



PARKS, RECREATION, AND CULTURAL SERVICE DEPARTMENT



2015 – 2019 STRATEGIC ACTION PLAN

December 2015

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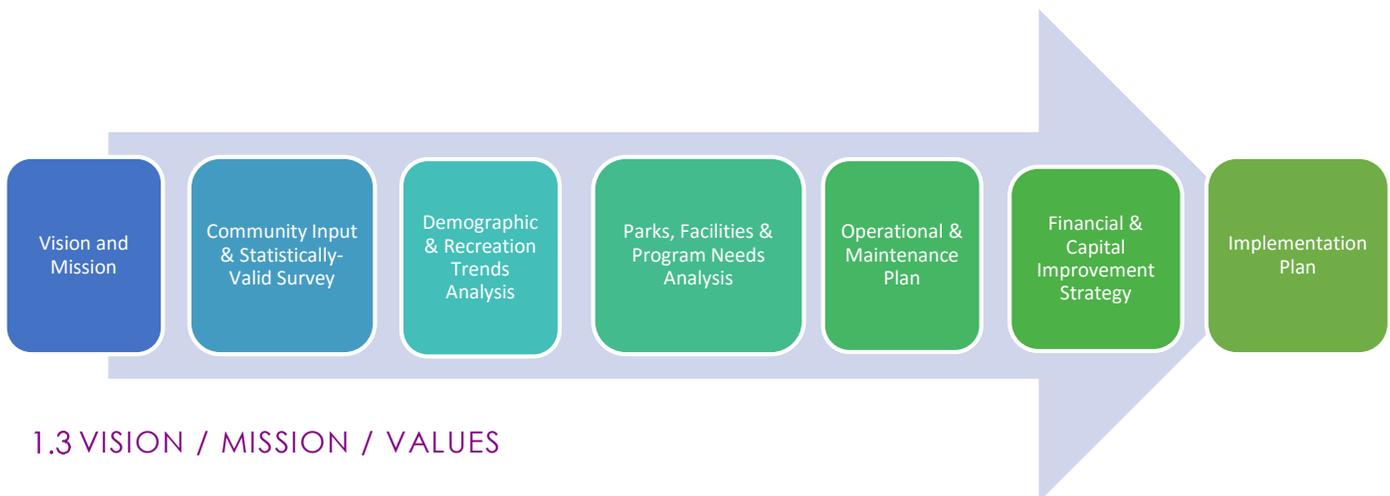
CHAPTER ONE EXECUTIVE SUMMARY

1.1 INTRODUCTION

TBD upon draft report approval

1.2 PROJECT PROCESS

The foundation of the approach to the *Parks, Recreation, and Cultural Service Department Strategic Action Plan* was to incorporate an efficient and effective public participation process. It was very important to not only engage those who are always participating in the planning process but also those who do not. The Consulting Team worked with the Department to identify opportunities that engage people through a variety of community input process described below. The outcomes, as outlined in this Strategic Action Plan, provide guidance for both short-term and long-term goals in a financially sustainable and achievable manner. The process of developing this *Strategic Action Plan* followed a logical planning path, as described below:



1.3 VISION / MISSION / VALUES

1.3.1 VISION STATEMENT

The following vision presents Lodi Parks, Recreation, and Cultural Services Department desire for the future:

“To be the region’s leading provider of vibrant spaces and experiences.”

1.3.2 MISSION STATEMENT

The following mission statement is how Lodi Parks, Recreation, and Cultural Services Department will implement their vision:

“To exceed community and staff needs in an innovative and sustainable manner.”

1.3.3 VALUES

- Customer Service Excellence
- Innovation / Continuous Improvement
- Inclusion
- Fun / Positive Experiences
- Sustainability (Financial and Environmental)



1.4 GOALS

- Incorporating NRPA's 3 Pillars - Health and Wellness, Conservation and Social Equity
- Ensuring Financial Sustainability for the organization
- Telling the PRCS story
- Creating a professional organizational culture

1.5 KEY FINDINGS

1.5.1 COMMUNITY INPUT

STRENGTHS

A large theme of stakeholder input was the PRCS Department staff. Not only did community members praise the leadership of the department, but they also described staff as responsive, open, experienced and innovative. Other strengths that became apparent through this process included partnerships and connectivity to businesses, along with after school programs and park maintenance.

OPPORTUNITIES

Among the numerous suggestions of Park users in the Lodi area, one of the biggest themes was finishing work that has already been started on the three in-progress parks. The completion of these areas is the community's biggest current opportunity. Other large themes of these meetings include increased customer service and cross training among staff members, addition of community-wide aquatic spaces and enhanced recreation to bring east and west Lodi together.

TOP PRIORITY

High training of staff both professionally, and in the area of customer service was among the top priorities of community members. Also highly valued areas were again, the mention of a desire to complete current Parks and Recreation projects, generate enhanced aquatic spaces, as well as exploration of alternate and sustainable funding sources for the Department.

1.5.2 STATISTICALLY-VALID SURVEY

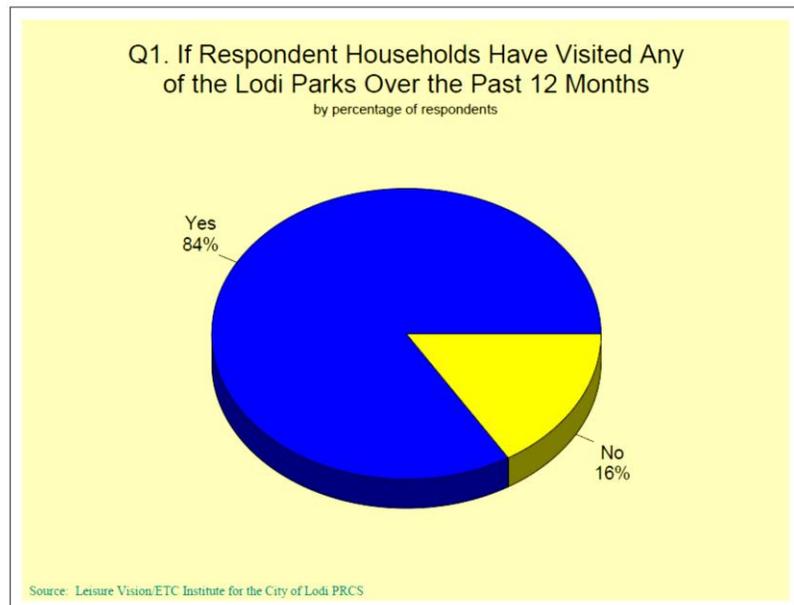
ETC Institute conducted a Community Interest and Opinion Survey for the PRCS Department during spring of 2015 to help determine parks, recreation, and cultural priorities for the community. The survey was mailed to a random sample of households in the City of Lodi. An option to complete the survey in Spanish either by phone or an online PDF was available to residents who had that preference.

A total of 448 households completed the survey by mail, phone, or web. The results for the sample of 448 households have a 95% level of confidence with a precision rate of at least +/- 4.6%.

The major findings are below while the comprehensive survey results can be found in the **Appendix**.

VISITATION OF PARKS AND RECREATION FACILITIES

- Park and facility usage:** Eighty-four percent (84%) of respondent households indicated that they have visited City of Lodi parks over the past 12 months. Of those respondents who have visited parks, 80% indicated they had visited *walking, hiking, & biking trails*. Other facilities visited include: Playgrounds (55%), shelters/picnic areas (47%), and a dog park area (33%).
- Facilities used the most frequently:** Based on the percentage of respondents top three most visited facilities, 56% indicated that they use *walking, hiking, & biking trails* the most often. Other most visited facilities include: Playgrounds (39%), shelters/picnic areas (25%), dog park area (20%), and soccer fields (14%).
- Most visited facilities:** Based on the percentage of respondents who visited the facility 1 or more times over the past year (excluding those who indicated don't know), 87% indicated they visited *Lodi Lake Park*. Other most visited facilities with similar visitation levels include: Hutchins Street Square (64%), Sales Park (42%), and American Legion Park (34%).
- Rating of facilities:** Based on the percentage of respondents who use facilities, 57% rated the overall quality as *good*. Other ratings include: Fair (22%), excellent (18%), and poor (3%).



PROGRAM PARTICIPATION

- Current participation:** Thirty-four percent (34%) of respondents indicated that they had participated in recreation or cultural programs over the past 12 months. Of the 34% that participated, 48% participated in *2 to 3 programs or activities* over the past 12 months. Other levels of participation include: 1 program or activity (29%), 4 to 6 programs or activities (17%), 7 to 10 programs or activities (5%), and 11 or more programs or activities (1%).
- Reasons for participation:** Fifty-five percent (55%) of respondent households have participated in programs or activities because of the *location of the program facility*. Other reasons include: Friends participate in the program (35%), quality of instructors and coaches (31%), quality of program facility (29%), times program is offered (29%) fees charged for class (24%), and dates program is offered (21%).
- Rating of programs and activities:** Based on the percentage of respondents who have participated in programs or activities over the past 12 months, 64% indicated the overall quality as *good*. Other ratings include: Excellent (25%), fair (9%), and poor (2%).



WAYS RESIDENTS LEARN ABOUT PROGRAMS AND ACTIVITIES

- Forty-four percent (44%) of respondents indicated that they learn about programs or activities from *friends and neighbors*. Other ways include: Newspaper (40%), PRCS Community Activity Guide (34%), and school fliers and newsletters (20%).

FACILITY NEEDS

- **Need for facilities:** Seventy-seven percent (77%) or 16,926 households indicated a need for *walking and biking trails*. Other most needed facilities include: Nature trails (72% or 15,844 households), lake area (71% or 15,689 households), small neighborhood parks (66% or 14,650 households), and large community parks (63% or 14,009 households).
- **Most important facilities:** Based on the sum of respondents top four choices, 48% indicated that *walking & biking trails* was the most important facility to their household. Other most important facilities include: Small neighborhood parks (35%), nature trails (34%), and lake area (32%).

PROGRAMMING NEEDS

- **Need for programs:** Forty-six percent (46%) or 10,253 households indicated a need for *community special events/cultural festivals*. Other most needed programs include: Adult fitness and wellness programs (43% or 9,413 households), volunteer opportunities (32% or 7,093 households), and youth sports programs (32% or 7,005 households).
- **Most important programs:** Based on the sum of respondents top four choices, 28% indicated that the most important program to their household was *community special events/cultural festivals*. Other most important programs include: Adult fitness & wellness programs (25%) and youth sports programs (20%).
- **Current participation:** Based on the percentage of respondents top four choices, 19% indicated that they participate in *community special events/cultural festivals* the most often. Other programs most participated in include: Youth sports programs (16%), adult fitness & wellness programs (9%), and volunteer opportunities (8%).

REASONS PREVENTING USE OF PRCS PROGRAMS/FACILITIES MORE OFTEN

- Thirty-one percent (31%) of respondent households indicated that they were prevented from using the City of Lodi Parks, Recreation, Cultural Facilities or Programs More Often because they are *too busy*. Other reasons include: I do not know what is being offered (28%), fees are too high (23%), and program or facility is not offered (21%).

IMPORTANCE OF ACTIONS THE CITY OF LODI CAN TAKE

- **Importance of actions:** Based on the percentage of respondents who indicated “very important” or “somewhat important,” 83% indicated it was important for the City to *upgrade Lake Lodi facilities & amenities*. Other most important actions include: Build additional walking & biking trails & connect existing trails (82%), upgrade existing neighborhood parks (80%), and upgrade existing walking & biking trails (79%).
- **Actions residents are the most willing to fund with tax dollars:** Based on the percentage of respondents’ top three choices, 31% indicated they are most willing to fund the *upgrade of existing neighborhood parks*. Other actions respondents are the most willing to fund include: Upgrade Lake Lodi facilities and amenities (29%), build additional walking and biking trails and connect existing trails (29%),

and build a new outdoor swimming complex/water park with programs spaces most important to households (28%).

TAX REVENUE

- **Maximum amount of additional funds:** Twenty-eight percent (28%) of respondents indicated that they would be willing to be an additional \$3-\$4 *per month* to pay to develop and operate parks, trails, aquatics, sports and cultural facilities that are the most important to their household. Other amounts include: Nothing (24%), \$5-\$6 per month (21%), \$9+ per month (16%), and \$7-\$8 per month (11%).
- **How respondents would vote in an election:** Respondents were asked how they would vote if the additional tax revenue they indicated they would be willing to pay to improve and build parks, trails, aquatics, sports and cultural facilities was included on a future ballot. Fifty percent (50%) of respondents indicated that they would *vote in favor*. Other responses include: Might vote in favor (21%), not sure (18%), and vote against (10%).

LEVEL OF SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM PRCS

- Fifty-seven percent (57%) of respondents indicated that they were either “somewhat” or “very” satisfied with the overall value their household receives from PRCS. Other levels of satisfaction include: Neutral (32%), somewhat dissatisfied (6%), and very dissatisfied (5%).

1.5.3 ON-LINE SURVEY

To complement the statistically-valid process, the consulting team also undertook an online community input survey that was administered through the project website: www.lodiparksvision.com . The survey was available online from September 29, 2014 for four weeks and garnered a total of 191 responses from a broad group of community members.

Summary of Community Input Survey

1. Total of 191 survey responses

- 72% of survey respondents were female
- 50% of respondents had annual household income between \$70K-\$149K
- Majority were White Alone (69.98%)

2. Parks and Facilities

- Most visited (% of respondent households visiting 10+ times):
 - Lodi Lake and Wilderness Area (41.3%)
 - Peterson Park (28.4%)
 - Hutchins Street Square (27.43%)
- Least visited (% of respondent households that have not visited):
 - English Oaks Commons (93.87%)
 - Hale Park (91.88%)
 - Century Park (90.24%)
- Facilities / amenities most needed (% of respondent households that have a need):
 - Walking / biking trails and greenways (86.34%)
 - Small neighborhood parks (82.95%)
 - Community parks (82.86%)
 - Small family picnic areas and shelters (80%)



v. Playground equipment (72.93%)

3. Programs

- a. 75% of respondents have participated in programs in past 12 months
- b. 75% of respondents rate programs as excellent or good (only 5% rate as poor)
- c. Most needed programs (% of respondent households that have a need):
 - i. City wide special events (75.44%)
 - ii. Youth sports (67.8%)
 - iii. Outdoor Skills / Adventure (65.27%)
 - iv. Adult fitness and wellness (60.59%)
 - v. Visual and performing arts (58.33%)

4. User Preference

- a. Saturday and Monday are the most preferred days for programs / activities, while Fridays are the least preferred
- b. Activity guides, word of mouth, and the Department’s website are the most effective current marketing methods
- c. 65% somewhat or strongly agree they would support differential rates for non-residents to support low cost or free programs for low income residents

1.5.4 OPERATIONAL STAFF ASSESSMENT

As a part of assessing the internal organizational culture and operations, the consulting team administered an employee organizational survey over a six week period starting September 2014. Forty-two (42) staff employees participated in this survey which serves as a good yardstick to assess current employee sentiment at a point in time. Of the 42 responses, 15 are full time employees and 27 are part time employees.

This assessment, provided in **Section 5**, was undertaken as a part of the Malcolm Baldrige Criteria for Performance Excellence. It is titled - “Are We Making Progress” and was circulated to employees Department-wide. For organizations that have been using the Baldrige Criteria for Performance Excellence, the questionnaire is conveniently organized by the seven Criteria Categories.

The areas reviewed through this employee assessment template include:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Measurement, Analysis and Knowledge Management
- Workforce Focus
- Process Management
- Cultural Results



Detailed information about these responses are provided in **Appendix B**.

- The summarized findings are color-coded based on the following:
 - 33% or less responses Agree or Strongly Agree - Red
 - 34% - 66% of responses Agree or Strongly Agree - Yellow
 - 67% or higher responses Agree or Strongly Agree - Green



The reason for evaluating the culture of the organization is to better understand and assess how your organization works. After understanding the culture of the organization it will make it easier to build, maintain, or implement change in the organization. Understanding your employees' needs and concerns will help develop them within the organization and help PRCS achieve one of its goals of building a professional organizational culture.

1.5.5 PRIORITIZED FACILITY AND PROGRAM NEEDS ASSESSMENT

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/ amenity needs and recreation program needs for the community served by the City of Lodi Parks, Recreation and Cultural Services Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/ amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for different facilities/ amenities and recreation programs.
 - Importance ranking for facilities - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.



- Consultant Evaluation
 - Factor derived from the consultant’s evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third) and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

As seen below, Walking and biking trails, Small neighborhood parks, Nature Trails, Indoor fitness, running track and exercise facilities and the Lake Area and are the top five highest facility / amenity priorities in Lodi.

Lodi	
Facility/Amenity Priority Rankings	Overall Ranking
Walking & biking trails	1
Small neighborhood parks	2
Nature trails	3
Indoor fitness, running track & exercise facilities	4
Lake area	5
Outdoor swimming pools/water parks	6
Playgrounds	7
Large community parks	8
Indoor theater & cultural arts facilities	9
Wildlife conservation areas	10
Off-leash dog park	11
Outdoor amphitheater	12
Indoor basketball/volleyball courts	13
Outdoor picnic shelters	14
Outdoor disc golf	15
Youth baseball fields	16
Outdoor basketball courts	17
Outdoor tennis court	18
Adult softball fields	19
Outdoor skateboarding parks	20
Football/lacrosse/cricket fields	21
Youth softball fields	22
Pickleball courts	23

As seen below, Adult fitness and wellness programs, Community special events / cultural festivals Water Fitness programs, Youth Sports programs, and Youth Learn to Swim programs are the top five highest program priorities in Lodi.

Lodi Program Priority Rankings	
	Overall Ranking
Adult fitness & wellness programs	1
Community special events/cultural festivals	2
Water fitness programs	3
Youth sports programs	4
Youth Learn to Swim programs	5
Volunteer opportunities	6
Adult painting, arts, sculpturing classes	7
Senior programs	8
Pre-School programs/early childhood	9
Nature education programs	10
Adult sports programs	11
Adult theatre, dance, singing, musical instrument classes	12
Before & after school programs	13
Youth theatre, dance, singing, musical instruments classes	14
Youth fitness & wellness classes	15
Gymnastics & tumbling programs	16
Youth summer camps	17
Youth painting, arts, sculpturing classes	18
Tennis lessons & leagues	19
Programs for people with disabilities	20
Martial arts programs	21



1.6 KEY RECOMMENDATIONS

The strategic action plan is broken into key areas of recommendations in a vision and strategy matrix. This matrix includes key areas, vision, goals, strategies, tactics, timelines and performance metrics to define success and manage accountability. This matrix was developed in a collaborative work session with the staff to ensure complete engagement and buy-in from the staff who will be responsible for the plan's implementation. The vision and strategies are provide below while the detailed strategy matrix will be included in the appendix.

The intended outcome is for the document to be a living, dynamic tool that is constantly updated as local condition or community trends change.

The key areas for recommendations include:

- Parkland and Facilities
- Recreation Programs
- Operations and Maintenance
- Finance
- Marketing and Communications



1.6.1 COMMUNITY VISION FOR PARKLAND AND FACILITIES

Acquire property, develop and maintain existing parks and recreation facilities to meet LOS (Level of Service) standards and use that enhances property values, provides a benefit to the residents and users and positions the PRCS Department as a regional leader.

STRATEGY

- Ensure the growth of the parks and trails system keeps pace with the needs of the community but does not outpace the financial or organizational resources of the Department.
- Develop design principles for each park in the system to maximize the value and use to make the park as efficient and productive as possible.
- Create a mix of synergistic elements within the system to maximize complementary use at individual sites and throughout the system.
- Strategically add indoor facility space to serve the growing population and meet new recreation demands while ensuring financial sustainability.
- Maximize the use of Lodi Lake to ensure its sustainability and position as a source of pride to the community.

1.6.2 COMMUNITY VISION FOR RECREATION PROGRAMS

To serve Lodi's diverse community's needs through creative, multi-cultural and multi-generational recreation opportunities and increase program participation from 34% to over 40% in 5 years.

STRATEGY

- Combine increased use of technology and word of mouth to Increase awareness and participation rates of program offerings among Lodi residents and tourists / visitors (2nd biggest reason why people participate - 35% is due to friends' participation).

- Build the PRCS brand and tell its story by ensuring greater consistency in program delivery, look and feel through system-wide standards as well as celebrate the diversity of the Lodi community.
- Become a data-driven agency that uses data and analytics to drive decision-making on program offerings and customer feedback.
- Build Volunteerism as a core program.
- Evaluate existing core program areas and their classification / lifecycles to ensure alignment with trends and community needs.

1.6.3 COMMUNITY VISION FOR MAINTENANCE AND OPERATIONS

Develop an operations and maintenance plan for the park system for all parks, recreation facilities and trails to establish the maintenance cost requirements based on agreed to maintenance standards

STRATEGY

- Develop maintenance standards for all parks, recreation facilities and trails based on the right frequency of maintenance tasks, using the right skill set of employees at the right pay for the right benefit desired.
- Improve intra-departmental coordination and communication and leverage the functional organization structure to aid in limiting silos.
- Develop a school district partnership plan for use of school property for parks and recreation needs of the Department.
- Consider the value of contract or volunteer maintenance of certain tasks to maximize efficiency.
- Build an organizational culture built on innovation and continuous improvement that sustains changes in staff and leadership and creates the 'Lodi' way.

1.6.4 COMMUNITY VISION FOR FINANCE

Develop a sustainable park and recreation system by enhancing current and potential revenue sources and creating additional dedicated funding opportunities.

STRATEGY

- Reconstitute a capital improvement program in order to provide adequate facilities and services to the public and avoid more costly expenditures over the long term.
- Develop a long term financial plan and cost of service study for PRCS that can help support the implementation plan.
- Develop specific policies for pricing, partnership, volunteer, and earned income and establish Department-wide cost recovery goals over time.
- Implement environmental sustainability practices within the department.
- Update all policy manuals to focus on performance and outcomes.

1.6.5 COMMUNITY VISION FOR MARKETING AND COMMUNICATIONS

To reduce lack of awareness as a barrier to participation from 28% to less than 20% and to enhance household program participation from 34% to over 40% in 5 years.

STRATEGY

- Develop a marketing strategy and distinct brand identity for PRCS.
- Focus on developing a strong brand and positive brand equity for PRCS.



1.7 CONCLUSION

In summary, the Lodi PRCS department has turned the corner with respect to financial sustainability and is now poised to continue serving the increasingly diverse community's evolving need. The Strategic Action Plan is a 5 year community-based plan with an established vision, mission and values all resulting in goals, outcomes and performance metrics for staff to hold them accountable.

It is an ambitious plan and will require the Department and the City to embrace the new normal based on partnerships and financial sustainability while building a strong internal culture of continuous learning and customer service excellence. The community and leadership have indicated their support for parks, recreation and culture services in Lodi and this plan will help the Department achieve the community's goals in an innovative and sustainable manner.



CHAPTER TWO COMMUNITY INPUT

2.1 KEY LEADERSHIP AND FOCUS GROUP SUMMARY

2.1.1 STRENGTHS

A large theme of stakeholder input was the great staffing of the Lodi Parks and Recreation Division. Not only did community members praise the leadership of the department, but they also described staff as responsive, open, experienced and innovative. Other strengths that became apparent through this process included partnerships and connectivity to businesses, along with after school programs and park maintenance.

COMMENTS:

- City has done a good job building relationships within the community - Logistics of working between partners and parks and recreation has vastly improved
- Volunteer and docent program, especially a good opportunity for seniors. Good use of volunteers that allow programs to have a further reach, especially towards youth.
- Very skilled and experienced people on staff - at all levels - because there's been long tenure in these positions.
- After school program serves a great community need
- Visibility has grown. Presence at special events and festivals.
- PRCS Department leadership is open and very responsive
- Good park maintenance despite the funding challenges
- Heavy use of athletic fields
- Good use of Hutchins Street Square facility
- Willing to seek input from other small business and groups in Lodi
- Diverse offerings that are affordable and meet community needs
- Trails and connectivity throughout the city
- Variety of offerings for a City of this size (parks, trails, sports, lake etc.)
- Lake Lodi is a great asset that means a lot to the community
- Variety of offerings and activities
- Dog parks

2.1.2 OPPORTUNITIES

Among the numerous suggestions of Park users in the Lodi area, one of the biggest themes was finishing work that has already been started on the three in-progress parks. The completion of these areas is the community's biggest current opportunity. Other large themes of these meetings include increased customer service and cross training among staff members, addition of community-wide aquatic spaces and enhanced recreation to bring east and west Lodi together.

COMMENTS:

- Updating and completing parks that have not been fully completed (all phases)-DeBenedetti Park
- Comprehensive look at creating a financially sustainable parks and recreation system
- Customer service is an area of improvement - why are we doing this, who we are and what we do is missing
- Comprehensive Staff Training and cross-training is an area for improvement
- Need Aquatics space - previous plans fell through



- Combine East and West side of Lodi and use parks and recreation to bring people together
- Develop additional multi-use fields to accommodate different field sports and the changing popularity (rugby, lacrosse, etc.)
- Explore more partnerships to serve community members
- Utilizing all existing spaces to their maximizing ability
- Development of staff - more career development as park and recreation professionals. Encourage passion for the field of P&R, and work towards eliminating “just here to do my job” mentality.
- Should explore additional tax/assessment through public survey
- Indoor multi-use indoor recreation space and evaluate sites that City owns for potential growth
- Staffing levels and skill levels are not adequate
- More environmental education programs
- Limitations of current facilities in terms of parking - prevents facility’s ability to host events
- Program Guide could be improved graphically.
- Need to consider ways to engage the minority communities in the planning process so that it’s grounded
- Additional facilities on east side for athletics
- Scholarship program - communicate to ensure people are aware of what opportunities exist?
- More opportunities for Pickleball should be provided even if it is on existing tennis or basketball court concretes- it’s a game for everyone with limited budget outlay

2.1.3 TOP PRIORITY

High training of staff both professionally, and in the area of customer service was among the top priorities of community members. Also highly valued areas were again, the mention of a desire to complete current Parks and Recreation projects, generate enhanced aquatic spaces, as well as exploration of alternate and sustainable funding sources for the Parks and Recreation Division.

- Train staff on high level of Customer Service
- Professional development and staff training
- Completion of current parks and projects
- Aquatics / Indoor Recreation Space
- Evaluate future funding plan for sustaining the Department
- Multi-use recreational and sports space similar to Mantega but with different non-traditional sports to leverage tourism and economic development in Lodi
- More offerings on the East side of Lodi - recreation place for kids to go on the East side
- Physical connectivity through trails, bike paths etc. within Lodi

2.2 STATISTICALLY VALID COMMUNITY SURVEY

ETC Institute conducted a Community Interest and Opinion Survey for the City of Lodi Parks, Recreation, and Cultural Services Department (PRCS) during the winter and spring of 2015 to help determine parks, recreation, and cultural priorities for the community. The survey was mailed to a random sample of households in the City of Lodi. An option to complete the survey in Spanish either by phone or an online PDF was available to residents who had that preference.

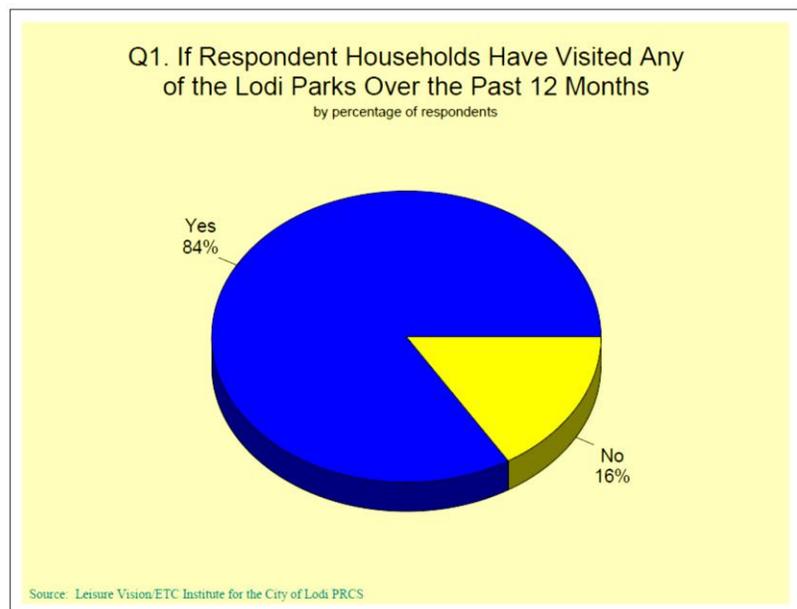
A total of 448 households completed the survey by mail, phone, or web. The results for the sample of 448 households have a 95% level of confidence with a precision rate of at least +/- 4.6%.

The comprehensive statistically valid community survey can be found in **Appendix A**.

2.2.1 MAJOR FINDINGS

VISITATION OF PARKS AND RECREATION FACILITIES

- **Park and facility usage:** Eighty-four percent (84%) of respondent households indicated that they have visited City of Lodi parks over the past 12 months. Of those respondents who have visited parks, 80% indicated they had visited *walking, hiking, & biking trails*. Other facilities visited include: Playgrounds (55%), shelters/picnic areas (47%), and a dog park area (33%).
- **Facilities used the most frequently:** Based on the percentage of respondents top three most visited facilities, 56% indicated that they use *walking, hiking, & biking trails* the most often. Other most visited facilities include: Playgrounds (39%), shelters/picnic areas (25%), dog park area (20%), and soccer fields (14%).
- **Most visited facilities:** Based on the percentage of respondents who visited the facility 1 or more times over the past year (excluding those who indicated don't know), 87% indicated they visited *Lodi Lake Park*. Other most visited facilities with similar visitation levels include: Hutchins Street Square (64%), Sales Park (42%), and American Legion Park (34%).
- **Rating of facilities:** Based on the percentage of respondents who use facilities, 57% rated the overall quality as *good*. Other ratings include: Fair (22%), excellent (18%), and poor (3%).



PROGRAM PARTICIPATION

- **Current participation:** Thirty-four percent (34%) of respondents indicated that they had participated in recreation or cultural programs over the past 12 months. Of the 34% that participated, 48% participated in *2 to 3 programs or activities* over the past 12 months. Other levels of participation include: 1 program



or activity (29%), 4 to 6 programs or activities (17%), 7 to 10 programs or activities (5%), and 11 or more programs or activities (1%).

- **Reasons for participation:** Fifty-five percent (55%) of respondent households have participated in programs or activities because of the *location of the program facility*. Other reasons include: Friends participate in the program (35%), quality of instructors and coaches (31%), quality of program facility (29%), times program is offered (29%) fees charged for class (24%), and dates program is offered (21%).
- **Rating of programs and activities:** Based on the percentage of respondents who have participated in programs or activities over the past 12 months, 64% indicated the overall quality as good. Other ratings include: Excellent (25%), fair (9%), and poor (2%).

ORGANIZATIONS USED FOR INDOOR/ OUTDOOR RECREATION ACTIVITIES

- **Organizational use:** Forty-one percent (41%) of respondents indicated that they use *schools* for indoor and outdoor recreation activities over the past 12 months. Other organizations used include: Private fitness centers (40%), City of Lodi PRCS (38%), churches, synagogues, and temples (36%), State of California parks (36%), and San Joaquin County parks (32%).
- **Organizations children ages 0-17 use the most:** Based on the percentage of respondents top two choices, 13% of respondents indicated that they use *schools* the most for their parks, recreation, and cultural arts programs and services. Other most used organizations include: City of Lodi PRCS (12%) and churches, synagogues, and temples (7%).
- **Organizations adults ages 18 and older use the most:** Based on the percentage of respondents' top two choices, 23% indicated that they use *private fitness centers* the most. Other most used organizations include: Churches, synagogues, and temples (16%), City of Lodi PRCS (16%), State of California parks (13%), San Joaquin County parks (11%), and schools (8%).

WAYS RESIDENTS LEARN ABOUT PROGRAMS AND ACTIVITIES

- Forty-four percent (44%) of respondents indicated that they learn about programs or activities from *friends and neighbors*. Other ways include: Newspaper (40%), PRCS Community Activity Guide (34%), and school fliers and newsletters (20%).

FACILITY NEEDS

- **Need for facilities:** Seventy-seven percent (77%) or 16,926 households indicated a need for *walking and biking trails*. Other most needed facilities include: Nature trails (72% or 15,844 households), lake area (71% or 15,689 households), small neighborhood parks (66% or 14,650 households), and large community parks (63% or 14,009 households).
- **Most important facilities:** Based on the sum of respondents top four choices, 48% indicated that *walking & biking trails* was the most important facility to their household. Other most important facilities include: Small neighborhood parks (35%), nature trails (34%), and lake area (32%).

PROGRAMMING NEEDS

- **Need for programs:** Forty-six percent (46%) or 10,253 households indicated a need for *community special events/cultural festivals*. Other most needed programs include: Adult fitness and wellness programs (43% or 9,413 households), volunteer opportunities (32% or 7,093 households), and youth sports programs (32% or 7,005 households).

- **Most important programs:** Based on the sum of respondents top four choices, 28% indicated that they most important program to their household was *community special events/cultural festivals*. Other most important programs include: Adult fitness & wellness programs (25%) and youth sports programs (20%).
- **Current participation:** Based on the percentage of respondents top four choices, 19% indicated that they participate in *community special events/cultural festivals* the most often. Other programs most participated in include: Youth sports programs (16%), adult fitness & wellness programs (9%), and volunteer opportunities (8%).

AQUATIC FEATURES

- **Potential features:** Based on the percentage of respondents who indicated that they would use the feature if developed at existing outdoor aquatic centers, 50% indicated that they would use a *lazy river for floating on inner tubes*. Other features respondent households would use include: Additional shade areas (46%), water slides (43%), water spray playgrounds (39%), and family cabanas in shade areas (38%).
- **Most important features:** Based on respondents top four choices, 35% indicated that a *lazy river for floating in inner tubes* was the most important feature to their household. Other most important features include: Water slides (32%), water spray playgrounds (26%), additional shade areas (23%), and family cabanas in shade areas (22%).

INDOOR PROGRAMMING SPACES

- **Potential usage:** Forty-six percent (46%) of respondent households indicated that they would use a *walking and jogging track* if developed. Other potential spaces households would use if developed include: Exercise facility for adults 50+ years (40%), aerobics/fitness/dance class space (31%), and leisure pool (31%).
- **Spaces households would use the most:** Based on the sum of respondents top four choices, 39% indicated they would use the *walking & jogging track* the most often. Other spaces households would use the most include: Exercise facility for adults 50+ years (29%), leisure pool (19%), aerobics, fitness or dance class space (19%), and weight room/cardiovascular equipment area (18%).

REASONS PREVENTING USE OF PRCS PROGRAMS/FACILITIES MORE OFTEN

- Thirty-one percent (31%) of respondent households indicated that they were prevented from using the City of Lodi Parks, Recreation, Cultural Facilities or Programs More Often because they are *too busy*. Other reasons include: I do not know what is being offered (28%), fees are too high (23%), and program or facility is not offered (21%).

IMPORTANCE OF ACTIONS THE CITY OF LODI CAN TAKE

- **Importance of actions:** Based on the percentage of respondents who indicated “very important” or “somewhat important,” 83% indicated it was important for the City to *upgrade Lake Lodi facilities & amenities*. Other most important actions include: Build additional walking & biking trails & connect existing trails (82%), upgrade existing neighborhood parks (80%), and upgrade existing walking & biking trails (79%).
- **Actions residents are the most willing to fund with tax dollars:** Based on the percentage of respondents’ top three choices, 31% indicated they are most willing to fund the *upgrade of existing neighborhood parks*. Other actions respondents are the most willing to fund include: Upgrade Lake Lodi facilities and amenities (29%), build additional walking and biking trails and connect existing trails (29%),



and build a new outdoor swimming complex/water park with programs spaces most important to households (28%).

TAX REVENUE

- **Maximum amount of additional funds:** Twenty-eight percent (28%) of respondents indicated that they would be willing to be an additional \$3-\$4 *per month* to pay to develop and operate parks, trails, aquatics, sports and cultural facilities that are the most important to their household. Other amounts include: Nothing (24%), \$5-\$6 per month (21%), \$9+ per month (16%), and \$7-\$8 per month (11%).
- **How respondents would vote in an election:** Respondents were asked how they would vote if the additional tax revenue they indicated they would be willing to pay to improve and build parks, trails, aquatics, sports and cultural facilities was included on a future ballot. Fifty percent (50%) of respondents indicated that they would *vote in favor*. Other responses include: Might vote in favor (21%), not sure (18%), and vote against (10%).

LEVEL OF SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM PRCS

Fifty-seven percent (57%) of respondents indicated that they were either “somewhat” or “very” satisfied with the overall value their household receives from PRCS. Other levels of satisfaction include: Neutral (32%), somewhat dissatisfied (6%), and very dissatisfied (5%).



2.3 COMMUNITY ON-LINE SURVEY

To complement the statistically-valid process, the consulting team also undertook an online community input survey that was administered through the project website: www.lodiparksvision.com. The survey was available online from September 29, 2014 for four weeks and garnered a total of 191 responses from a broad group of community members.

Summary of Community Input Survey	
1. Total of 191 survey responses	<ul style="list-style-type: none"> a. 72% of survey respondents were female b. 50% of respondents had annual household income between \$70K-\$149K c. Majority were White Alone (69.98%)
2. Parks and Facilities	<ul style="list-style-type: none"> a. Most visited (% of respondent households visiting 10+ times): <ul style="list-style-type: none"> i. Lodi Lake and Wilderness Area (41.3%) ii. Peterson Park (28.4%) iii. Hutchins Street Square (27.43%) b. Least visited (% of respondent households that have not visited): <ul style="list-style-type: none"> i. English Oaks Commons (93.87%) ii. Hale Park (91.88%) iii. Century Park (90.24%) c. Facilities / amenities most needed (% of respondent households that have a need): <ul style="list-style-type: none"> i. Walking / biking trails and greenways (86.34%) ii. Small neighborhood parks (82.95%) iii. Community parks (82.86%) iv. Small family picnic areas and shelters (80%) v. Playground equipment (72.93%)
3. Programs	<ul style="list-style-type: none"> a. 75% of respondents have participated in programs in past 12 months b. 75% of respondents rate programs as excellent or good (only 5% rate as poor) c. Most needed programs (% of respondent households that have a need): <ul style="list-style-type: none"> i. City wide special events (75.44%) ii. Youth sports (67.8%) iii. Outdoor Skills / Adventure (65.27%) iv. Adult fitness and wellness (60.59%) v. Visual and performing arts (58.33%)
4. User Preference	<ul style="list-style-type: none"> a. Saturday and Monday are the most preferred days for programs / activities, while Fridays are the least preferred b. Activity guides, word of mouth, and the Department's website are the most effective current marketing methods c. 65% somewhat or strongly agree they would support differential rates for non-residents to support low cost or free programs for low income residents



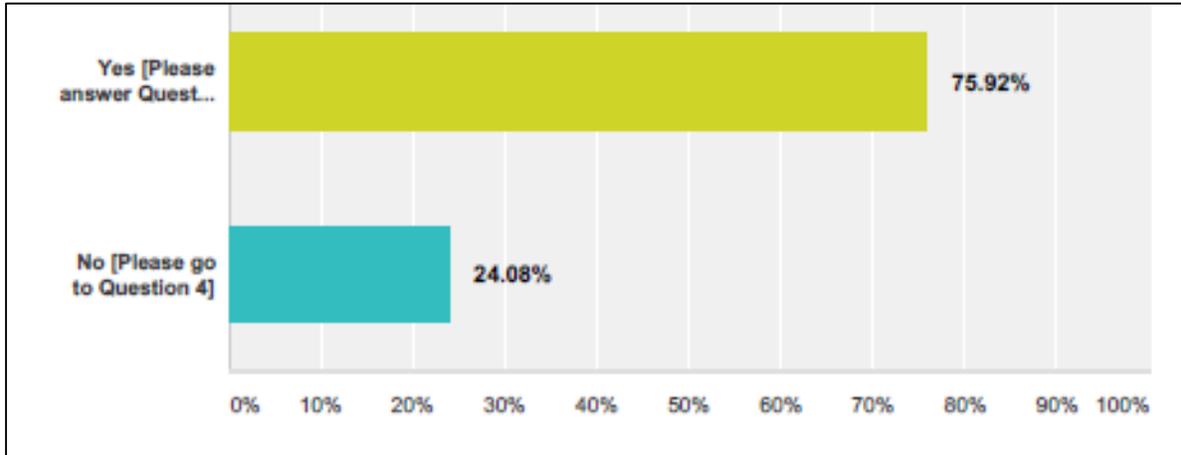
2.3.1 FROM THE LIST OF LODI PARKS AND FACILITIES PLEASE CHECK ALL THE PARKS AND FACILITIES YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE USED DURING THE PAST YEAR. PLEASE LIST THE NUMBER OF TIMES YOUR HAVE VISITED THEM ANNUALLY.

The Parks and Facilities that have not been visited by 90% or more of survey respondents were English Oaks Commons, Hale Park, Century Park, and Van Buskirk Park. Parks and Facilities that received the most responses indicating 10 or more visits included: Lodi Lake and Wilderness Area (41.3%), Peterson Park (28.4%), Hutchins Street Square (27.43%), and Salas Park (22.94%).

Park / Facility	Have Not Visited	1-3 Visits	4-6 Visits	7-9 Visits	10+
Lodi Lake and Wilderness Area	4.89%	26.08%	25.00%	7.60%	41.30%
Katzakian Park	51.50%	75.44%	10.79%	3.00%	10.78%
Candy Cane Park	80.37%	94.47%	1.22%	0.00%	4.29%
Van Buskirk Park	90.06%	98.14%	1.86%	0.00%	0.00%
Softball Complex	61.54%	71.60%	7.70%	5.33%	15.38%
Grape Bowl Stadium	35.63%	68.96%	15.52%	3.45%	12.07%
Armory Park (Chapman Field)	68.67%	83.12%	7.83%	1.80%	7.23%
Zupo Field	69.64%	88.69%	6.55%	0.00%	4.76%
Lawrence Park	83.02%	93.72%	3.78%	0.00%	2.52%
Peterson Park	34.91%	51.48%	12.43%	7.70%	28.40%
Henry Graves Park	61.59%	77.45%	6.71%	3.05%	12.80%
Emerson Park	39.76%	62.04%	15.06%	3.61%	19.28%
Hale Park	91.88%	98.13%	0.63%	0.00%	1.25%
Vinewood Park	62.50%	77.38%	8.34%	2.39%	11.90%
American Legion Park	71.95%	90.86%	3.66%	1.22%	4.27%
Roget Park	80.37%	91.41%	4.91%	0.61%	3.07%
Kofu Park	55.76%	77.57%	7.87%	1.22%	13.33%
Blakely Park	70.37%	81.48%	8.02%	3.70%	6.79%
DeBenedetti Park	68.86%	77.84%	7.78%	3.00%	11.38%
Century Meadows	87.73%	95.09%	2.45%	0.00%	2.45%
Beckman Park	73.81%	87.50%	5.36%	1.19%	5.95%
English Oaks Commons	93.87%	98.78%	1.22%	0.00%	0.00%
Century Park	90.24%	98.17%	1.22%	0.00%	0.61%
Salas Park	49.41%	64.71%	10.58%	1.77%	22.94%
Borchardt Park	84.81%	92.41%	3.80%	0.00%	3.80%
Hutchins Street Square	16.57%	37.72%	29.71%	5.14%	27.43%

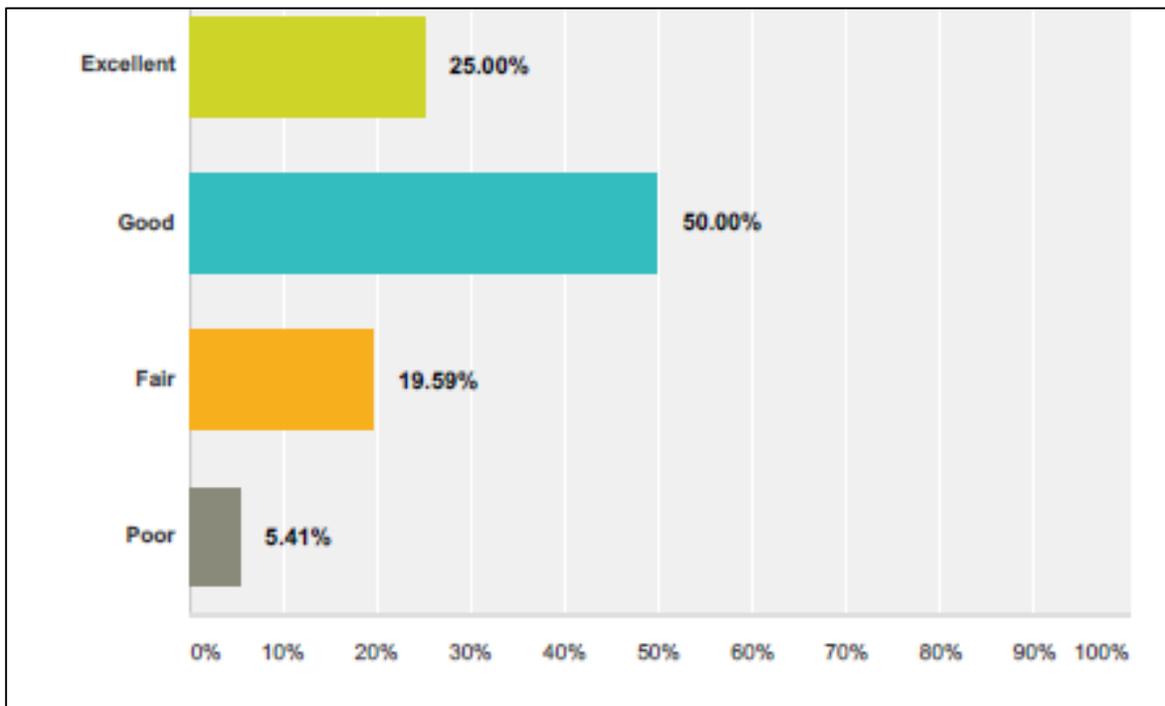
2.3.2 HAVE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN ANY RECREATION OR SPORTS PROGRAMS, SPECIAL EVENTS OFFERED BY THE CITY DURING THE PAST 12 MONTHS?

Over three-fourths of households surveyed have participated in at least one recreation / sports program or special event offered by the City during the past 12 months.



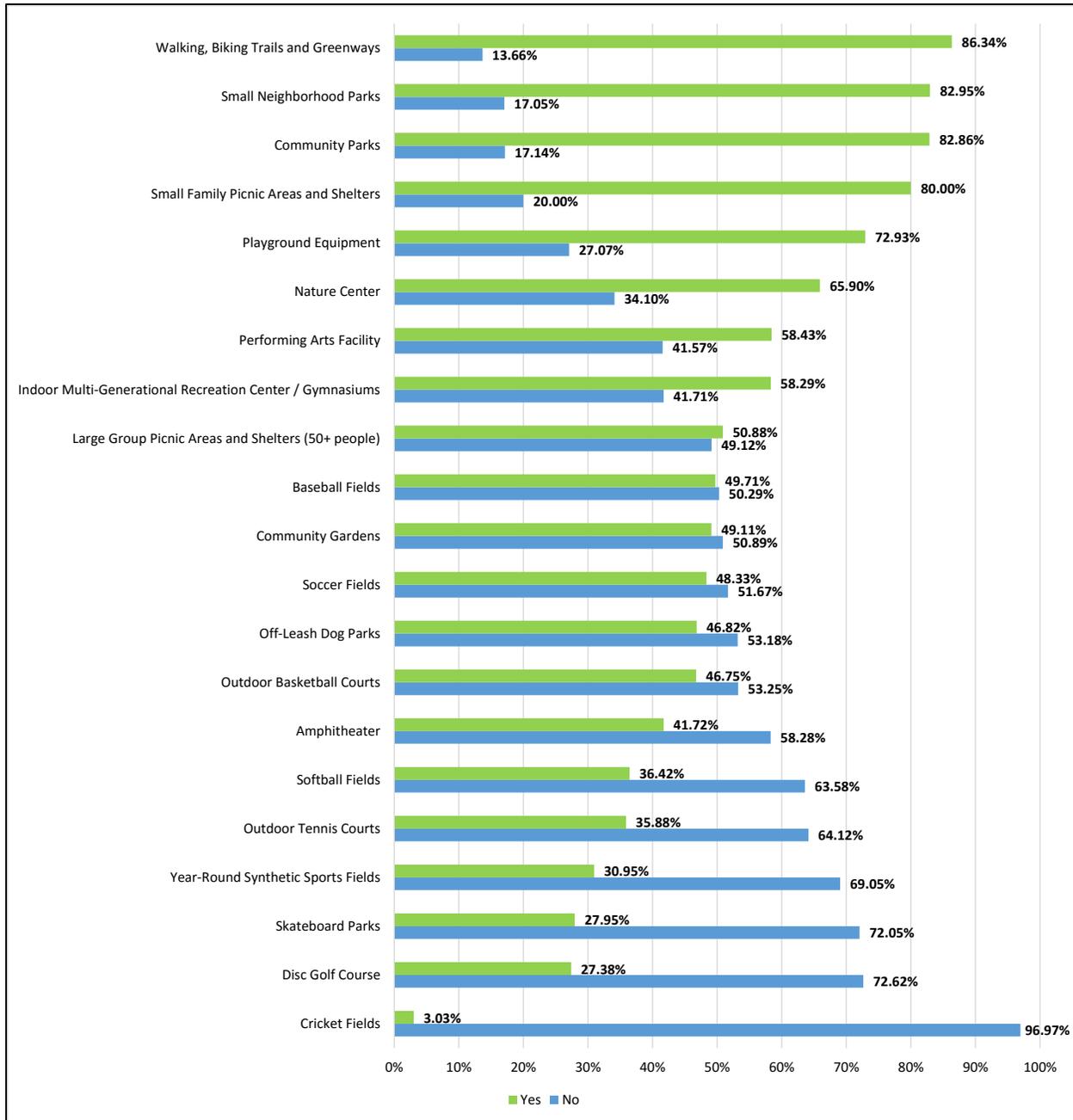
2.3.3 HOW WOULD YOU RATE THE OVERALL QUALITY OF THE PROGRAMS OR SPECIAL EVENTS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN?

Exactly half of survey respondents rated the overall quality of programs or special events as good, while another 25% rated them as excellent.



2.3.4 PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE PARKS AND RECREATION FACILITIES LISTED BELOW BY CHOOSING YES OR NO NEXT TO THE PARK/FACILITY.

Survey results reveal that the facilities / amenities that are most needed include: walking, biking trails and greenways, small neighborhood parks, community parks, and small family picnic areas and shelters. The least needed facilities / amenities according to survey respondents were: cricket fields, disc golf course, skateboard parks, and year-round synthetic sports fields.



2.3.5 IF YES TO QUESTION 4, PLEASE RATE ALL THE FOLLOWING PARKS AND RECREATION FACILITIES OF THIS TYPE IN LODI ON A SCALE OF 5 TO 1, WHERE 5 MEANS "100% MEETS NEEDS" AND 1 MEANS "DOES NOT MEET NEEDS" OF YOUR HOUSEHOLD. PLEASE CHOOSE ONLY 1 RESPONSE FOR EACH PARK/RECREATION FACILITY.

Facilities and amenities that received the most responses for needs being fully met were: cricket fields, skateboard parks, outdoor tennis courts, and performing arts facility. The most common facilities and amenities with needs being completely unmet were: indoor multi-generational recreation center / gymnasium, community gardens, disc golf course, and year-round synthetic sports fields.

Facility / Amenity	Extent of Need Met				
	100%	75%	50%	25%	0%
Soccer Fields	29.06%	27.35%	19.66%	14.53%	9.40%
Baseball Fields	35.14%	27.03%	19.82%	7.21%	10.81%
Softball Fields	36.36%	23.23%	22.22%	10.10%	8.08%
Cricket Fields	49.02%	3.92%	15.69%	5.88%	25.49%
Year-Round Synthetic Sports Fields	28.57%	5.19%	20.78%	16.88%	28.57%
Outdoor Tennis Courts	39.08%	14.94%	28.74%	9.20%	8.05%
Outdoor Basketball Courts	35.96%	15.73%	25.84%	12.36%	10.11%
Small Family Picnic Areas and Shelters	28.08%	35.62%	24.66%	6.85%	4.79%
Large Group Picnic Areas and Shelters (50+ people)	36.11%	32.41%	14.81%	10.19%	6.48%
Playground Equipment	25.90%	30.22%	25.90%	11.51%	6.47%
Small Neighborhood Parks	29.29%	33.57%	19.29%	10.71%	7.14%
Community Parks	28.79%	32.58%	25.76%	8.33%	4.55%
Off-Leash Dog Parks	25.71%	23.81%	19.05%	16.19%	15.24%
Walking, Biking Trails and Greenways	16.03%	15.38%	23.72%	27.56%	17.31%
Amphitheater	29.03%	16.13%	21.51%	17.20%	16.13%
Community Gardens	18.00%	8.00%	20.00%	23.00%	31.00%
Skateboard Parks	44.74%	17.11%	18.42%	7.89%	11.84%
Indoor Multi-Generational Recreation Center / Gymnasiums	18.69%	7.48%	23.36%	18.69%	31.78%
Disc Golf Course	30.67%	9.33%	16.00%	13.33%	30.67%
Performing Arts Facility	38.89%	22.22%	16.67%	14.81%	7.41%
Nature Center	21.85%	22.69%	19.33%	19.33%	16.81%



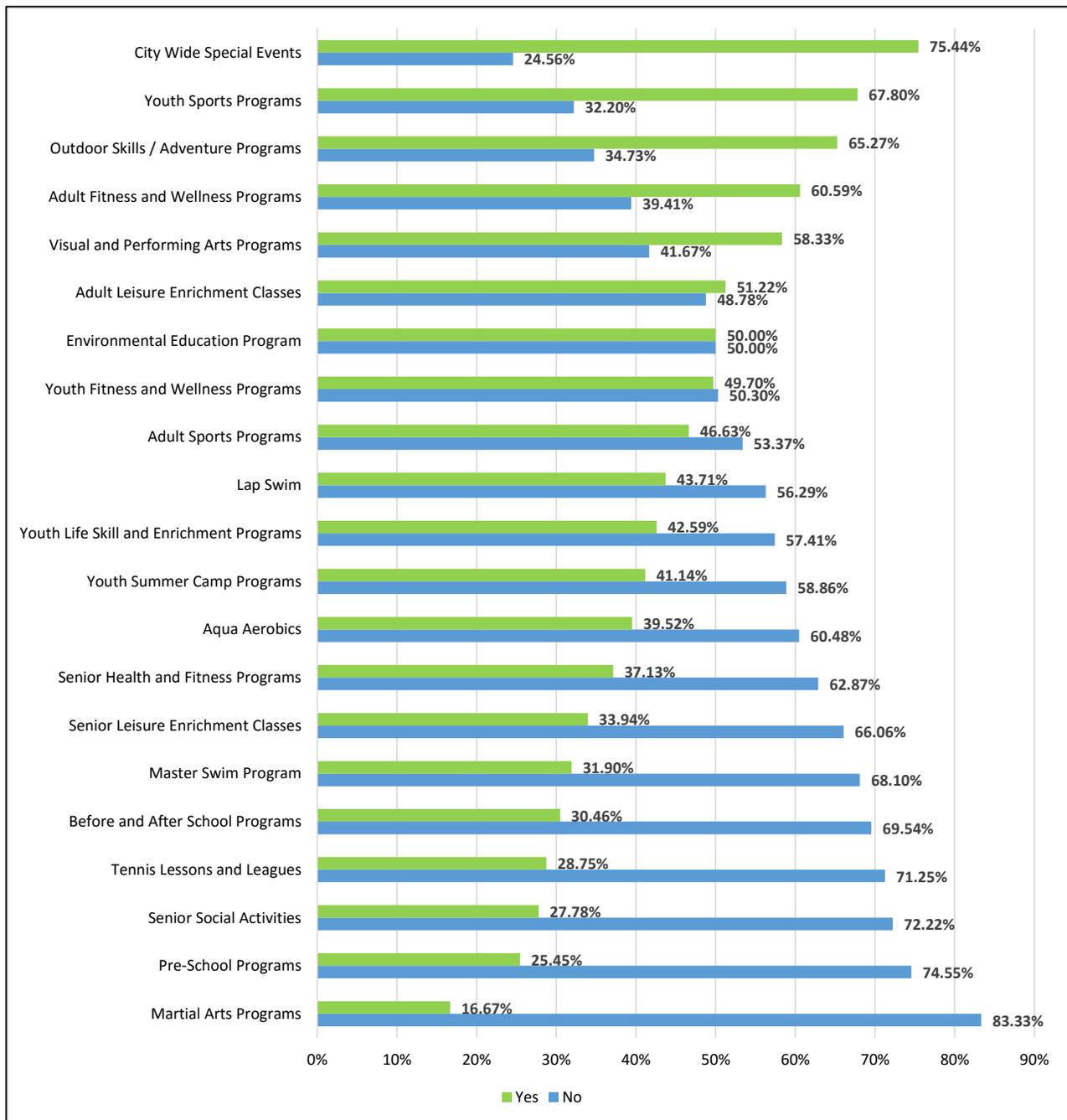
2.3.6 FROM THE LIST BELOW, PLEASE RANK YOUR TOP FOUR CHOICES.

The table below provides a ranking of facilities and amenities based on survey responses. A simple weighted score was the basis for these rankings. The weighted values, range from 4 (top choice) to 1 (fourth choice), were applied to the total number of tallies for each choice, then summed to arrive at an overall weighted score.

Rank	Facility / Amenity	Tallied Responses				Weighted Score
		Top Choice	2nd Choice	3rd Choice	4th Choice	
1	Walking, Biking Trails and Greenways	47	23	28	11	324
2	Playground Equipment	24	17	12	12	183
3	Soccer Fields	26	12	10	6	166
4	Baseball Fields	22	15	7	4	151
5	Small Neighborhood Parks	8	23	12	10	135
6	Performing Arts Facility	14	11	4	12	109
7	Nature Center	8	10	14	15	105
8	Indoor Multi-Generational Recreation Center / Gymnasiums	9	10	6	13	91
9	Year-Round Synthetic Sports Fields	10	9	8	2	85
10	Softball Fields	9	10	6	2	80
11	Community Parks	6	8	10	12	80
12	Small Family Picnic Areas and Shelters	6	10	10	5	79
13	Off-Leash Dog Parks	5	12	6	9	77
14	Community Gardens	2	8	9	10	60
15	Large Group Picnic Areas and Shelters (50+ people)	3	6	9	11	59
16	Outdoor Basketball Courts	2	2	7	7	35
17	Outdoor Tennis Courts	1	3	5	6	29
18	Amphitheater	0	2	8	7	29
19	Disc Golf Course	0	2	3	8	21
20	Skateboard Parks	0	3	3	3	18
21	Cricket Fields	1	2	0	2	12

2.3.7 PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE SPORTS AND RECREATION PROGRAMS LISTED BELOW BY CHOOSING YES OR NO NEXT TO THE PROGRAM.

Programs that are most needed by survey respondents included: city wide special events, youth sports programs, outdoor skills / adventure programs, and adult fitness and wellness programs. Residents surveyed indicated the least need for the following programs: martial arts programs, pre-school programs, senior social activities, and tennis lessons and leagues



2.3.8 IF YES TO QUESTION 7, PLEASE RATE ALL THE FOLLOWING RECREATION PROGRAMS OF THIS TYPE IN LODI ON A SCALE OF 5 TO 1, WHERE 5 MEANS "100% MEETS NEEDS" AND 1 MEANS "DOES NOT MEET NEEDS" OF YOUR HOUSEHOLD.

Recreation programs that received the most responses for needs being fully met were: martial arts programs, senior social activities, before and after school programs, and senior enrichment classes. The most common facilities and amenities with needs being completely unmet were: outdoor skills/adventure programs, environmental education programs, martial arts programs, and pre-school programs.

Program	Extent of Need Met				
	100%	75%	50%	25%	0%
Before and After School Programs	30.59%	20.00%	21.18%	14.12%	14.12%
Youth Summer Camp Programs	25.00%	16.30%	31.52%	15.22%	11.96%
Youth Sports Programs	21.85%	26.89%	27.73%	17.65%	5.88%
Youth Fitness and Wellness Programs	16.85%	13.48%	24.72%	30.34%	14.61%
Lap Swim	22.89%	13.25%	28.92%	24.10%	10.84%
Aqua Aerobics	25.00%	21.05%	27.63%	14.47%	11.84%
Master Swim Program	23.88%	13.43%	28.36%	19.40%	14.93%
Pre-School Programs	28.57%	8.57%	30.00%	12.86%	20.00%
City Wide Special Events	20.18%	29.82%	33.33%	12.28%	4.39%
Martial Arts Programs	31.75%	9.52%	22.22%	15.87%	20.63%
Tennis Lessons and Leagues	23.53%	11.76%	33.82%	17.65%	13.24%
Visual and Performing Arts Programs	22.34%	30.85%	23.40%	14.89%	8.51%
Adult Fitness and Wellness Programs	16.13%	23.66%	29.03%	19.35%	11.83%
Youth Life Skill and Enrichment Programs	23.38%	10.39%	23.38%	24.68%	18.18%
Adult Sports Programs	20.93%	20.93%	31.40%	13.95%	12.79%
Senior Health and Fitness Programs	26.32%	21.05%	26.32%	17.11%	9.21%
Senior Leisure Enrichment Classes	28.99%	24.64%	23.19%	14.49%	8.70%
Senior Social Activities	31.34%	25.37%	22.39%	10.45%	10.45%
Outdoor Skills / Adventure Programs	9.57%	18.09%	21.28%	25.53%	25.53%
Environmental Education Program	17.65%	14.12%	17.65%	29.41%	21.18%
Adult Leisure Enrichment Classes	15.22%	19.57%	33.70%	18.48%	13.04%

2.3.9 FROM THE LIST, PLEASE RANK YOUR TOP FOUR CHOICES FOR PROGRAMS THAT YOU HAVE PARTICIPATED IN OR WOULD LIKE TO PARTICIPATE IN?

The table below provides a ranking of programs based on survey responses. A simple weighted score was the basis for these rankings. The weighted values, range from 4 (top choice) to 1 (fourth choice), were applied to the total number of tallies for each choice, then summed to arrive at an overall weighted score.

Rank	Program	Tallied Responses				Weighted Score
		Top Choice	2nd Choice	3rd Choice	4th Choice	
1	Youth Sports Programs	58	20	15	6	328
2	City Wide Special Events	15	21	13	18	167
3	Outdoor Skills / Adventure Programs	10	16	12	13	125
4	Visual and Performing Arts Programs	8	10	20	9	111
5	Youth Summer Camp Programs	10	13	10	10	109
6	Before and After School Programs	18	2	4	7	93
7	Adult Sports Programs	8	12	7	9	91
8	Adult Leisure Enrichment Classes	7	9	10	10	85
9	Adult Fitness and Wellness Programs	7	6	10	7	73
10	Pre-School Programs	8	5	3	5	58
11	Youth Life Skill and Enrichment Programs	3	8	6	10	58
12	Lap Swim	3	10	4	7	57
13	Environmental Education Program	5	4	10	5	57
14	Aqua Aerobics	8	5	4	1	56
15	Senior Health and Fitness Programs	6	4	5	5	51
16	Youth Fitness and Wellness Programs	2	8	4	7	47
17	Master Swim Program	3	5	3	4	37
18	Senior Leisure Enrichment Classes	3	6	3	0	36
19	Senior Social Activities	1	0	3	5	15
20	Tennis Lessons and Leagues	1	1	1	2	11
21	Martial Arts Programs	0	0	2	4	8



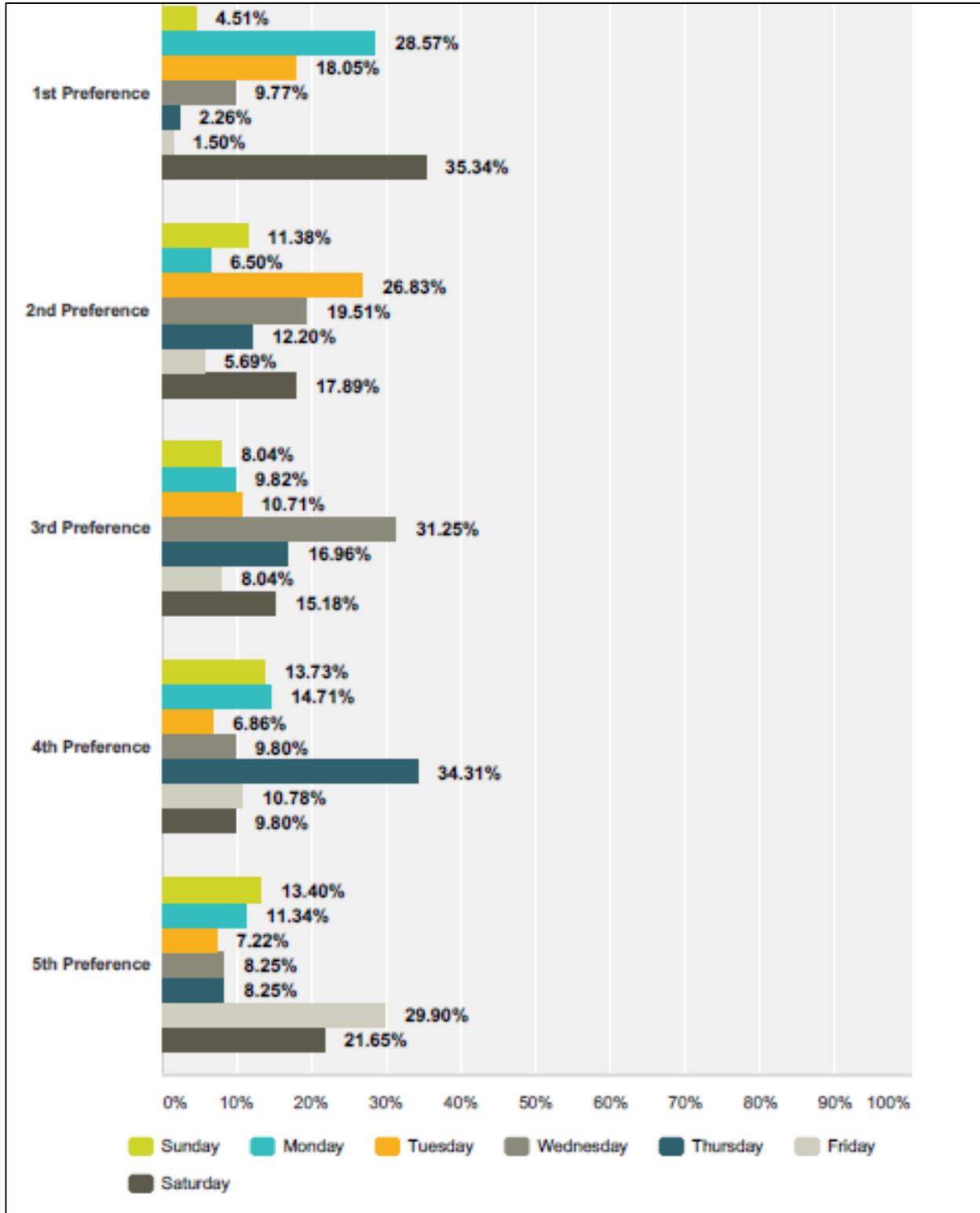
2.3.10 PLEASE CHECK ALL THE REASONS THAT PREVENT YOUR OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING PARKS, RECREATION AND SPORTS FACILITIES OR PROGRAMS MORE OFTEN.

The table below provides a ranking of reasons that prevent households from using parks, facilities, and programs based on survey responses. A simple weighted score was the basis for these rankings. The weighted values, range from 4 (top choice) to 1 (fourth choice), were applied to the total number of tallies for each choice, then summed to arrive at an overall weighted score.

Rank	Reason	Tallied Responses				Weighted Score
		Top Choice	2nd Choice	3rd Choice	4th Choice	
1	Facilities are not well maintained	33	11	12	10	199
2	Desired program is not offered	22	21	8	5	172
3	Facilities lack the right equipment	20	20	12	4	168
4	Cannot afford fees	17	11	10	5	126
5	Program times are not convenient	11	18	10	7	125
6	Feel unsafe	15	9	9	11	116
7	I am too busy	10	13	9	12	109
8	Do not know what is being offered	8	12	15	6	104
9	Lack of restrooms	9	10	13	8	100
10	Too far from the residence	13	7	3	2	81
11	Use services from other agencies	7	8	7	10	76
12	Poor customer services	10	6	2	6	68
13	Lack of parking	4	6	7	6	54
14	Difficult to use City website	4	2	8	9	47
15	Class or program full	4	5	5	5	46
16	Registration process is difficult	2	5	8	5	44
17	Not interested	3	1	5	12	37
18	Do not know locations of facilities	2	2	5	5	29
19	Lack of transportation	0	0	1	1	3

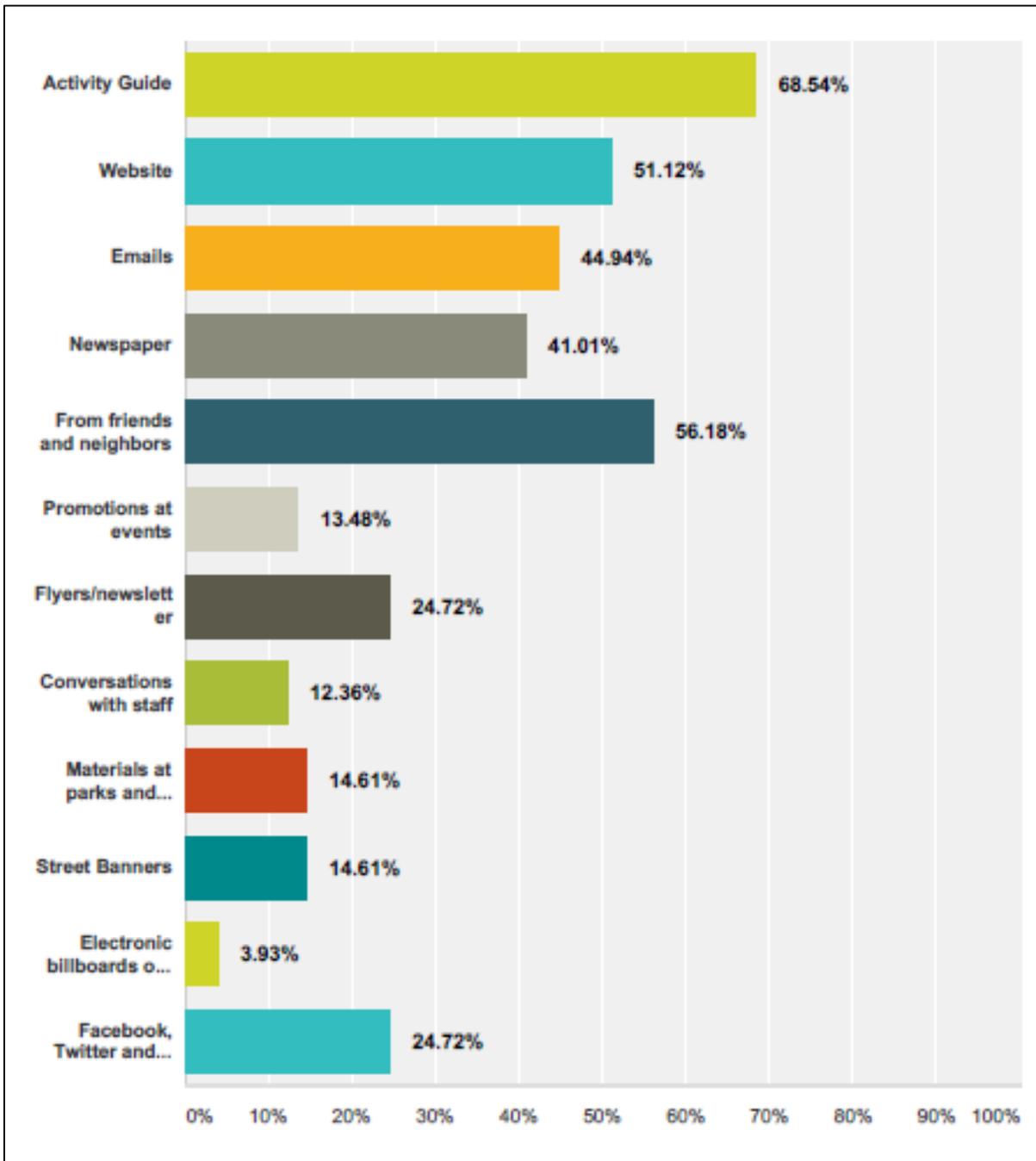
2.3.11 CHOOSE THE FIVE MOST PREFERRED TIME SLOTS THAT YOU WOULD LIKE PROGRAMS AND ACTIVITIES TO BE OFFERED.

The most preferred day for offering programs and activities for residents surveyed are Saturday and Monday, while the least preferred day is Friday.



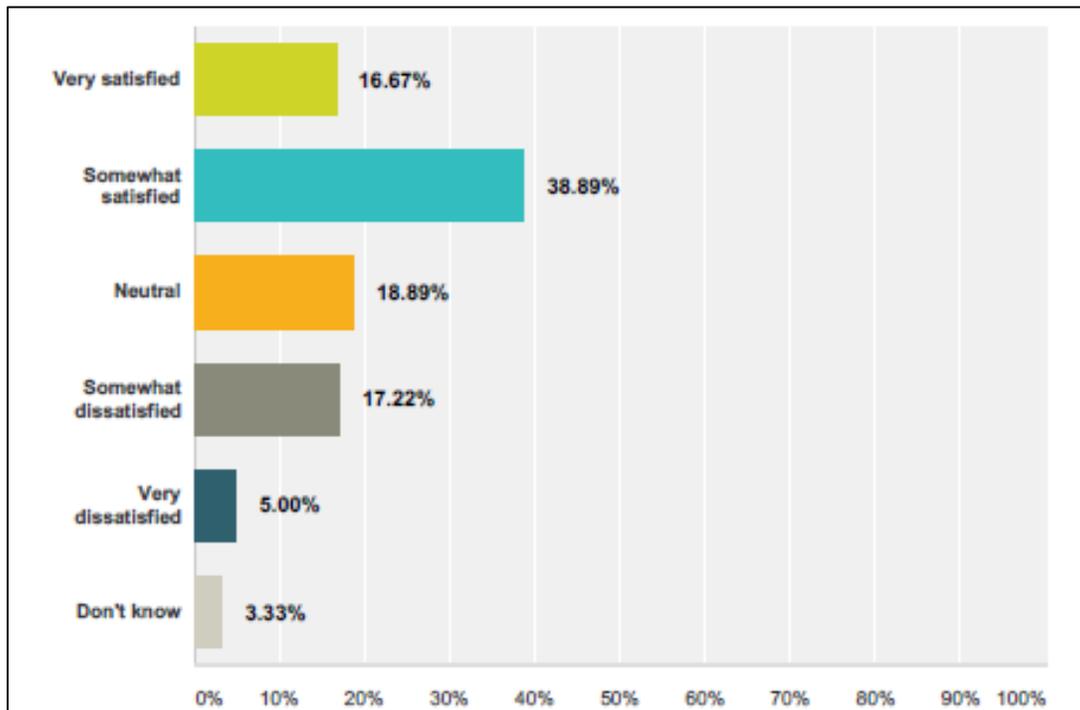
2.3.12 PLEASE CHECK ALL THE WAYS YOUR LEARN ABOUT THE CITY'S RECREATION PROGRAMS AND ACTIVITIES.

According to survey results, the most effective way for marketing programs and activities is through the activity guide, by word of mouth from friends and neighbors, and the departmental website. The least effective methods are on electronic billboards on park signs, conversations with staff, and promotions at events.



2.3.13 PLEASE RATE YOUR SATISFICATION WITH THE OVERALL VALUE YOUR HOUSEHOLD RECEIVES FROM ACTIVITIES AND PROGRAMS

The majority of survey respondents rate their level of satisfaction as somewhat satisfied (38.89%) or very satisfied (16.67%). Less than 25% of respondents indicated they were somewhat dissatisfied (17.22%) or very dissatisfied (5%) with the overall value received from activities and programs.



2.3.14 HOW WOULD YOU GRADE THE FOLLOWING PROGRAMS OFFERED BY THE PARKS AND RECREATION DEPARTMENT? PLEASE RATE EACH ITEM IN THE LIST BELOW BY SELECTING A GRADE BETWEEN A AND F. A=EXCELLENT / F=FAILING GRADE.

The table below reveals the average rating for each program from highest rating to lowest rating, as well as the corresponding grade. The scale for rating is in reverse order, where the lower score results in a higher grade. For example, an average rating of 1 would indicate all respondents gave the program an A, and an average rating of 6 would mean all respondents gave the program an F. Results indicate all programs, except teen programs, received an average grade of C. This indicates opportunities for improvement in the overall program areas offered by the Department.

Program	Average Rating	Average Grade
Youth Sports	2.56	C
City-Wide Special Events	2.59	C
Senior Classes and Activities	2.72	C
Cultural Arts and Activities	2.84	C
Special Day Camps	2.89	C
Adult Classes and Activities	2.92	C
Swimming and Aquatics Programs	2.94	C
After School Club Child Care	2.95	C
Adult Sports	3.06	C
After School Programs	3.06	C
Tiny Tot Programs	3.16	C
Health and Fitness Classes and Activities	3.25	C
Teen Programs	4.65	E

2.3.15 WE'D LIKE TO KNOW YOUR PERSONAL PRIORITIES ABOUT THE VALUE OF THE PARKS, FACILITIES AND PROGRAMS OFFERED BY THE PARKS AND RECREATION DEPARTMENT. PLEASE RATE EACH ITEM IN THE LIST BELOW BY SELECTING A NUMBER BETWEEN 1 AND 5. LEAST VALUED = 1 / MOST VALUED = 5.

The table below reveals respondents' personal priorities from most valued to least valued, based on the average rating of survey results. The highest priority among participating residents is to provide safe parks and places where children are free to play and be active, while the lowest priority is to provide senior citizens places and activities for staying active and socially connected.

Priority	Average Rating
Provide safe parks and places where children are free to play and be active	4.22
Make Lodi a better place to live and a stronger sense of community for residents	4.15
Provide places and activities during non-school hours for children and teens in Lodi that are safe, healthy and fun	4.01
Provide parks, outdoor facilities and trails where I can walk, play, relax or exercise on your own	4.01
Create recreation opportunities for people at every stage of life to be healthy, explore new interests and to enrich their lives	4.01
Provide athletic fields, gymnasiums, swimming pools and other athletic facilities where group and individual sports and activities can be held	3.96
Provide open and green spaces among residential and commercial areas to beautify Lodi	3.87
Provide indoor facilities, such as community, senior and teen centers, where programs, events and social gatherings can be held	3.61
Provide senior citizens places and activities for staying active and socially connected	3.45



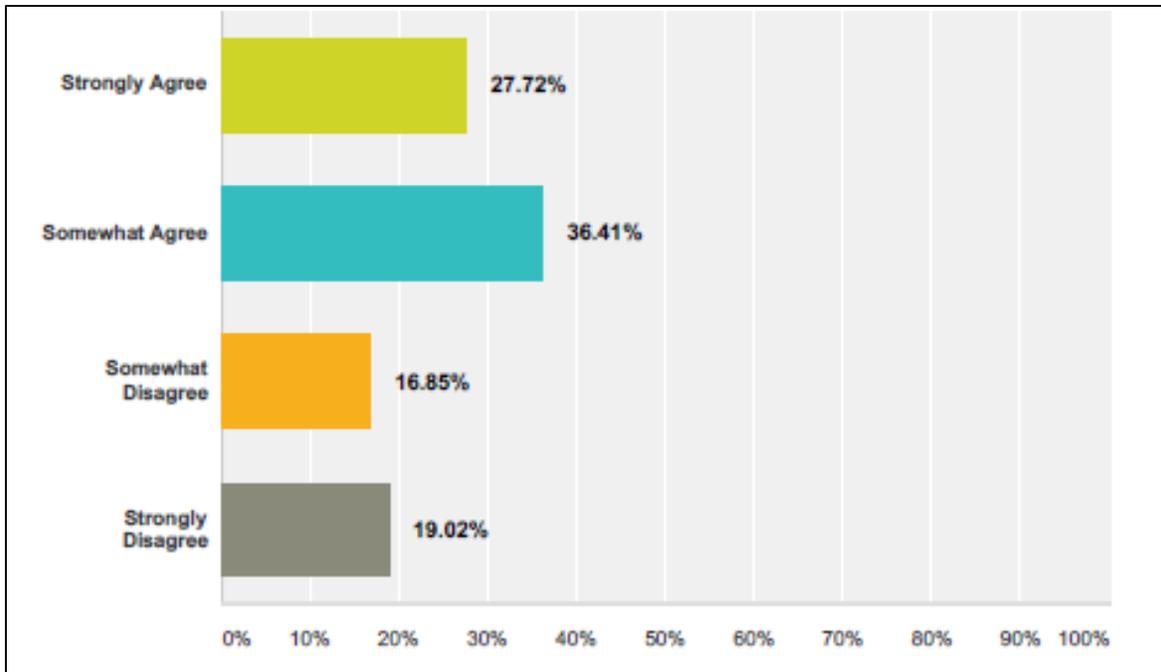
2.3.16 BASED ON YOUR PERSONAL AND FAMILY'S EXPERIENCE, TELL US YOUR OPINION ABOUT HOW WELL THE PARKS, RECREATION AND CULTURAL SERVICES DEPARTMENT DELIVERS ON THESE THINGS. PLEASE RATE EACH ITEM IN THE LIST BELOW BY SELECTING A NUMBER BETWEEN 1 AND 5. LEAST VALUED = 1 / MOST VALUED = 5.

The following shows respondents' opinions on how well the Department delivers on a variety of items, from most valued to least valued. Survey results suggest that the Department is most effective in making Lodi a better place to live and a stronger sense of community for residents, while it is least effective in providing open and green spaces among residential and commercial areas to beautify Lodi.

Deliverable	Average Rating
Make Lodi a better place to live and a stronger sense of community for residents	3.35
Provide safe parks and places where children are free to play and be active	3.33
Provide senior citizens places and activities for staying active and socially connected	3.32
Provide parks, outdoor facilities and trails where I can walk, play, relax or exercise on your own	3.24
Create recreation opportunities for people at every stage of life to be healthy, explore new interests and to enrich their lives	3.24
Provide athletic fields, gymnasiums, swimming pools and other athletic facilities where group and individual sports and activities can be held	3.22
Provide places and activities during non-school hours for children and teens in Lodi that are safe, healthy and fun	3.11
Provide indoor facilities, such as community, senior and teen centers, where programs, events and social gatherings can be held	3.08
Provide open and green spaces among residential and commercial areas to beautify Lodi	3.04

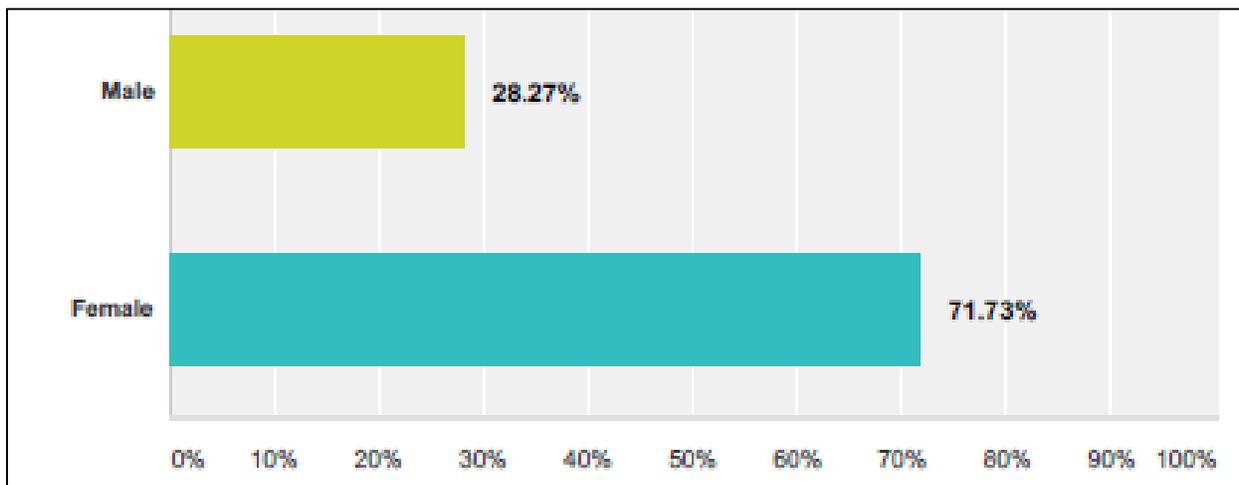
2.3.17 WOULD YOU SUPPORT CHARGING NON-RESIDENTS THE FULL COST OF PROGRAMS TO HELP FUND LOW COST OR FREE PROGRAMS FOR LOW INCOME RESIDENTS?

Nearly 65% of survey respondents somewhat or strongly agree that they would support charging non-residents the full cost of programs to help fund low cost or free programs for low income residents.



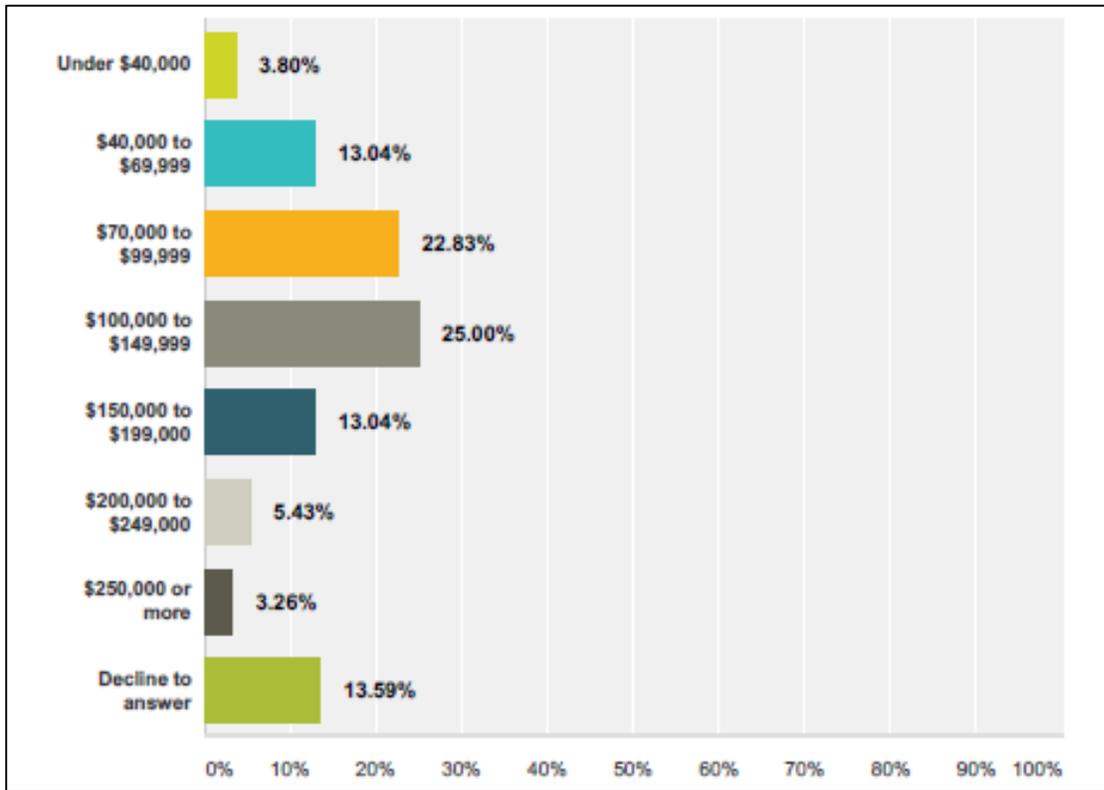
2.3.18 GENDER

The vast majority of survey respondents were females (71.73%). This is fairly typical in responses obtained nationwide.



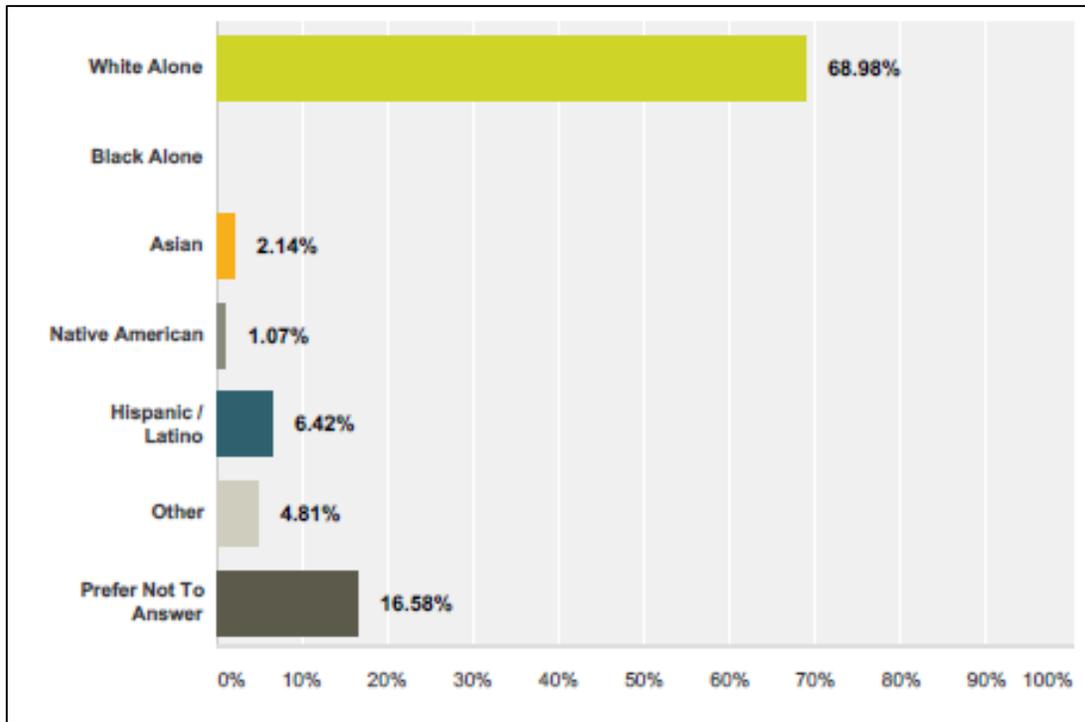
2.3.19 WHAT IS YOUR TOTAL ANNUAL HOUSEHOLD INCOME?

Nearly half of survey responses indicated a total annual household income between \$70,000 and \$149,000. Only 13.59% of responses declined to reveal their income.



2.3.20 WHAT IS YOUR RACE / ETHNICITY?

The majority of respondents were White Alone (68.98%), followed by Hispanic / Latino (6.42%) ethnicity. However, almost 17% of respondents declined to report their race / ethnicity.



CHAPTER THREE COMMUNITY PROFILE

3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Lodi, California. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

3.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in October 2015 and reflects actual numbers as reported in the 2010 Census, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics. The geographic boundary for the City of Lodi was utilized as the demographic analysis boundary shown in **Figure 1**.

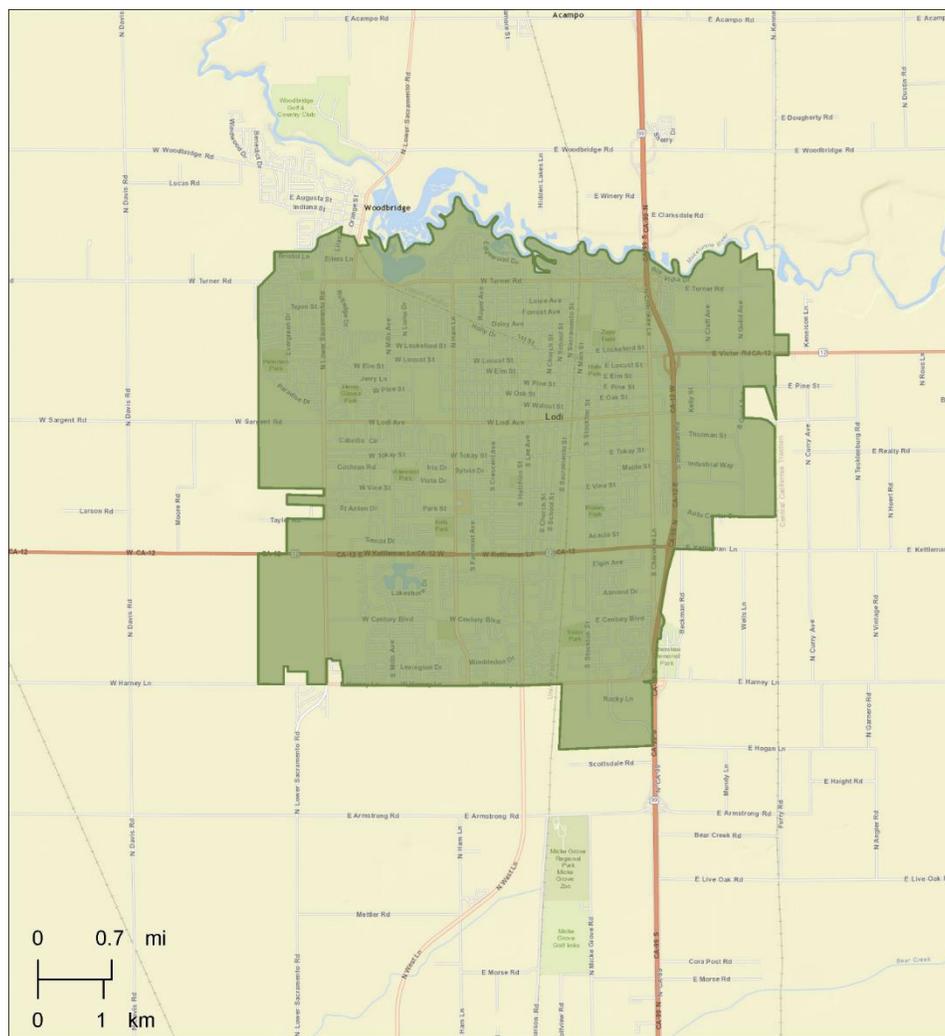


Figure 1 - City of Lodi Boundaries

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race



3.1.2 CITY OF LODI POPULACE

POPULATION

The City has witnessed minimal change in recent years. The total population underwent a slight decrease of 0.6% from 62,134 in 2010 to an estimated 62,529 in 2015. Projecting ahead, the total population of Lodi is expected to remain relatively stable over the next 15 years. Based on predictions through 2030, the local population is anticipated to slowly grow to approximately 65,514 residents living within 23,131 households. See Figure 2.

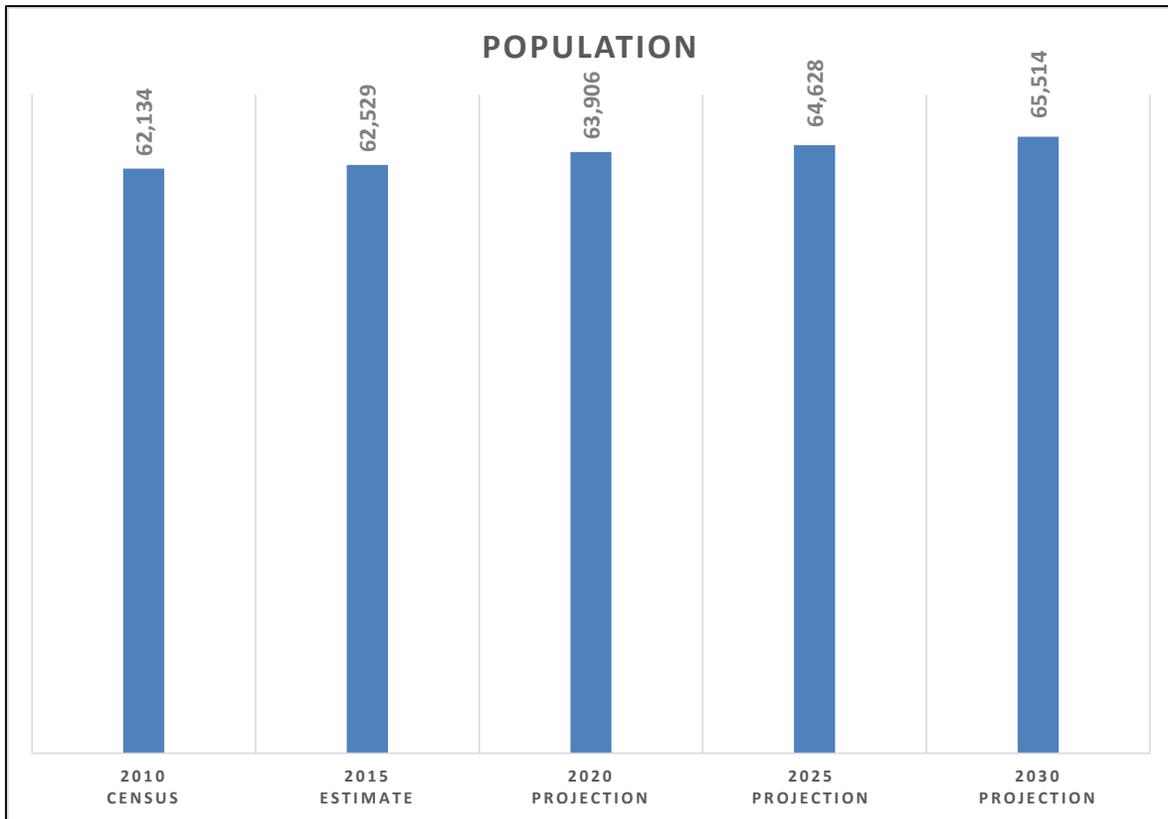


Figure 2 - Total Population

AGE SEGMENT

Evaluating the current distribution by age segments, the City is balanced between youth, young adult, family, and senior populations. In 2010, the largest age segment were the <18 (27.8%) and the 35-54 (25.1%) group, and the smallest was the 18-34 segment which constitutes 23.2% of the population.

Over time, the overall composition of the population is projected to undergo an aging trend. Based on the 2015 estimate, the distribution of the population by age segment is evenly balanced, with the <18 segment remaining the largest age group by a narrow margin at 26.4% of the population. Future projections through 2030 show that the three youngest age segments will each represent between 22%-24% of the total, while the 55+ group is expected to be the lone segment on a steady upward trend, as it grows to represent approximately 30.7% of the population. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. See Figure 3.

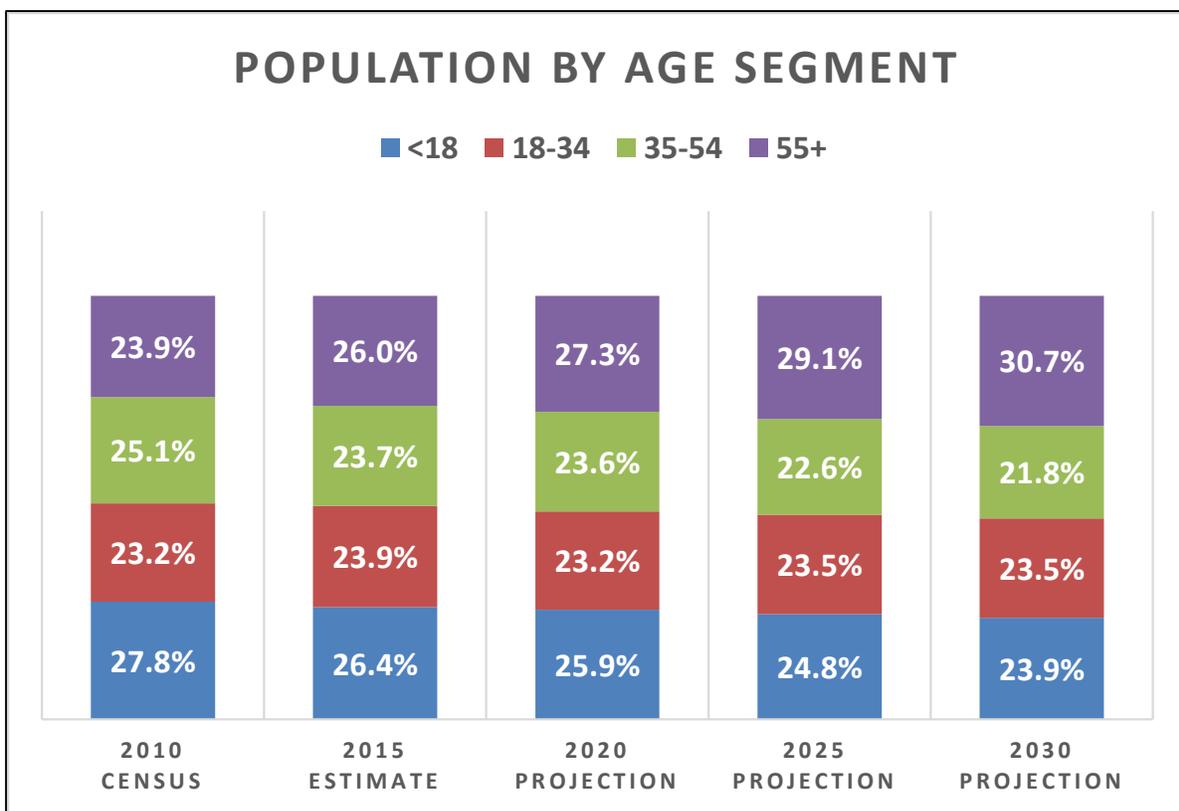


Figure 3 - Population by Age Segments



RACE AND ETHNICITY

In analyzing race and ethnicity, the selected area is slightly diverse. The 2015 estimate shows that nearly 69% of the population falls into the White Alone category, while the Some Other Race (17.97%) segment represents the largest minority. Predictions for 2030 expect the population to increasingly diversify, as the White Alone category decreases to 62%, followed by a growing population in Some Other Race (22.45%), Asian (7.67%) groups and Two or More Races (6.01%).

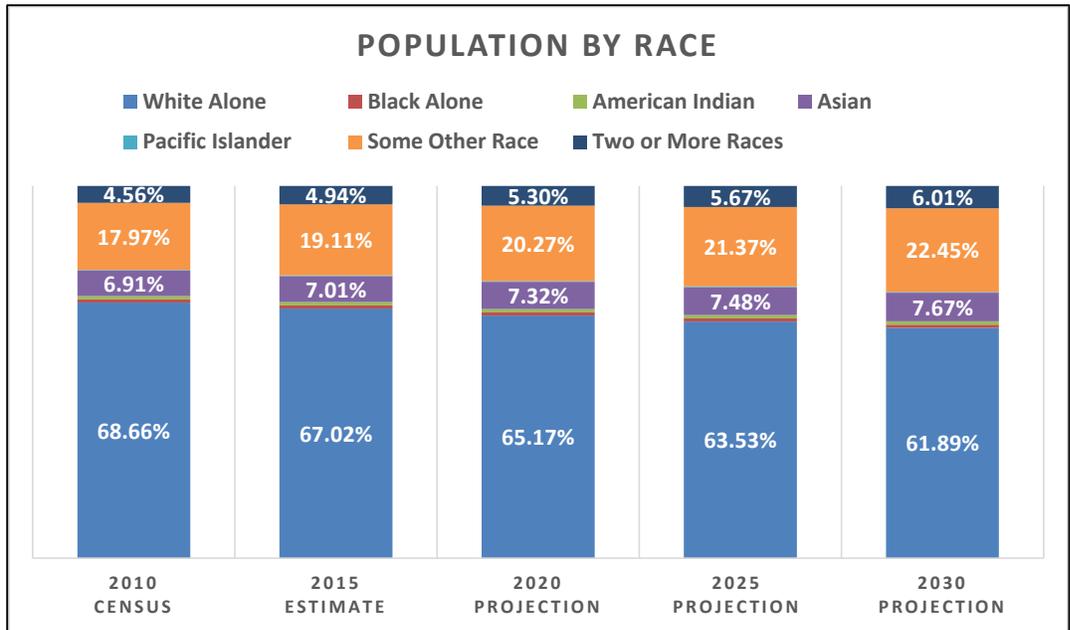


Figure 4 - Population by Race

The Hispanic/Latino population is projected to reach 46.08% of the total population by 2030. See Figure 5. This increased diversity will have a significant impact on various aspect of the Department’s operations ranging from types of programs and services offered to the way offerings are marketed, promoted and priced as well. The PRCS Department has been proactive about recognizing this changing demographic by conducting a bi-lingual (English / Spanish) statistically valid survey to ensure the entire community is represented.

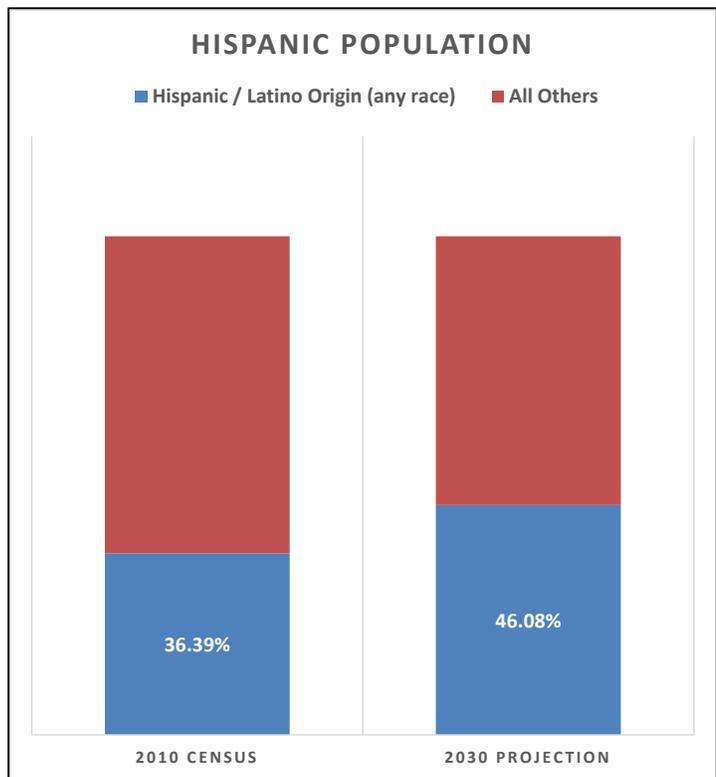


Figure 5 - Hispanic Population

As seen in **Figure 6**, the City’s median household income is below the state (\$61,094) and national (\$53,046) averages. Per capita income for Lodi is also below both the state (\$29,527) average and national (\$28,051) averages. This indicates a lower level of disposable income and consequently a price sensitivity in the population participating in the City’s offerings. It will be important for the Department to ensure a balance between ensuring fair market pricing without pricing users out of the market.

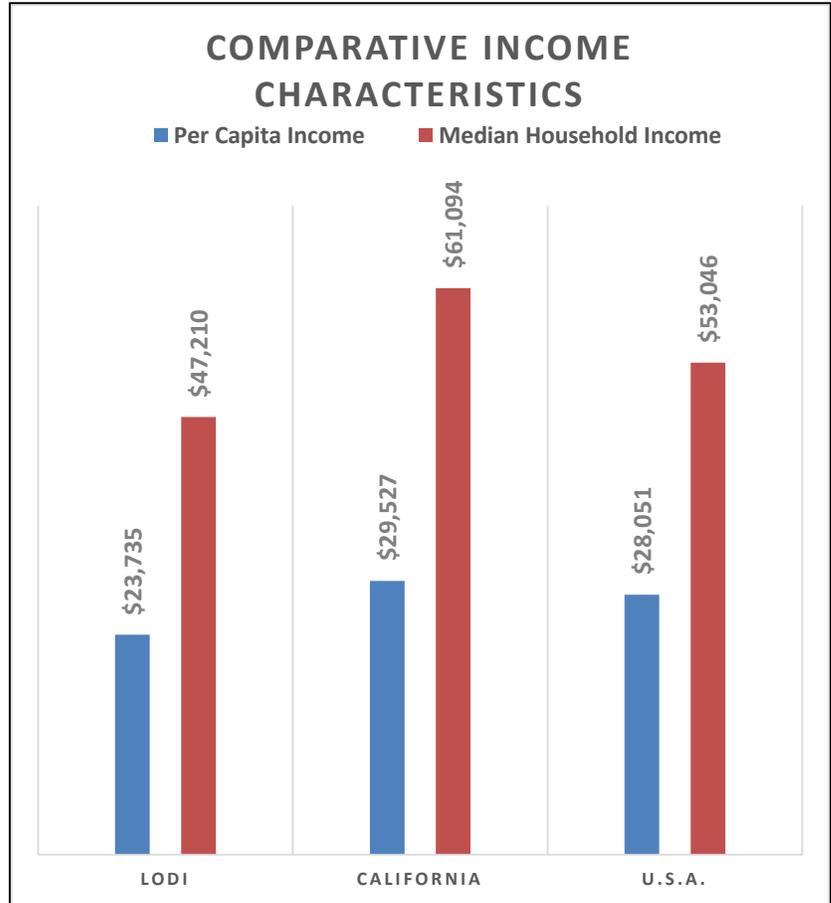


Figure 6 - Comparative Income Characteristics



3.2 RECREATION TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association’s (SFIA) 2015 Sports, Fitness and Leisure Activities Topline Participation Report, as well as the local market potential index data, which compares the demand for recreational activities and spending of residents for the targeted area to the national averages.

Summary of National Participatory Trends Analysis	
5. Number of “inactives” increased slightly, while “actives” are participating more	<ul style="list-style-type: none"> a. “Inactives” increased 10.6% from 2009 to 2014, from 74.8 million to 82.7 million b. 209 million “actives” are participating more often and in multiple activities
6. Most popular sport and recreational activities	<ul style="list-style-type: none"> a. Fitness Walking (113 million) b. Running/Jogging (51 million) c. Treadmill (50 million)
7. Most participated in team sports	<ul style="list-style-type: none"> a. Basketball (23 million) b. Tennis (18 million) c. Baseball (13 million)
8. Activities most rapidly growing over last five years	<ul style="list-style-type: none"> a. Adventure Racing - up 136% b. Non-traditional/Off-road Triathlon - up 123% c. Squash - up 101% d. Traditional/Road Triathlon - up 92% e. Rugby - up 77%
9. Activities most rapidly declining over last five years	<ul style="list-style-type: none"> a. Wrestling - down 40% b. Touch Football - down 32% c. In-line Roller Skating - down 32% d. Racquetball - down 25% e. Slow-pitch Softball - down 23%

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation during the latest year data was available (2014), reported over 112 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23 million people reportedly participating in 2014. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, roller hockey, and gymnastics - all of which have experienced double digit growth over the last five years.

Between 2009 and 2014, the estimated number of "inactives" in America increased by 7.9 million individuals (10.6%), from 74.8 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an "inactive" is defined as an individual age 6 and up that doesn't take part in any "active" sport. Although inactivity was up in 2014, the 209 million "actives" seem to be participating more often and in multiple activities.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2015 from nearly 11,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

3.2.1 NATIONAL TRENDS IN GENERAL SPORTS

The most heavily participated in sports for 2014 were golf (24.7 million) and basketball (23 million). While both of these activities have seen declining participation levels in recent years, the number of participants for each activity are well above the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in **Figure 7**, since 2009, squash and other niche sports, like lacrosse and rugby, have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 100% over the last five years. Based on survey findings from 2009-2014, rugby and lacrosse have also experienced significant growth, increasing by 77% and 73% respectively. Other sports with notable growth in participation over the last five years were field hockey (42.6%), roller hockey (21.7%), ice hockey (20%), gymnastics (16.9%), and cheerleading (12.6%). In the last year, the fastest growing sports were roller hockey (33.7%), squash (12.9%), competition boxing (12.7%), lacrosse (10.9%), and rugby (7.9%). During the last five years, the sports that are



most rapidly declining include wrestling (40.3% decrease), touch football (down 32.3%), and racquetball (24.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2014 include golf (24.7 million), basketball (23 million), tennis (17.9 million), baseball (13.1 million), and outdoor soccer (12.6 million). Although four out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Golf	27,103	24,720	24,700	-0.1%	-8.9%
Basketball	25,131	23,669	23,067	-2.5%	-8.2%
Tennis	18,546	17,678	17,904	1.3%	-3.5%
Baseball	14,429	13,284	13,152	-1.0%	-8.9%
Soccer (Outdoor)	13,957	12,726	12,592	-1.1%	-9.8%
Badminton	7,469	7,150	7,176	0.4%	-3.9%
Softball (Slow Pitch)	9,180	6,868	7,077	3.0%	-22.9%
Football, Touch	9,726	7,140	6,586	-7.8%	-32.3%
Volleyball (Court)	7,737	6,433	6,304	-2.0%	-18.5%
Football, Tackle	7,243	6,165	5,978	-3.0%	-17.5%
Football, Flag	6,932	5,610	5,508	-1.8%	-20.5%
Volleyball (Sand/Beach)	4,324	4,769	4,651	-2.5%	7.6%
Gymnastics	3,952	4,972	4,621	-7.1%	16.9%
Soccer (Indoor)	4,825	4,803	4,530	-5.7%	-6.1%
Ultimate Frisbee	4,636	5,077	4,530	-10.8%	-2.3%
Track and Field	4,480	4,071	4,105	0.8%	-8.4%
Racquetball	4,784	3,824	3,594	-6.0%	-24.9%
Cheerleading	3,070	3,235	3,456	6.8%	12.6%
Pickleball	N/A	N/A	2,462	N/A	N/A
Softball (Fast Pitch)	2,476	2,498	2,424	-3.0%	-2.1%
Ice Hockey	2,018	2,393	2,421	1.2%	20.0%
Lacrosse	1,162	1,813	2,011	10.9%	73.1%
Wrestling	3,170	1,829	1,891	3.4%	-40.3%
Roller Hockey	1,427	1,298	1,736	33.7%	21.7%
Squash	796	1,414	1,596	12.9%	100.5%
Field Hockey	1,092	1,474	1,557	5.6%	42.6%
Boxing for Competition	N/A	1,134	1,278	12.7%	N/A
Rugby	720	1,183	1,276	7.9%	77.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 7 - General Sports National Participatory Trends

3.2.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and activities in aquatics have remained very popular among Americans. Fitness swimming is the absolute leader in multigenerational appeal with over 25 million reported participants in 2013 (**Figure 8**). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, and has recently experienced an upward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling of injuries.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Swimming (Fitness)	N/A	26,354	25,304	-4.0%	N/A
Aquatic Exercise	8,965	8,483	9,122	7.5%	1.8%
Swimming (Competition)	N/A	2,638	2,710	2.7%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 8 - Aquatic Participatory Trends



3.2.3 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%). See Figure 9.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Fitness Walking	110,882	117,351	112,583	-4.1%	1.5%
Running/Jogging	42,511	54,188	51,127	-5.6%	20.3%
Treadmill	50,395	48,166	50,241	4.3%	-0.3%
Free Weights (Hand Weights)	N/A	43,164	41,670	-3.5%	N/A
Weight/Resistant Machines	39,075	36,267	35,841	-1.2%	-8.3%
Stationary Cycling (Recumbent/Upright)	36,215	35,247	35,693	1.3%	-1.4%
Stretching	36,299	36,202	35,624	-1.6%	-1.9%
Free Weights (Dumbbells)	N/A	32,209	30,767	-4.5%	N/A
Elliptical Motion Trainer	25,903	27,119	28,025	3.3%	8.2%
Free Weights (Barbells)	26,595	25,641	25,623	-0.1%	-3.7%
Yoga	18,934	24,310	25,262	3.9%	33.4%
Calisthenics/Bodyweight Exercise	N/A	N/A	22,390	N/A	N/A
Aerobics (High Impact)	12,771	17,323	19,746	14.0%	54.6%
Stair Climbing Machine	13,653	12,642	13,216	4.5%	-3.2%
Pilates Training	8,770	8,069	8,504	5.4%	-3.0%
Stationary Cycling (Group)	6,762	8,309	8,449	1.7%	24.9%
Trail Running	4,845	6,792	7,531	10.9%	55.4%
Cross-Training	N/A	6,911	6,774	-2.0%	N/A
Cardio Kickboxing	5,500	6,311	6,747	6.9%	22.7%
Martial Arts	6,643	5,314	5,364	0.9%	-19.3%
Boxing for Fitness	N/A	5,251	5,113	-2.6%	N/A
Tai Chi	3,315	3,469	3,446	-0.7%	4.0%
Barre	N/A	2,901	3,200	10.3%	N/A
Triathlon (Traditional/Road)	1,148	2,262	2,203	-2.6%	91.9%
Triathlon (Non-Traditional/Off Road)	634	1,390	1,411	1.5%	122.6%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 9 - General Fitness National Participatory Trends

3.2.4 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous outdoor recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2014, the most popular activities in the outdoor recreation category include road bicycling (40 million), freshwater fishing (38 million), and day hiking (36 million).

From 2009-2014, outdoor recreation activities that have undergone large increases are adventure racing (up 136%), archery (up 33%), backpacking overnight (up 30%), and BMX bicycling (up 27%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32%), camping within ¼ mile of home or vehicle (down 16%), and recreational vehicle camping (down 14%). See Figure 10.

National Participatory Trends - Outdoor Recreation					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Bicycling (Road)	39,127	40,888	39,725	-2.8%	1.5%
Fishing (Freshwater)	40,646	37,796	37,821	0.1%	-7.0%
Hiking (Day)	32,542	34,378	36,222	5.4%	11.3%
Camping (< 1/4 Mile of Vehicle/Home)	34,012	29,269	28,660	-2.1%	-15.7%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	22,702	21,359	21,110	-1.2%	-7.0%
Camping (Recreational Vehicle)	16,977	14,556	14,633	0.5%	-13.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,847	14,152	13,179	-6.9%	-4.8%
Fishing (Saltwater)	13,054	11,790	11,817	0.2%	-9.5%
Backpacking Overnight	7,757	9,069	10,101	11.4%	30.2%
Archery	6,368	7,647	8,435	10.3%	32.5%
Bicycling (Mountain)	7,367	8,542	8,044	-5.8%	9.2%
Hunting (Shotgun)	8,611	7,894	7,894	0.0%	-8.3%
Skateboarding	7,580	6,350	6,582	3.7%	-13.2%
Roller Skating, In-Line	8,942	6,129	6,061	-1.1%	-32.2%
Fishing (Fly)	5,755	5,878	5,842	-0.6%	1.5%
Climbing (Sport/Indoor/Boulder)	4,541	4,745	4,536	-4.4%	-0.1%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,319	2,457	6.0%	19.2%
Adventure Racing	1,005	2,095	2,368	13.0%	135.6%
Bicycling (BMX)	1,858	2,168	2,350	8.4%	26.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 10 - Outdoor Recreation National Participatory Trends



3.2.5 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in the City of Lodi. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. In general, Lodi demonstrates below average market potential index numbers for all categories.

In terms of MPI, only five sport and leisure activities were at the national average or better for Lodi residents - soccer, saltwater fishing, money spent on sport/recreation equipment (<\$100), golf, and visiting a zoo. The vast majority of activities analyzed fall between 5%-15% below the national index. This deviation might indicate a lack of awareness among potential users of recreational opportunities, programs don't align with community needs and interests, lack of amenities available to Lodi residents and/or a need to motivate residents to participate in offerings at a higher level.

This may require changes to the program curriculum to ensure that offerings are in line with the community's needs and interests, as well as evaluating the marketing of such offerings to be sure the target audience is adequately informed and engaged. Many of these issues will be addressed as part of the City of Lodi Strategic Action Plan through community input, program assessment, prioritization of demands and needs and from recommendations in the strategic implementation plan.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within target area. Cells highlighted in yellow indicate the top three (or more in case of a tie) scoring activities for each category based on the purchasing preferences of residents.

GENERAL SPORTS MARKET POTENTIAL

City of Lodi Participatory Trends - General Sports	
Activity	MPI
Participated in Baseball	92
Participated in Basketball	89
Participated in Football	95
Participated in Golf	101
Participated in Soccer	109
Participated in Softball	91
Participated in Tennis	89
Participated in Volleyball	90

FITNESS MARKET POTENTIAL

City of Lodi Participatory Trends - Fitness	
Activity	MPI
Participated in Aerobics	97
Participated in Jogging/ Running	94
Participated in Pilates	88
Participated in Swimming	93
Participated in Walking for Exercise	98
Participated in Weight Lifting	92
Participated in Yoga	86

OUTDOOR ACTIVITY MARKET POTENTIAL

City of Lodi Participatory Trends - Outdoor Activity	
Activity	MPI
Participated in Backpacking	87
Participated in Hiking	91
Participated in Bicycling (mountain)	98
Participated in Bicycling (road)	93
Participated in Boating (Power)	93
Participated in Canoeing/Kayaking	83
Participated in Fishing (fresh water)	98
Participated in Fishing (salt water)	102
Participated in Horseback Riding	86

MONEY SPENT ON MISCELLANEOUS RECREATION

City of Lodi Participatory Trends - Money Spent on Recreation	
Activity	MPI
Spent on sports/rec equipment in last 12 mo: \$1-99	102
Spent on sports/rec equipment in last 12 mo: \$100-249	97
Spent on sports/rec equipment in last 12 mo: \$250+	96
Attend sports event	97
Attend sports event: baseball game - MLB reg seas	94
Attend sports event: basketball game (college)	91
Attend sports event: basketball game - NBA reg seas	95
Attend sports event: football game (college)	92
Attend sports event: football game - NFL Mon/Thurs	99
Attend sports event: football game - NFL weekend	99
Attend sports event: high school sports	93
Attend sports event: ice hockey - NHL reg seas	98
Went on overnight camping trip in last 12 months	92
Visited a theme park in last 12 months	99
Went to zoo in last 12 months	100



3.3 BENCHMARK ANALYSIS

PROS Consulting, along with Lodi Parks, Recreation, and Cultural Services Department, identified operating metrics to be benchmarked against comparable park and recreation systems. The benchmark agencies selected for analysis included jurisdictions with characteristics similar to the City of Lodi, as well as departments that have comparable resources. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios in order to provide comparable information, as best as possible.

It must be noted that the benchmark analysis is only an indicator based on the information provided. Data for the Lodi Parks, Recreation and Cultural Services Department was obtained internally, and included figures from Lodi’s inventory, budget and planning documents. Information for the outside agencies was sourced directly from each Department, in order to include the most accurate and up-to-date figures in the benchmark. Every effort was made in working directly with the benchmark agencies to obtain the most credible information and organize the data in a consistent and comparable format. The information sought was a combination of operating metrics with budgets, staffing, and inventories. In some instances, the information was not tracked or not available. The attributes considered for selection of comparable agencies included:

- Location
- Jurisdiction size
- Population size and density
- Departmental resources
- Careful attention was paid to incorporate a mix of systems that are comparable industry leaders and they include:

Agency	State	Jurisdiction Type	Jurisdiction Size (Sq. Miles)	Pop
Lodi Parks, Recreation and Cultural Services	CA	city	13.82	63,338
Manteca Parks and Recreation	CA	city	17.76	71,948
Roseville Parks and Recreation	CA	city	36.22	127,035
Tracy Parks and Community Services	CA	city	22.14	84,691
Woodland Community Services	CA	town	15.30	56,590
Yuba City Parks and Recreation	CA	city	14.66	65,416

Figure 11 - Benchmark Agencies

Due to difference in how each system collects, maintains and reports data, variances exist. These variations have an impact on the per capita and percentage allocations within the budget and hence the overall comparison must be viewed with this in mind. Also, there may be some instances where the data provided by the benchmarked systems was incomplete.

The benchmark data collection for all systems was complete as of February 2015. While it is possible that there may have been changes or updates in the data provided, in order to ensure consistency in data collection the original figures obtained at that time have been used in the benchmark.

The goal was to evaluate where Lodi is positioned among peer agencies as it applies to efficiency and effectiveness practices. The benchmark assessment is organized into specific categories and questions to obtain

data that offers an encompassing view of each system's operating metrics in comparison to the Lodi Parks, Recreation and Cultural Services Department.

3.3.1 GENERAL COMPARATIVE OF SYSTEMS

This section provides a general overview of each system within the benchmark analysis. The table below describes the jurisdiction population, size, and density, as well as the total number of park sites and program participation levels.

System	Jurisdiction Size (Sq. Miles)	Population of City/ Jurisdiction	Population Per Square Mile	Total Number of Park Sites	Total Annual Program Participants	Program Participants per Capita
Lodi	13.82	63,338	4,583	27	66,555	1.05
Manteca	17.76	71,948	4,051	62	55,200	0.77
Roseville	36.22	127,035	3,507	72	1,353,645	10.66
Tracy	22.14	84,691	3,825	72	10,424	0.12
Woodland	15.30	56,590	3,699	29	32,000	0.57
Yuba City	14.66	65,416	4,462	23	99,000	1.51

Figure 12 - General Comparative of Systems

The City of Lodi represents one of the smallest systems in terms of jurisdiction size, population, and number of park sites, ranking at, or near, the bottom among all benchmark agencies. Although the City of Lodi is small in comparison, it has the highest population density. In terms of program participation, Lodi residents are actively participating in departmental offerings, ranking third in the study with 1.05 program participants per capita.

SYSTEM ACREAGES

This section compares the total acreage owned or managed by each agency. These totals are further dissected to identify the percentage of developed acres and current level of service per 1,000 population for park acres.

System	Population of City/ Jurisdiction	Total Acres Owned or Managed by System	Total Developed Acres	Percentage of Developed Acres	Total Park Acres Per 1,000 Pop.
Lodi	63,338	400	304	76%	6.32
Manteca	71,948	580	580	100%	8.06
Roseville	127,035	7,631	1,448	19%	60.07
Tracy	84,691	563	263	47%	6.65
Woodland	56,590	665	412	62%	11.75
Yuba City	65,416	188	133	71%	2.87

Figure 13 - System Acreage

In terms of park acreage, Lodi's positioning reflects that of its population size, ranking second to last in total acres owned or managed and total available acres per 1,000 population. The Department's 400 acres leads only



Yuba City, while Roseville dominates the category with over 7,600 acres. The department is, however, a benchmark leader with 76% of total acres developed, trailing only Manteca (100%) in percentage of developed acres.

TRAIL MILES

The following table reveals the total miles of trail for each system, and breaks down the total into paved and unpaved trail miles. The total trail miles are then compared to the population to determine trail miles per 1,000 residents.

System	Population of City/ Jurisdiction	Paved Trail Miles	Unpaved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Pop.
Lodi	63,338	1.08	0.61	1.69	0.03
Manteca	71,948	10.00	-	10.00	0.14
Roseville	127,035	32.00	-	32.00	0.25
Woodland	56,590	-	1.50	1.50	0.03
Yuba City	65,416	5.90	5.50	11.40	0.17

Note: Tracy trail miles were unavailable.

Figure 14 - Trail Miles

Benchmark comparisons of trail mileage identifies a prominent deficiency of available trails within Lodi. Lodi ranks at the bottom in both total trail miles and trail miles per 1,000 population. Among agencies in the benchmark study, Roseville is the lone system that is providing anywhere near an adequate level of service for trails. The national standard service level is typically in the range of 0.25-0.5 miles of trail per 1,000 population, depending on the type of community served. Based on the current service level and the rising demand for multi-use trails nationwide, it should be a top priority of the Department to develop new trails and extend the existing ones.

ANNUAL OPERATING BUDGET AND COST RECOVERY

This portion covers two parts, the annual budget and cost recovery. Budget items in this section include the most recent figures available for non-tax revenues, operating expenses, and 3-year average of capital expenditures for each agency. Non-tax revenues and operating expenses are compared to the population of each jurisdiction to determine the revenue per capita and operational cost per capita. The operational cost recovery is arrived at by dividing total non-tax revenue by total operating expense. The operational cost recovery is a critical performance indicator that measures how well each department’s revenue generation covers the total operating costs.

System	Jurisdiction Population	Total Non-Tax Revenues	Total Operating Expenses	Capital Budget (3-Year Avg)	Revenue Per Capita	Operating Expense Per Capita	Operating Cost Recovery
Lodi	63,338	\$ 2,165,927	\$ 5,226,646	\$ 27,333	\$ 34.20	\$ 82.52	41%
Manteca	71,948	\$ 866,000	\$ 7,000,000	\$ 1,135,042	\$ 12.04	\$ 97.29	12%
Roseville	127,035	\$ 9,653,000	\$ 25,372,000	\$ 2,816,036	\$ 75.99	\$ 199.72	38%
Tracy	84,691	\$ 1,276,604	\$ 8,056,022	\$ 8,475,687	\$ 15.07	\$ 95.12	16%
Woodland	56,590	\$ 288,558	\$ 2,740,627	\$ 608,322	\$ 5.10	\$ 48.43	11%
Yuba City	65,416	\$ 1,123,850	\$ 3,595,000	\$ 360,000	\$ 17.18	\$ 54.96	31%

Figure 15 - Budget Details and Cost Recovery

Based on budget figures, Lodi is well positioned among benchmark agencies and reports figures that are very financially sound. The Department ranks second in the study in revenue generation per capita (\$34.20), and is the third most efficient in operational expense per capita (\$82.52). More importantly, the Department is the outright leader in operating cost recovery, as the Department's non-tax revenues recoup 41% of its operational expense.

In analyzing the capital budgets of other benchmark agencies, Lodi is far behind in terms of spending on capital improvements. The Department's capital budget is substantially lower than the benchmark average and their 3-year average is more than \$300,000 less than the next closest agency. While this discrepancy is alarming, it comes as no surprise due to the recent budget cuts that have virtually eliminated the Department's capital budget. Spending on capital improvements is vital to the future success of the Department and large-scale improvements add significant value for users of the system.

SOURCES OF OPERATING FUNDS

This section shows how each system sources its operating funds. While an established general fund is important to funding operations, Departments should strive to find alternative sources of financial support.

System	Source of Operating Funds						
	Jurisdiction General Fund	Agency Fees and Charges	Tax	Sponsorship/Endowment	Grants	Donation	Other
Lodi	60.00%	40.00%	-	-	-	-	-
Manteca	50.00%	20.00%	20.00%	-	-	-	10.00%
Roseville	37.00%	38.00%	15.00%	-	-	2.00%	8.00%
Tracy	60.10%	12.20%	4.10%	-	0.30%	-	23.30%
Yuba City	95.00%	-	-	-	-	-	5.00%

Note: Woodland figures were unavailable.

Figure 16 - Sources of Operating Funds



CAPITAL BUDGET SOURCES

The table below describes the various sources each agency taps into for capital improvements. Lodi stands out among benchmark agencies as the lone Department that does not rely on a tax-supported general fund or a local dedicated fund for its capital budget. Based on its abnormally low budget for capital expenditures, Lodi should seek additional sources for funding capital improvements.

System	Source of Capital Budget							
	Local General Fund (Tax Supported)	Local Dedicated Fund (Non-General Funds)	General Obligation Bonds	Grants	Gifts / Sponsorships	Tax Increment Financing	Endowment	Other
Lodi	-	-	-	100.00%	-	-	-	-
Manteca	-	100.00%	-	-	-	-	-	-
Roseville	41.00%	59.00%	-	-	-	-	-	-
Tracy	46.30%	-	-	2.70%	-	4.60%	-	46.40%
Yuba City	8.00%	35.00%	-	57.00%	-	-	-	-

Note: Woodland figures were unavailable.

Figure 17 - Capital Budget Sources

COST PER MAINTAINED ACRE

This category assesses the cost to maintain each park system. This figure is obtained by taking the operational budget and dividing it by the amount of maintained acres. This does not take into account the total amount of acreage for each system.

System	Total Operating Expenses	Total Developed Acres	Cost Per Maintained Acre
Lodi	\$ 5,226,646	304	\$ 17,207
Manteca	\$ 7,000,000	580	\$ 12,069
Roseville	\$ 25,372,000	1,448	\$ 17,522
Tracy	\$ 8,056,022	263	\$ 30,596
Woodland	\$ 2,740,627	412	\$ 6,644
Yuba City	\$ 3,595,000	133	\$ 27,030

Figure 18 - Cost per Maintained Acre

Based on the information above, Lodi trails only Woodland and Manteca in efficiency of maintaining developed acres. This is encouraging because it shows that the Department’s operating expenses are in good proportion to the amount of acreage it is responsible for maintaining. It should be noted that Woodland’s cost per acre figure is significantly lower than the benchmark average due to the fact the Department currently outsources all of its park maintenance.

FULL-TIME EQUIVALENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTE's) to total population and developed park acres. It should be noted that total FTEs for Woodland is skewed because they currently outsource all of their park maintenance.

When comparing staffing levels to the overall population of each service area, Lodi ranks second among benchmark agencies in total FTEs per 1,000 population. This shows that the Department has a strong level of staffing to support its user base.

System	Total FTE	Population	Total FTE per 1,000 Pop.
Lodi	78.1	63,338	1.23
Manteca	97.0	71,948	1.35
Roseville	96.0	127,035	0.76
Tracy	65.3	84,691	0.77
Woodland	6.2	56,590	0.11
Yuba City	19	65,416	0.29

Note: Woodland FTE's do not include park maintenance due to outsourcing.

Figure 19 - FTE per 1,000 Population

In terms of developed acres per FTE, Lodi is the benchmark leader and displays a favorable 3.89 developed acres per FTE. This figure shows that Lodi staff is not spread too thin in relation to its developed acreage.

System	Total FTE	Developed Acres	Developed Acre per FTE
Lodi	78.1	304	3.89
Manteca	97.0	580	5.98
Roseville	96.0	1,448	15.08
Tracy	65.3	263	4.03
Woodland	6.2	412	67.07
Yuba City	19.0	133	7.00

Note: Woodland FTE's do not include park maintenance due to outsourcing.

Figure 20 - Developed Acre per FTE



COMMUNITY / RECREATION CENTERS

The table below compares the total square footage of community / recreation centers to each jurisdiction’s population. This identifies the current level of service for recreation centers of each system in terms of available square feet of center space per resident. Lodi demonstrates an adequate level of service for indoor recreation space, and trails only Roseville and Woodland in that aspect.

System	Total Square Footage of Community / Recreation Centers	Population	Square Feet per Population
Lodi	90,000	63,338	1.42
Manteca	10,000	71,948	0.14
Roseville	287,000	127,035	2.26
Tracy	6,200	84,691	0.07
Woodland	90,000	56,590	1.59
Yuba City	20,900	65,416	0.32

Figure 10 - Community / Recreation Center Level of Service

AQUATIC FACILITIES

This category compares the amount of indoor and outdoor aquatic facilities offered by each Department. The City of Lodi is tied with Roseville for total number of facilities, but considering Roseville’s population is double the size, Lodi is considered the benchmark leader in level of service for aquatics.

System	Aquatic Facilities	
	Indoor	Outdoor
Lodi	1	2
Manteca	0	1
Roseville	1	2
Tracy	0	1
Woodland	0	1
Yuba City	0	1

Figure 11 - Aquatic Facilities

CHAPTER FOUR PARKS, FACILITIES, AND PROGRAM NEEDS ANALYSIS

4.1 LEVEL OF SERVICE

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines; recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2014 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and the Lodi area; community and stakeholder input; and general observations. This information allowed standards to be customized to the Lodi Parks, Recreation, and Cultural Service Department.

These LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Lodi, gaps and surpluses in park and facility/amenity types are revealed.



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PARKS: 2014 Inventory - Developed Facilities					2014 Facility Standards			2019 Facility Standards					
Park Type	City of Lodi Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Neighborhood Parks	37.89	0.61	acres per	1,000	1.00	acres per	1,000	Need Exists	24	Acre(s)	Need Exists	25	Acre(s)
Community Parks	143.20	2.32	acres per	1,000	2.50	acres per	1,000	Need Exists	11	Acre(s)	Need Exists	14	Acre(s)
Regional Parks	163.00	2.64	acres per	1,000	2.50	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Undeveloped Parks	28.00	0.45	acres per	1,000		acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Park Acres	372.09	6.03	acres per	1,000	6.00	acres per	1,000	Meets Standard	-	Acre(s)	Need Exists	6	Acre(s)
OUTDOOR AMENITIES:													
Picnic Shelters (Non-Rentals)	4.00	1.00	site per	15,421	1.00	site per	7,500	Need Exists	4	Sites(s)	Need Exists	4	Sites(s)
Picnic Shelters (Rentals)	11.00	1.00	site per	5,607	1.00	site per	5,000	Need Exists	1	Sites(s)	Need Exists	2	Sites(s)
Diamond Fields	18.00	1.00	field per	3,427	1.00	field per	4,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Multi-Use Fields (Soccer / Lacrosse / Football / Rugby)	21.00	1.00	field per	2,937	1.00	field per	4,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Cricket Fields	1.00	1.00	field per	61,682	1.00	field per	70,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Outdoor Basketball Courts	10.00	1.00	court per	6,168	1.00	court per	6,500	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Tennis Courts	11.00	1.00	court per	5,607	1.00	court per	6,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Playgrounds (Youth & Tot)	18.00	1.00	site per	3,427	1.00	site per	3,000	Need Exists	3	Site(s)	Need Exists	3	Site(s)
Dog Exercise Area	5.00	1.00	site per	12,336	1.00	site per	25,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Skate Board Area	1.00	1.00	site per	61,682	1.00	site per	65,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Multi-Use Trails (Miles) (Paved)	1.10	0.22	miles per	254,884	0.30	miles per	1,000	Need Exists	17	Mile(s)	Need Exists	18	Mile(s)
Multi-Use Trails (Miles) (Unpaved)	0.75	0.22	miles per	373,830	0.30	miles per	1,000	Need Exists	18	Mile(s)	Need Exists	18	Mile(s)
Outdoor Pools	2.00	1.00	site per	30,841	1.00	site per	50,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Spraygrounds	1.00	1.00	site per	61,682	1.00	site per	25,000	Need Exists	1	Sites(s)	Need Exists	2	Sites(s)
Nature / Discovery Centers	1.00	1.00	site per	61,682	1.00	site per	100,000	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)
INDOOR AMENITIES:													
Indoor Aquatic Space (Square Feet)	7,140.00	0.12	SF per	person	0.50	SF per	person	Need Exists	23,701	Square Feet	Need Exists	24,380	Square Feet
Indoor Recreation Space (Square Feet)	69,858.00	1.13	SF per	person	1.50	SF per	person	Need Exists	22,665	Square Feet	Need Exists	24,702	Square Feet
2014 Estimated Population	61,682												
2019 Estimated Population	63,040												

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4.2 SERVICE AREA ANALYSIS/EQUITY MAPPING

Service area maps (equity maps) and standards assist staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the City of Lodi service area and how effective the service is as it compares to the demographic densities.

In addition, looking at guidelines with reference to population enables the city to assess gaps in services, where there are gaps or overlaps with respect to a specific facility or amenity. This allows the city and the department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area.

The service area maps that were developed for each of the following major assets:

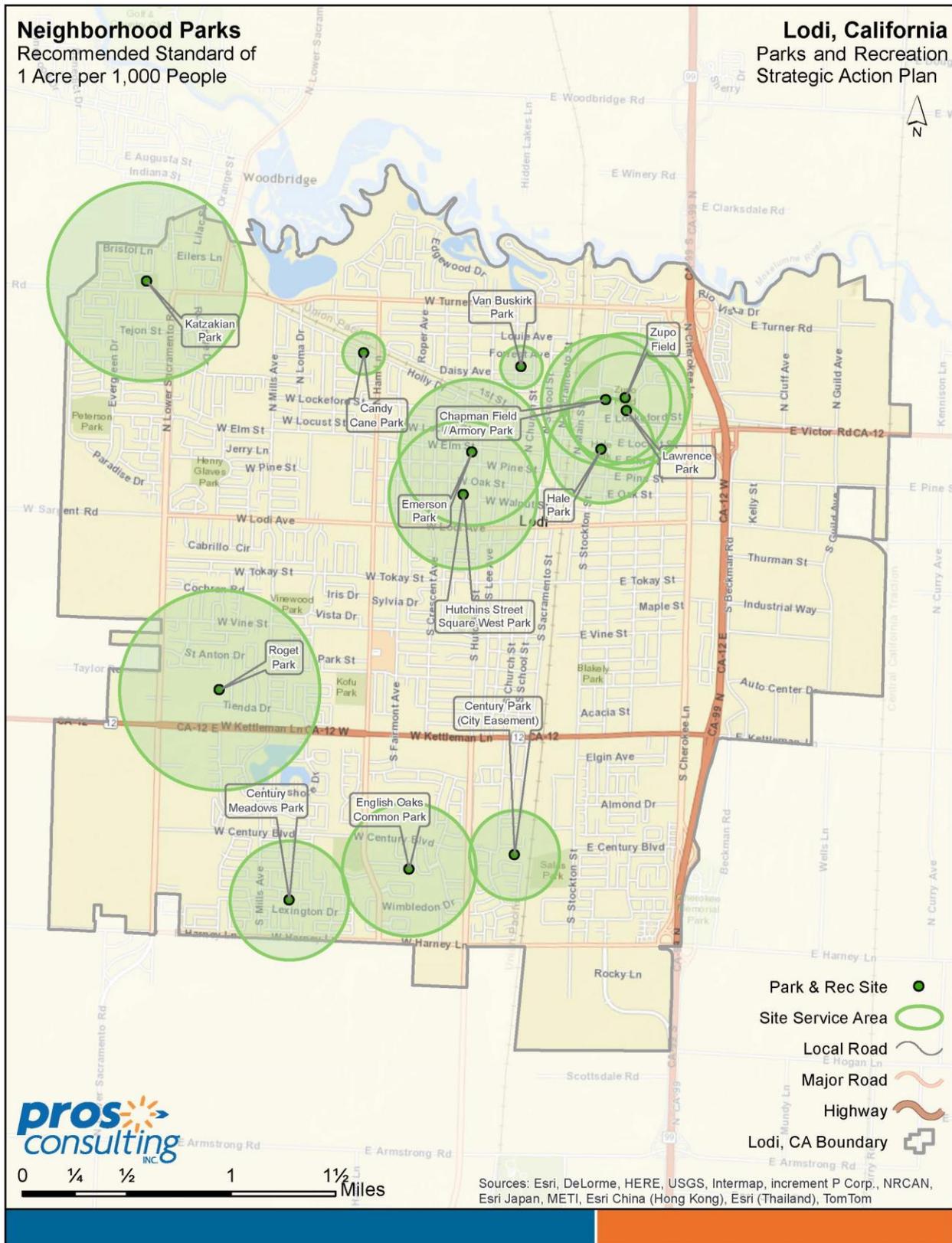
- Neighborhood Parks
- Community Parks
- Regional Parks
- Picnic Shelters (Not Rentable)
- Picnic Shelters (Rentable)
- Diamond Fields
- Multi-use Fields
- Cricket Fields
- Outdoor Basketball courts
- Tennis Courts
- Playgrounds
- Dog Areas
- Skateboard Areas
- Outdoor Pools
- Spraygrounds
- Indoor Aquatic Space

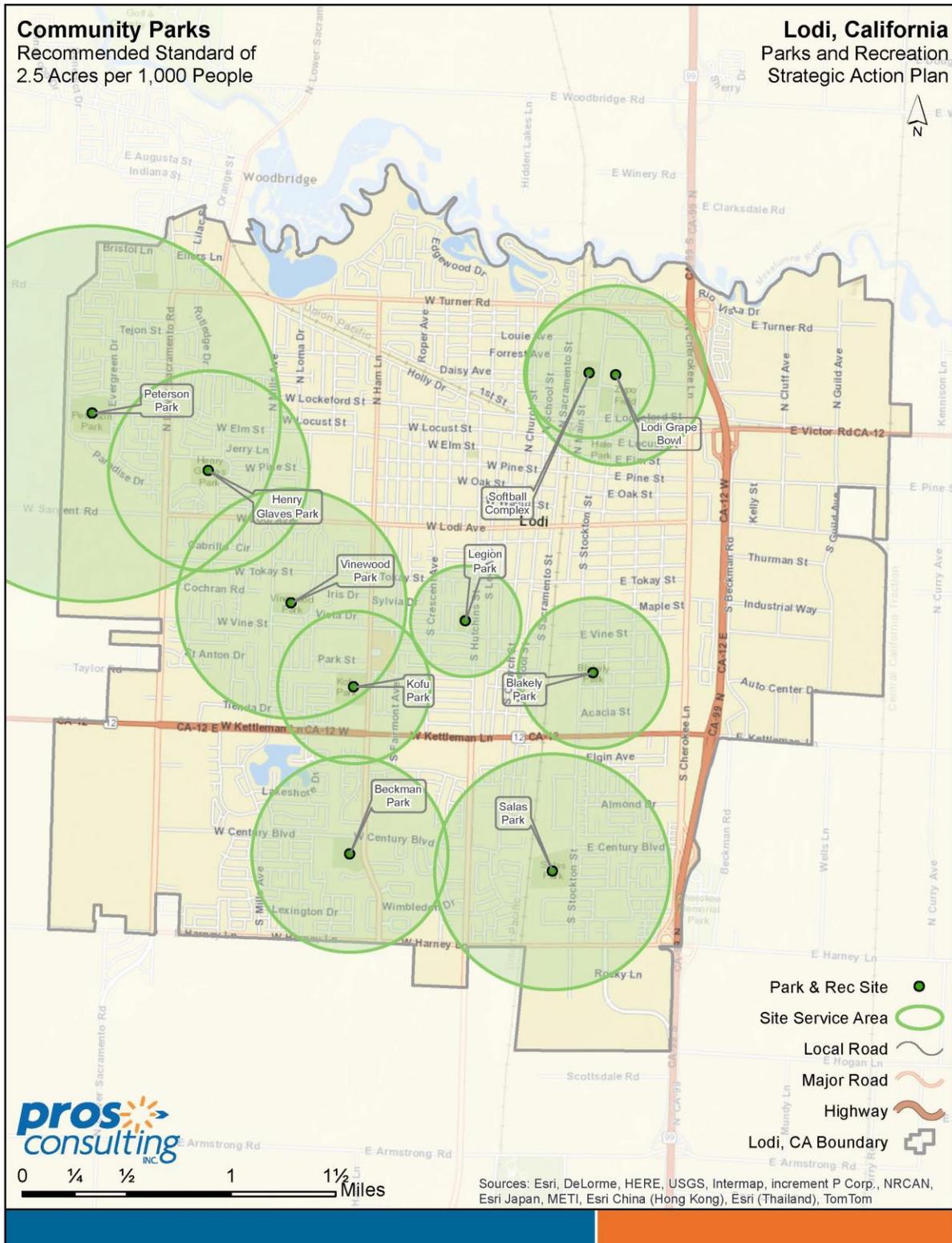
The source for the population used for standard development is the 2013 estimated population and projected 2018 population as reported by Environmental Systems Research Institute, Inc. (ESRI) Estimated population for 2013 is 61,682; 2018 population is projected at 63,040.

The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity while the ring extends out to how far that amenity serves the population based on the number of amenities at that location, the levels of service standards established and the density of population in that place.



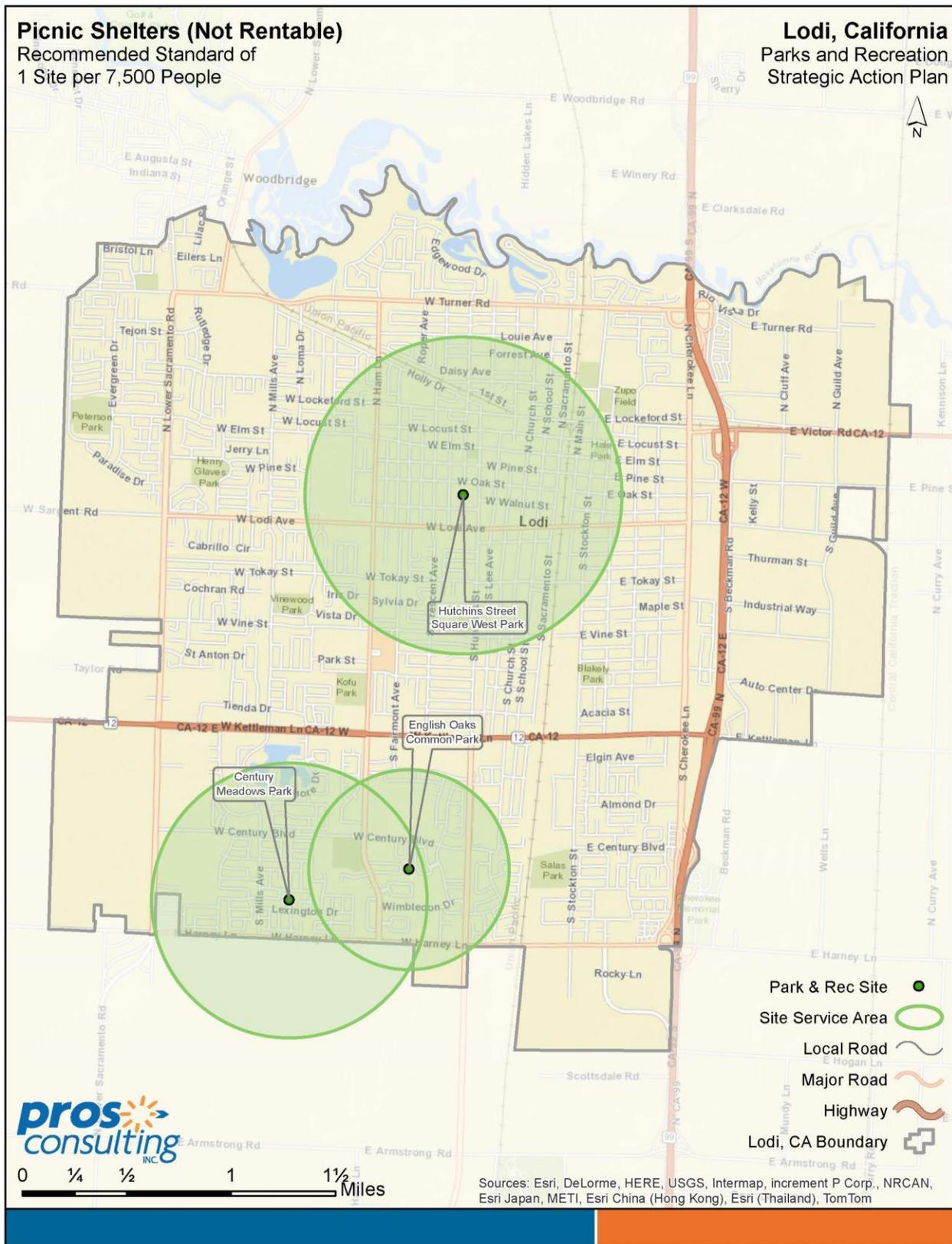
4.2.1 PARKS

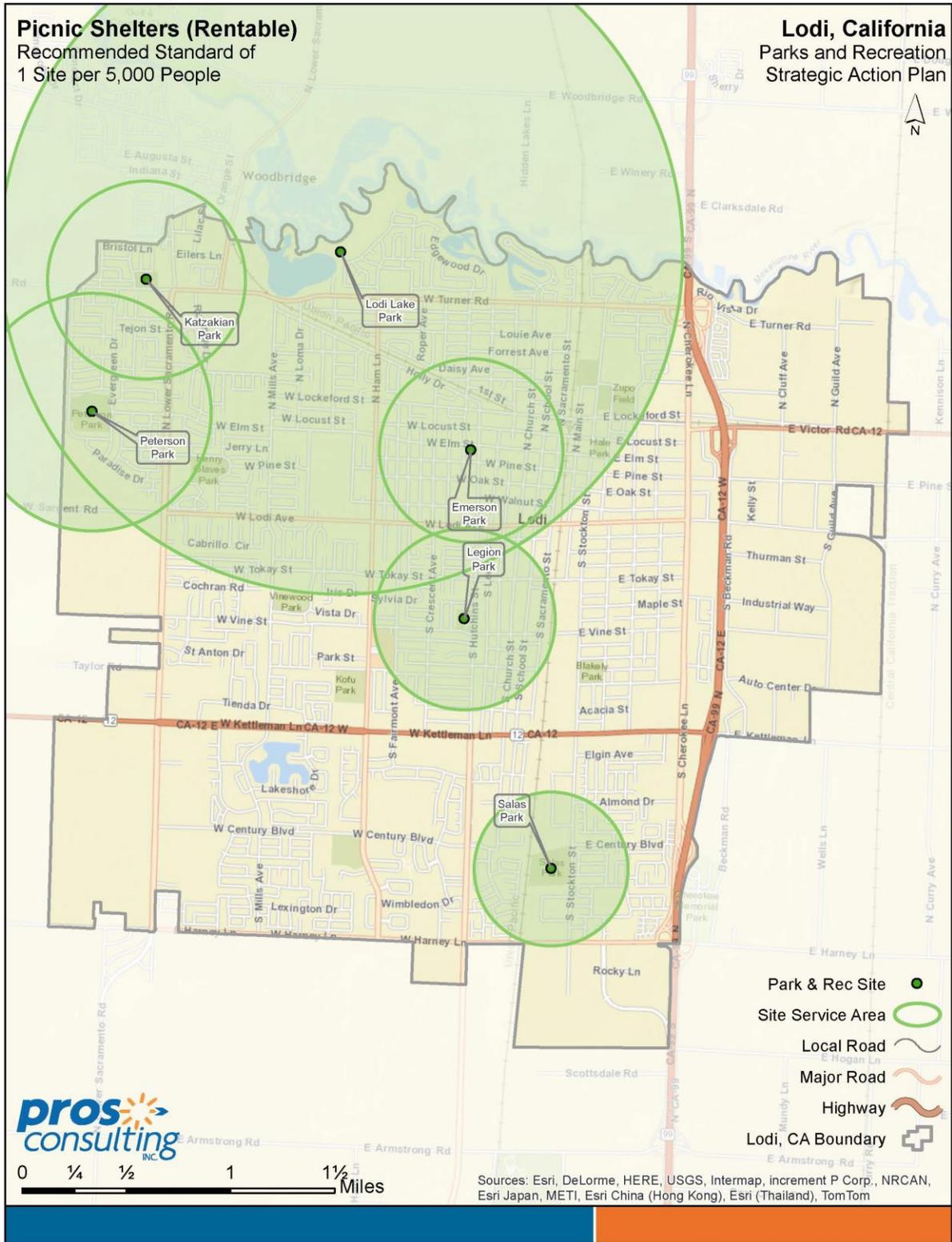


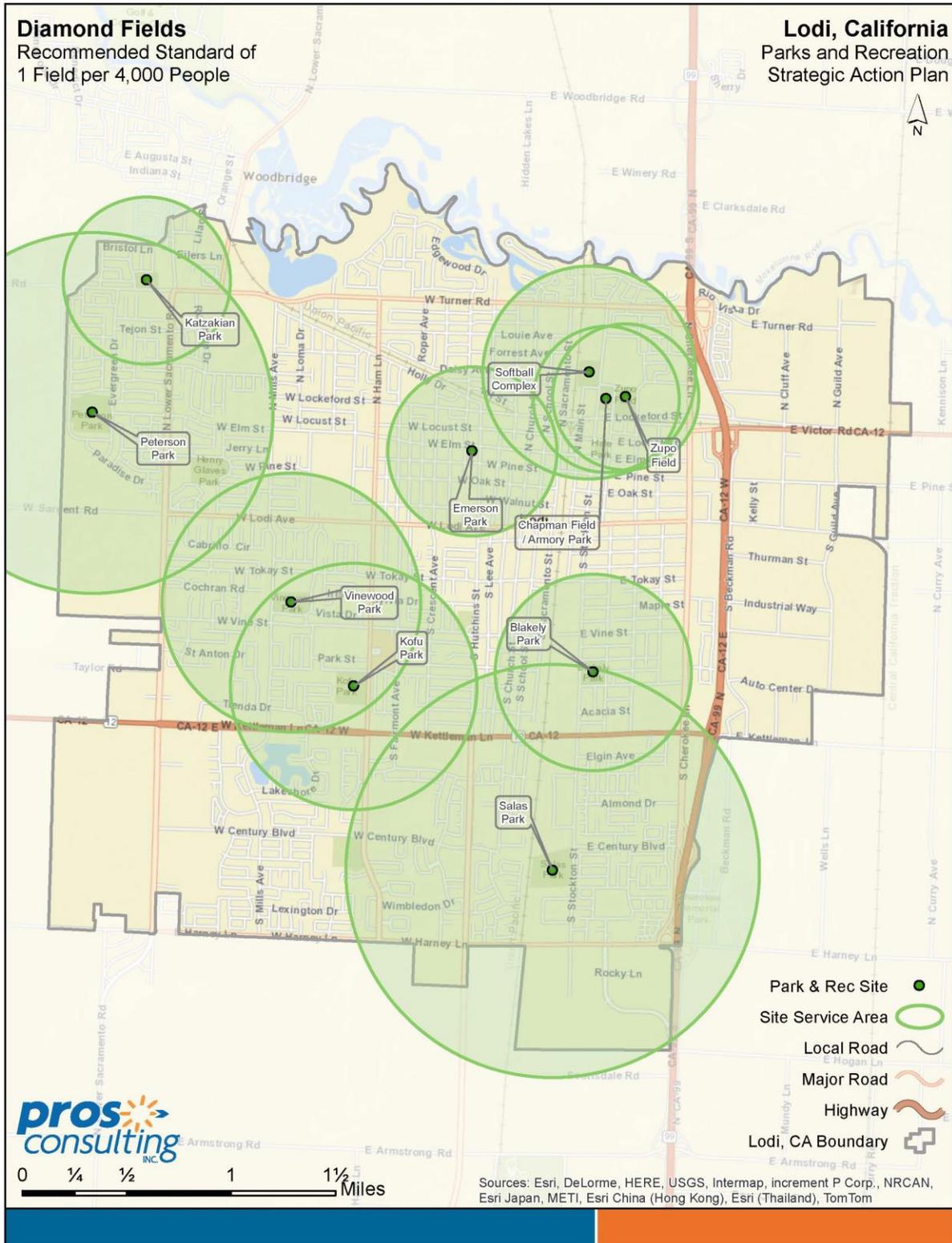


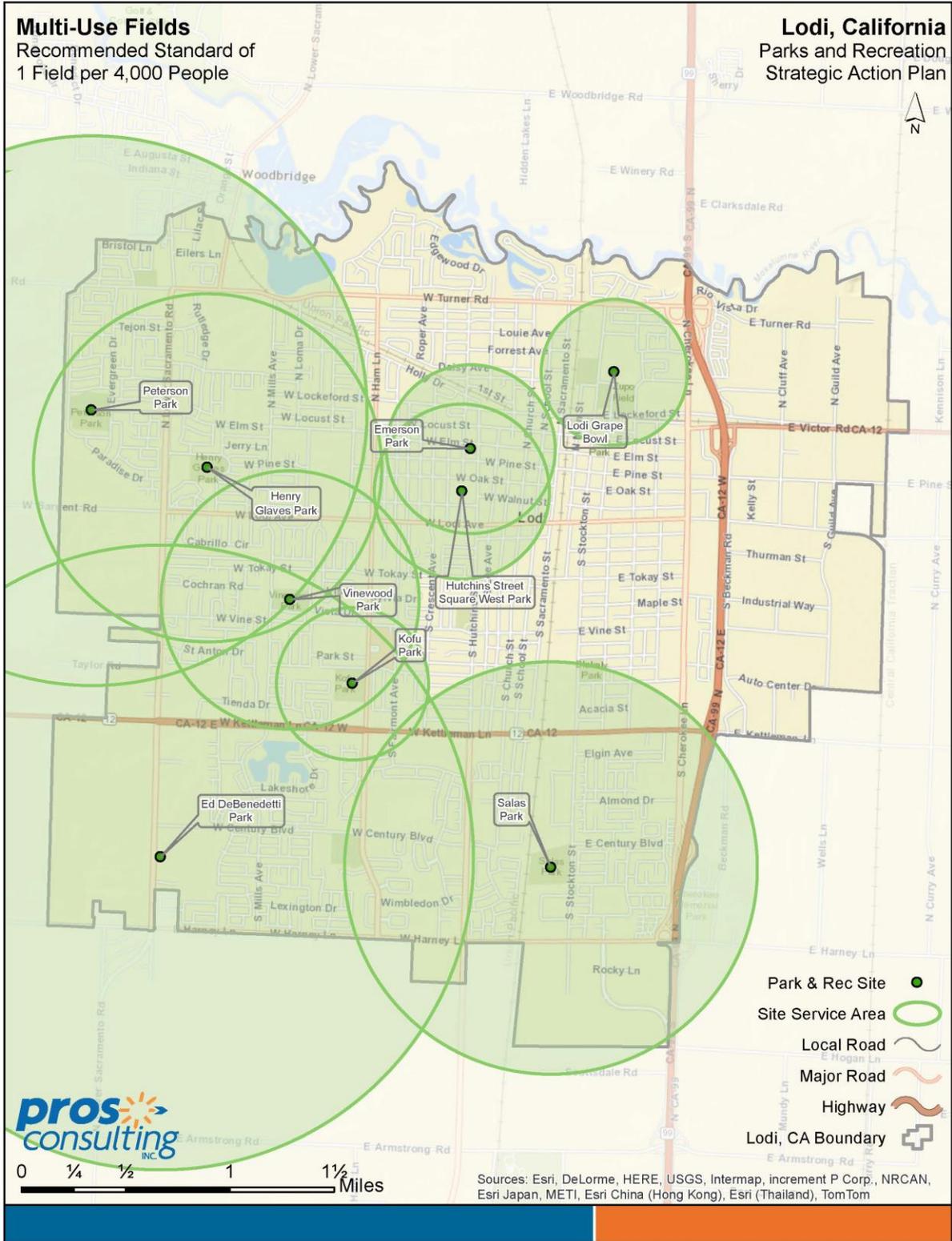


4.2.2 AMENITIES

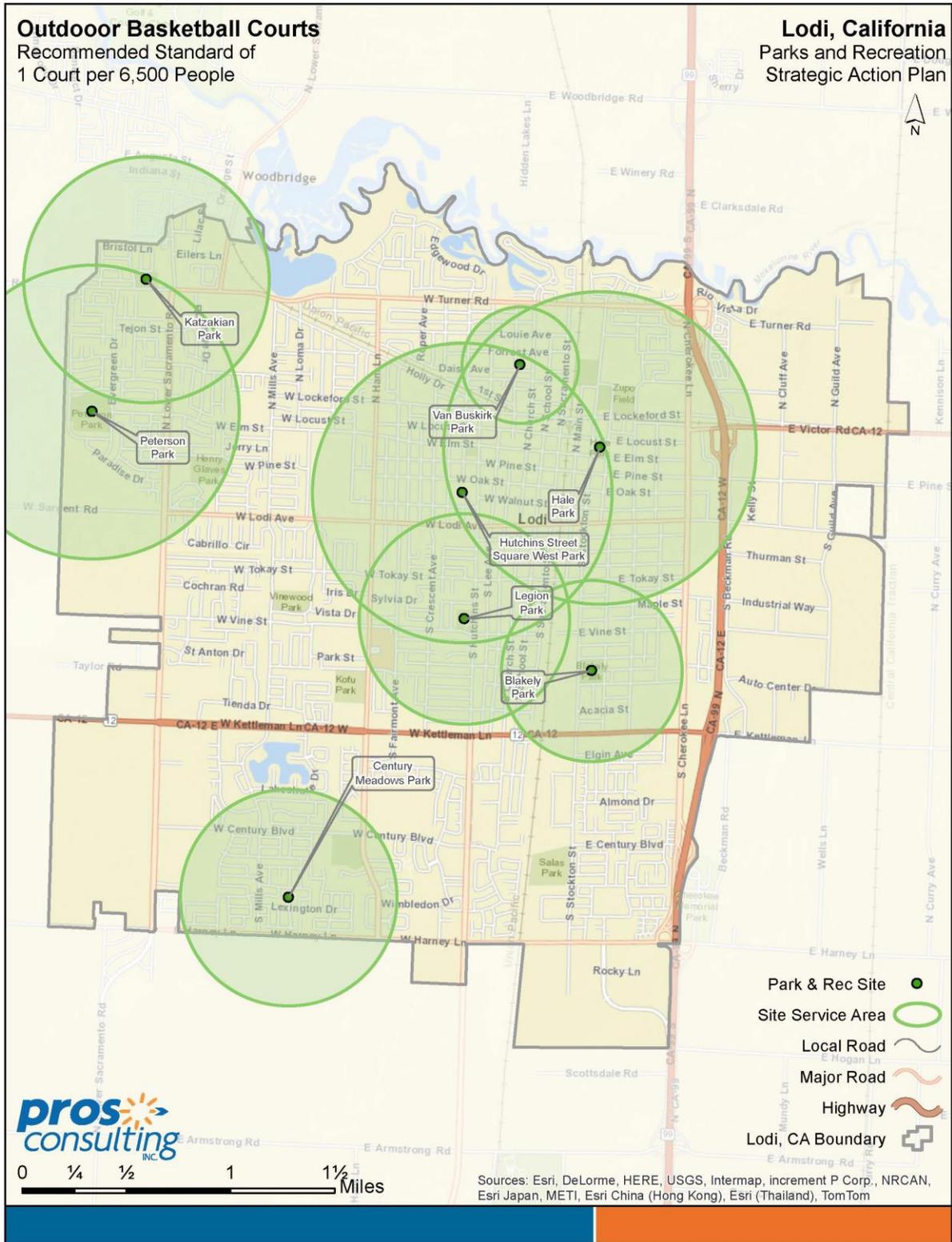


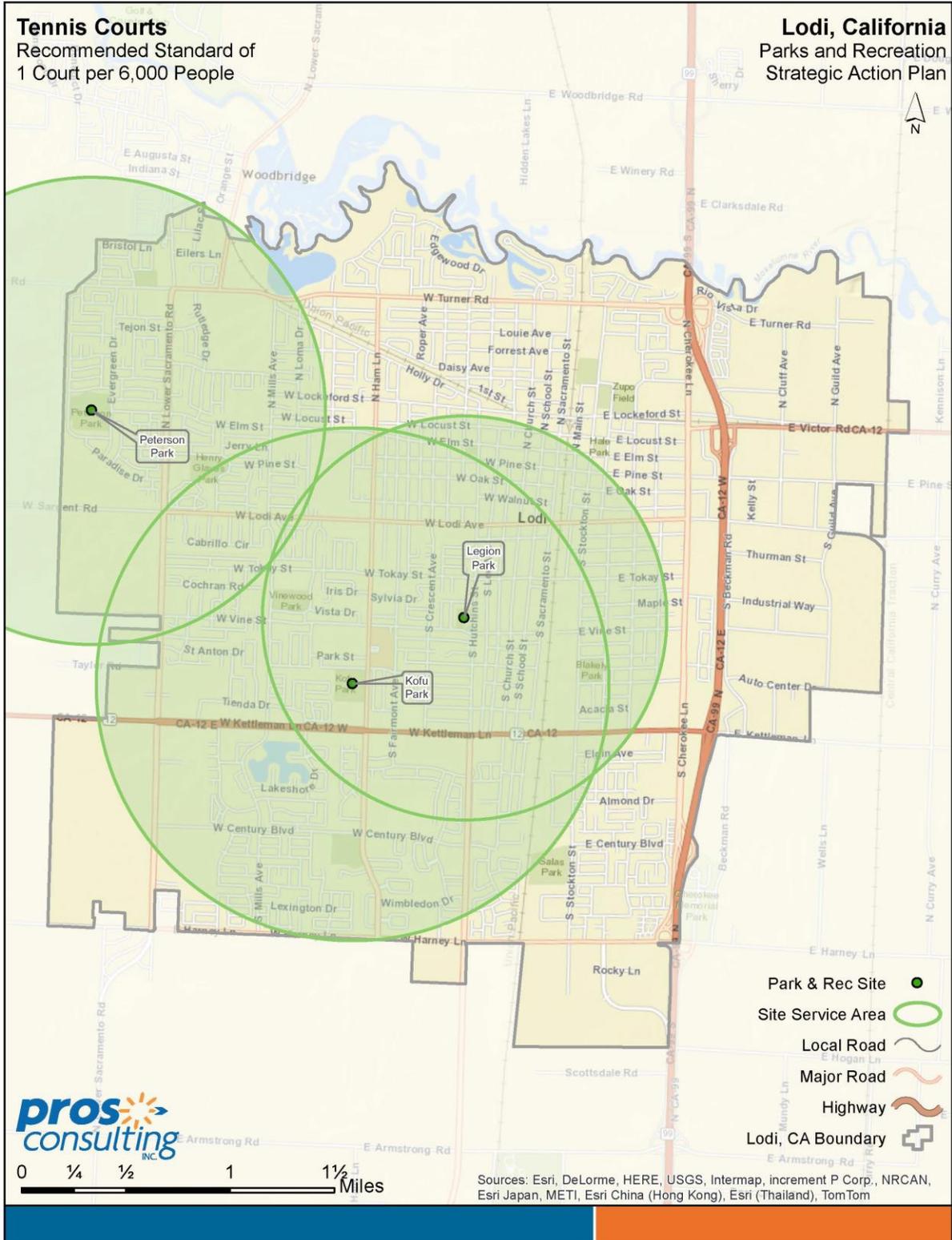


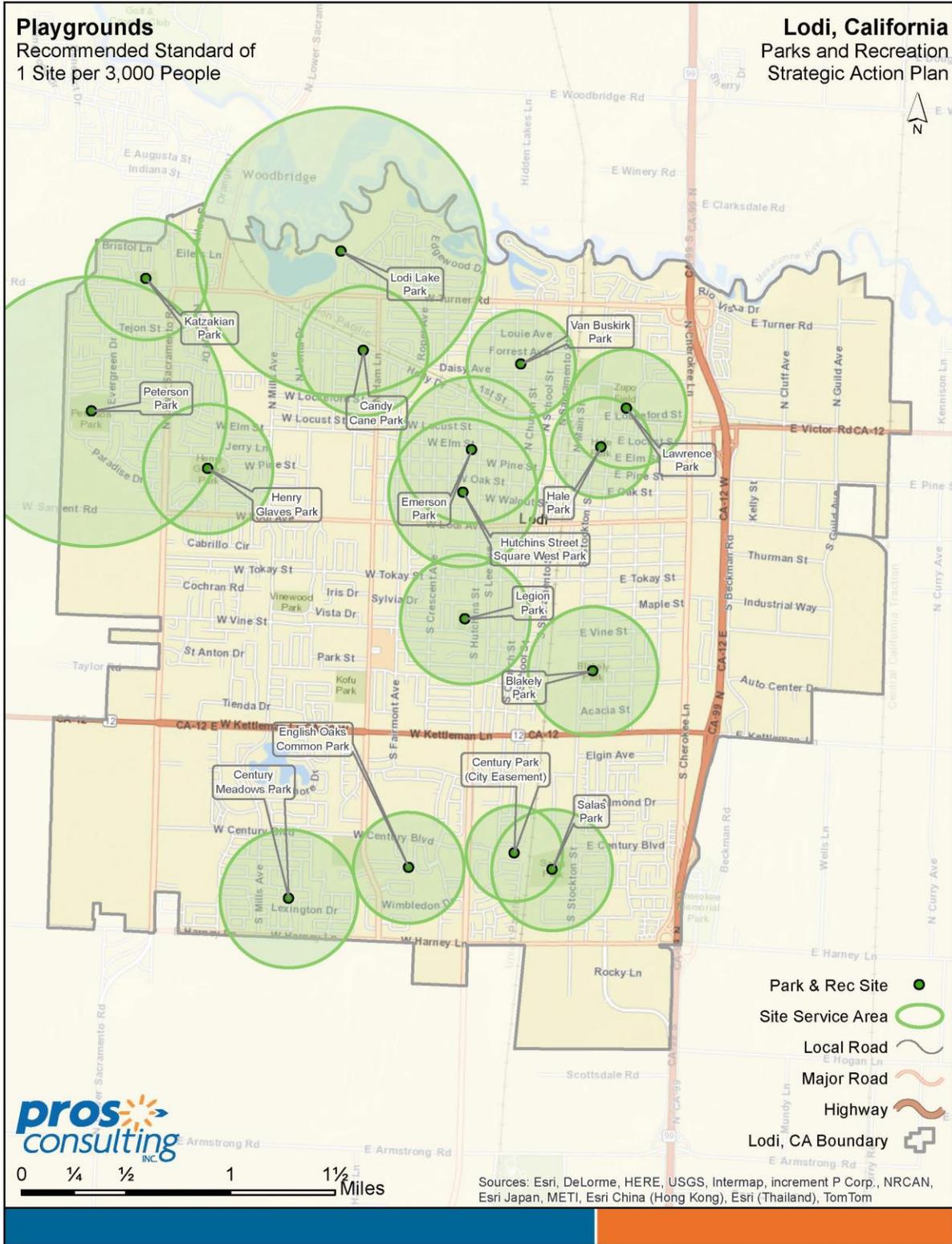








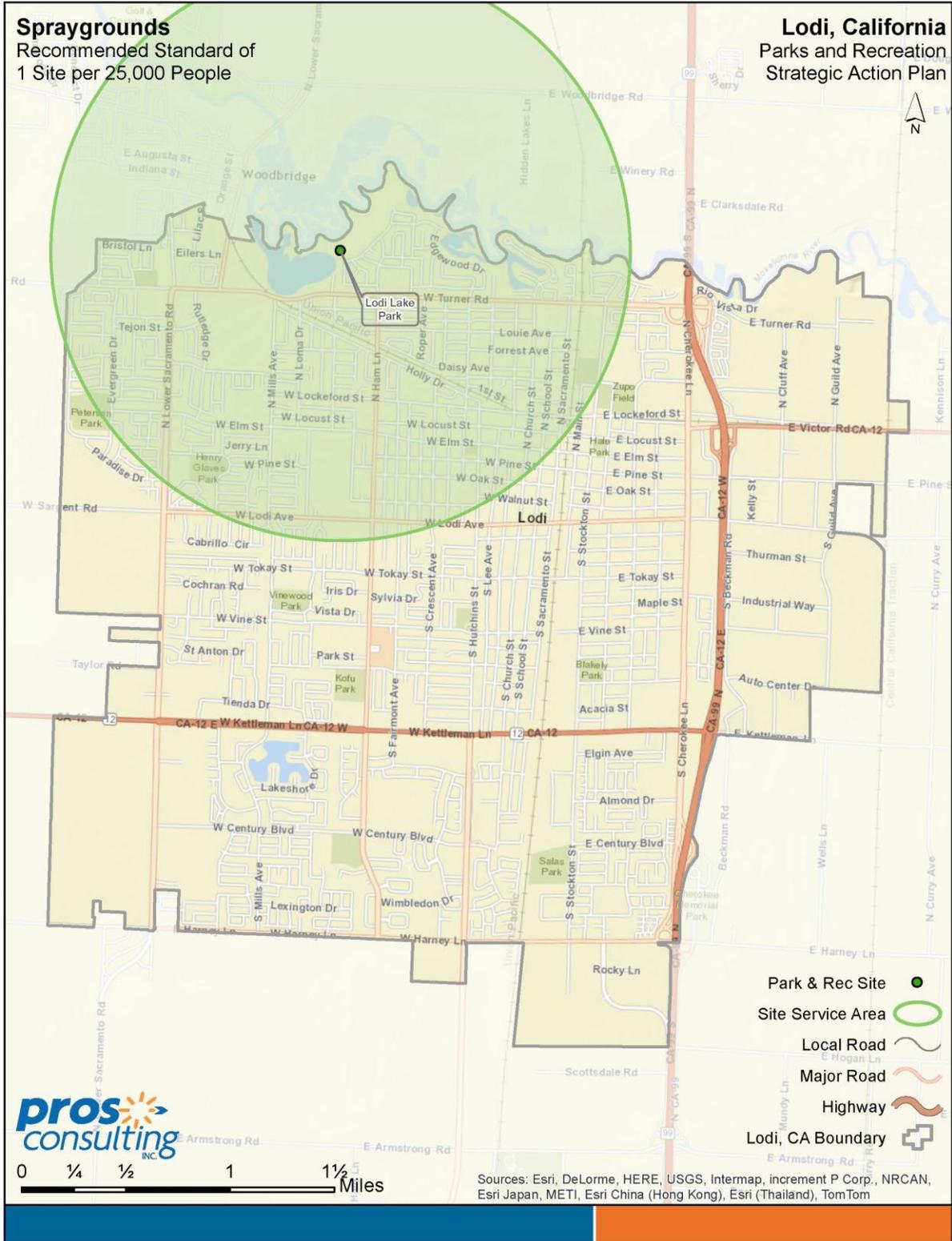


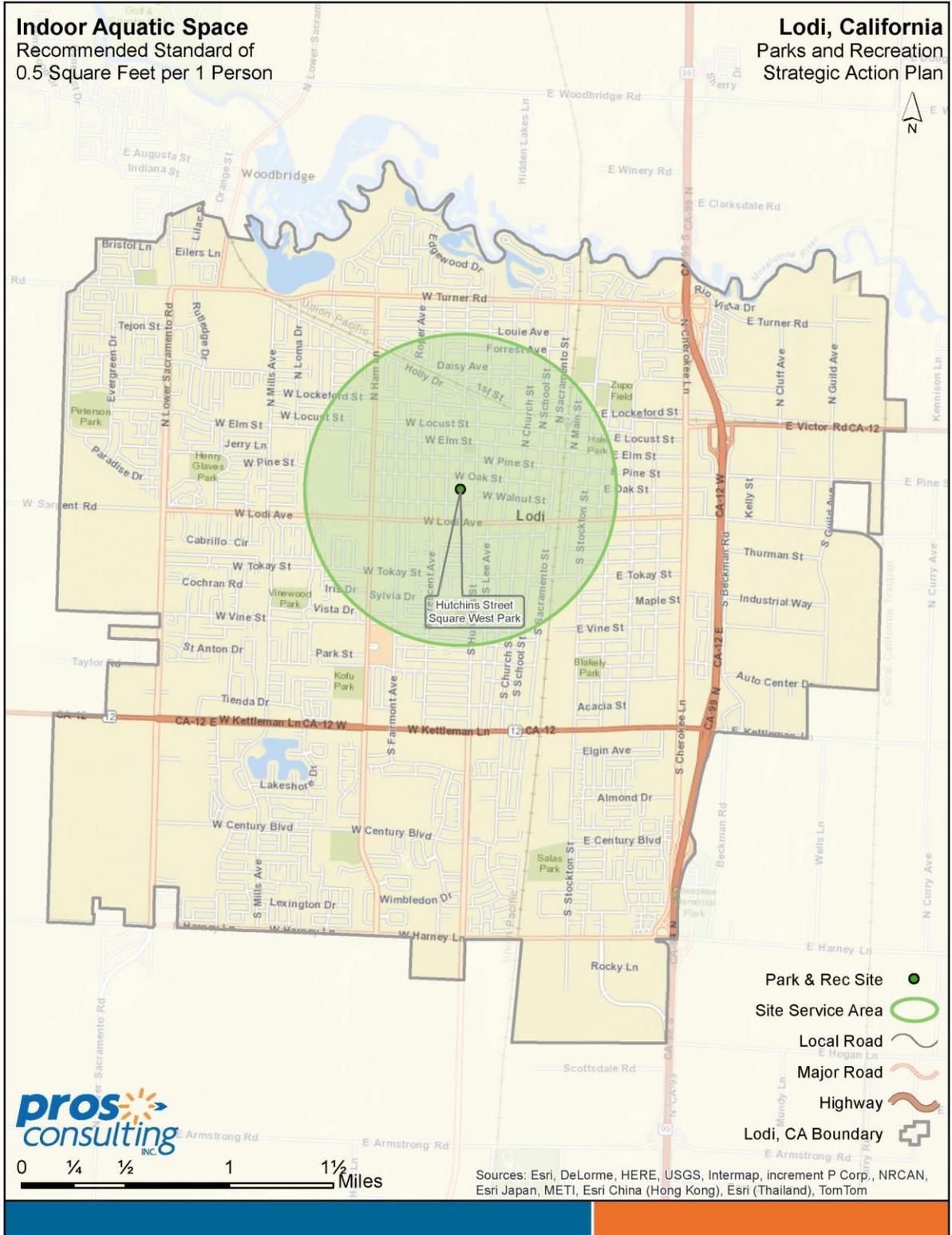


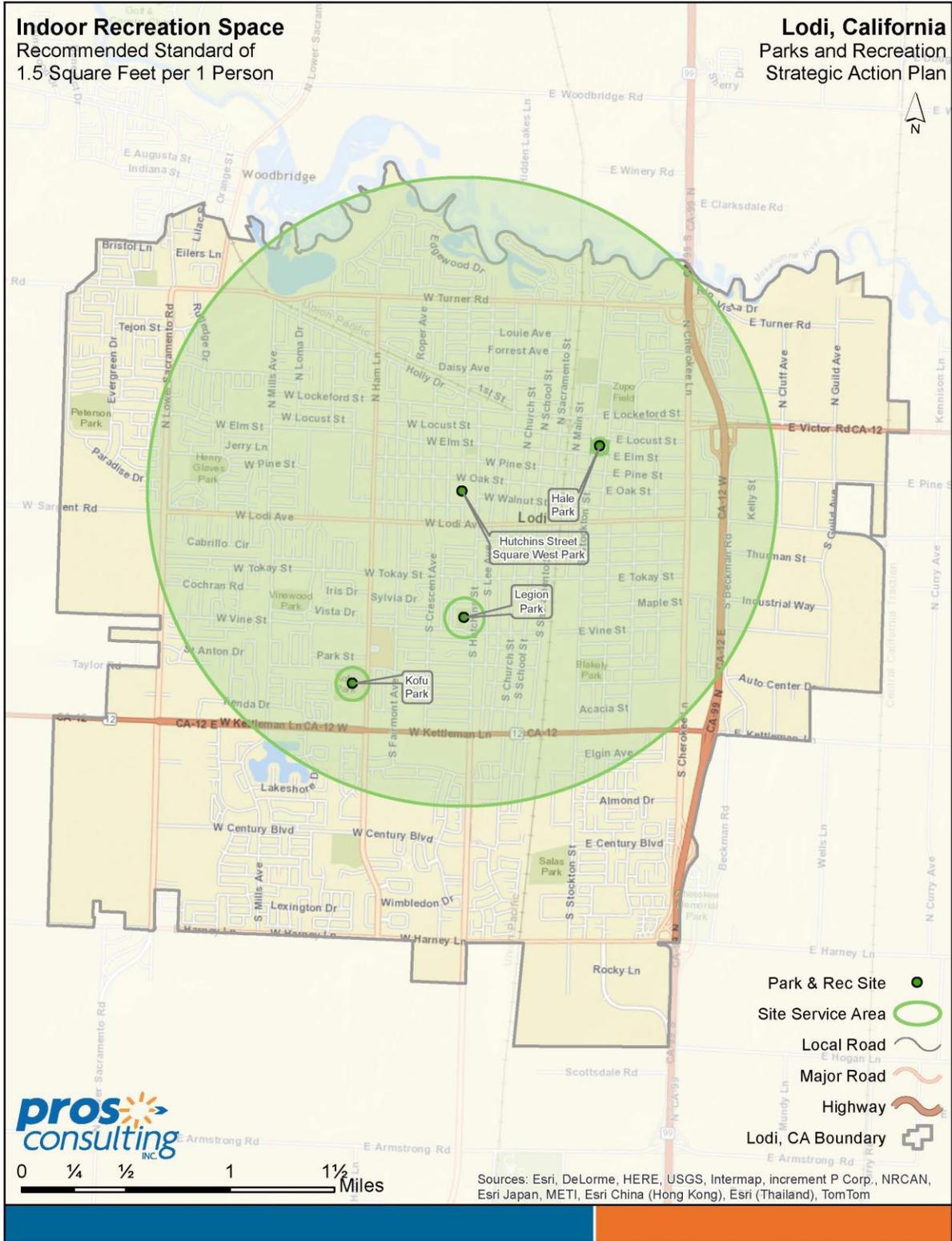












4.3 PRIORITIZED FACILITY AND PROGRAM NEEDS ASSESSMENT

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/ amenity needs and recreation program needs for the community served by the City of Lodi Parks, Recreation and Cultural Services Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/ amenities and recreation programs. For instance as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for different facilities/ amenities and recreation programs.
 - Importance ranking for facilities - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third) and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.



As seen below, Walking and biking trails, Small neighborhood parks, Nature Trails, Indoor fitness, running track and exercise facilities and the Lake Area and are the top five highest facility / amenity priorities in Lodi.

Lodi	
Facility/Amenity Priority Rankings	
	Overall Ranking
Walking & biking trails	1
Small neighborhood parks	2
Nature trails	3
Indoor fitness, running track & exercise facilities	4
Lake area	5
Outdoor swimming pools/water parks	6
Playgrounds	7
Large community parks	8
Indoor theater & cultural arts facilities	9
Wildlife conservation areas	10
Off-leash dog park	11
Outdoor amphitheater	12
Indoor basketball/volleyball courts	13
Outdoor picnic shelters	14
Outdoor disc golf	15
Youth baseball fields	16
Outdoor basketball courts	17
Outdoor tennis court	18
Adult softball fields	19
Outdoor skateboarding parks	20
Football/lacrosse/cricket fields	21
Youth softball fields	22
Pickleball courts	23

As seen below, Adult fitness and wellness programs, Community special events / cultural festivals Water Fitness programs, Youth Sports programs, and Youth Learn to Swim programs are the top five highest program priorities in Lodi.

Lodi Program Priority Rankings	
	Overall Ranking
Adult fitness & wellness programs	1
Community special events/cultural festivals	2
Water fitness programs	3
Youth sports programs	4
Youth Learn to Swim programs	5
Volunteer opportunities	6
Adult painting, arts, sculpturing classes	7
Senior programs	8
Pre-School programs/early childhood	9
Nature education programs	10
Adult sports programs	11
Adult theatre, dance, singing, musical instrument classes	12
Before & after school programs	13
Youth theatre, dance, singing, musical instruments classes	14
Youth fitness & wellness classes	15
Gymnastics & tumbling programs	16
Youth summer camps	17
Youth painting, arts, sculpturing classes	18
Tennis lessons & leagues	19
Programs for people with disabilities	20
Martial arts programs	21



CHAPTER FIVE OPERATIONAL AND MAINTENANCE PLAN

5.1 OPERATIONAL STAFF ASSESSMENT

As a part of assessing the internal organizational culture and operations, the consulting team administered an employee organizational survey over a six week period starting September 2014. Forty-two (42) staff employees participated in this survey which serves as a good yardstick to assess current employee sentiment **at a point in time**. Of the 42 responses, 15 are full time employees and 27 are part time employees.

This assessment, provided in **Section 5**, was undertaken as a part of the Malcolm Baldrige Criteria for Performance Excellence. It is titled - “Are We Making Progress” and was circulated to employees Department-wide. For organizations that have been using the Baldrige Criteria for Performance Excellence, the questionnaire is conveniently organized by the seven Criteria Categories.

The areas reviewed through this employee assessment template include:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Measurement, Analysis and Knowledge Management
- Workforce Focus
- Process Management
- Cultural Results



The results by each area are provided in the following pages. These are the key findings from each one of the key areas and do not list every single question asked of the respondents. Detailed information about these responses will be provided in the **Appendix B**.

- The summarized findings are color-coded based on the following:
 - 33% or less responses Agree or Strongly Agree - Red
 - 34% - 66% of responses Agree or Strongly Agree - Yellow
 - 67% or higher responses Agree or Strongly Agree - Green

The reason for evaluating the culture of the organization is to better understand and assess how your organization works. After understanding the culture of the organization it will make it easier to build, maintain, or implement change in the organization. Understanding your employees’ needs and concerns will help develop them within the organization and help make your organization resilient.

5.1.1 LEADERSHIP

As per the chart below, the employees indicate a moderate level of confidence in their senior leadership. The ability and willingness of the leadership to create a positive work environment and to ensure alignment with organizational values are critical stepping stones in the successful implementation of any planning process.

The areas of opportunity identified by the staff were leaders using organization's values to guide employees (60%) and the organization asking what staff members think (45%).



Consultant Recommendations

Proactive communication with the staff and greater staff involvement on a consistent basis would be important to address these issues. This could be in the form of a weekly blog from the Director, a weekly Department newsletter, quarterly staff meetings, etc. Engaged employees are happier and more productive versus unengaged employees

Also, reinforcement of visuals of the values and mission throughout the department as well as evaluating the Department's work cultural on a yearly basis. Continually to re-evaluating the work culture can help management understand how employees feel about certain actions/processes and will help the Department to take action in improving the culture within the organization.

The Department should develop leadership training for top and middle managers. This training will help managers understand how to engage, inspire, and empower employees.



5.1.2 STRATEGIC PLANNING

This overall section follows a similar pattern of response for Strategic Planning as indicated in the previous section.



Consultant Recommendations

Consistent with the recommendations in the leadership area, proactive information sharing and building a culture of innovation that allows employees to try new ideas and new initiatives would be useful in addressing these concerns.

It is recommended that the Department encourage staff to develop work plans as a part of their day-to-day operations. These work plans could be tied into performance metrics that should be developed so that staff is better able to identify and report progress. This would help the organization make changes more quickly.

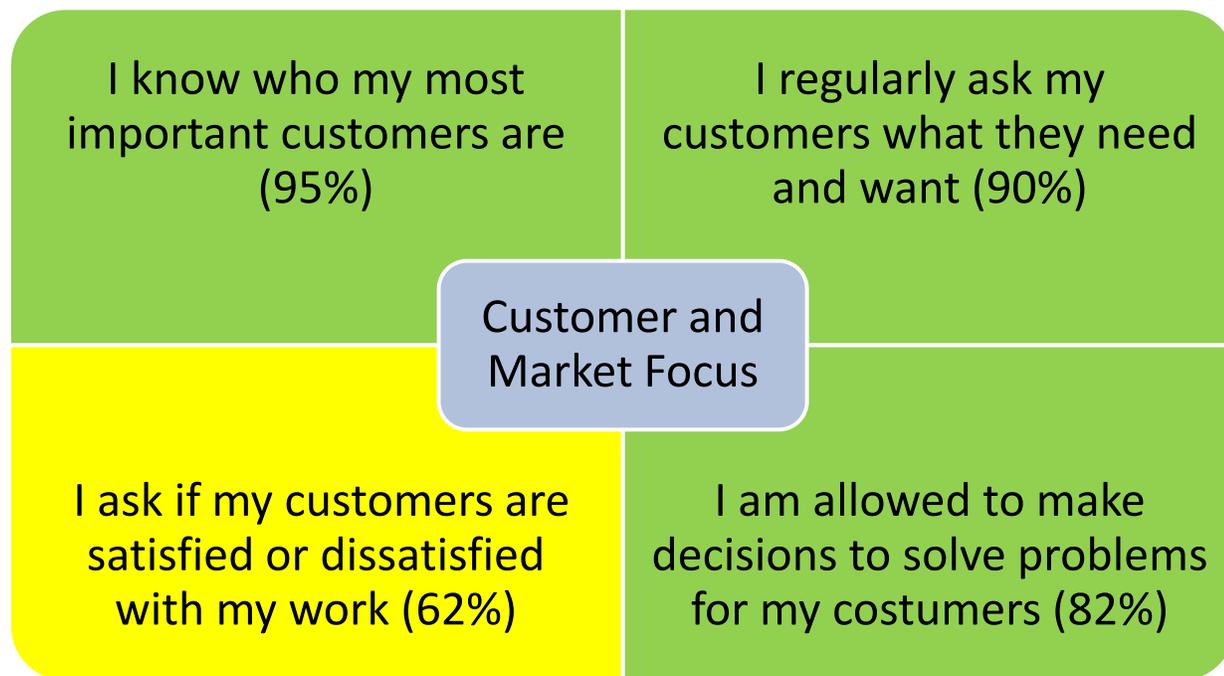
Additionally, conducting the Sterling Model assessments on an annual basis would be helpful for Department leadership to be able to gauge trends and improvements in key areas over time.

Create recognition programs for staff that implement new ideas that enhance productivity, improve financial sustainability or increase visitor and users experience. Idea boards should be put up throughout the Department buildings on how to make improvements to areas of concern.

5.1.3 CUSTOMER AND MARKET FOCUS

As seen from the graphic below, this is an area that the Department is performing at a high level. Too often agencies are focused on offerings services they want to offer versus those that their customers may actually need. Based on staff responses, individual staff members have a high awareness of who their most important customers are (95%) and regularly ask them what they need and want (90%).

It is very encouraging to see 82% respondents state that 'I am allowed to make decisions to solve programs for my Customers.' This number speaks positively to a culture of empowerment as it applies to customer relations. Employee empowerment is a key component to building an organization culture that prides itself on teamwork and sense of pride and ownership.



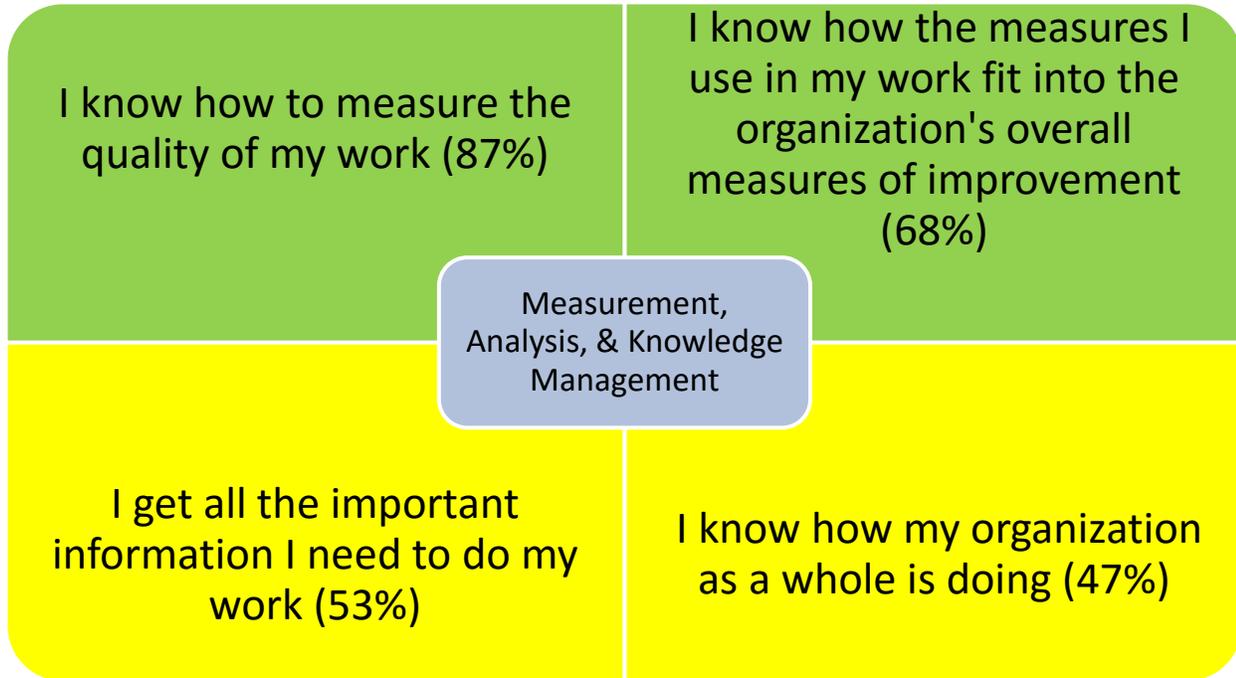
Consultant Recommendations

Continue to let staff make customer need decisions in the field and share those decisions with the entire organization. Develop intercept surveys at various programs and events that ask how the organization is doing and how to improve their experience at park programs and events. Develop a yearly program plan that incorporates what the intercept surveys are saying and determine how well the agency is meeting those needs.



5.1.4 MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

Staff responses for measurement, analysis and knowledge management is an area that could use improvement. One of the themes consistently emerging is the perceived existence of a solo-based communications structure. Staff felt they knew what was happening in their own work area but not for the organization as a whole.



Consultant Recommendations

A system-wide communication process will ensure that the information gets communicated consistently at all levels of the agency would be critical in addressing this issue.

Posting performance measures and the results for the Department on a quarterly basis will help staff understand, manage, and improve what the department is doing.

5.1.5 WORKFORCE

Workforce focus has emerged as another area that could use some improvement. Ninety-seven percent (97%) of employees are committed to the organization's success which shows employees trust in what the Department is doing. However, the perception of being cared for could use improvement.



Consultant Recommendations

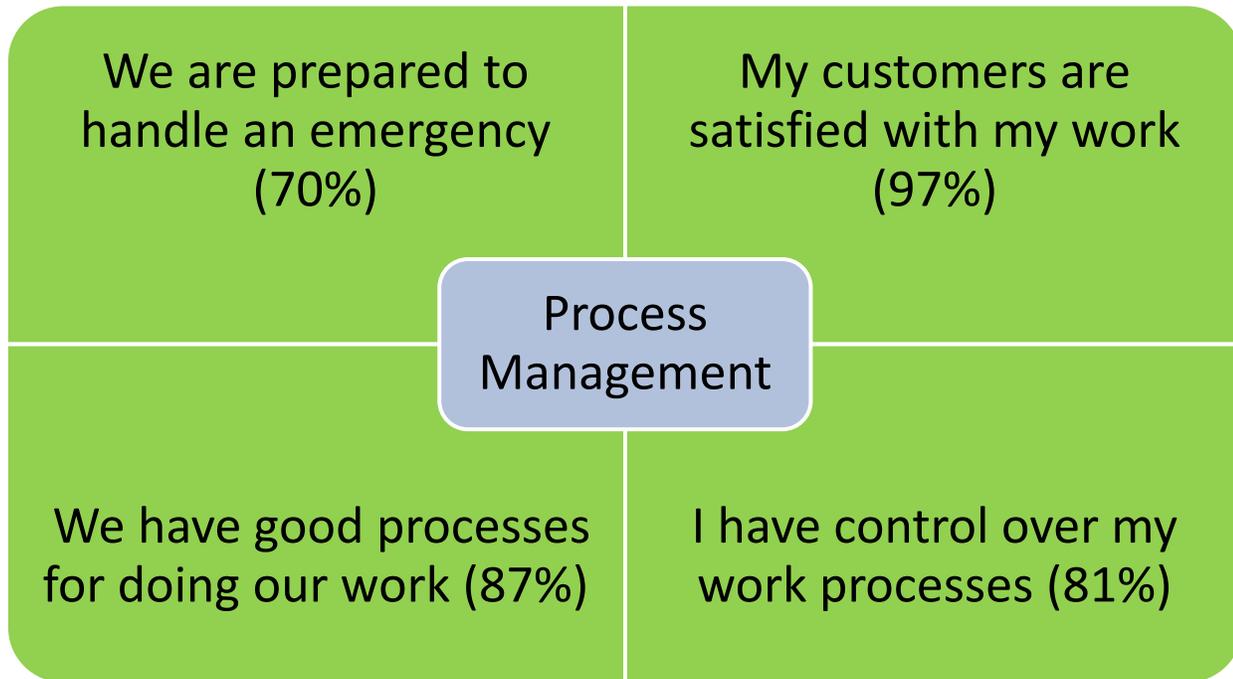
The Department and key leaders in the organization need to recognize and celebrate employee accomplishments at employee and commission meetings. Develop various awards that could be created for teamwork, innovation, customer service, problem solving, etc.

The Department should implement a succession training program for employees that want to stay and advance with the Department.



5.1.6 PROCESS MANAGEMENT

The feedback for Process Management is a strong area of strength for the Department. Overall, the employees indicated that they have sufficient control over their work processes as well as customer satisfaction with their work. Prepared to handle an emergency (70%) could use some improvement.



Consultant Recommendations

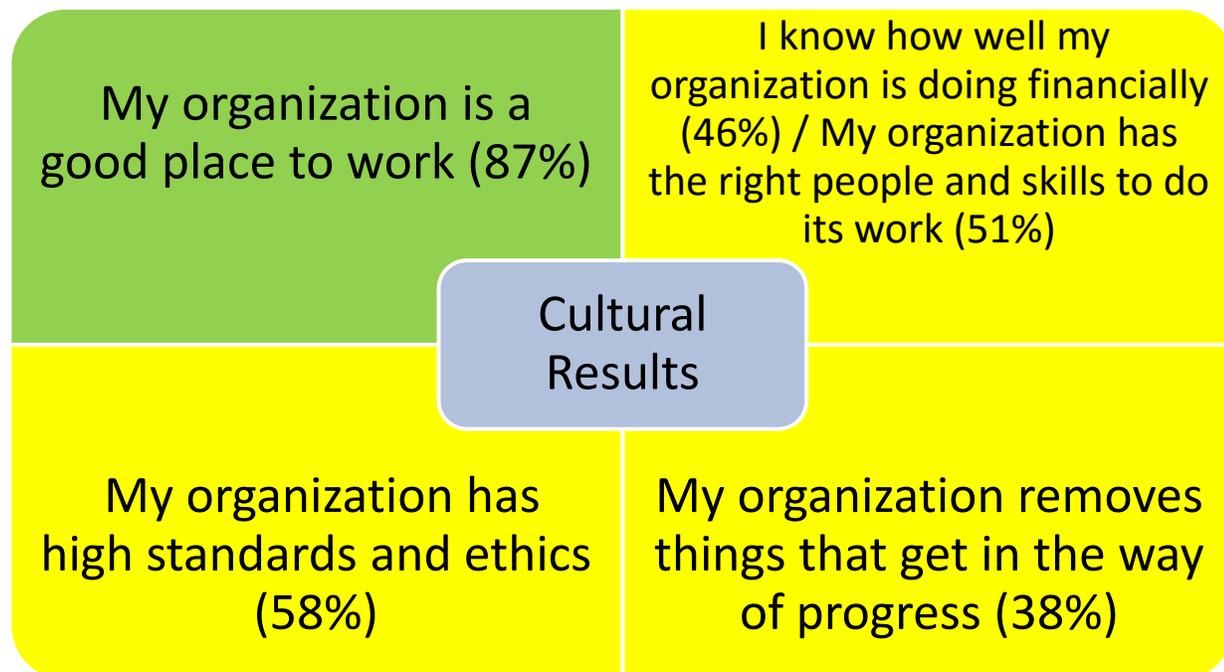
If and when processes become too bureaucratic and cumbersome the Department should determine if the process is core essential, important, or value added. They should determine which division within the agency is the lead function on the process and which division are support functions on the process. This helps to eliminate bureaucracy in the organization.

5.1.7 CULTURAL RESULTS

In reviewing employee responses to this final measure, there is support that the organization is a good place to work. A repeated concern is the limited awareness regarding internal communication or lack of awareness with regards to the organization's overall vision or, in this case, financial performance.

Only half of the employees feel that the organization has the right people and skills to do its work and 58% of employees believe the organization has high standards and ethics.

Also, 38% of staff feel that the organization removes things that get in the way of progress which needs to be addressed.



Consultant Recommendations

The Director or finance director should provide a one page update to staff on how the organization is doing financially. Key metrics should be posted that financially describe how well the organization is doing and key revenue producing facilities and programs. This will help everyone to understand how they can impact the outcome each day in their work.



CHAPTER SIX FINANCIAL PLAN

In an effort to assist the PRCS Department achieve a solid financial foundation, key sustainability principles need to be in place. To professionally manage the business elements of a park and recreation agency, there are areas of emphasis in which the park and recreation director must be proficient. These areas include the following:

- Fundraising
- Partnering
- Government Finance
- Cost Recovery
- Enterprise Management
- Operational Management

This section of the Strategic Action Plan has a series of best practice suggestions that can be implemented in a customized manner for Lodi. No two park and recreation agencies are alike. Their differences stem from how they are governed to how they are funded and operated. The purpose of this section of the Strategic Action Plan is to assist the director to identify things that will need to be addressed to ensure financial sustainability for the agency.

6.1 TOPICS OF IMPORTANCE

6.1.1 FUNDRAISING

- Establish a Friends Group, Park Foundation, or Park Conservancy to help raise money for the system or a specific park.
- Find philanthropists in your community that will support users that do not have the ability to pay for services and have them invest in these users through a park foundation or friends group established for this purpose.
- Teach and train the Park and Recreation Board or Commissions that Friends Groups, Conservancy's and Park Foundations are not in competition with the agency but need to act as your advocate. Placement of the right types of people on these boards is a very important process that needs to be taught and put into practice. These types of boards can meet the level of fundraising desired by the agency if the right people are on the board. Management agreements between each fundraising group needs to be completed each year with goals, dollars to be raised for what purpose and benefit to the agency.

6.1.2 PARTNERING

- Never allow the private or a not-for-profit group make money from the agency's facilities without you receiving a share of the gross revenue. Make sure your split covers your true costs and then the revenue desired based on an operating pro-forma from the event they are creating in the park or recreation facility.
- Privatize services where you do not have the capital dollars to operate and maintain the facility, park or service that the agency owns to a competitive level.
- Have working, signed agreements with all types of partners to include (public/private, public/not for profit and public/public partners). This requires separate operational policies on each type of partnership that is established.
- Do not partner with any single group unless you have your own direct and indirect costs determined. Understand the equitable investment the partner or partners are putting into the relationship.
- All partnerships must have working agreements with measureable outcomes. They are to be reviewed at least every two years as one means to hold each other accountable.
- Ask the private sector to develop team building days in the parks and/or recreation facilities by creating cleanup and fix up days. This builds community support and it will overnight enhance the park or facility to a much higher level and it gives the corporate partner a selling point to their value in the community.
- Determine sponsorship opportunities and levels of sponsorships for your parks system every five years. Use a private sponsorship contractor who knows the value of sponsorships for a percentage of the total amount raised instead of doing it yourself.

6.1.3 GOVERNMENT FINANCE

- Agency needs to know the value of your park system less land value for what your assets are worth and where those assets are in their life cycle. This will allow them to determine where capital improvements need to be made and the cost benefit of those improvements to the system.
- Find dedicated funding sources you can count on annually to support your operational and capital needs.
- Ask your public for a capital improvement levy or bond, paid for from sales tax or property taxes every 10 years or whenever your asset lifecycle of your system falls below 50% of useful life.
- Develop a Business Development division within the agency to pursue grants, establish effective partnerships, create earned income, and develop business plans with staff managing revenue producing facilities to maximize the agency's earned income capability.
- Set up business enterprise systems for revenue producing facilities and programs.
- Develop a cost benefit analysis on all capital improvement projects prior to developing these parks or facility sites to determine if it is financially feasible.
- Develop an annual revenue plan for the agency.
- Reviewing your current financing options sometimes create big savings. Agencies need to have access to cheap capital and refinance if necessary to free up needed debt service capabilities.



- Understand the real details of “Capital.” What are the carrying costs of land, facilities, and equipment? Do not burden an agency with capital projects that cost the agency more to own than the land is worth.

6.1.4 COST RECOVERY

- Budget 3-5% of your total operating budget to support and maintain existing capital improvements and assets.
- Replace revenue-producing equipment every 5 years to keep the user experience relevant and competitive.
- Include your senior management staff on all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all parks and facilities they design to ensure their design is aligned with the agency maintenance operating budget.
- Acquire additional land along trails to setup land leases for concession operations for a land lease to help support operational costs of the trail.
- Know your true costs to deliver program services, maintain parks, trails and facilities, both direct and indirect costs so that you can determine the true costs of services on a unit cost basis.
- Develop business plans on any agency operated program service or facility that costs more to operate than \$100,000 a year with an aim to define and deliver a cost recovery goal.
- Classify your agency’s services based on core essential, important and value added criteria and then price services that are furthest away from your mission at full cost recovery levels.

6.1.5 ENTERPRISE MANAGEMENT

- Set up business enterprise systems for revenue producing facilities and programs.
- Design parks and recreation facilities for efficiency, productivity and to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- Develop a financial policy that allows the agency to keep all earned income revenue in your operating budget without lowering tax dollars received. The agency should not be penalized for generating revenue to keep the agency well positioned for the future.
- When you build a park or trail system, require an agreement from your public officials that you will receive the appropriate amount of operational funding to insure that you can maintain these facilities once developed so you do not put undue pressure on the agency budget. This requires that the staff develop an operational impact cost for each capital improvement developed for the system.
- Budget for marketing and branding of revenue producing facilities at 3-5% of total costs.
- Price your services to the 80% of users who can pay versus the 20% who are unable.
- Do not give any group in your community a larger than necessary discount because of their age, their occupation, their military service etc. All citizens are valuable and should be treated the same. Understand the size of the market for core programs and facilities and how much of the market your agency controls. Is there opportunity to penetrate the market further?
- Study and understand market strategies that will make a measurable difference and improve the economic positioning of the program or facility you are targeting.

- Inform users and partners of what your costs are so they appreciate the value you place into the facility or service. This strategy will help to reduce entitlement.
- Track user analytics to understand who and how often the system is being used by patrons.
- Understand concession management, what it takes to make it worth the time and investment for you to provide the service versus an outside contractor. Don't allow special interest groups to have exclusive rights to concession operations without paying the agency some level of gross revenue.

6.1.6 OPERATIONAL MANAGEMENT

- Stop maintaining things in your park system that nobody uses and remove them from your park system.
- Manage by standards and track costs to implement each type of standard.
- Train staff, regularly on business principals, cost recovery, cost of service and customer service.
- Understand the size of the market for core programs and facilities and how much of the market your agency controls.
- Know the demographics of your users to determine their needs and capability of supporting program and capital costs.
- Track population trends. Communities should track population trends and figure out how demographic changes will affect the agency in the future.
- Agencies need to know how to properly “right size.” We need to shed excess or unnecessary labor. Using contractors is not a bad thing. Have a flexible as possible workforce so that there is little or no carrying costs with the peak seasons are over. Know your true direct and indirect costs to deliver program services, maintain parks, trails and facilities to understand true cost of service on a unit cost basis.
- Hold staff accountable to cost recovery goals for programs, facilities and parks you maintain with revenue to support those services.
- Track employee costs of similar sized park systems. Understand the wages and benefits for all positions every five years to understand how competitive your wages are with other systems. Judge if you are below an acceptable level with or above the standard desired for wages and benefits. The goal should be no more than 60-65% of total operational costs tied to employee cost which includes both direct and indirect costs.
- Employ the right people for the right job, for the right pay, to achieve the right outcome and benefit to the agency. Learn and apply the correct functionality and desired productivity of key positions.
- Reward employees for efficiency and productivity.
- Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility.
- Develop annual revenue and efficiency work sessions with your staff.
- Properly train staff in business management of concession operations.
- Hold employees accountable to productivity standards and cost recovery levels and give them measurable outcomes to manage to and report out quarterly or every six months.



- Develop sustainable performance outcomes to hold all divisions accountable.
- Understand all available revenue sources used by parks and recreation agencies within a given region, state or on a national level that applies best to your local operation. Know the terminology and how to implement them into your system. There are over 150 funding options available to understand and potentially implement.
- Develop a cost benefit analysis on all capital improvement prior to development to determine if it is worth the financial and operational commitment to the agency.



6.2 FUNDING AND REVENUE STRATEGIES

This section identifies funding options to help support operational and capital cost. This is provided from PROS Consulting based on national work with other park systems.

6.2.1 REVENUE AND FUNDING OPTIONS TO CONSIDER FOR GREENWAYS AND TRAILS

The greenway funding opportunities cited below are applicable to organizations and agencies throughout the U.S. that are seeking funding. The most common method for funding greenways is to combine local, public sector and private sector funds with funds from state, federal and additional private-sector sources. Many communities involved with greenway implementation are choosing to leverage local money as a match for outside funding sources, in essence multiplying their resources.

Local advocates and Department staff should pursue a variety of funding sources for land acquisition and greenway construction as well as funding opportunities for operations and maintenance costs. A greenway program that relies on limited funding sources may one day come to a grinding halt should these sources dry up. The following list of sources is divided into:

LOCAL AND STATE FUNDING SOURCES

Land Leases: Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land lease look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions and small restaurants, ice cream shops, bicycle shops, farmers markets and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

Tax Increment Financing (TIF Funds): The concept behind the tax increment financing is that taxes in a designated area are frozen and the redevelopment that occurs in the blighted, conservation or economic development area will increase the assessed valuation of the property and generate new property tax revenues. The increase can be used on an annual basis to retire revenue bonds issued to finance redevelopment costs. A great deal of development is required to generate sufficient revenues to make it work.

Sale of Development Rights below the Ground: Some public agencies have sold their development rights next to greenways below ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis. This has occurred in King County, Washington.

Special Recognition License Tag: In Indianapolis, IN, the Greenways Foundation has a special Greenways designation car tag that provides income to the Greenways Foundation to provide matching grant monies for the City of Indianapolis greenways program. The tag provides \$45 per tag sold back to the foundation.

Greenway Foundations: Greenway Foundations have been developing across the United States over the last 15 years to support greenway matching monies for cities and counties. Greenway Foundations raise money for capital monies and operational money.

Floodway Funding Sources: Many cities and counties have used floodway funding sources to support development and operations of greenways. This funding source is used extensively in Houston, TX and in Cleveland, OH.



Greenway Trust Fund: Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants and gifts.

Greenway Fundraising Programs: Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races and special events. The local managing agency usually gets \$2-\$5 per participant who participates in the events to go back to support the operations and maintenance costs.

Greenways Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenways corridors. These groups raise needed money for designated greenways for capital and operations costs.

Local Private-Sector Funding: Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment
- Donations of services by large corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development

Adopt-A-Foot Program: These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is similar to adopt a mile of highway program. Citizens are encouraged to purchase an engraved foot plaque that is displayed along the trail system. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five year period.

State Departments of Transportation: Many states are the local administrators of federal funding from the Transportation Equity Act for the 21st Century (TEA-21) - see more info below, under Federal Funding Sources.

Community Development Block Grants: Through its State CDBG Program, the U.S. Department of Housing and Urban Development (HUD) provides States with annual direct grants, which they in turn award to smaller communities and rural areas for use in revitalizing neighborhoods, expanding affordable housing and economic opportunities and/or improving community facilities and services.

Safe-Routes to Schools Program: The federal government provides safe-routes to school funding for greenways to promote youth walking to school. Grants are 100% federally funded.

State Water Management Funds: Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include: purchase critical strips of land along rivers and streams for protection which could then also be used for greenways; develop educational materials, displays; or for storm water management.

VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

Greenway Sponsors: A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards and picnic areas.

Volunteer Work: Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations which might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

Estate Donations: Wills, estates and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system.

FEDERAL GOVERNMENT FUNDING SOURCES

Some Federal programs offer financial aid for projects that aim to improve community infrastructure, transportation and housing and recreation programs. Some of the Federal programs that can be used to support the development of greenway systems include:

The Transportation Equity Act for the 21st Century (TEA-21): The primary source of federal funding for greenways is through the Transportation Equity Act for the 21st Century (TEA-21). There are many sections of the Act that support the development of bicycle and pedestrian transportation corridors.

Community Development Block Grant Program (CDBG): The U.S. Department of Housing and Urban Development (HUD) offers financial grants to communities for neighborhood revitalization, economic development and improvements to community facilities and services, especially in low and moderate-income areas. Several communities have used HUD funds to develop greenways, including the Boscobel Heights' "Safe Walk" Greenway in Nashville, TN.

Land and Water Conservation Fund (LWCF) Grants: This Federal funding source was established in 1965 to provide "close-to-home" park and recreation opportunities to residents throughout the United States. Money for the fund comes from the sale or lease of nonrenewable resources, primarily federal offshore oil and gas leases and surplus federal land sales. LWCF grants can be used by communities to build a variety of parks & recreation facilities, including trails and greenways.

LWCF funds are distributed by the National Park Service to the states annually. Communities must match LWCF grants with 50-percent of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity.

Conservation Reserve Program: The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways, along bodies of water and ridgelines.

Wetlands Reserve Program: The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.



Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along City streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department and an urban forestry-management plan.

Small Business Tree-Planting Program: The Small Business Administration provides small grants of up to \$10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30-percent local match required, except in severely distressed areas where federal contribution can reach 80 percent.

National Recreational Trails Program: These grants are available to government and non-profit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program, with an application deadline at the end of January. The available funds are split such that 30% goes towards motorized trails, 30% to non-motorized trails and 40% is discretionary for trail construction.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited greenway funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

American Greenways Eastman Kodak Awards: The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2000) to stimulate the planning, design and development of greenways.

REI Environmental Grants: Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people
- Better utilize or preserve natural resources for recreation

- Increase access to outdoor activities
- Encourage involvement in muscle-powered recreation
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources

Coors Pure Water 2000 Grants: Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

World Wildlife Fund Innovative Grants Program: This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

Bikes Belong: Bikes Belong Coalition is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build TEA-21-funded projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local bicycle dealers (letters of support should be attached). Bikes Belong also offers advice and information on how to get more people on bikes. Government and non-profit agencies are eligible and no match is required. The maximum amount for a grant proposal is \$10,000. Applications may be submitted at any time and are reviewed as they are received.

Wal-Mart Foundation: This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

6.2.2 PARKS & RECREATION FUNDING SOURCES THAT FUND OPERATIONAL AND CAPITAL COSTS

The following funding sources can provide revenue opportunities for the Department, but it will take a dedicated staff person to investigate and pursue the source and manage for the future. The following are funding sources that can be developed for the City.

Redevelopment Money: Redevelopment money from the County or the State to promote economic development in the area. Redevelopment agencies are typically located as part of cities and counties in most states.

Bed Tax (transient occupancy tax): A Bed Tax (transient occupancy tax) money from hotels and motels in the City who would directly benefit from the attractions or special events held at the City park sites. Counties usually manage this funding source, which would require the County to support the funding source. This could be one or two percent added to the existing bed tax to support the development of a specific facility or park.

CDBG Money: This source can be used for a park site. The City does qualify for this funding source.



Local, Regional or National Foundations: Many communities have turned to their local, regional and national foundations in their area to support the development of an element of the park system.

Park Income Tax Issue: This would require local residents to vote on an income tax issue to develop or enhance existing and new parks from income taxes of residents and people who work in the City.

Lease Back Option: The agency would enter into a lease back option with a private finance company to provide the financing for the project. The agency, along with their partners, would agree to pay the development costs back over a 30-year period from the revenues earned from the site or from general fund dollars dedicated to the project.

Partnership Development Agreement: Each partner would develop their respective facilities based on set design guidelines with the City managing all the site elements. Partners would work collectively to promote the site as a whole versus individual amenities. This process was successful for Papago Park, located in the City of Phoenix, AZ. The site included a Major League Spring Training facility and Minor League Baseball Complex, Zoo, Botanical Gardens, History Museum and other attractions on site.

Naming Rights: Private fundraising could be developed to fund a portion or all of it through naming rights for a park site and through individual amenity naming rights. Naming rights are calculated by the number of impression points by visitors to the site. A park could raise 20%-30% of the development costs from naming rights. Individual naming rights could support the development of sports fields, a dog park, skate park, ice rink, BMX track, winter sports area, children's play area, hockey rink and golf course.

This can vary from 3-20 years and is a very common practice in the private sector but is also getting more prevalent in the public sector as well. (Lewisville, TX - Toyota of Lewisville Railroad Park)

<http://www.cityoflewisville.com/index.aspx?page=538>

Sponsorships

These are typically cash or in-kind fees paid to an agency by a brand or a business in exchange for being able to promote their brand or business through the agency's offerings (e.g. programs, events or facilities)

(e.g. City of Roseville, CA: Sponsorships for the Utility Exploration Center)

<https://www.roseville.ca.us/explore/sponsorships.asp>

Crowd-funding

It is the collection of funds to sustain an initiative from a large pool of backers—the "crowd"—usually made online by means of a web platform. The initiative could be a nonprofit campaign (e.g. to raise funds for a school or social service organization), a philanthropic campaign (e.g. for emergency funds for an ill person or to produce an emerging artist), a commercial campaign (e.g. to create and sell a new product) or a financing campaign for a public agency (capital projects or program / operations related e.g. printing costs for all marketing materials)

Crowdfunding models involve a variety of participants. They include the people or organizations that propose the ideas and/or projects to be funded, and the crowd of people who support the proposals. Crowdfunding is then supported by an organization (the "platform") which brings together the project initiator and the crowd. Given below are two examples of the most popular platforms that are currently out there.

- www.Kickstarter.com
 - The Mountair Park Community Farm to build urban farms in unused City Park Space <https://www.kickstarter.com/projects/1255067972/growing-in-the-city-the-mountair-park-community-fa?ref=live>
 - Marketing Support for creating Outdoor Recreation Map <https://www.kickstarter.com/projects/403262169/outdoor-recreation-map-of-the-bob-marshall-wildern?ref=live>
- www.Razoo.com
 - After-School Programs for Environmental Education <http://www.razoo.com/story/Feel-Good-About-Contributing-To-Urban-Sprouts>
 - Local Community Theater Support Group <http://www.razoo.com/story/Team-Wang>
 - Community-Led Design Project <http://www.razoo.com/story/Hsc-Board-Match-Challenge>

Grants: Grants have always been a good source for funding of parks throughout the United States. Grants can be provided by the Federal Government such as the land and conservation fund, transportation enhancement funds for trails and greenways, state grant funds from gambling taxes or alcohol funds and local grants from community foundations. Research for funding included, but is not limited to: Federal / State Grants, Foundation Source and Corporate Grants for areas of support and fields of interest.

Community Forest and Open Space Program: Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation and at least 75% forested.

Land and Water Conservation Fund: Preserve, develop and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities and tennis courts. Federal Funds-Average Award is \$70,000.



Congestion Mitigation and Air Quality Program-fund: This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size \$50-\$100,000.

Community Facilities Grant and Loan Program-Grant Program: This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, child care, community education, theater, senior centers, youth centers and after school programs. CFP match requirements for requests up to \$250,000 are 10-% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

American Hiking Society: Fund on a national basis for promoting and protecting foot trails and the hiking experience.

The Helen R. Buck Foundation: This foundation provides funding for playground equipment and recreational activities.

Deupree Family Foundation: The Deupree Family Foundation provides grants for Recreation, parks/playgrounds and children/youth, on a national basis. This foundation supports: building/renovation, equipment, general/operating support, program development and seed money.

The John P. Ellbogen Foundation: Children/youth, services grants as well as support for capital campaigns, general/operating support and program development.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

6.2.3 OPERATIONAL FUNDING COSTS OPPORTUNITIES

The Department has numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the system:

User fees: User fees to access or use elements of parks exist currently but could be expanded to include fees to access recreation and education programs, a dog park, a BMX track, skate park, nature center, sport leagues, winter sports area, ice skating, spray ground and golf for green fees, carts, leagues and lessons. The City does a good job in accessing user fees now.

Concessions: Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions. Lodi Lake already has a concessionaire in place for canoe / kayak rentals etc. and this can be expanded to other areas as well.

Parking Fees: During major special events, the City could charge a \$5 parking fee for special events in the parks e.g. at Lodi Lake

Field Permits: The Department can issue field permits for practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the Department should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

Admission Fee: An admission fee to an event in the park can be utilized e.g. Taste of Lodi.

Walking and Running Event Fees: Event fees for walking and running events in the park can be assessed for to cover safety staff managing the event in the park.

Food and Equipment Sponsors: Official drink and food sponsors can be utilized for the Department. Each official drink and food sponsor pays back to the Department a set percentage of gross. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise official equipment sponsors work well for trucks, mowers and tractors.

Advertising Revenue: Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trash cans, trail markers, visitor pull trailers, tee boxes, scorecards and in restrooms.

Wi-Fi Revenue: The Department can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to \$20,000-\$50,000 in revenue for similar systems. E.g. Lodi Lake / Hutchins Street Square could be potential sources for this.

Cell Tower: Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers in areas needing cell towers.

Program Fees: Program Fees to support existing programs can be employed in the form of lessons, clinics, camps, life skill programs and wellness and fitness. These types program help support the operations of the park and recreation system as a whole.

Special Event Sponsors: Special Events provides a great venue for special events sponsors as it applies to a concert, stage, entertainment and safety.

Capital Improvement Fee: A Capital Improvement Fee on all programs and events can be added. A capital asset fee of \$2-\$3 on each person who participates in a class, event or program can be incorporated into the cost of the program or event.

Volunteerism: The revenue source is an indirect revenue source in that persons donate time to the Department to assist in providing a product or service on an hourly basis. This reduces the Department's cost in providing the service plus it builds advocacy for the Department.

Special Fundraiser: Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or Department as a whole.

Catering: The Department has many sites that set up well to have high, medium and low level caterers on contract that groups can use. Caterers usually provide the parks with a fixed gross rate on food and beverage at 12%-15% of the cost of food and 18% of drink back to the Department.



CHAPTER SEVEN IMPLEMENTATION PLAN

When developing a Strategic Action Plan it is important to establish a Vision and Mission for the department to guide its efforts for the future. Vision says what the Department wants to be known for and Mission indicates how we get there.

7.1 VISION STATEMENT

The following vision presents Lodi Parks, Recreation, and Cultural Services Department desire for the future:

“To be the region’s leading provider of vibrant spaces and experiences.”

7.2 MISSION STATEMENT

The following mission statement is how Lodi Parks, Recreation, and Cultural Services Department will implement their vision:

“To exceed community and staff needs in an innovative and sustainable manner.”

7.3 VALUES

- Customer Service Excellence
- Innovation / Continuous Improvement
- Inclusion
- Fun / Positive Experiences
- Sustainability (Financial and Environmental)

7.4 GOALS

- Incorporating NRPA’s 3 Pillars - Health and Wellness, Conservation and Social Equity
- Ensuring Financial Sustainability for the organization
- Telling the PRCS story
- Creating a professional organizational culture

7.4.1 OVERVIEW

The following section outlines the Goals and Specific Strategies for five key areas of Lodi Parks, Recreation, and Cultural Services Department. These are broad strategies, while the detailed tactics to fulfill them are provided in **Appendix A** of this Strategic Action Plan. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the Strategic Action Plan truly serves as a living document, which is dynamic and proactively meeting community needs and vision over time.

The key areas for recommendations include:

- Parkland and Facilities
- Recreation Programs
- Maintenance and Operations
- Financing
- Marketing and Communications

7.5 COMMUNITY VISION FOR PARKLAND AND FACILITIES

Acquire property, develop and maintain existing parks and recreation facilities to meet LOS standards and use that enhances property values, provides a benefit to the residents and users and positions the PRCS Department as a regional leader.

7.5.1 STRATEGY

- Ensure the growth of the parks and trails system keeps pace with the needs of the community but does not outpace the financial or organizational resources of the Department.
- Develop design principles for each park in the system to maximize the value and use to make the park as efficient and productive as possible.
- Create a mix of synergistic elements within the system to maximize complementary use at individual sites and throughout the system.
- Strategically add indoor facility space to serve the growing population and meet new recreation demands while ensuring financial sustainability.
- Maximize the use of Lodi Lake to ensure its sustainability and position as a source of pride to the community.

7.6 COMMUNITY VISION FOR RECREATION PROGRAMS

To serve Lodi's diverse community's needs through creative, multi-cultural and multi-generational recreation opportunities and increase program participation from 34% to over 40% in 5 years.

7.6.1 STRATEGY

- Combine increased use of technology and word of mouth to increase awareness and participation rates of program offerings among Lodi residents and tourists / visitors (2nd biggest reason why people participate - 35% is due to friends' participation).
- Build the PRCS brand and tell its story by ensuring greater consistency in program delivery, look and feel through system-wide standards as well as celebrate the diversity of the Lodi community.
- Become a data-driven agency that uses data and analytics to drive decision-making on program offerings and customer feedback.
- Build Volunteerism as a core program.
- Evaluate existing core program areas and their classification / lifecycles to ensure alignment with trends and community needs.

7.7 COMMUNITY VISION FOR MAINTENANCE AND OPERATIONS

Develop an operations and maintenance plan for the park system for all parks, recreation facilities and trails to establish the maintenance cost requirements based on agreed to maintenance standards

7.7.1 STRATEGY

- Develop maintenance standards for all parks, recreation facilities and trails based on the right frequency of maintenance tasks, using the right skill set of employees at the right pay for the right benefit desired.
- Improve intra-departmental coordination and communication and leverage the functional organization structure to aid in limiting silos.
- Develop a school district partnership plan for use of school property for parks and recreation needs of the Department.



- Consider the value of contract or volunteer maintenance of certain tasks to maximize efficiency.
- Build an organizational culture built on innovation and continuous improvement that sustains changes in staff and leadership and creates the 'Lodi' way.

7.8 COMMUNITY VISION FOR FINANCE

Develop a sustainable park and recreation system by enhancing current and potential revenue sources and creating additional dedicated funding opportunities.

7.8.1 STRATEGY

- Reinstigate a capital improvement program in order to provide adequate facilities and services to the public and avoid more costly expenditures over the long term.
- Develop a long term financial plan and cost of service study for PRCS that can help support the implementation plan.
- Develop specific policies for pricing, partnership, volunteer, and earned income and establish Department-wide cost recovery goals over time.
- Implement environmental sustainability practices within the department.
- Update all policy manuals to focus on performance and outcomes.

7.9 COMMUNITY VISION FOR MARKETING AND COMMUNICATIONS

To reduce lack of awareness as a barrier to participation from 28% to less than 20% and to enhance household program participation from 34% to over 40% in 5 years.

7.9.1 STRATEGY

- Develop a marketing strategy and distinct brand identity for PRCS.
- Focus on developing a strong brand and positive brand equity for PRCS.



CHAPTER EIGHT CONCLUSION

In summary, the Lodi PRCS department has turned the corner with respect to financial sustainability and is now poised to continue serving the increasingly diverse community's evolving need. The Strategic Action Plan is a 5 year community-based plan with an established vision, mission and values all resulting in goals, outcomes and performance metrics for staff to hold them accountable.

It is an ambitious plan and will require the Department and the City to embrace the new normal based on partnerships and financial sustainability while building a strong internal culture of continuous learning and customer service excellence. The community and leadership have indicated their support for parks, recreation and culture services in Lodi and this plan will help the Department achieve the community's goals in an innovative and sustainable manner.



APPENDIX A STRATEGIC ACTION PLAN MATRIX

CORE VALUES

Means or End - Tool to make / justify decisions)

- **Customer Service Excellence**
 - Responding quickly and being a good listener
 - Be fair and just
 - Provide the best experience while adhering to our values / value-added
- **Innovation / Continuous Improvement**
- **Diversity / Inclusion / Social Equity**
- **Fun - Positive experience / Enjoyment**
- **Sustainability (Financial and Environmental)**
- **Goals: Establish a team to implement and sustain core values**
 - “Don’t just have it on the wall...have it in the hall.”
- **Mandates**
 - Safety / Trust / Quality / Integrity / Accountability / Efficiency / Transparency
 - Volunteerism
 - Teamwork
 - Credibility / Commitment
 - Affordability
 - Wellness
 - Community

VISION

Future oriented; Where We Want To Be

“To be the region’s leading provider of vibrant spaces and experiences.”

MISSION

(Present oriented; How Do We Get There)

“To exceed community and staff needs in an innovative and sustainable manner”

VALUES

- Customer Service Excellence
- Innovation / Continuous Improvement
- Inclusion
- Fun / Positive experiences
- Sustainability (Financial and Environmental)

KEY GOALS

- Incorporating NRPA's 3 Pillars - Health and Wellness, Conservation and Social Equity
- Ensuring Financial Sustainability
- Telling the PRCS story
- Creating a professional organizational culture

KEY TO MATRIX STAFFING:

1. Director
2. Park Superintendent
3. Park Project Coordinator
4. Park Supervisor
5. Recreation Superintendent
6. Recreation Manager(s)
7. Management Analyst
8. HSS Activities
9. HSS Facility



COMMUNITY VISION FOR PARKLAND AND FACILITIES:

GOAL: ACQUIRE PROPERTY, DEVELOP AND MAINTAIN EXISTING PARKS AND RECREATION FACILITIES TO MEET LOS STANDARDS AND USE THAT ENHANCES PROPERTY VALUES, PROVIDES A BENEFIT TO THE RESIDENTS AND USERS AND POSITIONS THE PRCS DEPARTMENT AS A REGIONAL LEADER.

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
1.1 Ensure the growth of the parks and trails system keeps pace with the needs of the community but does not outpace the financial or organizational resources of the Department.	<ul style="list-style-type: none"> Acquire and develop parkland and trails according to the Level of Service recommendations put forth in this Plan 	• 1, 2, 3	2016	<ul style="list-style-type: none"> Grants, impact fees, or new revenues for larger goals 	<ul style="list-style-type: none"> Feet/miles of trails added
	<ul style="list-style-type: none"> Develop master plans for new parks and create/update master plans when major amenities are added to existing parks 	• 1, 2, 3	2016 for Lodi Lake Park	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completed/adopted master plan by July 2017
	<ul style="list-style-type: none"> Prioritize linear park development that links parkland, schools, neighborhoods, commercial areas, and local destinations 	• 1, 2, 3	Ongoing	<ul style="list-style-type: none"> Developer resources for new parks, IMF for existing 	<ul style="list-style-type: none"> Number of new park connections
	<ul style="list-style-type: none"> Develop a trail acquisition plan and a trail enhancement plan to increase connectivity in the community 	• 1, 2, 3	In 2016 as part of Lodi Lake Master Plan, or 2017 for other locations	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completed plan
	<ul style="list-style-type: none"> Work with a trails committee to determine priorities, support funding and increase the visibility and use 	• 1, 2, 7	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completed task by end of 2017 (outside of Lodi Lake MP)

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
1.2	Develop design principles for each park in the system to maximize the value and use to make the park as efficient and productive as possible	<ul style="list-style-type: none"> Design for safety and security in the park and add appropriate levels of safety and security lighting 	<ul style="list-style-type: none"> 2, 3 	<ul style="list-style-type: none"> Staff time, parks capital for lighting 	<ul style="list-style-type: none"> # of parks completed
		<ul style="list-style-type: none"> Design for efficient maintenance costs and develop maintenance standards for each park in the system 	<ul style="list-style-type: none"> 2, 3, 4 	<ul style="list-style-type: none"> Staff time to develop standards, staff training 	<ul style="list-style-type: none"> # completed, budgetary savings
		<ul style="list-style-type: none"> Design and update the parks to support operational costs and revenue capability 	<ul style="list-style-type: none"> 1, 2, 3 	<ul style="list-style-type: none"> Staff time, parks capital, partner support 	<ul style="list-style-type: none"> # of parks updated, revenue trend
		<ul style="list-style-type: none"> Develop new signage standards for all parks in the system to increase awareness and use of the parks and recreation facilities in the system 	<ul style="list-style-type: none"> 1, 2, 3, 7 	<ul style="list-style-type: none"> Staff time, public input, cost of signs (Following Task 5.2) 	<ul style="list-style-type: none"> # of parks completed
		<ul style="list-style-type: none"> introduce signage in print / online and if possible, at all parks/ programs / special events and facilities that greet and thank people in multiple languages most frequently spoken in Lodi 	<ul style="list-style-type: none"> 2, 3, 4, 5 	<ul style="list-style-type: none"> \$ for signage, staff time 	<ul style="list-style-type: none"> # of signs installed and/or replaced
		<ul style="list-style-type: none"> Create instructor tool kits to provide all instructors (staff and contract) all a consistent format in which to conduct their classes. 	<ul style="list-style-type: none"> 5, 6 	<ul style="list-style-type: none"> Staff time, printing costs 	<ul style="list-style-type: none"> Completion of task

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure	
1.3	Create a mix of synergistic elements within the system to maximize complementary use at individual sites and throughout the system	<ul style="list-style-type: none"> • Improve restrooms and parking at key high use parks in the system 	• 1, 2, 3	2017	• Capital	• Sq. ft parking rehabbed, # of restrooms
	<ul style="list-style-type: none"> • Develop loop trails within or between parks 	• 1, 2, 3	2017	• Trails committee time, capital	• # of linear ft of trails created	
	<ul style="list-style-type: none"> • 	•		•	•	
	<ul style="list-style-type: none"> • 	•		•	•	

Strategy		Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
1.4	Strategically add indoor facility space to serve the growing population and meet new recreation demands while ensuring financial sustainability	<ul style="list-style-type: none"> Expand or develop recreation facilities according to the Facility Standards recommendations put forth in this Strategic Action Plan 	<ul style="list-style-type: none"> 1, 3, 5 	2017	<ul style="list-style-type: none"> Repurpose existing space, new revenue source or new partners for joint use 	<ul style="list-style-type: none"> # of sq. ft. of indoor rec space added
		<ul style="list-style-type: none"> Conduct a feasibility study to develop a new recreation center 	<ul style="list-style-type: none"> 1, 7 	2016	<ul style="list-style-type: none"> Council support for tax measure 	<ul style="list-style-type: none"> Study completed by June 2016
		<ul style="list-style-type: none"> Partner with schools, athletic associations, and healthcare providers to develop and program indoor recreation facilities that include needed amenities 	<ul style="list-style-type: none"> 1, 5, 6 	2017	<ul style="list-style-type: none"> Staff time, potentially \$\$ 	<ul style="list-style-type: none"> Dependent upon new revenue stream; # new participants in new programs

Strategy		Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
1.5	Maximize the use of Lodi Lake to ensure its sustainability and position as a source of pride to the community	<ul style="list-style-type: none"> Conduct a true cost of service analysis for the operation and maintenance of Lodi Lake Park 	• 1, 2, 7	2016	• Staff time	• Completion of analysis
		<ul style="list-style-type: none"> Consider park design modifications to create a more cohesive park experience by developing more internal connections. 	• 1, 2, 3	2017	• Staff time, parks capital	• # linear feet of new pathways
		<ul style="list-style-type: none"> Continue to develop connections from Lodi Lake Park to the overall community trail network 	• 1, 2, 3	2017	• Staff time, possibly \$, potential Street funding	• Identify connections, linear feet of connectivity established
		<ul style="list-style-type: none"> Develop a specific MP / Business Plan for the park 	• 1, 2, 3, 7	2016	• Staff time, printing costs	• # of input sources, completion of MP/Business Plan

COMMUNITY VISION FOR RECREATION PROGRAMS:

GOAL: TO SERVE LODI'S DIVERSE COMMUNITY'S NEEDS THROUGH CREATIVE, MULTI-CULTURAL AND MULTI-GENERATIONAL RECREATION OPPORTUNITIES AND INCREASE PROGRAM PARTICIPATION FROM 34% TO OVER 40% IN 5 YEARS

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
<p>2.1 Combine increased use of technology and word of mouth to increase awareness and participation rates of program offerings among Lodi residents and tourists / visitors (2nd biggest reason why people participate – 35% is due to friends' participation)</p>	<ul style="list-style-type: none"> Identify primary and secondary target markets and conduct on-going multilingual (Spanish, Urdu / Hindi etc.) focus groups to identify specific program needs and reasons for lack of participation 	<ul style="list-style-type: none"> 1, 5, 6, 7 	<p>2016</p>	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Report on unmet needs following focus groups, followed by action to meet those needs
	<ul style="list-style-type: none"> Conduct lost customer surveys at Special Events for past participants to identify reasons for dropping-out and solutions to address the reasons. 	<ul style="list-style-type: none"> 5, 6, 	<p>2016</p>	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Report on surveys, develop solutions to address reasons
	<ul style="list-style-type: none"> Update the City website to a responsive design website or create a co-branded, standalone yet connected PRCS website 	<ul style="list-style-type: none"> 1, 5, 7 	<p>FY 16/17</p>	<ul style="list-style-type: none"> Staff time, possibly contractor expense 	<ul style="list-style-type: none"> Dependent upon City website future; or, updated standalone site

Strategy		Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
2.1	Continued.	<ul style="list-style-type: none"> As a part of the registration process, enquire about the source of information that drove the participation behavior and thus track marketing return on investment 	<ul style="list-style-type: none"> 5, 6, 8 	2016	<ul style="list-style-type: none"> Staff time, printing new forms/online forms 	<ul style="list-style-type: none"> Data based on responses that can assist with more targeted marketing
		<ul style="list-style-type: none"> Increase promotions by partnering with places of worship in Lodi and by enlisting local community leaders in the Hispanic / Latino and South East Asian communities 	<ul style="list-style-type: none"> 5, 6, 7, 8 	FY 16/17	<ul style="list-style-type: none"> Staff time, printing costs 	<ul style="list-style-type: none"> Increase in program registrations, activities (measured via above)

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
<p>2.2 Build the PRCS brand and tell it's story by ensuring greater consistency in program delivery, look and feel through system-wide standards as well as celebrate the diversity of the Lodi community</p>	<ul style="list-style-type: none"> Establish consistent program standards for all core programs and train staff in managing services to meet these standards and the outcomes desire 	<ul style="list-style-type: none"> 1, 2, 4, 5 	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completion of task, participation numbers, participant feedback
	<ul style="list-style-type: none"> Create instructor tool kits to provide all instructors (staff and contract) all a consistent format in which to conduct their classes. 	<ul style="list-style-type: none"> 5, 6 	FY 17/18	<ul style="list-style-type: none"> Staff time, printing costs 	<ul style="list-style-type: none"> Completion of task

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
<p>2.3 Become a data-driven agency that uses data and analytics to drive decision-making on program offerings and customer feedback</p>	<ul style="list-style-type: none"> Use data from the U.S. Census as well as purchase data from sources such as American Sports Data, Outdoor Recreation Report, Sporting Goods Manufacturer’s Association and American Demographics and Lifestyle Reports from ESRI 	<ul style="list-style-type: none"> 1, 5, 7 	2016	<ul style="list-style-type: none"> Membership in NRPA, cost of purchased data 	<ul style="list-style-type: none"> What programs were assessed with obtained data
	<ul style="list-style-type: none"> Expand customer feedback beyond post-program feedback to pre-program evaluation, lost customer surveys and on-going real-time app based geocoded feedback for parks / facilities and special events. 	<ul style="list-style-type: none"> 1, 5, 7 	FY 16/17	<ul style="list-style-type: none"> Cost of tools, marketing 	<ul style="list-style-type: none"> Obtaining feedback, re-evaluate
	<ul style="list-style-type: none"> Track website analytics through free sources such as Google Analytics and social media trends through Facebook and Twitter analytics to identify user behavior online 	<ul style="list-style-type: none"> 7 	2016	<ul style="list-style-type: none"> Staff time, potential analytics costs 	<ul style="list-style-type: none"> Obtain data and determine what changes are needed, then implement them
	<ul style="list-style-type: none"> Update the trends annually and communicate trend data to Board and the staff as they decide upcoming program offerings 	<ul style="list-style-type: none"> 5, 6, 7 	2017	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Commission/staff support for data-driven changes

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure	
2.4	Build Volunteerism as a core program	<ul style="list-style-type: none"> • Create a branded volunteer program with reward systems similar to an airline or a hotel rewards program – volunteers can accumulate points for hours volunteered which can be redeemed for complimentary or discounted offerings within those provided by PRCS 	• 1, 2, 5, 7	FY 16/17	• Staff time, nominal expense	• Creation of program, # of participants enrolled
		<ul style="list-style-type: none"> • Combine all existing volunteer information to create a combined volunteer database based on interests e.g. past youth or adult sports volunteers or special event volunteers etc. 	• 2, 5, 7	FY 16/17	• Staff time	• Completion of task, timely updates
		<ul style="list-style-type: none"> • Utilize online mediums such as www.volunteermatch.org to tie available volunteer opportunities with interested volunteers 	• 1, 2, 5, 7	FY 16/17	• Staff time	• Completion of task, # of volunteers solicited
		<ul style="list-style-type: none"> • Create volunteer training and orientation programs, performance measures and annual hourly goals 	• 1, 2, 5, 7	FY 16/17	• Staff time	• Completion of task
		<ul style="list-style-type: none"> • Build a volunteer section on the website to promote volunteerism 	• 1, 2, 5, 7	Immediate	• Staff time	• Completion of task

		<ul style="list-style-type: none"> • Develop volunteer policy and training manual outlining information for volunteer recruitment, retention and appreciation 	<ul style="list-style-type: none"> • 1, 2, 5, 7 	FY 16/17	<ul style="list-style-type: none"> • Staff time, nominal expenses 	<ul style="list-style-type: none"> • Completion of task
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Strategy		Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
2.5	Evaluate existing core program areas and their classification / lifecycles to ensure alignment with trends and community needs	<ul style="list-style-type: none"> • Develop mini-business plans for each core program areas 	<ul style="list-style-type: none"> • 5, 6, 7 	FY 17/18	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Completion of business plans
		<ul style="list-style-type: none"> • Update program lifecycles and service classification matrix annually to ensure programs are managed to service classification philosophies and cost recovery goals 	<ul style="list-style-type: none"> • 5, 6 	Mid-2016	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Completion of task
		<ul style="list-style-type: none"> • Conduct an annual program innovation audit to continue updating the program lifecycle and eliminate underperforming programs 	<ul style="list-style-type: none"> • 5, 6 	FY 16/17	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Completion of task

COMMUNITY VISION FOR MAINTENANCE AND OPERATIONS

GOAL: DEVELOP AN OPERATIONS AND MAINTENANCE PLAN FOR THE PARK SYSTEM FOR ALL PARKS, RECREATION FACILITIES AND TRAILS TO ESTABLISH THE MAINTENANCE COST REQUIREMENTS BASED ON AGREED TO MAINTENANCE STANDARDS

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
<p>3.1 Develop maintenance standards for all parks, recreation facilities and trails based on the right frequency of maintenance tasks, using the right skill set of employees at the right pay for the right benefit desired</p>	<ul style="list-style-type: none"> Develop a maintenance management plan for each park and recreation facility based on operational and funding available 	<ul style="list-style-type: none"> 2, 4 	FY 16/17	<ul style="list-style-type: none"> Operating budget, staff time 	<ul style="list-style-type: none"> Completion of task
	<ul style="list-style-type: none"> Develop maintenance standards for indoor facilities e.g Hutchins Street Square and determine cost/sq. ft. to maintain 	<ul style="list-style-type: none"> 2, 4, 9 	FY 16/17	<ul style="list-style-type: none"> Operating budget, staff time 	<ul style="list-style-type: none"> Completion of task
	<ul style="list-style-type: none"> Develop a Capital Improvement Plan for the Department with dedicated funding sources to keep parks and facilities in good condition 	<ul style="list-style-type: none"> 1, 2, 3 	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completion of task
	<ul style="list-style-type: none"> Implement a work order management system to maintain the park system and the capital asset lifecycle requirements 	<ul style="list-style-type: none"> 2, 4, 9 	FY 16/17	<ul style="list-style-type: none"> Staff time, possible expense; Tyler module? 	<ul style="list-style-type: none"> Completion of task, adherence to system
	<ul style="list-style-type: none"> Conduct a cost of service analysis for park maintenance functions to understand cost/acre and to inform maintenance operations and partnership equity 	<ul style="list-style-type: none"> 1, 2, 7 	2017	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completion of task, phase in implementation of findings

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
3.2 Improve intra-departmental coordination and communication and leverage the functional organization structure to aid in limiting silos	<ul style="list-style-type: none"> Integrate the maintenance functions of the Cultural Services Division with Park Maintenance Division functions. Park Maintenance should take on additional facility maintenance responsibilities to allow the Cultural Services Division to focus on event/program scheduling and management 	<ul style="list-style-type: none"> 1, 2, 3, 4, 9 	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completion of task
	<ul style="list-style-type: none"> Develop a set of consistent standards for the operation and maintenance of entire sites across workgroups (e.g., Lodi Lake swimming beach versus picnic areas) 	<ul style="list-style-type: none"> 2, 4 	FY 16/17	<ul style="list-style-type: none"> Staff time, possibly reallocate resources 	<ul style="list-style-type: none"> Completion of task, begin implementation
	<ul style="list-style-type: none"> Implement performance reviews among both part- and full-time staff to aid in job performance management, increase job satisfaction, and decrease turnover. 	<ul style="list-style-type: none"> 1, 2, 4, 5, 6, 8, 9 	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Implementation of task
	<ul style="list-style-type: none"> Address communication gaps between the Recreation Division and the Park Maintenance Division in terms of preparing facilities to meet the needs of user groups 	<ul style="list-style-type: none"> 1, 2, 4, 5, 6 	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Fewer “misses” in delivery of services to users

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
3.3 Develop a school district partnership plan for use of school property for parks and recreation needs of the Department	<ul style="list-style-type: none"> Meet with school officials on a partnership plan for school outdoor and indoor facilities to maximize public facilities in the Department for parks and recreation use 	<ul style="list-style-type: none"> 1, 5 	FY 16/17	<ul style="list-style-type: none"> Staff time, possible expense 	<ul style="list-style-type: none"> Revamp JUA to meet needs/facility availability or eliminate
	<ul style="list-style-type: none"> Develop an improvement plan for school/park sites to enhance the value of these school sites 	<ul style="list-style-type: none"> 1, 2, 3, 5 	FY 2017/18	<ul style="list-style-type: none"> Staff time, capital outlay 	<ul style="list-style-type: none"> Reach agreement on plan, shared costs
	<ul style="list-style-type: none"> Develop with the school district a sports council to work with the School District and PRCS Department on enhancing sports fields on school sites 	<ul style="list-style-type: none"> 1, 2, 3, 5 	FY 17/18	<ul style="list-style-type: none"> Staff time, capital outlay 	<ul style="list-style-type: none"> Completion of task, revamped JUA

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
3.4 Consider the value of contract or volunteer maintenance of certain tasks to maximize efficiency	<ul style="list-style-type: none"> Evaluate the cost to provide all elements of maintenance and what is the most cost effective method to use to achieve the highest level of quality and efficiency 	<ul style="list-style-type: none"> 1, 2, 3, 4 	FY 16/17?	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> \$ per acre for maintenance (ball fields vs. passive areas)
	<ul style="list-style-type: none"> Using a cost of service analysis, communicate to user groups, end users, and decision makers the actual cost to maintain parks and recreation facilities 	<ul style="list-style-type: none"> 1, 2, 5, 6, 7 	FY 17/18	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completion of task, telling our story to users
	<ul style="list-style-type: none"> Establish a part-time volunteer coordinator to identify volunteer tasks or positions, recruit individuals and groups, oversee programs like "Adopt-a-Park," and track the impact that volunteerism and in-kind support has on the system 	<ul style="list-style-type: none"> 1, 2, 5, 7 	2017	<ul style="list-style-type: none"> Part-time labor expense 	<ul style="list-style-type: none"> Completion of task, # of volunteers in program

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
3.5 Build an organizational culture built on innovation and continuous improvement that sustains changes in staff and leadership and creates the 'Lodi' way	<ul style="list-style-type: none"> Conduct annual updates of the Malcolm Baldrige criteria's Sterling Model – "Are We Making Progress" and track progress against the findings obtained during this planning process 	<ul style="list-style-type: none"> 1, 2, 5 	2016	<ul style="list-style-type: none"> Staff time, feedback resources 	<ul style="list-style-type: none"> Track findings to determine progress
	<ul style="list-style-type: none"> Conduct on-going customer service and organizational culture training that focuses on effective on-boarding process and a consistent customer service delivery process for everyone from volunteers to the Director 	<ul style="list-style-type: none"> 1 	2017	<ul style="list-style-type: none"> Staff time, operating budget 	<ul style="list-style-type: none"> Completion of task, consistency in delivery of services, customer feedback
	<ul style="list-style-type: none"> Create an onboarding process modeled by Disney's Traditions training that educates every employee on the history and heritage of Lodi as well as key PRCS offerings to build a shared set of values and culture 	<ul style="list-style-type: none"> 1, 2, 5, 6, 7, 8, 9 	2017	<ul style="list-style-type: none"> Staff time, operating budget 	<ul style="list-style-type: none"> Completion of task, follow-up surveys of employees
	<ul style="list-style-type: none"> Review and update the SWOT analysis annually to ensure strengths are built upon, weaknesses are addressed, opportunities leveraged and threats considered 	<ul style="list-style-type: none"> 1, 2, 4, 5, 6, 7 	2016	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Satisfactory completion of task; specify time of year to perform

COMMUNITY VISION FOR FINANCE

GOAL: DEVELOP A SUSTAINABLE PARK AND RECREATION SYSTEM BY ENHANCING CURRENT AND POTENTIAL REVENUE SOURCES AND CREATING ADDITIONAL DEDICATED FUNDING OPPORTUNITIES.

	Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
4.1	Reinstitute a capital improvement program in order to provide adequate facilities and services to the public and avoid more costly expenditures over the long term	<ul style="list-style-type: none"> Calculate the total value of the physical park and recreation system and formulate a long-term capital fund investment strategy to invest 2-4% of that amount annually into the Department to achieve a stronger financial position 	<ul style="list-style-type: none"> 1, 2, 3, 7 	2016	<ul style="list-style-type: none"> New financial source for meaningful CIP 	<ul style="list-style-type: none"> Completion of task, consistency in using funds for something other than emergency repairs

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
<p>4.2 Develop a long term financial plan and cost of service study for PRCS that can help support the implementation plan</p>	<ul style="list-style-type: none"> Execute a sustained effort to increase earned income while reducing spending, even at modest levels. Some of the key opportunities include corporate sponsorships, crowdfunding, foundation / gifts through Lodi Community Foundation and potentially Friends Groups by resurrecting Friends of Lodi Lake, Friends of the Dog Park etc. 	<ul style="list-style-type: none"> 1, 2, 3, 7 	2016	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Growth in revenue from donations, in-kind services, development and growth of volunteer groups
	<ul style="list-style-type: none"> Provide or acquire training for manager- and supervisor-level staff to help determine true unit costs to produce a unit of service. 	<ul style="list-style-type: none"> 1 	FY 2016/17	<ul style="list-style-type: none"> Staff time, budget for possible outside training 	<ul style="list-style-type: none"> Completion of task, staff's utilization of findings in programs

Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure	
<p>4.3</p>	<p>Develop specific policies for pricing, partnership, volunteer, and earned income and establish Department-wide cost recovery goals over time</p>	<ul style="list-style-type: none"> • Develop a specific policy for each of these four areas and have approved by the Parks Commission or City Council 	<ul style="list-style-type: none"> • 1, 2, 5, 6, 7 	<p>FY 2017/18</p>	<ul style="list-style-type: none"> • Completion of task
		<ul style="list-style-type: none"> • Develop a cost of service model for parks, recreation facilities and programs to determine cost recovery levels currently and pricing strategies to meet future cost recovery goals 	<ul style="list-style-type: none"> • 1, 2, 5, 6, 7 	<p>FY 2017/18</p>	<ul style="list-style-type: none"> • Completion of task, implement findings in sensitive manner based upon community priorities
		<ul style="list-style-type: none"> • Communicate effectively the true cost of services to users of the system and any changes in pricing to achieve cost recovery levels desired. Achieve a department-wide true cost recovery level of 35% within three years, then 40% within five years. 	<ul style="list-style-type: none"> • 1, 5, 6, 7, 8 	<p>FY 2017/18</p>	<ul style="list-style-type: none"> • Completion of task (see above)
		<ul style="list-style-type: none"> • Utilize program and service classification to drive a philosophy based pricing process for services and facilities 	<ul style="list-style-type: none"> • 1, 2, 5, 6, 7, 8 	<p>2018</p>	<ul style="list-style-type: none"> • Completion of task

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
4.4 Implement environmental sustainability practices within the department	<ul style="list-style-type: none"> Develop green practices in all parks and facilities including water and energy conservation practices, critical given the water crisis faced by California currently 	<ul style="list-style-type: none"> 1, 2, 3, 4 	2016	<ul style="list-style-type: none"> Staff time, training 	<ul style="list-style-type: none"> Certifications, reduced maintenance/water costs
	<ul style="list-style-type: none"> Track and communicate the financial impact of utilizing sustainable practices 	<ul style="list-style-type: none"> 2, 3, 4, 7 	2016	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completion of task

Strategy	Tactics	Staff Group Responsible	Start Date	Required Resources	Performance Measure
4.5 Update all policy manuals to focus on performance and outcomes	<ul style="list-style-type: none"> Develop flow charts for policy and procedure processes to maximize efficiency in delivery of services 	<ul style="list-style-type: none"> 1, 2, 5, 6, 7 	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Completion of task, resulting in greater understanding of roles
	<ul style="list-style-type: none"> Develop performance measures to focus on efficiency, customer satisfaction, productivity and revenue development 	<ul style="list-style-type: none"> 1, 2, 5, 6, 7, 8 	FY 16/17	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Increased efficiency, revenue and higher customer feedback
	<ul style="list-style-type: none"> Update all outdated policies and ensure staff documents all standard operating procedures to support the Plan and its requirements 	<ul style="list-style-type: none"> 1, 2, 4, 5, 6, 7, 8 	FY 16/17	<ul style="list-style-type: none"> Staff time, some supply expense 	<ul style="list-style-type: none"> Completion of task

COMMUNITY VISION FOR MARKETING AND COMMUNICATIONS

GOAL: TO REDUCE LACK OF AWARENESS AS A BARRIER TO PARTICIPATION FROM 28% TO LESS THAN 20% AND TO ENHANCE HOUSEHOLD PROGRAM PARTICIPATION FROM 34% TO OVER 40% IN 5 YEARS.

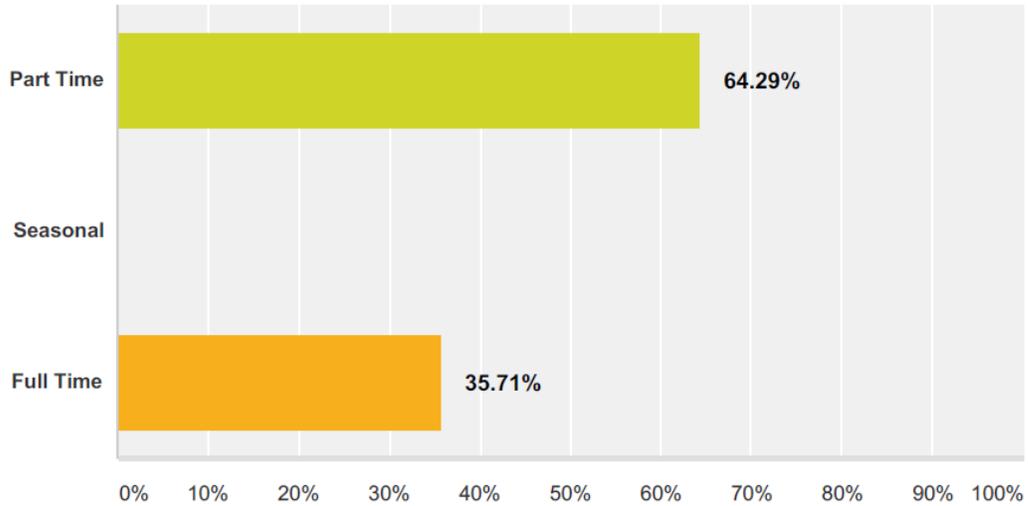
Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
5.1	Develop a marketing strategy and distinct brand identity for PRCS	<ul style="list-style-type: none"> Utilize newly created, joint marketing position to develop a marketing plan that identifies primary and secondary target audiences, marketing mediums, performance metrics and ROI on marketing spending 	• 1, 5, 7	2016	<ul style="list-style-type: none"> Completion of task and resulting benefits; build our “brand”
		<ul style="list-style-type: none"> Build or expand the stand-alone, responsive design PRCS website (www.lodiparksvision.com) that complements the City’s website but is focused on inspiration, not information 	• 1, 5, 7	2016	<ul style="list-style-type: none"> Maintaining an updating site that grows in # of visitors
		<ul style="list-style-type: none"> Update the existing website and continue to expand the use of social media e.g. PRCS twitter account etc. to promote offerings not a local and regional offerings. . Currently only 10% obtain their information from the website 	• 1, 5, 7	2016	<ul style="list-style-type: none"> Greater citizen engagement, increase in participation, follow-up survey
		<ul style="list-style-type: none"> Develop an in-house marketing, business development, customer service and diversity training program using staff support 	• 1, 2, 5, 7, 8	FY 16/17	<ul style="list-style-type: none"> Completion of task, customer feedback
		<ul style="list-style-type: none"> Cross promote with other service providers each other’s services to avoid duplication of efforts 	• 5, 6, 8	FY 16/17	<ul style="list-style-type: none"> Completion of task, monitor regularly

		<ul style="list-style-type: none"> Focus on tracking and communicating marketing return on investment to ensure maximum impact for marketing spending 	<ul style="list-style-type: none"> 5, 6, 7, 8 	2016	<ul style="list-style-type: none"> Completion of task, regular reports of findings
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	Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
5.2	Focus on developing a strong brand and positive brand equity for PRCS	<ul style="list-style-type: none"> As a part of the marketing plan development, conduct a branding workshop to identify what the department wants to stand for and what values it wishes its brand to communicate 	<ul style="list-style-type: none"> 1, 2, 5, 7 	2017	<ul style="list-style-type: none"> Completion of task
		<ul style="list-style-type: none"> Create a 'brand book' as a part of a continuing education process of existing employees and the orientation program for new staff – full-time, part-time, seasonal and volunteers 	<ul style="list-style-type: none"> 1, 7 	2017	<ul style="list-style-type: none"> Completion of task, build the brand
		<ul style="list-style-type: none"> As mentioned earlier, ensure consistency in service delivery and in visual appeal from a design and signage standpoint for all parks, facilities, programs and special events 	<ul style="list-style-type: none"> 1, 7 	2017	<ul style="list-style-type: none"> Completion of task
		<ul style="list-style-type: none"> Incorporate Department brand information within the instructor support kits as well as volunteer manuals 	<ul style="list-style-type: none"> 5, 7 	2017	<ul style="list-style-type: none"> Completion of task
		<ul style="list-style-type: none"> Conduct annual brand association and equity surveys in the community to gauge the affinity the community has towards and the awareness of the PRCS brand name 	<ul style="list-style-type: none"> 1, 7 	2017	<ul style="list-style-type: none"> Completion of task

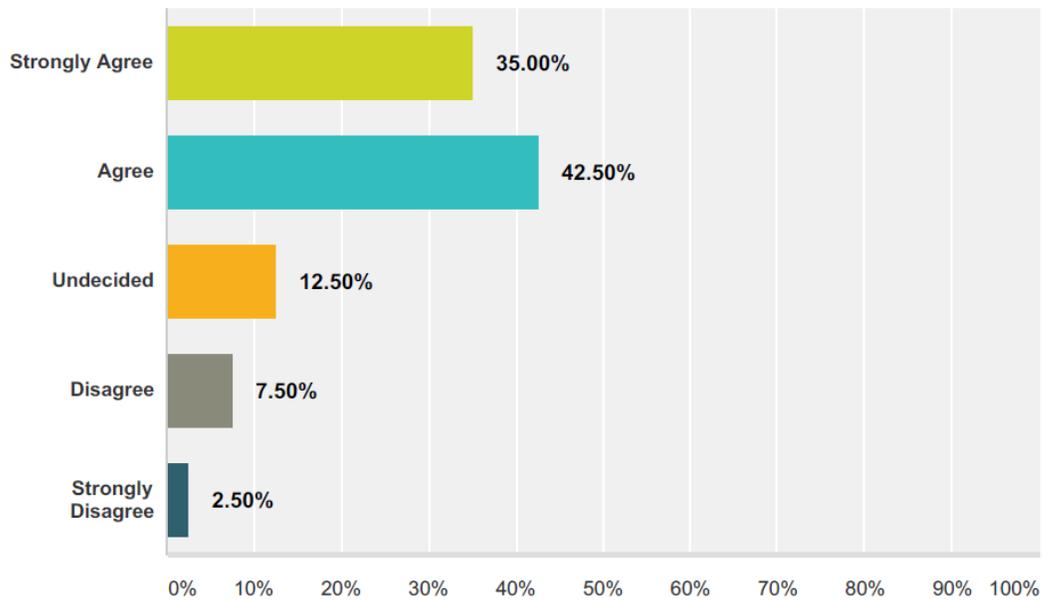
APPENDIX B STAFF SURVEY RESULTS

AS A STAFF MEMBER OF LODI WHICH OF THE FOLLOWING DESCRIBES YOU?

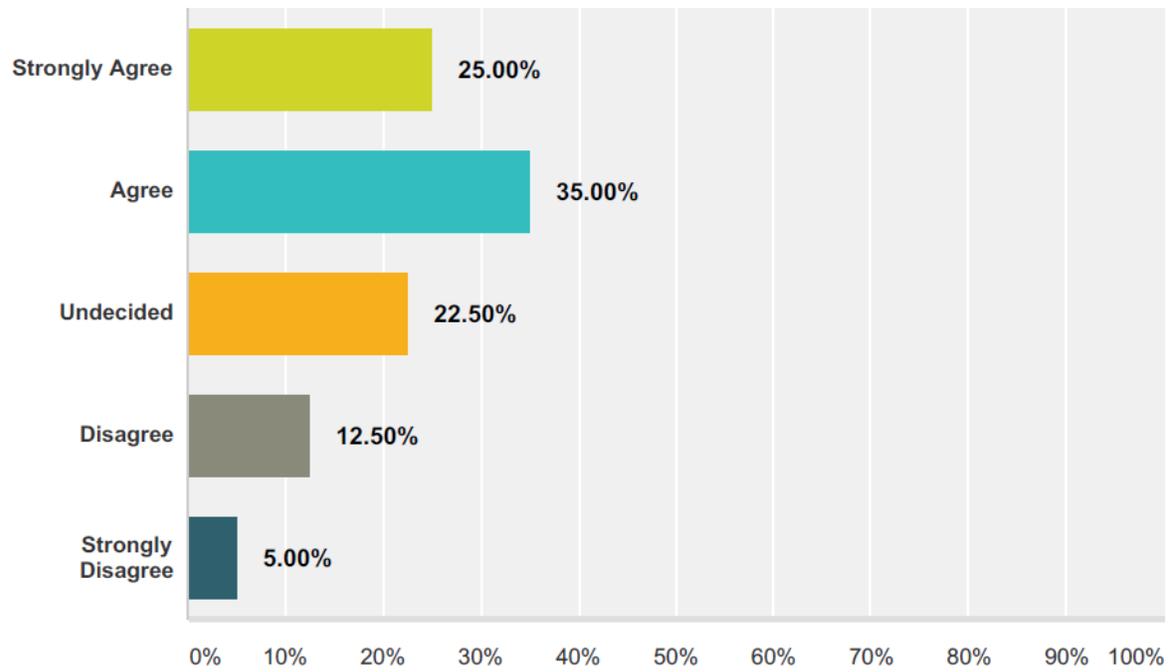


LEADERSHIP

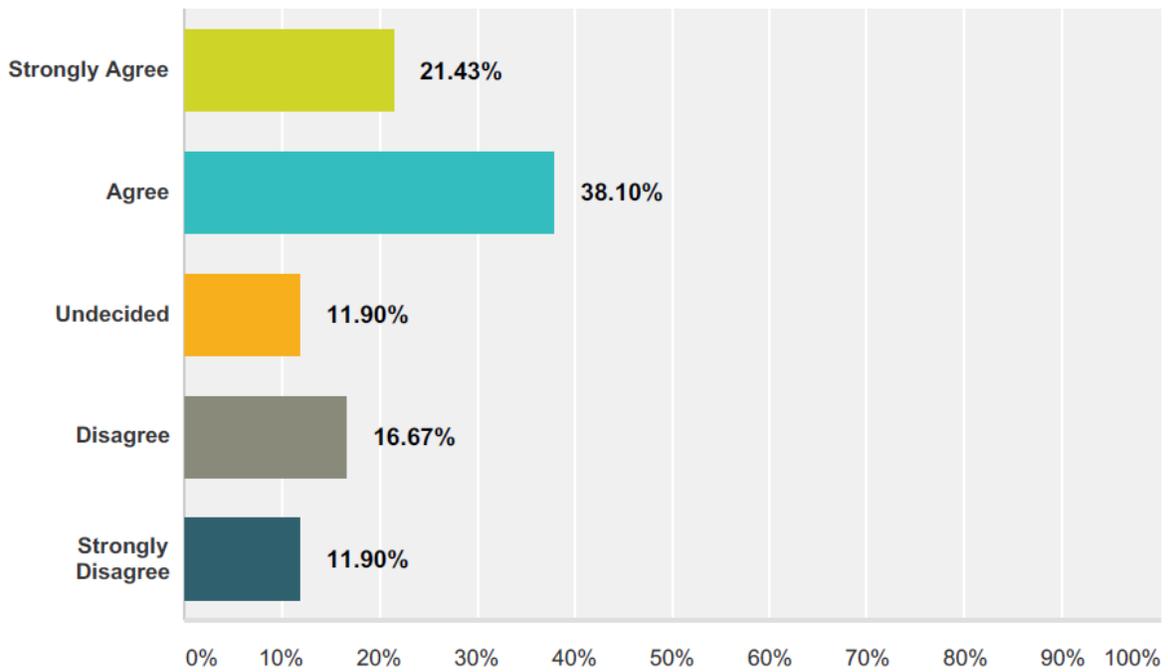
I KNOW MY ORGANIZATION'S MISSION (WHAT IT IS TRYING TO ACCOMPLISH).



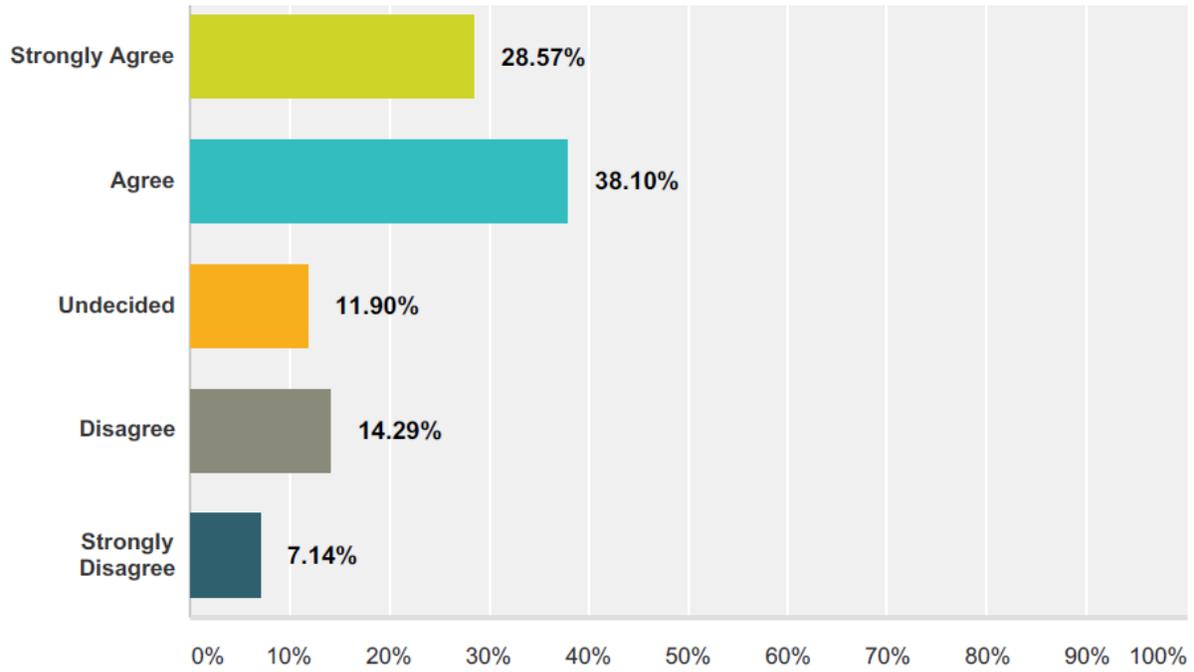
I KNOW MY ORGANIZATION'S VISION (WHERE IT IS TRYING TO GO IN THE FUTURE).



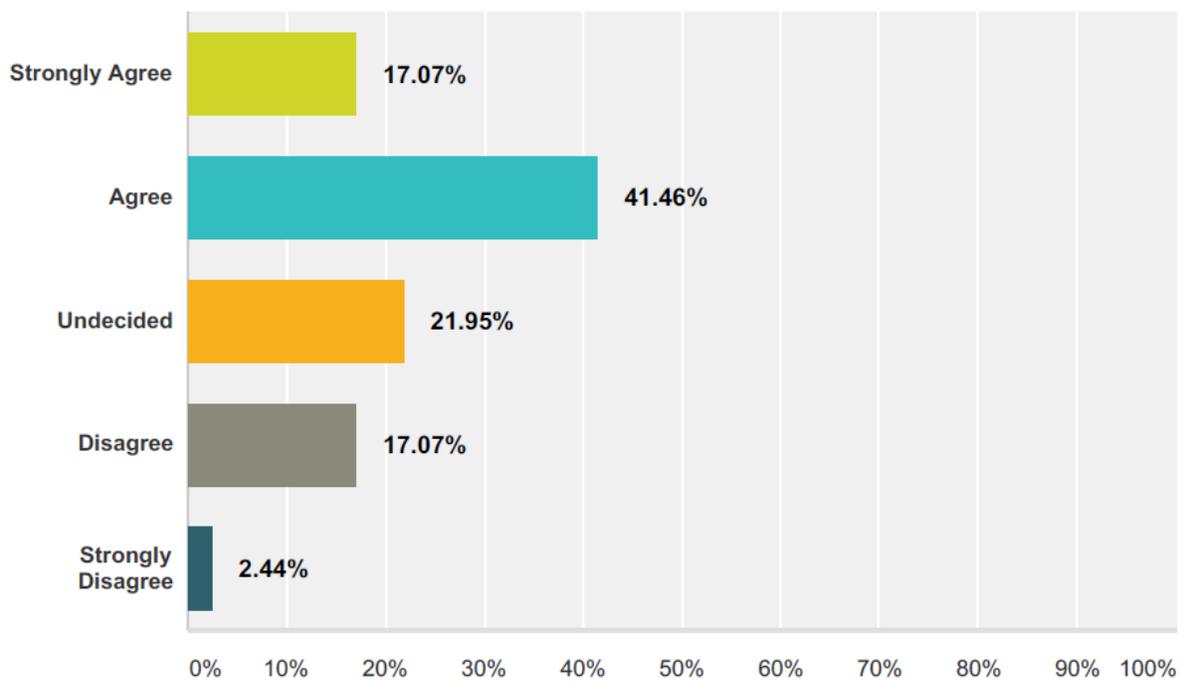
MY SENIOR (TOP) LEADERS USE OUR ORGANIZATION'S VALUES TO GUIDE US.



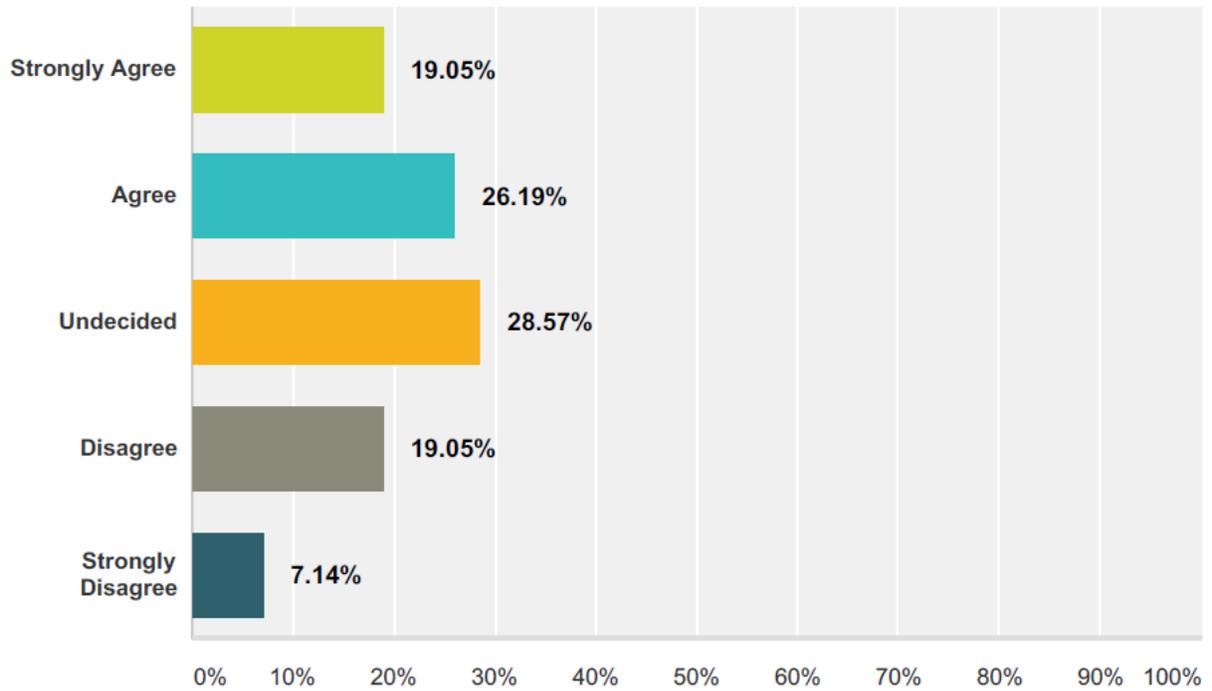
MY SENIOR LEADERS CREATE A WORK ENVIRONMENT THAT HELPS ME DO MY JOB.



MY ORGANIZATION'S LEADERS SHARE INFORMATION ABOUT THE ORGANIZATION.

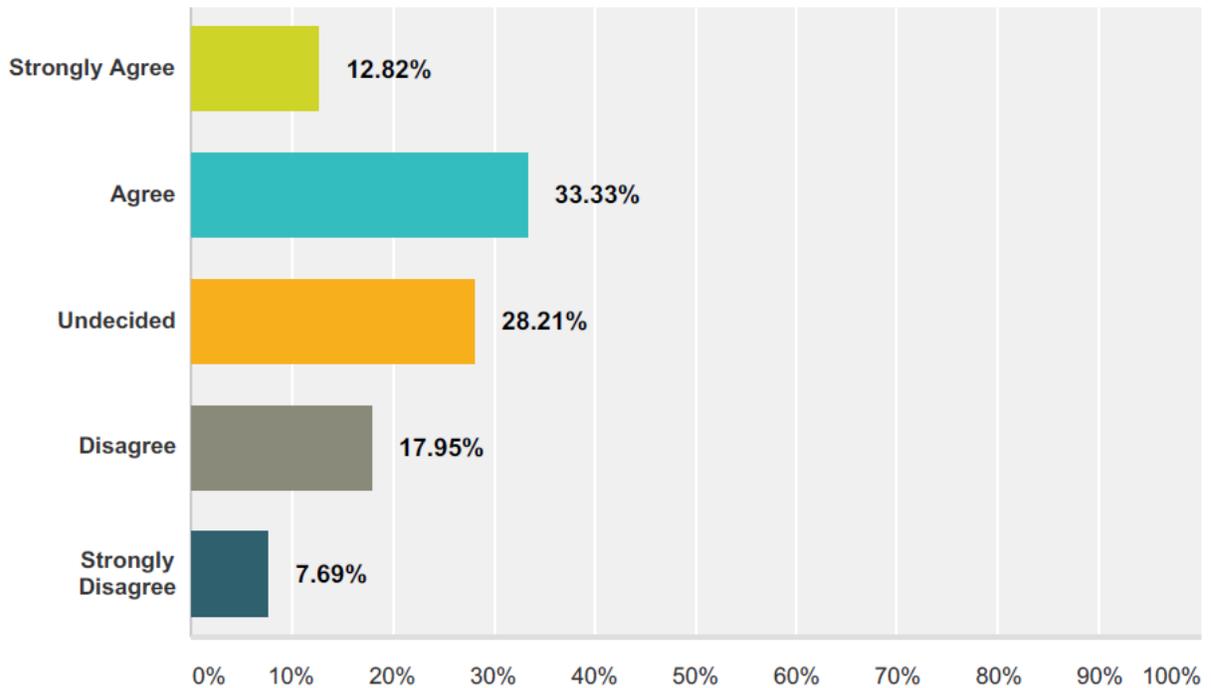


MY ORGANIZATION ASKS WHAT I THINK.

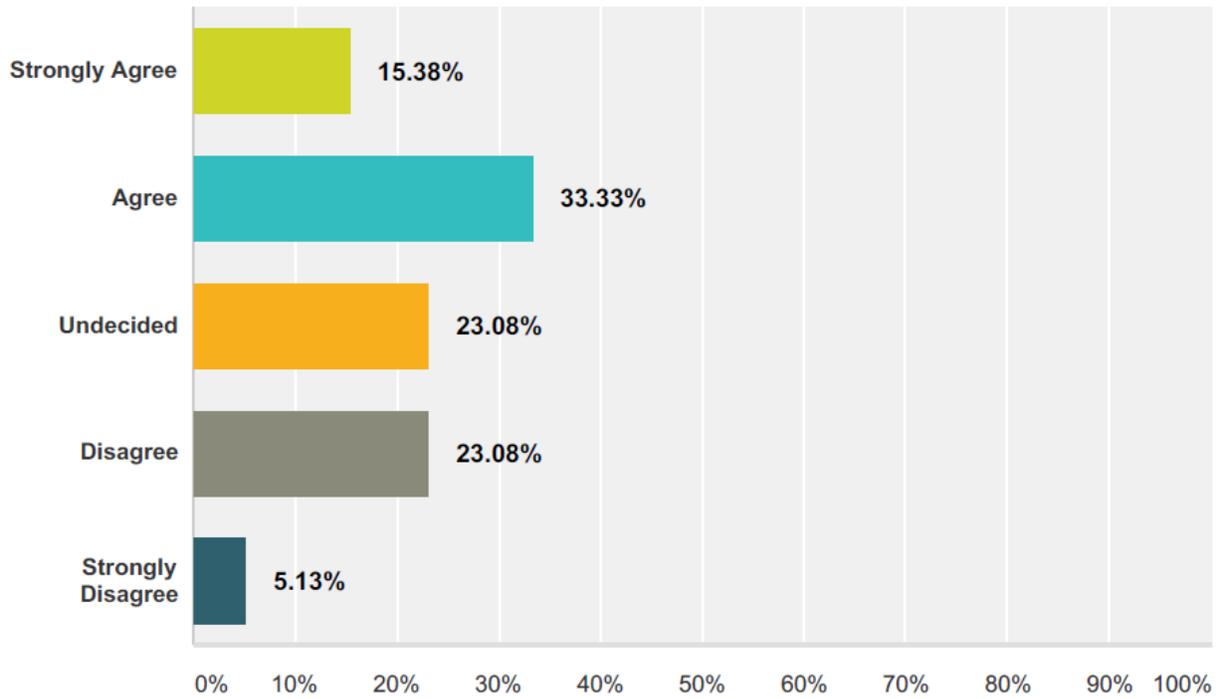


STRATEGIC PLANNING

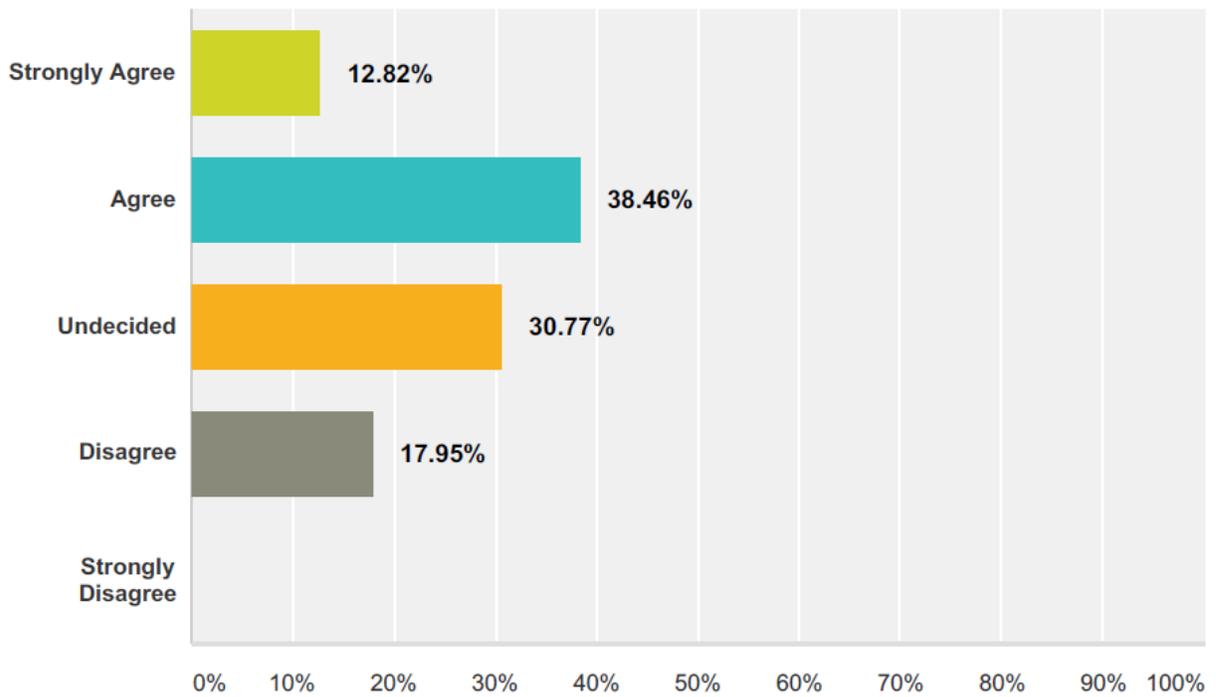
AS IT PLANS FOR THE FUTURE, MY ORGANIZATION ASKS FOR MY IDEAS.



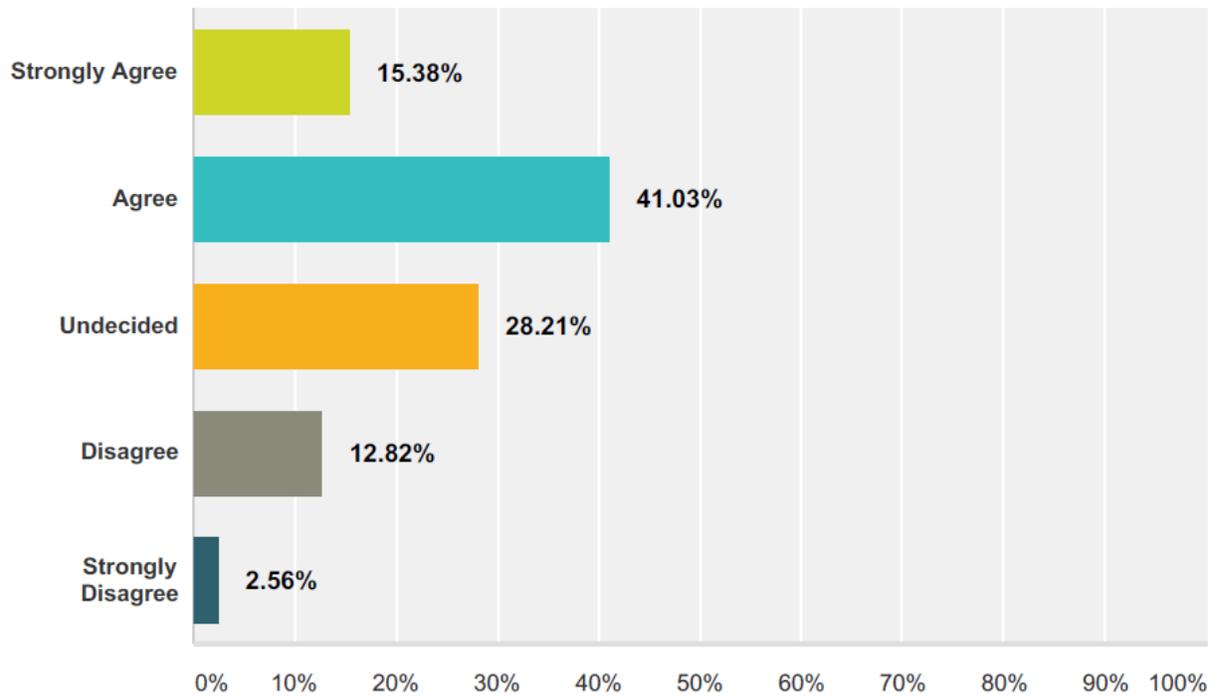
MY ORGANIZATION ENCOURAGES TOTALLY NEW IDEAS (INNOVATION).



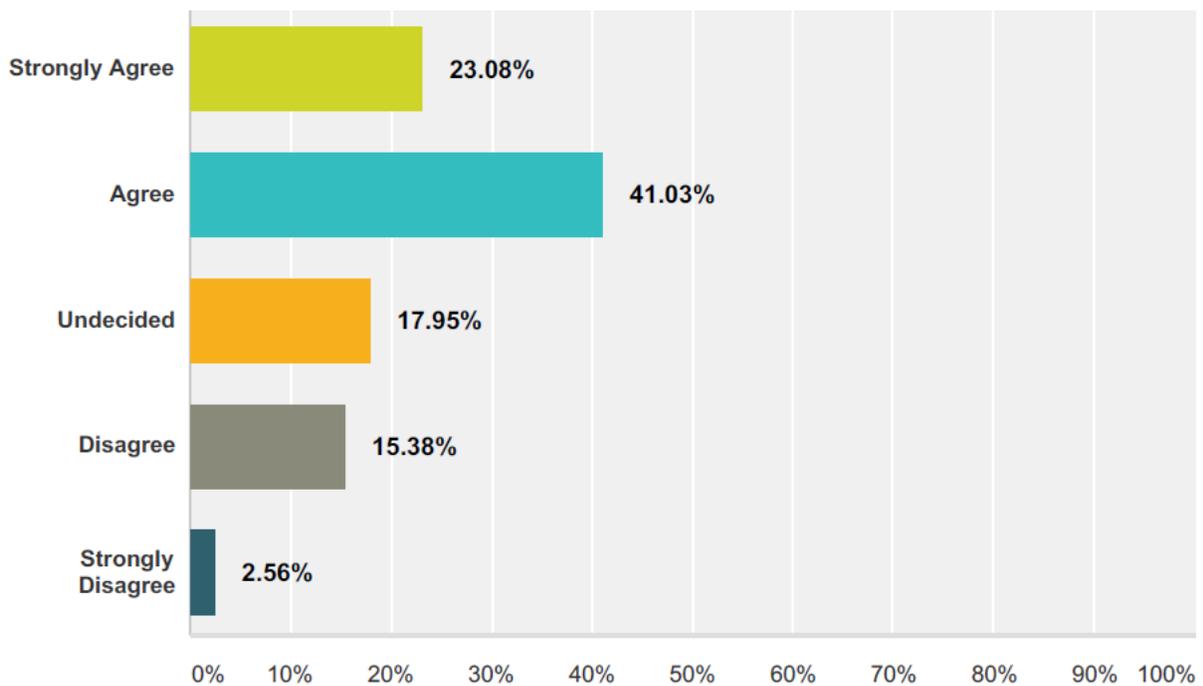
I KNOW THE PARTS OF MY ORGANIZATION'S PLANS THAT WILL AFFECT ME AND MY WORK.



I KNOW HOW TO TELL IF WE ARE MAKING PROGRESS ON MY WORK GROUP'S PART OF THE PLAN.

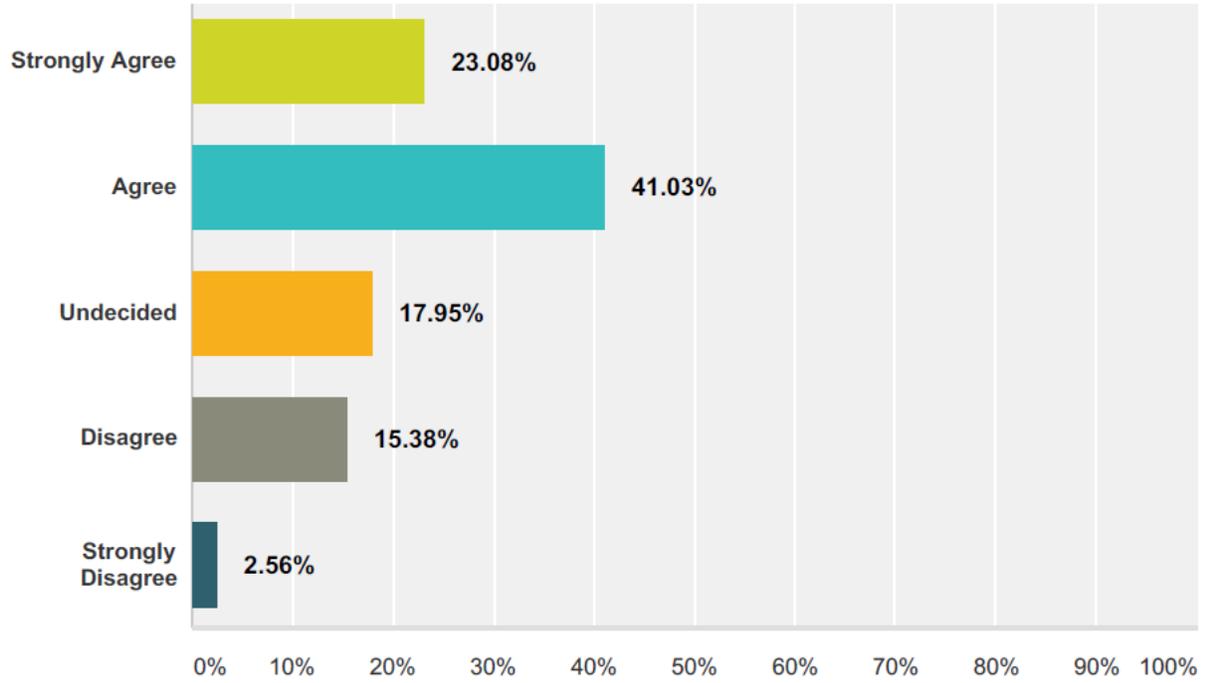


MY ORGANIZATION IS FLEXIBLE AND CAN MAKE CHANGES QUICKLY WHEN NEEDED.

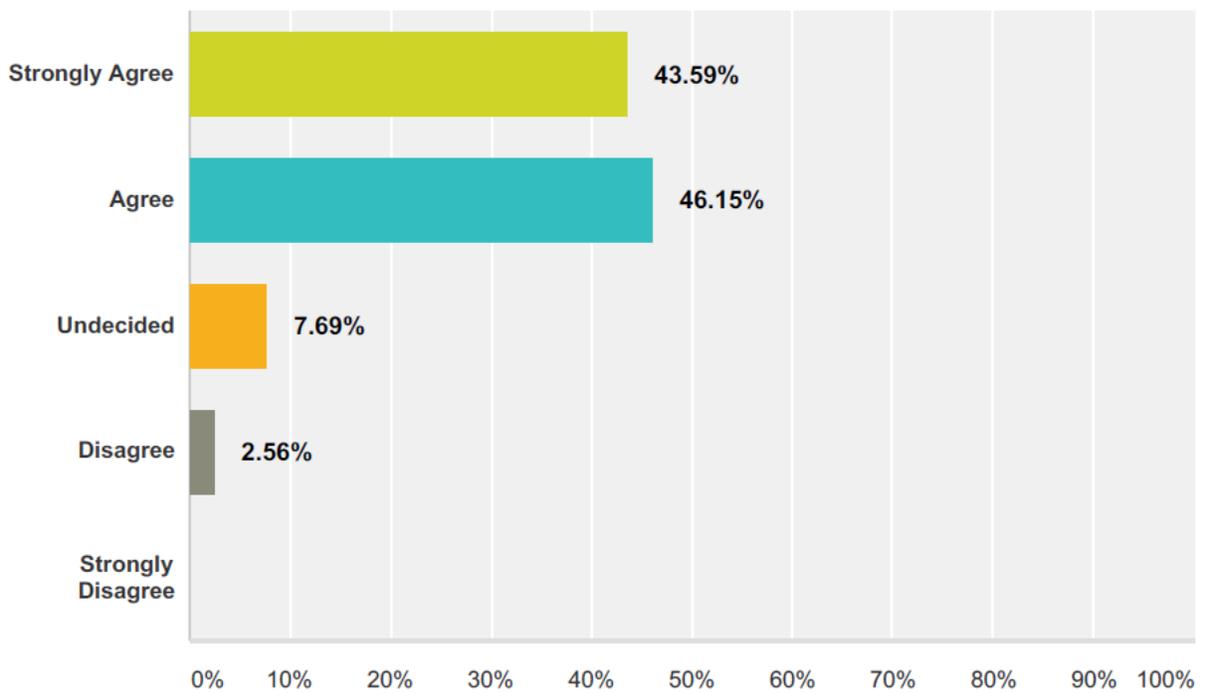


CUSTOMER AND MARKET FOCUS

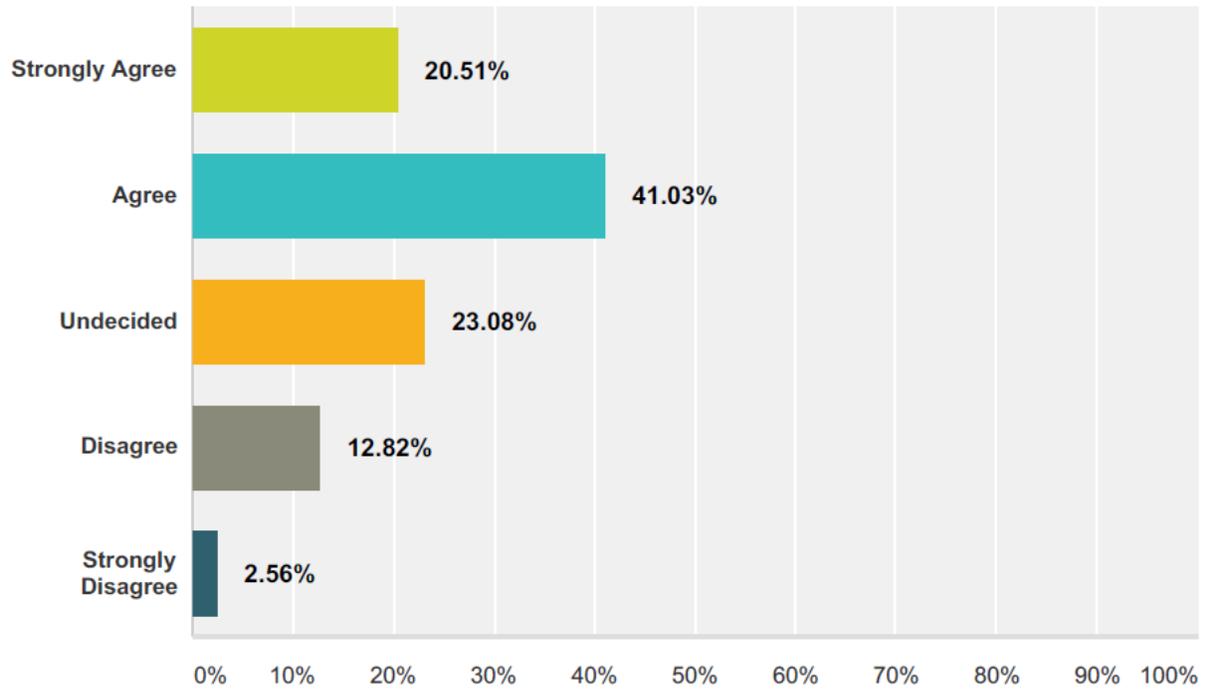
I KNOW WHO MY MOST IMPORTANT CUSTOMERS ARE.



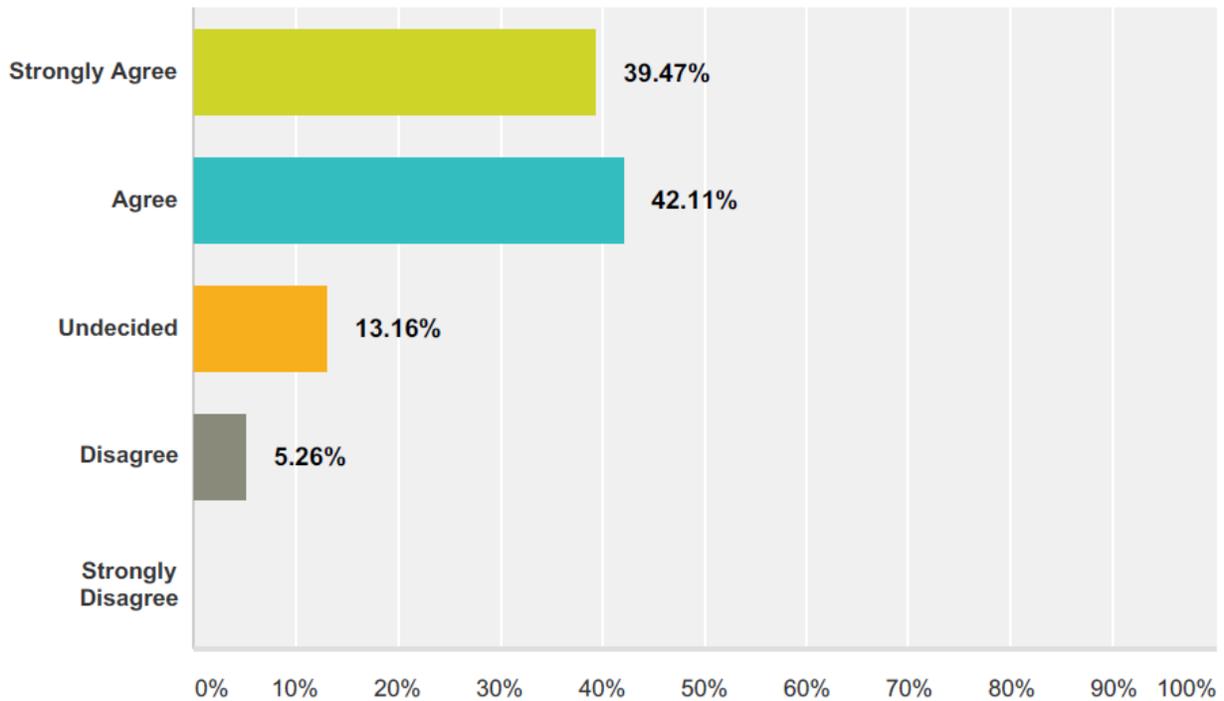
I REGULARLY ASK MY CUSTOMERS WHAT THEY NEED AND WANT.



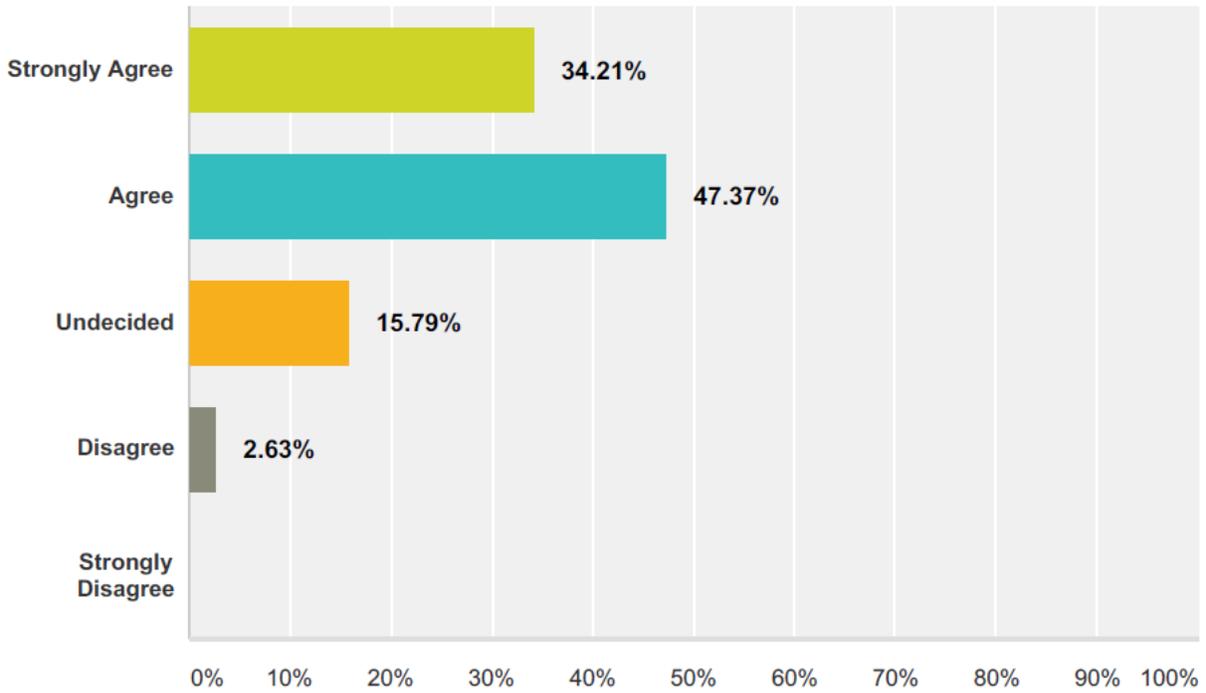
I ASK IF MY CUSTOMERS ARE SATISFIED OR DISSATISFIED WITH MY WORK.



I AM ALLOWED TO MAKE DECISIONS TO SOLVE PROBLEMS FOR MY CUSTOMERS.

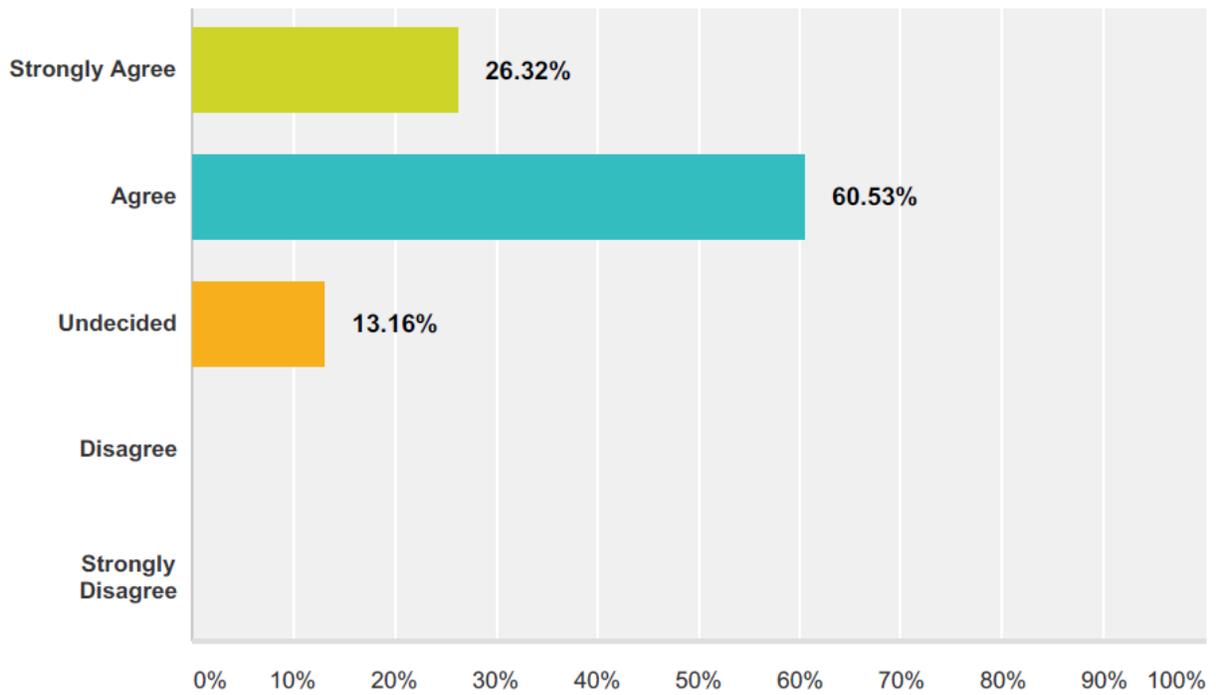


I ALSO KNOW WHO MY ORGANIZATION'S MOST IMPORTANT CUSTOMERS ARE.

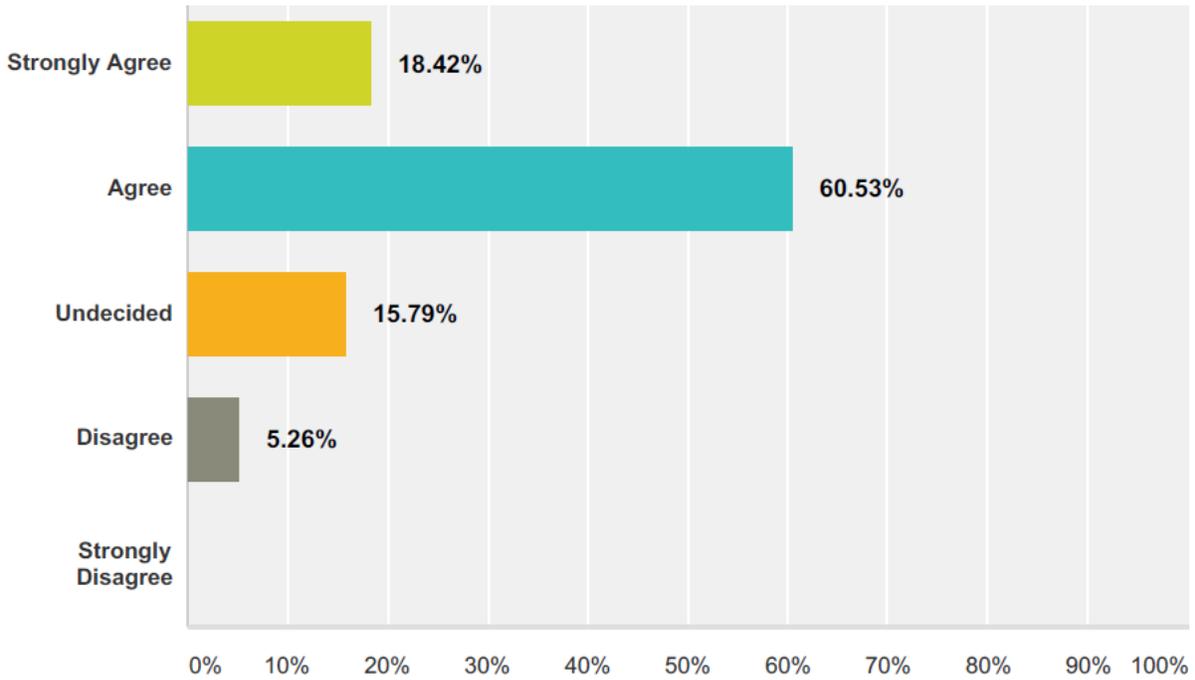


MEASUREMENT, ANALYSIS & KNOWLEDGE MANAGEMENT

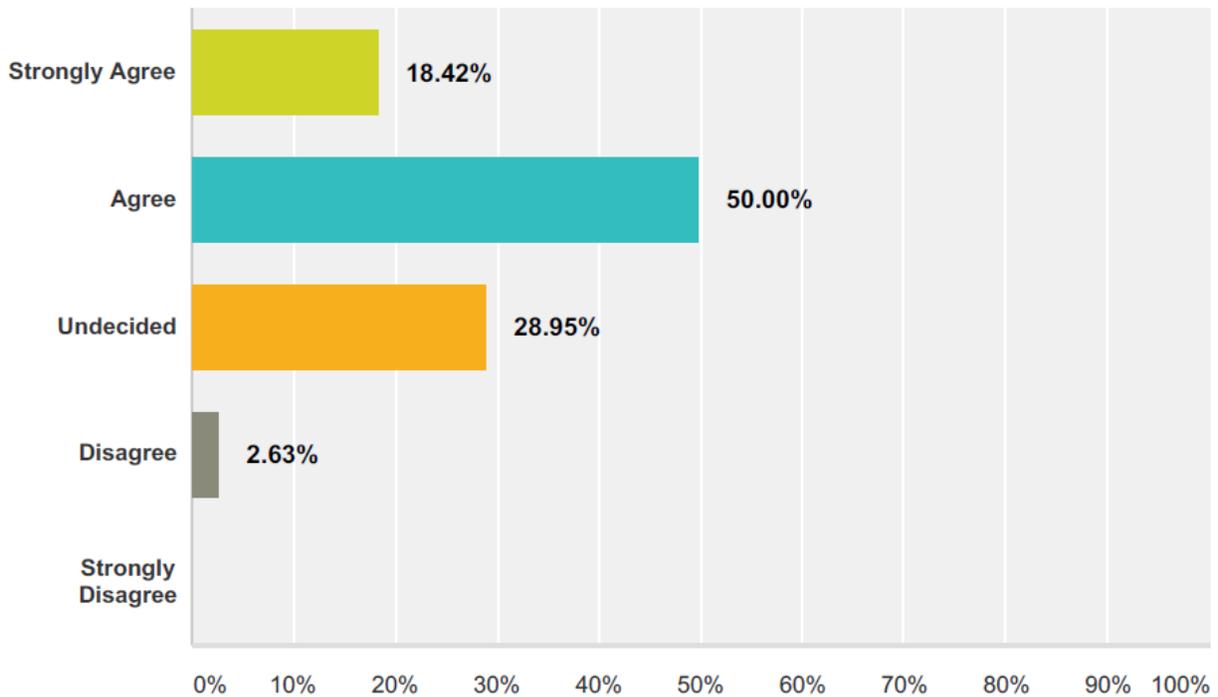
I KNOW HOW TO MEASURE THE QUALITY OF MY WORK



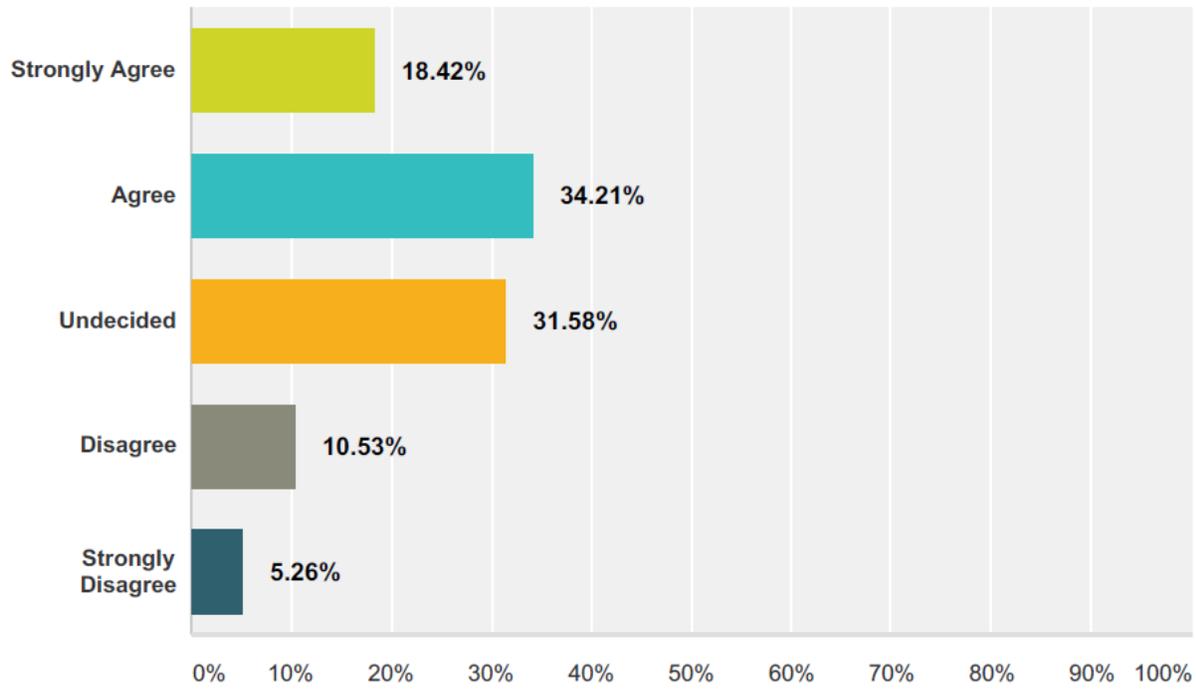
I CAN USE THIS INFORMATION TO MAKE CHANGES THAT WILL IMPROVE MY WORK.



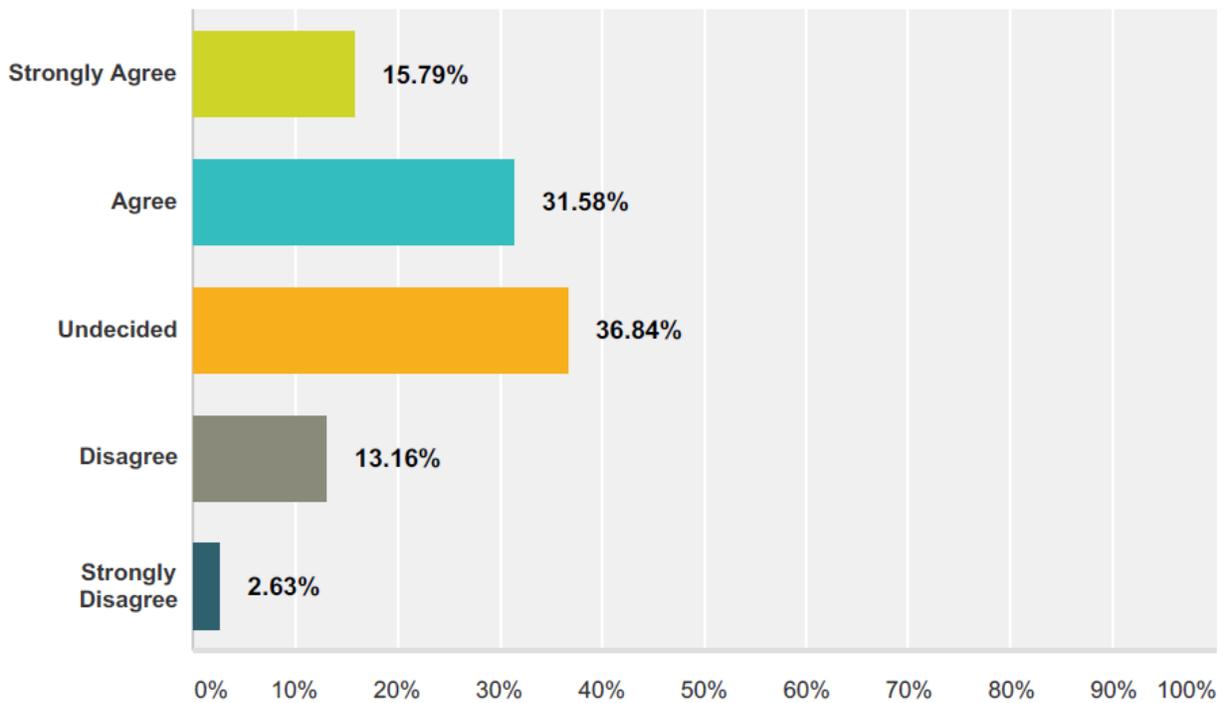
I KNOW HOW THE MEASURES I USE IN MY WORK FIT INTO THE ORGANIZATION'S OVERALL MEASURES OF IMPROVEMENT.



I GET ALL THE IMPORTANT INFORMATION I NEED TO DO MY WORK.

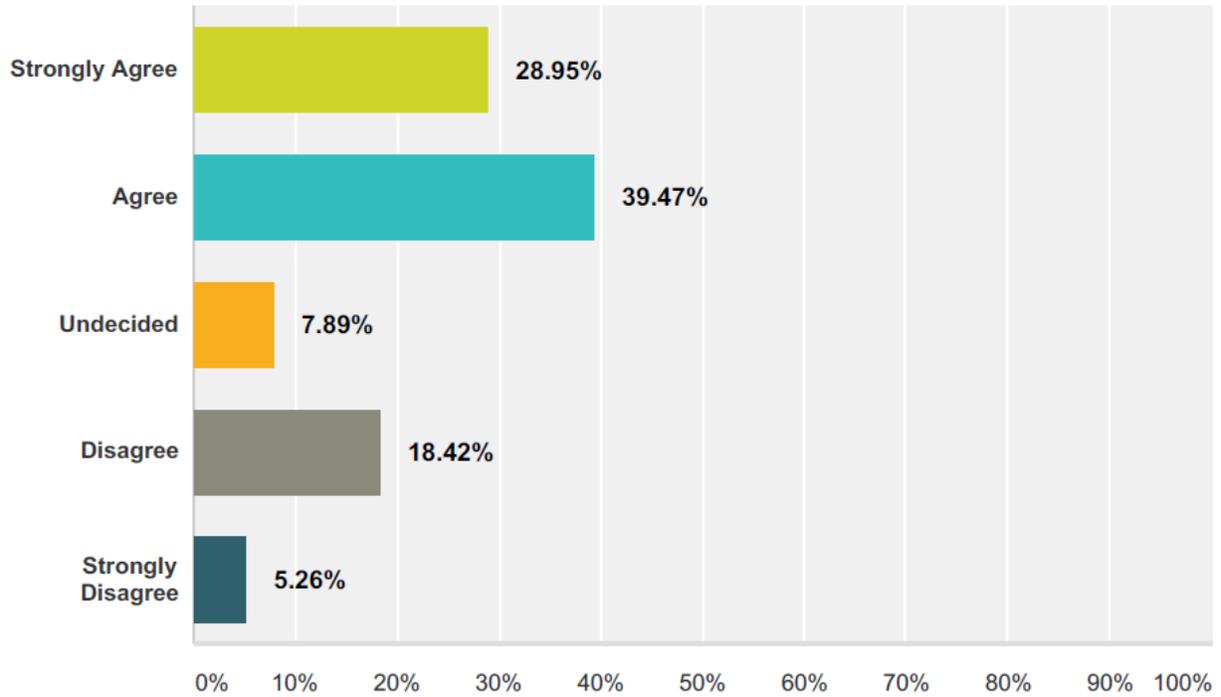


I KNOW HOW MY ORGANIZATION AS A WHOLE IS DOING.

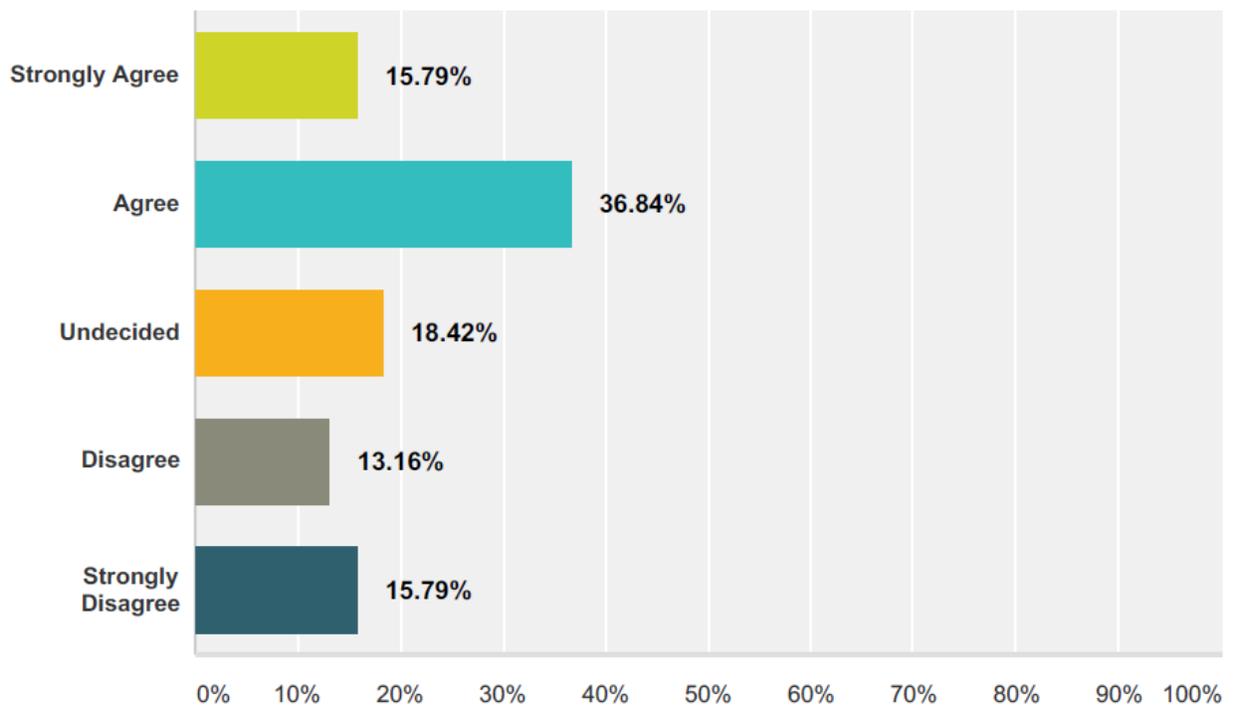


WORKFORCE FOCUS

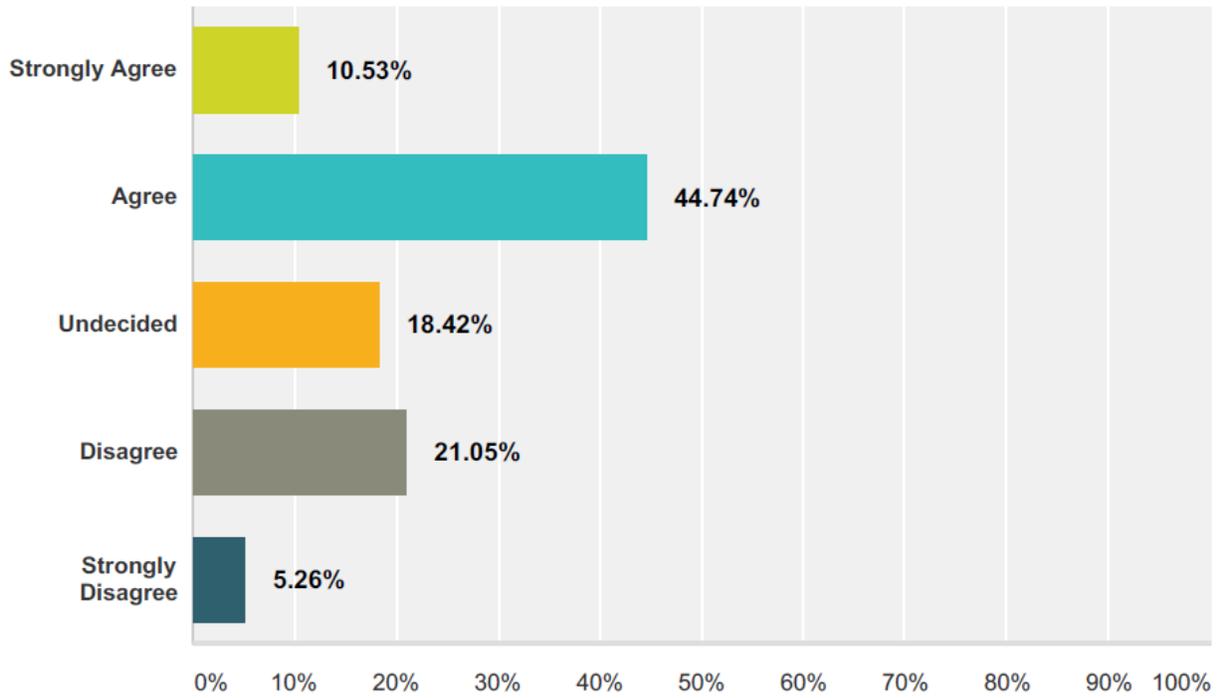
THE PEOPLE I WORK WITH COOPERATE AND WORK AS A TEAM.



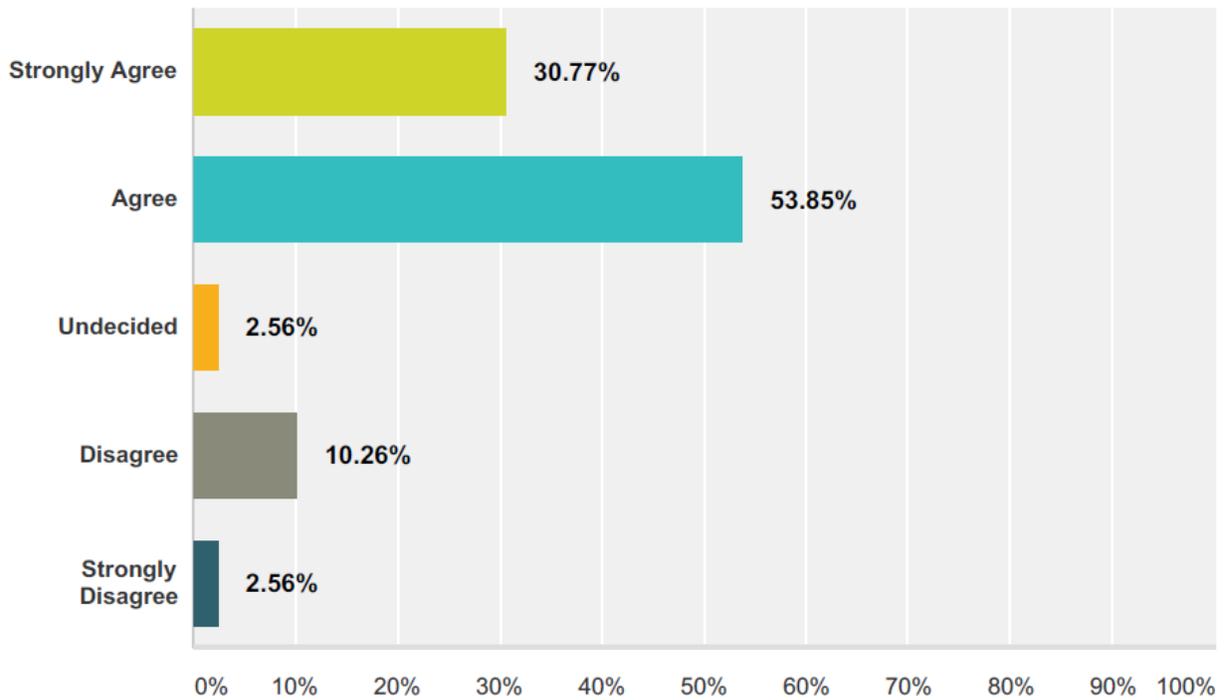
MY BOSSES ENCOURAGE ME TO DEVELOP MY JOB SKILLS SO I CAN ADVANCE IN MY CAREER.



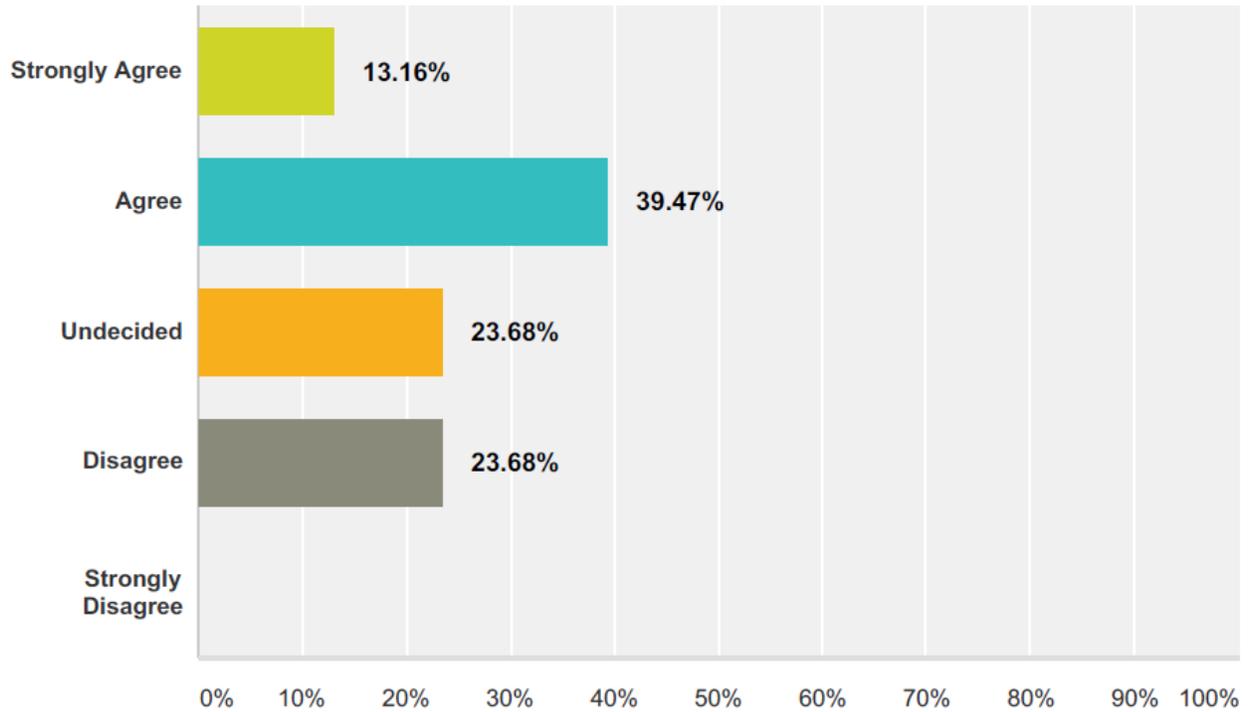
I AM RECOGNIZED FOR MY WORK.



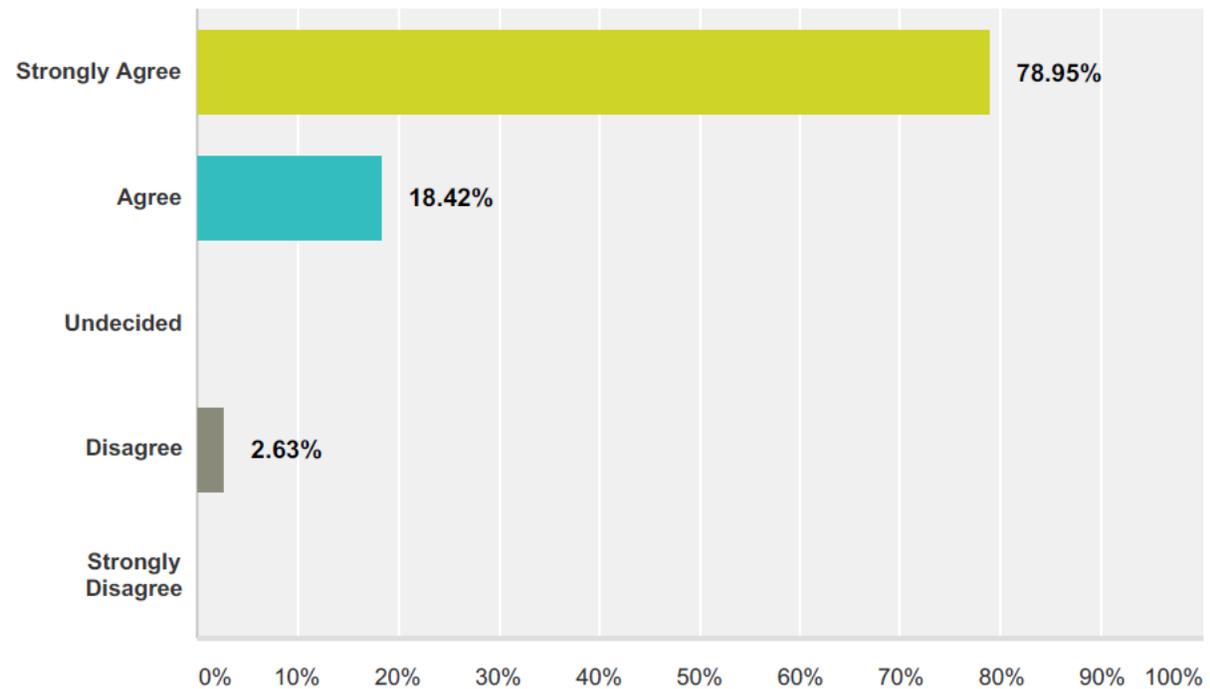
I HAVE A SAFE WORKPLACE.



MY BOSSES AND MY ORGANIZATION CARE ABOUT ME.

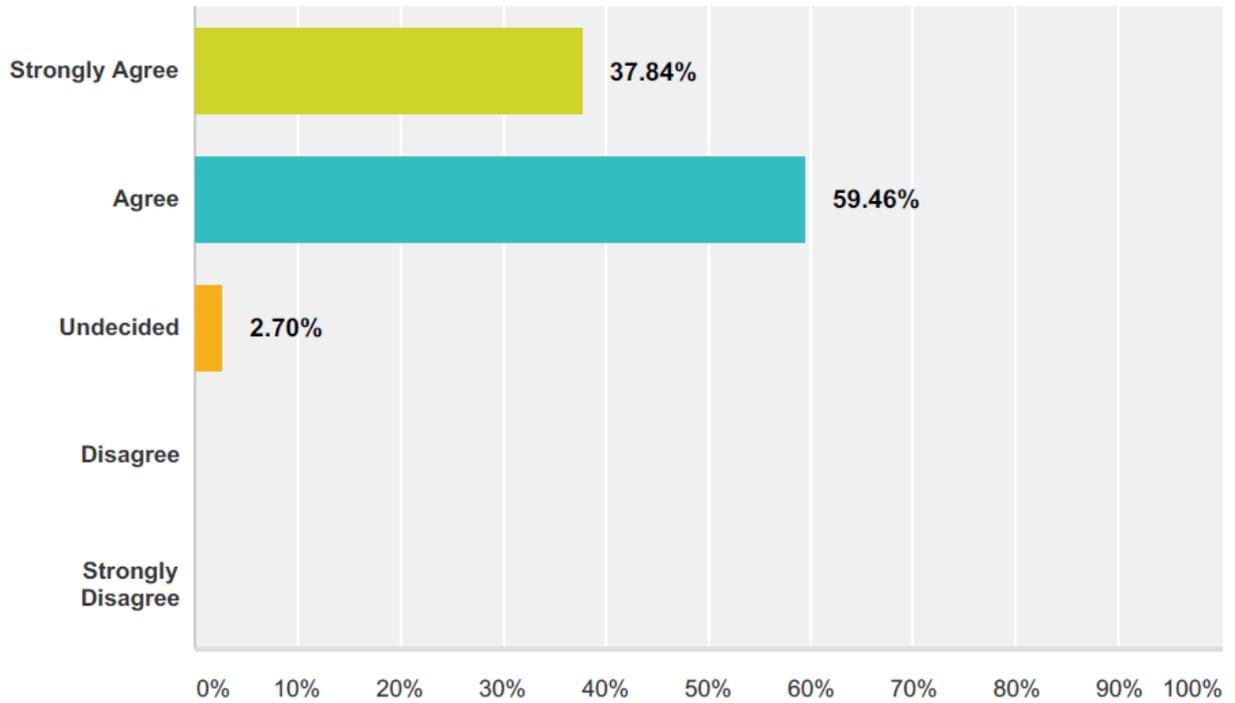


I AM COMMITTED TO MY ORGANIZATION'S SUCCESS.

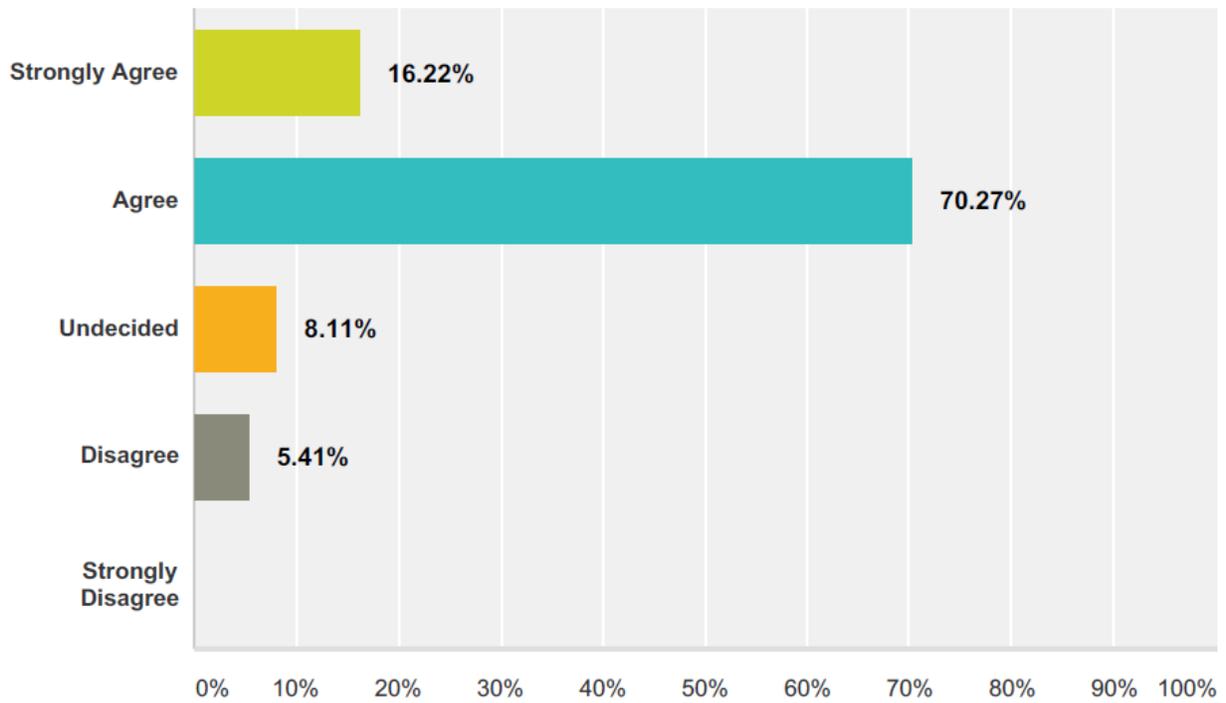


PROCESS MANAGEMENT

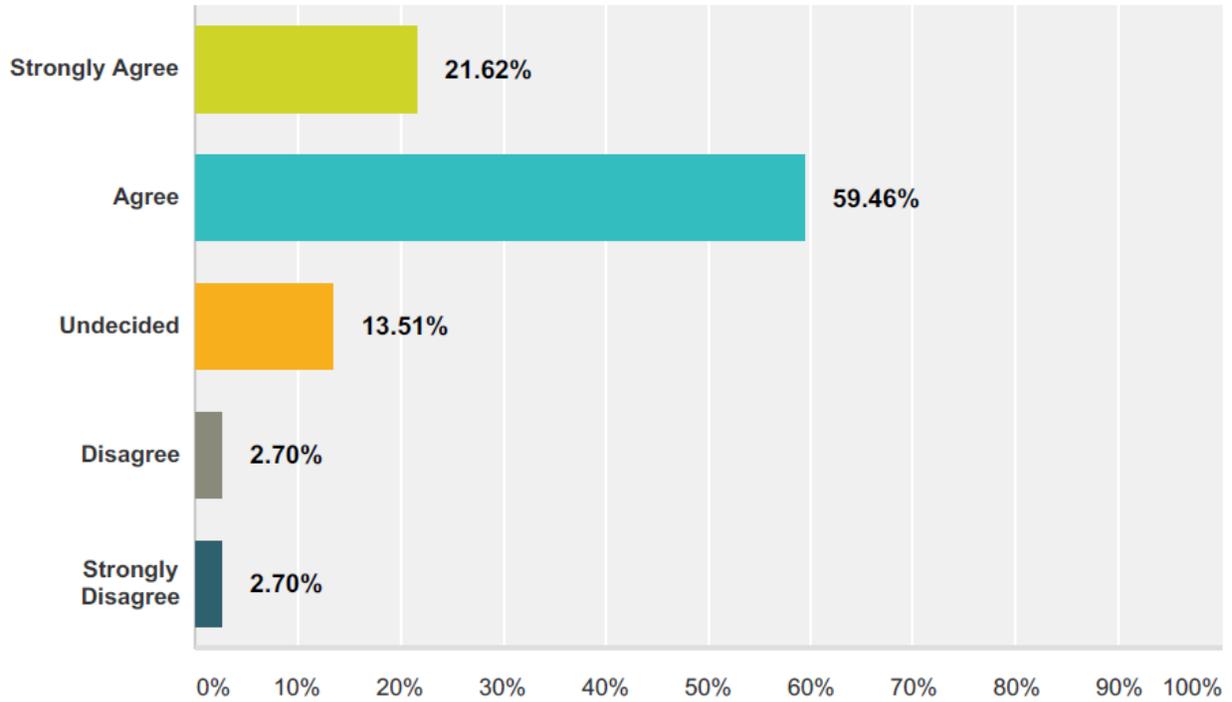
MY CUSTOMERS ARE SATISFIED WITH MY WORK.



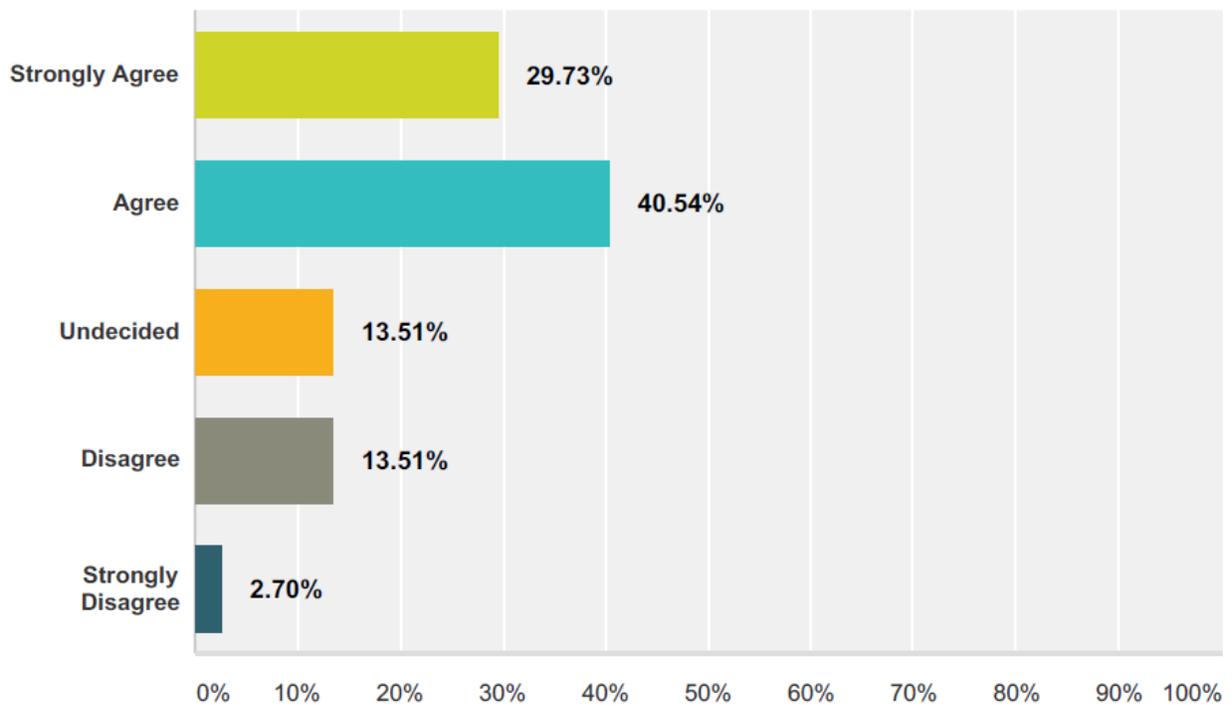
WE HAVE GOOD PROCESSES FOR DOING OUR WORK.



I HAVE CONTROL OVER MY WORK PROCESSES.

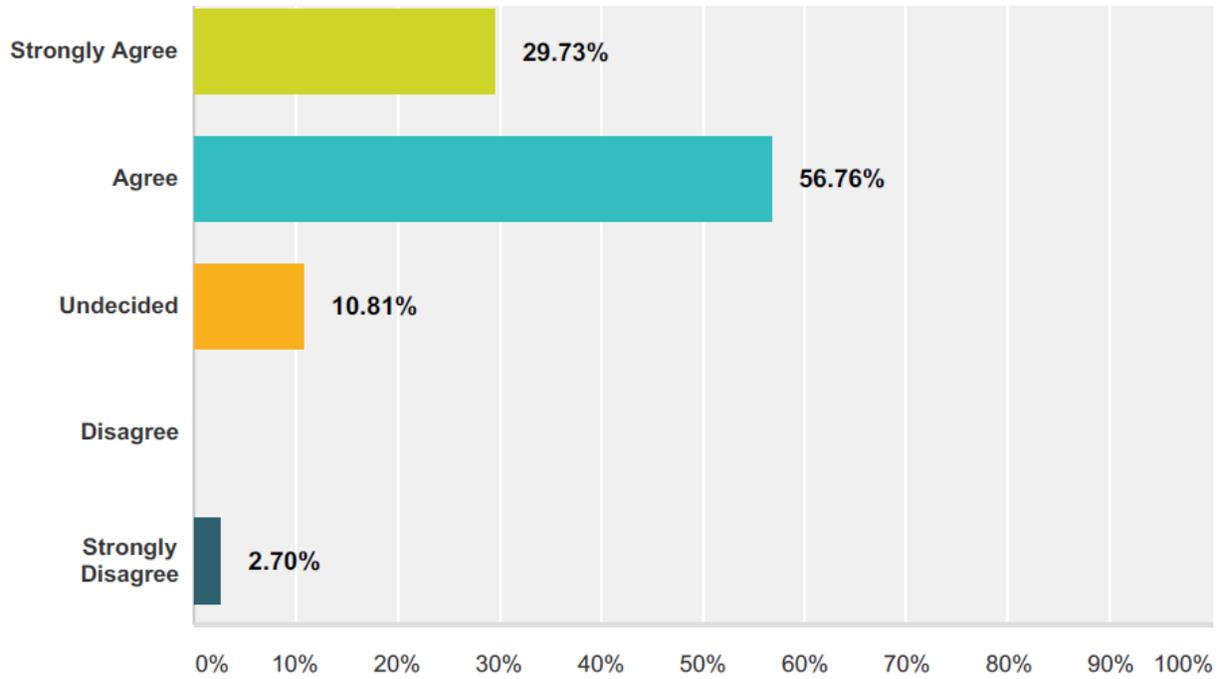


WE ARE PREPARED TO HANDLE AN EMERGENCY

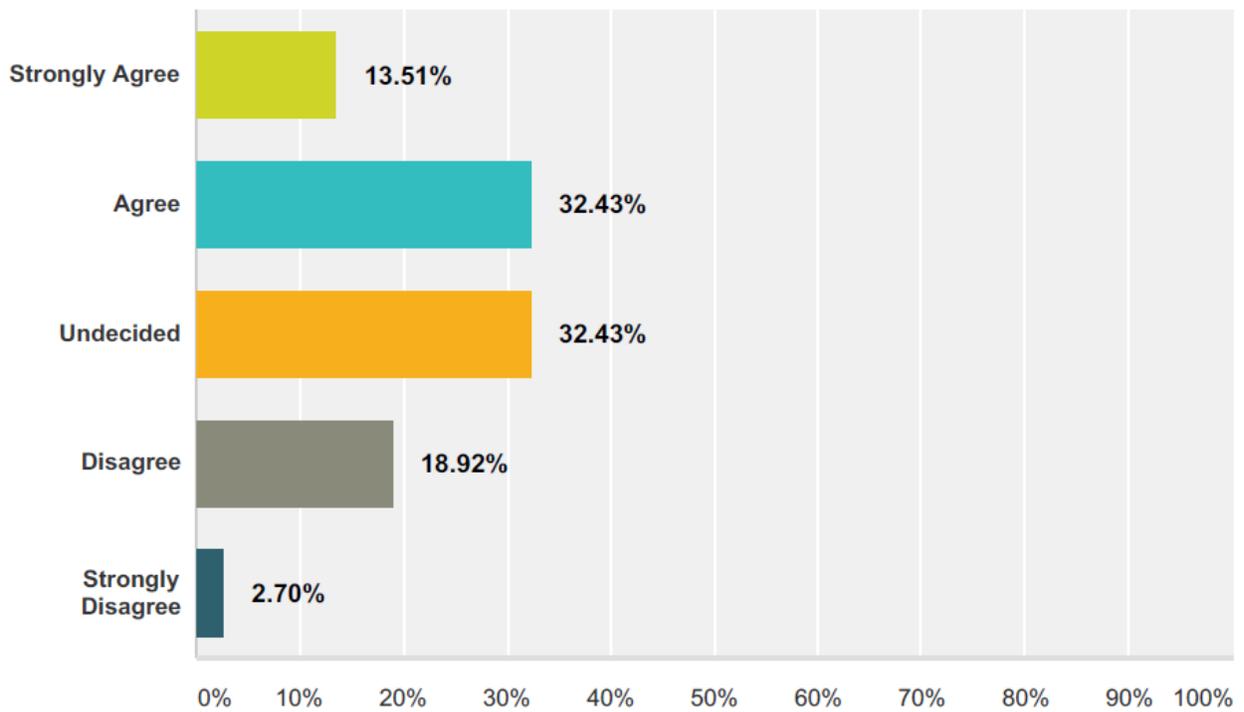


CULTURAL RESULTS

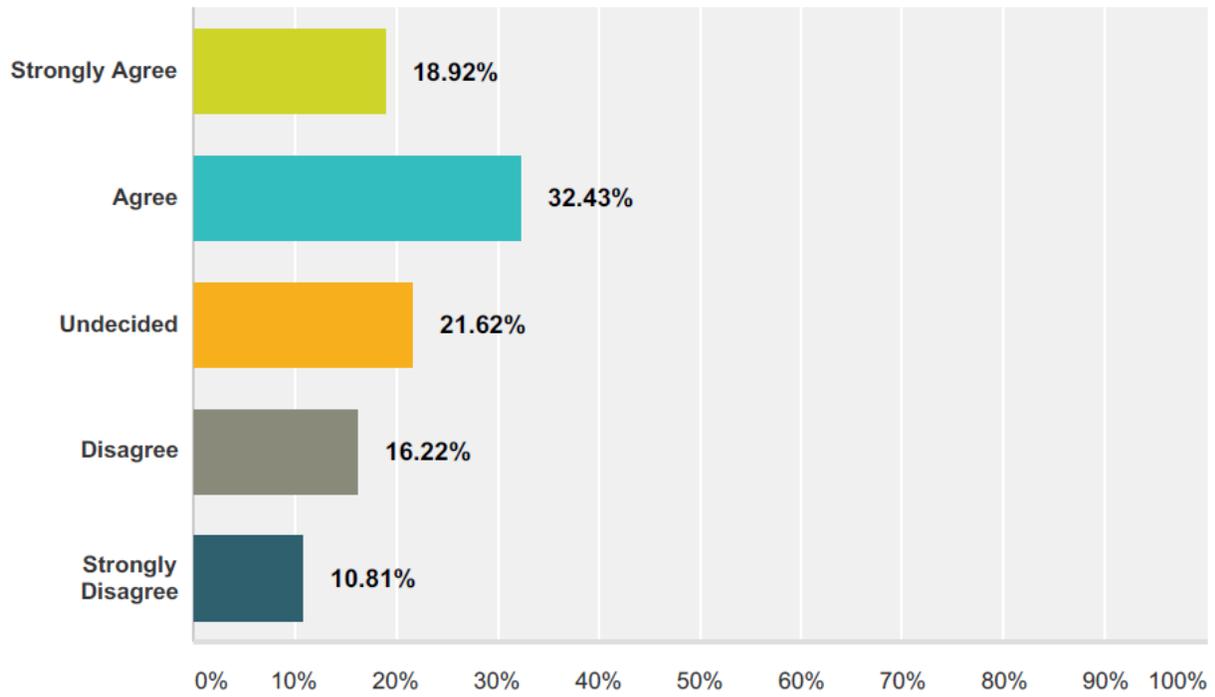
MY WORK PRODUCTS MEET ALL REQUIREMENTS.



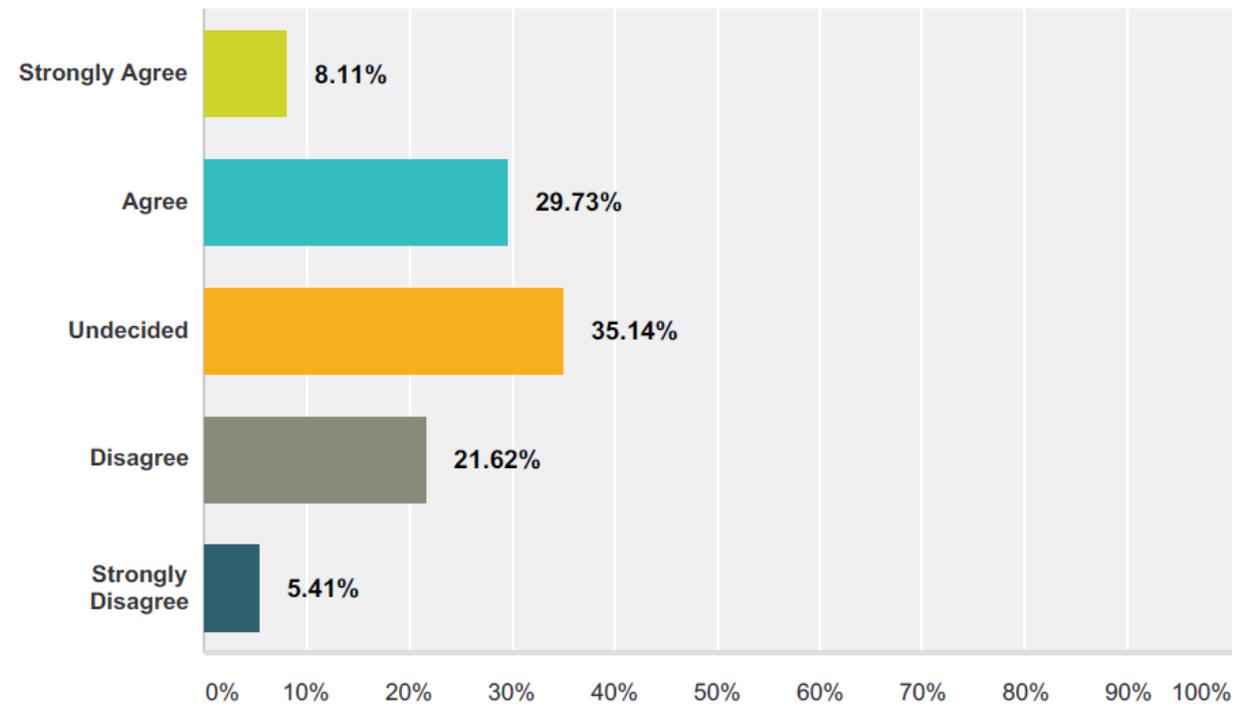
I KNOW HOW WELL MY ORGANIZATION IS DOING FINANCIALLY.



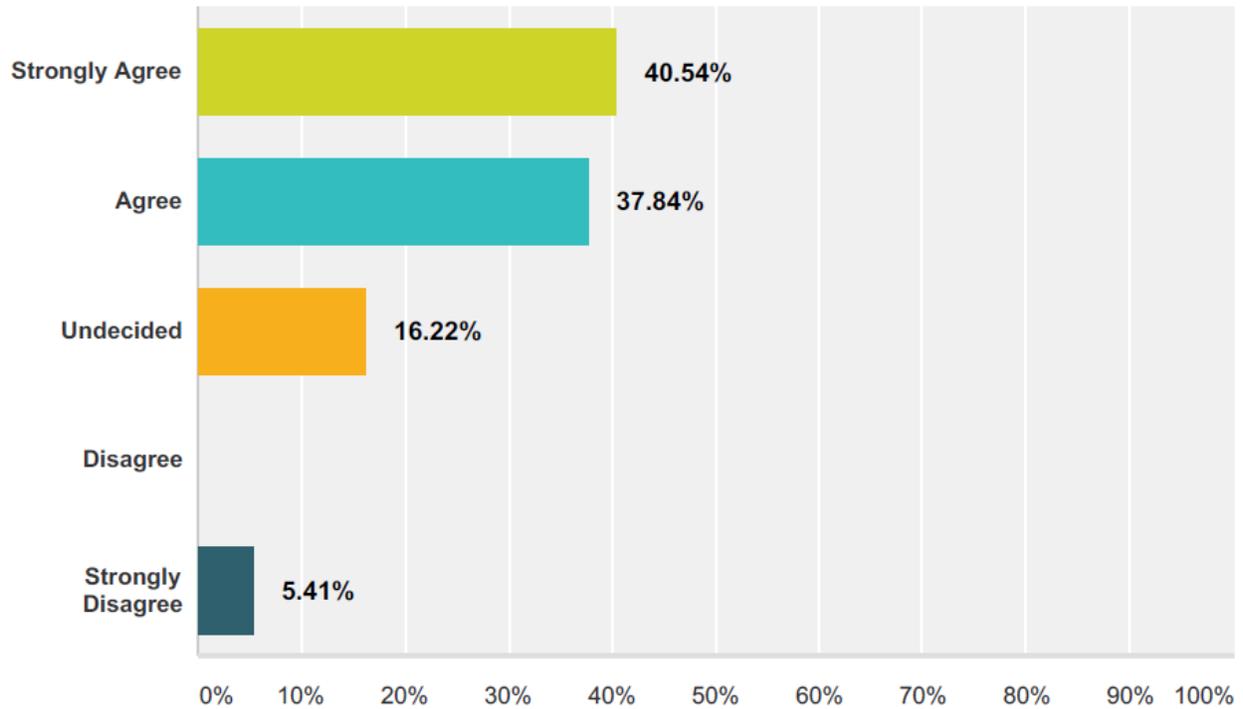
MY ORGANIZATION HAS THE RIGHT PEOPLE AND SKILLS TO DO ITS WORK



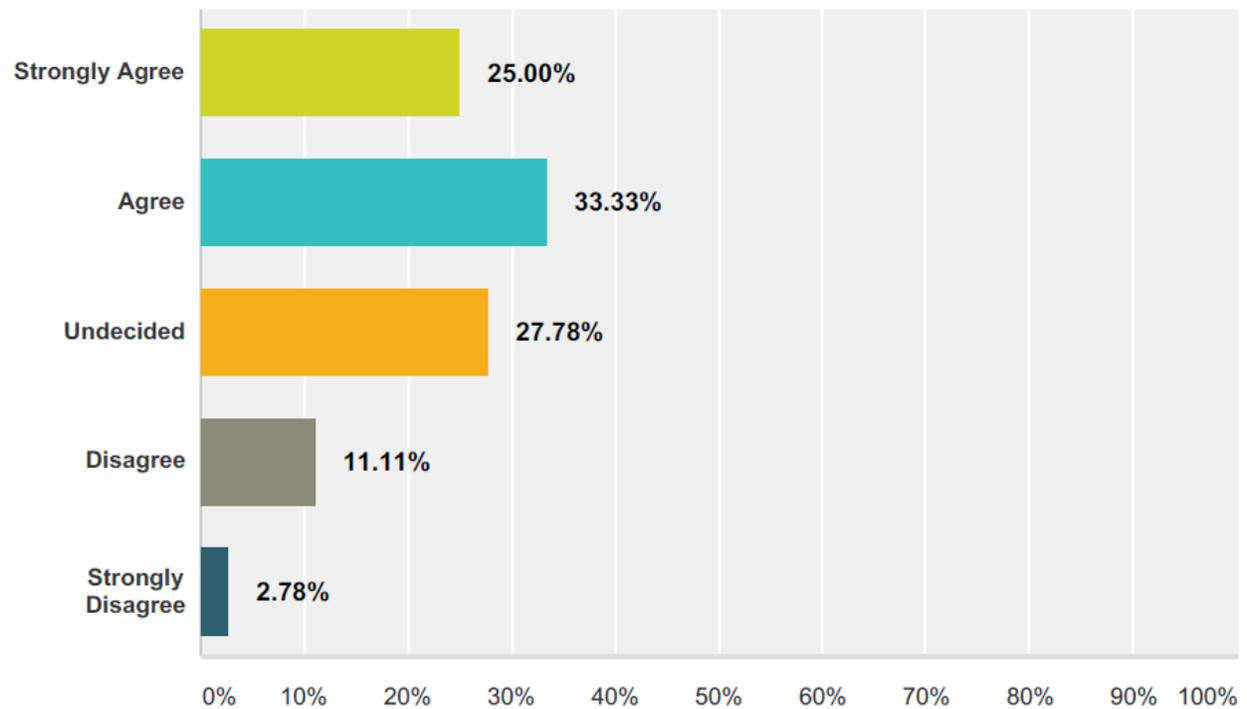
MY ORGANIZATION REMOVES THINGS THAT GET IN THE WAY OF PROGRESS.



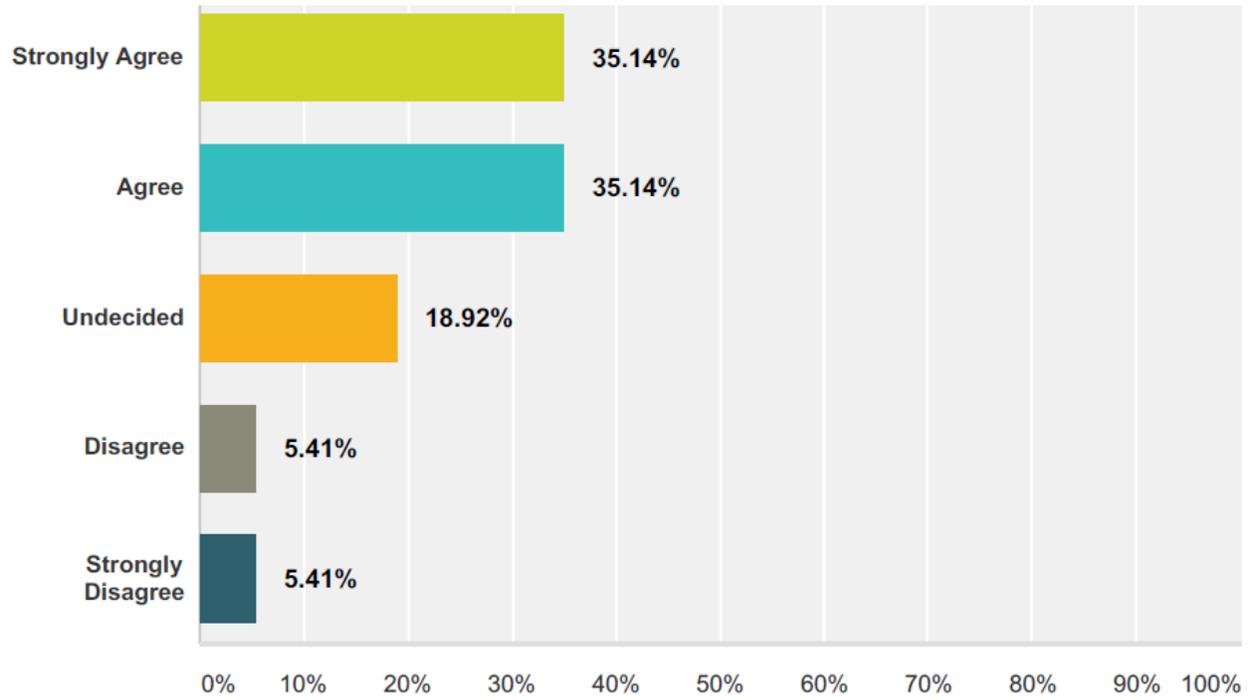
MY ORGANIZATION OBEYS LAWS AND REGULATIONS



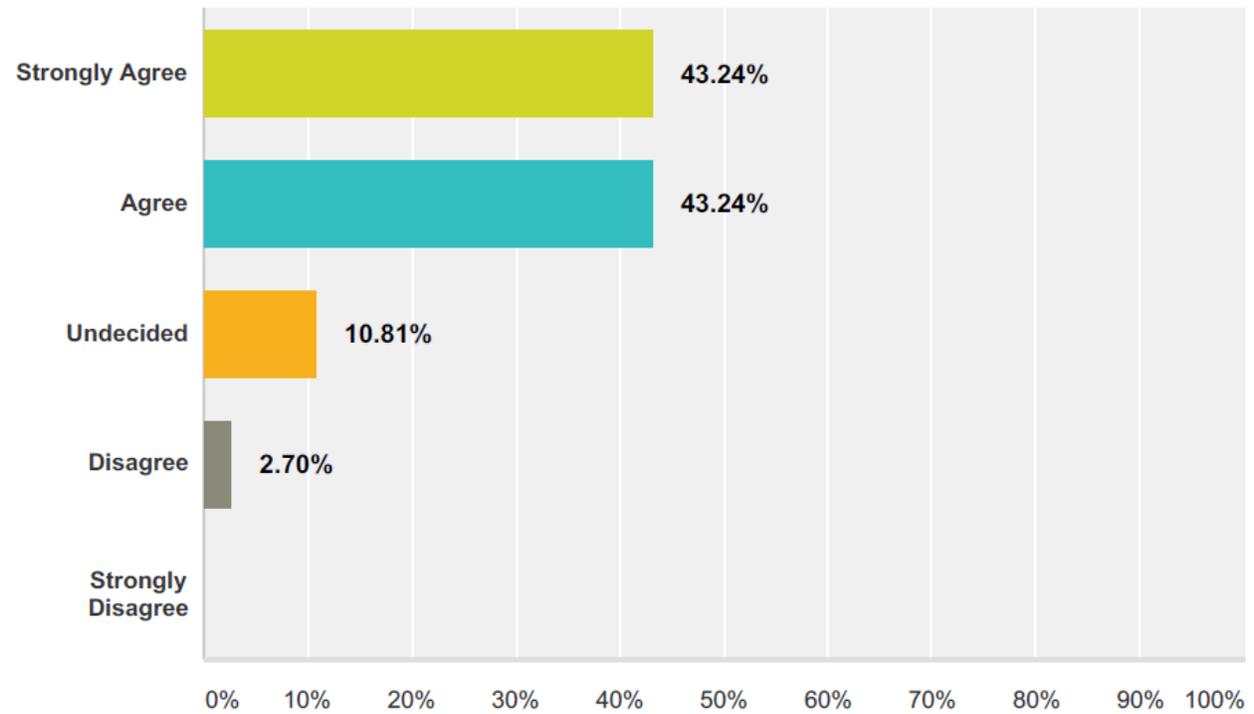
MY ORGANIZATION HAS HIGH STANDARDS AND ETHICS.



MY ORGANIZATION HELPS ME HELP MY COMMUNITY.



MY ORGANIZATION IS A GOOD PLACE TO WORK.



APPENDIX C CAPRA STANDARDS

There are a total of 144 standards which include 36 Fundamental (in bold) standards. Fundamental standards must be met clearly for the CAPRA Board to consider the Department as “CAPRA Accredited”.

Accreditation Standard	Meet Standard	Does Not Meet Standard	Portions of this Plan will assist with partially meeting standard
1.0 AGENCY AUTHORITY, ROLE AND RESPONSIBILITY			
1.0 Source of Authority			
1.1.1 Public Authority			
1.1.2 Citizen Advisory Boards			
1.2 Jurisdiction			
1.3 Mission			
1.3.1 Agency Goals and Objectives			
1.3.2 Personnel Involvement			
1.4 Policies, Rules and Operational Procedures			
1.4.1 Policy Manual			
1.5 Agency Relationship			
1.5.1 Operational Coordination and Cooperation Agreements			
2.0 PLANNING			
2.1 Overall Planning Function within Agency			
2.2 Involvement in Local Planning			
2.3 Planning with Regional, State, Federal and Non-gov Agencies			
2.4 Comp Plan			
2.4.1 Trends Analysis			



2.4.2 Community Assessment			
2.4.3 Community Inventory			
2.4.4 Needs Index			
2.5 Feasibility Studies			
2.6 Strategic Plan			
2.7 Site Plans			
2.8 Historical, Cultural and Natural Resource Management Plan			
2.9 Community Involvement			
3.0 ORGANIZATION AND ADMINISTRATION			
3.1 Organization Structure			
3.1.1 Statement of Purpose for Each Organizational Component			
3.2 Administrative Policies and Procedures			
3.2.1 Administrative Offices			
3.2.2 Support Services			
3.3 Communication System			
3.4 Process for Public Information, Community Relations, Marketing			
3.4.1 Public Information Statement			
3.4.1.1 Public Information and Community Relations Responsibility			
3.4.2 Community Relations Plan			
3.4.3 Marketing Plan			
3.4.3.1 Marketing Position Responsibility			

3.5 Management Information Systems			
3.5.1 Application of Technology			
3.6 Records Management Policy and Procedure			
3.6.1 Records Disaster Mitigation and Recovery			
4.0 HUMAN RESOURCES			
4.1 Personnel Policies and Procedures Manual			
4.1.1 Code of Ethics			
4.1.2 Recruitment Process			
4.1.3 Equal Employment Opportunity and Workforce Diversity			
4.1.4 Selection Process			
4.1.5 Background Investigation			
4.1.6 Employee Benefits			
4.1.7 Supervision			
4.1.8 Compensation			
4.1.9 Performance Evaluation			
4.1.10 Promotion			
4.1.11 Disciplinary System			
4.1.12 Grievance Procedures			
4.1.13 Termination and End of Employment			
4.2 Staff Qualifications			
4.3 Job Analysis and Job Description			
4.4 Chief Administrator			
4.5 Physical Examination			



4.5.1 Workforce Health and Wellness			
4.6 Orientation Program			
4.6.1 In-Service Training Function			
4.6.2 Employee Development			
4.6.3 Succession Planning			
4.6.4 Professional Organization Membership			
4.7 Volunteer Management			
4.7.1 Utilization of Volunteers			
4.7.2 Recruitment, Selection, Orientation, Training, and Retention			
4.7.3 Supervision and Evaluation			
4.7.4 Recognition			
4.7.5 Liability Coverage			
4.8 Consultants and Contract Employees			
5.0 FINANCIAL MANAGEMENT			
5.1 Fiscal Policy			
5.1.1 Fees and Charges			
5.1.2 Acceptance of Gifts and Donations			
5.1.3 Government Grants			
5.1.4 Private, Corporate, and Non Profit Support			
5.2 Fiscal Management Procedures			
5.2.1 Authority and Responsibility for Financial Management			
5.2.2 Purchasing Procedures			

5.2.2.1 Emergency Purchase Procedures			
5.3 Accounting System			
5.3.1 Financial Status Reports			
5.3.2 Position Authorization			
5.3.3 Fiscal Control and Monitoring			
5.3.4 Independent Audit			
5.4 Annual Budget			
5.4.1 Budget Development Participation			
5.4.2 Budget Recommendations			
5.5 Budget Control			
5.5.1 Supplemental/Emergency Appropriations			
5.5.2 Inventory and Fixed Assets Control			
6.0 PROGRAMS AND SERVICES MANAGEMENT			
6.1 Recreation Program Plan			
6.1.1 Program and Service Determinants			
6.1.2 Participant Involvement			
6.1.3 Self-Directed Programs and Services			
6.1.4 Leader-Directed Programs and Services			
6.1.5 Facilitated Programs and Services			
6.1.6 Fee Based Programs and Services			
6.1.7 Cooperative Programming			
6.2 Objectives			



6.3 Program Evaluation			
6.4 Outreach to Underserved Populations			
6.5 Scope of Program Opportunities			
6.6 Selection of Program Content			
6.7 Community Education for Leisure			
6.8 Program and Service Statistics			
7.0 FACILITY AND LAND USE MANAGEMENT			
7.1 Acquisition of Park and Recreation Lands			
7.2 Development of Areas and Facilities			
7.3 Defense against encroachment			
7.4 Disposal of Lands			
7.5 Maintenance and Operations Management Plan			
7.5.1 Facility Legal Requirements			
7.5.2 Preventive Maintenance Plan			
7.5.3 Recycling			
7.6 Fleet Management Plan			
7.7 Agency Owned Equipment and Property			
7.8 Natural Resource Management and Environmental Stewardship			
7.9 Environmental Sustainability			

7.10 Maintenance Personnel Assignment			
7.11 Capital Asset Depreciation and Replacement			
8.0 PUBLIC SAFETY, LAW ENFORCEMENT AND SECURITY			
8.1 Laws and Ordinances			
8.2 Authority to Enforce Laws by Law Enforcement Officers			
8.3 Law Enforcement Officer Training			
8.4 Public Safety and Law Enforcement Role of Agency Staff			
8.4.1 Staff Liaison to Law Enforcement Officers			
8.4.2 Public Safety and Law Enforcement In-Service Training for Staff			
8.4.3 Handling of Disruptive Behavior			
8.4.4. Traffic Control, Parking Plans, and Crowd Control			
8.4.5 Handling of Evidentiary Items			
8.5 General Security Plan			
8.6 Emergency Management Plan			
8.6.1 In-Service Training for Agency Staff			
9.0 RISK MANAGEMENT			
9.1 Risk Management Plan			
9.1.1 Statement of Policy			
9.1.2 Risk Management Operations Manual			



9.1.2.1 Accident and Incident Reports			
9.1.3 Personnel Involvement and Training			
9.2 Risk Manager			
10.0 EVALUATION AND RESEARCH			
10.1 Evaluation Analysis			
10.1.1 Position Responsibility for Evaluation			
10.2 Experimental and Demonstration Projects			
10.3 Staff Training for the Evaluation of Programs, Services, Areas and Facilities			
10.4 Quality Assurance			