



1. Review of Existing Conditions

“*The purpose of this study was to determine the highest priority leisure needs of the community; an understanding which will allow the City of Sunrise to greatly enhance the level of services and quality of life it provides to its residents.*”

1.1 Introduction

The City of Sunrise selected AECOM to complete a 10-year Leisure Services Master Plan that builds upon the findings and recommendations of the comprehensive Leisure Services Needs Assessment and Service Delivery Study completed in 2010. Similar to the Needs Assessment, this master planning process actively engaged project stakeholders and the general public during its development, ensuring broad support and consensus for its recommendations to move forward.

The Sunrise Leisure Services Master Plan is composed of the following key components:

1. Review of Existing Conditions

This section of the report contains a comprehensive review of resident needs and priorities, as determined by the 2010 Leisure Services Needs Assessment and Service Delivery Study. In an effort to determine potential changes from the 2010 Needs Assessment and this master plan, the AECOM team completed an updated demographics analysis and a current services/programs evaluation using the most current data available.

2. Long Range Vision

The master plan vision sets the guiding direction and recommendations of the master plan, which are broken down into three primary subsystems: bikeways and trails, parks and facilities improvements; and signage and wayfinding. AECOM developed a stand-alone signage and wayfinding standards document to adequately address the needs for improved wayfinding and branding within the City; the full technical document can be found within the Appendix.

3. Implementation Action Plan

With the help of City staff, AECOM developed a realistic and implementable action plan that prioritizes the proposed master plan initiatives with available and projected funding sources.

1.2 Review of Needs Assessment Findings

1.2.1. Overview of Needs Assessment Methodology

In June of 2010, the City of Sunrise completed the Leisure Services Needs Assessment and Service Delivery Study (hereafter referred to as Needs Assessment). The purpose of this study was to determine the highest priority leisure needs of the community, an understanding which will allow the City of Sunrise to greatly enhance the level of service and quality of life it provides to its residents. The comprehensive study included an evaluation of existing facilities, programs and services provided by the City's Leisure Services Department (hereafter referred to as the Department), as well as an evaluation of the Department's effectiveness in providing these services to the community.

To better differentiate between community needs and community priorities (the greatest common needs of the community), the consulting team employed the practice of triangulation, using anecdotal, qualitative, and quantitative evaluation techniques. Each technique cross-references one another, providing an alternate window through which the parks and recreation system can be viewed. Following is a summary of each of the techniques used during the needs assessment process and the results.

Anecdotal

A comprehensive existing conditions evaluation was performed for each of the parks and recreation facilities within the city. Each facility was evaluated based on a uniform set of criteria and entered into a matrix that allowed for the physical condition of the system to be



Figure 1.1 - Needs Assessment Methodology Diagram

viewed as a whole, helping to identify any key strengths and weaknesses occurring system-wide.

Qualitative

Throughout the development of the Needs Assessment, the consulting team met with and interviewed key stakeholders, and facilitated three public workshops to gain additional input. The information gathered at these interviews/workshops helped to validate both the anecdotal site evaluations and the quantitative techniques, described below.

Quantitative

Quantitative techniques typically utilize formulas or numbers and therefore tend to have the greatest degree of credibility. The Needs Assessment employed the following quantitative techniques:

1. A comprehensive Level of Service (LOS) Evaluation that examined the following:
 - *Acreage* (the number of parks and recreation acres per 1,000 resident)
 - *Facilities* (the number of parks and recreation facilities per 1,000 residents)
 - *Access* (the ability of residents in all parts of the city to access parks and recreation facilities within an equitable walking or driving distance)
 - *Programs* (the ability of residents of all ages and abilities to access programs of similar quality)
 - *Quality* (every resident should have access to similar quality recreational facilities and experiences)
2. A Mail/Telephone Survey was completed by ETC/Leisure Vision to provide a statistically accurate cross-section of the parks and recreation needs of Sunrise residents.
3. A programs assessment was performed to better understand program offerings, life cycles, structure, and associated operational costs within Sunrise.
4. A municipal fee comparison and benchmarking study was completed to help better understand how the City of Sunrise parks and recreation system compares with those of its surrounding neighbors as well as cities which Sunrise may aspire to emulate.

5. To understand the internal operating structure of the Leisure Services Department, an operations, management, and maintenance evaluation was performed.

Following are summaries of the findings from each of the Needs Assessment techniques, as well as a comprehensive summary of the greatest priority needs based on all techniques.

1.2.2. Existing Parks and Recreation Facilities Evaluations

At the time of the Needs Assessment, the majority of facilities in Sunrise were in good to excellent condition. Generally, the facilities were clean, free of litter, had well-maintained landscapes, and were inviting to users. Very few instances of neglect or abuse were noted during the site visits with the exception of the 12th Street Park parcel which remains largely undeveloped. Although the parks appeared to be well-maintained, there was a consistent lack of energy in the parks system-wide.

There was very little signage and wayfinding both within and leading to the parks in Sunrise. The lack of wayfinding or directional roadway signage leading to the parks can make the facilities difficult to locate for a user who may not be familiar with the area. In many cases, the existing park entry signs are either set back from the roadways or occur within the interior of the park, thus further reducing their visibility from a roadway.

The Needs Assessment determined that residents have access to many different types of recreational facilities within the City of Sunrise. After completing the site visits, two different park models became apparent: active and passive. The predominantly active parks, such as the Sunrise Athletic Complex and Flamingo Park, are heavily programmed. Typically these parks provide users with a combination of sports courts, ball fields, playgrounds, and community buildings, but lack flexible open space. This lack of open space limits users in active parks to participating in only the programs that are provided. The predominantly passive parks, such as the Sawgrass Sanctuary and Welleby Park, offer users large areas of flexible open space, access to natural elements, and walking/biking trails. Based on conversations with staff, the passive parks also host many of the City-sponsored events.

1.2.3. Level of Service (LOS) Analysis

AECOM completed a comprehensive Level of Service (LOS) evaluation for the following categories:

Acreage LOS

Based on the City of Sunrise Comprehensive Plan standard of 3.0 acres/1,000 residents and projected population data, the City has enough parkland beyond the year 2027 (Figure 2.1a). It should be noted, however, that the population figures do not include seasonal residents who use park facilities in the winter. Additionally, the standard of 3 acres/1,000 residents is comparatively low—many of the most livable communities in the country have standards of over 10 acres/1,000 residents or more. To increase the quality of life in Sunrise, AECOM recommends the acquisition of additional park land to raise the City's acreage LOS.

Facilities LOS

When counting only City-owned facilities, Sunrise is deficient in almost every facility type with the exception of swimming pools. If facilities operated by other agencies or organizations (such as Broward County or Home Owners' Associations) are included in the analysis, City is deficient only in the following categories:

- Boat ramps
- Fishing piers
- Walking/Hiking facilities
- Baseball/Softball fields
- Football/Soccer fields
- Volleyball courts
- Racquetball/Handball courts

Access LOS

Based on the location of existing facilities and their associated service areas (as defined below), Sunrise is deficient in access to the following facilities:

Neighborhood Facilities (1/2 mile walking distance):

- Passive open space
- Playgrounds
- Walking/Exercise paths
- Fishing piers/Docks
- Basketball courts

Community Facilities (3 mile driving distance):

- Volleyball courts
- Dog parks
- Canoe/Kayak launches
- Recreation centers
- Cricket pitches

Region Facilities (10 mile driving distance):

- Mountain bike trails

Programs LOS

The Needs Assessment found that the City of Sunrise is providing adequate access for youth recreation program participants. However, it is deficient in its access of programs oriented towards both adults and seniors. The City offers a good selection of program types for both of these age groups but the locations are too centralized to serve all residents.

Quality LOS

Based on the parks evaluation, the average park in Sunrise is "meeting the expectations" of its users: 86 percent of the City's parks are either meeting or exceeding expectations. Of the City's 22 parks, 40 percent of are currently ranked in the highest category of "exceeding expectations." The facility with the highest recorded score is the Sunrise Civic Center. The majority of the facilities that "exceed expectations" are concentrated in northern Sunrise while the facilities that are "meeting expectations" or "not meeting expectations" are located closer to the city's edges. This localization of facilities may be an indicator of an inequity in the distribution of quality parks facilities throughout the city. All three of the facilities that are "not meeting expectations" are located in the southeastern corner of the city.

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1.2.4. Mail and Telephone Survey

The 2010 Needs Assessment also included an extensive mail and telephone survey. Through residents' responses to survey questions, an importance-unmet needs matrix (Figure 1.3) was developed. This matrix is a tool for assessing the level of priority that should be placed on developing different types of additional parks and recreation facilities.

Facilities classified as "Top Priorities" have the highest unmet need and the highest importance, and should therefore be the highest priority for improvement. Improvements to facilities in this quadrant will have positive benefits for the highest number of Sunrise residents.

Based on the survey responses, facilities considered top priorities are (in order of importance):

1. Small neighborhood parks
2. Indoor fitness centers

3. On-street bicycle lanes
4. Natural/Wildlife areas
5. Unpaved nature trails
6. Off-leash dog parks
7. Paved trails
8. Picnic shelters/Areas
9. Swimming pools/Water parks

1.2.5. Operations and Management Assessment

The Department appears to operate in an effort-based culture versus an outcome-based culture, but there is desire to transition to a more sophisticated approach to managing parks and recreation.

The City of Sunrise's culture is shifting to an increased focus on goals and performance measures, with the change largely driven by the elected City leaders. While this shift may be a difficult endeavor, the Department recognizes the importance of supporting this management

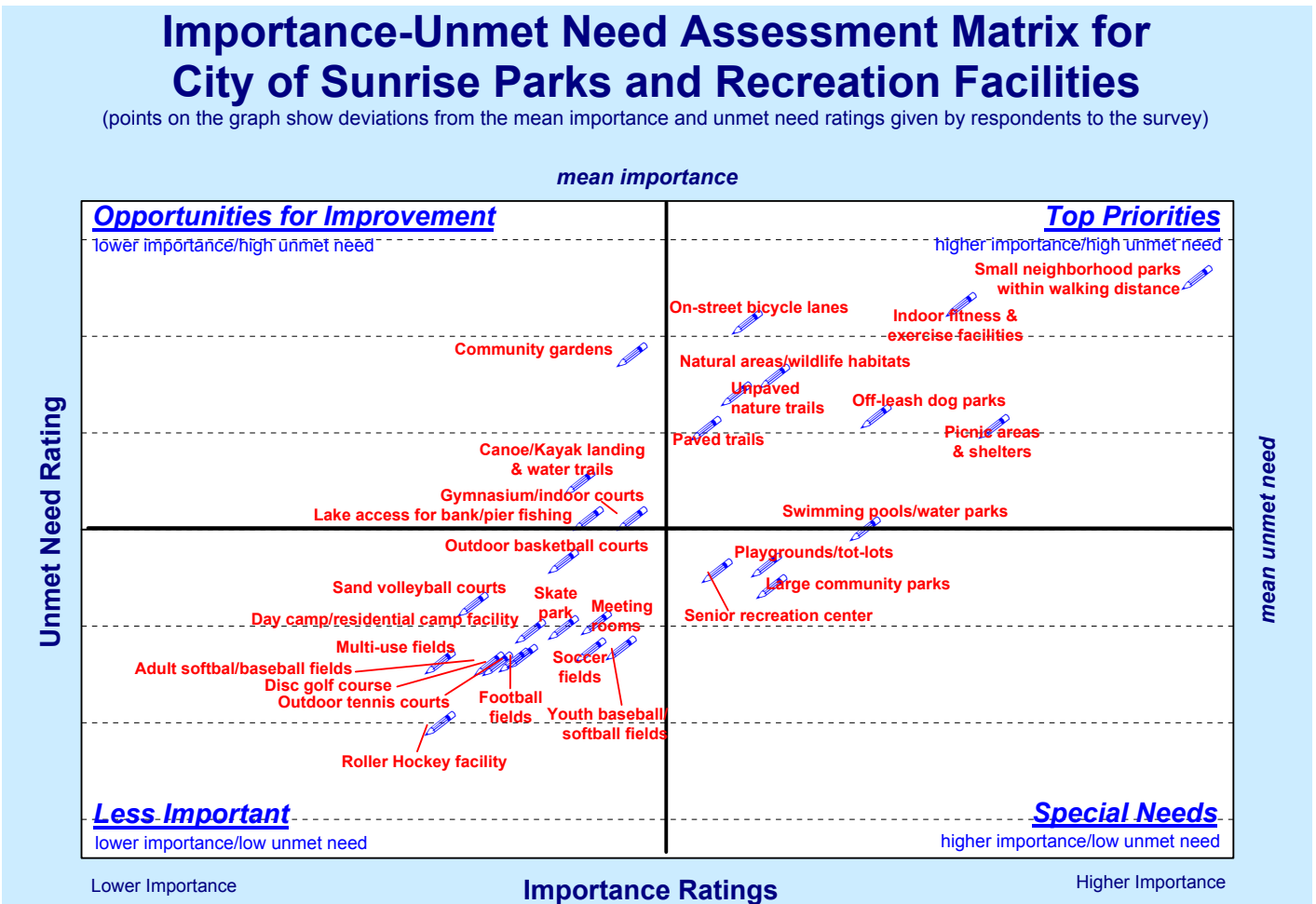


Figure 1.3 - Importance-Unmet Needs Matrix (Source: ETC/Leisure Vision Survey, February 2010)

approach for the future. Specific attention to the overall work culture, the deployment of its mission, vision and values, and continuously improving processes are all important foundations to the Department's success.

A new service delivery plan should be developed, with a focus on clarifying the work culture and moving from a social management model to a sustainable management model with well-defined and sustainable business management practices. Without this clarification, the effort and discipline required for the implementation of planning initiatives will be difficult to maintain.

1.2.6. Programs Assessment

In evaluating the information obtained from the 2010 Needs Assessment, the Department has been doing a fair job in managing facilities and resources. Most of the City's key facilities are in good condition and are appealing to potential participants, but the low capacity utilization does hinder the Department's ability to generate maximum revenue. Notably, special events are well run and enjoy good community support, and the staff has been doing a good job with introducing newer events such as the Cultural Festival.

Overall, community feedback on programming was positive, particularly in regard to staff interactions, program variety and value for money. In terms of areas of improvement, increasing the number of system-wide performance measures used and tracking user data and customer feedback should be addressed. Targeting partnerships with an objective to ensure maximum advantage for both sides and generate earned income support for the Department is also recommended.

Some examples seen in similar systems include health and wellness partners, as well as individual corporations for program areas or jointly developing/programming a facility. In Sunrise, the Pinnacle Health Wellness and the Joe DiMaggio's Children's Hospital are two resources that could potentially be leveraged from a partnership standpoint. Additionally, focusing on marketing outreach, packaging and up-selling sponsorship opportunities, and establishing a volunteer management program are areas that the Department should target for improvement.

1.2.7. Municipal Fee Comparison

The City of Sunrise falls in the middle to lower category when compared to other benchmarked systems. Although the City does have comparably higher per capita budget allocation to the Department, programs and marketing / admin, Sunrise falls short in terms of maintenance. From a facility standpoint, Sunrise's facilities service level offers a significantly higher square footage per person as compared to other systems, but has lower standards for park acreage.

There is no right or wrong answer with regards to cost recovery—each municipality has to decide for itself how much cost their recreation programs and services are expected to recover in order to be successful. Although the Department's current cost recovery rate of approximately 10 percent is lower than most other comparable agencies, Sunrise generates a comparatively a high amount of revenue through user fees. Fees have been historically low, and if increased, would help increase overall cost recovery. There is an opportunity to actively pursue earned income options to help supplement the existing revenue sources and enhance the level of cost recovery, if desired.

From a staffing standpoint, Sunrise has a higher full time equivalent (FTE) level than most other systems, particularly for programming and administration. Although some of the numbers are higher than industry standards, the historically high level of FTE has ensured a high level of service provided to the community through facilities and programs.

Lastly, from a pricing policy and performance measure standpoint, Sunrise does incorporate some elements but would certainly need to undertake a more comprehensive approach if it aspires to join the ranks of best practice agencies nationwide.

1.2.8. Summary of Needs Assessment Findings

Based on the findings from the 2010 Needs Assessment, following are recommendations for improvements to the City of Sunrise's parks and recreation system. Recommendations are broken into two core categories: those addressing the physical system and those regarding operations and practices.

Physical System Recommendations:

1. Increase Marketing and Promotion

While Sunrise has a strong parks system, it appears under-used by residents. Currently, the City relies primarily on its quarterly *Horizon* magazine to inform residents regarding park programs and activities but according to the telephone survey it is only read by 29 percent of residents. Furthermore the City restricts the use of roadside signs to advise residents of upcoming programs (a traditional technique), so most residents are not aware of the City's offerings.

Recommendations include:

- *Develop a comprehensive marketing strategy that includes the increased use of community signage/promotion, as well as the continued incorporation of newer technologies such as social networks and email blasts. Free social networking site such as Twitter™ and Facebook™ are becoming one of the fastest and most effective methods of community outreach.*
- *Continue to distribute flyers at schools and insert information into utility bills, but explore new/other marketing and promotional ideas (e.g. Change ordinance to allow roadside signs; monthly newsletter posted online).*

2. Upgrade Existing Parks

Older parks around the edges of the city, such as 12th Street Park, need to be upgraded to provide the same quality of recreational experiences available in other parts of Sunrise.

Recommendations include:

- *Develop park master plans and capital improvement programs for undeveloped park parcels.*
- *Redevelop under-utilized parks such as 12th Street Park, City Park, and Sunrise Golf Village Park in order to provide better recreational opportunities in underserved areas of the city; Nob Hill Soccer Park would benefit from the*

addition of a playground.

- *Conduct a comprehensive Americans with Disabilities Act (ADA) survey on existing facilities to ensure equitable access.*
- *Retrofit underutilized indoor spaces (e.g. Roarke Hall) to accommodate alternative programming options such as fitness/wellness programming in addition to the existing partnership with Family Central.*

3. Improve Connectivity

There is an inequitable distribution of both facilities and programs in Sunrise. While there are a wide variety of recreational facilities provided, not all residents are able to access them within similar walking/driving distances. Youth-oriented programs are offered throughout the city, but both adult and senior programming locations are centralized at the Sunrise Civic Center/Senior Center complex, requiring residents living in the southern portions of the city to travel three miles or more.

Recommendations include:

- *Develop a bikeways and trails master plan.*
- *Decentralize program offering locations.*
- *Expand the transportation program to service all Sunrise residents.*

4. Activate and Energize the Parks

The majority of the existing parks and facilities in Sunrise are attractive and well-maintained, but lack energy and identity. Also, many of the facilities and site furnishings are designed for single purposes, and do not allow for flexible use. Benches and tables cannot be moved out of the sun or shade, for example, and there are few single chairs for comfortable sitting and reading. Additionally, there is a lack of unified signage and branding to give the parks a consistent, unique Sunrise brand. There are also few concessions or park operations to enhance users' experiences such as kayak rentals, food, fishing bait and tackle, etc.

Recommendations include:

- *Develop new park design standards for vitality, environmental and economic sustainability, lower maintenance costs.*
- *Develop a signage and wayfinding package.*
- *Add amenities to existing parks including wireless/WiFi access and movable furniture.*
- *Explore opportunities for canoe/kayak rentals, and*

concessions/cafes at City park sites.

5. Provide Additional Parks and Facilities

There is a need for additional parks/recreational facilities in Sunrise to increase the LOS for both access and acreage. The greatest need is for additional neighborhood-scale parks that are within walking distance of residents' homes. These parks offer common recreational amenities residents might use on a daily basis such as playgrounds, walking paths, small sports courts, and passive open space. In addition to neighborhood parks, there is a current need for off-leash dog parks; larger community parks; paved trails; indoor recreation centers; natural areas; picnic sites; and water access points.

Recommendations include:

- *Increase the Comprehensive Plan acreage LOS to 3 acres/1,000 population or more to be comparable with surrounding municipalities.*
- *Acquire additional park land for neighborhood-scale facilities to increase general LOS.*



Sawgrass Sanctuary, 2010

Operations and Practices Needs and Recommendations:

1. Enhance Financial Sustainability

The Leisure Services Department is on the lower end in terms of cost recovery when compared to other benchmark systems. Additionally, there are limited performance measures that track financial metrics such as cost of service for program or facility offerings, etc.

From a policy standpoint, there are areas that must be addressed to establish a supportive framework for increased cost recovery and earned income generation that can help support existing and future operations. The current economic uncertainty places an even greater responsibility on the Department's leadership to establish financial sustainability as a focal point of their future direction setting process.

Recommendations include:

- *Evaluate the cost of service (including direct costs, indirect costs, and department overheads) for offering a program or operating a facility.*
- *Develop multiple program categories by core/non-core programs as well as by the extent of benefits they offer an individual versus the community as a whole.*
- *Establish cost recovery goals for program areas based on the level of exclusivity and extent of benefits derived.*
- *Review the pricing policy to help support these cost recovery goals through variable pricing and earned income strategies, and establish a framework that focuses on moving the agency towards greater financial sustainability.*

2. Continue To Meet Evolving Community Program Needs

Sunrise's population and program needs and trends are constantly evolving. The current program participation rates of 22 percent is less than the national average (30 percent). Also, the age segment distribution of the programs does not completely reflect the changing demographics of Sunrise.

It is imperative that the Department continue to maximize outreach and tailor program offerings to meet evolving community needs in an effort to drive increased program participation, and consequently increased revenues.

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Recommendations include:

- *Program promotions must focus on selling program benefits rather than solely describing program features.*
- *Proactively focus on and seek earned income opportunities through greater emphasis on partnerships and corporate support. Earth Day is a good example of an event with excellent partnership support, and additional similar relationships should be explored with organizations such as the Joe DiMaggio Children's Hospital and Pinnacle Health and Wellness.*
- *The Department must maximize cross-promotional opportunities to ensure greatest program promotions.*
- *Introduce new core programming in outdoor skills/adventure.*
- *Reposition "senior programs" to "retired adult enrichment" and offer combined adult/youth fitness and wellness programs.*
- *Establish a system-wide volunteer management program for efficient deployment of volunteer support.*

3. Continue To Move Towards A More Outcome-Based Approach

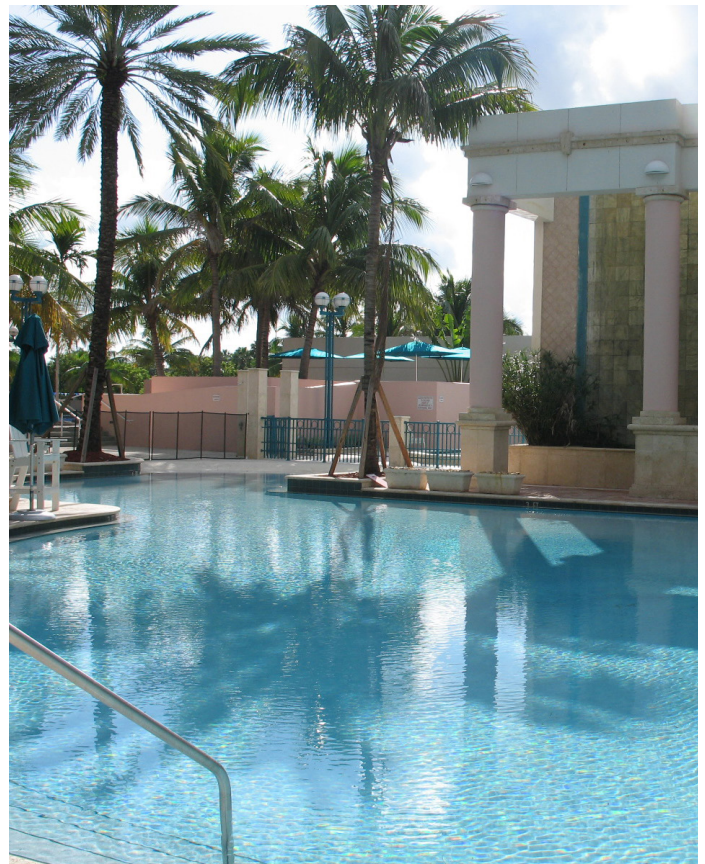
The operations assessment revealed a Department that possesses hardworking and dedicated staff, however, there may be opportunities to shift focus from effort towards outcomes. An outcome-based approach could be readily created by increasing and expanding performance measures, increasing use of up-to-date technology resources (such as Rec Trac) and more detailed data tracking (e.g. program participant data, geocoding, true cost of services).

Additionally, the absence of planning measures such as facility/program business plans also limits the potential success of some excellent existing facilities and programs that the City of Sunrise Leisure Services Department possesses. The combination of the initiatives below would contribute to a more efficient work environment.

Recommendations include:

- *Adopt an outcome-based approach with established goals and performance measures.*
- *Provide more opportunities for staff learning/development and cross-training.*
- *Ensure accountability by developing facility/program business plans and staff work plans.*
- *Continue to develop or update existing park master plans to proactively position them for future growth.*

- *Maximize the use of technology and data collection measures to help make informed decisions.*
- *Update policies on partnerships, earned income, field-use etc.*



Sunrise Civic Center Family Pool, 2010

Review of Existing Conditions

Summary of Needs and Priorities

-  High Priority Need
-  Priority Need

	% from Telephone Survey	Parks Evaluation	LOS Analysis	Stakeholder Interviews	Public Workshops	Telephone Survey	Operations & Management	Programs Assessment	Fee Comparison
Improved Marketing/Promotions	-								
Increased Partnerships	-								
Improved Performance Measures	-								
Dog Parks	31								
Paved Trails	40								
Additional Program Offerings	-								
Neighborhood Parks	58								
Canoe/Kayak Launches/Water Access	24								
Increased Cost Recovery	-								
Additional Public Transportation	-								
Increased Facilities Utilization	-								
Multi-Purpose Fields	16								
Equity in Facility Distribution	-								
Indoor Recreation Center	49								
Better Use of Technology	-								
Better ADA Access	-								
Natural Areas	41								
Cricket Pitch	16								
Swimming Pools/Aquatics Centers	40								
Walking Paths/Exercise Trails	-								
On-Street Bicycle Lanes	37								
Fishing Piers	26								
Picnic Areas	54								
Hiking/Nature Trails - Unpaved	38								
Basketball Courts	28								
Youth/Teen Centers	-								
Playgrounds/Tot Lots	30								
Baseball/Softball Fields	22								
Signage and Wayfinding	-								
Large Community Parks	43								
Volleyball Courts	20								
Bicycle Trails - Unpaved	-								
Racquetball/Handball Courts	-								
Tennis Courts	23								
Football/Soccer Fields	22								
Skateboard Parks	20								

Figure 1.4 - Needs Assessment Summary Chart

1.3 Demographics and Trends Analysis

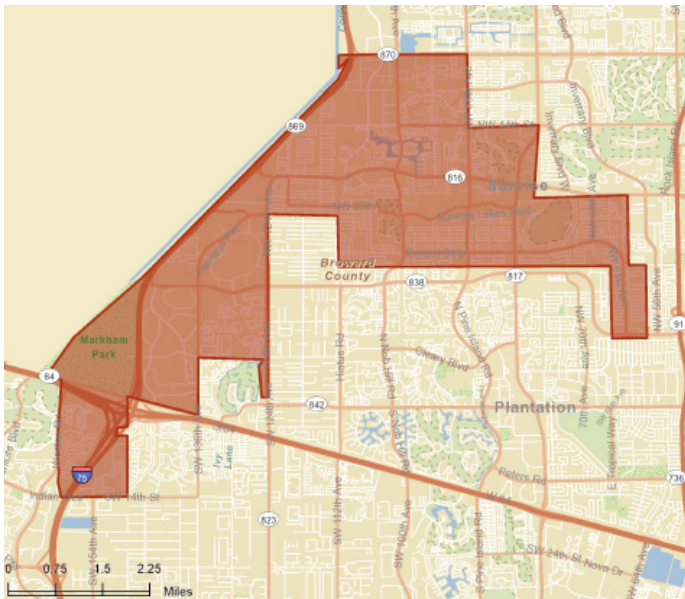
The demographic analysis provides an understanding of the population of the City of Sunrise. This analysis is reflective of the total population and its key characteristics such as age segments, income levels, race and ethnicity. It is important to note that while the demographic analysis evaluates the population characteristics based on city limits, the Leisure Services Department also serves non-residents.

The population projections are based on historical patterns but unforeseen circumstances in the future could have a significant bearing on the accuracy of the numbers.

1.3.1. Methodology

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), a research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2012, and reflects actual numbers as reported in the 2000 and 2010 Census, and estimates for 2015 as obtained by ESRI. Straight line linear regression was utilized for projecting 2020 and 2025 demographics. The City of Sunrise geographic boundary was utilized as the demographic analysis boundary shown below (**Figure 1.5**).

Figure 1.5 - City of Sunrise Boundary

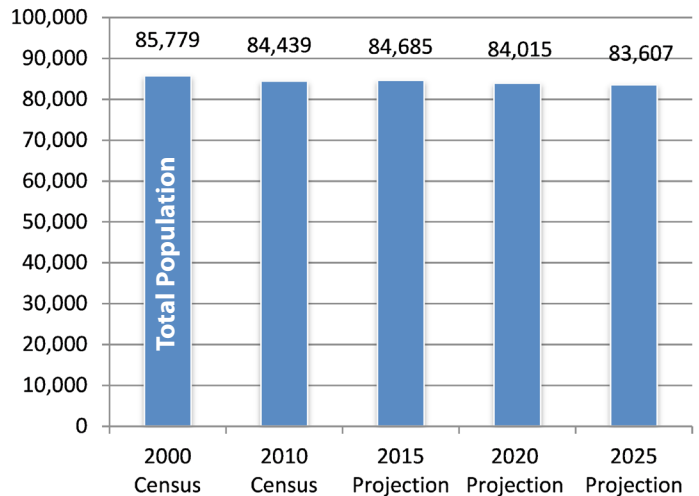


1.3.2. Service Area Details

Population

Sunrise's population has declined slightly over the last few years. From 2000 to 2010, the city's total population declined by 1.6 percent or an annual rate of -0.2 percent. This is less than national growth averages which were just over 1 percent annually. Projecting ahead, the growth rate is expected to stay constant for the next 5 years, but then decline minimally over the next 10 year time frame. Based on the projections through 2025, the city is expected to have approximately 83,600 residents living within 31,409 households.

Figure 1.6 - Total Population Trends



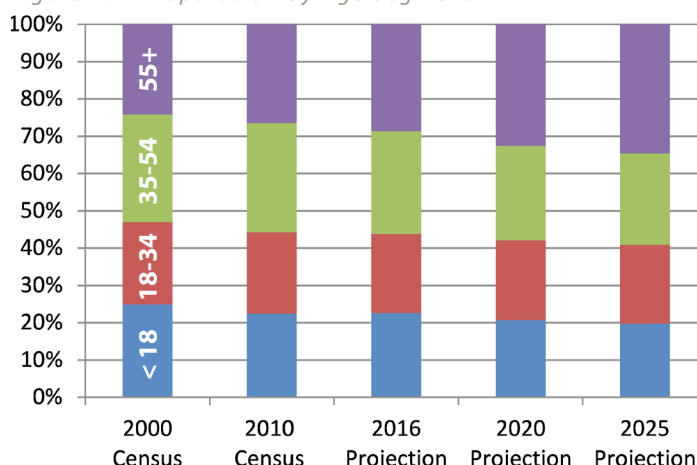
Age Segments

Evaluating the population by age segments, city residents are currently fairly balanced between youth, families and active adult populations. The highest segment by population is the 35-54 year-olds at 29 percent and the lowest is the 18-34 year-olds at 22 percent, thus indicating a very narrow range of variation between all the age groups.

Over time, the active adult populated (55 years and older) is projected to grow from 24 percent in 2000 to 35 percent by 2025. This will make it, by far, the single largest age segment while the other groups are gradually decreasing in size. This echoes general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population aging. All other age groups will each

comprise less than 25 percent of the population by 2025, thus ensuring that at least one out of three individuals will be over the age of 55 in the next 10-15 years.

Figure 1.7 - Population by Age Segment



Gender

The gender distribution in Sunrise is slightly skewed towards the female population which currently accounts for approximately 53 percent of the population (**Figure 1.8**). This distribution is projected to remain fairly constant throughout the next 15 years.

Recreational trends from the last few years indicate that, on average, Americans participate in a sport or recreational activity of some kind at a relatively high rate (65 percent). Female participation rates, however, are slightly lower than their male counterparts: 61 percent of females participate at least once per year in a sport or recreational activity compared to a 69 percent participation rate of men. According to recreational trends research performed in the industry over the past 20 years, the top 10 recreational activities for females are currently:

- | | |
|-----------------------|--------------------|
| 1. Walking | 6. Basketball |
| 2. Aerobics | 7. Lifting Weights |
| 3. General Exercising | 8. Golf |
| 4. Biking | 9. Swimming |
| 5. Jogging | 10. Tennis |

The top 10 recreational activities for males are:

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

While men and women share a desire for 6 of the top 10 recreational activities listed above, men claim to participate in their favorite activities more often than women in any 90-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the life cycle and also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

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

Income

The city's income characteristics demonstrate moderate growth trends. The median household income was \$41,142 in 2000, \$53,905 in 2010 and is projected to grow to \$72,105 by 2025. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income is projected to increase from \$18,713 in 2000 and \$22,781 in 2010 to \$29,026 by 2025 (**Figure 1.8**)

As seen in **Figure 1.9**, Sunrise's median household income is about 10 percent higher than state income averages but slightly lower than national averages. However, the per capita income is lower in comparison. This could be attributed to a higher number of individuals living in the same household but earning lower individual wages.

Another reason could also be the lower level of education—only 24 percent of the population has a Bachelor's degree or higher. Higher levels of education are clearly

linked to higher income capacity, and this too may be an influential factor for the low per capita income.

Figure 1.8 - Household Income Characteristics

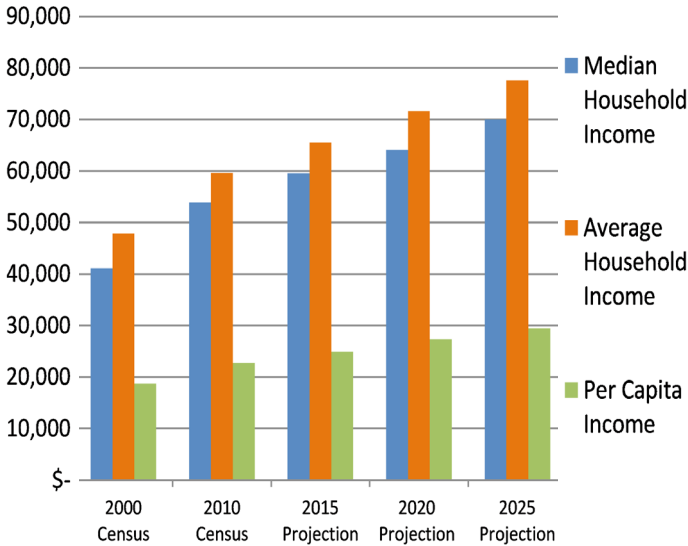
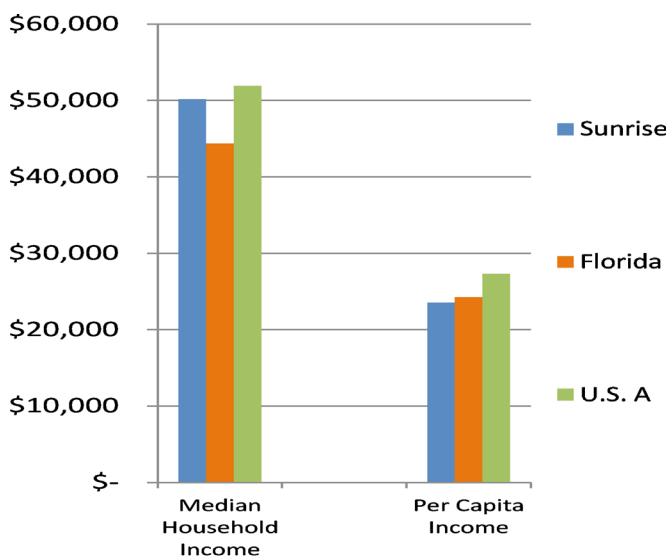


Figure 1.9 - Comparative Income Characteristics

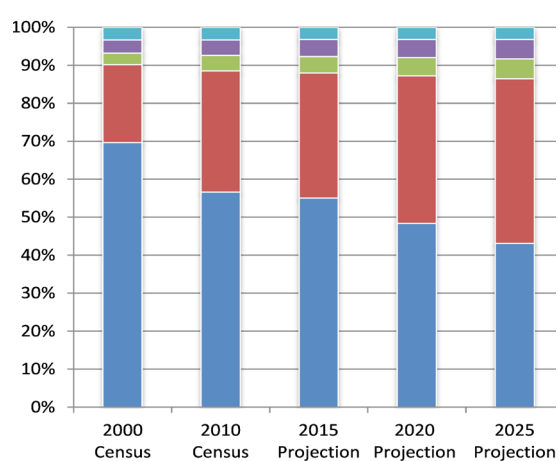


Race and Ethnicity

From a race standpoint, Sunrise’s population is a rapidly shifting landscape. The diversity in the community is projected to increase with the majority White Alone population (69 percent in 2000) decreasing to 43 percent by 2025 with those belonging to Black Alone increasing

the most. Those classified as Asian, Some Other Race, or Two or More Races make up the majority of the rest. A significant shift, and one that will have a bearing on the nature of recreation offerings in Sunrise, is witnessed in the rapid change in ethnicities. Those classified as being of Hispanic/Latino origin of any race are growing faster than all other groups combined. This segment is expected to more than double from 17 percent in 2000 to 38 percent by 2025 (Figure 1.11).

Figure 1.10 - Population by Race



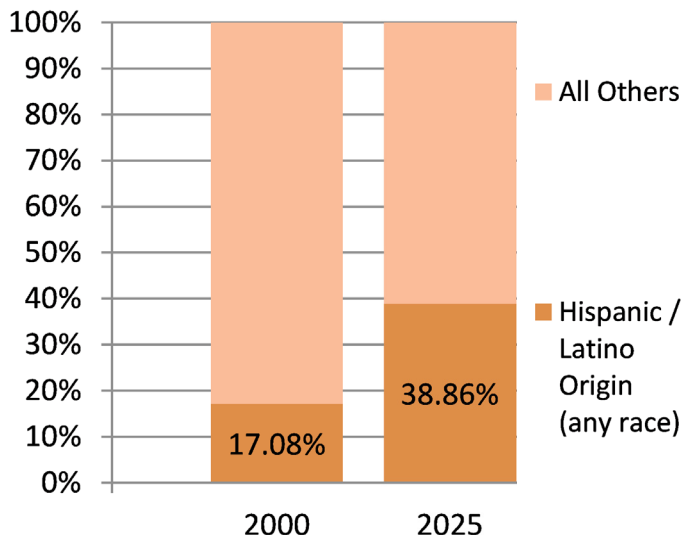
Participation Trends by Race/Ethnicity

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

According to the study, the White Alone population typically participates in a wide range of activities, including both team and individual sports that are water- and land-based; however, the White Alone populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in greater contact with White Alone middle class baby boomers with different recreational habits and preferences. This can be a sensitive subject since

Figure 1.11 - Percentage of Individuals of Hispanic/Latino origin



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.

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

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

The Asian population is a very different yet distinct ethnic group compared with the three main groups in the

U.S. This Asian population has some similarities to the Hispanic population, but participates less in traditional team sports and outdoor and water-based activities.

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

The most popular activities for those classified as White Alone in terms of total participation percentage are:

1. Recreational swimming – 38.9 percent participation rate (38.9 percent of the population has participated at least once in the last year)
2. Recreational walking – 37.0 percent participation rate
3. Recreational bicycling – 20.6 percent participation rate
4. Bowling – 20.4 percent participation rate
5. Treadmill Exercise – 19.1% percent participation rate

High participation percentages in freshwater fishing (17.3 percent), hiking (17.2 percent), and tent camping (17.2 percent) demonstrate the high value that the White Alone population places on outdoor activities. Sailing (index of 124), kayaking (index of 121), and golf (index of 120) are three activities that the White Alone 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 percent participation rate
2. Recreational walking – 31.2 percent participation rate
3. Recreational bicycling – 19.7 percent participation rate
4. Bowling – 18.5 percent participation rate
5. Running/Jogging – 18.0 percent participation rate

In terms of the 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. Hispanics are nearly twice as likely to participate in soccer as any other race.

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

1. Recreational walking – 33.3 percent participation rate;
2. Recreational swimming – 31.9 percent participation rate;
3. Running/Jogging – 21.6 percent participation rate;
4. Bowling – 20.5 percent participation rate;
5. Treadmill Exercise – 20.3 percent participation rate;

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

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

1. Recreational walking – 26.7 percent participation rate;
2. Recreational swimming – 20.2 percent participation rate;
3. Basketball – 19.8 percent participation rate;
4. Bowling – 17.5 percent participation rate;
5. Running/Jogging – 14.3 percent participation rate;

The Black Alone population, like the Hispanic/Latino 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 most highly participated in activities of the African-American populace.

Market Profile

Some notable facts about the potential target market are provided below:

- Sunrise has a majority of owner-occupied (65.7 percent) versus rental homes (24.8 percent). However, the number of vacant housing units is increasing from 6.6 percent in 2000 to a projected 11.6 percent by 2015.
- Community members' average commutes to work: 28.4 minutes.
- Average number of vehicles per household is 1.5
- Less than 25 percent of the population over 25 has a Bachelor's Degree or higher
- 65 percent of the population is employed in a white collar profession by occupation
- Spending on entertainment is at an index of 87 which is much lower than the national average of 100

1.3.3. Summary

Sunrise's population is expected to decrease at a marginal rate, making it important to focus on better management of existing resources. However, with a rapidly aging population, it will be imperative to move towards programs and facility types that can cater to the adult and senior population. Better connectivity and accessible offerings, fitness and wellness programs, life skill and self-directed programming would all be vital in meeting these customers' needs. Types of programs can include aquatics, therapeutic recreation, family activities such as biking, walking, and swimming, and general entertainment and leisure activities.

At the same time, it would be helpful for the City to also provide youth-centered programs as a means to attract younger families. Examples of program types include youth-based programming, before and after school programs, and sports leagues and tournaments.

From a cultural standpoint, with almost 2 out of every 5 individuals, (over 32,000 individuals by 2025) of Hispanic / Latino descent, more special events and cultural events are recommended. Also, the types of outreach and communication efforts will certainly need to be tailored to meet the changing population's needs.

Lastly, given the limited income levels of a portion of the population it is important to offer programs that are multi-generational and affordable.

1.4 Evaluation of Current Services and Programs

1.4.1. Introduction

The PROS team updated the program assessment for the City of Sunrise Leisure Services Department (“Department”). An original assessment was performed as a part of the Needs Assessment in 2010 and is updated here with new data obtaining through this master planning process.

Department staff updated all the existing program assessment forms to provide a current perspective of the programming issues, gaps, overlaps, and promotional and marketing tactics, as well as performance standards and metrics.

In order to further the vision and ensure consistency in program delivery, the study focused on core programs identified by staff. This report addresses the program offerings from a systems perspective in core program areas, and identifies issues and recommendations for the future.



The City of Sunrise was nominated as a Playful City USA in 2013 for fourth consecutive year by KaBOOM (NPO)

1.4.2. Programs Assessment

The Department offers a variety of programming options, and is especially strong in its senior programs and special events. Based on the community input process undertaken, a high number of residents were appreciative of the nature and variety of recreation offerings.

Age Segment Distribution

The program age segments were updated from the 2010 Needs Assessment; the distribution is shown below (Figure 1.12).

Figure 1.12 - Age Segments from 2010-2012

Age Segment	2010 % of Total	2012 % of Total
Preschool	9%	10%
Elementary Aged (K-5th grade)	13%	10%
Middle School (6-8th grade)	15%	10%
High School (9-12th grade)	9%	11%
Young Adults 18-24	13%	11%
Adults 25-44	11%	11%
Middle Age 45-64	15%	14%
Seniors 65+	13%	13%
Family Events	4%	11%

As seen in Figure 1.12, the balance of age segment distribution has changed in some areas. There is a greater balance in distribution between the various under-18 age categories however the overall program distribution does have opportunities to be better aligned to the existing and future demographics.

The 2010 U.S. Census data for Sunrise shows that the under18 age group comprises 22 percent of the total 2010 population and it is projected to further decrease to 21percent in the next 10 years. However, as seen in Figure 1.12, the program distribution by age segment has 41 percent of the programming dedicated to this very group.

On the other hand, the programs for 45+ age groups comprise 27 percent of the total program offerings, but

that age group comprises 42 percent of the total 2010 population. Also, given that the median age of the residents in Sunrise is projected to increase significantly from 36.7 years in 2000 to 42 years by 2018, it is imperative that the Department plan to alter its programming mix to accommodate for these demographic shifts.

A positive sign is the significant growth in family events programming, which has increased from 4 to 11 percent. This is a very encouraging direction and will likely help increase the multi-generational appeal of the program creating a stronger sense of community in Sunrise.

Going forward, the Department should review the age segment distribution annually and ensure program strategy and offerings are aligned to the target market.

Life Cycle Analysis

Staff members provided life cycle estimates for all programs. This assessment was not based on quantitative data, but based according to staff's knowledge of their program areas. The following list (**Figure 1.13**) shows the percentage distribution of the various lifecycle categories of the Department's recreation programs.

These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed in the program worksheets.

Figure 1.13 - Program Life Cycles from 2010-2012

Life Cycle Stage	2010 % of Total	2012 % of Total
Introduction Stage (new program; modest participation)	26%	8%
Take-Off Stage (rapid participation growth)	11%	8%
Growth Stage (moderate, but consistent participation growth)	6%	19%
Mature Stage (slow participation growth)	40%	40%
Saturation Stage (minimal to no participation growth; extreme competition)	11%	15%
Decline Stage (declining participation)	6%	11%

There are three key findings from the life cycle analysis:

1. On the positive side, there are a number of programs in the growth stage of their life cycles. One of the reasons for this increase could be attributed to the greater percentage of Family-based programs
2. There is an opportunity to replace the high number of programs in the decline stage (11 percent) and add newer programs thus increasing the percentage in the introduction stage. This would refresh the program life cycle and help move the Department to a higher level of innovation.
3. Overall there is still a lack of balance in the life cycle distribution: 66 percent programs are in the mature, saturated, or decline stage. Compared to other high-performance recreation agencies, this figure should be less than 40 percent.

Staff should continue performing a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include a performance measure of percentage of total number of new programs offered annually as an incentive for more innovation.

Core Programs Criteria

Core programs continue to drive the decision-making and the allocation of limited resources nationwide. Given the current economic conditions, it is important for the Department to prioritize program areas and align its resources to serve core programs. Programs are categorized as core programs if they meet a majority of the following criteria:

- The program has been provided for a long period of time (over 4 years).
- Have 3-4 sessions per year.
- Appeal to a wide audience.
- Includes 5 percent 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.
- Has a high level of customer interface.
- Has high partnering capability.
- Its facilities are designed to support the program.

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

- Aquatics
- Camps
- Cultural arts
- Senior programs
- Special events
- Transportation
- Youth programs and classes
- Adult programs and classes
- Youth Athletics

Recommended Core Programs

PROS recommends that the Department leverage its recognition as a Playful City USA to expand its core program offerings.

New Program Areas:

- Outdoor adventure programs and endurance events (adventure trips, 5K races, bi-athlons, triathlons etc.).

Repositioned Program Areas:

- Active retiree enrichment programs (as opposed to senior programs).
- Youth fitness and wellness programs
- Adult fitness and wellness programs

Nationally, outdoor skills/adventure programming is a growing trend. This can include rock climbing, canoeing, kayaking, paragliding, dirt biking, running, and triathlons.

From a running/triathlon standpoint, there is an opportunity to create a branded special event similar to the Earth Day programming or even in conjunction with it. The Earth Day 5K/10K/Half Marathon could be an opportunity to extend the festivities and widen the potential visitor base. The largest growth segment by age for triathlons is the women's market. According to USA Triathlon, USAT female membership has increased from 11 percent in the early 90s, to 37 percent today. There could also be an opportunity to have an indoor-outdoor hybrid triathlon using the City's facilities, particularly the Civic Center complex.

Based on nationwide trends, fitness and wellness activities are among the most important program categories. Currently, there are some fitness and wellness classes offered through private contractors but there is an opportunity to create a stronger fitness and wellness core program area. Given the community's high need

and the aging population trend, demand for adult fitness and wellness programs will continue to grow. On the other hand, with the increasing focus on childhood obesity, more and more parents are concerned with ensuring a healthy amount of fitness and wellness activities in their kids' lives. Thus, an initial core program area focused on fitness and wellness with an eventual goal of splitting into adult and youth-focused program areas is recommended.

In addition to the new core programs, the Department should consider repositioning senior programs to active retiree enrichment programs. The word senior has often times been linked to a negative connotation among the current audiences, especially the active baby boomer population. This would allow for greater participation in the program areas and maximize outreach to all 55+ age segments. The Department should also consider further dividing this segment into two groups: 55-64 years and 65+ programs. As observed, 55 year old participants have substantially different recreation needs than 70 year old participants and this would ensure a more focused approach towards serving the community's needs.

Program Participation and Barriers

One of the survey questions asked respondents about their participation in recreation programs offered by the Department. Based on their responses, 22 percent currently participated in existing programs over the previous 12 months. This number is lower than the national benchmark which is around 30 - 32 percent.

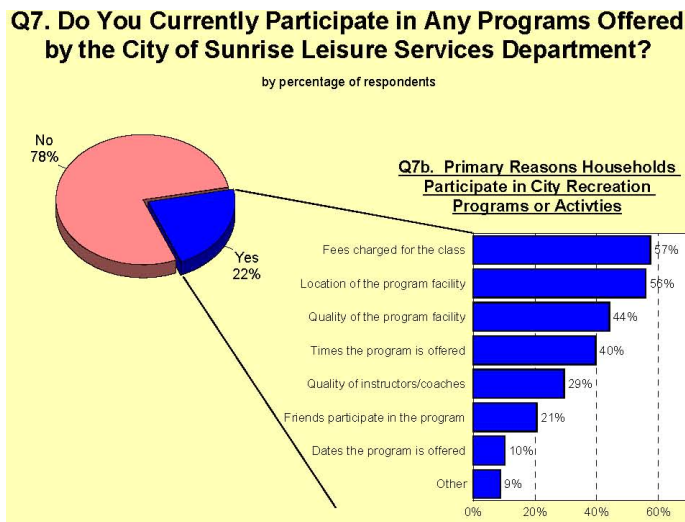
Since previous survey results are unknown, it is difficult to establish how the current 22% participation rate ranks in comparison to rates in the City's past. However, going forward it is recommended that the Department continue to track this number over time to establish trends in participation.

The primary reasons that respondents gave for participation in the City recreation programs or activities were (**Figure 1.14**):

1. Fees charged for the classes (57 percent)
2. Location of the programs facility (56 percent)
3. Quality of the program facility (44 percent)

The results, particularly the one pertaining to fees, underscores the existing perception that the Department's offerings are a tremendous value for money. There is a sentiment among some of the staff that the prices are too low and need to be reviewed on an on-going basis to ensure they represent the true value they offer.

Figure 1.14 - Q7. from 2010 ETC Survey



It is interesting to note that 21 percent of participants stated that they participated because their friends did. This further emphasizes the importance of word-of-mouth marketing, and the importance of offering a good quality program and excellent customer service to increase referred business.

The survey also asked, "What prevents households from participating in programs?" The four most significant reasons were (Figure 1.15):

1. Too busy (26 percent)
2. Too far from our residence (19 percent)
3. Do not know what is being offered (17 percent)
4. Program times are not convenient (15 percent)

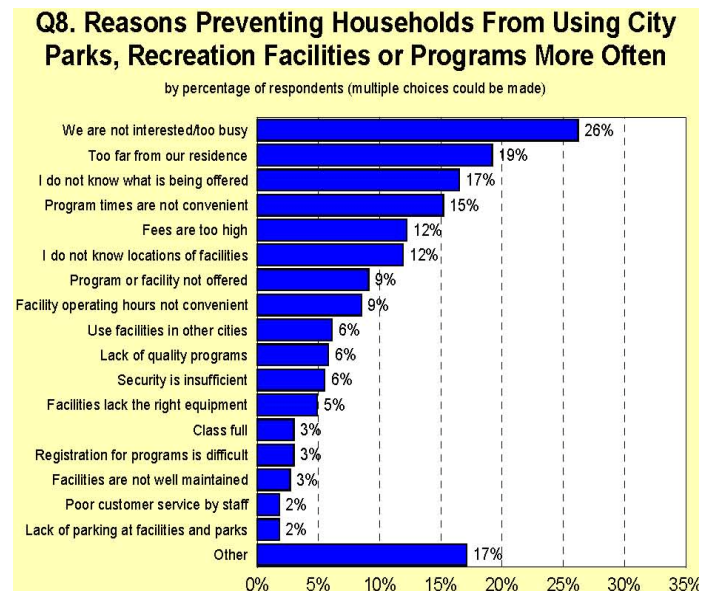
In regards to facilities being too far from residences, the gaps in service were identified in the LOS analysis (see 1.2.3).

Lack of awareness about the Department offerings

could be partly attributed to insufficient marketing and outreach to the community. Based on the program promotions supplied by the staff, a couple of areas could be modified immediately. One of them would be to include 'on-hold preprogrammed phone messages' which can have information and promotional messages for users while they are on hold waiting to be transferred. Also creating consistent email signatures that promote the Department's upcoming programs, events, camps or facilities could be another quick and cost-effective way to enhance outreach.

Overall, the Department has below-average participation rates, but by addressing issues that can be internally controlled, (increasing awareness, offering programs in convenient locations and timings) there is no reason why participation rates, and consequently revenue

Figure 1.15 - Q8. from 2010 ETC Survey



1.4.3. Partners, Sponsors, and Volunteers

At present, the Department is focusing on generating additional sponsors for events and banner sponsorship for youth sports as well. However, in order to maximize the benefits of partnering, 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 Department can provide potential sponsors with a mechanism 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 Department evaluate its return on investment (ROI) for sponsorships/partnerships for various events. Other recommendations include publishing these metrics on the website and promoting them aggressively.

Sponsor Recognition

Recognizing all existing or past sponsors for their support helps build goodwill. The recommended brochure's images could provide some sample 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

Typically, the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Packaging sponsorship opportunities at facilities (Sunrise Athletic Complex, Sunrise Civic Center Aquatic Complex, Welleby Pool, Village Multipurpose Center etc.) could be a viable option.

Providing sample packaging options that tie in signature special events (such as Earth Day Festival, Sunrise at Sunset Concert Series, Jingle Bell Jog) with some of the smaller events (Cultural Festival) would ensure that the staff up-sells events that may not get sold otherwise, while the partner gets more bang for their buck.

From a partnership standpoint, the Department must 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 desired strategic outcomes are important steps. Additionally, teaching and training staff to negotiate and manage partnerships will assist in empowering them and helping ensure the successful implementation of partnership/sponsorship agreements.

For other partnership options, local healthcare providers or agencies such as Joe DiMaggio Children's Hospital or Pinnacle Health Wellness could be solicited to 'present' (serve as a naming rights options) a fitness and wellness class or fitness program area (youth or adult classes) where they can get significant exposure to their relevant target customers.

The ability to offer a potential partner/sponsor the chance to maximize experiential marketing opportunities 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. The same would be applicable for arts supplies from a local business during the Woodstock Arts and Crafts festival. Additionally, promotions via coupons and discounts are shown to directly impact sales.

As mentioned earlier, the Department has moderate volunteer support for individual program areas. There is support for some aquatics programs and special events, but it is not tracked and leveraged to its maximum potential. It would be beneficial for the Leisure Services Department to establish a department-wide volunteer management program with a volunteer coordinator or allocate a set portion of a staff time towards volunteer management. The focus of this position would be to create a broad-based approach to targeting and utilizing volunteer support.

Additionally, staff must find ways to enhance the appeal of volunteering for the Department's programs and events by developing a reward and recognition system, similar to Frequent Flier airline programs. In this example, volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events.

The Department currently offers information on the website to potential volunteers about how to get involved, which is a good practice. This could be expanded to a branded volunteer program that has a system in place for volunteer recruitment, retention, and recognition. Staff should also quantify the labor dollars which volunteers provide to the Department; this should be communicated to all partners, stakeholders and community members to educate them on the operational cost savings as a result of volunteer support.

1.4.4. Marketing and Promotions

This section reviews the Department's marketing as well as key promotions and tactics.

According to the survey from the 2010 Needs Assessment, a very high percentage of residents acquire information about the Department's offerings through the Leisure Services Brochure, *Horizons* (49 percent). Nationally, 48 percent of residents rely on their park and recreation program guide thus the numbers in Sunrise seem to be on par with national averages. The other most frequently mentioned ways that respondents learn about programs and activities include:

1. From friends and neighbors (30 percent)
2. City of Sunrise website (21 percent)
3. Newspaper articles (21 percent).

Mediums like TV and radio seem to have very limited success since less than 10 percent and 2 percent of the respondents respectively have stated these mediums are the primary source of information. The Department's program participation information filled by the staff indicates limited use of these mediums. The staff is thus doing a good job tailoring the mediums based on the target market's preferences.

As per the information provided by staff, virtually every program is promoted via the program guide, the website and through flyers and brochures/direct mail. Email blasts are being currently used for camps, adult classes, contractual youth programs, and special and cultural events but could be expanded to other areas such as aquatics and senior programs. Email blasts are a very useful promotions tool since they are cost-effective and offer the ability to customize the message to individual groups.

The Department would be well served by capturing user information during program registration and during special events. The information can be used to populate a user database and be utilized for customized email blasts that provide program information and web-based promotions.

Additionally, the consulting team recommends maximizing the use of technology and social networks. The continued use of the Department's Facebook page and Twitter account will help maximize outreach and build the Sunrise brand in a cost-effective manner. Special Events, Earth Day, Mini Camps & Kids Days Off and Woodstock programs have added Facebook to their ways of promoting and would like to continue using Facebook for its means of promotions. Additionally, other opportunities would include SMS texting, blogging, podcasting and webinars.

Use of other Web 2.0 mediums should also be increased. Based on current trends, a majority of active adults have access to email and some social network presence. Utilizing one of the fastest growing primary social networks at this time Pinterest would be important for the Department to maximize its online presence. Charleston County Parks and Rec Commission (<http://pinterest.com/source/ccprc.com/>) is an example of an agency that have used Pinterest very effectively.

Sending 'Remember the Date' information and using bulletin boards and signage would be additional means of ensuring top-of-the-mind recall and maximizing participation in the community.

Long term, it will be important to ensure that all marketing efforts follow a Department-wide marketing plan, supplemented by business plans for core programs and facility operations.

1.4.5. Customer Feedback

Currently, the Department does not have a system-wide approach for customer feedback but a more ad hoc approach based on programs. Most of the feedback is limited to in-house comment cards and verbal feedback. There are occasional instances of programs such as medical and Minibus transportation, and senior programs that use the website to obtain customer feedback. Adding user surveys and focus groups to the mix for special events would be useful.

The consulting team recommends the use of pre-program surveys and lost customer surveys on a regular basis. The use of pre-program surveys is currently non-existent with the exception of summer camps, social services and adult classes in-house. Pre-program surveys are useful to gauge potential user interest before offering programs so as to limit cancellation rates and maximize resources. By utilizing information available from the RecTrac software about past users, the staff can track lost customers on an annual basis. These could then be surveyed to identify reasons for customer drop-outs.

At the beginning of a year or a season, the Department could also conduct senior open houses or Facebook Focus Groups to provide users or 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 that they have had a chance to provide input on.

1.4.6 Programs Assessment Summary

The Department offers a variety of programming options and is especially proficient in its senior programs and special events. Based on the community input process, a high number of residents are very appreciative of the nature and variety of recreation offerings.

Assessing the updated information provided by the Department and comparing the program offerings in 2009-2010 to 2011-2012 shows an improvement in many areas.

The age segment offerings have become more balanced, and many programs are in the growth stages in the life cycle. An ongoing effort to seek greater program innovation and aligning program offerings to demographic numbers is recommended.

Sponsorship is an area that has the potential to grow even more and generate additional revenue streams for the Department. Overall, community feedback and program promotions should be continued and expanded with adequate tracking metrics to allow for data-driven decision making.

Lastly, the Department has done a good job in offering a range of programming and its recognition as Playful City USA for the fourth year in a row. Continuing to grow its partnerships would be very helpful and sustain the Department as it continues to serve an increasingly diverse audience.

Key Areas for Improvement

Program Descriptions. The program descriptions describe swimlessons, Earth Day and summer camps well, but not other programs. This level of quality should be extended to all programs across the Department.

Also, staff stated that individual programs such as the Woodstock Arts and Craft Festival are not listed in the program guide. Based on the community survey responses, the brochure is the most popular means of information for the community, and lack of information in the brochure could limit program awareness. This is an area that must be immediately addressed to ensure maximum participation for special events.

Chapter One

Age Segment Distribution. The level of tracking what segments are served by the programs (Age Segment Distribution) is good, but can be improved. One area of improvement is the high school age program that is currently at 9 percent distribution; best practice systems tend to have this in the 12 - 13 percent range.

Program Lifecycle Balance. The balance of program growth trends is improving but needs to be repositioned continuously. There are a large number of programs in the growth stage but an above average number of programs in the mature to declining stage; the minimal programs in the Introduction stage needs to be addressed.

Similar Service Providers. An initial assessment of the information provided by staff reveals the existence of high competitor pressure for many program areas. There are several similar providers with the majority of them being neighboring agencies including City of Tamarac, City of Plantation, City of Coral Springs, Town of Davie, Broward County, City of Lauderhill, City of Pembroke Pines, and YMCA of Broward among others. This provides the Department an opportunity to evaluate partnerships with other agencies as a way of reducing overlaps in offerings and creating competitive niches.

Limited Program Performance Measures. Several areas do track some program performance measures but these measures are not tracked on system-wide basis. Customer satisfaction rates are informally tracked, while customer retention rate is seldom tracked. Mini-camp and Kids Days Off do track customer satisfaction and retention rates but most other program areas do not.

Volunteers. There is good volunteer support for Swim Booster Club, Senior Center Membership, theater volunteers, and the Kid's Holiday Party. However, there seems to be an absence of a system-wide volunteer management approach for the Leisure Services Department.

Partnerships. From a partnership standpoint, the Earth Day program has a number of partners. The partnership with AARP is a good example of a win-win agreement, and more such partnership options must be explored. There is an absence of a focused and strategic system-

wide approach to target potential partners/sponsors which should be initiated.

Marketing and Promotions. The staff undertakes a number of promotions with most programs using the Horizon (program guide), website, brochures, newsletters, and word-of-mouth. Customized email blasts can be increased; use of Web 2.0 technologies including social networks (Facebook, Pinterest), blogs/webinars/podcasts could be expanded to go with the Department's current use of Twitter for micro-blogging.

User Feedback. Most commonly used customer feedback methods are in-house comment cards and verbal feedback. The use of pre-program surveys is virtually non-existent.

The implementation of a follow-up, "lost customer" survey effort would also be a valuable addition. By building a database of all past and present users, the staff can track lost customers on an annual basis. These could then be surveyed to identify reasons for customer drop-outs. On-going online surveys through www.surveymonkey.com or using the Department's website is recommended.

Pricing and Fees Structure. Pricing strategies are varied across the board and use a variety of strategies from customer's ability to pay, resident discounts, group discounts, age segment discounts particularly for the Aquatics classes. This is a good practice and should be expanded for other areas too as a way to driving attendance and maximizing usage (particularly at non-peak times).

For contract classes, the instructor sets the prices but it is recommended that staff work with the instructors to set prices that are fair market and represent the true value of the offerings. Additional strategies using prime-time/non-prime time rates could be employed to help address some of the capacity utilization issues.

Review of Existing Conditions



City of Sunrise Senior Center, 2012

