
Assigned to: Marketing Consultant
Deadline: FY12-13 Q3
2012 Strategic Plan Goals

**Task 3.A.2.b**  Develop an annual marketing publication workplan based on the master calendar.
Assigned to: Marketing Consultant
Deadline: FY12-13 Q3

**Action Item 3.A.3**  Implement target-marketing techniques based upon data sources as described in Marketing Plan.
Assigned to: Marketing Team
Deadline: FY12-13 Q4

**Task 3.A.3.a**  Teach staff how to create opportunities to collect data on user-preferred communication methods; marketing tool efficacy; cost-benefit of marketing tools, etc.
Assigned to: Marketing Consultant and Marketing Team
Deadline: FY12-13 Q3

**Task 3.A.3.b**  Use data to determine best type of marketing tools to use per program. Use data to determine "shelf-life" of Activity Guide.
Assigned to: Marketing Consultant and Marketing Team
Deadline: FY12-13 Q3

**Action Item 3.A.4**  Increase the use of Internet and social media by staff and customers using targeted methods to minimize communication over-saturation.
Assigned to: Marketing Team
Deadline: FY12-13 Q4 and On-going

**Task 3.A.4.a**  Actively manage the marketing content on the web through District homepages; Facebook pages; Active.net
Assigned to: Marketing Team
Deadline: FY12-13 Q3 and On-going

**Task 3.A.4.b**  Drive use of the Internet through registration and selective promotional programming.
Assigned to: Marketing Team
Deadline: FY12-13 Q3 and On-going
2012 Strategic Plan Goals

Objective 3.B  Create communication materials to disseminate information on District operations to the public.

Action Item 3.B.1  Prepare and disseminate an Annual Report; Comprehensive Annual Financial Report (CAFR); Annual Budget; State of the District address, etc.

Assigned to: Director of Administrative Services
Deadline: FY12-13 Q4 and On-Going

Goal 4  Information Technology and Telecommunications

Objective 4.A  Create a cross-department project team to aid the Information Systems Administrator through the provision of input on, and oversight of: staff needs, purchasing, administrative management, usage and disposition of District software and technology tools.

Assigned to: Administrative Services Director and Information Systems Administrator
Deadline: FY12-13 Q1 and On-going

Objective 4.B.  Create a three-year rolling information technology project plan

Assigned to: Director of Administrative Services and Information Systems Administrator
Deadline: FY12-13 Q3

Action Item 4.B.1  Review data from the capital asset plan findings; IT equipment inventory; and user needs information to identify needs for next three years.

Assigned to: Director of Administrative Services and Information Systems Administrator
Deadline: FY12-13 Q2

Task 4.B.1.a  Inventory the condition of hardware, create an upgrade plan considering impacts, timing and conversion, compatibility issues.

Assigned to: Information Systems Administrator
Deadline: FY12-13 Q2

Task 4.B.1.b  Develop a software and application version upgrade schedule.

Assigned to: Information Systems Administrator
Deadline: FY12-13 Q2
2012 Strategic Plan Goals

**Action Item 4.B.2** Identify integration, migration, deployment concerns and mitigation efforts.
- **Assigned to:** Information Systems Administrator
- **Deadline:** FY12-13 Q4

**Action Item 4.B.3** Determine staffing or contracting requirements for implementation
- **Assigned to:** Director of Administrative Services and Information Systems Administrator
- **Deadline:** FY12-13 Q4

**Action Item 4.B.4** Develop a technology replacement and financing mechanism
- **Assigned to:** Director of Administrative Services, Information Systems Administrator and Accounting Supervisor
- **Deadline:** FY12-13 Q2 for GM Review and completion FY12-13 Q3

**Objective 4.C** Provide off-site program sites and virtual offices with connectivity as appropriate for job functions.
- **Assigned to:** Director of Administrative Services and Information Systems Administrator
- **Deadline:** FY12-13 Q4

**Action Item 4.C.1** Explore cost/benefit of providing wireless connectivity and self/user registration kiosks/stations at facilities.
- **Assigned to:** Director of Administrative Services and Information Systems Administrator
- **Deadline:** FY12-13 Q3

**Objective 4.D** Create IT governance directives: Disaster Recovery; Internet and Computer Usage; Security; and Social Media.
- **Assigned to:** Director of Administrative Services and Information Systems Administrator
- **Deadline:** FY13-14 Q1

**Goal 5** Center, Program/Event, and Maintenance Planning

**Objective 5.A** Review independent contractor agreements.
- **Assigned to:** Directors with services provided by independent contract agreements
- **Deadline:** FY12-13 Q2
2012 Strategic Plan Goals

**Action Item 5.A.1** Determine percentage of total cost recovery and change agreement to capture the total cost of providing the service.

- **Assigned to:** Directors with services provided by independent contract agreements
- **Deadline:** FY12-13 Q2

**Action Item 5.A.2** Conduct service audit on contractors. If DRD staff are in the position of directing or controlling the service provision, re-consider the use of contracted provider.

- **Assigned to:** Directors with services provided by independent contract agreements
- **Deadline:** FY12-13 Q1 and On-Going

**Objective 5.B** Review use agreements to determine if the cost/benefit to provide services is positive for the District.

- **Assigned to:** General Manager and Directors
- **Deadline:** April, 2012 and On-going

**Objective 5.C** Process all programs and services through the Services Assessment Matrix.

- **Assigned to:** Directors
- **Deadline:** April, 2012 and On-going

**Action Item 5.C.1** Continue strategic growth/development based on Master Plan results (needs assessment.)

- **Assigned to:** Directors
- **Deadline:** FY12-13 Q4 and On-going

**Objective 5.D** Create opportunities to expand school facility availability for youth programs on a year-round basis.

- **Assigned to:** General Manager
- **Deadline:** FY12-13 Q4

**Action Item 5.D.1** Enlist public and private partners to endorse and support the collaboration of DRD and the school districts in opening facilities for youth and adult use during out-of-school timeframes.

- **Assigned to:** General Manager and Board of Directors
- **Deadline:** FY12-13 Q4

**Objective 5.E** Research and pursue collaborative partnerships with public and private entities.
2012 Strategic Plan Goals

Objective 5.F  Develop business operations plans for each facility and/or program area.
Assigned to:  Directors
Deadline:  FY12-13 Q4

Objective 5.G  Develop maintenance standards and schedule (based upon desired level of service and customer satisfaction, influenced by the Master Plan.)
Assigned to:  Director of Parks Services
Deadline:  FY12-13 Q4

Objective 5.H  Create and fund the Asset Replacement Plan.
Assigned to:  General Manager
Deadline:  May, 2012

Objective 5.I  Implement ADA Barrier Removal Plan.
Assigned to:  Directors
Deadline:  May, 2012 and On-going (As need arises and funds are available projects will be completed.)

Objective 5.J  Develop a Capital Improvement Plan (CIP) using the results of the Asset Inventory Plan, the ADA Barrier Removal Plan, the IT Replacement Plan and the Master Plan.
Assigned to:  General Manager
Deadline:  May, 2012 and On-going (Year 1 of 5 year plan by FY12-13 Q3 and start FY13-14)
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### 2012 Strategic Plan Goal Timeline (Visual)

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Appendix A – Leadership Summit Detailed Responses

The Leadership Summit – October 13, 2011
Consolidated Answers

The number in parenthesis following the answers indicated the amount of times a particular response was given or a priority was indicated by the participants.

1. What is the value of parks and recreation to the community (regardless of which agency provides the services)? What positive outcomes can parks and recreation influence?
   - Provides community center and sense of participation in the community to the unincorporated and other community. (6)
   - Not a high enough value for recreation.
   - Physician Park - exercise, meeting, gathering place (2), social, public safety, forming community - just as important as programming.
   - Health - exercise – wellness. (7)
   - Senior and Family affordability.
   - Positive educational outcomes. (2)
   - Parks can be destinations.
   - Life balance.
   - Personal responsibility for wellness.
   - Appreciation of nature - protection of wildlife - open space. (4)
   - Safe places to recreate, reduce crime by providing programs. (2)
   - Locally convenient.
   - Sustainable.
   - Skill development. (life, social, exercise, sports) (4)
   - Dynamic.
   - Strengthen families - grow family values. (3)
   - Diversionary.
   - Aesthetic value in community.
   - Creating memories. (2)
   - New friends.
   - Share resources among all organizations – leadership. (3)
   - City has responsibility to build infrastructure.
   - Parks provide opportunities for art.
   - Economic value to a community. (2)
   - Child care.
   - Accessible programs.
   - Parks should serve all aspects not just one or two types of activities.

2. What community issues or problems exist that parks and recreation can positively address or impact?
   - Health disease and lack of exercising. (4)
   - Fear of strangers in parks - lack of safe spaces - gangs/crime. (8)
   - Sense of disconnect/social isolation. (2)
   - Apathy - parents not involved. (3)
   - Loss of open space.
   - Out-of-school child care.
• Locations for social services.
• Cultural intolerance. (2)
• Breakdown of family/family dysfunction. (2)
• Lack of community meeting space.
• Lack of active recreation locations.
• Not allowing parks to become fortresses that discourage use.
• Sense of community. (3)
• Provision of parks for everyone to combat perception of "haves and have-nots."
• Build the best facility DRD can.
• Locals can't afford programs.
• Lack of education.
• Lack of governmental collaboration. (2)
• Lack of communication.
• Lack of marketing of information on how to access parks and recreation programs.
• Increasing aquatic resources – through collaboration.
• DRD Purpose/Vision is too safe and broad – it said nothing. Be a partner in the greater effort instead of "leader."
• More opportunities for middle-school and teens age groups are fighting for space.
• Emphasis on seniors and preschool.
• Get school space used when school not in session.
• Safe routes for transportation.
• Emergency phones at all open spaces.
• Utilize church spaces.
• Economic development.
• Park NIMBY - people want parks but not in their backyard.

3. What services should be provided to address these community issues or problems?
• Affordable ballet, acting, and instrumental music lessons to keep children active in positive ways and create empathy.
• Health education programs and screenings. (3)
• Outdoor education programs and awareness of alternative sites and programs.
• After-school/youth programs.
• Safe-routes to schools (non-motorized transportation opportunities).
• Multi-use parks.
• Services for all ages.
• Promotion/marketing to improve public awareness of current services.
• Information and referral hub for community. (2)
• More facilities - larger and more recreation centers. (2)
• Centralized program management; "on location" staff for all programs.
• Consistent core program for entire District.
• Dynamic programming by location.
• Trail development (non-motorized opportunities).
• Partnerships for joint use or activities. (2)
• Four Tiers to Recreation.
  o Individual
  o Government Provides Services
  o YMCA - family memberships
  o Private - gyms - coaching
  o DRD belongs in second tier (government)
• Make services available to the masses and diversity. (2)
• Don’t focus totally on youth.
• Community social events (movies in the park/art show/fireworks).
• More summer events (after 8 pm when it cools down!).
• User fees in different ways to provide programs.
• Utilize volunteers more (if possible).
• Meet with city leaders to understand each city.
• Transportation needed - partner with Sunline.
  o Free bus passes for students
  o CVHC partnered with Sunline for field trips (but don’t do any more)
• Field trips out of the Valley.
  o Cost prohibitive
  o Economy is forcing child care by neighbors or family
  o Limited resources
  o Grants are tough to get today
• Coordinate as a team.
• DRD gets tax base - other agencies do not.
  o La Quinta residents pay $9
  o Bermuda Dunes residents pay $9 and have no parks
• Partner with McCallum Theater.
• Upscale offerings for second home residents that are revenue generating (tennis clinics).
• Bermuda Dunes - utilize empty buildings including the community center.

4. In your opinion, or from your vantage point, what role should the Desert Recreation District play in providing these services in the District’s boundaries or in its “Sphere of Influence”?
• Provide a Director with money to attend community events. A strong director is the single most important factor in making a center a success.
• Regional coordinator of recreation services (District-wide).
• Identify and secure funding opportunities.
• Pay for play.
• Lead role for program/facility in unincorporated and underserved areas.
• Leadership role in developing Model Joint Use Agreements.
• Policy development and creation of standards of implementation for services to be accepted by all communities.
• Marketing and "perception" improvement.
• District shouldn’t be alone in efforts - Public/private partnerships and public/public partnerships.
  o Forge partnerships to share facilities
  o Who’s going to let go of reins
  o YMCA/Boys & Girls Club/DRD join forces in programming
    ▪ In Palm Desert both agencies provide after-school transportation for their programs - duplication of service. In summer DRD kids walked over to YMCA for lunch.
  o DRD collaborate first and provide second
  o Combine board or council meetings to work it out (currently worked out by internal staff)
  o DRD lead in developing collaboration system and leadership group (2)
    ▪ Advocacy leader
    ▪ Avoid duplication of services
- Identification of service gaps
  - Recreation round-robin
  - Community Collaborative
    - In Bermuda Dunes - more programs needed - DRD assist with information on how to develop programs
    - Many Bermuda Dunes residents are unaware of information and opportunities
  - Show people what they get for their contribution.
  - Provide staffing and programs.
  - Youth sports.
  - DRD identify gaps in service to avoid overlap.
  - DRD should lead trail systems.
  - Involve tribes in regional recreation/parks.

5. **What services and programs should the Desert Recreation District do or provide in the community?**
   - Senior center.
   - Recreation and Library programming.
   - Tutoring, mentoring, and life skills programs. (2)
   - Arts-dance and cultural programs/centers. (4)
   - Transportation.
   - Fortify role as regional coordinator/manager (4) (trails, facilities, parks and recreation program development).
   - Regional facility development. (2)
   - Provide qualified professional staff to facilitate partnerships.
   - Sports league management/coordination.
     - non-traditional sports too
     - basic instruction in sports
   - CIP funding strategy and program; work with cities on their development and planning of city infrastructure.
   - Maintenance. (2)
   - Community health and wellness.
   - Partnering with California Endowment and University of CA Riverside School of Medicine.
   - Coordinator of community calendar on parks and recreation programs and events.
   - Umbrella website for all regional activities with links to multiple sites.
   - Park rangers.
   - Youth programs.
   - Youth sports.
   - Multi-generational programs.(2)
   - Fitness. (2)
     - Free to public
     - Wellness Centers
   - Seasonal programs for visitors.
   - Market through interactive outreach; continue the catalog; work with Desert Sun to distribute information.
   - Remove cost barriers - low cost opportunities - free programs (work with Target and Wal-Mart to get funding).
• Incentive programs - points for walking miles like schools give points for reading; work with school districts to get P.E. credit for using DRD facilities; volunteer programs (assist in school applications); community service (don't mess it up, build it up!).
• After-school programs.
• Year-round aquatics.
• Provide catalog to non-District areas.
• DRD board members need to be more active in communities they represent.

6. **What services and programs should the Desert Recreation District NOT do or provide in the community?**
   • Duplicating services. (6)
     o don't compete with non-profits and private businesses
   • No arts in public places.
   • No entertainment/concerts events. (2)
   • No social services (in regards to "assistance" in counseling, etc.).
   • Don't offer programs that aren't core to DRD.
   • Don't value active or passive programs.
   • Don't make decisions based on money only.
   • Don't gear programs towards tourists.
   • Don't do quantity programs over quality programs.
   • Anything with low participation.
   • Events with no revenue.
   • Things that don't support DRD mission.
   • Don't act alone - should partner/collaborate.
   • Don't do things without community awareness.
   • Don't be exclusive.
   • Don't build facilities without partnerships.

7. **Are there groups within the District's boundaries that should have a priority for service?**
   • Children (4), seniors (4), kids with disabilities (2), hearing impaired, migrant workers, and low income families.
   • At-risk groups. (2)
   • Under-served. (4)
     o non-served
     o isolated
   • Youth sports. (3)
   • Non-profit groups. (2)
   • Local Providers.
   • Out-of-school.
   • Services in unincorporated areas.
   • Services for monolingual populations.
   • Low-income kids should have priority. (2)
   • Develop joint use agreements with school districts giving them priority during day and after-school residents. (2)
   • DRD residents.
   • Youth based upon community need.
   • Fair cost structures for community.
   • No groups priority services – majority. (some felt those with higher needs get more)
   • Equal Service for all. (2)
• What does DRD do for the community? (it is not clear - what is our elevator speech - identity issue - needs to be well-rounded) This will dictate our priority groups.

8. What are the top three conditions/issues (in priority order) that the Desert Recreation District can influence?
   • Sense of community.
   • Consistent, long-term leadership of DRD GM. (2)
   • Affordable classes and park spaces.
   • After-school care.
   • Health and Wellness. (3)
   • Communication of services provided. (2)
   • Gaps in non-service areas.
   • Social and physical skill development.
   • Regional Leadership in collaboration of program, facility and trail development. (3)
   • Multi-generational activities.
   • Park spaces and recreation facilities. (2)
     o CIP program for maintenance and new facilities
   • Financial opportunities.
   • Public Policy.

9. As public funding continues to diminish and cutbacks occur, what services should NOT be cut (please prioritize your top three services that should NOT be cut).
   • Community center directors. (2)
     o A good director is always looking for something new and exciting
   • Exercise classes. (2)
   • After-school care. (5)
   • Facility and park maintenance. (2)
   • User safety.
   • Marketing and fund development. (3)
   • Facility availability (use of centers, parks, fields). (3)
   • Organized sports.
   • Successful programs.
     o Assess if the program meets a need
   • Senior programs. (3)
   • Programs funded at 100% leave alone.
   • Youth Programs.
Appendix B – Focus Group Input

Focus Group #1 – Special Interests, Other Public Agencies, Non-profit Agencies, Public
Thursday, October 13, 2011 7:00-8:30pm - ICC

The consultant has provided clarifying words in brackets.

1. Is there a current relationship between your agency and the District? If so, what is the relationship?
   - [Relationships were discussed]

2. What do you believe to be the most essential (of critical importance) services the Desert Recreation
   District provides the community? Why do you see it/them as essential?
   - Youth [services are essential in order] to keep them out of trouble, [provide] alternative
     outlooks, build camaraderie, instead of [allowing] alternative [behaviors]
   - Need a variety of programs for youth
   - Idea – give PE credits for recreation programs – [or] privileges; [use entry level programs as]
     feeder for leagues
   - Create destination zones
   - [Provide a] variety [of activities] for all ages
   - Working families – [programs to] provide support system – [offer] very recreational team sport
     programs (versus travel sports or multi-practices)

3. What are the key strengths of the Desert Recreation District system and its services (parks, recreation, aquatics, sports, general programs, etc.)? What should we celebrate?
   - Good landscaping
   - Nice buildings
   - Has activities for a variety of age groups and interests
   - Staff is focused on all the components of recreation – well rounded but are [put] people
     [customer] first
   - Everything needs growth [meaning we need more services]
   - [I/we] don’t get to take advantage of the programs; are these reaching target areas?
   - Doing a pretty good job in reaching people
   - Affordable
   - Attention to detail and ability to upkeep the facilities

4. What do you believe to be the community issues/problems that parks and recreation services can
   help to resolve? (key issues) (align with values statements)
   - Baseball field in downtown La Quinta is not used (schedule prime/non-prime time) [uses]
   - Build a football facility
   - Use of school facilities [lack of ability to use these facilities]
   - Somewhere for kids to go afterschool – unsupervised kids – targeted hours
   - Youth are disrespectful to adults – [offer] parenting classes for parents – and something to teach
     kids respect
   - Graffiti – turn it into something more positive – wall art – need immediate responses [to correct
     graffiti]

5. Do you believe there are agencies in the community which are currently influencing or affecting any
   of the community issues/problems mentioned in your response to question #4? If so, who and how?
   - There are some football discussions [regarding building a football facility]
6. How can the District work to responsibly address community issues/problems (responses to question #4) given its resources? What opportunities exist?
   - Provide [the public] with education programs for graffiti and disrespectful [behavior] – family environment helps rather than separate[ing] teens from others
   - [Provide] education about the charges
   - How can we cut down costs?
   - Fine tuning [the District just needs to fine tune what they are doing]

7. Are there (other) potential partners the Desert Recreation District should consider working with in the future (is there an opportunity with your agency if one does not exist)? What would be the reciprocal benefits of such collaborations?
   - Collaborations with college for credit to help maintain [assets and infrastructure]
   - School districts
   - Cities
   - County
   - Agriculture industry and local growers
   - Local police – youth taskforce
   - Midwest universities to come to the valley for winter training
   - YMCA
   - Boys & Girls Club
   - Big Brothers/Sisters

8. Do you believe there are populations who do not have access or who have limited access to parks and recreation services (e.g., physical, financial, language barriers)? If yes, who are they?
   - Middle income [families] have no support systems
   - Certain parts of the valley are not as developed
   - Transportation for kids
     - [Add] Sunline bus stops or some cooperative [agreement/arrangements]
   - School-centric neighborhoods
   - People are not aware of what is available [suggest the following ideas]
     - Television
     - Billboards
     - Tour system and services
     - Give them appetizer – a taste of the rec [recreation offerings] – scavenger hunt
     - Do presentations at back-to-school nights with big pictures

9. From your perspective, what role does the District currently play or fill in the community? Does this role align with what you believe they should be doing? What role should they not serve?
   - In everyday life the parks and recreation doesn’t stick out
   - What is the relationship between the school district, DRD and the city – who is doing what?
   - Don’t understand why we can’t use school facilities, or why we are charged for stuff
   - Teen Center two blocks away from the ICC and a Boys & Girls Club [is] real close
   - Too much territorialism [between public agencies]
10. Are there any other things we should be aware of moving forward so that this process is as effective as possible?
   - Keep our stuff [facilities and trends] current – facilities fresh and up to date
   - [Need a] Skate park with complementary amenities (BMX and skate, trails, etc.) - supervised
   - [Need a] broader representation of all Parks & Recreation information in the brochure (baseball in the manual) [activity guide]
   - [Organize] Coaches' training so they can provide a positive experiences for kids ... for the volunteer coaches mentored by seasoned coaches
   - Mentoring parents of team sports [participants] – or penalizing teams for parents' behaviors
   - [Provide] a [bull]dozer and a day (and some water), [and] you’d have a BMX park that will last six months
   - This town has been built up by tourism and retirees – perhaps these areas can help
   - Need safe supervised places for kids to burn off aggression
   - [The] Recreation [District] should be a central figure for sports and provide support – preparing kids for real life

**Focus Group #2 – Special Interests, Other Public Agencies, Non-profit Agencies, Public**

**Friday, October 14, 2011 9:30-11:00am - ICC**

1. Is there a current relationship between your agency and the District? If so, what is the relationship?
   - Consulting role – ACA

2. What do you believe to be the most essential (of critical importance) services the Desert Recreation District provides the community? Why do you see it/them as essential?
   - Contributing to healthy lifestyles and personal enrichment – image of DRD users
   - Classes reach a lot of people, [provide opportunities to] mingle, [offer a ]supportive [environment], motivates you
   - Relieve stress, [helps you] exhibit control over your health
   - Fosters sense of community and connective"ness"
   - Youth services (ASES)

3. What are the key strengths of the Desert Recreation District system and its services (parks, recreation, aquatics, sports, general programs, etc.)? What should we celebrate?
   - Can’t say enough good things about this organization, the staff, the instructors, clean and neat facilities
   - Reach – getting the word out - promotion
   - Front desk staff – [they] need benefits

4. What do you believe to be the community issues/problems that parks and recreation services can help to resolve? (key issues) *(align with values statements)*
   - Health and nutrition
   - Affordability – scholarships [financial assistance] for those who have need or fall through the cracks – [can we five a] gift tuition [for programs]?
   - Kids need places to go afterschool that is safe
5. Do you believe there are agencies in the community which are currently influencing or affecting any of the community issues/problems mentioned in your response to question #4? If so, who and how?
   - Indio Teen Center
   - La Quinta Teen Center
   - YMCA
   - Boys & Girls Club
   - City programs
   - Senior Centers
   - Libraries
   - Club Sports – AYSO, FB, Baseball, Volleyball, Cheer, Gymnastics, - issue with these are accessibility and cost

6. How can the District work to responsibly address community issues/problems (responses to question #4) given its resources? What opportunities exist?
   - Look at value you receive for the money we invest, you should ask for a tax increase – you should double it – “yes please”
   - Use the Foundation to do a big blow out fund raising event
   - [Create a] DRD Annual report in the brochure – post at facilities

7. Are there (other) potential partners the Desert Recreation District should consider working with in the future (is there an opportunity with your agency if one does not exist)? What would be the reciprocal benefits of such collaborations?
   - Restaurants
   - Hotels and resorts
   - Country Clubs
   - Bob Hope Classic and other chamber connections
   - Polo grounds
   - Palm Springs Power (Baseball minor league team)
   - Golden Voice (music promoters)
   - The McCallum Theater
   - Tennis clubs
   - Casinos
   - Farming community – Prime Time, Madison Ranch and smaller farmers
   - Private Businesses
   - School Districts
   - La Quinta Arts Foundation

8. Do you believe there are populations who do not have access or who have limited access to parks and recreation services (e.g., physical, financial, language barriers)? If yes, who are they?
   - [There are] transportation barriers

9. From your perspective, what role does the District currently play or fill in the community? Does this role align with what you believe they should be doing? What role should they not serve?
   - Foster a sense of community
   - Help the community be healthier, [in] mind, body, spirit, [and] socially
Younger staff [should] take a proactive stance mentoring other peers, set a better example versus [being] buddies and turning a blind eye – show [or demonstrate their] proud behaviors.

- Work with other organizations to maximize resources to have an impact
- Large valley-wide events bring community together and introduce people to DRD
- Tie in cultural and visual arts for access [to these services]

10. Are there any other things we should be aware of moving forward so that this process is as effective as possible?

- [Desire] Lawn bowling
- [Desire] Indoor track
- [Facility use is] affordable – use as home-schooling [for] PE
- Tai Kwon Do has grown tremendously – too big (45 kids in a one hour class – too big student:teacher ratio)
- ICC’s fitness equipment is broken down
- La Quinta facility is too small but with [has] state of the art equipment – needs to be expanded – [there is a] huge demand [for these services]; needs childcare and large multi-purpose room – would love a track and morning classes
- Great staff at ICC and instructors – great feel
- Love the track but language of adults playing basketball [is really bad] – staff members [are] playing with them or standing by [and] should address [bad language]
- Good model in La Quinta of working with the City; [staff responsively] changed the hours for summer to accommodate people’s schedule
- [Desire] Television-type course using the local cable access channel – get sponsorships
- Staff to child ratio [is too large] – summer camp programs are 1:20 – too large
- [Desire] Education for volunteer coaches – [provide] clinics [on] (rules, drills, etiquette, fundamentals, teamwork, character building, and sportsmanship, all kids play versus emphasis on competition, handling losses, etc.)
- [Desire] Bigger gymnastics facilities
- [Desire] Fitness and diet education for parents regarding their kids
- [Desire] Healthy snacks and water
- [Desire] Equipment training/orientation when you join

Focus Group #3 – Special Interests, Other Public Agencies, Non-profit Agencies, Public
Friday, October 14, 2011 – 1:30-3:00pm - PDCC

1. Is there a current relationship between your agency and the District? If so, what is the relationship?
   - City of Palm Desert
   - Desert Sports Center
   - District 4 Open Space Trails

2. What do you believe to be the most essential (of critical importance) services the Desert Recreation District provides the community? Why do you see it/them as essential?
   - Don’t know about the District
   - Make your services more public
   - Recreational opportunities (within a park or programs) to the youth
   - Forgotten younger adult group needs to teach their kids to recreate and connect with nature
3. What are the key strengths of the Desert Recreation District system and its services (parks, recreation, aquatics, sports, general programs, etc.)? What should we celebrate?
   - Senior Games is well done (work with the Desert Sports Center)
   - District does a heck of a job
   - Programming with the assets they have – creative [staff]
   - Brochure (attractive – dual language) [need to provide in Spanish]
   - Facilities are well maintained to the best of your ability
   - Stress that the facilities belong to the people to encourage ownership
   - Recognize what is popular and grow it (Tour of Palm Springs – YoYos – Fest for Kids)

4. What do you believe to be the community issues/problems that parks and recreation services can help to resolve? (key issues) (align with values statements)
   - Outdoor, nature, and animals connected to kids
   - Trails connections – [need a] valley-wide trail plan
   - Working parents don’t have time to raise the kids – get parents motivated to motivate the kids
   - Money – how to fund

5. Do you believe there are agencies in the community which are currently influencing or affecting any of the community issues/problems mentioned in your response to question #4? If so, who and how?
   - Find a way to put a little bit more pressure on the District and Riverside [County] to appreciate the value of our area (the Coachella Valley) and give attention too
   - [Need to] define who does what and what the relationships are
   - Palm Desert Visitor’s Center
   - Mountains Conservancy and Friends of the Mountains
   - Schools

6. How can the District work to responsibly address community issues/problems (responses to question #4) given its resources? What opportunities exist?
   - If you don’t play golf, you don’t get the attention
   - Now other interests are getting attention
   - Got to be a community effort
   - Get all the entities together on the same page

7. Are there (other) potential partners the Desert Recreation District should consider working with in the future (is there an opportunity with your agency if one does not exist?)? What would be the reciprocal benefits of such collaborations?
   - Desert Sports Center
   - Palm Desert Youth Soccer and others
   - Riverside County (Park District) Open Space and Trail
   - BLM
   - Tourists agencies or websites
   - CVA, Coachella Valley Economic Partnerships, CVAG
   - Hotels (have brochures)
   - Cities
   - Donated marketing and advertisement services
8. Do you believe there are populations who do not have access or who have limited access to parks and recreation services (e.g., physical, financial, language barriers)? If yes, who are they?
   - Think County has done a good job with the new Boys & Girls Club
   - No barriers or underserved groups [identified]

9. From your perspective, what role does the District currently play or fill in the community? Does this role align with what you believe they should be doing? What role should they not serve?
   - Programming and all things recreation
   - Central head of the valley
   - Not the babysitter or the parent, but that’s not the reality
   - [Provider of] Alternative things for kids to do

10. Are there any other things we should be aware of moving forward so that this process is as effective as possible?
    - [Desire] Lawn Bowling
    - [Desire] Equestrian Activities
    - Use County Parks [to promote]
    - [Desire] Multi-use trails (Whitewater River Wash)
    - Use television [to promote]
    - Use social media[to promote]
    - County has frequent turn over – lack of continuity and institutional knowledge has diminished
    - Coral Mountain [consultant is not sure what this was in reference to]
    - Brochure design didn’t catch me.... should bullet activities – and get it up on social media sites – right now the brochure is the only time I get information from DRD
    - Map is missing [in brochure]

**Focus Group #4 – Special Interests, Other Public Agencies, Non-profit Agencies, Public**
October 15, 2011 9:30am - Mecca

1. Is there a current relationship between your agency and the District? If so, what is the relationship?
   - Raises del Valle Organization – Coachella – art culture for youth – and conducting a research project on recreational spaces
   - Coachella
   - Community Council
   - First Tee of Coachella Valley
   - Coachella Valley Trail Alliance
   - Coachella High School
   - Planning Commissions
   - Inland Congregations United for Change (ICUC)

2. What do you believe to be the most essential (of critical importance) services the Desert Recreation District provides the community? Why do you see it/them as essential?
   - Pool – may be too crowded
   - Learn to swim [program]
   - Safe and cool space to hang out (temperature) [provides a space to deal with heat during hot months]
   - Age appropriate activities (high school) – art and culture
   - Get out and bike, walk, etc. for health
3. What are the key strengths of the Desert Recreation District system and its services (parks, recreation, aquatics, sports, general programs, etc...)? What should we celebrate?
   • [No answer]

4. What do you believe to be the community issues/problems that parks and recreation services can help to resolve? (key issues) (align with values statements)
   • Gang violence
   • Heat
   • Transportation
   • Limited Resources
   • Partnerships [lack of]
   • Summer school or after school activities for youth
   • Overcoming the lack of recreational facilities to include athletic fields that will combat overuse due to lack of space
   • Creating oversight of open space - keeping pedestrian feel of Mecca
   • Partnering with school districts for provision of programs and opening facilities to users
   • Providing or helping to provide transportation for people to get to activities
   • Helping create opportunities for kids to interact with diverse populations since an overwhelming majority of residents are Hispanic.
   • Social health issues - teen pregnancy rate is too high
   • Ensuring history and culture are celebrated (Backstop of ball field is named after a community person and there is no plaque commemorating this person.)

5. Do you believe there are agencies in the community which are currently influencing or affecting any of the community issues/problems mentioned in your response to question #4? If so, who and how?
   • [No answer]

6. How can the District work to responsibly address community issues/problems (responses to question #4) given its resources? What opportunities exist?
   • [No answer]

7. Are there (other) potential partners the Desert Recreation District should consider working with in the future (is there an opportunity with your agency if one does not exist)? What would be the reciprocal benefits of such collaborations?
   • Businesses
   • Farmers
   • Labor cooperatives and sponsors
   • Mobile Home Parks – homeowner association groups

8. Do you believe there are populations who do not have access or who have limited access to parks and recreation services (e.g., physical, financial, language barriers)? If yes, who are they?
   • Lower income – no connectivity

9. From your perspective, what role does the District currently play or fill in the community? Does this role align with what you believe they should be doing? What role should they not serve?
   • [No answer]
10. Are there any other things we should be aware of moving forward so that this process is as effective as possible?

- Restrooms need to be re-done – no privacy
- [Desire] Upgraded building
- [Desire] Shade around the pool
- [Desire] More teenage programs
- Affordability
- [Desire] Internet access – computer lab
- [Desire] Youth Coachella Fest
- [Desire] Age group instructional/recreational organized sports as a feeder program to the schools
- [Desire] Skate park
- [Desire] Program for seniors
- Mecca is a pedestrian culture
- Use First Tee principles into other programs to build character
- “High tide raises all boats”
- Sea to Desert trail system – adopt a trail to sustain and maintain
- Need resources for kids for after events (bikes for kids – after the cycling events)
- [Desire] Mountain bike park in Coachella
- [Desire] Bike safety programs
- Use students from College of the Desert to train youth/mentor
- Open the schools [to District use]
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Appendix C – SOI Demographic Profiles

Population Growth

According to ESRI, 2010 estimated population for the five municipalities within the Desert Recreation District is 223,956 (Figure 1). The projected growth at 2015 (Figure 1) represents an almost twelve percent (11.8%) growth trend over the next five years. In the unincorporated areas of the District, the 2015 population is estimated to be 114,843 a number which represents a project growth of 11.5 percent.

Figure 1: 2000 – 2015 Cities within DRD Population Trend

![Population Growth Graph]

Source: ESRI Business Information Solutions

Age Distribution

As part of the demographic analysis, it is important to understand the distribution of age cohorts within DRD. According to ESRI, the 2010 median age for Riverside County is 33.7. Table 3 shows that the median age varies greatly throughout the incorporated and unincorporated areas of DRD.

Table 3: Median Age of Incorporated and Unincorporated Areas in DRD

<table>
<thead>
<tr>
<th>DRD – Incorporated Areas</th>
<th>Median Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachella</td>
<td>26.7</td>
</tr>
<tr>
<td>Indian Wells</td>
<td>60.1</td>
</tr>
<tr>
<td>Indio</td>
<td>29.8</td>
</tr>
<tr>
<td>La Quinta</td>
<td>42.6</td>
</tr>
<tr>
<td>Palm Desert</td>
<td>54.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DRD – Unincorporated Areas</th>
<th>Median Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>92201/92203 (Bermuda Dunes within Indio Zips)</td>
<td>45.4</td>
</tr>
<tr>
<td>92240/92241 (Indio Hills/Desert Hot Springs)</td>
<td>37.1</td>
</tr>
<tr>
<td>92254 (Mecca/North Shore)</td>
<td>24.7</td>
</tr>
<tr>
<td>92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)</td>
<td>29.6</td>
</tr>
<tr>
<td>92276 (Thousand Palms)</td>
<td>42.9</td>
</tr>
</tbody>
</table>
As shown in Figure 2, the age cohorts with the highest percentages (over 10%) in most of the incorporated areas are generally those between 25-74 years, although it is clear that the distribution varies by city.

Figure 2: 2010 Population Breakdowns by Age for DRD Incorporated Areas

<table>
<thead>
<tr>
<th>Age Cohort</th>
<th>Coachella</th>
<th>Indian Wells</th>
<th>Indio</th>
<th>La Quinta</th>
<th>Palm Desert</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>10.9%</td>
<td>2.6%</td>
<td>9.8%</td>
<td>6.8%</td>
<td>3.9%</td>
</tr>
<tr>
<td>5-9</td>
<td>9.9%</td>
<td>2.7%</td>
<td>8.8%</td>
<td>6.8%</td>
<td>3.8%</td>
</tr>
<tr>
<td>10-14</td>
<td>8.2%</td>
<td>3.1%</td>
<td>7.6%</td>
<td>6.4%</td>
<td>3.9%</td>
</tr>
<tr>
<td>15-19</td>
<td>9.1%</td>
<td>3.7%</td>
<td>8.2%</td>
<td>6.2%</td>
<td>4.3%</td>
</tr>
<tr>
<td>20-24</td>
<td>15.4%</td>
<td>2.4%</td>
<td>8.0%</td>
<td>4.7%</td>
<td>4.1%</td>
</tr>
<tr>
<td>25-34</td>
<td>11.3%</td>
<td>4.9%</td>
<td>14.3%</td>
<td>10.9%</td>
<td>8.1%</td>
</tr>
<tr>
<td>35-44</td>
<td>11.1%</td>
<td>7.9%</td>
<td>11.5%</td>
<td>11.3%</td>
<td>9.4%</td>
</tr>
<tr>
<td>45-54</td>
<td>7.8%</td>
<td>13.1%</td>
<td>10.8%</td>
<td>14.2%</td>
<td>13.1%</td>
</tr>
<tr>
<td>55-64</td>
<td>4.4%</td>
<td>21.3%</td>
<td>8.6%</td>
<td>14.0%</td>
<td>17.0%</td>
</tr>
<tr>
<td>65-74</td>
<td>2.2%</td>
<td>20.7%</td>
<td>6.3%</td>
<td>11.0%</td>
<td>16.4%</td>
</tr>
<tr>
<td>75-84</td>
<td>0.8%</td>
<td>13.2%</td>
<td>4.4%</td>
<td>6.0%</td>
<td>11.1%</td>
</tr>
<tr>
<td>85+</td>
<td></td>
<td>4.6%</td>
<td>1.6%</td>
<td>1.8%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

Source: ESRI Business Information Solutions

A comparison of Figure 2 and Figure 3 demonstrates that the largest percent of population change is in the 65-74 age cohorts, where all cities see a dramatic increase, and in the 35-44 and 45-54 age cohorts, where there are dramatic decreases.

Figure 3: 2015 Population Breakdowns by Age for DRD Incorporated Areas

<table>
<thead>
<tr>
<th>Age Cohort</th>
<th>Coachella</th>
<th>Indian Wells</th>
<th>Indio</th>
<th>La Quinta</th>
<th>Palm Desert</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>10.7%</td>
<td>2.4%</td>
<td>9.6%</td>
<td>6.5%</td>
<td>3.8%</td>
</tr>
<tr>
<td>5-9</td>
<td>9.9%</td>
<td>2.6%</td>
<td>8.8%</td>
<td>6.5%</td>
<td>3.7%</td>
</tr>
<tr>
<td>10-14</td>
<td>8.5%</td>
<td>2.9%</td>
<td>7.8%</td>
<td>6.4%</td>
<td>3.8%</td>
</tr>
<tr>
<td>15-19</td>
<td>7.5%</td>
<td>2.8%</td>
<td>7.6%</td>
<td>5.5%</td>
<td>3.7%</td>
</tr>
<tr>
<td>20-24</td>
<td>8.9%</td>
<td>2.9%</td>
<td>7.9%</td>
<td>4.7%</td>
<td>4.0%</td>
</tr>
<tr>
<td>25-34</td>
<td>16.0%</td>
<td>5.2%</td>
<td>14.9%</td>
<td>11.6%</td>
<td>8.1%</td>
</tr>
<tr>
<td>35-44</td>
<td>10.9%</td>
<td>6.8%</td>
<td>10.9%</td>
<td>11.6%</td>
<td>8.7%</td>
</tr>
<tr>
<td>45-54</td>
<td>10.0%</td>
<td>6.8%</td>
<td>10.1%</td>
<td>12.3%</td>
<td>11.9%</td>
</tr>
<tr>
<td>55-64</td>
<td>9.2%</td>
<td>20.7%</td>
<td>9.5%</td>
<td>14.8%</td>
<td>17.3%</td>
</tr>
<tr>
<td>65-74</td>
<td>5.4%</td>
<td>24.5%</td>
<td>7.5%</td>
<td>13.4%</td>
<td>19.2%</td>
</tr>
<tr>
<td>75-84</td>
<td>2.3%</td>
<td>13.0%</td>
<td>4.4%</td>
<td>6.4%</td>
<td>10.9%</td>
</tr>
<tr>
<td>85+</td>
<td></td>
<td>4.7%</td>
<td>1.8%</td>
<td>1.9%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

Source: ESRI Business Information Solutions
As shown in Figure 4, the age cohorts with the highest percentages (over 10%) in most of the unincorporated areas are slightly younger than in the incorporated areas, generally those between 25-64 years, although it is also clear that the distribution varies by the unincorporated area.

Figure 4: 2010 Population Breakdowns by Age for DRD Unincorporated Areas

![Graph showing age cohort distribution in 2010 for DRD unincorporated areas.]

As in the incorporated areas, a comparison of Figure 4 and Figure 5 shows that the largest percent of population change is in the 55-64 and 65-74 age cohorts, where all unincorporated areas see a dramatic increase, and in the 35-44 and 45-54 age cohorts where there are dramatic decreases.

Figure 5: 2010 Population Breakdowns by Age for DRD Unincorporated Areas

![Graph showing age cohort distribution in 2015 for DRD unincorporated areas.]

Source: ESRI Business Information Solutions
The following age breakdown comparison between 2010 and 2015 is used to allow a view of age sensitive user groups for planning and marketing purposes.

**Under 9 years**: the number of children nine years and younger is growing in Coachella, Indio, and La Quinta. This is also true in all the unincorporated area except for 92201/92203 (Bermuda Dunes within Indio Zips) and in the 5-9 age cohort for 92276 (Thousand Palms). This group represents family users, those in need of child care, those who are transported in strollers, and at the upper end of the age group, those who participate in intergenerational and youth activities.

**10 to 19 years**: each of the two age groups within this range is decreasing in all of the incorporated areas with the exception being a slight increase in the 10-14 age cohorts in Coachella. This decrease is also true for all of the unincorporated areas for the 15-19 age cohorts and the 10-14 cohorts in 92201/92203 (Bermuda Dunes within Indio Zips). In all other areas, the 10-14 age cohorts are increasing. This group represents fairly heavy users of youth programs and league play at the lower end and the ever challenging teens. However, older members of this age group are often seasonal employment seekers, and are often looking for work out equipment (especially males).

**20-24, and 35-44 years**: Generally, these two groups are decreasing across the board, with the exception being 92204/92241 (Indio Hills/Desert Hot Springs) and 92276 (Thousand Palms) in the 20-24 age cohorts. This could be due to outmigration.

**25-34 years**: Generally, this grouping is growing across the board.

**45-54 years**: This grouping is decreasing across the board.

These two groups represent potential adult program participants. Many in these age groups are singles or are beginning long-term relationships and establishing families. Other characteristics extend from having children using preschool and youth programs to becoming empty nesters.

**55 to 74 years**: This age grouping is experiencing the greatest growth. The group represents users of older adult programming and exhibits the characteristics of approaching retirement or already retired and typically enjoying grandchildren.

**75 years plus**: Generally this age cohort is expected to increase in all the incorporated areas and in the unincorporated areas of 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis) and 92276 (Thousand Palms).

Nationally, the age groups of those over 65 will be increasing dramatically. Pew Research reports that by the time all Baby Boomers turn 65 in 2030, 15 percent of the nation’s population will be at least that old. As recreation facilities can be a significant link in the health care system this group should be kept in mind for physical activity, social outings or gatherings, meals programs or outings, and educational opportunities. This group ranges from very healthy, active seniors to more physically inactive and frail seniors.
**Race/Ethnicity**

Knowing the ethnic diversity make-up can help to understand cultural preferences for park and recreation service. The population within DRD, as shown in **Table 4**, illustrates a very rich fabric of cultural diversity within DRD. The race with the highest percentage is either White, or Some Other Race Alone.

**Table 4: 2010 Race/Ethnicity Comparisons**

<table>
<thead>
<tr>
<th>DRD – Incorporated Areas</th>
<th>White Alone</th>
<th>Black Alone</th>
<th>American Indian Alone</th>
<th>Asian or Pacific Islander Alone</th>
<th>Some Other Race Alone</th>
<th>Two or More Races</th>
<th>Hispanic Origin *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachella</td>
<td>40.5%</td>
<td>0.5%</td>
<td>0.6%</td>
<td>0.7%</td>
<td>54.8%</td>
<td>2.9%</td>
<td>92.5%</td>
</tr>
<tr>
<td>Indian Wells</td>
<td>86.2%</td>
<td>1.1%</td>
<td>0.3%</td>
<td>4.5%</td>
<td>5.2%</td>
<td>2.7%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Indio</td>
<td>45.2%</td>
<td>2.2%</td>
<td>0.9%</td>
<td>2.0%</td>
<td>45.8%</td>
<td>3.8%</td>
<td>79.9%</td>
</tr>
<tr>
<td>La Quinta</td>
<td>69.5%</td>
<td>1.6%</td>
<td>0.7%</td>
<td>3.4%</td>
<td>20.7%</td>
<td>4.1%</td>
<td>42.4%</td>
</tr>
<tr>
<td>Palm Desert</td>
<td>81.6%</td>
<td>1.5%</td>
<td>0.5%</td>
<td>4.6%</td>
<td>8.8%</td>
<td>3.0%</td>
<td>22.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DRD – Unincorporated Areas</th>
<th>White Alone</th>
<th>Black Alone</th>
<th>American Indian Alone</th>
<th>Asian or Pacific Islander Alone</th>
<th>Some Other Race Alone</th>
<th>Two or More Races</th>
<th>Hispanic Origin *</th>
</tr>
</thead>
<tbody>
<tr>
<td>92201/92203 (Bermuda Dunes within Indio Zips)</td>
<td>76.9%</td>
<td>2.5%</td>
<td>0.6%</td>
<td>4.7%</td>
<td>10.7%</td>
<td>4.6%</td>
<td>28.6%</td>
</tr>
<tr>
<td>92240/92241 (Indio Hills/Desert Hot Springs)</td>
<td>64.4%</td>
<td>4.6%</td>
<td>1.3%</td>
<td>2.4%</td>
<td>21.7%</td>
<td>5.5%</td>
<td>50.6%</td>
</tr>
<tr>
<td>92254 (Mecca/North Shore)</td>
<td>29.7%</td>
<td>0.2%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>64.9%</td>
<td>3.6%</td>
<td>96.7%</td>
</tr>
<tr>
<td>92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)</td>
<td>36.1%</td>
<td>5.3%</td>
<td>1.2%</td>
<td>1.2%</td>
<td>53.2%</td>
<td>3.0%</td>
<td>81.3%</td>
</tr>
<tr>
<td>92276 (Thousand Palms)</td>
<td>68.1%</td>
<td>0.8%</td>
<td>1.0%</td>
<td>1.5%</td>
<td>25.0%</td>
<td>3.7%</td>
<td>55.6%</td>
</tr>
</tbody>
</table>

*Source: ESRI Business Information Solutions*

*Hispanic population can be of any race. This category is comprised of people whose origins are from the Dominican Republic, Spain, Mexico, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

“Some Other Race Alone” was included in Census 2000 for respondents who were unable to identify with the five Office of Management and Budget race categories (White, Black or African American, American Indian and Alaskan Native, Asian, or Native Hawaiian, and other Pacific Islander). Respondents who provided write-in entries such as Moroccan, South African, Belizean, or a Hispanic origin (for example, Mexican, Puerto Rican, or Cuban) are included in the Some Other Race category.
The Diversity Index is the probability that two people from the same area will be from different race/ethnic groups. For DRD that probability is extremely high, especially in selected unincorporated areas of the District. Table 5 shows that in the cities of Coachella and Indio, as well as the unincorporated areas of 92254 (Mecca/North Shore) and 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis), the Diversity Index is significantly higher than that of Riverside County.

**Table 5: Diversity Index Comparison 2010-2015**

<table>
<thead>
<tr>
<th>DRD – Incorporated Areas</th>
<th>Diversity Index 2010</th>
<th>Diversity Index 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachella</td>
<td>85.9%</td>
<td>85.8%</td>
</tr>
<tr>
<td>Indian Wells</td>
<td>44.4%</td>
<td>48.5%</td>
</tr>
<tr>
<td>Indio</td>
<td>86.0%</td>
<td>86.1%</td>
</tr>
<tr>
<td>La Quinta</td>
<td>75.2%</td>
<td>77.1%</td>
</tr>
<tr>
<td>Palm Desert</td>
<td>56.8%</td>
<td>59.9%</td>
</tr>
<tr>
<td><strong>DRD – Unincorporated Areas</strong></td>
<td><strong>Diversity Index 2010</strong></td>
<td><strong>Diversity Index 2015</strong></td>
</tr>
<tr>
<td>92201/92203 (Bermuda Dunes within Indio Zips)</td>
<td>64.9%</td>
<td>68.1%</td>
</tr>
<tr>
<td>92240/92241 (Indio Hills/Desert Hot Springs)</td>
<td>79.1%</td>
<td>80.2%</td>
</tr>
<tr>
<td>92254 (Mecca/North Shore)</td>
<td>91.7%</td>
<td>91.8%</td>
</tr>
<tr>
<td>92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)</td>
<td>90.7%</td>
<td>90.6%</td>
</tr>
<tr>
<td>92276 (Thousand Palms)</td>
<td>76.5%</td>
<td>77.5%</td>
</tr>
<tr>
<td><strong>County</strong></td>
<td><strong>Diversity Index 2010</strong></td>
<td><strong>Diversity Index 2015</strong></td>
</tr>
<tr>
<td>Riverside County</td>
<td>82.6%</td>
<td>83.6%</td>
</tr>
</tbody>
</table>

*Source: ESRI Business Information Solutions*

**Spending and Household Income**

According to ESRI Business Information Solutions, in 2010 the annual average amount spent on entertainment and recreation by household in DRD is approximately $3,430 per year. Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area.

The average Household Income in DRD is varies significantly. Table 6 shows the disparity among cities with Coachella having the lowest average household income of under $45,000 in 2010 and slightly over $50,000 projected for 2015. Indio’s average is somewhat better at slightly under $59,000 in 2010 and just under $69,000 projected for 2015. Among the unincorporated areas, all are under $50,000 in 2010 except for the areas of 92201/92203 (Bermuda Dunes within Indio Zips) at just over $85,000. In 2015, 92240/92241 (Indio Hills/Desert Hot Springs), 92254 (Mecca/North Shore) and 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis) are still projected to be under $50,000.
### Table 6: Average Household Income Comparison 2010-2015

<table>
<thead>
<tr>
<th>DRD – Incorporated Areas</th>
<th>2010</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachella</td>
<td>$44,377</td>
<td>$50,422</td>
</tr>
<tr>
<td>Indian Wells</td>
<td>$132,473</td>
<td>$151,743</td>
</tr>
<tr>
<td>Indio</td>
<td>$58,778</td>
<td>$68,918</td>
</tr>
<tr>
<td>La Quinta</td>
<td>$90,939</td>
<td>$102,572</td>
</tr>
<tr>
<td>Palm Desert</td>
<td>$81,922</td>
<td>$95,561</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DRD – Unincorporated Areas</th>
<th>2010</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>92201/92203 (Bermuda Dunes within Indio Zips)</td>
<td>$85,122</td>
<td>$98,250</td>
</tr>
<tr>
<td>92240/92241 (Indio Hills/Desert Hot Springs)</td>
<td>$43,039</td>
<td>$48,910</td>
</tr>
<tr>
<td>92254 (Mecca/North Shore)</td>
<td>$42,549</td>
<td>$49,581</td>
</tr>
<tr>
<td>92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)</td>
<td>$42,568</td>
<td>$48,576</td>
</tr>
<tr>
<td>92276 (Thousand Palms)</td>
<td>$49,122</td>
<td>$59,877</td>
</tr>
<tr>
<td>County</td>
<td>2010</td>
<td>2015</td>
</tr>
<tr>
<td>Riverside County</td>
<td>$67,972</td>
<td>$77,679</td>
</tr>
</tbody>
</table>

*Source: ESRI Business Information Solutions*

### Poverty and Discretionary Income

There are two slightly different versions of the federal poverty measure: the poverty thresholds, and the poverty guidelines, as described below. Both guidelines support DRD developing or redefining their financial assistance programs and policies.

**Poverty Thresholds – How the Census Bureau Measures Poverty**

“Following the Office of Management and Budget’s (OMB) Statistical Policy Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If a family’s total income is less than the family’s threshold, then that family and every individual in it is considered in poverty. The official poverty thresholds do not vary geographically, but they are updated for inflation using Consumer Price Index (CPI-U). The official poverty definition uses money income before taxes and does not include capital gains or noncash benefits (such as public housing, Medicaid, and food stamps).” *Table 7* shows these thresholds by household size and income.

### Table 7: Poverty Thresholds for 2010 by Size of Family and Number of Related Children Under 18 Years

<table>
<thead>
<tr>
<th>Size of family unit</th>
<th>Weighted average thresholds</th>
<th>Related children under 18 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
<td>One</td>
</tr>
<tr>
<td>One person (unrelated individual)</td>
<td>11,139</td>
<td></td>
</tr>
<tr>
<td>Under 65 years</td>
<td>11,344</td>
<td>11,344</td>
</tr>
<tr>
<td>65 years and over</td>
<td>10,458</td>
<td>10,458</td>
</tr>
<tr>
<td>Two people</td>
<td>14,218</td>
<td></td>
</tr>
<tr>
<td>Householder under 65 years</td>
<td>14,676</td>
<td></td>
</tr>
<tr>
<td>Householder 65 years and over</td>
<td>13,194</td>
<td>13,194</td>
</tr>
<tr>
<td>Three people</td>
<td>17,374</td>
<td>17,057</td>
</tr>
<tr>
<td>Four people</td>
<td>22,314</td>
<td>22,491</td>
</tr>
<tr>
<td>Five people</td>
<td>26,439</td>
<td>27,123</td>
</tr>
<tr>
<td>Six people</td>
<td>29,897</td>
<td>31,197</td>
</tr>
<tr>
<td>Seven people</td>
<td>34,009</td>
<td>35,869</td>
</tr>
<tr>
<td>Eight people</td>
<td>37,534</td>
<td>40,146</td>
</tr>
<tr>
<td>Nine people or more</td>
<td>45,220</td>
<td>48,293</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau*
Poverty Guidelines – Health and Human Services

“The poverty guidelines are issued each year in the Federal Register by the Department of Health and Human Services (HHS). The guidelines are a simplification of the poverty thresholds for use for administrative purposes — for instance, determining financial eligibility for certain federal programs.” Table 8 shows the guidelines.

Table 8: The 2011 Poverty Guidelines for the 48 Contiguous States and the District of Columbia

<table>
<thead>
<tr>
<th>Persons in family</th>
<th>Poverty guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$10,890</td>
</tr>
<tr>
<td>2</td>
<td>$14,710</td>
</tr>
<tr>
<td>3</td>
<td>$18,530</td>
</tr>
<tr>
<td>4</td>
<td>$22,350</td>
</tr>
<tr>
<td>5</td>
<td>$26,170</td>
</tr>
<tr>
<td>6</td>
<td>$29,990</td>
</tr>
<tr>
<td>7</td>
<td>$33,810</td>
</tr>
<tr>
<td>8</td>
<td>$37,630</td>
</tr>
</tbody>
</table>

For families with more than 8 persons, add $3,820 for each additional person.

Source: http://aspe.hhs.gov/poverty/11poverty.shtml

Median Income and Average Household Size in the Coachella Valley

Looking at the median income and household size relative to the poverty definition (Table 9) can be useful for making decisions about what critical services to fund as initiatives in selected geographic areas, or they can provide a compelling rationale for seeking alternative funding. As demonstrated, the City of Coachella, and the unincorporated areas of 92240/92241 (Mecca/North Shore) and 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis) have the largest households and lowest per capita incomes. These areas may be appropriate for strategic initiatives which contribute to improving the quality of life.

Table 9: Median Household Income and Household Size

<table>
<thead>
<tr>
<th>DRD – Incorporated Areas</th>
<th>2010 Median Income</th>
<th>Average Household Size(^1)</th>
<th>Per Capita Income(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachella</td>
<td>$32,005</td>
<td>4.53</td>
<td>$10,832</td>
</tr>
<tr>
<td>Indian Wells</td>
<td>$78,822</td>
<td>1.98</td>
<td>$63,886</td>
</tr>
<tr>
<td>Indio</td>
<td>$46,896</td>
<td>3.38</td>
<td>$16,932</td>
</tr>
<tr>
<td>La Quinta</td>
<td>$65,429</td>
<td>2.74</td>
<td>$32,562</td>
</tr>
<tr>
<td>Palm Desert</td>
<td>$57,492</td>
<td>2.15</td>
<td>$38,437</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DRD – Unincorporated Areas</th>
<th>2010 Median Income</th>
<th>Average Household Size(^1)</th>
<th>Per Capita Income(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>92201/92203 (Bermuda Dunes within Indio Zips)</td>
<td>$64,752</td>
<td>2.42</td>
<td>$34,665</td>
</tr>
<tr>
<td>92240/92241 (Indio Hills/Desert Hot Springs)</td>
<td>$34,513</td>
<td>2.76</td>
<td>$15,635</td>
</tr>
<tr>
<td>92254 (Mecca/North Shore)</td>
<td>$30,694</td>
<td>4.91</td>
<td>$8,907</td>
</tr>
<tr>
<td>92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)</td>
<td>$29,459</td>
<td>4.06</td>
<td>$12,308</td>
</tr>
<tr>
<td>92276 (Thousand Palms)</td>
<td>$37,936</td>
<td>2.81</td>
<td>$17,492</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>County</th>
<th>DRD – Incorporated Areas</th>
<th>2010 Median Income</th>
<th>Average Household Size(^1)</th>
<th>Per Capita Income(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverside County</td>
<td>$54,762</td>
<td>3.08</td>
<td>$22,040</td>
<td></td>
</tr>
</tbody>
</table>

Source: ESRI Business Information Solutions

1 Average Household Size is the household population divided by total households.
2 Per Capita Income represents the income received by all persons aged 15 years and over divided by total population.
Poverty Rates in the Coachella Valley

According to the website City-Data.com (http://www.city-data.com/poverty/poverty-Coachella-Valley-California.html), Coachella Valley has a far greater percentage of persons living below the poverty line (the poverty line is not defined on the website) than the State or the County. Again, these statistics can lend relevance for key strategic initiatives and when seeking alternative funding resources for providing and funding critical park and recreation services to improve the quality of life.

Residents with income below the poverty level in 2009:
Coachella Valley: 22.9%
Whole state of California: 14.2%

Residents with income below 50% of the poverty level in 2009:
Coachella Valley: 7.8%
Whole state of California: 6.0%

According to the US Census, 13.9% of the population of Riverside County lived below the poverty line in 2009. Living at or below the poverty line may have a dramatic impact on the availability of discretionary income and one’s ability to pay.

Median Home Values and Owner Occupied Housing Comparisons

In addition to the variance in income levels and household size, the median home value varies dramatically across the valley. Table 10 compares home values across the Coachella Valley for 2010.

<table>
<thead>
<tr>
<th>DRD – Incorporated Areas</th>
<th>2010 Median Home Values</th>
<th>2015 Median Home Values</th>
<th>2010 Owner Occupied Housing</th>
<th>2015 Owner Occupied Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachella</td>
<td>$124,441</td>
<td>$149,404</td>
<td>56.4%</td>
<td>53.4%</td>
</tr>
<tr>
<td>Indian Wells</td>
<td>$457,101</td>
<td>$555,702</td>
<td>41.7%</td>
<td>38.2%</td>
</tr>
<tr>
<td>Indio</td>
<td>$139,743</td>
<td>$168,855</td>
<td>52.1%</td>
<td>49.7%</td>
</tr>
<tr>
<td>La Quinta</td>
<td>$230,446</td>
<td>$290,670</td>
<td>53.9%</td>
<td>50.1%</td>
</tr>
<tr>
<td>Palm Desert</td>
<td>$240,382</td>
<td>$288,738</td>
<td>43.8%</td>
<td>41.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DRD – Unincorporated Areas</th>
<th>2010 Median Home Values</th>
<th>2015 Median Home Values</th>
<th>2010 Owner Occupied Housing</th>
<th>2015 Owner Occupied Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>92201/92203 (Bermuda Dunes within Indio Zips)</td>
<td>$298,007</td>
<td>$369,036</td>
<td>47.8%</td>
<td>46.1%</td>
</tr>
<tr>
<td>92240/92241 (Indio Hills/Desert Hot Springs)</td>
<td>$100,329</td>
<td>$122,366</td>
<td>38.7%</td>
<td>26.6%</td>
</tr>
<tr>
<td>92254 (Mecca/North Shore)</td>
<td>$106,993</td>
<td>$131,324</td>
<td>39.0%</td>
<td>36.4%</td>
</tr>
<tr>
<td>92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)</td>
<td>$82,124</td>
<td>$95,155</td>
<td>42.8%</td>
<td>41.9%</td>
</tr>
<tr>
<td>92276 (Thousand Palms)</td>
<td>$110,400</td>
<td>$134,799</td>
<td>55.3%</td>
<td>50.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>County</th>
<th>2010 Median Home Values</th>
<th>2015 Median Home Values</th>
<th>2010 Owner Occupied Housing</th>
<th>2015 Owner Occupied Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverside County</td>
<td>$191,710</td>
<td>$223,748</td>
<td>58.4%</td>
<td>56.5%</td>
</tr>
</tbody>
</table>

Source: ESRI Business Information Solutions
The disparity of home values is greatly evident and these indicators, along with previous income data, suggests a prevalent “have and have not” situation across the DRD service area. In addition, shrinking owner occupied housing may indicate a trend toward higher density living in urban areas.

**Inland Empire City Rankings and Comparisons**

According to Dr. John E. Husing’s October 2011 quarterly economic report on the Inland Empire (San Bernardino and Riverside Counties), the summing city rankings for *per capita* retail sales, *per capita* assessed value, *per capita* financial deposits, as well as absolute population growth, median income and median price of all homes, and commute times balances could yield a perfect score of 7 from seven first places or a worst score of 350 from seven 50th places. In 2010-2011, the best 10 scores on these criteria were: Temecula (53), Palm Desert (66), Rancho Cucamonga (69), Corona (71), Rancho Mirage and Chino (79), Riverside (81), La Quinta (82), Palm Springs (88), Ontario (91). Four of the cities in the top ten ranking are in the SOI for the District – Palm Desert, Rancho Mirage, La Quinta, and Palm Springs, while two are in the current DRD boundaries – Palm Desert and La Quinta and part of Rancho Mirage. This translates to desirable places to live.
However, Dr. Husing’s research also indicates that the Inland Empire has the second worst unemployment rate of the worst twenty-four metropolitan areas in the Nation with regard to unemployment statistics. **Figure 6** shows the Inland Empire, which includes the Coachella Valley of Riverside County, ahead of only one area on the list, Las Vegas Nevada.

This is probably contributed to by the areas in the Valley with the lowest per capita and median household income. The impact to DRD would manifest in fewer discretionary dollars available to spend on parks and recreation services.
Figure 6: The Worst 24 Metropolitan Areas for Unemployment Rates in the Nation

Source: www.johnhusing.com

Because DRD park and recreation taxpayer funding comes from property taxes, home values can be greatly impacted by conditions such as income levels, household size, and unemployment statistics. In addition, paying fees for services may be out of reach for citizens in selected areas of the District as discretionary funds may not be available. There may be a greater reliance on social service programs such as reduced and free lunches and subsidized housing. These factors should be taken into account when analyzing market conditions, design and funding of service offerings, and target market service areas for strategic initiatives and quality of life services.

Educational Attainment

According to ESRI Business Information Solutions, as shown in Table 11, DRD shows a large percentage of those with less than a 9th grade education in the cities of Coachella and Indio, and in the unincorporated areas of 92254 (Mecca/North Shore) and 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis). These percentages are far greater than other areas of the DRD, as well as Riverside County. This could indicate different needs for marketing outreach, as well as differing service needs such as a greater need for subsidized after school care programs.

National trends reported by the Federal Interagency Forum on Aging Related Statistics in March of 2008 suggest that older people enjoy higher levels of prosperity than any previous generation, with an increase in higher incomes and a decrease in the proportion of older people with low incomes and in poverty. Major inequalities continue to exist for people without high school diplomas who report smaller economic gains and fewer financial resources.
Table 11: Educational Attainment – 25 Years and Older (2010)

<table>
<thead>
<tr>
<th>DRD – Incorporated Areas</th>
<th>Less than 9th Grade</th>
<th>High School Graduate</th>
<th>Some College</th>
<th>Bachelor’s Degree</th>
<th>Graduate/Professional Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachella</td>
<td>32.7%</td>
<td>25.2%</td>
<td>13.2%</td>
<td>5.6%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Indian Wells</td>
<td>1.8%</td>
<td>17.8%</td>
<td>25.0%</td>
<td>27.7%</td>
<td>14.9%</td>
</tr>
<tr>
<td>Indio</td>
<td>19.9%</td>
<td>28.5%</td>
<td>18.6%</td>
<td>9.1%</td>
<td>4.9%</td>
</tr>
<tr>
<td>La Quinta</td>
<td>6.2%</td>
<td>21.2%</td>
<td>23.9%</td>
<td>23.2%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Palm Desert</td>
<td>2.5%</td>
<td>22.1%</td>
<td>26.0%</td>
<td>23.4%</td>
<td>12.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DRD – Unincorporated Areas</th>
<th>Less than 9th Grade</th>
<th>High School Graduate</th>
<th>Some College</th>
<th>Bachelor’s Degree</th>
<th>Graduate/ Professional Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>92201/92203 (Bermuda Dunes within Indio Zips)</td>
<td>4.2%</td>
<td>23.8%</td>
<td>23.2%</td>
<td>24.3%</td>
<td>11.1%</td>
</tr>
<tr>
<td>92240/92241 (Indio Hills/Desert Hot Springs)</td>
<td>10.9%</td>
<td>32.7%</td>
<td>22.4%</td>
<td>8.5%</td>
<td>3.7%</td>
</tr>
<tr>
<td>92254 (Mecca/North Shore)</td>
<td>48.6%</td>
<td>17.2%</td>
<td>8.8%</td>
<td>4.6%</td>
<td>4.1%</td>
</tr>
<tr>
<td>92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)</td>
<td>27.8%</td>
<td>29.5%</td>
<td>15.0%</td>
<td>7.0%</td>
<td>3.3%</td>
</tr>
<tr>
<td>92276 (Thousand Palms)</td>
<td>14.3%</td>
<td>30.2%</td>
<td>21.9%</td>
<td>8.8%</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>County</th>
<th>Less than 9th Grade</th>
<th>High School Graduate</th>
<th>Some College</th>
<th>Bachelor’s Degree</th>
<th>Graduate/Professional Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Riverside County</td>
<td>10%</td>
<td>28.3%</td>
<td>23.4%</td>
<td>13.4%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

Source: ESRI Business Information Solutions

Note: Other categories include 9th-12th Grade with no diploma, and Associate Degree. Including these categories would total 100% of the population. Some College means no degree.

**District and Sphere of Influence (SOI) – Community Profile Snapshot**

**District Cities:**

**Coachella**
Population in 2000 – 22,727
Estimated 2010 – 38,892
Projected 2015 – 44,198

**Indian Wells**
Population in 2000 – 3,816
Estimated 2010 – 4,687
Projected 2015 – 4,751

**Indio** (Indio zips = 92201, 92202, 92203 which includes unincorporated Bermuda Dunes within zips 92201 and 92203)
Population in 2000 – 49,116
Estimated 2010 – 87,371
Projected 2015 – 98,600

**La Quinta**
Population in 2000 – 23,694
Estimated 2010 – 43,778
Projected 2015 – 51,045

**Palm Desert** (Palm Desert zips 92240 and 92241 overlap with Desert Hot Springs which includes unincorporated Indio Hills)
Population in 2000 – 41,155
Estimated 2010 – 49,228
Projected 2015 – 51,828
Unincorporated Areas:
Zip 92201/92203 (Bermuda Dunes within Indio Zips)

Zip 92240/92241 (Indio Hills/Desert Hot Springs)

Zip 92254 (Mecca/North Shore)

Zip 92274 (Thermal/Vista Santa Rosa/100 Palms/Oasis)

Zip 92276 (Thousand Palms)

Other Communities within the SOI but not in the District:
SOI is defined as being inclusive of communities outside but contiguous to the DRD boundaries that have been officially designated as being within the DRD SOI through Riverside County Local Agency Formation Commission (LAFCO).

Cathedral City

Palm Springs

Rancho Mirage *
* Part of Rancho Mirage is within the District’s boundaries.

Desert Hot Springs (currently not in the District’s SOI, but according to the 2011 Desert Hot Springs Master Plan there may be future considerations for collaborations, contractual agreements, or inclusion)

On the following pages are graphs and charts detail the demographics of these communities.
Desert Recreation District – Strategic Plan

Coachella
Population: 2000 – 22,727
Estimated 2010 – 38,892
Projected 2015 – 44,198

Age Distribution
- 0 - 4: 10.9%
- 5 - 9: 9.9%
- 10 - 14: 8.2%
- 15 - 19: 9.1%
- 20 - 24: 9.1%
- 25 - 34: 11.3%
- 35 - 44: 11.1%
- 45 - 54: 7.8%
- 55 - 64: 4.4%
- 65 - 74: 2.2%
- 75 - 84: 0.8%
- 85+: 0.0%

Education Attainment
- 9th - 12th Grade, No Diploma: 5.6%
- High School Graduate: 25.2%
- Some College, No Degree: 16.8%
- Associate Degree: 3.5%
- Bachelor’s Degree: 13.2%
- Graduate/Professional Degree: 3.1%

Ethnicity
- White Alone: 54.8%
- Black Alone: 40.5%
- American Indian Alone: 2.9%
- Asian or Pacific Islander Alone: 2.9%
- Some Other Race Alone: 0.5%
- Two or More Races: 0.6%

Household Income
- $15,000 - $24,999: 16.8%
- $25,000 - $34,999: 14.5%
- $35,000 - $49,999: 17.2%
- $50,000 - $74,999: 16.0%
- $75,000 - $99,999: 21.1%
- $100,000 - $149,999: 9.4%
- $150,000 - $199,999: 4.2%
- $200,000+: 0.5%
- Under $15,000: 0.4%

Source: ESRI Business Information Solutions
October 2011
GreenPlay LLC
Desert Recreation District – Strategic Plan

Indian Wells

Population: 2000 – 3,816

Estimated 2010 – 4,687

Projected 2015 – 4,751

Age Distribution

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2000</th>
<th>2010</th>
<th>Projected 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td>9.1%</td>
<td>8.4%</td>
<td>7.0%</td>
</tr>
<tr>
<td>5 - 9</td>
<td>8.4%</td>
<td>7.5%</td>
<td>7.0%</td>
</tr>
<tr>
<td>10 - 14</td>
<td>7.5%</td>
<td>7.0%</td>
<td>6.4%</td>
</tr>
<tr>
<td>15 - 19</td>
<td>7.0%</td>
<td>6.4%</td>
<td>5.9%</td>
</tr>
<tr>
<td>20 - 24</td>
<td>12.5%</td>
<td>12.1%</td>
<td>11.7%</td>
</tr>
<tr>
<td>25 - 34</td>
<td>14.6%</td>
<td>15.8%</td>
<td>15.0%</td>
</tr>
<tr>
<td>35 - 44</td>
<td>9.2%</td>
<td>8.8%</td>
<td>8.5%</td>
</tr>
<tr>
<td>45 - 54</td>
<td>6.4%</td>
<td>6.0%</td>
<td>5.7%</td>
</tr>
<tr>
<td>55 - 64</td>
<td>4.2%</td>
<td>3.8%</td>
<td>3.5%</td>
</tr>
<tr>
<td>65 - 74</td>
<td>1.7%</td>
<td>1.4%</td>
<td>1.2%</td>
</tr>
<tr>
<td>75 - 84</td>
<td>1.0%</td>
<td>0.8%</td>
<td>0.7%</td>
</tr>
<tr>
<td>85+</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Ethnicity

- White Alone: 81.6%
- Black Alone: 6.4%
- American Indian Alone: 1.5%
- Asian or Pacific Islander Alone: 0.5%
- Some Other Race Alone: 4.6%
- Two or More Races: 3.0%

Educational Attainment

- Less than 9th Grade: 14.9%
- 9th - 12th Grade, No Diploma: 17.8%
- High School Graduate: 25.0%
- Some College, No Degree: 8.4%
- Associate Degree: 4.4%
- Bachelor's Degree: 1.8%
- Graduate/Professional Degree: 0.0%

2010 Estimated Household Income

- Less than $15,000: 11.5%
- $15,000 - $24,999: 11.0%
- $25,000 - $34,999: 11.9%
- $35,000 - $49,999: 16.5%
- $50,000 - $74,999: 23.0%
- $75,000 - $99,999: 13.3%
- $100,000 - $149,999: 8.0%
- $150,000 - $199,999: 2.8%
- $200,000+: 1.9%

Source: ESRI Business Information Solutions

October 2011

GreenPlay LLC
Desert Recreation District – Strategic Plan

Indio (Indio zips = 92201, 92202, 92203 which includes unincorporated Bermuda Dunes within zips 92201 and 92203)

Estimated 2010 – 87,371
Projected 2015 – 98,600

Age Distribution

- 0 - 4: 9.8%
- 5 - 9: 8.8%
- 10 - 14: 7.6%
- 15 - 19: 8.2%
- 20 - 24: 8.0%
- 25 - 34: 11.5%
- 35 - 44: 10.8%
- 45 - 54: 8.6%
- 55 - 64: 6.3%
- 65 - 74: 4.4%
- 75 - 84: 1.6%
- 85+: 1.6%

Educational Attainment

- Less than 9th Grade: 5.1%
- 9th - 12th Grade, No Diploma: 9.1%
- High School Graduate: 19.9%
- Some College, No Degree: 18.6%
- Associate Degree: 13.9%
- Bachelor’s Degree: 28.5%
- Graduate/Professional Degree: 0.0%

Ethnicity

- White Alone: 45.8%
- Black Alone: 3.8%
- American Indian Alone: 45.2%
- Asian or Pacific Islander Alone: 2.0%
- Some Other Race Alone: 2.2%
- Two or More Races: 0.9%

2010 Estimated Household Income

- < $15,000: 16.8%
- $15,000 - $24,999: 14.5%
- $25,000 - $34,999: 17.2%
- $35,000 - $49,999: 16.0%
- $50,000 - $74,999: 21.1%
- $75,000 - $99,999: 9.4%
- $100,000 - $149,999: 4.2%
- $150,000 - $199,999: 0.5%
- $200,000+: 0.4%

Source: ESRI Business Information Solutions

October 2011

GreenPlay LLC
Desert Recreation District – Strategic Plan


Age Distribution

- 0 - 4: 6.8%
- 5 - 9: 6.8%
- 10 - 14: 6.4%
- 15 - 19: 6.2%
- 20 - 24: 4.7%
- 25 - 34: 10.9%
- 35 - 44: 11.3%
- 45 - 54: 14.2%
- 55 - 64: 11.0%
- 65 - 74: 14.0%
- 75 - 84: 6.0%
- 85+: 1.8%

Educational Attainment

- Less than 9th Grade: 6.2%
- 9th - 12th Grade, No Diploma: 6.2%
- High School Graduate: 21.2%
- Some College, No Degree: 23.9%
- Associate Degree: 11.3%
- Bachelor's Degree: 14.2%
- Graduate/Professional Degree: 6.0%

Ethnicity

- White Alone: 69.5%
- Black Alone: 3.4%
- American Indian Alone: 0.7%
- Asian or Pacific Islander Alone: 1.6%
- Some Other Race Alone: 6.5%
- Two or More Races: 4.1%

2010 Estimated Household Income

- < $15,000: 5.9%
- $15,000 - $24,999: 6.5%
- $25,000 - $34,999: 7.2%
- $35,000 - $49,999: 13.5%
- $50,000 - $74,999: 27.2%
- $75,000 - $99,999: 11.5%
- $100,000 - $149,999: 12.8%
- $150,000 - $199,999: 8.5%
- $200,000+: 6.8%

Source: ESRI Business Information Solutions  |  October 2011  |  GreenPlay LLC
Desert Recreation District – Strategic Plan

Palm Desert (Palm Desert zips 92240 and 92241 overlap with Desert Hot Springs which includes unincorporated Indio Hills)
Population: 2000 – 41,155
Estimated 2010 – 49,228
Projected 2015 – 51,828

Age Distribution

Educational Attainment

Ethnicity

2010 Estimated Household Income

Source: ESRI Business Information Solutions  October 2011     GreenPlay LLC
Desert Recreation District – Strategic Plan


Age Distribution

Educational Attainment

2010 Estimated Household Income

Source: ESRI Business Information Solutions  October 2011  GreenPlay LLC
Desert Recreation District – Strategic Plan


Age Distribution

Educational Attainment

- Less than 9th Grade
- 9th - 12th Grade, No Diploma
- High School Graduate
- Some College, No Degree
- Associate Degree
- Bachelor's Degree
- Graduate/Professional Degree

Ethnicity

- White Alone
- Black Alone
- American Indian Alone
- Asian or Pacific Islander Alone
- Some Other Race Alone
- Two or More Races

2010 Estimated Household Income

Source: ESRI Business Information Solutions  October 2011  GreenPlay LLC
Desert Recreation District – Strategic Plan


Age Distribution

Educational Attainment
- Less than 9th Grade: 48.6%
- 9th - 12th Grade, No Diploma: 14.6%
- High School Graduate: 17.2%
- Some College, No Degree: 8.8%
- Associate Degree: 4.6%
- Bachelor's Degree: 4.1%
- Graduate/Professional Degree: 2.1%

Ethnicity
- White Alone: 64.9%
- Black Alone: 29.7%
- American Indian Alone: 3.6%
- Asian or Pacific Islander Alone: 0.8%
- Some Other Race Alone: 0.8%
- Two or More Races: 0.2%

2010 Estimated Household Income

Source: ESRI Business Information Solutions  October 2011  GreenPlay LLC
Desert Recreation District – Strategic Plan


Age Distribution

Educational Attainment

- Less than 9th Grade: 3.3%
- 9th - 12th Grade, No Diploma: 7.0%
- High School Graduate: 15.0%
- Some College, No Degree: 4.0%
- Associate Degree: 27.8%
- Bachelor’s Degree: 29.5%
- Graduate/Professional Degree: 13.5%

Ethnicity

- White Alone: 53.2%
- Black Alone: 3.0%
- American Indian Alone: 5.3%
- Asian or Pacific Islander Alone: 1.2%
- Some Other Race Alone: 1.2%
- Two or More Races: 1.1%

2010 Estimated Household Income

- Less than $15,000: 19.9%
- $15,000 - $24,999: 20.7%
- $25,000 - $34,999: 17.9%
- $35,000 - $49,999: 13.0%
- $50,000 - $74,999: 15.7%
- $75,000 - $99,999: 7.2%
- $100,000 - $149,999: 3.4%
- $150,000 - $199,999: 1.0%
- $200,000+: 1.1%

Source: ESRI Business Information Solutions  October 2011  GreenPlay LLC
Desert Recreation District – Strategic Plan

Estimated 2010 – 7,425
Projected 2015 – 7,904

Age Distribution

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>6.7%</td>
</tr>
<tr>
<td>5-9</td>
<td>6.5%</td>
</tr>
<tr>
<td>10-14</td>
<td>6.0%</td>
</tr>
<tr>
<td>15-19</td>
<td>6.9%</td>
</tr>
<tr>
<td>20-24</td>
<td>5.9%</td>
</tr>
<tr>
<td>25-34</td>
<td>10.4%</td>
</tr>
<tr>
<td>35-44</td>
<td>9.8%</td>
</tr>
<tr>
<td>45-54</td>
<td>11.4%</td>
</tr>
<tr>
<td>55-64</td>
<td>12.6%</td>
</tr>
<tr>
<td>65-74</td>
<td>12.7%</td>
</tr>
<tr>
<td>75-84</td>
<td>7.9%</td>
</tr>
<tr>
<td>85+</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

Educational Attainment

- Less than 9th Grade: 5.6%
- 9th - 12th Grade, No Diploma: 8.8%
- High School Graduate: 15.7%
- Some College, No Degree: 21.9%
- Associate Degree: 30.2%
- Bachelor's Degree: 14.3%
- Graduate/Professional Degree: 3.4%

Ethnicity

- White Alone: 68.1%
- Black Alone: 25.0%
- American Indian Alone: 3.7%
- Asian or Pacific Islander Alone: 1.5%
- Some Other Race Alone: 1.0%
- Two or More Races: 0.8%

2010 Estimated Household Income

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$15,000</td>
<td>18.3%</td>
</tr>
<tr>
<td>$15,000-$24,999</td>
<td>14.0%</td>
</tr>
<tr>
<td>$25,000-$49,999</td>
<td>12.1%</td>
</tr>
<tr>
<td>$50,000-$74,999</td>
<td>21.3%</td>
</tr>
<tr>
<td>$75,000-$99,999</td>
<td>16.2%</td>
</tr>
<tr>
<td>$100,000-$149,999</td>
<td>11.1%</td>
</tr>
<tr>
<td>$150,000-$199,999</td>
<td>4.6%</td>
</tr>
<tr>
<td>$200,000+</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

Source: ESRI Business Information Solutions

October 2011

GreenPlay LLC
Desert Recreation District – Strategic Plan


**Age Distribution**

- 0 - 4: 9.1%
- 5 - 9: 8.4%
- 10 - 14: 7.4%
- 15 - 19: 7.5%
- 20 - 24: 7.0%
- 25 - 34: 14.6%
- 35 - 44: 12.5%
- 45 - 54: 12.1%
- 55 - 64: 9.2%
- 65 - 74: 6.4%
- 75 - 84: 4.2%
- 85+: 1.7%

**Educational Attainment**

- Less than 9th Grade: 14.7%
- 9th - 12th Grade, No Diploma: 6.3%
- High School Graduate: 22.3%
- Some College, No Degree: 11.1%
- Associate Degree: 27.3%
- Bachelor's Degree: 14.7%
- Graduate/Professional Degree: 5.6%

**Ethnicity**

- White Alone: 57.5%
- Black Alone: 2.9%
- American Indian Alone: 4.6%
- Asian or Pacific Islander Alone: 28.5%
- Some Other Race Alone: 5.5%
- Two or More Races: 1.0%

**2010 Estimated Household Income**

- < $15,000: 11.5%
- $15,000 - $24,999: 11.0%
- $25,000 - $34,999: 11.9%
- $35,000 - $49,999: 16.5%
- $50,000 - $74,999: 23.0%
- $75,000 - $99,999: 13.3%
- $100,000 - $149,999: 8.0%
- $150,000 - $199,999: 2.8%
- $200,000+: 1.9%

Source: ESRI Business Information Solutions  
October 2011  
GreenPlay LLC
Palm Springs

Population: 2000 – 42,807
Estimated 2010 – 49,756
Projected 2015 – 51,777

Age Distribution

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2000</th>
<th>2010</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td>4.8%</td>
<td>4.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>5 - 9</td>
<td>4.4%</td>
<td>4.6%</td>
<td>4.3%</td>
</tr>
<tr>
<td>10 - 14</td>
<td>4.4%</td>
<td>4.3%</td>
<td>4.4%</td>
</tr>
<tr>
<td>15 - 19</td>
<td>9.0%</td>
<td>10.2%</td>
<td>14.0%</td>
</tr>
<tr>
<td>20 - 24</td>
<td>16.6%</td>
<td>13.9%</td>
<td>9.1%</td>
</tr>
<tr>
<td>25 - 34</td>
<td>24.4%</td>
<td>23.0%</td>
<td>18.6%</td>
</tr>
<tr>
<td>35 - 44</td>
<td>8.7%</td>
<td>11.7%</td>
<td>14.0%</td>
</tr>
<tr>
<td>45 - 54</td>
<td>7.3%</td>
<td>6.4%</td>
<td>18.6%</td>
</tr>
<tr>
<td>55 - 64</td>
<td>6.1%</td>
<td>3.9%</td>
<td>15.2%</td>
</tr>
<tr>
<td>65 - 74</td>
<td>3.9%</td>
<td>4.5%</td>
<td>17.3%</td>
</tr>
<tr>
<td>75 - 84</td>
<td>4.0%</td>
<td>6.1%</td>
<td>11.2%</td>
</tr>
<tr>
<td>85+</td>
<td>10.0%</td>
<td>12.0%</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

Educational Attainment

- Less than 9th Grade: 11.7%
- 9th - 12th Grade, No Diploma: 7.3%
- High School Graduate: 24.4%
- Some College, No Degree: 4.4%
- Associate Degree: 18.6%
- Bachelor's Degree: 11.7%
- Graduate/Professional Degree: 6.4%

Ethnicity

- White Alone: 70.6%
- Black Alone: 13.8%
- American Indian Alone: 15.3%
- Asian or Pacific Islander Alone: 4.5%
- Some Other Race Alone: 1.0%
- Two or More Races: 3.9%

2010 Estimated Household Income

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$15,000</td>
<td>15.3%</td>
</tr>
<tr>
<td>$15,000 - $19,999</td>
<td>13.4%</td>
</tr>
<tr>
<td>$20,000 - $24,999</td>
<td>13.0%</td>
</tr>
<tr>
<td>$25,000 - $29,999</td>
<td>15.2%</td>
</tr>
<tr>
<td>$30,000 - $34,999</td>
<td>17.3%</td>
</tr>
<tr>
<td>$35,000 - $39,999</td>
<td>11.2%</td>
</tr>
<tr>
<td>$40,000 - $44,999</td>
<td>7.8%</td>
</tr>
<tr>
<td>$45,000 - $49,999</td>
<td>3.0%</td>
</tr>
<tr>
<td>$50,000 - $74,999</td>
<td>3.7%</td>
</tr>
<tr>
<td>$75,000 - $99,999</td>
<td>0.0%</td>
</tr>
<tr>
<td>$100,000 - $124,999</td>
<td>0.0%</td>
</tr>
<tr>
<td>$125,000 - $149,999</td>
<td>0.0%</td>
</tr>
<tr>
<td>$150,000 - $174,999</td>
<td>0.0%</td>
</tr>
<tr>
<td>$175,000 +</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Source: ESRI Business Information Solutions

October 2011

GreenPlay LLC
Desert Recreation District – Strategic Plan

Rancho Mirage

Population: 2000 – 13,249

Estimated 2010 – 16,723

Projected 2015 – 17,812

2.7% 2.7% 3.0% 3.0% 2.8% 5.3% 6.4% 10.9% 19.9% 21.9% 14.9% 6.4% 0.0% 5.0% 10.0% 15.0% 20.0% 25.0%

0 - 4 5 - 9 10 - 14 15 - 19 20 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65 - 74 75 - 84 85+

Age Distribution

Educational Attainment

Less than 9th Grade
9th - 12th Grade, No Diploma
High School Graduate
Some College, No Degree
Associate Degree
Bachelor's Degree
Graduate/Professional Degree

86.7%

3.2% 6.7% 1.9%

1.2% 0.3%

White Alone
Black Alone
American Indian Alone
Asian or Pacific Islander Alone
Some Other Race Alone
Two or More Races

2010 Estimated Household Income

< $15,000 $15,000 - $24,999 $25,000 - $34,999 $35,000 - $49,999 $50,000 - $74,999 $75,000 - $99,999 $100,000 - $149,999 $150,000 - $199,999 +

8.1% 7.5% 9.5% 13.2% 17.6% 11.2% 13.7% 6.2% 13.0% 0.0% 2.0% 4.0% 6.0% 8.0% 10.0% 12.0% 14.0% 16.0% 18.0% 20.0%

Source: ESRI Business Information Solutions

October 2011

GreenPlay LLC
Appendix D – Desert Recreation District - Influencing Trends

A challenge of parks and recreation departments is to continue to understand and respond to the changing characteristics of those it serves. In this fast-paced society it is important to stay on top of current trends impacting parks and recreation. The following information highlights relevant local, regional, and national parks and recreational trends from various sources.

The DRD’s demographic profile shows consistent population growth in the next five years and will experience a slight projected age shift. Staff will need to stay current with program development to address diverse trends that reflect to a more diverse population. The trends listed below can help parks and recreation professionals respond to their community’s changing needs.

Age-related – National Trends

Baby Boomer/Older Adult Trends – Planning for the Demographic Shift
Baby boomers are those born between 1946 and 1964, as stated in Leisure Programming for Baby Boomers. They are a generation that consists of nearly 76 million Americans. Beginning in 2011, this influential population will begin their transition out of the workforce. As baby boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, baby boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

In the leisure profession, this generation’s devotion to exercise and fitness is an example of their influence on society. When boomers entered elementary school, President John Kennedy initiated the President’s Council on Physical Fitness; physical education and recreation became a key component of public education. As boomers matured and moved into the workplace, they took their desire for exercise and fitness with them. Now as the oldest boomers are nearing 60, park and recreation professionals are faced with new approaches to provide both passive and active programming for older adults. Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association identified “Boomer Basics” in his article, "Recreating retirement: how will baby boomers reshape leisure in their 60s?"

Boomer Basics:
- Boomers are known to work hard, play hard, and spend hard.
- They have always been fixated with all things youthful. Boomers typically respond that they feel 10 years younger than their chronological age.
- Their nostalgic mindset keeps boomers returning to the sights and sounds of their 1960s youth culture.
- Swimming pools have become less of a social setting and much more of an extension of boomers' health and wellness program.
- Because boomers in general have a high education level, they will likely continue to pursue education as adults and into retirement.
The DRD’s demographic profile indicates that over 50% of the current population is 35 years of age and older. In 2015 this age group increases by over one percent.

Boomers will look to park and recreation professionals to give them the skills needed to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to their need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens. Ziegler suggests activities such as bingo, bridge and shuffleboard will likely be avoided because boomers relate these activities to being old.

Boomers will reinvent what being a 65-year-old means. Parks and recreation agencies that do not plan for boomers carrying on in retirement with the same hectic pace they have long lived at will be left behind. Things to consider when planning for the demographic shift:

- Boomer characteristics
- What drives Boomers?
- Marketing to Boomers
- Arts and Entertainment
- Passive and Active Fitness Trends
- Outdoor Recreation/Adventure Programs
- Travel Programs

**Athletic Recreation – National Trends**

**Sports Participation**
The 2010 NSGA Survey on sports participation found some of the top ten athletic activities ranked by total participation included: exercise walking, exercising with equipment, camping, swimming, bowling, and working out at athletic clubs. Additionally, the following active, organized, or skill development activities remain popular: bicycle riding, hiking, running/jogging, basketball, golf, and soccer. **Table 12** further outlines the top twenty sports ranked by total participation in 2010 and the percent change from 2009.
Table 12: Top Twenty Sports Ranked by Total Participation 2010

<table>
<thead>
<tr>
<th>Sport</th>
<th>Total</th>
<th>% Change*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercise Walking</td>
<td>93.4</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Exercising with Equipment</td>
<td>57.2</td>
<td>4.0%</td>
</tr>
<tr>
<td>Camping (vacation/overnight)</td>
<td>50.9</td>
<td>3.0%</td>
</tr>
<tr>
<td>Swimming</td>
<td>50.2</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Bowling</td>
<td>45.0</td>
<td>0.6%</td>
</tr>
<tr>
<td>Workout at Club</td>
<td>38.3</td>
<td>-2.6%</td>
</tr>
<tr>
<td>Bicycle Riding</td>
<td>38.1</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Weight Lifting</td>
<td>34.5</td>
<td>1.8%</td>
</tr>
<tr>
<td>Hiking</td>
<td>34.0</td>
<td>2.8%</td>
</tr>
<tr>
<td>Aerobic Exercising</td>
<td>33.1</td>
<td>3.0%</td>
</tr>
<tr>
<td>Fishing</td>
<td>32.9</td>
<td>-22.0%</td>
</tr>
<tr>
<td>Running/Jogging</td>
<td>32.2</td>
<td>1.0%</td>
</tr>
<tr>
<td>Billiards/Pool</td>
<td>28.2</td>
<td>-11.1%</td>
</tr>
<tr>
<td>Basketball</td>
<td>24.4</td>
<td>-5.0%</td>
</tr>
<tr>
<td>Boating, Motor/Power</td>
<td>24.0</td>
<td>-13.9%</td>
</tr>
<tr>
<td>Golf</td>
<td>22.3</td>
<td>-3.9%</td>
</tr>
<tr>
<td>Target Shooting (net)</td>
<td>19.8</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Hunting with Firearms</td>
<td>18.8</td>
<td>0.3%</td>
</tr>
<tr>
<td>Yoga</td>
<td>15.7</td>
<td>20.9%</td>
</tr>
<tr>
<td>Soccer</td>
<td>13.6</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

*Percent Change is from 2008
Source: NSGA 2009

The Ten-year History of Sports Participation Report, published by NSGA, shows national trends in team sports and individual sports. Overall participation trends indicate a decrease in general. Team sports such as basketball, soccer, tackle football, softball, and volleyball had an increase in participation through 2008; however, by 2010 they show a decline. Since the report, lacrosse has become one of the country’s fastest growing team sports. Participation in high school lacrosse has almost doubled this decade. An estimated 1.2 million Americans over age seven have played lacrosse within the previous year. Individual sports show an increase in backpacking, swimming, boating, camping, and exercising with equipment. Table 13 illustrates a ten year change in participation for selected activities including both team sports and individual sports.
Table 13: Ten-Year History of Sports Participation (in millions) 2000-2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerobic Exercising</td>
<td>38.5</td>
<td>36.2</td>
<td>33.7</td>
<td>29.5</td>
<td>29.0</td>
<td>28.6</td>
</tr>
<tr>
<td>Backpack/Wilderness Camp</td>
<td>11.1</td>
<td>13.0</td>
<td>13.3</td>
<td>15.3</td>
<td>14.8</td>
<td>15.4</td>
</tr>
<tr>
<td>Basketball</td>
<td>12.5</td>
<td>15.2</td>
<td>14.6</td>
<td>15.9</td>
<td>15.6</td>
<td>15.6</td>
</tr>
<tr>
<td>Bicycle Riding</td>
<td>26.9</td>
<td>29.7</td>
<td>26.7</td>
<td>27.8</td>
<td>28.9</td>
<td>27.1</td>
</tr>
<tr>
<td>Billiards/Pool</td>
<td>39.8</td>
<td>44.7</td>
<td>35.6</td>
<td>40.3</td>
<td>39.7</td>
<td>43.1</td>
</tr>
<tr>
<td>Boating, Motor/Power</td>
<td>20.0</td>
<td>27.8</td>
<td>29.3</td>
<td>22.8</td>
<td>26.6</td>
<td>24.2</td>
</tr>
<tr>
<td>Bowling</td>
<td>39.0</td>
<td>49.5</td>
<td>44.8</td>
<td>43.8</td>
<td>42.4</td>
<td>43.1</td>
</tr>
<tr>
<td>Camping</td>
<td>44.7</td>
<td>49.4</td>
<td>48.6</td>
<td>55.3</td>
<td>55.4</td>
<td>49.9</td>
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<tr>
<td>Canoeing</td>
<td>NA</td>
<td>10.3</td>
<td>7.1</td>
<td>7.5</td>
<td>7.6</td>
<td>6.2</td>
</tr>
<tr>
<td>Cheerleading</td>
<td>NA</td>
<td>2.9</td>
<td>3.8</td>
<td>3.8</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Exercise Walking</td>
<td>95.8</td>
<td>96.6</td>
<td>87.5</td>
<td>84.7</td>
<td>82.2</td>
<td>86.3</td>
</tr>
<tr>
<td>Exercising with Equipment</td>
<td>55.3</td>
<td>63.0</td>
<td>52.4</td>
<td>52.2</td>
<td>46.6</td>
<td>44.8</td>
</tr>
<tr>
<td>Fishing</td>
<td>33.8</td>
<td>42.2</td>
<td>40.6</td>
<td>41.2</td>
<td>44.2</td>
<td>49.3</td>
</tr>
<tr>
<td>Football (tackle)</td>
<td>9.3</td>
<td>10.5</td>
<td>11.9</td>
<td>8.6</td>
<td>7.8</td>
<td>7.5</td>
</tr>
<tr>
<td>Golf</td>
<td>21.9</td>
<td>25.6</td>
<td>24.4</td>
<td>24.5</td>
<td>27.1</td>
<td>26.4</td>
</tr>
<tr>
<td>Hiking</td>
<td>37.7</td>
<td>38.0</td>
<td>31.0</td>
<td>28.3</td>
<td>27.2</td>
<td>24.3</td>
</tr>
<tr>
<td>Hockey (ice)</td>
<td>3.3</td>
<td>1.9</td>
<td>2.6</td>
<td>2.4</td>
<td>2.1</td>
<td>1.9</td>
</tr>
<tr>
<td>Hunting w/Bow &amp; Arrow</td>
<td>5.2</td>
<td>6.2</td>
<td>5.9</td>
<td>5.8</td>
<td>4.6</td>
<td>4.7</td>
</tr>
<tr>
<td>Hunting with Firearms</td>
<td>16.3</td>
<td>18.8</td>
<td>17.8</td>
<td>17.7</td>
<td>19.5</td>
<td>19.1</td>
</tr>
<tr>
<td>In-Line Roller Skating</td>
<td>7.4</td>
<td>9.3</td>
<td>10.5</td>
<td>11.7</td>
<td>18.8</td>
<td>21.8</td>
</tr>
<tr>
<td>Mountain Biking (off road)</td>
<td>7.2</td>
<td>10.2</td>
<td>8.5</td>
<td>8.0</td>
<td>7.8</td>
<td>7.1</td>
</tr>
<tr>
<td>Muzzleloading</td>
<td>3.1</td>
<td>3.4</td>
<td>3.7</td>
<td>3.8</td>
<td>3.6</td>
<td>2.9</td>
</tr>
<tr>
<td>Paintball Games</td>
<td>6.1</td>
<td>6.7</td>
<td>8.0</td>
<td>9.4</td>
<td>6.9</td>
<td>5.3</td>
</tr>
<tr>
<td>Racquetball</td>
<td>NA</td>
<td>NA</td>
<td>4.0</td>
<td>NA</td>
<td>NA</td>
<td>3.2</td>
</tr>
<tr>
<td>Running/Jogging</td>
<td>35.5</td>
<td>35.9</td>
<td>28.8</td>
<td>26.7</td>
<td>24.7</td>
<td>22.8</td>
</tr>
<tr>
<td>Scooter Riding</td>
<td>7.4</td>
<td>10.1</td>
<td>9.5</td>
<td>12.9</td>
<td>13.4</td>
<td>11.6</td>
</tr>
<tr>
<td>Skateboarding</td>
<td>7.7</td>
<td>9.8</td>
<td>9.7</td>
<td>10.3</td>
<td>9.7</td>
<td>9.1</td>
</tr>
<tr>
<td>Skiing(alpine)</td>
<td>7.4</td>
<td>6.5</td>
<td>6.4</td>
<td>6.3</td>
<td>7.4</td>
<td>7.4</td>
</tr>
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<td>Snowboarding</td>
<td>6.1</td>
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<td>5.2</td>
<td>6.6</td>
<td>5.6</td>
<td>4.3</td>
</tr>
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<td>Soccer</td>
<td>13.5</td>
<td>15.5</td>
<td>14.0</td>
<td>13.3</td>
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<td>12.4</td>
<td>12.5</td>
<td>13.6</td>
<td>14.0</td>
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<td>51.9</td>
<td>63.5</td>
<td>56.5</td>
<td>53.4</td>
<td>53.1</td>
<td>60.7</td>
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<td>20.3</td>
<td>17.1</td>
<td>19.2</td>
<td>18.9</td>
<td>14.8</td>
</tr>
<tr>
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<td>5.0</td>
<td>5.6</td>
<td>5.1</td>
<td>4.1</td>
<td>3.0</td>
</tr>
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<td>10.4</td>
<td>9.6</td>
<td>11.0</td>
<td>10.0</td>
</tr>
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<td>11.1</td>
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<td>11.5</td>
<td>12.3</td>
</tr>
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<td>Water Skiing</td>
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<td>Weight Lifting</td>
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<td>39.3</td>
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<td>NA</td>
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<td>NA</td>
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</tbody>
</table>

Source: NSGA 2011
Youth Sports
Specific offerings for children’s fitness are slowly increasing in health and fitness facilities. Facilities are offering more youth-specific exercise equipment. Individualized youth sports training opportunities are becoming more popular as well. For youth ages seven to eleven, bowling, bicycle riding, and fishing had the highest number of participants in 2010; however, ice hockey, mountain biking, and tennis saw the highest percent of increase of the sports in the survey in 2010. It is important to note that of the six mentioned sports above, ice hockey is the only team sport. In-line skating experienced the largest percentage decrease in participation followed by scooter riding and fishing.

Another noteworthy trend is the increase in “pick-up” play in team sports. In recent years, the Sporting Goods Manufacturers Association (SGMA) noticed that participation in team sports has been driven by organized/sanctioned play. However, in 2008, there were seven team sports where “casual/pick-up” play exceeded organized/sanctioned play. Those sports were basketball, ice hockey, field hockey, touch football, lacrosse, grass volleyball, and beach volleyball. It is believed that this is the result of athletes and their families feeling the pinch of the economy. Many people are choosing the less expensive ways to play sports and stay active.

Aquatics National Trends
According to the National Sporting Goods Association (NSGA), swimming ranked fourth in terms of participation in 2009 and 2010. There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like “spray pads” are becoming increasingly popular as well.

Facilities – National Trends
According to Recreation Management magazine’s “2011 State of the Industry Report,” national trends show an increased user base of recreation facilities. To meet that growing need, a majority of the 2011 State of the Industry Survey respondents (60.3%) reported that they have plans to build new facilities or make additions or renovations to their existing facilities over the next three years. Nearly a quarter (24.2%) of respondents said they have plans to build new facilities, and just over a quarter (25.9%) said they plan to add to their existing facilities. Another 43.6 percent are planning renovations. The current national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multi-purpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Multi-use facilities versus specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One stop” facilities attract young families, teens, and adults of all ages.

Parks and recreation respondents also said that the average amount planned for construction for parks fell by 12.7 percent from an average of $3,907,000 in last year’s survey to $3,411,000 this year. There was very little change in the types of features and amenities included in the facilities of the survey respondents from last year to this year. The most commonly found features include locker rooms (57.5% of respondents have locker rooms), classrooms and meeting rooms (57.4%), bleachers and seating (56.8 percent), outdoor sports courts for basketball, tennis, etc. (54.1%) and concession areas (53.9%).
**Fitness Trends**

There have been many changes in fitness programs in the last ten years. What clients wanted in 2000 is not necessarily what they want today. Fitness programs that have increased in popularity since 2000 include outdoor exercise, boot camp, personal training, post-rehabilitation, kids-specific fitness, and sport-specific training. Declining programs since 2000 include dance, health fairs, sports clinics, aerobics, stress-management classes, and weight-management classes. *(IDEA Health and Fitness Association)*

The American College of Sports Medicine’s (ACSM’s) Health and Fitness Journal conducted a survey to determine trends that would help create a standard for health and fitness programming. *Table 14* shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry. The Worldwide Survey indicates the following shift in fitness trends between 2008 and 2009.

**Table 14: Worldwide Fitness Trends for 2009 and for 2010**

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Educated and experienced fitness professionals</td>
<td>1. Educated and experienced fitness professionals</td>
</tr>
<tr>
<td>2. Children and obesity</td>
<td>2. Strength training</td>
</tr>
<tr>
<td>3. Personal training</td>
<td>3. Children and obesity</td>
</tr>
<tr>
<td>4. Strength training</td>
<td>4. Personal training</td>
</tr>
<tr>
<td>5. Core training</td>
<td>5. Core training</td>
</tr>
<tr>
<td>6. Special fitness programs for older adults</td>
<td>6. Special fitness programs for older adults</td>
</tr>
<tr>
<td>7. Pilates</td>
<td>7. Functional fitness</td>
</tr>
<tr>
<td>8. Stability ball</td>
<td>8. Sport specific training</td>
</tr>
</tbody>
</table>

*Source: American College of Sport Medicine*

**Health and Obesity – State Trends**

The United Health Foundation has ranked California 26th in its 2010 *State Health Rankings*, down three ranks from 2009.

The State’s biggest strengths include:

- Low prevalence of smoking
- Ready access to early prenatal care
- Low infant mortality rate

Some of the challenges the State faces include:

- High incidence of infectious disease
- High levels of air pollution
- High rate of uninsured population
Economic Effects
Inactivity and obesity in the United States cost the country hundreds of billions of dollars annually. Some local governments are now accepting the role of providing preventative health care through park and recreation services. The following are facts from the International City/County Management Association.

- 89% believe P&R departments should take the lead in developing communities conducive to active living.
- Nearly 84% supported recreation programs that encourage active living in their community.
- 45% believe the highest priority is a cohesive system of parks and trails and accessible neighborhood parks.

As obesity in the United States continues to be a topic of interest for legislators and our government, there continues to be research suggesting that activity levels are stagnant among all age groups. The following are statistics that support this concern.

- Only 25% of adults and 27% of youth (grades 9-12) engage in recommended levels of physical activity.
- 59% of American adults are sedentary.
- Children born now have a lower life expectancy than their parents.
- 4.5 - 8 hours daily (30-56 hours per week) – children are “wired” or using computers, smart phones, video games, etc.
- Prevalence of overweight children:
  - Ages 2–5 years (12.4%)
  - Ages 6–11 years (17%)
  - Ages 12–19 years (17.6%)

Healthy Lifestyle Trends
The health care issue is front and center. Park and recreation departments are finding that they are in a position to be a catalyst in creating healthy lifestyles and communities. Steps such as assessments, policy creation, financial analysis, and management process are occurring around the country to create and validate a method for building healthy communities and gaining credibility as a public health provider.

National Trends
In October, 2010, the Robert Wood Johnson Foundation’s Vulnerable Populations Portfolio shared thoughts on how health is impacted by where and how we live, learn, work, and play. Below demonstrates the connection that nonmedical factors play in where health starts before illness sets in.

Where We Live – Residential instability has adverse health impacts.

Example:
- Homeless children are more vulnerable to mental health problems, developmental delays, and depression than children who are stably housed.
- Difficulty keeping up with mortgage payments may be linked to lower levels of psychological well-being and a greater likelihood of seeing a doctor.
- The connection between access to public transportation and health studies found that people who live in counties with high “sprawl indexes” were likely to have a higher body mass index than people living in more compact counties.
• Convenient, affordable, and available eating habits result from inability to move from place to place within the community. PolicyLink and the Food Trust, two nonprofits focused on expanding access to fresh foods where low-income people live, have found that “decreased access to healthy food means people in low-income communities suffer more from diet-related diseases like obesity and diabetes than those in higher-income neighborhoods with easy access to healthy food, particularly fresh fruits and vegetables.”

• Communities without crime are healthier. Researchers from the Baltimore Memory Study found that residents living in the most dangerous neighborhoods were nearly twice as likely to be obese as those living in the least dangerous neighborhoods.

Where We Work
The relationship between work and health is critical to creating productive environments.

• Investing in the right ways to support employees, businesses can help create a workforce that is less stressed and more content. The net result: a happier, healthier workforce which is more productive and yields better results.

• An approach such as “lifestyle leave” to take care of the inevitable personal and family needs that arise is a valuable asset for many of the parents. Programs which help provide employees with the peace of mind also help them to breathe and work easier.

• Business leaders and employees alike should view work as a place of opportunity — a source of support, satisfaction, and motivation, which can offer mutual benefits when done right.

Where We Learn
Eight times more lives can be saved with education than with medical advances.

• Without graduating from high school, one is likely to earn less money and struggle to make ends meet, work longer hours and maybe even two jobs just to feed a family, and live in a compromised neighborhood without access to healthy food.

• Better educated people have more opportunity to make healthier decisions. They have the money and access necessary to buy and eat healthier foods.

• Data from the National Longitudinal Mortality Study indicates that people with higher education live five to seven years longer than those who do not finish high school.

• In South Carolina, leaders improved the health of citizens by strengthening their education system. A coalition of business and community leaders, politicians, educators and parents came together to support a one-cent sales tax to fund education improvement.

• Schools are not just centers of teaching and learning; they are places that provide the opportunity to improve the health of all Americans.
Where We Play
Play is a profound biological process that shapes brain function.

- Play prompts us to be continually, joyously, physically active, combating obesity and enhancing overall health and well-being.
- Play can interrupt the damage done by chronic stress, and even gives the immune system some relief.
- Play is a basic need; a biological requirement for normal growth and development. Scientists associated with the National Institute for Play are united in their concern about “play under-nutrition,” noting that the corrosive effects of this form of starvation gradually erode emotional, cognitive and physiologic well-being – a major aspect of sedentary, obesity, and poor stress management can be readily linked to play starvation.
- Providing places to spend leisure time and recreate are critical to creating healthy communities.

Additional National Healthy Lifestyle Trends
The population is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles, and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively, these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses.

- According to the article “Outdoor Exercise ‘Healthier than Gym Workouts,’” published in March of this year, researchers found that going for a run outdoors is better than exercising in the gym, because it has a positive impact on mental, as well as physical health. Levels of tension, confusion, anger, and depression were found to be lowered. This aligns with the trend of adult fitness playgrounds that are popping up all over the world.

- Café Plus Concepts – Mather’s Cafes are opening around the country to attract Boomers and seniors. The concept is more than a café. The “plus” offers leisure activities, trips/tours, educational offerings, social opportunities, and fitness. These concepts can be integrated into community centers or stand alone facilities.

- Essential services, healthy food options, workplaces, and other destinations are frequently not located within easy walking or bicycling distance from where people live, work, learn, and play.

    The link between health and the built environment continues to grow as a trend for local governments. They are increasingly incorporating active living and physical activity into daily routines.

Festivals and Events
Economic Impact of Festivals
In the context of urban development, from the early 1980s, there has been a process that can be characterized as “festivalization,” which has been linked to the economic restructuring of towns and cities, and the drive to develop communities as large-scale platforms for the creation and consumption of “cultural experience.” The DRD, however, finds itself with additional options; large-scale, multi-city valley-wide events, and regional athletic complexes for sporting event opportunities can directly benefit the entire Coachella Valley through tourism.
Research indicates that the success rate for festivals tends to be evaluated simplistically on the basis of profit (sales), prestige (media profile), and size (numbers of events), often translated into numbers of visitors. Research from the European Festival Research Project (EFRP) indicates that there is evidence of local and city government supporting, and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, and tourists). There are also a growing number of smaller, more local, community-based festivals and events in communities, most often supported by local councils that have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often will re-claim cultural ground based on their social, educational and participative value.

In the future, when Desert Recreation District updates their Master Plan, a community-wide interest and satisfaction survey could indicate the importance and unmet need ranking for festivals and special events in relation to other services.

There is much to be learned about trends and expectations each year in order to make the most of each event. According to FestivalsandFairs.Net, an online festival resource, listed the following 2011 trends:

- How the Economy Affects You - No matter what, the economy is always a factor. In 2011, people are expected to be more comfortable spending their money at craft shows, fairs, and festivals.
- ‘Tis the Season - For 2011, the trends are pointing toward an emphasis on holidays and specific events.
- Arts – A variety of art offerings such as music, cultural arts, scrapbooking, jewelry, digital art, etc. are trends to watch.

**General Programming Trends – National Trends**

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. Once in, participants recognize that the benefits are endless. According to *Recreation Management* magazine’s, June 2011 “State of the Industry Report,” the most popular programs, offered by more than half of survey respondents, include holiday events and other special events (64.3 %), fitness programs (61.1%), educational programs (60.4%), day camps, and summer camps (56.3%); mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts (51.4%); and youth sports teams (50.7%). Sports training were not in the top ten; however, golf instruction and tennis lessons are a fast paced trend.

The report also suggested slightly less than a third (31.9%) of respondents indicated that they are planning to add additional programs at their facilities over the next three years. The most common types of programming they are planning to add include:

- Fitness programs (planned by 26.8% of respondents planning to add programs)
- Educational programs (25%)
- Teen programming (24%)
- Mind-body/balance programs (22.5%)
- Active older adults (20.9%)
- Day camps and summer camps (20.8%)
- Environmental education (20.3%)
- Individual sports activities (18.9%)
- Holiday events and other special events (18.6%)
- Sports tournaments or races (18%)
**Multiculturalism – National Trends**

Recent articles in parks and recreation have addressed multicultural and diversity issues in the leisure service profession. These articles are positive, because as the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

Today the marketplace for consumers has dramatically evolved in the United States from a large Anglo demographic, to the reality that the United States has shifted to a large minority consumer base known as “new majority.”

The San Jose Group, a consortium of marketing communications companies specializing in reaching Hispanic and non-Hispanic markets of the United States, suggests that today’s multicultural population in the United States, or the “new majority,” is 107.6 million, which translates to about 35.1 percent of the country’s total population. The United States’ multicultural population could essentially be the 12th largest country in the world.

Park and recreation trends in marketing and providing leisure services continue to emerge and should be taken into consideration in all planning efforts.

**Natural Environments and Open Space**

**Economic and Health Benefits of Parks**

There are numerous economic and health benefits of parks, including the following:

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people’s health and mental outlook.
- US Forest Service research indicates that when the economic benefits produced by trees are assessed, total value can be two to six times the cost for tree planting and care.
- Fifty percent of Americans regard outdoor activities as their main source of exercise.
- “There’s a direct link between a lack of exposure to nature and higher rates of attention-deficit disorder, obesity, and depression. In essence, parks and recreation agencies can and are becoming the ‘preferred provider’ for offering this preventative healthcare.” – Fran P. Mainella, former director of the National Park Service and Instructor at Clemson University.
The Trust for Public Land has published a report titled: “The Benefits of Parks: Why America Needs More City Parks and Open Space.” The report makes the following observations about the health, economic, environmental, and social benefits of parks and open space:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and physiological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

Amenities and specialty parks that are still considered “alternative” but increasing in popularity include the following:

- Climbing walls.
- Cultural art facilities.
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent Building Commissioners Association (BCA) survey indicated that 52 percent of the recreation industry survey respondents indicated that they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.
- Two of the emerging specialty parks include skate parks and adult fitness parks. The Sporting Goods Manufacturers Association estimates that there are about 1,000 skateboard parks in the United States.

Researchers have long touted the benefits of outdoor exercise. According to a study published in the Journal of Environmental Science and Technology by the University of Essex in the United Kingdom, “as little as five minutes of green exercise improves both mood and self esteem.” A new trend emerging in parks and recreation aims to enable people to reap these benefits by working out on outdoor fitness equipment.

This trend began in China as they prepared to host the 2008 Summer Olympics. Their aim was to promote a society that promoted physical fitness. The United States is now catching up on this trend, as park and recreation departments have begun installing “outdoor gyms.” According to John Drew from ExerSkys, “The equipment is designed to use resistance of the body and weight.”

Equipment that can be found in these outdoor gyms is comparable to what would be found in an indoor workout facility, such as leg and chest presses, elliptical trainers, pull down trainers, etc. With no additional equipment such as weights and resistance bands, the equipment is fairly easy to install.

Outdoor fitness equipment provides a new opportunity for park and recreation departments to increase the health of their communities, while offering them the opportunity to exercise outdoors. Such equipment can increase the usage of parks, trails, and other outdoor amenities while helping to fight the obesity epidemic and increase the community’s interaction with nature.
**Nature Programming**

The National Recreation and Park Association (NRPA) sent out a survey to member agencies in order to learn more about the programs and facilities that public park and recreation agencies provide to connect children and their families with nature. A summary of the results follow:

- Sixty-eight percent of public parks and recreation agencies offer nature-based programming, and 61% have nature-based facilities.
- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- Of the agencies that do not currently offer nature-based programming, 90% indicated that they want to in the future. Additional staff and funding were again the most important resources these agencies would need going forward.
- The most common facilities include: nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.
- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

Figures from the Association for Interpretative Naturalists, a national group of nature professionals, demonstrate that nature-based programs are on the rise. According to Tim Merriman, the association’s Executive Director, the group was founded in 1954 with 40 members. It now boasts 4,800 members, with research indicating that about 20,000 paid interpreters are working nationally, along with an army of more than 500,000 unpaid volunteers staffing nature programs at parks, zoos, and museums. The growth of these programs is thought to come from replacing grandparents as the teacher to these outdoor programs. It is also speculated that a return to natural roots and renewed interest in life’s basic elements was spurred as a response to September 11, 2001.

**Outdoor Recreation**

Local parks and recreation departments are a common place for residents to look when getting outside for leisure activities. It is often the mission of parks departments as well as private or non-profits to get more people outdoors.

The Outdoor Foundation released the 2010 Participation in Outdoor Recreation report. The report highlights growth in nature based outdoor activities and continued decline in youth outdoor participation. The Foundation states that the trends show the beginning of adjustments in American lifestyles brought about by a challenging economy, shifting demographics, and changing times. Their research brought the following key findings.
Participation in Outdoor Recreation

- **Return to Nature:** Nearly 50% of Americans ages six and older participated in outdoor recreation in 2009. That is a slight increase from 2008 and equates to a total of 137.8 million Americans.
- **Plans for the Future:** While less than a quarter of all participants reported getting outside two times a week or more in 2009, 82% said that they plan to spend more time participating in outdoor activities in 2010.
- **The Economy:** 42% of outdoor participants said the economy impacted how often they participated in outdoor activities in 2009.
- **Fitness and Health Benefits:** Outdoor participants rate their fitness level at 6.4 on a 10-point scale versus 4.9 for nonparticipants. In terms of health, outdoor participants rate their health level at 7.5 versus 6.6 for non-participants.
- **Preservation of Land:** The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.

Youth Participation

- **More Indoor Youth:** An overall downward slide in outdoor recreation among 6 to 12-year-olds was realized.
- **The Influence of Family:** Most youth are introduced to outdoor activities by parents, friends, family, and relatives.
- **Physical education in schools:** The importance cannot be understated. Among adults ages 18 and older who are current outdoor participants, 83% say that they had PE in school between the ages of 6 and 12. That compares with just 70% of non-outdoor participants.

Recreation and Park Administration National Trends

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out, and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
Agency Accreditation

Agencies are identifying with a distinguished mark of excellence that affords external recognition of an organization’s commitment to quality and improvement. Accreditation has two fundamental purposes; to ensure quality and to ensure improvement. This is achieved by an agency's commitment to 150 standards. There were 97 agencies that had received the Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation prior to the 2011 NRPA Congress in Atlanta Georgia, with an additional 23 agencies pending. Additional benefits of CAPRA accreditation include:

- Boosts staff morale
- Encourages collaboration
- Improves program outcomes
- Identifies agency and cost efficiencies
- Builds high level of trust with the public
- Demonstrates promise of quality
- Identifies best management practices

In California, the County of San Diego Department of Parks and Recreation recently became accredited at the 2011 NRPA Congress. The Cities of Stockton and Bakersfield are accredited as well.

Funding

According to Recreation Management magazine’s, “2011 State of the Industry Report,” from fiscal year 2010 to fiscal year 2012, the largest increases in operating budgets are expected among community centers, where State of the Industry survey respondents are expecting a 12.4 percent increase to operating expenditures, and among camps at 11 percent. The lowest increases are found among health clubs, where respondents projected a 0.4 percent increase to operating budgets, and colleges, at 3.1 percent.

YMCA's reported the highest operating expenditures for fiscal 2010 at $2,008,000, 40.7 percent more than the across-the-board average. They were followed by parks at $1,614,000, 13.1 percent more. The lowest operating expenditures in 2010 were found among community centers at $923,000 and camps, at $991,000.

Trend Analysis Summary

The following are trends reflective of The DRD. These will be important to evaluate for future planning efforts include the following.

- There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like “spray pads” are becoming increasingly popular as well.
- Some of the top ten athletic activities ranked by total participation included: exercise walking, exercising with equipment, camping, swimming, bowling, and working out at athletic clubs.
- The United Health Foundation has ranked California 26th in its 2010 State Health Rankings.
- The most common programs offered in communities are holiday events and other special events, fitness programs, educational programs, day camps, and summer camps; mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts; and youth sports teams.
• Fitness programs, educational programs, teen programs, mind body balance and active adults were listed at the top of the ten programs parks and recreation departments are planning to add within the next three years.
• Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
• National trend in the delivery of parks and recreation systems reflects more partnerships and contractual agreements reaching out to the edges of the community to support specialized services.
• The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.
• Multiculturalism Park and recreation trends in marketing and providing leisure services continue to emerge and should be taken into consideration in all planning efforts.
• Park and recreation administration trends include increased partnerships, agency accreditation, and enterprising budgets.

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Outdoor Industry Foundation, <outdoorindustry.org/news.association>
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United Health Foundation
Appendix E – The Public Sector Agency Service Assessment

Based on the MacMillan Matrix for Competitive Analysis of Programs\(^2\), the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies assess their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The Public Sector Agency Services Assessment Matrix (Figure 7) is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited available resources, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies such as the Desert Recreation District.

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises which compete for customers and whose very survival depends on satisfying paying customers, many public organizations operate in a non-market, or grants economy – one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, our customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. In fact, DRD can be considered a "sole-source" in many instances – the only place to get a service, so there is little to no market saturation and therefore, potential for apathetic service enhancement and improvement. Consequently, public organizations like DRD have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed, funders and customers alike are beginning to demand more accountability, and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today's public agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration when possible. In addition, organizations are leveraging all available resources where possible.

An assessment of Public Sector Agency Services is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of the District’s Service Portfolio. Additional results indicate whether the service is “core to the District’s values and vision,” and provides recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to DRD’s purpose. The process includes an analysis of: each service’s relevance to DRD’s values and vision, the District’s market position in the community relative to market, other service providers in the service area including quantity and quality of provider, and the economic viability of the service.

\(^2\) Alliance for Nonprofit Management
The Public Sector Agency Service Assessment Matrix assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

Q:  Is the agency the best or most appropriate organization to provide the service?
Q:  Is market competition good for the citizenry?
Q:  Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?
Q:  Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?

Figure 7: Public Sector Agency Services Assessment Matrix

<table>
<thead>
<tr>
<th>Services Assessment Matrix</th>
<th>Financial Capacity Economically Viable</th>
<th>Financial Capacity Not Economically Viable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Alternative Coverage High</td>
<td>Alternative Coverage Low</td>
</tr>
<tr>
<td>Good Fit</td>
<td>Affirm Market Position</td>
<td>Advance Market Position</td>
</tr>
<tr>
<td>Weak Market Position</td>
<td>Divest</td>
<td>Invest, Collaborate or Divest</td>
</tr>
<tr>
<td>Poor Fit</td>
<td></td>
<td>Collaborate or Divest</td>
</tr>
</tbody>
</table>

Note: Based on MacMillan Matrix for Nonprofit agencies from the Alliance for Nonprofit Management. Adapted by GreenPlay LLC and GP RED for Public Sector Agencies. April 2009.

The following questions guide the process to determine each service’s fit with the agency’s values and vision, the agency’s strength or weakness in the target market service area, the service’s financial sustainability potential, and who else is providing like or similar services in the target market service area. Each question has to be answered for each service.
Fit

*Fit* is the degree to which a service aligns with the agency’s values and vision, reflecting the community's interests. If a service aligns with the agency’s values and vision, and contributes to the overall enhancement of the community, it is classified as a “good fit,” if not, the service is considered a “poor fit.”

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values)?

Financial Capacity

*Financial Capacity* is the degree to which a service (including a program, facility, or land asset) is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as “highly attractive” unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least 50% from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants, and/or volunteer contributions for this service?
- Can the service reasonably generate at least 25% of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service’s target market?
- Can the user self-direct or operate/maintain the service without agency support?
**Market Position**

*Market Position* is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency’s effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a “strong market position” unless it has some clear basis for declaring superiority over all providers in that service category, and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the *adequate* resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the *target market*?
- Does the agency have a superior *track record* of quality service delivery?
- Does the agency currently own a large share of the *target market* currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers? (e.g., “Is there a consistent waiting list for the service?”)
- Can the community, individual, environmental, and/or economic benefits realized as a result of the service be clearly defined?
- Does agency staff have superior *technical skills* needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency’s continued provision of the service? (Benchmarking performance or impact to community issues, values, or vision)
- Are marketing efforts and resources effective in reaching and engaging the target market?

**Alternative Coverage**

*Alternative Coverage* is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as "low coverage." Otherwise, coverage is "high."
Unfair Competition

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services, therefore, developing boundaries. What is needed is the reshaping of how public and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services that have not been offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, these blurred lines sometimes result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has over the private sector including but not limited to immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

The Service Assessment forces participants to consider this issue in light of specific target markets being served, fees that may be barriers to participation, type of service offered, etc.

Recommended Provision Strategies – Defined

*Note: the numbers in parenthesis refer to graphic in Figure 7.*

Affirm Market Position (1) – a number of (or one significant) alternative provider(s) exists, yet the service has financial capacity, and the agency is in a strong market position to provide the service to customers or the community. Affirming market position includes efforts to capture more of the market and investigating the merits of competitive pricing strategies. This includes investment of resources to realize a financial return on investment. Typically, these services have the ability to generate excess revenue.

Advance Market Position (2) – a small number of or no alternative providers exist to provide the service, the service has financial capacity, and the agency is in a strong market position to provide the service. Primarily due to the fact that there are fewer, if any, alternative providers, advancing market position of the service is a logical operational strategy. This includes efforts to capture more of the market, investigating the merits of market pricing, and various outreach efforts. Also, this service may be an excess revenue generator by increasing volume.

Divestment (3, 4, 7, 8, and 9) – the agency has determined that the service does not fit with the agency’s values and vision, and/or the agency has determined that it is in a weak market position with little or no opportunity to strengthen its position. Further, the agency deems the service to be contrary to its interest in the responsible use of resources, therefore, the agency is positioned to consider divestment of the service.

Investment (4) – investment of resources is the agency’s best course of action, as the service is a good fit with values and vision, and an opportunity exists to strengthen the agency’s current weak market position in the marketplace.
Complementary Development (5) – the service is a good fit, a number of, or one significant alternative provider(s) exists which provide the service, the agency is in a strong market position to provide the service, yet it does not have financial capacity to the agency. “Complementary development” encourages planning efforts that lead to complementary service development rather than duplication, broadening the reach of all providers. Although there may be perceived market saturation for the service due to the number or like services of alternative providers, demand and need exists justifying the service’s continued place in the market.

Collaboration (4, 7, and 8) – the agency determines that the service can be enhanced or improved through the development of a collaborative effort as the agency’s current market position is weak. Collaborations (e.g., partnerships) with other service providers (internal or external) that minimize or eliminate duplication of services while most responsibly utilizing agency resources are recommended.

Core Service (6) – these services fit with the agency’s values and vision, there are few if any alternative providers, yet the agency is in a strong market position to provide the service. However, the agency does not have the financial capacity to sustain the service outside of General Fund support and the service is deemed to not be economically viable. These services are “core to satisfying the agency’s values and vision typically benefiting all community members, or are seen as essential to the lives of under-served populations.

Services Assessment Glossary

Ability - the quality or state of being able; power to perform; competence in doing

Adequate - sufficient for a specific requirement; reasonably sufficient

Capacity - the potential or suitability for accommodating; the maximum amount or number that can be contained or accommodated; the facility or power to produce, perform, or deploy; capability

Quality - meeting or exceeding expectations; degree of excellence; superiority in kind

Superior - of higher rank, quality, or importance; excellent of its kind

Target market – the specific market of a service (e.g., age, sex, race/ethnicity, education level, ability level, residence)
Appendix F – The Pyramid Methodology: Cost Recovery and Subsidy Allocation Philosophy

The information in Appendix F is provided to give District staff and the Board the process tool and steps to incorporate to expand the current pyramid methodology used by the District to refine and update its cost recovery and subsidy allocation philosophy.

Because the tool is guided by and created through the public involvement process, DRD will establish buy-in, educate, and generate interest by being transparent and credible. Often the participating citizens, stakeholders, and partners become the District’s greatest advocates and champions for future issues, sometimes establishing the grassroots support for taxation issues or fee increases. This collaborative process results in consensus for a foundational philosophy which underpins discussion and decision-making.

This process provides a consensual approach to identifying District resource allocation and cost recovery goals and provides formulas and structure for pricing decisions for all levels of the organization. The Pyramid Methodology, as illustrated below and developed by GreenPlay, is used to help develop a philosophy that details the level of subsidy necessary for your agency’s services (facilities, programs, etc.).

The Pyramid Methodology is an effective management tool to utilize to articulate the level of benefit that services such as facilities and programs provide as they relate to the Values, Vision, and Mission of the District. This proven design leads to a logical determination of resource allocation and subsidy/cost recovery goals, and future fees and charges. Establishing guidelines and a methodology for such critical operational issues is imperative to sound fiscal responsibility, governmental accountability, and decision making.

This methodology is the basis of “what if” scenarios predicated on the District’s financial sustainability goals. The philosophy and model will aid in future budgeting and planning, and will become the foundation for negotiating, re-negotiating, and managing:

- Partnerships, collaborations, and sponsorships
- Agreements and memorandums of understanding
- Land dedication or fees-in-lieu*
- Development impact fees or system development charges
- Benefit assessment districts
- Fees, charges, and pricing strategies

* Note: In California, the Quimby Act, Mello-Roos Community Facilities District, and Benefit Assessment Districts govern taxation, land dedication, and fees in lieu.

Increasing the District’s overall cost recovery will allow it to shift limited tax subsidy to those foundational services which benefit the community as a whole, whether or not they directly or frequently use those services. Encouraging those high demand services to actualize excess revenues over direct expenditures (yet to be fully defined) may allow the District to fund a scholarship program, address deferred maintenance issues, or leverage funds for other services.

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services, including programs and facilities.
Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.

The development of a financial resource allocation philosophy can be separated into the following steps:

**Step 1 – Building on the District’s Values, Vision, and Mission**

The premise of this process is to align District services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Often times, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

**Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters**

Filters are a series of continuums covering different ways of viewing service provision. Filters influence the final positioning of services as they relate to each other and are summarized below. The Benefits Filter however, forms the foundation of the Pyramid Model and is used in this discussion to illustrate a cost recovery philosophy and policies for the District.
<table>
<thead>
<tr>
<th>Filter</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
<td>Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)</td>
</tr>
<tr>
<td>Access/Type of Service</td>
<td>Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?</td>
</tr>
<tr>
<td>Organizational Responsibility</td>
<td>Is it the District’s responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?</td>
</tr>
<tr>
<td>Historical Expectations</td>
<td>What have we always done that we cannot change?</td>
</tr>
<tr>
<td>Anticipated Impacts</td>
<td>What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?</td>
</tr>
<tr>
<td>Social Value</td>
<td>What is the perceived social value of the service by constituents, District staff and leadership, and policy makers? Is it a community builder?</td>
</tr>
</tbody>
</table>

**THE BENEFITS FILTER**

The principal foundation of the Pyramid is the **Benefits Filter**. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent the District’s core mission, while also reflecting the growth and maturity of the District as it enhances its service offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster’s Dictionary as “an immaterial structure built on a broad supporting base and narrowing gradually to an apex.” Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

**NOTE:** All examples which follow are generic and illustrative – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.

**MOSTLY COMMUNITY Benefit**

The foundational level of the Pyramid is the largest, and includes those services, including programs and facilities, which **MOSTLY benefit the COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency’s tax support would fund this level of the Pyramid.
Examples of these services could include: the existence of the District’s parks and recreation system; the ability for youngsters to visit facilities on an informal basis; low-income or scholarship programs; park and facility planning and design; park maintenance; or others.

**CONSIDERABLE COMMUNITY Benefit**
The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the individual benefit received from the service.

**CONSIDERABLE COMMUNITY Benefit**
Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis; beginning level instructional programs and classes; etc.

**BALANCED INDIVIDUAL/COMMUNITY Benefit**
The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.

**CONSIDERABLE INDIVIDUAL Benefit**
The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.

**CONSIDERABLE INDIVIDUAL Benefit**
Examples of these services could include: specialty classes and outdoor adventure programs.
**MOSTLY INDIVIDUAL Benefit**

At the top of the Pyramid, the fifth and smallest level represents services which have revenue positive potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated revenue positive percentage.

Examples of these activities could include: elite diving teams; food concessions; company picnic rentals; and other facility rentals such as for weddings or other services.

**Examples of the Applied Benefits Filter**

The following example illustrates the benefit filter as it might apply to aquatic services.

The following illustrates the benefits filter as it might apply to park services.
Step 3 – Developing the District’s Categories of Service

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual District service including every program, facility, or property, it is advantageous to categorize District services into like categories. This step also includes the development of category definitions that detail and define each category; and service inventory “checks and balances” to insure that all District services belong within a developed category. Examples of Categories of Service could include: beginner instructional classes, special events, and concessions/vending.

Step 4 – Sorting the Categories of Service onto the Pyramid

It is critical that this sorting step be done with staff, governing body, and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision, and mission. It is the time to develop consensus and get everyone on the same page – the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.

Sample Policy Development Language (which follows)

The Desert Recreation District brought together staff, Board of Directors, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community; about historic versus active-use parks; about the importance of adult versus youth versus senior activities; and other philosophical and values-based discussions. This process gets at both the “what” and “why” with the intention of identifying common ground and consensus.
Step 5 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels

This step establishes the expectation that the District will confirm or determine current cost recovery and subsidy allocation levels by service area. This will include consideration of revenue sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community; whether staff have the capacity or resources necessary to account for and track costs; whether accurate cost recovery levels can be identified; and whether cost centers or general ledger line items align with how the District may want to track these costs in the future.

Step 6 – Defining Direct and Indirect Costs

The definition of direct and indirect costs can vary from agency to agency. What is important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated to a service, in which case they become a direct cost allocation.

Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75 percent, it has a 25 percent cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what the cost recovery is. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

This step must reflect the District’s community and must align with the thinking of the Board of Directors regarding the broad picture financial goals and objectives.

Examples

Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the District having established limited cost recovery to convey the value of the experience to the user. An established 90-100 percent subsidy articulates the significant community benefit resulting from these categories.

The top level of the Pyramid may range from 0 percent subsidy to 50 percent excess revenues above all costs, or more. It is possible that the agency may not have any Categories of Service in the top level.
Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, they do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

**THE COMMITMENT FACTOR:** What is the intensity of the program, what is the commitment of the participant?

- Drop-In Opportunities
- Instructional – Basic
- Instructional – Intermediate
- Competitive – Not Recreational
- Specialized

**THE TRENDS FACTOR:** Is the program or service tried and true, or is it a fad?

- Basic
- Traditionally Expected
- Staying Current with Trends
- Cool, Cutting Edge
- Far Out

**THE POLITICAL FILTER:** What is beyond our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid.

**THE MARKETING FACTOR:** What is the effect of the program in attracting customers?

- Loss Leader
- Popular – High Willingness to Pay

**THE RELATIVE COST TO PROVIDE FACTOR:** What is the cost per participant?

- Low Cost per Participant
- Medium Cost per Participant
- High Cost per Participant

**THE ECONOMIC CONDITIONS FACTOR:** What are the financial realities of the community?

- Low Ability to Pay
- Pay to Play
**FINANCIAL GOALS FACTOR:** Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?

| 100% Subsidized | Generates Excess Revenue over Direct Expenditures |

**Step 9 – Implementation**

Across the country, ranges in overall cost recovery levels can vary from less than 10 percent to over 100 percent. Each agency sets its goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process may have been completed to determine present cost recovery levels, or, the agency may have needed to increase cost recovery levels in order to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues. Upon completion of steps 1-8, the District is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

**Step 10 – Evaluation**

The results of this process may be used to:

- Articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- Train staff at all levels as to why and how things are priced the way they are
- Shift subsidy to where is it most appropriately needed
- Benchmark future financial performance
- Enhance financial sustainability
- Recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- Justifiably price new services