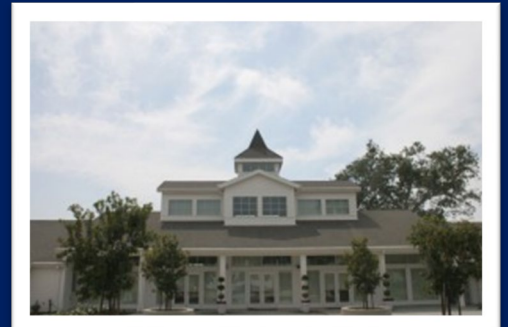




STRATEGIC PLAN 2023 UPDATE



PREPARED BY:

RIVERSIDE COUNTY REGIONAL PARK & OPEN-SPACE DISTRICT

Updated from the 2011 Strategic Plan prepared by PROS Consulting.

DECEMBER 2023

Approved by the District Advisory Commission on January 4, 2024

Approved by the County Board of Supervisors/District Board of Directors on DATE PENDING

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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Riverside County Regional Park and Open-Space District is a semi-independent Special District within the Riverside County Government system. The County adopted a Strategic Plan in 2000, which includes five sections (fundamentals, vision, mission, balancing services, and other strategies) and four attachments (outlooks, finance, consensus, and department strategic plans) that are anticipated to provide clear direction through 2020. While the Strategic Plan mentions parks as a “countywide service of broad benefit”, it limits specifics to the District as the following:

- Our abundant natural resources will be nurtured for their inherent beauty, and their contribution to the health and well-being of our citizenry, both presently, and for the generations to come.
- Our environment and livability will be enhanced and balanced with our community’s growth and development.
- Our economy will be known for its diversity, foresight, commitment to community, and its vitality. Agriculture and tourism will remain key components of the County’s economic base.
- Our County government will have a sterling reputation in the community of California counties, a model for others to follow in the areas of innovative use of technology, utilize creative service system design, effectively deliver services and exhibit prudent fiscal management.
- Our County employees will be respected for their fair and equitable administration of the laws, regulations, and policies that they are responsible to uphold.

After considerable review, it was determined that the District would greatly benefit from a strategic planning process, culminating in a 5-year plan. It was paramount that the Strategic Plan included input from the policymakers, residents, stakeholders, support groups, and employees in order to become a comprehensive document.

The final recommendations will address both the internal operations and management of the District and its external relationship to the region it serves. In addition, it will establish an overall framework to inform the Districts Comprehensive Master Plan and guide the District Board and staff over the next five years. The District staff and District Advisory Commission (DAC) have guided the strategic planning process in coordination with the consultant team on development of the Strategic Plan.

1.2 PROCESS

The Strategic Plan was developed over a period of 2 years commencing with a kick-off meeting and community input via surveys, followed by the technical analysis and benchmark comparisons which ultimately cumulated in the vision and strategic recommendations through the Balanced Scorecard process. The key process steps included:

- Input from Key Stakeholders
- Public Meetings
- Public surveys collected from throughout the County
- Staff and Board Meetings

- Review of the Comprehensive Master and Trails Plans (Parks System)
- Industry Performance Analysis
- Financial Assessment
- Update of the Balanced Scorecard Metrics

1.3 RECOMMENDATIONS

1.3.1 VISION
Serving our community through thoughtful and sustainable actions to inspire lifelong connections with RivCo parks, places, and programs.

1.3.2 MISSION STATEMENT
To preserve land with sensitive habitat or rich heritage within Riverside County and provide opportunities for the community to enjoy equitable access through recreation and education.

1.3.3 STRATEGIC THEMES
The updated Themes for the District are:

- CUSTOMER SATISFACTION: To Achieve Our Vision, We Must Satisfy Our Customers
- FINANCIAL SUSTAINABILITY: To Succeed, We Must Have Financial Sustainability
- OPERATIONAL EFFICIENCY: To Improve Service Delivery, We Commit to Excellent Support Processes
- EMPLOYEE INVESTMENT: To Maintain Engagement, We Will Help Our Employees Grow and Thrive
- ENVIRONMENTAL SUSTAINABILITY: To Align With Our Mission, We Commit to Sustainable Practices



It is the intent of the District’s Strategic Plan to ensure the elements of the mission and vision provide the framework for the strategic recommendations. In addition, the recommendations include actions related to the themes. As part of the strategic recommendations, the remaining section details the Strategic Themes, Strategic Objectives, Strategic Initiatives and Measures. This will create the framework for decision-making during the next five years, 2024-2029.

CHAPTER TWO - STAKEHOLDER AND PUBLIC INPUT

2.1 PROCESS

The community input outreach element of the strategic planning process was designed to encourage and solicit honest and open feedback. This approach was determined to be the best method to gather input in order to determine internal and external conditions that could impact the District. Using a systematic approach of all of the forces affecting the District, the planning team conducted a SWOT (strengths, weaknesses, opportunities, and threats) analysis. This community input outreach campaign included a combination of individual and small group surveys that were conducted by the District’s Guest Services and Planning teams.

Input was received through key leader meetings, community feedback, and individual surveys. The groups included: employees, support groups, other agencies, and members of the public, including park visitors.

Additionally, commission/committee members provided feedback during public meetings and through their review of the Work Plans and tactics development process.



A complete Community Engagement Plan for continued future input from key stakeholders will be developed during the implementation of this Strategic Plan. See Section 6.8, Strategic Initiatives, for details.

2.1.1 WHAT TYPE OF EVENTS WOULD YOU LIKE TO SEE AT COUNTY PARKS/FACILITIES?

The District’s Community Engagement Survey revealed the following as the top 5 event requests:

- Concerts in the park – 58%
- Movies in the park – 47%
- Water play – 44%
- Guided nature walks – 39%
- Campfire activities – 31%

Additional comments and suggestions included: 5K runs (10%), car shows (21%), wine and beer tasting (23%), fishing derbies (13%), equestrian events (8%), and interpretive (nature and history education) events (5%).

Many of the responses revealed that most District stakeholders consider youth education and interpretation as a recreation program that brings great value and should be expanded, with 66% of respondents requesting activities for ages 12 and under.

Answers	Count	Percentage
Under the age of 12	205	65.71%
Ages 13-17	94	30.13%
Ages 18-35	59	18.91%
Ages 36-54	49	15.71%
Ages 55 and over	34	10.9%

Figure 1: Age Range Preference for Events

2.1.2 WHAT ARE THE KEY ISSUES FACING PARKS, RECREATION AND OPEN SPACE THAT SHOULD BE ADDRESSED?

Several themes emerged as challenges facing park, recreation, and open-space agencies, including:

- Employee retention
- Failing/declining infrastructure
- Lack of adequate, reliable funding
- The need for action to address climate impacts, including EV infrastructure
- Changes in the economic climate, including increasing costs, wages, and interest rates
- A growing population with an increasing user base
- Increased expectations/demands from park visitors/customers
- Increased competition

These items are addressed in the Strategic Plan Update through the of the Strategic Themes, objectives, and goals.

CHAPTER THREE - DEMOGRAPHICS AND TRENDS ANALYSIS

The Demographic Analysis provides an understanding of the general populace of Riverside County and the option to target potential market opportunities for the Regional Park and Open-Space District. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, as well as the overall economic status and disposable income characteristics of the residents through household income statistics. Based on these major subsets and findings from the community input phase of this study, consumer habits and means are collectively studied to conduct predictive analysis.

All future demographic projections are based on current estimates and historical trends. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

3.1 RIVERSIDE COUNTY DEMOGRAPHIC OVERVIEW

Riverside County is located in the geographical region commonly referred to as the Inland Empire Region of Southern California. The County encompasses 7,303 square miles. The County is the **tenth** largest in the United States and the fourth largest and most populated county in the state (Source: State Department of Finance; 2009), trailing only Los Angeles, San Diego, and Orange Counties. Riverside County has an estimated population of 2,486,747 (Source: U.S. Census Bureau). The majority of the County's population is located in the western half of the County.

For discussion purposes, Riverside County is divided into three sub regions as depicted in Figure 3. Two of the sub regions are identified by the boundaries of Councils of Government. The Western Riverside Council of Government is the western most sub region and has 2,038 square miles within its jurisdictional boundary. The Coachella Valley Council of Government is the central sub region with 2,427 square miles within its jurisdictional boundary. In addition, the City of Blythe, California (located on the Colorado River at the eastern border of the county) is a member of this council of governments. The third and most eastern sub region is the Palo Verde Valley. This area of mostly unincorporated land consists of 2,839 square miles and has a Council of Governments. The majority of the population is found in the Western Riverside Council of Governments and the Coachella Valley Association of Governments with smaller concentrations of the population located outside of a Council of Governments area.

These three jurisdictional sub regions house a total of twenty-seven cities as well as unincorporated areas, and the average population for the twenty-eight cities is approximately 88,800 persons (Source: California Department of Finance). Unincorporated areas of the County have a total of **401,693** persons. The five most populated incorporated cities within the Western Riverside Council of Government boundary in Riverside County, based on the estimated 2023 population with a 2020 benchmark are:

- Riverside – 313,676
- Moreno Valley – 208,289
- Corona – 157,005
- Menifee – 110,034
- Murrieta – 109,998

The five most populated incorporated cities within the Coachella Valley Council of Government boundary in Riverside County are:

- Indio – 90,837
- Cathedral City – 51,433
- Palm Desert – 50,615
- Palm Springs – 44,092

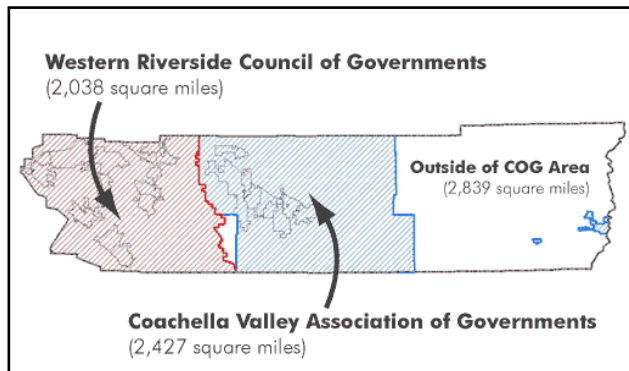


Figure 2 – Riverside County Council of Governments Jurisdictions

(Source: Riverside County Center for Demographic Research)

- Coachella – 42,462

The only incorporated city within Palo Verde Valley sub region in Riverside County is:

- Blythe –17,265

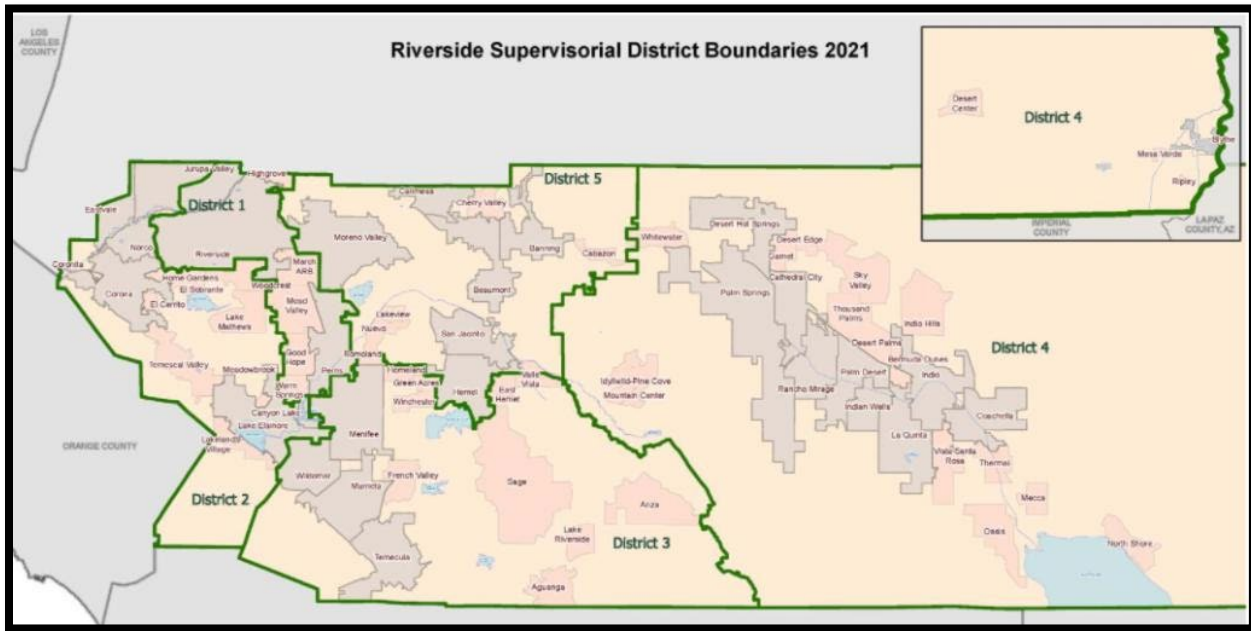


Figure 3 - Riverside County; Cities and Unincorporated Areas by Supervisorial District

(Source: RivCo.org/county-redistricting-efforts)

The demographic analysis evaluates the population characteristics based on the current information available on Riverside County and the sub regions. It is not uncommon to experience surplus within the consumer goods market and spill over – including recreation and entertainment – between cities and sub-regional areas. This means that in the eye of the consumer and/or participant, jurisdictional boundaries can be inconsequential.

Riverside County continues to grow and is the fastest growing county in the state of California (Source: California Department of Finance). The county experienced a significant population boom in the 1990’s averaging an annual growth rate of approximately 7.6%. Between 2003 and 2006 the County experienced expansion averaging 4.4% of the annual growth rate, which is the highest annual growth since the 1980’s. Going back to 1970, the decade-based population milestones have increased by nearly 428%, (Source: ESRI) these include:

- Total of 459,074 in 1970
- Total of 663,166 in 1980
- Total of 1,170,413 in 1990
- Total of 1,558,970 in 2000
- Total of 2,201,562 in 2010
- Total of 2,422,847 in 2020

From 2000 to 2010, the total population grew by the largest cumulative total by adding more than 607,000 people to the total population (Source: ESRI). The County of Riverside is expected to continue a moderate rate of growth with an average annual growth rate of 1%-2%). Gender composition has been determined to be almost even with estimated 50.3% of the population being female (Source: ESRI). This gender composition is projected to remain constant over the next five years.

Mimicking the southern California population composition, Riverside County has a relatively diverse population. According to the 2020 Census, the County has experienced a shift in composition. The race and ethnicity composition of the County is: White (41.2%), Some Other Race Alone (26.4%), Black (6.5%), American Indian (1.8%), Asian (7.1%), Pacific Islander (0.3%), and Two or more Races (16.8%).

The trend of race and ethnic diversification is anticipated to continue in the County over the next five years. The demographic trend for the County notes a continued decline in the white populace, a steady increase in the Hispanic populace, a very slow to even growth for the Black, Asian and Pacific Islander populace and a slow increase for Other races or Multi-race populace. The Hispanic populace with nearly half (49.7%) of the County's populace is classified as being of Hispanic origin of any race.

The income characteristics do exhibit below average trends when compared to the state averages. However, County income characteristics have displayed steady incremental increases and are projected to continue this growth in the upcoming years. The County's median household income was \$79,000 in 2021, up from \$76,066 as an average between 2017-2021. Comparing the County figures to 2021 Average Current Population Survey (CPS) Estimates: California state median household income is reported to be \$91,905, or approximately \$12,905 more per year than the Riverside County resident median household income. These numbers compare favorably to the national median household income of \$74,580.

3.2 METHODOLOGY

Demographic data used for the analysis was based on several sources: the Riverside County Office of Economic Development estimates, ESRI, California Department of Finance, Neilsberg Research, and detailed information from the U.S. Census Bureau. Riverside County Office Economic Development information was accessed utilizing the publicly available RivCoSites.com mapping, infographics and analysis tools, which pulls information from ESRI.

The jurisdictional boundaries reported by the Census 2020 were utilized for the demographic analysis.

Riverside County Boundaries

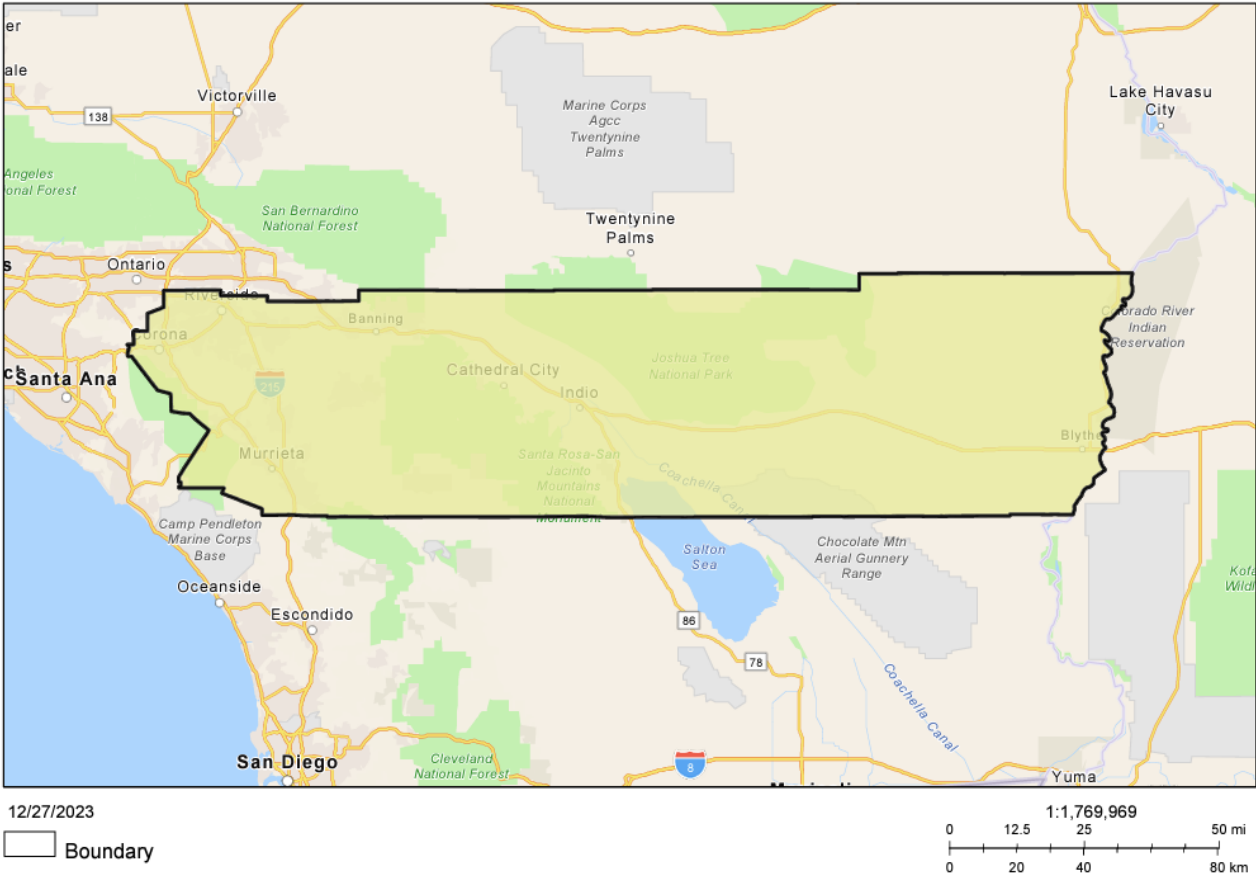


Figure 4: Riverside County Boundaries

Source: Riverside County Office of Economic Development (RivCoSites.com)

3.2.1 RACE AND ETHNICITY DEFINITIONS

The U.S. Census Bureau collects race data according to U.S. Office of Management and Budget 1997 guidelines. An individual's response to the race question is based upon self-identification. The Census Bureau does not tell individuals which boxes to mark or what heritage to write in. For the first time in Census 2000, individuals were presented with the option to self-identify with more than one race and this continued with the 2010 Census. People who identify with more than one race may choose to provide multiple races in response to the race question. For example, if a respondent identifies as "Asian" and "White," they may respond to the question on race by checking the appropriate boxes that describe their racial identities and/or writing in these identities on the spaces provided (U.S. Census Bureau).

The Census 2020 data on race is not directly comparable with data from the 2010 Census and earlier censuses. Therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this chapter of the Strategic Plan.

White – A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Black or African American – A person having origins in any of the Black racial groups of Africa.

American Indian or Alaska Native – A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Native Hawaiian or Other Pacific Islander – A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

The 1997 OMB standards permit the reporting of more than one race. An individual's response to the race question is based upon self-identification.

3.3 RIVERSIDE COUNTY POPULACE

3.3.1 POPULATION

Riverside County has experienced steady growth over the past three decades, resulting in the County being the fourth largest based on population (2023 county comparisons). From 2000 to 2010 the population grew at an annual rate of 3.9%. The growth rate slowed from 2010 to 2020, only growing by 1% and again by .93% between 2010 and 2020. Based on the growth projections by ESRI, Riverside County is projected to add residents at an annual average of a half a percent through 2028.

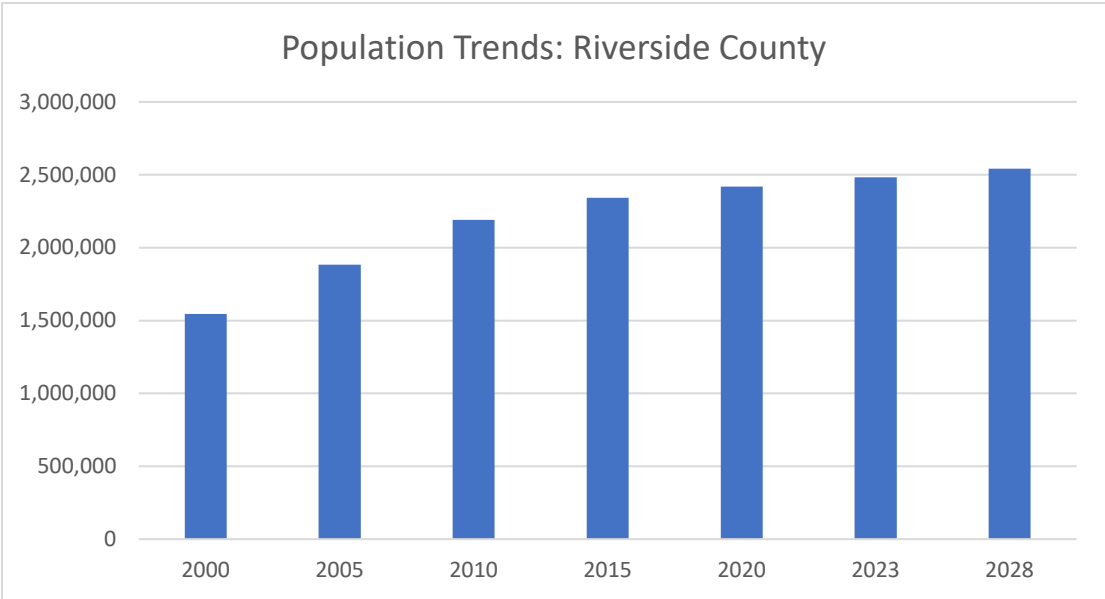


Figure 5: Population Trends, Riverside County

Source: ESRI

Interestingly, the cause of growth shifted in recent years and has slowed as people migrate out of Riverside and California. Based on data compiled by the California Department of Finance, between the years 2021 and 2023 the natural increase of the population base (births less deaths) averaged a net of 5,358 while migration averaged a total loss of 2,703 per year. Beginning in 2021, migration numbers have reversed dramatically while the natural increase has steadily increased. Totals are shown on the Figure below.

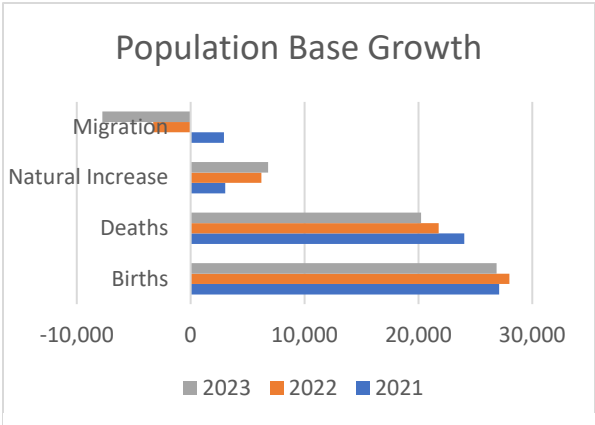


Figure 6: Population Base Growth

3.3.2 AGE SEGMENT

Population by major age segment demonstrates a strong middle-aged nucleus with a median age of 36.6 years (2021 U.S. Census Bureau). Since 1990, the County’s largest singular age segments populace has been the 25-34 year, 35-44 year, and 45-54 year age segments. Although briefly, the second largest segment in 2000, each of the other milestone years results in the 25-34 year age segment account for the single largest segment in the County.

This steady infill of youth through the 25-34 age segments stabilize the median age although increases have been realized in the 55+ populace (median age for 1990 was reported at 31.5; median age for 2010 is 34.2; median age for 2015 was 34.5).

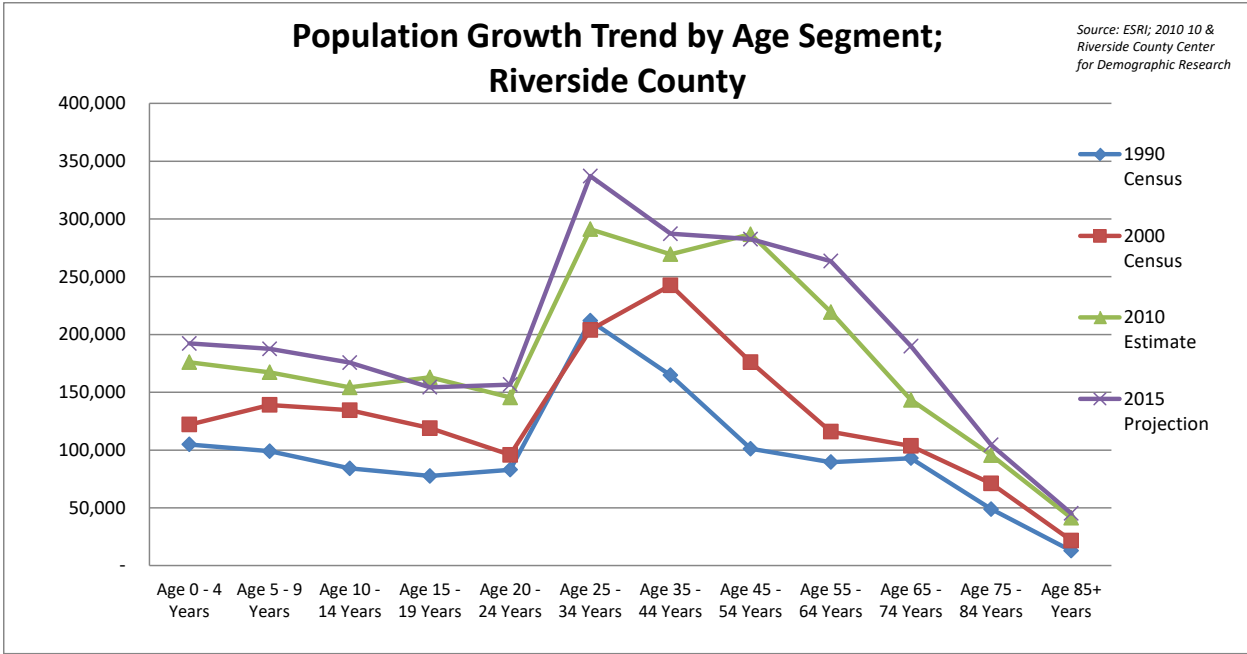


Figure 7: Population by Major Age Segment
Source: ESRI

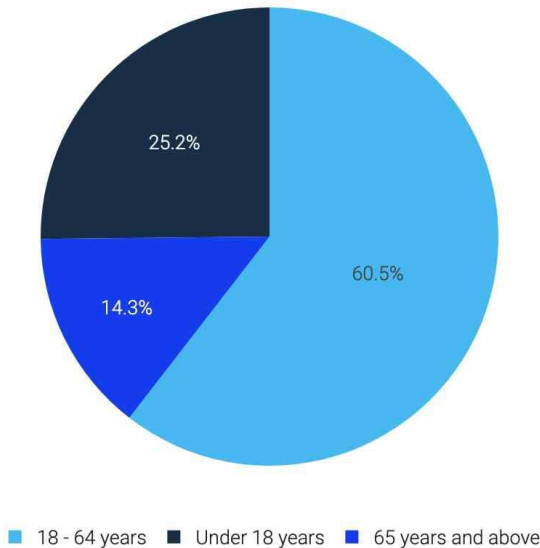
According to the Neilsberg Research, The median age in Riverside County is 36.0, as per 2021 ACS 5-Year Estimates. Of the total population, 20.67% were under the age of 15, 21.07% aged 15 to 29, 43.91% aged 30 to 64, 12.72% aged 65 to 84, and 1.62% were 85 years of age and older.

The Riverside County, CA population by age cohorts (Children: Under 18 years; Working population: 18-64 years; Senior population: 65 years or more). The largest age group was 18 - 64 years with a population of 1,457,318 (60.49% of the total population) (U.S. Census Bureau American Community Survey (ACS) 2017-2021 5-Year Estimates).

This strong middle aged population composition combined with the growing active adult community and their desire to “stay young”, as well as the ability to capitalize on the County’s regionalized location to large metropolitan areas primes the District to solidify the County’s place in the region as a mechanism of increased quality of life.

Riverside County, CA population by age cohort

The largest age cohort is 18 - 64 years with a population of 1,457,318 (60.49%)



Source: U.S. Census Bureau, American Community Survey (ACS) 2017-2021 5-Year Estimates

Neilsberg

Figure 8: Riverside County Population by Age Cohort
Source: Neilsberg Research, U.S. Census Bureau Data

3.3.3 GENDER

The gender distribution for the County is typical of national statistics, with the split slightly skewed towards the female population. Female totals account for 50.3% of the population (**Figure 9**). This distribution is projected to remain constant throughout the next five years.

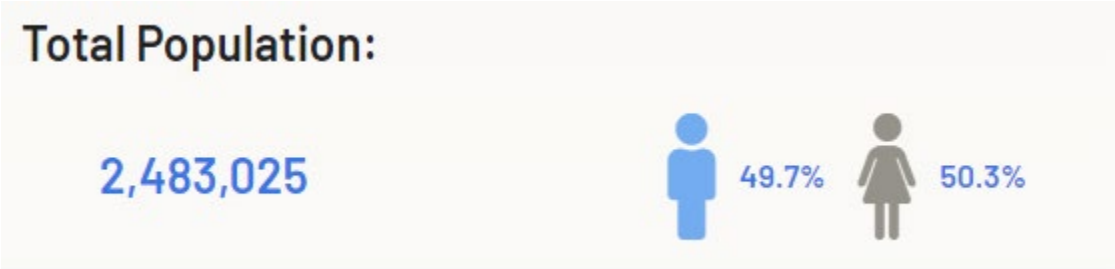


Figure 9: Gender Distribution for Riverside County
Source: ESRI

PARTICIPATION BY GENDER
2015 TO 2021



Figure 10: Outdoor Recreation Participation by Gender
Source: 2022 Outdoor Foundation’s Outdoor Participation Trends Report

Recreational trends from the last few years indicate, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates in outdoor activities, are slightly lower than their male counterparts. Men make up an average of 54% of the participation while women comprise to 45% -46.5% of participation rates (Figure 10). With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, they also participate in recreational activities further into adulthood. This data indicates a relatively new market has appeared over the last two decades.

Males and females generally share the top 5 outdoor activities, but differ in how those activities rank (Figures 11 and 12, Source: Outdoor Foundation’s 2022 Outdoor Trends Report).

TOP FIVE OUTDOOR ACTIVITIES
FEMALE PARTICIPANTS: 2015 TO 2021 (MILLIONS)

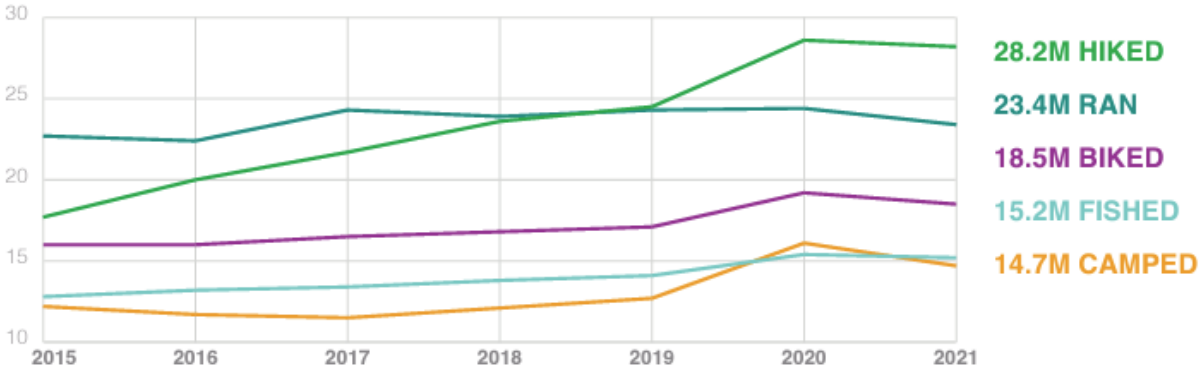


Figure 11

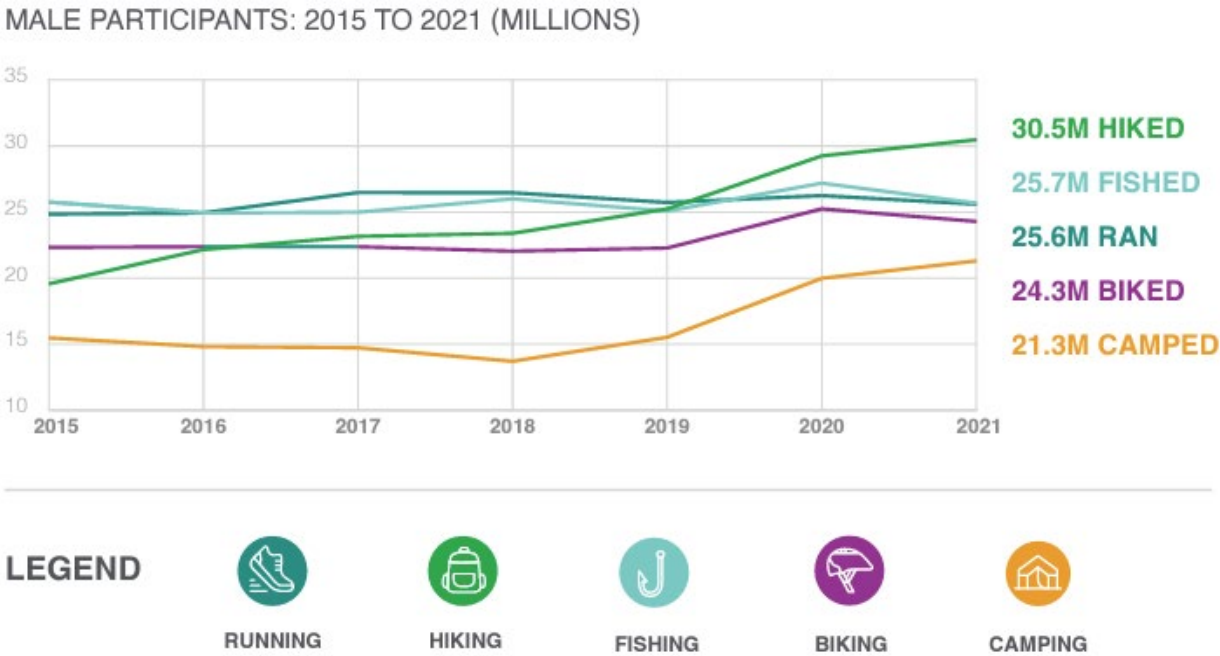


Figure 12

3.3.4 RACE AND ETHNICITY

Racial composition of a populace provides guidance for decision making based on historical and cultural heritage. In the case of Riverside County, during the past three decades the racial and ethnic composition has shifted to a more diverse community. At the time of the 1990 Census, 74.8% of the population was classified as White, and only those grouped into the classification of Some Other Race Alone or Black contained more than 5% of the population.

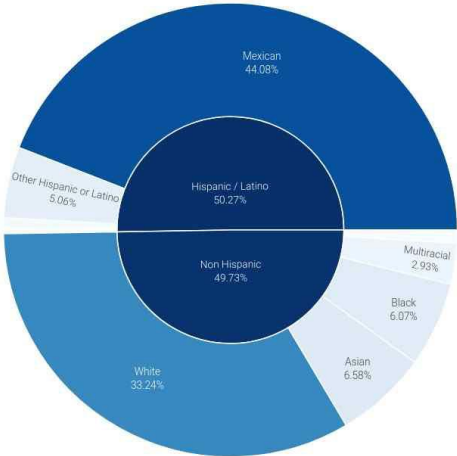
Currently it is estimated that 32.6% of the populace (788,235 total persons) is categorized as White, and four of the five major non-White racial categories comprise more than 5% of the population; Some Other Race Alone (26.4%; 637,243 total persons), Black (6.5%; 146,762 total persons), Asian or Pacific Islander (7.4%; 171,656 total persons), and Two or More Races (16.8%; 84,912 total persons).

The biggest growth area occurred in the ethnicity of the population. Ethnicity, a quality or affiliation resulting from racial or cultural ties, is manifested in those persons classified as Hispanic/Latino origin of any race. This classification is a significant portion of the County’s population. Currently, an estimated 49.7% of the total population claims a Hispanic/Latino origin – approximately 1,202,295 persons. The Hispanic/Latino populace has increased significantly. The Hispanic/Latino populace is one of only two categories in the racial and ethnic categories expected to increase its percentage of the total population composition over the course of the next five years.

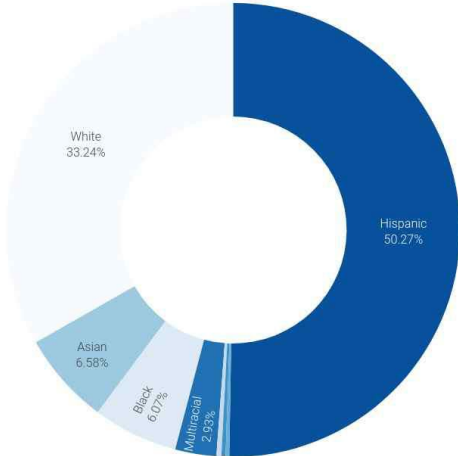
Racial / Ethnic makeup of Riverside County, CA

All percentages shown below are, % of Riverside County's total population

Hispanic & Non-Hispanic population distribution, across race and origin



Racial distribution, excluding Hispanics from racial categories



Source: U.S. Census Bureau, American Community Survey (ACS) 2017-2021 5-Year Estimates



Figure 13: Racial/Ethnic Makeup of Riverside County
Source: U.S. Census Bureau

3.3.5 PARTICIPATION TRENDS BY RACE/ETHNICITY

According to the 2022 Outdoor Foundation’s Outdoor Participation Trends Report, despite slight increases in diversity across outdoor recreation, current participant base is less diverse than the overall population and significantly less diverse across younger age groups. The report showed that 72% of outdoor recreation participants are white. The White population participates in a wide range of activities, including both team and individual sports of land and water-based varieties, as well as an affinity for outdoor non-traditional sports.

RACE/ETHNICITY AND OUTDOOR RECREATION
TOTAL PARTICIPANTS, NEW PARTICIPANTS, AND THE GENERAL U.S. POPULATION

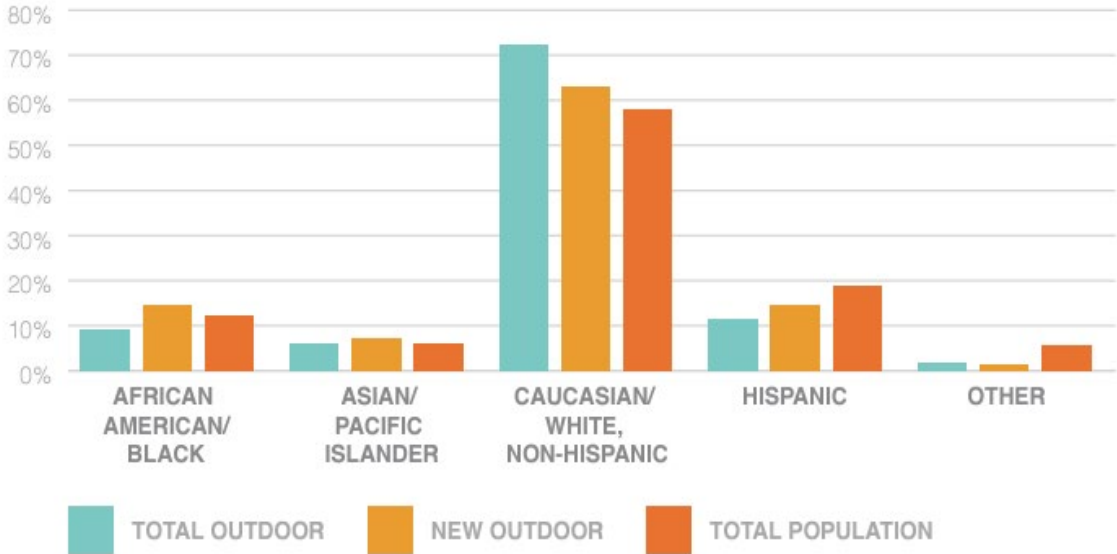


Figure 14: Race/Ethnicity and Outdoor Recreation
Source: 2022 Outdoor Foundation’s Outdoor Participation Trends Report

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. Figure 13 below reflects the top five activities by race/ethnicity with non-White persons preferring running compared to hiking being the top preference for White persons.

INTEREST LEVEL OF OUTDOOR ACTIVITIES BY RACE/ETHNICITY

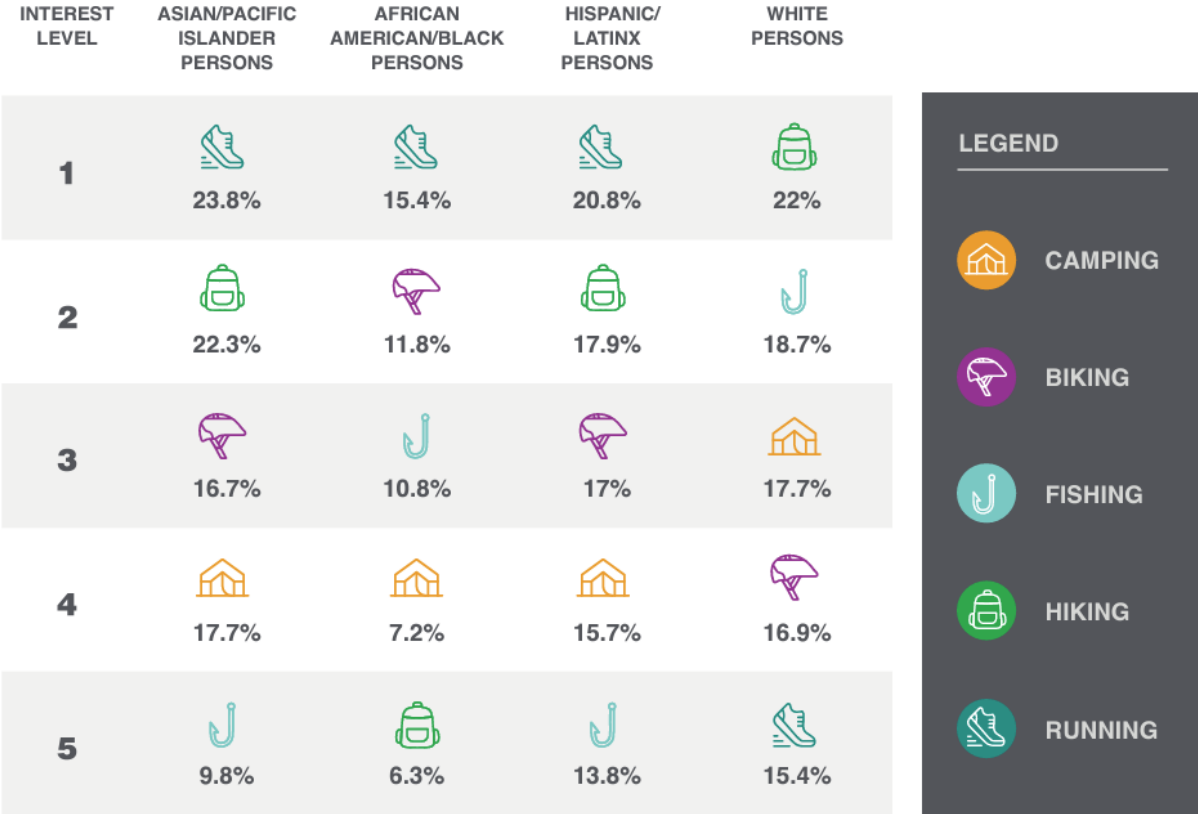


Figure 15: Interest Level of Outdoor Activities by Race/Ethnicity
 Source: 2022 Outdoor Foundation’s Outdoor Participation Trends Report

Participation rates across ethnicity and race reveal a different view of participation showing the percentage of persons in an ethnic group who participate in outdoor recreation. African American/Black persons have the lowest overall participation rate by ethnicity at 38.6%. Asian persons and Pacific Islanders have the highest participation rate at 58%. 56.6% of white persons participate, and 51.1% of Hispanic persons participate.

OUTDOOR RECREATION PARTICIPATION RATES BY ETHNICITY AND RACE

2015 TO 2021

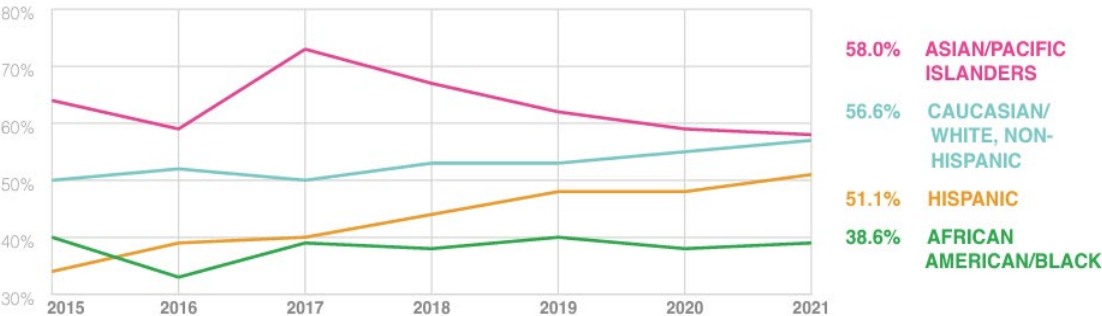


Figure 16: Outdoor Recreation Participation Rates by Ethnicity and Race
 Source: 2022 Outdoor Foundation’s Outdoor Participation Trends Report

3.3.6 HOUSEHOLDS AND INCOME

Riverside County’s growth appears to have plateaued with growth slowing to an average of 1-2% and projected decline to 0.5% in future years. From 2020 to 2023, total households grew by 2.6% peaking at an estimated 871,013 total households this period. The five-year projection places household totals at 888,912 in 2028, a projected change of 2% from the 2023 estimate. Average household size is currently estimated at 3.12 persons, compared to 3.08 in the year 2010.

Home values statistics are:

- Median home value (2023) in Riverside County is \$526,846

Household income characteristics are varied in comparison to national averages supporting income statistics are:

- Current median household income is \$81,928, compared to \$72,580 for all U.S. households
 - Median household income is projected to reach \$94,693 by 2028
- Current average household income is \$112,103, compared to \$107,008 for all U.S. households
 - Average household income is projected to reach \$128,860 by 2028, compared to \$122,048 for all U.S. households
- Current per capita income is \$35,493, compared to the U.S. per capita income of \$41,310
 - The per capita income is projected to be \$40,808 in 2028, compared to \$47,525 for all U.S. households

In terms of disposable income (income available for household and personal expenditures after all applicable taxes) Riverside County has an estimated average disposable income of \$82,957. Average disposable income listed most to least by the age of householder is as follows:

- Age of householder 45-54 – \$101,116 average disposable income
- Age of householder 35-44 – \$93,191 average disposable income
- Age of householder 55-64 – \$89,855 average disposable income
- Age of householder 25-34 – \$77,081 average disposable income
- Age of householder 65-74 – \$75,040 average disposable income
- Age of householder 75+ – \$56,833 average disposable income
- Age of householder <25 – \$51,601 average disposable income

In many cases, the economy’s performance has a trickle-down effect on recreation. A poor performing economy leads to less disposable income by requiring individuals and families to dedicate larger sums of money to necessities and less to discretionary items. However, in this case the greater demand on public services as a result of the economic downturn has produced steady revenue growth in user fees for the District.

When viewed in context with average household expenditures, the disposable income available for County residents does not appear to be a great threat to entertainment and recreational spending. On average, entertainment and recreation spending accounts for approximately 5.0%, of the total household budget. The top four categories – retail goods, shelter/housing, food at home, and health care, account for 73.7% of all household expenditures.

3.4 RECREATIONAL TRENDS ANALYSIS

According to The Outdoor Industry Association in their 2023 Outdoor Participation Trends Report, the recreation participant base is growing and is more diverse than ever. Participation has grown consistently over the last eight years and grew by 2.3% in 2022. This represents 55% of the US population (ages 6 and older). While the number of participants has risen, the number of outings per participant declined in 2022 for the first time since the pandemic began in 2020. While gender, ethnicity, income and education levels somewhat correspond with participation rates, outings for families and children (age 17 and younger) are declining, with families with teenage children seeing the greatest decline.

While more work needs to be done to attract diverse ethnic/racial groups to outdoor recreation activities as they are still underrepresented overall, participants are younger and significantly more diverse than ever before. Hispanic participant growth is at 56% in 2022 compared to 34% in 2015. In addition, Black outdoor recreation participants grew in number of outings per participant, increasing by more than 5% and reporting 80.9 outings per participant.

NEW OUTDOOR PARTICIPANTS: YOUNG AND DIVERSE

The outdoor recreation participant base became more diverse in 2022 including increases in participation among Black people, Hispanic people, and LGBTQIA+ people. Additionally, Americans ages 55 and older continue to become more active and now represent 1 in every 5 outdoor participants.

Although the outdoor participant base isn't as diverse as the U.S. population, diversity among kids who participate and of new participants (participated for the first time in 2022) strongly indicate that efforts to maximize inclusivity in outdoor recreation are resulting in greater diversity.

NEW OUTDOOR PARTICIPANTS, YOUNG OUTDOOR PARTICIPANT, TOTAL OUTDOOR PARTICIPANTS, AND U.S. POPULATION DIVERSITY COMPARED 2022

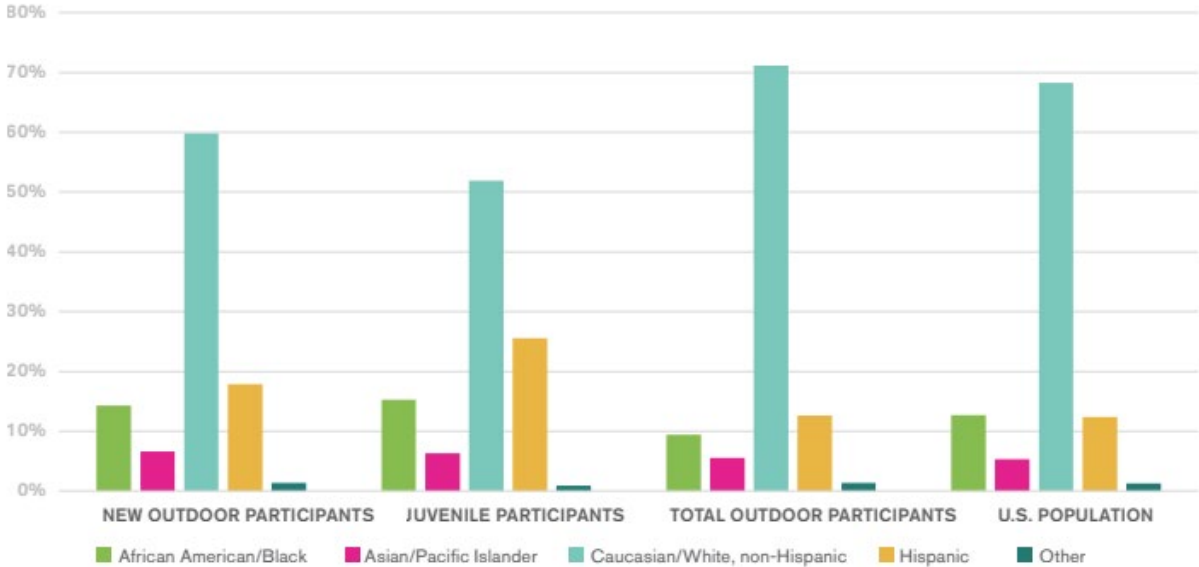


Figure 17 - Source: Outdoor Industry Association

The LGBTQIA+ participate in outdoor activities at a higher rate than those that do not identify as LGBTQIA+, with 61% participating in outdoor recreation (*2023 Outdoor Participation Trends Report*, Outdoor Industry Association).

Consistent with past findings, seniors (ages 55+) continue to set trends in the recreation industry, with a significantly higher percentage of seniors participating in outdoor recreational activities, raising from 28% in 2018 to 35% and rising in 2022 (*2023 Outdoor Participation Trends Report*, Outdoor Industry Association).

According to the American Psychological Association, time in nature is shown to improve mental health and sharpen cognition. Spending time in nature is linked to cognitive benefits as well as improvements in mood, mental health and overall emotional well-being. Regardless of how much time is spent outdoors, spending time in nature has a positive effect. Evidence from a study out of the University of Washington shows that contact with nature is associated with increases in happiness, subjective well-being, positive affect, positive social interactions and a sense of meaning and purpose in life, as well as decreases in mental distress (*Science Advances*, Vol. 5, No. 7, 2019).

Other studies find that when children live in neighborhoods with more green space, they have a reduced risk (55% lower than their counterparts) of developing psychiatric disorders later in life, including depression, mood and eating disorders, substance abuse disorders, and schizophrenia (Engemann, K., et al., *PNAS*, Vol. 116, No. 11, 2019).

Numerous studies have found that Americans who recreate frequently are notably happier with their lives. According to Responsive Management, among active recreationists, one in five Americans who recreate at least twice weekly, 45% report “complete satisfaction” with their overall quality of life and 49% report being “fairly well” satisfied.

3.4.1 OUTDOOR RECREATION TRENDS

Gateway activities continue to attract new and increased participation in the outdoors. These are typically the first exposure to outdoor activities for people at any age and are magnets that lead to more activities in niche categories like off-road triathlons and backpacking. According to the Outdoor Industry Association, hiking is the most popular gateway activity, followed by running, bicycling, fishing, and camping as the top 5 activities in 2022. Camping has grown by over 29% per year over the past three years. Their study also showed 94% of campers and 83% of hikers participate in at least one other outdoor recreation activity, confirming their place as gateway activities. For youth, the most popular and fastest growing activities include backpacking, snowshoeing, canoeing, climbing, and off-road triathlon.

MOST POPULAR OUTDOOR ACTIVITY CATEGORIES

More people participated in most categories of activity in 2022. In fact, 80% of outdoor activity categories experienced participation growth in 2022, including large categories like camping and fishing and smaller categories like sport climbing and skateboarding.

ANNUAL GROWTH IN LARGE OUTDOOR CATEGORIES INCLUDED:



THE FASTEST GROWING CATEGORIES IN OUTDOOR INCLUDED:



Outdoor recreation categories that experienced decline in 2022 included trap and skeet shooting, overnight backpacking, road running, and adventure racing. These categories lost 3.1 million participants in 2022 and have experienced year-over-year declines since 2020.

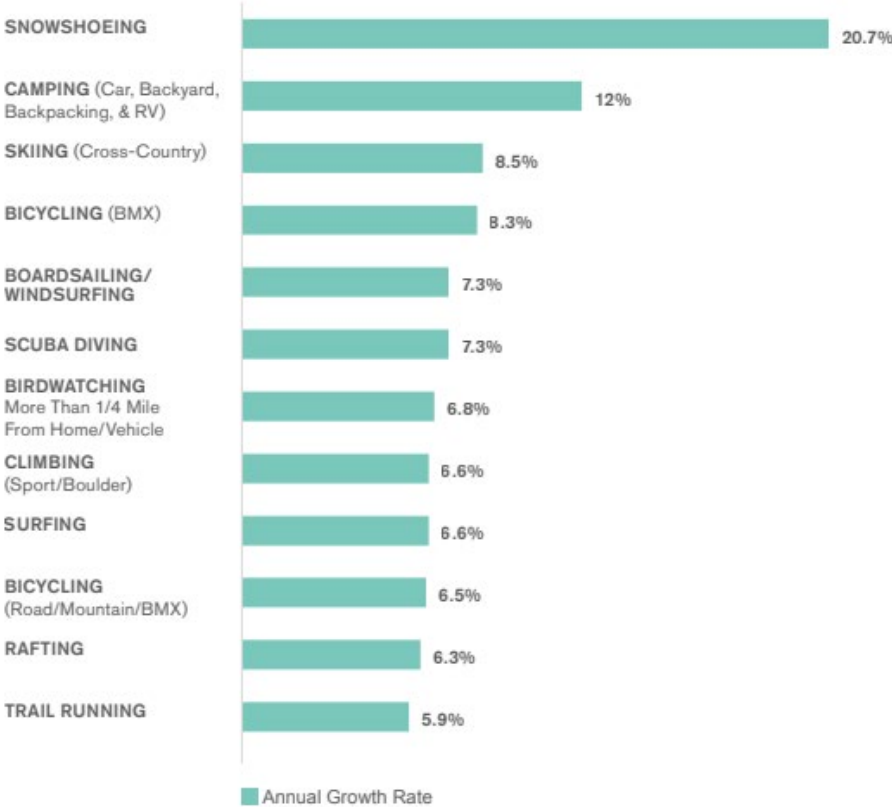
© Outdoor Industry Association

Additional high growth rate activities include skiing (cross-country), boardsailing/windsurfing, scuba diving, birdwatching, climbing (sport/boulder), surfing, rafting, and trail running.

Many new participants begin their journey into outdoor recreation on a casual basis like camping with the family a few times a year, hiking from time to time with friends, and

OUTDOOR ACTIVITY GROWTH RATES

ANNUAL GROWTH RATE 2021 TO 2022



© Outdoor Industry Association

spending a little bit more time outdoors. More casual consumers of outdoor experiences have swollen the ranks of outdoor participants.

-2023 Outdoor Participation Trends Report, Outdoor Industry Association

CHAPTER FOUR - TECHNICAL ASSESSMENTS AND SUSTAINABILITY

This chapter features three components: (1) Service Assessment, (2) Sustainability checklist for the District to perform and evaluate itself on an on-going basis and an (3) Operational Assessment.

4.1 SERVICE ASSESSMENT

The District has a focus on outdoor recreation which includes mainly self-directed activity such as hiking. Programmed activities include special events and permitted activities organized by partners or private entities. Since the last Strategic Plan Update in 2017, the boxing club, sports park, aquatic facilities, neighborhood parks (CSAs) and community centers have been divested, with the County either opting to contract for services or the District identifying local site managers with a shared mission. This process was initiated in 2016 and continued through 2021 resulting from economic impacts and the pandemic response.

The District program staff selected the core programs to be evaluated and entered the data into the program assessment matrix originally provided by PROS Consulting in 2011. This section will review some of the key areas from the matrix and shed light on system-wide issues as well as individual areas that can be further developed as the programs grow. The findings and recommendations on information obtained from the District through the program assessment forms and discussions with staff.

These subsections comprise the following key focus areas: core services, service lifecycles, partnerships, volunteers, and customer feedback.

4.1.1 CORE SERVICES

Core services are based on current and future needs. This assists in creating a sense of focus around specific service areas of greatest importance to the community. Outdoor parks and recreation is challenged by the premise of being all things to all people, especially in a community as diverse and geographically large as Riverside. The core service philosophy assists the staff in being able to focus on what is most important and what aligns best with the mission of the District. Non-core does not mean it is not important – it simply means that based on the District’s vision, mission and community values, those services would be a lesser priority. Services are categorized as core services if they meet a majority of the following categories:

- The service has been provided for a long period of time (over 4-5 years)
- Offered regularly (at least annually)
- Wide demographic appeal
- Includes 5% or more of a fund/program area budget
- Requires full-time staff to manage the program/service area
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed to support the program/services

During the programming meeting with the staff, the following core service areas were identified:

- Weddings / Events
- Camping
- Fishing
- Special (Community) Events
- Volunteerism
- Nature and Historic Education (Interpretive) Programs
- Open-Space Management

These are broad service areas that have been developed. The core services must be evaluated annually to ensure they still meet the criterion established for them. Also, as the program/service areas grow and expand it is possible that services could change from core to non-core and vice versa.

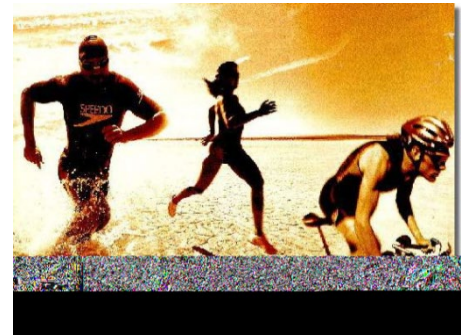
Also, some potential program areas to be considered include:

- Outdoor skills / adventure park management (including OHV)

Nationally, Outdoor skills/adventure programming is a growing trend and could be an area that has the potential to become a core program. Program types can include rock climbing, canoeing, kayaking, paragliding, dirt biking, and driving off-road vehicles. The staff can also add outdoor adventure trips as a new program area.



From an endurance/duathlon/triathlon standpoint, there is an opportunity to expand on branded special events for the District. There are several such events that already exist including the Ironman 70.3 Indian Wells – La Quinta which takes place, in part, at Lake Cahuilla Veterans Regional Park. These events tend to be popular and draw people from a wider market. There could be an opportunity to package the events with the camping experience thereby promoting the District’s reservation offerings.



The largest growth segment by age for triathlons is the youth market. In particular, the women’s market is the fastest growing segment in the sport of triathlon. According to USA Triathlon, USAT female membership has increased from 11% in the early 90s, to 37% today. These events cater to an above average income group and are a great brand-building tool employed by many municipal systems nationwide.

4.1.2 SERVICE LIFECYCLE

An analysis of the service lifecycle seeks to create a snapshot of where all the service offerings are within their lifecycle and how the District has been performing. This assessment is not based on quantitative data, but instead on the staff’s knowledge of their service areas. The following list shows the description of the various lifecycle categories.

- Introduction stage (New service with modest participation)
- Take off stage (Rapid participation growth)
- Growth stage (Moderate, but consistent participation growth)
- Mature stage (Slow participation growth)
- Saturation stage (Minimal to no participation growth; extreme competition)
- Decline stage (Weakening participation)

The combined service lifecycle worksheet provides a snapshot of the current stage of the District’s offerings. It is important to populate this with any new services to be added in the upcoming year(s). Moreover, it is highly recommended that the staff track the percentage of services in each stage against the total services offered.

For best practice systems, the PROS team recommends a maximum percentage of 40% combined in the mature, saturated and decline stages. Also, in any given year at least 10% of all programs should be in the Introduction stage. This ensures a steady pipeline of new services and ensures that innovation continues to be a focus.

This could be done by implementing an annual program/service innovation audit to identify services in the Decline stage and reposition or eliminate them then fill those gaps with new services in the Introduction stage. Furthermore, the District could include a performance measure of percentage of the total number of new services offered annually as an incentive for more innovation.

STAGES OF SERVICE LIFECYCLE					
INTRODUCTION	TAKE-OFF	GROWTH	MATURE	SATURATED	DECLINE
REGIONAL SPECIAL EVENTS	SANTA ANA RIVER BOTTOM MANAGEMENT (HOMELESS ENGAGEMENT)	LAWLER LODGE RENTALS	IDYLLWILD PARK CAMPING/DAY USE	HURKEY CREEK PARK CAMPING/DAY USE	MCCALL EQUESTRIAN CAMPGROUND
OUTDOOR EQUITY PROGRAMS		SRP NATURE CENTER	LAKE SKINNER CAMPING/DAY USE	MAYFLOWER PARK CAMPING/DAY USE	
		JENSEN-ALVARADO RANCH	RANCHO JURUPA CAMPING/DAY USE		
		GILMAN RANCH			
		IDYLLWILD NATURE CENTER			
		TRAIL USE HIKING/CYCLING			TRAIL USE EQUESTRIAN

4.1.3 PARTNERSHIPS

The District has done a good job of entering into partnerships to leverage resources over the past 10 years, including entering into service and cooperative agreements, partnering with non-profits, and developing a support foundation. At present, there is opportunity to expand the District’s focus on earned income streams through system-wide sponsor and foundation support. While some efforts have been implemented based upon the 2011 Strategic Plan to develop a tiered sponsor and program/activity specific sponsorship models with clear benefits, this could be expanded with the expansion of events and services now in place.

The Riverside County Parks Foundation (Foundation) was founded in late 2015 with a mission to support and advocate the acquisition, protection, development, management, and interpretation of areas of scenic, recreational, and historic importance in Riverside County. This modeled the mission of the District at the time. Since its inception, the Foundation has identified three focus areas: Environmental Education, Health & Wellness, and Social Equity. The Foundation has provided support to the District for environmental education programming, development of a learning trail, camps and clinics, and clean up efforts. It is recommended the District work closely with the Foundation to expand the Foundations focus areas so that the Foundation might support all core service areas of the District. The Foundation has indicated it intends to develop a strategic plan to align with the District to maximize support.

The screenshot shows the website for the Riverside County Parks Foundation. The navigation bar includes 'HOME', 'FOCUS', 'PROJECTS', 'RIVERSIDE COUNTY PARKS FOUNDATION', 'BOARD', 'CONTACT', and 'SUPPORT'. The main heading is 'FOCUS AREAS'. There are three columns:

- Environmental Education:** Includes an image of children planting trees and text stating that environmental education promotes critical thinking skills and inspires kids to become more engaged with their communities.
- Health and Wellness:** Includes an image of silhouettes of people with arms raised against a sunset and text stating that parks and recreation is vital to community health and well-being.
- Social Equity:** Includes an image of many hands stacked together and text stating that many communities of color and other marginalized groups lack the opportunity to experience and engage in high-quality parks and recreation.

Also, it would be useful to develop and implement a partnership plan for the next five years to maximize existing resources and serve the community’s needs. Identifying potential partners, reasons for involvement, and the desired strategic outcomes from the given partnerships are important steps to bear in mind as the District embarks on expanding the partner/sponsor base.

4.1.4 VOLUNTEERS

Based on recommendations from the 2011 Strategic Plan, the District developed a strong Volunteer Services Program, including guidelines and policies. There is now consistency in the way volunteers are managed which helps with the brand building efforts of the District. While the program is robust, there is room for growth of volunteer services to better support all of the service areas of the District. As found in the 2011 report and echoed by staff discussions, surveys, and findings from the industry analysis, the District's staffing levels do not seem to be adequate in comparison to the workload and to other agencies. All of these point to a greater need to continue to invest in volunteerism as a core program and help support the current staff as well as control operational costs.

From a volunteer management standpoint, the District provides similar recruitment, on-boarding, and training programs as they do for employees. Volunteers maintain communication, reporting, and documentation through a centralized database called Better Impact. Other recommendations include:

- Update volunteer training manual and volunteer management policies.
- Identify new volunteer opportunities system-wide, develop job descriptions and requirements for volunteers accordingly.
- Promote volunteer opportunities system-wide through all available communication mediums in order to maximize opportunities for volunteer participation.
- Maintain a waitlist for popular volunteer positions to keep interested individuals engaged and fill vacancies quickly.



4.1.5 CUSTOMER FEEDBACK

Customer service is at the root of success in any organization. A true community-service organization prides itself on identifying its customers' preferences and acting in accordance to help fulfill their needs. In order to do this, an ongoing and system-wide feedback mechanism is of vital importance.

Currently, the District has a system-wide approach for feedback in addition to a program-wise approach towards garnering this information from customers. Using a web-based form, post-camping emails, in-park surveys, event and program surveys, the District collects a large amount of useful data.

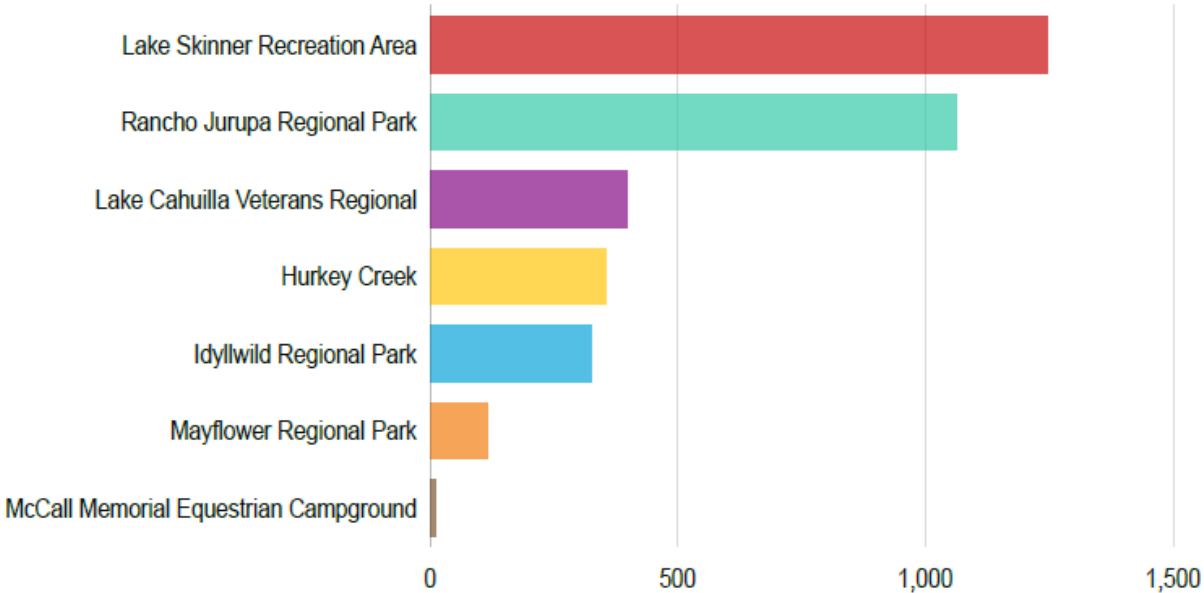


Figure 18: Participation by Regional Park

Based on 2022-23 Surveys, most regional park feedback correlates closely with park attendance/usage, with most feedback coming from Lake Skinner Recreation Area, followed closely by Rancho Jurupa Regional Park as seen in Figure 18.

Using its web-based survey tool through ArcGIS, customers consistently rate the District’s services high, with cleanliness earning a 4.5 out of 5 stars and check-in experience and friendliness of staff/volunteers at 4.8 out of 5 stars. In addition, over 85% of survey respondents said they were “very likely” or “likely” to recommend RivCoParks (District) to a friend. Event survey respondents rate facilities and staff high as well, with the overall event, facilities, and staff/volunteer friendliness all rated at 4.9 out of 5 stars. Interpretive (nature and historic sites) earned ratings of 4.9 stars for presenter’s ability to hold attention and 5.0 stars for program content and appropriateness.

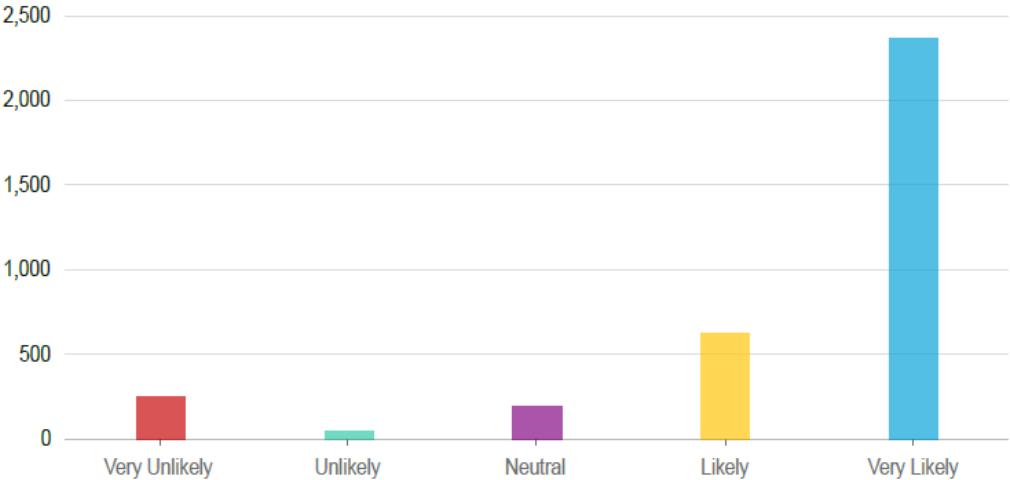


Figure 19: Customer Likeliness to Recommend RivCoParks

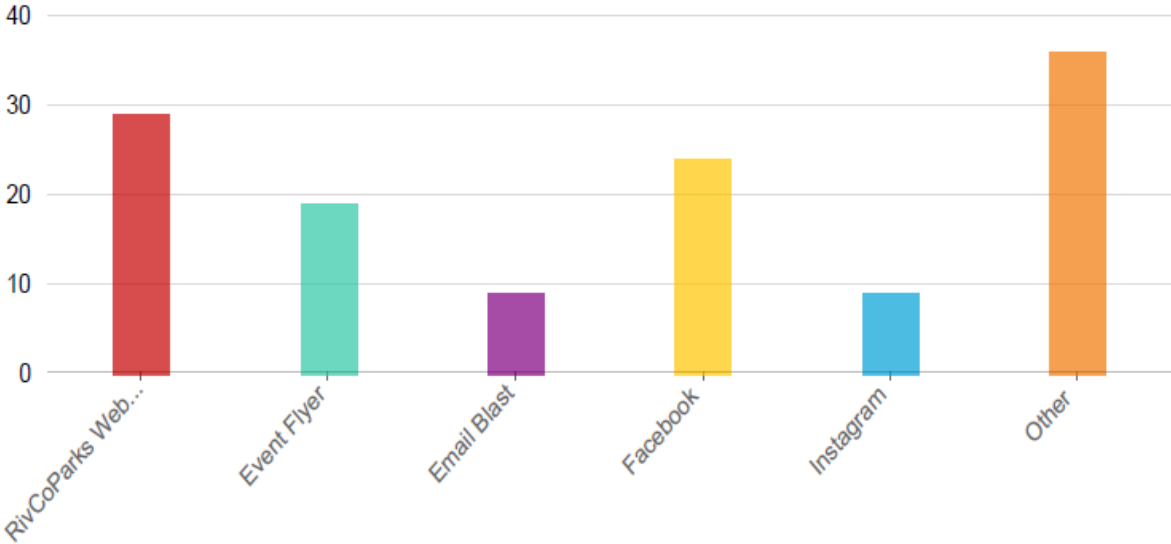
It is important that the District continues to capture the customer feedback data and track trends and changes. This information ties directly with recommendations addressing Customer Focus and Measurement, Analysis and Knowledge Management provided in Section 3 of this chapter.

4.1.6 DISTRICT PROMOTIONS

The District has developed and implemented a Strategic Communication and Marketing Plan and a number of the issues brought up here may be addressed within that plan.

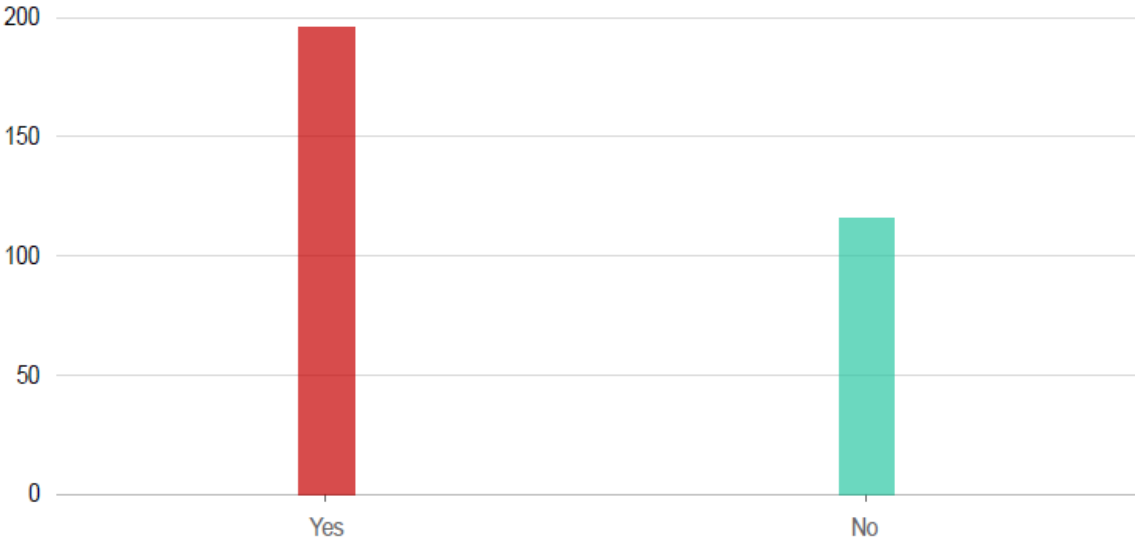
Based on information provided in the individual program worksheets, the Website is the most predominantly used marketing medium. Events use the widest variety of marketing mediums with a particular focus on social media advertising. Additionally, the interpretation programs do employ a number of traditional marketing mediums such as flyers, brochures, and other printed literature. The Communication and Marketing Plan contains specific recommendations for how to best communicate with the public.

How did you hear about our event?



Overall, the District’s marketing and communications mix is varied and the completion of the on-going Communication and Marketing Plan will certainly provide a good road map for implementation in conjunction with the Strategic Plan. To ensure effective utilization of resources and continue promoting fiscal sustainability, it would be helpful for the District to track how customers hear about them and what their overall impression of the District is.

Did you know that this park is operated by Riverside County Regional Park and Open-... *



Survey results from 2023 indicate many visitors are not aware that they are visiting a Riverside County/District facility with 37% of respondents replying they did not know. Continuing to invest and improve in communications will enhance the District’s brand and make it distinctive. Carrying branding into the parks and facilities by ensuring use of logos, key messaging and colors will also help. Development of a standardized signage program is recommended through the Planning Division.

4.2 SUSTAINABILITY CHECKLIST

There is a growing body of evidence that a major shift in human behavior is necessary to overcome the destructive tides of over-consumption and environmental degradation, as well as work for a better future for ourselves, our children and the numerous species that share our planet. Our existing economic systems, agricultural systems and automobile-oriented infrastructure are inherently unsustainable. In order to address this growing body of research, many organizations incorporate sustainability practices into their planning and operational plans.

While the Strategic Plan does not include an in-depth look at current District practices, it is prudent to mention that the District should continue to focus on sound sustainability principles through proactive planning and coordinated budgeting. Moreover, as the District continues to review and apply standards related to accreditation, it is important that a sustainability review be a key check off point in order to ensure continuity.

The following questions offer a comprehensive checklist of self-audit practices that can be incorporated into various areas of daily operations. The PROS Team recommends these practices be followed by any agency looking to enhance its sustainable practices and endeavor to increase its green footprint.

4.2.1 ORGANIZATIONAL

- Does your agency have a board approved environmental policy or set of guidelines that helps it become more environmentally responsible?
- Does your agency apply for grants related to sustainability?
- Does your agency utilize green purchasing policies, using the EPA's Environmentally Preferred Products program or GreenSeal.org?
- Does your agency seek vendors of environmentally friendly products?
- Does your agency have a recycling program for facilities, offices, and parks?
- If so, are recycling containers visible, well -marked and easy to locate?
- Do you require vendors to use recycled materials?
- Does your agency use electronic communication as much as possible as a way of conserving paper?
- Do you allow telecommuting and flexible work time to decrease staff time in commuting?
- Do you offer incentives to employees who bike to work or offer bus passes (if applicable) and/or discounts?
- Do you use variable workdays, such as a four-day workweek to reduce commuting?
- Do you participate in webinar training and in house training in order to decrease travel and related energy consumption?
- Do you encourage the use of video conferencing to conduct business with remote sites and vendors?
- Do you reinforce your commitment to sustainability through ongoing communication and briefing with your staff?
- Do you offer old computers to schools, libraries, and charities?

4.2.2 FACILITIES

- Do restrooms, locker rooms, bathrooms, and other water use facilities have water saving devices? (Low flow faucets, toilets and/or motion activated faucets and have hand dryers as opposed to paper towels)
- Do you use motion activated lighting systems, compact fluorescent lights?
- Do you use any alternative energy systems to provide energy such as passive or active solar, geothermal, or wind energy?
- Does your agency conduct energy audits?
- Do you use energy efficiency as a specification when purchasing or replacing major appliances?
- Do your facilities use HVAC systems that include energy saving features?
- Does your agency use green cleaning products? (Non-toxic and/or biodegradable)
- Do you use non-toxic carpet and paint in facilities?

4.2.3 FLEET

- Do you perform regular preventative maintenance on motorized vehicles?
- Does your agency properly dispose of all vehicle fluids and engine parts?
- Do you properly dispose of hazardous materials?
- Do you purchase vehicles that use alternative fuel or hybrid vehicles? (Electric)
- Do you geographically locate maintenance areas in order to reduce travel time?

4.2.4 PARK MAINTENANCE

- Does your agency promote the use of integrated pest management to reduce the use of pesticides?
- Does your agency have a maintenance and management plan for natural areas?
- Does your agency follow natural resource management best environmental practices in attempting to improve natural areas, control exotic species, and increase biodiversity?
- Does your agency follow resource management best practices as a way of optimizing resources, reducing environmental impact, and lowering costs?
- Does your agency utilize Xeriscape techniques as a way to reduce water use?
- Does your agency try to reduce the use of fertilizers and pesticides in parks by utilizing drought and disease resistant native plant species and eliminating mowing in some areas?
- Is landscaping around facilities designed to promote energy conservation through windbreaks, shading, and using drought tolerant plants?
- Does your agency use alternative and/or biological pest control practices in place of traditional chemical solutions?
- Does your agency use prairie or woodland restoration or bio-swales to reduce maintenance costs, control erosion, or promote wildlife habitats?

4.2.5 PROGRAMS/PARK AMENITIES

- Is there an establishment of trails and connectivity (greenways) to encourage walking and biking?
- Does your agency offer programs related to sustainability and environmental stewardship?
- Does your agency offer a section on your website or e-newsletter to provide information on various topics related to sustainability?
- Do you offer places to recycle trees as mulch for trails or tires to be recycled as mulch for playgrounds?

A Green Infrastructure Policy that is in concert with a sustainability audit operates at a much higher level to serve as a “filter” for key directions and actions undertaken by the District. The Definition of Green Infrastructure is as follows:

“The region’s natural life support system, green infrastructure refers to a network of parks, greenways, trees, wetlands and other green resources that provide essential environmental, economic, and community benefits and ecosystem services for the people of Riverside County through Riverside County Parks.”

Ideally, the District should adopt a Green Infrastructure Policy that will serve as a framework to ensure sustainability concerns are incorporated into the District’s decision-making processes and daily activities/operations. A follow-up document could include the completion of the audit with an implementation plan outlining key initiatives knitted together with the Districts’ key objectives.

4.3 OPERATIONAL ASSESSMENT

The Operational Assessment includes an analysis of the culture and internal business practices of the Riverside County Parks and Open Space District. The intent of the assessment is to identify successful practices that must be repeated and areas needing improvement in order to establish a robust framework for the Strategic Plan’s implementation. Equally importantly, it provides recommendations for the District to embark upon in order to maintain the momentum of focus while prioritizing future initiatives and thus maximizing return on the resources allocated.



Staff members have an important role in this assessment as the analysis relies on input and perspectives obtained from them. To allow all of the staff an opportunity to provide input and assist with direction setting, an assessment was undertaken as a part of the Baldrige Criteria for Performance Excellence, and was circulated to employees District-wide, most recently in 2022.

Additional interviews were conducted with some key management staff in order to delve deeper into specific areas of focus. Those interviewed for this assessment include the General Manager and Bureau Chiefs among the other staff members. These meetings were conducted in October of 2021 through 2023.

This assessment provides the summary of findings from the assessment, interviews that were conducted, and is followed by recommendations for areas such as marketing and branding, volunteers and partnership development etc. These areas were not included within the staff assessments.

4.3.1 EMPLOYEE ASSESSMENT

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

The District has utilized this survey consistently over the past 10 years, turning to these key criteria categories to help identify opportunities in areas most in need for improvement.

A total of seventy-five (75) employees participated in this survey which serves as a good yardstick to assess current employee sentiment at a point in time. These surveys were conducted in April 2022 and an additional survey was conducted by County HR and shared with the District (69 employees participated). Where appropriate, the results of both surveys are shown.



The areas reviewed through this employee assessment template include:

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



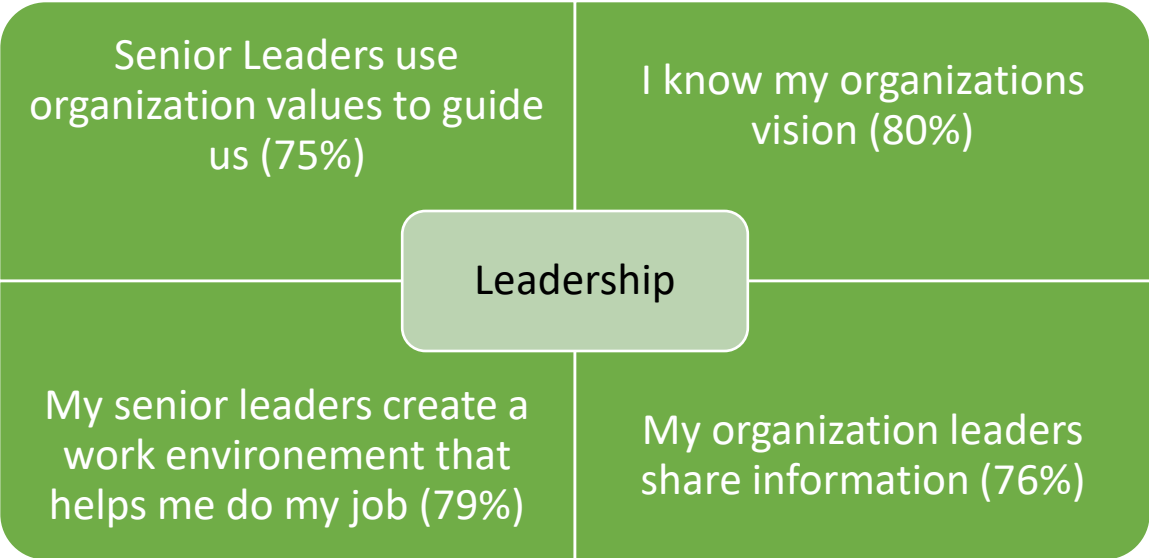
The results by each area are provided in the following pages. These are the significant findings from each one of the key areas and not every single question is listed that was asked of the respondents.

Chart Legend: In the following pages, the areas shaded in green indicate areas of strength as exhibited from the responses. They must be nurtured in order to sustain performance excellence. Areas in red are areas of greatest opportunity for the District and ones it must address in order to ensure the successful implementation of its Strategic Plan. Those with a mix of both colors fall in between the areas of strength and opportunity.

Detailed information about these responses is maintained by the District.

4.3.1.1 LEADERSHIP

Outlined in the chart below, the employees indicate a high level of confidence in their senior leadership. The ability and willingness of the leadership to create a positive work environment and to ensure alignment along organizational values are critical steppingstones in the successful implementation of a Strategic Plan. Towards that end, the District seems to be doing a commendable job. These findings were also corroborated in meetings with the field staff where they indicated the District leadership has always been supportive of providing the staff with good equipment, training, and resources to do their job well.

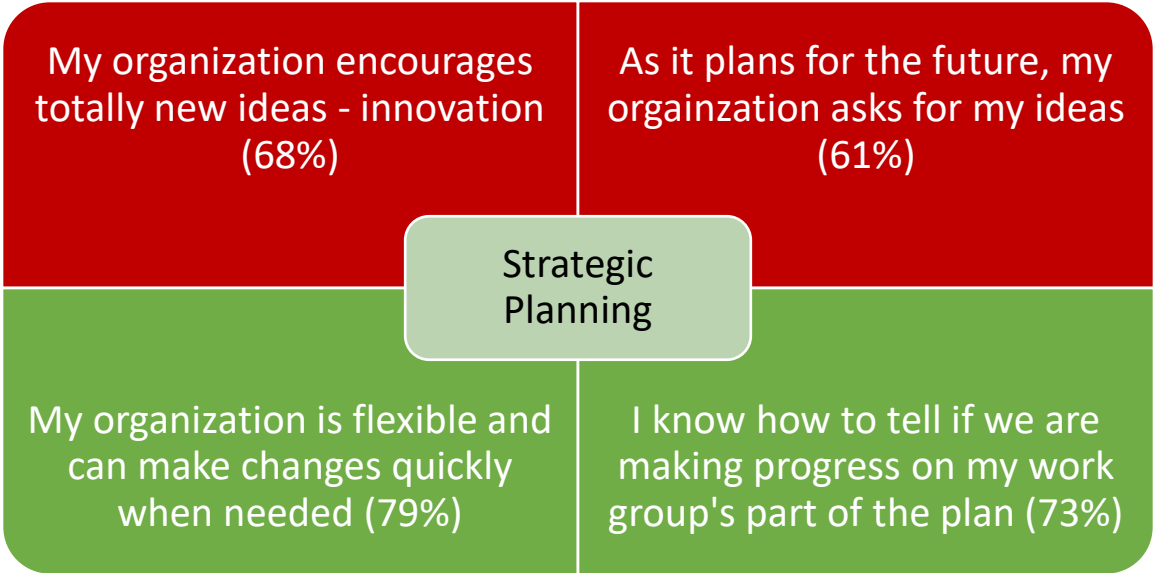


The areas of opportunity identified by the staff were in regard to asking employees what they think (getting input) at 67%.

Compared to the County-wide survey, the District rated County Leadership at 4.2 out of 5 possible points, compared to the County rating of 3.6. This demonstrates District employees have a higher degree of satisfaction and trust with leaders than the average county employee and in general have a high degree of trust and respect for leaders both at the District and County level.

4.3.1.2 STRATEGIC PLANNING

This overall section shows the need to improve input and communication related to Strategic Planning, which this plan aims to address.



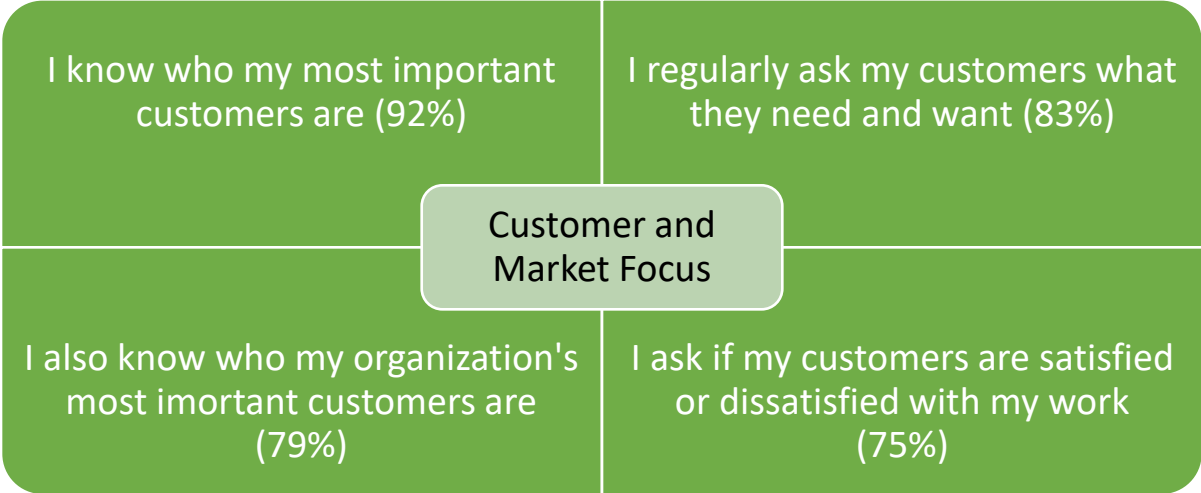
By virtue of asking the employees to submit this assessment, the District sought to elicit ideas from the employees. Conversely, that is not reflected in the low response (at 61% indicated ‘As it plans for the future, my organization asks for my ideas’). Yet, in the Leadership category, 67% of respondents stated that ‘My organization asks what I think’. Even if one were to accept the initial low response, the individual team meetings as well as online opportunities to provide feedback and ask questions (anonymously, if desired) have gone a long way in ensuring the staff gets ample opportunity to provide input and ideas for the future.

The District’s new Website, use of MS Teams and SharePoint, webinars for staff training on processes, project management software such as Basecamp, are examples of very innovative practices – yet they have not been reflected in the responses.

To remain an “outcome based” organization, the team must fully understand and embrace the Strategic Plan, including Objectives and Measures. These should be tied to annual work plans (ACTIONS Plans) and performance evaluations to keep employees focused on achieving measurable outcomes tied to the District’s vision and mission.

4.3.1.3 CUSTOMER AND MARKET FOCUS

As can be seen from the graphic below, this is an area where the District has been performing at a very high level. Too often agencies are focused on offering services they want to offer versus those that their customers may actually need. Based on staff responses, the District certainly seems to have a high awareness of who its customers are and make it a practice to also routinely seek and identify their wants and needs.

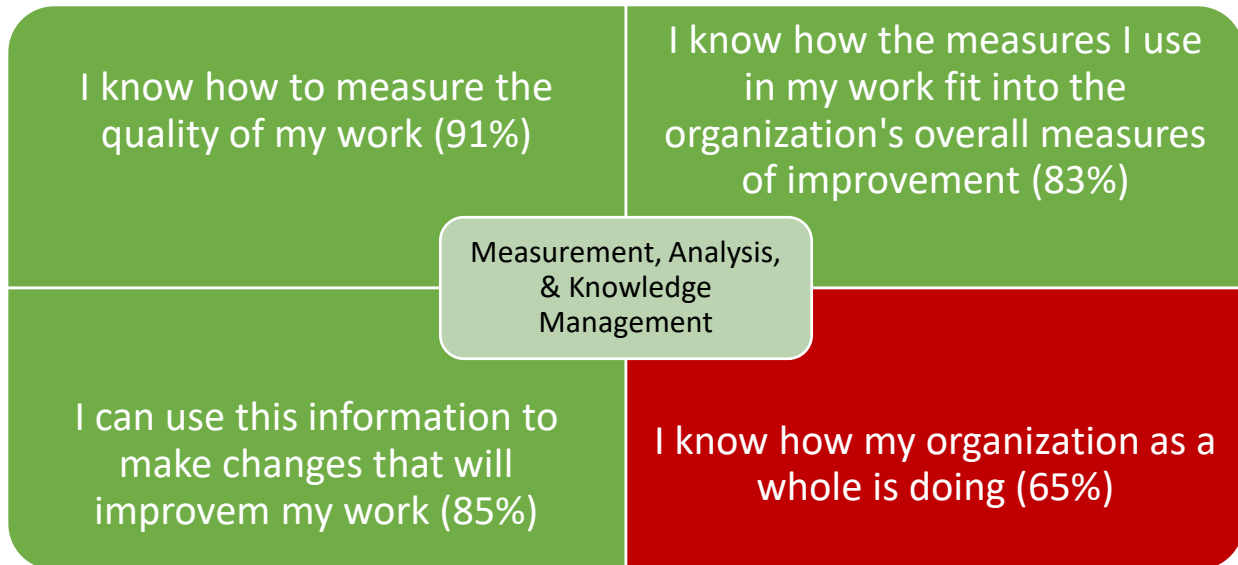


An area of improvement could be the completion of the customer interaction process – the pre and post program feedback implemented system-wide. While the District does capture feedback (including spot surveys in parks), it would be useful to continue expanding to a more systemic process. The expansion in the process would not just be for collecting information but also to analyze it, communicate it to internal and external partners, and develop trending data over time.

Another area not demonstrated below but of relevance is employee empowerment in dealing with customer focus. Eighty-one percent (81%) of respondents stated that “I am allowed to make decision to solve problems for my customers”. Employee empowerment is a key component to building an organizational culture that prides itself on teamwork and a sense of satisfaction and ownership in the collective excellence of the organization. Best-in-class organizations such as Disney pride themselves on a very high level of empowerment and their customer service reflects that collective ownership. The high ratings indicate that the District is certainly moving in that same direction.

4.3.1.4 MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

Staff responses for measurement, analysis, and knowledge management were also largely positive and very encouraging. Ranger training does have a structured and well-defined format with standards and certifications. However, there is room to grow in expanding the establishment and use of performance metrics and written standards, including developing Standard Operating Procedures (SOPs) for all major job functions.



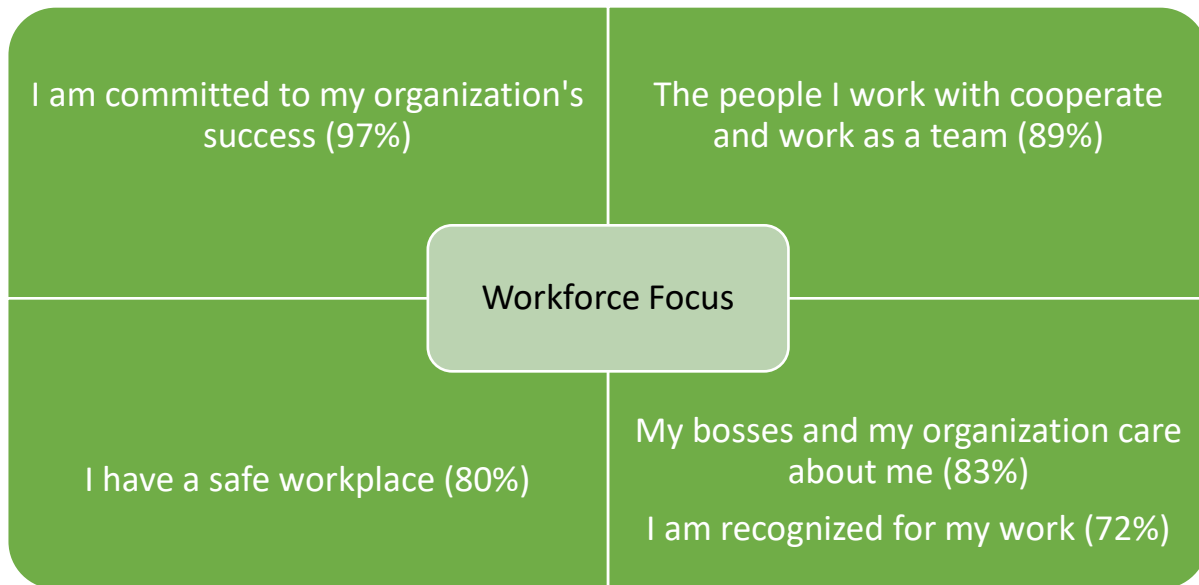
The District has already recognized this need and has completed maintenance management plans for regional parks as well as asset lifecycle systems to help plan for future infrastructure needs. Some additional areas to focus on include:

- Updated maintenance standards for parks and facilities
- Updating the true cost of service data for all aspects of operations including the cost to offer a program, cost per acre or square feet to maintain a park/facility
- Build on the research conducted for design planning manuals to actually create a set of design principles by park types and facility/amenity types
- Associating outcomes to time segments will provide the ability to forecast budget requirements and offer maximum objectivity in evaluating performance effectiveness
- Regularly perform employee satisfaction surveys to determine employees’ satisfaction toward work life, training, compensation, and the supervision received
- Greater use of technology including the on-going development of the asset management system enabling the District to make more educated decisions

4.3.1.5 WORKFORCE FOCUS

Workforce focus has emerged as another area of strength for the District. Commitment to the organization’s success (97%), workplace safety (80%), as well as teamwork and cooperation (89%), are among the best practice numbers. The employees also indicated a positive perception with respect to employee recognition and a general feeling that their leaders and the organization truly cares about them.

The District has strong workforce development through training and continuous improvement. Some examples include the staff being sent to Pacific Southwest Maintenance Management School, online learning options through the Website, as well as the RivCo Talent HR portal. These initiatives seek to continue to help increase the 81% of employees that felt their “Bosses encourage them to develop job skills to advance in their careers”.



The District should continue to identify training requirements for various positions and develop them by levels of the staff and specific categories. It is critically important to align training opportunities to the strategic goals and include them in the employee annual performance reviews. It stands to reason if excellence in customer service is an on-going strategic goal for the District, emphasis should remain on providing training for the front desk staff and front-line program staff specific to the importance of their interaction with the customers.

Additionally, given the District’s extremely diverse demographic mix, diversity training would be helpful to for the staff to become more effective when associating with its current and potential target population market. From a sustainability theme perspective, workshops on grant writing, and sponsorship or advertisement generation would also create valuable learning opportunities.

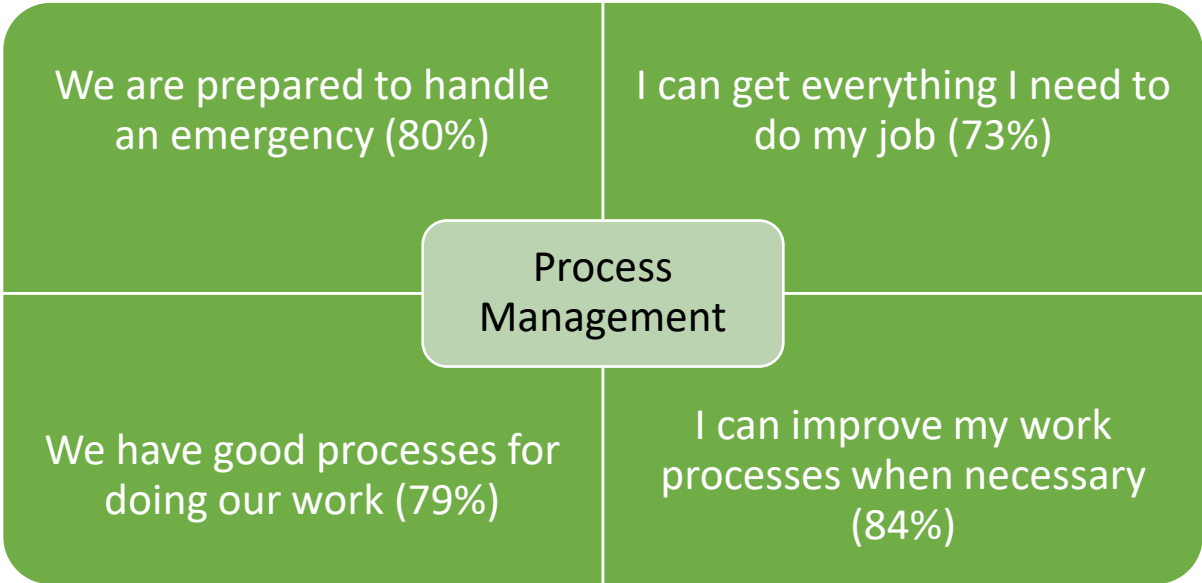
The County-wide survey also indicated a good focus on workforce, with District employees rating (out of 5 points):

- Job Satisfaction – 4.3
- Work Environment – 4.3
- Culture and Communication – 4.1
- Relationship Management – 4.4
- Overall Satisfaction – 4.4

4.3.1.6 PROCESS MANAGEMENT

Consistent with other areas at the District, process management is also at a high level. Items that can assist the District in maintaining this high level of performance include:

- Updating pricing policies based on cost recovery goals
- Updating and refining Partnership/Volunteer/Sponsorship goals
- Updated ordinances and County policies



As a whole, the employees still indicated they have good processes and adequate control over their work. Some suggested changes would be:

- Development of standard operating procedures (SOPs) for all areas (e.g., how to manage/maintain aspects of the system such as lighting, irrigation, signage, restrooms, and equipment) and/or integrate existing procedures into a collaborative operating manual to ensure legacy knowledge from the long-term staff is adequately captured and on-boarding new staff members is seamless
- Develop dashboards to provide information in real-time and also on projected performance to be helpful at all levels

4.3.1.7 RESULTS

Employee responses to this final criterion indicate there is unquestioned support that the organization is a good place to work and is a law-abiding and ethical environment. District staff certainly thinks highly of its leadership and the organization as a whole. It is critical, however, to conduct these assessments on an annual basis to ensure sustained numbers or incremental growth in these categories over time.



A repeated concern here has to do with limited awareness regarding internal communication or lack of awareness regarding the organization’s overall financial performance. These concerns also seem to be a sign of the overall economic climate and its impact on the District and, consequently its employees. This is one of the areas that the District leadership has been very responsive to and mindful of. In order to help reassure employees and promote open communication, every employee has been provided a copy of the Annual Report which includes financial information. In addition, developing dashboards for easy accessibility to financial information may help employees better understand the financial position at any given time.

With respect to removing things that get in the way of progress, the 57% survey result is low. The overall County system may occasionally contribute to barriers due to its large size and division of responsibilities which must be factored in to planning efforts when developing schedules and budgets. In order to alleviate this and become a more responsive organization, a transition to an outcome-based culture would be recommended. This approach is more results-driven and focuses on building planning tools and performance metrics to determine future courses of action.

The presence of planning tools fleshes out hindrances and helps expedite the rate of change the District envisions to successfully implement the Strategic Plan. To ensure maximum accountability and objective definitions of success, performance metrics must also be tied to the planning tools. These have been identified on the Balanced Scorecard Metrics.

Lastly, as the District has also recognized, financial sustainability must be one of the primary underlying goals of its operational philosophy. Developing a financial strategy which seeks additional funding options and

allocates specific staffing resources towards revenue generation through partnerships, sponsorships, grants, and other financial resources would be recommended. To aid the District in achieving goals, Marketing responsibilities have been moved under Business Operations since marketing’s objectives are to support the business goals. Reservations (a revenue producing function) has also been moved under the overarching Business Operations umbrella.

It should be noted that District employees rated all survey categories higher than County employees as a whole.

4.3.2 OPERATIONS CONCLUSION

Overall, the District is undergoing a process of transition and seems to be progressing well in the right direction. There is greater emphasis on teamwork, staff training, accountability, and the overall culture is moving to a more business-oriented and sustainable mindset.

The leadership is certainly very responsive and attuned to the District’s and the staff’s needs. The development of the Strategic Plan will provide even greater impetus to the sustained growth while providing a sense of focus and objective direction. Over time, it is realistic to expect that these initiatives will position the District as a valuable regional economic resource, a thought leader, and a key partner in the region.

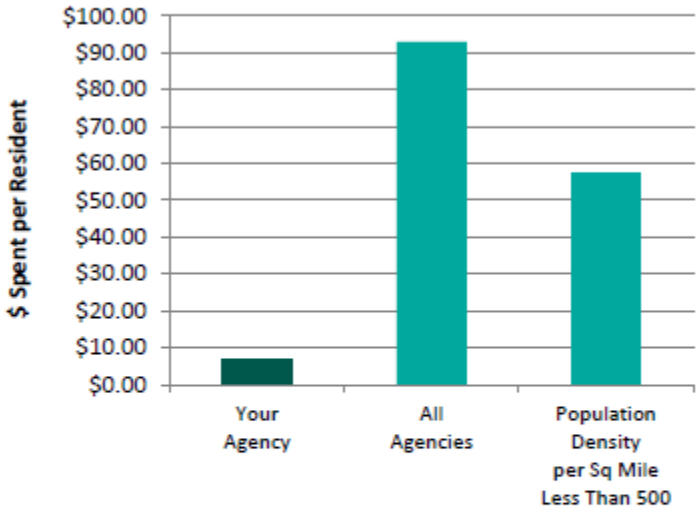
CHAPTER FIVE - INDUSTRY ANALYSIS

As a means of demonstrating accountability to the public for results achieved, industry data has been included as an appendix to this Strategic Plan Update (**Appendix B: 2022 NRPA Agency Review**). An advantage to including this report is the ability to compare identified operating metrics to systems nationwide. The industry report was developed using the NRPA Metrics database for 2022 comparing agencies from the Southwest Region of the United States that manage over 3,500 acres of land as the closest comparable. It is important to note that agencies self-input data and the information should be used knowing the resources the District has available (staffing and funding).

The District develops its metrics that are important and follow their values in delivery of parks, facilities, programs, and services.

In addition to the Industry Report, the District utilized the 2022 NRPA Agency Performance Review (**Appendix B**) for analyzed comparisons to parks nation-wide. Not surprisingly, the District is drastically under-funded when looking at operating expenditures per acre of parkland, and operating expenditures per capita compared to the national average. This could be explained somewhat by the amount of undeveloped parkland (open-space, conservation areas, etc.) compared to developed land, which typically requires more resources.

Operating Expenditures Per Capita



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		\$51.40	\$23.38
Median	\$6.61	\$93.01	\$57.53
Upper Quartile		\$171.18	\$118.04

In contrast, the District manages a higher amount of parkland (6.8 acres of parkland per 1,000 population) compared to funding available, but still falls below the national median of 10.4 acres per 1,000 population.

The industry reports included looking at funding, park acreage and trail miles, staffing, volunteer usage, workload, and types of programs, services and policies.

5.1 KEY FINDINGS

- The District manages significantly more land with less funding than the national median.
- The District receives less revenue per capita than the national median.
- The District’s cost recovery is much higher (61%) compared to the national median of 23.6%.
- The District has fewer full-time employees (FTEs) at 0.5 per 10,000 in population compared to the national median of 8.9 FTEs.
- The District serves significantly more of the population per park than the national median.
- The District has significantly more acres per park compared to the national median.

Agency Effectiveness Ratios

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Operating expenditures per capita	\$6.61	\$93.01	\$57.53
2. Revenue per capita	\$4.03	\$22.08	\$14.67
3. Total revenue to total operating expenditures	61.0%	23.6%	24.8%
4. Total tax expenditures per capita	\$2.58	\$64.75	\$35.88
5. Park operating expenditures per acre of parkland	\$323	\$3,708	\$2,476
6. Operating expenditures per acre of parkland	\$978	\$9,236	\$5,571
7. Operating expenditures per acres of parks and non-park sites	\$151	\$7,823	\$4,747
8. Operating expenditures per FTE	\$134,883	\$102,530	\$94,393
9. FTE's per 10,000 population	0.5	8.9	5.8
10. Acres of parks per 1,000 residents	6.8	10.4	10.6
11. Number of residents per park	120,909	2,323	3,333
12. Number of acres per park	817.6	22.5	33.3
13. Number of participants per program		48	51
14. Ratio of fee programs to all programs		81.4	80.0
15. Ratio of building attendance to park attendance		38.7	39.9

Source: NRPA Metrics 2022

The full Industry Analysis reports should be read for more context about the above ratios, and for other information about funding, staffing levels, facilities and programming.

5.2 CONCLUSION

Overall, the District’s position varies in comparison to the industry reports. In relation to its acreage and maintenance needs, it has much lower than average staffing and budgetary resources. Also, from a per capita spending standpoint, Riverside County ranks in the low for overall budget categories.

While there is always room for growth in terms of cost recovery, Riverside County at 61% cost recovery ranks in the higher level of best practices range.

The total number of park acres and acres maintained are the highest in comparison to other systems. From a staffing and facility standpoint, Riverside County ranks low in agency comparisons.

As a whole, the District is among the better systems nationwide but there does remain some areas that could be strengthened in order to take it to the next level. With supportive leadership, a dedicated staff, enhanced financial and staffing resources, the District will advance towards best practice levels in the years ahead.

CHAPTER SIX - VISIONING AND BALANCED SCORECARD

The Executive Leadership Team met to update the District’s Balanced Scorecard, initially developed with PROS. The Scorecard provides the District with a five-year framework for the future. The Strategic Plan’s intent is to:

- Establish a five-year future direction.
- Provide a common understanding of the District’s priorities.
- Align stakeholders and staff with organizational strategy.
- Help the District maintain CAPRA Accreditation.
- Create a strategy focused organization.

The Strategic Plan primarily addresses the leadership infrastructure rather than the physical assets of the system, which is achieved by the District’s Comprehensive Master Plan. The Strategic Plan assists with the District’s future allocation of resources, financial stability, staffing investment, organizational culture efforts, operational efficiency, and environmental sustainability.

The process included a review and update of the mission and vision statements. In addition, District values were reviewed and changed. The Balanced Scorecard process included a review of the technical reports developed for preceding plan elements, workshops with the Management Team, and successive reviews and comments about strategy development.

The elements of this section of the Strategic Plan include the major areas as follows:

- Revised mission, vision and values
- Information about the Balanced Scorecard framework for strategy
- Strategic Themes
- Objective Statements
- Strategy Map
- Strategic Initiatives
- Guidelines for Implementation
- Strategic Plan Definitions

The first step of the process was a review of the mission, vision, and values. The definitions used for vision, mission, and values include:

- **Vision**— provides a desired future for the organization
- **Mission**—describes the business of the organization and also defines the core purpose of the organization and why it exists
- **Values**—describe the way the District operates. Values are meaningful expressions of capturing what is important in the way the agency works, treats its employees and customers while generally relating to the internal culture of the organization

6.1 VISION STATEMENT

Serving our community through thoughtful and sustainable actions to inspire lifelong connections with RivCo parks, places, and programs.

6.2 MISSION STATEMENT

The Mission of the Park District to preserve land with sensitive habitat or rich heritage within Riverside County and provide opportunities for the community to enjoy equitable access through recreation and education.

6.3 VALUES

Our values reflect what is important to our agency operation, shaping our ACTIONS, work culture, and influencing how we treat our customers and employees. Our ACTIONS speak louder than words.

- **Adaptable:** We adapt to changing circumstances, resources, and the environment.
- **Community-centric:** We are focused on developing relationships with the public and meeting community needs.
- **Teamwork:** We help each other and prioritize team success, sharing resources while aligning with our mission.
- **Inclusion:** We provide equal access to opportunities and resources.
- **Outstanding:** We do what we say we are going to do, striving to be the best and exceeding expectations.
- **Networking:** We work collaboratively, connecting with partners to leverage our resources and maximize results.
- **Stewardship:** We are good stewards of the land that we manage, the resources we are responsible for, and the people we serve.

6.4 STAFF WORKSHOP INFORMATION

During the staff workshop, facilitated discussion included conversation relating to an organizational SWOT (strengths, weaknesses, opportunities, threats).

The Organizational SWOT included:

6.4.1 STRENGTHS

- Support from elected officials
- Physical assets
- Trail system
- Resource rich land
- Unique/diverse ecosystems and landscapes
- Strong organizational leadership

- Abundance of land and open space
- Passionate and dedicated staff and volunteers
- Employees with technical expertise
- Special District, as a governing body
- The District staff is always looking for more ways to improve
- Partnerships with other park, recreation, and conservation groups
- Connection to the larger County framework
- Operational efficiency (lean and mean)

6.4.2 WEAKNESSES

- Limited/Restricted Funding
- Lack of Clear framework for subsidy
- Geographic reach/spread
- Small planning/development team
- OLD infrastructure/Lack of investment, lack of preventative maintenance
- Asset Replacement
- Depth of Workforce (staffing)
- Siloed work divisions
- Bottom <=> top communication/connection
- Consistency with enforcement
- Diversity/Underserved populations
- Cross promotion between facilities
- Lower pay scale for employees (compared to other County departments/regional partners)
- Employee retention and succession planning
- Adding more amenities to create stronger Regional Parks

6.4.3 OPPORTUNITIES

- Identity/Branding/Positive messaging
- Integration of programs/services
- Expand contracting functions/services for competitive advantage (concessions)
- Enhancing developed (elements) parks
- Leveraging Real Property Assets – More land leasing for income revenue
 - Partnerships
 - Development

- County Needs
- Farming, Revenue/Cost Sharing
- Unique Experiences
- Creative/Experimental mindset
- Improvements in technology to become more efficient
- Foundation
- Purposeful connection to regional assets
- Communicate the full story of the resource or asset
- Connecting to Local Historic/Cultural efforts
- Enforcement vs. Interpretive Rangers
- Cross Training/succession planning
- Multi-agency cooperation

6.4.4 THREATS

- Natural Disasters
- Private operators/service providers
 - Open Space/Natural Resources Management
 - Developed Park Management
- Relevancy
- Economic Fluctuation
- Competition for Resources with other departments/services
- Urban Interface/Landowners
- Landlords (we lease from)
- Other agency planning docs
 - Correlation/conflict
- Forced Land Uses – development on land we own
- Need for cost recovery (charging fees vs local neighboring agencies/cities)
- Economy

6.5 THE BALANCED SCORECARD

The framework for the Riverside County Parks and Open Space District Strategic Plan is based on the Balanced Scorecard, a strategy framework that emphasizes the cause-and-effect relationships among internal support processes, employee learning and growth needs, financial performance, and an emphasis on customers and their needs.

Developed in the early 1990's by Robert Kaplan and David Norton, the Scorecard was used as a tool for measuring organizational performance. Subsequently, it has evolved into a platform for strategy, or creating an organization's ability to become strategy focused. The Scorecard focuses on the key drivers of success leading to the achievement of the mission and vision.

The Balanced Scorecard framework includes four perspectives. The perspectives are defined by asking the following questions:

- **Customer:** To achieve our mission and vision, how should we appear to our customers?
- **Financial:** To succeed financially, how should we appear to our taxpayers?
- **Operational:** To improve service delivery, which business processes must we do extremely well?
- **Workforce:** To achieve our mission and vision, how will we sustain our ability to change, improve and develop employees?
- **Environmental Sustainability:** To align with our mission, how do we incorporate sustainable practices?

6.6 STRATEGIC PLAN HIERARCHY

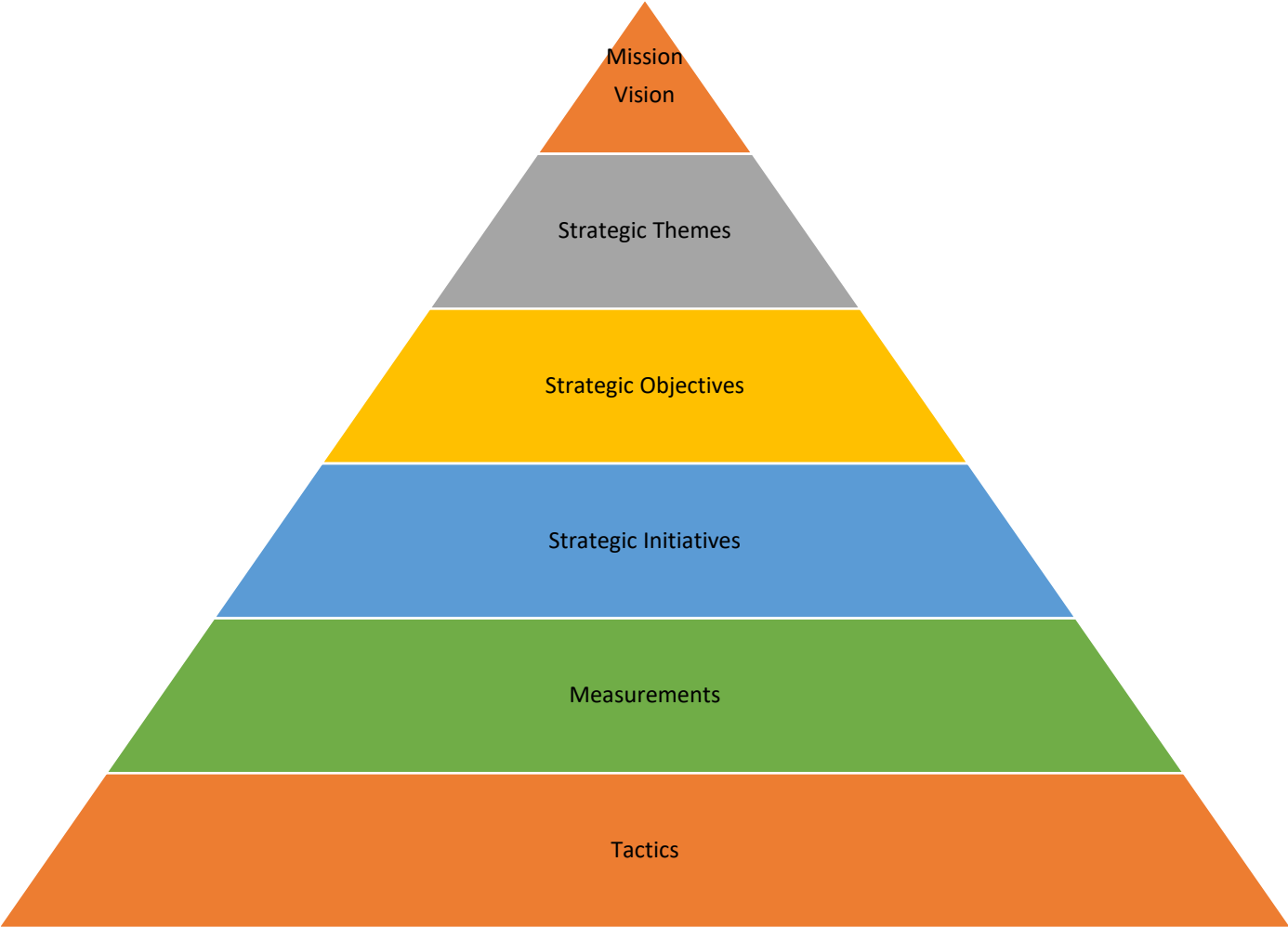
The Plan includes a hierarchy of elements that starts with the most macro level of strategy and moves to a more micro level (moving from strategic to tactical). The starting point for any strategic planning process is the review of the vision and mission. The mission statement was changed from its previous wording to accurately reflect the District's goals. The vision statement was newly created. After the development of Themes, Objectives were developed. Objectives describe what the District needs to do well in support of the Themes. The Themes for the District are:

- To Achieve Our Vision, We Must Satisfy Our Customers
- To Succeed We Must Have Financial Sustainability
- To Improve Service Delivery, We Commit to Excellent Support Processes
- To Maintain Engagement, We Will Help Our Employees Grow and Thrive
- To Align With Our Mission, We Commit To Sustainable Practices

The measurement system reflects the District's progress in completing the Strategic Initiatives. The tactics are detailed action steps that outline how each initiative will be accomplished. Tactics are very specific, lengthy in number, and are best developed year to year. As a result, tactics are not included within the Strategic Plan. They will be developed by the staff each year for the current year Initiatives.

The Balanced Scorecard hierarchy is presented by the pyramid shown on the next page.

The Balanced Scorecard hierarchy is presented by the pyramid shown below.



6.7 STRATEGY MAPS

It is the intent of the District’s Strategic Plan to ensure the elements of the mission and vision provide the framework for the strategic recommendations. In addition, the recommendations include actions related to the Major Focus Areas. As part of the strategic recommendations, the remaining section details the Strategic Themes, Strategic Objectives, Strategic Initiatives, and Measures. This will create the framework for decision-making during the next five years, 2024-2029.

The Strategy Maps follow. The first map lists the four perspectives with their supporting Themes and Objectives. The second map includes a measurement system in support of the Themes and Objectives.

STRATEGY MAP				
To Achieve Our Vision, We Must Satisfy Our Customers				
CUSTOMER SATISFACTION	Build Our Brand	Be Innovative	Be Responsive (Listen To Our Customers)	Provide Equitable Access
To Succeed, We Must Have Financial Sustainability				
FINANCIAL SUSTAINABILITY	Align Budget with Strategy	Leverage Resources (Partnerships & Grants)	Maintain Reserves for Resiliency	Use Financial Data to Drive Decisions
To Improve Service Delivery, We Commit to Excellent Support Processes				
OPERATIONAL EFFICIENCY	Use Data and Planning for Effective Decision- Making	Utilize Technology to Improve Service	Streamline Processes (Purpose Over Procedure)	
To Maintain Engagement, We Will Help Our Employees Grow and Thrive				
EMPLOYEE INVESTMENT	Develop Our Workforce (Build a Strong Team)	Maintain Strong Employee Engagement	Support Collaboration	Build Trust & Positive Culture
To Align With Our Mission, We Commit To Sustainable Practices				
ENVIRONMENTAL SUSTAINABILITY	Protect Our Natural Habitat	Reduce Landfill Waste	Reduce Our Use of Carbon-Based Energy	Reduce Water Usage

BALANCED SCORECARD			
	THEMES	OBJECTIVES	MEASURES
CUSTOMER SATISFACTION	To Achieve Our Vision, We Must Satisfy Our Customers	<ul style="list-style-type: none"> • Build our brand • Be innovative • Be responsive • Provide equitable access 	<ul style="list-style-type: none"> • Customer satisfaction • Marketing touchpoints • Occupancy rate of campgrounds • Attendance • Education program participation • Park equity programs/participation
FINANCIAL SUSTAINABILITY	To Succeed, We Must Have Financial Sustainability	<ul style="list-style-type: none"> • Align budget with strategy • Leverage resources • Maintain reserves for resiliency • Use financial data to drive decisions 	<ul style="list-style-type: none"> • Fee based revenue • CIP goals met • Reserve balances • Expenditure budget target • Value of volunteer hours • Active partnership agreements
OPERATIONAL EFFICIENCY	To Improve Service Delivery, We Commit to Excellent Support Processes	<ul style="list-style-type: none"> • Use data and planning for effective decision-making • Utilize technology to improve service delivery • Streamline processes 	<ul style="list-style-type: none"> • Employees per 10,000 acres • CAPRA standards met • Tactics completed • Dashboards developed/in use • Policies and procedures updated
EMPLOYEE INVESTMENT	To Maintain Engagement, We Will Help Our Employees Grow & Thrive	<ul style="list-style-type: none"> • Develop our workforce • Maintain strong employee engagement • Support collaboration • Build trust & positive culture 	<ul style="list-style-type: none"> • Staff readiness index • Training hours • Internal promotions • Employee engagement • Employee safety index • Recognition of staff/volunteers • Performance evaluations complete
ENVIRONMENTAL SUSTAINABILITY	To Align With Our Mission, We Commit To Sustainable Practices	<ul style="list-style-type: none"> • Protect our natural habitat • Reduce landfill waste • Reduce our use of carbon-based energy • Reduce water usage 	<ul style="list-style-type: none"> • Acres under management • Regional trail miles • Water usage • Volume of recyclable materials diverted from landfill • Amount of waste resulting from clean-up activities

6.8 STRATEGIC INITIATIVES 2024-2029

The following are the Themes, Objectives, and Initiatives for the next five years, 2024-2029. Time period priorities are attached to each Initiative. These represent timeframes as described below. Some of the Initiatives require an individual effort to complete; others require a group of employees to complete the work.

- **Short-Term:** Initiatives to be accomplished between July, 2024 and June, 2025
- **Mid-Term:** Initiatives to be accomplished between July 2025 and June 2027
- **Long-Term:** Initiatives to be accomplished between July 2027 and June 2029
- **Annual:** Initiatives to be accomplished each year

6.8.1 CUSTOMER SATISFACTION THEME: TO ACHIEVE OUR VISION, WE MUST SATISFY OUR CUSTOMERS

Objective 1: Build Our Brand

- Implement a Strategic Communications and Marketing Plan (annual)

Objective 2: Be Innovative

- Identify future customer requirements based on trend research, benchmarking information, and survey data from current customers (mid-term)

Objective 3: Be Responsive

- Utilize real-time data and current trends to adjust in response to customer feedback, economic changes, legislative changes, and experimental program/service results (annual)

Objective 4: Provide Equitable Access

- Identify underserved populations and create programs, services, and amenities that will increase participation (short-term)
- Establish a DEIA statement and goals based on data collected (employee and customer feedback, as well as service participation metrics) (short-term)

6.8.2 FINANCIAL SUSTAINABILITY THEME: TO SUCCEED, WE MUST HAVE FINANCIAL SUSTAINABILITY

Objective 1: Align Budget with Strategy

- Develop a balanced budget with core/non-core services in mind (annual)
- Perform an annual review of core/non-core services (annual)
- Develop a capital asset replacement schedule (mid-term)
- Develop a long-term CIP (mid-term)

Objective 2: Leverage Resources

- Increase the percentage of alternative revenues such as grants, donations, foundation, and sponsorships through an annual strategy process to identify opportunities (annual)

- Pursue mission-minded partnership opportunities to share resources and achieve shared goals (annual)

Objective 3: Maintain Reserves for Resiliency

- Adhere to Reserve Policy for annual reserves in the Operating Fund (short-term)
- Set a minimum target for funding to address deferred maintenance (annual)
- Implement plan to reduce unfunded liabilities (UAL) to meet the County policy of 80% funded (long-term).

Objective 4: Use Financial Data to Drive Decisions

- Create a dashboard with key financial information to include real time results and projected performance for improved transparency and decision-making (short-term)
- Update fees and charges to ensure cost recovery (short-term)
- Update cost recovery targets for core programs, facilities, and services (long-term)

6.8.3 OPERATIONAL EFFICIENCY THEME: TO IMPROVE SERVICE DELIVERY, WE COMMIT TO EXCELLENT SUPPORT PROCESSES

Objective 1: Use Data and Planning for Effective Decision Making

- Update the Comprehensive Plan (mid-term)
- Maintain CAPRA Accreditation (annual)
- Develop and implement a community engagement plan to better capture input from all County cohorts (long-term)
- Utilize feasibility study results to develop plans (long-term)
- Develop tactics based on current business needs and funding availability (annual)

Objective 2: Use Technology to Improve Service Delivery

- Create dashboards with key operational information (attendance, outcomes, etc.) to include real time results for improved transparency and decision-making (mid-term)
- Evaluate the work order system for effectiveness and monitor closed tickets for efficiency (mid-term)

Objective 3: Streamline Processes

- Develop/update standard operating procedures (SOPs) for more consistent service delivery (annual)
- Review and revise District policies and procedures in alignment with strategy (annual)
- Update ordinance(s) and Board Policies to maximize efficiency and effectiveness (mid-term)
- Update and enhance the Volunteer Services Manual, including policies and procedures (short-term)

6.8.4 EMPLOYEE INVESTMENT THEME: TO MAINTAIN ENGAGEMENT, WE WILL HELP OUR EMPLOYEES GROW AND THRIVE

Objective 1: Develop Our Workforce

- Identify mandated and optional training to develop employees for future progression/promotion (mid-term)
- Utilize performance management system (RivCo Talent) to establish clear goals in line with the Mission of the District and ensure all employees receive timely performance evaluations (annual)
- Invest in employees' advanced development pursuits by participating on the Employee Education Support program through County Human Resources (short-term)

Objective 2: Maintain Strong Employee Engagement

- Measure and report on employee engagement and develop a plan for addressing any areas of concern (annual)
- Strengthen the volunteer program, including recruitment and retention (mid-term)

Objective 3: Support Collaboration

- Provide opportunities for employees to work as a team to accomplish cross-division goals (short-term)
- Reward teamwork and internal support through the annual recognition program (annual)
- Develop opportunities for location/unit/division reassignment on a temporary and permanent basis depending on business operational needs (short-term)

Objective 3: Build Trust and Positive Culture

- Communicate and reward successes of employees and volunteers (annual)
- Continue providing opportunities for networking and sharing ideas through organized group meetings (such as all-staff and division/position-based meetings) and informal gatherings (such as optional lunchtime and break-time activities) (annual)
- Continue to share job opportunities and recognize employee promotions (annual)

6.8.5 ENVIRONMENTAL SUSTAINABILITY THEME: TO ALIGN WITH OUR MISSION, WE COMMIT TO SUSTAINABLE PRACTICES

Objective 1: Protect Our Natural Habitat

- Update land/habitat management plans for open-space reserves and conservation areas (annual)
- Partner to support adopted Habitat Conservation Plans within the County (annual)
- Monitor and track habitat restoration efforts and report outcomes (annual)

Objective 2: Reduce Landfill Waste

- Increase recycling stations/bins and educational materials in regional parks to encourage recycling (short-term)
- Develop an educational campaign for visitors to reduce their waste and cross promote partner agency messaging related to waste reduction (mid-term)

Objective 3: Reduce Our Use of Carbon-Based Energy

- Develop a Climate Action Plan (long-term)
- Invest in infrastructure to support climate action and sustainability goals (mid-term)

Objective 4: Reduce Water Usage

- Develop and implement a water reduction plan for regional parks, nature centers, and historic facilities (mid-term)
- Invest in water-wise technology to improve water usage efficiencies (long-term)

6.9 IMPLEMENTATION GUIDELINES

The following is a listing of suggestions for successful implementation of the Strategic Plan. It represents the commitment and discipline required to institutionalize the process.

- All employees, Commissioners, and Board members should receive a copy of the plan or have electronic access to the Plan.
- Include the Balanced Scorecard targets in the District’s annual Work Plan and report results in the Annual Report. Make both of these reports available on the Website for maximum transparency.
- Elements of the Strategic Plan should be incorporated into the orientation program and volunteer training.
- Regularly report on the plan by breaking it into separate fiscal year Work Plans and report one year at a time. Each initiative for the year should include a list of tactics that support the goal’s completion.
- At the end of the year, each Initiative should have an annual review and update of the completed initiatives. A list of tactics and their status should be included in the District’s Annual Report.
- Update the major stakeholders on the Plan’s implementation and results on an annual basis via the Annual Report.
- Conduct staff meetings on at least a semi-annual basis to review the Plan’s progress and the results.
- Operational work plans (ACTIONS Plans) should be developed by each program area, team or unit, with an emphasis on how the work connects to the overall themes and objectives of the Strategic Plan.
- The performance management process should reflect the completion of the Strategic Plan initiatives, including ACTIONS Plans, as an evaluation criterion.
- Track the measurement system and utilize dashboards to report out quarterly status. Some of the measures will be tracked annually. Review the inventory of measures on an annual basis and adjust as necessary to ensure the measures continuously add value to the decision-making process.
- Targets should be initiated for the measurement system each year and adjusted based on outcomes.
- There should be an annual just-in-time review of the next year’s Initiatives to determine if any priorities have changed. This can be included at an annual retreat in which successive years’ Initiatives are discussed as part of the annual budget process. Initiatives and metrics should tie into the budget process.
- Make each year’s initiatives available to employees, volunteers, and stakeholders on the District’s website and intranet site, or any location people have regular access for viewing/tracking. Consider including a check-off column and designating completion as part of a visual management program.

CHAPTER SEVEN - CONCLUSION

This Strategic Plan marks the District’s commitment to be forward-looking and ambitious in planning efforts. While the parks, facilities and services offered by the District support popular outdoor recreation activities, aging facilities and infrastructure require a diversified plan for alternative capital improvement sources. By improving the physical amenities and assets at District locations, new and seasoned recreators will choose to spend their time in these places versus choosing new, sometimes competing commercial, venues.

In the current economic realities, there will be fiscal challenges that will continue to test the District as well as agencies nationwide. By prioritizing its core offerings, setting effective pricing policies, maximizing outreach, and engaging local/regional partners, the District will be better positioned to weather any potential economic downturn and ensure its long-term fiscal sustainability.

2022 NRPA

AGENCY PERFORMANCE REVIEW



RIVERSIDE COUNTY REGIONAL
PARK AND OPEN SPACE DISTRICT



NATIONAL RECREATION
AND PARK ASSOCIATION

Using Data to Drive Optimal Decision Making

You have many questions about how to best lead your parks and recreation agency. The questions may be about budget size, optimal staffing or revenues generated from agency activities. Perhaps you are looking towards the future and seeking opportunities where your agency can better serve its community while also outperforming its peers elsewhere in the U.S.

In your hands is one resource that can assist you with answering these many questions. The customized Parks and Recreation Agency Performance Report shows you how your community's parks and recreation services compare to those of its peers throughout the U.S. The data in this report comes from what your agency and other agencies entered in [NRPA's Park Metrics](#) website and compares specific measures of parks and recreation efficiency and effectiveness against thousands of other parks and recreation agencies across the country. Use this report to make informed decisions about your parks and recreation agency. Capitalize on your strengths and address your weaknesses – and increase the positive impact of your parks and recreation offerings on those in the community you serve.

Of course, data itself does not provide complete answers to your many questions. But combined with the collective knowledge of yourself, your team, your external partners and other resources, the insights contained within this report are an important step to lead your agency into the future.

About this Report

Earlier this year, your agency submitted operational information into the National Recreation and Park Association's (NRPA) *Park Metrics* website by completing your Agency Performance Survey. Thanks to the participation of park and recreation agencies throughout the U.S., NRPA is providing the field with key data on the management and operation of park and recreation agencies. The [Agency Performance Review](#) is a customized look at your agency in comparison to all agencies that responded to the survey and a subset of agencies that serve a similar population density (the online NRPA Park Metrics system allows you to create much more detailed data aggregations to **compare your agency to agencies that meet specific criteria of your choice**). The results contained in this report offer broad “yardsticks” on your agency's management and operations, allowing you to gauge your agency's strengths, weaknesses and improvement opportunities.

The aggregated data contained in this report was derived from 2019 – 2021 data in the *NRPA Park Metrics* database as of February 2022. As the NRPA Park Metrics system is available 24/7/365, the data can and will change throughout the year. [NRPA Park Metrics](#) allows you to run reports on-demand, based on real-time data, so the reports you create will always be based on the most current data available. To run additional reports, simply login to your account and go to the “Reports” tab to use *Agency Performance Reports* or *Agency Performance Dashboards* to drill-down into the full data set to compare your agency alongside agencies that meet your search criteria in areas such as Jurisdiction Population, Budget Size, State, Population Density, etc.

For a broader view of park and recreation agency benchmark and performance data, check out the *2022 NRPA Agency Performance Review* and its accompanying interactive tools. This report is the most comprehensive resource of data and insights for park and recreation agencies in the United States. The report and interactive tools present *NRPA Park Metrics* data from 2019 through 2021 with 24 figures that highlight critical park and recreation metrics on park facilities, programming, responsibilities of park & recreation agencies, staffing, budget and agency funding. [Explore the 2022 NRPA Agency Performance Review.](#)

Using this Report

The *Agency Performance Report* is designed to assist you in evaluating your own agency's results relative to other *Agency Performance Survey* participants. The information in this report is designed to be a tool for helping you to better evaluate your agency and its offerings. Spotting significant differences between your own figures and the composites can be the first step toward identifying improvement opportunities. Please keep in mind:

1. A deviation between your figures and figures in the report is not necessarily good or bad. It merely indicates additional analysis may be required. As a rule, the larger the difference, the greater the need for further investigation.
2. In situations where large deviations do exist, it may be helpful to go back and calculate the same measure over the past several years to identify any trends that may exist.
3. The information in this report should be used as a tool for informed decision making rather than absolute standards. Since agencies differ as to their location, size, and other factors, any two agencies can be successful yet have very different experiences with regard to certain measures.

If you have any questions or comments about this report, please contact Greg Manns of Industry Insights at gmanns@industryinsights.com or 614-389-2100.

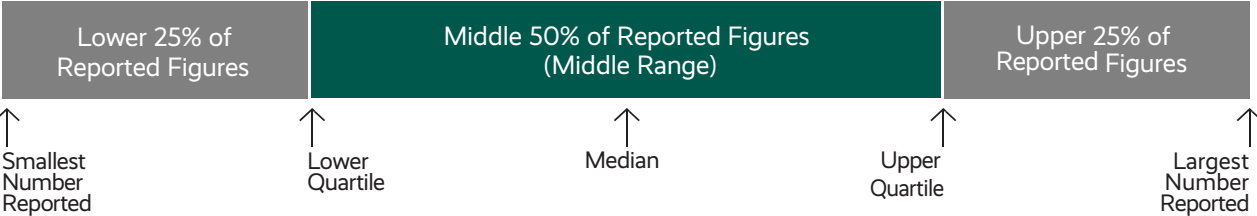
2022 NRPA Agency Performance Review Key Findings



Interpreting the Numbers

Most of the results included in this study are reported on the basis of medians rather than arithmetical averages or means. Unlike the mean, the median is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances. The “median” value represents the mid-point of the data for a particular measure, with one-half of the respondents reporting figures above it and one-half below. Each median was computed independently based on the agencies that reported for that item. As a result, mathematical relationships do not always exist when different ratios are used together in the calculation.

Figures reported were not used unless they were in accordance with the survey instructions and definitions. In cases where the number of respondents was considered inadequate for the computation of a meaningful figure, “ISD” appears in the tables.



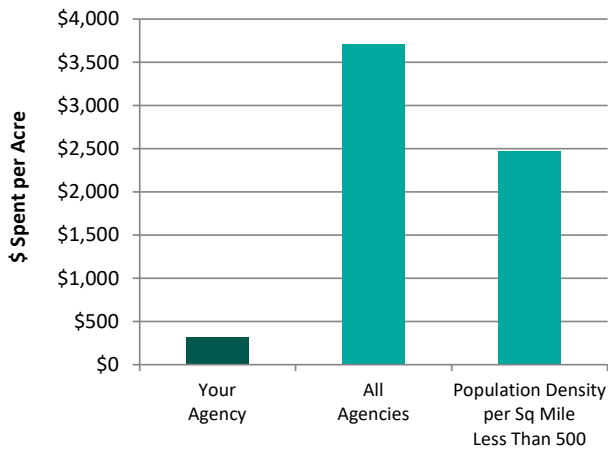
If you see “no data” in the table of data under a graph, you haven’t answered the required Agency Performance Survey questions to generate this comparison.

Definitions

- Median (or 50th percentile):**
The center value of the total distribution of the data that was reported (e.g., it is the value at which 50% of the responses are above and 50% are below). This measure is less likely than an average to be distorted by a few outlying responses.
- Lower Quartile (or 25th Percentile):**
The observation point below which 25% of the responses lie (e.g., 25% of the respondents reported a figure less than this amount and 75% a figure higher than this amount).
- Upper Quartile (or 75th Percentile):**
The observation point below which 75% of the responses lie (e.g., 75% of the respondents reported a figure less than this amount and 25% a figure higher than this amount).

Executive Summary

Park Operating Expenditures per Acre of Parkland



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		\$1,721	\$1,090
Median	\$323	\$3,708	\$2,476
Upper Quartile		\$7,708	\$4,736

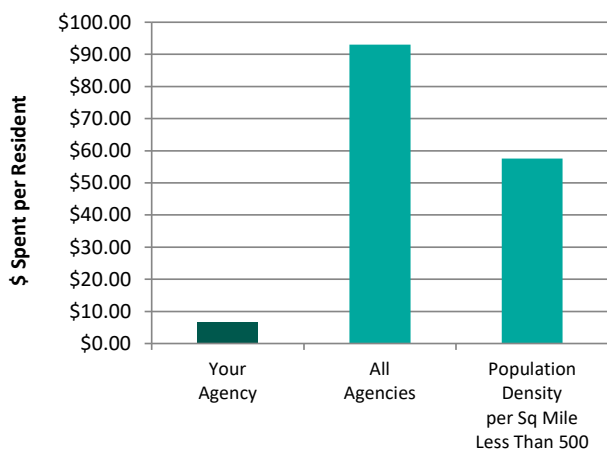
Two metrics that can be used to gauge whether a community is adequately funded to manage, operate, and maintain its parks and recreation areas are “park related operating expenditures per acre of parkland managed” and “operating expenditures per capita.” The first metric, operating expenditures per acre, is calculated by dividing total park related operating expenditures by total parkland acres managed by the agency. The second metric, operating expenditures per capita, is calculated by dividing total operating expenditures by the population of the jurisdiction served by the agency.

Operating expenditures include all of the costs to provide parks and recreation services to the community, including personnel salaries, benefits, utilities, equipment, and materials. Operating expenditures may also include debt service if it is paid out of the annual operating budget, as well as any expenditures incurred as part of a special or enterprise fund (such as a golf course) managed by the public agency.

It is important to note that operating costs can vary widely between communities due to differences in parks and recreation facility standards, types of equipment, repair and replacement schedules, types and topography of parkland, degree of maintenance required, levels of use, and other variables. Operating costs and efficiencies can also vary with the number of acres managed and/or the size of the population served. For example a community that manages extensive conservation lands will have a lower ratio of expenditures/acre than a community that primarily manages developed parkland.

Communities that benchmark operating expenditures should conduct follow-up research to analyze and document the specific reasons for differences in operating expenditures. For example it may be helpful to find a similar agency in Park Metrics (formerly PRORAGIS), then visit and photograph the facilities at benchmarked communities, and meet with agency staff to document key differences in facility quality or levels of maintenance. It may also be helpful to determine if a community is serving a larger population than its own residents. Elected officials, managers, and residents may be more supportive of increased operation budgets if they clearly understand the reasons for variations in funding between communities, and/or the implications of different funding levels.

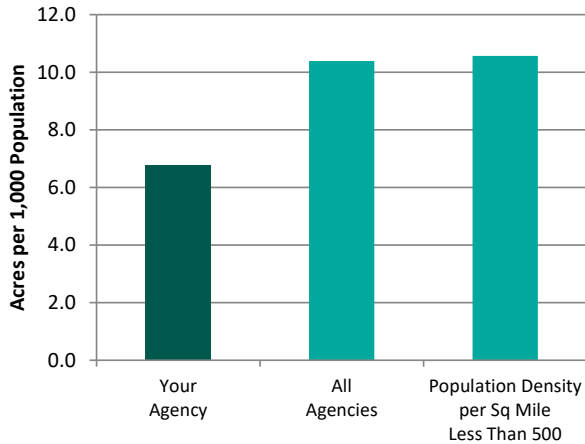
Operating Expenditures Per Capita



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		\$51.40	\$23.38
Median	\$6.61	\$93.01	\$57.53
Upper Quartile		\$171.18	\$118.04

Are you adequately funded?

Acres of Parkland per 1,000 Population



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		5.1	5.0
Median	6.8	10.4	10.6
Upper Quartile		18.2	18.3

Do you have enough parkland?

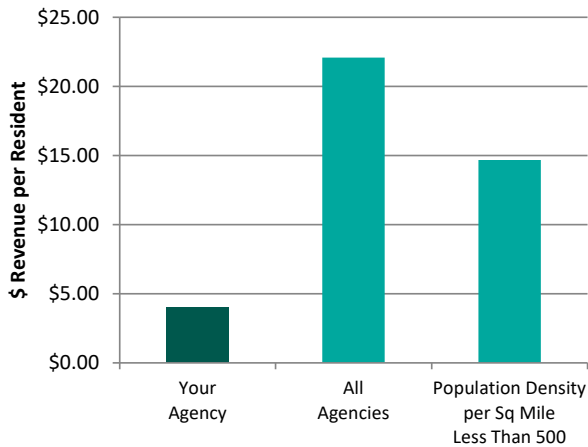
The “acres of parkland per 1,000 population” metric is the most common technique for determining whether a community has “enough” parkland. It is also known as a community’s “acreage level of service (LOS).” There is no standard acreage LOS in the United States, and LOS can vary widely due to a community’s history, culture, demographics, density, development patterns, and other factors. For example the acreage LOS of communities within the Park Metrics (formerly PRORAGIS) database ranges from less than 2 acres per 1,000 citizens to over 100 acres per 1,000 citizens.

An often-asked question is “what should be counted in an acreage LOS?” Unfortunately there is no standard answer. Some communities include public golf courses and beaches, while others include publicly accessible lakes and wetlands. Some cities and counties also include public parkland owned by other agencies, such as state parks and national forests. Some communities also count private recreation areas, owned and managed by homeowners associations, because these areas help meet residents’ local recreation needs. Since the primary purpose of acreage LOS is to determine a community’s need for parkland, it is recommended that communities only count developable, publicly accessible parkland within their jurisdiction.

Open space lands that are undevelopable, such as privately owned open spaces, private golf courses, or private beaches; or open space lands that are permanently protected such as wetlands, water bodies, or protected conservation lands, cannot be used in calculations to determine how much open space is needed for future community needs for facilities such as parks, playgrounds, athletic fields, or community recreation centers. Privately owned parkland is not open to the public, and could be sold or redeveloped. Public parkland owned by another jurisdiction (such as state or county-owned land within a municipality) should be counted only for the population served by that jurisdiction.

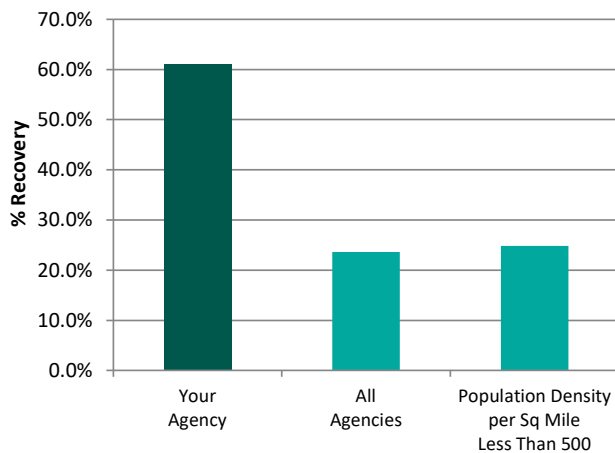
Acreage LOS should be used in conjunction with other needs assessment techniques to gauge a community’s need for additional parkland. For example a community may conclude that it is not necessary to acquire additional parkland after comparing its acreage LOS to other communities. However other needs assessment techniques such as surveys, focus group meetings, and population projections may indicate that residents’ needs are not being met, and additional parkland may be required.

Revenue per Capita



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		\$6.24	\$2.72
Median	\$4.03	\$22.08	\$14.67
Upper Quartile		\$54.36	\$41.09

Revenue as a % of Operating Expenditures (Cost Recovery)



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		11.1%	10.7%
Median	61.0%	23.6%	24.8%
Upper Quartile		43.4%	46.1%

Revenues (also known as “annual direct revenues”) include all of the monies generated directly from parks and recreation classes, programs, memberships, concessions, permits, rentals, and other non-tax sources. Revenues do not include funding from taxes, grants, foundations, bonds, assessments, or other indirect sources.

Two metrics that can be used to track revenues, and/or compare revenue generation to other agencies, are “revenue per capita” and “revenue as a percentage of total operating expenditures.” The first metric, revenue per capita, is calculated by dividing the total revenues generated by the agency by the population of the jurisdiction served by the agency. The second metric, revenue as a percentage of total operating expenditures (also known as “cost recovery”), is calculated by dividing the total revenues generated by the agency by the total operating expenditures of the agency.

In addition to using these metrics for revenue tracking and benchmarking, they can also be used to establish cost recovery policies and goals. There are no industry standards for cost recovery; for example, some communities have established different cost recovery policies for senior, adult, and youth programs, while others have established overall cost recovery goals as a percentage of operating expenses. NRPA Park Metrics (formerly PRORAGIS) can help agencies to determine reasonable and realistic cost recovery goals based on data from other agencies.

How much are you making?

Agency Effectiveness Ratios

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Operating expenditures per capita	\$6.61	\$93.01	\$57.53
2. Revenue per capita	\$4.03	\$22.08	\$14.67
3. Total revenue to total operating expenditures	61.0%	23.6%	24.8%
4. Total tax expenditures per capita	\$2.58	\$64.75	\$35.88
5. Park operating expenditures per acre of parkland	\$323	\$3,708	\$2,476
6. Operating expenditures per acre of parkland	\$978	\$9,236	\$5,571
7. Operating expenditures per acres of parks and non-park sites	\$151	\$7,823	\$4,747
8. Operating expenditures per FTE	\$134,883	\$102,530	\$94,393
9. FTE's per 10,000 population	0.5	8.9	5.8
10. Acres of parks per 1,000 residents	6.8	10.4	10.6
11. Number of residents per park	120,909	2,323	3,333
12. Number of acres per park	817.6	22.5	33.3
13. Number of participants per program		48	51
14. Ratio of fee programs to all programs		81.4	80.0
15. Ratio of building attendance to park attendance		38.7	39.9

Agency Operations: Operating Budget

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Agency's total annual operating expenditures			
<i>Number of Responses</i>		874	161
Lower Quartile		\$1,969,110	\$848,000
Median	\$15,993,104	\$5,079,256	\$2,220,000
Upper Quartile		\$14,157,797	\$5,740,096
2. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		819	156
Parks	33.0%	44.7%	47.8%
Recreation	7.5%	42.0%	41.4%
Other	59.5%	13.3%	10.8%
3. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		832	153
Personnel services	56.0%	54.4%	53.4%
Operating expenses	34.0%	38.2%	37.7%
Capital expense not in CIP	2.0%	5.2%	6.0%
Other	8.0%	2.2%	3.0%
4. Percentage of agency's total operating expenditures from the following sources:			
<i>Number of Responses</i>		818	147
General Fund Tax Support	40.0%	61.2%	61.6%
Dedicated Levies	0.0%	7.9%	7.6%
Earned/Generated Revenue	55.0%	22.8%	23.0%
Other Dedicated Taxes	0.0%	2.8%	2.7%
Sponsorships	0.0%	0.8%	0.7%
Grants	0.0%	1.9%	2.5%
Other	5.0%	2.6%	1.9%
5. Agency's total annual non-tax revenues			
<i>Number of Responses</i>		811	148
Lower Quartile		\$344,450	\$117,735
Median	\$9,757,199	\$1,178,229	\$557,000
Upper Quartile		\$3,809,564	\$1,692,782

Capital Budget

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Agency's total capital budget for the next 5 years and total capital budget for the fiscal year:			
a. Capital budget for next 5 years			
<i>Number of Responses</i>		708	125
Lower Quartile		\$1,481,250	\$700,000
Median		\$8,000,000	\$2,920,000
Upper Quartile		\$24,498,169	\$13,713,952
b. Capital budget for the fiscal year			
<i>Number of Responses</i>		781	138
Lower Quartile		\$220,000	\$100,000
Median	\$8,998,073	\$1,229,495	\$537,650
Upper Quartile		\$5,705,000	\$2,988,095
2. Agency's current year's capital budget expenditures from the following sources:			
<i>Number of Responses</i>		595	105
Bonds (general obligation and/or revenue) tied directly to the park and recreation agencies	0.0%	12.4%	7.5%
Bonds (general obligation and/or revenue) tied to my jurisdiction (e.g., city, town, county)	0.0%	11.1%	8.7%
Federal and/or state grants	23.0%	9.5%	10.8%
Nonprofit group grants/fundraising (e.g., friends groups, foundations)	0.0%	2.1%	2.2%
Private sector grants/gifts raised directly by the park and recreation agency	0.0%	1.4%	2.5%
General fund tax support	25.0%	42.7%	47.9%
Other	52.0%	20.8%	20.4%
3. Percentage of agency's current fiscal year's capital budget designated for the following purposes:			
<i>Number of Responses</i>		714	125
Renovation	25.0%	55.8%	49.2%
New Development	75.0%	29.9%	33.5%
Acquisition	0.0%	7.1%	8.0%
Other	0.0%	7.2%	9.2%
4. Value of deferred maintenance projects your agency faces:			
<i>Number of Responses</i>		587	114
Lower Quartile		\$0	\$0
Median	\$80,000,000	\$480,500	\$172,500
Upper Quartile		\$5,000,000	\$3,000,000
5. Dollar value of authorized general obligation bonds and revenue bonds authorized for the agency this year			
a. Value of general obligation bonds authorized			
<i>Number of Responses</i>		595	104
Lower Quartile		\$0	\$0
Median	\$0	\$0	\$0
Upper Quartile		\$537,383	\$38,995
b. Value of revenue bonds authorized			
<i>Number of Responses</i>		544	97
Lower Quartile		\$0	\$0
Median	\$0	\$0	\$0
Upper Quartile		\$0	\$0

Personnel

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Number of funded employees at your agency:			
a. Number of full-time employees			
<i>Number of Responses</i>		822	156
Lower Quartile		10	6
Median	112	30	17
Upper Quartile		77	42
b. Number of non-full-time employees			
<i>Number of Responses</i>		790	147
Lower Quartile		25	12
Median	9	85	44
Upper Quartile		234	91
c. Total annual hours worked by non-full-time employees			
<i>Number of Responses</i>		728	140
Lower Quartile		9,599	3,369
Median	13,656	35,000	14,830
Upper Quartile		114,430	40,099
d. Total number of full-time equivalent employees (FTEs)			
<i>Number of Responses</i>		825	156
Lower Quartile		17.3	9.5
Median	118.6	49.4	24.4
Upper Quartile		127.3	64.3
2. Percentage of total full-time equivalents (FTEs) involved in the following operational areas:			
<i>Number of Responses</i>		778	147
Administration	19.0%	17.3%	21.0%
Operations/Maintenance	57.5%	44.6%	44.3%
Programmers	20.0%	30.9%	26.8%
Capital Development	3.5%	2.9%	3.4%
Other	0.0%	4.4%	4.6%
3. Number of volunteers and number of annual hours worked by the volunteers at the agency			
a. Number of volunteers			
<i>Number of Responses</i>		730	134
Lower Quartile		25	20
Median	435	125	55
Upper Quartile		500	250
b. Total hours worked by volunteers			
<i>Number of Responses</i>		670	127
Lower Quartile		681	600
Median	99,946	2,960	2,055
Upper Quartile		11,925	8,026
4. Percentage of agency's that have staff covered by collective bargaining (i.e., are union members)			
<i>Number of Responses</i>		820	152
Yes	X	37.7%	32.2%
No		62.3%	67.8%

Workload

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Number of individual parks or non-park sites the department/ agency maintains and/or has management responsibility over:			
a. Total number of parks			
<i>Number of Responses</i>		801	148
Lower Quartile		10.0	6.0
Median	20.0	21.0	12.0
Upper Quartile		47.0	26.3
b. Total park acres			
<i>Number of Responses</i>		785	143
Lower Quartile		173.5	126.0
Median	16,351.0	496.0	460.0
Upper Quartile		1,600.0	1,500.0
c. Total number of non-park sites			
<i>Number of Responses</i>		801	148
Lower Quartile		0.0	0.0
Median	10.0	3.0	1.0
Upper Quartile		10.0	6.3
d. Total acres of non-park sites			
<i>Number of Responses</i>		785	143
Lower Quartile		0.0	0.0
Median	89,903.0	9.9	5.0
Upper Quartile		100.0	78.0
Total number of parks + non-park sites			
<i>Number of Responses</i>		801	148
Lower Quartile		13.0	7.0
Median	30.0	29.0	16.0
Upper Quartile		64.0	36.3
Total acres of parks + non-park sites			
<i>Number of Responses</i>		785	143
Lower Quartile		205.5	172.5
Median	106,254.0	635.0	625.0
Upper Quartile		2,053.0	1,904.0
2. Number of acres of developed and undeveloped open space for which the agency has management responsibility or maintains:			
a. Developed			
<i>Number of Responses</i>		712	123
Lower Quartile		100.0	66.5
Median		309.1	200.0
Upper Quartile		925.8	722.0
b. Undeveloped			
<i>Number of Responses</i>		699	122
Lower Quartile		30.0	21.0
Median		191.0	172.5
Upper Quartile		816.0	888.5
3. Total number of trail miles managed or maintained by the agency			
<i>Number of Responses</i>		740	137
Lower Quartile		5.0	4.0
Median	169.0	14.0	11.0
Upper Quartile		39.3	25.7

Workload (continued)

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
4. Number of buildings and the square footage of the buildings operated by the agency:			
a. Number of operated buildings			
<i>Number of Responses</i>		719	131
Lower Quartile		3	3
Median		7	6
Upper Quartile		19	15
b. Square footage of operated buildings			
<i>Number of Responses</i>		628	113
Lower Quartile		27,668.0	15,000.0
Median		80,047.0	38,310.0
Upper Quartile		219,915.3	107,000.0
5. Number of programs the agency offers annually and the number of people (i.e., contacts) served by these programs:			
a. Total number of programs offered			
<i>Number of Responses</i>		665	124
Lower Quartile		50	30
Median		179	74
Upper Quartile		934	315
b. Number of fee based programs			
<i>Number of Responses</i>		644	123
Lower Quartile		25	15
Median		102	43
Upper Quartile		628	163
c. Total program contacts (estimate as necessary)			
<i>Number of Responses</i>		626	114
Lower Quartile		4,163	1,200
Median		15,816	5,752
Upper Quartile		54,332	25,000
6. Number of contacts (e.g. participants, users) of the agency's parks and facilities per year:			
a. Total building facility contacts			
<i>Number of Responses</i>		593	113
Lower Quartile		5,000	1,000
Median		54,398	15,000
Upper Quartile		263,000	100,000
b. Total park facility contacts			
<i>Number of Responses</i>		593	113
Lower Quartile		10,000	7,800
Median		100,000	50,000
Upper Quartile		670,080	500,000
c. Total facilities and parks contacts			
<i>Number of Responses</i>		593	113
Lower Quartile		50,000	16,000
Median		285,000	102,500
Upper Quartile		1,062,424	750,000

Agency Responsibilities

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Agency Responsibilities			
a. Operate and maintain park sites	X	97.8%	98.1%
b. Operate and maintain indoor facilities	X	91.1%	83.1%
c. Operate, maintain, or contract golf courses		35.7%	18.1%
d. Operate, maintain, or contract campgrounds	X	18.2%	25.6%
e. Operate, maintain, or contract indoor swim facilities/water parks		32.3%	24.4%
f. Operate, maintain, or contract outdoor swim facilities/water parks	X	67.3%	46.9%
g. Operate, maintain, or contract racquet sport activities/courts/facilities		63.1%	50.6%
h. Operate, maintain, or contract tourism attractions	X	36.3%	35.0%
i. Provide recreation programming and services	X	94.3%	89.4%
j. Operate and maintain non-park sites	X	69.1%	59.4%
k. Operate, maintain, or manage trails, greenways, and/or blueways (TGB)	X	81.5%	80.0%
l. Operate, maintain, or manage special purpose parks and open spaces	X	73.3%	67.5%
m. Manage or maintain fairgrounds		6.4%	10.0%
n. Maintain, manage or lease indoor performing arts center		19.8%	13.1%
o. Administer or manage farmer's markets		21.2%	7.5%
p. Administer community gardens		45.5%	30.6%
q. Manage large performance outdoor amphitheaters	X	37.0%	21.3%
r. Administer or manage professional or college-type stadium/arena/racetrack		9.1%	4.4%
s. Administer or manage tournament/event quality indoor sports complexes		19.6%	13.1%
t. Administer or manage tournament/event quality outdoor sports complexes	X	56.3%	40.6%
u. Conduct jurisdiction wide special events	X	81.0%	69.4%
v. Have budgetary responsibility for your administrative staff	X	86.7%	83.8%
w. Include in its operating budget the funding for planning and development functions	X	71.0%	68.8%
x. Operate, maintain or contract marinas		11.0%	11.3%
y. Maintain or manage beaches (inclusive of all waterbody types)	X	22.4%	28.1%

Facilities

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Median jurisdiction population per facility or activity areas within facilities			
a. Recreation centers	1,209,093	31,239	20,000
b. Community centers		29,036	29,352
c. Senior centers		59,603	33,697
d. Teen centers		57,109	16,473
e. Stadiums		75,026	37,206
f. Ice rink		50,863	26,135
g. Arena		65,466	80,758
h. Performance amphitheater	2,418,185	68,181	63,000
i. Nature centers	806,062	114,696	105,729

Facilities (continued)

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
2. Median jurisdiction population per outdoor facility			
a. Playgrounds	219,835	3,750	6,000
b. Totlots		11,983	16,823
c. Community gardens		30,140	29,673
d. Basketball courts		7,403	8,713
e. Multiuse courts -basketball, volleyball	1,209,093	18,232	22,960
f. Diamond fields: baseball - youth		7,000	7,313
g. Diamond fields: baseball - adult		20,127	18,434
h. Diamond fields: softball fields - youth		11,339	10,158
i. Diamond fields: softball fields - adult		14,302	16,916
j. Skate park		53,708	37,500
k. Dog park		43,586	44,435
l. Ice rink (outdoor only)		16,887	10,698
m. Rectangular fields: multi-purpose	219,835	9,622	11,678
n. Rectangular fields: cricket field		129,840	167,929
o. Rectangular fields: field hockey field		26,409	23,131
p. Rectangular fields: football field		26,493	24,418
q. Rectangular fields: lacrosse field		28,786	13,333
r. Rectangular fields: soccer field - adult		13,200	13,692
s. Rectangular fields: soccer field - youth		7,382	5,930
t. Overlay field		16,044	11,807
u. Multipurpose synthetic field	604,546	39,736	32,761
3. Median jurisdiction population per golf facility			
a. Driving range stations		23,977	37,014
b. Regulation 18-hole courses		86,277	86,075
c. Regulation 9-hole courses		152,108	70,714
d. Executive 9-hole courses		225,520	ISD
e. Executive 18-hole courses		136,115	ISD
f. Par 3; 18-hole courses		234,883	ISD
g. Par 3; 9-hole courses		128,500	80,538
4. Median jurisdiction population per swimming facility			
a. Aquatics centers		53,025	33,697
b. Swimming pools (outdoor only)	2,418,185	38,000	31,398
c. Indoor competitive swimming pools: 50 meters		154,840	60,148
d. Indoor competitive swimming pools: 25 meters		58,373	50,012
e. Other indoor competitive swimming pools		94,374	ISD
f. Indoor separated diving well		82,917	ISD
g. Total indoor competitive swimming pools		56,163	39,735
h. Indoor pool designated exclusively for leisure (i.e. non-competitive)		57,295	33,697
i. Therapeutic pool		75,525	45,308
5. Median jurisdiction population per racquet sports facility			
a. Tennis courts (outdoor)		5,608	7,769
b. Tennis courts (indoor)		15,600	ISD
c. Pickleball (outdoor)		14,714	9,542
d. Pickleball (indoor)		16,813	9,498
e. Multiuse courts- Tennis, Pickleball (outdoor)		15,802	9,454
f. Multiuse courts- Tennis, Pickleball (indoor)		14,950	8,750
g. Racquetball/handball/squash courts (outdoor)		47,330	ISD
h. Racquetball/handball/squash courts (indoor)		35,757	22,871

Activities

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Percentage of agencies offering the following activities:			
a. Health and wellness education	X	80.3%	69.9%
b. Safety training	X	72.2%	62.2%
c. Fitness enhancement classes		82.2%	68.5%
d. Team sports	X	86.9%	79.7%
e. Individual sports	X	75.9%	64.3%
f. Running/cycling races	X	50.2%	48.3%
g. Racquet sports		71.2%	55.2%
h. Martial arts		58.8%	40.6%
i. Aquatics		70.2%	56.6%
j. Golf		47.9%	28.7%
k. Social recreation events	X	88.4%	80.4%
l. Cultural crafts	X	61.6%	43.4%
m. Performing arts		63.5%	39.2%
n. Visual arts		62.6%	46.9%
o. Natural and cultural history activities	X	61.6%	49.0%
p. Themed special events	X	89.9%	80.4%
q. Trips and tours		61.2%	44.8%
r. eSports/eGaming		12.2%	7.0%
2. Percentage of agencies offering the following Out-of-School Time (OST) activities:			
a. Summer camp	X	83.2%	76.9%
b. Before school programs		19.0%	15.2%
c. After school programs		54.5%	39.7%
d. Preschool		34.5%	27.3%
e. Full daycare		7.1%	3.2%
f. Specific teen programs		66.3%	44.7%
g. Specific senior programs		78.6%	63.1%
h. Programs for people with disabilities		62.4%	46.0%
i. STEM programs	X	57.6%	44.2%

Policies

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Does your agency have a policy barring the use of all tobacco products in its parks and at its facilities and grounds?			
<i>Number of Responses</i>		727	137
Yes, at all locations		52.0%	49.6%
Yes, at select locations	X	28.3%	26.3%
No		18.4%	21.9%
N/A		1.2%	2.2%
2. Does your agency have a policy that allows the consumption of alcohol by legal-aged adults on its premises?			
<i>Number of Responses</i>		725	136
Yes, at all locations		15.0%	19.9%
Yes, at select locations	X	58.5%	48.5%
No		25.8%	30.2%
N/A		0.7%	1.5%
3. Does your agency sell alcoholic beverages to legal-aged adults on its premises (sold either by the agency or by a concessionaire authorized by the agency)?			
<i>Number of Responses</i>		727	137
Yes, at all locations		3.0%	2.2%
Yes, at select locations	X	45.8%	35.0%
No		49.2%	59.1%
N/A		1.9%	3.7%
4. Does your agency provide healthy food options in its vending machines?			
<i>Number of Responses</i>		720	135
Yes, at all locations		16.5%	14.1%
Yes, at select locations		27.6%	14.8%
No		21.5%	22.2%
N/A	X	34.3%	48.9%
5. Does your agency provide healthy food options at its concession stands?			
<i>Number of Responses</i>		715	134
Yes, at all locations		18.0%	12.7%
Yes, at select locations		34.8%	23.9%
No		20.1%	27.6%
N/A	X	27.0%	35.8%
6. Does your agency charge a parking fee at its parks or facilities?			
<i>Number of Responses</i>		729	135
Yes, at all locations		0.8%	0.0%
Yes, at select locations	X	15.5%	17.8%
No		80.7%	77.8%
N/A		3.0%	4.4%
7. Does your agency charge an admission fee to enter its parks?			
<i>Number of Responses</i>		730	137
Yes, at all locations	X	1.0%	2.9%
Yes, at select locations		16.2%	16.8%
No		81.0%	76.6%
N/A		1.9%	3.7%
8. Does your agency have an expressed commitment to diversity, equity and inclusion (DEI) in vision, mission and/or strategic plan documents?			
<i>Number of Responses</i>		339	61
Yes, at all locations		73.8%	63.9%
Yes, at select locations		2.1%	0.0%
No		19.2%	31.2%
N/A		5.0%	4.9%

Policies (continued)

9. Does your agency have hiring practices and policies that promote a diverse agency workforce?

<i>Number of Responses</i>		342	63
Yes, at all locations		88.0%	90.5%
Yes, at select locations		0.9%	1.6%
No		7.6%	4.8%
N/A		3.5%	3.2%

Jurisdiction Information

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Agency/department's jurisdiction type			
<i>Number of Responses</i>		1,054	203
Borough		0.5%	1.0%
Village		2.4%	3.5%
City		55.5%	19.7%
Town		9.9%	15.8%
Township		3.4%	3.9%
County		14.7%	42.4%
State		0.1%	0.0%
Special District	X	10.1%	10.3%
Regional/Metro Authority		0.4%	1.0%
Independent District/Authority		1.5%	2.0%
School District		0.5%	0.0%
Military Department		0.4%	0.5%
Tribal Lands/Reservation		0.0%	0.0%
Other		0.8%	0.0%
2. Country			
<i>Number of Responses</i>		1,054	203
United States	X	99.5%	99.5%
Canada		0.5%	0.5%
Mexico		0.0%	0.0%
Other		0.0%	0.0%
3. Jurisdiction's total annual operating and capital budget			
a. Jurisdiction annual total operating budget			
<i>Number of Responses</i>		975	187
Lower Quartile		\$4,240,175	\$1,621,889
Median	\$15,896,460	\$20,060,135	\$7,280,995
Upper Quartile		\$103,847,582	\$42,322,396
b. Jurisdiction annual capital budget			
<i>Number of Responses</i>		942	176
Lower Quartile		\$536,309	\$248,000
Median	\$1,826,400	\$3,912,264	\$1,428,031
Upper Quartile		\$22,936,575	\$7,286,125
4. Square mileage and population of the incorporated jurisdiction the agency serves			
a. Square mileage of incorporated jurisdiction			
<i>Number of Responses</i>		1,023	203
Lower Quartile		12.0	70.0
Median	7,206.0	32.3	404.0
Upper Quartile		143.0	806.5
b. Population of jurisdiction			
<i>Number of Responses</i>		1,036	203
Lower Quartile		19,398	12,598
Median	2,418,185	44,106	39,500
Upper Quartile		134,300	110,693



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