



City of
Rockville
Get Into It

RECREATION AND PARKS

STRATEGIC PLAN

Adopted December 7, 2020



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ACKNOWLEDGEMENTS

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CHAPTER ONE – INTRODUCTION

The City of Rockville Recreation and Parks Department (“Department”) Strategic Plan (“Plan”) provides the Department a roadmap for addressing community needs for the next five years. This plan details the current state of the system while identifying focus areas based on a comprehensive assessment of the community’s vision and their priorities.

The Plan is written to inform the overall direction for the Department and is to be viewed in tandem with other existing plans and guidance such as the City’s 2040 Comprehensive Master Plan, Neighborhood Plans, Senior Citizen Needs Assessment and Gap Analysis, Arts and Culture Study, ADA Audit and Transition Plan, King Farm Task Force Report, the Swim and Fitness Center Facility Audit and Recommendations for Enhancements and the forthcoming RedGate Master Plan. The individual program areas’ plans provide specific observations, considerations and tactical recommendations at a more granular level of detail than this document.

This plan establishes recommendations for the Department to achieve the vision the community has for the recreation and park system, and to meet the needs of the community while ensuring long term financial sustainability and a high-quality experience for the Rockville community.

Note: It is important to note that the COVID-19 Pandemic began during the final steps of the Plan. During this period of time, the City began developing protocols for mitigation and the Department pivoted as well to be responsive to the community’s needs.

The City of Rockville kept outdoor recreation available to residents throughout the COVID-19 Pandemic. Department staff maintained close contact with regional and national organizations for the adoption of safe best practices for outdoor programming. Staff continues to monitor changes in local and State Executive Orders and health guidance to adjust and maximize programming within restrictions.

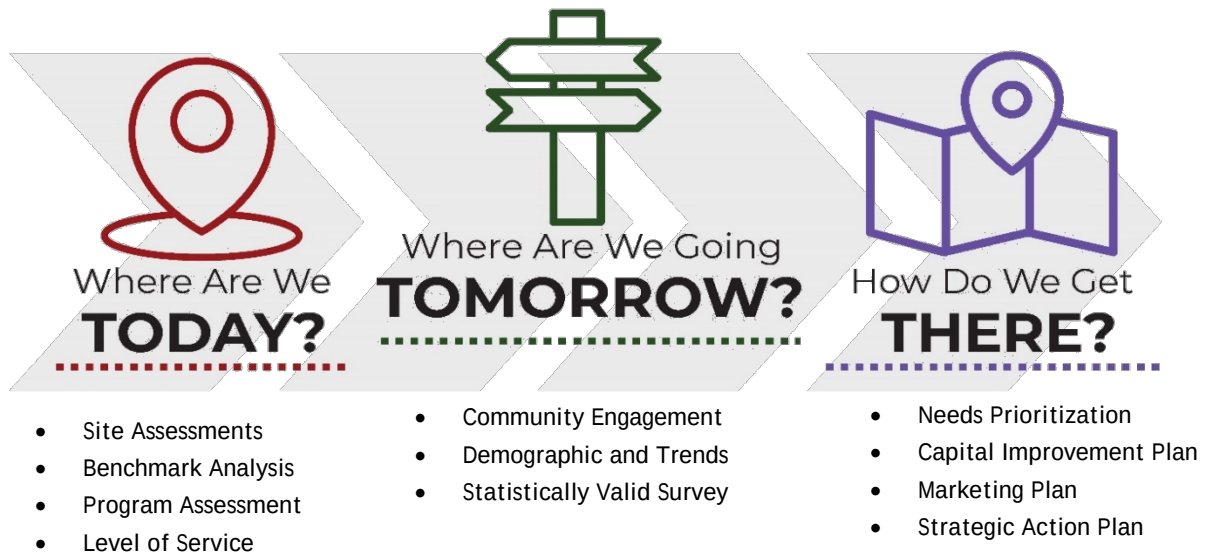
1.1 STRATEGIC PLAN GOALS

The foundation of this Plan is built on extensive community input which was received via focus groups, key stakeholder interviews, public forums, community online open survey, statistically valid survey and a multi-lingual crowd-sourcing website www.rockourfuture.com. The goals of the Plan include:

Strategic Plan Goals	
1	Engage the community, leadership and stakeholders through extensive outreach
2	Utilize a wide variety of data sources and best practices, including a statistically valid survey to predict trends and patterns of use and determine needs
3	Determine unique Level of Service Standards to develop appropriate actions for future offerings
4	Shape financial and operational preparedness through innovative and “next” practices
5	Develop a dynamic and realistic strategic action plan that creates a road map to ensure long-term success and financial sustainability

1.2 PROJECT PROCESS

The project process followed a planning path, as illustrated below:



1.3 RECOMMENDATIONS

1.3.1 VISION

The following vision presents how the Department desires to be viewed in the future:

“To be THE place to make lifelong memories as you live, work, play and thrive.”

1.3.2 MISSION

The following is the mission for how the Department will implement the vision:

“To nurture community connections.”

1.3.3 CORE VALUES

- Diversity, Equity & Inclusion
- Exceptional Customer Experience
- Stewardship of Resources
- Innovation
- Collaboration

1.3.4 BIG MOVES

- Build a standalone brand identity for the Recreation and Parks Department to tell its story and increase community awareness and participation

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- Continue to identify new and dedicated funding sources to ensure long-term financial sustainability
- Design, develop and maximize the use of RedGate Park as a community asset and a regional destination
- Redevelop King Farm Farmstead to balance its existing historic amenities with newer cultural and recreation offerings
- Ensure equity of access in program and park / facility distribution throughout Rockville
- Evaluate the viability of multi-generational community facilities focused on new recreational programming, performing arts and cultural offerings

1.3.5 CONCLUSION

The Rockville community is fortunate to have the diversity and variety of offerings that the Department provides, a rarity for a City this size. The staff's dedication, their commitment to serving the community and desire to constantly keep improving are key facets that differentiate the Department from others and will be vital components to ensure the successful implementation of this Plan.

This Plan provides a roadmap to help the Department evolve and innovate as the Rockville community diversifies and new trends emerge. From all indications, the Department is well-positioned to successfully continue impacting lives and nurturing community connections through recreation programs, parks and trails, special events and facilities ranging from sports to aquatics and from nature to culture.

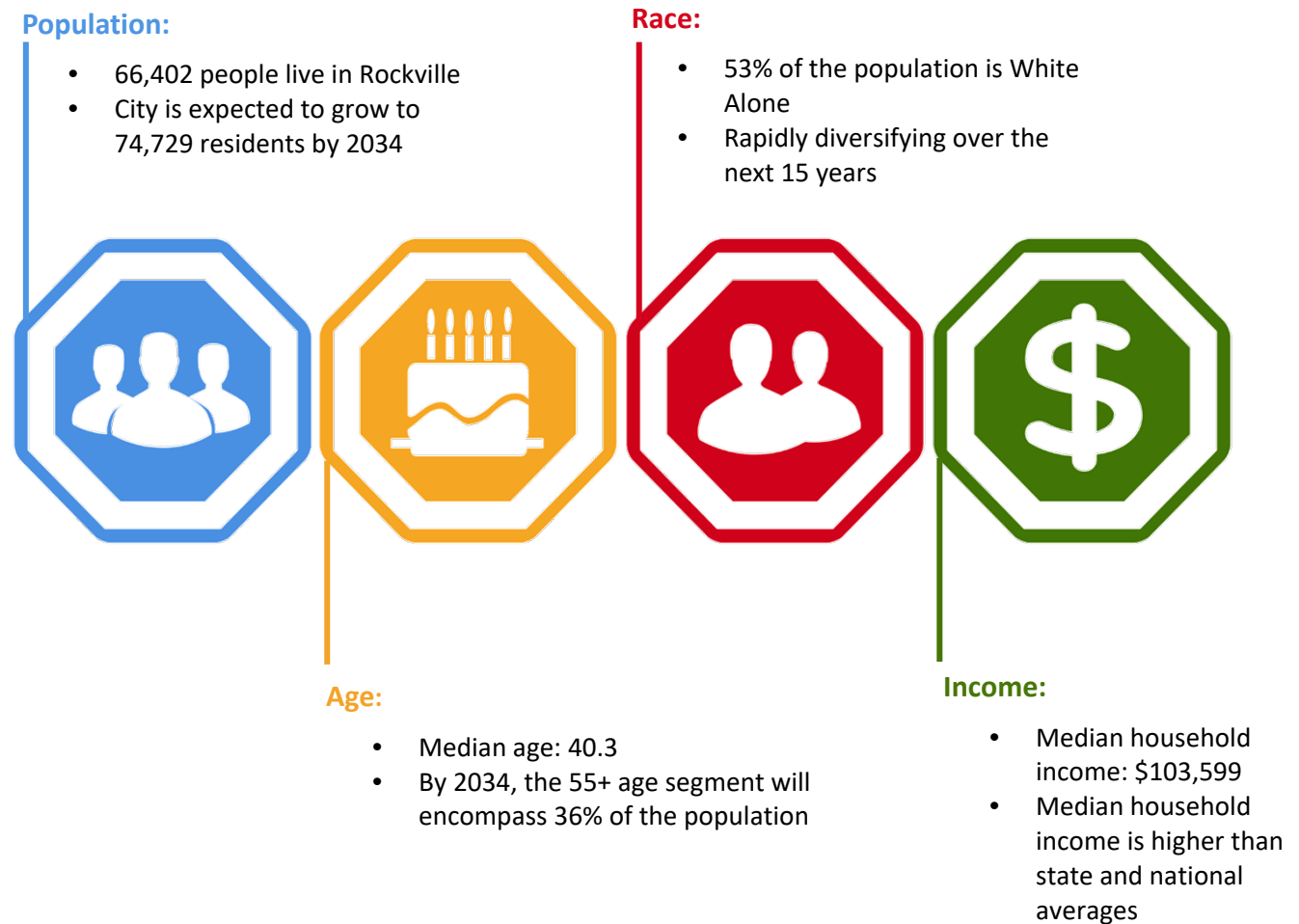
The Consulting Team has no doubt that the Department and its staff will leave no stone unturned to implement this plan and ensure that Rockville will achieve its vision of being

THE place to make lifelong memories as you live, work, play and thrive

CHAPTER TWO – MARKET ANALYSIS

The Demographic Analysis describes the population within Rockville, Maryland. This assessment is reflective of the City's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures. Rockville is a wonderfully diverse community. The detailed demographics are discussed on pages 123 and 186 of this report. Through a broader lens, the following serves as a summary of some of the significant aspects.

2.1 DEMOGRAPHICS



2.1.1 DEMOGRAPHIC SUMMARY

- The City's population annual growth rate (0.92%) is higher than the national (0.85%) growth rate.
- Rockville's household annual growth rate (1.03%) is also significantly higher than the national (0.80%) average.
- The City's racial distribution has a lower White Alone (53.3%) population and higher Asian (23.5%) population when compared to national percentage distribution: White Alone (69.6%) and Asian (5.8%).
- The City's per capita income (\$55,055), as well as the median house income (\$103,599) is well above average when compared to the national income characteristics (\$33,028 and \$60,548).

2.2 BENCHMARK ANALYSIS

The Department staff chose key variables and identified comparable park and recreation systems to benchmark against. The agencies chosen were a mix of comparable industry leading Maryland-based or National Gold Medal agencies, and this analysis will help evaluate how Rockville is positioned among peer agencies on a variety of metrics.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend a holistic view of each system's operating metrics in comparison to Rockville. In addition, the benchmark metrics are also compared to national data from the National Recreation and Parks Association's (NRPA) Park Metrics database and/or recommended best practice standards.

Rockville's staff provided their information used in this analysis, while information was obtained directly from each of the participating agencies. Due to differences in how each system collects, maintains, and reports data (such as how FTE's are calculated, what is included in budgets, classification of recreation facilities, etc.), some variances and deviations may exist between the benchmark peer agencies. These variations impact all the points of comparison, including the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of December 2019 (data requested was from FY18 actuals), and it is possible that information may have changed since the original collection date.

The information sought was a combination of operating metrics that included budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available and is denoted as such. Each system is unique in the types of parks, types of facilities, types of amenities, revenue generating facilities, the number of programs, events, government regulations, what they maintain in the parks, and what they maintain for their government agency. It is important to use this analysis as a single data point within a larger assessment.

The table below lists each benchmark agency in the study, arranged by jurisdiction size, and reveals key characteristics of each jurisdiction. The overview also indicates agencies that have achieved Gold Medal status along with the year won. The Gold Medal is one of the highest professional awards available to parks and recreation agencies throughout the country and involves a stringent qualification and judging process. Columns highlighted in red indicate the variable used to sort the table / chart.

Agency	State	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal (Year)
Recreation - Montgomery County	MD	County	1,052,567	507.00	2,076	No
MNCPPC - Montgomery County	MD	County	1,052,567	507.00	2,076	Winner (2015, 2003, 1984, 1983, 1977, 1973)
City of Asheville Parks and Recreation	NC	City	91,902	43.00	2,137	No
Arlington County Department of Parks and Recreation	VA	County	226,400	26.00	8,708	No
City of Rockville Department of Recreation and Parks	MD	City	66,402	13.50	4,919	Winner (1994)
City of Westerville Parks and Recreation	OH	City	39,737	12.62	3,149	Winner (2019, 2013, 2007, 2001, 1974)
City of Gaithersburg Parks, Recreation and Culture	MD	City	70,000	10.00	7,000	No
Park District of Oak Park	IL	Park District	51,793	4.50	11,510	Winner (2015)

Figure 1 - Agency Overview

2.2.1 KEY FINDINGS

Overall findings from this benchmark analysis reveal that the Department performs very well in comparison to its peers.

STRENGTHS

Staffing levels, sustainability efforts, facility and program offerings emerge as significant strengths in comparison to the others.

Operational efficiency is outstanding when comparing the operating cost per resident.

The Volunteer program is another strength of the department, as its volunteers contribute over 97,499 hours each year.

The current cost recovery level of 29% is just higher than NRPA median standard (27%).

OPPORTUNITIES

Marketing and communication spending are an area for improvement, and nationally increased spending in these areas have resulted in increased awareness, participation and consequently, increased return on investment for agencies. Recommendations pertaining to this area are further outlined in **Chapter 7**.

Capital investment is lower than most peer agencies. Looking ahead, it would benefit the Department (and the City) by strategically looking at lifecycle replacements and renovations for existing facilities and amenities, while also exploring future developments based on the community's demographics, regional and national trends, and the community's vision and unmet needs as expressed in this document.

The Department should use this analysis as a baseline comparison that provides key information and standards to be tracked and measured over time. These benchmarks help Rockville understand where they stand today and brings forward areas of focus for the department as it continues to move toward its vision of being a world-class organization.



CHAPTER THREE – COMMUNITY ENGAGEMENT

3.1 INTERVIEWS AND PUBLIC MEETINGS

As part of the process for the Plan, the Consulting team conducted a combination of focus groups, stakeholder interviews, two community forums, and a community forum survey hand-out which included over 235 participants representing over 20 groups.

These included representatives from:

Representative Groups	
City of Rockville Mayor & Council	Recreation & Park Advisory Board
Rockville Human Rights Commission	Lincoln Park Community Association
Twinbrook Community Association	Justice for Our Neighbors
East Rockville Civic Association	Hungerford Civic Association
Rockville Senior Center Members	Fallsgrove Community
Regent Square Condo Association	CCACC Rockville Evergreen
Rockville Swim & Fitness Center Advisory Committee & Members	Rockville Sister City Corporation
Rockville Civic Ballet	City of Rockville Planning & Development
Rose Hill Falls	Flint Ledge Estate
City of Rockville Employees	Rockville Musical Theatre
Rockville Residents	Environment Commission

The stakeholder and focus group interviews are an important component of community involvement that helps establish priorities for the future direction, enhancements, management and planning for Department's recreation and parks offerings. The focus groups, stakeholder interviews, and community forums enable the Department to learn what users of the system value, are concerned about, and feel are unmet needs that the department could be providing.

Three primary questions were asked across all groups to spark conversations and gather information.

1. What are the strengths of Rockville's Recreation and Parks System?
2. What are the opportunities for improvement?
3. What is the top priority that should be addressed through this Strategic Planning process?

3.1.1 STRENGTHS

Focus group participants expressed that the Department does a fantastic job of balancing the various needs of the community with recreation, events, and parks services. Staff's passion and commitment to community service is evident in their level of responsiveness to all facets of operations.

This also includes the Department's focus on customer service, outreach, partnerships, programming, budget development, facility management, facility renovation and facility development. This approach

to management has helped drive demand for Department services. The variety of recreation and parks facilities and services have been well received by the community over the years.

The variety of parks, facilities and amenities have helped create and sustain a sense of community with an intentional approach to acquire and develop gathering spaces for residents. This is evident in the signature facilities, distribution of parks, and walkability to parks and businesses. The reach of the system is an asset to residents and contributes to the positive impact of the Department. This reach is felt through the programs and special events (ranging from Farmers Market to Movies in the Parks) the Department creates to energize these spaces.

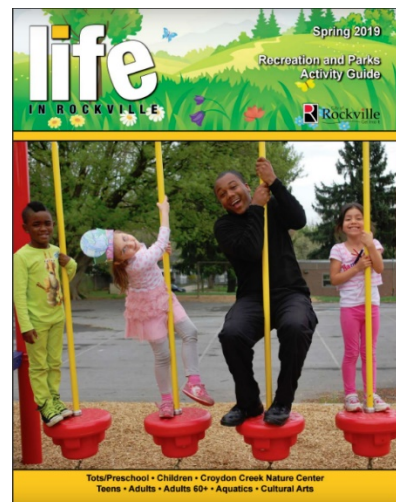
The diversity and distribution of programming that is available to residents adds value to the system. The cultural arts facilities, programs, and events add greatly to the quality of life with musical performances, theatrical performances, ballet, and facility rentals. There are programs for all age segments and the public festivals are outstanding. Many of these programs and events can be found in the Recreation and Parks Activity Guide and in Rockville Reports.

All of these strengths contribute to the overall charm that the City of Rockville exhibits making it feel like a small-town community despite its size and rate of population growth. The majority of community input participants want to see the charm continue as the system evolves.

3.1.2 OPPORTUNITIES

With its land locked situation, Rockville is not growing out but is instead growing up and is an increasingly desirable place for people to live. This situation will likely have an impact on the current level of service. The increase in population without any intentional action to maintain or improve the level of service will decrease the parkland and amenities per capita.

This challenge is seen as an opportunity to work with developers in placemaking and designing new public gathering spaces and park facilities. So, it is important that the City ensure the development standard details and requirements match the quality that has evolved in this market. One aspect that is important to residents with recent development is that the balance of natural areas, open spaces, and developed park spaces keep the small-town charm that people have come to appreciate and expect.



The biggest development opportunity for the system is the repurposing of the RedGate Golf Course to RedGate Park. All of the focus groups and interviews had expressed this opportunity as the one that will help shape and define the City well into the future.

While there were several personal preferences for use of the land, all agree this opportunity should not be overlooked or importance minimized. Programming opportunities should be explored when determining how best to repurpose the property. The outcome, as RedGate Park is designed, should help create a defining, premier outdoor gathering space in Rockville.

Partnerships continue to be an opportunity that participants want to see maximized in overall facility development. In addition to development, partnerships can continue to play a role in the system when

providing programs and events. Partnerships should be sought out to help reach diverse segments of the population.

Public awareness is both an area of success and an opportunity within Department operations. Participants are concerned that the Department is not always easily identifiable to the public and visitors. There is great competition with the high number of public recreation and park service providers (e.g. local, county, state, and federal agencies) and the Department suffers due to a lack of brand identity.

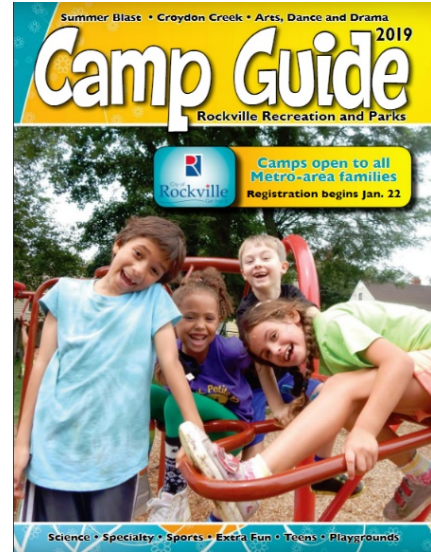
Participants expressed a need for a Department Logo, new signage at parks and consistency in the use of marketing methods, especially social media.

Another opportunity is to create a more prominent role for arts and culture. This would continue to build the brand and set the City apart from adjacent communities. The City has recently completed an arts and culture study to identify current conditions, challenges and the opportunities to develop a vision moving forward.

3.1.3 TOP PRIORITY

Stakeholders and focus group attendees recognize some opportunities within the system. The following reoccurring themes emerged as top priorities for this Strategic Plan:

- Ongoing outreach to the diverse community that will increase awareness of the system and promote offerings across cultures and languages.
- Allocate resources equitably across the City.
- Top Facility Priorities
 - o Repurpose the RedGate Golf Course and develop signature facilities within the property (i.e., amphitheater, trails, open space, arboretum, etc.)
 - o Multi-generational indoor recreation spaces, to replace older aging facilities
 - o Connectivity and trails (Rockville Pike should be more bike and pedestrian friendly)
 - o Existing restrooms need to be open and new ones need to be added to existing parks
 - o Seasonal cover at the Swim Center Outdoor Competitive Pool for year-round use
- Top Recreational Priorities
 - o Keep up on recreational trends and community needs as they evolve
 - o Continue offering senior programs across the City to help address aging population
 - o Continue to offer opportunities in the evening
 - o Enhance performing arts and cultural event opportunities
 - o More programming for developmentally challenged residents and seniors



3.1.4 CONCLUSION

The Rockville community appreciates the value they receive from the Department. The value is present in distribution of parks across the City, the variety of facilities and programs offered by the Department, and the staff and management of the system. To enhance the system, the Department can develop RedGate Golf Course into a signature regional park, renovate aging infrastructure and facilities, increase connectivity, enhance public awareness efforts, and continue to monitor trends for developing new programs and events.

The insight gathered from the community input is extremely important to the planning process. This part of the process helps the PROS Consulting team gain an understanding of community values and unmet needs. These values (strengths, opportunities, and priorities) form into emerging themes across focus groups and interviews. These emerging themes are part of the foundation used to form questions for the statistically-valid survey.

The survey will help to gauge the level of support from the community through the scientific approach known as random sampling. The survey results in combination with the community input, consulting team observations, demographics and trends, and asset & services assessments will form the vision, direction, and recommendations in the Recreation and Parks Strategic Plan.



3.2 COMMUNITY ONLINE SURVEY

The Department administered an online survey to gain insight from the community members that may not have received the statistically-valid survey. This online survey emulated the statistically-valid survey that was administered by ETC Institute and received a total of 82 responses. This survey was designed to provide input opportunities regarding preferences for recreational programs, facilities and amenities within the City of Rockville and the results are provided in **Appendix D**.

3.3 STATISTICALLY-VALID SURVEY

3.3.1 OVERVIEW

ETC Institute administered a parks and recreation needs assessment survey for the Department during the summer of 2019 to help identify community-wide priorities that can influence this Plan's recommendations for the future of parks, trails, recreation facilities, programs and services in the community over the next 10 years.

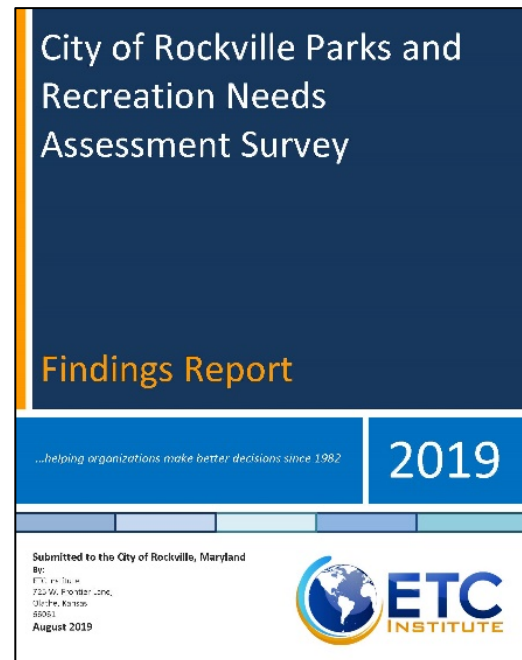
3.3.2 METHODOLOGY

ETC Institute mailed 2,000 survey packets to a random sampling of households in the City of Rockville. Each survey packet contained a cover letter, a copy of the seven-page survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or to complete it on-line at www.rockvillesurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of City of Rockville from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey.

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

A total of 375 residents completed the survey and the overall results have a precision of at least +/-5.06% at the 95% level of confidence. A detailed report can be found in **Appendix I**.



3.3.3 FACILITY/AMENITY NEEDS AND PRIORITIES

Facility/Amenity Needs: Respondents were asked to identify if their household had a need for 32 recreation and parks facilities/amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various parks and facilities/amenities.

The five recreation facilities/amenities with the highest number of households that have an unmet need were:

1. Indoor walking & running tracks - 6,418 households,
2. Botanical gardens/arboretum - 5,939 households,
3. Mountain bike & hiking trails (natural surface) - 5,101 households,
4. Outdoor walking/running track - 4,874 households and
5. Natural areas/wildlife habitats - 4,800 households.

The estimated number of households that have unmet needs for each of the 32 parks and facilities/amenities that were assessed is shown in the chart below.

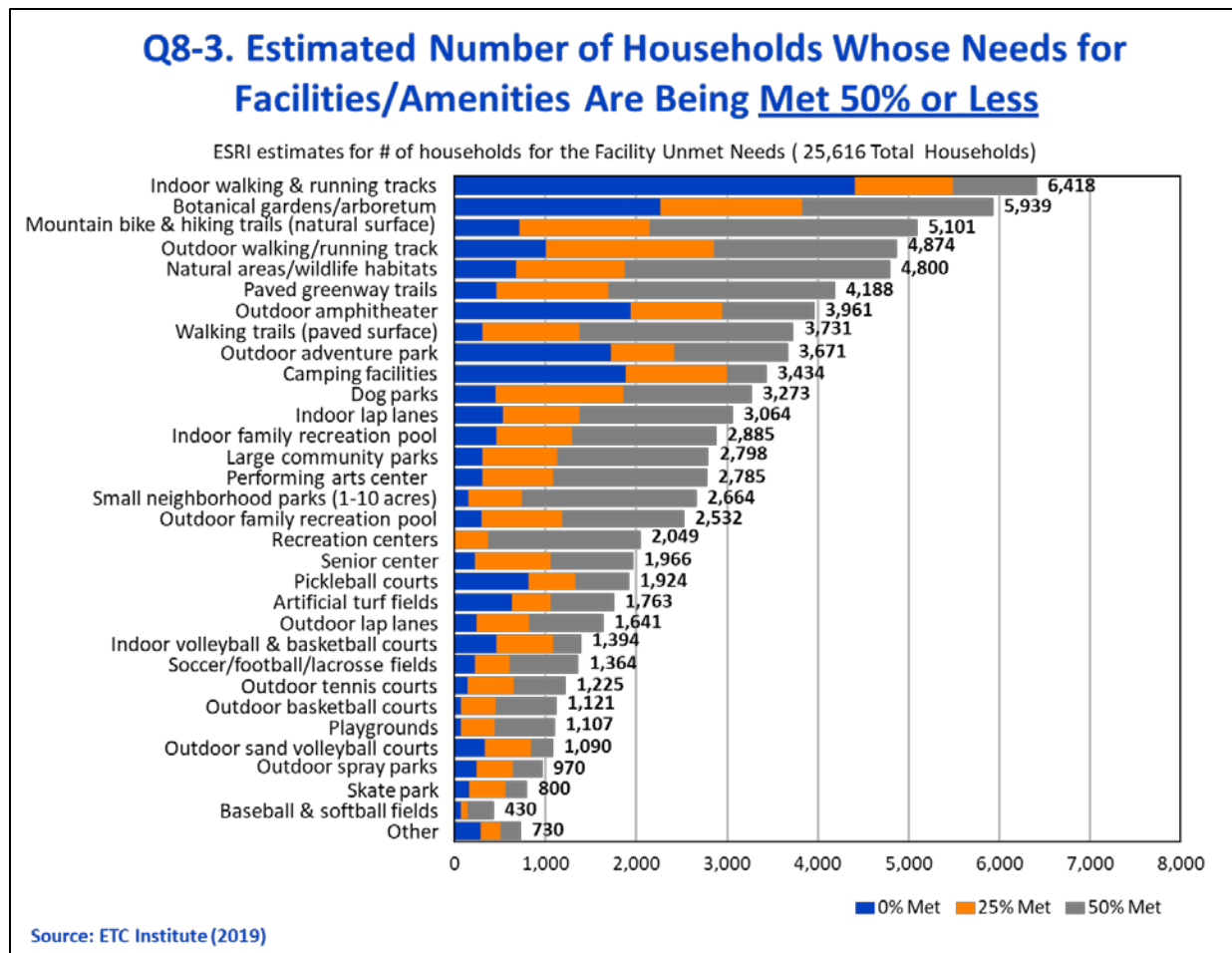


Figure 2 - Facilities/Amenities Needs

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Facility/Amenity Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility/amenity. Based on the sum of respondents' top four choices, the five most important facilities/amenities to residents were:

- Walking trails (paved surface) - 33%
- Small neighborhood parks (1-10 acres) - 27%
- Natural areas/wildlife habitats - 20%
- Paved greenway trails - 19%
- Senior Center and Mountain bike & Hiking trails (natural surface) - 17%

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

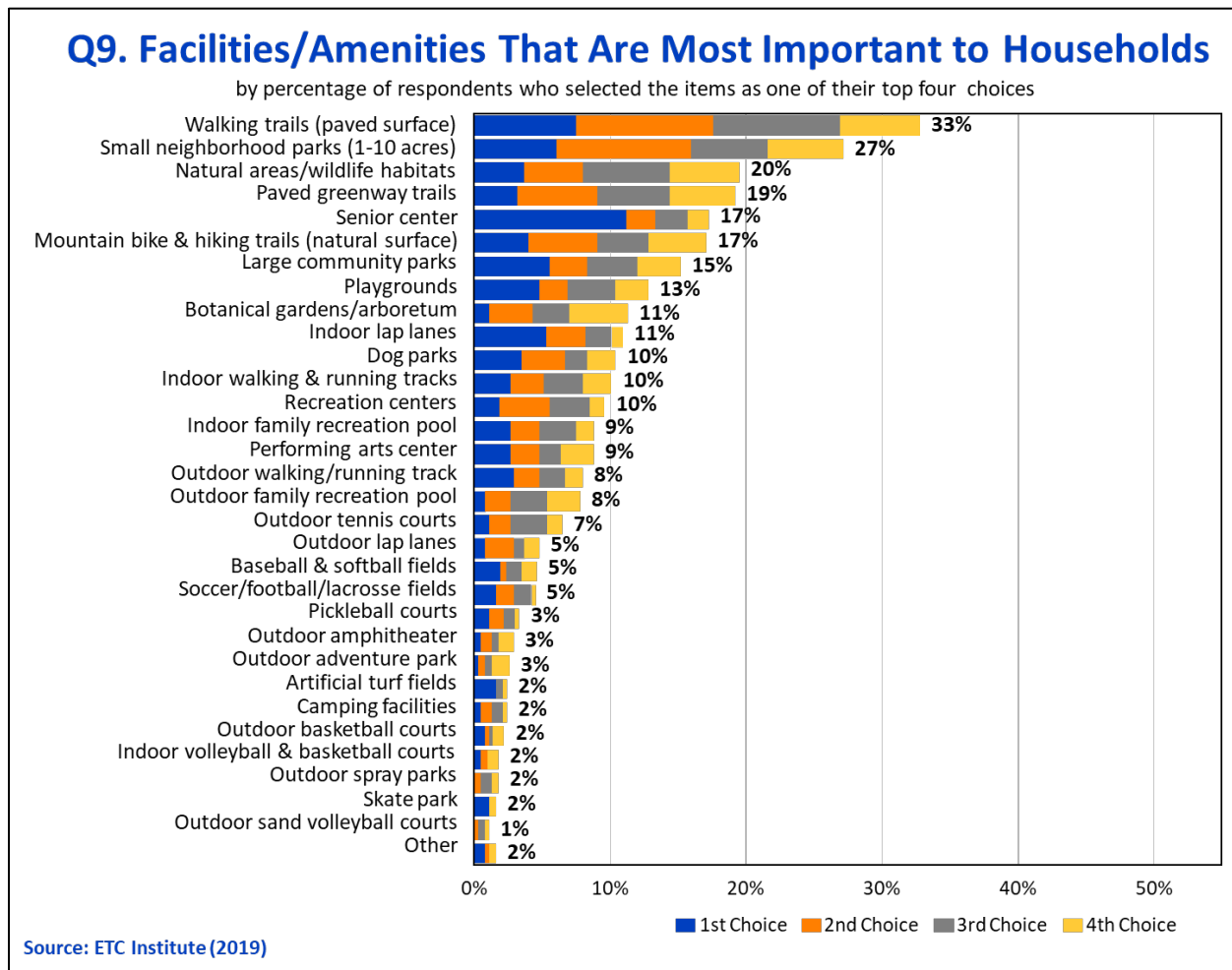


Figure 3 - Most Important Facilities/Amenities

Priorities for Facility Investments: The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on facilities/amenities and (2) how many residents have unmet needs for the facility.

Based on the Priority Investment Rating (PIR), the following eight facilities/amenities were rated as high priorities for investment:

- Walking trails (paved surface) (PIR=158)
- Natural areas/wildlife habitats (PIR=134)
- Mountain bike & hiking trails (natural surface) (PIR=132)
- Indoor walking & running tracks (PIR=131)
- Botanical gardens/arboretum (PIR=127)
- Small neighborhood parks (1-10 acres) (PIR=124)
- Paved greenway trails (PIR=124)
- Outdoor walking/running track (PIR=100)

The chart below shows the Priority Investment Rating for each of the 32 facilities/amenities that were assessed on the survey.

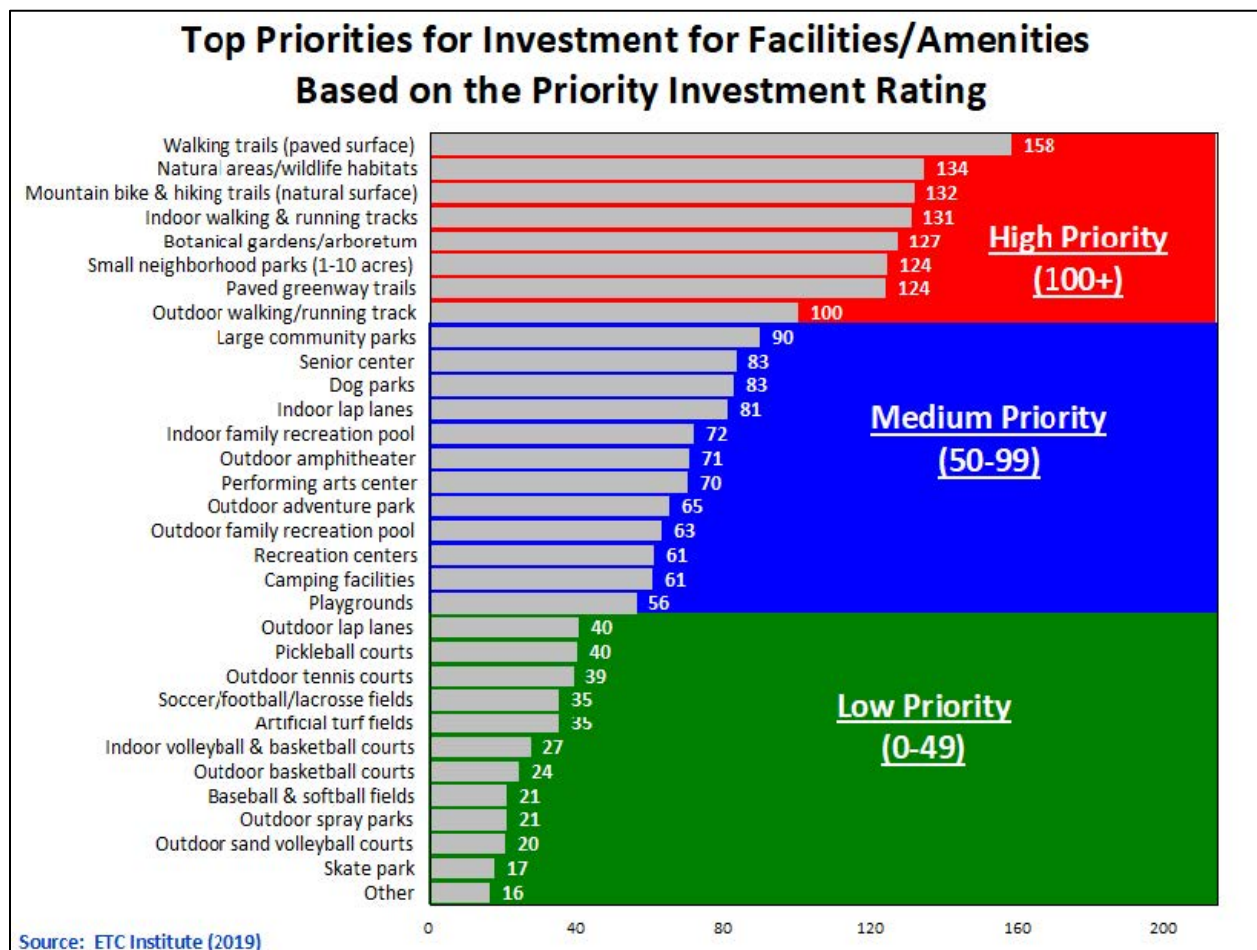


Figure 4 - Top Priorities for Facilities/Amenities

3.3.4 PROGRAM/ACTIVITY NEEDS AND PRIORITIES

Programming Needs. Respondents were also asked to identify if their household had a need for 29 programs/activities and rate how well their needs for each program/activity were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The five programs with the highest number of households that had unmet needs were:

- Adult fitness & wellness programs/activities - 5,100
- Farmers market - 5,022
- Nature programs/activities - 4,329
- Adult trips - 3,655
- Outdoor adventure programs - 3,380

The estimated number of households that have unmet needs for each of the 29 programs/activities that were assessed is shown in the chart below.

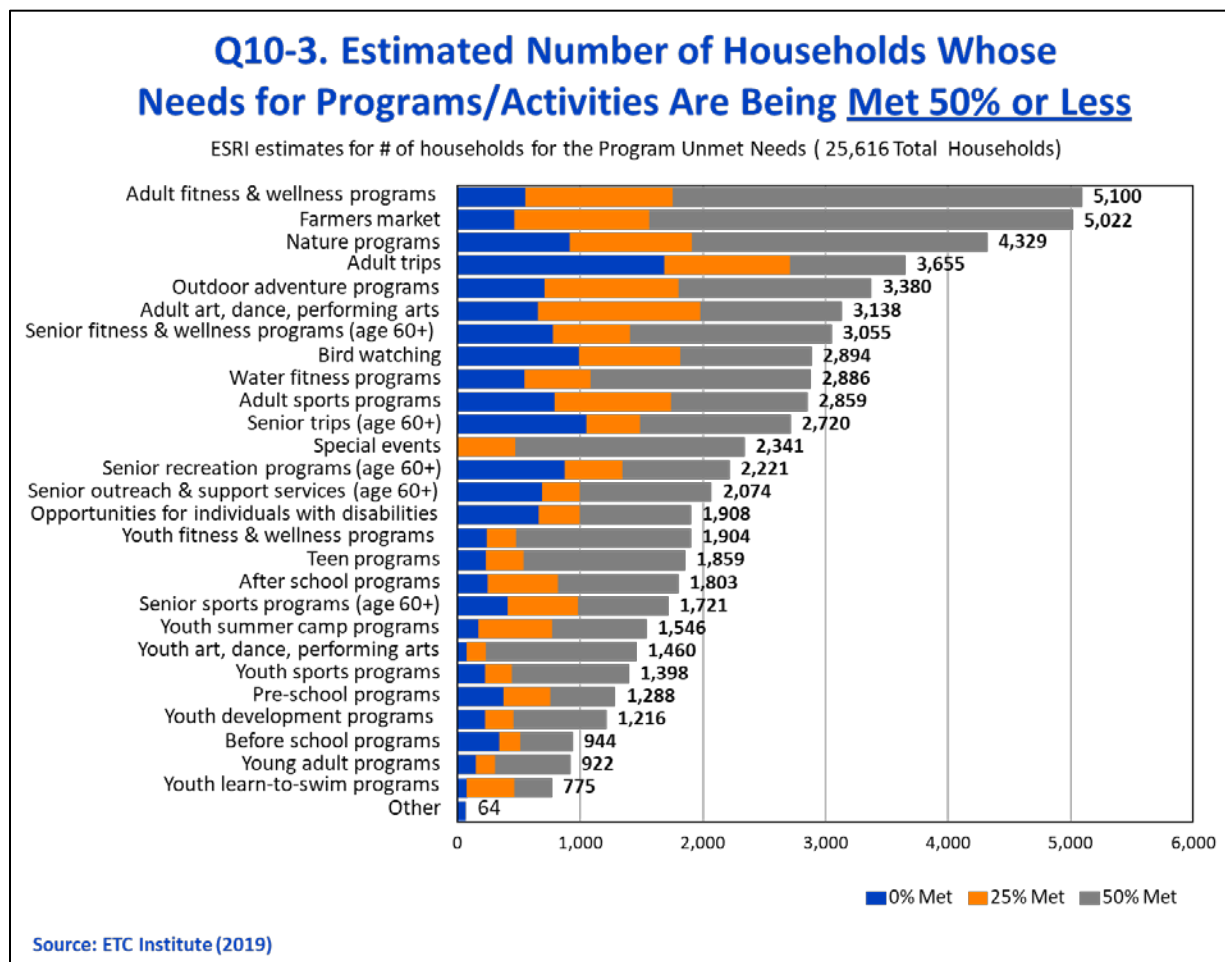


Figure 5 - Programs/Activities Needs

Program/Activity Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program/activity. Based on the sum of respondents' top four choices, the most important program to residents is the Farmers Market (44%).

The percentage of residents who selected each program/activity as one of their top four choices is shown in the table below.

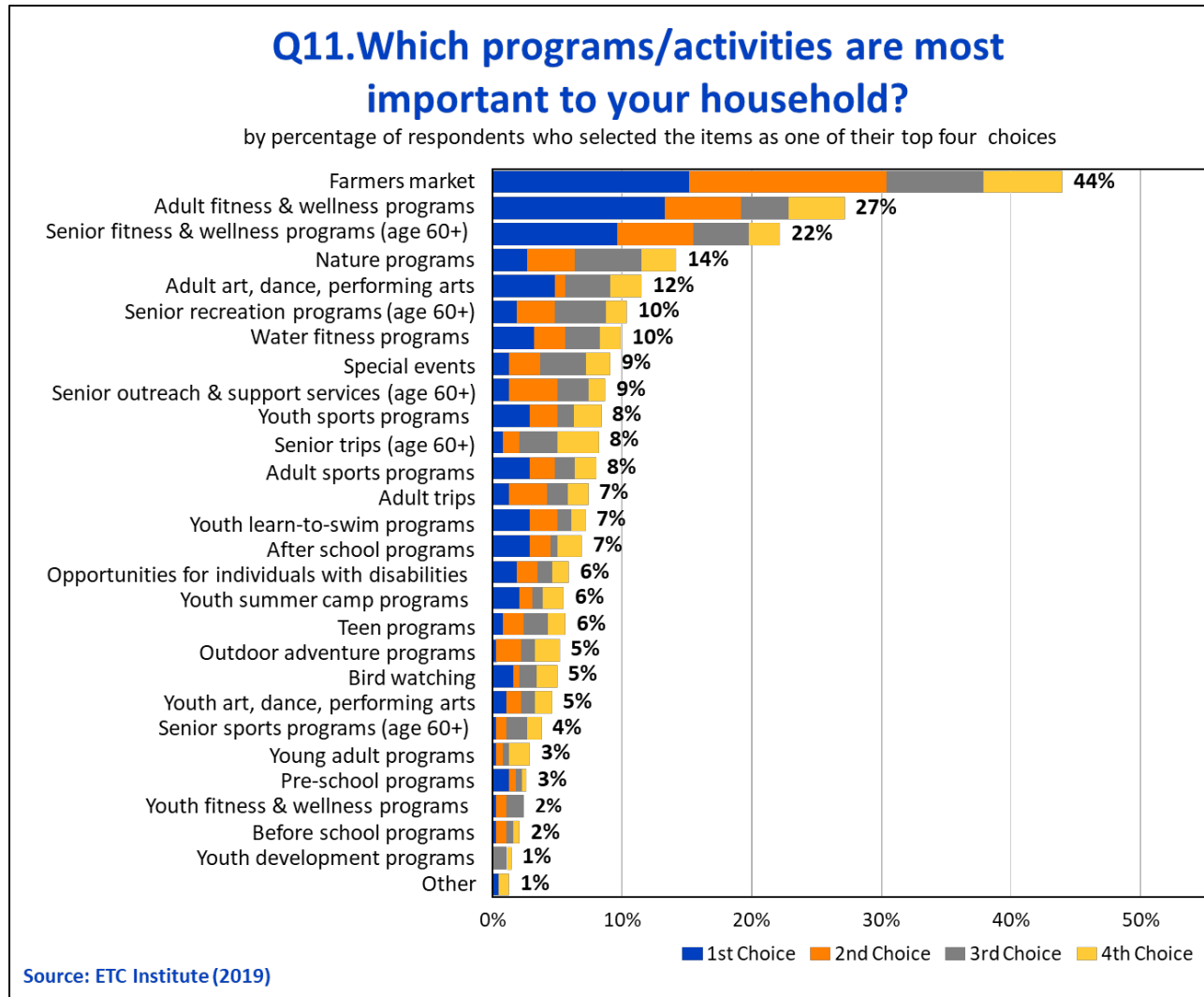


Figure 6 - Most Important Programs/Activities

Priorities for Programming/Activities Investments. Based on the priority investment rating (PIR), the following four programs/activities were rated as “high priorities” for investment:

- Farmers market (PIR=198)
- Adult fitness & wellness programs (PIR=162)
- Nature programs (PIR=117)
- Senior fitness & wellness programs (age 60+) (PIR=110)

The chart below shows the Priority Investment Rating (PIR) for each of the 28 programs/activities that were rated.

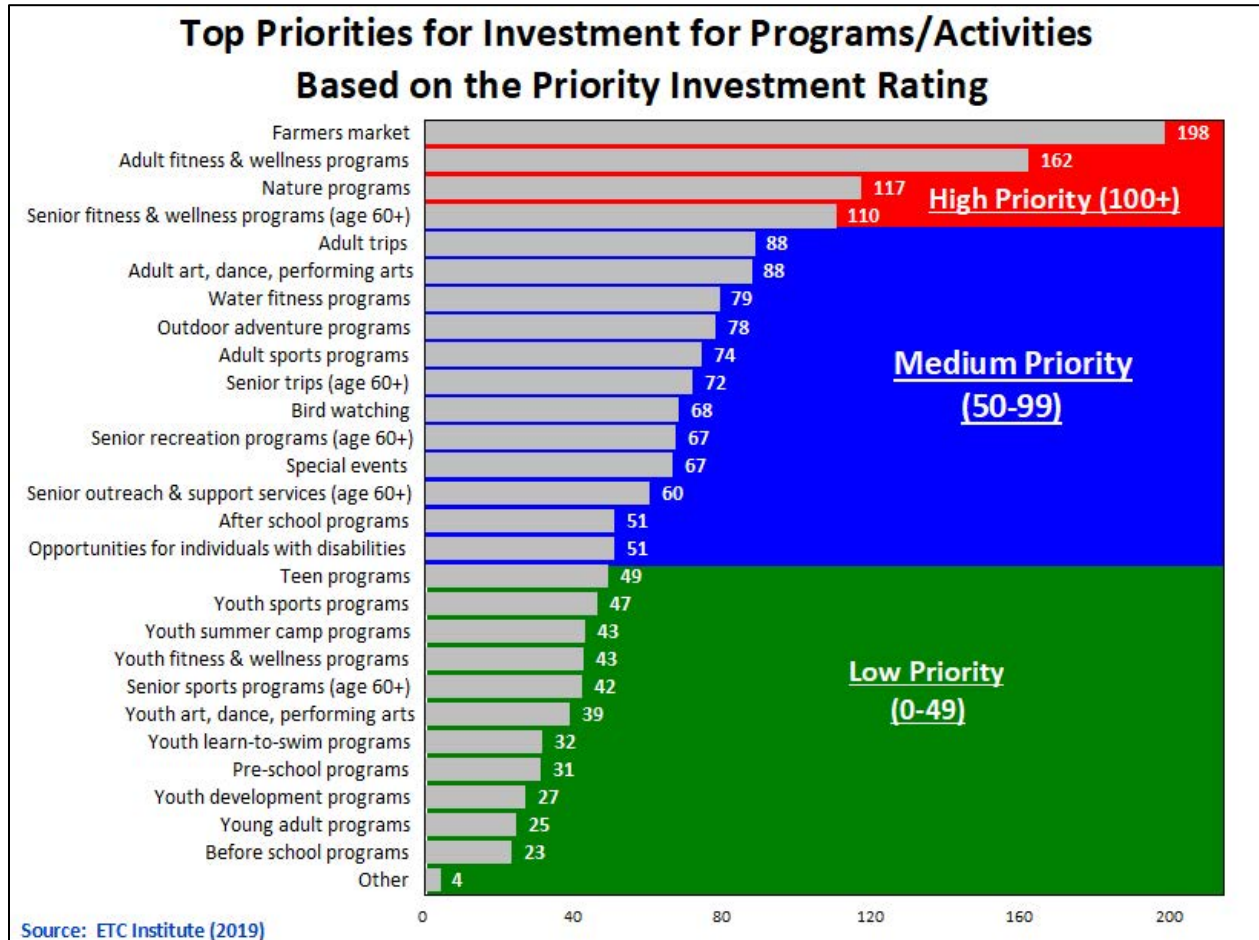


Figure 7 - Top Priorities for Programs/Activities

3.3.5 POTENTIAL IMPROVEMENTS TO THE PARK SYSTEM

Respondents were asked how supportive they would be of actions the City of Rockville could take to improve the parks and recreation system. Sixty-five percent (65%) of respondents indicated they would be “very supportive” or “somewhat supportive” of acquiring open space for passive activities. Sixty-three percent (63%) of respondents indicated they would be “very supportive” or “somewhat supportive” of both developing additional trails & connectivity of trails throughout the community and upgrading existing neighborhood & community parks.

The respondents were also asked to identify the major actions that the City of Rockville could take to improve the Recreation and Parks system and that they would be most willing to fund with their tax dollars. The top actions were: acquiring open space for passive activities (26.4%), developing additional trails & connectivity of trails throughout the community (26%) and additional access to restrooms (24%).

The chart below shows the percentage of residents who selected each action the City of Rockville could take to improve the parks and recreation system as one of their top four choices.

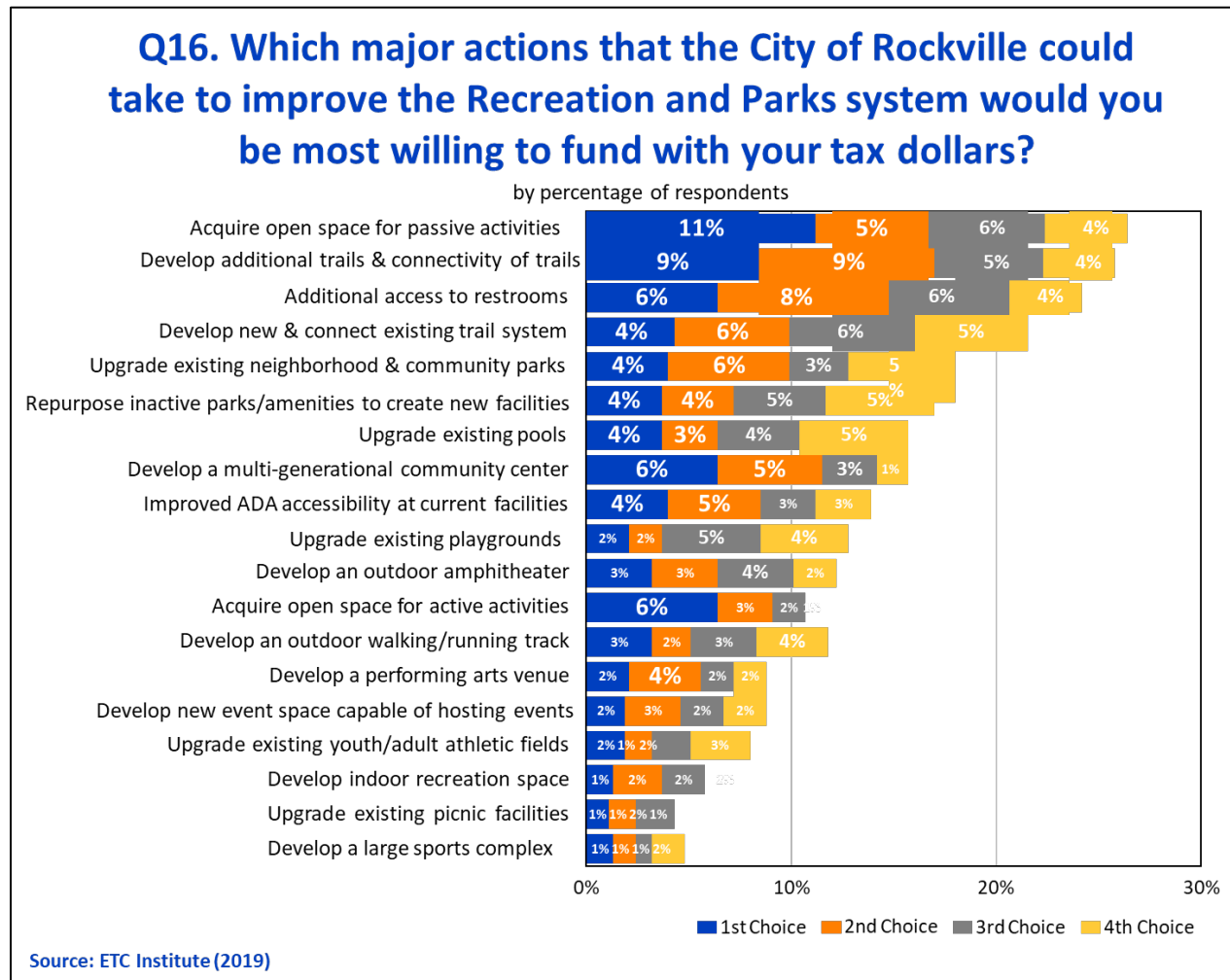


Figure 8 - Major Action

3.3.6 ADDITIONAL FINDINGS

- Eighty-nine percent (89%) of respondents indicated that they have visited a park or facility of the City of Rockville Department of Recreation and Parks during the past year.
- Ninety-five percent (95%) of respondents who have used a park or facility rated the quality as “excellent” or “good”.
- Seventy-three percent (73%) of respondents indicated that they have visited a neighborhood park (small).
- Thirty-seven percent (37%) of respondents indicated that they have participated in a program offered by the City of Rockville Department of Recreation and Parks.
- Ninety-two percent (92%) of respondents rated the quality of programs they participated in as “excellent” or “good”.
- Respondents indicated they used Life in Rockville (55%) and the City of Rockville website (54%) most to learn about City of Rockville Department of Recreation and Parks programs and activities.
- Twenty-nine percent (29%) of respondents indicated “not enough time” was the reason that prevents their household from using parks, recreation facilities, and programs of the City of Rockville Department of Recreation and Parks more often.
- Eighty-eight percent (88%) of respondents indicated they are either “very satisfied” or “satisfied” with the overall value received from the City of Rockville Department of Recreation and Parks.
- Ninety-six percent (96%) of respondents agreed the City of Rockville’s Recreation and Parks system makes Rockville a more desirable place to live.

3.3.7 CONCLUSION AND RECOMMENDATIONS

To ensure the Department continues to meet the needs and expectations of the community, the consulting team recommends that the Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities/amenities with the highest PIR ratings are listed below.

PARK AND FACILITY PRIORITIES

- Walking trails (paved surface) (PIR=158)
- Natural areas/wildlife habitats (PIR=134)
- Mountain bike & hiking trails (natural surface) (PIR=132)
- Indoor walking & running tracks (PIR=131)
- Botanical gardens/arboretum (PIR=127)
- Small neighborhood parks (1-10 acres) (PIR=124)
- Paved greenway trails (PIR=124)
- Outdoor walking/running track (PIR=100)

PROGRAM PRIORITIES

- Farmers market (PIR=198)
- Adult fitness & wellness programs/activities (PIR=162)
- Nature programs/activities (PIR=117)
- Senior fitness & wellness programs/activities (age 60+) (PIR=110)

CHAPTER FOUR – PARKS, TRAILS, FACILITIES AND PROGRAM ANALYSIS

4.1 PARK ASSESSMENTS

Park properties and facilities are the physical backbone of the parks and recreation system which support and facilitate all programming, user experiences, and access to recreational opportunities. It is paramount that these properties and facilities be well maintained, meet or exceed current standards, and accommodate the highest and best use. The upkeep, repair and improvements to existing facilities should be a top priority for any parks and recreation department. Periodic assessment of their physical condition is critical to the department's ability to budget and implement priority repairs and improvements in an organized and timely manner.

Land Planning & Design Associates (LPDA) conducted park assessments on 16 individual parks located throughout the City of Rockville. The sampled parks, provided by Department staff, range from small suburban Neighborhood parks, to City Wide parks, to larger Destination parks. The intent is to provide a general assessment of the parks system and highlight needed and recommended corrective actions to enhance the quality of programming, user experiences and the public health, welfare, and safety.

These assessments were conducted in March 2019.

The following park properties were assessed:

1. Beall-Dawson Historic (House) Park - Historic Building Grounds
2. Bullards Park - Neighborhood Park
3. Calvin Park - Neighborhood Park
4. Courthouse Square Park - Courthouse Grounds
5. Dogwood Park - City Wide Park
6. Hillcrest Park - Neighborhood Park
7. Mattie J. T. Stepanek Park - City Wide Park
8. Montrose Park - Neighborhood Park
9. Monument Park - Neighborhood Park
10. Potomac Woods Park - City Wide Park
11. Rockcrest Park - Neighborhood Park
12. Rockville Civic Center Park - City Wide Park
13. Rockville Civic Center Park: John G. Hayes Forest Preserve Trail - City Wide Park / Nature Preservation Trail
14. Silver Rock Park - Neighborhood Park
15. Trails at Fallsgrove Stream Valley Park - Regional Trail Park
16. Trails at Rockcrest Park - City Wide Park
17. Trails at Wootton's Mill Park - Regional Trail Park
18. Veterans Park - Memorial Park
19. Woottons Mill Park - City Wide Park



Well Maintained Landscape at Courthouse
Square Park

4.1.1 PARK HIGHLIGHTS

- Good physical condition of equipment, particularly playgrounds and hard courts.
- Most facilities are new with no problems, some old but still being used.
- Park facilities are highly occupied and enjoyed by residents.
- High-usage rate amenities, such as playgrounds and hard courts, are mostly ADA accessible.
- Parks are maintained with minimal trash or evidence of vandalism.
- Parks are safe for visitors with minimal hazards.
- Landscaping in the parks is generally pleasing and well maintained.
- All City-Wide parks offer onsite parking, some offer ample parking for large events.



Popular Playground at Dogwood Park in Good Condition



Local Youth Team using Baseball Field at Potomac Woods Park

4.1.2 CORRECTIVE ACTIONS NEEDED

- Sidewalks and trails are generally in good condition. However, certain sections of uneven or broken sidewalk/trails require repair or replacement to minimize safety risks.
- There are multiple drainage/erosion problem locations in several parks, which can be broken down into two categories:
 - o Hard Surfaces: Drainage onto playground surfaces, hard courts, or sidewalks/trails is leading to compromised surfaces, reduced life of surfaces, and safety hazards.
 - o Soft Surfaces: Insufficient drainage systems around hard surfaces, in low points, or water conveyance ways is often creating areas of substantial erosion or saturated soil.



Uneven Sidewalks

These conditions create safety hazards, reduce life expectancy of hard surfaces, lead to damaged turf areas, and often make large portions of park space uninhabitable.

- Fences are typically in good condition with minor repairs needed to post joints. However, gate and latch systems were often damaged, and should be inspected and repaired where necessary.
- While many parks provide ADA accessibility, some parks offer limited or no access to high use amenities such as playgrounds or hard courts.
- Remove invasive species, particularly those most aggressive, including bamboo.



Drainage over pathway; saturated turf

4.1.3 CORRECTIVE ACTIONS RECOMMENDED

- Park turf in areas of saturated soil, high foot traffic, and shade is often patchy. Where possible, (1) repairs to drainage, (2) pathway construction, and (3) soil amendment, aeration and over-seeding with an appropriate turf mix, will likely help to improve turf conditions.
- Baseball fields, while generally playable, were often unkempt with large stones/pebbles on infield soils, and lack of definition between the infield and outfield edge of turf. High-use fields, such as those in use by leagues, could benefit from added maintenance.
- Old and unsightly site furnishings could be updated, particularly old benches with warped/decaying wooden seating surfaces.
- Strengthen entrance signs to make parks more visible. Methods to maximize sign visibility include ensuring signs are not obstructed, routine maintenance (such as painting), and colorful plantings around the base. Some methods have already been implemented.
- Strengthen highway/roadway site identification to provide wayfinding for residents.

4.1.4 PARKS ASSESSMENT SCORES

Assessment forms were customized to gather specific information. A sampling of park and trail assessments were performed by LPDA staff, with over 30 years combined experience with conditions assessments and facility planning. Forms inventoried park, trail, and facility features, such as infrastructure, parking and amenities, and then evaluated their condition using a numeric scoring system. The scores for all categories were added together, to yield the total score for the condition. The locations which have the greatest number of amenities in poor condition yielded the highest scores.

Park conditions were assessed on a scale of zero (0) to four (4) in a range of categories. A score of 0 indicates no concerns, and a score of 4 indicates immediate major problems. The categories were:

1. Access conditions
2. ADA accessibility
3. Neighborhood linkages
4. Parking availability
5. Parking area conditions
6. Hazards to visitors
7. Crime preventions (CPTED)
8. Sidewalks/paths/trails
9. Ball fields
10. Hard courts (tennis, basketball, etc.)
11. Equipment (playground, backstops, hoops, etc.)
12. Turf
13. Landscaping (ornamental and natural)
14. Storm water drainage systems

The maximum total score possible for a park to receive is fifty-six (56), which would indicate that there are immediate major problems in every category evaluated.

Trail conditions were assessed on a scale of zero (0) to four (4) in a range of categories. A score of 0 indicates no concerns, and a score of 4 indicates immediate major problems. The categories were:

1. Access conditions
2. ADA accessibility
3. Neighborhood linkages/connections
4. parking availability
5. parking facilities
6. Hazards to visitors
7. Crime prevention (CPTED)
8. trail tread condition
9. Bridges
10. Signage
11. Storm water drainage

The maximum total score possible for a trail to receive is forty-four (44) which would indicate that there are immediate major problems in every category evaluated. Trail evaluations are divided into two categories: trails within parks, and greenways (linear parks). The scoring is the same for both categories, but the trails within parks will be combined with the overall score of the Park.

Trail scores that are combined with Park scores are counted at one-half value. For example, if a park receives a score of 21 and the trails within the park receive a score of 10, we would take 21 + 21 + 10 (52) and divide by 3, for a score of ~17. For trails with multiple trail segments and score sheets, the average of all the trail segments was used.

A detailed analysis of each park can be found in **Appendix E**.

The chart below is a summary of the conditions of the facilities evaluated. Facilities highlighted in green demonstrated that no immediate needs for maintenance or repair are required. Yellow highlighted facilities should be considered for evaluation to mitigate the highlighted issues. Red highlighted facilities should be evaluated immediately for repair.

City of Rockville Parks and Trails Assessment				
Park Name	Type	Park Acreage	Trail Mileage	Overall Score
Trails at Rockcrest Park	Community Park Trail	-	0.32	2
Mattie Stepanek Park	Community Park	26.29		2
Courthouse Square Park	Courthouse Grounds	1.5		3
Rockcrest Park	Neighborhood Park	7.4		5
Beall-Dawson Historic (House) Park	Historic Building Grounds	2.9		5
Rockville Civic Center Park	Community Park	153		6
Dogwood Park	Community Park	44.22		6
Veteran's Park	Memorial Park	0.26		9
Rockville Civic Center Park - John G. Hayes Forest Preserve Trail	Community Park / Nature Preservation Trail	-	2.13	9
Bullards Park	Neighborhood Park	4.67		10
Wootton's Mill Park	Community Park	106.5		10
Trails at Wootton's Mill Park	Regional Trail Park	-	1.19	10
Montrose Park	Neighborhood Park	5.7		11
Trails at Fallsgrove Stream Valley Park	Regional Trail Park	50.2	0.96	11
Potomac Woods Park	Community Park	42		13
Monument Park	Neighborhood Park	8.1		15
Calvin Park	Neighborhood Park	5.9		17
Hillcrest Park	Neighborhood Park	4.4		18
Silver Rock Park	Neighborhood Park	2.5		23

Figure 9 - Park and Trail Assessment

4.2 LEVEL OF SERVICE

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

The previous park classifications used by the Department included Neighborhood Parks, City Wide Parks, Regional Parks, Open Space Parks and Athletic Parks.

Based on discussions with Department staff, in order to better reflect their use and to simplify park classifications, updated parks classifications were developed. The key updates were:

- Regional Parks reclassified as Destination Parks
- Athletic Parks combined within existing park classifications of City Wide or Destination Parks
- Open Space Parks updated to Undeveloped (Open Spaces)

The consulting team evaluated park facility standards using a combination of resources. These resources included Department provided inventory, market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA data, the community online survey, statistically valid survey and general observations. This information allowed standards to be customized to Rockville's population.

It is important to note that these LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Rockville, gaps or surpluses in park and facility types are revealed.

The standards that follow are based upon population figures for 2019 and 2024, the latest estimates available at the time of analysis.



Rockville Recreation and Parks Level of Service Standards

PARKS: 2019 Inventory - Developed Facilities										2019 Facility Standards			Anticipated Future Park Development 2019 - 2024		2024 Facility Standards		
Park Type	Rockville Inventory	School Inventory	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Inventory	Total 2019-2024	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Neighborhood Parks	149.48		149.48	2.25	acres per	1,000	2.75	acres per	1,000	Need Exists	33	Acre(s)	Shady Grove Development	5.00	Need Exists	34	Acre(s)
City Wide Parks	257.75		257.75	3.88	acres per	1,000	3.75	acres per	1,000	Meets Standard	-	Acre(s)		-	Meets Standard	-	Acre(s)
Destination Parks	283.00		283.00	4.26	acres per	1,000	4.50	acres per	1,000	Need Exists	16	Acre(s)		-	Need Exists	25	Acre(s)
Total Developed Park Acres	690.23	-	690.23	10.39	acres per	1,000	11.00	acres per	1,000	Need Exists	40	Acre(s)	Total Developed Park Acres	5.00	Need Exists	57	Acre(s)
Undeveloped (Open Spaces)	368.00		368.00	5.54	acres per	1,000	5.50	acres per	1,000	Meets Standard	-	Acre(s)	Tower Oaks Development-Preserve Pkwy	14.00	Meets Standard	-	Acre(s)
Total Park Acres	1,058.23	-	1,058.23	15.94	acres per	1,000	16.50	acres per	1,000	Need Exists	37	Acre(s)	Total Park Acres	19.00	Need Exists	51	Acre(s)
TRAILS:																	
Multi-use Trails	35.00		35.00	0.53	miles per	1,000	0.60	miles per	1,000	Need Exists	4.84	Mile(s)		-	Need Exists	6.03	Mile(s)
Natural Trails	4.00		4.00	0.06	miles per	1,000	0.10	miles per	1,000	Need Exists	2.64	Mile(s)		-	Need Exists	2.84	Mile(s)
Total Trail Miles	39.00		39.00	0.59	miles per	1,000	0.70	miles per	1,000	Need Exists	7.48	Mile(s)		-	Need Exists	8.86	Mile(s)
OUTDOOR AMENITIES:																	
Park Shelters	18.00	-	18.00	1.00	site per	3,689	1.00	site per	3,000	Need Exists	4	Sites(s)		-	Need Exists	5	Sites(s)
Playgrounds	53.00	6.27	59.27	1.00	site per	1,120	1.00	site per	2,500	Meets Standard	-	Sites(s)		-	Meets Standard	-	Sites(s)
60' Ball Fields	11.00	0.99	11.99	1.00	field per	5,538	1.00	field per	6,000	Meets Standard	-	Field(s)		-	Meets Standard	-	Field(s)
70' Ball Fields	11.00	1.32	12.32	1.00	field per	5,390	1.00	field per	6,000	Meets Standard	-	Field(s)		-	Meets Standard	-	Field(s)
90' Ball Fields	2.00	0.99	2.99	1.00	field per	22,208	1.00	field per	13,000	Need Exists	2	Field(s)		-	Need Exists	2	Field(s)
Rectangular Multi-Purpose Fields	2.00	4.62	6.62	1.00	field per	10,031	1.00	field per	6,000	Need Exists	4	Field(s)		-	Need Exists	5	Field(s)
Outdoor Volleyball Courts	5.00	-	5.00	1.00	court per	13,280	1.00	court per	7,000	Need Exists	4	Court(s)		-	Need Exists	5	Court(s)
Tennis	43.00	11.88	54.88	1.00	court per	1,210	1.00	court per	2,500	Meets Standard	-	Court(s)		-	Meets Standard	-	Court(s)
Pickleball (dedicated)	4.00	-	4.00	1.00	court per	16,601	1.00	court per	6,000	Need Exists	7	Court(s)		-	Need Exists	7	Court(s)
Tennis Pickleball (shared)	12.00	-	12.00	1.00	court per	5,534	1.00	court per	8,000	Meets Standard	-	Court(s)		-	Meets Standard	-	Court(s)
Outdoor Basketball	48.00	8.75	56.75	1.00	court per	1,170	1.00	court per	2,500	Meets Standard	-	Court(s)		-	Meets Standard	-	Court(s)
Outdoor Pool	2.00	-	2.00	1.00	site per	33,201	1.00	site per	40,000	Meets Standard	-	Site(s)		-	Meets Standard	-	Site(s)
Dog Parks	1.00	-	1.00	1.00	site per	66,402	1.00	site per	40,000	Need Exists	1	Site(s)		-	Need Exists	1	Site(s)
Skate Park	1.00		1.00	1.00	site per	66,402	1.00	site per	60,000	Meets Standard	-	Site(s)			Meets Standard	-	Site(s)
INDOOR AMENITIES:																	
Recreation/Aquatics (Square Feet)	79,142.00	-	79,142.00	1.19	SF per	person	2.00	SF per	person	Need Exists	53,662	Square Feet		-	Need Exists	57,612	Square Feet
Special Use/Cultural Facilities (Square Feet)	129,735.40	-	129,735.40	1.95	SF per	person	2.00	SF per	person	Need Exists	3,069	Square Feet		-	Need Exists	7,019	Square Feet

2019 Estimated Population	66,402
2024 Estimated Population	68,377

Notes:
Multi-purpose rectangular fields include soccer, football, lacrosse, and rugby fields.
School inventory has been reduced to a third of the total amount due to the lack of accessibility to the general public.

Figure 10 - Level of Service Standards

4.3 EQUITY MAPPING

Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Rockville's service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is over saturated.

Based on this, the Department leadership can make appropriate capital improvement decisions to meet system-wide needs while assessing the ramifications of the decision on a specific area.

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

- Parkland
 - o Neighborhood Parks
 - o City Wide Parks
 - o Destination Parks
 - o Undeveloped (Open Space)
- Trails
 - o Multi-Use Trails
 - o Natural Trails
- Outdoor Amenities
 - o Park Shelters
 - o Playgrounds
 - o 60' Ball Fields
 - o 70' Ball Fields
 - o 90' Ball Fields
 - o Rectangular Multi-Purpose Fields
 - o Volleyball Courts
 - o Tennis
 - o Pickleball (dedicated)
 - o Tennis/Pickleball (shared)
 - o Outdoor Basketball
 - o Outdoor Pool
 - o Dog Parks
 - o Skate Parks
- Indoor Facilities
 - o Recreation/Aquatic Centers (Sq. Ft.)
 - o Special Use/Cultural Facilities (Sq. Ft.)

The source for the population used for standard development is the estimated 2019 population and as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The circle size varies depending on the quantity of a given amenity (or acre type) located at one site and the surrounding population density. The lesser the density, the larger the circle needs to be to capture the population established by the standard and conversely the higher the density, the smaller the circle size.

The shaded colors in the circle vary based on the "owner" of that particular amenity or acre type. There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process.

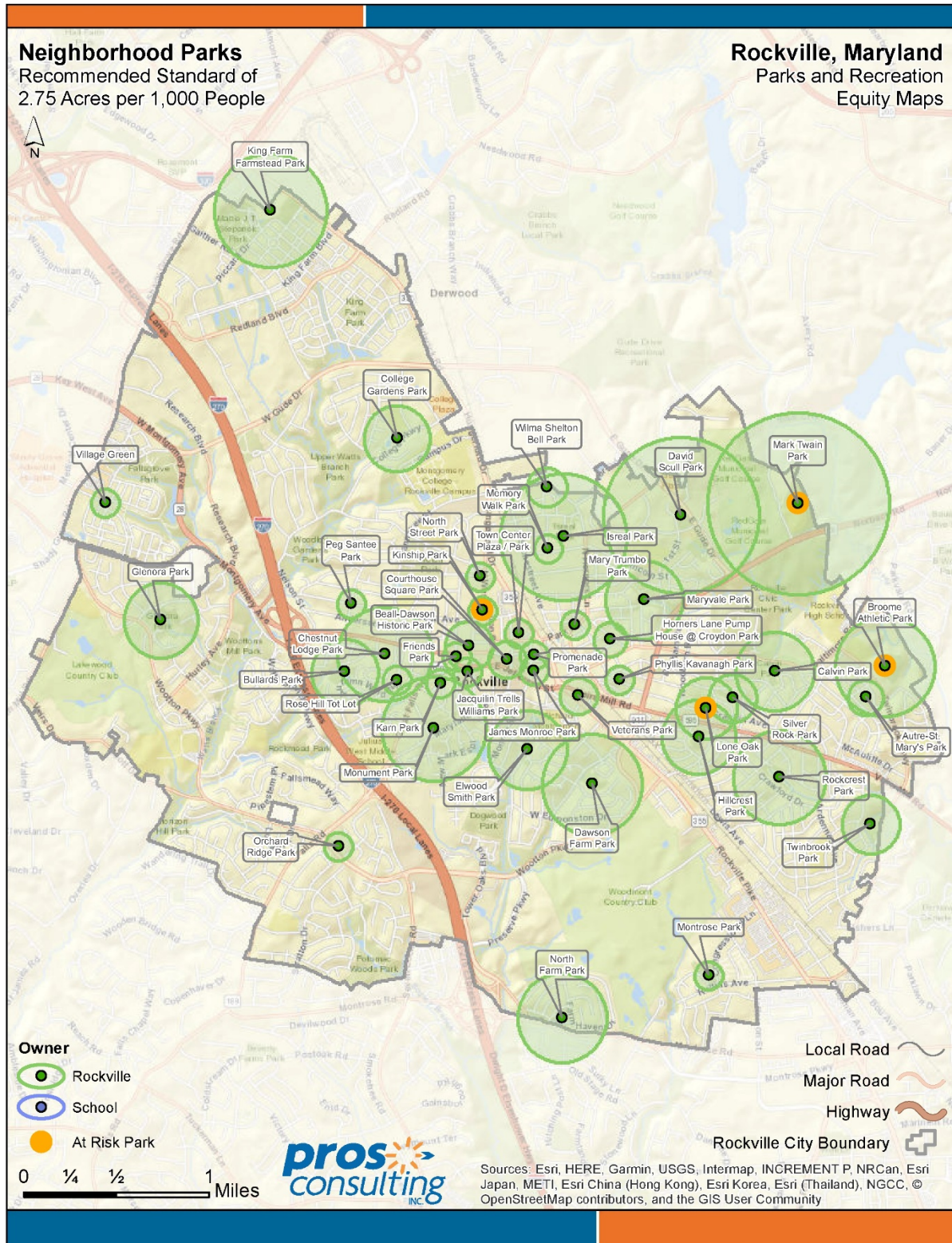
In addition, there are properties that are “at risk” due to the lack of City ownership or an agreement that could include transitioning the property to a different use, such as new schools. These “at risk” properties are identified in the maps with a yellow core. These “at risk” properties have the potential to negatively impact the available park acreage and amenity level of service significantly if they are lost. Given below is the potential impact to the entire level of service:

- **Park Acreage:** Loss of up to 89.75 acres which will be much more costly to replace if undeveloped land is not available. This would decrease the level of service from 15.94 acres per 1,000 population to 14.58 acres per 1,000 population. This translates to almost a 10% reduction in park acreage level of service and after factoring in the growing population and the City being land-locked, it could significantly decrease the availability of park space and reduce the percentage of the community living within a 10-minute walk to the park, a standard adopted by the City. The City should intentionally look to acquire parkland in these “at risk” areas to address the risk of losing currently occupied parkland which the City does not permanently own
- **Multi-use trails:** Loss of multi-use trails in Mattie J.T. Stepanek Park, King Farm Park and Fallsgrove Park
- **Natural Trails:** Loss of natural trails in Fallsgrove Park
- **Park Shelter:** Loss of park shelter in King Farm Park, Fallsgrove Park and Mark Twain Park
- **Playgrounds:** Loss of playgrounds in Mattie J.T. Stepanek Park, Kinship Park, Broome Athletic Park, Lone Oak Park, King Farm Park, Mark Twain Park and Fallsgrove Park
- **Ball Fields:** Loss of 60’ and 70’ ball fields in Mark Twain Park, Broome Athletic Park, King Farm Park and Lone Oak Park
- **Rectangular Multi-purpose Fields:** Loss of rectangular multi-purpose fields in Mattie J.T. Stepanek Park
- **Tennis Courts:** Loss of tennis courts in Mattie J.T. Stepanek Park, Fallsgrove Park, King Farm Park, Mark Twain Park and Broome Athletic Park
- **Pickleball Courts:** Loss of dedicated pickleball courts in Mattie J.T. Stepanek Park
- **Outdoor Basketball Courts:** Loss of outdoor basketball courts in Mattie J.T. Stepanek Park, Lone Oak Park, King Farm Park, Mark Twain Park and Broome Athletic Park
- **Dog Park:** Loss of dog park in Mattie J.T. Stepanek Park

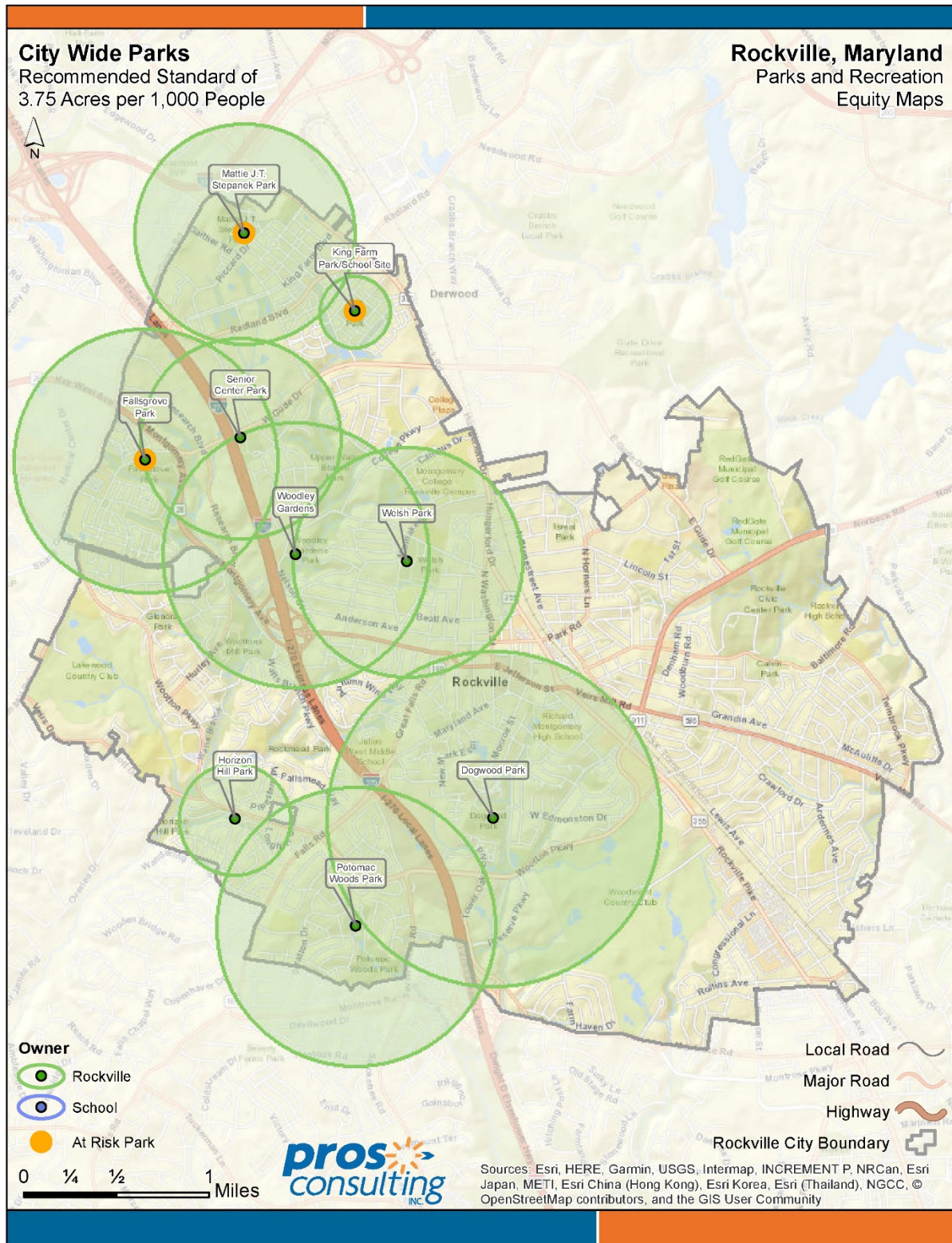
All of these amenities come at a significant cost to rebuild, assuming there is even available space in those areas to do so. The increasing cost of land in Rockville can also drive up these costs to replace. To minimize the impact of losing these “at risk” parks the department should begin discussions between the City and Montgomery County Public Schools and Montgomery County to determine a solution moving forward.

At a minimum, the discussions should identify properties where leases cannot be renewed and sites the schools may need to manage the increased student population and the need for additional schools. Both parties to each of the leased and cooperative agreements should focus on balancing the needs of each organization. Once identified and determined, the Department should devise a strategy to replace lost amenities and land.

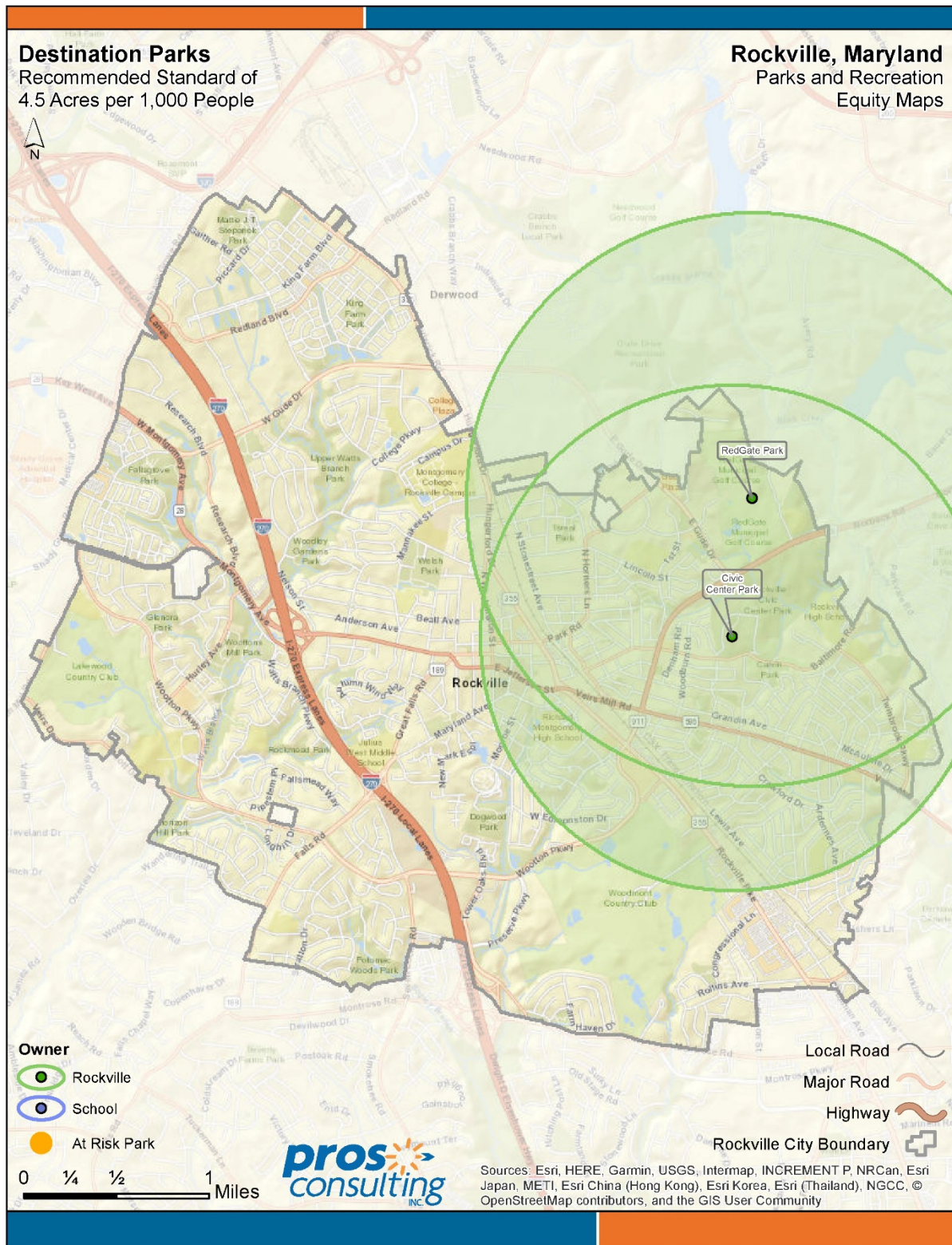
4.3.1 NEIGHBORHOOD PARKS



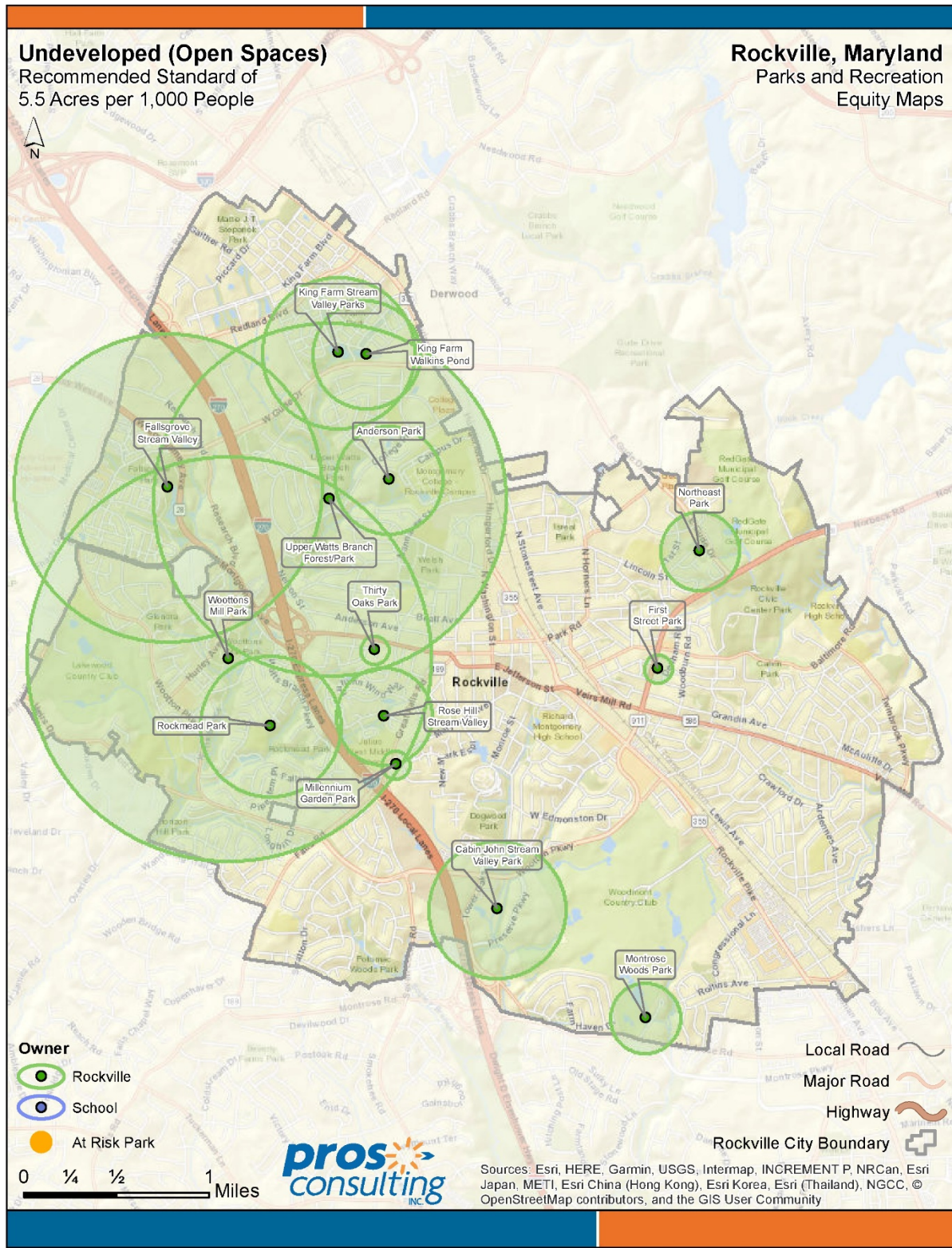
4.3.2 CITY WIDE PARKS



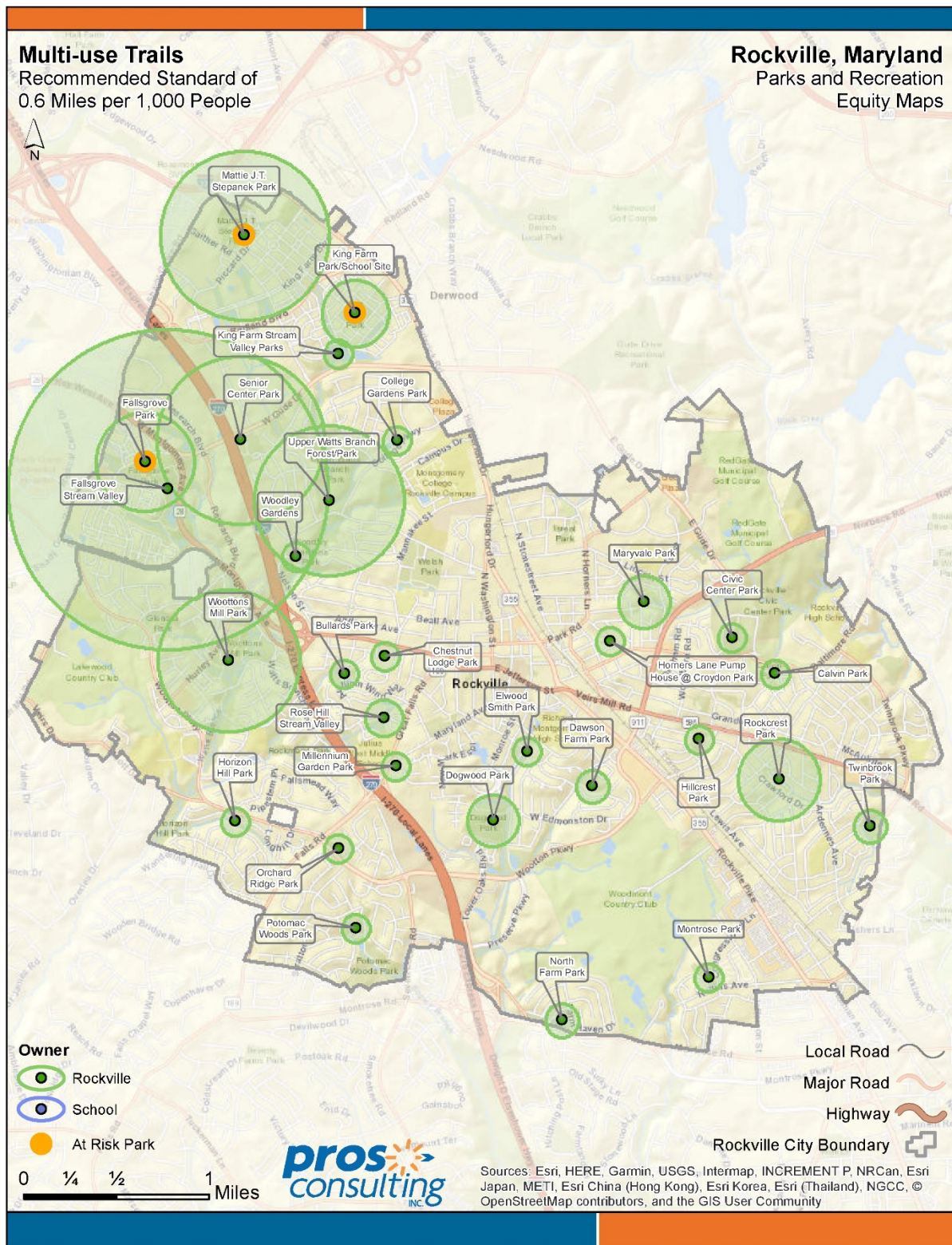
4.3.3 DESTINATION PARKS



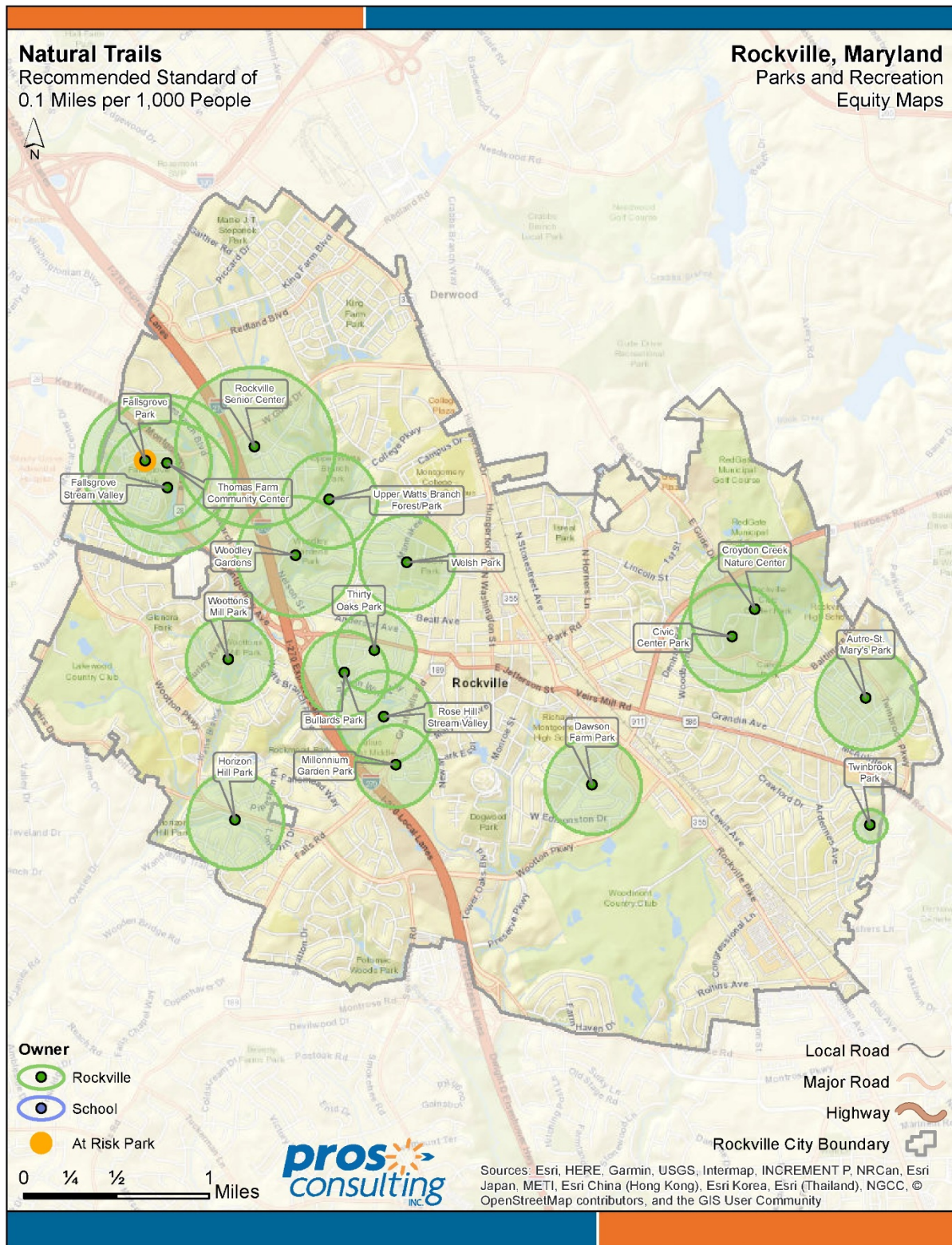
4.3.4 UNDEVELOPED (OPEN SPACE)



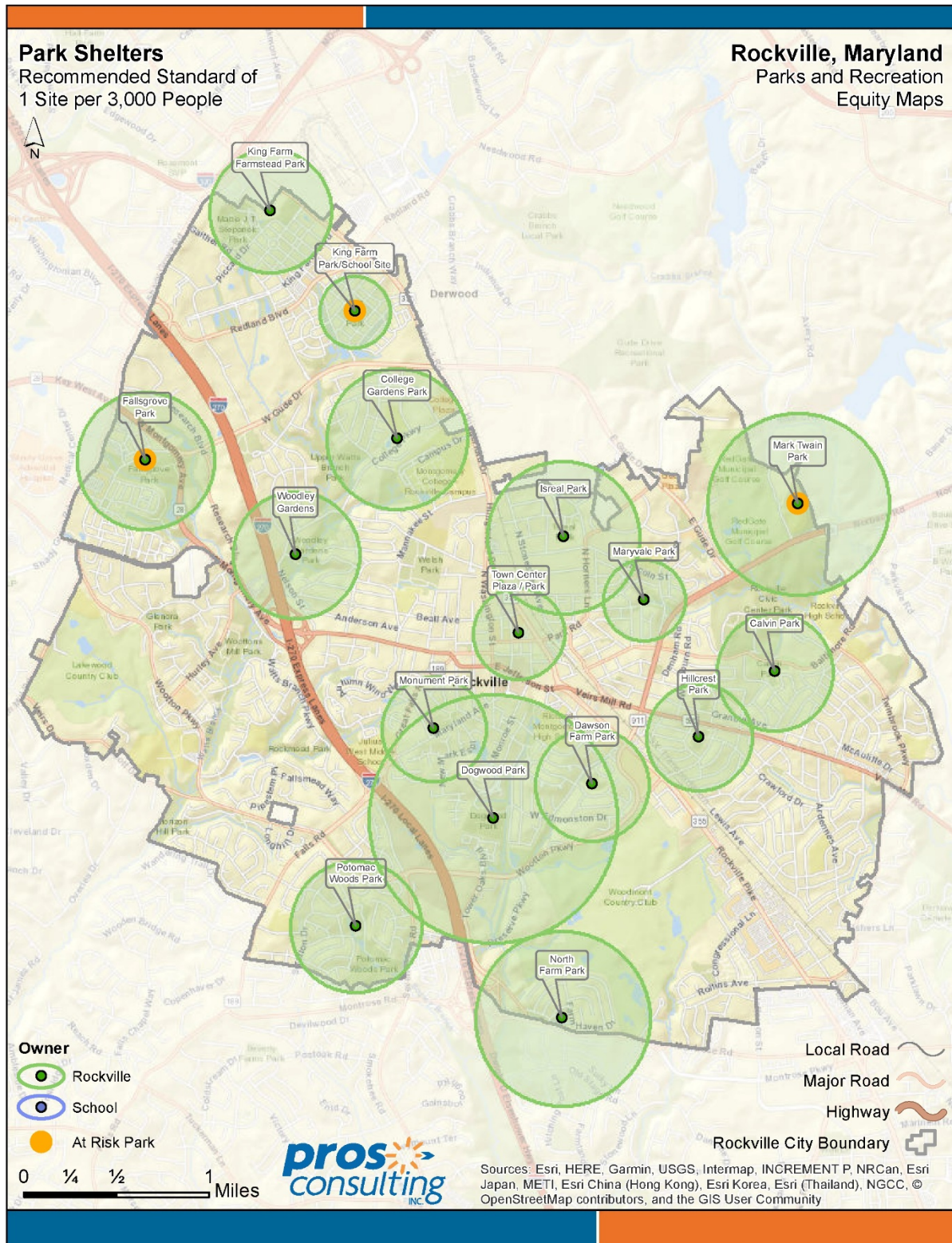
4.3.5 MULTI-USE TRAILS



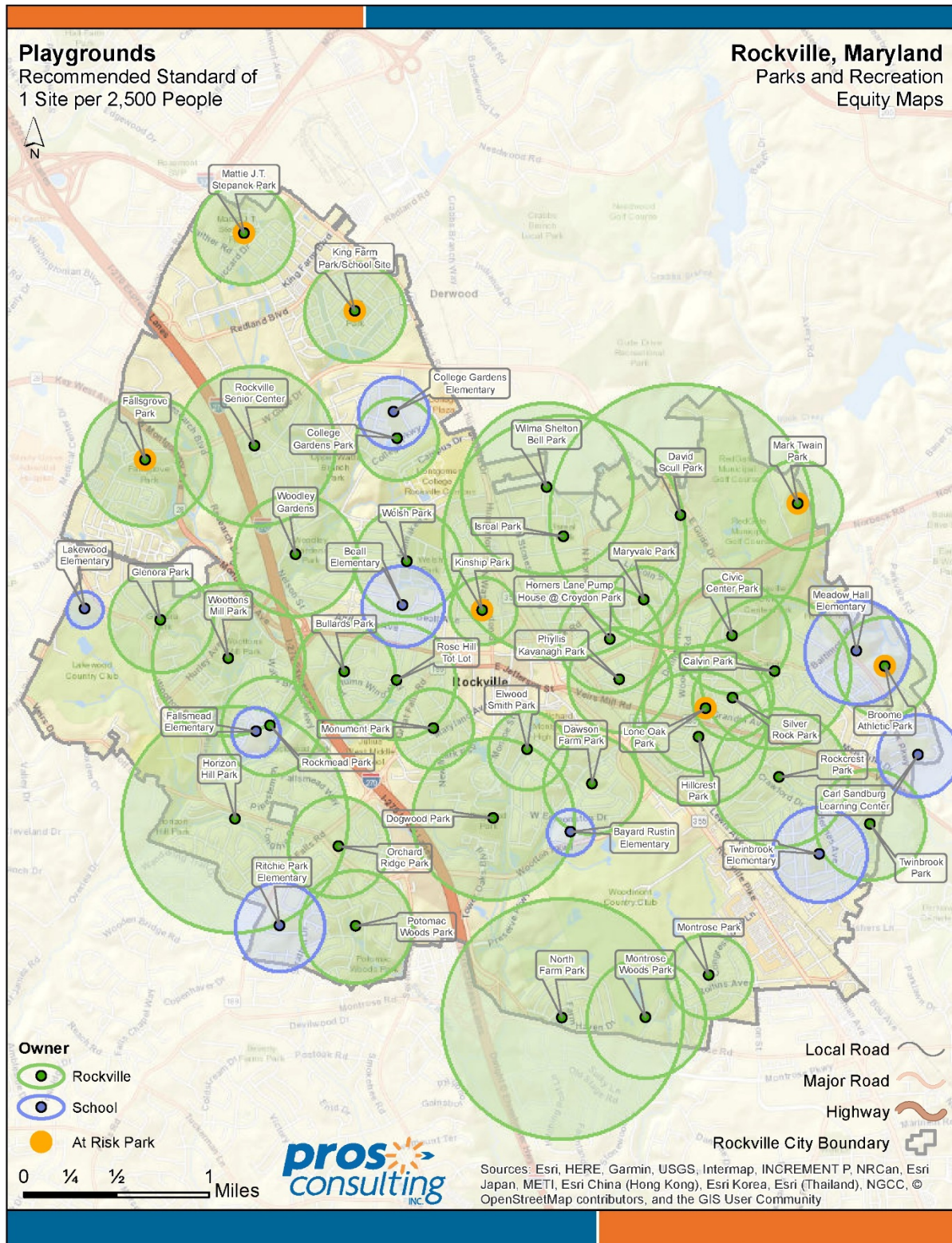
4.3.6 NATURAL TRAILS



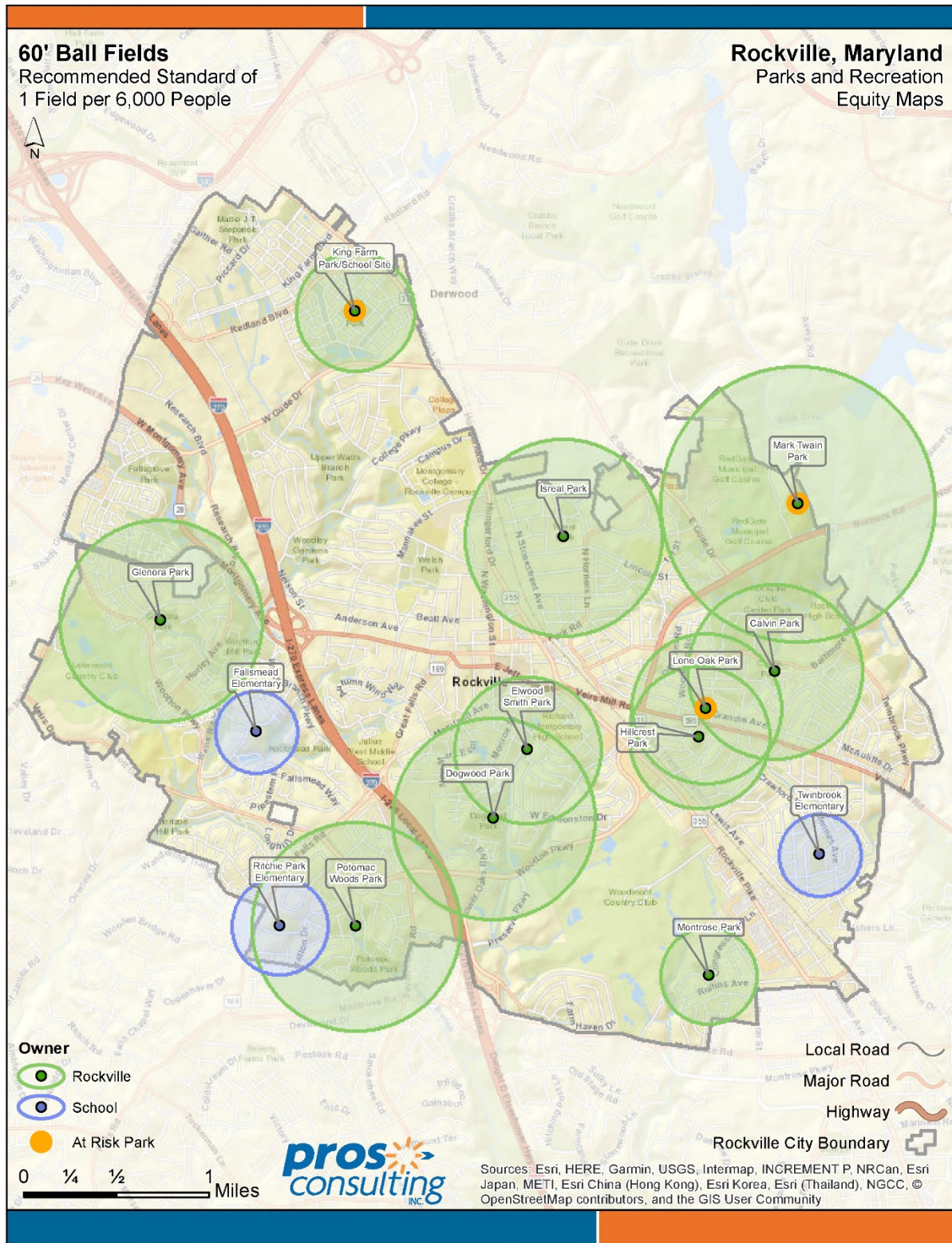
4.3.7 PARK SHELTERS



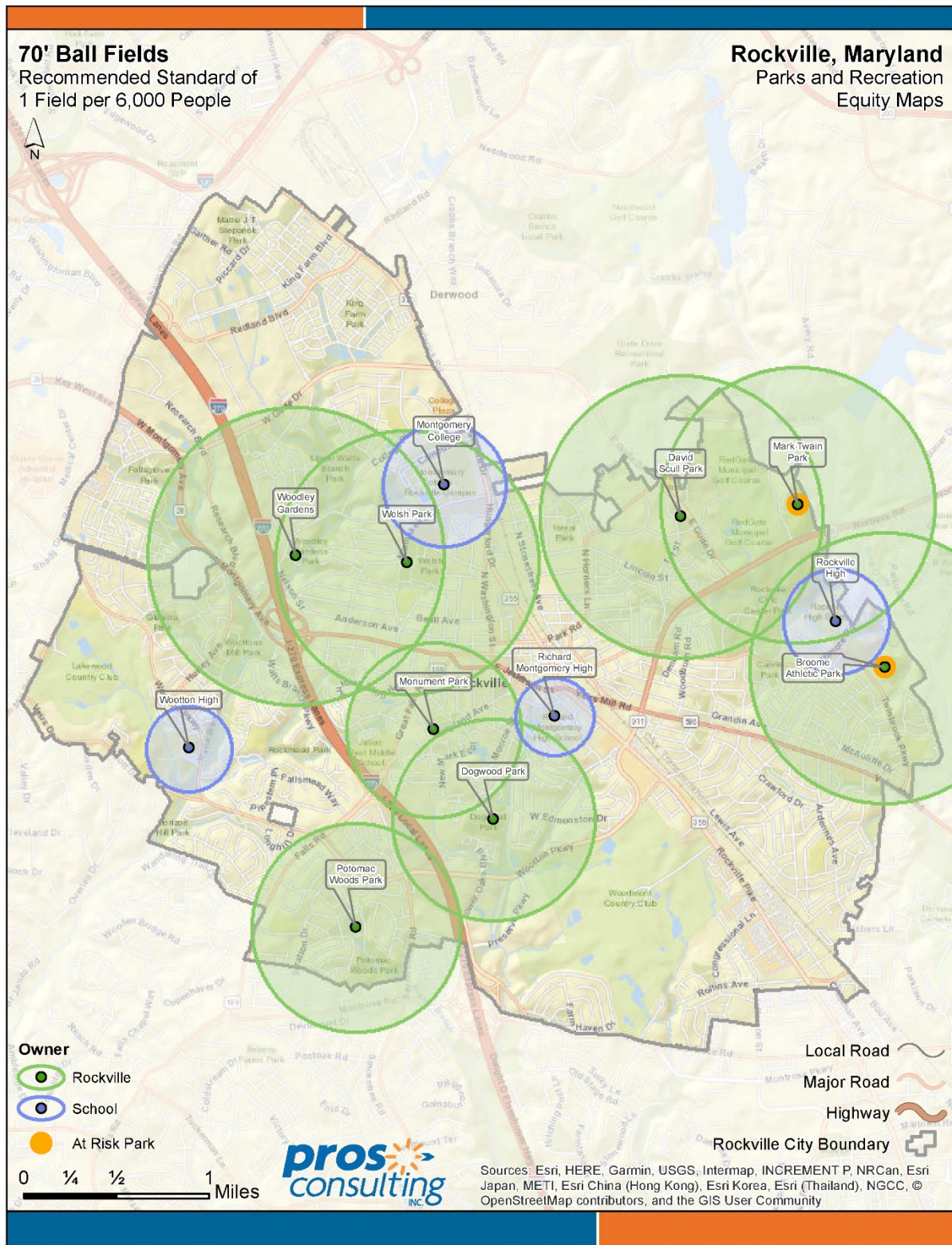
4.3.8 PLAYGROUNDS



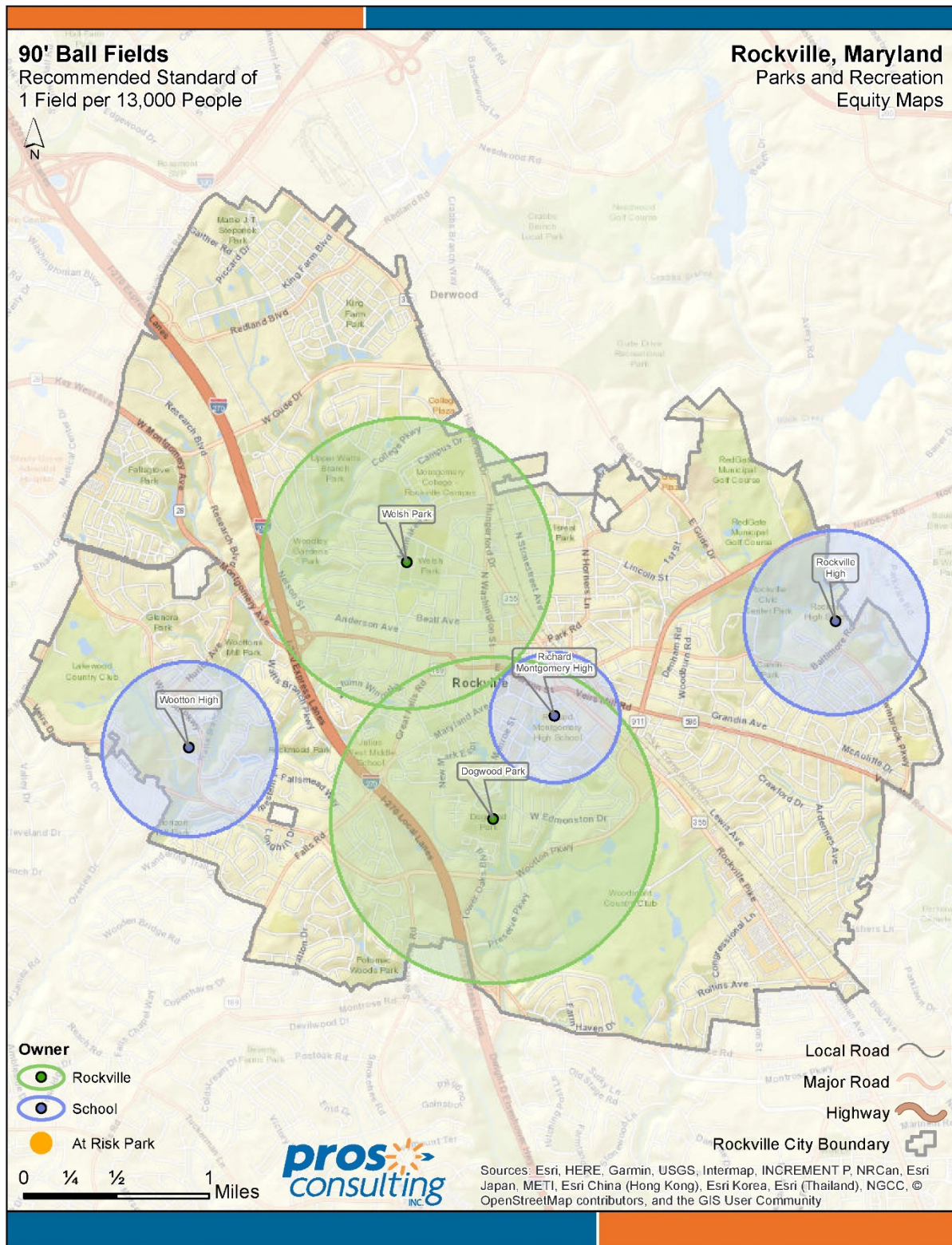
4.3.9 60' BALL FIELDS



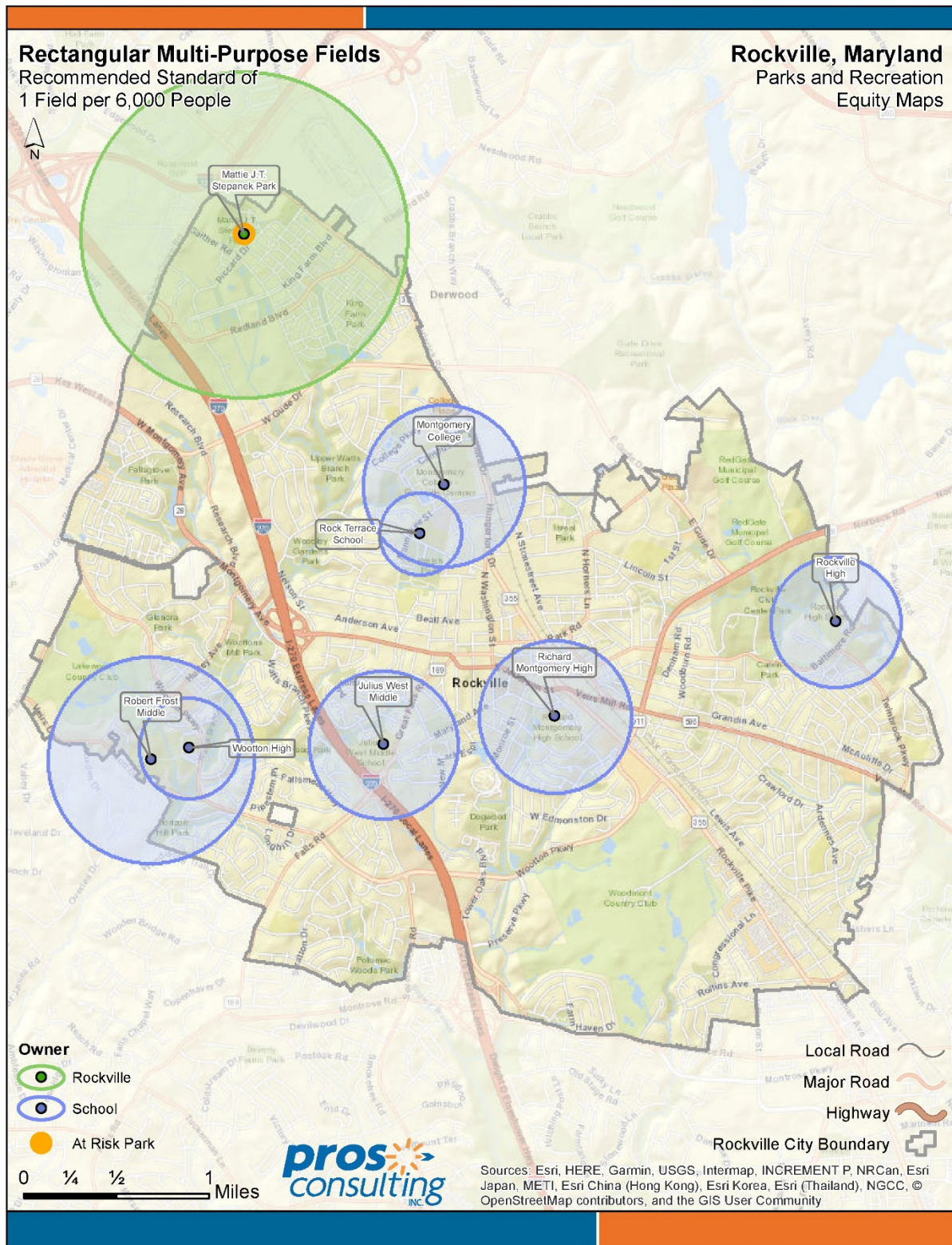
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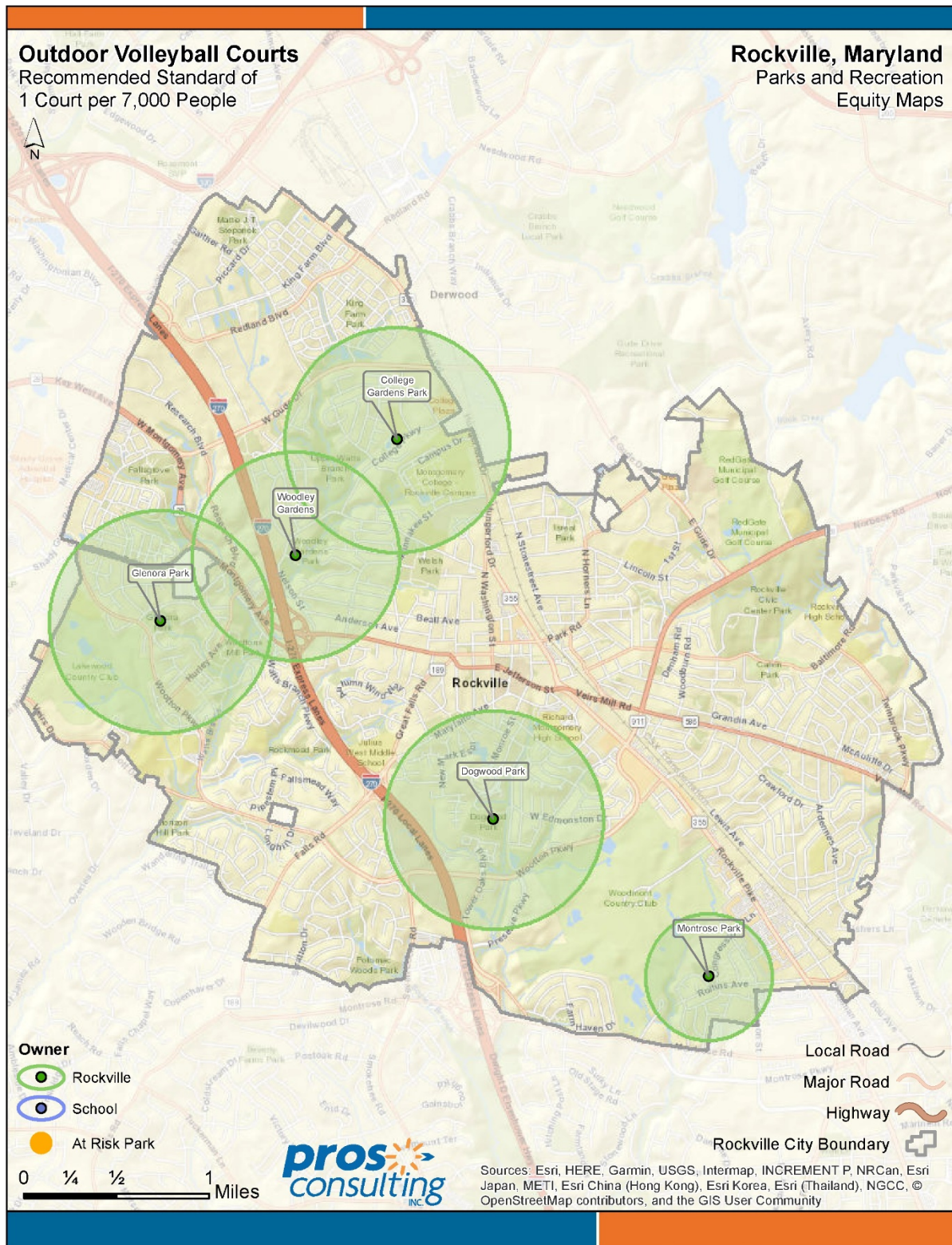
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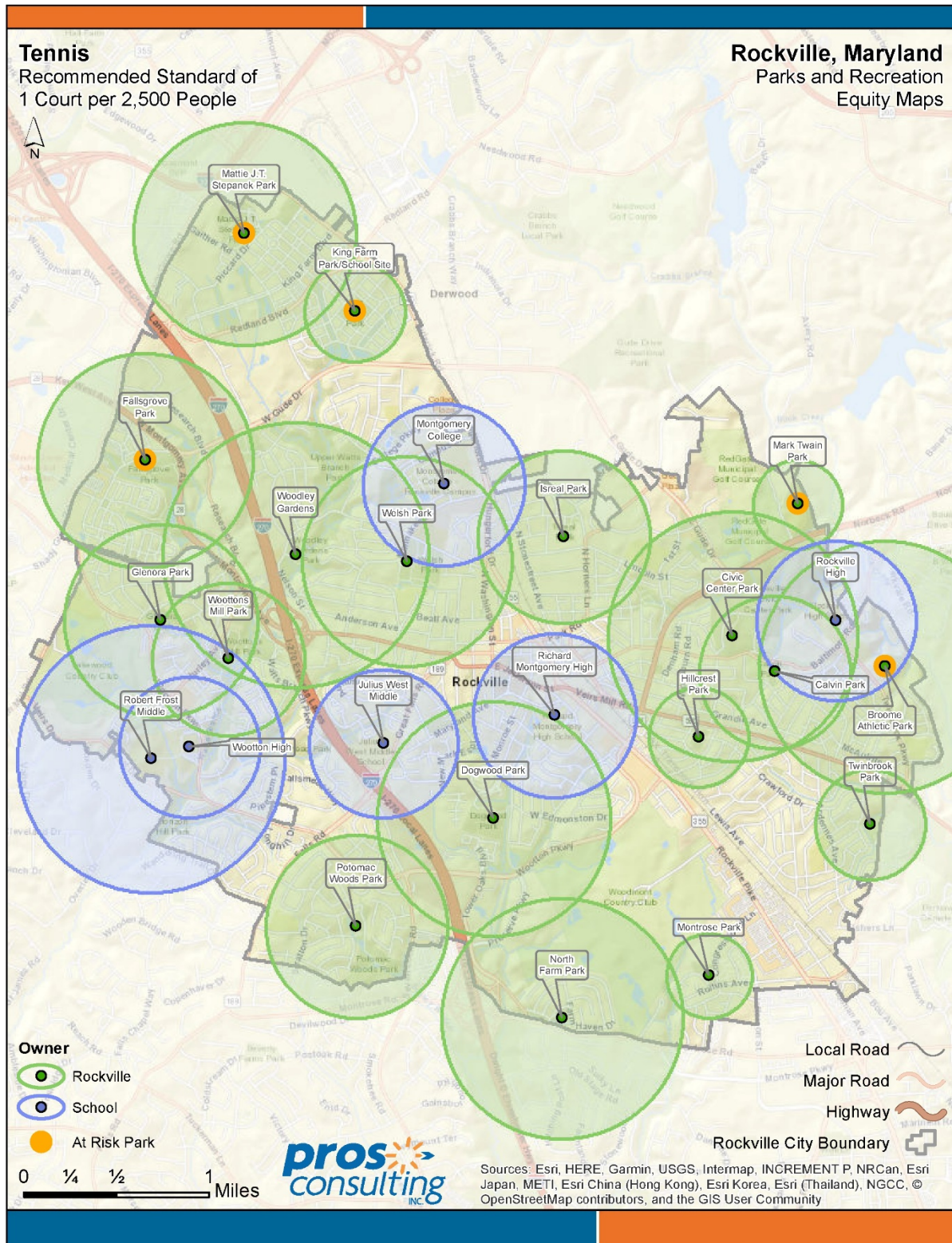
4.3.12 RECTANGULAR MULTI-PURPOSE FIELDS



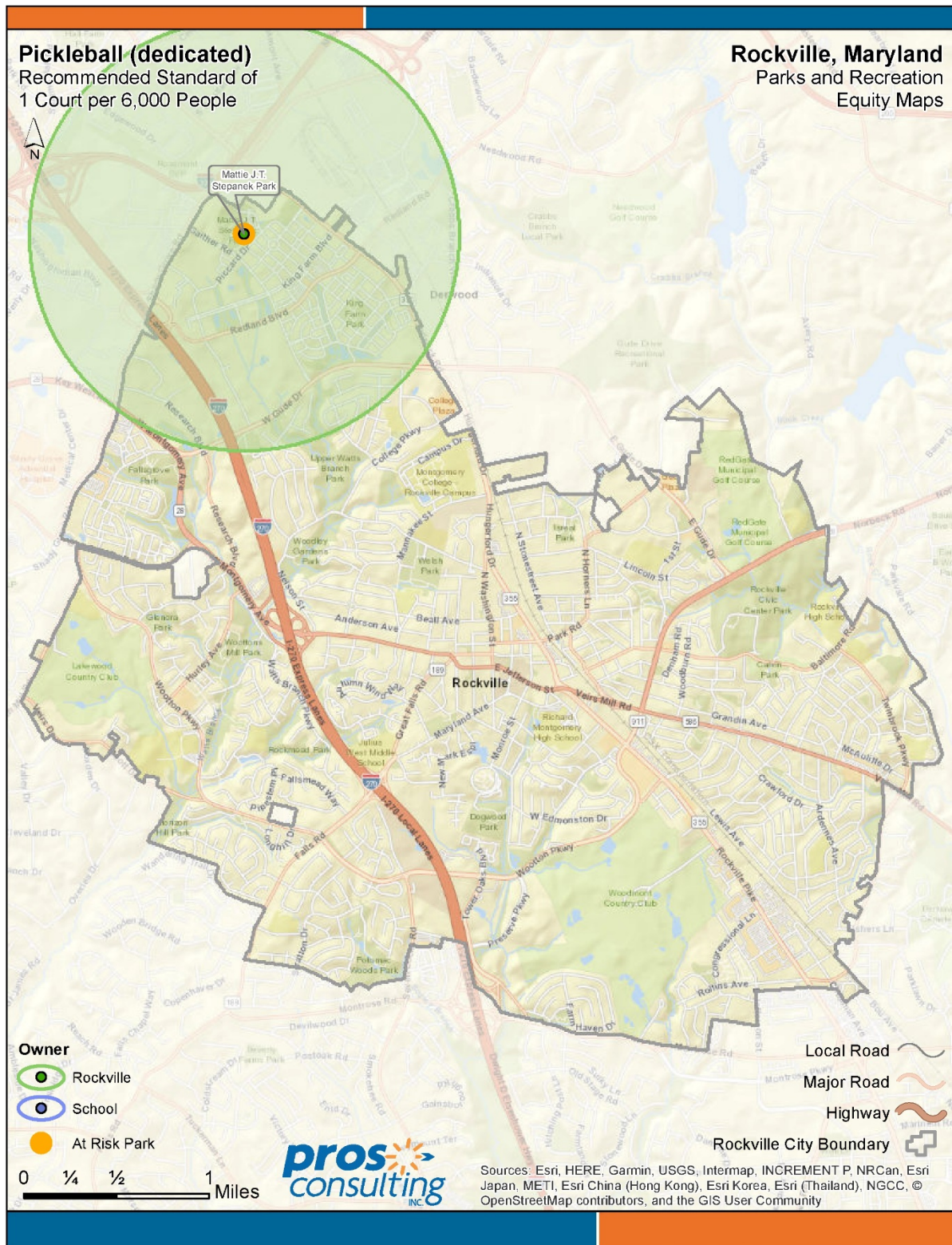
4.3.13 VOLLEYBALL COURTS



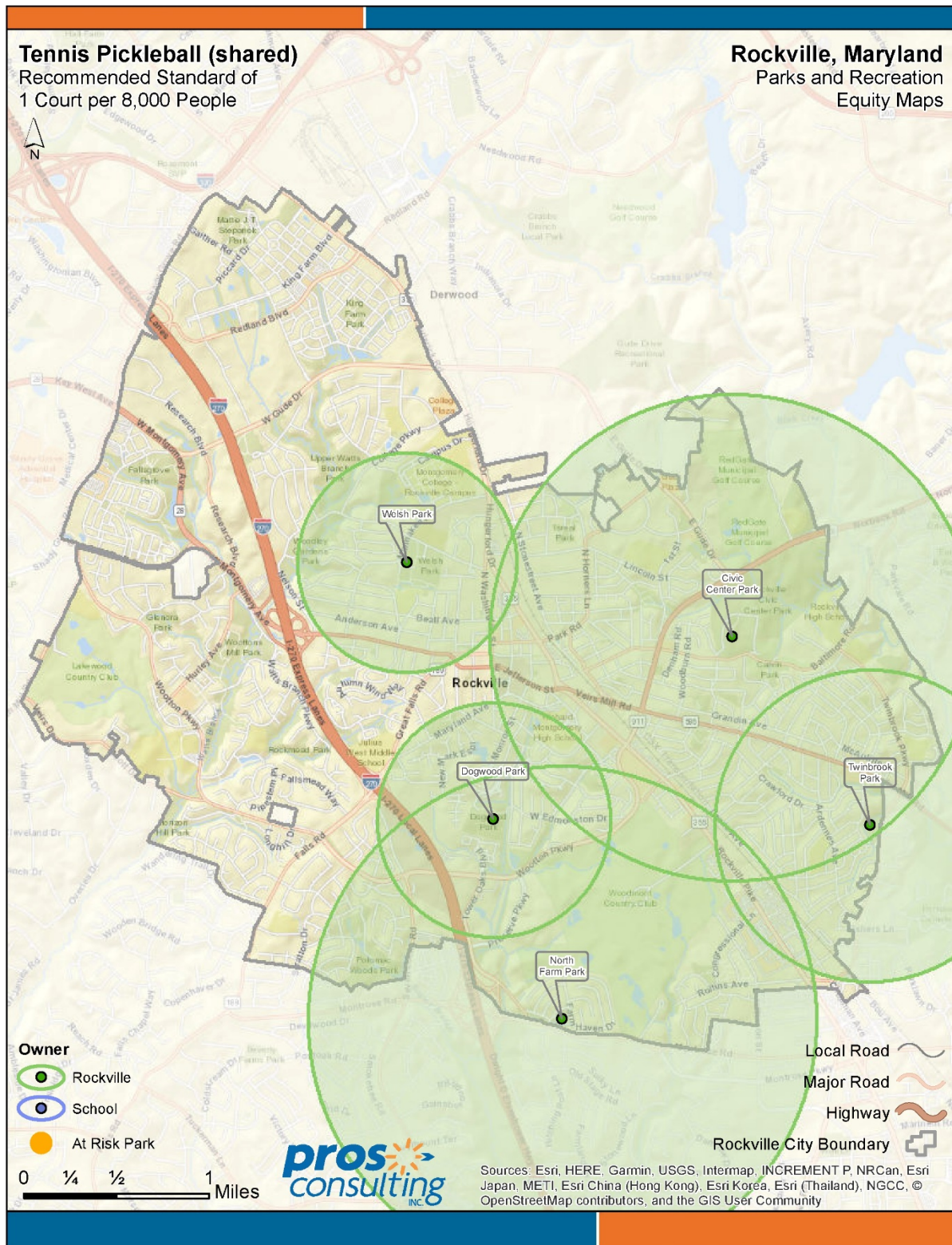
4.3.14 TENNIS



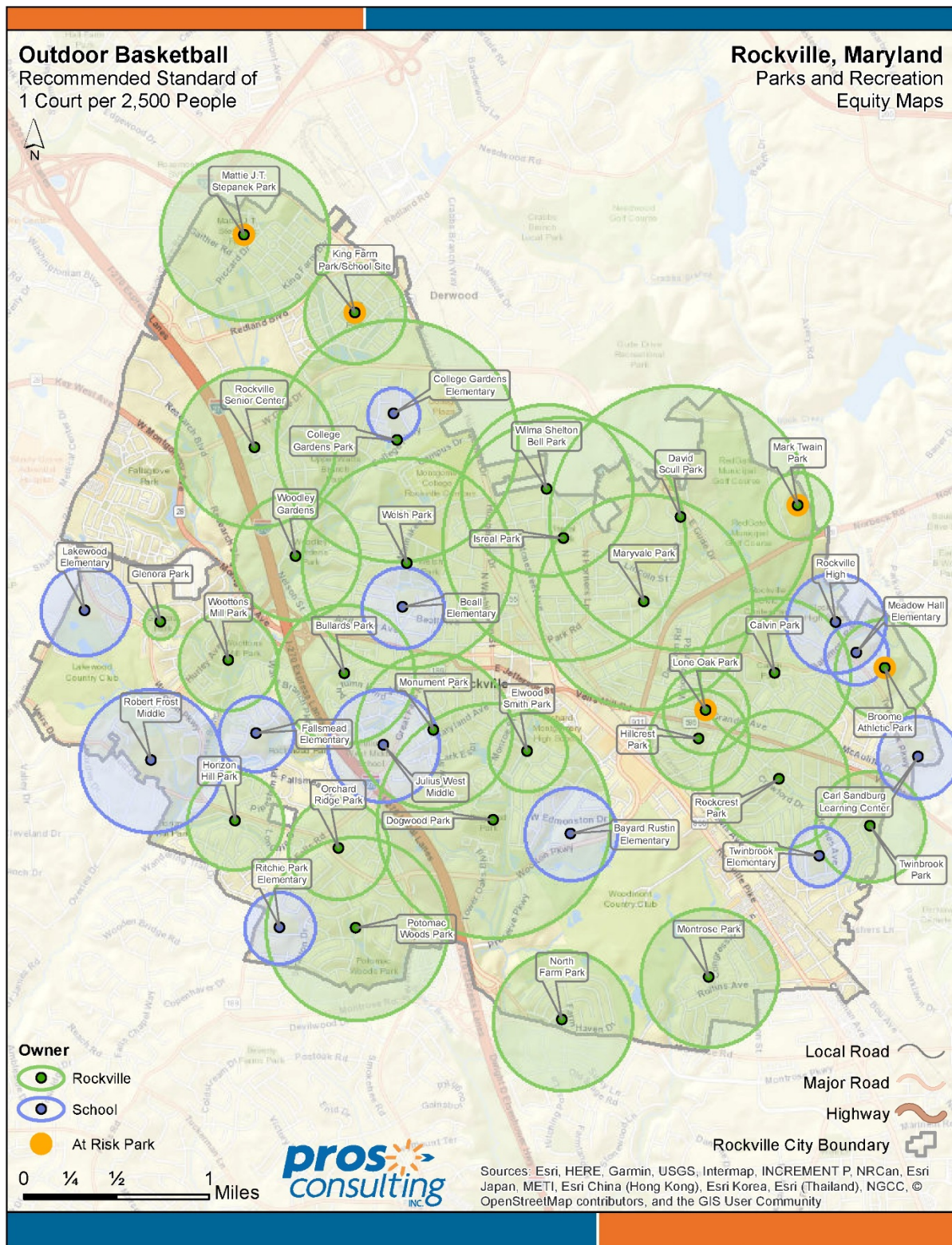
4.3.15 PICKLEBALL (DEDICATED)



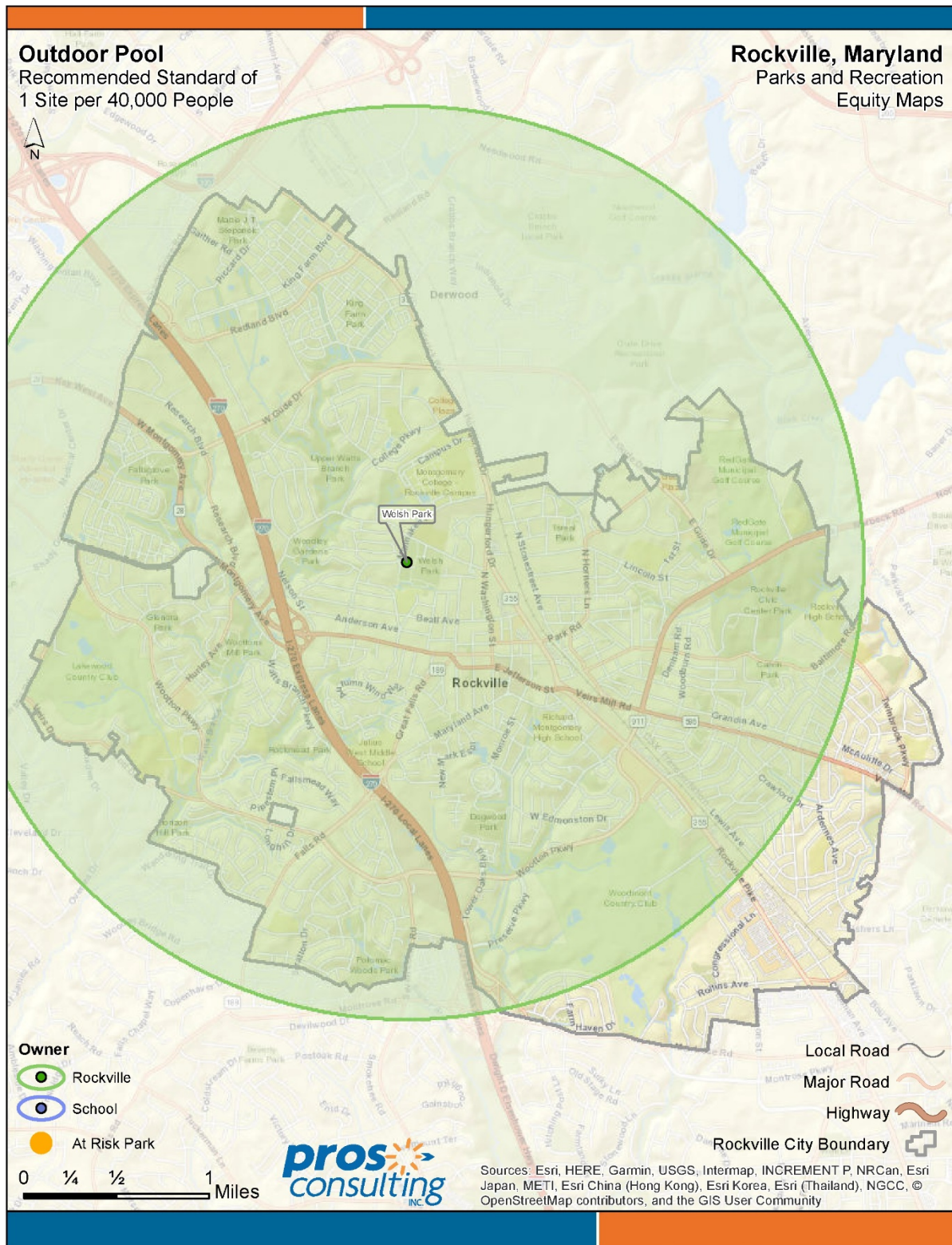
4.3.16 TENNIS PICKLEBALL (SHARED)



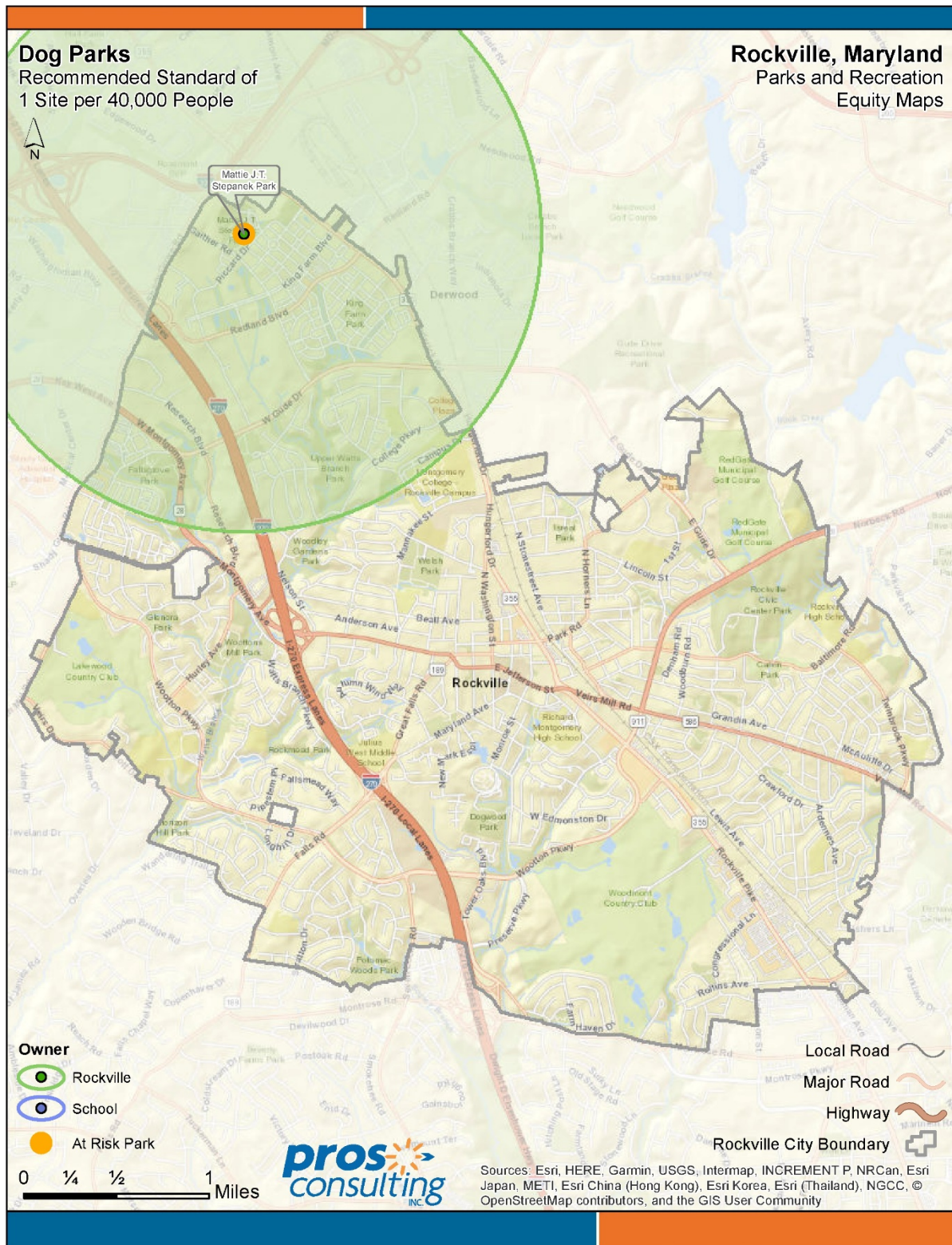
4.3.17 OUTDOOR BASKETBALL



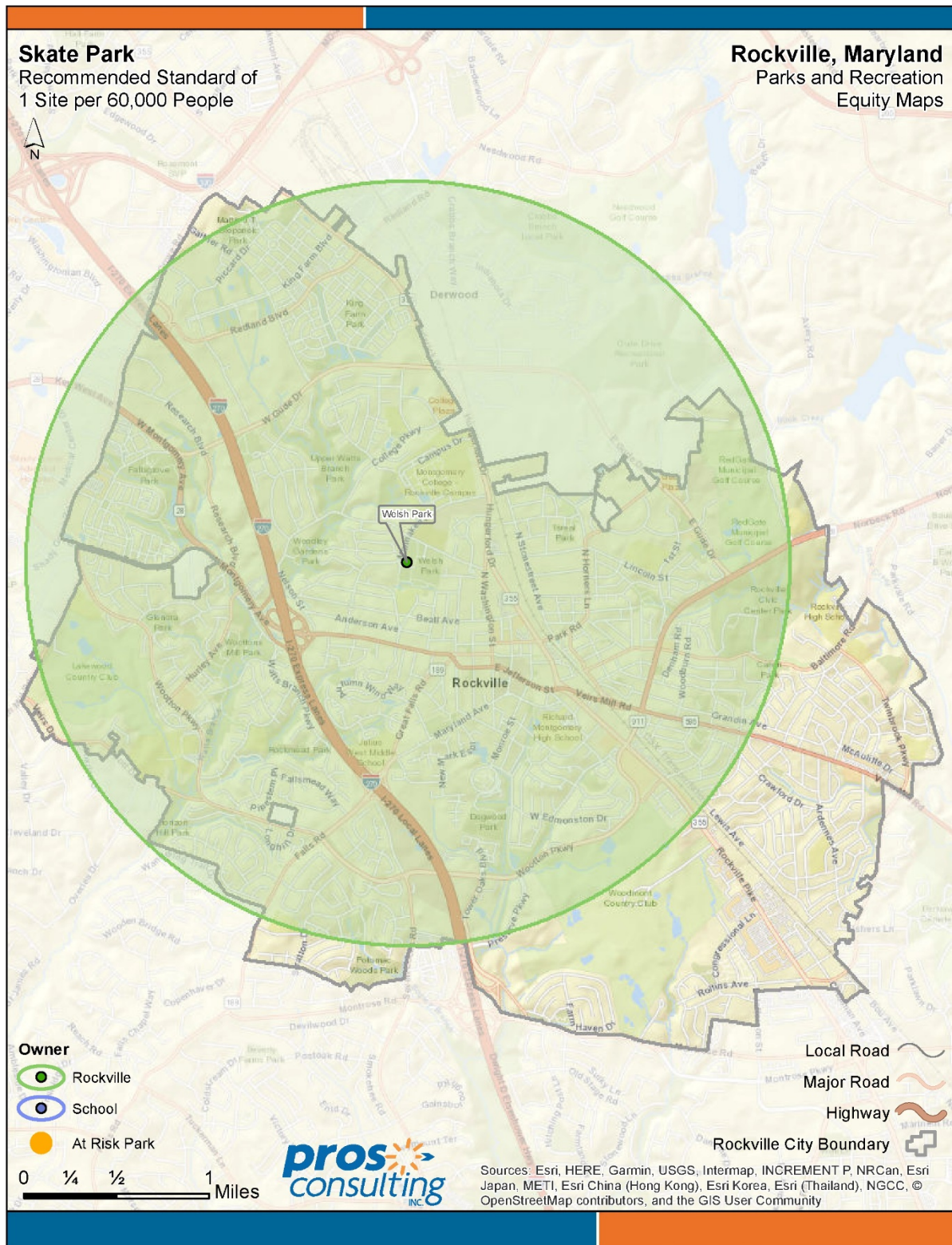
4.3.18 OUTDOOR POOL



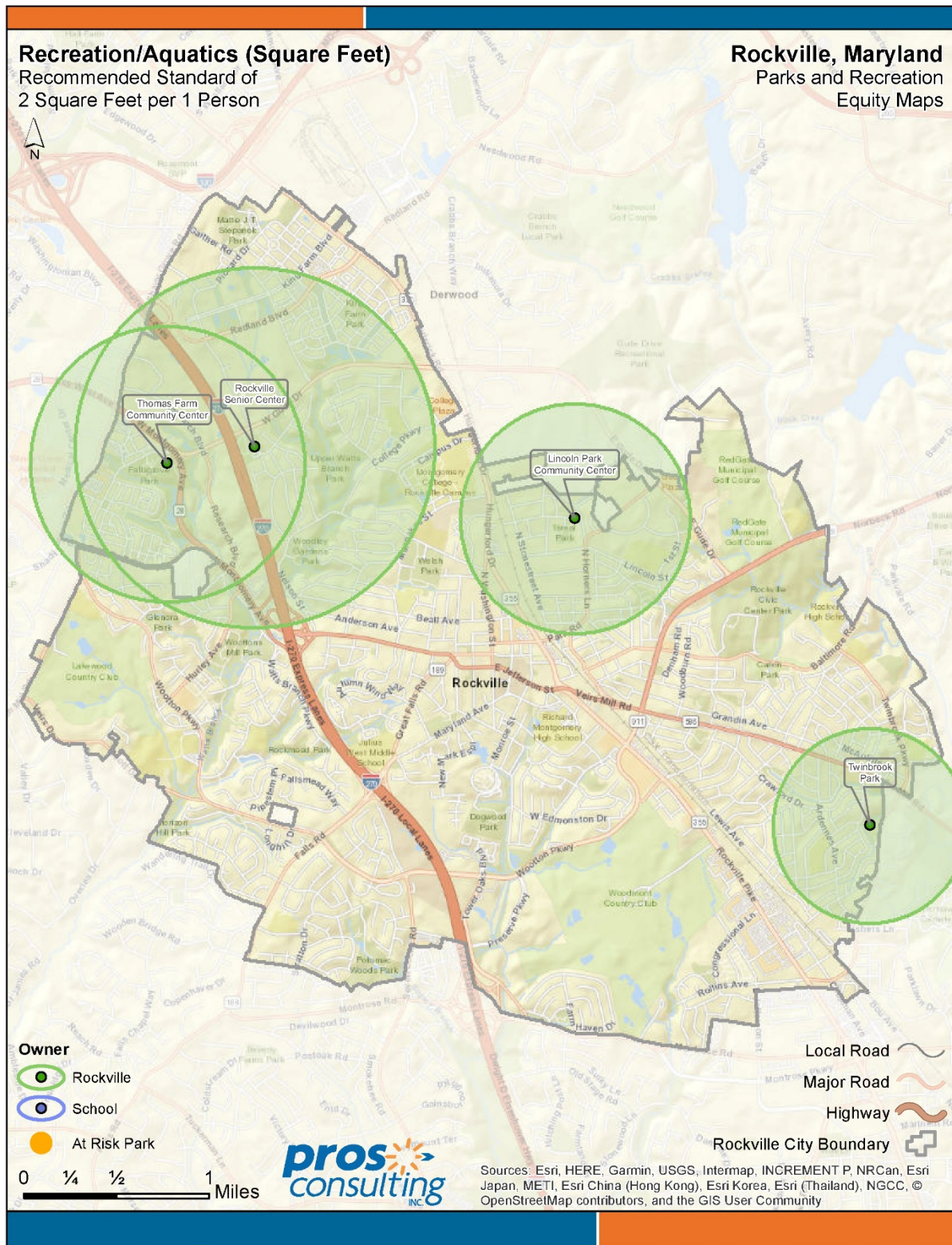
4.3.19 DOG PARKS



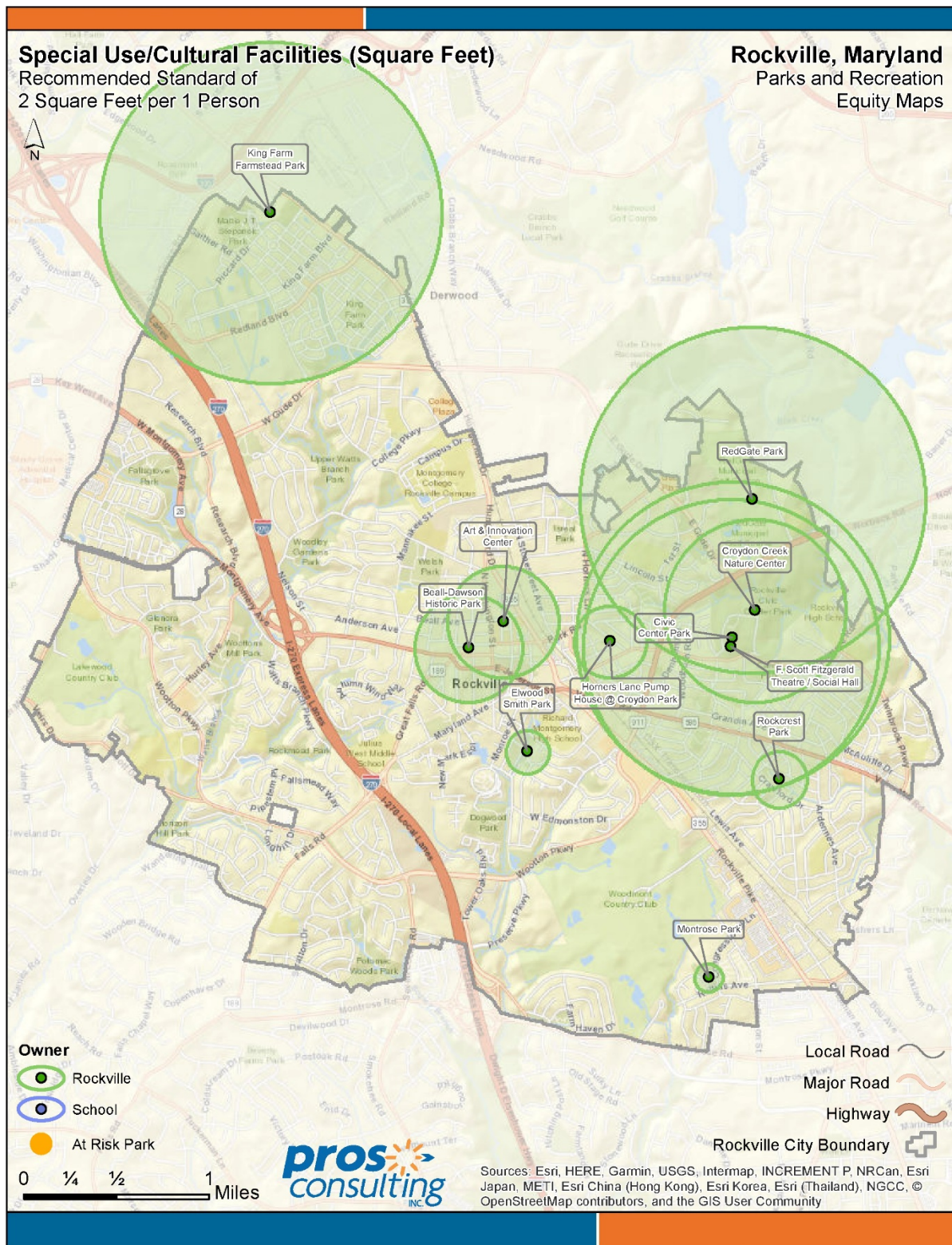
4.3.20 SKATE PARKS



4.3.21 RECREATION/AQUATICS



4.3.22 SPECIAL USE/ CULTURAL FACILITIES



4.4 FACILITY AND PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity and recreation program needs for the community served by the Department.

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

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

This scoring system considers the following:

- Community Survey
 - o **Unmet needs for facilities and recreation programs** – This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 31 different facilities/ amenities and 27 recreation programs.
 - o **Importance ranking for facilities** – This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
 - o Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

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

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

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

As seen below, paved walking trails, indoor walking and running tracks, small neighborhood parks, natural surface mountain bike and hiking trails, and natural areas/wildlife habitats rank as the top five highest facility / amenity priorities in the City.

Facility/Amenity Priority Rankings	Overall Ranking
Walking trails (paved surface)	1
Indoor walking & running tracks	2
Small neighborhood parks (1-10 acres)	3
Mountain bike & hiking trails (natural surface)	4
Natural areas/wildlife habitats	5
Paved greenway trails	6
Botanical garden/arboretum	7
Senior center	8
Indoor lap lanes	9
Outdoor walking/running track	10
Large community parks	11
Dog parks	12
Indoor family recreation pool	13
Outdoor amphitheater	14
Camping facilities	15
Recreation center	16
Outdoor adventure park	17
Performing arts center	18
Outdoor family recreation pool	19
Playground	20
Pickleball courts	21
Outdoor lap lanes	22
Outdoor tennis courts	23
Artificial turf fields	24
Soccer/football/lacrosse fields	25
Indoor volleyball & basketball courts	26
Baseball & softball fields	27
Outdoor basketball courts	28
Outdoor sand volleyball courts	29
Outdoor spray parks	30
Skate park	31

Figure 11 - Facilities/Amenity Priority Rankings

RECREATION AND PARKS STRATEGIC PLAN

As seen below, farmers market, adult fitness and wellness programs, senior fitness and wellness programs, nature programs, and adult art, dance, and performing arts programs rank as the top five highest recreation program priorities in City.

Program Priority Rankings	Overall Ranking
Farmers market	1
Adult fitness & wellness programs	2
Senior fitness & wellness programs (age 60+)	3
Nature programs	4
Adult art, dance, performing arts	5
Adult trips	6
Water fitness programs	7
Adult sports programs	8
Senior recreation programs (age 60+)	9
Outdoor adventure programs	10
Senior trips (age 60+)	12
Senior outreach & support services (age 60+)	13
Special events	11
Bird watching	16
Opportunities for individuals with disabilities	14
After school programs	15
Youth sports programs	17
Youth learn-to-swim programs	18
Youth summer camp programs	20
Teen programs	21
Youth art, dance, performing arts	19
Senior sports programs (age 60+)	22
Pre-school programs	23
Youth fitness & wellness programs	24
Before school programs	25
Young adult programs	26
Youth development programs	27

Figure 12 - Program Priority Rankings

4.5 RECREATION AND COMMUNITY SERVICES ASSESSMENT

4.5.1 OVERVIEW

The planning team conducted an overall assessment of the Department's program offerings. The aim of the assessment is to identify core program areas, gaps and overlaps in services, as well as system-wide issues such as performance measures which are vital to the success of the Department's program growth. The consulting team based their findings on information derived from:

- Discussions with staff members
- Program assessment forms
- Focus Groups
- Community wide statistically reliable survey
- Community input summary information
- Website review
- Senior Assistance Fund
- Senior Citizen Recreation
- Senior Citizen Sports & Fitness

4.5.2 CORE PROGRAM AREAS

The Consulting team believes that the Department staff needs to continue to evaluate its core programs and ensure alignment with community values and future trends. This practice will aid in creating a sense of focus around specific program areas of greatest importance to the community. Non-core programs still play a role in the overall make-up of programming – identifying core programs simply allows the Department and the staff to establish priorities.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program area has been provided for a long period of time (more than 4-5 years) and/or is expected by the community
- The program area consumes a relatively large portion (5% or more) of the Department's overall budget
- The program area is offered 3-4 seasons per year
- The program area has wide demographic appeal
- There is a tiered level of skill development available within the program area's offerings
- There is full-time staff responsible for the program area
- There are facilities designed specifically to support the program area
- The Department controls a significant percentage (20% or more) of the local market

RECREATION AND PARKS STRATEGIC PLAN

Recreation and Park staff selected the core programs to be evaluated and entered the data into the program assessment matrix provided by the planning team. The following areas were selected for evaluation based on staff and consultant team input:

Core Program Areas
Aquatics
Arts and Culture
Fitness and Wellness
Instructional, Social, and Enrichment
Nature-based Programs
Community and Senior Support Social Services
Special Events
Sports
Summer Camps and Playgrounds

Figure 13 - Core Program Areas

In addition to these core programming areas, drop-in facility use, memberships and rentals are a significant part of the department's offerings and revenue generation. Inclusion and social equity are also woven into everything the Department offers.

CORE PROGRAM AREA RECOMMENDATIONS

These existing core program areas provide a well-rounded and diverse array of options to serve the community. Based upon the observations of the planning team, as well as demographic and recreation trends information, staff should continue to evaluate core program areas and individual programs on an annual basis, to ensure offerings remain relevant to evolving demographics and responsive to trends in the local community.

The Department operates with a decentralized approach to program management. This structure enables the Department to be more responsive to localized needs. Staff have the ability to make changes and develop new programs or services for the respective target market. This flexibility is essential when it comes to shared resources and cost center budget limitations.

The Department reviews an annual report by the Learning Resources Network (LERN), a third-party organization that assesses program data and provides statistical analysis, to assist in determining program metrics. It would be beneficial if a common standard could be created for the Core Program Areas. These details might include programs being offered, age segment focus, cost recovery, classification, lifecycle status, and participation numbers. This will assist in evaluation of the core program areas offered to the community, making sure they are in line with demographic and community needs.

4.5.3 PROGRAM ASSESSMENT OVERVIEW

Overall summary of findings from the program assessment process include:

- Age Segment Distribution
- Lifecycle Analysis
- Volunteer Management
- Cost Recovery
- Pricing
- Program Strategy
- Partnerships
- Memberships
- Rentals
- Community & Senior Support Social Services

4.5.4 AGE SEGMENT DISTRIBUTION

Based on the age demographics in **Chapter 2.1** and in **Appendix A**, current programs seem to be well-aligned with the community's age profile. The balance of age segment distribution is skewed toward youth and seniors. Based on the program list provided by the staff, 52% of all programming is geared toward ages 18 and below and 38% is geared towards seniors.

AGE SEGMENT RECOMMENDATIONS

It would be useful for the staff to perform an age segment analysis by individual programs, to gain a more detailed perspective of the data. This could open opportunities for expanding a program's reach into other age segments and demographics.

The Department provides job opportunities to hundreds of high school students and young adults each year, even though job opportunities and training is not formally listed as a program. These employment opportunities provide meaningful life skills, training, leadership, mentorship, and work experience to help shape the future generations of the Rockville community.

In addition, developing a relationship with aging adults will be important with the national population aging trend. The largest age segment (36% of the population in Rockville) projected by 2034 is the 55+ population. Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met.

Also, if possible, given the differences in how the active adults (60+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults. The Department could evaluate further splitting program offerings into 60-74 and 75+ program segments.

It would be consistent with best practices to establish a centralized program development process including what age segment to target, determining what to measure for success/benefits of participation, establishing the message, which marketing methods to use, and creating the social media campaign before allocating resources towards a specific program.

4.5.5 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis completed by staff members. These lifecycles can, and often do, change from year to year or over time depending on how the programs fare.

The chart below shows the percentage distribution of the lifecycle categories of recreation programs:

Program Lifecycle	Description	Actual Program Distribution		Recommended Distribution
Introduction	New programs; modest participation	8%	46%	50%-60%
Take-Off	Rapid participation growth	12%		
Growth	Moderate, but consistent participation growth	26%		
Mature	Slow participation growth	39%	39%	40%
Saturation	Minimal to no participation growth; extreme competition	8%	15%	0%-10%
Decline	Declining participation	7%		

Figure 14: Program Lifecycle

These percentages were obtained by comparing the number of programs listed in each individual stage with the total number of programs listed in the program worksheets. The planning team recognizes that while there is no statistically sound method for obtaining the percentage breakout of all programs by lifecycle stages, the overall pattern and trends are apparent in the program lifecycle table.

The lifecycles depict an encouraging trend with some areas of opportunity. 46% of all programs are in the Introduction to Growth Stage while only 7% of all programs are in the Decline Stage, which is very encouraging as it shows room for the programs to grow and demonstrates that a number of programs offered are largely aligned with community needs.

LIFECYCLE RECOMMENDATIONS

Staff should update this Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could see the evolution of the programs in the distribution chart to help ensure a balance that does not keep declining programs and defines legacy programs.

Developing annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends. The LERN Analysis and report in conjunction with best practices completed as part of this assessment will provide valuable information for decision making.



4.5.6 VOLUNTEER MANAGEMENT ANALYSIS

The Department exceeds all benchmark communities in volunteer hours. They leverage volunteer support exceptionally well with more than 2,600 volunteers contributing over 97,000 total hours of assistance toward the programs and services delivered by the Department annually. These hours translate into approximately \$2.4 million of volunteer time value to the City (<https://independentsector.org/value-of-time2018/>) demonstrating the impact of local volunteers. The Department should share and celebrate these volunteer numbers with the community and leadership. Tracking volunteer hours can be used in budget discussions showing how well the City is able to leverage limited resources.

VOLUNTEER MANAGEMENT RECOMMENDATIONS

In developing the policy, some best practices that the Department should be aware of in managing volunteers include:

- Developing an onboard training that is utilized as an orientation for all volunteers.
- Ensure volunteers are background checked prior to start of program.
- Provide opportunities to volunteers in cross-training to expose them to various organizational functions and increase their skill.
- A Volunteer Coordinator or a designated program staff member with volunteer management responsibility should stay informed about the Department strategies in volunteer management.
- Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

4.5.7 COST OF SERVICE & COST RECOVERY

Cost recovery targets should be reviewed and updated for each Core Program Area and for specific programs or events where realistic. Staff should annually review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process which the Department underwent earlier and presented to Council in 2019:

- Classify all programs and services based on the extent of individual to community benefit they provide (5 tier pyramid proposed by Department staff)
- Conduct a Cost of Service Analysis to calculate the full cost of each program.
- Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

UNDERSTANDING THE FULL COST OF SERVICE

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct cost. Be sure to include all personnel and operating expenditures that are accounted for in the operating budget. Direct cost does not include capital outlay that is accounted for in the operating budget or capital expenditures that are accounted for in the City's Capital Improvements Program.

Indirect cost or "overhead" cost are established each year through the City's formal Cost Allocation Plan (CAP) calculation. The CAP calculation establishes an overhead rate (21.5% in 2019) that is applied in circumstances where the City needs a fully burdened cost for cost recovery purposes.



Figure 15: Cost of Service

The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

4.5.8 PRICING

Overall, the degree to which pricing strategies are used currently is dynamic. Current pricing tactics are concentrated in the cost recovery goals, market rate, customers' ability to pay, and residency. The Recreation and Senior Assistance Funds are available to subsidize programs for those residents unable to afford the cost to participate. Some core areas also use age segments, group discounts, competition, and membership discounts.

PRICING RECOMMENDATIONS

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary. It is also important to continue monitoring competitors at least annually and benchmark with other service providers.



4.5.9 PROGRAM STRATEGY RECOMMENDATIONS

In general, program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed once annually or in batches at key seasonal points of the year, as long as each program is reviewed once per year. The following tools and strategies can help facilitate this evaluation process.

PROGRAMMING DEVELOPMENT PLAN

The Department should utilize a program development plan for each new program and ensure a collaborative approach between Recreation Services and Centers during this process. These plans should evaluate the program based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented to reach target markets. If developed regularly and consistently, these can be effective tools for budget construction and justification processes, in addition to marketing and communication tools.

A simple, easy-to-use tool similar to the figure below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery.

In addition, this analysis will help staff make an informed, objective case to the public when a program is in decline, beloved by a few, and scheduled to retire. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, and strong market

conditions the next step is to determine the marketing methods with the Marketing and Development Manager. Market conditions and marketing and promotions methods are available in the Marketing Plan section of this Strategic Plan. A completed program development worksheet can be found in **Appendix G**.

Program Idea (Name or Concept): _____				
Internal Factors				
Priority Ranking:	High	Medium	Low	
Program Area:	Core	Non-core		
Classification	Essential	Important	Discretionary	
Cost Recovery Range	0-40%	60-80%	80+%	
Age Segment	Primary	Secondary		
Sponsorship/Partnership				
Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space
Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space
Market Competition				
Number of Competitors	_____			
Competitiveness	High	Medium	Low	
Growth Potential	High	Low		

Figure 16: Program Development Worksheet

PROGRAM DEVELOPMENT, DECISION-MAKING & EVALUATION

When developing program plans and strategies, it is useful to consider Core Program Area and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked. In addition, review latest demographic trends and community input as factors that lead to program decision-making. Best practice agencies have a centralized approach to developing programs and services and use customer interest surveys and continued customer feedback to drive program and service development.

Currently the Department uses the following customer feedback methods:

- Focus groups
- Online surveys
- Post program evaluations
- Statistically valid survey
- User surveys
- Website

It is best practice to survey lost customers within all programs for identifying improvements and ensuring continued lifelong use of services from youth to senior years.

4.5.10 RECREATION PROGRAM PARTNERSHIPS RECOMMENDATIONS

Today's realities require most public recreation and parks departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless service to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the Department's efforts. Effective partnerships are a key strategy for the Department to continue meeting the needs of the community in the years to come.

The Department currently works with several different types of partners throughout the community. While good detail was provided as part of the program assessment, the consultant team recommends creating a centralized database for tracking partnerships and assigning management to oversee the desired outcomes are reached. A database should be developed to track *all* partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership making budget decisions, how well staff leverages resources.

In many instances, partnerships are inequitable to public entities and do not produce reasonable shared benefits between parties.

The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles should be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the Department on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.

- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations and private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

POLICY BEST PRACTICES FOR PARTNERSHIPS

Partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on the coming year to meet the desired outcomes.
- Each partner will focus on meeting an equitable balance and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison for communication and planning purposes.
- If conflicts arise between partners, the Department-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

4.5.11 MEMBERSHIPS

The Department's recreation facilities offer memberships to participate in informal recreation at its centers. Memberships offer a low price point option for frequent visitors. Daily admission fees are also an option for customers who do not wish to purchase an annual or seasonal membership.

While membership types vary between the centers and specialty centers based on the amenities available, a variety of memberships options provide flexibility for the user. City Residents meeting qualifications can receive financial assistance for memberships. Annually, the department has more than 11,700 membership sales across all the centers that offer memberships.

MEMBERSHIP RECOMMENDATIONS

It is a best practice that all facilities track statistics in the form of the lowest common denominator and use the detail for reference of relevance when leveraging key leadership or community support.

All Centers should track membership as a detailed level with total program users, total visits, and total membership visits to the facility. These numbers will help each Center to identify a priority schedule for space allocation between membership use, rentals, and programs.

The consulting team suggests that maintaining a simple pricing model is important, however with high demand issues during certain season and times of the day, the Department may look into developing a

consistent pricing model, across as many centers as possible, that will help the Department as a whole reach cost recovery, maintain affordability and address capacity issues (e.g. pricing strategies used by Southwest Airlines).

4.5.12 RENTALS

Rentals provide an opportunity for community gatherings, such as neighborhood and civic association meetings, social functions, and other group activities, and are an essential revenue driver for most centers. Center rentals compete with department programs for valuable facility resources, such as staff time, facility space, and peak hours.

The Swim & Fitness Center's rentals have reduced over the years due to the increased need for program space and renovations occurring at the facility. The Civic Center's rentals are as follows:

Paid Rentals

- 908 (2017)
- 896 (2018)
- 821 (2019)

Unpaid Rental

- 745 (2017)
- 706 (2018)
- 371 (2019)

Unpaid rentals (space provided to City affiliated user groups at no charge) are almost half the rentals for 2017 and 2018 and can have considerable effect on the ability to meet cost recovery goals.

4.5.13 COMMUNITY AND SENIOR SUPPORT SOCIAL SERVICES

COMMUNITY SERVICES

The Community Services Division strives to meet the human service needs of Rockville residents. Community Services provides social service programs for youth and families of diverse backgrounds, coordinating advocacy efforts, conducting needs assessment, oversight of City-funded caregiver programs, and maintaining accountability procedures and initiatives to promote increased community involvement in local human services programs.

Rockville's Community Services Division helps fill key community-wide needs by supplementing the services provided by the County and other providers and are, thus, heavily depended on by many families. These services provide ongoing youth development, mental health, and case management services to over 300 households. Many of the programs are supported by grants from various sources.

As an example, the Linkages to Learning program at Maryvale Elementary School has been operated by Rockville for more than 20 years and is supported by a grant from the Montgomery County Department of Health and Human Services. The program returns about \$1 worth of service for every 20 cents invested by the City. The Youth and Family Services cost center receives grants that cover approximately 30% of the City's costs.

The Community Services Division also oversees the City's grant program to nonprofit social services providers, known as Caregiver grants. These grants provide funding support to nonprofits who deliver a

wide array of programs for individuals and families that include, but are not limited to, medical services, food distribution, and services aiding individuals and families experiencing homelessness.

The Community Services Division has reached capacity in staffing and resources but has been able to address significant portions of the need for children and family services in the community. Generally, community wide, donations are down. Other funding opportunities have reached or are near capacity, due to competition for scarce resources such as grants, private donations and targeted social services contracts.

SENIOR SUPPORT SERVICES

Senior Support Services provides assistance to residents ages 60+ in the areas of transportation, outreach, counseling, English as a second language, home maintenance, food, and health services. Annually, the Senior Division serves more than 23,000 meals and provided 32,000 rides to the Senior Center and grocery stores. These wrap around services are provided at low to no cost to residents among other programs and services through the Senior Services Division.

4.5.14 PROGRAMMING CONCLUSION

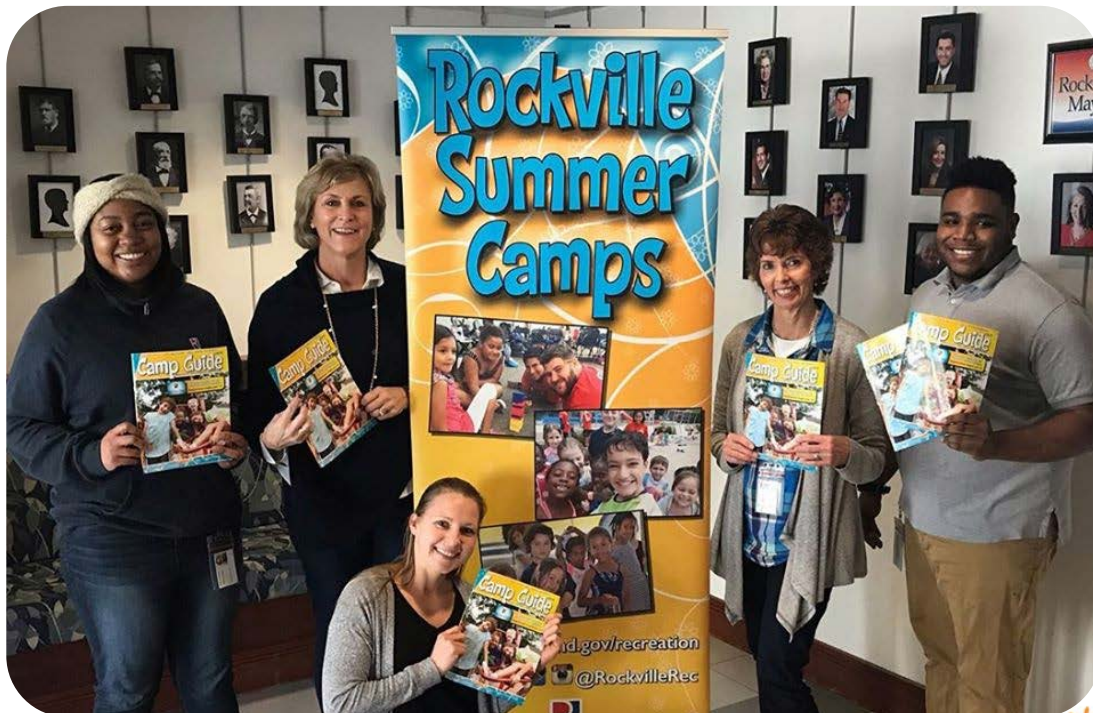
Below are the recommendations to move the Department forward, maintaining the flexibility of a decentralized system while maintaining similar standards across the Department.

- Continue to monitor **core program areas** on an annual basis to ensure offerings are relevant to evolving demographics and trends in the local community.
- Overall, the **descriptions** need to effectively communicate the key benefits and goals of each Core Program Area, while being consistent throughout the Department.
- Develop a common standard on how each cost center reports details of each core program area for an **annual evaluation**; programs being offered, age segment focus, cost recovery, classification, lifecycle, and participation. This will assist in re-evaluating the core program areas offered to the community, making sure they are in line with demographic and community needs.
- **Age segment** distribution should be analyzed on an annual basis across core program areas and each cost center to align with shifting demographics in the surrounding area.
 - Grow opportunities to serve the high school age groups by developing partnerships with the local high schools to support clubs, trends, and needs that the schools cannot accommodate directly. Continue to offer job opportunities to local youth to both fulfill staffing needs and contribute to the workforce development of the community.
 - Continue to grow the focus on aging adults given the population aging trend nationally and in Rockville.
- The Department is challenged with capacity issues for indoor facilities, in particular some that impact **Program Lifecycles**. Several programs are in the Mature or Saturated stages, due to limited resources or facilities to support growth. Cost centers should continue tracking participation numbers on a quarterly basis to identify and replace / reposition programs that are truly declining and provide room for new programs or give more resources to current programs ready to grow in participation.
- To enhance opportunities to reach **Cost Recovery Goals** the Department could seek new partnership opportunities, such as the County, where the organization provides a space and the Department provides the program. This may increase a few more value-added (individual benefit) programs to reach cost recovery goals.

- Staff should ensure **volunteer** opportunities are promoted and easily available to residents. A centralized system-wide approach to volunteering should be used and metrics tracked for reporting purposes.
- Develop additional **customer feedback** options, In-Park Surveys, Program Evaluation, and lost customer surveys, to support, develop, or maintain current offerings.
- Priority Rankings should be considered when allocating resources, developing new programs, and setting schedules. The Department should develop auxiliary activities around the Farmers Market. In addition, the Department should develop new programming around adult and senior fitness and wellness including outdoor fitness during spring, summer, and fall. Nature programs are within the high priority and new programming would help meet this need.
- **Pricing strategies:** Rockville Senior Center and Swim & Fitness Center have the most variety in pricing strategies to help reach their overall Cost Recovery goals. The consulting team believes maintaining a simple pricing model is helpful and can be complemented with dynamic and differential pricing during high demand seasons and times. This will help the Department as a whole reach the cost recovery goals, maintain affordability and address capacity issues.
 - o The increased minimum wage along with a 22% cost allocation fee added to the Department cost centers can become challenging when striving to reach cost recovery targets. The planning team recommends developing pricing strategies to allow a program or cost center the flexibility to move up or down a level in the five-tier cost recovery model. Additional opportunities include reviewing current pricing for memberships, programs and rentals, and increasing partnership and volunteer opportunities to reduce overhead.
- Each cost center has staff developing creative ways to reach **cost recovery**. The Department should get together on an annual basis to talk through their cost center strengths and share what is working for them and why.
- **Financial performance measures:** Moving forward, it is recommended that staff consistently factor in all direct and indirect costs pertaining to programming when developing the program budget. Focus on developing consistent earned income opportunities to help the Department's overall quest for greater fiscal sustainability. In some cost centers, programs should be identified separately from facilities to ensure the strongest program management is being monitored for best practices.
- Establish formal **volunteer and partnership policies** and agreements which are tailored to the different types of volunteers and partnerships the Department encounters.
- Establish a **centralized program development process** including what age segment to target, determining what to measure for success/benefits of participation, establishing the message, which marketing methods to use, and creating the social media campaign before allocating resources towards a specific program.
- **Internal Competition:** Organizing programs within each facility may reduce the internal competition for space and funding. Recreation Services Division could focus on programs offered outside of the community centers. This may help with staff capacity, funding limitations and space capacity issues. Staff can focus on cost recovery goals without over lapping services. Scheduling for the centers and staff will become easier when centers can focus on their needs. Addressing the staff and centers schedule will increase the possibility to reach cost recovery goals without internal competition. With this recommendation, a unified marketing effort would need to be maintained.

RECREATION AND PARKS STRATEGIC PLAN

- **Activity Levels** are currently reported with LERN. Developing a standard to balance resources and community wants from this annual report to allocate resources and schedules will help the Divisions continue to reach Cost Recovery goals, address community wants, and reach various demographics.
 - e.g. Sport Leagues, with 4.47% total participation focus on Generation Z Male participants which reported in 2018 1.42% of revenue with 201 participants. Increasing quality Adults Sports programs could bring in increased revenue. Adult Sports programs was also identified within the top 10 of the priority rankings.
- All Centers should track **membership** at a detailed level with total program users, total visits, and total membership visits to the facility. These numbers will help each Center to identify a priority schedule for space allocation between membership use, rentals, and programs.
- **Facility Rentals:** Each Center should develop a priority schedule mentioned to help with cost recovery goals while balancing membership, visitor time, rentals (paid and unpaid), programs, and services.
- **Community Services Division** has reached capacity and should develop an awareness strategy to celebrate accomplishments, share the needs assessment to leverage community and leadership support. The ultimate goal would be to increase funding (donation, budgets, and grants) to garner additional resources in order to address the growing needs in the community.
- The consultant team recommends **Senior Citizen Services Division** evaluating senior citizen recreation, sports and fitness with the same standards as the Recreation Division. Focus on reviewing programs using cost recovery, classification, lifecycle, market competitors and participation levels to develop next year's program plan for 60+ participants.
- Unique ways to increase **Croydon Creek Nature Center** Cost Recovery could be introducing a program such as 'adopt an animal' programs where organizations, classrooms, and individuals help sponsor the creature's expenses to be maintained in the facility. Another best practice/opportunity is special events to help fundraise for the center such as a Monarch Month where a specific (temporary) exhibit is brought in with specific admission fees to raise money for the center. Both efforts would need marketing plans and system wide support to implement.



CHAPTER FIVE – FUNDING STRATEGIES AND CAPITAL IMPROVEMENT PLAN

5.1 FUNDING STRATEGIES

The purpose of this chapter is to provide an array of funding opportunities report to increase financial support outside of tax dollars for the Department's capital and operational needs. These funding strategies are meant to provide insights into the varied opportunities available that the Department staff could further explore to identify implementation viability for Rockville.

5.1.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

The following financial options outline opportunities for the Department to consider in supporting the recommended capital improvements that will be outlined in the Plan as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed now by the City or have never been used but should be pursued through legislative means should the City see the value in pursuing these funding sources. **General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority such as the City to improve public assets that benefits the municipal agency involved that oversee the parks and recreation facilities.

General Obligation Bonds have been used in the past and should continue to be considered for the Department's facility projects such as updates to a City-wide or regional park, trails, recreation centers, aquatic centers, or a sports complex.

FEDERAL GOVERNMENT FUNDING SOURCES

Governmental Funding Programs: A variety of funding sources are available from federal and state government for park-related projects. For example, the Land and Water Conservation Fund funding program has been reinstated for 2020 levels at \$495 million (and is expected to be permanently reauthorized in 2020) and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas.

Federal Community Development Block Grant (CDBG) funds are used to support open space related improvements including redevelopment and new development of parks and recreation facilities.

Transportation Enhancement Funds available through SAFETELU, the current federal transportation bill, can be used for trail and related green space development, AmeriCorps Grants can be used to fund support for park maintenance.

SAFETULU Funds as well as Safe Routes to School Funds should be pursued for the trail improvements that will be outlined in the plan. SAFETULU monies require a 20% match by the Department and Safe Routes to School Funds require no match by the Department.

AmeriCorps Grants should be pursued by the Department to support park maintenance and cleanup of drainage areas where trails are located and small neighborhood parks in the City.

Federal Housing Grants can also help support parks near federal housing areas and should be pursued if appropriate. Several communities have used HUD funds to develop greenways, for example the Boscobel Heights' "Safe Walk" Greenway in Nashville, Tennessee.

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

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

LWCF funds are created to preserve, develop, and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities, and tennis courts. Federal Funds-Average Award is \$92,800.

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

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

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

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

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

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

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available

funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

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

TAX PAYER OR DEVELOPER SOURCES OF REVENUE

Park Impact Fees: The City could, if the City wanted to, pursue impact fee funds from developers.

Tax Abatement. The governing body of a political subdivision may grant a current or prospective abatement, by contract or otherwise, of the taxes imposed by the political subdivision on a parcel of property, which may include personal property and machinery, or defer the payments of the taxes and abate the interest and penalty that otherwise would apply, if:

- Expects the benefits to the political subdivision of the proposed abatement agreement to at least equal the costs to the political subdivision of the proposed agreement or intends the abatement to phase in a property tax increase
 - o Doing so is in the public interest because it will:
 - increase or preserve tax base
 - provide employment opportunities in the political subdivision
 - provide or help acquire or construct public facilities
 - help redevelop or renew blighted areas
 - help provide access to services for residents of the political subdivision
 - finance or provide public infrastructure
- Phase in a property tax increase on the parcel resulting from an increase of 50 percent or more in one year on the estimated market value of the parcel, other than increase attributable to improvement of the parcel
- Stabilize the tax base through equalization of property tax revenues for a specified period of time with respect to a taxpayer whose real and personal property is subject to valuation

Internal Park Improvement Fund: This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, special events in a park and would allow a percentage usually in the 3-5% of gross revenues to be dedicated to the park or recreation facility for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, campgrounds, and fee-based parks. This type of user fee generally does not require voter approval but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.

Tax Allocation or Tax Increment District: Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers. As redevelopment occurs in the City, “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs can be used to fund park improvements and development as an essential infrastructure cost.

Developer Cash-in-Lieu of meeting the Open Space Requirement: Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement. Currently the City has to expend these funds within two years for forestry requirements to keep and grow the City's tree canopy. The City should consider developing policies to include creative options to meet forest conservation and other recreation and park needs that are environmental. If able to expand this, it could become a dedicated funding source for environmental projects.

Facility Authority: A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as an aquatic center and sports field complex. The Department could seek out a private developer to design build a recreation facility for the Department, paying back these costs over a 20-year period.

Utility Lease Fee: Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property owned by the Department based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many Departments to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future.

Transient Occupancy Tax (Bed Tax): This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use city owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements.

Food and Beverage Tax: This 1/8% sales tax is currently used by cities across the United States and usually requires voter approval. These dollars can come from the local community as well as visitors to the City to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities.

Capital Improvement Fee: A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

Lease Back: Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a

park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

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

MARYLAND RECOGNIZED OPPORTUNITIES

Maryland has many opportunities available to assist special projects.

CAPITAL FUNDING

- General Obligation Bonds (as seen above)
- Tax or Revenue Anticipation Notes (money borrowed by the government pledged to repay over time)
- Special Funds (specific purpose such as parks and open spaces)
- Federal Funds (grants from federal government)
- Revenue Bonds (sales of bonds, not considered an obligation of the state)
- Non-Budget Funds (generated through fees, charges, grants, donations)

5.1.2 FUNDING SOURCES FOR OPERATIONAL DOLLARS

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, cell towers, hotels, to full management of recreation attractions. Leases usually pay back to the Department a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax and employee income tax to the City.

Admission to the Park: Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$5 a car and \$2 a bicycle or \$2 a person. This would really only apply to Destination Parks (such as RedGate Park) or special use sports complexes in the Department if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee-based park at least on weekends.

Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 a day. This funding source could work for helping to support special events, festivals and sports tournaments.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has to be instilled in the community by the Department staff for what benefits the Department is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for the Department. For services where the City feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting

with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the Department dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

Corporate Naming Rights: In this arrangement, corporations invest in the right to name an event, facility, or product within a Department facility in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for Department facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation culture facilities or special attractions in the City and can even be explored for future development at RedGate Park.

Corporate Sponsorships: Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the Department to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered by the Department to support operational costs.

Maintenance Endowment Fund: This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

Park and Recreation Revenue Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. The Department could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund. This has worked well in many Departments across the United States.

Permit Fees: This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by the Department, and competitive tournaments held in the Department by other organizations who make a profit off of Department owned facilities. Permit fees include a base fee for all direct and indirect costs for the Department to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on Department owned permitted facilities. Alcohol permits should be explored and if determined to be worthwhile, added to these permits which would generate more dollars for the Department for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund if developed to help support park improvements and operations.

5.1.3 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park, recreation, and culture amenities. Currently the Rockville Recreation and Parks Foundation, Inc. exists with a mission to assist with fundraising and

facilitating efforts to improve recreation activities, opportunities, and facilities in the City of Rockville. Also established is Rockville Seniors Inc. which was created by the Mayor and Council to ensure quality services are supported with fundraising and volunteers.

Nonprofit Organizations: Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park like Civic Center Park or RedGate Park. These Park Conservancies or Friends Groups are a major funding source for parks in the United States and should be considered.
- **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a City-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits in the Department. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors.

5.1.4 VOLUNTEER SOURCES

Adopt-an-Area of a Park: In this approach local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-area of a Park arrangements are particularly well-suited for the Department.

Adopt-a-Trail: This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

Mandatory Volunteerism: These are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's or city police department on using community service workers.

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

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

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

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

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

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

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

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

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

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

VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

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

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

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

GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

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

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

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

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

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

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

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

Partnership Development Agreement: Each partner would develop their respective facilities based on set design guidelines with the Department managing all the site elements. Partners would work collectively to promote the site as a whole versus individual amenities. This process was successful for Papago Park, located in the City of Phoenix, Arizona. The site included a major league spring training facility and minor league baseball complex, zoo, botanical gardens, history museum, and other attractions on site.

Community Forest and Open Space Program: Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program

are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

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

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

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

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

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

MARYLAND GRANTS

Chesapeake and Coastal Grants Gateway: designed to assist organizations seeking technical and financial assistance to restore local waterways, increase resilience to climate impact, strengthen local economies and develop next generation or environmental stewards.

Aquatic Resources Education Grants Program: Assist schools to fund classrooms and laboratory, and/or field projects for student and teacher training. With the goal to develop an appreciation of aquatic habitats. This is not directly related for parks, however provides a great opportunity to partner with the schools to develop a program together.

Environmental Literacy: Explore and Restore Maryland's Streams: This funding source supports costs associated with providing outdoor learning field investigation away from the school campuses (pre-k through 12) as part of comprehensive Meaningful Watershed Education Experiences (MWEEs). This is another great partnership opportunity with the schools and may assist Croydon Creek Nature Center.

Habitat Restoration and Conservation: Chesapeake & Coastal Service supporting science and technical services that State and local partners need to improve water quality. Applying innovative best management practices that reduce harmful run-off from entering the State's waters.

Watershed Assistance Grant Program: partnership with Chesapeake Bay Trust, planning and design grants to help local governments undertake comprehensive restoration project.

Bike/Walk Funding Program Grant: Developed by Maryland Department of Transportation to fund programs for biking and pedestrian programs that support local economies and enhance quality of life.

- Bikeways (enhanced biking access within 3 miles of rail/bus transit)
- Transportation Alternative Program (TAP) (enhance cultural, aesthetic, historic and environmental aspects of intermodal transportation systems)
- Safe Routes to Schools (requires 20% cash match, 2-mile radius of elementary/middle schools)
- MDOT Planning Support- Bicycles Pedestrian Priority Areas BPPAs
- Sidewalk Reconstruction for Pedestrian Access (Fund 33)
- New sidewalk construction for Pedestrian Access (Fund 79)
- Bicycle Retrofit (Fund 88)

Transportation/Land Use Connections (TLC) Programs: Provides free technical assistance for local jurisdictions in planning matters relating to coordination of transportation and land use.

Federal Lands Access Programs (FLAP): To help improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands. Access Program supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

Maryland Heritage Area Program: Provide technical and financial assistance to help protect and enhance heritage resources within certified heritage areas.

Statewide Transit Innovation Grants (STIG): Supports efforts to improve transit and access to activity centers and improve transit mobility options. (Requires local match of 20%)

5.2 CAPITAL IMPROVEMENT PLAN

The City plans capital improvements over a five-year period with appropriations being made on an annual basis. This approach maintains flexibility in order to maximize efficiencies throughout the City's overall park system.

This Plan recommends systemwide observations and recommended improvements based on a sampling of facilities provided by City staff of 16 parks and trails. These facilities represent a range of amenities offered, facility sizes and conditions. The observations and recommendations made on system wide key investments are representative of the parks sampling, not necessarily of the entire City parks system.

5.2.1 KEY INITIATIVES

CONTINUED IMPLEMENTATION OF AMERICANS WITH DISABILITIES ACT (ADA) PLAN

Parks and recreation facilities must comply with the Outdoor Recreation standards of the Americans with Disabilities Act (ADA). The Department along with the City has been addressing needed improvements identified in the City of Rockville ADA Transition Plan. Fiscal year 2019 accomplishments identified in the Rockville Fiscal Year 2020 Adopted Operating Budget and Capital Improvements Program include:

- Completed the construction of the Glenview Mansion ADA Parking Lot
- Lincoln Park Community Center Parking Lot Expansion
- First phase of the Senior Center ADA Improvements

It is anticipated that the Department would complete the Senior Center ADA improvements as part of the FY2021 outlook for accomplishments.

Even with these efforts, the City has areas of improvement throughout its park system. It is recommended that the City maintain its ADA transition plan whereas areas of non-compliance are addressed, corrected, and documented. This can be accomplished by establishing an amount to be funded annually for the much-needed improvements with the intention of completing these during the course of implementing the Plan. In the long run, full funding of the ADA transition plan will ensure true accessibility for community members in need and minimize the City's potential exposure to risk and associated costs.

LAND ACQUISITION TO MITIGATE THE POTENTIAL LOSS OF "AT-RISK" PROPERTIES

The City should identify undeveloped land and parcels for redevelopment that will help to mitigate the loss of land within the system. The cost associated with land acquisition is difficult to pinpoint with recent costs ranging from \$400,000 to \$1.6 Million an acre. For the purpose of this CIP, a real estate average of \$800,000 per acre has been used.

COORDINATION WITH CITY AGENCIES FOR EROSION AND STORMWATER SOLUTIONS

The facilities assessed by the PROS / LPDA team exhibited significant issues with erosion and lack of modern stormwater infrastructure except for the following facilities:

- Mattie Stepanek Park – being one of the newer parks in the Rockville system, this facility has been designed with stormwater infrastructure. Even with this infrastructure there is a drainage issue that needs resolved on the property.
- Veterans and Courthouse Square Parks – as urban park sites these facilities rely on the utility infrastructure of the roadways and buildings
- Beall Dawson Historic House Park – also an urban park, this site is maintained as historic grounds and gardens.

Impacts of on-site and offsite erosion have and will continue to cause degradation of park infrastructure and exhibit a history of deferred maintenance over time. It is recognized that most of these impacts are caused by offsite influences or are a part of broader citywide or regional issues such as streambank erosion. While this is recognized as a maintenance item, the Department should continue to work with the City on the planning and engineering of facilities that fix the broader goals of erosion and stormwater issues.

5.2.2 RECOMMENDED CAPITAL IMPROVEMENTS

The Plan and other City initiatives recommend the redevelopment of the RedGate Golf Course as a destination park within the system. The size of the facility should serve in the future to meet and help the City meet or exceed near and long-term goals for programming and management of the LOS as the population grows within and beyond the projections of this Plan.

The City should engage the community in a RedGate Park Master Plan to program a build out taking into consideration the current and future needs and community values defined in this plan. Redesigning RedGate Park, with both active and passive elements, can provide the City and the community with a truly regional asset and help meet future demands and trends.

From the LOS standards in Chapter 4.2, based on population growth till 20204, the Facility / Amenity standards showed a need of one additional Park Shelter.

ACQUISITION OF NEIGHBORHOOD PARKLAND

Projections into 2024 recommend an additional 16 acres of parkland developed through neighborhood parks. This does not factor in the land acquisition needed to replace any properties that are "at risk".

At the time of the publishing of this Plan, the City is currently in a Comprehensive Plan update titled Rockville 2040 as well as developing a Parkland Acquisition Ordinance (PAO).

The PAO is a joint effort of PDS and Recreation and Parks. These agencies should continue to work together to facilitate the fulfillment of the recommended need with development applications in the City. As the standard for needs existing in Neighborhood Park land exist, these goals should be obtainable for the dedication and construction through development and redevelopment throughout the City. Only operations and maintenance of these facilities should fall on the Department.

TRAILS

The LOS recommends 8.86 additional miles of trails: 6.03 and 2.84 miles of multi-use and natural trails respectively. This does not factor in the land acquisition needed to replace any trails that are “at risk”. Trails are often an important amenity for developers and where practical should be approached as a component of the PAO and other planning efforts.

It is important to note that trails are often associated with suburban development while future development patterns in the City will be largely urban, which could limit the dedication of this land within developments. The City should look to meet this demand as it designs RedGate Park and look at critical linkages between neighborhoods, schools, parks, transit and other community assets. It is also important to ensure trail construction is conducted using environmentally sensitive methods.

COURT SPORTS

Pickleball has become increasingly popular to meet the demands of an aging population and courts are recommended to be provided in groups of 4. Pickleball should be provided in parks where adequate facilities and parking already exist. Projections for dedicated pickleball recommended seven (7) additional courts based on the Level of Service recommendations; therefore, it is recommended that, if possible, 8 additional dedicated courts should be provided.

DOG PARKS

This is an increasingly popular amenity and current LOS demands require one (1) additional dog park in the City. This does not factor in the land acquisition needed to replace the dog park that is “at risk”. A future dog park should be located in a more remote location, such as RedGate Park, where it can share infrastructure of parking, restrooms, water and other amenities.

FACILITIES

The LOS projects a current facility deficiency of 57,000 square feet and a long-range demand deficiency of 65,000. This does not factor in the land acquisition needed to replace any special facilities/cultural facilities that are “at risk”. Programming at RedGate Park should include a multi-use, multi-generation community recreation facility to meet these needs.

OTHER FACILITIES CONSIDERATION:

Signage and Wayfinding: Observations from the Park Assessment Reports noted that park location, address and boundary signs are often hard to find. Likewise, wayfinding on the trail systems observed do a good job of stating mileage and direction but lack detail on the location of key City destination, park and school assets. The City is currently engaged in a signage and wayfinding study to standardize and modernize identification in the City.

Integrated Stormwater Management (SWM): Maryland requires some of the most stringent SWM regulations in the Country; consequently, its accepted practices are among the most innovative. This innovation provides for opportunity integration into park spaces and landscapes. The City should consider

RECREATION AND PARKS STRATEGIC PLAN

the integration of innovative SWM approaches to solve erosion issues where they exist on parkland. These practices should include educational opportunities.

Nature Play: The City has an extensive system of programmed, structural play equipment. The parks assessed through the Park Assessment report noted that these facilities are modern and generally in good condition. Future park planning should provide for the consideration of natural, unprogrammed playgrounds equitably dispersed throughout the City. These playgrounds should take into consideration topography, forest cover and unconventional practices such as tube mazes, landform berming, geocaching and unprogrammed open spaces to encourage imaginative play.



5.2.3 CAPITAL IMPROVEMENT COST

The chart below represents a summary of the recommended capital improvement program. Utilizing the recommended actions from Section 5.2.2, the current adopted Capital Improvement Program, and additional recommendations have been developed. The additional recommendations are the culmination of bringing development of new amenities and new facilities based on the LOS and programmatic goals developed from staff and user input.

Detailed charts for each capital improvement can be found in **Appendix H**.

Capital Improvement Program

NEAR TERM PRIORITY (0-2 Years)

Current Strategic CIP Projects		Total Costs
Projects		\$2,556,250
Facilities		\$322,500
Action		
Outdoor Amenities		\$3,687,500
HIGH PRIORITY Existing Parks Costs	SUBTOTAL	\$6,566,250

MID TERM PRIORITY (2-4 Years)

Current Strategic CIP Projects		Total Costs
Projects		\$1,300,000
Facilities		\$411,450
Action		
Outdoor Amenities		\$3,445,000
Trails		\$6,549,400
Parkland Acquisition		\$31,980,000
EXPANDED - IMPROVED FACILITY PROGRAM Costs	SUBTOTAL	\$43,685,850

LONG TERM PRIORITY (4+ Years)

Current Strategic CIP Projects		Total Costs
Projects		\$3,150,000
Facilities		\$8,750,000
Acquisition		\$11,200,000
Action		
Outdoor Amenities		\$945,000
Trails		\$2,191,000
Acquisition		\$79,940,000
Facilities		\$36,911,420
LONG TERM PRIORITY New Facilities Costs	SUBTOTAL	\$143,087,420

CAPITAL IMPROVEMENT	TOTAL	\$193,339,520
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Figure 17 - Summary of Capital Improvement

CHAPTER SIX - PARKS AND FACILITIES OPERATIONS AND MAINTENANCE REVIEW

A Maintenance and Operations Review is an analysis of current practices, maintenance protocols, work management and performance measures, organization and staffing needs, improved operational efficiencies, policy update and development, technology improvements and marketing/communication opportunities.

6.1.1 FRAMEWORK

The planning team is looking to see if there are opportunities to improve overall operations and the Parks and Facilities' capacity to implement this Plan. The process included

- Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
- Interviews with key staff
- Facilities tours
- Review of Division processes, reports, and organizational structure
- Review of existing Division policies

Parks and recreation departments continue to face a multitude of growing market demands, ranging from providing a superior customer experience, addressing the needs of neighborhoods and the community at large, capital development project management, keeping up with changing industry regulatory requirements, and being financially sustainable while attracting and retaining the best employees.

At the same time, challenges such as cost recovery, customer retention, expenditure reduction, creating and maintaining brand awareness/consistency, and technology applications can present opportunities to improve efficiency and effectiveness in the delivery of service. This review will identify opportunities within these facets of operations.



6.2 DIVISION AND COST CENTERS

6.2.1 PARKS AND FACILITIES OVERVIEW

According to the Fiscal Year 2020 Adopted Operating Budget & Capital Improvement Program, “The Budget Book”, the Parks and Facilities Maintenance Division (Division) is responsible for the stewardship and management of all the City’s parkland and open space, as well as maintenance of all City facilities. This Division handles the operation, maintenance, and improvements to Rockville’s parks, rights-of-way, street trees, athletic fields, and courts. It plants and maintains the annual and perennial flowers throughout the City. The Division also provides essential support for sports, special events, and other programs. This Division manages projects in the Recreation and Parks and General Government CIP program areas that directly impact City parks, open spaces, and City facilities.

This overview of the Parks and Facilities Maintenance Division shows a multitude of responsibilities including:

- 68 Parks
- 1,058 acres of park land including undeveloped Open Spaces, Neighborhood Parks, City-Wide Parks, and Destination Parks (not included are grounds maintained by the Department that are not classified as parks, examples are right-of-way and other government properties)
- Rockville Recreation and Parks has 35 miles of multi-use trails and four miles of natural trails
- The Division maintains 79,142 square feet of indoor recreation and aquatics space and 129,735 square feet of special use and cultural facilities
- Staff: The Division has 60.4 Full Time Equivalents (FTE) consisting of 58 Regular FTE and 2.4 Temporary FTE
- 18 Shelters/Pavilions
- 24 Ball Fields
- 2 Multi-purpose rectangular fields
- 48 Outdoor basketball courts
- 43 Tennis Courts, 10 tennis/pickleball courts, and four dedicated pickleball courts
- 53 Playgrounds
- 1 Dog park
- 1 Skate park

6.3 CLASSIFICATION OF SERVICES

Major functions and services within the divisions are extensive. Currently, these functions and services are not classified. Classifying services is an important process for the Division and Department to remain aligned with the community's needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. These major functions and services can be categorized into these major functions and services:

- Life safety inspections
- Management of Capital Improvement Projects
- Monthly playground inspections
- Arboriculture practices including tree pruning, inspection, tree removal and stump grinding
- Street Tree maintenance
- Hardscape maintenance and improvements including ADA
- Athletic Field maintenance and construction
- Stewardship of parks, grounds and open space
- Landscape maintenance
- Turf maintenance
- Horticultural practices including pest management, annual and perennial installations and city-wide beautification
- Dog park maintenance
- Carpentry, plumbing and electrical repairs
- Heating, Ventilation and Air Conditioning (HVAC) Maintenance
- Custodial Operations
- Wildlife Management
- Maintenance of Sports Lighting systems
- System wide refuse and recycling program

- Support for community gardens
- Contract Administration
- Facility wide utilities payment
- Accounting, bookkeeping and budgeting
- Customer service and coordination of service requests
- Emergency Planning

As can be seen from the above, the Parks and Facilities Division is responsible for the administrative support needed and created by their operations. There are staff dedicated to administrative duties within the Division. The administrative delivery is relatively decentralized to increase efficiency and effectiveness of the Division.

6.3.1 CLASSIFICATION DEFINITIONS

Classification of major functions and services is considered best practice to ensure Parks and Facilities can respond to changing circumstances, especially when all services cannot be sustained. The following core services and function criteria are defined for the purpose of the Department determining what are the core essential, important, and value-added services that the Department provides in operations.

CORE “ESSENTIAL” SERVICES

- Definition of Core “Essential” Services
 - o Core “Essential” services are those programs, services and facilities COR must provide and/or are essential in order to capably govern the parks and recreation system. The failure to provide a core service at an adequate level would result in a significant negative consequence relative to the overall City health & safety and economic vitality of the community.
- Criteria
 - o The Department is mandated by law, by the Charter or is contractually obligated by agreement to provide the service.
 - o The service is essential to protecting and supporting the public’s health and safety.
 - o The service protects and maintains valuable COR assets and Infrastructure.
 - o The City’s residents, businesses customers and partners would generally and reasonably expect and support COR in providing the service, and that service is one that cannot or should not be provided by the private sector and provides a sound investment of public funds.
- Examples are asset preservation, life safety inspections and monthly playground inspections

“IMPORTANT” SERVICES

- Definition of “Important” Services
 - o “Important” services are those programs, services and facilities COR should provide and are important to governing the parks and recreation operations and effectively serving the residents, businesses, customers and partners. Providing Important services expands or enhances our ability to provide and sustain COR core services, health & safety, and economic vitality.
- Criteria
 - o Service provides, expands, enhances or supports identified core essential services.

- o Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded.
 - o Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide an economic, social or environmental outcome or result within the community.
- Examples of “Important” Services are support for community gardens, contract administration, and facility-wide utility payments.

“VALUE-ADDED” SERVICES

- Definition of “Value-added” Services
 - o “Value-added” services are discretionary programs, services and facilities that COR may provide when additional funding or revenue exists to offset the cost of providing those services. Value-added services provide added value to our residents, businesses, customers and partners above and beyond what is required or expected of a parks and recreation department.
- Criteria
 - o Service expands, enhances or supports Core Essential Services and Important Services, and the quality of life of the community.
 - o Services are supported and well utilized by the community and provide an appropriate and valuable public benefit.
 - o Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful economic, social or environmental benefit to the community.
- Examples are setting up for events, consulting outside organizations that are holding events on City grounds, and customer service.

6.4 MAINTENANCE MANAGEMENT

The maintenance review seeks to reveal opportunities for process improvement and modification to make informed decisions and bring assets to their full lifecycle. The focus is on increasing efficiency within existing operations to expand the capacity and better manage the magnitude of responsibilities as the Department evolves in assets owned and services provided.

6.4.1 WORKLOAD

The following are current examples of the magnitude of major functions and services within Parks and Facilities:

- 800 service requests annually
- Contract management and inspection of City-wide mowing contract at 194 locations, custodial contractor at multiple City buildings
- Approximately 60,000 bulbs planted annually in different locations within parks and right of way medians
- Dog park maintenance
- Right of way (ROW) cost center maintains land at 92 sites
- Trash collection for 273 trashcans throughout the park system
- Maintain 178 garden plots for resident use
- Dumpster collection at 23 locations

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- Small engine repair shop
- Maintain state roads
- Manage Capital Improvement Projects
- Grant writing and administration
- Turf maintenance of athletic fields
- Playground inspections
- ADA improvements
- Grounds of City buildings and facilities
- Set up for events, camps, programs, etc.
- Maintain sport lighting at multiple locations

6.4.2 OPERATING STANDARDS

Overall, the Division is managed with several best practices in place, including documented operational standards, policies, procedures, performance and manuals. This helps to ensure that high-quality services are delivered and valued by the community. The primary focus is on outcomes that demonstrate highly responsive quality maintenance and upkeep of the system. This allows for the continued safety and enjoyment of the park system by residents and is evident from the 95% satisfaction rate from the community needs survey results in **Figure 18** (54% of households rating as excellent and 41% of households as good).

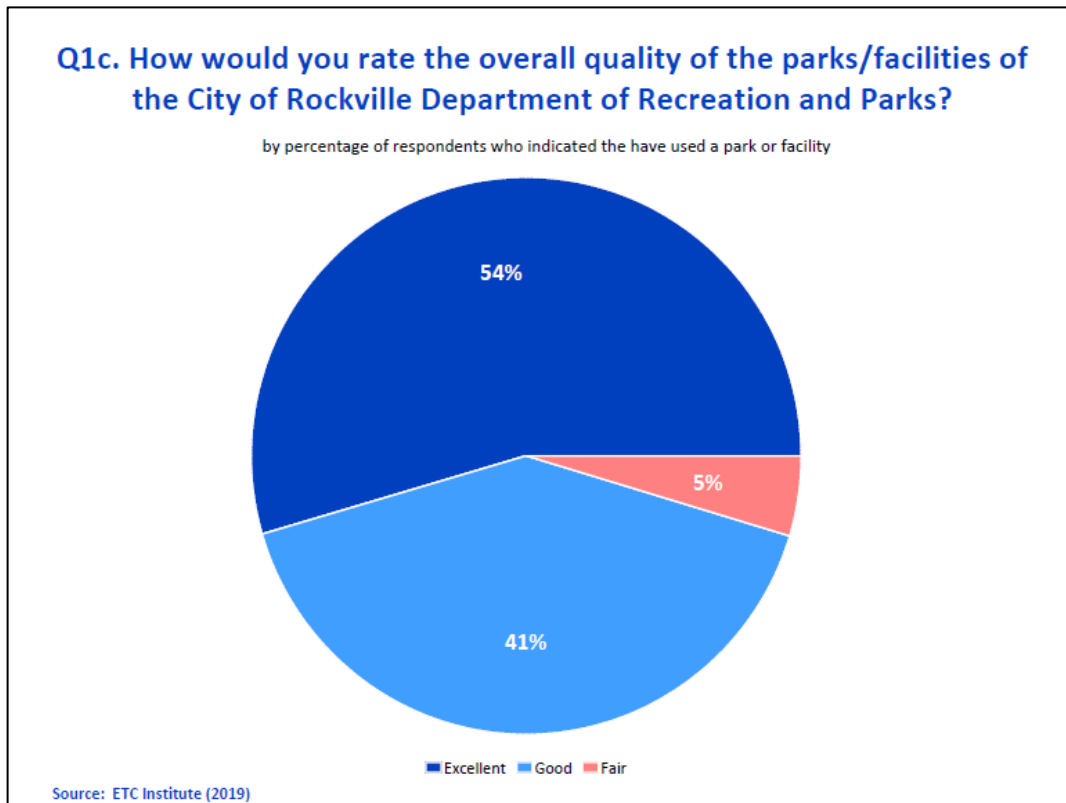


Figure 18: Overall Quality of the Parks & Facilities Rating

The best practice documents help provide direction to staff on approach to management, mandates, and outcomes. Below are the Plans, Policies, Standards and Procedures that the Department has in place and those that should be considered. It is worth noting the Division has several key components to a maintenance management plan completed individually and could tighten this up by developing the plan with the key components that are included below and create orientation to the plan and operations. Some of the documents below are for the Department and include sections that speak to operations and goals of the Parks and Facilities Division. These plans are specific to or have sections that apply to the Parks and Facilities Division.

PLANS

- ADA Transition Plan
- Bikeway Master Plan
- Comprehensive Master Plan- Recreation and Parks Chapter
- Continuity of Operations Plan
- Parks, Recreation and Open Space Plan (PROS)
- Emergency Action Plan – Facilities, Events
- Emergency Operations Plan
- Marketing and Communications Plan
- Master Street Tree Plan
- Snow and Ice Emergency Plan
- White-Tailed Deer Management Plan FY20
- 2010 Roofing Study (FY20 funding new Roofing Study) Basis for Roofing CIP
- HVAC Replacement Plan – Operating Budget
- Quarterly Preventative Maintenance Plan for HVAC Units
- Life Safety Inspection Plan
- Swim and Fitness Center Facility Conditions and Enhancement Plan
- Facilities Preventive Maintenance plan
- Snow emergency plan

POLICIES

- Cost Recovery Policy
- HR Policies
- Inclusion Policy
- Memorial Policy – Memorial Tree and Bench Policy
- Park Rules & Regulations ordinance and enforcement Policy - Events
- Procurement Policy
- R Zone (Respect) Policy
- Volunteer Policy

STANDARDS AND PROCEDURES

- Customer Service Standards
- Facility Standards
- Maintenance Standards – Checklist for inspections
- Onboarding Procedure
- Training Standards (annual calendar, inhouse, specialty)

RECREATION AND PARKS STRATEGIC PLAN

The facilities, amenities, community needs, and identified service improvements determine which of these best practice documents are needed. Below are Plans, Policies, Standards and Procedures that the Division could benefit from having in place.

PLANS

- Maintenance Management Plan – Capture institutional knowledge, document system evolution, and combine all current policies, standards and procedures into one location
- Site Development Plans – RedGate property, undeveloped property or new property for development or redevelopment

POLICIES

- Land Use / Management Policy – Document environmental needs within properties, identify planned recreation uses and determine percentage of the system and each property that will remain natural

STANDARDS AND PROCEDURES

- Update standards and include new assets that are being developed annually

6.4.3 PERFORMANCE MEASURES

The City has established a strong level of fiscal accountability by including performance measures in the budget process. The following are the goals for the Division according to the 2020 Rockville Fiscal Year Adopted Operating Budget and Capital Improvements Program.

- Provide support services and leadership for the stewardship of all parks, facilities, rights of ways, and the urban forest
- Provide maintenance and management of all parks and open spaces to provide high quality, safe places that contribute to distinctive neighborhoods and sound environmental stewardship
- Provide maintenance and management of all City facilities to keep them in their as-built condition
- Preserve, protect, maintain, and manage Rockville's urban forest

The following is an example of one of the goals, critical success factors, performance measures and short-term objectives.

Goal: Provide maintenance and management of all City facilities to keep them in their as-built condition				
Critical Success Factor: Stewardship of Infrastructure and Environment				
Performance Measures	Actual FY 2017	Actual FY 2018	Adopted FY 2019	Adopted FY 2020
Percent of internal survey respondents rating daytime custodial services as good or excellent (Target: ≥ 95%)	91%	92%	≥ 95%	≥ 95%
Percent of facilities passing annual quality inspections (Target: ≥ 95%)	91%	92%	≥ 95%	≥ 95%
Short Term Objectives	Planned Completion			
Complete two HVAC replacements at Twinbrook Recreation Center	Q3 FY 2020			
Complete six roofing replacements on recreation and parks facilities through the Roofing Improvements: FY16-FY20 (R116) CIP project	Q4 FY 2020			
Complete life safety design improvements at 6 Taft Ct. through the Maintenance and Emergency Operations Facility Improvements (GD19) CIP project	Q4 FY 2020			

Figure 19: Example of Parks and Facilities Performance Measures and Short-Term Objectives from the Rockville Fiscal Year 2020 Operating Budget and Capital Improvement Program

6.4.4 TECHNOLOGY

Technology is one component in management that can help to increase efficiency and effectiveness with the automation or immediate ability to capture data necessary to complete or report on specific operational tasks. Technology currently has a place within maintenance operations, but not a work order system. Staff are continuously researching technology and applications that will help provide maintenance staff with increased productivity and mobility. Ensuring staff are proficient with new technology and its application in the field will help to ensure outcomes are achieved.

Web-based Work Order Management System: Currently, the department is using the HANSEN Maintenance Management System and is set to be replaced in 2021. This is an opportunity to benefit from a web-based workorder management system. An electronic work order system can help staff track workflow, workload, asset management and populate reports on work accomplished using metrics such as time to completion and costs associated with addressing the work order ticket. Tracking and scheduling things like routine maintenance, asset preservation, projects, cost of service and total cost of ownership, time required, and salaries will provide valuable information that will help the Department tell its story.

A web-based workorder system that will automate reports using data entered by staff completing the task and supplemental information added from payables and receivables.

An example of a benefit to Parks and Facilities from a system such as this would be to enter data while at the site of the work such as playground inspections and track with photos, amount of time spent and the costs associated with repairs to the assets. The data collected can be used to project maintenance costs associated with the maintenance over the full life of the asset (full cost of ownership). This full cost of ownership includes purchase, install, maintenance and replacement.

The figure below shows the results from the Community Needs Survey. The importance of the recreation and park system to the community can be seen in the level of agreement in the value it provides personally and from a property value perspective. It also demonstrates the communication efforts on the benefits of the parks, facilities, programs and events. The community values the Department's facilities and services. Having a comprehensive workorder system that helps capture data, monitor completion of asset preservation efforts and associated costs will strengthen the Department's ability to communicate the value that residents receive from Department services.



6.4.5 EQUIPMENT

Currently, the City conducts regular trainings which incorporate equipment operation and safety. The City also has a lifecycle replacement schedule for vehicles and equipment. These schedules are more than assigning a date to replace, it also includes a deeper understanding of the equipment, its useful life and regular monitoring to see if replacement dates can be extended.

Routine maintenance is conducted on equipment to ensure the safe use and reliability of vehicles and equipment. There are times when equipment is unavailable due to other projects and repairs, so schedule adjustments are made until equipment becomes available.

Best practices are in place for equipment and vehicles. These best practices help to ensure that the staff have the right equipment available at the right time to achieve the results for the community, the majority of the time. This leads to efficient operations and successful outcomes.

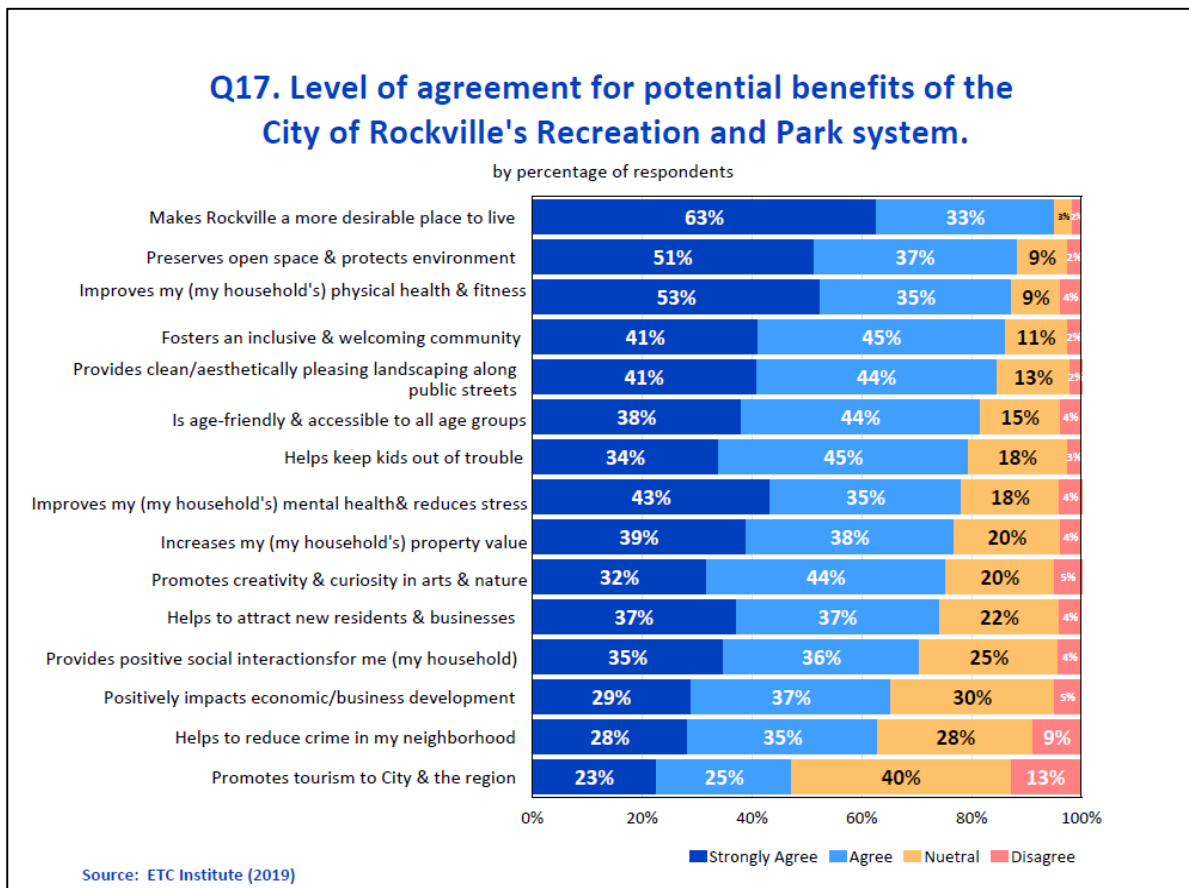


Figure 20: Level of Agreement for the potential Benefits

A lifecycle replacement schedule for indoor and outdoor facilities was not observed as part of this review. If one is in place, it is important to update the schedule as new assets are added. The perception is that there is a need for timely lifecycle replacement to avoid assets managing staff based on deteriorating conditions.

6.4.6 DIVISION ORGANIZATIONAL DESIGN AND STAFFING

The Parks and Facilities Maintenance Division has cost centers. Cost centers are subsections of a division that is responsible for a specific activity or group of activities that fall under a specific division. The Division is responsible for the following Cost Centers:

- Administration and Support
- Athletic Field Services
- East Parks Services
- Facility Maintenance Services
- Development Review
- Horticulture Services
- Parks Maintenance Fund
- Right-of-Way Services
- Urban Forestry Maintenance
- West Parks Services

The Parks and Facilities Division has a total of 60.4 FTEs. The make-up of total FTEs is 58 fulltime FTEs and 2.4 part-time FTEs. This has decreased by 2.5 from the previous year. Figure 22 shows that the decrease in FTEs is from Forestry Development Review. Many of the positions in Parks and Facilities Maintenance Division have special skill sets. This makes contracted services an important component to build capacity when positions cannot be filled and for continuing to keep the high level of service. The Division currently balances out capacity with contracted services.

Best practices to address capacity issues are not just contracted services but also the use of volunteers, partnerships and professional development. These best practices help to achieve the level of quality identified by the household responses in the statistically valid survey. These services are necessary due to the magnitude of responsibilities and the need for specialized skill sets.

	Adopted FY 2018	Adopted FY 2019	Adopted FY 2020	% Change from FY19
<i>Regular</i>				
Administration and Support	6.0	6.0	6.0	0.0%
Athletic Field Services	6.5	6.5	6.5	0.0%
East Parks Services	5.5	5.5	5.5	0.0%
Facilities Maintenance Services	16.0	16.0	16.0	0.0%
Forest and Tree Preservation	-	-	-	-
Forestry Development Review	2.0	2.0	-	-100.0%
Horticultural Services	7.0	7.0	7.0	0.0%
Park Maintenance Fund	-	-	-	-
Right-of-Way Services	3.5	3.5	3.5	0.0%
Urban Forestry Maintenance	6.0	7.0	7.0	0.0%
West Parks Services	7.0	7.0	6.5	-7.1%
Regular Subtotal	59.5	60.5	58.0	-4.1%
<i>Temporary</i>				
Administration and Support	0.3	0.3	0.3	0.0%
Athletic Field Services	-	-	-	-
East Parks Services	0.7	0.7	0.7	0.0%
Facilities Maintenance Services	-	-	-	-
Forest and Tree Preservation	-	-	-	-
Forestry Development Review	-	-	-	-
Horticultural Services	0.7	0.7	0.7	0.0%
Park Maintenance Fund	-	-	-	-
Right-of-Way Services	0.8	0.7	0.7	0.0%
Urban Forestry Maintenance	0.8	-	-	-
West Parks Services	-	-	-	-
Temporary Subtotal	3.3	2.4	2.4	0.0%
Division Total (\$)	62.8	62.9	60.4	-4.0%

**Figure 21 - Parks and Facilities Maintenance Division FY2020
Audited Regular and Temporary FTEs**

6.4.7 PARKS AND FACILITIES ORGANIZATIONAL CHART

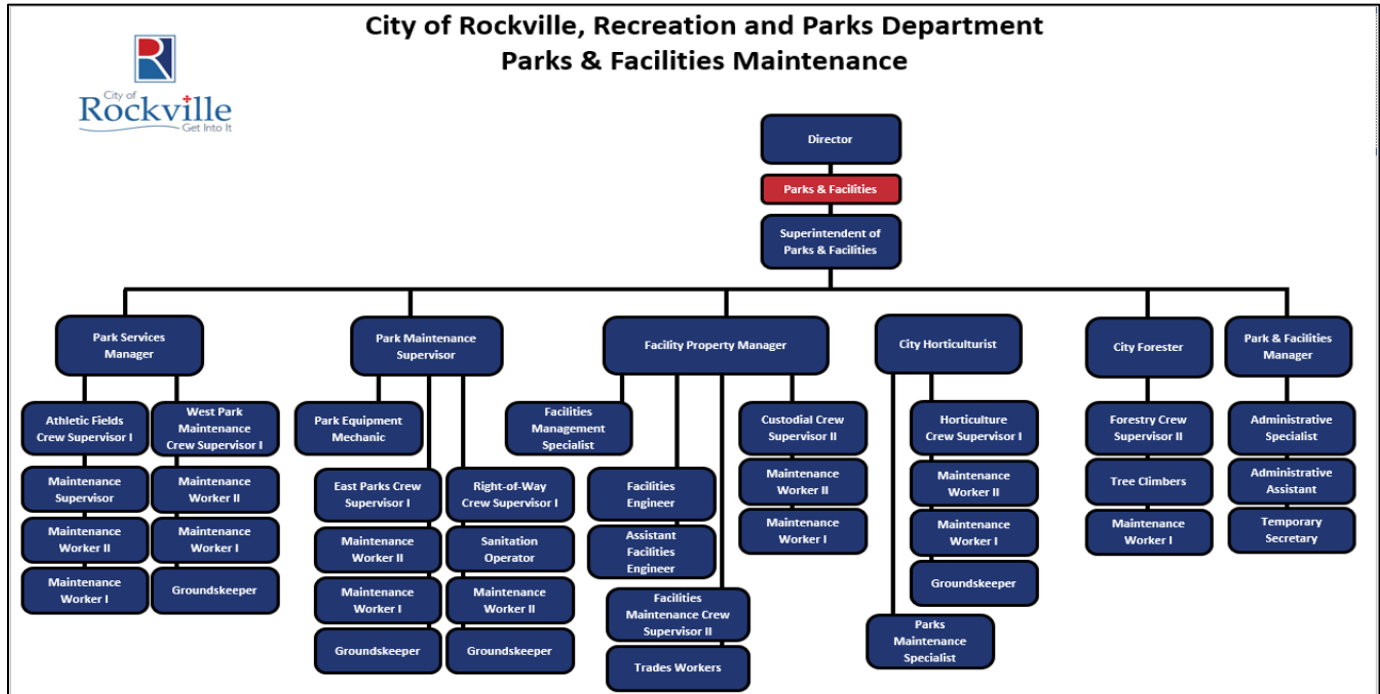


Figure 22: Parks & Facilities Maintenance Organization Chart

6.4.8 STAFFING

Skilled Staff and Capacity Building: The staff of this Division are very skilled in their respective fields. The Division could benefit from hiring an electrical tradesman. When new or additional responsibilities are added, the Department researches what resources are needed to complete the responsibilities by identifying any training needs, technology needs, potential partners, or if services should be contracted out to be efficient and effective.

Professional Development: The City is very supportive of ongoing professional development. Professional development helps build needed skills for responsibilities and the acquired knowledge helps to build capacity. Staff are empowered to take full ownership of their own progress and are supported regularly through financial appropriations for training and development. In addition, it gives them the ability to tackle routine maintenance and in-house projects while being responsive to urgent needs in a timely fashion.

Cross-Training: The team has established cross training to meet the outcomes. This gives them the ability to move forward in times when staff are on paid time off or when the responsible staff person is dealing with another priority, others can fill in. The Parks and Facilities team has a history of great internal teamwork and teamwork externally with other divisions within the Department and within the City.

Human Resource Management: Filling vacant positions – laborer applications have declined; non-experienced applicants have increased and seasonal positions are extremely difficult to fill. An example of a difficult position to fill is the Tree Climber position. To assist in attracting qualified applicants and hiring for difficult positions to fill, the Department should promote the culture of the Department, the

investment into professional development and the benefits of the position in the job postings. An example would be the job posting from Brownsburg, Indiana found below.



The position is open until filled
Starting range: \$12 - \$16 per hour
40 hours per week



Why is this position important to Brownsburg Parks?
The B.A.S.E. Site Manager is an integral part in the overall direction of our Before & After School Enrichment (B.A.S.E.) program. The program serves all six elementary schools within Brownsburg Community School Corporation. B.A.S.E. serves participants who are enrolled in kindergarten through fifth grade.



About the position
This team member should have the ability to **build relationships with parents, participants, school officials, and coworkers and create a dynamic environment where play and discovery go hand-in-hand.** Possessing skills and characteristics in programming, leadership, management, maturity, and reliability in order to maintain the Department's standards will be key for success for this team member. Throughout a typical work week, which will include early mornings and later afternoons, **this individual will serve as a resource to the B.A.S.E. Specialists,** by coordinating, planning, and assisting them with the day-to-day services, weekly clubs, and daily activities offered each week.



Who are we looking for?
This team member should be passionate about parks and recreation and youth development and be ready to continue to grow our B.A.S.E. program to meet the community's needs and demand. Also someone who is able to lead and manage the on-site day-to-day operations of the Before & After School Enrichment (B.A.S.E.) program, as well as self-direct and manage multiple lesson plans/projects at one time. This ideal candidate should have a High School diploma or equivalent with 2-3 years' experience working with children in a professional capacity. It is preferred that the team member have specific education or experience in Parks & Recreation, Education, or Therapeutic Recreation. Our team members take pride in providing opportunities and experiences to help children grow and develop personally, physically, and mentally every day.

Are we what you are looking for?



Our Culture
We work to cultivate and protect a culture where our team, through hard work, continues to learn and challenge each other while developing new ideas that enhance the services we offer to the Brownsburg community. We are advocates of **developing each individual team member to help further their professional goals and our overall mission.** We also understand time away from the office is needed and work with each individual to help them achieve a strong work-life integration.

Brownsburg Parks' Mission
To maximize resources in providing beautiful parks, recreation activities, and facilities to the Brownsburg community that enhances the residents' health and promotes economic vitality for long-term sustainability.

Brownsburg Parks' Vision
To enhance the quality of life in Brownsburg and further its economic development goals to create a community of choice to live, work, and play now and for future generations.

6.4.9 PARKS AND FACILITIES CONCLUSIONS

Parks and Facilities have many functions as seen in Section 6.4.1 Workload. As this Division looks to improve upon operations and development, it is important that this incorporates updating operations to include expanding parks development, updating facilities to more energy efficient infrastructure, routine maintenance and repairs. One example in operations is to update documents to include language that these operational functions will be following environmentally sustainable best practices and formally approved Mayor and Council initiatives.

With the long-term effects of COVID-19 still unknown as it relates to building equipment designs and specifications, as well as retrofits to existing infrastructure, it is important to note that there may be competing priorities between energy efficiency and health and safety procedures. For example, buildings with windows open to the outdoors and HVAC systems with more frequent air exchanges may consume additional energy to maintain desired temperatures but may be deemed to be a healthier or safer option. The City will need to weigh the benefits and drawbacks of any changes as additional information becomes available.

These best practices should also be incorporated into aging infrastructure, contracted services, invasive species management, and stormwater management conclusions and strategies. Policies from the 2040 City Comprehensive Plan can be a reference.

The following are additional conclusions and strategies that have been identified in the review of Parks and Facilities operations:

Aging Infrastructure: Conversely, the aging infrastructure is a concern. When infrastructure ages it requires increases in maintenance to remain operational. Efficient management of routine tasks is at times challenging with shifting priorities that can become immediate needs. The processes in place and best practices contribute to the overall efficiency and effectiveness of the Department in achieving outcomes. All park assets should be considered infrastructure as the community has come to expect a high quality of life and removing assets from the system will be met with a great level of dissatisfaction by residents. All assets, including infrastructure (supply of utilities) should be placed on a replacement plan so that costs are anticipated and can be included in annual budget requests. If considered deferred maintenance, develop a plan to address over the course of implementing the Strategic Plan.

Increased Contract Management: One process that is increasing in magnitude is contract management for operations. To maintain the capacity to manage the full scope of responsibilities, the number of these contracts are increasing out of necessity. It is challenging to ensure that these services are being delivered to the fullest extent of the contract due to the sheer number of contracted services. This is especially noticeable when new tasks and projects become immediate needs requiring focus to be shifted in the short-term to ensure outcomes are achieved with the additional responsibilities. Staff are committed to success and the desire to ensure all outcomes are met. Training staff on the City's expectations in contract management, key performance indicators for each contractor and how to resolve any conflicts and issues with services not being delivered. Establishing these standards and training staff to achieve outcomes will result in better services or better selection of contractors.

Documenting Standards: Currently a challenge in processes is documenting new standards and standard operating procedures that are evolving. This Division has a significant amount of institutional knowledge that should be captured in Standard Operating Procedures (SOPs) or Operations Manuals. It would be difficult for a new person to come in and know all facets of responsibilities. This is an area of operations that needs to be addressed in order to ensure outcomes continue to be achieved through standards. Developing a Maintenance Management Plan will help to draw out institutional knowledge that should be captured and documented. The Maintenance Management Plan should also address establishment of a land use and management policy for the purpose of identifying current strengths, weaknesses/challenges, opportunities, and threats to the efficient and effective management of public lands and include references to prior approved plans or policies that are instrumental in establishing a sustainable practice. Key performance indicators should be developed that demonstrate the results of efforts in land management.

Heavy use of the Parks: The heavy use of the park system includes some unintended behaviors that often has staff responding to repeated issues each day to return the parks and facilities to their best condition. This issue has also been cited as a contributing factor to the restrooms being closed in the parks. As the population continues to increase, the acquisition of land to spread out services or the development of RedGate Park to provide additional recreational opportunities should also help to alleviate the overuse of some parks and spaces.

Refuse / Recycling Management: Recycling space needs and the evolution of the industry is impacting the cost of recycling making it cost prohibitive. This is compounded by the cost in the US to recycle and the massive decrease in exported plastic waste to foreign countries. The inexpensive cost to produce brand-new plastic has increased along with the oil and gas production in the US.

Invasive Species Management: Invasive species present a challenge to the long-term health of the ecology of the parks system and natural areas in the City of Rockville. While management of these areas is a deferred maintenance element, the Strategic Plan recommends inter-agency coordination to provide near term solutions to identify and eradicate invasive species within the parks and associated natural areas. This is in addition to the 1999 established volunteer opportunity to be a Weed Warrior in helping the City in its efforts to remove invasive species. Actively promoting these will help better manage the spread and potential damage to the environment within the City. Launching a bi-annual campaign to tell the story of local Weed Warriors should help to entice additional volunteers.

Integrated Stormwater Management (SWM): Maryland requires some of the most stringent SWM regulations in the Country; however, its accepted practices are among the most innovative. This innovation provides for opportunity integration into park spaces and landscapes. The City should consider the integration of innovative SMW approaches to solve erosion issues where it exists on parkland. These practices should include educational opportunities.

Marketing Plan: The Department should Develop a maintenance management plan using existing standards, plans, processes and procedures. Include recreation amenities replacement list. This combination will help identify gaps to be filled, offer an opportunity to develop an orientation and training program to share institutional knowledge. -

CHAPTER SEVEN MARKETING PLAN

As part of the Plan development process, the planning team performed an analysis of the marketing and communications services offered by the Department. The analysis offers an in-depth perspective of current marketing methods and helps identify strengths, challenges, and opportunities regarding marketing. The analysis also assists in identifying target segments, marketing gaps within the community, key system-wide issues, areas of improvement, and future marketing development.

The planning team based these program findings and comments from a review of information provided by the Department, website content, statistically significant survey feedback, demographic information, and discussions with staff. This report addresses the Marketing plan for the internal and external customer.

7.1 MARKETING OVERVIEW

An article in the NRPA Parks and Recreation Magazine in September of 2017 identified parks and recreation facilities, amenities, and programs as places where residents make lasting memories and participate in life-long healthy activities. There is significant value seen by residents in these assets and services.

In communities where the value is recognized by residents, agencies that invest in marketing and branding potentially could obtain anywhere from \$2-\$12 return on investment for every dollar spent. Yet, the vast majority of park and recreation agencies still don't do it adequately. (Bhatt, 2017) The article continues by telling readers that common mistakes are the understanding of the terms "marketing" and "branding". In simple terms, marketing is what you do, branding is who you are.

The article in the NRPA Parks and Recreation Magazine also speaks of the following five steps to improve marketing and branding within agencies.

1. Eliminate the "Oh, I didn't know you offered that!" excuse
2. Good Marketing = Storytelling with a focus on the "Why"
3. Building a brand that reflects your values
4. Invest in resources
5. Embrace Change

The analysis of marketing in preparation for implementing the Plan speaks to the Department's efforts in these five steps.

7.1.1 PROGRAM MARKETING OBSERVATIONS

Below are some overall observations that stood out when analyzing the program assessment data that pertains to marketing programs and services:

- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: print program guides, the Department's website, brochures and flyers, marquees, in-facility promotions/signage, digital media, and word of mouth as a part of the marketing mix. Print marketing, such as the seasonal Recreation Guide is preferred by some segments of the population, as certain individuals are unable or prefer not to access information electronically.
- Department staff's **responsibilities** include digital/social media strategy, content creation, photography, and implementation. Department staff collaborate with the Public Information Office (PIO) on the Recreation and Parks Guides (Life in Rockville & Adult 60+). Staff also deliver

the guides to area businesses, libraries, City facilities, and attend interest fairs to set up booth space for outreach. The PIO is responsible for graphic designs and city channels (monthly newspaper, social media, website, Cable TV).

- Department staff meet with the PIO quarterly for discussion on priorities, enhancements to the approach and changes needed in the process. Recreation and Facilities staff help develop content that is inserted into templates. These are best practices the City has in place. The Department has limited **training** in Google Analytics, adobe illustrated, promo videos, and could use training in Rec1 shopping cart reminders, promo-codes, gift cards and percent to goals.
- **Key data points** are currently tracked including Website visitors, content downloads, Social Media Reach and engagement rates, EBlast Open/Click rates, in person opportunities/referrals, program registrations and rentals.
- **Return on Investments** (ROI) are provided by MailChimp from Eblast data, Facebook Ads, and anecdotally tracking registration from the Program Guides.

7.2 SWOT ANALYSIS

The consulting team conducted a work session for the Department staff to develop Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for the Department's Marketing services.

Note: A SWOT analysis considers strengths and weaknesses as internal in nature and areas where the Department can exert some measure of control. On the other hand, opportunities and threats are more external in nature and may be out of the control of the Department but will impact the Department and its future success.

Strengths (Internal- You can Control)	Weaknesses (Internal- You can Control)
• Support from PIO in developing and executing comprehensive communication plans for each program area • Video production capabilities • Rockville Reports has high resident readership • Life in Rockville ranks as top source for participant information • Consistent social media presence • Great stories to tell • Improved registration process • Cross-promo throughout the City • Highly qualified and committed staff	• Branding is not reflective of Department's impact on community • Limited video production • Paper quality of Life in Rockville • In-house design & printing system provides limited production value • Limited stock of engaging images • Park entrance signs mimic County's, the school system and other park agencies and need to be updated/replaced • Limited funding to market programs outside of City publications or website
Opportunity (External-You may not be able to control)	Threats (External-You may not be able to control)
• New technology / digital marquee at facilities • New community development/new potential participants (Tower Oaks community, Shady Grove and Twinbrook Quarter) • Cultural diversity- new programming to attract new participants • Build referral sources	• Technology changes so rapidly • Bureaucracy dampens creativity, flexibility • Limitations to registration system to offer discount codes, etc. • Competing with other jurisdictions and similar non-profit and for-profit providers with more attractive facilities

Figure 23 - Marketing SWOT

7.3 GOALS & OUTCOMES

The consulting team conducted an interview with the Department staff and evaluated all current marketing collateral from key issues to outcomes of marketing within the Department. The following information was obtained from all those cumulative sources:

7.3.1 GOALS AND TRACKING

- Tell Our Story
 - o The Department will look for opportunities to tell its story rather than rely on outside sources to accurately represent the services, actions and projects.
- Engage Stakeholders
 - o Through improved, consistent, and proactive communications, the Department will strive to increase awareness, participation, and feedback from residents and customers.
 - o Increase Eblast click rates to about 10% and minimum open rates to 40%
 - o Increase social media 10% annually across all platforms
 - o Expand Facebook reach to minimum 700/week
 - o Document Social Media increases through a marketing statistic spreadsheet including ROI
- Consistent Messaging
 - o Communication and marketing should support and reinforce the Department's key goals and objectives. This approach will position them as an essential and effective department with a common purpose and direction.

7.4 TARGET MARKET

Once the marketing goals and outcomes have been defined, it is important to have a clear definition of the target markets that will be the key revenue drivers. Discussions with staff, past utilization data, information the strategic plan's process and data captured through various demographic sources, have all been used to define the primary and secondary target markets for the Department.

Market segmentation is critical to ensure resources are adequately allocated and marketing messages are appropriately tailored. It is important to understand that the Department cannot be all things to all people and by categorizing the universe of potential participants into specific categories, it can better focus its marketing efforts. Just like the programming needs drive the facility design, similarly the target markets should drive the marketing initiatives and methods used.



7.4.1 MARKET SEGMENTATION

The **Primary Target Market** is the group that consumes the primary program and facility offerings provided by the Department. These are the groups that have the greater spending emphasis and are primary contributors to the Department's bottom line. The chief focus of the marketing efforts ought to be towards this group.

The **Secondary Target Market** includes audiences that are currently smaller but have the potential to grow and, in some cases, become a primary target market in the future.

The **Tertiary Target Market** includes a small target audience that is important but constitutes a smaller component of the Department's overall user base. Their impact is often felt in terms of important decision-making roles or influencers impacting the primary and secondary target markets. The chart below depicts the target markets for the Department:

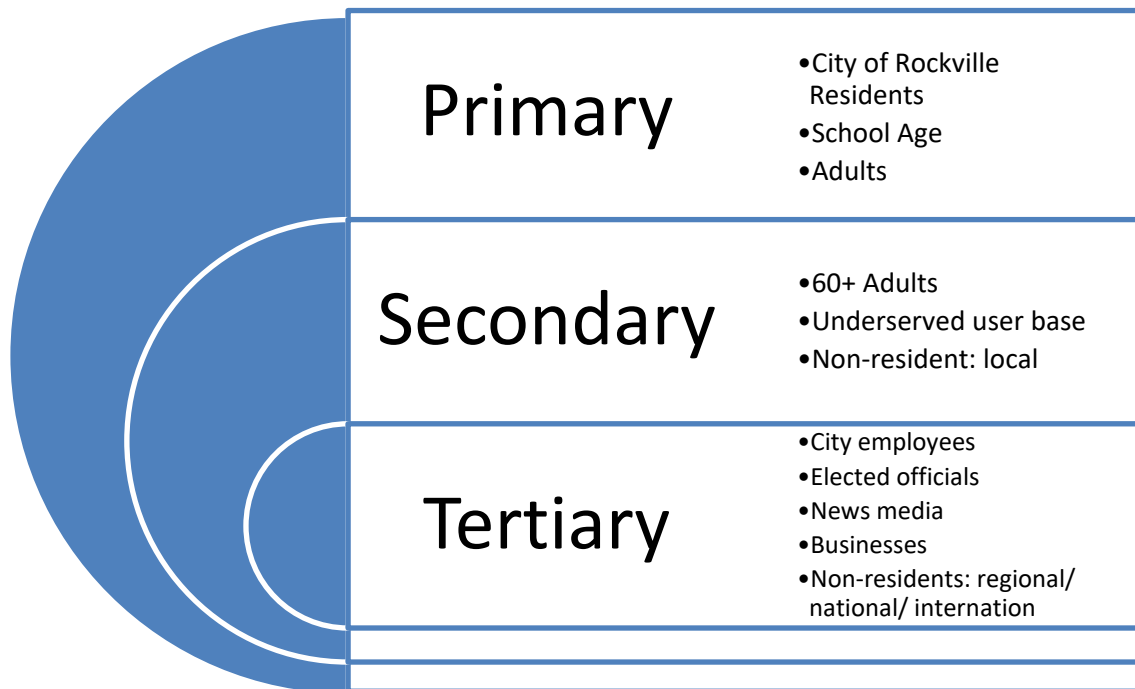


Figure 24: Marketing Segmentation

TARGET MARKET INSIGHT

As part of the community needs assessment (statistically-valid survey), the primary target market was surveyed to gain insight into the why households participate in programs and reasons preventing households from using services. This insight is valuable to marketing and communications going forward. When asked what the primary reasons are why households have participated in programs the respondents identified the location of the program as overwhelmingly the first reason they participate (83%) and the fees charged for classes (61%) as the second reason. In the next set of responses, quality of program content (49%), times program is offered (40%) and dates/days program is offered (40%). See the figure below for all reasons selected.

RECREATION AND PARKS STRATEGIC PLAN

The reasons households participate in programs can be incorporated into the program descriptions that would reinforce the brand in the eyes of the customer. An example would be promoting a newly developed program as another quality program from the Department offered right here in Rockville close to home.

A promotional opportunity for declining programs and newly developed programming could be to sign up with a friend and receive a discount (percentage) off with a code. This can be tracked to see what the return on investments is from the registrations that have used the code.

Conversely, the households responded to the question, what prevents households from using parks, recreation facilities, and programs of the Department. The top reason preventing use and participation is not enough time (29%) followed by program times are not convenient (25%) as the top tier. The next tier has households identifying do not know what is being offered (18%), program or facility not offered (16%) and fees too high (15%). The Department cannot address the reason not enough time. However, addressing the remaining top five reasons when developing new programming will increase the participation levels and alleviate barriers to households using the services.

When looking at the national benchmark for this question, the phrase “I do not know what is being offered”, has a national average response of 34 percent where in Rockville it is 18 percent. This proves the current efforts produce better results than the national average. Addressing lack of awareness requires a sustained effort using all marketing methods available including cross promoting through partnerships. The Town of Brownsburg, Indiana had great success with increasing awareness, revenue and participation starting with leveraging partnerships for cross promotions. Through formalizing partnerships and defining terms to include cross promotion, the parks and recreation department was able to grow revenues by 20 percent and build their communications division.

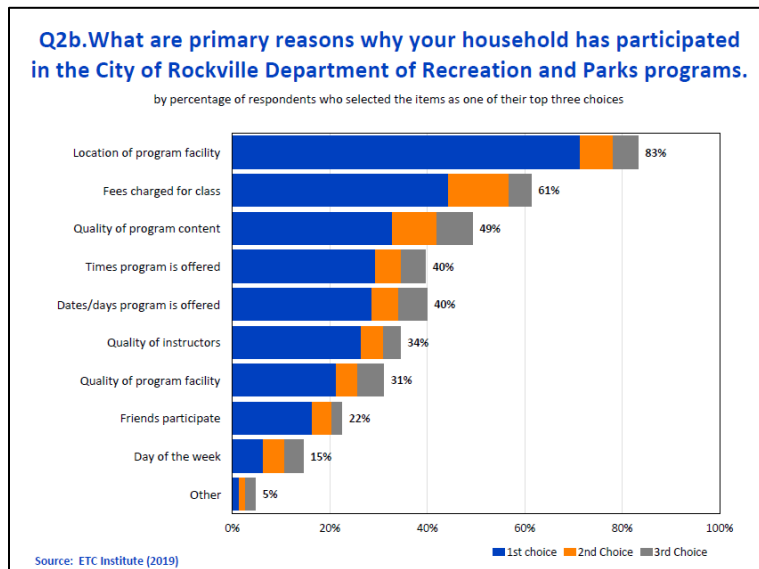


Figure 25: (ETC) Why Participate

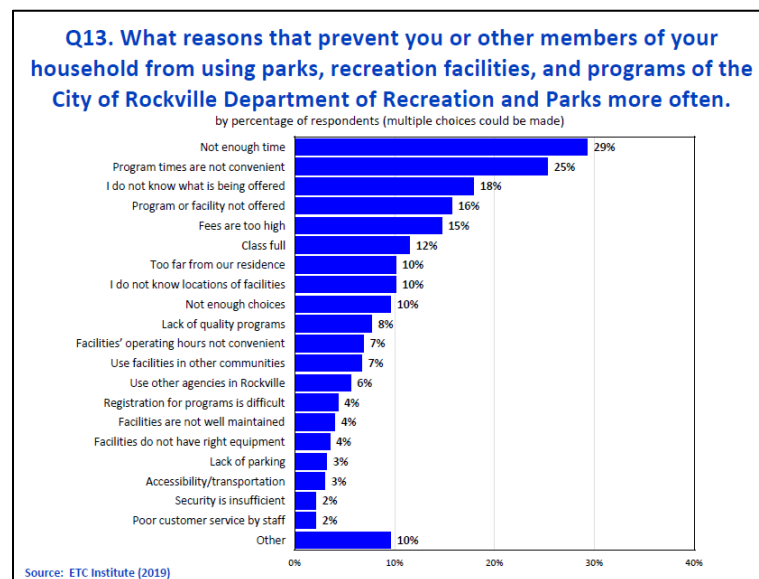


Figure 26: (ETC) Barriers to Participation

7.4.2 MARKET DEMOGRAPHIC & TRENDS

To ensure effective marketing outreach and strategies for the target market that the Department serves, it is important to determine the size of the market and their key demographic. While the detailed information is provided in **Appendix A**, below is a snapshot of the same.

DEMOGRAPHICS SUMMARY

- The City's **population annual growth rate** (0.92%) is higher than the U.S.'s (0.85%) growth rate.
- Rockville's **household annual growth rate** (1.03%) is also significantly higher than the national (0.80%) average.
- The City's **racial distribution** has a lower White Alone (53.3%) population and higher Asian (23.5%) population, when compared to national percentage distribution: White Alone (69.6%) and Asian (5.8%).
- The City's **per capita income** (\$55,055), as well as the **median house income** (\$103,599) is well above average, when compared to the U.S.'s income characteristics (\$33,028 & \$60,548).

NATIONAL TRENDS SUMMARY

National Trends that are also trends in Rockville are in bold and italicized in the table below.

General Sports	General Fitness	Outdoor Recreation	Aquatics	Water Sports
<i>Basketball 24.2M</i>	<i>Walking 111.1M</i>	<i>Hiking 47.9M</i>	<i>Swimming Fitness 27.6M</i>	<i>Kayaking 11.0M</i>
<i>Golf 23.8M</i>	Treadmill 53.7M	<i>Bicycling (Road) 39.0M</i>	Aquatic Exercise 10.5M	<i>Canoeing 9.1M</i>
<i>Tennis 17.8M</i>	<i>Free Weights 51.3M</i>	<i>Fishing (Freshwater) 39.0M</i>	Swimming Competition 3.0M	Snorkeling 7.8M
Baseball 15.9M	<i>Run/Jog 49.5M</i>	Camping 27.4M		Jet Skiing 5.3M
<i>Soccer 11.4M</i>	Stationary Cycling 36.7M	RV Camping 16.0M		Sailing 3.8M

Figure 27: National Trends



RECREATION AND PARKS STRATEGIC PLAN

REGIONAL TRENDS SUMMARY

Regional Trends from parks and recreation agencies that are also offered in Rockville are in bold and italicized in the table below. In the case of the City, all of the regional trends and US trends are also offered by the Department.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
• <i>Themed Special Events (90%)</i>	• <i>Themed Special Events (87%)</i>
• <i>Social Recreation Events (88%)</i>	• <i>Team Sports (87%)</i>
• <i>Team Sports (84%)</i>	• <i>Social Recreation Events (86%)</i>
• <i>Fitness Enhancement Classes (78%)</i>	• <i>Health & Wellness Education (80%)</i>
• <i>Individual Sports (75%)</i>	• <i>Fitness Enhancement Classes (79%)</i>

Figure 28: Regional Trends

TARGET PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES SUMMARY

Target programs for children, seniors and people with disabilities that are offered by Rockville, are in bold and italicized in the table below. In the case of the City of Rockville, all of the targets have programs offered by the Department.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
• <i>Summer Camp (81%)</i>	• <i>Summer Camp (82%)</i>
• <i>Specific Senior Programs (76%)</i>	• <i>Senior Programs (78%)</i>
• <i>Specific Teen Programs (65%)</i>	• <i>After School Programs (77%)</i>

Figure 29: Regional Trends Special Markets

LOCAL MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the City's service area, as provided by ESRI, 2019. A Market Potential Index (MPI) measures the probable demand for a product or service within the City of Rockville. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100, thus numbers below 100 represent lower than average participation rates, and numbers above 100 represent higher than average participation rates. The City is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation. It is important to recognize that participation in sports and recreation activities may be influenced by warming weather trends due to climate change. The City will need to plan for an increase in programs during nighttime hours, more shade structures, and more indoor programming. As seen in the report, the current indoor recreation space is inadequate for future needs and will require planning for additional indoor space.

GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Tennis (151 MPI), Soccer (127 MPI), and Golf (119 MPI) are the most popular sports among City residents when compared to the national average.

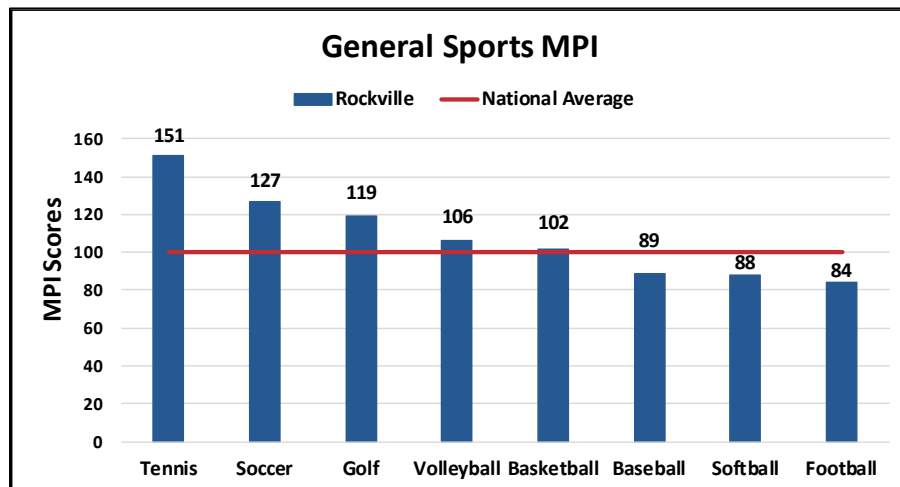


Figure 30: General Sports (MPI)

FITNESS MARKET POTENTIAL

The fitness MPI chart shows Yoga (151 MPI), Jogging/Running (137 MPI), Pilates (137 MPI), and Weight Lifting (135 MPI) as the most popular activities among Rockville residents when compared to the national average.

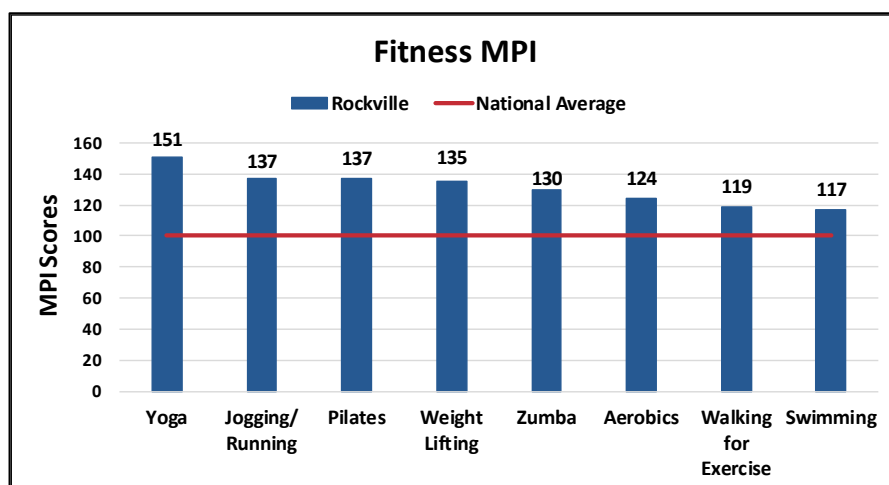


Figure 31: Fitness (MPI)

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Hiking (142 MPI), Bicycling-Road (126 MPI), Bicycling-Mountain (126 MPI), and Canoeing/Kayaking (117 MPI) are the most popular activities among City residents when compared to the national average.

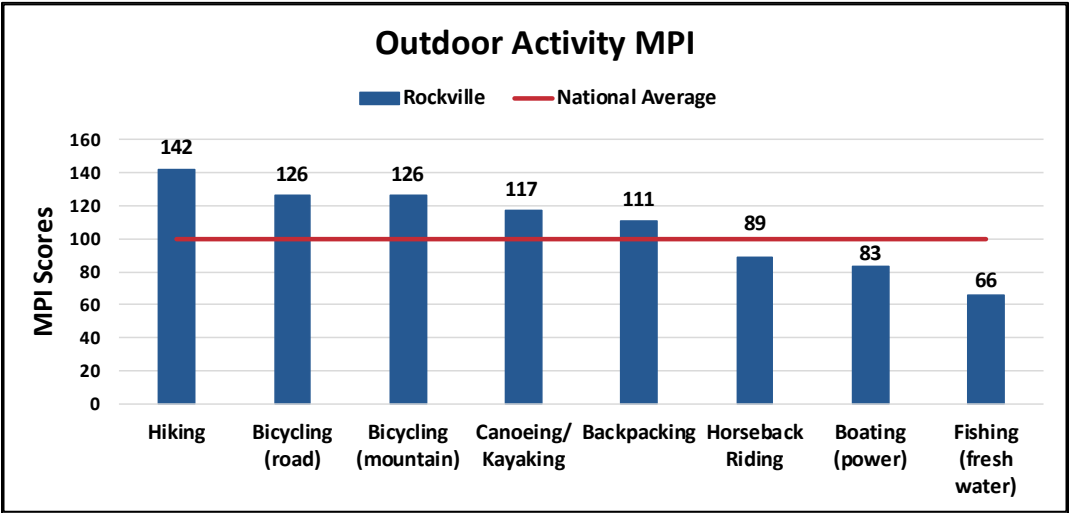


Figure 32: Outdoor Activity (MPI)



COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows Went to art gallery in last 12 months (161 MPI), Went to museum in last 12 months (155 MPI), and Attended dance performance (152 MPI) as the most popular activities among Rockville residents when compared to the national average. The proclivity of residents to participate in commercial recreation is much higher than the national average. It is believed that this is due to the close proximity of Rockville to Washington, DC. National museums in the Washington, DC area have free admission. Commercial recreation participants are also the residents that would support and use the Rockville Civic Center and Croydon Creek Nature Center. The competition in the region for commercial recreation is strong.

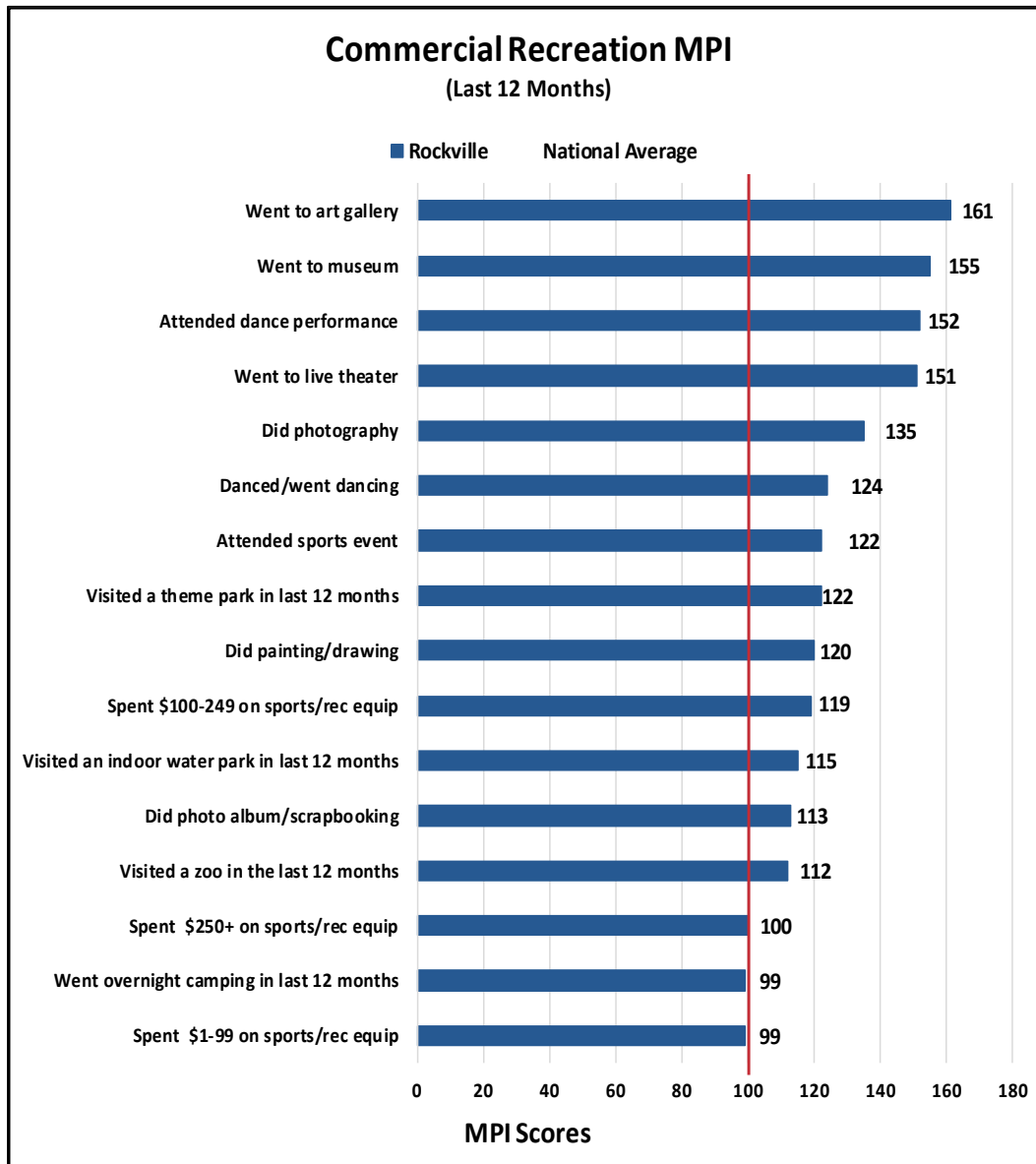


Figure 33: Commercial Recreation (MPI)

RECREATION AND PARKS STRATEGIC PLAN

7.5 CURRENT MARKETING MIX

7.5.1 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The City of Rockville and the Department currently communicate with residents through the use of media such as seasonal program guides “Life in Rockville” and “Adult 60+ Recreation and Services Guide” (print and online), City of Rockville website, Rockville Reports, emails, and social media. In addition, advertising materials are available at City facilities, school fliers/newsletters, E-Newsletters and banners in the park. The Department uses these methods to tell their story, promote services, and engage the customers.

Effective marketing and communication strategies require striking an appropriate balance between the content (storytelling) with the volume of messaging while utilizing the “right” methods of delivery. The City has a broad distribution of delivery methods for promoting programs. Currently, the City has a Style Guide and “Connect, Create and Celebrate” campaign, and communication plan, however it is recommended that the City update the marketing plan for the Department that factors in current successes with centralized and decentralized processes while complementing the efforts of the City.

Methods of Promotion	Arts, Culture, & Events	Children & Teen	Tots & Preschool	Summer Camps	Adults	Adults 60+	Nature Programs	Swim & Fitness Center
Program Guides (Print)								
Program Guides (Online)								
Website								
Smart Phone Enabled Site								
App								
Flyers and Brochures								
Direct Mail								
Email Blast								
PSAs								
Marquees								
Paid Advertisement								
Radio								
TV-Local Channel 11 (City Run)								
On-Hold Pre Programmed Phone Messages								
SMS Marketing								
Newsletters								
Special Events								
Word of Mouth								
In-Facility Promotions and Signage								
Facebook								
Twitter								
Flickr								
YouTube Channel								
Blogs/Vlogs								
Webinars								
QR Codes								
Other Senior Expo (Opportunity)								
Other Staff Presentations								
Instagram								

KEY

	No
	Current- maybe eliminate
	Current
	Not considered

Figure 34: Methods of Promotion

7.5.2 WAYS PEOPLE LEARN OF PARKS AND RECREATION SERVICES

As part of the statistically-valid survey for this strategic key question “How do you learn about City of Rockville Department of Recreation and Parks programs and activities,” was asked as a multiple-choice question with more than one answer available to be selected. The responses collected helped identify the most used methods by households seeking information on the programs and services. The “Life in Rockville”, the City Website, and Rockville Reports are the top three methods by households.

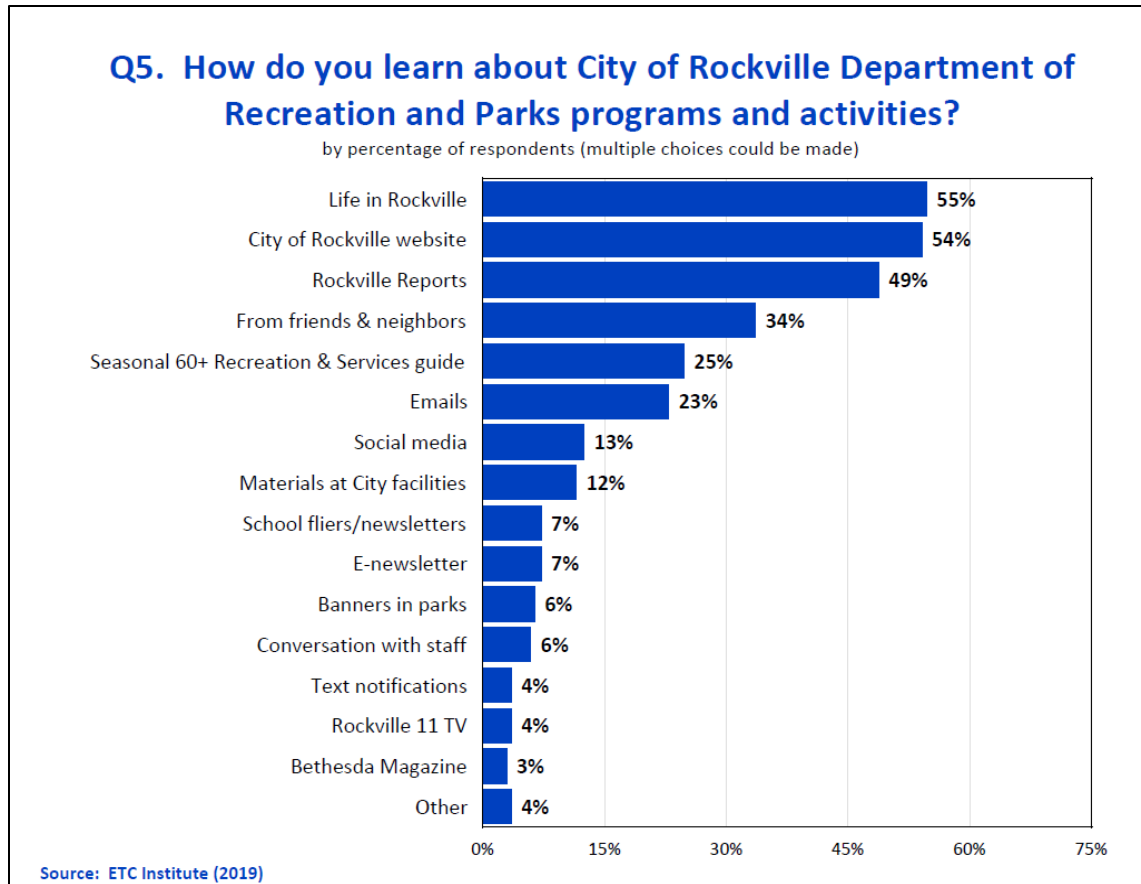


Figure 35: (ETC) Learning about programs

7.6 DIGITAL MARKETING

Agencies are often limited by municipal communications departments pushing for a consistent voice and controlled messaging. While consistency is a good thing, it is becoming more imperative for agencies to educate the communication departments on the differences in services of parks and recreation departments from other municipal services. (Bhatt, 2017)

Parks and recreation agencies constantly compete for resident's time with public and private organizations, or simply with binge-watching television, playing video games or using the newest app to communicate with friends. There is no such competition for the police, the fire department or public works trying to entice residents to choose their services over another organization. This is where marketing and communications of municipalities can be more focused on providing simple information by telling people what is offered, where is it offered and how to participate. Marketing and communications in the parks and recreation industry has evolved to include the features, advantages and benefits for users and a call to action that encourages participation.

The Department has achieved success in digital marketing but are limited in resources to master the current level of marketing and communications. The current approach to marketing has the Marketing and Development Manager's dedicated time split. Enhancing customer engagement to a higher level and digital marketing to the next level requires greater focus on developing brand recognition.

The best delivery method for building the brand recognition and telling the Department's story is through digital marketing. Digital marketing allows the Department to keep messaging fresh and update the story easily when something new that demonstrates the values is being implemented. Print marketing does not allow quick and real time updates to the story. Social media is a good example of this as it provides the platform to consistently share behind the scenes activities and reinforce the brand on a weekly, if not daily basis.

7.6.1 SOCIAL MEDIA TRENDS

The City has great use of Web 2.0 technology with Facebook, Instagram, Twitter, YouTube, and NextDoor. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:



- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the City's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowdsourcing information on an ongoing basis. Crowdsourcing is used for a call out of all types of resources such as manpower, volunteers, and equipment to help accomplish your set goal.
 - o Some existing resources include mindmixer.com and peakdemocracy.com which can be evaluated if the Department has the resources and can utilize it on an on-going basis.
 - o Crowdsourcing options could include printing program guides or developing marketing material
- Provide opportunities for Donations or Crowdfunding through the website. Crowdfunding is a monetary call out to complete a project or meet a goal. It is best practice to work with a third party (friends' group/civic organization) to



lead this effort. It is important to be cautious and have a contingency plan if the efforts do not raise the money needed for the initiative.

- o [kickstarter.org](https://www.kickstarter.org) / [indiegogo.com](https://www.indiegogo.com) / [razoo.com](https://www.razoo.com) these sites help bring small amounts of money together to create needed capital.
- Maximize the website's revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the City's Social Media Trends

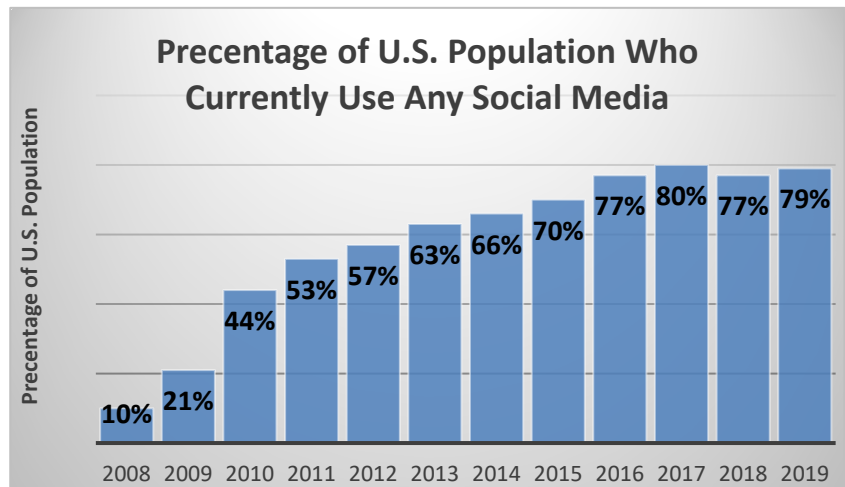
Social Media Users

Over the last decade, social media has become one of the Country's fastest growing trends. It has grown from only ten percent of the country using social media in 2008 to an estimated seventy-nine percent of the U.S. population currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the City to continue to take advantage of these marketing opportunities and new

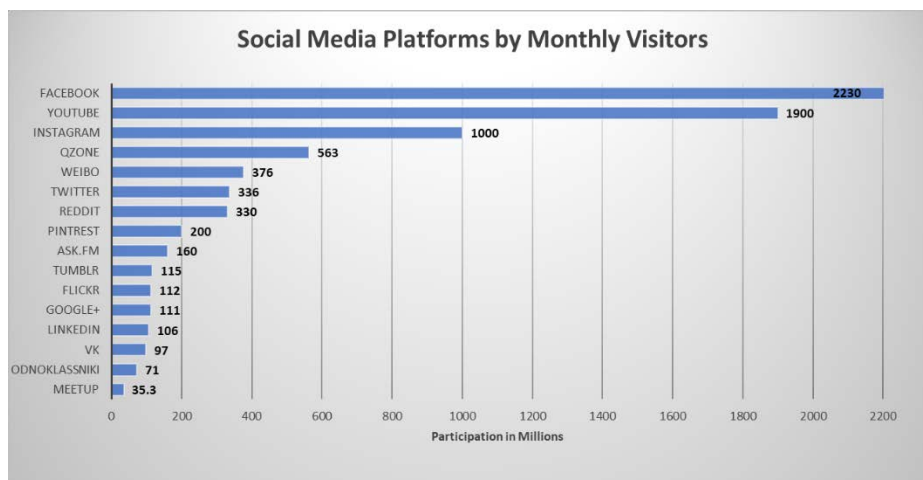
ones that emerge. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.

Social Media Platforms

Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month with YouTube coming in second with 1.9 billion visitors per month.



Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

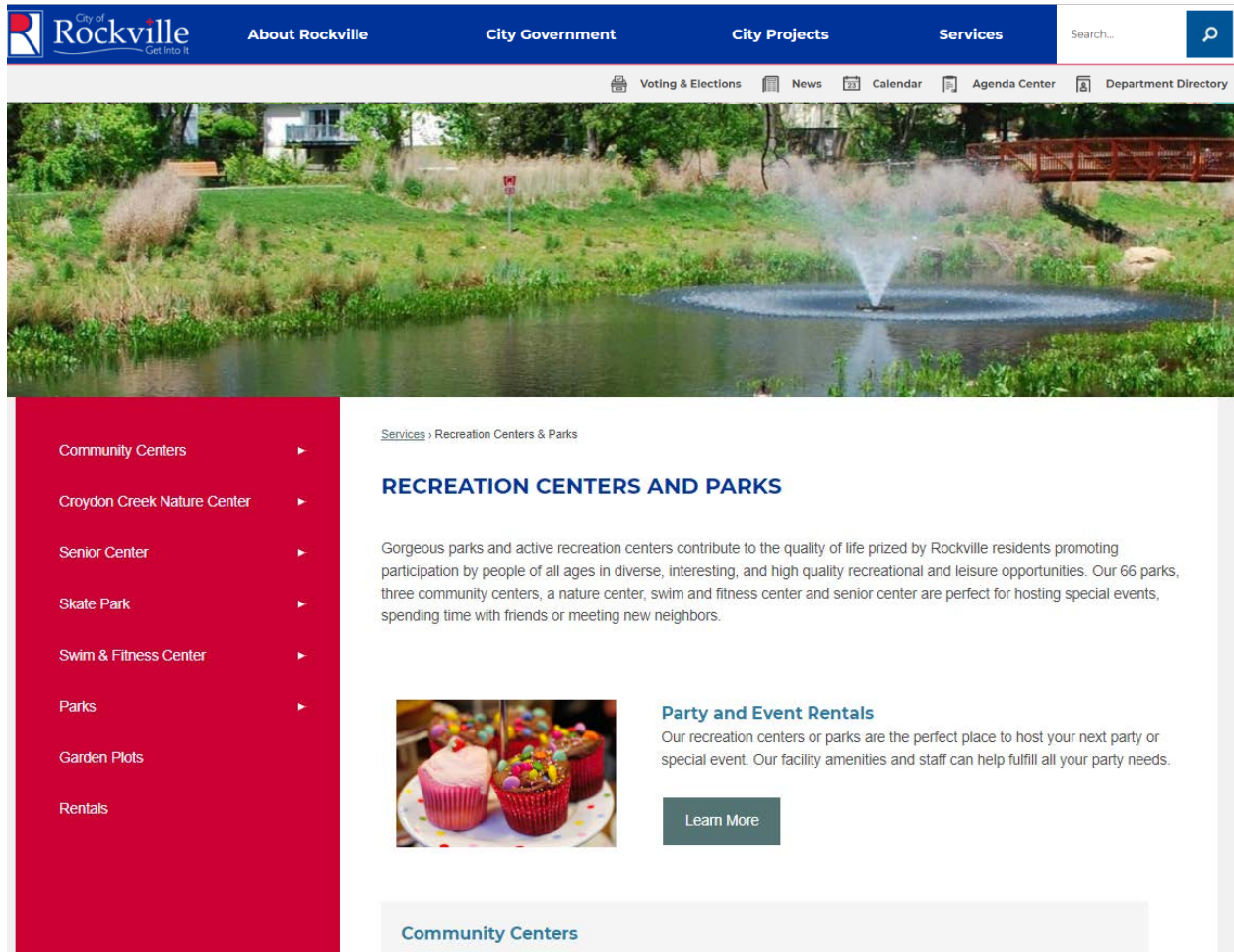


Source: <https://www.statista.com/topics/2237/internet-usage-in-the-united-states/>

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7.6.2 WEBSITE

The current webpage is within the city's website, Recreation and Parks are located under "Services." The Services drop down menu provides you with a list of services from animals and pets to water, sewer & stormwater, which makes it harder for the user to find information specific simply to Recreation and Parks. There are several tabs that could be considered Recreation and Parks including; arts & culture, camps & childcare, recreation activities, and recreation centers & parks. The recreation registration site is a mobile friendly website which is good and a key tool in today's times of increased smartphone utilization.



The focus on a brand is stronger when the values of the people behind the brand are known by the consumer. Consistently showing the human side of the brand and people working for the company living their values and the organization mission is something all humans can relate to. These relatable moments are reinforced when actually experienced by customers through interactions. This makes it important to train staff on the culture, storytelling and customer service.

7.7 RESOURCE REQUIREMENT

7.7.1 BUDGET

From a budget standpoint, the benchmark for best-in-class agencies is 2% - 3% of the operating budget allocated towards marketing activities. Currently, the Department's spending (0.7%) is much lower though, the budget for marketing currently does not include a proportionate salary of the City's Public

Information Office (PIO). It is a challenge to identify the PIO costs into the Department's budget as it is not isolated and tracked while one must recognize the PIO's contribution to all departments in communications and marketing.

Additional funding sources outside of dedicated Department spending should be evaluated to support the resource requirements. This could include leveraging resources for earned income through partnerships, foundations and sponsorships. It could also include tapping into an appropriate volunteer base who could help create pathways for fundraising and advocacy.

The City has invested in resources and prioritized their spending on marketing and branding over several years to build a solid foundation that has served the City and Department well. Best practice priorities to build marketing and branding resources begin with allocating dollars towards marketing within the budget, defining the marketing staff levels and budgeting for continued education, advance technology for automation and alerts, invest in marketing partnerships, and contracting for the development of collateral materials.

The following are some of the investments that can help bolster marketing efforts:

- Develop a Department logo and style guide to ensure a consistent look for the Department
- Ensure dedicated staffing to achieve the outcomes
- Invest in professional design and copywriting support (contract services)
- Provide ongoing training to staff during orientation and building in refresher-training on content development, taking pictures, and the overall culture and values that need to be shared in marketing and communications.
- Marketing & Communications is what you should think of first. Involve marketing and communications in the very beginning of initiatives and projects.

While there is some skepticism about the financial investment in marketing, Genesee County Parks and Recreation, Michigan is a case study and a poster child for why it is critical to do so. This agency first conducted a marketing return on investment (ROI) analysis a few years ago by assessing its direct spending on all advertising for its Halloween event. It tracked total print and digital spending on Halloween ads by region and compared it to total visitors from those areas to this event.

The agency found that \$31,000 in marketing and advertising spending resulted in more than 32,000 visitors, generating revenues of \$424,000 through direct ticket sales, for an ROI of more than \$13 in revenue for every marketing and advertising dollar spent. A similar assessment conducted across all its other events resulted in an ROI ranging from \$2 to \$12.71 in direct revenue generated per dollar spent on marketing/advertising. (Bhatt, 2017)

7.7.2 STAFFING

From a staffing perspective, agencies the size of the Department have marketing divisions with staff time fully dedicated to it. Some examples include Prince George's County/Montgomery County MD, Carmel Clay Parks and Recreation, IN, MetroParks Tacoma among others. Currently, the Department has a Marketing and Development Manager, whose job responsibilities are split between marketing & communications (60%) and development (40%). The City also has a coordinator within PIO for digital marketing that assists all City departments with email marketing and social media.

The planning team suggests having two full time staff and an intern dedicated toward the Department's marketing and development efforts. This staffing plan can be developed over the next 5 years. Adding the part-time intern first to support current Marketing and Development Manager with current growth of

Department needs. Once the Department's needs outweigh the intern's capacity the department could assess the ROI of an additional full-time staff member, Marketing Associate. The consultant team recommends the following positions and their duties:

Marketing and Development Manager (Advertising / Promotions / ROI and Analytics) (*existing position*) Responsible for the Implementation of the strategic direction. This position will also lead the development of advertising and promotions strategies. It will track the effectiveness of the implementation process through analytics, return on investment and performance metrics.

Key facets include deciding what and how data should be tracked. This should be extended to all data collected through web analytics, email campaigns, SMS marketing, social media, marketing automation, search engine optimization and other mediums. This information would be shared with the internal team to continue design of future promotions and tailor the message based on the findings from the data captured. This position will also liaise with the City's HR or training and development team to develop on-going training programs for Department staff and with the PIO to ensure the messaging is consistent with the City's overall branding requirements.

Marketing Associate (Content Design and Development Support) (*new position*) – This position is responsible for content design and development. They would be providing support services to the Department team and program staff. The primary area of support will be for marketing initiatives online including website maintenance and updates. The ancillary area of support will be for the print collateral and material required for the print media as well.

Social Media and Crowdsourcing Head (Intern) – This could be an internship program for a student to work with the City of Rockville in managing social media engagement efforts, keeping up with technology trends, mining the internet for crowdsourced data to gauge public opinion about Department's offerings, develop messages responding to their opinion and support the team in tracking social media ROI or as required. The internship can be established in partnership with University of Maryland, Montgomery College and Strayer University where degrees in communications, computer and information technology, design and graphics, digital design and web development are offered.

Staff growth must be a phased approach and, in keeping with the Department's overall philosophy, the Department must evaluate outsourcing various marketing components, when appropriate. Currently, the Department utilizes recreation staff and PIO to help supplement marketing efforts. Where possible, it may be more practical to centralize this within the Department's Marketing Division.

To maintain quality relationships from the development side of marketing, currently under the Marketing and Development Manager, the addition of a second Marketing Associate may be required (Full-Time staff totaling 3). This associate's duties would focus on all the development & relationship sides of marketing.

Also, the Department could tap into the existing volunteer network to utilize skilled volunteers supplementing the capacity for marketing tactics and initiatives to designing and copywriting.

Often, marketing is disconnected from the financial results of the organization and there is a lack of alignment between marketing efforts and resources invested. Having a good understanding of the financial results achieved from the marketing efforts, provide the staff and Department an understanding of the effectiveness of the marketing mediums used. There should be a correlation between marketing dollars and targeted areas that have the greatest potential to produce revenue, reinforce the brand or enhance brand visibility.

Marketing staff tend to be deluged with requests, and it is hard to determine what one can do and what one cannot do, in terms of resource allocation. It often results in a more reactive approach with the focus on an individual activity such as producing a marketing flyer or updating the website.

To that end, it would be helpful for the team to provide an internal customer orientation to ensure the developed marketing process is understood. On an annual basis, the marketing team should lead a meeting to review the upcoming year's goals and objectives, which will keep everyone on the same page. Additionally, working closely with technology staff, in terms of monitoring customer registration processes, web usage patterns and data mining to measure marketing effectiveness is recommended.

7.8 TOOLS & GUIDELINES

The following are the list of templates and guidelines that should be developed as a part of the plan. The list of all the different guidelines and procedures are provided below. This list will continue to expand and modify as the marketing team continues establishing new standards and existing standards evolve.

7.8.1 MARKETING AND BRANDING STANDARDS

When building a brand that reflects an agency's values, it is important to know that your brand identity is defined by how people perceive the services, the employees and the level of trust for quality services. Consistency in marketing, messaging, and positive customer interactions all build or reinforce the Department's brand. Seeking behind the scenes photos and operational stories that demonstrate staff living the values and mission of the Department reinforce the brand. Being intentional about communicating and demonstrating your values yields results.

This area can be enhanced by the department to stand out in a competitive area with multiple similar providers. Rockville is the County Seat and the need for the City services to stand out and be more easily recognized cannot be overstated, especially when it comes to recreation and parks. Many park signs resemble county, school system, and other local park jurisdiction signs and the need to brand these with colors and a Department logo will ensure residents know where their contributions are going and which



facilities are made possible by Rockville residents. In many cities across the country, municipalities have recognized the need to follow private sector practices in marketing product and service lines, especially when these are enterprise-type services such as Recreation and Parks are in Rockville. Simply stated, the municipality is the parent company and the Department is the offspring of the City. This understanding drives the design of parks and recreation department's logos in these cities. These department logos and sub-branding are designed in a manner to complement the city logo's and in some instances an adaptation of the city logo.

Here are a couple of examples that demonstrate parks and recreation logos representing what they value and the relationship between the City and the Department logos. The first example shows the company (City of Memphis) and service line (Memphis Parks and Neighborhoods). The tie in here is a

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complementary gold color, the oak leaf, and the City logo is even incorporated into the Department logo. The second as company (City of Chesterfield) and service line (Chesterfield Parks, Recreation & Arts). The tie in here is the trees and the hill to the left incorporated into their Department's logo with a trail and family added. The color is complementary to the City's logo. Each of these instances have helped these parks and recreation agencies stand out in their area with many similar providers competing for area resident's disposable income.

Apart of the staffing vision session was developing a unified Department Culture and campaigns that reinforce the impact that the services have in "Nurturing Community Connections" which evolved from "Connect, Create, Celebrate," was mentioned several times across multiple groups. "We R..." was one of the potential campaigns developed during the workshop. "We R" could be used across all marketing and communications to help convey the human story of all the department's operations, reinforcing the impact the services have on the community:

- Program Registrations
- Rentals
- Center Memberships
- Sponsorships
- Volunteers

The logo to the right is just an example of what "We R" could resemble, being able to change out the lower word to reflect the Department's vision, mission, or core values. The Department could display values such as DIVERSE, STEWARDS, INNOVATIVE, COMMUNITY, etc.



BRANDING STANDARDS

- Email signature protocol-universal signature template
- Flyer development standards (templates)
- Social Media guidelines & set-up -Social Media Standards (Appendix)
- Media inquiry & response guidelines
- Collateral material guidelines
- Department logo protocol (identity guidelines)
- Program Market & Promotion Methods Template (Appendix)
- Logo Database
- Digital Marketing Standard
- Market ROI Model (Section 1.9)

POLICIES TO BE UPDATED/DEVELOPED

- **Earned Income Policy** including partnership/donations/crowdfunding
- City/Department **Sponsorship Policy** to pursue additional system-wide, packages and long-term sponsorships opportunities.
- **Advertising and Media Buying Policy** pertaining especially to online advertising and media buying

7.9 MARKETING RETURN ON INVESTMENT

Focusing on Return on Investment (ROI) for all marketing spending may assist with cost recovery goals. While it may be unrealistic to be able to accurately track the return on all marketing, it would be useful to establish certain tracking measures that would help the staff make informed decisions. The following section outlines the process that provides the ROI template that could be used to evaluate the City of Rockville's marketing vision.

7.9.1 PROCESS

The process recommendations to track user information and participation metrics include:

Encourage user sign-up for email database: Provide incentives through discounts, promotions or contests through the website alone. An example would be to offer early bird registration for programs through the website only. This would help identify the effectiveness of all automated or email marketing and help identify 'open' and 'click through' rates.

Social Networking Groups: Those who are 'fans' on Facebook (eventually 'Followers' on Twitter, Pinterest or Instagram) could also be provided specific incentives, similar to email blasts, to sign up.

Web analytics (e.g. Google Analytics): As mentioned earlier, Google Analytics can continue to help the PRNS identify the most popular pages, and sections or sub-sections that users view. Additionally, information regarding key words entered into search engines to locate web sites driving the most traffic to the City of Rockville site should be tracked.

Track sources of information during registration, special events and at facilities: Ensure every program registration format obtains the source of information that drove the participant to sign up for the program. During special events, utilize the volunteer base to conduct intercept surveys using iPads or tablets and identify participant data. Data could include 'how they heard about the program or event', 'where they were coming from', 'length of stay', 'anticipated spending' and 'willingness to be a part of future correspondence about promotions or incentives from the City or Rockville.

Build database identifying sources of information for participants and corresponding revenue generated: By developing the database that documents the sources of information used by respondents and the corresponding fee / dollar spending for those programs. Potentially, being able to identify individual marketing methods and the corresponding revenue generated through the participants.

Document true costs of marketing: Utilize the currently used Cost of Service Model's structure to track true costs of marketing for a specific activity or program, event, or facility. The true cost would include all direct costs associated with the activity including cost of printing, mailing, buying advertisements etc. True cost would also include direct and overhead staff time allocated.

7.9.2 TRACKING RETURN ON INVESTMENT

The Consulting Team has developed a basic formula and a sample of a model that may help staff track and calculate ROI

The model below should be developed in excel with calculating equations.

Marketing ROI = Contribution (\$) generated from external referred customer

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(\$ for staff interaction & other costs to manage & engage in the process

Email Marketing		Direct Marketing	
	Input		Input
Total # of Emails	2,500	Total # of Postcards sent	10,000
Total Cost	\$500.00	Total Cost	\$2,500.00
Response Rate (%)	30%	Response Rate (%)	10%
Conversation Rate	10%	Conversion Rate	10%
Average Spending by buyer (\$)	\$20.00	Average Spending by buyer (\$)	\$12.00
	Output		Output
Total # of emails	2,500	Total # of Postcards	10,000
Total Cost	\$500	Total Cost	\$2,500
Cost/Unit	\$0.20	Cost/Unit	\$0.25
Response Rate (%)	30%	Response Rate (%)	10%
# of Responses	750	# of Responses	1,000
Cost/Responses	\$1.00	Cost/Responses	\$3.00
Conversion Rate (%)	10%	Conversion Rate (%)	10%
# of Buyers	75	# of Buyers	100
Cost/Buyer (\$)	\$6.67	Cost/Buyer (\$)	\$25.00
Revenue Generated	\$1,500.00	Revenue Generated	\$1,200.00
Net Profit/(Loss)	\$1,000.00	Net Profit/(Loss)	(\$1,300)

- Figures in the table above are not actual and are only used to demonstrate use of the template
- Response Rate (% of responses expected from the total list)
- Conversion Rate (% of respondents that will make a purchase)
- Buyers=Participants

7.9.3 SOCIAL MEDIA ROI

It is now possible to quantify the impact of the social media strategies that City of Rockville uses and their effect in building engagement. The eventual goal of any social media is to convert 'followers' and 'friends' into purchasers.

Google Analytics provides Social Reports for three key areas and are very effective in measuring the ROI of Social Media strategies

- **Social Conversions Report** – this shows conversion rates and monetary value of conversions that occurred due to social network visitations.
- **Social Sources Report** – this shows which social networks refer the highest quality traffic. Clearer identification helps refine social strategy and time and resource allocation towards individual networks.
- **Social Sharing Report** – this tracks the extent to which content on the website and on external social sites is shared. The more content is shared, the higher its effectiveness.

7.10 MARKETING CONCLUSION

One thing is for certain, change will happen with or without your involvement. It is far better to embrace the change and be involved in determining how best to harness it for better service delivery. This will lead to your organization defining the next practices that make you great before many others have even figured out to embrace the change. The Department has embraced change in marketing and communications and their approach to transitioning services to keep a fresh supply to achieve the majority of the goals. An intentional investment in transitioning marketing and branding the Department's service lines to the next practice will help bolster the return on the investment through participation, support and revenues. With ever-increasing choices and competition, intentional marketing and branding backed by an appropriate level of funding is a critical tool to achieving a desired level of financial sustainability.

The parks and recreation industry has evolved as a result of increased competition from non-profit and for-profit organizations. Recreation and Parks departments are the only municipal department with whom residents have to choose to spend their disposable income. Developing consistent messaging based on the mission of "Nurturing Community Connections" will help unify communications. Developing a brand and marketing all aspects of operations consistently to customers and potential customers will help build a life-long relationship and support. Digital marketing is an important avenue to communicate services and development in an everchanging environment.

The data analysis and strategies are meant to help the Department build long-term customer relationships through telling a compelling story that inspires your community to participate, support operations and development, and advocate for improvement of its park and recreation services. The following strategies will help Rockville continue the forward progress in marketing that has been established for parks and recreation services.

- Design a Recreation and Parks logo for continued brand development and more easily recognized parks, facilities, programs and events. The diversity of the community is such that having quick identifiable visuals will help all visitors find Rockville parks and facilities. This is helping the public understand who is providing the service/facility, who benefits, and where to go to participate. When the city goes through a new branding process, the Department should participate in the process and develop a Recreation and Park brand that complements the City brand.
- Enhance digital marketing mix to help replace the absence of a print newspaper in the area.
 - o Make signage in parks and facilities a strong piece in the branding – this is where the City can stand out among the competition. It is important for the residents to distinguish between Rockville and others and a very good way to demonstrate what the residents are getting for their tax dollars.
 - o Place a couple of digital marquee signs in a couple of major parks and facilities including Falls Grove Park, community centers, Swim and Fitness Center and RedGate Park. Be strategic to choose locations near fiber infrastructure so the signs can be easily changed/updated from a computer workstation. This is particularly beneficial when immediate needs or emergencies develop. These signs can be used to communicate other City services and accomplish City-wide communication goals as well. It is important to ensure that the signs are in line with City ordinances for signs. If the Department sees the value in the addition of marquees, they may have to follow the processes to amend current ordinances.

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- o Capture more comprehensive photography for print and digital collateral. This can be accomplished in two ways. First, training staff on capturing moments with their subsidized or issued phones. It may also be beneficial to strategically select programs and events where you contract with a photographer or drone operator to capture pictures for digital marketing. Drones also make great video footage along trails, waterways, parks, and facilities creating video content for future promotions.
 - o Increase customer engagement through social media campaigns and contests. Campaigns should be used to increase awareness, reach and followers. Contests can be centered around national days, special happenings, and unique opportunities within the city by getting new people into the park with photo contest.
 - o Monday Morning Messaging Meetings – The intent is to discuss with division leaders about the current week's or following week's planned operational activities. These meetings are a great opportunity to discuss campaigns and contests that build the human connection with followers and reinforce the brand when they see pictures and video of staff living out the mission, vision and values. These can be electronic meeting to save windshield time.
- From a **marketing and promotions** standpoint, continue to maintain a diverse marketing mix. This includes continuing the site/core service specific communications plans. Overall, the Department should develop a Recreation and Parks marketing plan that supports each cost center, each cost center's priorities to reach cost recovery or community services goals. Make sure this plan shares the spotlight celebrating the Recreation and Park's successes; annual reports, services provided, and volunteer recognition with the public across all platforms. The department could better identify marketing return on investment (ROI) for all marketing initiatives. As well as, find opportunities to increase the number of cross-promotions internally.
- Consider the addition of another **marketing & communications position** to assist with existing staff efforts, help protect the brand, and consistently engage the citizens / visitors on social media with contests, throwback Thursdays (history of park system development), etc.
- Continue to **train** Department staff. Develop training on marketing and communication best practices in Google Analytics, adobe illustrated and promo videos, while developing training in Rec1 shopping cart reminders, promo-codes, gift cards and percent to goals.
- Consider simplifying the **website** to have Core Program Areas identified for participants and staff to quickly identify program information.
- Update the **marketing plan** specifically for the Department to include the components identified above; marketing tools, standards, guidelines and policies to create one culture or brand.
- Establish **priority segments** to target in terms of new program/service development and communication tactics.
- Establish and regularly review **performance measures** for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage **relationships with partners** to enhance marketing efforts through cross-promotions that include defined measurable outcomes.
- Develop an **ROI** workbook to help staff make strategic decisions about marketing to improve staff capacity, cost recovery and mission of the Department.

CHAPTER EIGHT – STRATEGIC ACTION PLAN

8.1 VISION

The following vision presents how the Department desires to be viewed in the future:

“To be THE place to make lifelong memories as you live, work, play and thrive.”

8.2 MISSION

The following is the mission for how the Department will implement the vision:

“To nurture community connections.”

8.3 CORE VALUES

- Diversity, Equity & Inclusion
- Exceptional Customer Experience
- Stewardship of Resources
- Innovation
- Collaboration

8.4 BIG MOVES

- Build a standalone brand identity for the Recreation and Parks Department to tell its story and increase community awareness and participation
- Continue to identify new and dedicated funding sources to ensure long-term financial sustainability
- Design, develop and maximize the use of RedGate Park as a community asset and a regional destination
- Ensure equity of access in program and park / facility distribution throughout Rockville
- Evaluate the viability of a multi-generational community facility focused on new recreational programming, performing arts and cultural offerings
- Redevelop King Farm Farmstead to balance its existing historic amenities with newer cultural and recreation offerings

8.5 CONCLUSION

The Rockville community is fortunate to have the diversity and variety of offerings that the Department provides, a rarity for a City this size. The staff’s dedication, their commitment to serving the community and desire to constantly keep improving are key facets that differentiate the Department from others and will be vital components to ensure the successful implementation of this Plan.

This Plan provides a roadmap to help the Department evolve and innovate as the Rockville community diversifies and new trends emerge. From all indications, the Department is well-positioned to successfully continue impacting lives and nurturing community connections through recreation programs, parks and trails, special events and facilities ranging from sports to aquatics and from nature to culture.

The Consulting Team has no doubt that the Department and its staff will leave no stone unturned to implement this plan and ensure that Rockville will achieve its vision of being

THE place to make lifelong memories as you live, work, play and thrive

APPENDIX A – DEMOGRAPHIC AND TRENDS ANALYSIS

METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All demographic data was acquired in October 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2019 and 2024 as obtained by ESRI. Straight line linear regression was utilized for 2029 and 2034 projections. The City boundaries shown below were utilized for the demographic analysis **(Figure 36)**.

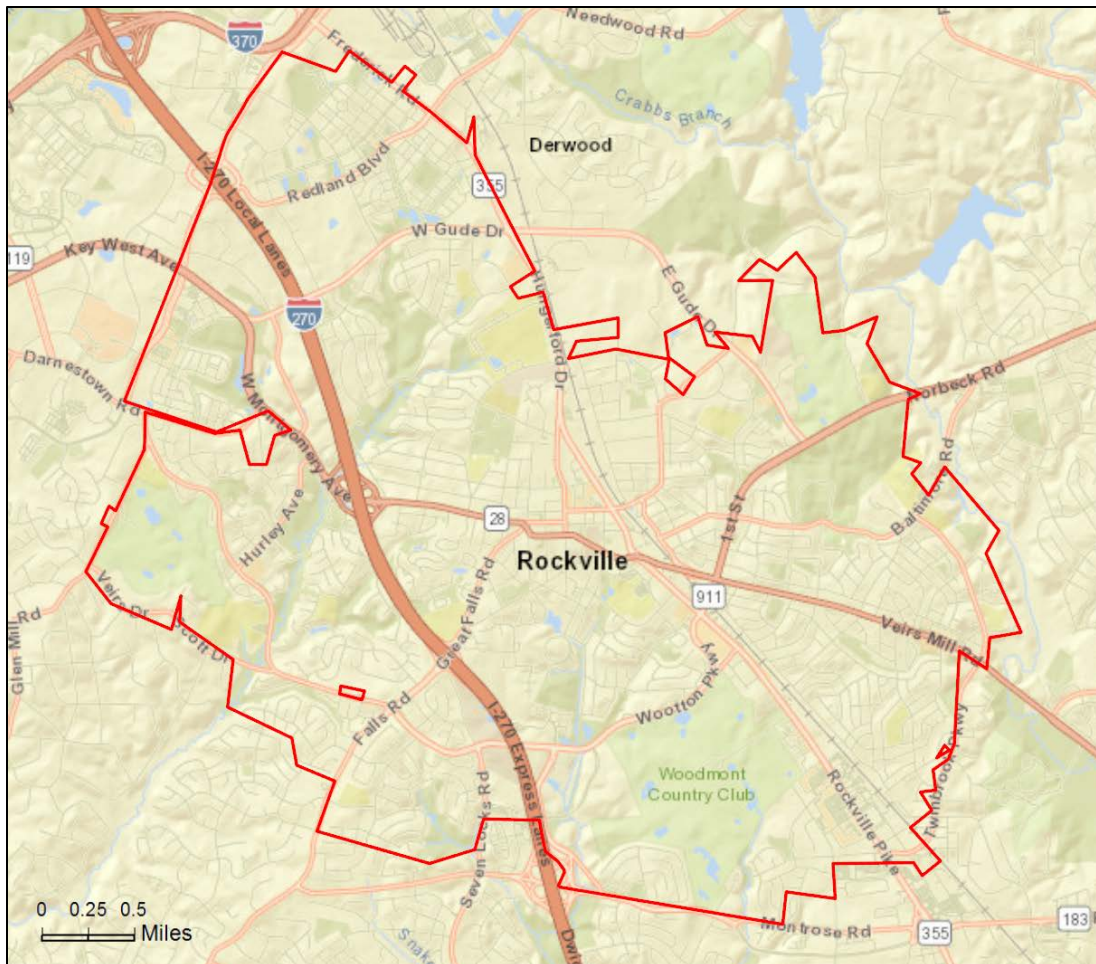


Figure 36: City Boundaries

CITY POPULACE

POPULATION

The City's population experienced an increase in growth within recent years, increasing 8.28% from 2010 to 2019 (0.92% per year). This is above the national annual growth rate of 0.85% (from 2010-2019). Similar to the population, the total number of households also experienced an increase in recent years (9.27% since 2010) with 1.03% per year.

Currently, the population is estimated at 66,402 individuals living within 25,902 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years. Based on 2034 predictions, the City is expected to have 74,729 residents living within 29,351 households (**Figures 37 & 38**).

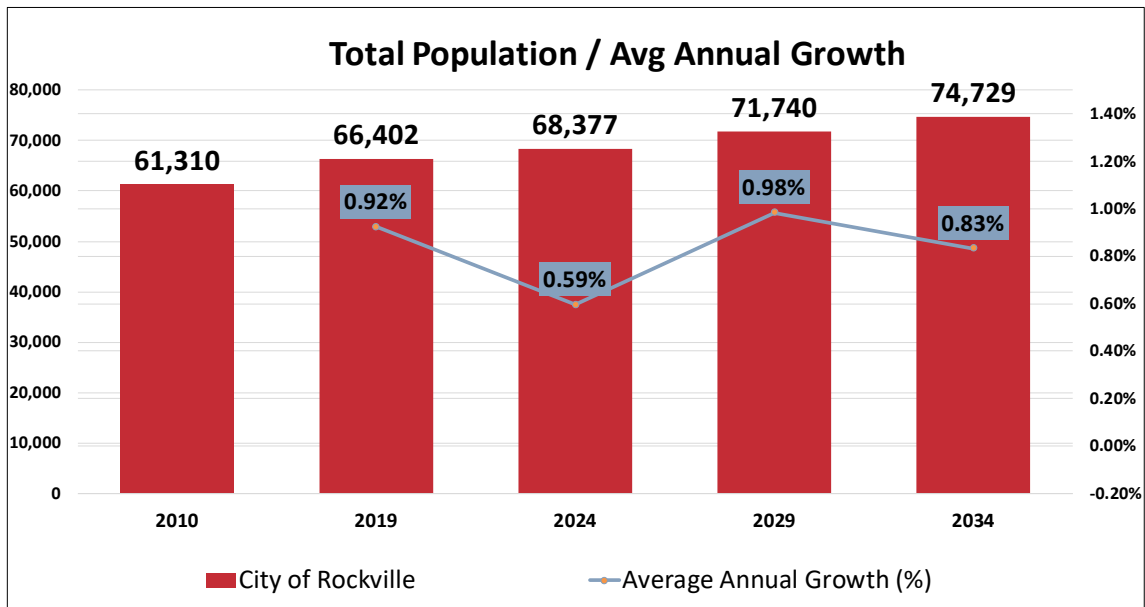


Figure 37: Total Population

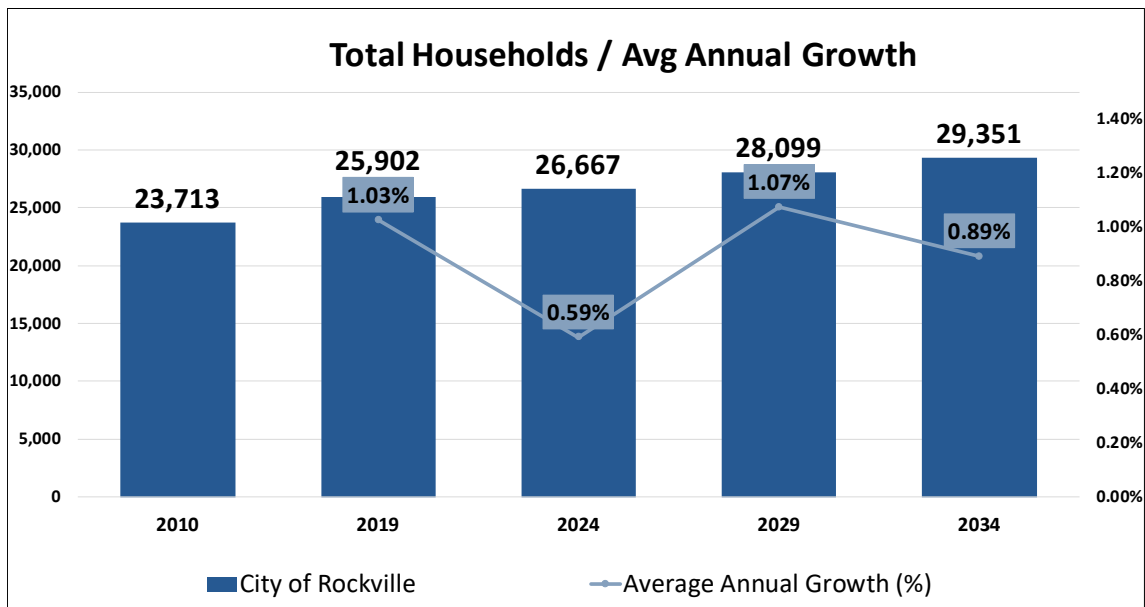


Figure 38: Total Number of Households

AGE SEGMENT

Evaluating the City by age segments, Rockville is an older community, with the primary population falling between the age of 35 and 74. The City has a median age of 40.3 years old which is slightly above the U.S. median age of 38.5 years. Assessing the population as a whole, the City is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent 36% of the City's total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups (**Figure 39**).

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

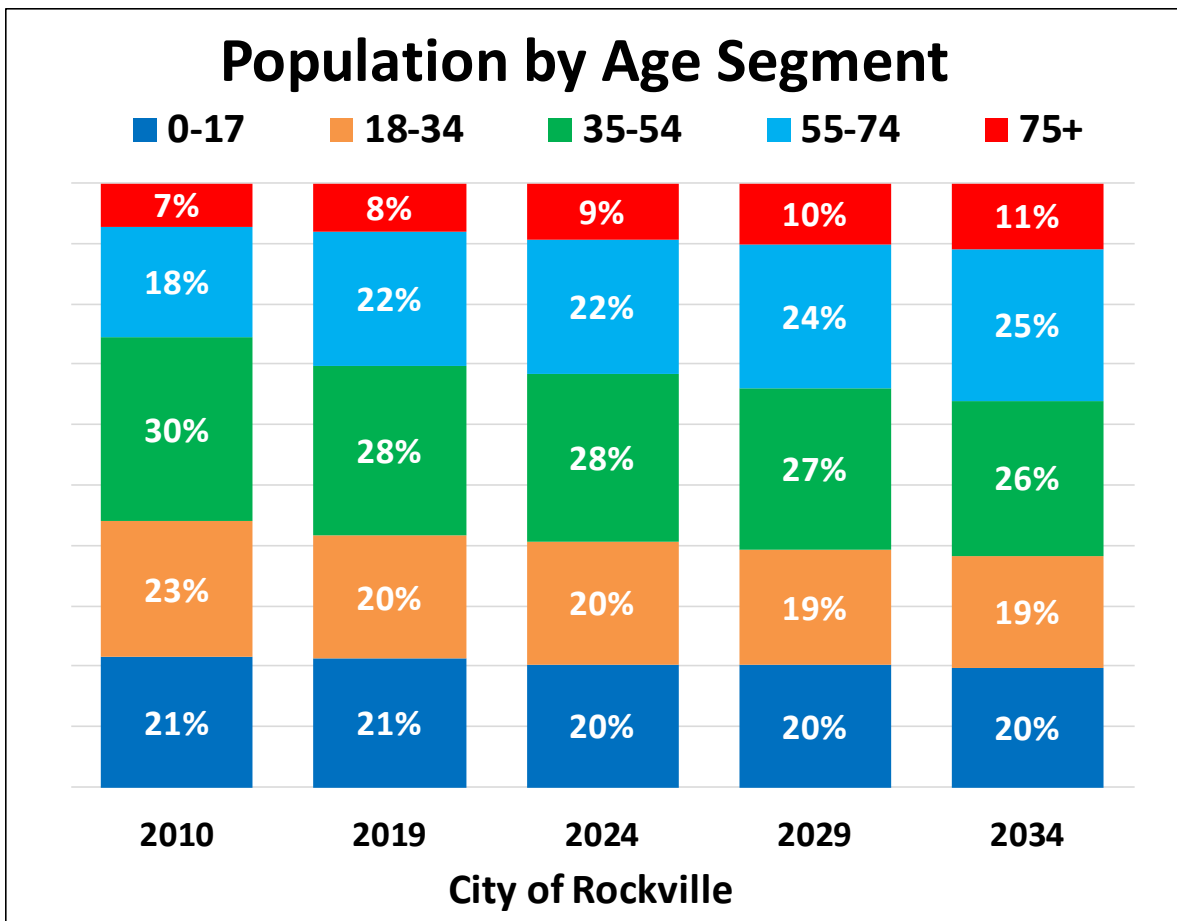


Figure 39: Population by Age Segments

RACE AND ETHNICITY DEFINITIONS

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

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

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. **For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.***

RACE

Analyzing race, Rockville's current population is more diverse compared to the national representations; due predominately to a higher representation in the Asian population. The 2019 estimate shows that 53% of the population falls into the White Alone category and 24% of the population falls into the Asian racial distribution, which is the largest minority representation. With the exception of lower White Alone racial distribution, the racial diversification of the City is somewhat similar to the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2034 expect the City's diversity to somewhat remain the same, with the White Alone population projected to decrease to 42% (**Figure 40**).

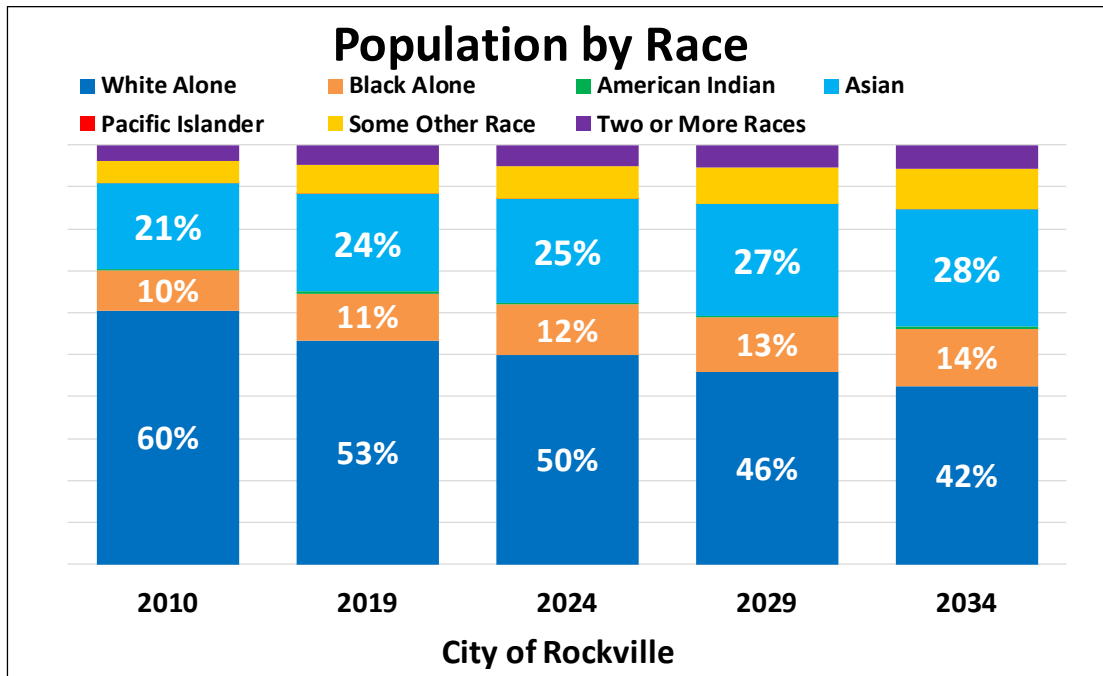


Figure 40: Population by Race

ETHNICITY

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent 18% of the City's current population, which is equal to the national average (18% Hispanic/ Latino). The Hispanic/Latino population is expected to grow over the next 15 years, increasing to 25% of the City's total population by 2034 (**Figure 41**).

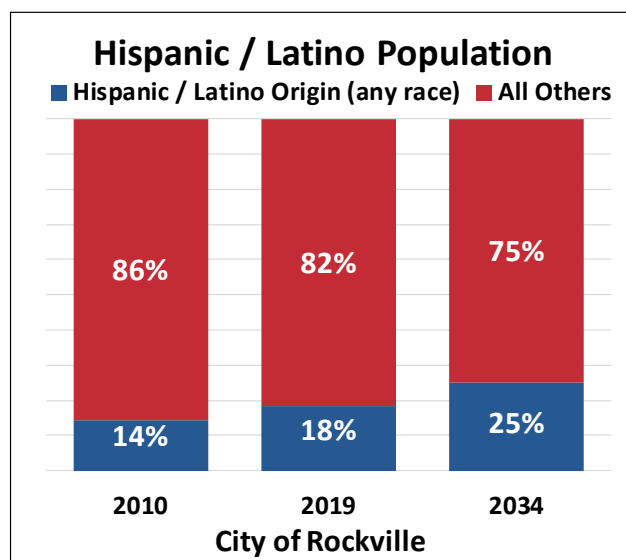


Figure 41: Population by Ethnicity

HOUSEHOLD INCOME

As shown below (**Figure 42**), the City's per capita income (\$55,055) and median household income (\$103,599) are both above the current state averages (\$41,447 & \$81,440). When compared to the U.S., Rockville's income characteristics are well above the national averages (\$33,028 & \$60,548).

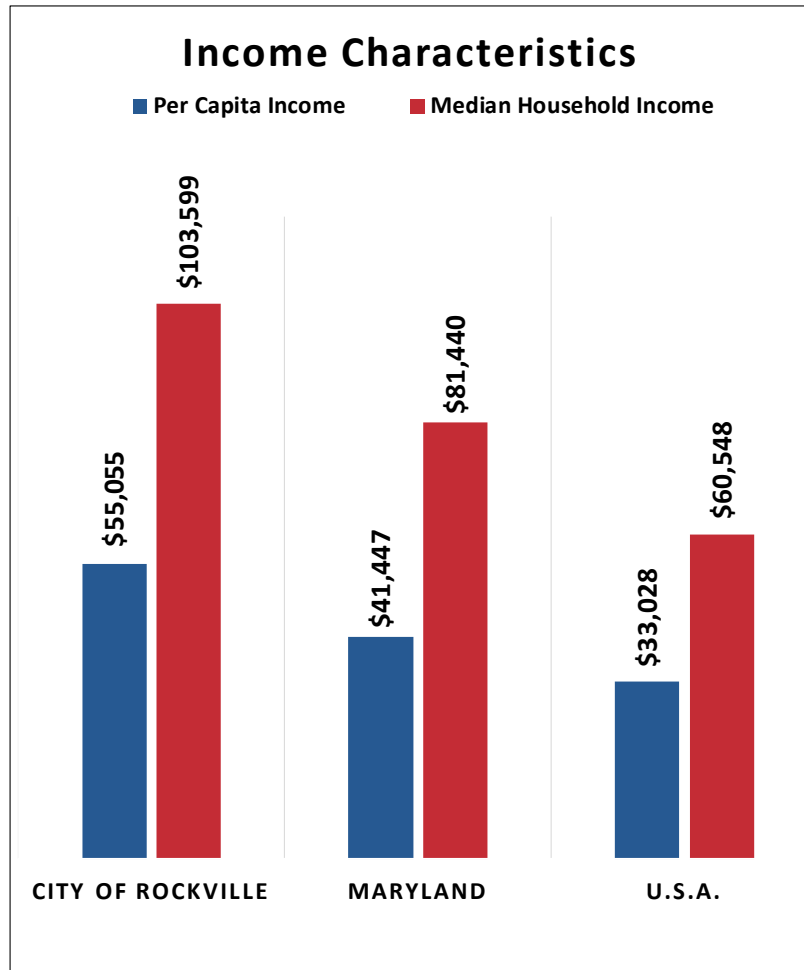


Figure 42: Income Characteristics

RECREATION AND PARKS STRATEGIC PLAN

CITY OF ROCKVILLE DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the City's demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows Rockville to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the City and the national population.

= Significantly higher than the National Average
 = Significantly lower than the National Average

2019 Demographic Comparison		Rockville	Maryland	U.S.A.
Population	Annual Growth Rate (2010-2019)	0.92%	0.67%	0.85%
	Projected Annual Growth Rate (2019-2034)	0.84%	0.69%	0.90%
Households	Annual Growth Rate (2010-2019)	1.03%	0.59%	0.80%
	Average Household Size	2.52	2.63	2.59
Age Segment Distribution	Ages 0-17	21%	22%	22%
	Ages 18-34	20%	23%	23%
	Ages 35-54	28%	26%	25%
	Ages 55-74	22%	23%	23%
	Ages 75+	8%	7%	7%
Race Distribution	White Alone	53.3%	54.3%	69.6%
	Black Alone	11.2%	30.3%	12.9%
	American Indian	0.4%	0.4%	1.0%
	Asian	23.5%	6.8%	5.8%
	Pacific Islander	0.1%	0.1%	0.2%
	Some other Race	6.9%	4.7%	7.0%
	Two or More Races	4.6%	3.5%	3.5%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	18.3%	10.8%	18.6%
	All Others	81.7%	89.2%	81.4%
Income Characteristics	Per Capita Income	\$55,055	\$41,447	\$33,028
	Median Household Income	\$103,599	\$81,440	\$60,548

Figure 43: The City's Demographic Comparative Summary Table

DEMOGRAPHIC SUMMARY

- The City's **population annual growth rate** (0.92%) is higher than the U.S.'s (0.85%) growth rate.
- Rockville's **household annual growth rate** (1.03%) is also significantly higher than the national (0.80%) average.
- The City's **racial distribution** has a lower White Alone (53.3%) population and higher Asian (23.5%) population, when compared to national percentage distribution: White Alone (69.6%) and Asian (5.8%).
- The City's **per capita income** (\$55,055), as well as the **median house income** (\$103,599) is well above average, when compared to the U.S.'s income characteristics (\$33,028 & \$60,548).



RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI).

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

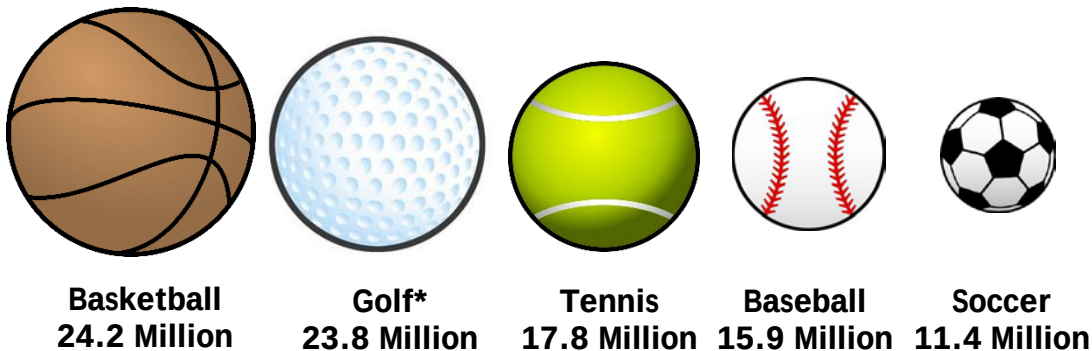
NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sport's most heavily participated in the United States were Basketball (24.2 million) and Golf (23.8 million in 2017), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.



FIVE-YEAR TREND

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year. Please see the end of **Appendix A** for full Core vs. Casual Participation breakdown.

RECREATION AND PARKS STRATEGIC PLAN

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 44 - General Sports Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).



**Fitness
Walking
111.1 Million**



**Treadmill
53.7 Million**



**Dumbbell
Free Weights
51.3 Million**



**Running/
Jogging
49.5 Million**



**Stationary
Cycling
36.7 Million**

FIVE-YEAR TREND

Over the last five years (2013-2018), the activities growing most rapidly are Trail Running (47.4%), Aerobics (24.8%), Barre (21.8%), Stair Climbing Machine (18.8%), and Yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: Dumbbell Free Weights (-12.0%), Running/Jogging (-8.7%), Fitness Walking (-5.3%), Traditional Triathlon (-4.2%), and Boot Camps Style Cross Training (-3.1%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.4%), Yoga (5.1%), and Elliptical Motion Trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were Non-Traditional Triathlon (-15.5%), Running/Jogging (-2.6%), and Cross-Training Style Workout (-2.1%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user. *Please see the end of **Appendix A** for full Core vs. Casual Participation breakdown.*

RECREATION AND PARKS STRATEGIC PLAN

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 45 - General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (47.9 million), Road Bicycling (39.0 million), Freshwater Fishing (39.0 million), and Camping within ¼ mile of Vehicle/Home (27.4 million), and Recreational Vehicle Camping (16.0 million).



Hiking
(Day)
47.9 Million



Bicycling
(Road)
39.0 Million



Fishing
(Freshwater)
39.0 Million



Camping
(<¼mi. of Car/Home)
27.4 Million



Camping
(Recreational Vehicle)
16.0 Million

FIVE-YEAR TREND

From 2013-2018, BMX Bicycling (58.6%), Day Hiking (39.2%), Fly Fishing (18.1%), Backpacking Overnight (16.2%), and Recreational Vehicle Camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as In-Line Roller Skating (-17.8%), Birdwatching (-12.8%), Camping within ¼ mile of Home/Vehicle (-6.3%), and Road Bicycling (-4.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being Day Hiking (6.6%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Fly Fishing (18.1%). Over the last year, activities that underwent the largest decreases in participation include: Adventure Racing (-12.4%), In-Line Roller Skating (-4.3%), and Overnight Backpacking (-4.0%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A large majority of outdoor activities have experienced participation growth in the last five- years, with In-Line Roller Skating, Birdwatching, Camping within ¼ mile of Home/Vehicle, and Road Bicycling being the only activities decreasing in participation. Although this is a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in. *Please see the end of **Appendix A** for full Core vs. Casual Participation breakdown.*

RECREATION AND PARKS STRATEGIC PLAN

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 46 - Outdoor / Adventure Recreation Participatory Trends

NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2018, Fitness Swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Competitive Swimming (15.4%) and Fitness Swimming (4.6%).

ONE-YEAR TREND

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness Swimming (1.6%) had the largest increase in 2018, with Competitive Swimming (1.3%) and Aquatic Exercise (0.6%) not far behind.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 47 - Aquatic Participatory Trends

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of Competition Swimming increased by 45.5%, Aquatic Exercise by 40.0%, and Fitness Swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. Please see the end of **Appendix A** for full Core vs. Casual Participation breakdown.

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2018 were Recreational Kayaking (11.0 million), Canoeing (9.1 million), and Snorkeling (7.8 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Kayaking
11.0 Million



Canoeing
9.1 Million



Snorkeling
7.8 Million



Jet Skiing
5.3 Million



Sailing
3.8 Million

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (73.3%) was by far the fastest growing water activity, followed by Recreational Kayaking (26.4%), White Water Kayaking (19.4%), Boardsailing/Windsurfing (17.5%), and Sea/Tour Kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were Surfing (-21.4%), Water Skiing (-20.0%), Jet Skiing (-17.0%), Wakeboarding (-15.7%), and Rafting (-11.3%).

ONE-YEAR TREND

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational Kayaking (4.6%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Wakeboarding (-7.0%), Snorkeling (-6.8), and Water Skiing (-5.9%)

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see the end of **Appendix A** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 48 - Water Sports / Activities Participatory Trends

PARTICIPATION BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

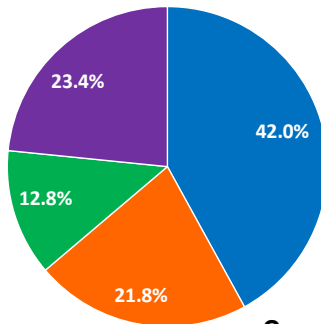
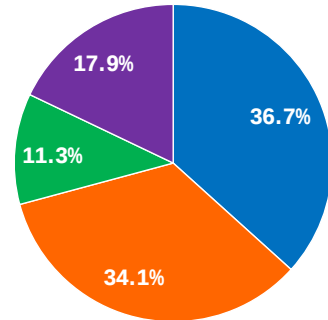
2018 PARTICIPATION RATES BY GENERATION

U.S. population, Ages 6+



Generation Z (born 2000+)

Generation Z were the most active, with only 17.9% of the population identifying as inactive. Approximately 81% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

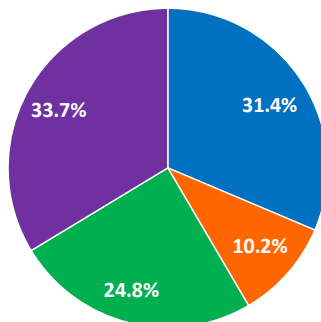
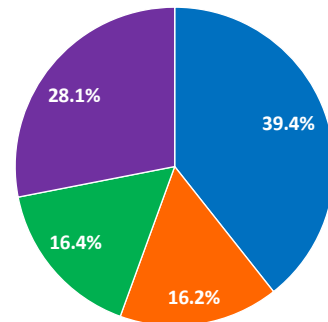


Millennials (born 1980-1999)

Almost half (42.0%) of millennials were active high calorie participants, while 23.4% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.9%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979)

Generation X has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.



The Boomers (born 1945-1964)

The Boomers were the least active generation with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual high (10.2%) along with low/medium (24.8%) calorie participants.

Definitions: Active (3+ times per week), Casual (1-2 times per week), High Calorie (20+ minutes of elevated heart rate), Low/Med Calorie (<20 minutes of elevated heart rate), Inactive (no physical activity in 2018)

NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.

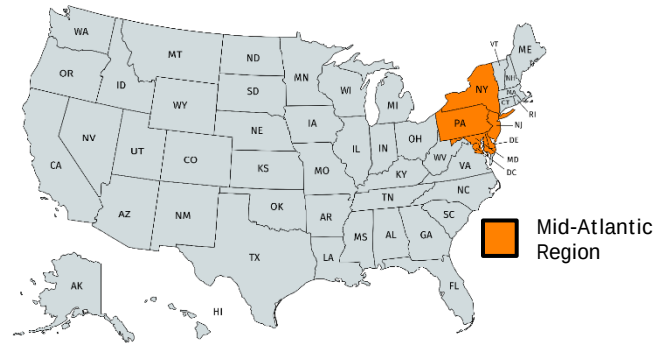


NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (MID-ATLANTIC REGION)

NRPA's *Agency Performance Review 2019* summarizes key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.

Based on this year's report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities/events.



According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (**Figure 49**). A complete comparison of regional and national programs offered by agencies can be found in **Figure 50**.

When comparing Mid-Atlantic Region agencies to the U.S. average, team sports, social recreation events, themed special events, health & wellness education, and fitness enhancement classes were all identified in top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
Themed Special Events (90%)	Themed Special Events (87%)
Social Recreation Events (88%)	Team Sports (87%)
Team Sports (84%)	Social Recreation Events (86%)
Fitness Enhancement Classes (78%)	Health & Wellness Education (80%)
Individual Sports (75%)	Fitness Enhancement Classes (79%)

Figure 49 - Core Program Areas

Overall, Mid-Atlantic Region parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Mid-Atlantic agencies are currently offering Health & Wellness Education, Martial Arts, and Cultural Crafts at a lesser rate than the national average.

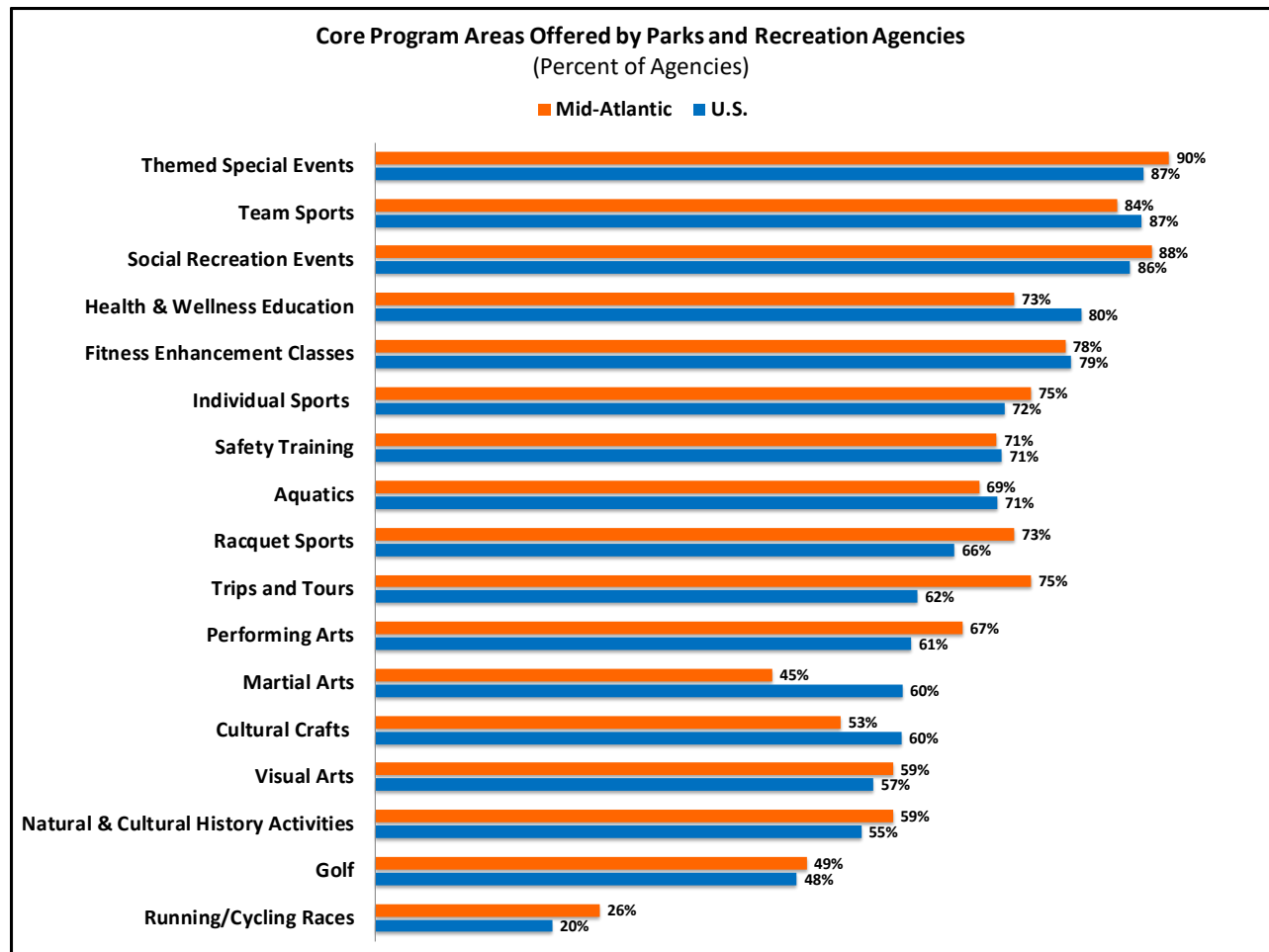


Figure 50 - Programs Offered by Parks and Recreation Agencies

RECREATION AND PARKS STRATEGIC PLAN

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below (**Figure 51**). A complete comparison of regional and national targeted program offerings can be found in **Figure 52**.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Mid-Atlantic (% of agencies offering)	U.S. (% of agencies offering)
Summer Camp (81%)	Summer Camp (82%)
Specific Senior Programs (76%)	Senior Programs (78%)
Specific Teen Programs (65%)	After School Programs (77%)

Figure 51 - Top 3 Core Target Program Areas

Agencies in the Mid-Atlantic Region tend to offer targeted programs at a lower rate than the national average. Mid-Atlantic agencies are currently offering After School Programs, Preschool Programs, and Before School Programs at a significantly lower rate than the national average.

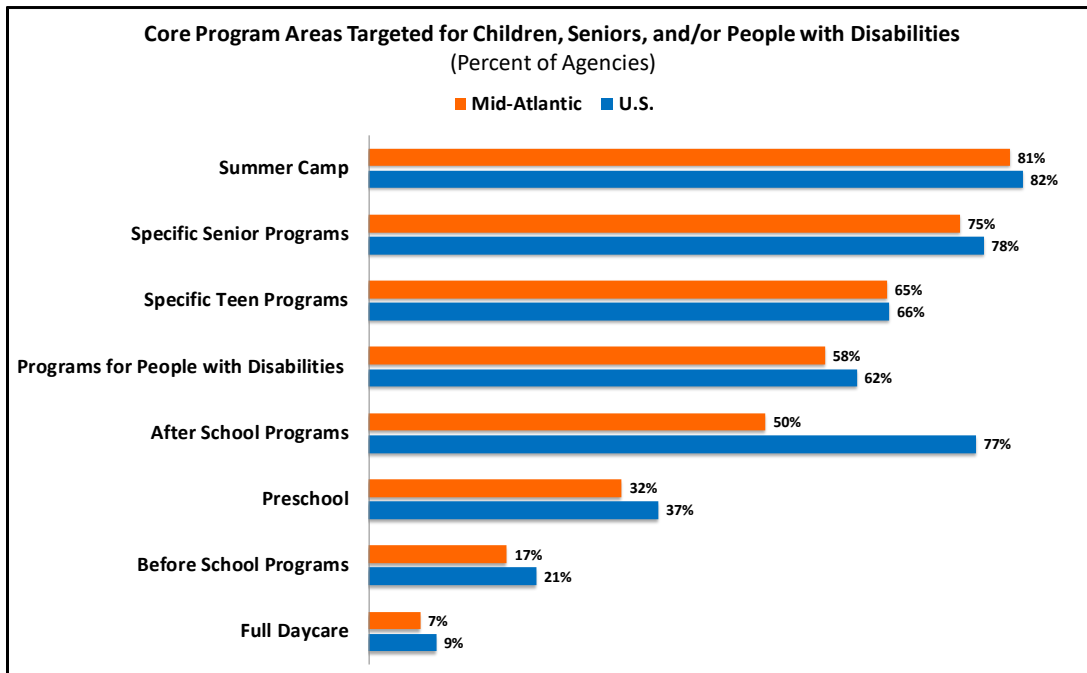


Figure 52 - Targeted Programs for Children, Seniors, and People with Disabilities

LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the City's service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within the City of Rockville. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The City is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City demonstrates slightly above average market potential index (MPI) numbers, this is particularly noticeable when analyzing the fitness market potential chart. Every activity within this category has an MPI score ≥ 100 . Analyzing the general sports, outdoor activity, and commercial recreation MPI charts, a majority of these activities still scored above the national average, with no activity scoring below a 90.

These overall average MPI scores show that Rockville residents have a rather strong participation presence when it comes to recreational activities. This becomes significant when the City considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate there is a greater potential that residents within the service area will actively participate in offerings provided by the Department.

GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, Tennis (151 MPI), Soccer (127 MPI), and Golf (119 MPI) are the most popular sports amongst City residents when compared to the national average.

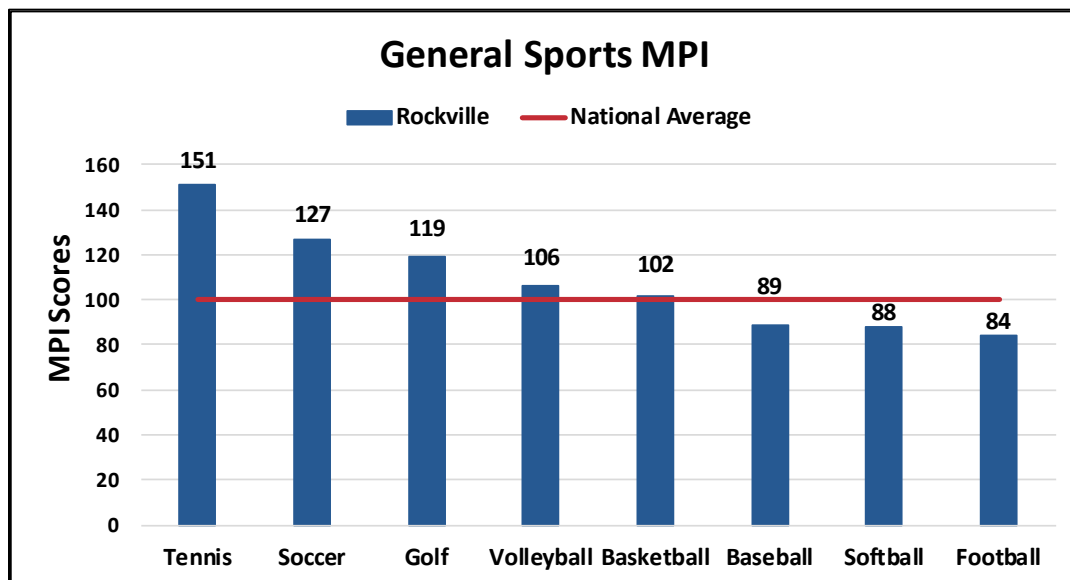


Figure 53 - General Sports Participation Trends

FITNESS MARKET POTENTIAL

The fitness MPI chart shows Yoga (151 MPI), Jogging/Running (137 MPI), Pilates (137 MPI), and Weight Lifting (135 MPI) as the most popular activities amongst Rockville residents when compared to the national average.

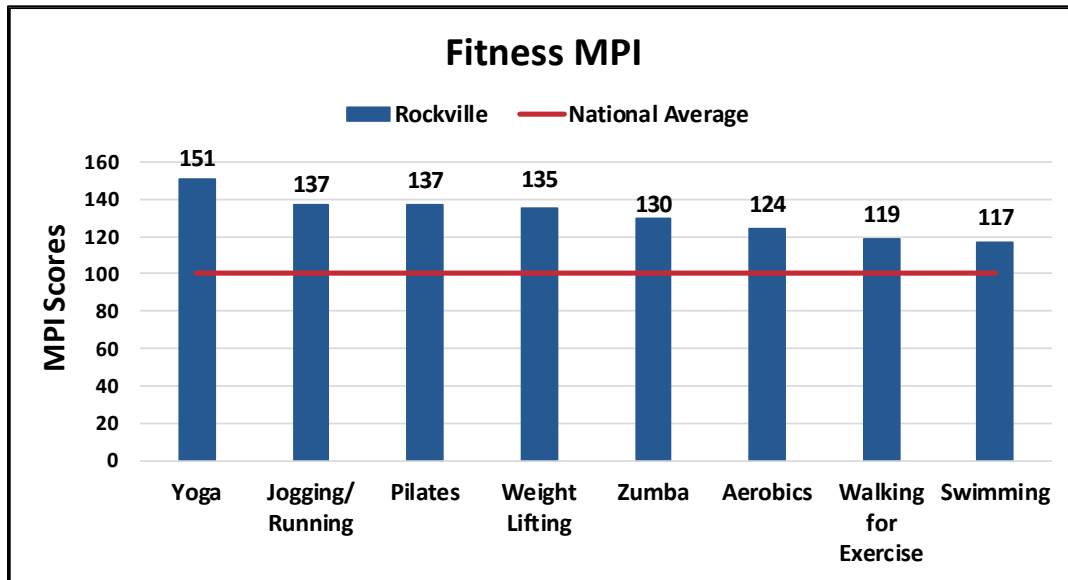


Figure 54 - Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, Hiking (142 MPI), Bicycling-Road (126 MPI), Bicycling-Mountain (126 MPI), and Canoeing/Kayaking (117 MPI) are the most popular activities amongst City residents when compared to the national average.

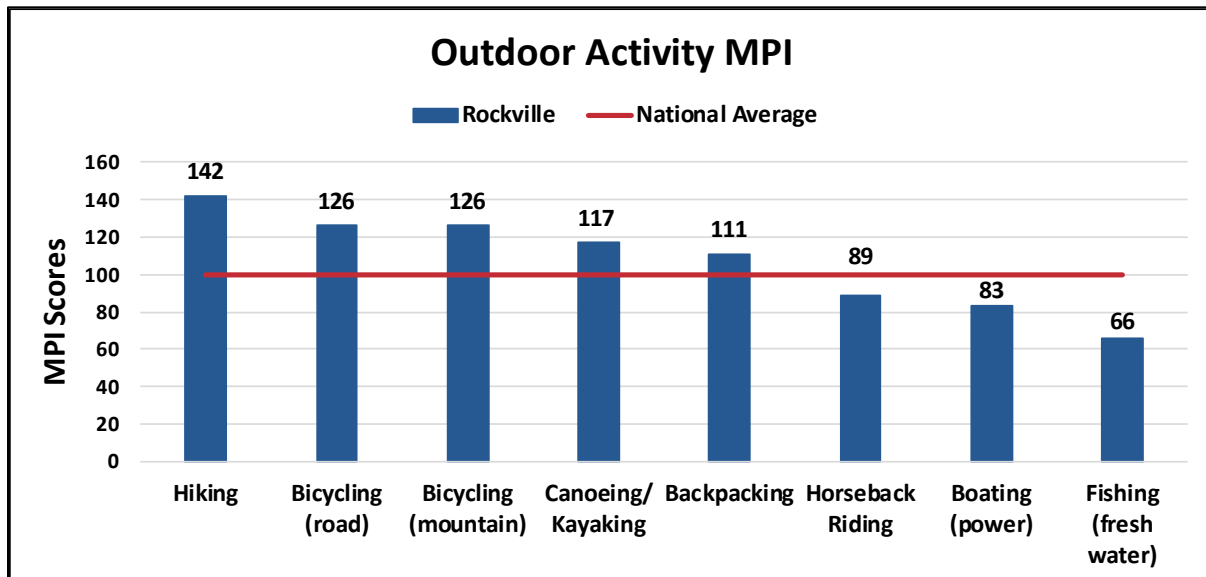


Figure 55 - Outdoor Activity Participation Trends

COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows Went to art gallery in last 12 months (161 MPI), Went to museum in last 12 months (155 MPI), and Attended dance performance (152 MPI) as the most popular activities amongst Rockville residents when compared to the national average.

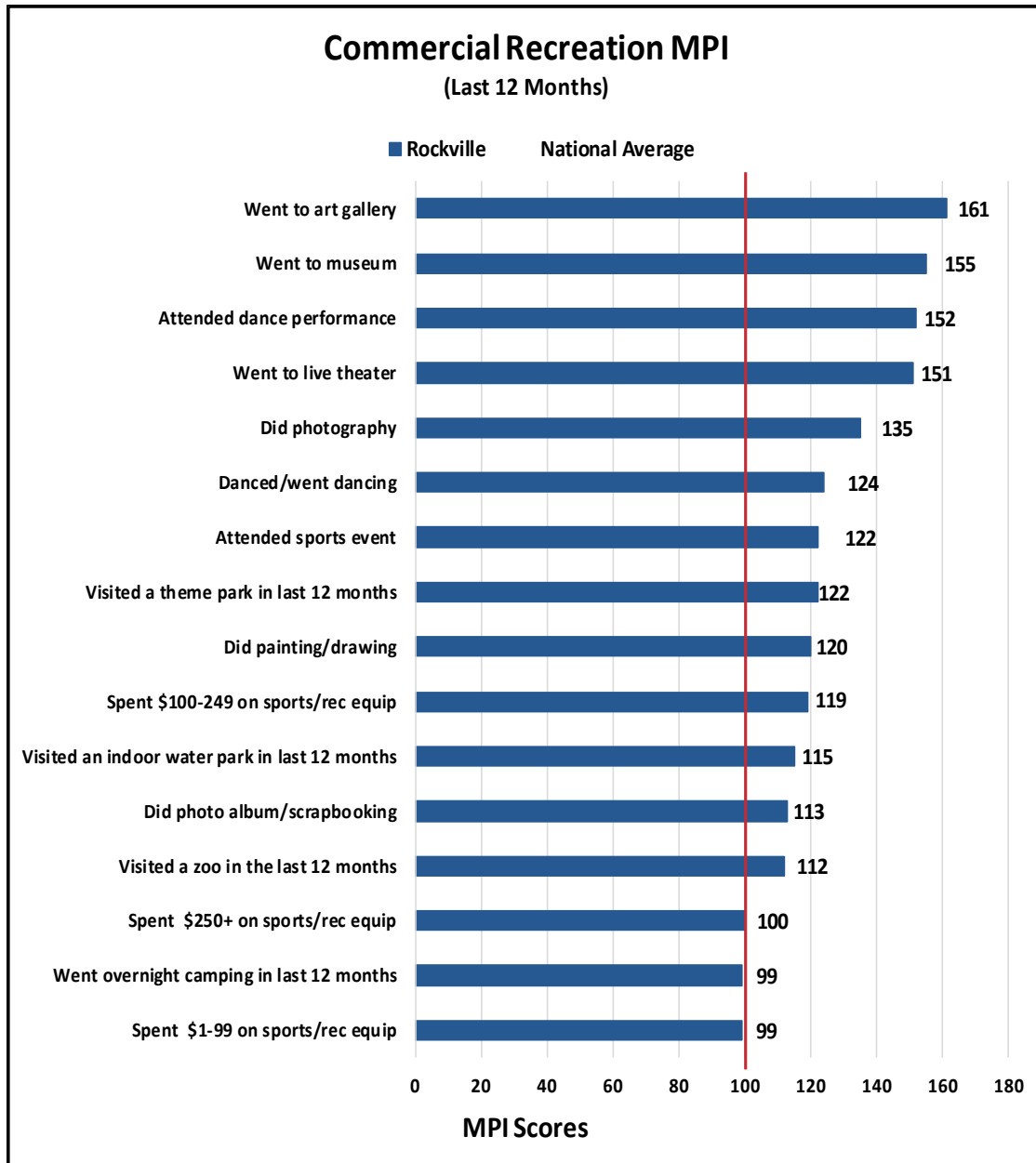


Figure 56 - Commercial Recreation Participation Trends

RECREATION AND PARKS STRATEGIC PLAN

CORE VS. CASUAL PARTICIPATION TRENDS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Golf (9 or 18-Hole Course)	24,720	100%	23,829	100%	N/A	100%	N/A	N/A
Basketball	23,669	100%	23,401	100%	24,225	100%	2.3%	3.5%
<i>Casual (1-12 times)</i>	6,998	30%	8,546	37%	9,335	39%	33.4%	9.2%
<i>Core(13+ times)</i>	16,671	70%	14,856	63%	14,890	61%	-10.7%	0.2%
Tennis	17,678	100%	17,683	100%	17,841	100%	0.9%	0.9%
Baseball	13,284	100%	15,642	100%	15,877	100%	19.5%	1.5%
<i>Casual (1-12 times)</i>	4,201	32%	6,405	41%	6,563	41%	56.2%	2.5%
<i>Core (13+ times)</i>	9,083	68%	9,238	59%	9,314	59%	2.5%	0.8%
Soccer (Outdoor)	12,726	100%	11,924	100%	11,405	100%	-10.4%	-4.4%
<i>Casual (1-25 times)</i>	6,532	51%	6,665	56%	6,430	56%	-1.6%	-3.5%
<i>Core (26+ times)</i>	6,194	49%	5,259	44%	4,975	44%	-19.7%	-5.4%
Softball (Slow Pitch)	6,868	100%	7,283	100%	7,386	100%	7.5%	1.4%
<i>Casual (1-12 times)</i>	2,685	39%	3,060	42%	3,281	44%	22.2%	7.2%
<i>Core(13+ times)</i>	4,183	61%	4,223	58%	4,105	56%	-1.9%	-2.8%
Badminton	7,150	100%	6,430	100%	6,337	100%	-11.4%	-1.4%
<i>Casual (1-12 times)</i>	4,834	68%	4,564	71%	4,555	72%	-5.8%	-0.2%
<i>Core(13+ times)</i>	2,316	32%	1,867	29%	1,782	28%	-23.1%	-4.6%
Volleyball (Court)	6,433	100%	6,317	100%	6,317	100%	-1.8%	0.0%
<i>Casual (1-12 times)</i>	2,715	42%	2,939	47%	2,867	45%	5.6%	-2.4%
<i>Core(13+ times)</i>	3,718	58%	3,378	53%	3,450	55%	-7.2%	2.1%
Football, Flag	5,610	100%	6,551	100%	6,572	100%	17.1%	0.3%
<i>Casual (1-12 times)</i>	2,813	50%	3,572	55%	3,573	54%	27.0%	0.0%
<i>Core(13+ times)</i>	2,797	50%	2,979	45%	2,999	46%	7.2%	0.7%
<i>Core Age 6 to 17 (13+ times)</i>	1,363	50%	1,565	55%	1,578	54%	15.8%	0.8%
Football, Touch	7,140	100%	5,629	100%	5,517	100%	-22.7%	-2.0%
<i>Casual (1-12 times)</i>	3,952	55%	3,332	59%	3,313	60%	-16.2%	-0.6%
<i>Core(13+ times)</i>	3,188	45%	2,297	41%	2,204	40%	-30.9%	-4.0%
Volleyball (Sand/Beach)	4,769	100%	4,947	100%	4,770	100%	0.0%	-3.6%
<i>Casual (1-12 times)</i>	3,261	68%	3,544	72%	3,261	68%	0.0%	-8.0%
<i>Core(13+ times)</i>	1,509	32%	1,403	28%	1,509	32%	0.0%	7.6%
Football, Tackle	6,165	100%	5,224	100%	5,157	100%	-16.4%	-1.3%
<i>Casual (1-25 times)</i>	2,601	42%	2,145	41%	2,258	44%	-13.2%	5.3%
<i>Core(26+ times)</i>	3,564	58%	3,078	59%	2,898	56%	-18.7%	-5.8%
<i>Core Age 6 to 17 (26+ times)</i>	2,586	42%	2,427	41%	2,353	44%	-9.0%	-3.0%
Gymnastics	4,972	100%	4,805	100%	4,770	100%	-4.1%	-0.7%
<i>Casual (1-49 times)</i>	3,209	65%	3,139	65%	3,047	64%	-5.0%	-2.9%
<i>Core(50+ times)</i>	1,763	35%	1,666	35%	1,723	36%	-2.3%	3.4%
Soccer (Indoor)	4,803	100%	5,399	100%	5,233	100%	9.0%	-3.1%
<i>Casual (1-12 times)</i>	1,967	41%	2,657	49%	2,452	47%	24.7%	-7.7%
<i>Core(13+ times)</i>	2,836	59%	2,742	51%	2,782	53%	-1.9%	1.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Track and Field	4,071	100%	4,161	100%	4,143	100%	1.8%	-0.4%
<i>Casual (1-25 times)</i>	1,808	44%	2,040	49%	2,071	50%	14.5%	1.5%
<i>Core(26+ times)</i>	2,263	56%	2,121	51%	2,072	50%	-8.4%	-2.3%
Cheerleading	3,235	100%	3,816	100%	3,841	100%	18.7%	0.7%
<i>Casual (1-25 times)</i>	1,669	52%	2,164	57%	2,039	53%	22.2%	-5.8%
<i>Core(26+ times)</i>	1,566	48%	1,653	43%	1,802	47%	15.1%	9.0%
Ultimate Frisbee	5,077	100%	3,126	100%	2,710	100%	-46.6%	-13.3%
<i>Casual (1-12 times)</i>	3,715	73%	2,270	73%	1,852	68%	-50.1%	-18.4%
<i>Core(13+ times)</i>	1,363	27%	856	27%	858	32%	-37.1%	0.2%
Racquetball	3,824	100%	3,526	100%	3,480	100%	-9.0%	-1.3%
<i>Casual (1-12 times)</i>	2,569	67%	2,451	70%	2,407	69%	-6.3%	-1.8%
<i>Core(13+ times)</i>	1,255	33%	1,075	30%	1,073	31%	-14.5%	-0.2%
Pickleball	N/A	100%	3,132	100%	3,301	100%	N/A	5.4%
Ice Hockey	2,393	100%	2,544	100%	2,447	100%	2.3%	-3.8%
<i>Casual (1-12 times)</i>	1,093	46%	1,227	48%	1,105	45%	1.1%	-9.9%
<i>Core(13+ times)</i>	1,300	54%	1,317	52%	1,342	55%	3.2%	1.9%
Softball (Fast Pitch)	2,498	100%	2,309	100%	2,303	100%	-7.8%	-0.3%
<i>Casual (1-25 times)</i>	1,117	45%	1,077	47%	1,084	47%	-3.0%	0.6%
<i>Core(26+ times)</i>	1,381	55%	1,232	53%	1,219	53%	-11.7%	-1.1%
Lacrosse	1,813	100%	2,171	100%	2,098	100%	15.7%	-3.4%
<i>Casual (1-12 times)</i>	914	50%	1,142	53%	1,036	49%	13.3%	-9.3%
<i>Core(13+ times)</i>	899	50%	1,030	47%	1,061	51%	18.0%	3.0%
Roller Hockey	1,298	100%	1,834	100%	1,734	100%	33.6%	-5.5%
<i>Casual (1-12 times)</i>	841	65%	1,419	77%	1,296	75%	54.1%	-8.7%
<i>Core(13+ times)</i>	457	35%	415	23%	437	25%	-4.4%	5.3%
Wrestling	1,829	100%	1,896	100%	1,908	100%	4.3%	0.6%
<i>Casual (1-25 times)</i>	948	52%	1,179	62%	1,160	61%	22.4%	-1.6%
<i>Core(26+ times)</i>	881	48%	717	38%	748	39%	-15.1%	4.3%
Rugby	1,183	100%	1,621	100%	1,560	100%	31.9%	-3.8%
<i>Casual (1-7 times)</i>	756	64%	1,097	68%	998	64%	32.0%	-9.0%
<i>Core(8+ times)</i>	427	36%	524	32%	562	36%	31.6%	7.3%
Squash	1,414	100%	1,492	100%	1,285	100%	-9.1%	-13.9%
<i>Casual (1-7 times)</i>	1,082	77%	1,044	70%	796	62%	-26.4%	-23.8%
<i>Core(8+ times)</i>	332	23%	447	30%	489	38%	47.3%	9.4%
Field Hockey		100%	1,596	100%		100%	#DIV/0!	-100.0%
<i>Casual (1-7 times)</i>		#DIV/0!	897	56%		#DIV/0!	#DIV/0!	-100.0%
<i>Core(8+ times)</i>		#DIV/0!	700	44%		#DIV/0!	#DIV/0!	-100.0%
Boxing for Competition	1,134	100%	1,368	100%	1,310	100%	15.5%	-4.2%
<i>Casual (1-12 times)</i>	982	87%	1,168	85%	1,118	85%	13.8%	-4.3%
<i>Core(13+ times)</i>	152	13%	199	15%	192	15%	26.3%	-3.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

RECREATION AND PARKS STRATEGIC PLAN

GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	117,351	100%	110,805	100%	111,001	100%	-5.4%	0.2%
Casual (1-49 times)	37,538	32%	35,326	32%	36,139	33%	-3.7%	2.3%
Core(50+ times)	79,813	68%	75,479	68%	74,862	67%	-6.2%	-0.8%
Treadmill	48,166	100%	52,966	100%	53,737	100%	11.6%	1.5%
Casual (1-49 times)	21,747	45%	24,444	46%	25,826	48%	18.8%	5.7%
Core(50+ times)	26,419	55%	28,523	54%	27,911	52%	5.6%	-2.1%
Free Weights (Dumbbells/Hand Weights)	58,267	100%	52,217	100%	51,291	100%	-12.0%	-1.8%
Casual (1-49 times)	18,891	32%	18,866	36%	18,702	36%	-1.0%	-0.9%
Core(50+ times)	39,376	68%	33,351	64%	32,589	64%	-17.2%	-2.3%
Running/Jogging	54,188	100%	50,770	100%	49,459	100%	-8.7%	-2.6%
Casual (1-49 times)	24,345	45%	24,004	47%	24,399	49%	0.2%	1.6%
Core(50+ times)	29,843	55%	26,766	53%	25,061	51%	-16.0%	-6.4%
Stationary Cycling (Recumbent/Upright)	35,247	100%	36,035	100%	36,668	100%	4.0%	1.8%
Casual (1-49 times)	18,311	52%	18,447	51%	19,282	53%	5.3%	4.5%
Core(50+ times)	16,936	48%	17,588	49%	17,387	47%	2.7%	-1.1%
Weight/Resistant Machines	36,267	100%	36,291	100%	36,372	100%	0.3%	0.2%
Casual (1-49 times)	14,857	41%	14,496	40%	14,893	41%	0.2%	2.7%
Core(50+ times)	21,410	59%	21,795	60%	21,479	59%	0.3%	-1.4%
Stretching	N/A	N/A	33,195	100%	N/A	N/A	N/A	N/A
Casual (1-49 times)	N/A	N/A	10,095	30%	N/A	N/A	N/A	N/A
Core(50+ times)	N/A	N/A	23,100	70%	N/A	N/A	N/A	N/A
Elliptical Motion Trainer*	30,410	100%	32,283	100%	33,238	100%	9.3%	3.0%
Casual (1-49 times)	14,770	49%	15,854	49%	16,889	51%	14.3%	6.5%
Core(50+ times)	15,640	51%	16,430	51%	16,349	49%	4.5%	-0.5%
Free Weights (Barbells)	25,641	100%	27,444	100%	27,834	100%	8.6%	1.4%
Casual (1-49 times)	9,613	37%	10,868	40%	11,355	41%	18.1%	4.5%
Core(50+ times)	16,028	63%	16,576	60%	16,479	59%	2.8%	-0.6%
Yoga	24,310	100%	27,354	100%	28,745	100%	18.2%	5.1%
Casual (1-49 times)	14,129	58%	16,454	60%	17,553	61%	24.2%	6.7%
Core(50+ times)	10,182	42%	10,900	40%	11,193	39%	9.9%	2.7%
Calisthenics/Bodyweight Exercise	N/A	N/A	24,454	100%	24,183	100%	N/A	-1.1%
Casual (1-49 times)	N/A	N/A	10,095	41%	9,674	40%	N/A	-4.2%
Core(50+ times)	N/A	N/A	14,359	59%	14,509	60%	N/A	1.0%
Choreographed Exercise	N/A	N/A	22,616	100%	22,391	100%	N/A	-1.0%
Casual (1-49 times)	N/A	N/A	14,867	66%	14,503	65%	N/A	-2.4%
Core(50+ times)	N/A	N/A	7,748	34%	7,888	35%	N/A	1.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact)	17,323	100%	21,476	100%	21,611	100%	24.8%	0.6%
<i>Casual (1-49 times)</i>	8,986	52%	12,105	56%	11,828	55%	31.6%	-2.3%
<i>Core(50+ times)</i>	8,337	48%	9,370	44%	9,783	45%	17.3%	4.4%
Stair Climbing Machine	12,642	100%	14,948	100%	15,025	100%	18.8%	0.5%
<i>Casual (1-49 times)</i>	7,365	58%	9,501	64%	9,643	64%	30.9%	1.5%
<i>Core(50+ times)</i>	5,277	42%	5,447	36%	5,382	36%	2.0%	-1.2%
Cross-Training Style Workout	N/A	100%	13,622	100%	13,338	100%	N/A	-2.1%
<i>Casual (1-49 times)</i>	N/A	N/A	6,890	51%	6,594	49%	N/A	-4.3%
<i>Core(50+ times)</i>	N/A	N/A	6,732	49%	6,744	51%	N/A	0.2%
Stationary Cycling (Group)	8,309	100%	9,409	100%	9,434	100%	13.5%	0.3%
<i>Casual (1-49 times)</i>	5,253	63%	6,023	64%	6,097	65%	16.1%	1.2%
<i>Core(50+ times)</i>	3,056	37%	3,386	36%	3,337	35%	9.2%	-1.4%
Pilates Training	8,069	100%	9,047	100%	9,084	100%	12.6%	0.4%
<i>Casual (1-49 times)</i>	4,782	59%	5,698	63%	5,845	64%	22.2%	2.6%
<i>Core(50+ times)</i>	3,287	41%	3,348	37%	3,238	36%	-1.5%	-3.3%
Trail Running	6,792	100%	9,149	100%	10,010	100%	47.4%	9.4%
Cardio Kickboxing	6,311	100%	6,693	100%	6,838	100%	8.4%	2.2%
<i>Casual (1-49 times)</i>	4,088	65%	4,671	70%	4,712	69%	15.3%	0.9%
<i>Core(50+ times)</i>	2,223	35%	2,022	30%	2,126	31%	-4.4%	5.1%
Boot Camp Style Training	6,911	100%	6,651	100%	6,695	100%	-3.1%	0.7%
<i>Casual (1-49 times)</i>	4,490	65%	4,637	70%	4,780	71%	6.5%	3.1%
<i>Core(50+ times)</i>	2,421	35%	2,014	30%	1,915	29%	-20.9%	-4.9%
Martial Arts	5,314	100%	5,838	100%	5,821	100%	9.5%	-0.3%
<i>Casual (1-12 times)</i>	1,533	29%	2,021	35%	1,991	34%	29.9%	-1.5%
<i>Core(13+ times)</i>	3,781	71%	3,816	65%	3,830	66%	1.3%	0.4%
Boxing for Fitness	5,251	100%	5,157	100%	5,166	100%	-1.6%	0.2%
<i>Casual (1-12 times)</i>	2,538	48%	2,738	53%	2,714	53%	6.9%	-0.9%
<i>Core(13+ times)</i>	2,713	52%	2,419	47%	2,452	47%	-9.6%	1.4%
Tai Chi	3,469	100%	3,787	100%	3,761	100%	8.4%	-0.7%
<i>Casual (1-49 times)</i>	2,019	58%	2,329	61%	2,360	63%	16.9%	1.3%
<i>Core(50+ times)</i>	1,450	42%	1,458	39%	1,400	37%	-3.4%	-4.0%
Barre	2,901	100%	3,436	100%	3,532	100%	21.8%	2.8%
<i>Casual (1-49 times)</i>	2,276	78%	2,701	79%	2,750	78%	20.8%	1.8%
<i>Core(50+ times)</i>	625	22%	735	21%	782	22%	25.1%	6.4%
Triathlon (Traditional/Road)	2,262	100%	2,162	100%	2,168	100%	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	100%	1,878	100%	1,589	100%	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

RECREATION AND PARKS STRATEGIC PLAN

OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	34,378	100%	44,900	100%	47,860	100%	39.2%	6.6%
Bicycling (Road)	40,888	100%	38,866	100%	39,041	100%	-4.5%	0.5%
<i>Casual (1-25 times)</i>	19,470	48%	20,212	52%	20,777	53%	6.7%	2.8%
<i>Core(26+ times)</i>	21,417	52%	18,654	48%	18,264	47%	-14.7%	-2.1%
Fishing (Freshwater)	37,796	100%	38,346	100%	38,998	100%	3.2%	1.7%
<i>Casual (1-7 times)</i>	20,067	53%	19,977	52%	21,099	54%	5.1%	5.6%
<i>Core(8+ times)</i>	17,729	47%	18,369	48%	17,899	46%	1.0%	-2.6%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	100%	26,262	100%	27,416	100%	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	100%	16,159	100%	15,980	100%	9.8%	-1.1%
<i>Casual (1-7 times)</i>	7,895	54%	9,332	58%	9,103	57%	15.3%	-2.5%
<i>Core(8+ times)</i>	6,661	46%	6,826	42%	6,877	43%	3.2%	0.7%
Fishing (Saltwater)	11,790	100%	13,062	100%	12,830	100%	8.8%	-1.8%
<i>Casual (1-7 times)</i>	7,060	60%	7,625	58%	7,636	60%	8.2%	0.1%
<i>Core(8+ times)</i>	4,730	40%	5,437	42%	5,194	40%	9.8%	-4.5%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	100%	12,296	100%	12,344	100%	-12.8%	0.4%
Backpacking Overnight	9,069	100%	10,975	100%	10,540	100%	16.2%	-4.0%
Bicycling (Mountain)	8,542	100%	8,609	100%	8,690	100%	1.7%	0.9%
<i>Casual (1-12 times)</i>	3,751	44%	4,389	51%	4,294	49%	14.5%	-2.2%
<i>Core(13+ times)</i>	4,791	56%	4,220	49%	4,396	51%	-8.2%	4.2%
Archery	7,647	100%	7,769	100%	7,654	100%	0.1%	-1.5%
<i>Casual (1-25 times)</i>	6,337	83%	6,602	85%	6,514	85%	2.8%	-1.3%
<i>Core(26+ times)</i>	1,310	17%	1,167	15%	1,140	15%	-13.0%	-2.3%
Fishing (Fly)	5,878	100%	6,791	100%	6,939	100%	18.1%	2.2%
<i>Casual (1-7 times)</i>	3,761	64%	4,448	65%	4,460	64%	18.6%	0.3%
<i>Core(8+ times)</i>	2,117	36%	2,344	35%	2,479	36%	17.1%	5.8%
Skateboarding	6,350	100%	6,382	100%	6,500	100%	2.4%	1.8%
<i>Casual (1-25 times)</i>	3,702	58%	3,970	62%	3,989	61%	7.8%	0.5%
<i>Core(26+ times)</i>	2,648	42%	2,411	38%	2,511	39%	-5.2%	4.1%
Roller Skating (In-Line)	6,129	100%	5,268	100%	5,040	100%	-17.8%	-4.3%
<i>Casual (1-12 times)</i>	4,249	69%	3,853	73%	3,680	73%	-13.4%	-4.5%
<i>Core(13+ times)</i>	1,880	31%	1,415	27%	1,359	27%	-27.7%	-4.0%
Bicycling (BMX)	2,168	100%	3,413	100%	3,439	100%	58.6%	0.8%
<i>Casual (1-12 times)</i>	1,129	52%	2,039	60%	2,052	60%	81.8%	0.6%
<i>Core(13+ times)</i>	1,039	48%	1,374	40%	1,387	40%	33.5%	0.9%
Adventure Racing	2,095	100%	2,529	100%	2,215	100%	5.7%	-12.4%
<i>Casual (1 times)</i>	901	43%	899	36%	581	26%	-35.5%	-35.4%
<i>Core(2+ times)</i>	1,194	57%	1,630	64%	1,634	74%	36.9%	0.2%
Climbing (Traditional/Ice/Mountaineering)	2,319	100%	2,527	100%	2,541	100%	9.6%	0.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,354	100%	27,135	100%	27,575	100%	4.6%	1.6%
<i>Casual (1-49 times)</i>	16,912	64%	18,319	68%	18,728	68%	10.7%	2.2%
<i>Core(50+ times)</i>	9,442	36%	8,815	32%	8,847	32%	-6.3%	0.4%
Aquatic Exercise	8,483	100%	10,459	100%	10,518	100%	24.0%	0.6%
<i>Casual (1-49 times)</i>	5,281	62%	7,222	69%	7,391	70%	40.0%	2.3%
<i>Core(50+ times)</i>	3,202	38%	3,237	31%	3,127	30%	-2.3%	-3.4%
Swimming (Competition)	2,638	100%	3,007	100%	3,045	100%	15.4%	1.3%
<i>Casual (1-49 times)</i>	1,153	44%	1,664	55%	1,678	55%	45.5%	0.8%
<i>Core(50+ times)</i>	1,485	56%	1,343	45%	1,367	45%	-7.9%	1.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Canoeing	10,153	100%	9,220	100%	9,129	100%	-10.1%	-1.0%
Kayaking (Recreational)	8,716	100%	10,533	100%	11,017	100%	26.4%	4.6%
Snorkeling	8,700	100%	8,384	100%	7,815	100%	-10.2%	-6.8%
<i>Casual (1-7 times)</i>	6,893	79%	6,721	80%	6,321	81%	-8.3%	-6.0%
<i>Core(8+ times)</i>	1,807	21%	1,663	20%	1,493	19%	-17.4%	-10.2%
Jet Skiing	6,413	100%	5,418	100%	5,324	100%	-17.0%	-1.7%
<i>Casual (1-7 times)</i>	4,407	69%	3,928	72%	3,900	73%	-11.5%	-0.7%
<i>Core(8+ times)</i>	2,006	31%	1,490	28%	1,425	27%	-29.0%	-4.4%
Sailing	3,915	100%	3,974	100%	3,754	100%	-4.1%	-5.5%
<i>Casual (1-7 times)</i>	2,682	69%	2,720	68%	2,596	69%	-3.2%	-4.6%
<i>Core(8+ times)</i>	1,233	31%	1,254	32%	1,159	31%	-6.0%	-7.6%
Water Skiing	4,202	100%	3,572	100%	3,363	100%	-20.0%	-5.9%
<i>Casual (1-7 times)</i>	3,069	73%	2,575	72%	2,499	74%	-18.6%	-3.0%
<i>Core(8+ times)</i>	1,133	27%	997	28%	863	26%	-23.8%	-13.4%
Rafting	3,836	100%	3,479	100%	3,754	100%	-2.1%	7.9%
Stand-Up Paddling	1,993	100%	3,325	100%	3,453	100%	73.3%	3.8%
Kayaking (Sea/Touring)	2,694	100%	2,955	100%	2,805	100%	4.1%	-5.1%
Scuba Diving	3,174	100%	2,874	100%	2,849	100%	-10.2%	-0.9%
<i>Casual (1-7 times)</i>	2,351	74%	2,113	74%	2,133	75%	-9.3%	0.9%
<i>Core(8+ times)</i>	823	26%	761	26%	716	25%	-13.0%	-5.9%
Wakeboarding	3,316	100%	3,005	100%	2,796	100%	-15.7%	-7.0%
<i>Casual (1-7 times)</i>	2,306	70%	2,101	70%	1,900	68%	-17.6%	-9.6%
<i>Core(8+ times)</i>	1,010	30%	903	30%	896	32%	-11.3%	-0.8%
Surfing	2,658	100%	2,680	100%	2,874	100%	8.1%	7.2%
<i>Casual (1-7 times)</i>	1,629	61%	1,705	64%	1,971	69%	21.0%	15.6%
<i>Core(8+ times)</i>	1,029	39%	975	36%	904	31%	-12.1%	-7.3%
Kayaking (White Water)	2,146	100%	2,500	100%	2,562	100%	19.4%	2.5%
Boardsailing/Windsurfing	1,324	100%	1,573	100%	1,556	100%	17.5%	-1.1%
<i>Casual (1-7 times)</i>	10,960	828%	1,289	82%	1,245	80%	-88.6%	-3.4%
<i>Core(8+ times)</i>	234	-728%	284	18%	310	20%	32.5%	9.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

APPENDIX B – BENCHMARK COMPARISON

PARK ACREAGE

The following table provides a general overview of each system's park acreage. Rockville has the second highest total acres owned or managed (1,058). Assessing level of service for park acres, Rockville ranks third with 15.93 acres of parkland per 1,000 residents, which is exceptional and is above NRPA's median metric for all agencies at 10.1 acres per 1,000 residents.

Although Rockville is currently positioned well nationally and among benchmark agencies; the City is in danger falling below national averages due to a growing community and the City being landlocked. The anticipated community growth will impact total acres per 1,000 over the years especially if Rockville is unable retain RedGate Park for parks and recreation purposes. Although Rockville is currently above the national standard for park acreage, there are areas in the city devoid of park land within a 10-minute walk.

As recommended in the Planning and Development Services Community Facilities Trends Report 2016, "Acquire additional park and open space land, including 25-30 acres within the Rockville Pike Neighborhood Plan study area by 2030. East Rockville, Twinbrook and Town Center areas were also identified as those with greatest needs for park facilities." The Pike corridor is a prime location for mixed use redevelopment.

This area is expected to add 11,800 residents and 13,900 jobs in the Plan Area by 2040. (*City of Rockville, Department of Community Planning and Development Services as part of Metropolitan Washington Council of Governments Round 9.0 projections, 2015.*) Rockville should continually be diligent in obtaining open space to help with future community parkland needs.

Agency	Population	Total Number of Parks	Residents per Park	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
MNCPPC - Montgomery County	1,052,567	422	2,494	36,991.00	8,949.99	24%	35.14
City of Westerville Parks and Recreation	39,737	34	1,169	656.76	452.74	69%	16.53
City of Rockville Department of Recreation and Parks	66,402	71	935	1,058.00	690.48	65%	15.93
City of Gaithersburg Parks, Recreation and Culture	70,000	27	2,593	893.44	487.94	55%	12.76
City of Asheville Parks and Recreation	91,902	54	1,702	831.44	800.00	96%	9.05
Arlington County Department of Parks and Recreation	226,400	148	1,530	924.00	674.00	73%	4.08
Park District of Oak Park	51,793	20	2,590	95.60	-	0%	1.85
Recreation - Montgomery County	1,052,567	N/A	-	0.00	0.00	0%	0.00

NRPA Median 10.1 Acres per 1,000 Residents
 NRPA Lower Quartile 5.2 Acres per 1,000 Residents
 NRPA Upper Quartile 17.1 Acres per 1,000

TRAIL MILEAGE

By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. As seen below, Rockville has the second highest total trail mileage per capita (0.59 miles per 1,000) among benchmark agencies. Three benchmark agencies are achieving the best practice levels of service for trail mileage, with Westerville providing the most at 1.27 miles of trail per 1,000 residents. It is important to note that the existence of trail mileage may not always ensure complete connectivity within the city or walkability in a park and, looking ahead, these are areas that Rockville could focus on.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
City of Westerville Parks and Recreation	39,737	2.5	48.0	50.5	1.27
City of Rockville Department of Recreation and Parks	66,402	4.0	35.0	39.0	0.59
Arlington County Department of Parks and Recreation	226,400	6.8	52.0	58.8	0.26
MNCPPC - Montgomery County	1,052,567	185.0	68.6	253.6	0.24
Park District of Oak Park	51,793	-	-	7.3	0.14
City of Gaithersburg Parks, Recreation and Culture	70,000	-	9.1	9.1	0.13
City of Asheville Parks and Recreation	91,902	1.5	6.2	7.7	0.08
Recreation - Montgomery County	1,052,567	-	-	-	0.00

Best Practice Agencies 0.25-0.5 Trail Miles per 1,000 Residents

RECREATION AND PARKS STRATEGIC PLAN

FTE'S PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. In order to provide an accurate comparison of staffing among benchmark agencies, total FTEs are calculated by summing all the hours worked by departmental staff and dividing the total by 2,080, which is traditionally accepted as equivalent to the total annual hours worked by one full-time employee. *Note: Rockville's administration staff work 1,950 hours and has been calculated as such in their total FTE figure.*

Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its community. Among peer agencies, Rockville ranks near the top with 34.79 FTEs per 10,000 residents just behind Park District of Oak Park (35.14). Although, Rockville has more FTEs than neighboring Gaithersburg with a smaller population, Rockville has more parks, developed acres, trails, specialty facilities, indoor square footage space, and mandated maintenance for various city assets and properties. These all contribute to the need for increased FTEs to address the amount of operational work and facilities maintained.

Agency	Population	Total FTEs	FTEs per 10,000 Residents
Park District of Oak Park	51,793	182	35.14
City of Rockville Department of Recreation and Parks	66,402	231	34.79
City of Westerville Parks and Recreation	39,737	135	33.89
City of Gaithersburg Parks, Recreation and Culture	70,000	126	18.01
Arlington County Department of Parks and Recreation	226,400	340	15.02
City of Asheville Parks and Recreation	91,902	101	10.99
MNCPPC - Montgomery County	1,052,567	892	8.47
Recreation - Montgomery County	1,052,567	464	4.41

NRPA Median 8.3 FTEs per 10,000 Residents

NRPA Lower Quartile 4.2 FTEs per 10,000 Residents

NRPA Higher Quartile 15.1 FTEs per 10,000 Residents

VOLUNTEERS

Rockville has done an excellent job of leveraging its volunteer support with 2,634 volunteers contributing 97,449 total hours of assistance toward the programs and services delivered by the Department. These hours translate into \$2,478,128 (<https://independentsector.org/value-of-volunteer-time-2018/>) demonstrating the impact of local volunteers.

The Department has a robust and dynamic volunteer program. On average, each volunteer provides 37 hours of service in a year. Volunteers are a mainstay in many of our programs and services including sports coaches, invasive plant species removal in parks, litter clean-up, mentors, event support, just to name a few. The Department currently coordinates and manages the volunteer effort at the program level. Seventy-six percent of our fulltime staff in all areas of the department coordinate, manage, and lead the volunteer effort.

It is impressive for a City of Rockville's size to have so many volunteers and for each volunteer to provide on average 37 hours in a year. In comparison, MNCPPC-Montgomery County has more than 1 million residents and of the million approximately 10,000 average just over 7 hours of service per year. The City of Asheville Parks and Recreation currently does not use volunteers and Recreation-Montgomery County likely does not list volunteers by the Recreation Department because the County has a Volunteer Center that tracks and manages all volunteers.

Agency	Population	Volunteers	Total Volunteer Hours
City of Rockville Department of Recreation and Parks	66,402	2,634	97,449
MNCPPC - Montgomery County	1,052,567	10,890	72,118
Arlington County Department of Parks and Recreation	226,400	1,210	34,245
City of Westerville Parks and Recreation	39,737	3,325	14,694
Park District of Oak Park	51,793	1,426	9,899
City of Gaithersburg Parks, Recreation and Culture	70,000	800+	Information not provided
City of Asheville Parks and Recreation	91,902	Do not use	
Recreation - Montgomery County	1,052,567	Information not provided	Information not provided

RECREATION AND PARKS STRATEGIC PLAN

OPERATING EXPENSE PER RESIDENT

Agencies participating in the benchmark study are spending on parks and recreation operations at a substantial rate with Rockville at nearly a \$23 million operating expense. Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending on a per resident basis.

Rockville ranks first among peer agencies for expense per resident (\$341.90) and is well above the NRPA metric high quartile of \$153.41 per resident. This is also attributed to the number and variety of cultural and special use facilities in Rockville which often cost more to maintain and operate in order to provide a high-quality service offering to the community. *Note: Rockville's total operating expense does not include \$633,500 in Caregiver Grants that the City provides to 20+ nonprofits within the community providing human services*

Agency	Population	Total Operating Expense	Operating Expense per Resident
City of Rockville Department of Recreation and Parks	66,402	\$ 22,702,962	\$ 341.90
Park District of Oak Park	51,793	\$ 17,548,052	\$ 338.81
City of Westerville Parks and Recreation	39,737	\$ 11,415,602	\$ 287.28
Arlington County Department of Parks and Recreation	226,400	\$ 41,416,046	\$ 182.93
City of Gaithersburg Parks, Recreation and Culture	70,000	\$ 9,062,499	\$ 129.46
MNCPPC - Montgomery County	1,052,567	\$ 112,781,144	\$ 107.15
City of Asheville Parks and Recreation	91,902	\$ 9,716,042	\$ 105.72
Recreation - Montgomery County	1,052,567	\$ 36,503,982	\$ 34.68

Total Annual Operating Expenditures

NRPA Median \$3,835,000

NRPA Lower Quartile \$1,385,000

NRPA Higher Quartile \$10,637,000

Operating Expense per Resident

NRPA Median \$78.69 per Resident

NRPA Lower Quartile \$42.95 per Resident

NRPA Higher Quartile \$153.41 per Resident

DISTRIBUTION OF EXPENDITURES

The table below compares the distribution of expenditures for each agency across personnel, operations, capital, and other expenses. The median distribution for all agencies reporting to the NRPA database is also provided. Rockville spends marginally lower on operations and higher on personnel expenses compared to NRPA's average distribution.

Agency	Personnel	Operations	Capital Expense not in CIP	Other
City of Gaithersburg Parks, Recreation and Culture	77%	23%	0%	0%
Arlington County Department of Parks and Recreation	72%	28%	0%	0%
City of Westerville Parks and Recreation	70%	29%	1%	0%
MNCPPC - Montgomery County	69%	25%	0%	6%
City of Rockville Department of Recreation and Parks	66%	28%	3%	4%
Recreation - Montgomery County	65%	35%	0%	0%
City of Asheville Parks and Recreation	60%	40%	0%	0%
Park District of Oak Park	56%	34%	0%	10%

NRPA Average Distribution

55%

38%

5%

2%

REVENUE PER RESIDENT

This section assesses the revenue generation of each agency by measuring non-tax revenues and comparing to the population served to determine revenue earned per resident. Rockville ranks third in revenue per resident (\$102) with a total revenue of approximately \$6.8 million, which is a testament to the Department's focus on cost recovery and financial sustainability.

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Park District of Oak Park	51,793	\$ 11,391,553	\$ 219.94
City of Westerville Parks and Recreation	39,737	\$ 4,461,943	\$ 112.29
City of Rockville Department of Recreation and Parks	66,402	\$ 6,787,916	\$ 102.22
Arlington County Department of Parks and Recreation	226,400	\$ 10,421,483	\$ 46.03
City of Asheville Parks and Recreation	91,902	\$ 1,901,648	\$ 20.69
MNCPPC - Montgomery County	1,052,567	\$ 16,872,150	\$ 16.03
Recreation - Montgomery County	1,052,567	\$ 10,668,251	\$ 10.14
City of Gaithersburg Parks, Recreation and Culture	70,000	tracked on a facility/ program basis, not department wide	

NRPA Median \$20.11 per Resident

NRPA Lower Quartile \$6.67 per Resident

NRPA Higher Quartile \$51.36 per Residents

OPERATIONAL COST RECOVERY

Operational cost recovery is derived by dividing total non-tax revenue by total operating expense, and measures how well each department's revenue generation covers the total cost of operations. Rockville is tied with Recreation - Montgomery County with the third highest cost recovery rate at 29%, just ahead of Arlington County at 25%. Park District of Oak Park has the highest cost recovery rate at 65% followed by Westerville at 39%.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Park District of Oak Park	\$ 11,391,553	\$ 17,548,052	65%
City of Westerville Parks and Recreation	\$ 4,461,943	\$ 11,415,602	39%
Recreation - Montgomery County	\$ 10,668,251	\$ 36,503,982	29%
City of Rockville Department of Recreation and Parks	\$ 6,787,916	\$ 23,336,462	29%
Arlington County Department of Parks and Recreation	\$ 10,421,483	\$ 41,416,046	25%
City of Asheville Parks and Recreation	\$ 1,901,648	\$ 9,716,042	20%
MNCPPC - Montgomery County	\$ 16,872,150	\$ 112,781,144	15%
City of Gaithersburg Parks, Recreation and Culture	tracked on a facility/ program basis, not department wide	\$ 9,062,499	0%

NRPA Median 27% Cost Recovery

NRPA Lower Quartile 13% Cost Recovery

NRPA Higher Quartile 45% Cost Recovery

RECREATION AND PARKS STRATEGIC PLAN

CAPITAL IMPROVEMENTS

Due to the unpredictability of Capital Improvement Plan (CIP) budgets and availability of funding from year to year, the table below reveals a snapshot of the annual capital spending from 2017-2019, as well as the three-year average, for each agency. Over the last three years, Rockville has been consistently lower than its benchmark peers. CIP can and will fluctuate over the years based on planned projects and agency needs. For example: Westerville's 2018 CIP budget jumped to 28.8 million due to their community center expansion that will be completed in 2020.

Agency	CIP Budget 2017	CIP Budget 2018	CIP Budget 2019	Avg Annual CIP Budget 2017-2019
Recreation - Montgomery County	\$ 144,000,000	\$ 163,000,000	\$ 186,000,000	\$ 164,333,333
MNCPPC - Montgomery County	\$ 37,478,000	\$ 23,887,000	\$ 32,505,000	\$ 31,290,000
City of Gaithersburg Parks, Recreation and Culture	\$ -	\$ 8,471,907	\$ 49,582,808	\$ 19,351,572
Arlington County Department of Parks and Recreation	\$ 14,376,487	\$ 11,589,321	\$ 31,259,702	\$ 19,075,170
City of Westerville Parks and Recreation	\$ 3,651,728	\$ 28,805,786	\$ 3,156,950	\$ 11,871,488
City of Rockville Department of Recreation and Parks	\$ 3,091,000	\$ 4,567,000	\$ 4,612,000	\$ 4,090,000
Park District of Oak Park	\$ -	\$ 2,055,000	\$ 3,095,000	\$ 1,716,667
City of Asheville Parks and Recreation	\$ 768,794	\$ 780,625	\$ 795,450	\$ 781,623

MARKETING

Marketing budgets for parks and recreation agencies are typically less than in the private sector, but the industry is beginning to realize the value of investing in marketing and the potential return on investment (ROI) that can be achieved. Compared to peers reporting figures, Rockville ranks near the bottom for total marketing expense (\$153,340) and marketing spending per resident (\$2.31).

While this does not reflect the marketing and communications support the Department receives from the City's Public Information Office (PIO assists all departments and is not isolated by department), the overall spending is still significantly lower than peer agencies and does limit the Department's ability to tell its story and compete with other service providers in reaching out to current and new audiences.

Agency	Population	2018 Marketing Expense	Marketing Expense per Resident (2018)
City of Westerville Parks and Recreation	39,737	\$ 165,000.00	\$ 4.15
Park District of Oak Park	51,793	\$ 198,099.11	\$ 3.82
Arlington County Department of Parks and Recreation	226,400	\$ 856,686.00	\$ 3.78
MNCPPC - Montgomery County	1,052,567	\$ 2,859,295.00	\$ 2.72
City of Rockville Department of Recreation and Parks	66,402	\$ 153,340.00	\$ 2.31
Recreation - Montgomery County	1,052,567	\$ 40,000.00	\$ 0.04
City of Asheville Parks and Recreation	91,902	\$ -	\$ -
City of Gaithersburg Parks, Recreation and Culture	70,000	Our PIO department assists with marketing of all departments	

FACILITIES

The following is a comparison of square footage for the total number of community centers within each agency. Rockville does provide a lower level of indoor recreation square footage per resident (1.19). The following recreation facilities are included since they are available to the community on a regular basis:

- Thomas Farm Community Center
- Lincoln Park Community Center
- Twinbrook Community & Recreation Center
- Senior Center

A good portion of Rockville's total square footage (208,877 sq. ft.) of facilities is considered special use such as the Montrose Community Center (preschool), Rockville Swim and Fitness Center, Glenview Mansion, F. Scott Fitzgerald Theatre, Croydon Creek Nature Center, Elwood Smith Community Center, Pump House Community Center, and Rockcrest Ballet Center.

Agency	Population	Total Number of Indoor Recreation Facilities	Total Sq. Ft. of Indoor Recreation Facilities	Avg. Size of Indoor Recreation Facilities (Sq. Ft.)	Indoor Recreation Sq. Ft. per Resident
City of Westerville Parks and Recreation	39,737	2	100,000	50,000	2.52
Arlington County Department of Parks and Recreation	226,400	15	439,683	29,312	1.94
City of Gaithersburg Parks, Recreation and Culture	70,000	9	118,926	13,214	1.70
City of Asheville Parks and Recreation	91,902	11	110,000	10,000	1.20
City of Rockville Department of Recreation and Parks	66,402	4	79,142	19,786	1.19
Recreation - Montgomery County	1,052,567	37	902,020	24,379	0.86
MNCPPC - Montgomery County	1,052,567	4	195,641	48,910	0.19
Park District of Oak Park	51,793	21	-	-	-

Best practice agencies 1.5-2.0 sq. ft. per person

PROGRAMS

Program cost recovery is derived by dividing total program revenue by total operating expense for programs, and measures how well each department's program revenue generation covers the total cost of programs. Park District of Oak leads the peer benchmark agencies in program cost recovery at 154%, followed by Rockville (132%) and City of Asheville Parks and Recreation (128%) which is a testament to the staff's creativity and commitment to innovation and serving the community's needs.

Agency	Total Program Revenue	Total Operating Expense for Programs	Operational Cost Recovery for Programs
Park District of Oak Park	\$ 6,265,854	\$ 4,078,176	154%
City of Rockville Department of Recreation and Parks	\$ 5,240,994	\$ 3,974,460	132%
City of Asheville Parks and Recreation	\$ 1,868,515	\$ 1,457,610	128%
MNCPPC - Montgomery County	\$ 14,122,085	\$ 14,959,757	94%
Recreation - Montgomery County	\$ 10,668,251	\$ 12,081,171	88%
City of Westerville Parks and Recreation	\$ 1,387,251	\$ 1,807,571	77%
Arlington County Department of Parks and Recreation	\$ 8,306,235	\$ 14,860,003	56%
City of Gaithersburg Parks, Recreation and Culture	tracked on a facility/ program basis, not department wide	tracked on a facility/ program basis, not department wide	

APPENDIX C – PUBLIC FORUMS

In tandem with the stakeholder and focus group interviews, the project team also hosted two public forums designed to further engage residents of the community. The public forum was an open call to the residents to offer feedback on the recreation and parks system through live polling devices and open discussion on the strengths, opportunities, and priorities for the future.

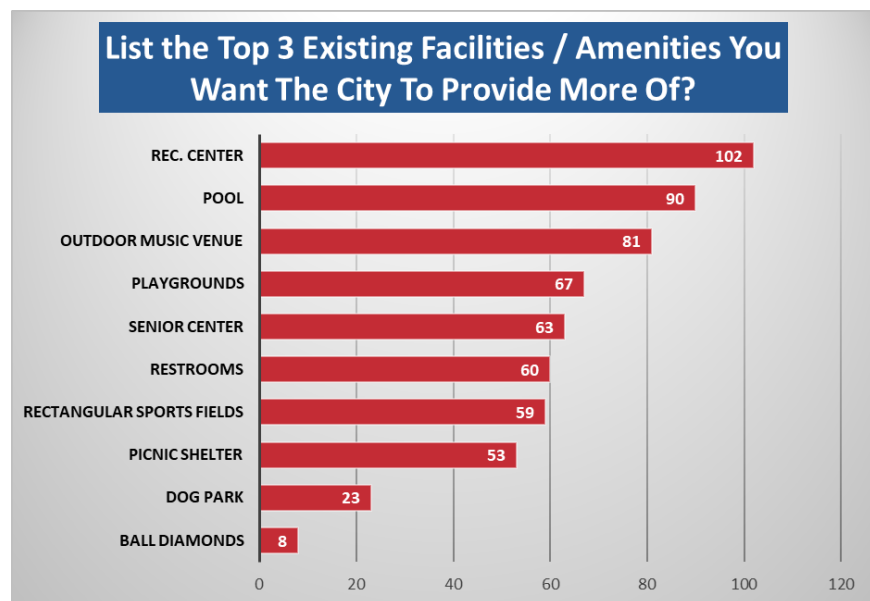
LIVE POLLING EXERCISE

One key approach for soliciting feedback from attendees of the public forum was through live polling of the audience. Using the responses to focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of community needs.

Following the initial process presentation, each attendee used a polling device (i.e. ‘clicker’) to answer a series of questions related to usage and need for parks, trails, facilities, and programs. The following charts share the survey results from the live polling portion of the public forum meeting.

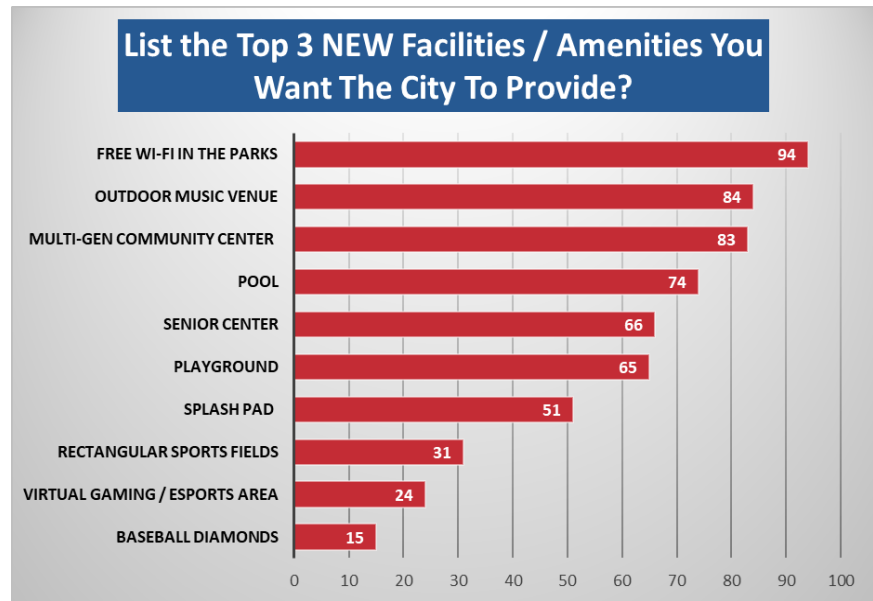
QUESTION 1: LIST THE TOP 3 EXISTING FACILITIES / AMENITIES YOU WANT THE CITY TO PROVIDE MORE OF?

Collectively, the responses identified recreation centers (102 pts.), Pool (90 pts.) and Outdoor Music Venue (81 pts.) as the top three existing facility or amenity they want the City to provide more of. In addition, Playgrounds (67 pts.), Senior Center (63 pts.) and restrooms (60 pts.) round out the top six. Notably, five of the six have wide-segment appeal.



QUESTION 2: LIST THE TOP 3 NEW FACILITIES / AMENITIES YOU WANT THE CITY TO PROVIDE?

Collectively, the responses identified Free WiFi in the Parks (94pts.), outdoor music venue (84 pts.), multi-gen community center (83 pts.) pool (74 pts.) as the top new facilities or amenities they want the City to provide. In addition, Senior Center (66 pts.) and playground (65 pts.) round out the top responses.



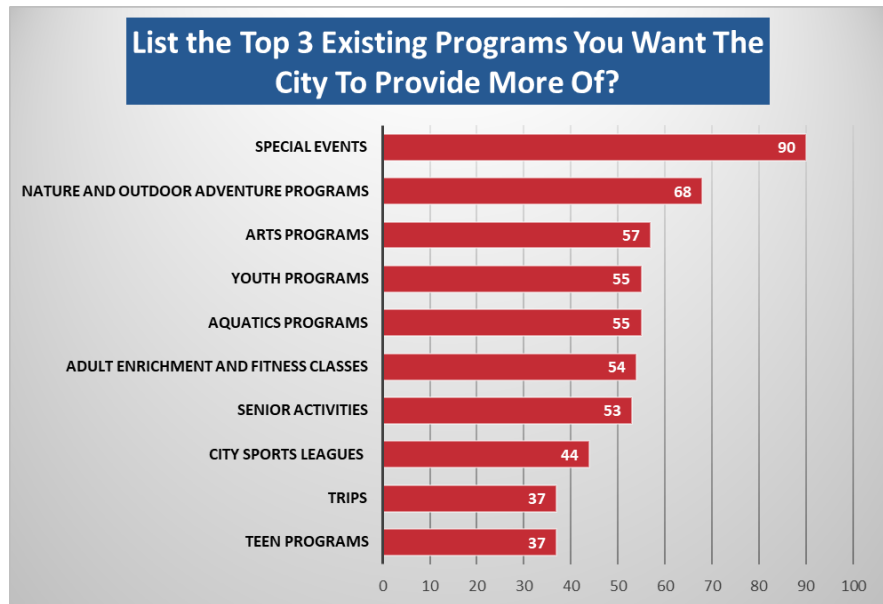
QUESTION 3: LIST THE TOP 3 PROGRAMS YOU PARTICIPATE IN THE MOST?

The responses show that special events (86 pts.), aquatics programs (83 pts.), nature and outdoor adventure (68 pts.), senior activities (68 pts.), adult enrichment and fitness (62 pts.) as the top five programs participated in the most. Teen programs (30 pts.) and trips (27 pts.) make up the third tier of programs participated in most.



QUESTION 4: LIST THE TOP 3 EXISTING PROGRAMS YOU WANT THE CITY TO PROVIDE MORE OF?

Collectively, the top programs responses wanting the City to provide more are special events (90 pts.), nature and outdoor adventure (68 pts.), arts programs (57 pts.) and youth programs (55 pts.) aquatics programs (55 pts.) and adult enrichment and fitness classes (54 pts.) round out the top six responses.



QUESTION 5: CHOOSE YOUR TOP 3 PREFERRED MEANS OF COMMUNICATION FROM THE CITY?

The preferred means of communication from the City are Website (131 pts.), email newsletter (103 pts.) social media (68 pts.), printed material (58 pts.), Life in Rockville Program Guide (52 pts.), and text notification (49 pts.) were identified by the respondents.



QUESTION 6: CHOOSE THE TOP 3 BARRIERS THAT PREVENT YOUR FROM PARTICIPATING MORE IN THE CITY'S OFFERINGS?

The responses identified no time (103 pts.) as the top barrier that prevents them from participating more in the City's offerings. Lack of awareness (102 pts.), location (80 pts.), not enough choices (52 pts.) and too expensive (47 pts.) round out the top five responses.



PUBLIC FORUM OPEN DISCUSSION

The open discussion that followed the live polling, centered around the strengths, opportunities, and priorities of the system as seen by participants of the public forum. The following notes were taken during the discussion to capture the audience's input.

STRENGTHS

- Support for the arts
- Trips and travel
- Distribution, number of, access to, and variety of parks
- Connectivity and number of miles of trails
- Variety of programs and scholarship program
- Services serve all age segments of the community
- Diversity of and in ballet
- Promotions and communication
- Nature center and environmental education
- Events
- Staff are kind, sincere, and knowledgeable
- Diverse and affordable programs
- Walkability and the playgrounds
- Well-maintained park system
- Senior Center
- Diversity of facilities (most cited)

OPPORTUNITIES

- Enhance communication and outreach
- More bicycle parking areas and at theater
- Bike friendly City signage, more bike boulevards, and more bike lanes
- Tennis backboards and better access
- Restrooms at the parks
- Wifi at the parks and facilities
- Indoor pickleball courts at the senior center
- Increase capacity for indoor swimming (lap lanes)
- Theater performance fly space
- Adult only times for Swim Center and extend hours
- Stretch and balance equipment at the Senior Center
- More space for Tai Chi on Fridays
- Space is needed for more introduction level / starter programming at Senior Center
- Need large venues: Maximize RedGate Golf Course opportunity
- Bubble over the competition pool
- Inclusive programming
- Family bathrooms / Accessibility
- Add lighted athletic fields

PRIORITIES

- Secure RedGate Golf Course for parks and recreation purposes as a large venue with multiple experiences
- Comprehensive approach to design of spaces with public input
- Theater and Social Hall
- Inclusion in all things
- More trips – better cost
- Better representation of the arts
- Bike friendly community
- Investment in the theater
- Expand ballet

APPENDIX D – ONLINE SURVEY RESULTS

QUESTIONS

HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD VISITED ANY PARKS OR FACILITIES OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DURING THE PAST YEAR?

Ninety-eight percent (98%) of respondents have visited a park or facility managed by the recreation and park department during the past year.



RECREATION AND PARKS STRATEGIC PLAN

FROM THE FOLLOWING LIST, PLEASE CHECK ALL OF THE TYPES OF PARKS/FACILITIES OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED OR VISITED OVER THE PAST 12 MONTHS.

Top five types of parks/ facilities that respondents have used or visited are:

- Neighborhood parks (small) – 81%
- Community center – 73%
- Community parks (large) – 66%
- Playgrounds/ play equipment – 63%
- Paved trails/ greenways – 60%

Parks/Facilities Respondents Have Visited	
Neighborhood parks (small)	81%
Community centers	73%
Community parks (large)	66%
Playgrounds/play equipment	63%
Paved trails/greenways	60%
Natural surface trails/greenways	51%
Nature center	51%
Pools-outdoor	49%
Glenview Mansion	48%
Pools-indoor	48%
F. Scott Fitzgerald Theater	38%
Fitness rooms	25%
Outdoor basketball courts	25%
Senior center	25%
Baseball & softball fields	23%
Outdoor tennis courts	23%
Football/lacrosse/soccer fields	16%
King Farm Dog Park	16%
Community garden	14%
Other	8%
Skate park	6%

WHICH THREE OF THE PARKS/FACILITIES LISTED IN SECTION 1.1.2 DO YOU OR MEMBERS OF YOUR HOUSEHOLD VISIT MOST OFTEN?

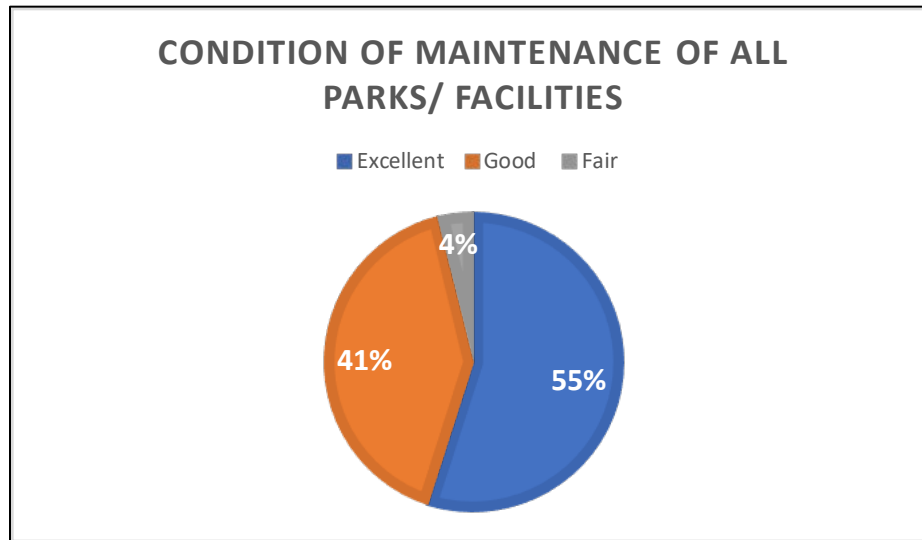
Top three parks/ facilities most visited by respondents are small neighborhood parks (45%), playgrounds/ play equipment (33%), and indoor pools (23%).

Most Visited Parks/ Facilities	
Neighborhood parks (small)	45%
Playgrounds/play equipment	33%
Pools-indoor	23%
Community centers	21%
Paved trails/greenways	21%
Community parks (large)	19%
Natural surface trails/greenways	19%
Pools-outdoor	18%
Nature center	13%
Fitness rooms	11%
F. Scott Fitzgerald Theater	10%
Glenview Mansion	10%
Baseball & softball fields	9%
Senior center	9%
Football/lacrosse/soccer fields	8%
King Farm Dog Park	6%
Community garden	5%
Outdoor basketball courts	5%
Other	5%
Outdoor tennis courts	4%
None chosen	1%

RECREATION AND PARKS STRATEGIC PLAN

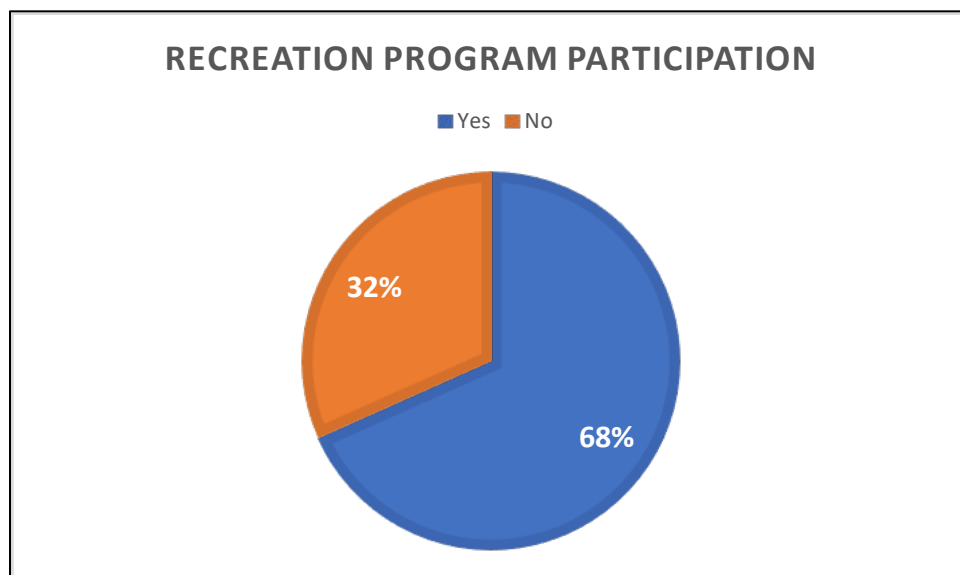
OVERALL, HOW WOULD YOU RATE THE LEVEL OF MAINTENANCE OF ALL OF THE PARKS/FACILITIES OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS YOU HAVE VISITED?

Over half of respondents indicated the level of maintenance on parks and facilities are in excellent condition while 41% indicated they were in good condition. Only 4% said the condition was fair.



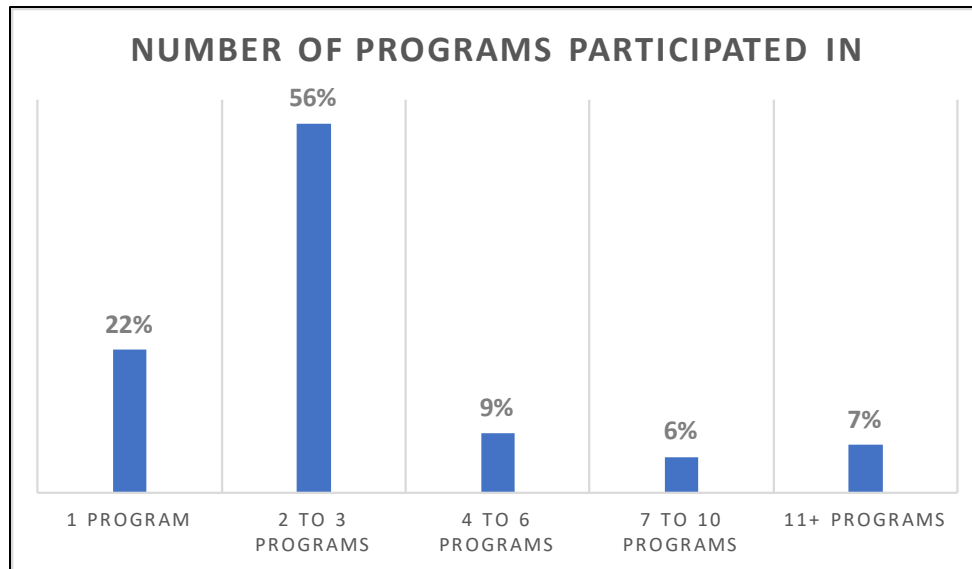
HAVE YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD PARTICIPATED IN ANY RECREATION PROGRAMS OFFERED BY THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DURING THE PAST 12 MONTHS?

Two-thirds of respondents (68%) have participated in a recreation program offered by the Department of during the past 12 months.



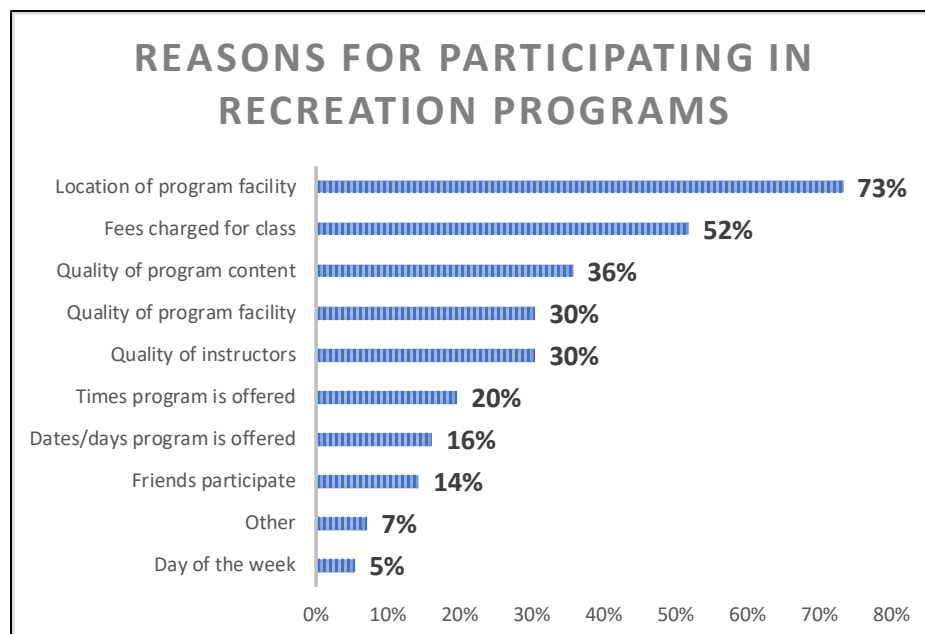
APPROXIMATELY HOW MANY DIFFERENT RECREATION PROGRAMS OFFERED BY THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DID YOU OR MEMBERS OF YOUR HOUSEHOLD PARTICIPATE IN OVER THE PAST 12 MONTHS?

Seventy-eight percent (78%) of respondents participated in 3 or less programs offered by the Department in the past 12 months. Nine percent (9%) of respondents participated in 4 to 6 programs and 13% participate in 7 or more programs.



FROM THE FOLLOWING LIST, PLEASE CHECK THE THREE PRIMARY REASONS WHY YOUR HOUSEHOLD HAS PARTICIPATED IN THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS.

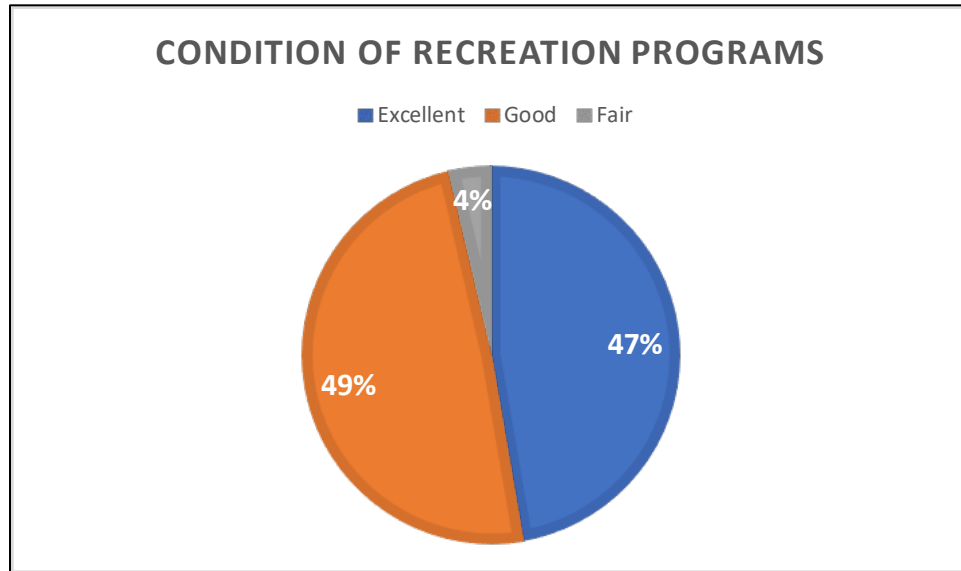
The top three reasons survey respondents participated in recreation programs are location of program facility (73%), fees charged for the class (52%), and quality of program content (36%).



RECREATION AND PARKS STRATEGIC PLAN

HOW WOULD YOU RATE THE OVERALL QUALITY OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN?

Ninety-six percent (96%) of respondents rated the overall quality of the recreation programs as either excellent (47%) or good (49%). Only 4% of respondents rated the overall quality as fair.



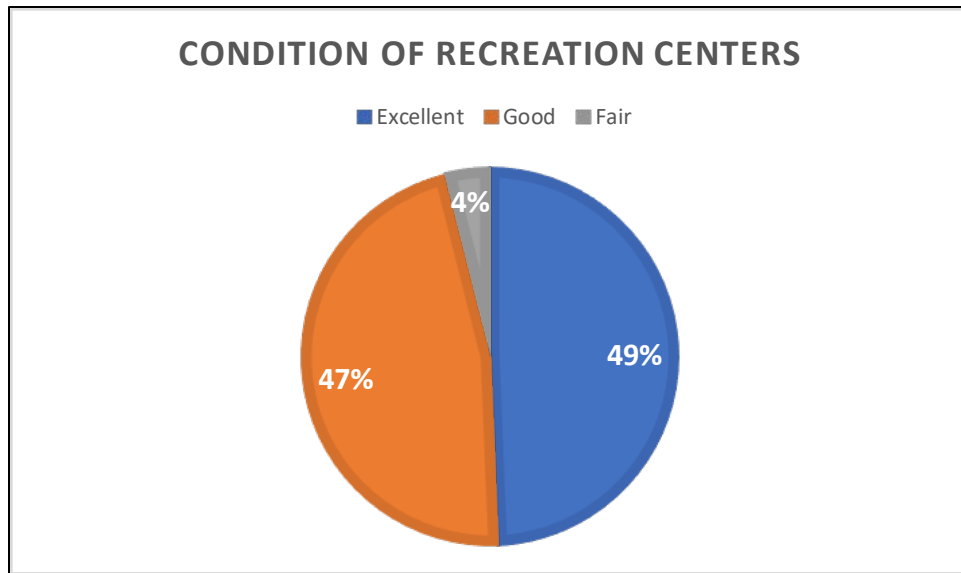
PLEASE INDICATE HOW OFTEN YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE USED EACH OF THE FOLLOWING RECREATION CENTERS OPERATED BY THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS DURING THE PAST 12 MONTHS.

The most used recreation centers based on highest percentage overall visitation by respondents' are the Swim & Fitness Center (80% have visited at least once), Croydon Creek Nature Center (70%), F. Scott Fitzgerald Theater (68%), Glenview Mansion (60%) and Thomas Farm Community Center (51%). Over half the respondents have not used the remaining recreation centers in the past 12 months. Percentages in bold indicate the highest percentage for each recreation center listed.

Recreation Centers Used	50+ times	25-49 times	10-24 times	1-9 times	Overall Visitation	Never
Swim & Fitness Center	10%	11%	27%	32%	80%	20%
Croydon Creek Nature Center	1%	0%	4%	64%	70%	30%
F. Scott Fitzgerald Theater	1%	3%	1%	62%	68%	32%
Glenview Mansion	1%	1%	8%	49%	60%	40%
Thomas Farm Community Center	0%	6%	10%	35%	51%	49%
Twinbrook Community Recreation Center	3%	6%	6%	33%	48%	52%
Senior Center	5%	3%	8%	28%	43%	57%
Lincoln Park Community Center	2%	3%	3%	29%	37%	64%
Elwood Smith Community Center	2%	3%	2%	28%	34%	66%
Pumphouse Community Center	0%	2%	2%	12%	15%	85%
Rockcrest Ballet Center	3%	0%	0%	8%	11%	89%
Montrose Community Center	0%	0%	0%	11%	11%	89%

HOW WOULD YOU RATE THE OVERALL QUALITY OF THE RECREATION CENTERS LISTED IN THE SECTION 1.1.9 THAT YOU AND MEMBERS OF YOUR HOUSEHOLD HAVE USED DURING THE PAST 12 MONTHS?

Ninety-six percent (96%) of respondents rated the overall quality of the recreation centers as either excellent (49%) or good (47%). Only 4% of respondents rated the overall quality as fair.



PLEASE CHECK ALL OF THE WAYS YOU LEARN ABOUT CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS AND ACTIVITIES.

Top ways survey respondents learn about Department programs and activities are:

- Life in Rockville (seasonal Recreation & Parks guide) – 77%
- City of Rockville website – 76%
- Rockville Reports – 52%
- From friends and neighbors – 42%
- Emails – 40%

This is fairly typical for online survey responses where the respondents are often existing users of the system and are likely to be familiar with the department's outreach tools.

Ways for Learning About Programs and Activities	
Life in Rockville (seasonal Recreation & Parks guide)	77%
City of Rockville website	76%
Rockville Reports	52%
From friends & neighbors	42%
Emails	40%
Conversation with staff	27%
Seasonal 60+ Recreation & Services guide	26%
Social media	23%
E-newsletter	23%
Materials at City facilities	21%
School fliers/newsletters	15%
Banners in parks	11%
Bethesda Magazine	6%
Rockville 11 TV	4%
Text notifications	2%
Other	2%

RECREATION AND PARKS STRATEGIC PLAN

WHICH THREE OF THE INFORMATION SOURCES LISTED DO YOU MOST PREFER TO USE TO LEARN ABOUT CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS PROGRAMS AND ACTIVITIES?

By combining respondents' top three preferred ways to learn about programs and activities, Life in Rockville (63%) is the top preferred source followed by City of Rockville website (51%) and Rockville Reports (35%).

Top Ways for Learning About Programs and Activities	
Life in Rockville (seasonal Recreation & Parks guide)	63%
City of Rockville website	51%
Rockville Reports	35%
Emails	28%
E-newsletter	18%
Social media	17%
Seasonal 60+ Recreation & Services guide	16%
From friends & neighbors	16%
School fliers/newsletters	7%
Materials at City facilities	7%
Conversation with staff	5%
Bethesda Magazine	2%
Rockville 11 TV	2%
Banners in parks	2%
None chosen	2%
Text notifications	1%
Other	1%

FROM THE FOLLOWING LIST, PLEASE CHECK ALL OF THE ORGANIZATIONS THAT YOU AND MEMBERS OF YOUR HOUSEHOLD USE FOR PARKS AND RECREATION PROGRAMS, SERVICES, AND FACILITIES.

Most used organizations by respondents for their parks and recreation programs, services, and facility needs are City of Rockville programs (81%), Montgomery County programs (55%), Maryland State parks (45%), National Park Service (42%), and Private or public schools (38%). Despite the variety of choices, when over 4 out of 5 respondents use the City of Rockville programs, it is a great testament to the department's ability to offer programs that are high quality and aligned with the community's needs.

Organizations Used for Recreation	
City of Rockville programs	81%
Montgomery County programs	55%
Maryland State parks	45%
National Park Service	42%
Private or public schools	38%
Youth sports organizations	24%
Private fitness facilities	23%
Private instruction (e.g. dance, outfitters)	21%
Neighboring communities	18%
Homeowners associations/apt. complexes	16%
City of Gaithersburg programs	12%
Places of worship	11%
Clubs (e.g. country clubs, golf courses)	9%
YMCA	5%
Other	5%
None	2%
Boys & Girls Club	1%

PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE RECREATION AND PARKS AMENITIES/FACILITIES LISTED BELOW.

Top park amenities/ facilities respondents have a need for are:

- Small neighborhood parks - 71%
- Walking trails - 61%
- Natural areas/ wildlife habitats - 57%
- Large community parks - 54%
- Recreation center - 50%

These choices are typical across all types of surveys and community input mechanisms used nationally.

Need for Park Amenities/ Facilities	Yes
Small neighborhood parks (1-10 acres)	71%
Walking trails (paved surface)	61%
Natural areas/wildlife habitats	57%
Large community parks	54%
Recreation centers	50%
Indoor family recreation pool	48%
Paved greenway trails	46%
Playgrounds	45%
Outdoor walking/running track	40%
Indoor walking & running tracks	39%
Mountain bike & hiking trails (natural surface)	39%
Botanical gardens/arboretum	35%
Performing arts center	34%
Outdoor family recreation pool	33%
Indoor lap lanes	31%
Outdoor amphitheater	29%
Soccer/football/lacrosse fields	26%
Senior center	24%
Outdoor adventure park	23%
Camping facilities	22%
Dog parks	22%
Outdoor lap lanes	20%
Outdoor spray parks	20%
Outdoor tennis courts	18%
Outdoor basketball courts	13%
Pickleball courts	13%
Baseball & softball fields	11%
Artificial turf fields	9%
Indoor volleyball & basketball courts	9%
Other	7%
Outdoor sand volleyball courts	5%
Skate park	5%

RECREATION AND PARKS STRATEGIC PLAN

IF "YES," PLEASE RATE ALL OF THE RECREATION AND PARKS AMENITIES/FACILITIES OF THIS TYPE IN ROCKVILLE USING A SCALE OF 1 TO 5, WHERE 5 MEANS THE NEEDS OF YOUR HOUSEHOLD ARE "100% MET" AND 1 MEANS "0% MET."

Of the amenities/ facilities respondents have a need for, outdoor amphitheater (95%), indoor walking & running tracks (92%), artificial turf fields (86%) and outdoor adventure parks (71%) are meeting their needs 25% or less.

Needs Met for Amenities /Facilities	25% or less	50%	75% or more
Outdoor amphitheater	95%	0%	5%
Indoor walking & running tracks	92%	8%	0%
Artificial turf fields	86%	0%	14%
Outdoor adventure park	71%	7%	21%
Camping facilities	60%	7%	33%
Botanical gardens/arboretum	58%	23%	19%
Indoor volleyball & basketball courts	57%	0%	43%
Pickleball courts	50%	30%	20%
Skate park	50%	50%	0%
Outdoor walking/running track	41%	21%	38%
Mountain bike & hiking trails (natural surface)	36%	14%	50%
Outdoor spray parks	33%	27%	40%
Dog parks	29%	41%	29%
Soccer/football/lacrosse fields	29%	0%	71%
Other	20%	60%	20%
Large community parks	19%	19%	62%
Natural areas/wildlife habitats	18%	27%	55%
Indoor family recreation pool	17%	22%	61%
Performing arts center	17%	13%	71%
Indoor lap lanes	15%	10%	75%
Paved greenway trails	15%	27%	59%
Walking trails (paved surface)	11%	26%	64%
Outdoor tennis courts	7%	21%	72%
Outdoor lap lanes	7%	33%	60%
Recreation centers	6%	11%	83%
Senior center	6%	6%	89%
Small neighborhood parks (1-10 acres)	6%	11%	83%
Baseball & softball fields	0%	13%	88%
Outdoor basketball courts	0%	11%	89%
Outdoor family recreation pool	0%	17%	83%
Outdoor sand volleyball courts	0%	67%	33%
Playgrounds	0%	3%	97%

WHICH FOUR OF THE AMENITIES/FACILITIES ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

The sum of respondents top four choice for most important amenities/ facilities are:

- Small neighborhood parks – 35%
- Large community parks – 27%
- Playgrounds – 24%
- Natural areas/ wildlife habitats – 23%

Most Important Amenities/ Facilities	
Small neighborhood parks (1-10 acres)	35%
Large community parks	27%
Playgrounds	24%
Natural areas/wildlife habitats	23%
Recreation centers	22%
Walking trails (paved surface)	22%
Mountain bike & hiking trails (natural surface)	20%
Paved greenway trails	18%
Outdoor family recreation pool	16%
Indoor family recreation pool	15%
Botanical gardens/arboretum	13%
Dog parks	13%
Indoor walking & running tracks	12%
Performing arts center	11%
Indoor lap lanes	10%
Outdoor walking/running track	10%
Outdoor amphitheater	9%
Soccer/football/lacrosse fields	9%
None chosen	7%
Senior center	6%
Artificial turf fields	5%
Outdoor spray parks	5%
Outdoor tennis courts	5%
Baseball & softball fields	4%
Camping facilities	4%
Indoor volleyball & basketball courts	4%
Outdoor basketball courts	4%
Outdoor adventure park	2%
Outdoor lap lanes	2%
Pickleball courts	2%
Other	2%
Outdoor sand volleyball courts	1%
Skate park	1%

RECREATION AND PARKS STRATEGIC PLAN

PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH OF THE RECREATION AND PARKS PROGRAMS LISTED BELOW.

Top recreation programs respondents have a need for are:

- Farmers market – 66%
- Adult fitness & wellness programs – 62%
- Adult art, dance, performing arts – 42%
- Nature programs – 42%
- Special events – 42%

While Farmer's Market is seldom observed as the top choice, this online survey and the statistically-valid survey both revealed this to be the top choice for respondents in Rockville. Nationwide, this is certainly trending upwards as more communities seek out healthy eating and nutrition along with community gathering and place making opportunities.

Need for Recreation Programs	Yes
Farmers market	66%
Adult fitness & wellness programs	62%
Adult art, dance, performing arts	42%
Nature programs	42%
Special events	42%
Youth learn-to-swim programs	29%
Youth summer camp programs	29%
Adult sports programs	26%
Outdoor adventure programs	26%
Water fitness programs	24%
Senior fitness & wellness programs (age 60+)	23%
Youth sports programs	23%
Youth art, dance, performing arts	22%
After school programs	21%
Senior recreation programs (age 60+)	20%
Pre-school programs	18%
Bird watching	17%
Adult trips	16%
Senior sports programs (age 60+)	15%
Before school programs	12%
Teen programs	12%
Youth development programs	12%
Youth fitness & wellness programs	12%
Senior outreach & support services (age 60+)	11%
Senior trips (age 60+)	10%
Young adult programs	9%
Opportunities for individuals with disabilities	5%
Other	2%

IF "YES," PLEASE RATE THE RECREATION AND PARKS PROGRAMS OF THIS TYPE IN ROCKVILLE USING A SCALE OF 1 TO 5, WHERE 5 MEANS THE NEEDS OF YOUR HOUSEHOLD ARE "100% MET" AND 1 MEANS "0% MET."

Of the recreation programs respondents have a need for, opportunities for individuals with disabilities (100%), other (100%), bird watching (85%) and before school programs (63%) are meeting their needs 25% or less.

Needs Met for Recreation Programs	25% or less	50%	75% or more
Opportunities for individuals with disabilities	100%	0%	0%
Bird watching	85%	15%	0%
Before school programs	63%	0%	38%
Young adult programs	60%	20%	20%
After school programs	58%	0%	42%
Adult trips	55%	18%	27%
Youth development programs	40%	40%	20%
Pre-school programs	36%	27%	36%
Outdoor adventure programs	36%	36%	29%
Teen programs	33%	11%	56%
Adult sports programs	27%	27%	47%
Adult art, dance, performing arts	25%	25%	50%
Youth art, dance, performing arts	25%	17%	58%
Adult fitness & wellness programs	20%	24%	56%
Youth sports programs	15%	15%	69%
Senior sports programs (age 60+)	14%	29%	57%
Water fitness programs	13%	0%	87%
Farmers market	10%	14%	76%
Youth learn-to-swim programs	10%	10%	80%
Nature programs	7%	37%	56%
Senior fitness & wellness programs (age 60+)	7%	14%	79%
Youth summer camp programs	6%	22%	72%
Special events	4%	15%	81%
Senior outreach & support services (age 60+)	0%	0%	100%
Senior recreation programs (age 60+)	0%	25%	75%
Senior trips (age 60+)	0%	60%	40%
Youth fitness & wellness programs	0%	0%	100%

WHICH FOUR OF THE PROGRAMS ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

The sum of respondents' top four choices for most important recreation programs are:

- Farmers market – 40%
- Nature programs – 29%
- Adult fitness & wellness programs – 27%
- Special events – 26%

Most Important Programs	
Farmers market	40%
Nature programs	29%
Adult fitness & wellness programs	27%
Special events	26%
Adult art, dance, performing arts	18%
Youth learn-to-swim programs	17%
Youth summer camp programs	15%
Adult sports programs	13%
Pre-school programs	13%
Senior fitness & wellness programs (age 60+)	13%
Water fitness programs	12%
Youth sports programs	12%
Youth art, dance, performing arts	10%
After school programs	9%
Outdoor adventure programs	9%
Teen programs	9%
Bird watching	6%
Senior outreach & support services (age 60+)	5%
Senior recreation programs (age 60+)	5%
Senior trips (age 60+)	5%
Adult trips	4%
Before school programs	4%
Senior sports programs (age 60+)	4%
Youth development programs	4%
Opportunities for individuals with disabilities	2%
Young adult programs	2%
Youth fitness & wellness programs	2%
Other	1%

WHICH FOUR OF THE PROGRAMS DO YOU CURRENTLY PARTICIPATE IN MOST OFTEN AT CITY OF ROCKVILLE FACILITIES?

Based on the sum of respondents' top four choices, the recreation programs they participate in most often are:

- Farmers market – 39%
- Special events – 37%
- Adult fitness & wellness programs – 28%

Programs Most Participated In	
Farmers market	39%
Special events	37%
Adult fitness & wellness programs	28%
None chosen	22%
Nature programs	20%
Youth learn-to-swim programs	17%
Water fitness programs	13%
Youth summer camp programs	12%
Pre-school programs	10%
Youth sports programs	10%
Youth art, dance, performing arts	7%
Adult art, dance, performing arts	6%
Adult sports programs	5%
After school programs	5%
Senior fitness & wellness programs (age 60+)	5%
Senior recreation programs (age 60+)	5%
Senior trips (age 60+)	5%
Other	4%
Outdoor adventure programs	2%
Senior outreach & support services (age 60+)	2%
Senior sports programs (age 60+)	2%
Teen programs	2%
Adult trips	1%
Youth development programs	1%

RECREATION AND PARKS STRATEGIC PLAN

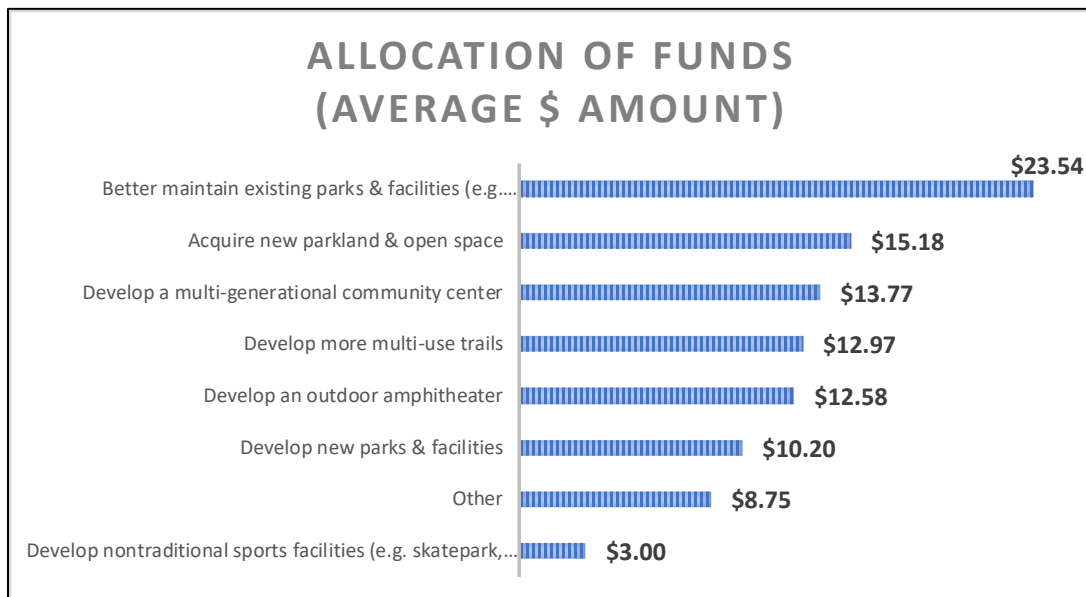
PLEASE CHECK ALL OF THE FOLLOWING REASONS THAT PREVENT YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD FROM USING PARKS, RECREATION FACILITIES, AND PROGRAMS OF THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS MORE OFTEN.

About half (51%) of survey respondents do not use parks, recreation facilities, and programs due to inconvenient program times. Other reasons include program or facility not offered (33%) and not enough time (29%). Inconvenient program times are typically much lower than this and it would be helpful to explore ways to identify what other times may be more convenient for program areas in order to increase or maximize participation.

Reasons for Not Using Parks, Facilities, or Programs	
Program times are not convenient	51%
Program or facility not offered	33%
Not enough time	29%
Too far from our residence	18%
Class full	18%
I do not know what is being offered	15%
Use facilities in other communities	13%
Not enough choices	13%
Facilities' operating hours not convenient	10%
Facilities do not have right equipment	7%
Fees are too high	7%
Use other agencies in Rockville	7%
Lack of quality programs	6%
I do not know locations of facilities	6%
Registration for programs is difficult	6%
Facilities are not well maintained	5%
Lack of parking	5%
Accessibility/transportation	4%
Other	4%
Security is insufficient	2%
Poor customer service by staff	1%

IF YOU HAD AN ADDITIONAL \$100, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THE RECREATION AND PARKS CATEGORIES LISTED BELOW?

Respondents would average about \$23.54 to go towards better maintenance of existing parks and facilities followed by \$15.18 to acquire new parkland and open space, and \$13.77 to develop a multi-generational community center.



PLEASE INDICATE HOW SUPPORTIVE YOU WOULD BE OF EACH OF THE FOLLOWING MAJOR ACTIONS THAT THE CITY OF ROCKVILLE COULD TAKE TO IMPROVE THE RECREATION AND PARKS SYSTEM.

Majority respondents are either very or somewhat supportive for each of the following major actions. Top major actions respondents are very supportive for are:

- Additional access to restrooms at parks – 66%
- Develop additional trails & connectivity of trails throughout the community – 66%
- Develop new & connect existing trail system – 57%
- Upgrade existing neighborhood & community parks – 56%
- Acquire open space for passive activities (e.g. trails, picnicking) – 50%

Bolded percentages indicate the highest percentage for each major action listed.

Major Actions	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Additional access to restrooms at parks	66%	27%	6%	1%
Develop additional trails & connectivity of trails throughout the community	66%	29%	4%	1%
Develop new & connect existing trail system	57%	31%	8%	4%
Upgrade existing neighborhood & community parks	56%	36%	7%	1%
Acquire open space for passive activities (e.g. trails, picnicking)	50%	38%	7%	5%
Repurpose inactive parks/amenities to create new facilities	48%	39%	11%	1%
Upgrade existing pools	44%	37%	12%	7%
Upgrade existing playgrounds	44%	30%	20%	7%
Develop an outdoor walking/running track	41%	35%	11%	13%
Improved ADA accessibility at current facilities	39%	42%	17%	3%
Develop an outdoor amphitheater	35%	32%	23%	10%
Upgrade existing youth/adult athletic fields	33%	37%	16%	13%
Acquire open space for active activities (e.g. developing soccer, baseball & softball fields)	31%	42%	16%	11%
Develop a multi-generational community center	30%	36%	20%	14%
Develop indoor recreation space (gyms & indoor programming spaces)	29%	39%	20%	12%
Develop new event space capable of hosting events like Hometown Holidays & 4th of July	29%	31%	19%	21%
Upgrade existing picnic facilities	25%	43%	28%	4%
Develop a performing arts venue	22%	32%	30%	16%
Develop a large sports complex	19%	23%	23%	35%

RECREATION AND PARKS STRATEGIC PLAN

WHICH FOUR OF THE ITEMS LISTED WOULD YOU BE MOST WILLING TO FUND WITH YOUR TAX DOLLARS?

Based on the sum of respondents top four choices for actions most willing to fund are:

- Additional access to restrooms at parks – 40%
- Develop additional trails & connectivity of trails throughout the community – 35%
- Develop new & connect existing trail system – 23%
- Repurpose inactive parks/amenities to create new facilities – 23%
- Upgrade existing neighborhood & community parks – 23%

Actions Most Willing To Fund	
Additional access to restrooms at parks	40%
Develop additional trails & connectivity of trails throughout the community	35%
Develop new & connect existing trail system	23%
Repurpose inactive parks/amenities to create new facilities	23%
Upgrade existing neighborhood & community parks	23%
Acquire open space for passive activities (e.g. trails, picnicking)	22%
Upgrade existing playgrounds	21%
Develop a multi-generational community center	20%
Develop an outdoor amphitheater	20%
Upgrade existing pools	17%
Acquire open space for active activities (e.g. developing soccer, baseball, & softball fields)	15%
Develop an outdoor walking/running track	13%
Improved ADA accessibility at current facilities	13%
Develop a large sports complex	12%
Develop new event space capable of hosting events like Hometown Holidays & 4th of July	12%
Develop indoor recreation space (gyms & indoor programming spaces)	10%
Upgrade existing youth/adult athletic fields	9%
None chosen	9%
Develop a performing arts venue	2%
Upgrade existing picnic facilities	1%

PLEASE INDICATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS CONCERNING SOME POTENTIAL BENEFITS OF THE CITY OF ROCKVILLE'S RECREATION AND PARK SYSTEM.

Majority respondents strongly agree or agree with each of the following statements below. Top statements respondents strongly agree that Rockville's Recreation and Park System:

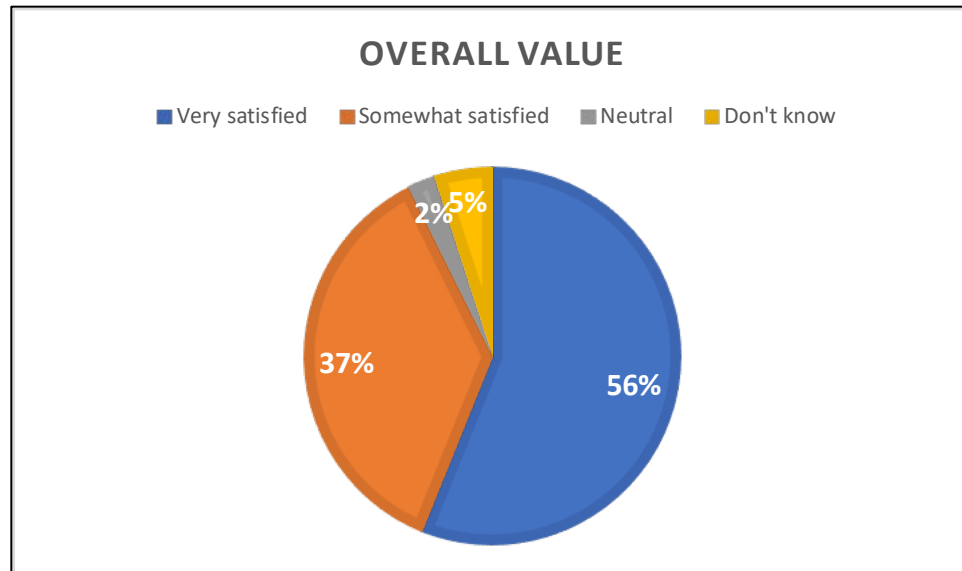
- Makes Rockville a more desirable place to live – 69%
- Preserves open space & protects environment – 58%
- Improves my (my household's) physical health & fitness – 52%

Bolded percentages indicate the highest percentage for each statement listed.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Makes Rockville a more desirable place to live	69%	30%	0%	0%	1%
Preserves open space & protects environment	58%	38%	4%	0%	0%
Improves my (my household's) physical health & fitness	52%	43%	5%	0%	0%
Fosters an inclusive & welcoming community	43%	49%	7%	1%	0%
Improves my (my household's) mental health & reduces stress	43%	45%	12%	0%	0%
Helps to attract new residents & businesses	41%	39%	20%	0%	0%
Increases my (my household's) property value	40%	44%	15%	0%	0%
Provides clean/aesthetically pleasing landscaping along public streets	39%	50%	8%	1%	1%
Promotes creativity & curiosity in arts & nature	38%	53%	10%	0%	0%
Helps keep kids out of trouble	37%	56%	7%	0%	0%
Provides positive social interactions for me (my household)	36%	55%	8%	1%	0%
Is age-friendly & accessible to all age groups	33%	50%	14%	3%	0%
Positively impacts economic/business development	28%	54%	17%	1%	0%
Helps to reduce crime in my neighborhood	27%	48%	24%	2%	0%
Promotes tourism to City & the region	21%	28%	43%	9%	0%

PLEASE RATE YOUR LEVEL OF SATISFACTION WITH THE OVERALL VALUE YOUR HOUSEHOLD RECEIVES FROM THE CITY OF ROCKVILLE DEPARTMENT OF RECREATION AND PARKS.

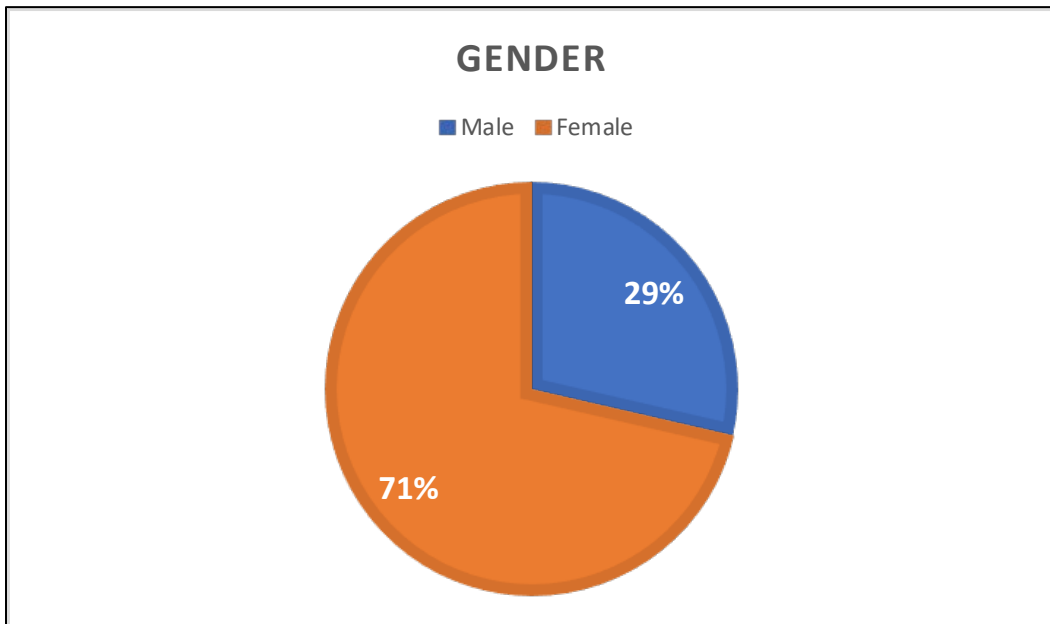
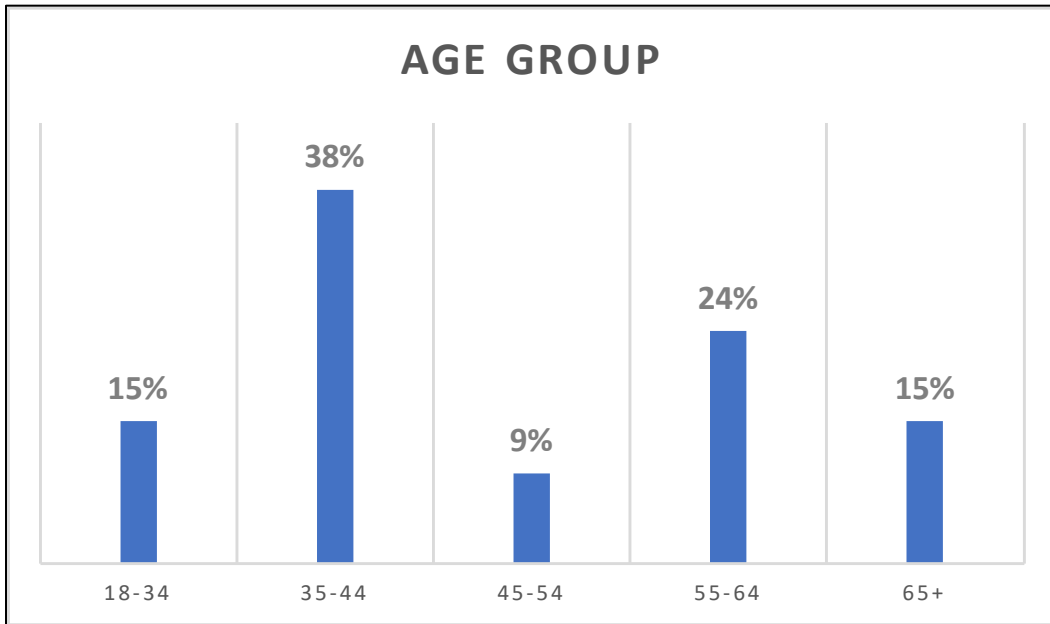
Over half of respondents (56%) are very satisfied with the overall value they receive from the Department. Thirty-seven percent (37%) are somewhat satisfied while 2% are neutral and 5% did not know.

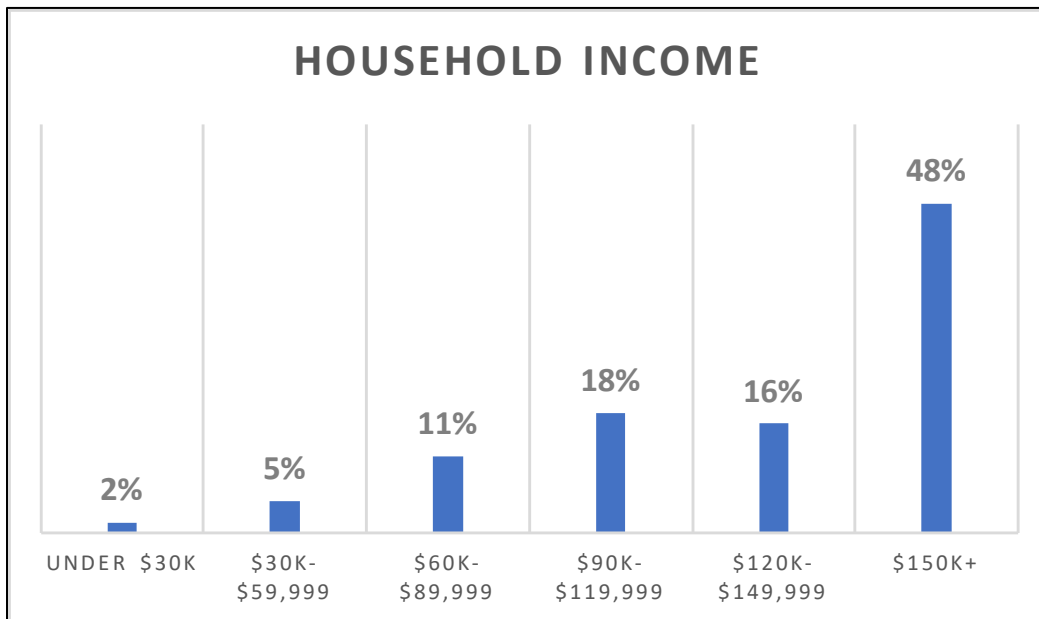
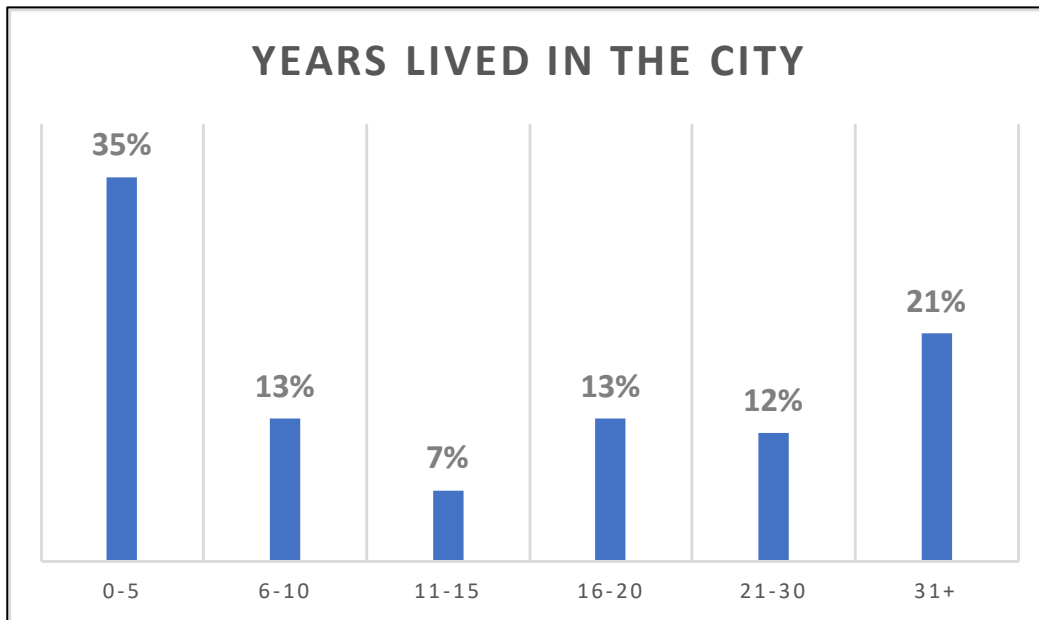


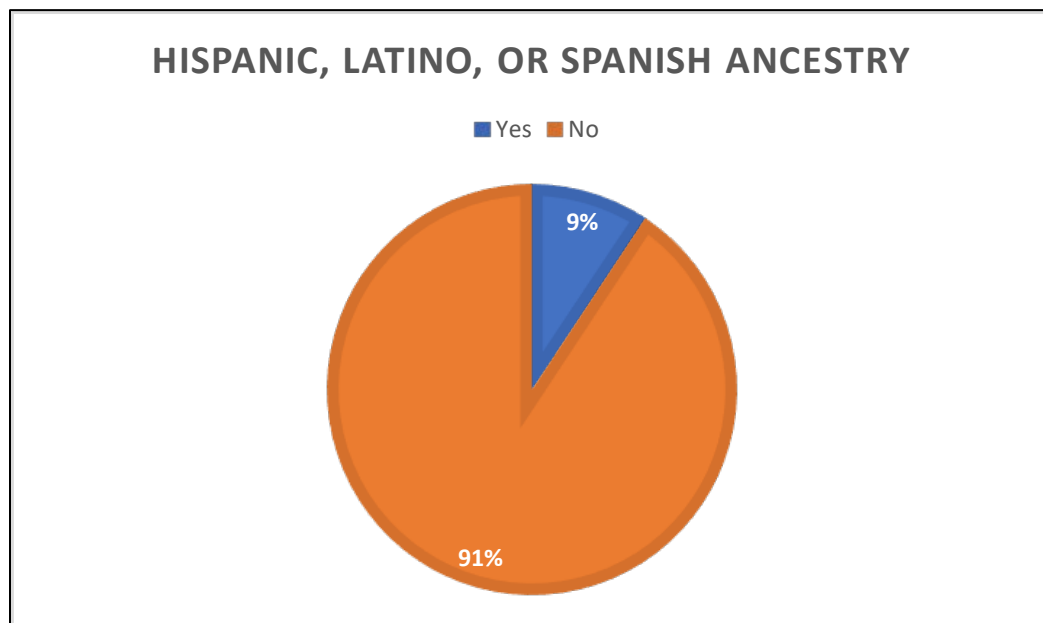
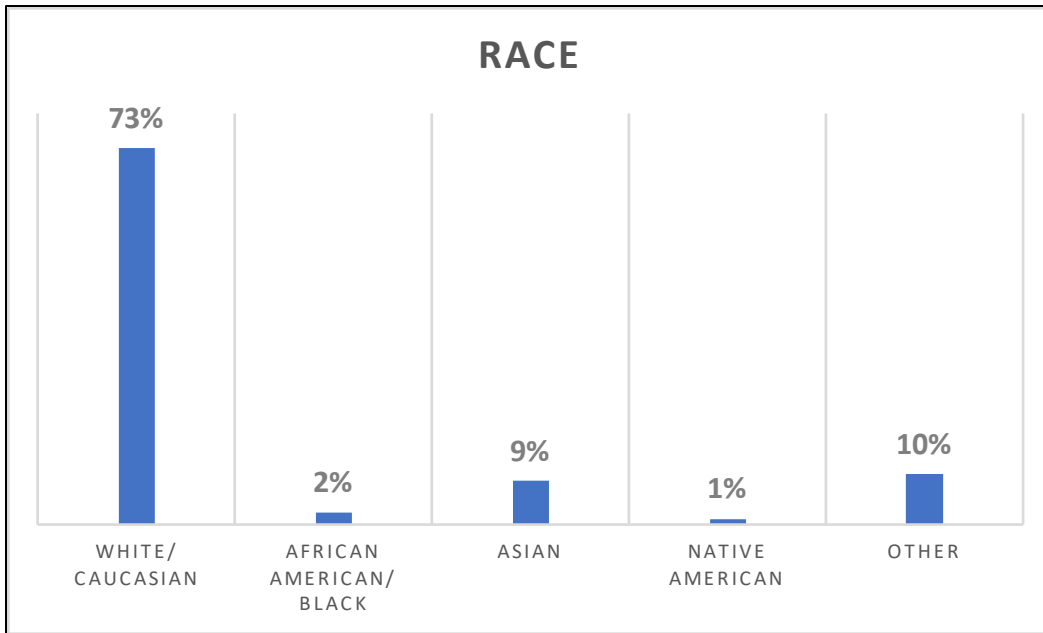
DEMOGRAPHICS

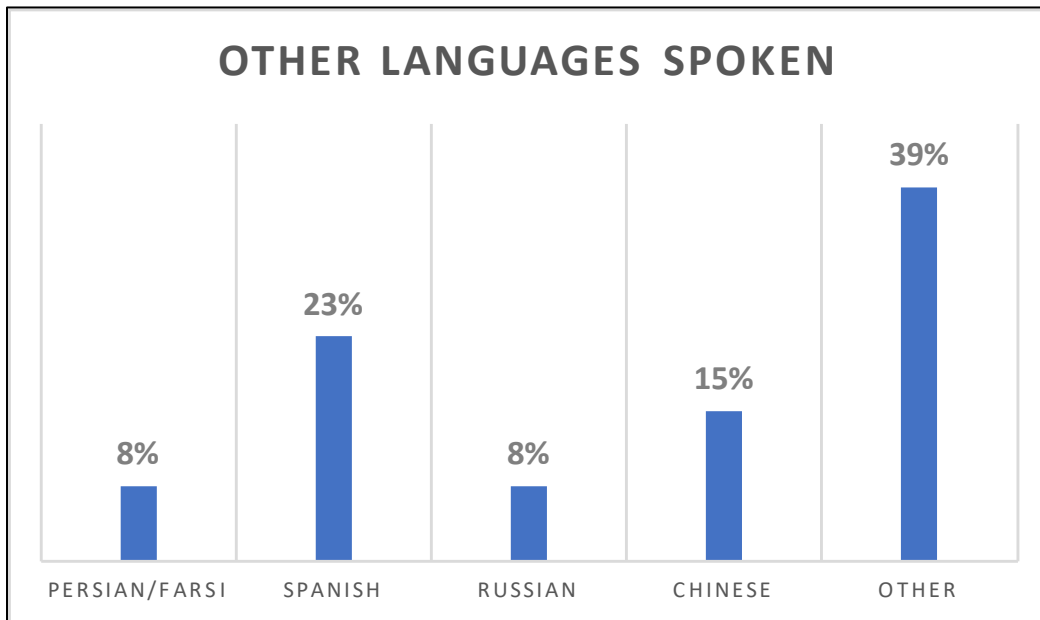
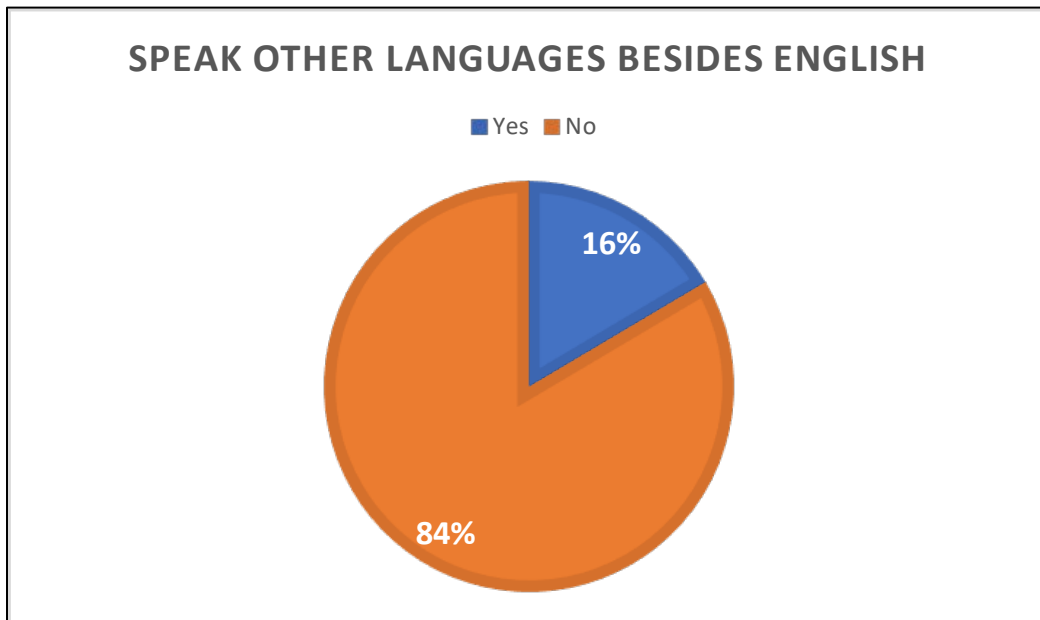
Demographic questions were asked to understand the community representation that participated in the online survey. The following data is a summary of the demographics:

- **Age group:** The predominant age group that participated in the online survey is ages 35-44 (38%) followed by Ages 55-64 (24%) as the secondary age group.
- **Gender:** The predominant gender that participated in the online survey is female (71%) and secondary is male (29%).
- **Years lived in the City:** The predominant years lived in the City by participants of the online survey is 0-5 years (35%) followed by 31+ years (21%) as the secondary data point.
- **Household income:** The predominant household income of participants of the online survey is \$150K+ (48%) followed by \$90K-\$119,999 (18%) as the secondary household income.
- **Hispanic, Latino, or Spanish Ancestry:** Participants of the survey that identify as Hispanic, Latino, or Spanish ancestry are 9% of respondents and 91% do not.
- **Race:** Participants of the survey were predominantly white/Caucasian (73%) with the secondary race being other (10%).
- **Speak other languages besides English:** Participants of the online survey indicated that 16% speak other languages besides English with 84% only speaking English.
- **Other Languages spoken:** The Predominant other languages spoken was other (39%) and secondary language is Spanish (23%).









APPENDIX E – INDIVIDUAL PARK SUMMARY ASSESSMENTS

MATTIE STEPANEK PARK

Overall Score: 2

This 26.29-acre community park offers 2 football fields and large parking lot for sports league events. The tennis courts, basketball courts, multi-purpose field, concession with restrooms, children's playground, and the Mattie Stepanek Memorial Garden are well laid out and connected by ADA accessible trails and sidewalks. The general condition of the park is great.



Well-Maintained Area in Mattie Stepanek Park



Untidy Concession Stand

CORRECTIVE ACTIONS NEEDED:

- Repair concrete ADA ramp from parking area to sidewalk near the tennis courts.
- Concession stand needs cleaned up.
- Resurface the team box area of the football field.
- Replace broken tennis board (for single play).

ROCKCREST PARK TRAIL

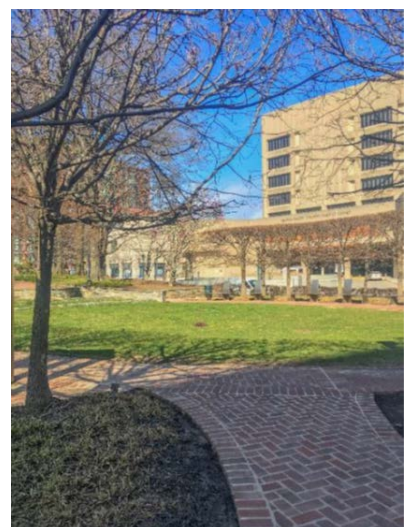
Overall Score: 2

This 0.32-mile-long trail connects Ardennes Avenue to the rest of the park to the west. The trail is in good condition, but drainage/erosion issues are present in a few locations along the length of the trail, particularly on the downhill from neighboring properties.

COURTHOUSE SQUARE PARK

Overall Score: 3

The 1.5-acre park surrounds the old Montgomery County Court House. It has clear signage of dedication and interpretive signages for the historic heritage for the site. The park is well maintained with an



Path at Courthouse Square Park

ornamental fountain plaza, turf and well landscaped areas. The park also includes Montgomery County 9/11 memorial.

CORRECTIVE ACTIONS NEEDED:

- Fix uneven/broken sidewalk along S. Washington Street.
- Clean out clogged trench drains and the associated system around the fountain plaza.
- Replace deteriorated courthouse entry plaza.
- Fill gaps in paver mortar to improve aesthetics and reduce trip hazards.

Uneven Sidewalk

ROCKCREST PARK

Overall Score: 5

This 7.4-acre park stretches along a restored (stabilized) suburban stream. The park offers an accessible children's playground and paved trail for the neighborhood. The playground and basketball courts are in great condition. The paved, fenced, 'Skate Park' could benefit from additional amenities such as basic ramps and rails if intended to be a skateboard park.



Exposed Drainage Inlet / Outfall

CORRECTIVE ACTIONS NEEDED:

- Fix inlet/outfall drain location to the southwest of the playground (likely requires drainage junction box).
- Address drainage issues around walkways.
- Usage regulation sign at skate park needs repair.

BEALL-DAWSON HOUSE PARK

Overall Score: 5

This 2.9-acre park and cultural landscape is located on the grounds of the Beall Dawson Museum. The park grounds and buildings are accessible from an on-site parking lot. The park consists of an open turf area, rows of large evergreen shrubs, and a small garden. It is generally in good condition except for some bare ground areas and overgrown plantings that present sight line issues.



Landscape & Turf Area in front of the Museum

CORRECTIVE ACTIONS NEEDED:

- Fix/trim pipe protruding from the gravel walk behind the museum.

ROCKVILLE CIVIC CENTER PARK

Overall Score: 6

This 153-acre community park is well maintained with a number of amenities unique to the park. These include the Rockville Civic Center and F. Scott Fitzgerald Theatre, the Glenview Mansion and historic gardens, and the Croydon Creek Nature Center. Ample parking spaces at the civic center, Glenview Mansion, tennis court, and the nature center offers great accessibility to the park.

CORRECTIVE ACTIONS NEEDED:

- Fix drainage on the slope to the north of the civic center walkway. A drainage outfall is causing erosion on the turf area and sediments are washing onto the sidewalk and stairs.
- Remove grill post / fix grill with missing grill portion.
- Fix erosion issue at the northwest corner of the tennis courts
- Fix the bottom of the ADA ramp at the nature center. The ramp decking is warped and does not meet flush with the concrete plaza.



Well Maintained Glenview Mansion Grounds



Drainage Issue near the Civic Center

DOGWOOD PARK

Overall Score: 6

The 44.22-acre park offers 3 baseball fields and large parking lot for sports events. Together with basketball court, tennis court, batting cages, sand volleyball, and the playgrounds, this park offers the neighborhood a wealth of amenities. The hard courts and sports fields are in good condition and frequently used. The new playground is popular and well maintained.



CORRECTIVE ACTIONS NEEDED:

- Fix erosion issues at #2 baseball field sidewalk.
- Fix erosion issues near #1 baseball field sidewalk.
- Restore the turf on the north side of the sand volleyball court (erosion and compaction).
- Fix barren spots in the outfield of #1 baseball field.
- Fix erosion and sedimentation issue at the plaza and picnic pavilion area.
- Fix drainage around playgrounds so soil does not wash into play surface.

Popular Basketball Court



Barren Turf with Erosion Issue



Sedimentation Issue at the Plaza

VETERAN'S PARK

Overall Score: 9

This 0.26-acre memorial park is in the center of a busy intersection that is mostly used by pedestrians as a traffic island to cross the street. The park is well maintained with minor issues of drainage and broken pavers. Small evergreen trees are planted along the periphery of the park to reduce impact from the busy traffic flow. However, the trees blocked sightlines that caused some safety concern for the park. Low-level pedestrian lighting could be considered to address the safety issue.



Veteran's Park

CORRECTIVE ACTIONS NEEDED:

- Fix/replace broken pavers.
- Create drainage breaks on the corners of the central pentagon form where much has built up in the planting beds.

ROCKVILLE CIVIC CENTER PARK TRAIL

Overall Score: 9

This 2.13 miles long, looped nature trail offers a nice walk into the woods and down around the creek. It is in a good condition with ample signage and maps for wayfinding. Due to the steep topography on site, some erosion occurs on the edge of the trails, but in general trail erosion is minimal. Continued stream restoration would aid in minimizing embankment erosion. There is severe erosion from the beginning of the maintenance road at the trailhead down to the pedestrian bridge. The area around the newly installed bridge appears to be under restoration, but the full length of the road needs repair.



Severely Eroded Section under Restoration

BULLARDS PARK

Overall Score: 10

This 4.6-acre park is secluded in its neighborhood. It contains a forested area, a playground, a basketball court and a picnic area (minor drainage and turf issues). The playground and basketball court are older than most but are still in good condition.

CORRECTIVE ACTIONS NEEDED:

- Remove/repair old swing.
- Playground needs resurfacing and curbing.
- Remove invasive species.



Aged Amenity Still in Good Condition

WOOTTON'S MILL PARK

Overall Score: 10

This large 106.5-acre park has 9 pedestrian entrances and 5 vehicle access throughout the neighborhoods. There are multiple marked entrance signs on the surrounding roads, however non are prominent and could be easily missed. The park consists of trails through the floodplain and wooded areas, playground, tennis court, basketball court, and a very large community garden. The park is very popular. The trail, playground, and the hard courts are being used frequently and are in good condition. The community garden is well maintained and could be accessed with an adjacent parking lot.



Drainage over Pathway; . Saturated Turf

CORRECTIVE ACTIONS NEEDED:

- Secondary entrance at Watts Branch Parkway turnaround needs to be enlarged to prevent people from driving on non-paved areas.
- Fix flooding and sedimentation issues over pathways.
- Provide drainage solution to the saturated lawn space at the south-east corner.
- Resurface the playground and provide better drainage at the seating area.



Drainage Issues at Playground Seating Area

WOOTTON'S MILL PARK TRAIL

Overall Score: 10

The 1.19 miles long trail follow the Watts Branch, connecting both sides of the floodplain. The trail heads lack clear signage and mapping for wayfinding. Drainage is a major issue in this park. Standing water covered the trail in multiple areas and sedimentation could be found along the path in several spots. These drainage related issues need to be addressed to provide better accessibility. The bank of the creek is also facing erosion issues that would benefit from restoration.



Flooding and Sedimentation over Trail

MONTROSE PARK

Overall Score: 11

This 5.7-acre park is popular among young children using the playground associated with the on-site day care facility. The park offers substantial open space with a range of amenities, including basketball court, baseball field, tennis court, multi-use field and picnic area. The park is overall in good condition.

CORRECTIVE ACTIONS NEEDED:

- Repair uneven sidewalk sections.
- Fix top rail of fence on western playground site
- Fix broken light on north side of Community Center.
- Grind down stumps of removed trees.



Uneven Sidewalk

FALLSGROVE STREAM VALLEY PARK TRAIL

Overall Score: 11

This 0.96-mile-long trail loops around a stormwater management pond while part of the loop contributes to the Carl Henn Millennium Trail. The trail is in good condition, with only some minor sedimentation issue presents along the south end of the stormwater pond. Trash could be seen along the bank of the stormwater pond that requires more maintenance attention.



Sedimentation on Trail

POTOMAC WOODS PARK

Overall Score: 13

This is a 42-acre naturalistic park in a quiet neighborhood. It offers natural trail in a forested area along Bogley Branch, with sports fields and playgrounds. The playground, basketball court, and tennis court are in good condition and well used by residents. The northern baseball field is well maintained and used by local youth baseball teams. However, severe erosion started along the warning track of the southern baseball field, continuing into the natural trail.

CORRECTIVE ACTIONS NEEDED:

- Provide ADA accessibility to the tennis court and nature trails.
- Southern baseball field need full restoration to be functional.
- Provide stream restoration for Bogley Branch.
- Provide proper drainage (e.g. trench drain) for the restroom building.
- Provide proper fencing or landscape buffer around the stormwater pond.
- Address erosion and sedimentation along the seating area of the northern baseball field.



Severe Erosion at Southern Baseball Field



Erosion & Sedimentation at Northern Baseball Fields

MONUMENT PARK

Overall Score: 15

This 8.1-acre neighborhood provides one of the best maintained baseball fields of all the parks visited. However, issues between the back of the baseball field and the other active portions of the park are substantial (see below). Although the park offers multiple entrance point for the surrounding neighborhood, the park is not ADA accessible.

CORRECTIVE ACTIONS NEEDED:

- Fix drainage/erosion issue at the back of the ballfield from center to right field.
- Remove spray paint from the upright 'L' of the 'ROCKVILLE' monument.
- Provide formal path between the ballfield and eastern portion of the park to minimize trampling, erosion and safety concerns.
- Fix drainage around playgrounds so soil does not wash into the play surface.



Well Maintained Baseball Fields



Drainage/Erosion at Ballfields



Vandalism on Monument

CALVIN PARK

Overall Score: 17

This 5.9-acre park includes a range of amenities. The playground and hardcourts are in great condition except for some drainage issues around the basketball court that may in part be due to adjacent construction at Rockville Cemetery. The creek shows severe erosion and sediment issues, also likely in part due to adjacent construction. The hard courts are not ADA accessible.

CORRECTIVE ACTIONS NEEDED:

- Fix extensive drainage issue to the south of the basketball courts.
- Create a safe transition between the trail along Baltimore Road and the pedestrian bridge on the downhill side.
- Remove invasive species (e.g. bamboo).



Extensive Surface Runoff over Basketball Court

HILLCREST PARK

Overall Score: 18

This 4.4-acre park provides an on-site parking lot, playgrounds, hard courts, and picnic shelter. The upland area of the park is more natural and provides opportunity for seclusion, however this may also create increased safety/crime concerns. Steps may be taken to minimize risk such as clearing shrub level plantings to open sight distances.

CORRECTIVE ACTIONS NEEDED:

- Fill holes in turf created by decaying tree roots to the east of the tot lot.
- Fix drainage around playgrounds so soil does not wash into play surface.
- Fix drainage around hard courts to minimize soil washing onto the surface.



Soil Washed in Playground Surface



Soil Washes onto Hardcourt Surface

SILVER ROCK PARK

Overall Score: 23

This small, 2.5-acre neighborhood park is largely inaccessible, particularly from Claggett Drive. The open space of the park sits in a floodplain and is often saturated, rendering most of the park inaccessible. A pathway on the high side of the park with adequate drainage may provide may increase access and use. Turf is in poor condition due to the drainage issue and heavy shade from large canopy trees.

CORRECTIVE ACTIONS NEEDED:

- Provide ADA access to the playground.
- Fix separation issues between playground surface and edging.
- Remove invasive species (e.g. bamboo) creeping in from adjacent lots (will likely require installation of a root barrier).
- Re-position benches (height) in an area that exhibits less erosion.



Saturated Turf Area with No Access



Edging Separating from
Playground Surface



Bench Needs to be Repositioned

APPENDIX F - MARKETING & PROMOTION METHODS

PROGRAM MARKETING & PROMOTION METHODS

Marketing & Promotion Methods

Program Idea (Name or Concept): _____

Marketing Methods	Content Developed	Contact Information	Start Date
Activity Guide			
Website			
Newspaper Article			
Radio			
Social Media			
Flyers - Public Places			
Newspaper Ad			
Email Notification			
Event Website			
School Flyer/Newsletter			
Television			
Digital Sign			
Friends & Neighbors Groups			
Staff Promotion @ Events			

MARKETING PRIORITY BY TASK

This template is a best practice to establish and functional/task priorities on an on-going basis to be updated annually.

Rank	Description
1	Annual report
2	Develop standards (flyers, banners, any graphic content, requirements - ADA)
3	Tools/Template Development
4	Program Brochures - distribution (what is our role)
5	Program Brochures - production
6	Citywide collaborative marketing efforts
7	Criteria development (what gets on web, ad space in program brochures, when to contact council)
8	Flyers/posters/banners - Creating
9	Flyers/posters/banners - Distributing
10	Listing of media, newspapers & other org contacts
11	Media exposure - good stories
12	Media inquiries
13	Press releases/advisories - reviewing
14	Website Updates - Internet
15	Citywide Activity Guide - redesign
16	CMO Weekly
17	Flyers/posters/banners - Review/Oversight
18	Inventory of publicity materials
19	Marketing Task Force of PRNS employees
20	Media Section on PRNS website "In the News" - post newspaper articles or videos
21	Website Updates - Intranet
22	You Tube account - posting videos
23	Advertisement - Buying ads
24	Advertisement - selling ads for CAG
25	Master brochure of the dept.
26	Outreach to business districts & neighborhood assoc.
27	Outreach to council disticut sites/ newsletters
28	Press releases/advisories - preparing
29	Trainings (website, flyer creation, procedures, social media)
30	Translation services (flyers, media inquiries)
31	Video upload that involve us (our videos)
32	Visibility in community papers
33	Outreach - booths @ festivals/events
34	Working with other dept. on marketing efforts & events "One Voice"
35	Awards/Recognition Opportunities
36	Give aways
37	Meeting - Communication Round Table
38	Digital Publishing strategies
39	Email signature protocol

RECREATION AND PARKS STRATEGIC PLAN

SAMPLE ANNUAL MARKETING/PROMOTION CALENDAR

Rank	Description	Outcomes	Frequency	\$ Amount	Resources Allocated
1	Annual report	Increased visibility	Annual	TBD	Per Annual Budget
2	Develop standards (flyers, banners, any graphic content, requirements - ADA)	Cohesive appearance	On-going	TBD	Per Annual Budget
3	Tools/Template Development	Cohesive appearance	On-going	TBD	Per Annual Budget
4	Program Brochures - distribution (what is our role)	Cohesive appearance	Quarterly	TBD	Per Annual Budget
5	Program Brochures - production	Cohesive appearance	Quarterly	TBD	Per Annual Budget
6	Citywide collaborative marketing efforts	Cohesive appearance & increased visibility	On-going	TBD	Per Annual Budget
7	Criteria development (what gets on web, ad space in program brochures, when to contact council)	Cohesive appearance	On-going	TBD	Per Annual Budget
8	Flyers/posters/banners - Creating	Increased visibility	On-going	TBD	Per Annual Budget
9	Flyers/posters/banners - Distributing	Increased visibility	On-going	TBD	Per Annual Budget
10	Listing of media, newspapers & other org contacts	Increased visibility	On-going	TBD	Per Annual Budget
11	Media exposure - good stories	Increased visibility	On-going	TBD	Per Annual Budget
12	Media inquiries	Increased visibility	On-going	TBD	Per Annual Budget
13	Press releases/advisories - reviewing	Cohesive appearance	On-going	TBD	Per Annual Budget
14	Website Updates - Internet	Increased visibility	On-going	TBD	Per Annual Budget
15	Citywide Activity Guide - redesign	Maximize resources	Once	TBD	Per Annual Budget
16	CMO Weekly	Increased visibility	Weekly	TBD	Per Annual Budget
17	Flyers/posters/banners - Review/Oversight	Cohesive appearance	On-going	TBD	Per Annual Budget
18	Inventory of publicity materials	Maximize resources	Once	TBD	Per Annual Budget
19	Marketing Task Force of PRNS employees	Cohesive appearance	Monthly	TBD	Per Annual Budget
20	Media Section on PRNS website "In the News" - post newspaper articles or videos	Increased visibility	On-going	TBD	Per Annual Budget
21	Website Updates - Intranet	Maximize resources	On-going	TBD	Per Annual Budget
22	You Tube account - posting videos	Increased visibility	On-going	TBD	Per Annual Budget
23	Advertisement - Buying ads	Increased visibility	On-going	TBD	Per Annual Budget
24	Advertisement - selling ads for CAG	Maximize resources	Quarterly	TBD	Per Annual Budget
25	Master brochure of the dept.	Increased visibility	Once	TBD	Per Annual Budget
26	Outreach to business districts & neighborhood assoc.	Increased visibility	On-going	TBD	Per Annual Budget
27	Outreach to council district sites/ newsletters	Increased visibility	On-going	TBD	Per Annual Budget
28	Press releases/advisories - preparing	Cohesive appearance	On-going	TBD	Per Annual Budget
29	Trainings (website, flyer creation, procedures, social media)	Cohesive appearance	On-going	TBD	Per Annual Budget
30	Translation services (flyers, media inquiries)	Increased visibility	On-going	TBD	Per Annual Budget
31	Video upload that involve us (our videos)	Increased visibility	On-going	TBD	Per Annual Budget
32	Visibility in community papers	Increased visibility	On-going	TBD	Per Annual Budget
33	Outreach - booths @ festivals/events	Increased visibility	On-going	TBD	Per Annual Budget
34	Working with other dept. on marketing efforts & events "One Voice"	Maximize resources	On-going	TBD	Per Annual Budget
35	Awards/Recognition Opportunities	Increased visibility	On-going	TBD	Per Annual Budget
36	Give aways	Increased visibility	On-going	TBD	Per Annual Budget
37	Meeting - Communication Round Table	Maximize resources	Monthly	TBD	Per Annual Budget
38	Digital Publishing strategies	Increased visibility	On-going	TBD	Per Annual Budget
39	Email signature protocol	Cohesive appearance	Once	TBD	Per Annual Budget

ROCKVILLE SOCIAL MEDIA POLICY

CITY OF ROCKVILLE EMPLOYEE USE OF SOCIAL MEDIA POLICY

The purpose of this policy is to establish acceptable and appropriate use of Social Media on behalf of the City. This policy addresses how social media sites maintained by or representing the City can be established, and procedures for ensuring that information on those sites is accurate and timely.

DEFINITIONS:

SOCIAL MEDIA

Social media is any site or online process designed to facilitate simple and streamlined communication between users. Social media is an umbrella term that encompasses the various programs the City uses to make content (video, audio, text, or images) publicly available on the internet and allow viewers to publicly post their own content in response. **Social Network**

The term “social network” or “social networking” refers to any interaction between a participant and any site deemed by the City to be social media, including, but not limited to: Facebook, SnapChat, LinkedIn, Instagram, NextDoor, Twitter and YouTube. Interaction is not limited to accessing the website of such social media sites, but also sending to or receiving from such sites any emails, text messages, or any other electronic interaction.

ESTABLISHMENT OF SOCIAL MEDIA

The City Manager’s Office, specifically through its Public Information and Community Engagement (PICE) Division, must approve any plan or process to create an official social media site or tool. This helps to ensure that information posted on social media sites or tools maintained by or representing the City meet all applicable codes, policies, procedures, and laws pertaining to them, and that the structure of the social media sites or tools maintained by or representing the City are consistent with the strategic communication strategy of the City. The PICE division will work with departments and divisions to determine an appropriate communication strategy; the appropriateness of a new social media site will be determined at that time.

The number of social media sites maintained by or representing the City will be limited to ensure concentrated, effective communication for the City’s audiences. It may be necessary to combine, consolidate or delete social media accounts to meet the City’s strategic communication goals.

GRANT OF ACCESS:

Any social media site or tool maintained by or representing the City must be accessible to the Director of Communication and other members of the PICE division to communicate urgent information or make corrections to inappropriate or inaccurate information, or in accordance with any policy, procedure, or law that requires such access. The City reserves the right to disable any social media site or tool for any reason temporarily or permanently including but not limited to: inappropriate management of the tool, or the tool no longer meets the original communication goals.

APPROPRIATE USE:

The following shall apply to any social media sites or tools maintained by or representing the City.

Advertising. Whenever possible, all third-party advertisements are to be disabled on any social media sites or tool maintained by or representing the City.

Comments. A designated City employee must regularly monitor social media sites maintained by or representing the City, usually the person responsible for keeping the site up to date. Employees should refer to the external social media policy located on the City's website for complete guidance. In accordance with the external policy, comments can be deleted, without notice, for the following reasons:

- A. Language or content that is spam or not topically related to the posted topic. You may request that commenters send off-topic comments that are relevant to the City to the appropriate City email address for response.
- B. Obscene, threatening or offensive language.
- C. Personal attacks of any kind or offensive comments that target or disparage any ethnic, racial, age, religious group, gender, genetic information, national origin, sexual orientation or disability status.
- D. Comments advocating illegal activity or posting of content that violates a legal ownership right or interest including a copyright, trademark or patent.
- E. Unsolicited proposals, responses to City bid requests or requests for proposals, other City contracting or commercial business matters, or promotion or advertisement of a business or commercial transaction.
- F. Links to any website (other than the City's website)
- G. Personal information (address, social security numbers, etc.)

Photos, Videos, and other Multimedia. No photos, videos, or other multimedia files may be posted to social media sites or tools maintained by or representing the City unless the City or its agents have expressed permission by the copyright holder to do so, or ownership of said files belongs to the City. Unless properly disclaimed on the social media sites maintained by or representing the City, no such files may be contributed by users without expressed, written permission of the copyright holder of said files.

Posting on Social Media Sites. When posting or submitting information, follow these guiding principles:

- Stick to your area of expertise and provide perspectives on what is going on in your department.
- Reply to comments in a timely manner, when a response is appropriate.
- Use humor judiciously. See the City's policy and Procedure Manual and Sexual Harassment Policy for guidance.
- When disagreeing with others' opinions, keep it appropriate and polite. See the City's policy and Procedure Manual and Sexual Harassment Policy for guidance.

Alerts and Emergency Information. All information of an emergency nature must be approved by the City Manager's Office before it may be disseminated on a social media site maintained by or representing the City. The City Manager's Office may, when necessary, use any social media sites maintained by or representing the City to disseminate emergency or other important information.

- **Personal Information.** Social media sites maintained by or representing the City shall not be used to send out or promote any information of a non-City -approved nature. All information posted by the City or its agents must be for communicating about City information or services.
- **Prohibited Information.** No content may be placed on a social media sites maintained by or representing the City that violates existing City of Rockville policies including, but not limited to: sexual harassment, discrimination and harassment, workplace violence, or other adopted City policies. This includes content that is sexually explicit, that creates a hostile work environment, or that promotes hatred or violence. As allowed or required by law, comments or other materials



placed on a social media site maintained by or representing the City or site that violate any of these policies must be removed immediately.

- **Disclaimers.** All social media sites maintained by or representing the City must display applicable social media disclaimers and legal statements as determined by the City's legal counsel.

LOCATION OF INFORMATION

The City's website, rockvillemd.gov, is the primary source for City information, and will remain the City's primary and predominant web presence. The City's website should be updated before any social media is considered.

Whenever possible, the information posted to social media sites maintained by the City, should be available on the City's website. Whenever possible, content posted to social media sites maintained by or representing the City should contain links directing users back to the City's official website for in-depth information, forms, documents, or online services.

In no case shall a social media site or tool be the exclusive or primary source of information for City information or services.

APPLICABILITY OF OTHER POLICIES

City employees, agents, volunteers, and contractors are bound by all other applicable policies, procedures, and laws pertaining to the creation and maintenance of social media sites maintained by or representing the City.

APPENDIX G – PROGRAM EXAMPLES

Program Idea (Name or Concept): Esports						
Internal factors						
Priority Ranking:		High		Medium		Low
				X		
Considered medium instead of low due to the attraction to individuals with disabilities.						
Program Area:		Core		Non-Core		
		Instructional, social, & Enrichment				
Classification		Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
				X		
Considered tier three due to high attraction for teens						
Cost Recovery Range		0%+	20-50%	30-70%	70-100%	100%+
				X		
Age Segment		Primary		Secondary		
		Teens		School Aged		
All ages and individuals with disabilities could participate. Starting small, focus on teens first.						
Sponsorship/Partnership						
Potential Partnerships		Monetary		Volunteers		Partner Skills Space
						Game Gym Schools
						Dream Wizards Library
Potential for split revenue share						
Sponsorship/Partnership						
Sponsorship Partnerships		Monetary		Volunteers		Partner Skills Space
		Disabled Sports		EveryMind		Schools
						Library
Increasing social activities improves mental health EveryMind maybe interested in being present to reach teens. Also looking into other healthcare providers or teen outreach organizations.						
Market Competition						
Number of Competitors		1 to 2				
Competitiveness		High		Medium		Low
						X
Competitiveness		High		Medium		Low
		X				

APPENDIX H – DETAILED CAPITAL IMPROVEMENT PLAN

NEAR TERM

Capital Improvement Program			
NEAR TERM PRIORITY (0-2 years)			
Current Strategic CIP Projects	FY2020 Adopted Budget Totals		Total Costs
Projects			(incl. 25% contin.)
Roofing Conditions Assessment	\$80,000		\$100,000
Replacement of Wooden Fire Escape at Glenview Mansion	\$225,000		\$281,250
Croydon Creek Outdoor Exploration Area	\$100,000		\$125,000
Bleacher Replacement	\$140,000		\$175,000
System-wide park sign replacement	\$500,000		\$625,000
ADA Audit & Transition Plan Improvements(1)	\$1,000,000		\$1,250,000
Facilities			(incl. 25% contin.)
Elwood Smith Flooring Renovation	\$50,000		\$62,500
Renovation of Former Police Sub-Station	\$50,000		\$62,500
Croydon Creek Kitchen Renovation	\$50,000		\$62,500
Civic Center Entrance Sign Replacement	\$108,000		\$135,000
Action	Estimated Project Costs	Total Recommended Inventory	Total Costs
Outdoor Amenities		Quantity	(incl. 25% contin.)
Park Shelters (2)	\$400,000	2	\$1,000,000
90' Ball Fields	\$550,000	2	\$1,375,000
Rectangular Multi Purpose Fields	\$250,000	2	\$625,000
Outdoor Volleyball Courts	\$25,000	2	\$62,500
Conversion of playgrounds to natural play areas	\$100,000	2	\$250,000
Pickleball (3)	\$75,000	4	\$375,000
HIGH PRIORITY CIP			\$6,566,250
NOTES: (1) ADA Improvements represent 2 years of a 4 year recommended implementation period from the FY 2020 Adopted City Budget (2) Shelter with Restroom Facility (3) New Facilities with 4 courts - no parking or site work included			

RECREATION AND PARKS STRATEGIC PLAN

MID TERM

Capital Improvement Program			
MID TERM PRIORITY (2-4 years)			
Current Strategic CIP Projects	FY2020 Adopted Budget Totals		Total Costs
Projects			(incl. 30% contin.)
ADA Audit & Transition Plan Improvements(1)	\$1,000,000		\$1,300,000
Facilities			(incl. 30% contin.)
Storage Structure	\$166,500		\$216,450
Recreation Services Building Renovation	\$150,000		\$195,000
Action	Estimated Project Costs	Total Recommended Inventory	Total Costs
Outdoor Amenities		Quantity	(incl. 30% contin.)
Park Shelters (2)	\$400,000	2	\$1,040,000
90' Ball Fields	\$550,000	1	\$715,000
Rectangular Multi Purpose Fields	\$250,000	2	\$650,000
Outdoor Volleyball Courts	\$25,000	2	\$65,000
Conversion of playgrounds to nature play areas	\$100,000	2	\$260,000
Pickleball (3)	\$75,000	4	\$390,000
Dog Park	\$250,000	1	\$325,000
Trails		Miles	(incl. 30% contin.)
Multi Use Trails	\$1,000,000	4.84	\$6,292,000
Nature Trails	\$75,000	2.64	\$257,400
Parkland Acquisition		Acres	(incl. 30% contin.)
Acquire Additional Parkland (4)	\$800,000	20.5	\$21,320,000
Develop Additional Parks to Meeting LOS Need	\$400,000	20.5	\$10,660,000
MID TERM PRIORITIES			\$43,685,850
NOTES: (1) ADA Improvements represent 2 years of a 4 year recommended implementation period from the FY 2020 Adopted City Budget (2) Shelter with Restroom Facilities (3) New Facilities with 4 courts - no parking or site work included (4) \$800,000 per acre utilizes an average cost based on real estate data available, costs may vary depending on land use, zoning and access			

LONG TERM

Capital Improvement Program			
LONG TERM PRIORITY (4+ years)			
NEW FACILITIES PROGRAM*			
Current Strategic CIP Projects	FY2020 Adopted Budget Totals		Total Costs
Projects			(incl. 40% contin.)
East Rockville Splash Pad	\$1,750,000		\$2,450,000
Twinbrook Pedestrian Crossing (1)	\$500,000		\$700,000
Facilities	Estimated Project Costs	Units (square feet)	(incl. 40% contin.)
Community Center West of I-270 (2)	\$500	12,500	\$8,750,000
Acquisition		Units (acres)	(incl. 40% contin.)
Twinbrook Parkland Purchase (3)	\$800,000	10	\$11,200,000
Action	Estimated Project Costs	Total Recommended Inventory	Total Costs
Outdoor Amenities	Unit Cost	Units	(incl. 40% contin.)
Park Shelters	\$400,000	1	\$560,000
Rectangular Multipurpose Fields	\$250,000	1	\$350,000
Outdoor Volleyball Courts	\$25,000	1	\$35,000
Trails	Unit Cost	Miles Needed per LOS	(incl. 40% contin.)
Multi Use Trails	\$1,000,000	1.55	\$2,170,000
Nature Trails	\$75,000	0.20	\$21,000
Acquisition	Cost Per Acre	Number of Acres	(incl. 40% contin.)
Acquire Additional Parkland (3)	\$800,000	20.5	\$22,960,000
Develop Additional Parks to Meeting LOS Need (6)	\$400,000	20.5	\$11,480,000
Development of Park Facilities (6)	\$250,000	130.0	\$45,500,000
Facilities	Cost Per Square Foot	Square Footage per LOS	(incl. 40% contin.)
Recreation / Aquatics (4)	\$600	38,093	\$31,998,120
Special Use / Cultural Facilities (5)	\$500	7,019	\$4,913,300
LONG TERM PRIORITY New Facilities Costs			\$143,087,420
NOTES: (1) Assumes 'at-grade' pedestrian crossing (2) Provides 12,500 s.f. community center at Rockshire Shopping Center Site (3) \$800,000 per acre utilizes an average cost based on real estate data available, costs may vary depending on land use, zoning and access (4) Provides new facility at Redgate to meet the balance of the 2024 facility demand (5) Provides an addition at the Rockville Swim Center (6) Average cost of development of site work at Redgate			

APPENDIX I – DETAILED RESULTS OF THE STATISTICALLY-VALID SURVEY

APPENDIX J – BOARDS AND COMMISSIONS’ COMMENTS

Dear Reader,

At the request of the Mayor and Council, a draft of the 2020 Recreation and Parks Strategic Plan was provided to selected Boards and Commissions for their review and comment. In addition to being able to provide input throughout the creation of the Strategic Plan by participating in a focus group or completing a survey, the following groups provided comments on the draft report:

- Cultural Arts Commission
- Environmental Commission
- Human Services Advisory Commission
- Planning Commission
- Recreation and Park Advisory Board
- Rockville Senior Citizen’s Commission

The entirety of each groups’ written responses is included on the following pages along with our response. Many of the comments serve to highlight particular sections of the report which relate to the individual board or commission’s area of focus. These indicators of community support for certain recommendations will be considered throughout the planning process for implementation. Some comments address text that is currently provided in the plan and suggest modifications. Where appropriate, the body of the report has been revised to encompass items brought forward by the feedback. It is also important to note that in conjunction with this Strategic Plan, the City acts on direction provided through other studies, plans and reports identified in the introduction section of this report. This Strategic Plan is to serve as a guide and roadmap for program specific plans; not as a replacement for them.

As a next step, the Department of Recreation and Parks is charged with creating action plans that will help with the implementation of this Strategic Plan. For feedback that is operational in nature, comments will require further analysis by staff in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system. Staff will take the comments under advisement as the Department moves forward with plan implementation. In light of current events concerning the COVID pandemic and associated budgetary shortfalls, some recommendations may not be financially feasible in the near future.

The engaged individuals who serve on the City’s boards and commissions are an asset to the community. Not every community is fortunate to have this level of commitment and engagement from volunteer leaders and we are very grateful to the boards and commissions for their input and feedback on this Strategic Plan.

RECREATION AND PARKS STRATEGIC PLAN

Cultural Arts Commission Feedback	
Comments	PROS Consulting Review & Comments
Needs more Arts and Culture related facilities and programming for increase economic development.	This is valuable input and it has been included as part of multi-generational multi-purpose recreation facility components.
Arts and Culture can lead in supporting the Mission "to nurture community connections". The Arts and Culture components are in everything we do, we just need to intentionalize this action.	We agree with this.
Support King Farm Development to be sustainable arts and commercial event venue	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
Support Red Gate for park and recreation with added value of sculpture	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
Vision Statement to include Arts & Culture	The Vision Statement was developed in conjunction with the team and is meant to be an overall broad statement that encompasses the overall Department but not highlight one specific area over the other.
Big moves = hire the Cultural Arts Coordinator	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Add revenue possibility for renting outdoor spaces to performing arts groups	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
the arts and culture programming always appears to be an afterthought. the strategic plan reinforces in all areas the low priority	This comment has been reviewed, the consultant team agrees that Arts and Culture is an integral Department offering and has ensure it adequately represented within this report. E.g. Section 3.1.3, "Enhancing Performing Arts and Cultural Event opportunities" is listed as a Top Priority.
evaluate and study other jurisdictions to see how they have created a sustainable economic model for supporting performing groups	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
increase transparency regarding private development art requirement	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
work to create art space as Red Gate property is planned for	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system. It will additionally also be addressed in the Redgate Master Plan.
same as above but with focus on King Farm	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
since it might be a long time before performing groups can resume their schedules is it possible for them, with the city's support to create virtual experiences?	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
we need to continue to remind staff and elected of the importance of the art position	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
Continue to emphasize the need for an arts position within the city. Even though there are no funds for it currently, down the road there will be and we do not want this position to be forgotten when that time comes.	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
Recognize the value of the King Farm facilities. Investment is required to make them usable but the structures are already there and there is a need for space for performing arts groups	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
As already suggested by several CAC members, Redgate Park needs to be addressed and supported as an outdoor space with the possibility of performing arts space and sculpture	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and / or will be addressed in the Redgate Master Plan.
It is a waste of city resources to let Glenview Mansion's gallery space sit unactivated and fallow. As we have no arts coordinator running a regular program at the mansion, I suggest a contract be put out to have a local consultant/local artist both curate and hang the shows at the gallery until such time as the hiring freeze is lifted. I suggest trying for some cutting edge shows that would attract new audiences.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.

Cultural Arts Commission Feedback (cont'd)	
Comments	PROS Consulting Review & Comments
I support the idea of turning Red Gate into a sculpture park with a small outdoor theater venue.	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
We need Rockville to embrace the arts as a driver in the city. It's not a stop, or a commuter town for D.C., we need to get artists and rockville needs a cultural identity. There needs to be an actual physical space for artists to perform/ congregate/ take ownership as their own.	Due to its operational nature, this comment will require further analysis and is being undertaken as a part of the RedGate Master Plan
Obtain monthly or weekly location(s) for Rockville performing artists and groups.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Improve social media presence to better direct both local residents and those outside our city to upcoming city events. There are many arts-centric events that take place in our city that go unnoticed	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Given the changes that are taking place in regard to the COVID-19 pandemic we need to look at other ways to provide cultural experiences to the citizens of Rockville and beyond. We should consider collaborating with Parks and Recreation to bring cultural events to outside venues which would not only support the arts but also bring more visitors into our parks and facilities.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Establish outdoor venue for Arts and Cultural events that would draw people into Rockville for a variety of events. Possible location would be RedGate.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Utilize current vacant buildings to showcase local artists	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Partner with Parks and Recreation to bring more festival type events (such as Hometown Holidays) to Rockville that would include performance/exhibition space to allow artisans and performers to showcase their craft	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
craft a contemporary vision for arts, culture and creativity in the City	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
per cultural arts study shift focus of support from historical facilitation to a comprehensive cultural policy that is fully emeshed with community and economic development	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
per study shift from support of primarily volunteer organizations to building the creative sector	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
remove monies spent by special events that is not truly supporting arts/culture from arts spending so that budget reflects actual support for arts	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
work with Community Services department to identify, educate and increase participation by currently under-represented populations in the City	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
Where does the 500K from county arts and humanities/state arts council money go and can it be redirected to build capacity and diversity?	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
per cultural study need to recognize that long standing cherished community traditions do not have to be sacrificed to allow for inclusion of previously ignored parts of the community.	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
per study- direct grants between 2014 and 2019 (900K) need more focus and accountability for results	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
per study- use community empowerment matching grant programs to encourage greater presence of culturally specific organizations in the City and expand capacity of these organizations	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
per study coordinate for tourism and visitors to feature the arts.	This comment has been reviewed and the consultant team feels that is adequately represented within this or the Cultural Arts Report and/or is addressed in a specific program area report as mentioned in the introduction.
discuss the possibility of taking a hiatus from arts in public development and move this funding, if possible, to arts programming, cultural programming and organization support	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.

RECREATION AND PARKS STRATEGIC PLAN

Environmental Commission Feedback	
Comments	PROS Consulting Review & Comments
Strategic Plan	
Pg. 5, Key Findings - Include language that expansion of parks, maintenance and repairs should follow environmental and sustainable practices	Page five Key Findings are for benchmarking. This is not the appropriate place for these comments, Chapter 6 in Section 6.4.9 is where they are located. Language reads, As this Division looks to improve upon operations and development, it is important that this incorporates updating operations to include expanding parks development, updating facilities to more energy efficient infrastructure, routine maintenance and repairs. One example in operations is to update documents to include language that these operational functions will be following environmentally sustainable best practices and formally approved Mayor/Council initiatives. These best practices should also be incorporated
Pg. 27, first bullet The city standard of having all residents living within a ten minute walk to a park should be maintained, especially in decisions regarding closure of parks (some closures were mentioned that would jeopardize these metrics in certain neighborhoods).	Added "When looking at "at risk" parks, the City should be mindful of the 10-minute walk to a park and initiate measure to protect this in these areas."
Pg. 52, Program priority Number one program priority includes Farmers Markets. Based on several studies the expansion of local markets has a positive impact on how residents view their community and that it improves the economic life of a community. The city should take special care to expand farmer's markets in lower income areas of	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Pg. 65, Volunteer Management Activities Continue to build a volunteer community around sustainability practices. As a way to promote sustainability, the city should consider working with MCPS on developing a volunteer program with students.	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Pg. 75, Funding Sources Many funding programs or grants suggested in the study are tied to private organizations and foundations, those that have specific criteria tied to the grants should pass sustainability criteria developed by the city.	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Pg. 85 Parks and Facilities Conclusions: Include Environmental/Sustainable best practices in planning for maintenance, operations, and repairs. Reference policies in the 2040 Comprehensive Plan.	Addressed as part of cell 3A above. This is the location we chose for that language. As this Division looks to improve upon operations and development, it is important that this incorporates updating operations to include expanding parks development, updating facilities to more energy efficient infrastructure, routine maintenance and repairs. One example in operations is to update documents to include language that these operational functions will be following environmentally sustainable best practices and formally approved Mayor/Council initiatives. These best practices should also be incorporated into aging infrastructure, contracted services, invasive species management and stormwater management conclusions and strategies. Policies from the 2040 City Comprehensive Plan can be a reference.
Overall Comments	
Integrate the Parks Plan with the Environmental Priorities in the Comprehensive Plan The Parks Strategic Plan is disconnected from the context in Rockville. It should make reference to and follow Rockville's 2040 Comprehensive plan (which is progressing toward a final document). This policy should be adopted for the Parks Strategic Plan and all future planning contracts involving the City and the	The Rockville 2040 Comprehensive Plan is referenced in Parks and Facilities conclusion
Synchronize with Mayor and Council initiatives We have entered the third decade of the 21st Century and all Plans considered by the City of Rockville should have a strong vibrant discussion of best practices related to the	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Integrate Sustainability in Maintenance, Operations, and Capital Improvement Plans for Facilities The Plan should include an environmental sustainability chapter that describes how parks facilities will be environmentally sustainable and incorporate renewable energy, energy efficiency in maintenance, repairs, and facility upgrades, etc. Additional resources: https://www.rockvillemd.gov/291/Green-Building	Added language to section 6.4.9 - As this Division looks to improve upon operations and development, it is important that this incorporates updating operations to include expanding parks development, updating facilities to more energy efficient infrastructure, routine maintenance and repairs. One example in operations is to update documents to include language that these operational functions will be following environmentally sustainable best practices and formally approved Mayor/Council initiatives. These best practices should also be incorporated into aging infrastructure, contracted services,
Incorporate Sustainable Land Management Practices The Plan needs to incorporate sustainable practices in updating the parks, specifically, there is currently no mention of use of indigenous plants or pollinator-supportive plants in the updating of parks. There should be some specific guidelines stipulating that all updates to open spaces in Rockville include consideration of sustainable practices and support of the local habitat. Prioritize native plants in landscaping. Strategy to reduce mowed areas and manage invasive plant. Use perennials rather than annuals. How will water bio retention be addressed? These aspects will be important in the future discussion of Red Gate park. Additional resources: https://www.rockvillemd.gov/831/Conservation-Landscaping and	Page 94 - This language has been added to the conclusion.
Construct trails using environmentally sensitive methods Use environmentally-sensitive designs and construction in the implementation of walking trails and paved paths. Currently, 30% of federal transportation funds are required to be put towards motorized transport infrastructure. Look into ways of making this work more sustainable.	This is helpful input and specific language has been added in the report.
Metrics Use key performance indicators such as energy efficiency, water use, total park acreage, % paved roads, increase indigenous plants, host and nectar plants for	Page 94 - This language has been added to the conclusion.
Identify viable funding sources for environmental improvements The list of grant opportunities for funding includes several high-quality grants that promote environmental improvements, but there is no distinction between those that help meet specific environmental	Staff to vet and prioritize which grants to pursue.
goals/policies from the Comprehensive Plan (e.g. the WWF innovative grants promotes Policy 13 under Goal 6 in the Environment section of the Comprehensive Plan) and those that have no environmental conditions. It is a missed opportunity not to highlight these	
Comment about Outdated/no longer available grants External funding sources under Section 5.1.4 includes outdated and no-longer available grants, e.g. the Coors Pure Water 2000 grant (cannot find any new information about this since 2001, the 2001 article included information that the grant was being used in EPA action to counterbalance pollution by Coors. Adolphus Coors Foundation currently has no environmental grants, focuses only on Colorado, and priorities policy that promotes free market solutions, limited government, and "traditional American values"). The American Greenways Eastman	The outdated language has been removed.
Erosion in detailed park summaries and detailed capital improvement plan The capital improvement plan and detailed park summaries include several references to severe and worsening erosion, but cannot determine if erosion repair and prevention is included in detailed capital improvement plan found in Appendix H.	It is not. It is included in section 6.4.9 operational conclusions.

Environmental Commission Feedback (cont'd)

Comments	PROS Consulting Review & Comments
Additional Big Moves and Implementation Recommendations	
1. Open Streets Initiative The following 3 comments address the top 2 programs w/the highest number of households that had unmet needs, as determined by the citywide surveys: Adult fitness & wellness programs/activities – 5,100. Open Streets improve the quality of life for people by providing communities with accessible, free recreation, leading to improve public health. They are exercises in social integration, connecting neighborhoods and allowing all residents to meet in the street as equals. Local businesses are provided the opportunity to showcase their wares to new potential In 1965, Seattle started Bicycle Sunday, the first documented Open Streets initiative in the world. The idea spread slowly across North America, as cities began to open their streets to people. Now there are over 100, in cities and towns of all sizes. In 2013, new initiatives popped up in San Diego, Open streets should not be confused with block parties or street fairs like Home Town Holidays because the core objectives are fundamentally different. While street fairs provide positive community benefits, they do not explicitly support physical activity or the broadening of transportation alternatives. Additionally, street fairs are usually one-off events whereas open streets are part of a broader ongoing municipal effort (e.g. Bicycle Possible Next Steps: Rockville could create a citizen task force to examine the best organizational model for an Open Streets initiative in our city. Explore potential routes that meet the needs of key stakeholders. Develop a marketing strategy, and work with partners and volunteers to increase capacity. https://www.msn.com/en-us/lifestyle/lifestyle-buzz/seattle-to-permanently-close-20-miles-of-streets-to-encourage-residents-to-get-healthy/ar-BB13Of0?li=BBnb7Kz	This is an idea that would need to come with the support of the City leaders to be incorporated into the plan. In an operational capacity, the recreation and parks department does not have authority over the streets. That would be Public Works, Planning and Development and the mayor's office.
Open streets should not be confused with block parties or street fairs like Home Town Holidays because the core objectives are fundamentally different. While street fairs provide positive community benefits, they do not explicitly support physical activity or the broadening of transportation alternatives. Additionally, street fairs are usually one-off events whereas open streets are part of a broader ongoing municipal effort (e.g. Bicycle	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Possible Next Steps: Rockville could create a citizen task force to examine the best organizational model for an Open Streets initiative in our city. Explore potential routes that meet the needs of key stakeholders. Develop a marketing strategy, and work with partners and volunteers to increase capacity. https://www.msn.com/en-us/lifestyle/lifestyle-buzz/seattle-to-permanently-close-20-miles-of-streets-to-encourage-residents-to-get-healthy/ar-BB13Of0?li=BBnb7Kz	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
2. Expand Farmers Market Move the Farmer's Market to Town Center and expand the number of vendors allowed to include arts and crafts. Make it easy for residents to get · Increases the economic activity of Town Center stores	Not included in system-wide Master Plan. Staff can evaluate site specific recommendations.
· Expands attractiveness of farmer's market to beyond food	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as
· More space for the market allows the expansion of vendors and opens new opportunities to local artisans and musicians.	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as
· More parking options than current site allow people to stay longer.	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as
· A more vibrant farmer's market strengthens ties to local farm communities, giving them a larger market. It also gives city residents another food option when national supply chains	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as
3. Urban Food Forest Existing city parks could have a portion of them planted with an edible landscape including tree fruits, berries, and vegetables. London, Seattle, Ashville, Glendale OH, Madison WS, Boston, LA, Philadelphia, and Austin have urban food forests. www.resilience.org/stories/2014-08-01/20-urban-food-forests-from-around-the-world/	Not included in system-wide Master Plan. Staff can evaluate site specific recommendations.

RECREATION AND PARKS STRATEGIC PLAN

Human Services Advisory Commission Feedback	
Comments	PROS Consulting Review & Comments
I am concerned that the demographics of survey respondents do not adequately represent Rockville. For example, 73% of the survey respondents were white, while only 2% were African-American or black, 9% asian, 9% latino. In addition, 84% were native English speakers. Moreover, only 15% of respondents were 65+, and only 7% had <\$60,000/year in income. I feel that the survey should be continued and try to reach underrepresented groups.	These data points are from the online survey and not the statistically valid survey. The online survey's intent is to give people, who were not randomly chosen to be in the Statistically Valid Survey, an opportunity to take the survey as well. Demographics from the Statistically Valid Survey are representative of the population of Rockville. Section 2.1 (Demographics and Trends) and Section 3.3 (Statistically-Valid Survey) shed more light on these.
Pickleball is a growing sport nationwide, particularly among seniors. At many City Council meetings, pickleball players are very vocal that more than 1 set of courts is needed in Rockville. As only 15% of survey respondents were people >age 65, it is possible that building more pickleball courts would have had higher priority with different survey respondents. Given that Rockville's population is aging, building more pickle ball courts seems desired and important.	Not necessarily. Just having more people ages 65+ does not mean that they would have selected pickleball. The fact is that pickleball enthusiasts have the passion and love of the sport, not to mention show up to meetings.
I don't have a dog, but it seems like a lot of other Rockville residents do. Perhaps people bring their dogs to other parks. However, one dog park does not seem like enough for the entire city of Rockville	This comment has been reviewed and the consultant team feels that is adequately represented within the Level of Service section of the report - Section 4.2 by recommending an additional Dog Park.
I feel that the importance of making restrooms available in Rockville's parks was not sufficiently addressed and almost belittled in the presentation and I hope that this will be a priority. In the report, 25% of survey respondents say that lack of restrooms is a barrier to participation in parks, 66 % of people support more restrooms (page 180), 40% are willing to fund with tax dollars (page 181). In fact, improving restrooms is the top item that most people support and would be willing to fund with tax dollars. If the goal is equity in parks, having access to bathrooms is essential for many women (particularly during their menstrual period or when pregnant), seniors (many of whom have frequent urination, incontinence, and prostate problems), children (who have less control over urination and defecation), and people with many different medical conditions, such as irritable bowel syndrome. Bathroom facilities can include portable toilets, trailers, or stand-alone facilities. If bathrooms are not available, there are many people who will not visit parks. Compared to other places that I have lived in my life (New York, New Jersey, Illinois), Montgomery County Parks, including those in Rockville, have significantly fewer bathrooms. In addition, given the coronavirus pandemic, having access to a place to wash your hands when at the park is important to prevent coronavirus transmission.	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
I appreciate that equity and inclusion are prioritized. To promote those values we should eliminate the barriers of items like parking fees. Those lacking good internet access need other types of marketing communication	Thank you. We appreciate your note. Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system. We added text in Section 7.1.1 Page 97 Marketing Section to reflect this "Print marketing, such as the seasonal Recreation Guide is preferred by some segments of the population, as certain individuals are unable or prefer not to access information electronically.
Accessible and open restrooms would enhance public use of neighborhood parks	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Environmental concerns. Many parks have no recycling receptacles. When walking through our neighborhood park the trash cans overflow with water bottles.	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Safe, humane parks. Hunting should never be allowed.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Need for another dog park	This comment has been reviewed and the consultant team feels that is adequately represented within the Level of Service section of the report - Section 4.2 by recommending an additional Dog Park.
Preserving Parkland. Attempt to resolve "at risk" locations. Saving Redgate Park was a great decision	Thank you, we also agree with preserving Redgate Park for the community and the Redgate Master Plan underway will help with successful implementation.

Planning Commission Feedback	
Comments	PROS Consulting Review & Comments
Under the demographic summary on p. 100 of the plan, the only categories for racial distribution listed are "White Alone" and "Asian". The Commission would like the plan to capture the diversity of Rockville's population and recommends that the categories be expanded to include all races and match with the census classifications explicitly so that it is inclusive of all cultures and backgrounds.	Referenced on page 123, then again on page 186
The Commission strongly supports the plan's recommendation of retaining 100 % of Redgate as a park .	Thank you for your feedback, this is valuable input. No further action required at this time.
The Commission recommends that the plan acknowledge the current COVID-19 environment and recognize that there will be impacts that will change the operations and management of recreation and parks functions due to the pandemic.	This is helpful input and the specific language has been added in the report's introduction.
The Commission would also like the plan to recognize that participation in many sports and recreation activities may be influenced by warming weather trends as a result of climate change . Therefore, the City will need to plan for an increase in programs during nighttime hours , and for more programs in indoor spaces. Meeting those needs may be challenging with our current set of indoor facilities and may mean that the City will need to plan for additional indoor space.	This is helpful input and the specific language has been added in the report.
The Commission would like the plan to include more background information on the methodology of the survey . The Commission was concerned about the sample size and requested more information on the margin of error, a statistic that helps determining the confidence levels in any survey.	Included in report Section 3.3.2 and in the Appendix.
The Commission believes that the cost-recovery methods as described in the plan (p. 156) should not apply to parks since it is difficult to measure all of the factors linked to cost recovery , and there are many park-related benefits that cannot be quantified nor assigned a dollar value. The Commission therefore recommends that fiscal-revenue generation not be used as a basis for deciding or prioritizing park-related benefits.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
The Commission recommends that the plan include a city-wide forest conservation plan , which would include, at minimum, a cohesive policy for taking care of the City's natural forests, promotion of native species and removal/replacement of nonnative species.	Not included in system-wide Master Plan. Staff can evaluate this recommendation separately.
The plan notes on p.70 that the developer cash-in-lieu is one of the sources of revenue to meet the open space requirement. The Commission recommends that the discussion of cash-in-lieu or fee-in-lieu be expanded to develop policies and provide creative options to meet forest conservation and other recreation and park needs. Under current requirements, the City must expend funds collected from the developer as forestry fee-in-lieu for forestry requirements within two years. If it is not expended; it reverts back to the developer. The Commission emphasizes that it is critical to determine creative ways to expend the funds within the two-year time limit, especially at this time, since large development projects are currently underway and anticipated in the near future.	As this would be a policy decision for the Mayor and Council, PROS Consulting recommends the City discuss increasing the time frame for spending Forestry fee-in-lieu as well as a parkland dedication requirement. Staff has informed PROS that there is an item on the Mayor and Council's agenda on December 7, 2020 regarding a Proposed Parkland Dedication Requirement. This is a good opportunity to further discuss this Planning Commission's important recommendation.
The Commission commends the City's volunteer program and appreciates the volunteers and their contribution towards the delivery of programs and services.	Thank you for your feedback, this is valuable input. No further action required at this time.
The Commission supports the recommendation in the plan for improving existing, and creating new, marketing approaches.	Thank you for your feedback, this is valuable input. No further action required at this time.
Incorporate Sustainable Land Management Practices The Plan needs to incorporate sustainable practices in updating the parks, specifically, there is currently no mention of use of indigenous plants or pollinator-supportive plants in the updating of parks. There should be some specific guidelines stipulating that all updates to open spaces in Rockville include consideration of sustainable practices and support of the local habitat. Prioritize native plants in landscaping. Strategy to reduce mowed areas and manage invasive plant. Use perennials rather than annuals. How will water bio retention be addressed? These aspects will be important in the future discussion of Red Gate park. Additional resources: https://www.rockvillemd.gov/831/Conservation-Landscaping and https://www.nrpa.org/publications-research/research-papers/green-stormwater-infrastructure-in-parksreport/ and https://www.nrpa.org/our-work/Three-Pillars/conservation/climate-resilient-parks/	This input is not included in system-wide Master Plan. Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Construct trails using environmentally sensitive methods	This is helpful input and specific language has been added in the report.

RECREATION AND PARKS STRATEGIC PLAN

R&P Advisory Board Feedback	
Comments	PROS Consulting Review & Comments
Infrastructure- since Covid-19 has closed many of our interior facilities and limited the use of our exterior facilities- we want infrastructure updates to be a high priority so it can be completed while things are still closed, or are seeing limited usage. We want the maintenance of our current facilities to be the highest priority.	Maintenance and upkeep of existing infrastructure is and will continue to be a high priority
Marketing- WEBSITE: The Board strongly feels pictures of every park and maps of the larger parks are a high priority to be added to the website and made available to users. These should include which parks have parking and where, as well as which parks have open and available restrooms and/or water fountains. We also want to see a better events option on the website so individuals can see what events are coming up, which facilities can be booked and when, when parks may be closed to the general public for events, etc. We would like to see the trail maps updated. For example, Redgate trails are currently unidentified and not listed as trails at all. Updating these trail maps should include connectivity of the trails and the different trail surfaces in the locations (paved, gravel, grass, etc.). If possible, we'd like to add a community forum aspect to the website- so people can be collaborative, reach out with questions regarding events, and help to organize and plan events through the website.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Communication- The Board wants to make sure we are reaching as many people as possible, even those without consistent internet access. In that vein, we would like to provide paper mailings of the "Adults 60+" recreation guides - to the local retirement communities and nursing homes, and other places where our older residents are living or congregating. We would also like an update to the Rockville Reports, which are already mailed out to all Rockville Residents, to include a call-in option, so that seniors and other members who would like to receive paper mailings of the Recreation Guides (Life in Rockville or Adults 60+) can be added to a paper copy mailing list.	We added text in Section 7.1.1 Page 97 Marketing Section to reflect this "Print marketing, such as the seasonal Recreation Guide is preferred by some segments of the population, as certain individuals are unable or prefer not to access information electronically." As for update to Rockville Reports, due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Alterations to the "Big Moves" We would like to see King Farm removed from the Big Move section. We are happy to review plans for King Farm and are still interested in working with business partnerships to have it become functional space for residents, but are concerned funding will be diverted from other necessary items on the priorities list, particularly if there are any budget shortfalls as a result of the Covid-19 closures.	King Farm is a high priority as determined by the entire Strategic Plan process and the community input hence it was retained as a Big Move.

Rockville Senior Citizens Commission Feedback	
Comments	PROS Consulting Review & Comments
Strategic Plan	
Pg. 2 and throughout the document - Mentions a Multigeneration Community Center - As opposed to a stand alone Senior Center, there can be benefits of a multigenerational center, but it needs to be well thought out, intentional, and with the backing of the senior community through surveys. Montgomery County multigenerational centers are not working, seniors do not feel welcome, and do not feel like its a center for them. Making seniors feel welcome, with dedicated space, staff, and programming times will be important. Seniors have unique needs facing them, and offering support services will be key in a multigenerational facility.	This is a valuable point. The consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Pg. 12, 14, and 15, The Senior Center Facility and Amenities are in the top 5 that are most important to households, Senior Center Fitness and Wellness Programs are in the top 7 for meeting the needs of Rockville Seniors, Senior Center Fitness and Wellness programs are in the top 3 that are important to households. Capacity Issues at the Senior Center are not mentioned - Rooms are booked, non stop, there is no way to expand programming, and there are parking issues that could be alleviated with a new parking lot and entrance from Gude drive.	This is a valuable point. The consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Pg 7 Opportunities - The increase in population - The growth of the senior population is going to call for new staff, space for programming, and a need for expanded services. This is not mentioned in the strategic plan document as an opportunity for growth in senior services to support the increase in population.	This is a valuable point. The consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Pg 8 - Mentions - "Continue to offer senior programs across the city to help address the aging population." Staff have tried many different form of this effort, the only programs that are successful outside of the senior center are those with instructors who have their own following of participants. What draws seniors to the current senior center, is the staff support, friendliness, and everything is geared towards seniors. Dedicated space for seniors is needed. This opportunity section also mentioned above includes RedGate as an opportunity. Can their be programming space for seniors on Redgate property when developed, or at the newly owned office building adjacent to Redgate?	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system along with the Redgate Master Plan.
Pg 53 - Recommends an Age segment distribution 60-74 and 75+ - Commissioner's are wondering why this recommendation is being made? Age should not make a difference in programming. You can be 60 years old, not active and sedentary or a 80 year old and be extremely active and fit.	There are certainly exceptions to the age requirements as has been noted by the comment. This was recommended keeping in mind overall national trends that see the best practices recreation and park agencies are implementing.
Pg 62 - Tracking Senior Center use is really hard, with multiple entrances and parking lots. If seniors were required to bring an ID, they would most likely forget it and you also do not need to be a member to use the senior center. This should be thought through with some use of technology such as an electronic door counter in order to obtain the number of people using the senior center. At the same time, the need for tracking who is in the building due to covid and emergency purposes, is also understood. Sign in sheets may be the answer.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Pg 62 membership - Commissioner's would like some type of joint membership considered for senior center members to use other city facilities.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Page 65 and 66. Pricing Strategies - Commissioners were concerned that the cost recovery statements implied would not allow to staff to meet the needs of Rockville seniors. Pricing strategies should remain varied, seniors are struggling in Rockville, many with fixed retirement incomes.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
There was mentioned several times about the 60+ Activity Guide as being a valuable source which is great	Thank you.
Pg 95 In the marketing section there is no mention of the challenges communicating with seniors rather the focus is on email and social media. There needs to be more about the aging population and the need to UNDERSTAND how best to reach them i.e. what marketing channels will we need to utilize to get to them, We are only reaching a small portion of the senior population currently.	Due to its operational nature, this comment will require further analysis in one or more of the following areas: community support, alignment with Mayor and Council priorities, logistical feasibility, budget capacity, current services, and benefits to the overall Recreation and Parks program and park system.
Overall Comments	
There was also nothing about the needs for the aging population and how the city plans on addressing. If 36 % of the city population will be 55+ there should be research done now on what changes will we need to address to support them as they age	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.
Overall, there was not enough information provided about the Senior Center, it was almost lost in the report	This comment has been reviewed and the consultant team feels that is adequately represented within the report and/or is addressed in a specific program area report as mentioned in the introduction.

APPENDIX K – A STUDY OF ARTS AND CULTURE: THE CULTURAL
PLANNING GROUP