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The Department of Parks and Recreation is committed to the provision of quality leisure services for the residents of Manassas Park. It is our mission to provide a variety of high quality, diverse leisure opportunities, foster our city’s parks and natural resources, and support the individual growth and well being of our citizens.

Mission Statement and Core Values
Department of Parks and Recreation

Environment
Providing leadership in conserving natural resources, and looking for new and better ways to be environmentally friendly.

Community
Promoting healthy lifestyles, strengthening our families, maintaining community assets, good stewardship of our parks and open space, and fostering a sense of community pride and common purpose.

People
Enhancing the quality of people’s emotional, physical, and social well-being to promote their personal growth through play, discovery, enrichment, and learning.

Excellence
Striving to be leaders in our organization and in our community through transparent, ethical, and accountable decision making.

Accessibility
Offering all segments of the community a high level of physical, social, and economic access to our programs and facilities.

Diversity
Creating a better understanding and appreciation of our human diversity as we embrace the preservation of human dignity and we recognize our role in this community driven effort through leisure opportunities.

Partnership
Building partnerships to address common issues, promote mutual interests, benefit our community, and enhance the quality of life in Manassas Park.

Innovation
Upholding the tradition of creative thinking, trendsetting, and calculated risk taking.

I like to play pickleball and ping pong with the other seniors here. It’s a great facility and I have made some really great friends here.

Andy DiGiccio
MPCC Member
Introduction

In early 2016, the National Recreation and Parks Association (NRPA) released its annual Engagement Survey. Their survey aims to better understand Americans’ use of local park and recreation facilities and their willingness to fund those resources.

After reviewing the survey, the information presented was invaluable to our Department. However, its broad national focus on all Parks and Recreation facilities limited what the City of Manassas Park Department of Parks and Recreation (DPR) could do with the data. The Marketing Division was tasked with creating a similar survey that could better serve the Department.

This is the first year we are conducting a survey to collect and analyze this information, but the goal is to repeat the survey year after year to be aware of trends, to continue to make informed decisions, and to provide our patrons with another opportunity to provide feedback.

This year 45 respondents participated in our survey which is a fraction of the massive amounts of patrons, members, and renters who have utilized our facilities. I personally hope that by making this information available and conducting the survey annually we will see a drastic increase in survey participation. We need your feedback and it needs to come from a diverse audience that reflects both our City’s population and the demographics of those who utilize DPR facilities.

Survey’s Purpose

Better Understanding Our Patrons’ Use of DPR Facilities

Just as NRPA’s survey makes patronage of DPR facilities tangible, so does our survey. By analyzing this information we can determine which facilities are most utilized and allocate resources accordingly. This does not always mean “more use = more resources”. For example, those resources could be staff for maintenance, advertising to promote use, or funding to enhance the facilities. Facility usage is not a popularity contest, however, and we have to determine why those facilities are most used and compare it against nationwide trends. For example: NRPA reports that American’s favorite activity is to utilize an open space or walking/hiking/biking trail. Our survey reveals that while the community center is the most heavily trafficked facility, the most popular activity is to visit open space. The question then becomes: how do you balance resources between your most trafficked facility and a trending activity that competes with that facility?

Better Understanding of Our Marketing Division’s Effectiveness

In addition to analyzing our Department’s Operating and Recreational effectiveness, our survey aims to understand how our patrons communicate with our staff and how they are hearing about our programming. This allows the Marketing Division to better allocate resources to the methods that have the best return on investment. As with all Marketing campaigns, however, one single medium will not result in increased engagement. A steady exposure across multiple media yields the best results and often patrons may not remember all the different advertisements they were exposed to before making a decision. Relying heavily on one form of advertising or communication creates an uneasy dependence. Making informed decisions and allocating resources across multiple sources is the most responsible use of marketing funds.

Jason Shriner
Marketing Manager
Key Findings

NRPA’s findings show that Americans visit local park and recreation facilities 29 times a year. City of Manassas Park patrons visit DPR facilities on average 16 times a year.

Statistics related to this finding can be found on pages 10 and 11.

Patrons regularly follow the Department on Facebook (57.58%) and visit the website (44.44%). They also rely heavily on email communications (57.78%). They will also call the Community Center (35.56%) or stop by in person (11.11%).

Statistics related to this finding can be found on page 20.

Patrons will engage with DPR facilities after receiving information from a wide variety of sources. The MOSAIC (57.78%) and social media (51.11%) result in the most engagement, but community events (11.11%), banners/signage (8.89%), and print advertisement (4.44%) still encourage engagement.

Statistics related to this finding can be found on page 20.

The most well attended event in 2016 according to respondents was the Light Parade (55.56%), followed by the Yard Sales (28.89%), and the Summer Movie Series (23.22%). The Fourth of July fireworks display (20%) and Trunk or Treat (17.78%) also saw high engagement. The newest events which were the Tree Lighting (13.33%) and Mother’s Day Makeover Big Reveal (6.67%) also saw decent engagement.

Statistics related to this finding can be found on page 18.

Our patrons’ most pressing reason for visiting DPR facilities was to exercise or be physically active (86.67%) but connecting with the community and being with family and friends (55.56%) was also a strong motivator.

Statistics related to this finding can be found on page 8.

We’ve enjoyed coming to the Community Center for over five years because of the friendly staff, clean and safe environment, and fun programs. I started homeschooling my daughter this year, and I have been lucky to incorporate all the wonderful classes as a part of her curriculum.

Vivianne Krol
MPCC Member and Instructor
Reasons to Visit DPR Facilities

By a wide margin, the number one reason our patrons visit City of Manassas Park Parks and Recreation facilities is to exercise. This figure was consistent across all age groups and parents/non-parents.

After exercise, being with family and friends was another popular reason to visit DPR facilities. As with exercise, this remains true across age groups and parents/non-parents. In fact, Millennials and Generation X responded with nearly the same rate. This is true of the national survey conducted by NRPA as well.

While the general population responded with learning a skill/craft and being closer to nature almost equally, the importance varied greatly based on demographics. Millennials preferred nature (46.67%) over learning a skill/craft (40%) while Gen Xers were the opposite where they preferred skill/craft classes (28.57%) over nature (21.43%).

The differences were more stark between parents and non-parents. Parents reported they were more driven to visit for a skill/craft program (29.03%) than to be closer to nature (16.13%) while non-parents visited for nature (35.71%) rather than learn a skill or craft (14.29%).
Sites Visited

With the rich diversity of programming and recreation options, it is not surprising the Community Center sees the most engagement of DPR patrons. Indeed, 37.78% of Community Center patrons visit 51+ times a year. In other words, they visit 1 or more times a week.

While all of the respondents reported visiting the Community Center at least once, open spaces (Signal Hill Park, Costello Park, Dog Park, and Block Parks) were still popular. 2.22% of patrons who visited the Dog Park or Signal Hill Park, did so 51+ times a year. All open spaces are limited to the season, being regularly open only 28 weeks out of the year, implying that those patrons visited these facilities two or more times a week.

Signal Bay Waterpark, which is open regularly for approximately 11 weeks out of the year, sees excellent engagement. 17.77% of SBWP patrons visit 6-20 a year, which is on average once a week. This implies SBWP season passes are still a valuable option for DPR patrons. This percentage is most likely a direct result of families as other sources of traffic, such as water walking, were not consistent with the demographics. Baby Boomers and individuals without children were far more likely to visit less than 10 times a year.

By generation, Baby Boomers are the most frequent users of the Community Center. 62.50% of Baby Boomers visit once or more times a week. Contrast that with 40% of Millennials who visit one or more times a week.

Millennials are far more likely to use open spaces than any other age group. The amenities at the various parks reflect the usage by age groups as well. The Block Parks feature playgrounds for young children while Polk Street Park also includes an outdoor basketball court. As age increases, usage of the Block Parks drops dramatically.
Activities

Just as with the NRPA national survey, the varied answers across various demographics – primarily the different age groups – reveal the need to deliver thoughtful specific programming. Providing one type of program limits enjoyment and usage across the various age groups.

The most popular activities confirm the survey findings, for reasons to visit and reflect the variety of methods patrons utilize to accomplish their fitness goals. Over half of DPR patrons visit the pool or hot tub while just under half utilize the wellness areas or group exercise classes. DPR patrons also use outdoor spaces for their fitness needs whether they visit a park, playground, dog park, or other open space (64.44%) or use a walking trail (35.56%).

Parents and non-parents were very close in most of their activities with parents visiting parks more often than non-parents. Parents were far more likely to use the wellness area (53.33%) than non-parents (28.57%). Non-parents participated slightly more in recreational classes (25.88%) compared to parents (22.58%). The comparison was similar for hiring personal trainers (21.43% for non-parents compared to 16.13% for parents). Parents played sports twice as often as non-parents (39.47% compared to 19.40%), however only 21.48% signed their children up for an organized league.

Millennials fairly evenly participated in a variety of DPR activities including playing sports/games with family/friends (40%), children participated in a sports league (33.33%), and worked out with a personal trainer (26.67%). Sports were also common with Gen Xers (14.29%) and Baby Boomers (18.75%) while working out with a personal trainer was slightly less common – 7.14% for Gen X and 18.75% for Baby Boomers.

Consistent with both their responses for site visits and key reasons for visiting DPR facilities, 93.33% of Millennials visited an open space compared to 64.29% of Generation X and 37.50% of Baby Boomers. Special Events were far more popular with Millennials and Gen Xers while group exercise classes and working out in the wellness area were favorite activities of Baby Boomers.
I like it here because they have Kids Korner which is great for my three kids. I love the burlesque dance class and Zumba.

I can’t express how happy I am to have found this community center. They have so many programs for all five of my children, ages 3 to 13. The facility is always clean and the instructors and staff are helpful and friendly.

Lizbeth Huitzache
Resident and MPCC Member

Nancy Melendez
MPCC Member
Barriers

Offering high quality and diverse recreational opportunities at our facilities is built into our mission, but we understand that barriers limiting access to our offerings exist. Finding that ideal point where opportunities and accessibility meet is key to the success of our organization.

The biggest barrier to patron participation at City of Manassas Park Parks and Recreation facilities is time. Baby Boomers found this to be the biggest challenge (43.75%) compared to Gen Xers (28.57%) and Millennials (26.67%). 35.48% of parents also found lack of time as their largest barrier. There are some options available to DPR to improve accessibility with respect to time. Offering programs after work hours and on weekends is one such example. Another example is offering overlapping programming so parents and their children can attend different programs at the same time. Time management also means competing priorities. By offering highly attractive programming, patrons will prefer to spend their time at DPR facilities rather than at home or at other recreational facilities.

Program awareness also proved to be a barrier to patron participation. This was especially true with Millennials (26.67%) who found this to be the case nearly twice as often as Gen Xers (14.29%) and four times as often as Baby Boomers (6.25%). To improve this, the Department would need to identify the best methods of reaching new Millennial customers as well as utilizing the best form of communication for customer retention. The survey suggests the current methods favor Baby Boomers and Generation X.

Unique to Millennials was that they found the facilities to be too far (12.33%) or that they had limited access to transportation (6.67%). 14.29% of Generation X survey participants found the quality of the parks to be a barrier. Baby Boomers were by far the largest group to report no barrier to participation with 25%.
There does appear to be a clear correlation between the intended age range for a special event and the level of participation. The more limited the target age range and the more specialized the offering, the fewer people who participate.

There are some outliers. For example, the Summer Movie Series, which is geared towards school age children and their families, was reported to be more engaging than the Fourth of July fireworks display, which does not have a target audience. As a Department, we know this is not truly the case, however, this might suggest that the patrons who watch the fireworks may not be engaging in any other City of Manassas Park Parks and Recreation opportunities the rest of the year.

There is also a slight correlation between cost of an event and participation. The top seven events are all free events offered by DPR. The seventh event is the Fall Arts and Crafts Festival (13.33%). The Kite Festival and Mother’s Day Makeover Big Reveal events are also free. Despite this slight correlation there is still moderate engagement among the paid events, most likely as the cost for paid special events tends to be $5 per family or $5 per person. This could suggest the audience and topic of the event has more of an effect than cost.

Other events Millennials frequently attended included the Egg Hunt (26.67%), Fall Family Fun Night (26.67%), Trunk or Treat (26.67%), and the Mother’s Day Makeover Big Reveal (20%). Gen Xers also enjoyed Trunk or Treat (28.57%) while Baby Boomers participated twice as much in the Fall Arts and Crafts Festival (25%) compared to Millennials (13.33%).
Methods of Hearing About Programs

The most common method of hearing about City of Manassas Park Department of Parks and Recreation programming came from the MOSAIC, the Department’s program catalog. 66.67% of Millennials reported finding out about programs this way compared to 62.50% of Baby Boomers and 42.86% of Gen Xers. 68.75% of Baby Boomers preferred our email newsletter, while Gen Xers found the MOSAIC, email, and social media to be equally useful sources.

Social media, which includes the Department’s Facebook, Twitter, Instagram, and Youtube accounts, was the second most popular method with Facebook being the most used option by a wide margin. Millennials found the email newsletter to be far less engaging than the other age groups, but in contrast reported that word-of-mouth was a better source for upcoming programs.

Advertising via flyers, whether at the front desk or in the schools, was also a moderately engaging method of communicating programs. Nearly 1 out of 4 patrons found out about a program through a flyer. Community events (11.11%), banners/signage (8.89%), and print advertisements (4.44%) provided some engagement. The main banner in Costello Park next to Old Centreville Road as well as the flashing variable message boards are the most likely source of signage engagement.

As predominant users of mobile browsing, Millennials and Gen Xers did not find the Department’s website as useful for upcoming program information. The Department’s website in 2016 was not responsive, however with the redesign (which includes a mobile-friendly design) this should change in 2017.
Concerns Raised and Staff Responses

“The webpage doesn’t work well with mobile phones.”

You’re absolutely right. The previous website didn’t work with mobile phones. This was a huge issue since so many people access the internet from their mobile devices.

Fortunately we just launched our new website completely redesigned to be more user friendly and to be responsive to mobile devices. I’ve also written a blog post, which you can find on the website, where I discuss some of the major issues the previous website had and some new features the updated version has. I won’t go into too many details here, because I really want you to see and browse the new website!

Jason Shriner
Marketing Manager

“Fees went up too much. We used to get all classes included with the All Access Passport membership, but there’s an additional per child fee for some of the programs along with the membership rate and with 3 kids that’s just too much!”

In order to continue to offer a plethora of high-quality leisure activities, we had to find a balance between our program cost and our membership benefits. We believe that we have found a happy medium by offering deep discounts on our programs and camps, and yet we are still able to recover some of our operating costs. Additionally, most programs are still included in the All Access Passport. Look in our MOSAIC for program titles surrounded by ◊, which means the program is included, at no additional cost, in the All Access Passport.

Sarah Barnett
Operations/Aquatics Manager

“I signed up for Barre conditioning and I got scheduled to work every day of it. I made a chart comparing my work schedule and the activities schedule, I always had to work. Neither me or my husband have had the chance to participate. Count me as totally bummed out.”

Barre conditioning is a specialized fitness class. We currently have one instructor on staff that is certified to instruct barre. Due to the limited availability of qualified teachers, the times that we can offer barre revolve around two factors. The first is the instructor’s availability and the second is the availability of the dance studio (the only room that can accommodate barre). The combination of those two factors helps identify the best available time to run the program. Ideally, we would like to offer classes that fit all of our patrons’ schedules, however, due to space, financial commitment, and instructor availability, that would be difficult to manage. In the future we can look to add more barre classes on different evenings and weekends, pending budget and space.

Tony Thomas
Recreation Services Supervisor

“As a mom of small young children, I don’t feel safe at your rec center. Too many teens and young adults like to congregate in front of the center and park their car turn up the music with language that is not appropriate for what I want my kids to be around. I don’t come here to walk through a cloud of smoke and cursing. I also don’t like the atmosphere when we’re in the halls. They curse and bounce basketballs with no regards of who is next, behind, or in front of them. It’s just out of hand. We are desperately looking for an alternative as we might have to part with your center.”

The Community Center has become a hub for many teens in our community. Our teens come from a variety of backgrounds and economic levels. Each teen comes to the Community Center for a variety of reasons such as working out, playing basketball, swimming, participating in a class, or socializing in our teen center. We have Recreation Leaders devoted to working strictly with teens during the following hours: Monday–Thursday 2:30pm–7:00pm; Friday 2:30pm–9:00pm; and Saturday 11:00am–3:00pm. If at any time a teen is being disruptive, the Recreation Leader, as well as the Front Desk Supervisor, knows they have complete authority to ask a teen to leave the facility.

Removing a teen from the facility is our final resort if a teen is not following the rules of the building, however, it is a resort that has occasionally been used. Ideally, we want everyone to feel welcome at the Community Center. Regardless of age, background, choice of music, etc. we want everyone to be able to co-exist.

Since October 2016, strides have been made to further curb inappropriate teen behavior. A teen ID policy has been put into place for all teens between the ages of 12–15. This allows staff to get to know the teens and take corrective action if deemed necessary. By implementing this policy, teens agree to the rules of the facility and must give us their picture ID each time they enter the facility.

Our Recreation Leaders for teens conduct walk-throughs of the building once an hour. They walk through the building to make sure that no teens are in places they should not be or breaking rules of the building. If they are, they will be warned, and then asked to leave the facility.

As I mentioned earlier, teens come to the Community Center for a variety of different reasons. We should embrace the fact that teens are choosing to spend their free time at the Community Center.

As a staff, we continually work with our teens to educate them about appropriate behavior inside and outside of the Community Center. For many of our teens, the only positive and healthy adult interactions they have on a daily basis is with our staff. We much rather them be here at the Community Center than in the streets.

Tony Thomas
Recreation Services Supervisor
“I’ve witnessed poor lifeguard exchanges and not observing the pool. One guard even sits sideways in the chair and never looks at the deep end. Signs MUST be made that certain lanes (7 and 8) are for water walking and the rest for laps. Also reserved signs should be made, so lap swimmers don’t get asked to move at the last minute. I love this pool. It is so clean. The above things should be addressed and followed up on.”

Thank you for this feedback. I recently addressed the lifeguard’s scanning behavior and overall professionalism in our monthly in-service training. I will definitely continue to monitor their behavior. As for lane usage, I will update the lane schedule and ensure that it is posted on the bulletin board in the pool hallway as well as on our webpage.

Sarah Barnett
Operations and Aquatics Manager

My children and I played softball in 2016 and plan to play again in 2017, and no parent was happy with the quality of the dirt on the softball fields. Both fields are full of rocks, and if anyone stepped on one especially in the bigger girls field there was always a chance of falling. If the quality of dirt is not better this year then we will find a new place to play softball.

We have been working steadily to remove the excess rocks/debris throughout the year in hopes of gradually improving the field condition overall. Due to various circumstances, the current infield dirt is admittedly pretty poor and the conditions less than ideal. We would like to supplement the infield with several inches of high quality infield mix; essentially an aggregate of sand, silt, and clay. High quality infield mix of this nature will hold up much better over time and provide for a much improved playing experience. The only downside is the cost; quality infield mix is very expensive. Budgetary restrictions are such that we unfortunately cannot remedy both softball fields at this time, however we do plan to address one of the two once we enter into the new fiscal year (7/1/17). Our plan moving forward will be to continue to address all fields in need each subsequent year, as the budget will allow.

Jay Swisher
Director

“Signal Hill Park could really use a new playground! Maybe one that is inclusive to all kids.”

While the playground at Signal Hill Park is the City’s largest playground, it’s also one of its oldest. We empathize with your concern, and certainly agree that it could use a makeover in the near future. In order to bring attention to the playground’s current status, and in an effort to remedy the playgrounds condition, staff submitted a Signal Hill Park Upgrade project request in the City’s FY17 and FY18 OP (Capital Improvement Program). In addition, a project request was also submitted in the FY17 Capital Project Fund. The Signal Hill Park Upgrade project request was not included as part of the FY18 Capital Project Fund however, as an increased minimum cost threshold of $80,000 was implemented for this fiscal year.

Jay Swisher
Director

“Fees are too high for a family of 6 or more with limited income.”

I regularly evaluate and compare where our fees fall in the local market. Our daily drop in rates are much cheaper than other similar facilities. In order for us to meet our revenue goals and reduce the level of subsidy that we receive from the tax payers, our fees will most likely not decrease. If someone is working on a limited income, they should see if they qualify for one of the Catherine’s Caring Hands scholarships.

Sarah Barnett
Operations/Aquatics Manager

“I would love more weekend activities for my 12 year old daughter like a special cooking class. Also, more group fitness other than Zumba. I LOVE KICKBOXING with Kathy and if she were to teach another class I would totally sign up. I liked the beginner Yoga class too I just can’t make it since it’s offered during the work week evening.”

In Recreation Services we strive to offer a balance of classes between weekdays and weekends. Dating back to summer of 2016, we have offered 75 new programs on weekdays, and 26 new programs on the weekends. Many of the weekday programs run after school. The weekend programs are typically implemented between 10:00am – 4:00pm. For a 12 year old participant, she has the ability to participate in either school age programs or teen recreation programs. The number of programs listed above does not include weekday and weekend classes for our teens programs.

If you are looking specifically for a cooking class, we normally run three of those each MOSAIC. One is for preschool age students, however, the other two are targeted for school age/early teens. One of the classes is run on Saturdays and the other is run on Tuesday afternoons. We strive to offer times and days of the week that allow our members to have options to choose from.

Tony Thomas
Recreation Services Supervisor

We are constantly auditing our group exercise class attendance and always welcome any suggestions or ideas that you can offer in order to improve our programs. In terms of the total number of group exercise classes available, we are budgeted to offer a maximum amount of classes per week. As a result, when it comes to adding a new class, we generally are forced to look into cancelling an existing class in order to make room for a new offering. Unless the current class is scarcely attended on a routine basis, and the demand for the new class is abundant, this can be a tough sell. Once a class has a following, it can be difficult to warrant cancelling for another type or style of offering. While some patrons may have interest in the new class, others often still remain fond of the current offering. This is not an easy decision and one that we evaluate thoroughly prior to coming to a final conclusion.

When it comes to requesting new classes, don’t hesitate to speak up, reach out, and let us know how you feel; please encourage your friends and family to do the same! Our ultimate goal is to actively listen to our patrons and do our best to provide them with the types and kinds of classes that they want and enjoy.

Jay Swisher
Director
Division Specific Goals of DPR

Marketing Division
Identify between two and three advertising methods that target millennials and implement at least one of them by August 31, 2017. Measured by reducing the number of millennial responses to ‘Unaware of Offerings’ barrier by at least 10%.
Increase year round patron engagement through outreach at special events with focus on the Fourth of July event. Measured by improving responses of Fourth of July attendance by 10%.
Increase overall usage of the website as a method of hearing about programs by at least 10%.

Operations Division
Maintain a clean and safe Community Center that provides leisure activities for all ages.
Create an environment where the customer not only comes back, but tells their friends!
Keep up with preventative maintenance while not disrupting customer access to amenities.

Aquatics Division
Provide a safe, clean, family friendly aquatic facility that all ages can enjoy.
Be ahead of the curve when introducing new aquatic programs and trends.
Since the Aquatics Division hires over 100 teenage employees every year, we strive to teach that generation in the importance of top-notch customer service and hard work!

Fitness Division
Increase facility cleanliness by implementing an enhanced comprehensive facility cleanliness checklist that fitness staff monitors/completes on an hourly basis.
Increase bi-annual group X attendance by 10%.
Implement a new strength training based weekly group X class.

Special Events Division
Create one special event focused towards the adult demographic before April 2018.
Offer one event where families will be able to learn a new skill together. Possible examples include parent/child building class, cosmetology class, or a family cooking class.
Switch the format of the 2017 Arts and Crafts Festival and change it to a Fall Festival. The festival will incorporate small businesses, performances, games, crafts, music, and a family fun atmosphere.

Preschool Division
Offer a Preschool Back to School Night. This will provide an opportunity for parents of preschoolers to ask questions regarding our policies, procedures, and overall program. It will also give parents a chance to tour the classroom and converse with our teachers and learn about upcoming school events.
Offer at least five ‘learning new skills classes’ for parents of preschoolers throughout the 2017–18 school year. Topics will include nutrition, parenting skills, stress management, and child development.
We will also offer bimonthly parent meetings during preschool hours.
Increase participation and engagement in the Preschool Focus Group. We are requesting parents answer questions about our program, what they like, and what they would like to see changed.

School Age Division
Develop creative methods to gather community input on programming (classes, camps, etc.) and implement feedback to offer three new programs per MOSAIC. Measured by improving responses to school age specific activities by a combined 15%.
Offer two new family oriented programs per MOSAIC and increase ‘being with family/friends’ response by 10%.
Determine reason for the large gap between high program registration and low program attendance, and implement strategies to improve program attendance by 30%.

Teens Division
Increase participation in MP’s and Teen Passport classes by 25% throughout the 2017–18 school year.
Offer at least two social opportunities and two volunteer opportunities for teens in each MOSAIC that is released (e.g. teen dances, helping with Special Olympics).
Have teens connect to nature by reviving the teen garden. Teens will use the food they grow from the garden in a cooking class. This will help teach them responsibility, health, and nutrition.

Adults Division
During the spring, summer, and fall, offer at least two outdoor classes per MOSAIC that aims to capitalize on the nature survey responses. Classes can be fitness, health/wellness, social, or visual arts.
Increase participation by at least 15% in adult education classes offered by community partners (such as Virginia Cooperative Extension). Survey participants expressed learning a skill was important to their overall satisfaction with the Department.
Evaluate scheduling of adult classes and try to offer them at various times throughout the week and weekend that allows for maximum participation for our patrons.

Seniors Division
Expand senior program offerings to include off-site meetups with various classes such as photography, pickleball, and the book club.
Seniors have expressed an interest in fitness. We will offer an outdoor walking club ‘Trailblazers’ at Signal Hill that incentivizes participation.
Provide at least five senior specific learning opportunities from industry professionals on topics that are relevant to the senior community.

Athletics Division
Implement more adult athletic programs and provide areas for both organized and spontaneous play.
(e.g. volleyball, dodgeball, boxing, futsal)
Implement more outdoor athletic programs (e.g. foot golf, bag toss, pickleball, walking program)
Interact with private, public, and quasi–public organizations to facilitate programs of interest to the community (i.e. soccer league, football league, tennis program)
Contributing Staff

Tony Thomas
Recreation Services Supervisor

Sarah Barnett
Operations and Aquatics Manager

Arely Angel
Lead Preschool Teacher

Mike Arrington
Recreation Specialist Athletics

Sue Jurjevic
Senior Recreation Specialist

Amelia Powell
Customer Service Supervisor

Jason Shriner
Marketing Manager

Bethiah Shuemaker
Recreation Specialist Seniors

A.J. Tibbs
Park Manager

Jacquelyn Tyre-Perry
Recreation Specialist School Age

D.C. Webb
Park Manager

Maria Bosack
Writer/Content Specialist

Kaitlyn Collier
Special Events Assistant

Heather Henry
Athletics Assistant

Austin McGowan
Graphic Designer/Web Developer

Not Pictured:
Jay Swisher
Director