



2013-2015 Strategic Plan



Completed January 2013

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South Suburban Park and Recreation District Board of Directors

John K. Ostermiller, Chair (Term Expires May 2014)
Susan M. Rosser, Assistant Chair (Term Expires May 2016)
Pamela M. Eller, Secretary (Term Expires May 2014)
Michael T. Anderson, Treasurer (Term Expires May 2014)
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Executive Summary

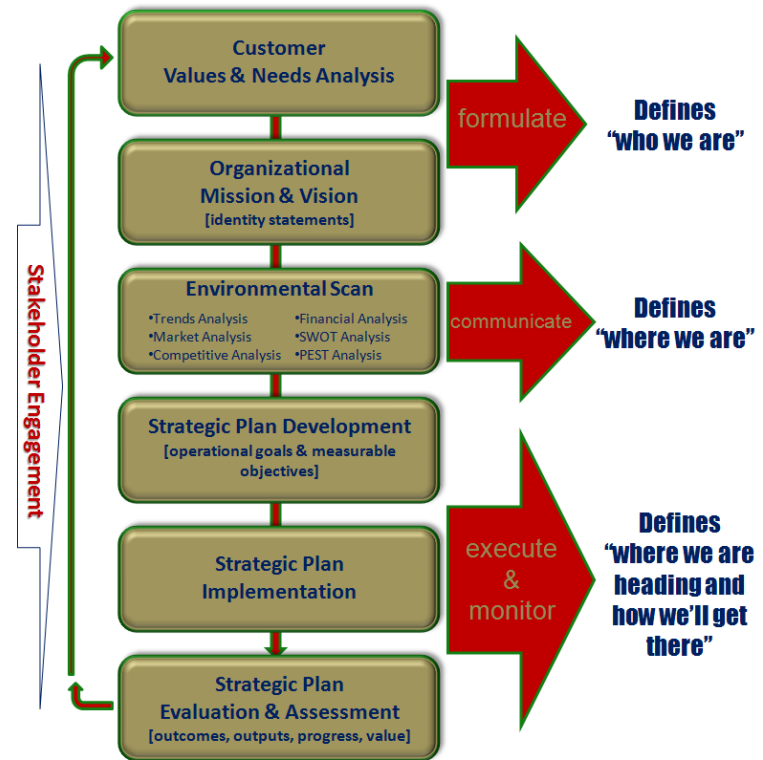
Experts stress that the most important outcome of strategic planning is to instill strategic thinking in an organization. They generally agree that strategic planning is only useful if it built upon a strong foundation of values, mission and vision, driven by customer interests and need, supported and championed by critical staff and leadership, and grounded in strategic thinking leading to action.

To be sustainable, public and non-profit sector organizations including public parks and recreation agencies must regularly examine and adjust their strategies as situations change and opportunities arise. Today, scarce resources and a constantly shifting environment are forcing many organizations to reconsider their current strategies or to explicitly undertake strategy development for the first time. All indications are that future success will require much more rapid strategic rethinking and repositioning than are now the norm.

Development of the South Suburban Park and Recreation District's 2013-2015 Strategic Plan began in January 2012. The process (illustration at right) was thoughtful, comprehensive and focused on those critical factors that lead to effectiveness including:

- Developed in cooperation with those responsible for carrying it to fruition (both staff and the Board), and with community representatives.
- Developed with the intent to be dynamic and capable of evolving with constantly changing market conditions.
- Developed with the intention of being monitored and measured, both in terms of progress and value.

The process focused on allowing for strong and active participation from all three key stakeholder groups: staff, board and community. Ultimately, it unveiled four organizational priorities the District should dedicate its resources to addressing and resolving over the course of the next three years.



Operational Assessment & Strategic Plan Development
[assessing performance and setting a standard for continuous improvement]



These four focus areas are able to act as overarching priorities in efforts to address parks and recreation trends, the financial condition of the communities the District serves and the District itself, target market conditions, the competitive landscape, and the repeated issues, concerns, and considerations shared via community and staff interviews, and focus groups. Among those issues that were repeated and identified with regularity were:

- ☐ Revenue declines
- ☐ Economic challenges (e.g., decreasing property values, unemployment rates)
- ☐ Affordability of District services
- ☐ Accessibility of District services
- ☐ Community connectivity
- ☐ Maintaining the District's infrastructure
- ☐ Rapidly changing demographics (e.g., older adult and minority population increases)
- ☐ Health and wellness of communities
- ☐ Community outreach
- ☐ Marketing and communications (internal and external)
- ☐ Customer Service (internal and external)
- ☐ Impending staff retirements
- ☐ Rapid technological advances
- ☐ Increased competition
- ☐ Staff training and development opportunities
- ☐ Partnerships/collaborations
- ☐ Staff workloads

Organizational Priority 1. Financial Resilience

Organizational Priority 2. Community Engagement

Organizational Priority 3. The SSPRD Team

Organizational Priority 4. Cutting Edge Operations



The following pages provide an illustrative overview of the District's 2013-2015 Strategic Plan including the organization's key priorities, goals, and those subsequent actions that have been identified as having the greatest impact on District operations in the next three years, recommendations concerning implementation of the plan, trends and issues affecting District operations today and into the future, a summary of the process review (Appendix A), and a summary of all stakeholder feedback (Appendix B).



South Suburban Park and Recreation District's 2013-2015 Strategic Plan Illustration

Organizational Priority 1: *Financial Resilience*



- ☐ Goal 1a. Strive to maintain our infrastructure
- ☐ Goal 1b. Increase net revenue
- ☐ Goal 1c. Improve operational efficiencies

Organizational Priority 2: *Community Engagement*



- ☐ Goal 2a. Create effective and efficient partnerships and collaborations
- ☐ Goal 2b. Enhance community awareness of the SSPRD
- ☐ Goal 2c. Increase utilization of SSPRD services
- ☐ Goal 2d. Assess community needs and interests as they relate to parks and recreation service delivery

Organizational Priority 3: *The SSPRD Team*



- ☐ Goal 3a. Improve internal communication
- ☐ Goal 3b. Maintain a culture which values staff
- ☐ Goal 3c. Invest in the growth and development of staff


Organizational Priority 4: *Cutting Edge Operations*



- ☐ Goal 4a. Identify “non-traditional” partnerships and collaboration opportunities
- ☐ Goal 4b. Foster a culture of creativity and innovation
- ☐ Goal 4c. Responsibly use current technology to improve District operations



South Suburban Park and Recreation District's 2013 -2015 Strategic Plan

 2013-2015 STRATEGIC ACTION PLAN																
Organizational Priority 1: Financial Sustainability																
Goal 1a: Strive to maintain our infrastructure (quality and competitive)																
Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update	
1	Develop an infrastructure plan to include the prioritization of operational and capital needs based upon the completion of comprehensive site and equipment assessments.	Parks Supervisors/Facility Managers/Forestry Supervisor/Superintendent of Golf/Golf Course Maintenance Supervisor/Head Golf Course Pros/Food and Beverage Supervisor/Manager of Finance	Manager of Planning, Construction, and Building Infrastructure													
1a	Develop a definition for the various types of infrastructure to categorize infrastructure District-wide.	Manager of Planning, Construction, and Building Infrastructure	Manager of Planning, Construction, and Building Infrastructure													
1b	Create comprehensive inventory, maintenance, and replacement standards of existing infrastructure throughout the District (e.g. mechanical heating and cooling systems, plumbing equipment, concrete sidewalks, signage, playgrounds, park shelters, irrigation systems, recreation equipment, repair/replacement parts, buildings, etc.) Identify current condition, lifecycle expectancy and estimated cost to replace.	Construction & Maintenance Supervisor/Sr. Park Planner/Facility Supervisors/Recreation Program Coordinators/Manager of Golf/Manager of Finance/Parks Supervisors	Construction and Preventive Maintenance Supervisor													
1c	Utilize the infrastructure standards and inventory to create a database to prioritize current and future needs for replacement and additional infrastructure needs.	Chief Accountant/District Managers	Chief Accountant													
2	Review and update District-wide routine infrastructure maintenance schedules, standards and procedures to promote quality assurance, customer service, safety, impact on providing a quality customer experience, operational efficiencies, etc.	Preventive Maintenance Supervisor	Preventive Maintenance Supervisor													
3	Develop centralized inventories of equipment for Recreation and Parks Departments including storage locations.	Recreation Supervisors/Recreation Program Coordinators/Parks Supervisors	Recreation Program and Facility Supervisor													
4	Prior to renovations or major improvements, create or update applicable facility and park master plans to create continuity between existing and future improvements.	Sr. Park Planner	Sr. Park Planner													
5	Evaluate Family Sports Center for possible upgrades and re-purposing.	Senior Park Planner/General Manager - Ice Operations and Facilities	Manager of Recreation Facilities and Programs													



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6	Create a Golf Operations standard operating procedures manual to ensure best management practices, staff accountability, consistency in operations, and provide for comprehensive training.	Manager of Golf	Manager of Golf														
7	Create a Parks Management Operations standard operating procedures manual to ensure best management practices, staff accountability, consistency in operations, and provide for comprehensive training.	Parks Supervisors/Foreman's	Supervisor of Parks Maintenance														
8	Update existing ADA compliance transition plan per 2010 ADA guidelines.	Manager of Planning, Construction, and Building Infrastructure	Manager of Planning, Construction, and Building Infrastructure														
Goal 1b: Increase net revenue																	
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update	
9	Develop a Recreation Department business plan to include a market, competitive and financial analysis of all recreation facilities and services to identify priorities and strategies for service development and delivery.	Manager of Recreation Facilities and Programs/Deputy Manager of Recreation	Manager of Recreation Facilities and Programs														
10	Develop a business plan for the Nature Center. Explore expanding public fishing events /programs - specifically connecting with audience south of Mineral.	SSP Interpretation Staff	Supervisor of SPP														
11	Clarify the mission of golf course restaurants (should they be an adjunct service for golfers or for profit) and evaluate operational options such as privatization.	Executive Director/District Managers/Board of Directors	Executive Director														
12	Develop Golf Department business plans to include a market, competitive and financial analysis of all facilities and services to identify priorities and strategies for service development and delivery.	Golf Business Manager/Restaurant Managers	Golf Business Manager														
13	Incorporate the PGA 2.0 program "Growth of the Game, Play Golf America" as a strategy to enlist new golfers and to reach lapse golfers.	Head Golf Pros	Manager of Golf														
14	Review and evaluate all private lesson agreements (incl: contractual services) by assessing legal compliance and profitability.	Aquatic Coordinators/Tennis Coordinator/Gymnastics Coordinator/Golf Coordinator/ Fitness Coordinator/Skating Director/STAR Coordinator	HR Director														
15	Evaluate and adjust the structure of the current masters swimming program by assessing need and interest, daily attendance, revenues, and daily average of swimmers.	Aquatic Coordinators	Deputy Manager of Recreation														



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16	Develop a Retail Sales Committee to share ideas and expertise across the District as it relates to successful sales strategies.	District Managers/Golf Professionals/Merchandise Coordinator/Community Tennis Coordinator/Recreation Facility Supervisors	Manager of Golf													
17	Review existing corporate membership program to assess financial viability and improve salability.	Facility Supervisors/Asst. Facility Supervisors/Communications/Registration	Communications Director													
18	Review the current advertising inventory to identify opportunities to "sell" advertising spaces and other opportunities. (e.g., banners/signage in facilities, posters on bathroom doors, banners in dugouts, newsletter and website ads).	Recreation Marketing Committee	Communications Director													
19	Identify, develop and incorporate methods to "sell" sponsorship and advertising opportunities to the business community.	Communications/Facility Managers/Deputy Recreation Manager/Program Coordinators/Manager of Golf	Communications Director													
20	Recognize or create advertising opportunities for donors who provide free or deeply discounted materials, to encourage more donations and reduce costs in the Parks and Open Space Department.	Park Supervisors/Communications	Supervisor of Parks Maintenance													
21	Update easement fee structure to ensure costs of staff time, legal fees and impact to parkland and facilities are adequately covered.	Manager of Planning, Construction, and Building Infrastructure	Manager of Planning, Construction, and Building Infrastructure													
22	Establish a plan review fee to be assessed to utilities, cities, and developers to recuperate planning expenses associated with the referral review process.	Park Planner II	Manager of Planning, Construction, and Building Infrastructure													
23	Review and evaluate costs of doing business by identifying direct and indirect costs for major programs and facilities including special events.	District Managers/Program and Facility Staff/Parks Supervisors/Deputy Manager of Recreation/Recreation Center Supervisors	Manager of Finance													
24	Develop Cost Recovery Plans/Models identifying current cost recovery for all programs, facilities, and subsidy allocation levels as well as a District-wide cost recovery philosophy for the future.	District Managers/Program and Facility Staff/Recreation Center Supervisors/Deputy Manager of Recreation	Manager of Recreation Facilities and Programs													
Goal 1C: Improve operational efficiencies																
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update
25	Apply for national accreditation through the Commission for the Accreditation of Park and Recreation Agencies (CAPRA). The review process provides a valuable measure of an agency's overall quality of operation, management, and service to the community.	District Managers	Executive Director													



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37	Review and update aquatic response plan for emergency closures (e.g., weather, RWI, AFR) for each aquatic facility.	Aquatic Coordinators	Deputy Manager of Recreation													
38	Review and update standards for the recreation scholarship program by doing a comparative analysis with other regional park and recreation agencies.	Communications/Registration	Communications Director													
39	Evaluate vendors on use of electronic payments and other alternatives for processing payments.	Accounting	Manager of Finance													
40	Establish protocol and schedule for posting fliers in District facilities, kiosks, community boards.	Recreation Marketing Committee	Communications Director													
41	Evaluate current printer/copier equipment and create efficiencies regarding placement, number and types of devices in order to reduce paper use and our environmental footprint.	Computer Techs/Office Manager	IT Manager													
Organizational Priority 2: Community Engagement																
Goal 2a: Create effective and efficient partnerships and collaborations																
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update
42	Establish a District-wide definition for "sponsorship", "partnership" and "collaboration."	District Managers	Communications Director													
43	Establish guidelines, best practices and templates for contracts, partnerships, collaborations, and sponsorships where applicable.	District Managers	Communications Director													
44	Develop an inventory of current partnerships and collaborations including the resources and services they provide to the District.	Recreation Marketing Committee/Programmers	Communications Director													
45	Research and develop existing and new relationships with public, not-for-profit, and private community groups and organizations (e.g., schools, faith-based organizations, child care centers, service organizations, youth groups, adult social groups). Determine recreational needs and interests and if there are opportunities to directly provide programs, co-develop programs, cross promote services or if these groups have opportunities for SSPRD to distribute program information and promotional offers.	Recreation Marketing Committee	Communications Director													
46	Coordinate distribution of program information and promotional offers to public, not-for-profit, and private groups and organizations with whom District staff have established relationships.	Recreation Marketing Committee	Communications Director													



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47	Facilitate meetings with fitness staff and other health and wellness organization representatives (Diabetes Association, American Heart Association, American Cancer Society) to explore joint program opportunities.	Aquatic Coordinators/Fitness Supervisor	Fitness Supervisor													
48	Initiate a meeting with school district representatives to develop a partnership which would offer Lifeguard Training, WSI, and CPR classes in the schools in exchange for pool space.	Aquatic Coordinators	Goodson Aquatic Coordinator													
49	Identify and create potential partners (i.e. Dick's, Sports Authority, Golf Galaxy) to cross promote golf products and services.	Golf Marketing Committee	Head Golf Pro FSC													
50	Invite the local Chambers of Commerce representative to a District-wide or Departmental staff meeting to discuss opportunities to partner - encourage the Chamber to host events at District facilities.	Communications Director	Communications Director													
51	Establish criteria for public involvement in community orchards and gardens.	Forestry/Horticulture	Supervisor of Forestry/Horticulture													
Goal 2b: Enhance community awareness of the SSPRD																
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update
52	Develop SSPRD branding strategies to be "top of mind" when residents think about parks, trails, open space and recreation facilities and programs (incl: electronic media/internet presence).	Communications	Communications Director													
53	Research branding District recycling efforts.	Sustainability Committee/Communications	Sustainability Committee Chair													
54	Evaluate the effectiveness of the current print and online catalog with regard to ease of use and relevance of information. Identify steps needed to create a better user experience through our online and print catalogs and implement these steps.	Communications/Senior Software Developer	Communications Director													
55	Develop standards for web-based communication (website, Facebook, Twitter, website/internet).	IT Manager/Communications	Communications Director													
56	Assess the merits of a Golf Department website specific to all four golf courses to provide opportunities for customers to make tee times, see course conditions, evaluate restaurants, etc.	IT Manager/Webmaster/Golf Marketing Committee	Manager of Golf													



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68	Track and report the effectiveness of all District marketing and advertising efforts (e.g., program guide, website, coupons, e-newsletters, etc.).	Communications/Programmers/	Communications Director														
Goal 2d: Assess community needs and interests as they relate to parks and recreation service delivery																	
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update	
69	Develop and conduct a professional District-wide customer satisfaction survey to establish a benchmark, and re-administer every 3-5 years.	Communications	Executive Director														
70	Develop standards for in-house customer satisfaction surveys (to include different formats based upon audience) and designate administration of surveys.	Senior Software Developer/Communications/Recreation Department Supervisors/Manager of Golf	Communications Director														
71	Assess and expand existing mechanisms by which the District can ascertain community interests, needs, etc. (e.g., town hall meetings, focus groups, citizens advisory committees, teleconferences).	Communications/District Managers	Communications Director														
72	Continue to expand networking opportunities with other city, county, and special district representatives to share ideas.	District Managers	Executive Director														
73	Evaluate the District's current community outreach process for proposed facility renovations and improvements, master plan reviews, etc. Create opportunities for virtual "participation" via video or phone meetings to increase input and participation.	Sr. Park Planner	Sr. Park Planner														
74	Utilize information provided by the Step Up Academy on the previously conducted demographic analysis, and translate the results into program and service delivery strategies.	Communications/ Manager of Recreation/GIS	Manager of Recreation Facilities and Programs														
75	Develop a programmers advisory group with representatives from different areas of the Recreation Department to meet regularly and develop plans to maximize programming for the growing seniors population.	Manager of Recreation Facilities and Programs	Manager of Recreation Facilities and Programs														
76	Identify which District information needs to be translated into Spanish or other prevalent languages used by District residents.	Communications	Communications Director														
Organizational Priority 3: The SSPRD Team																	
Goal 3a: Improve internal communication																	
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update	
77	Develop and conduct an ongoing customer service training program for all employees that addresses District-wide expectations for delivering exceptional internal and external customer service. Include a written customer service standards summary in all new-hire packets.	HR Generalist/Communications/ Managers/Supervisors	HR Director														



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78	Establish a team to assess the current effectiveness of SubHub (i.e., what is working, what's not, what's used, what's not, should it be the data base of District Knowledge). Put together a comprehensive recommendation addressing improvements to the usability of SubHub. Consider items such as the existing staff directory, calendar of District activities, listing of common financial and registration reports from which staff can request, demographic information, Managers' monthly reports, Tuesday News, etc.	Communications/IT Manager/HR/Senior Software Developer	Senior Software Developer													
79	Improve internal communications by hosting District-wide, cross-department, and individual department staff discussions to engage, educate and inform staff of District happenings and important issues that affect the organization.	Executive Director/ District Managers	Executive Director													
80	Establish a schedule for the Golf Department to meet three times per year (spring, summer and fall) to discuss collective goals and objectives, and enhance communication.	Manager of Golf	Manager of Golf													
81	Develop an internal weekly golf information publication to share operational efforts across the Golf Department on a weekly basis via Outlook.	Head Pros	Manager of Golf													
82	Conduct quarterly meetings with all Parks Department employees to update staff on work-related news and provide District-wide updates.	Parks Staff	Manager of Parks and Open Space													
Goal 3b: Maintain a culture which values staff																
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update
83	Identify new methods by which staff may voice their opinions and suggestions, with the intent of creating an open culture.	HR Generalist/Communications	HR Director													
84	Investigate, assess and implement new recognition strategies aimed at acknowledging positive staff contributions, high engagement levels, and creativity and innovation.	Employee Recognition Committee	HR Director													
85	Evaluate and recommend both monetary and non-monetary reward strategies for ideas and innovations increasing revenue and reducing expenses.	Employee Recognition Committee	HR Director													
86	Provide Learning Journey events focused on staff development programs that emphasize the importance of the relationship between supervisors and employees.	Learning Journey committee	HR Director													
87	Based on merit, coordinate District-wide and department-specific mentoring programs and/or cross-training programs aimed at developing and retaining staff.	Learning Journey Committee	HR Director													



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88	Evaluate and update all job descriptions to ensure duties and responsibilities are current, that minimum qualifications are clearly identified, and that they are reflective of required skills, certifications and physical requirements.	HR Generalist / HR Specialist	HR Director													
89	Evaluate, streamline and simplify the Performance, Achievement and Reward (PAR) system, while maintaining a merit-based focus that is consistent across the District.	HR Generalist/Compensation Committee	HR Director													
90	Identify tools to track and document employee performance that would be accessible to both the supervisor and individual employee.	HR Specialist	HR Director													
91	Investigate, evaluate and recommend compensation policies and programs that address skill based pay, certificate based pay, and pay differentials for night shifts and snow removal.	HR Generalist	HR Director													
92	Evaluate the cost of staff turnover and research cost-effective staff retention strategies.	HR Generalist	HR Director													
93	Notify supervisors of part-time employee review due dates to improve on the timeliness and quality of performance feedback to District part-time employees.	HR Specialist	HR Director													
Goal 3c: Invest in the growth and development of staff																
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update
94	Review and evaluate implementation of a comprehensive District-wide training program for staff, including new hires, that addresses operational practices, agency expectations, etc. (e.g., accounting procedures, work orders, marketing).	HR Generalist/Communications	HR Director													
95	Consider opportunities to expand training budgets, including online options, conferences, schools and certifications.	District Managers	Executive Director													
96	Continue to assess the technological training needs of staff by compiling helpdesk data, surveys, and employee requests, noting and responding to any consistent or repeat training needs that arise.	Computer Techs/HR	IT Manager													
97	Research and assess the viability of technical training programs for planning, construction and preventive maintenance practices to increase efficiency.	Sr. Park Planner/Construction and Maintenance Supervisor	Senior Park Planner													



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98	Reevaluate the Part-Time Performance Review system, assessing and implementing core competencies for part-time supervisors and non-supervisors.	Supervisors/HR Generalist/Compensation Committee	HR Director														
99	Develop and implement staff training on emergency preparedness and safety for our patrons and employees.	District Managers/Deputy Manager of Recreation	Manager of Recreation Services and Facilities														
Organizational Priority 4: Cutting-edge Operations																	
Goal 4a: Identify "non-traditional" partnership and collaboration opportunities																	
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update	
100	Identify and pursue potential food and beverage partners (e.g., American Heart Association, Whole Foods) that can provide menu options which address community concerns regarding nutrition and healthy food choices.	Golf Business Manager	Golf Business Manager														
101	Consider and evaluate the benefits of using local Colorado grown ingredients and local beverages in our food and beverage operations.	Golf Business Manager	Golf Business Manager														
102	Identify and pursue organizations/communities/individuals currently not served by the Golf Department (e.g., persons with disabilities, homeschooling groups, current District users who do not golf) in order to grow the game of golf.	Manager of Golf/Marketing Specialist	Manager of Golf														
103	Identify and Improve South Platte Park relationships with underserved populations (e.g., persons with disabilities, minority groups, Native American persons, faith-based organizations) through outreach efforts.	Interpretive Program Staff	South Platte Park Supervisor														
104	Investigate collaborations and partnerships with banks, zoos, botanic gardens, and other reward travel groups to provide travel/trip opportunities (fill/expand programs? reduce costs?).	Nature Center Coordinator	Nature Center Coordinator														
105	Explore potential intergovernmental joint purchase and sharing of equipment to reduce costs.	Manager of Parks and Open Space/Manager of Finance	Manager of Parks and Open Space														
106	Investigate the possibility of investing in cloud computing resources with other government agencies in order to save money and maximize resources.	IT Manager	IT Manager														
107	Research and educate staff about grant funding for district programs and services available through local, state, and federal governments as well as other resources including private sector grants by attending workshops, contacting licensing specialists and through professional networking.	Communications Assistant/Programmers	Communications Assistant														



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108	Research local, state, and federal government grants as well as other resources including private sector grants to support identified District capital projects and needs.	Park Planner II	Park Planner II														
Goal 4b: Foster a culture of creativity and innovation																	
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update	
109	Host a facilitated District brainstorming session once or twice annually utilizing demographic information, current programming trends, etc. to generate service and/or revenue ideas and opportunities.	Recreation Deputy Manager/Friday Forum Group	Manager of Recreation Services and Facilities														
110	Provide regularly scheduled departmental brainstorming and creativity sessions for staff to solve problems in an open, facilitated environment free of criticism.	Management Team	Manager of Recreation Services and Facilities														
111	Recreation Facility Managers and Aquatics staff will hold think tank/brainstorming sessions twice annually at off-site locations (mostly within the District) to discuss current challenges and future ideas.	Recreation & Program Facility Supervisor/Aquatic Coordinator	Deputy Manager of Recreation														
112	Planning Staff will schedule site visits to other local agency parks and facilities outside the District to promote creative thinking and innovation.	Construction Foreman/Playground Foreman	Park Planner II														
113	Evaluate the merits of an Employee Sales Incentive Program and consider developing a pilot program to encourage creative ideas to generate additional revenues (e.g. golf pro shop sales, recreation center pass sales).	HR Generalist / District Managers	HR Director														
114	Evaluate the merits of and consider developing an Workplace Innovations pilot program (e.g., non-traditional work space, flex work hours, encourage free time to innovate, work from home, etc.).	HR Generalist/District Wide Committee	HR Director														
Goal 4c: Responsibly use current technology to improve District operations																	
	Actions:	Responsibility	Lead	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	Progress Update	
115	Develop and begin implementation of a priority list of technological enhancements that will improve our customer's experience (e.g., Wi-Fi, fitness equipment, a/v ready conference rooms).	Computer Techs/District Managers/Facility Managers	IT Manager														
116	Create an iPhone and Android compatible app for golf tee times. Based on popularity and usage, examine expansion of the app or adding additional apps.	Senior Software Developer/Manager of Golf	IT Manager														
117	Determine possible enhancements to online registration (e.g., discounts, auto emails) and implement these enhancements for ease of use and improved customer satisfaction.	Senior Software Developer/Programmers/Registration	Communications Director														



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118	Use existing tree inventory and educate the public on the benefits and types of landscapes by utilizing QR codes linked to the District's website.	Forestry/Horticulture Supervisor/Director of Communications	Forestry/Horticulture Supervisor													
119	Develop and begin implementation of a priority list of technological enhancements for employees (e.g., remote access, additional email accounts, and department specific software needs (e.g. Adobe suite, Max Ice, Aloha)).	Computer Techs/District Managers	IT Manager													
120	Assess the efficiencies realized by, and the costs of a pilot program for computer tablet usage in the field (e.g. tracking maintenance, managing horticulture services).	Computer Techs/Parks Supervisors/Preventive Maintenance Supervisor/Playgrounds Supervisor	Supervisor of Service Center													
121	Explore more efficient options for maintenance cost tracking programs in order to move away from the cumbersome "green sheets" which are currently in use, emphasizing a paperless (or reduced paper) environment.	Parks Supervisor/Computer Techs/Preventive Maintenance Supervisor/Playgrounds Supervisor	Supervisor of Service Center													
122	Research and design/acquire a Menu Costing Program that provides for shared menu items across the food and beverage operations area resulting in more consistent, cost effective operations.	Golf Business Manager	Golf Business Manager													
123	Research an Inventory Control System for the food and beverage operation to assess physical inventory and associated costs.	Golf Business Manager	Golf Business Manager													
124	Use technology to streamline the input process for both online and print catalogs to improve staff efficiency and content accuracy.	Communications/IT Manager	IT Manager													
125	Implement an electronic time and labor system to track hours for all District employees.	Time and Labor Pilot Group	Manager of Finance													
126	Evaluate and implement electronic payroll stubs across the organization.	Finance Staff/IT Staff	Manager of Finance													
127	Develop a user-friendly, publically-accessible software system for field and tennis court usage.	Athletics Supervisor/IT Manager	IT Manager													
128	Begin a process to review and update existing strategic plan in order to prepare for 2016 Strategic Plan.	Department Managers	Executive Director													





Implementation of the South Suburban Park and Recreation District's 2013-2015 Strategic Plan

A critical component of strategy implementation is monitoring and evaluating the plan – taking a periodic look at "how the District is doing" in response to goals and actions.

Monitoring the implementation of the plan is important for a number of reasons. First, it helps ensure that efforts are being made to satisfy the goals that were developed to improve conditions and affect or influence the District's "key priorities". Essentially, monitoring allows you to track whether the District is accomplishing what it intended to accomplish. Second, monitoring gives the District the opportunity to communicate progress. Third, it identifies where problems and opportunities lie and what has changed allowing for corrective actions including adjustment, re-direction, or setting a new course. Finally and most importantly, monitoring provides an essential link between the written plan and the day-to-day operations of the District - it demonstrates that the agency is adhering to the plan translating the planning effort into tangible reality rather than an occasional academic exercise.

Execution of the District's strategic plan should include the following.

- ☐ The plan, if appropriate, should be approved and/or adopted by the Board of Commissioners.
- ☐ A copy of the SSPRD's 2013-2015 Strategic Plan should be distributed to all staff and Board members. This should include both a hard copy and an electronic copy.
- ☐ An all staff meeting is encouraged to unveil the final Strategic Plan, clarifying organizational expectations in the execution and evaluation of the plan.
- ☐ Timetables should be set for progress-reporting (e.g., monthly, quarterly).
- ☐ Forums or methods for reporting should be developed (e.g., Access database, department meetings). This should include establishing mechanisms for updating the plan document itself.
- ☐ Update District staff, the Board and community members on the plan's progress on a semi- or annual basis via meetings, website, etc. ensuring complete transparency.
- ☐ The Strategic Plan should act as evaluation criterion for all staff performance reviews.
- ☐ Towards the conclusion of each year or in-line with the District's budget process, previous and subsequent year's goals and actions should be reviewed by District management and the Board to determine their legitimacy and/or relevance moving forward. Adjustments should be made as necessary and appropriate.
- ☐ At the conclusion of each year prepare an annual report which details progress.
- ☐ An electronic parking lot should be created that is accessible by all staff and the Board allowing for the collection of ideas, concepts, etc. to help strengthen the plan and assist with the development of new priorities, goals, and actions.





Critical Trends & Issues Affecting Organizational Strategy

Demographics & Market Conditions

Demographics are the statistical characteristics of human populations, such as age, income, race, ethnicity, education, and others, which are used to identify current and future customers or constituents and ultimately, how likely they are to utilize a service or product. By studying constituencies through a demographic analysis, the South Suburban Park and Recreation District can examine existing users and identify populations who are potential park and recreation users.

Public sector organizations must collect and consider constituent demographics in order to position themselves to best and most appropriately serve community needs, and if possible, desires. In most forms, demographic data appears as a collection of numbers and statistics that can have little real-world application. You can stare at the numbers and see where the most populous areas are or what percentage of a city or town is comprised of a certain ethnic group, but you cannot easily discern trends from the numbers or quickly get an overview of all of the data.

The demographic research and analysis conducted as part of this process uses figures from the U.S. Census Bureau's 2005-09 American Community Survey, as well as available 2010 Census data. Among the most notable demographic data that has the potential to impact future recreation service planning are the following demographic issues and trends.

[NOTE: For the purposes of demonstrating demographic data and market conditions, Centennial and Sheridan are used in the following pages to illustrate similarities and differences in populations the District serves.]

Aging Communities & the Importance of Recreation for Older Adults

Numerous academic studies have been conducted over the years indicating that leisure activity is an important quality of life factor for older adults. Many of these studies found a correlation between activity participation and positive psychological well-being and contentment. Higher levels of activity involvement were associated with less depression, less hostility, and less anxiety. There have also been correlations drawn between lower levels of recreation participation, and isolation and low levels of life satisfaction.

Further, research has indicated that satisfaction with recreation (not frequency of participation) is the only significant direct predictor of quality of life in old age; even though the variables of income, education, sex, religiosity, marital status, age, health, and frequency of recreation activity participation were found to have significant relationships to each other, none were significantly related to quality of life. [Source: Leisure in Later Life fourth edition (2012)]



2010 Demographic Profile of General Population – Age
Centennial, Colorado

**24.9% of the Centennial
community is currently 55
years of age or older*



Under 5 years	5,135	+/-414	5.1%
5 to 9 years	7,290	+/-518	7.3%
10 to 14 years	7,185	+/-436	7.2%
15 to 19 years	8,154	+/-506	8.2%
20 to 24 years	4,646	+/-470	4.6%
25 to 34 years	9,787	+/-562	9.8%
35 to 44 years	14,347	+/-585	14.3%
45 to 54 years	18,461	+/-670	18.5%
55 to 59 years	7,832	+/-453	7.8%
60 to 64 years	6,485	+/-490	6.5%
65 to 74 years	6,016	+/-344	6.0%
75 to 84 years	3,547	+/-372	3.5%
85 years and over	1,114	+/-203	1.1%

*Centennial CO 2010 US Census Bureau statistics

Twenty-five percent of the current Centennial population is 55 years of age and older. In 2022, it is projected that at least 24 percent of the population is expected to be 60 years and older. Further, 42 percent of the population is projected to be 50 years and older.



2010 Demographic Profile of General Population – Age Sheridan, Colorado

**26.1% of the Sheridan
community is currently 55
years of age or older*

Under 5 years	445	+/-118	7.9%
5 to 9 years	420	+/-121	7.5%
10 to 14 years	248	+/-96	4.4%
15 to 19 years	451	+/-144	8.0%
20 to 24 years	358	+/-114	6.4%
25 to 34 years	1,056	+/-213	18.8%
35 to 44 years	633	+/-176	11.3%
45 to 54 years	542	+/-126	9.6%
55 to 59 years	275	+/-111	4.9%
60 to 64 years	345	+/-122	6.1%
65 to 74 years	465	+/-146	8.3%
75 to 84 years	311	+/-102	5.5%
85 years and over	72	+/-50	1.3%

*Sheridan CO 2010 US Census Bureau statistics

Twenty-six percent of the current Sheridan population is 55 years of age and older. In 2022, it is projected that at least 25 percent of the population is expected to be 60 years and older. Further, 34 percent of the population is projected to be 50 years and older.

In addition to understanding a community's age composition, park and recreation providers should understand those generations they wish to serve. The Center for Generational Studies provides the following information to help us understand older adult populations and their anticipated leisure behavior(s) drawing compelling differences between our society's older adult generations.



Baby Boomers (48-67 years old)

Seventy-six million American children were born between 1945 and 1964, representing a cohort that is significant based on no more than size alone. Baby Boomers control over 80% of personal financial assets and more than 50% of discretionary spending power. In 2006, the oldest of the baby boomers began turning 60 years old. Projections suggest that 7,918 Americans reach that milestone every day. They are responsible for more than half of all consumer spending, buy 77% of all prescription drugs, 61% of OTC medication and 80% of all leisure travel. Additionally, this cohort does not relate to the term “senior” nor wishes to engage in the same types of activity as do preceding generation(s).

Boomers are social-cause oriented, care about vitality and activity, claim, “65 is the new 50!” and are fitness and wellness driven. Lifestyle and value implications for this population include:

- Activity with a wellness focus
- Hectic lifestyle
- No free time
- Rejection of full-time retirement
- Willingness to pay if there is perceived value
- 33% of Boomers are single
- 37% have children under 18 in their household
- Expected to increase their wellness spending from \$220 billion to \$1 trillion or more

This “don’t call me senior” group will enjoy some of the more active pursuits for older adults including exercising to stay healthy and age well. According to the National Recreation and Park Association, the latest recreation trends for this population include:

- Active lifestyles
- High-risk and experience-based activity – “bucket list” experiences
- Convenience and places supporting of busy lifestyles
- Increased volunteerism but for abbreviated terms

The Matures/Traditionalists/Silent Generation (68-87 years old)

This generation was born between the two wars during 1925-1945. They experienced the depression; their fathers served in WWI, and as a generation, have limited disposable incomes or live on fixed retirement incomes. Lifestyle and value implications for this population include:

- Retired from paid work
- Cautious spending and a limited willingness to pay for services
- Duty before pleasure
- Civic volunteerism
- Snowbird lifestyle for the affluent
- Isolation for those who are poor



With seniors engaging in more exercise, there is a growing trend towards specialized programs for older adults. These programs focus on the special needs of today's seniors like arthritis, osteoporosis, balance issues, flexibility, and better daily functioning. In addition, according to the American Association of Retired Persons (AARP) and the National Sporting Goods Association (NSGA), and the International Health, Racquet and Sportsclub Association, the latest recreation trends for this population include:

- Exercise walking
- Electronic games (e.g., Wii)
- Swimming
- Wellness seminars
- Health Club Memberships

Elders (88 & over)

Based on data recently provided by Emilyn Sheffield, Professor of Recreation and Parks Management at California State University, "Super seniors" (those 85-94) were the fastest senior adult growth segment between 2000 and 2010 (U.S. Census Bureau, 2012) representing an opportunity for local parks to provide services to the full spectrum of senior adults. When combined, the boomers and seniors over 65 compose about 39 percent of the nation's population (U.S. Census Bureau, 2011)

Demographic Summary of Adults Age 65 and Over in the United States

Life expectancy	77.2 years
Healthy lifespan	females – 63; males – 60
Disability lifespan	females – 15; males – 12
Health (65-74 years)	73.9% have no limitations; 3-10% are affected by dementia
Health (80+)	26.4% have no limitations; 40% are affected by dementia
Psychological well-being	12-30% are lonely; 10-25% have clinical depression
Ratio of females to males	3:2; 5:2 for 85+
Fastest growing segment	85+
Economic status	Majority 65-74 are low to middle income; 75+ mostly low income
Living arrangements	30% live alone; 50% of women 75+ live alone; 3.4% reside in nursing homes



Increases in Minority Populations

The Hispanic population increased by 15.2 million between 2000-10, accounting for over half of the 27.3 million increase in the total population of the U.S. This 43% increase was four times the growth of the total population (10%). In addition to the increase in the Hispanic population, it is important to note that the Asian/Asian American population grew faster (46% increase) than any other race group in America in the last decade. 2010 Census stats report that these two populations grew four times faster than the US population as a whole.

To support the significance of this data to the District, community and staff focus groups held as part of this process included the question, “Do you believe there are populations who do not have access or who have limited access to parks and recreation services (e.g., physical, financial, transportation, language barriers)? If yes, who are they?” Among common responses given to the questions were “the Hispanic population”, “minority populations” or inferences to the same.

Many communities nationwide have realized increases in local Hispanic and Asian populations with respective parks and recreation systems committing resources to identifying the recreational interests of these populations by directing efforts towards the study of Hispanic and Asian leisure behaviors. Additionally, some have created advisory boards that help guide and direct outreach efforts to Hispanic community members.

2010 Demographic Profile of General Population - Race Centennial, Colorado

White	87,626	+/-913	87.6%	Hispanic or Latino (of any race)	6,523	+/-929	6.5%
Black or African American	2,943	+/-495	2.9%	Mexican	4,020	+/-718	4.0%
American Indian and Alaska Native	349	+/-162	0.3%	Puerto Rican	312	+/-140	0.3%
Cherokee tribal grouping	87	+/-71	0.1%	Cuban	181	+/-125	0.2%
Chippewa tribal grouping	7	+/-11	0.0%	Other Hispanic or Latino	2,010	+/-448	2.0%
Navajo tribal grouping	13	+/-20	0.0%				
Sioux tribal grouping	21	+/-25	0.0%				
Asian	4,228	+/-606	4.2%				
Asian Indian	266	+/-176	0.3%				
Chinese	1,051	+/-296	1.1%				
Filipino	193	+/-107	0.2%				
Japanese	241	+/-119	0.2%				
Korean	1,309	+/-440	1.3%				
Vietnamese	762	+/-334	0.8%				
Other Asian	406	+/-232	0.4%				
Native Hawaiian and Other Pacific Islander	159	+/-237	0.2%				
Native Hawaiian	0	+/-123	0.0%				
Guamanian or Chamorro	159	+/-237	0.2%				
Samoan	0	+/-123	0.0%				
Other Pacific Islander	0	+/-123	0.0%				

*Centennial CO 2010 US Census Bureau statistics



2010 Demographic Profile of General Population - Race Sheridan, Colorado

One race	5,476	+/-187	96.3%	Hispanic or Latino (of any race)	2,136	+/-461	38.0%
White	3,988	+/-509	70.2%	Mexican	1,907	+/-464	33.9%
Black or African American	425	+/-259	7.5%	Puerto Rican	0	+/-123	0.0%
American Indian and Alaska Native	125	+/-121	2.2%	Cuban	13	+/-21	0.2%
Cherokee tribal grouping	6	+/-10	0.1%	Other Hispanic or Latino	216	+/-108	3.8%
Chippewa tribal grouping	0	+/-92	0.0%				
Navajo tribal grouping	0	+/-92	0.0%				
Sioux tribal grouping	0	+/-92	0.0%				
Asian	48	+/-60	0.8%				
Asian Indian	15	+/-24	0.3%				
Chinese	0	+/-92	0.0%				
Filipino	33	+/-54	0.6%				
Japanese	0	+/-92	0.0%				
Korean	0	+/-92	0.0%				
Vietnamese	0	+/-92	0.0%				
Other Asian	0	+/-92	0.0%				
Native Hawaiian and Other Pacific Islander	1	+/-2	0.0%				
Native Hawaiian	1	+/-2	0.0%				
Guamanian or Chamorro	0	+/-92	0.0%				
Samoan	0	+/-92	0.0%				
Other Pacific Islander	0	+/-92	0.0%				

*Sheridan CO 2010 US Census Bureau statistics

Many communities nationwide have realized increases in local Hispanic and Asian populations with respective parks and recreation systems committing resources to identifying the recreational interests of these populations by directing efforts towards the study of Hispanic and Asian leisure behaviors. Additionally, some have created advisory boards that help guide and direct outreach efforts to Hispanic community members.

This same strategy can be said for any minority population that has a presence in a community. In the above examples, Centennial and Sheridan both have a smaller number of Asian residents exhibiting limited growth as compared to national trends. However, it is important to note that in Sheridan, the second largest population based upon race is that of Black/African American residents.



2013-2015 Strategic Plan

Community Financial Conditions

2010 US Census Bureau statistics below right gives details concerning the District's household income levels. This data provides a snapshot of personal financial conditions in the community.

This illustration provides important, time-sensitive information concerning 2010 income levels (8.1% of Centennial residents and 31% of Sheridan residents fall around or below the poverty level - \$23,050 for a family of four).

Community and staff feedback throughout the strategic plan process strongly suggested that a number of individuals and families (primarily residing in Sheridan) may require financial assistance to be able to participate and engage in parks and recreation services such as those provided by and thorough the South Suburban Park and Recreation District.

Assessing a community's financial conditions can assist parks and recreation agencies in not only assessing residents' and communities "ability to pay", but can also help in identifying a "willingness to pay".

2010 Demographic Profile of General Population – Income Centennial, Colorado

INCOME AND BENEFITS (IN 2010 INFLATION-ADJUSTED DOLLARS)			
Total households	37,506	+/-512	37,506
Less than \$10,000	876	+/-186	2.3%
\$10,000 to \$14,999	551	+/-210	1.5%
\$15,000 to \$24,999	1,604	+/-243	4.3%
\$25,000 to \$34,999	1,875	+/-277	5.0%
\$35,000 to \$49,999	3,543	+/-296	9.4%
\$50,000 to \$74,999	7,406	+/-529	19.7%
\$75,000 to \$99,999	6,029	+/-455	16.1%
\$100,000 to \$149,999	8,455	+/-496	22.5%
\$150,000 to \$199,999	3,646	+/-315	9.7%
\$200,000 or more	3,521	+/-285	9.4%
Median household income (dollars)	87,007	+/-1,992	(X)
Mean household income (dollars)	105,346	+/-2,198	(X)

2010 Demographic Profile of General Population – Income Sheridan, Colorado

Total households	2,293	+/-198	2,293
Less than \$10,000	219	+/-96	9.6%
\$10,000 to \$14,999	166	+/-68	7.2%
\$15,000 to \$24,999	314	+/-114	13.7%
\$25,000 to \$34,999	507	+/-132	22.1%
\$35,000 to \$49,999	408	+/-131	17.8%
\$50,000 to \$74,999	407	+/-132	17.7%
\$75,000 to \$99,999	157	+/-69	6.8%
\$100,000 to \$149,999	97	+/-55	4.2%
\$150,000 to \$199,999	18	+/-23	0.8%
\$200,000 or more	0	+/-123	0.0%
Median household income (dollars)	32,382	+/-4,316	(X)
Mean household income (dollars)	40,340	+/-3,681	(X)



The Competitive Landscape

It has become challenging to draw a line of demarcation between those services that are the prerogative of the private sector to produce and provide and those thought to be the responsibility of the public sector. A continuing problem today is the lack of clarification between which sector should be producing or providing what services, therefore, developing boundaries.

What may be needed is the reshaping of how public, non-profit and private sector agencies work independent of each other or together in a more effective way, becoming complementary rather than duplicative. Service lines are blurred due to a variety of factors including the emergence of new services not offered before, response to customer demand, or reduced availability of public funds leading to greater dependence on revenue generation.

These blurred lines can result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from the resource advantages the public sector has including but not limited to immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars. It is important as dynamic economic conditions continue that the District assess to what degree it wishes to compete with the private sector (or non-profit sector) and what role partnerships will play in the future.

Trends and Issues in Recreation and Parks

A review of the recent futurist literature by scholars and professionals in parks, recreation and leisure studies that focuses primarily on the decades of the 1990s and 2000s offers a background to the issues and challenges facing public park and recreation agencies. Most of this literature is based on literature reviews, horizon scanning, and analyses of trend data, surveys and essays.

The First Annual Leisure Watch National Issues Survey (1989) produced a National Issues Agenda for the 1990s. An "issue" was defined as "a difficulty or problem that has a significant influence on the way an organization functions or on its ability to achieve a desired future". Similar surveys have been conducted since and have resulted in the same responses suggesting that although our social and economic circumstances have escalated, the prevalent issues have remained unchanged.

Recreation and park administrators, planners and educators in 13 states in the U.S.A. and in Canadian provinces were asked to identify issues that they expected would have the greatest impact on their organization's and/or clientele's near future. In order of frequency of choice, those issues identified were:



- Economy/consumerism - e.g., the need to better define economic impact of recreation opportunity
- Business management - e.g., increasing costs and decreasing resources
- Technology and science - e.g., genetic engineering/life prolonging technology
- Family/social relationships - e.g., growth of nontraditional families
- Politics/government/legislation - e.g., need for federal and state funding support
- Fitness/sports - e.g., motivating the nonparticipant (youth, disabled, aged)
- Medicine/health/wellness - e.g., growth of employee wellness services
- Education, learning, and training - e.g., prevalent illiteracy in relevant professional areas
- Environment/ecology - e.g., management of increased demand for open space/resources
- Workplace/employment - e.g., decline of the power of labor unions
- Demographics - e.g., an aging population; growth in Hispanic population
- Travel/tourism - e.g., keeping pace with new demands such as ecotourism

These national responses are in direct correlation with responses given by those community representatives and staff as part of the District's strategic plan development process including:

1. The economy (unemployment, declining property values, affordable housing and services)
2. The District's financial condition (funding, deteriorating infrastructure and deferred maintenance demands)
3. Demographic shifts (aging, increasingly diverse population)
4. Increased competition
5. The importance of a healthy citizenry
6. Social connectivity



Appendix A South Suburban Park and Recreation District's 2013 - 2015 Strategic Plan – Process Review

Step 1: SSPRD Staff Workshop I – January, 2012

This introduction to strategic planning session was designed for the District's mid and senior level managers providing an introduction to strategic planning and the benefits of this type of process to an organization.

Step 2: SSPRD Board Workshop I – February 2012

This workshop provided an introduction to the strategic planning process to the Board of Directors of the District. The workshop also included preliminary discussion and analysis of the District's mission, vision and values; and review of the District's past SWOT analysis.

Step 3: SSPRD Board Workshop II – June, 2012

Board workshop II provided for continued discussion and analysis of the District's mission, vision, values; current District SWOT analysis; and the identification of key issues the District will face in the next 3-5 years.

Step 4: SSPRD Staff Workshop II – July, 2012

This workshop, held twice for all full-time, permanent staff of the District provided an introduction to the strategic planning process. The workshop also included discussion and analysis of the District's mission, vision and values; current District SWOT analysis; and identification of the key issues the District will face in the next 3-5 years.

Step 5: Community & Staff Focus Groups and Community Workshops – September, 2012

Community representatives, via a series of interviews and focus group meetings/workshops, provided personal perspectives relative to community needs, issues and interests. Ten focus group meetings and two community workshops were held over a two-day period that included 132 community representatives, leadership, and staff representing the following individuals and groups.

The following representative stakeholders were interviewees and focus group meeting participants:

- Community business leadership including small business owners and Chamber representatives
- Civic leadership including council members, mayors, etc.
- Sports organization representatives
- School District leadership
- Recreation and park users
- District staff

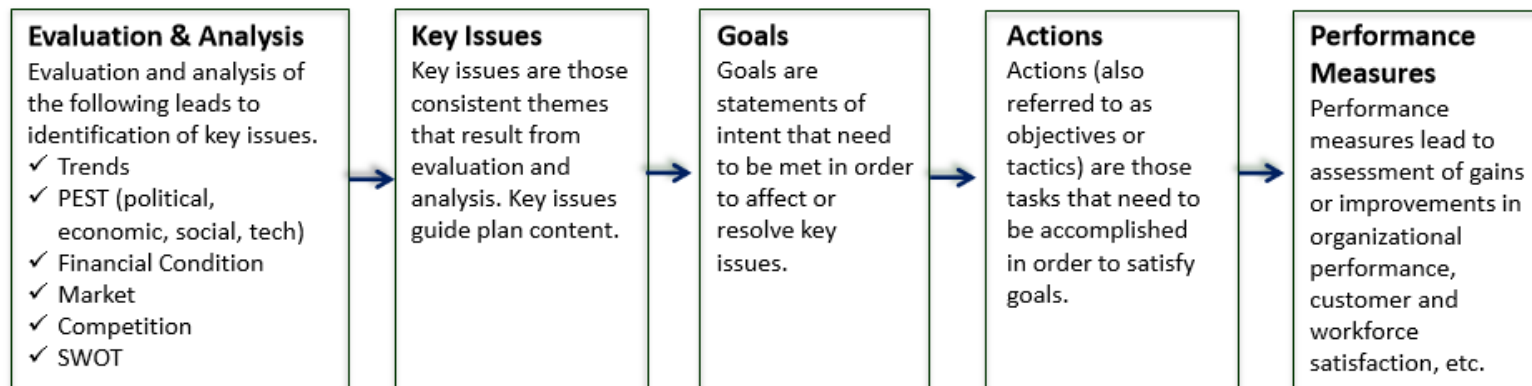


Step 6: Development of the South Suburban Park and Recreation District's 2013-2015 Strategic Plan – October-November, 2012

As a result of all preliminary work completed, District staff developed the first iteration of the Strategic Plan that included informed strategy for maximum benefit. The first iteration was then modified and adjusted by Department heads and staff over the course of a subsequent two-month period. The 2013-2015 Strategic Plan is fully operationalized, going beyond simple strategies and broad based goals by defining District actions and other criteria required to fully implement strategy and measure progress including:

- ☐ Identified key issues and organizational priorities
- ☐ Goals
- ☐ Action statements
- ☐ Timelines
- ☐ Accountability

South Suburban Park and Recreation District 2013-2015 Strategic Plan – development steps



Appendix B South Suburban Park and Recreation District's Strategic Plan - Stakeholder Feedback Summary

Board Workshops – February & June 2012

Vision Concept

South Suburban Parks and Recreation District...making life better!

Mission (existing)

To foster healthy living through stewardship of the environment, parks, trails, and open space and by providing recreational services and programs.

Values Statements

Integrity...we are trustworthy and honest. We say what we mean and mean what we say.

Accountability...we recognize that we are accountable to all stakeholders for the provision of health and wellness opportunities, for clean, safe and well-maintained facilities and parklands, and for balancing the active and passive uses of parks and trails. We efficiently manage our resources and are transparent in our business practices.

Organizational Excellence...we expect organizational excellence by employing knowledgeable, professional staff. We commit ourselves to staying current in the use of best practices, and trends and issues that may affect our efforts to deliver the best parks and recreation services possible to our customers.

Quality Customer Experience...we meet and exceed the expectations of our customers. We pride ourselves on being responsiveness, courteous, and respectful of customer interests, needs and desires.

Community Involvement...we engage the communities we serve through outreach efforts such as public process and deliberation, and volunteer opportunities.

Partnerships and Collaborations...we lead efforts to form partnerships and collaborations to leverage resources and create community-wide synergy with public, non-profit and private organizations.

[NOTE: The Board discussed the idea of modifying the existing mission statement (above) to include "who" the District serves and that the District's efforts to be efficient in the use of resources.]



Board Identified Trends

- Health and wellness tied to recreation
- More event driven efforts - more organized events
- Increased maintenance
- Decreased civility
- Value of open space, trails, connectivity
- Technology - how information is accessed and shared
- Convenience – everyone wants everything NOW
- Aging communities
- Ethnic diversity and growth of Hispanic population
- 'Cocooning' - children/teenagers/young adults staying inside
- Couponing - want services for reduced rates / more value

Board Identified Strengths of the SSPRD

- Great facilities, parks, open space
- Equitable distribution of facilities through our system
- Variety of experiences to offer
- Positive Image and reputation
- Fiscally conservative
- Talented staff
- Pride in what we do
- Financially stable
- Accessible and responsive to the public
- Creative and innovative
- Great board
- Great volunteers
- Staff always willing to take on MORE

Board Identified Weaknesses of the SSPRD

- Communication w/employees and the public
- Limited financial resources for capital expenditures



- Aging facilities
- Aging staff
- Employee turnover
- Lack of joy and enthusiasm
- Staff frustration affecting morale
- Lack of a clear and defined organizational culture
- Falling behind in the use of technology
- Lack of staff time = not always a great product
- Limited resources in general
- Staff recruitment/talent

Board Identified Opportunities of the SSPRD

- Increased community involvement
- Upgrade, freshen up, and modernize facilities
- Additional partnerships and collaboration
- Economic development/growth
- Community support; volunteerism
- Ask community for mil levy increase or bond Issue
- Potential for expanding boundaries
- Increased use of facilities and programs
- Community groups interested in preserving our watershed and waterways
- Additional trails (City Ditch)
- Development at DALRP
- Marathon/Richardson property
- Colorado weather

Board Identified Threats of the SSPRD

- Economy
- Fluctuating property tax revenues
- Exclusions
- Localism



- Legislation
- Loss of Lottery dollars
- Drought
- Employee turnover
- Future elections – unknown
- Name recognition
- Changing demographics
- Understanding changing demographics
- Language barriers
- Transportation barriers
- Increased competition from the private sector
- Apathy from the community
-

Board Perspectives of Key Issues

- Fluctuating revenues - and the vulnerability that accompanies this.
- Changes in the local political climates, make up of Board, Councils, and Commissions changing
- Changing demographics; understanding these changes
- Aging facilities and equipment
- Retention and recruitment of employees
- Healthcare costs
- Succession planning
- Internal culture – organizationally (it was decided that this needed more discussion at some future time)
- Increased competition for the “leisure dollar”
- Technological advances



Staff Workshops – July 2012

Staff Workshop II (Group 1) – July 10, 2012

Values

- Aesthetics
- Current and up-to-date business practices
- Safety
- Professional mastery
- Communication – internal and external
- Civility
- Customer service
- Value for the \$\$
- Accountability
- Quality product/service
- Community outreach and engagement
- Integrity
- Awareness
- Professionalism
- Diversity
- Health and wellness
- Sense of accomplishment
- Consistency of experiences
- Friendly staff
- Affordability
- Accessibility
- Meeting the needs of diverse communities
- Responsibility
- Meeting heightened expectations
- Adaptability
- Competitiveness
- Variety of services
- Environmental stewardship
- Transparency
- Efficient use of resources
- High staff morale
- Tradition / history

Staff Workshop II (Group 2) – July 18, 2012

Values

- Visionary
- Innovation / creativity
- Environmental stewardship
- Health and wellness
- Leadership
- Trust
- Community outreach
- Community connectivity
- Diversity
- Resourceful
- Professionalism
- Change agents
- Tradition / history
- Teamwork and cooperation
- Open-minded
- Safety
- Civility
- Education / professional mastery
- Loyalty
- Excellent customer service
- Communication
- Integrity
- Accountability
- Value for the dollar
- Consistency
- Quality employees
- Well maintained facilities
- Responsibility
- Honesty
- Transparency
- Unique
- Quality service



- Community connectivity
- Quality service
- Innovation / creativity
- Fun
- Open space preservation
- Leadership
- Ethics

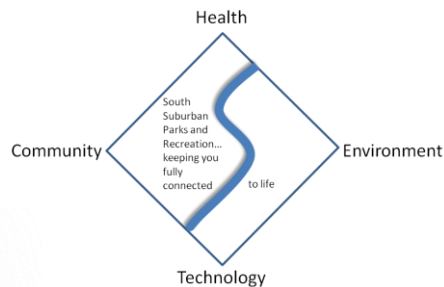
Vision Concepts

- South Suburban Park and Recreation – Timeless opportunities, endless benefits
- South Suburban – Connecting tradition with your lifestyle.
- South Suburban – your guide to a healthy future.
- South Suburban – preserving and protecting your parks and open space
- Getting you away from your virtual life and back to reality
- We grow, we improve; come join the change.
- Since 1959.South Suburban...continuing to respond to the needs of the community.
- A great place to be yourself.
- Leave your love handles here.
- Come play with us.
- Find yourself with us.
- Where the community connects.
- South Suburban – setting the pace.
- Better health, happier life.
- Destination recreation.

- Cohesive team
- Reliable
- Compromise

Vision Concepts

- South Suburban – a standard of excellence!
- A bold innovator in the park and recreation field.
- Smart parks for active lives.
- Quality service through innovation, integrity.
- Savvy stewards.
- Green and growing opportunities.
- Come share in the outdoors.
- Envision a direction that is open-ended with a thoughtful means for efficient yet cutting edge operations that accommodate rapid change.



TRENDS

- Increased competition
- Evolving technology
- Increased use of trails and open space
- Increased expectations of service
- Environmental awareness
- Having to do more with less
- Transient workforce
- Demand for increasing the variety of opportunities we provide the public
- Aging infrastructure
- Aging staff
- ADA
- Predicting the economy-we are more reactive than proactive
- Changing structure and definition of “family”
- Conflict in the District’s philosophy to maintain what we have when the reality is that we are not
- Increased awareness to recycle/reuse
- Understanding what energy efficiencies we should be following
- The younger seniors are more active and demand different things than the older seniors
- Outsourcing / privatization
- Everything is going digital
- Understanding, learning, and using social media to our advantage
- Accommodating multi- lingual communities
- Declining talent pool
 - Our changing demographics
 - Understanding our demographics
 - Distrust of the public sector
 - Strategic planning
 - Workforce and generational differences
 - People are living longer
 - Worksite wellness
 - Naming rights

TRENDS

- Social media
- Increased trail use
- Declining revenues
- Increase competition
- Outsourcing
- Exclusions
- Environmental impacts
- Globalizations
- Increased feeling of entitlements
- Instant communication
- Changing demographics
- Increased public demands
- An unwillingness to pay
- Changing trends in sports/changing interests in sports
- Declining interest in golf
- Increase in number of golf courses – spreading out the players
- Aging staff – what are we doing to prepare the next round of supervisors?
- Being asked to do more with less – maybe we should be doing less with less?
- Drought – climate change
- Greater interest in the connectivity of the community
- Back to nature- Nature Deficit Disorder- Great Outdoors campaign
- Interfacing different communications systems (phones, computers, e-newsletters, twitter)
- Alternate energy sources –solar
- Partnering/collaborating with other govt. agencies and private business
- Increased and heightened awareness and needs for security measures in our facilities (background checks, security cameras)



- Declining participation in adult sports
- Adults redirecting their discretionary income to children's interests
- Redefining "senior" groups – different ages demand different services and have different interests
- "Willingness to pay" vs. "ability to pay"
- People are working longer and retiring later in life
- Increased demand for volunteer opportunities
- Longevity in administrative positions reduces opportunity to many

PEST

- Higher unemployment
- Declining tax base for the District
- Foreclosures
- Incorporating technology into everything that we do
- Conservation efforts
- Health care costs on the rise
- More regulations
- Transparency and scrutiny of government
- Community diversification
- Increased activism
- Conservation
- Special interest groups
- Environmental impacts
- Justifying the value of staff

- Specialized instruction and willingness to pay for their children
- Politics of doing business
- Threats of exclusion
- Fitness trends are changing
- Increased expectations of customers
- Aging infrastructure
- Public vs. private competition
- Water conservation
- Changing and increasing development rules and regulations making project more complicated and expensive
- Sedentary lifestyles and the effect on the general health of society – driving healthcare costs up

PEST

- Upheaval
- Rapidly changing technology
- Rising cost of healthcare
- Internal communication between departments - difficult when we are speaking different languages (IT)
- A decreased need for social interaction-people
- Rising cost of commodities
- Can our facilities be a safe haven for families and children?
- Elderly growing faster than any other population
- Programming for three different generations in the 50+ age category
- People are living longer in general
- Growing Asian population
- Increased prevalence of NIMBY's
- We live in a "ME" society
- Email blasts – not always factual but they spread like wild fire creating a sense of urgency
- Priorities and wants of the cities we serve sometime do not align with the District's priorities or needs
- Balancing political decisions with economic factors
- Varying socio-economic levels of our customers



FINANCIAL

- Strained
- Declining discretionary income
- Reluctance on the public's part to spend money
- Reluctance on the District's part to spend reserves
- Increased competition driving customers to us
- Expecting less from Federal and State resources
- Increasing property taxes
- Reluctance to joining luxury sports where the cost is high (ice hockey)

MARKET

- Within the District we have several markets
- Declining use of recreation facilities and programs
- Increased use of parks, trails, open space
- Changing school calendars impacts the market
- People are working multiple jobs = less free time
- Demand for 24/7 business
- Customer loyalty programs
- Customers are looking for value packages
- Schools eliminating arts, music, sports

FINANCIAL

- Declining revenues
- Declining property values
- Foreclosures
- Unemployment
- Lag related to property value increases and decreases

MARKET

- Understanding our different markets is needed to better serve them
- People are taking their leisure dollars elsewhere- we are NOT the only show in town
- Schools closing due to falling enrolments – what happens to the empty buildings?
- Higher expectations
- Some people simply prefer private sector facilities- we will not capture the total market
- More out of district customers in some areas
- People have lots of choices for how and where to recreate
- People expect instant responses
- Want more for less – are we spreading ourselves too thin
- Broadened market through social media
- Looking for a value, a discount, a coupon
- Make up and development of new communities is changing – urban centers, walkable neighborhoods, where does the neighborhood park fit into this planning?



COMPETITION

- TV
- Increased number of private facilities competing with SSPR
- Schools getting into our business
- A segment of the population doesn't want to leave home
- Cocooning
- Fitness centers diversifying their services to appeal to families
- Child care facilities are on the upswing
- "Blue Ocean" market – "Bloody Ocean" concept (niche marketing)
- Social experience is changing
- Social connectivity is changing

COMPETITION

- Any place people can spend their money or their free time is our competition
- Should we have a loss leader? Be willing to take a loss on an item, or program just to get people in the door knowing they will buy something else
- Private sector operates differently because their prime focus/goal is PROFIT
- Private sector spends \$ on R & D, marketing, and building worker knowledge (professional development)
- Public Sector (SSPR) makes their first cuts in these same areas
- Private sector will NOT provide service unless it is profitable, while the public sector will
- Bloody Ocean – a detriment to our long-term success.



Focus Group & Community Workshops – September 2013

The South Suburban Park and Recreation District's Strategic Planning process included a series of interviews and focus group meetings held to include general users, representatives of the business community, town/city leadership, District staff, and others. A total of ten different focus group meetings as well as two community workshops were held over a two day period with 132 people participating in the process. An overview of the schedule and participation is listed below.

September 10

11:30 a.m. – 12:45 p.m. – Business Leaders
1:00 – 2:15 p.m. – Community Organizations
2:30 – 3:45 p.m. – Staff I
4:00 – 5:15 p.m. – Staff II
5:30 – 6:45 p.m. – Sports Organizations
7:00 – 8:15 p.m. – Community Workshop I

September 11

11:30 a.m. – 12:45 p.m. – Community Leadership
1:00 – 2:15 p.m. – Social Service Organizations
2:30 – 3:45 p.m. – Staff III
4:00 – 5:15 p.m. – Staff IV
5:30 – 6:45 p.m. – Recreation and Park Users
7:00 – 8:15 p.m. – Community Workshop II

Focus group and community workshop attendees were asked a series of questions intended to gauge opinion and perspective relative to community issues and needs, the key issues the District is expected to face over the course of the next three to five years, District strengths, weaknesses, opportunities and threats, and other feedback intended to inform the development of the South Suburban Park and Recreation District's 2013-2015 Strategic Plan. A summary of all responses is provided below.

Community Responses

1. What do you believe to be the most essential (of critical importance) services the South Suburban Park and Recreation District (SSPRD) provides the community? Why do you see it/them as essential?
 - Ability to encourage opportunities to keep active, healthy lifestyles
 - Obesity is one of the biggest challenges we face



- Maintain a good balance between parks and open space with – keep access for community members
- Accessible places and trails
- Complete connectivity between trails and open spaces – complete build out
- Diversity of stuff for economic development benefit
- Youth programming – connects with the health of our community that the foundation for building community
- Trans-jurisdictional presence that affects many community services which pulls us together as a region
- Do up front work with developments so that we have community connectivity; has not happened in the past
- Parks and facilities
- Senior services due to aging population
- In-kind services to low income residents
- Activities and specifically, health related services
- Keeping fees reasonable
- Choice of activities for kids
- Community relationships such as the one with public schools (playgrounds)
- Accessibility and affordability of services
- The facilities are the most important services provided by the District; the facilities are paramount
- Ways to utilize the facilities; partnering with organizations in the community
- The culture in the facilities that nurture youth are important and need to be communicated more now than ever
- Something for all ages
- All of the recreation opportunities
- Trails and access to the entire system
- Aging of our society and that we plan accordingly; look at alternative recreation opportunities
- Youth team sports
- Parks, trails and open spaces; they can always use these spaces free of charge
- Age appropriate activities
- Affordable activities that many could not generally afford
- Open access to safe parks and trails
- Safe, alternative place for kids to go
- Golf; if they are managed well they provide revenues to offset expenses
- Complements school district facilities
- Access to many varying amenities



- Youth programs
 - Places for children to play
 - Outdoor spaces, parks, trails, etc.
 - Passive recreation and not just active
 - Senior programs
 - Educate the community about what is available to them
 - Parks and trails
 - Services available through the rec centers
 - Sense of community; connecting the communities they service
 - The vast array of classes offered to all ages
 - High quality of facilities available
 - Arts classes are important since the schools have eliminated those programs
 - Programs for people with disabilities
 - Services for seniors
 - Parks and open space
 - Programs for youth and adults
 - Trails
 - Senior programs
 - Youth outreach; providing opportunities for youth
 - Places to play
 - Educating consumers about environmental practices and the outdoors
2. What do you believe to be the current and projected community issues and needs that the SSPRD and its services can help resolve or impact moving towards the future?
- Aging demographic; getting more dramatic and how to balance that need with others
 - Declining federal dollars and consequences that has
 - Other communities such as Denver are beacons for younger folks; the suburbs need to be more sexy and appealing
 - Partnering; SSPRD could work together with economic development
 - Ongoing outreach to make sure people are aware of the offerings; many do not know what is available
 - I don't think we get the highest quality asset when we always obtain facilities via "fire sales"; focus more on need versus acquisition when something is in foreclosure or when it is not expensive



- SSPRD is going to need to come up with its own financing strategies based upon its own circumstance
- Immigrant population; Littleton foreign-borns is 12%; seems similar in other areas
- More social programming such as partnerships; both programs and amenities
- Growing senior population; more services for active seniors
- Growing number of minority populations who need financial assistance; District does not seem to be very flexible to meeting the needs of these populations
- The size, diversity and complexity of the entire District; have to please a lot of different people with different interests
- Growth of communities – how will the District meet these needs? Lone Tree development east of I25.
- What are the boundaries of the District and how will this influence the future of development?
- Maintenance of properties
- Financial access (more affordable) to facilities and services
- Funding will remain an issue in the near term (5-10 years); the recent passing of the mil levy is important but hardly sufficient to maintain the system
- Water is becoming a huge issue for the country; the projected warmer weather is going to perpetuate this issue
- Growing senior population and the District's efforts to address that shift
- The number of non-English speaking residents; how will the District work with and communicate with these populations (especially Hispanic population)
- The popularity of many of the District's amenities; how will the District will keep up with maintenance requirement
- Future programming should reflect the needs of different communities; rather than a set list of the same things offered for all communities the District serves
- Amenities and services that reflect an interest in attracting a younger people
- With less opportunity to purchase land, how will they best use what land resources that have at their disposal
- Creating more connectivity to all surrounding communities
- Collaborating with other Districts and local governments including Counties; leverage dollars to improve systems and efficiency
- Are any of the communities the District serves going to exit the District and affect the District's bottom line
- Aging population and specific areas for seniors to recreation
- Lack of activity for middle and high school aged youth; complicated by school systems eliminating physical education and arts/music programs
- The District needs to determine whether they want to run like a business or be a recreation district
- Listen to the community more
- Affordability



- Recruiting new users; competition
- Towns and cities interested in leaving the District
- Increasing taxes to maintain facilities
- And if the District does decide not to increase taxes what does that mean?
- Whether or not the community decides to back another tax increase
- The aging population
- Promoting healthy lifestyles
- Fighting community obesity
- Helping the community understand where their tax money goes; transparency in management practices

3. What key issues will the District face in the next 3-5 years?

- Financial impacts
- Maintenance of facilities
- Going from growth mode to sustaining mode
- Careful about over-building
- Allow flexibility of funds (development dollars versus maintenance dollars); how do we use money appropriately
- How much open space do we need?
- Serving under-served areas
- Financial concerns; decreased property values, maintaining the current system, importance of partnering and better utilizing limited resources
- Competition for services – more fitness centers, etc.
- If you are going to compete, updating facilities and equipment is necessary
- Kids weightroom to address obesity issues
- Opportunities for partnering; the District has advantages that other entities don't
- Rapid development; Lone Tree is on the midst of rapid growth
- The political climate; "anti-government/no new taxes" mentality, and making services affordable – how do these things frame where the District heads and its mission
- Competition is a factor; can municipalities really offer services more affordably than the private sector?
- There is a significant amount of competition; primarily health and wellness, cultural, etc.; they are major competitors and we are saturating the market
- Water



- An amazing amount of dis-trust around how government and how it spends tax payer money; alleviate ourselves from the negative rhetoric around “bad or irresponsible government?”
- Aging infrastructure
- Aging population
- Landscaping of properties
- Competition for the same markets and same dollars; Foothills is creeping in on SSPRD’s markets; some people are willing to pay for what they believe to be better services
- Maintenance; the costs of maintaining and upgrading the system
- Addressing community needs as they change
- Funding and resources based upon property values; tenuous and no forecasted to get much better; things cost more; many things are deferred
- Competing interests for funding
- Competing with private industry; particularly in the fitness center world; the same with golf
- Population is changing; programs need to reflect these changes
- Better name and identity recognition; focus on the message they are sending; when it comes time to pass more funding initiatives this will be important
- The cost of water
- There is no visible place in the community as a senior center; many do not know where to go for information and what is available to them including social services
- Competition
- Graying of the community
- Money; will there be enough money to do what is necessary
- Directing dollars into renovation of profit making facilities/operations
- Funding
- More retirements
- More young families
- Resolve the Lone Tree issue (potential separation from the District)
- How will the District maintain its golf course in the future and keep it affordable
- Upgrading older facilities
- Financial issues
- Maintaining what they have



- How will the District get the funding necessary to maintain the system long term
 - Funding
 - Diversity if clientele
 - Governmental regulations; environmental
 - Focus on operational efficiencies; how can the District better manage its system so that there is little to no waste
 - Better understand need and demand versus what the District assumes is the need and demand
4. Of the “key issues” you mentioned, what do you believe should be the District’s priorities in the next 3-5 years?
- Marketing and communication – the marketing efforts are poor; do not reach the audiences they need to; too many missed opportunities
 - Need to think more like the private sector and treat the operation like a business and grow it
 - Community outreach and engagement
 - More of a service oriented approach to customers; does the mentality that the District is a “governmental entity” impede good service - the employees are going through motions and do not need to focus on customer services as the private sector does
 - Need to educate themselves about their target markets – miss the mark when offering new services
 - Do not try to be all things to all people
 - Identify the core mission or core business of the system
 - Focus on transparency to the community
 - Facelift to facilities – necessary to compete
 - Partnering – in-kind contributions to those in need
 - Maintenance of parks and facilities – not just fixing but making them “look good”; are there ways to engage the community in maintaining and the upkeep of parks and facilities
 - Capturing more of our user base – seems we are losing folks to the private sector and to other Districts
 - Upgrading and adding new facilities
 - Smart budgeting; frugal and creative
 - Affordable services
 - Take care of what we have; maintenance
 - Continue to seek facility development opportunities; many existing facilities have been purchased for cents on the dollar
 - Seek out more donors; naming rights opportunities
 - Maintain quality focus on what they have
 - Changing programs to meet a changing population



- Water issues
 - Communicating to the community how they use their resources; sending a message to the community
 - Stronger presence in each community so they better understand what is needed
 - Partnerships
 - Protect their tax base; uncertainty around what Lone Tree will do in the future
 - Focus on those areas that want the District; spreading limited resources is fragmenting limited resources
 - Work effectively with the cities they serve
 - Allocation of resources; direct dollars to those services that have the ability meet needs or generate additional revenues
 - Partner with other entities to bet use resources; get the biggest bang for our buck; partnership liaison staff position
 - Caution to continue to eliminate staff positions that may affect quality and level of service
 - Do the strategic planning process well
 - Keeping the facilities and parks well maintained
 - Keep services affordable and accessible to everyone
 - Do more to engage youth in services
 - Focus on health and nutrition for youth
 - Competitors (e.g., 24 hour fitness) appeals to youth due to their flexible hours
 - Maintaining a sound, tight budget
 - The District should create a tiered system to communities know what may be eliminated
 - Finding out what communities need and demand
 - A balanced approach to distribution of resources; equitable distribution
 - Communication between the Board and constituents
 - Have a Board that is representative of the communities the District serves
 - Affordable
 - Eliminating duplication of services to better utilize resources; too many agencies doing the same things for the same markets
5. What are the key strengths of the SSPRD and its services? What do they do well? What do you like about what they do?
- Educated, wealthy population
 - Have done a good job of working with governmental entities to develop parks, trails, etc.
 - Proactive about Highline Canal
 - Overall the residents of Lone Tree seem happy with SSPRD
 - Lots of programs for kids and families



- Staff appear passionate about what they do; they want to be seen as the best system in Colorado
- They manage sports leagues well
- Parks and facilities seem to be well-maintained
- Senior programs seem to be very popular
- Provide a broad base of facilities and programs including arts options that are beyond physical activities
- They seem to be interested in what the community says; they listen well
- They know what they're doing; lots of institutional knowledge
- Parks are well-cared-for and maintained
- Client-centered; focused on what the community wants and desires; giving users access
- Variety of activities; balance of sports with arts, with outdoor rec with education; expands people's recreation horizon; like one stop shopping
- Relatively affordable
- Aggressive in going after grant dollars
- Maintaining their parks
- Collaborative and inclusive; they don't make decision about what affects others in a silo
- Some staff have a strong depth of knowledge and expertise; they should ensure continuing education to make sure staff are current with all the change that is occurring
- Design and planning services
- Very effective at leveraging resources and working with existing partners
- They provide a variety of services for all ages
- Parks, facilities and programs are good
- They reach out to seniors
- Well maintained parks
- The District is very careful with our tax dollars
- Variety of services offered
- Punch cards allow user's flexibility
- Affordable services
- Responsive
- Always attempting to mitigate vandalism and graffiti
- Staff listens
- The youth programs; they are strong part of the District



- Good job with programs
- Tennis courts at Lone Tree are awesome
- Parks are nice and well maintained
- Rec centers and pools are good; appreciate the upgrades that have been made
- The nature center
- What the District has purchased have worked out well (e.g., Lone Tree Golf Course)
- Massive system of bike trails
- Parks and facilities are well maintained; seems to be a priority
- A vast inventory of properties
- A broad menu of offerings
- Opportunities for all ages to recreate and interact; diversity of people who gather together
- The District engages youth; encourages volunteerism for youth

6. What are the weaknesses of the SSPRD and its services? What can be improved upon?

- They try to be too many things to too many people; my daughter attended a class that was held for one person
- Communication – starts at front desks; disconnect between customers and staff; no one checks our family in a Goodson; they don't know what we are doing there; they don't speak
- They don't seem to share a vision; work in silos
- Failure to critically engage the marketing process – what are we selling; who are our customers; what does the data tell us; how do we engage our customers, etc.
- Some of the communications pieces are confusing; so much can be too much
- Need to use social media more diligently; better marketing
- More focus to special interest groups
- Get more public input; hard to get a sense of what are on board agendas; not easy to access
- More partnerships in these economic times
- The brochure is not targeted; too much stuff
- More services for parents and kids to do together
- Facilities are not always in the best location
- Staff; not very customer service oriented; especially when compared to the private clubs
- Communication with the public about services and what's happening in local communities at parks and facilities; people don't really know what the District provides



- Facebook is the primary source of information for the BMX community; if it was not for our own Facebook account we would not know what is going on
- We do not receive the communication necessary to know what is happening that affects our clubs (ice skating community)
- Very difficult to work with the District to keep things cost effective for us to host a major event; could view the event as a showcase event as it brings money into the community
- Too many staff who are entrenched and do not want to change
- Sometimes the District's programs compete with sports clubs in the community; questions concerning whether the District or Clubs should be the primary provider of developmental programs; clubs might be interested in providing developmental programs so there is limited conflicts for facility space; eliminate duplication of the same services (e.g., should be only one lacrosse program in the District)
- We have money to give the District to pay for facility space
- Website is difficult to navigate; communication and marketing is weak
- We feel like we are treated as just a user, not as a partner; we have a lot to contribute
- Work on master plans; take too much time to see things happen and progress to be made; the sooner we move on things the sooner the community sees that action is taken
- The size and scope of the system creates a public relations challenge; they are not as visible as they should be in all communities
- Keep current on processes like this process; strong strategic planning in place and keeping it current
- Always in a position to "sell" their value; a continual process
- The web presence; although they have improved a lot, the site is not user-friendly and not good; it can be an irritation
- They should get more creative about how they "collect" money; seems some current practices (putting an un-needed picnic shelter up just to collect rental fees) are petty and nickel and dime users
- Limited offerings at facilities in certain communities (Sheridan); times that some facilities are open is not conducive to user behavior; if they don't have opportunities they won't participate
- Marketing
- The name South Suburban Park and Recreation says nothing to me; they should consider re-branding
- Not enough funding to maintain the system
- Identify areas to improve the system
- Seems there are too few employees to do the work necessary
- Promotion and marketing is lacking; senior publications are lacking
- Better marketing; many do not know what the District provides
- Current advertisement is to existing users; limited efforts to recruit new users
- Catalogue is counter-productive; too much information for many to read



- Some facilities require maintenance and up-keep
- Some services are not accessible to working families
- The website is poor and not user friendly
- Registration is difficult for seniors; not user-friendly processes
- A one size fits all mentality and cookie-cutter management practices; not thoughtful about target markets, market needs and demands
- The District needs to be more open to community interests
- Staff should have a better response time on complaints
- Not enough services available for home school families
- Restrooms are lacking
- Some facilities are in need of renovation and repair
- Would like to see more youth and adult volleyball
- Maintain vehicles (accessible van)
- The open hours of the rec centers are limited based upon what customers want
- Public awareness of what the District is, what it does, and what it does not do
- There may be image issues that give the impression that public rec centers are for “poorer” people while the private clubs are for those who can afford more

7. What opportunities exist for the SSPRD moving forward? What is it that SSPRD can capitalize on?

- Their facilities – many do not seem to know about what the District has and what services available
- This process – high marks for attempting something like this
- Bringing the staff together as part of this process and create a shared mission and vision; and what their role is on the process; and then ensure accountability
- A supportive community
- The District has a really good foundation on which to build; facilities, parks, trails, etc.
- They also have room to expand
- Develop more of the South Platt area
- More community partnerships; look to partner with any organization that can bring something to the table and can benefit from their collaboration with the District
- Jean Rae (community relations) is sorely missed; she connected the community to SSPRD and initiated outreach efforts; the District needs someone to fill this void
- Technologies that the District should consider taking advantage of; many are more affordable than what the District spends on the catalog (on-line videos)



- Our kids' world is technology; we need to embrace it soon
- Some parks and facilities that are family-friendly (e.g., playgrounds at ballparks)
- World class athletes that use SSPRD facilities; take advantage of the opportunity to capitalize on their successes
- Connectivity throughout the communities they serve; a larger, regional trail system
- Evaluate and take a hard look at the programs they have; which program are the ones that serve community needs and demand best; seem to get stuck in what has always been done
- Focus on meeting community need and enterprise; scale down the vast number of programs; too many
- Do what you do well and what you don't let others do
- Always be on top of trends; review what people are doing; what is hot and popular and respond
- Provide more programs for older adults
- Focus on certain spaces at Buck and Goodson to fill empty rooms
- Upgrade facilities to be able to compete with the private sector or re-direct resources in areas that do not compete so blatantly
- A community center seems more appropriate for any age; there should not be just a senior center
- Facilitate bi-annual meetings with the communities (community leadership) the District serves
- Inexpensive, effective advertising
- More opportunities for seniors
- More opportunities for home school families; daytime youth programs during the school year
- Off-peak reduced fees during facility down time
- Analyze rec centers to determine if extended operating hours can be extended; possibly just Fridays and Saturdays
- Be more creative about recruiting new users; show customers that they are important
- Cross marketing to different users
- Utilize social media more as that is the method that youth use
- Look for more opportunities for facility acquisition that may result in profit making ventures
- Are there opportunities to work more with Arapahoe County?
- Pick up any unincorporated areas available
- More regionalized approach to parks and recreation (move into Englewood)
- An opportunity to communicate differently; new technologies allow for more effective methods to communicate with constituents
- Can RTD make centers and services more accessible



8. What barriers, challenges, and/or threats exist that must be addressed or overcome in order for the SSPRD to provide parks and recreation services to the community today and into the future?
- What is the mission, vision and purpose – how are you communicating that to community members, partners; and how do you communicate it to these stakeholders
 - Financial issue – will continue to be a challenge
 - Competition; private, non-profit and public
 - Changing demographics in communities and neighborhoods
 - A broad array of languages spoken by residents; how do you respond to two languages, let alone the vast number now spoken
 - Growing number of seniors
 - Access to additional funding
 - Price increases that may result in lost usership
 - Lack of urgency and apathy; it cannot be new news that the catalogue is not the most effective and efficient methods to market; lost opportunities
 - The competition
 - The District's mentality about not embracing the successes of clubs (even though they are not District services)
 - Rising cost of doing business
 - Competition from similar providers
 - Competition for funding (e.g., grant funding)
 - Attracting and keeping good staff
 - Constantly communicating with other entities so that any intended competition for limited tax dollars is wisely done and making these types of decision in a collective, informed way
 - The aging population and trying to project what it is they will want and need; it's a new dynamic
 - Identify the funds necessary maintain the system
 - Competition; the District would be best serviced to look at competitors as potential partners
 - The physical boundaries of the District and the many areas within communities in which the District does not have a presence
 - The District has discouraged seniors; need to work hard to re-engage seniors; registration is too difficult
 - The District is dependent on the image of the District
 - Concerns regarding privatization of services
 - Financial challenges
 - Maintaining the existing system with a tighter budget
 - Boundaries and communities do not match; how does the District communicate these differences to ensure that constituents understand?



- Communication is a problem; people need to be fully informed; needs to be more than a mailer or a catalogue
- Basketball court times get tight at the Buck Center
- Concerns regarding private business competing with the District's facilities
- Limited space
- Governmental sanctions
- Limited funding
- Not knowing what the future will hold
- SSPRD is too mainstream; they need to push the envelope

9. What/who are potential partners the SSPRD should consider working with in the future? Why?

- School Districts
- The municipalities the District serves
- How do you leverage the current partners to be more effective and efficient?
- Club sports
- Explore opportunities to work with competitors in the private sector
- Retirement homes
- Economic development entities
- Public Schools; we already work together but we need to do more; Cherry Creek schools?
- Other Park Districts and municipal parks and recreation systems
- Municipalities
- The Rick Intervention Network to serve underserved populations
- The Greater Littleton Youth Initiative to reach out to more youth
- Local businesses to offer space, discounted products, sponsorships, etc.
- Hospitals and health care providers; therapeutic/rehab centers and programs
- Ice skating clubs
- BMX groups
- Any club that is interested in providing resources for the greater good; reciprocal benefit is reasonable
- Private business (e.g., bike shops, sporting goods dealers)
- School Districts – would the District be willing to provide some type of incentive to kids who qualify for a college scholarship (e.g., giveaway buckets of balls to kids who qualify for a golf scholarship)
- Other opportunities with schools – this is where the kids are; be more creative and create a community buzz



- Xcel
- Any adjoining public agency (e.g., cities, counties)
- Business community; corporate memberships should be more aggressively marketed
- Police, social services; any partnership that provide a greater sense of community
- Nurture existing partnerships; be the facilitator of partner gatherings to brainstorm and maintain regular communication
- Local Village to Village organizations
- HOA's
- Churches
- Salvation Army
- Chambers of Commerce; use email distribution lists of the Chambers
- Media (including the local free papers)
- Local business community; make an effort meet with business leaders to find out what each can gain from collaborative efforts
- Health care facilities
- Libraries
- Senior centers
- City of Centennial Youth Commission
- Arapahoe Community College
- Club teams to better utilize fields
- YMCA; seems they are fighting for the same kids
- Private health clubs; try to eliminate duplication of the same services if not efficient
- More creative partnerships with schools
- Community service hours required through the schools or scout programs
- Partner with business; larger corporations have a significant amount to offer
- Other agencies; counties and municipalities
- BLM
- Local non-profits
- Any entity that can gain something from the District and that can contribute something to the District

10. Do you believe there are populations who have no and/or limited access (e.g., physical, financial, transportation, language barriers) to SSPRD services? If yes, who are they and what are the barriers?

- Immigrant folks – people from all over the world living in our communities



- Transportation is a significant issue trying to get to rec centers
- Language barriers – more staff who are bilingual
- If these things are happening we do not seem to know about it
- Assisted living communities and those who have mobility challenges
- Seniors who do not have transportation
- Underserved youth
- Some minority populations
- Seniors who do not use the internet
- Those poor families in Sheridan
- Veterans
- Many minority populations who do not speak English; language barriers to participation
- Information distributed to schools; translate into common alternative languages
- Work more with youth commissions to engage teens and youth
- Those with financial challenges; poor families
- Those who do not speak fluent English
- Those who have limited transportation alternatives; when RTD changes their routes this will affect a lot of people
- Transportation for seniors with no method of transportation
- Language barriers are challenging for those who are monolingual
- Low income youth and families have less opportunity; although there are scholarship and reduced rates, they may be too “proud” to apply

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

- Communication – the Facebook account shows 237 users on the Facebook account today; not many; could get an increased turnout for public process if they better use social media (are different facets or areas of the District have their own Facebook accounts)
- Put some kind of understandable prioritization in place and get community input on it
- Keep communication open with partnering organizations
- Glad the District is doing this; good to reach out to the community
- This process is what the District should be doing

12. Are there any other thoughts you would like to share concerning the SSPRD?

- Is the District's senior leadership getting close to retirement? Maybe an organizational assessment?



- We really care and love the District or we would not be here
- Community outreach staff member that takes the initiative to connect with the community and community organizations
- Really would be helpful if the District could get the website in better condition
- A program for seniors and youth to interact and teach seniors how to use computers
- Some area rec centers have programs that focus on the growing number of homeschool youth (e.g., Englewood has swim lessons during the day while school is in session for homeschooled children)
- When the ice arena discontinued the 3-month family pass and replaced with a 30-punch pass our fees quadrupled. This made it unaffordable for many families. This results in not only lost income for the District but also inhibits families from participating in District services.
- More visibility for reduced rates/scholarship opportunities
- The District seems to be more generous to outside groups because they get more revenue from them (out of District rates)
- The District does not show appreciation to volunteers (if there is recognition we do not know about it)
- There needs to be more diligent communication
- Everything should not be connected to money; rather, because it is the right thing to do
- What is the mission of the SSPRD; not clear; what is the message the District wants to get across to the community?
- Get the sports clubs together bi-annually to discuss issues that sports community face relative to District operations
- The District seems to be very responsive
- I cannot admire SSPRD enough for what they do to address many issues; they are a first rate operation
- Identify specific services for specific communities as the needs and interests are different
- Communication needs to be improved; there should be a mechanism for responses to complaints
- Seems staff at the center front desks/customer service staff are not engaged in their jobs
- The catalogue is too cumbersome; there is far too much information included; hard to use
- Maintain communication between the entities that the District serves so that they do not feel inclined to “pull out”
- Nice to have this opportunity
- Communities need to understand that there are tough decisions to be made about what the District’s priorities are and how things are going to be paid for moving forward



Staff Responses

1. What do you believe to be the most essential (of critical importance) services the South Suburban Park and Recreation District (SSPRD) provides the community? Why do you see it/them as essential?
 - Health and wellness services due to obesity and insurance concerns
 - Recreation for children; also a “big money maker”
 - Services for older adults
 - Sense of community - rec centers are seen as a focal point for communities
 - The catalogue is intended to be essential; but how do you get people who don't see it to see it?
 - Parks, trails, and open space
 - Maintaining what we have
 - Maintaining parks and open space
 - Recreation facilities
 - Affordable activities for all ages
 - Parks, trails, and open space
 - Stress reduction
 - Parks, trails and open spaces
 - Recreation centers
 - Quality programs
 - Variety of things to do in people’s free time
 - Unique specialized services like the STAR program, senior programs
 - Meeting the needs of many
 - Place for community service
 - Recreation
 - Free services; trails, parks
 - Affordable, diverse recreational programs
 - Afford the opportunity for people to participate in activities they otherwise would not have
 - Opportunities for personal growth
 - Programs that the schools do not offer



2. What do you believe to be the current and projected community issues and needs that the SSPRD and its services can help resolve or impact moving towards the future?
- Upgrading of facilities; necessary in order to meet community interests and to continue to be competitive in the marketplace
 - More competition for the customer's dollars
 - Specialized instruction but does not seem to align with a community recreation model
 - We need to be aware of demographic shifts via Census data so we can respond appropriately
 - People are going to be looking more to SSPRD for their health needs and to maintain their health
 - Evidence based programs – how do we know we are making a difference?
 - Balance between what we provide with what we can access from vendors
 - Water and irrigation demands
 - Obesity
 - Aging
 - The changing of age distribution
 - Youth inactivity
 - Poorer communities
 - Aging population
 - Aging of people with disabilities; they are living longer and living well longer
 - Being able to maintain infrastructure; aging facilities
 - Water; costs and access
 - Cost effective service delivery
 - Keeping services affordable
 - Obesity and health and wellness demands
 - Potential development
 - How the mill levy fund are utilized will be important
 - Affordable services
 - Public health; obesity epidemic; overall decline of health and wellness
 - Maintaining our current facilities
 - Aging population; keep seniors healthy
 - Growth of minority populations
 - Opportunities to model innovation



3. What key issues will the District face in the next 3-5 years?
- Financial issues; decreases
 - Keeping up with technology
 - Demographics – aging (this also include those with developmental disabilities living longer than they have
 - Keeping our best employees and bringing in good, specialized employees
 - Onslaught of kids who are unhealthy and people turning to us to make them and keep them healthy
 - Water scarcity and costs
 - Maintaining our infrastructure
 - Deteriorating facilities and infrastructure and not enough resources to upgrade or maintain
 - Economy
 - Changing management; senior administration retirements
 - Can the District continue to serve multiple jurisdictions
 - Access to water
 - Competing against the private sector
 - We're landlocked
 - Money; continually told to reduce expenses and reduce revenues; something has to give
 - The dollar does not go as far as it used to; equipment and supplies continue to go up
 - Maintaining infrastructure within the constraints of a limited budget
 - Taking care of what we have with aging equipment
 - More competition
 - Finding and retaining quality employees; we don't pay as much as the competition
 - We compete internally with each other for the same pool of employees (same jobs in different departments pay differently)
 - Aging equipment and facilities
 - Budget; declining revenues
 - Technology
 - Providing services for active adults
 - Being consistent within each service area of the District
 - Competition
 - Other municipalities that think they can do things cheaper
 - Growing expectations on behalf of our customers; feeling of entitlement
 - Development in the Lone Tree area



4. Of the “key issues” you mentioned, what do you believe should be the District’s priorities in the next 3-5 years?
- Maintaining infrastructure - upgrade facilities and equipment
 - Update programs; eliminate antiquated programs
 - Technology – staff up to date on technology; respond to lack of technology and know-how; equipment and use; be flexible and open to new technologies that can make our system more current and up to date
 - Consistent application of standards, procedures, policy, etc., across the District
 - Will a general obligation bond be needed to finance what is necessary (maintaining infrastructure); would need an annual source
 - Keep Lone Tree in the District
 - Embracing change
 - Maintain overall quality
 - Face eliminating things; we keep them only because it has always been done this way
 - Preparing for change “at the top”; retirements
 - Staff retention
 - Communicating to the public how much we do with what we have; and keep communicating
 - Identify what services we should be in the business of providing; where do we compete with the private sector; where demand does not justify supply; what businesses should we not be in
 - Replacing aging equipment and fleet; if it gets too neglected it costs more in the long term
 - Spend the time to thoughtfully prioritize deferred maintenance
 - Make sure we are focusing programming on target markets and changing demographics
 - We need to educate ourselves on demographics and how to use the info and data available
 - Aging facilities; maintain what we have
 - Improve what we have
 - How do we meet enhanced expectations with less resource;
 - We have to minimally be at the same service level as our competition
 - Maintain quality staff
5. What are the key strengths of the SSPRD and its services? What do they do well? What do you like about what they do?
- Our customer service
 - Variety of services
 - The number of amenities we have
 - Good value



- Parks and trails; efforts to create connectivity
- We meet community needs and demands; we are responsive
- We've got the real estate
- We have a good IT Department; they think forward
- We have good personnel in some areas
- Excellent facilities
- Good management strategies
- Good programs; especially nature programs and athletic leagues
- We have built up a lot of good will in the communities we serve
- It is amazing how financially sound we are
- Everything is well maintained; we take good care of what we have to the best of our ability
- Acquire, develop and maintain open space
- We maintain our facilities and parks well
- We do what we say we are going to do; that's why people have faith and confidence in our abilities
- We are very efficient
- We respond well to community needs
- Diversity of the programs and facilities we have
- Work ethic; people want to do their jobs
- We leverage our money well
- Our history; rooted in the communities we serve
- Promises to the communities are upheld
- Excellent staff
- Willingness for the District to continue to support staff development
- Working together to solve problems
- Diversity of services
- Competitive pricing
- Financial planning
- Cleanliness of facilities
- Natural resources we own
- Willingness to adapt



6. What are the weaknesses of the SSPRD and its services? What can be improved upon?
- How do we get the catalogue in the hands of those who may want it?
 - Being in a District provides a unique dilemma – we have challenges communicating the borders of the District
 - The website needs to be improved
 - We need a marketing department, not just communications and IT (e.g., New Era Department); technology and marketing efforts are dated
 - Consistency operational standards, procedures, etc. within the District
 - Current communications is not consistent; we need a marketing plan and marketing staff
 - Disconnect between employees in different units/areas; hard to communicate to all staff
 - Grant writer; we could access more grants but current staff do not have the time and knowledge to do it well
 - Getting the right person in the right job
 - Development (land and programs) with little effort and conversation given to who will take manage/take care of it
 - We try to be everything to everyone; we need to select a few priorities and focus
 - We need to do a self-analysis; land acquisition, programs, staffing, etc.
 - We don't have a cost recovery plan; important as dollars become scarce
 - Quality and quantity of staff training
 - At times upper management operates in a vacuum; then left to lower management to pick up the pieces
 - There is no policy for customer service; we are inconsistent
 - Our website is a weakness but we are attempting to improve it
 - Facility maintenance and upkeep is a weakness; we do not have the resources to keep up
 - We are fully developed; limited opportunities to add parkland
 - Under-utilization of data we have to inform our decision
 - Not good career advancement opportunities for staff; many in mid to upper management stay for a long period of time; we lose the young one with the new ideas; can be good and bad
 - Not to give into one citizen's demand; one complaint causes major upheaval
 - Because we are government, we are expected to subsidize services
 - We are here to make money (golf); causes conflict within staff between those who have to generate profit and those who don't
 - We don't tell people how well we do what we do; communication and marketing can be improved
 - We need to do a better job of getting the word out about our services
 - Part time pay needs to be increased
 - Employees are asked to do more; over the long term it takes a toll and affects quality



- The website; very archaic; not user friendly and hard to navigate
 - Internal communication is poor; lack of professional relations; we often do not know what is happening; disconnects
 - Marketing; we don't market ourselves well
 - There is a dysfunctional expectation that marketing be done by programmers; programmers should be programming and are not marketers
 - Marketing efforts are inefficient and decentralized; there is no plan
 - Too much decentralization
 - Staff are stretched and expected to do too much; impacts quality of service
 - Don't take advantage of our buying power
 - Our "brand" is confusing because we do so much; we are not focused
 - Salaries do not allow us to recruit or retain good employees
 - Not proactive enough with equipment replacement
7. What opportunities exist for the SSPRD moving forward? What is it that SSPRD can capitalize on?
- We have a number of facilities and parks; make sure we are proactive and keep on top of what we have
 - Take advantage of facility space that is underutilized; we have space available in our centers
 - Capitalize on our Fitness Van; needs to be at events more consistently
 - Develop a referral system with local health care providers for prescriptions to exercise
 - Develop a sales team to "sell" SSPRD services
 - Correlate our programming with national initiatives; communicate the benefits of participation with health improvement
 - Doesn't seem we have changed our programming efforts to keep pace with our changing society and needs
 - Veterans returning from war; engaging them in the District and its services
 - Technology
 - Health and wellness; we should be able to ride the bandwagon
 - Building on a sense of community that is on our logo; paying attention to that mantra
 - We have a lot of assets
 - The District should work with the Foundation more and help them raise funds; finish the trail system
 - Can the Foundation take on projects beyond trails projects?
 - The website; an opportunity to do a better job so we don't lose prospective employees, users, etc.
 - With more folks staying closer to home, we can take advantage of those who want to recreate close to home, increase volunteerism, etc.



- Hire a volunteer coordinator to capture volunteers; will save money on part time salaries and help with community outreach efforts
 - We may have an opportunity to capture more interest in open spaces
 - Cultural arts and artistic impression; decrease vandalism and have kids paint our buildings to limit graffiti removal expense
 - Responding to the vocal minority
 - Buying power; identify contractors to use at a competitive rate
 - Recycling
 - Offer low cost programming due to the bad economy
 - Re-brand ourselves; instead of being mired in what we have done, let's brand ourselves as a sustainable, progressive District
 - Develop a Sales Team that develops consistent messages, promotional messages, publications, etc.
 - Educating the public about South Suburban and what is available; what their tax dollars actually pay for
 - Improve our website and the technology that goes along with it
8. What barriers, challenges, and/or threats exist that must be addressed or overcome in order for the SSPRD to provide parks and recreation services to the community today and into the future?
- Employees only in it for the paycheck
 - Funding and identifying alternative funding sources
 - Competition from the private sector (e.g., health and wellness center); we need to identify exactly what they are doing and how we can set ourselves apart
 - Technology and connecting the entire District with updated equipment, software, trainings, etc.
 - We have been operating in "survival mode" for so long we need to know whether that is the path we are on indefinitely
 - We cannot continue to cut a little every year and adversely affect quality
 - The bad economy
 - Open to change; many do their jobs and do them well but they are not open to change
 - Process becomes more important than outcomes; getting to the end result almost seems impossible
 - Keeping the public satisfied with what we provide
 - To know what good customer service is; seems up to interpretation
 - Money; finances
 - Competing priorities
 - Serving multiple communities creates more demand as they all have their own priorities and needs that can, at times, compete with our operational priorities
 - The perception that people will not pay more for services



- Not enough financial resources
 - Marketing and sales
 - Inefficiency in internal processes
 - The attitudes of many “at the top”
 - We have a lot of good people but they may not be in the best position to get the best bang for our buck
 - Staff morale; doing more with less
 - Self-directed recreation
 - Figuring out how to engage people to tell us what they want and working cooperatively with us
9. How well does District “support” processes work (e.g., administration, finance, planning, and marketing)? What suggestions do you have for improvement?
- Too much talk; not enough action
 - Not enough marketing; a big concern that affects our bottom line
 - We did not go to school to market; we are dependent upon ourselves to market our services and we are not marketers
 - Inconsistency in what staff are expected to do in terms of marketing; some areas get assistance and others do not
 - Seem to be lots of planning efforts; need to be more comprehensive and communicated to staff; how do they affect us and how do we get to communicate our interests as part of planning processes?
 - Moving to new timecard system and new hiring processes are two positive steps
 - If ideas are promoted at the senior management level they move forward quickly. If others have ideas they are difficult to move forward. Seems like a personality contest at times.
 - We need a better way of prioritizing projects; they can change on a dime
 - We don't always provide efficient support; could go back to training
 - The support functions serve us well; they go out of their way to help
 - We need more HR support; another staff person as they are stretched
 - Marketing and communications needs a more focused approach; cannot do a good job when so many are expected to do their own marketing
 - Upper management is aging. What does this mean to us and the future of the District; can at times stifle creativity and the implementation of new ideas
 - Planning – don't fix it if it is not broken
 - There needs to be a more concerted effort to ask front line staff
 - Too much rigidity in planning efforts



- Getting support staff to really understand what we do is challenging; they could be more helpful if they understood what we do on a daily basis
- It's hard to market something you don't know or understand
- Processes can be rigid while our business is gray (e.g., timecards collected at challenging times)
- There are efforts to make things better (e.g., on-line efforts); there have been positive changes
- There is support from many departments
- Finance does a good job
- Registration does not serve us best to be in the Communication department

10. How would you define the “organizational health” of the South Suburban Park and Recreation District? What makes it a good place to work? What can be improved upon?

- It's been a pretty darned good place to work
- Feel bad for regular part-time staff; make them full-time or not have the position; seems they are taken advantage of
- Perception is that management is “top heavy” in non-revenue producing areas; some areas feel like they bring in a lot of revenue and do not get to use the funds
- Should give “key” (as defined by managers; maybe base upon number of hours worked per year) part-timers some type of cost living increase annually
- We have steady leadership through highs and lows
- When employees quit, it is analyzed and sometimes positions are not filled; tends to put a burden on existing staff
- Incredibly flexible place to work
- Management tends to cloud things to make them seem better than they are
- The attitude of staff is great; a lot of congeniality; a good place to work
- The Director is open to ideas; not always agrees but is open
- Director seems open to many suggestions but not to those at lower levels
- Sometimes we bow down to certain departments; trying to figure out the food chain; seems like revenue generating areas are a priority
- We need to keep in mind that there are a lot of areas that do not generate revenue but are important to the community (e.g., parks)
- There can be petty grudges that affect the workplace; lack of professional courtesy that gets in the way
- There are some good ideas that staff have and are shared with supervisors and managers but seldom is there follow-up. Tends to discourage creative thinking and change
- Employees generally like working here
- Good benefits



- Autonomy; freedom to do our work without micro-management
- We are encouraged to be creative; that is one way decentralization works to our favor
- We have a lot of internal resources
- Processes can be sluggish; hard to implement at times when you have good ideas
- Culture is daunting when we are continually told to do more with less; we need to re-visit how effective this really is
- Most processes are fair
- District cares about staff
- District feels that it is teetering; could go either way right now; can affect staff morale

11. What/who are potential partners the SSPRD should consider working with in the future? Why?

- Cities and counties
- School Districts
- Private business (e.g., Whole Foods); we need to have a centralized database that tells us who has hit what business(es) for sponsorships so we are duplicating sponsorship contacts and making ourselves look bad
- Youth sports clubs
- Health organizations (e.g., American Cancer Society)
- Whoever has resources that can help the District
- Private businesses (e.g., SouthGlenn shops, dinner nights at local restaurants)
- We have many really good partners currently
- Private recreation providers
- School Districts (e.g., Sheridan, Littleton, Cherry Creek)
- Partner within our own District

12. Do you believe there are populations who have no and/or limited access (e.g., physical, financial, transportation, language barriers) to SSPRD services? If yes, who are they and what are the barriers?

- Those who do not speak English
- Those who cannot afford services
- Those with physical and/or mobility barriers; those who have difficulty getting out of their homes
- Kids with no transportation
- Financial and language barriers in Sheridan (median income is in the \$30K per household ballpark)
- Lack of transportation; getting to rec centers from certain areas



- More parks per capita in Sheridan but we can't get people to the parks
- Elder seniors' access to facilities and services
- Many seniors do not have internet access or the know-ho to utilize the internet
- Sheridan residents; cultural and financial barriers; are we providing what they want as opposed to what we think they need
- Transportation barrier due to the size of our system
- Low income people do not utilize golf services
- Language barriers create communication challenges
- There may be transportation concerns for some populations

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

- Why don't we do "focus groups" more often? Why aren't staff and customers asked their thoughts more often?
- We need to ensure accountability as we move forward
- For some of our service areas (e.g., restaurants), we have difficulty reaching service employees; we tend to use the website as a primary recruitment tool and it does not tend to be effective
- Are our hourly rates sufficient to recruit and maintain service area employees to work and live in our communities; seems to be an on-going problem
- We need to focus on engaging the public in our processes
- A little bit more transparency about the process to staff
- Can we engage more of our part-time staff, as they will help us implement the plan?
- Keep the regular part-time staff engaged in the process (supervisors and managers); and identify what mechanisms will be necessary to make this happen

14. Are there any other thoughts you would like to share concerning the SSPRD?

- Lack of cooperation between our agency and allied agencies; we need to be more open and flexible to collaborations
- Communication with school districts around joint use agreement is lacking
- Re-evaluate our organizational structure; too much demand on some positions/areas
- We should consider recognizing our part-time staff more as we have become so much more dependent on them

