

*Dallas Park and
Recreation Department*

RECREATION MASTER PLAN



Acknowledgements

City Council

Michael S. Rawlings, *Mayor*
Scott Griggs, *District 1*
Adam Medrano, *District 2*
Casey Thomas, II, *District 3*
Carolyn King Arnold, *District 4*
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Monica R. Alonzo, *District 6, Mayor Pro Tem*
Tiffinni A. Young, *District 7*
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Robb Stewart, *District 10*
Amy W. Monier, *District 11*
Rodney Schlosser, *District 12*
Lawrence S. Jones, *District 13*
Paul Sims, *District 14*

Park and Recreation Department

Willis C. Winters, *Director*
John Jenkins, *Assistant Director*
Administration and Business Services
Michael Hellmann, *Assistant Director*
Planning, Facility, and Environmental Services
Oscar Carmona, *Assistant Director*
Park Maintenance Services
Jennifer McRorey, *Assistant Director*
Recreation Services
Daniel Huerta, *Assistant Director*
Fair Park and Community Services
Ryan O'Connor, *Project Manager*
Strategic Planning and Special Projects



Dallas Park and Recreation Department RECREATION MASTER PLAN

Prepared for the Dallas Park and Recreation Department

by WRT

with PROS Consulting, Dunaway Associates, Quimby McCoy,
National Service Research, Verdunity, and K Strategies

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Eloise Lundy
Exall
Exline
Fireside
Fretz
Fruitdale
Grauwlyer
Harry Stone
Juanita J. Craft
Janie C. Turner
Jaycee-Zaragoza
John C. Phelps
K.B. Polk
Kidd Springs
Kiest
Kleberg-Rylie
Lake Highlands North
Larry Johnson
Marcus
Martin Luther King, Jr.
Martin Weiss
Nash-Davis
Park in the Woods
Pleasant Oaks
Reverchon
Ridgewood
Samuell Grand
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Introduction

The Dallas Park and Recreation Department provides over 280 programs and special events offered within nine major program areas serving residents of all ages. Department staff are responsible for the management and operation of a diverse array of recreation programs, special community-wide events, and facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events.

Combined, the Department offers thousands of programs in the areas of youth camps and after school programs, senior programs, aquatics, sports, health, fitness, adaptive recreation, fine arts, and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the city. Through formal and informal cooperative relationships with various school districts and nonprofit agencies, partners assist with delivering select programs, training of staff, granting access to specialized facilities, and providing support to programs with supplies and materials.

This Recreation Master Plan offers an in-depth perspective of recreation program offerings and recreation centers and helps identify strengths, weaknesses, opportunities, and threats. It identifies core program areas, program gaps within the community, key system-wide issues and areas of improvement, and future recreation programs and services for residents.

The plan is based on information provided by the Department, including program descriptions, participation statistics, financial data, website content, focus groups, stakeholder interviews, and discussions with park and recreation staff. It addresses recreation from a system perspective and provides information on individual programs and facilities.

Recreation and Leisure Trends

Recreation preferences are dynamic, changing with shifts in demographics, economics, and technological developments. To better anticipate the city's future park and recreation needs, it is important to understand current national trends.

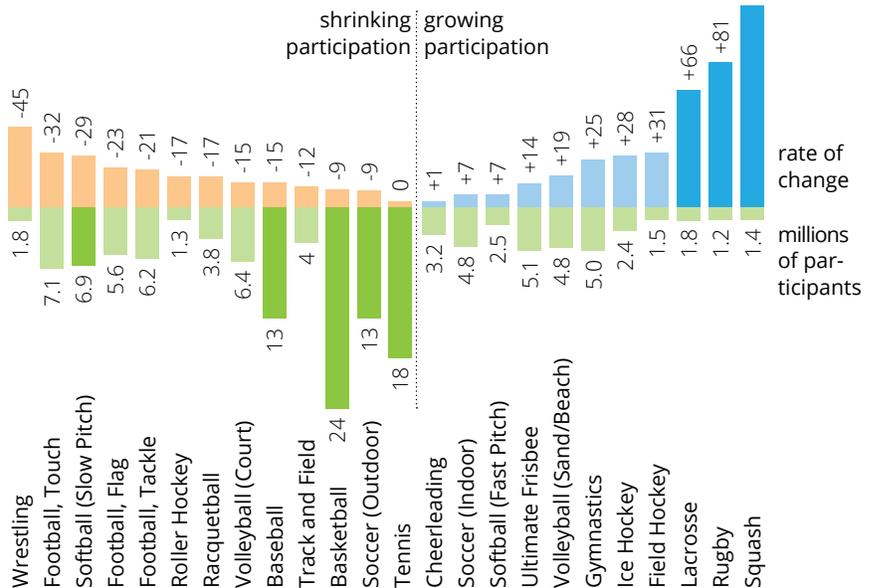
Sports

Basketball has the most participation of traditional “bat and ball” sports, with almost 24 million estimated participants. Its popularity can be attributed to limited requirements for the number of participants, equipment, and space.

Since 2008, squash and other niche sports like lacrosse and rugby have seen strong growth (Figure 13). Squash has emerged as the overall fastest growing sport, with participation levels rising by nearly 115% over the last five years. Based on survey findings from 2008 to 2013, rugby and lacrosse have also experienced significant growth, increasing by 81% and 66% respectively. Other sports with notable growth in participation over the last five years were field hockey (31%), ice hockey (28%), gymnastics (25%), and beach volleyball (19%).

Figure 1. Smaller niche sports are growing rapidly.

2013 Participation Numbers and Rates of Change, 2008–2013



Source: Sports & Fitness Industry Association

During the last five years, the sports that are most rapidly declining include wrestling (-45%), touch football (-32%), and slow pitch softball (-29%).

In terms of total participants, the most popular activities in the general sports category in 2013 include basketball (24 million), tennis (18 million), baseball (13 million), outdoor soccer (13 million), and slow pitch softball (6.9 million). Although three out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

Aquatics

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

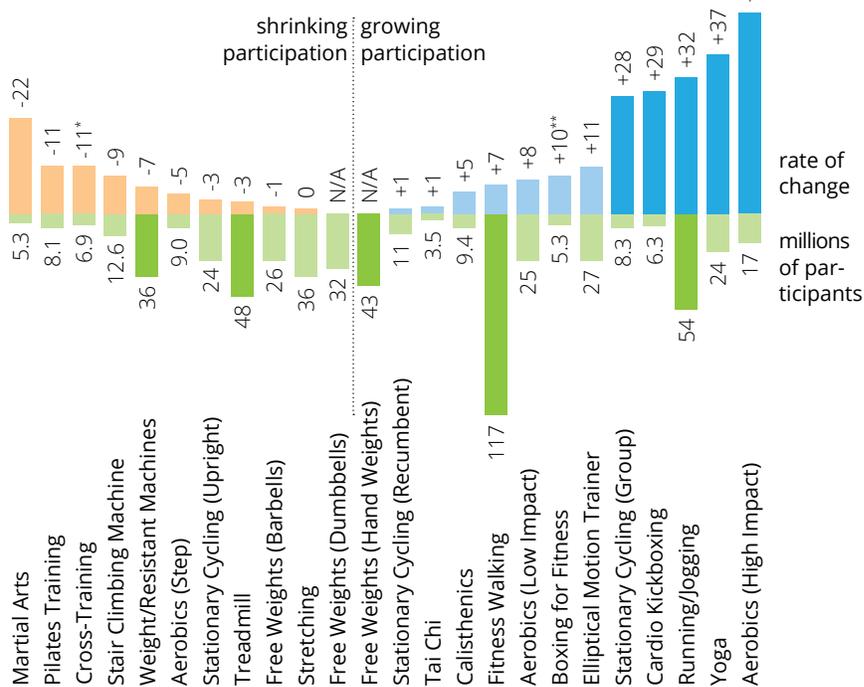
Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land-based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature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

Fitness

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

Over the last five years, the activities that are growing most rapidly are high impact aerobics (+47%), yoga (+37%), running/jogging (+32%), cardio kickboxing (+29%), and group stationary cycling (+28%). Most recently, from 2012 to 2013, the largest gains in participation were in boxing for fitness (+9% increase), Tai Chi (+8%), and high impact aerobics (+7%).

Figure 2. Fitness activities that encourage an active lifestyle are gaining in popularity.
 2013 Participation Numbers and Rates of Change, 2008–2013



*2012–2013 change used in place of unavailable 2008–2013 figures
 **2011–2013 change used in place of unavailable 2008–2013 figures

Source: Sports & Fitness Industry Association

The most popular fitness activity by far is fitness walking, which had over 117 million participants in 2013—a 3% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (54 million), treadmill (48 million), hand free weights (43 million), and weight/resistant machines (36 million).

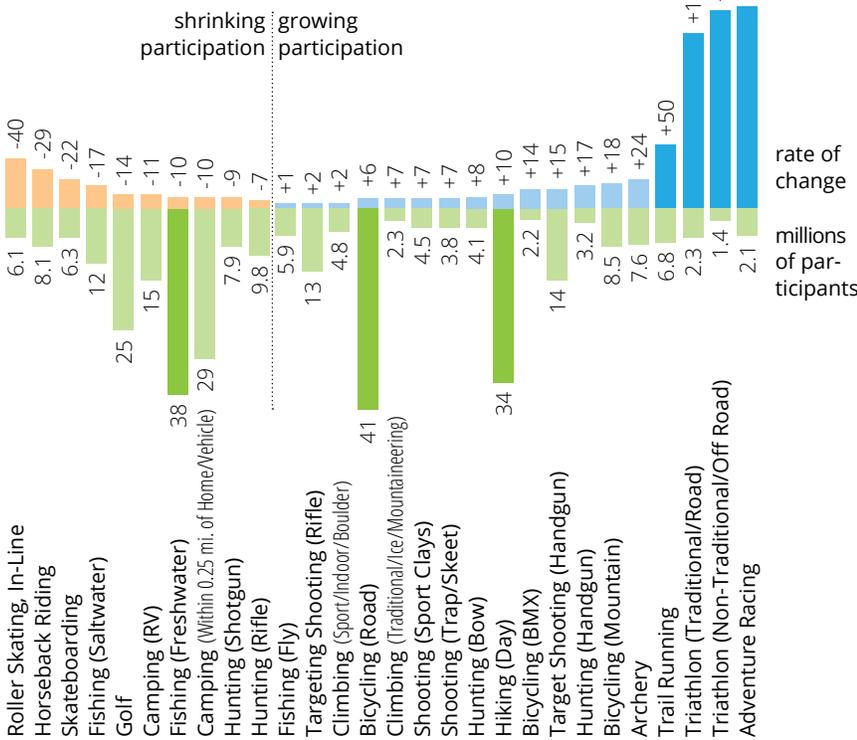
General Recreation

From 2008 to 2013, general recreation activities that have undergone very rapid growth are adventure racing (+159%), non-traditional/off-road triathlons (+156%), traditional/road triathlons (+140%), and trail running (+50%) (Figure 15). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 40%, 29%, and 22% respectively over the last five years.

Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2013, the most popular activities in the general recreation category include road bicycling (41 million participants), freshwater fishing (38 million), and day hiking (34 million).

Figure 3. General recreation participation experiencing strong growth.

2013 Participation Numbers and Rates of Change, 2008–2013



Source: Sports & Fitness Industry Association



***Recreation
Program
Assessment***

Core Program Areas

Definition

The Park and Recreation Department's vision for the future is for a comprehensive system of parks, trails, open spaces, and recreation facilities that sustains, inspires, and invigorates. Realizing this vision involves identifying core program areas to create a sense of focus around activities and outcomes of greatest importance to the community as informed by current and future needs. However, public recreation is challenged by the premise of being all things to all people, especially in a community such as Dallas. The philosophy of the core program area assists staff, policy makers, and the public to focus on what is most important.

Core program areas are groups of programs that:

- have been provided for a long period of time (over 4 years) or are expected by the community
- consume a relatively large portion (5% or more) of the Department's budget
- are offered 3-4 seasons per year
- have wide demographic appeal
- have a tiered level of skill development available
- have dedicated full-time staff
- have specialized facilities
- represent a significant share (20% or more) of the local market

The Park and Recreation Department currently offers programs and services in nine core program areas:

- After School
- Sports
- Camps
- Aquatics
- Health & Fitness
- Fine Arts
- Events
- Special Interest
- Therapeutic Recreation

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
After School Orientation After School Program (FLEX)	None	None

Sports

Sports includes youth and adult sport camps, lessons, teams, and leagues including competition levels from beginner to competitive

Goal

Teach and encourage good sportsmanship and fair play through noncompetitive athletic opportunities and assist in the development of character and sportsmanship by teaching participants elements of fairness, teamwork, self-control, courtesy, and respect for the rules of the game as well as the other participants and officials in the sport.

Objectives

- Participants experience demonstrable progression in skill.
- Participants gain an improved understanding of rules and strategy.
- Participants exhibit courtesy, respect, and sportsmanship.

Age Segments Served and Pricing Strategies

Program Sub-Area	Age Segments Served						Pricing Strategies									
	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages	age segment	family/household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay
Sport Camps	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gymnastics	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				
Martial Arts	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				
Traditional Sports	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual League Registration	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Baseball	Baseball Camp	Agility/Sports Skills Camp
Basketball	Basketball Camp	Badminton Camp
Golf	Multi Sports Camp	Boxing Camp
Indoor Soccer	Soccer Camp	Cheerleading Camp
Soccer	Volleyball Camp	Cheer Tumbling Camp
Softball	Boys Recreational—Level I	Flag Football Camp
T-Ball	Boys Recreational—Level II	Floor Hockey Camp
Tennis	Boys Recreational—Level III	Football Camp
	Boys Team—Level I	Softball Camp
	Boys Team—Level II	T-Ball Camp
	Boys Team—Level III	General Sports Camp
	Boys Team—Level IV/V/VI/VII	Boys Pre-Team
	Kinder Gym	Cheer Tumble Level 1
	General Martial Arts	Cheer Tumble Level 2
	Karate	Cheer Tumble Level 3
	Kung Fu	Girls Pre-Team
	Self Defense	Girls Recreational—Level I
	Tae Kwon Do	Girls Recreational—Level II
	Tai Chi	Girls Team—Level I
	Flag Football	Girls Team—Level II
	Track	Girls Team—Level III
	Volleyball	Girls Team—Level IV/V/VI/VII
	Wheelchair Basketball	Parent and Child
	Boxing	Power Tumbling—Level I
	Cheer Development	Power Tumbling—Level II
	Cheerleading	Preschool Gymnastics
	Pickleball	Small Group
		Tumbling—Level I
		Tumbling—Level II
		Tumbling—Level III
		Aikido
		Jujitsu
		Judo
		Krav Maga
		Archery
		Badminton
		Billiards
		Bocce
		Disc Golf
		Dodgeball
		Fencing
		Fishing
		Floor Hockey
		Kickball
		Lacrosse
		Racquetball
		Table Tennis
		Virtual Sport Games

Camps

Camps include summer, CDBG, & seasonal camps for youth and teens that provide a structured, safe environment for learning and having fun.

Goal

Provide an exciting opportunity for children to learn, play and experience new destinations when school is not in session.

Objectives

- Participants gain an improved understanding of topics that meet their interests
- Participants visit multiple locations and destinations associated with their interests

Age Segments Served and Pricing Strategies

Program Sub-Area	Age Segments Served						Pricing Strategies									
	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages	age segment	family/household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay
Fall Camp	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>				
Winter Camp	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>				
Spring Camp	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>								
Summer Camp	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>								

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Seasonal Camp	None	None

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Parent & Child Aquatics	Aqua Mix	Triathlon Training
Level 1: Preschool Swim Lessons	Extreme Water Aerobics	Kayak
Level 2: Preschool Swim Lessons	Special Events	Scuba
Level 3: Preschool Swim Lessons	Private Swimming Lessons	
Level 1: Introduction to Water Skills	Semi-Private Swimming Lessons	
Level 2: Fundamental Aquatic Skills	Adapted Swimming Lessons	
Level 3: Stroke Development	American Red Cross Guard Start: Lifeguarding Tomorrow	
Level 4: Stroke Improvement	American Red Cross Lifeguard, CPR/AED review	
Level 5: Stroke Refinement	American Red Cross Lifeguard Instructor	
Level 6: Fitness Swimmer	American Red Cross Lifeguarding	
Adult Swim Lessons	American Red Cross Water Safety Instructor	
City of Dallas Summer Swim Team		
Bachman Swim Team		
Adapted Aquatics		
Special Olympics—Swimming		
Water Aerobics		

Health & Fitness

Health and fitness includes adult group exercise, wellness, and Zumba classes to help achieve fitness and lifestyle goals.

Goal

Provide access to quality programs and facilities that are designed to educate and assist citizens to obtain optimal physical, mental and emotional wellness that contributes to their overall quality of life.

Objectives

- Participants understand the benefits of physical activity on physical, mental, and emotional wellness.
- Participants experience demonstrable progression in exercise skills.
- Participants establish and achieve fitness goals through exercise.

Age Segments Served and Pricing Strategies

Program Sub-Area	Age Segments Served						Pricing Strategies									
	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages	age segment	family/household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay
Group Exercise	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zumba	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Texercise/Senior Exercise	Boot Camp	Agility Training
MyFi Fitness	Boxing for Fitness	Bokwa
Walking	Circuit Training	Gym Games
Yoga	CrossFit	Plyo
Zumba	Cycling/Spin	
	High Impact Aerobics	
	Jazzercise	
	Kickboxing	
	Low Impact Aerobics	
	Preschool Open Play	
	Strength Training	
	Stroller Fit	
	Health Education	
	Meditation	
	Nutrition Education	
	Pilates	

Fine Arts

Fine arts includes performing and visual arts classes and groups to provide personal and social benefit for all interests and abilities.

Goal

Provide participants an opportunity to seek, develop and maintain interest and skills in the areas of musical, visual and performing arts

Objectives

- Participants receive the opportunity to try, experience, and develop skill in different aspects of fine arts.
- Participants experience demonstrable progression in skill.

Age Segments Served and Pricing Strategies

Program Sub-Area	Age Segments Served						Pricing Strategies									
	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages	age segment	family/household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay
Performing Arts	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visual Arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Ballet	Acting/Drama	3 Step
Ballet Folklorico	African Dance	Baton Twirling
Junior Players	Ballroom Dance	Belly Dancing
Line Dance	Creative Dance	Guitar
Art Basics	Flamenco	Hula
	Jazz Dance	Interpretive Dance
	Latin Dance	Jitterbug
	Piano/Keyboarding	Music Appreciation
	Stomp/Hip Hop Dance	Music Camp
	Theatre	Percussion
	Ceramics	Round Dance
	Drawing	Square Dance
	Oil Painting	Swing-Out Dance
	Painting Basics	Vocal Group
	Photography	Voice Instruction
		Acrylic Painting
		Art Appreciation
		Art Camp
		Mosaics
		Watercolor Painting

Events

Community events coincide with local or national holidays or community interests.

Goal

Promote, inform, and entertain citizens by building awareness of DPR; also to build a constituency base and facilitate good community relations while celebrating the culture and traditions of the City of Dallas.

Objectives

- Participants gain a better understanding and/or appreciation of the culture and traditions represented in Dallas.
- Participants have an increased awareness of other DPR services and facilities.

Age Segments Served and Pricing Strategies

Program Sub-Area	Age Segments Served						Pricing Strategies									
	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages	age segment	family/household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay
Special Event	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>				

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Black History	Book Fair	Lock In
Field Trip	Community Dance	Parent Child Dance
Health Fair	Community Meeting	
Holiday Event	Garage Sale	
Luncheon	Job Fair	
National Night Out	Parents Night Out	
Park Clean Up	Talent Show	
Teen Event		

Special Interest

This program area includes education, games, and hobbies of special interest to the community

Goal

Provide access for citizens to seek, discover and explore various programs interests and ideas that are designed to enhance participant’s leisure time and enjoyment.

Objectives

- Participants receive the opportunity to try, experience, and develop skill in different interests.
- Participants experience demonstrable progression in skill.

Age Segments Served and Pricing Strategies

Program Sub-Area	Age Segments Served						Pricing Strategies									
	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages	age segment	family/household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay
Games	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				
Education	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				
Technology	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				
Home/Garden	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				
Social Clubs	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				
Crafts	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Bingo	Board Games	CPR/First Aid
Bridge	Card Games	Foreign language
Dominoes	Chess	Life/Social Skills Education
Tutoring	Table Games	Modeling
Computer Classes	Cooking	Modeling Camp
ASAP Senior Program	ESL	Science Camp
Craft Basics	GED Classes	Internet and Email
	Mentoring Programs	Robotics
	Public Speaking	Website Design
	Saturday School	Camping
	Digital Media	Gardening
	Engineering for Kids	Geocaching
	Environment Education	Home Improvement
	Book Club	Cake Decorating
	Social Club	Candle Making
	Teen Club	Crochet
	Seasonal Arts and Crafts	Jewelry Making
		Knitting
		Quilting
		Scrapbooking
		Sewing
		Wood Crafts

Therapeutic Recreation

Therapeutic recreation includes adapted recreation and education programs.

Goal

Provide recreational opportunities for individuals with physical and cognitive deficiencies in safe and controlled programs designated to improve social, physical, emotional, spiritual and cognitive functional behaviors

Objectives

- Participants engage in educational activities that directly address their individual learning needs.
- Participants engage in physical fitness activities appropriate to their individual needs.

Age Segments Served and Pricing Strategies

Program Sub-Area	Age Segments Served						Pricing Strategies									
	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages	age segment	family/household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay
Therapeutic Recreation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				

Programs by Classification

Essential Programs	Important Programs	Value-Added Programs
Adult Day Program	Cool Club	Art Appreciation
Art Basics	Boy Scout Troop	High Impact Aerobics
Cooking	Bingo	Horseback Riding
Environment Education	Board Games	Pilates
Health Education	Ceramics	Table Games
Life/Social Skills Education	Circuit Training	Virtual Sport Games
Nutrition Education	Craft Basics	
Special Olympics Sports	Drawing	
Strength Training	Foreign Language	
	Gardening	
	Gym Games	
	Low Impact Aerobics	
	Meditation	
	Music Appreciation	
	Public Speaking	
	Theatre	
	Yoga	

Ensuring the Right Mix

The core program areas currently appear to meet most major needs of the Dallas community, but the program mix must be evaluated on a regular and recurring basis to ensure that the offerings within each core program area—and the core program areas themselves—align with changing leisure trends, demographics, and needs of residents. The National Recreation and Park Association (NRPA) recommends that six determinants be used to inform what programs and services are provided by the Department.

Conceptual Foundations of Play, Recreation, and Leisure

Programs and services should encourage and promote a degree of freedom, choice, and voluntary engagement in their structure and design. Programs should reflect positive themes aimed at improving quality of life for both individuals and the overall community.

Organizational Philosophy, Mission, and Vision

Programs and services should support the Department’s mission and vision statements, values, goals, and objectives. These generally center on promoting personal health, community well-being, social equity, environmental awareness, and economic vitality.

Constituent Interests and Desired Needs

Departments should actively seek to understand the recreational needs and interests of their constituency. This not only ensures an effective (and ethical) use of taxpayer dollars, but also helps to make sure that programs perform well and are valued by residents.

Creation of a Constituent-Centered Culture

Programs and services should reflect a departmental culture where constituents’ needs are the prime factor in creating and providing programs. This can be reflected not only in program design, but in terms of staff behaviors, architecture, furniture, technology, dress, forms of address, decision-making style, planning processes, and forms of communication.

Experiences Desirable for Clientele

Programs and services should be designed to provide the experiences desirable to meet the needs of the participants/clients in a community, and identified target markets. This involves not only identifying and understanding the diversity of needs in a community, but also applying recreation programming expertise and skills to design, implement, and evaluate a variety of desirable experiences for residents to meet those needs.

Community Opportunities

When planning programs and services, a Department should consider the network of opportunities afforded by other organizations such as nonprofits, schools, other public agencies, and the private sector. Departments should also recognize where gaps in service provision occur and consider how unmet needs can be addressed.

Recommendation

- Use a program evaluation and assessment form to evaluate and understand the impact of new programs and existing programs at least every five years, including the extent to which each program supports the six determinants described above.

Age Segment Analysis

As part of the Recreation Master Plan process, an age segment analysis was done for each core program area to determine the distribution and availability of programs across age segments.

An age segment analysis should ideally be done for every program offered by the Department, not just for the core program areas. Program coordinators and managers should include this information when creating or updating program plans for individual programs. An age segment analysis can also be incorporated into mini business plans for comprehensive program planning.

Program Distribution

The Department provides a good balance of programs across all age segments (Figure 4). All segments are targeted as a primary market for multiple core program areas. Aquatics, health and fitness, fine arts, events, special interest, and therapeutic recreation offer programs that have universal age appeal.

Recommendations

- Conduct an age segment analysis for every program offered by the Department, not just for each core program area.
- Consider an increase in programming targeted to the senior population.
- Update the age segment analysis every year to note changes in core program areas or to refine age segment categories.
- Given the growing population trend for residents ages 55 and over and the growing demand for services in this age bracket, further segment this group into 55–65 and over 65. These two sub-segments will have increasingly different needs and expectations for programming in coming years, and program planning will be needed to provide differing requirements.

Figure 4. Programs Distributed Well Across Age Segments

Age Segments Served by Each Core Program Area and Sub-Area

Core Program Area	Program Sub-Area	Preschool (0-4)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages
After School	No Van Pick-Up	○	●	○	○	○	○
	Van Pick-Up	○	●	○	○	○	○
	CDBG	○	●	○	○	○	○
Sports	Sport Camps	○	●	●	○	○	○
	Gymnastics	●	●	○	○	○	○
	Martial Arts	●	●	●	●	○	○
	Traditional Sports	○	●	●	●	○	○
	Other Sports	○	○	○	○	○	○
	Individual League Registration	○	●	●	●	○	○
	Camps	Fall Camp	○	●	○	○	○
Winter Camp	○	●	○	○	○	○	
Spring Camp	○	●	●	○	○	○	
Summer Camp	○	●	●	○	○	○	
Aquatics	Swim Lessons	●	●	●	●	●	○
	Swim Team	○	●	●	○	○	○
	Bachman	○	○	○	○	○	●
	Lifeguard/Water Safety Training	○	○	●	●	○	○
	Water Sports	○	○	○	○	○	○
Health and Fitness	Group Exercise	○	○	●	●	●	○
	Wellness	○	○	○	○	○	●
	Zumba	○	○	●	●	●	○
Fine Arts	Performing Arts	○	●	●	○	○	○
	Visual Arts	○	○	○	○	○	●
Special Events	Special Event	○	○	○	○	○	●
Special Interest	Games	○	○	○	○	○	●
	Education	○	○	○	○	○	●
	Technology	○	○	○	○	○	●
	Home/Garden	○	○	○	○	○	●
	Social Clubs	○	○	○	○	○	●
	Crafts	○	○	○	○	○	●
Therapeutic	Therapeutic Recreation	○	○	○	○	○	●

● primary market
 ● secondary market
 ○ market not served

Life Cycle Analysis

A life cycle analysis involves determining the stage of growth or decline of all programs as a way of informing strategic decisions about the overall recreation program portfolio managed by the Recreation Division. This analysis is not based on strict quantitative data, but rather is based on staff members’ knowledge of their program areas. The percentage of programs in each stage (Figure 5) was obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

Figure 5. Dallas Has Fewer Mature Programs than Recommended
Percentage of Programs in Each Stage

Stage	Description	Current	Recommended	
Introduction	new, modest participation	27%	70% 50-60%	
Take Off	rapid growth	3%		
Growth	moderate, consistent growth	40%		
Mature	slow growth	20%	20%	40%
Saturation	minimal growth, extreme competition	4%	10%	0-10%
Decline	declining participation	6%		

There is an unbalanced distribution of all programs across the life cycle. A combined total of 70% of programs fall into the introduction, take off, and growth stages, compared to a recommended 50-60%.

While it is important to provide new programs to align with trends and help meet the evolving needs of the community, it is also important to have a stable core segment of programs that are in the mature stage. Currently, the Recreation Division has about 20% of their programs in this category, compared to a recommended 40%. More mature programs provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the life cycle. Programs in the mature stage should be tracked for signs they are entering the saturation or decline stages.

A total of about 10% of programs are saturated or declining. Ideally, as few programs as possible should be in these two stages, but it is understood that programs eventually evolve into saturation and decline. If programs never reach these stages, it is an indication that staff may be “over-tweaking” their offerings and abbreviating the natural evolution of programs. This prevents programs

from reaching their maximum participation, efficiency, and effectiveness. For departments challenged with doing the most they can with limited resources, this has the potential to be an area of concern.

As programs enter into decline, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, these programs should be modified to begin a new life cycle, or new programs should be added based upon community needs and trends.

Recommendations

- On an ongoing basis, evaluate program participation and trends to ensure program offerings continue to meet the community's needs.
- Complete a life cycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.
- Define an annual performance measure for each program area to track the percentage of new programs offered as an incentive for additional innovation and alignment with community trends.

Cost Recovery and Pricing

Cost Recovery Strategies

Finding ways to increase cost recovery and continually enhance service pricing strategies to improve revenue generation while ensuring financial accessibility to programs are among the top priorities for the Recreation Division.

Cost recovery performance is currently tracked by recreation facility and for some programs areas, but not all. Cost recovery standards exist for several programs, but methodologies for calculating cost recovery are in jeopardy of being inconsistent. Cost recovery is monitored at the Department level. In addition, cost recovery targets should be set and cost recovery should be tracked at least at the core program area level, if not at the specific program or event level.

The previously identified nine core program areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide.
2. Conduct a cost of service analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly.

Classification of Programs and Services

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should to be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as

everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

The three classifications are essential, important, and value-added. A program or service's classification depends on alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The table below describes each of the three classifications in these terms.

	Essential Programs	Important Programs	Value-Added Programs
Public Interest / Legal Mandate / Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal, or fee tailored to public needs Requires public funding	Fees cover some direct costs Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs Some public funding as appropriate
Benefits (health, safety, protection of assets)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users

With assistance from Recreation Division staff, a classification of services was conducted of all of the recreation programs offered by the Park and Recreation Department (Figure 6).

Figure 6. Comprehensive list of essential, important, and value-added programs

Core Program Area	Essential Programs	Important Programs	Value-Added Programs
After School	After School Orientation After School Program (FLEX)	None	None
Sports	Baseball Basketball Golf Indoor Soccer Soccer Softball T-Ball Tennis	Baseball Camp Basketball Camp Multi Sports Camp Soccer Camp Volleyball Camp Boys Recreational—Level I Boys Recreational—Level II Boys Recreational—Level III Boys Team—Level I Boys Team—Level II Boys Team—Level III Boys Team—Level IV/V/VI/VII Kinder Gym General Martial Arts Karate Kung Fu Self Defense Tae Kwon Do Tai Chi Flag Football Track Volleyball Wheelchair Basketball Boxing Cheer Development Cheerleading Pickleball	Agility/Sports Skills Camp Badminton Camp Boxing Camp Cheerleading Camp Cheer Tumbling Camp Flag Football Camp Floor Hockey Camp Football Camp Softball Camp T-Ball Camp General Sports Camp Boys Pre-Team Cheer Tumble Level 1 Cheer Tumble Level 2 Cheer Tumble Level 3 Girls Pre-Team Girls Recreational—Level I Girls Recreational—Level II Girls Team—Level I Girls Team—Level II Girls Team—Level III Girls Team—Level IV/V/VI/VII Parent and Child Power Tumbling—Level I Power Tumbling—Level II Preschool Gymnastics Small Group Tumbling—Level I Tumbling—Level II Tumbling—Level III Aikido Jujitsu Judo Krav Maga Archery Badminton Billiards Bocce Disc Golf Dodgeball Fencing Fishing Floor Hockey Kickball Lacrosse Racquetball Table Tennis Virtual Sport Games
Camps	Seasonal Camp	None	None

Core Program Area	Essential Programs	Important Programs	Value-Added Programs
Aquatics	Parent & Child Aquatics Level 1: Preschool Swim Lessons Level 2: Preschool Swim Lessons Level 3: Preschool Swim Lessons Level 1: Introduction to Water Skills Level 2: Fundamental Aquatic Skills Level 3: Stroke Development Level 4: Stroke Improvement Level 5: Stroke Refinement Level 6: Fitness Swimmer Adult Swim Lessons City of Dallas Summer Swim Team Bachman Swim Team Adapted Aquatics Special Olympics—Swimming Water Aerobics	Aqua Mix Extreme Water Aerobics Special Events Private Swimming Lessons Semi-Private Swimming Lessons Adapted Swimming Lessons American Red Cross Guard Start: Lifeguarding Tomorrow American Red Cross Lifeguard, CPR/AED review American Red Cross Lifeguard Instructor American Red Cross Lifeguarding American Red Cross Water Safety Instructor	Triathlon Training Kayak Scuba
Health and Fitness	Texercise/Senior Exercise MyFi Fitness Walking Yoga Zumba	Boot Camp Boxing for Fitness Circuit Training CrossFit Cycling/Spin High Impact Aerobics Jazzercise Kickboxing Low Impact Aerobics Preschool Open Play Strength Training Stroller Fit Health Education Meditation Nutrition Education Pilates	Agility Training Bokwa Gym Games Piyo
Fine Arts	Ballet Ballet Folklorico Junior Players Line Dance Art Basics	Acting/Drama African Dance Ballroom Dance Creative Dance Flamenco Jazz Dance Latin Dance Piano/Keyboarding Stomp/Hip Hop Dance Theatre Ceramics Drawing Oil Painting Painting Basics Photography	3 Step Baton Twirling Belly Dancing Guitar Hula Interpretive Dance Jitterbug Music Appreciation Music Camp Percussion Round Dance Square Dance Swing-Out Dance Vocal Group Voice Instruction Acrylic Painting Art Appreciation Art Camp Mosaics Watercolor Painting
Events	Black History Field Trip Health Fair Holiday Event Luncheon National Night Out Park Clean Up Teen Event	Book Fair Community Dance Community Meeting Garage Sale Job Fair Parents Night Out Talent Show	Lock In Parent Child Dance

Core Program Area	Essential Programs	Important Programs	Value-Added Programs
Special Interest	Bingo Bridge Dominoes Tutoring Computer Classes ASAP Senior Program Craft Basics	Board Games Card Games Chess Table Games Cooking ESL GED Classes Mentoring Programs Public Speaking Saturday School Digital Media Engineering for Kids Environment Education Book Club Social Club Teen Club Seasonal Arts and Crafts	CPR/First Aid Foreign language Life/Social Skills Education Modeling Modeling Camp Science Camp Internet and Email Robotics Website Design Camping Gardening Geocaching Home Improvement Cake Decorating Candle Making Crochet Jewelry Making Knitting Quilting Scrapbooking Sewing Wood Crafts
Therapeutic Recreation	Adult Day Program Art Basics Cooking Environment Education Health Education Life/Social Skills Education Nutrition Education Special Olympics Sports Strength Training	Cool Club Boy Scout Troop Bingo Board Games Ceramics Circuit Training Craft Basics Drawing Foreign Language Gardening Gym Games Low Impact Aerobics Meditation Music Appreciation Public Speaking Theatre Yoga	Art Appreciation High Impact Aerobics Horseback Riding Pilates Table Games Virtual Sport Games

Understanding the Full Cost of Service

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a cost of service analysis should be conducted on each program, or program type, that accurately calculates direct (i.e. program-specific) and indirect (i.e. comprehensive, including administrative overhead) costs. Completing a cost of service analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. Common costs that must be accounted for in a cost of service analysis include:

- personnel costs
- indirect costs
- administrative cost allocation
- debt service costs
- supply and material costs
- equipment costs
- contracted services
- vehicle costs
- building costs

Determining the total cost of service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- number of participants
- number of tasks performed
- number of consumable units
- number of service calls
- number of events
- required time for offering program/service.

Agencies use cost of service analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by DPR between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Recreation Division staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

Cost Recovery Policy and Pricing Strategies

Cost recovery targets should reflect the degree to which a program provides a public versus private good (Figure 7). Programs providing public benefits (essential programs) should be subsidized more by the Department. Programs providing private benefits (value-added programs) should seek to recover costs and/or generate revenue for other services.

Figure 7. Cost recovery should increase as public good decreases

Cost recovery and subsidy program categories

Category	Description	% City Served	Cost Recovery	Subsidy
Essential	part of the Department mission		0-20%	80-100%
Important	important to the community		20-80%	20-80%
Value-Added	enhanced offerings		80-100%	0-20%

Essential programs are critical to achieving the Department’s mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidies. Important or value-added programs generally receive lower priority for subsidies. Important programs contribute to the organizational mission but are not essential to it, so cost recovery for these programs should be high, at least 80%. Value-added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

The approach described above updates the 2002 Renaissance Plan recommendation of an overall cost recovery level of 50% for programs. Moving forward, the Department should undertake a comprehensive review of pricing for programs and services that takes into account full cost of service and applies new cost recovery goals for every program based on their categorization as essential, important, or value-added.

National Recovery Rates

National median cost recovery percentages are based on a sample of 139 park and recreation agencies across the country (Figure 8). Cost recovery in that report is defined as the percentage of direct costs recouped through program fees; no values over 100% are depicted. The survey of agencies asked only for cost recovery ranges, therefore precise averages cannot be reported.

Figure 8. National Median Cost Recovery Rates

2012 National Benchmarking Survey of Fee Policies and Program Costs Recovery published by Leisure Vision

Program	Cost Recovery Rate	Program	Cost Recovery Rate
Adult Programs	100%	Youth Sports	76-99%
Swimming Lessons	100%	Youth Softball	76-99%
Tennis Classes	100%	Youth Baseball	76-99%
Arts and Crafts Classes	100%	Youth Volleyball	76-99%
Trips	100%	Youth Football	76-99%
Dance Classes	100%	Youth Lacrosse	76-99%
Aerobics / Fitness Classes	100%	Youth Basketball	76-99%
Martial Arts Lessons	100%	Youth Soccer	76-99%
Water Aerobics Classes	76-99%	Youth Camps	76-99%
Adult Sports	76-99%	Youth Day Camps	76-99%
Adult Men's Softball	76-99%	Evening Camps	76-99%
Adult Women's Softball	76-99%	Performing Arts Camps	76-99%
Coed Softball	76-99%	Sports Camps	100%
Adult Soccer	76-99%	Arts and Crafts Camps	76-99%
Men's Basketball	100%	Programs for People with Disabilities	76-99%
Women's Basketball	76-99%	Preschool Programs	76-99%
Coed Basketball	100%	Tennis Classes	76-99%
3 on 3 Basketball	100%	Arts and Crafts Classes	76-99%
Adult Lacrosse	100%	Performing Arts Classes	76-99%
Adult Volleyball	100%	Fitness Classes	76-99%
Adult Baseball	76-99%	Basketball Leagues	76-99%
Youth Programs	76-99%	Dance Classes	76-99%
Preschool Programs	76-99%	Golf Classes	76-99%
Youth Tennis Classes	100%	Swimming Lessons	51-75%
Arts and Crafts Classes	76-99%	After School Programs	76-99%
Performing Arts Classes	100%	Martial Arts Classes	76-99%
Fitness Classes	76-99%	Baseball / Softball Leagues	76-99%
Golf Classes	100%	Social Clubs	51-75%
Swimming Lessons	76-99%		
After School Programs	76-99%		
Martial Arts Classes	76-99%		

Pricing Strategies

The pricing of programs should be based on the cost of service analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals. According to staff, the Department currently uses several pricing strategies (Figure 9).

Figure 9. The Park and Recreation Department uses only some available pricing strategies
Pricing strategies in use

Core Program Area	Program Sub-Area	age segment	family / household status	residency	weekday /weekend	prime / non-prime	group discounts	location	market competition	cost recovery goals	ability to pay	
After School	No Van Pick-Up	○	●	+	○	○	○	○	●	+	●	+
	Van Pick-Up	○	●	+	○	○	○	○	●	+	●	+
	CDBG	○	○	+	○	○	○	○	○	+	○	+
Sports	Sport Camps	●	○	+	○	○	○	○	●	+	+	+
	Gymnastics	●	●	+	○	○	○	○	●	+	+	+
	Martial Arts	●	●	+	○	○	○	○	●	+	+	+
	Traditional Sports	●	○	+	○	○	○	○	○	+	+	+
	Other Sports	●	○	+	○	○	○	○	●	+	+	+
	Individual League Registration	●	○	+	○	○	○	○	●	+	+	+
Camps	Fall Camp	○	●	+	○	○	○	○	●	+	●	+
	Winter Camp	○	●	+	○	○	○	○	●	+	●	+
	Spring Camp	○	●	+	○	○	○	○	●	+	●	+
	Summer Camp	○	●	+	○	○	○	○	●	+	●	●
Aquatics	Swim Lessons	●	○	+	+	+	+	○	○	+	+	+
	Swim Team	○	○	+	+	+	+	○	○	+	+	+
	Bachman	○	○	+	+	+	+	○	○	+	+	+
	Lifeguard/Water Safety Training	○	○	+	+	+	+	○	○	+	+	+
	Water Sports	○	○	+	+	+	+	○	○	+	+	+
Health and Fitness	Group Exercise	○	○	+	+	+	+	○	●	+	+	+
	Wellness	○	○	+	+	+	+	○	●	+	+	+
	Zumba	○	○	+	+	+	+	○	●	+	+	+
Fine Arts	Performing Arts	●	○	+	○	○	○	○	●	+	+	+
	Visual Arts	●	○	+	○	○	○	○	●	+	+	+
Special Events	Special Event	○	○	○	○	○	+	○	●	+	●	+
Special Interest	Games	○	○	+	+	+	+	○	●	+	+	+
	Education	○	○	+	+	+	+	○	●	+	+	+
	Technology	○	○	+	+	+	+	○	●	+	+	+
	Home/Garden	○	○	+	+	+	+	○	●	+	+	+
	Social Clubs	○	○	+	+	+	+	○	●	+	+	+
	Crafts	○	○	+	+	+	+	○	●	+	+	+
Therapeutic	Therapeutic Recreation	○	○	○	○	○	○	○	●	+	+	+

● strategy in use
○ strategy not in use
+ strategy recommended

Currently, the Department uses age segment, family/household status, residency, location, cost recovery goal, and ability to pay as pricing strategies. Strategies not currently used include weekday/weekend, prime/non-prime, group discounts, and market competition.

Overall, the degree to which pricing strategies are used currently is good but could be stronger with the adoption of a formal policy to set prices explicitly based upon cost recovery goals.

Recommendations

- Continue to monitor the effectiveness of the various pricing strategies that are currently in use and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies of the Department.
- Annually benchmark, shop, and evaluate competitor and other service providers to monitor changes and track how they compare with Department programs.
- Institute a 60/40 revenue share with contract program instructors and the Department for programs that are classified as value-added or important. A 70/30 revenue share is acceptable for programs that are classified as essential or if contractors require no registration, marketing, or logistical support from the Department.
- Develop mini business plans (2–3 pages) for each core program area on an annual basis. These plans should evaluate desired outcomes for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented.
- Conduct a comprehensive review of pricing for all programs and services that takes total cost of services into account and updates cost recovery goals for each program based upon their categorization as essential, important, or value-added.

Similar Provider Analysis

The recreation program assessment included an analysis of similar providers in Dallas and in surrounding towns and cities. Providers included those with indoor recreation, community, wellness, and fitness centers and were grouped into three subcategories: franchised fitness centers, local fitness centers, and community recreation/senior centers. Each facility's amenities, programs, classes, and services were evaluated based on data from each facility's official website or official social media pages. This allows for side-by-side comparison of each facility's programs and helps to pinpoint possible gaps in the level of service available to local Dallas residents and outside visitors.

Overall, the Dallas region has a wide range of fitness facilities and numerous programs and amenities. Yet, there are still certain amenities and program areas which may be experiencing a deficiency.

Nearly every local fitness center offers some kind of weight room, cardio equipment, and gymnasium. Yet, there are gaps in certain amenities, including indoor tennis courts, art/craft rooms, swimming pools, performing art spaces, and fitness studios. These gaps are possible opportunities for fitness providers to help fill resident needs which might not be being met.

Senior programming, adaptive programming, and childcare services seem to be absent from many Department facilities when compared to others in the area. This could potentially mean that there are some residents' needs going unmet. These programs will even become more sought for in the future as the overall population continues to age and grow.

Recommendations

- Consider senior-specific programs and adaptive programs as well as childcare options.
- Consider filling the deficit of indoor tennis courts, performing arts space, and swimming pools.

Figure 10. The Park and Recreation Department uses only some available pricing strategies
Pricing strategies in use

Competitor	Amenities																		
	fitness studios	weight room	cardio equipment	strength training equipment	indoor track	gymnasium	arts/crafts room	multi-purpose room	meeting/conference room	game room	pool	racquetball courts	indoor tennis courts	performance arts space	locker rooms/showers	spa	steam/sauna/whirlpool	tanning beds	cafe/concessions
Franchised Fitness Centers																			
24 Hour Fitness	●	●	●	●	○	●	○	○	○	○	●	○	○	○	○	○	●	○	○
AnyTime Fitness	○	●	●	●	○	○	○	○	○	○	○	○	○	○	●	○	○	○	○
Crunch	●	●	●	●	○	○	○	○	○	○	○	○	○	○	●	○	●	●	○
Curves	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Equinox	●	○	●	●	○	○	○	●	○	○	○	○	○	○	●	●	○	○	○
Family YMCA	●	●	●	●	○	●	○	●	●	●	●	○	○	○	●	○	●	○	●
Gold's Gym	●	●	●	●	○	●	○	○	○	○	●	○	○	○	●	○	●	○	●
LA Fitness	●	●	●	●	○	●	○	○	○	○	●	●	○	○	●	●	●	○	○
Life Time Fitness	●	●	●	●	○	●	○	○	○	○	●	●	○	○	●	●	○	○	●
Just Fitness 4 U	●	●	●	●	○	○	○	○	○	○	○	○	○	○	●	○	●	●	○
Planet Fitness	○	●	●	●	○	○	○	○	○	○	○	○	○	○	●	○	○	●	○
Snap Fitness	○	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	●	○
Trophy Fitness Club	●	●	●	●	○	○	○	○	○	○	○	○	○	○	●	○	●	○	○
Local Fitness Centers																			
Blast Fitness	○	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	●	●	○
Beyond Physical Fitness	○	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
CrossFit 3816	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
CrossFit North	○	○	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Crull Fitness	○	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Get Fit Fitness	○	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	●	○
Head 2 Toe Fitness	○	●	●	●	○	○	○	●	○	○	○	○	○	○	○	○	○	○	○
Sweat	○	●	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
The Texas Club	○	●	●	●	●	●	○	○	○	○	●	●	○	○	●	○	●	○	○

Programs													Location(s)
court sports	fitness	cardio/free weights	aquatics	seniors	adaptive programs	youth	teens	rentals	child care	special events	group fitness	personal training	
●	●	●	●	●	○	●	●	○	○	○	●	○	Addison
●	●	●	○	○	○	●	●	●	○	●	●	○	Cedar Hill
●	●	●	●	○	○	●	●	●	○	○	○	○	Dallas
○	●	●	○	●	○	●	●	●	○	○	○	○	Dallas
●	●	●	○	●	○	●	●	●	○	○	●	○	Dallas
●	●	○	○	○	○	●	●	○	○	○	○	○	Garland
○	●	●	●	○	○	●	●	●	○	○	●	○	Dallas
●	●	●	○	○	○	●	○	●	●	○	●	○	Balch Springs
●	●	●	●	●	○	●	●	●	○	○	●	○	Dallas
●	●	○	○	○	○	●	●	○	○	○	○	○	Garland
●	●	●	●	●	○	●	●	●	○	○	●	○	Dallas
○	●	●	○	●	○	○	○	●	○	○	●	○	Carrollton
○	●	●	○	○	○	●	●	●	○	●	○	○	Grand Prairie
●	●	●	○	●	○	●	●	●	○	○	●	○	Dallas
●	●	●	●	●	○	●	●	●	○	●	●	●	Irving
●	●	●	○	○	○	●	●	●	○	○	●	○	Carrollton
○	●	●	○	●	○	●	●	●	○	○	●	●	Dallas
●	●	○	○	○	○	●	○	●	○	○	●	○	Grand Prairie
●	●	●	○	○	○	●	●	●	○	○	○	○	Desoto
●	●	●	○	●	○	●	●	●	○	●	●	○	Duncanville
●	●	●	○	○	○	●	●	●	○	●	●	○	Duncanville
●	●	●	○	○	○	●	●	○	○	○	○	○	Mesquite
●	●	●	○	●	○	●	●	●	○	○	○	○	Dallas
●	●	○	○	●	○	●	●	○	○	○	○	○	Mesquite
○	●	●	○	●	○	●	●	●	○	○	●	○	Dallas
●	●	●	●	●	○	●	●	●	○	○	●	○	Dallas
●	●	○	○	○	○	●	●	●	●	●	●	○	Farmers Branch
○	●	●	○	●	○	○	○	○	○	○	●	●	Farmers Branch
●	●	●	○	○	○	●	●	○	○	○	○	○	Garland
●	●	●	○	●	○	●	●	●	○	○	●	○	Dallas
●	●	○	○	○	○	●	●	○	○	●	○	○	Mesquite
●	●	○	●	●	○	●	●	●	○	○	●	○	Dallas
○	●	●	○	●	○	●	●	●	○	○	○	○	Dallas
●	●	○	●	○	○	●	●	●	○	●	●	●	Irving

Competitor	Amenities																		
	fitness studios	weight room	cardio equipment	strength training equipment	indoor track	gymnasium	arts/crafts room	multi-purpose room	meeting/conference room	game room	pool	racquetball courts	indoor tennis courts	performance arts space	locker rooms/showers	spa	steam/sauna/whirlpool	tanning beds	cafe/concessions
Granger Recreation Center	○	●	●	●	○	●	○	●	●	○	○	○	○	○	○	○	○	○	○
Grauwyler	○	●	●	●	○	●	○	○	●	○	○	○	○	○	●	○	○	○	○
Harry Stone	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Heights Recreation Center	○	●	○	○	○	●	○	○	○	●	○	○	○	○	●	○	●	○	○
Holford Recreation Center	○	○	○	○	○	●	○	●	●	○	○	○	○	○	○	○	○	○	○
Hollabaugh Recreation Center	○	●	●	●	○	○	○	●	●	○	○	○	○	○	○	○	○	○	○
Huffhines Recreation Center	○	●	●	●	○	●	○	●	●	●	○	○	○	○	●	○	●	○	○
Janie C. Turner	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Jaycee-Zaragoza	●	●	●	●	○	○	○	○	●	○	●	○	○	○	○	○	○	○	●
John C. Phelps	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Juanita J. Craft	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
K.B. Polk	○	●	●	●	○	●	○	○	●	○	○	○	○	○	●	○	○	○	○
Kidd Springs	○	●	●	●	○	○	○	○	●	○	●	○	○	○	○	○	○	○	○
Kiest	○	●	●	●	○	●	○	○	●	○	○	○	●	○	○	○	○	○	○
Kleberg-Rylie	●	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Lake Highlands North	○	●	●	●	○	●	○	○	●	○	●	○	○	○	●	○	○	○	○
Lancaster City Recreation Center	●	●	●	●	●	●	○	○	●	●	●	○	○	○	●	○	○	○	○
Larry Johnson	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Lee Park Recreation Center	○	●	●	●	○	●	●	●	○	●	●	●	○	○	●	○	○	○	○
Lovely Pointe Youth Center	○	●	●	●	○	●	●	●	●	●	○	○	○	●	○	○	○	○	○
Marcus	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Martin Luther King Jr.	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Martin Weiss	○	●	●	●	○	●	○	○	●	○	●	○	○	○	○	○	○	○	○
Mustang Park Recreation Center	○	●	●	●	○	●	●	●	●	●	○	○	○	○	●	○	○	○	○
Nash-Davis	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Northwest Park Recreation Center	○	●	○	●	○	●	○	●	○	●	○	○	○	○	○	○	○	○	○
Park in the Woods	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Pleasant Oaks	○	●	●	●	○	●	○	○	●	○	●	○	○	○	●	○	○	○	○
Reverchon	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Ridgewood/Belcher	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Rosemeade Recreation Center	●	●	●	●	○	●	○	○	●	●	○	●	○	○	●	○	○	○	●
Rutherford Recreation Center	●	○	○	○	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Samuell Grand	○	●	●	●	○	●	○	○	●	○	●	○	●	○	●	○	○	○	●
Senter Park Recreation Center	●	●	●	●	○	●	○	●	○	●	●	●	○	○	○	○	○	○	○

Programs													Location(s)
court sports	fitness	cardio/free weights	aquatics	seniors	adaptive programs	youth	teens	rentals	child care	special events	group fitness	personal training	
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Competitor	Amenities																		
	fitness studios	weight room	cardio equipment	strength training equipment	indoor track	gymnasium	arts/crafts room	multi-purpose room	meeting/conference room	game room	pool	racquetball courts	indoor tennis courts	performance arts space	locker rooms/showers	spa	steam/sauna/whirlpool	tanning beds	cafe/concessions
Singing Hills	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
The Summit: 50+ Center	●	○	○	○	●	○	○	○	●	○	●	○	○	●	●	○	●	○	●
Thurgood Marshall	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Timberglen	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Tom Muehlenbeck Recreation Center	○	●	○	●	●	●	○	○	●	●	●	○	○	○	○	○	○	○	○
Tommie M. Allen	○	●	●	●	○	●	○	○	●	○	●	○	○	○	○	○	○	○	○
Tony Shotwell Life Center	●	●	●	●	●	●	○	○	●	●	○	○	○	○	○	○	○	○	○
Umphress	○	●	●	●	○	●	○	○	●	○	○	○	○	○	○	○	○	○	○
Walnut Hill	○	●	●	●	○	●	○	○	●	○	●	○	○	○	○	○	○	○	○
Willie B. Johnson	○	○	○	○	○	○	○	○	●	○	○	○	○	○	○	○	○	○	○
Willow Bend Fitness Club	○	●	○	○	○	○	○	○	○	○	○	○	○	○	●	○	○	○	○

Programs													Location(s)
court sports	fitness	cardio/free weights	aquatics	seniors	adaptive programs	youth	teens	rentals	child care	special events	group fitness	personal training	
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Program Standards

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. The community seems to exhibit a high level of satisfaction with the offerings provided by the Park and Recreation Department, and the Department's operations and program offerings are generally effective. However, enhancements to performance management practices are desired by staff and would yield overall improvements to the services provided to the community.

Program Standards

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the system. Furthermore, the over-reliance on part-time and seasonal staff in the service delivery process creates even greater challenges. These dynamics result in significant program and service quality variation.

There is some evidence of the ongoing use of performance measures throughout the Department to gauge performance. Examples of measures in place include participation levels, participant-to-staff ratios, and customer satisfaction levels.

Staff indicate that some select performance measures are used across all core program areas, and several others are used only for particular program types. This is acceptable, and even desirable, as long as the universal measures are reflective of core performance outcomes applicable across all programming, and that specific/specialized measures are used to track critical attributes unique to certain programs.

However, there is a danger of using performance measurement in excess, creating a situation wherein staff are hampered by the bureaucratic process of tracking performance rather than benefiting from it. Again, this issue can be mitigated by identifying critical program outcomes, developing a limited yet comprehensive set of performance metrics, and deploying them across the agency with an emphasis on efficient measurement by staff.

Recommendations

- Consider the following additional performance metrics if they align with desired organizational or programmatic area outcomes:
 - Program cancellation rates
 - Customer retention rates
 - Program cost per participant
 - Service cost per resident
 - Program or facility availability by geography
 - Household percentage of program distribution
 - Program availability distribution by age group
- Implement an annual review process. Have staff present their yearly goals for program areas to senior leadership and/or an advisory board. This would include policy reviews, financial and registration performance, customer issues, and plans for the future. This process helps to ensure good communication and cooperation for supporting departments, such as parks, administration and technology as well.
- Ensure a documented program development process. This is required reduce service variation and assist in training new staff. A common approach is to use a process map that provides guidance to staff for consistently developing new programs. It can help to diminish the learning curve for new staff and reinforce program development as a core competency. This is created in a flow chart format showing the steps in the process for program development including writing class descriptions, process steps, hiring staff, using contractual employees, and the list of standards.
- Develop an instructor/contractor toolkit. Kits should outline information about the Department, including mission, vision, values, goals, organizational structure, roster of users, program guides, program standards, evaluation forms, registration forms, important phone numbers, name tags, thank you cards, and program learning objectives.
- Ensure ongoing connections with part-time and seasonal staff. Full-time personnel should connect with them through meetings, email, newsletters, staff recognition, and random visits by management. This also assists with determining and managing job satisfaction of these employees.
- Regularly identify customer requirements. Staff identify customer requirements for core program areas on an ongoing basis. This is important to emphasize with staff that directly interface with customers. Requirements relate to those service attributes that are most important to a customer, and requirements should be developed with customer input. Each core program area should include a listing of approximately five key customer requirements. For example, in a sports skills program, key requirements could include: overall safety of the program, instructional quality, convenience and ease of registration, cost of the program, and skill development.

- Regularly scan best practices. Staff should identify key competitors or similar providers, both locally and nationally, of core program areas. Every year staff should develop a matrix of information to compare services in areas that have the greatest importance to customers. Benchmarking other nationally renowned agencies also can provide a process to continuously improve programming.

Volunteers and Partnerships

Volunteer and Partnership Management

Today's economic climate and political realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Because of the constraints facing DPR, effective partnerships and meaningful volunteerism are a key strategy areas for the agency to meet the needs of the community in the years to come.

Volunteers

When managed with respect and used strategically, volunteers can serve as the primary advocates for the Department and its offerings. Best practices that the Department should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the

volunteer position life cycle in the Volunteer Policy, including the procedure for creating a new position.

- Add end-of-life cycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- Categorize and track volunteerism by type and extent of work, such as:
 - **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
 - **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
 - **Episodic volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
 - **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
 - **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement
- Encourage employees to volunteer themselves in the community. Exposure of Department staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

Partnerships

DPR has a strong partnership network that shows strong signs of further growth. Current partners include the Dallas Independent School District, other school districts, athletic associations, private businesses, civic groups, and nonprofit organizations. A community and organizational goal for DPR is to further expand and formalize partnerships for the agency. The initial step in developing multiple partnerships in the community that expand upon existing relationships is to have an overall partnership philosophy that is supported by a policy framework for managing these relationships.

Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes.

Partnerships can be pursued and developed with other public entities such as neighboring cities, schools, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

Recommendations for All Partnerships

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the DPR Director, along with the other partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.
- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

Recommendations for Public/Private Partnerships

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

- Upon entering into an agreement with a private business, group, association or individual, DPR staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

Partnership Opportunities

These recommendations are an overview of existing partnership opportunities available to the Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of DPR to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of DPR in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of DPR in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

Marketing and Promotion

It is a priority of the Park and Recreation Department to enhance communication and establish marketing plans and assessments to increase public awareness of programs and services. This priority was also articulated by stakeholders and staff. As part of the Recreation Master Plan process, the Department's website, select flyers, news releases, and social media content were reviewed.

Recreation Division staff are engaged in marketing and promotion to varying degrees. There have been several significant improvements recently in the availability and quality of information available to the public on recreation facilities and programs, particularly on the Department's website. However, the Recreation Division and the Department overall lack a comprehensive and strategic approach to marketing.

The Department has a strong and growing brand, but the materials developed by the Department (and their contract instructors and partners) often do not support the solidification of the brand due to a lack of coordination. The Division produces some marketing material in collaboration with the Department's communication and technology staff, but the Recreation Division does not have a dedicated marketing and communications coordinator. This is frequently challenging due to the high demand for Recreation Division marketing and the limited capacity of the communications staff.

Effective communication strategies require finding the right combination of content, volume, and method of messaging. The Department has multiple subjects and areas of focus that needs to be addressed in communications. There needs to be a reliance upon multiple types of media to deliver those messages. Similarly, the community must perceive the interconnectedness of the whole messaging process so that it is not received as fragmented and overwhelming.

Recommendations

- Develop a Department-wide strategic marketing plan that addresses:
 - Target audiences/markets identification
 - Key messages for each target market
 - Communication channels/media for each target market
 - Graphic identity and use protocols
 - Style handbook for all marketing material
 - Social media strategies and tactics
 - Communication schedule
 - Marketing roles and responsibilities
 - Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan will also provide specific guidance as to how the Department's identity and brand needs to be consistently portrayed across the multiple methods and deliverables used for communication.

- Develop a comprehensive program or activity guide that catalogs all programs, services, and facilities. Produce and distribute the guide on a seasonal basis and make it available in both digital and print formats.
- Budget for a marketing and sponsorship coordinator or office, with an individual dedicated to the Recreation Division. If funding is not available for a full-time position, consider a part-time position and make it the first priority of the incumbent to develop a comprehensive Department marketing plan to assess needs, skills, and funding. Tie performance metrics to job evaluations, including revenue generation to offset the cost of the position.
- Create a dedicated budget for marketing for events, facilities, programs, and general awareness of the park and recreation system. Use the Department marketing plan to inform what messages are delivered to what segments of the community using the most appropriate delivery methods.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing.
- Enhance relationships with partners that can leverage marketing efforts through cross-promotion.



***Recreation
Center
Assessment***

Assessment Process

As part of the Recreation Master Plan process, all recreation centers within the Dallas Park and Recreation system were thoroughly assessed. Twenty-five centers were assessed by the consultant planning team. Department staff assessed the remaining centers (Figure 11). The assessments included on-site evaluations of facilities to depict the overall state of recreation facilities.

In addition to this, financial reports were assembled that took into consideration revenues and expenditure to conduct an analysis based on hours of operation, square footage, cost recovery and revenue/expense per hour.

Approach

The recreation center assessment process utilized a comprehensive, two-pronged approach that included on-site facility assessments and financial and demographic analyses. Market profiles by council district can be found in Appendix B.

Assessment teams completed guided walkthroughs of each center, examining the condition of the facility, activity levels, program types, and the interaction between users, the center, and its staff. In an effort to acquire additional information for observation and recommendation, center managers and key staff were interviewed to understand each center's perspective from the front lines of service delivery.

Each individual recreation center assessment yielded a report of key findings, and expresses the opinions of staff, users, and the consultants for each site.

Figure 11. More than Half of Recreation Center Evaluations Included Site Visits*Recreation Center Locations*

Recreation Center	Address	ZIP Code	Square Footage	Council District	Assessment Team
Anita Martinez	3212 Winnetka	75212	32,050	6	Staff
Arcadia	1420 N. Arcadia	75211	4,682	3	Consultant
Arlington Park	1101 Record Crossing	75231	13,400	2	Staff
Bachman	2710 Bachman Dr	75220	38,000	6	Consultant
Beckley-Saner	114 Hobson	75224	27,332	4	Consultant
Campbell Green	16600 Parkhill Dr	75248	14,557	12	Staff
Churchill	6906 Churchill Dr	75230	18,500	11	Consultant
Cummings	2976 Cummings	75216	15,915	4	Staff
Eloise Lundy	1229 Sabine	75203	15,052	4	Consultant
Exall	1311 Adair	75204	5,300	14	Consultant
Exline	2121 Pine St	75211	17,400	7	Staff
Fireside	8601 Fireside	75217	15,070	8	Consultant
Fretz	6910 Beltline	75240	14,815	11	Staff
Fruitdale	4408 Vandervort	75216	7,065	4	Staff
Grauwlyer	7780 Harry Hines	75231	15,942	2	Staff
Harry Stone	2403 Millmar Dr	75228	22,281	9	Consultant
Juanita J. Craft	4100 Spring Ave	75210	20,882	7	Consultant
Janie C. Turner	6424 Elam	75217	17,800	8	Consultant
Jaycee-Zaragoza	3114 Clymer	75212	20,320	6	Consultant
John C. Phelps	3030 Tips Blvd	75216	14,500	4	Staff
K.B. Polk	6801 Roper	75209	15,668	2	Consultant
Kidd Springs	711 W Cauty	75208	15,750	1	Consultant
Kiest	3080 S Hampton	75224	20,150	4	Consultant
Kleberg-Rylie	1111 Edd Rd	75213	16,067	8	Consultant
Lake Highlands North	9940 White Rock Trail	75238	22,610	10	Staff
Larry Johnson	3700 Dixon	75210	14,000	7	Consultant
Marcus (incl. Annex)	3003 Northaven	75229	17,559	13	Consultant
Martin Luther King, Jr.	2922 Martin Luther King	75211	27,148	7	Consultant
Martin Weiss	1111 Martindale	75211	9,312	1	Staff
Nash-Davis	3710 N. Hampton	75229	12,924	6	Consultant
Park in the Woods	6801 Mountain Creek Pk	75249	15,700	3	Consultant
Pleasant Oaks	8701 Greenmound	75227	22,000	5	Staff
Reverchon	3101 Maple Ave	75219	14,450	2	Consultant
Ridgewood	6818 Fisher Rd	75214	29,322	9	Staff
Samuell-Grand	6200 E. Grand	75223	20,272	2	Staff
Singing Hills	1909 Crouch	75241	15,070	8	Staff
Thurgood Marshall	1110 Mark Trail	75232	19,874	3	Staff
Timberglenn	3810 Timberglenn	75287	15,035	12	Consultant
Tommie M. Allen	7071 Bonnieview	75241	14,550	8	Consultant
Umphress	7616 Umphress	75217	4,682	5	Consultant
Walnut Hill	10011 Midway	75229	35,864	13	Consultant
Willie B. Johnson	12221 Willowdell	75243	13,215	10	Staff

Assessment Components

Each assessment includes seven components:

- **General Information:** The site name, address, hours of operation, size, and other basic information about the site.
- **Signage:** The presence or absence of key sign types.
- **Design and Usage:** Information on type of facility, setting, seasonal use, and usage level are included in this section. Different program types offered at the location are also indicated.
- **Site Amenities:** An inventory of the features of the facility and surrounding amenities that contribute to the user experience. Condition is assessed on a scale of poor to excellent.
- **Facility Conditions:** Using the same poor-to-excellent scale, ratings are based upon the assessment visit. They are not necessarily an assessment of the performance of the center staff.
- **Corrective Actions Needed:** Specific actions for improving each center.
- **SWOT Analysis:** Strengths, weaknesses, opportunities, and threats by facility based on interviews with center managers and key staff, as well as interaction during facility tours.

Ratings

Excellent

Facilities/amenities are in excellent condition and feature little or no maintenance problems noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance. Turf, lawns, and landscapes are healthy and maintained to a high level. Staff and volunteers exhibit the highest levels of customer service and operational knowledge. Programs are of the highest quality and exceed performance objectives.

Good

Facilities/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and/or heavy use. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.). Turf and landscaping is in generally good condition. Staff and volunteers perform at a high level. Programs show quality and meet performance objectives.

Fair

Facilities/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and heavy use. Some maintenance issues may be compounding over time due to being deferred because of budget and/or resource limitations. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.). Turf and landscapes are acceptable but could use improvement. Staff and volunteers are capable but may have areas for improvement in terms of customer service and knowledge. Programs are of adequate quality and meet most performance objectives.

Poor

Facilities/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these facilities are the result of age and heavy use, and generally are compounding over time due to being deferred because of budget and/or resource limitations. Facilities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.). Turf and landscaping is bare or in need of complete replacement. Most programs do not align with user needs or meet performance objectives.

Anita Martinez

3212 Winnetka Dr. Dallas, TX 75222

Site Visit Date: 9/10/15

Sq Ft:

Built: 1974

Manager: Cindy Quintanilla

Guide:

Council District:

Hours/Week: 60

Remodeled: 2014

Form Completed By: Leatrice Newhouse

Signage

X	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
	Safety	Other:

Comments/Notes:

Signage could be moved to more accessible location and placed back on Singleton Boulevard. Streets removed sign due to construction.

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Peak Hours: 3:00–9:00pm Comments/Notes: Mainly for after school and youth
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	X Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	X Outdoor/Nature/Ed	Core Programs: After School, Camps, Adult Classes Target Ages: 5–16 Participation Levels: Youth and Teen Participation Government Assistance: N/A Comments/Notes: Would like to target more Senior and Adult Programs
X After School	X Senior Services	
X Camps	X Special Interest	
X Events	X Sports—Adult	
X Family Rec	X Sports—Youth	
X Fine Arts	X Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency				
Roof leaks in the gym and skylights	X	Tier 1	Tier 2	Tier 3	
Refinish gym floor and paint walls		Tier 1	X Tier 2	Tier 3	
Enlarge parking lot		Tier 1	Tier 2	X Tier 3	

Strengths

- After school and evening programming
- Diverse culture in area with bilingual staff
- New fitness equipment, boxing ring
- Center has several size meeting and multipurpose rooms

Weaknesses

- Need marquee to showcase events and programming
- Parking

Opportunities

- Need more marketing of center senior and youth activities
- Scholarship opportunities

Overall Impressions

- Center is in good condition
- Just need to be able to provide more senior programming

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info		
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Excellent	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	Good	
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	Sinks lowered, has a handicap stall
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Fair	Could be larger
Walkways / sidewalks - clean, no debris	Good	Overgrown brush leading to basketball court
Building exterior - clean, attractive	Good	
Patio area - clean, inviting		
Lawn / Landscaping - well-kept, attractive	Good	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
1	Fitness/Workout Studios	Good	
1	Weight Room	Excellent	
1	Gymnasium	Fair	Walls needed repair and painted, roof leaks
1	Arts/Crafts Room	Good	
1	Multi-Purpose Room	Good	
1	Meeting/Conference Room	Good	
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
1	Performance Arts Space	Excellent	Auditorium
	Water Park		
1	Outdoor Pools	Good	
	Sprayground/Spray Pad		
1	Playground	Good	
	Multi-Use Trails		
	Baseball/Softball Fields		
1	Multi-Use Fields (Soccer/Football/Rugby)	Good	
	Outdoor Basketball Courts		
	Outdoor Tennis Courts		
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
1	Picnic Areas/Shelters	Good	
1	Community Garden	Good	
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
1	Boxing Ring	Good	
	Computer Lab		

Manager Comments

Strengths

- Close to revitalized area of town with new apartments and close to the Trinity Grove area
- Bilingual staff
- School connected to building
- Multi use facility and close to major streets (Singleton and Sylvan)

Weaknesses

- No computer lab
- Need more senior programming
- Due to center located in West Dallas, possible community programming from other cities believe it is a high crime area and fear coming to center
- There is a senior center across the street from this center that offers free programming, free food, free transportation, and that center is hesitant in co partnering their senior programming with the center's senior programming.

Opportunities

- Great facility for programming and meetings, for civic groups, neighborhood association groups

Threats

- Security needed Monday through Saturday

Demographic Characteristics of Service Area

- 59% African American
- 40% Hispanic
- 1% Caucasian
- Manager feels due to this center being closed for remodeling the attendance is low for African Americans because there is another center in the area even after reaching out to its constituents

Staffing

- Full time: 4
- Part time: 4
- Seasonal: 2
- Volunteers: 0
- Challenges: None at this time

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

Maintenance Issues

- AC: numerous leaks or not working called in and not being resolved
- Condensation in windows throughout the building that have not been resolved
- Some rooms are hot and some rooms are cold that have not been resolved
- Roof leaks in the gym that have not been resolved

Communication Issues

- Manager feels if they could get a new marquee to showcase their programming would be better

Arcadia

5420 S. Arcadia Dr. Dallas, TX 75221

Site Visit Date: 9/10/14

Council District: 3

Sq Ft: 4,682

Hours/Week: 40

Built: 1959

Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours:	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics	Health/Fitness
X After School	X Senior Services
X Camps	Special Interest
Events	X Sports—Adult
X Family Rec	X Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Camp, Youth Sports, After-School
Target Ages: Seniors, Youth
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	
	Multi-purpose Room	Fair	
	Covered outdoor Basketball Court	Fair	Not for rent, holes in wall, rusted columns

High Priorities

Action	Urgency
Outdoor basketball improvements	X Tier 1 Tier 2 Tier 3
Add Additional program space	X Tier 1 Tier 2 Tier 3
Paint and minor wall repairs	Tier 1 X Tier 2 Tier 3
Expand storage space	Tier 1 X Tier 2 Tier 3

Strengths

- After school programming
- Adult programming
- Youth participation is the main driver

Weaknesses

- Limited space
- Gym
- Staffing—seasonal and year-round
- Age of facility

Opportunities

- Upgrade facility
- Paid after school program
- Increase space for programming

Threats

- Security
- Vandalism—A/C unit stolen

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	Semi-organized, clean
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Fair	Need new paint, cracked, dents
Windows - clean, no handprints	Fair	Old
Hallways / walkways - clean, clear	Fair	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	
Equipment - adequate, good working order	Fair	
Storage - sufficient, organized and accessible	Poor	Severe lack, chairs outside
Restrooms - working, clean and stocked	Fair	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Organized, cameras
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Fair	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Fair	Dead grass, excessive dirt mounds
Lawns / turf - properly manicured	Fair	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Fair	
ADA Accessible - adequate, ADA compliant	Fair	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	n/a	
Satisfaction - needs/interests being met	n/a	
Safety / supervision - apparent	n/a	

Additional Comments/Notes:

Arlington Park

1501 Record Crossing, Dallas, TX 75235

Site Visit Date: 8/25/15
Sq Ft:
Built: 1960
Manager: Brenda Sanders
Guide:

Council District: 2
Hours/Week: 40
Remodeled: 1994
Form Completed By: Yolanda Carter

Signage

	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
	Safety	Other:

Comments/Notes:

No signage off the roadway

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Light Peak Hours: 3:00–6:00pm and Summer 8:00am–5:00pm Comments/Notes:
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	Moderate	
Tennis Center	X Light	
Golf Course	Rare	
Other:		

Programming

Program Types	Program Details
Aquatics	Core Programs: After School, Camps, Senior Programs, and Sports Target Ages: 5–60+ Participation Levels: Light Government Assistance: None Comments/Notes:
X After School	
X Camps	
X Events	
Family Rec	
X Fine Arts	
Golf	
X Health/Fitness	

High Priorities

Action	Urgency
Staffing—a need for additional FTEs	X Tier 1 Tier 2 Tier 3
Building face lift	Tier 1 X Tier 2 Tier 3
Signage on main roadway	X Tier 1 Tier 2 Tier 3

Strengths

Weaknesses

Opportunities

Overall Impressions

- Good working environment with staff and participants
- Improvements needed are painting interior of building, replace flooring, mold removal, and sheetrock replacement
- Additional staff to increase programs and participation

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting		
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Poor	Due to water damage to tile
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Fair	Lights need to be replaced and ceiling painted
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Poor	Not enough storage
Restrooms - working, clean and stocked	Excellent	2
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Poor	No security system
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes: The building design is poor, not functional and not customer friendly

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Lawn / Landscaping - well-kept, attractive	Good	Trees need to be trimmed
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Poor	No security
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Fair	
1	Gymnasium	Fair	Repairing foundation
1	Arts/Crafts Room	Poor	Water damage on walls and flooring
1	Multi-Purpose Room	Poor	Painting, lighting, and ventilation
	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
1	Playground	Excellent	
1	Multi-Use Trails	Excellent	
	Baseball/Softball Fields		
1	Multi-Use Fields (Soccer/Football/Rugby)	Excellent	
	Outdoor Basketball Courts		
	Outdoor Tennis Courts		
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
1	Picnic Areas/Shelters	Fair	
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
1	Hospitality Space	Poor	Painting, replace tile, and reconstruct to make customer friendly
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Staff
- Location
- Community Support
- Business Support

Weaknesses

- Light participation
- Ongoing structural maintenance issues

Opportunities

- Enhance teen and toddler activities
- Enhance sports programs
- Business partnerships

Threats

- No security

Demographic Characteristics of Service Area

- Central business area
- Low to moderate income community
- African American, Asian, and Hispanic

Staffing

- Full time: 1
- Part time: 1
- Seasonal: 2
- Volunteers: 5
- Challenges: Increase staffing level, additional FTEs needed

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

- Not enough staff to meet required performance indicators

Maintenance Issues

- Ongoing structural maintenance issues
- Renovation of interior building

Communication Issues

Bachman

2750 Bachman Dr., Dallas, TX 75220

Site Visit Date: 9/12/14

Council District: 6

Sq Ft: 38,000

Hours/Week: 55

Built: 1797

Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: Monday-Thursday, Evenings, After-School	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types		Program Details
X	Aquatics	Core Programs: Therapeutic, Youth, seniors Target Ages: Youth/Seniors Participation Levels: Comments/Notes:
X	Health/Fitness	
X	After School	
X	Senior Services	
X	Camps	
X	Special Interest	
X	Events	
X	Sports—Adult	
X	Family Rec	
X	Sports—Youth	
X	Fine Arts	
X	Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	Old, broken equipment, ripped foot stool
	Gymnasium	Fair	Scratched floor, dented walls
	Arts/Crafts Room	Fair	Items out, painted tables/chairs
	Multi-purpose Room	Fair	
	Meeting/Conference Room	Fair	Walls need paint, chairs old/stained
	Indoor Pool	Good	
	Performance Arts Space	Fair	

High Priorities

Action	Urgency				
	X	Tier 1	Tier 2	Tier 3	
Complete Renovation (walls, ceiling, floors)	X	Tier 1	Tier 2	Tier 3	
Increase staff to support normal and therapeutic programming		Tier 1	X Tier 2	Tier 3	
Site specific marketing plan		Tier 1	X Tier 2	Tier 3	

Strengths

- Diversity of population
- Variety of programming
- Partnerships

Weaknesses

- Age of facility
- Lack of staff for programming
- Need child care program

Opportunities

- Facility needs updates to gym floor, bathrooms, walls, etc.
- More partnerships
- Better marketing

Threats

- Competition from other Rec centers, YMCA, Boys & Girls Club, other after-school programs and camps

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Fair	
Flyer racks - organized, full, useful info	Fair	
Floors - clean and free of debris	Fair	Scratched, paint, discoloration
Walls / ceilings - clean, no cobwebs	Fair	Paint on brick, water damage
Windows - clean, no handprints	Fair	Dirty, dated
Hallways / walkways - clean, clear	Fair	
Lights - working in all rooms, sufficient	Fair	Need cleaning
Tables / chairs - clean, properly stored	Fair	
Equipment - adequate, good working order	Fair	
Storage - sufficient, organized and accessible	Good	Disorganized
Restrooms - working, clean and stocked	Fair	Old, wall paper ripped, water on floor
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	Things out, scratched cabinets
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Slightly disorganized
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	Horticulture in back area of center
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	Garden, playground
Safety / security - evident, sufficient	Fair	Ongoing problems
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Beckley-Saner

114 W. Hobson Ave, Dallas, TX 75224

Site Visit Date: 9/11/14

Council District: 4

Sq Ft: 27,332

Hours/Week: 60

Built: 1953 (expanded 1998)

Remodeled: 2014

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
	Safety		Other:

Comments/Notes:

Usage

Peak Hours: Evenings	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics	Health/Fitness
X After School	X Senior Services
Camps	Special Interest
Events	Sports—Adult
Family Rec	X Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Adult and Senior Programming
Target Ages: Youth
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Excellent	
	Gymnasium	Good	3-4 inch dents in bleachers
	Multi-purpose Room	Excellent	
	Meeting/Conference Room	Good	
	Computer Room	Fair	Needs working computers

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Increase after-school participation	X	Tier 1	Tier 2	Tier 3
Increase senior fitness areas		Tier 1	X Tier 2	Tier 3
Conference room conversion		Tier 1	X Tier 2	Tier 3
Rebuild connection to community	X	Tier 1	Tier 2	Tier 3

Strengths

- New facilities

Weaknesses

- Lack of attentiveness from staff
- Lack of community awareness

Opportunities

- Building back up programs
- Marketing
- Conference room
- Engaging seniors in fitness programs

Threats

- Competition for after school programs

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	Scuff Marks
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Fair	Smudges/cobwebs
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	A few not stored
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	Good	
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Fair	Dead grass, sod needs watering
Lawns / turf - properly manicured	Fair	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Fair	Water fountain not functioning
Safety / security - evident, sufficient	Fair	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Fair	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Campbell Green

16600 Park Hill Drive Dallas, TX 75248

Site Visit Date: 9/2/15
 Sq Ft: 14,557
 Built: 1990
 Manager: Cindy Quintanilla
 Guide:

Council District:
 Hours/Week: 60
 Remodeled:
 Form Completed By: John King

Signage

Highway/roadway site identification	Usage regulations and restrictions
X Marked entrance	Interpretive
X Safety	Other:

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Daily 60–80 Peak Hours: 2:00–9:00pm Comments/Notes: Park in use by mothers and children as early as 10am on Wednesday morning
X Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
X Youth Center		
X Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
X Other:		
Sprayground		

Programming

Program Types		Program Details
Aquatics	Outdoor/Nature Ed	Core Programs: After School, Seniors Target Ages: Pre-K, K–6, Seniors Participation Levels: Pre-K, K–6 Government Assistance: N/A Comments/Notes:
X After School	X Senior Services	
X Camps	X Special Interest	
X Events	X Sports—Adult	
X Family Rec	X Sports—Youth	
Fine Arts	Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Adult Fitness	X	Tier 1	Tier 2	Tier 3
Personal Fitness		Tier 1	X Tier 2	Tier 3
Leagues		Tier 1	Tier 2	X Tier 3
Teens		Tier 1	Tier 2	X Tier 3

Strengths

Weaknesses

Opportunities

Overall Impressions

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	Good	
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Excellent	
Lawn / Landscaping - well-kept, attractive	Good	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Excellent	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
1	Fitness/Workout Studios	Excellent	
1	Weight Room	Excellent	
1	Gymnasium		
1	Arts/Crafts Room	Good	
1	Multi-Purpose Room	Good	
1	Meeting/Conference Room	Good	
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
1	Sprayground/Spray Pad	Excellent	In use by Pre-K and mothers
1	Playground	Good	
	Multi-Use Trails	Good	
1	Baseball/Softball Fields	Poor	
1	Multi-Use Fields (Soccer/Football/Rugby)	Poor	
1	Outdoor Basketball Courts	Good	
1	Outdoor Tennis Courts	Good	
1	Volleyball Pits	Good	
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
1	Picnic Areas/Shelters	Fair	More picnic areas needed to keep up with demand on weekends
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
1	Hospitality Space	Excellent	Space is nice and very welcoming to the community
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Staff
- Programming
- Senior interaction
- Innovative thinking by staff

Weaknesses

- Adult fitness
- Instructors (new programs)
- Staff shortages
- Visibility to community (marketing)

Opportunities

- New programs
- Adequate staffing
- Community involvement
- Home owners groups

Threats

- Local competitors: 24 Hour Fitness, YMCA

Demographic Characteristics of Service Area

- Young families
- Seniors

Staffing

- Full time: 5
- Part time: 4
- Seasonal: 3
- Volunteers: 8
- Challenges: Shortage of staff

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

- Need stable staffing

Maintenance Issues

- Older building
- Painting
- Upkeep of facility

Communication Issues

- Promoting the facility and programs
- Informational flow (communication stream)

Churchill

6906 Churchill Way Dallas, TX 75230

Site Visit Date: 9/9/14

Council District: 11

Sq Ft: 18,500

Hours/Week: 60

Built: 1998

Remodeled: 2012

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: After School/work, 4-9pm	Usage Level
	Heavy
Comments/Notes: Heavy rental site	X Moderate
	Light
	Rare

Programming

Program Types		Program Details	
X	Aquatics	X	Health/Fitness
X	After School		Senior Services
X	Camps		Special Interest
	Events	X	Sports—Adult
X	Family Rec	X	Sports—Youth
	Fine Arts		Therapeutic Rec

Core Programs: After School, Camps
Target Ages: Youth
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Excellent	
	Weight Room	Excellent	
	Gymnasium	Excellent	
	Multi-purpose Room	Excellent	
	Meeting/Conference Room	Excellent	

High Priorities

Action	Urgency			
Use of RecTrac to market	X	Tier 1	Tier 2	Tier 3
Paint gym		Tier 1	X Tier 2	Tier 3
Refinish of gym floor		Tier 1	X Tier 2	Tier 3

Strengths

- Staff coming together well
- Growth in after school program
- Cleanliness of facility
- Location
- Up-to-date fitness center

Weaknesses

- Signage placement, poor visibility of center
- Hard to walk to
- Lots of competitors
- Lack of office space
- Lack of outdoor programmable space

Opportunities

- Expand to serve all age groups
- Active senior and adult programs-bundle programs to grow participation
- Need higher participation to fill space

Threats

- Competition from clubs and sports groups

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Fair	Counter not inviting - too high
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Fair	Didn't match remodel
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	Fair	Need more space
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Fair	Trees overhanging walkways
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Fair	Overgrown trees - overhang sidewalks
Lawns / turf - properly manicured	Fair	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	n/a	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Cummings

2996 Cummings St. Dallas, TX 75216

Site Visit Date: 9/10/15
Sq Ft:
Built:
Manager: Mavis Lloyd
Guide: Mavis Lloyd

Council District:
Hours/Week: 60
Remodeled: 2013
Form Completed By: Steve Baker

Signage

	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
X	Safety	Other:

Comments/Notes:

Signage could be moved to more accessible location and placed back on Singleton Boulevard. Streets removed sign due to construction.

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: 200 daily Peak Hours: 3:00–9:00pm Comments/Notes: ASP, Dance Program and Meetings
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	X Outdoor/NatureEd	Core Programs: ASP, Camps, Fitness, Seniors Target Ages: 5–12 and 18+ Participation Levels: 50% Government Assistance: Snacks provided for children who come in after school Comments/Notes: Starting dance, martial arts, and tumbling courses Fall 2015
X After School	X Senior Services	
X Camps	X Special Interest	
X Events	X Sports—Adult	
X Family Rec	X Sports—Youth	
X Fine Arts	X Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Roof leak issues	X	Tier 1	Tier 2	Tier 3

Strengths

- Newly renovated
- Excellent fitness equipment
- Computer lab, meeting spaces are clean
- Excellent customer service
- Natural meeting place for neighborhood residents
- Really nice park, baseball field, tennis courts, outdoor court, playground, large practice area on back of property

Weaknesses

- High poverty level
- Buried in the neighborhood and out of sight
- Lack of perceived safety/security

Opportunities

- Additional teen programming
- Mommy and me programs
- Sports leagues (baseball, basketball, soccer)

Overall Impressions

- Once inside, the building is very welcoming with its color and cleanliness
- Staff is engaged, friendly, and knowledgeable of policies and procedures
- A lot of potential for growth and community buy in, but staff must stay engaged

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Excellent	
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Excellent	
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Excellent	
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Excellent	
Storage - sufficient, organized and accessible	Good	Not adequate enough
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked	Excellent	
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Excellent	Organized and clean
Safety / security - evident, sufficient	Excellent	Monitor needed at front desk
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	Some debris in front lot. Back lot dirty and in need of some repairs
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Excellent	
Patio area - clean, inviting		
Lawn / Landscaping - well-kept, attractive	Good	Plantings stolen and missing, irrigation looks messy and unkempt
Exterior lights - working	Excellent	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	Excellent	
Safety / security - evident, sufficient	Good	No cameras outside
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	EXCELLENT!
Staff attire - professional, consistent	Excellent	Staff looked very professional
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	Very helpful
User interaction - users engaged	Excellent	Staff seem to know everyone who utilized the facility
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes: Great spirit amongst the staff. Very happy for them.

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Excellent	Rusty curl and bench press bars
	Gymnasium	Good	Hanging electrical conduit, loose goal pad, bleacher wear
	Arts/Crafts Room		
1	Multi-Purpose Room	Excellent	
2	Meeting/Conference Room	Excellent	
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
1	Playground	Good	Safety surface needs updating, some repairs/replacement necessary
	Multi-Use Trails		
1	Baseball/Softball Fields	Good	
	Multi-Use Fields (Soccer/Football/Rugby)		
1	Outdoor Basketball Courts	Good	
2	Outdoor Tennis Courts	Good	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters		
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
1	Computer Lab	Excellent	

Manager Comments

Strengths

- Newly renovated facility
- Great fitness equipment
- Everything is clean
- Accessible at the appropriate times of the day
- Customer service
- Community “values” the programs

Weaknesses

- Marketing what we do to create interest
- Lack of visibility outside the immediate neighborhood

Opportunities

- Increase the program opportunities, business partnerships
- The center is a natural gathering point for the teens in the area
- Getting/requesting input for park/center buy in
- Recruit volunteerism from previous customers

Threats

- High risk community
- High poverty rate
- Violence in the area
- No burglary or vandalism has impacted the center
- Outside relationship between the center and park users

Demographic Characteristics of Service Area

- High risk
- High poverty rate
- Population is highly African American and Hispanic
- High senior population

Staffing

- Full time: Manager, Coordinator, Specialist, Custodian (Coordinator-Vacant)
- Part time: 3
- Seasonal: 2
- Volunteers: 10
- Challenges: Managing staffs existing relationships with the community. Part time staff members have professional jobs with limited availability.

Financials

- Operational budget: wants to look deeper into the 15/16 budget and be a good steward of what’s been given and where do we need it most
- Cost recovery level: close to 100% for fee based programs
- Membership revenue: still growing
- Program revenue: still growing and developing after reopening
- Alternate forms of revenue: rentals

Performance Indicators

- Still learning the reports and how to use them in the first year of full operation

Operational Issues

- Park environment, alarms installed, EBS support

Maintenance Issues

- Roof leaks, HVAC leaks in the gym
- Many issues outside of center staffs scope of ability
- Scoreboard and basketball goals still need to be hung

Communication Issues

- There seems to be good internal communication up and down the chain

Eloise Lundy

1228 Sabine St. Dallas, TX 75203

Site Visit Date: 9/10/14

Council District: 4

Sq Ft: 15,052

Hours/Week: 55

Built: 1991

Remodeled: 1998

Signage

	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
	Safety	Other:

Comments/Notes:

Usage

Peak Hours: After School - Close	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Community events, after school Target Ages: Youth Participation Levels: good Comments/Notes:
X After School X Senior Services	
X Camps Special Interest	
X Events X Sports—Adult	
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	Very small, dented floors
	Gymnasium	Good	Wonderful
	Arts/Crafts Room	Good	Great, clean, organized
	Multi-purpose Room	Good	Good, clean, maintained
	Computer Lab	Good	

High Priorities

Action	Urgency				
Increase health and fitness programming to attract adult users	Tier 1	X	Tier 2	Tier 3	
Improve signage and wayfinding	X Tier 1		Tier 2	Tier 3	
Analysis of service area for better understanding of changing demographics	Tier 1	X	Tier 2	Tier 3	
Building improvements (baseboard replacement, painting)	Tier 1		Tier 2	X Tier 3	

Strengths

- Staff coming together well
- Growth in after school program
- Cleanliness of facility
- Location
- Up-to-date fitness center

Weaknesses

- Signage placement, poor visibility of center
- Hard to walk to
- Lots of competitors
- Lack of office space
- Lack of outdoor programmable space

Opportunities

- Expand to serve all age groups
- Active senior and adult programs-bundle programs to grow participation
- Need higher participation to fill space

Threats

- Competition from clubs and sports groups

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	Organized, well-done
Flyer racks - organized, full, useful info	Fair	
Floors - clean and free of debris	Fair	Waxed, process of being redone
Walls / ceilings - clean, no cobwebs	Fair	Some dents
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	Chipped edges
Equipment - adequate, good working order	Fair	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	
Locker rooms - working, neat, clean, stocked	Good	Ceiling is stained
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Fair	
Patio area - clean, inviting	Fair	Sign blocked in front, dead grass, trash
Landscaping - well-maintained, attractive	Fair	
Lawns / turf - properly manicured	Fair	
Exterior lights - working	Fair	
Trash cans / ashtrays - empty, clean	n/a	
Amenities - well-maintained, working	n/a	
Safety / security - evident, sufficient	Fair	
ADA Accessible - adequate, ADA compliant	Fair	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	n/a	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Exall

1355 Adair St. Dallas, TX 75204

Site Visit Date: 9/10/14

Council District: 14

Sq Ft: 5,300

Hours/Week: 40

Built: 1989

Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: All day	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: After-school, camps, Seniors Target Ages: All Participation Levels: Comments/Notes:
X After School X Senior Services	
X Camps Special Interest	
X Events Sports—Adult	
X Family Rec X Sports—Youth	
X Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Fair	
	Weight Room	Fair	
	Gymnasium	Fair	
	Arts/Crafts Room	Fair	
	Multi-purpose Room	Fair	
	Game Room	Fair	Converted from office space

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Enhance security features	X			
Add indoor/outdoor storage			X	
Expand facility			X	
Paint-interior			X	

Strengths

- Urban setting
- Community support
- Center serves all ages

Weaknesses

- Space – programmable and storage
- Need enhancements to outdoor space
- Hours of operation are limiting – closed weekends
- Indoor/outdoor closet is inviting to pests

Opportunities

- Computer labs - after school programs
- Adult education classes

Threats

- Security – no cameras
- Age of building and small size

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	Outdated
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Fair	
Walls / ceilings - clean, no cobwebs	Fair	
Windows - clean, no handprints	Fair	
Hallways / walkways - clean, clear	Fair	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	Outdated
Storage - sufficient, organized and accessible	Fair	Good use of space -need more
Restrooms - working, clean and stocked	Good	Old yet clean
Water fountains - clean and working	Fair	
Kitchen - equip working, clean and organized	Fair	Outdated
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Need more space
Safety / security - evident, sufficient	Fair	Need cameras to address homeless
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Fair	Fitness equipment in hallway

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Fair	Outdated
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Excellent	
Lawns / turf - properly manicured	Excellent	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Fair	
Safety / security - evident, sufficient	Poor	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Exline

2525 Pine St. Dallas, TX 75215

Site Visit Date: 8/27/15
 Sq Ft:
 Built: 1938
 Manager: Derrion Castleberry
 Guide:

Council District: 7
 Hours/Week:
 Remodeled: 1958
 Form Completed By: Keshia Randle

Signage

Highway/roadway site identification	X	Usage regulations and restrictions
X Marked entrance		Interpretive
X Safety		Other:

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use	
X Neighborhood Pk	X Winter	Attendance: Fall, summer, and after school Peak Hours: 2:00–9:00pm Comments/Notes: Reservation every weekend
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
X Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
X Aquatics	Outdoor/Nature Ed	Core Programs: Youth sports, youth camps, and after school programs Target Ages: 5–13 Participation Levels: 500 various kids Government Assistance: N/A Comments/Notes:
X After School	Senior Services	
X Camps	Special Interest	
X Events	Sports—Adult	
Family Rec	X Sports—Youth	
X Fine Arts	X Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Security monitors and move system to the new office	Tier 1	Tier 2	Tier 3	
Police security instead of security company	Tier 1	Tier 2	Tier 3	

Strengths

Weaknesses

Opportunities

Overall Impressions

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Poor	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	Need painting
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Poor	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	Organized but not sufficient
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Poor	
Kitchen - equip working, clean and organized	Fair	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Excellent	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Fair	Clean but not attractive
Patio area - clean, inviting		
Lawn / Landscaping - well-kept, attractive	Fair	
Exterior lights - working	Excellent	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working		
Safety / security - evident, sufficient	Fair	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios	Good	Fitness small and dark, no workout studio
	Weight Room	Good	Small and dark
	Gymnasium	Excellent	
	Arts/Crafts Room	Fair	
	Multi-Purpose Room	Fair	
	Meeting/Conference Room		
	Game Room	Poor	Not done yet, making
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools	Fair	
	Sprayground/Spray Pad		
	Playground	Fair	
	Multi-Use Trails		
	Baseball/Softball Fields	Good	
	Multi-Use Fields (Soccer/Football/Rugby)		
	Outdoor Basketball Courts		
	Outdoor Tennis Courts	Fair	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters		
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- In the middle of community next to an elementary school that has a good relationship
- No other youth centers within 5 miles
- Relationships with parents and surrounding business
- Low socioeconomic = greater partnerships

Weaknesses

- Funding for seniors and sports
- Inability to say no to kids that don't have funds (standardized fees)
- Location—socioeconomics of community
- Security
- Parking lot is unsafe and small
- Lack of diversity

Opportunities

- Partnerships with other organizations
- Develop greater adult attendance
- Growing Hispanic population

Threats

- YMCA only a few blocks away
- St. Phillip's Senior program and bus
- Recreation center 2 miles from MLK center
- DHWI—food and exercise daily plus transportation

Demographic Characteristics of Service Area

- Low socioeconomic area
- Large African-American population
- Large youth and senior population

Staffing

- Full time: 4
- Part time: 3
- Seasonal: 2
- Volunteers: 5
- Challenges: length of hiring, part-time hours being low, pay rate

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

- Monotonous
- Have to walk on water to achieve superior, need to be looked at
- More obtainable incentives to cookie cutter

Operational Issues

- Smooth
- Fitness center buzzer
- Bell on front door for safety

Maintenance Issues

- Collapsing ceiling
- Kick plate on door
- Water fountain gets stuck, constantly coming out

Communication Issues

- Communication issues with upper management

Fireside

8601 Fireside Dr., Dallas, TX 75217

Site Visit Date: 9/11/14

Council District: 8

Sq Ft: 15,070

Hours/Week: 55

Built: 1971

Remodeled: 1999

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: All day	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: youth sports
X After School X Senior Services	Target Ages: youth (pm), seniors (am)
X Camps Special Interest	Participation Levels:
Events Sports—Adult	Comments/Notes:
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Good	Small, but well used
	Gymnasium	Fair	Floors need refinished, leaky roof, needs paint, tables stored out in open
	Multi-purpose Room	Good	
	Game Room	Fair	Unorganized, clutter

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Fix roof in gymnasium	X	Tier 1	Tier 2	Tier 3
Refresh paint throughout facility		Tier 1	X Tier 2	Tier 3
Fix A/C issues, thermostat control	X	Tier 1	Tier 2	Tier 3
Add storage, eliminate clutter		Tier 1	X Tier 2	Tier 3
Develop marketing plan to attract adult users		Tier 1	X Tier 2	Tier 3

Strengths

- Community support is strong
- Nice site amenities
- Heavy participation from after school program and seniors
- Staff is driving success
- Good partnership with private leagues

Weaknesses

- Building is aging, needs face lift
- Communication with reservation dept is difficult and inefficient
- Fitness center is undersized
- Leaking ceiling in gym; A/C in gym needs replaced-

Opportunities

- Maximize benefit of RecTrac data for promotion and market penetration

Threats

- Deterioration of building

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Fair	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Fair	Need paint
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	Stored in hallway & gym, need new tables
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	Need more
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	Needs cleaning
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Poor location
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes: Building showing age

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	n/a	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes: Nice playground amenities

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Good	

Additional Comments/Notes: Excellent leadership reflected in staff attitude

Fretz

6950 Beltline Rd. Dallas, TX 75254

Site Visit Date: 8/26/15
 Sq Ft:
 Built:
 Manager: Ryan Holscher
 Guide: Carol Burris

Council District: 11
 Hours/Week:
 Remodeled:
 Form Completed By: Keshia Randle

Signage

Highway/roadway site identification	X	Usage regulations and restrictions
X Marked entrance		Interpretive
X Safety		Other:

Comments/Notes:

The marked sign does not stand out. Depending on which direction you are entering you will miss the signage.

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Peak Hours: 9:00am-noon, 4:00-9:00pm; Summer Hour 8:00am-9:00pm Comments/Notes: The hours of 12-3pm are very quiet
X Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	X Moderate	
X Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
X Aquatics	Outdoor/Nature Ed	Core Programs: After School, Pickle Ball, Camps, Martial, and Wellness/Fitness Target Ages: 6-12, 25+ Participation Levels: Government Assistance: N/A Comments/Notes:
X After School	X Senior Services	
X Camps	Special Interest	
X Events	X Sports—Adult	
Family Rec	X Sports—Youth	
Fine Arts	X Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Repaint pickle ball lines	Tier 1	Tier 2	Tier 3	
Sound/acoustic insulation in multipurpose rooms	Tier 1	Tier 2	Tier 3	
Add a fitness center	Tier 1	Tier 2	Tier 3	

Strengths

Weaknesses

Opportunities

Overall Impressions

- Nice facility that seems lost is the buildings on the property.
- Nothing inviting or spectacular that makes you want to go in, but once in it is a beautiful, well maintained location with extremely friendly and helpful staff.

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Good	Table with fliers neatly laid out. Not in a rack, just stacks for progs/events.
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Good	Cobwebs in recessed light fixtures
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Good	Multipurpose room lighting is very dim/dark
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Excellent	
Storage - sufficient, organized and accessible	Excellent	
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Good	Gym fountain is a bit worn looking and works some of the time
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	1 gym and 2 multipurpose rooms

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	New parking lot on library side
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Good	No signage at entrances. Name and address on side, small / hard to see.
Patio area - clean, inviting	Good	Clean/not inviting. No seating.
Lawn / Landscaping - well-kept, attractive	Fair	Lots of dirt around entrances. Not attractive greenery.
Exterior lights - working	Good	Old building spot lights no longer function, but pedestals still present.
Trash cans / ashtrays - empty, clean		
Amenities - well-maintained, working	Good	Playground has no accessible path. Bumpy grass not child/stroller friendly.
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent		No visitors in the building during time of assessment.

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
	Weight Room		
	Gymnasium	Good	Tape coming up on pickle ball court, paint chipped on exit side of main doors
	Arts/Crafts Room	Good	
	Multi-Purpose Room	Excellent	
	Meeting/Conference Room		
	Game Room		There are game tables covered inside of multipurpose room
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools	Fair	
	Sprayground/Spray Pad		
	Playground	Fair	
	Multi-Use Trails		
	Baseball/Softball Fields	Good	
	Multi-Use Fields (Soccer/Football/Rugby)		
	Outdoor Basketball Courts	Fair	
	Outdoor Tennis Courts	Good	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters		
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Clean, nice looking, organized building.
- Parents do not mind dropping their children at the center because of the cleanliness.
- The location offers a variety of programs.
- The staff is very friendly and helpful.

Weaknesses

- The location does not have a fitness facility.
- There is a lack of arts programming.
- The library clientele does not generally visit the recreation center.
- While the library has been under construction many people believed the recreation center to be closed as well.

Opportunities

- Library, tennis center, and pool on park grounds.
- Can have access to people that may not know about recreation center programs.
- The library is having a grand re-opening and the Symphony in the Park is returning, allowing greater access to new potential clients.

Threats

- The library re-opening with programs may have an impact on youth recreation programs.
- There is competition from Churchill and Campbell Green Recreation Centers located within 2 miles each way on the Hillcrest corridor. Fretz is located in the middle of these 2 facilities with the extremely similar programming guidelines.
- Local youth sports associations have rented the gym and have a large population of youth athletes limiting the number of recreation participants.
- Richardson ISD has a PACE after school program that directly affects after school recruitment.

Demographic Characteristics of Service Area

- Diverse community that does not seem to display a lot of financial need. This assumption was based on the number of scholarship applications received for the summer camp scholarship program.

Staffing

- Full time: 4
- Part time: 4
- Seasonal: 2
- Volunteers: varies based on program/special events needs
- Challenges: Finding part time staff to work flexible schedules and the minimal amount of hours that are generally offered.

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

- The numerical and financial goals are met and surpassed each year, but are not reflected in the evaluation process.
- Staff feels they are working really hard and it is never enough.

Operational Issues

- Smooth running machine.

Maintenance Issues

- Fire panel is beeping. This is being addressed.
- Gym divider is not functioning properly. Because it was recently installed, the staff is working with the manufacturer to remedy the problem.

Communication Issues

- Peer to peer communication can sometimes be present and this at times lead to patrons being misinformed. These don't appear to be frequent occurrence.

Fruitdale

4408 Vandervort Dr. Dallas, TX 75216

Site Visit Date: 8/25/15
 Sq Ft:
 Built:
 Manager: Mavis Lloyd
 Guide:

Council District: 4
 Hours/Week: 38
 Remodeled:
 Form Completed By: Jenny Cantu

Signage

	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
X	Safety	Other:

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use	
X Neighborhood Pk	X Winter	Attendance: Peak Hours: 3:00–6:00pm Comments/Notes: Center was empty when I visited.
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
	Usage Level	
Senior Center		
Multi-Gen	Heavy	
Sports Complex	Moderate	
Tennis Center	X Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	Outdoor/Nature Ed	Core Programs: After School, Summer Camp, Senior Programs Target Ages: all Participation Levels: very low Government Assistance: N/A Comments/Notes:
X After School	X Senior Services	
X Camps	Special Interest	
X Events	Sports—Adult	
Family Rec	X Sports—Youth	
Fine Arts	Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency				
Complete renovation	X	Tier 1	Tier 2	Tier 3	
Ceiling / roof repairs	X	Tier 1	Tier 2	Tier 3	
Replaster walls and fix holes		Tier 1	X Tier 2	Tier 3	
Replace blinds and paint		Tier 1	Tier 2	X Tier 3	

Strengths

Weaknesses

Opportunities

Overall Impressions

- This facility is in terrible condition.
- Sad that this is the best we can offer this community and staff.

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	Building looks old and outdated, kept clean. Needs complete renovation.
Front counter - clean, organized, inviting	Good	Same as above
Flyer racks - organized, full, useful info	Fair	Flyers placed on a table near the front desk
Floors - clean and free of debris	Fair	Carpet stained/tiles broken or missing
Walls / ceilings - clean, no cobwebs	Poor	Need paint and repair, holes in walls and baseboards
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	Newer tables but old chairs
Equipment - adequate, good working order	Fair	OLD equipment / everything needs updating
Storage - sufficient, organized and accessible	Fair	Storage insufficient. Mobile storage unit. Old equipment to dispose of.
Restrooms - working, clean and stocked	Fair	Old and outdated but working
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	Broken appliances to dispose of. Ceiling tiles BAD, needs paint/updating.
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Poor	Part of weight room. No AIR, very OLD computers.
Safety / security - evident, sufficient	Fair	Cameras in place but some not working
ADA Accessible - adequate, ADA compliant	Fair	Areas of building/property not wheelchair accessible
Overall Layout- good use of space, functional	Fair	Water fountain location not good. Need separated office. Lots of blind spots.

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Lawn / Landscaping - well-kept, attractive	Good	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Fair	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes: Outside fountain not working

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged		Not observed
Satisfaction - needs/interests being met		Not observed
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Poor	Outdated/broken equipment; no air conditioning
	Gymnasium		
1	Arts/Crafts Room	Fair	Walls need repair
1	Multi-Purpose Room	Fair	Walls and ceiling need repair
	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
1	Playground	Good	
1	Multi-Use Trails	Good	
	Baseball/Softball Fields		
	Multi-Use Fields (Soccer/Football/Rugby)		
1	Outdoor Basketball Courts	Good	
	Outdoor Tennis Courts		
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters		
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Strong community ties
- Staff is interested in the community and very creative

Weaknesses

- Aging / old / dilapidated facility

Opportunities

- Strengthen and build the senior program

Threats

- Building is in poor shape, ceiling is falling down in some locations.
- Rough neighborhood / area - safety of staff and participants

Demographic Characteristics of Service Area

- Low income
- Predominantly African American

Staffing

- Full time: 2 manager and coordinator (manager at different facility)
- Part time: 3 year round
- Seasonal: 3 summer
- Volunteers: 2 AARP workers
- Challenges: All women—need some diversity in staffing; staff feel left out and abandoned because of the quality of the facility/equipment. Hiring process makes filling vacant positions in a timely manner very difficult.

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

- Community is not interested in NEW program ideas. They stick with what they know. It is a struggle to bring in new participants for new programs.

Maintenance Issues

- Ceiling falling in
- Plumbing issues
- Air conditioner not working properly

Communication Issues

- Computers do not work when it is raining outside.
- All equipment is dated.
- Staff need new computers.

Grauwyler

7780 Harry Hines Blvd. Dallas, TX 75235

Site Visit Date: Council District: 2
 Sq Ft: Hours/Week:
 Built: Remodeled:
 Manager: Form Completed By:
 Guide:

Signage

Highway/roadway site identification	Usage regulations and restrictions
X Marked entrance	Interpretive
Safety	Other:

Comments/Notes:
 There is no highway or roadway site identification leading to the facility.

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Peak Hours: 3:00–close Comments/Notes: High attendance in evening with basketball
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types	Program Details
Aquatics	Core Programs: Basketball, after school, fitness, seniors Target Ages: 6–99 Participation Levels: Moderate attendance during the day and high in evening Government Assistance: N/A Comments/Notes:
X After School	
X Camps	
X Events	
X Family Rec	
Fine Arts	
Golf	
X Health/Fitness	
Outdoor/Nature Ed	
Senior Services	
Special Interest	
Sports—Adult	
Sports—Youth	
Tennis	
Therapeutic Rec	

High Priorities

Action	Urgency
Van	Tier 1 Tier 2 X Tier 3
Computers	Tier 1 X Tier 2 Tier 3
Office space	X Tier 1 Tier 2 Tier 3

Strengths

Weaknesses

Opportunities

Overall Impressions

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Poor	Need furniture
Front counter - clean, organized, inviting	Fair	
Flyer racks - organized, full, useful info	Fair	Need new racks
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	
Equipment - adequate, good working order	Fair	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Fair	
Water fountains - clean and working	Fair	
Kitchen - equip working, clean and organized	Fair	Need new appliances
Locker rooms - working, neat, clean, stocked	Poor	Need replaced
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Poor	Using storage need offices
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant		
Overall Layout- good use of space, functional		

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Lawn / Landscaping - well-kept, attractive	Good	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Fair	A lot need to be replaced
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant		
Overall Layout- good use of space, functional		

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios	Fair	
	Weight Room	Fair	Need larger weight room
	Gymnasium	Fair	Need bleachers and scoreboard
	Arts/Crafts Room	Fair	
	Multi-Purpose Room	Fair	Need partition fixed
	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools	Fair	
	Sprayground/Spray Pad		
	Playground	Good	
	Multi-Use Trails		
	Baseball/Softball Fields		
	Multi-Use Fields (Soccer/Football/Rugby)	Fair	
	Outdoor Basketball Courts	Good	
	Outdoor Tennis Courts		
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters	Good	
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- A long history of men basketball, after school, and fitness

Weaknesses

- No teen programs
- Not enough space to offer other programs
- Limited usage among staff to enter programs, etc.

Opportunities

- Basketball teams offer a lot of support to programs and special events

Threats

- Staying fully staff to support programs
- Limited programming among staff

Demographic Characteristics of Service Area

- High percentage of Hispanic
- Low to middle class served

Staffing

- Full time: 4
- Part time: 4
- Seasonal:
- Volunteers:
- Challenges: Not fully staffed

Financials

- Operational budget
- Cost recovery level – 50%
- Membership revenue
- Program revenue – 108,000
- Alternate forms of revenue – generate through basketball

Performance Indicators

Operational Issues

- Gym bleachers and scoreboard
- Staffing level
- Computers
- Van for after school pickup

Maintenance Issues

Communication Issues

Harry Stone

2403 Millmar Dr. Dallas, TX 75228

Site Visit Date: 9/9/14 Council District: 9
 Sq Ft: 22,281 Hours/Week: 60
 Built: 1957 Remodeled: 2013

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
	Safety		Other:

Comments/Notes:

Usage

Peak Hours:5-9	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Soccer, Senior Services Target Ages: Seniors, youth Participation Levels: Comments/Notes:
X After School X Senior Services	
X Camps Special Interest	
X Events X Sports—Adult	
X Family Rec X Sports—Youth	
X Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Good	Missing dance bar
	Weight Room	Excellent	New equipment
2	Gymnasium	Fair	
	Multi-purpose Room	Good	

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Address warranty issues	X	Tier 1	Tier 2	Tier 3
Fix ceiling in gym	X	Tier 1	Tier 2	Tier 3
Engage middle age adults		Tier 1	Tier 2	X Tier 3

Strengths

- Customer service, knowledgeable staff
- Strong programs that lead to retention
- Partnerships with Children’s Medical Hospital – work with families to attack obesity

Weaknesses

- Not able to solicit donations like before the economic downturn
- Ceiling in gym needs to be fixed
- A/C leaking
- Garage doors in kitchen don't work
- Ballet bar

Opportunities

- Expand programs to better involve middle age adults
- Continue building partnerships with corporate donors

Threats

- Competition from schools – sports and after-school programs
- Competition with YMCA’s

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Fair	Gym ceiling needs repair
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	Could use more
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Fair	Some cracks and deterioration
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	Some bare spots
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Fair	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Juanita J. Craft

4500 Spring Ave. Dallas, TX 75210

Site Visit Date: 9/11/14

Council District: 7

Sq Ft: 20,882

Hours/Week: 40

Built: 1965

Remodeled: 1997

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance	X	Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: All day	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X	Health/Fitness
X After School	Senior Services
X Camps	Special Interest
X Events	Sports—Adult
X Family Rec	X Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Soccer
Target Ages:5-14
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	Small
	Gymnasium	Excellent	
	Multi-purpose Room	Excellent	

High Priorities

Action	Urgency
Develop plan to increase adult users	Tier 1 X Tier 2 Tier 3
Increase program participation	Tier 1 X Tier 2 Tier 3

Strengths

- After school
- Cooking kitchen
- Market through fitness

Weaknesses

- Heavy into soccer due to population around program diversity
- Storage engineered out of building in construction –opted for interior storage unit

Opportunities

- N/A

Threats

- Boys and girls club
- School summer camps
- YMCA

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Poor	
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Excellent	
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	n/a	
Lights - working in all rooms, sufficient	Excellent	
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Excellent	
Storage - sufficient, organized and accessible	n/a	Outdoor storage unit
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked	Good	Front lockers scuffed, no shower curtain
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Excellent	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Excellent	
Patio area - clean, inviting	n/a	
Landscaping - well-maintained, attractive	Excellent	
Lawns / turf - properly manicured	Excellent	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	Excellent	
Safety / security - evident, sufficient	Excellent	Good outdoor camera coverage
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	Beautiful site

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Janie C. Turner

6424 Elam Rd. Dallas, TX 75217

Site Visit Date: 9/11/14

Council District: 8

Sq Ft: 17,800

Hours/Week: 53

Built: 1980

Remodeled: 2005

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours:4-9	Usage Level
	Heavy
Comments/Notes:	Moderate
	X Light
	Rare

Programming

Program Types	Program Details
Aquatics X	Health/Fitness
X After School	Senior Services
X Camps X	Special Interest
X Events X	Sports—Adult
X Family Rec X	Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Boxing, soccer, ballet
Target Ages: Youth
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	
	Gymnasium	Fair	Foundation failing
2	Multi-purpose Room	Good	
	Meeting/Conference Room	Fair	
	Boxing ring	Fair	Poor location in front of building/messy
	Computer Room	Fair	Underused, messy, new computers

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Unblock exit door	X	Tier 1	Tier 2	Tier 3
Program acceleration		Tier 1	X Tier 2	Tier 3
Establish system-wide communication policy		Tier 1	X Tier 2	Tier 3
Gym floor/foundation	X	Tier 1	Tier 2	Tier 3

Strengths

- Boxing, soccer and ballet programs
- School location
- PAL Partners

Weaknesses

- Promotion and marketing
- Storage
- Programming
- Gym needs major repair to foundation
- Overstaffed for facility

Opportunities

- Expand space
- Outdoor programming
- Sprayground use
- Computer lab
- Cooking classes to utilize commercial kitchen

Threats

- Fire hazard safety, exit from building locked

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Fair	Not inviting, dated
Front counter - clean, organized, inviting	Fair	
Flyer racks - organized, full, useful info	Poor	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Fair	Need paint and surface replaced
Windows - clean, no handprints	Fair	
Hallways / walkways - clean, clear	Fair	Loose debris, cleaning cart out in the open
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	Very limited storage
Equipment - adequate, good working order	Fair	Computer room not operating yet
Storage - sufficient, organized and accessible	Poor	
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	Commercial
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Good location
Safety / security - evident, sufficient	Poor	Exit door locked from outside
ADA Accessible - adequate, ADA compliant	n/a	
Overall Layout- good use of space, functional	Fair	Aged

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Poor	Not large enough
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Fair	
Patio area - clean, inviting	Fair	Planter bases empty
Landscaping - well-maintained, attractive	Fair	
Lawns / turf - properly manicured	Fair	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Poor	Drug use outside door
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Fair	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Fair	New site for manager
User interaction - users engaged	n/a	Not observed, empty building
Satisfaction - needs/interests being met	n/a	Not observed, empty building
Safety / supervision - apparent	n/a	Not observed, empty building

Additional Comments/Notes:

Jaycee-Zaragoza

3114 Clymer St. Dallas, TX 75212

Site Visit Date: 9/11/14

Council District: 6

Sq Ft: 20,320

Hours/Week: 60

Built: 1963

Remodeled: 1998, 2012

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours:	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Youth, Camps, Senior Services Target Ages: Youth, Seniors Participation Levels: Comments/Notes:
X After School Senior Services	
X Camps X Special Interest	
X Events X Sports—Adult	
X Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Excellent	New Equipment
	Gymnasium	Good	
	Multi-purpose Room	Good	
	Boxing Gym	Good	Good equipment
	Computer Room	Fair	Computers don't work

High Priorities

Action	Urgency
Increase staff for programming	Tier 1 X Tier 2 Tier 3
Fill Caretaker position	X Tier 1 Tier 2 Tier 3
New gym floor	Tier 1 Tier 2 X Tier 3

Strengths

Weaknesses

Opportunities

Threats

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	Paint chipped
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	Slight water damage
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	Some not working in gym
Tables / chairs - clean, properly stored	Good	Seats ripped, tables painted on
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	
Restrooms - working, clean and stocked	Good	Upgraded, clean
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	Good	Front lockers scuffed, no shower curtain
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

John C. Phelps

3000 Tips Blvd. Dallas, TX 75201

Site Visit Date: 8/25/15
Sq Ft: 14,500
Built: 1978
Manager: Carolos Strickland
Guide:

Council District: 4
Hours/Week: 55
Remodeled:
Form Completed By: Jenny Cantu

Signage

X	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
X	Safety	Other:

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use	
X Neighborhood Pk	X Winter	Attendance: Peak Hours: 5:00–9:00pm Comments/Notes:
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	Outdoor/NatureEd	Core Programs: After School, Summer Camp, Senior Programs, Youth Sports Target Ages: all Participation Levels: Moderate Government Assistance: CDBG ASP & Summer Camp Comments/Notes:
X After School	X Senior Services	
X Camps	Special Interest	
X Events	X Sports—Adult	
Family Rec	X Sports—Youth	
Fine Arts	Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Complete renovation	X	Tier 1	Tier 2	Tier 3
Ceiling tiles / roof repairs		Tier 1	X Tier 2	Tier 3
Security system upgrade		Tier 1	X Tier 2	Tier 3
Update kitchen: exhaust hood, ice machine		Tier 1	X Tier 2	Tier 3

Strengths

- After school and evening programming
- Diverse culture in area with bilingual staff
- New fitness equipment, boxing ring
- Center has several size meeting and multipurpose rooms

Weaknesses

- Need marquee to showcase events and programming
- Parking

Opportunities

- Need more marketing of center senior and youth activities
- Scholarship opportunities

Overall Impressions

- Center is in good condition
- Just need to be able to provide more senior programming

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	Building old/outdated, kept clean. Needs paint/floors/ceiling. Broken trophy case.
Front counter - clean, organized, inviting	Fair	Small enclosure with glass very uninviting.
Flyer racks - organized, full, useful info	Good	Flyers placed on a table near the front desk.
Floors - clean and free of debris	Fair	Tiles broken or missing
Walls / ceilings - clean, no cobwebs	Poor	Need paint and repair, ceiling tiles are atrocious
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	Some out in the gym
Tables / chairs - clean, properly stored	Fair	Equipment in good condition, NO storage. Items in the program rooms.
Equipment - adequate, good working order	Fair	OLD equipment / everything needs updating
Storage - sufficient, organized and accessible	Fair	Building storage is limited and insufficient.
Restrooms - working, clean and stocked	Fair	Old and outdated with rusty partitions but are in working condition
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Poor	No vent hood. Outdated appliances, BAD, falling ceiling tiles. Needs update.
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Poor	Too small - insufficient work space
Safety / security - evident, sufficient	Fair	Cameras in place but some not working
ADA Accessible - adequate, ADA compliant	Fair	Areas of building/property are not wheelchair accessible
Overall Layout- good use of space, functional	Fair	Storage and office space need to be addressed

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	Very old design. Could use something to liven it up.
Patio area - clean, inviting	Good	
Lawn / Landscaping - well-kept, attractive	Fair	Only part of the grounds have color beds. Other areas need attention.
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	Free WiFi has people hanging around outside of the building.
ADA Accessible - adequate, ADA compliant	Fair	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged		Not observed
Satisfaction - needs/interests being met		Not observed
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Good	
1	Gymnasium	Fair	Need to update backboards / goals and paint walls
	Arts/Crafts Room		
1	Multi-Purpose Room	Fair	Room divider falling apart, room looks/feels old
	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
1	Playground	Good	
1	Multi-Use Trails	Good	
1	Baseball/Softball Fields	Good	
1	Multi-Use Fields (Soccer/Football/Rugby)	Good	
1	Outdoor Basketball Courts	Good	
1	Outdoor Tennis Courts	Good	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters	Good	
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Staff communication
- ASP and youth leagues
- Senior programs and events

Weaknesses

- Location
- Lack of program space
- Aging facility

Opportunities

- Facility renovations (updated facility)
- Grow senior programs
- Bigger special events
- Partner with existing youth sports programs

Threats

- Local apartment complexes offer free programs and events
- Low income area
- Safety concerns
- Aging facility

Demographic Characteristics of Service Area

- Low income
- Predominantly African American
- Slowly seeing increase in Hispanic population

Staffing

- Full time: 4 Manager, Coordinator, Specialist, Building Caretaker
- Part time: 2 year round
- Seasonal: 1 Summer
- Volunteers: 1 AARP worker
- Challenges: High turnover for part time employees. Hiring process makes filling vacant positions in a timely manner very difficult.

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

- Aging facility
- Lack of program space
- Security cameras not working properly

Maintenance Issues

- Facility is in need of repair

Communication Issues

K.B. Polk

6801 Roper St. Dallas, TX 75209

Site Visit Date: 9/10/14

Council District: 2

Sq Ft: 15,668

Hours/Week: 55

Built: 1986

Remodeled: 1998

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: 10-2 (Seniors), 3-6 (youth)	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Senior Services, after-school Target Ages: Youth, seniors Participation Levels: Comments/Notes:
X After School X Senior Services	
X Camps Special Interest	
X Events X Sports—Adult	
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	
	Gymnasium	Fair	Holes in wall
	Multi-purpose Room	Fair	Needs paint, new floor, dated
	Computer Room	Good	New PC's

High Priorities

Action	Urgency
Fresh paint and wall paper needed	Tier 1 X Tier 2 Tier 3
Equipment Updates	Tier 1 X Tier 2 Tier 3
Expand Partnerships with sports Organizations	Tier 1 X Tier 2 Tier 3

Strengths

- Community pride/involvement
- Senior and after-school programs
- Sponsorships and Partnerships

Weaknesses

- Need more equipment
- Need fresh paint, beautification and updates
- Coordination of child transportation for after school is a challenge

Opportunities

- Program with former Dallas player Charles Haley
- Lacrosse program for youth

Threats

- Aging of facility - could present maintenance issues in the future

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Fair	Nice digital ad
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Fair	
Walls / ceilings - clean, no cobwebs	Fair	Needs paint, dusty ceiling fans
Windows - clean, no handprints	Fair	
Hallways / walkways - clean, clear	Fair	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Fair	
Storage - sufficient, organized and accessible	Good	Plenty of space
Restrooms - working, clean and stocked	Fair	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	Dated
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Small
Safety / security - evident, sufficient	Good	Multiple monitors
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes: Side exit is inoperable, currently a hazard

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Poor	Needs permanent crosswalk
Walkways / sidewalks - clean, no debris	Fair	
Building exterior - clean, attractive	Poor	
Patio area - clean, inviting	Fair	
Landscaping - well-maintained, attractive	Good	Exposed roots, need to trim tree
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Fair	
Amenities - well-maintained, working	n/a	
Safety / security - evident, sufficient	Poor	
ADA Accessible - adequate, ADA compliant	Fair	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Excellent	Staff in-tune with community
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Kidd Springs

711 W. Canty St. Dallas, TX 75208

Site Visit Date: 9/11/14

Council District: 1

Sq Ft: 15,750

Hours/Week: 60

Built: 1965

Remodeled: 2012

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance	X	Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: After-School, morning	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X	Health/Fitness
X After School	Senior Services
X Camps	Special Interest
X Events	Sports—Adult
Family Rec	X Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Youth
Target Ages: Youth
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Good	Relatively new equipment
	Gymnasium	Good	
	Multi-purpose Room	Good	Chairs out - not stored

High Priorities

Action	Urgency
New and working cameras	X Tier 1 Tier 2 Tier 3
Increased staff workspace	Tier 1 X Tier 2 Tier 3
Construction of more bathrooms	Tier 1 X Tier 2 Tier 3
Increased outdoor education programs	Tier 1 X Tier 2 Tier 3

Strengths

- Grants and donations
- Amenities
- Innovative programs; family programs; toddler programs
- Partnership with moms groups
- Aligned with community needs

Weaknesses

- Several broken cameras; cameras were stuck
- Limited office space and storage; poor bathrooms
- HVAC control
- Lack connectivity with outdoor digital marquis

Opportunities

- Junior park explorer program (more outdoor education)
- Pickle ball
- Increase fitness activities

Threats

- Competitors for rentals
- Competition for after school programs

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	A few marks
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	Not enough in gym, chairs in multi-use room
Restrooms - working, clean and stocked	Fair	Small
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Good	Used for bow storage, desks needed
Safety / security - evident, sufficient	Fair	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	Could use more space
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Fair	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Kiest

2200 West Kiest Blvd. Dallas, TX 75224

Site Visit Date: 9/10/14

Council District: 4

Sq Ft: 20,150

Hours/Week: 55

Built: 1976

Remodeled: 1998

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: 4-5, post work and seniors in the morning	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X	Health/Fitness
X After School	Senior Services
X Camps	Special Interest
X Events	Sports—Adult
X Family Rec	X Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Youth, Seniors Zumba, Camps
Target Ages: Seniors and Youth
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Fair	
	Weight Room	Good	
	Gymnasium	Fair	Tile cracked, trash on floor
	Multi-purpose Room	Fair	
	Racquetball courts	Fair	

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Update and expand building	X	Tier 1	Tier 2	Tier 3
Add adult sports offerings	X	Tier 1	Tier 2	Tier 3
Enhance partnerships and sponsorships		Tier 1	X Tier 2	Tier 3
Regain program participation		Tier 1	X Tier 2	Tier 3

Strengths

- Fitness rooms
- Coordination of sports in the park
- Popular programs

Weaknesses

- Limited space to program
- Hours of operation
- Adult sports leagues
- Lack of storage

Opportunities

- Additional space to program
- Increase hours of operation
- Convert kitchen into extra storage

Threats

- Big time police presence, however, still dangerous neighborhood
- Competition with zumba, planet fitness, loss of athletic programs, loss of revenue

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Fair	Unorganized
Front counter - clean, organized, inviting	Fair	
Flyer racks - organized, full, useful info	Fair	
Floors - clean and free of debris	Fair	
Walls / ceilings - clean, no cobwebs	Fair	Cobwebs, minor damage
Windows - clean, no handprints	Fair	
Hallways / walkways - clean, clear	Fair	
Lights - working in all rooms, sufficient	Fair	
Tables / chairs - clean, properly stored	Fair	Need to be stored
Equipment - adequate, good working order	Fair	
Storage - sufficient, organized and accessible	Fair	Unorganized copy room
Restrooms - working, clean and stocked	Fair	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	No smoke alarm
Locker rooms - working, neat, clean, stocked	Fair	
Staff office - organized, clean, functional	Fair	Desk falling apart, rusting
Safety / security - evident, sufficient	Fair	New cameras
ADA Accessible - adequate, ADA compliant	Fair	Tight corners
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Fair	Small equipment, takes up 6 spaces
Walkways / sidewalks - clean, no debris	Fair	Needs sweeping
Building exterior - clean, attractive	Fair	
Patio area - clean, inviting	Fair	
Landscaping - well-maintained, attractive	Fair	Snow/construction fence
Lawns / turf - properly manicured	Fair	
Exterior lights - working	Fair	
Trash cans / ashtrays - empty, clean	Good	Emptied
Amenities - well-maintained, working	Fair	
Safety / security - evident, sufficient	Fair	New
ADA Accessible - adequate, ADA compliant	Fair	No power operated door
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Fair	
Staff attire - professional, consistent	Fair	
Hospitality - friendly, personal staff	Fair	
Professionalism - well-spoken, respectful	Fair	
Knowledgeable - helpful staff	Fair	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Fair	

Additional Comments/Notes:

Kleberg-Rylie

1515 Edd Rd, Dallas, TX 75253

Site Visit Date: 9/11/14 Council District: 8
 Sq Ft: 16,067 Hours/Week: 55
 Built: 1989 Remodeled: 2010

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: 4p-9p	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: youth sports
X After School X Senior Services	Target Ages: youth
X Camps Special Interest	Participation Levels:
X Events X Sports—Adult	Comments/Notes:
X Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Excellent	
	Gymnasium	Poor	Serious problem with floor swelling
	Multi-purpose Room	Excellent	Nice adjacent outdoor patio
	Meeting/Conference Room	Good	
	Game Room	Good	
	Computer lab	Fair	Computers out of order

High Priorities

Action	Urgency
Fix gym floor	X Tier 1 Tier 2 Tier 3
Develop/enforce policy on unauthorized users of outdoor spaces	X Tier 1 Tier 2 Tier 3
Fix inoperable computers	Tier 1 X Tier 2 Tier 3

Strengths

- Excellent relationship with community / friends group
- Staff-user interaction
- Strong manager
- Excellent exterior and interior spaces
- Manager doing good job of coming up with new marketing schemes

Weaknesses

- Park reservation system is hindrance
- Too many unauthorized users using outdoor spaces
- Lack of communication with reservations

Opportunities

- Better enforcement of policy on field use to recognize more revenue from outdoor areas

Threats

- Pirating of outdoor fields / spaces
- Gym floor is a serious hazard and limiting programming capabilities
- Gym floor swelling makes court unusable/safety hazard

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Excellent	
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	Outdoor unit
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	Not used as a commercial kitchen
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Excellent	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	Excellent	
Safety / security - evident, sufficient	Fair	Outdoor storage container was broken into
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes: Beautiful setting

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Good	

Additional Comments/Notes: Dynamic manager, excellent staff-user interaction

Lake Highlands North

9344 Church Rd. Dallas, TX 75238

Site Visit Date: Council District:
 Sq Ft: Hours/Week:
 Built: Remodeled:
 Manager: Form Completed By:
 Guide:

Signage

X	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
X	Safety	Other:

Comments/Notes:
 From a safety stand point there are some trees that need to cut back when exiting the parking lot. Cannot see cars coming around the curb.

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Peak Hours: 9:00am–noon, 3:00–9:00pm Comments/Notes: Saturdays all day from open to close
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	X Heavy	
Sports Complex	Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types	Program Details
Aquatics	Outdoor/Nature Ed
X After School	X Senior Services
X Camps	X Special Interest
X Events	X Sports—Adult
X Family Rec	X Sports—Youth
Fine Arts	Tennis
Golf	Therapeutic Rec
X Health/Fitness	

Core Programs: Senior programs, after school, preschool, and fitness
 Target Ages: 2 months to 99
 Participation Levels: High level
 Government Assistance: N/A
 Comments/Notes:

High Priorities

Action	Urgency
Rest room repairs	Tier 1 Tier 2 X Tier 3
Water outside door when it rains	Tier 1 X Tier 2 Tier 3
More space for programming	X Tier 1 Tier 2 Tier 3

Strengths

Weaknesses

Opportunities

Overall Impressions

- Lots of repairs needed in area of rest room to complement the building and its high level of usage
- More space to have more flexibility in the use of the facility
- Make it possible to expand programs

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Poor	Need to be cleaned
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Fair	Need some repairs, not working
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	Fair	
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Fair	Need upgrade on cameras
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Fair	Not enough space for other programs

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Fair	Floods in front of building when it rains
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Lawn / Landscaping - well-kept, attractive	Good	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Fair	Need secure parking at night
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios	Good	
	Weight Room	Good	Used often
	Gymnasium	Good	
	Arts/Crafts Room	Good	
	Multi-Purpose Room	Good	
	Meeting/Conference Room	Good	
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools	Good	
	Sprayground/Spray Pad	Good	
	Playground	Good	
	Multi-Use Trails	Good	
	Baseball/Softball Fields		
	Multi-Use Fields (Soccer/Football/Rugby)		
	Outdoor Basketball Courts		
	Outdoor Tennis Courts	Good	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters	Good	One needs to be fixed
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Lake Highland is staffed well to handle daily activities.
- Receive a lot of community support and financial support from organizations in the community.
- High level of preschool participation.
- Good retention in the areas of individuals' commitment to coming to the facility.

Weaknesses

- Need more space for programming and meetings.
- Better marketing to support after school and sports programs.

Opportunities

- Great opportunity to expand programs if more space is provided. Request comes in for programs, contract fee opportunities, classes, and rentals, but no availability due to limited space.

Threats

- Theft in parking lot.
- Need more security during peak hours.
- Need updated security cameras.

Demographic Characteristics of Service Area

- Very mixed community, multicultural
- Businesses and homes in proximity of center
- Mid-level income

Staffing

- Full time: 4
- Part time: 3
- Seasonal:
- Volunteers: based on activities (2)
- Challenges: Staff hours and not being able to cover everything (activities, etc.)

Financials

- Operational budget – \$300,000
- Cost recovery level – 35%
- Membership revenue – \$27,349
- Program revenue – \$158,032
- Alternate forms of revenue – Fun zone play room \$9,231.00

Performance Indicators

Operational Issues

- RecTrac not able to accept multiple payments for drop in at one time
- One course per person
- Cash box to make change
- Need more computers

Maintenance Issues

- Weeds need to be cut back near parking lot
- Restrooms need to be repaired
- When it rains you cannot get up to the building without going through a high level of water

Communication Issues

- Maintenance and EBS slow responses on repairs

Larry Johnson

3700 Dixon Ave. Dallas, TX 75210

Site Visit Date: 9/11/14

Council District: 7

Sq Ft: 14,000

Hours/Week: 56

Built: 1997

Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: 6-9	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Soccer
X After School Senior Services	Target Ages: Youth
X Camps Special Interest	Participation Levels:
X Events Sports—Adult	Comments/Notes:
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	Small
	Gymnasium	Good	Side goals could use update
	Multi-purpose Room	Good	

High Priorities

Action	Urgency
Generate revenue for improvements	Tier 1 X Tier 2 Tier 3
Increase variety of adult programming	Tier 1 X Tier 2 Tier 3

Strengths

- Diversity of staff
- Soccer indoor/outdoor
- Building quality

Weaknesses

- Ability to get money to spend on improvements
- Funding for resources

Opportunities

- Give managers more input

Threats

- Surrounding neighborhood

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Fair	Flyers displayed on a table
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Fair	Shower inoperable
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Fair	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Excellent	Nice spray pad
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Fair	Not all staff in uniform
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Marcus

3003 Northaven Rd Dallas, TX 75229

Site Visit Date: 9/10/14

Council District: 13

Sq Ft: 14,040

Hours/Week: 55

Built: 1976

Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: 5-close	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Fitness, camps
X After School X Senior Services	Target Ages: Youth
X Camps Special Interest	Participation Levels:
X Events X Sports—Adult	Comments/Notes:
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Fair	
	Weight Room	Fair	
	Gymnasium	Fair	Limited bleacher seating
	Multi-purpose Room	Fair	Outdated tables/chairs

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Fix structural issues of building	X			
Assess community needs to make proper enhancements		Tier 1	X Tier 2	Tier 3
Utilize outdoor amenities for programs		Tier 1	Tier 2	X Tier 3

Strengths

- Strong staff, friendly, good customer service
- Cater to large Hispanic population of service area
- Good location, fitness minded service area
- Trail on property

Weaknesses

- Space is very limiting – have to turn away contractors, but no room
- Parking isn't sufficient
- Safety hazards – cracks, falling roof, exposure to outside elements

Opportunities

- Take advantage of outside space for programming
- Birthday party packages
- Badminton is popular
- Leagues are hard to fill

Threats

- Local sports leagues
- Churches and schools offering after school programs

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Fair	
Front counter - clean, organized, inviting	Fair	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Fair	Worn
Walls / ceilings - clean, no cobwebs	Poor	Cracks, split
Windows - clean, no handprints	Fair	
Hallways / walkways - clean, clear	Fair	Need better storage
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	Need storage
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	
Restrooms - working, clean and stocked	Poor	Sink out of order
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	Cabinets outdated, food out
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Need more space and updating
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Fair	Some tight areas
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes: Side exit is inoperable, currently a hazard

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Fair	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	Bilingual staff and site info
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Martin Luther King, Jr.

2922 Martin Luther King Jr. Blvd, Dallas, TX 75215

Site Visit Date: 9/9/14 Council District: 13
 Sq Ft: 27,148 Hours/Week: 55
 Built: 1986 Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: after school	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: After-School, Camps, Sports, Events Target Ages: youth, seniors Participation Levels: Comments/Notes:
X After School X Senior Services	
X Camps Special Interest	
X Events X Sports—Adult	
X Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Good	
	Weight Room	Good	
	Gymnasium	Good	
	Multi-purpose Room	Good	

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Generate facility use	X	Tier 1	Tier 2	Tier 3
Fix broken window	X	Tier 1	Tier 2	Tier 3
Update Kitchen		Tier 1	X Tier 2	Tier 3
Enhance Storage		Tier 1	X Tier 2	Tier 3

Strengths

- Excellent fitness space – need to determine actual use with RecTrac

Weaknesses

- Lack of storage
- Aging facility
- Limited program guide/little evidence of programs
- Users come in looking for other services, confusion with offerings
- Missing window panes

Opportunities

- More use of fitness center
- More programming catered to families

Threats

- Lack of communication with Permits and Reservations – appears to be inconsistencies in outdoor use.
- Potential overlap with nearby centers

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Fair	Large building
Front counter - clean, organized, inviting	Fair	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Fair	Need paint
Windows - clean, no handprints	Fair	Window boarded up
Hallways / walkways - clean, clear	Fair	Storage overflowed into hall
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	
Equipment - adequate, good working order	Good	Most 8-10 years old
Storage - sufficient, organized and accessible	Fair	Overflowed into hall but still organized
Restrooms - working, clean and stocked	Fair	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	Outdated, clutter, some food out
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	Crowded
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Poor	One entry not accessible
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Fair	No direct, clear path to entrance
Walkways / sidewalks - clean, no debris	Fair	Some cracks, obstructions
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Fair	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Fair	
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Fair	Some out of uniform
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Fair	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Martin Weiss

111 Martindell Ave. Dallas, TX 75211

Site Visit Date: 9/2/15
Sq Ft:
Built: 1974
Manager: Jeff Gibson
Guide: Jeff Gibson

Council District: 1
Hours/Week: 57
Remodeled:
Form Completed By: Steve Baker

Signage

	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
X	Safety	Other:

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: 85–100 people per day Peak Hours: 3:00–8:00pm Comments/Notes:
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	X Outdoor/NatureEd	Core Programs: After School, Camps, Karate, Zumba, Seniors, ASAP Target Ages: 6+ Participation Levels: 75% Government Assistance: CDBG Fitness Center Comments/Notes:
X After School	X Senior Services	
X Camps	Special Interest	
X Events	Sports—Adult	
X Family Rec	X Sports—Youth	
Fine Arts	X Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Expansion of gym, install wooden flooring	X Tier 1	Tier 2	Tier 3	
Rest room additions	X Tier 1	Tier 2	Tier 3	
Expansion of fitness center (square footage)	Tier 1	X Tier 2	Tier 3	
A true “large room”	Tier 1	X Tier 2	Tier 3	

Strengths

- Community setting
- Great park amenities
- Friendly, courteous, and knowledgeable staff
- Clean and well maintained facility

Weaknesses

- Small gymnasium with a tile floor
- No “large room”
- Small fitness center
- Gang activity in the area
- Entry area is not “registration friendly”

Opportunities

- Sports leagues (sand volleyball, baseball), senior programming
- Mommy and me programming during the day time
- Open up control area and reconfigure desks to allow full time staff members to work independently and allow customers to be registered efficiently

Overall Impressions

- Odd facility as it has two small rooms, 3/4 gym, CDBG fitness center, poor parking

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Good	Recommend opening it up
Flyer racks - organized, full, useful info	Good	Could be consolidated
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Good	Needs some touch up paint
Windows - clean, no handprints	Fair	Clean but littered with gang signs
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Excellent	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Excellent	Center appears to be adequately supplied
Storage - sufficient, organized and accessible	Fair	More storage needed for tables and chairs
Restrooms - working, clean and stocked	Good	Clean and orderly, but limited in capacity
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Good	Functional but dated
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	Staff areas are clean but not adequate for 3 full time employees
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	Sinks lowered, has a handicap stall
Overall Layout- good use of space, functional	Good	Functional for the existing programming

Additional Comments/Notes: This is a medium sized center with large center goals.

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	Needs some minor repairs
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	Appears to be a bit dated
Patio area - clean, inviting		
Lawn / Landscaping - well-kept, attractive	Good	Planters overgrown, grass needed cutting
Exterior lights - working	Excellent	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	Excellent	
Safety / security - evident, sufficient	Poor	No cameras
ADA Accessible - adequate, ADA compliant		
Overall Layout- good use of space, functional		

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Good	
3/4	Gymnasium	Poor	Small, tile floor, 1 basketball goal, martial arts pad, and equip. dominate
	Arts/Crafts Room		
	Multi-Purpose Room		
2	Meeting/Conference Room	Good	Clean and well maintained. Too similar in size.
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
1	Outdoor Pools		
	Sprayground/Spray Pad		
1	Playground	Good	
1	Multi-Use Trails	Good	
1	Baseball/Softball Fields	Poor	Field slopes severely from right field to the infield
	Multi-Use Fields (Soccer/Football/Rugby)		
	Outdoor Basketball Courts		
1	Outdoor Tennis Courts	Good	
1	Volleyball Pits	Good	Sand volleyball
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
1	Picnic Areas/Shelters	Excellent	Nice new shelter
1	Community Garden	Good	Planters alongside of the building
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Programming (ASP, fitness, baseball, indoor soccer)
- Strong staff members
- Clean facility
- Volunteers

Weaknesses

- Hours of operation (60) for programming on Saturdays
- Aging community
- Poor visibility outside of immediate neighborhood
- Lack of contract fee and staff taught classes

Opportunities

- ASP growth
- Increase contract fee and staff taught classes

Threats

- Fitness competition (24 Hour Fitness, Zumba pop-ups)
- Gang activity

Demographic Characteristics of Service Area

- 50–60% seniors
- 90% Hispanic

Staffing

- Full time: 4 (Manager, Coordinator, Specialist, Custodian)
- Part time: 2
- Seasonal: 2
- Volunteers: 10 on a rotating scheduled basis
- Challenges: Wants staff to grow and progress through the system and some don't seem to be willing to follow direction.

Financials

- Operational budget: Large center goals with inadequate facility
- Cost recovery level: 80%
- Membership revenue: 40%
- Program revenue: 60%
- Alternate forms of revenue: In-kind donations

Performance Indicators

- Keeps staff informed of performance and programming levels

Operational Issues

- Lack of adequate staffing
- Office/registration area is not large enough to house 2 full time and part time staff members nor is it welcoming to the patrons
- Lack of parking
- Supervisor IV has requested a laptop to keep all documents/files together
- Additional computer is needed in control area
- 1 urinal, 1 commode in men's room
- 2 commodes in ladies room

Maintenance Issues

- EBS is very responsive

Communication Issues

- Technology is working fine

Nash-Davis

3710 N. Hampton Rd., Dallas, TX, 75212

Site Visit Date: 9/11/14

Council District: 6

Sq Ft: 12,924

Hours/Week: 55

Built: 1963

Remodeled: 2012

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: Early Morning, post work	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Youth, Seniors, Camps
X After School X Senior Services	Target Ages: Youth, Seniors
X Camps Special Interest	Participation Levels:
X Events X Sports—Adult	Comments/Notes:
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Excellent	
	Gymnasium	Excellent	
	Arts/Crafts Room	Good	
	Multi-purpose Room	Excellent	
	Computer Room	Good	Needs painting

High Priorities

Action	Urgency
Enhance gymnastics Programming	Tier 1 Tier 2 X Tier 3
Offer on-site child care	Tier 1 Tier 2 X Tier 3
Enhance partnerships/Sponsorships	Tier 1 X Tier 2 Tier 3
Increase Staffing for programming	Tier 1 X Tier 2 Tier 3

Strengths

- New facility; versatile spaces; generally clean
- Good storage

Weaknesses

- Not enough staff
- More participation

Opportunities

- Gymnastics programming
- Day care center
- Front counter manager
- Dance center
- Spray ground
- Partnerships/sponsorships
- Enhance volunteer program

Threats

- Competition from YMCA, surrounding school

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	Needs paint
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Good	Toilets need cleaning
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	n/a	
Safety / security - evident, sufficient	n/a	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Excellent	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	n/a	
Safety / supervision - apparent	n/a	

Additional Comments/Notes:

Park in the Woods

6801 Mountain Creek Pkwy, Dallas, TX 75249

Site Visit Date: 9/12/14 Council District: 3
 Sq Ft: 15,700 Hours/Week: 60
 Built: 2004 Remodeled: 2012

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance	X	Interpretive
X	Safety	X	Other:

Comments/Notes:

Usage

Peak Hours: 4-9	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics	Health/Fitness
After School	Senior Services
X Camps	Special Interest
Events	Sports—Adult
Family Rec	Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Soccer, Basketball
 Target Ages: Elementary, Junior high, seniors
 Participation Levels:
 Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Good	Small
	Gymnasium	Fair	
	Multi-purpose Room	Excellent	

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Increase programming	X	Tier 1	Tier 2	Tier 3
Market programs	X	Tier 1	Tier 2	Tier 3

Strengths

- Karate
- Fitness
- Line dance

Weaknesses

- Lack of programming
- Underused facility

Opportunities

- N/A

Threats

- Competitors in the area

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Fair	
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Excellent	
Windows - clean, no handprints	Fair	Smudges
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Excellent	
Storage - sufficient, organized and accessible	Excellent	
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Excellent	
Safety / security - evident, sufficient	Excellent	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Excellent	
Patio area - clean, inviting	Excellent	
Landscaping - well-maintained, attractive	Excellent	
Lawns / turf - properly manicured	Excellent	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	n/a	
Safety / security - evident, sufficient	Excellent	
ADA Accessible - adequate, ADA compliant	Excellent	
Overall Layout- good use of space, functional	Excellent	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	n/a	Empty facility, arrived at open time
Satisfaction - needs/interests being met	n/a	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Pleasant Oaks

8701 Greenmound Ave. Dallas, TX 75235

Site Visit Date: 8/27/15
 Sq Ft:
 Built: 1958
 Manager: Fabian Ramirez
 Guide: Rick Callahan

Council District: 5
 Hours/Week: 40
 Remodeled: 2014
 Form Completed By: Yolanda Carter

Signage

X	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
	Safety	Other:

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Moderate Peak Hours: 3:00–8:00pm Comments/Notes:
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types	Program Details
Aquatics	Core Programs: After School, Camps, Indoor Soccer, Dance, and Sports Target Ages: 5–12 Participation Levels: Moderate Government Assistance: N/A Comments/Notes:
X After School	
X Camps	
X Events	
X Family Rec	
X Fine Arts	
Golf	
X Health/Fitness	

High Priorities

Action	Urgency
Increase storage	X Tier 1 Tier 2 Tier 3
Additional room	Tier 1 X Tier 2 Tier 3

Strengths

Weaknesses

Opportunities

Overall Impressions

- Pleasant Oaks is a very pleasant place to visit
- The irrigation outside needs improvement and additional storage indoors
- The indoor soccer arena is a great addition to the City of Dallas Park and Recreation Department

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Excellent	
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Excellent	
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Excellent	
Storage - sufficient, organized and accessible	Poor	Not enough storage
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Excellent	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes: Deficiencies are lack of storage and classroom space

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Excellent	
Patio area - clean, inviting	Excellent	
Lawn / Landscaping - well-kept, attractive	Fair	Fair condition due to irrigation
Exterior lights - working	Excellent	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	Excellent	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Excellent	
1	Gymnasium	Excellent	
	Arts/Crafts Room		
1	Multi-Purpose Room	Excellent	
	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
1	Outdoor Pools	Good	
	Sprayground/Spray Pad		
1	Playground	Excellent	
	Multi-Use Trails		
2	Baseball/Softball Fields	Poor	Very poor condition due to irrigation
1	Multi-Use Fields (Soccer/Football/Rugby)	Poor	Very poor condition due to irrigation
	Outdoor Basketball Courts		
	Outdoor Tennis Courts	Fair	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
1	Picnic Areas/Shelters	Good	
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Indoor soccer arena
- Staff
- Ample parking
- Fitness room
- Close to schools

Weaknesses

- Storage space
- Ongoing maintenance installations (due to building being remodeled)
- Control office design (not customer friendly)

Opportunities

- Enhance sports programs
- Business partnerships

Threats

- Planet Fitness less than a mile away
- Duplication of services

Demographic Characteristics of Service Area

- Low income community
- African American, Anglo, and Latino

Staffing

- Full time: 4
- Part time: 3
- Seasonal: 3
- Volunteers: 12
- Challenges: Need more bilingual staff

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

Maintenance Issues

- Ongoing maintenance installations due to being newly remodeled

Communication Issues

Reverchon

3505 Maple Ave, Dallas, TX 75219

Site Visit Date: 9/11/14

Council District: 2

Sq Ft: 14,450

Hours/Week: 55

Built: 1974

Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: 4-close	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Fitness, after-school
X After School X Senior Services	Target Ages: Youth
X Camps Special Interest	Participation Levels:
X Events X Sports—Adult	Comments/Notes:
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Good	
	Gymnasium	Fair	
	Multi-purpose Room	Fair	

High Priorities

Action	Urgency			
Fix structural issues of building	X Tier 1	Tier 2	Tier 3	
Fix skylight leakage	X Tier 1	Tier 2	Tier 3	
Enhance security features	X Tier 1	Tier 2	Tier 3	
Repair emergency exit	X Tier 1	Tier 2	Tier 3	
Parking lot resurface	Tier 1 X	Tier 2	Tier 3	

Strengths

- Strong staff, friendly, good customer service
- Good location, fitness minded service area; trail on property

Weaknesses

- Space is very limiting – have to turn away contractor instructors
- Lack of parking
- Complicated coordination for child transportation
- Building is cracked in gym - so severe you can see sunlight

Opportunities

- N/A

Threats

- Competition from local sports leagues
- Safety and security – homeless, break-ins. Need better camera coverage to include lot.
- Exit door is unusable

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Fair	Not clean, equipment out
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Fair	Need cleaning/wax
Walls / ceilings - clean, no cobwebs	Poor	Large crack in wall, sky lights leak
Windows - clean, no handprints	Fair	
Hallways / walkways - clean, clear	Fair	Need cleaning
Lights - working in all rooms, sufficient	Fair	Broken fixtures in bathroom
Tables / chairs - clean, properly stored	Fair	Out in open
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	Equipment out
Restrooms - working, clean and stocked	Poor	Need counters, fans not working, missing tile
Water fountains - clean and working	Fair	
Kitchen - equip working, clean and organized	Fair	Small, needs cleaning
Locker rooms - working, neat, clean, stocked	Fair	Lockers in hall
Staff office - organized, clean, functional	Fair	
Safety / security - evident, sufficient	Poor	Vandalism, poor video coverage, emergency exit impassible
ADA Accessible - adequate, ADA compliant	Fair	Some tight areas
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes: Side exit is inoperable, currently a hazard

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Poor	Potholes, cracked, safety, limited parking
Walkways / sidewalks - clean, no debris	Fair	Cracked concrete
Building exterior - clean, attractive	Poor	Needs update, building falling apart
Patio area - clean, inviting	Fair	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working		
Trash cans / ashtrays - empty, clean	Fair	Trash bags left on sidewalk
Amenities - well-maintained, working		
Safety / security - evident, sufficient	Poor	Vandalism
ADA Accessible - adequate, ADA compliant	Fair	Potholes
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Fair	Only kids being served by weight room
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Ridgewood

6818 Fisher Rd. Dallas, TX 75214

Site Visit Date: 9/3/15
 Sq Ft: 28,000
 Built: 1981
 Manager: Steve Thompson
 Guide:

Council District: 9
 Hours/Week: 60
 Remodeled: 1986, 2011
 Form Completed By: John Lux

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
	Marked entrance		Interpretive
X	Safety	X	Other: Digital kiosk

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Heavy
Community Park	X Spring	Peak Hours: 3:00–close
Regional Park	X Summer	Comments/Notes: Year round gymnastics
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	X Heavy	
X Sports Complex	Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	Outdoor/NatureEd	Core Programs: Gymnastics, youth sports, fitness Target Ages: Elementary and teen, mixed ages for fitness Participation Levels: High Government Assistance: N/A Comments/Notes: Heavy contract fee programming
After School	X Senior Services	
X Camps	X Special Interest	
X Events	X Sports—Adult	
X Family Rec	X Sports—Youth	
X Fine Arts	X Tennis	
Golf	X Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Gym ceiling/mold due to high humidity	X	Tier 1	Tier 2	Tier 3
Refinish gym floor		Tier 1	X Tier 2	Tier 3

Strengths

- Strong management
- Established gymnastics program
- Great customer support

Weaknesses

- Adult sports
- Ongoing issues with moisture from foundation and mold in the gym

Opportunities

- Youth sports

Overall Impressions

- Recently remodeled
- Building is clean and pleasing to customers
- Staff is well led and works well together
- Solid contract fee programs and gymnastics
- Great support from neighborhood

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Excellent	
Floors - clean and free of debris	Good	Moisture through foundation
Walls / ceilings - clean, no cobwebs	Excellent	
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Excellent	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Excellent	
Storage - sufficient, organized and accessible	Good	
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	Cameras need upgrading
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	More lighting
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Lawn / Landscaping - well-kept, attractive	Fair	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Excellent	
2	Gymnasium	Good	Floor needs refinish and humidity in gymnastic
1	Arts/Crafts Room	Excellent	
1	Multi-Purpose Room	Excellent	
	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
1	Sprayground/Spray Pad	Excellent	
1	Playground	Excellent	
1	Multi-Use Trails	Excellent	
	Baseball/Softball Fields		
	Multi-Use Fields (Soccer/Football/Rugby)		
1	Outdoor Basketball Courts	Excellent	
2	Outdoor Tennis Courts	Good	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
1	Picnic Areas/Shelters	Good	
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- History of popularity with the neighborhood
- Strong gymnastics program
- Positive community buy in
- High cost recovery
- Strong camps and youth sports

Weaknesses

- Foundation issues with moisture and humidity and mold in gymnastics gym causing some customer dissatisfaction
- Parking not sufficient
- Adult sports weak

Opportunities

- Youth sports league expansion

Threats

- Private competition
- Country clubs and long established youth sports associations in area

Demographic Characteristics of Service Area

- Middle to high income
- Diverse ages

Staffing

- Full time: 4
- Part time: 3
- Seasonal: 3
- Volunteers: 10
- Challenges: Hiring process takes too long

Financials

- Operational budget: \$280,000
- Cost recovery level: 152%
- Membership revenue: High card sales but mostly youth
- Program revenue: High approx \$600,000
- Alternate forms of revenue: No

Performance Indicators

- Need to be more community specific
- Highly exceed indicators in some areas and fails in others

Operational Issues

- Hiring and purchasing issues not responsive to highly efficient operations

Maintenance Issues

- EBS slow to respond often because of purchasing issues with needed parts

Communication Issues

- Lack of cohesive marketing citywide
- Communication with current customers is good but struggle to reach non users

Samuell Grand

6200 E. Grand Ave. Dallas, TX 75223

Site Visit Date: 8/26/15

Sq Ft: 20,272

Built:

Manager: Juan Casas

Guide:

Council District: 2

Hours/Week: 60

Remodeled: 2012

Form Completed By: Carlos L. Strickland

Signage

Highway/roadway site identification	Usage regulations and restrictions
Marked entrance	Interpretive
Safety	X Other:

Comments/Notes:

Posted facility hours of operation, spill kit location, emergency exit plans. No signage from main street.

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Heavy usage during afternoon/evening periods Peak Hours: 3:00–8:00pm Comments/Notes: 100 youth registered/attended youth sports program, daily attendance in After School Program of 65 youth.
X Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
X Multi-Gen	X Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
X Other: Large tennis court, golf course and amphitheater		

Programming

Program Types	Program Details
Aquatics	Core Programs: Youth sports program and after school program Target Ages: 4–99 Participation Levels: Government Assistance: N/A Comments/Notes:
X After School	
X Camps	
X Events	
X Family Rec	
X Fine Arts	
Golf	
X Health/Fitness	

High Priorities

Action	Urgency
HVAC	X Tier 1 Tier 2 Tier 3
Field development (new fields in open areas)	Tier 1 X Tier 2 Tier 3
Gymnasium divider	Tier 1 X Tier 2 Tier 3
Expansion of gymnasium	Tier 1 Tier 2 X Tier 3

Strengths

Weaknesses

Opportunities

Overall Impressions

- According to site manager, this site cannot produce a high volume of programs for outside sports and offsite programming with the lack of and poor conditions of our fields at our location.
- Overall the facility is in excellent condition for usage and with the proper training staff will comply with all goals and directive of Dallas Park and Recreation Department.

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	Very clean
Front counter - clean, organized, inviting	Excellent	Well maintained
Flyer racks - organized, full, useful info	Excellent	Organized flyer table
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Excellent	
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Good	Projectors in ceiling not working
Storage - sufficient, organized and accessible	Good	Not enough storage rooms for equipment
Restrooms - working, clean and stocked	Good	Issue in men's rest room with EBS, seat on wall broken, hole in wall
Water fountains - clean and working	Excellent	Well maintained
Kitchen - equip working, clean and organized	Excellent	Well maintained
Locker rooms - working, neat, clean, stocked	Excellent	Should be separated from public rest room
Concession / Restaurant - clean, inviting	Excellent	Main kitchen used as concession area (special events, leagues, tournaments)
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	Only control office and Manager's office
Safety / security - evident, sufficient	Fair	Security camera/monitor not working properly
ADA Accessible - adequate, ADA compliant	Excellent	Sinks lowered, has a handicap stall
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes: Control office can get tight of space if all staff met at once. Consider an office for coordinator for planning and implementation of programs.

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	Could be larger
Walkways / sidewalks - clean, no debris	Excellent	Limbs over walkway to building, told they are cut back during winter
Building exterior - clean, attractive	Excellent	
Patio area - clean, inviting		
Lawn / Landscaping - well-kept, attractive	Fair	Dry or dead area around building
Exterior lights - working	Good	Did not observe (staff report out lights to manager)
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Fair	Did not observe (from staff)
Staff attire - professional, consistent	Fair	Staff in different staff shirts, not a consistent look
Hospitality - friendly, personal staff		Did not observe
Professionalism - well-spoken, respectful	Good	Manager and coordinator helpful to patron questions and concerns
Knowledgeable - helpful staff	Excellent	Manager and coordinator helpful to patron questions and concerns
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes: Customer service training for young and inexperienced staff needed.

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Excellent	Well maintained
1	Gymnasium	Good	Would like expansion of gym for more programming. Equip stored in gym.
1	Arts/Crafts Room	Good	No storage space for art and craft supplies
1	Multi-Purpose Room	Fair	Floor not even, foundation issue. Equipment non-operable (projector).
1	Meeting/Conference Room	Fair	Floor not even, foundation issue. Equipment non-operable (projector).
1	Game Room	Good	Clean and organized, clipped paint on wall in areas from usage.
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
	Playground		
	Multi-Use Trails		
	Baseball/Softball Fields		
	Multi-Use Fields (Soccer/Football/Rugby)		
	Outdoor Basketball Courts		
18	Outdoor Tennis Courts	Excellent	Not considered associated with the center
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters		
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Size of facility
- Location
- Programs offered
- Reservation - This site has a high volume of reservations during and after hours

Weaknesses

- New staff, just learning the profession
- Morning program offerings
- Gym expansion needed to accommodate increased evening programs

Opportunities

- Expand adult programs
- Seek outreach programming opportunities
- Partnerships with outside agencies/organizations

Threats

- Softball and soccer fields monopolized by outside organizations and groups. No consideration given to center for programming needs.
- Interdepartmental competition (Youth Service)
- Nearby newly remodeled YMCA, fitness centers in the area

Demographic Characteristics of Service Area

- Low to high income levels
- We serve everybody

Staffing

- Full time: 4
- Part time: 5
- Seasonal: 3
- Volunteers: 2 on an ongoing basis
- Challenges: Training, new policies and procedures, hiring process

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

- The hiring and termination process within our system

Maintenance Issues

- EBS issues with HVAC system - The changes of controlling temperature within the facility.
- EBS completion on minor repair work in the men's rest room.

Communication Issues

Singing Hills

1909 Crouch Rd. Dallas, TX 75241

Site Visit Date: 9/10/15
 Sq Ft: 18,000
 Built: 1973
 Manager: Valerie Thompson
 Guide:

Council District: 8
 Hours/Week: 60
 Remodeled:
 Form Completed By: John Lux

Signage

Highway/roadway site identification	X	Usage regulations and restrictions
X Marked entrance		Interpretive
X Safety	X	Other: Digital kiosk marketing

Comments/Notes:
 Excellent use of digital kiosk.

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Moderate to heavy Peak Hours: 11:00am-2:00pm, 3:00-9:00pm Comments/Notes:
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	X Heavy	
Sports Complex	X Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	Outdoor/Nature Ed	Core Programs: Seniors, youth sports, after school and camps Target Ages: 5-15, 55+ Participation Levels: Moderate to heavy Government Assistance: N/A Comments/Notes:
X After School	X Senior Services	
X Camps	X Special Interest	
X Events	X Sports—Adult	
X Family Rec	X Sports—Youth	
X Fine Arts	X Tennis	
Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency			
Gym floor and bleacher repairs/replace	X Tier 1	Tier 2	Tier 3	
Landscaping to prevent erosion into sidewalks	X Tier 1	Tier 2	Tier 3	
Landscaping to enhance curb appeal	Tier 1	X Tier 2	Tier 3	
Enhance or upgrade exterior lighting	X Tier 1	Tier 2	Tier 3	
Power wash or paint exterior	Tier 1	X Tier 2	Tier 3	

Strengths

- Cohesive team that works well together
- Customer support and buy in
- Senior programs strong

Weaknesses

- Old building
- Poor location
- Too dark at night

Opportunities

- Youth sports
- Increase in senior participation

Overall Impressions

- Staff and customers very friendly and happy
- Building needs to be upgraded and exterior needs help to be more inviting and pleasing when customers arrive

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Good	Old ceiling tiles
Windows - clean, no handprints	Excellent	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	
Restrooms - working, clean and stocked	Good	Men's room needs wall repair
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Poor	Only one working interior camera
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Fair	Old design

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Fair	
Building exterior - clean, attractive	Fair	Stagnant water by entrance from roof drain
Patio area - clean, inviting		
Lawn / Landscaping - well-kept, attractive	Poor	Bare dirt causing erosion into sidewalk
Exterior lights - working	Poor	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Poor	Not enough lights at night
ADA Accessible - adequate, ADA compliant	Fair	Dirty in handicap ramp from erosion
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff		
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	Excellent	
Satisfaction - needs/interests being met	Excellent	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Good	Added in 2004
1	Gymnasium	Poor	Bleachers and floor in disrepair
	Arts/Crafts Room		
1	Multi-Purpose Room		
1	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
1	Playground	Good	
	Multi-Use Trails		
1	Baseball/Softball Fields	Good	
1	Multi-Use Fields (Soccer/Football/Rugby)	Good	
	Outdoor Basketball Courts		
2	Outdoor Tennis Courts	Poor	Surface and lighting need repair
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters		
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Good team that works well together
- Great customer support and supportive management

Weaknesses

- Location: no crossroads and tucked away in neighborhood
- Area is too dark at night
- Lack of cohesive marketing on a citywide basis

Opportunities

- Services can be expanded in key market areas
- Ability to be responsive to customers

Threats

- Safety
- Poor lighting in neighborhood

Demographic Characteristics of Service Area

- Youth and teens
- High percentage of seniors
- Low to middle income
- Working parents
- 90% African American

Staffing

- Full time: 4
- Part time: 4
- Seasonal: 3
- Volunteers: 15
- Challenges: Hiring process takes too long. Group hiring results in managers fighting for candidates.

Financials

- Operational budget: Sufficient \$218,000
- Cost recovery level: Not fully evaluated but estimate at 30%
- Membership revenue: Increasing with policy enforcement
- Program revenue: 15% increase from last year
- Alternate forms of revenue: No

Performance Indicators

- Card sales up
- Programs doing well
- Manager just finishing her first year in facility so getting used to historical trends

Operational Issues

- Older center
- Building needs updating and gym floor in need of repair

Maintenance Issues

- EBS responds well
- Issues with outside HVAC contractor

Communication Issues

- Department communications on a surface level
- Don't feel like the "why" behind things is communicated

Thurgood Marshall

5150 Mark Trail Way Dallas, TX 75232

Site Visit Date: 8/20/15
 Sq Ft:
 Built:
 Manager: Angela Patterson
 Guide:

Council District: 3
 Hours/Week: 60
 Remodeled:
 Form Completed By: Leatrice Newhouse

Signage

X	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
	Safety	Other:

Design and Usage

Designed Use	Seasonal Use	
Neighborhood Pk	X Winter	Attendance: Peak Hours: 9:00am–1:00pm, 3:00–7:00pm Comments/Notes: For the fitness center and senior classes
Community Park	X Spring	
Regional Park	X Summer	
X Recreation Center	X Fall	
Youth Center		
Senior Center	Usage Level	
Multi-Gen	X Heavy	
Sports Complex	Moderate	
Tennis Center	Light	
Golf Course	Rare	
Other:		

Programming

Program Types		Program Details
Aquatics	X Outdoor/Nature Ed	Core Programs: After School, Senior Exercise, Basketball-Youth ages 5–14 Target Ages: 5–16, 40–80 Participation Levels: Heavy senior participation Government Assistance: N/A Comments/Notes:
X After School	X Senior Services	
X Camps	X Special Interest	
X Events	X Sports—Adult	
X Family Rec	X Sports—Youth	
X Fine Arts	X Tennis	
X Golf	Therapeutic Rec	
X Health/Fitness		

High Priorities

Action	Urgency				
Main lobby or reception station upgraded	X	Tier 1	Tier 2	Tier 3	
Refinish gym floor and paint walls		Tier 1	X Tier 2	Tier 3	
Update floors throughout the building		Tier 1	Tier 2	X Tier 3	

Strengths

- After school and senior programming
- Location
- New fitness equipment

Weaknesses

- Fitness room could be larger
- Need marquee to showcase events and programming

Opportunities

- Need more marketing of center senior and youth activities
- Also scholarship opportunities

Overall Impressions

- Center is in good condition
- Just need to be remodeled

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Fair	
Flyer racks - organized, full, useful info	Fair	
Floors - clean and free of debris	Good/Fair	Condition bad but floors were clean
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Fair	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	Clean, not properly stored
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Good	Recommend additional storage space
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Fair	Working but some were dusty
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Fair	Not organized
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant		Bathroom-larger stalls had hand rails
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good/Fair	Overgrown overhead brush in main walkway
Building exterior - clean, attractive	Good	
Patio area - clean, inviting		
Lawn / Landscaping - well-kept, attractive	Good	
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant		None
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes: Walkways/sidewalks - good to fair, overgrown trees on Mark Trail side

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
1	Fitness/Workout Studios	Good	
1	Weight Room	Good	
1	Gymnasium	Fair	
1	Arts/Crafts Room	Good	
2	Multi-Purpose Room	Good	
1	Meeting/Conference Room	Good	
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
1	Playground	Good	
	Multi-Use Trails		
	Baseball/Softball Fields		
1	Multi-Use Fields (Soccer/Football/Rugby)	Good	
	Outdoor Basketball Courts		
	Outdoor Tennis Courts		
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
1	Picnic Areas/Shelters	Good	
1	Community Garden	Good	
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Location: located off a major thoroughfare and busy highway, close to apartment complexes and older established neighborhood

Weaknesses

- Need to work on inside programming
- Parking: when other City of Dallas business is in use parking is bad it increases crime
- Center needs advanced technology for computer lab

Opportunities

- Great facility for programming and meetings, for civic groups, neighborhood association groups

Threats

- None at this time, but lighting outside could be better due to the amount of trees cascading the main walkway on Mark Trail street of center

Demographic Characteristics of Service Area

- 75% African American
- 15% Hispanics
- 10% Caucasian

Staffing

- Full time: 4
- Part time: 3
- Seasonal: 2
- Volunteers: 2
- Challenges: The same employees calling in sick too many times

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

Maintenance Issues

- AC: numerous leaks or not working called in and not being resolved
- Plumbing, bathroom not flushing properly, water levels are low

Communication Issues

- Manager feels that need more marketing of programs and events offered at center

Timberglen

3810 Timberglen Rd. Dallas, TX 7528

Site Visit Date: 9/11/14

Council District: 12

Sq Ft: 15,035

Hours/Week: 55

Built: 2003

Remodeled:

Signage

X	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
X	Safety	Other:

Comments/Notes:

Usage

Peak Hours: 3-close	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics	Health/Fitness
X After School	X Senior Services
X Camps	Special Interest
X Events	X Sports—Adult
Family Rec	X Sports—Youth
Fine Arts	Therapeutic Rec

Core Programs: Camps, after-school
Target Ages: Youth
Participation Levels:
Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Fair	
	Weight Room	Fair	
	Gymnasium	Fair	Floor needs resurfacing and to be relined
	Multi-purpose Room	Fair	Better organization and storage needed

High Priorities

Action	Urgency
Security improvements	X Tier 1 Tier 2 Tier 3
Marketing Plan	Tier 1 X Tier 2 Tier 3

Strengths

- Community support
- Safe haven for youth

Weaknesses

- High crime area
- Lack of storage
- Over standardization – unique characteristics of center not taken into account
- Hard to get maintenance issues addressed

Opportunities

- Expand facilities
- Get involved in youth athletics
- Kids are ever present and need more programs

Threats

- Security – stolen van from parking lot
- Migration of users to other centers because of safety issues

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	Better storage needed
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	Need more
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Fair	More space needed
Safety / security - evident, sufficient	Fair	Security concerns - need more cameras
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	n/a	
Safety / security - evident, sufficient	Fair	Better use of security cameras
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	n/a	No users present
Satisfaction - needs/interests being met	n/a	No users present
Safety / supervision - apparent	Fair	

Additional Comments/Notes:

Tommie M. Allen

7071 Bonnie View Rd, Dallas, TX 75241

Site Visit Date: 9/12/14 Council District: 8
 Sq Ft: 14,550 Hours/Week: 55
 Built: 1977 Remodeled:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance	X	Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: 4-9	Usage Level
	Heavy
Comments/Notes:	X Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: Basketball and dance
X After School Senior Services	Target Ages: Seniors, 5-18
X Camps Special Interest	Participation Levels:
X Events X Sports—Adult	Comments/Notes:
X Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Fair	New equipment
	Gymnasium	Good	Needs paint
	Multi-purpose Room	Excellent	

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Use of RecTrac to market	X			
Paint gym				
Refinish of gym floor		Tier 1	X Tier 2	Tier 3

Strengths

- Excellent, passionate staff
- Beautiful setting
- Excellent size community room

Weaknesses

- Needs paint to increase appearance
- Program focus is thin
- Small weight room

Opportunities

- Some new weight equipment needed
- Beautiful fence line around park to mitigate undesirable visitors

Threats

- Truck stop next door

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Fair	
Floors - clean and free of debris	Excellent	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	n/a	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Excellent	
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	n/a	
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Excellent	
Walkways / sidewalks - clean, no debris	Excellent	
Building exterior - clean, attractive	Excellent	
Patio area - clean, inviting	n/a	
Landscaping - well-maintained, attractive	Excellent	
Lawns / turf - properly manicured	Excellent	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Excellent	
Amenities - well-maintained, working	n/a	
Safety / security - evident, sufficient	Excellent	Beautiful fence line all around the facility
ADA Accessible - adequate, ADA compliant	n/a	
Overall Layout- good use of space, functional	n/a	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Excellent	
Staff attire - professional, consistent	Excellent	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Excellent	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	n/a	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Excellent	

Additional Comments/Notes:

Umphress

7616 Umphress Rd. Dallas, TX 75217

Site Visit Date: 9/11/14

Council District: 5

Sq Ft: 4,682

Hours/Week: 40

Built: 1979

Remodeled:

Signage

X	Highway/roadway site identification	Usage regulations and restrictions
X	Marked entrance	Interpretive
	Safety	Other:

Comments/Notes:

Usage

Peak Hours: 4-9pm	Usage Level
	Heavy
Comments/Notes:	Moderate
	X Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: After-school, soccer Target Ages: Youth Participation Levels: Comments/Notes:
X After School Senior Services	
X Camps X Special Interest	
Events Sports—Adult	
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Weight Room	Good	Two broken machines, good space
	Multi-purpose Room	Fair	In traffic pattern

High Priorities

Action	Urgency			
Equipment repair	X Tier 1	Tier 2	Tier 3	
Add community events	X Tier 1	Tier 2	Tier 3	
Communication with Parks	X Tier 1	Tier 2	Tier 3	
Paint inside	Tier 1 X	Tier 2	Tier 3	

Strengths

- Exterior of building is attractive
- Next to school and good outdoor spaces across the street
- Parent involvement
- Fitness room

Weaknesses

- Small facility
- Building age/interior
- Staffing difficulty
- HVAC issues
- Broken fitness equipment

Opportunities

- Building relationships with charter schools
- Paint indoors to make more aesthetically pleasing
- Marquee would improve visibility

Threats

- HVAC frustrations – lack of temperature control during operating hours
- Bug infestation

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	
Flyer racks - organized, full, useful info	Poor	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Fair	Needs paint
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	n/a	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Fair	No storage
Equipment - adequate, good working order	Fair	
Storage - sufficient, organized and accessible	Good	Orderly
Restrooms - working, clean and stocked	Fair	Old, outdated
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Fair	Small oven/sink
Locker rooms - working, neat, clean, stocked	n/a	
Staff office - organized, clean, functional	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Fair	Bathrooms - no
Overall Layout- good use of space, functional	Fair	Small

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	Good	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Excellent	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Excellent	
User interaction - users engaged	n/a	No users present
Satisfaction - needs/interests being met	n/a	No users present
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Walnut Hill

10011 Midway Rd. Dallas, TX 75229

Site Visit Date: 9/9/14

Council District: 13

Sq Ft: 35,864

Hours/Week: 60

Built: 1960

Remodeled: 1975, 2013

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
X	Marked entrance		Interpretive
X	Safety		Other:

Comments/Notes:

Usage

Peak Hours: mornings and after work	Usage Level
	X Heavy
Comments/Notes:	Moderate
	Light
	Rare

Programming

Program Types	Program Details
Aquatics X Health/Fitness	Core Programs: After School, Camps
X After School X Senior Services	Target Ages: Youth, Seniors
X Camps Special Interest	Participation Levels:
Events X Sports—Adult	Comments/Notes:
Family Rec X Sports—Youth	
Fine Arts Therapeutic Rec	

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness / Dance Studios	Excellent	
	Weight Room	Excellent	
	Gymnasium	Excellent	
	Multi-purpose Room	Excellent	
	Meeting/Conference Room	Excellent	

High Priorities

Action	Urgency	Tier 1	Tier 2	Tier 3
Optimize space	X	Tier 1	Tier 2	Tier 3
Upgrade kitchen		Tier 1	X Tier 2	Tier 3
Develop marketing plan		Tier 1	X Tier 2	Tier 3

Strengths

- New, updated center

Weaknesses

- Lack of centralized rental policy
- Security monitors in closet, ineffective

Opportunities

- Need to get word out about programs
- More rentable spaces

Threats

- Competition of youth programs - YMCA

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Excellent	
Front counter - clean, organized, inviting	Excellent	
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Good	
Walls / ceilings - clean, no cobwebs	Good	
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Excellent	
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Excellent	
Equipment - adequate, good working order	Excellent	
Storage - sufficient, organized and accessible	Excellent	Clean, well organized
Restrooms - working, clean and stocked	Excellent	
Water fountains - clean and working	Excellent	
Kitchen - equip working, clean and organized	Fair	Didn't match other updates
Locker rooms - working, neat, clean, stocked	Good	
Staff office - organized, clean, functional	Fair	Beautiful
Safety / security - evident, sufficient	Good	Security screens in closet
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Good	
Patio area - clean, inviting	Good	
Landscaping - well-maintained, attractive	Good	
Lawns / turf - properly manicured	Good	
Exterior lights - working	n/a	
Trash cans / ashtrays - empty, clean	Good	
Amenities - well-maintained, working	n/a	
Safety / security - evident, sufficient	Good	
ADA Accessible - adequate, ADA compliant	Good	
Overall Layout- good use of space, functional	Good	

Additional Comments/Notes:

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Good	
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	

Additional Comments/Notes:

Willie B. Johnson

12225 Willowdell Dr. Dallas, TX 75243

Site Visit Date: Council District: 10
 Sq Ft: 13,215 Hours/Week: 40
 Built: 1984 Remodeled: 2011
 Manager: Yolanda Carter Form Completed By: Carlos L. Strickland
 Guide:

Signage

X	Highway/roadway site identification	X	Usage regulations and restrictions
	Marked entrance		Interpretive
	Safety		Other:

Comments/Notes:

Design and Usage

Designed Use	Seasonal Use		
Neighborhood Pk	X	Winter	Attendance: Moderate Peak Hours: 3:00–7:00pm Comments/Notes:
X Community Park	X	Spring	
Regional Park	X	Summer	
X Recreation Center	X	Fall	
Youth Center			
Senior Center	Usage Level		
X Multi-Gen		Heavy	
Sports Complex	X	Moderate	
Tennis Center		Light	
Golf Course		Rare	
Other:			

Programming

Program Types			Program Details
Aquatics	X	Outdoor/Nature Ed	Core Programs: Senior Program, After School Programs, Seasonal Camps, Zumba Target Ages: 5–99 Participation Levels: 40% (Moderate) Government Assistance: N/A Comments/Notes:
X After School		Senior Services	
X Camps	X	Special Interest	
X Events		Sports—Adult	
X Family Rec		Sports—Youth	
Fine Arts		Tennis	
Golf		Therapeutic Rec	
X Health/Fitness			

High Priorities

Action	Urgency				
Column repairs at entrance		Tier 1	X	Tier 2	Tier 3
Dumpster/patio fenced	X	Tier 1		Tier 2	Tier 3
Build relationship with police	X	Tier 1		Tier 2	Tier 3
Staffing - need additional FTEs	X	Tier 1		Tier 2	Tier 3

Strengths

Weaknesses

Opportunities

Overall Impressions

- According to site manager, “We can continue to increase and expand programming opportunities for the citizens of Dallas through the necessary changes of additional staffing, improved interdepartmental relationships, and through securing police visibility in the community/neighborhood we serve.”
- As a department, we need to seek to re-build confidence of the citizen within this community
- We need to take ownership of our problems, address them, and move forward in the best interest for the City of Dallas.

Facility Conditions

Indoor

Facility	Condition	Comments/Notes
Lobby area - clean, inviting	Good	
Front counter - clean, organized, inviting	Good	Not customer friendly (designed like a box)
Flyer racks - organized, full, useful info	Good	
Floors - clean and free of debris	Fair	Some floor tiles need to be replaced
Walls / ceilings - clean, no cobwebs	Fair	Painting needed/cracked ceiling due to incident involving outside column
Windows - clean, no handprints	Good	
Hallways / walkways - clean, clear	Good	Tables stored in hallway due to lack of storage rooms.
Lights - working in all rooms, sufficient	Good	
Tables / chairs - clean, properly stored	Good	
Equipment - adequate, good working order	Good	
Storage - sufficient, organized and accessible	Fair	Small room converted into storage due to lack of storage rooms/space
Restrooms - working, clean and stocked	Good	
Water fountains - clean and working	Good	
Kitchen - equip working, clean and organized	Good	
Locker rooms - working, neat, clean, stocked		
Concession / Restaurant - clean, inviting		
Pro Shop - clean, organized, inviting		
Staff office - organized, clean, functional	Good	Control office not customer friendly
Safety / security - evident, sufficient	Good	Security surveillance system operable
ADA Accessible - adequate, ADA compliant	Fair	Need double doors at entrance
Overall Layout- good use of space, functional	Fair	

Additional Comments/Notes:

Outdoor

Facility	Condition	Comments/Notes
Parking lot - clean, appears safe, well-lit	Good	Trash not fenced in, blows on parking; dark corner; safety concern
Walkways / sidewalks - clean, no debris	Good	
Building exterior - clean, attractive	Fair	Front column severely damaged, yellow caution tape, unsafe, unappealing
Patio area - clean, inviting	Fair	Gathering spot for vagrants, drug users, homeless; healthy/safety hazard
Lawn / Landscaping - well-kept, attractive	Fair	Dry, dead shrubs and muddy area at entrance. Ongoing maintenance issues.
Exterior lights - working	Good	
Trash cans / ashtrays - empty, clean	Good	Trash around main trash dumpsters in parking lot, illegal dumping
Amenities - well-maintained, working		
Safety / security - evident, sufficient	Poor	Safety/health issues and lack of police patrols/slow response times
ADA Accessible - adequate, ADA compliant	Fair	Need double doors at entrance
Overall Layout- good use of space, functional	Good	Usage of space overall is functional

Additional Comments/Notes: Improve Rec and EBS relationship to address ongoing maintenance

Customer Service and Satisfaction

Facility	Condition	Comments/Notes
Greeting - welcoming, smiling	Good	
Staff attire - professional, consistent	Good	
Hospitality - friendly, personal staff	Good	
Professionalism - well-spoken, respectful	Good	
Knowledgeable - helpful staff	Good	
User interaction - users engaged	Fair	Train inexperienced staff/volunteers
Satisfaction - needs/interests being met	Good	
Safety / supervision - apparent	Good	Address all safety concerns/issues with Rec Maintenance/EBS

Additional Comments/Notes:

Site Amenities

Qty	Amenity	Condition	Comments/Notes
	Fitness/Workout Studios		
1	Weight Room	Good	
	Gymnasium		
1	Arts/Crafts Room	Good	
1	Multi-Purpose Room	Good	Hanging conduits from ceiling should be removed. Separate rooms.
	Meeting/Conference Room		
	Game Room		
	Indoor Pool		
	Indoor Tennis Courts		
	Climbing Wall		
	Performance Arts Space		
	Water Park		
	Outdoor Pools		
	Sprayground/Spray Pad		
	Playground		
1	Multi-Use Trails	Good	
1	Baseball/Softball Fields	Fair	
	Multi-Use Fields (Soccer/Football/Rugby)		
1	Outdoor Basketball Courts	Good	
	Outdoor Tennis Courts	Good	
	Volleyball Pits		
	Skate Park		
	Dog Parks/Off-Leash Areas		
	Disc Golf Course		
	Picnic Areas/Shelters		
	Community Garden		
	Formal Garden/Arboretum		
	9-Hole Golf Course		
	18-Hole Golf Course		
	Driving Range		
	Clubhouse		
	Hospitality Space		
	Boxing Ring		
	Computer Lab		

Manager Comments

Strengths

- Staff
- Senior programming
- Organizations support (Delta's - volunteer, mentor youth and support programs financially)
- Local business
- Churches

Weaknesses

- Low participation from direct community
- Ongoing maintenance issues, no sense of urgency for issues
- Lack of police visibility
- Homeless/vagrant issue
- No gymnasium

Opportunities

- Indoor gymnasium
- Field development - cut outdoor soccer/football fields in open area for recreational programming usage
- Build interdepartmental relationships (Rec. Maintenance, Rec. Center and EBS)

Threats

- Homeless/vagrant issue
- Lack of police patrols (Need to implement a community officer(s) type program to community for increased policy visibility; and monthly meetings between police and recreation center manager(s) to address any security issues/ concerns)

Demographic Characteristics of Service Area

- African American
- Hispanic
- Low to moderate income levels

Staffing

- Full time: 1
- Part time: 3
- Seasonal: 3
- Volunteers: 5
- Challenges: Increase staffing level, additional FTEs needed

Financials

- Operational budget
- Cost recovery level
- Membership revenue
- Program revenue
- Alternate forms of revenue

Performance Indicators

Operational Issues

- Staffing needs
- No full-time building caretaker

Maintenance Issues

- No sense of prioritizing ongoing maintenance issues for immediate resolution
- No ownership of who needs to be responsible for the completion of the job

Communication Issues

- No cohesiveness between Recreation Maintenance, Recreation Center, and EBS

Recreation Center Financial Analysis

To better understanding how well each center is performing, a financial analysis of recreation centers was conducted. The analysis is based on a three-year history of the most recent revenue and expenditure figures available (FY11-13) and compares the financial data in terms of cost recovery level, square footage, and hours of operation. Centers that were closed for more than 50% of any fiscal year in this period were excluded.

Cost Recovery Levels

Cost recovery is a critical performance measure that compares revenues and expenses for each center. It is expressed as a percentage that reflects to what extent each center's earned revenues cover operational costs. Higher cost recovery levels indicate reduced subsidy of a facility and heightened financial sustainability. For this analysis, two cost recovery levels are included: one based upon program revenue and another based upon total revenue, which includes General Fund income (Figure 12).

Exall has the highest average program revenue cost recovery level over the three-year analysis period (29.7%). Ridgewood has the highest average total revenue Cost Recovery (153.3%) due to a large General Fund allocation. Recreation centers with high-performing program revenue cost recovery rates can serve as model for other centers, and the Department should identify specific characteristics and features that make these centers successful and find ways to transfer financial competencies to sites that are underperforming.

Figure 12. Exall Tops Program Revenue Cost Recovery Rate*Program and Total Cost Recovery Levels*

Recreation Center	Program Fund Revenues (FY11-13 Avg)	General Fund Revenues (FY11-13 Avg)	Total Revenues (FY11-13 Avg)	Total Expenses (FY11-13 Avg)	Program Revenue Cost Recovery	Total Cost Recovery
Exall	\$30,485	\$22,016	\$52,501	\$102,738	29.7%	51.1%
Campbell Green	\$72,572	\$118,117	\$190,689	\$268,170	27.1%	71.1%
Reverchon	\$65,567	\$52,742	\$118,310	\$244,460	26.8%	48.4%
Grauwylar	\$55,976	\$24,001	\$79,977	\$249,388	22.4%	32.1%
Bachman	\$68,672	\$16,172	\$84,844	\$355,283	19.3%	23.9%
Arcadia	\$33,093	\$4,098	\$37,191	\$171,870	19.3%	21.6%
Park In The Woods	\$42,344	\$34,967	\$77,311	\$229,575	18.4%	33.7%
Lake Highlands North	\$42,144	\$105,810	\$147,953	\$228,517	18.4%	64.7%
Martin Weiss	\$30,372	\$12,469	\$42,841	\$166,922	18.2%	25.7%
Singing Hills	\$40,493	\$15,838	\$56,332	\$244,581	16.6%	23.0%
Kleberg Rylie	\$39,217	\$27,924	\$67,141	\$243,374	16.1%	27.6%
Fretz	\$43,457	\$74,641	\$118,098	\$271,121	16.0%	43.6%
Fireside	\$30,021	\$28,172	\$58,192	\$223,260	13.4%	26.1%
AVERAGE	\$30,211	\$53,100	\$83,311	\$232,378	13.1%	32.7%
Nash/Davis	\$32,761	\$25,143	\$57,904	\$251,996	13.0%	23.0%
Umphress	\$15,770	\$14,338	\$30,107	\$130,051	12.1%	23.2%
Thurgood Marshall	\$26,654	\$19,987	\$46,642	\$240,405	11.1%	19.4%
MEDIAN	\$29,079	\$21,932	\$56,800	\$237,771	10.6%	24.5%
Ridgewood	\$37,519	\$527,993	\$565,513	\$368,872	10.2%	153.3%
Timberglen	\$22,926	\$34,342	\$57,268	\$227,657	10.1%	25.2%
Marcus (incl. Annex)	\$30,886	\$52,277	\$83,163	\$325,416	9.5%	25.6%
Kiest	\$28,138	\$100,293	\$128,432	\$304,802	9.2%	42.1%
Churchill	\$19,965	\$70,840	\$90,805	\$237,608	8.4%	38.2%
Larry Johnson	\$15,144	\$7,446	\$22,590	\$183,212	8.3%	12.3%
JJ Craft	\$13,642	\$11,220	\$24,863	\$170,806	8.0%	14.6%
Eloise Lundy	\$15,811	\$18,546	\$34,357	\$203,163	7.8%	16.9%
Tommie M Allen	\$14,341	\$13,459	\$27,799	\$189,876	7.6%	14.6%
Walnut Hill	\$20,309	\$183,752	\$204,061	\$284,058	7.1%	71.8%
Martin L King	\$16,456	\$17,312	\$33,768	\$237,934	6.9%	14.2%
Janice C Turner	\$16,542	\$19,478	\$36,020	\$252,807	6.5%	14.2%
Exline	\$17,843	\$8,636	\$26,479	\$276,879	6.4%	9.6%
John C Phelps	\$12,031	\$7,420	\$19,452	\$187,382	6.4%	10.4%
Arlington	\$6,542	\$7,902	\$14,444	\$138,136	4.7%	10.5%
KB Polk	\$9,056	\$21,849	\$30,904	\$225,774	4.0%	13.7%

Revenue per Square Foot

To gauge how well each center's space is utilized in generating revenue, the average annual program revenue for each center is compared to the size of the facility, which results in dollars generated per square foot each year (Figure 13). The same is done for average annual total revenue. Facility size is based on productive square footage, which includes only space that can be programmed, not spaces such as foyers, storage, and office space.

The majority of centers bring in between \$1–5 of program revenue per square foot and under \$10 in total revenue per square foot. Arcadia, Exall, Campbell Green, and Reverchon are the leaders in program revenue per square foot, with each center bringing in more than \$5 per unit. Moving forward, it will be critical for the Department to increase the revenue per square foot at underperforming facilities by finding new and improved forms of revenue and building upon the capabilities of the top tier centers.

Figure 13. Arcadia Tops Program Revenue per Square Foot*Program and Total Cost Recovery Levels per Square Foot*

Recreation Center	Program Fund Revenues (FY11-13 Avg)	General Fund Revenues (FY11-13 Avg)	Total Revenues (FY11-13 Avg)	Actual Sq Ft	Productive Sq Ft	Program Revenue per Sq Ft	Total Revenue per Sq Ft
Arcadia	\$33,093	\$4,098	\$37,191	4,682	3,746	\$8.84	\$9.93
Exall	\$30,485	\$22,016	\$52,501	5,300	4,240	\$7.19	\$12.38
Campbell Green	\$72,572	\$118,117	\$190,689	14,557	11,646	\$6.23	\$16.37
Reverchon	\$65,567	\$52,742	\$118,310	14,450	11,560	\$5.67	\$10.23
Grauwylar	\$55,976	\$24,001	\$79,977	15,942	12,754	\$4.39	\$6.27
Umphress	\$15,770	\$14,338	\$30,107	4,682	3,746	\$4.21	\$8.04
Martin Weiss	\$30,372	\$12,469	\$42,841	9,312	7,450	\$4.08	\$5.75
Fretz	\$43,457	\$74,641	\$118,098	14,815	11,852	\$3.67	\$9.96
Park In The Woods	\$42,344	\$34,967	\$77,311	15,700	12,560	\$3.37	\$6.16
Singing Hills	\$40,493	\$15,838	\$56,332	15,070	12,056	\$3.36	\$4.67
Nash/Davis	\$32,761	\$25,143	\$57,904	12,924	10,339	\$3.17	\$5.60
Kleberg Rylie	\$39,217	\$27,924	\$67,141	16,067	12,854	\$3.05	\$5.22
AVERAGE	\$30,211	\$53,100	\$83,311	17,059	13,647	\$2.68	\$6.11
Fireside	\$30,021	\$28,172	\$58,192	15,070	12,056	\$2.49	\$4.83
Lake Highlands North	\$42,144	\$105,810	\$147,953	22,610	18,088	\$2.33	\$8.18
Bachman	\$68,672	\$16,172	\$84,844	38,000	30,400	\$2.26	\$2.79
Marcus (incl. Annex)	\$30,886	\$52,277	\$83,163	17,559	14,047	\$2.20	\$5.92
MEDIAN	\$29,079	\$21,932	\$56,800	15,369	12,295	\$2.05	\$5.41
Timberglenn	\$22,926	\$34,342	\$57,268	15,035	12,028	\$1.91	\$4.76
Kiest	\$28,138	\$100,293	\$128,432	20,150	16,120	\$1.75	\$7.97
Thurgood Marshall	\$26,654	\$19,987	\$46,642	19,874	15,899	\$1.68	\$2.93
Ridgewood	\$37,519	\$527,993	\$565,513	29,322	23,458	\$1.60	\$24.11
Larry Johnson	\$15,144	\$7,446	\$22,590	14,000	11,200	\$1.35	\$2.02
Churchill	\$19,965	\$70,840	\$90,805	18,500	14,800	\$1.35	\$6.14
Eloise Lundy	\$15,811	\$18,546	\$34,357	15,052	12,042	\$1.31	\$2.85
Exline	\$17,843	\$8,636	\$26,479	17,400	13,920	\$1.28	\$1.90
Tommie M Allen	\$14,341	\$13,459	\$27,799	14,550	11,640	\$1.23	\$2.39
Janice C Turner	\$16,542	\$19,478	\$36,020	17,800	14,240	\$1.16	\$2.53
John C Phelps	\$12,031	\$7,420	\$19,452	14,500	11,600	\$1.04	\$1.68
JJ Craft	\$13,642	\$11,220	\$24,863	20,882	16,706	\$0.82	\$1.49
Martin L King	\$16,456	\$17,312	\$33,768	27,148	21,718	\$0.76	\$1.55
KB Polk	\$9,056	\$21,849	\$30,904	15,668	12,534	\$0.72	\$2.47
Walnut Hill	\$20,309	\$183,752	\$204,061	35,864	28,691	\$0.71	\$7.11
Arlington	\$6,542	\$7,902	\$14,444	13,400	10,720	\$0.61	\$1.35

Operational Cost per Square Foot

To gauge how efficient each center is at managing expenditures relative to its size, the annual operating costs for each center are compared to the square footage of the facility, which results in operating cost per square foot each year (Figure 14). The most efficient facilities are spending less than \$10 per square foot, while the least efficient sites are paying over \$20 in operational cost per square foot.

Figure 14. Walnut Hill Has Lowest Expenses per Productive Square Foot*Total Expenses per Square Foot of Programmable Space*

Recreation Center	Total Expenses (FY11–13 Avg)	Actual Sq Ft	Productive Sq Ft	Total Expenses per Sq Ft
Walnut Hill	\$284,058	35,864	28,691	\$9.90
JJ Craft	\$170,806	20,882	16,706	\$10.22
Martin L King	\$237,934	27,148	21,718	\$10.96
Bachman	\$355,283	38,000	30,400	\$11.69
Lake Highlands North	\$228,517	22,610	18,088	\$12.63
Arlington	\$138,136	13,400	10,720	\$12.89
Thurgood Marshall	\$240,405	19,874	15,899	\$15.12
Ridgewood	\$368,872	29,322	23,458	\$15.73
Churchill	\$237,608	18,500	14,800	\$16.05
John C Phelps	\$187,382	14,500	11,600	\$16.15
Tommie M Allen	\$189,876	14,550	11,640	\$16.31
Larry Johnson	\$183,212	14,000	11,200	\$16.36
Eloise Lundy	\$203,163	15,052	12,042	\$16.87
Janice C Turner	\$252,807	17,800	14,240	\$17.75
KB Polk	\$225,774	15,668	12,534	\$18.01
Park In The Woods	\$229,575	15,700	12,560	\$18.28
MEDIAN	\$237,771	15,369	12,295	\$18.40
Fireside	\$223,260	15,070	12,056	\$18.52
Kiest	\$304,802	20,150	16,120	\$18.91
Timberglenn	\$227,657	15,035	12,028	\$18.93
Kleberg Rylie	\$243,374	16,067	12,854	\$18.93
AVERAGE	\$232,378	17,059	13,647	\$19.12
Grauwylers	\$249,388	15,942	12,754	\$19.55
Exline	\$276,879	17,400	13,920	\$19.89
Singing Hills	\$244,581	15,070	12,056	\$20.29
Reverchon	\$244,460	14,450	11,560	\$21.15
Martin Weiss	\$166,922	9,312	7,450	\$22.41
Fretz	\$271,121	14,815	11,852	\$22.88
Campbell Green	\$268,170	14,557	11,646	\$23.03
Marcus (incl. Annex)	\$325,416	17,559	14,047	\$23.17
Exall	\$102,738	5,300	4,240	\$24.23
Nash/Davis	\$251,996	12,924	10,339	\$24.37
Umphress	\$130,051	4,682	3,746	\$34.72
Arcadia	\$171,870	4,682	3,746	\$45.89

Average Revenue per Hour

Average revenue per hour measures how effective each center is at generating revenue during hours of operation. This metric is calculated by converting the annual revenue to a weekly average, then dividing by the total hours of operation per week (Figure 15). As with the previous analyses, both program revenue and total revenue are considered. The top performing centers from this category average more than \$20 of program revenue per hour, while the bottom tier brings in less than \$5 per hour.

Figure 15. Bachman Tops Program Revenue per Operating Hour*Program and Total Revenue per Operating Hour*

Recreation Center	Program Fund Revenues (FY11–13 Avg)	General Fund Revenues (FY11–13 Avg)	Total Revenues (FY11–13 Avg)	Operating Hours	Program Revenue per Operating Hour	Total Revenue per Operating Hour
Bachman	\$68,672	\$16,172	\$84,844	55	\$24.01	\$29.67
Campbell Green	\$72,572	\$118,117	\$190,689	60	\$23.26	\$61.12
Reverchon	\$65,567	\$52,742	\$118,310	55	\$22.93	\$41.37
Grauwylar	\$55,976	\$24,001	\$79,977	55	\$19.57	\$27.96
Arcadia	\$33,093	\$4,098	\$37,191	40	\$15.91	\$17.88
Fretz	\$43,457	\$74,641	\$118,098	55	\$15.19	\$41.29
Exall	\$30,485	\$22,016	\$52,501	40	\$14.66	\$25.24
Kleberg Rylie	\$39,217	\$27,924	\$67,141	55	\$13.71	\$23.48
Park In The Woods	\$42,344	\$34,967	\$77,311	60	\$13.57	\$24.78
Lake Highlands North	\$42,144	\$105,810	\$147,953	60	\$13.51	\$47.42
Ridgewood	\$37,519	\$527,993	\$565,513	55	\$13.12	\$197.73
Singing Hills	\$40,493	\$15,838	\$56,332	60	\$12.98	\$18.06
Nash/Davis	\$32,761	\$25,143	\$57,904	55	\$11.45	\$20.25
Marcus (incl. Annex)	\$30,886	\$52,277	\$83,163	55	\$10.80	\$29.08
AVERAGE	\$30,211	\$53,100	\$83,311	53.7	\$10.75	\$29.07
Martin Weiss	\$30,372	\$12,469	\$42,841	55	\$10.62	\$14.98
Fireside	\$30,021	\$28,172	\$58,192	55	\$10.50	\$20.35
MEDIAN	\$29,079	\$21,932	\$56,800	55	\$10.17	\$20.13
Kiest	\$28,138	\$100,293	\$128,432	55	\$9.84	\$44.91
Thurgood Marshall	\$26,654	\$19,987	\$46,642	55	\$9.32	\$16.31
Timberglenn	\$22,926	\$34,342	\$57,268	55	\$8.02	\$20.02
Umphress	\$15,770	\$14,338	\$30,107	40	\$7.58	\$14.47
JJ Craft	\$13,642	\$11,220	\$24,863	40	\$6.56	\$11.95
Walnut Hill	\$20,309	\$183,752	\$204,061	60	\$6.51	\$65.40
Churchill	\$19,965	\$70,840	\$90,805	60	\$6.40	\$29.10
Janice C Turner	\$16,542	\$19,478	\$36,020	53	\$6.00	\$13.07
Martin L King	\$16,456	\$17,312	\$33,768	55	\$5.75	\$11.81
Exline	\$17,843	\$8,636	\$26,479	60	\$5.72	\$8.49
Eloise Lundy	\$15,811	\$18,546	\$34,357	55	\$5.53	\$12.01
Larry Johnson	\$15,144	\$7,446	\$22,590	55	\$5.30	\$7.90
Tommie M Allen	\$14,341	\$13,459	\$27,799	55	\$5.01	\$9.72
John C Phelps	\$12,031	\$7,420	\$19,452	55	\$4.21	\$6.80
KB Polk	\$9,056	\$21,849	\$30,904	55	\$3.17	\$10.81
Arlington	\$6,542	\$7,902	\$14,444	40	\$3.15	\$6.94

Common Themes

To provide additional analysis and insight for the formulation of recommendations, recreation centers exhibiting common themes in service delivery or markets served were grouped by the consulting team based upon their observations and staff input. These themes aim to expose critical issues that were prevalent during evaluations in an effort to diagnose shortcomings of the system from a recreation center perspective. This section describes these common themes identified in the recreation center assessments and reveals specific centers visited that share the characteristics for each category.

Minimal Adult User Base

Based on the observed activity at centers and consultant interaction with staff, there seems to be a system-wide deficiency in attracting adult users to recreation centers. Every center visited had a propensity to cater primarily to the youth population, with some sites also serving on senior users. During on-site assessments, the lack of an adult user presence was very apparent, and there was a direct correlation to the programming offered at the recreation centers.

Although the Department is doing a noteworthy job of serving the youth at its centers, a substantial portion of the population is underserved, which is evidenced by the severe disconnect with the adult segment. Not only is it the mission of the Department to provide services for the full spectrum of taxpayers, but a broader appeal to include adults will greatly improve the utilization of recreation centers.

Underutilized Facilities

There were a number of facilities that have strong potential for growth, but a variety of factors limit the realization of that potential. Some of the factors limiting centers could be immediate fixes, such as changes in operating hours and optimization of staffing levels; while others would require additional resources and time, such as expanding programming, addressing structural issues, and adding program space. The difficulty in accessing outdoor recreational spaces at some facilities is also hindering the success of recreation centers. There has been such a disconnect in the reservation of outdoor field space that many centers

have abandoned programming outside, leaving prime outdoor spaces heavily underused by the adjacent centers. Furthermore, there has been frequent “pirating” of athletic fields by unauthorized users that may have been avoided, and/or resulted in revenue generation from rentals, if recreation centers had some sense of ownership of the outdoor recreational spaces.

Aging Facilities

Nearly half of the recreation centers visited by the consultant team were identified as facilities that are outdated and rapidly aging. Many of these centers were built decades ago and are in dire need of updating and renovation. Centers belonging to this group tend to be small facilities with limited program space and worn amenities and equipment. These facilities were commonly observed to be in a state of disrepair, and some had major structural and HVAC issues that need to be addressed immediately. Other issues hindering the capabilities of these centers are poor, or nonexistent, ADA accessibility and a severe lack of storage space. In order to provide equitable indoor recreational opportunities throughout the city, the Department must take a comprehensive approach to updating and renovating these tired facilities.

Major Structural Issues

There were a handful of recreation centers visited that had structural issues that need priority attention. These issues tended to be most evident within the gymnasiums of the affected centers, and included failing foundations, cracking/splitting walls, deteriorating/leaking ceilings, and un-level playing surfaces. Not only are these problems limiting the usage and potential programming, but they are also present safety hazards. Also concerning is the precedent for using temporary fixes versus investing in repairs to properly address these problems. It should be a major priority of the Department to address these issues by identifying responsible parties and procedures for rectifying structural deficiencies and establishing dedicated, ongoing funding for repairs.

Newer Facilities Underperforming

Multiple recreation centers visited by the consultant team are privileged to have all the tools for success, but are not making the most of their favorable advantage. The aforementioned centers consist of new and recently updated facilities that should be performing at a very high level. The shortcomings of these centers are in the form of low cost recovery levels, poor user participation, and a lack of programming. Based on their available assets above and beyond those of typical centers, these locations should be thriving and stand out as leaders within the system. These underperforming centers would benefit greatly from targeted

marketing efforts that increase exposure to the community and highlight their level of excellence as a recreation center.

Security and Safety Concerns

In order to achieve high levels of participation in the recreation centers, users have a basic need to feel safe and secure. Many of the centers visited are faced with a daunting task in satisfying this fundamental need. To ensure that recreational opportunities are available to every resident, the Department is obligated to operate in areas that may be high in crime and considered to be unsafe. There are numerous recreation centers that are located in dangerous neighborhoods that result in higher occurrences of theft, vandalism, drug use, and homeless activity. Although the Department and center managers may not be able to control the activity surrounding the center, there are ways to thwart off criminal behavior and undesirables. A heightened sense of safety among users could be achieved by enhancing security features, replacing faulty or broken surveillance equipment, improving lighting, and building strong partnerships with law enforcement. In addition to protecting users from the outside environment, there are opportunities from inside the facility to eliminate safety hazards, such as addressing structural issues and repairing blocked/inoperable emergency exits.



Outdoor Facility Assessments

Assessment Process

Outdoor facilities were assessed to evaluate their strengths and weaknesses. The assessment identified potential facility management improvements and potential enhancements that can maximize participation, service quality, and cost effectiveness.

Methodology

Assessments of 5 golf courses, 4 tennis centers, and 3 sports complexes were conducted on site and with staff feedback. Evaluation included:

- facility design / usage
- facility condition
- signage
- operational issues
- maintenance issues
- customer service / satisfaction
- staffing levels
- staff / manager input

Findings were used to develop recommendations by type of facility.

Golf Courses

Findings

- Excellent improvements made over last five years
- Rounds are increasing – a positive sign
- \$5 to \$7 per hour experiences
- Golf Professionals are excelling in Pro Shop concessions and retail
- Good equipment access and replacement program in place
- Little diversity of players – 90% or greater are men
- Limited pricing options available to grow audience
- Limited policy for differential pricing based on value
- Staff requirements are bureaucratic and inconsistent
- Difficulties with using volunteers
- Professionals tend to command maintenance staff too strongly on some courses
- Need maintenance standards that are consistent
- Lack of standards and measurable outcomes for all aspects of golf course management
- Low level of shop operation standards – storage/covered space/working conditions, lost productivity
- Quality of play suffers as a result of maintenance building management standards
- Quality of rest rooms on golf course are subpar
- Poor roadway directional signage
- Poor on-site wayfinding signage at some courses
- Lack of ADA accessibility at driving ranges
- Maintenance issues:
 - Luna Road problems
 - Levee problems at Keeton Park
 - Quality of water causes problems with greens

- Cost/benefit analysis needed for improvements such as shop operations and on course improvements
- Course facilities lack design principles based on cost recovery
 - Restrooms
 - Lighted driving ranges
 - Covered driving ranges
 - Hospitality spaces to host events/outings
- Inconsistency in who is being provided services
- Perception is still an issue at a few golf courses
- Website inconsistencies need attention
- Targeted markets are inconsistent to grow golf in Dallas
- Existing city marketing plan could be more broad and strategic for golf using all media uses
- Talk radio advertising seems to work well

Recommendations

- Need standards and measurable outcomes for all aspects of golf
- Need a system-wide business and program plan for each course with a cost recovery goal
- Introduce differential pricing policies, such as non-prime rates to attract new market segments (e.g., 30 & under rates)
- Conduct cost-benefit analysis for improvements
- Incorporate design principles into course facilities
 - Speed of play
 - Forward tees
 - Cost recovery goals
 - Player spending
- Improve signage and wayfinding to get to golf courses
- Indoor tech teaching area could be an added value to some courses
- Address critical maintenance issues
 - Greens at Cedar Crest
 - Levee at Keeton Park
 - Luna Road problems
 - Cleanliness standards around club houses
 - Improve ADA accessibility, especially on driving ranges
 - Signage to get to the golf courses

- Develop standards and measurable outcomes (e.g. concession agreement, staff work plans, cost of service per round, player spending per round, etc.)
- Broaden and improve upon existing city marketing strategy and increase social media options
- Increase diversity of players – women, beginners, African Americans, Hispanics
- Golf academy approach is needed to draw younger and more diverse players
- Improve quality of rest room facilities on courses to attract more users, especially women
- Use events to increase exposure of public courses, such as a “Dallas Public Golf Open” tournament to attract more users
- Add more leagues to increase consistent play
- Develop structured volunteer program to address inconsistencies
- Allow seasonal hours for staff when necessary
- Improve website, eliminate inconsistencies
- Maintenance management endowment is needed for each course
- Full access of \$2M CIP funding versus using for operations
- Golf cart path money needed on some courses
- Website improvements needed across the city
- Outing pavilions are limiting
- Promote 9-hole play
- Use video boards in the pro shops to update information on events, programs and services
- Develop family friendly days (or times of day)
- Consider hiring female golf pros to help build the women players
- Consider driving range leagues
- Consider developing a loyalty program
- Share profit and loss statements with staff on a monthly basis
- Consider a season pass option or options
- More on-course concessions
- Need positive signage on the golf course
- Continue to find ways to conserve water
- Need a life cycle asset management plan to plan for improvements

Tennis Centers

Findings

- Recent improvements to facilities like Samuell Grand appreciated by community
- Concession operators are not focused on the city first
- Inadequate signage en route to site
- Drainage area in flood plain limits use of some courts
- Color schemes need to be enhanced
- Lighting not adequate at four out of five sites
- Lack of ADA compliance
- Customer service standards are good with pros but need improvements in some of the pro shops
- Wind fences at some sites need updating
- Lack of shade around courts is missing
- Lack of indoor courts
- Parking is a problem at several sites
- Lack of storage at each site for tennis ball machines, nets, etc.
- Need more Quick Start courts
- Consider converting some courts to pickle ball
- Need improved lighting
- Lack of cross promotion between centers
- A lot of competition between sites
- Lack of growing the game – except Samuell Grand to younger audiences
- Inconsistencies in promoting programs, lessons, events, and clinics between concession operators
- Significant variation in tennis center websites
- POS systems not standardized
- Limited retail opportunities at some sites
- Earned income limited at all sites

- No real performance indicators in place
- No individual site business plans for any tennis center; nor any system-wide business plan for all tennis centers
- Wayfinding to the tennis centers is needed
- The majority of the tennis facilities need updated

Recommendations

- Enhance building/facility signage, video boards
- Repair and update existing facilities
- Address parking shortages
- Develop enhanced marketing plan and better cross-promotion
- Build events around tennis majors
- Develop “Great Dallas Tennis Open” for public courts
- Introduce performance indicators and measures
- Create maintenance endowments for each site
- Seek/develop friends groups to support each center
- Expand earned income opportunities on site such as sponsors
- Mitigate competition between centers / improve collaboration and cross-promotion
- Create uniform websites for all centers
- Develop/implement business plans for tennis centers
- Standardize POS systems
- Outside the building signs need enhanced
- Cracking of courts need to have overlays on a scheduled basis
- Consider one indoor facility for Dallas players
- Formal customer service feedback system is needed
- Consider hiring more teaching pros to grow the game

Sports Complexes

Findings

- Most sports fields in good condition
- Fair Oaks Field in poor condition
- Lack of large rest rooms or concession area
- Lack of signage with field numbers
- Lack of shade
- Lack of storm shelters

Recommendations

- Ensure facility managers are knowledgeable of budgets and cost recovery goals
- Calculate and track cost of service on per unit basis
- Use data to drive operational decision-making
- Develop business plans for each sports complex that identify performance measures
- Earned income for fields, goal posts, fields, concessions, trash cans should be pursued
- Ensure partnerships have written agreements with measurable outcomes
- Conduct a cost/benefit analysis to help inform decisions on facility improvements
- Use design principles based on cost recovery
- Consider an all-weather complex
- Provide additional shade
- Enhance signage and wayfinding on-site
- Allow permitted food trucks to help support major events and tournaments
-



General Assessment

Facility Maintenance

Strengths

The Recreation Master Plan process revealed a number of areas in which the Dallas Park and Recreation Department is currently excelling. One area considered a strength of all centers was the proper use of signage. Facilities have quality overall signage around adjacent roadways and grounds with entrances clearly marked, and good visibility in all directions. The Department has also completed excellent improvements in many recently renovated facilities.

Weaknesses

There is an increasing lack of communication with and slow response time of EBS (Equipment and Building Services) for HVAC and building maintenance. This presents centers with a subpar level of quick and efficient facility correction, which may cause safety issues in future years. System-wide HVAC maintenance is also a continual deficiency, along with the growing lack of additional storage.

Recommendations

- Continually seek opportunities to enhance communication and coordination with EBS.
- Increase storage space in recreation centers where able and/or establish standards for equipment and supply storage to encourage safety, organization, and aesthetics.
- Update aged equipment, particularly in fitness centers to continually attract and retain users.
- Strategically expand the centers that are currently over-crowded or show the most potential for growth in participation.
- Continually invest in, and dedicate additional dollars to, equipment repair, painting and general maintenance updates.
- Enhance security features at appropriate centers.

Staffing and Operations

Strengths

Park and Recreation Department staff provide users with a high level of customer service which is vitally important to ensure customer satisfaction. Continuity is also a major strength due to long-term retention and low turnover rate of employees within the Department. There is an ample amount of on-the-job training for staff as well as the enhanced use of the RecTrac management software as an effective database and resource.

At each facility, it was evident that centers possess strong youth-centered and after-school programs in terms of both high participation and quality programming on a system-wide level. As a result, these numerous centers also act as a safe haven for youth in their service area. In addition to youth development programs, many centers also offer senior programs, which helps provide these sites with a needed balance of programming.

Weaknesses

There is notable competition of centers within the Department, and competition/ambition of staff for the same jobs or recognition has led to inefficiency and occasionally a counter-teamwork mindset that can cause a decline in quality of service. The lack of communication between centers has also resulted in poor coordination of programs and schedules.

The insufficient amount of training on how to continually improve job performances for employees has limited knowledge of partnership and/or sponsorship opportunities. In addition, the staffing levels, hours of operation, budgets, and performance metrics are all heavily standardized. As a result, the hours of operation and staffing levels are not optimized around programming and use needs and have led to idle personnel during the day.

Core programs among centers are very similar, most having youth-centered and active adults as the majority of their programming base. Therefore, many centers are not tailored to fit the unique demographic characteristics of their service area. This may lead to non-optimal fulfillment of the communal recreation needs.

Added program space can increase the potential for new and expanded programs and efforts can be made to produce consistency in these programs by drawing from the same pool of contracted instructors for recreation classes. Added program space would also aid in the opportunity for facility rentals, and partnerships, as well as the creation of childcare facilities to cater to residents. Finally, there remains a large need for the creation of a dedicated program in the effort of unifying employees at the same level to break silos.

Recommendations

- While it is acceptable—and desirable—to standardize the number of operating hours for each recreation center as a way to fulfill equity goals, it is also important to avoid standardizing how those hours are scheduled because this neglects consideration for neighborhood and center differences in programming and use. Customize and optimize operating hours on a center-by-center basis to decrease idle time and increase service equity.
- In conjunction with customizing hours of operation, strategically examine use of space for programming and introduce new programs to increase service levels and revenue generation.
- Use demographic information and user preferences to allow managers to offer the right types of programs, not just similar programs at every center.
- Institute opportunities for employees can train one another, develop mentorships, and/or provide cross-training between centers.
- Assess the feasibility of utilizing childcare facilities or programs at recreation facilities.
- Expand use of data from RecTrac to better inform marketing and programming decisions. Train staff on the capabilities of RecTrac and provide regularly-occurring training sessions with center staff on how to use data to make programming and management decisions.

Administration and Finance

Strengths

There is an advanced level of competency in top performing managers and the strategic reassignment of those individuals to achieve facility goals and promote staff development. Recreation managers also possess a strong focus on their communities and the surrounding neighborhoods, which serves as an asset by anchoring this critical philosophy as the standard mindset of recreation staff. In addition, communities cultivate high resident ownership of facilities, strong community participation and managers achieve quality management of special events within centers.

Weaknesses

Several issues came to light in interviews about the management of centers and the structure of the Department as we noticed the numerous vertical levels of administration that exist within DPR. Many facility managers have an insufficient understanding of their budgets or cost recovery, and do not use data to drive operational decision-making. The use of data-driven decisions is critical to improving efficiency and provides a detailed picture of operational deficiencies from which to craft viable solutions. As we have observed, managers also have a limited role in system-wide and center specific policy decisions.

At a system level, centers can use more data-driven decision-making and performance measures in programming, budgeting, and staffing decisions. In addition to these, the hours of operation can be tailored to specific centers and service areas so they can meet the needs of their users.

There is more of silo (i.e., facility-centered) focus to management versus a system focus. This has resulted in a lack of coordination between facilities and often between other divisions. As an example, there is a limited collaboration and a general division between the Parks Division and Recreation Division. Also, the Department uses separate systems for reserving athletic fields and special use permits, causing double-bookings or a hesitancy to use the fields at all.

Recommendations

- Train center managers to have sufficient knowledge of their operating budget, earned revenue, and cost recovery levels.
- Provide tools and guidance for using financial data to make information-driven decisions.
- Train staff to develop mini business plans for key facilities to support earned income opportunities. These plans should identify income and expense targets, track actuals, and briefly outline marketing strategies. Update these plans annually.
- Include center managers when shaping administrative procedures to give more control and operational discretion over their facilities within policy-based parameters established by leadership and the Park Board.
- Empower center managers and provide resources on how to generate partnerships and sponsorships.

Marketing and Communication

Strengths

In several cases, although isolated, recreation centers used innovative and effective methods of marketing and communication to their user base with printed materials, social media, events, and word-of-mouth promotion. When these innovative methods were used, they frequently resulted in enhanced customer experiences and improvements to financial sustainability through increased earned income. Most noteworthy about these efforts was the use of market demographic information and participation statistics to inform communication efforts. However, these successes were only present in some centers.

Weaknesses

The Department lacks a comprehensive program guide and a system-wide coordination of marketing materials. Additional tools and resources are also needed for center managers to enhance marketing and sponsorships. Marketing plans should be developed and can be made most effective by the use of the demographic information for the service area.

Recommendations

- Develop and annually update a comprehensive system-wide marketing strategy that identifies targeted markets, facilities, services, and events.
- Develop center-specific mini-business plans that include a marketing component based on demographics characteristics of the service area.
- Create a comprehensive program and activity guide for the department, updated seasonally.
- Create and distribute templates for staff to use in developing DPR marketing, promotional, and informational material.
- Establish a system-wide staff communication policy about changes to operations, programming, staffing, issues, etc. to promote increased awareness and coordination among centers.
- Regularly assess community needs to make the right adjustments to programs is a critical marketing and communication technique.



Appendices

Appendix A

Park Inventory

Park Name	Category	Physical Address	Zip	Acres
Anderson Bonner	Community	12000 Park Central Dr.	75251	44.1
Arcadia	Community	5516 Arcadia Dr.	75211	22.6
Arlington	Community	1505 Record Crossing	75235	10.9
Audelia	Community	12600 Audelia Rd.	75243	5.3
B.B. Owen	Community	10700 Walnut Hill	75238	27.1
Bachman Creek Greenbelt	Community	3900 Shorecrest Dr.	75209	58.4
Beckley Saner	Community	114 West Hobson	75224	16.0
Bert Fields	Community	14200 Hughes	75254	59.1
Brownwood	Community	3400 Walnut Hill Ln.	75229	15.7
California Crossing	Community	1400 California Crossing Rd.	75220	390.3
Campbell Green	Community	16600 Hillcrest	75248	17.5
Churchill	Community	7025 Churchill Way	75230	17.3
Cole	Community	4000 Cole	75204	7.0
College	Community	33000 Highland Woods	75241	17.9
Crown	Community	2300 Crown Rd.	75229	16.2
Cummings	Community	2900 Cummings	75216	6.0
Danieldale	Community	300 West Wheatland Rd.	75232	19.3
Devon-Anderson	Community	1525 Devon	75217	24.3
Doris Berry	Community	3700 Cockrell Hill Rd.	75236	18.2
Eloise Lundy	Community	1200 Sabine	75203	3.4
Emerald Lake	Community	6102 Mountain Creek Parkway	75249	62.3
Exall	Community	3501 Live Oak	75204	10.5
Exline	Community	2525 Pine St.	75215	4.6
Fireside	Community	8600 Fireside	75217	33.5
Fretz	Community	6994 Belt Line Rd.	75254	31.1
Glendale	Community	1515 E. Ledbetter Dr.	75216	63.5
Grauwlyer	Community	7500 Harry Hines Boulevard	75235	27.7
Hamilton	Community	12225 Willowdell	75243	18.8
Harry Stone	Community	2403 Millmar Drive	75228	19.2
Hattie R Moore	Community	3212 N. Winnetka	75212	3.7
Hulcy	Community	1200 Danieldale Rd.	75137	27.7
J.J. Craft	Community	4500 Spring Ave.	75210	21.6
J.J. Lemmon	Community	6100 J.J. Lemmon	75241	27.1
Jaycee-Zaragoza	Community	3114 Clymer	75212	17.7
John C. Phelps	Community	3000 Tips Blvd.	75216	20.4
K.B. Polk	Community	3800 Thedford	75209	2.2

	Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
			3								2				Yes		
1					2	1					2	13		Yes	Yes	1	
			1		1	1					2	4		Yes	Yes	1	
					1	1					2	6					Disc Golf
						1											
2	1	1	1	1	1	1					1	6	1	Yes	Yes		
															Yes		
					1	1					1	3					
											1						Lake, Memorial Areas
2		4	2	1	1	1					2	25		Yes	Yes		Sandlot Ball, Sand Volleyball
2			4	1	1	1					2	18		Yes	Yes		Sculpture Areas
			8	1	1	1					1				Yes		Historic Shelter
1	2		2	1	1	1					3	2	1				
2		2		1	1	1					2	4	1				
1		1	2	1	1	1					2	1		Yes	Yes		
1	1	1	2	1	1	1					1	8					Sprayground
												2					
												4			Yes		
1			1	1	1	1					1	7		Yes	Yes		
1												2			Yes		Lake, Sand Volleyball, Sandlot Ball
1				1	1	1					1	5		Yes	Yes	1	
1			2	2	1	1					1	2	1	Yes	Yes		
1	1		2	1	1	1					1	12	1	Yes	Yes		Sand Volleyball
3		3	15	1	1	1					3	4	1	Yes	Yes	1	Tennis Center, Sand Volleyball, Picnic Pavilion
			8	2	3	3					6	18	1		Yes		
2		2		2	1	1					3	5	1	Yes	Yes	1	
1			2	1	1	1					2	7		Yes	Yes		Gymnasium
1			2		1	1					2		1	Yes	Yes	1	Sandlot Ball
			2	2	1	1					1	4	1	Yes		1	
		6									1	4			Yes		In-Line Hockey, Horseshoe Pit
1	2	2	1	1	1	1					2	2	1	Yes	Yes		Senior Center
1			2	1	1	1					2	1			Yes		
2	1	2	2	1	1	1					3	10	1	Yes	Yes	1	Sculpture Areas
1	1	2	2	1	1	1					1	1		Yes	Yes		
		1		1							1	4	1	Yes		1	Garden Areas

Park Name	Category	Physical Address	Zip	Acres
Katie Jackson	Community	4900 Haverwood	75287	45.5
Keller Springs	Community	5710 Keller Springs Rd.	75248	10.0
Kidd Springs	Community	700 W. Canty St.	75208	31.3
Kleberg	Community	1515 Edd Rd.	75253	47.2
Lake Cliff	Community	300 East Colorado Boulevard	75203	44.5
Lake Highlands	Community	9500 Lake Highlands	75218	36.9
Lake Highlands North	Community	9344 Church Rd.	75238	28.0
Lawnview	Community	5500 Scyene Rd.	75227	38.5
Marcus	Community	3003 Northhaven Rd	75229	17.2
Martin Luther King Jr.	Community	2901 Pennsylvania Ave.	75215	3.9
Martin Weiss	Community	3400 West Clarendon	75211	14.8
McCree	Community	9016 Plano Rd.	75238	10.4
Miller Family	Community	2814 Persimmon Rd.	75241	13.0
Moore	Community	1900 East Eighth St.	75203	24.5
Mountain Valley	Community	1428 Merrifield Rd.	75211	18.1
Nash/Davis	Community	3700 North Hampton	75212	11.9
Norbuck	Community	200 N. Buckner Blvd.	75218	100.9
Northaven Park & Greenbelt	Community	3875 Northaven	75229	18.1
Opportunity	Community	3105 Pine	75215	20.0
Park in the Woods	Community	6800 Mountain Creek Pkwy	75236	26.6
Parkdale	Community	6000 Military Pkwy	75227	16.0
Pecan Grove	Community	3443 W. Kiest	75233	15.2
Pemberton Hill	Community	6424 Elam Rd.	75217	38.4
Pike	Community	2807 Harry Hines	75201	4.3
Pleasant Oaks	Community	8700 Greenmound	75227	18.7
R.P. Brooks	Community	7101 Merriman Pkwy	75231	31.9
Randall	Community	100 South Glasgow	75214	16.3
Reverchon	Community	3505 Maple	75219	41.3
Ridgewood	Community	6818 Fisher Rd.	75214	10.9
Robert E. Lee	Community	3400 Turtle Creek Boulevard	75225	14.1
Roosevelt	Community	2342 Moonlight Ave.	75217	16.3
Rosemeade	Community	18740 Marsh Ln.	75287	40.0
Samuell-Garland	Community	12200 Garland Rd.	75218	45.8
Samuell-Grand	Community	6200 East Grand	75223	80.9

Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
					1					1	4					
											10					
1			2	1	2					4	62	1	Yes	Yes		Sand Volleyball, Pond, Garden Areas
1			2		1					1	13		Yes			Pond
1			2	2	1						18					Fountain Areas, Lake, Garden Areas, Sculpture Areas
		2			1					2						Rugby
		3	2		2					1	30	1	Yes	Yes		Handball Court, Pond
2	2									2						
1			2	1	1					2	4		Yes		1	Cricket
				1	1					2	1		Yes			
1	1	2		1						2	33	1	Yes	Yes		Sand Volleyball
1		2		1						1	4					
1				1	1					1	2					
1	1	1	1	1	1					4	7					
				1	1						2			Yes		
1		2	1	1						1	10		Yes	Yes	1	
4	2		1		1					1	1			Yes		Memorial Areas, In-Line Hockey
2			2	1	2					1	9			Yes		
1				1	2					1	8			Yes		
1		2	2	1						1	3		Yes			
1				2	1					2	18			Yes		All-Sport Court
		1		1	1					1	7					
1	2	2	1	1						2	8		Yes			Sprayground
1				1	1					1			Yes		1	
2	1	2		1						3	14	1	Yes	Yes		Garden Areas
					1						2			Yes		Garden Areas
2	1	1	4	2	1					2	5			Yes	1	
1			2	2	1					2	8		Yes	Yes	1	Amphitheater
			2	1	1					1	3		Yes	Yes		Sculpture Areas, Garden Areas, Sprayground
										1				Yes	1	All-Sport Courts, Roques, Boardwalk/Overlook/Fishing Pier, Fountain Areas, Sculpture Areas, Reservation Facility
2		15			1					1	7					RC Airplane Area
4		1	20		1					2	1	1	Yes	Yes		Amphitheater, Driving Range, Garden Areas

Park Name	Category	Physical Address	Zip	Acres
Sargent	Community	2825 Sargent Rd.	75203	16.0
Scyene Trail	Community	7400 Scyene Rd	75227	38.2
Singing Hills	Community	1919 Crouch	75241	14.4
St. Augustine	Community	1500 North St. Augustine	75217	22.2
St. Francis	Community	2000 St. Francis	75228	24.9
Stemmons	Community	Oak 1200 Oak Lawn Ave.	75207	4.9
Tenison Picnic Area	Community	6600 East Grand Ave.	75223	15.3
Thurgood Marshall	Community	5150 Mark Trail Way	75232	24.1
Tietze	Community	2700 Skillman	75214	8.3
Timberglen	Community	3900 Timberglen Rd.	75287	25.8
Tommie M. Allen	Community	7071 Bonnie View Rd.	75241	27.4
Umphress	Community	7700 Umphress	75217	14.0
Valley View	Community	7000 Valley View Rd.	75240	27.4
Walnut Hill	Community	10011 Midway Rd.	75229	9.7
Watercrest	Community	7098 Watercrest Parkway		19.3
Weichsel	Community	5700 Cedar Springs Rd.	75235	12.8
Westhaven	Community	4600 Lynnae Dr.	75211	14.2
Wheatland	Community	2115 W. Wheatland Rd.	75232	25.3
White Rock Hills	Community	2229 Highland Road		3.4
Willie Mae Butler	Community	3700 Dixon Ave.	75210	19.1
Total Community				2,506.2
L.B. Houston Nature Area	Conservancy	California Crossing to Loop 12	75229	0.0
Chestnut	Conservation	1100 Cheyenne	75217	6.7
Elm Fork Greenbelt	Conservation	Loop 12 to Trinity River Confluence		519.0
Elm Fork Greenbelt - Fishing Hole Lake	Conservation			0.0
Genaro	Conservation	5420 Grovewood	75210	19.3
Hines	Conservation	9700 Harry Hines	75220	0.0
Keeneland Escarpment Greenbelt	Conservation	5303 Keeneland Pkwy.	75211	38.8
Kiest	Conservation	3080 S. Hampton Rd.	75224	79.1
Ledbetter Escarpment Greenbelt	Conservation	2830 W. Ledbetter Rd.	75237	7.3
McCommas Bluff	Conservation	7000 Fairport Rd.	75217	110.8
Prairie Creek Greenbelt	Conservation	Elam to Dowdy Ferry		61.9
Runyon Creek	Conservation	1900 Camp Wisdom	75232	59.1
Trinity River Greenbelt	Conservation	3700 Sylvan	75219	3149.7
White Rock Greenbelt South	Conservation	Garland Rd. to Trinity River		1025.7
Total Conservation				5077.3

Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
2		1								1						
1		1	2		1					1	3		Yes	Yes		
				1	1					1	1					
				1	1					1	6					
					1					2	2			Yes		
1	2		2	1	1					2	2		Yes	Yes		Garden Areas
1			1	1	1					1	6	1				Reservation Facility
1		1		1	1									Yes		
1		1	2	1	1					12		1	Yes	Yes		
	1		1		2					1	3		Yes			Sprayground
1		1			1					6	18			Yes		
1			3	2	1					1	4	1	Yes	Yes		
				1	1					1	2					
1			1	1	1					1	8					
1		1	2	1	1					1	14		Yes	Yes		
										2	1			Yes		Lake
										1	3					
										1						
		3								1			Yes			Sculpture Areas, Boardwalk/Overlook/ Fishing Pier, Pond

Park Name	Category	Physical Address	Zip	Acres
Ash Creek Greenbelt	Linear	7026,7027,7031 blocks Ferguson		34.7
Boren- Hilseweck	Linear	2700-2900 Van Cleave	75216	30.3
Coombs Creek Greenbelt	Linear	Coombs Creek Trail	75208	4.2
Cottonwood Trail	Linear	Cottonwood Creek at US 75 and Forest Ln.	75251	0.4
Dixon Branch Greenbelt	Linear	Peavy Rd N. along Dixon Br Crk		70.9
Elmwood Parkway	Linear	Elmwood at Rugged	75224	16.0
Five Mile Creek Greenbelt	Linear	Between Glendale and Arden Terrace Parks		3.3
Five Mile Creek Greenbelt (East)	Linear	Trinity River to Cockrell Hill Rd		317.9
Forest Meadows	Linear	9100 Arbor Park	75243	9.4
Fox Hollow	Linear	Eagle Ford Dr	75249	36.4
Gannon	Linear	440 West Clarendon Dr	75208	3.5
Goat Hill Katy Trail Easement	Linear	Goat hill from Katy Trail to DNT Ramps		0.9
Katy Trail	Linear	Lyte St. to Central Expressway		22.6
Kessler Parkway	Linear	1821 Kessler Pkwy.	75208	22.2
Kiowa Parkway	Linear	15200 Woodbriar	75248	6.6
McCree Annex	Linear	9200-9600 Bryson	75238	4.6
Northaven Trail	Linear	Valleydale to Preston Road		54.0
Olive Shapiro	Linear	Skillman to W. Lawther		185.7
Peacock Branch	Linear	1400 Kirnwood	75232	0.8
Preston Ridge Trail	Linear	From SH 190 to Coit/Haymeadow & HSR		52.0
Renner Greenbelt	Linear	1500 Block Renner Dr.	75216	0.9
Ricketts Branch Greenbelt	Linear	Lancaster Rd & 5 Mile to Wheatland & HSR		44.6
Santa Fe Trail	Linear	White Rock Lake to Hill Street		53.7
Santa Fe Trestle Trail	Linear	8th Street to Riverfront		0.0
Trinity Strand Trail	Linear	From Stemmons Fwy to Medical District Dr.		57.5
Turtle Creek Parkway	Linear	3636 Turtle Creek Blvd.	75204	23.7
Valley View West	Linear	13101 Hillcrest Rd.	75240	13.6
White Rock Greenbelt North	Linear	From Forest to Greenville		6.6
Wynnewood Parkway	Linear	1333 Zang Boulevard	75203	12.0
Linear				1088.7
Bachman Lake	Metro	3500 Northwest Hwy.	75220	205.6
Boulder	Metro	3200 Red Bird Ln.	75237	106.0
Crawford Memorial	Metro	8700 Elam Rd.	75217	266.3
Fair Oaks	Metro	7600 Fair Oaks	75231	236.9
Flag Pole Hill	Metro	8015 Doran Circle	75238	107.1

Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
														Yes		
														Yes		
														Yes	Plazas	
										1				Yes	Garden Areas, Nature Observation Platform	
			2	1							3					
					1									Yes	Sculpture Areas	
					1						4					
					1				1	4				Yes	Pond	
														Yes	15-20 Benches	
		2		1												
				1												Garden Areas
										1				Yes		
														Yes		
														Yes		
				1	1					6	62		Yes	Yes	1	Canoe Launch, Lake, Boardwalk/Fishing Pier, Historical Pavilion
														Yes		
3		1		1	1					3	16			Yes		Garden Areas, Motorcross Area
7	3	3	16	1	1					5	20			Yes	1	Tennis Center, Storage/Maintenance/Shop, Pond
					1					2	1			Yes		Office/Administrative

Park Name	Category	Physical Address	Zip	Acres
Gateway	Metro	2400 N. Jim Miller Rd.	75227	110.7
Harry S. Moss	Metro	8000 Greenville	75231	284.1
Joppa Preserve	Metro	5400 Block Simpson Stuart Rd	75241	318.5
Kiest	Metro	3080 S. Hampton Rd.	75224	184.0
Samuell-New Hope	Metro	Town East at Belt Line Rd.	75182	120.3
Simonds Lake	Metro	1911 Bowers Rd.	75159	206.0
White Rock Lake	Metro	8300 Garland Rd.		757.5
Total Metro				2902.8
Anita Harris Phelps	Mini	2200 Cedar Springs	75201	0.3
Arbor	Mini	7701 Skillman	75231	0.6
Cadillac Heights	Mini	2500 Morrell Ave.	75203	1.0
Crestline	Mini	12207 Crestline	75244	0.5
David R. & Mayme Graham	Mini	1800 Abrams	75214	1.0
Derek Geter	Mini	2322 Scotland		1.0
Grove Oaks	Mini	10426 Grove Oaks Blvd.	75217	0.4
Heights Garden	Mini	7th St. and Rosemont Ave.	75208	0.1
Helen C. Emory	Mini	2500 Obenchain at Bayonne	75217	0.4
Jones	Mini	1647 McManus	75228	0.3
Lawrence Playlot	Mini	2400 Lawrence	75215	0.3
Ledbetter-Eagle Ford	Mini	4002-4016 Hammerly Dr.	75212	0.8
Liberty	Mini	3300 Court	75215	1.1
Maryland	Mini	3925 Maryland	75216	0.3
Monarch	Mini	1823 N. Fitzhugh	75204	0.5
Munger	Mini	5300 Junius St.	75214	0.5
Parkview	Mini	1400 Fairview	75223	0.5
Pueblo	Mini	3226 Bataan St.	75212	0.6
Rain Forest	Mini	10600 Lake June Rd.	75217	0.5
Scotland	Mini	2322 Scotland	75216	1.0
Sleepy Hollow	Mini	1200 Sleepy Hollow Ln.	75235	0.6
Stafford	Mini	1103 Stafford Ave.	75208	0.5
Stone	Mini	810 North Edgefield	75208	0.1
Walford	Mini	1720 North Haskell	75204	0.6
Wheatley	Mini	3700 Meyers	75215	0.5
Willow Square	Mini	12000 Shirestone Ln.	75244	0.6
Total Mini				14.5
Alta Mesa	Neighborhood	2905 Alta Mesa	75241	22.6

Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
1	8	4		1						3	7			Yes		
	10			1						3	12			Yes	1	
										3	2			Yes		Pond, Fishing Area
										3	4					RC Airplane Area, Boardwalk/Overlook/ Fishing Pier, Lake, Pond
					1						4					
				1	1						1			Yes		Garden Areas
																Garden Areas
				1	1					1	4					
					1											
				1	1											
										1	2			Yes		
											1					
				1	1											
					1											
				1	1						2					
					1	1										
				1	1						1			Yes		
																Garden Areas
				1	1						1					
		1		1	1						5	1				Garden Areas, Memorial Areas
				1	1					1	1			Yes		

Park Name	Category	Physical Address	Zip	Acres
Apache	Neighborhood	701 Apache Ln.	75217	7.1
Arapaho	Neighborhood	7401 Tophill Ln.	75248	10.4
Arcadia Heights	Neighborhood	1001 Counts Blvd.	75211	2.6
Arden Terrace	Neighborhood	1200 E Pentagon Pkwy.	75216	7.8
Barry H. Barker	Neighborhood	3721 Briargrove	75287	5.0
Beckley Heights	Neighborhood	6700 Starkey	75232	7.1
Bel-Aire	Neighborhood	10807 Lake Highlands Dr.	75218	2.1
Benito Juarez	Neighborhood	3352 North Winnetka	75212	6.1
Bent Tree Meadow	Neighborhood	4302 Creekmeadow Drive	75287	2.5
Bentwood	Neighborhood	6011 Bentwood Trail	75252	5.8
Betty Jane Lane	Neighborhood	10235 Betty Jane Ln.	75229	2.7
Beverly Hills	Neighborhood	3415 West Sheldon	75211	2.7
Bickers	Neighborhood	1400 Bickers	75212	2.9
Bisbee Parkway	Neighborhood	3100-3600 Bisbee Dr.	75227	11.2
Bishop Flores	Neighborhood	2200 Talleyho	75212	12.2
Bitter Creek	Neighborhood	800 Bitter Creek	75217	22.6
Blue Bird	Neighborhood	4139 Red Bird Ln.	75237	2.5
Bluff View	Neighborhood	3400 Pomona	75209	2.6
Bonnie View	Neighborhood	2100 Huntingdon	75203	4.3
Briar Gate	Neighborhood	3100 Westmoreland Rd.	75212	4.6
Buckner (Samuell)	Neighborhood	4550 Worth St.	75246	9.4
Bushman	Neighborhood	2800 Linfield	75216	3.3
Casa Linda	Neighborhood	1500 San Saba	75218	6.4
Casa View	Neighborhood	11000 Itasca	75228	6.6
Cedar Run	Neighborhood	4100 Prairie Creek Rd.	75227	6.6
Central Square	Neighborhood	3000 Swiss Ave.	75204	1.2
Cherrywood	Neighborhood	5400 Cedar Springs	75235	2.0
Cheyenne	Neighborhood	700 Cheyenne	75217	10.8
Cochran	Neighborhood	2600 North Henderson	75206	2.5
Cotillion	Neighborhood	3600 Barnes Bridge Rd.	75228	6.7
Cottonwood	Neighborhood	8500 Midpark Rd.	75240	5.3
Cox Lane	Neighborhood	3805 Royal Ln.	75229	5.3
Craddock	Neighborhood	4600 Lemmon	75219	7.0
Crockett	Neighborhood	Carroll & Victor	75246	1.8
Deerpath	Neighborhood	1800 East Kiest Blvd.	75216	5.5
Eladio R. Martinez	Neighborhood	2500 Jim St.	75212	1.1

Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
					1						4					
					1											
1				1	1					1	1	1	Yes			
					1											
1			2		1						1	1				
					1						1					
		1		1	1					2	2		Yes		Sculpture Areas	
				1	1						8		Yes			
			2	1	1						5		Yes		Pond	
				1	1						1					
1				1	1						3		Yes			
													Yes			
				1	1					1	3		Yes			
					1						2		Yes		Pond	
		1		1	1						3					
				1	1					1	1	1				
					1						1					
		1	2	1	1					1	1		Yes		Sandlot Ball, Sand Volleyball	
1											1			1		
1			2	1	1					2	4					
1					1						1				Sandlot Ball	
					1								No		Sandlot Ball	
					1						7		Yes		Garden Areas	
				1	1						3		Yes			
1	1		1	1	1					1	1					
			1		1						2		Yes		Garden Areas	
1			2	1	1					1	1		Yes			
		2		1	1						3		Yes		Garden Areas, Sand Volleyball	
					1						1					
			2	1	1						1		Yes		Garden Areas	
					1								Yes			
1				1	1						11		Yes			
				1	1						3					

Park Name	Category	Physical Address	Zip	Acres
Emma Carter	Neighborhood	4100 Pluto	75212	6.3
Everglade	Neighborhood	5100 Jim Miller Rd.	75227	8.2
Ferguson	Neighborhood	1900 Gross Rd.	75228	9.6
Field-Frazier	Neighborhood	4300 West Lovers Ln.	75225	2.5
Forest	Neighborhood	2906 Parnell	75215	2.4
Forest Cliff	Neighborhood	5100-5300 Blocks of Duncanville Rd.	75236	9.1
Foxhaven	Neighborhood	8400 Foxhaven	75249	5.7
Frances Rizo	Neighborhood	2300 Kenesaw	75212	2.0
Frankford	Neighborhood	18400 Hillcrest Rd.	75252	4.7
Friendship	Neighborhood	12700 Hornbeam	75243	10.8
Fruitdale	Neighborhood	4408 Vandervoort Dr.	75216	5.5
Garrett	Neighborhood	1506 Garrett	75206	5.3
Glen Meadow	Neighborhood	11800 Rosser		3.2
Glencoe	Neighborhood	5300 Martel	75206	14.2
Glover	Neighborhood	6600 Scyene Rd.	75227	6.3
Griggs	Neighborhood	2200 Hugo	75204	7.4
Herndon	Neighborhood	400 East Woodin	75216	7.6
Hillcrest	Neighborhood	13819 Hillcrest	75240	8.0
Hillview	Neighborhood	8525 Freeport	75228	10.7
Holcomb	Neighborhood	1044-1114 Holcomb	75217	11.2
Indian Ridge	Neighborhood	1800 Goldwood	75232	8.1
J.P. Hawn	Neighborhood	2600 St. Augustine	75217	10.1
J.W. Ray	Neighborhood	2010 N. Washington St.	75204	2.6
Jamestown	Neighborhood	12433 Jamestown Rd.	75230	8.3
Kensington	Neighborhood	10600 Chesapeake	75217	2.2
Kimble	Neighborhood	2215 Warren	75215	1.2
Kiowa	Neighborhood	6600 Arapaho Rd.	75248	6.8
Lakeland Hills	Neighborhood	2600 St. Francis	75228	8.0
Lakewood	Neighborhood	7143 Williamson	75214	16.7
Lindsley	Neighborhood	7100 Lindsley Ave.	75223	8.1
Lizzie Oliver	Neighborhood	1000 Fordham Rd.	75216	4.0
Lochwood	Neighborhood	11000 Lippitt	75218	12.4
Maria Luna	Neighborhood	4500 Maple	75219	2.1
McCree East	Neighborhood	1100 McCree	75238	2.0
Meadowstone	Neighborhood	2700 Meadowstone	75237	6.3
Midway Manor	Neighborhood	8000 Lemmon Ave.	75209	1.4

Park Name	Category	Physical Address	Zip	Acres
Mildred L. Dunn	Neighborhood	3300 Carpenter	75215	5.1
Miller	Neighborhood	3309 Bonnie View Rd.	75216	3.4
Moss	Neighborhood	2600 Sunset St.	75211	2.4
Moss Glen	Neighborhood	Brentwood Trail at 190	75248	4.5
Netherland	Neighborhood	5600 Dittmar	75229	5.3
Northwood	Neighborhood	8500 Royal Ln.	75231	6.5
Oak Cliff Founders	Neighborhood	1300 North Zang Blvd.	75203	16.1
Old East Dallas Work Yard	Neighborhood	4900 Alton	75214	2.5
Old Renner	Neighborhood	6725 Winding Rose Trail	75252	2.0
Orbiter	Neighborhood	9100 Orbitor Dr.	75243	11.0
Overlake	Neighborhood	9801 Overlake	75220	2.5
Owenwood	Neighborhood	3100 Fairview	75223	2.1
Pagewood	Neighborhood	10700 Boedeker	75230	2.5
Peary	Neighborhood	2800 Peary	75215	3.5
Peter Pan	Neighborhood	3802 Echobrook	75229	10.0
Pointer / Rupert	Neighborhood	4100 Pointer	75212	1.2
Preston Green	Neighborhood	6900 Duffield	75248	4.4
Preston Hollow	Neighborhood	6600 Park Ln.	75225	7.2
Renner	Neighborhood	1400 Renner Dr.	75216	1.6
Ricketts Branch	Neighborhood	7300 Albert Williams Dr.	75241	3.7
Rose Haggar	Neighborhood	18100 Campbell Rd.	75252	2.7
Royal	Neighborhood	3461 Royal Ln.	75229	10.5
Ruthmeade	Neighborhood	800 South Van Buren	75208	1.3
Salado	Neighborhood	16401 Salado	75248	4.2
Sand Springs	Neighborhood	10243 Hillhouse Ln.	75227	2.5
Seaton	Neighborhood	3200 Seaton	75216	4.5
South Central	Neighborhood	4753 Fellows Ln.	75216	3.1
Sugarberry	Neighborhood	7102 Sugarberry Rd	75249	13.1
Sun Valley	Neighborhood	Sun Valley at Fordham	75216	3.2
T.G. Terry	Neighborhood	2400 Lagow	75210	1.3
Tama	Neighborhood	1300 Baden	75203	2.4
Teagarden Place	Neighborhood	9300 Crimnson Court	75217	6.8
Thomas Hill	Neighborhood	Ewing St. and 17th	75216	1.5
Timberleaf	Neighborhood	9425 Forest Springs Dr.		1.5
Tipton	Neighborhood	3607 Magdeline	75212	23.3
Tokalon	Neighborhood	7100 Tokalon	75214	9.7

Park Name	Category	Physical Address	Zip	Acres
Twin Falls	Neighborhood	6300 South Polk St.	75232	5.9
Twin Lakes	Neighborhood	7400 Campbell Rd.	75248	7.9
Urban	Neighborhood	4300 Academy	75227	1.7
Urbandale	Neighborhood	7400 Ireland	75227	4.1
Veterans	Neighborhood	4600 Veterans Dr.	75216	9.4
Wagging Tail	Neighborhood	5841 Keller Springs Rd.	75248	6.9
Wahoo	Neighborhood	4600 Hatcher St.	75210	15.7
Webb Chapel	Neighborhood	11428 Cromwell	75229	7.6
West Trinity Heights	Neighborhood	1900 Harlandale	75216	1.5
Westmoreland	Neighborhood	3600 W. Illinois Ave.	75211	8.6
Westmount	Neighborhood	1300 Westmount	75211	4.0
White Rock Valley	Neighborhood	9104 White Rock Trail	75238	4.1
Willoughby	Neighborhood	9000 Willoughby	75232	4.3
Wonderview	Neighborhood	2704 Wonderview Way	75216	6.0
Woodland Springs	Neighborhood	7321 Fairport	75217	35.0
Wynnewood	Neighborhood	2300 Wynnewood		1.8
Total Neighborhood				782.8
Elgin B. Robertson	Regional	I-30 at Dalrock Rd.	75088	251.1
Mountain Creek Lake	Regional	3436 Florina Pkwy	75249	943.0
Samuell-East (Farm)	Regional	Highway 80 at Belt Line Rd.	75150	609.6
White Rock Lake	Regional	8300 Garland Rd.	75218	983.3
Total Regional				2787.0
Abrams Road Triangles	Special	Abrams b/t Beacon and Gaston		1.9
Cedar Ridge Preserve	Special	7171 Mountain Creek Parkway		307.0
Elm Fork Athletic Complex	Special	2200 Walnut Hill Ln		138.0
Celebration of Life	Special	600 Pearl St.	75201	0.8
Exposition Plaza	Special	Exposition and Canton	75226	2.5
Fair Park	Special	1200 Second Ave		262.8
Great Trinity Forest	Special	2nd Ave. to Trinity River		983.3
Harrell	Special	6401 Gaston	75214	0.8
Joey Georgusis	Special	1200 N Cockrell Hill Rd.		174.1

Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
					1						6			Yes		Fountain Areas, Garden Areas, Lake
					1						2			Yes		
	1			1							1					
										2				Yes		Dog Park
1																
	1		1	1							8					
				1	1						9					
					1						3					
				1	1						3					Sandlot Ball
			1	1	1					1	4			Yes		
				2	1						7					
										1					1	Canoe Launch, Marina/Boat House, Lake, Boat Ramp
	2	2								3	2					Canoe Launch, Lake, Cricket
					1					3	110			Yes		Storage/Maintenance/Shop, Reservation Facility, Pond, Group Camping Area, RC Airplane Area
	3		1		9					27	9			Yes		Garden Areas, Ampitheater, Cultural Center, Lake, Boardwalk/Overlook/ Marina/ Boat House, Off-Leash Park, Fishing Pier, Reservation Facility, Storage/Maintenance/ Shop, Administrative Office
																Fountain Areas, Sculpture Areas, Garden Areas
																Amphitheater, Sculpture Areas
																Fishing Area, Lake

Park Name	Category	Physical Address	Zip	Acres
Katy Trail	Special	Armstrong at the Katy Trail		0.0
Martyr's	Special	265 Commerce St.	75202	0.6
Pegasus	Special	3000 Pegasus Park Dr.		7.4
Sharrock / Niblo	Special	5429 Kiwanis		33.7
Stemmons Plaza	Special	1500 Jefferson Blvd.	75203	0.4
Turner Plaza	Special	500 E. Jefferson Blvd.	75203	1.3
William B. Dean	Special	3636 Turtle Creek Blvd.	75204	9.9
Dallas Arboretum	Special (Botanical)	8525 Garland Rd		66.9
Beeman Cemetery	Special (Cemetery)	Special (Cemetery)		1.3
Bulova/Homecoming Cemetery	Special (Cemetery)	Special (Cemetery)		3.9
Butler-Nelson Cemetery	Special (Cemetery)	Special (Cemetery)		14.5
City (Paupers) Cemetery	Special (Cemetery)	Special (Cemetery)		3.2
Confederate Cemetery	Special (Cemetery)	Special (Cemetery)		0.8
Freedman's Memorial Cemetery	Special (Cemetery)	Special (Cemetery)		1.7
La Reunion Cemetery	Special (Cemetery)	Special (Cemetery)		0.0
Merrifield Cemetery	Special (Cemetery)	Special (Cemetery)		0.1
Opportunity Cemetery	Special (Cemetery)	Special (Cemetery)		5.3
Pioneer Cemetery	Special (Cemetery)	Special (Cemetery)		3.2
Pleasant Mound Cemetery	Special (Cemetery)	Special (Cemetery)		2.9
Akard	Special (Cemetery)	Akard and Bullington St.		0.1
Belo Garden	Special (Downtown)	1014 Main		1.3
Betty Marcus	Special (Downtown)	Flora and Pearl St.s	75201	1.0
Browder St. Mall	Special (Downtown)	200 Block Browder	75201	0.2
Dealey Plaza	Special (Downtown)	400 Main St.	75201	3.1
Elm at Pearl	Special (Downtown)	2100 Elm	75201	0.0
Energy Plaza	Special (Downtown)	1600 Bryan	75201	0.1
Federal Plaza	Special (Downtown)	1900 Federal St.	75201	0.2
Ferris Plaza	Special (Downtown)	400 South Houston	75201	0.9
Founders Square	Special (Downtown)	1000 Jackson	75242	6.5
Four-Way Place Mall	Special (Downtown)	1400 Elm St.	75202	0.1
James W. Aston	Special (Downtown)	1919 Pacific	75201	0.5
John Carpenter Plaza	Special (Downtown)	2201 Pacific	75201	4.0
Julius Schepps	Special (Downtown)	Canton St. at Good Latimer Expy.	75226	0.0
Klyde Warren	Special (Downtown)	2012 Woodall Rodgers		5.2
Lubben Plaza	Special (Downtown)	701 Young St.	75202	1.0
Main Street Garden (Samuell)	Special (Downtown)	1920 Main St.	75201	2.0

Park Name	Category	Physical Address	Zip	Acres
Marilla, Akard,Young Triangle	Special (Downtown)	1300 Young	75202	1.8
Pacific Plaza	Special (Downtown)	2000 Pacific Ave.	75201	0.1
Pacific Plaza	Special (Downtown)	401 N. Harwood Street		2.2
Pegasus Plaza	Special (Downtown)	1500 Main St.	75201	0.5
Reunion	Special (Downtown)	Reunion Blvd. & Sports ST		2.4
San Jacinito Plaza	Special (Downtown)	St. Paul At San Jacinto	75201	0.2
Stone Place Mall	Special (Downtown)	100 Stone Place	75201	0.2
Cedar Crest Golf Course	Special (Golf Course)	1800 Sutherland		144.7
Grover C. Keeton - Golf	Special (Golf Course)	2323 Jim Miller Rd.	75217	204.3
L.B.Houston-Golf Course	Special (Golf Course)	11223 Luna Rd.	75229	285.0
Stevens Golf Course	Special (Golf Course)	1005 North Montclair	75208	134.2
Tenison Golf Course	Special (Golf Course)	3501 Samuel Boulevard	75223	341.3
Elm Fork Fun Club	Special (Golf Course)	10751 Lunda Rd		298.6
Service Center Site	Special (Main Center)	1400 Guard Drive		5.5
Dorothy & Wallace Savage	Special (Median)	5501 Swiss	75214	0.2
Eighth & Davis Triangle	Special (Median)	200 E. Davis Ave.	75203	0.6
Fitzhugh Medians	Special (Median)	Crosstown Expwy. to Cullum Blvd.		3.6
Martin Luther King Median	Special (Median)	1300 to 2300 Pennsylvania Ave.	75215	1.8
Turtle Creek Blvd. Median	Special (Median)	Carlisle St. to Avondale Ave.	75204	2.2
Cullum Boulevard Medians	Special (Medians)	Haskell Blvd to Second Ave / Scyene Rd		5.5
Swiss Ave. Medians	Special (Medians)	Fitzhough Ave to LaVista		4.0
City Park	Special (OCA)	1717 Gano Street		22.1
J.J. Craft House	Special (OCA)	2618 Warren Ave.	75215	0.1
Majestic Theatre	Special (OCA)	1925 Elm Street		0.5
South Dallas Cultural Center	Special (OCA)	1919 Second Ave.	75210	2.4
Bark Park Central	Special (Off-Leash)	75 and Commerce		0.0
North Bark	Special (Off-Leash)	4900 Gramercy Oaks	75287	22.4
I.C. Harris Service Center	Special (Service Ctr)	5620 Parkdale Drive	75227	12.2
Dallas Zoo	Special (zoo)	1021 S Ewing St		127.7
Total Special Park Land				3680.7
TOTAL DALLAS PARKS				18840.0

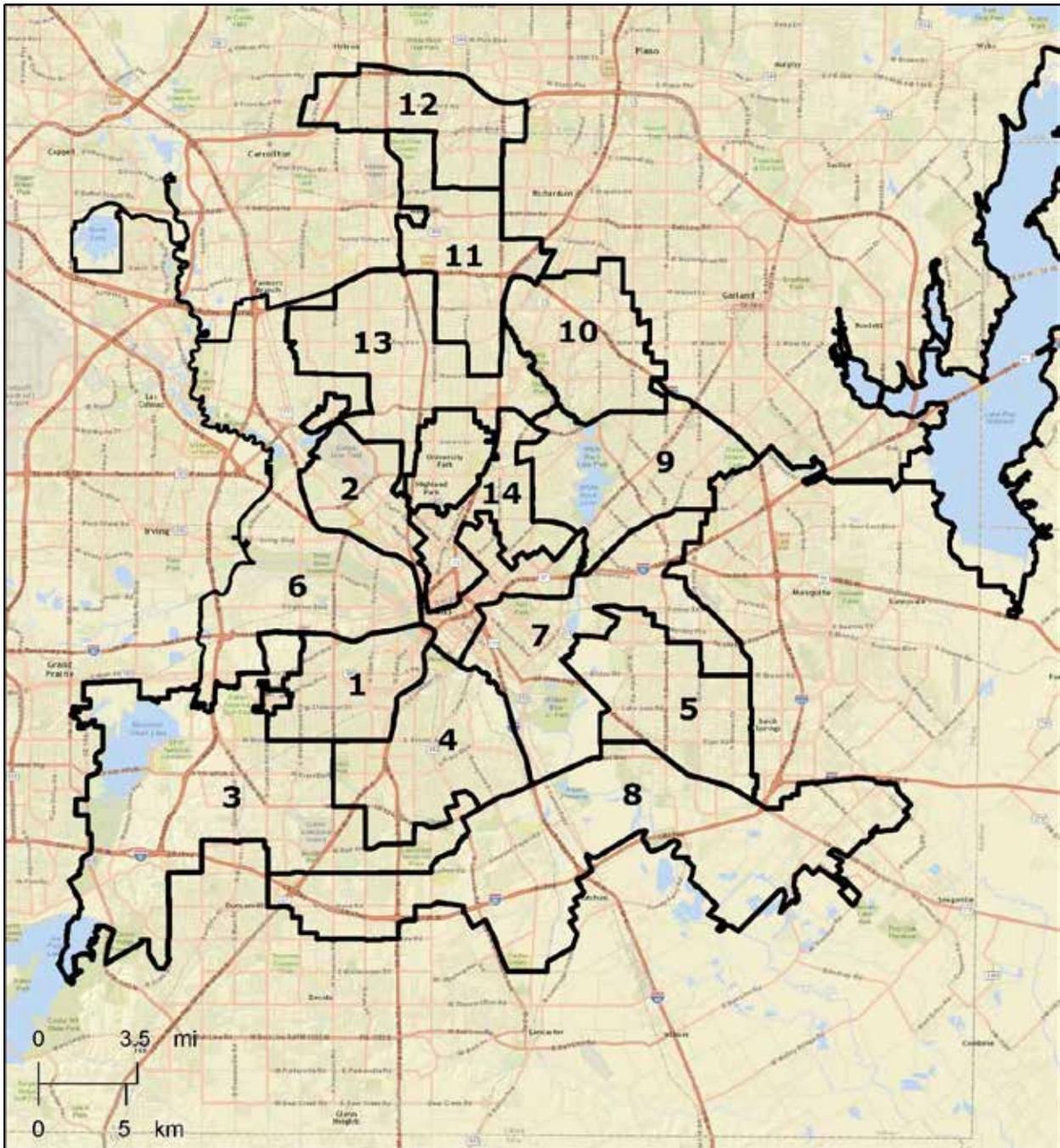
Baseball/Softball Fields	Football Fields	Soccer Fields	Tennis Courts	Basketball Courts	Playground	Sand Volleyball	Sprayground	Skate Park	Off-leash Dog Park	Parking Areas	Picnic Tables / Shelters	Pool	Rec Center	Trails	Concession Stand / Vending Machine	Other Assets
																Memorial Areas
																Fountain Areas
																Sculpture Areas
										1	1					18-hole golf course, Clubhouse, Storage/Maintenance/Shop, Pond
										2					1	Storage/Maintenance/Shop, 18-Hole Golf Course, Pond, Driving Range, Pepsi-Sponsored Pavilion
					2					3	4				1	Storage/Maintenance/Shop, Office/Administrative, 18-hole Golf Course
											1		Yes	1		Reservation Facility, Office/Administrative, Storage/Maintenance/Shop, 2 18-hole Golf Courses, Lake, Driving Range
													Yes			Sculpture Areas
																Garden Areas
																Off-Leash Park
										1	1					Off-Leash Park
111	18	107	201	151	206	11	6	1	5	244	1141	26	42	124	24	

Appendix B

Council District Market Profiles

COUNCIL DISTRICTS MARKET PROFILE

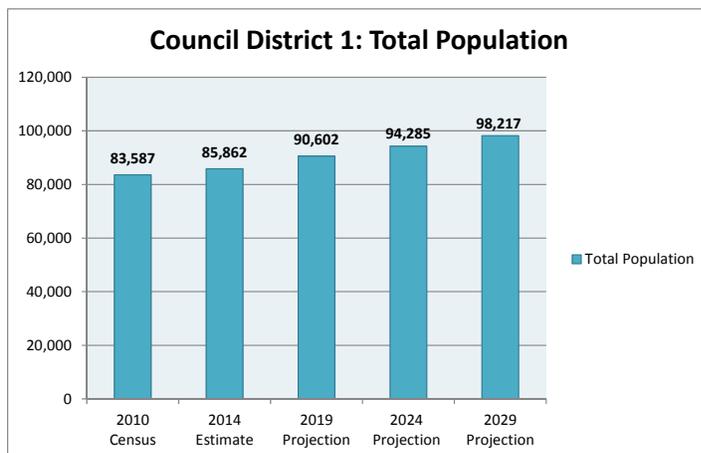
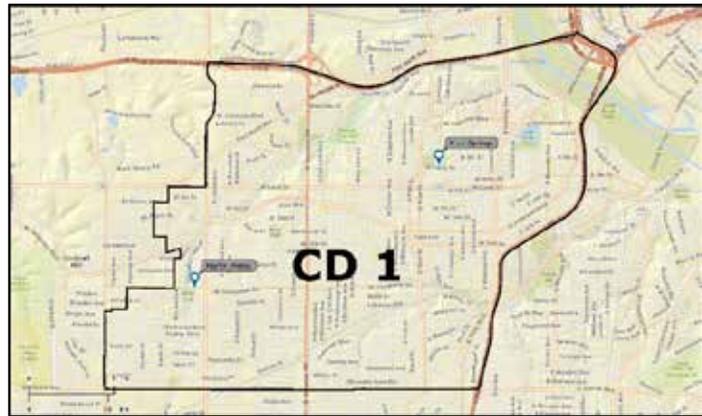
The following site map illustrates the location Dallas's fourteen (14) Council Districts. This section of the market analysis will take a detailed look at the demographic profile of each council district.



COUNCIL DISTRICT 1 DEMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 1 was utilized as the demographic analysis boundary shown here. This District includes the Kidd Springs and Martin Weiss Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 0.68% annually. The District is projected to continue to increase by approximately 0.96% per year, for a total of 98,217 residents by 2029.

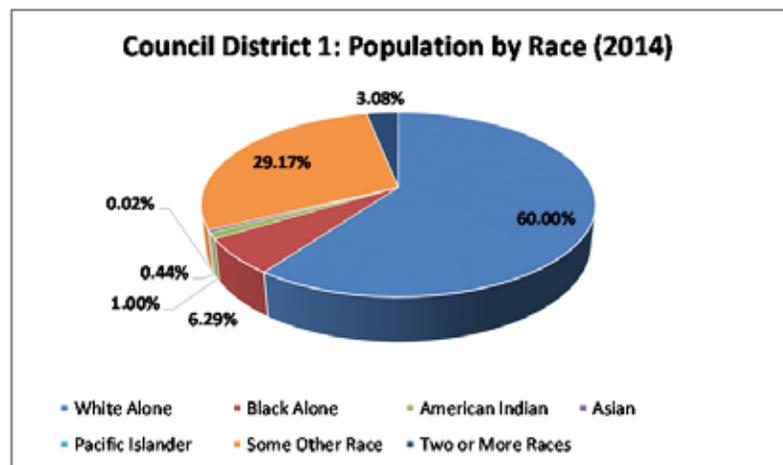
AGE SEGMENTS

Based on projections through 2029, Council District 1 is expected to undergo a slight aging trend, with the 55+ segment slowly increasing to represent 22.5% of the

total population, while the <18 group remains the largest age segment at just under 30%.

RACE

The current population is mostly White Alone, with Some Other Race and Black Alone representing the largest minorities. Projections through 2029 expect this distribution to remain fairly consistent. Those of Hispanic ethnicity represent nearly 79% of the current population, and are expected to grow to over 85% of the total by 2029.



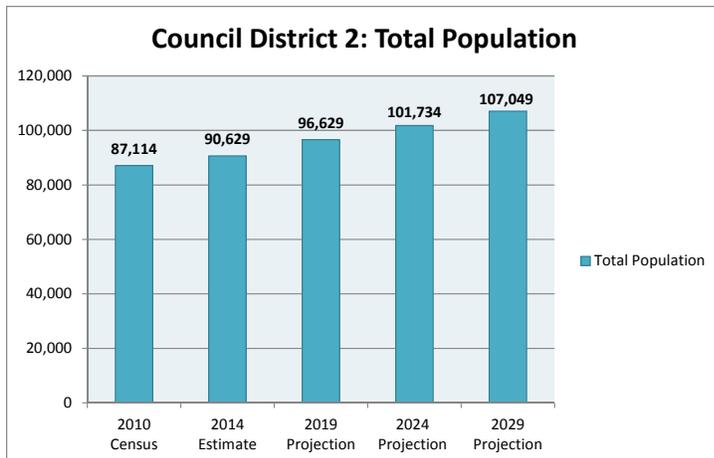
INCOME

With a household income of \$36,384 and per capita income of \$15,761, the population of Council District 1 demonstrates income characteristics that are significantly lower than state and national averages.

COUNCIL DISTRICT 2 DEOMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 2 was utilized as the demographic analysis boundary shown here. This District includes the following recreation centers: Arlington Park, Grauwlyer, K.B. Polk, Reverchon, and Samuel-Grand.



POPULATION

From 2010-2014, the average rate of growth for the population was 1% annually. The District is projected to continue to rapidly grow by approximately 1.2% per year, for a total of 107,049 residents by 2029.

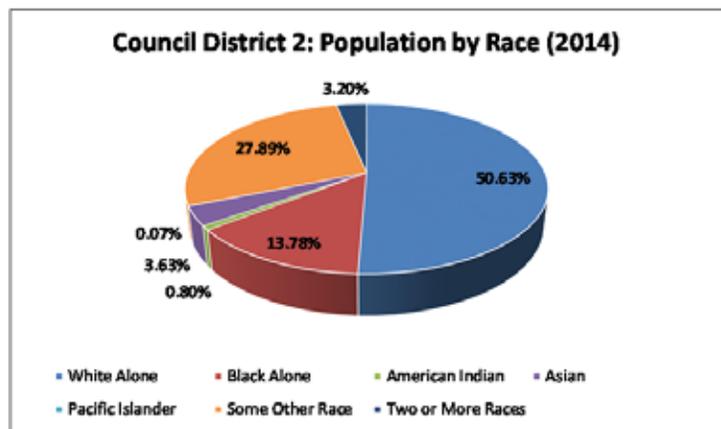
AGE SEGMENTS

Based on projections through 2029, Council District 2 is expected to age slightly, with only the 55+ segment experiencing growth, representing just

under 20% of the total population, while the 18-34 segment (32%) remains the largest age group.

RACE

Just over half of the area's current population is White Alone, with Some Other Race and Black Alone representing the largest minorities. Projections through 2029 expect a minimal decrease in the White Alone, while Black Alone and Asian categories remain fairly consistent. Those of Hispanic ethnicity represent nearly 62% of the current population, and are expected to grow to over 68% of the total by 2029.



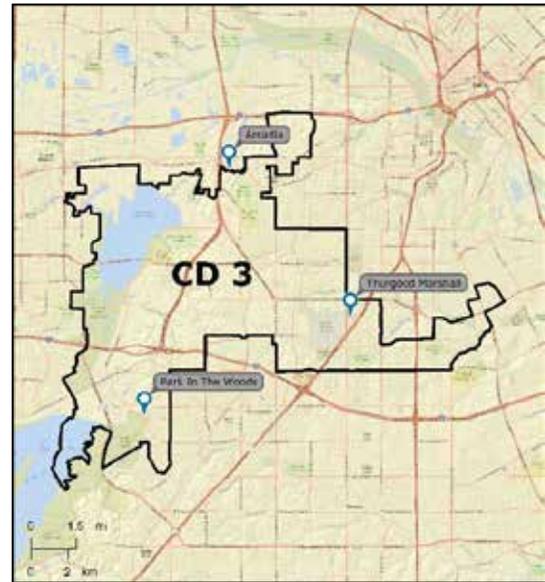
INCOME

With a household income of \$35,363 and per capita income of \$21,011, the population of Council District 2 has income characteristics that are well below state and national averages.

COUNCIL DISTRICT 3 DEMOGRAPHIC PROFILE

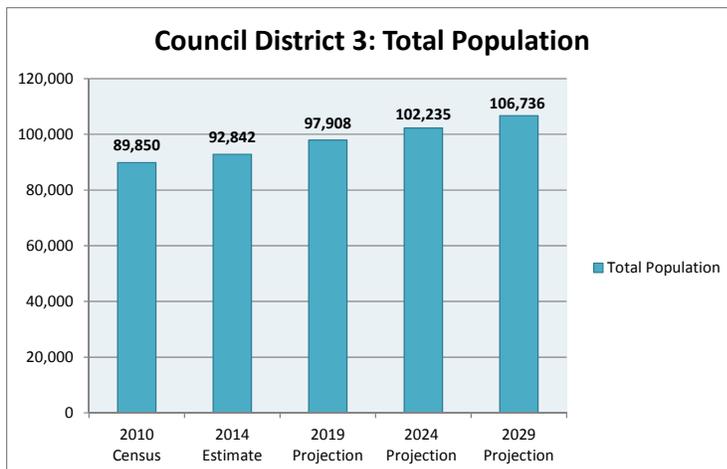
DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 3 was utilized as the demographic analysis boundary shown on the right. This District includes the Arcadia, Park in the Woods, and Thurgood Marshall Recreation Centers



POPULATION

From 2010-2014, the average rate of growth for the population was 0.83% annually. The District is projected to continue above average growth of approximately 1.0% per year, for a total of 106,736 residents by 2029.

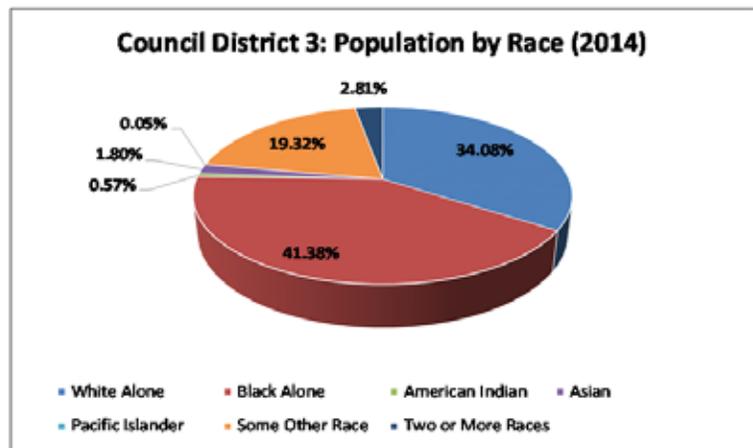


AGE SEGMENTS

Based on projections through 2029, Council District 3 is expected to undergo a steady aging trend, with the 55+ segment increasing to represent just under 24% of the total population, while the <18 group (27.8%) represents the largest age segment.

RACE

The majority of the population is divided between Black Alone (41.38%) and White Alone (34.08%), with Some Other Race ranking third with 19.32%. Projections through 2029 expect a very slight decrease in the White Alone and Black Alone, while Some Other Race expects a small gain. Those of Hispanic ethnicity represent nearly 46% of the current population, and are expected to grow to over 52% of the total by 2029.



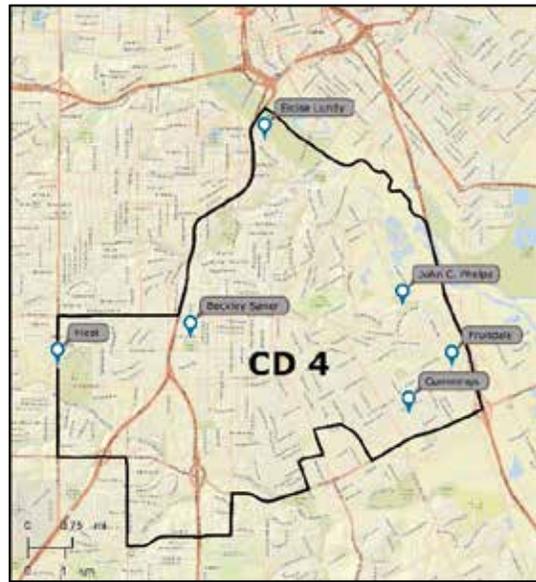
INCOME

With a household income of \$39,327 and per capita income of \$16,949, the population of Council District 3 has earning capabilities that are substantially lower than state and national averages.

COUNCIL DISTRICT 4 DEMOGRAPHIC PROFILE

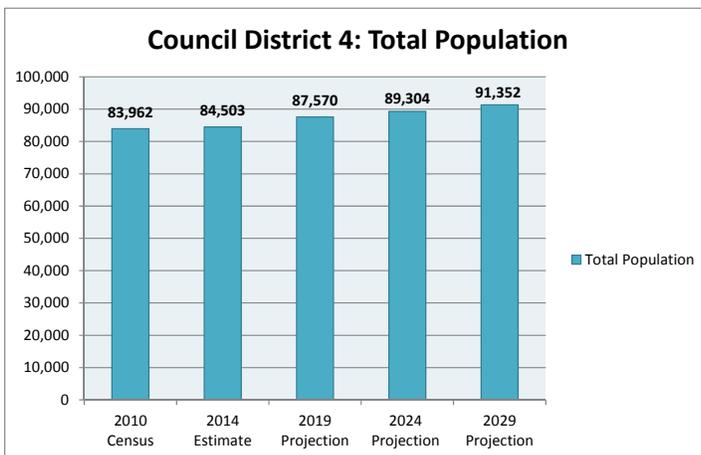
DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 4 was utilized as the demographic analysis boundary shown to the right. This District includes the following recreation centers: Beckley Saner, Cummings, Eloise Lundy, Fruitdale, John C. Phelps, and Kiest.



POPULATION

From 2010-2014, the average rate of growth for the population was a sluggish 0.15% annually. The District’s rate of growth is projected to increase to approximately 0.54% per year, for a total of 91,352 residents by 2029.

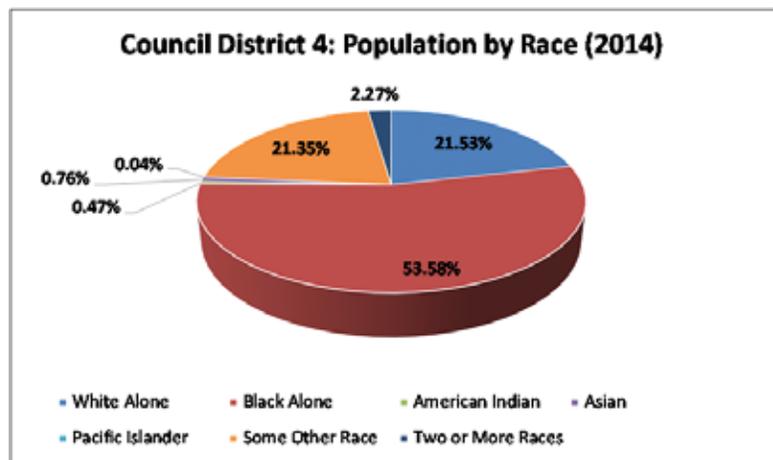


AGE SEGMENTS

Based on projections through 2029, Council District 4 is expected to slowly age, with the 55+ segment steadily increasing to represent just under 30% of the total population.

RACE

The current population is mostly Black Alone, with White Alone and Some Other Race representing the largest minorities. Projections through 2029 expect a slight decrease in the Black Alone, while White Alone and Some Other Race categories slowly increase. Those of Hispanic ethnicity represent over 40% of the current population, and are expected to grow to over 46% of the total by 2029.



INCOME

With a household income of \$25,866 and per capita income of \$12,073, the population of Council District 4 demonstrates very low income characteristics compared to the state and national averages.

COUNCIL DISTRICT 5 DEMOGRAPHIC PROFILE

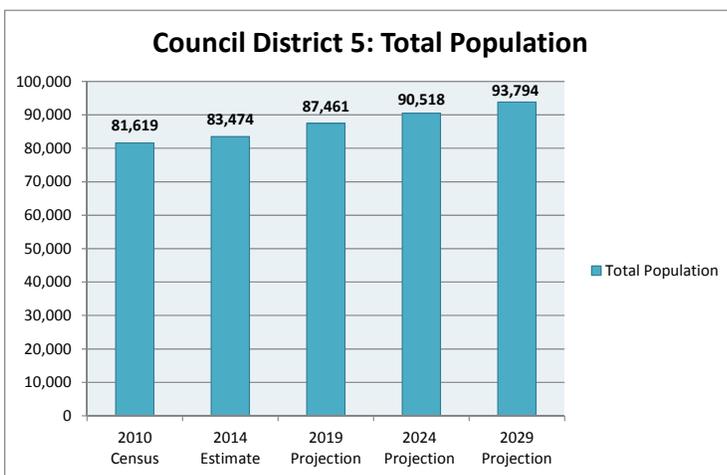
DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 5 was utilized as the demographic analysis boundary shown. This District includes the Pleasant Oaks and Umphress Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 0.56% annually. The District is projected to continue to grow by approximately 0.82% per year, for a total of 93,794 residents by 2029.

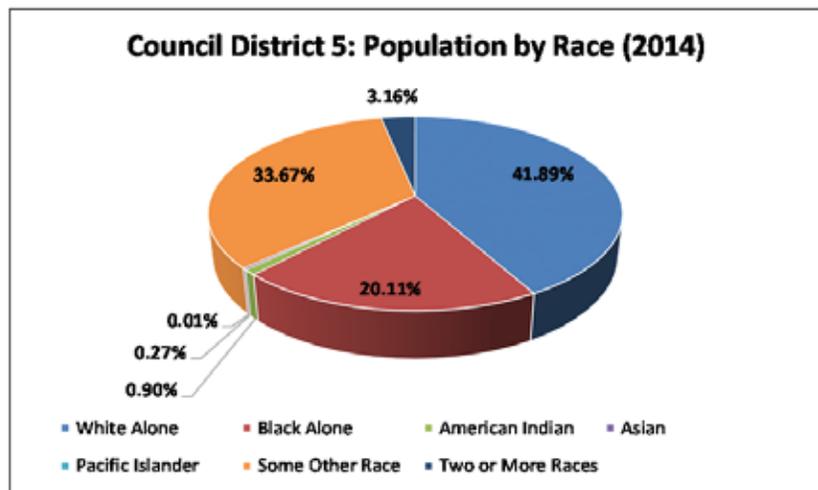


AGE SEGMENTS

Based on projections through 2029, Council District 5 is expected to undergo an aging trend, with the 55+ segment increasing to represent just over 20% of the total population, while the <18 group (32.1%) remains the largest age segment.

RACE

The current population is somewhat balanced between the White Alone, Some Other Race, and Black Alone segments. Projections through 2029 expect the racial composition to remain fairly consistent. Those of Hispanic ethnicity represent over 70% of the current population, and are expected to grow to nearly 80% of the total by 2029.



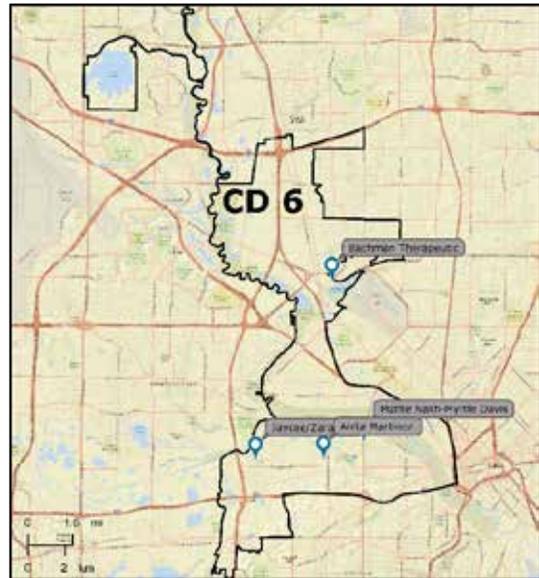
INCOME

With a household income of \$34,772 and per capita income of \$11,030, the population of Council District 5 demonstrates income characteristics that are well below state and national averages.

COUNCIL DISTRICT 6 DEMOGRAPHIC PROFILE

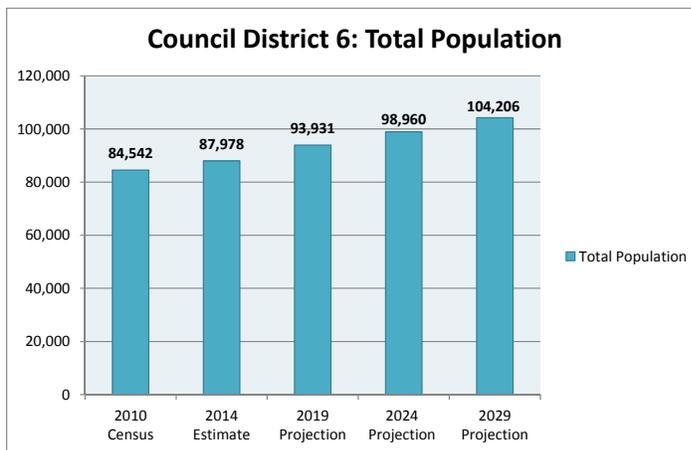
DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 6 was utilized as the demographic analysis boundary shown to the right. This District includes the Anita Martinez, Bachman Therapeutic, Jaycee/Zaragoza, and Mattie Nash-Myrtle Davis Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 1.25% annually. The District is projected to continue to rapidly grow by approximately 1.2% per year, for a total of 104,206 residents by 2029.

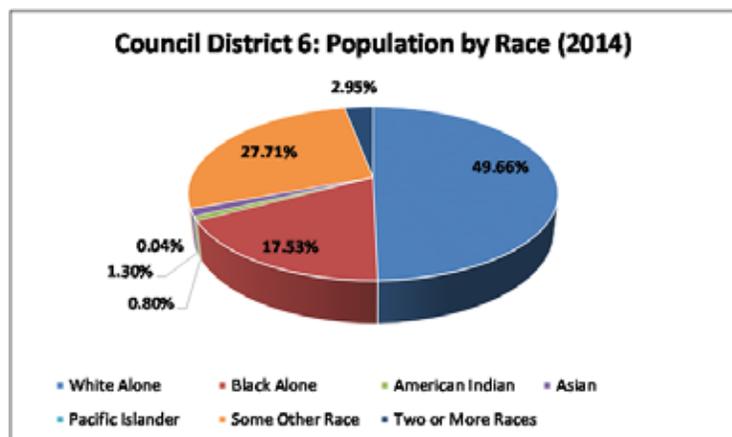


AGE SEGMENTS

Based on projections through 2029, Council District 6 is expected to undergo a slight aging trend, with the 55+ segment growing most rapidly to represent just under 18% of the total population, while the <18 group emerges as the largest segment with over 30% of the population.

RACE

The current population is mostly White Alone, with Some Other Race and Black Alone representing the largest minorities. Projections through 2029 expect a slight decrease in the White Alone and Black Alone, while Some Other Race is predicted to undergo minimal growth. Those of Hispanic ethnicity represent nearly 70% of the current population, and are expected to grow to over 74% of the total by 2029.



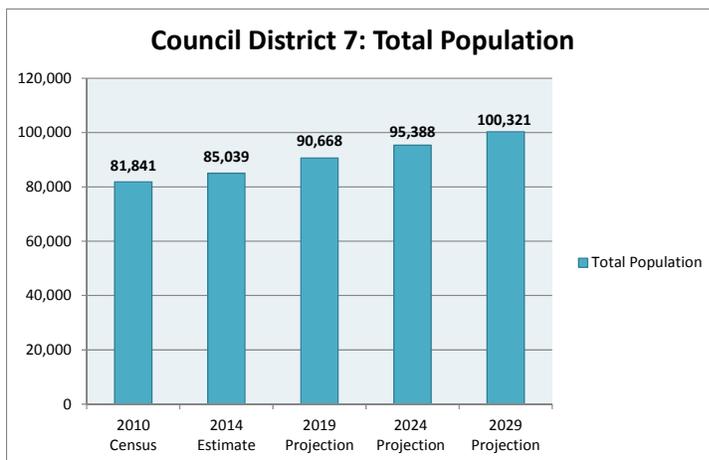
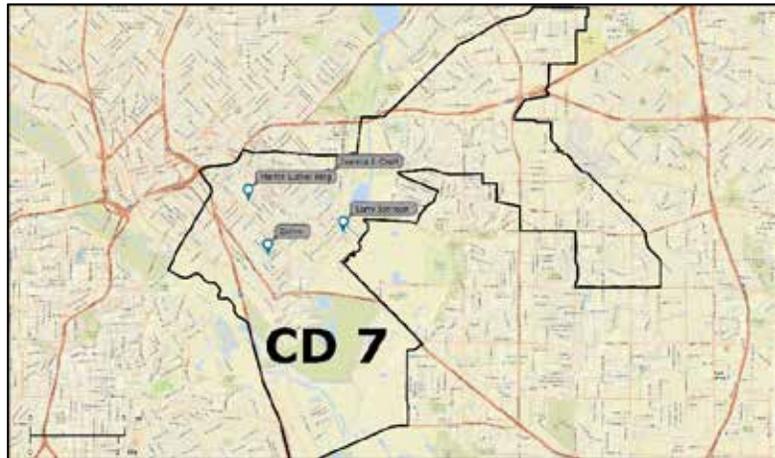
INCOME

With a household income of \$30,945 and per capita income of \$13,709, the population of Council District 6 demonstrates income characteristics that are well below state and national averages.

COUNCIL DISTRICT 7 DEMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 7 was utilized as the demographic analysis boundary shown. This District includes the Exline, Juanita J. Craft, Larry Johnson, and Martin Luther King Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 0.98% annually. The District is projected to continue to rapidly grow by approximately 1.2% per year, for a total of 100,321 residents by 2029.

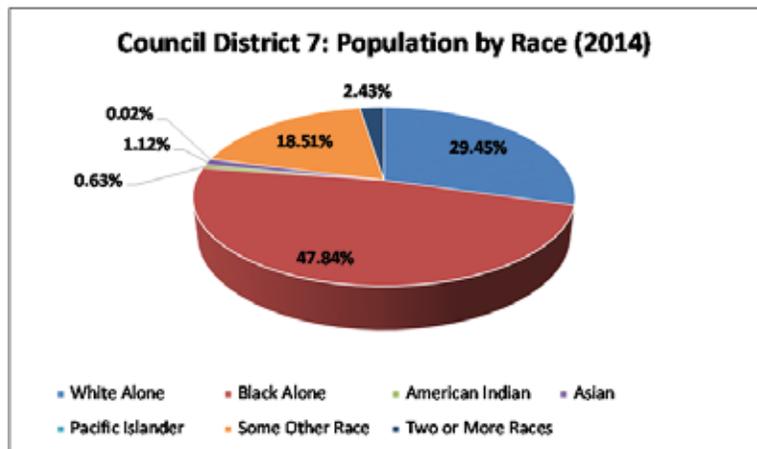
AGE SEGMENTS

Based on projections through 2029, Council District 7 is expected to undergo a gradual aging trend, with the 55+ segment slowly increasing to represent just over 26% of the total population, trailing only

the <18 group (28.3%) as the largest segment.

RACE

The current population is mostly Black Alone, with White Alone and Some Other Race representing the largest minorities. Projections through 2029 expect a slight decrease in the Black Alone and White Alone, while Some Other Race experiences minimal growth. Those of Hispanic ethnicity represent nearly 39% of the current population, and are expected to grow to over 46% of the total by 2029.



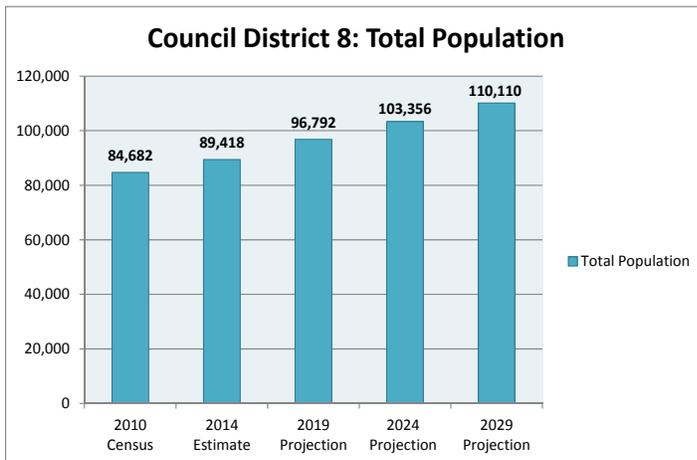
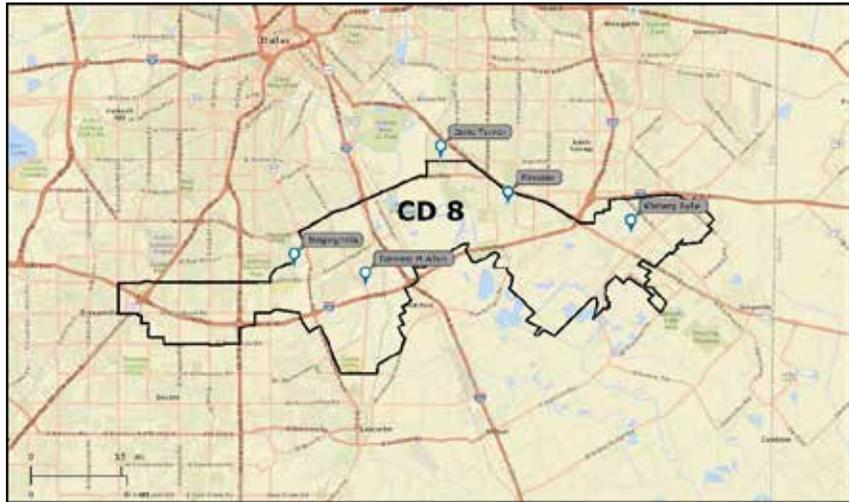
INCOME

With a household income of \$27,504 and per capita income of \$14,313, the population of Council District 7 has income characteristics that are significantly lower state and national averages.

COUNCIL DISTRICT 8 DEMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 8 was utilized as the demographic analysis boundary shown here. This District includes the following recreation centers: Fireside, Janie Turner, Kleberg Rylie, Singing Hills, and Tommy Allen.



POPULATION

From 2010-2014, the average rate of growth for the population was 1.4% annually. The District is projected to continue to grow at a very rapid pace of 1.5% per year, for a total of 110,110 residents by 2029.

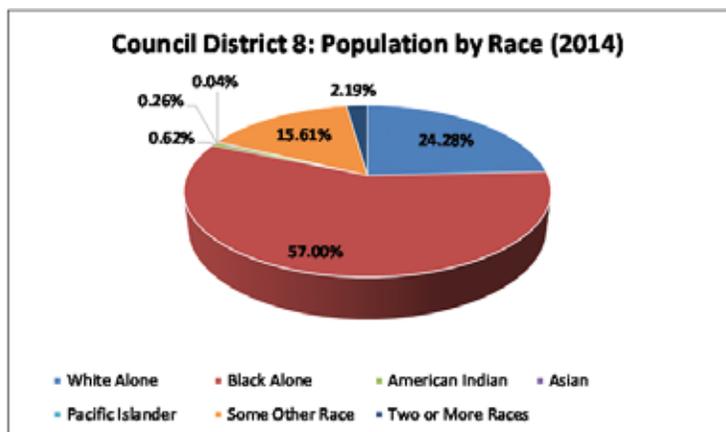
AGE SEGMENTS

Based on projections through 2029, Council District 8 is expected to undergo a steady aging trend, with the 55+ segment slowly increasing to represent just under 24% of the total population, while the <18

remains the largest age segment with over 30% of the population.

RACE

The current population is mostly Black Alone, with White Alone and Some Other Race representing the largest minorities. Projections through 2029 expect a slight decrease in the Black Alone and White Alone, while the Some Other Race segment expects minimal growth. Those of Hispanic ethnicity represent nearly 32% of the current population, and are expected to grow to approximately 39% of the total by 2029.



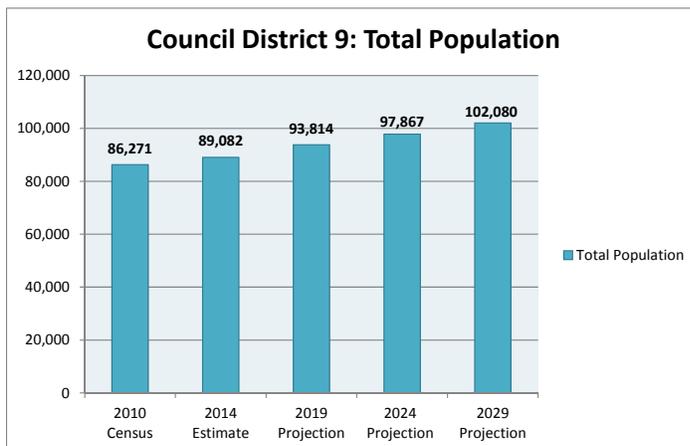
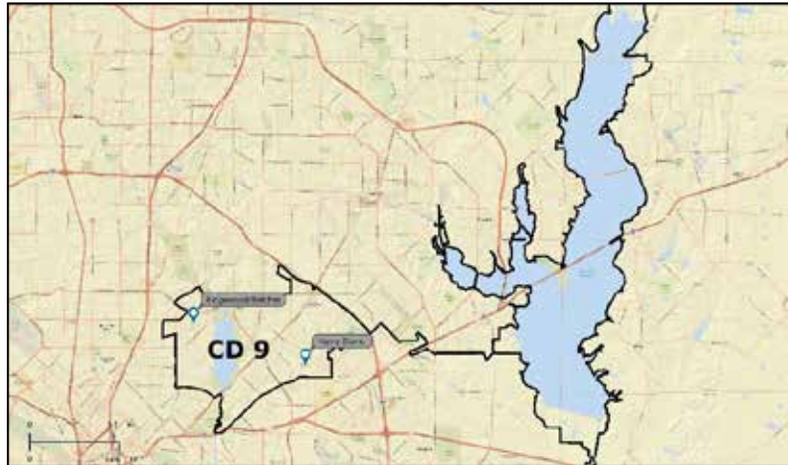
INCOME

With a household income of \$28,961 and per capita income of \$12,674, the population of Council District 8 demonstrates income characteristics that are far below state and national averages.

COUNCIL DISTRICT 9 DEMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 9 was utilized as the demographic analysis boundary shown. This District includes the Harry Stone and Ridgewood/Belcher Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 0.83% annually. The District is projected to continue to rapidly grow by approximately 0.97% per year, for a total of 102,080 residents by 2029.

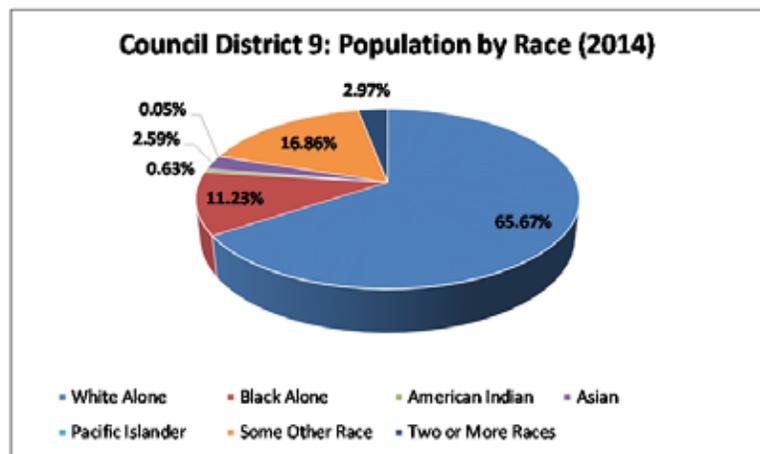
AGE SEGMENTS

Based on projections through 2029, Council District 9 is expected to age steadily, as the 55+ segment increases to represent the largest age group with 29% of the total

population.

RACE

The current population is mostly White Alone, with Some Other Race and Black Alone representing the largest minorities. Projections through 2029 expect a slight decrease in the White Alone and Black Alone, while Some Other Race will undergo the most rapid growth. Those of Hispanic ethnicity represent over 40% of the current population, and are expected to grow to over 48% of the total by 2029.



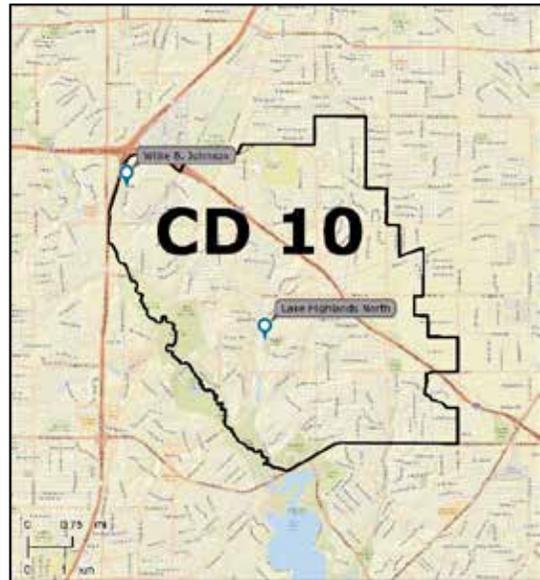
INCOME

With a household income of \$50,656 and per capita income of \$31,131, the population of Council District 9 demonstrates a median household income that is just below average, but per capita income exceeds the state and national averages.

COUNCIL DISTRICT 10 DEMOGRAPHIC PROFILE

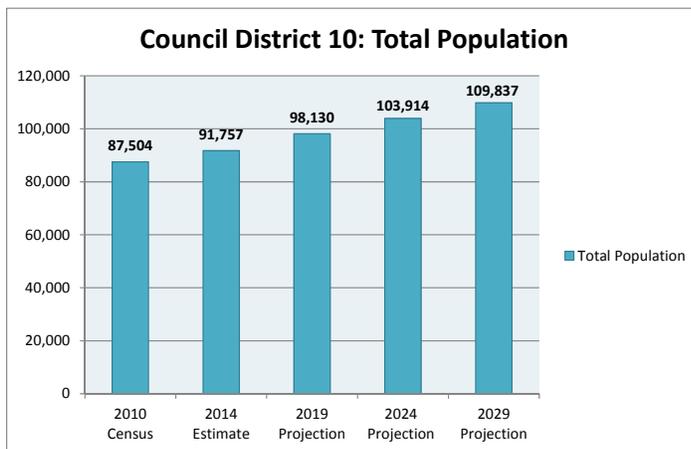
DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 10 was utilized as the demographic analysis boundary shown here. This District includes the Lake Highlands North and Willie B. Johnson Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 1.2% annually. The District is projected to continue to rapidly grow by approximately 1.3% per year, for a total of 109,837 residents by 2029.

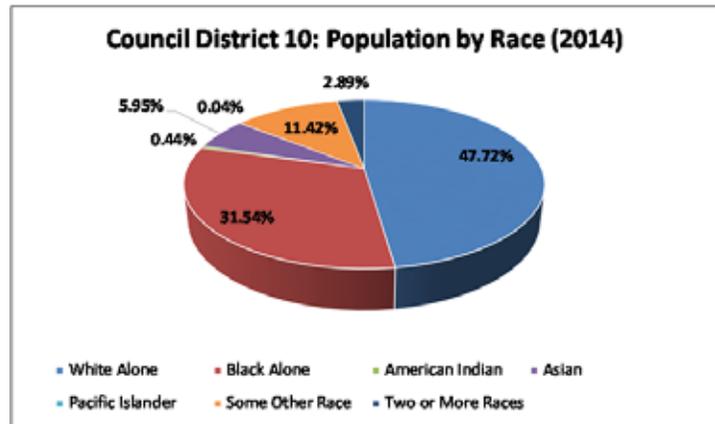


AGE SEGMENTS

Based on projections through 2029, Council District 10 is expected to undergo an aging trend, as the 55+ segment is expected to undergo the most rapid growth, representing over 26% of the populace and trailing only the <18 group (28%) by a narrow margin.

RACE

The current population is mostly White Alone, with Black Alone and Some Other Race representing the largest minorities. Projections through 2029 expect the distribution to remain consistent, with a slight decrease in the White Alone, while Some Other Race and Asian categories experience minimal growth. Those of Hispanic ethnicity represent over 23% of the current population, and are expected to grow to over 31% of the total by 2029.



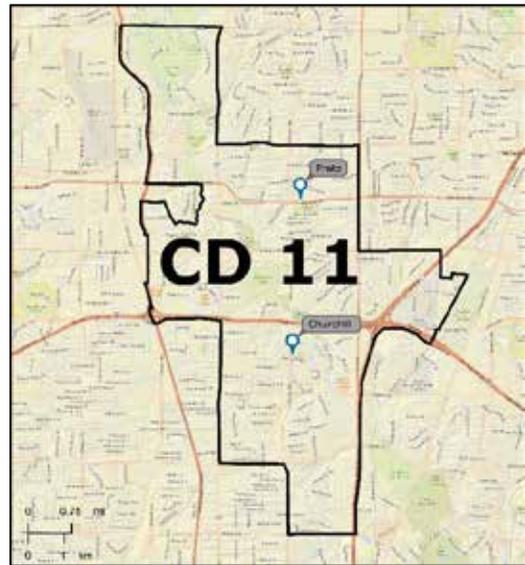
INCOME

With a household income of \$45,622 and per capita income of \$30,978, the population of Council District 10 has an average median household income that is below average, but per capita income exceeds state and national averages.

COUNCIL DISTRICT 11 DEMOGRAPHIC PROFILE

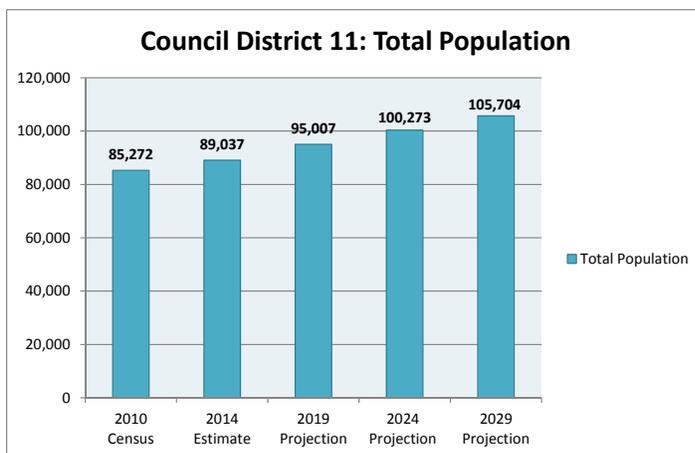
DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 11 was utilized as the demographic analysis boundary shown to the right. This District includes the Churchhill and Fretz Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 1.1% annually. The District is projected to continue to rapidly grow by approximately 1.2% per year, for a total of 105,704 residents by 2029.

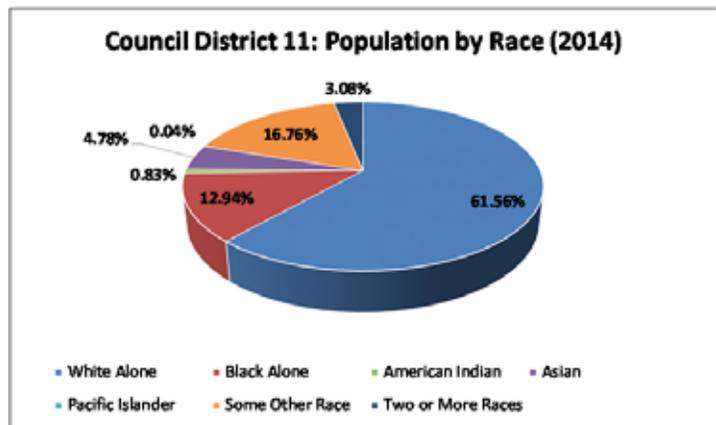


AGE SEGMENTS

Based on projections through 2029, Council District 11 is expected to undergo a minimal aging trend, with the 55+ segment slowly increasing to represent just under 27% of the total population.

RACE

The current population is mostly White Alone, with Some Other Race and Black Alone representing the largest minorities. Projections through 2029 expect a slight decrease in the White Alone, while Black Alone and Asian categories experience minimal growth. Those of Hispanic ethnicity represent nearly 35% of the current population, and are expected to grow to over 43% of the total by 2029.



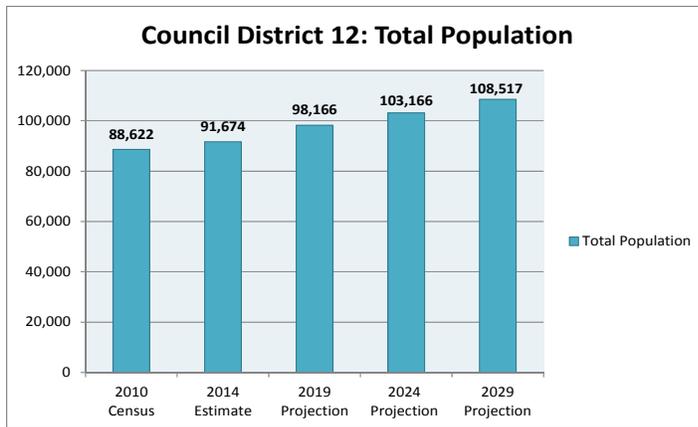
INCOME

With a household income of \$49,847 and per capita income of \$38,356, the population of Council District 11 demonstrates a below average median household income, but per capita income exceeds state and national averages by a large margin.

COUNCIL DISTRICT 12 DEMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 12 was utilized as the demographic analysis boundary shown here. This District includes the Timberglen and Campbell Green Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 0.84% annually. The District is projected to continue to grow by approximately 1.2% per year, for a total of 108,517 residents by 2029.

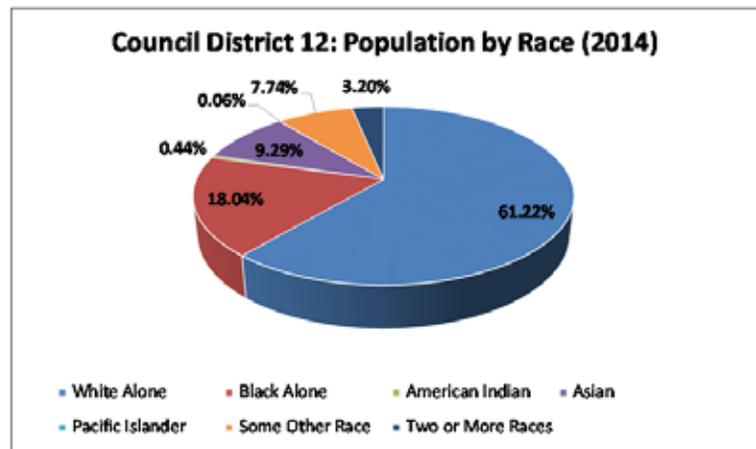
AGE SEGMENTS

Based on projections through 2029, Council District 12 is expected to undergo a slight aging trend, with the 55+ segment increasing to represent just over 28% of the

total population.

RACE

The current population is mostly White Alone, with Black Alone and Asian representing the largest minorities. Projections through 2029 expect a gradual decrease in the White Alone, while Black Alone and Asian categories experience steady growth. Those of Hispanic ethnicity represent over 18% of the current population, and are expected to grow to over 22% of the total by 2029.



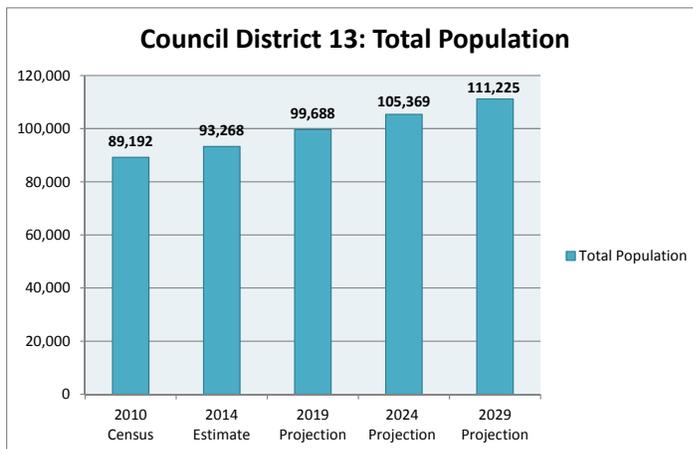
INCOME

With a household income of \$57,397 and per capita income of \$43,701, the population of Council District 12 demonstrates income characteristics that are well above state and national averages.

COUNCIL DISTRICT 13 DEMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 13 was utilized as the demographic analysis boundary shown here. This District includes the Marcus, Marcus Annex, and Walnut Hill Recreation Centers.



POPULATION

From 2010-2014, the average rate of growth for the population was 1.15% annually. The District is projected to continue to rapidly grow by approximately 1.3% per year, for a total of 111,225 residents by 2029.

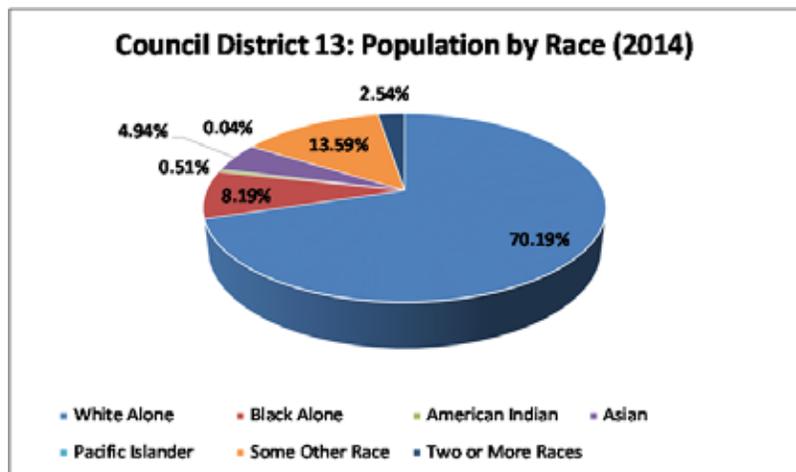
AGE SEGMENTS

Based on projections through 2029, Council District 13 is expected to undergo a steady aging trend, with the 55+ segment increasing to represent the largest age segment with over 32% of the total

population.

RACE

The current population is predominately White Alone, with Some Other Race and Black Alone representing the largest minorities. Projections through 2029 expect a slight decrease in the White Alone and Black Alone, while Some Other Race, Asian, and Two or More Races all experience minimal growth. Those of Hispanic ethnicity represent nearly 30% of the current population, and are expected to grow to over 38% of the total by 2029.



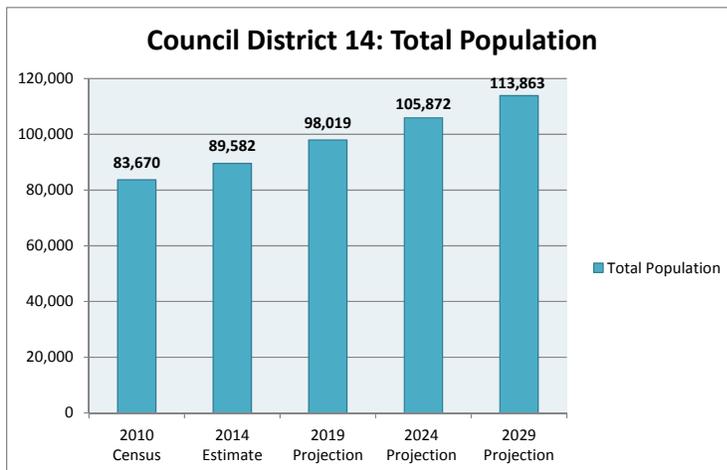
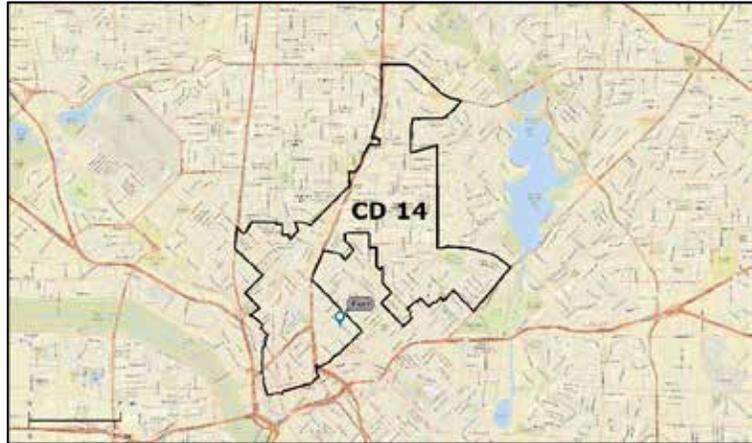
INCOME

With a household income of \$66,480 and per capita income of \$44,817, the population of Council District 13 reflects income characteristics that are significantly higher than state and national averages.

COUNCIL DISTRICT 14 DEMOGRAPHIC PROFILE

DEMOGRAPHIC ANALYSIS BOUNDARY

The geographic boundary of Council District 14 was utilized as the demographic analysis boundary shown here. This District includes the Exall Recreation Center.



POPULATION

From 2010-2014, the average rate of growth for the population was a lofty 1.8% annually. The District is projected to continue to rapidly grow by approximately 1.8% per year, for a total of 113,863 residents by 2029.

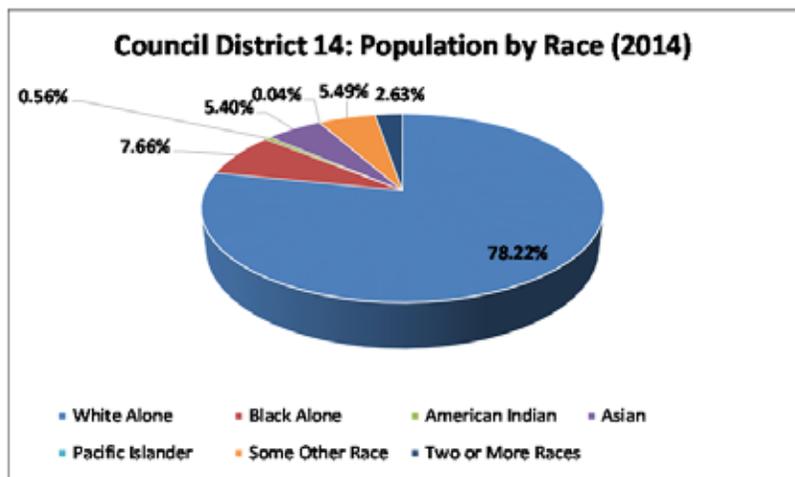
AGE SEGMENTS

Based on projections through 2029, Council District 14 is expected to undergo a slight aging trend, with the 55+ segment growing at the fastest rate, but the 18-34 segment will remain the

largest age group, by far, with nearly 40% of the populace.

RACE

The current population is mostly White Alone, with Black Alone, Some Other Race, and Asian representing the largest minorities. Projections through 2029 expect a slight decrease in the White Alone, while each minority expects minimal growth. Those of Hispanic ethnicity represent over 16% of the current population, and are expected to grow to nearly 25% of the total by 2029.



INCOME

With a household income of \$65,008 and per capita income of \$55,191, the population of Council District 14 has income characteristics that are much higher than state and national averages.

Appendix C

Cultural Assessment

“ARE WE MAKING PROGRESS” ASSESSMENT

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

The seven Criteria Categories reviewed through this employee assessment template include:

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



The results by each area are provided in the following pages. These are the key findings from each one of the key areas and do not list every single question asked of the respondents. Detailed information about these responses will be provided in the *Appendix TBD*.

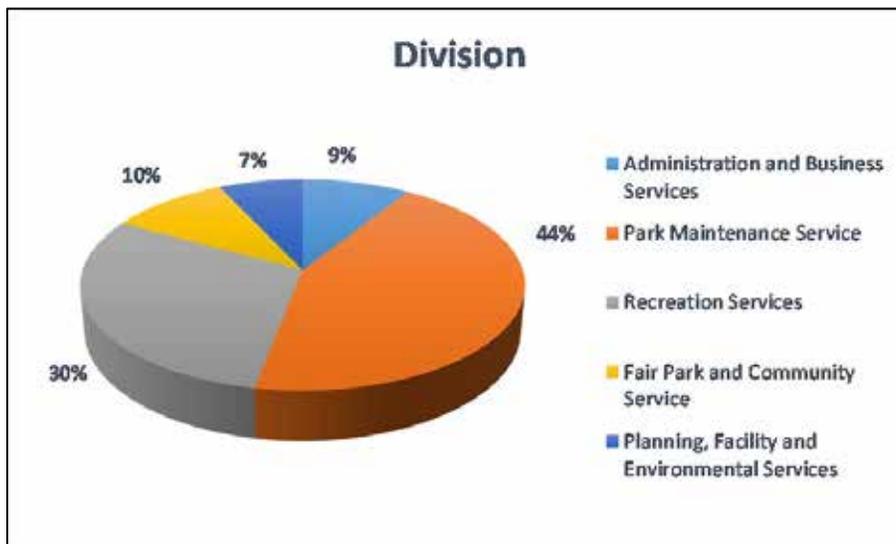
- The summarized findings are color-coded based on the following:
 - 33% or less responses Agree or Strongly Agree - Red
 - 34% - 66% of responses Agree or Strongly Agree - Yellow
 - 67% or higher responses Agree or Strongly Agree - Green

The goal for evaluating the culture of the organization is to better understand and assess how your departments work. After understanding the culture of the department it will make it easier to build, maintain, or implement change in the department. Understanding your employees' needs and concerns will help develop them within the department and help make your department resilient.

Three hundred and forty (340) staff 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 November 2014.

Of the 340 staff employees 88% were full time, 11% were part time and 1% were seasonal employees.

The following charts break up the 340 surveys into employee’s job classification and division.



STAFF SURVEY RESULTS

LEADERSHIP

As per the chart below, the employees indicate a moderate level of confidence in their senior leadership. The ability and willingness of the leadership to create a positive work environment and understanding the department’s vision are critical stepping stones in the successful implementation of any planning process and based on the responses here, they were less than optimal.

The areas of opportunity identified by the staff were leaders using the department’s mission and vision to guide us and their leaders asking what they think.



Consultant Recommendations

Proactive communication with the staff and greater staff involvement on a consistent basis would be important to address these issues. This could be in the form of a weekly blog from the Director, a weekly Department newsletter, quarterly staff meetings, etc. Engaged employees are happier and more productive versus unengaged employees.

Also, reinforcement of visuals of the values and mission throughout the department are recommended as well as evaluating the Department’s work culture on a yearly basis. Evaluating the work culture can help management understand how employees feel about certain actions/processes and will help the Department to take action in improving the culture within the Department.

Results also indicate that leadership is using other decision tools besides mission and vision to make decisions. Stronger policies need to be created and approved by political bodies (such as Park Board and/or Council) appear to be needed.

The Department should develop leadership training for top and middle managers. Also, develop performance measures on actions taken and how the department responds to those actions. Results and outcomes on performance measures should be presented on a quarterly basis.

STRATEGIC PLANNING

This section overall follows a similar pattern of response for the Department's Strategic Planning efforts as indicated in the previous section.



Consultant Recommendations

Consistent with the recommendations in the leadership area, proactive information sharing and building a culture of innovation that allows employees to try new ideas and new initiatives would be useful in addressing these concerns.

It is recommended that the Department encourage staff to develop work plans as a part of their day-to-day operations. These work plans could be tied into performance metrics that should be developed so that staff is better able to identify and report progress. This would help the organization make changes more quickly.

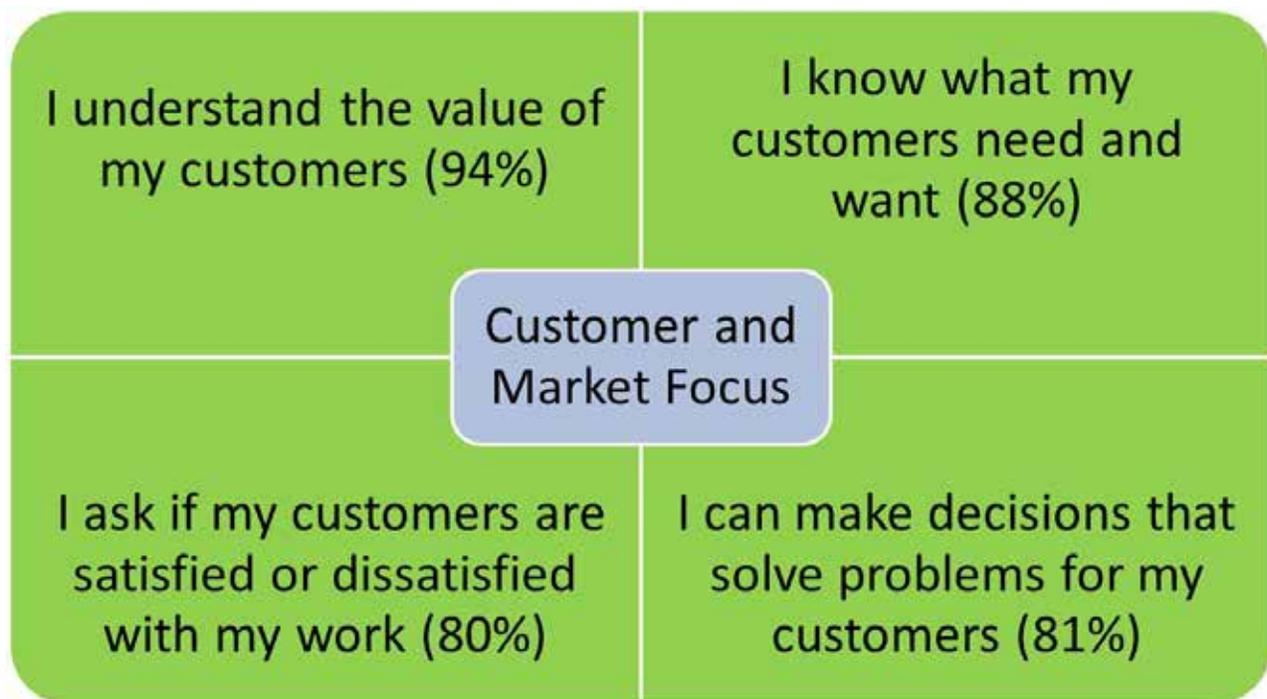
Additionally, conducting the Malcolm Baldrige Model assessments on an annual basis would be helpful for Department Leadership to be able to gauge trends and improvements in key areas over time.

Create recognition programs for staff that implement new ideas that enhance productivity, reward innovation, improve financial sustainability or increase visitor and users experience. Idea boards should be put up throughout the Department buildings on how to make improvements to areas of concern. Leadership and managers must actively promote and participate in these programs to encourage their effectiveness and implement broad scale organizational improvement.

CUSTOMER AND MARKET FOCUS

As can be seen from the graphic below, this is an area that the City is performing at a high level. Too often agencies are focused on offerings services they want to offer versus those that their customers may actually need. Based on staff responses, individual staff members understand the value of their customers (94%), regularly ask them what they need and want (88%), and if they are satisfied or dissatisfied with their work (80%).

It is very encouraging to see 81% respondents state that 'I am allowed to make decisions to solve programs for my customers.' This number speaks positively to a culture of empowerment as it applies to customer relations. Employee empowerment is a key component to building an organization culture that prides itself on teamwork and sense of ownership.



Consultant Recommendations

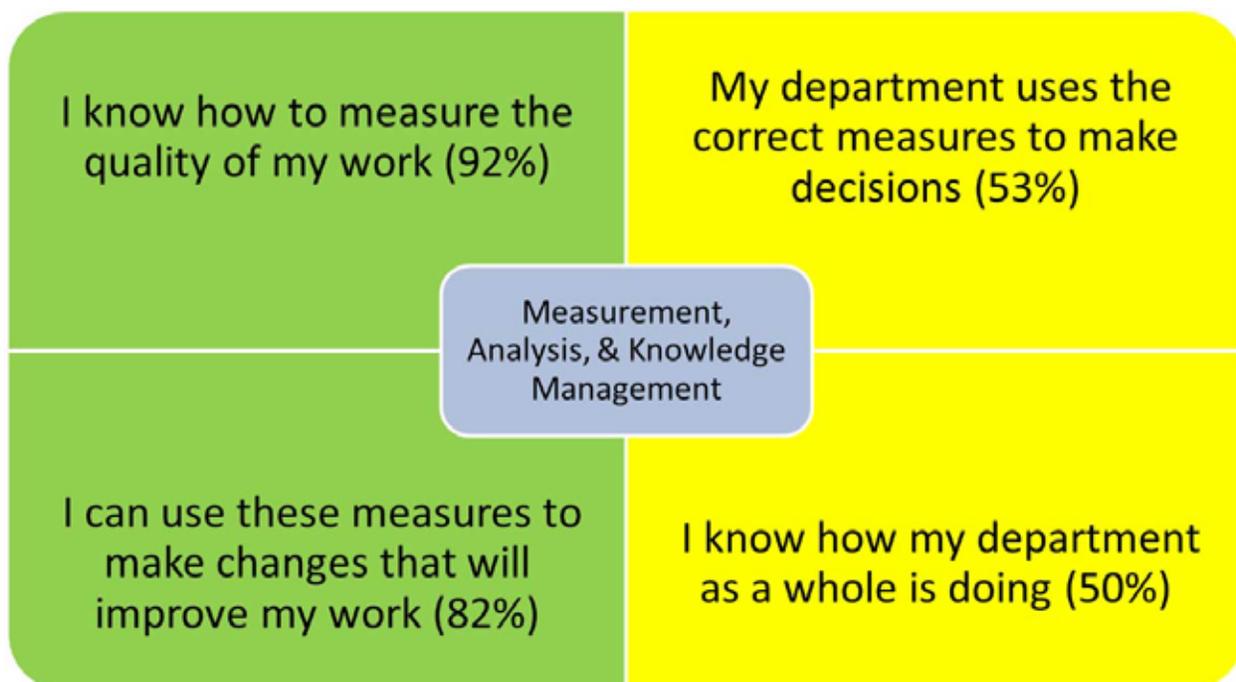
Continue to let staff make customer need decisions in the field and share those decisions with the entire organization. By being responsive to and supportive of employees' decisions, managers build a sense of empowerment. Broadcasting the most effective and impactful employee successes and best practices throughout the Department to strategically improve certain functions can also assist with encouraging innovation as discussed on the previous page.

Develop intercept surveys at various programs and events that ask how the organization is doing and how to improve their experience at park programs and events. Intercept surveys are short 4-6 question surveys about user experience at a program or event.

Develop a yearly program plan that incorporates what the intercept surveys are saying and determine how well the Department is meeting those needs.

MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

Staff responses for measurement, analysis and knowledge management is an area that could use improvement. One of the themes consistently emerging is the perceived existence of a silo-based communications structure. Staff felt they knew what was happening in their own work area but not for the organization as a whole.



Consultant Recommendations

Continued a system-wide communication process and ensure that the information gets communicated consistently at all levels of the Department would be critical in addressing this issue.

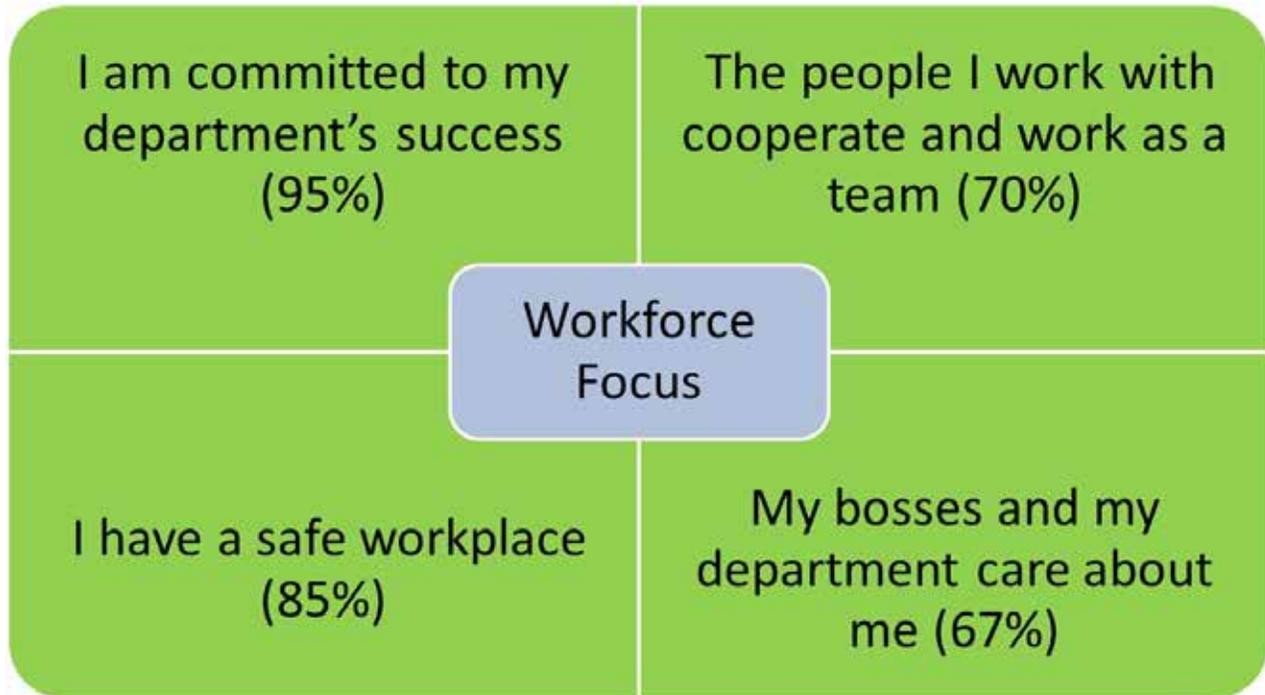
Establish performance measures that are clearly linked to overall strategic goals for the Department overall and different functional areas. Allow employees to participate in setting targets for each performance measure to take into consideration their unique work environments, and avoid using a “one-size-fits-all” number or metric to define success. Leadership should keep the Park Board apprised of these performance goals, including the importance of setting different goals for different contexts, in order to obtain permission and empowerment through policy.

Posting aggregated performance measures and the results on a quarterly basis to help staff understand, manage, and improve what the Department is doing. Managers should also distribute their insight about particularly strong (or weak) performances and provide guidance and recommendations on how to achieve or maintain strong scores.

Recognize those individuals and groups who exceed in certain performance indicators, designate them as leaders in the areas where they excel, and create opportunities for them to advise or mentor their peers in the Department.

WORKFORCE FOCUS

Workforce focus has emerged as an area of great strength for the Department. Commitment to the organization's success (95%), workplace safety (85%) and team work and cooperation (70%) are very encouraging numbers but do have room to improve. However, the perception of being cared for by the Department could use the most improvement.



Consultant Recommendations

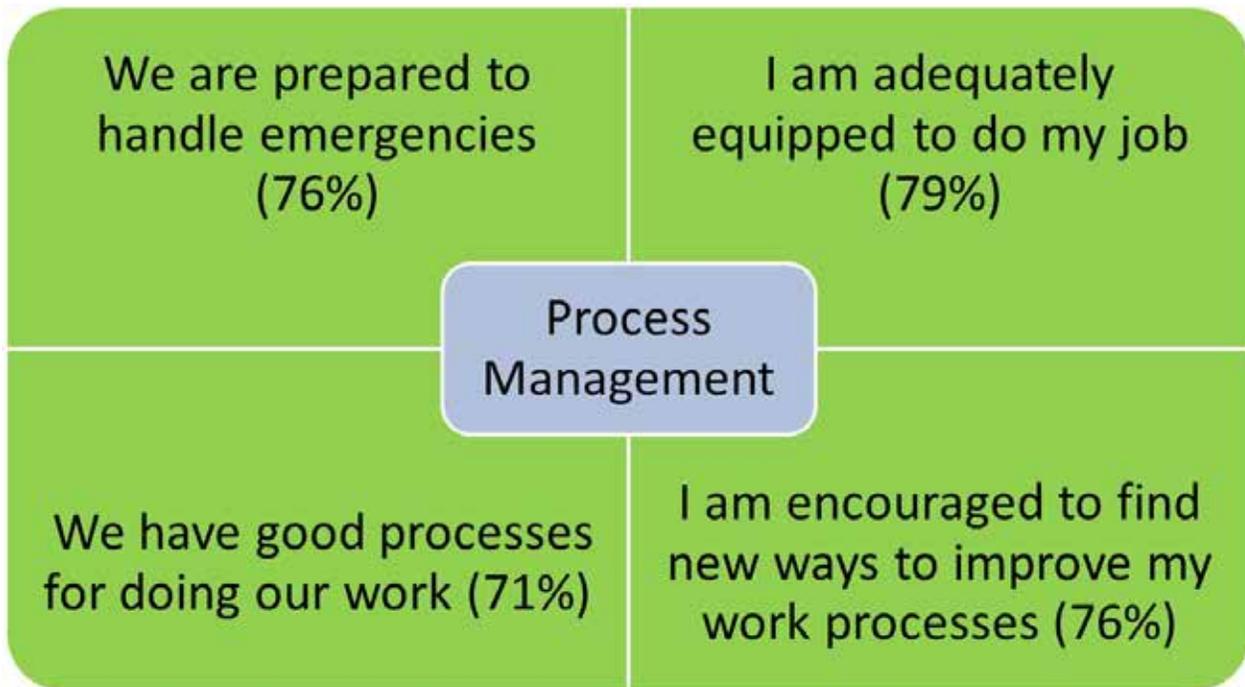
The Department and key leaders in the organization need to recognize and celebrate employee accomplishments at employee and Board meetings. Develop various awards that could be created for teamwork, innovation, customer service, problem solving, etc.

The Department should implement a succession training program for employees that want to stay and advance with the Department.

While a strong majority of employees feel like they have a safe workplace, 15% feel they do not. The Department's standards for occupational health and safety should remain very high, so the consulting team recommends that managers constantly monitor and address employees' concerns in this area.

PROCESS MANAGEMENT

The feedback for Process Management is another area of strength for the Department but could use improvement. Overall, the employees indicated that they are prepared to handle an emergency and are adequately equipped to do their job as well as encouraged to find new ways to improve their work process.

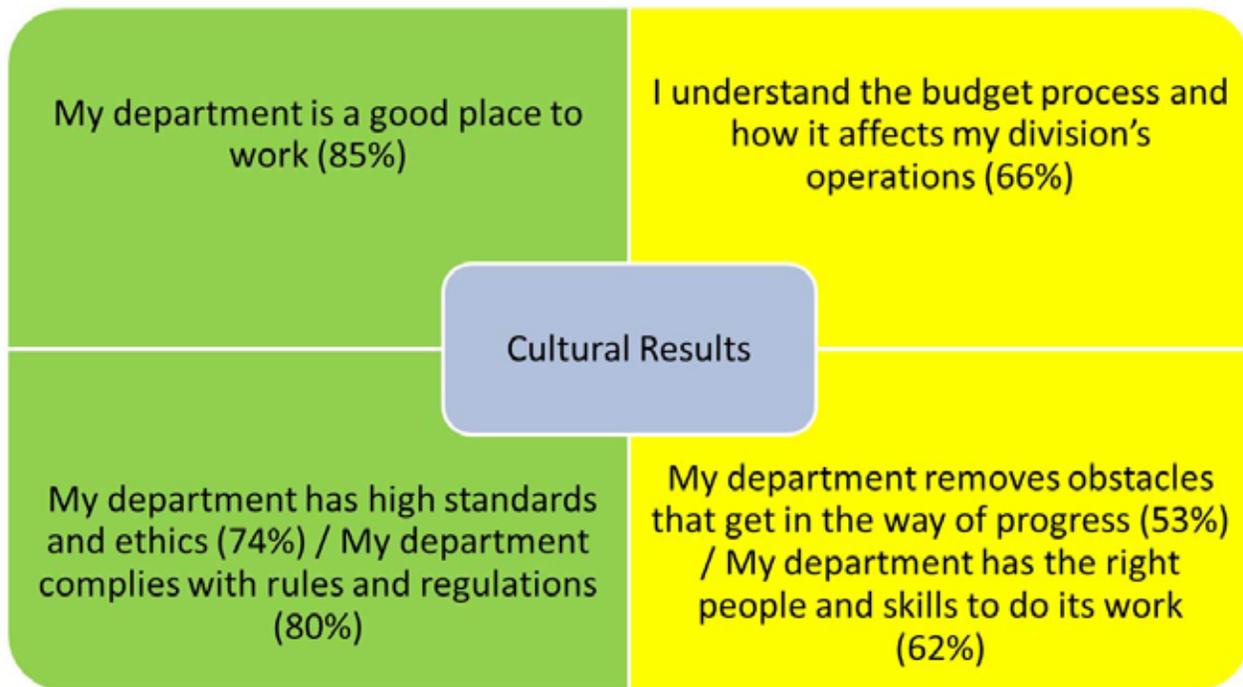


Consultant Recommendations

When processes are perceived to be too bureaucratic or cumbersome to the degree that the Department cannot respond in an effective or timely manner, the Department should evaluate the process. One useful initial method that can be used to begin such an evaluation is to determine how mission-critical the process is by categorizing it as core essential, important, or value added based upon organizational service criteria. Another beneficial method is to determine which division, office, or individual within the Department should be designated as the lead function for the process, and which divisions, offices, or individuals provide support functions. Clear roles, responsibilities, workflows, and timelines can then be generated to help reduce ineffective bureaucracy in the Department.

CULTURAL RESULTS

In reviewing employee responses to this final criterion, there is support that the organization is a good place to work, has high standards and ethics as well as obeys laws and regulations. A repeated concern is the limited awareness regarding internal communication or lack of awareness with regards to the organization’s overall vision or, in this case, financial performance. Also, only about half (53%) of staff feel that the organization removes obstacles that get in the way of progress which needs to be



addressed.

Consultant Recommendations

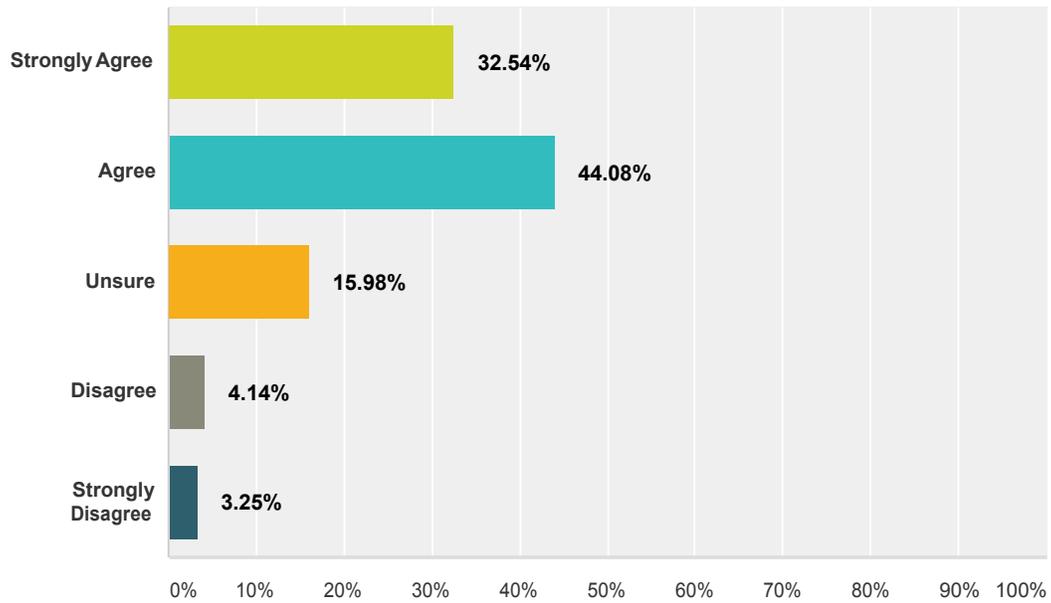
The Director or Finance Director should provide a one page update to staff on a periodic basis about how the organization is doing financially, and managers in each division should discuss changes to their workplans or key messages to staff in order to contribute to the overall financial health of the Department.

Key metrics should be posted that financially describe how well the organization is doing and key revenue producing facilities and programs. This will help everyone to understand how they can impact the outcomes desired each day in their work.

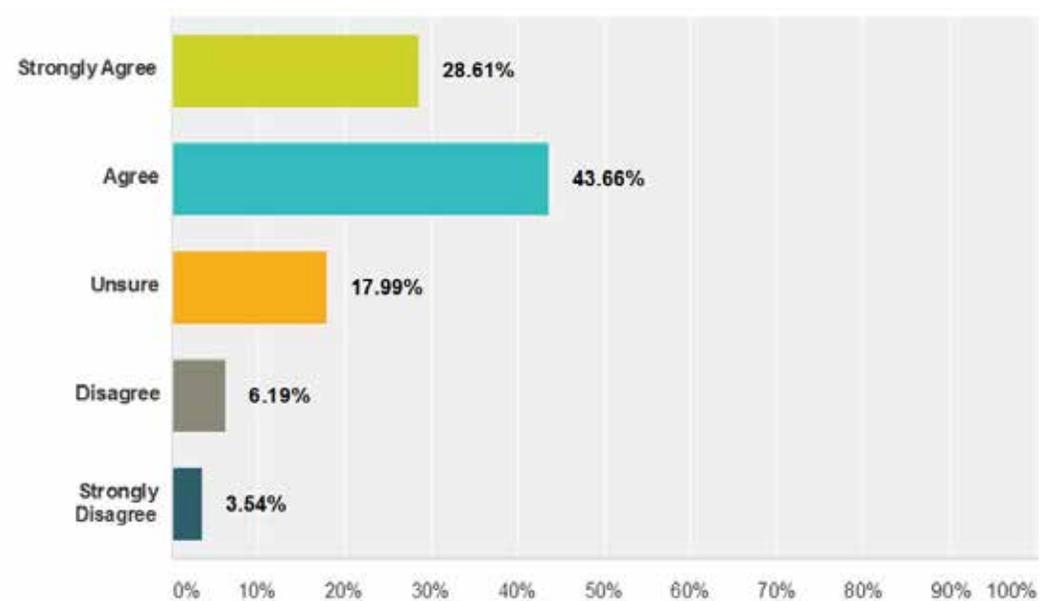
Tools or communication methods should be developed so that employees can report and suggest ways to remove obstacles to their work. This goes beyond “vertical” communication between employees and supervisors, but also encourages “horizontal” or “network” based communication that allows employees to overcome barriers and find solutions by interacting with their counterparts within the Department and/or by engaging expertise in professional associations or from subject matter experts outside of the Department.

LEADERSHIP

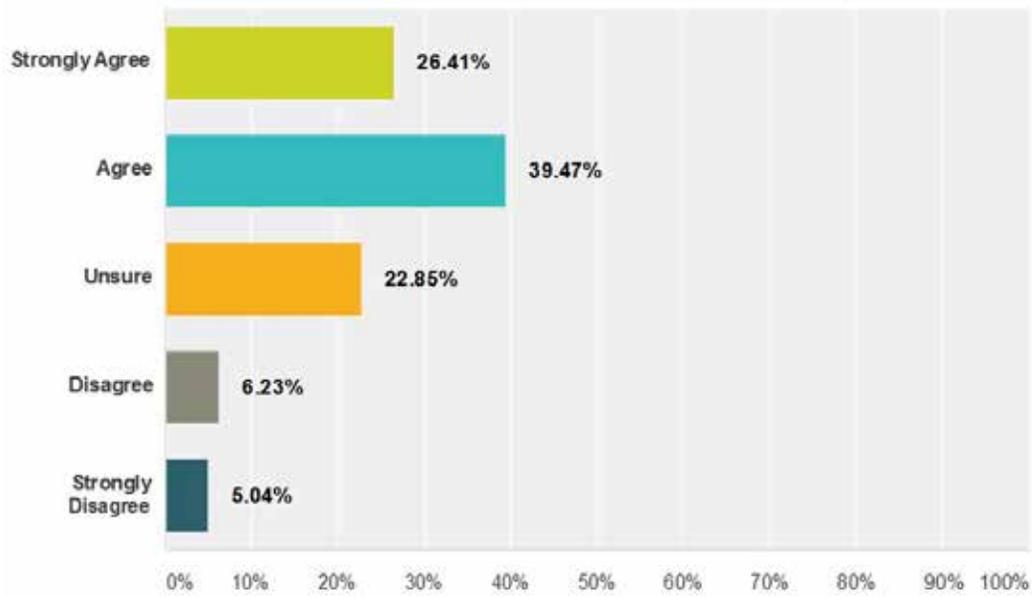
I KNOW MY DEPARTMENT'S MISSION (WHAT WE ARE TRYING TO ACCOMPLISH)



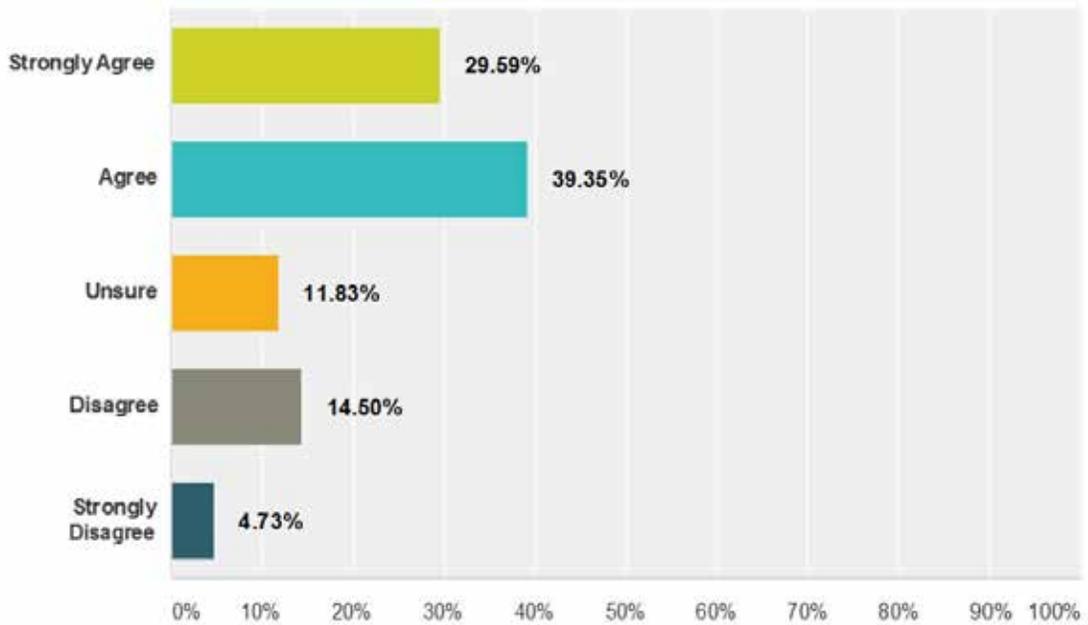
I KNOW MY DEPARTMENT'S VISION (WHERE IT IS TRYING TO GO IN THE FUTURE).



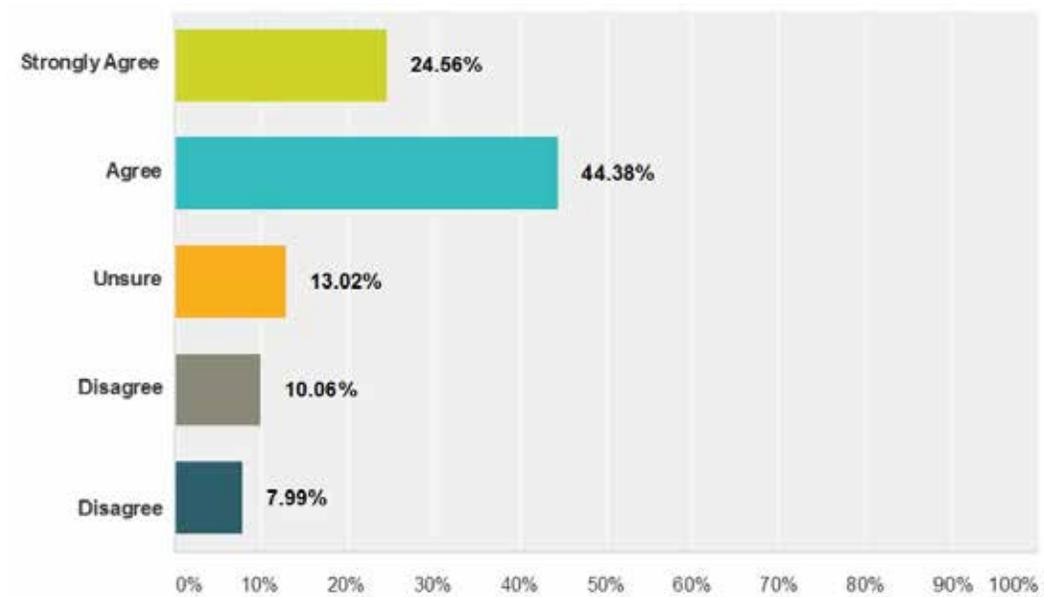
MY SENIOR LEADERS USE OUR DEPARTMENT'S MISSION AND VISION TO GUIDE US.



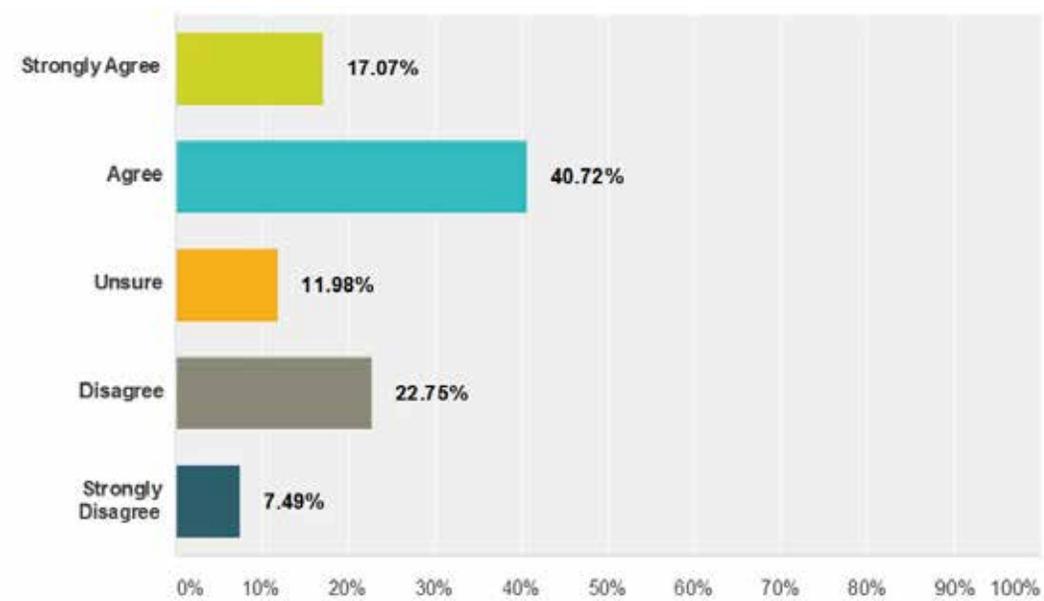
MY SENIOR LEADERS CREATE A WORK ENVIRONMENT THAT HELPS ME DO MY JOB.



MY DEPARTMENT'S LEADERS SHARE INFORMATION ABOUT THE DEPARTMENT.

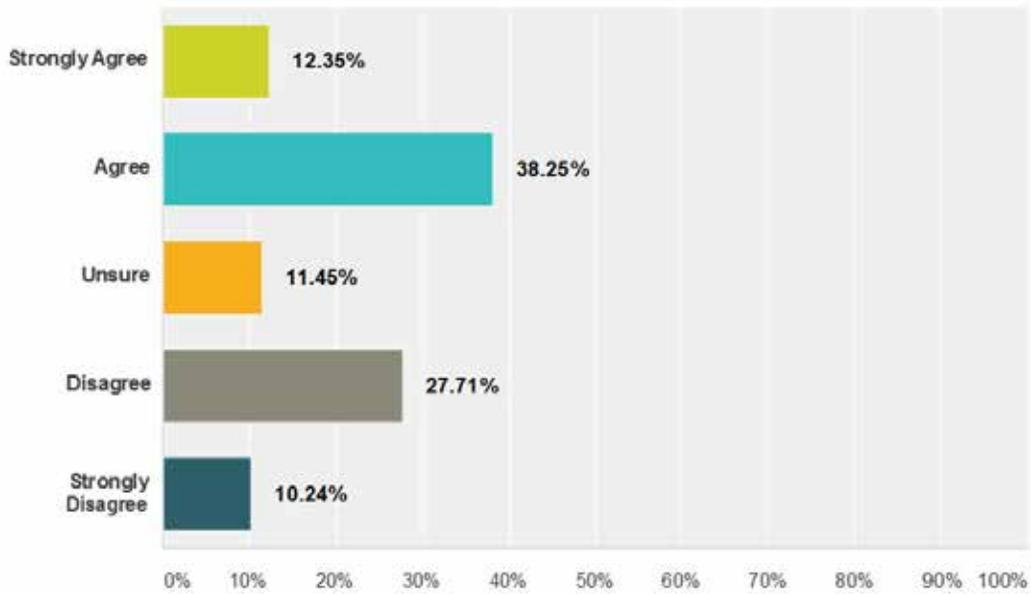


MY DEPARTMENT'S LEADERS ASKS WHAT I THINK.

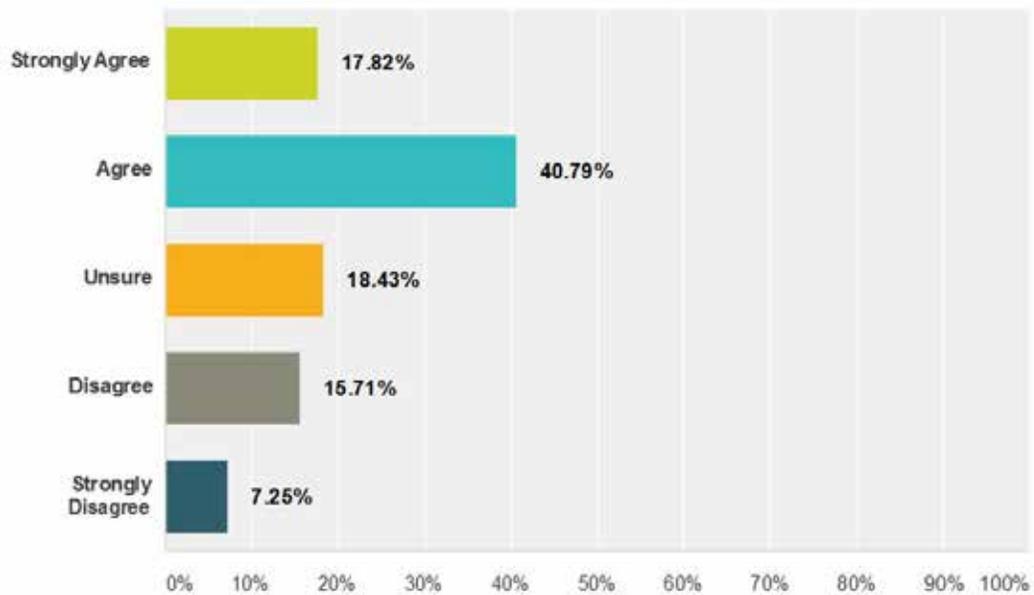


STRATEGIC PLANNING

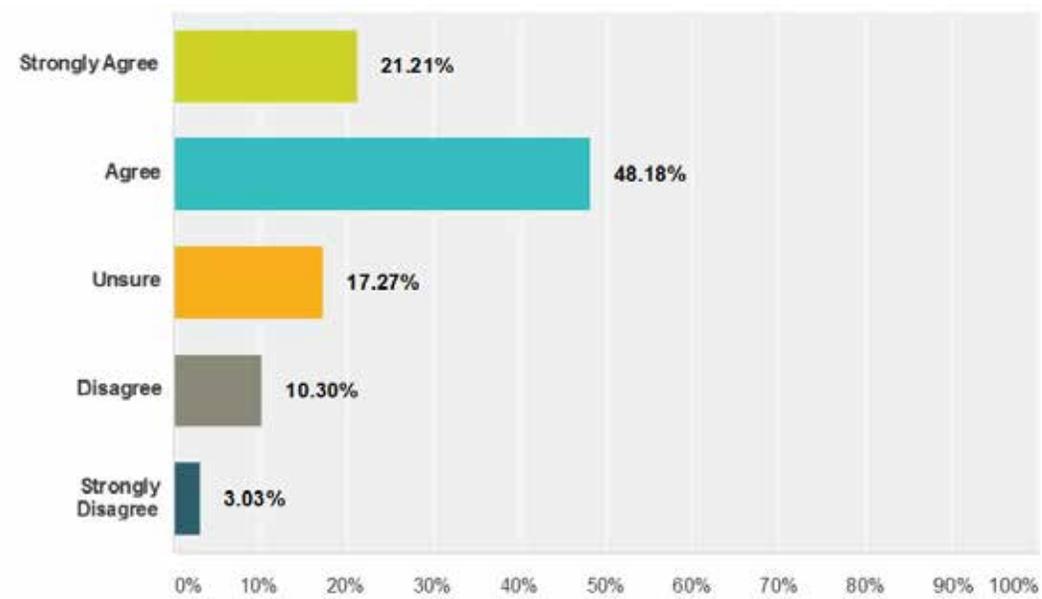
AS IT PLANS FOR THE FUTURE, MY DEPARTMENT ASKS FOR MY IDEAS.



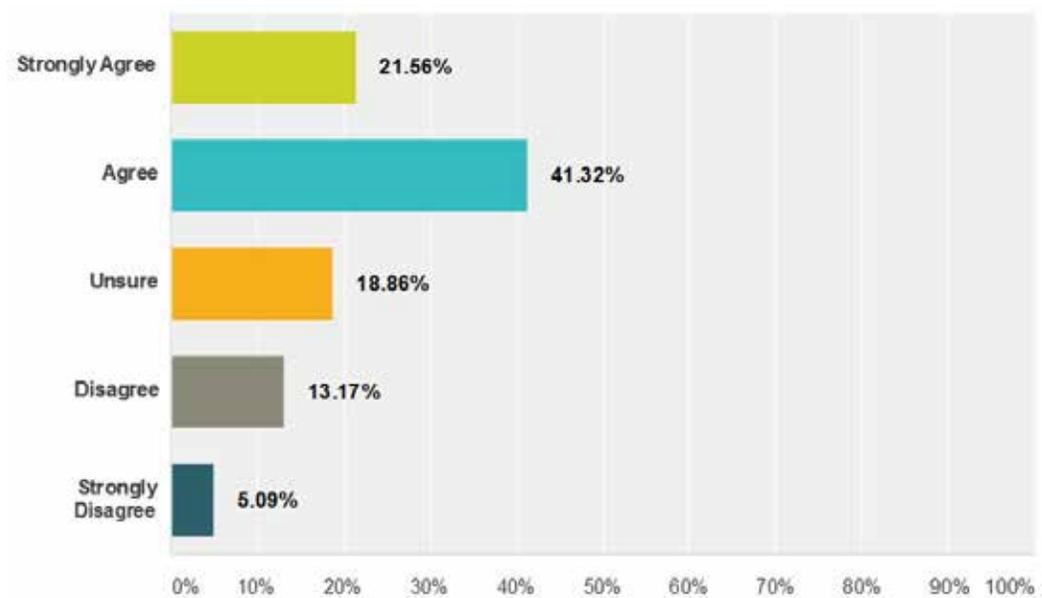
MY DEPARTMENT ENCOURAGES TOTALLY NEW IDEAS (INNOVATION).



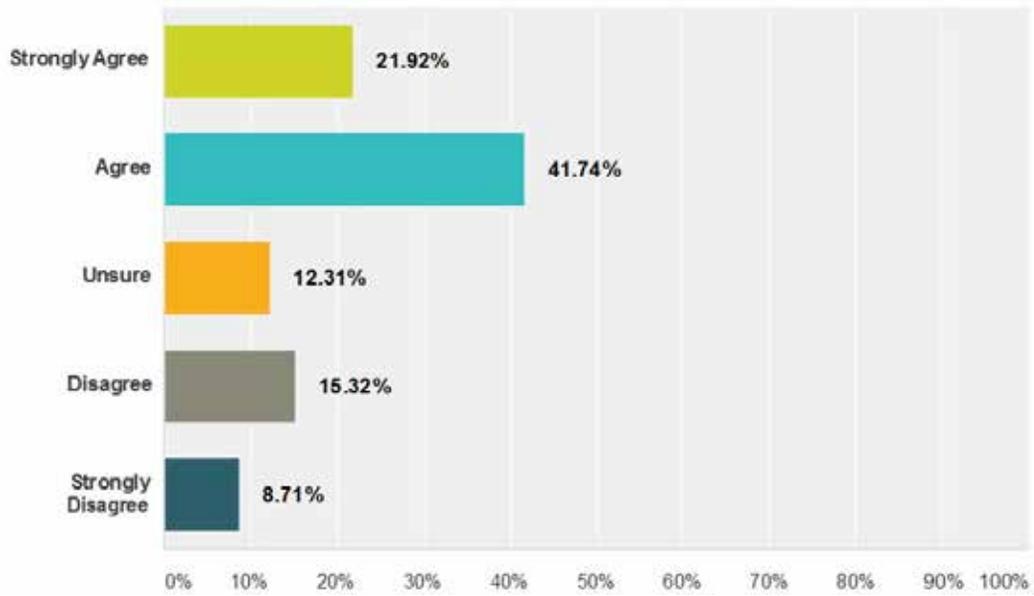
I KNOW THE GOALS OF MY DIVISION WHICH AFFECT ME AND MY WORK.



I KNOW HOW TO TELL IF WE ARE MAKING PROGRESS ON MY DIVISION'S GOALS.

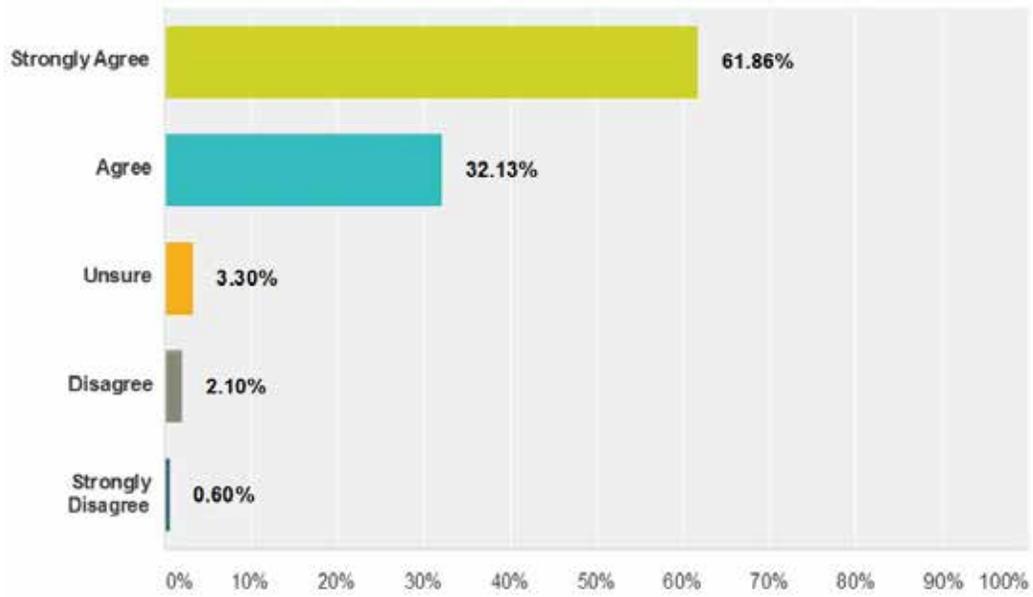


MY DEPARTMENT IS FLEXIBLE AND CAN MAKE CHANGES QUICKLY WHEN NEEDED.

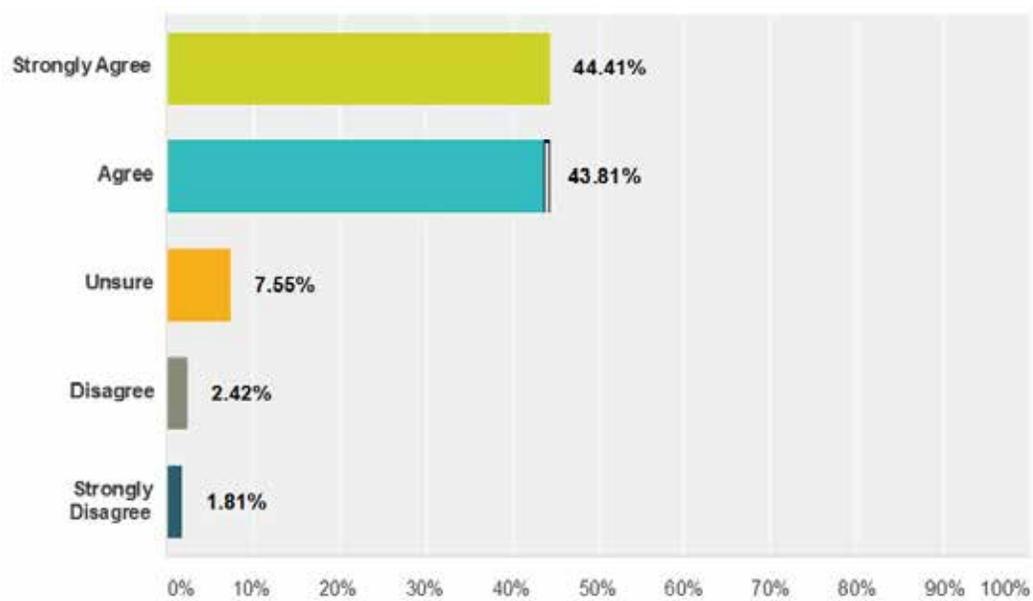


CUSTOMER AND MARKET FOCUS

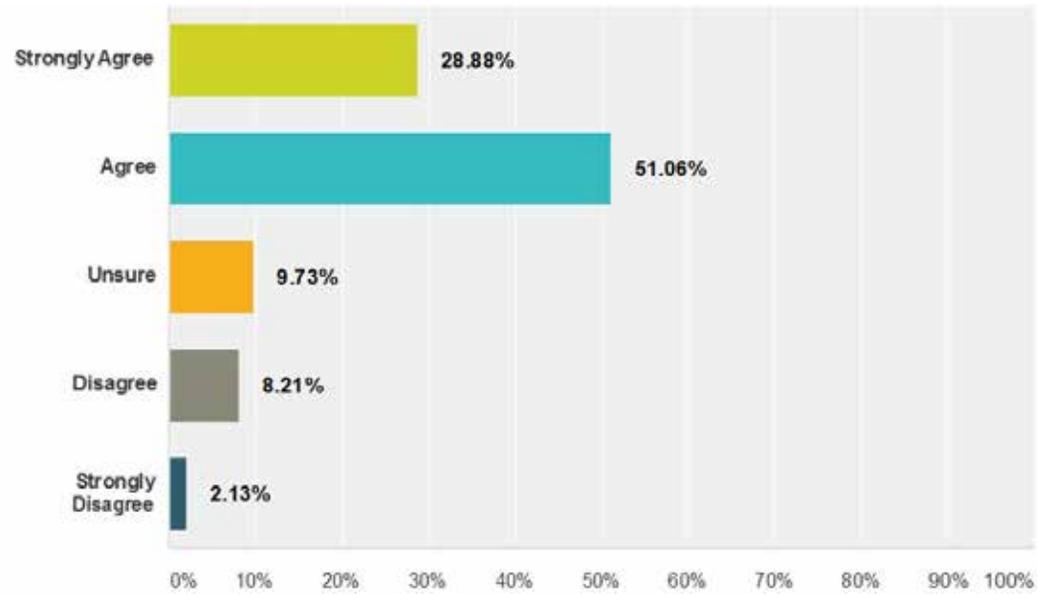
I UNDERSTAND THE VALUE OF MY CUSTOMERS.



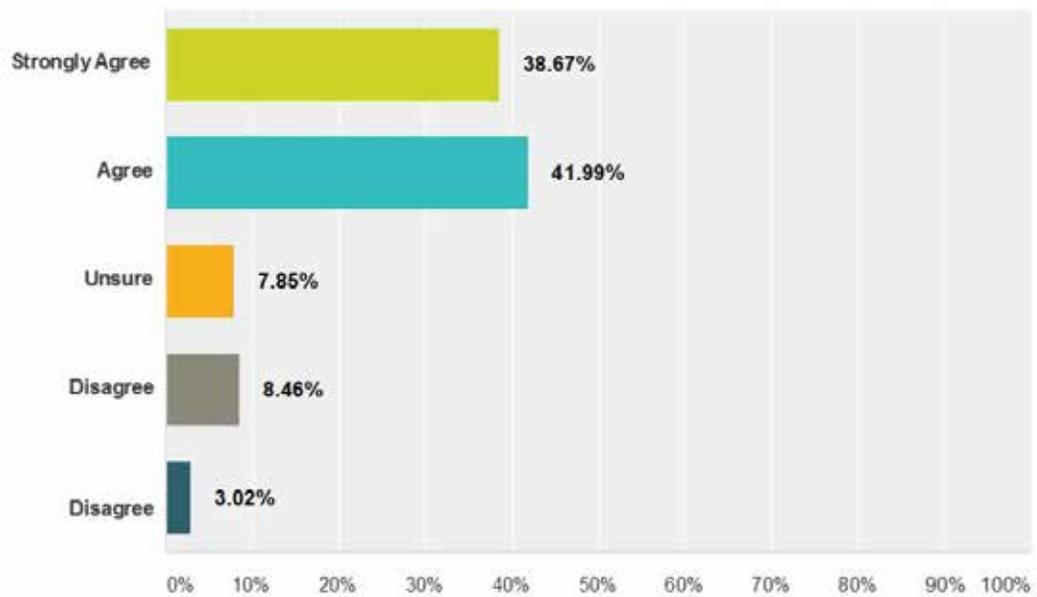
I KNOW WHAT MY CUSTOMERS NEED AND WANT.



I ASK IF MY CUSTOMERS ARE SATISFIED OR DISSATISFIED WITH MY WORK.

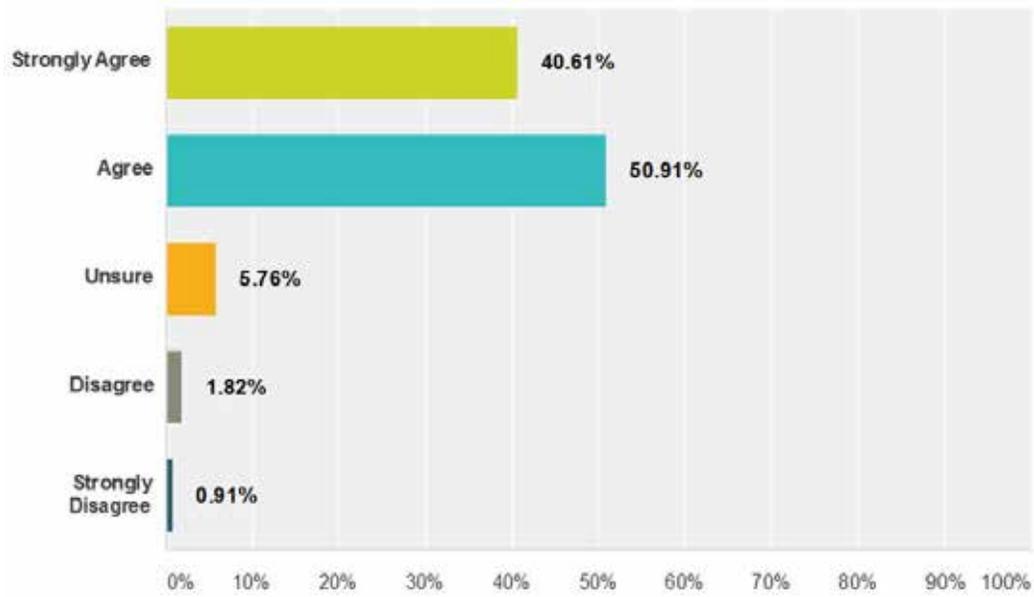


I CAN MAKE DECISIONS THAT SOLVE PROBLEMS FOR MY CUSTOMERS.

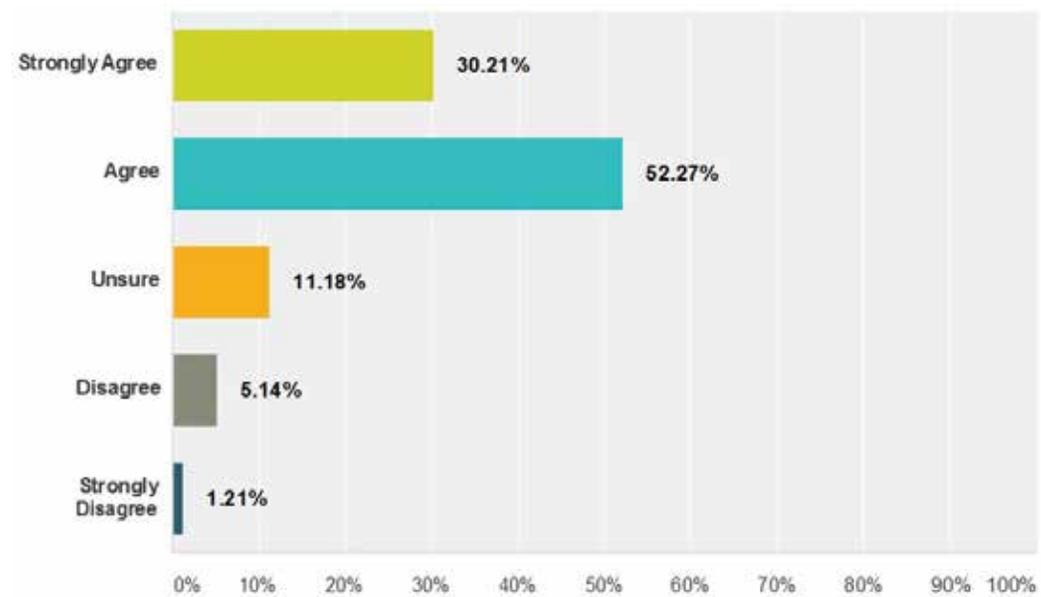


MEASUREMENT, ANALYSIS, & KNOWLEDGE IF MANAGEMENT

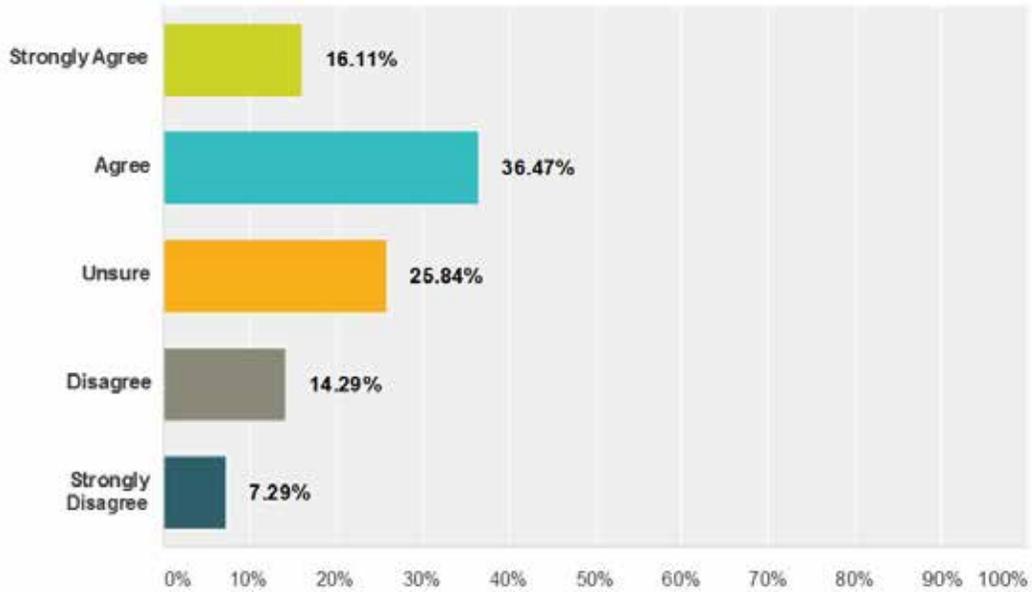
I KNOW HOW TO MEASURE THE QUALITY OF MY WORK.



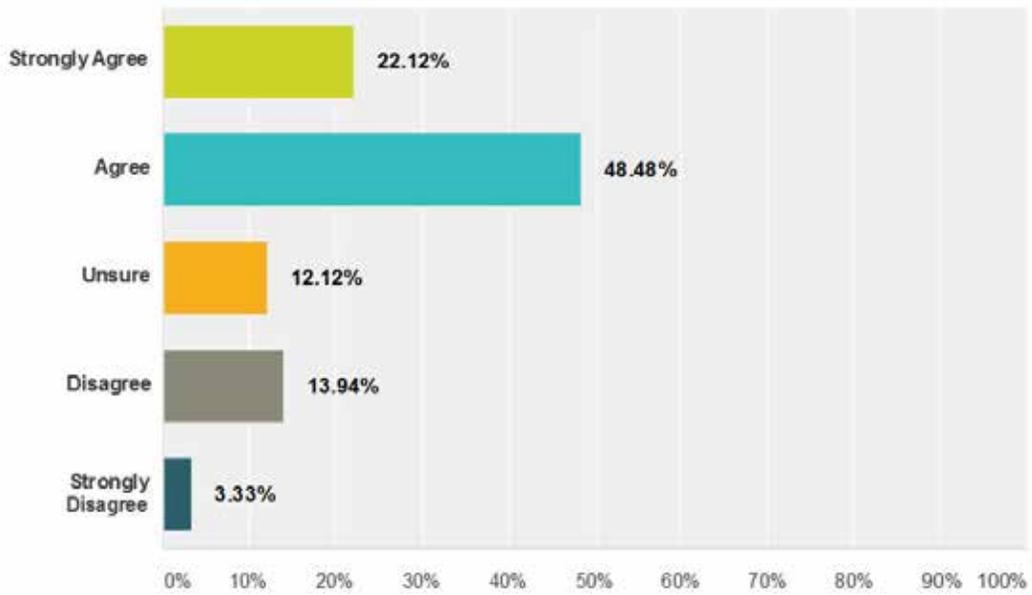
I CAN USE THESE MEASURES TO MAKE CHANGES THAT WILL IMPROVE MY WORK.



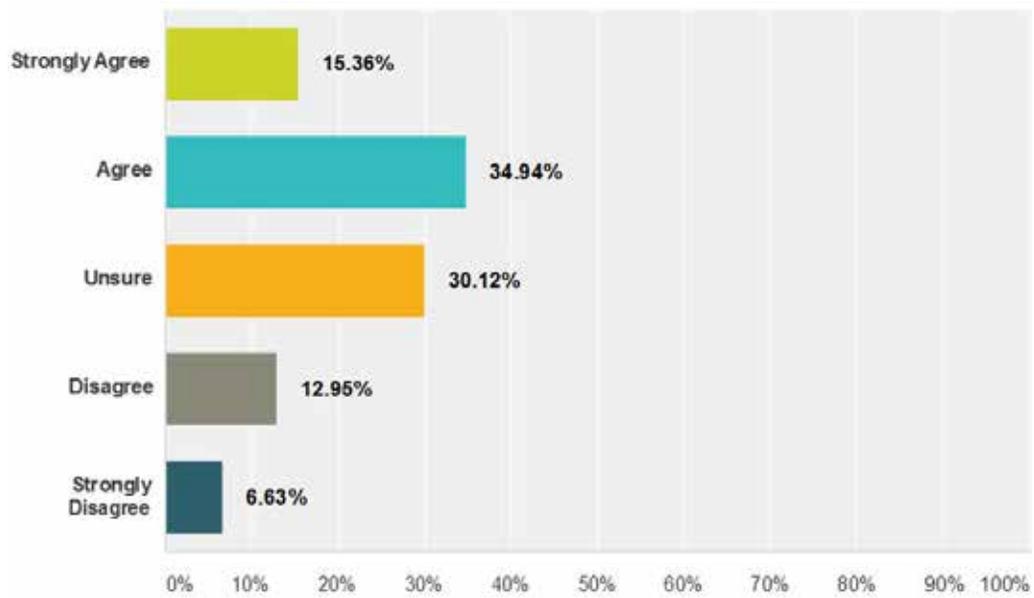
MY DEPARTMENT USES THE CORRECT MEASURES TO MAKE DECISIONS.



I GET THE NECESSARY INFORMATION I NEED TO DO MY WORK.

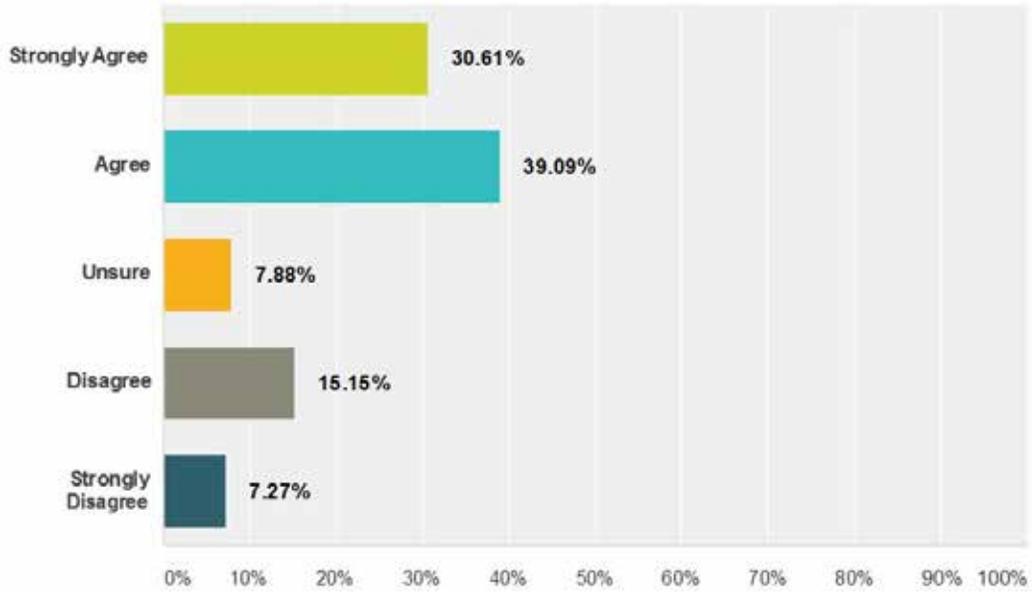


I KNOW HOW MY DEPARTMENT AS A WHOLE IS DOING.

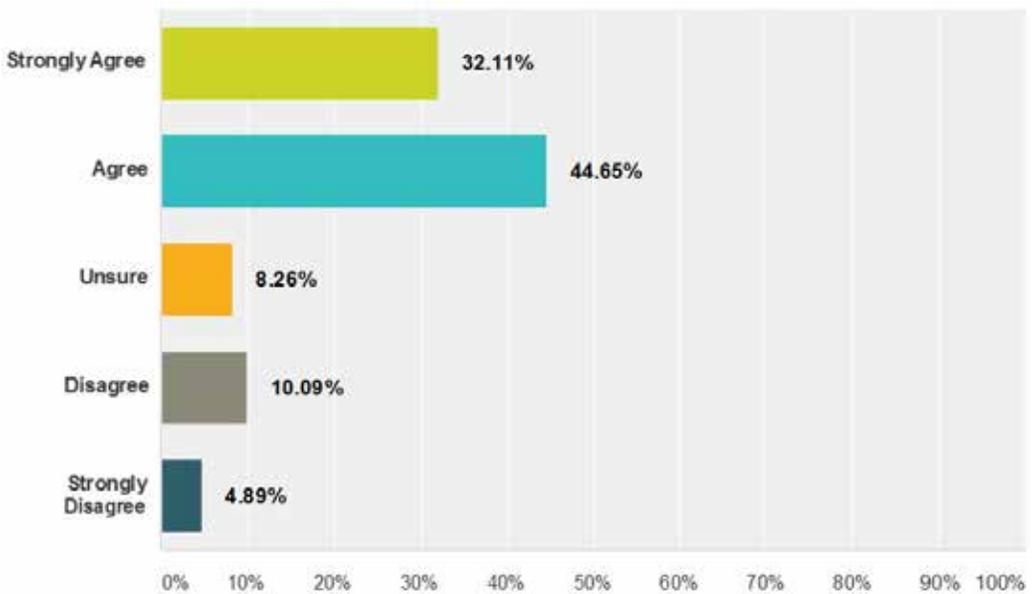


WORKFORCE FOCUS

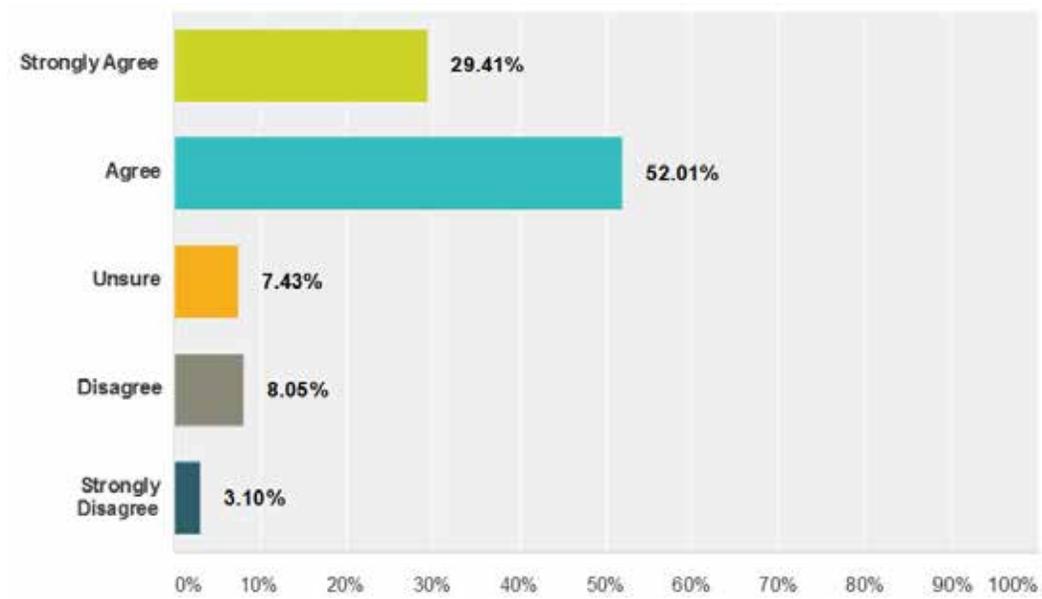
THE PEOPLE I WORK WITH COOPERATE AND WORK AS A TEAM.



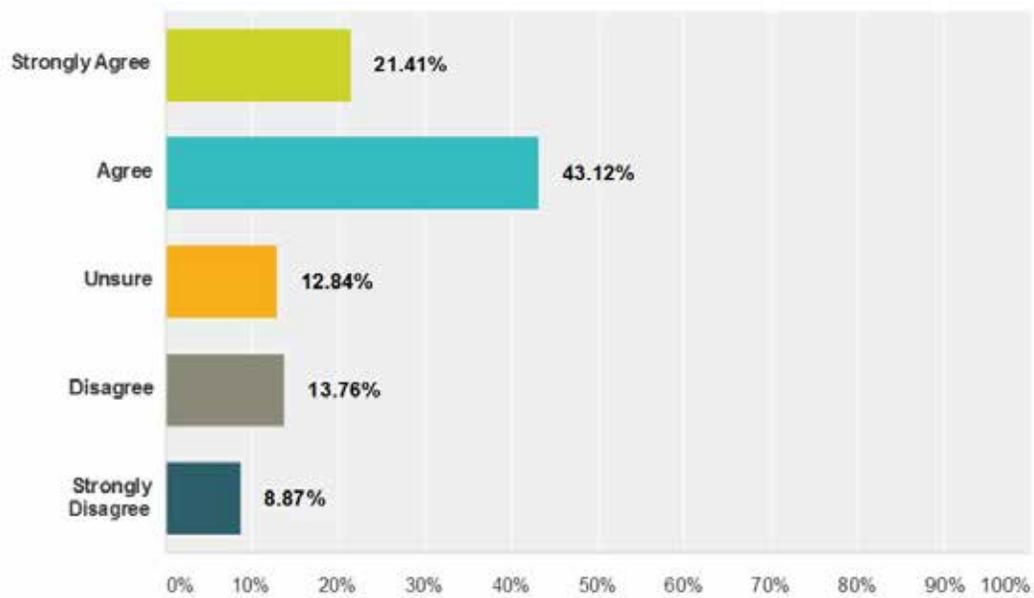
I HAVE THE OPPORTUNITY TO DEVELOP MY JOB SKILLS.



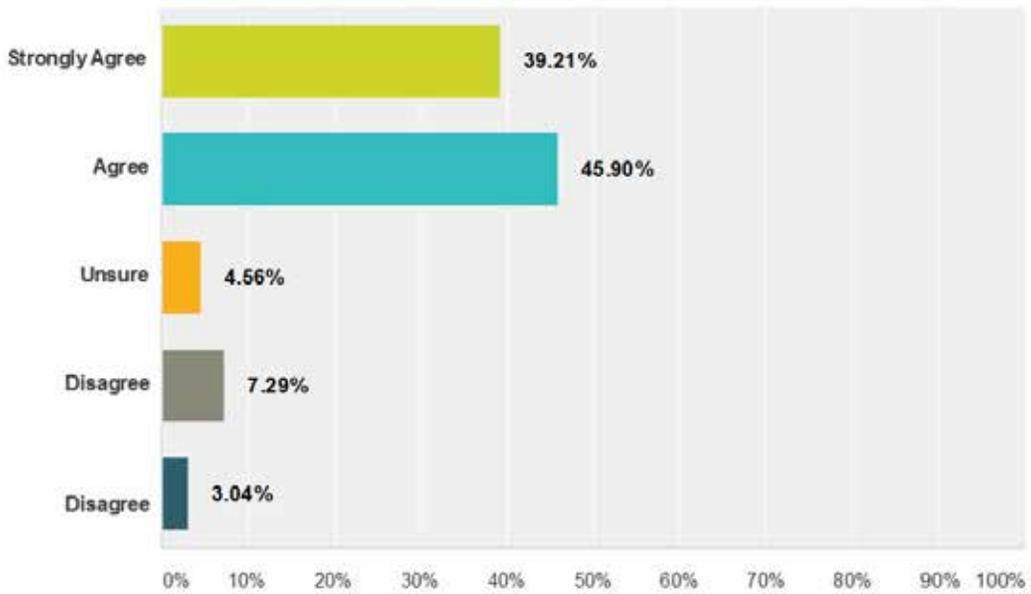
I AM OFFERED ADEQUATE TRAINING ON RULES AND PROCEDURES (HR, ENVIRONMENTAL, ETC.).



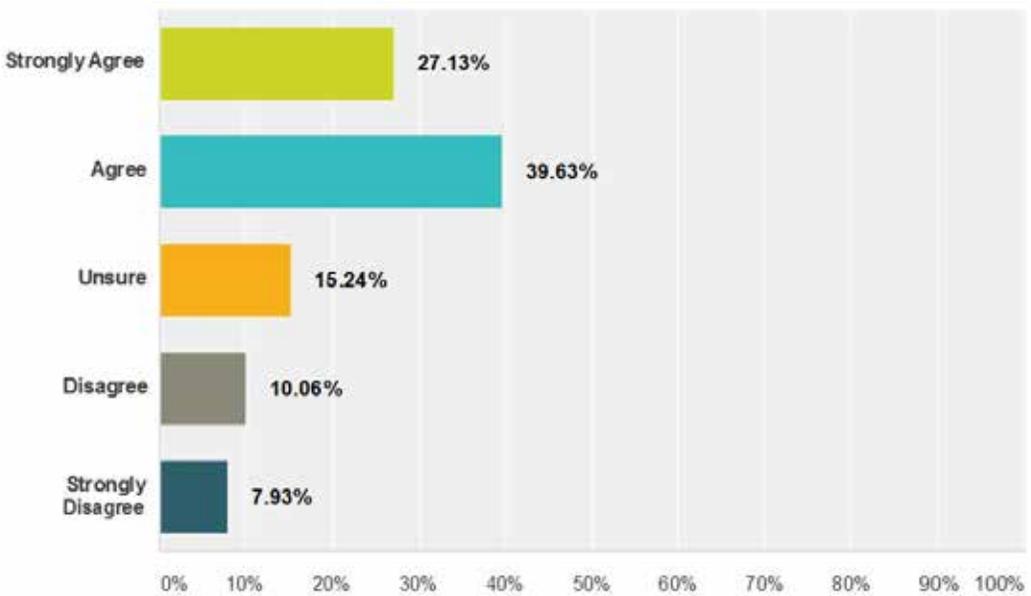
I AM RECOGNIZED FOR MY WORK.



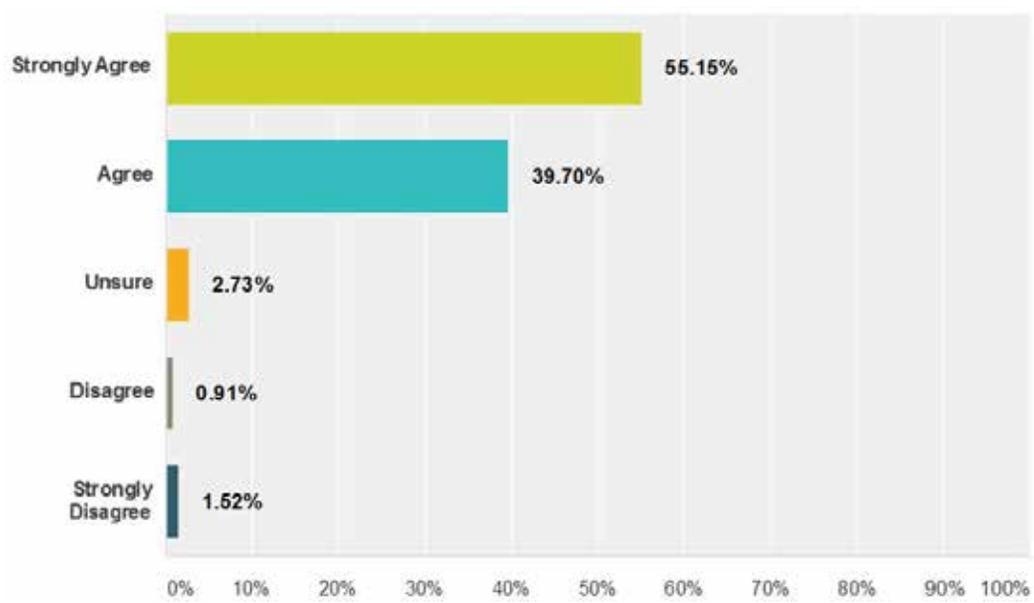
I HAVE A SAFE WORKPLACE.



MY BOSSES AND MY DEPARTMENT CARE ABOUT ME.

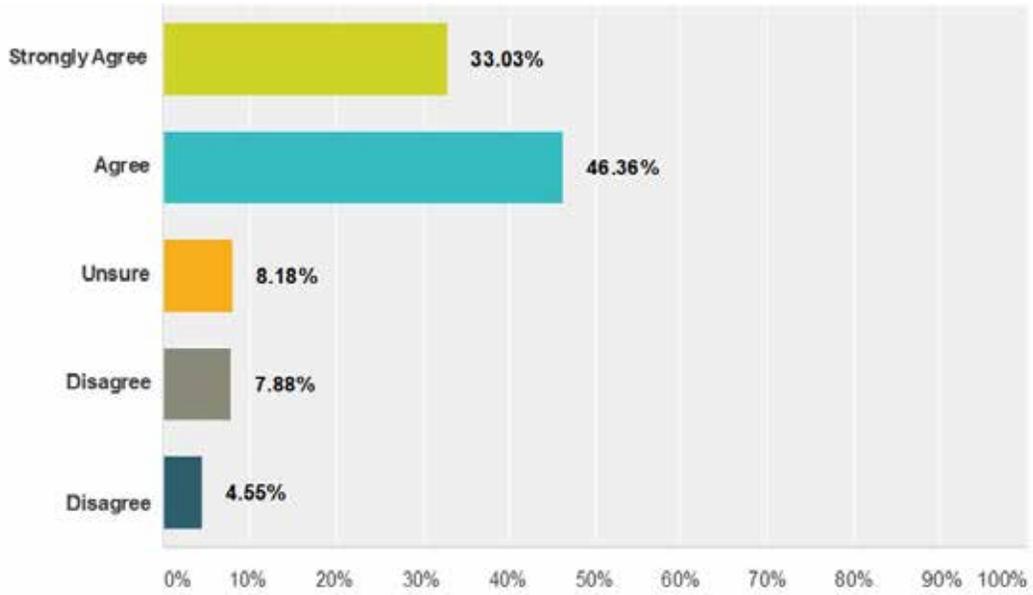


I AM COMMITTED TO MY DEPARTMENT'S SUCCESS.

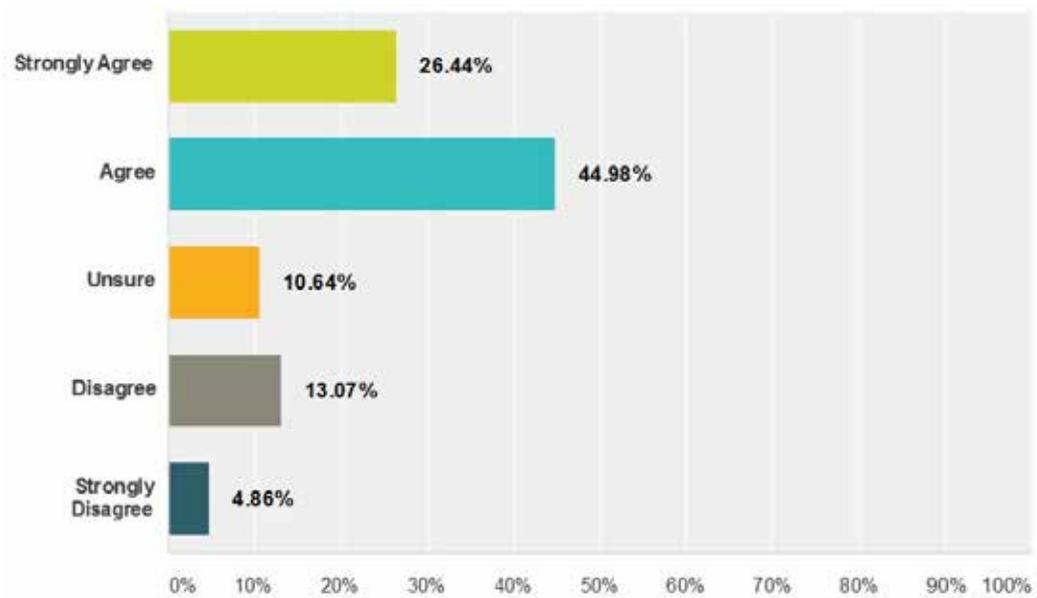


PROCESS MANAGEMENT

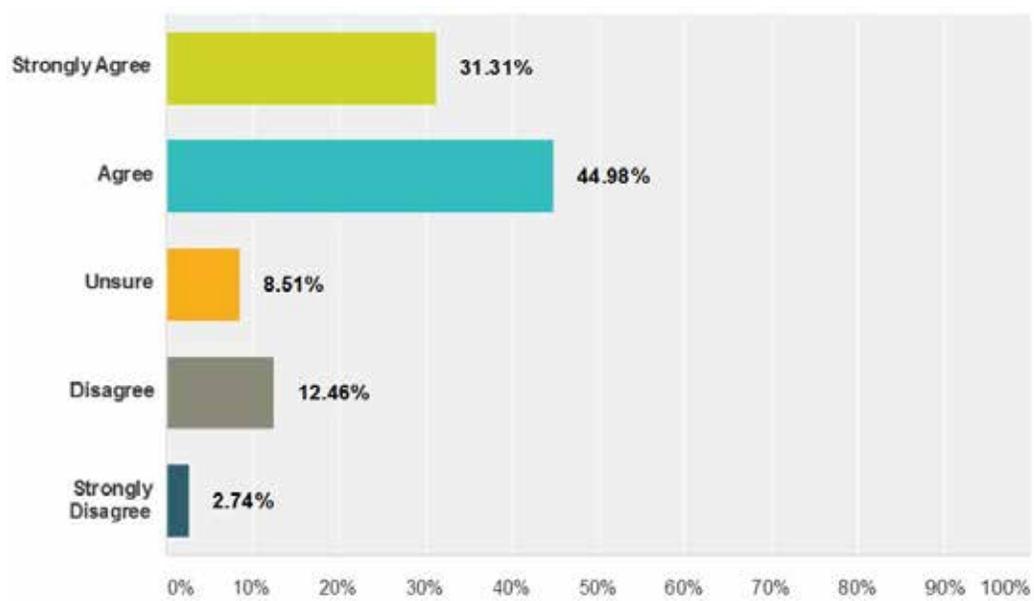
I AM ADEQUATELY EQUIPPED TO DO MY JOB.



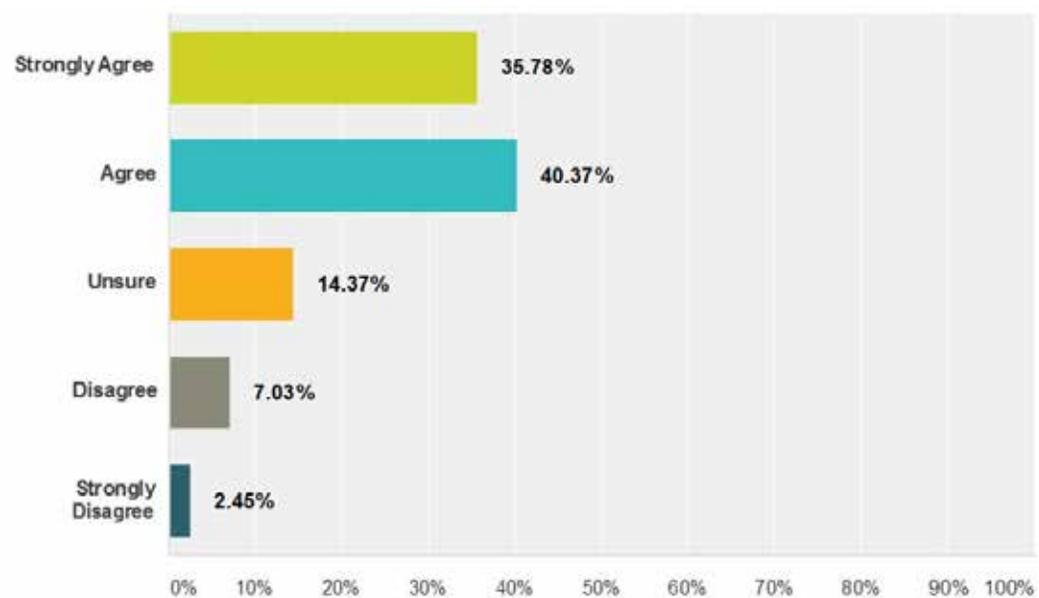
WE HAVE GOOD PROCESSES FOR DOING OUR WORK.



I AM ENCOURAGED TO FIND NEW WAYS TO IMPROVE MY WORK PROCESSES.

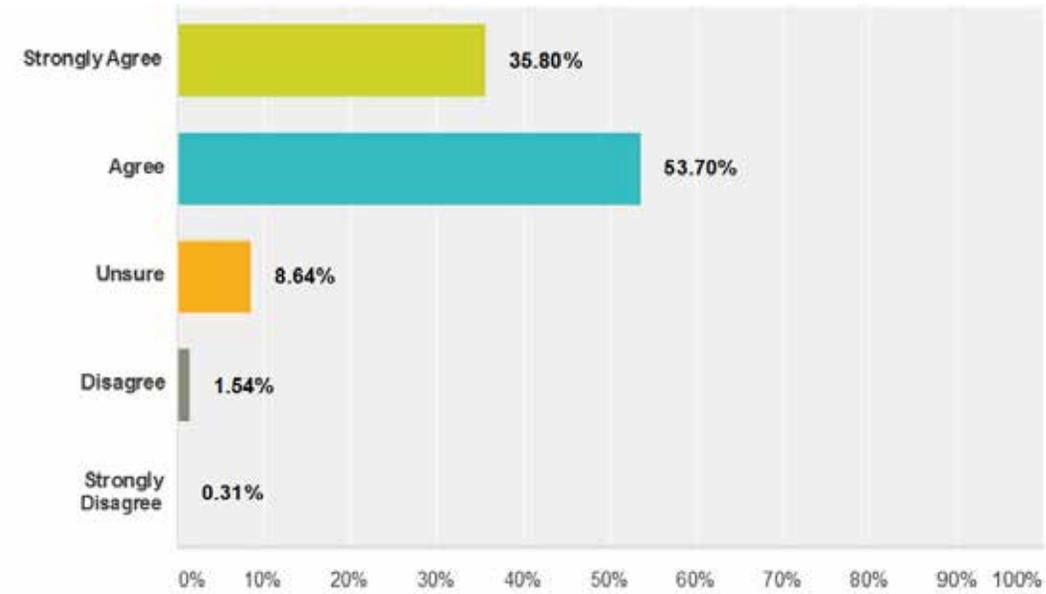


WE ARE PREPARED TO HANDLE EMERGENCIES.

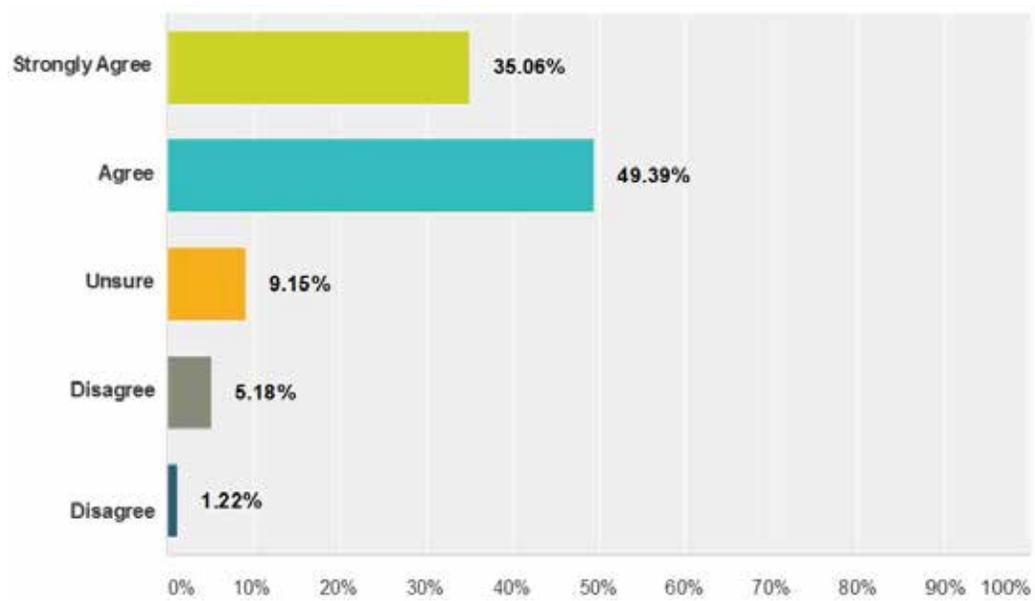


RESULTS

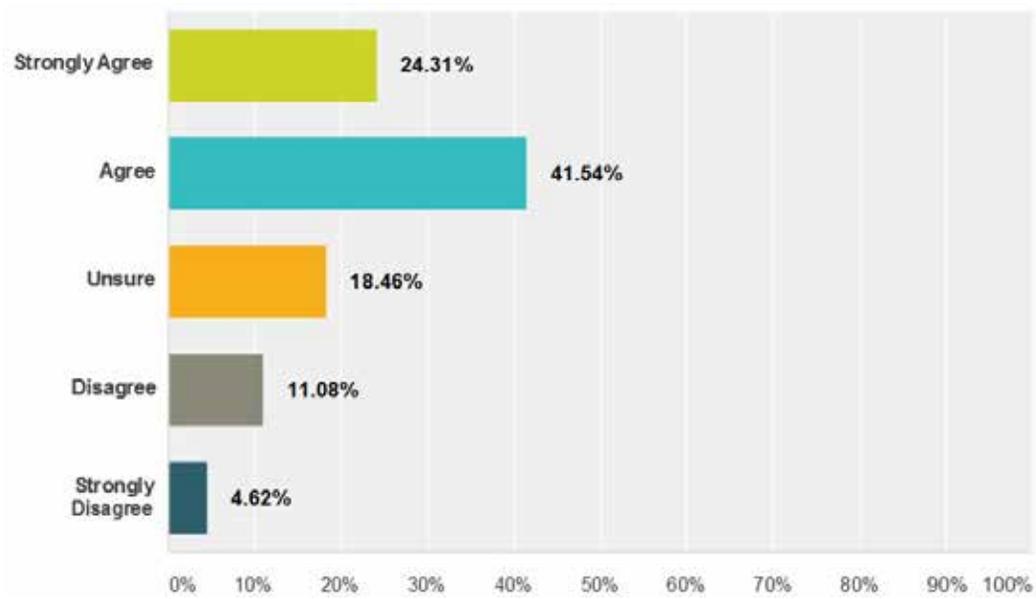
MY CUSTOMERS ARE SATISFIED WITH MY WORK.



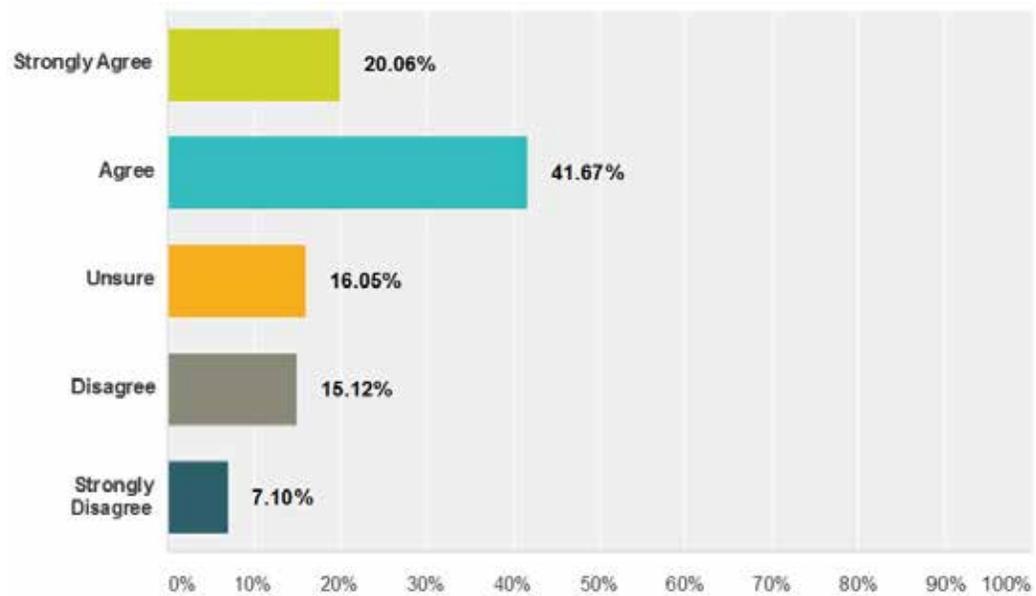
MY WORK PRODUCTS MEET ALL REQUIREMENTS.



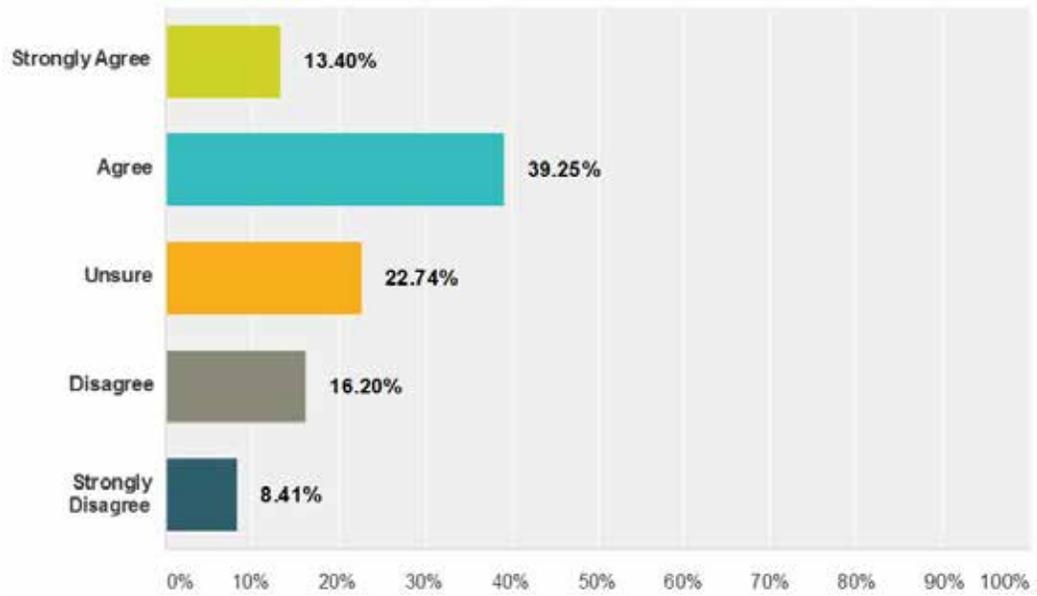
I UNDERSTAND THE BUDGET PROCESS AND HOW IT AFFECTS MY DIVISION'S OPERATIONS.



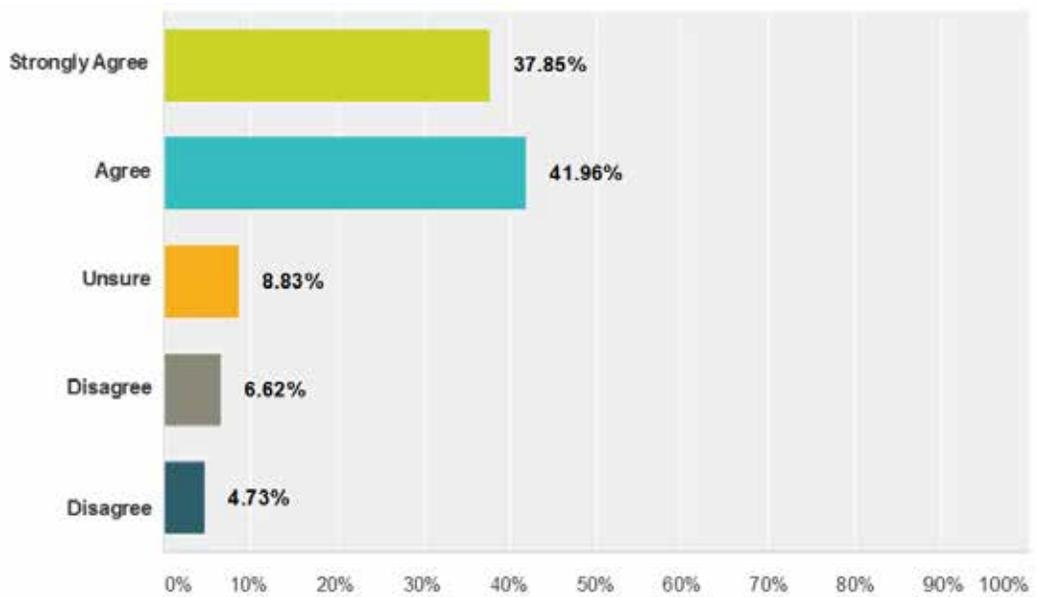
MY DEPARTMENT HAS THE RIGHT PEOPLE AND SKILLS TO DO ITS WORK.



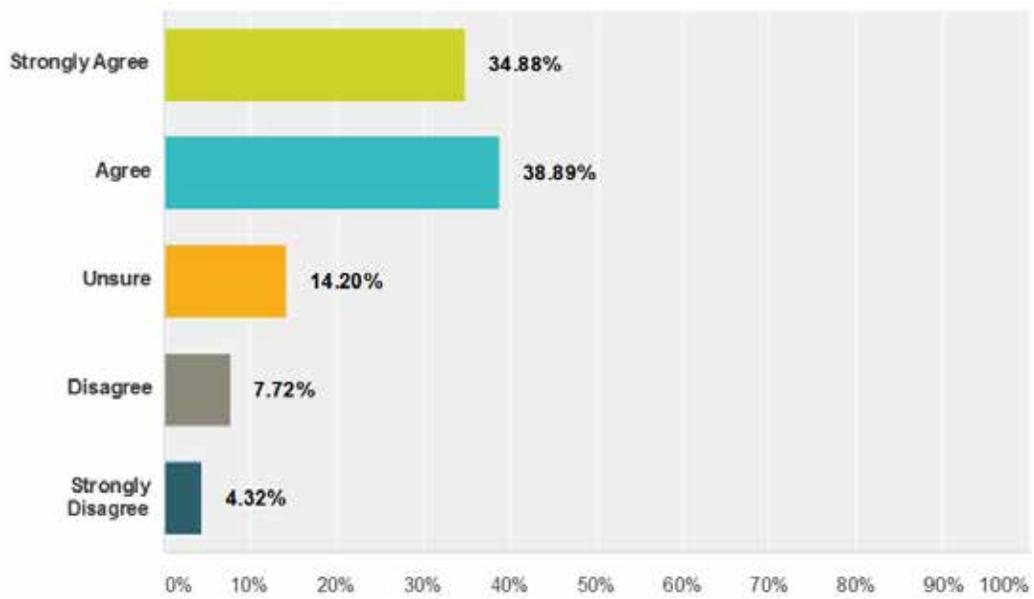
MY DEPARTMENT REMOVES OBSTACLES THAT GET IN THE WAY OF PROGRESS.



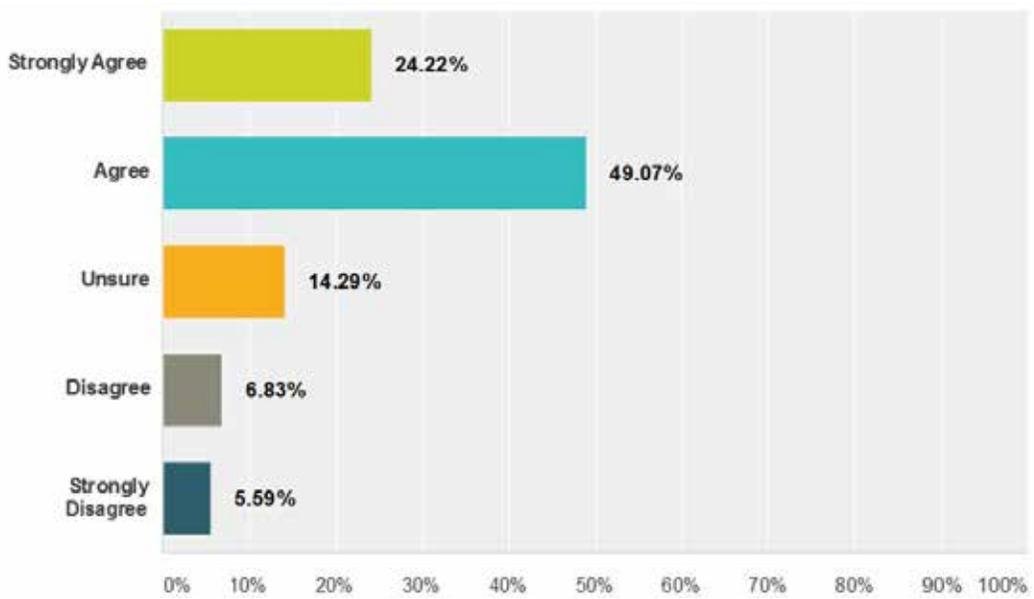
MY DEPARTMENT COMPLIES WITH RULES AND REGULATIONS.



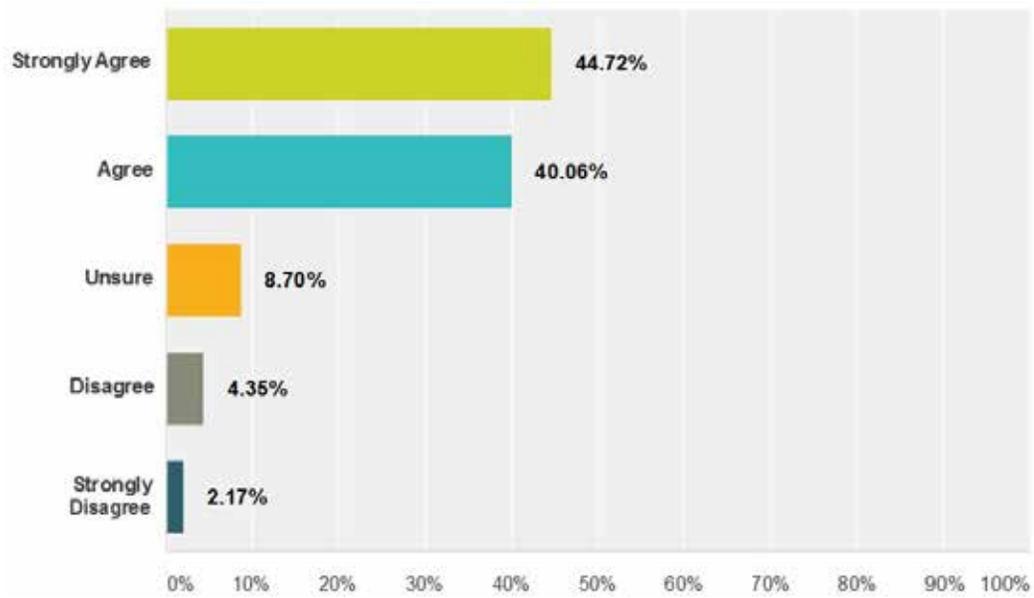
MY DEPARTMENT HAS HIGH STANDARDS AND ETHICS.



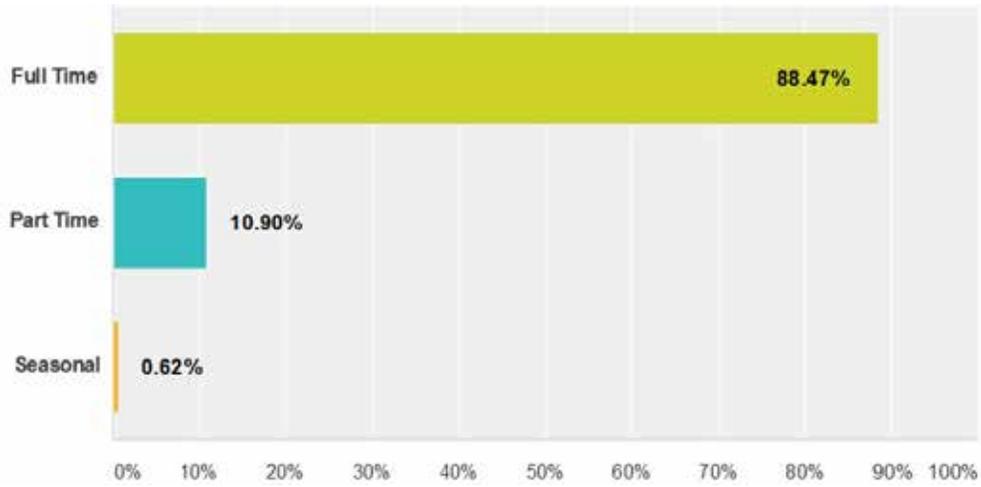
MY DEPARTMENT HELPS ME HELP MY COMMUNITY.



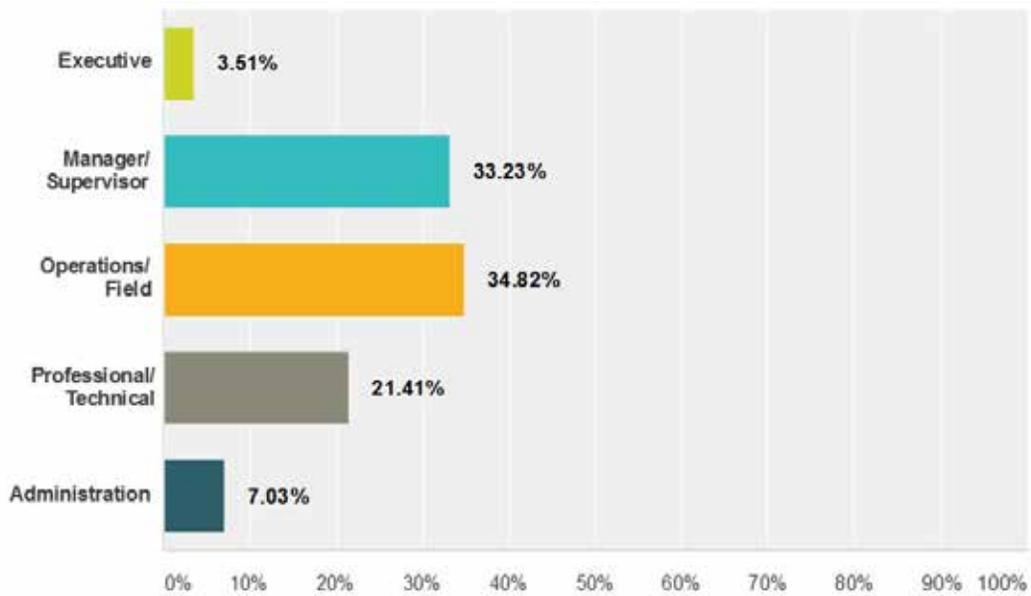
MY DEPARTMENT IS A GOOD PLACE TO WORK.



AS A STAFF MEMBER OF DALLAS PARK AND RECREATION, WHICH OF THE FOLLOWING DESCRIBES YOUR EMPLOYMENT STATUS?



AS A STAFF MEMBER OF DALLAS PARK AND RECREATION, WHICH OF THE FOLLOWING DESCRIBES YOUR JOB CLASSIFICATION?



AS A STAFF MEMBER OF DALLAS PARK AND RECREATION, WHICH OF THE FOLLOWING DESCRIBES YOUR DIVISION?

