

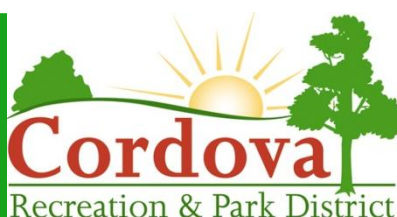
# Cordova Recreation & Park District District Inventory & Assessment Plan – Final Draft



PREPARED BY:



2012





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- Appendix 1 – Detailed Community Input Responses
- Appendix 2 – Detailed Facility / Park Assessments
- Appendix 3 – Vision / Strategy Matrix
- Appendix 4 – District Service Levels



## CHAPTER ONE - EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

The Cordova Recreation and Park District (“District”) was established in 1958 with the aim of serving the parks, recreation and open space needs of the region encompassed by the City of Rancho Cordova and Sacramento County unincorporated areas including Gold River, Larchmont, Mather and Rosemont. Serving a population of over 110,000 individuals, it is one of the largest special Districts in the Sacramento region.



With close to 40 parks and over 600 acres, the District is home to a wide variety of neighborhood and community parks as well as special use facilities including a large regional sports complex, a golf course, senior center, and a shooting range. The affordable cost of living, and several other quality of life indicators, has ensured continued population growth within District boundaries. Despite the economic slowdown, continued growth is expected in the coming 10 years. As such, the desire to continue positioning itself as an attractive community, by meeting the needs of its current and future residents, led the District to create this 10 year Strategic Master Plan and proactively address current and future growth needs.



This Strategic Master Plan seeks to provide clear steps in the process and a detailed analysis of the strategies to be employed to ensure the District positions itself as the community service provider of choice and an economic driver in the region for years to come.

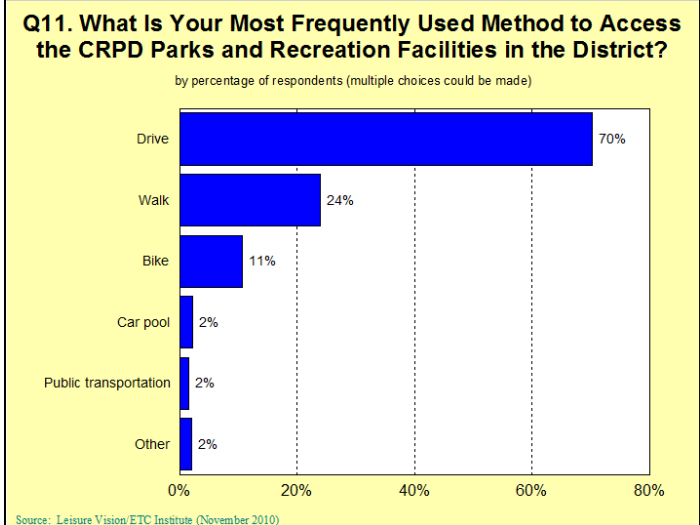
## 1.2 KEY FINDINGS

The following are the key findings based on the assessments and data collection mechanism employed throughout the report.

### 1.2.1 SURVEY STATISTICALLY-VALID SURVEY SUMMARY

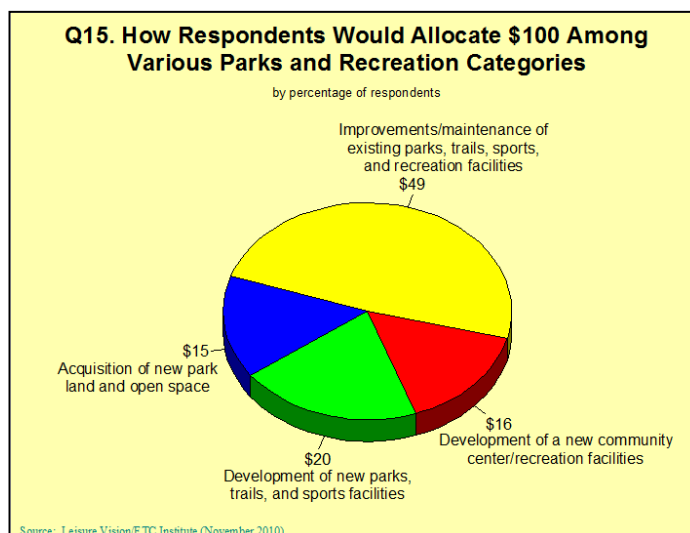
The District conducted a Community Interest and Opinion Survey during October and November of 2010. The survey was designed to obtain statistically valid results from households in the District. This goal was accomplished, with a total of 410 surveys having been completed. The results of the random sample of 410 households have a 95% level of confidence with a precision of at least +/-4.8%. The following are the major survey findings.

- Seventy-two percent (72%) of households have visited District parks, recreation facilities, or sports fields during the past year (*the national average is approximately 85% - 90%*)
  - From those who visited, 63% rated the physical condition as either excellent (24%) or above average (39%)
- The most frequently mentioned concerns with District parks, facilities, or sports fields are: security and safety issues (24%) and park maintenance and cleanliness (22%)
- Twenty-seven percent (27%) of households have participated in programs or activities offered by the District during the past 12 months (*the national average is approximately 30%*)
  - Of the program or activity participants, 82% rated the overall quality of programs or activities they have participated in as either excellent (37%) or above average (45%)
- The most frequently mentioned ways that respondents have learned about District programs and activities are: flyers/newsletter (47%), Tri-Annual Activity Guide (44%), from friends and neighbors (29%), and newspaper (26%)
- “Too busy/not enough time” (17%) is the most frequently mentioned reason preventing households from using District parks, recreation facilities or programs more often. Other reasons include: “program times are not convenient” (16%), “do not know what is being offered” (11%), and “fees are too high” (11%)
- Of those surveyed, the highest parks and recreation facilities needs were identified as: walking, biking trails, and greenways (64%), small family picnic areas and shelters (60%), small neighborhood parks (59%), large community parks (46%), and playground equipment (44%).





- Based on the sum of their top four choices in the previous bullet, the parks and recreation facilities that households rated as the most important include: walking, biking trails, and greenways (34%), small family picnic areas and shelters (29%), small neighborhood parks (28%), playground equipment (24%), and outdoor swimming pools (20%).
- The highest percentage of households identified recreation programs needed as: adult fitness and wellness programs (36%), community-wide special events (35%), swim lessons/aquatics programs (32%), and cultural programs (25%).
- Based on the sum of their top four choices, in the previous bullet, the recreation programs that households rated as the most important include: swim lessons/aquatics programs (19%), adult fitness and wellness programs (19%), community-wide special events (16%), and senior programs (14%).
- Eighty-two percent (82%) of respondents are either very supportive (54%) or somewhat supportive (28%) of an effort to develop walking/biking trails to create an interconnected community and a sustainably built environment.
- Per the respondents, the most important actions the District could take to improve/expand parks and recreation facilities are: renovate/develop greenways for walking and biking (45%), renovate/develop playgrounds and picnics (28%), acquire land to develop for small neighborhood parks (28%), and acquire land to use for greenways and trails (27%).
- Fifty-one percent (51%) of respondents are either strongly supportive (39%) or somewhat supportive (12%) of paying \$5 per month to fund the development and operations of parks, greenways, open space, and recreation facilities that are most important to their household.



## 1.2.2 DEMOGRAPHICS

### 1.2.2.1 METHODOLOGY

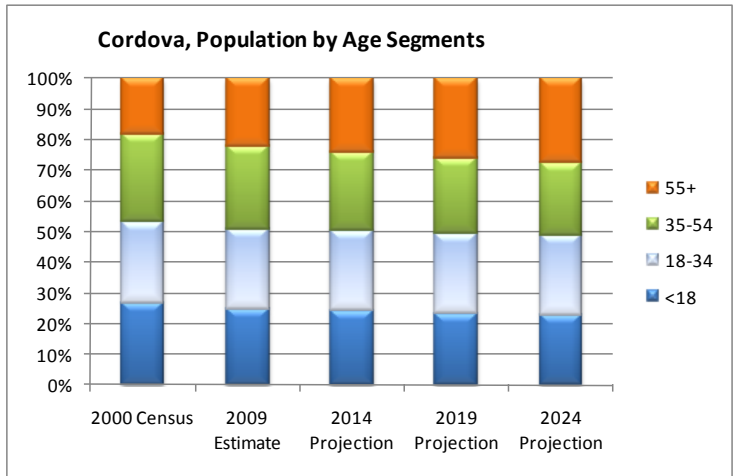
All data used in this analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI). All data was acquired in March 2010, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI; straight line linear regression was utilized for projected 2019 and 2024 demographics. The District service area was utilized as the boundary for the demographic analysis.

### 1.2.2.2 FINDINGS

The **total population** of the District has exhibited a rapid growth pattern over the last decade. From 2000 to 2009, the service area population grew by 12.3% to a total population of 110,662. This entails an increase of 13,663 total persons at an annual growth rate of 1.5%. The projected population growth is 5.6% from 2009 – 2014, 5.6% from 2014 – 2019 and 5.5% from 2019 – 2024 respectively.

In order to further understand the demographics within the District service area, sub-segments of the overall population were broken out.

**Age Segment:** the most populous age group is that of the 35-54 age group, which comprises 27% of the population or 29,921 individuals. This is a slight reduction from 28.8% in 2000



and it is projected to further decrease to 23.9% by 2024. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 22.3% currently to 27.3% by 2024. The U-18 group is also a significant portion of the population and comprised almost 25% of the total in 2010.

**Race:** the District service area has a racially and ethnically diverse population. Much like the national demographic trends, the District service area's diversity is projected to increase in the years to come. The majority, White Alone population, is expected to reduce from 68% in 2000 to 60% in 2009 and as low as 50% by 2024. Effectively, this means that by 2024 one out of two individuals within the District service area will not identify as White Alone. The largest shift being witnessed is with those who identify as being of Hispanic / Latino origin, of any race. This segment is expected to grow significantly from 12% in 2000 to 15.7% in 2009 and increasing up to 21% by 2024.

**Income Characteristics:** the District service area’s current median household income is \$54,270, which is lesser than California numbers (\$61,154). The District’s median income is projected to grow to \$66,657 by 2024, with the per capita income projected to increase from \$24,792 to \$28,605 in the same time frame. The District service area’s income characteristics will continue to be lower than State and National averages for the next 10-15 years.

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### 1.2.3 FACILITY ASSESSMENT

The PROS team visited all the parks in the system over a 4 day period in order to assess the District’s facilities. This assessment was done in the early stages of the plan and thus is mindful of the fact that some improvements have since been made. The system-wide issues and observations are provided below, while individual park assessments and recommendations by each site have been provided in **Appendix 2**. Overall observations include:

- Overall, maintenance of the District’s facilities is considered good. The older parks are well maintained, despite aging assets.
- The quantity and quality of the bike trails within the District are some of the premier assets in the region. Long range goals should include a systematic plan to extend the useful lifecycle of these assets.
- There are a few park sites and assets that are showing wear and have met or exceeded their lifecycle.
- Vegetative bedding, as seen in the newer parks throughout the system should be replicated into the older parks to create uniformity
- District brand inconsistencies exist throughout the system. There is a lack of uniformity of entrance signs, sign locations, color schemes, directional signage, and amenity signage and park furniture.

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### 1.2.4 FACILITY AND PROGRAM PRIORITY RANKINGS ASSESSMENTS

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

A scoring system was utilized to determine the Facility and Program Priority Rankings. The system considered quantitative metrics, such as a statistically valid community survey, and qualitative metrics; such as the community input data, demographics and trends, and levels of service. Unmet needs for facilities and recreation programs, as well the importance of those facilities and programs which were identified in the Community Survey, were assigned weighted numbers for the scoring system. Additionally, PROS utilized information derived from the facility assessment and weighted those results to provide additional quantitative measurements for the scoring system.

Once assigned, the 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 (1-9), Medium Priority (10-18), and Low Priority (19-27).

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. **Figure 61** and **Figure 62** below depict the Facility, Amenity and Recreation Program Priority Rankings. For complete details on the methodology for ranking priorities, please refer to **Chapter 4** of this report.

The two charts below show the Facility, Amenity and Recreation Program Priority Rankings based on the scoring system as previously described. As can be seen, walking, biking trails and greenways, small family picnic areas and shelters and small neighborhood parks were the top three facilities / amenities. These were followed by playground equipment, outdoor swimming pools and indoor running / walking tracks.

Adult fitness and wellness programs, swim lesson / aquatics programs and community wide special events were the top three program priorities in the community. Senior programs, visual and performing arts programs and cultural programs were identified in the top six rankings.

<b>Cordova Rec. and Park District Facility/Amenity Priority Rankings</b>	
	<b>Overall Ranking</b>
Walking, biking trails & greenways	1
Small family picnic area & shelters	2
Small neighborhood parks	3
Playground equipment	4
Outdoor swimming pools	5
Indoor / walking running tracks	6
Off-leash dog parks	7
Splash pads / spray grounds	8
Large community parks	9
Nature center	10
Community gardens	11
Large family picnic area & shelters	12
Youth soccer fields	13
Senior center	14
Gyms / indoor recreation or comm. centers	15
Outdoor tennis courts	16
Amphitheaters	17
Disc golf course	18
Outdoor basketball courts	19
Youth baseball fields	20
Adult soccer fields	21
Multi-purpose fields	22
Adult softball fields	23
Youth softball fields	24
Skateboard parks	25
Youth football fields	26
Archery range	27

<b>Cordova Rec. and Park District Program Priority Rankings</b>	
	<b>Overall Ranking</b>
Adult fitness and wellness programs	1
Swim lessons / aquatics programs	2
Community wide special events	3
Senior programs	4
Visual and performing arts programs	5
Cultural programs	6
Youth sports programs	7
Environmental education programs	8
Trips / excursions	9
Pre-School programs	10
Martial arts	11
Outdoor skills / adventure programs	12
Youth fitness and wellness programs	13
Adult life skill and enrichment programs	14
Adult sports programs	15
After school programs	16
Gymnasium / tumbling programs	17
Youth summer camp programs	18
Youth life skill and enrichment programs	19
Tennis lessons / leagues	20
Youth and adult golf	21
Teen events	22
Birthday party package	23
Programs for individuals with disabilities	24
Before school programs	25
Package parties	26

### 1.2.5 CONCESSIONS ASSESSMENT

PROS Consulting reviewed the District's concessions to determine opportunities for the District to improve their operations and enhance their revenues. The following areas were reviewed:

- Softball/Baseball Complex
- Indoor Recreation Center
- Golf Proshop Operations
- Shooting Range

The assessment included a review of the sites with staff and some limited meetings with the concession operators, where available.

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#### 1.2.5.1 SOFTBALL / BASEBALL COMPLEX RECOMMENDATIONS

- Determine the cost of service both direct and indirect for each food item and determine which food items provide the best return on investment
- Consider increasing the size of the concession facility and remodeling the inside to allow for food storage as well as refrigerator and freezer space
- Standardize drink sizes, food portions, and menu items for youth tournaments and leagues and adult tournament and leagues
- Offer simple food items with high cost recovery levels such as sale of beer, popcorn, hot dogs, nachos, pretzels, pizzas, fries, and hamburgers
- Add additional seating outside of the concession stand to make it comfortable
- Acquire a point of sale system to determine costs, profit made, and inventory/re-order items
- Limit staffing costs to 20% or less of total concession costs
- Train staff on up selling items when people order
- Establish beer sales for adult tournaments
- Market to the park users as well as to the sports complex users with signs that indicate what they offer and encourage them to use the facility

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#### 1.2.5.2 INDOOR ACTIVITY CENTER RECOMMENDATIONS

- When the District updates the building, or replaces it with a new building, a concession area should be developed inside the center
- Offer simple food items with high cost recovery levels with fountain drinks only
- Establish a place for people to eat either in the building or outside
- Continue to offer vending machines when food service is not available

### 1.2.5.3 GOLF COURSE PROSHOP AND FOOD SERVICE

- The District needs to consider the true cost to maintain the golf course both direct and indirect to determine the pricing of the golf course
- A business plan needs to be created for the golf course, proshop and food service operations
- The District should consider consolidating the golf course, food service and maintenance under one contract versus separate contracts to market and manage the golf course in the most efficient manner
- The proshop needs to be updated with an improved image. The shop needs to have more storage added so it is not so overcrowded with merchandise



- Continued efforts to update the golf course, clubhouse, restaurant, driving range, patio, parking lots, and cart paths need to be considered
- Operational standards need to be put into place by the District for maintenance, clubhouse operations and food service with measurable outcomes that are tracked on a monthly basis
- More programming of the golf course is needed to attract additional demographics including the marketing of golf outings to bring play to a higher level
- The restaurant is in need of a total upgrade with a revised menu to attract a wider level of users
- The District should consider the sale of beer in the restaurant
  - Most public golf course food contractors pay the facilities they operate under 15% of gross and 18% of alcohol, if sold
- The District needs to calculate the true cost of services for the restaurant both direct and indirect costs against the 12.5 % they receive from the contractor
- Rates need to be adjusted and evaluated on a yearly basis
- A healthy food menu needs to be added to the restaurant
- A marketing plan is needed for the golf course operation, though the District has started some marketing initiatives including offering a Groupon promotion

#### 1.2.5.4 SHOOTING RANGE

- The District should require the concessionaire to develop an annual business plan and it should be approved by the District
- The District should consider putting the Shooting Range out for a competitive bid every 10 years, if there is no capital improvements made to the site and every 20 years if significant capital improvements are made by the contractor
- The fence around the perimeter needs to be installed by the District as a safety element from the public to access the site
- A updated improvement plan to modernize the site and image should be considered
- The District should determine the level of revenue required from the operation of the Shooting Center. Considerations for revenue generation may include a flat lease rate with a percentage of gross receipts.
- Quarterly meetings with the concessionaire, Finance Director and the District Administrator should be scheduled
- The District should require a point of sale system for auditing purposes
- The entire site is in need of major capital investment and renovation

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#### 1.2.6 IMPLEMENTATION PLAN

The following section articulates the vision and the goals and strategies by core areas of operations. The detailed Strategy Matrix including tactics, staff assignments and performance measures will be provided in **Appendix 3**. The key areas and some of the broad strategies and tactics are:

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

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#### 1.2.6.1 VISION

The Cordova Recreation and Park District shall be an innovative and trustworthy regional leader



#### 1.2.6.2 GOAL FOR FINANCE

Maximize opportunities for sustainable operations through cost control and revenue generation while achieving a cost recovery level of 40% - including direct and indirect costs within 6 years.

#### STRATEGY FOR FINANCE

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- Develop a business-oriented culture and approach towards managing parks, recreation facilities and services in a sustainable manner
- Focus on a regional approach to partnerships
- Use policy-based decision making model to create consistency and structure within the District
- Focus on maximizing non-user fee generated revenue opportunities to supplement current income streams and create a more sustainable agency

#### 1.2.6.3 GOAL FOR MAINTENANCE AND OPERATIONS

Create greater efficiencies, maximize existing resources and provide better planning for maintenance and operational practices in order to create a sophisticated system that is driven by performance indicators and sound data.

#### STRATEGY FOR MAINTENANCE AND OPERATIONS

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- Establish priorities for the District based on classifying services on set criteria that determines “essential, important and valued-added services”. These criteria should also provide direction on how to manage each type of service to its highest level of capacity and efficiency
- Transition to a functional organizational structure that incorporates a flatter span of control within the District
- Develop a yearly work plan for the District to achieve to support the recommendations in the Strategic Master Plan
- Focus on environmental sustainability as a part of the District’s operations
- Expand the use of technology to derive data and aid in decision-making
- Emphasize customer feedback as one of the key drivers of program development and enhancement
- Develop a maintenance management plan for all parks and recreation facilities

#### 1.2.6.4 GOAL FOR RECREATION PROGRAMS

To provide a wide variety of multi-generational programs and increase program participation to 30% by 2015; and 35% by 2020.

#### STRATEGY FOR RECREATION PROGRAMS

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- Focus on need based program development starting with core program areas
- Focus on a regional strategy for recreation program planning
- Ensure standardization in program delivery to limit service variations and strengthen brand building

- Increase awareness and participation rates of program offerings among CRPD residents and regional community
- Develop volunteerism as a core program

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#### 1.2.6.5 GOAL FOR LAND / FACILITIES

Provide 5 acres of neighborhood parks and community parks per 1,000 residents to meet QUIMBY requirements. Provide safe, functional and well-maintained facilities to meet the recommended standard for assets to equitably serve the CRPD population

#### STRATEGY FOR LAND / FACILITIES

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- Develop neighborhood parks, community parks and recreation facilities in the underserved areas of the District
- Partner with the School Districts to develop or enhance school sites, when practical, to develop land and facility offerings
- Establish an acquisition and site selection criteria for acquiring appropriate types of park land based on unmet needs
- Ensure consistency system-wide through design principles, standards and branding guidelines
- Ensure safe and inviting parks to maximize use and minimize liability
- Leverage signature parks and facilities to enhance the livability of CRPD and generate economic impact through tourism

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#### 1.2.6.6 GOAL FOR MARKETING / BRANDING

Create a recognizable and trust-worthy brand for CRPD and maximize outreach to increase program participation to 35% by 2015 and 40% by 2020 and consequently help increase cost recovery to 40% system-wide.

#### STRATEGY FOR MARKETING / BRANDING

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- Develop a marketing plan, brand, and communication strategy for the District
- Focus on developing a strong brand and positive brand equity for CRPD that allows it to differentiate itself from other service providers and create a niche for itself

## CHAPTER TWO - COMMUNITY INPUT RESULTS AND DEMOGRAPHIC AND TRENDS ANALYSIS

### 2.1 COMMUNITY INPUT SUMMARY

One of the most important elements of the Strategic Master Plan process is the community input, which provides residents with an opportunity to express their perspectives of the Cordova Recreation and Park District's ("District") services. PROS Consulting, LLC ("PROS") facilitated a series of focus groups, key leader interviews, and a public meeting. These groups were organized by the District and the invitations to attend were sent out accordingly.

Specifically, this included:

- Fourteen key leader interviews
- Two focus groups, the Community Council and the Senior Advisory Board, consisting of nine attendees
- A public meeting

*Note: These meetings were held in late 2008 and as such reflect the reality of that time. PROS recognizes that many of the issues may have changed from that point but still need to document what the community has expressed at that time.*

The following represents a summary of the information provided. Each question is listed with a summary of the responses while the detailed responses are provided in **Appendix 1**.

#### 2.1.1 HAVE YOU USED ANY OF THE PARKS AND RECREATION AMENITIES OFFERED BY THE DISTRICT? IF SO WHAT HAVE YOU USED?

The respondents primarily named Hagan Park. Otherwise, they predominantly named outdoor activities such as sports and events. They have used rental facilities and taken advantage of the Senior Center.

#### 2.1.2 WHAT ARE THE STRENGTHS OF THE DISTRICT THAT WE NEED TO BUILD ON FOR THIS MASTER PLAN?

Respondents cited the staff as a strength. They cited the abundance of parks and their locations as definite strengths. The maintenance of the parks is also viewed positively. Respondents also responded favorably about the Senior Center. They appreciated the new attitude present among the staff and the willingness to work with the seniors.

#### 2.1.3 WHAT ARE THE KEY ISSUES FACING THE DISTRICT AS IT APPLIES TO PARKS AND RECREATION THAT WE NEED TO ADDRESS IN THIS MASTER PLAN?

Respondents named finance, internal and external communication, and marketing as three of the major issues, with finance being the number one issue. The financial situation in California is affecting every agency, including the District. As a result of the lack of financial resources, the interview and focus group participants mentioned the need for more staff. Reference was made to unfilled key positions in the District that are in great need of being filled.

Public input participants feel there is not enough communication among the employees within the District or between the District and the public. Examples were given of groups using a park and not getting returned phone calls or not receiving the help and support they were counting on from District staff. Safety issues, staffing issues, and leadership issues were also mentioned. There does not seem to be leadership presence in the community, at community events, or establishing relationships with key players in the community. Community Council members expressed concern about the District not reaching out enough to community groups.

The lack of District marketing was also mentioned as a key area. There is not enough promotional effort, building relationships with the business community, and people seem unaware of what the District is doing. There should be new signs at all parks and updated signage to reflect a consistent brand.

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**2.1.4 HOW BALANCED DO YOU THINK THE PARKS AND RECREATION SYSTEMS ARE IN THE DISTRICT IN TERMS OF PARK TYPES (NEIGHBORHOOD, COMMUNITY, REGIONAL, AND TRAILS)?**

In talking about the balance of systems in the District, respondents replied that there were amenities missing at some parks, such as restrooms or drinking fountains and that the ones with these amenities, had non-functioning ones. Hagan Park was mentioned by several respondents. They mentioned that the park closes early enough that several residents cannot utilize it. They also mentioned the lack of programming as an issue that seems to need some balance. There was discussion of expanding the Senior Center and creating a Teen Center as well. Respondents feel as if there is not an adequate balance of programs and they would like to see a better balance between old and new programs.

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**2.1.5 WHAT TYPES OF RECREATION FACILITIES OR AMENITIES ARE MISSING IN THE COMMUNITY THAT THIS PLAN NEEDS TO ADDRESS?**

The main thing mentioned by respondents is that the existing facilities need to be renovated and updated. The District is 50 years old and it seems that several of the parks and facilities have not been updated in over 10 years. Specific things to add that were mentioned were additional skate parks, dog parks, urban campgrounds, and facilities with electricity. There is inadequate ADA access at some of the parks, specifically Dave Roberts Park.

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**2.1.6 WHAT ARE THE RECREATION PROGRAM NEEDS YOU HEAR ABOUT THAT ARE NEEDED IN RANCHO CORDOVA?**

Several respondents mentioned programs for youth, and specifically for at-risk youth. Several participants commented that the Police Activities League offers programs the District should be offering. Programs for active seniors were also suggested, such as sports leagues. They also mentioned that there is difficulty registering for the existing classes and programs which could be causing attendance numbers to be down.

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**2.1.7 ARE THERE ANY OPERATIONAL OR MAINTENANCE ISSUES THAT NEED TO BE ADDRESSED IN THIS PLAN?**

Respondents named a number of issues related to updating and renovating. Security issues included the maintenance yard and administrative building, which have both been broken into. There have also been several robberies that should be addressed. Also, there are cosmetic issues in various places. The Senior Center needs a lot of attention such as a designated cross walk, designated van parking, more parking for times that the pool is in use, and a new roof installed.

**2.1.8 ARE THERE OPPORTUNITIES FOR PARTNERING FOR THE DEVELOPMENT OR DELIVERY OF PARKS, RECREATION FACILITIES OR PROGRAMS THAT THE RECREATION AND PARK DISTRICT SHOULD BE WORKING TOWARDS?**

Many respondents mentioned private partnerships without naming specific ideas. They also mentioned closer partnerships with the City and with the School District. Another partnership type named was business partnerships. There is an existing partnership with the school District that respondents would like to see strengthened. They would also like to see all parks labeled with the District's name to create more visibility for the District. The partnership mentioned that is lacking in closeness and strength is with the Chamber and tourism industry. Strengthening these partnerships will increase the ability to have tournaments in the area.

**2.1.9 HOW WOULD YOU ASSESS PUBLIC INFORMATION, COMMUNICATIONS, AND MARKETING OF PROGRAMS AND SERVICES FROM THE DISTRICT?**

Respondents assessed the public information, communication and marketing as needing significant help. The communications about activities were cited as good, but anything else, including expansion and development, is cited as needing improvement. The respondents would like to see more online communication and information in a consistently updated Web site and social networking sites. They were in favor of a mailed newsletter, citing the use of the City newsletter, and the District is currently in the process of developing a mailing list. This would predominantly be for the older citizens who do not have a computer or internet access.

**2.1.10 WHAT OUTCOMES WOULD YOU LIKE TO SEE AS A RESULT OF THIS PLAN?**

The chief outcome that respondents would like to see is an achievable plan that would be implemented. There were several things that the respondents would like to see as a result of this plan, among them modernized parks, improved management, and better safety in all the parks and facilities. The participants' referenced previous master plans that were not implemented as well as they would have liked. The respondents would like to see better inclusion of people. There should be more services for the youth. The administration needs to work on being more transparent and being more available to their constituents.

## 2.2 COMMUNITY INTEREST AND OPINION SURVEY

### 2.2.1 OVERVIEW OF THE METHODOLOGY

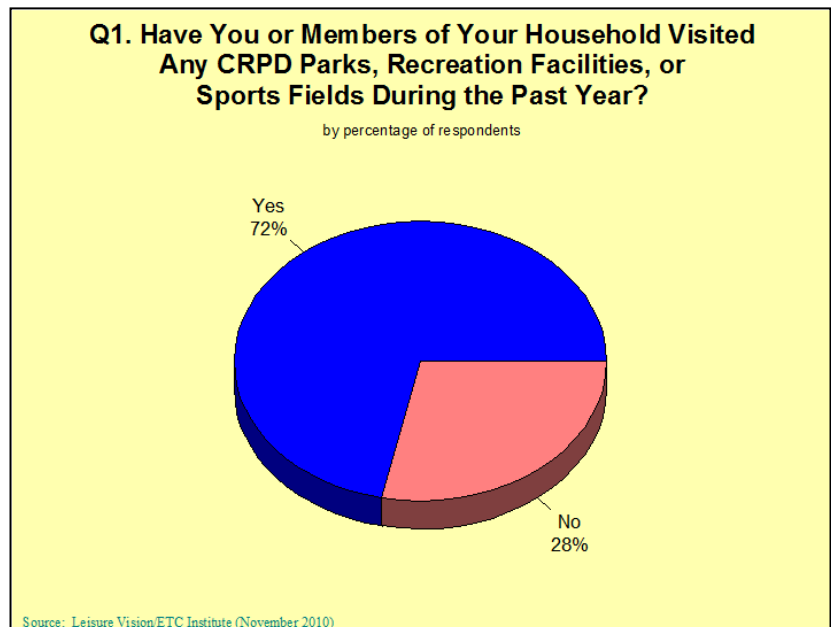
The Cordova Recreation and Park District conducted a Community Interest and Opinion Survey during October and November of 2010. The purpose of the survey was to help establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households in the District. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with Cordova Recreation and Park District officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 2,000 households throughout the District. Approximately three days after the surveys were mailed each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone. The goal was to obtain a total of at least 400 completed surveys from District households. This goal was accomplished, with a total of 410 surveys having been completed. The results of the random sample of 410 households have a 95% level of confidence with a precision of at least +/-4.8%. The following pages summarize major survey findings.

### 2.2.2 VISITING CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Seventy-two percent (72%) of households have visited Cordova Recreation and Park District parks, recreation facilities, or sports fields during the past year (**Figure 1**).



**Figure 1 - Visiting CRPD Parks, Recreation Facilities & Sports Fields**

### 2.2.3 FREQUENCY OF VISITING CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Of the 72% of households that have visited Cordova Recreation and Park District parks, recreation facilities, or sports fields during the past year, 71% have visited them at once a month or more. This includes 34% that have visited CRPD parks, recreation facilities or sports fields at least once a week, 24% that have visited them a few times a month, and 13% that have visited them at least once a month (Figure 2).

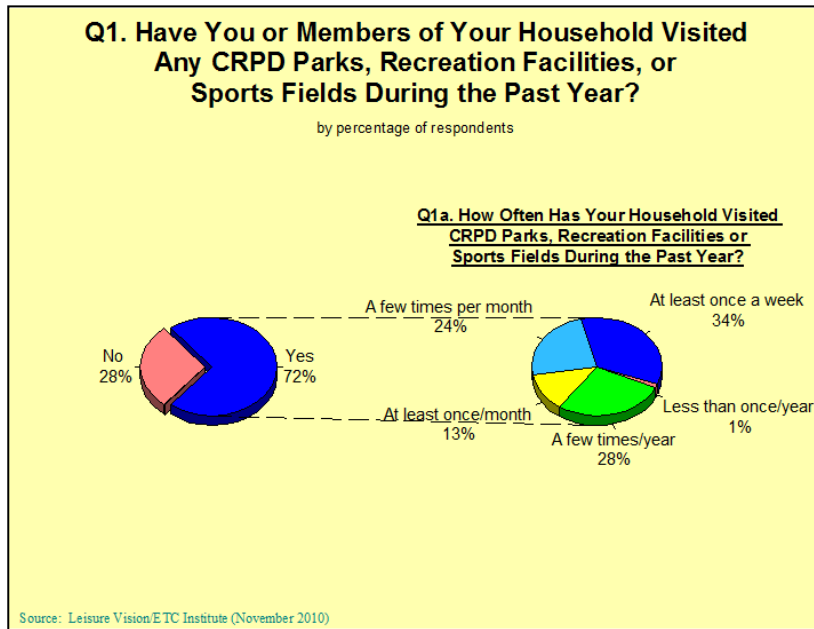


Figure 2 - Frequency of Visiting CRPD Parks, Recreation Facilities & Sports Fields

### 2.2.4 RATING THE PHYSICAL CONDITION OF CRPD PARKS, RECREATION FACILITIES & SPORTS FIELDS

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 63% rated the physical condition as either excellent (24%) or above average (39%). Thirty-two percent (32%) of households rated the parks, facilities and sports fields as average, and only 5% rated them as below average (4%) or poor (1%) (Figure 3).

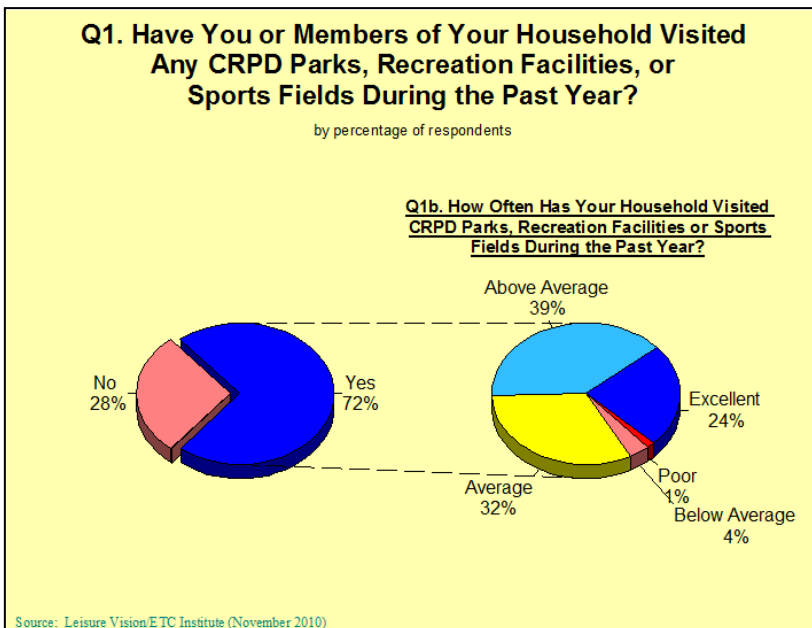


Figure 3 - Rating the Physical Condition of CRPD Parks, Recreation Facilities & Sports Fields

2.2.5 CONCERNS WITH CRPD PARKS, RECREATION FACILITIES AND SPORTS FIELDS

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 36% indicated they have no concerns. The most frequently mentioned concerns respondents do have with CRPD parks, facilities, or sports fields are: security and safety issues (24%) and park maintenance and cleanliness (22%) (Figure 4).

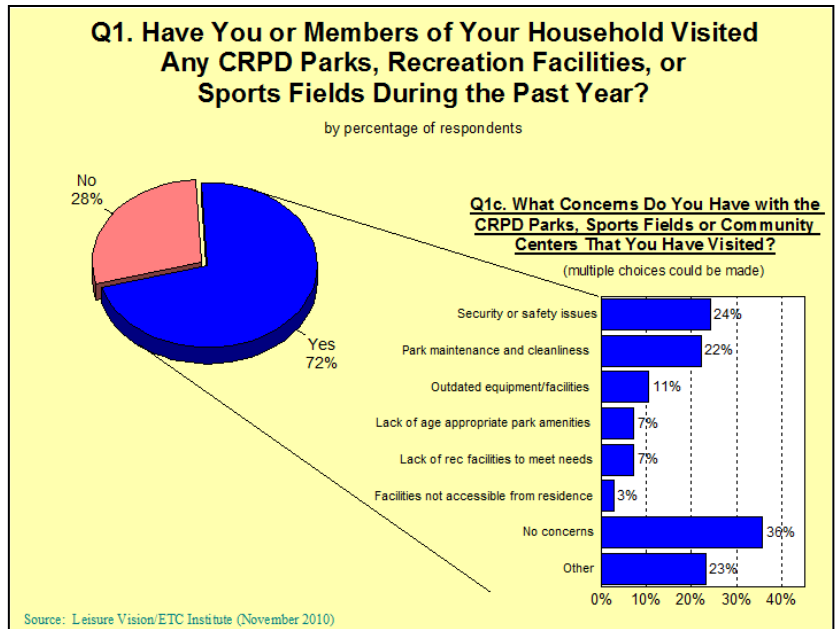


Figure 4 - Concerns with CRPD Parks, Recreation Facilities and Sports Fields

2.2.6 FREQUENCY OF VISITING VARIOUS CRPD FACILITIES

Of the 72% of households that have visited CRPD parks, recreation facilities, or sports fields during the past year, 24% have visited the Hagan Park Community Center at least once a month, and 19% have visited the Mather Sports Center at least once a month (Figure 5).

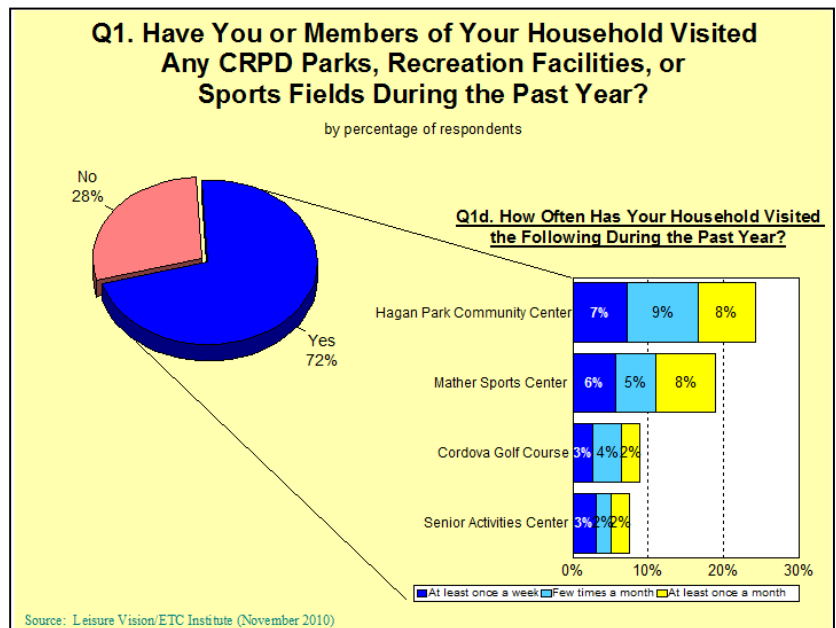


Figure 5 - Frequency of Visiting Various CRPD Facilities



### 2.2.7 PARTICIPATION IN CRPD PROGRAMS/ACTIVITIES

Twenty-seven percent (27%) of households have participated in programs or activities offered by the CRPD during the past 12 months (Figure 6).

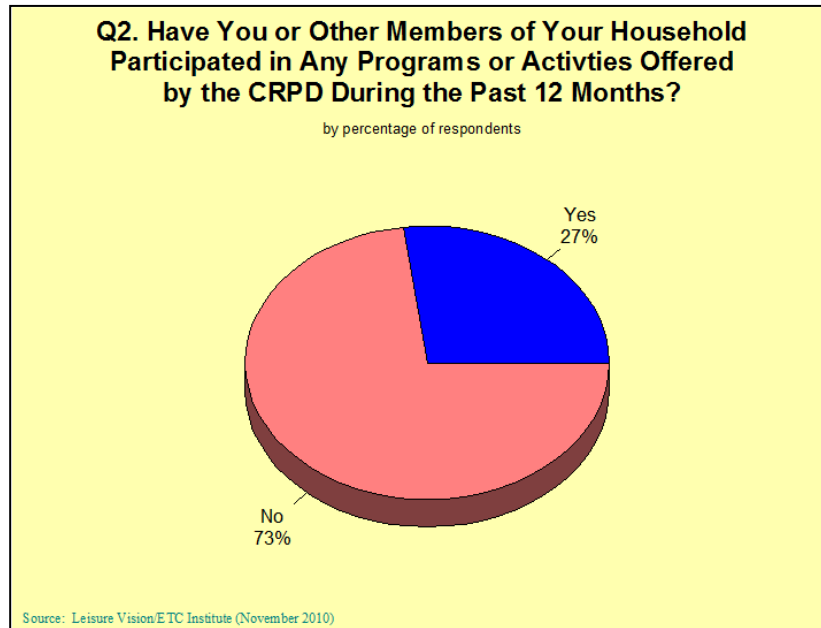


Figure 6 - Participation in CRPD Programs/Activities

### 2.2.8 RATING OF THE OVERALL QUALITY OF CRPD PROGRAMS/ACTIVITIES

Of the 27% of households that have participated in CRPD programs/activities, 82% rated the overall quality of programs or activities they've participated in as either excellent (37%) or above average (45%). Sixteen percent (16%) rated them as "average", 2% rated them as "below average", and no respondents rated them as "poor" (Figure 7).

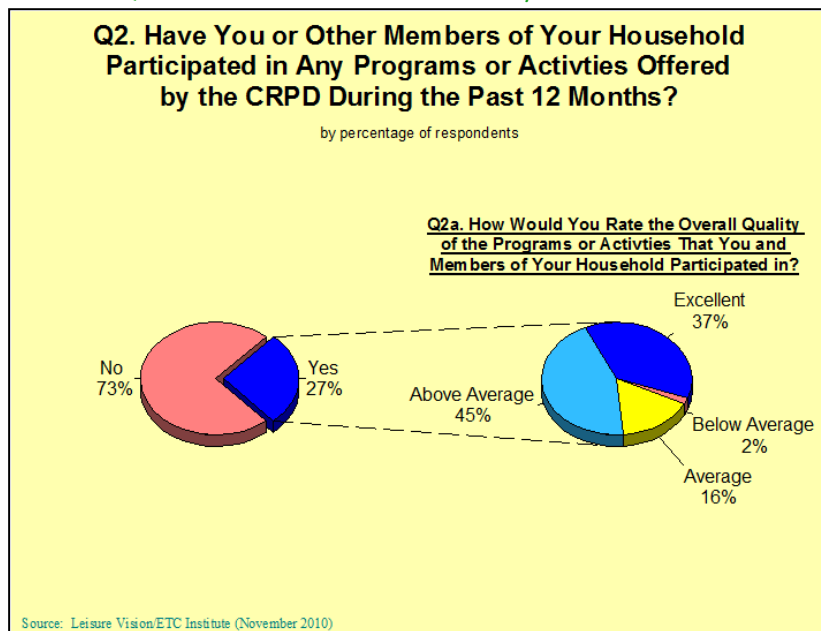


Figure 7 - Rating of the Overall Quality of CRPD Programs/Activities

2.2.9 PARTICIPATION IN CRPD EVENTS

Twenty-one percent (21%) of households have participated in events offered by the CRPD during the past 12 months (Figure 8).

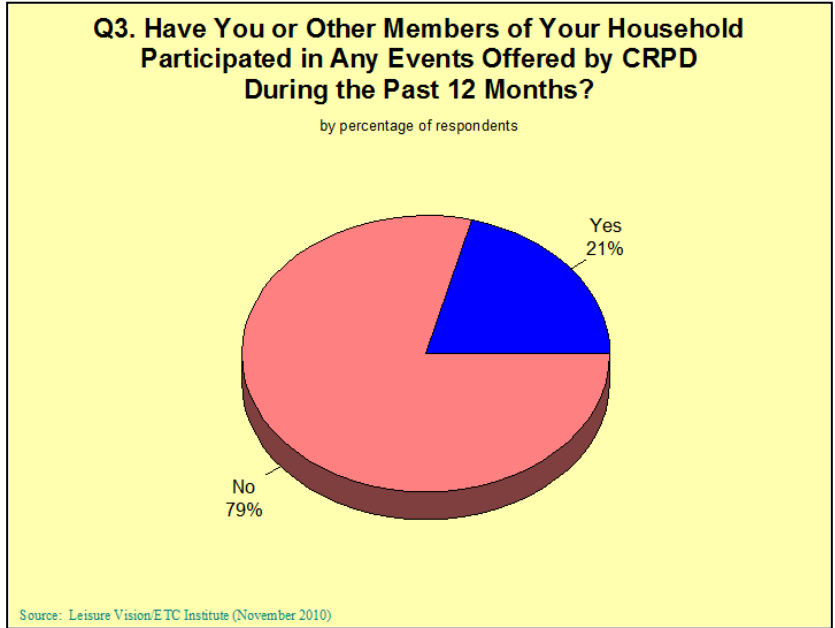


Figure 8 - Participation in CRPD Events

2.2.10 RATING OF THE OVERALL QUALITY OF CRPD EVENTS

Of the 21% of households that have participated in CRPD events, 81% rated the overall quality of the events they've participated in as either excellent (44%) or above average (37%). Nineteen percent (19%) rated the events as "average" and no respondents rated them as "below average" or "poor" (Figure 9).

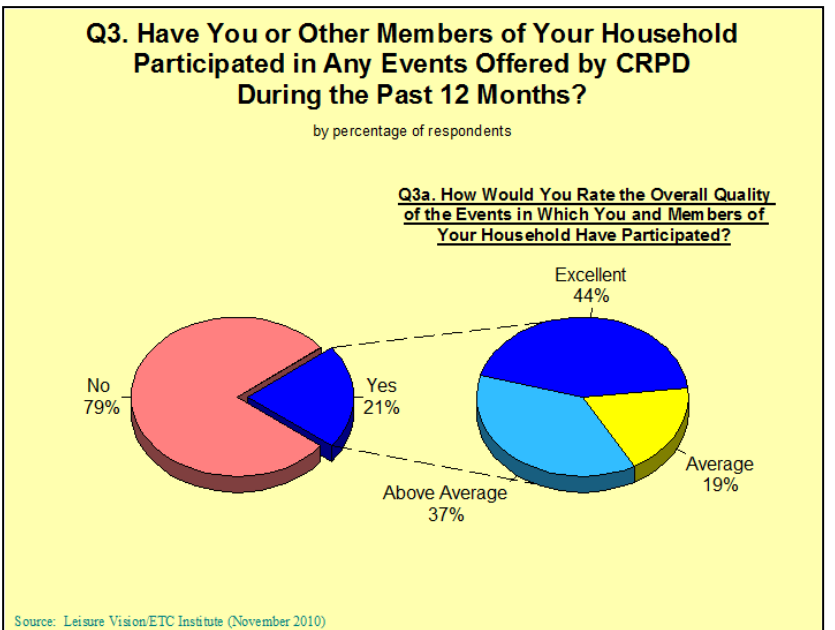


Figure 9 - Rating of the Overall Quality of CRPD Events

2.2.11 WAYS RESPONDENTS LEARN ABOUT CRPD PROGRAMS AND ACTIVITIES

The most frequently mentioned ways that respondents have learned about CRPD programs and activities are: flyers/newsletter (47%), Tri-Annual Activity Guide (44%), from friends and neighbors (29%), and newspaper (26%) (Figure 10).

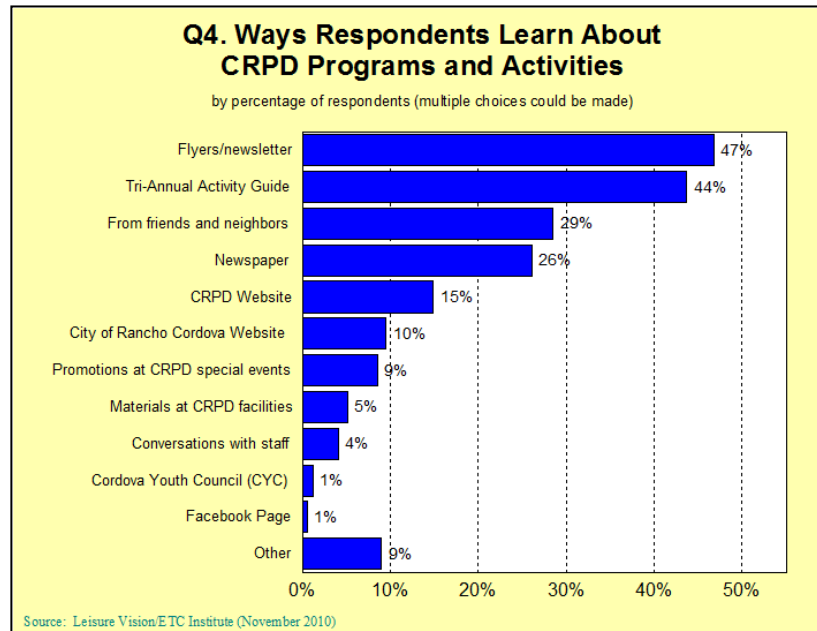


Figure 10 - Ways Respondents Learn About CRPD Programs and Activities

2.2.12 REASONS PREVENTING THE USE OF CRPD PARKS, FACILITIES, PROGRAMS MORE OFTEN

“Too busy/not enough time” (17%) is the most frequently mentioned reason preventing households from using CRPD parks, recreation facilities or programs more often (Figure 11). Other frequently mentioned reasons include: “program times are not convenient” (16%), “do not know what is being offered” (11%), and “fees are too high” (11%).

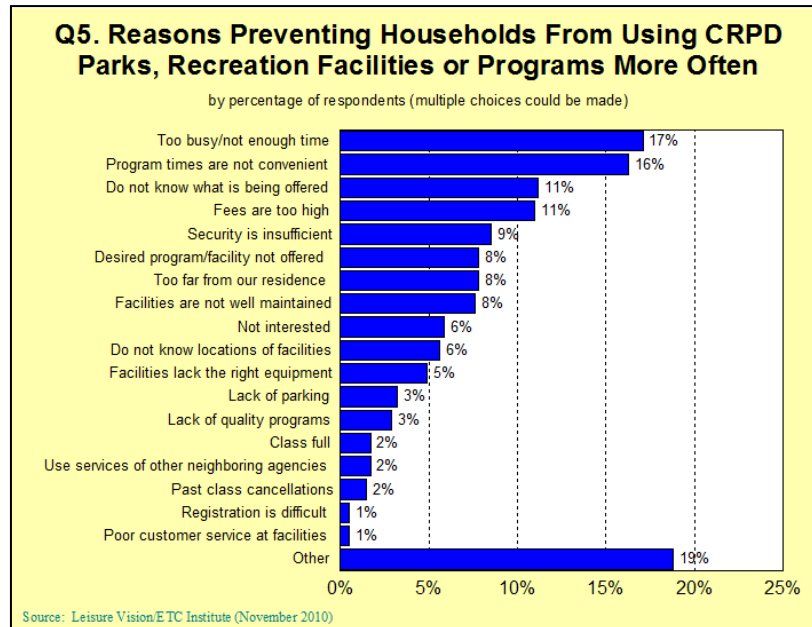


Figure 11 - Reasons Preventing the Use of CRPD Parks, Facilities, Programs More Often

**2.2.13 LEVEL OF SATISFACTION WITH THE CUSTOMER SERVICE EXPERIENCE RECEIVED WHEN USING CRPD FACILITIES AND PROGRAMS**

Sixty percent (60%) of respondents are either very satisfied (35%) or somewhat satisfied (25%) with the customer service experience they receive when using CRPD facilities and programs (Figure 12). Only 4% of respondents are somewhat dissatisfied or very dissatisfied with the customer service experience they receive when using CRPD facilities and programs. In addition, 36% of respondents rated the customer service experience they receive as “neutral”.

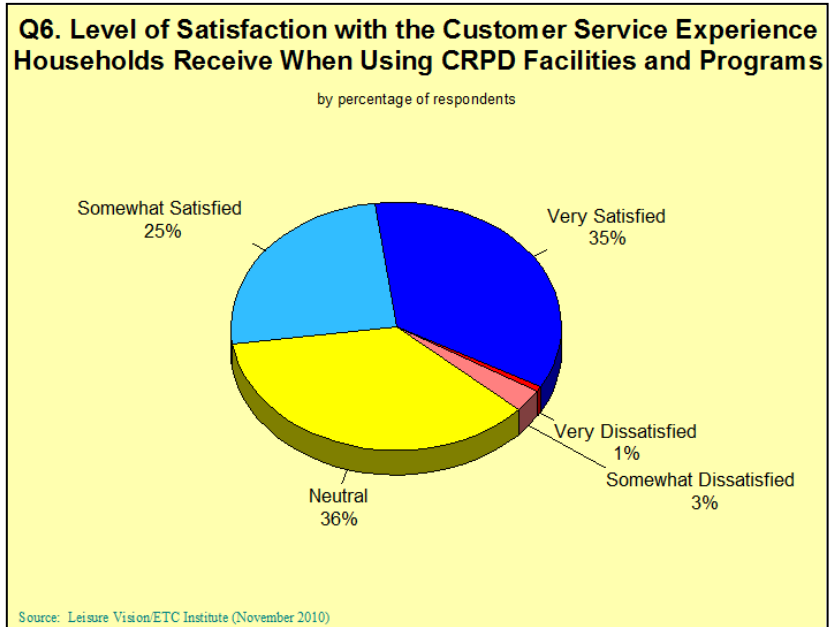


Figure 12 - Level of Satisfaction with the Customer Service Experience Received When Using CRPD Facilities and Programs

**2.2.14 NEED FOR PARKS AND RECREATION FACILITIES**

The parks and recreation facilities that the highest percentage of households has a need for are: walking, biking trails, and greenways (64%), small family picnic areas and shelters (60%), small neighborhood parks (59%), large community parks (46%), playground equipment (44%), outdoor swimming pools (39%), large group picnic areas and shelters (35%), nature centers (33%), community gardens (29%), gymnasium/indoor recreation/community center (27%), indoor walking/running tracks (26%), off-leash dog parks (26%), youth soccer fields (24%), outdoor basketball courts (23%), amphitheaters (23%), splash pads/spray grounds (23%), outdoor tennis courts (21%), senior centers (21%), youth baseball fields (18%), adult softball fields (14%), disc golf courses (14%), skateboard parks (13%), youth softball fields (12%), multi-purpose fields (rugby, lacrosse) (12%), youth football fields (12%), adult soccer fields (10%), and archery range (7%).

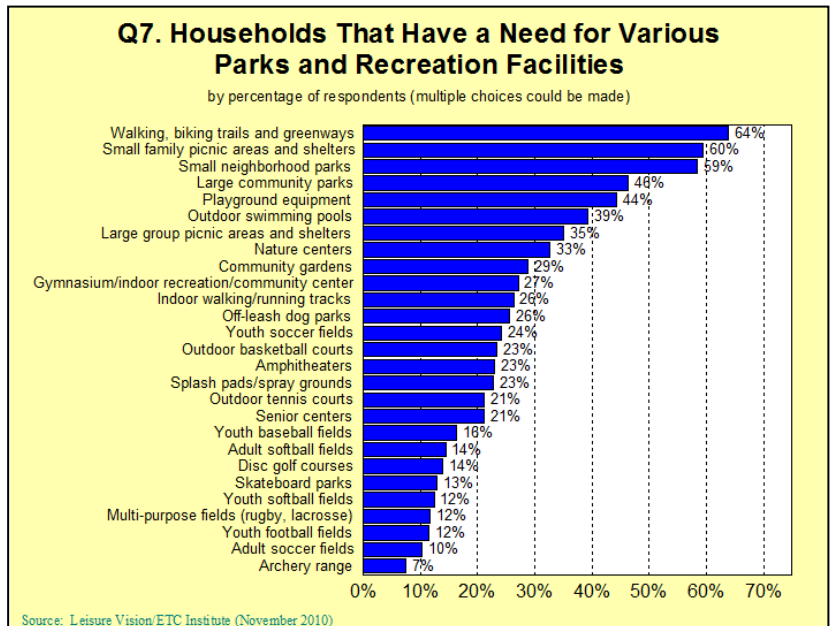


Figure 13 - Need for Parks and Recreation Facilities

2.2.15 NEED FOR PARKS AND RECREATION FACILITIES IN THE CRPD

From a list of 27 various parks and recreation facilities, respondents were asked to indicate all of the ones that members of their household have a need for. **Figure 14** shows the estimated number of households in the Cordova Recreation and Park District that have a need for various parks and recreation facilities, based on 34,300 households in the District.

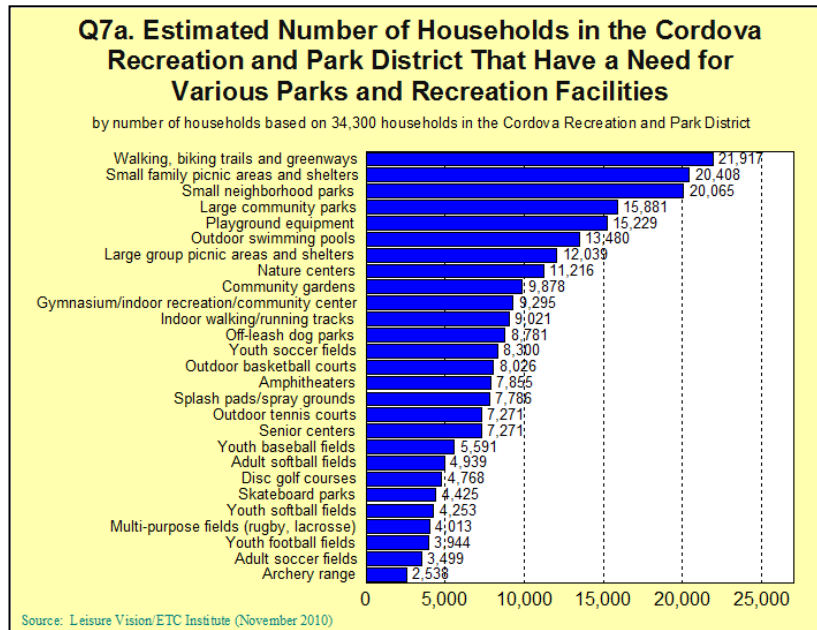


Figure 14 - Need for Parks and Recreation Facilities in the CRPD

2.2.16 HOW WELL PARKS AND RECREATION FACILITIES MEET NEEDS

For all parks and facilities, 55% or less of respondents indicated that the park/facility completely meets the needs of their household (**Figure 15**).

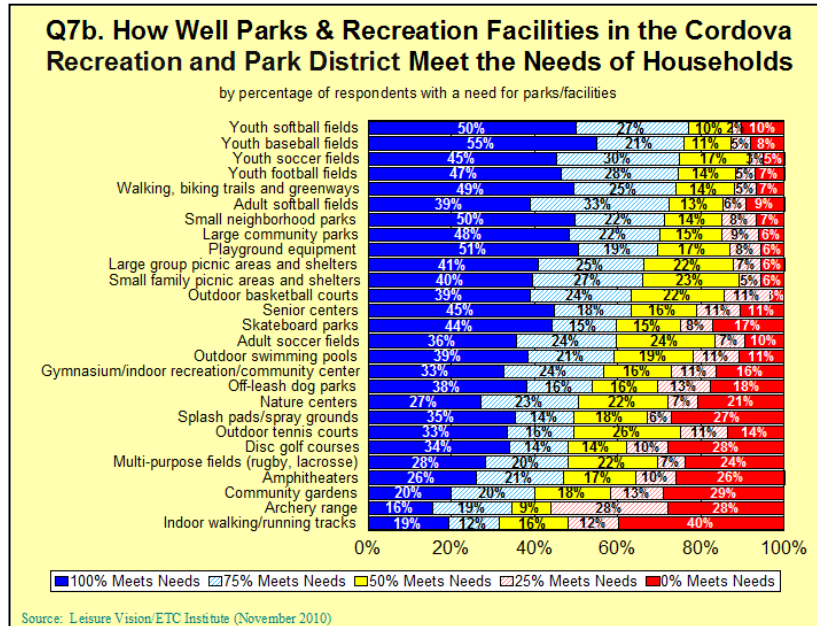


Figure 15 - How Well Parks and Recreation Facilities Meet Needs

2.2.17 CRPD HOUSEHOLDS WITH THEIR FACILITY NEEDS BEING 50% MET OR LESS

From the list of 27 parks and recreation facilities, households that have a need for parks/facilities were asked to indicate how well these types of parks/facilities in the Cordova Recreation and Park District meet their needs. **Figure 16** shows the estimated number of households in the Cordova Recreation and Park District whose needs for parks/facilities are only being 50% met or less, based on 34,300 households in the District.

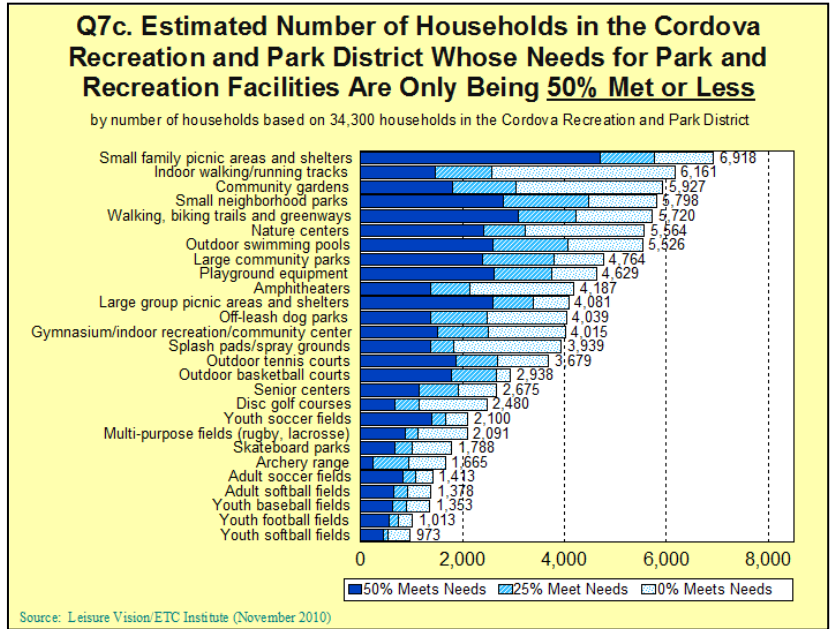


Figure 16 - CRPD Households with Their Facility Needs Being 50% Met or Less

2.2.18 MOST IMPORTANT PARKS AND RECREATION FACILITIES

Based on the sum of their top four choices, the parks and recreation facilities that households rated as the most important include: walking, biking trails, and greenways (34%), small family picnic areas and shelters (29%), small neighborhood parks (28%), playground equipment (24%), and outdoor swimming pools (20%). It should also be noted that walking, biking trails and greenways had the highest percentage of respondents select it as their first choice as the most important park/facility (**Figure 17**).

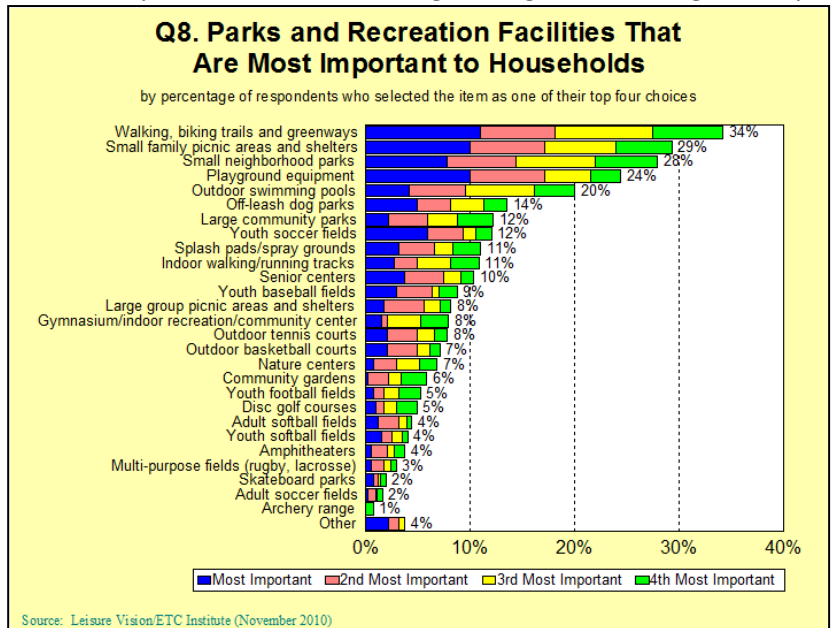


Figure 17 - Most Important Parks and Recreation Facilities

### 2.2.19 NEED FOR RECREATION PROGRAMS

The recreation programs that the highest percentage of households has a need for are: adult fitness and wellness programs (36%), community-wide special events (35%), swim lessons/aquatics programs (32%), and cultural programs (25%) (Figure 18).

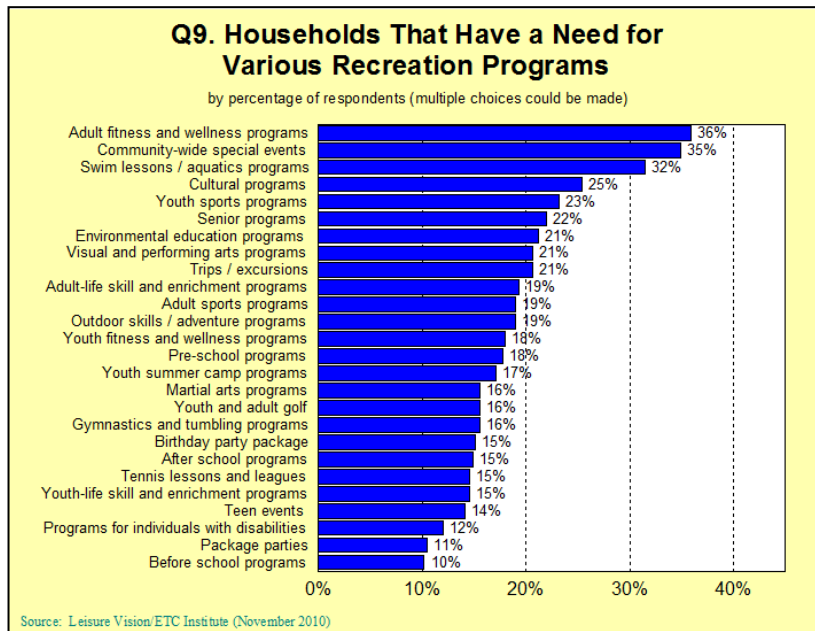


Figure 18 - Need for Recreation Programs

### 2.2.20 NEED FOR RECREATION PROGRAMS IN THE CRPD

From a list of 26 recreation programs, respondents were asked to indicate all of the ones that members of their household have a need for. Figure 19 shows the estimated number of households in the Cordova Recreation and Park District that have a need for recreation programs, based on 34,300 households in the District.

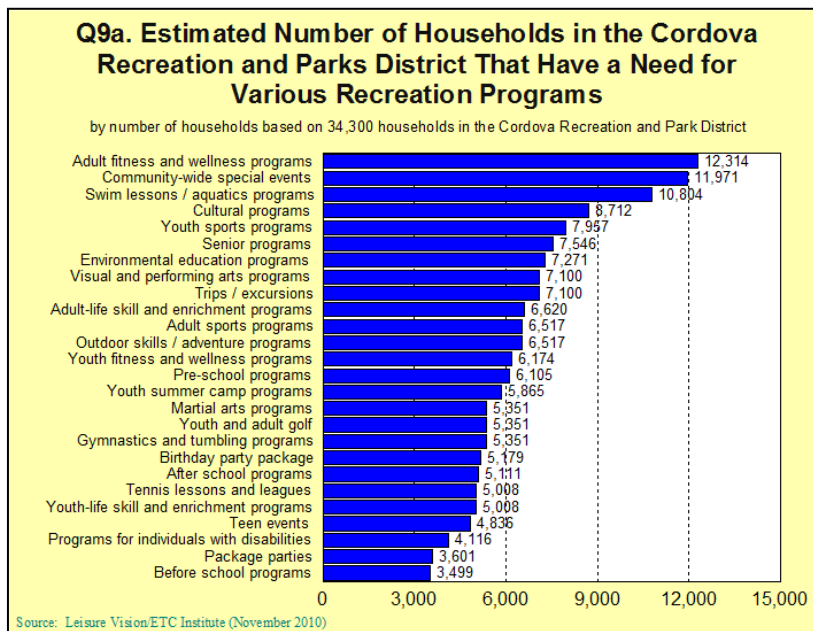


Figure 19 - Need for Recreation Programs in the CRPD

2.2.21 HOW WELL RECREATION PROGRAMS MEET NEEDS

For all 26 recreation programs, less than 45% of respondents indicated that the program completely meets the needs of their household (Figure 20).

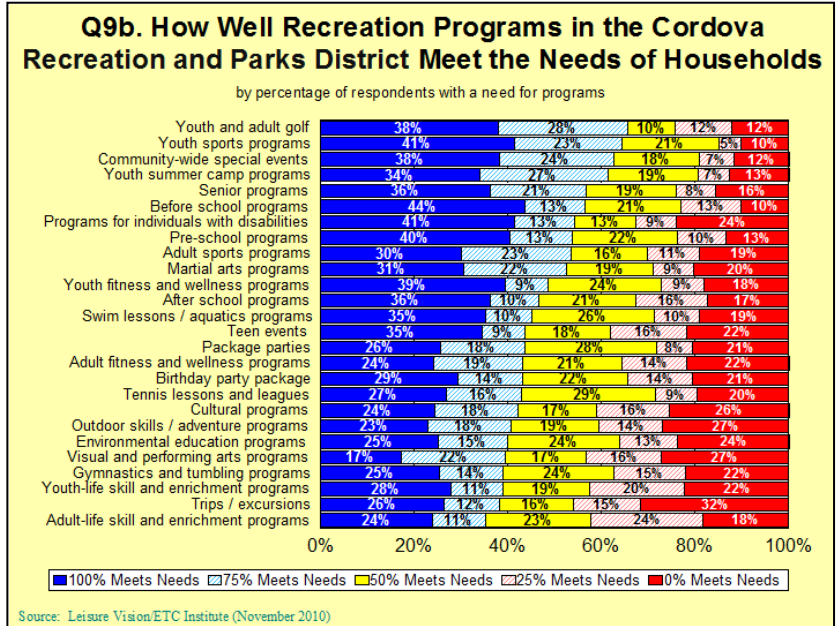


Figure 20 - How Well Recreation Programs Meet Needs

2.2.22 CRPD HOUSEHOLDS WITH THEIR PROGRAM NEEDS BEING 50% MET OR LESS

From a list of 26 recreation programs, households that have a need for programs were asked to indicate how well these types of programs in the Cordova Recreation and Park District meet their needs. Figure 21 shows the estimated number of households in the Cordova Recreation and Park District whose needs for programs are only being 50% met or less, based on 34,300 households in the District.

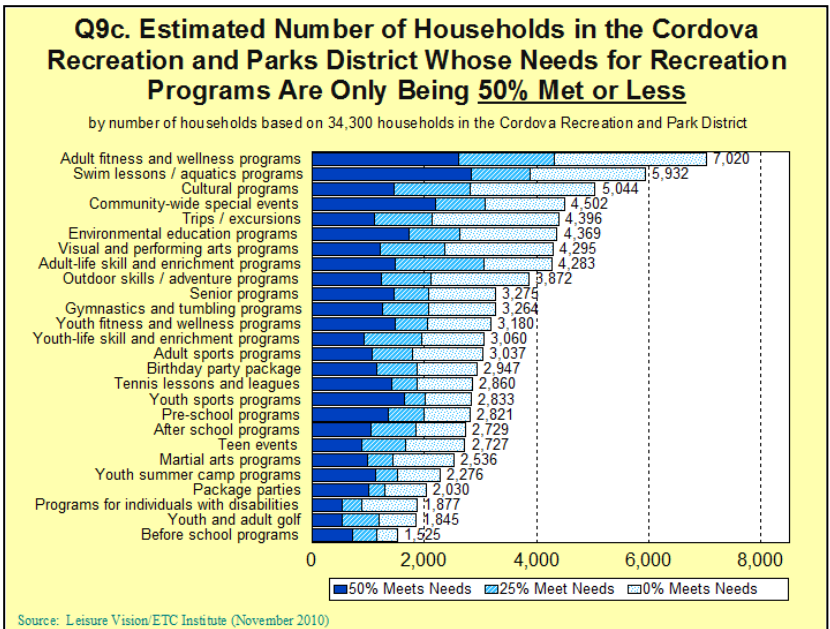


Figure 21 - CRPD Households with Their Program Needs Being 50% Met or Less



### 2.2.23 MOST IMPORTANT RECREATION PROGRAMS

Based on the sum of their top four choices, the recreation programs that households rated as the most important include: swim lessons/aquatics programs (19%), adult fitness and wellness programs (19%), community-wide special events (16%), and senior programs (14%). It should also be noted that swim lessons/aquatic programs had the highest percentage of respondents select it as their first choice as the most important program to their household (Figure 22).

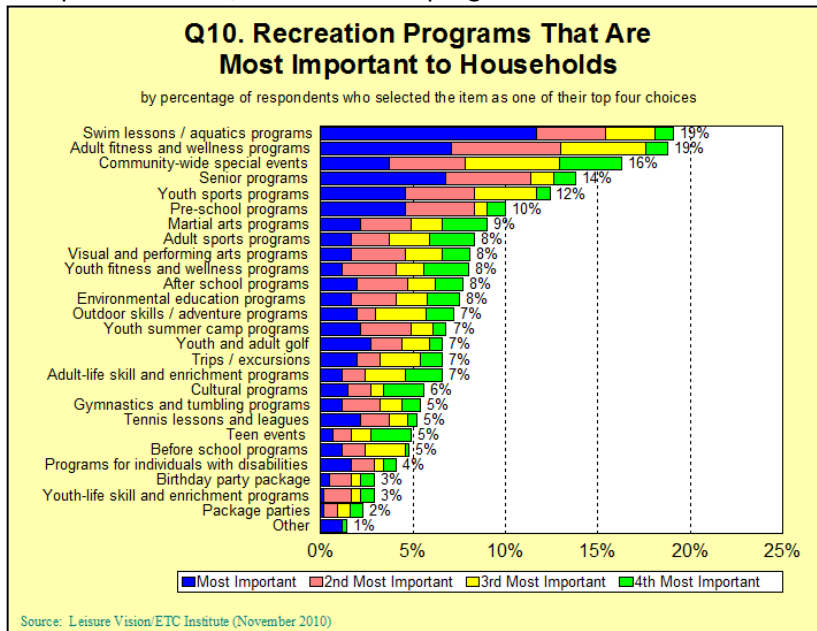


Figure 22 - Most Important Recreation Programs

### 2.2.24 MOST FREQUENTLY USED METHOD TO ACCESS CRPD PARKS & RECREATION FACILITIES

Seventy percent (70%) of households indicated that “driving” is their most frequently used method to access CRPD parks and recreation facilities (Figure 23). In addition, 24% of respondents walk to CRPD parks and facilities, and 11% bike to CRPD parks and recreation facilities.

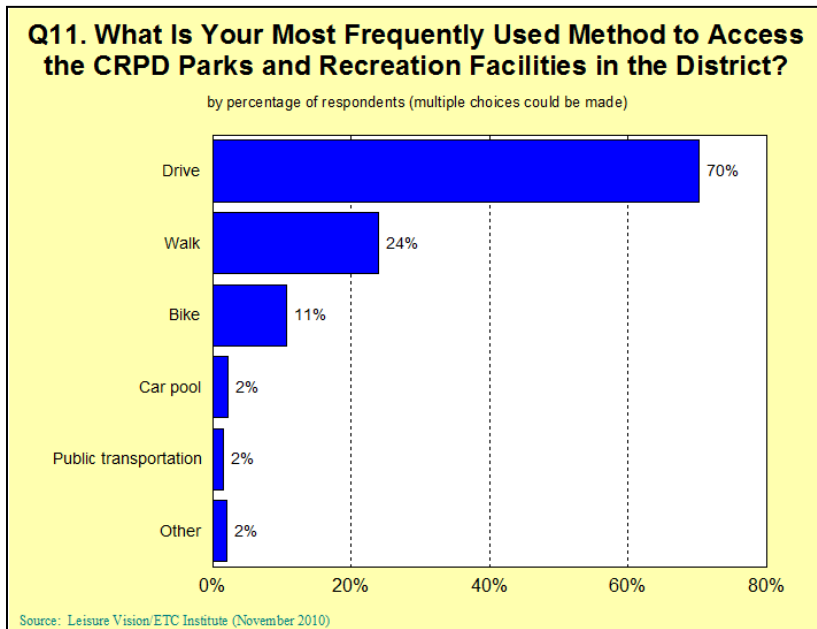


Figure 23 - Most Frequently Used Method to Access CRPD Parks & Recreation Facilities

**2.2.25 LEVEL OF SUPPORT FOR DEVELOPING WALKING/BIKING TRAILS TO CREATE AN INTERCONNECTED COMMUNITY AND A SUSTAINABLE BUILT ENVIRONMENT**

Eighty-two percent (82%) of respondents are either very supportive (54%) or somewhat supportive (28%) of an effort to develop walking/biking trails to create an interconnected community and a sustainable built environment (Figure 24). Only 6% of respondents are mildly against or completely against it, and 12% indicated “not sure”.

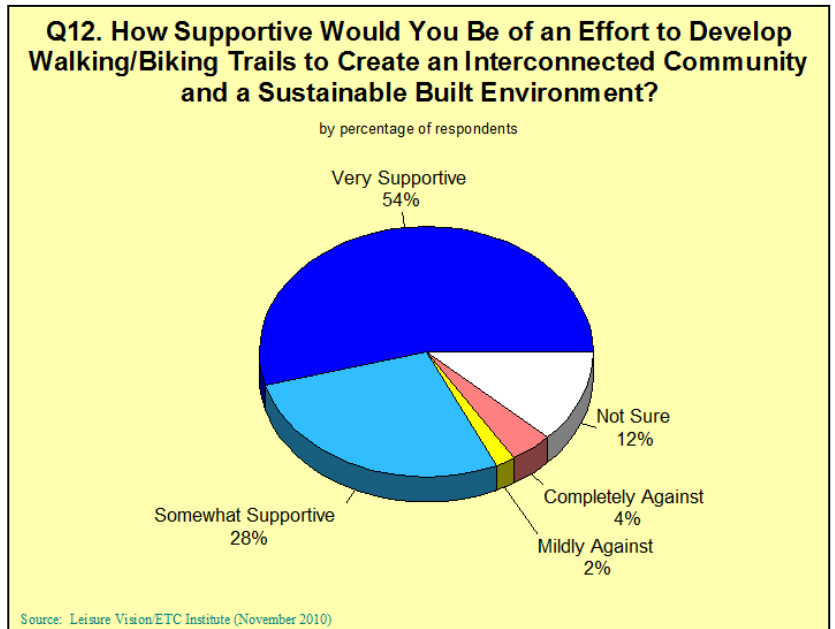


Figure 24 - Level of Support for Developing Walking/Biking Trails to Create an Interconnected Community and a Sustainable Built Environment

**2.2.26 SUPPORT FOR ACTIONS TO IMPROVE/EXPAND PARKS AND RECREATION FACILITIES**

There are four actions that over 45% of respondents are very supportive of CRPD taking to improve and expand parks and recreation facilities: renovate/develop greenways for walking and biking (55%), acquire land to use for greenways and trails (52%), acquire land to develop small neighborhood parks (49%), and renovate/develop playgrounds and picnics (48%) (Figure 25).

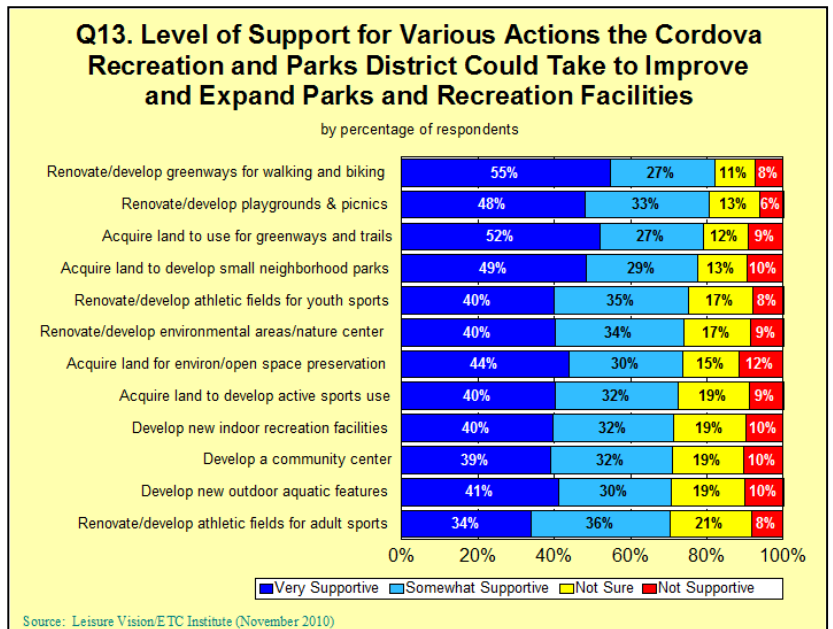


Figure 25 - Support for Actions to Improve/Expand Parks and Recreation Facilities

### 2.2.27 MOST IMPORTANT ACTIONS TO IMPROVE/EXPAND PARKS & RECREATION FACILITIES

Based on the sum of their top four choices, the most important actions that CRPD could take to improve/expand parks and recreation facilities are: renovate/develop greenways for walking and biking (45%) renovate/develop playgrounds and picnics (28%), acquire land to develop for small neighborhood parks (28%), and acquire land to use for greenways and trails (27%). It should also be noted that renovate/develop greenways for walking and biking had the highest percentage of respondents select it as their first choice as the most important park/facility to improve/expand.

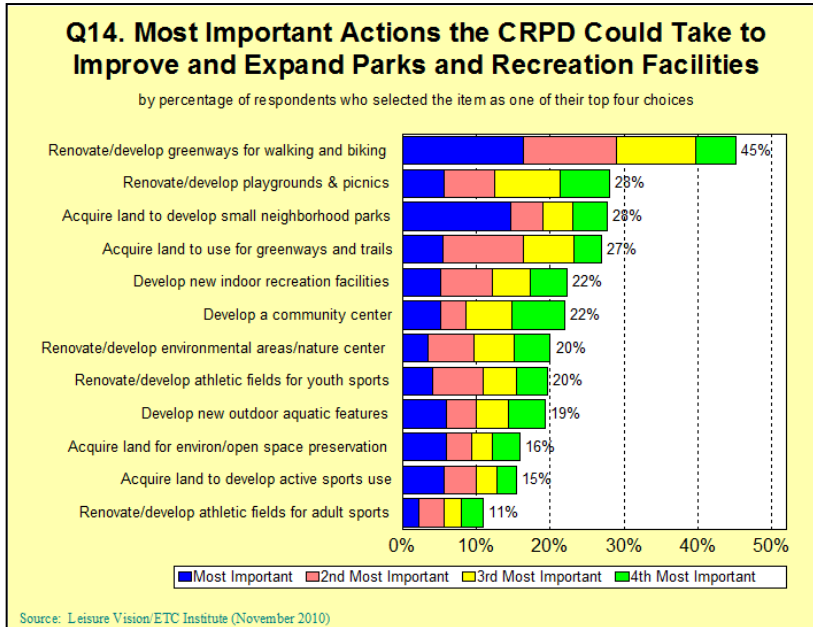


Figure 26 - Most Important Actions to Improve/Expand Parks & Recreation Facilities

### 2.2.28 ALLOCATION OF \$100 AMONG VARIOUS PARKS AND RECREATION CATEGORIES

Respondents would allocate \$49 out of \$100 towards the improvements/maintenance of existing parks, trails, sports, and recreation facilities (Figure 27). The remaining \$51 were allocated as follows: development of new parks, trails, and sports facilities (\$20), development of new community center/recreation facilities (\$16), and acquisition of new park land and open space (\$15).

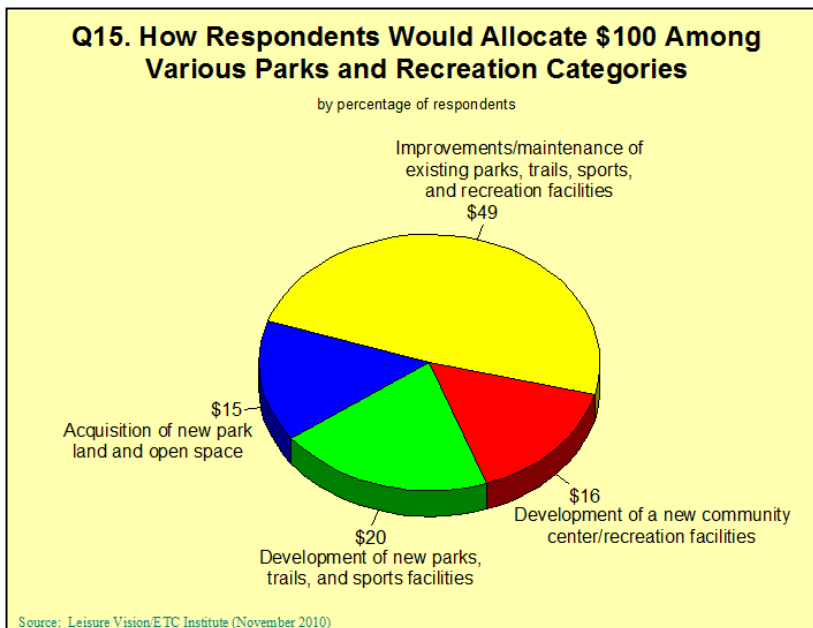


Figure 27 - Allocation of \$100 among Various Parks and Recreation Categories

2.2.29 LEVEL OF SUPPORT FOR VARIOUS MONTHLY ASSESSMENTS TO FUND PARKS, GREENWAYS, OPEN SPACE, AND RECREATION FACILITIES

Fifty-one percent (51%) of respondents are either strongly supportive (39%) or somewhat supportive (12%) of paying \$5 per month to fund the development and operations of parks, greenways, open space, and recreation facilities that are most important to their household (Figure 28).

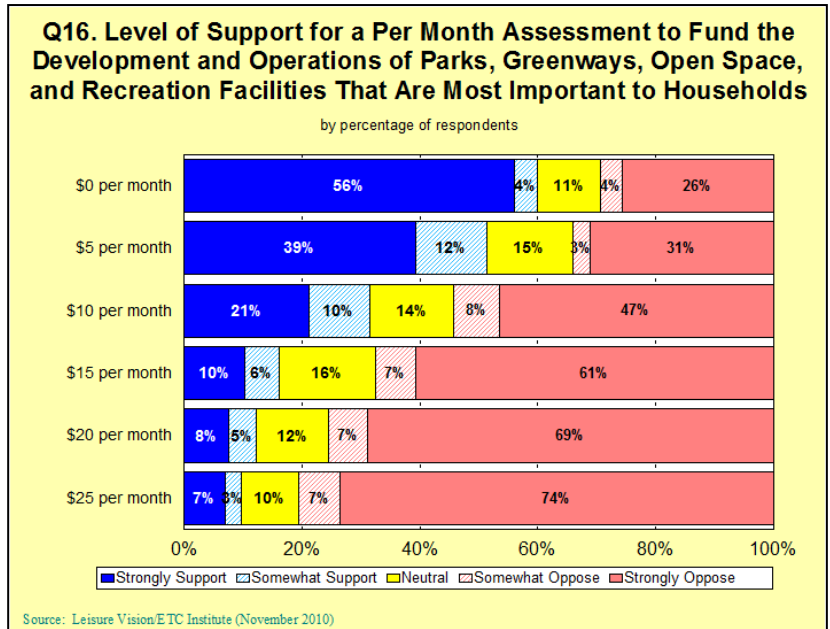


Figure 28 - Level of Support for Various Monthly Assessments to Fund Parks, Greenways, Open Space, and Recreation Facilities

2.2.30 DEMOGRAPHICS

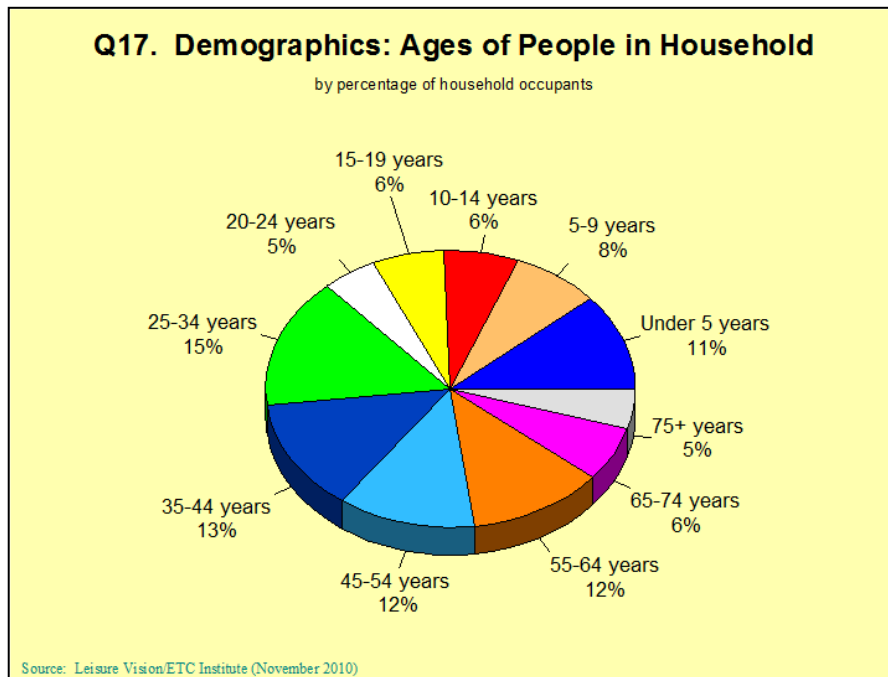


Figure 29 - Ages of People in Household

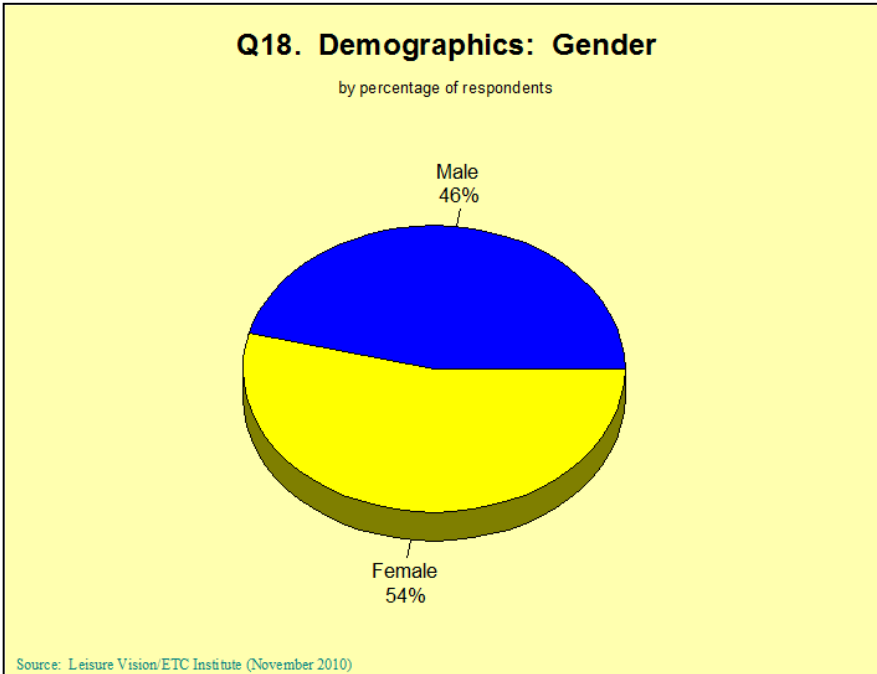


Figure 30 - Gender

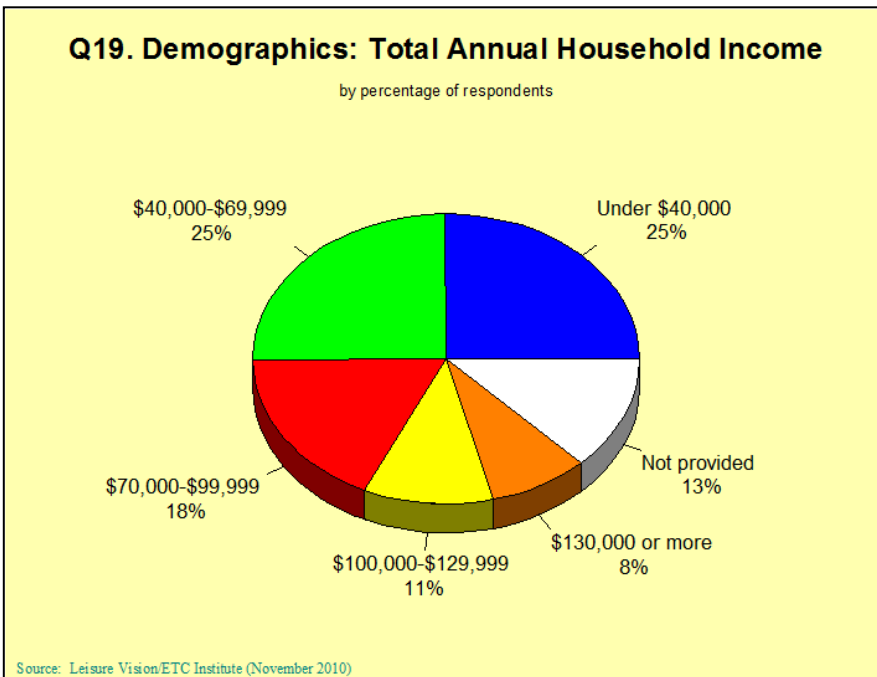


Figure 31 - Total Annual Household Income

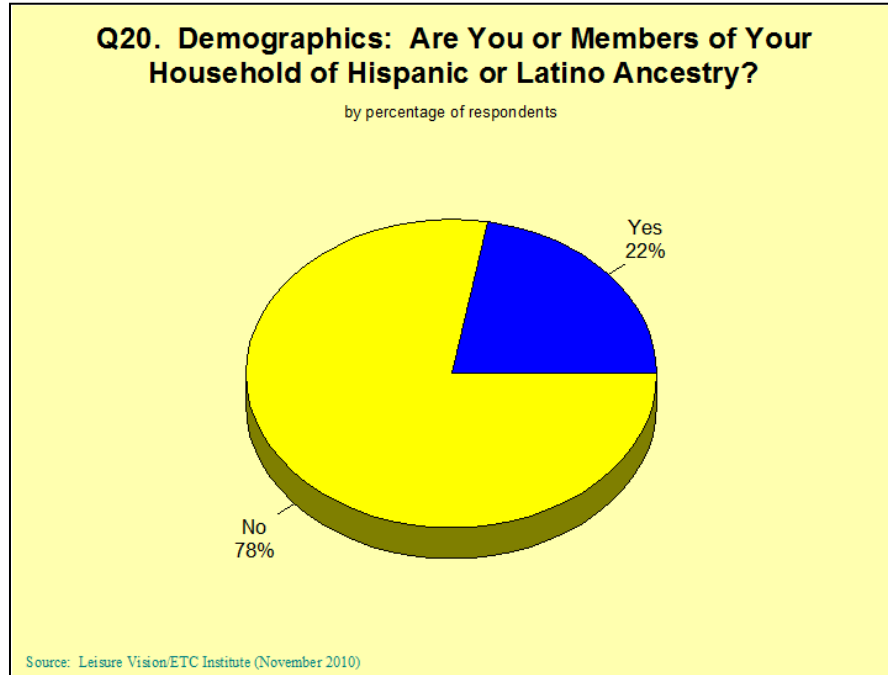


Figure 32 - Are You or Members of Your Household of Hispanic or Latino Ancestry

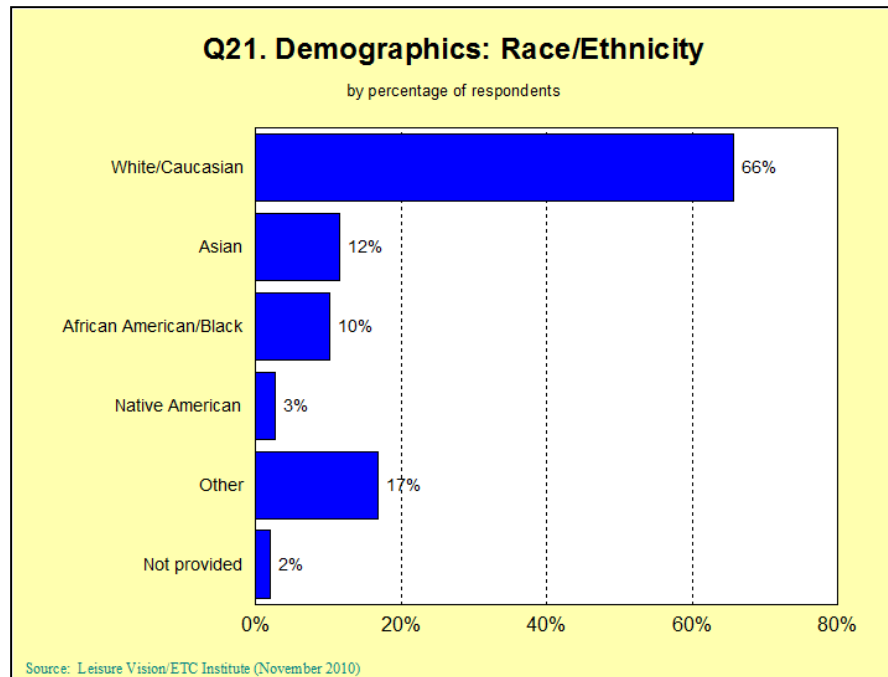


Figure 33 - Race/Ethnicity

## 2.3 DEMOGRAPHICS AND TRENDS ANALYSIS

The Demographic Analysis provides a better understanding of the population composition of the Cordova Census-Designated Place (CDP) as defined by the U.S. Census Bureau. This analysis helps define the characteristics of overall population based on age segment, race and ethnicity, and income characteristics of the residents.

All future demographic projections are based on observed historical trends. The projections must be considered with the caveat that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

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### 2.3.1 SUMMARY

The **total population** of the Cordova CDP service area has exhibited a rapid growth pattern over the last decade. From 2000 to 2009, the service area population grew by 12.3% to a total population of 110,662. This entails an increase of 13,663 total persons at an annual growth rate of 1.5%. The projected population growth is 5.6% from 2009 – 2014, 5.6% from 2014 – 2019 and 5.5% from 2019 – 2024 respectively.

From an **age segment** standpoint, the highest age group by numbers is the 35-54 age group which comprises 27% of the population or 29,921 individuals. This is a slight reduction from 28.8% in 2000 and it is projected to further decrease to 23.9% by 2024. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 22.3% currently to 27.3% by 2024.

From a **race** standpoint, the District service area has a racially and ethnically diverse population. Much like the national demographic trends, the District service area's diversity is projected to increase in the years to come. The majority, White Alone population, is expected to reduce from 68% in 2000 to 60% in 2009 and as low as 50% by 2024. Effectively, this means that by 2024 one out of two individuals within the District service area will not identify as White Alone. The largest shift being witnessed is with those who identify as being of Hispanic / Latino origin, of any race. This segment is expected to grow significantly from 12% in 2000 to 15.7% in 2009 and increasing up to 21% by 2024.

The **income characteristics** are average at best. The service area's current median household income is \$54,270 and it is projected to grow to \$66,657 by 2024. The per capita income, too, is projected to increase from \$24,792 currently to \$28,605 by 2024. However, the Cordova CDP's income characteristics are lower in comparison with that of the State and National averages.

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### 2.3.2 METHODOLOGY

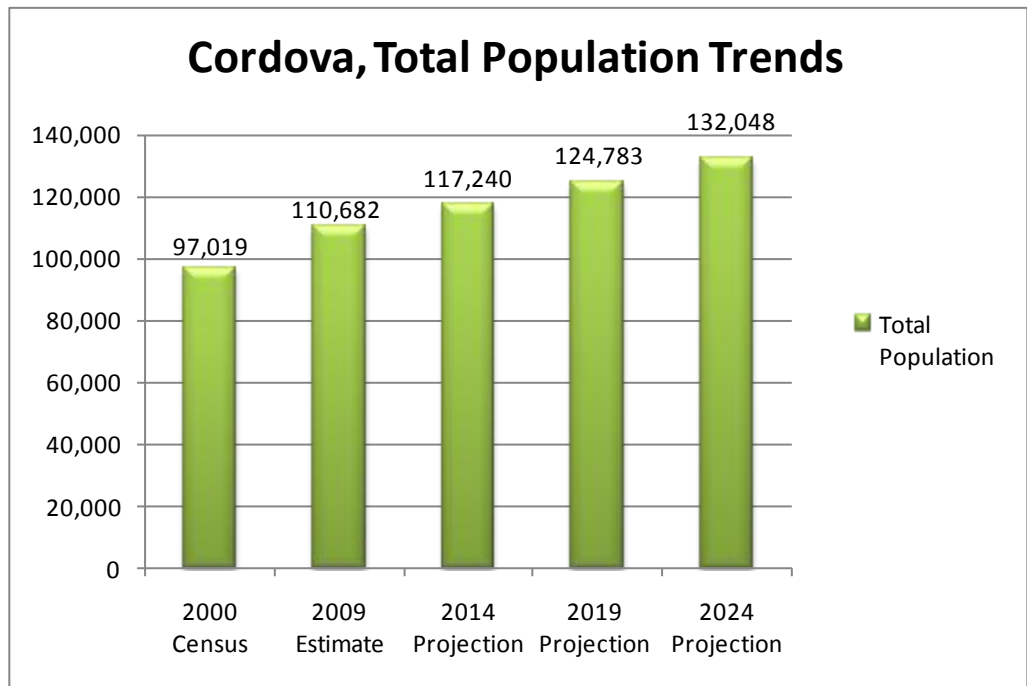
All data used in this analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2010, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI; straight line linear regression was utilized for projected 2019 and 2024 demographics. The Cordova Recreation and Park District service area was utilized as the boundary for the demographic analysis.

**2.3.3 DISTRICT SERVICE AREA**

**2.3.3.1 POPULATION**

The District CDP service area has exhibited a rapid growth pattern over the last decade. From 2000 to 2009, the service area population grew by 12.3% to a total population of 110,662. This entails an increase of 13,663 total persons at an annual growth rate of 1.5%. In comparison, the U.S. population grew at an annual rate of 0.9% over the same time frame.

Future projections indicate that the growth rate is expected to increase at a decreasing rate. The projected population growth is 5.6% from 2009 – 2014, 5.6% from 2014 – 2019 and 5.5% from 2019 – 2024 respectively. This would result in approximately 132,048 total residents in the service area by 2024. The number of households would also increase from 42,413 currently to 51,311 by 2024 (Figure 34).



**Figure 34 –Total Population Trends**



### 2.3.3.2 AGE SEGMENT

Evaluating the age segment breakup, the Cordova CDP population exhibits a very balanced age segment distribution with a mild aging pattern (**Figure 35**).

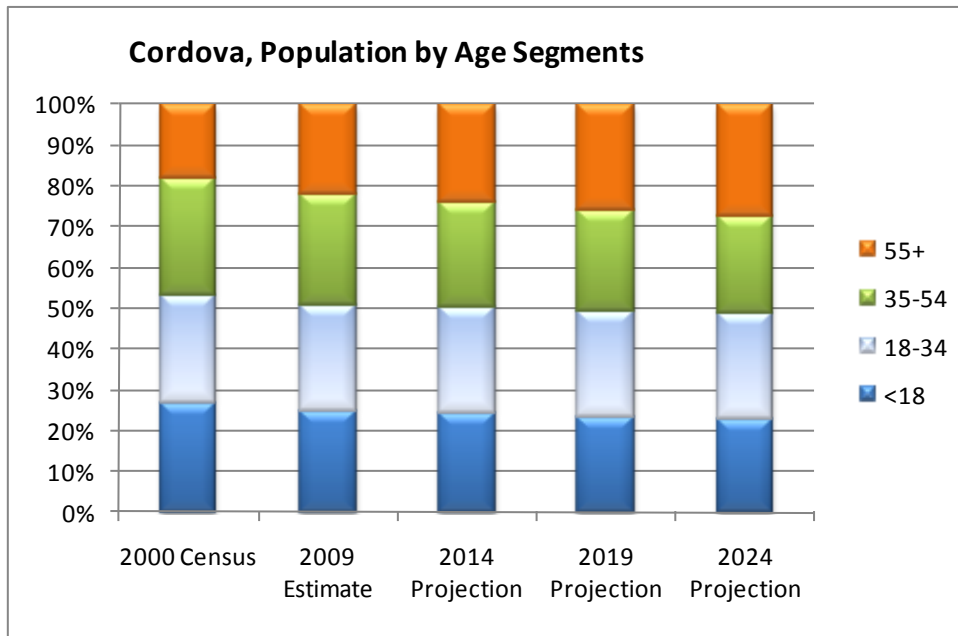


Figure 35 - Population by Major Age Segment

Currently, the highest age group by numbers is the 35-54 age group which comprises 27% of the population or 29,921 individuals. This is a slight reduction from 28.8% in 2000 and it is projected to further decrease to 23.9% by 2024. This reduction is offset by the consistent increase in the 55+ age segment which is projected to increase from 22.3% currently to 27.3% by 2024. While this entails a noticeable growth in the 55+ age group, it is less in comparison to national trends and those exhibited by many surrounding communities in the area.

One potential reason for that is the high influx of younger families in the area. The rapid population growth seems to have been driven by younger families with children moving into the Cordova Recreation and Park District area. This would explain the consistent 18-34 population mix (almost 26% throughout the study period) and also the relatively high rate of U-18 individuals (25% currently).

Thus, the District truly caters to a very wide and diverse population base and the program offering would have to focus on youth centered programs as a means to continue attracting younger families and fresh job seekers. Some programs types include youth based programming, learn to swim programs, before and after school programs as well as youth and adult sports leagues and tournaments catered to them. At the same time, the active adult population would certainly demand increased availability of fitness and wellness programs, life skill programs, aquatics – aquarobics, therapeutic recreation and leisure activities.

Overall, in order to create the sense of community and tie the diverse segments together, it would be beneficial to have a variety of special events and family-based recreation opportunities for a multi-generational audience.

**2.3.3.3 GENDER**

The gender distribution does indicate a slight skew towards the female population. The ratio of females to males within the service area is expected to be around 51% females to 49% males over the entire study period (Figure 36)

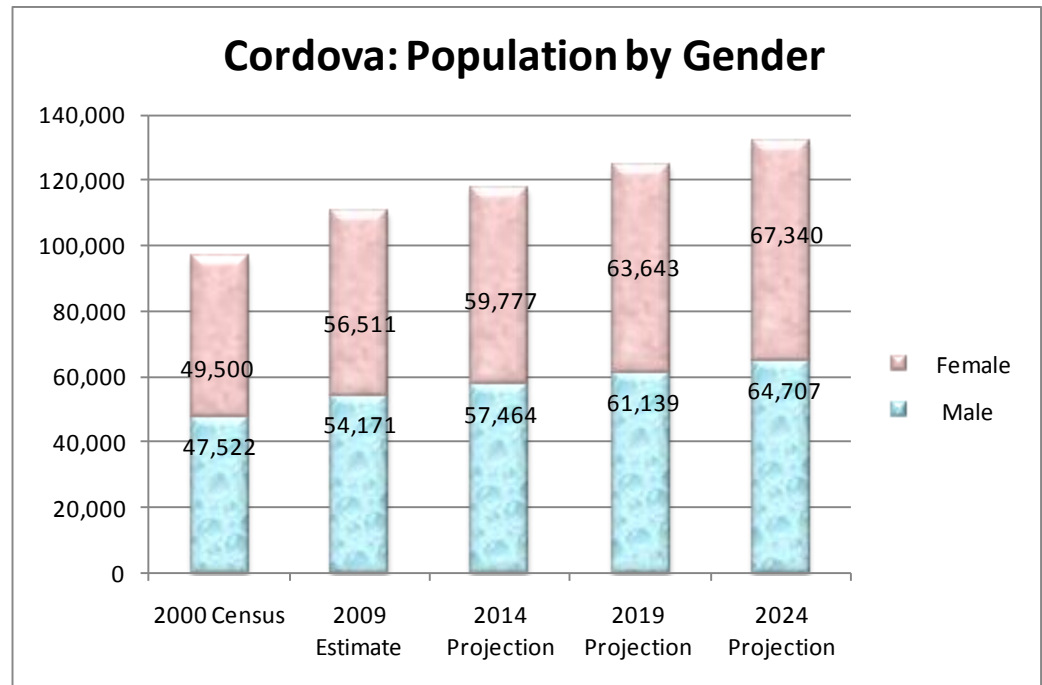


Figure 36 –Population by Gender

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of females participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for females are currently:

1. Walking
2. Aerobics
3. General exercising
4. Biking
5. Jogging
6. Basketball

7. Lifting weights
8. Golf
9. Swimming
10. Tennis

The top ten recreational activities for males are:

1. Golf
2. Basketball
3. Walking
4. Jogging
5. Biking
6. Lifting weights
7. Football
8. Hiking
9. Fishing
10. Hunting

While men and women have some common activities among the top ten, the frequency of participation in their preferred activities is higher in men than it is in women over a ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

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#### 2.3.3.4 RACE AND ETHNICITY

From a race standpoint, the Cordova CDP service area has racially and ethnically diverse population and this diverse mix is projected to increase in the years to come (**Figure 37**). The majority White Alone population is expected to reduce from 68% in 2000 to 50% by 2024. At the same time, the Black Alone and Asian population will increase to 11% and 15% respectively by 2024. Also, those belonging to two or more races will comprise 13% of the population by 2024. This diverse racial composition also results in a varied program preference as will be seen by Participation Trends by Race / Ethnicity later in this section.

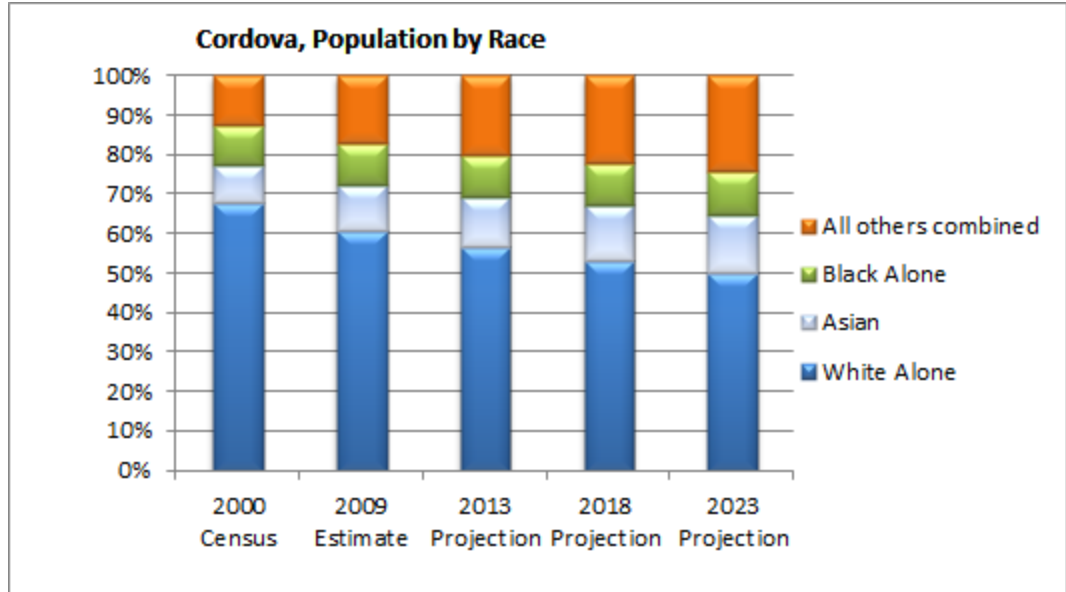


Figure 37 - Population by Race/Ethnicity

Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to grow significantly from 12% in 2000 to 21% by 2024 (Figure 38).

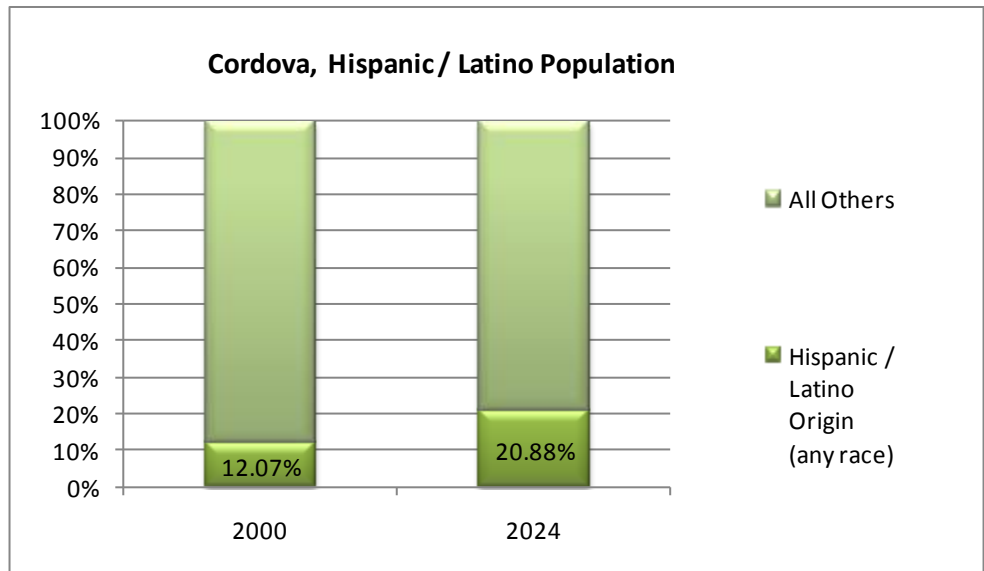


Figure 38 - Percentage of Individuals of Hispanic / Latino origin

**PARTICIPATION TRENDS BY RACE/ETHNICITY**

The White Alone population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the White Alone populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with Caucasian middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group exist. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics / Latinos.

The Black Alone population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

The Asian population is a very different yet distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities. They are often involved in walking/running, bowling and racket sports such as tennis, ping pong and badminton.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as **White Alone** in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

1. Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year)
2. Recreational Walking – 37.0% participation rate
3. Recreational Bicycling – 20.6% participation rate
4. Bowling – 20.4% participation rate

5. Treadmill Exercise – 19.1% participation rate

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the Caucasian population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the Caucasian population is more likely to participate in than the general public.

The five most popular activities for those of **Hispanic / Latino descent** are:

1. Recreational Swimming – 33.2% participation rate
2. Recreational Walking – 31.2% participation rate
3. Recreational Bicycling – 19.7% participation rate
4. Bowling – 18.5% participation rate
5. Running/Jogging – 18.0% participation rate

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

The top five recreational activities for the **Asian** populace in regards to participation percentages are:

1. Recreational Walking – 33.3% participation rate
2. Recreational Swimming – 31.9% participation rate
3. Running/Jogging – 21.6% participation rate
4. Bowling – 20.5% participation rate
5. Treadmill Exercise – 20.3% participation rate

The Asian populace participates in multiple recreational activities at a greater rate than the general population, with lacrosse being the activity boasting the greatest index of 615. Squash (Index Of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asians are more than twice as likely to participate in than the general public.

Analyzing the top five activities that the **Black Alone** populace participates in at the greatest rate results in:

1. Recreational Walking – 26.7% participation rate
2. Recreational Swimming – 20.2% participation rate
3. Basketball – 19.8% participation rate
4. Bowling – 17.5% participation rate

5. Running/Jogging – 14.3% participation rate

The African-American population, like the Hispanic population, is more than twice as likely to participate in boxing (Index of 208). Football (Index of 199) and basketball (Index of 160) are also among the higher participated in activities among the African-American populace.

2.3.3.5 HOUSEHOLD INCOME

The Cordova CDP’s income characteristics are average and projected to grow at a slow pace in the upcoming years.

The service area’s current median household income is \$54,270 and it is projected to grow to \$66,657 by 2024. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$24,792 currently to \$28,605 by 2024 (Figure 39).

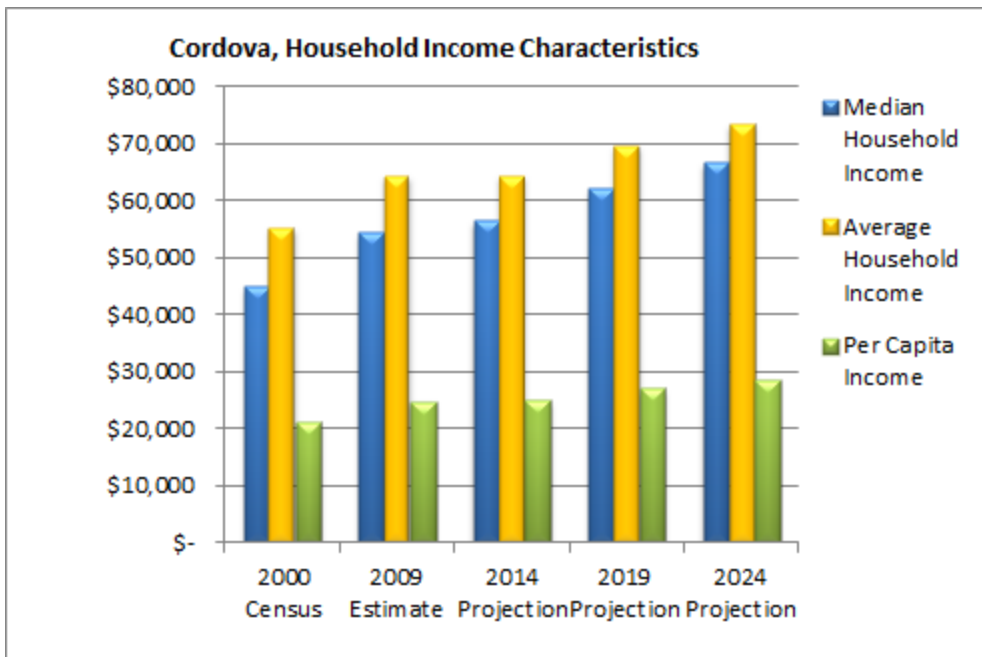
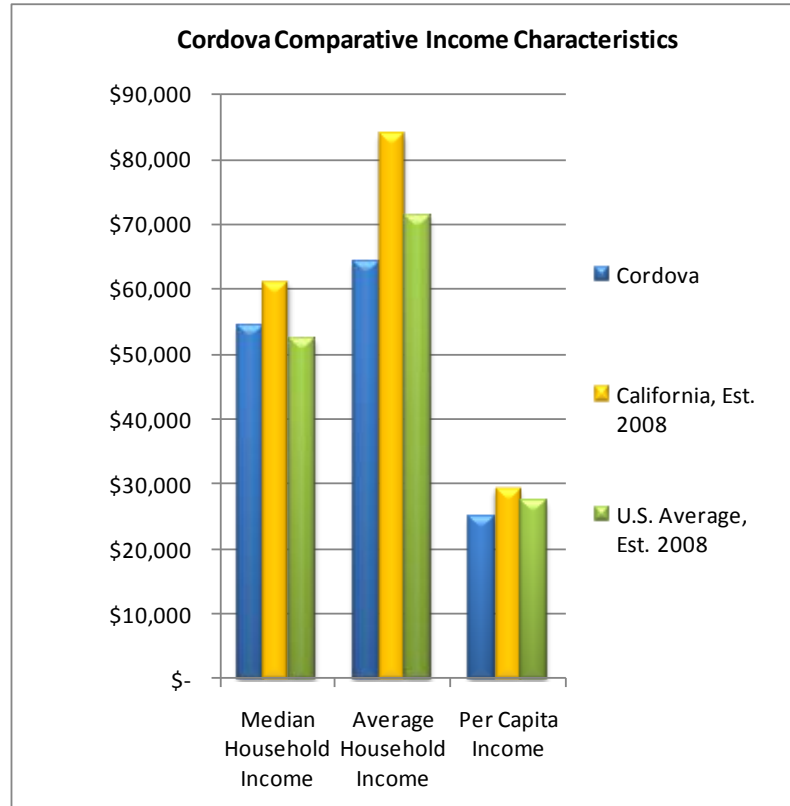


Figure 39 –Cordova Income Characteristics

As seen in **Figure 40**, Cordova CDP’s income characteristics are lower in comparison with that of the State and National averages. The median household income, the average household income and the per capita income are all lower than state and national averages. Part of this could be attributed to the presence of a large number of younger families that are newer in the workforce and also not at the same education levels, thus depressing their earnings. Given these characteristics, it would be important to focus on offerings that target family-based recreation and provide a good value for money.



**Figure 40 - Comparative Income Characteristics**



**CHAPTER THREE - PARK ASSESSMENT AND SERVICE LEVELS**

**3.1 PARK AND FACILITY ASSESSMENT**

**3.1.1 PARK AND FACILITY ASSESSMENT OVERVIEW**

The PROS Team conducted the facility assessment and visited each park and facility within the District over a 4 day time-frame (see **Appendix 2**). During this time the PROS Team assessed the condition of the parks and photographed all sites and assets within the system including:

Neighborhood Parks	Community Parks	Special Use Areas	Open Spaces
Bike Trails	Amphitheaters	Basketball Courts	BBQ Pits
Benches	Bleachers	Community/Activity Centers	Concessions Stands
Covered Areas	Drinking Fountains	Multi-courts	Open Grass Fields
Diamond Fields; Mounded, Small	Diamond Fields; Mounded, Large	Diamond Fields; Non-Mounded, Large	Diamond Fields; Non-Mounded, Small
Multipurpose Fields; Large	Multipurpose Fields; Small	Small Reservable Picnic Pavilion	Large Reservable Picnic Pavilions
Outdoor Pools	Parking Spaces	Picnic Tables	Playground Areas
Restroom Buildings	Tennis Courts	Trails; Hard Surfaces	Trails; Soft Surfaces

The PROS Team visited 38 sites within the District, comprising a total of 630.20 acres, and the overall value of the system is assessed as either really good or fair. There are several good parks within the system, with Stone Creek Community Park being an example of a newer park and Hagan Community Park as a classic example of an older park in good condition. Other great parks are Sonoma with an excellent design and assets usage and placement, the Village Green Park with its urban incorporation and Mather Sports Complex with its signature assets.

The quantity and quality of the bike trails within the district are also some of the premier assets in the region and the long range goal should be to systematically extend these assets. However there are many park sites and assets that are showing wear and have met or exceeded their lifecycle. Maintenance overall is good and the older parks are well taken care of despite aging assets. Vegetative bedding, as seen in the newer parks throughout the system should be replicated into the older parks to create uniformity

Brand inconsistencies exist throughout the system applied to entrance signs, sign locations, color schemes, directional signage, and amenity signage and park furniture. Signage should be updated and made consistent through the District, and directional signage along trails should be added to district facilities.

## 3.2 FACILITY/AMENITY STANDARDS, LEVELS OF SERVICE AND SERVICE AREA ANALYSIS

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### 3.2.1 FACILITY STANDARDS OVERVIEW

Facility Standards are guidelines that support investment decisions related to parks, facilities and amenities. Facility Standards could change over time as the program lifecycles change and demographics of a community change. Park Service Areas determine how much of the population within a certain proximity will be served by a specific type of facility. Park Service Levels indicate how many of the resident population will be served by a specific facility.

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### 3.2.2 SERVICE LEVEL ANALYSIS

In 2009, the District utilized a City of Rancho Cordova General Plan Survey conducted in 2004, a CRPD Park Standards and Needs Assessment conducted in 2005 by MIG, Inc., and a comparative analysis performed by Gates & Associates in 2009 to initiate the discussion about the appropriate service levels for the District. The original service levels proposed in 2006 included heavily programmed park sites with limited use facilities and numerous community-wide and District-wide features, such as football fields, rubberized tracks, a campground and an indoor soccer arena. These levels were revised due to the high capital costs that were proposed. In 2009, the Gates study analyzed park amenity service levels of the Roseville, Folsom and Cosumnes areas and developed comparable standards for the District (see **Figure 41**). This methodology and outcome was presented to a Joint Work Session of the City of Rancho Cordova City Council and the CRPD Board of Directors on January 27, 2011. During that same time period, CRPD worked with PROS Consulting to conduct two surveys to determine demographic trends and associated park and recreation needs of the District (see **Chapter 2**). Simultaneously, from 2009 to 2011, CRPD participated with the Northstate Building Industry Association (BIA) and Sacramento County to write a 'Tentative Agreement in Principle' to the Sacramento County Board of Supervisors to produce a park 'Quimby' standard for all of the Park Districts in Sacramento County. Standards for the 'Infill Park Districts' were adopted in 2010. Discussions with the 'New Growth Districts' stalled as the proposal did not address geographic differences, future needs and demographic trends. The CRPD determined to proceed with a policy that would create parity throughout all areas of the District and determined that CRPD would negotiate its own service level program with Sacramento County. In 2010, PROS evaluated Park Service Level standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, standards established by the Quimby Act in California, and recreation activity participation rates reported by American Sports Data as it applies to activities that occur in the United States. Pros also preformed a needs-based analysis for the Cordova Recreation and Park District area. A summary findings of this analysis can be found in **Chapter 4**.

<b>JANUARY 2011 SERVICE LEVEL PROGRAM</b>				
<b>Facility</b>	<b><u>per 100K</u></b>	<b><u>Service Level</u></b>		
Neighborhood Parks - Basic Improvements	240	5 acres per 1,000		
Community Parks - Basic Improvements	260			
Baseball Field - Adult - Lighted - Game	1	1	per	100,000
Baseball Field - Little League - Lighted - Game	6	1	per	16,667
Baseball Field - Little League - Unlighted - Game	6	1	per	16,667
Baseball Field - Senior/LL/Teen - Lighted - Game	1	1	per	100,000
Basketball Outdoor Neighborhood Park	16	1	per	6,250
Basketball Outdoor Community Park	12	1	per	8,333
Football Field	1	1	per	100,000
Football Field with Synthetic track	1	1	per	100,000
Indoor Soccer	1	1	district-wide	
Softball Field - Men's lighted - Synthetic	4	1	per	25,000
Softball Field - Girl's Unlighted - Game	6	1	per	16,667
Softball Field - Girl's Lighted - Game	6	1	per	16,667
Soccer Field - bantam - Small - Neighborhood	5	1	per	20,000
Soccer Field - bantam - Small - Community	1	1	per	100,000
Soccer Field - bantam - Large - Neighborhood	4	1	per	25,000
Soccer Field - bantam - Large - Community	2	1	per	50,000
Soccer Field - bantam - Regulation Grass Neighborhood	9	1	per	11,111
Soccer Field - bantam - Regulation Grass - Community	10	1	per	10,000
Soccer Field - Regulation Synthetic turf - Lighted	3	1	per	33,333
Handball	2	1	per	50,000
Bocce Ball/Petanque - neighborhood (2 court complex)	4	1	per	25,000
Bocce Ball/Petanque - competition (4 court complex)	2	1	per	50,000
Horseshoes - Neighborhood	10	1	per	10,000
Horseshoes - Community (2 court)	8	1	per	12,500
Skate Park - Community Park	1	1	per	100,000
Skate/BMX	1	1	per	100,000
Skate BMX 'spot'	4	1	per	25,000
Tennis Courts - Lighted (2 courts ea.)	10	1	per	10,000
Track for fitness - 1/2 mile	2	1	per	50,000
Volleyball (sand)	4	1	per	25,000
Volleyball (sand) tournament (6-court complex)	1	1	per	100,000
Amphitheater for 500	2	1	per	50,000
Aquatic Center (38% of total cost to new development)	1	1	district-wide	
Teen/Before/After School/day Camp Activity Center	3	1	per	33,333
Community Center (40,000) sq. ft.	1	1	per	100,000
Community Center (24,000) sq. ft.	1	1	per	100,000
Wellness/Senior Center (12,000) sq. ft.	1	1	per	100,000
Community Market Place	1	1	per	100,000
Dog Park - Neighborhood	3	1	per	33,333
Dog Park - Community	1	1	per	100,000
Lake Feature	1	1	per	100,000
Play Area - Neighborhood	45	1	per	2,222
Play Area - Community	4	1	per	25,000

Play Area - Destination	4	1	per	25,000
Play Area - Universal	1	1	per	100,000
Spray Area - Neighborhood	13	1	per	7,692
Spray Area - Community	5	1	per	20,000
Spray Area - Destination	3	1	per	33,333
Water Feature - Neighborhood	7	1	per	14,286
Water Feature - Community	3	1	per	33,333
Restrooms Small - Neighborhood	35	1	per	2,857
Restrooms Small - Community	3	1	per	33,333
Restrooms Medium Neighborhood	3	1	per	33,333
Restrooms Medium Community	9	1	per	11,111
Restroom/concession/storage (1,700 sq. ft.)	1	1	per	100,000
Sport Park Concession	2	1	per	50,000
Batting Cages	1	1	per	100,000
Batting Cages - Small	5	1	per	20,000
Site Storage Facilities	4	1	per	25,000
Corporation Yard (38% of total cost to new development)	1	1	district-wide	
District Offices (38% of total cost to new development)	1	1	district-wide	
Multi-use Turf Area - Small Neighborhood	18	1	per	5,556
Multi-use Turf Area - Small Community	2	1	per	50,000
Multi-use Turf Area - Large Neighborhood	7	1	per	14,286
Multi-use Turf Area - Large Community	3	1	per	33,333
Group Shade/Picnic Area - Small Neighborhood	54	1	per	1,852
Group Shade/Picnic Area - Small Community	16	1	per	6,250
Group Shade/Picnic Area - Large Neighborhood	15	1	per	6,667
Group Shade/Picnic Area - Large Community	16	1	per	6,250
Group Shade/Picnic Area - Destination	2	1	per	50,000
Neighborhood Gather Place	10	1	per	10,000
Neighborhood Gather Place - Small	20	1	per	5,000
Community Gathering Place	4	1	per	25,000
Off-street parking	1,475	1	per	68
Archery Range	1	1	per	100,000
Disc Golf Course	1	1	per	100,000
Expand Gymnasium @ Middle School	2	1	per	50,000
Expand Gymnasium @ Elementary School	10	1	per	10,000
Baseball Field - LL - Joint Use	12	1	per	8,333

**Figure 41 – Proposed Service Levels by Gates and Associates based on a Comparative Analysis in 2009**

### 3.2.3 SERVICE LEVEL AND SERVICE AREA REEVALUATION

After receiving public testimony at the joint CRPD Board/Rancho Cordova City Council/BIA meeting on January 27, 2011, a re-evaluation of the service level program was performed.

CRPD went through an administrative change on February 16, 2012. On April 9 2012, the CRPD Board of Directors, new administrator and the CRPD Management Team held a retreat to determine the future of the District over the next five years. One of the outcomes of this retreat was a determination by the Board of Directors and staff to make the District's future park facilities attractive, reasonable and financially sustainable. Park development standards were subsequently revised to include a philosophy that neighborhood parks would be more passive in nature and community parks would be more active in nature. The park program would also include larger, but limited district-wide attractions and facilities. Based on this new philosophy, the service-level program was once again reevaluated from March 2012 to August 2012 combining the comparative performance standards analysis work performed by Gates & Associates and the hierarchical needs-based analysis performed by PROS Consulting to generate a program that was flexible, operationally feasible, financially sustainable, and addressed community needs.

Several changes were made to make the program more sustainable and include:

- 1) Moving sports facilities and restrooms from the neighborhood parks to the community parks.
- 2) Increasing flexibility in field use by reducing limited-use and enhancing multi-use fields.
- 3) Reducing the total number of sprayground facilities in neighborhood parks and replacing with enhanced facilities in community parks.
- 4) Replacing full-court basketball in neighborhood parks with half-court facilities.
- 5) Eliminating CRPD-built football field and track facilities and entering into agreements with the four school districts within CRPD boundaries to utilize football and track facilities in a joint-use format.

Park Service Areas and Standards are defined as follows:

- 1) Neighborhood Parks shall be located in neighborhoods. They are 2 acres to 15 acres in size with passive programming and a service radius area of ½ to ¾ mile. They shall be bordered on three sides with residential street frontage (one side of residential street frontage may be substituted by elementary school frontage). The remaining property line shall be fenced by a 6' CMU split-face wall with a decorative cap when bordered with residential or commercial properties (this may be substituted by creek frontage if applicable). When adjacent to schools, decorative fencing with access gates shall be used on the property line. Neighborhood Parks shall not be located on lands that are unusable or not programmable.
- 2) Community Parks shall be centralized in villages and community areas. They are 15 acres or greater in size with active programming with a service radius of 1 – 1 ½ miles. They shall be bordered on two sides with residential street frontage and one side with connector roads (one side of residential street frontage may be

substituted by high school or middle school frontage). The remaining property line shall be fenced by a 6' CMU split-face wall with a decorative cap when bordered with residential or commercial properties (this may be substituted by creek or lake frontage if applicable). When adjacent to schools, decorative fencing with access gates shall be used on the property line. Community center buildings shall be located on or adjacent to Community Parks. Community Parks shall not be located on lands that are unusable or not programmable.

- 3) District-Wide Facilities are facilities that serve the entire District (Office Complex, Corporation Yard) shall be constructed in centralized locations near to or on Community Park property.
- 4) Urban Plazas are parks that are urban in nature with a plaza-like feel and are acceptable in commercial and densely urbanized areas. They are eligible for Quimby credit and shall be reviewed and credited on a case-by-case basis.
- 5) Lakes and Creeks – CRPD will not accept or maintain lakes or creeks. These are not eligible for Quimby Credit.
- 6) Drainage Basins – CRPD will not accept or maintain any portion of a drainage retention/detention basin.
- 7) Other than Quimby Parkland: Any additional parkland outside of the 5 acres per 1,000 population shall be owned and maintained by the City, County, POA or HOA in which it is located. The District may enter into an MOU to maintain these facilities only if fully funded.

The 'City-wide' category was eliminated and the aquatics facility service level was redefined at 1 per 140,000 population. The Quimby provision requirement remained at 5 acres per 1,000 population.

With this new program, the final service level program was approved by the Cordova Recreation and Park District Board of Directors on September 12, 2012. This program can be viewed in **Appendix 4**.

## CHAPTER FOUR - 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 communities served by the District.

The ranking model used by the PROS team evaluated both quantitative and qualitative data. The statistically valid Community Survey was used to provide quantitative data. The survey asked respondents to list what they thought were their unmet needs and then to rank those needs in order of importance. The qualitative data was based primarily on resident feedback obtained through community input meetings.

The model also used a weighted scoring system to determine the priorities for parks and recreation facilities / amenities and recreation programs. This weighted scoring system provided values of three (3) for both unmet needs and importance, and four (4) for consultant evaluation. This breaks down so that out of a total of 100% unmet needs equals 30% of total score importance equals 30% of total score, and consultant evaluation equals 40% of total score.

These rankings were used in developing the Capital Improvement Plan as well as the overall recommendations.

This scoring system considers the following:

- Community Survey
  - Unmet needs for facilities and recreation programs – Factor derived 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 programs has been met. Survey participants were asked to identify this for 27 different facilities / amenities and 26 recreation programs. Weighted by a value of 3.
  - Importance ranking for facilities and programs – Factor derived from the importance allocated to a facility or program by survey respondents. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted by a value of 3.
- Consultant Evaluation
  - Factor derived from the consultant’s evaluation of program and facility priority. Based on survey results, demographics, trends and overall community input. Weighted by a value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the District’s system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1-9), Medium Priority (10-18), and Low Priority (19-27).

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. **Figure 61** and **Figure 62** below depict the Facility / Amenity and Recreation Program Priority Rankings.

**Figure 42** shows that walking, biking trails and greenways, small family picnic area and shelters and small neighborhood parks were the top three facilities / amenities. These were followed by playground equipment, outdoor swimming pools and indoor running / walking track.

<b>Cordova Rec. and Park District</b>	
<b>Facility/Amenity Priority Rankings</b>	
	<b>Overall Ranking</b>
Walking, biking trails & greenways	1
Small family picnic area & shelters	2
Small neighborhood parks	3
Playground equipment	4
Outdoor swimming pools	5
Indoor / walking running tracks	6
Off-leash dog parks	7
Splash pads / spray grounds	8
Large community parks	9
Nature center	10
Community gardens	11
Large family picnic area & shelters	12
Youth soccer fields	13
Senior center	14
Gyms / indoor recreation or comm. centers	15
Outdoor tennis courts	16
Amphitheaters	17
Disc golf course	18
Outdoor basketball courts	19
Youth baseball fields	20
Adult soccer fields	21
Multi-purpose fields	22
Adult softball fields	23
Youth softball fields	24
Skateboard parks	25
Youth football fields	26
Archery range	27

**Figure 41 - Facility/Amenity Priority Rankings**



Figure 43 shows that Adult fitness and wellness programs, swim lesson / aquatics programs and community wide special events were the top three program priorities in the community. Senior programs, Visual and performing arts programs and cultural programs round up the top six.

<b>Cordova Rec. and Park District Program Priority Rankings</b>	
	<b>Overall Ranking</b>
Adult fitness and wellness programs	1
Swim lessons / aquatics programs	2
Community wide special events	3
Senior programs	4
Visual and performing arts programs	5
Cultural programs	6
Youth sports programs	7
Environmental education programs	8
Trips / excursions	9
Pre-School programs	10
Martial arts	11
Outdoor skills / adventure programs	12
Youth fitness and wellness programs	13
Adult life skill and enrichment programs	14
Adult sports programs	15
After school programs	16
Gymnasium / tumbling programs	17
Youth summer camp programs	18
Youth life skill and enrichment programs	19
Tennis lessons / leagues	20
Youth and adult golf	21
Teen events	22
Birthday party package	23
Programs for individuals with disabilities	24
Before school programs	25
Package parties	26

Figure 42 - Program Priority Rankings

## CHAPTER FIVE - OPERATIONAL ASSESSMENT

One of the most critical components of the Strategic Master Plan is the Operational Assessment. The quality of internal operations and the connection to key internal business processes are critical components of the effective implementation of the Plan. The success of planning efforts is greatly dependent upon the leadership ability within the organization to administer, manage, and monitor the Plan's recommendations. In addition, the ability of the District staff to learn, grow, and develop competencies and align with strategy, is paramount to the Plan's success. The intent of the Operational Assessment is to provide feedback and guidelines about the District's operations as a way of continuously improving and strengthening operations.

Recognizing the importance of staff involvement in a strategic planning process, the Assessment significantly relies on thoughts and perspectives from staff members and other individuals close to the District. The operational review included nine staff focus group meetings and a meeting with the Administrator. This resulted in approximately 30 staff members participating in the employee interviews, representing all areas of the District. In addition, comments from the public input process, consisting of a series of key leader interviews and focus groups also provided information for the Assessment. Again, it must be noted that these meetings were conducted over 18 months ago and reflect the opinions and perception of the time.

All of the staff members were involved in responding to a series of questions addressing internal operations. Topic areas included:

- Staffing
- Work schedules and work loads
- Organizational structure
- Direction setting
- Departmental performance
- Technology
- Resources to do the job
- Financial systems
- Ensuring quality of operations
- Sustainability practices
- Human resource requirements

In addition to the employee focus groups, existing District documents were reviewed as well, including organization structure and staffing, policy manuals, park inspection forms, training schedule, the Park and Recreation Ordinance, and general forms, documents, policies and procedures.

### 5.1 CURRENT STAFFING LEVEL

Employees had a difficult time assessing current staffing levels as a result of the vacant positions. However, since the time of the interviews, a Recreation Manager was hired,

which should significantly help the direction for Recreation staff. In addition, the District is in the process of hiring a Finance Manager. Many of the public interviewed during the public input process expressed the opinion that the District is understaffed. Employees did comment that there is a need for more front-line employees dealing with the public. Park maintenance employees feel short staffed. Most of the work within Park Maintenance is done in-house, though they do contract out for some HVAC work.

During the public input process, residents commented about the lack of maintenance staff availability after hours and weekends. This should be considered an area to review as having staff available when the residents use the parks and facilities is an important customer consideration. The recreation group feels understaffed. The District currently has six staff, while the recommendation was 16 positions in a recent study. Six full-time recreation staff members and the Mather Sports Center Director are a small staffing complement for recreation for a community the size of the District.

Many employees feel overwhelmed with work, but this is not entirely a result of workload, but more a function of waste in processes and inertia from a long cycle time for decision making.

When asked about additional positions needed, responses included: someone to oversee technology, two additional maintenance employees at Mather, another landscape architect, and more recreation programmers, including a teen supervisor. Currently, there is no full-time staff position dedicated to overseeing technology. Public outreach and marketing is also a need, given the branding and image challenges of the District. The Parks staff mentioned the need for two additional maintenance supervisors as streetscapes and newer parks are now in-house.

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#### 5.1.1 RECOMMENDATION

- As budget resources allow, continue to fill needed positions, and add a technology position, finance and human resources position.
- The technology area should include Web site development and improvement. The public outreach/marketing area should also include a graphic designer/marketing support position.
- Within recreation, additional lower level recreation program coordinators are needed to grow the recreation programming area. The structure for parks will need to be reviewed for the addition of more maintenance employees as new parks are developed and come online

#### 5.2 ORGANIZATIONAL STRUCTURE

Similarly to the questions about staffing levels, employees also had a difficult time assessing the organizational structure as a result of the vacant positions. One employee commented that the vacant positions could be filled, but the root cause of the problem would still remain. The unfilled positions were mentioned in every employee focus group. This was mentioned frequently during the key leader interviews as well.

The Park Superintendent has one direct report, which does not meet the usual standard for efficient span of control. Most Park Superintendent positions oversee at least four to six

direct reports. Maintenance has three specialized crews, (Irrigation, special projects, and contract maintenance. There will be a 4th crew, overseeing streetscapes.

The planning area is staffed correctly and is helped with the presence and direction of a Senior Landscape Architect. The structure for Recreation is structured effectively, but more front line recreation programming positions are needed.

Notable positions absent from the structure are a dedicated technology position and human resources manager. Currently, the human resource area is a part of finance. There may be opportunity to spend less in legal fees with a human resources director. A human resource director can also provide guidance in the establishment of a good organizational work culture. These positions can be added in the future, as budget resources improve.

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#### **5.2.1 RECOMMENDATION**

- Complete a human resource plan that includes the development of a future organization chart, based on continued population growth and alignment with community needs
- In working with the Administrator and the Human Resource staff, develop a functional organizational structure that is based on key functional areas needed and then identifying the right individuals for that function
- The key is not right-sizing but right staffing where the District must focus on placing the right person, with the right skill set and the right pay in the required positions

#### **5.3 LEADERSHIP**

There used to be a feeling of inertia within the District as a result of decisions not being made. Employees mentioned the lengthy amount of time it takes for decisions to be made by the Administrator. However, under the current administration in 2011, things have started to change dramatically in a positive direction.

As a result, employees take some initiative in making decisions. The other additional concern about leadership relates to the lack of senior leader positions in finance. However, since the time of the employee interviews, this situation has been improved with the hiring of a Recreation Manager.

The organization culture does not lend itself toward high performance and the development of a spirited, innovative, or engaged work force. In terms of implementing a Strategic Master Plan, improvement of the work culture must be done in advance of being able to successfully deploy a Strategic Master Plan. Furthermore, the work environment is driven by fear, which hinders the ability to create good dialogue and relationships within the District. Improving the work culture is of paramount importance to implementing this Plan.

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#### **5.3.1 RECOMMENDATIONS**

- Establishment of a District culture, including the deployment of the mission, development of leadership guidelines, development of values and the development of a more open and accountable environment

- As a follow up to the development of a well-defined District culture, an orientation program should be established that provides District, Department, and individual job information
- As an additional way of implementing the culture of the District, a set of leadership guidelines should be developed as a way of modeling desired leadership practices

#### **5.4 BRAND AND IMAGE**

Based on comments from the public input process and staff focus groups, the overall image of the District is in need of improvement. There is a need to build credibility and public trust. This is particularly true for relationships with groups such as the Community Council and the City government. There is serious concern from the City about the District's ability to competently develop future parks. The District staff members seem to be fighting for their reputation.

There is a need for the District to model themselves after best practice organizations that offer good transparency and communication with residents. This includes the development, design, and maintenance of content for the Website. This is difficult to do without labor resources being dedicated toward this effort. As a result of the District's significant need to build brand and image, a public outreach and marketing coordinator should be hired to develop good external communications.

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##### **5.4.1 RECOMMENDATION**

- Improve the District's brand and image through a grass roots advocacy campaign, development of an external and internal communication plan, and strengthen relationships with other agency partners and groups

#### **5.5 INTERNAL COMMUNICATIONS/INTERDIVISIONAL RELATIONSHIPS**

District wide staff meetings as well as internal team meetings now occur on a regular basis and that has significantly helped alleviate some of the frustration with the lack of internal communication. Employees appreciated the opportunity to open up. Mather Sports Center was built without any input from maintenance and recreation, though Planning now does a much better job communicating with operational employees during park design. Internal communication needs significant improvement.

If communication were better, the amount of time performing firefighting activities would diminish. Too many times communication is done at the last minute. There is not a process for internal communication. Staff mentioned the need to do a better job talking to each other. It would help if there were regular staff meetings among departments. For the front desk team, communication works well, though they do not have the information they need, at times.

People want to get along, but there is a physical divide between maintenance and the administration building. Staff members feel generally uninformed about what is going on.

In order to improve interdepartmental relationships, it may be helpful if the District implemented an internal customer satisfaction system to determine levels of satisfaction toward support functions. The support functions include areas such as technology, finance, marketing, and maintenance. These areas provide important services to other employees.

Having a satisfaction measurement system in place can help to improve the internal relationships of the District.

Several employees mentioned the need for regular ongoing staff meetings. In previous years, there were staff meetings that were held after board meetings, which were helpful in keeping employees informed. The employees mentioned only hearing from the administrator when there is an emergency or when something is wrong. There should be an all hands meeting on a regular basis. The Administrator needs to communicate where he is, as staff receives calls asking for him, and the staff is unsure how to answer.

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#### 5.5.1 RECOMMENDATIONS

- Internal communication processes should be developed. Ideally, a team could oversee the implementation of the work to be done in this area. This can include developing guidelines for District wide and Departmental staff meetings, park design communication processes, leadership guidelines for desired leadership behavior, and measuring employee satisfaction toward internal communication. In order to effectively deploy good internal communication, it would be helpful to have communication as a performance appraisal job factor.
- Internal customer satisfaction process should be developed. Support areas such as finance, human resources, maintenance, and technology should have an annual employee satisfaction review of the quality of support provided. This can be done with an annual internal customer satisfaction survey.

#### 5.6 TECHNOLOGY

The technology area is another area of concern as the technology systems are outdated and insufficient. Maintenance employees must be in the shop to use a computer. On the positive side, there is online scheduling for sports programs. Centralized irrigation and lighting controls exist and are controlled by computer technology.

The IT position is currently being filled by a staff person who is not trained or compensated for IT work. Employees appreciate the help he gives, but it is insufficient. Employees need technology support seven days a week, and this support is not available. Some employees have PCs and some have Macs. Staff mentioned that computers are unreliable and email is unreliable. There is no capability to check other staff members' schedules. The Web site is not properly developed or managed. The program registration system is also in need of improvement.

Recreation staff uses their own cell phones. Maintenance does have cell phones, though sometimes, only a crew leader will have a phone. When the crew leader leaves a park, the rest of the crew members are without communication. There is no replacement system for cell phones. Within the planning area, there is a need for training in auto cad and GIS systems.

One of the most important components to excellent technology support is the ability of an agency to generate good data for decision making. As a result of an absence of an overall technology plan and outdated software, the District is not able to harness technology to support sophistication in decision making based on good data.

### 5.6.1 RECOMMENDATION

- A short term strategic technology plan should be developed to guide the District in implementing improvements. This includes identifying staff positions dedicated to technology, replacement schedules for computers and upgrades to software, improving the program registration process, and supporting employees with improved finance information

## 5.7 SUSTAINABILITY

In reviewing sustainable practices, the District can do much more in the area of reducing, reusing, and recycling. The District should be a leader in green practices, adopting an organizational approach including park design, operational practices, and general business practices. Currently the District does not have an agency wide recycling program, though there is recycling of lights and oil. In addition, there is some use of hybrid vehicles. Cleaning supplies have gone green, in some cases. Park maintenance uses wood chips for mulching. Water conservation is a significant issue, and there is a need to reduce turf areas. Within the Planning Department, there is an interest in having a certified irrigation auditor. The District should adopt a policy that implements the requirements of AB 1881 for water efficiency.

The District should strengthen its practices, first by having sustainable practices as part of the organizational culture. This can be achieved through the adoption of a Board policy statement relating to a commitment to green practices. Secondly, the District can perform an overall audit that identifies areas of strengths and weaknesses. An audit form is included in the appendix of the report. The information generated from an audit can then be used to develop an action plan over a course of three to four years.

Agencies around the country have developed success in deploying sustainable practices through the development of staff green teams and green citizen groups. These teams exist to assist in the implementation of sustainable practices.

### 5.7.1 RECOMMENDATIONS

- Develop a sustainability vision and define sustainable goals
- Complete a baseline analysis of current sustainability impacts, such as energy use, water use, and waste generation
- Adopt a water use policy that implements the requirements of AB 1881 and other water conservation legislation
- Establish sustainability indicators and track performance against sustainability goals. This type of effort is typically done after vision, goals and a baseline are established

## 5.8 HUMAN RESOURCES AND WORK CULTURE

Several areas were explored in the human resources area. The human resources area is vitally important for the development of a healthy organizational culture. This includes creating leadership competencies for all supervisors, a hiring process that attracts employees who are a good fit and possess the right competencies for jobs in the District, growth and development opportunities, and overseeing human resources functions such as salary and benefit administration.

During the employee focus groups, several employees mentioned problems associated with performing job functions in which they do not have requisite knowledge. There is no human resources department and the establishment of one should be a top future priority. Human resources should eventually be developed into a corporate style function, reporting to the District Administrator. The review of Human Resources included the following areas:

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#### 5.8.1 TEAMWORK AND COOPERATION

Individual departments within the District feel as though they work well within their work groups. However, there appear to be relationship issues between departments. It was identified that some departments are more cooperative than others. There is no accountability for departments who are non-cooperative.

Leadership needs to be developed in order to improve cooperation within the District. Although interdepartmental problems associated with teamwork and cooperation in park and recreation agencies are common, improvements in department managers' understanding of the "big picture" of the organization would help to create improved interdepartmental relationships. Implementing a 360 degree performance review, in which peer members are involved in the performance appraisal of their peers, may be helpful in improving relationships.

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#### 5.8.2 PERFORMANCE APPRAISAL PROCESS

Below the supervisory level of staff, employees receive regular performance reviews. However, for the supervisory level staff the performance review process does not occur as frequently. Some employees interviewed indicated that they are maxed out in their classification range and as a result have not been receiving regular appraisals. There were a number of employees who expressed concern that standardized levels of work output were not in place, leading to some employees not 'pulling their weight.' This was particularly evident amongst the supervisory level staff. One idea mentioned by a number of employees was to have employees review their supervisors' performance. The purpose of such reviews would be a way of making supervisory level staff accountable to the employees they supervise. This would remove inconsistent standards in accountability amongst staff and supervisors.

Overall, based on PROS' review of the performance appraisal process, it appears there are inconsistencies throughout the District. This process should be standardized with all employees getting not less than annual performance reviews, regardless of level of classification range or potential for step increases. Additionally, employee reviews of supervisory level staff should be considered as a method to improve expectations of supervisors from the employees they manage.

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#### 5.8.3 TRAINING AND DEVELOPMENT

An overall improvement of the District's employee training practices should be considered. At this point the only professional training mechanisms that are in place are training reimbursement, irrigation training for maintenance staff by Rainbird®, and California Parks and Recreation Society training programs, which some staff attend. However, beyond these examples, there is not much of a training program/process in place. Additionally, there is a



random approach to job specific competency training and development, with no standardization for new hire orientation, equipment use, chemical handling, or program development training.

Core competencies for each classification/job description should be established and training should be aligned with the need to develop these competencies. Examples of competencies include leadership, budget and finance, staff management, and job specific competencies including customer service, recreation program development, and equipment operation.

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#### 5.8.4 WILLINGNESS TO EMBRACE CHANGE AND INNOVATION

Willingness to embrace change and innovation was explored as a topic of discussion with staff, in order to determine the District's ability to improve and change. One particularly telling example was stated by a staff member as, "we aim at a dart board," when deciding where to go. This sentiment, coupled with the perception that an attitude exists to maintain the status quo since that is how the District has always done things, gives a clear and present picture that employees do not know the direction the District is trying to head.

The good news is that there was a very apparent appetite for the creation of a culture that embraces improvements to processes and the work environment. There is also a discernible desire to improve service delivery to the residents of the communities served by the District. However, it was noticeable that the employees surveyed did not know what should be implemented as they had no clear direction. Leadership of the District should make it a top priority to improve the culture of the organization by clearly outlining the direction in which the District needs to go while concurrently making apparent the expectations for improvement and change.

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#### 5.8.5 POLICIES

There are a number of written policies in place, but a number of those policies need to be updated and modified to meet current and future needs. One problem identified is that rules and regulations of the District are written by the attorney. This creates onerous language that generally reads too much like legalese. Additionally, the policy manual and personnel policy manual are outdated. PROS was informed by District personnel that updates to manuals are currently being worked on, but that it is a slow process being done piece by piece.

Policies for clearly describing to the development community what is expected with the newly developing areas of the District do not exist. Few design standards exist, including signage standards (which also affect the established parks and facilities). Maintenance standards are limited, leading employees to inconsistently and unfairly enforce those standards which do exist. Policies need to be written or re-written, and implemented to ensure uniform expectations throughout the District. Such policies will improve the image of the District both structurally and professionally.

It is PROS' recommendation that a full policy review should be conducted, and should be completed with a team of employees, from all levels of the organization, to oversee this project. The policy review should include creating an inventory of existing policies and identification of policies that need to be developed. Existing policies should be reviewed and updated as needed moving forward.

## 5.9 IMPROVING EFFICIENCY AND EFFECTIVENESS

During staff interviews specific questions were asked about District efficiencies and staff's ability to effectively provide high quality service to residents. Although the overall theme of needed improvements in communication and direction were the most prevalent responses, three specific issues affecting efficiency and effectiveness stood out.

Many staff mentioned a need to get vacant positions filled. Staff felt as though the lack of personnel strained work load, creating a work environment that is only reactive to problems. There was an obvious desire to improve processes in order to allow the District to operate in a more preventative manner. However, the general feeling was that there simply was not enough time to make the necessary changes to improve processes. Additionally, general sentiment was that work load is increasing while resources are shrinking. One specific example provided was the maintenance of streetscapes owned by the District. That work was previously contracted out and is now the responsibility of the Maintenance Department. The addition of this workload put additional strain on the department.

A lack of conformance with the National Recreation and Parks Association ("NRPA") recommended industry maintenance practices were mentioned as a concern. The District has in place regular inspections processes, but they are currently insufficient and do not provide for efficiencies. It was mentioned that staff is currently working on improving District maintenance standards, but there was concern regarding the lack of additional resources needed in order to adhere to improved standards, if implemented.

Finally, the maintenance tracking system utilized by the Maintenance Department is outdated and not automated. By not being automated, there is no way to track performance and determine where improvements could be made. Good maintenance systems are capable of tracking the percentage of demand (situations requiring reactive actions) versus preventative maintenance actions. Such a system could be vital to decreasing time spent on demand activities and improving efficiency and effectiveness of maintenance staff. Such a system should be a goal the District explores.

On a positive note, some staff mentioned that Doug Critchfield, Interim District Administrator, visits the Maintenance Department on a regular basis in an effort to better understand maintenance issues. This is important not only to the efficiency and effectiveness of maintenance procedures, but more importantly it improves communication vertically within the organization. Simple communication can improve employee morale and thereby improve staff working capacity and effectiveness. The next step towards improving the communication channels should be to involve more employees in the annual budget process. This would provide staff knowledge of the challenges faced by the organization and include them in the process of finding solutions to problem areas.

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### 5.9.1 RECOMMENDATIONS

- A system needs to be established that can help District administration identify process waste. This includes providing staff with training in process management skills, identifying the processes in greatest need of improvement, and establishing departmental teams to review procedures and ideas for potential improvements.

- Implement a performance management system to help identify how the District is performing. This should be shared with the Board and staff.

## **CHAPTER SIX - CONCESSIONS ASSESSMENT**

PROS Consulting conducted a Concession Assessment to determine opportunities for the District to improve their operations and enhance their revenues. The Concession Assessment included a review of the following areas:

- Softball/Baseball Complex
- Indoor Recreation Center
- Golf Course Operations
- Shooting Range

The assessment included a review of the sites with staff and some limited meetings with the concession operators, where available.

### **6.1 SOFTBALL/BASEBALL COMPLEX**

The Softball / Baseball Complex has design limitations which make it difficult for the District to maximize revenues. The limitations include the following elements:

- Lack of storage on-site results in additional staff time to bring supplies in and out of the concession area on a daily basis. Currently the staff use the umpire's room for storage, which is inadequate
- There is only one cashier station serving customers at any one time. Additionally, the cash registers are not linked with a point of sale system which limits the District's ability to track costs, profits made, and inventory/re-order items
- Lack of a refrigerator/freezer onsite
- Limited seating outside for users to sit and eat
- The food menu is not targeted by type of user
- Pricing of food and drinks is not based on cost of service or profit margin goal
- The concession stand needs to have an outside menu board so people standing in line can determine what their food and drink needs are before they step up to the concession staff person
- Staff must cook outside on an outside grill
- The staff is not able to serve beer during adult softball tournaments
- Staffing makes up 28-30% of cost, which is 10% higher than most concession facilities operated by public agencies

#### **6.1.1 RECOMMENDATIONS**

- Consider increasing the size of the concession facility and remodeling the inside to allow for food storage as well as refrigerators and freezer space. Add outside menus to the building
- Standardize drink sizes, food portions and menu items for youth tournaments and leagues and adult tournament and leagues

- Acquire simple food items with high cost recovery levels such as sale of beer, popcorn, hot dogs, nachos, pretzels, three standard drink sizes only, pizzas, fries and hamburgers
- Add more seating outside of the concession stand to make it comfortable to eat
- Acquire a point of sale system to determine costs, profit made, and inventory/re-order items
- Continue to grill outside for tournaments
- Reduce staffing costs to 20% or less of total concession costs
- Name the concession stand
- Do not sell gum or seeds
- Determine the direct and indirect cost of service for each food item and sell food items that provide the best return on investments
- Run food specials on final day of tournaments to reduce food waste
- Train staff on up selling items when people order
- Establish beer sales for adult tournaments and add a refrigerator
- Market to the park users as well as to the sports complex users with signs that indicate what is offered and encourage them to use the facility
- Offer team discounts in advance of league or tournament play for a set price

## 6.2 INDOOR ACTIVITY CENTER

The Indoor Activity Center is limited for concessions. Currently the Center only offers limited food and vending items and is located in a non-conducive space for selling food. In addition, the site does not have a place for users to sit down while eating. Space is needed, with TV and Wi-Fi access, for users and parents to sit and eat when attending activities at the Center.

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### 6.2.1 RECOMMENDATIONS

- When the District decides to update the Center, or replace it with a new building, a concession area needs to be developed
- The District needs to sell easy food items such as popcorn and hotdogs with fountain drinks only
- Space for people to eat in or outside of the building needs to be created
- Vending machines should be kept to provide food service when the concessions are not available

## 6.3 GOLF COURSE OPERATIONS

The golf course pro shop is outdated in its design and image. The Proshop manager has a lot of inventory and low grade equipment, in stock for the size of the operation, which makes the shop feel cluttered and unorganized. The Proshop manager is on a long term contract (25 years plus). The District has made some needed improvements to the golf course and the restrooms on site with more improvements planned. The following limitations were observed at the golf course facility by PROS:

- There are a limited number of golf outings at the course
- The pricing of services needs to be addressed based on the value of the golf course and the price elasticity in the market for the courses of similar value
- The courtyard outside of the clubhouse and food service area needs enhancement
- No business plan is in place for the golf course, proshop or clubhouse
- Dress of the employees is inconsistent
- Driving range fencing needs improvement
- There are no performance indicators used by the District to hold the contractors on site accountable
- The golf Pro on-site gets 100% of the lessons
- The District pays the golf Pro a \$1,000 a month management fee
- The golf course does 60,000 to 70,000 rounds a year
- The golf course has the lowest golf fees in the state, with the most recent fee increase three years ago
- The golf course needs a new cart barn that is sufficiently sized
- The District replaces golf carts every 8 years on a rotational basis, which is four years longer than most public golf courses
- There are few female golfers who play the golf course
- The golf Pro on site uses volunteer marshalls who are provided free golf in exchange for their volunteered services – this limits opportunity for additional revenue
- There is one concession cart on the golf course at a time
- The food operation is managed by a separate contractor with very little coordination by the golf course manager
- The food service operator pays the District 12.5% of gross sales
- The food service menu is very limited
- No facility is available to host tournaments or after tournament hospitality due to a limited clubhouse and courtyard area
- Users of the food service operation have complaints because of a lack of wider menu of food options and poor customer service
- The District does not determine direct and indirect costs of operations for golf course maintenance, proshop, or clubhouse operations

### 6.3.1 RECOMMENDATIONS

- The golf Pro/manager contract is very fair in compensation for the work performed but needs to be updated based on the indirect costs associated with the performance of his/her duties. Indirect costs should be evaluated against his/her contract as it applies to the cost of maintenance of the proshop, utilities, capital improvements, and management oversight
- The proshop needs to be updated with an improved image. The shop needs to have more storage added so it is not cluttered with merchandise
- The clubhouse facility should be expanded and updated in order to support tournaments and/or special events. These improvements should be incorporated into an update of the courtyard area in front of the clubhouse and overall improvements to the golf course
- The District needs to consider the true direct and indirect costs to maintain the golf course. Analysis of these costs must account for price elasticity in the marketplace for golf and be used to determine future greens fees increases and cost recovery goals
- A marketing plan needs to be developed for the golf course. The plan should focus on improving attraction to a broader user group for the golf course
- An outing, youth, and women's program manager should be considered to promote increased use and encourage a wider age segment of users
- Golf course play has dropped by 40,000 rounds over the last ten years. A community-wide survey should be conducted to determine the cause of loss of play.
- Continued efforts to update the golf course, clubhouse, restaurant, driving range, patio, parking lots, and cart paths needs to be considered
- Operational standards need to be put into place by the District for maintenance, clubhouse operations and food service with measurable outcomes that are tracked on a monthly basis
- A business plan needs to be created for the golf course, proshop and food service operations
- The restaurant is in need of a total upgrade with a revised menu to attract a wider level of users
- The District needs to calculate the true direct and indirect costs of services for the restaurant and compare those costs against the 12.5% currently received from the contractor
- Most public golf food contractors pay the public golf facilities they operate under 15% of gross and 18% of alcohol, if sold
- Rates need to be evaluated and appropriately adjusted on an annual basis
- The restaurant needs to have two food carts on weekends

- Better coordination of food and golf needs to be outlined in the business plan developed
- The District should consider consolidating the golf course, food service and maintenance under one contract in order to market and manage the golf course in the most efficient manner
- A healthy food menu needs to be added to the restaurant
- Driving range needs to be updated and programmed

#### **6.4 CORDOVA SHOOTING RANGE**

The Cordova Shooting Range operation has been privately managed since 1979. The Range consists of a rifle and pistol range, skeet and trap shooting range and buildings to house a proshop and storage facilities. The District receives \$1,500 a month in rental lease from the concessionaire, but is responsible for all capital costs over \$1,000 dollars. The District has not assessed costs against lease revenue to determine actual cost recovery for the site. Key observations of the Cordova Shooting Range facility include:

- No business plan for the Range exists
- Fencing of the property is inadequate, particularly considering the number of people who live near the site
- Archery is not offered on the site
- Law enforcement training does occur on site
- Elk Grove and Sacramento County have the only other shooting ranges in the area. The District does not benefit from their market advantage of offering outdoor long range and skeet shooting
- The contractor allows storage of trailers on the premises, which is not outlined in the lease agreement. If money is received from renters, the District should be capitalizing on a portion of those revenues
- The District receives a flat rate from the concessionaire rather than a flat rate plus a percentage of gross income. This limits the District's ability to determine profitability of the Range
- Food service is limited on the site
- The site is not inviting as a public facility
- Signage to get to the site, as well as onsite, is inadequate
- No point of sale system is in place to adequately track costs, profits, or inventory/re-order items
- The District does not have any performance indicators to hold the concessionaire accountable to any level of expectation
- The District approves fees on a total land lease basis



- The Concessionaire has paid \$500,000 into a maintenance fund, managed by the District, and would like to see an accounting of how funds have been reinvested in the site
- Several Capital improvements are needed to bring the facility up to acceptable condition, including the parking lot and a lead collection system

#### 6.4.1 RECOMMENDATIONS

- The District should require the Concessionaire to develop an annual business plan, for the coming years, and include performance indicators to measure success. The business plan should be approved by the District
- The fence around the perimeter of the property needs to be installed by the District as a safety element to prevent public access to the site
- No storage of private property should be allowed on the District's property without written approval by the District
- An improvement plan to modernize the site and improve the image of the Range should be considered
- The District should consider sending the operations contract for managing the Range out for competitive bid every 10 years if there are no capital improvements made to the site. Or, every 20 years if significant capital improvements are made by the contractor
- The District should negotiate a flat lease rate for the property and include a percentage of gross revenues made from the Range. Additionally, District costs should be compared against the lease rate and gross revenues to determine cost recovery for future negotiations with the Concessionaire
- Quarterly meeting with the Concessionaire and the District Administrator should be held
- The District should require Concessionaire to install a point of sale system in order to confirm gross revenues as reported and ensure proper accounting
- The District needs to supply to the contractor an accounting of the \$500,000 dollars of investment by the contractor
- Improvement to the pistol range is needed
- The entire site requires major renovations

## CHAPTER SEVEN - FINANCIAL ANALYSIS

### 7.1 INTRODUCTION

This chapter assesses the current fiscal state of the District and focuses on key financing strategies to support the Master Plan. The financial analysis identifies existing available funds to support the capital program and presents trends with current operations and funding. It is an in-depth review of the revenues, expenditures, and capital funds of the District and includes the budgets of the General Fund, the Special Revenue Funds, and the Enterprise Fund. Trends were evaluated to determine financial integrity and anticipate directions for the future. Where data was available, cost recovery was analyzed by activity type to present expenditure recovery through fees and charges. Additionally, pricing strategies are included to guide staff in determining fees and implementing a pricing policy. Overall, the various components of the analysis will help provide better guidance and a roadmap for future financial planning decisions made by the District.

#### 7.1.1 DATA REVIEWED

The PROS Team reviewed the detailed cost and activity information prepared by the District staff. Following is a list of the cost and activity data reviewed by PROS:

- Comprehensive Annual Financial Reports for years ending 2004 through 2007
- Annual Budgets by Fund for fiscal years 2006 through 2011

The financial statements and budget reports were analyzed to assess the financial condition of the District.

#### 7.1.2 DISTRICT OVERVIEW AND FINANCIAL PROFILE

The District is an independent local government entity with a financial structure that includes four Major Governmental Funds, three Non-Major Governmental Funds, and one Enterprise Fund.

The Financial Analysis is organized into six sections:

- General Fund
- Independence at Mather Landscape and Lighting Assessment District
- Villages of Zinfandel Community Facilities District
- Sunridge Community Facilities District
- Cordova Golf Course, Enterprise Fund
- Park Maintenance and Recreation Improvement District

The period for the analysis includes fiscal years from 2005 through 2010. The data used for the analysis are the actual amounts for years 2005 through 2009. The analysis was done at a time when the actuals for 2010 were not available and thus projections for 2010 were used. The fund balances for budget purposes are projected at zero (\$0.00.)

## 7.2 GENERAL FUND

The District administers a total of 438 acres, which includes 18 neighborhood parks, 6 community parks, 3 community swimming pools, the Cordova Community Center at Hagan Community Park on Chase Drive, the Cordova Senior Center on Routier Road, Mather Sports Complex, Riverview Community Center, Mills Station, the Cordova Public Shooting Center on Douglas Road, and the Cordova Golf Course on Jackson Road (in a separate fund.) Many of these parks connect via trails or paths to the American River Parkway, which crosses through the District boundaries.

### 7.2.1 GENERAL FUND TRENDS

The General Fund expenditures, including transfers in and out, have been annually adjusted through the budget process to ensure they are generally in-line with revenues. As shown in **Figure 44**, General Fund revenues and expenditures climbed significantly in Fiscal Year 2008/09 due to increased grant funds received by the District. In Fiscal Year 2010/11 the District saw a dramatic decrease in revenues and expenditures as the grants expired. When

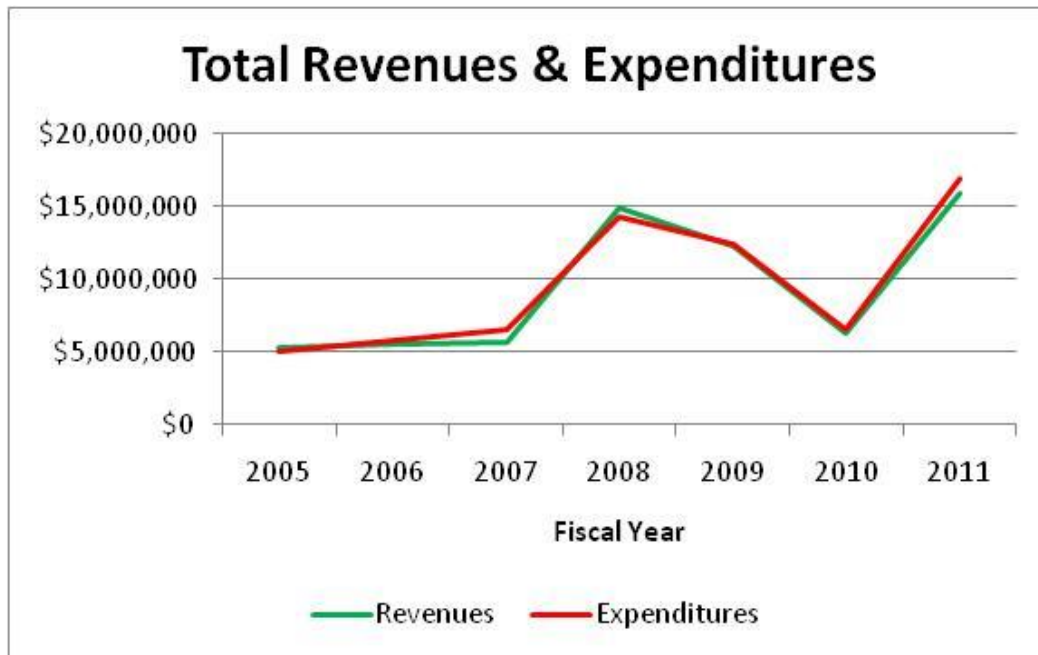


Figure 43 - Total Revenues and Total Expenditures

adjusting for the spike in revenues and expenditures as a result of the grants received, the District’s revenues and expenditures have maintained at fairly consistent levels.

**Figure 45** compares General Fund balance, and all reserves, to total operating expenditures. In relation to the total expenditures over the period analyzed, the total Fund balance and reserves have decreased. A continuing decrease will erode the strength of the fund. **Figure 46** represents total reserves to total expenditures as a percentage for each of the years analyzed. The high target for the District is 25% reserves to expenditures, with 17% being a low target. While the percent of total expenditures has historically exceeded the target range, recent year decreases have caused fund balance and reserves to dip below the target range. A range of reserves between 60 and 90 days of operating costs is generally acceptable to cover unexpected revenue drops or unusual expenditures. The fund supports the general operating costs of the District as well as all capital projects not funded by other targeted funding sources.

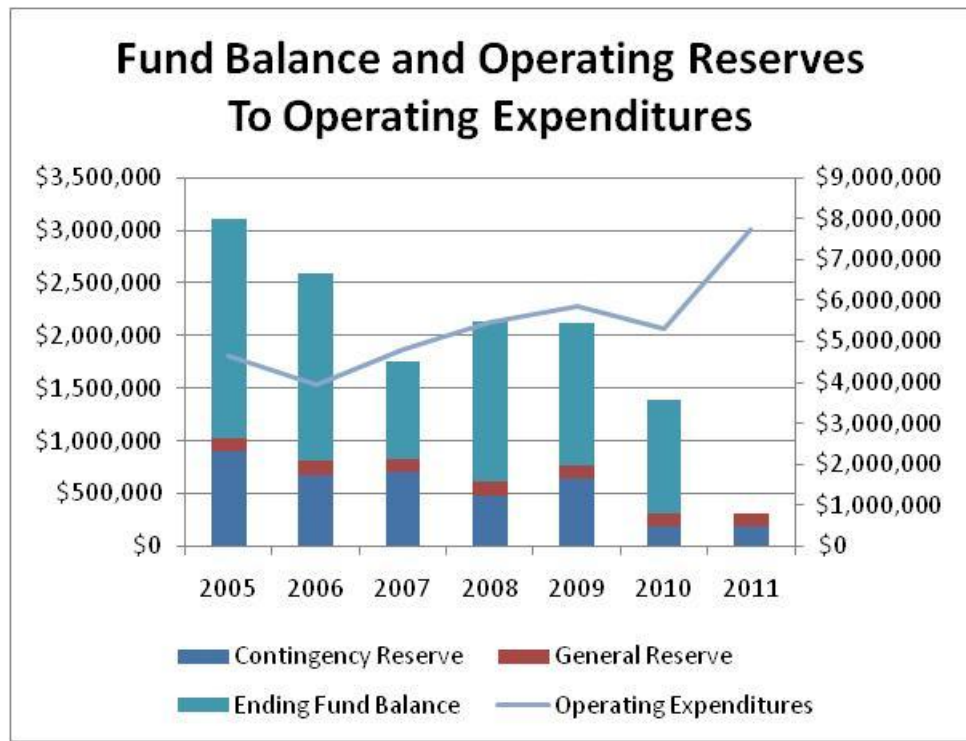


Figure 44 - Funding and Reserves to Expenditures

	2005	2006	2007	2008	2009	2010	2011
Total Reserves to Total Expenditures	82%	159%	159%	32%	23%	37%	14%
Low Target	17%	17%	17%	17%	17%	17%	17%
High Target	25%	25%	25%	25%	25%	25%	25%

Figure 45 - Comparison of Funding and Reserves to Expenditures with Targets

The operating revenues and operating expenditures are shown in **Figure 47**. Historically, operating expenditures, or cost recovery, exceeds the operating revenues recovered for those operations. Prospective operating costs will likely never be 100% recoverable, and therefore will always be sunk cost.

**Figure 48** exhibits cost recovery by showing operating revenues as a percentage of operating expenditures. The target cost recovery percentage for the District is 40%. As is apparent in **Figure 48**, the District has historically operated below this cost recovery goal. Pricing should be analyzed and adjusted in order to bring the cost recovery percentage in line with the 40% goal.

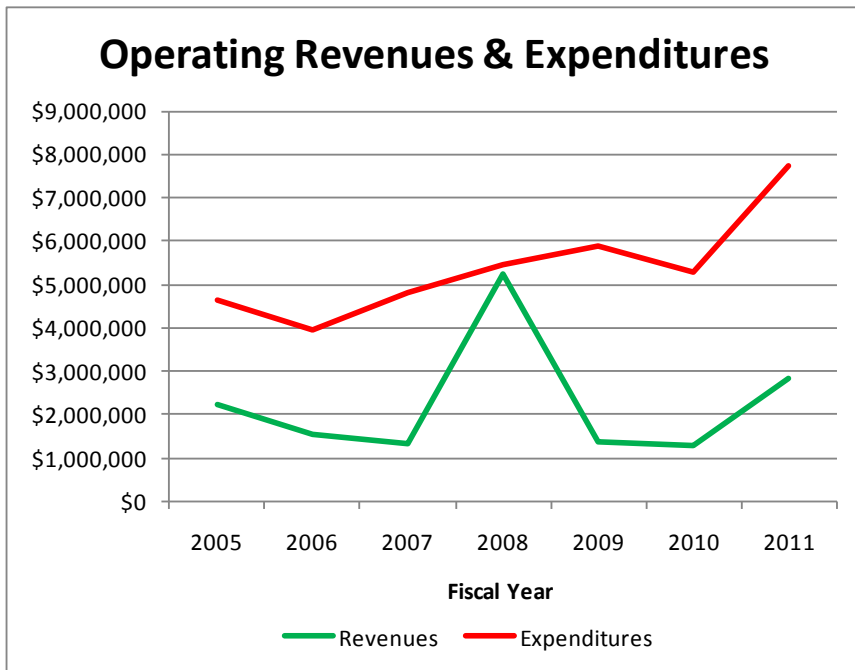


Figure 46 - Operating Revenues and Operating Expenditures

	2005	2006	2007	2008	2009	2010	2011
Operating Recovery	48%	39%	28%	96%	23%	24%	37%
Operating Recovery without Lease Income	48%	33%	28%	23%	23%	23%	36%

Figure 47 - Percent of Operating Cost Recovery

**7.2.2 GENERAL FUND PROGRAMS**

Aquatics, Recreation, and Resale program areas are shown in **Figure 49**. The direct revenues, direct expenditures, and percent cost recovery are shown for each program.

Aquatics	2005	2006	2007	2008	2009	2010	2011
Revenues	\$80,228	\$93,414	\$109,199	\$118,385	\$104,018	\$112,712	\$142,916
Expenditures	\$270,332	\$324,993	\$292,909	\$318,360	\$314,468	\$320,832	\$332,584
Recovery	30%	29%	37%	37%	33%	35%	43%
Recreation	2005	2006	2007	2008	2009	2010	2011
Revenues	\$588,041	\$505,960	\$493,946	\$500,919	\$602,853	\$788,717	\$1,709,880
Expenditures	\$535,695	\$483,776	\$490,590	\$452,714	\$499,183	\$524,553	\$579,595
Recovery	110%	105%	101%	111%	121%	150%	295%
Resale	2005	2006	2007	2008	2009	2010	2011
Revenues	\$130,341	\$38,643	\$15,315	\$12,527	\$24,759	\$63,818	\$266,300
Expenditures	\$106,802	\$10,571	\$6,782	\$6,774	\$9,083	\$28,060	\$79,134
Recovery	122%	366%	226%	185%	273%	227%	337%

**Figure 48 - Program Direct Cost Recovery**

The Aquatics program is generally above 30% cost recovery. The expected target for aquatics programs is 40% as shown for fiscal years 2007 and 2008. The Recreation direct cost recovery is above 100% for each year which is consistent with the general target for recreation programs. The Resale direct cost recovery is above or near 200% for fiscal years 2006 through 2010. A minimum target of 200% of direct cost is expected.

**7.2.3 GENERAL FUND OBSERVATIONS**

It is apparent that the recession of recent years, turnover and instability at the District Administrator position, and difficulties with the Enterprise Fund (golf course requiring subsidy from General Fund) has caused strain on the financials of the district.

Over the period reviewed the District's expenditures have regularly been higher than revenues, causing a depletion of reserves and fund balance. While there is some cost recovery for operating expenses, they do not meet the District's target of 40% and therefore maintain additional strain on general operating revenues.

### 7.3 INDEPENDENCE AT MATHER LIGHTING AND LANDSCAPE DISTRICT

The Independence at Mather Landscaping and Lighting Assessment District was formed for the purpose of levying and collecting assessments on all parcels of land within the subdivision. Assessment revenues are used to fund maintenance and operation of park and recreational improvements on 17 acres of park land within the Independence at Mather Development.

#### 7.3.1 LIGHTING AND LANDSCAPE DISTRICT TRENDS

The Lighting and Landscape District revenues and expenditures, including transfers in and out, have remained consistent for fiscal years ending 2005 through 2009. The fiscal year ending 2010 and projected year 2011 show the revenues are under expenditures approximately \$100,000 as shown in **Figure 50**.

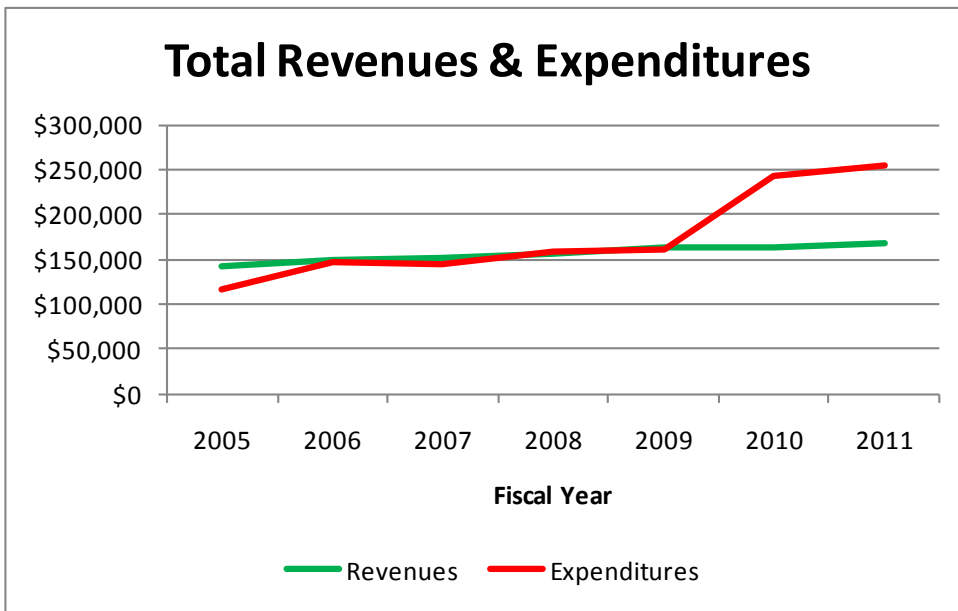


Figure 50 - Total Revenues and Total Expenditures

The fund balance and all reserves are compared to the total expenditures in **Figure 51**. The total fund balance and reserves have increased in relation to the total expenditures through the 2011 period. The fund balance and reserves are above the high target ranges. A range of reserves between 60 and 90 days is generally acceptable to cover unexpected revenue drops or unusual expenditures. **Figure 52** shows that the fund is above the high target for actual year end results and below the target for the projected year ending 2011.

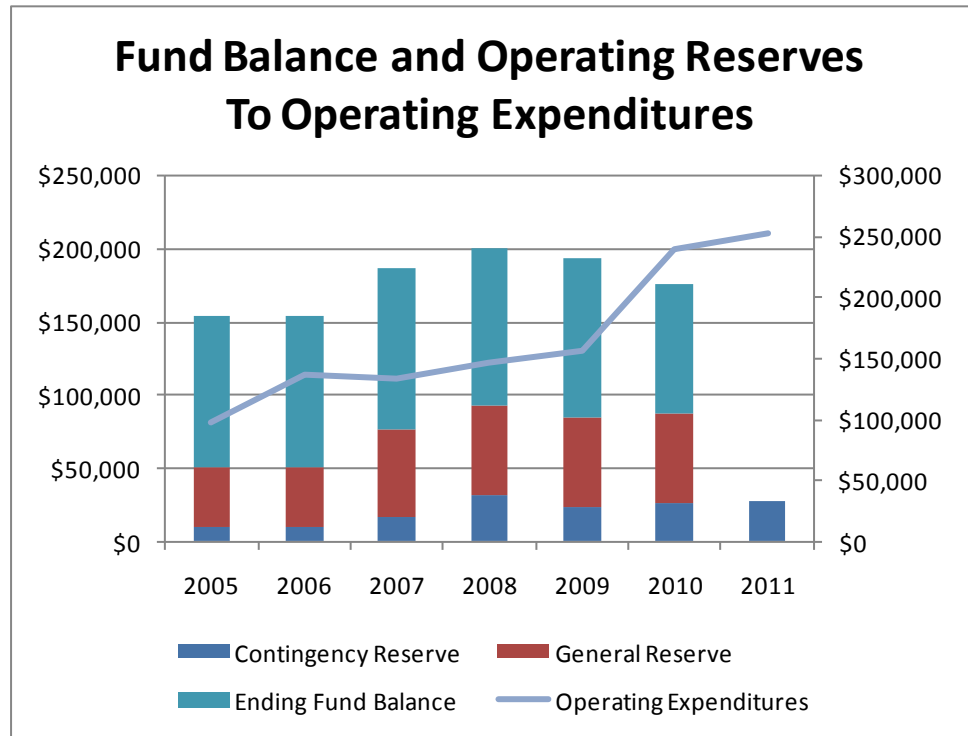


Figure 49 - Funding and Reserves to Expenditures

	2005	2006	2007	2008	2009	2010	2011
Total Reserves to Total Expenditures	43%	35%	53%	58%	52%	36%	11%
Low Target	17%	17%	17%	17%	17%	17%	17%
High Target	25%	25%	25%	25%	25%	25%	25%

Figure 50 –Comparison of Funding and Reserves to Expenditures with Targets

### 7.3.2 LIGHTING AND LANDSCAPE DISTRICT OBSERVATIONS

The Lighting and Landscape District has historically maintained sufficient fund balance and reserves, when compared as a percentage of expenditures. The reserves and fund balance have been maintained above the District’s target range of between 17%-25%. However, the trend historically has been to expend more than the revenues which are coming in. This results in a continual depletion of the fund balance over time, which could eventually dip below the target range set by the District.



## 7.4 VILLAGES OF ZINFANDEL AND CAPITAL VILLAGE COMMUNITY FACILITIES DISTRICT

The Villages of Zinfandel and Capital Village Community Facilities District (CFD) was formed for the purpose of levying and collecting special taxes on all parcels of land within the subdivisions, to provide for the maintenance, operation, servicing, and provision of utilities to park and recreational improvements and to provide maintenance for street trees, and landscape medians, and corridors within the projects. This levy is a Mello-Roos Special Tax.

### 7.4.1 CFD TRENDS

The CFD revenues and expenditures including transfers in and out remain close over the seven year period as shown in **Figure 53**.

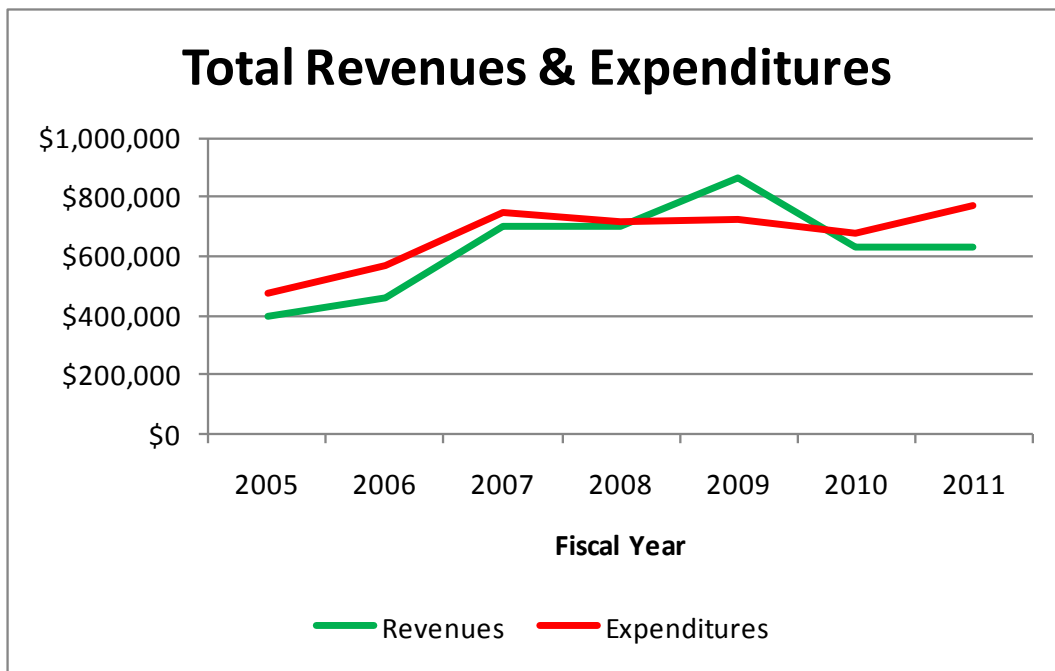


Figure 51 –Total Revenues and Total Expenditures

The fund balance and all reserves are compared to the total expenditures in **Figure 54**. The total fund balance and reserves have decreased in relation to the total expenditures over the period. A continuing decrease could erode the strength of the fund. While decreasing as a percent of total expenditures, the fund balance and reserves are mid range through the fiscal year 2008. The 2009 and projected 2010 fund balances are dangerously low. A range of reserves between 60 and 90 days is generally acceptable to cover unexpected revenue drops or unusual expenditures. **Figure 55** shows that the fund balances are the low target for recent periods.

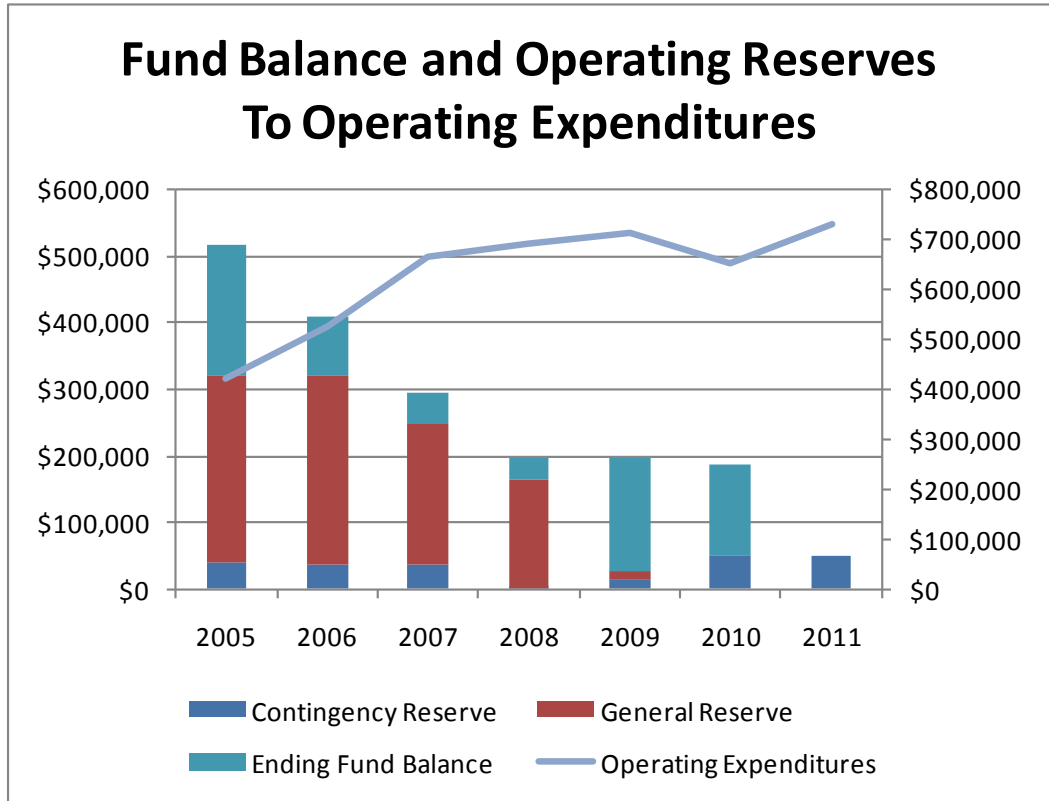


Figure 52 - Funding and Reserves to Expenditures

	2005	2006	2007	2008	2009	2010	2011
Total Reserves to Total Expenditures	69%	57%	33%	23%	4%	7%	6%
Low Target	17%	17%	17%	17%	17%	17%	17%
High Target	25%	25%	25%	25%	25%	25%	25%

Figure 53 - Comparison of Funding and Reserves to Expenditures with Targets

### 7.4.2 VILLAGES OF ZINFANDEL AND CAPITAL VILLAGE COMMUNITY FACILITIES DISTRICT OBSERVATIONS

The Villages of Zinfandel and Capital Village Community Facilities District may be in financial distress at the end of the 2011 fiscal year. The fund lacks sufficient fund balance and reserves to cover unexpected costs. The balances and reserves are not sufficient to sustain continued operations at the historic levels of service.

## 7.5 SUNRIDGE COMMUNITY FACILITIES DISTRICT

The Sunridge Community Facilities District consists of approximately 325 acres located in the southwestern part of the City. Development is planned for approximately 1,319 single family residential lots, as well as a number of parks, a new elementary school and various facilities for public utilities. On July 19, 2004, the District established the Sunridge Park Community Facilities No. 04-01 and authorized total bonded indebtedness of \$42,000,000.

The land owners at the time of formation then voted to authorize the levy of a Mello-Roos special tax on properties within the CFD. On April 2, 2007, the Rancho Cordova City Council voted to reduce the authorized bonded indebtedness to \$34,200,000 and add a Services Special Tax component to fund the additional cost of police services to benefit the residents in the CFD. In September 2007, special tax bonds in the principal amount of \$13,485,000 were issued on behalf of the CFD.

### 7.5.1 SUNRIDGE CFD TRENDS

The Sunridge CFD revenues and expenditures including transfers in and out remain close for fiscal years ending 2005 through 2010 as shown in **Figure 56**. The projected revenues are less than the projected expenditures for projected year ending 2011. The fund has significant reserves to adequately cover the projected deficit for the fiscal year ending 2011.

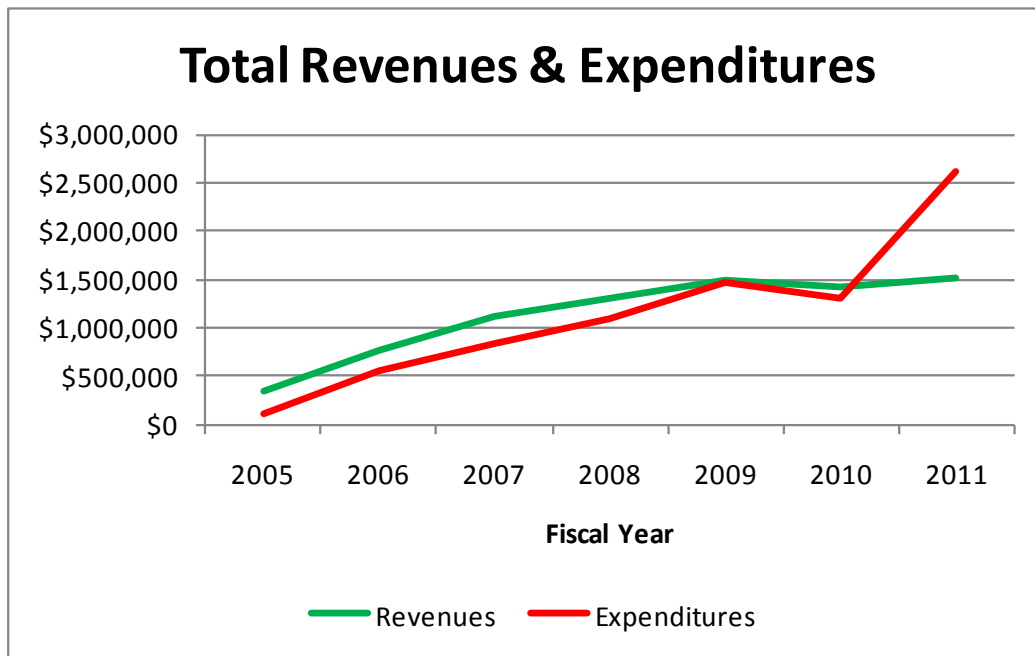


Figure 54 - Total Revenues and Total Expenditures

The fund balance and all reserves are compared to the total expenditures in **Figure 57**. The total fund balance and reserves have increased in relation to the total expenditures over the period. A continuing increase demonstrates the strength of the fund. A range of reserves between 60 and 90 days is generally acceptable to cover unexpected revenue drops or unusual expenditures. **Figure 78** shows that the fund is significantly above the high target for all years.

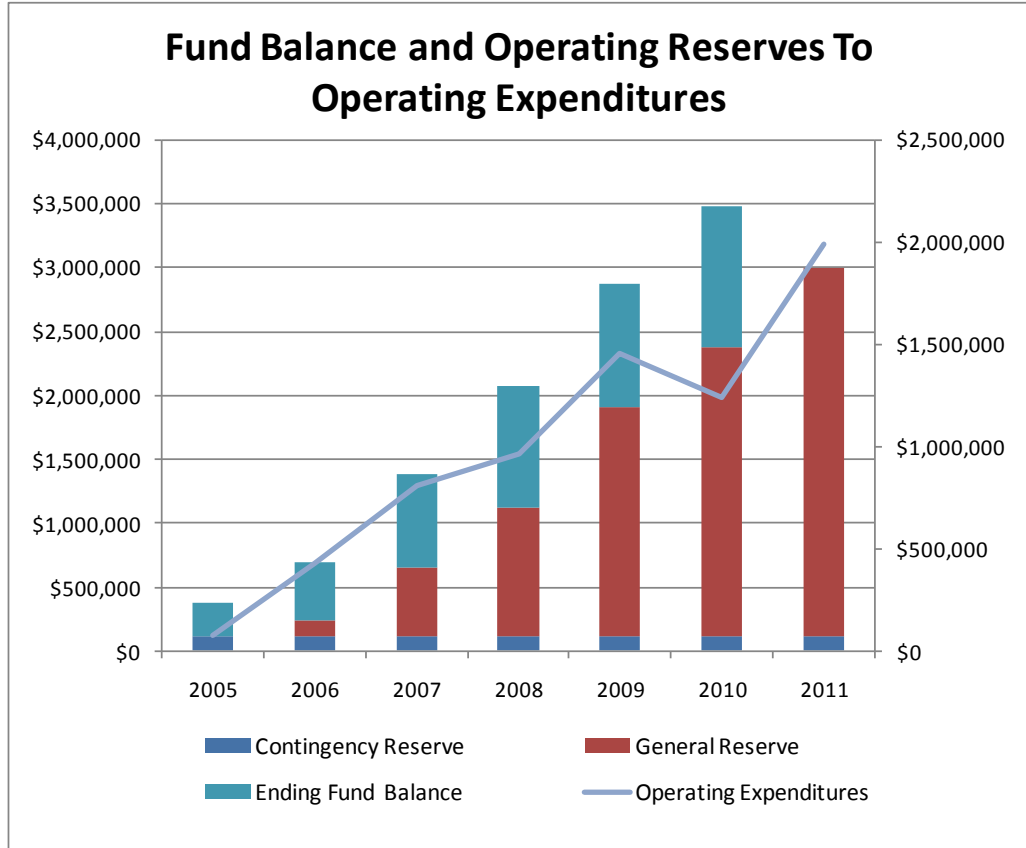


Figure 55 - Funding and Reserves to Expenditures

	2005	2006	2007	2008	2009	2010	2011
Total Reserves to Total Expenditures	117%	44%	78%	103%	130%	184%	114%
Low Target	17%	17%	17%	17%	17%	17%	17%
High Target	25%	25%	25%	25%	25%	25%	25%

Figure 56 - Comparison of Funding and Reserves to Expenditures with Targets

### 7.5.2 SUNRIDGE COMMUNITY FACILITIES DISTRICT OBSERVATIONS

The Sunridge Community Facilities District has sufficient fund balance and reserves to maintain operations.

## 7.6 CORDOVA GOLF COURSE FUND

The Cordova Golf Course, originally constructed in 1958, is a full service golf facility featuring a practice putting green, lighted driving range, Stu’s Bar and Grill, and a proshop offering club repair, private and group lessons. The Course is an executive 18 hole facility open to the public and includes physical features such as cart paths, lakes, and mature trees.

### 7.6.1 CORDOVA GOLF TRENDS

The Cordova Golf Course revenues and expenditures, including transfers in and out remain close over the seven year period as shown in **Figure 59**. The Golf Course was a part of the General Fund in fiscal year ending 2005. The revenues have exceeded expenditures for the historical years 2006 through 2009. The expenditures exceeded revenues for the actual fiscal year ending 2010 and the projected year ending 2011.

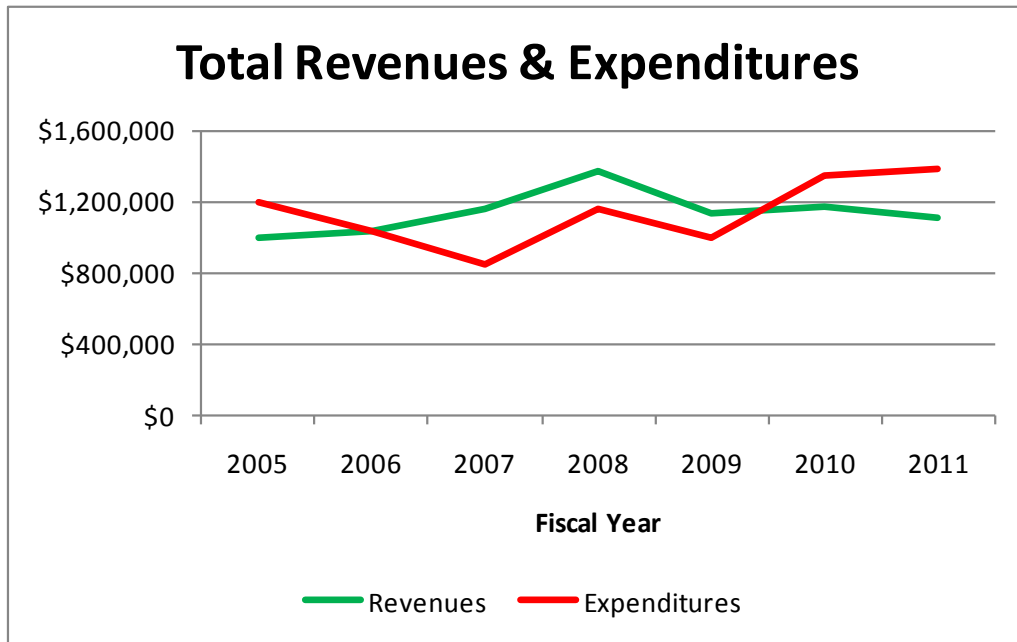
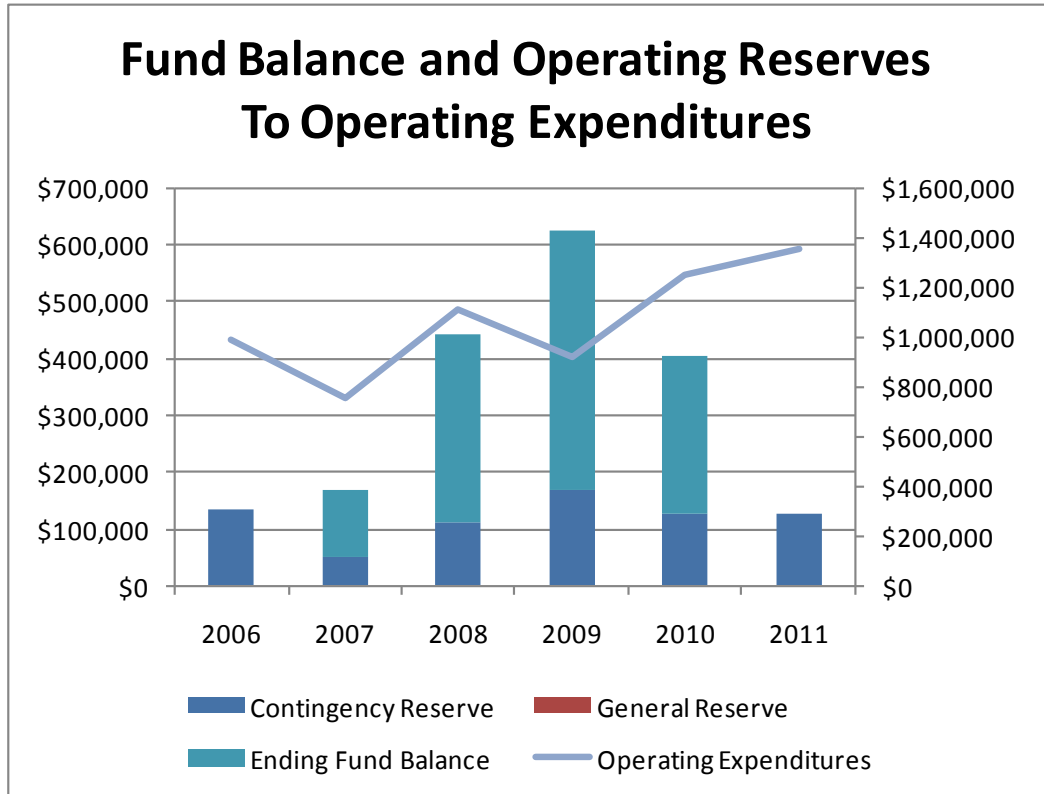


Figure 57 - Total Revenues and Total Expenditures

The fund balance and all reserves are compared to the total expenditures in **Figure 60**. The total fund balance and reserves have increased in relation to the total expenditures for the actual historical years. The fund balance and reserves are below the target ranges for all other fiscal years including the projected year ending 2011. A range of reserves between 60 and 90 days is generally acceptable to cover unexpected revenue drops or unusual expenditures. **Figure 61** shows that the fund is below the low target for most years. The golf course should try to retain the 30 days target for future years.



**Figure 60- Funding and Reserves to Expenditures**

	2005	2006	2007	2008	2009	2010	2011
Total Reserves to Total Expenditures	N/A	13%	6%	10%	17%	9%	9%
Low Target	17%	17%	17%	17%	17%	17%	17%
High Target	25%	25%	25%	25%	25%	25%	25%

**Figure 61 - Comparison of Funding and Reserves to Expenditures with Targets**

The operating revenues are shown in **Figure 62**. Except for the green fees, the revenues appear to be flat. This indicates that the pricing needs to be reviewed to maintain a balance in cost recovery and to maintain the quality of the course.

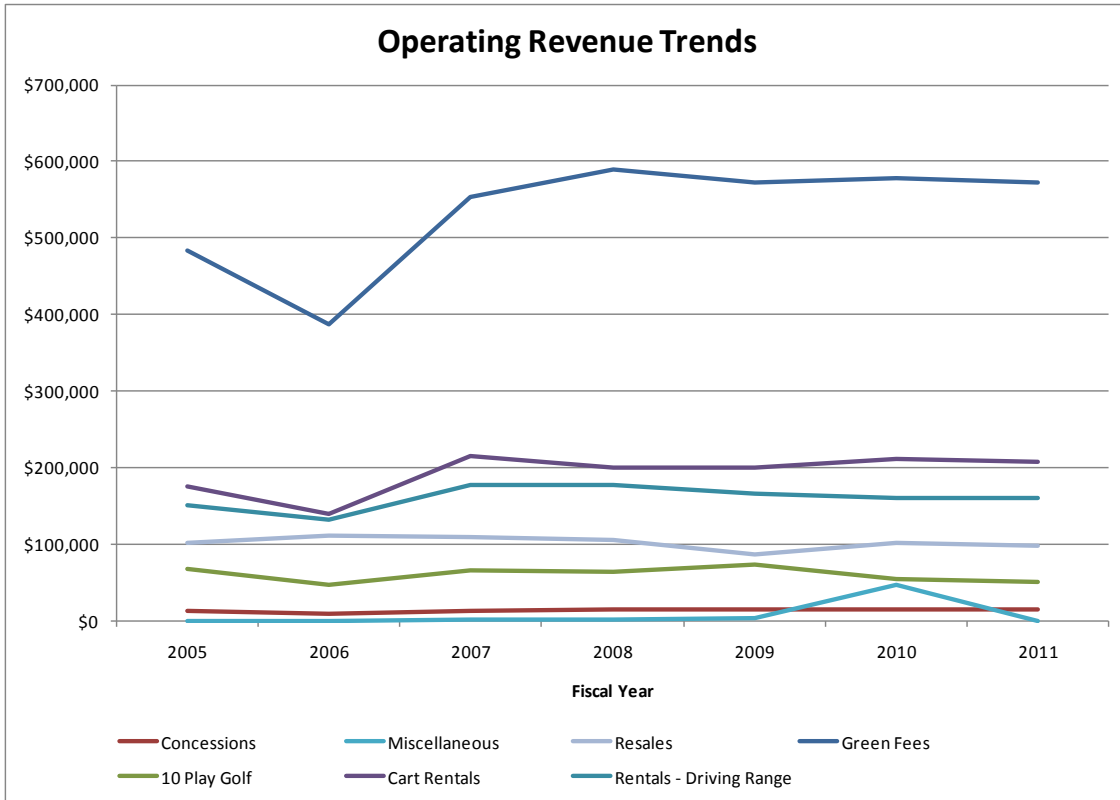


Figure 58 - Operating Revenues

The costs recovery is shown in **Figure 63** for the recovery of O&M expenditures and the recovery of total expenditures. The target cost recovery for Golf Course operations is 100% or more. The cost recovery has exceeded the target since the fiscal years ending 2006 through 2009. The fiscal year ending 2010 and projected year 2011 are below the target cost recovery rates.

	2005	2006	2007	2008	2009	2010	2011
Operating Recovery of O&M Expenditures	86%	105%	154%	123%	122%	93%	82%
Operating Recovery of Total Expenditures	83%	100%	138%	118%	113%	87%	80%

Figure 59 - Percent of Operating Cost Recovery

### 7.6.2 CORDOVA GOLF COURSE RESALE

Resale revenues and expenditures are shown in **Figure 64**. The target cost recovery for direct cost of retail operations is 200% or more. Some modifications in pricing are needed to increase the recovery of the total cost of staff and facilities for retail operations.

Resale	2005	2006	2007	2008	2009	2010	2011
Revenues	\$100,627	\$111,584	\$109,394	\$105,810	\$86,135	\$100,671	\$97,875
Expenditures	\$98,424	\$100,006	\$79,397	\$85,042	\$60,105	\$64,736	\$66,000
Recovery	102%	112%	138%	124%	143%	156%	148%

Figure 60 - Resale Direct Cost Recovery

### 7.6.3 GOLF COURSE OBSERVATIONS

The Golf Course fund balance and reserves need to increase to the target amounts over the next three years. The cost recovery for operating programs needs review to maintain a balanced cost recovery and to maintain the level of quality. Additional funding sources should be reviewed to increase the cost recovery of the golf operations without significantly increasing green fees.

## 7.7 PARK MAINTENANCE AND RECREATION IMPROVEMENT DISTRICT

The Park Maintenance and Recreation Improvement District maintains and improves parks, playfields, recreation areas and other recreational facilities and public areas in the communities of Gold River, Larchmont, Mather, Riviera East, Rosemont and the City of Rancho Cordova. The assessment proceeds are used for ongoing maintenance and improvements to park and recreational facilities. This assessment was levied following a successful assessment election in 2006.

### 7.7.1 PARK MAINTENANCE AND RECREATION IMPROVEMENT DISTRICT TRENDS

The Improvement District revenues and expenditures including transfers in and out are shown in **Figure 65**. The expenditures exceed the revenues for fiscal years ending 2009 through projected 2011.

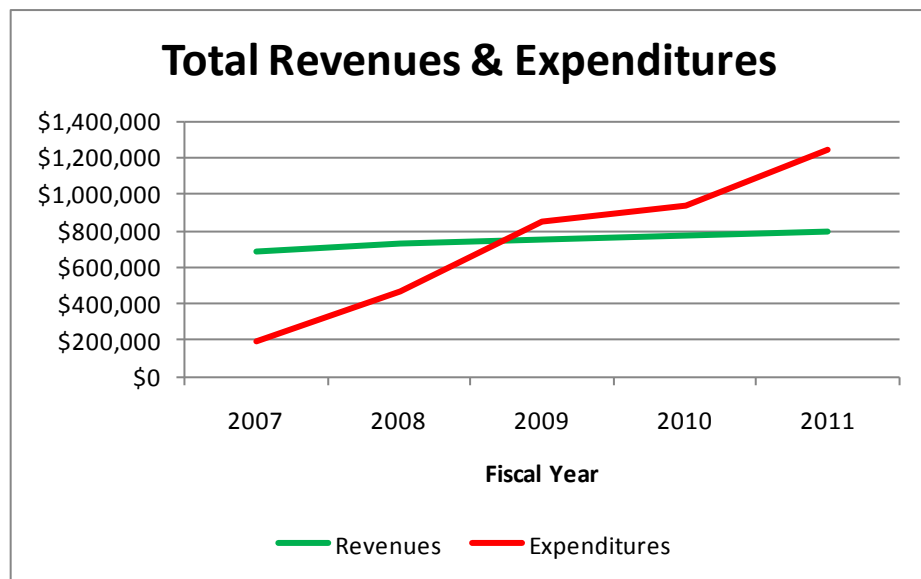


Figure 61 - Total Revenues and Total Expenditures



The fund balance and all reserves are compared to the total expenditures in **Figure 66**. The total fund balance and reserves in relation to the total expenditures are within the target amounts of the fiscal years 2007 through 2009. The fund balance and reserves are below the target levels for actual fiscal year ending 2010 and projected year 2011. A range of reserves between 60 and 90 days is generally acceptable to cover unexpected revenue drops or unusual expenditures as shown in **Figure 67**.

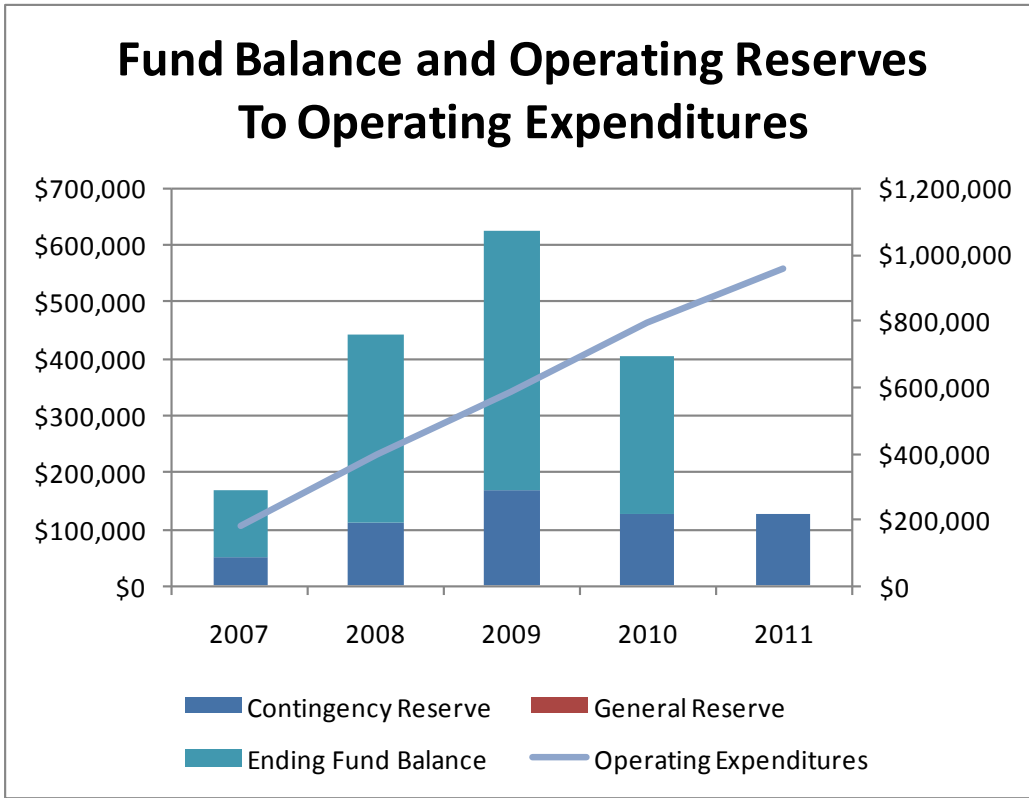


Figure 62 - Funding and Reserves to Expenditures

	2007	2008	2009	2010	2011
Total Reserves to Total Expenditures	25%	24%	20%	13%	10%
Low Target	17%	17%	17%	17%	17%
High Target	25%	25%	25%	25%	25%

Figure 63 - Comparison of Funding and Reserves to Expenditures with Targets

### 7.7.2 PARK MAINTENANCE AND RECREATION IMPROVEMENT DISTRICT OBSERVATIONS

The Park Maintenance and Recreation Improvement District expenditures should be monitored to maintain sufficient reserves for unexpected expenditures.

### 7.8 FINANCIAL STRENGTH

The District demonstrates financial strength in the current ratio and debt-asset ratio shown in **Figure 68**. The Current Ratio represents the District’s ability to cover short-term expenses. The calculation is the current assets divided by the current liabilities. A ratio of 2 or above is considered adequate. The debt/asset ratio indicates the amount that the District is leveraged with debt. The District has minimal liabilities as shown by the low ratios. This means that the District has primarily funded the capital assets through operations and grants.

	Fiscal Year Ending				
	2005	2006	2007	2008	2009
Current Ratio	5.7	16.6	20.3	6.1	24.6
Debt/Asset Ratio	0.01	0.09	0.17	0.10	0.09

Figure 64 – Financial Ratios

The continual investment in the District’s assets is a reflection of a growing District that is adding to the system and also investing in capital renewal and replacement. PROS recommends that systems invest a minimum of 2% to 4% of their net asset value in new and replacement assets on an annual basis. The District has invested amounts significantly above the minimum amounts. The lowest percent investment occurred in fiscal year ending 2009 and is approximately 5.5%. As the system assets age, the District should strive to invest 2% to 4% annually in system new, renewal, and replacement projects

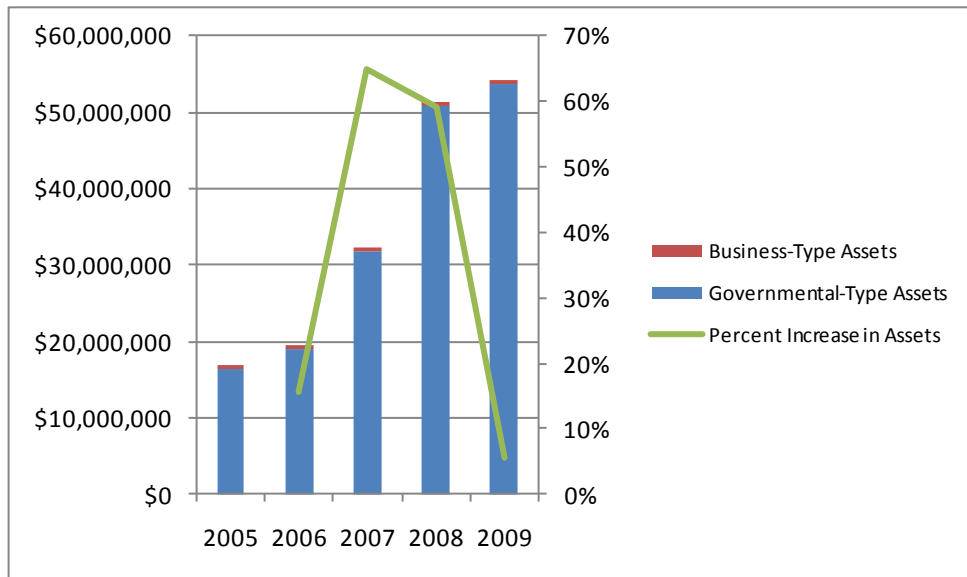


Figure 65 – System Investment

## 7.9 POLICIES FOR CONSIDERATION

### 7.9.1 PRICING POLICY

PROS recommends that written policies be established to guide the regular adjustment of fees and charges in order to maintain cost recovery of services provided. The pricing policies should set forth clear guidelines for informing program participants of the full cost of program participation. Additionally, the policies should provide guidance on communicating to program participants the District's level of subsidy which results in reduced costs to them. This communication should include the cost of operating the program and facilities, even if facilities costs are not being recovered in the fee. Such clear policies will help District staff to better track the costs associated with the programs operated by the District, and to understand what programs are being provided the greatest subsidy for operation.

#### 7.9.1.1 FEES AND CHARGES GUIDELINES

The Policy Guidelines should identify a Pricing Structure that classifies pricing categories by age segment, exclusive use, contractual and special events. This Policy Guideline should consider the following elements:

- Cost Recovery Goals
- Age Segment Pricing
- Group Discounting and Packaging
- Non-primetime
- Level of Exclusivity Pricing
- Incentive Pricing
- Primetime

Guidelines should include incentive pricing for programs that provide significant social benefits, group discounts, and primetime/non-primetime classifications. Incentive pricing may also be used for new programs to test the program content and adequacy of the facilities. Cost recovery guidelines also help programmers in developing program content, number of sessions, and materials and supplies that may be included in the program fee.

#### 7.9.1.2 PRICING POLICY PHILOSOPHY

A Pricing Policy provides the District with consistent guidelines in pricing services and programs. This allows users to better understand the philosophy behind pricing a service. Furthermore, the level of service and benefits users receive is translated into a price that is based on a set subsidy level, or on the level of individual consumption or exclusivity that is involved outside of what a general taxpayer receives.

Cost-of-service documentation with adopted pricing policies provide the District with the tools to adjust the pricing of programs and services as operation and maintenance costs increase against a fixed tax revenue stream.

The objectives of pricing user fees are four-fold:

- Equity
- Revenue production
- Efficiency
- Redistribution of income

**Equity** means that those who benefit from the service should pay for it; and those who benefit the most should pay the most. The type of service will directly determine the cost recovery strategy or pricing strategy to be used in pricing services. Public agencies offer three kinds of services.

**Public services** normally have no user fee associated with their consumption. These services are subsidized with taxes.

**Merit services** can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of fixed costs. The portion of fixed costs not covered by the price established represents the tax subsidy. Whatever the level of tax subsidy, the District needs to effectively communicate the level of tax subsidy being incurred.

**Private park and recreation services** are where a specific user or user group receives a benefit above and beyond what the general public receives. Most park and recreation agencies use a full cost recovery strategy for these services.

**Revenue production** means that user fees from parks and recreation programs and activities will assist in the overall operation of the Park and Recreation budget. It offers flexibility in providing services not normally provided through tax dollars. Example: Promotional dollars for programs and services. Revenue production provides the District with in-kind dollars for grant matches and the ability to enhance facilities.

Revenue production helps offset tax dollars spent on a program or service that over time demands more tax dollars to maintain. Example: Tennis and playground programs. Revenue dollars are paid by individuals who value this experience.

**Efficiency** is maintained by pricing and prioritizing activities based on community input and availability of funding. Priorities in management of park lands, resources and activities are clearly defined. Activities in highest demand are priced accordingly. Cost tracking of dollars spent for each activity is documented. Pricing can achieve six positive results:

- Reduces overcrowding in facilities
- Indicates clientele demand and support
- Increases positive consumer attitudes
- Provides encouragement to the private sector (so it can compete with the District, and the District can reallocate resources when appropriate)
- Provides incentive to achieve societal goals
- Ensures stronger accountability on agency staff and management

**Redistribution of income** involves setting fees to cover operational costs as well as future improvements associated with the activity. Example: Adult softball player fees include additional funds for facility maintenance and capital improvements.

The District should regularly review and adjust the funding potential for the sources that best fit the agency's mission and objectives.

## 7.10 FUNDING PLAN

In order to continue to build and maintain a great park system, the District should pursue funding sources presented in this section for operations and Capital Improvement Plan projects.

New, sustainable funding sources are essential to implementing the Master Plan. The District has relied heavily on developer impact fees, Lighting and Landscape assessments, and user fees to support the entire system. The key for the future is to diversify sources of funding to accomplish the initiatives outlined in this Master Plan. These sources need to be committed on a long-term basis to assure a continuing income stream. There is significant potential to increase revenue to operate the parks and recreation services, while still meeting the objectives of providing affordable programs.

The project team conducted a workshop to discuss the major funding options. The staff has been provided a funding model to document the potential funding sources.

The following section lists and describes potential funding options that have been used successfully in other park and recreation systems throughout the United States.

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### 7.10.1 EXTERNAL FUNDING

The following examples provide external funding opportunities for the District to consider for the future. Each of these sources should be evaluated in more detail to determine the level of funding they would yield, if pursued aggressively. Amounts shown are new funds above and beyond any existing amounts collected. Some funding sources were evaluated and determined to not produce significant additional revenue and therefore may not be preferred external funding sources.

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#### 7.10.1.1 CORPORATE SPONSORSHIPS

This revenue source allows corporations to invest in the development or enhancement of new or existing facilities in the park system. Most commonly, sponsorships are used for programs and events as an additional source of marketing for the corporate sponsors.

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#### 7.10.1.2 PARTNERSHIPS

Partnerships are joint development funding sources, or operational funding sources, between two separate agencies, such as government entities, non-profit and public entities, or private businesses. The concept is that two or more partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management. Partnership responsibilities are generally based on the strengths and weaknesses of each partner, in order to increase capacities not possible by either entity alone.

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#### 7.10.1.3 FOUNDATIONS / GIFTS

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gift catalogs, fundraisers, endowments, sales of items, etc.

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#### 7.10.1.4 DONATIONS

Private Donations may be received in the form of cash funds, land, facilities, equipment, art, or in-kind services. Donations from local and regional businesses, wealthy District residents, and charity organizations should be pursued by the District.

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#### 7.10.1.5 FRIENDS ASSOCIATIONS

These are groups that are formed to raise money, typically for a singularly focused purpose and generally with the association's special interest in mind. Groups can fund anything from park facilities to specific programs, and generally better the community as a whole.

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#### 7.10.1.6 IRREVOCABLE REMAINDER TRUSTS

These trusts are set up by individuals who typically have more than \$1 million in wealth. Similar to trusts left to heirs, the individual bequeaths a portion of their wealth to the agency, in the form of an irrevocable trust fund, that allows the agency to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

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#### 7.10.1.7 VOLUNTEERISM

Volunteer time can be utilized as an indirect, in-kind revenue source provided by persons willing to donate time to assist the District. Volunteers can offer assistance on anything ranging from providing specific products for sale to performing services typically done by District staff on an hourly basis. Volunteers reduce the District's costs in providing service while concurrently building advocacy for the park system.

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#### 7.10.1.8 SPECIAL FUNDRAISERS

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

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### 7.10.2 CAPITAL FEES

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are removed after the improvement is paid off.

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#### 7.10.2.1 DEDICATION/DEVELOPMENT IMPACT FEES

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc.

#### 7.10.2.2 IMPACT FEES

These fees are different than the ones above since these fees are in addition to the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility.

#### 7.10.2.3 MELLO ROOS DISTRICT

The District currently uses this funding for operations, maintenance, and capital. These are fees for a specific purpose with an election requiring a 2/3 majority for approval.

### 7.10.3 USER FEES

These fees are charged primarily to recreation program users and are based on the direct and indirect cost to provide consumptive recreation services. User fees should vary based on the cost recovery goals of the District as well as pricing policies for core programs. The District has been currently employing a majority of these initiatives and should continue the same.

#### 7.10.3.1 RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures, for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

The District must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35 percent to 50 percent of operating expenditures.

#### 7.10.3.2 TICKET SALES/ADMISSIONS

These revenues come from users paying for access to facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. The fees are intended to help offset operational costs of the specific facility being directly used.

#### 7.10.3.3 PERMITS (SPECIAL USE PERMITS)

Special permits allow individuals or groups to use specific park facilities for financial gain. The District either receives a set amount of money for use or a percentage of the gross income created from the service provided.

#### 7.10.3.4 EQUIPMENT RENTAL

Rental of equipment owned by the District, such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc., can be used as a revenue source. These revenues could be used for maintenance of equipment or for other recreational or facility purposes.

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#### 7.10.4 GRANTS

The Grant market is still an option though the reducing spending at the state and federal level makes this tougher to obtain than in previous years. Grant writers and researchers are required to make this funding source work financially. Matching dollars are required for most grants in order to leverage the investment made by the grantor.

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##### 7.10.4.1 PARTNERSHIP ENHANCEMENT MONETARY GRANT PROGRAM

The Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust, provides funding for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation. Matching funds are required on a 50/50 cost share basis.

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##### 7.10.4.2 CDBG FUNDING

Funding received in accordance with the Community Development Block Grant (CDBG) Program's national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies. CDBG requires a partnership with the City of Rancho Cordova or County of Sacramento.

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#### 7.10.5 LAND TRUST

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

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#### 7.10.6 LIGHTING AND LANDSCAPE DISTRICT

This is a special property owner-approved assessment. The District uses this funding source for Proposition 218, which was passed by voters in 1997. The District currently has one Lighting and Landscape District serving the Independence at Mather housing development.

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##### 7.10.6.1 SPECIAL TAXES

Based on gross receipts from charges and meal services, special taxes, such as hotel, motel, and restaurant taxes, may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities. These taxes are governed by the City of Rancho Cordova or County of Sacramento. Although it is a possible source of funding for the District, the City of Rancho Cordova and County of Sacramento are facing their own funding challenges and are using special revenues for their programs.

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##### 7.10.6.2 SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Special taxing districts can be established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements made with these revenues may include landscaping, the erection of fountains, acquisition of art, and promote improvements to other recreation and cultural enhancements.



#### 7.10.6.3 SALES TAX

Tax revenues levied from the point of sale of goods has been a very successful source of funding for park systems throughout the U.S. Sales tax revenues benefiting parks is most popular in high-traffic tourism areas, where non-property tax payers tend to be the bulk of users of parks facilities. Sales taxes are not likely to be feasible for the District as there are not high levels of tourism facility users, and it would require partnership with the City of Rancho Cordova or County of Sacramento for revenue sharing.

#### 7.10.6.4 FOOD AND BEVERAGE TAX

This tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses. This requires a partnership with the City.

#### 7.10.6.5 PUBLIC IMPROVEMENT DISTRICTS (PID)

New developments can establish a Public Improvement District (PID) when authorized by a city and legally set up according to state law. A PID provides funds especially for the operation and maintenance of public amenities, such as parks and major boulevards, within designated newly developing areas.

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### 7.10.7 FRANCHISES AND LICENSES

#### 7.10.7.1 CATERING PERMITS AND SERVICES

This is a license to allow caterers to work in the park system on a permit basis with a set fee, or to provide a percentage of food sale revenues to the permitting agency. Alternatively, some park and recreation agencies operate their own catering services and utilize revenues from the sale of their food for agency activities and maintenance.

#### 7.10.7.2 POURING RIGHTS

Many private soft drink companies and vendors will execute an agreement with an agency for the exclusive right to pour all drinks within park facilities. Generally, the agreement provides a portion of the gross sales to the agency with other profits going to the soft drink company or vendor.

#### 7.10.7.3 CONCESSION MANAGEMENT

Revenue from the retail sale or rental of soft goods, hard goods, or consumable items through concession management, is a popular form of income for many agencies around the country. Typically the agency either contracts out for the service, receives a set amount of the gross percentage, or manages the service themselves, collecting all profit after expenses.

#### 7.10.7.4 PRIVATE CONCESSIONAIRES

Private concessionaire contracts are a popular form of public-private partnerships that involve an agreement with a private business to provide and operate recreational activities.

This agreement may involve projects/activities that are financed, constructed, and operated by the private business with compensation paid to the agency for use of their land or facilities. Alternatively, private concessionaire contracts may also be used solely for the operation of facilities by the private business, but financed and constructed by the public agency.

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#### **7.10.7.5 GREENWAY UTILITY**

Greenway utilities are used to finance the acquisition and development of greenways by selling underground development rights. Businesses such as communications companies and other private utilities then utilize the underground space for making capital infrastructure improvements, such as fiber optic networks. The proceeds from the sale of the development rights can then be used by the agency to build greenways.

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#### **7.10.7.6 NAMING RIGHTS**

Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development costs associated with the improvement. The naming rights are generally purchased by private companies who are interested in naming facilities as a marketing tool.

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#### **7.10.7.7 PRIVATE DEVELOPERS**

Developers lease space from agency-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas. Future discussions need to be conducted with the City of Rancho Cordova and County of Sacramento to determine feasibility.

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#### **7.10.7.8 EASEMENTS**

Similar to greenway utilities, easements can be revenue generating when the District allows utility companies, businesses or individuals to develop some type of an improvement above or below ground on their property, generally for a set period of time. These agreements typically garner a set dollar amount to be received by the District on an annual basis. The District is using this concept with cellular companies in a number of parks and corridors, but should be explored further as a source to increase annual revenues.

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#### **7.10.7.9 ADVERTISING SALES**

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the agency's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.

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#### **7.10.7.10 INTERLOCAL AGREEMENTS**

Contractual relationships entered into between two or more government agencies and/or between a government agency and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

#### 7.10.8 FUNDING PLAN SUMMARY

The District should periodically review the funding model to consider new and enhanced funding opportunities. The staff has not quantified the estimated potential additional funding. In PROS experience, similar agencies have identified \$250,000 to \$1,000,000 annually in additional non-tax and non-fee revenues.

## CHAPTER EIGHT - IMPLEMENTATION PLAN

The following section articulates the vision and the goals and strategies by core areas of operations. The detailed Strategy Matrix including tactics, staff groups responsible and performance measures has been provided in **Appendix 3**. The key areas and some of the broad strategies and tactics are:

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

### 8.1 VISION

To be an innovative and trustworthy regional leader

### 8.2 FINANCE

#### 8.2.1 GOAL FOR FINANCE

To maximize opportunities for sustainable operations through cost control and revenue generation and achieve a cost recovery level of 40% including direct and indirect costs within 6 years.

##### 8.2.1.1 STRATEGY

- Develop a business-oriented culture and approach towards managing parks, recreation facilities and services in a sustainable manner
- Focus on a regional approach to partnerships
- Use policy-based decision making to create consistency and structure within the District
- Focus on maximizing non-user fee generated revenue opportunities to supplement current income streams and create a more sustainable agency

### 8.3 MAINTENANCE AND OPERATIONS

#### 8.3.1 GOAL FOR MAINTENANCE AND OPERATIONS

Create greater efficiencies and better planning for maintenance and operational practices in order to create a sophisticated system that is driven by performance indicators and sound data to maximize existing resources.

##### 8.3.1.1 STRATEGY

- Establish priorities for the District based on classifying services on a set criteria that determines “essential, important and valued-added services” and how to manage each type of service to its highest level of capacity and efficiency
- Transition to a functional organizational structure that incorporates a flatter span of control within the District

- Develop a yearly work plan for the District to achieve in support of the recommendations in the Strategic Master Plan
- Focus on environmental sustainability as a part of the District’s operations
- Expand the use of technology to derive data and aid in decision-making
- Emphasize customer feedback as one of the key drivers of program development and enhancement
- Develop a maintenance management plan for all parks, recreation facilities

## 8.4 RECREATION PROGRAMS

### 8.4.1 GOAL FOR RECREATION PROGRAMS

Provide a wide variety of multi-generational programs and increase program participation to 30% by 2015 and 35% by 2020.

#### 8.4.1.1 STRATEGY

- Focus on need based program development starting with core program areas
- Focus on a regional strategy for recreation program planning
- Ensure standardization in program delivery to limit service variation and strengthen brand building
- Increase awareness and participation rates of program offerings among CRPD residents and beyond
- Develop volunteerism as a core program

## 8.5 LAND / FACILITIES

### 8.5.1 GOAL FOR LAND / FACILITIES

Provide 5 acres of neighborhood parks and community parks per 1,000 residents to meet QUIMBY requirements. To provide safe, functional and well-maintained facilities to meet the recommended standard for assets to equitably meet the CRPD population

#### 8.5.1.1 STRATEGY

- Develop neighborhood parks, community parks and recreation facilities in the underserved areas of the District
- Partner with the school Districts to develop or enhance school sites, when practical, to develop land and facility offerings
- Establish an acquisition and site selection criteria for acquiring appropriate types of park land based on unmet needs
- Ensure consistency system-wide through design principles, standards and branding guidelines
- Ensure safe and inviting parks to maximize use and minimize liability
- Leverage signature parks and facilities to enhance the livability of CRPD and generate economic impact through tourism

## 8.6 MARKETING / BRANDING

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### 8.6.1 GOAL FOR MARKETING / BRANDING

To create a recognizable and trustworthy brand for CRPD and maximize outreach to increase program participation to 30% by 2015 and 35% by 2020 and consequently help increase cost recovery to 40% system-wide.

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#### 8.6.1.1 STRATEGY

- Develop a marketing plan, brand, and communication strategy for the District
- Focus on developing a strong brand and positive brand equity for CRPD that allows it to differentiate itself from other service providers and create a niche for itself

## CHAPTER NINE - CONCLUSION

The economic downturn has resulted in the creation of a new normal for public agencies nationwide. Coupled with that, the rapid advances in technology and changing demographics has resulted in a need for agencies to be extremely nimble and innovative in their approach.

This Strategic Master Plan is a dynamic, living document that is created to enable the District to survive and thrive in this new normal. The recommended goals and strategies included in this plan primarily focus on positioning the District for the future. However, the success of any planning effort is truly in the implementation. The leadership and the staff have repeatedly demonstrated their passion and commitment to making a difference to the community and the consulting team is confident that the same commitment will be amply visible in the implementation of the plan.

Looking ahead, by focusing on innovation and a business-oriented approach, continuing to build a transparent and supportive culture, forging partnerships, and building a strong brand will be the keys that make the District a place that people come to work and play, and most importantly call home.

### Community Input Summary

One of the most important elements of the Master Plan process is the community input process, which provides residents with an opportunity to express their perspectives of the Cordova Recreation and Park District's services. PROS Consulting, LLC facilitated a series of focus groups, key leader interviews, and a public meeting. Specifically, this included:

- Fourteen key leader interviews
- Two focus groups, The Community Council and the Senior Advisory Board, consisting of nine attendees
- A public meeting

The following represents a summary of the information provided. Each question is listed with a summary of the responses.

#### **Have you used any of the parks and recreation amenities offered by Cordova Recreation and Park District? If so what parks and or recreation amenities have you used?**

When asked which of the parks and recreation amenities offered by CRPD that they used, the respondents primarily named Hagan Park. Otherwise, they predominantly named outdoor activities such as sports and events. They have used rental facilities and taken advantage of the Senior Center.

- Soccer
- Tennis program
- Senior Center
- Big community events
  - 4<sup>th</sup> of July, Christmas tree lighting, etc.
  - People would participate in other large events.
- There is a desire to see positive activity in the parks
- Bike ride fund raiser
- Hagan Park for picnics and biking
- Building rentals are utilized for meetings.
- All of the space for a steamer's museum is not utilized.
  - There is some area around it that could be developed for senior activities such as a garden club.

#### **What are the strengths of the Recreation District that we need to build on for this Master Plan?**

When asked about the strengths of the District, respondents cited the staff as a strength. They also cited the abundance of parks and their locations as a definite strength. The maintenance of the parks is also viewed as a strength. Respondents also responded favorably about the Senior Center. They appreciated the new attitude present among the staff and the willingness to work with the seniors.

- The District represents a lot of different communities.
- The District's 50 year history is a strength.
- Long time dedicated maintenance staff.
- There is good communication at Dave Roberts Park.
- Creating park renovation fees was a good idea to help existing parks.



- Activities guide has good readership.
- The number, size and location of parks.
  - Adjacency of parks to schools is great.
  - There are parks in every neighborhood.
  - Locating the parks next to schools became a model for elsewhere.
- The original master plan for the community was good.
- The public support is very good, if the District would just get the public engaged.
- The parks are much better maintained than years ago.
- This senior center is a nice building and sits in a park.
  - There is a completely new attitude with new staff managing the center.
  - There is a new willingness to work with the seniors, rather than be in opposite camps.
- The new board is much more pro-active.
- The kids have a place to go because parks are co-located next to schools.
- There are interesting programs.
- The location of the district by the American River Trail is excellent.
- Mather Complex was given to the District and has been a great asset.
- It is a large district and well established.
- The staff is a strength.
  - Kathleen is good to work with.
  - Jennifer is really in tune with seniors.
  - Doug Critchfield is responsive.
- The program brochure is good.
- Rancho is small; there is a lot of community to keep in touch with.
  - They are in touch with many organizations.
  - They maintain a good relationship with schools, county, social organizations, and the city.
  - They even have a good relationship with Sacramento.
- A lot of Intergovernmental agreements exist.
- There is development occurring.
  - The parks will play a large role in the economic development of Rancho Cordova with new parks to be built.
  - We want people to move here, in part, because of good parks and recreation facilities.
- There are a lot of natural resources.
- The recreation programs and our park maintenance are pretty strong.
- They have a good reputation within the park community in the region.

### **What are the key issues facing Rancho Cordova as it applies to parks and recreation that we need to address in this Master Plan?**

When asked about the key issues facing Rancho Cordova, respondents named finance, internal and external communication, and marketing as three of the most major issues, with finances being the number one issue. The financial situation in California is affecting every agency, including the District. As a result of the lack of financial resources, the interview and focus group participants mentioned the lack of staff and the need for more staff. Reference was made to unfilled key positions in the District that are in great need of being filled.

Public input participants feel there is not enough communication among the employees within the District or between the District and the public. Examples were given of groups using a park and not getting returned phone calls or not receiving the help and support they were counting on from District staff.

Safety issues, staffing issues, and leadership issues were all also mentioned. There does not seem to be leadership presence in the community, at community events, or establishing relationships with key players in the community. Community Council members expressed concern about the District not reaching out enough to community groups.

The lack of District marketing was also mentioned as a key area that is missing. There is not enough promotional effort, building relationships with the business community, and people seem unaware of what the District is doing. There should be new signs at all parks, and signage at parks being developed in order for residents to know the development is being done by the District. Other areas mentioned include:

- There are some ADA compliance issues at the parks.
  - Some of the parking lots do not have handicapped spots.
- The Board and staff need to further enhance their relationship with the community and articulate to us what their vision is
- Resources
- The District is understaffed.
  - This is due to high staff turnover and now high board turnover.
- There is more focus on land and less on programs.
- At risk kids are the biggest issue.
- Physical health and wellness for the community are key issues.
- Operating without a master plan is an issue.
  - They have no idea where they are going.
  - They are reactive instead of proactive in their approach.
- There is a consistent failure of the right people with the right training to hold their jobs.
  - Irrigation system is an example.
- Money and personnel cutbacks are key issues.
- Threats of cuts in programs and services are key issues
  - Senior programs are being threatened.
- Gang situation is a key issue.
- The homeless people have campgrounds near the river on Folsom Blvd.
- The new parks are run down.
- A lot of old areas are built out and the facilities are aging.
  - It's tough to retro fit buildings and facilities to keep up with changing times.
- They lack the financial resources to do what they need to do.
  - Respondents want to District staff to be more creative.
- The Board needs to be more actively involved in running the district.
- Safety is a key issue.
  - Lighting at the parks is one safety issue.
  - There should be an emergency phone system that you can pick up and call emergency services.
- Leadership and responsiveness are key issues.
  - Some of it is Board related only because they are new.
- Accountability can be improved
- Mather Park complex is a key issue.
- The City is concerned about the District's ability to keep up with the pace of growth and development of new parks and facilities.

### How balanced do you think the parks and recreation systems are in Rancho Cordova in terms of park types (neighborhood, community, regional, and trails)?

When asked about the balance of the systems in Rancho Cordova, respondents replied that there were amenities missing at some parks, such as restrooms or drinking fountains and that the ones with these amenities, had non-functioning ones. Hagan Park was mentioned by several respondents. They mentioned that the park closes early enough that several residents can't utilize it and that the park is heavily utilized and yet kids are chased away from the basketball courts. They also mentioned the lack of programming as an issue that seems to need some balance. There was discussion of expanding the Senior Center and creating a Teen Center as well. Respondents feel as if there isn't an adequate balance of programs and they would like to see a better balance between old and new programs.

- A lot of parks have bathrooms in Sacramento, but we don't have them here.
  - A lot of new parks don't have bathrooms.
- We use parks for major events, and electrical supply is a major problem.
- Drinking fountains don't work.
- The basketball nets are ragged.
- Parks need to be updated.
- There are no drinking fountains at Dave Roberts Park and the tennis courts are cracked.
- There is lots of turf, but there needs to be more buildings for recreation.
- There is a senior center, but not activities for all the other seniors.
- Very little programs in the parks.
- Hagan Park was closed at dusk instead of at 10 pm though there are people whose work schedule is such that a later closing time would be beneficial.
- The basketball court at Hagan is always used, yet the kids are chased away.
- Hagan Park is so over-used and there are many parks that are underutilized.
- There is not a balance of programs; they are all contracted out.
  - The balance is the need to feel safe.
  - There needs to be better balance with newer programs and old programs.
- Trying to spread programs all over is a big challenge.
  - Sometimes costs of programs inhibit people from participating.
  - There are so many new ideas that could be developed, but not enough people to do them.
  - Need someone who is recreation-oriented managing the District.
- There is a lot of time spent in developing parks, but not enough on recreation facilities.
- Not enough programs.
  - There may be a lot of opportunities for programs for kids that people don't know about.
  - Use social networking to inform people.
  - It's good that the District uses school facilities.
    - Also partner with school districts for after school programs.
  - Not enough information about the programs is available.
  - There need to be more large events to bring people together.
  - There is not enough for kids to do.
- Programs could be more revenue driven.
- If there were more revenue generating facilities, there would be more resources to work with.
  - The programs have improved, but need to keep improving.
- New Mather Field is a plus.
- There is concern about concessions.

- There is need to bring in more staff.
- There is a need for a good financial officer.
- The contracts were poorly written before.
- We do not get good rent from the shooting range.
- There should be partnerships with private ventures.
- There should be open space in a park.
- Too much grass that is just mowed and not maintained as well as it could be.
- There is under-utilized space.
- Fairly good distribution of facilities.
  - There are not enough athletic facilities, though that has been improved with Mather.

### **What types of recreation facilities or amenities are missing in the community that this plan needs to address?**

When asked what facilities or amenities were missing in the community, the main thing mentioned by respondents is that the existing facilities need to be renovated and updated. The District is 50 years old and it seems that several of the parks and facilities haven't been updated in over 10 years. Specific things to add that were mentioned were additional skate parks, dog parks, urban campgrounds, and facilities with electricity. There is inadequate ADA access at some of the parks, specifically Dave Roberts Park.

- There is no wheelchair access at Dave Roberts Park.
- The skate park is crowded at Mather. This can be offered at other locations too.
- Dog Park was voted on last week, some thought this was a good idea, and others thought there was probably a better use of the space.
- Ability to have walking paths would be greatly appreciated.
  - Some older folks only have walking as their form of recreation and exercise.
- A Master Plan that is implemented.
- A Community/recreation center was mentioned by several people.
- The parks are very under lit.
- There is a need for teen center and the District could partner with the City.
- The Senior Center needs to be expanded.
- Contemporary sporting facilities, such as Frisbee golf and extreme sports
- Performing arts center
- A good aquatics facility
- Urban campground
- Rentals
- Parks with electricity
- Youth center
- People would pay taxes for these facilities.
- Parking is always an issue.
- Another place to hold the classes is needed.
- The park district is 50 years old and the district needs to renovate everything.

### **What are the recreation program needs you hear about that are needed in Rancho Cordova?**

When asked about recreation programs that could be added in Rancho Cordova, several respondents mentioned programs for youth, for youth at risk, in particular. Several participants commented that the Police Athletic League offers programs the District should be offering. Programs for active seniors were

also suggested, such as sports leagues. They would like to see the classes and programs updated, a task that has not been undertaken since the 1980's. They also mentioned that there is difficulty registering for the existing classes and programs which could be causing attendance numbers to be down.

- We need positive activity and programs in the parks.
- There are no programs for at risk youths.
- Senior activities apart from the senior center.
  - Volleyball and senior basketball and other senior leagues are needed.
  - Bowling leagues are needed.
- District could do something similar to PAL.
- Group exercise classes
- Restrooms in parks
- Activities for children
  - Track and field
- Swim program could be improved.
- Classes have not changed since the 80's.
- There is difficulty registering for classes and programs.

#### **Are there any operational or maintenance issues that need to be addressed in the Master Plan?**

The main operational and maintenance issues that respondents named were updating and renovating related. There were a few comments on gopher holes in fields and security. Security issues included the maintenance yard and administrative building, which have both been broken into. There have also been several robberies that should be addressed. Also, there are cosmetic issues in various places. The Senior Center needs a lot of attention such as a designated cross walk, designated van parking, more parking for times that the pool is in use, and a new roof.

- Gopher holes cause a safety problem with the ruts on fields.
- In some of the parks there are thick clumps of grass from mowing that have not been cleared.
- Signage at parks is old and there are missing signs.
- The walk from the parking lot over the bridge is an issue.
  - There is nasty stuff in the water in front of the admin building.
  - A fresh coat of paint would go a long way.
- The tennis courts need time limits.
  - Posted rules would be helpful.
  - There also needs to be signs that help with enforcement.
- The picnic areas are in poor shape.
  - There are infrastructure problems.
- There are water and electricity problems in the parks.
- Hagan Park
  - No maintenance staff on weekends and it is the busiest time of the week.
- Senior Center
  - There needs to be a crosswalk.
  - There should be a marked parking area for vans.
  - There needs to be more parking, especially when people use the pool.
  - The Center needs a new roof.
- The maintenance yard needs to be bigger.
- There needs to be better security.

- There have been break-ins at the administration building and maintenance yard.
  - Locations have been robbed several times.
- There is tremendous turnover and a lot of institutional knowledge is gone.
  - The District is understaffed.
- The equipment is aging.
- Computers and web site are an issue.
- They should do more maintenance in-house or better monitor the maintenance contractors.
- The staff will tell you that they do not have the time to do outreach.
  - It's hard for community groups to partner with the District as the District doesn't seem interested in helping.
- There needs to be more transparency needed in designing parks.
- District Administrator should be at community events and developing relationships.
- New facilities should be phased in.
- The District needs to start partnering.
- The District should turf fields to reduce the cost of maintenance, though initial cost would be high.
- There is the old longstanding issue regarding the combination of parks, open space, and drainage ditches: Who should maintain the ditches, the city or the district?

### **Are there opportunities for partnering for the development or delivery of parks, recreation facilities or programs that the Recreation and Park District should be working towards?**

When asked about partnership opportunities, many respondents mentioned private partnerships without naming specific ideas. They also mentioned closer partnerships with the City and with the School District. Another partnership type named was business partnerships. There is an existing partnership with the school district that respondents would like to see strengthened. They would also like to see all parks labeled with the District's name to create more visibility for the district. The partnership mentioned that is lacking in closeness and strength is with the Chamber and tourism people. Strengthening this partnership will increase the ability to have tournaments in the area.

- Community groups for outreach.
  - There should be a community outreach liaison.
- There is a need to identify who potential partners could be.
- The District needs to initiate partnerships.
- They need a person to go after grants.
- The business community could be a help at some point.
- Maybe business relationships would be good.
- There are opportunities for more partnering with the District.
  - The District should work more closely with the City when doing projects.
- The schools and parks are co-located.
  - The District needs to strengthen school partnership, community council.
  - The school district says the District was hard to communicate with.
  - There is a total lack of communication with the school district regarding programs.
- Police athletic league is growing by leaps and bounds.
  - It offers programs because the district doesn't step up to the plate.
  - The District didn't respond to this.
- Private partnerships would be good.
- There needs to be a better relationship with Chamber and tourism people.
  - They need to have the ability to attract regional tournaments.

- There have been some, but there could be more.
- There should be a regional approach to partnerships.
- Every park should be labeled Rancho Recreation and Park District.
  - There would be more visibility this way.
- The District should partner more with the City. They currently seem to be more adversarial.
- Would be good to partner with more active recreation programs.

### **How would you assess public information, communications, and marketing of programs and services from the Recreation and Park District?**

Respondents assessed the public information, communication and marketing as needing significant help. The communications about activities were cited as good, but anything else, including expansion and development, is cited as needing improvement. The respondents would like to see more online communication and information in a consistently updated Web site and social networking sites. They were in favor of a mailed newsletter, citing the use of the City newsletter, and the District is currently in the process of developing a mailing list. This would predominantly be for the older citizens who do not have a computer or internet access.

- The Web site isn't the only method to communicate because some people do not have computers.
- The dog park wasn't communicated.
- Getting the community engaged is not being done enough.
- The board is dysfunctional, an example of which would be the fees at Mather.
- The board and administrator are not responsive.
- The District needs to have more communication.
- The youth sports are very tied to the school district, and residents have to pay much more for athletic fields.
  - People have become reliant on the school district.
- Little or no involvement of parks staff in community events.
- There have been community forums showing that drugs and childhood obesity programs are the most important needs.
  - The Recreation and Park District are not showing up to these forums.
- The Park District should have their meetings in City Hall.
- There is no appreciation and recognition for ethnic diversity of Hispanic and Russian populations.
- They should be putting ads in the paper about events.
- Maybe they should write a column like was done years before.
- Newsletters
  - They still have a problem getting the newsletter out to the seniors.
  - They are in the process of developing a mailing list.
- There are a lot of notices through the schools.
- They should use the city newsletter.
- They need a much better Web site.
  - The web site needs to be continuously updated.
  - A lot of seniors do not have computers, so they need to be accounted for.
  - Staff reports should be on the Web site.
- Social networking

### **What outcomes would you like to see as a result of this Plan?**

The chief outcome that respondents would like to see is a proper master plan that would be achievable and followed through on. There were several things that the respondents would like to see as a result of this plan, among them modernized parks, improved management, and better safety in all the parks and facilities. The participants referenced previous master plans that were not implemented as well as they would have liked. They would like to see a plan implemented this time. The respondents would like to see better inclusion of people. There should be more services for the youth, both at-risk and the “regular.” The administration needs to work on being transparent more and being more available to their constituents.

- There needs to be follow up.
- They need to set dates, set benchmarks, and list where will they get the funding for it.
- They need to be taking care of liabilities.
- They need to take a hard look at our parks and determine what needs to be done and how it will be paid for.
- They should put something in place and make it a doable plan.
- What can we do on the short term to make improvements?
  - A lot of these improvements will take years, and there need to be some shorter term solutions.
  - What are the first year priorities and come up with realistic success?
- There are a lot of retired people out there who would volunteer that could help with grant writing.
- There are not enough services for the youth.
- There should be festival grounds for all of the events.
- There needs to be better inclusion of people.
- There needs to be an aspirational vision for development of places that build community.
- Management needs to be actively engaged.
- An administration framework should be strengthened.
- Parks need to be modernized.
- There needs to be better security.
- They would like to see a plan that gives realistic direction.
- There should be more recreation programs for adults and children.
- There needs to be better communication.
- They should develop priorities and resource allocation.
- We need to strengthen our administration and recreation programs.
- They need good park maintenance staff.
- They should renovate and update existing parks instead of building new ones.
- There needs to be more face to face with Rancho and the other districts as well.
- Respondents would like to have an award winning park district.
- There needs to be better communication with the parks.
- There needs to be a realistic master plan that is a guide for the future.
- The administration needs to be more transparent.
- There are opportunities for youth centers.
- Mather pricing is so high that our local organizations can't afford it.
- Marketing
- Management team needs to be in place.
- Long term plans
- There should be some information about expanding the senior center and a teen center.



- There should be a comprehensive plan to be able to build and maintain the award winning system of parks and programs.
- They need a balance between building new and maintaining the old.
- There should be a public safety orientation to the system.

### 1.1.1 AHLSTROM PARK

#### 1.1.1.1 OVERVIEW

Ahlstrom Park is a 7 acre neighborhood park (6.8 acres irrigated) located adjacent to an elementary school. Overall the image value of the park is clean and open, with excellent visibility. Safety lighting is available in the park and no safety issues were identified during the assessment. There is turf coverage throughout the park with the condition being classified as fair. The park has signage; however there is some damage to the signage and a need for design standards and uniformity. Parking is located along the street and the interior pedestrian trail allows for good circulation. The park is not located along a hike or bike trail. The vegetation throughout the park is mature and in good condition with some younger trees. Maintenance at the site is good.

#### 1.1.1.2 MAJOR ASSETS

- Playground Area – 1 Playground Area with a lifecycle of level 1 to early level 2. Its approximate area is 48 feet by 55 feet with a curb and a mow strip. There are play structures for ages 6 to 12 and 2 to 6 (see **Figure 1**). The play area does have an ADA accessible ramp; however the lip of the ramp would be difficult for a wheelchair to maneuver (see **Figure 2**). The surface of the play area is fibar, but additional material is needed as it does not meet the recommended 12 inch minimum depth. The play area has 1 trash receptacle.
- Diamond Field; 1 Non-Mounded, Youth – Small baseball field (sixty foot base paths with a center field depth of 205 feet) with full 6 feet high dimensional fencing (see **Figure 3**). Edging of the field is marginal, and the infield is partially skinned. Player areas are covered and have signs of graffiti (see **Figure 4**). There are 6 sets of spectator seating; 2 are metal 3 rows bleachers and 4 are wooden 3 rows bleachers that are past their useful life and need to be replaced (see **Figure 5**).
- Benches – 2 benches around the playground area
- Trail Area – 515 feet of asphalt pathway (see **Figure 6**) and 6 foot wide concrete pathway being 361 feet in length with safety lighting (see **Figure 7**)
- Picnic Area – 1 picnic table on a concrete pad site
- Group Picnic Area – 3 concrete picnic areas with one being ADA accessible. Pad sites are approximately 10 feet by 16 feet with one new concrete picnic table and barbeque pit
- Park Bench Area – 2 new metal park benches on concrete pads of 5 x 12 feet

Figure 1 – Playground Structures



Figure 2 – Playground Area Lip



Figure 3 – Baseball Field



Figure 4 - Graffiti



Figure 5 – Damage to Bleachers



Figure 6 - Trail



Figure 7 – Safety Lighting



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- Trash Receptacle – 3 new thirty gallon cans and four thirty-three gallon barrels (see **Figure 8**)
- Water Fountain – 1 new ADA accessible drinking fountain and one older drinking fountain (see **Figure 9**)
- Dog Waste Station – two newer dog waste stations
- Irrigation Pump House – twelve feet by twelve feet irrigation pump house with two pump controllers.
- Wooden Park Sign – Damage to the left side (see **Figure 10**)

#### 1.1.1.3 RECOMMENDATIONS

- Extend trail to neighborhood connector and to school facilities
- Park needs to be energized, recent improvements are a good start
- Design standards throughout the park for furniture, signage and assets
- Fix the lip on the playground, replace bleachers, replace sign with design standard signage
- Graffiti removal

#### 1.1.2 ALEXANDER BIKE TRAIL

##### 1.1.2.1 OVERVIEW

The Alexander Bike Trail is a new 2.49 acre special use area along the side of the Alexander development (see **Figure 11**). It has a 0.245 mile asphalt bike trail segment. It is richly landscaped and the overall aesthetic of the site is excellent. It will become a neighborhood connector to the Stone Creek Community Park. Safety lighting exists and no safety issues were observed during the assessment. Maintenance at the site is good.

##### 1.1.2.2 MAJOR ASSETS

- Trail – 0.245 miles of divided lane asphalt bike trail (see **Figure 12**)
- Benches – 3 metal benches (see **Figure 13**)

##### 1.1.2.3 RECOMMENDATIONS

- Extend the trail to Stone Creek
- Design standards throughout the site for furniture, signage and assets
- Add distance markers along the trail and directions to district facilities

Figure 8 – Garbage Can



Figure 9 – Drinking Fountain



Figure 10 – Park Sign Damage



Figure 11 – Site Aerial



Figure 12 – Trail Segment



Figure 13 – Metal Benches



### 1.1.3 ANATOLIA BIKE TRAIL

#### 1.1.3.1 OVERVIEW

The Anatolia Bike Trail is a new special use area along the side of part of the Anatolia development, bordering the AKT Communities Wetland Preserve and is approximately 4.6 acres in size (see **Figure 14**). It has a 1.078 mile asphalt bike trail segment that runs the length. It is richly landscaped (see **Figure 15**) and the overall aesthetic of the site is excellent. It serves as a neighborhood connector to the Sandpiper Neighborhood Park. Safety lighting exists and no safety issues were observed during the assessment.

#### 1.1.3.2 MAJOR ASSETS

- Trail – 0.245 miles of divided lane asphalt bike trail (see **Figure 16**)
- Benches – 4 metal benches (see **Figure 17**)
- Trash Receptacle – 4 metal trash cans

#### 1.1.3.3 RECOMMENDATIONS

- Extend the trail on the east to Rancho Cordova Boulevard, as a make-shift trail has been created by the trail users
- Design standards throughout the site for furniture, signage and assets
- Add distance markers along the trail and directions to district facilities
- Add water fountains at endpoints along the trail
- Add additional informational signage about the wetlands / vernal pools
- Explore opportunities to expand natural trails into the vernal pool

### 1.1.4 ARGONAUT PARK

#### 1.1.4.1 OVERVIEW

Argonaut Park is a new irrigated 5.9 acre neighborhood park (see **Figure 18**) located adjacent to an elementary school. Overall the park image is clean and open with, with excellent visibility. Safety lighting is available in the park and no safety issues were identified during the assessment. Turf coverage existing throughout the park and the condition is good, though there is too much turf. The park has signage however there is a need for design standards and uniformity. Parking is located along the street and the interior and exterior pedestrian trails allow for excellent circulation. The park is not located along a hike or bike trail. Vegetation through the park is young with a need for maturity and additional trees (see **Figure 19**), but overall is excellent and rich. Throughout the park,

Figure 14 – Trail Segment



Figure 15 – Landscaping



Figure 16 – Divided Bike Lanes



Figure 17 – Bench and Can



Figure 18 – Entrance Signage



Figure 19 – Young Trees



all assets are lifecycle stage 1. The park is well utilized by the elementary students during the day and is well connected to the neighborhood. Maintenance at the site is good.

**1.1.4.2 MAJOR ASSETS**

- Playground Area – 2 playground areas exist, one with play equipment for ages 2 to 6 (see **Figure 20**) and the other with plastic rock climbers (see **Figure 21**) and a single bay swing set with strap seats. Some graffiti exists on the rock climbers.
- Diamond Field; Non-Mounded – Small – 1 small non-lighted, irrigated, and non-engineered softball field with a backstop and 8 feet high player area fencing (see **Figure 22**). No dimensional fencing exists. The infield is skinned and the player areas each have 2 metal benches.
- Pavilion; Small – 1 small picnic pavilion with 4 metal picnic tables 8 feet in length (1 ADA), and a power outlet. There are also 2 large BBQ pits located adjacent to the pavilion.
- Trail - 0.119 miles of concrete interior and exterior pedestrian circulation trail that is 6 feet and 8 feet in width.
- Water Fountain – 1 new ADA accessible drinking fountain and a dog friendly drinking fountain at the base (see **Figure 23**)
- Basketball Court – Half court, painted concrete basketball court with an attached multicourt (see **Figure 24**)
- Picnic Tables – 2 metal picnic tables 8 feet in length (see **Figure 25**)
- Benches – 6 green metal benches with concrete pads (see **Figure 26**)
- Park signage – Concrete park entrance signage
- Bike Rack – 1 bike rack
- Trash Receptacle – 4 metal 30 gallon trash containers

**Figure 20 – Playground**



**Figure 21 – Rock Climbers**



**Figure 22 – Softball Field**



**Figure 23 – Water Fountain**



**Figure 24 – Sport Court**



**Figure 25 – Picnic Tables**



### 1.1.4.3 RECOMMENDATIONS

- Plant additional fast growing trees in the park
- Design standards throughout the site for furniture, signage and assets, could immediately paint tales, benches and trash cans a similar color
- Add distance markers along the trail to add fitness functionality
- Expand vegetative cover to the western portions of the park to match those along the school to reduce unused grass areas
- Additional assets (such as bistro tables similar to The Village Green Park) could be placed in the park in the unused area

### 1.1.5 COUNTRYSIDE PARK

#### 1.1.5.1 OVERVIEW

Countryside Park is an older, irrigated 2 acre neighborhood park (see Figure 27) that is located adjacent to an elementary school. The park is well connected with the neighborhood and is not connected to a hike or bike trail. Parking is located along the street and a new concrete pedestrian circulation trail functions well connecting the interior assets. There is also a nearby transit stop. There is a security light and spill- over from street lighting. There are a few trees in the park, but additional vegetation should be explored to reduce turf coverage. Overall the image of the park is clean and safe with good visibility, and the park is a good fit with the neighborhood. Maintenance at the site is good.

#### 1.1.5.2 MAJOR ASSETS

- Playground Area – One playground area for ages 6 to 12 that is in lifecycle stage 2 (see Figure 28). Entire surface of playground has a need for additional fibar (see Figure 29). Playground has a concrete ring and is approximately 75 feet by 40 feet in area.
- Picnic Areas – 3 picnic areas exist, 2 are individual concrete tables (see Figure 30) with concrete pads and 1 (ADA accessible) concrete table is located adjacent to the playground area. Picnic tables need to be painted

Figure 26 – Bench and Can



Figure 27 – Entrance Signage



Figure 28 – Playground Area



Figure 29 – Fibar Needed



Figure 29 – Picnic Area



Figure 30 – Fountain (pre-trail)



and some damage exists. Overall lifecycle stage 2. Each individual table has a BBQ pit in fair condition.

- Water Fountain – 1 ADA accessible drinking fountain located adjacent to the playground area (see Figure 31, trail has been extended to fountain)
- Open Turf Area – Large open turf area could be converted into a small multipurpose field (see Figure 32)
- Trail – 313 feet of concrete pathway that has been recently installed
- Benches – 1 Metal bench adjacent to the playground area lifecycle stage 2
- Trash Receptacles – 3 30 gallon barrel exist for trash container and are unsightly and should be replaced

Figure 31 – Open Field



### 1.1.5.3 RECOMMENDATIONS

- The entire park needs to be re-energized. The addition of the trail is a start.
- Design standards throughout the site for furniture, signage and assets, could immediately paint tables, benches and trash cans a similar color
- Reduce the amount of turf with landscaping similar to other newer Re-paint the concrete picnic tables and bench but look to replace in the future, bollards also need to be painted, Replace the playground equipment in the future
- Fix leaking water fountain (see Figure 33)

Figure 32 – Fountain Leak



## 1.1.6 DAVE ROBERTS COMMUNITY PARK

### 1.1.6.1 OVERVIEW

Dave Roberts Community Park is a 13 acre park site (see Figure 34) with 11.85 acres irrigated that is located adjacent to a Middle School and an elementary school (see Figure 35). Overall the park is feels disjointed and the assets are misplaced. Connection to the neighborhood is fair and there is off-street parking available. There is pedestrian circulation to the adjoining neighborhoods, however is connects the neighborhoods rather than the park assets. Additional trails should be installed at this location. There were many people using the park during the assessment, nearly all with dogs. Security lighting does exist in the park. The trail around the playground area poses a safety hazard. Vegetation is mature and there is lots of turf, in fair quality. Visibility across the site is good.

Figure 33 – Entrance Signage



Figure 35 – Schools and Park



Figure 34 – Playground Area



Figure 36 – Tennis Courts

### 1.1.6.2 MAJOR ASSETS

- Playground Area – One playground area with a structure for ages 6 to 12 that is in lifecycle stage 1 to early stage 2. The playground area is ADA accessible but needs additional fiber depth (see Figure 36). The playground area is approximately 52 feet by 62 feet in size and was completed in 2002.



- Tennis Courts – 4 tennis courts in lifecycle stage 3 that should be resurfaced or removed, as the fit within the park is not amenable (see **Figure 37**)
- Trail – 0.152 miles of asphalt trail that is in lifecycle stage 3 and needs to be replaced (see **Figure 38**). 2 Dog waste stations exist along the trail.
- Diamond Field; Non-Mounded – Large – 1 large irrigated, lighted, non-engineered softball field with backstop and players areas (see **Figure 39**). The backstop needs to be replaced. Fencing exists along the baselines only and 150 feet of the outfield. Edging along the field is marginal and needs to be re-cut. There is also a 5 rows metal bleacher in fair condition.
- Multipurpose Fields – Large – 1 regulation sized multipurpose field with soccer goals. The playing surface of the field needs to be re-graded
- Parking Lot – Asphalt parking area with space for 23 vehicles. The parking lot needs to be resurfaced and is approximately 7,820 square feet in size.
- Water Fountain – 1 working water fountain (see **Figure 40**) and 1 non-functioning water fountain (see **Figure 41**)

**1.1.6.3 RECOMMENDATIONS**

- Good candidate for a fitness trail and a dog park, replace the existing trail
- Remove or resurface the tennis courts and multipurpose field
- Work with school to create a signature diamond field complex
- Design standards throughout the site for furniture, signage and assets

**1.1.7 EAGLE'S NEST PARK**

**1.1.7.1 OVERVIEW**

Eagle’s Nest Park is a newer 3.7 acre Neighborhood Park (see **Figure 42**) that serves as a court sport area. The park is in lifecycle 1 and is a great fit to the neighborhood and clubhouse. Visibility across of the park is excellent. The park is well connected to the neighborhood and is not connected to a hike or bike trail. There is off-street parking available in conjunction with the clubhouse. Security lights are present along the circulation trail and no safety issues were observed during the assessment. Vegetation in the park is good (see **Figure 43**) and could be expanded, possibly to include additional trees. Overall the image of the park is clean and safe with good visibility, Maintenance at the site is good.

**1.1.7.2 MAJOR ASSETS**

Figure 37 – Asphalt Trail



Figure 38 – Schools and Park



Figure 40 – Old Water Fountain



Figure 41 – Entrance Signage



Figure 42 – Vegetation



Figure 43 – Basketball Court



Figure 44 – Tennis Courts





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- Basketball Court – 1 full sized, lighted basketball court with fencing surround in excellent condition (see Figure 44)
- Tennis Courts – 2 lighted tennis courts in excellent condition with metal benches (see Figure 45)
- Playground Area – 2 playground areas, 1 each for each age groups 2 to 5 and 6 to 12 (see Figure 46). Both are in excellent condition, ADA accessible and have an adequate amount of fibar surface
- Pavilion; Small – 1 small pavilion with 4 metal picnic tables and 3 BBQ grills (see Figure 47)
- Water Fountains – 2 ADA accessible drinking fountains
- Benches – 2 newer metal benches
- Trash Receptacles – 4 newer metal trash containers
- Bike Rack – 1 Bike Rack
- Park Entrance Signage – 1 stucco and brick entrance sign
- Open Play Field – 1 open play field

#### 1.1.7.3 RECOMMENDATIONS

- Design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Convert open field area into a dedicated small multipurpose field

#### 1.1.8 FEDERSPIEL PARK

##### 1.1.8.1 OVERVIEW

Federspiel Park is an older 5 acre neighborhood park (see Figure 48) that serves as essentially two parks separated by a roadway located adjacent to an elementary school. The park is in lifecycle stage 2 and serves as a good fit within the neighborhood. Overall it is a clean site with good visibility and no safety issues were observed during the assessment. Maintenance throughout the site was good. Vegetation within the park is health and mature. Safety lighting does not exist at this site. Pedestrian circulation and signage through the site is lacking. Parking is located along the street, and no transit stops were identified.

##### 1.1.8.2 MAJOR ASSETS

- Multipurpose Field; Small – 1 multipurpose field that could potentially accommodate regulation play. Field is unlit, non-engineered and is irrigated. Overall the turf quality of the field is uneven and in need of grading and reseeding (see Figure 49).

Figure 45 – Playground Area



Figure 46 – Small Pavilion



Figure 47 – Entrance Signage



Figure 49 Multipurpose Field



Figure 50 – Playground Area



Figure 48 – Trail



- Playground Area – 1 playground area with equipment for ages 2 to 6 in lifecycle stage 2 (see Figure 50). The surface of the playground area is fibar and has been recently refilled. There is a double bay swing set with strap 2 seats and 2 bucket seats that is showing signs of typical wear. The area is in need of a circulation trail and is part of the districts improvement plan.
- Trail – 0.19 miles of asphalt trail in poor condition (see Figure 51) linking the closed restroom facilities with the exterior sidewalk.
- Water Fountain – 2 waters fountain located at the site, 1 not working
- Picnic Areas – 3 picnic areas on concrete pads with concrete tables and 2 with BBQ pits (see Figure 52)
- Bench – One bench located near the playground area
- Trash Receptacles – 4 barrel trash containers
- Restroom – 1 former aquatic facility restroom area –closed- (see Figure 53)

**1.1.8.3 RECOMMENDATIONS**

- Design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Improve the multipurpose field to a regulation field
- Remove the existing trail and build a looping trail to the playground area
- Landscape the area around the playground similar to other newer parks in the district to remove excess turf
- Remove or improve the restroom facility

**1.1.9 GOLD RIVER PARK**

**1.1.9.1 OVERVIEW**

Gold River Park is an older 4 acre neighborhood park (see Figure 54) with 3.79 acres irrigated that is located adjacent to an elementary school. The overall image value of the park is good and visibility throughout the park is fair. The site is located next to a neighborhood pedestrian trail link that enhances the connectivity to the neighborhood. Overall the park is in lifecycle stage 2. Maintenance at the site was good. Vegetation within the park is mature and in good health and the turf quality is fair. Safety lighting does exist around the playground area and along the trail. Information signage at the park is an excellent addition. Parking is located along the street with overflow parking at the elementary school lot.

**1.1.9.2 MAJOR ASSETS**

Figure 49 – Picnic Area



Figure 50 – Closed Restroom



Figure 51 – Entrance Signage



Figure 55 - Trail



Figure 56 – Playground Area



- Trail – Overall there is 0.104 miles of trail within the park being a concrete trail from the school to the playground 8 feet in width, the exterior concrete trail and the asphalt trail to the bike trail at 10 feet in width (see Figure 55). 1 dog waste station exists along the trail.
- Playground Area – 1 Playground Area in lifecycle stage 1 (see Figure 56) with play equipment for ages 2 to 6 and a double bay swing set with 2 belt and 2 bucket seats. A climbing gym and balance beam also exists in the area.
- Picnic Areas – 4 picnic areas with concrete pad sites and concrete tables in lifecycle stage 2 (see Figure 57) with BBQ pits.
- Multipurpose Field – Small – 1 Small multipurpose field with soccer goals (see Figure 58).
- Trash Recepticals – 5 trash containers exist and are metal 33 gallon barrels.
- Bike Racks – 2 bike racks exist on site
- Bench – 1 metal bench
- Water Fountain – 1 older, functioning metal water fountain
- Informational Signage – Exists heading to the bike trail (see Figure 59).

Figure 52 – Picnic Area



Figure 53 – Small Field



Figure 54 – Information Sign



### 1.1.9.3 RECOMMENDATIONS

- Design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Reseed the multipurpose field
- Landscape the area around the multipurpose similar to other newer parks in the district to remove excess turf
- Continue concrete trail along school to make a loop trail and add distance markers

Figure 55 – Entrance Signage

## 1.1.10 GOLD STATION PARK

### 1.1.10.1 OVERVIEW

Gold Station is a 3 acre neighborhood park (see Figure 60) with 2.87 acres irrigated. The park is an excellent fit within the neighborhood and has a good pedestrian circulation trail on the inside and exterior of the park. The image of the park is excellent and the landscaping is good with mature trees and good turf. The site is not connected to a hike or bike trail, though there is a trail in the area, and no transit stops were identified during the assessment. Parking is street-side and internal to the neighborhood. Maintenance at the site was fair, with issues on the water fountain, playground and picnic areas. Overall the park is in lifecycle stage 2, and while the assets are aging the design of the park is good. Safety lighting exists at the park but could be expanded.



Figure 561 – Playground Area



Figure 62 – Trail

### 1.1.10.2 MAJOR ASSETS



- Playground Area – 1 playground area with structures for all ages (see **Figure 61**). The surface of the playground area is fibar and has been recently refilled. The lifecycle of the playground is stage 2 and repairs should be made to rusted metal on the structure and it should be repainted.
- Trail – 0.311 miles of 5 feet wide concrete trail exists around the exterior of the park and surround the playground and multipurpose field (see **Figure 62**). 2 dog waste stations exist along the trail.
- Multipurpose Field – Small – 1 small irrigated, non-lighted and non-engineered multipurpose field with misaligned soccer goals exists (see **Figure 63**) and the turf quality is good, though the field is not leveled.
- Picnic Areas – 2 picnic areas with concrete pad sites, concrete tables, metal trash barrels and BBQ pits. The tables have damage and are lifecycle stage 3 and should be replaced (see **Figure 64**).
- Water Fountain – 1 older ADA accessible metal water fountain that is leaking at the base and should be repaired (see **Figure 65**).
- Trash Receptacles – 4 barrel trash cans exist and detract from the value of the site and should be replaced with permanent metal containers.

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### 1.1.10.3 RECOMMENDATIONS

- Design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Landscape the area around the multipurpose similar to other newer parks in the district to remove excess turf
- Add distance markers along the trail for a fitness path
- Repair and/or slate for replacement of the damaged assets

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### 1.1.11 GREENBELT

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#### 1.1.11.1 OVERVIEW

The Green Belt is a new 18.02 acre special use area (See **Figure 66**) that acts as a drainage channel and a hike/bike connectors from Stone Creek Community Park to Tuscany Park and beyond to the surround neighborhoods. The overall value of the site is excellent and is a good source of open space and visual aesthetic to neighbors. Vegetation throughout the site is young and plentiful, with a good design of vegetation beds to reduce turf coverage and a good quality of existing turf. The lifecycle stage of the site is level 1 and the picnic areas are a good standard to set for other parks within the system. Limited safety lighting exists and should be expanded upon throughout the site. Other safety concerns were not discovered at this site.

Figure 57 – Multipurpose Field



Figure 58 – Picnic Tables



Figure 59 - Water Fountain



Figure 66 – Greenbelt



Figure 67 – Bike Lanes



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#### 1.1.11.2 MAJOR ASSETS

- Trail – 0.150 miles of divided asphalt bike trail (See Figure 67) with appropriate traffic signage (See Figure 68)
- Picnic Areas – 6 concrete picnic pad sites with in-ground metal tables, 2 ADA accessible (See Figure 69)

#### 1.1.11.3 RECOMMENDATIONS

- Add distance markers along the trail and directional signage to assets.
- Site would be a good candidate for placement of additional small assets such as a playground, small reservable picnic pavilion, or group picnic areas.
- Design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system. This is a good site to utilize as a baseline for future picnic area sites and vegetative cover.
- Add additional security lighting

### 1.1.12 HAGAN COMMUNITY PARK

#### 1.1.12.1 OVERVIEW

Hagan Community Park is an older 80 acre community park (60 acres irrigated) that serves as the flagship park of the district (see Figure 70). The visual aspect of the park is what is expected in a historical type park with mature vegetation and in a key setting along the American River. The park itself has a large number of assets in various life cycles with most being in good condition or poor condition. The park also houses the District Offices and meeting facilities and is utilized heavily. Hagan is situated adjacent to a high school and the school uses its assets during the day. Night time safety is a concern at this location and though the park closes at dusk, it remains busy. Theft has also occurred at both the district offices and in the maintenance yard, despite security efforts. Other safety concerns exist at the site, including visually pleasing water hazards (see Figure 71), trains and aging assets. The turf quality is fair with areas that need to be graded or reseeded. Directional, informational and regulatory signage exists within the park but does need to be expanded due to the sheer size of the facility. The site itself is a destination of sorts for wildlife which also attracts visitors and could be a regional attraction if developed. The area has several parking lots with ADA accessibility and extensive circulation trails, in varying lifecycles of stage 1 and stage 3. The location of the park is not typical of community centers, with almost a tucked in a neighborhood feeling. Maintenance of the site is good, with most assets needing either replacement or a fresh coat of paint.

Figure 68 – Traffic Signage



Figure 69 – Picnic Area



Figure 60 – Signage



Figure 61 - Water Feature



1.1.12.2 MAJOR ASSETS

- Building Space – 25,429 square feet of office, meeting, storage and ancillary function building space. Most buildings are in lifecycle stage 2 nearing stage 3, though they are neatly maintained (see Figure 72).
- Tennis Courts – 4 lit tennis courts (see Figure 73) adjacent to the school’s 4 non-lighted tennis courts. The surfaces of the tennis courts are fair, with decent drainage and are showing some cracking (main cracks, not spider cracking) and the fencing is showing signs of aging. The nets are taut and are in good shape showing no cuts or rips. Could install wind shields around the courts. Courts are ADA accessible and benches are available at each court. There is also a water fountain located at the court that needs to be replaced.
- Maintenance Yard – The maintenance yard has an office building with 3 offices, conference room and a restroom. Additional buildings include mechanics building, special projects building, pole barn, breakroom building and storage facilities. On site are gas tanks, sand and gravel bays, and a grease pit. The area is fenced with razor wire and full lighted. There are 7 security cameras in place to deter theft. This is the only maintenance yard for the district and difficult to keep up with maintenance tasks not being centrally located. There is a trail that runs along the yard and the high school connecting the neighborhood to the park
- Playground Areas – 3 playground areas, all lined with fibar and 2 ringed with concrete. One playground has a 2 bay swing set with 2 belt swings and 2 bucket swings adjacent to a group picnic area. The surface is fibar and is filled to the correct depth. The lifecycle of the playground area is stage 2. Nearby there is a drinking fountain. The second playground area has a structure for ages 2 to 5 and a 2 bay swing set with 2 belt swings a 2 bucket swings (see Figure 74). The last playground area has a 2 bay swing set with 4 belt swings, a slide, a tunnel and a jungle-gym and is fenced (see Figure 75).
- Trails – 1.125 miles of trail that is mostly in lifecycle 3 and is in need of replacement. The asphalt is buckling and shifting, causing standing water (see Figure 76).
- Group Picnic Areas – 10 group picnic areas with mixture of concrete and natural surface pad sites (see Figure 77). Most of the tables are concrete with the newer sites being metal tables.
- Picnic Areas – 15 individual picnic areas with mixture of concrete and natural surface pad sites (see Figure 78). Most of the tables are concrete with the newer sites being metal tables.

Figure 62 – Park Buildings



Figure 63 – Tennis Courts



Figure 64 – Playground Area 2



Figure 65 – Playground Area 3



Figure 66 – Trail Damage



Figure 67 – Group Picnic Area



- Benches – 34 benches made of a mixture of materials including concrete, metal, wood, fiberglass and blocks. There is a need for design standards regarding benches.
- Trash Receptacles – 54 trash containers with the bulk being metal barrel cans that should be replaced with a design standard container.
- BBQ Grills – 6 large BBQ grills and 7 small BBQ grills
- Bleachers – 1 metal 7 rows bleacher, 5 metal 3 rows bleachers, 1 metal 10 rows bleacher, 6 wooden 5 row bleachers that need to be replaced (see **Figure 79**)
- Drinking Fountains – 6 drinking fountains, with 2 ADA and dog friendly drinking fountains
- Multipurpose Fields – Large – 2 Large multipurpose Fields
- Multipurpose Fields – Small – 1 small multipurpose field
- Diamond Field; Mounded – Large – 3 large baseball fields. Peterson field (see **Figure 80**) has a backstop, chain link wing fencing, dugouts with player benches, pitching warm-up area, batting cage, electronic scoreboard, concessions building, flag pole, foul poles, and 6 feet high dimensional outfield fencing. It is an un-lighted, irrigated, engineered field. Sullivan field has a backstop, chain link wing fencing, dugouts with player benches, pitching warm-up area. It is an un-lighted, irrigated, engineered field. The third field has a backstop, pitching warm-up area and skinned infield. It is an un-lighted, irrigated, non-engineered field.
- Basketball Court – 1 full size basketball court with a concrete surface that is in poor condition and it holds water; needs to be replaced (see **Figure 81**).
- Kiosk and Message Boards– 1 informational kiosk and 2 message boards
- Shuffle Board Court – 1 Shuffle Board Court
- Horse Shoe Pits – 2 horse shoe pits
- Aquatic Center – 3 swimming pools, 1 is issued for removal. Pool area 1 is 5 feet to 12 feet in depth and is a diving pool. Pool area 2 is a 3 feet to 5 feet depth competition pool (see **Figure 82**). There is a life guard building with offices and a restroom building with showers.
- Restrooms – 1 concrete restroom building and 1 wooden restroom building
- Parking Lots – 6 parking areas with 382 parking spaces and 11 ADA compliant parking spaces
- Petting Zoo – 1 petting zoo with free public access run by volunteers that is comprised of a pole barn and small fenced pasture are.
- Train Area – Train switching yard housing the train cars that utilize the park and the track running through the park. The track is a safety hazard and crosses paths without warning signs (see **Figure 83**).
- Memorial Plaques – 6 brass memorial plaques

Figure 68 – Picnic Area



Figure 69 – Wooden Bleachers



Figure 71 – Basketball Court



Figure 72 – Swimming Pool



Figure 73 – Train Tracks



- Memorial Grove – 1 small memorial grove
- Entrance Sign – 1 wooden sign
- Dog Park – 1 new dog park

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#### 1.1.12.3 RECOMMENDATIONS

- Light the diamond fields
- Add night time security measures such as entrance motion cameras
- Reenergize the park by following design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Landscape the area around the multipurpose similar to other newer parks in the district to remove excess turf
- Add distance markers along the trail for a fitness path
- Repair and/or slate for replacement of the damaged assets



### 1.1.13 HENLEY PARK

#### 1.1.13.1 OVERVIEW

Henley Park is a 0.5 acre neighborhood park with 0.4 acres irrigated. Overall the park is and feels small. It is mostly open across the park with a mixture of mature and young vegetation (see **Figure 84**). The site is well connected with the neighborhood and is not connected to a hike or bike trail. There is no inner connectivity within the park and a small trail segment is needed. Parking is street side only, and the site is not near a school. Maintenance at the park is good. There is a need for additional shading around the playground area. Signage exists in the park and security lighting is present. There are issues with graffiti at this location (see **Figure 85**).

#### 1.1.13.2 MAJOR ASSETS

- Playground Area – 1 playground area with an age 6 to 12 structure (see **Figure 86**) in lifecycle stage 2 with fibar surface that is below the recommended 12 inch minimum. There is also a single bay swing set with 2 bucket swings. Entrance ramp needs sloped ends (see **Figure 87**).
- Bench – 1 bench adjacent to the playground.
- Picnic Area – 1 picnic pad site 12 feet by 15 feet in size with a concrete picnic table, a BBQ pit and a 33 gallon trash barrel.

#### 1.1.13.3 RECOMMENDATIONS

- Review graffiti policy and address as needed
- Reenergize the park by following design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Landscape the area around the multipurpose similar to other newer parks in the district to remove excess turf
- Add short trail segment to connect picnic area with playground to sidewalk

Figure 74 – Vegetation



Figure 75 – Graffiti



Figure 76 – Playground Area



Figure 77 - Water Fountain



### 1.1.14 INDEPENDENCE PARK

#### 1.1.14.1 OVERVIEW

Independence Park is a 12 acre Community Park (11.0 acres irrigated) located adjacent to an elementary school. The park itself is comprised of 3 pieces and feels disjointed as it is hard to tell what portion is the school and what is the park. The overall image value of the park is good and there is good visibility across the site. The park is near a hike or bike trail and itself has a good looping trail that could be extended through the site either up the alley or across school property. There are safety concerns in the playground areas with a lack of fibar as bare dirt is showing. Other than some painting necessary in certain areas, maintenance is otherwise good. Vegetation in the park is minimal and should be increased with more trees and less turf coverage. The existing turf quality is fair. The park is well connected to the neighborhood and in a good setting. There is off-street parking available.

#### 1.1.14.2 MAJOR ASSETS

- Multipurpose Field - Large – 1 large multipurpose field with a diamond field overlay that is non-engineered, irrigated and non-lighted (see Figure 88).
- Playground Areas – 2 playground areas, 1 each for 2 to 5 years of age (see Figure 89) and 6 to 12 years of age (see Figure 90), which also has a single bay swing set with two belt seats. The Playground areas are ADA accessible however there is a need to refill the fibar surface (see Figure 91). Both structures are lifecycle 1 to early 2.
- Group Picnic Areas – 3 picnic shelters with 2 tables each (see Figure 92), there is a need to paint the shade structures
- Trail – 1.495 miles of hard/soft surface trail in good condition or lifecycle 1
- Picnic Areas – 16 individual concrete picnic tables on concrete pads (see Figure 93)
- BBQ Grills – 4 BBQ grills near the picnic tables
- Water Fountain – 1 ADA accessible water fountain

#### 1.1.14.3 RECOMMENDATIONS

- Reenergize the park by following design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Landscape the area around the multipurpose similar to other newer parks in the district to remove excess turf
- Add short trail segment to complete loop trail and add distance markers
- Refill fibar surfaces in playground areas
- Repaint shelters

Figure 78 – Multipurpose Field



Figure 79 – Playground Area 1



Figure 80 – Playground Area 2



Figure 81 – Fibar Refill



Figure 82 – Group Picnic Area



Figure 83 – Picnic Area



- Add additional trees around the picnic tables to the west

### 1.1.15 LARCHMONT COMMUNITY PARK

#### 1.1.15.1 OVERVIEW

Larchmont Community Park is a 14 acre Community Park (13.16 acres irrigated) located next to an elementary school. Overall the park has a good image and is well situated in the neighborhood. It is adjacent to the American River Bike Trail but could be officially connected very easily, away from existing houses. Visibility is good across the park with limited blind spots. Connection to the neighborhood is fair and could be improved upon with the addition of more trails throughout the site. This park would be a good candidate for a fitness trail surrounding the multipurpose fields that could also serve as pedestrian circulation to access the fields. Parking is off-street with approximately 30 spaces, 2 ADA spaces, and there is some on-street space for parking. Safety lighting exists along the trail and could be extended throughout the park with additional trails. Signage throughout the park is poor and needs to be improved. Maintenance is good, with most areas properly edged and attempts to control weeds.

#### 1.1.15.2 MAJOR ASSETS

- Playground Area – 1 playground area with main structure geared for ages 2 to 5 and 6 to 12 (see **Figure 94**). The surface is fibar and needs to be refilled. The play structure itself is in good shape and is lifecycle 2. The playground is ADA accessible but the structure is not universally accessible.
- Tennis Courts – 2 lighted tennis courts in lifecycle stage 3 that need to be resurfaced and have the fencing reinstalled (see **Figure 95**). In addition there needs to be windscreens added to the tennis courts.
- Multipurpose Fields - Large – 1 large multipurpose field that is non-engineered, irrigated and non-lighted and is in lifecycle stage 2 (see **Figure 96**). Turf coverage is good but appears to lean. 2 small multipurpose fields that are non-engineered, irrigated and non-lighted and are in lifecycle stage 2. Turf coverage is good (see **Figure 97**).
- Trail – 0.136 miles of asphalt and natural surface trail that is in fair condition. The natural surface trail has been made by the public as an access to the neighboring bike trail and is a nuisance to adjacent homes (see **Figure 98**). Pet waste station exists along the trail.
- Group Picnic Area – 1 group picnic area with a concrete surface and 3 concrete picnic tables in lifecycle 3 (see **Figure 99**).
- BBQ Grills - 2 BBQ grills exist at the group picnic area.
- Trash Receptacles - 9 metal barrel trash can that need to be replaced with design standard containers

Figure 84 – Playground Area



Figure 85 – Tennis Courts



Figure 86 – Multipurpose Field 1



Figure 87 – Multipurpose Field 2



Figure 88 – Trail Nuisance



Figure 89 – Group Picnic Area



- Water Fountain – 1 ADA accessible water fountain

### 1.1.15.3 RECOMMENDATIONS

- Move the dirt trail to the center of the park and improve the surface to access the bike trail
- Reenergize the park by following design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Landscape the area around the multipurpose similar to other newer parks in the district to remove excess turf
- Add a fitness trail to complete a loop trail and add distance markers
- Refill fibar surfaces in playground areas
- Resurface tennis courts and replace or repair fencing

## 1.1.16 LARCHMONT-ROSSMOOR PARK

### 1.1.16.1 OVERVIEW

Larchmont-Rossmoor Park is a 3 acre Neighborhood Park (2.86 acres irrigated) located adjacent to an elementary school. The image of the park fair and is need of rejuvenation (see **Figure 100**); the addition of the new concrete trail, metal trash receptacles, ADA accessible drinking fountain and picnic tables is a good start (see **Figure 101**). It is well placed and connected within the neighborhood, and visibility is good through. Vegetation throughout the park is mature and in good condition and the turf quality is fair. The concrete and bare dirt bedding around the trees in the back of the park is unique and could be expanded in this park and others (see **Figure 102**). Safety lighting is located near the picnic area.

### 1.1.16.2 MAJOR ASSETS

- Playground Area – 1 playground area with main structure geared for ages 2 to 5 in lifecycle stage 2 (see **Figure 103**). The surface is fibar and bounded by a concrete ring. There is a 2 bay swing set with 2 bucket and 2 belt seats.
- Picnic Area – with 2 picnic tables both ADA accessible, being 6 and 8 feet in length, a BBQ pit, dog waste station and 2 new metal trash receptacles.
- Water Fountain – 1 ADA accessible water fountain
- Concrete Pathway – Concrete trail is 290 feet in length by 6 feet in width

### 1.1.16.3 RECOMMENDATIONS

- Partner with school to create a looping fitness trail for school and public use
- Reenergize the park by following design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system

Figure 90 – Park Image



Figure 91 – New Assets



Figure 92 – Unique Bedding



Figure 93 – Playground



- Landscape the area around the front of the park similar to other newer parks in the district to remove excess turf

### 1.1.17 LINCOLN VILLAGE COMMUNITY PARK

#### 1.1.17.1 OVERVIEW

Lincoln Village Community Park is a 17 acre Community Park (15.86 acres irrigated) located adjacent to a middle school and church, being near an elementary school (see Figure 104). It is also home to the Cordova Senior Center (see Figure 105) and shares 48 parking spaces (5 ADA accessible) with this facility. Overall the park is sited well to main thoroughfares for vehicular traffic and has a good connection to the neighborhood via asphalt pathways. The park has a fair image that is in need of being re-energized. Vegetation within the park consists of trees and is mainly mature; however there is a need for ground vegetation. Turf coverage is near 90% and could be reduced with natural areas within the park. Many of the assets within the park are in lifecycle stage 3 and are in need of repair or replacement. Visibility across the site is fair, with the bathhouse blocking portions of the view within the park. Safety issues observed include uneven, potted trail surfaces.

#### 1.1.17.2 MAJOR ASSETS

- Playground Area – 1 playground area (see Figure 106) with fibar surface and components for ages 2 to 5 and 6 to 12 with a bench, a trash barrel, and a 2 bay sing set with 2 bucket seats and 2 belt seats. The lifecycle of the pay structure is stage 2 (some graffiti) and the swing set needs preventative maintenance care. A sand pit is adjacent to the playground area that has no equipment and is in need of weed abatement. There is another detracting playground area with no equipment that could be repurposed or rebuilt.
- Multipurpose Field - Large – 1 large turf multipurpose field with soccer goals that is irrigated, non-engineered, and non-lighted with ordinary wear
- Diamond Field; Non-Mounded – Small – 1 small softball field (see Figure 107) with a skinned infield that is irrigated, non-engineered and lighted with 40-50 foot base paths. The field could accommodate increased size, perhaps up to 250 feet. Player areas exist but are not covered and the field has an equipment box. Turf quality is good with limited infield turf encroachment. There are also 2 sets of wooden 3 row bleachers and a drinking fountain. The field has 8 foot high wing, infield fencing. There are 6 light poles each being 50 feet in height containing banks of 20 individual lights. The backstop is a rounded wire structure with a need for maintenance.
- Outdoor Pool – 1 outdoor pool (see Figure 108) with bathhouse that is a typical flat pool with a zero depth entry spanning to a depth of 5 feet,

Figure 94 – Park Signage



Figure 95 – Senior Center



Figure 96 – Playground Area



Figure 97 – Softball Field



Figure 98 – Swimming Pool



Figure 99 – Basketball Courts



containing a water slide, lifeguard stall, lifeguard building, shade structure, concessions, 2 metal picnic tables, a bike rack, filter building and restrooms. The pool complex is fenced with access control.

- Basketball Court – 2 abutting half size basketball courts on a square with 1 hoop each (see **Figure 109**). Opportunity exists to add two additional hoops to make 2 half-sized full courts to create 1 full court. Cracking exists along the surface of the court and has been patched extensively; the lifecycle of the surface is stage 3 and should be replaced or repaired.
- Tennis Courts – 4 tennis courts (see **Figure 110**), with non-functioning lighting at the time of the assessment. The surface of the courts has cracking and is in a lifecycle stage 2 to stage 3, with visible signs of water retention (see **Figure 111**). Nets are taut and in good condition.
- Horseshoe Pits – 2 horseshoe pits in need of re-grading and replenishing. Posts are missing and backing boards are worn (see **Figure 112**).
- Senior Center – 1 senior center building being 10,250 square feet that includes offices, meeting rooms, arts and crafts room, reception area and restrooms. Overall the building is in good shape though some internal assets are showing worn. The kitchen area is in excellent condition. The back of the center is enclosed with a rod iron fence opening up to the park.
- Trail – 0.476 miles of asphalt pathway that is in lifecycle stage 2 to 3 and should be slated for replacement or repair (see **Figure 113**)
- Group Picnic Area – 1 group picnic area with 6 concrete tables with wooden benches on a concrete pad with a barbeque pit (see **Figure 114**)
- Picnic Areas – 8 individual picnic areas with concrete pad sites, concrete tables with wooden benches and 4 small barbeque grills. Some tables are missing benches and have cracked concrete pads (see **Figure 115**).
- Memorial Grove – 1 memorial grove with 3 wooden benches, plaque and trash receptacle on concrete. The concrete is showing cracking and is in need of patching
- Trash Receptacles – 16 trash barrels
- Benches – 3 metal benches
- Entrance Signage – 1 wooden sign

**1.1.17.3 RECOMMENDATIONS**

- Master Plan the park
- Reenergize the park by following design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Landscape the area throughout the park similar to other newer parks in the district to remove excess turf
- Repurpose the empty playground area with fitness equipment

Figure 100 – Tennis Courts



Figure 101 – Standing Water



Figure 102 – Horseshoe Pits



Figure 103 – Worn Trail



Figure 104 – Group Picnic Area



Figure 105 – Picnic Area



## Appendix 2 – Detailed Facility and Park Assessments

### CRPD Strategic Master Plan

January 2012

- Great candidate for a looping fitness trail with mileage markers that would not impact existing assets
- Explore converting diamond field into a signature field with existing concession available at the pool area
- Repair Tennis Court Surfaces and basketball courts, or convert to a complex
- Overall, assets and quality should focus on ability to drive concessions. This park has the ability to become a signature site centrally placed within the district's population core by improving the quality and placement of assets

#### 1.1.18 MANLOVE PARK

##### 1.1.18.1 OVERVIEW

Manlove Park is a 3 acre neighborhood park (2.84 acres irrigated) centered in a neighborhood (see **Figure 116**). This park could be used as a standard for the remainder of the park system. The park is well maintained and all edges up to hard surfaces are neatly done. Tree wells are free of weeds and there is good turf coverage. There is great connection to neighborhood via sidewalks and minimal traffic bordering the park. The park is not connected to hike-bike trail, nor is it adjacent to a school. The park is a good fit with a good location and image. Visibility is very good with few blind spots. There is security lighting along the trail. Safety issues were noted during the assessment within the playground area. The park dissected by a hard surface asphalt trail, with a few areas along the trail that appear to be settling and could result in drainage issues. The park is in good shape and in lifecycle stage 2. A majority trees are mature with some younger trees. Regulatory signage is present.

##### 1.1.18.2 MAJOR ASSETS

- Playground Area – 1 playground areas with fibar surface and a structure, lifecycle stage 2 built in the year 2000, for ages 2 to 5 (see **Figure 117**). The playground is bounded by a concrete curb that had been cut without safety ends for ADA access. Peeling paint damage exists to the play structure which poses a safety hazard (see **Figure 118**). There is also a 1 bay swing set with belt seats that is in lifecycle stage 2 and is showing wear at the joints.
- Picnic Area - 2 picnic areas each with a concrete table and trash barrel placed on concrete pads (see **Figure 119**)
- Trail - Asphalt pathway is six feet wide and 447 feet long recently resurfaced with an ADA water fountain and 2 dog waste stations (see **Figure 120**)
- Entrance Sign – 1 wooden entrance sign
- One block irrigation pump enclosure, 1 irrigation controller

##### 1.1.18.3 RECOMMENDATIONS

Figure 106 – Park Signage



Figure 107 – Playground Area



Figure 108 – Structure Damage



Figure 109 – Picnic Area



Figure 110 – Trail



- Reenergize the park by following design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system
- Landscape the area throughout the park similar to other newer parks in the district to remove excess turf (see Figure 121)
- Site is a good candidate for small picnic shelters or a gazebo
- Repurpose existing trail or add a looping ¼ mile fitness trail
- Repair playground structure
- Add safety ends to playground area ADA entrance

Figure 111 – Excess Turf



### 1.1.19 MATHER SPORTS COMPLEX

#### 1.1.19.1 OVERVIEW

Mather Sports Complex is a 32.1 community park also functioning as a special use complex. The complex serves as a signature piece for the district and the region. The newer components of the site are in excellent condition and function well together. The main parking area is centrally located and provides good access to the surrounding features. Additional parking supports ancillary functions. The park is well maintained and orderly, maintaining an excellent overall image quality. It is well connected to adjoining businesses and heavily utilized by this segment. Turf coverage has been reduced with a mixture of natural surfaces and vegetative plantings. Most trees are young, and there are areas where more would be desirable, especially on the northern portions of the complex. The park does have areas of limited line of sight, but overall meets expectations and is equipped with security lighting throughout. The site is not connected to a hike/bike trail but has the ability to be connected to the drainage channel to the southwest and Stone Creek Subdivision to the east. Transit stops are located in the area. Of note, the external appearance of the recreation center detracts from the quality of the site and should be renovated. With the exception of a few picnic tables and the recreation center, all asset lifecycles are in stage 1.

Figure 122 – Softball Fields



Figure 123 – Concessions



Figure 1124 – Baseball Field



Figure 113 – Group Picnic Area 1



Figure 114 – Group Picnic Area 2



#### 1.1.19.2 MAJOR ASSETS

- Diamond Field Complex – 3 non-mounded, irrigated, lighted and synthetic diamond fields with alternating soccer field overlays, covered player's areas, pitching warm-up boxes, storage areas, numerous trash receptacles, drinking fountains, electronic scoreboards, scorer's areas, spectator stands, metal bleachers and metal picnic tables (see Figure 122). Excellent arrangement and design. Includes a concessions stand with restrooms and shade sails (1,188 square feet, see Figure 123). The entire area is contained with a single entrance location, making it prime for tournament play.
- Diamond Field; Mounded – Large – 1 engineered, irrigated and lighted baseball field in excellent condition with covered players areas, pitching



warm-up boxes and multi-level spectator bleachers (see **Figure 124**). Infield edging is tight and field surface is excellent.

- Group Picnic Areas – 2 group picnic areas both situated on concrete pads with shade sails, barbeque pits, trash receptacles and drinking fountains. The diamond field area setting has 6 rounded four seat tables (see **Figure 125**) while the multipurpose field area has 4 true picnic tables (see **Figure 126**).
- Multipurpose Field- Large – 1 Large synthetic, lighted, irrigated and engineered multipurpose field (see **Figure 127**) with another under construction. Enhancements include benches, 5 row metal spectator seating, trash receptacles, and goal stops.
- Restroom – 832 square foot restroom with men’s and women’s facilities, bike rack and drinking fountain in excellent condition. The restroom serves as the entrance gate to the multipurpose complex (see **Figure 128**).
- Sport Court, Pentaque – 4 pentque courts with spectator seating, 4 picnic tables, benches and trash barrels
- Sports Court, Roller Hockey – 1 roller hockey rink having moveable plastic boundary fencing and a basketball court overlay (see **Figure 129**). The surface of the court is asphalt and in excellent condition and the stripping in fresh. The configuration of the moveable walls allows for multiple options in court sizing.
- Mather Gymnasium, Recreation / Fitness Center – 24,800 square feet recreation center that include a full size gymnasium/basketball court, dance/aerobic room, weight rooms and racquetball courts. The overall condition of the facility and the enhancements within the facility is lifecycle stage 2 with many of the pieces feeling dated. The weight room and running rooms feel confined and are in need of natural lighting or windows (see **Figure 130**).
- Picnic Areas – 2 picnic areas on concrete pads exterior to the outfield of the softball fields. Trash cans are barrels and tables are concrete and do not match the standards within the park and should be replaced with park furnishings found at the multipurpose group picnic area (see **Figure 131**).
- Playground Area – 1 playground area with structures for ages 2-5 and 6-12 as well as a modified jungle gym adjacent to a group picnic area (see **Figure 132**). The play area is bounded by a concrete ring and filled with fibar surrounded by rod iron fencing. Numerous other individualized play components exist. The asset is ADA accessible via a concrete entrance path.
- Skate Park – 1 signature in ground skate park facility with multiple rail slides, concrete ramps, stair sections and a modified multi-entrance bowl (see **Figure 133**). The center of the asset has a shade structure.
- Trail - 1.83 miles of concrete and soft surface trail with safety lighting.

Figure 115 – Multipurpose Field



Figure 116 – Field Gateway



Figure 117 – Roller Hickey



Figure 118 – Confined Area



Figure 119 – Picnic Area



Figure 120 – Playground Area



- Maintenance Building 1 – 2,400 square feet

Figure 121 – Skate Park



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### 1.1.19.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system. Mather Sports Complex is a good place to start to adopt a standard as most enhancements are uniform. However, there are still furnishings that do not belong in this complex due to style, coloration and material.
- Add spray ground area between playground area and concessions
- Improve picnic areas and petanque to meet the standards of the park
- Add covered spectator, water fountain, seating outside of the skate park
- Add additional trees interior to the park to create shade and continue natural landscaping in the outfield areas of the softball and to the west of the baseball field.
- Add mileage markers along the fitness trail
- Explore alternate concession locations within the complex including “coffee shop” and deli type indoor/outdoor settings to attract employees of local businesses during the day into the park to increase complex usage
- Resurface the exterior of the Recreation Center and redesign the interior of the recreation center to function as a modern facility

### 1.1.20 PRIMROSE PARK

#### 1.1.20.1 OVERVIEW

Primrose Park is a 2.4 acre neighborhood park (2.3 acres Irrigated) on Rose Parade Way in Beazer Primrose subdivision near Jackson Highway. The turf is fair. Signage is good (see **Figure 134**), clean and free of weeds. There is nice concrete, inner park trail system. It is not adjacent to any schools, nor is there a transit stop nearby. The park has a good image, fits into location very good, and has good visibility with no blind spots. There is no area lighting in the park itself, but there is ancillary lighting in the street. No safety issues were noted. Maintenance is good and the park is clean. Edging is made of concrete border. This park should also be used as a benchmark for all other parks as far as the edging. There are no restrooms on site. This park uses a different standard for trash cans and park benches. Sound walls exist along the south and west, and entrance ways are protected by bollards. Vegetation in the park is mature and in good condition and tree wells are in great shape, free of weeds, however some replacement is needed (See **Figure 135**)

#### 1.1.20.2 MAJOR ASSETS

- Trail - Concrete, inner park trail system with 2 coated-metal benches, 3 trash receptacles and a water fountain on the trail all in good condition (see **Figure 136**). The trail is 6 feet in width and 429 feet in length.
- Playground Area – 1 playground are with a structure for ages 2-5 and 6 -12 (see **Figure 137**) that is in lifecycle 2 shifting into early lifecycle 3. The playground area is ADA accessible, but the structure is not universally accessible. There is no official ADA ramp into the playground, but rather a subtle drop from the concrete trail into the playground well by way of the fibar surface. The fibar meets the recommended minimum depth of 12 inches and has been recently replenished. There is a water fountain onsite. The pla surrounded by a 6 feet wide walkway.
- Multipurpose Field-Small – 1 small multipurpose field with 2 permanent soccer goals (See **Figure 138**). Turf coverage is good but not 100%.
- Picnic Area - 3 individual picnic areas with concrete pads and concrete tables (see **Figure 139**). The areas have no ancillary features such as BBQ Grills

#### 1.1.20.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- Add ADA ramp into the playground area and slate structure for replacement
- Replace removed trees
- Add ancillary features to picnic areas

Figure 122 – Entrance Signage



Figure135 – Tree Replacement



Figure 136 – Trail Features



Figure 137 – Playground Area



Figure 138 – Soccer Field



Figure 139 – Picnic Areas



### 1.1.21 PROSPECT HILL PARK

#### 1.1.21.1 OVERVIEW

Prospect Hill Park is a 9 acre neighborhood park (6.37 acres irrigated) on Gold Flat Drive in Gold River (**see Figure 140**). The turf is good and the vegetation is mature. Connection to the neighborhood is good on all sides with a connector trail to the west. Visibility across the main area is good, but limited in the connector trail area. Safety lighting is present along the main trail but could be added to the connector (**see Figure 141**). The park is connected to a hike or bike trail though trails connection to adjacent neighborhoods could be improved.

#### 1.1.21.2 MAJOR ASSETS

- Playground Area – 1 playground area (**see Figure 142**) with 2 structures for ages 2-5 and 2 structures for ages 6-12 with a 3 bay swing set having 2 bucket and 4 belt seats and 2 wooden benches. The lifecycle of the equipment is stage 1. The fiber meets the minimum depth requirements.
- Group Picnic Area – 1 Group Picnic Area with 4 concrete tables 6 feet long on 10 x 16 feet concrete pads, one large grill on a 16 x 16 feet concrete pad and 3 concrete trash receptacles, 1 with damage (**see Figure 143**).
- Picnic Area - 3 individual picnic areas with 6 feet long concrete tables and BBQ grills on 8'x10' concrete pads 1 with a trash receptacle.
- Trail – 4 sections of trail, 3 being 10 feet in width asphalt trail and 1 being concrete 6 feet in width, all in good condition. Asphalt trails are 587 feet, 385 feet around the playground area, 325 feet from the playground to Prospect Hill, and 120 feet from the playground to the trailhead. 2 dog waste stations existing along the trail.
- Multipurpose Field-Small – 1 small multipurpose field with permanent soccer goals and good turf coverage. Soccer field is non-engineered and slopes towards the street (**see Figure 144**).
- Basketball Court – 1 full size basketball court with an asphalt surface and metal goals. The lifecycle of the goals is stage 2 and the surface is stage 3 and should be repaired or replaced (**see Figure 145**).

#### 1.1.21.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- Add signage from hike/bike trails to the local parks, crosswalks from trails into park neighborhood and explore a trail route to the hike/bike trail
- Add safety lighting along the trail connector

Figure 140 – Entrance Signage



Figure 141 – Trail Connector



Figure 142 – Playground Area



Figure 143 – Group Picnic Area



Figure 144 – Soccer Field



Figure 145125 – Basketball Court



- Repair or replace the basketball court surface

### 1.1.22 RENAISSANCE PARK

#### 1.1.22.1 OVERVIEW

Renaissance Park is a 1.7 acre neighborhood park (1.5 acres irrigated) on Mowbray Way in the Capitol Villages area (see Figure 146). An excellent example for a small neighborhood park to be used as a benchmark for the system is well laid out and well appointed. Security lighting is located throughout the park. The park has great connection to neighborhood and good visibility. The park is not near a transit stop. No safety or maintenance issues were noted and cleanliness is excellent. This should be a benchmark park. All aspects of this park are in lifecycle stage 1. Landscaping is excellent throughout the park and there is a large grass open area. Security lighting exists throughout the site.

#### 1.1.22.2 MAJOR ASSETS

- Shelter; Small – 1 small shelter with brick pilasters, electricity and four permanent metal, rubber coated square picnic tables (see Figure 147).
- Playground Area – 1 playground area with structures for ages 2-5 and 6-12 with a 2 bays for 2 belt and 2 bucket swings (see Figure 148). Other ancillary structures also exist within the playground area. The fiber depth meets the 12 in minimum recommendation. 4 benches (see Figure 149), 2 black metal waste receptacles and a water fountain exist around the playground area.
- Basketball Court - Half Court – 1 half court basketball court with multiple access points and 4 benches (see Figure 150). Striping is excellent.
- Trail - Concrete walkway around perimeter of park (see Figure 151) and a 5 feet width concrete trail through the center of the park and around the playground area. 2 pet waste stations exist along the trail.

#### 1.1.22.3 RECOMMENDATIONS

- Use this park as a model for other neighborhood parks within the system for design and design standards. The acreage for future parks should be increased to include a typical ball and bat hybrid field. Add distance markers along the exterior trail for use as a fitness route.

Figure 1266 – Entrance Signage



Figure 147 – Small Shelter



Figure 148 – Playground Area



Figure 149 – Benches



Figure 150 – Basketball Court



Figure 151 – Exterior Trail



### 1.1.23 RIVIERA EAST PARK

#### 1.1.23.1 OVERVIEW

Riviera East Park is a nine acre (8 acres irrigated) neighborhood park on Mira Del Rio Drive. Turf is in fair condition. The park is clean and well maintained. Mature tree coverage provides shade throughout park with open areas for activities on turf. The majority of tree wells need weeding (see Figure 152). The park has good image and good fit with the neighborhood. There is street parking only and no connection to hike-bike trail that is across the street that runs adjacent to the river. There is access to a trail that allows river access. The connectivity to neighborhood is very good, but there are no transit stops nearby. There is no signage. Area lighting is present, but limited to inner park trail and around some asset. Visibility appears to be good without many blind spots. No safety issues were apparent.

#### 1.1.23.2 MAJOR ASSETS

- Trail – 1,735 feet of asphalt trail being 1,185 feet at 10 feet in width and 545 feet at 6 feet in width. Inner trails are in lifecycle stage 3 and needs the edging replaced and cracking repaired. Drainage issues exist as well near the basketball courts and horseshoe pits (see Figure 153).
- Playground Area – 2 playground areas - 1 ADA accessible playground area with a 1 structure suitable for ages 2-5 and 6-12 (see Figure 154). The fibar surface meets the minimum recommended standard of 12 inches. 1 swing set with 2 bays having 2 belt swings and 2 bucket swings with repair needed on the bucket swings and on the swing joints. Graffiti exists within the playground area. Ancillary structures include a water fountain, bench and trash receptacle. Playground are 2 is for ages 6-12, made of aluminum and wood construction in Lifecycle stage 3 and should be replaced.
- Tennis Courts - 2 unlit tennis courts in lifecycle stage 3, with surfaces fading in areas with drainage issues (see Figure 155). Nets are taut and in good condition. Exterior fencing is 10 feet high and in fair condition.
- Basketball Court-Full Court – 1 full-size basketball court with adequate striping and nets (see Figure 156). The court surface is lifecycle 2 with minimal cracking, but drainage issues exist. The court has a water fountain.
- Horseshoe Pits – 2 horseshoe pits with backer boards on each in relatively good shape (see Figure 157). Pits need to be raked and graded with infield and weed abatement. 1 post is missing from each horseshoe pit.
- Picnic Areas – 4 picnic areas with concrete pads and concrete tables

Figure 152127 – Tree Wells



Figure 153 – Cracks in Asphalt



Figure 1284 – Playground Area 1



Figure 1295 –Tennis Court Surface



Figure 1306 – Basketball Court



Figure 157 – Horseshoe Pits



- Multipurpose Field-Small – Open grass area that servers as a non-engineered practice multipurpose field area.

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### 1.1.23.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- Weeding needed in tree well areas
- Signage needed within the park and signage along river access to the park
- Repair or replace additional segments of the inner trail system, Replace structure in the eastern playground area, Resurface the tennis courts and explore the potential of lighting

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## 1.1.24 ROSEMONT COMMUNITY PARK

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### 1.1.24.1 OVERVIEW

Rosemont Community Park is a 17 acre, fairly well used community park on Americana Drive. No safety issues were noted. The image is fair with an older 1970's park style. Many assets and amenities appear to be in lifecycle stage 2. The turf is in fair condition with a few dead spots and the visibility seems to be good. Parking lot Improvements were completed in 2010. The park is not connected to a hike-bike trail and it is located adjacent to a middle school. The park has an inner parkway trails for pedestrian circulation and there is safety lighting along the trail. There is limited signage for the park with some regulatory signage, and sign damage exists to the entrance sign (see **Figure 158**). Vegetation is in good condition and overall good maintenance on the tree wells and the edging.

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### 1.1.24.2 MAJOR ASSETS

- Playground Area – 1 ADA accessible playground area with a structure for 2-6 and 6-12 year olds a 1 bay swing set and 2 belt swings. The structure is in lifecycle stage 2 shifting to stage 3 and should be slated for replacement. There are signs of minor graffiti. Fibar appears to meet the 12 inch minimum recommendation.
- Group Picnic Area – 2 group picnic areas. Group picnic area 1 has 4 concrete tables on a concrete pad, 1 large BBQ grill and 1 metal trash barrel. Group picnic area 2 near the softball field (see **Figure 159**) has 5 concrete tables with wooden benches with 1 large BBQ pit. Both are in lifecycle stage 2.
- Tennis Courts – 4 tennis courts, 2 lit, all in lifecycle stage 3 for nets, surfaces (see **Figure 160**) and fencing (see **Figure 161**). The courts should be slated for replacement. Ancillary features include a water fountain,
- Open Grass Area - 2 backstops and practice fields located between the school and the majority of the park plan. Backstops only, no skinned infields, all turf coverage.

Figure 158 – Entrance Signage



Figure 1319 – Group Picnic Area 2



Figure 160 – Tennis Court Surface



Figure 161 – Tennis Court Fences



Figure 162 – Diamond Fields



- Diamond Field; Mounded-small – 2 small baseball fields with backstops and dimensional fencing, with dugouts, storage, 2 aluminum 5 seat bleaches, 2 wood 3 seat bleacher (see **Figure 162**). The edging is in good condition, with some edging issues on the aggregate and the turf. 1-2 story block little league building with restrooms and snackbar, 7272 sq. ft. of concrete pads behind baseball back stops
- Multipurpose Field-Small – 1 small multipurpose field with permanent soccer goals (see **Figure 163**). Fields have good turf coverage but are in need of weed abatement and re-grading. Could be upgraded to youth tournament field.
- Trail – 617 feet of concrete trail, 280 feet being 5 feet in width, 295 feet being 6 feet in width and 42 feet being 42 feet in width. There is a water fountain along the trail and 3 dog waste stations.
- Butterfly Garden – 1 butterfly garden with 4 metal 8 feet in length benches on concrete pads and 2 benches on concrete pads with 4 metal trash receptacles.
- Picnic Area – 1 picnic area with an 8 feet long table and a small BBQ grill
- Shelter-Small – 1 small shelter 12 feet x 12 feet shelter with an 8 feet long ADA accessible concrete table.
- Pavilion-Large – 40 x 40 feet structure with 9 Tables, 2 grills and 2 trash receptacles
- Restrooms – 1 men’s / women’s restroom building near parking area
- Parking Area – Newly renovated in 2010

Figure 163132 – Soccer Field



#### 1.1.24.3 RECOMMENDATIONS

- Much of this area has been updated, though design standards could still be applied throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- Improve the field quality to match the new renovations, including grading and exploration of lighting. Explore potential partnership with school to expand tournament field potential and parking.
- Continue updating assets, e.g. tennis courts and remaining pathways

### 1.1.25 ROSEMONT NORTH PARK

#### 1.1.25.1 OVERVIEW

Rosemont North Park is a 3.0 acre neighborhood park (2.9 acres irrigated) on Huntsman Drive and Premier Way. Turf is in fair condition, edging is well done and the park is well maintained. The park has a good image, is good fit and is well connected to the neighborhood. There is a large general use play area that is heavily used and could be adapted to a practice multipurpose field. There is street parking only and the park is not connected to a hike-bike trail or transit stop. Signage (see **Figure 164**) and lighting is inadequate, though there is some safety street lighting.

Figure 164 – Missing Signage





Large mature trees line the borders of the park along the street. There is a treatment facility located on the corner of the park that is clearly delineated but could be screened from view with additional vegetation.

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### 1.1.25.2 MAJOR ASSETS

- Picnic Area – 1 concrete pad picnic area with a table and a trash receptacle
- Playground Area – 1 Non-ADA Accessible playground area in lifecycle stage 2 (see Figure 165) with a structure for 6-12 year olds and a 1 bay swing with 2 bucket seats. Fibar appears to meet the recommended 12 inch minimum standard. 1 Black metal bench and an ADA drinking.
- Open Grass Area – Suitable for a multipurpose field (see Figure 166)
- Shelter-Small – 1 small shelter on a 25 x 30 feet concrete pad with 2 concrete tables being 6 feet long and 8 feet long ADA. Accessible
- Trail – 110 feet of 5 feet wide concrete pathway with 1 dog waste station

Figure 1335 –Playground Area



Figure 1346 – Open Grass Area



Figure 167 – Potential Trail



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### 1.1.25.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- The park could be adapted to a practice multipurpose field with the capability for junior soccer fields play area- 80 by 40 something yard
- Explore adding a looping fitness trail with distance markers (see Figure 167).

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## 1.1.26 ROSSWOOD PARK

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### 1.1.26.1 OVERVIEW

Rosswod Park is a 1 acre neighborhood park (1 acre irrigated) with mature trees throughout and a good mix of younger trees. Tree wells are weed free and edged properly. The turf is in fair condition. There is street parking only (see Figure 168) and no connection to hike-bike trail. The trail dissecting the park, allows access from 3 different arterial streets. The park connectivity and fit to neighborhood is to be good. The park has a good image. No lighting exists within the park. Visibility is an issue because park is lined around. Visibility from one of the entry points is limited, visibility from other two entry points that are across from each other does not appear to be an issues. Maintenance is good. There is regulatory signage and one trash can. Neighborhood fence damage is an issue (see Figure 169)

Figure 1358 – Parking



Figure 169 – Fence Damage



Figure 170 – Playground Area



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### 1.1.26.2 MAJOR ASSETS

- Playground Area – 1 ADA accessible playground area with a play structure for 2-5 and 6-12 year olds in lifecycle stage 2 (see Figure 170). Fibar appears to meet the recommended minimum of 12 inches in depth. There is also a 1 bay swing with 2 belts showing normal wear and 2 wood and metal benches.

- Trail – 440 feet of asphalt trail in lifecycle stage 2 with 2 metal trash barrels (see **Figure 171**). There is also a dog waste station along the trail.

Figure 1361 – Trail



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#### 1.1.26.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make all parks in the system.
- Work with neighbors to improve the exterior look of their fencing

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### 1.1.27 SALMON FALLS PARK

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#### 1.1.27.1 OVERVIEW

Salmon Falls Park is a 1980's era 1 acre neighborhood park (0.5 acres irrigated) with minimum improvements. The open area style park is well maintained with no trash visible. The image value is fair with inadequate signage with the exception of an overcrossing sign (see **Figure 172**). The park's south border is El Dorado Freeway. A pedestrian walkway provides a fair connection to neighborhoods on other side of the freeway. The DOT is expected to replace and shift the entry ramp onto the interstate, and provide a sound barrier wall for the park. There is an adjacent Elementary school to the east. The park is rectangular shaped with walking path dissecting the middle. An asphalt trail is 4-feet wide and spans from South side to North side (see **Figure 173**). There is adequate security lighting and two large multi-use spaces on either side of the park. Street parking only and there are no transit stop close. The park is not connected to hike-bike path that is visibility is decent from across street. East side property owners have dilapidated fence that is falling down with a smorgasbord of materials including orange safety barrier fencing spanning approximately 50 feet. There are a few large trees with no weeds in tree wells. The turf is in fair condition with some spotty coverage and some weeds.

Figure 172 – Overcrossing Sign



Figure 173 – Trail



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#### 1.1.27.2 MAJOR ASSETS

- Pedestrian Bridge – Spanning Freeway
- Trail – 7 feet width x 320 in length asphalt pathway resealed in 2008 with 1 trash barrel and a dog waste station

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#### 1.1.27.3 RECOMMENDATIONS

- Add design standards throughout the site for signage to make uniform with all parks in the system.
- Explore adding a playground area, water fountain and benches.
- Promote the use of the pedestrian bridge as a non-vehicular access to the American River Trail with addition of on-street bike lanes and signage from park to and along Waterton Way.

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### 1.1.28 SANDPIPER PARK

1.1.28.1 OVERVIEW

Sandpiper Park is a new 5 acre neighborhood park on Appolon Drive. The image is good and visibility is excellent. The park is connected to the Anatolia Bike Trail. Vegetation is young and well designed, with excellent vegetative bedding. Connectivity with the neighborhood is excellent and a school is nearby. Crosswalks do exist from the adjoining neighborhood and the park. Maintenance within the park is excellent however there are some drainage issues along the trail (see Figure 174). All assets within the park are in lifecycle stage 1. Security lighting exists along the trail and no safety issues were observed during the assessment.

Figure 174 – Entrance Signage

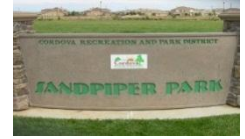


Figure 1375 –Trail



Figure 176 – Small Pavilion



Figure 177 – Playground Area



Figure 178 – Soccer Field



Figure 1389 – Entrance Signage

1.1.28.2 MAJOR ASSETS

- Trail – 1,450 of concrete trail (see Figure 175) being 996 feet of 8 feet wide trail and 344 x 6 feet wide trail. Enhancements include 3 metal benches.
- Pavilion-Small – 1 small picnic pavilion (see Figure 176) with 4 coated-metal 8 feet long picnic tables, 1 drinking fountain, 2 metal trash receptacles, 1 bike rack, 1 metal bench and 2 large BBQ grills.
- Playground Areas – 2 ADA playground areas near the pavilion for ages 6-12 and 2-5 each with an age appropriate 1 bay swing set (see Figure 177). Fibar appears to meet the 12 inch minimum recommended depth. Ancillary enhancements include 2 metal benches, 1 at each playground area. Graffiti is present in the playground area.
- Multipurpose Field-Small – 1 small non-engineered multipurpose field (see Figure 178) with permanent soccer goals. Turf coverage is near 100% but patch in spots and could be reseeded.

1.1.28.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- Reseed the multipurpose field
- Clean Graffiti

1.1.29 SONOMA PARK

1.1.29.1 OVERVIEW

Sonoma Park is a 4.3 acre neighborhood park (see Figure 179) on Bear Hollow Drive. From a design standpoint this park should be a standard design for neighborhood parks in the system for asset layout and design as well as adapted as the design standard for the district. The park is clean, well placed in the neighborhood and has an excellent visual aesthetic. Landscaping is abundant and well-manicured (see Figure 180), and overall maintenance is excellent. Drainage issues are present (see Figure 181). All assets are in lifecycle stage 1. Security lighting does exist along the trail and no safety issues were observed during the assessment.

Figure 180 – Landscaping



Figure 181 Drainage issues



1.1.29.2 MAJOR ASSETS



- Pavilion-Small – 1 small picnic pavilion with 4 black metal mesh tables (1 ADA accessible) surrounded by a 2 foot high stone wall (see **Figure 182**). The columns are also stone. Ancillary features include 2 metal benches, 1 bike rack, 1 metal trash receptacle and a drinking fountain.
- Picnic Areas – 4 Single metal tables on 10' round concrete slabs, drainage issues exist on 1 picnic area
- Multipurpose Field-Small – 1 small multipurpose field with permanent soccer goals. Turf coverage is near 100% and overall in good condition.
- Trail – 2,526 feet of concrete trail (see **Figure 183**) with 2 metal benches and 3 metal trash receptacles and 1 dog waste station.
- Playground Areas – 2 playground areas, 1 with a structure for ages 2-5 and 1 with a structure for ages 6-12 (see **Figure 184**). Overall the condition is excellent and the fiber appears to meet the recommended minimum standard.

Figure 182 – Small Pavilion



Figure 183 – Trail



Figure 1394 – Playground Area



### 1.1.29.3 RECOMMENDATIONS

- Adapt this park as a model for future neighborhood park design, layout and design standards.
- Fix the drainage issues at picnic site.

## 1.1.30 STONE CREEK BIKE TRAIL

### 1.1.30.1 OVERVIEW

Stone Creek Bike Trail is 49.24 acre special use area at Azienda Drive and Marquam Way. The trail is a divided lane bike path with appropriate enforcement signage and is bounded by excellent vegetative bedding. Overall the path trail is a premier example of a bike path and is a signature showcase of the district.

### 1.1.30.2 MAJOR ASSETS

- Trail - 4.61 miles of divided lane asphalt bike trail (see **Figure 185**) in lifecycle stage 1 with ancillary features of 2 picnic tables

Figure 1405 – Bike Trail



### 1.1.30.3 RECOMMENDATIONS

- Add directional signage from bike paths to district facilities and adjoining neighborhoods; add on-street bike lanes to promote access to the bike paths

## 1.1.31 STONE CREEK COMMUNITY PARK

### 1.1.31.1 OVERVIEW

Figure 1416 – Entrance Signage



## Appendix 2 – Detailed Facility and Park Assessments

### CRPD Strategic Master Plan

Stone Creek Community Park is a 21 acre community park (see **Figure 186**). The park is new and well designed with elevation changes and assets to spotlight the shift. Assets are centrally focused and well placed. The site is connected to multiple bike trails and could be tied to the Alexander trail. It is well adjoined within the neighborhood. There is a nearby school that could also be tied in with additional trail design. Overall the park is clean and visually aesthetic with well-maintained assets and vegetation. From a design standpoint this park should be a standard design for community parks in the system for asset layout and design as well as adapted as the design standard for the district. All assets are in lifecycle stage 1. The only detriments to the park are the above ground skate ramps and non-tournament quality fields. The skate park (see **Figure 187**) is out of place in the park and should be repurposed elsewhere or removed. An in-ground skate park similar to Mather’s skate park, but on a smaller scale, should be installed and adopted as the district standard possible at the south end of the parking lot. All fields should be upgraded to tournament quality with lighting and an onsite concessions booth.

#### 1.1.31.2 MAJOR ASSETS

- Basketball Court – 1 full court in excellent condition (see **Figure 188**)
- Diamond Field; Non-Mounded-Small – 1 Small Softball field with uncovered players areas, a drinking fountain, backstop and baseline fencing (see **Figure 189**). The field is scalable for multiple age groups. The field should be purposed into a tournament quality field.
- Multipurpose Fields-Small – 3 small multipurpose fields (1 is a practice field), all non-engineered with good turf coverage. Some unevenness within the fields should be corrected by re-grading and the fields adapted as tournament quality fields with lighting explored.
- Multipurpose Fields-Large – 1 large multipurpose field, non-engineered with good turf coverage (see **Figure 190**). As with the small multipurpose fields, some unevenness occurs across the field and should be corrected with re-grading. The field also should be upgraded to a tournament quality field with lighting explored.
- Splash Park – 1 splash park with multiple jets and dimensions and 8 metal benches (see **Figure 191**).
- Restrooms – Men’s/Women’s Restrooms with an outdoor shower and a drinking fountain (see **Figure 192**).
- Picnic Areas – 12 single 6 feet long metal picnic tables (see **Figure 193**) on 10 round concrete slabs and 3 square 3 feet x 3 feet tables on concrete slabs.
- Pavilion; Large – 2 large picnic pavilions; lighted (see **Figure 194**) each with 6 metal tables (1 ADA accessible), 1 large BBQ pit, 1 large sink area, 1 metal

Figure 1437 – Skate Park



Figure 1428 – Basketball Court



Figure 1449 – Softball Field



Figure 190 – Large Soccer Field



Figure 191145 – Splash Park



Figure 1462 – Restroom Shower



Figure 193 – Group Picnic Area 2



trash receptacle, 2 trash barrels. 1 drinking fountain and bike rack serves both pavilions. Concrete slab area is 31 feet by 100 feet.

- Amphitheater – 1 large amphitheater with 50 feet x 37 feet concrete stage and 5 rolls of concrete seats separated by grass.
- Trail – 1.76 miles of concrete trail with 11 metal benches
- Playground Areas – 2 playground areas with structures for ages 2-5 and 6-12, a 2 bay swing set with 2 belt seats and 2 bucket seats, a sand pit with backhoe,

Figure 194 – Large Pavilions



### 1.1.31.3 RECOMMENDATIONS

- Adopt this park as the standard for design, layout and design standards for the district in regards to Community parks
- Upgrade community park bat and ball assets to tournament quality
- Remove skate park ramps and install an in-ground skate park possibly south of the parking lot
- Add mileage markers along the fitness trail. The trail was already heavily being used as a fitness component during the assessment.
- Look at incorporating additional small assets, tree groves or natural areas into the site to reduce turf quantity.

## 1.1.32 SUNRIVER PARK

### 1.1.32.1 OVERVIEW

Sunriver Park is a 5 acre neighborhood park on Klamath River Drive (**see Figure 195**). Many renovations have been recently completed on-site. Overall the turf is in fair condition and the site vegetation is mature and in good condition. The park backs to the American River and is well connected to the hike/bike trail via a new concrete trail. Neighborhood connectivity is excellent with on-street parking and a cul-de-sac dogleg. Safety lighting exists along the trail and around the playground area, and no immediate safety concerns were identified during the site assessment.

Figure 1495 – Entrance Signage



### 1.1.32.2 MAJOR ASSETS

- Basketball Courts – 2 full sized basketball courts (**see Figure 196**) with asphalt surfaces in good condition. Goals, posts, rims and nets are all in working condition and striping on the courts is new. This asset is in lifecycle stage 1. The grass area along the north end of the courts is in poor

Figure 1516 – Basketball Courts



Figure 1507 – Soccer Field



condition and should be reseeded or converted to a hard-surface. Also, there are some draining issues that will quicken the court surface depreciation from improper ditching along the western edge of the courts that could be easily addressed. One trash barrel is located at the courts.

- Multipurpose Field-Small – 3 small multipurpose fields, 1 being a U10 field (see **Figure 197**) with permanent soccer goals and 2 small U6 fields with a backstop overlay. The field surface conditions are mostly flat with good turf coverage.
- Pavilion-Small – 1 small ADA accessible picnic pavilion (see **Figure 198**) with 2 metal mesh tables 8 feet in length on a large concrete pad, large BBQ pit, water fountain and 2 trash barrels. This asset is new and was replaced in 2009
- Picnic Area – 1 ADA accessible picnic area on a concrete pad with 1 8 feet in length metal mesh table, 1 small BBQ pit and a trash barrel. This asset is new and was replaced in 2009.
- Playground Area – 1 new ADA accessible playground area (see **Figure 199**) replaced in 2009 with a structure for ages 6 to 12. Ancillary features include a rope climber, monkey bars, sandpit with water tap, 2 bay swing set with 2 bucket seats and 2 belt seats and a trash barrel.
- Trail – 786 feet of concrete trail varying from 6 to 8 feet in width (see **Figure 200**), much of it renovated in 2009. The trail condition is in excellent shape and has 3 trash barrels and 2 dog waste stations.

### 1.1.32.3 RECOMMENDATIONS

- Add design standards throughout the site for signage and trash receptacles to make uniform with all parks in the system
- Continue a trail down the southern edge of the park to create a looping fitness trail and add distance markers.

## 1.1.33 TAYLOR PARK

### 1.1.33.1 OVERVIEW

Taylor Park is a 3 acre neighborhood park (see **Figure 201**). The turf is in fair condition and the vegetation condition is mature and in good. The park is not connected to a hike/bike trail but is in the vicinity of the American River Trail. The site is immediately adjacent to a school. Safety lighting is present within the park and no safety concerns were observed during the assessment. Visibility through the park is good at entrance but is hidden behind in the treed areas to the south.

Figure 1528 – Small Pavilion



Figure 200 – Trail



Figure 201 – Entrance Signage



1.1.33.2 MAJOR ASSETS

- Playground Area – 3,500 square foot ADA accessible playground area with fibar structure for 6-12 year olds (see Figure 202). The fibar depth appears to meet required depth. The playground area also has a wooden bench and a metal bench area. Concrete surfaces surrounding the playground area have been recently renovated. The structure is in lifecycle stage 2.
- Picnic Areas – 3 new picnic areas on concrete pads, 1 ADA accessible with an 8 foot drinking fountain and a trash barrel and 2 picnic areas with 8 feet long concrete picnic tables, small BBQ grills and trash barrels.

Figure 202 – Playground Area



1.1.33.3 RECOMMENDATIONS

- Add design standards throughout the site for signage and trash receptacles to make uniform with all parks in the system
- Add bike lanes and directional signage to/from the American River Trail.
- Work with school to alter field configurations to include 1 regulation/1 small sized soccer field by combining park and school property (see Figure 203).
- Work with neighbors to remove storage within the park (see Figure 204)

Figure 203 – Field Alteration

Figure 1544 – Neighbor Storage

1.1.34 THE VILLAGE GREEN PARK

1.1.34.1 OVERVIEW

Village Green Park is a newer 3.6 acre urban neighborhood park (see Figure 205) on Bridgeway Drive and is located in a Beezer Homes development. The popular park has a large rectangular multipurpose use open area. The inner park trail has with security lighting with multiple benches located along the trail path (see Figure 206). There is a water fountain and permanent restrooms located at the park. The park has a good image, location and fit. There is excellent connection to the neighborhood. Across the street is a plaza type courtyard. No safety issues were observed. The park has excellent visibility, safety lighting, and is clean and well maintained. The park appears ADA accessible. All assets are in lifecycle 1.

Figure 205 – Entrance Signage



Figure 206 – Coffee Shop Setting



Figure 1557 – Amphitheater

1.1.34.2 MAJOR ASSETS



## Appendix 2 – Detailed Facility and Park Assessments

### CRPD Strategic Master Plan

January 2012

- Amphitheater – 1 large amphitheater (see **Figure 207**) with grass berm seating and a lighted concrete stage with dressing areas.
- Restrooms – Family style restrooms with typical amenities. Restrooms are clean and odorless with one outside trash receptacle outdoor shower.
- Trail – 3,352 feet of concrete trail surrounding the site assets with 13 black metal benches and a drinking fountain.
- Picnic Areas – 10 coffee shop style black metal tables with chairs.
- Spray Park – 1 spray park with multiple in-ground jets (see **Figure 208**) and a drinking fountain.
- Storage Building – Within the entrance tower (see **Figure 209**), houses the filtration pumps, valves, filters and spray park operational components.



Figure 1508 – Spray Park



Figure 1579 - Tower



#### 1.1.34.3 RECOMMENDATIONS

- Adopt this park as the standard urban neighborhood park setting within the district for design, assets and design standards.
- Incorporate natural areas, such as a butterfly garden, or additional vegetative bedding in the smaller open grass areas to reduce turf quantity.

#### 1.1.35 TUSCANY PARK

##### 1.1.35.1 OVERVIEW

Tuscany Park is a newer 4.5 acre neighborhood park (see **Figure 210**) on Covina Drive. The park has a good layout, neighborhood fit, image, and location. The park is clean and well maintained. Neighborhood is well connected on three sides. The park is across the street from the Greenbelt Bike Trail. Overall the park is in good condition with a few necessary repairs. Safety lighting is present throughout the park. The main flowerbed near the entrance has need for removal of weeds.

Figure 210 – Entrance Signage



Figure 15811 – Basketball Court

##### 1.1.35.2 MAJOR ASSETS

- Basketball Court – 1 half sized basketball court with a painted asphalt surface (see **Figure 211**). Goal, netting and pole are in fair condition, however the surface is lifecycle 3 and is potting and peeling and should slated for repair or replacement. There is one bench and a trash barrel.
- Pavilion-Small – 1 small picnic pavilion with 4 picnic tables (see **Figure 212**), 2 small BBQ pit, drinking fountain and a trash barrel.



Figure 1592 – Small Pavilion



Figure 1603 – Soccer Field

- Picnic Areas – 7 picnic areas on concrete pads, 2 with square metal mesh tables and 5 with 6 foot long metal mesh tables.
- Multipurpose Field-Small – 1 small multipurpose field (**see figure 213**) with permanent soccer goals and a backstop overlay. The field turf is in good condition however the surface is uneven and wavy.
- Playground Area - 1 newer ADA accessible playground area with a structure (**see Figure 214**) for ages 2-5 and 6-12. The surface is fibar and it appears to meet 12 inch minimum recommended. Several small ancillary play pieces are located in the smaller age segment side of the playground area.
- Horseshoe Pit - 1 horseshoe pit with backer boards in good shape and both horseshoe posts are in place. Horseshoe surface is in decent shape with aging edging. The pit needs to be raked and sanded in the pit areas
- Tail – 2,420 feet of 6 feet wide concrete trail (**see Figure 215**)



Figure 1614 – Playground Area



Figure 1625 – Trail



### 1.1.35.3 RECOMMENDATIONS

- Finish the design standards to bring assets and signage in line with other similar neighborhood parks in the system, such as Sonoma Park.
- Crosswalk to the bike trail
- Fix the coating on the benches and tables from apparent skateboard damage
- Repair the basketball court surface and address drainage issues
- Remove the trash barrels and unify the trash receptacles
- Weed the flowerbeds near the park entrance

### 1.1.36 VETERANS PARK

#### 1.1.36.1 OVERVIEW

Veterans Park is a 6.4 acre (5.0 acres irrigated) neighborhood park (**see Figure 216**) on Excelsior Rd. The turf is in good condition, however many of the assets are aging and have exceeded or are nearing the end of their lifecycle. The park is connected on all sides to the surrounding neighborhood and is near a school. The location is not in the vicinity of a hike or bike trail, and is remote to all but the surrounding neighborhood. There is off-street parking with 21 stalls and 1 ADA accessible stall that is in good condition. Visibility across the site is good with the exception of the overgrown vegetation areas around the basketball court. Other vegetation at the site is mature and in good condition, but a bit overgrown in areas.

#### 1.1.36.2 MAJOR ASSETS

Figure 1636 – Entrance Signage



Figure 1647 – Playground Area



- Playground Area – 1 Playground area with a structure (see **Figure 217**) for ages 6-12. The surface is fibar and appears to meet the minimum recommended depth. There is an ADA drinking fountain.
- Tennis Courts – 2 un-lit tennis courts (see **Figure 218**) in lifecycle stage 3. Both courts should be removed and relocated within the park. Ancillary enhancements include an ADA drinking fountain and 2 benches.
- Basketball Court – 1 full size, fenced basketball court (see **Figure 219**) in lifecycle stage 3. As with the tennis courts, the basketball court should be removed and relocated within the park.
- Trail – 3,455 feet of concrete trail (see **Figure 220**) 6 feet in width.
- Horseshoe Pits – 2 horseshoe pits in fair condition in need of edging and weeding. Also the sand could be refilled and raked.
- Picnic Areas – 9 individual picnic areas on concrete pads with concrete tables, most with small BBQ grills and trash barrels.
- Group Picnic Area – 4 covered group picnic areas (see **Figure 221**) on concrete pads each with a 20 foot by 20 foot covered structure, 2 concrete picnic tables, a trash barrels. There is a common table and BBQ grills

Figure 1658 – Tennis Courts



Figure 1669 – Basketball Court



Figure 220 – Trail



Figure 16721 – Group Picnic



#### 1.1.36.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- Relocated basketball court and/or tennis courts to southwestern portion of the site and configure the northern portion for a multipurpose field

### 1.1.37 WATERBROOK PARK

#### 1.1.37.1 OVERVIEW

Waterbrook Park is 0.1 acre neighborhood park (see **Figure 222**). The park is a small pocket park that is well connected to the neighborhood and is not part of a hike or bike trail. The park is in the vicinity of the Alexander Bike Trail and could be connected with bike trails or signage. Visibility is good and there is safety lighting. The vegetation and bedding is young and in good condition. Overall the park is in lifecycle 1. This park is too small to adequately serve the needs of the neighborhood and should not be replicated within the system.

Figure 1682 – Entrance Signage



#### 1.1.37.2 MAJOR ASSETS

Figure 1693 – Playground Area

- Playground Area – 1 playground area with a structure for ages 5-12 on a rubberized mat (see **Figure 223**). Ancillary features include an ADA drinking fountain, a bench, a covered bench and a waste receptacle.
- Trail – 241 feet of concrete trail (see **Figure 224**).



Figure 1704 – Trail

### 1.1.37.3 RECOMMENDATIONS

- Add design standards throughout the site for furniture, signage and assets to make uniform with all parks in the system.
- Add directional signage from Alexander Bike Trail to and from the park exploring the creation of bike lanes as the trail expands.



## 1.1.38 WHITE ROCK PARK

### 1.1.38.1 OVERVIEW

White Rock Park is 13 acre community park that borders U.S. Highway 50 and White Rock Road. The park is connected through a pedestrian over pass to the other side of the highway. It has a decent fit with the neighborhood but poor connectivity. The park has a reputation of having some crime and loitering issues especially in the evening hours. Visibility across the park is good however portions along the interstate are hidden. The district is in the process of acquiring the funds for an entire park improvement plan and the assets from the assessment have been removed (see **Figure 225**).

Figure 225 – Aerial Photo of the park under construction



### 1.1.38.2 MAJOR ASSETS THAT WERE REMOVED

- Tennis Courts - 2 lighted with deep cracking in surfaces. The courts need renewing to repair surface and minimize the standing water. Fencing is in adequate condition but nets need adjustment. Lifecycle is stage 3.
- Horseshoe Pit – 1 with relatively good shape back boards and posts. The pit area needs weeding and infield of sand and pit.

- Playground Area -1 ADA accessible playground area with one 1 structure for ages 2-6 and a 2 bay swing set with 4 belt swings. The swing set is need of minor preventative maintenance in form of painting at the joints. The swing sets are experiencing some typical rutting found at swings of fibar surface. The lifecycle of the structures is at stage 2. The fibar surfacing appears to be meeting the minimum 12 inch standard.
- Individual picnic areas -3 located near the playground structure each on a concrete pad. Two have grills and trash barrel and the third just has a trash barrel.
- Basketball Courts – 2 basketball courts on 1 large concrete slab. Courts are laid parallel to one another without a buffer. Both courts have two hoops with nets in place. The surface is experiencing some cracking and is in early lifecycle stage 3.
- Group Picnic Areas – 1 group picnic arae next to the basketball courts with 5 tables, two trash can and one prep bar
- Aquatic Facility – The aquatic facility located is currently out of service.
- Trail – 4,678 feet of concrete

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### 1.1.38.3 RECOMMENDATIONS

- Potential to remove pool and place playground in Shift the portable building over to a different location to free up lines of sight and provide a structure in partnership with the city of Cordova
- Proceed with the park improvement plan



# Cordova Recreation and Park District

## *Strategic Master Plan*

### **Vision Strategy Matrix**

2012



**Vision –**

The following preliminary vision presents how the Cordova Recreation and Park District (CRPD) desires to be viewed in the future:

*To be the leader in making CRPD the best place to live, work, and play*

FINANCE

Goal: To maximize opportunities for sustainable operations through cost control and revenue generation and achieve a cost recovery level of 40% including direct and indirect costs within 6 years.

Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
<p>1.1</p> <p>Develop a business-oriented culture and approach towards managing parks, recreation facilities and services in a fiscally sustainable manner</p>	<ul style="list-style-type: none"> <li>• Seek Park Board approval of a pricing policy to achieve 40% of operational sustainability including direct and indirect costs</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• Conduct a District-wide cost of service study to identify true costs of all service offerings</li> <li>• Utilizing information obtained from the cost of service, establish specific cost recovery rates for each core program area and facility managed by the District</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• Communicate pricing changes to users based on the level of benefit and exclusivity received</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• Update pricing of services and facilities on a yearly basis</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>



## Appendix 3 – Vision and Strategy Matrix

CRPD Strategic Master Plan

January 2012

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
1.1	1.1 continued	<ul style="list-style-type: none"> <li>Develop a parks foundation to raise matching monies for grants and needed recreation facilities in CRPD</li> </ul>			•
		<ul style="list-style-type: none"> <li>Conduct on-going training on cost of service, return on investment and fundamentals of effective price setting and communication</li> </ul>			•

## Appendix 3 – Vision and Strategy Matrix

	Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
1.2	Focus on a regional approach to partnerships	<ul style="list-style-type: none"> <li>Develop partnership policies for public/public partnerships, public/not-for-profit partnerships and public/private partnerships to support and leverage CRPD resources</li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>
		<ul style="list-style-type: none"> <li>Initiate a regional partnership summit with the surrounding park districts including Orangevale, Folsom, Fair Oaks, Carmichael etc. to discuss opportunities for efficiency and potential partnerships</li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>
		<ul style="list-style-type: none"> <li>Consider public/public partnerships for a new special-use multi-purpose facility development</li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>
		<ul style="list-style-type: none"> <li>Conduct a regional sports tourism plan to identify opportunities to promote tourism and economic impact through regional public offerings</li> </ul>			<ul style="list-style-type: none"> <li></li> </ul>

## Appendix 3 – Vision and Strategy Matrix

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
1.3	Use policy-based decision making to create consistency and structure within the District	<ul style="list-style-type: none"> <li>Evaluate all existing policies to identify those needs to be updated or new policies to be developed</li> <li>Some suggested policies to be developed include Pricing Policy, Sponsorship policy, earned income policy and volunteer policy</li> </ul>			•
		<ul style="list-style-type: none"> <li>Conduct annual policy manual reviews to ensure relevancy</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop flow charts for policy and procedure processes to maximize efficiency in delivery of the service</li> </ul>			•
1.4	Focus on maximizing non-user fee generated revenue opportunities to supplement current income streams and create a more sustainable agency	<ul style="list-style-type: none"> <li>Seek Park Board approval of an earned income policy to leverage new revenue sources as identified in the Earned Income Matrix provided to the staff</li> </ul>			•
		<ul style="list-style-type: none"> <li>Allocate resources including hiring staff to focus on business development and earned income opportunities</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop new dedicated funding sources for land acquisition, facility development and operations</li> </ul>			•

## OPERATIONS / MAINTENANCE

Goal: Create greater efficiencies and better planning for maintenance and operational practices in order to create a sophisticated system that is driven by performance indicators and sound data to maximizes existing resources

	Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
2.1	Establish priorities for the District based on classifying services on a set criteria that determines “essential, important and valued-added services” and how to manage each type of service to its highest level of capacity and efficiency	<ul style="list-style-type: none"> <li>• Develop a workshop with staff to identify each area of operations and where it falls on the value chain as essential, important or value-added services</li> <li>• Determine how the District will manage each type of service for the future and measure the impact on the District finances</li> </ul>			<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>

## Appendix 3 – Vision and Strategy Matrix

Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
<p><b>2.2</b></p> <p>Transition to a functional organizational structure that incorporates a flatter span of control within the District</p>	<ul style="list-style-type: none"> <li>• Conduct an assessment of the District’s future needs and then develop a new functional organizational chart that increases the span of control for key staff in the system and focuses on functional areas not individual personalities</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• ‘Right staff’ the organization based on the putting the people in the appropriate job for the desired outcome based on the right cost for the right benefit</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop / update job descriptions for current and future positions and solicit employee feedback</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• Evaluate the opportunity to introduce specialized staffing positions but continue to focus on cross training opportunities simultaneously</li> </ul>			<ul style="list-style-type: none"> <li>•</li> </ul>

## Appendix 3 – Vision and Strategy Matrix

	Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
2.3	Develop a yearly work plan for the District to achieve to support the recommendations in the Strategic Master Plan	<ul style="list-style-type: none"> <li>Develop individual and division work plans with timelines that are tied to meeting the goals and recommendations in the Strategic Master Plan on a monthly and basis</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop measureable outcomes associated with each work plan to demonstrate how effective the implementation efforts have been on meeting community needs outlined in the Strategic Master Plan</li> </ul>			•
		<ul style="list-style-type: none"> <li>Document and track changes so as to institutionalize the change management process District -wide</li> </ul>			•

## Appendix 3 – Vision and Strategy Matrix

	Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
2.4	Focus on environmental sustainability as a part of the District's operations	<ul style="list-style-type: none"> <li>• Utilize the sustainability audit provided in the Strategic Master Plan to expand and track the sustainable initiatives conducted by the District</li> <li>• Track and communicate the cost benefit of the sustainable initiatives</li> <li>• Research and share best practices with surrounding agencies and agencies nationwide to constantly enhance existing sustainable practices</li> </ul>			•
2.5	Expand the use of technology to derive data and aid in decision-making	<ul style="list-style-type: none"> <li>• Develop a technology plan for the District and a replacement schedule for software and hardware</li> <li>• Maximize use of database driven systems for greater staff efficiency</li> <li>• Subscribe to sources such as American Sports Data, Outdoor Recreation Trends report etc. to ensure staff is aware and proactively programs to current industry trends</li> </ul>			•

## Appendix 3 – Vision and Strategy Matrix

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
2.6	Emphasize on customer feedback as one of the key drivers of program development and enhancement	• Develop program and process standards such as registration standards, form relevance and an inspection program			•
		• Develop lost customer surveys to determine why participants leave a program			•
		• Continue on-line surveys to determine ways to develop programs to what people want and desire			•
		• Add incentives such as early bird registration or discounted fees to ensure people provide feedback			•
		• Track and communicate feedback results to staff and external customers on an on-going basis; develop trend analysis and annual program audit to update dwindling programs			•



## Appendix 3 – Vision and Strategy Matrix

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
2.7	Develop a maintenance management plan for all parks, recreation facilities	• Develop maintenance standards based on a set task, frequency, right person to do the work and the right equipment to perform the work			•
		• Track the cost of maintenance on a unit cost basis such as the cost per mile of trail to maintain or the cost of an acre			•
		• Develop an asset management plan for the District to manage the asset needs and the capital costs needed to keep the District parks and facilities well positioned in the future			•
		• Develop an effective maintenance work order system to manage assets			•

## RECREATION PROGRAMS

Goal: To provide a wide variety of multi-generational programs and increase program participation to 30% by 2015 and 35% by 2020.

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
3.1	Focus on need based program development starting with core program areas	<ul style="list-style-type: none"> <li>Develop or enhance core programs in special events, youth programs, aquatics, preschool, teen programs, trips etc.</li> </ul>			•
		<ul style="list-style-type: none"> <li>Using survey data and findings from the plan, document priorities for core programs</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop at least one new core programs each year over the next five years to develop a program base to support any new recreation facility developed</li> </ul>			•

## Appendix 3 – Vision and Strategy Matrix

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
3.2	Focus on a regional strategy for recreation program planning	<ul style="list-style-type: none"> <li>Using information and recommendations from the Strategic Master Plan, undertake a more in-depth GAP analysis to determine program needs in the region and build a regional recreation program plan</li> </ul>			•
		<ul style="list-style-type: none"> <li>Track age segments served and add new programs where applicable</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop key special events around competition, food, art, entertainment, and culture to target the diverse audience served by the CRPD</li> </ul>			•
3.3	Ensure standardization in program delivery to limit service variation and strengthen brand building	<ul style="list-style-type: none"> <li>Develop program standards and performance measures for all programs provided</li> </ul>			•
		<ul style="list-style-type: none"> <li>Teach and train all staff on program standards</li> </ul>			•
		<ul style="list-style-type: none"> <li>Ensure appropriate pricing consistency for the benefits received</li> </ul>			•
		<ul style="list-style-type: none"> <li>Ensure consistent signage, use of logos, color schemes and verbiage in all District communications in-print and on-line.</li> </ul>			•

	Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
3.4	Increase awareness and participation rates of program offerings among CRPD residents and beyond	<ul style="list-style-type: none"> <li>Identify primary and secondary target markets and conduct focus groups to identify specific program needs and reasons for lack of participation in some core program areas</li> </ul>	•		•
		<ul style="list-style-type: none"> <li>Conduct lost customer surveys from the database of past participants to identify reasons for dropping-out and solutions to address the reasons</li> </ul>			•
		<ul style="list-style-type: none"> <li>Geo-code (map participants by zip code) to identify where program participants come from to ensure greater targeted marketing in those areas</li> </ul>	•		•
		<ul style="list-style-type: none"> <li>As a part of the registration process, enquire about the source of information that drove the participation behavior and thus track marketing return on investment</li> </ul>	•		•

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
3.5	Develop volunteerism as a core program	<ul style="list-style-type: none"> <li>• Create a branded volunteer program with reward systems similar to an airline or a hotel rewards program – volunteers can accumulate points for hours volunteered which can be redeemed for District offerings</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Develop volunteer policy and training manual outlining information for volunteer recruitment, retention and appreciation</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Create a volunteer database to maximize cross-functional volunteer use</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Create volunteer leaders to maximize word-of-mouth publicity and advocacy for the District’s offerings</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Build a volunteer section on the website to promote volunteerism</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Develop volunteer job descriptions</li> </ul>			•

## MARKETING / BRANDING

**Goal: To create a recognizable and trust-worthy brand for CRPD and maximize outreach to increase program participation to 35% by 2015 and 40% by 2020 and consequently help increase cost recovery to 40% system-wide.**

	Strategy	Tactics	Staff Group Responsible	Start Date	Performance Measure
4.1	Develop a marketing plan, brand, and communication strategy for the District	<ul style="list-style-type: none"> <li>• Modify and update the website to better reflect the CRPD’s image and brand</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Continue to expand online registration system for people to access services</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Incorporate all promotional efforts in using the best technology available to promote the services available</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Develop an in-house marketing, sales, customer service and diversity training program</li> </ul>			•
		<ul style="list-style-type: none"> <li>• Provide front desk staff training on the importance of their interactions with the customers</li> </ul>			•

## Appendix 3 – Vision and Strategy Matrix

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
4.1	4.1 continued	<ul style="list-style-type: none"> <li>Focus on inspirational marketing, not informational marketing by highlighting the emotional connection and benefits of participation</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop a smart-phone app for the District</li> </ul>			•
		<ul style="list-style-type: none"> <li>Maximize on-line marketing and continue using social networks such as Facebook and Twitter as mediums for customer outreach.</li> </ul>			•

4.2	Focus on developing a strong brand and positive brand equity for CRPD that allows it to differentiate itself from other service providers and creates a niche for itself	<ul style="list-style-type: none"> <li>As a part of the marketing plan development, conduct a branding workshop to identify what the District wants to stand for and what values it wishes its brand to communicate</li> </ul>			•
		<ul style="list-style-type: none"> <li>Create a ‘brand book’ as a part of a continuing education process of existing employees and an orientation program for new staff – full-time, part-time, seasonal and volunteers</li> </ul>			•
		<ul style="list-style-type: none"> <li>As mentioned earlier, ensure consistency in service delivery and in visual appeal from a design and signage standpoint for all parks, facilities and trails</li> </ul>			•
		<ul style="list-style-type: none"> <li>Incorporate the District’s brand information within the instructor support kits as well as volunteer manuals</li> </ul>			•



LAND AND FACILITIES

Goal: To provide 5 acres of neighborhood parks and community parks per 1,000 residents to meet QUIMBY requirements. To provide safe, functional and well-maintained facilities to meet the recommended standard for assets to equitably meet the CRPD population

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
5.1	Develop neighborhood parks, community parks and recreation facilities in the underserved areas of the district	<ul style="list-style-type: none"> <li>Identify potential large tracts of land in or near developed areas</li> </ul>			•
		<ul style="list-style-type: none"> <li>Develop and / or update park or site master plans</li> </ul>			•
		<ul style="list-style-type: none"> <li>Conduct feasibility studies / business plans for recreation facilities</li> </ul>			•
5.2	Partner with the school districts to develop or enhance school sites, when practical, to develop land and facility offerings	•			•
		•			•
		•			•

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
5.3	Establish an acquisition and site selection criteria for acquiring appropriate types of park land based on unmet needs	•			•
		•			•
		•			•
5.4	Ensure consistency system-wide through design principal, standards and branding guidelines	• Signage			•
		• Furniture			•
		• Assets			•

## Appendix 3 – Vision and Strategy Matrix

Strategy		Tactics	Staff Group Responsible	Start Date	Performance Measure
5.5	Ensure safe and inviting parks to maximize use and minimize liability	• Conduct safety audits			•
		• Conduct ADA assessments			•
		• Perform maintenance checks			•
5.6	Leverage signature parks and facilities to enhance the livability of CRPD and generate economic impact through tourism	•			•
		•			•
		•			•

# APENDIX 4

## Cordova Recreation and Park District - Service Level Standards

### September 2012 - FINAL

Facility	<u>per 100K</u> <u>population</u>		<u>Service Level</u>		
<b>BASE PARK IMPROVEMENTS</b>					
Neighborhood Parks - Basic Improvements	240		1	per	417
Community Parks - Basic Improvements	260		1	per	385
<b>PLAYGROUNDS</b>					
Play Area - Neighborhood	45		1	per	2,222
Play Area - Community	6		1	per	16,667
Play Area - Universal	1		1	per	100,000
<b>SHADE STRUCTURES</b>					
Group Shade/Picnic Area - Small Neighborhood	54		1	per	1,852
Group Shade/Picnic Area - Small Community	10		1	per	10,000
Group Shade/Picnic Area - Large Neighborhood	15		1	per	6,667
Group Shade/Picnic Area - Large Community	10		1	per	10,000
Group Shade/Picnic Area - Destination	2		1	per	50,000
<b>SPORTS FIELDS</b>					
Baseball Field - Little League - Lighted - Game	4		1	per	25,000
Baseball Field - Little League - Unlighted - Game	6		1	per	16,667
Softball Field - Adult lighted - Synthetic	3		1	per	33,333
Softball Field - Girl's Unlighted - Game	6		1	per	16,667
Softball Field - Girl's Lighted - Game	4		1	per	25,000
Soccer Field - bantam - Small - Community	5		1	per	20,000
Soccer Field - bantam - Large - Community	5		1	per	20,000
Soccer Field - bantam - Regulation Grass - Comm	17		1	per	5,882
Soccer Field - Regulation Synthetic turf - Lighted	2		1	per	50,000
Multi-use Turf Area - Small Neighborhood	18		1	per	5,556
Multi-use Turf Area - Small Community	2		1	per	50,000
Multi-use Turf Area - Large Neighborhood	7		1	per	14,286
Multi-use Turf Area - Large Community	3		1	per	33,333
<b>SPORT COURTS</b>					
Basketball Outdoor Neighborhood Park (1/2 court)	16		1	per	6,250
Basketball Outdoor Community Park (full court)	8		1	per	12,500
Bocce Ball/Petanque - competition (4 court)	3		1	per	33,333
Tennis Courts - Lighted (2 courts ea.)	10		1	per	10,000
Volleyball (sand) tournament (6-court complex)	2		1	per	50,000
Horseshoes - Neighborhood	10		1	per	10,000
Horseshoes - Community (2 court)	8		1	per	12,500

<b>SKATE PARK</b>					
Skate Park - Community Park	2		1	per	50,000
<b>AQUATICS AND SPRAY PARKS</b>					
Aquatic Center	0.71		1	per	140,000
Spray Area - Neighborhood	5		1	per	20,000
Spray Area - Community	5		1	per	20,000
<b>EVENT FACILITIES</b>					
Amphitheater for 500	2		1	per	50,000
Community Market Place	1		1	per	100,000
Neighborhood Gather Place	5		1	per	20,000
Community Gathering Place	4		1	per	25,000
<b>STRUCTURES - COMMUNITY CENTERS - RESTROOMS - CONCESSIONS</b>					
Teen/Before/After School/day Camp Activity Center	2		1	per	50,000
Community Center (24,000) sq. ft.	2		1	per	50,000
Wellness/Senior Center (12,000) sq. ft.	1		1	per	100,000
Site Storage Facilities	3		1	per	33,333
Corporation Yard	0.4		1	per	250,000
District Offices	0.4		1	per	250,000
Restrooms Small - Neighborhood	5		1	per	20,000
Restrooms Medium Community	9		1	per	11,111
Restroom/concession/storage (1,700 sq. ft.)	1		1	per	100,000
Sport Park Concession	2		1	per	50,000
<b>MISC. FEATURES</b>					
Batting Cages	2		1	per	50,000
Batting Cages - Small	1		1	per	100,000
Dog Park - Community	3		1	per	33,333
Water Feature - Community	2		1	per	50,000
Disc Golf Course	1		1	per	100,000
<b>PARKING</b>					
Off-street parking	1,475		1	per	68