City of Scottsdale Community Services Master Plan

FINAL REPORT

June 2015

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Chapter One - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The City of Scottsdale is a signature destination community with world-class outdoor adventures that include tennis, biking, golfing, hiking, swimming, major league baseball, sports and exceptional indoor activities such as fitness, therapeutic recreation, library services, social services, and senior and youth activities. As a destination for visitors from across the globe and home to a very active population of nearly 220,000, the business of Scottsdale has been, and will continue to be, in part, that of vibrant *recreation*; yet the city is able to maintain a community charm that year-round and seasonal residents call home. The educational level of the community is high, with residents expecting quality educational experiences. 55% of the adult population has at least a Bachelor's Degree. As a major provider of libraries, parks, facilities, human services, recreation programs, and special events, Scottsdale Community Services plays an integral role in the success of the City of Scottsdale's service brand.

1.2 PROJECT PURPOSE AND GOAL

As a strategy to continue to play an integral role in the business of destination recreation and Human Services and to provide momentum to strengthen operations, identify strategic priorities, improve the services and overall economic effectiveness and engage the community when delivering all library, social services, parks and recreation services, the City of Scottsdale hired the PROS Consulting team to conduct a *Community Services Master Plan Update*. This report defines an approach to ensure financial sustainability through principles of efficiency, productivity, cost of service, and revenue production. Moreover, this report will assist city staff in their efforts toward increasing bandwidth in the use of facilities and programming excellence.

To help determine where opportunities exist, the *Community Services Master Plan Update* offers a specific examination of the Scottsdale Parks & Recreation, Human Services and Library Departments. The ultimate desire of this work is to improve the effectiveness and efficiency of the operations and to determine potential future capital improvements desired by the community.

1.2.1 PROJECT PROCESS

The primary intent of the *Community Services Master Plan Update* is to align the services and functions of the Scottsdale Community Services Division with the needs and expectations of the community, and the mandates and resources of the City of Scottsdale.

Needs and Expectations of the Community → **Services and Functions of the City of Scottsdale Community Services Division** ← **Mandates and Resources of the City**

The foundation of the *Community Services Master Plan Update* was to "mine" local knowledge through the use of a creative and comprehensive public participation process. It was important to engage community members who enjoy the opportunity to participate in planning. Equally important was the desire to encourage thoughts from other stakeholders that typically do not voice their opinions. The public input process incorporated a variety of methods that included interviews, focus group meetings, and public forums. These findings were triangulated with the results of a citywide statistically valid survey of the community. The data generated from these critical community interactions was used to aid the consulting team when accurately articulating the true unmet needs, addressing key operational issues, providing recommendations for business related changes, and strategizing to move the Community Services Division forward for optimum results.

1.2.2 ELEMENTS OF THE PLAN

The planning process for the *Community Services Plan Update* was completed in conjunction with the Scottsdale Community Services Division staff and included:

- The collection and analysis of available asset, operational and financial data.
- Onsite visits by the consulting team to gain input from staff, stakeholders, and the community.
- The observation of operations of multiple facilities and services.

The data collected from the staff and onsite visits allowed the consulting team to identify key factors, issues, and concerns regarding how the Scottsdale Community Services Division manages operations.

Specific elements for analysis requested by the Community Services division leadership included assessments of the:

- Financial Performance and Program Service Delivery

- Organizational Structure, efficiency and functional design

- Maintenance Practices

- Services Provided and Associated Marketing

- Levels of Service

- Capital Improvements Program

1.3 MASTER PLAN ORGANIZATION

This *Community Services Master Plan Update* presents the overall analysis, findings, and recommendations of the consulting team related to the areas outlined in the scope of services. This study begins with an Executive Summary that provides an overview, and the following sections respond to the desired categories outlined in the study scope to reveal findings and to offer recommendations. The study concludes with a Summary Action Matrix for all major recommendations.

1.4 SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

Following the assessment of Scottsdale Community Services Division system and operations, the PROS Consulting team identified a variety of opportunities to support the development of the *Community Services Master Plan Update*. These recommendations for the operational, programming, facility, and financial recommendation elements will guide decision-making for the next ten years.

1.4.1 MARKET ANALYSIS KEY FINDINGS

- Demographic Analysis: The City of Scottsdale's population is projected to grow, age and become more affluent. The growth (2.5% annually) exceeds national averages (1% annually) over the next fifteen years. Scottsdale has the highest per capita of senior citizens in the country. The educational level of the community is high, with 55% of the adult population having earned at least a Bachelor's Degree. However, it is anticipated that the makeup of the Scottsdale population will change as it is expected to age significantly as 45% of the population will be 55+ years old by 2029 and become affluent over the next fifteen years.
- Comparative Analysis: The City of Scottsdale is a leader in Community Services facility and service delivery when considering the breadth of the system and the availability of programs.

1.4.2 COMMUNITY INPUT KEY FINDINGS

As determine by focus group meetings conducted by West Group Research and a statistically valid survey administered by ETC Institute, input from the community revealed that Scottsdale's Community Services Division has a great physical and operational presence in the community. Participants also see the system as one that is well maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist, however, as the demographics and desires of the community have changed since the last Master Plan was conducted. The following summarizes the themes of community input:

OVERALL

- Usage of Community Services is High

    o 80% of households use libraries

    o 75% visit neighborhood parks

- Satisfaction is very high with the condition and quality of facilities, trails, programs, etc.

    o 98% rate quality of library services excellent or good

    o 97% rate conditions of facilities excellent or good

    o 96% rate quality of recreation programs excellent or good

    o 93% rate quality of human services excellent or good

FACILITIES

- Needs are high for a number of facilities

    o 81% libraries

    o 71% preserve hiking trails/trailhead facilities

    o 67% multi-use paths

    o 67% neighborhood parks

    o 64% large community parks

- Unmet needs are highest for indoor fitness and exercise facilities

PROGRAMS AND SERVICES

- Needs are high for a number of programs

    o 48% adult activity/education/fitness classes

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- o 46% adult fitness and wellness classes
- o 32% community events
- Unmet needs are considerably higher for programs than facilities as a percentage of needs varies based on location of residents in the City. Programs with unmet need of 50% or More reported in all regions include:
  - o Diversion
  - o Job employment
  - o Youth activity/education/fitness classes
  - o Youth/teen recreation programs
  - o Adult performing art classes
  - o Social services programs
  - o Water fitness programs
- Opportunities exist to grow programs of importance at Community Services Department facilities.

FUNDING THE VISION
- Most important facilities to fund with current tax dollars
  - o 49% existing libraries
  - o 46% existing neighborhood and community parks
  - o 44% existing trail system
- Most important actions to fund with additional tax dollars
  - o 51% develop walking, hiking and biking trails
  - o 48% purchase land to preserve open/green space
- 84% of households would pay some additional taxes to develop and operate Community Services and facilities that are most important to their household
  - o 39% $1-$4 per month
  - o 27% $5-$9 per month% purchase land to preserve open/green space
  - o 18% $10 or more per month

1.4.3 FINANCIAL PERFORMANCE AND PROGRAM SERVICE DELIVERY

FINANCIAL PERFORMANCE KEY FINDINGS
In 2014, the Scottsdale Community Services Division's operating budget was organized into four major categories: Parks, Recreation, Library and Human Services. At that time, the division achieved a 31.7% cost recovery with $15.84M in revenues and $49.96M in expenses. The following summarizes the key findings and analysis that guided that level of performance.

- A formalized pricing policy for the Scottsdale Community Services Division does not exist, though cost recovery goals were established. The division established a strategy not to exceed its annual

General Fund Approved Budget. Staff was able to manage the bottom line effectively as indicated by the FY 2014 results.

- o Scottsdale Community Services Division approved budget: $50,061,140
- o Scottsdale Community Services Division actual budget: $49,956,238
- o Percent of approved budget expended: 99.8%

- Total revenue generated exceeded $15.84M in FY 2014 with $11.41M (or 72%) coming in the form of grants, sponsorships, donations and other earned income sources. This level of support is significant and provides the Community Services Division with funding to administer programs and services that cannot be supported by the General Fund. The following is a sampling of grants recently awarded to the Community Services Division: (Please note, the list is intended to only provide a sample representation of the success the division has achieved in securing grant funding).

  - o 2013-14 Library Services and Technology Act (LSTA) Grant - Eureka Loft, $50,000 funded Job Coach and Room Host Positions: provided 172 Job Help Programs, 678 Job Help Appointments, 13 Outreach Events, 4 teen programs and 235 Mentoring Appointments

  - o 2012-13 Library Services and Technology Act (LSTA) Grant - Bright Blue Boxes: Award: $12,378 provided book/film discussions to under-served seniors in assisted living and other senior centers. Program is sustained using volunteers. As of May 2015, it is currently serving 80-100 participants each month.

  - o 2014 American Library Association (ALA) Grant - $750 awarded to secure travelling Lincoln and Civil War exhibit.

- In FY 2014, participation in recreation, library and human services programs was strong and totaled 11,080,486. This number is not reflective of the total visitation to all parks, libraries and other city facilities. Visitors that informally use parks or use common areas in facilities while parents or siblings are participating in a program, activity, lesson or league are not included in the total number of visits. This level of participation translates to the City of Scottsdale subsidizing programs and services at the unit cost of $4.51/visitor through taxpayer dollars.

  - o Public libraries traditionally do not function in a cost recovery mode due to the fact that it is not a model supported by its professional organization – the American Library Association.

- Currently, direct and indirect costs are not tracked at the unit cost level. For example, the cost to maintain the Scottsdale Sports Complex in generated from the taxes collected from tournament fees.

- Labor costs are currently 54% of the division's budget. This is in-line with best practices for community service divisions that offer similar diversity that is provided in Scottsdale.

- Online vs. in-person registration has been a success as 82% of all program registration now occurs via the Scottsdale Community Services website. This is well above best practices of 50%.

- Prior to workshops conducted with staff in 2014, programs and services were not classified by level of benefit received.

- The Community Services Division does not have a financial tool that measures the economic impact that the division's services has on the City of Scottsdale as a whole. For example, how does participation in programs, services and facilities by visitors positively impact sales tax revenue generated by restaurants, hotels, and other entertainment venues?

FINANCIAL PERFORMANCE – KEY RECOMMENDATIONS

- Implement a new Pricing Policy based on the classification of services and cost recovery methodology as presented in the 2014 Community Services Division Master Plan. This policy would apply to newly created groupings of lines of service provided by the division as a means for increasing the recovery of costs when providing a program or activity.

- The Community Services Division should embark on the development of an economic impact tool to measure the economic impact that the division's services has on the City of Scottsdale as a whole.

FINANCIAL PERFORMANCE – OTHER RECOMMENDATIONS

- Refine revenue and expenditure allocations across the newly formed lines of service to ensure data integrity.

- Utilize financial analysis to support pricing strategies, marketing, customer service, and technology solution strategies.

- Consider a pricing strategy that provides a discount for online registration of programs.

- Develop a formalized financial assistance program that provides the opportunity for low-income residents to participate in programs that they otherwise would be unable to afford.

PROGRAM AND SERVICES KEY FINDINGS

The Scottsdale Community Services Division administers and/or facilitates the delivery of hundreds of different activities, leagues, programs, senior services and social services to Scottsdale residents and visitors. These are grouped into 28 distinct lines of service. Key findings regarding the direct delivery and/or facilitation of programs and services:

- After reviewing the current programs offered against desired program offerings of the community, the consulting team finds that the division does not target programming based on the varying needs that exist in each of Scottsdale's three planning districts – North, Central and South.

- Both Scottsdale's full-time residents and visitors use library system with over 185,000 individuals holding a library card.

- The Library and Parks & Recreation Departments had been duplicating programs and services. This led not only to operating environment silos, but also decreased the potential for revenue generation as the Library Department is offering the programs for free while the Parks & Recreation Department is charging user fees. Over the last two years, the departments have made a concerted effort to collaborate on programming and duplication of services has been minimized.

- With the exception of the two Senior Centers, the Scottsdale Community Services Division is not meeting the highest needs of the adult community, the provision of health and fitness programs.

This service cannot be accomplished primarily due to the lack of appropriately sized and located spaces for fitness equipment and group exercise classes.

- Formalized recreation program standards that guide consistent service delivery are not in place.

- Prior to a staff workshop in 2014, functional groupings of programs and services did not exist and were not classified by core, important, and value-added, and do not have specific cost recovery goals.

- Every program and/or service provided by the Human Services Department is meeting and/or exceeding cost recovery best practices, in part, due to the significant amount of funding that it receives from sources other than the City's general fund.

- Several programs and services including youth leisure education, adult leisure education, special events and facility rentals at libraries are underperforming as cost recovery is significantly lower than best practices.

- Several library programs are being supported by external funding and are exceeding best practice cost recovery goals. These include outreach, early literacy and youth services.

- Aquatic learn-to-swim, fitness classes, and afterschool programs are examples of lines of service that are performing effectively. Cost recovery exceeds the best practice goals.

- The successful partnership that exists with the Boys and Girls Clubs of Greater Scottsdale allows the recreation and human services departments to focus its efforts on other lines of service that meet the demands of residents.

- The target populations identified in the HUD 5 Year Consolidated Plan are seniors, persons with disabilities, families with children & youth under 19, victims of domestic violence, adults in crisis, and the homeless. The City's goals and objectives to meet the needs of the community are:

  o Administer housing, human services, and community development resources to provide opportunities to low and moderate-income people for safe and sanitary housing, self-sufficiency, social services, economic growth, and reasonable accommodations for persons with disabilities

  o Leverage a variety of state, local, and private resources, including the coordination of over 1,200 volunteers, to respond to human service needs and provide opportunities for people to connect to each other and to the City through social and recreational interaction, volunteering, and emergency and support services

  o Administer housing, human services, and community development resources to provide opportunities to low and moderate-income persons

  o Increase the quality of owner-occupied housing through housing rehabilitation assistance to low and moderate-income households.

  o Increase self-sufficiency and homeownership opportunities through the Family Self-Sufficiency Program

  o Preserve affordability of quality rental housing through the Section 8 Housing Choice Voucher (HCV) Program

  o Provide affordable rental housing opportunities through City-owned multi-family housing

- o Increase the supply of quality affordable housing by assisting non-profits in the acquisition and rehabilitation of housing

- o Participate in and support the regional Continuum of Care efforts to serve the homeless through financial support to:

  - ▪ Local providers of transitional housing

  - ▪ Local emergency facilities for victims of domestic violence

  - ▪ Regional shelters for the homeless

- o Provide funding assistance and licensee agreements to non-profit providers of services to Scottsdale's youth, seniors, special needs populations, victims of domestic violence, persons and families in crisis, and disabled persons

- o Address increased needs through best practices in management of programs, funding, facilities, and license agreements

- o Improve quality of life through connectivity-people to services

- o Provide access to basic needs

- o Provide prevention assistance through:

  - ▪ Intake and referral

  - ▪ Emergency rent and mortgage assistance

  - ▪ Emergency utility assistance

- o Promote self-sufficiency, mitigate the causes of poverty and support independent living through the Family Self-Sufficiency Program (FSS)

- o Improve quality of life through education, recreation, and socialization

PROGRAM AND SERVICES - KEY RECOMMENDATIONS

- The Library Department should continue to collaborate with Recreation and minimize programming that does not align with its mission of increasing and sustaining literacy in Scottsdale, thereby allowing the Recreation Department to offer registration fee-based leisure education programming.

- Classify lines of service using the methodology outlined in the 2015 Community Services Master Plan and evaluate cost recovery goals for each on an annual basis.

- Expand programs and services in the areas of greatest need to meet customer demand in the three planning districts, with an emphasis on senior citizens.

- Implement recreation program standards found within the Business Plan to ensure consistency in service delivery.

PROGRAM AND SERVICES – OTHER RECOMMENDATIONS

- Conduct analysis to determine participation trends in programs (total participation, seasonal participation, local vs. tourist, etc.) and utilize that analysis as a means to target existing or goal markets as needed.

- Human Service, Housing and Community Development needs are identified in the recently completed the HUD 5 Year Consolidated Plan for FY 2015-2019.

- Focus on the allocation of CDBG, HOME, Scottsdale Cares, General Funds, Endowment and Salt River Pima Maricopa Indian Community funds to address strategic objectives identified in the HUD 5 Year Consolidated Plan for FY 2015-2019

1.4.4 ORGANIZATIONAL FUNCTIONALITY

KEY FINDINGS

The Scottsdale Community Services Division is currently comprised of 448.3 FTE's (full-time employee equivalents) and has made a conscious effort due to the economic downturn to operate more efficiently, in particular over the last five years. The following summarizes key findings regarding the organizational structure of the division.

- At the time of conducting the master plan, the Parks and Recreation Department was not functionally aligned in its program and service delivery.

- The library system is functionally designed and well aligned in its program and service delivery.

- The division as a whole is not "business strong" in that it does not possess two key positions to advance its business of a Recreation Technologist and a Marketing Manager.

  o The library system is business strong. This provides the opportunity for the Community Services Division to apply the best practices in place at the libraries to the division as a whole.

- The division does not have a position that focuses on revenue development.

- Over the next 10 years, the division will potentially undergo a personnel transformation, as several upper and middle level managers will approach retirement age.

- The division's labor costs have remained relatively constant since FY 2011.

- The division is operating with 39.3 fewer fulltime employee equivalents than in 2011.

- Communication and information exchange across the division has improved significantly over the last five years.

- In FY 2014, the number of volunteer hours utilized to support Community Services operations totaled 172,346. This equates to 82.9 FTE's, carries a value of $3,881,233 and makes up 18.5% of the total Scottsdale Community Services Division's employment hours.

  o The Library Department's volunteer hours make up approximately 43% of the total volunteer hours utilized by the Community Services Division.

KEY RECOMMENDATIONS

- Implement fully the re-organization plan that the Parks Department has developed over the last year and absorb the maintenance operations of the Preserve and Pinnacle Peak.

- Reorganize the Recreation Department to align with the following functional lines of service groupings.

  o Facility Management/Operations

- o Aquatics
- o Leisure Education programming
- o Health Fitness and Wellness
- o Sports
- o Camps
- o Special Events
- o Adaptive Recreation
- o Golf Contract Management
- o Afterschool

- Centralize the following Division-wide functions under the Executive Director's Office:
  - o Marketing
  - o Technology
  - o Social Services
  - o Facility Reservations
  - o Capital Improvement Planning
  - o Human Resources
  - o Budget/Financial Analysis and Performance Measurement

- The Youth and Family Services line of service should move from Parks & Recreation to Human Services as the vision, mission and outcomes of this portfolio align more closely with that of Human Services.

- Given the emphasis on cost recovery (or not exceeding the General Fund subsidy), the division needs to add the position of Revenue Development Manager, which will focus on the creation of partnerships, and sponsor and donor relationships to generate additional earned income. This would be in addition to the funding provided by the federal, state or county governments or grants that are awarded. In the first year, the position needs to establish a goal to generate $500,000 in additional earned income and/or in-kind services. Within five years, the goal of the position would be to generate an additional $1,000,000 in earned income to support programs and services.

- Create an administrative succession plan for the division to ensure sustainable and consistent service delivery in the future. This plan needs to feed into the overall departmental succession plan for the next 10 years.

- Continue the high utilization of volunteers in an effort to maximize the efficient utilization of paid staff and management expenditures. The goal needs to be that volunteers make up 20% of the total Scottsdale Community Services Division's employment hours.

- Continue providing federal and local grant funding to city programs and to non-profit organizations to provide social service programs to the most vulnerable population.

OTHER RECOMMENDATIONS

- Seek opportunities to share employees across the division to maximize efficient service delivery. For example, Parks, Stadium and Giants Complex maintenance functions.

- Continue to improve communication, knowledge, and staffing across the division to ensure consistent service delivery.

1.4.5 PARK SYSTEM MAINTENANCE

KEY FINDINGS

Parks and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The Scottsdale Community Services Division's Parks Maintenance Operation can be described as a model operation. Key findings regarding the maintenance operation of Scottsdale's parks and amenities are as follows:

- Staff exhibits subject matter expertise that is rarely found at all levels of parks and recreation department maintenance. This is a credit to the City of Scottsdale for identifying and developing staff.

- A new work order management system is in the first year of implementation.

- Best practice maintenance standards and standard operating procedure manuals are in place.

- The holistic operation focuses equally on day-to-day tasks, preventative maintenance, and repair and maintenance.

- Staff performs within the allocated resources long-term asset preservation and replacement in conjunction with the city's Asset Management Program.

- Unit costs are in alignment with level of service maintenance standards.

KEY RECOMMENDATIONS

- Develop a strong ongoing professional development program to ensure operational sustainability and succession planning.

- Develop an Asset Management Program that establishes lifecycle replacement plans for the functional and financial sustainability of the system.

- Track unit costs for the lines of service developed to ensure alignment with level of service maintenance standards.

1.4.6 LEVELS OF SERVICE AND CAPITAL IMPROVEMENTS

An inventory and assessment of the Division's sites and facilities was performed by Kimley Horn n 2014. The following key findings define current site and operating conditions. Many site and facility issues are continually addressed by Division staff, volunteers, and contractors. There are additional detailed findings not referenced in this summary that are outlined in the supporting reports of this master plan.

KEY FINDINGS

- There is a broad diversity of amenities and site types within the Scottsdale Community Services system that serves the diverse recreational and human service interests of residents and visitors. These range from traditional amenities (playgrounds, pavilions, sport courts, ball fields, pools, etc.) to unique features such as a golf course, preserves, soccer complexes and a spring training

stadium. Additionally, indoor facilities such as the library system, senior centers and Club SAR provide further support for leisure interests and quality of life for Scottsdale residents. This diversity is echoed in site types from typical neighborhood and community parks to natural area parks.

- The City has responsibly worked to distribute sites and facilities throughout the community as reflected in the current site locations. While there are further opportunities to improve access to sites by their location to different areas in the city, current and future plans address many of these potential issues.

- The value of the system, not including land value equates to **$201,497,381.**

- Throughout the system, there are a plethora of older assets that will require updating or replacement within the next few years. Improvements range from renovations to the Civic Center and Mustang Libraries and Club SAR to the replacement of common park amenities such as pavilions/shelters, parking lots, tennis courts, fencing, trails, lighting, irrigation systems, restrooms, outdoor amphitheaters signage, and playgrounds. **The total value of lifecycle replacement necessary in the next 10 years is $93,489,034 (or 46%) of the system**. A phased replacement program will help to update these assets and amenities over time and as financial resources are available.

KEY RECOMMENDATIONS

MAINTAIN CURRENT LEVELS OF SERVICE
The consulting team is not recommending a change to the current levels of service or additional land acquisition.

FISCALLY CONSTRAINED RECOMMENDATIONS – MAINTAINING WHAT WE HAVE
There are many great examples of quality parks and trails throughout the City of Scottsdale Community Services system, including a number that are cornerstone assets in the community. It is important to protect and maintain their quality and integrity by:

- Maintaining high-quality libraries

- Maintaining high quality community and park centers

- Maintaining high quality senior centers

- Maintaining high-quality neighborhood parks

- Maintaining high-quality sport and athletic facilities

- Maintaining high-quality community parks

- Forming strong and productive partnerships with local user groups

- Maintaining signature assets in the community

- Improving surface trails that support recreation and walkability

The total value of Fiscally Constrained Alternative Projects equates to $2.1MM.

ACTION RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken when additional funding is available to meet need(s) with a focus on enhancements to existing facilities.

The total value of Action Funding Alternative projects totals $41.4MM.

VISION RECOMMENDATIONS – DEVELPING NEW OPPORTUNITIES

Recommendations described in this section represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies.

The total value of Vision Funding Alternative projects totals $78.3MM

SUMMARY OF CAPITAL IMPROVEMENT PROGRAM

Fiscally Constrained Projects		Action Projects		Vision Projects	
Signage	$30,500	Park Amenities	$8,218,950	Athletic Fields	$6,560,500
Skate Parks	$600,000	Playgrounds	$1,415,000	Community Facilities	$9,851,200
Splash Pads	$654,976	Ramadas	$1,840,000	Lakes	$8,106,520
Trails	$830,808	Restrooms	$3,390,000	Landscape Irrigation	$11,614,380
		Indian Bend Wash Lakes Phase I	$16,145,700	Replacement of Cactus Aquatic and Fitness Center	$20,963,400
		Park Building Improvements	$2,310,000	Civic Center Library Improvements Phase II	$5,477,800
		Aquatics Chemical System Replacement	$2,887,500	Thompson Peak Park Phase II	$5,477,900
		Scottsdale Stadium Infrastructure Improvements	$1,336,500	Cavalliere Park Phase II	$10,247,700
		Sports Lighting Replacement and Upgrade	$3,865,500		
Total: $2,116,284		*Total: $41,409,150*		*Total: $78,299,400*	

Figure 1- Summary of Capital Improvement Program

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OTHER CAPITAL IMPROVEMENT RECOMMENDATION

The PROS Consulting Team strongly recommends that feasibility studies be conducted for the replacement of major facilities (Cactus Aquatic and Fitness Center, Club SAR) or the new system development (Thompson Peak Park – Phase II, Cavalliere Park – Phase II) to understand the total cost of ownership of the "new" facilities (initial capital investment, operating expenditures, lifecycle replacement costs).

1.5   STRATEGY MATRIX

A Strategy Matrix presenting a summary of all major recommendations, specific goals and priorities is presented at the conclusion of the master plan. This matrix is organized by the following values and goals:

- Value #1: Community Mandate

    o Goal: Renovate and upgrade parks, libraries, trails and recreational facilities to promote community interaction, healthy lifestyles and safety.

- Value #2: Best Practice Standards

    o Goal: Continually update and utilize best standards for operations and maintenance of parks, trails, libraries and recreational facilities in alignment with City of Scottsdale policy.

- Value #3: Programs and Services

    o Goal: Provide balance and consistency in the delivery of programs and services that meet the needs of the residents of City of Scottsdale.

- Value #4: Financial

    o Goal: Develop a pricing policy for services based on the level of benefit received by program/service participant.

- Value #5: Partnerships

    o Goal: Maximize resources through mutually acceptable partnerships that leverage parks, trails, and recreational and library facility development and program and service opportunities.

The Strategy Matrix can be used to develop and prioritize work plans. It can be used as a road map for continued improvements in the Community Services Division. The key to success for the Community Services Division is to continue to build on current success and address the major issues and recommendations in a systematic manner. This requires retaining what the Scottsdale Community Services Division has achieved while adding programs, services, and facility improvements that will generate revenue, reduce operational expenditures, and enhance the experience for the users. In addition, focus needs to be placed on the lifecycle replacement of the system. Additional consideration is to keep the Community Services Division fresh through programming and strategic improvements for the users and guests to ensure long-term sustainable success.

Chapter Two - COMMUNITY SERVICES DIVISION OVERVIEW

The City of Scottsdale's Community Services Division was nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) in 1994, and re-accredited in 1999, 2004, 2009 and 2014. The national program provides for a comprehensive self-assessment against 155 national standards. A peer visitation checks for compliance with these standards, with the program effectively providing the "Good Housekeeping seal of approval" with respect to efficiently managed parks and recreation agencies. The division consists of three operating departments that provide programs and services within the framework of a parks and facilities system that is geographically balanced. The three operating departments are as follows:

2.1 DEPARTMENTS

Human Services: Although an affluent community, there are those citizens who from time to time need the social services that cities provide. Scottsdale has taken a unique approach to the provision of these services. Using a "brokerage system", the city provides the space and phone line to various non-profit social service agencies. These groups use the space and provide a wide variety of services to those in need. Services include but are not limited to: emergency homeowner repair, acquisition of land and building for affordable homes, home accessibility program for disabled residents, First Time Home Buyer program, and remodel or repair of non-profit program facilities. In addition to funding non-profit agencies, the City receives revenue in excess of $11.8MM from external sources and an additional $5.9MM from general operating funds to support human service activities.

Library System: The Scottsdale Library System has five outstanding library facilities. A Main Library and four branch libraries are operated to meet the needs of the citizens of Scottsdale to access the information based around the world. The role of a public library in the community, as well as the Scottsdale Public Library system's mission in particular, is to foster lifelong learning by providing access to information, knowledge and ideas. The Scottsdale Public Library System links residents with resources and people worldwide. Care is taken to ensure that residents from all racial, cultural, and ethnic backgrounds receive materials, services, and programs that meet their unique needs. Quality customer service is the highest priority and all service and resource allocation decisions are made with the customers' needs in mind.

Parks and Recreation: The Parks and Recreation Department provides exceptional recreation experiences to enhance and enrich Scottsdale and the quality of life for citizens while maintaining safe, clean and attractive parks. Functions of the department include but are not limited to:

- Conduct Recreational Classes and Programs at parks and community centers
- Recruit and manage volunteers
- Provide positive leisure activities for youth, teens and adults
- Manage parks and recreation facilities
- Produce community special events and programs
- Plan for future parks and recreation facilities and programs
- Maintain parks
- Maintain medians and right-of-ways
- Develop and maintain hiking trails
- Manage inmate/community service worker hours
- Maintain 14 school sites for recreational purpose

2.2 SCOTTSDALE COMMUNITY SERVICES DIVISION BY THE NUMBERS

There is a broad diversity of amenities and site types within the Scottsdale Community Services system that serves the diverse recreational and human service interests of residents and visitors. These range from traditional amenities (playgrounds, pavilions, sport courts, ball fields, pools, etc.) to unique features such as a golf course, preserves, soccer complexes and a spring training stadium. Additionally, indoor facilities such as the library system, senior centers and Club SAR provide further support for leisure interests and quality of life for Scottsdale residents. This diversity is echoed in site types from typical neighborhood and community parks to natural area parks. The following provides a snapshot of the Community Services Division system.

A Snapshot: Scottsdale Community Services Division by the Numbers			
Type	Qty	*Type*	Qty
Amphitheater (Square Feet)	58,517	Playground (Non-Shaded)	12
Baseball Field (Lighted)	35.5	Playground (Shaded)	23
Baseball Field (Non-lighted)	2	Preserves/ Trailheads	10
Basket Ball Court (Non-lighted)	18.5	Racquetball Court	10
Basket Ball Court (Lighted)	12	Ramada	97
BBQ Grill	139	Restroom (Square Feet)	44,100
Benches	345	Scoreboard	12
Bike Rack	86	Senior Centers (Square Feet)	57,372
Bleachers	76	Shuffleboard Court	6
Boat Ramp (Linear Feet)	60	Signage (Monument-Park Name)	41
Bocce Court	2	Signage (Rules & Reg)	63
Community Centers (Square Feet)	153,874	Skate Park (Square Feet)	36,000
Disc Golf Hole	18	Squash Courts	1
Drinking Fountain	122	Splash Pad/Spray Amenity (Square Feet)	10,132
Exercise Station	33	Soccer Field (Lighted)	18
Equestrian Park/Horse Arena	39,150	Soccer Field (Non-Lighted)	23
Equestrian Park/Horse Arena Lighted	24,600	Softball Field (Lighted)	26
Fitness Center	40,058	Softball Field (Non-lighted)	1
Fire Pit	2	Tennis Court (Non-Lighted)	8
Flag Pole	20	Tennis Court (Lighted)	16
Horseshoe Pit	6	Trail (Paved) (Linear Feet)*	68,684
Irrigation (Landscape Drip) (Acres)	149.67	Trail (Unpaved) (Linear Feet)*	13,208
Irrigation (Landscape Turf) (Acres)	509.59	Trash (Dumpster Stand-Alone)	31
Lake (Square Feet)	1,577,307	Trash (Dumpster Enclosure)	47
Libraries (Square Feet)	196,635	Trash (Receptacle)	789
Off leash area (Acres)	5	Visitor's Center (Square Feet)	6,033
Maintenance Compound (Square Feet)	38,081	Volleyball Court (Grass)	4
Museum (Square Feet)	10,000	Volleyball Court (Sand)	17
Parking Spaces	6,582	Volleyball Court (Sand) Lighted	21
Picnic Tables	723		

Figure 2 - By the Numbers

Chapter Three – MARKET ANALYSIS

The Market Analysis provides greater insight into the community that the Community Service Division serves. In this chapter the consulting team provides analytics derived from the database of the Environmental Systems Research Institute. This study assesses the current and future demographics of the City of Scottsdale. Community service needs of the community are identified via the results of recently completed qualitative studies, a statistically valid survey, and a comparative analysis of cities across that country that are most similar to Scottsdale.

3.1 DEMOGRAPHIC ANALYSIS

An analysis of the local demographic makeup is helpful when understanding the population of the City of Scottsdale. This analysis is reflective of the total population and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections will be based on historical patterns and the potential for unforeseen circumstances during or after the time of the use and economic projections. The shifts in these issues may have a significant bearing on the validity of the final projections offered in this study

3.1.1 CITY OF SCOTTSDALE POPULATION

The population of the City of Scottsdale has increased since the last official US Census from 202,705 residents in 2010 and is expected to reach 226,764 by 2017. This represents an increase in the City's total population by an annual rate of 1.7%. This rate is slightly above the national growth averages of 1% annually. Projecting forward, the growth rate is expected to increase to an annual rate of 3.2% over a 10 year period from 2017-2027. Based on those assumptions, the City is expected to have approximately 299,617 residents in 2027.
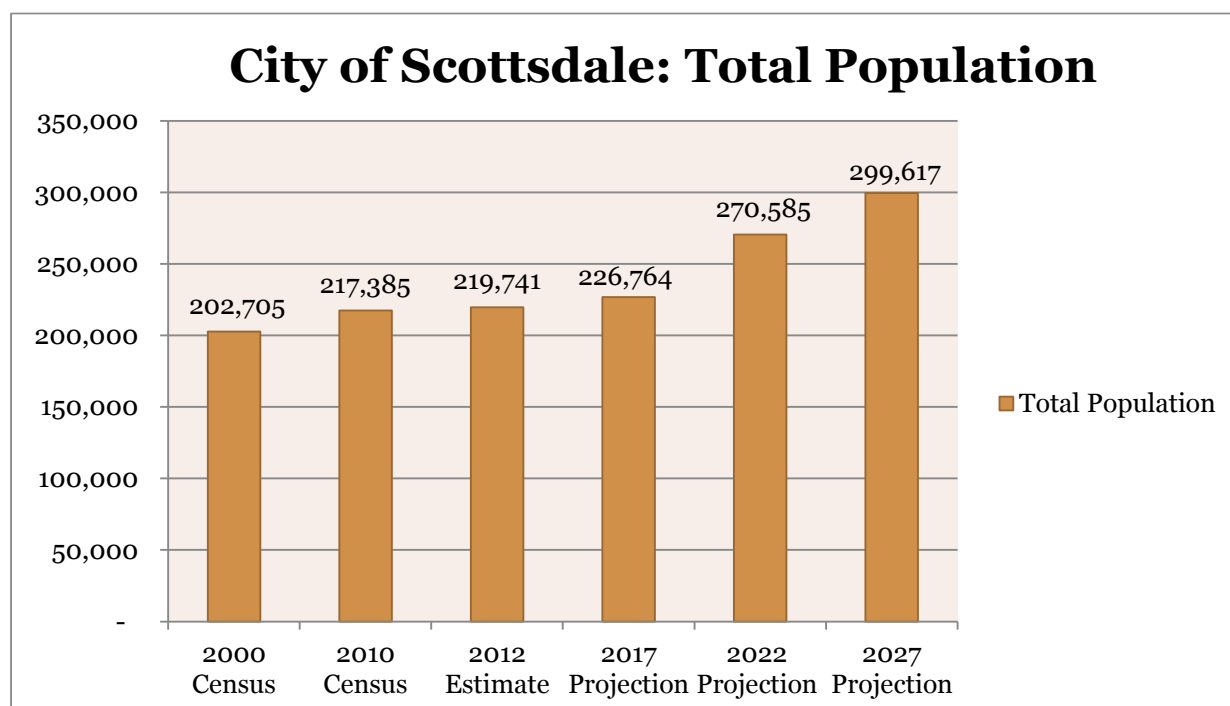
Figure 3 - City of Scottsdale Total Population

3.1.2 CITY OF SCOTTSDALE AGE SEGMENTATION

The active adult population (55+) currently comprises 36% of Scottsdale's population. By 2027, it is projected that the active adult population (55+) will overwhelmingly become the highest age segment in Scottsdale. This group is projected to make up 45% of the population. This age group echoes a national trend as a result of increased life expectancies. The movement of the baby boomer generation through the lifespan also contributes to an aging Scottsdale population. It can be noted that community service needs of the 55+ population will continue to diversify into the future.
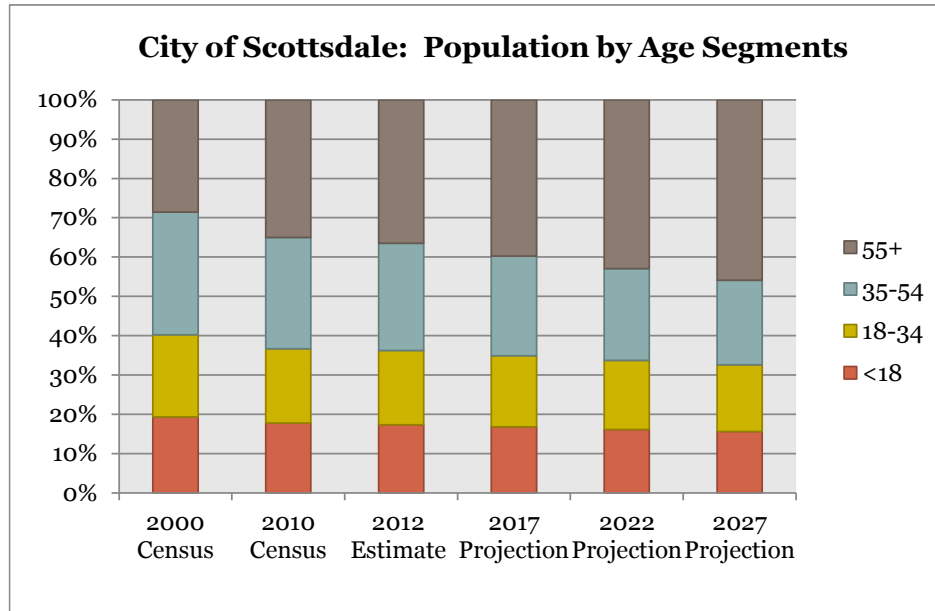
Figure 4 - City of Scottsdale Population by Age Segments

3.1.3 CITY OF SCOTTSDALE HOUSEHOLD INCOME

As observed in the figure below, the City of Scottsdale will experience a significant increase in income levels over the next 10-15 years, with household income levels rising by nearly 20%.
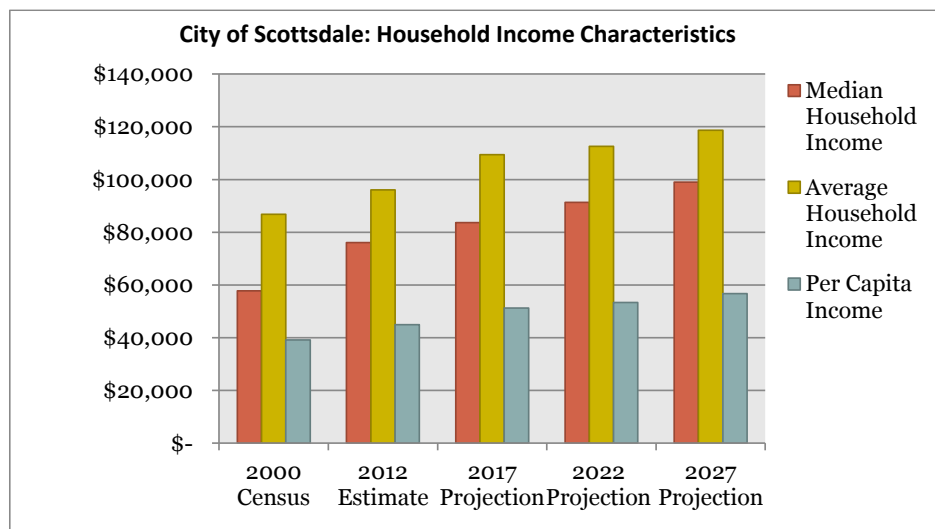
Figure 5 - City of Scottsdale Household Income Characteristics

3.1.4 CITY OF SCOTTSDALE RACE SEGMENTATION

From a race standpoint, the service area has a limited diverse landscape. The diversity in the community is projected to stay relatively the same through the next 15 years with the most significant change being the increase in the Hispanic population by 1.7%.

City of Scottsdale: Population by Race
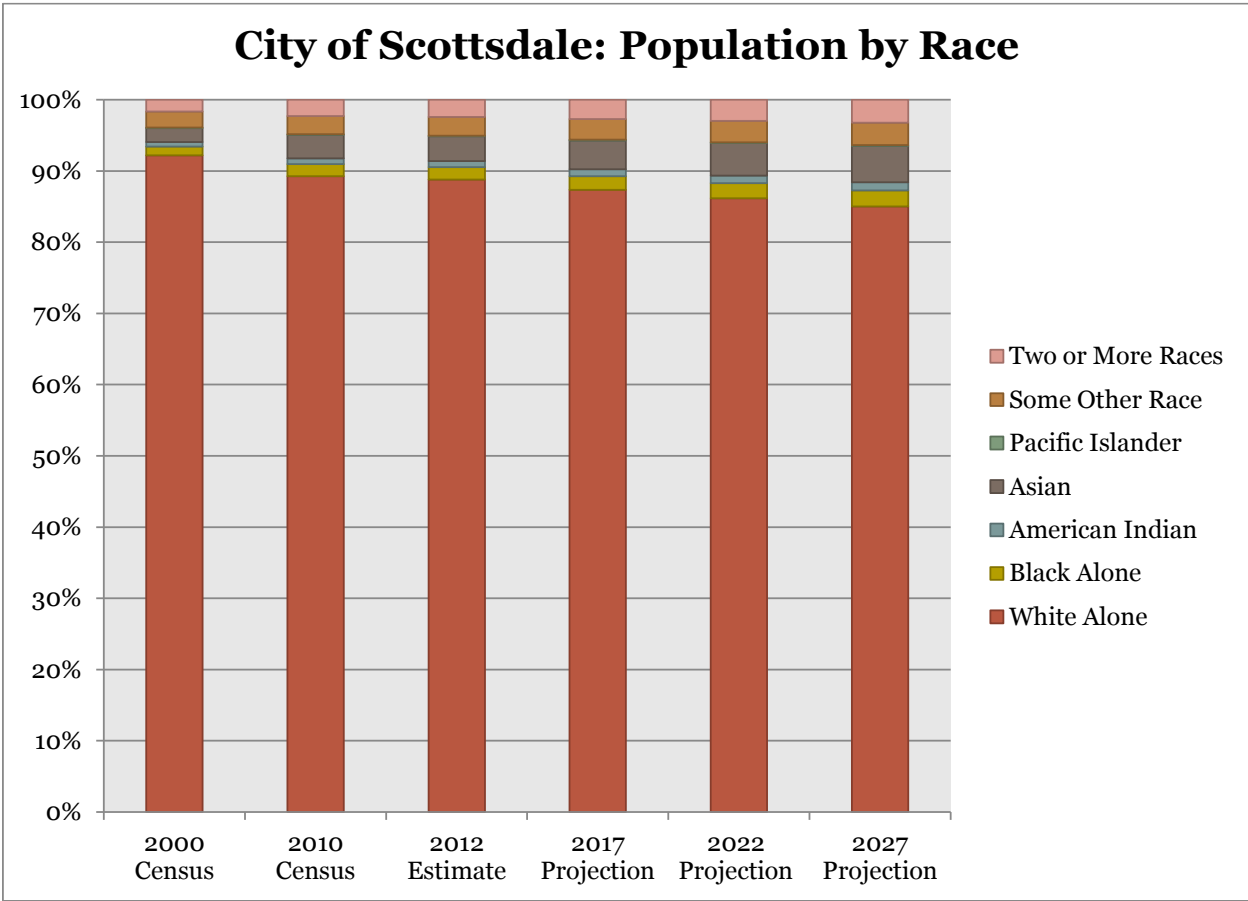
Figure 6 – City of Scottsdale Population by Race

3.1.5 SUMMARY

The City of Scottsdale's population is projected to grow. This growth is above national averages (1% annually) over the next fifteen years. However, it is anticipated that the makeup of the Scottsdale population will change as it is expected to age and become more affluent over the next fifteen years.

3.2 RECREATION TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association's (SFIA) 2014 Sports, Fitness and Leisure Activities Topline Participation Report.

| Summary of National Participatory Trends Analysis |
| --- |
| **1. Number of "in-actives" decreased slightly, those 'active to a healthy level' on the rise**
    a. "In-actives" down 0.4% in 2013, from 80.4 million to 80.2 million
    b. Approximately one-third of Americans (ages 6+) are active to a healthy level |
| **2. Most popular sport and recreational activities**
    a. Fitness Walking (117 million)
    b. Running/Jogging (54 million)
    c. Treadmill (48 million) |
| **3. Most participated in team sports**
    a. Basketball (23.7 million)
    b. Tennis (17.7 million)
    c. Baseball (13.3 million) |
| **4. Activities most rapidly growing over last five years**
    a. Adventure Racing – up 159%
    b. Non-traditional/Off-road Triathlon – up 156%
    c. Traditional/Road Triathlon – up 140%
    d. Squash – up 115%
    e. Rugby – up 81% |
| **5. Activities most rapidly declining over last five years**
    a. Wrestling – down 45%
    b. In-line Roller Skating – down 40%
    c. Touch Football – down 32%
    d. Horseback Riding – down 29%
    e. Slow-pitch Softball – down 29% |

Figure 7 – Recreation Trends

Information released by Sports & Fitness Industry Association's (SFIA) 2014 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation during the latest year data was available (2013), reported over 117 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, gymnastics, beach volleyball, and ultimate Frisbee– all of which have experienced double digit growth over the last five years. Most recently, rugby, field hockey, and lacrosse underwent the most rapid growth among team sports from 2012 to 2013.

In the past year, there has been a slight 0.4% decrease of "in-actives" in America, from 80.4 million in 2012 to 80.2 million in 2013. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Even more encouraging is that an estimated 33.9% of Americans above the age of 6 are active to a healthy level, taking part in a high calorie burning activity three or more times per week.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2014 from more than 19,000 individuals and households.

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

3.2.1 NATIONAL TRENDS IN GENERAL SPORTS

The following table depicts national participatory trends for general sports that could potentially take place in an indoor recreation center. Squash has seen substantial increases in participation in recent years, as the sport has witnessed a 9.6% increase from 2012-2013 and nearly 115% growth over the last five years. In the same five year span, participation figures for ice hockey (increased by 27.9%), gymnastics (increased by 25.1%), and indoor soccer (increased by 7%) have underwent notable growth.

Traditionally popular indoor sports, such as basketball (23.7 million participants) and court volleyball (6.4 million participants), have experienced moderate decreases in recent years, although court volleyball experienced minimal growth in the last year. Overall participation in tennis peaked in 2010, and has been following a declining trend in recent years, but in the last year participation increased, causing the 2013 figures to mirror those of 2008. It should be noted that participation in tennis includes both indoor and outdoor, and there aren't statistics available to differentiate between the two types. Wrestling has seen the most drastic decline in participation from 2008-2013, decreasing by more than 45% during that span, although that rate of decline has slowed considerably in the last year data was available.

National Participatory Trends - General Sports											
Activity	Participation Levels						% Change				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Basketball	26,108	25,131	25,156	24,790	23,708	23,669	-0.2%	-4.5%	-5.9%	-5.8%	-9.3%
Cheerleading	3,192	3,070	3,134	3,049	3,244	3,235	-0.3%	6.1%	3.2%	5.4%	1.3%
Gymnastics	3,975	3,952	4,418	4,824	5,115	4,972	-2.8%	3.1%	12.5%	25.8%	25.1%
Ice Hockey	1,871	2,018	2,140	2,131	2,363	2,393	1.3%	12.3%	11.8%	18.6%	27.9%
Racquetball	4,611	4,784	4,603	4,357	4,070	3,824	-6.0%	-12.2%	-16.9%	-20.1%	-17.1%
Soccer (Indoor)	4,487	4,825	4,920	4,631	4,617	4,803	4.0%	3.7%	-2.4%	-0.5%	7.0%
Squash	659	796	1,031	1,112	1,290	1,414	9.6%	27.2%	37.1%	77.6%	114.6%
Tennis	17,749	18,546	18,719	17,772	17,020	17,678	3.9%	-0.5%	-5.6%	-4.7%	-0.4%
Volleyball (Court)	7,588	7,737	7,315	6,662	6,384	6,433	0.8%	-3.4%	-12.1%	-16.9%	-15.2%
Wrestling	3,335	3,170	2,536	1,971	1,922	1,829	-4.8%	-7.2%	-27.9%	-42.3%	-45.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 8 - National Participatory Trends in General Sports

3.2.2 NATIONAL TRENDS IN AQUATICS

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and both competition and fitness swimming have witnessed an increase in participation recently. Fitness swimming is the absolute leader in multigenerational appeal with over 26 million reported participants in 2013, a 13.5% increase from the previous year. NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

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

National Participatory Trends - Aquatics											
Activity	Participation Levels						% Change				
	2008	2009	2010	2011	2012	2013	12-13	11-13	10-13	09-13	08-13
Aquatic Exercise	9,512	8,965	8,947	9,042	9,177	8,483	-7.6%	-6.2%	-5.2%	-5.4%	-10.8%
Swimming (Competition)	N/A	N/A	N/A	2,363	2,502	2,638	5.4%	11.6%	N/A	N/A	N/A
Swimming (Fitness)	N/A	N/A	N/A	21,517	23,216	26,354	13.5%	22.5%	N/A	N/A	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 9 - National Participatory Trends in Aquatics

3.2.3 NATIONAL TRENDS IN GENERAL FITNESS

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

The most popular fitness activity by far is fitness walking, which had over 117 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (over 54 million), treadmill (48.1 million), and hand free weights (43.2 million), and weight/resistant machines (36.3 million).

Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 47.1%), yoga (up 36.9%), running/jogging (up 31.9%), cardio kickboxing (28.7% increase), and group stationary cycling (up 27.8%). Most recently, from 2012-2013, the largest gains in participation were in boxing for fitness (8.7% increase), Tai Chi (up 8.3%), and high impact aerobics (up 7.1%).

National Participatory Trends - General Fitness										
Activity	**Participation Levels**						**% Change**			
	2008	**2009**	**2010**	**2011**	**2012**	**2013**	**12-13**	**11-13**	**10-13**	**09-13**	**08-13**
Aerobics (High Impact)	11,780	12,771	14,567	15,755	16,178	17,323	7.1%	10.0%	18.9%	35.6%	47.1%
Aerobics (Low Impact)	23,283	24,927	26,431	25,950	25,707	25,033	-2.6%	-3.5%	-5.3%	0.4%	7.5%
Aerobics (Step)	9,423	10,551	11,034	10,273	9,577	8,961	-6.4%	-12.8%	-18.8%	-15.1%	-4.9%
Boxing for Fitness	N/A	N/A	4,788	4,631	4,831	5,251	8.7%	13.4%	9.7%	N/A	N/A
Calisthenics	8,888	9,127	9,097	8,787	9,356	9,356	0.0%	6.5%	2.8%	2.5%	5.3%
Cross-Training	N/A	N/A	N/A	7,706	7,496	6,911	-7.8%	-10.3%	N/A	N/A	N/A
Cardio Kickboxing	4,905	5,500	6,287	6,488	6,725	6,311	-6.2%	-2.7%	0.4%	14.7%	28.7%
Elliptical Motion Trainer	24,435	25,903	27,319	29,734	28,560	27,119	-5.0%	-8.8%	-0.7%	4.7%	11.0%
Fitness Walking	110,204	110,882	112,082	112,715	114,029	117,351	2.9%	4.1%	4.7%	5.8%	6.5%
Free Weights (Barbells)	25,821	26,595	27,194	27,056	26,688	25,641	-3.9%	-5.2%	-5.7%	-3.6%	-0.7%
Free Weights (Dumbells)	N/A	N/A	N/A	N/A	N/A	32,309	N/A	N/A	N/A	N/A	N/A
Free Weights (Hand Weights)	N/A	N/A	N/A	N/A	N/A	43,164	N/A	N/A	N/A	N/A	N/A
Martial Arts	6,818	6,643	6,002	5,037	5,075	5,314	4.7%	5.5%	-11.5%	-20.0%	-22.1%
Pilates Training	9,039	8,770	8,404	8,507	8,519	8,069	-5.3%	-5.1%	-4.0%	-8.0%	-10.7%
Running/Jogging	41,097	42,511	46,650	50,061	51,450	54,188	5.3%	8.2%	16.2%	27.5%	31.9%
Stair Climbing Machine	13,863	13,653	13,269	13,409	12,979	12,642	-2.6%	-5.7%	-4.7%	-7.4%	-8.8%
Stationary Cycling (Group)	6,504	6,762	7,854	8,738	8,477	8,309	-2.0%	-4.9%	5.8%	22.9%	27.8%
Stationary Cycling (Recumbent)	11,104	11,299	11,459	11,933	11,649	11,159	-4.2%	-6.5%	-2.6%	-1.2%	0.5%
Stationary Cycling (Upright)	24,918	24,916	24,578	24,409	24,338	24,088	-1.0%	-1.3%	-2.0%	-3.3%	-3.3%
Stretching	36,235	36,299	35,720	34,687	35,873	36,202	0.9%	4.4%	1.3%	-0.3%	-0.1%
Tai Chi	3,424	3,315	3,193	2,975	3,203	3,469	8.3%	16.6%	8.6%	4.6%	1.3%
Treadmill	49,722	50,395	52,275	53,260	50,839	48,166	-5.3%	-9.6%	-7.9%	-4.4%	-3.1%
Weight/Resistant Machines	38,844	39,075	39,185	39,548	38,999	36,267	-7.0%	-8.3%	-7.4%	-7.2%	-6.6%
Yoga	17,758	18,934	20,998	22,107	23,253	24,310	4.5%	10.0%	15.8%	28.4%	36.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 10 - National Participatory Trends in General Fitness

pros consulting INC.

3.3 PUBLIC LIBRARY TREND ANALYSIS

Libraries provide people of all ages and backgrounds with unlimited possibilities to participate in a media- and technology-enriched society. As community anchors, libraries touch people's lives in many ways and stand as protectorates of the tenets of a democratic government. This report discusses current issues, developments, and practices of public libraries.

Public libraries serve as community anchors that address economic, educational, and health disparities in the community. They offer educational programs, print and digital books, access to databases, meeting spaces, and instruction on how to use new technologies. More than two-thirds of Americans agree that libraries are important because they improve the quality of life in a community, promote literacy and reading, and provide many people with a chance to succeed. The following summarizes the current issues and trends in public libraries across the country as spelled out in the American Library Association's State of America's Libraries 2015 Report.

3.3.1 ISSUES AND TRENDS

In 2012, there were 92.6 million attendees at the 4 million programs offered by public libraries. Libraries demonstrate their value as community anchors by responding to issues and identifying trends that impact the community. Free library programs provide learning opportunities and entertainment for children as well as adults. Books and digital resources support educational goals from early literacy through lifelong learning. Library collections include books and resources that represent the diversity of people, cultures, and the faraway places that make up the world we live in. Librarians help protect people's rights by proactively supporting equitable access and intellectual freedom. A high standard of education helps librarians respond to many issues and trends.

Traditional library programs, from story times to author talks, have always been popular with patrons. New forms of programming today, from makerspaces to drop-in craft activities reflect our changing world. In 2012, there were 92.6 million attendees at the 4 million programs offered by public libraries. This represents a 10-year increase of 54.4% in program attendance.

In addition to programs, libraries engage our nation's youth, from preschool through the teen years, with books and digital resources. Early literacy materials include books and e-resources that introduce words and concepts. Children benefit from story-time, homework assistance, and diverse books. Many libraries provide a space for teens to hang out, read, do homework in groups, and try out new technologies. Young adult collections and teen programs have flourished in libraries in the past decade.

Youth learn about various cultures and traditions through library books and programs. Librarians have proactively called for diversity in children's literature. In his April 2014 white paper, The Importance of Diversity in Library Programs and Material Collections for Children (PDF), Jamie Campbell Naidoo explores the critical role libraries play in helping children make cross-cultural connections. He calls on libraries to include diverse programming and materials for children as an essential step in meeting the needs of their communities.

3.3.2 ACCESS AND CHALLENGES

While most community members appreciate having a window to the world through a diverse collection of books and programs, not all do. The ALA Office for Intellectual Freedom (OIF) has been tracking a significant number of challenges to diverse titles. Authors of color, as well as books with diverse content, are disproportionately challenged and banned.

Author Malinda Lo analyzed OIF's annual Top Ten Banned and Challenged Books lists for the last decade and discovered that 52% of the books challenged or banned included diverse content. OIF analyzed the 2014 Top Ten Challenged Books and found that eight of the ten titles included diverse content.

3.3.3 LIBRARY EDUCATION

Challenges to books are one of the many situations that librarians learn to manage while studying for the professional degree in librarianship. A high standard of professional education prepares librarians to understand and respond to the needs of their communities. On February 2, 2015, the ALA Council approved the latest edition of the Standards for Accreditation of Master's Programs in Library and Information Studies (PDF). The standards were developed through a multiyear research and input collaborative with the public and the profession by the ALA Committee on Accreditation. The accreditation standards benchmark the high standard of professionalism in library education.

3.3.4 NATIONAL ISSUES AND TRENDS

Many federal government policy and regulatory issues are of importance to libraries and the people who use them. Policies related to library funding, personal privacy, workforce development, and copyright law are a few of the issues of interest to the library community.

The Elementary and Secondary Education Act (ESEA) is up for reauthorization in 2015. ESEA was signed into law in on April 11, 1965, by President Lyndon Baines Johnson and provided grants to schools serving low-income students, created scholarships for low-income college students, and created special education centers. Title II of the original act included provisions for school library resources, textbooks, and other instructional materials. But in more recent versions of the law, including the No Child Left Behind Act of 2001, library resources were excluded. The library community is lobbying to have language specifically about school libraries included in the reauthorization of ESEA.

Libraries protect patron privacy. The USA Freedom Act, supported by ALA and other groups, aims at balancing personal privacy with national security. Although the bill was discussed throughout 2014, the Senate voted on November 18, 2014, to end further discussion of the measure. Advocates can still take action on the issue. Librarians, library users, and privacy supporters will come together May 1–7 to observe Choose Privacy Week, ALA's annual event to promote the importance of individual privacy rights.

Federal funding in the amount of $180.9 million was approved to support the Library Services and Technology Act (LSTA) in FY2014. LSTA funding is the primary source of federal support for libraries. Most of the funds go directly to the states to support grants to public libraries.

On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act, a law that authorizes public libraries to be eligible providers with access to federal funding for effective job training and job search programs.

Copyright questions frequently arise in libraries. Federal court cases continue to favor reasonable fair use rights, especially those that add value to an original work or serve a different, socially beneficial purpose. In June 2014, the US 2nd Circuit Court of Appeals upheld the ruling in Authors Guild v. HathiTrust, which holds that providing access to works for people with print disabilities constitutes fair use.

The Federal Communications Commission (FCC) increased the total E-Rate fund—which provides discounts to libraries and schools to help them obtain affordable internet access—from $2.4 billion to

$3.9 billion annually. The agency also changed its policy to make it easier for libraries and schools to deploy high-speed broadband technologies and develop network infrastructures inside their facilities.
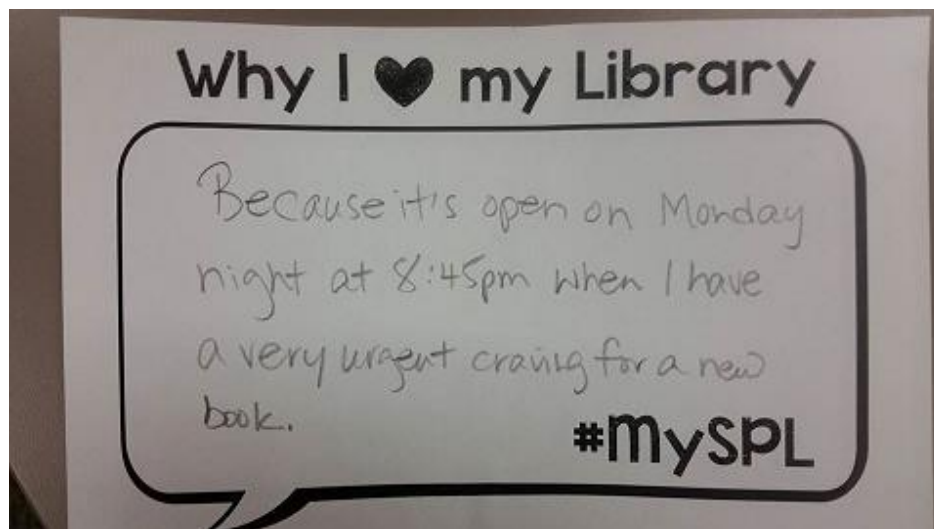
In February 2015, the FCC took action to help ensure net neutrality. Its Open Internet order requires broadband internet providers to provide a fast, fair, and open internet and comply with an array of rules

3.3.5 LOCAL COMPARATIVE ANALYSIS

The following provides a snapshot as to how well the Scottsdale library system compares to other city-operated systems in Phoenix:

Public Library	Visits Per capita	Public Computers per 1,000 Pop.	Physical Items Per Capita	Circulation of Downloadable and Physical Materials Per Capita	Number of Programs (Adult and Children)	Program Attendance Per Capita
Scottsdale	6.17	1.13	2.25	14.87	4201	.42
Chandler	5.14	1.29	1.64	9.56	2683	.38
City of Mesa Main	2.62	.33	1.07	6.53	847	.05
Glendale	3.01	.91	1.79	7.29	1283	.20
Peoria	3.97	.47	1.38	10.29	1148	.30
Phoenix	3.25	.49	1.42	7.53	7208	.15
Tempe	4.65	.86	1.69	6.14	599	.19

Source: Arizona Public Library Statistics, 2012-2013. (Biennial)Annual Report

Why I ♥ my Library

Because it's open on Monday night at 8:45pm when I have a very urgent craving for a new book.

#MySPL

3.4 AGING IN PLACE

In a community in which nearly 45% of the population will be 55 years and older by 2027, one of the most significant trends for Human Services in the City of Scottsdale is that of "Aging in Place". "Aging in Place" is simply a matter of preserving the ability for people to remain in their home or neighborhood as long as possible.

Seniors prefer to remain in their communities. Rather than move to a new community, even one that might be more physically suited to their needs, the vast majority of older adults prefer to stay right where they are. Changing healthcare needs, loss of mobility, financial concerns, home maintenance and increasing property taxes, however, present significant impediments to this simple and primary desire.

"Aging in Place" is a diverse range of programs that address these impediments, seeking to retain senior citizens as integral and productive members of their communities. By providing appropriate neighborhood based health and housing alternatives, "Aging in Place" initiatives increase the personal dignity and functional independence of older adults. Many small changes can work together to allow an individual to stay in their community as they age. These can include a range of actions from altering the length of a stop light to re-imagining healthcare delivery. Just as individual seniors have different needs, the communities that serve them will find that some of the ideas expressed here are applicable to their situation and others are not.

A number of public policy adjustments can make it possible for older adults to remain in their communities as long as possible. Unfortunately, the dominant planning practices and healthcare delivery systems were developed when seniors represented a much smaller percentage of the population and the average life span was significantly shorter. As a result, government planning and development practices of the past few decades have given little consideration to the requirements of "life cycle communities"— communities where residents are able to live comfortably through the full spectrum of their lives. The current physical environment does not promote independence as we age. The current healthcare system has not been coordinated with in home care to efficiently and effectively support the senior population. Planners and coordinators of elder care need to change their focus in order to serve a changing demographic.

3.4.1 THE ENVIRONMENTAL CONNECTION

The environmental constraints that inhibit aging in place fall into two categories, the home itself and the community in which the home is located. Doors too narrow for a walker or wheel chair can make daily living impossible. Lighting that was sufficient in earlier years may be inadequate for safe cooking. The oven may be out of reach for a person with reduced flexibility. Most houses have exterior stairs, making entry and exit difficult. Taking the garbage out can be a major undertaking for a frail person. Even if seniors overcome these domestic problems, they still face many urban design obstacles. Sidewalks, if they exist at all, may be difficult to navigate on unsteady feet and impossible to negotiate in a wheelchair. Often adequate sidewalks do not lead to needed services or to public transit. Where public transportation is in place, its design may not serve the aging population. Finally, years of segregating housing from commercial uses have made driving a car the only viable means of transportation.

3.4.2 THE PLANNING AND ZONING CONNECTION

Zoning laws in most communities create obstacles for those trying to remain in their neighborhoods as they age. In addition to isolating residential neighborhoods from everyday commercial services, most

housing developments built in the last 50 years exclude by law any housing form except single family. When a home or town home becomes difficult to maintain, older adults cannot "downsize" and remain in their community. Zoning regulations prevent older adults from converting a garage or basement into apartment space for a caregiver. Children of older adults face the same barriers trying to convert their homes or locate their parents close by. The demands placed on localities to support seniors in the community can also provide an opportunity to advance quality growth objectives. Structuring community design, housing and healthcare to meet the needs of seniors creates multiple social and economic benefits for the entire community. Pedestrian accessibility, efficient public transportation, housing type diversity, commercial/residential integration are both quality growth goals and aging in place necessities.

3.4.3 THE HEALTH/HOUSING CONNECTION

In many communities around the Atlanta region, the healthcare and supportive service systems and the available housing options do not adequately meet the needs of seniors. The rapid growth in the older adult population will only exacerbate these current inadequacies. As the population ages in an aging housing stock, it becomes difficult to distinguish a health concern from a housing concern. Health concerns can create or compound the problems of an aging housing stock, and housing concerns can create or compound health problems for aging individuals. When a living environment is affordable and appropriate, an aging individual is more likely to remain healthy and independent. When an individual maintains good health, he or she is better able to maintain his or her living environment. Many older adults own the homes in which they live. As these homeowners age and their bodies become increasingly frail, the regular maintenance and upkeep of a home can become physically difficult to manage. As the medical needs of an aging individual and the repair needs of an aging house increase, both place demands on the fixed income of a retiree. As the monthly pharmacy bill grows, the senior is less likely to be able to afford a needed roof or furnace replacement. A leaky roof or inadequate heating system does not only create substandard housing conditions, it can compound health concerns.

This circular relationship between health and housing exists in the rental market as well. A building that 20 years ago housed working 55-year-olds is now a building of 75-year-old, frail retirees. As individuals continue to age in place, the building's management will discover the health of residents surfacing as a housing concern. An older resident who forgets to turn off the stove may present a safety risk to the entire building. A resident may require assistance cleaning the apartment or preparing food, and the management company, initially out of a concern for the building, may find itself addressing the health and supportive-service needs of its residents. Despite this relationship, the health concerns of an aging individual are addressed by one agency or set of services while the same individual's housing concerns are addressed by different sets of nonprofit and/or government organizations. This separation is closely related to the way the housing and health industries were designed and continue to operate in distinct markets. While the private sector has developed a number of models that combine both health and housing services, the public sector has continued to separate the two.

As a result of this separation, there are very few programs that address both the health and housing needs of an older adult, making it difficult for seniors to remain in their communities as they age. Communities are unnecessarily limited to this pair of undesirable options primarily because healthcare has not been coordinated with "housecare" in such a way as to holistically support the senior population.

3.4.4 MARICOPA ASSOCATION OF GOVERNMENTS – CITY LEADERS INSTITUTE ON AGING IN PLACE

The Phoenix Region (and in particular the City of Scottsdale) stands on the cusp of dramatic change and unprecedented opportunity. Never before have has the region or the city witnessed such significant population increases, diversifying priorities, and untapped potential in people 65 years and more. Strategic planning now will channel this change into a profoundly positive impact on our region. The failure to act will result in the area's system of care becoming radically overburdened, leaving people in unsafe, unhealthy situations that impart serious consequences for the individuals as well as the community. Being proactive now will save time, money, and lives as the region repositions the way it meets the needs and tap into the talents of people throughout their entire lifespan.

Recently, the Phoenix Region was chosen as one of five communities nationwide to be included in the MetLife Foundation City Leaders Institute on Aging in Place. This is a year-long pilot study on making changes in the community to facilitate aging in place. The program is funded by the MetLife Foundation and implemented by Partners for Livable Communities (Partners).

As part of this project, MetLife and Partners are providing technical assistance and guidance to the Phoenix region as they work to identify opportunities to help people live independently in their homes longer. The Phoenix region will focus on how to increase social participation among people aged 65 years and more. This was selected as a result of the MAG Municipal Aging Services Project and the finding that being socially isolated is a key concern.

A multi-disciplinary team has been established to guide the work in this region including The Human Services Department from the City of Scottsdale. The work of this project will guide changes in the community to help people lead more social, active lives and allow greater opportunity for aging in place

Chapter Four - COMMUNITY INPUT

When conducting a master plan it is necessary to understand the needs or desires of the residents. Thus, a key consideration to creating a vision for community services in Scottsdale is to understand current community values, needs, and desires. The assessment of these values is accomplished by triangulating information generated from stakeholder interviews, a series of focus groups, and reinforced thru a statistically valid survey. The survey is written so it reflects issues and wishes that emerged from the qualitative data gathering. Triangulation occurs when findings of the qualitative work is supported by the quantitative work. The following paragraphs discuss this process and resulting findings.

4.1 QUALITATIVE METHODOLOGY

The qualitative data collected included several leadership workshops, focus groups, open houses, and community meetings. A summary of the public input opportunities is provided below.

- Three (3) leadership workshops and fifteen (15) stakeholder focus groups were conducted to be representative, but not exhaustive of interests affecting community services in the City of Scottsdale. These sessions included:

   o Administration and leadership, including other City divisions

   o Users groups of community services

   o Partners and competitors

- Three (e) community open houses were conducted in order to capture representative interests, needs, and priorities of residents through an open forum. The meetings were organized by the City of Scottsdale.

- The Human Services Commission, Library Board and Parks and Recreation Commission have provided input throughout the project.

4.2 QUALITATIVE INPUT SUMMARY

4.2.1 WHAT IS YOUR VISION (THE KEY OUTCOMES) FOR THIS STUDY?

- Identification of public's priorities / needs assessment

- Alignment of resources and services with public's priorities

- Understanding of population trends / diverse population / those with disabilities

- Identification of 'core' services

- Organizational structure that is functional / efficient

- Key performance measures and standards

- Advocacy / Community Services (services) are seen as essential

- Political awareness of division value

- Improved inter and intra-division communication

- Community Services as revenue generators

- Protection of resources / additional resources / dedicated resources

- Professional development resources and plan

- Updated technology / technology equity

- Increased collaboration within the division

- Integration with master plan

- Plan that is a "living" document and can be adjusted as new information is available

4.2.2 WHAT VALUE DOES THE COMMUNITY SERVICES DIVISION PROVIDE THE SCOTTSDALE LEADERSHIP?

The Division provides leadership with a variety of important functions and has a broad economic impact overall. However, partially because it is difficult to measure the impact of the services, the Division constantly has to justify programs and services and do more with less.

4.2.3 WHAT VALUE DOES THE COMMUNITY SERVICES DIVISION PROVIDE THE COMMUNITY?

The Division provides the community with valued services, connects with the diverse citizenry, and plays an integral role in making Scottsdale a nationally and internationally regarded city – all within budget constraints. The Division must continue efforts to align services with the changing demographics and build awareness and use of services offered.

4.2.4 WHAT ARE THE PERCEIVED NEEDS OF THE COMMUNITY?

The Division has a strong citizen focus, having listened to residents through surveys and informal feedback. They balance this feedback with the reality of finite resources to provide a continuum of services to residents with diverse needs. Strategizing on how to get residents to pay for some services as well as reviewing current budget allocations are priorities as they continue to meet the high expectations of the community.

4.2.5 HOW DOES THE DIVISION ALIGN THE WORKFORCE WITH THE NEEDS OF THE COMMUNITY?

The Community Services Division is made up of passionate, expert staff, and has a solid leadership team. The strong working environment facilitates committed employees who are truly working for the greater good of the community. This, in spite of limited resources and a constant stretching of budgetary dollars. Most employees maintain they are doing everything possible to provide the top quality services they have provided in the past and that the community expects. More staff – full or part-time – additional training, revisiting current roles and responsibilities, a work force training model, eliminating redundancies and employee recognition would all go far in addressing current frustrations.

4.2.6 WHAT LEVEL OF SERVICE DOES THE DIVISION PROVIDE?

Service levels have suffered a bit due to reduced budget and staff, coupled with the growing needs of the community. That said, the Division continues to provide a high level of service, sometimes using "smoke and mirrors," to get things done. Additional staff would ensure excellent customer service both internally and externally.

4.2.7 IS THE DIVISION STRUCTURED FOR EFFICIENCY & EFFECTIVENESS?

As suggested previously, the Community Services Division has strong leadership, who are described as "outstanding," "committed," and "approachable." The opportunities seem to be administrative in nature, with some suggesting the division should have a liaison between them and other departments. Others recommended more collaboration between libraries and recreation and the integration of the preserve and parks, with still others feeling there needs to be more transparency within the Division.

4.2.8 DOES THE DIVISION HAVE THE INFRASTRUCTURE TO SUPPORT ITS ACTIVITIES?

Overall, the Division is perceived to have top-notch amenities and facilities, with the Indian Bend Wash, parks, the preserve and libraries noted. Concerns surround the fact that many of the facilities, equipment, and assets need to be replaced and/or repaired but there is no budget for this, nor is there a dedicated source of funds for these upgrades. "Cost recovery" is a strategy that piques interest within the Division. A few IT issues surfaced as well, including staff utilization and communication.

4.2.9 ARE INTER-DIVISION COMMUNICATIONS OPEN & EFFECTIVE?

The Community Services Division is highly regarded by other City divisions. However, while internal communications are quite good, there is a general feeling that the community is not fully aware of the broad array of services the Division provides. Most feel additional marketing and external communications would be beneficial to better tell the Division's story.

4.3 QUANTITATIVE METHODOLOGY

ETC/Leisure Vision conducted a City of Scottsdale Community Interest and Opinion Survey Spring of 2014 to help establish priorities for programs and facilities within the City of Scottsdale. The survey was designed to obtain statistically valid results from households throughout the City of Scottsdale. The survey was administered by mail, web and phone.

ETC/Leisure Vision worked extensively with the City of Scottsdale officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to help establish priorities for the City.

A seven-page survey was mailed to a random sample of 3,000 households throughout the City of Scottsdale. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed ETC/Leisure Vision began contacting households by phone. Those who had indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 600 completed surveys. ETC/Leisure Vision met that goal with a total of 600 surveys completed. The results of the random sample of 600 households have a 95% level of confidence with a precision rate of at least +/-4%.

The following summarizes the major survey findings. The complete survey can be found in the Appendix of the plan.

4.4 QUANTITATIVE INPUT SUMMARY

4.4.1 RESPONDENT USAGE OF FACILITIES OPERATED BY THE CITY IN THE PAST 12 MONTHS:

Based on the percentage of respondent households who visited the facility up to 24 times over the last 12 months, (57%) used small neighborhood parks between 1-24 times. Other similar usage levels include: Large community parks, (56%), City of Scottsdale libraries (53%) and preserve trails and trailheads (48%).

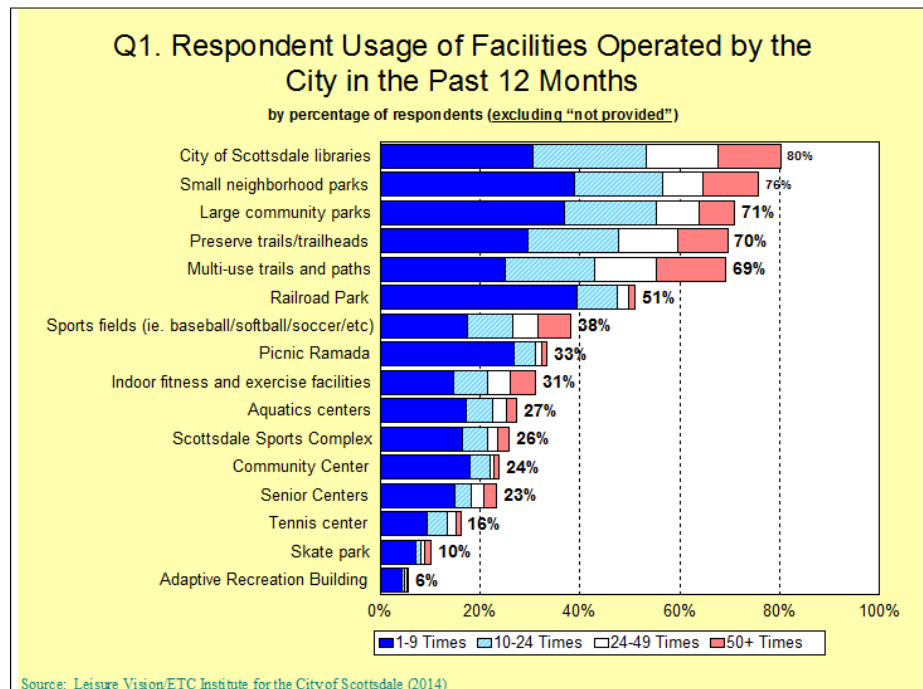- *50% or more of households use six (6) facility types*

Figure 11 - Usage

4.4.2 OVERALL CONDITION OF CITY RECREATION FACILITIES THAT HAVE BEEN USED OVER THE PAST 12 MONTHS:

Forty-nine percent (49%) of respondent households rated the overall condition of City recreation facilities that they have used over the past 12 months as excellent. Other ratings include: Good (48%) and fair (3%).

- *National benchmarking average for excellent is 34%.*
- *50% or more of households with children 10-19, and households without children rate the conditions as excellent*
- *38% of households with children under 10 rate conditions as excellent*
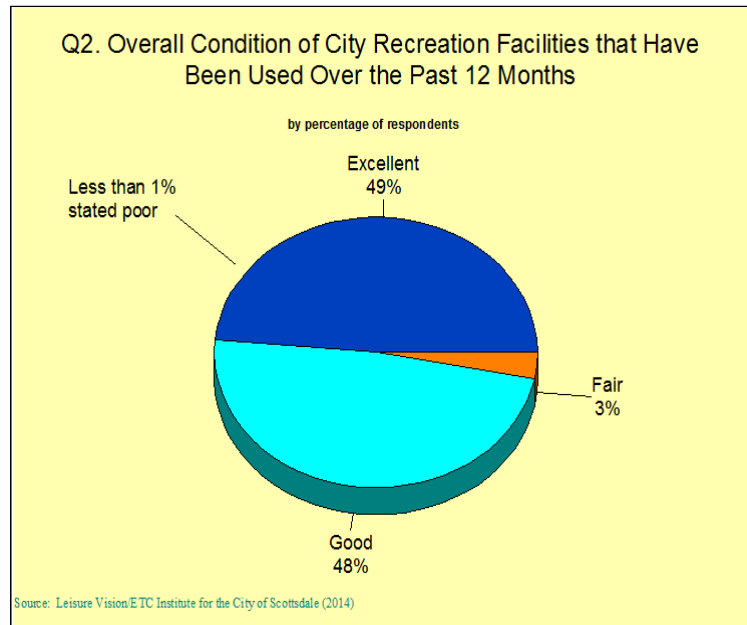
Figure 12 – Condition of System

4.4.3 REASONS RESPONDENT HOUSEHOLDS DID NOT USE THE PARKS AND/OR PRESERVE TRAILS AT ALL OR MORE OFTEN OVER THE PAST 12 MONTHS:

Fourteen percent (14%) of respondent households did not use the parks and/or preserve trails at all or more often because of the distance from their residents. Other reasons include: Not aware of parks or trail locations (11%) and lack of parking (6%).

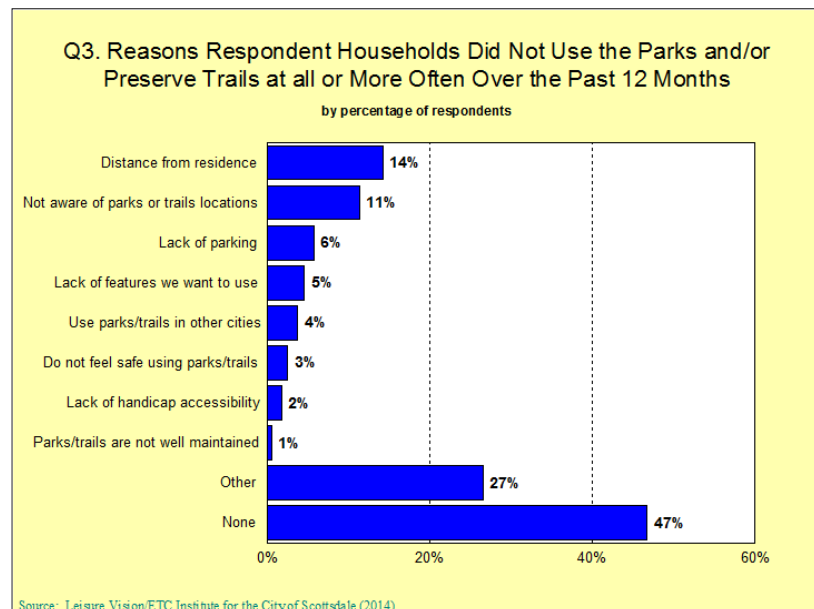- *Location of offering is of major importance in Scottsdale*

Figure 13 – Reasons for Non-Use

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4.4.4 RESPONDENTS NEED FOR COMMUNITY SERVICES FACILITIES:

Based on the percentage of respondent households who have a need for facilities, (81%) or 81,829 households have a need for the Library. Other need facilities include: Preserve hiking trails/trailhead facilities (71% or 71,904 households), multi-use path (67% or 68,055 households), small neighborhood parks (67% or 67,347 households) and large community parks (64% or 64,815 households).

Q4. Respondents Need for Community Services Facilities

by percentage of respondents

Facility	Percentage
Library	81%
Preserve hiking trails/trailhead facilities	71%
Multi-use path	67%
Small neighborhood parks	67%
Large community parks	64%
Railroad Park	49%
Indoor fitness and exercise facilities	37%
Off leash area/dog park facilities	36%
Picnic Ramada	35%
Playground	35%
Senior Center	31%
Outdoor park exercise course	30%
Outdoor swimming pools	28%
Community center	27%
Baseball/softball fields	23%
Football/lacrosse/soccer/rugby fields	22%
Scottsdale Sports Complex	22%
Tennis Center	18%
Sand volleyball court	17%
Indoor meeting room	17%
Skate park	12%
Adaptive Recreation Building	9%
Equestrian arena	7%

Source: Leisure Vision/ETC Institute for the City of Scottsdale (2014)

Figure 14 - Need for Facilities

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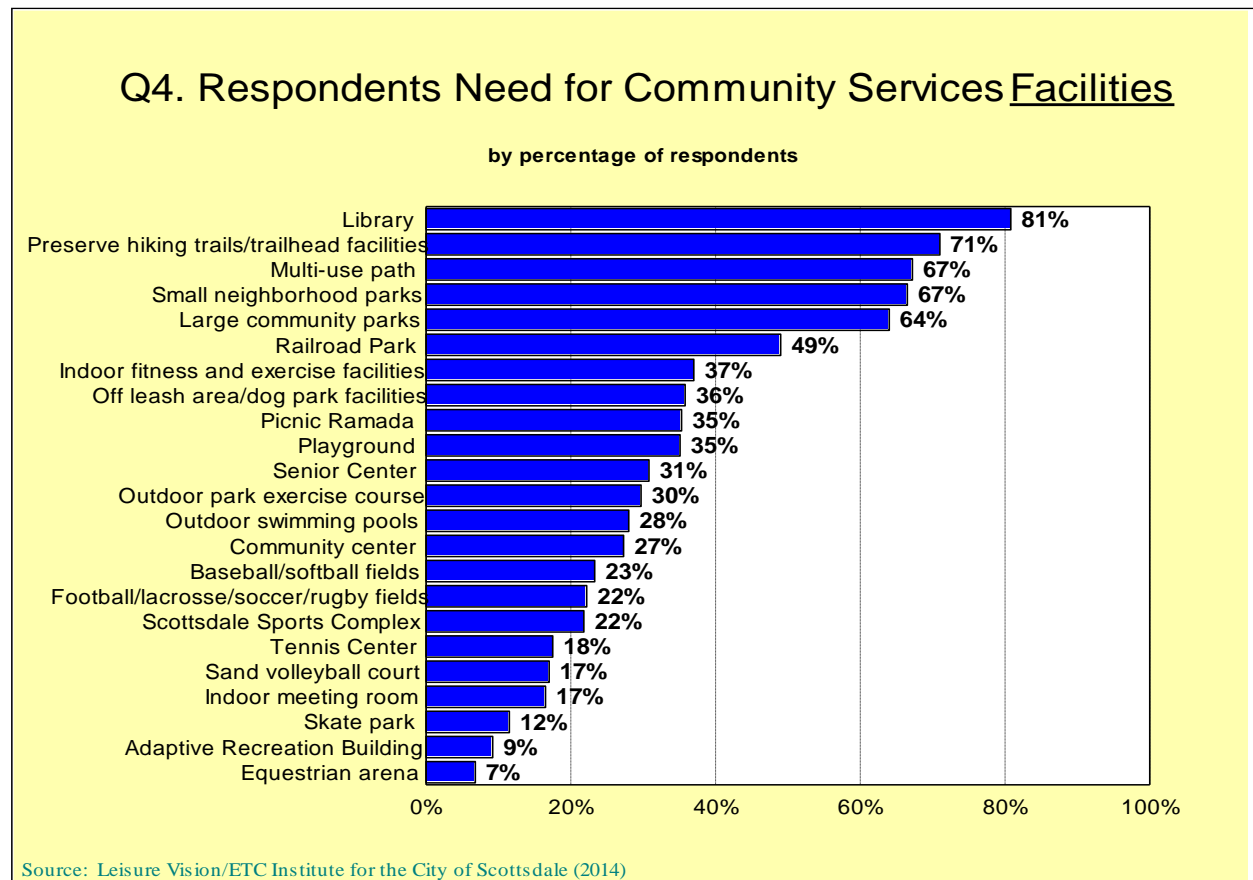
4.4.5 MOST IMPORTANT FACILITIES TO RESPONDENT HOUSEHOLDS:

Based on the sum of respondent households' top four choices, (60%) state that the Library is the most important facility. Other most important facilities include: Preserve hiking trails/trailhead facilities (48%), small neighborhood parks (44%), large community parks (34%) and multi-use path (33%).
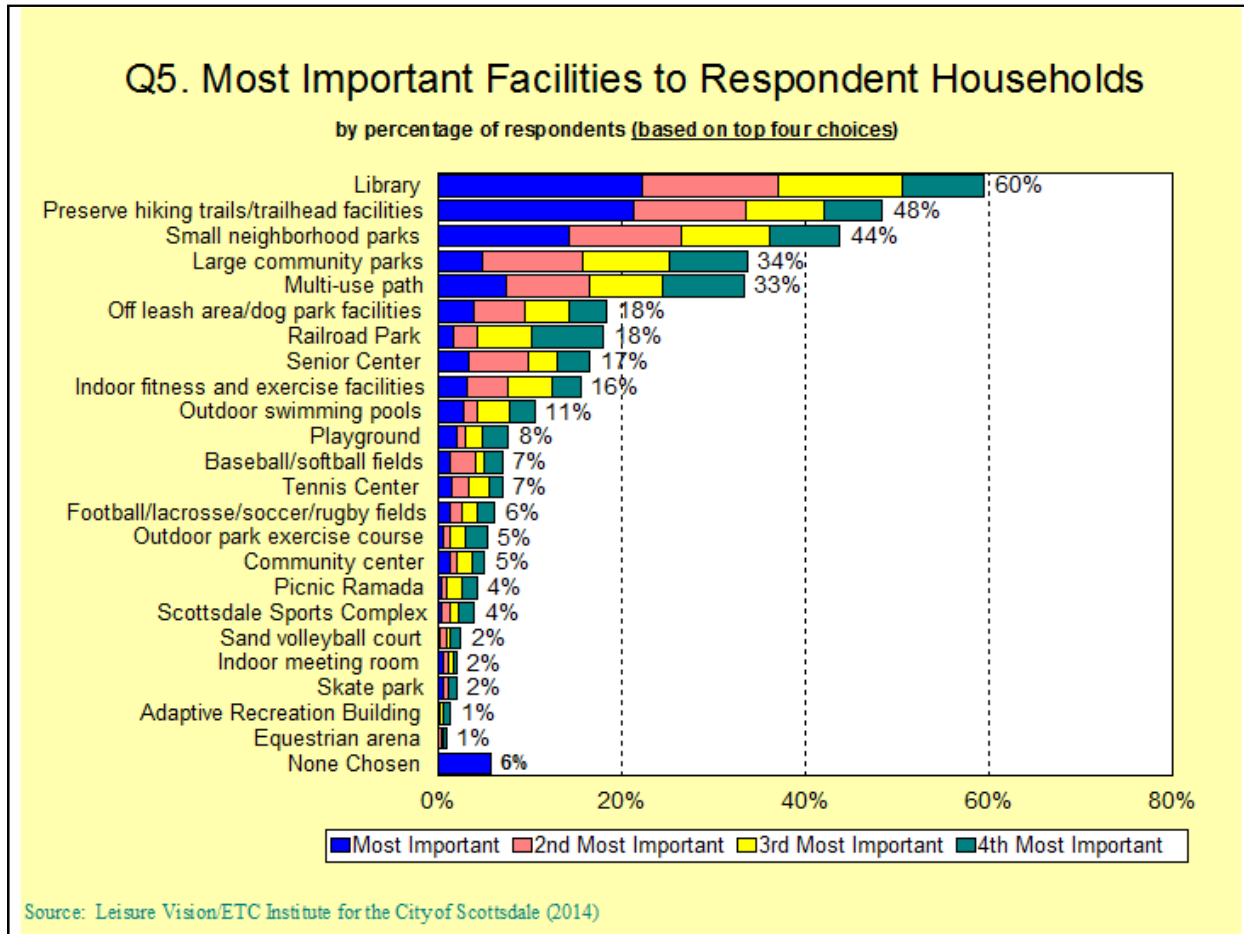

Figure 15 - Importance of Facilities

- *1st choice represents intensity of importance. Combination of top 4 choices represent depth of importance*
- *Library and small neighborhood parks most important for households with youth under 10*
- *Library and preserve hiking trails/trailhead facilities most important to households with youth 10 and over and households without children*
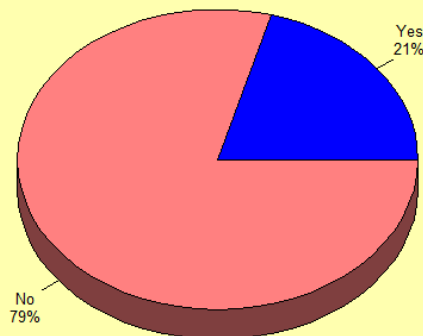
4.4.6 RESPONDENT HOUSEHOLD PARTICIPATION IN RECREATION PROGRAMS OFFERED BY THE CITY DURING THE PAST 12 MONTHS:

Seventy-nine percent (79%) of respondent households did not participate in programs offered by the City during the past 12 months. Twenty-one percent (21%) of respondent households did participate in programs over the last 12 months.

- *National benchmarking average for participation is 33%*
- *39% of households with children under 10 participate in programs*

Figure 16 - Recreation Program Participation

4.4.7 PRIMARY REASONS RESPONDENT HOUSEHOLDS PARTICIPATE IN RECREATION PROGRAMS:

Based on the sum of respondent households top three primary reasons, (71%) stated that the top reason why they participate in recreation programs is because of the program facility. Other primary reasons include: Fees charged (59%), quality of instructors/coaches (36%) and program meets intended outcome (29%).

- *Location and fees charged most important for all races and ethnicities*
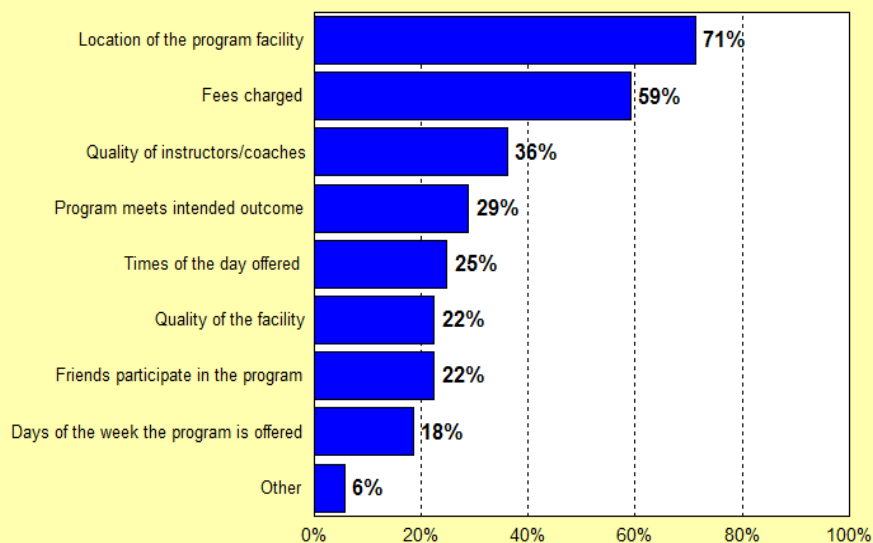
Figure 17 – Reasons for Participation in Recreation Programs

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4.4.8 RESPONDENT RATING OF THE OVERALL QUALITY OF RECREATION PROGRAMS:

Based on the percentage of respondents who have participated in recreation programs, (49%) of rate the overall quality of recreation programs as excellent. Other ratings include: Good (47%), fair (3%) and poor (1%).

- *National benchmarking average for excellent is 35%.*
- *50% or more of households with children 10-19, and households without children rate quality as excellent*
- *37% of households with children under 10 rate quality as excellent*
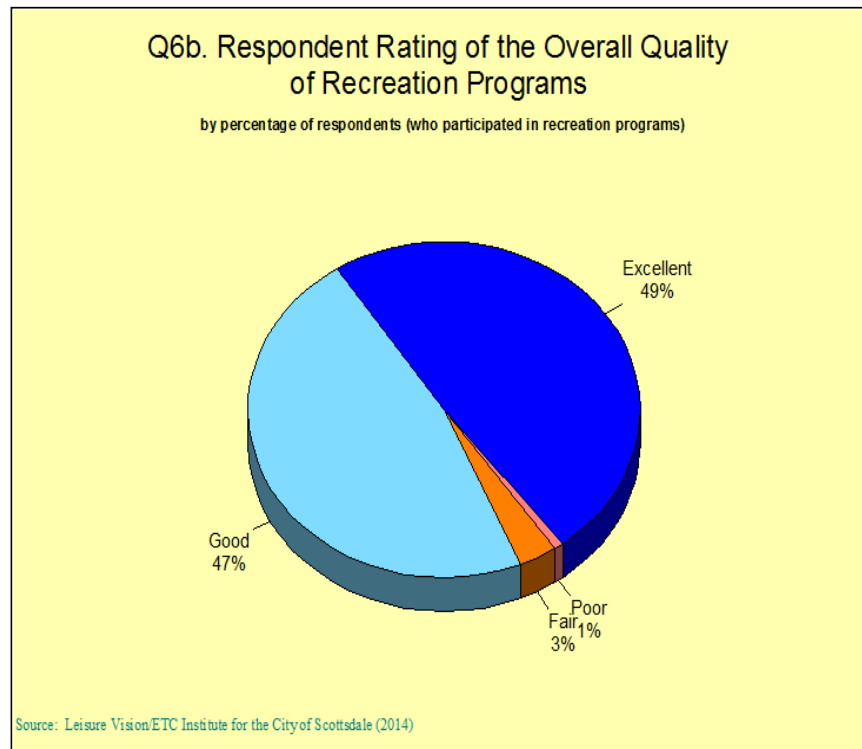
Figure 18 - Quality of Recreation Programs

4.4.9 REASONS RESPONDENT HOUSEHOLDS DID NOT PARTICIPATE IN RECREATION PROGRAMS AT ALL OR MORE OFTEN DURING THE PAST 12 MONTHS:

Fifty percent (50%) of respondent households did not participate in programs at all or more often because they were either too busy or not interested. Other reasons include: I do not know what is being offered (33%) and program times are not convenient (17%).

- *"I do not know what is being offered" is higher than national benchmark of 22%*
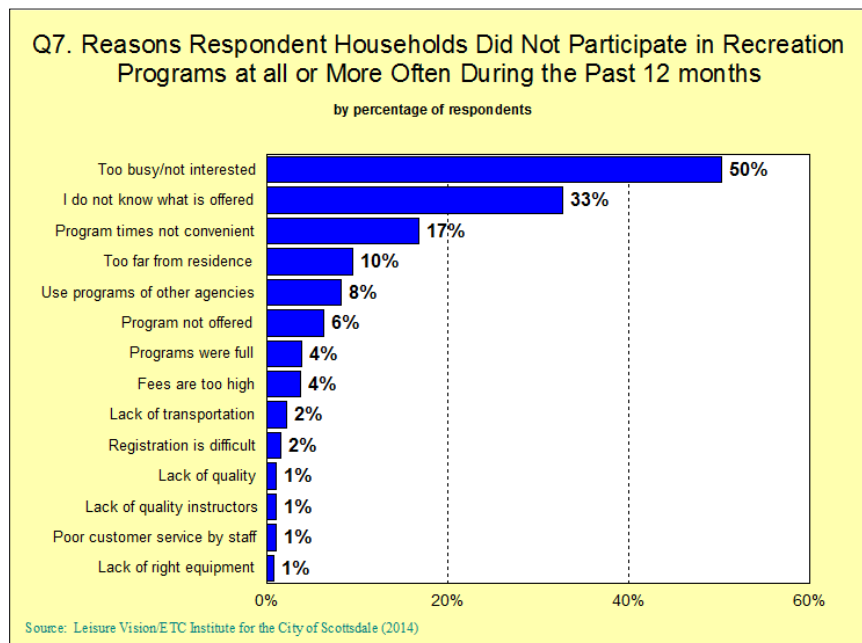
Figure 19 - Reasons for Non-Use of Recreation Programs

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4.4.10 RESPONDENT HOUSEHOLDS PURPOSES FOR USING A LIBRARY OR LIBRARY SERVICES IN THE PAST 12 MONTHS:

Sixty-six percent (66%) of respondent households' reason for using a Library or Library services over the past 12 months was to check out a book. Other reasons include: Checked out a movie (39%), asked a librarian a question (33%), spent time in a quiet place (31%), picked up materials on hold (30%) and assessed Library website (30%).
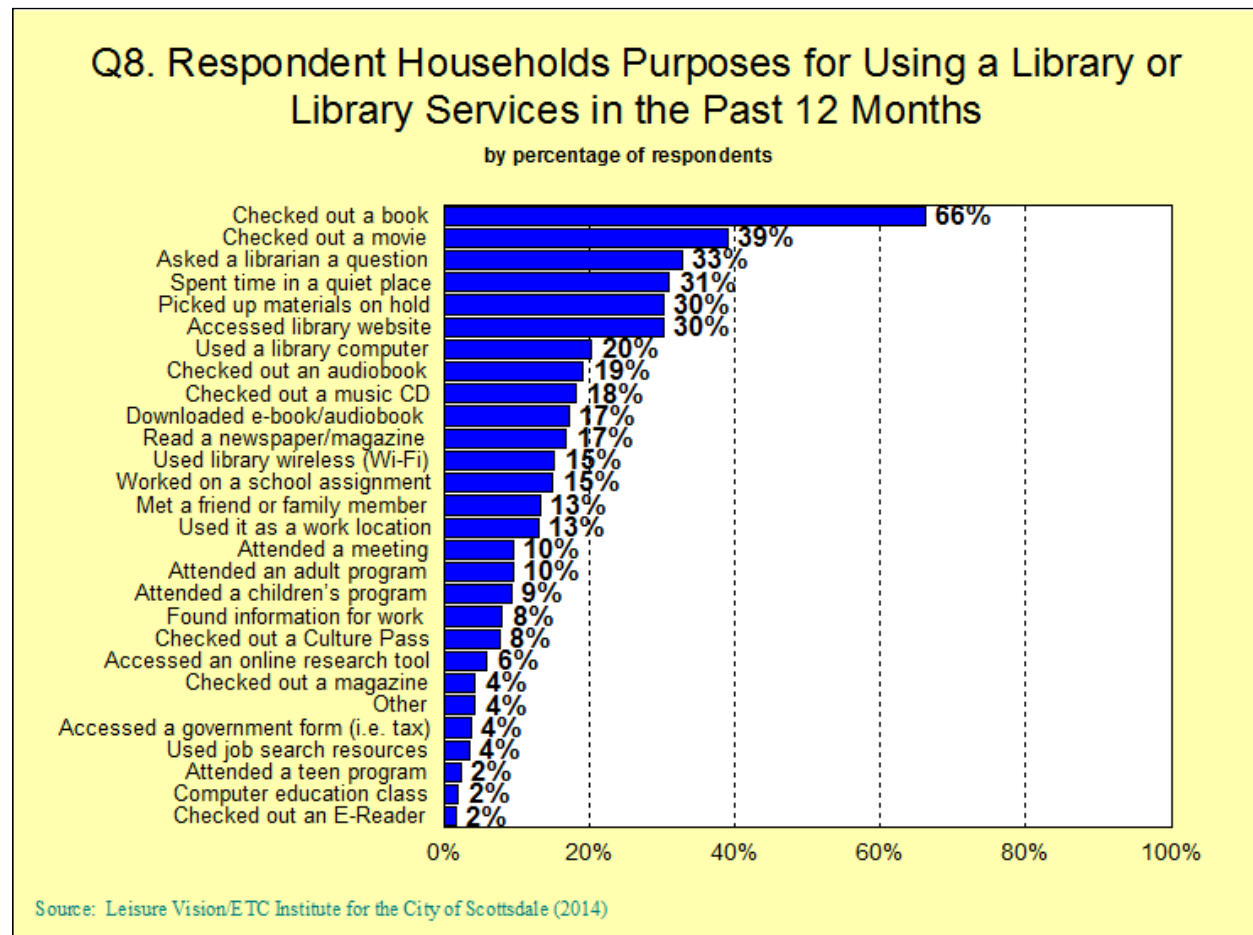
Figure 20 - Use of Library

- *The average household uses the library for 4.5 purposes*

4.4.11 RESPONDENTS HOUSEHOLDS MOST IMPORTANT PURPOSES FOR USING A LIBRARY OR LIBRARY SERVICES OVER THE PAST 12 MONTHS:

Based on the sum of respondent households top three choices, (78%) most important purpose for using the Library was to check out a book. Other most important purposes include: Check out a movie (25%), picked up materials on hold (17%) and spent time in a quiet place (15%).
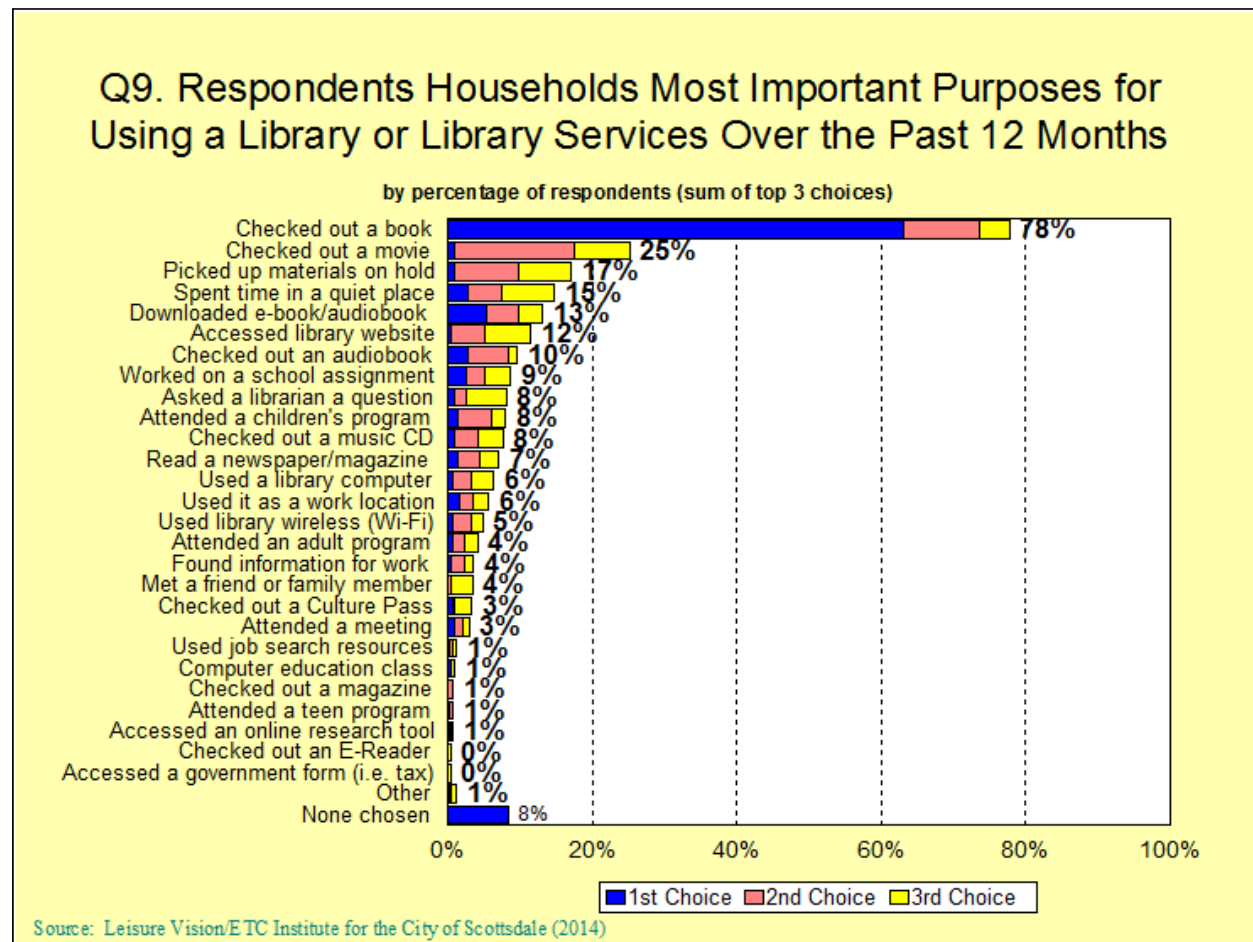
Figure 21 - Purpose of Library Use

- *"Checked out a book" most important for all ages of respondents, households with and without children, all races and ethnicity, males and female respondents, all levels of potential tax support, and all levels of satisfaction with overall value*

4.4.12 RESPONDENT RATING OF THE OVERALL QUALITY OF LIBRARY SERVICES DURING THE PAST 12 MONTHS:

Sixty-eight percent (68%) of respondent households rated the overall quality of Library services over the past 12 months as excellent. Other ratings include: Good (30%) and fair (2%).

Q10. Respondent Rating of the Overall Quality of Library Services During the Past 12 Months

by percentage of respondents (who have used a Library/Services)

Excellent 68%
Fair 2%
Good 30%

Source: Leisure Vision/ETC Institute for the City of Scottsdale (2014)

Figure 22 - Quality of Library Services

4.4.13 RESPONDENT HOUSEHOLDS REASONS FOR NOT USING THE LIBRARY SERVICES OR PROGRAMS AT ALL OR MORE OFTEN DURING THE PAST 12 MONTHS:

Thirty percent (30%) of respondent households do not use the Library programs or services at all or more often because they are too busy or are not interested. Other reasons include: I do not know what is being offered (11%) and limited availability of popular e-book best sellers (8%).

Q11. Respondent Households Reasons for not Using the Library Services or Programs at all or More Often During the Past 12 months

by percentage of respondents

Too busy/not interested	30%
I do not know what is offered	11%
Limited availability of e-books/best sellers	8%
Library hours are not convenient	4%
Too far from residence	3%
Program times are not convenient	3%
Use services in other cities	2%
Lack of bandwidth	1%
Lack of quality programs/services	1%
Lack of transportation	1%
Program/services not offered	1%
Poor customer service by staff	1%
Classes were full	1%
Other	15%

Source: Leisure Vision/ETC Institute for the City of Scottsdale (2014)

Figure 23 - Non-Use of Library

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4.4.14 HUMAN SERVICES PROVIDED BY THE CITY THAT RESPONDENT HOUSEHOLDS HAVE USED IN THE PAST 12 MONTHS:

Eleven percent (11%) of respondent households have used recreation programs and activities over the past 12 months. Other human services respondents have used include: Food assistance (1%), financial assistance (1%) and job preparation (1%).
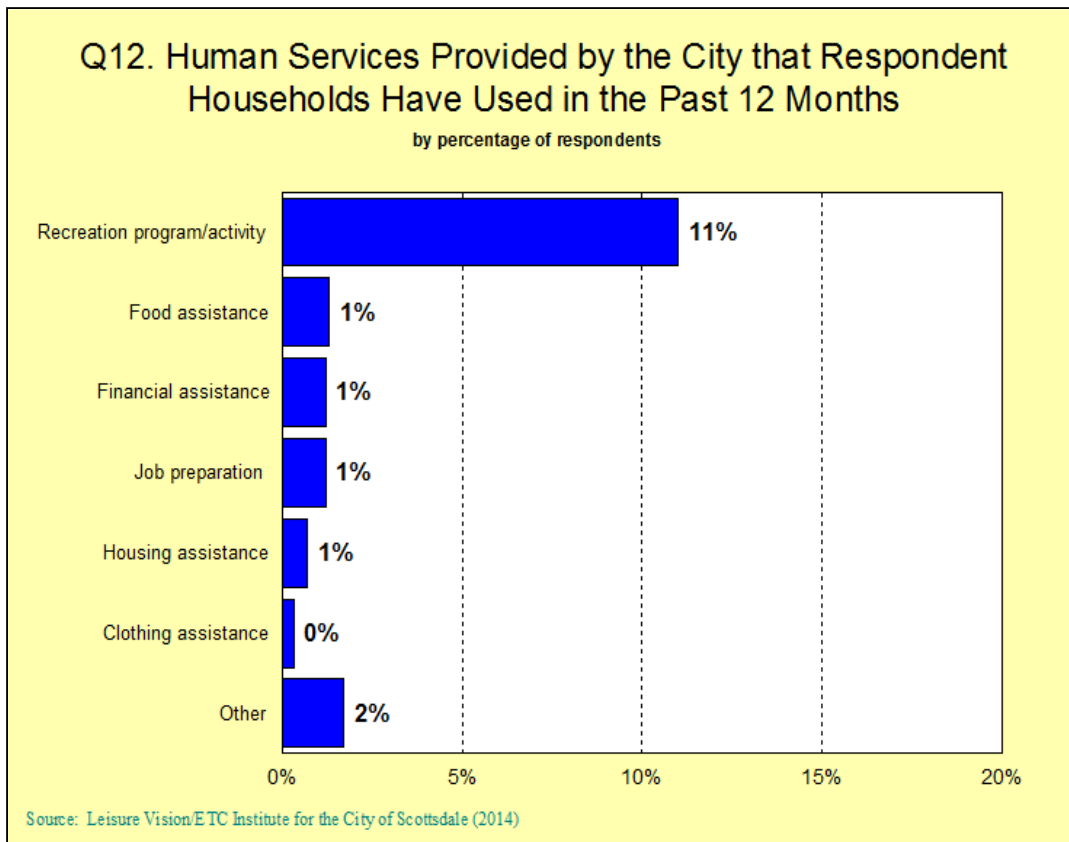
Figure 24 - Uses of Human Services

- *For both households with and without children recreation program/activity most used during the past 12 months*
- *Recreation program, activity most used by Hispanic households*
- *44% of households who indicated they participated in recreation programs indicated they participated in human services recreation programs/activities*

4.4.15 RESPONDENT RATING OF THE OVERALL QUALITY OF HUMAN SERVICE PROGRAMS DURING THE PAST 12 MONTHS:

Fifty-three percent (53%) of respondent households rate the overall quality of human service programs over the past 12 months as excellent. Other ratings include: Good (40%) and fair (7%).
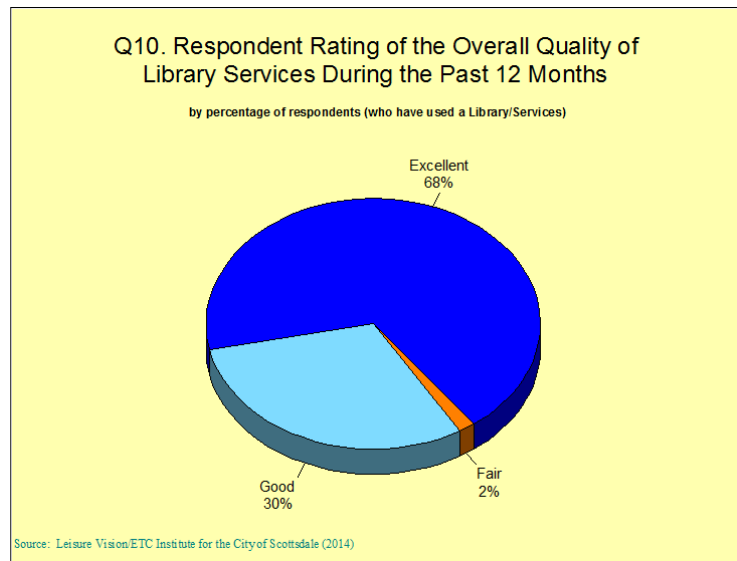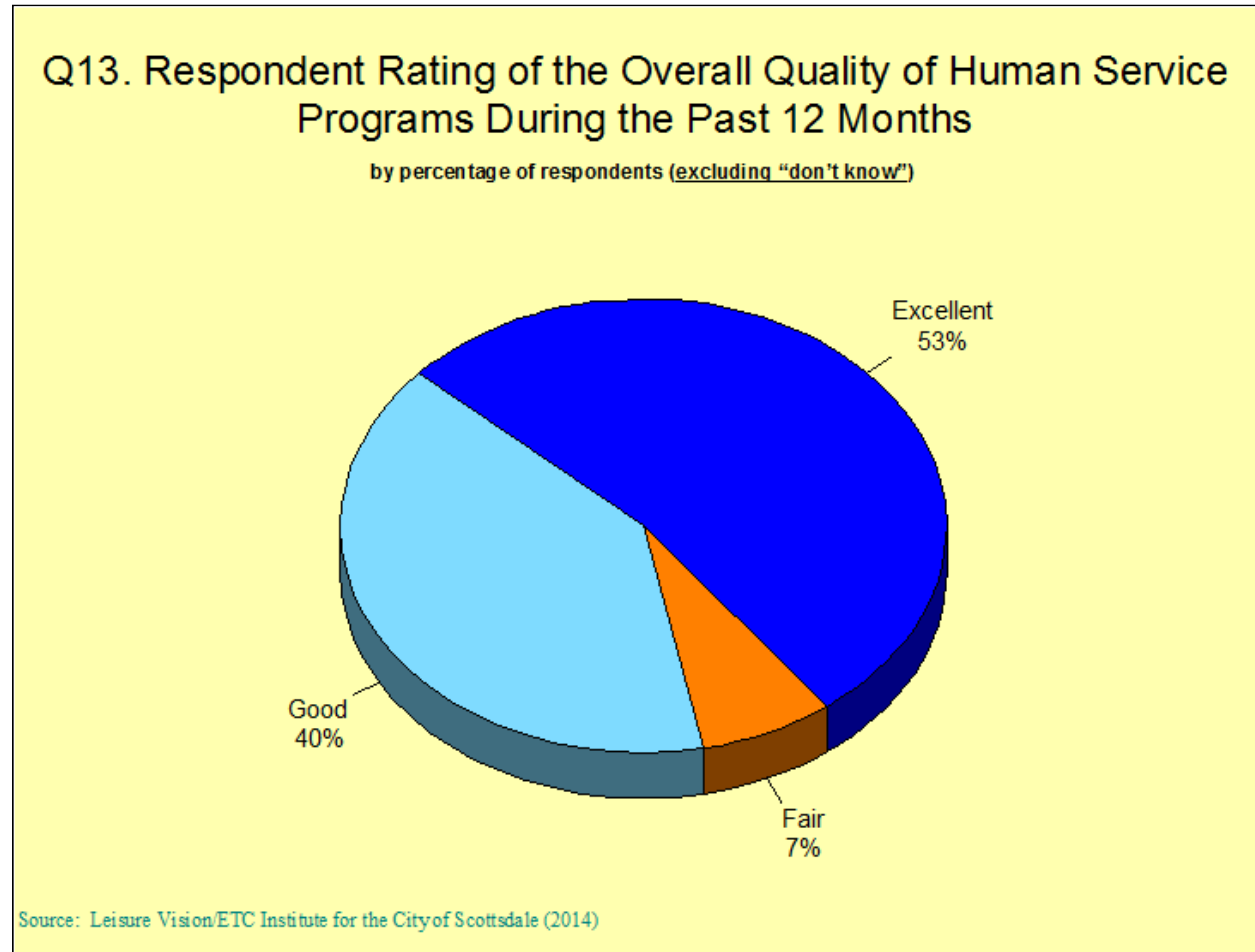

Figure 25 – Quality of Human Services

4.4.17 WAYS RESPONDENT HOUSEHOLDS LEARNED ABOUT PARKS, TRAILS, RECREATION, LIBRARY AND HUMAN SERVICE PROGRAMS AND ACTIVITIES OVER THE PAST 12 MONTHS:

Forty-three percent (43%) of respondent households learn about parks, trails, recreation, Library and human service programs and activities through the parks and recreation brochure. Other ways include: From friends and neighbors (39%), City of Scottsdale website (35%) and through the newspaper (32%).
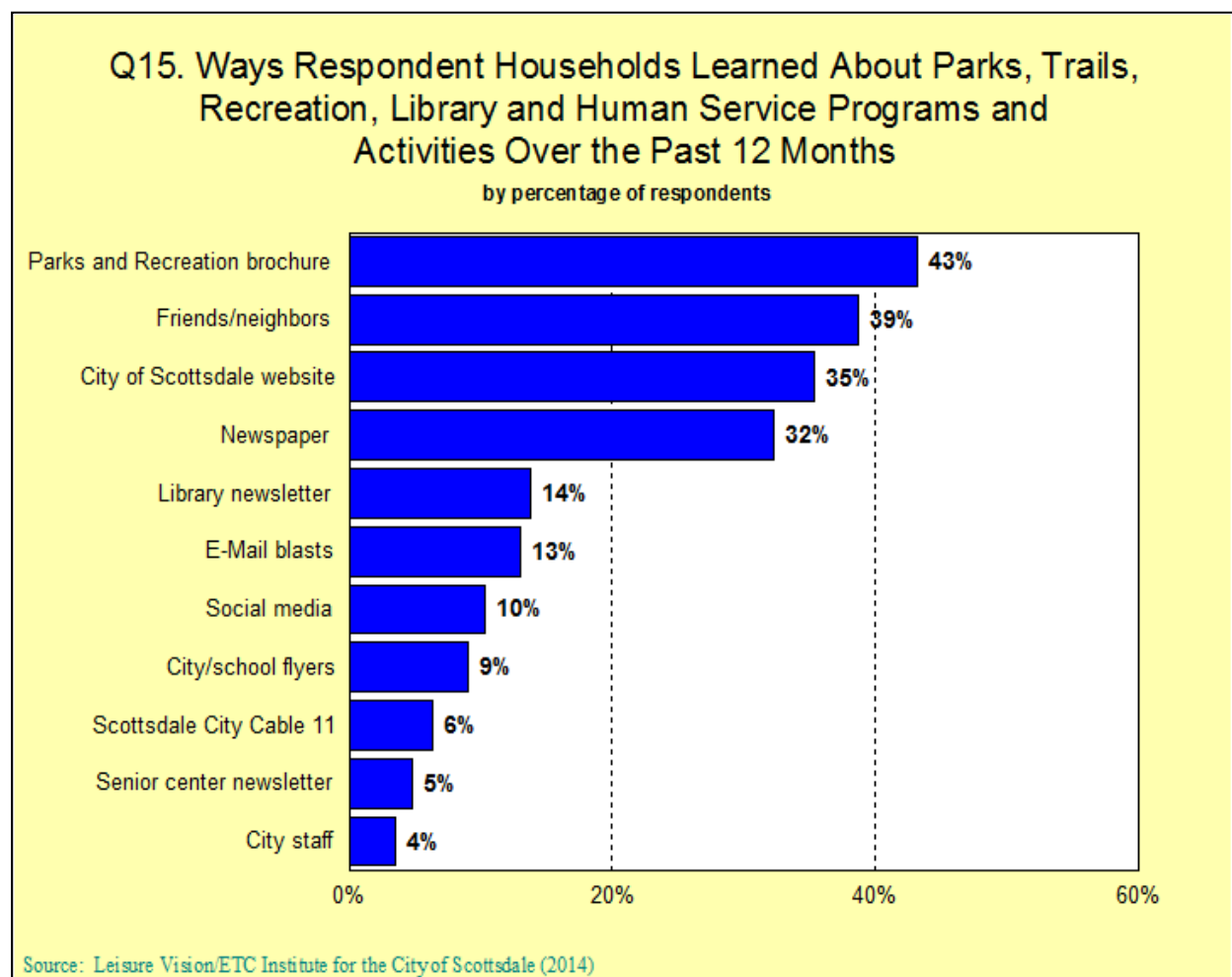
Figure 27 – Learn about Community Services

- *National benchmark for parks and recreation brochure is 63%*
- *National benchmark for web-site is 20%*

4.4.18 RESPONDENTS WHO HAVE A NEED FOR COMMUNITY SERVICES PROGRAMS:

Forty-eight percent (48%) of respondents or 48,611 households have a need for adult activity, education and fitness programs. Other programs respondent households have a need for include: Adult fitness and wellness programs (46% or 46,687 households) and community special events (32% or 32,610 households).
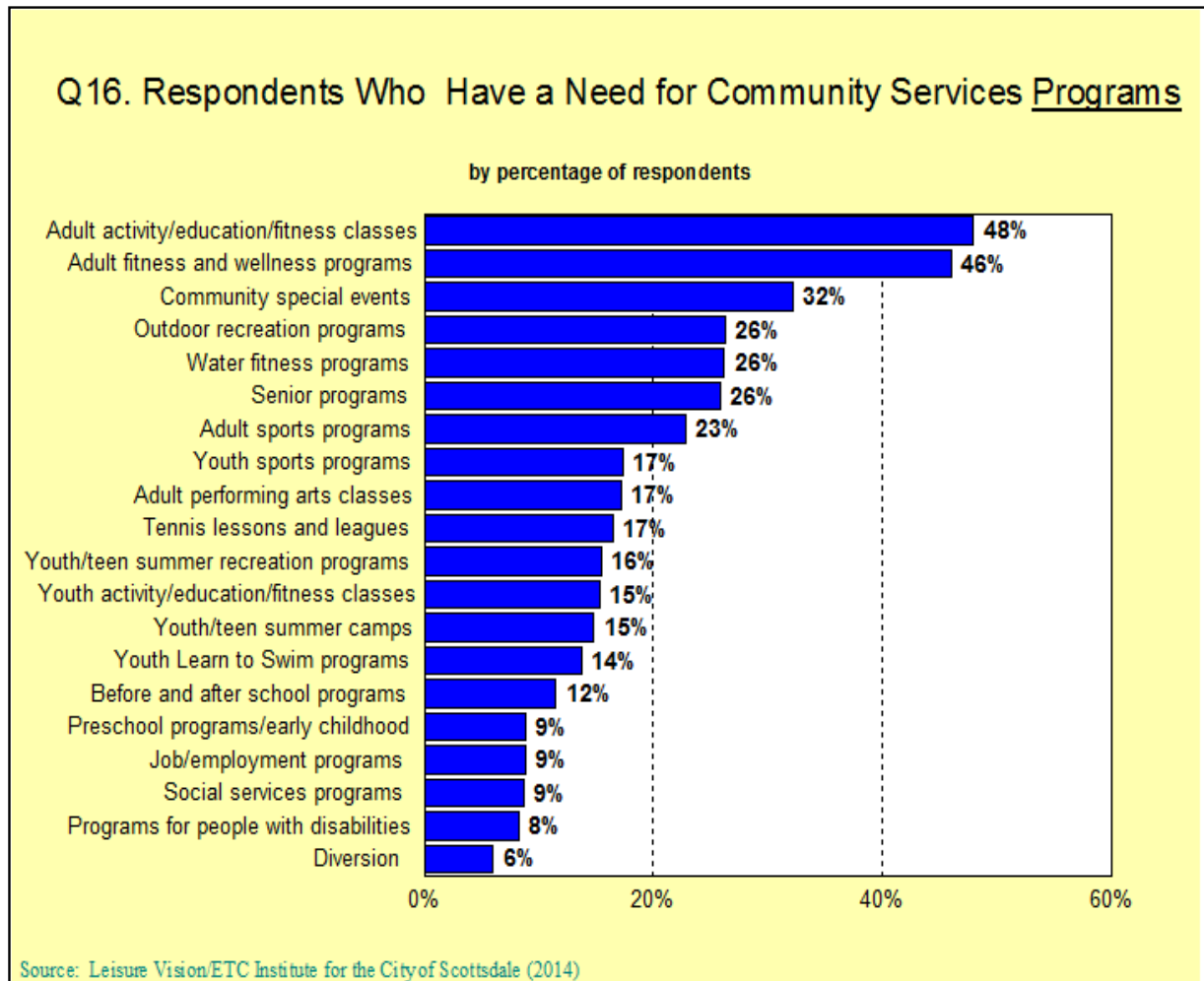
Figure 28 - Need for Community Services Programs

4.4.19 MOST IMPORTANT PROGRAMS TO RESPONDENT HOUSEHOLDS:

Based on the sum of respondent households' top four choices, (34%) of respondents state that adult activity, education and fitness classes are the most important to them. Other most important programs include: Community special events (20%) and senior programs (19%).
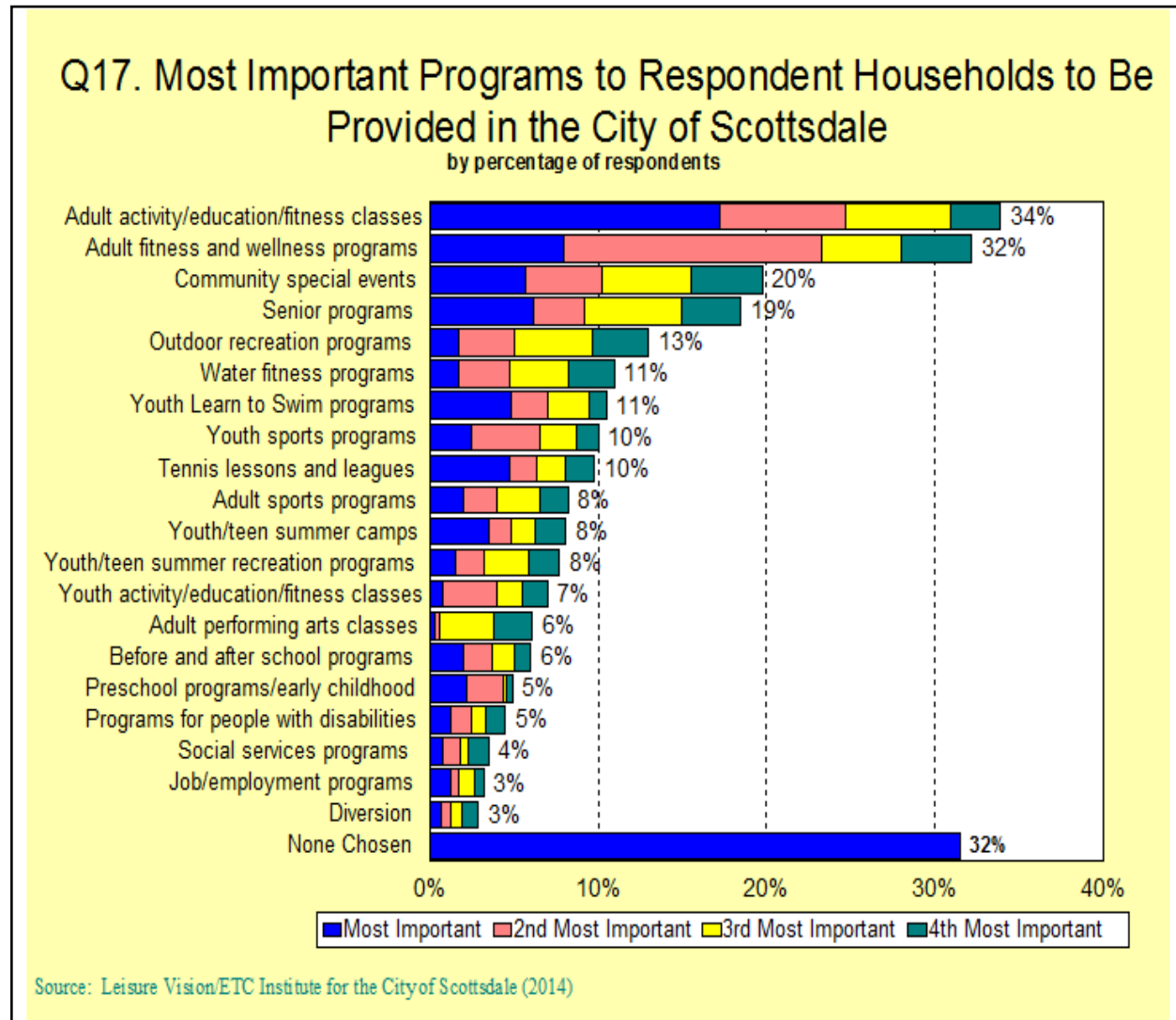
Figure 29 – Importance of Community Services Programs

- *32% of households indicated adult fitness and wellness programs are 1 of the 4 most important programs to their household but only 10% of households use City of Scottsdale facilities among their top 4 locations for these programs*

4.4.20 TYPES OF PROGRAMS THAT RESPONDENT HOUSEHOLDS PARTICIPATE IN MOST OFTEN:

Based on the sum of respondent households top four choices, (14%) of respondents currently participate in adult activity, education and fitness classes the most often. Other programs respondents currently participate in the most often include: Adult fitness and wellness programs (10%), community special events (9%) and senior programs (9%).
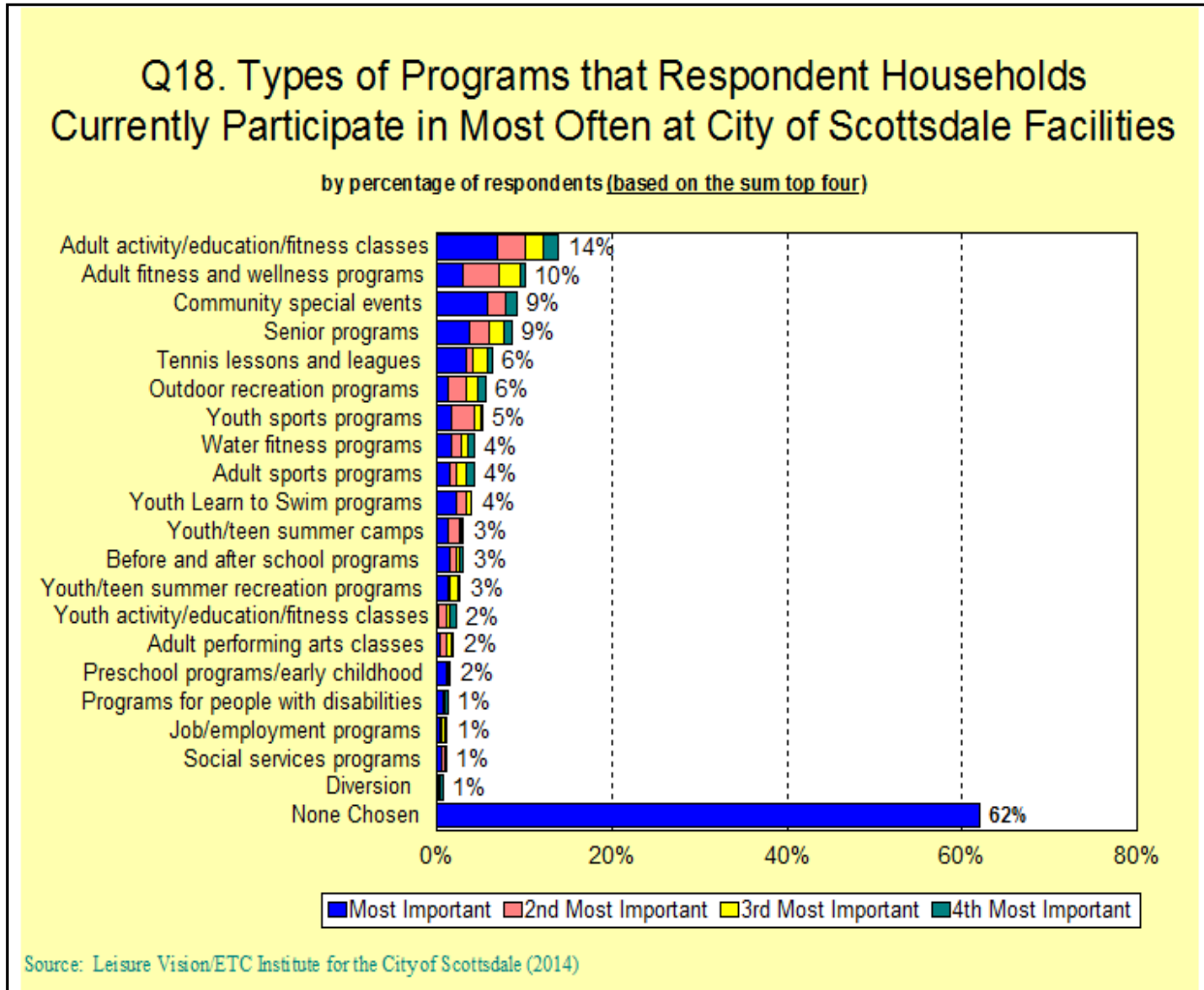
Figure 30 - Program Participation Rates

4.4.21 RESPONDENT HOUSEHOLDS SUPPORT FOR POTENTIAL ACTIONS TO MAINTAIN & IMPROVE COMMUNITY SERVICES AND PROGRAMS:

Based on the percentage of respondent households who were either "very supportive" or "somewhat supportive," (88%) are supportive of the City maintaining and improving existing neighborhood and community parks. Other similar levels of support include: Maintaining and improving existing libraries (86%), maintaining and improving the existing trail system (83%), maintaining and improving existing outdoor preserves and maintaining and improving existing playgrounds (79%).

Q19. Respondent Households Support for Potential Actions to <u>Maintain & Improve</u> Community Services and Programs

by percentage of respondents

Category	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Existing neighborhood/community parks	66%	22%	11%	2%
Existing libraries	65%	21%	11%	3%
Existing trail system	63%	20%	13%	5%
Existing outdoor preserves	59%	20%	16%	5%
Existing playgrounds	48%	31%	17%	4%
Existing youth athletic fields	48%	29%	19%	5%
Existing outdoor pools/aquatic centers	44%	31%	19%	7%
Existing senior centers	47%	25%	22%	6%
Existing adult athletic fields	35%	34%	24%	6%
Existing tennis courts	28%	26%	33%	13%

Source: Leisure Vision/ETC Institute for the City of Scottsdale (2014)

Figure 31 - Support of Maintaining and Improving System

4.4.22 ACTIONS RESPONDENT HOUSEHOLDS ARE THE MOST WILLING TO FUND WITH CURRENT TAX DOLLARS:

Based on the sum of respondent households' top three choices, (49%) of respondents are most willing to fund with current tax dollars the maintenance and improvement of existing libraries. Other actions include: Maintenance and improvement of existing neighborhood and community parks (465) and the maintenance and improvement of existing trail systems.
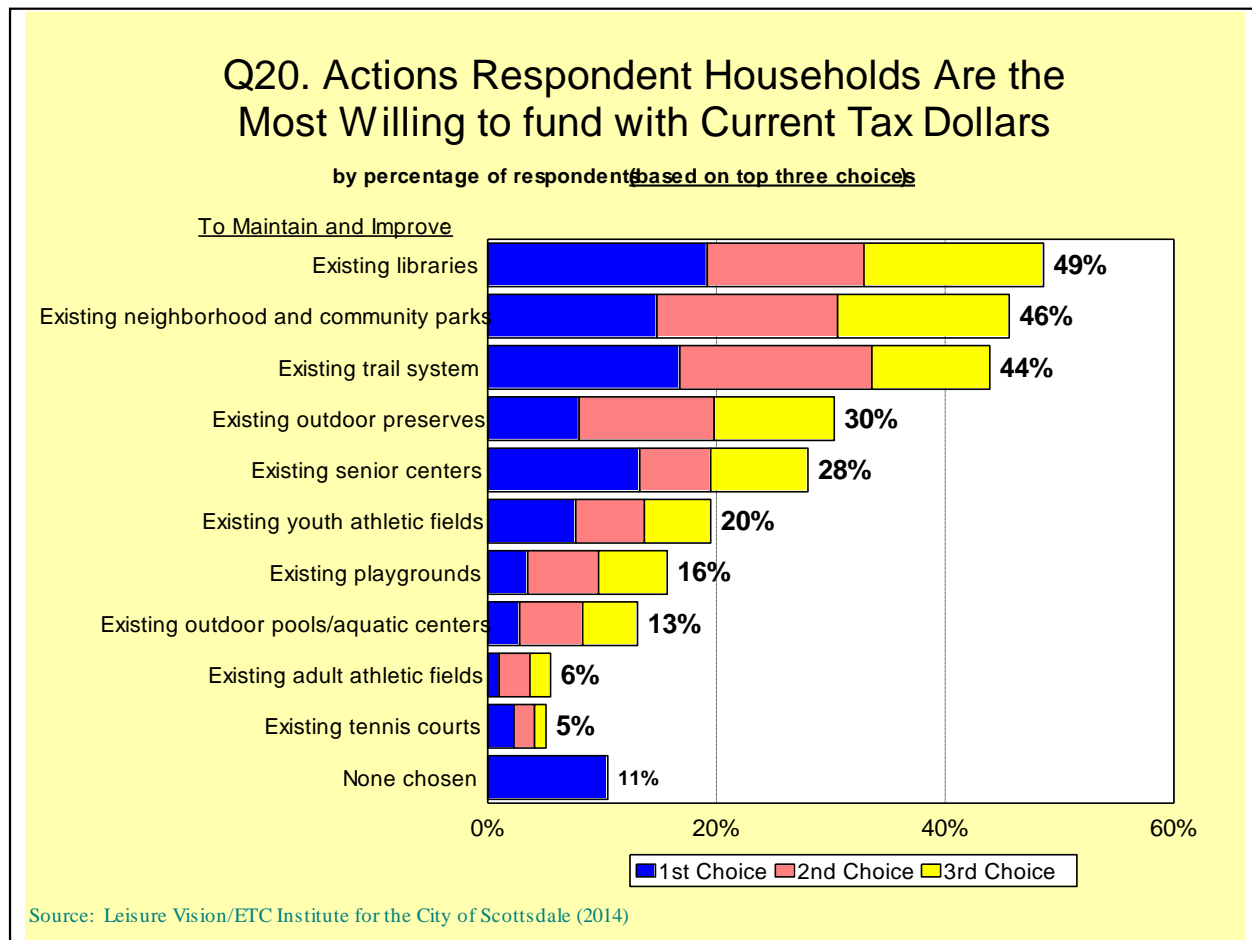
Figure 32 – Current Tax Dollar Prioritization

- *Maintain and improve existing neighborhood and community parks most important to households with children and adult only households ages 20-54*
- *Maintain and improve the existing libraries most important to adult only households 55+*

4.4.23 RESPONDENT HOUSEHOLDS SUPPORT TO ACQUIRE AND DEVELOP NEW COMMUNITY SERVICES AND PROGRAMS:

Based on the sum of respondent who were either "very supportive" or "somewhat supportive," (75%) were supportive of the City to develop walking, hiking and biking trails. Other similar levels of support include: Purchase land to preserve open and green space (70%), purchase land for developing active facilities (57%) and purchase land for developing passive facilities (51%).

Q21. Respondent Households Support to Acquire and Develop New Community Services and Programs

by percentage of respondents

	Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Develop walking, hiking and biking trails	51%	24%	16%	10%
Purchase land to preserve open/green space	51%	19%	17%	13%
Purchase land for developing active facilities	24%	33%	28%	16%
Purchase land for developing passive facilities	19%	32%	33%	17%
Develop a new indoor fitness center	21%	26%	32%	21%
Develop a new branch library	22%	23%	32%	23%
Develop a new off-leash dog park	23%	20%	29%	29%
Develop a new outdoor athletic complex	15%	24%	39%	23%
Develop a new indoor aquatic/water sports facility	16%	23%	39%	23%
Develop new indoor sports facility	18%	21%	39%	23%
Develop a new outdoor aquatic complex	18%	20%	35%	27%
Develop a new community center building	12%	19%	41%	29%
Develop new outdoor artificial turf sports fields	9%	18%	41%	32%
Other	53%	2%	36%	9%

Source: Leisure Vision/ETC Institute for the City of Scottsdale (2014)

Figure 33 - Support for New Services and Programs

4.4.24 ACTIONS RESPONDENT HOUSEHOLDS ARE THE MOST WILLING TO FUND WITH ADDITIONAL TAX DOLLARS:

Based on the sum of respondent households' top three choices, (51%) are most willing to fund the development of walking, hiking and biking trails. Other actions respondents are the most willing to fund with additional tax dollars include: Purchase land to preserve open space and green space (48%), develop a new branch Library (18%) and develop a new off-leash dog park (17%).
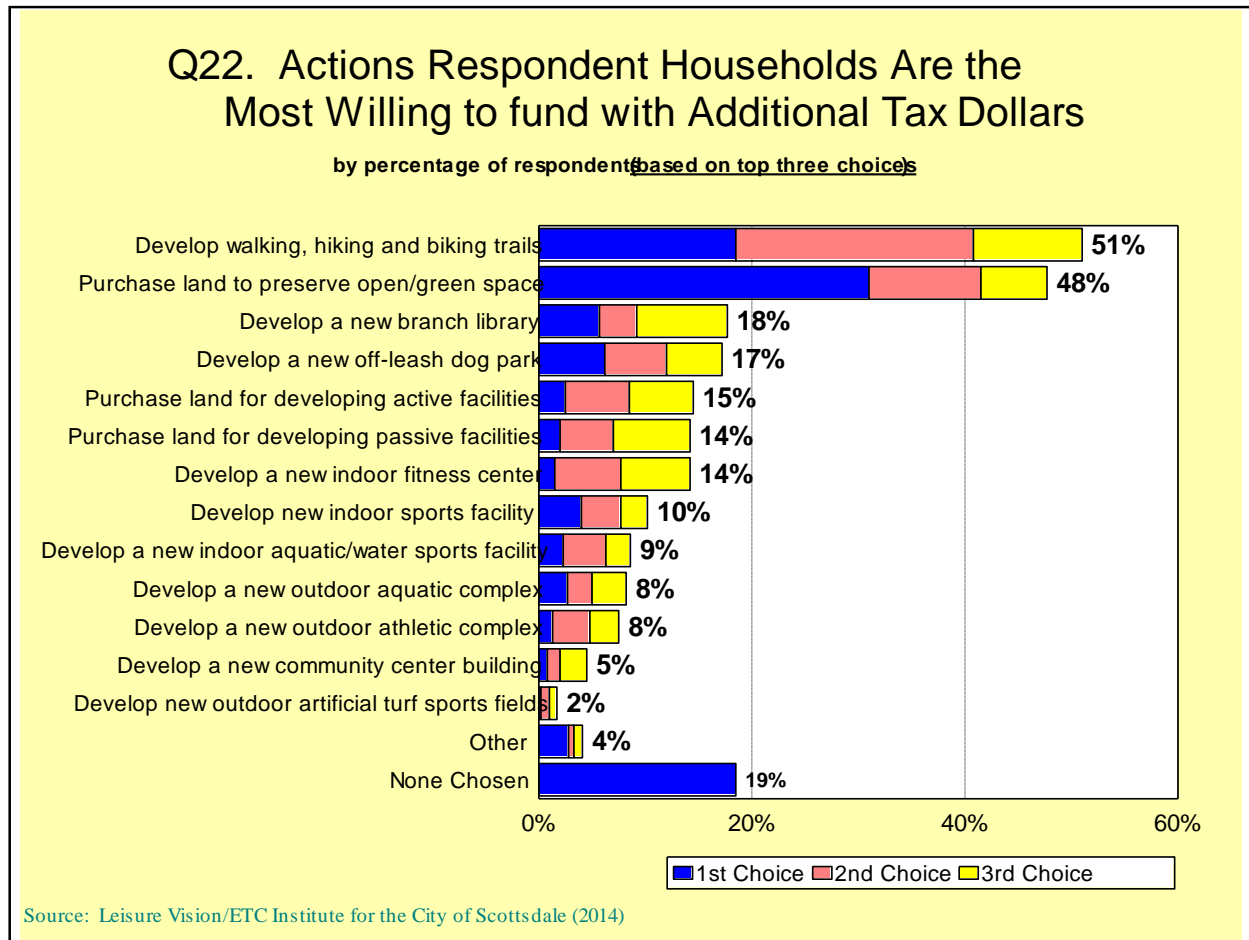
Figure 34 - Prioritization of New Funding

- *Develop walking hiking and biking trails and purchase land to preserve open space and green space most important to households with and without children*
- *Purchase land for developing active facilities and develop new indoor sports facility 3rd and 4th most important for households with children*

4.4.25 MAXIMUM AMOUNT OF ADDITIONAL TAX SUPPORT PER MONTH RESPONDENT HOUSEHOLDS ARE WILLING TO PAY TO DEVELOP AND OPERATE THE PARKS, TRAILS, LIBRARY, HUMAN & SENIOR SERVICES AND RECREATION FACILITIES THAT ARE THE MOST IMPORTANT TO THEIR HOUSEHOLDS:

Thirty-nine percent (39%) of respondent households' maximum amount they are willing to pay per month is $1-$4 dollars. Other maximum amounts include: $5-$9 dollars per month (27%), nothing (16%) and $10 or more per month (18%).

Q23. Maximum Amount of Additional Tax Support per Month Respondent Households are Willing to Pay to Develop and Operate the Parks, Trails, Library, Human & Senior Services and Recreation Facilities that Are the Most Important to Them

by percentage of respondents (excluding "not provided")
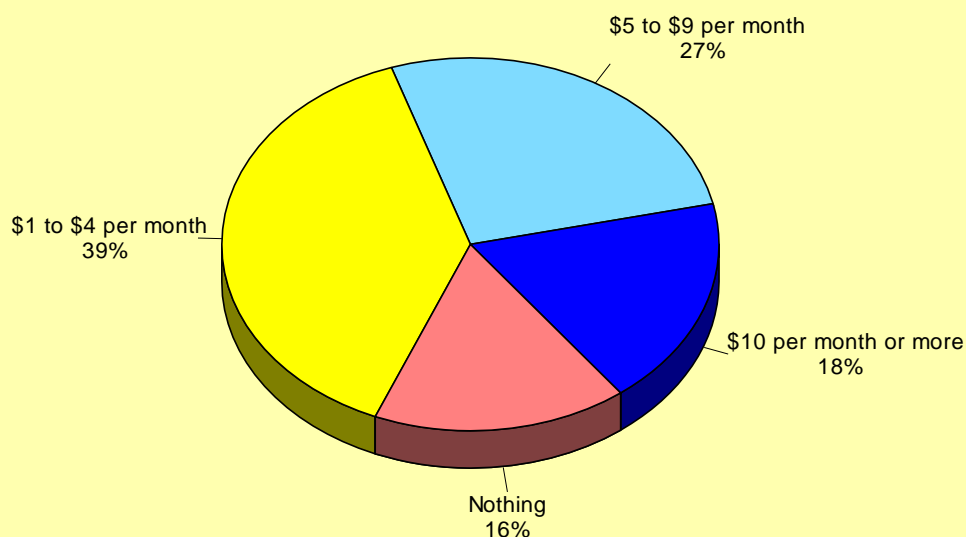
Source: Leisure Vision/ETC Institute for the City of Scottsdale (2014)

Figure 35 - Level of New Tax Support

4.4.26 LEVEL OF SATISFACTION WITH THE OVERALL VALUE RESPONDENT HOUSEHOLDS RECEIVE FROM THE CITY SERVICES DEPARTMENT:

Forty-four percent (44%) of respondent households were very satisfied with the overall value their household receives from the City Community Services Division. Other levels of satisfaction include: Somewhat satisfied (25%), neutral (26%), somewhat dissatisfied (2%) and very dissatisfied (3%).
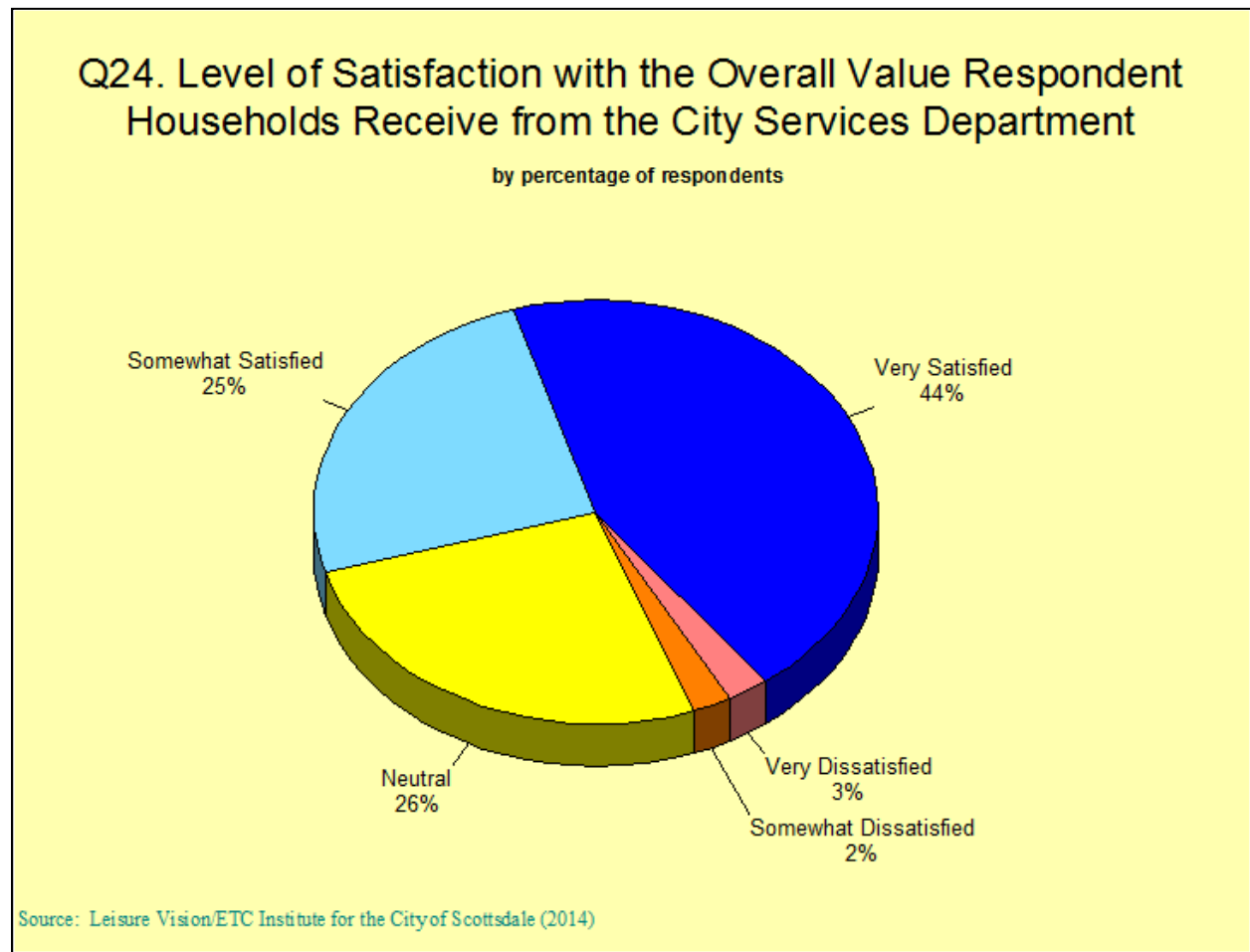
Figure 36 - Overall Satisfaction with Value of Services

- *National benchmark for very satisfied is 27%.*
- *Over 40% of households with and without children indicated very satisfied*
- *44% of male and female respondents indicated very satisfied*
- *62% of households who indicated they would pay $10 per month or more in taxes were very satisfied and 49% of households who indicated $5-9 per month were very satisfied*

4.5 QUANTITATIVE INPUT SUMMARY

4.5.1 OVERALL

USAGE OF COMMUNITY SERVICES IS HIGH
- 80% of households use libraries
- 75% visit neighborhood parks

SATISFACTION IS VERY HIGH WITH THE CONDITION AND QUALITY OF FACILITIES, TRAILS, PROGRAMS, ETC.
- 98% rate quality of library services excellent or good
- 97% rate conditions of facilities excellent or good
- 96% rate quality of recreation programs excellent or good
- 93% rate quality of human services excellent or good

'VERY SATISFIED" RATINGS WITH OVERALL VALUE IS VERY HIGH

4.5.2 FACILITIES

NEEDS ARE HIGH FOR A NUMBER OF FACILITIES
- 81% libraries
- 71% preserve hiking trails/trailhead facilities
- 67% multi-use paths
- 67% neighborhood parks
- 64% large community parks

MOST IMPORTANT FACILITIES
- 60% libraries
- 48% preserve hiking trails/trailhead facilities
- 44% neighborhood parks
- 34% large community parks
- 33% multi-use paths

UNMET NEEDS ARE HIGHEST FOR INDOOR FITNESS AND EXERCISE FACILITIES

4.5.3 PROGRAMS AND SERVICES

NEEDS ARE HIGH FOR A NUMBER OF PROGRAMS
- 48% adult activity/education/fitness classes
- 46% adult fitness and wellness classes
- 32% community events

UNMET NEEDS ARE CONSIDERABLY HIGHER FOR PROGRAMS THAN FACILITIES AS A PERCENTAGE OF NEEDS VARIES BASED ON LOCATION OF RESIDENTS IN THE CITY

OPPORTUNITIES EXIST TO GROW PROGRAMS OF IMPORTANCE AT COMMUNITY SERVICES DEPARTMENT FACILITIES

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4.5.4 FUNDING THE VISION

MOST IMPORTANT FACILITIES TO FUND WITH CURRENT TAX DOLLARS
- 49% existing libraries
- 46% existing neighborhood and community parks
- 44% existing trail system

MOST IMPORTANT ACTIONS TO FUND WITH ADDITIONAL TAX DOLLARS
- 51% develop walking, hiking and biking trails
- 48% purchase land to preserve open/green space

84% OF HOUSEHOLDS WOULD PAY SOME ADDITIONAL TAXES TO DEVELOP AND OPERATE COMMUNITY SERVICES AND FACILITIES THAT ARE MOST IMPORTANT TO THEIR HOUSEHOLD
- 39% $1-$4 per month
- 27% $5-$9 per month
- 18% $10 or more per month

Chapter Five - ORGANIZATIONAL FUNCTIONALITY

5.1 KEY FINDINGS

The Scottsdale Community Services Division is currently comprised of 448.3 FTE's (full-time employee equivalents) and has made a conscious effort due to the economic downturn to operate more efficiently, in particular over the last five years. The following summarizes key findings regarding the organizational structure of the division.

- At the time of conducting the master plan, the Parks and Recreation Department was not functionally aligned in its program and service delivery.

- The division as a whole is not "business strong" in that it does not possess two key positions to advance its business of a Recreation Technologist and a Marketing Manager.

- The division does not have a position that focuses on revenue development.

- Over the next 10 years, the division will potentially undergo a personnel transformation, as several upper and middle level managers will approach retirement age.

- The division's labor costs have remained relatively constant since FY 2011.

- The division is operating with 39.3 fewer fulltime employee equivalents than in 2011.

- Communication and information exchange across the division has improved significantly over the last five years.

- In FY 2014, the number of volunteer hours utilized to support Community Services operations totaled 172,346. This equates to 82.9 FTE's, carries a value of $3,881,233 and makes up 18.5% of the total Scottsdale Community Services Division's employment hours.

5.2 KEY RECOMMENDATIONS

5.2.1 PARKS AND RECREATION DEPARTMENT

- Implement fully the re-organization plan that Parks Maintenance has developed over the last year and absorb the maintenance operations of the Preserve and Pinnacle Peak.

- Reorganize Recreation to align with the following functional lines of service groupings.

    o Facility Management/Operations

    o Aquatics

    o Leisure Education programming

    o Health Fitness and Wellness

    o Sports

    o Camps

    o Special Events

    o Adaptive Recreation

    o Golf Contract Management

    o Afterschool

5.2.2 ADMINISTRATION

Centralize the following Division-wide functions under the Executive Director's Office:

- Marketing
- Technology
- Social Services
- Facility Reservations
- Capital Improvement Planning
- Human Resources
- Financial Analysis
- Performance Measurement

5.2.3 HUMAN SERVICES

The Youth and Family Services line of service should move from Parks & Recreation to Human Services as the vision, mission and outcomes of this portfolio align more closely with that of Human Services. PLEASE NOTE: The Community Services Division has implemented this change as of May 2015.

5.2.4 REVENUE DEVELOPMENT MANAGER

Given an increased emphasis on cost recovery (or not exceeding the General Fund subsidy), the division needs to add the position of Revenue Development Manager, which will focus on the creation of partnerships, and sponsor and donor relationships to generate additional earned income. This would be in addition to the funding provided by the federal, state or county governments or grants that are awarded. In the first year, the position needs to establish a goal to generate $500,000 in additional earned income and/or in-kind services. Within five years, the goal of the position would be to generate an additional $1,000,000 in earned income to support programs and services.

5.2.5 SUCCESSION PLANNING

As key upper and middle management positions approach retirement age within the next 10 years, it is imperative that the division plans for the future. By developing a succession plan that focuses on organizational sustainability, the division will not only be able to further develop a highly professional staff, but also ensure that the division can seamlessly manage itself forward. Scottsdale's workforce management and succession planning must be a conscious effort to build and sustain a competent workforce, a process that begins with intake. The building of organizational competence to both create a competitive pool of talent and preserve levels of performance is ultimately dependent on specific internal and external actions that achieve succession planning outcomes.

Intake	Building Competence	Succession Plan
- Recruitment - Interview process - Pre-hire skills & attitude assessment - New employee orientation - Probation review	- Leadership - Infrastructure (cross-dept. task mgmt.) - Focus on skills, knowledge and productive attitude - Community & Inter-agency engagements - Culturally competent programs, services and workplace - Performance-based modeling - Operational adaptability - Creative problem solving - Training	- Training - Individual Development Plans - Mentoring - Post separation consulting - Experiential learning - Teaching/learning experiences

Figure 37 - Succession Planning Model

Vacating leadership will drive a primary focus; however, the succession-planning component by itself is not a technique to just create individual career advancement opportunities or a reward for high performers. The objective of succession planning is to ensure that the Scottsdale Community Services Division continues to operate effectively when individuals depart from critical positions. This may not include all existing managerial positions; however, it may include positions that are not supervisory or managerial but instead utilize unique, hard-to-replace competencies.

Succession planning is strategic, both in the investment of resources devoted to it and in the kinds of talent it focuses on. It is not a one-time event; rather, it is re-assessed and revised annually through the workforce planning process.

IMPORTANT CONSIDERATIONS
The spirit of equity and fairness should always be maintained. Any predetermination of who will succeed any given person needs to be managed carefully. An undesirable situation would be to create the perception that another qualified candidate was not provided an equal opportunity to apply for or be considered for a position. That does not mean that selection decisions, or interim placements, cannot be made well in advance of the incumbent's departure.

GOALS/DESIRED RESULTS
- Ensure that appropriate interview and placement processes and standards are institutionalized to hire candidates with skills and abilities that are considered essential for all positions.

- Ensure the systematic and long-term development of individuals to replace key job incumbents.

- Provide a continuous flow of talented people to meet the organization's management needs.

- Assess the leadership needs to ensure the selection of qualified leaders is diverse, a good fit for the organization's mission and goals, and have the necessary skills that support a capable and adaptive organization.

- To ensure high quality replacements for those individuals who currently hold positions that are key to the organization's success.

- Structure operational methods to adequately support required employee growth and development process.

- Ensure an adequate knowledge base is preserved while management and leadership is transitioned and populated with new skills and talents. This knowledge and competency preservation effort can occur at other levels, as identified by directors.

ANTICIPATED CHALLENGES

- Hiring supervisors are not properly trained to identify essential skills in candidates.

- We've identified potential talent but the current supervisor lacks the capability or is unwilling to effectively participate in succession planning.

- The incumbent is the supervisor of the potential candidate, but desired skill sets of potential candidates differ from those of the incumbent/or are different than the incumbent fosters and rewards.

- Growing a represented employee for a management position while working within contract/job description.

5.2.6 STRENGTHEN THE VOLUNTEER MANAGEMENT PROGRAM

As the population of Scottsdale ages and a greater segment of it is made up of retirees, the opportunity exists to increase the utilization of volunteers. Additionally, a strong Volunteer Program offers opportunities for residents, organizations, and friends of the Scottsdale Community Services Division to volunteer their skills and time in meaningful work that advances ongoing programs. The goal needs to be that volunteers make up 20% of the total Scottsdale Community Services Division's employment hours. The PROS Consulting team has provided a sample policy in the Appendix of this plan that where applicable can be incorporated into the Scottsdale Community Services Division's policy to further increase the sustainability of an already strong volunteer program.

5.3 OTHER RECOMMENDATIONS

In addition to the key recommendations offered in the previous section, the consulting team recommends the following as a means to improve the organizational functionality of the Scottsdale Community Services Division.

- Seek opportunities to share employees across the division to maximize efficient service delivery. For example, Parks, Stadium and Giants Complex maintenance functions.
- Continue to improve communication, knowledge, and staffing across the division to ensure consistent service delivery.

Chapter Six - FINANCIAL PERFORMANCE AND PROGRAM DELIVERY

In 2014, the Scottsdale Community Services Division's operating budget was organized into four major categories: Parks, Recreation, Library and Human Services. At that time, the division achieved a 31.7% cost recovery with $15.84M in revenues and $49.96M in expenses. The following summarizes the key findings and analysis that guided that level of performance.

6.1 FINANCIAL PERFORMANCE KEY FINDINGS

6.1.1 PRICING POLICY
A formalized pricing policy for the Scottsdale Community Services Division does not exist, though cost recovery goals were established. The division established a strategy not to exceed its annual General Fund Approved Budget. Staff was able to manage the bottom line effectively as indicated by the FY 2014 results.

- Scottsdale Community Services Division approved budget: $50,061,140
- Scottsdale Community Services Division actual budget: $49,956,238
- Percent of approved budget expended: 99.8%

6.1.2 REVENUE GENERATION
Total revenue generated exceeded $15.84M in FY 2014 with $11.41M (or 72%) coming in the form of grants, sponsorships, donations and other earned income sources. This level of support is significant and provides the Community Services Division with funding to administer programs and services that cannot be supported by the General Fund.

6.1.3 VISITATION/PARTICIPATION
In FY 2014, participation in recreation, library and human services programs was strong and totaled 11,080,486. This number is not reflective of the total visitation to all parks, libraries and other city facilities. Visitors that informally use parks or use common areas in facilities while parents or siblings are participating in a program, activity, lesson or league are not included in the total number of visits. This level of participation translates to the City of Scottsdale subsidizing programs and services at the unit cost of $4.51/visitor through taxpayer dollars.

6.1.4 UNIT COST
Currently, direct and indirect costs are not tracked at the unit cost level. For example, a percentage of costs to operate the Scottsdale Soccer Complex comes from taxes to create the desired experience.

6.1.5 PERSONNEL COSTS
Labor costs are currently 54% of the division's budget. This is in-line with best practices for community service divisions that offer similar diversity that is provided in Scottsdale.

6.1.6 DIFFERENTIAL PRICING
Online vs. in-person registration has been a success as 82% of all program registration now occurs via the Scottsdale Community Services website. This is well above best practices of 50%.

6.1.7 ECONOMIC IMPACT

The Community Services Division does not have a financial tool that measures the economic impact that the division's services has on the City of Scottsdale as a whole.

6.2 PROGRAM AND SERVICE DELIVERY KEY FINDINGS

The Scottsdale Community Services Division currently has a first rate, professional staff that administers and/or facilitates the delivery of hundreds of different activities, leagues, programs, and services to Scottsdale residents and visitors. These are grouped into 28 distinct lines of service. Key findings regarding the direct delivery and/or facilitation of programs and services:

6.2.1 UNMET PROGRAM AND SERVICE NEEDS – CITY AS A WHOLE

In reviewing the current program offerings against the desired program offerings of the community, there is an opportunity to expand programming.

- Per the statistically valid survey conducted by Leisure Vision: Based on the estimated number of households in the City of Scottsdale whose needs for Community Services Programs are only being 50% met or less: 24,403 (or 24.1%) of households have significant unmet needs for adult activity/education/fitness classes while 24,091 (23.8%) have high unmet need for adult exercise and fitness programs. Other programs that respondent households have unmet needs for include: water fitness programs (13,505), community special events (12,620), adult sports programs (11,129), and senior programs (11,078).
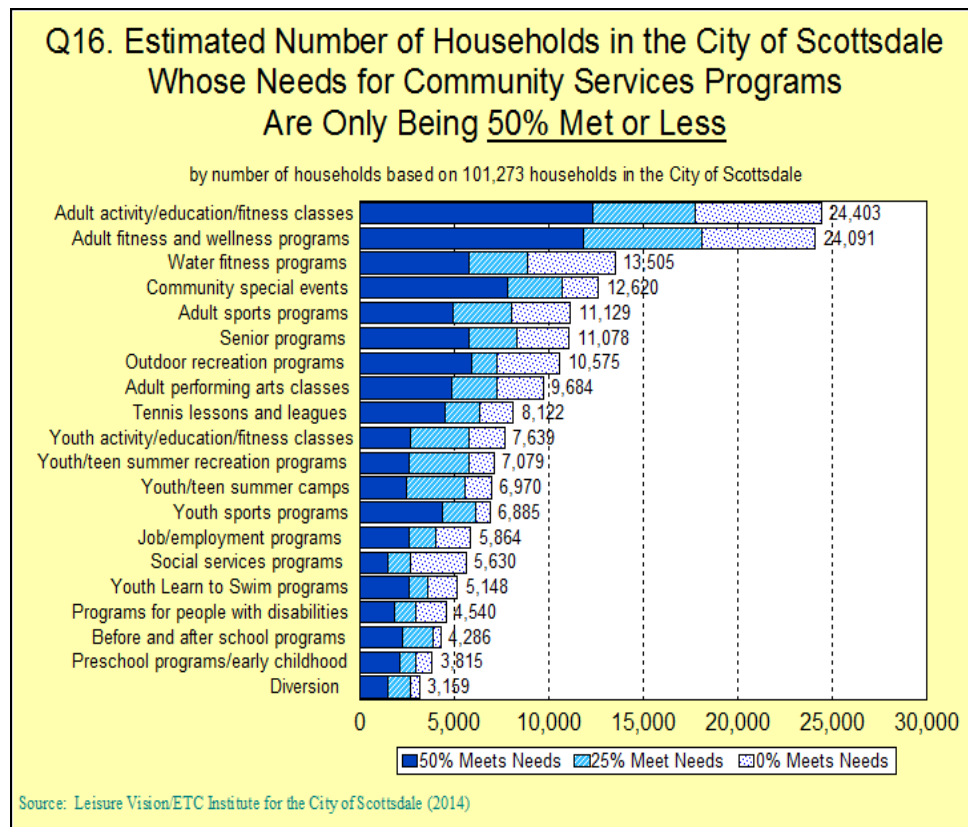

Figure 38 - Overall Unmet Needs

6.2.2 UNMET PROGRAM AND SERVICE NEEDS – BY PLANNING DISTRICT

Unmet needs for programs and services vary based on household location. The table below summarizes the ranking of programs and services whose needs are being met 50% or less by planning district. Programs highlighted in purple indicates unmet need exists city-wide.

SCOTTSDALE COMMUNITY SERVICES PROGRAMS AND SERVICES - UNMET NEED	REGION		
PROGRAMS AND SERVICES	NORTH	CENTRAL	SOUTH
Diversion (intervention, drug/alcohol education, youth council)	1	7	9
Preschool programs/early childhood	2	3	*
Job/employment programs (business development literacy, skills training)	3	1	2
Programs for people with disabilities	4	*	3
Youth activity/education/fitness classes	5	10	10
Adult performing arts classes	6	4	5
Adult fitness and wellness programs	7	8	11
Youth/teen summer recreation programs	8	12	*
Senior programs	9	*	*
Social services programs (rent/utility assistance, food, home repair, job prep)	10	2	1
Adult activity/education/fitness classes	11	9	*
Water fitness programs	12	5	7
Before and after school programs	*	6	*
Tennis Lessons and programs	*	11	4
Adult Sports	*	*	6
Youth/Teen summer camps	*	*	8
Outdoor Recreation programs	*	*	12

Figure 39 - Unmet Program and Service Needs by Planning District

6.2.3 DUPLICATION OF SERVICES

The Library and Parks & Recreation Departments had been duplicating programs and services. This led not only to operating environment silos, but also decreased the potential for revenue generation as the Library Department is offering the programs for free while the Parks & Recreation Department is charging user fees. Over the last two years, the departments have made a concerted effort to collaborate on programming and duplication of services has been minimized.

6.2.4 PROGRAM STANDARDS

Formalized recreation program standards that guide consistent service delivery are not in place.

6.2.5 PROGRAM CLASSIFICATION

Prior to a staff workshops in 2014, functional groupings of programs and services did not exist and were not classified by core, important, and value-added, and do not have specific cost recovery goals.

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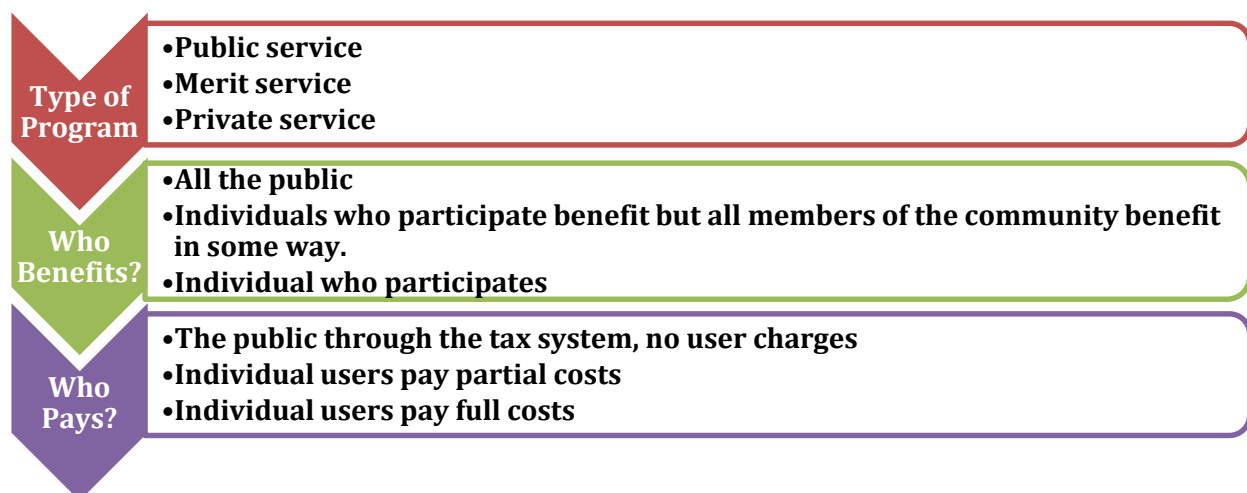
6.2.6 PROGRAM PERFORMANCE

- Every program and/or service provided by the Human Services Department is meeting and/or exceeding cost recovery best practices, in part, due to the significant amount of funding that it receives from sources other than the City's general fund.

- Several programs and services including youth leisure education, adult leisure education, special events and facility rentals at libraries are underperforming as cost recovery is significantly lower than best practices.

- Several library programs are being supported by external funding and are exceeding best practice cost recovery goals. These include outreach, early literacy and youth services.

- Aquatic learn-to-swim, fitness classes, and afterschool programs are examples of lines of service that are performing effectively. Cost recovery exceeds the best practice goals.

6.2.7 PARTNERSHIPS

The successful partnerships that exist, in particular that of the Boys and Girls Clubs of Greater Scottsdale, allows the library, recreation and human services departments to focus its efforts on other lines of service that meet the demands of residents.

6.3 PROGRAM AND SERVICE CLASSIFICATION

As noted previously, the Community Services division currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community's interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the foundation's concept detailed by Dr. John Crompton and Dr. Charles Lamb. In Marketing Government and Social Services, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below:

Type of Program	• Public service • Merit service • Private service
Who Benefits?	• All the public • Individuals who participate benefit but all members of the community benefit in some way. • Individual who participates
Who Pays?	• The public through the tax system, no user charges • Individual users pay partial costs • Individual users pay full costs

The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted

- For what purpose

- For what benefits

- For what cost

- For what outcome

6.3.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the City of Scottsdale Community Services Division. These systems need to reflect the statutory obligations of the agency, the support functions performed, and the value-added programs that enrich both the customer's experience and generate earned revenues in mission-aligned ways to help support operating costs. In order to identify how the costs of services are supported and by what funding source, the programs are to be classified by their intended purpose and what benefits they provide. Then funding source expectations can then be assigned and this data used in future cost analysis. The results of this process is a summary of classification definitions and criteria, classification of programs within the City of Scottsdale's Community Services Division and recommended cost recovery targets for each service based on these assumptions.

Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program or future site business plan. These classifications need to be organized to correspond with cost recovery expectations defined for each category. In this section of the business plan, each program area will be assigned specific cost recovery targets that align with these expectations.

6.3.2 SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

1. Develop a definition for each program classification that fits the legislative intent and expectations of the division; the ability of the division to meet public needs within the appropriate areas of service; and the mission and core values of City of Scottsdale's Community Services Division.

2. Develop criteria that can be used to evaluate each program and function within the division, and determine the classification that best fits.

6.3.3 PROGRAM CLASSIFICATION DESCRIPTIONS

The program classification matrix was developed as a guide for the division staff to follow when classifying programs, and how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a "Core Public Service", " Important Public Service", and "Value Added Service" will provide the division and its stakeholders a better understanding of why and how to manage each program area as it applies to public value and private value.

Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified. Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public benefit and private benefit exists as they apply to each program area. Public benefit is described as, "everyone receives the same level of

benefit with equal access". Private benefit is described as "the user receives exclusive benefit above what a general taxpayer receives for their personal benefit".

CRITERIA TO CONSIDER	CORE PUBLIC SERVICES	IMPORTANT PUBLIC SERVICES	VALUE ADDED SERVICES
Public interest or developmental importance as well as mandated by law and is mission aligned	High Public Expectation	High Public Expectation	High Individual and Interest Group Expectation
Financial sustainability	Free, Nominal or Fee Tailored to Public Needs — Requires Public Funding	Fees Cover Some Direct Costs — Requires a Balance of Public Funding and a Cost Recovery Target	Fees Cover Most Direct and Indirect Costs — Some Public Funding as Appropriate
Benefits – i.e. health, safety, and protection of a valuable asset.	Substantial Public Benefit (negative consequence if not provided)	Public and Individual Benefit	Primarily Individual Benefit
Competition in the market	Limited or No Alternative Providers	Alternative Providers Unable to Meet Demand or Need	Alternative Providers Readily Available
Access	Open Access by All	Open Access / Limited Access to Specific Users	Limited Access to Specific Users

Figure 40 - Classification Methodology

6.4 FINANCIAL PERFORMANCE & PROGRAM DELIVERY-KEY RECOMMENDATIONS

In order to improve the fiscal performance and delivery of programs and services, the consulting team makes the following recommendations.

6.4.1 RECOMMENDATION - CLASSIFY PROGRAMS AND ESTABLISH COST RECOVERY GOALS

In workshops with the Scottsdale Community Services Division in 2014 facilitated by the consulting team, the major functional program areas were assessed and classified based on the criteria established in the previous section of the plan. This process included determining which programs and services fit into each classification criteria. Then cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will *typically* fall within these ranges, *although anomalies will exist*:

- Core 0-25%

- Important 25-75%

- Value Added 75%+

The below tables presents a summary of programs and services, the classification of those programs, as well as current and recommended cost recovery goals.

HUMAN SERVICES DEPARTMENT

Scottsdale Community Services - Human Services						
Programs and Services	**Participation/ Visitation**	**Service Category**	**Benefit Level**	**General Fund Tax Support per Participant/ Visitor**	**Current Cost Recovery**	**Target Cost Recovery**
Community Assistance (Direct Services)						
All Programs	351,026	Core-Important	Public - Merit	$22	676%	100%
Social Service Grants (administer)						
All Programs	3,895	Core - Important	Public - Merit	$61	46%	25%
Health Fitness & Wellness						
All Programs	62,684	Important	Merit	$1	135%	100%
Special Events						
All Programs	56,583	Core	Public	$2	410%	100%
General Facility Usage						
All Facilities	678,189	Important	Merit	$2	52%	50%
Recreation Services						
All Programs	148,942	Core-Value Added	Public-Private	$1	76%	0-100%

Figure 41 - Human Services Classification

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LIBRARY DEPARTMENT

Scottsdale Community Services - Library						
Programs and Services	Participation/ Visitation	Service Category	Benefit Level	General Fund Tax Support per Participant/ Visitor	Current Cost Recovery	Target Cost Recovery
Materials and Resources						
All Programs	3,048,006	Core	Public	$0	28%	25-30%
Outreach						
All Programs	14,610	Core	Public	$6	56%	0%*
Early Literacy						
All Programs	42,608	Core	Public	$6	24%	0%*
Youth Services						
All Programs	44,806	Core	Public	$7	10%	0%*
Adult Services						
All Programs	18,575	Core	Public	$38	8%	0%*
Special Events						
All Programs	5,000	Core	Public	$7	14%	10-20%
Facility Reservations						
All Reservations	1,119	Value Added	Private	$13	81%	100%

* Recommended Cost Recovery as 0% as other sources of revenue supporting this line of service are not sustainable

Figure 42 - Library Services Classification

PLEASE NOTE: Public library systems are traditionally not operated under a cost recovery model. This is true of the Scottsdale Library System and is reflected by classifying six of its seven lines of service as Core. The only service provided by the library system that should be operated to recover costs is that of Facility Reservations.

Mustang Library

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RECREATION DEPARTMENT

Scottsdale Community Services - Recreation

Programs and Services	Participation/ Visitation	Service Category	Benefit Level	General Fund Tax Support per Participant/ Visitor	Current Cost Recovery	Target Cost Recovery
Health Fitness Wellness						
All Programs	108,861	Value Added	Private	$3	532%	100+%
Youth Leisure Education						
All Programs	2,126	Value Added	Private	$46	29%	75-100%
Adult Leisure Education						
All Programs	8,522	Value Added	Private	$22	54%	75-100%
Youth and Family Services						
All Programs	52,942	Core	Public	$8	11%	10%
Stadium Operations						
All Functions	196,014	Important	Private	$2	25%	25-50%
Youth Sports						
All Programs	26,595	Core	Public	$7	26%	25-50%
Adult Sports						
All Programs	131,282	Value Added	Private	$0	110%	100+%
Aquatic - Learn to Swim						
All Programs	33,062	Core	Public	$2	75%	25-75%
Aquatic - Specialty						
All Programs	23,263	Value Added	Private	$2	128%	100+%
Aquatic - Competitive						
All Programs	157,243	Value Added	Private	$0	137%	100+%
Afterschool						
All Programs	25,413	Core	Public	$1	75%	25-75%
Camps						
All Programs	5,814	Value Added	Private	$1	93%	100+%
Special Events						
All Programs	16,458	Core	Public	$20	7%	25-50%
Adaptive Recreation						
All Programs	10,839	Core	Public	$43	4%	5%
Facility/Field Reservations						

Figure 43 - Recreation Services Classification

PARKS MAINTENANCE

Unlike the other departments that make-up the Community Services Division, Parks Maintenance does not have the potential to directly generate revenue to offset its expenditures. It is, however, imperative that Parks Maintenance track the costs of its services to determine its level of efficiency. The following table represents the current and recommended unit costs for each line of service for the Parks Maintenance operation.

Scottsdale Community Services - Maintenance					
Maintenance Functions	Inventory and Measurement	Service Category	Benefit Level	Unit Cost	Recommended Unit Cost
Athletic Fields					
All Functions	92.5 Fields	Core	Public	$12,614	$12,000-$15,000
Community Parks					
All Functions	489.3 Acres	Core	Public	$5,748	$5,000-$7,500
Neighborhood Parks					
All Functions	224.4 Acres	Core	Public	$3,763	$3,500-$5,000
Dog Park					
All Functions	5 Acres	Core	Public	$9,501	$8,000-$10,000
Medians and Rights of Way - LANDSCAPING					
All Functions	16,966,000 Square Feet	Core	Public	$0.10	$0.10-$0.15
Medians and Rights of Way - LITTER AND TRASH REMOVAL					
All Functions	16,966,000 Square Feet	Core	Public	$0.005	<$.01
Intergrated Pest Management					
All Functions	5,729,650 Square Feet	Core	Public	$0.02	$).02-$0.03
Lakes					
All Functions	1577307.6 Square Feet	Core	Public	$0.09	$0.08 - $0.10

Figure 44 - Parks Maintenance Classification

6.4.2 DEVELOP NEW PRICING POLICY BASED ON CLASSIFICATION OF PROGRAMS

Given the shift in philosophical approach as noted previously, it is important to refocus the division on cost recovery goals by functional program area or line of service. Pricing based on established operating budget recovery goals will provide flexibility to maximize all pricing strategies to the fullest. Allowing the staff to work within a pricing range tied to cost recovery goals will permit them to set prices based on market factors and differential pricing (prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

To gain and provide consistency among the Scottsdale City Council, user groups, staff, and the community, a revised pricing policy must be adopted in order for the Scottsdale Community Services Division to operate effectively and efficiently to meet the program cost recovery goals identified above. In short, it is important that the Scottsdale Community Services Division state its policy in all publications,

on its website, and in its reservation processes to describe how they establish a price for a service or use of a facility. Example:

> "The Scottsdale Community Services Division's funding that is derived from taxpayers is focused on mission-based facilities and services. The programs and facilities that are furthest from our mission, that provide an individual benefit, or that provide exclusive use will require higher fees from users or other sources to help offset operating costs."

It is recommended that the Scottsdale City Council adopt the recommended cost recovery goals for the Community Services Division as presented in this Master Plan. In order to achieve the cost recovery goal, it is expected that the Scottsdale Community Services Division will strive to meet the cost recovery goals established for each program area as recommended. In order to meet these goals, efforts must be made to:

- Consistently deliver high quality programs and services

- Strategically price programs and services

- Solicit sponsorships and donations to develop a sustainable earned income stream

- Increase the utilization of volunteers to offset operational expenditures

- Expand marketing to increase the volume of participation in programs and services

The cost recovery goals are expected to be achieved over a 5 year period and there should be no expectation that they be realized immediately. It is expected that an iterative implementation process of introducing the classification methodology and a new pricing policy along with the refinement of division's cost of service analysis will occur over the next 5 years. This process will have an impact of cost recovery as it will result in the refinement of foundational business elements including but not limited to service levels, service delivery, pricing and the guidelines developed to secure external operational funding sources such as grants, donations and partnerships. Additionally, external factors such as economic conditions and changes to the City's financial policies will have a bearing on achieving the 67% cost recovery goal.

6.4.3 DEVELOP PRICING STRATEGIES

As the Scottsdale Community Services Division embarks on the implementation of a new pricing policy, it will be necessary to develop pricing strategies that will not only increase sales but also maximize the utilization of the Scottsdale Community Services Division's parks, libraries and recreation facilities. By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point. The consulting team recommends that the Scottsdale Community Services Division continue to explore pricing strategies that create options for the customer.

The following table offers examples of pricing options.

• **Primetime**	• **Incentive Pricing**
• **Non-primetime**	• **Length of Stay Pricing**
• **Season and Off-season Rates**	• **Cost Recovery Goal Pricing**
• **Multi-tiered Program Pricing**	• **Level of Exclusivity Pricing**
• **Group Discounting and Packaging**	• **Age Segment Pricing**
• **Volume Pricing**	• **Level of Private Gain Pricing**

Figure 45 - Pricing Options

6.4.4 EXPAND PROGRAMS AND SERVICES IN THE AREAS OF GREATEST DEMAND

Ongoing analysis of the participation trends of programming and services in Scottsdale is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is waning.

Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey:

- Adult activity/education/fitness classes
- Adult fitness and wellness programs
- Adult performing arts classes
- Adult Sports
- Before and after school programs
- Diversion (intervention, drug/alcohol education, youth council)
- Job/employment programs (business development literacy, skills training)
- Outdoor Recreation programs
- Preschool programs/early childhood
- Programs for people with disabilities
- Senior programs
- Social services programs (rent/utility assistance, food, home repair, job prep)
- Tennis Lessons and programs
- Water fitness programs
- Youth activity/education/fitness classes
- Youth/Teen summer camps
- Youth/teen summer recreation programs

6.4.5 ADOPT FORMALIZED PROGRAM STANDARDS

Recreation program standards are developed to support core programs and services. The standards focus on delivering a consistent high quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty.

To assist staff in its continual pursuit of delivering high quality consistent programs to the community and in achieving the cost recovery goals, the following are the areas of focus for the development of standards by which programs need to be developed and administered. A complete listing of the standards can be found in the Appendix of the Master Plan.

- High-Quality Experience
- Operational and Pricing

6.4.6 MEASURE ECONOMIC IMPACT

Economic impacts are effects on the level of economic activity in a given area. They may be viewed in terms of: (1) business output (or sales volume), (2) value added (or gross regional product), (3) wealth (including property values), (4) personal income (including wages), or (5) jobs. Any of these measures can be an indicator of improvement in the economic well-being of area residents, which is usually the major goal of economic development efforts.

The net economic impact is usually viewed as the expansion or contraction of an area's economy, resulting from changes in a facility, project or program. Sometimes there is also interest in assessing the economic impact of an already existing facility or project. This is usually viewed in terms of the jobs, income and/or business sales that are directly or indirectly supported by the facility or project. Such measures actually represent the gross effect -- i.e., the facility's or project's role in (or contribution to) the area economy. That is not necessarily the same as the net impact, particularly if other activities would be expected to enter or expand in the absence of this facility or project.

Economic impacts are different from the valuation of individual user benefits of a particular facility or service, and they are also different from broader social impacts. The user benefits and social impacts may include the valuation of changes in amenity or quality of life factors (such as health, safety, recreation, air or noise quality). Yet while these various types of benefits and impacts may be valued in economic (money) terms, through studies of individuals' or society's "willingness to pay" for improving them, they are not economic impacts (as defined above) except insofar as they also affect an area's level of economic activity.

Economic impacts also lead to fiscal impacts, which are changes in government revenues and expenditures. Economic impacts on total business sales, wealth or personal income can affect government revenues by expanding or contracting the tax base. Impacts on employment and associated population levels can affect government expenditures by changing demand for public services. Yet while they are related, fiscal impacts are not the same as economic impacts.

The consulting team recommends that the Community Services Division measure, in collaboration with the city's Economic Development Division, the impact that its libraries, facilities, parks and programs has on Scottsdale's economy.

6.5 FINANCIAL PERFORMANCE & PROGRAM DELIVERY - OTHER RECOMMENDATIONS

In addition to the key recommendations offered in the previous section, the PROS Consulting team recommends the following as a means to improve the financial performance and program delivery of the Scottsdale Community Services Division.

6.5.1 FINANCIAL PERFORMANCE – OTHER RECOMMENDATIONS

- Refine revenue and expenditure allocations across the newly formed lines of service.

- Continue to utilize financial analysis to support not only pricing strategies but also marketing, customer service, and technology solution strategies.

6.5.2 PROGRAM DELIVERY – OTHER RECOMMENDATIONS

- Evaluate participation trends in programs (total participation, seasonal participation, local vs. tourist, etc.) and utilize the analysis as a means to target the market as needed.

- Human Service, Housing and Community Development needs are identified in the recently completed the HUD 5 Year Consolidated Plan for FY 2015-2019.

- Focus on the allocation of CDBG, HOME, Scottsdale Cares, General Funds, Endowment and Salt River Pima Maricopa Indian Community funds to address strategic objectives identified in the HUD 5 Year Consolidated Plan for FY 2015-2019.

Appaloosa Library

Chapter Seven – LEVELS OF SERVICE ANALYSIS

7.1 PARK CLASSIFICATION AND LEVELS OF SERVICE KEY FINDINGS

There is a broad diversity of amenities and site types within the Scottsdale Community Services system that serves the diverse recreational and human service interests of residents and visitors. These range from traditional amenities (playgrounds, pavilions, sport courts, ball fields, pools, etc.) to unique features such as a golf course, preserves, soccer complexes and a spring training stadium. Additionally, indoor facilities such as the library system, senior centers and Club SAR provide further support for leisure interests and quality of life for Scottsdale residents. This diversity is echoed in site types from typical neighborhood and community parks to conservation parks.

There are multiple methods for determining the community need for park-and-recreation facilities and programs. The most common and universally-accepted approach to a level-of-service analysis originated with the National Recreation and Park Association (NRPA) in the 1980's when the organization began establishing norms for the amount of park lands or park amenities a community should strive for, based on its population. The latest NRPA standards compare the supply of facilities against demand, as measured by the total population of a community. These guidelines are typically reflected as the total number of facilities or total park acreage per a measureable segment of the population, for example, a minimum of 10 acres of total park land for every 1,000 residents.

This master-plan update utilizes a level-of-service analysis to establish reasonable and prudent standards for parklands, facilities and amenities over the next 10 years (i.e., until approximately 2025). There are specific areas of need where the redevelopment of existing parks should be considered in order to meet the demands and expectations of residents.

7.1.1 PARK AND FACILITY CLASSIFICATIONS

A park-and-facility classification system ideally should utilize key characteristics of each site. These include:

- The intent and/or mission of the site
- The predominant types of site usage
- Appropriate performance measures for each park classification

Proper integration of the system can guide the City in the years to come. The following factors are utilized to distinguish between City parks and recreation sites:

- Park size: Defines the relative size of the park in acres, including the ratio of land to per-capita population
- Service area: Details the service area of the park as defined by its size and amenities
- Maintenance standards: Details the expected standard of maintenance at the park depending on usage levels and the extent of facility development
- Amenities: Describes the present level of facility and/or amenity development
- Performance: Establishes performance expectations of parks as reflected in annual operational-cost recovery (revenue generation) and the annual use of major facilities within the park

There are 6 types of parks and facilities either owned and/or maintained by City of Scottsdale that serve the varied and diverse needs of the community. Using the criteria listed above, this master plan establishes a classification of Scottsdale sites based on differences in environment, public use, distinctive maintenance, and habitat management. The classifications are:

- Neighborhood/School Parks
- Community Parks
- Regional/Specialty Parks
- Conservation Parks
- Recreation, Libraries and Special-Use Facilities
- Pathways/Trails

NEIGHBORHOOD/SCHOOL PARKS

Neighborhood/school parks are intended to be easily accessible by adjacent neighborhoods and should focus on meeting neighborhood recreational needs as well as preserving small, open spaces in residential or commercial areas. Neighborhood parks are smaller than community or regional parks and are designed typically for residents who live within a one-mile radius. Neighborhood parks that provide recreational opportunities for the entire family typically involve a mix of passive and active recreation activities.

- Neighborhood/school parks generally range from 0.5 to 10 acres.
- **Typical length of stay:** 30 minutes to one hour
- **Amenities:** Basic amenities for picnicking and for play. Restrooms are common, as well as occasional pavilions/shelters, small turfed areas, playgrounds, picnic tables, benches, landscaped areas, and limited sports fields.
- **Revenue-producing facilities:** None
- **Programming:** 75% passive, 25% active
- **Signage:** Limited signage throughout the park
- **Landscaping:** Landscaping throughout the park
- **Parking:** Limited parking that is appropriate for neighborhood use
- **Other goals:** Strong appeal to the surrounding neighborhood, integrated design scheme throughout the park, loop-trail connectivity, safety design meets established standards

Neighborhood Parks		
North	*Central*	*South*
DC Ranch	Aztec	Agua Linda
Florence Ely Nelson	Cholla	Apache
Grayhawk	Comanche	Chesnutt
Ironwood	Mescal	Lafayette
Sonoran Hills	Northsight	Osborn
	Rio Montana	Paiute
	Rotary	Papago Rotary
	Shoshone	Pima
	Stonegate Equestrian	Thomas Road Bike Stop
	Thunderbird	
	Zuni	

Figure 46 - Neighborhood Parks

School Parks		
North	*Central*	*South*
Copper Ridge	Cochise	Navajo
Desert Canyon	Cocopah	Mohave
	Laguna	Pima
	Old Cheyene	Pueblo
	Seqouya	Supai

Figure 47 - School Parks

COMMUNITY PARKS

Community parks are intended to be accessible to multiple neighborhoods and beyond, and to meet a broader base of community recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger (10 to 75 acres) in scale than neighborhood parks but smaller than regional parks and are designed typically for residents who live within a three-to-five-mile radius (due to Scottsdale's population density, three miles is more reasonable). Where possible, the park may be developed adjacent to a school. Community parks often contain facilities for specific recreational purposes: athletic fields, tennis courts, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turfed and landscaped areas, and playgrounds. A mixture of passive and active outdoor-recreation activities often take place at community parks.

- **Typical length of stay:** Two to three hours
- **Amenities:** A well-designed facility includes: trails, sports fields, large shelters/pavilions, playgrounds, sports courts, water features, public restrooms, parking lots, security lighting, and ball field lighting
- **Revenue-producing facilities:** Limited
- **Programming:** 65% percent active, 35% passive
- **Signage:** Limited signage throughout the park
- **Landscaping:** Landscaping throughout the park
- **Parking:** Sufficient to support optimal usage
- **Other goals:** Community parks can include unique amenities or facilities that may draw users from a larger service area.

Community Parks		
North	*Central*	*South*
George 'Doc' Cavalliere	Cactus	Camelback
McDowell Mountain Ranch	Horizon	Chaparral
Thompson Peak	Mountain View	Eldorado
	Scottsdale Ranch Park	Indian School Park
		Vista del Camino

Figure 48- Community Parks

REGIONAL/SPECIALTY PARKS

A regional/specialty park typically serves multiple communities, even across multiple counties. Depending on the available activities and amenities, users may travel as many as 45-60 miles for a visit. Regional/specialty parks usually include the basic elements of a neighborhood park, combined with amenities similar to those of a community park. In addition, regional parks can feature specialized facilities including, but not limited to, athletic facilities, sports complexes, and special-event venues. Regional/specialty parks range in size from 15 to 150 acres. They should promote tourism and economic development by enhancing the vitality and identity of the region.

- **Typical length of stay:** Two hours to all day
- **Amenities:** Multiple signature facilities, including athletic fields, outdoor recreation/extreme sports amenities, sports complexes, playgrounds, reservable picnic shelters, recreation center, pool, gardens, trails, specialty facilities, public restrooms, concessions, ample parking, and special-event sites
- **Revenue-producing facilities**: Designed to produce revenue to offset operational costs
- **Programming:** 50% active, 50% passive
- **Signage:** Signage throughout the park, including entrance, wayfinding, and interpetive
- **Landscaping:** Focal entrances and landscaping throughout the park. Plants native to the site should be considered
- **Parking:** Sufficient for all amenities; can support a special event with a regional draw
- **Other goals:** Regional parks are the epicenter of many recreation programs and community events, and they frequently draw visitors/users from a regional service area. These facilities are usually considered major economic and social assets in a community.

Regional Parks		
North	*Central*	*South*
Sports Complex		McCormick-Stillman Railroad
		Civic Center Mall
		Stadium

Figure 49 - Regional Parks

CONSERVATION PARKS

Conservation parks are sites that preserve natural and/or cultural resources, including hillsides, wooded areas containing native trees, areas containing native plants, grasslands, riparian areas, historic sites, and more. Typically, conservation parks are a minimum of five acres in size in order to provide a habitat area of sufficient size to reasonably support native wildlife. Some conservation parks may be smaller and still retain this designation because of the unique natural or cultural resources located there. Conservation parks feature limited or no development and should provide a tranquil setting for experiences in the outdoors.

- **Typical length of stay:** Two hours to all day
- **Amenities:** Limited or none, usually only trails
- **Revenue-producing facilities**: Limited
- **Programming:** 50% active, 50% passive
- **Signage:** Signage throughout, including entrance, regulatory, and wayfinding/directional awkward spacing here
- **Landscaping:** Limited or no landscaping at entrances, and only flora native to the site should be considered.
- **Parking:** Capable of supporting safe and ecologically responsible use of the site

Conservation Parks		
North	*Central*	*South*
McDowell Sonoran Preserve		Nature Area
Pinnacle Peak		

Figure 50 - Conservation Parks

RECREATION, LIBRARIES AND SPECIAL-USE FACILITIES

Recreation, libraries and special-use facilities are typically local amenities that have a regional appeal by nature of the activities available. These can be a combination of indoor or outdoor facilities that serve active-recreation needs, general community needs, or arts and cultural needs. These sites can include diverse operational components that are managed by Department staff or concessionaires/contract operators.

- Typical length of stay: Two to four hours
- Amenities: Specific to the purpose of each facility
- Revenue-producing facilities: Designed to produce revenue to offsetg operational costs
- Programming: 50% active, 50% passive
- Signage: Signage throughout the park, including entrance, wayfinding, and interpetive
- Landscaping: Focal entrances and landscaping throughout the site; only flora native to the site should be considered;
- Parking: Sufficient for all amenities; can support a special event with a regional draw
- Other goals: Recreation and special-use facilities are similar to regional parks as they also can serve as the epicenter of many recreation programs and community events, and they frequently draw visitors/users from a regional service area. These facilities are often considered major economic and social assets in a community.

Libraries		
North	*Central*	*South*
Appaloosa	Mustang	Civic Center
Arabian	Palomino	
Community Centers		
North	*Central*	*South*
McDowell Mountain Ranch Aquatic Center	Cactus Aquatic &Fitness Center	Eldorado Community and Aquatic Center
	Chaparral Community and Aquatic Center	Paiute Neighborhood Center
	Horizon Community Center	Vista Del Camino Community Center
	Mountain View Community Center	
Senior Centers		
North	*Central*	*South*
	Via Linda Senior Center	Granite Reef Senior Center

Figure 51 - Recreation, Libraries and Special Use Facilities


Arabian Library

TRAILS

Trails serve diverse recreational and transportation needs, and are managed as multi-use facilities accommodating pedestrian, bicycling, mountain biking, equestrian, and motorized uses. The current pathways within City parks are primarily designed and utilized for walking, running, or jogging. Trails have been expanded to improve connectivity within the community. Typically, trails can be either unpaved, natural-surface trails, or paved trails that are aligned with public roadways for the purpose of recreational use and for non-motorized commuting.

- **Typical length of stay:** One to four hours
- **Amenities:** Restrooms, drinking fountains, benches, dog-waste recepticles, and lighting
- **Revenue-producing facilities:** Walks, runs, and other fitness events that are fundraisers
- **Programming:** Mostly passive with occasionally-scheduled trail events
- **Signage:** Signage along the trail, including entrance, wayfinding, and interpetive
- **Landscaping:** Vegetation control to enhance safety and visibility
- **Parking:** Provided at trailhead facilities
- **User capacity**: Must balance large-event requests to allow reasonable public access without causing dangerous/crowded conditions
- **Other Goals:** Collaborate with Law Enforcement officials to ensure that all trails are designed and maintained in compliance with Crime Prevention Through Environmental Design standards.

Trails/Trailheads		
North	*Central*	*South*
Brown's Ranch	Lost Dog Wash	
Fraesfield Mountain	Ringtail	
Gateway Access Area	Sunrise Access Area	
Granite Mountain		
Pinnacle Peak		
Tom's Thumb		
104th/Bell Rd.		

Figure 52 - Trails/Trailheads
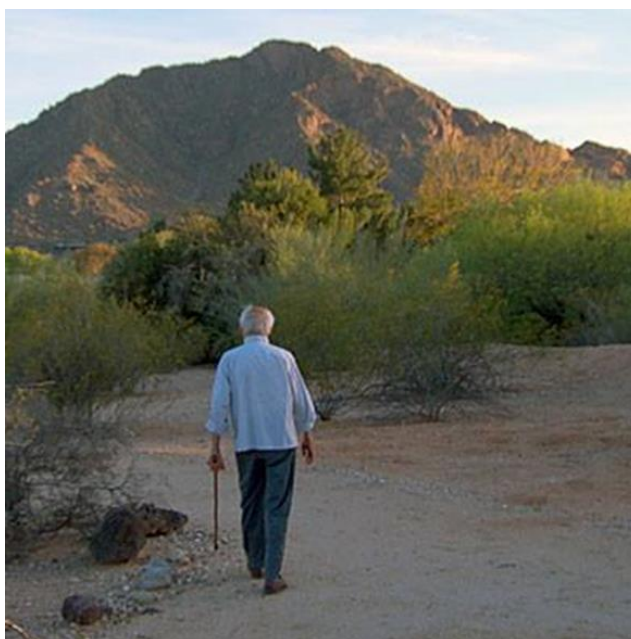
7.1.2 LEVEL-OF-SERVICE STANDARDS

CITY OF SCOTTSDALE LEVEL-OF-SERVICE STANDARDS

The level-of-service standards analysis is a review of the inventory of parks and major park assets in relation to the total population of the study area. Ultimately, these standards should be used to provide data for the leadership of the City to use in making decisions about facility and asset priorities. The standards **should not** be the sole determinant of how the City will invest in its parks, recreation facilities, and trails system over the next 5-10 years.

An inventory and level-of-service standards analysis of City of Scottsdale parks and facilities was performed. The current standards are shown as either current acres per 1,000 residents or current amenities per 10,000 residents and were based on the estimated resident population of 2013.

CURRENT LEVEL-OF-SERVICE STANDARDS

The current level-of-service standards are displayed on the following page in conjunction with park types and major amenities within parks. Some amenities were not included in this analysis because they are based on the number and distribution of parks and not on the community's resident population.

Amenities included in a population-based level-of-service analysis are:

- Aquatic Centers
- Libraries
- Senior Center
- Community Centers
- Neighborhood Park Centers
- Neighborhood Parks
- Community Parks
- Tennis Courts
- Diamond Fields
- Multi-purpose Fields
- Playgrounds
- Dog Park/Off Leash Areas

Amenity/Assets	Current Inventory	Current Standards		
Aquatic Centers	4	0.18	per	10,000
Libraries	5	0.22	per	10,000
Senior Center	2	0.09	per	10,000
Community Centers	5	0.22	per	10,000
Neighborhood Park Centers	3	0.13	per	10,000
Neighborhood Parks	224	0.99	Acres per	1,000
Community Parks	489	2.16	Acres per	1,000
Tennis Courts	24	1.06	per	10,000
Diamond Fields	72	3.17	per	10,000
Multi-purpose Fields	94	4.14	per	10,000
Playgrounds	36	1.59	per	10,000
Dog Park/Off Leash Areas	4	0.18	per	10,000

Figure 53 - Current Level of Service Standards

7.2 TECHNICAL NEEDS ANALYSIS KEY FINDINGS

7.2.1 EQUITY MAPPING

The City of Scottsdale has responsibly worked to distribute sites and facilities throughout the community as reflected in the current site locations. While there are further opportunities to improve access to sites by their location to different areas in the city, current and future plans address many of these potential issues.

To further illustrate the distribution of current park types and park assets of the Community Services system across the entire community, an equity-mapping analysis was conducted.   The maps included show the service areas of the *current* inventory of park types and park assets based on the *current* level-of-service standard. The current standard established per 1,000 residents per acre of park type or 10,000 residents per type of park asset are also indicated in the map title. The service area is calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities. Although there are occasions when the service area may extend beyond the border of Scottsdale, only Scottsdale's resident populations were utilized for calculating service-area standards in this analysis.

Community-wide maps of park types, or classifications, identified in this master plan, as well as the major park assets, are provided in the pages that follow. The maps on the following pages identify:

1. Aquatic Centers
2. Community Centers
3. Neighborhood Park Centers
4. Libraries
5. Senior Centers
6. Community Parks
7. Neighborhood Parks
8. Multi-Purpose Fields
9. Diamond Fields
10. Tennis Courts
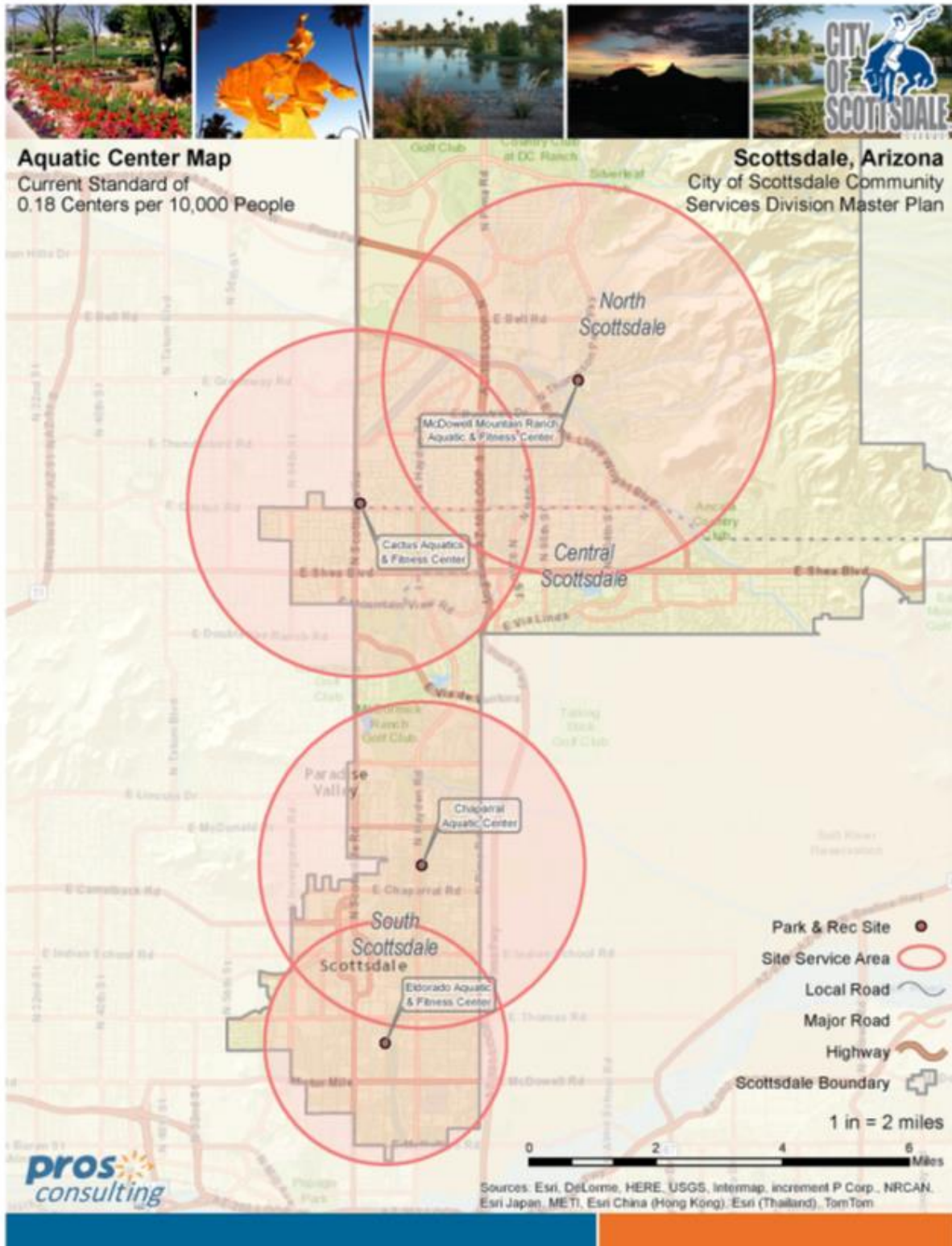11. Dog Park/Off Leash Areas
12. Playgrounds
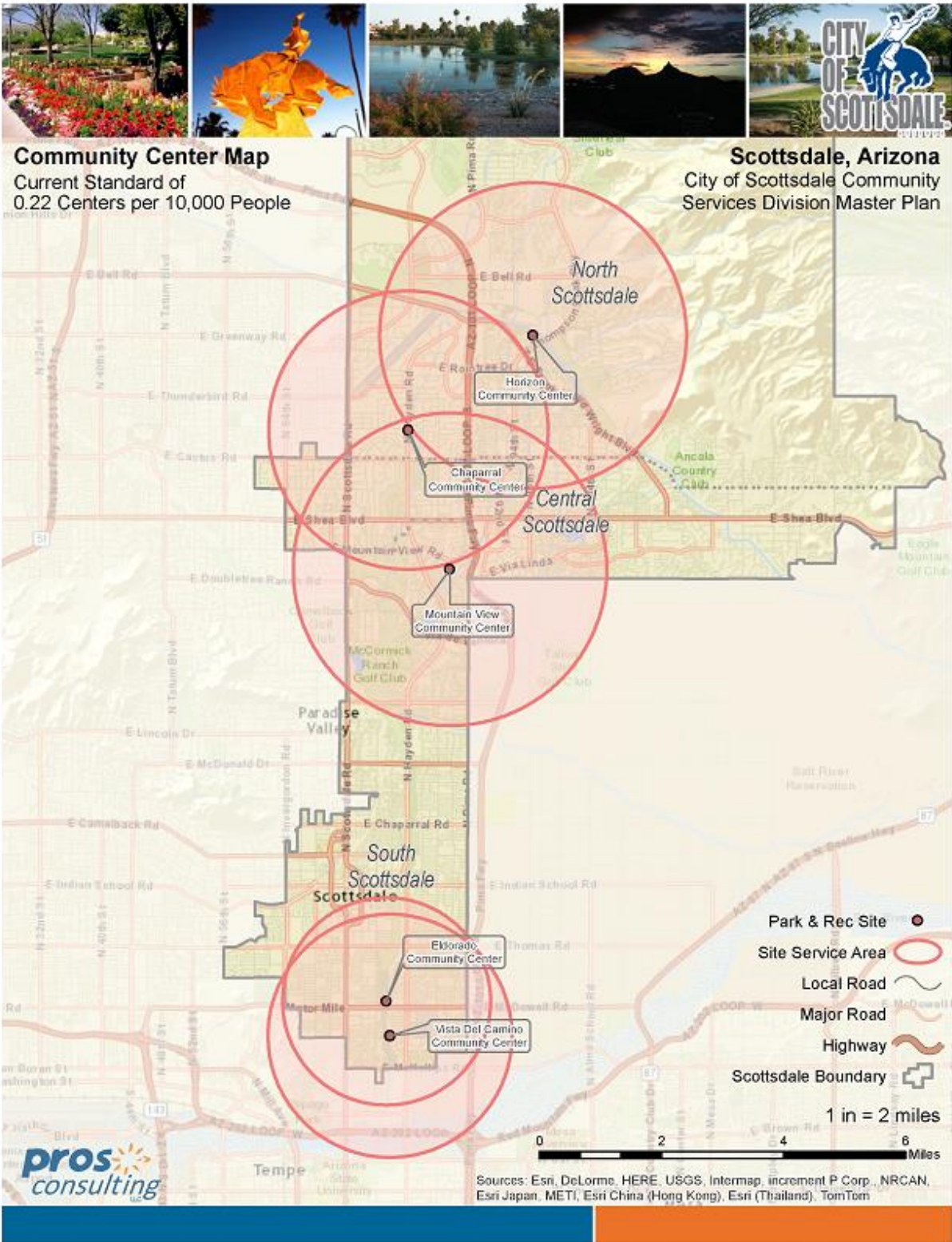
Figure 54 - Aquatic Center Equity Map
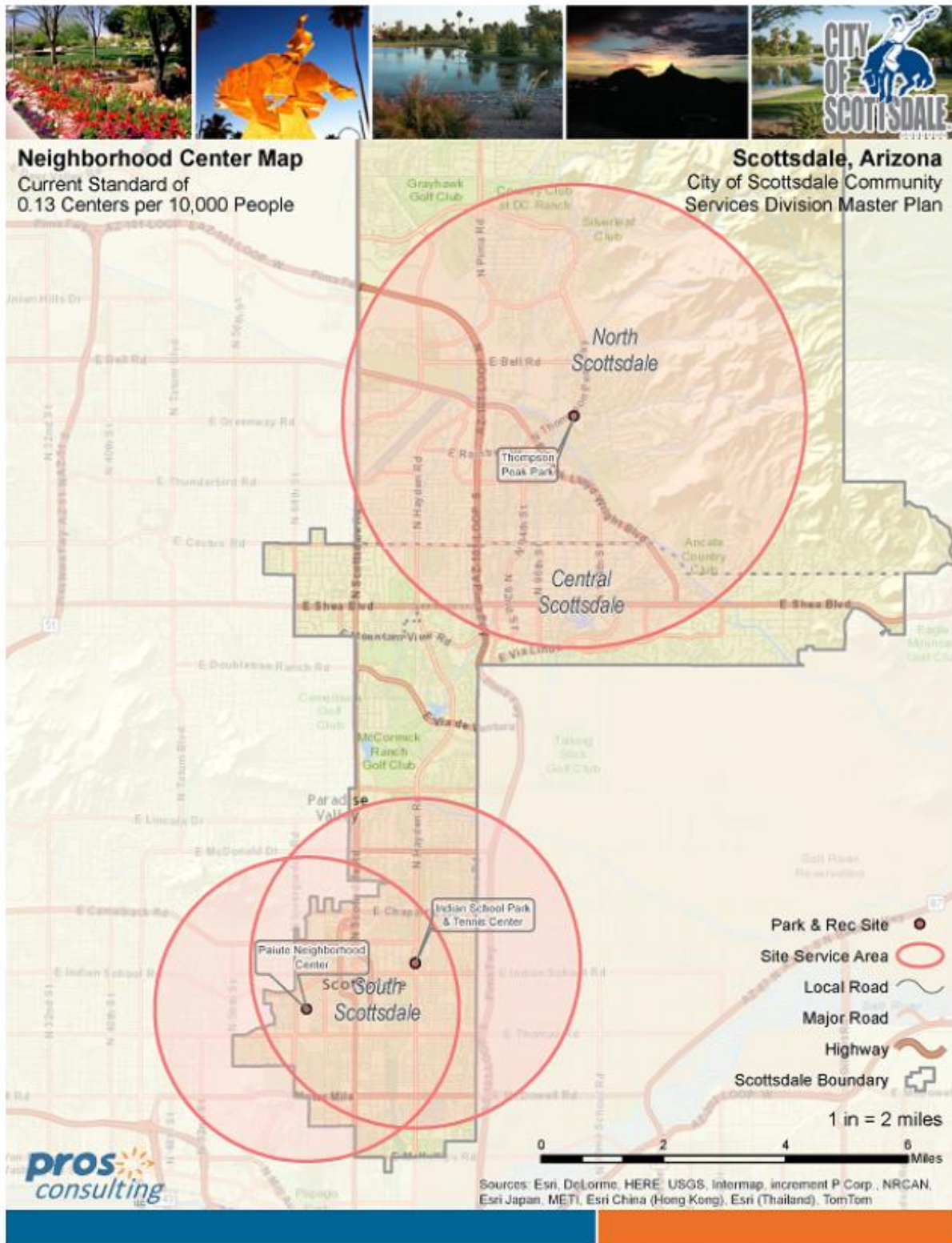
Figure 55 - Community Center Equity Map

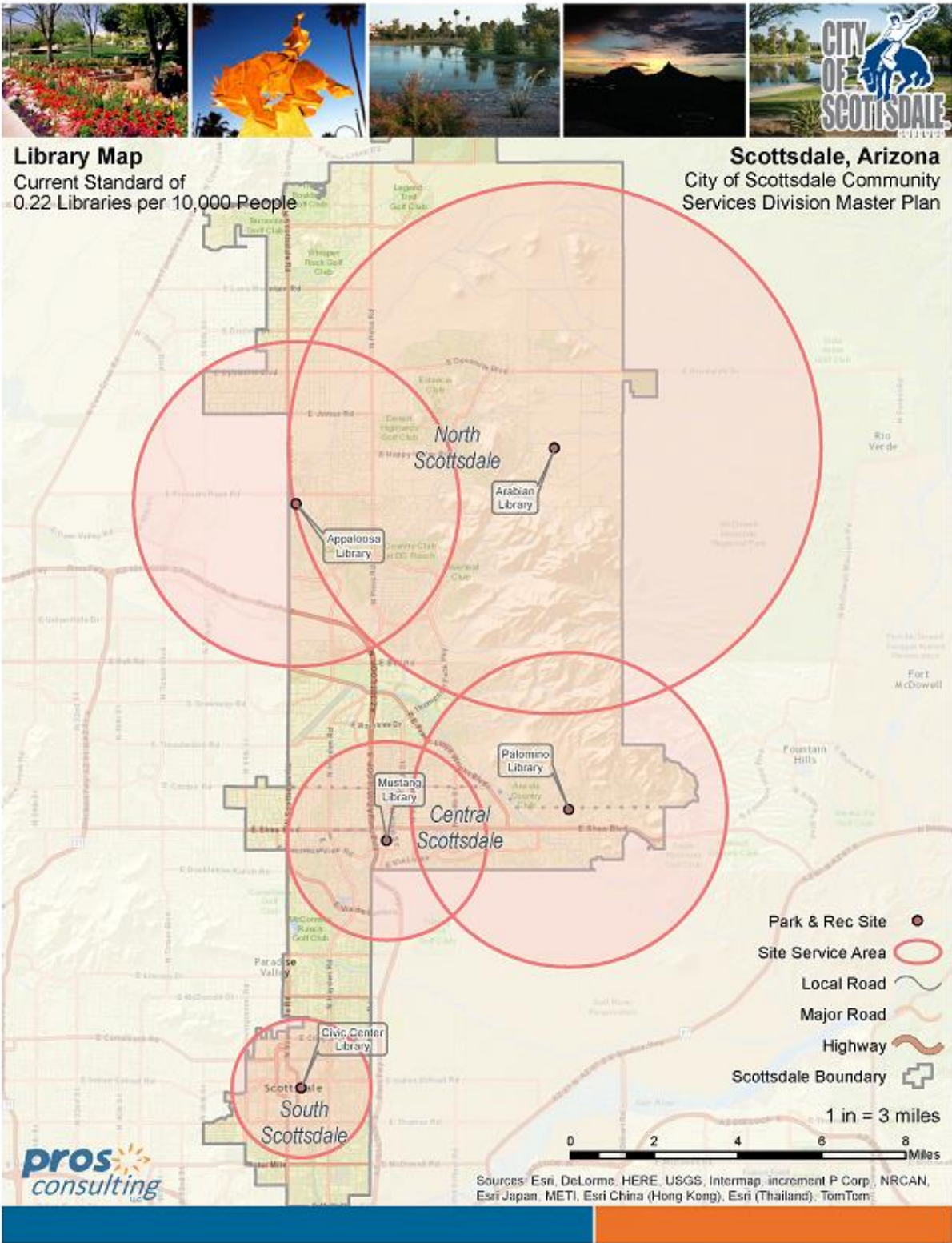**Figure 56 - Neighborhood Center Equity Map**

Figure 57 - Library Equity Map

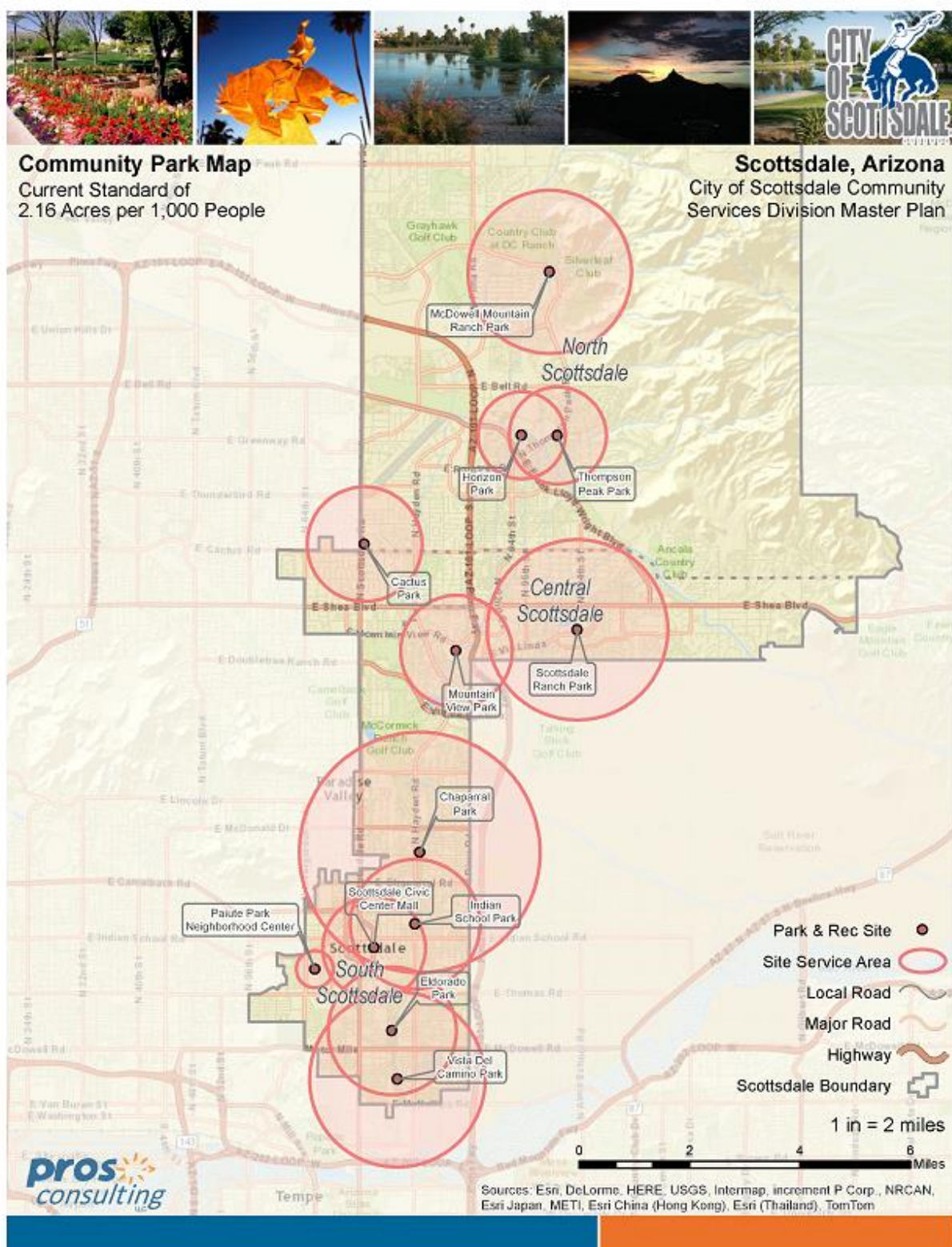Figure 58 - Senior Center Equity Map

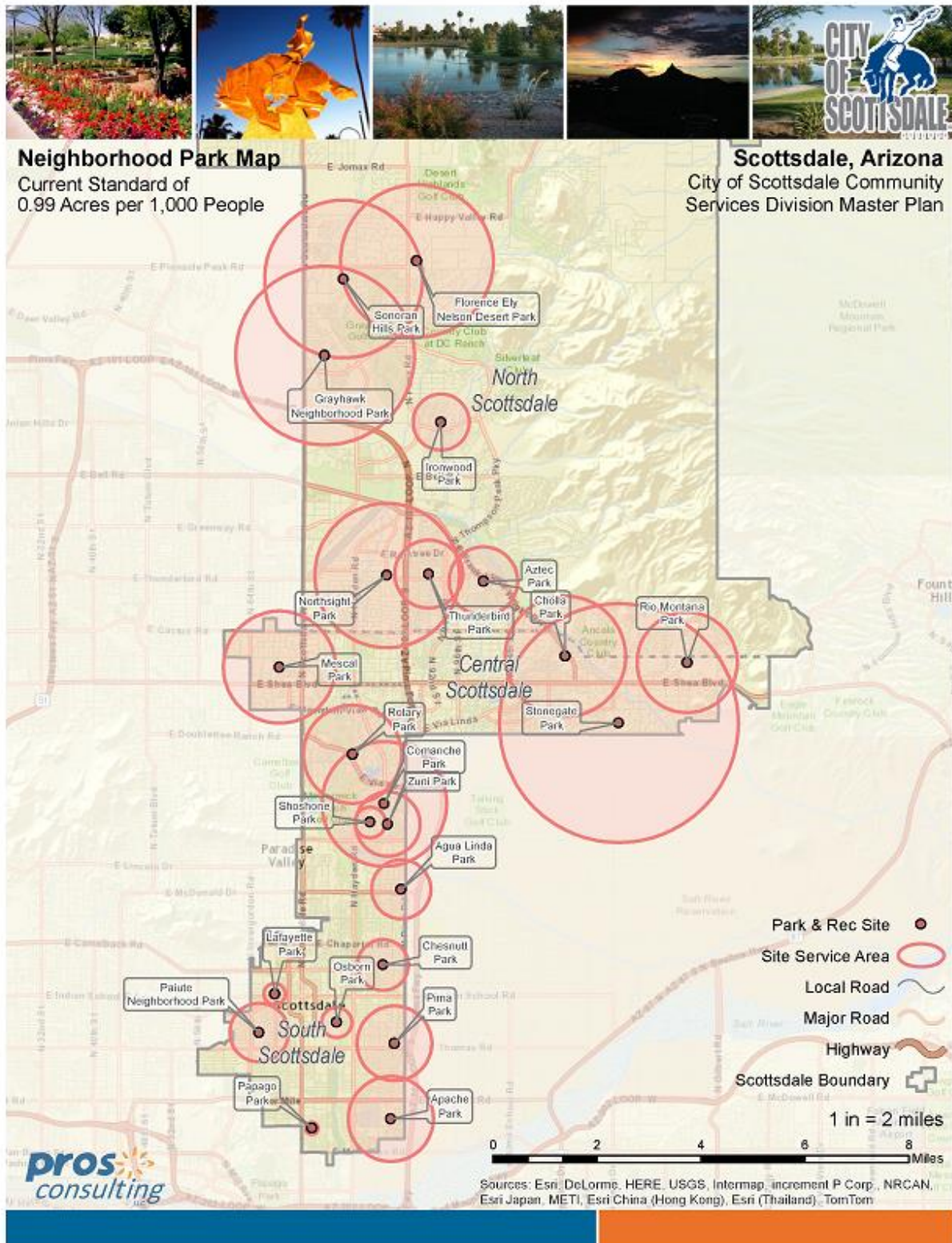**Figure 59 - Community Park Equity Map**
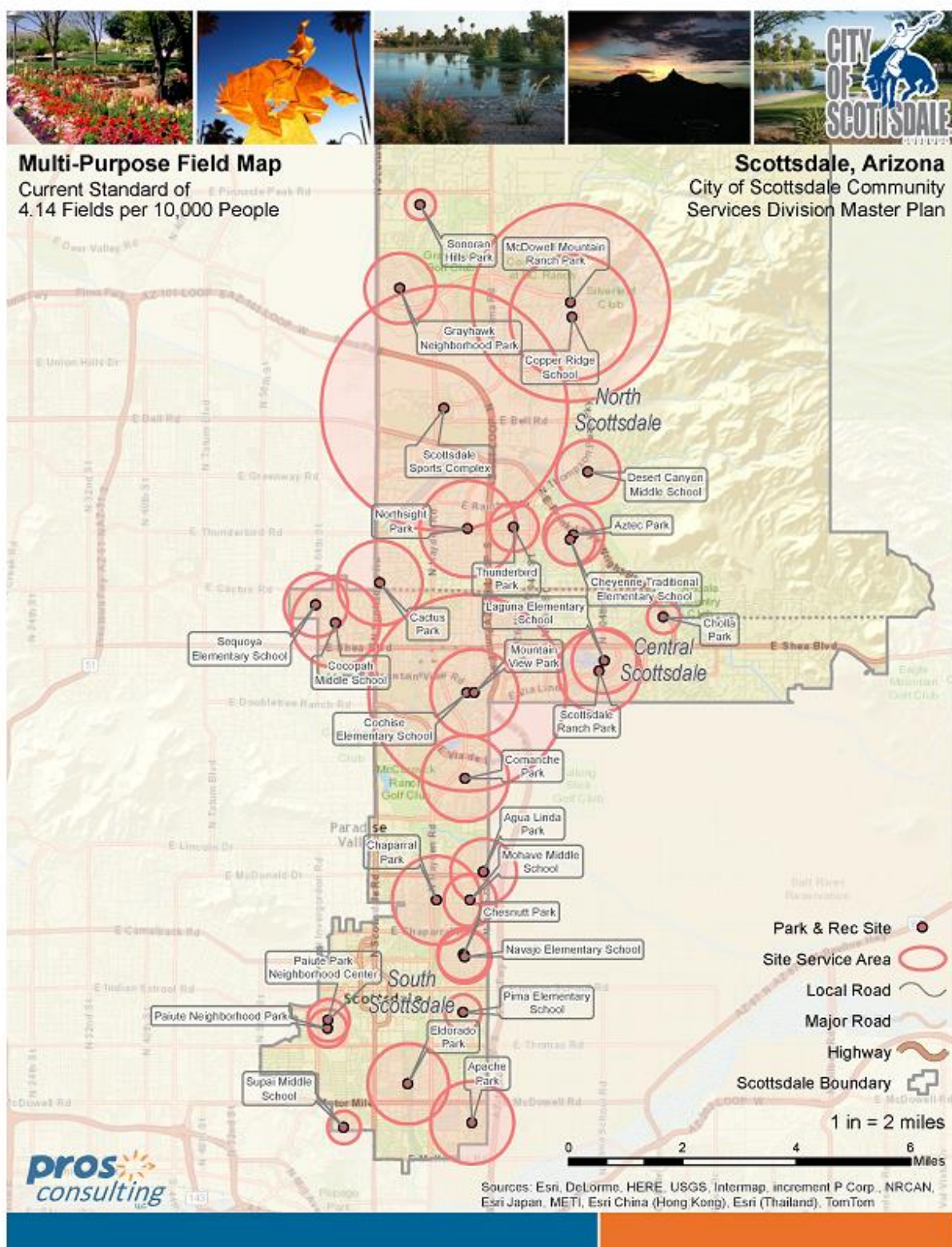
Figure 60 - Neighborhood Park Equity Map

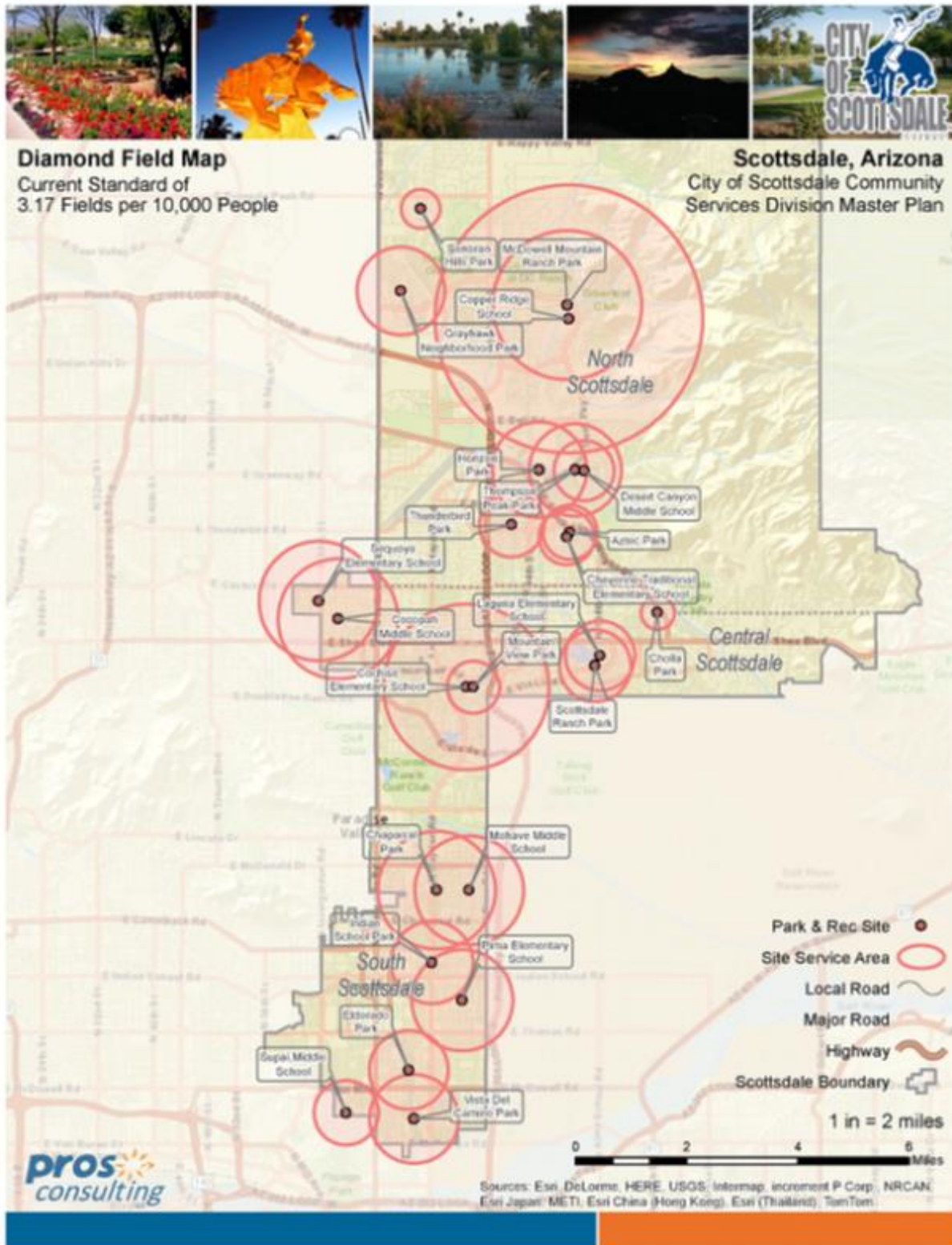Figure 61 - Multipurpose Field Equity Map
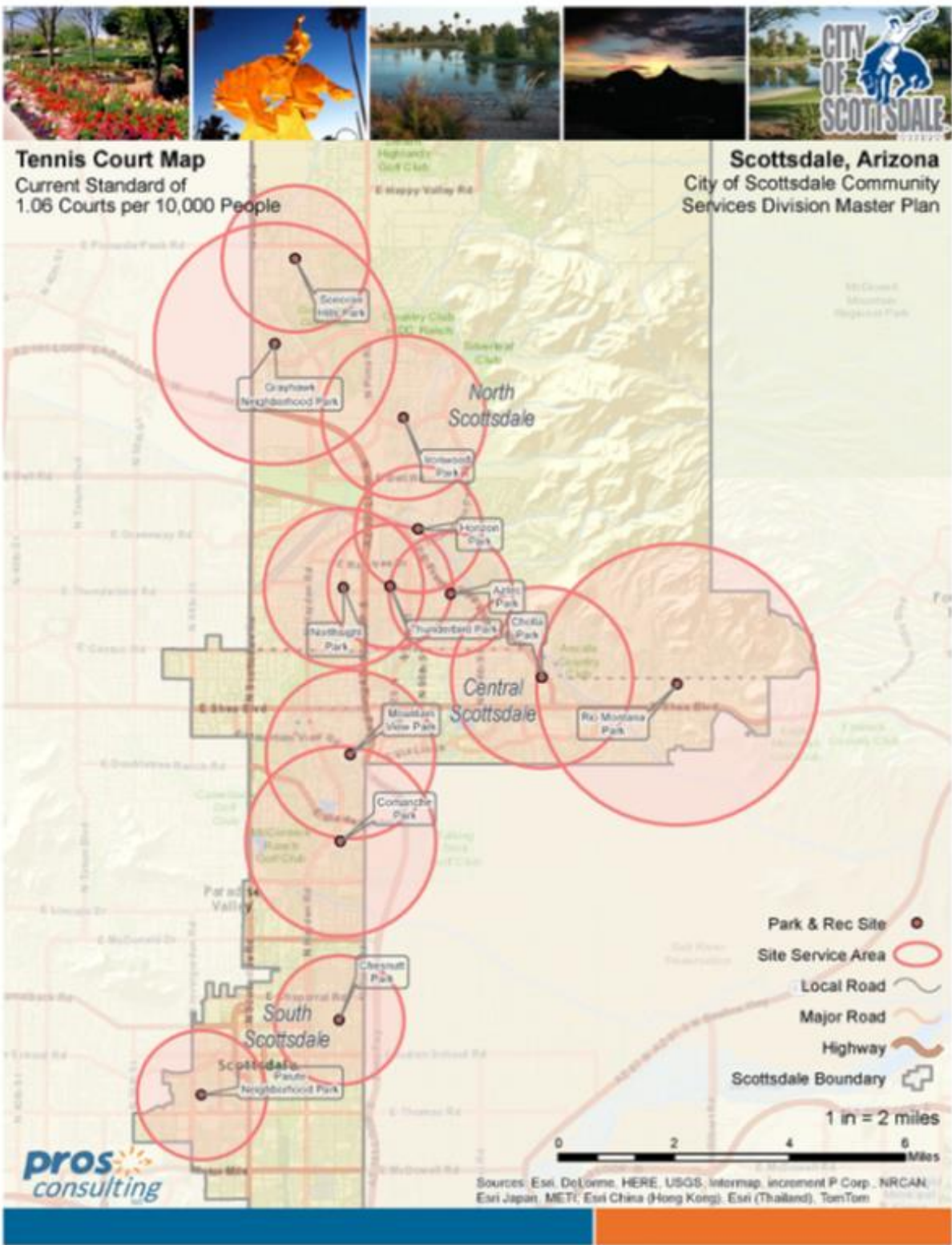
Figure 62 - Diamond Field Equity Map

Figure 63 - Tennis Court Equity Map
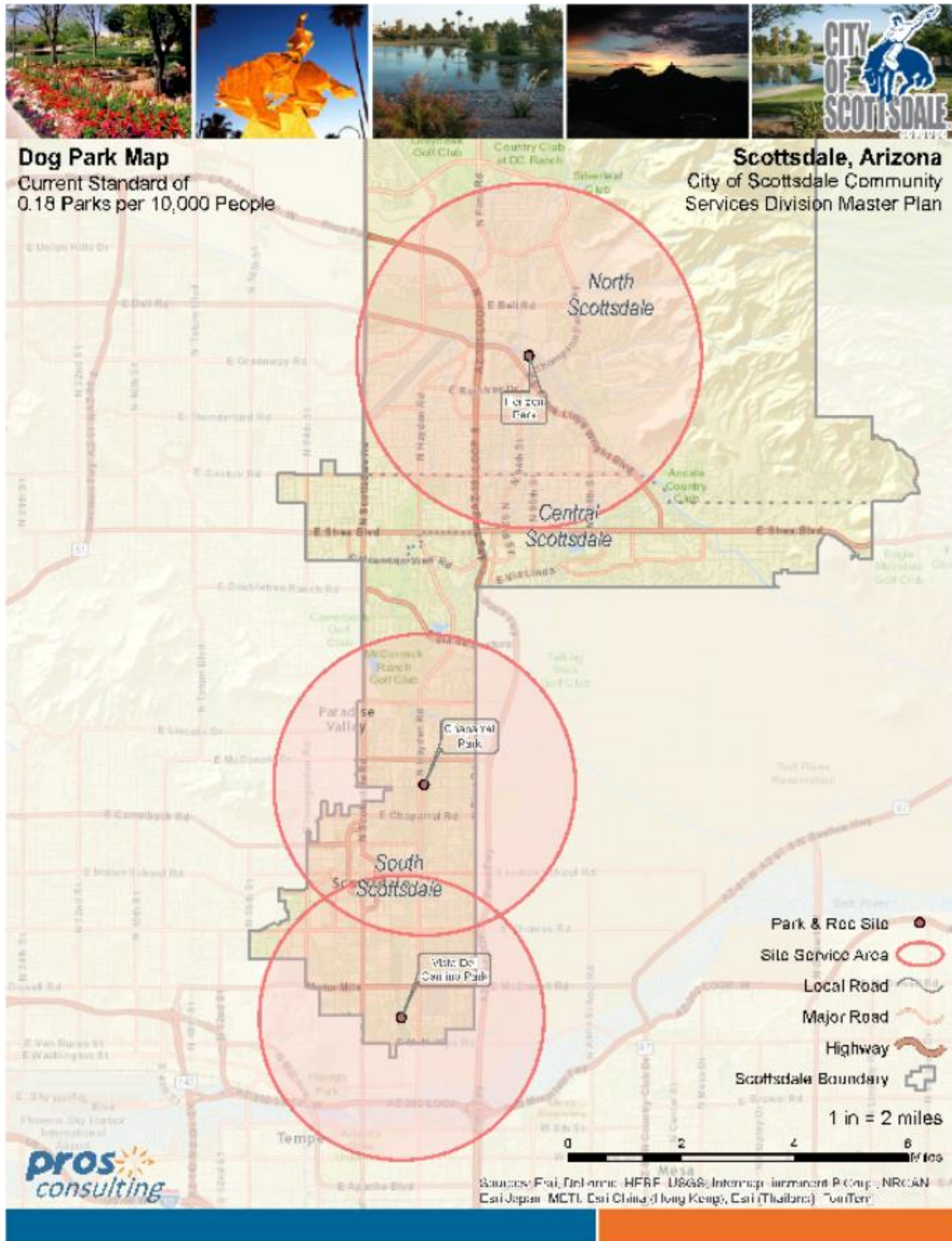
Figure 64 - Dog Park Equity Map
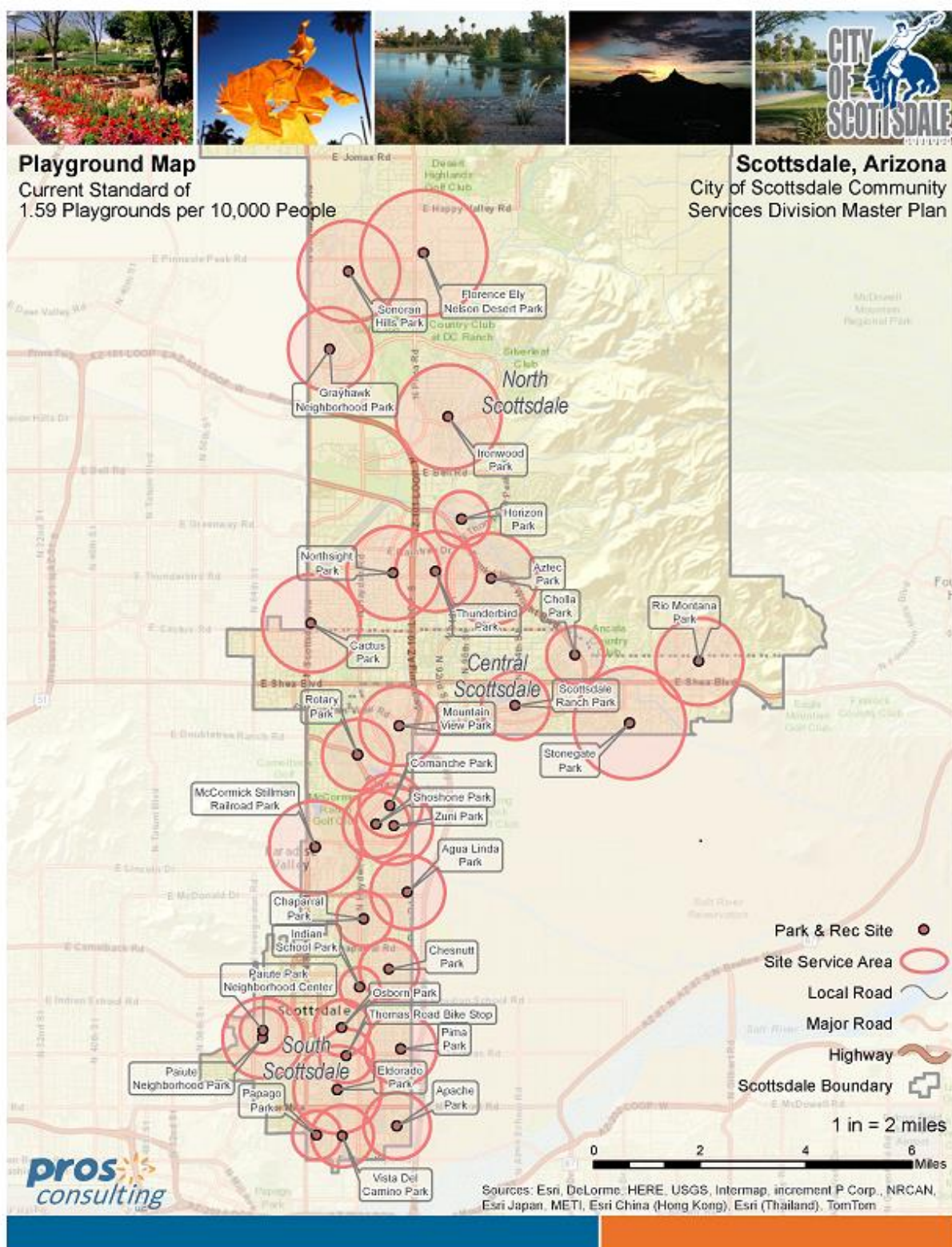
Figure 65 - Playground Equity Map

7.3 FACILITIES NEEDS ANALYSIS KEY FINDINGS

The Scottsdale Community Services Division currently has a professional staff that operates and manages a broad, diverse and world-class system of parks, facilities, centers and libraries.

7.3.1 MEETING FACILITY NEEDS

In reviewing the current facility offerings against the desired facility offerings of the community, there is minimal need to expand or add facilities.

- Per the statistically valid survey conducted by Leisure Vision: 100% meeting needs far exceed 0% meeting needs. Over 40% of 100% meeting needs is considered to be an excellent rating in most communities. As noted in the chart below, only indoor exercise facilities (39%), equestrian arenas (38%), indoor exercise facilities (39%) and outdoor park exercise course (38%) fall below the 40% threshold in meeting 100% of facility needs.

Figure 66 - Meeting Facility Needs

7.4 SYSTEM CONDITION ASSESSMENT ANALYSIS KEY FINDINGS

An inventory and assessment of the Division's sites and facilities was performed by the Consultant Team in 2014. The following key findings define current site and operating conditions. Many site and facility issues are continually addressed by Division staff, volunteers, and contractors.

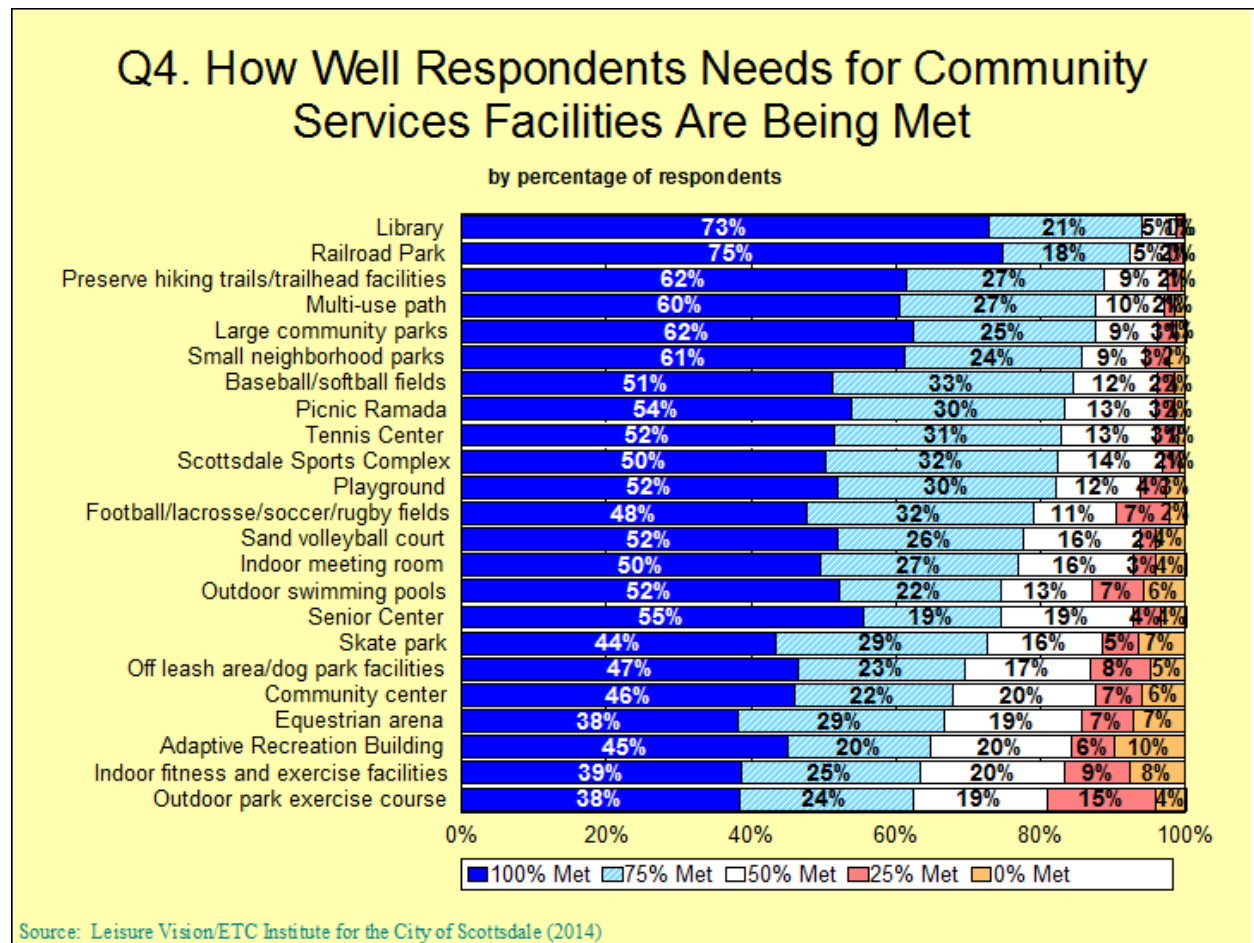- The value of the system, not including land value equates to **$201,497,381.**

- Throughout the system, there are a plethora of older assets that will require updating or replacement within the next few years. Improvements range from renovations to the Civic Center and Mustang Libraries and Club SAR to the replacement of common park amenities such as pavilions/shelters, parking lots, tennis courts, fencing, trails, lighting, irrigation systems, restrooms, outdoor amphitheaters signage, and playgrounds. **The total value of lifecycle replacement necessary in the next 10 years is $93,489,034 (or 46%) of the system**.

7.4.1 FACILITY LIFECYCLE REPLACEMENT

Facility	Total Number of Units in System	Unit	Total System Value	Suggested Lifecycle (in years)	Total units in last 10 years of lifecycle	Average Replacement Cost (per Unit)	Capital Improvement Funding needed within the next 10 years
Aquatic Center	37,769	SF	$15,107,600	35	17,470	$400	**$6,988,000**
Equestrian Park/Horse Arena	39,150	SF	$0	30	0	$0	**$0**
Equestrian Park/Horse Arena Lighted	24,600	SF	$0	30	24,600	$0	**$0**
Fitness Center	40,058	SF	$14,020,300	10	40,058	$350	**$14,020,300**
Maintenance Compound	38,081	SF	$9,520,250	30	12,110	$250	**$3,027,500**
Museum	10,000	SF	$4,250,000	15	0	$425	**$0**
Recreation Building	177,391	SF	$57,652,075	50	37,552	$325	**$12,204,400**
Amphitheater	58,517	SF	$5,851,700	30	0	$100	**$0**
Tennis Center	6,581	SF	$1,974,300	30	6,581	$300	**$1,974,300**
Visitor's Center	6,033	SF	$1,809,900	30	6,033	$300	**$1,809,900**
SUBTOTAL FACILITIES							**$40,024,400**

Figure 67 - Facility Lifecycle Replacement

7.4.2 AMENITY LIFECYCLE REPLACEMENT

Amenities	Total Number of Units in System	Unit	Total System Value	Suggested Lifecycle (in years)	Total units in last 10 years of lifecycle	Average Replacement Cost (per Unit)	Capital Improvement Funding needed within the next 10 years
Baseball Field (Lighted)	36	LS	$11,537,500	25	10	$325,000	$3,250,000
Baseball Field (Non-lighted)	2	LS	$570,000	25	2	$285,000	$570,000
Basket Ball Court (Non-lighted)	19	LS	$1,110,000	25	16.5	$60,000	$990,000
Basket Ball Court (Lighted)	12	LS	$900,000	25	4	$75,000	$300,000
BBQ Grill	139	EA	$69,500	10	139	$500	$69,500
Benches	345	EA	$310,500	10	345	$900	$310,500
Bike Rack	86	EA	$30,100	10	86	$350	$30,100
Bleachers	76	EA	$342,000	15	76	$4,500	$342,000
Boat Ramp	60	LF	$300	40	60	$5	$300
Bocce Court	2	EA	$3,000	20	2	$1,500	$3,000
Disc Golf Hole	18	EA	$13,500	15	18	$750	$13,500
Drinking Fountain	122	EA	$549,000	15	106	$4,500	$477,000
Exercise Station	33	EA	$29,700	10	33	$900	$29,700
Fire Pit	2	EA	$700	10	2	$350	$700
Flag Pole	20	EA	$64,000	20	19	$3,200	$60,800
Horseshoe Pit	6	LS	$9,000	10	6	$1,500	$9,000
Irrigation (Landscape Drip)	150	AC	$2,245,050	10	140.47	$15,000	$2,107,050
Irrigation (Landscape Turf)	510	AC	$10,701,306	10	452.73	$21,000	$9,507,330
Lake	1,577,308	SF	$15,773,076	25	810652	$10	$8,106,520
Off leash area	5	AC	$104,000	25	1	$20,000	$20,000
Parking Space	6,582	EA	$5,101,050	10	6324	$775	$4,901,100
Picnic Tables	723	EA	$1,084,500	10	723	$1,500	$1,084,500
Playground (Non-Shaded)	12	LS	$780,000	15	10	$65,000	$650,000
Playground (Shaded)	23	LS	$1,955,000	15	9	$85,000	$765,000
Racquetball Court	10	LS	$500,000	20	10	$50,000	$500,000
Ramada	97	EA	$3,880,000	40	46	$40,000	$1,840,000
Restroom	44,100	SF	$11,025,000	30	22800	$250	$5,700,000
Scoreboard	12	EA	$114,000	10	12	$9,500	$114,000
Shuffleboard Court	6	EA	$45,000	20	6	$7,500	$45,000
Signage (Monument-Park Name)	41	EA	$492,000	20	0	$12,000	$0
Signage (Rules & Reg)	63	EA	$31,500	10	61	$500	$30,500
Skate Park	36,000	SF	$1,080,000	25	20000	$30	$600,000
Squash Courts	1	EA	$12,500	25	1	$12,500	$12,500
Splash Pad/Spray Amenity	10,132	SF	$688,976	25	9632	$68	$654,976
Soccer Field (Lighted)	18	LS	$4,500,000	25	5	$250,000	$1,250,000
Soccer Field (Non-Lighted)	23	LS	$4,600,000	25	16	$200,000	$3,200,000
Softball Field (Lighted)	26	LS	$6,500,000	25	6	$250,000	$1,500,000
Softball Field (Non-lighted)	1	LS	$200,000	25	1	$200,000	$200,000
Tennis Court (Non-Lighted)	8	LS	$480,000	20	8	$60,000	$480,000
Tennis Court (Lighted)	16	LS	$1,200,000	20	12	$75,000	$900,000
Trail (Paved)	68,684	LF	$824,208	15	66,484	$12	$797,808
Trail (Unpaved)	13,208	LF	$66,040	25	6600	$5	$33,000
Trash (Dumpster Stand-Alone)	31	EA	$77,500	10	31	$2,500	$77,500
Trash (Dumpster Enclosure)	47	LS	$564,000	15	45	$12,000	$540,000
Trash (Receptacle)	789	EA	$591,750	5	789	$750	$591,750
Volleyball Court (Grass)	4	LS	$16,000	30	4	$4,000	$16,000
Volleyball Court (Sand)	17	LS	$204,000	30	7	$12,000	$84,000
Volleyball Court (Sand) Lighted	21	LS	$336,000	30	13	$16,000	$208,000
SUBTOTAL AMENITIES							$52,972,634

Figure 68 - Amenity Lifecycle Replacement

7.4.3 SUMMARY OF LIFECYCLE REPLACEMENT

The following table provides a snapshot summary of the lifecycle replacement described in detail in the previous section.

Asset:	Funding Needed:
Athletic Fields	$10,426,000
Community Facilities	$40,516,400
Lakes	$8,106,520
Landscape Irrigation	$11,614,380
Park Amenities	$8,218,950
Playgrounds	$1,415,000
Ramadas	$1,840,000
Restrooms	$5,700,000
Signage	$30,500
Skate Parks	$600,000
Splash Pads	$654,976
Sport Courts	$3,535,500
Trails*	$830,808
Total:	**$93,489,034**

Figure 69 - Lifecycle Replacement Summary

7.5 LEVEL OF SERVICE RECOMMENDATIONS

Based on a thorough review of the Community Services system and extensive public input, it is recommended that the City **DO NOT** aggressively pursue further development of parks and recreation amenities at this time. Recommended changes to the acreage of parks and areas, miles of trails or the quantity of different types of amenities are minimal and are based on maintaining the current level of service standard for the projected population in 2020. These standards can continue to be applied in future years beyond 2020 as the community continues to grow in size.

Amenity/Assets	Current Inventory	Current Standards			2020 Recommended Standards			2020 Need Calculation Based on Recommended Standards
Aquatic Centers	4	0.18	per	10,000	0.18	per	10,000	0.50
Libraries	5	0.22	per	10,000	0.20	per	10,000	0.41
Senior Center	2	0.09	per	10,000	0.09	per	10,000	0.25
Community Centers	5	0.22	per	10,000	0.20	per	10,000	0.00
Neighborhood Park Centers	3	0.13	per	10,000	0.13	per	10,000	0.25
Neighborhood Parks	224	0.99	Acres per	1,000	1.00	Acres per	1,000	25.60
Community Parks	489	2.16	Acres per	1,000	2.00	Acres per	1,000	10.70
Tennis Courts	24	1.06	per	10,000	1.00	per	10,000	1.00
Diamond Fields	72	3.17	per	10,000	3.00	per	10,000	3.00
Multi-purpose Fields	94	4.14	per	10,000	4.00	per	10,000	6.00
Playgrounds	36	1.59	per	10,000	1.50	per	10,000	1.50
Dog Park/Off Leash Areas	4	0.18	per	10,000	0.25	per	10,000	2.25

Figure 70 - Recommended Level of Service Standards

Chapter Eight – CAPITAL IMPROVEMENT RECOMMENDATIONS

In order to plan and prioritize capital investments, the consulting team recommends that the Community Services Division applies specific guiding principles that prioritizes the maintenance of current assets over the development of new facilities. The departmental CIP framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These criteria (e.g., safety compliance, commitment, efficiency, revenue) and priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities.

The community, through this planning process, has indicated strong support for this concept of prioritization. Even with the indications of a modest economic turnaround, funding is not sufficient to take care of all aging assets and build new facilities.

The result is the recommendation to develop a three-tier plan that acknowledges a stark fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources.

- The **Fiscally Constrained Alternative** has plans for prioritized spending within existing budget targets. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being for the department to maintain services. The actions associated with the Fiscally Constrained Alternative address deferred maintenance at existing facilities and is funded through existing tax dollars.

- The **Action Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing programs, beginning new alternative programs, adding new positions, or making other strategic changes that would require additional operational or capital funding. In coordination with the City Manager's Office and City Council, the Community Services Division would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, program income, grants, and existing or new taxes.

- The **Vision Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. In this feasibility plan, the Vision Alternative addresses aging facilities to make improvements in operational effectiveness and the overall sustainability of the park and recreation system. Funding for vision projects would be derived from partnerships, private investments and new tax dollars.

8.1 FISCALLY CONSTRAINED RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

There are many great examples of quality parks and trails throughout the City of Scottsdale Community Services system, including a number that are cornerstone assets in the community. It is important to protect and maintain their quality and integrity by:

- Maintaining high-quality libraries
- Maintaining high quality community and park centers
- Maintaining high quality senior centers

- Maintaining high-quality neighborhood parks
- Maintaining high-quality sport and athletic facilities
- Maintaining high-quality community parks
- Forming strong and productive partnerships with local user groups
- Maintaining signature assets in the community
- Improving surface trails that support recreation and walkability

Specific recommendations found in this section can be accomplished within existing division funding and focus on the basic maintenance of existing facilities and amenities.

Fiscally Constrained Funding Alternative Projects	
Signage	$30,500
Skate Parks	$600,000
Splash Pads	$654,976
Trails	$830,808
Total: $2,116,284.00	

Figure 71 - Fiscally Constrained Recommendations

8.2 ACTION RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken when additional funding is available to meet need(s) with a focus on enhancements to existing facilities. The following provides a summary of the action options recommended by the consulting team.

Action Funding Alternative Projects	
Park Amenities	$8,218,950
Playgrounds	$1,415,000
Ramadas	$1,840,000
Restrooms	$3,390,000
Indian Bend Wash Lakes Phase I*	$16,145,700
Park Building Improvements	$2,310,000
Aquatics Chemical System Replacement*	$2,887,500
Scottsdale Stadium Infrastructure Improvements*	$1,336,500
Sports Lighting Replacement and Upgrade*	$3,865,500
Total: $41,409,150.00	

Figure 72- Action Recommendations

8.3 VISION RECOMMENDATIONS – DEVELPING NEW OPPORTUNITIES

Recommendations described in this section represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified as relevant to the interests and needs of the community and are relevant to the city's focus because they feature a high probability of success.

Vision Funding Alternative Projects	
Athletic Fields Redevelopment	*$6,560,500*
Community Facilities Redevelopment	*$9,851,200*
Lakes Redevelopment	*$8,106,520*
Landscape Irrigation	*$11,614,380*
Thompson Peak Park Phase II Development	*$5,477,900*
Replacement of Cactus Aquatic and Fitness Center	*$20,963,400*
Cavalliere Park Phase II Development	*$10,247,700*
Civic Center Library Improvements Phase II	*$5,477,800*
Total: $78,299,400	

Figure 73 - Action Recommendations

8.4 OTHER CAPITAL IMPROVEMENT RECOMMENDATION

The consulting team strongly recommends that feasibility studies be conducted for the replacement of major facilities (Cactus Aquatic and Fitness Center, Club SAR) or the new system development (Thompson Peak Park – Phase II, Cavalliere Park – Phase II) to understand the total cost of ownership of the "new" facilities (initial capital investment, operating expenditures, lifecycle replacement costs).

Chapter Nine - STRATEGIC MATRIX

The consultant synthesized its findings to develop a framework of strategies and recommendations for the City of Scottsdale's Community Services Division. The Community Values Model features recommended strategies that align with five major categories of best practices: Community Mandates, Standards, Program/Services, Business Practices, and Community Outreach and Partnerships/Sponsorships.

The Community Values Model should be evaluated and refined as political and economic circumstances shift and be used to validate the vision and mission of the Scottsdale Community Services Division.

Community Value 1: Community Mandates	
Renovate and upgrade parks, libraries, trails and recreational facilities to promote community interaction, healthy lifestyles and safety.	
Strategy	Maintain and enhance the quality of current park sites, facilities, and amenities of the Scottsdale Community Services system
Strategy	Redevelop facilities with equitable access by residents throughout the city and that reflect the ability to serve a diverse public, as well as meeting all ADA-compliance requirements and other special needs.
Strategy	Establish a lifecycle maintenance-improvement plan for parks, recreation, libraries and human services facilities from the inventory assessment completed as part of the master plan.
Strategy	Pursue renovations and new improvements for parks, trails, and recreational facilities in areas of greatest growth and unmet needs.
Strategy	Maintain the importance and value of parks and recreation as a City-provided service by organizing events, festivals, and programs that build the community.

Community Value 2: Standards	
Continually update and utilize best standards for operations and maintenance of parks, trails, libraries and recreational facilities in alignment with City of Scottsdale policy.	
Strategy	Utilize consistent design standards in the development of park, library, human services and recreational-facility landscaping, amenities, signage, and infrastructure.
Strategy	Utilize best practices that match maintenance standards to sites and facilities.
Strategy	Enhance communications in marketing and promoting City parks, trails, libraries, human services and recreational facilities in order to improve community awareness of programs, services, and facilities, as well as to diversify the use of amenities and expand public-feedback opportunities.
Strategy	Maintain updated standards for asset- and amenity-management in order to maximize and expand their useful lifespan.

Community Value 3: Programs and Services

Provide balance and consistency in the delivery of programs and services that meet the needs of the residents of City of Scottsdale.

Strategy	Develop and maintain high-quality programs that promote health and wellness, early literacy, family participation, athletic skills and abilities, life skills, socialization, personal safety, and new experiences.
Strategy	Engage residents in programs that build community and reflect its values, especially in connection with special events.
Strategy	Continue to monitor and evaluate services, events, and programs that may be provided to the public and that are either complementary to or competitive with the programs and services of the City of Scottsdale.
Strategy	Provide access to high-quality programs, services, and partnerships/sponsorships that meet the specialized needs of the community's residents.

Community Value 4: Business Practices

Manage parks, trails, libraries, human services and recreational facilities, and programs that support the financial goals and policies of the City of Scottsdale.

Strategy	Update the Division's pricing policy and pricing plan to reflect classification of services, total costs of service, levels of service, cost-recovery goals, characteristics of the users, and a sustainable approach to managing programs and facilities.
Strategy	Maintain an appropriate balance of affordability and entrepreneurship in the programs and services of the Division.
Strategy	Maximize the capability of new and existing technology to enhance business effectiveness within the Division.
Strategy	Update alternative funding policies and procedures that offset capital and operating expenses.

Community Value 5: Community Outreach and Partnerships/Sponsorships

Maximize resources through mutually acceptable partnerships that leverage parks, trails, and recreational and library facility development and program and service opportunities.

Strategy	Develop partnership/sponsorship policies with public, non-profit, and for profit entities. Include strategies for engaging neighborhoods and community organizations in helping to maintain park, trails, libraries, recreation and human services facilities, programs, and services.

Strategy	Review and update terms of agreements with existing partners/sponsors who utilize City of Scottsdale parks and facilities for public or private events.
Strategy	Maintain and monitor services provided by the Division to the community to assure the Division's local active role in the network of services and opportunities available to residents, organizations, and businesses.
Strategy	Pursue and develop a youth-services partnership/sponsorship plan with other service providers.
Strategy	Enhance the level of partnership/sponsorship with schools in the interest of improved equity and to increase access to recreation.

APPENDIX

APPENDIX 1 – PROGRAM STANDARDS

Program standards are developed to support core recreation services. The standards focus on delivering a consistent high quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty.

To assist staff in its continual pursuit of delivering high quality consistent programs to the community and in achieving the cost recovery goals, the following are the standards by which programs need to be developed and administered.

HIGH-QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.

- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.

- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.

- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.

- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.

- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.

- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.

- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.

- A first aid kit is readily available and accessible in less than a minute.

- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.

- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.

- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Scottsdale Community Services Division is investing in their experience.

- Each instructor or program supervisor will be provided a toolbox that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and

emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.

- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.

- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.

- New staff, volunteers, and contract employees working with children will have background checks by the Scottsdale Police Department.

- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.

- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Community Services Division.

- Staff will be dressed in the appropriate Scottsdale recreation uniform that includes a nametag.

- Drivers that transport participants must have the appropriate license, certifications, and authorization.

- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.

- Performance measures tracked will be shared with instructors or program staff at the end of each session.

- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.

- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.

- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.

- Scholarship programs will be in place for those that require financial assistance in order to participate in Scottsdale recreation facilities and programs.

- Quarterly results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.

- Each year, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.

- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.

- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.

Maintenance, recreation, library and human services staff will discuss standards for programs taking place in Scottsdale facilities annually.

APPENDIX 2 – VOLUNTEER BEST PRACTICE STANDARDS

PURPOSE AND GOAL

The purpose of the Volunteer Program is to offer opportunities for residents, organizations, and friends of the Scottsdale Community Services Division to volunteer their skills and time in meaningful work that advances ongoing programs.

The purpose of the Scottsdale Community Services Division's Volunteer standards are to support the Volunteer Program with guidance, structure and direction for staff and volunteers in the areas of:

- Rights of and responsibilities of individual volunteers
- Staff planning and volunteer training for meaningful work
- Personnel practices affecting volunteers

The Scottsdale Community Services Division may recommend guidelines and procedures that further support the Volunteer Program. Examples of possible guidelines and procedures are given at the end of this section.   The Scottsdale Community Services Division may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by the

The Scottsdale Community Services Division staff, based on consultation with experienced volunteer coordinators in other similar organizations.

ISSUES ADDRESSED

The adoption of volunteer standards will address these issues:

- Indicate the importance of the Volunteer Program and individual volunteers
- Bring increased structure and predictability into the management of volunteers
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers
- Development of advocacy

EXPECTED BENEFITS AND OUTCOMES

- A commitment by the Scottsdale Community Services Division to its Volunteer Program will yield increased volunteer accomplishments of necessary recreation projects for which funding is not available
- A business-like approach to volunteer management will increase volunteer participation and satisfaction
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks

- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills

- Advocacy among volunteers will increase as a natural outcome of the volunteer experience
- Stewardship volunteers will gain understanding and experience useful in communicating and demonstrating the importance of land stewardship to others in the community

VOLUNTEER PROGRAM STANDARDS

These standards are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers

- Volunteer Training and Safety

- Rights and Responsibilities of Individual Volunteers

DEFINITION OF "VOLUNTEER"

A "volunteer" is anyone who, without compensation, performs a task at the direction of, and on the behalf of the Scottsdale Community Services Division.

ORIENTATION

Volunteers shall be given an orientation to that will include an introduction to the Division and its staff, the policies that guide the volunteer's relationship with the Scottsdale Community Services Division, (the Volunteer Manual), and the programs and plans within which volunteers may work.

NON-DISCRIMINATION

Participation as a volunteer for Scottsdale Community Services Division shall be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual preference, marital or parental status, national origin, age, or mental or physical handicap.

MINIMUM AGE

The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of 18 must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given for groups of individuals under the age of 14 (e.g. Cub Scouts) who wish to serve in a voluntary capacity for the Scottsdale Community Services Division. Adult supervision will be required for all of those under 14 years of age.

VOLUNTEER RECOGNITION

The Scottsdale Community Services Division has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

DRESS CODE

Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by the Scottsdale Community Services Division.

VOLUNTEER TRAINING AND SAFETY

SUPERVISOR
Based on the volunteer's interests and strengths, as well as the needs of the Scottsdale Community Services Division, each volunteer will be assigned to work with a staff member or a trained and qualified adult volunteer, who will provide training, guidance and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

PLAN OF WORK
Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

TRAINING
The supervisor will provide the proper on-the-job training for each volunteer, and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

WORKING ALONE PROHIBITED
At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall be present at all times.

SAFETY
Volunteers are responsible for:

- Supporting efforts to promote safe working conditions and habits
- Making full use of safety equipment and safeguards provided for assigned tasks
- Reporting immediately all unsafe work conditions to their supervisor

RESPONSIBLE STAFF MEMBER
A Scottsdale Community Services Division staff member or adult volunteer leader who is directly responsible for the project shall be on the premises or readily accessible in case of an emergency or unanticipated need.

WORK SITE
The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to effectively and comfortably perform her/his duties. Volunteer work sites are subject to the same safety requirements as are all recreation work sites.

ACCESS TO PROPERTY AND MATERIALS
Volunteers shall have access to Scottsdale Community Services Division property and materials necessary to fulfill their duties, and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

ACCESS TO INFORMATION
Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which Scottsdale Community Services Division deems to be confidential.

APPENDIX 3 – SPONSORSHIP MANAGEMENT STANDARDS

PURPOSE AND GOAL

Best practice standards for sponsorships to provide guidelines for the Scottsdale Community Services Division to gain support from external financial resources. They will assist in establishing procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services of the Scottsdale Community Services Division. The standards ensure that all marketing of sponsorships support the Scottsdale Community Services Division's goals for services to the community and remain responsive to the public's needs and values. These standards will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Scottsdale Community Services Division facilities and programs. The standards will ensure that the corporate, business or not for profit sponsorships will not result in any loss of Scottsdale Community Services Division's jurisdiction or authority.

GUIDING PRINCIPLES

The institution of Sponsorship standards will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between the Scottsdale Community Services Division and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure the Scottsdale Community Services Division is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of the Scottsdale Community Services Division on the services provided to the community and to remain responsive to the public's needs and values.

EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance the Scottsdale Community Services Division programs and facilities

- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness

- A number of Scottsdale Community Services Division events, programs and amenities may take place in the community because of the sponsor's financial contribution

- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with the Scottsdale Community Services Division

- Sponsorships help to raise the awareness of the Scottsdale Community Services Division and builds its image in the community

- Events, programs, facilities, plus maintenance of properties and recreation areas will be affordable to the community because of the financial contributions that sponsors can provide to the Scottsdale Community Services Division

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- The Scottsdale Community Services Division will put out annually an ad in the local newspaper to advertise the opportunities for sponsorships for the coming year.

- Seek sponsors directly via a proposal request by staff.

- The Scottsdale Community Services Division may put their sponsorships out for auction at an auction event. The following process will be required when Scottsdale Community Services Division is involved in a sponsorship

PROCESS SUBMIT FOR A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to the Scottsdale Community Services Division.

- The Director or his designee will review the proposal and make a decision on the proposal.

- The Director will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to the Scottsdale Community Services Division, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and the Scottsdale Community Services Division.

- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement made out to the City of Scottsdale Community Services Division.

- The Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the Director will have the prerogative to accept or reject a proposal:
  - o Compatibility of the sponsor's products, customers and promotional goals with the Scottsdale Community Services Division's goals.
  - o The sponsor's past record of involvement with the Scottsdale Community Services Division and other community projects.
  - o The timeliness or readiness of the sponsor to enter into an agreement.
  - o The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and the Scottsdale Community Services Division.
  - o Potential community support for or opposition to the proposal.
  - o The operating and maintenance costs associated with the proposal on behalf of the Scottsdale Community Services Division.
  - o The sponsor's record of responsible environmental stewardship.

- All sponsorship activities once approved will be coordinated by the Director.
  - o The Director will be responsible to work with staff on making sure the terms of the agreement are followed as outlined.
  - o Provide guidance to the sponsor regarding the interpretation and application of this policy.
  - o Provide assistance and advice to staff of the Scottsdale Community Services Division and the sponsors.
  - o Review and assist in the development of the sponsorship agreement as requested.
  - o Track and report the results and outcomes of the sponsorship agreement as outlined.

APPENDIX 4 – PARTNERSHIP POLICY

Today's economic climate and political realities require the Scottsdale Community Services Division to seek productive and meaningful partnerships in order to deliver high quality and seamless services to the needs of the community over the next 10 years.   The following sections provide an overview of opportunities and strategies for developing partnerships within the community that position the Department as the hub of a network of related providers and partner organizations.

POLICY FRAMEWORK

The initial step in developing multiple partnerships in the community that expand upon existing relationships (e.g., agreements with schools for gymnasium, classroom, auditorium, and field usage, etc.) is to have an overall partnership philosophy that is supported by a policy framework for establishing and managing these relationships. The policies recommended below will promote fairness and equity within existing and future partnerships while helping staff members to avoid conflicts internally and externally. The recommended partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and evaluation on a regular basis. This should include reports to the Division on the performance of the partnership vis-à-vis the agreed-to goals and objectives.

- All partnerships should track costs associated with the partnership investment to demonstrate the appropriate shared level of equity.

- A partnership culture should emerge and be sustained that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance.

The following policies are recommended for implementation by the Scottsdale Community Services Division staff over the next several years.

PARTNERSHIP POLICIES AND PRACTICES

Partnerships can be pursued and developed with other public entities, such as neighboring cities, schools, colleges, state or federal agencies; private, non-profit organizations; and private, for-profit organizations.

ALL PARTNERSHIPS

- Each partner will meet with or report to the Scottsdale Community Services Division staff on a regular basis to plan activities and shared activity-based costs.

- Partners will establish measurable outcomes and work through key issues in order to meet the desired outcomes.

- Each partner will focus on meeting the balance of equity agreed to and will track investment costs accordingly.

- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.

- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.

- Each partner will assign a liaison to each relevant City agency for communications and planning purposes.

- If conflicts arise between partners, the Director of the Scottsdale Parks and Recreation Department or his designee, along with the other partner's highest-ranking officer assigned to the agreement will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually to share updates and report the outcomes of the partnership agreement.

PARTNERSHIPS WITH PRIVATE, FOR-PROFIT ENTITIES

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from the use of City facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on city property, provides a service on city-owned property, or has a contract to provide a task or service on the City's behalf at Scottsdale Parks and Recreation Department facilities. These partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association, or individual, the Scottsdale Community Services Division staff and City leadership should recognize that the importance of allowing the private entity to meet its financial objectives within reasonable parameters that protect the mission, goals, and integrity of the City.

- As an outcome of the partnership, the Scottsdale Community Services Division must receive a designated fee that may include a percentage of gross-revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.

- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the method of monitoring those outcomes. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the City, and overall coordination with the Division for the services rendered.

- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, one year, or multiple years.

- If applicable, the private contractor will provide a working management plan annually to ensure the outcomes desired by the Scottsdale Community Services Division. The management plan will be negotiated if necessary. Monitoring the management plan will be the responsibility of both partners. The Division should allow the contractor to operate freely in its best interest, as long as the agreed-to outcomes are achieved and the terms of the partnership agreement are adhered to.

- The private contractor should not lobby the Scottsdale City Council for initial establishment or renewal of a contract. Any such action will be cause for termination of the contract. All negotiations must be with the Department Director or that person's designee.

- The Scottsdale Community Services Division has the right to advertise for privately-contracted partnership services or to negotiate on an individual basis using a bid process based on the professional level of the service to be provided.

- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before turning to litigation. If no resolution can be achieved, the partnership shall be dissolved.

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PARTNERSHIP OPPORTUNITIES

The recommended partnership policies encourage four classifications of partner – public not-for-profit, public for-profit, private not-for-profit, and private for profit. This section of the partnership plan further organizes partners within these classifications as having an area of focus relevant to the type of service/benefits being received and shared. The five areas of focus are:

- Operational Partners – Other entities and organizations that can support the efforts of the Scottsdale Community Services Division to maintain facilities and assets, promote amenity- and recreation-usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials

- Vendor Partners – Service providers and/or contractors that can gain brand association and popularity as a preferred vendor or supporter of the Scottsdale Community Services Division in exchange for reduced rates, services, or some other agreed-upon benefit.

- Service Partners – Organizations and/or friends-of-recreation groups that support the efforts of the Scottsdale Community Services Division to provide programs and events, including serving specific constituents in the community collaboratively.

- Co-branding Partners – Organizations that can gain brand association and notoriety as a supporter of the Scottsdale Community Services Division in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

- Resource Development Partner – Organizations with the primary purpose to leverage private-sector resources, grants, other public-funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the Scottsdale Community Services Division in mutually-agreed-to strategic initiatives.

APPENDIX 5 – REVENUE DEVELOPMENT MANAGER JOB DESCRIPTION

THE ROLE OF THE REVENUE DEVELOPMENT MANAGER

A Revenue Development Manager works to improve an organization's market position and achieve financial growth. This person defines long-term organizational strategic goals, builds key customer relationships, identifies business opportunities, negotiates and closes business deals and maintains extensive knowledge of current market conditions. Revenue Development Managers work in a senior sales position within the company. It is their job to work with the internal team, marketing staff, and other managers to increase sales opportunities and thereby maximize revenue for their organization. To achieve this, they need to find potential new customers, present to them, ultimately convert them into clients, and continue to grow business in the future. Revenue Development Managers will also help manage existing clients and ensure they stay satisfied and positive. They call on clients, often being required to make presentations on solutions and services that meet or predict their clients' future needs.

JOB DESCRIPTION

The primary role of the Revenue Development Manager is to prospect for new clients by networking, cold calling, advertising or other means of generating interest from potential clients. They must then plan persuasive approaches and pitches that will convince potential clients to do business with the company. They must develop a rapport with new clients, and set targets for sales and provide support that will continually improve the relationship. They are also required to grow and retain existing accounts by presenting new solutions and services to clients. Revenue Development Managers work with mid and senior level management, marketing, and technical staff. He/she may manage the activities of others responsible for developing business for the company. Strategic planning is a key part of this job description, since it is the revenue manager's responsibility to develop the pipeline of new business coming in to the company. This requires a thorough knowledge of the market, the solutions/services the company can provide, and of the company's competitors. While the exact responsibilities will vary from company to company, the main duties of the Revenue Development Manager can be summarized as follows:

- New Revenue Development

- Prospect for potential new clients and turn this into increased business.

- Cold call as appropriate within your market or geographic area to ensure a robust pipeline of opportunities. * Meet potential clients by growing, maintaining, and leveraging your network.

- Identify potential clients, and the decision makers within the client organization.

- Research and build relationships with new clients.

- Set up meetings between client decision makers and company's practice leaders/Principals.

- Plan approaches and pitches. * Work with team to develop proposals that speaks to the client's needs, concerns, and objectives.

- Participate in pricing the solution/service.

- Handle objections by clarifying, emphasizing agreements and working through differences to a positive conclusion. * Use a variety of styles to persuade or negotiate appropriately.

- Present an image that mirrors that of the client.

- Client Retention

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- Present new products and services and enhance existing relationships.

- Work with technical staff and other internal colleagues to meet customer needs.

- Arrange and participate in internal and external client debriefs.

- Revenue Development Planning

- Attend industry functions, such as association events and conferences, and provide feedback and information on market and creative trends.

- Present to and consult with mid and senior level management on business trends with a view to developing new services, products, and distribution channels.

- Identify opportunities for campaigns, services, and distribution channels that will lead to an increase in sales.

- Using knowledge of the market and competitors, identify and develop the company's unique selling propositions and differentiators.

- Management and Research

- Submit weekly progress reports and ensure data is accurate.

- Ensure that data is accurately entered and managed within the company's CRM or other sales management system.

- Forecast sales targets and ensure they are met by the team.

- Track and record activity on accounts and help to close deals to meet these targets.

- Work with marketing staff to ensure that prerequisites (like prequalification or getting on a vendor list) are fulfilled within a timely manner.

- Ensure all team members represent the company in the best light.

- Present revenue development training and mentoring to business developers and other internal staff.

- Research and develop a thorough understanding of the company's people and capabilities.

- Understand the company's goal and purpose so that will continual to enhance the company's performance.

EDUCATION
Revenue development management positions require a bachelor's degree and 3-5 years of sales or marketing experience. An MBA is often requested as well.

OTHER SKILLS AND QUALIFICATIONS
Networking, Persuasion, Prospecting, Public Speaking, Research, Writing, Closing Skills, Motivation for Sales, Prospecting Skills, Sales Planning, Identification of Customer Needs and Challenges, Territory Management, Market Knowledge, Meeting Sales Goals, Professionalism, CRM, and Microsoft Office.