Strategic Plan
Report

PREPARED BY:

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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Riverside County Regional Park and Open-Space District ("District") is a semi-independent Special District within the Riverside County Government system. The County adopted a Strategic Plan in 2000, which includes five sections (fundamentals, vision, mission, balancing services, and other strategies) and four attachments (outlooks, finance, consensus, and department strategic plans) that are anticipated to provide clear direction through 2020.

While the Strategic Plan mentions parks as a "countywide service of broad benefit", it limits specifics to the District as the following:

- Our abundant natural resources will be nurtured for their inherent beauty, and their contribution to the health and well-being of our citizenry, both presently, and for the generations to come.

- Our environment and livability will be enhanced and balanced with our community's growth and development.

- Our economy will be known for its diversity, foresight, commitment to community, and its vitality. Agriculture and tourism will remain key components of the County's economic base.

- Our County government will have a sterling reputation in the community of California counties, a model for others to follow in the areas of innovative use of technology, utilize creative service system design, effectively deliver services and exhibit prudent fiscal management.

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- Our County employees will be respected for their fair and equitable administration of the laws, regulations, and policies that they are responsible to uphold.

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

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

1.2 PROCESS

The Strategic Plan was developed over a period of 9 months commencing with a kick-off meeting and community input, followed by the technical analysis and benchmark comparisons which ultimately cumulated in the vision and strategic recommendations through the Balanced Scorecard process. The key process steps included:

- Interviews with Key Stakeholders (4)
- Public Focus Group Meetings held throughout the County (7)
- Public Forums held throughout the County (3)
- Staff and Board Interviews
- Tour of the Regional Parks to assess the System
- Benchmark Analysis (5 comparable, 1 best practice)
- Financial Assessment
- Development of a Balanced Scorecard Input process

1.3 RECOMMENDATIONS

1.3.1 VISION
To be the regional leader in improving lives through people, parks, places, and programs.

1.3.2 MISSION STATEMENT
The Mission of the Park District is to acquire, protect, develop, manage, and interpret for the inspiration, use, and enjoyment of all people, a well-balanced system of park related places of outstanding scenic, recreational, and historic importance.

1.3.3 STRATEGIC THEMES

The Themes for the District are:

- To Achieve Our Vision, We Must Satisfy Our Customers

- To Succeed We Must Have Financial Sustainability

- To Satisfy Our Customers We Must Commit to Excellent Support Processes

- To Become Sustainable We Will Change and Improve on Employee Growth and Work Culture

It is the intent of the District's Strategic Plan to ensure the elements of the mission and vision provide the framework for the strategic recommendations. In addition, the recommendations include actions related to the Themes. As part of the strategic recommendations, the remaining section details the Strategic Themes, Strategic Objectives, Strategic Initiatives and Measures. This will create the framework for decision-making during the next five years, 2011-2016.

The following page presents two maps depicting the District's strategic future direction:

- The first map provides the high level overview **Strategy Map**

- The second map is the **Balanced Scorecard** with the measurement system in support of the strategic themes.

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Riverside County Regional Park and Open Space District Strategy Map

To Achieve Our Vision, We Must Satisfy Our Customers

Customer Perspective

- Build Quality
- Build Our Brand
- Be Responsive

To Succeed We Must Have Financial Sustainability

Financial Perspective

- Align Budget with Strategy
- Improve Financial Reporting

To Satisfy Our Customers We Must Commit to Excellent Support Processes

Internal Business Perspective

- Simplify Processes and Policies
- Use Technology to Improve Service
- Use Data and Planning for Effective Decision Making

To Become Sustainable We Will Change and Improve Employee Growth and Work Culture

Employee Growth/ Development Perspective

- Strengthen Morale
- Lifelong Learning
- Employee Engagement

Riverside County Regional Park and Open Space District
Balanced Scorecard

	Themes	Objectives	Measures A=annually Q=quarterly
Customer	To Achieve Our Vision, We Must Satisfy Our Customers	•Build Quality •Be Responsive •Build Our Brand	▪ Customer satisfaction (a) ▪ Marketing effectiveness (a) ▪ Customer access satisfaction (q)
Financial	To Succeed We Must Have Financial Sustainability	•Align Budget with Strategy •Improve Financial Reporting	▪ Alternative funding dollars (q) ▪ Percent of budget actuals within estimated target (q) ▪ Cost recovery goals achieved (a)
Internal	To Satisfy Our Customers We Must Commit to Excellent Support Processes	•Simplify Processes and Policies •Use Technology to Improve Service •Use Data and Planning for Effective Decision Making	▪ Internal customer service satisfaction (a) ▪ % of policies revised (q) ▪ Achieve CAPRA ▪ # of processes improved (q)
Learning and Growth	To Become Sustainable We Will Change and Improve on Employee Growth and Work Culture	•Strengthen Morale •Lifelong Learning •Employment Engagement	▪ Annual training hours (a) ▪ Employee satisfaction toward training (a) ▪ Percent of hires from within (q) ▪ Employee snapshot results (q)

CHAPTER TWO - STAKEHOLDER AND PUBLIC INPUT

2.1 PROCESS

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

Interviews included: (7) focus groups, (4) key leader meetings, (3) community forums, and individual interviews with each member of the Board of Supervisors. The focus group, key leader, and community forums took place during multi-day visits by the consultants over a period from November 2010 to February 2011. The groups included: employees, support groups, other agencies, foundations, and all park and recreation departments and districts located within Riverside County. Key leaders interviewed included: the County Finance Director, Human Resources Director, TMLA Director, and the Managing Director of Economic Development. The community forums that were conducted in Palm Desert, Rubidoux, and Murrieta also included stakeholders and user groups throughout the County. Additionally, each Commission/Committee Chairperson and Vice-Chairperson provided comments to their respective functional areas. The Board of Supervisors, along with key staff members was individually interviewed by the Parks General Manager.

2.1.1 WHAT TYPE OF RECREATION PROGRAMS WOULD YOU LIKE TO SEE AT THE COUNTY?

Each group provided different and multiple recreation offerings they would like to see added to the District's list of programs. Many of the responses revealed that most District stakeholders consider youth education and interpretation as a recreation program that brings great value and should be expanded. Suggestions such as: movies in the park, ranger talks, nature programs in campgrounds, pet related events, and youth targeted fishing derby's, indicate a strong desire to see the District expand outdoor nature programs into the campgrounds and regional parks. Additional comments and suggestions included: Geocaching, family–based events, after-school enrichment programs, expanded live entertainment/special events, and off-road vehicle offerings.

By providing an opportunity for everyone to have a voice in the future of the District, it also became evident that some stakeholders have strong feelings about recent program additions to the District. While most of the participants expressed a desire for more recreational programs, a few participants suggested the District has evolved too far beyond its Mission. It was suggested that the District should focus only on conservation and outdoor recreation and stop short of introducing organized active recreation as a function. Yet, this narrowly focused view does not represent the desire of the majority of stakeholders.

By acknowledging the far-reaching legal authority provided under the California Public Resources Code, the District is addressing the needs of the growing population. Further, today's best of class Park, Recreation, and Open-Space providers are actively confronting the significant role recreation plays in addressing serious health and social issues that are impacting youth and adults in communities around the United States as well as in Riverside County.

The District is well positioned as a holistic system that blends and integrates innovative recreational experiences with strong ecological values. The key to a successful integration and implementation will be patience, education, and the ability to demonstrate interconnectedness between District Bureaus and Divisions. The District has set in motion far-reaching plans and initiatives to move and expand recreational programs and offerings throughout the County. The District is clearly forging new ground as evidenced by the new Bureau of Recreation and Tourism, and, as suggested by most of the participants, should continue along this path.

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

While each group provided varied responses, three common themes emerged. First, the need for a Strategic Plan was consistently reinforced as respondents asked for clarity in regard to the District's Mission, Vision, Goals and Objectives. Second, and perhaps equally important, was the need to enhance communication efforts to ensure that information was flowing up, down, and horizontally in an attempt to build consistency of messaging internally and externally. Third, many believed that partnerships need to be expanded to include new participants not normally associated with the District.

2.1.2.1 STRATEGIC PLAN

Not surprisingly, participants suggested that the District should define its mission and vision in order to improve understanding among all stakeholders and employees. Some suggested that the District should update pricing policies and others talked about resource and capacity issues that place significant stress on the workforce. A few participants suggested the District should look at the organizational structure to ensure the right balance of management to employees, and others indicated that volunteer programs should be looked at for expansion. One area that participants failed to address was the changing demographics of the County along with the significant stress the current economy was placing on all County operations. This area will be covered in more detail under operation assessment.

2.1.2.2 COMMUNICATION

With an area to manage the size of the State of New-Jersey, it was not unexpected to learn that communication was a perceived issue. Some comments were specifically focused upon upgrades to systems and technology. Other comments were directed towards improving internal communication within the District and external communication as it relates to marketing and promotion. Some suggested the District work more closely with the Sheriff's Department, and many agreed opportunities to partner with cities were a mutually beneficial arrangement that should continue.

2.1.2.3 PARTNERSHIPS

Partnerships are expected and desired by the community in Riverside County for the District. Community groups indicated their desire for the District to continue developing joint city/county partnerships in the areas of recreation facilities, outdoor education programs for kids with schools and law enforcement agencies.

Additionally, users groups would like the District to expand partnerships with the Sierra Club, California State Parks, County Conservation Authority, Universities, Trail Groups, targeted corporations, bike clubs and volunteer organizations in delivery of parks and services.

This is a normal response from public groups who value and see partnering as a way to reduce costs and share resources. Ideally the District should pursue partnerships based on a clear understanding of an approved partnership policy outlining the cost to enter into the

partnership from both parties involved and the level of equity required to achieve common goals and outcomes.

The District does not have an approved partnership policy but does have working agreements with a large number of agencies and groups who support the values and interests of the District which has been good for both types of agencies involved. The District needs to develop a partnership policy for public/public partnerships with groups such as the California State Parks, schools, water district's, Department of Fish and Game, conservation districts and Universities. Public/public partnerships are designed differently than a public/not-for-profit agency partnership or a private agency partnership. The same should be considered for public/not-for-profit agencies like friends groups, faith based agencies, and Scout related groups.

The District needs to develop a policy and strategy with private partners who can help the District to achieve its vision while providing the Private Partner with ways to promote their brand and services. Ideally the District needs to develop a partnership strategy and establish how they will incorporate and manage partnerships based on meeting their vision, goals, and objectives for the next five years.

CHAPTER THREE - DEMOGRAPHICS AND TRENDS ANALYSIS

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

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

3.1 METHODOLOGY

Demographic data used for the analysis was based on two primary sources; the Riverside County Center for Demographic Research estimates and detailed census tract data obtained from Environmental Systems Research Institute, Inc. (ESRI). The Center for Demographic Research data was utilized as a benchmark for validity in comparing the ESRI data.

Detailed census tract data was obtained from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in October 2010 (*i.e. Source: ESRI; 2010 10*), and reflects actual numbers as reported in the 1990/2000 Census. The demographic projections were validated and reconciled if needed with the Center for Demographic Research totals for 2010 and 2015. All future years are based explicitly on data from the Center for Demographic Research. The jurisdictional boundaries reported by the Census 2000 were utilized for the demographic analysis (**Figure 1**).
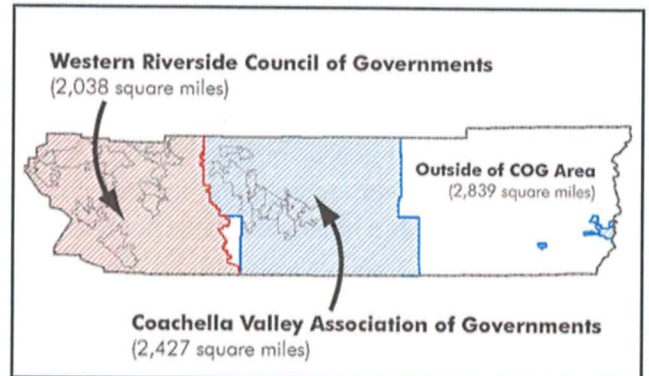

Figure 1 – Riverside County Jurisdictional Boundaries (Source: ESRI 2010 10 & EPODUNK)

3.2 RIVERSIDE COUNTY DEMOGRAPHIC OVERVIEW

Riverside County is located in the geographical region commonly referred to as the Inland Empire Region of Southern California. The County encompasses 7,304 square miles. The County is the fifteenth largest in the United States and the fourth largest and fourth most populated county in the state (Source: State Department of Finance; 2009).

Western Riverside Council of Governments
(2,038 square miles)

Outside of COG Area
(2,839 square miles)

Coachella Valley Association of Governments
(2,427 square miles)

Riverside County experienced a significant population boom in the 1990's averaging an annual growth rate of approximately 7.6%. Between 2003 and 2006 the County experienced expansion averaging 4.4% of the annual growth rate, which is the highest annual growth since the 1980's. Going back to 1970, the decade-based population milestones have increased by nearly 500%, (Source: ESRI) these include:

- Total of 459,074 in 1970
- Total of 663,166 in 1980
- Total of 1,170,413 in 1990
- Total of 1,545,387 in 2000
- Total of 2,153,186 estimated in 2010

The population by major age segment demonstrates a slight aging trend. Statistically however, this trend is not nearly as amplified as the aging trends many regions are experiencing.

Mimicking the southern California population composition, Riverside County has a relatively diverse population. According to the 1990 Census, the County has experienced a shift in composition. The white populace has decreased substantially from 74.8% to 58.2%. The race and ethnicity composition of the County of: white (58.2%), 'Some Other Race Alone' (23.4%), Black (6.2%), Asian or Pacific Islander accounting for approximately 5.9% of the population and Two or more Races (5.1%). The County's 2010 projections for race and ethnicity composition were estimated at: White (37.8%); Hispanic (45.3%); Black, Asian and Pacific Islanders (13.3%) and Other Races or Multi race (2.7%).

The trend of race and ethnic diversification is anticipated to continue in the County over the next five years. It is projected by 2020 race and ethnicity composition of the County will consist of: White (29.1%); Hispanic (54.5%); Black, Asian and Pacific Islander (14.2%) and Other Races or Multi race (3.1%).

The income characteristics do exhibit below average trends when compared to the state averages. However, County income characteristics have displayed steady incremental increases since 1990 and are projected to continue this growth in the upcoming years. The County's median household income was $43,082 in 2000 and is currently estimated at

$54,762; up from $33,081 at the time of the Census 1990. Comparing the County figures to the Two-Year (2008 – 2009) Average Current Population Survey (CPS) Estimates: California state median household income is reported to be $56,230, or approximately $1,500 more per year than the Riverside County resident median household income. These numbers compare favorably to the national median household income of $54,719.

3.3 DEMOGRAPHIC CONCLUSION

Extensive demographic analysis reveals significant and important information to support the strategic plan. Further information is explained in detail in the **Appendix**.

- Based on the growth projections of the Center for Demographic Research, Riverside County is projected to add residents at an annual average of 2.1% from 2010 to 2015.
- Population by major age segment demonstrates a strong middle aged nucleus with a median age of 34.2 years.
- Age segment and average household size data could be extrapolated to make the assumption that the County is home to many young families.
- This strong middle aged population composition combined with the growing active adult community and their desire to "stay young", as well as the ability to capitalize on the County's regionalized location to large metropolitan areas primes the Regional Park and Open Space District to solidify the County's place in the region as a mechanism of increased quality of life.
- The gender distribution for the County is typical of national statistics, with the split slightly skewed towards the female population. Female totals account for 50.4% of the population. This distribution is projected to remain constant throughout the next five years.
- Recreational trends from the last few years indicate, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%).
- With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, they also participate in recreational activities further into adulthood. This data indicates a relatively new market has appeared over the last two decades.
- The biggest growth area occurred in the ethnicity of the population. Ethnicity, a quality or affiliation resulting from racial or cultural ties, is manifested in those persons classified as Hispanic/Latino origin of any race. The Hispanic/Latino populace has increased by nearly 20% since 1990.
- Hispanic and Latino Americans have strong cultural and community traditions with an emphasis on the extended family, gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics.
- In many cases, the economy's performance has a trickle-down effect on recreation. A poor performing economy leads to less disposable income by requiring individuals and families to dedicate larger sums of money to necessities and less to discretionary items. However, in this case the greater demand on public services as

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a result of the economic downturn has produced steady revenue growth in user fees for the District.

- When viewed in context with average household expenditures, the disposable income available for County residents does not appear to be a great threat to entertainment and recreational spending.

3.4 RECREATIONAL TRENDS ANALYSIS

According to The Outdoor Industry Association, two major generational categories have emerged as the trend setters in the recreational industry – Baby Boomers (born between 1946 and 1964) and Millennials (born between 1978 and 2003) account for the bulk of all recreational participants in the U.S. These two generational segments have distinct differences in their notable preferences of an active lifestyle. Baby boomers have shed the image of the relaxed, sedentary lifestyle of generations past to pursue a more active form of "retirement". Many boomers are continuing their active and healthy lifestyles as they convert to later life and this is evident by the increasing numbers of seniors participating in the fitness industry. Scott Parmelee, publisher of Outside magazine, describes the boomers as a "hybrid person" that enjoys "less strenuous" activities while still connecting with nature and the outdoors. Many boomers connect outdoor experiences to personal growth while the Millennials seek the thrill.

Millennials pioneered adventure and extreme sports and have been most responsible for the decline in the traditional "bat and ball" sports leagues targeting young adults. They elect less structured activities such as skateboarding, rock climbing, and mountain biking in place of organized youth activities like baseball, football, and soccer. Although many of these traditional sports have experienced a decline in participation, the sheer magnitude of the participants and audience draws attention to these sports.

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

3.4.1 SPORTS AND RECREATION TRENDS

Information released by American Sports Data, Inc.'s (ASD) 2007 Superstudy of Sports Participation reveals that most of the popular sport and recreational activities include swimming, walking, jogging, bicycling, and weight training. Most of these activities appeal to both young and old alike, can be done in most environments, can be enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect where people enjoy walking and biking together, and although fitness activities are mainly self-directed, many can offer a degree of camaraderie.

Walking has remained one of the two most participated in activities of the past decade. Walking overtook swimming in participation during the last year data was available (2007), with a reported 87.3 million Americans walking at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports in terms of the participatory base with 32.3 million persons reportedly participating in 2007. Two sports experiencing participation and growth never before seen are lacrosse and tackle football where both have seen double digit growth and lacrosse growth has outright exploded. Ultimately, the greatest growth of participation in recreational activities has occurred in activities that have low barriers to entry, can be undertaken within close proximity to home, and can be completed in a limited amount of time.

3.4.1.1 TRENDING SOURCE

The American Sports Data, Inc.'s (ASD) Superstudy of Sports Participation (Superstudy) was utilized to evaluate national sport and fitness participatory trends. ASD has been an unequaled leader in sports and fitness participation trends for over two decades with the Superstudy based on a national consumer mail survey of 30,000 adults and children. The 2007 Superstudy of Sports Participation survey was administered between January 2nd and 3rd, 2008 and represents participatory data for the twelve consecutive months preceding December 31, 2007.

Using the 2007 Superstudy, the following national participation trends were identified for core activities. The Superstudy compares changes in participation during the past one (1), five (5), eight (8), and twenty (20) years. Although the one (1) year change may indicate a future trend or current fad, it is the 5, 8, and 20 year data that is representative of ongoing trends. This report includes analysis of short term and long term participation changes.

3.4.1.2 TRADITIONAL "BAT AND BALL" AND TEAM SPORTS

Traditional sports, often referred to as the social glue that bonds the country, play an important role in American society. By teaching important values of teamwork and discipline while stressing physical fitness and a healthy lifestyle, these sports have been a building block for many Americans to be involved in recreational activities.

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional "bat and ball" sports with more than thirty-two million (32.3 million) estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary. Basketball is the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game. However, as is the case for most traditional sports, basketball has experienced declines in each of the study periods analyzed: A 9% decline in 5 years and a 24% decline in 10 years. (**Figure 2**).

National Participatory Trends; by Activity - General Sports	1987	1998	2000	2003	2006	2007	% Change, '03-'07	% Change, '00-'07	% Change, '98-'07	% Change, '87-'07
Baseball	15,098	12,318	10,881	10,885	9,039	8,191	-24.7%	-24.7%	-33.5%	-45.7%
Basketball	35,737	42,417	37,552	35,439	30,971	32,301	-8.9%	-14.0%	-23.8%	-9.6%
Ice Hockey	2,393	2,915	2,761	2,789	3,680	3,353	20.2%	21.4%	15.0%	40.1%
Football, Touch	20,292	17,382	15,456	14,119	14,845	13,472	-4.6%	-12.8%	-22.5%	-33.6%
Football, Tackle	n/a	n/a	5,673	5,751	6,246	6,759	17.5%	19.1%	n/a	n/a
Gymnastics	n/a	6,224	6,689	5,189	6,708	4,983	-4.0%	-25.5%	-19.9%	n/a
Lacrosse	n/a	926	751	1,132	1,439	1,710	51.1%	127.7%	84.7%	n/a
Soccer, Outdoor	n/a	n/a	n/a	16,133	14,962	14,396	-10.8%	n/a	n/a	n/a
Softball, Fast Pitch	n/a	3,702	3,795	3,487	3,396	3,974	14.0%	4.7%	7.3%	n/a
Softball, Slow Pitch	n/a	19,407	17,585	14,410	12,220	13,150	-8.7%	-25.2%	-32.2%	n/a
Volleyball, Court	n/a	n/a	n/a	11,008	11,497	8,706	-20.9%	n/a	n/a	n/a
Volleyball, Sand/Beach	n/a	10,572	8,762	7,454	8,056	7,699	3.3%	-12.1%	-27.2%	n/a
Racquetball	10,395	5,853	5,155	4,875	5,109	5,705	17.0%	10.7%	-2.5%	-45.1%
Tennis	21,147	16,937	16,598	17,325	18,737	17,561	1.4%	5.8%	3.7%	-17.0%

NOTE: Participation listed in 000's of participants

Figure 2 - National Sports Participatory Trends (shown in '000's)
Source: American Sports Data, Inc.

Based on survey findings, volleyball (court play) and racquetball combined participation numbers amount to half of people playing basketball. Volleyball has only been tracked since 2003 and during that span, the sport has experienced a 21% decline in participation (**Figure 12**). Racquetball, a sport which has experienced resurgence, has had double digit growth over the 5 and 7 year study periods (**Figure 12**). While volleyball is highly regionalized and dominated by a younger demographic, racquetball has a tendency to be geared toward middle aged adults.

Traditional youth "powerhouse" sports including outdoor soccer and baseball have both experienced declines in participation over the study period, yet the sheer number of participants (14.4 million and 8.2 million, respectively) necessitates the continued support of these sports.

Many non-traditional sports such as Pickleball are emerging, especially in the older demographic (Source: www.usapa.org). Membership in the U.S.A. Pickleball Association (USAPA) has grown in the four years from the end of 2006 through the end of 2010 from 422 members to 2,636 (a 625% increase). As of January 2011, the number of places to play

Pickleball has expanded with the USAPA identifying 954 places to play including 1,331 indoor courts and 1,450 outdoor courts, for a total of 2,781 courts.

3.4.1.3 AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Participation rates in swimming have remained steady over the years, although as with most recreational activities, participatory rates have dipped slightly. Recreational swimming is the unquestionable leader in multigenerational appeal with nearly 90 million estimated participants per year.

National Participatory Trends; by Activity	1987	1998	2000	2003	2006	2007	% Change, '03-'07	% Change, '00-'07	% Change, '98-'07	% Change, '87-'07
Aquatic Exercise	n/a	6,685	6,367	7,141	6,629	7,209	1.0%	13.2%	7.8%	n/a
Fitness Swimming	16,912	15,258	14,060	15,899	15,744	14,585	-8.3%	3.7%	-4.4%	-13.8%
Recreational Swimming	n/a	94,371	93,976	96,429	94,302	87,285	-9.5%	-7.1%	-7.5%	n/a

NOTE: Participation listed in 000's of participants

Figure 3 - National Aquatic Participatory Trends (shown in '000's)

Source: American Sports Data, Inc.

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 started to recommend 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.

3.4.1.4 FITNESS TRENDS

Unlike most of the traditional sports and recreation trends, fitness trends vary at a greater rate from year to year. Multiple factors influence these shifts, including the relative infancy of the mainstream fitness industry (25 years of history versus 75 to 100+ years of some traditional sports), and the commercialism of fitness routines and products lead to the latest, most marketed activity or supplement which greatly influences participation.

Fitness trends were analyzed from two industry leading establishments – the American College of Sports Medicine (ACSM) and the American Council on Exercise (ACE). The ACSM published a survey in the November/December issue of ACSM's Health and Fitness Journal ranking the Top 20 Worldwide Fitness Trends for 2009 as reported by exercise science expert Walter R. Thompson, PhD, FACSM, FAACVPR, Regent's Professor at Georgia State University. The top 20 worldwide trends focus more on the programmatic side of the fitness industry. The 20 worldwide trends, in descending order are:

- Educated and experienced fitness professionals – this trend could be slightly skewed in importance due to the aforementioned professionals certified by the ACSM were the same persons responsible for ranking trends in an online survey

- Children and obesity – tailored programs designed to reverse the epidemic

- Personal training – educated trainers have become increasingly important and can act as a market differentiator for a facility

- Strength training – crucial to maintaining bone mass density that accompanies aging and is used in a variety of rehabilitation settings

- Core training – training which emphasizes conditioning the back and abdomen muscles and improves spine stability

- Special fitness programs for older adults – age-appropriate fitness programs to keep older adults healthy and happy well into their golden years

- Pilates –these exercises can be done with a simple mat – no extra, expensive equipment is required

- Stability ball – a multiple exercise platform that can teach balance and strength in addition to stability

- Sport-specific training – distinctly relates to young athletes who carry forward in-season training into the off-seasons in order to stay in top shape for their sports

- Balance training – this trend has risen to the top 10 after not making the trends list in 2007 and being listed at number 14 in 2008, possibly because of the increased emphasis on its importance for older adults

- Functional fitness – these workouts prep your body for daily activities such as running for the bus or lifting groceries

- Comprehensive health programming at work – targets improving employees' health while simultaneously lowering employers' health care costs

- Wellness coaching – support clients in making behavior changes for better health

- Worker incentive programs – some employers are giving their workers incentives to make healthy changes

- Outcome measurements – promotes accountability and measuring progress toward fitness goals

- Spinning (indoor cycling) – fast-paced group workouts on stationary bikes. This trend, like many others, can vary greatly from one geographic location to the next in terms of retention/viability

- Physician referrals – according to the ACSM survey, doctors are increasingly referring patients to health and fitness facilities

- Exercise and weight loss – most nutritional regiments now include an exercise component

- Group personal training – boot-camp style and other group activities build accountability and other team work values. According to the ACSM survey, groups of two or three people can often get discounts from personal trainers

- Reaching new markets – the majority (80% of the U.S. population) does not have an exercise routine or a place to exercise

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Participation is greatest among persons who utilize free weights with 53 million estimated users outpacing the fitness stalwart, treadmill exercise, by roughly 3 million persons (**Figure 4**). Even in the midst of a current obesity epidemic, the fitness industry continues to experience steady growth combined with high retention rates.

National Participatory Trends; by Activity - General Fitness	1987	1998	2000	2003	2006	2007	% Change, '03-'07	% Change, '00-'07	% Change, '98-'07	% Change, '87-'07
Aerobic Dancing	21,225	21,017	17,326	16,451	16,061	17,373	5.6%	0.3%	-17.3%	-18.1%
Aquatic Exercise	n/a	6,685	6,367	7,141	6,629	7,209	1.0%	13.2%	7.8%	n/a
Fitness Bicycling	n/a	13,556	11,435	12,048	11,183	10,410	-13.6%	-9.0%	-23.2%	n/a
Fitness Walking	27,164	36,395	36,207	37,945	39,252	37,258	-1.8%	2.9%	2.4%	37.2%
Running/Jogging	37,136	34,962	33,680	36,152	40,464	39,563	9.4%	17.5%	13.2%	6.5%
Fitness Swimming	16,912	15,258	14,060	15,899	15,744	14,585	-8.3%	3.7%	-4.4%	-13.8%
Pilates Training	n/a	n/a	1,739	9,469	9,393	10,949	15.6%	529.6%	n/a	n/a
Yoga/Tai Chi	n/a	5,708	7,400	13,371	13,878	11,081	-17.1%	49.7%	94.1%	n/a
Free Weights	22,553	41,266	44,499	51,567	54,650	53,147	3.1%	19.4%	28.8%	135.7%
Weight Resistant Machines	15,261	22,519	25,182	29,996	31,291	29,986	0.0%	19.1%	33.2%	96.5%
Stationary Cycling	30,765	30,791	28,795	30,952	30,439	30,613	-1.1%	6.3%	-0.6%	-0.5%
Treadmill Exercise	4,396	37,073	40,816	45,572	49,124	49,967	9.6%	22.4%	34.8%	1036.6%
Stair Climbing, Machine Exercising	2,121	18,609	15,828	14,321	13,664	11,945	-16.6%	-24.5%	-35.8%	463.2%
Elliptical Motion Trainer	n/a	3,863	6,176	13,415	19,256	22,388	66.9%	262.5%	479.5%	n/a

NOTE: Participation listed in 000's of participants

Figure 4 - National Fitness Participatory Trends
Source: American Sports Data, Inc.

3.4.2 OUTDOOR ACTIVITY TRENDS

According to the findings of the *2010 Outdoor Recreation Participation Report* conducted by the Outdoor Foundation, the participation in outdoor activities by America's youth has shown signs of tomorrow's leaders returning to the outdoor roots of past generations. Data collected by the study over the past four years has shown in the last several years, youth outdoor participation has declined significantly in every age group, gender, and ethnicity. However, the *2010 Outdoor Recreation Participation Report* finds that the trends in youth participation are starting to move in an encouraging direction. The study reveals that, "Among youth ages 6 to 12 years old, participation showed only a 2 percentage point decline – a much smaller decrease than in years past. This study continues to track an overall downward slide in outdoor recreation among 6 to 12 year olds.

In fact, 62 percent of that group participated in some form of outdoor recreation in 2009 compared to 64 percent in 2008 and 78 percent in 2006. The rates for older youth showed a similar positive trend. It must be noted though that this report does not include equestrians in the activity section. It is also unclear if adventure

riding includes OHV activities. In any case, while the trends may not have been included in the report, these activities have been suggested as a need throughout the community and both, equestrian activities and off-highway development will be a part of the District's focus going ahead.

Additionally, the District was wise to change the name of a soccer complex currently under construction to a sports complex. This will allow higher trending sports such as Lacrosse, to gain quick inroads into the facility, thus avoiding perceived territorial rights as witnessed in other agencies.

Key findings of the 2010 Outdoor Recreation Participation Report are:

- A popular pastime – nearly 50% of Americans ages six and older participated in outdoor recreation in 2009; a slight increase from 2008 equating to a total of 137.8 million Americans
    - In backyards, neighborhoods, and parks, Americans made an estimated 10.1 billion outdoor outings in 2009, down from 11.2 billion in 2008
- The top three reasons that got first time participants outdoors?
    - My friends or family participate in outdoor activities 53.9%
    - I wanted to try something new 36.7%
    - Outdoor activities help me stay fit and healthy 25.2%
- Activities that draw first time participants were triathlon, kayaking, climbing, and adventure racing
- Forty-four percent (44%) who participated outdoors are women
- Fun and relaxation are the top two reasons cited by campers for participation in outdoor activities
- Seventy-three percent (73%) of car and backyard campers and 70% of RV campers choose public campgrounds at least once each year
- The Pacific region (OR, WA, CA) is home to the most camping participants in 2008 (18.9%)
- More than 84% of camping participants participate in multiple outdoor activities
- Outdoor participants average about 54 passive outings; such as picnicking, visiting a community park, or lunch outdoors on a park bench
- The "gateway activities" that include fishing, running, camping, hiking, and bicycling are becoming more popular
    - These activities usually lead to more participation in other outdoor activities because they are easily accessible and popular
- Outdoor participants were asked "If you are spending less, what areas are you spending less on?"
    - 54% equipment purchases

- - 50% transportation to participate in sports and recreation activities
  - 35% Pay-to-play fees
- Outdoor participants made an average of 54.2 passive outdoor outings, such as picnicking, unstructured play time, visiting a community park or lunch outdoors at a park bench in 2009
- One quarter of participants reported getting outside not too frequently at two or more times a week in 2009. 82 percent said they plan to spend more time participating in outdoor activities in 2010
  - Less than half (42%) of outdoor participants get out less than every-other-week
- Close to home opportunities for outdoor recreation is critical to participants, such as walking and biking trails
  - Participation rate is 20% higher for Americans with nearby walking trails
  - Participation rate is 25% higher for Americans with nearby biking trails
- Forty two percent (42%) of outdoor participants said the economy impacted their budget and how often they participated in outdoor activities for recreation, leisure and entertainment. Nearly half said they cut back on non-essentials, on dining and entertainment
  - Forty-five percent (45%) of outdoor participants have an income of $75,000 or greater
- Of all the outdoor participants only 4.5% spent more in 2009 than 2008 on outdoor recreation
- On a positive note, participants said they were planning to spend more in the following years
- Activities that can be done in a day fulfill the needs of participants because of their busy lifestyles and help them keep a tighter budget
- Sixty-two percent (62%)of outdoor participants travel one hour or less to participate in outdoor recreation
- Embracing the abundance of choice, participation in so-called gateway activities generally increased in 2009 and participants in those popular and accessible activities said they were much more likely to participate in another outdoor activity than they were likely to participate in one activity alone
  - Eighty-eight percent (88%) of hikers participate in more than one outdoor activity
  - The participation rate in outdoor activities of Americans with walking routes near their home is 20% higher than those without, and the participation rate of those with nearby biking routes is nearly 25% higher than those without

- Cross-functional benefits – the fitness and health benefits of outdoor participation are apparent with outdoor participants rating their fitness level at 6.4 on a 10-point scale versus 4.9 for nonparticipants. In terms of health, outdoor participants rate their health level at 7.5 versus 6.6 for non-participants

- Role of stewardship – the majority of Americans agree that preserving undeveloped land for outdoor recreation is important, though more outdoor participants than non-outdoor participants feel that way

- Increased activation – a large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and there should be more outdoor education and activities during the school day.

- Screen-time continues to influence choice – this study continues to track an overall downward slide in outdoor recreation among 6 to 12 year olds; while the drop wasn't as significant as reported in past years, 62 percent of that group participated in some form of outdoor recreation in 2009 compared to 64 percent in 2008 and 78 percent in 2006

- Positive human influence is vital – there are signs among 6 to 17 year olds that there is reason to hope participation rates have stabilized. Most youth are introduced to outdoor activities by parents, friends, family and relatives

    o Three-quarters of children ages 6 to 12 are influenced to participate in outdoor activities by their parents

3.4.2.1 MOST POPULAR OUTDOOR ACTIVITIES BY PARTICIPATION RATE

All Americans, Age 6 and Older:

1. Freshwater, Saltwater, and Fly Fishing – 17%
2. Car, Backyard, and RV Camping – 15%
3. Running, Jogging and Trail Running – 15%
4. Road Biking, Mountain Biking, and BMX – 15%
5. Hiking – 12%

3.4.2.2 DIVERSITY

- Participation in outdoor recreation activities is highest among Caucasians and lowest in African Americans

    o Although participation is lower among diverse groups, these groups get out more often than Caucasians

- African Americans, Asian/Pacific Islanders, and Hispanics cited too much school work as their number one reason they don't participate in outdoor recreation

    o Asian/Pacific Islanders cited too much school work significantly more than any other ethnicity

- - o Hispanics cited a lack of accessibility to nearby recreational areas as a barrier to participate more often in outdoor recreation

  - o African Americans, Caucasians, and Hispanics cite a lack of interest as why they don't participate in outdoor recreation, while Asian/Pacific Islanders cite their parents

- In 2009, participation in outdoor activities was significantly higher yet not too diverse among Caucasians than any other ethnicity and lowest among African Americans in nearly all age groups.

  - o While 67% of Caucasian youth ages 6 to 12 participated in some form of outdoor recreation in 2009, only 50% of Hispanic youth and 39% of African-American youth in the same age range participated

    - Their parent's role in their participation diminishes, and friends gain an increasingly influential role

3.4.3 SUMMARY OF RECREATION TRENDS ANALYSIS

The District is uniquely positioned to take advantage of several sport and recreation trends identified.

- Aquatic exercise is considered a lifetime sport, and the baby boomer and millennial generations are substantially represented in the demographic area where current District facilities are located.
  - o The District recently launched the "Cove" aquatic center
  - o There are additional aquatic facilities under consideration that can possibly multiply this effect
- Bat and ball team sports remain a consistent draw, particularly with soccer and one of the fastest growing sports – lacrosse.
  - o The District will soon be taking ownership of the Jurupa Sports Complex, with lighted multi-use fields that can accommodate soccer, lacrosse, football and other field-based sports and activities
- Campgrounds and camping activities remain a popular pastime. Outdoor activities in general remain the number one recreational program nationwide. Participants want multiple outdoor activities to choose from, and are realizing cross-functional benefits for fitness and health. Access to outdoor recreation activities remains a critical need, particularly with childhood obesity rates increasing, and activities involving children and adults increase the likelihood of increased participation.
  - o The District recently embarked on several improvement and expansion projects that have increased access to campgrounds and related amenities, including: Rancho Jurupa, Lake Skinner, and Mayflower parks.
  - o Many of the other District regional parks have opportunities for expansion of amenities, including trailheads and access to regional trails.

CHAPTER FOUR - TECHNICAL ASSESSMENTS AND SUSTAINABILITY

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

4.1 RECREATION PROGRAM ASSESSMENT

The District has only recently turned its focus on active recreation programming. This was initiated approximately two years ago with the management of a local boxing facility being entrusted to the District. Recently, the District broke ground on a multiple field, state-of-the-art sports park and the opening of its premier aquatic facility, *The Cove,* will result in a significantly higher number of programs. Thus, the District is positioned for a significant move into active recreation.   The emerging stage of the District's active recreation programming limits the ability to assess performance or effectively evaluate based on trending data. With that in mind, this section is not as much an assessment, but rather a guide to create a structure for managing recreation programming in the future.

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

These subsections comprise the following key focus areas: core programs, program lifecycles, sponsors, volunteers, and customer feedback.

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4.1.1 CORE PROGRAMS

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

- The program has been provided for a long period of time (over 4-5 years)
- Offered 3-4 sessions per year
- Wide demographic appeal
- Includes 5% or more of recreation budget
- Includes a tiered level of skill development
- Requires full-time staff to manage the program area
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed to support the program

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

- Aquatics
- Weddings / Events
- Reservations

These are broad based program areas that have currently been developed. The core programs must be evaluated annually to ensure they still meet the criterion established for them. Also, as the program areas grow and expand it is possible that programs such as the Aquatics learn-to-swim programs continue as core programs. Aquatics special events or birthday parties, however, could remain non-core programs.

Also, some potential program areas to be considered include:

- Outdoor skills / adventure programming (including OHV)
- Volunteerism

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

From an endurance/duathlon/triathlon standpoint, there is an opportunity to create a branded special event for the District. There are several such events in the region with the Los Angeles Marathon, La Jolla Half Marathon, Disneyland Half Marathon and Long Beach Marathon being among several popular ones drawing people from a wider market. There could be an opportunity to package the events with the camping experience thereby promoting the District's reservation offerings.

The largest growth segment by age for triathlons is the youth market. In particular, the women's market is the fastest growing segment in the sport of triathlon. According to USA Triathlon, USAT female membership has increased from 11% in the early 90s, to 37% today.

These events cater to an above average income group and are a great brand-building tool employed by many municipal systems nationwide.

More information on Volunteerism is provided in **Section 4.1.4** later in this chapter.

4.1.2 PROGRAM LIFECYCLE

An analysis of the program lifecycle seeks to create a snapshot of where all the program offerings are within their lifecycle and how the District has been performing as a whole. This assessment was not based on quantitative data, but instead on the staff's knowledge of their program areas. The following list shows the description of the various lifecycle categories. The District currently has too few programs to accurately gauge where they stand in their overall lifecycles.

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

The combined program lifecycle worksheet provides a snapshot of the current stage of the District's offerings. It will be important to populate this with all of the new programs to be added in the upcoming year. Moreover, it is highly recommended that the staff track the percentage of programs in each stage against the total programs offered.

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

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

Stages in Program Lifecycle					
Introduction	Take-Off	Growth	Mature	Saturated	Decline
Timoteo Schoolhouse	Campground&Shelter: Rancho Jurupa	SRP Nature Center	Jensen Ranch	SRP Nature Center	Gilman Ranch
Jurupa Soccer Complex		HV Nature Center	LR Nature Center	Weddings/Events	
Jurupa Aquatic Center Learn to Swim Program & Safety Classes		Boxing Club	Campground&Shelter: Lake Cahuilla	Campground&Shelter: Bogart Park	
Jurupa Aquatic Center Recreational Swim		Campground&Shelter: Lake Skinner	Campground&Shelter: Hurkey Creek		
Jurupa Aquatic Center Special Events/Rentals		Campground&Shelter: Rancho Jurupa			
		Campground&Shelter: Idyllwild Park			
		Campground&Shelter: Lawler Lodge			
		Campground&Shelter: Lawler Alpine Cabins			
New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation

4.1.3 SPONSORS

At present, there is limited to no focus on developing earned income streams through system-wide sponsor/partner support. In order to truly sell the potential benefits of partnering with the system, there is a need to develop a sponsorship brochure and a proposal for tiered sponsorship levels.

By detailing the event calendar, participation metrics and user demographics, the District will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor's target market and choose the right fit for them. These metrics will also help the District evaluate its return on investment (ROI) for sponsorships/partnerships for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively.

Sponsor Recognition – Recognizing all existing or past sponsors for their support would certainly help build goodwill. The brochure's images could provide some example images of promotions that may have been done or could be done. The images should also focus on conveying an emotional appeal to potential sponsors.

Tiered Sponsorship Levels – It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit.

Package Offerings – It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorships. As mentioned earlier, organizing some events which have accommodation packages through camping or selling advertising rights to the new sports complex packaged with advertising at other parks could ensure that the staff up-sells the District's offerings that may not get sold otherwise, while the partner gets more bang for their buck.

Experiential Marketing – The ability to offer a potential partner/sponsor the chance to maximize the experiential marketing opportunities they offer is a huge plus. As an example, using Dell or Apple signage and images would not hold the same value as Dell or Apple products being displayed at the event where the users have the ability to touch and feel the product, i.e. experience the product they may want to purchase.

Another local example could be a partnership with local auto dealers all over the County. Instead of signage or logos on marketing material, experiential marketing could be placing cars from their dealership on display outside The Cove, at a special event or rotating between different large parks in the District with the objective of providing potential users an opportunity to explore the vehicle.

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

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4.1.4 VOLUNTEERS

Based on information in the worksheets and conversations with the staff, it is evident that volunteer use varies across the Board. Currently the Junior Lifeguard program has 10-15 volunteers, while the Interpretation programs have over 220 volunteers consisting of retirees, service clubs, and constituency groups. Reservations too, have varying numbers of volunteers by sites. In the absence of set guidelines, there can be significant variations in the way volunteers are managed and that could negatively impact the brand building efforts of the District.

Also, based on staff discussions and findings from the benchmark analysis, the District's staffing levels do not seem to be adequate in comparison to the workload and to other benchmarked agencies. All of these point to a greater need to develop Volunteerism as a core program and help support the current staff as well as control operational costs.

From a volunteer management standpoint, the District needs to provide similar recruitment, on-boarding, and training programs as they do for employees. Also, developing a system-wide volunteer program similar to an airline frequent flyer program (where volunteers can log hours that can be redeemed at other District offerings) would be a good incentive for volunteer support and to build advocacy. Other recommendations include:

- Create a volunteer training manual and volunteer management policies
- Allocate a portion of a staff person's time to develop a system-wide program, as well as to oversee it, or have a team of employees involved in oversight procedures
- Identify volunteer opportunities system-wide, develop job descriptions and requirements for volunteers (such as background checks)
- Develop a tracking system to quantify the number of volunteer hours and document the cost savings
- Develop documented volunteer recruitment methods, retention, and recognition systems
- Promote volunteer opportunities system-wide through all available communication mediums in order to maximize opportunities for volunteer participation

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- Instead of having the volunteer application forms within the "Join the Team" link on the website, they could also be highlighted as a separate section or sub-section

4.1.5 CUSTOMER FEEDBACK

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

Currently, the District does not have a system-wide approach for feedback, but rather a program-wise approach towards garnering this information from customers. As demonstrated in the chart, most of the feedback is limited to 'Post-program evaluation' and 'User Surveys' with gradually increasing use of the 'Website' and 'In-park / On-site' surveys. Maximizing the use of the Website, utilizing online survey tools such as www.surveymonkey.com and incorporating pre-program feedback system-wide are recommended tactics for the District staff to implement.

Program	Pre-Program Evaluation		Post-Program Evaluation		User Surveys		Focus Groups		Statistically Valid Survey		Trailer Calls		Website		In-park or on-site surveys	
	Current	Recommended	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend	Current	Recommend
Jurupa Aquatic Center	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
Campground & Shelter Reservations			Yes		Yes				No				Yes		Yes	
Sports Programs	Yes		Yes		Yes		Yes		No				Yes		Yes	
Interpretation	No	Yes	Yes		Yes		No		No	Yes	No		No	Yes	No	Yes
Boxing Club	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
Rentals & Events	No	Yes	No	Yes	No	Yes	No		No		No		Yes		No	Yes

For users not likely to provide online feedback, obtaining it at public gathering spots, even places of worship or special events can be an option. Pre-program surveys and lost customer surveys are also useful additions to identify true needs or causes of dwindling program popularity, where applicable.

As the District starts to grow its active recreation offerings at the beginning of a year or a season, it could also conduct targeted "Open Houses" to provide potential users an opportunity to preview the upcoming program offerings and provide feedback on the types of offerings they would be most interested in. This provides a constant input mechanism for programming ideas and ensures that offerings are need-based not personality based. Additionally, users are more likely to participate in programs when they have had a chance to provide input.

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

4.1.6 PROGRAM PROMOTIONS

The District is currently developing its own Marketing and Communications plan and a number of the issues brought up here may be addressed within that plan.

Based on information provided in the individual program worksheets, the Website is the most predominantly used marketing medium. Events use the widest variety of marketing

mediums with radio, television, marquees, paid advertisements and public service announcements being utilized. Additionally, the interpretation programs do employ a number of traditional marketing mediums such as the program guide, flyers and brochures, direct mail, newsletters, and other printed literature. There is a lack of a system-wide approach in the marketing mediums, although the consulting team is confident that the development of the Strategic Plan and the Marketing and Communications Plan will help alleviate this issue significantly.

Another underutilized, but effective and affordable means of promotion is the on hold phone messages highlighting upcoming specials, classes, new facilities such as *The Cove*, reservation information, or key registration dates for anyone who calls in to the District. These messages can be set up at no cost and can be changed periodically as required by seasons, events or even programs. Currently, only campgrounds and shelters utilize this marketing medium and it would be useful to expand them District-wide.

With respect to technology, the District has done a good job integrating Web 2.0 mediums such as social networks into its marketing mix. Both Facebook and Twitter have been extensively employed to promote, inform or publish information, activities and updates about the District's offerings to the community. They have also been very responsive to user comments or questions on the Facebook page and continued user engagement is an important component of building a trusted brand and loyal followers.

In order to further that objective of brand building, the goal should be to move the participants from awareness to action and to create greater user engagement. This could be done by:

- Continue allowing controlled 'user generated content' by encouraging users to send in their pictures from the District special events, camping experiences, aquatic programs or activities in which they have participated

- Introducing Facebook or Twitter-only promotions or contests to drive greater user involvement

Blogs/Vlogs (Video Blogs) – This could be written by alternating staff members or could be titled, "from the General Manager's desk" where upcoming events, past successes or other community outreach could be described. This is a very personalized form of communication and helps build an affinity for the staff and District as a whole. The District has already created some blogs for the internal staff as a part of its training tools the staff can access on the website. This is a fairly cutting-edge technique within the parks and recreation industry and is certainly commendable.

Webinars/Podcasts – The District has also been working on creating a series of training programs that will employ in-person and online training opportunities for its staff. The online opportunities will include webinars as well.

Podcasts allow for a focused topic-based user engagement or awareness. In this case, the staff, commissions, special interest groups, and community members at large can participate in the creation of podcasts that may be of interest. These could reside on the website to be downloaded, and users can be solicited on a monthly basis to provide feedback identifying the topics of most interest to them.

Smart Phone and Tablet Applications – It is projected that within the next five years, there will be an equal number of users who may access websites through smart phones (I-Phones, Androids, Blackberries and others) and Tablets (I-Pad, Samsung Galaxy, HP Slate and others). In order to maximize these outreaches to the huge target markets, the District must evaluate developing applications and a WAP (wireless application protocol) enabled Website which can be easily viewed by potential users on smart phones or tablets and also allow them to make online reservations.

Looking ahead with the Jurupa Aquatic Center, *The Cove* and the sports complex coming on board, it is recommended that multiple elements of the marketing mix be utilized to cross promote these signature facilities with the rest of the District's offerings

Overall, the District's marketing and communications mix is varied and the completion of the on-going Marketing and Communications plan will certainly provide a good road map for implementation in conjunction with the Strategic Plan. To ensure effective utilization of resources and continue promoting fiscal sustainability, it would be helpful for the District to track and measure the return on marketing spending and evaluate the effectiveness of the marketing mediums undertaken, thus prioritize resource spending.

As the District moves forward, a key element would be to ensure the technology capabilities, their compatibility and the IT structure support the District's marketing vision and goals. It is important to ensure that the District differentiates itself from other County offerings since the District's offerings are very service-oriented and it has to promote itself extensively to effectively compete with other public and private providers. This also entails having the ability to upgrade its technology and marketing tools to continue with the culture of innovation and adaptability that the District has envisioned through this Strategic Plan.

4.2 SUSTAINABILITY CHECKLIST

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

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

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

4.2.1 ORGANIZATIONAL

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

- Do you reinforce your commitment to sustainability through ongoing communication and briefing with your staff?

4.2.2 FACILITIES

- Do restrooms, locker rooms, bathrooms, and other water use facilities have water saving devices? (Low flow faucets, toilets and/or motion activated faucets and have hand dryers as opposed to paper towels)

- Do you use motion activated lighting systems, compact fluorescent lights?

- Do you use any alternative energy systems to provide energy such as passive or active solar, geothermal, or wind energy?

- Does your agency conduct energy audits?

- Do you use energy efficiency as a specification when purchasing or replacing major appliances?

- Do your facilities use HVAC systems that include energy saving features?

- Does your agency use green cleaning products? (Non-toxic and/or biodegradable)

- Do you use non-toxic carpet and paint in facilities?

4.2.3 FLEET

- Do you perform regular preventative maintenance on motorized vehicles?

- Does your agency properly dispose of all vehicle fluids and engine parts?

- Do you properly dispose of hazardous materials?

- Do you purchase vehicles that use alternative fuel or hybrid vehicles? (Electric)

- Do you geographically locate maintenance areas in order to reduce travel time?

4.2.4 PARK MAINTENANCE

- Does your agency promote the use of integrated pest management to reduce the use of pesticides?

- Does your agency have a maintenance and management plan for natural areas?

- Does your agency follow natural resource management best environmental practices in attempting to improve natural areas, control exotic species, and increase biodiversity?

- Does your agency follow resource management best practices as a way of optimizing resources, reducing environmental impact, and lowering costs?

- Does your agency utilize Xeriscape techniques as a way to reduce water use?

- Does your agency try to reduce the use of fertilizers and pesticides in parks by utilizing drought and disease resistant native plant species and eliminating mowing in some areas?

- Is landscaping around facilities designed to promote energy conservation through windbreaks, shading, and using drought tolerant plants?

- Does your agency use prairie or woodland restoration or bio-swales to reduce maintenance costs, control erosion, or promote wildlife habitats?

4.2.5 PROGRAMS/PARK AMENITIES

- Is there an establishment of trails and connectivity (greenways) to encourage walking and biking?

- Does your agency offer programs related to sustainability and environmental stewardship?

- Does your agency offer a section on your website or e-newsletter to provide information on various topics related to sustainability?

- Do you offer places to recycle trees as mulch for trails or tires to be recycled as mulch for playgrounds?

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

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

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

4.3 OPERATIONAL ASSESSMENT

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

Staff members have an important role in this assessment as the analysis relies on input and perspectives obtained from them along with PROS' evaluation of the same. To allow all of the staff an opportunity to provide input and assist with direction setting, an assessment was undertaken as a part of the Baldrige Criteria for Performance Excellence, and was circulated to employees District-wide in January 2011.

Additional interviews were conducted with some key management staff in order to delve deeper into specific areas of focus. Those interviewed for this assessment include the General Manager, Assistant Parks Director and Bureau Chiefs among the other staff members. These meetings were conducted in January and February 2011.

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4.3.1 EMPLOYEE ASSESSMENT

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

Even though the District has not been officially using it yet, turning to these key criteria categories will help identify opportunities in areas most in need for improvement.

Close to sixty (60) employees participated in this survey which serves as a good yardstick to assess current employee sentiment at a point in time. These surveys were conducted in January 2011 and several areas of opportunity indicated here that have already been addressed or are in the process of being addressed while the strategic planning progress continues to unfold.

The areas reviewed through this employee assessment template include:

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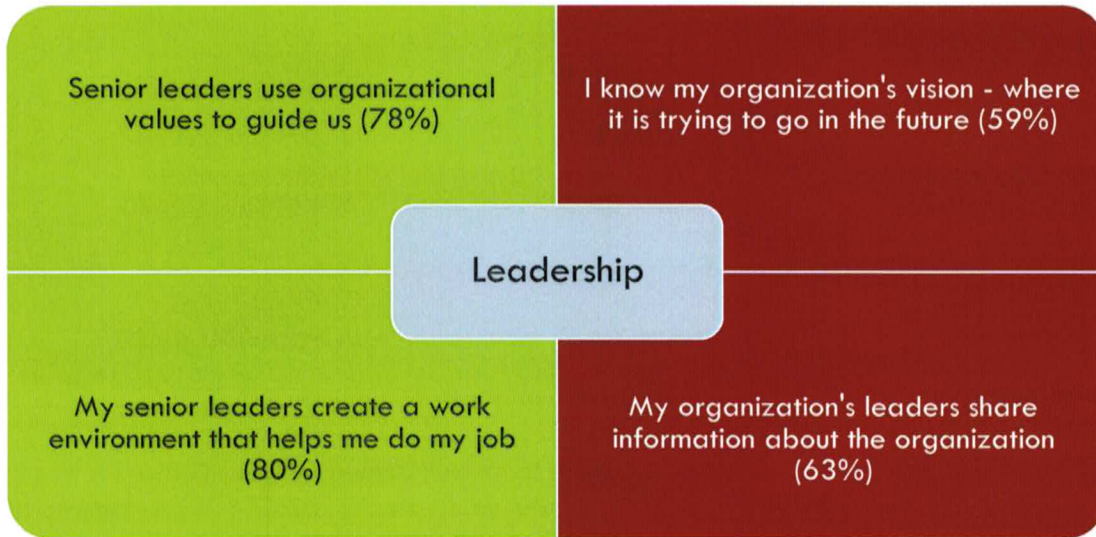- Process Management
- Results

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

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

4.3.1.1 LEADERSHIP

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

Senior leaders use organizational values to guide us (78%)	I know my organization's vision - where it is trying to go in the future (59%)
Leadership	
My senior leaders create a work environment that helps me do my job (80%)	My organization's leaders share information about the organization (63%)

The areas of opportunity identified by the staff were in regard to the organizational vision and information dissemination about the organization as a whole. It bears repeating in this case, these responses were sought at the very beginning of the Strategic Planning process when the District itself was in the process of identifying and solidifying its vision for the future. One would surmise upon completion of the Strategic Plan, these ratings will improve.

From a leadership standpoint, the Consulting team has observed a mix of proactive action in some cases and a high degree of responsiveness in others. For example, the District has proactively recognized the importance of incorporating business concepts to ensure financial sustainability and has finalized a plan to conduct Business Plan Development training for its staff and partners in August 2011. Also, early on in the plan there were initial sentiments expressed by an occasional participant about a perceived communication disconnect between Headquarters and the field staff. It was noted during the planning process that the General Manager and key Executive Team members met personally with all of the staff in all locations to ensure the communication gap issues were immediately addressed.

4.3.1.2 STRATEGIC PLANNING

This overall section follows a similar pattern of response for the Organization's vision as indicated in the previous section. It is understandable that Strategic Planning emerges as an area of opportunity identified by the staff.

My organization encourages totally new ideas – innovation (60%)	As it plans for the future, my organization asks for my ideas (55%)
Strategic Planning	
My organization is flexible and can make changes quickly when needed (67%)	I know how to tell if we are making progress on my work group's part of the plan (61%)

Some of the responses provided do not seem to be well aligned with the Consulting Team's assessment of the issues. By virtue of asking the employees to submit this assessment, the District sought to elicit ideas from the employees. Conversely, that is not reflected in the low response (below 55% indicated 'As it plans for the future, my organization asks for my ideas'). Yet, in the Leadership category, 72% of respondents stated that 'My organization asks what I think'. Even if one were to accept the initial low response, the individual team meetings as well as online opportunities to provide feedback and ask questions (anonymously, if desired) have gone a long way in ensuring the staff gets ample opportunity to provide input and ideas for the future.

The District's new Website (which is among the top 5% of Websites the Consulting Team has seen nationally), use of webinars for staff training on processes, project management software such as Base Camp, are examples of very innovative practices – yet they have not been reflected in the responses.

As this Strategic Plan report was being written, the District recently held a Southern California Director's forum, partnering with the California Parks and Recreation Society (CPRS). One way to expand the culture of innovation externally would be to continue this type of event or perhaps, conduct a "Regional Innovation Round Table" to discuss and develop new ideas. The Round Table could develop and share innovative practices as the District seeks to become a 'thought and implementation leader' in the region.

Lastly, in follow-up interviews conducted in March 2011, the staff indicated that park maintenance job descriptions are well designed but are focused more on the responsibilities and less on accountabilities. They mentioned that developing work plans for day to day operations are moving forward. Achieving 85- 90% of the weekly and monthly work plans is
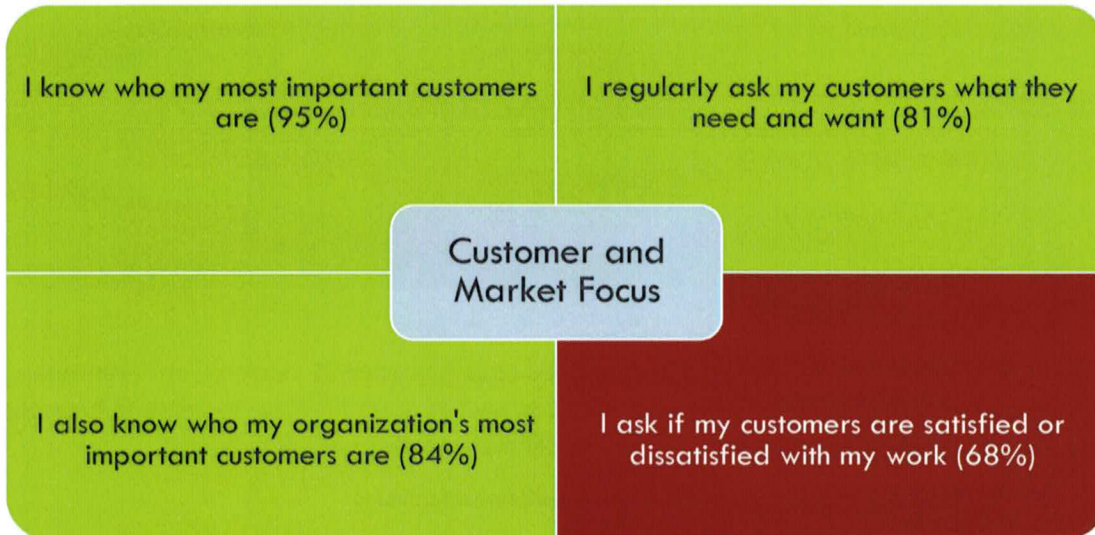
a best practice indicator and will help the staff know how their work group is making progress as a part of the plan.

The District must create a list and prioritize all job descriptions that need to be revised or modified based on its future course of action from the recommendations in the Balanced Scorecard later in this report. In today's best practice agencies, job descriptions incorporating both responsibilities and accountabilities are updated during the time of employee reviews and are tied to implementing the goals of the Strategic Plan.

To become an "outcome based" organization, the staff must have job descriptions which are tied to weekly and annual work plans to keep them focused on achieving measurable outcomes tied to the District's vision and mission.

4.3.1.3 CUSTOMER AND MARKET FOCUS

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

I know who my most important customers are (95%)	I regularly ask my customers what they need and want (81%)
Customer and Market Focus	
I also know who my organization's most important customers are (84%)	I ask if my customers are satisfied or dissatisfied with my work (68%)

An area of improvement could be the completion of the customer interaction process – the pre and post program feedback implemented system-wide. While the District does capture feedback (including spot surveys in parks such as Hurkey Creek Park among others), it would be useful to continue expanding to a more systemic process. The expansion in the process would not just be for collecting information but also to analyze it, communicate it to internal and external partners, and develop trending data over time.
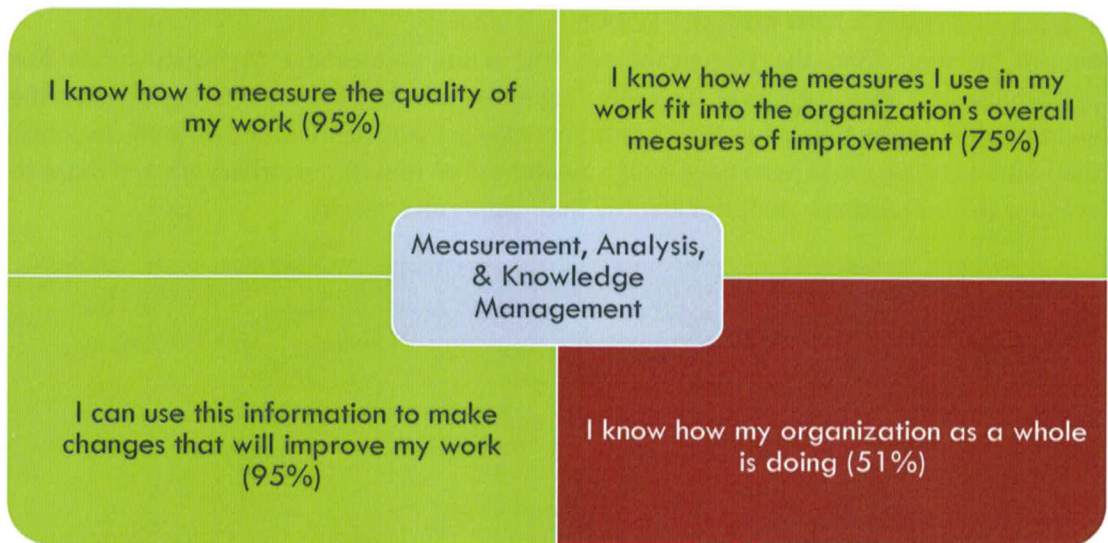
Another area not demonstrated below but of relevance is employee empowerment in dealing with customer focus. Seventy-nine percent (79%) of respondents stated that "I am allowed to make decision to solve problems for my customers". Employee empowerment is a key component to building an organizational culture that prides itself on teamwork and a sense of satisfaction and ownership in the collective excellence of the organization. Best-in-

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class organizations such as Disney pride themselves on a very high level of empowerment and their customer service reflects that collective ownership. The high ratings indicate that the District is certainly moving in that same direction.

4.3.1.4 MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

Staff responses for measurement, analysis, and knowledge management were also largely positive and very encouraging. This is vindicated in the recently completed comprehensive infrastructure analysis for the four major systems in the parks including roads, sewer, water and other infrastructures. Ranger training does have a structured and well-defined format with standards and certifications. However, there is room to grow in expanding the establishment and use of performance metrics and written standards.

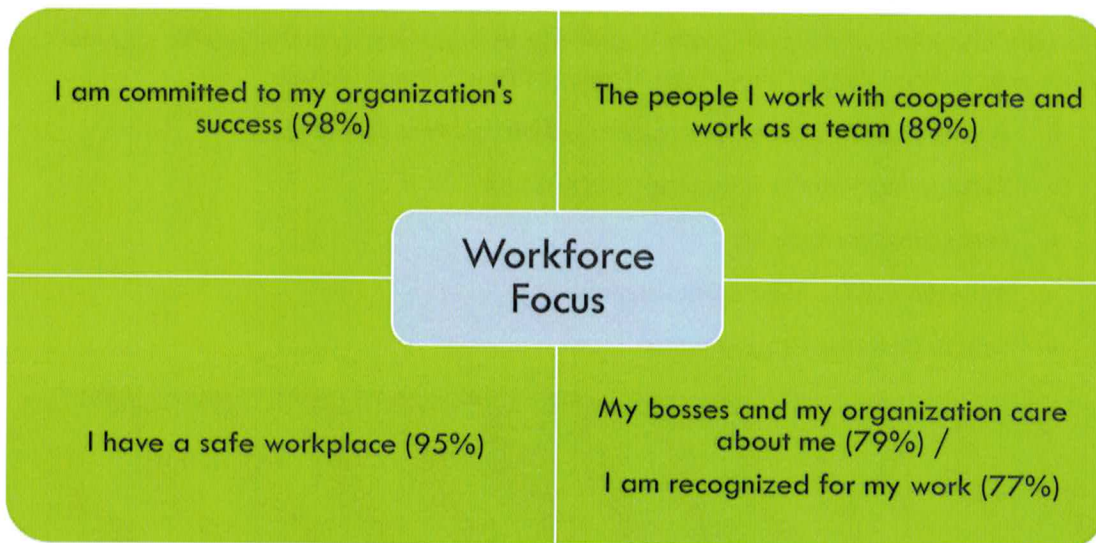|	
I know how to measure the quality of my work (95%)	I know how the measures I use in my work fit into the organization's overall measures of improvement (75%)
Measurement, Analysis, & Knowledge Management	
I can use this information to make changes that will improve my work (95%)	I know how my organization as a whole is doing (51%)

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

- Written maintenance standards for parks and facilities

- Tracking the true cost of service data for all aspects of operations including the cost to offer a program, cost per acre or square feet to maintain a park/facility

- Build on the research conducted for design planning manuals to actually create a set of design principles by park types and facility/amenity types

- Associating outcomes to time segments will provide the ability to forecast budget requirements and offer maximum objectivity in evaluating performance effectiveness

- Regularly perform employee satisfaction surveys to determine employees' satisfaction toward work life, training, compensation, and the supervision received

- Greater use of technology including the on-going development of the asset management system enabling the District to make more educated decisions

  o In the case of asset management systems, the fixed asset value of the facilities and amenities the District owns, with a 3%-5% annual replacement budget of total operational costs, needs to be established

  o Best practice systems also inform users of the replacement fund and where their dollars are invested on updated equipment and consequently seeking to build trust with them

4.3.1.5 WORKFORCE FOCUS

Workforce focus has emerged as another area of strength for the District. Commitment to the organization's success (98%), workplace safety (95%), as well as team work and cooperation (89%), are among the best practice numbers. The employees also indicated a positive perception with respect to employee recognition and a general feeling that their leaders and the organization truly cares about them.

I am committed to my organization's success (98%)	The people I work with cooperate and work as a team (89%)
Workforce Focus	
I have a safe workplace (95%)	My bosses and my organization care about me (79%) / I am recognized for my work (77%)

The PROS team also observed a strong focus on workforce development through training and continuous improvement. Some examples include the staff being sent to Pacific Southwest Maintenance Management School, online learning options through the Website, as well as the initiative of Business Plan Development Training. While all employees may not have an opportunity to participate in these programs right away, it does start to establish the new outcome-oriented business culture within the District. These initiatives ought to help increase the 74% of employees that felt their "Bosses encourage them to develop job skills to advance in their careers".

The Consulting team recommends the District identify training requirements for various positions and develop them by levels of the staff and specific categories. It is critically important to align training opportunities to the strategic goals and include them in the employee annual performance reviews. It stands to reason if excellence in customer service is an on-going strategic goal for the District, then some additional training areas could include providing the front desk staff and front line program staff specific training on the

importance of their interaction with the customers. This training should include: making the first impression, cross selling techniques, and up-selling or promoting offerings particularly for rentals and active programming at *The Cove*.
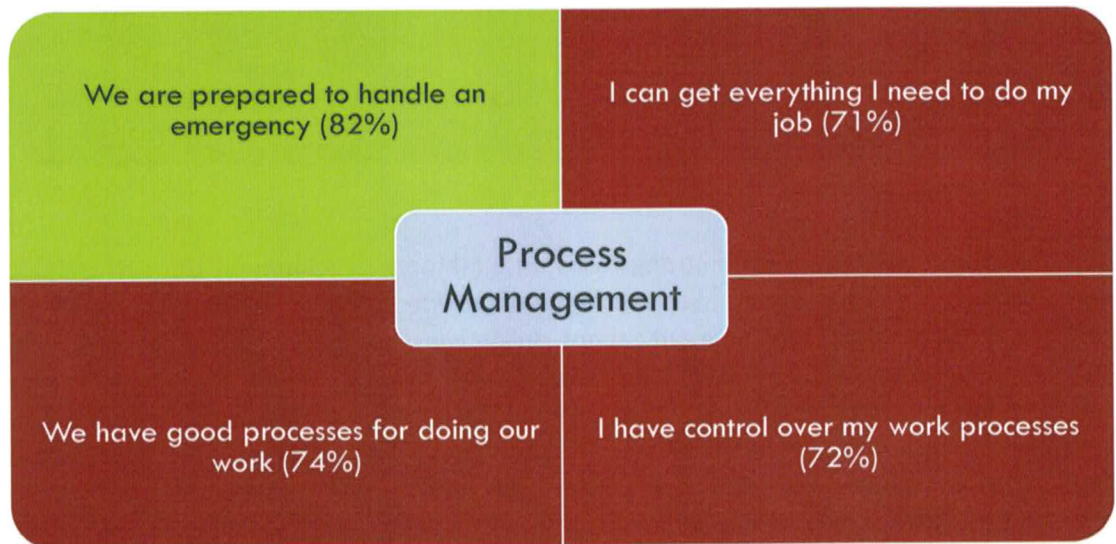
Additionally, given the District's extremely diverse demographic mix, diversity training would be helpful to for the staff to become more effective when associating with its current and potential target population market. From a sustainability theme perspective, workshops on grant writing, and sponsorship or advertisement generation would also create valuable learning opportunities.

Overall, in conversations with the staff, it was indicated several times they appreciate the impetus on training and want it to continue and grow.

4.3.1.6 PROCESS MANAGEMENT

In comparison to other areas at the District, process management is not at the same levels. The PROS team recommends a policy-based structure to drive the process as opposed to one where the lack of policies results in procedures becoming interchangeable with policies. Some policy elements that need to be developed or expanded include:

- Pricing policies to help set prices based on cost recovery goals
- Partnership/Volunteer/Sponsorship policies
- Earned income policies
- Internet and social network use policies
- Length of stay in campgrounds

We are prepared to handle an emergency (82%)	I can get everything I need to do my job (71%)
Process Management	
We have good processes for doing our work (74%)	I have control over my work processes (72%)

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

- Development of standard operating procedures – SOP (e.g. how to manage/maintain aspects of the system such as lighting, irrigation, signage, restrooms, turf, and sports related equipment) and/or integrate existing procedures into a collaborative operating manual to ensure legacy knowledge from the long-term staff is adequately captured and on-boarding new staff members is seamless

    o It was determined that a template for an SOP would be created by the IT staff based on their work and it would be circulated to the rest of the staff to be customized

- Classify all service offerings based on what is core, important or discretionary to the District's long term vision and mission. These classifications would be based on alignment with the District's strategic focus and the level of individual benefit versus community benefit currently afforded to the users. Using this, the District can determine services to offer, reduce or eliminate given its limited resources

- Modify the financial reporting system to provide information in real-time and also on projected performance would be helpful at all levels

4.3.1.7 RESULTS

In reviewing employee responses to this final criterion, there is unquestioned support that the organization is a good place to work and is a law-abiding and ethical environment. With ratings over 85% in all three categories, the District staff certainly thinks highly of its leadership and the organization as a whole. It is critical, however, to conduct these assessments on an annual basis to ensure sustained numbers or incremental growth in these categories over time.

My organization is a good place to work (95%) / My organization obeys laws and regulations (89%)	I know how well my organization is doing financially (40%)
My organization has high standards and ethics (86%) / My customers are satisfied with my work (86%)	My organization removes things that get in the way of progress (47%)

Results

A repeated concern here has to do with limited awareness regarding internal communication or lack of awareness regarding the organization's overall vision or, in this

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case, its financial performance. These concerns also seem to be a sign of the overall economic climate and its impact on the District and, consequently its employees. With furloughs, multi-year pay freezes, and high unemployment in the region, it is understandable that employees are concerned with the financial issues of the District as a whole. However, as mentioned earlier, this is one of the areas that the District leadership has been very responsive to and mindful of. In order to help reassure employees and promote open communication, every employee has been provided a copy of the annual report which includes financial information related to the operating and capital improvement budget.

With respect to removing things that get in the way of progress, the 47% survey calculation seems lower than the Consultant team's assessment would reveal. It has been reported that the overall County system may occasionally results in barriers which must be factored in to planning efforts when developing schedules and budgets. In order to alleviate this and become a more responsive organization, a transition to an outcome-based culture would be recommended. This approach is more results-driven and focuses on building planning tools and performance metrics to determine future courses of action.

The presence of planning tools fleshes out hindrances and helps expedite the rate of change the District envisions to successfully implement the Strategic Plan. In order to ensure maximum accountability and objective definitions of success, performance metrics must also be tied to the planning tools. Some examples are customer satisfaction, capacity utilization, customer retention, sustainability comparisons, program innovation, earned income generated, cost recovery levels, percent of standards met, and other performance measures.

Lastly, as the District has also recognized, financial sustainability must be one of the primary underlying goals of its operational philosophy. Developing a financial strategy which seeks additional funding options and allocates specific staffing resources towards revenue generation through sponsorships, advertisements, naming rights, grants, and other financial resources would be recommended. To further aid the District in doing that, minor modification to the organizational structure may be helpful. These include moving Marketing responsibilities under Business Operations rather than under Programs since marketing's objectives are to support the business goals and to move Reservations (a revenue producing function) under the overarching Business Operations umbrella.

4.3.2 OPERATIONS CONCLUSION

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

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

CHAPTER FIVE - BENCHMARK ANALYSIS

As a means of demonstrating accountability to the public for results achieved, benchmarking data has been included in the Districts Annual Report beginning in 2011. An advantage to including these benchmarks is the ability to compare identified operating metrics to comparable systems nationwide. PROS Consulting, LLC, along with the Riverside County Regional Park & Open-Space District, attempted to expand the benchmarking metrics by engaging similar-sized systems nationwide. Significant attention was focused upon agencies close in proximity and with similar size and scope as the District. The complexity involved with conducting such an analysis is ensuring direct comparisons through a methodology of statistics and ratios that provide comparable information.

Although every effort was made to verify the data in order to provide an accurate benchmark, it should only be used as an indicator of where to begin determining baselines for future review. Ideally, the District should develop its own set of metrics that are important and follow their values in delivery of Parks, Recreation Facilities, Programs, and Services.

The information sought was a combination of operating metrics with budgets, staffing, facilities, programming, and acreages. In some instances, the information was either not tracked or not available. The attributes considered in this benchmark study included:

- Population/Demographics
- Size of agency (sq. miles)
- Leading system nationwide
- Parks and recreation systems

Careful attention was paid to incorporate a mix of systems that are comparable industry leaders and they include:

- Orange County Parks, CA
- San Bernardino County Parks, CA
- San Diego County Parks, CA
- San Mateo County Parks, CA
- Santa Clara County Parks, CA
- Sonoma County, CA
- Oakland County Parks, MI (Accredited Agency)

The benchmark data collection for Riverside and all the other agencies was conducted from January to April of 2011. While it is possible there may have been changes/updates in the data provided, and in order to ensure consistency in data collection, the original figures obtained at that time have been used in the benchmark. Also, variances exist due to differences in how each system collects, maintains, and reports data. For example, the Orange County, San Bernardino County and San Mateo County report a separate budget for programming activities, while others do not. These variations have an impact on the per

capita and percentage allocations within the budget and prevent true benchmarking analysis to occur without further review.

The benchmark categories included:

- Funding – this explores the various budget elements, including the per capita budget and the percentage of individual departmental budgets to the total

- Parks and Staffing – this section evaluates the total park acreages available and maintained as well as the Full-Time Equivalents (FTEs) and their ratios per 1,000 people

- Programming and Marketing – this considers total programming numbers, core program areas for various systems, the registration processes, customer feedback and types of marketing/communications channels used

- Number of Revenue Producing Facilities – this sections details the total number of and the various types of revenue producing facilities each system possesses

- Pricing Policy – this section describes the existence of written pricing policies and cost recovery goals employed by the system

Figure 6 demonstrates the Population Density per Square Mile for each agency.
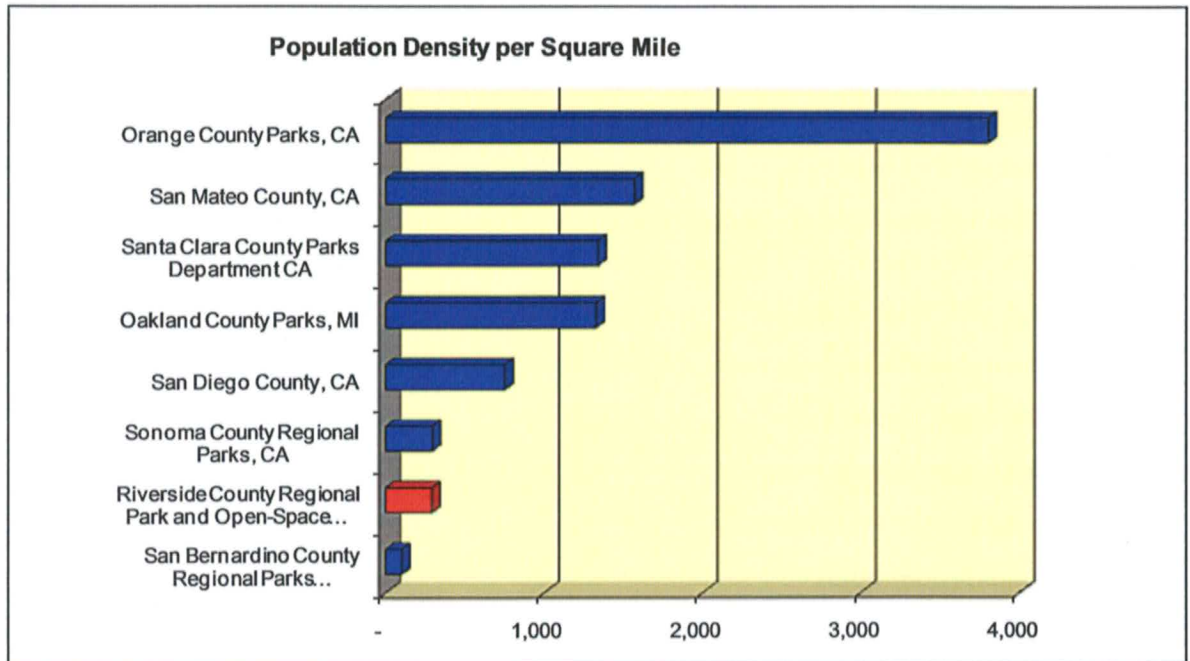

Figure 6 - Population Density per Square Mile

5.1 PARKS

This section looks at the total park acres maintained (total developed and non-developed park acres maintained by the agency), cost per acre, and lineal trail miles as shown in **Figure 7.**

The District maintains 7,437 acres of developed park acreage of the total 71,356 park acres. It has the highest total park acres per 1,000 population at 33.97 acres per 1,000 population (**Figure 8**).

| Agency	City Area (Sq.Miles)	Estimated Population	Pop. per Square Mile	Total Park Acres	Parks Total Developed Acres Maintained	Total Lineal Trail Miles	Total Park Acres Per 1,000 Pop.	Total Developed Maintained Acres Per 1,000 Pop.
Riverside County Regional Park and Open-Space District, CA	7,207	2,100,516	291	71,356	7,437	150	33.97	3.54
Oakland County Parks, MI	910	1,205,508	1,325	6,700	6,700	64	5.56	5.56
Orange County Parks, CA	789	2,997,033	3,797	57,263	2,145	402	19.11	0.72
San Bernardino County Regional Parks Department, CA	20,106	2,017,673	100	8,668	2,690	46	4.30	1.33
San Diego County, CA	4,261	3,200,000	751	45,000	10,000	326	14.06	3.13
San Mateo County, CA	450	703,730	1,565	15,700	2,574	151	22.31	3.66
Santa Clara County Parks Department CA	1,291	1,723,927	1,336	46,423	2,250	313	26.93	1.31
Sonoma County Regional Parks, CA	1,576	462,290	293	8,880	523	125	19.21	1.13

Figure 7- Parks
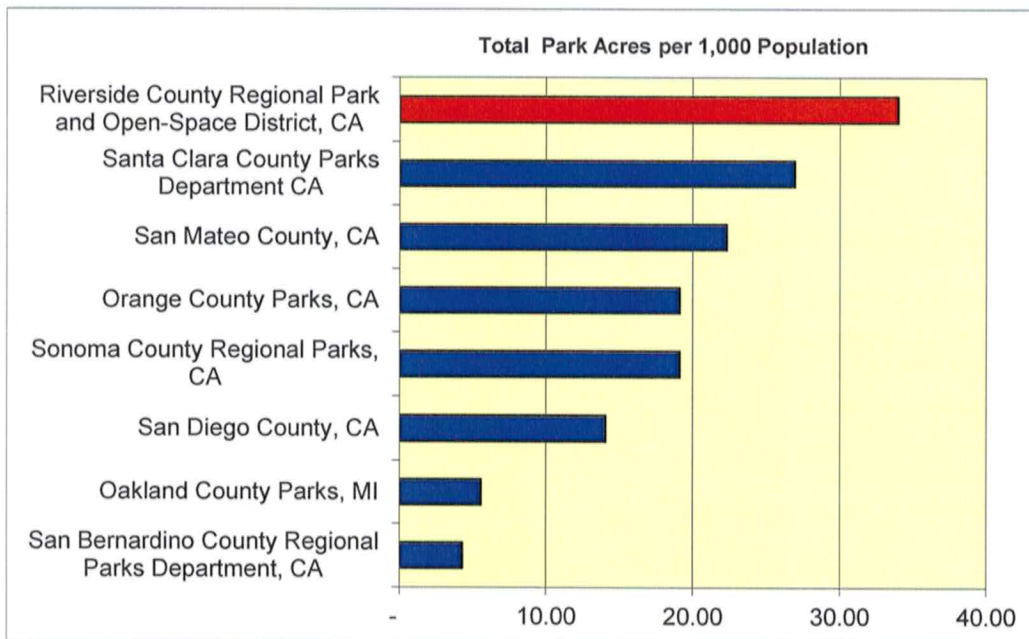
Figure 8 - Total Park Acres per 1000 population

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The District is second to San Diego County in the total developed park acres maintained as shown in **Figure 9**. **Figure 10** shows the lineal miles of trails for each of the systems.
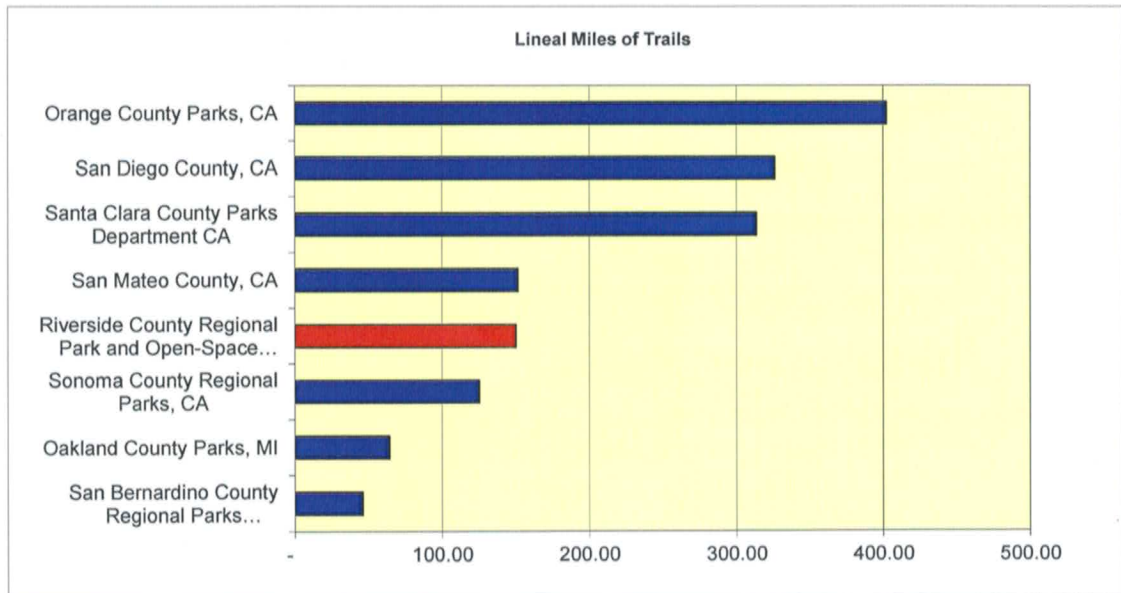
Total Developed Park Acres Maintained

San Diego County, CA	
Riverside County Regional Park and Open-Space District, CA	
Oakland County Parks, MI	
San Bernardino County Regional Parks Department, CA	
San Mateo County, CA	
Santa Clara County Parks Department CA	
Orange County Parks, CA	
Sonoma County Regional Parks, CA	

Acres: -, 2,000, 4,000, 6,000, 8,000, 10,000, 12,000

Figure 9 - Total Developed Park Acres Maintained

Lineal Miles of Trails

Orange County Parks, CA	
San Diego County, CA	
Santa Clara County Parks Department CA	
San Mateo County, CA	
Riverside County Regional Park and Open-Space...	
Sonoma County Regional Parks, CA	
Oakland County Parks, MI	
San Bernardino County Regional Parks...	

-, 100.00, 200.00, 300.00, 400.00, 500.00

Figure 10 - Lineal Miles of Trails

48

The District ranks in the bottom category for number of trail miles per 1,000 population as shown in **Figure 11**. This is in part due to the extremely high population residing in the County.
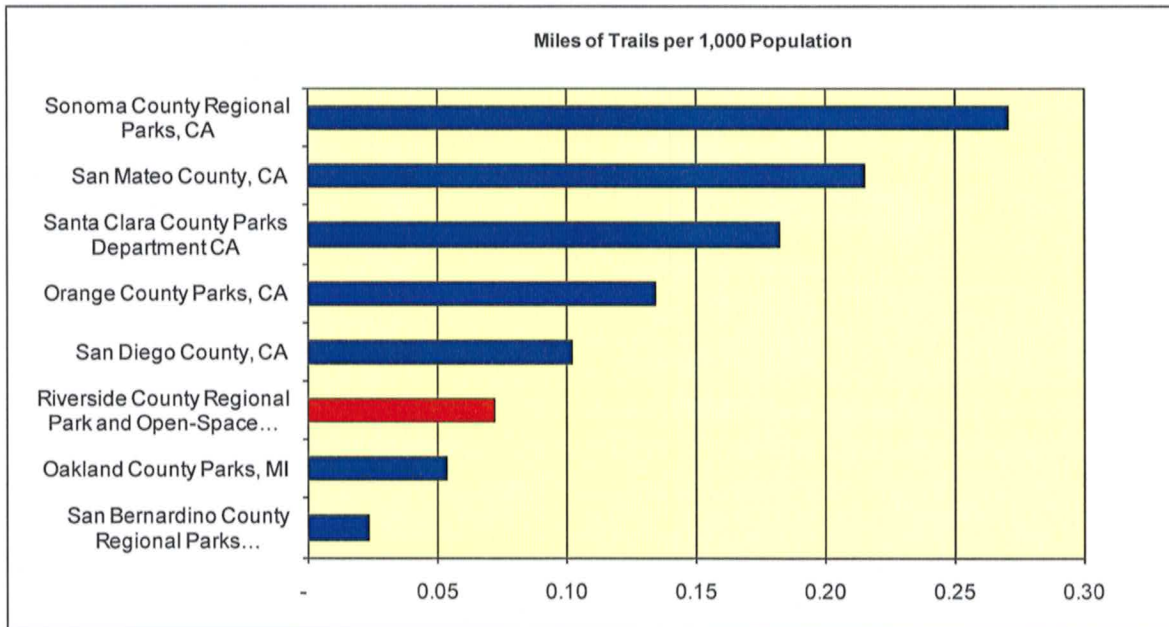

Figure 11 - Miles of Trails per 1,000 population

5.2 STAFFING

The staffing section evaluates the total as well as department-wide staffing available, and FTEs (Full-Time Equivalents) based on the actual population numbers as shown in **Figure 12**.

Agency	Estimated Population	Pop. per Square Mile	Total Staff / FTEs	FTEs		
				Maintenance Staff, FTE	Programming Staff, FTE	Mktg & Admin Staff FTE
Riverside County Regional Park and Open-Space District, CA	2,100,516	291	151	61	71	19
Oakland County Parks, MI	1,205,508	291	670	235	54	56
Orange County Parks, CA	2,997,033	3,797	315	202	10	48
San Bernardino County Regional Parks Department, CA	2,017,673	100	87	62	8	17
San Diego County, CA	3,200,000	1,565	158	22	82	54
San Mateo County, CA	703,730	1,336	48	40	1	8
Santa Clara County Parks Department CA	1,723,927	1,336	206	70	22	43
Sonoma County Regional Parks, CA	462,290	293	134	100	6	28

Figure 12 – Full Time Equivalents

From the information in **Figure 13**, Riverside seems to be at the low range for total FTEs per 1,000 population.

Agency	Estimated Population	Pop. per Square Mile	Total FTE's Per 1,000 Pop.	Maintenance FTE's Per 1,000 Pop.	Programming FTEs Per 1,000 Pop.	Mktg & Admin Per 1,000 Pop.
Riverside County Regional Park and Open-Space District, CA	2,100,516	291	0.07	0.03	0.03	0.01
Oakland County Parks, MI	1,205,508	291	0.56	0.19	0.04	0.05
Orange County Parks, CA	2,997,033	3,797	0.11	0.07	0.00	0.02
San Bernardino County Regional Parks Department, CA	2,017,673	100	0.04	0.03	0.00	0.01
San Diego County, CA	3,200,000	1,565	0.05	0.01	0.03	0.02
San Mateo County, CA	703,730	1,336	0.07	0.06	0.00	0.01
Santa Clara County Parks Department CA	1,723,927	1,336	0.12	0.04	0.01	0.02
Sonoma County Regional Parks, CA	462,290	293	0.29	0.22	0.01	0.06

Figure 13 – FTE's per 1,000 population

As seen in **Figure 14**, the District ranks in the lower end of the comparative agencies for FTEs per 1,000 population. In considering its population and the total acres it encompasses, the District's staffing resources seem to be limited in comparison to the other systems.
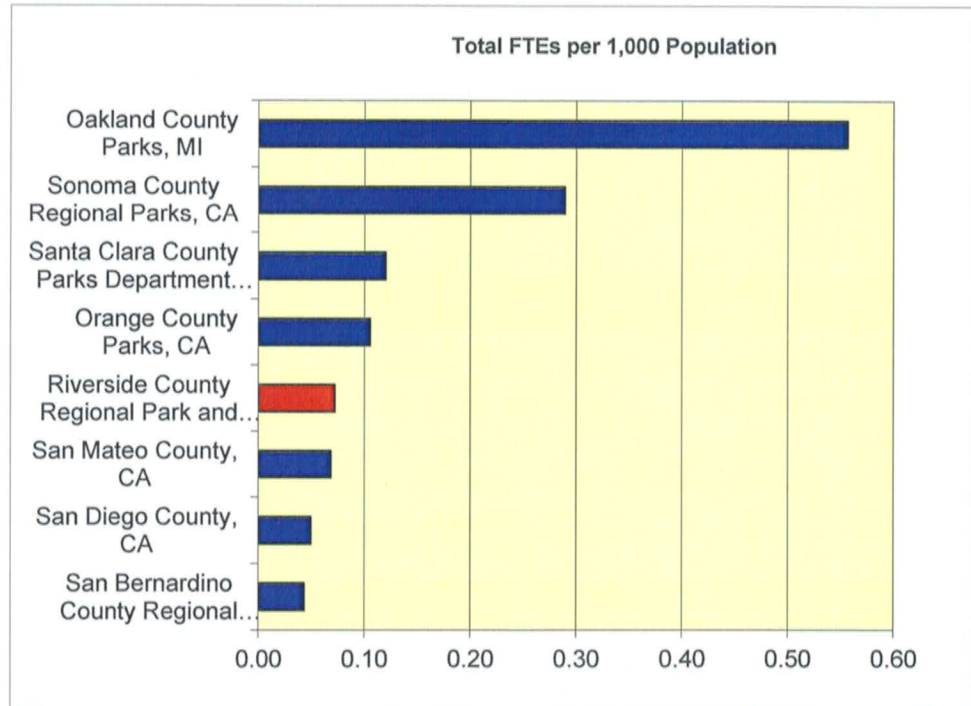

Figure 14 - Total FTE's per 1,000 population

The District ranks next to lowest in the number of FTEs per 100 acres maintained as shown in **Figure 15**.
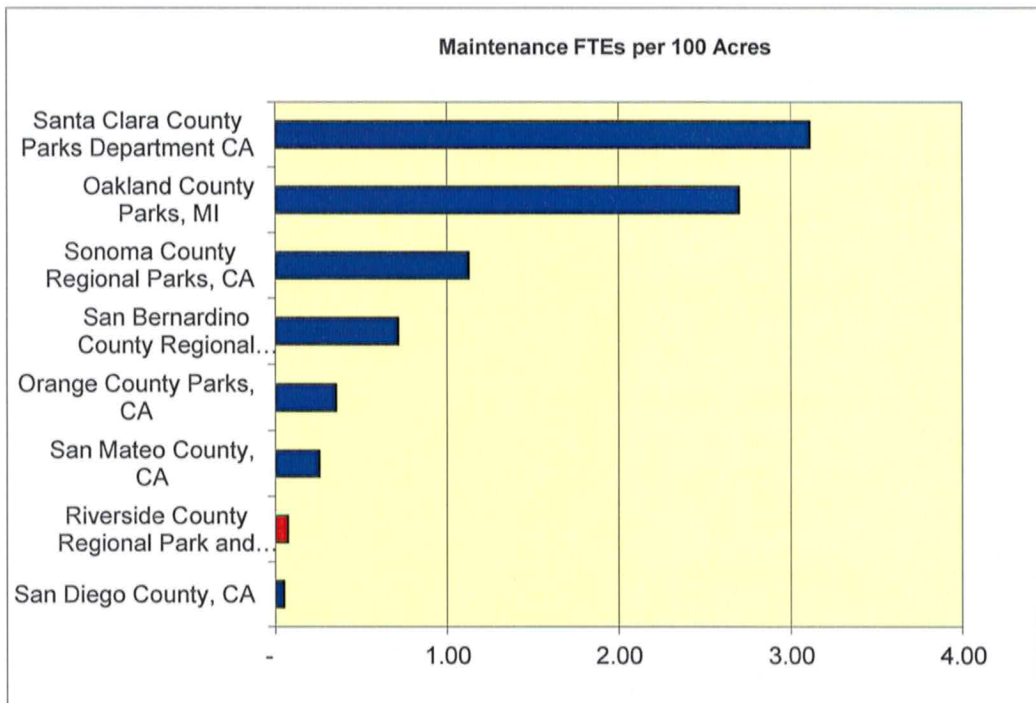

Maintenance FTEs per 100 Acres

Figure 15 - Maintenance FTEs per 100 Acres Maintained

5.3 AQUATIC FACILITIES

This section outlines the total number of aquatics facilities as well as facility types that exist in the system as shown in **Figure 16**. It must be kept in mind that often the total number of facilities might not be indicative of the nature of facility offerings. True capacity and equity of offerings would be determined by the actual facility size as well as distribution within the system.

Agency	Area Square Miles	Estimated Population	Population per Square Mile	Outdoor Water Parks	Outdoor Flat Pools	Outdoor Activity Pools	Total Aquatics Facilities	Flat Pools Square feet	Activity Pools Square feet	Total Square feet
Riverside County Regional Park and Open-Space District, CA	7,207	2,100,516	291	1.0	2.0	2.0	5.0	8,526.0	20,410.0	28,936.0
Oakland County Parks, MI	910	1,205,508	1,325	2.0	-	2.0	4.0	-	50,000.0	50,000.0
Orange County Parks, CA	789	2,997,033	3,797	-	-	-	-	-	-	-
San Bernardino County Regional Parks Department, CA	20,106	2,017,673	100	4.0	6.0	-	10.0	21,340.0	-	21,340.0
San Diego County, CA	4,261	3,200,000	751	2.0	-	-	2.0	-	-	-
San Mateo County, CA	450	703,730	1,565	-	-	-	-	-	-	-
Santa Clara County Parks Department CA	1,291	1,723,927	1,336	-	-	-	-	-	-	-
Sonoma County Regional Parks, CA	1,576	462,290	293	NA	1.0	2.0	3.0	3,021.0	307,521.0	310,542.0

Figure 16 - Aquatics Facilities

As can be seen, the District is second only to San Bernardino County in the number of aquatics facilities available. The District maintains 28,936 square feet of aquatics facilities. The square feet of aquatics facilities per 1,000 population is shown in **Figure 17**. The District is in the mid-range of the four reporting entities. Sonoma operates two facilities on open water accounting for the large number of square feet per 1,000 population.
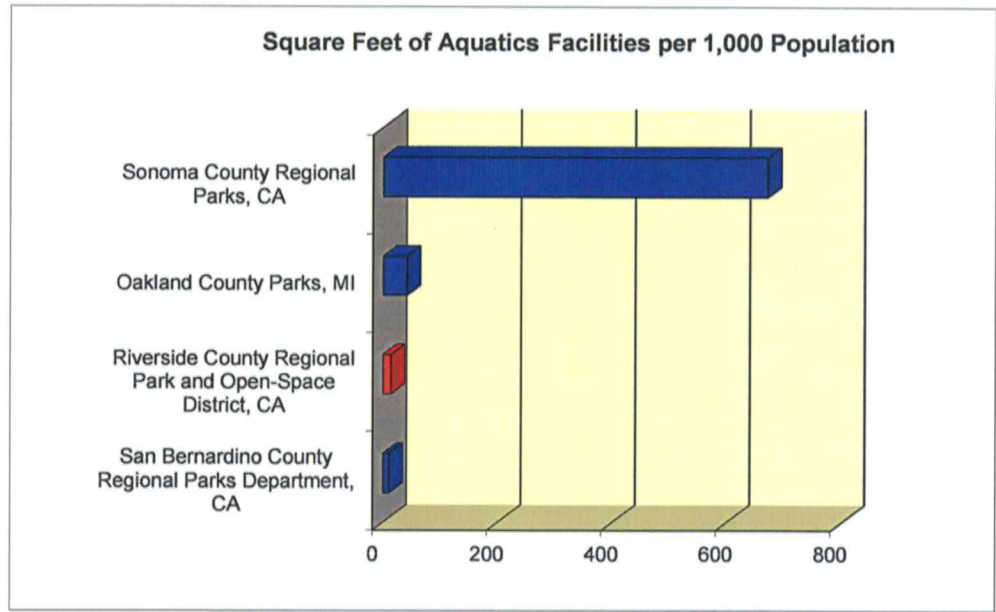

Square Feet of Aquatics Facilities per 1,000 Population

Figure 17 - Square Feet of Aquatics Facilities per 1,000 Population

5.4 FINANCIAL

The District is on the lower end of comparative systems with respect to Total Park and Recreation Budgets. Orange County has the highest budget with over $92 million as shown in **Figure 18**.

As mentioned earlier, different systems have differing metrics that are used for financial calculations. In the case of Oakland County, the annual budget includes recreation centers and golf.

The Maintenance budget is the amount of the budget dedicated to all parks and recreation related upkeep and repair services. The Recreation Program budget includes the total budget allocated toward all recreation programming, including staffing that is offered by the agency. A number of agencies do not separate the marketing costs and tend to include them as a part of the administration budget. To ensure a fair comparison, the Marketing and Administration budgets have been combined into one unit for the purpose of the analysis. .

Agency	Total Annual Parks and Recreation Budgets			
	Area (Square Miles)	Estimated Population	Population per Square Mile	Total Budget
Riverside County Regional Park and Open-Space District, CA	7,207	2,100,516	291	$ 11,382,384
Oakland County Parks, MI	910	1,205,508	1,325	$ 21,635,000
Orange County Parks, CA	789	2,997,033	3,797	$ 92,694,000
San Bernardino County Regional Parks Department, CA	20,106	2,017,673	100	$ 9,605,131
San Diego County, CA	4,261	3,200,000	751	$ 32,949,142
San Mateo County, CA	450	703,730	1,565	$ 8,166,984
Santa Clara County Parks Department CA	1,291	1,723,927	1,336	$ 35,397,019
Sonoma County Regional Parks, CA	1,576	462,290	293	$ 14,411,000

Figure 18 - Total Parks and Recreation Budget

It must be noted that the size and population numbers of all the benchmark systems vary and the absolute numbers may not present a true picture of actual spending. The per capita numbers are a more accurate depiction of the financial spending.

5.4.1 PARKS AND RECREATION BUDGET PER CAPITA

The District is in the low-range in terms of per capita budget for Total Annual Parks and Recreation. Sonoma is the highest as shown in **Figure 19**. Please note that Sonoma County Parks maintained a significant number of acres for other county department and other agencies.
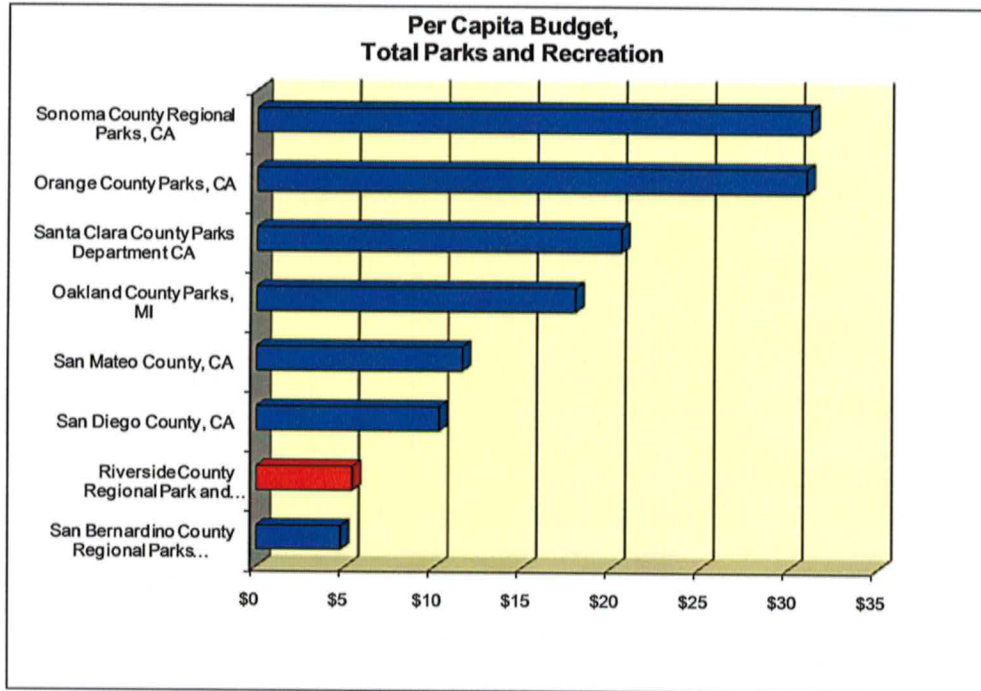

Figure 19 - Total Per Capita Budget for Parks and Recreation

The District is in the low range for the Parks Maintenance Budget Per Capita, while Sonoma is the highest with $24.84 per capita (**Figure 20**).
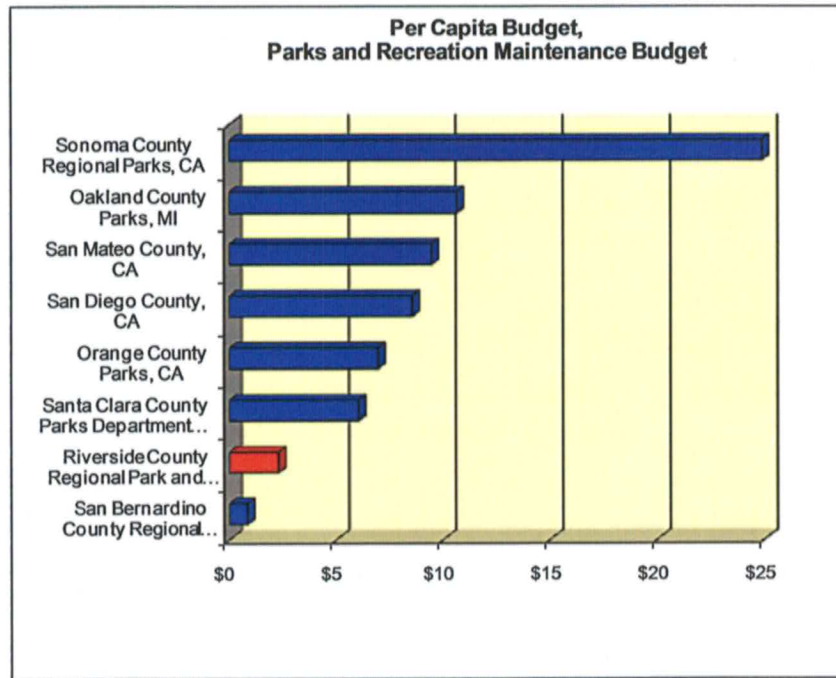
**Per Capita Budget,
Parks and Recreation Maintenance Budget**

Figure 20 – Annual Maintenance Budgets per capita

Only five agencies reported a separate program budget as shown in **Figure 21**.

**Per Capita Budget,
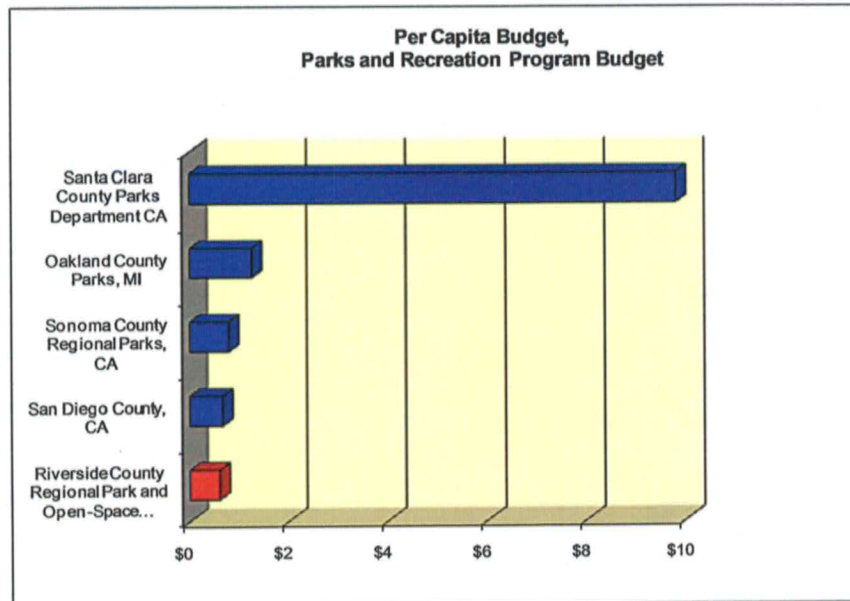Parks and Recreation Program Budget**

Figure 21 - Annual Program Budgets per capita

The District falls in the middle for the Per Capita Aquatics budget based on the three agencies reporting only budgets for aquatics as shown in **Figure 22**.
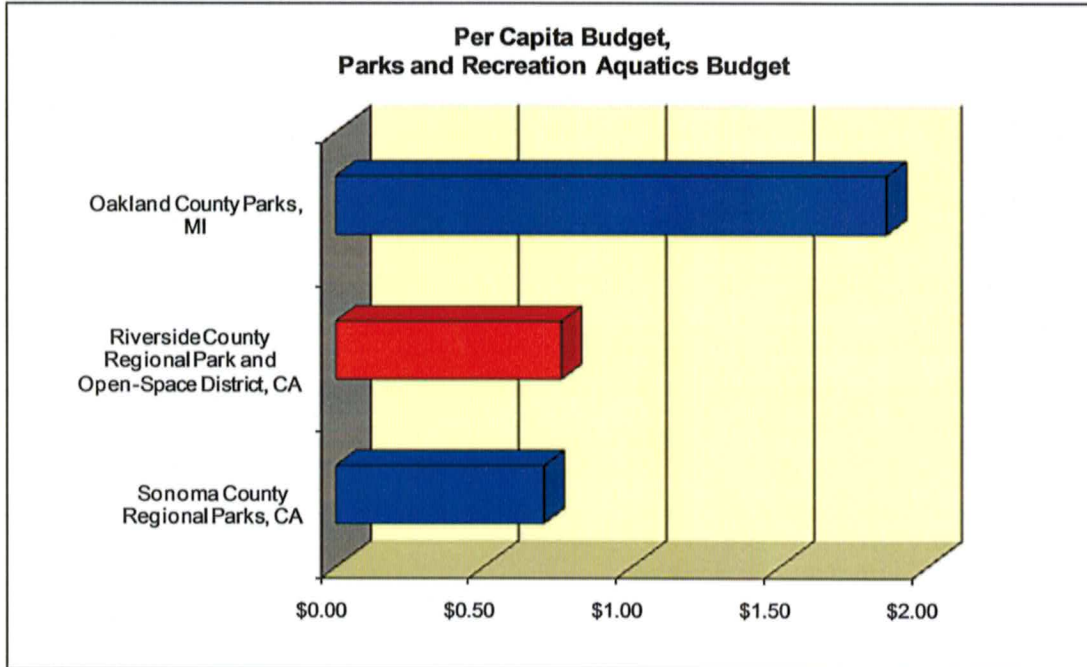
Figure 22 - Annual Aquatics Budgets Per Capita

Despite the fact that, unlike other agencies, the District includes utilities in its admin budget, it is in the lower range with respect to the Marketing/Administration Budget Per Capita as shown in **Figure 23**. The Per Capita budget details are shown in **Figure 24**.
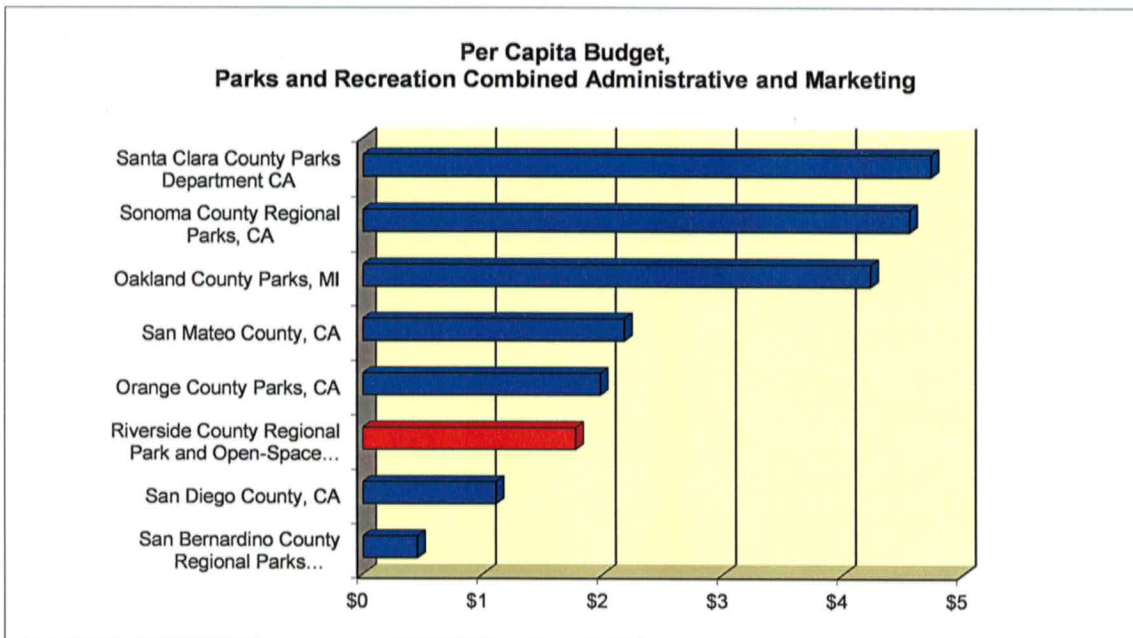

Figure 23 - Annual Aquatics Budgets per capita

Agency	Total Annual Parks and Recreation Budgets by Category:				
	Total Budget	Parks Maintenance	Programming	Aquatics	Marketing / Admin.
Riverside County Regional Park and Open-Space District, CA	$ 11,382,384	$ 4,807,991	$ 1,252,963	$ 1,600,989	$ 3,720,441
Oakland County Parks, MI	$ 21,635,000	$ 12,779,000	$ 1,509,000	$ 2,247,000	$ 5,100,000
Orange County Parks, CA	$ 92,694,000	$ 20,763,000	$ -	$ -	$ 5,928,000
San Bernardino County Regional Parks Department, CA	$ 9,605,131	$ 1,685,791	$ -	$ -	$ 912,200
San Diego County, CA	$ 32,949,142	$ 27,287,526	$ 2,111,167	$ -	$ 3,550,449
San Mateo County, CA	$ 8,166,984	$ 6,633,034	$ -	$ -	$ 1,533,950
Santa Clara County Parks Department CA	$ 35,397,019	$ 10,370,019	$ 16,864,648	$ -	$ 8,162,352
Sonoma County Regional Parks, CA	$ 14,411,000	$ 11,484,000	$ 362,000	$ 325,000	$ 2,106,500

Figure 24 - Total Annual Budgets by Category

5.4.2 REVENUES AND COST RECOVERY

The District recovers 97% of its operating and capital costs through current revenues. **Figure 25** demonstrates the Cost Recovery from non-general fund and non-tax revenues. San Bernardino is the highest with 77% followed by the District with 60%. The District has 60% cost recovery which in the high range of the surveyed entities. It is certainly above the anticipated recovery range. Similar agencies recover 40% to 50% of their revenues through non-tax and non-General Fund transfers.

Agency	Tax Revenues	Total Non-General & Non-Tax Revenues	Total Budget	Cost Recovery from Non-General Fund & Non-Tax Revenues
Riverside County Regional Park	4,150,227	6,880,964	11,382,384	60%
Oakland County Parks, MI	14,506,000	8,519,000	21,635,000	39%
Orange County Parks, CA	51,090,010	14,123,990	92,694,000	15%
San Bernardino County Regiona	189,139	$7,436,057	9,605,131	77%
San Diego County, CA	26,419,966	6,529,176	32,949,142	20%
San Mateo County, CA	62,000	2,388,828	8,166,984	29%
Santa Clara County Parks Depar	30,449,660	6,381,516	35,397,019	18%
Sonoma County Regional Parks,	10,777,000	6,126,000	14,411,000	43%

Figure 25 - Total Cost Recovery

The District is in the process of developing a comprehensive cost of service study which will help identify its true cost of service including all direct and indirect costs. The understanding of true cost is the key element in developing of a pricing policy focusing on optimal cost recovery via a combination of cost efficiencies and revenue generation using differential pricing and earned income strategies.
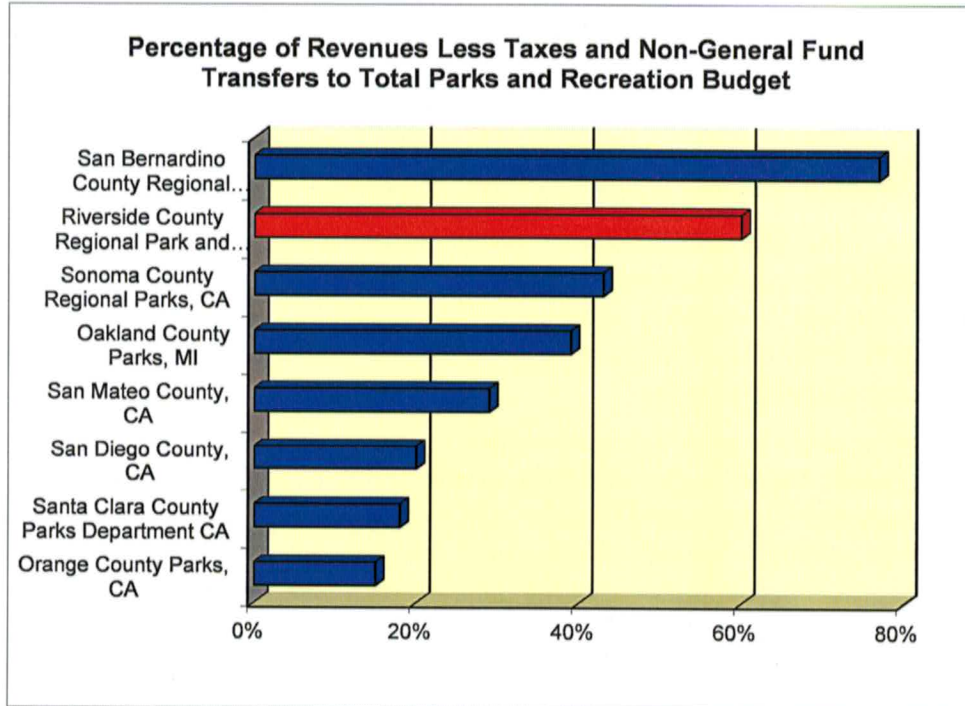

Figure 26 – Percentage of Revenues from Non-Tax Revenues and Non-General Fund Transfers

5.5 PRICING POLICIES

Most agencies reported some level of written pricing policies and cost recovery goals as shown in **Figure 27**. The District follows an established Board Policy, which allows charges for park users that shall not exceed the amount reasonably necessary to recover the cost of providing the facility, product, or service.

In developing fees and charges, the District reviews the amounts charged by other public and private agencies in southern California for the same or similar facilities, products or services and makes recommendations depending upon local market conditions. Additionally, special use fees are charged at parks providing unique services to special groups such as youth resident camping and equestrian parks.

As mentioned in the Revenues and Cost Recovery portion in the previous section, utilizing cost of service information to enhance the existing pricing policy will provide additional information that will drive policy decisions. This information is critical in the District's efforts towards fiscal sustainability and to determine the exact cost for each District participant, regardless of activity.

An ideal pricing policy should be based on cost recovery goals and a staggered level of pricing for offerings based on their core/non-core nature as well as the exclusivity and level of benefit they offer to the individual user. This approach is a best practice model, which builds upon information unique to the agency, rather than mimicking other closely connected agencies which may not have the same strategic objectives in mind.

Agency	Written Pricing Policy	Policy Based on Cost Recovery Goal
Riverside County Regional Park and Open-Space District, CA	Yes	No
Oakland County Parks, MI	Yes	Yes
Orange County Parks, CA	Yes	Yes
San Bernardino County Regional Parks Department, CA	Yes	No
San Diego County, CA	Yes	Yes
San Mateo County, CA	Yes	Yes
Santa Clara County Parks Department CA	Yes	Yes
Sonoma County Regional Parks, CA	In Development	Yes

Figure 27 - Pricing Policies

5.6 CONCLUSION

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

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

The total number of park acres and acres maintained are the highest in comparison to other systems. From a staffing and facility standpoint, Riverside County ranks low in agency comparisons, though with the recent shift from passive to active recreation, it is foreseeable that some of these variables may be impacted positively.

As a whole, the District is among the better systems nationwide but there do remain some areas that could be strengthened in order to take it to the next level. With supportive leadership, a dedicated staff, appropriate financial and staffing resources, as well as a vision and direction that will emerge out of the Strategic Plan, there is no reason why the District should not be able to achieve and sustain best practice levels in the years ahead.

CHAPTER SIX - VISIONING AND BALANCED SCORECARD

The Senior Leadership Team met with PROS Consulting, LLC to establish the District's first Balanced Scorecard. The Scorecard will provide the District with a five year framework for the future. The Strategic Plan's intent is to:

- Establish a five year future direction
- Provide a common understanding of the District's priorities
- Align the Board members and staff with organizational strategy
- Position the District for 'CAPRA' Accreditation
- Create a strategy focused organization

The Strategic Plan primarily addresses the leadership infrastructure rather than the physical assets of the system. A Comprehensive Planning process will follow the strategic planning process. The Strategic Plan will assist with the District's future allocation of resources, financial stability, staffing levels, organizational culture efforts, and the organization's capacity for learning and growth.

The process included a review of the mission statement, and the development of a vision statement. In addition, District values were reviewed and changed. The Balanced Scorecard process included a review of the technical reports developed for preceding plan elements, facilitation of a two day workshop with the Senior Leadership Team, and successive reviews and comments about strategy development.

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

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

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

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

6.1 VISION STATEMENT

To be the regional leader in improving lives through people, parks, places, and programs

6.2 MISSION STATEMENT

The Mission of the Park District is to acquire, protect, develop, manage, and interpret for the inspiration, use, and enjoyment of all people, a well-balanced system of park related places of outstanding scenic, recreational, and historic importance

6.3 VALUES

- **A**ccomplishments: delivering on what we say we are going to do and sharing our successes as an organization
- **C**onnecting: developing relationships with the public
- **T**eamwork: sharing people and resources while aligning with the agency's mission
- **I**nnovation: create a culture that removes barriers and uses technology to advance the organization and achieve efficiency in operations
- **O**utstanding **s**ervice: exceeding expectations, under promise - over deliver
- **N**etworking: working in a collaborative approach
- **S**tewardship: manage resources

6.4 STAFF WORKSHOP INFORMATION

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

The Organizational SWOT included:

6.4.1 STRENGTHS
- Physical assets
- Great trail system
- Good balance of active and passive programs and spaces
- Strong organizational leadership
- Abundance of land and open space
- Dedicated staff
- Special District, as a governing body
- Support from elected officials
- The District staff is always looking for more ways to improve
- Partnerships with other recreation and conservation groups

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- Young growing organization
- The District has a large portion of their budget from earned income
- Employee Training is good

6.4.2 WEAKNESSES

- Recreation Services are just being developed and need to be expanded
- Today's economy may require cutting hours at facilities
- Parkland access is limited based on the land owned by the District
- Technology support
- Development of standards for maintenance and programs
- Succession planning of people cycling out of the system
- Adding more amenities to create stronger Regional Parks

6.4.3 OPPORTUNITIES

- New recreation programs and services
- Today's economy, cutting hours
- Adding more accessible parkland
- Technology support
- Development of maintenance and operational standards
- Improvements in technology to become more efficient
- Succession planning of people cycling out of the system
- Adding more amenities to create stronger Regional Parks

6.4.4 THREATS

- Our pricing versus neighboring cities
- Economy
- Pension Reform
- Possibility of another aquatics facility and the impact on the operating budget

6.5 THE BALANCED SCORECARD

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

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

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

- **Customer**: To achieve our mission and vision, how should we appear to our customers?

- **Financial**: To succeed financially, how should we appear to our taxpayers?

- **Internal business**: To satisfy our customers, which business processes must we do extremely well?

- **Learning and growth**: To achieve our mission and vision, how will we sustain our ability to change, improve and develop leaders?

6.6 STRATEGIC PLAN HIERARCHY

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

- To Achieve Our Vision, We Must Satisfy Our Customers

- To Succeed We Must Have Financial Sustainability

- To Satisfy Our Customers We Must Commit to Excellent Support Processes

- To Become Sustainable We Will Change and Improve on Employee Growth and Work Culture

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

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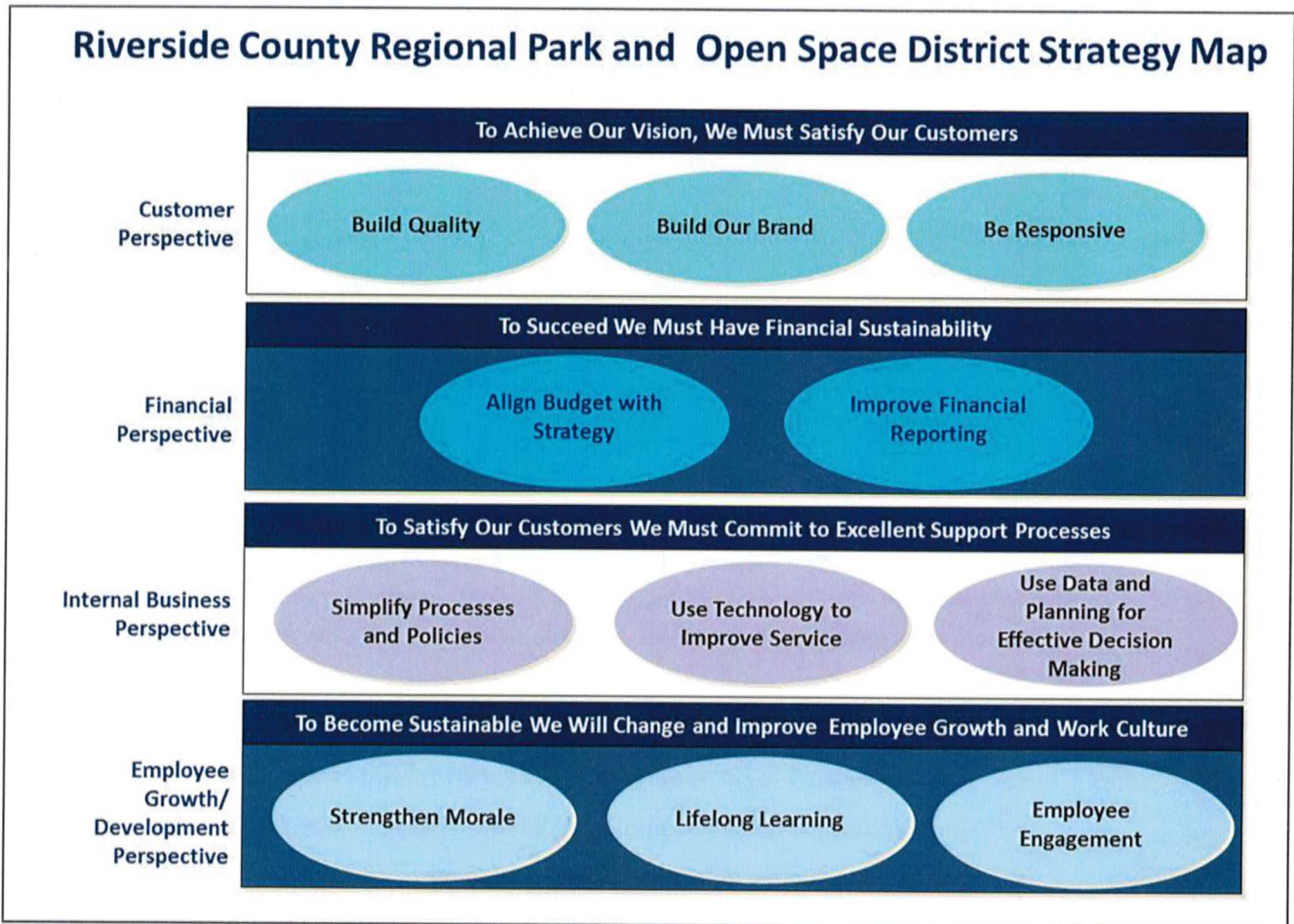
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The Balanced Scorecard hierarchy is presented by the pyramid shown below.

Vision

Mission

Strategic Themes

Strategic Objectives

Strategic Initiatives

Measurements

Tactics

6.7 STRATEGY MAPS

It is the intent of the District's Strategic Plan to ensure the elements of the mission and vision provide the framework for the strategic recommendations. In addition, the recommendations include actions related to the Major Focus Areas. As part of the strategic recommendations, the remaining section details the Strategic Themes, Strategic Objectives, Strategic Initiatives, and Measures. This will create the framework for decision-making during the next five years, 2011-2016.

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

Riverside County Regional Park and Open Space District Strategy Map

To Achieve Our Vision, We Must Satisfy Our Customers

Customer Perspective
- Build Quality
- Build Our Brand
- Be Responsive

To Succeed We Must Have Financial Sustainability

Financial Perspective
- Align Budget with Strategy
- Improve Financial Reporting

To Satisfy Our Customers We Must Commit to Excellent Support Processes

Internal Business Perspective
- Simplify Processes and Policies
- Use Technology to Improve Service
- Use Data and Planning for Effective Decision Making

To Become Sustainable We Will Change and Improve Employee Growth and Work Culture

Employee Growth/ Development Perspective
- Strengthen Morale
- Lifelong Learning
- Employee Engagement

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Riverside County Regional Park and Open Space District
Balanced Scorecard

	Themes	Objectives	Measures A=annually Q=quarterly
Customer	To Achieve Our Vision, We Must Satisfy Our Customers	•Build Quality •Be Responsive •Build Our Brand	• Customer satisfaction (a) • Marketing effectiveness (a) • Customer access satisfaction (q)
Financial	To Succeed We Must Have Financial Sustainability	•Align Budget with Strategy •Improve Financial Reporting	• Alternative funding dollars (q) • Percent of budget actuals within estimated target (q) • Cost recovery goals achieved (a)
Internal	To Satisfy Our Customers We Must Commit to Excellent Support Processes	•Simplify Processes and Policies •Use Technology to Improve Service •Use Data and Planning for Effective Decision Making	• Internal customer service satisfaction (a) • % of policies revised (q) • Achieve CAPRA • # of processes improved (q)
Learning and Growth	To Become Sustainable We Will Change and Improve on Employee Growth and Work Culture	•Strengthen Morale •Lifelong Learning •Employment Engagement	• Annual training hours (a) • Employee satisfaction toward training (a) • Percent of hires from within (q) • Employee snapshot results (q)

6.8 STRATEGIC INITIATIVES 2011-2016

The following are the Themes, Objectives, and Initiatives for the next five years, 2011-2016. Time period priorities are attached to each Initiative. These represent timeframes as follows:

- Year 1 Initiatives to be accomplished between July, 2011 and June, 2013
- Year 2 Initiatives to be accomplished between July 2013 and June 2015
- Year 3 Initiatives to be accomplished between July 2015 and June 2016
- Annual Initiatives to be accomplished each year

6.8.1 CUSTOMER PERSPECTIVE THEME: TO ACHIEVE OUR VISION, WE MUST SATISFY OUR CUSTOMERS
Objective 1: Build Quality

- Monitor and evaluate the quality of programs, services, areas, and facilities from the customer perspective (mid-term)

Objective 2: Be Responsive

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

Objective 3: Build Our Brand

- Develop and implement a Strategic Communications and Marketing Plan (short term)

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

Objective 1: Align Budget with Strategy

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

- Perform an annual review of core/non-core services (annually)

- Develop a capital asset replacement schedule (mid-term)

- Develop a long term CIP (mid-term)

Objective 2: Improve Financial Reporting

- Improve the financial reporting system to include real time results and projected performance (short term)

- Develop a cost of service study (mid-term)

- Review and improve the fees and charges policy (mid-term)

- Establish cost recovery targets for core programs, facilities, and services (long term)

6.8.3 INTERNAL BUSINESS SUPPORT PERSPECTIVE THEME: TO SATISFY OUR CUSTOMERS WE MUST COMMIT TO EXCELLENT SUPPORT PROCESSES

Objective 1: Simplify Processes and Policies

- Develop an internal communication process and set of guidelines to ensure timely communication (short term)

- Develop standards for more consistent service delivery (mid-term)

- Review and revise policies in alignment with strategy (annually)

Objective 2: Use Technology to Improve Service

- Develop a technology plan (long term)

- Expand the work order system (mid-term)

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Objective 3: Use Data and Planning for Effective Decision Making

- Develop a Comprehensive Plan (midterm)

- Obtain CAPRA Accreditation (short term)

- Develop a human resource plan identifying future positions based on future strategy (mid-term)

- Review the benchmarking information and utilize results to drive improvements (mid-term)

6.8.4 LEARNING AND GROWTH PERSPECTIVE THEME: TO BECOME SUSTAINABLE WE WILL CHANGE AND IMPROVE ON EMPLOYEE GROWTH AND WORK CULTURE

Objective 1: Strengthen Morale

- Simplify and improve the performance management system (short term)

- Strengthen the volunteer program, including recruitment, retention, and recognition (mid-term)

- Communicate and reward successes of employees and volunteers (short term)

Objective 2: Lifelong Learning

- Develop a system wide customer service training program (mid-term)

- Develop a training program for future positions, as identified in the human resource plan (long term)

Objective 3: Employee Engagement

- Strengthen the onboarding process that includes job specific and District information (short term)

6.9 IMPLEMENTATION GUIDELINES

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

- All employees, Commissioners, and Board members should receive a copy of the plan or have electronic access to the Plan.

- Post the Balanced Scorecard on the Website and track results on the site as well.

- Elements of the Strategic Plan should be incorporated into the orientation program and volunteer training.

- Regular reporting of the Plan's progress should occur. Break the Plan into separate fiscal years and report one year at a time. Each initiative for the year should include a list of tactics that support the goal's completion. It is the project leader's responsibility to report on his/her goal, and include it in a monthly or quarterly report. A suggestion is to input each year's data on a spreadsheet listing the Themes, Objectives and Initiatives, start date, completion date, and which staff person is responsible for the Initiative's completion.

- At the end of the year, each Initiative should have an annual review and update of the completed initiatives.

- Update the major stakeholders on the Plan's implementation and results on an annual basis.

- Conduct staff meetings on a quarterly or semi-annual basis to review the Plan's progress, the results, and report the progress to Board members on a regular basis.

- The performance management process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion.

- Track the measurement system on a quarterly basis. Some of the measures will be tracked annually. Provide an annual narrative about the results. Review the inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to the decision making process. Include a combination of lagging and leading indicators.

- After completion of the first year of the Plan and baseline results are quantified, targets should be initiated for the measurement system. For example, if there is a customer satisfaction measure to achieve 90% customer satisfaction, and in the initial year the 90% is achieved, the target for successive years could be increased to 95%.

- There should be an annual just-in-time review of the next year's Initiatives to determine if any priorities have changed. This can be included at an annual retreat in which successive years' Initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.

- Post a chart of each year's initiatives on the office walls in administrative areas with a check-off column and designating completion as part of a visual management program. Staff meetings should regularly include discussion of the strategy.

- After each year of the Plan, the staff should review the Plan process and re-tool any parts of the process needing improvement.

- Some of the Initiatives require an individual effort to complete; others require a group of employees to complete the work. The Initiatives are specific work projects scheduled for completion between fiscal year 2011 through fiscal year 2016. Each Initiative is designated as short term, mid-term, or long term.

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CHAPTER SEVEN - CONCLUSION

This Strategic Plan marks the District's entry into the realm of forward-looking and ambitious planning ventures - one that will require a sense of focus and an unwavering collective commitment to the District's vision and goals.

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

Lastly, the team must always remind itself that this Strategic Plan is the first of many steps that they will successfully undertake as the District sets on course to be an accredited agency as well as a regionally and nationally renowned practitioner.

APPENDIX

APPENDIX – DEMOGRAPHICS AND TRENDS ANALYSIS

DEMOGRAPHICS ANALYSIS

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

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

RIVERSIDE COUNTY DEMOGRAPHIC OVERVIEW

Riverside County is located in the geographical region commonly referred to as the Inland Empire Region of Southern California. The County encompasses 7,304 square miles. The County is the fifteenth largest in the United States and the fourth largest and fourth most populated county in the state (*Source: State Department of Finance; 2009*), trailing only Los Angeles, San Diego, and Orange Counties. Riverside County has an estimated population

Western Riverside Council of Governments (2,038 square miles)

Outside of COG Area (2,839 square miles)

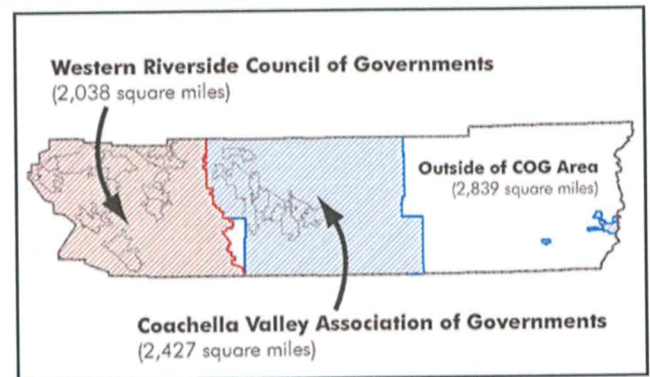**Coachella Valley Association of Governments** (2,427 square miles)

Figure 28 – Riverside County Council of Governments Jurisdictions
(Source: Riverside County Center for Demographic Research)

of 2,153,186 (*Source: Riverside County Center for Demographic Research*). The majority of the County's population is located in the western half of the County.

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

These three jurisdictional sub regions house a total of twenty-seven cities as well as unincorporated areas, and the average population for the twenty-seven cities is

approximately 65,000 persons (Source: ESRI). Unincorporated areas of the County have a total of 468,016 persons. The five most populated incorporated cities within the Western Riverside Council of Government boundary in Riverside County are:

- Riverside – 302,567 estimated 2010 population
- Moreno Valley – 188,636 estimated 2010 population
- Corona – 149,622 estimated 2010 population
- Temecula – 102,727 estimated 2010 population
- Murrieta – 101,680 estimated 2010 population

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

- Indio – 77,967 estimated 2010 population
- Cathedral City – 55,745 estimated 2010 population
- Palm Desert – 54,435 estimated 2010 population
- Palm Springs – 49,239 estimated 2010 population
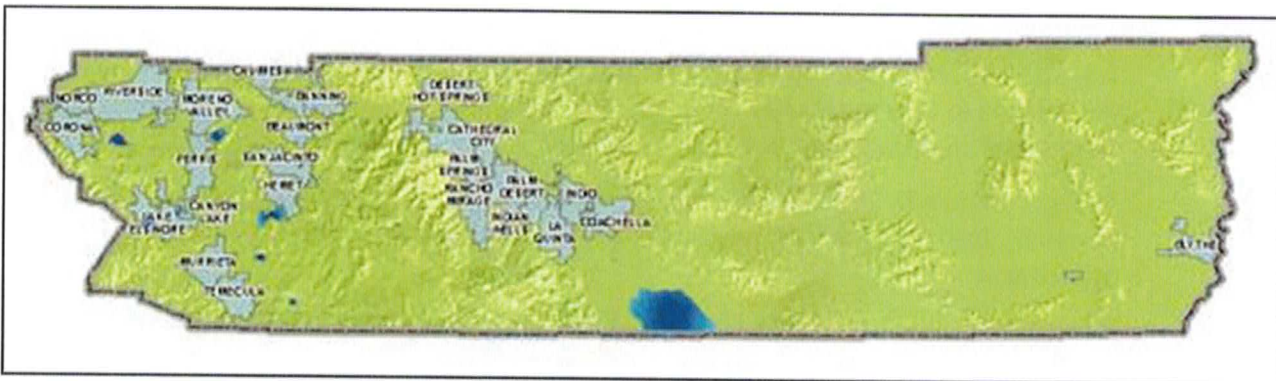- Coachella – 46,981 estimated 2010 population

Figure 29 - Riverside County; Cities and Unincorporated Areas
(*Source: Riverside County Center for Demographic Research*)

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

- Blythe –23,512 estimated 2010 population

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

Riverside County experienced a significant population boom in the 1990's averaging an annual growth rate of approximately 7.6%. Between 2003 and 2006 the County experienced expansion averaging 4.4% of the annual growth rate, which is the highest annual growth since the 1980's. Going back to 1970, the decade-based population milestones have increased by nearly 500%, (Source: ESRI) these include:

- Total of 459,074 in 1970

- Total of 663,166 in 1980

- Total of 1,170,413 in 1990

- Total of 1,545,387 in 2000

- Total of 2,153,186 estimated in 2010

From 2000 to 2010, the total population grew by the largest cumulative total by adding more than 607,000 people to the total population (Source: ESRI). Over the next five years a modest growth rate is projected, as the total population is expected to increase to 2,376,189 by 2015 (average annual growth rate of 2.1%). Gender composition has been determined to be almost even with estimated 50.4% of the population being female (ESRI). This gender composition is projected to remain constant over the next five years.

The population by major age segment demonstrates a slight aging trend. Statistically however, this trend is not nearly as amplified as the aging trends many regions are experiencing.

Mimicking the southern California population composition, Riverside County has a relatively diverse population. According to the 1990 Census, the County has experienced a shift in composition. The white populace has decreased substantially from 74.8% to 58.2%. The race and ethnicity composition of the County of: white (58.2%),'Some Other Race Alone' (23.4%), Black (6.2%), Asian or Pacific Islander accounting for approximately 5.9% of the population and Two or more Races (5.1%). The County's 2010 projections for race and ethnicity composition were estimated at: White (37.8%); Hispanic (45.3%); Black, Asian and Pacific Islanders (13.3%) and Other Races or Multi race (2.7%).

The trend of race and ethnic diversification is anticipated to continue in the County over the next five years. It is projected by 2020 race and ethnicity composition of the County will consist of: White (29.1%); Hispanic (54.5%); Black, Asian and Pacific Islander (14.2%) and Other Races or Multi race (3.1%). The demographic trend for the County notes a continued decline in the white populace, a steady increase in the Hispanic populace, a very slow to even growth for the Black, Asian and Pacific Islander populace and a slow increase for Other races or Multi race populace. The Hispanic populace with nearly half (45.3%) of the County's populace is classified as being of Hispanic/Latino origin of any race.

The income characteristics do exhibit below average trends when compared to the state averages. However, County income characteristics have displayed steady incremental increases since 1990 and are projected to continue this growth in the upcoming years. The County's median household income was $43,082 in 2000 and is currently estimated at $54,762; up from $33,081 at the time of the Census 1990. Comparing the County figures to the Two-Year (2008 – 2009) Average Current Population Survey (CPS) Estimates: California state median household income is reported to be $56,230, or approximately $1,500 more per year than the Riverside County resident median household income. These numbers compare favorably to the national median household income of $54,719.

METHODOLOGY

Demographic data used for the analysis was based on two primary sources; the Riverside County Center for Demographic Research estimates and detailed census tract data obtained from Environmental Systems Research Institute, Inc. (ESRI). The Center for Demographic Research data was utilized as a benchmark for validity in comparing the ESRI data.

Detailed census tract data was obtained from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in October 2010 (*i.e. Source: ESRI; 2010 10*), and reflects actual numbers as reported in the 1990/2000 Census. The demographic projections were validated and reconciled if needed with the Center for Demographic Research totals for 2010 and 2015. All future years are based explicitly on data from the Center for Demographic Research. The jurisdictional boundaries reported by the Census 2000 were utilized for the demographic analysis (**Figure 30**).
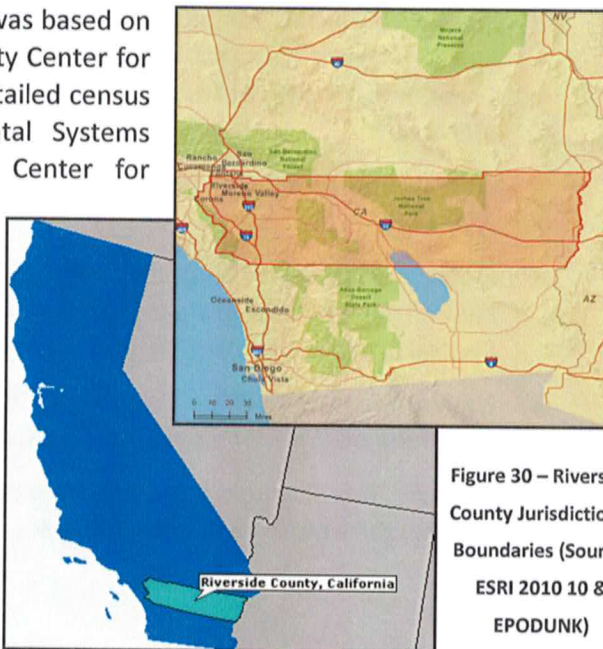

Figure 30 – Riverside County Jurisdictional Boundaries (Source: ESRI 2010 10 & EPODUNK)

RACE AND ETHNICITY DEFINITIONS

For Federal statistics, the minimum categories for data on race and ethnicity, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2000 data on race is not directly comparable with data from the 1990 Census and earlier censuses. Therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2000) definitions and nomenclature are used within this chapter of the Strategic Plan.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and those who maintain tribal affiliation or community attachment

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

- Black – This includes a person having origins in any of the black racial groups of Africa

- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government including; a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture / origin, regardless of race

- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

RIVERSIDE COUNTY POPULACE

POPULATION

Riverside County has experienced steady growth over the past three decades, resulting in the County being the fourth largest based on population (2008 county comparisons). From 1990 to 2000, the population grew by 3.2% annually while 2000 to 2010 experienced a slight uptick in growth to an annual rate of 3.9%. Based on the growth projections of the Center for Demographic Research, Riverside County is projected to add residents at an annual average of 2.1% from 2010 to 2015, 2.3% from 2015 to 2020, 2.1% from 2020 to 2025, 1.7% from 2025 to 2030, and 1.4% from 2030 to 2035.

Population Trends; Riverside County

Source: ESRI; 2010 10 & Riverside County Center for Demographic Research

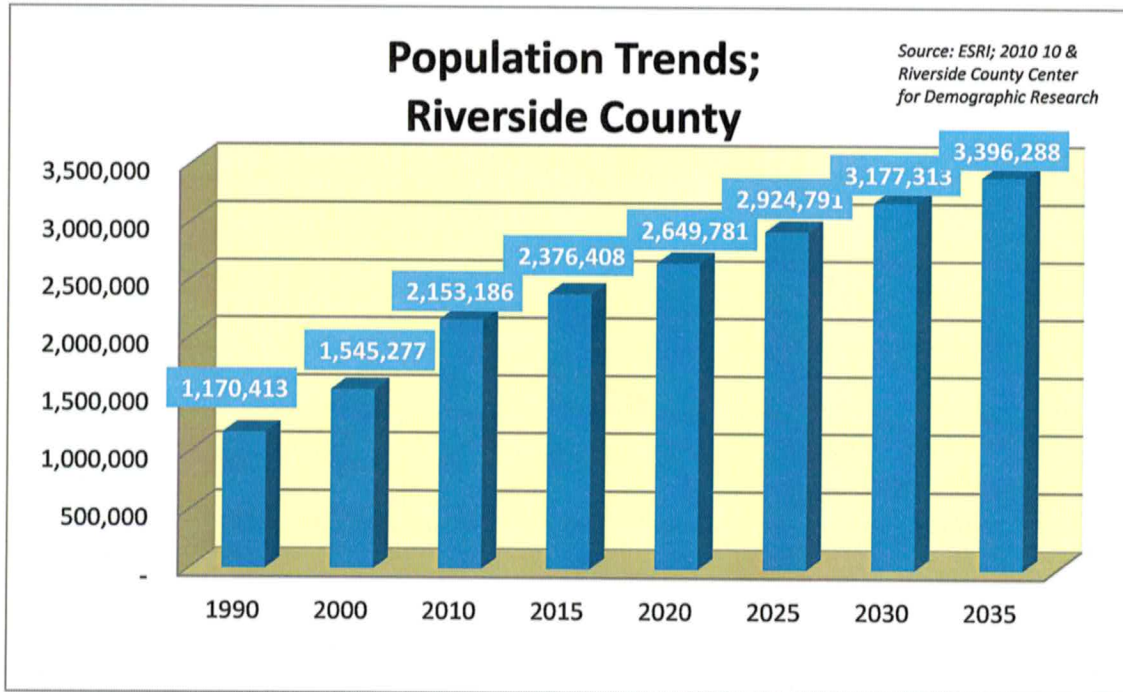| Year	Population
1990	1,170,413
2000	1,545,277
2010	2,153,186
2015	2,376,408
2020	2,649,781
2025	2,924,791
2030	3,177,313
2035	3,396,288

Figure 31 –Total Population Trends

Interestingly, the cause of growth shifted in recent years. Based on data compiled by the California Department of Finance, between the years 2000 and 2008 the natural increase of the population base (births less deaths) averaged a net of 16,342 while migration averaged a total of 50,935 per year. Beginning in 2006, migration numbers have been falling dramatically while the natural increase has steadily increased with 2008 as the only year that natural increase accounted for more growth than migration. Totals are as follows:

- 2005 – Births / Deaths / Natural Increase / Migration: 30,446 / 13,549 / 16,897 / 62,660

- 2006 – Births / Deaths / Natural Increase / Migration: 32,429 / 14,202 / 18,227 / 59,468

- 2007 – Births / Deaths / Natural Increase / Migration: 34,243 / 13,942 / 20,301 / 38,629

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- 2008 – Births / Deaths / Natural Increase / Migration: 34,352 / 14,080 / 20,272 / 16,888

AGE SEGMENT

Population by major age segment demonstrates a strong middle aged nucleus with a median age of 34.2 years. Since 1990, the County's largest singular age segments populace has been the 25-34 year, 35-44 year, and 45-54 year age segments. Although briefly, the second largest segment in 2000, each of the other milestone years results in the 25-34 year age segment account for the single largest segment in the County.

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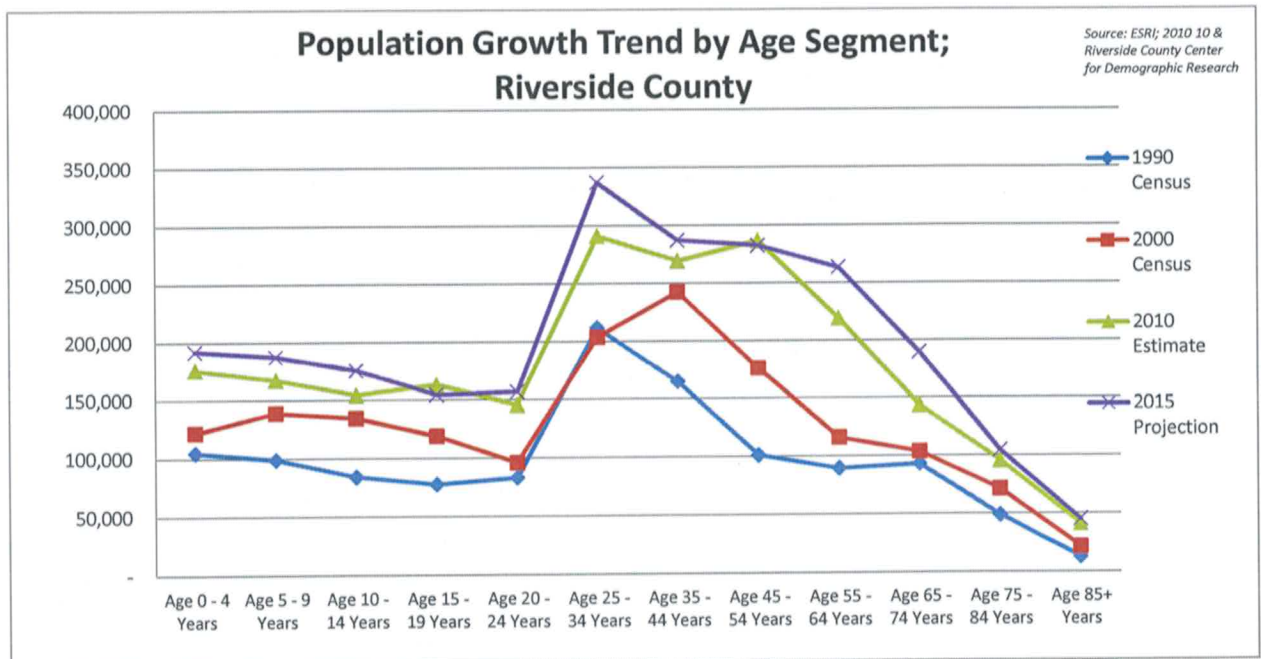

Figure 32 - Population by Major Age Segment

The Under-35 segment of the population is estimated to account for 51.0% of the current populace, down from 52.7% at the time of Census 2000, and 56.4% in 1990. Age segment and average household size data could be extrapolated to make the assumption that the County is home to many young families. This assumption is based on the three largest age segments belonging to those aged 25 years to 54 years followed immediately by the three age segments accounting for those aged 0 years to 14 years, coupled with a median age of 34.2 years and average household size of 3.08 persons.

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

Population by Age	1990	2000	2010	2015
Age 0 - 4 Years	104,805	122,076	175,984	192,297
Age 5 - 9 Years	99,032	139,075	167,290	187,549
Age 10 - 14 Years	84,110	134,439	154,248	175,679
Age 15 - 19 Years	77,542	118,985	162,943	154,312
Age 20 - 24 Years	82,962	95,804	145,554	156,686
Age 25 - 34 Years	211,944	203,981	291,185	337,113
Age 35 - 44 Years	164,720	242,616	269,449	287,258
Age 45 - 54 Years	101,119	176,164	286,838	282,510
Age 55 - 64 Years	89,506	115,894	219,456	263,518
Age 65 - 74 Years	92,958	103,531	143,380	189,923
Age 75 - 84 Years	48,878	71,078	95,561	104,457
Age 85+ Years	12,837	21,635	41,299	45,107
Total	1,170,413	1,545,277	2,153,186	2,376,408
Median Age	31.5	33.0	34.2	34.5

Figure 33 - Population by Age Segment and Median Age (*Source: ESRI 2010 10*)

GENDER

The gender distribution for the County is typical of national statistics, with the split slightly skewed towards the female population. Female totals account for 50.4% of the population (**Figure 34**). This distribution is projected to remain constant throughout the next five years.
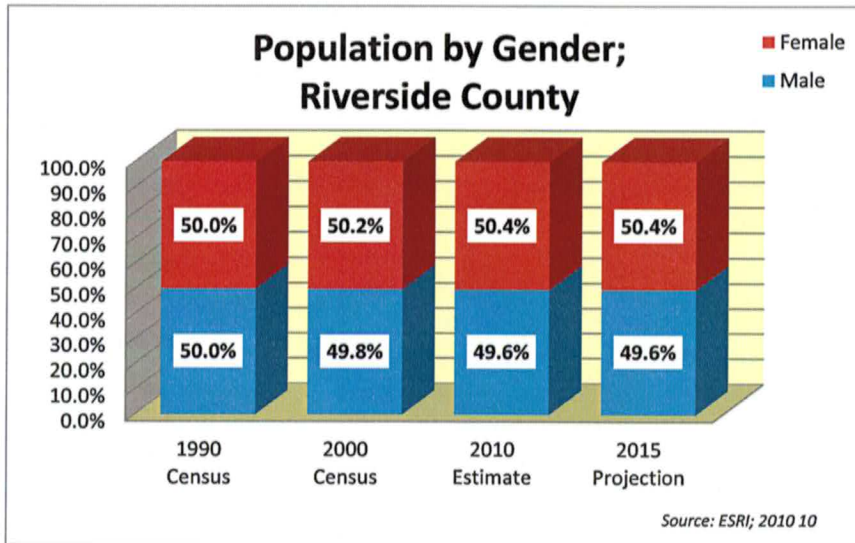

Figure 34 – Population by Gender

Recreational trends from the last few years indicate, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts with 61% of females participating at least once per year in a sport or recreational activity compared to a 69% participation rate of men. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, they also participate in recreational activities further into adulthood. This data indicates a relatively new market has appeared over the last two decades.

This mature female demographic is opting for less team oriented activities which dominate the female youth recreational environment.

RACE AND ETHNICITY

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

Currently it is estimated that 58.2% of the populace (1,265,039 total persons) is categorized as White, and four of the five major non-White racial categories comprise more than 5% of the population; Some Other Race Alone (23.4%; 508,624 total persons), Black (6.2%; 134,764 total persons), Asian or Pacific Islander (5.9%; 128,243 total persons), and Two or More Races (5.1%; 110,854 total persons).
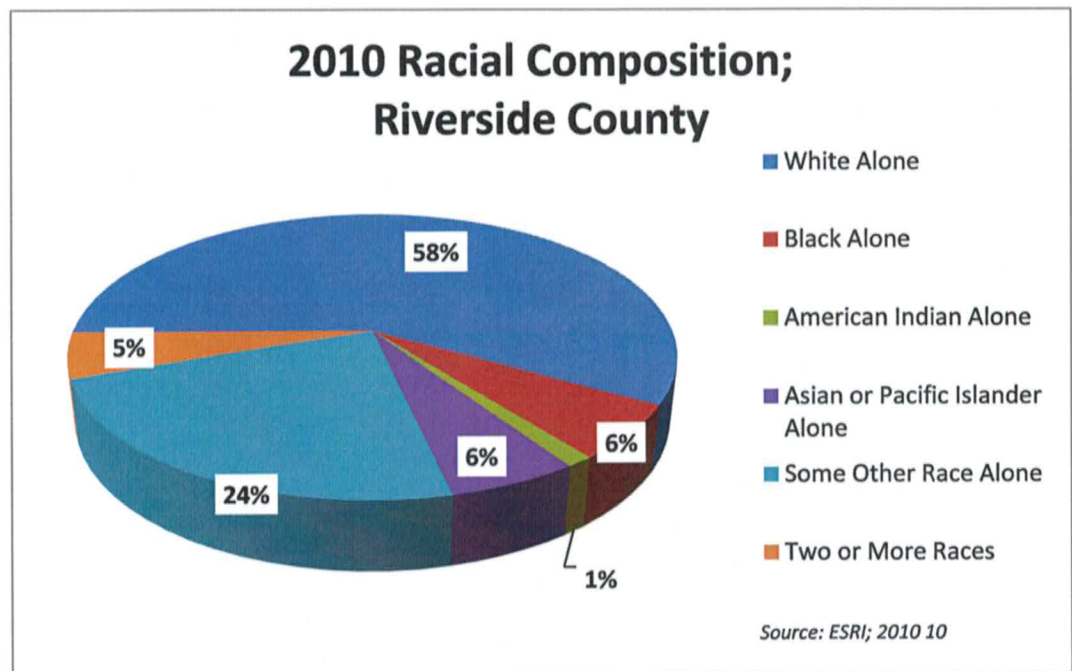

Figure 35 - Population by Race/Ethnicity

The biggest growth area occurred in the ethnicity of the population. Ethnicity, a quality or affiliation resulting from racial or cultural ties, is manifested in those persons classified as Hispanic/Latino origin of any race. This classification is a significant portion of the County's population. Currently, an estimated 45.3% of the total population claims a Hispanic/Latino origin – approximately 984,644 persons. This group is not listed in the racial composition chart above since it is not a racial group but rather an ethnic one. The Hispanic/Latino populace has increased by nearly 20% since 1990. The Hispanic/Latino populace is one of only two categories in the ethnic categories that is expected to increase its percentage of the total population composition over the course of the next five years.

Race and Ethnicity	1990	2000	2010	2015
White Alone	875,015	1,013,774	1,265,039	1,341,329
Black Alone	63,342	95,814	134,764	140,068
American Indian Alone	11,474	18,545	26,083	26,114
Asian or Pacific Islander Alone	41,510	60,270	128,243	151,938
Some Other Race Alone	157,921	288,987	508,624	586,386
Two or More Races	21,151	67,997	110,854	125,824

Ethnicity

Hispanic Origin	307,514	559,430	984,644	1,141,910

Figure 36 - Population Counts by Race and Ethnicity

PARTICIPATION TRENDS BY RACE/ETHNICITY

The white population as a whole participates in a wide range of activities, including both team and individual sports of land and water based varieties, as well as an affinity for outdoor non-traditional sports.

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

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

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

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

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

1. Recreational Swimming – 38.9% participation rate
2. Recreational Walking – 37.0% participation rate
3. Recreational Bicycling – 20.6% participation rate
4. Bowling – 20.4% participation rate
5. Treadmill Exercise – 19.1% participation rate

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

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

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

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

The top five activities that the **Black** populace participates in at the greatest rate are:

1. Recreational Walking – 26.7% participation rate
2. Recreational Swimming – 20.2% participation rate
3. Basketball – 19.8% participation rate
4. Bowling – 17.5% participation rate
5. Running/Jogging – 14.3% participation rate

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

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

1. Recreational Walking – 33.3% participation rate

2. Recreational Swimming – 31.9% participation rate

3. Running/Jogging – 21.6% participation rate

4. Bowling – 20.5% participation rate

5. Treadmill Exercise – 20.3% participation rate

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

HOUSEHOLDS AND INCOME

Riverside County's growth appears to have peaked in 2004 and 2005 when housing unit building permits reached 33,446 and 34,373 respectively with single family structures accounting for approximately 88% of the permits, showing a direct reflection of the household growth in the County. From 1990 to 2000, total households grew by 2.6% annually. From 2000 to 2010 this growth increased to 3.7% annually, peaking at an estimated 693,993 total households this period. The five-year projection places household totals at 754,212 in 2015, a projected change of 1.7% annually from the 2010 estimate. Average household size is currently estimated at 3.08 persons, compared to 2.98 in the year 2000. The number of families in the current year is 510,064.

Home values statistics are:

- Median home value (2010) in Riverside County is $191,710, compared to a median home value of $162,279 (2009) for the U.S.

  - It is projected that in 2015 the median home value will increase by an annual rate of 4.0%, reaching $229,748

    - This does not factor in a delayed economic recovery or additional economic setbacks

  - From 2000 to 2010, median home value changed with an average increase of 4.2% annually

    - This is based on the reported median home value for the Census 2000 of $134,998 and the estimated 2010 home value of $191,710

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

- Current median household income is $54,762, compared to $54,719 for all U.S. households

- o Median household income is projected to reach $62,428 by 2015
- o In 2000, median household income was $43,082
- Current average household income is $67,972, compared to $71,437 for all U.S. households
  - o Average household income is projected to reach $77,679 in 2015
  - o In 2000, average household income was $56,000
- Current per capita income is $22,040, compared to the U.S. per capita income of $27,277
  - o The per capita income is projected to be $25,030 in 2015
  - o In 2000, the per capita income was $18,689

Income Characteristics; Riverside County

Legend: Average HH Income, Median HH Income, Per Capita Income

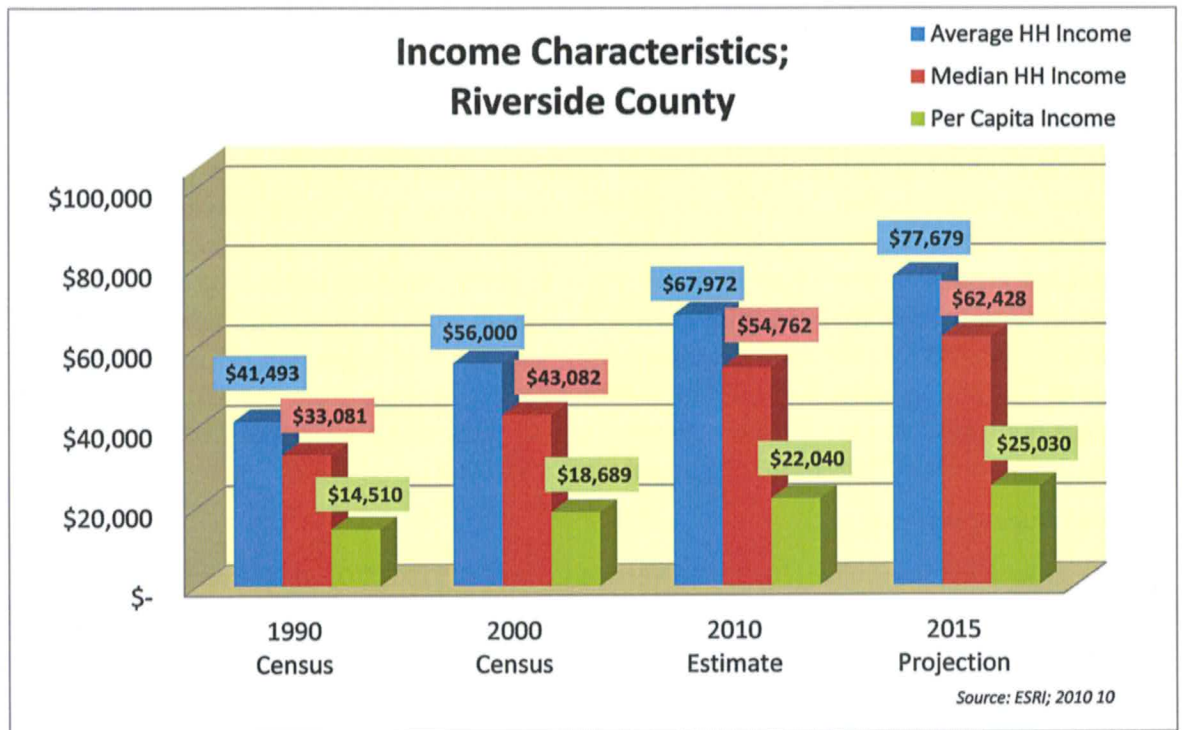|	1990 Census	2000 Census	2010 Estimate	2015 Projection
Average HH Income	$41,493	$56,000	$67,972	$77,679
Median HH Income	$33,081	$43,082	$54,762	$62,428
Per Capita Income	$14,510	$18,689	$22,040	$25,030

Source: ESRI; 2010 10

Figure 37 –Income Characteristics

In terms of disposable income (income available for household and personal expenditures after all applicable taxes) Riverside County has an estimated average disposable income of $56,002. Average disposable income (discretionary income available to the consumer) extrapolates to $4,667 per month for households. Average disposable income listed most to least by the age of householder is as follows:

- Age of householder 45-54 – $64,224 average disposable income
- Age of householder 55-64 – $63,075 average disposable income
- Age of householder 35-44 – $58,024 average disposable income

- Age of householder 65-74 – $53,714 average disposable income

- Age of householder 25-34 – $49,922 average disposable income

- Age of householder 75+ – $46,745 average disposable income

- Age of householder <25 – $38,827 average disposable income

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

When viewed in context with average household expenditures, the disposable income available for County residents does not appear to be a great threat to entertainment and recreational spending. Household spending on all entertainment and recreation ranks a respectable fifth out of eighteen categories (**Figure 38**). On average, entertainment and recreation spending accounts for approximately 5.0%, or $3,207 of the total household budget. The top four categories – retail goods, shelter/housing, food at home, and health care, account for 73.7% of all household expenditures.
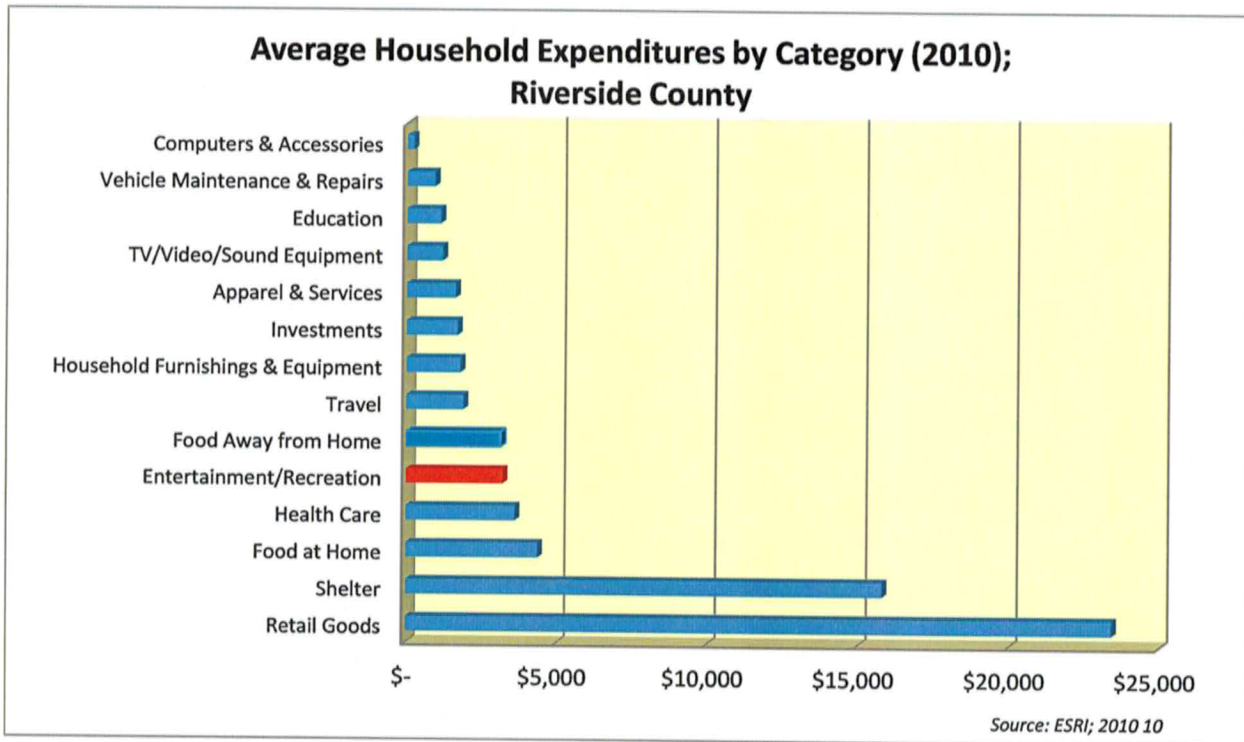

Figure 38 - Average Household Expenditures