



PARKS AND RECREATION

Master Plan Assessment
2022





ACKNOWLEDGEMENTS

We would like to thank the many citizens, staff, and community groups who provided extensive community input for the development of this Master Plan Assessment (Plan). The efforts of this community will continue to ensure the success of the Norfolk Department of Parks and Recreation.

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EXECUTIVE SUMMARY



1.1 Introduction

THE CITY OF NORFOLK (“City”) Department of Parks and Recreation (“Department”) selected PROS Consulting to assist in conducting a Master Plan (“Plan”). The purpose of the Plan is to serve as a usable “blueprint” to the staff and the City Council in preparing a needs assessment and action plan as it prepares for a changing future.

This document is intended to be a dynamic and forward-thinking one to strengthen existing programs, facilities, and amenities to serve as a road map for the future.

The following goals were identified as a key outcome of this planning process:

- 01** Maximize engagement with the diverse community in an extensive, innovative and inclusive manner
- 02** Integrate learnings from our work with CAPRA accredited agencies nation-wide
- 03** Ensure diversity of offerings and equity of access (10 min walk)
- 04** Shape financial sustainability through “next” practices
- 05** Develop a dynamic and realistic strategic action plan

1.2 Project Process

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing

conditions, market research, and open dialogue with local leadership and key stakeholders.



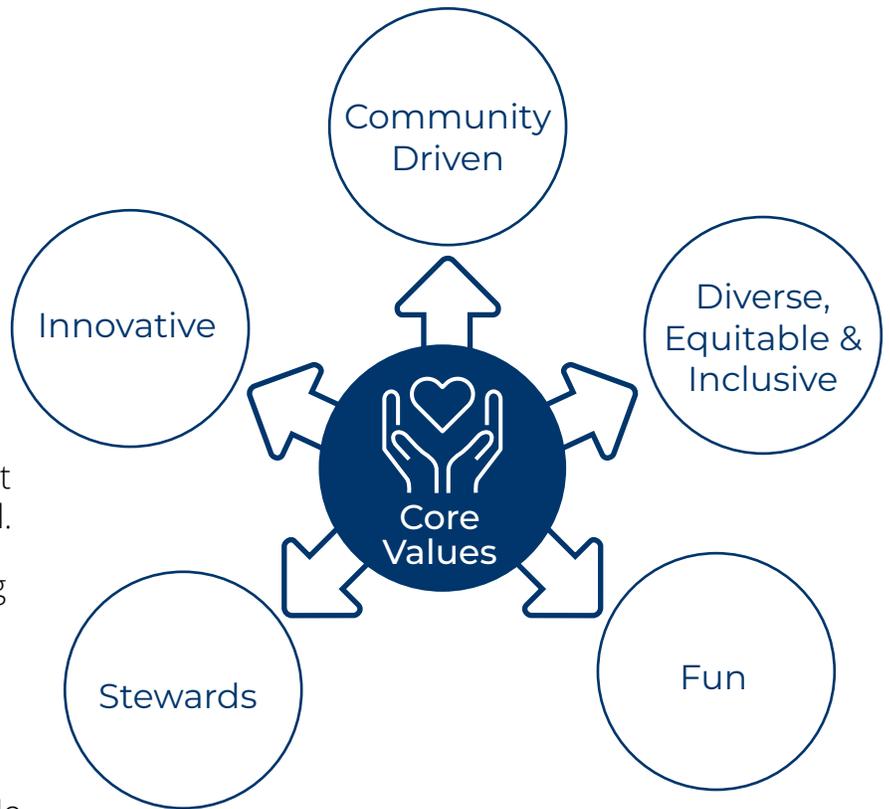
1.3 Mission, Vision, Values, and Big Moves

Based on an iterative visioning process with staff using community input, demographics and trends and an analysis of the Department's programs, maintenance and operations and levels

of service, the following Core Values, Vision and Mission Statement and Big Moves were developed staff.

1.3.1 Core Values

The following core values were developed through an iterative process during the Visioning Workshop with staff. These are the core values by which staff will operate. They have also helped shape the Vision and Mission for the Department.



1.3.2 Vision

The following is the vision statement that the Department aspires to fulfil.

“To be a national leader in providing life changing experiences”

1.3.3 Mission

The following mission statement serves as the “why” for the staff to do what they do everyday

“To keep YOU first”

1.3.4 Big Moves

Staff collaborated to identify the primary Department-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan’s vision. The following are the 5 Big Moves that were identified through this process:

- 01** Build Regional Recreation Centers for intergenerational and multipurpose use
- 02** Create connected blue ways and trail networks

- 03** Develop Norfolk Parks and Recreation’s unique story and branding (e.g., dedicated PR & Marketing team)
- 04** Grow an enduring organizational culture that values staff and enhances morale
 - a. Employee engagement and empowerment, buy-in and personal stake in the Dept.
- 05** Maximize inclusive access to all offerings (park, facility and beach etc.)

1.3.5 Strategic Action Plan

In addition, the Consulting Team developed an Action Plan that will be updated and utilized by staff to implement and track progress on this Plan's recommendations. This was based on the key Strategic Areas identified during the Visioning Workshop. These were then

organized based on Short-term (0 – 3 years), Mid-term (4-5 years), Long-term (Beyond 5 years) and On-going.

The categories and some key strategies with timelines are shown below:

Parks, Beaches, Trails, & Forestry Actionable Recommendation

Short-Term Strategies

Assess current park and trail system for opportunities to add fitness equipment, lighting, water stations, seating, shade, etc.

Create program for “Adopt-a-Park” and “Adopt-a-Trail”

Mid-Term Strategies

Develop a Trail Plan with an emphasis on connectivity and access, especially to and from water areas

Improve wayfinding and interpretive signage along trails and throughout parks

Long-Term Strategies

Add beach boardwalk connecting Community Beach Park to Ocean View Beach Park, Sarah Constant Beach Park, and the Ocean View Fishing Pier

Add park acreage to the system for neighborhood parks, community parks, and school park sites to ensure the level of service as the population grows

Ongoing Strategies

Better activate water areas with fishing, kayak launches, paddle boat rentals etc.

Continue to work with the City to achieve a 30% tree canopy through Department tree plantings, education and maintenance of the existing inventory through best practices

Incorporate historical elements into trails (i.e. Black History Tours, Civil Way Monument Tours)

Maintenance, Operations & Staffing Actionable Recommendations

Short-Term Strategies

Assess facility operating hours to ensure buildings are open at times that best fit community needs

Create in-depth staffing plan that addresses recruitment, onboarding, training, staffing levels, succession planning, and a salary analysis schedule

Develop a maintenance plan for existing parks and facilities

Mid-Term Strategies

Create Community Engagement position, responsible for community outreach, partnerships, marketing, sponsorships, etc. (position can also be responsible for grant writing)

Long-Term Strategies

Ongoing Strategies

Identify and share social media analytics and assess new social media

.....

Facilities, Programs, and Events Actionable Recommendations

Short-Term Strategies

Assess current recreation centers for service overlaps and potential repurposing for fewer, larger ones

Develop an “Event Committee” to brainstorm new event ideas, address opportunities, and create uniformed event standards

Develop a “Technology Team” to assess current technology needs and brainstorm areas in which technology can be improved

Hold beach conservation-based events to promote greater awareness

Utilize findings in statistically valid survey to expand on program offerings

Mid-Term Strategies

Develop wildlife/marine education programs to be held at beach

Long-Term Strategies

Geographically align pools and recreation centers better to equitably meet needs of community

Ongoing Strategies

Grow/ expand Esports programming in keeping with current program trends

Funding, Marketing, & Branding Recommendations

Short-Term Strategies

Create pricing plan to form process around regular pricing assessment and fee increases

Create a rental policy to create guidelines, pricing, and standards for facility rentals

Create an updated brand guide for the Department to focus on the new name and the Norfolk Way

Develop a comprehensive marketing, hiring and staffing strategy to advertise and fill difficult positions like: Lifeguards, Equipment Operators, Tree Trimmers and Groundskeepers

Develop a strategy to implement crowdfunding web-based fund raising, corporate partnerships and sponsorship packages, and maximize Recreation Commission to increase revenues

Identify the return on investment from each marketing method used by the Department

Mid-Term Strategies

Conduct a brand equity survey to identify community perceptions regarding the Parks and Recreation Department brand identity

Pursue bond/ referendum or other earned income support for future capital and operational needs

Long-Term Strategies

Seek dedicated funding source to help support parks and recreation needs for a sustainable future

Ongoing Strategies

Implement social media plan and posting schedule

Partner with schools to conduct quarterly focus groups with teens to assess needs of this tough to reach demographic group



1.4 Key Findings

Following the assessment of the City's parks and recreation system, a variety of key findings were identified to support

the implementation of the Plan. These key findings help to guide decision-making for the next five to ten years.

1.4.1 Demographic & Recreation Trend Analysis



POPULATION

248,416 residents in 2020
0.23% avg Annual Growth since 2010
254,994 residents in 2035



AGE

Median Age: **31.0**
Largest age segment: **18-34**
55+ slow increase by 2035



RACE/ETHNICITY

45% White
43% Black/African American
9% Hispanic



INCOME

Median household income: **\$50,260**
Per capita income: **\$27,169**



Population

The City population is growing slowly, at a rate of one-fourth of the national growth rate. As the population increases, the Department must pay attention to demographic shifts in the future to ensure that offerings continue to evolve to meet the changing community needs.



Age

City residents are much younger than the national median age and there is a strong presence of young adults ages 18-34. By 2035, the oldest age segments (55-74 and 75+) are expected to be the only groups that will experience growth. The Department must continue to provide services for all ages and regularly reevaluate its programming mix to effectively transition as the population ages

Race / Ethnicity



The City's populace is more diverse than the national landscape, with a nearly even split between White Alone (45%) and Black / African American (43%) races. The US is 70% White Alone and 13% Black / African American. The racial composition of City residents is expected to remain fairly consistent over the next 15 years. People of Hispanic / Latino ethnicity represent only 9% of the total population, which is half of the national average (18.8%), but this group is expected to undergo slight growth by 2035. The Department should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race / ethnicity distribution of City residents.

Income Levels



The income characteristics of City residents are well below state and national levels for per capita income and median household income. The lower earning capabilities of the population suggests there may be areas that are facing significant limitations financially and a general lack of disposable income for residents. The Department should continue to prioritize access to recreational opportunities, especially for low income populations, and ensure offerings are equitable. Households with lower income may also be more susceptible to barriers for participation, such as transportation and access to technology.

Local Participatory Trends



Trends: Local recreation trends show strong participation across all categories assessed, with 36 out of 42 activities having MPI scores above the national average. This is very promising for the Department, as market potential data suggests that City residents are more inclined to participate in a wide variety of recreational activities related to sports, fitness, outdoor recreation, and commercial recreation (*See 2.1.4 for full details.*)

1.4.2 Benchmark Analysis

The goal of this analysis is to evaluate how the Department is positioned among peer agencies. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system’s operating metrics as compared to Norfolk.

The agencies selected for the benchmark are high performing park systems around the US, including Sioux Falls, South Dakota (CAPRA accredited), Tampa Bay, Florida (Gold Medal winner 2021, CAPRA accredited 2021), Greensboro, North Carolina (Gold Medal winner 1979, 1987, 2002 & 2020, CAPRA accredited 2006), Carmel Clay, Indiana (Gold Medal winner 2014 & 2019, CAPRA accredited 2014), Newport News, Virginia and Richmond, Virginia. This allowed Norfolk to benchmark itself against top performing departments from across the country.

The benchmark study also uncovered some limitations and opportunities for

Norfolk. The level of service for trail miles, program participation, operating expense per capita, revenue per capita, CIP summary, indoor recreation facilities, and marketing as percentage of operation are areas where Norfolk falls below the benchmark median and/or national best practices.

Overall, the benchmark analysis reveals that Norfolk is a strong park system and is comparable to some of the “best practice” systems across the US, with opportunities to improve, most notably in operating spending, program participation and indoor recreation space (which will impact revenue per capita), as well as trail miles.

The Master Plan’s recommendations will use this data and help establish strategic goals to pursue along with key performance indicators (KPIs) that will tracked and measured over time as the Department continues to pursue excellence in all aspects of its operations. (See 2.2 for full details)

Agency	Jurisdiction Type	Pop.	Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal Winner	CAPRA Accredited (Year)
Norfolk RPOS	City	246,063	53.00	4,643	Finalist 2019	Yes - 2017
Sioux Falls Parks and Recreation	City	183,200	78.94	2,321	No	Yes
City of Tampa Parks & Recreation	City	399,700	175.20	2,281	Winner 2021 (Finalist 2018, 2019, 2020)	Yes - Originally 2011 (Renewed 2016 & 2021)
Greensboro Parks and Recreation Department	City	301,094	134.00	2,247	Winner (2020, 2002, 1987, 1979); Finalist (2019)	Yes; 2006
Carmel Clay Parks & Recreation, IN	Special District	95,797	47.46	2,018	2014 & 2020	Yes (2014 & 2019)
Newport News	City	180,955	68.71	2,634	No	No
Richmond Department of Parks, Recreation & Community Facilities	City	226,622	62.57	3,622	No	No

1.4.3 Community and User Engagement

STATISTICALLY VALID SURVEY

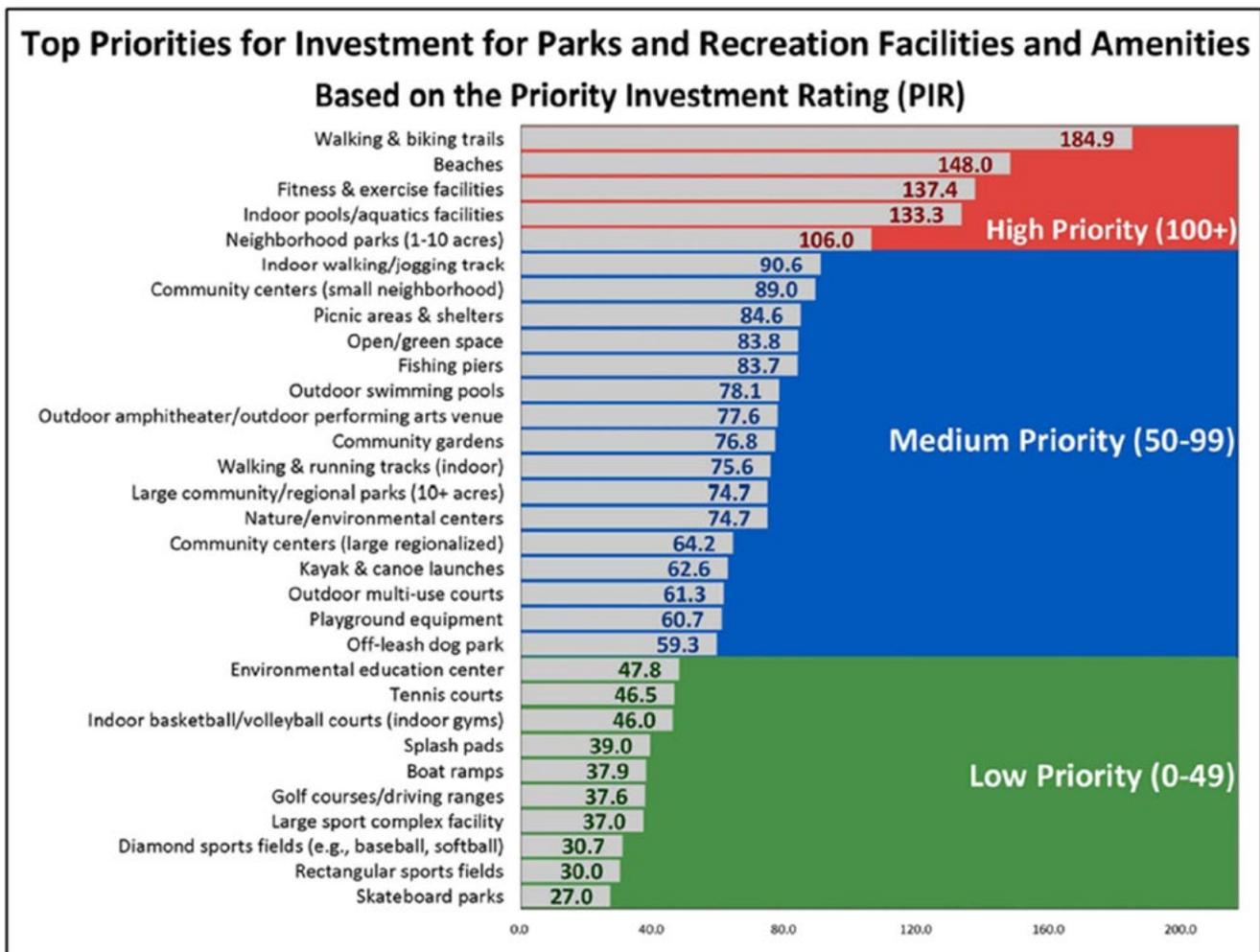
ETC Institute administered a Parks and Recreation Assessment Survey on behalf of the City. The purpose of the assessment was to analyze residents' opinion about various topics regarding the community's parks, trails, recreation facilities, programs, and services. A total of 449 residents completed the survey. The overall results for the sample of 449 households have a precision of at least +/- 4.6% at the 95% level of confidence.

The Priority Investment Rating (PIR) was developed to provide an objective tool for prioritizing investments. The PIR equally weighs (1) the importance that residents place on facility/program and (2) how

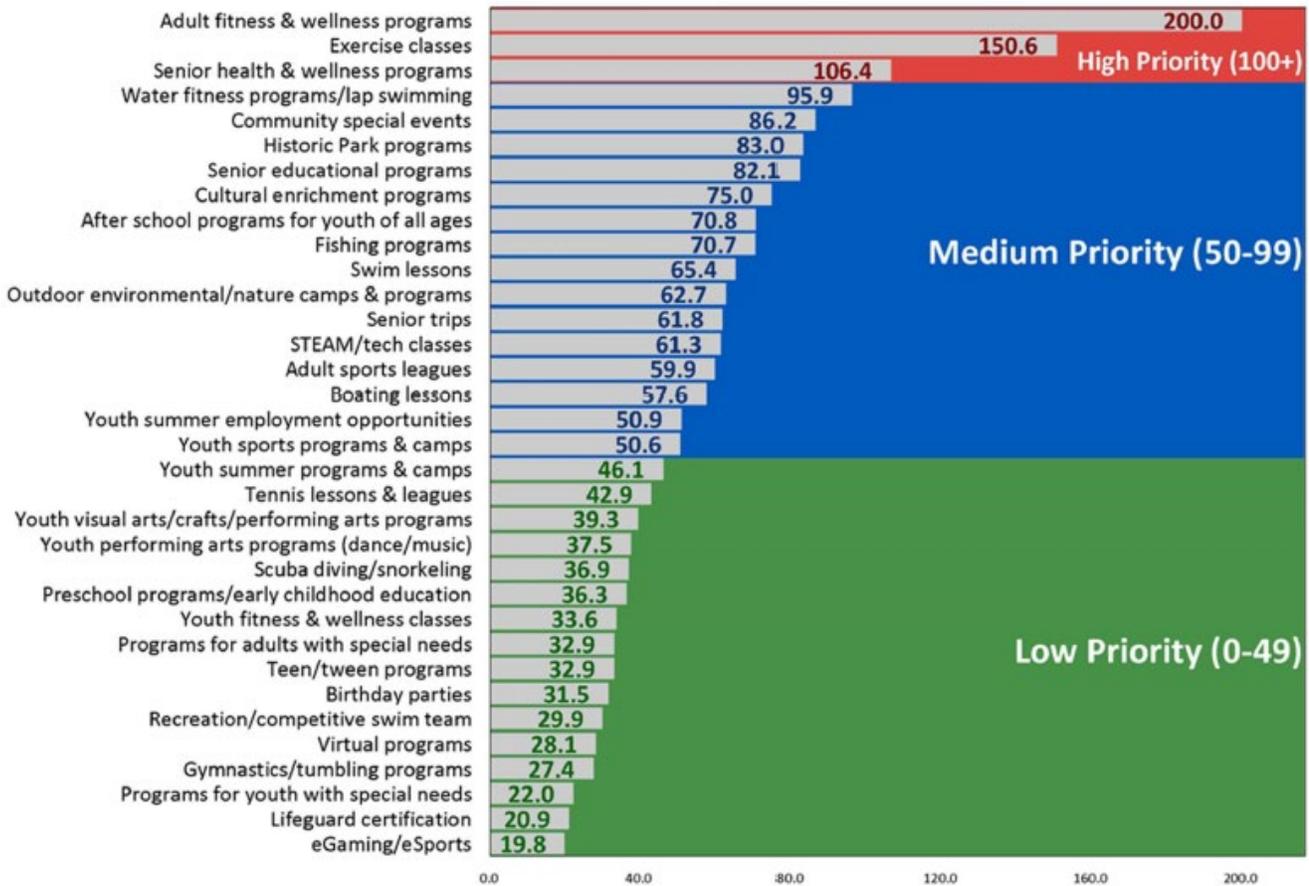
many residents have unmet needs for the facility/program.

Priorities for Facility/Amenity Investments: Based the Priority Investment Rating (PIR), the following five facilities/amenities were rated as high priorities for investment:

- **Walking & biking trails (PIR=184.9)**
- **Beaches (PIR=148.0)**
- **Fitness & exercise facilities (PIR=137.4)**
- **Indoor pools/aquatics facilities (PIR=133.3)**
- **Neighborhood parks (PIR=106.0)**



Top Priorities for Investment for Parks and Recreation Programs Based on the Priority Investment Rating (PIR)



Priorities for Program Investments. Based on the priority investment rating (PIR) the following three programs were rated as “high priorities” for investment:

- **Adult fitness & wellness programs (PIR=200.0)**
- **Exercise classes (PIR=150.6)**
- **Senior health & wellness programs (PIR=106.4)**

SURVEY COMPARISON

The City also had an Online Community Survey (powered by SurveyMonkey) conducted in order to better prioritize community needs. This mirrored the ETC Statistically Valid Survey allowing those who weren’t randomly selected to

partake in the Statistically Valid Survey a chance to participate in the community engagement process and give their input.

Overall, the findings from the Online Community Survey are fairly similar to the Statistically Valid Survey results. In many instances, the results mirror each other. Below are some of the key takeaways from both the surveys.

- **Focusing on Email / Eblasts, the City’s website, Facebook, and Instagram will be important in communication efforts, as “I don’t know what is offered” is the #1 barrier listed by a large margin.**

- Fitness and wellness programs, including exercise programs and water fitness are top community priorities.
- The importance of beaches, walking & biking trails, and neighborhood parks by the City of Norfolk indicates a community interested in open, passive recreation spaces.
- There is a desire for some kind of aquatic facility and both indoor and outdoor fitness space.
- The COVID-19 pandemic improved the perception of the value parks, trails, open spaces and recreation with a majority of the community.
- There are some notable differences in the demographics of those who filled out the Statistically Valid Survey and the Online Community Survey. The Online Community Survey showed much higher participation in females and younger age groups.
- The low representation in the Black / African American community should be looked at as it indicates an opportunity in better reaching that demographic.

1.4.4 Parks and Facilities Assessment

The design team performed and facilitated the assessment of physical conditions of parks and facilities operated by the department, as well as school facilities maintained by the Department and used for recreation. The objective of the assessments was to identify and quantify conditions which ultimately have a direct effect on the quality of programming, user experiences, and the public health, welfare, and safety.

LPDA and Department staff evaluated the condition of 122 sites around the City. An example of the summary is to the right. The scores for the condition of parks and facilities ranged from perfect 0% scores for condition concerns (Broad Creek Park, Brambleton Dog Park) to 71% condition concerns at Reservoir Avenue Mini Park. Overall, the sites are generally in good condition. Very few of the total 122 sites assessed in the report scored above 50%, or very poor, on the conditions scoring. The only sites that did so were: Barraud Park (51%, Community Park), Craig Street Playground (57%, Neighborhood Active Park), Reservoir Ave. Mini Park (71%, Neighborhood Active Park), Stone Park (52%, Passive Greenspace), and Berkley Dog Park (59%, Dog Park). *See section 4.1 for full details.*

CONDITION - Community Parks

Facility Name	Overall Score	Potential Total	% Issues
Bay Oaks Park	2	60	3%
Linear Part at Outlet Mall	6	52	13%
Ballentine Park	16	52	31%
Lakewood Park	25	72	35%
Northside Park	31	80	39%
Poplar Hall Park	27	68	40%
Lafayette Park	33	72	46%
Barraud Park	37	72	51%

The Department manages 144 separate sites in a broad range of categories, from traditional neighborhood parks, open greenspaces, and indoor recreation centers, to special event spaces, school sites, cemeteries, and water access points. The Department is dedicated to providing high quality recreational opportunities, but with an extensive, aging system and resource constraints, maintaining uniformly high levels of service is a challenge. During the system site assessments several common themes related to the condition of parks and facilities were

observed, including a lack of or limited ADA accessibility, poor neighborhood connectivity, aging amenities and equipment, deferred maintenance, and opportunities for improved design and material standards. It is recommended that the City take a phased approach to repairs and refurbishment, addressing issues of safety and code-deficiency immediately, and then proceeding to address more systemic issues related to deferred maintenance and obsolescence.

In order of priority, the order of repairs and improvements in the parks should be as follows:

- 1** **Safety:** tripping hazards, standing water, broken play equipment, surfacing.
- 2** **Code:** ADA, ingress/egress, lighting, fire
- 3** **Deferred Maintenance:** paint, equipment repairs, etc.
- 4** **Obsolescence/Replacements:** obsolete non-standard/ non code compliant amenities, etc.
- 5** **Park Improvements:** additions which address programs, address current needs, add value etc.

1.4.5 Equity Mapping

Service area maps and LOS standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Norfolk's service area, and how effective the service is as it compares to the demographic densities. In addition, reviewing per-capita guidelines enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated.

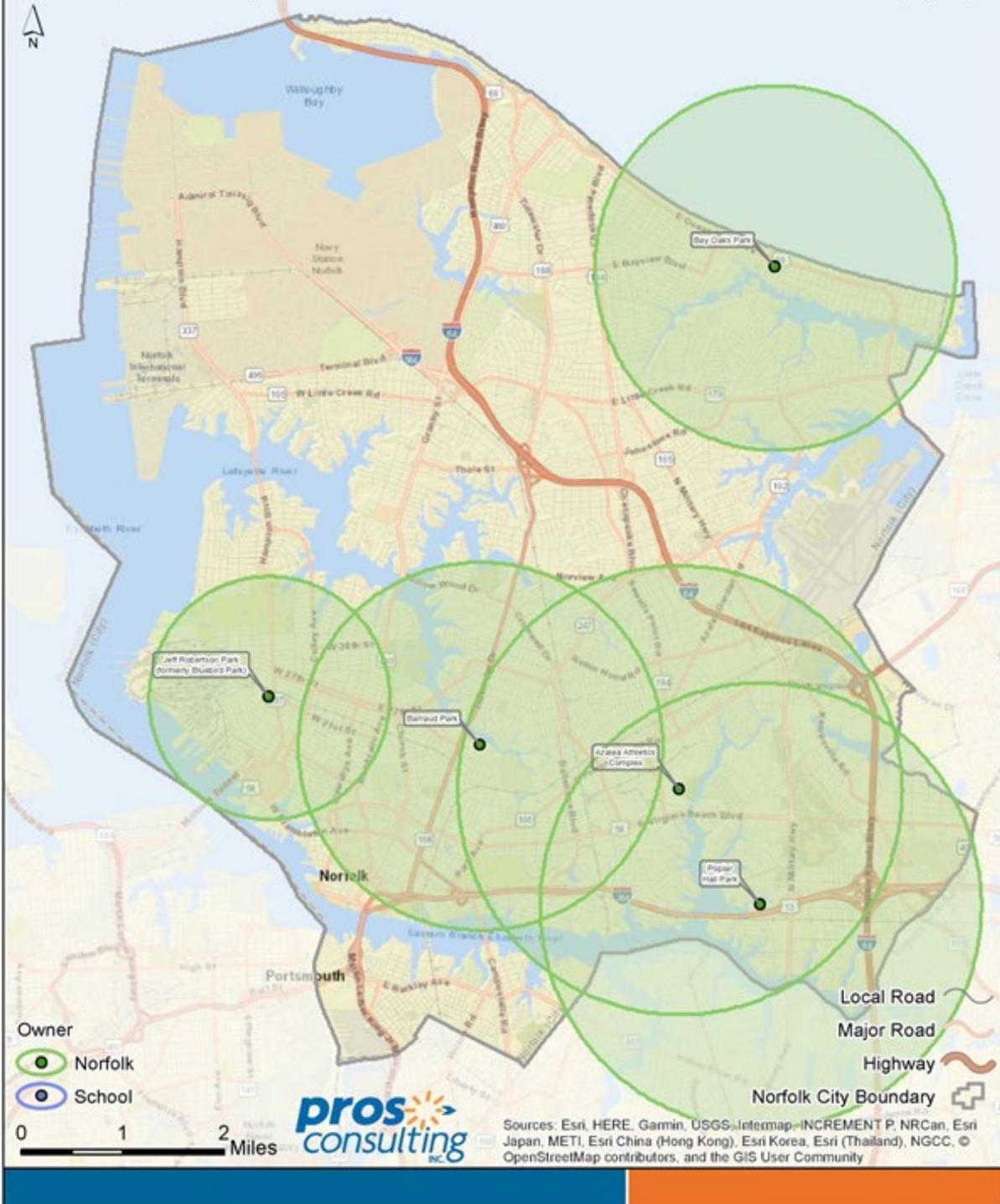
Based on this, the Department's leadership can make appropriate capital improvement decisions that meet systemwide needs while assessing the ramifications of the decision on a specific area.

The source for the population totals used for LOS standard development is the estimated 2021 population as reported by ESRI. The shaded circular areas in the Equity Maps below indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The shaded areas vary in size and are dependent upon the quantity of a given amenity (or acre type) at each site and the service levels available to the surrounding population. The larger the circle, the more people a given amenity or park acre serves and vice versa. Additionally, some circles are shaded a different color, which represents the "owner" of that particular amenity or acre type.

There is a legend in the bottom left-hand corner of each map depicting the various owners in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.

Community Parks
Recommended Standard of
0.45 Acres per 1,000 People

Norfolk, Virginia
Parks and Recreation
Equity Maps

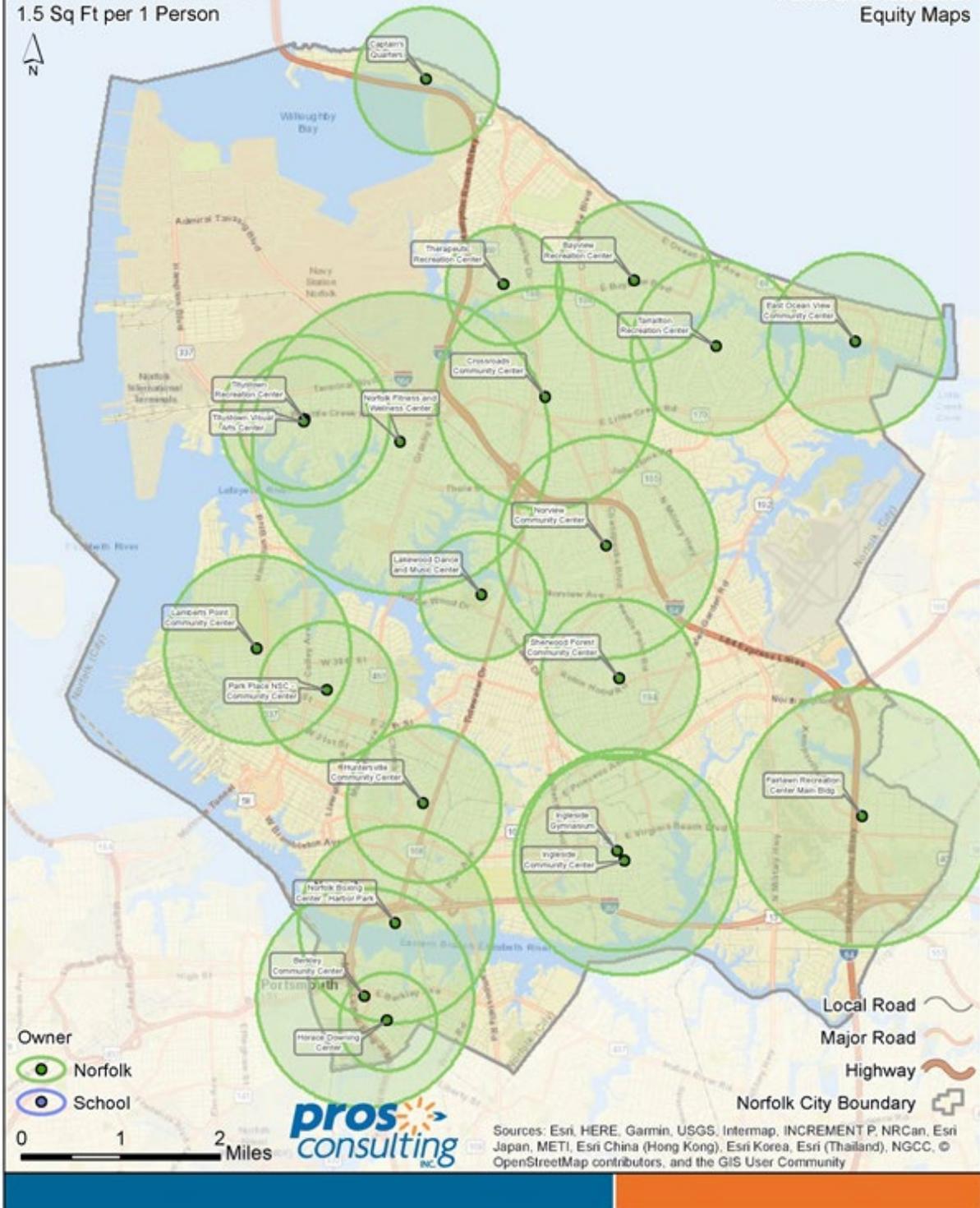


pros consulting
INC.

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, OpenStreetMap contributors, and the GIS User Community

Indoor Recreation Space (Square Feet)
 Recommended Standard of
 1.5 Sq Ft per 1 Person

Norfolk, Virginia
 Parks and Recreation
 Equity Maps



1.4.6 Youth Sports Assessment

The Consulting team with assistance from City staff identified criteria to assess the Youth Sports offerings of other agencies identified by the City. These included agencies that are comparable in nature as well as within proximity to the City and located in Virginia. They are

- City of Chesapeake
- City of Hampton
- City of Newport News
- City of Portsmouth
- City of Richmond
- City of Suffolk
- City of Virginia Beach
- Henrico County

The goal of this analysis is to evaluate how these agencies are servicing the youth sports segment in terms of facilities, rental pricing strategies, and other revenue streams. Below are some of the key findings.

POPULAR VENUES TYPES: The most popular venues were tennis courts and baseball fields with 76% of them being lighted and 33% offering concessions.

RENTALS: In terms of pricing strategies for rentals, each agency had their own mix depending on the level of service and facility maintenance particularly by additional services, type of customer (resident/non-resident, tournament/individual, adult/youth). Dynamic

pricing for rentals is a key component for maximizing rental revenue as it allows the agency to take advantage of fluctuating market demand

The average prices of rentals varied widely across the board from \$15/hour to \$80/hour or \$130/day to \$400/day for fields. For courts some agencies would not collect a rental fee, some would put a very minimal price (\$3-\$5/hour) and others could charge upwards of \$45/hour for certain high-end facilities. Norfolk can therefore assess their current prices to match the quality of their facilities.

ADDITIONAL REVENUE STREAMS: Looking at additional revenue streams, the City can look at the different assets offered by their facilities or special events to have their personalized tiered sponsorship approach from welcome signs to tables, golf carts, field naming rights or even vendor booths. Adult and youth leagues can also provide additional revenue streams through franchise and sanctioning fees or registration fees including a late registration penalty or an equipment package.

Overall, each agency has their custom approach for offerings and revenue generation at their facilities. The City can adapt their pricing for rentals and offerings to the quality, level of service, target population and more of their venues while recognizing that the socioeconomic characteristics of the community served by the City are significantly different than some others such as Virginia Beach or York County.

Agency	Resident / Non Resident	Prime / Non-Prime Time	Weekday / Weekend	Age Segment	Family Household Status	Group Discount	By Location	By Competition (Market Rate)
City of Virginia Beach		x				x		
City of Newport News Parks, Recreation & Tourism								
City of Chesapeake VA	x							
City of Suffolk, VA								
City of Portsmouth, VA								x
City of Richmond, VA	x							
Henrico County Recreation & Parks								x
York County	x							

Agency	By Cost Recovery Goal	By Customs Ability to Pay	Partial Day vs Full Day	Consecutive days	Additional Services	Youth vs Adult	By Size of field	By type of field (Turf/ grass)
City of Virginia Beach			x	x	x			x
City of Newport News Parks, Recreation & Tourism					x	x		
City of Chesapeake VA					x		x	
City of Suffolk, VA								
City of Portsmouth, VA					x			
City of Richmond, VA			x		x			
Henrico County Recreation & Parks						x		
York County					x	x		

1.4.7 Funding and Revenue Strategy

The purpose of developing funding and revenue strategies is to help staff prepare for the plan’s implementation by identifying viable funding opportunities, including fees, charges, and partnerships, and to pursue and share examples from other agencies that may have been in a similar place.

The Department is predominantly funded through the General Fund,

supported by property tax. This reliance can make responding appropriately to community needs and aging infrastructure a challenge, as there are many priorities that consume a city’s general fund. The Department should explore increasing revenues through existing and new funding sources identified in the table below.

Funding Sources To Explore					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Corporate Sponsorships	Capital Fees	Recreation Service Fees	Virginia Recreational Trails Program	No funding sources to explore currently	Pouring Rights
Additional Partnerships	Capital Projects Fund	Fees and Charges	Land and Water Conservation Fund		Additional Inter-Local Agreements
Park Foundation	Coronavirus State and Local Fiscal	Reservations	Next Level Trails		Naming Rights
Trusts			NRPA Grant & Funding Resources		Advertising Sales
Special Fundraisers			IPRA Foundation Scholarships		

Initially, the Department should work with the City to outline the philosophy on earned income and determine an appropriate level of subsidy and set revenue goals. Once the philosophy is approved, the Department should explore implementing the following strategies:



Park Foundation:

Establishing a park foundation helps the Department to deliver on its mission with fundraising and hold of land and other assets until the

Department is ready to publicly provide the service.



Corporate Sponsorship:

Corporations are looking to invest in great community projects, especially when the organization’s mission, vision and values represent similar interests and outcomes. Developing a sponsorship program in combination with these other strategies can help the city leverage efforts to great accomplishments.



Fees and charges: The Department should conduct a fee review to determine competitive pricing and the community's ability to pay for services as part of an overall philosophy towards greater sustainability.



Reservations: The Department should know the total cost to provide reservation services. Reservations should be priced at market rate based on amenities, size and quality of facility. Revisit the reservation fees regularly as the cost of operations is increasing consistently.



Grants: Grants can be a great component to a multi-faceted funding strategy. That is if the Department has the capacity to meet all the requirements, including the reporting requirements. Evaluate the possible grant opportunities to understand all costs associated with the grant in determining the feasibility.



Naming Rights: With the need for facility renovations and lifecycle replacements, this funding source would be good to incorporate into the Department's overall funding strategy mix. The best results typically come from a specialized firm that assists the Department with developing the campaign and incentivizes the firm with a percentage of the earnings.



Pouring Rights: In renovations and new construction, there is the potential for concession stands and contracting with a particular beverage provider for exclusive rights. This revenue is a percentage of each product sold returned to the Department for operations.



Advertising: As renovations and new construction are conceptualized, the Department should consider strategically locating advertising opportunities and capitalize on the earned income opportunity.

1.4.8 Malcom Baldrige Survey

In order to develop a deeper understanding of the Department, an organizational assessment survey was administered to all staff. Staff was given the opportunity to complete the survey online and in anonymous fashion. A total of 67 respondents from all levels of staff completed the survey.

This organizational assessment was conducted using the Malcolm Baldrige's Are We Making Progress? Survey. The survey design is based on Malcolm Baldrige Criteria for Performance Excellence, which identifies seven focus areas for evaluation:

- Leadership
- Strategic Planning

- Customer Focus
- Measurement, Analysis and Knowledge Management
- Workforce Focus
- Operations
- Organizational Outcomes

It should be noted, this survey represents a point in time and is based solely on the feedback of respondents. These results should be considered a baseline that will evolve over time, and this survey is an assessment tool that should be reevaluated yearly to gauge progress.

Based on the survey results, each of the seven focus areas were generally classified as strengths, areas that are trending positively, and opportunities for improvement.

STRENGTHS

- Workforce Focus
- Customer Focus

TRENDING POSITIVELY

- Operations
- Measurement, Analysis, and Knowledge Management
- Results
- Leadership

OPPORTUNITIES

- Strategic Planning

STATEMENTS WITH HIGHEST RATE OF AGREEMENT:

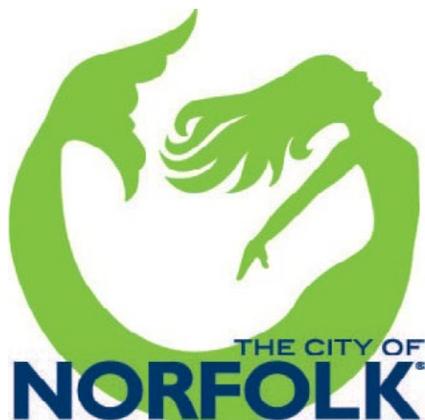
1. I am committed to my organization's success. **(97%)**
2. I know who my most important customers are. **(94%)**
2. I know how to measure the quality of my work. **(94%)**
4. I can improve my work processes when necessary. **(93%)**
4. My work products meet all requirements. **(93%)**
4. My customers are satisfied with my work. **(93%)**
4. My organization is a good place to work. **(93%)**

STATEMENTS WITH HIGHEST RATE OF DISAGREEMENT:

1. I know how well my organization is doing financially. **(25%)**
2. I know how my organization as a whole is doing. **(22%)**
3. My organization asks what I think. **(19%)**
3. As it plans for the future, my organization asks for my ideas. **(19%)**
5. My organization's leaders share information about the organization. **(16%)**

OVERALL SUMMARY

- Very high agreement rates overall (10 of 40 questions over 90%) and only two questions in which more than half of respondents did not agree indicate strong staff support, especially in the categories of customer and workplace focus.
- Strategic Planning had the lowest average agreement rate of the categories, which reinforces the importance of the Master Plan Assessment and Sports Complex Feasibility Study.
- We saw higher agreement rates from supervisors compared to non-supervisors, and from those employed less than 5 years compared to those who have worked for 6 years or more (Full details on the findings from the Malcom Baldrige Survey can be found in section 4.8.1)





CONCLUSION



This Plan will serve as a living document and a roadmap for the future that can evolve and adapt with changing circumstances. The City has seen a lot of ups and downs during the past two Covid-struck years with facility closures,

staffing and financial limitations and more. Through it all the Department and its staff have been exceptional and resilient in providing service to the community and making the most of their limited resources.

As Norfolk emerges from the pandemic, it is crucial to continue to realign offerings and maximize access to the community in a financially sustainable manner. As federal dollars help support capital development, the Department will need to ensure operational, maintenance and staffing growth to complement the growth in service levels and this will require creative and innovative funding ideas to support the general fund offerings. In addition, the user fees and charges should be evaluated to better reflect the market and the quality of the experience.

From beaches to boxing and parks to playgrounds, the Department offers a wide range of parks, recreation, sports, forestry, cemetery services and the reason behind its continued success even in the most challenging times has been it's people. The staff is a huge part of why the Department is a national Gold medal finalist and their passion and dedication to making an impact in the community is why the Consulting team is confident that they will leave no stone unturned to successfully implement the plan, maximize equity of access and ultimately keep people first.



PARKS AND RECREATION

Master Plan Assessment

