



Parks and Recreation Needs Assessment

Albemarle County, Virginia



Desired Outcomes

Engage the Albemarle County community, leadership and stakeholders through innovative, multi-lingual public outreach

Utilize **a wide variety of data sources and best practices**

Determine unique Level of Service Standards to develop appropriate actions to support current planning efforts and community needs

Shape financial and operational preparedness through innovation and “next” practices

Create a realistic, prioritized implementation road map that represents the community



Our Team



National, full-service management consulting and planning firm specializing in government and not-for-profit agencies

Helped agencies in 45 states and 7 foreign countries through 900+ projects

Working all over the US including specifically in Colorado for the last 20 years

Over 400 master plans successfully implemented and driven over \$5 billion worth of capital investment

Full-service Consulting Practice

- Master Planning
- Strategic Planning
- Community Needs Assessment
- Operations, Maintenance and Organizational Development
- Financial Planning and Management
- Feasibility Studies and Business Planning
- Revenue & Partnership Development
- Land Use and Sustainable Practices

Recent Master Plan/Needs Assessment Projects in Virginia

City of Alexandria

Arlington County

Town of Blacksburg

City of Charlottesville

Culpeper County

Town of Danville

Fairfax County

James City County

City of Roanoke

Roanoke County

City of Richmond

City of Suffolk



LAND PLANNING & DESIGN A S S O C I A T E S

Charlottesville/Albemarle County Based
(we live in Albemarle County)

Focus on parks and trails planning and construction. With special attention to program needs, feasibility and funding.

Have led the design and construction of multiple destination quality parks, park renovations, playgrounds, splash pads and trails.

Work with multiple parks and recreation departments and municipalities on an on call basis.

Participated in or led 12 parks and recreation needs analysis projects. 8 with PROS in lead or as a sub.



ARC Park Inclusive Park and Playground

Services include:

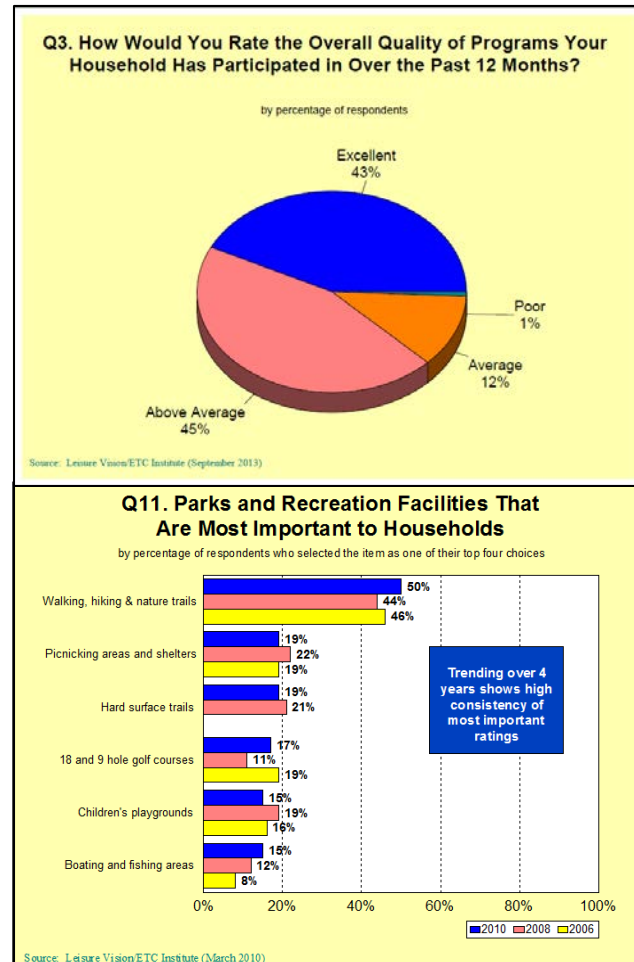
- Meeting Facilitation
- Facility Assessments
- Park Master Planning
- Park Feasibility Studies
- Cost and Funding Analysis
- Construction Documentation & Admin.
- Grant Funded Projects



Full service market research firm of
nearly 100 people

Have worked with PROS Consulting on
over 400 surveys over the past 17 years

Extensive experience conducting services
in English and Spanish





The Proposed Process

Community Values Model (Proprietary)

TM

Community Mandates/ Priorities

Safety & Health/Wellness
Mandatory elements for Facilities,
Programs, & Services
Principles of Community



Standards



Programs & Facilities
Maintenance & Operations
Land & Open Space

Levels of Service

Levels of Service Delivery
Core Services
Role in Delivery vs. Other
Service Providers



Financial/ Revenue



Funding Mechanisms to
Support Operations & Capital

Partnerships

Public/ Public
Public/ Not-for-Profit
Public/ Private

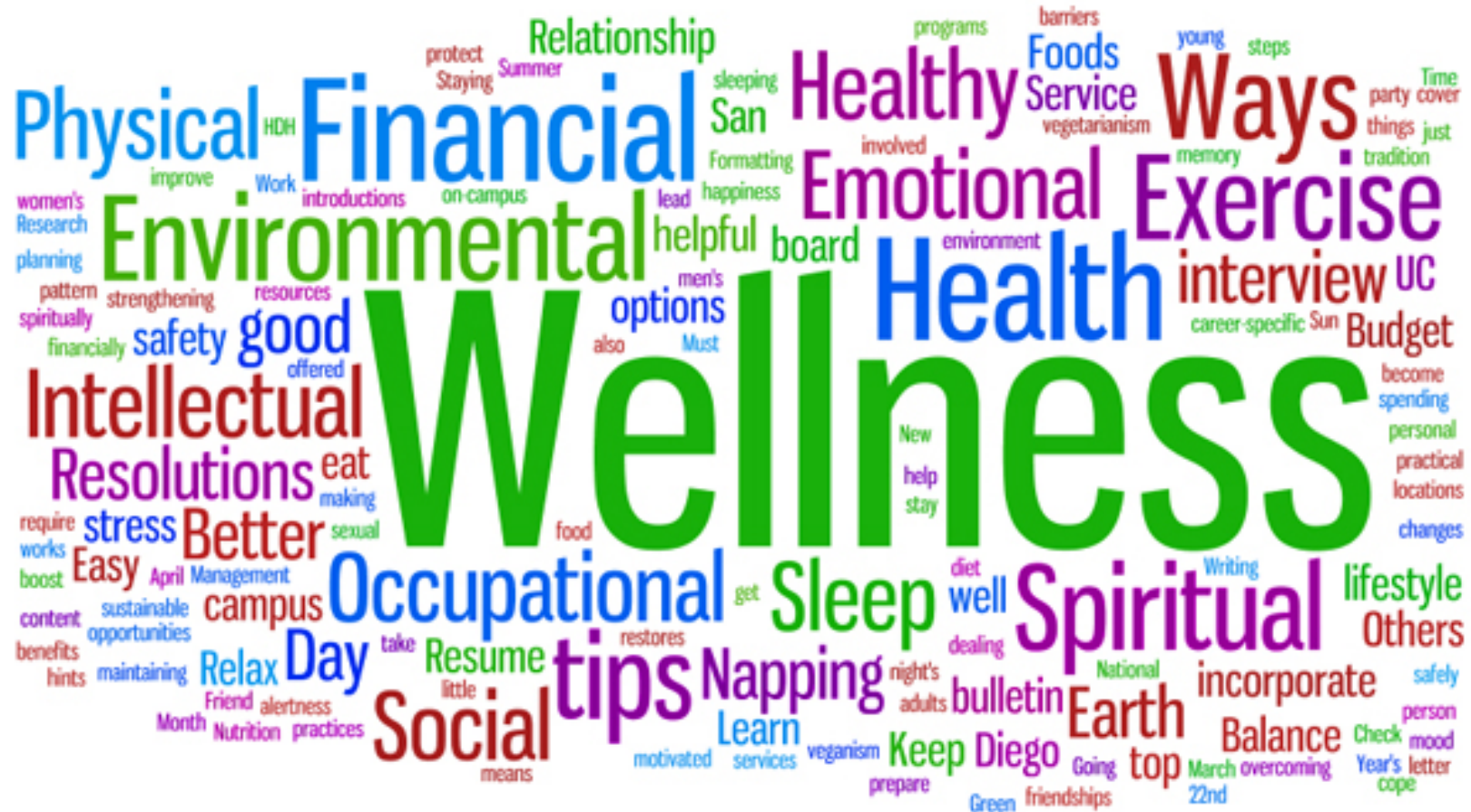


Governance/Organization



Design/ Align Organization
to Support Vision and Values
to Community

Issues We Address



Planning Efforts That Need to be Considered

Including but not limited to:

2004 Albemarle County Parks and Recreation Needs Assessment

Albemarle County Comprehensive Plan – Specifically Chapter 11

Albemarle County Development Area (Growth Area) Plans

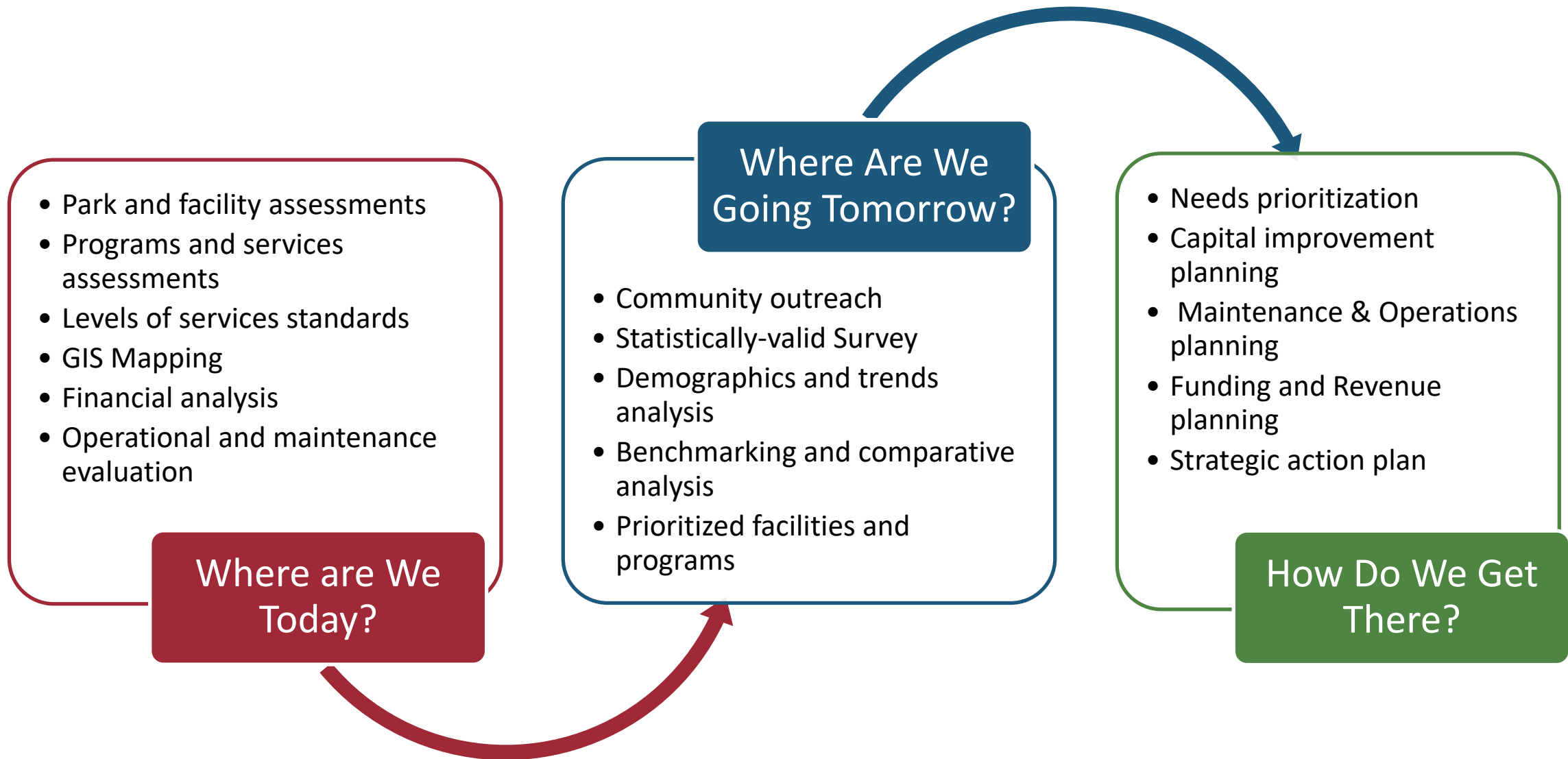
Albemarle County Trails, Greenways, Blueways Plans

City of Charlottesville Comprehensive Plan

City of Charlottesville Parks and Recreation Needs Assessment

City of Charlottesville Pedestrian and Trails Plan

Jefferson Area Bike and Pedestrian Plan





Public Input

Collaborative Planning



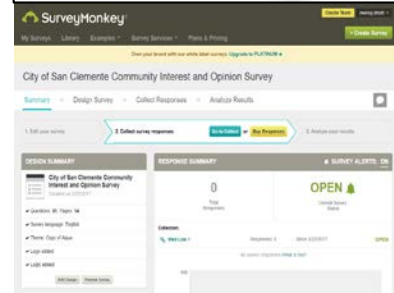
Public Input (In-person)

Focus Groups	Stakeholder, User Groups, Partners
Key Leaders	Key leader interviews
Public Meetings	Meetings - Gather community priorities, vision for the future; report key findings and key recommendations
Intercept Surveys	Go Where People Are!

Public Input (Online)



Custom, responsive design crowdsourcing website
e.g. www.planWestSacparks.com



Survey Monkey surveys hosted on the website



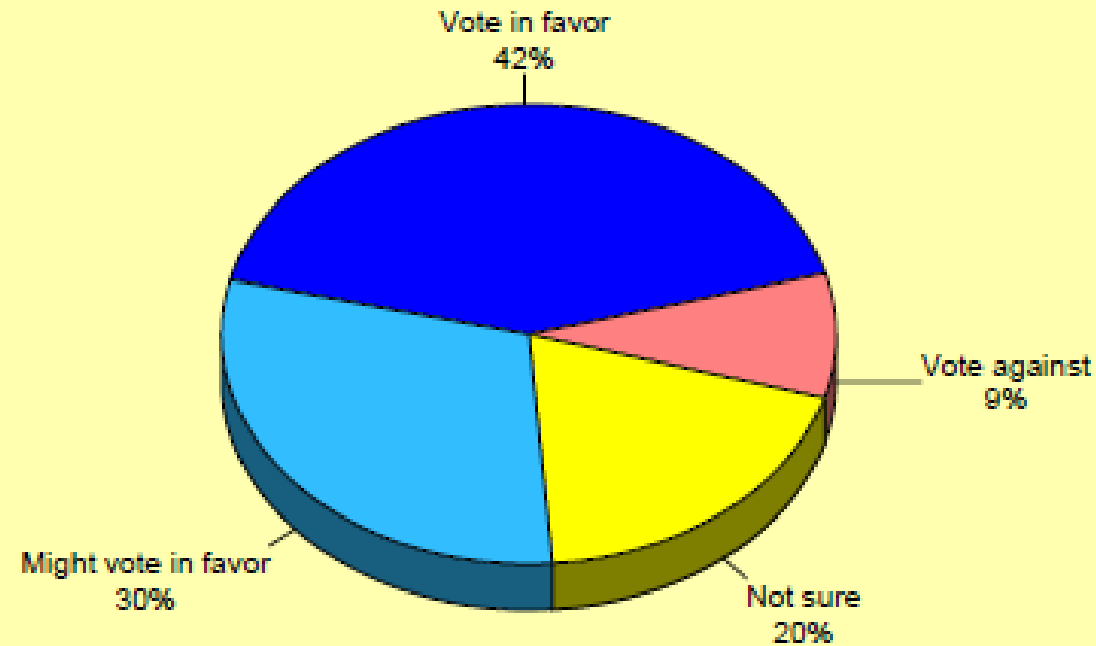
Real Time Polling



Real-time, GPS location based customer feedback
App – HAPPi FEET™

**Q20. How Respondents Would Vote to Fund the Improvement,
Development and Operations Most Important to Them**

by percentage of respondents



Source: ETC Institute (2016)

Statistically-
Valid Survey

Statistically-Valid Survey

Only scientific and defensible method to understand community needs

Administered by mail/phone/web

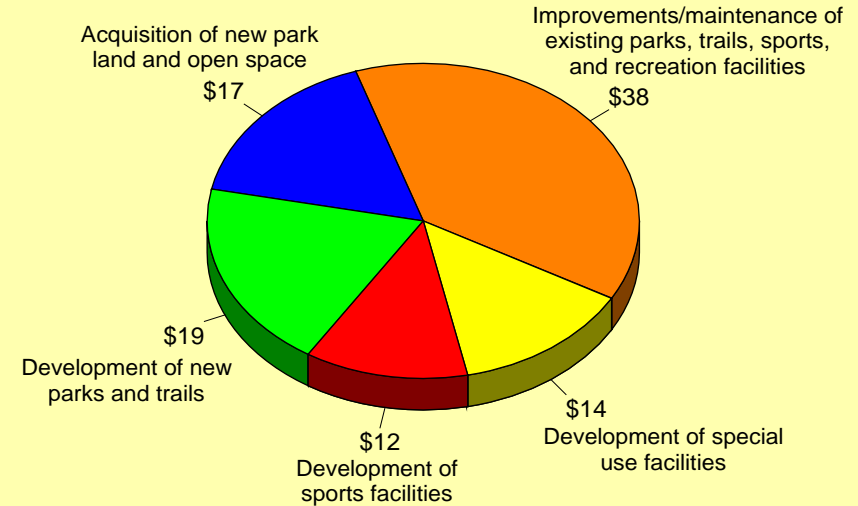
Developed in partnership with the City

Methodology allows high return rate (25%-35%)

Total of 350 completed surveys, 95% level of confidence with a margin of error of +/- 4.4%

Q11. How Households Would Allocate \$100 Among Various Parks and Recreation Areas

by percentage of respondents



Source: Leisure Vision/ETC Institute (July 2010)



Existing Conditions

Site Inventory and Assessments

Scale of Conditions	
Assessment Finding	General Description
Excellent	Park/amenities are in excellent condition with little or no maintenance problems noted. Park/amenities do not feature any major design issues that contribute to diminished use or maintenance.
Good	Park/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and/or heavy use. Park/amenities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Fair	Park/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and heavy use. Some maintenance issues may be compounded over time due to being deferred because of budget and/or resource limitations.
Poor	Park/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these park/amenities are the result of age and heavy use, and generally are compounded over time due to deferred maintenance as a result of budget and/or resource limitations. Park/amenities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

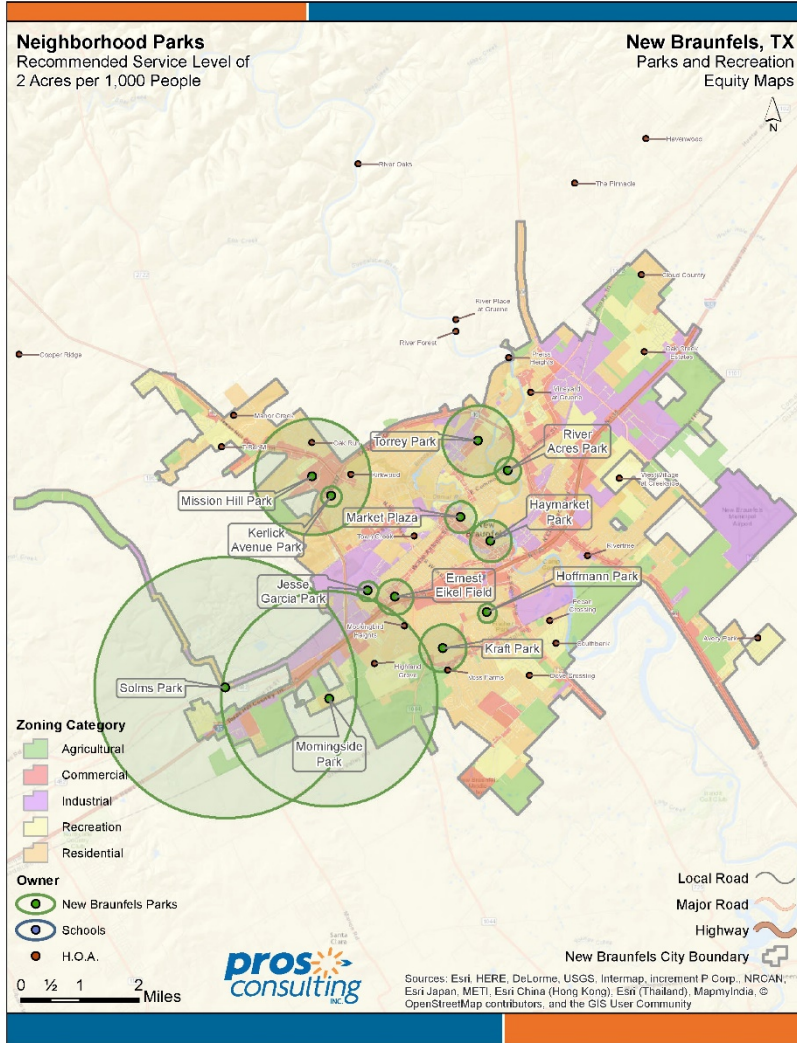
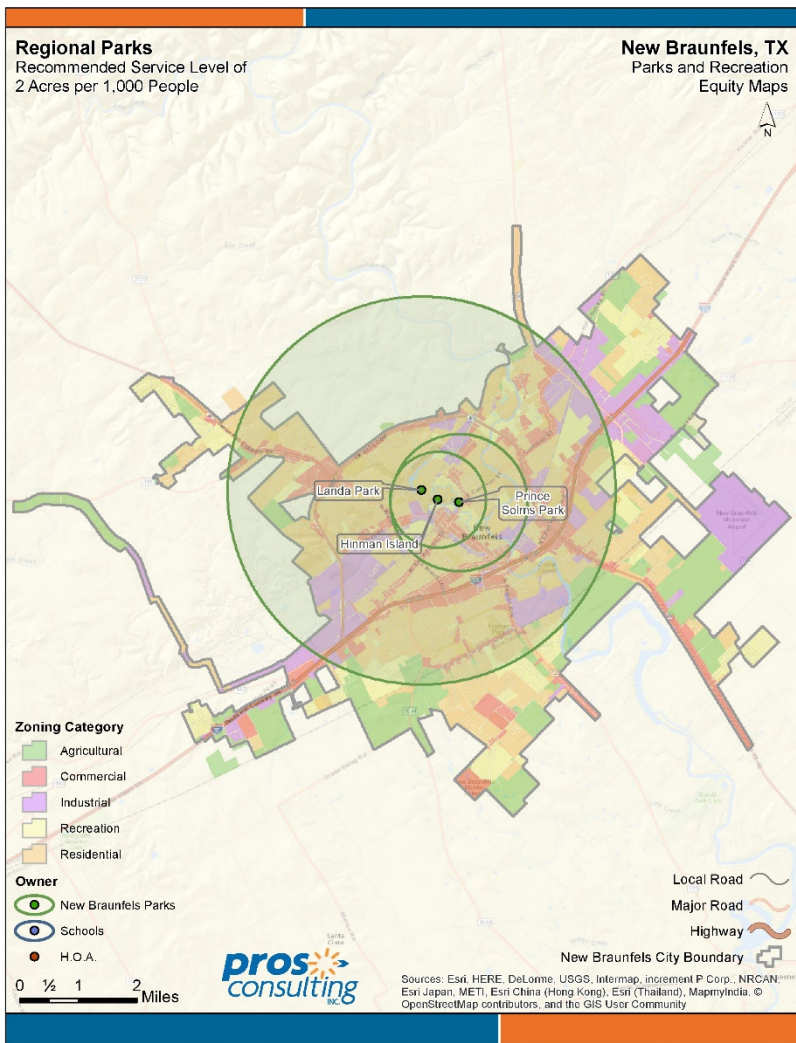
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 <p>HOT COAL RECEPTACLE & BBQS</p>			 <p>PLAY AREA - AGE 5-12</p>			 <p>FOUNTAIN AND TRASH</p>			 <p>San Geronimo Park</p>		
 <p>FULL/HALF BASKETBALL COURT</p>			 <p>TENNIS COURT</p>			 <p>RESTROOMS</p>			<p>AMENITY CONDITION</p> <p>EXCELLENT</p> <p>Facilities are in excellent condition with little or no maintenance problems noted. Participants do not notice any major design issues that contribute to unsatisfactory use or maintenance.</p> <p>GOOD</p> <p>Facilities are in good condition and feature only minor maintenance problems. Generally, minor maintenance issues with these particular areas appear to be the result of age and heavy use. Park amenities may only feature minor design issues that contribute to unsatisfactory maintenance (e.g. drainage, structure, utilities, etc.).</p>		
 <p>NIGHT LIGHTING</p>			 <p>COAL BARBEQUE</p>			 <p>TABLE</p>			<p>FAIR</p> <p>Facilities are in fair condition and indicate ongoing maintenance problems. Generally, minor maintenance issues with these particular areas appear to be the result of age and heavy use. Some maintenance issues may be concentrated over time due to being deferred because of budget and/or structural concerns.</p> <p>POOR</p> <p>Facilities are in poor condition and clearly indicate ongoing maintenance problems. Generally, major maintenance issues with these particular areas appear to be the result of age and heavy use, and are generally unsatisfactory due to the lack of maintenance. Participants may notice major design issues that contribute to unsatisfactory use or maintenance (e.g. drainage, structure, utilities, etc.).</p>		
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Levels of Service

	Existing							Current Needs			5-Year Needs		
Facility	Total Inventory	Current Service Level			Recommendation			Status	Additional Needs		Status	Additional Needs	
PARKS													
Regional Parks	182.0	1.9	acres per	1,000	4.0	acres per	1,000	Need Exists	205	Acre(s)	Need Exists	226	Acre(s)
Community Parks	115.0	1.2	acres per	1,000	3.5	acres per	1,000	Need Exists	224	Acre(s)	Need Exists	242	Acre(s)
Neighborhood Parks	309.0	3.2	acres per	1,000	3.0	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Pocket Parks	2.3	0.0	acres per	1,000	0.0	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Park Acres	608.3	6.3	acres per	1,000	0.0	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
OUTDOOR AMENITIES													
Shelters	40	1.0	site per	2,418	1.0	site per	4,000	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)
Multi-Purpose Fields	37	1.0	field per	2,614	1.0	field per	4,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Ball Fields	21	1.0	field per	4,606	1.0	field per	4,000	Need Exists	3	Field(s)	Need Exists	5	Field(s)
Basketball Courts	10	1.0	court per	10,181	1.0	court per	4,000	Need Exists	15	Court(s)	Need Exists	16	Court(s)
Tennis Courts	17	1.0	court per	5,689	1.0	court per	6,000	Meets Standard	-	Court(s)	Need Exists	0	Court(s)
Playgrounds	29	1.0	site per	3,335	1.0	site per	3,000	Need Exists	3	Site(s)	Need Exists	5	Site(s)
INDOOR AMENITIES													
Recreation Centers	171,052	1.8	SF per	person	2.0	SF per	person	Need Exists	22,380	Sq Ft	Need Exists	33,038	Sq Ft

Equity Mapping



Benchmark Comparisons – (including NRPA)

Agency	Total Operating Expenses	Total Developed Acres	Operating Cost per Developed Acre
Flower Mound	\$ 7,329,766	863	\$ 8,493
Allen	\$ 12,095,222	720	\$ 16,799
Colleyville	\$ 2,071,197	202	\$ 10,253
Coppell	\$ 8,027,968	544	\$ 14,757
Frisco	\$ 14,949,702	1,369	\$ 10,920
Grapevine	\$ 10,046,378	771	\$ 13,030
Highland Village	\$ 1,939,074	313	\$ 6,195
Lewisville	\$ 7,412,181	1,002	\$ 7,397
Keller	\$ 6,574,208	336	\$ 19,566
Plano	\$ 45,166,408	2,507	\$ 18,016
Richardson	\$ 12,022,706	837	\$ 14,364
Southlake	\$ 5,967,181	419	\$ 14,241
Westerville	\$ 9,594,116	397	\$ 24,167

Agency	Jurisdiction Population	Total Trail Miles	Total Trail Miles per 1,000 Residents
Flower Mound	68,819	59.9	0.87
Allen	96,227	40.0	0.42
Colleyville	25,267	9.4	0.37
Coppell	41,042	7.0	0.17
Frisco	149,803	56.0	0.37
Grapevine	50,542	34.0	0.67
Highland Village	15,810	10.0	0.63
Lewisville	104,494	15.2	0.15
Keller	44,443	19.0	0.43
Plano	278,537	56.2	0.20
Richardson	110,377	40.0	0.36
Southlake	29,353	6.0	0.20
Westerville	37,667	26.0	0.69

Partnership Analysis

Partnership and Management Evaluation

- **Evaluate existing partnerships** for the facility to gain an understanding of the impact of program specific partnering
- **Explore new opportunities** for public, private, not-for profit partnerships operational scenarios



Program Assessment and Revenue Recovery



Program Assessment

PROS Program Positioning Model (3PM) includes significant input from staff

Outcome of the process will be successful and innovative recreation program offerings that result in:

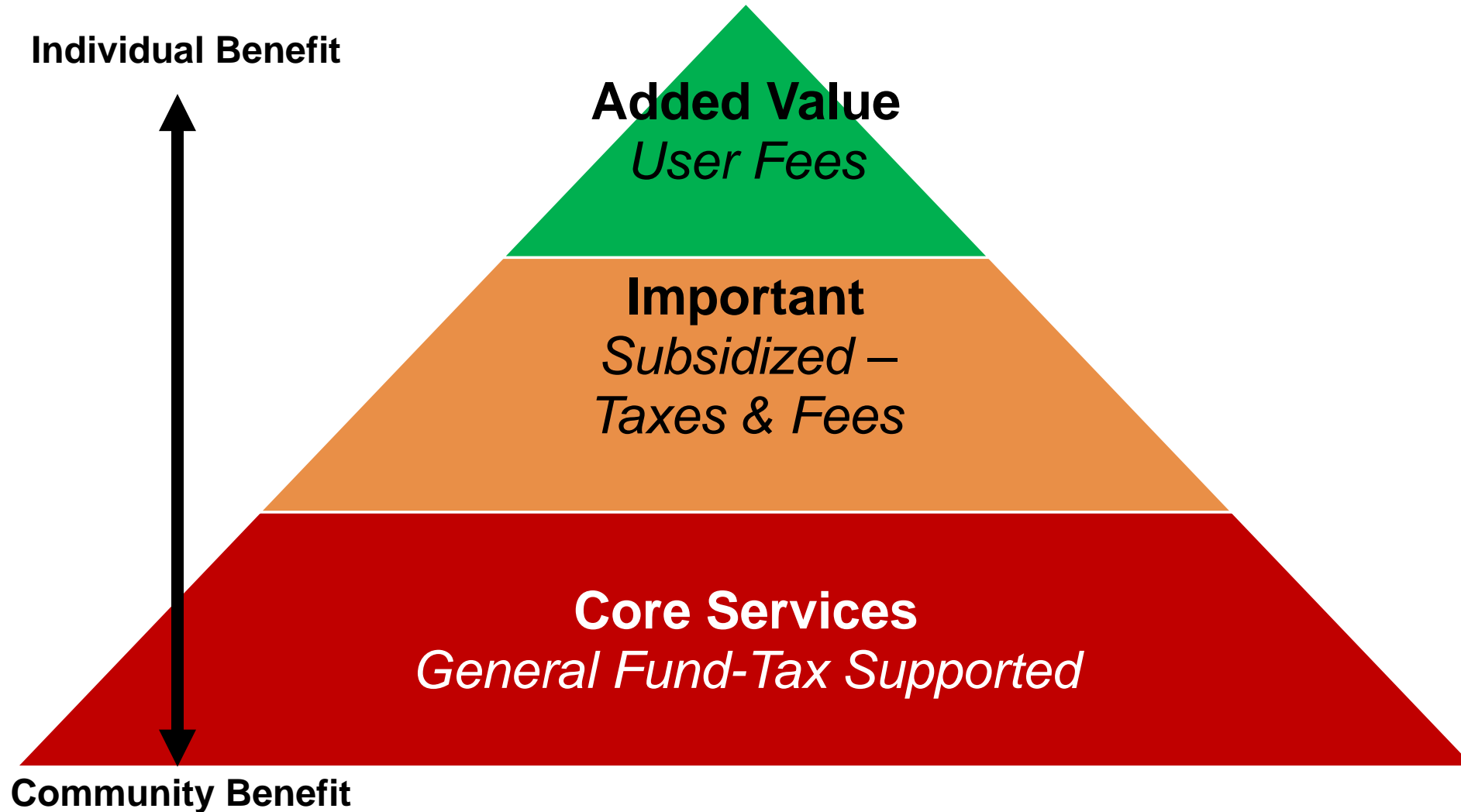
- Increased registration
- Customer satisfaction
- Customer retention
- Increase in revenue

PROS Program Positioning Model Checklist

- ☐ **Review of Program Development Process**
- ☐ Age Segment Distribution
- ☐ **Lifecycle Analysis**
- ☐ Core Program Analysis and Development
- ☐ **Similar Provider Analysis**
- ☐ Market Position and Analysis
- ☐ **Technology Analysis**
- ☐ Staff Support for Service Delivery Excellence

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Service Classification



Pricing Policy – Revenue Recovery

Program Areas	Participation/ Visitation	Service Category	Revenues	Total Expenditures	Revenues Over/(Under) Total Expenditures	Tax Support per Participant/ Visitor	Current Cost Recovery	Target Cost Recovery	Potential Net Revenue Increase
Environmental Education									
All Programs	2404	Essential	\$41,890	\$130,030	(\$88,140)	\$37	32%	33%	\$1,019.97
Outdoor Recreation									
All Programs	2599	Essential	\$240	\$109,661	(\$109,421)	\$42	0%	10%	\$10,726.13
Enrichment Programs									
All Programs	1211	Value Added	\$0	\$67,132	(\$67,132)	\$55	0%	75%	\$50,349.23
Special Events									
All Programs	5872	Essential	\$817	\$74,093	(\$73,276)	\$12	1%	10%	\$6,592.34
Athletics									
All Programs	330	Merit	\$15,716	\$55,821	(\$40,105)	\$122	28%	50%	\$12,194.09
Athletic Field Reservations									
All Reservations	7011	Merit	\$14,735	\$307,631	(\$292,896)	\$42	5%	50%	\$139,080.39
Shelter Reservations									
All Reservations	10880	Value Added	\$18,620	\$85,516	(\$66,896)	\$6	22%	100%	\$66,895.53
TOTALS									
ALL PROGRAMS	30,307		\$92,018	\$829,884	(\$737,866)	\$24	11%	46%	\$286,858

Maintenance Assessment



Maintenance Assessment

PROS Maintenance Management Model includes significant input from staff

Outcome of the process will be successful maintenance plans that result in:

- Increased Effectiveness and Efficiency
- Improved Customer satisfaction
- Environmental Sustainability

PROS Maintenance Checklist

- ☐ **Review of Work Plan Development and Work Order Management System**
- ☐ **Review of Maintenance Standards**
- ☐ **Task Time Analysis**
- ☐ **Cost of Service Modeling**
- ☐ **Staffing Capacity and Organizational Structure Analysis**
- ☐ **Equipment/Vehicle Assessment**

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Community Needs

Data Driven, Prioritized Community Rankings

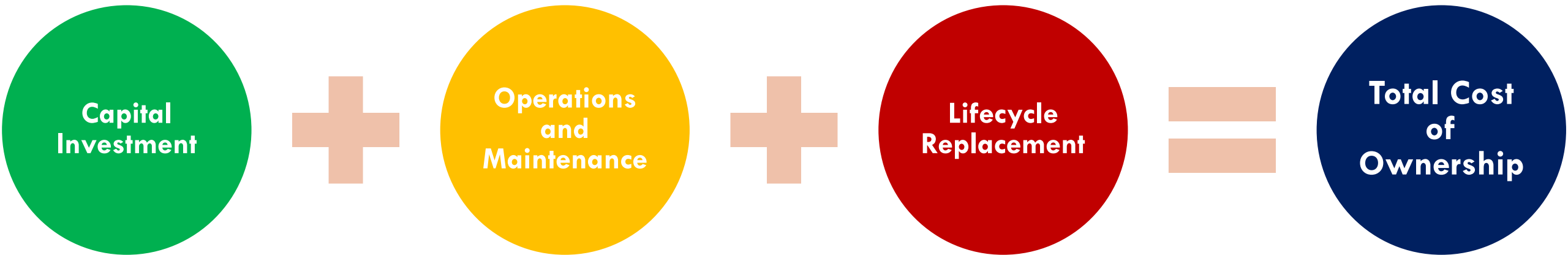
Program Needs Assessment	Overall Ranking
Community Events (concerts, Tour De Carmel, etc.)	1
Fitness/Wellness for Adults	2
Outdoor/Environmental	3
Arts & Crafts Classes	4
Fitness/Wellness for Seniors	5
Senior Programs	6
Fitness/Wellness for Youth	7
Learn to Swim	8
Recreational Sports Adults	9
Recreational Sports Youth	10
Golf Lessons/Leagues Adults	11
Dance Performing Arts	12
Preschool/Early Childhood	13
Golf Lessons/Leagues youth	14
Before/After School Care	15
Gymnastics/Tumbling	16
Recreational Sports Seniors	17
Ropes/Challenge Courses	18
Scuba Diving Instruction	19
Golf Lessons/Leagues Seniors	20
Martial Arts	21
Parent's Day Out	22
Daycare for Preschoolers	23
Rock Climbing Instruction	24
Adaptive Programs (for people with disabilities)	25

Facility/Amenity Needs Assessment	Overall Ranking
Paved Multipurpose Trails	1
Nature Trails/Boardwalks	2
Off-leash Dog Park	3
Fitness/Exercise Indoor Facilities	4
Playgrounds	5
Nature Center	6
Swimming/Activity Pools Outdoor	7
Fishing Areas	8
Tennis Courts Outdoor	9
Spray Park	10
Swimming/Activity Pools Indoor	11
Lap Lanes for Exercise Swim Indoor	12
Rock Climbing Walls Indoor	13
Ice Skating Rink Indoor	14
Community Vegetable Garden	15
Basketball Courts-Outdoor	16
Disc Golf Course	17
Soccer/Multipurpose Youth Fields	18
Basketball/Volleyball Courts-Indoor	19
Soccer/Multipurpose Adult Fields	20
Bocce Ball Courts	21
Bike/BMX Park	22
Picnic Shelters	23
Skate Park	24
Baseball/Softball Youth Fields	25
Pickleball Courts	26
Softball Fields-Adults	27



The Plan

Total Cost of Ownership Financial Plan



Capital Improvement Plan

UNDERSTANDING THE BUCKETS

BUCKET 1



REPAIR

MAINTAIN & REPAIR
EXISTING PARK
AMENITIES

BUCKET 2



RENOVATE

REPROGRAM EXISTING
AMENITIES

BUCKET 3



REDO

COMPLETE RENOVATION
AND BUILD NEW PARKS

Funding Strategy Plan – Specific to County!!

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility	Sustainability
External Funding				
	Corporate Sponsorships	This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.	Select	Select
	Crowdfunding	Fairly new web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.kickstarter.org and www.razoo.com etc.	Select	Select
	Partnerships	Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a City department, or a private business and a City agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.	Select	Select

Economic Impact – Sports and Recreation Tourism

	Adult			
	Soccer	Youth Baseball	Softball	
Spending Category	Tournaments	Tournaments	Tournaments	Total
Tournament Fees	\$ 24,000	\$ 36,000	\$ 36,000	\$ 96,000
Lodging	\$ 57,600	\$ 57,600	\$ 23,040	\$ 138,240
Retail	\$ 26,784	\$ 26,784	\$ 10,714	\$ 64,282
Meals	\$ 51,840	\$ 51,840	\$ 20,736	\$ 124,416
Total	\$ 160,224	\$ 172,224	\$ 90,490	\$ 422,938

Action Plan Matrix



Comprehensive Parks and Recreation Strategic Plan Implementation Plan

Community Vision for Park Planning: “Our vision for Park Planning is to provide system and individual park planning that enhances the user experience, provides long term operational efficiency in park design to offset park maintenance costs and creates operational revenue to support capital and operational budgets.”

Goal: Update one (1) Park Master Plan on a yearly basis that addresses design efficiency, enhances user experience and increases operating revenue where appropriate.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.1	Trail enhancement needs to be made a priority; upgrade a percentage of trails annually	<ul style="list-style-type: none"> Establish which trails need to be updated for safety and user needs in the system and prioritize these trails 	Park Police staff, Park Planning staff and Park Maintenance Staff	August 2012	<ul style="list-style-type: none"> Trail priorities are established and communicated to user of the parks with a strategy to improve 1 to 2 miles a year starting in 2013
		<ul style="list-style-type: none"> Develop a trail committee made up of the Planning Department, Recreation Department, Park Police and Park Maintenance to work jointly on new trail locations, needed improvements, prioritize how capital money should be spent and establish maintenance standards for trails 	Park Police, Park Planning Staff, Recreation Program staff and Park Maintenance staff	August 2012	<ul style="list-style-type: none"> Trails and park road trails plan updated with changes to protect bicyclist and runners and walker better by end of 2013



QUESTIONS?