



City of Hanford Parks and Recreation Master Plan 2020



HANFORD PARKS AND RECREATION DEPARTMENT
MISSION STATEMENT

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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 PROJECT PURPOSE AND GOAL

The purpose of the City of Hanford Parks and Recreation Master Plan is to provide a roadmap for future development of recreational facilities and opportunities for the City over the next 10 years, consistent with the General Plan 2035 requirements. This plan is based on recognized park planning principles and standards, and reflects input from residents and stakeholders in Hanford, City staff, the Parks and Recreation Commission and City Council.

The City of Hanford Parks and Recreation Master Plan (Master Plan) focuses on identifying the City's current and future recreation needs to aid City staff and decision-makers in providing and expanding and equitable distribution of recreational facilities and opportunities to Hanford residents and stakeholders. This includes preserving the City's open space areas and expanding the City's trails network to better connect people to nature, recreation and outdoor education opportunities. Primary outcomes of the Master Plan include:

- Engage the diverse Hanford community, leadership, and stakeholders through an innovative, public outreach process to build a shared vision for parks, programs, and facilities.
- Utilize a wide variety of data sources and best practices including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the City of Hanford.
- Determine unique Level of Service Standards, validated by local data, to develop appropriate actions regarding parks, programs, and facilities that reflects the City's strong commitment in providing high quality recreational activities for the community.
- Shape financial and operational preparedness through innovation and "next" practices for the City to achieve the strategic objectives and recommended actions, goals, objectives, and implementation strategies outlined in the plan.
- Develop a dynamic and realistic strategic action plan that is clear, concise and adaptable to ensure long-term success and financial sustainability for the City's parks, programs, and facilities, as well as action steps to support the family-oriented community and businesses that call Hanford home.

1.2 PROJECT PROCESS

The foundation of the Master Plan was to incorporate a variety of data and mine local knowledge using a comprehensive stakeholder participation process and community surveys. The stakeholder input process incorporated a variety of methods that included interviews, focus group meetings, and public forums/presentations. The data generated from these critical community interactions helped to define the true unmet recreation needs of the community, as well as address key operational issues, provide recommendations for business-related changes, and strategize on how to best position the City and Parks and Recreation Department to move forward for optimum results.



1.2.1 ELEMENTS OF THE PLAN

The planning process for the *Master Plan* was completed with City staff and included:

- The collection of available information;
- Data analysis to determine inventory and condition of current facilities;
- Determination of supply and demand within the community; and
- Developing recommendations for meeting the needs of the community through an analysis of programs and facilities.

The data collected from the staff and onsite facility assessments was utilized to identify key factors, issues, and concerns regarding the parks and recreation system and how the City's Parks and Recreation Department manages operations.

1.3 HANFORD MASTER PLAN ORGANIZATION

This *Master Plan* presents the overall analysis, findings, and recommendations for the next 10-15 years. This study begins with an Executive Summary that provides an overview, and the following sections respond to the primary outcomes, determine needs and offer operational and capital improvement recommendations.

1.4 SUMMARY OF KEY FINDINGS AND RECOMMENDATIONS

Following the assessment of the City's parks and recreation system, a variety of key findings were identified to support the implementation of the *Master Plan*. These key findings help to guide decision-making for the next five to ten years.

1.4.1 MARKET ANALYSIS KEY FINDINGS

- **Population:** The population is increasing and the 2035 General Plan projects the population to increase from approximately 58,000 to 90,000 by 2035. With a growing population, park and recreation services will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.
- **Age Segmentation:** Hanford has a very broad age segmentation with the largest group being 18-34 with the second largest group being 35-54. Over the next 15 years, while most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 24% of the population by 2033 - an increase of 2.3% over 2018. This increase is significant as providing access to services and programs will need to be focused on multitude of age segments simultaneously and equally challenging as age segments have different likings towards activities. Equal distribution across all age segments will require the City to continue to provide programs, services, parks and facilities that appeal to all residents of the community.
- **Race and Ethnicity:** A diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports.
- **Households and Income:** With median and per capita household income averages below state averages and in-line with national averages, it would be important for the City to prioritize

providing offerings that are first class with exceptional customer service while modestly seeking opportunities to create revenue generation.

- **Tapestry Segmentation:** Highly unique tapestry segmentation with diverse recreational needs.

1.4.2 COMMUNITY INPUT KEY FINDINGS

Input from the community confirmed that Hanford's parks are loved by many, but there are gaps in service and amenities and additional City investment is needed to maintain and re-develop new parks for the community. Participants see the system as one that is well-maintained with great staff. They also enjoy the numerous programs and amenities offered. Unmet needs exist as the demand for select services is currently outweighing the available facilities and/or existing amenities. The following summarizes the themes of community input:

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Resolution of the future of the 18 acres of vacant land adjacent to Hidden Valley Park.
- Indoor recreation facilities are desired beyond what is currently offered at Longfield Center

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation initiatives.

ADVOCACY AND AWARENESS

- Increased communication/marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Creative and multiple funding strategies are required to meet the needs of the community.
- Securing grant funding through multiple State-funded grant programs will be critical for funding park developments over the next 10 years.



1.4.3 PROGRAM AND FACILITY PRIORITY RANKINGS

The purpose of the Program and Facility Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the City. The analysis completed evaluated both quantitative and qualitative data.

The results of the priority rankings are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third) and are summarized below:

Program/Service	Priority	Facility/Amenity	Priority
Community Special Events	High	Walking and Hiking Trails (multi-use paved)	High
Fitness and Wellness Programs		Walking and Hiking Trails (natural surface)	
Art Classes		Restroom Buildings	
Walking/Jogging/Running Clubs		Playgrounds	Medium
Adult Learning Classes		Pavilions/Picnic Sites	
After School Programs/Out of School Camps		Dog Parks	
Gardening Classes; Farm-to-Table Classes/Events		Recreation/Center/Gymnasium	
Outdoor Programs		Mountain Biking Trails	
Senior Programs and Services	Medium	Outdoor Exercise Equipment	
Environmental Education Programs		Indoor Pool/Natatorium	
Music Classes		Basketball Courts	
Youth Learning/Enrichment Classes		Community Gardens	
Water Fitness Programs/Lap Swimming		Banquet/Meeting Rooms	
Youth Soccer Programs		Amphitheater	
Youth Learn to Swim Programs		Aerobics/Dance Rooms/Dance Floors	
Running Events		Outdoor Board Games	
Programs for People with Special Needs		Senior Center	
Performing Arts Programs		Splash Pads	Low
Youth Basketball/Volleyball Programs		Bicycle Pump Track	
Gymnastics	Low	Soccer/Lacrosse/Multi-Purpose Rectangle Fields	
Youth/Baseball/Softball Programs		Tennis Courts	
Adult Basketball/Volleyball Programs		Baseball Fields	
Golf Lessons/Clinics		Concession Stands	
Bicycle Lessons and Clubs		Sand Volleyball Courts	
Youth Football Programs		Softball Fields	
Tennis Lessons and Leagues		Football Fields	
Recreation/Competitive Swim Team		Disc Golf Course	
Sand Volleyball Programs		Pickleball Courts	
Youth Lacrosse Programs			

1.4.4 LEVEL OF SERVICE AND FACILITY ANALYSIS

KEY FINDINGS

The Hanford Parks and Recreation Department currently has a quality staff that operates and manages a unique system of parks, trails, community facilities, and open spaces that are generally in good condition.

- **Park Classification**
 - Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned.
 - The master plan provides for detailed park classification categories as found in Chapter Six. These classification categories differ from the 2035 General Plan.
- **Current System Inventory and Level of Service (LOS):**
 - The City of Hanford currently provides a total LOS of **5.06** acres of parkland per 1,000 residents. The 2035 General Plan goal for park acreage for future growth is ***“Parks provided at a combined ratio of 3.5 acres per 1,000 residents.”***
 - Trails were not calculated in this population-based service level analysis because they are based on resource location and connected networks rather than the county’s resident population. However, connectivity to destination locations, including parks, are a critical

element of a successful trails network. The general trail improvements identified in this plan improve connectivity and are consistent with the Bicycle and Pedestrian goal in the General Plan - *“An interconnected bikeway and community pedestrian network that facilitates and encourages nonmotorized travel throughout Hanford. City’s 2018 Bicycle, Pedestrian and Trails Master Plan.”*

- **Key Unmet Facility Needs:**
 - Walking and biking trails to improve connectivity.
 - Reservable covered picnic areas.
 - Shaded play grounds.
 - Neighborhood/School parks.
 - Community parks.

KEY RECOMMENDATIONS

Based on a thorough review of the parks and recreation system and stakeholder input, it is recommended that the City pursue further development of specific parks and recreation amenities that meet the needs listed in the *High Priority Program and Facility Rankings* and address the gaps per park type to increase the current LOS standard for the projected population in 2034.

- The City of Hanford currently offers 299.70 acres of park land to its residents which equates to a **total LOS of 5.06 acres of park land per 1,000 residents based on the City’s 2018 population.** The 299.70 acres is comprised of multiple land owners and the breakdown is as follows:
 - 154.10 acres provided by the City of Hanford.
 - 40.50 acres of sports complex parks provided at Soc-Com.
 - 210.20 acres of neighborhood/school parks provided by the Hanford Joint Union High School District and the Hanford Elementary School District. Per the 2035 General Plan, 50% (105.10 acres) of school park acreage is counted for the calculation of current level of service standards.
- The 2035 General Plan includes a LOS standard goal of 3.5 acres per 1,000 residents for future growth, not including the addition of mini parks.
 - If the City achieves the 2035 General Plan’s stated goal, the overall LOS for the City of Hanford’s park system will be 4.57 acres per 1,000 population, which would be slightly below the current LOS of 5.06 acres per 1,000 population.
- The top two park needs in the City in the future are Neighborhood parks and Community parks.
- The City currently meets 2034 standards for several amenities including: outdoor basketball courts, outdoor aquatic centers and skate parks.
- The City is currently deficient for indoor recreation center space. The City currently offers only 0.40 square feet of indoor recreation center space per person. In order to meet the 2034 level of service standard of 1.0 square foot of indoor recreation space per person, the City will be required to add an additional 67.053 square feet is required.



City of Hanford Parks and Recreation

Park Type	2019 Park Inventory	Level of Service Standards				2034 Standards	
		Total Inventory	Current Service Level	General Plan 2035 Recommended Levels of Service for FUTURE GROWTH		Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Mini Park	15.70	0.27 acres per	1,000	0.00 acres per	1,000	Meets Standard	- Acre(s)
Neighborhood/School Parks	124.30	2.10 acres per	1,000	1.00 acres per	1,000	Need Exists	48 Acre(s)
Community Parks	54.90	0.93 acres per	1,000	2.00 acres per	1,000	Need Exists	64 Acre(s)
Sports Complex	97.70	1.65 acres per	1,000	0.00 acres per	1,000	Meets Standard	- Acre(s)
Special Use Parks	7.10	0.12 acres per	1,000	0.50 acres per	1,000	Meets Standard	- Acre(s)
Total Developed Park Acreage	299.70	5.06 acres per	1,000	3.50 acres per	1,000	Need Exists	112 Acre(s)
OUTDOOR AMENITIES							
Park Type	Total Inventory	Current Service Level		Recommended Levels of Service		Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Outdoor Basketball Courts	29.00	1.00 court per	2,042	1.00 court per	2,500	Need Exists	7 Court(s)
Outdoor Volleyball Courts	4.00	1.00 court per	14,804	1.00 court per	20,000	Need Exists	1 Court(s)
Multi-Purpose/Rectangle Fields	38.00	1.00 field per	1,558	1.00 field per	2,250	Need Exists	2 Field(s)
Youth Baseball/Softball Fields	63.00	1.00 field per	940	1.00 field per	3,000	Meets Standard	- Field(s)
Teen/Adult Baseball Fields	11.00	1.00 field per	5,383	1.00 field per	10,000	Meets Standard	- Field(s)
Adult Softball Fields	6.00	1.00 field per	9,870	1.00 field per	20,000	Meets Standard	- Field(s)
Tennis Courts	25.00	1.00 court per	2,369	1.00 court per	7,500	Meets Standard	- Court(s)
Picnic Shelters	13.00	1.00 site per	4,555	1.00 site per	4,000	Need Exists	10 Site(s)
Playgrounds	27.00	1.00 site per	2,193	1.00 site per	2,500	Need Exists	9 Site(s)
Disc Golf Course	2.00	1.00 site per	29,609	1.00 site per	50,000	Meets Standard	- Site(s)
Off Leash Dog Park	3.00	1.00 site per	19,739	1.00 site per	15,000	Need Exists	3 Site(s)
Splash Pads	4.00	1.00 site per	14,804	1.00 site per	15,000	Meets Standard	2 Site(s)
Skateboard Park	1.00	1.00 site per	59,217	1.00 site per	60,000	Meets Standard	Site(s)
Outdoor Pool	4.00	1.00 site per	14,804	1.00 site per	30,000	Meets Standard	- Site(s)
INDOOR RECREATION CENTER							
Indoor Rec/Community Center (square feet)	22,947	0.39 SF per person	1	1 SF per Person		Need Exists	67,053 Square Feet

1.5 CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The Departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. Maintaining current infrastructure with limited funding will inhibit the City's ability to take care of all existing assets and build new facilities.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in Chapter 7. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, safety and ADA improvements and existing debt service obligations. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding features to extend recreation opportunities, such as playfields, shade structures, adult fitness equipment, covered picnic shelters, and trail loops. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development, such as a new community park and major trail developments. These improvements will certainly increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.





1.5.1 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on existing repair and lifecycle replacement of existing parks, facilities, and amenities as well as administrative planning efforts.

Tier	Estimated Total Project Cost
Sustainable Projects	\$1,800,000

SUSTAINABLE PROJECT HIGHLIGHTS

- **\$400,000 or 22%: ADA Improvements** in all parks as needed.
- **\$400,000 or 22%: General Furniture, Fixture and Equipment** in all parks as needed over the next 10 years.
- **\$300,000 or 17%: Bob Hill Athletic Complex Improvements** including Irrigation Improvements; resurfacing of entry drive; re-sod eroded side of hill leading down to ball field; replace concession stand; relocate mechanical equipment that is in the middle of the main plaza.
- **\$200,000 or 11%: Freedom Park Improvements** including irrigation improvements and playground replacement.
- **\$100,000 or 6% - Comprehensive Facility Assessment** for existing facilities.

1.5.2 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken to meet community needs with a focus on enhancements to existing facilities. The following provides a summary of the expanded service recommendations.

Tier	Estimated Total Project Cost
Expanded Service Projects	\$2,620,000

EXPANDED SERVICE PROJECT HIGHLIGHTS

- **\$1 Million or 38%: Athletic Field Lighting Expansion** at Soc-Com and school athletic fields.
- **\$400,000 or 15%: Civic/Courthouse Park Improvements** including addition of pathways; incorporation of public art; addition of seating; installation of refuse enclosure; addition of playground.
- **\$300,000 or 11%: Centennial Park Improvements** including pathway construction and addition of a reservable picnic shelter.

1.5.3 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities to meet unmet needs of the community. It provides a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified to meet the needs of the community and to implement high priority projects for the City.

Tier	Estimated Total Project Cost
Visionary Projects	\$58,200,000

VISIONARY PROJECT HIGHLIGHTS

- **\$37.5 Million or 64%:** Neighborhood and Community Park Development -112 acres of new park space at \$330,000/acre.
- **\$20 Million or 34%:** Recreation Facilities including a Recreation Center Feasibility Study; Repurposing Study of existing facilities and new recreation center construction and existing facility repurposing.

1.5.4 CAPITAL IMPROVEMENT PLAN SUMMARY

The following tables summarize the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	\$1,800,000
Expanded Service Projects	\$2,620,000
Visionary Projects	\$58,200,000
TOTAL	\$62,620,000





1.6 FUNDING THE MASTER PLAN

To achieve the outcomes identified in the key findings and recommendations as presented in the Master Plan, a reliable and sustainable funding plan is needed. Staff identified and analyzed 15 primary funding sources that may be used to fund portions of the capital improvement plan as part of the Master Plan process.

1.7 IMPLEMENTING THE MASTER PLAN

The Master Plan Implementation Matrix can be utilized by the Department to develop and prioritize work plans. The key to success for the Department is to continue to build on current achievements while adding programs, services, and facility improvements that will generate revenue, reduce operational expenditures, and enhance recreation experiences for the residents of Hanford.



CHAPTER TWO – ECONOMIC IMPACT OF PARKS AND RECREATION

The following summarizes the research findings from 2015 when the National Recreation and Parks Association (NRPA) joined forces with the Center for Regional Analysis at George Mason University to estimate the impact of spending by local park and recreation agencies on the U.S. economy. The research adds to the growing body of evidence that the benefits of parks extend well beyond their role as a public amenity and an enhancement to quality of life in their communities.

The analyses covered three areas: a national-level study, state-level assessments, and economic impacts of selected case study parks. Key characteristics of the research include the following:

- The study is focused exclusively on the direct, indirect (business transactions of park agency vendors) and induced (employees spending their earnings) effects local and regional park agencies' spending have on economic activity. The research does not measure the effects of visitor spending or the benefits local and regional park agencies generate for the environment, health and wellness, and property values.
- Data for this analysis comes from the U.S. Census Bureau survey of local government employment and spending data from 1,169 local and regional park agencies accessed from NRPA's PRORAGIS database and/or park system budget data posted online. Data for the case study park analyses were supplied by the relevant park agencies.
- The analyses provide estimates of economic activity (output or the value of transactions), value added (equivalent to gross domestic product), labor income (salaries, wages and benefits) and employment (headcount jobs).





2.1 KEY FINDINGS FROM THE NATIONAL STUDY

The U.S. Census Bureau reports that local park and recreation agencies had nearly 371,000 people on their payrolls in 2015. That translates into nearly \$31 billion of operations spending by these agencies. That \$31 billion ripples through the U.S. economy as park and recreation employees spend their paychecks, and park and recreation agency vendors hire workers and purchase products and services to serve their clients.

As a result, \$31 billion of local park and recreation agency operations spending expanded to nearly \$91 billion in total economic activity during 2015. That activity boosted real gross domestic product (GDP) by \$48.7 billion and supported more than 732,000 jobs that accounted for nearly \$34 billion in salaries, wages and benefits across the nation.

Further, local park and recreation agencies also invested an estimated \$23.2 billion on capital programs in 2015. The capital spending led to an additional \$63.6 billion in economic activity, a contribution of \$32.3 billion to GDP, \$21.3 billion in labor-related income and nearly 378,000 jobs.

Combining the impact of operations and capital spending finds the nation's local park and recreation agencies generated \$154.4 billion in economic activity in 2015, nearly \$81.1 billion in value added and more than 1.1 million jobs that boosted labor income by \$55.1 billion. Operations and capital spending by local and regional public park agencies generated over \$154 billion in economic activity and supported almost 1.1 million jobs in 2015.

2.2 WHAT THE RESULTS MEAN

These estimates of the economic impact generated from park and recreation agency spending come from an input-output model that estimates direct, indirect and induced effects of those expenditures.

- Direct Effects are the spending by local park and recreation agencies, whether for operations or capital programs, and include spending for equipment, utilities, goods, services and personnel.
- Indirect Effects capture the spending associated with local park and recreation agencies' vendors. An example is an agency contracting with a local company to spray for mosquitoes. The pest control company will need to hire employees, purchase pesticides and contract with a bookkeeping service. The bookkeeping service rents office space, hires workers, and purchases office supplies, etc.
- Induced Effects reflect the impact of consumer spending (from wages) by park and recreation agency employees and employees working for an agency's vendors.

The model estimates the total effects on output, labor income, value added and employment. Output is essentially a measure of the value of transactions. Labor income includes salaries, wages and benefits. Value added is the measure most equivalent to GDP and includes property income, dividends, corporate profits and other measures. Employment is the number of headcount jobs. The databases used to build the economic input-output model account for fulltime versus part-time employment in the relevant sectors of the economy.

2.3 ADDITIONAL ECONOMIC BENEFITS

Hanford's Parks and Recreation Department generates additional economic benefits. While the figures presented in this report are significant, they represent only one aspect of the economic benefits of public parks, and consequently are conservative estimates of the full economic benefits of local parks and recreation.

Beyond the impact of local park and recreation agency spending, other critical economic contributions from public parks include:

- **Economic Development:** Parks and recreation improves the quality of life in communities and benefits the local economic development of a region. A recent survey notes that three-quarters of corporate executives' rate quality-of-life features as important factors when choosing a location for a headquarters, factory or other company facility.
- **Visitor Spending:** Many local park and recreation agency amenities spur tourism to their respective locales, generating significant economic activity, including (but not limited to) increased sales at local restaurants/bars and hotels. The August 2017 NRPA Park Pulse poll found that park and recreation amenities—such as beaches, parks, trails and secluded and relaxing places—are important to people when choosing a vacation destination.
- **Health and Wellness:** Parks and recreation promotes improved physical and mental health. This not only helps people feel better, but can also help lower medical and insurance costs for those people taking advantage of those facilities and activities. Three in five respondents to the November 2017 NRPA Park Pulse poll indicate they would take up walking or jogging in local parks, trails or around their neighborhoods if advised by their doctors to be more physically active.
- **Conservation and Resiliency:** Park and recreation agencies' protection of land, water, trees, open spaces and wildlife improves air and water quality in communities. Through effective land management methods and green infrastructure investments, parks and recreation services make communities more resilient to natural disasters, reducing disaster recovery and insurance costs. Eighty-seven percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey agree that their local government and local park and recreation agency should make the needed investments to ensure their communities are more resilient to natural disasters.
- **Property Values:** Economic research has demonstrated consistently that homes and properties located near parklands have higher values than those further away. Higher home values not only benefit the owners of these properties but also add to the tax base of local governments. Eighty-five percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey seek high-quality park and recreation amenities when they are choosing a place to live.

2.4 SUMMARY

Park and recreation agencies advance our nation's communities in many different ways. Not only are parks leading the way in terms of conservation, health and wellness and social equity, they are also engines of significant economic activity.

The powerful impact parks and recreation has on economic activity, when combined with the ability to deliver healthier and happier communities, highlights the fact that these offerings are not merely a "nice-to-have," luxury government service. Rather, parks and recreation facilities, programs and services are a critical aspect of what makes a city, town or county a vibrant and prosperous community.



CHAPTER THREE - COMMUNITY PROFILE

3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of Hanford. This analysis is reflective of the total population and its key characteristics such as age segments, income levels, race, and ethnicity.

3.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in September 2018 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2018 and 2023 as obtained by ESRI. Straight line linear regression was utilized for projected 2028 and 2033 demographics as park and recreation development should always be considered with an eye to the future.

3.2.1 RACE AND ETHNICITY DEFINITIONS

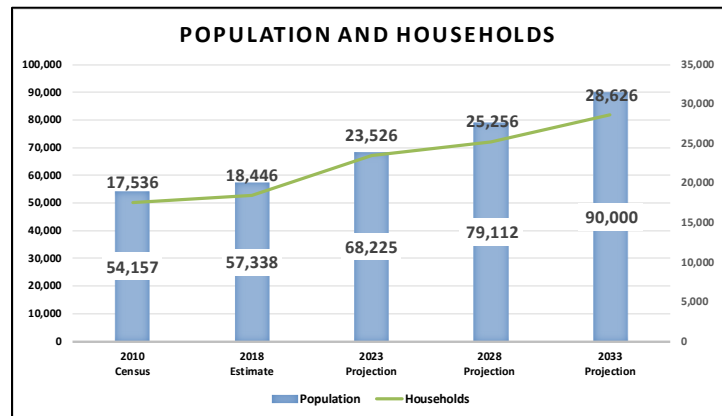
The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black - This includes a person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Some Other Race - Includes all other responses not included in the "White", "Black or African American", "American Indian and Alaska Native", "Asian" and "Native Hawaiian and Other Pacific Islander" race categories described above.
- Two or more races - People may have chosen to provide two or more races either by checking two or more race responses.
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

3.3 HANFORD POPULACE

3.3.1 POPULATION

The City's population has experienced a growing trend in recent years and is currently estimated at 57,338 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years. Based on predictions through 2033 consistent with the 2035 General Plan, the service area is expected to have approximately 90,000 residents.

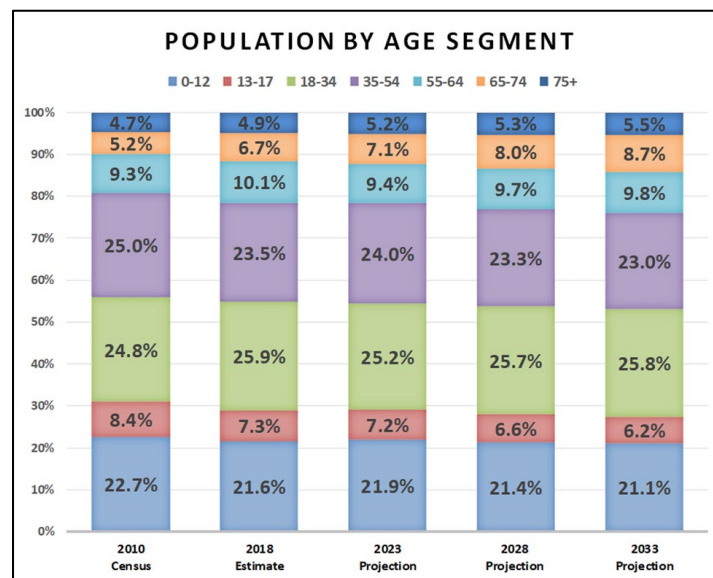


3.3.2 AGE SEGMENT

Evaluating the population by age segments, the service area exhibits a fairly balanced distribution among the major age segments. Currently, the largest age segment is the 18-34 segment, making up 25.9% of the population.

The overall age composition of the population within the City is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 24% of the population by 2033 - an increase of 2.3% over 2018. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment.

Given the differences in how the active adults (55 and older) participate in recreation programs, the trend is moving toward having at least two to three different program age segments for older adults. When developing the park and recreation system, the City should evaluate recreation experiences that would cater to active adults who are 55-64, 65-74, and 75+ age segments

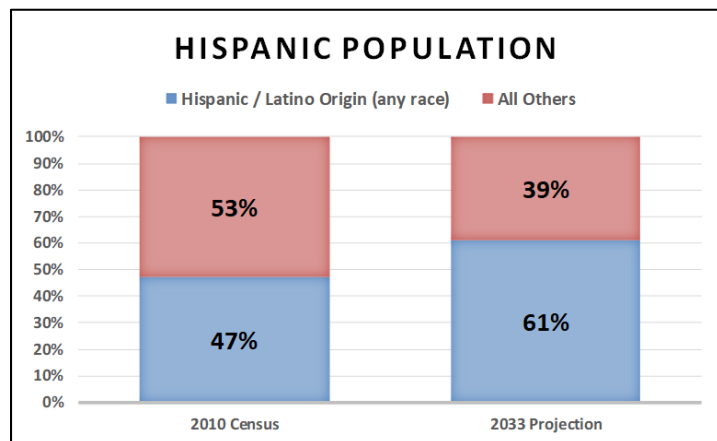
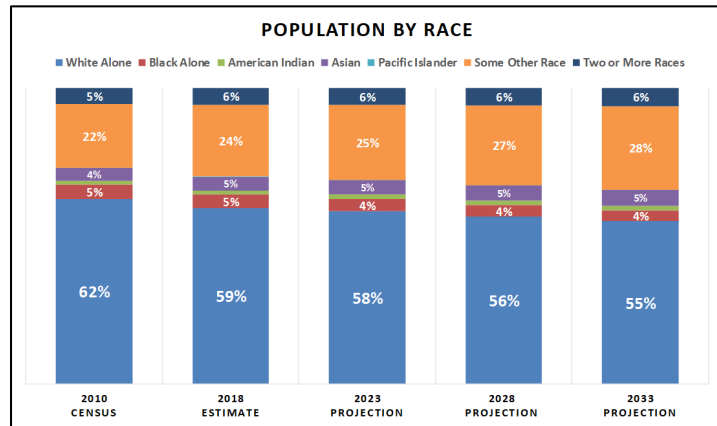




3.3.3 RACE AND ETHNICITY

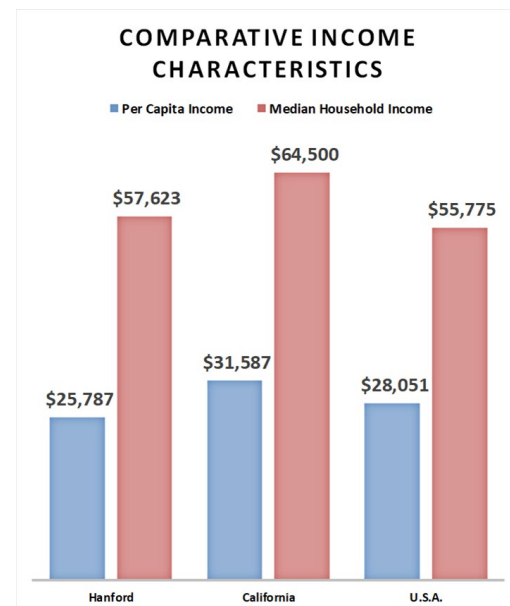
In analyzing race, the service area's current populations are predominately White Alone. The 2018 estimates show that 59% of the service area's population falls into the White Alone category, while the Some Other Race category (24%) represents the largest minority. The predictions for 2033 expect that the service area's population by race will diversify slightly with a decrease in the White Alone population by approximately 4% and a 4% increase in the Some Other Race Category.

Based on the 2018 estimate, those of Hispanic/Latino origin represented 47% of the City's total population. The Hispanic/Latino population is expected to experience a significant increase to 61% by 2033.



3.3.4 HOUSEHOLDS AND INCOME

As seen in chart below, the City's per capita and median household income levels are below the states averages and in-line with national averages.



3.3.5 TAPESTRY SEGMENTATION

Tapestry segmentation provides an accurate, detailed description of Hanford's residents in which distinctive lifestyle segments are identified based on their socioeconomic and demographic composition.

Many jurisdictions have 10+ tapestry segments that make up the majority (50%+) of its population. Hanford has six segments that comprise 55.7% of its population. The six tapestry segments that make-up a majority of the City's population are illustrated in the chart below, as well as how they compare to the United States.

Tapestry Segment	Descriptor	Household Size	Median Age	Median Household Income	Percent of Regional Service Area Households (2018)	Percent of US Households (2018)
Boomburbs	Young professionals with families in newest housing in suburbs	3.22	33.6	\$105,000	14.8%	1.7%
American Dreamers	Younger married-couple families with children and grandparents. Diversity is high; many residents are foreign born, of Hispanic origin.	3.19	32.5	\$50,900	9.4%	1.5%
Bright Young Professionals	Young, educated, working professionals	2.41	33.0	\$54,000	9.1%	2.2%
Parks and Rec	Practical suburbanites, two-income married couples	2.51	40.9	\$60,000	8.0%	2.0%
Metro Fusion	Young, diverse market. Do not speak English fluently. Highly mobile. Renters.	2.65	29.3	\$35,700	7.5%	1.4%
Rustbelt Traditions	Stable, hard-working consumers; Mix of married-couple families and singles living in older developments	2.47	39.0	\$51,800	6.9%	2.2%
Subtotal					55.7%	10.3%

Simply, the make-up of the Hanford is exceptionally unique. The tapestry segmentation data is useful information that can assist the Department in better understanding the community that they serve.

The following provides a brief description of the five largest tapestry segments in Hanford.

BOOMBURBS

This is the new growth market comprised of young professionals with families that have opted to trade up to the newest housing in the suburbs. The original Boomburbs neighborhoods began growing in the 1990s and continued through the peak of the housing boom. Most of those neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the Boomburbs neighborhoods, although the boom is more subdued now than it was 10 years ago. Residents are well-educated professionals with a running start on prosperity.

MARKET PROFILE:

- Boomburbs residents prefer late model imports, primarily SUVs, and also luxury cars and minivans.
- This is one of the top markets for the latest in technology, from smartphones to tablets to Internet connectable televisions.
- Style matters in the Boomburbs, from personal appearance to their homes. These consumers are still furnishing their new homes and already remodeling.
- They like to garden but more often contract for home services.
- Physical fitness is a priority, including club memberships and home equipment.



- Leisure includes a range of activities from sports (hiking, bicycling, swimming, golf) to visits to theme parks or water parks.
- Residents are generous supporters of charitable organizations.

AMERICAN DREAMERS

Located throughout the South and West, most American Dreamers residents own their own homes, primarily single-family housing—farther out of the city, where housing is more affordable. Median household income is slightly below average (Index 91). The majority of households include younger married-couple families with children and, frequently, grandparents. Diversity is high; many residents are foreign born, of Hispanic origin. Hard work and sacrifice have improved their economic circumstance as they pursue a better life for themselves and their family. Spending is focused more on the members of the household than the home. Entertainment includes multiple televisions, movie rentals, and video games at home or visits to theme parks and zoos. This market is connected and adept at accessing what they want from the Internet.

MARKET PROFILE:

- When dining out, these residents favor fast-food dining places such as Taco Bell or Little Caesar's, as well as family-friendly restaurants like Olive Garden, Denny's, or IHOP.
- Cell phones are preferred over landlines.
- Favorite channels include Animal Planet, MTV, ABC Family Channel, Bravo, and Nick Jr., as well as programming on Spanish TV.
- Residents listen to urban or Hispanic radio.
- During the summer, family outings to theme parks are especially popular.

BRIGHT YOUNG PROFESSIONALS

Bright Young Professionals is a large market, primarily located in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals. More than one out of three householders are under the age of 35. Slightly more diverse couples dominate this market, with more renters than homeowners. More than two-fifths of the households live in single-family homes; over a third live in 5+ unit buildings. Labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs (among the college students). Median household income, median home value, and average rent are close to the US values. Residents of this segment are physically active and up on the latest technology.

MARKET PROFILE:

- Own retirement savings and student loans.
- Own newer computers (desktop, laptop, or both), iPads, and 2+ TVs.
- Go online and use mobile devices for banking, access YouTube or Facebook, visit blogs, download movies, and play games.
- Use cell phones to text, redeem mobile coupons, listen to music, and check for news and financial information.

PARKS AND REC

These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

MARKET PROFILE:

- Cost and practicality come first when purchasing a vehicle; Parks and Rec residents are more likely to buy SUVs or trucks over compact or subcompact vehicles.
- Budget-conscious consumers stock up on staples at warehouse clubs.
- Pass time at home watching documentaries on Animal Planet, Discovery, or History channels. For an outing, they choose to dine out at family-style restaurants and attend movies. Between trips to the casinos, they gamble on lottery tickets and practice their blackjack and poker skills online.
- Convenience is important in the kitchen; they regularly use frozen or packaged main course meals. Ground coffee is preferred over coffee beans.
- Residents here take advantage of local parks and recreational activities. Their exercise routine is a balance of home-based exercise; a session at their local community gym; or a quick jog, swim, or run.

METRO FUSION

Metro Fusion is a young, diverse market. Many residents do not speak English fluently and have moved into their homes recently. They are highly mobile and over three quarters of households are occupied by renters. Many households have young children; a quarter are single-parent families. The majority of residents live in midsize apartment buildings. Metro Fusion is a hard-working market with residents that are dedicated to climbing the ladders of their professional and social lives. This is particularly difficult for the single parents due to median incomes that are 36% lower than the US level.

MARKET PROFILE:

- They enjoy watching MTV, BET, Spanish TV networks, and TruTV.
- They listen to R&B, rap, Latin, and urban music.
- Football and weight lifting are popular activities.
- They shop at discount grocery stores, Family Dollar, and Walmart.
- They often eat frozen dinners, but when dining out prefer McDonald's, Taco Bell, Burger King, and Pizza Hut.

RUSTBELT TRADITIONS

The backbone of older industrial cities in states surrounding the Great Lakes, *Rustbelt Traditions* residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. *Rustbelt Traditions* represents a large market of stable, hard-working consumers with modest incomes but an average net worth of nearly \$400,000. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.



MARKET PROFILE:

- Residents take advantage of convenience stores for fueling up and picking up incidentals.
- Watching television is a common pastime; many households have more than four TVs.
- Favorite programming ranges from ABC Family Channel, A&E, and TNT to children's shows on Nickelodeon and the Disney Channel.
- Residents are connected; entertainment activities like online gaming dominate their Internet usage.
- Favorite family restaurants include Applebee's, Arby's, and Texas Roadhouse.
- Radio dials are typically tuned to classic rock stations.

HANFORD DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is increasing and the 2035 General Plan projects the population to increase from approximately 58,000 to 90,000 by 2035. With a growing population, park and recreation services will need to strategically invest, develop, and maintain parks and facilities in relation to current and future housing development areas.

AGE SEGMENTATION

Hanford has a very broad age segmentation with the largest group being 18-34 with the second largest group being 35-54. Over the next 15 years, while most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 55 and older are projected to continue increasing over the next 15 years, making up 24% of the population by 2033 - an increase of 2.3% over 2018. This is significant as providing access to services and programs will need to be focused on multitude of age segments simultaneously and equally challenging as age segments have different likings towards activities. Equal distribution across all age segments will require the City to continue to provide programs, services, parks and facilities that appeal to all residents of the community.

RACE AND ETHNICITY

A diversifying population will likely focus the City on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports.

HOUSEHOLDS AND INCOME

With median and per capita household income averages below state averages and in-line with national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while modestly seeking opportunities to create revenue generation.

TAPESTRY SEGMENTATION

Highly unique tapestry segmentation with diverse recreational needs.

3.4 NATIONAL RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trends data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

3.4.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

SFIA's *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.



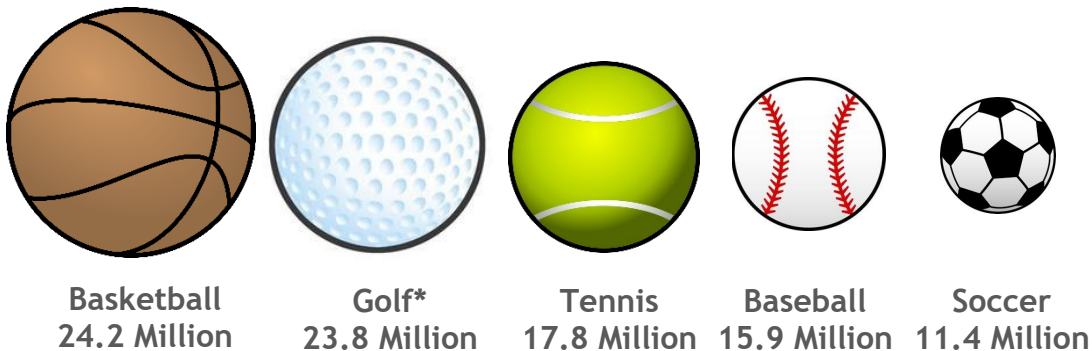
3.4.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sports most heavily participated in the United States in 2018 are basketball (24.2 million) and golf (23.8 million), which have participation figures well in excess of the other activities within the general sports category. Followed by tennis (17.8 million), baseball (15.9 million), and soccer (11.4 million).

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with relatively small number of participants. Even though golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.



FIVE-YEAR TREND

Since 2013, roller hockey (33.6%) and rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, baseball (19.5%), cheerleading (18.7%), and flag football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include ultimate frisbee (-46.6%), touch football (-22.7%), tackle football (-16.4%), badminton (-11.4%), and outdoor soccer (-10.4%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with pickleball (5.4%), basketball (3.5%), and baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as roller hockey (-5.5%). Other sports including squash (-13.9%) and ultimate frisbee (-13.3%) have also seen a significant decrease in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Sports with high participation rates, such as basketball, baseball, and slow pitch softball, have a larger core participant base (participate 13+ times per year) than a casual participant base (participate 1-12 times per year). Less mainstream sports, such as ultimate frisbee, roller hockey, squash, and boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: fitness walking (111.1 million), treadmill (53.7 million), free weights (51.3 million), running/jogging (49.5 million), and stationary cycling (36.7 million).



**Fitness
Walking**
111.1 Million



Treadmill
53.7 Million



**Dumbbell
Free Weights**
51.3 Million



**Running/
Jogging**
49.5 Million



**Stationary
Cycling**
36.7 Million

FIVE-YEAR TREND

Over the last five years (2013-2018), the activities growing most rapidly are trail running (47.4%), aerobics (24.8%), barre (21.8%), stair climbing machine (18.8%), and yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: dumbbell free weights (-12.0%), running/jogging (-8.7%), fitness walking (-5.3%), traditional triathlon (-4.2%), and boot camp style cross training (-3.1%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were trail running (9.4%), yoga (5.1%), and elliptical motion trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were non-traditional triathlon (-15.5%), running/jogging (-2.6%), and cross-training style workout (-2.1%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: day hiking (47.9 million), road bicycling (39.0 million), freshwater fishing (39.0 million), and camping within ¼ mile of vehicle/home (27.4 million), and recreational vehicle camping (16.0 million).



Hiking
(Day)
47.9 Million



Bicycling
(Road)
39.0 Million



Fishing
(Freshwater)
39.0 Million



Camping
(<¼mi. of Car/Home)
27.4 Million



Camping
(Recreational Vehicle)
16.0 Million

FIVE-YEAR TREND

From 2013-2018, BMX bicycling (58.6%), day hiking (39.2%), fly fishing (18.1%), backpacking overnight (16.2%), and recreational vehicle camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as in-line roller skating (-17.8%), birdwatching (-12.8%), camping within ¼ mile of home/vehicle (-6.3%), and road bicycling (-4.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being day hiking (6.6%), camping within ¼ mile of home/vehicle (4.4%), and fly fishing (2.2%). Over the last year, activities that underwent the largest decreases in participation include: adventure racing (-12.4%), in-line roller skating (-4.3%), and overnight backpacking (-4.0%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A large majority of outdoor activities have experienced participation growth in the last five- years, with in-line roller skating, birdwatching, camping within ¼ mile of home/vehicle, and road bicycling being the only activities decreasing in participation. Although this a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	



NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2018, fitness swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



**Swimming
(Fitness)
27.6 Million**



**Aquatic
Exercise
10.5 Million**



**Swimming
(Competition)
3.0 Million**

FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by competitive swimming (15.4%) and fitness swimming (4.6%).

ONE-YEAR TREND

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness swimming (1.6%) had the largest increase in 2018, with competitive swimming (1.3%) and aquatic exercise (0.6%) not far behind.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of competitive swimming increased by 45.5%, aquatic exercise by 40.0%, and fitness swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities has decreased over the last five-years.

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2018 were recreational kayaking (11.0 million), canoeing (9.1 million), and snorkeling (7.8 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Kayaking
11.0 Million



Canoeing
9.1 Million



Snorkeling
7.8 Million



Jet Skiing
5.3 Million



Sailing
3.8 Million

FIVE-YEAR TREND

Over the last five years, stand-up paddling (73.3%) was by far the fastest growing water activity, followed by recreational kayaking (26.4%), white water kayaking (19.4%), boardsailing/windsurfing (17.5%), and sea/tour kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were surfing (-21.4%), water skiing (-20.0%), jet skiing (-17.0%), wakeboarding (-15.7%), and rafting (-11.3%).

ONE-YEAR TREND

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational kayaking (4.6%) and stand-up paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: wakeboarding (-7.0%), snorkeling (-6.8%), and water skiing (-5.9%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years.



National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

3.4.3 PARTICIPATION BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

2018 PARTICIPATION RATES BY GENERATION

U.S. population, Ages 6+

Active High
Calorie

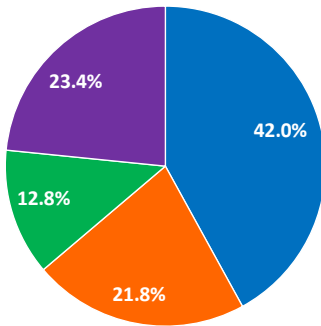
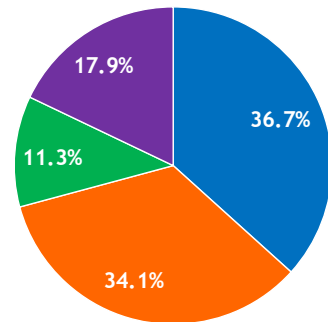
Casual High
Calorie

Low/Med
Calorie

Inactive

Generation Z (born 2000+)

Generation Z was the most active, with only 17.9% of the population identifying as inactive. Approximately 81% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

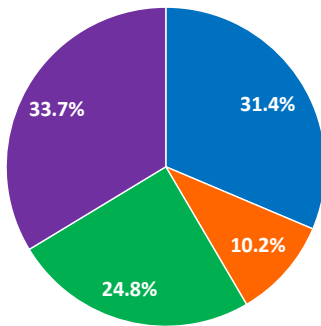
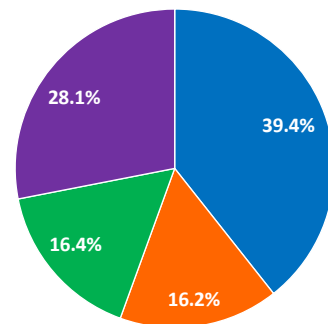


Millennials (born 1980-1999)

Almost half (42.0%) of millennials were active high calorie (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979)

Generation X has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.



The Boomers (born 1945-1964)

The Boomers were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

Definitions: Active (3+ times per week), Casual (1-2 times per week), High Calorie (20+ minutes of elevated heart rate), Low/Med Calorie (>20 minutes of elevated heart rate), Inactive (no physical activity in 2018)



3.4.4 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: camping, bicycling, fishing, and swimming for fitness, all of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.

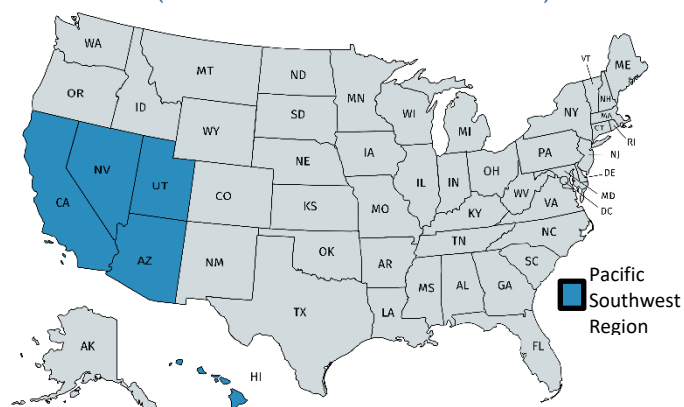


3.4.5 NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (PACIFIC SOUTHWEST REGION)

NRPA's *Agency Performance Review 2018* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2017.

The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.



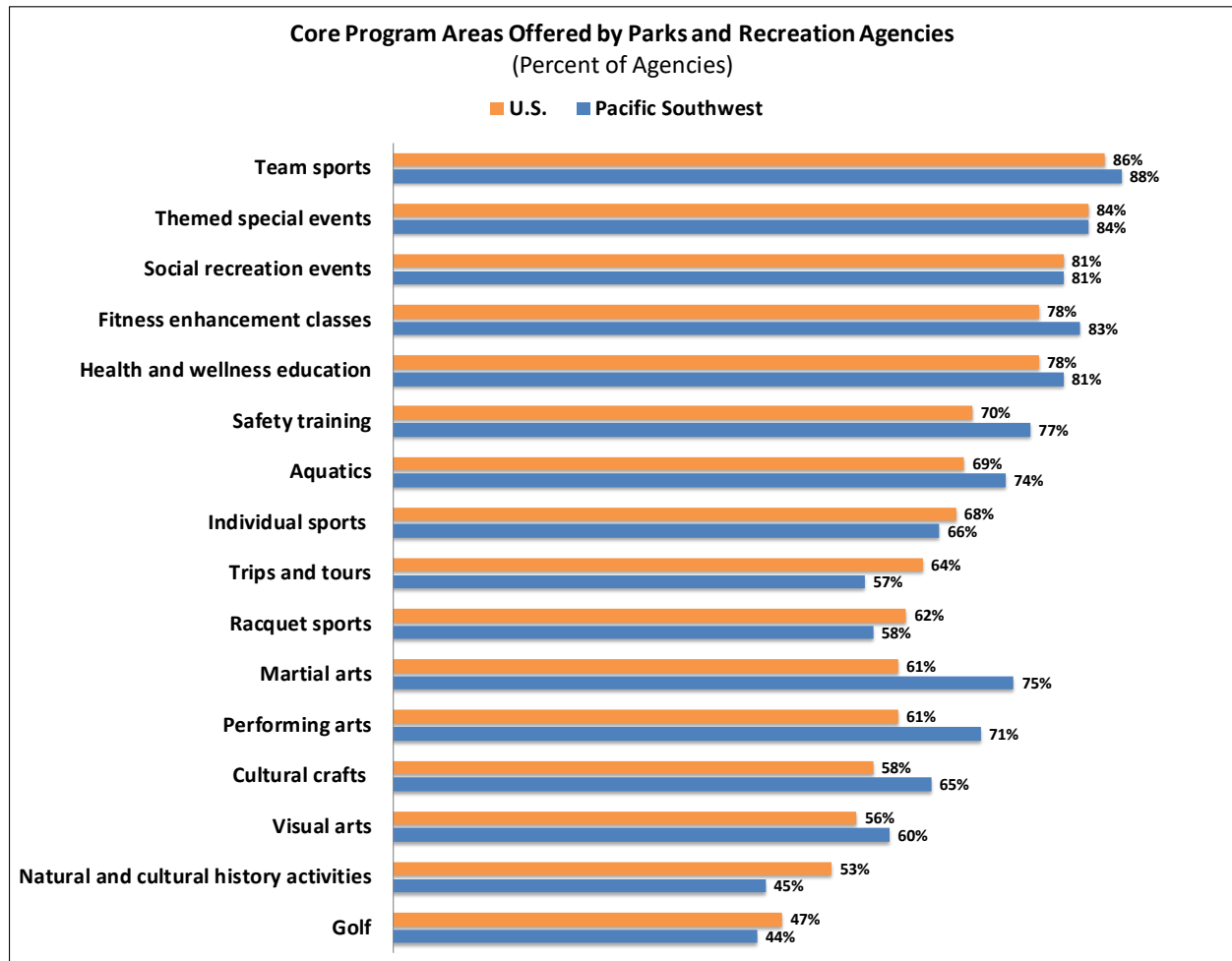
According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below.

When comparing Pacific Southwest agencies to the U.S. average, team sports, themed special events, social recreation events, fitness enhancement classes, and health and wellness education were all identified as the top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
U.S. (% of agencies offering)	Pacific Southwest Region (% of agencies offering)
<ul style="list-style-type: none"> Team sports (86%) 	<ul style="list-style-type: none"> Team sports (88%)
<ul style="list-style-type: none"> Themed special events (84%) 	<ul style="list-style-type: none"> Themed special events (84%)
<ul style="list-style-type: none"> Social recreation events (81%) 	<ul style="list-style-type: none"> Fitness enhancement classes (83%)
<ul style="list-style-type: none"> Fitness enhancement classes (78%) 	<ul style="list-style-type: none"> Social recreation events (81%)
<ul style="list-style-type: none"> Health and wellness education (78%) 	<ul style="list-style-type: none"> Health and wellness education (81%)



In general, Pacific Southwest park and recreation agencies offered programs at a slightly higher rate than the national average. Based on a discrepancy threshold of 5% or more, Pacific Southwest agencies are offering fitness enhancement classes, safety training, aquatics, martial arts, performing arts, and cultural crafts at a higher rate than the national average. However, the Pacific Southwest Region is trailing the national average in regards to trips and tours and natural and cultural history activities. A complete comparison of regional and national programs offered by agencies can be found below.



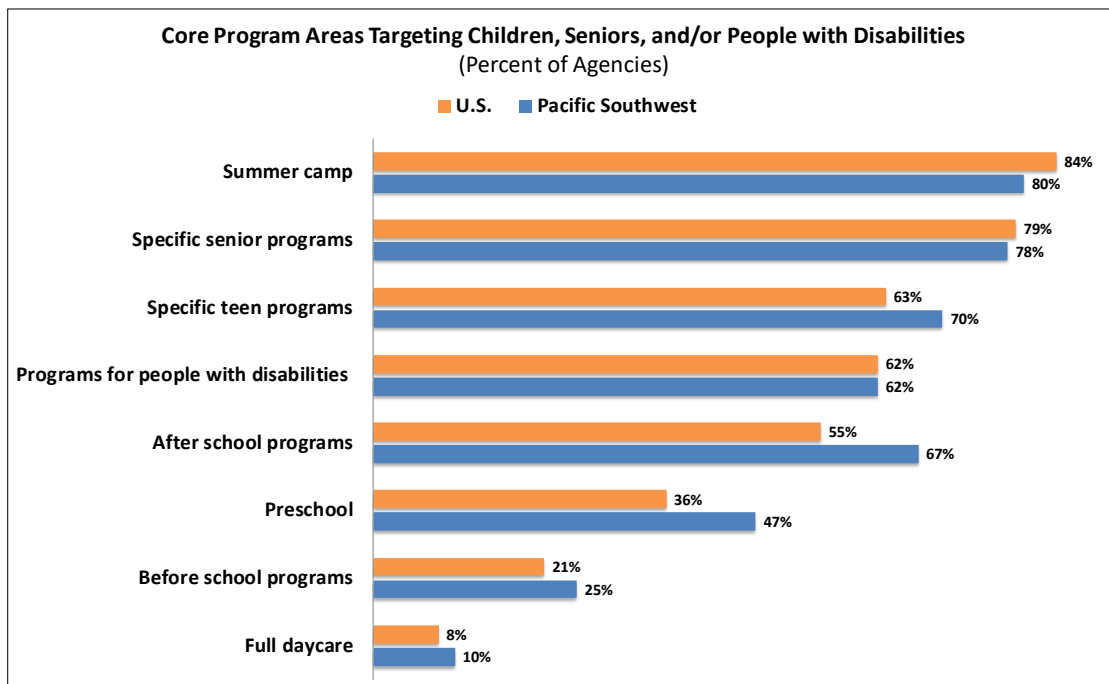
TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
U.S. (% of agencies offering)	Pacific Southwest Region (% of agencies offering)
<ul style="list-style-type: none"> Summer camp (84%) 	<ul style="list-style-type: none"> Summer camp (80%)
<ul style="list-style-type: none"> Senior programs (79%) 	<ul style="list-style-type: none"> Senior programs (78%)
<ul style="list-style-type: none"> Teen programs (63%) 	<ul style="list-style-type: none"> Teen programs (70%)

Agencies in the Pacific Southwest tend to offer targeted programs at a significantly higher rate than the national average. This is especially evident when looking at specific teen programs, after school programs, and preschool school programs. A complete comparison of regional and national programs offered by agencies can be found below.





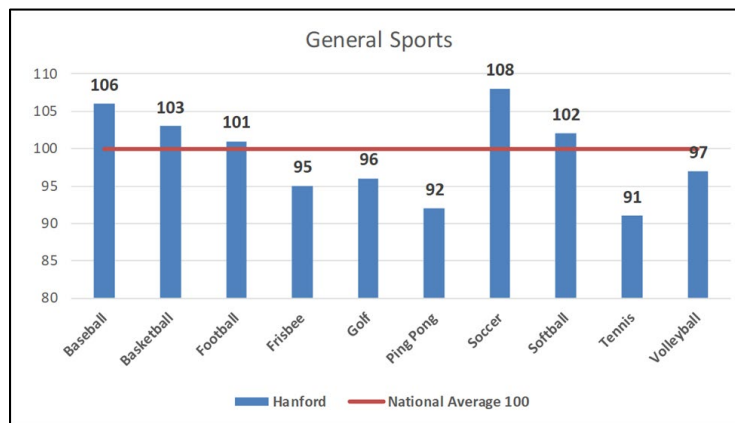
3.5 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the City and its surrounding service area. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in three (3) categories - general sports, fitness and outdoor activity.

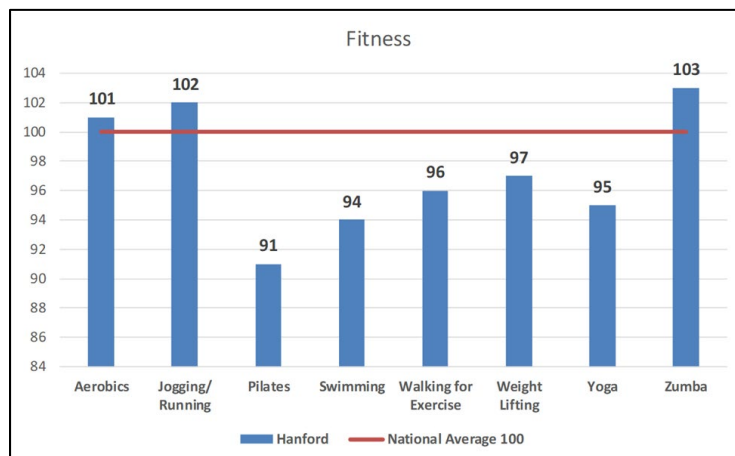
Overall, Hanford demonstrates below average market potential index (MPI) numbers. Looking at the three categories (general sports, fitness and outdoor activity), even though they each have a few activities with MPI scores above the national averages, a majority of the activities' MPI scores fall below 100+. These overall MPI scores show that Hanford has relatively strong participation rates when it comes to recreational activities. This becomes significant for when the City considers building new facilities or starting up new programs, giving them a strong tool to estimate resident attendance.

High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by the City.

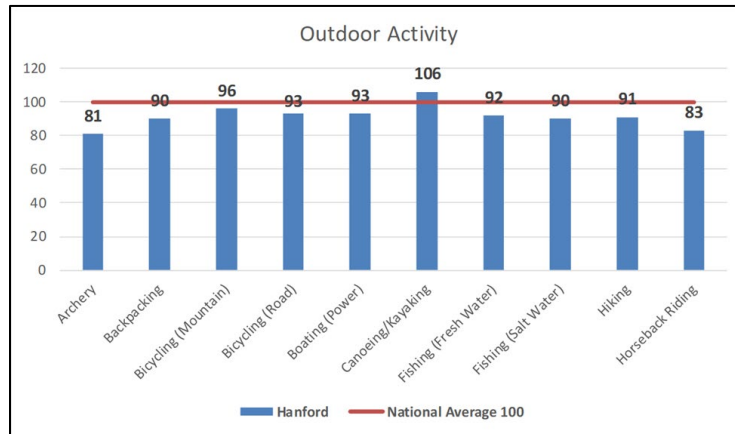
3.5.1 GENERAL SPORTS MPI



3.5.2 GENERAL FITNESS MPI



3.5.3 OUTDOOR ACTIVITY MPI



3.6 SUMMARY

It is critically important for the Hanford Parks and Recreation Department to understand the local and national participation trends in recreation activities. In doing so, the Department can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of Hanford. Here are some major takeaways for local and national recreation trends:

- Golf remained the most popular sport both nationally and locally.
- Nationally, rugby has emerged as the overall fastest growing sport over the past five years although it has yet to make its presence felt in Hanford.
- Ultimate Frisbee, tackle football and touch football are losing participants both locally and nationally.
- All listed aquatic activities have experienced strong participation growth, both locally and nationally. Swimming on a team saw significant increases in casual participation.
- Fitness walking remained the most popular fitness activity nationally and will likely grow in popularity in Hanford as the trail system expands over the next 10 years.
- Outdoor recreational activities are on the rise nationally. Hiking is extremely popular both nationally and locally.
- Based on national measurements, income level has a negative impact on inactivity rate. Lower income households tend to have higher inactivity rate. Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.
- Ownership of health and fitness tracking devices has increased in recent years.



CHAPTER FOUR - COMMUNITY NEEDS ASSESSMENT

The efforts in creating this Master Plan were based on an evaluation of existing resources and capacity as well as community input. Thus, a key consideration to creating a vision for parks and recreation in Hanford is to understand current community values, needs, and desires. The assessment of these values is accomplished by triangulating information generated from focus groups with staff, public input received via the project website and a statistically valid survey which was reinforced through intercept and electronic surveys. The surveys were written to reflect issues and wishes that emerged from the qualitative data gathered through discussions with staff. Triangulation occurs when findings of the qualitative work is supported by the quantitative work. The following sections discuss this process and resulting findings.

4.1 QUALITATIVE INPUT SUMMARY

In the fall of 2018, the consultant team conducted a series of focus group meetings in partnership with City staff that included representatives from various stakeholder groups, including the school districts, the Chamber of Commerce, athletic organizations and the development community. The results of these focus group discussions, as well as the input received via public meetings, were condensed to a series of key themes that emerged.

Discussion with staff, community leaders and citizens revealed the following key themes related to parks and recreation in Hanford.

ECONOMIC DEVELOPMENT THROUGH PARK DEVELOPMENT

Opportunity exists for park development to enhance and/or advance economic development. There is also an opportunity for economic development to enhance and support park development.

- Parks and recreation can play a significant role in business attraction, residential development, and the overall quality of life attributes desired by the community.
- Investment in parks reflects the community's value set and the City's overall attitude of being an active player in the betterment of the community.

INVESTING IN THE EXISTING PARKS SYSTEM

- Continue to focus on reinvesting in, and maintaining existing parks.
- Resolution of the future of the 18 acres of vacant land adjacent to Hidden Valley Park.
- Indoor recreation facilities are desired beyond what is currently offered at

TRAILS AND CONNECTIVITY

- Desire for a connected, accessible recreational trail system that also supports active transportation initiatives.

ADVOCACY AND AWARENESS

- Increased communication/marketing is needed to develop more advocacy for, and the awareness of, the parks and recreation system.

FUNDING THE PARKS AND RECREATION SYSTEM

- Creative and multiple funding strategies are required to meet the needs of the community.

- Securing grant funding through multiple State-funded grant programs will be critical for funding park developments over the next 10 years.

4.2 STATISTICALLY VALID SURVEY

4.2.1 OVERVIEW

ETC Institute administered a needs assessment survey for Hanford during the winter of 2019. The survey was administered as part of the City's Parks and Recreation Master Plan for their residents. The survey results will aid Hanford in taking a resident-driven approach to making decisions that will enrich and positively affect the lives of residents.

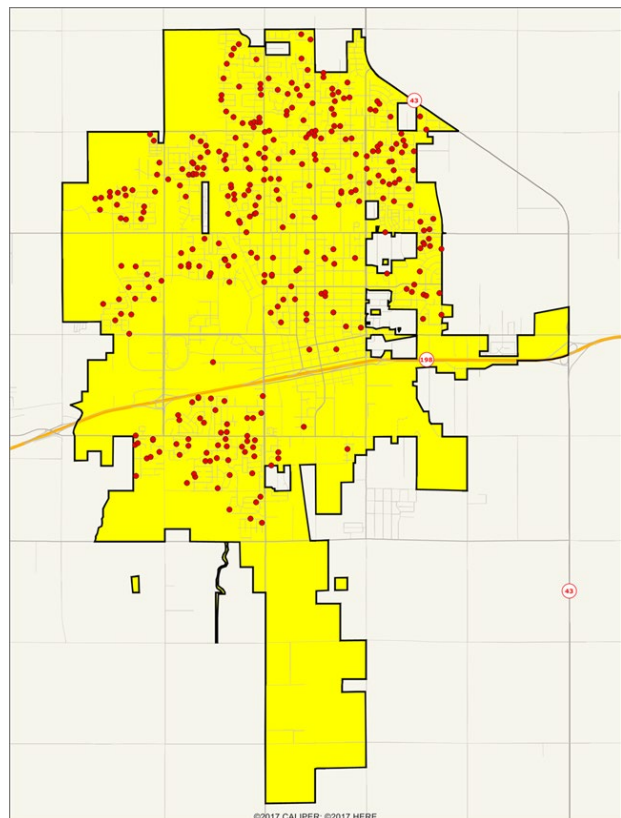
4.2.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Hanford. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

A few days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Hanford from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 378 residents completing the survey. The overall results for the sample of households have a precision of at least $\pm 5\%$ at the 95% level of confidence. The scatterplot graph to the right indicates where completed surveys were received from residents in Hanford.

The major findings of the survey are summarized below and on the following pages. Complete survey results are provided as a separate document.



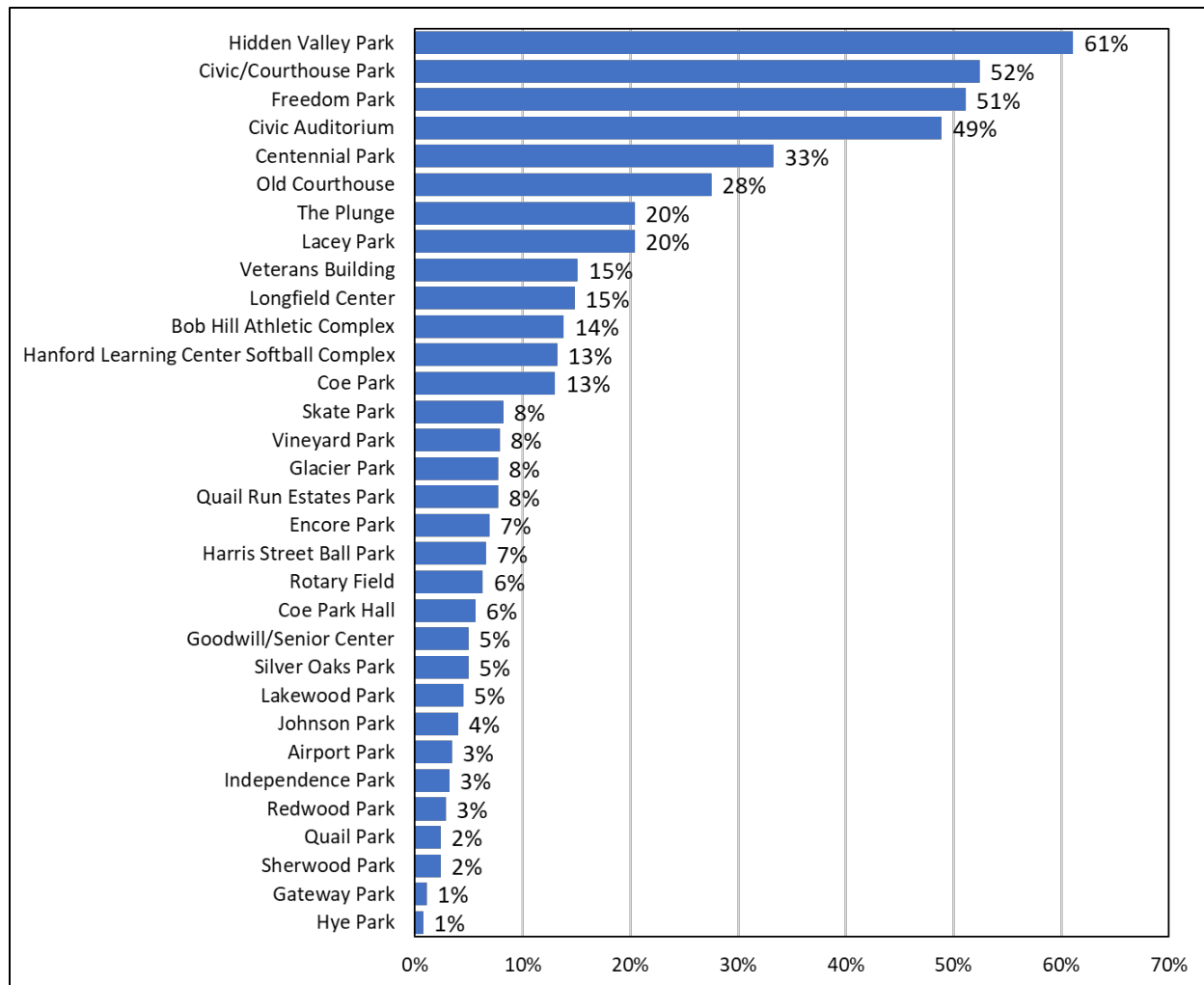


4.2.3 PARK AND FACILITY UTILIZATION AND CONDITION RATINGS

- **Utilization:**

- Sixty-one percent (61%) of households used Hidden Valley Park over the past 12 months.
- Fifty-two percent (52%) of households used Civic/Courthouse Park over the last 12 months.
- Fifty-one percent (51%) of households used Freedom Park over the last 12 months.
- Forty-nine percent (49%) of households used the Civic Auditorium over the last 12 months.
- Thirty-three percent (33%) of households used the Centennial Park over the last 12 months.

Please indicate if you or any member of your household has used each of the Parks and Recreation facilities listed below in the past 12 months.

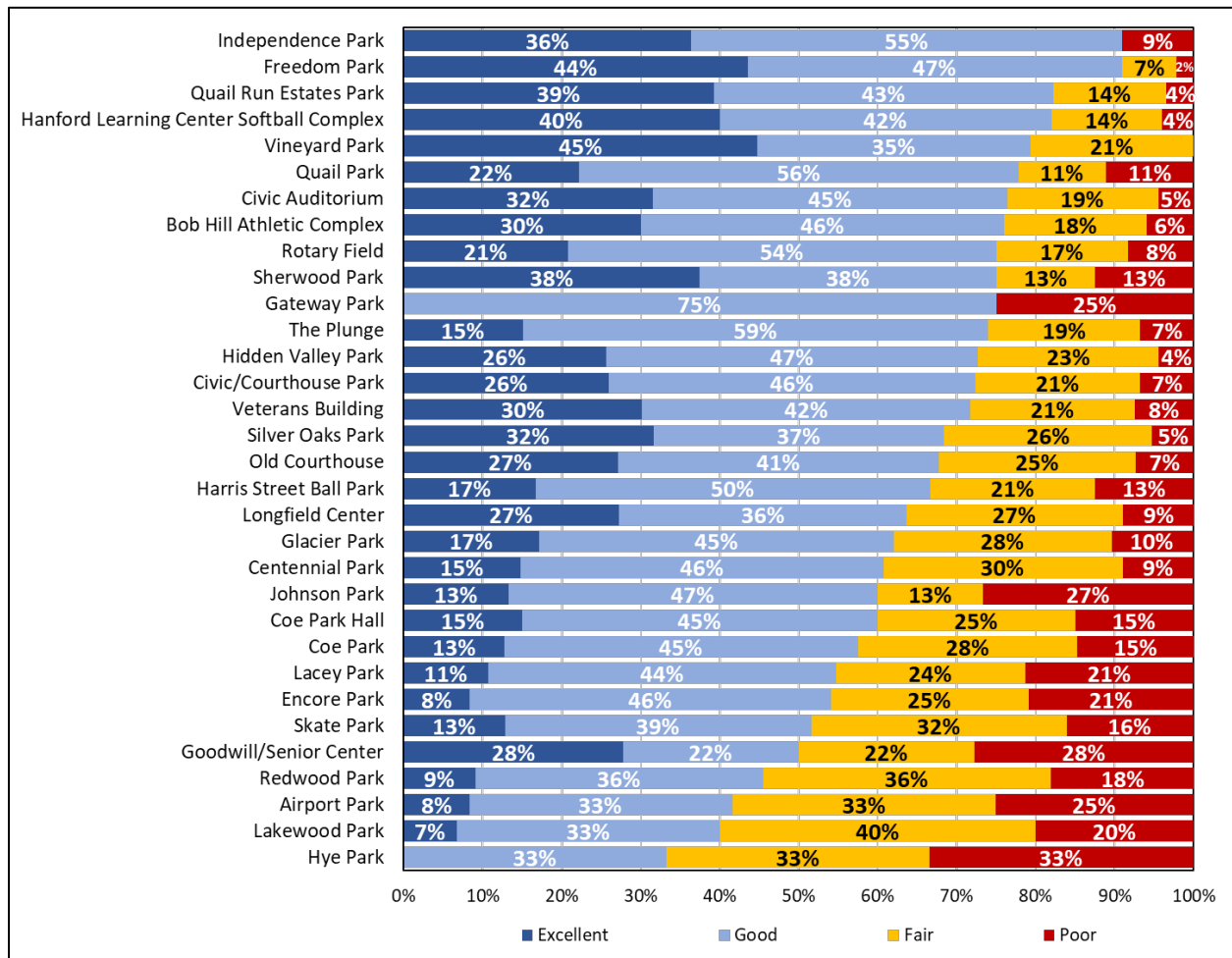


- **Condition Ratings of Parks:**

- Forty-five percent (45%) of households rated the condition of the Vineyard Park as excellent.
- Forty-four percent (44%) of households rated the condition of the Freedom Park as excellent.
- Forty percent (40%) of households rated the condition of the Hanford Learning Center Softball Complex as excellent.
- Thirty-nine percent (39%) of households rated the condition of Quail Run Estates Park as excellent.
- Thirty-eight percent (38%) of households rated the condition of the Sherwood Park as excellent.

In summary, most of the newer neighborhood/pocket parks received higher than average excellent ratings while most of the “older” parks received lower than average excellent ratings.

The national benchmark for excellent is 31%.

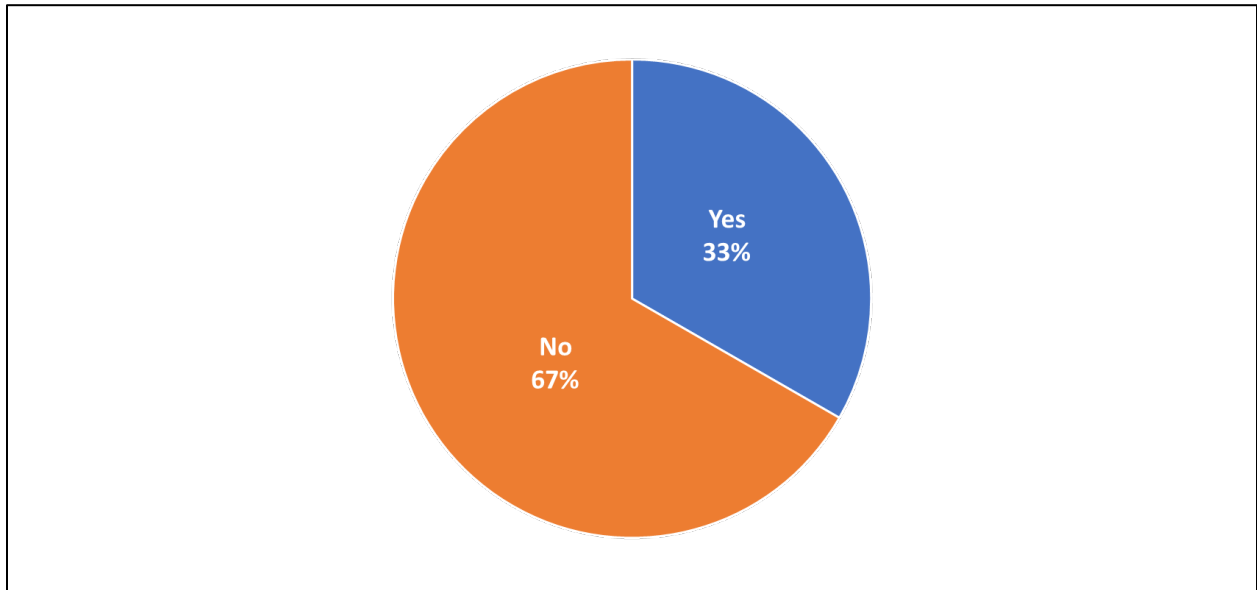




4.2.4 PROGRAM PARTICIPATION AND QUALITY RATINGS

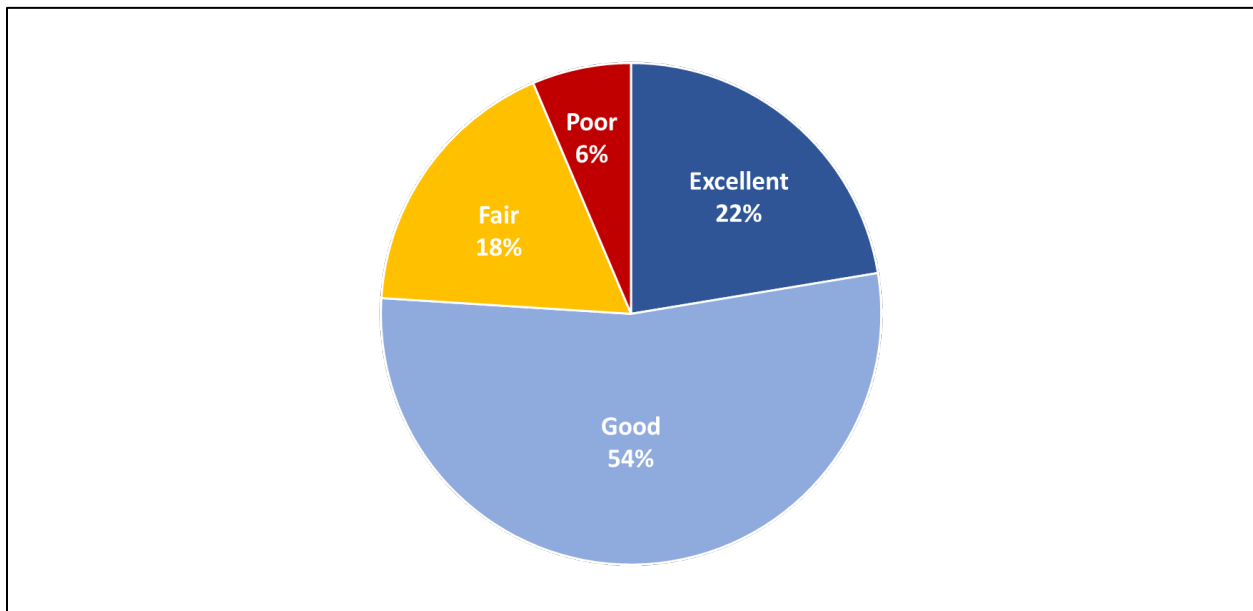
- **Program Participation and Ratings:**
 - Thirty-three percent (33%) of households participated in Hanford Parks and Recreation Department programs and services over the past 12 months.

The national benchmark for program participation is 33%.



- **Program Quality:**
 - Of households who participated in programs, 51% rated the programs as “excellent”.

The national benchmark for excellent is 36%.

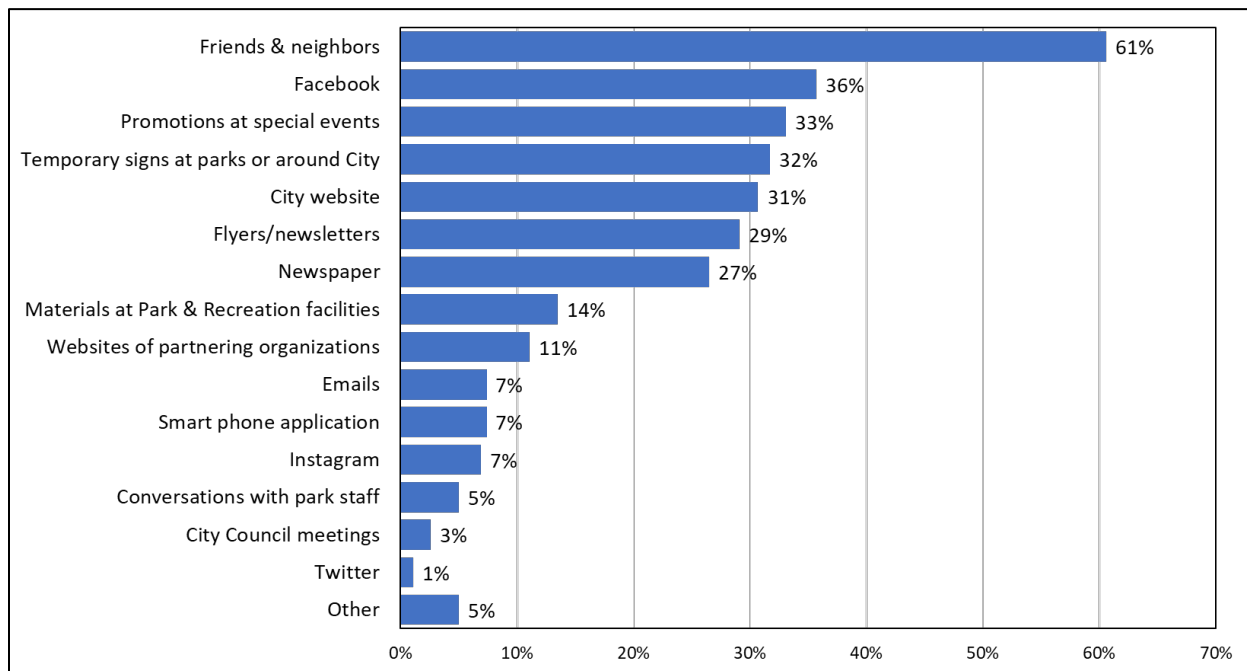


4.2.5 WAYS HOUSEHOLDS LEARN ABOUT PROGRAMS AND ACTIVITIES

- **The Friends and Neighbors Category Was the Most Utilized Source of Information When Learning About Program and Activity Offerings.**
 - Sixty-one percent (61%) of households indicated they utilize friends and neighbors as an information source.
 - Other most used sources include:
 - Facebook (36%).
 - Promotions at Special Events (33%).
 - Temporary signs at parks or around City (32%).
 - City Website (31%).

The national benchmark for from friends and neighbors is 49%.

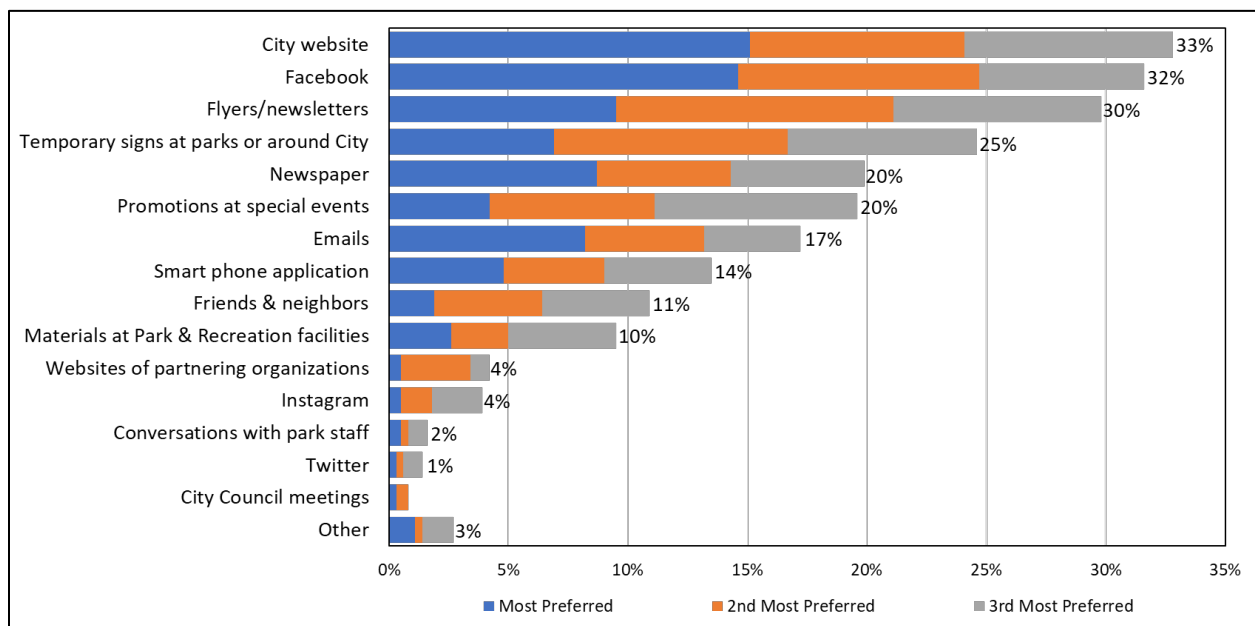
The national benchmark for website is 37%.





4.2.6 WAYS HOUSEHOLDS WOULD PREFER TO LEARN ABOUT PROGRAMS AND ACTIVITIES

- **City Website Was the Most Preferred Source of Information When Learning About Program and Activity Offerings.**
 - Thirty-three percent (33%) of households indicated they would prefer to utilize the City Website as an information source.
 - Other most preferred sources include:
 - Facebook (32%).
 - Flyers/newsletters (30%).
 - Temporary signs at parks or around City (25%).



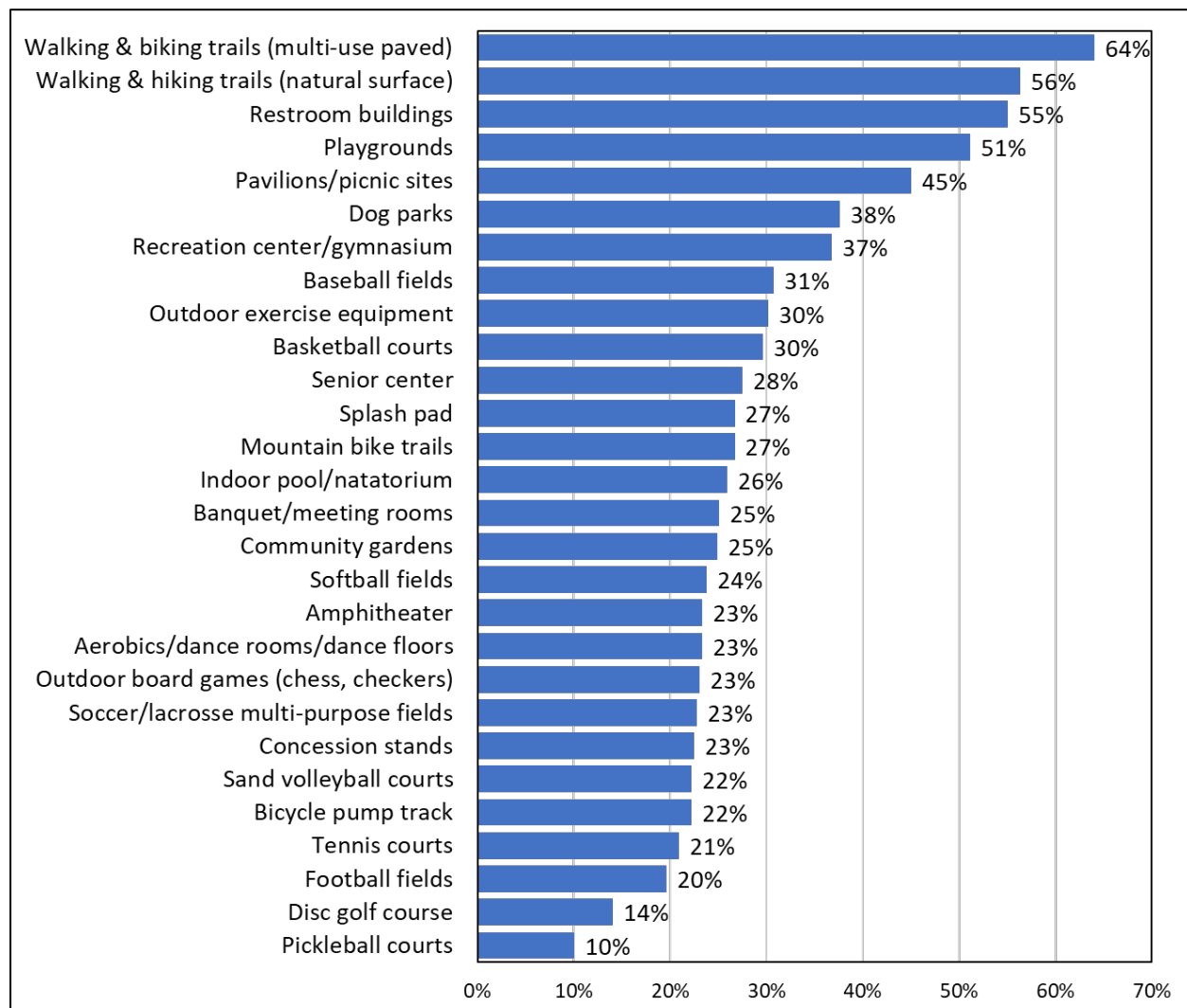
4.2.7 FACILITY NEEDS, UNMET NEEDS AND IMPORTANCE

Respondents were asked to indicate from a list of facilities/amenities whether or not they had a need. If the respondent indicated a need for the facility, they were then asked to rate how well their needs were being met.

- **Facility Needs:**
 - Sixty-four percent (64%) indicated a need for walking and biking trails - paved.
 - Other most needed facilities include:
 - Walking and hiking trails - natural surface (56%).
 - Restroom buildings (55%).
 - Playgrounds (51%).
 - Pavilions/picnic sites (45%).

National benchmark for trails is 70%

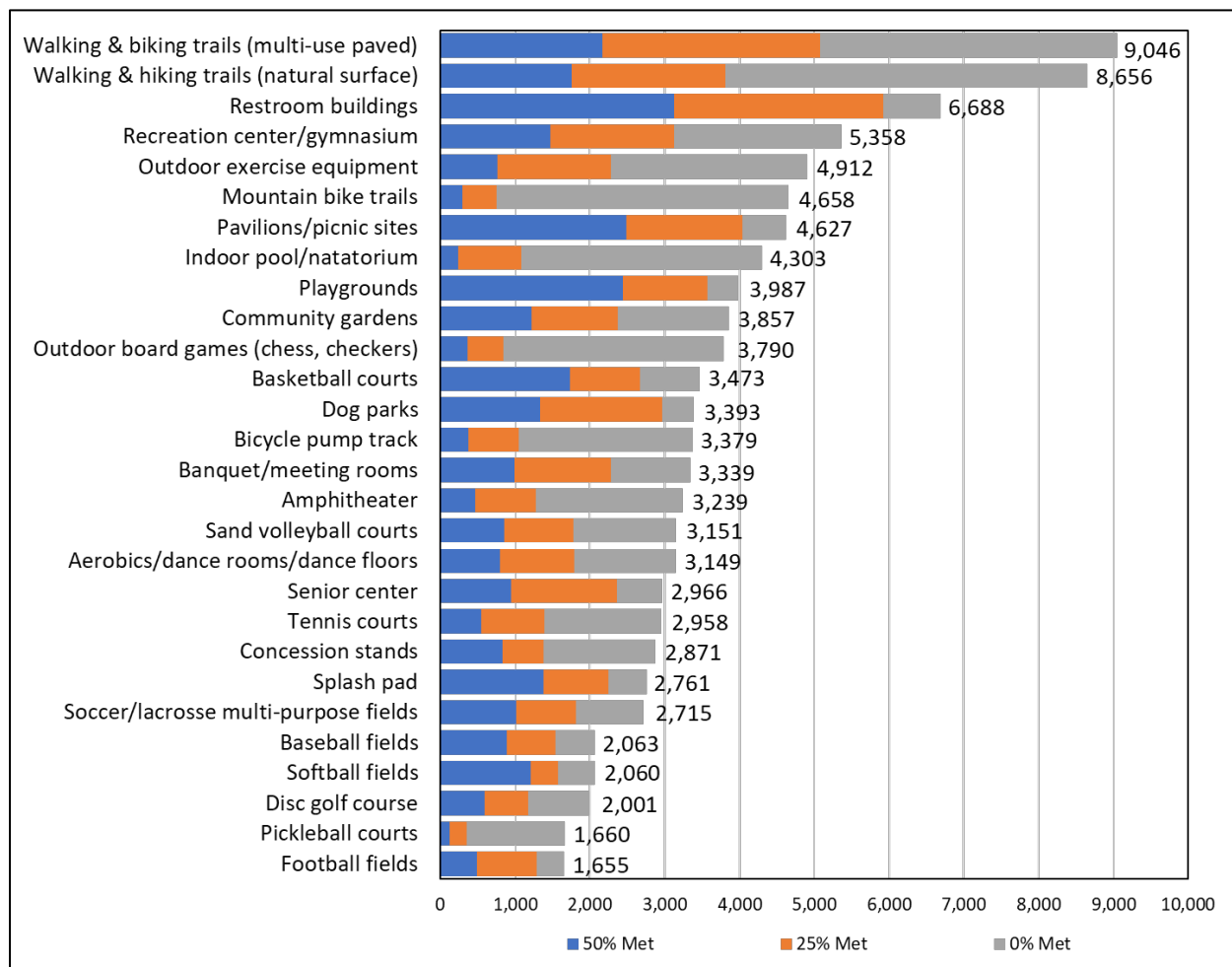
National benchmark for playgrounds is 41%





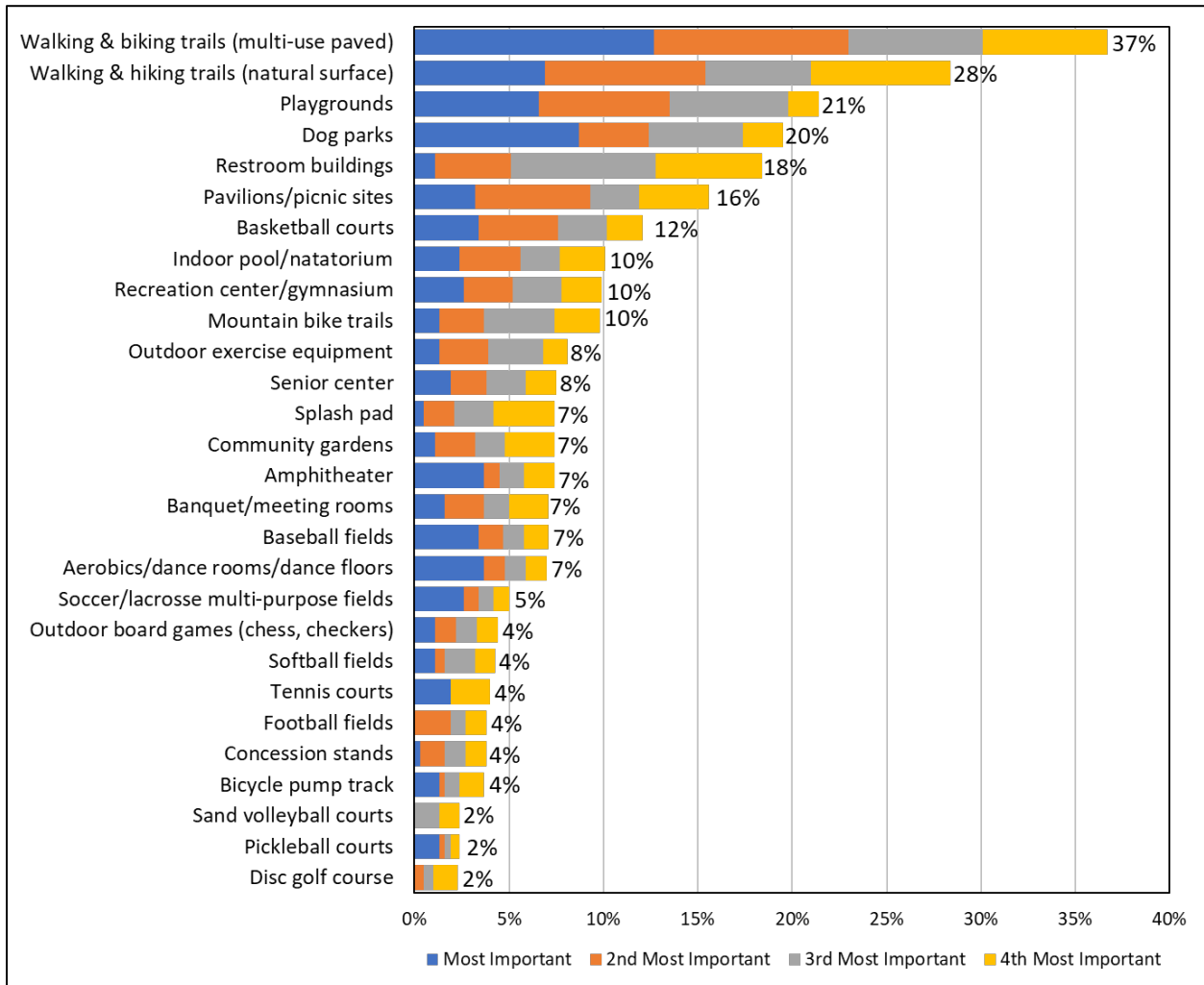
- **How Well Household Needs Are Being Met for Facilities:**

- Based on the number of households who indicated their needs were only being met 50% or less, 9,046 households indicated an unmet need for walking and biking trails.
- Other unmet needs include:
 - Walking and hiking trails (8,656 households).
 - Restroom buildings (6,688 households).
 - Recreation center/gymnasium (5,358 households).
 - Outdoor exercise/fitness areas (4,912 households).
 - Mountain bike trails (4,658 households).
 - Pavilions/picnic shelters (4,627 households).
 - Indoor pool/natatorium (4,303 households).
 - Playgrounds (3,987 households).



- **Facility Importance:**

- Based on the sum of respondents' top four choices, 37% indicated walking and biking trails - paved were the most important to their household.
- Other most important facilities include:
 - Walking and hiking trails - natural surface (28%)
 - Playgrounds (21%).
 - Dog parks (20%).

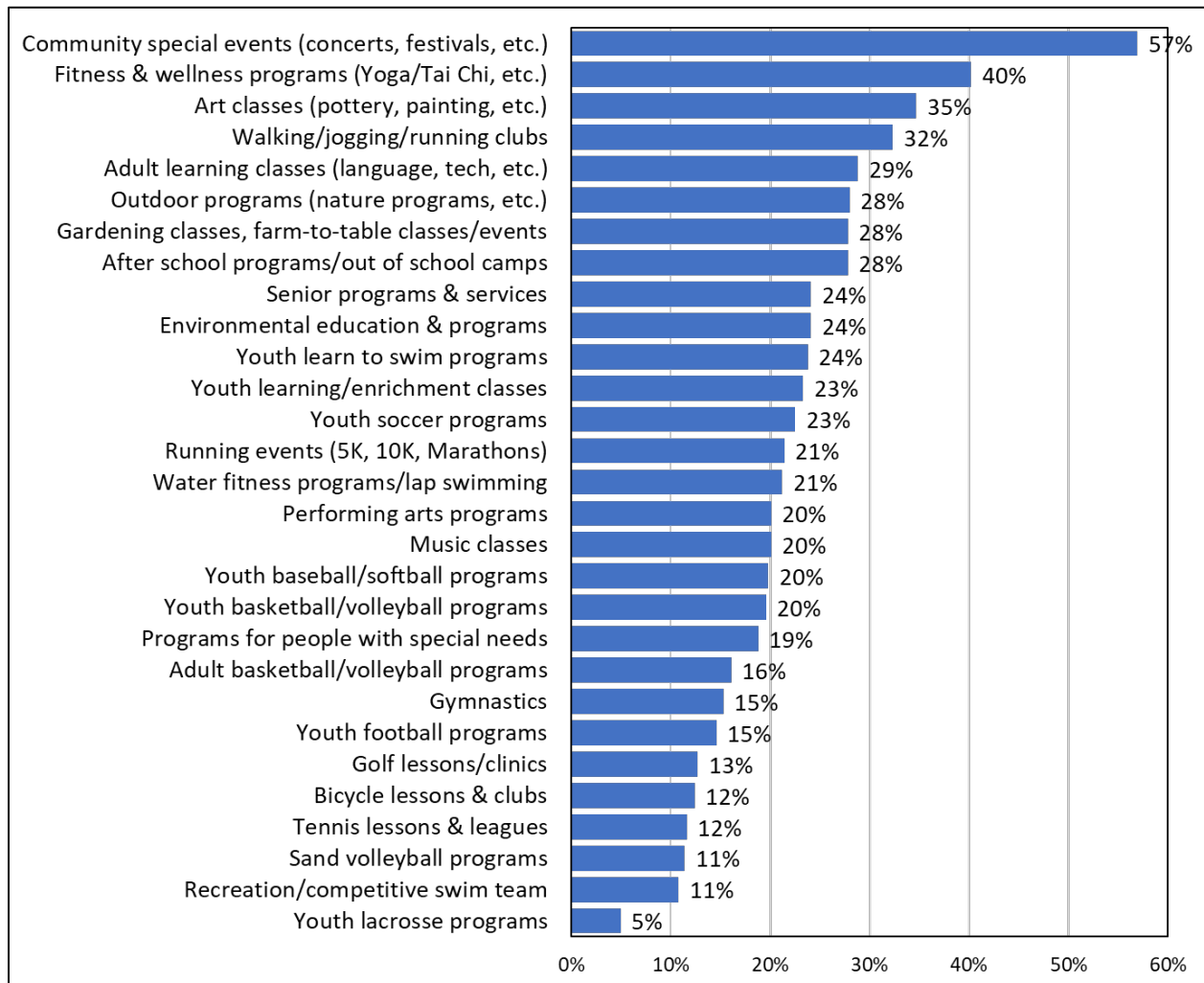




4.2.8 PROGRAM NEEDS, UNMET NEEDS AND IMPORTANCE

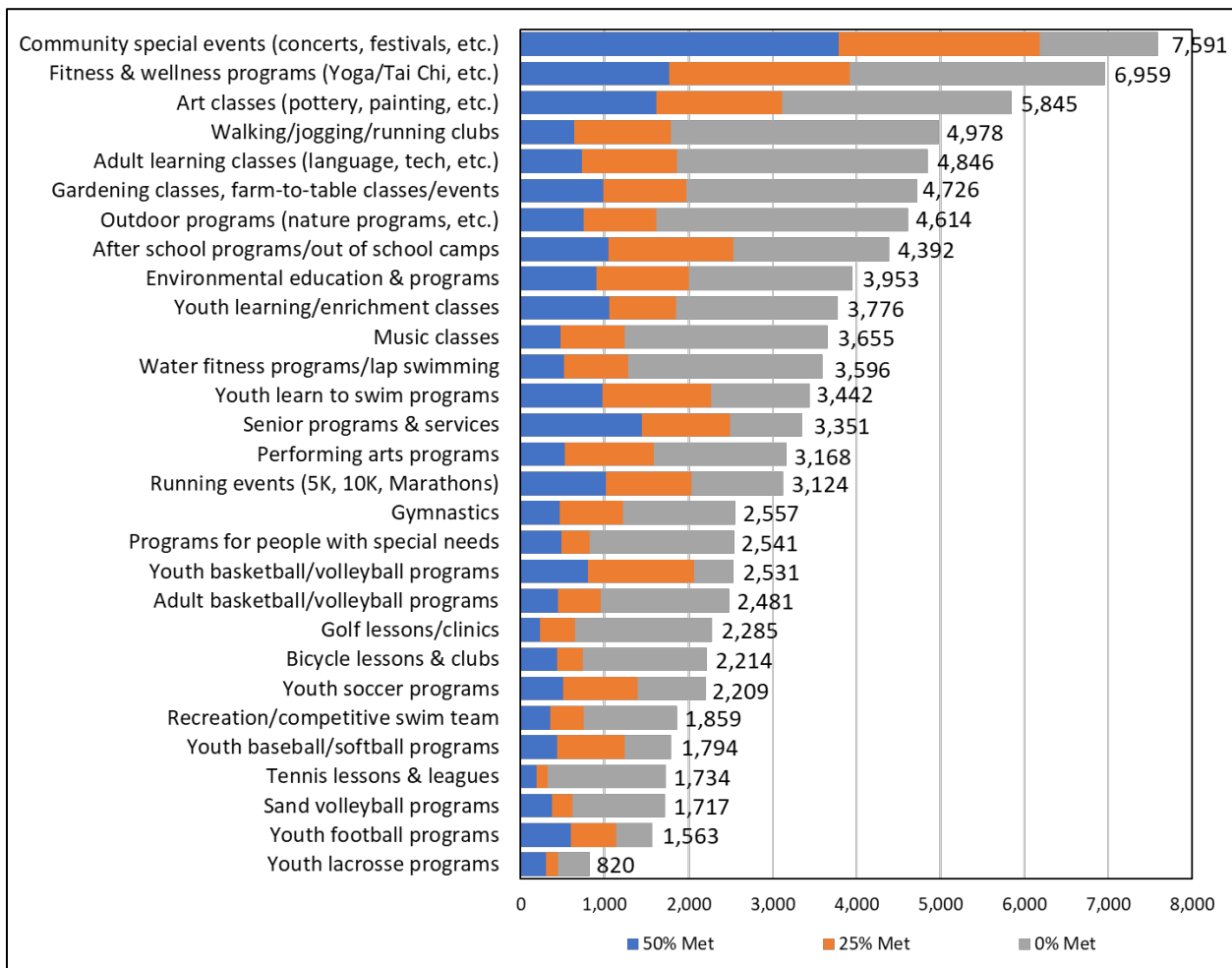
- **Program Needs:**
 - Fifty-seven percent (57%) of households indicated a need for community special events.
 - Other most needed programs include:
 - Fitness and wellness programs (40% of households).
 - Art Classes (35% of households).
 - Walking/jogging/running clubs (32% of households).
 - Adult learning classes (29% of households).

National benchmark for adult fitness and wellness programs is 39%.



• **How Well Needs Are Being Met for Programs:**

- Based on the number of households who indicated their needs were only being met 50% or less, 7,591 households responded that community special events had the greatest level of unmet need.
- Other unmet needs include:
 - Fitness & wellness programs (6,959 households).
 - Art classes (5,845 households).
 - Walking/jogging/running clubs (4,978 households).
 - Adult learning classes (4,846 households).

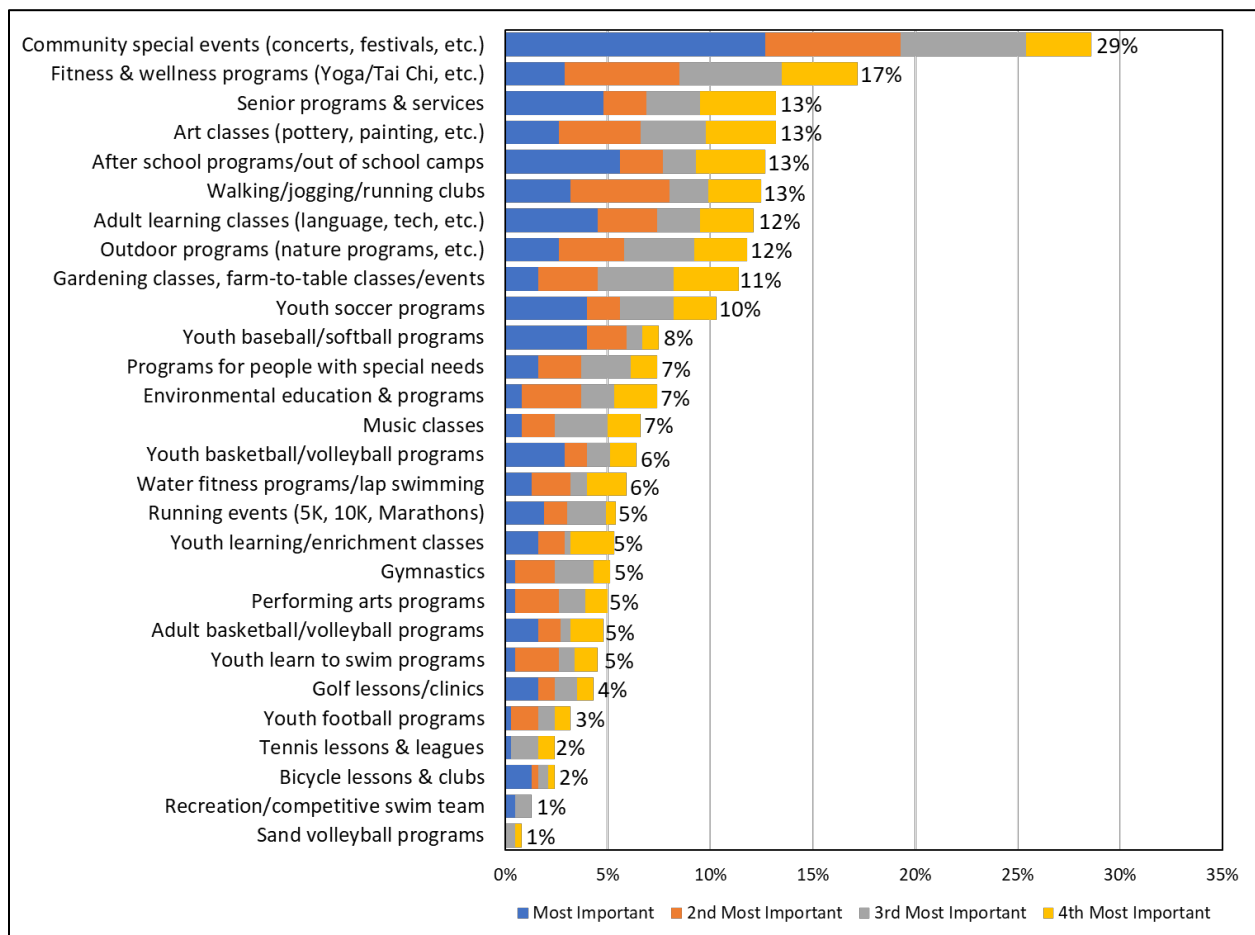




- **Program Importance:**

- Based on the percentage of households who indicated the program as one of their top four choices, 29% indicated community special events were the most important to their household.
- Other most important programs include:
 - Fitness and wellness programs (17%).
 - Senior programs and services (13%).
 - Art classes (13%).
 - After school programs/out of school camps (13%).
 - Walking/jogging/running clubs (13%).

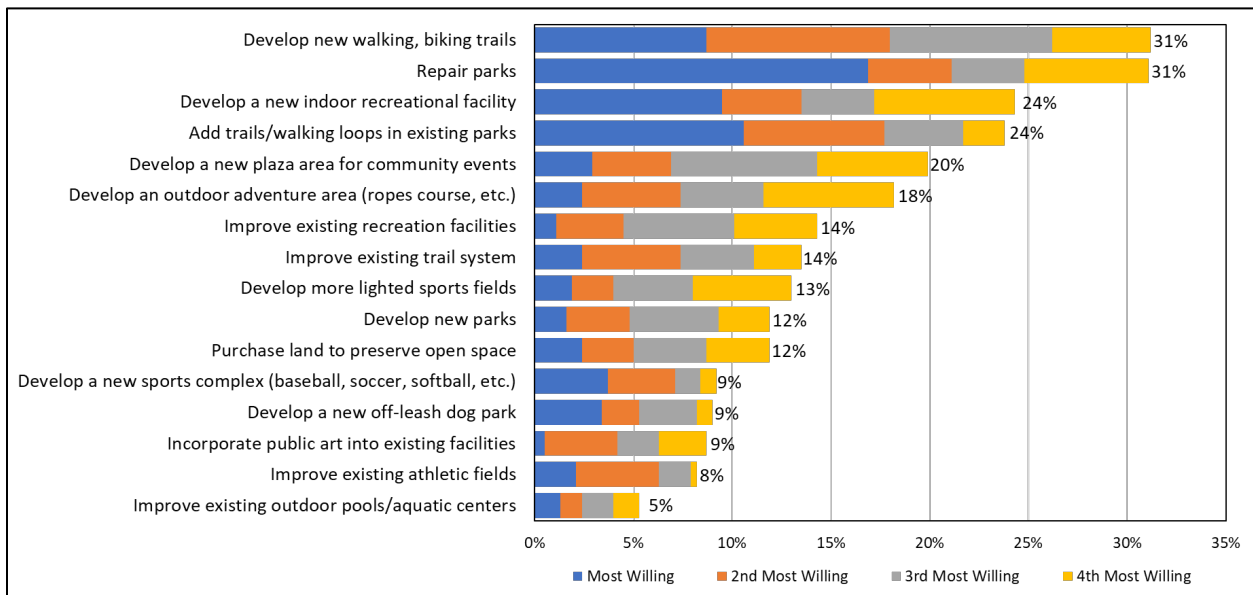
National benchmark for special events is 21%.



4.2.9 POTENTIAL IMPROVEMENTS MOST WILLING TO FUND

Respondents were asked to indicate their level of funding support for the improvements to the Hanford parks, trails, and recreation system.

- Based on the percentage of households who indicated support for improvements, 31%% were most supportive of developing new walking, biking trails AND repairing parks.
- Other most supported actions include:
 - Develop a new indoor recreational facility (24%).
 - Add trails/walking loops in existing parks (24%).
 - Develop a new plaza for community events (20%).

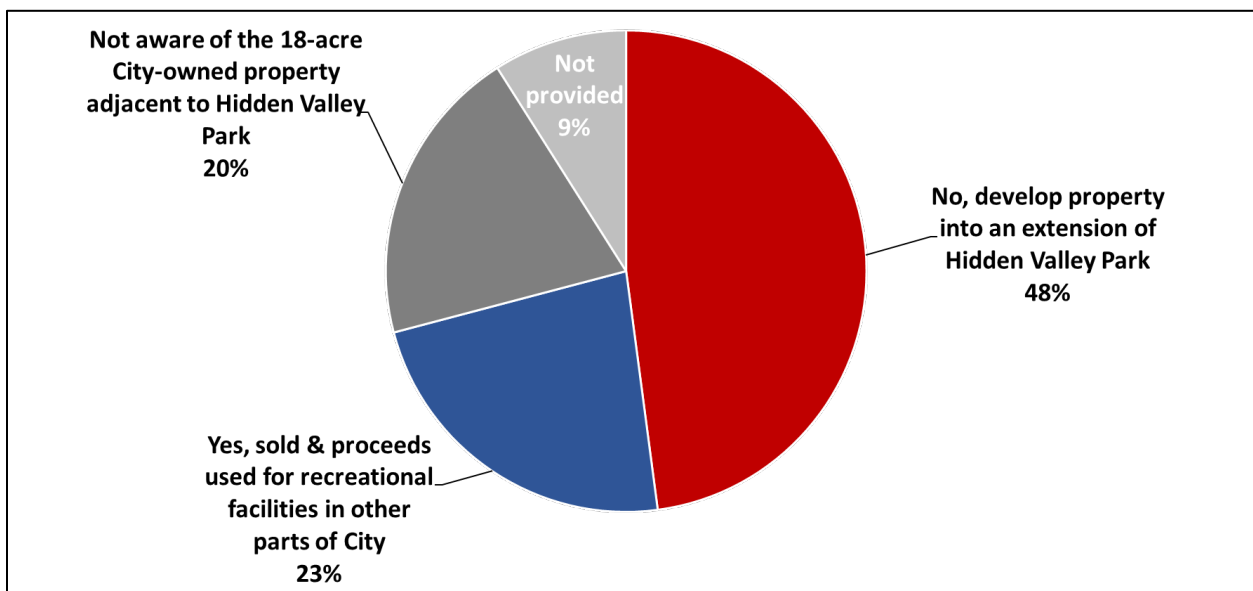




4.2.10 PROPERTY ADJACENT TO HIDDEN VALLEY PARK

The community was asked if the 18-acre City-owned property adjacent to Hidden Valley Park should be sold and proceeds be used for other recreational facilities in other parts of the City.

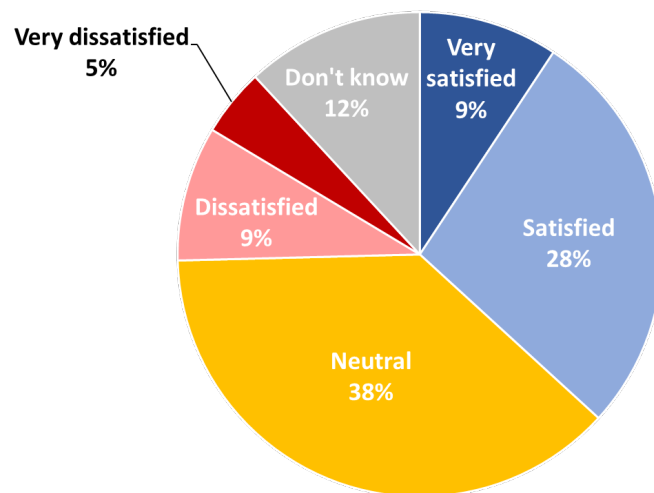
- Forty-eight percent (48%) of households indicated that: **No, the property should be developed into an extension of Hidden Valley Park.**
- Other responses include:
 - Yes, sold and proceeds used for recreational facilities in other parts of the City (23%).
 - Not aware of the 18-acre City-owned property adjacent to Hidden Valley Park (20%).
 - 9% of survey respondents did not provide a response to the question.



4.2.11 SATISFACTION WITH THE OVERALL VALUE RECEIVED

- Nine percent (9%) of households were “very satisfied” with the overall value their household receives from the Park and Recreation Department.
- Other levels of satisfaction include:
 - Satisfied (28%).
 - Neutral (38%).
 - Dissatisfied (9%).
 - Very dissatisfied (5%).

National benchmark for very satisfied is 27%.





4.3 NEEDS ASSESSMENT PRIORITY RANKINGS

The purpose of the Program/Service and Facility/Amenity Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by Hanford Parks and Recreation. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically valid survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.
- A weighted scoring system was used to determine the priorities for programs/services and facility/amenities.

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

Program/Service	Priority
Community Special Events	High
Fitness and Wellness Programs	
Art Classes	
Walking/Jogging/Running Clubs	
Adult Learning Classes	
After School Programs/Out of School Camps	
Gardening Classes; Farm-to-Table Classes/Events	
Outdoor Programs	
Senior Programs and Services	Medium
Environmental Education Programs	
Music Classes	
Youth Learning/Enrichment Classes	
Water Fitness Programs/Lap Swimming	
Youth Soccer Programs	
Youth Learn to Swim Programs	
Running Events	
Programs for People with Special Needs	
Performing Arts Programs	
Youth Basketball/Volleyball Programs	
Gymnastics	
Youth Baseball/Softball Programs	Low
Adult Basketball/Volleyball Programs	
Golf Lessons/Clinics	
Bicycle Lessons and Clubs	
Youth Football Programs	
Tennis Lessons and Leagues	
Recreation/Competitive Swim Team	
Sand Volleyball Programs	
Youth Lacrosse Programs	

Facility/Amenity	Priority
Walking and Hiking Trails (multi-use paved)	High
Walking and Hiking Trails (natural surface)	
Restroom Buildings	
Playgrounds	
Pavilions/Picnic Sites	Medium
Dog Parks	
Recreation/Center/Gymnasium	
Mountain Biking Trails	
Outdoor Exercise Equipment	
Indoor Pool/Natorium	
Basketball Courts	
Community Gardens	
Banquet/Meeting Rooms	
Amphitheater	
Aerobics/Dance Rooms/Dance Floors	
Outdoor Board Games	
Senior Center	
Splash Pads	
Bicycle Pump Track	Low
Soccer/Lacrosse/Multi-Purpose Rectangle Fields	
Tennis Courts	
Baseball Fields	
Concession Stands	
Sand Volleyball Courts	
Softball Fields	
Football Fields	
Disc Golf Course	
Pickleball Courts	

CHAPTER FIVE - PROGRAM AND SERVICES ASSESSMENT

5.1 OVERVIEW OF PRIORITIES AND CORE PROGRAM AREAS

The Hanford Parks and Recreation Department has a professional staff that annually delivers a comprehensive parks and recreation program to Hanford residents. Department staff are responsible for the management and implementation of a diverse array of recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year-round in planning, implementing, conducting, and evaluating programs and events. All functions within the Department combine to provide hundreds of offerings in the areas of youth camps, outdoor adventure, aquatics, sports, health, fitness, senior services and special events. But in addition to the provision of services provided directly by the Department, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, the school districts, various nonprofit agencies and other community partners assist with delivering select programs and indoor space to provide access for programs.

CORE PROGRAM APPROACH

The vision of the Department is to be a premier parks and recreation system in the region providing all residents access to high-quality programs and experiences. Part of 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 Hanford. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.



5.1.1 HANFORD PARKS AND RECREATION CORE PROGRAM AREAS

The Department currently offers programs in nineteen Core Program Areas. These core program areas are listed below:

PROGRAM DESCRIPTION	
Core Program Area	Brief Description
Adult Sports	Provides athletic programs for adults including softball, volleyball and basketball.
Adult Classes & Activities	Provide health, wellness and social activities for older adults
Aquatics	Provides lifeguards supervision swimming instruction and fee collection at the Hanford Plunge during the summer months.
Facility and Park Reservations	Provides shelter reservations at City parks including Civic Park, Coe Park, Lacey Park, Centennial Park, Freedom Park and Hidden Valley Park. Provides facility host supervision for facility reservations at City facilities including Longfield Center, Veterans/Senior Center, Teen Center, Old Courthouse 3rd Floor, Coe Park Hall, Civic Center (Park) and Civic Auditorium. Also provides Parks and Recreation support to non-profit organizations and groups.
Seniors Classes & Activities	Provide affordable weekly activities that promote social and physical wellness
Special Community Event	Provides city wide special events with staff supervision at city facilities. Also provides Parks and Recreation support to non-profit special events at city facilities.
Special Needs Programs & Activities	Provide social and recreational activities for the special needs community that promotes mental and physical health.
Sports Programs	Provides an athletic program for low income household families.
Youth Camp	Provide local families with an affordable, safe, fun and healthy environment for their children when school is on hiatus
Youth Classes & Activities	Provide enrichment, educational and themed activities for local youth

5.1.2 ENSURING THE RIGHT CORE PROGRAM MIX

The Core Program Areas provided by Hanford currently meets some of the community's major needs as identified in the survey results, but the program mix must be evaluated on a regular 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. NRPA recommends that six determinants be used to inform what programs and services are provided by the Department. According to NRPA, those determinants are:

- **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 City's and the Department's vision statements, values, goals, and objectives. These generally center on promoting personal health, community well-being, social equality, 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 reflect a Departmental culture where constituents' needs are the prime factor in creating and providing programs. This should 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.

5.1.3 COMMUNITY INPUT FINDINGS

The efforts in creating this Master Plan were based on an evaluation of existing resources and capacity, as well as community input. Thus, a key consideration to creating a roadmap for parks and recreation programming in Hanford is to understand current community values, needs, and interests. The assessment of these values is accomplished by triangulating information generated from focus groups with staff, public input received via focus groups and public meetings and the statistically valid survey. The program and service priority rankings resulting from this analysis are as follows:

Program/Service	Priority
Community Special Events	High
Fitness and Wellness Programs	
Art Classes	
Walking/Jogging/Running Clubs	
Adult Learning Classes	
After School Programs/Out of School Camps	
Gardening Classes; Farm-to-Table Classes/Events	
Outdoor Programs	
Senior Programs and Services	Medium
Environmental Education Programs	
Music Classes	
Youth Learning/Enrichment Classes	
Water Fitness Programs/Lap Swimming	
Youth Soccer Programs	
Youth Learn to Swim Programs	
Running Events	
Programs for People with Special Needs	
Performing Arts Programs	
Youth Basketball/Volleyball Programs	
Gymnastics	
Youth/Baseball/Softball Programs	Low
Adult Basketball/Volleyball Programs	
Golf Lessons/Clinics	
Bicycle Lessons and Clubs	
Youth Football Programs	
Tennis Lessons and Leagues	
Recreation/Competitive Swim Team	
Sand Volleyball Programs	
Youth Lacrosse Programs	



5.2 AGE SEGMENT ANALYSIS

The table below depicts each program along with the age segments they serve. Recognizing that many programs serve multiple age segments, Primary and secondary markets were identified.

5.2.1 AGE SEGMENT ANALYSIS – CURRENT SEGMENTS SERVED

Findings from the analysis show that the Department provides a strong balance of programs across all age segments. All segments are targeted as a primary market for multiple programs.

This balance should be maintained moving forward, and the Department should update this Age Segment Analysis every year to note changes 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, it is also recommended that the Department further segment this group into 65-74 and 75+. These two sub-segments will have increasingly different needs and expectations for programs and services in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department. Program coordinators/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.

AGES SERVED							
Primary Market or Secondary Market							
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Adult (55-64)	Senior (65+)
Adult Sports				P	P	S	S
Adult Classes & Activities				P	P	P	P
Aquatics	P	P	P	P	P	P	P
Facility and Park Reservations	P	P	P	P	P	P	P
Seniors Classes & Activities					S	P	P
Special Community Event	P	P	P	P	P	P	P
Special Needs Programs & Activities		P	P	P			
Sports Programs	S	P					
Youth Camp	S	P					
Youth Classes & Activities	P	P	P				

5.3 LIFECYCLE ANALYSIS

A lifecycle analysis involves reviewing every program identified by City of Hanford staff to determine the stage of growth or decline for each as a way of informing strategic decisions about the overall recreation program portfolio. The various stages of program lifecycles are as follows:

- Introduction - New program; modest participation.
- Take-Off - Rapid participation growth.
- Growth - Moderate, but consistent participation growth.
- Mature - Slow participation growth.
- Saturated - Minimal to no participation growth; extreme competition.
- Decline - Declining participation.

This analysis is not based on strict quantitative data, but rather is based on staff's knowledge of their program areas. The table below shows the percentage distribution of the various lifecycle categories of the Department's recreation programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff.

System-wide: Lifecycle Stage				
	Percentage	Number	Actual Distribution	Best Practice Distribution
Introduction	8%	6	55.6%	50-60%
Take-Off	11%	8		
Growth	36%	26		
Mature	36%	26	36.1%	40%
Saturated	4%	3	8.3%	0-10%
Decline	4%	3		
Total	100%	72		

5.3.1 RECREATION PROGRAM LIFECYCLE ANALYSIS - CURRENT DISTRIBUTION AND RECOMMENDATIONS

Overall, the lifecycle analysis results are aligned with the best practice for the distribution of all programs across the life cycle. A combined total of 55.6% of programs fall into the **Introduction**, **Take-off** and **Growth** stages.

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 Department has 36.1% of their programs in this category. It is recommended that this be approximately 40% so as to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the Mature stage should be tracked for signs they are entering the Saturation or Decline stages. There should be an ongoing process to evaluate program participation and trends to ensure that program offerings continue to meet the community's needs.

A total of 8.3% of programs are saturated or declining. It is recommended keeping as few programs as possible 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 the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, it is recommended to modify these programs to begin a new lifecycle with the introductory stage or to add new programs based upon community needs and trends.

Staff should complete a lifecycle review on an annual basis and ensure that the percentage distribution closely aligns with desired performance.



5.4 PARTICIPATION ANALYSIS

A participation analysis involves reviewing every program identified by staff to determine participation rates for each as a way of informing strategic decisions about the overall recreation program portfolio. The levels of program participation rates are as follows:

- 0% - indicates that program had no enrollment.
- 1-24% - indicates enrollment at the rate of 1-24% of the maximum enrollment for the program.
- 25-49% - indicates enrollment at the rate of 25-49% of the maximum enrollment for the program.
- 50-74% - Indicates enrollment at the rate of 50-74% of the maximum enrollment for the program.
- 75-99% - Indicates enrollment at the rate of 75-99% of the maximum enrollment for the program.
- 100+% - indicates enrollment at the rate of 100% or greater of the maximum enrollment for the program.

* Achieving 50% enrollment is typically viewed as the threshold in which a program will be held.

This analysis is based on strict quantitative data collected for program enrollment for the period of July 2017- June 2018. The tables below show the distribution of the various program participation categories of the Department's recreation programs.

TOTAL PROGRAMS OFFERED	TOTAL POSSIBLE MAXIMUM ENROLLMENT	ACTUAL ENROLLMENT	PERCENTAGE OF ACTUAL ENROLLMENT TO MAX ENROLLMENT
54	26,398	21,343	81%

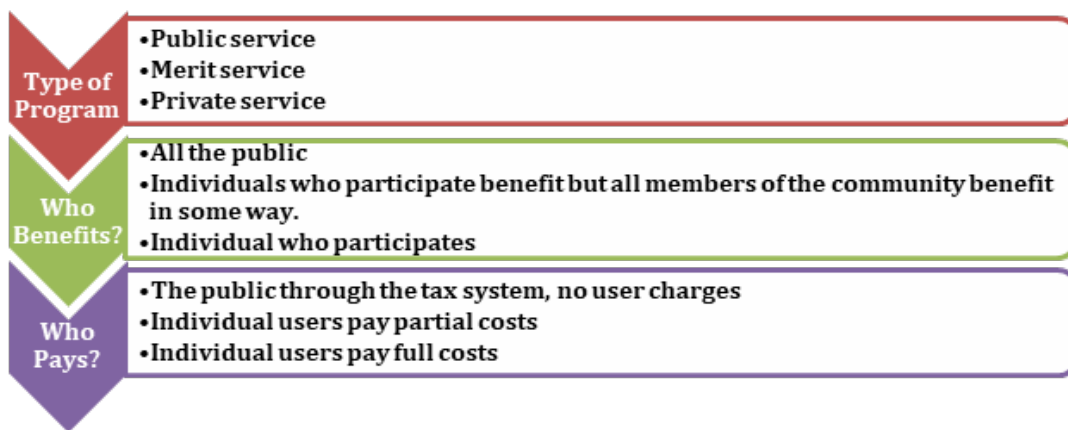
TOTAL PROGRAMS OFFERED	PERCENTAGE of Programs with 0% of Max enrollment	PERCENTAGE of Programs with 1-24% of Max Enrollment	PERCENTAGE of Programs with 25-49% of Max Enrollment	PERCENTAGE of Programs with 50-74% of Max Enrollment	PERCENTAGE of Programs with 75-99% of Max Enrollment	PERCENTAGE of Programs with 100+% of Max Enrollment
54	0.0%	0.0%	11.1%	24.1%	46.3%	18.5%

Recreation Program Participation Analysis - Current Distribution

With an overall participation rate of 81% coupled with 88.9% of all programs offered having at least 50% enrollment, the analysis results indicate a highly effective and efficient approach to delivering recreation programs to Hanford residents.

5.5 PROGRAM AND SERVICE CLASSIFICATION

The Parks and Recreation Department currently does not classify its programs and services. Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community's interests and needs, the mission of the organization, and to operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the concept detailed by Dr. John Crompton, Distinguished University Professor in the Recreation, Park and Tourism Sciences Department at Texas A&M University and Dr. Charles W. Lamb, Chair, Department of Information Systems and Supply Chain Management at Texas Christian University. In *Marketing Government and Social Services*, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated below:



The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted?
- For what purpose?
- For what benefits?
- For what cost?
- For what outcome?

5.5.1 PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the City of Hanford Parks and Recreation Department. These systems need to reflect the statutory obligations of the City, the support functions performed, and the value-added programs that enrich both the customer's experience and generate earned revenues in mission-aligned ways to help support operating costs. In order to identify how the costs of services are supported and by what funding source, the programs are to be classified by their intended purpose and what benefits they provide. Once classified, funding source expectations can be assigned and this data used in future cost analysis. The results of this process are a summary of classification definitions and criteria, classification of programs within the City of Hanford Parks and Recreation Department and recommended cost recovery targets for each service based on these assumptions.

Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program. These classifications need to be organized to correspond with cost recovery expectations defined for



each category. For the Master Plan effort, each program area is assigned a specific cost recovery target that aligns to these expectations.

5.5.2 SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

1. Develop a definition for each program classification that fits the legislative intent and expectations of the Department, the ability of the Department to meet public needs within the appropriate areas of service, and the mission and core values of City of Hanford's Parks and Recreation Department.
2. Develop criteria that can be used to evaluate each program and function within the Department and determine the classification that best fits.

5.5.3 PROGRAM CLASSIFICATION DESCRIPTIONS

The program classification matrix was developed as a guide for the Department staff to follow when classifying programs, and how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a "Essential Public Service", "Important Public Service", and "Value Added Service" will provide the Department and its stakeholders a better understanding of why and how to manage each program area as it applies to public and private value.

Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified. Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public and private benefit exists as they apply to each program area. Public benefit is described as "everyone receives the same level of benefit with equal access". Private benefit is described as "the user receives exclusive benefit above what a general taxpayer receives for their personal benefit".

PROGRAM CLASSIFICATIONS

Program Characteristics	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	<ul style="list-style-type: none">• High public expectation	<ul style="list-style-type: none">• High public expectation	<ul style="list-style-type: none">• High individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none">• Free, nominal or fee tailored to public needs• Requires public funding	<ul style="list-style-type: none">• Fees cover some direct costs• Requires a balance of public funding and a cost recovery target	<ul style="list-style-type: none">• Fees cover most direct and indirect costs• Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none">• Substantial public benefit (negative consequence if not provided)	<ul style="list-style-type: none">• Public and individual benefit	<ul style="list-style-type: none">• Primarily individual benefit
Competition in the Market	<ul style="list-style-type: none">• Limited or no alternative providers	<ul style="list-style-type: none">• Alternative providers unable to meet demand or need	<ul style="list-style-type: none">• Alternative providers readily available
Access	<ul style="list-style-type: none">• Open access by all	<ul style="list-style-type: none">• Open access• Limited access to users	<ul style="list-style-type: none">• Limited access to users

5.5.4 CLASSIFICATION OF SERVICES - KEY RECOMMENDATIONS

The following recommendations should be considered to improve the fiscal performance and the delivery of programs and services.

- **Implement the Classification of Services and Cost Recovery Goals:** Through the program assessment analysis, the major functional program areas were assessed and classified based on the criteria identified in Section 5.5. This process included determining which programs and services fit into each classification criteria. Cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will *typically* fall within these ranges, *although anomalies will exist*:
 - Core 0-35%.
 - Important 35-75%.
 - Value Added 75%+.

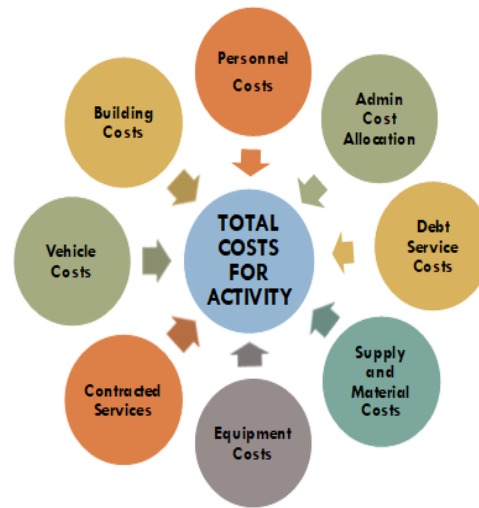
The table below represents a summary of programs and services, the classification of those programs, the current direct cost of service recovery goal and the recommended TOTAL cost of service recovery goals to be achieved within 5 years.

Core Program Area	Benefit Level	Classification	Pricing Strategy	Recommended TOTAL Cost Recovery Goal
Adult Classes & Activities	Merit	Important	General Fund/User Fees	50%
Adult Sports	Merit	Important	General Fund/User Fees	50%
Community Center Partnerships	Merit	Essential	General Fund/User Fees	50%
General Facility Reservations	Individual	Value Added	User Fees	100%
Seniors Classes & Activities	Community	Essential	General Fund	up to 35%
Skate Park	Community	Essential	General Fund	up to 35%
Special Community Events	Merit	Important	General Fund/User Fees	50%
Special Needs Programs & Activities	Merit	Important	General Fund/User Fees	50%
Sport Camp	Community	Essential	General Fund	up to 35%
Sports Complex Field Rentals	Individual	Value Added	User Fees	100%
Summer Swim	Merit	Important	General Fund/User Fees	50%
Youth Camps	Merit	Important	General Fund/User Fees	50%
Youth Classes & Activities	Merit	Important	General Fund/User Fees	50%



5.6 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. The figure to the right illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.



The methodology for 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 Hanford between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Department staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

5.6.1 COST OF SERVICE RECOMMENDATIONS

Currently, the Hanford Parks and Recreation Department does track revenue, expenditures and cost recovery goals for each program, but is not consistent in doing so. To more accurately track cost of service and cost recovery, the following is recommended:

1. **Develop New Pricing Policy Based on Classification of Programs and Services:** Given the recommended shift in philosophical approach, it is important to refocus the Department on cost recovery goals by functional program area or line of service. Pricing based on established operating budget recovery goals will provide flexibility to maximize all pricing strategies to the fullest. Allowing the staff to work within a pricing range tied to cost recovery goals will permit

them to set prices based on market factors and differential pricing (prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

The cost recovery goals are expected to be achieved over a 5-year period and there should be no expectation that they be realized immediately. It is expected that an iterative implementation process of introducing the classification methodology and a new pricing policy along with the completion of the Department's cost of service analysis will occur in 2019/2020. This process will have an impact on cost recovery as it will result in the refinement of foundational business elements including but not limited to service levels, service delivery, pricing and the guidelines developed to secure external operational funding sources such as grants, donations and partnerships. Additionally, external factors such as economic conditions and changes to the City's financial policies will have a bearing on achieving a cost recovery goal in which revenue offsets 50% of expenditures.

2. **Develop Pricing Strategies:** As the Parks and Recreation Department embarks on the implementation of a new pricing policy, it will be necessary to expand upon and implement pricing strategies that will not only increase sales but also maximize the utilization of the City's parks, programs and recreation facilities. By creating pricing options, customers are given the opportunity to choose which option best fits their schedule and price point. It is recommended that the Department continue to explore pricing strategies that create options for the customer.

The following table offers examples of pricing options.

• Primetime	• Incentive Pricing
• Non-primetime	• Length of Stay Pricing
• Season and Off-season Rates	• Cost Recovery Goal Pricing
• Multi-tiered Program Pricing	• Level of Exclusivity Pricing
• Group Discounting and Packaging	• Age Segment Pricing
• Volume Pricing	• Level of Private Gain Pricing

5.7 OTHER KEY FINDINGS

- **Program Evaluation:** Evaluation tools to measure the success of programs are not in place.
- **Customer Satisfaction and Retention:** The Department currently does not track customer satisfaction ratings or customer retention percentages.
- **Staff Training/Evaluation:** The Department has a staff training program and solid evaluation methods in place.
- **Public Input:** The Department does not utilize survey tools to continually gather feedback on needs and unmet needs for programming.
- **Marketing:** The Department utilizes a number of marketing strategies to inform City residents of the offerings of the community; however, it lacks a formalized Marketing Plan which can be utilized to create target marketing strategies.
- **Volunteers:** The Department does not have a strong volunteer program.
- **Partnerships:** The Department utilizes a number of partner providers to deliver programs to Hanford residents and has developed a formal partnership policy.
- **Competition:** The Department has a general understanding of other service providers.



5.8 OTHER KEY RECOMMENDATIONS

- **Participation Data Analysis:** Through ongoing participation data analysis, refine recreation program offerings to reduce low enrollment or cancelled programs due to no enrollment.
- **Expand programs and services in the areas of greatest demand:** Ongoing analysis of the participation trends of programming and services in Hanford is significant when delivering high quality programs and services. By doing so, staff will be able to focus their efforts on the programs and services of the greatest need and reduce or eliminate programs and services where interest is declining. Specific efforts should be made to increase programming in the areas of greatest UNMET need as identified in the statistically valid survey.
- **Evaluation:** Implement the program assessment and evaluation tool as recommended.

5.9 PROGRAM PLAN SUMMARY

The Department is delivering quality programs, services and events to the community, *however, it does have opportunity for improvement*. The chart below provides a summary of the recommended actions that the Department should implement in developing a program plan to meet the needs of residents.

PROGRAM	ACTION	TIMELINE
HIGH PRIORITY		
Community Special Events	EXPAND	SHORT-TERM
Fitness and Wellness Programs	EXPAND	LONG-TERM (with new rec center)
Art Classes	IMPLEMENT	SHORT-TERM
Walking/Jogging/Running Clubs	IMPLEMENT	SHORT-TERM
Adult Learning Classes	CONTINUE/EXPAND	SHORT-TERM
After School Programs/Out of School Camps	CONTINUE/EXPAND	SHORT-TERM
Gardening Classes; Farm-to-Table Classes/Events	IMPLEMENT	SHORT-TERM
Outdoor Programs	IMPLEMENT	SHORT-TERM
MEDIUM PRIORITY		
Senior Programs and Services	CONTINUE	SHORT-TERM
Environmental Education Programs	IMPLEMENT	SHORT-TERM
Music Classes	CONSIDER	SHORT-TERM
Youth Learning/Enrichment Classes	CONTINUE	SHORT-TERM
Water Fitness Programs/Lap Swimming	CONTINUE	SHORT-TERM
Youth Soccer Programs	FACILITATE/CONTINUE	SHORT-TERM
Youth Learn to Swim Programs	CONTINUE	SHORT-TERM
Running Events	CONSIDER	SHORT-TERM
Programs for People with Special Needs	CONTINUE	SHORT-TERM
Performing Arts Programs	CONSIDER	LONG-TERM
Youth Basketball/Volleyball Programs	CONTINUE	SHORT-TERM
Gymnastics	CONSIDER	LONG-TERM (with new rec center)
LOW PRIORITY		
Youth/Baseball/Softball Programs	CONTINUE/FACILITATE	SHORT-TERM
Adult Basketball/Volleyball Programs	CONTINUE	SHORT-TERM
Golf Lessons/Clinics	CONSIDER	LONG-TERM
Bicycle Lessons and Clubs	CONSIDER	LONG-TERM
Youth Football Programs	FACILITATE/CONTINUE	SHORT-TERM
Tennis Lessons and Leagues	CONSIDER	LONG- TERM
Recreation/Competitive Swim Team	CONSIDER	LONG-TERM (with new rec center)
Sand Volleyball Programs	CONSIDER	LONG-TERM
Youth Lacrosse Programs	CONSIDER	LONG-TERM

CHAPTER SIX - FACILITY ASSESSMENTS AND SERVICE LEVELS ANALYSIS

6.1 PARK CLASSIFICATION AND PARK DESIGN PRINCIPLES

In developing design principles for parks, it is important that each park be programmed, planned, and designed to meet the needs of its service area and classification within the overall parks and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs. The program for a site can include such elements as ball fields, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support amenities. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park.

Every park, regardless of type, needs to have an established set of outcomes. Park planners and designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

Each park classification category serves a specific purpose, and the features and facilities in the park must be designed for the number of age segments the park is intended to serve, the desired length of stay deemed appropriate, and the uses it has been assigned. Recreation needs and services require different design standards based on the age segments that make up the community that will be using the park. A varying number of age segments will be accommodated with the park program depending on the classification of the park.

PLEASE NOTE: The Master Plan provides for detailed park classification categories as found in Chapter Six. These classification categories differ from the 2035 General Plan.

Terminology utilized in Park Design Principles

- **Land Usage:** The percentage of space identified for either passive use or active use in a park. A Parks and Recreation Master Plan should follow land usage recommendations.
- **Programming:** Can include active or passive programming. Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports leagues, day camps, and aquatics. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, disc golf, reading, or walking the dog.
- **Park/Facility Classifications:** Includes Pocket Park, Neighborhood Park, Community Park, Regional Park, Sports Complex Facility, Recreation/Special Use Park and Greenbelts and Conservation.
- **Revenue Facilities:** These include facilities that charge to play on them in the form of an access fee, player fee, team fee, or permit fee. These could include pools, golf courses, tennis courts, recreation centers, sport field complexes, concession facilities, hospitality centers, reservable shelters, outdoor or indoor theatre space, and special event spaces.
- **Signature Facility/Amenity:** This is an enhanced facility or amenity which is viewed by the community as deserving of special recognition due to its design, location, function, natural resources, etc.

Design Principles for each park classification are included in the following sections.



6.1.1 MINI/POCKET PARKS

A pocket park is a small outdoor space, usually less than 0.25 acres up to three acres, most often located in an urban area surrounded by commercial buildings or houses. Pocket parks are small spaces that may serve a variety of functions, such as: small event space, play areas for children, spaces for relaxing and socializing, taking lunch breaks, etc. Successful pocket parks have four key qualities: they are accessible; allow people to engage in activities; are comfortable spaces and inviting; and are sociable places. In general, pocket parks offer minimal amenities on site and are not designed to support programmed activities. The service area for pocket parks is usually less than a quarter-mile and they are intended for users within close walking distance of the park.

6.1.2 NEIGHBORHOOD/SCHOOL PARK

A neighborhood/school park should be three to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one mile. Neighborhood parks should have safe pedestrian access for surrounding residents; parking typically not provided for neighborhood parks less than 5 acres in size, but if included accounts for less than ten cars and provides for ADA access. Neighborhood parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- Service radius: 1.0-mile radius.
- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks.
- Length of stay: One-hour experience or less.
- Amenities: One signature amenity (e.g. playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12; no reservable shelters; loop trails; one type of sport court; benches, small picnic shelters next to play areas.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.
- Revenue facilities: none.
- Land usage: 85 percent active/15 percent passive.
- Programming: Typically, none, but a signature amenity may be included which is programmed.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Signage: Directional signage and facility/amenity regulations to enhance user experience.
- Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.
- Lighting: Security only.
- Size of park: Typically, Three to 10 acres.

6.1.3 COMMUNITY PARK

Community parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three-mile radius. When possible, the park may be developed adjacent to a school. Community parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, tennis courts, extreme sports amenity, loop trails, picnic areas, reservable picnic shelters, sports courts, restrooms with drinking fountains, large turf and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at community parks.

Community parks generally range from 10 to 75 acres depending on the community. Community parks serve a larger area - radius of one to three miles and contain more recreation amenities than a Neighborhood park.

- Service radius: One to three-mile radius.
- Site Selection: On two collector streets minimum and preferably one arterial street. If near an arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks.
- Length of stay: Two to three hours experience.
- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms with drinking fountains, ample parking, and security lighting. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: One or more (e.g. pool, sports complex, pavilion).
- Land usage: 65 percent active and 35 percent passive.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Other: Strong appeal to surrounding neighborhoods; loop trail connectivity; linked to Regional Park, trail or recreation facility.
- Size of park: Typically, 10 to 75 acres.



6.1.4 REGIONAL PARK

A regional park functions as a destination location that serves a large area of several communities, residents within a City, city or county, or across multiple counties. Depending on activities within a Regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 75 to 1,000 acres but some parks can be 2,000 to 5,000 acres in size. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a community park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region.

- Service radius: Three mile or greater radius.
- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.
- Length of stay: All or multiple day experience.
- Amenities: 10 to 12 amenities to create a signature facility (e.g. golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); restrooms with drinking fountains, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park.
- Revenue facilities: Typically, park designed to produce revenue to offset operational costs.
- Land usage: Up to 50 percent active/50 percent passive.
- Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities may require Level 1 maintenance.
- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience, may include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park.
- Other: Linked to major trail systems, public transportation available, concessions, and food and retail sales available, dedicated site managers on duty. Wi-Fi and Telephone/Cable TV conduit.
- Size of park: Typically, 75 to 1,000 acres.

6.1.5 SPORTS COMPLEX

Sports complexes at community parks, regional parks, and stand-alone sports complexes are developed to provide 4 to 16+ fields or courts in one setting. A sports complex may also support extreme sports facilities, such as BMX and skateboarding. Sports complexes can be single focused or multi-focused and can include indoor or outdoor facilities to serve the needs of both youth and adults. Outdoor fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between City and Schools and/or sports associations and dependent upon adequate funding.

- Service radius: Determined by community demand.
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Refer to community or regional Park sections if sport complex located within a park. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events.
- Amenities: Four to sixteen or more fields or sports courts in one setting; restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting.
- Revenue facilities: Four or more (e.g. fields, concession stand, picnic pavilion).
- Land usage: 95 percent active and 5 percent passive.
- Programming: Focus on active programming of all amenities.
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park.
- Lighting: Amenity lighting includes sport field light standards.
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility.
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex.
- Size of park: Preferably 20 or more acres for stand-alone complexes.

6.1.6 RECREATION/SPECIAL USE AREAS

Recreation/special use areas are those spaces that don't fall within a typical park classification. A major difference between a special use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible



for a special use facility to be located inside another park. Special use facilities generally fall into four categories:

- **Cemeteries** - burial-ground that is generally viewed as a large public park or ground laid out expressly for the interment of the dead. Cemeteries are normally distinct from churchyards, which are typically consecrated according to one denomination and are attached directly to a single place of worship. Cemeteries can be viewed as historic sites.
- **Historic/Cultural/Social Sites** - unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are located in community or regional parks.
- **Golf Courses** - Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics and special events. Operational costs come from daily play, season pass holders, concession stands, driving range fees, earned income opportunities and sale of pro shop items.
- **Indoor Recreation Facilities** - specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in community or regional Parks.
- **Outdoor Recreation Facilities** - Examples include baseball stadiums, aquatic parks, disc golf, skateboard, BMX, and dog parks, which may be located in a park.
 - Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards.
 - Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population.
 - Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.
 - Length of stay: varies by facility.
 - Amenities: varies by facility.
 - Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed.
 - Land usage: varies by facility.
 - Programming: varies by facility.
 - Maintenance Standards: Provide the highest-level maintenance with available funding. Seek a goal of Level 2 maintenance standards. Some amenities (i.e., rose gardens) will require Level 1 maintenance.
 - Parking: On-street or off-street parking is provided as appropriate. Goal is to maximize usable park space. As necessary, provide a minimum of five to 10 spaces within park including accessible spaces. Traffic calming devices encouraged next to park.

- Lighting: Security or amenity only.
- Signage: Directional and regulation signage to enhance user experience.
- Landscape Design: Appropriate design to enhance the park theme/use/experience.

6.1.7 OPEN SPACE/NATURAL AREA PARKS

Open space/natural area parks are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example; creek areas are another. Open space/natural area parks contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open space/natural area parks also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

- Amenities: May include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation and education facilities.
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: None.
- Signage: Interpretive kiosks as deemed appropriate.
- Landscape Design: Generally, none. Some areas may include landscaping, such as entryways or around buildings. In these situations, sustainable design is appropriate.

6.1.8 TRAILS/RECREATION CORRIDORS

Trails/Recreation Corridors are recognized for their ability to connect people and places while serving as active transportation facilities. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills three guiding principles simultaneously: 1) protecting natural areas along river and open space areas, 2) providing people with a way to access and enjoy them, and 3) providing a safe, alternative form of active transportation.

- Site Selection: Located consistent with approved Bicycle, Pedestrian and Trails Master Plan.
- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail.
- Maintenance standards: Demand-based maintenance with available funding. Biological management practices observed.
- Lighting: Security lighting at trailheads and along trail is preferred.
- Signage: Mileage markers at ¼ mile intervals. Interpretive kiosks at all trailheads and where deemed necessary.
- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas.
- Other: Connectivity to parks or other City attractions and facilities is desirable.
- Size: Typically, at least 30 ft. width of unencumbered land for a Greenbelt. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 8-10 feet wide



City of Hanford Parks and Recreation

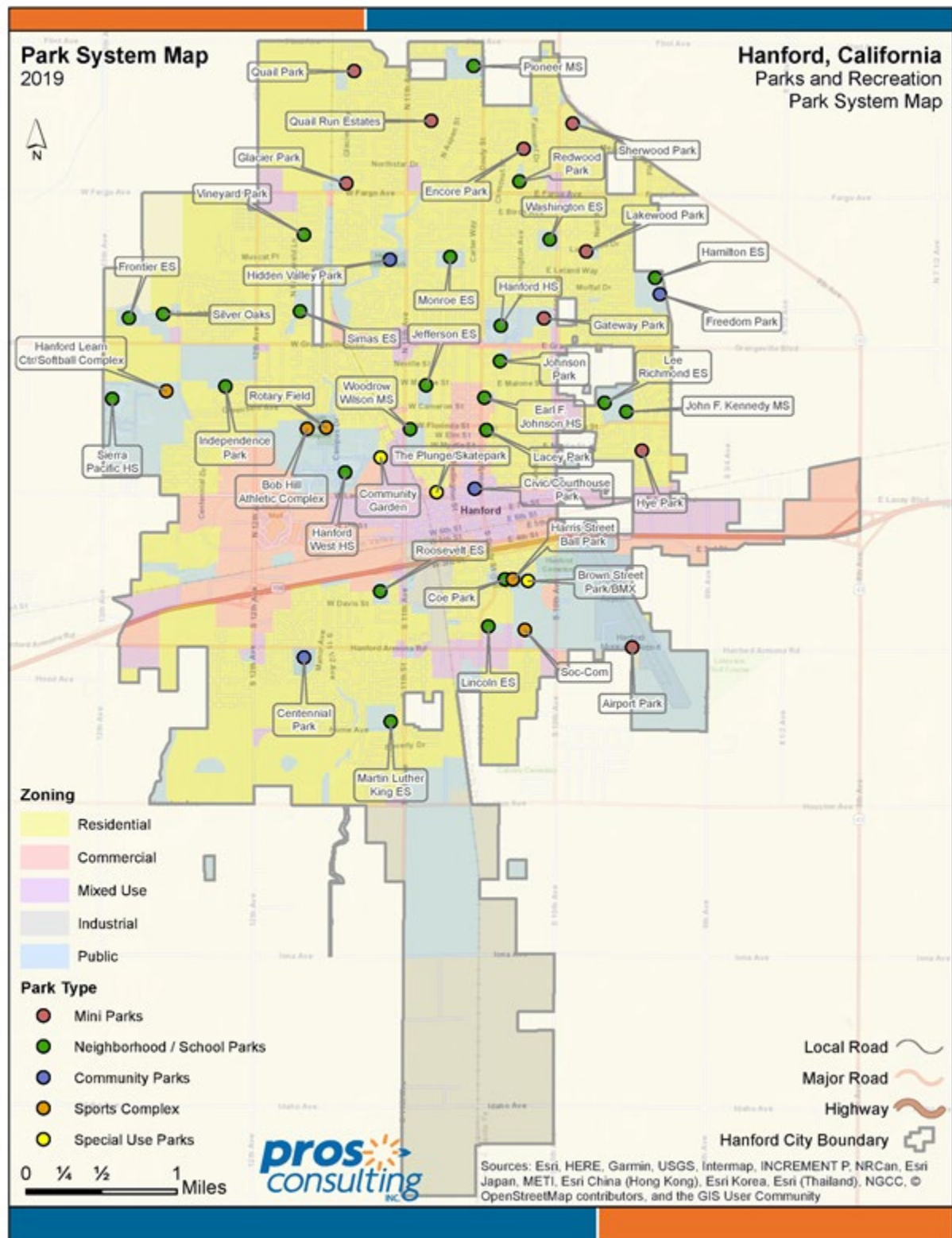
to support pedestrian and bicycle uses. Trails incorporate signage to designate where a user is located and where the trails connect in the City.

The inventory chart and map that follows highlights the City's existing park system.

CITY OF HANFORD CURRENT PARK SYSTEM INVENTORY

Park Name	Address	Classification	Total Acres
Centennial Park	1355 W Hanford Armona Rd.	Community	14.1
Hidden Valley Park	2150 N 11th Ave.	Community	18.0
Freedom Park	2000 N. 9 1/4 Ave.	Community	16.7
Civic/Courthouse Park	400 N. Douty St.	Community	6.1
Airport Park	954 Hanford-Armona Rd.	Mini	0.9
Encore Park	465 E. Encore Dr.	Mini	1.9
Lakewood Park	793 Lakewood Dr.	Mini	3.2
Hye Park	1202 E Myrtle St	Mini	2.8
Gateway Park	7500 N. 10th Ave	Mini	1.6
Sherwood Park	764 Sherwood Dr.	Mini	1.1
Quail Run Estates	500 W Windsor Dr.	Mini	0.6
Glacier Park	2582 N Glacier Way	Mini	1.6
Quail Park	3362 N Glacier Way	Mini	1.9
Coe Park	543 S Douty St.	Neighborhood/School	4.1
Lacey Park	900 N Douty St.	Neighborhood/School	2.5
Johnson Park	1325 N. Brown St.	Neighborhood/School	4.1
Redwood Park	416 E. Redwood St.	Neighborhood/School	3.3
Vineyard Park	1415 Semillon St.	Neighborhood/School	2.1
Independence Park	1259 N Cerritos Ave	Neighborhood/School	0.5
Silver Oaks	W. Berkshire Ln.	Neighborhood/School	2.6
Hanford Learning Center/Softball Complex	1226 Centennial Dr.	Sports Complex	21.2
Harris Street Ball Park	501 S. Harris St.	Sports Complex	4.6
Bob Hill Athletic Complex	1351 Greenfield Ave	Sports Complex	27.4
Rotary Field	762 Campus Dr.	Sports Complex	4.0
Brown Street Park/BMX	501 S. Brown St.	Special Use	4.6
Community Garden	450 Greenfield Avenue	Special Use	0.5
The Plunge/Skatepark	415 Ford St.	Special Use/Swimming Pool	2.0
Facility Name	Address	Classification	Square Footage
Longfield Center	560 S. Douty St.	Indoor Facility	10,020
Veterans Center	401 N Irwin St.	Indoor Facility	7,545
Goodwill/Senior Center	426 W Lacey Blvd	Indoor Facility	5,382

CITY OF HANFORD CURRENT PARK SYSTEM SUMMARY MAP





CURRENT PARK/FACILITY ASSESSMENT

An assessment and general onsite inspection of each park, facility and grounds property managed by the Department was completed utilizing the following asset condition rating system. An inventory and overall assessment for the entire system has been provided as separate stand-alone documents.

Excellent

- Looks new and is in excellent mechanical and aesthetic condition.

Very Good

- Has minor mechanical and equipment defects but is in excellent mechanical and aesthetic condition.

Good

- Has some repairable mechanical and equipment defects and is free of major problems.

Fair

- Has some mechanical and equipment defects that require major repair and/or replacement.

Poor

- Has major defects and requires significant lifecycle replacement.

The table on the following page summarizes the assessment of the City's parks system.



6.1.9 PARK AND FACILITY ASSESSMENT

Park Name	Classification	Notes/ Observations	Access + Connectivity	Strengths/ Weaknesses	Park Condition (Rating)
Centennial Park 1355 W Hanford Armona Rd.	Community	<ul style="list-style-type: none"> Perimeter fencing on 3 sides (adjacent to canal) Seems to be well used by residents (high use of loop path) 	<ul style="list-style-type: none"> Well integrated into neighborhood 	<ul style="list-style-type: none"> S- well integrated into surrounding neighborhood W- Improve park presence along main entry with landscaping W- Improve ADA access throughout site 	Good
Hidden Valley Park 2150 N 11th Ave.	Community	<ul style="list-style-type: none"> Visibility issues, unclear where the front of the park is. Entry signage is nice, but very hard to see from roadway (low to ground) Might be good to clear the brush and dead plant material in the center of the park to improve internal site lines Extend walking path from bridge so it connects to somewhere. Currently it dies into the lawn area (not ADA this configuration) 	<ul style="list-style-type: none"> Unfenced pond (could be a safety concern?) Improve ADA access to playground structures (play elements in pretty good condition- nice splash pad area) 	<ul style="list-style-type: none"> S-rolling hills/landforms within park create nice atmosphere W-This configuration could create visibility issues throughout the park 	Good
Freedom Park 2000 N. 9 1/4 Ave.	Community	<ul style="list-style-type: none"> Multiple parents using walking path (due to proximity to Hamilton Elementary) Irrigation improvements 	<ul style="list-style-type: none"> Well used internal circulation path. Good visibility from surrounding area 	<ul style="list-style-type: none"> S-Site is 100% ADA accessible W-Signage present, but not visible from main access road 	Good
Coe Park 543 S Douty St.	Neighborhood/School	<ul style="list-style-type: none"> Seems like a well-maintained park Clear internal site lines Concerns about park safety + park used for teens/ young adults 	<ul style="list-style-type: none"> Add sidewalks connecting Longfield center and Coe Park 	<ul style="list-style-type: none"> S- no chain link site fencing, good street presence S-proximity to Longfield community center 	Good



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Lacey Park 900 N Douty St.	Neighborhood/School	<ul style="list-style-type: none"> • Avoid placing site amenities in concrete islands • Basketball court placement adjacent to street (higher fence) • Irrigation improvements • Splash pad area looks dated and is cracked/ falling apart-rethink • Paint blank facades of building (murals-could be a school mural) 	<ul style="list-style-type: none"> • Well integrated into surrounding neighborhood • Located across the street from St. Rose McCarthy Catholic School 	<ul style="list-style-type: none"> • W- no park signage, park presence • W-poorly laid out internal circulation • Poor placement of elements in park (flag pole in the middle of a walkway) 	Good/Fair
Civic/Courthouse Park 400 N. Douty St.	Community	<ul style="list-style-type: none"> • Well integrated into downtown core (heart of Hanford) • Improve connections to fountain, currently sitting on a concrete pad • Opportunities for more seating • This park could be a nice platform to display art (local artist etc.) • Center of town, good place for events, food trucks, concerts etc. 	<ul style="list-style-type: none"> • Good connectivity between N Douty St. and N Irwin St. 	<ul style="list-style-type: none"> • S-Nice park signage, could add more around park 	Good
Johnson Park 1325 N. Brown St.	Neighborhood/School	<ul style="list-style-type: none"> • Lack of park presence • Potential to add better circulation in the park (walking path connecting Water St.) • Add more park amenities (basketball/tennis etc.) • Playground structure in ok condition, although not accessible 	<ul style="list-style-type: none"> • Well connected to surrounding neighborhood 	<ul style="list-style-type: none"> • W- presence of water tower and mechanical equipment • S- potential to re-think fencing around mechanical equipment for art mural, water tower art 	Fair

Encore Park 465 E. Encore Dr.	Mini	<ul style="list-style-type: none"> • Park could use more shade (overhead tree canopy, canopy structure) • No park signage • Large lot behind park (use?) • Lack of park amenities, potential to add more, shade elements • Need irrigation upgrades • Playground equipment in ok condition • Relocate picnic table/ trash bin to an accessible area 	<ul style="list-style-type: none"> • Well connected to surrounding neighborhood 	<ul style="list-style-type: none"> • S- opportunity to rethink mechanical equipment for art installations • W-Large mechanical equipment facility bisects park 	Good
Lakewood Park 793 Lakewood Dr.	Mini	<ul style="list-style-type: none"> • No park amenities • Seems to be 2 basin facilities divided by a chain link fence 			Poor
Redwood Park 416 E. Redwood St.	Neighborhood/School	<ul style="list-style-type: none"> • No park amenities 			Poor
Hye Park 1202 E Myrtle St	Mini	<ul style="list-style-type: none"> • Chain link fencing cut near entry • Double basin facility-fence dividing two sides 	<ul style="list-style-type: none"> • 2 concrete paths going down into park but lead nowhere 	<ul style="list-style-type: none"> • S-re-think circulation-add walking path from E Myrtle to Acacia St • W- no park amenities, fence dividing part of the park 	Poor
Gateway Park 7500 N. 10th Ave	Mini	<ul style="list-style-type: none"> • No park amenities, just open lawn area • Good presence 	<ul style="list-style-type: none"> • Well connected to street and good access from adjacent neighborhood 	<ul style="list-style-type: none"> • S-Potential to incorporate numerous park facilities. Existing park has the capacity to be a destination park. 	Poor
Sherwood Park 764 Sherwood Dr.	Mini	<ul style="list-style-type: none"> • Could use updates to irrigation system • Add ADA surfacing to playground • Existing play structure in good 	<ul style="list-style-type: none"> • Good connectivity to neighborhood • Located on the outskirts of town 	<ul style="list-style-type: none"> • S-Park fronts homes on Sherwood Drive • W-On site building creates visibility issues to back of park 	Fair



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		<p>condition. Park expansion for more amenities</p> <ul style="list-style-type: none"> • Add planting in park to create a more inviting atmosphere 	<ul style="list-style-type: none"> • Adjacent to basin site 		
<p>Quail Run Estates</p> <p>500 W Windsor Dr.</p>	Mini	<ul style="list-style-type: none"> • Playground facility in great condition (could add ADA surfacing) • Fenced in kids play area could use other amenities & seating for parents or guardians • Seems like irrigation system is leaking in certain areas 	<ul style="list-style-type: none"> • Well integrated into neighborhood (could improve connections) 	<ul style="list-style-type: none"> • S- potential to create direct connections to surrounding neighborhood street (Julia Ct, Sage Ct, W Julia Way) 	Fair
<p>Glacier Park</p> <p>2582 N Glacier Way</p>	Mini	<ul style="list-style-type: none"> • Park seems to be somewhat of an afterthought • No park signage • Park seems very isolated • Relocate mechanical that's currently located at the entry of the park 	<ul style="list-style-type: none"> • Park amenities are located rather close to the main street • Poor configuration of sidewalk in front of park- seems a bit circuitous 	<ul style="list-style-type: none"> • S-Park expansion to adjacent site 	Poor
<p>Vineyard Park</p> <p>1415 Semillon St.</p>	Neighborhood/School	<ul style="list-style-type: none"> • Well used internal circulation look • Could add another entrance sign at the opposite side of the park • Screen in mechanical equipment using planting • Playground in pretty good condition, somewhat ADA accessible 	<ul style="list-style-type: none"> • Well integrated into surrounding neighborhood • Add street connection path from Vineyard Pl 	<ul style="list-style-type: none"> • W- replace drinking fountain as powder coat paint is rusting off 	Good
<p>Quail Park</p> <p>3362 N Glacier Way</p>	Mini	<ul style="list-style-type: none"> • Replace rose planting at all corners of park (located near play area) • Good internal views, eyes on the street from 		<ul style="list-style-type: none"> • W-Lack of park identity- no signage 	Good

		surrounding homes • Irrigation upgrade (patchy areas)			
Independence Park 1259 N Cerritos Ave	Neighborhood/School	• No entry signage identifying park • Play structure in good condition, but need to improve ADA to facility	• Easily accessible from surrounding community-circulation through park	• S-connects two neighborhoods well	Good
Silver Oaks Park W. Berkshire Ln.	Neighborhood/School	• New playground equipment -great condition • Park seems isolated • Replace broken seat wall- cap is damaged	• Improve connections to adjacent residential neighborhoods, currently a huge cinder block wall separating park from homes. Seems like a missed opportunity	• S- park near elementary school site	Good
Harris Street Ball Park 501 S. Harris St.	Sports Complex	• Baseball field seems pretty unlevel- maintenance • Pave Brown St lot next to ball park • Nice banner signage along fence	• Improve access from Brown Street	• S-Several park facilities in this area of town- seems like a good opportunity to create better park awareness/presence	Fair
Rotary Field 762 Campus Dr.	Sports Complex	• Needs irrigation upgrades • Add circulation path around park behind home plate of each field • Potential to connect Bob Hill Athletic complex- walking path	• Seems to only be open for certain events	• S-Large facility- good for tournament events	Fair/Good
Bob Hill Athletic Complex 1351 Greenfield Ave	Sports Complex	• Needs irrigation upgrades • Add circulation path around park behind home plate of each field • Potential to connect Bob Hill Athletic complex- walking path	• Seems to only be open for certain events	• S-Large facility- good for tournament events	Fair/Good



		<ul style="list-style-type: none"> • Resurface entry drive • Re-sod eroded side of hill leading down to ball field • Relocate mechanical equipment that is in the middle of the main plaza area 			
Brown Street Park/BMX 501 S. Brown St.	Special Use	<ul style="list-style-type: none"> • Re-sod/plant areas around BMX track • Add BMX signage- perhaps a logo of a rider 	<ul style="list-style-type: none"> • Sidewalk broken on Harris street- extend in front of Ball Park 	<ul style="list-style-type: none"> • S-Proximity to other park facilities in the area 	Fair
The Plunge 415 Ford St.	Special Use	<ul style="list-style-type: none"> • Skate facility next to the Plunge seems like a good amenity for teens • Add signage so facility name is visible from W Lacey Blvd. Main entrance off secondary street 	<ul style="list-style-type: none"> *no access to indoor facility at the time of assessment* 	<ul style="list-style-type: none"> • Good visibility from main street and proximity to Goodwill senior center (good for planning senior specific activities- wellness and recreation at the plunge) 	Good
Hanford Adult Learning Center/Softball Complex 1226 Centennial Dr.	Sports Complex	<ul style="list-style-type: none"> • Irrigation upgrades needed in certain locations • Potential to add loop circulation path around baseball fields for alternative use of the facility • Add site signage • Add walkways between baseball fields to help preserve lawn areas especially when there is a tournament taking place at the facility • Fencing needs repair in certain areas • Add picnic areas/covered shelter especially for when tournament 	<ul style="list-style-type: none"> • Only one entrance into site- seems limited but understand the need for controlled entrance and exiting to facility 	<ul style="list-style-type: none"> • S-Proximity to Sierra Pacific High School and College of the Sequoias 	Good

Airport Park 954 Hanford-Armona Rd.	Mini	<ul style="list-style-type: none"> No park signage, only information indicating Municipal airport. Looks like entry for airport as opposed to a public park 	<ul style="list-style-type: none"> Poor access to site, no sidewalk 		Poor
Longfield Center 560 S. Douty St.	Rec. Facility Indoor	<ul style="list-style-type: none"> Facility seems to be in pretty good condition Could use some updates to front of facility. Mural on the front of building to bring new life to it Potential to create secondary path from W Ball Park Alley? Re-envision lawn area adjacent to building- has great potential to turn into another community amenity 		<ul style="list-style-type: none"> Great proximity to other park facilities in area 	Good
Civic Center 400 N Douty St.	Rec. Facility Indoor	*no access to indoor facility at the time of assessment*			*Building facilities should be inspected by architect for code compliance and general condition of facility*
Coe Hall 543 S. Douty St.	Rec. Facility Indoor	*no access to indoor facility at the time of assessment*			*Building facilities should be inspected by architect for code compliance and general condition of facility*
Veterans Center 401 N Irwin St.	Rec. Facility Indoor	*no access to indoor facility at the time of assessment*			*Building facilities should be



					inspected by architect for code compliance and general condition of facility*
Old Courthouse 113 Court St	Rec. Facility Indoor	*no access to indoor facility at the time of assessment*			*Building facilities should be inspected by architect for code compliance and general condition of facility*
Goodwill Senior Center 426 W Lacey Blvd	Rec. Facility Indoor	*no access to indoor facility at the time* <ul style="list-style-type: none"> • Poor street presence • Replace broken/cracked planter in front of building (building facelift) • Blank wall could be a large mural • Existing goodwill signage to be replaced 	<ul style="list-style-type: none"> • Good visibility from W Lacey Blvd. • Potential to add crossing at Santa Fe Ave 		*Building facilities should be inspected by architect for code compliance and general condition of facility*

6.2 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time; as the population increases, the need to acquire additional land and develop parks also increases as will the costs to do so.

The consultant team evaluated LOS standards using a combination of local, regional and national resources, including:

- General Plan 2035 Policy Document; Open Space, Conservation and Recreation Element.
- National Recreation and Park Association (NRPA) guidelines.
- Recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2018 Study of Sports.
- Recreation participation in activities that occur in the United States and Hanford area.
- Community and stakeholder input and general observations. This information allowed standards to be customized to the Hanford Parks and Recreation system.

These resources provide LOS guidelines based on population to inform and support investment decisions related to parks, facilities and amenities. When coupled with local input on the needs of the Hanford community, these standards help to identify park and facility/amenity gaps and surpluses. The findings of the LOS standards analysis are summarized below:

- The City of Hanford currently offers 299.7 acres of park land to its residents which equates to a **total LOS of 5.06 acres of park land per 1,000 residents based on the City's 2018 population.** The 299.70 acres is comprised of multiple land owners and the breakdown is as follows:
 - 154.10 acres provided by the City of Hanford.
 - 40.50 acres of sports complex parks provided at Soc-Com.
 - 210.20 acres of neighborhood/school parks provided by the Hanford Joint Union High School District and the Hanford Elementary School District. Per the 2035 General Plan, 50% (105.10 acres) of school park acreage is counted for the calculation of current level of service standards.
- The 2035 General Plan includes a LOS standard goal of 3.5 acres per 1,000 residents for future growth, not including the addition of mini parks.
 - If the City achieves the 2035 General Plan's stated goal, the overall LOS for the City of Hanford's park system will be 4.57 acres per 1,000 population, which would be slightly below the current LOS of 5.06 acres per 1,000 population.
- The top two park needs in the City in the future are Neighborhood parks and Community parks.
- The City currently meets 2034 standards for several amenities including: outdoor basketball courts, outdoor aquatic centers and skate parks.
- The City is currently deficient for indoor recreation center space. The City currently offers only 0.40 square feet of indoor recreation center space per person. In order to meet the 2034 level of service standard of 1.0 square foot of indoor recreation space per person, the City will be required to add an additional 67.053 square feet is required.



City of Hanford Parks and Recreation

Based on a thorough review of the parks and recreation system and public input, it is recommended that the City pursue further development of specific parks and recreation amenities that meet the needs listed in the *High Priority Program and Facility Rankings* and address the gaps per park type to increase the current level of service standard for the projected population in 2034.

The table below details the current and recommended LOS for the Hanford Parks and Recreation System.

Park Type	2019 Park Inventory	Level of Service Standards				2034 Standards	
		Total Inventory	Current Service Level	General Plan 2035 Recommended Levels of Service for FUTURE GROWTH		Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed
Mini Park	15.70	0.27 acres per	1,000	0.00 acres per	1,000	Meets Standard	- Acre(s)
Neighborhood/School Parks	124.30	2.10 acres per	1,000	1.00 acres per	1,000	Need Exists	48 Acre(s)
Community Parks	54.90	0.93 acres per	1,000	2.00 acres per	1,000	Need Exists	64 Acre(s)
Sports Complex	97.70	1.65 acres per	1,000	0.00 acres per	1,000	Meets Standard	- Acre(s)
Special Use Parks	7.10	0.12 acres per	1,000	0.50 acres per	1,000	Meets Standard	- Acre(s)
Total Developed Park Acreage	299.70	5.06 acres per	1,000	3.50 acres per	1,000	Need Exists	112 Acre(s)
OUTDOOR AMENITIES							
Outdoor Basketball Courts	29.00	1.00 court per	2,042	1.00 court per	2,500	Need Exists	7 Court(s)
Outdoor Volleyball Courts	4.00	1.00 court per	14,804	1.00 court per	20,000	Need Exists	1 Court(s)
Multi-Purpose/Rectangle Fields	38.00	1.00 field per	1,558	1.00 field per	2,250	Need Exists	2 Field(s)
Youth Baseball/Softball Fields	63.00	1.00 field per	940	1.00 field per	3,000	Meets Standard	- Field(s)
Teen/Adult Baseball Fields	11.00	1.00 field per	5,383	1.00 field per	10,000	Meets Standard	- Field(s)
Adult Softball Fields	6.00	1.00 field per	9,870	1.00 field per	20,000	Meets Standard	- Field(s)
Tennis Courts	25.00	1.00 court per	2,369	1.00 court per	7,500	Meets Standard	- Court(s)
Picnic Shelters	13.00	1.00 site per	4,555	1.00 site per	4,000	Need Exists	10 Site(s)
Playgrounds	27.00	1.00 site per	2,193	1.00 site per	2,500	Need Exists	9 Site(s)
Disc Golf Course	2.00	1.00 site per	29,609	1.00 site per	50,000	Meets Standard	- Site(s)
Off Leash Dog Park	3.00	1.00 site per	19,739	1.00 site per	15,000	Need Exists	3 Site(s)
Splash Pads	4.00	1.00 site per	14,804	1.00 site per	15,000	Meets Standard	2 Site(s)
Skateboard Park	1.00	1.00 site per	59,217	1.00 site per	60,000	Meets Standard	- Site(s)
Outdoor Pool	4.00	1.00 site per	14,804	1.00 site per	30,000	Meets Standard	- Site(s)
INDOOR RECREATION CENTER							
Indoor Rec/Community Center (square feet)	22,947	0.39 SF per person	1	1 SF per Person	Need Exists	67,053	Square Feet

6.3 TECHNICAL NEEDS ANALYSIS KEY FINDINGS

6.3.1 SERVICE AREA EQUITY MAPPING – CURRENT INVENTORY

The Hanford Parks and Recreation system has evolved over time and distribution of sites and facilities throughout the community is reflected in the current site locations.

To further illustrate the distribution of current park types and amenities in the City, an equity-mapping analysis was conducted to show the service areas and the gaps in service of the *current* inventory of park types and amenities based on the overall *recommended* Level of Service standard (existing and future parks and amenities). The recommended standard established per 1,000 residents per acre of park type or number of residents per type of amenity are also indicated in the map title.

The service area is calculated by the quantity of inventory of each site extended in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based on recommended inventories; unshaded areas indicate locations that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets. They only represent areas that might be more thoroughly reviewed for potential additional facilities.

Although there are occasions when the service area may extend beyond the City's borders, only Hanford's population was utilized for calculating service area standards in this analysis.

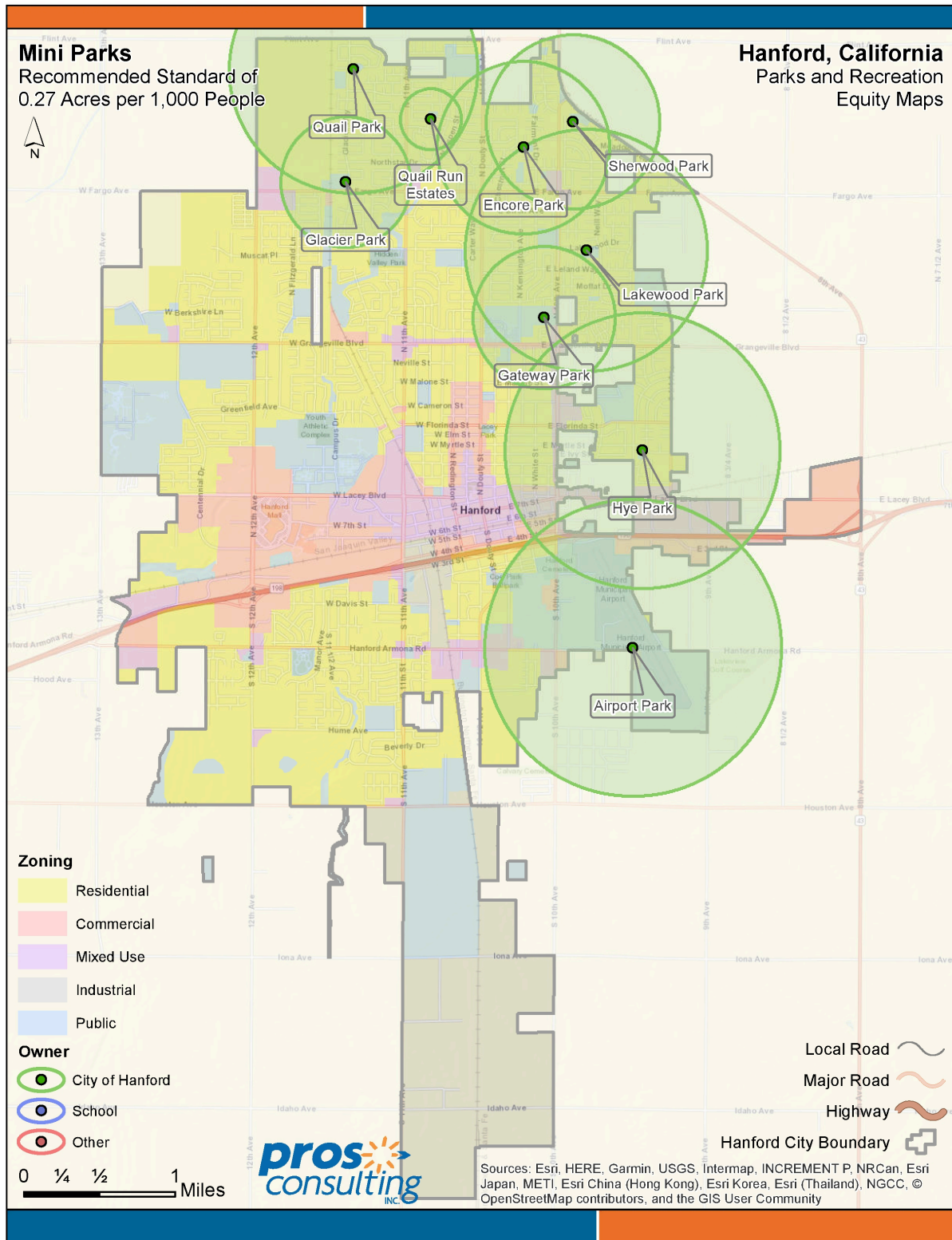
Community-wide maps of existing park types or classifications identified in this Master Plan, as well as the major park amenities, are provided in the pages that follow. The maps on the following pages identify existing:

- Pocket Parks
- Neighborhood Parks
- Community Parks
- Special Use Parks
- Sports Complex Parks
- Ball Diamond Fields - Teen/Adult Baseball
- Ball Diamond Fields - Youth Baseball/Softball
- Ball Diamond Fields - Adult Softball
- Multi-Purpose Rectangle Fields - Soccer, Lacrosse, Football
- Disc Golf Course
- Playgrounds
- Off-Leash Dog Parks
- Outdoor Basketball Courts
- Outdoor Volleyball Courts
- Tennis Courts
- Splash Pads
- Outdoor Pool
- Reservable Picnic Shelters
- Skate Park
- Indoor Recreation Centers

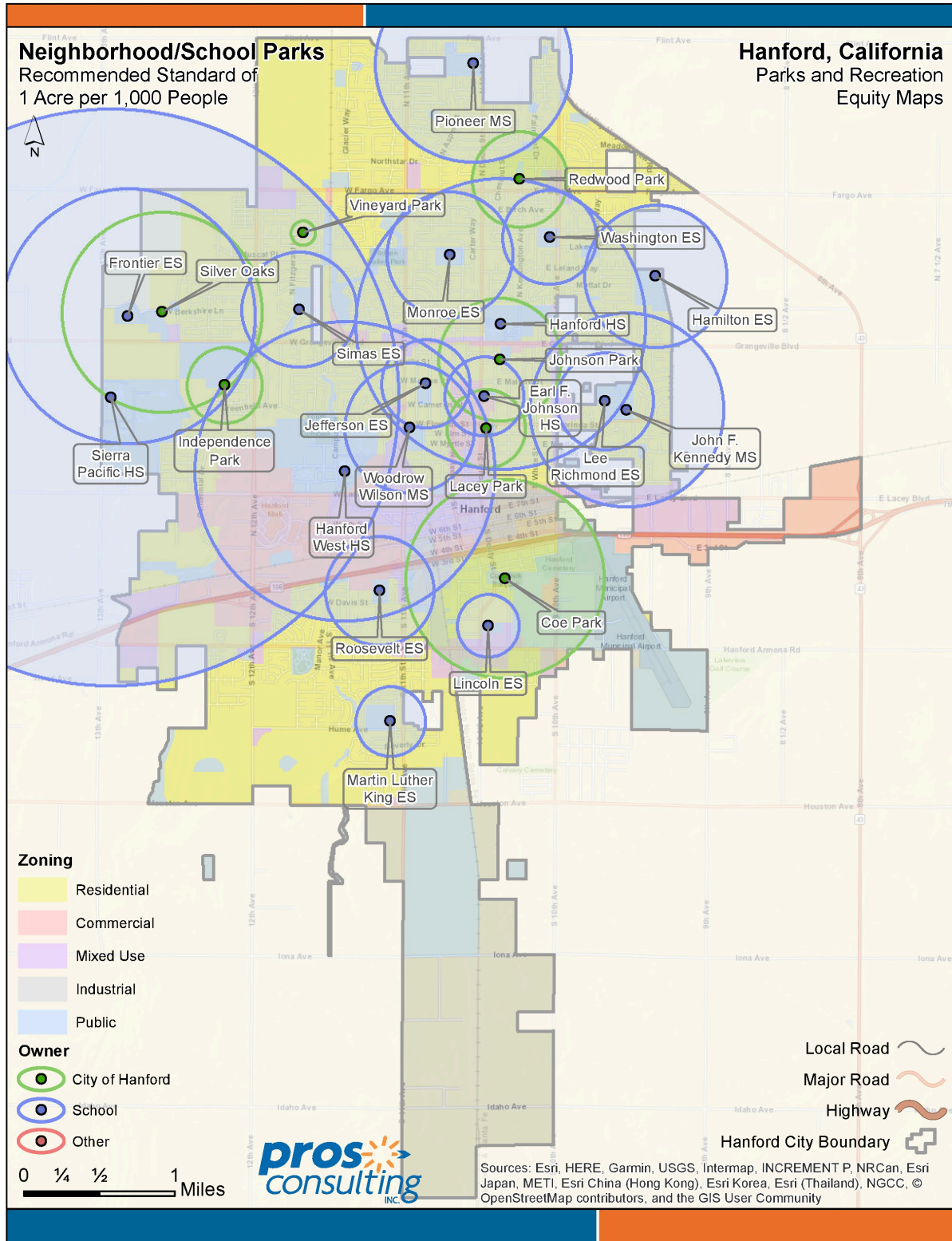


City of Hanford Parks and Recreation

Mini Parks - Opportunities exist to develop *privately owned* mini parks as part of special planning areas, as well as new growth areas of the community.

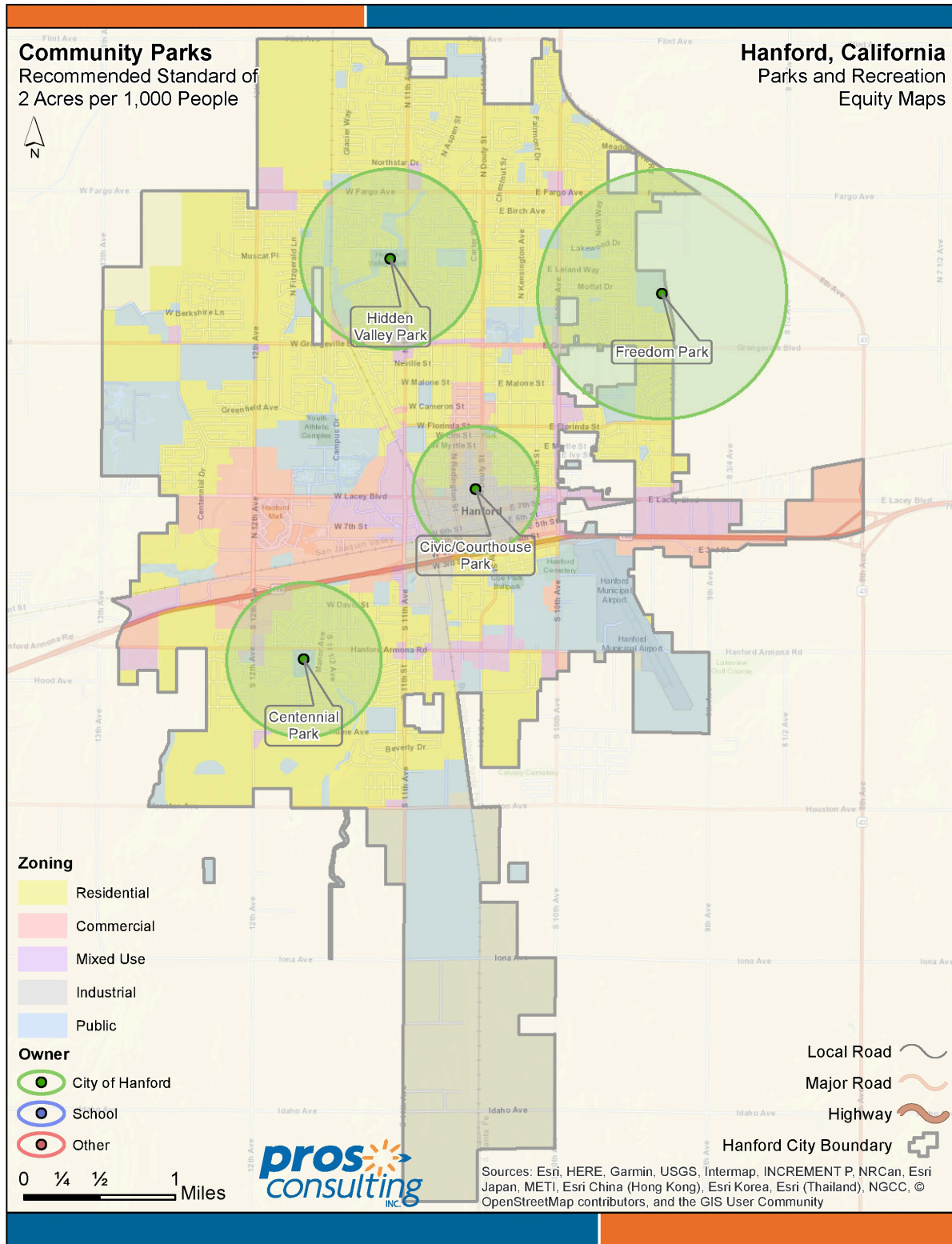


Neighborhood/School Parks - Opportunities exist to develop neighborhood parks as part of special planning areas in the northern and southern parts of the City, in partnership with the school districts and in new growth areas of the community.

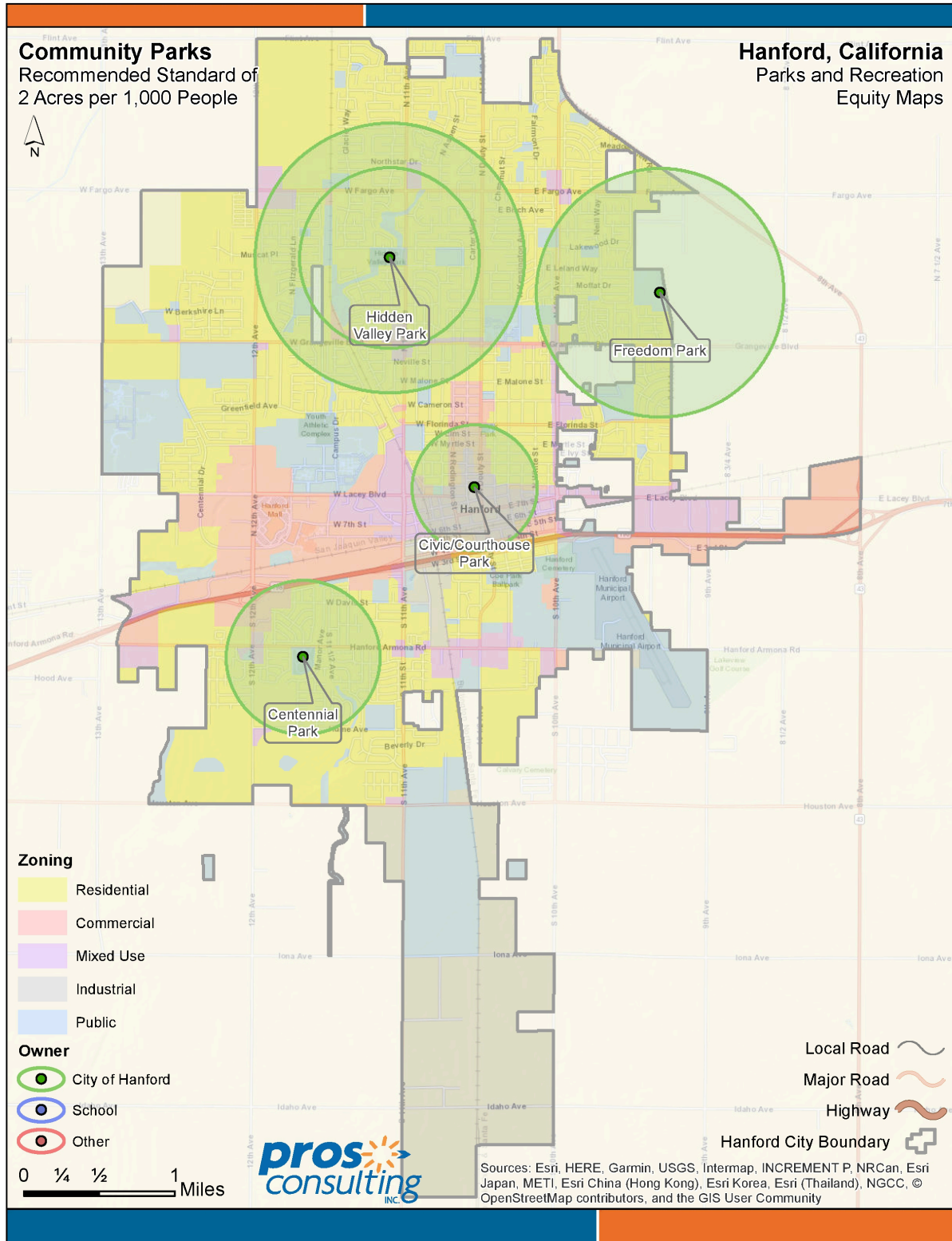




Community Parks (existing inventory) - Opportunities exist to develop community parks in the growing areas of the City through new development, as well as potential partnerships with the school districts.



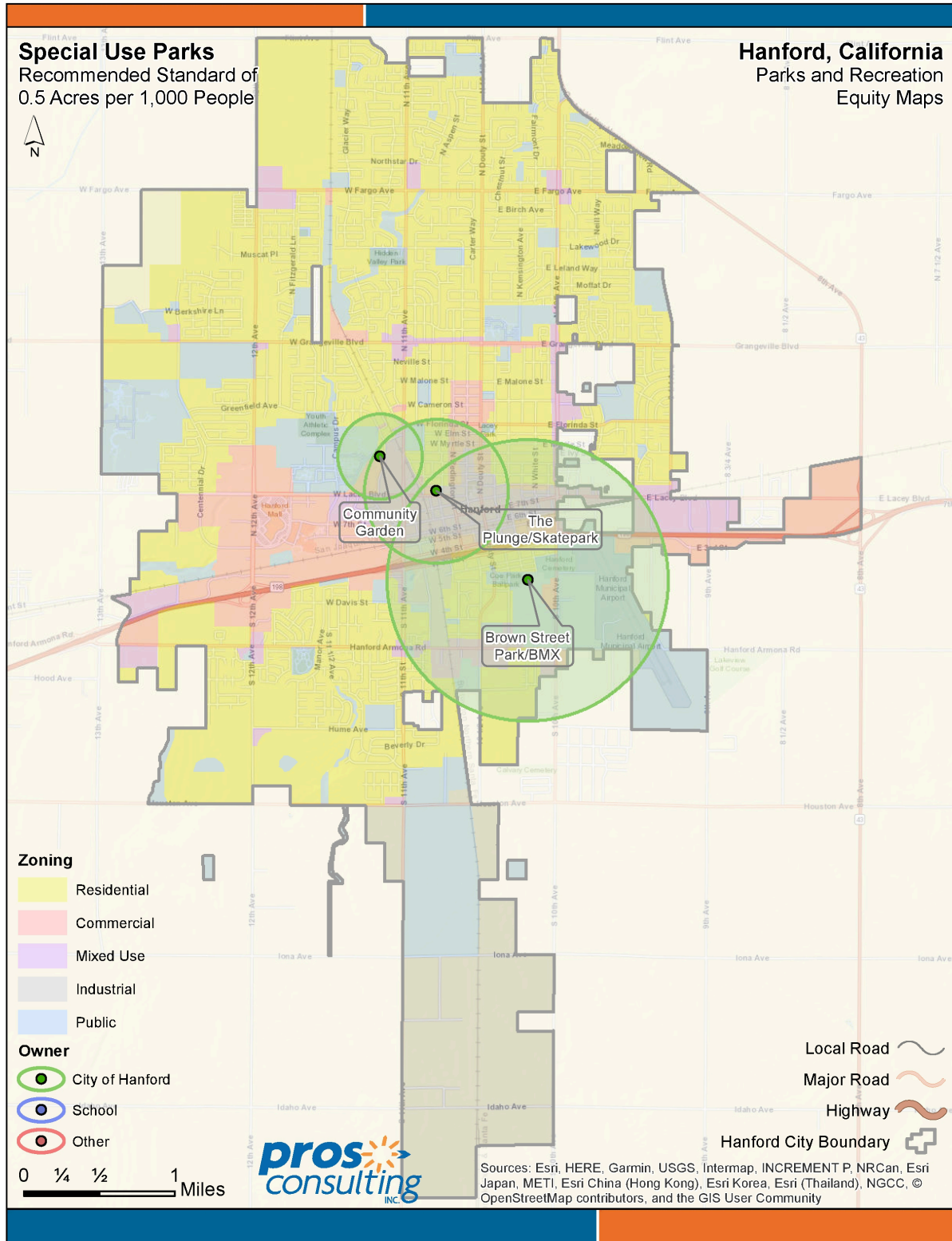
Community Parks (with additional 18 acres added to Hidden Valley Park) - As shown by the outer ring around Hidden Valley Park in the map below, the addition of the 18 acres adjacent to Hidden Valley Park significantly increases the service area of the park.



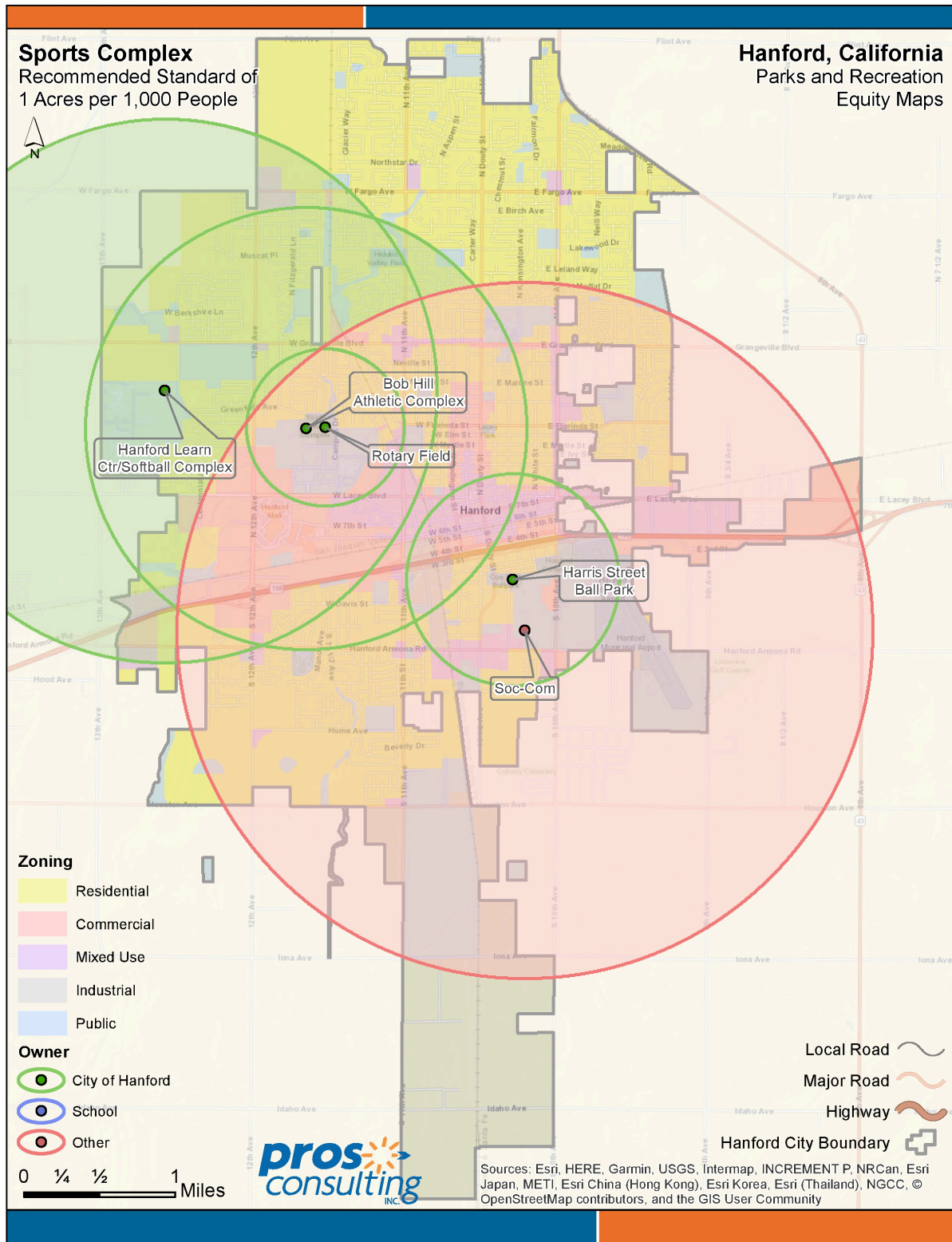


City of Hanford Parks and Recreation

Special Use Parks - The development of stand-alone special use parks should be both resident-need and opportunity driven. Geographically, opportunity does exist through the community, but existing special use parks (community garden, skatepark and BMX park) are fulfilling resident's needs.



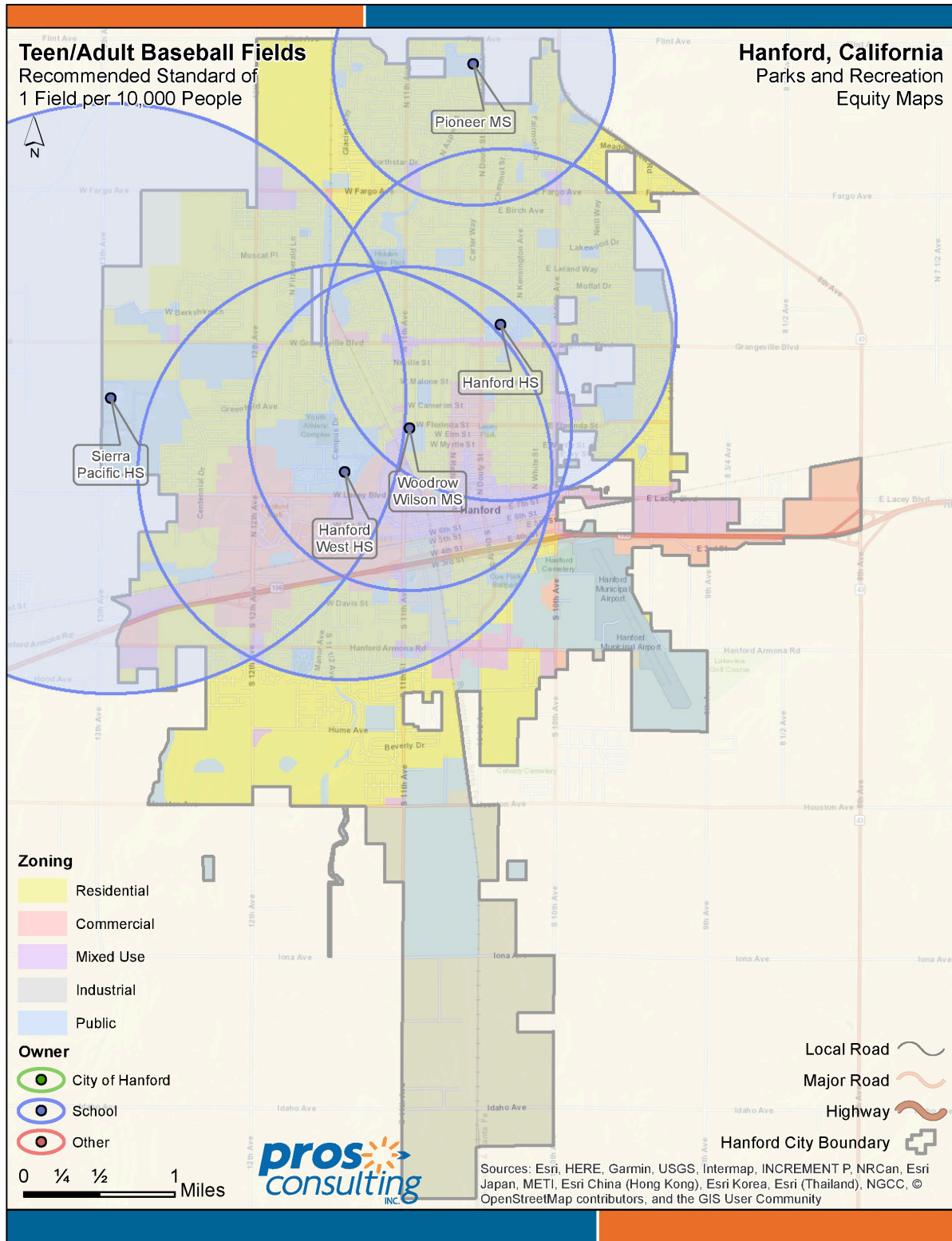
Sports Complex - Hanford Learning Center Softball Complex, Bob Hill Athletic Complex and Soc-Com provide for significant equity throughout most of the City.



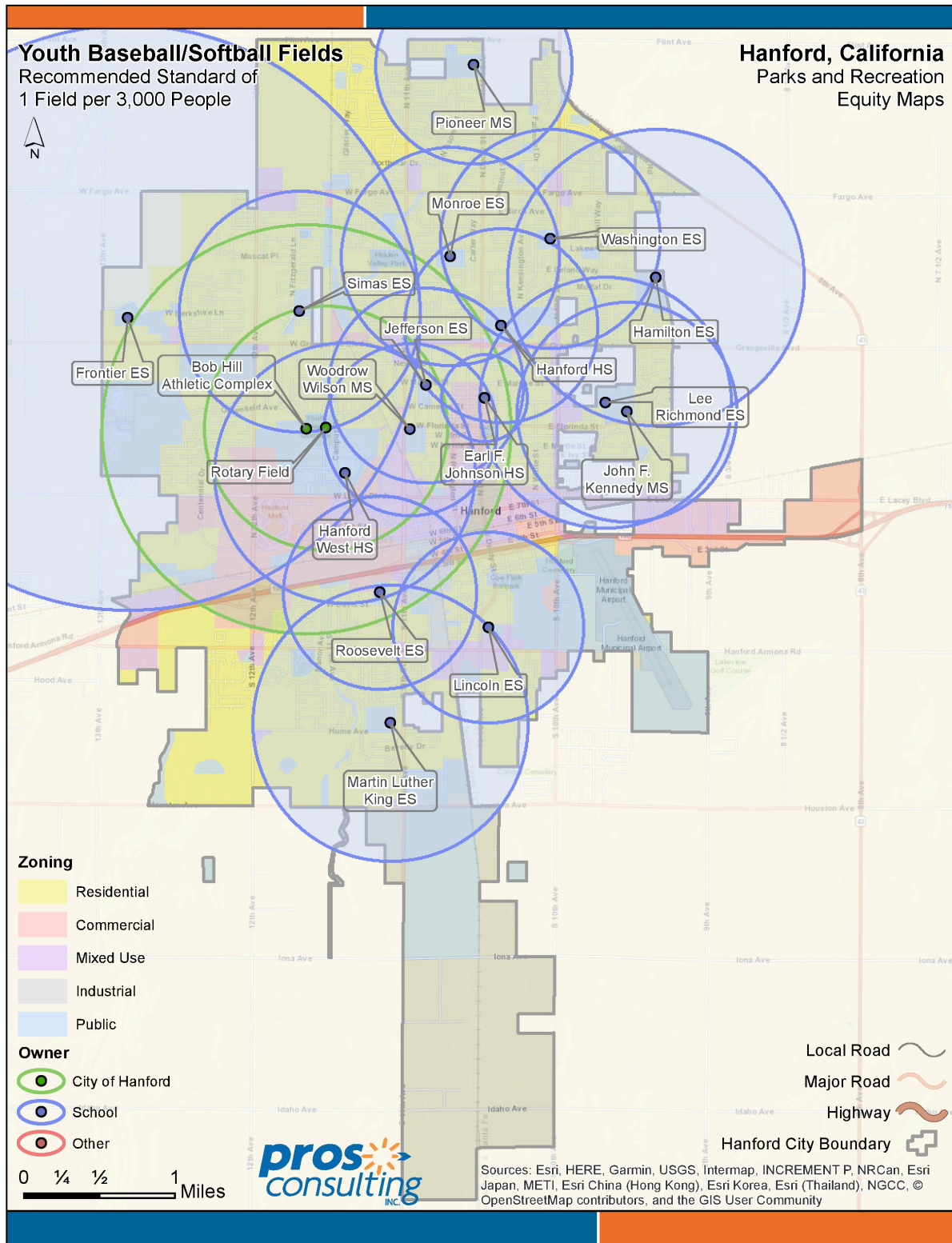


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Ball Diamond Fields - Teen/Adult - Existing ball diamond fields for teens and adults provide adequate equity in the central and northern parts of the community, but opportunities exist to add fields in the southern area of the City.

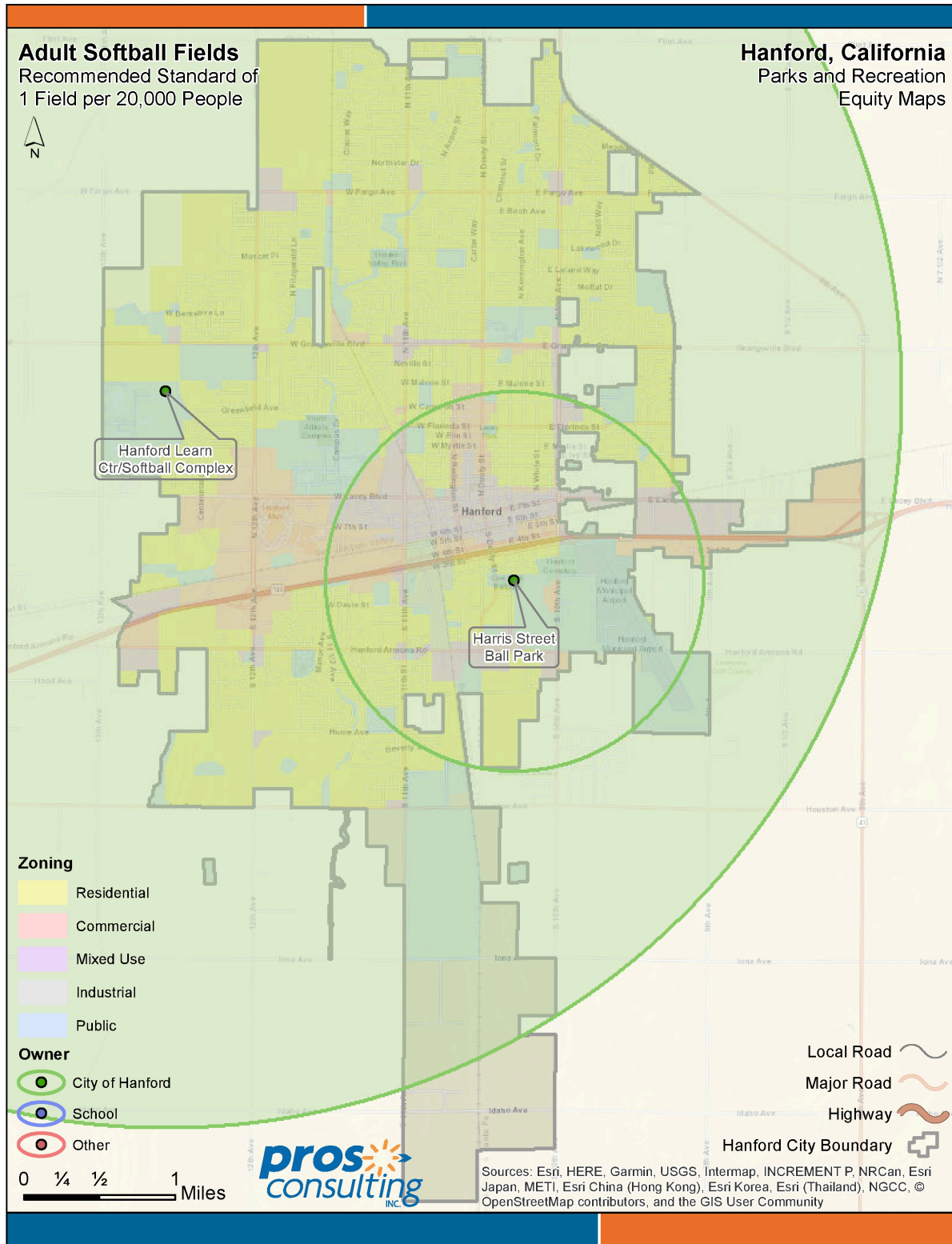


Ball Diamond Fields - Youth Baseball/Softball - Existing ball diamond fields for youth baseball/softball provide significant equity throughout the City.

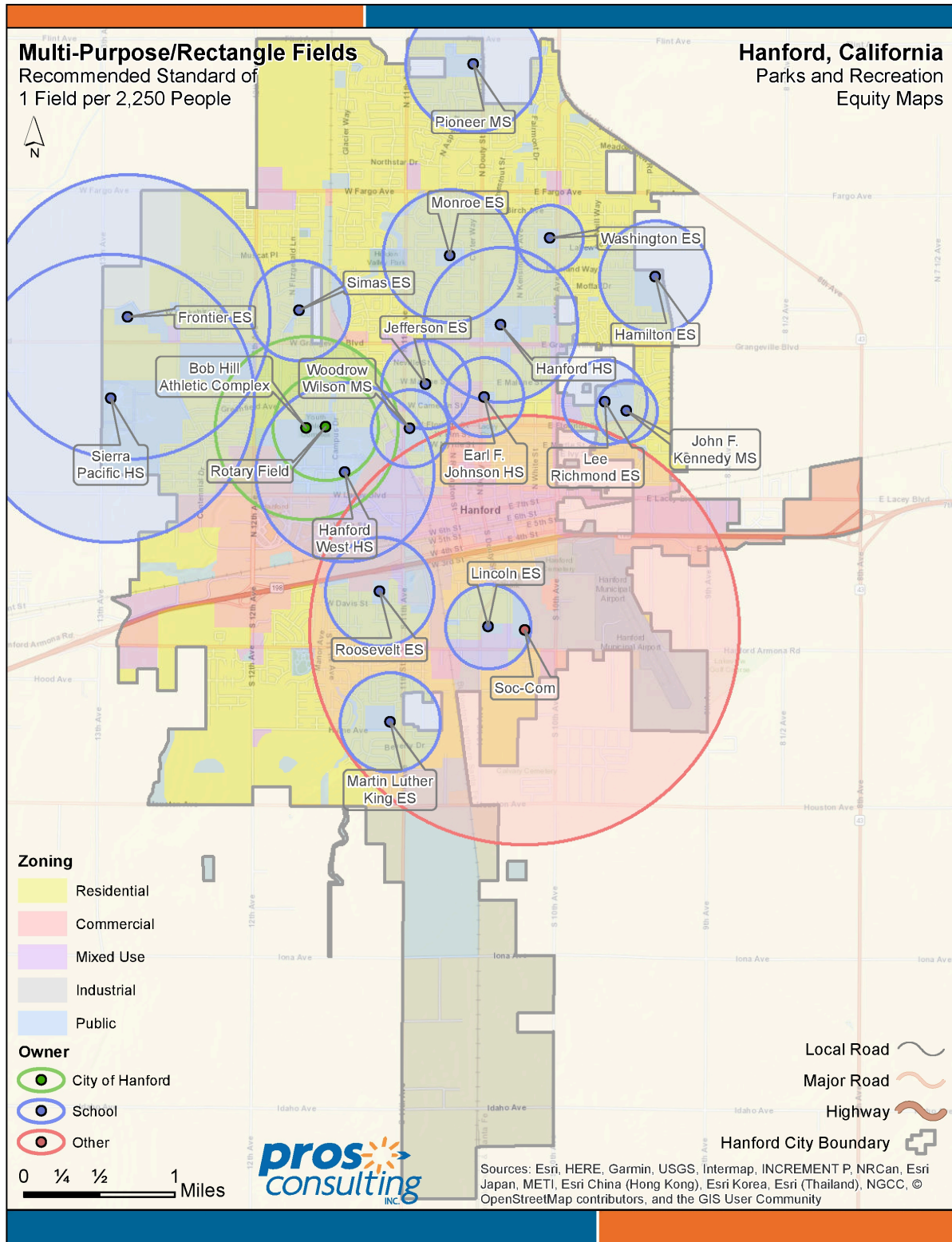




Ball Diamond Fields - Adult Softball - Existing Adult Softball diamond fields provide for adequate equity throughout the City.

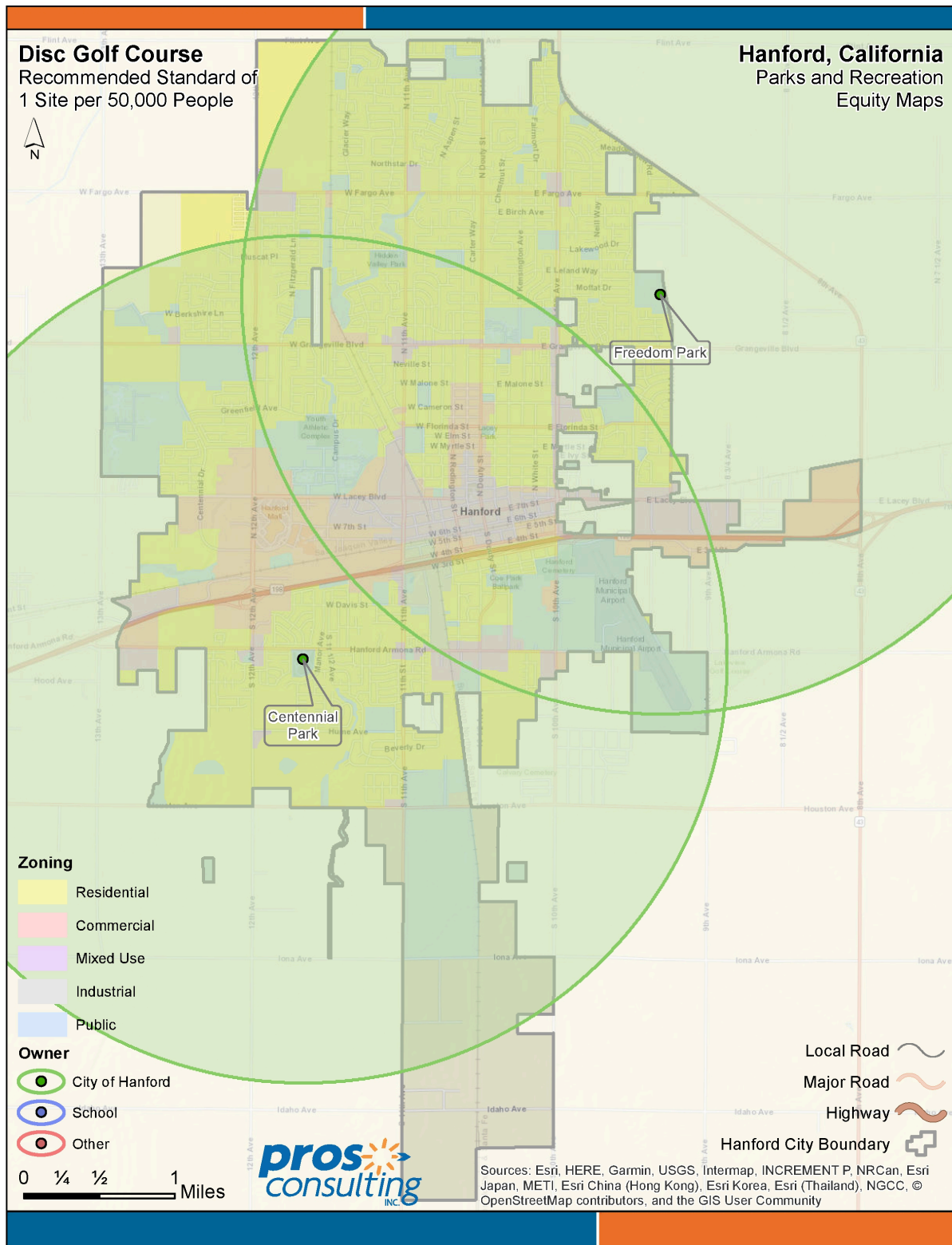


Multi-Purpose/Rectangle Fields - Existing rectangle fields for soccer, lacrosse and football provide for adequate equity throughout the City.

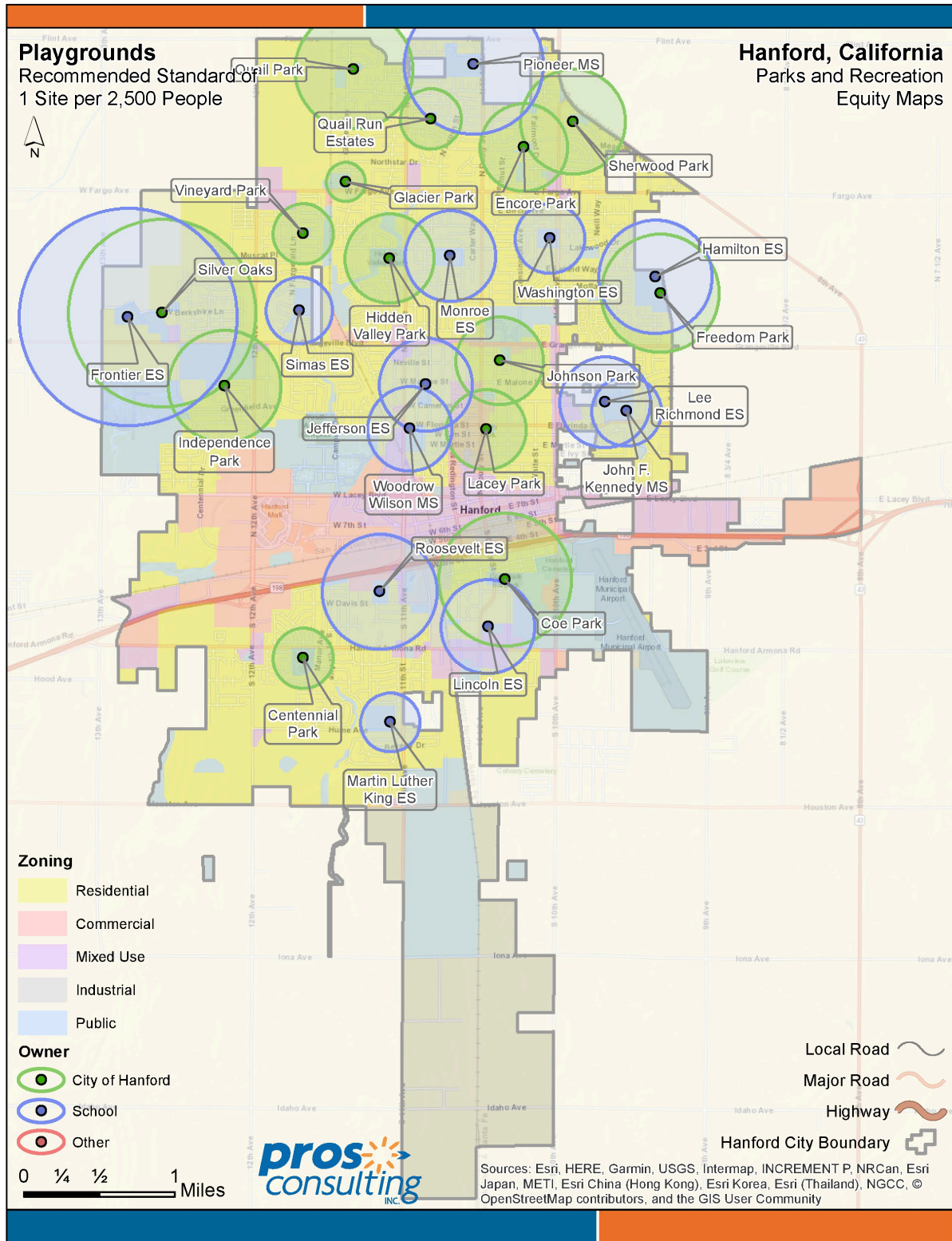




Disc Golf Course - Existing disc golf courses provide significant equity throughout the City.

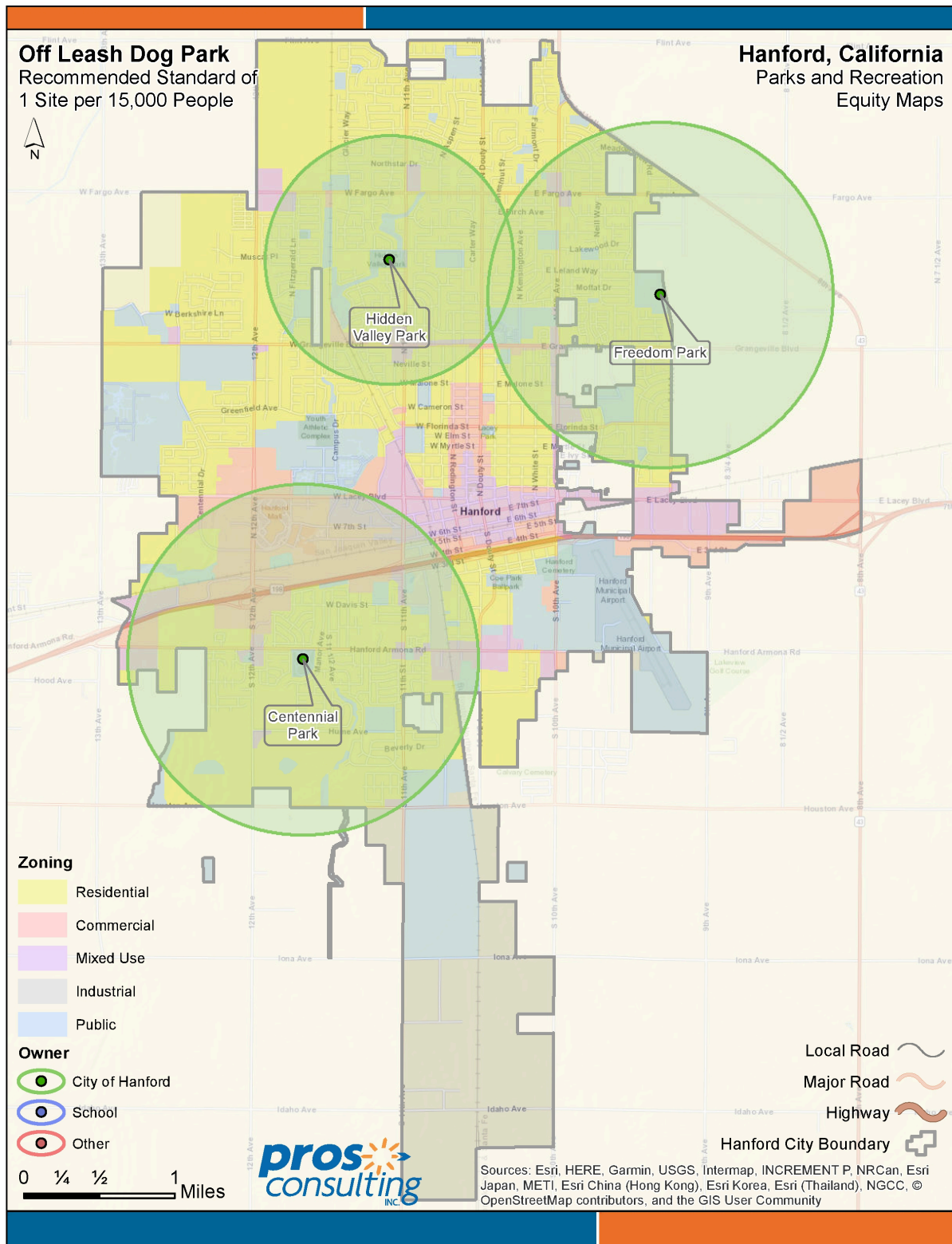


Playgrounds - Opportunities exist to add playgrounds to the parks and recreation system as neighborhood and community parks are developed, in particular in the southern part of the community.

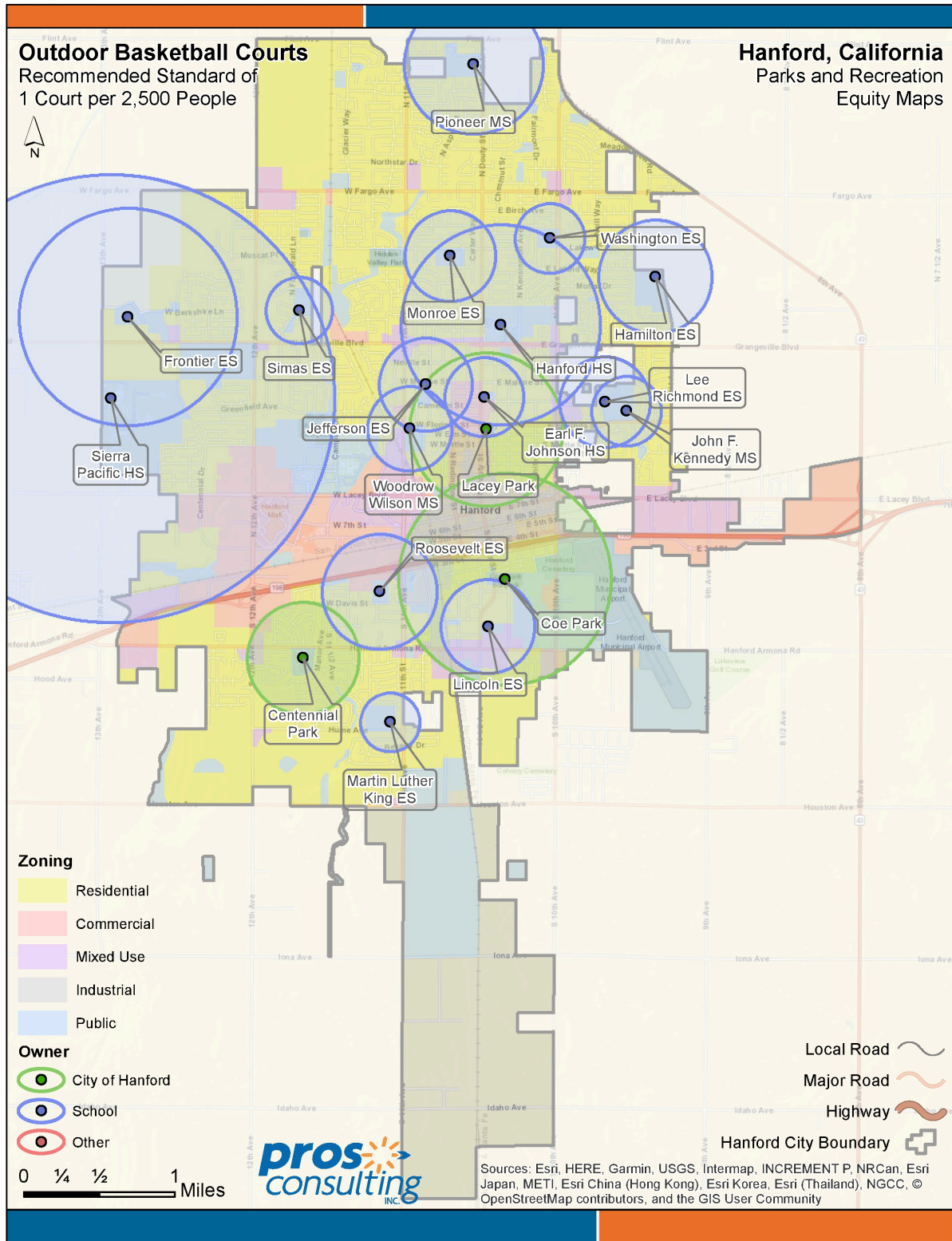




Off Leash Dog Parks - Off leash dog parks provide adequate equity throughout the City.

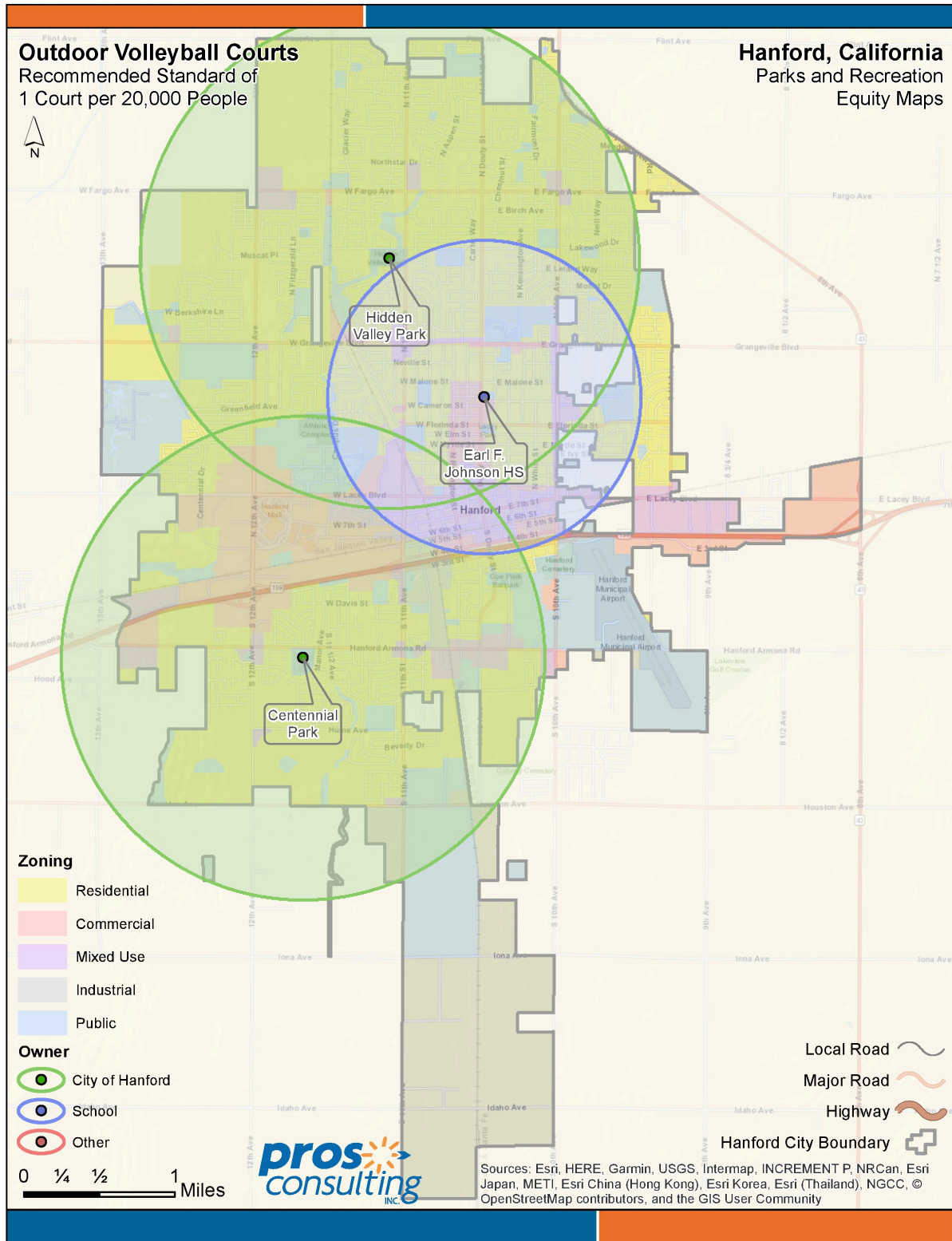


Outdoor Basketball Courts - Existing basketball courts provide for adequate equity throughout the City's developed areas.

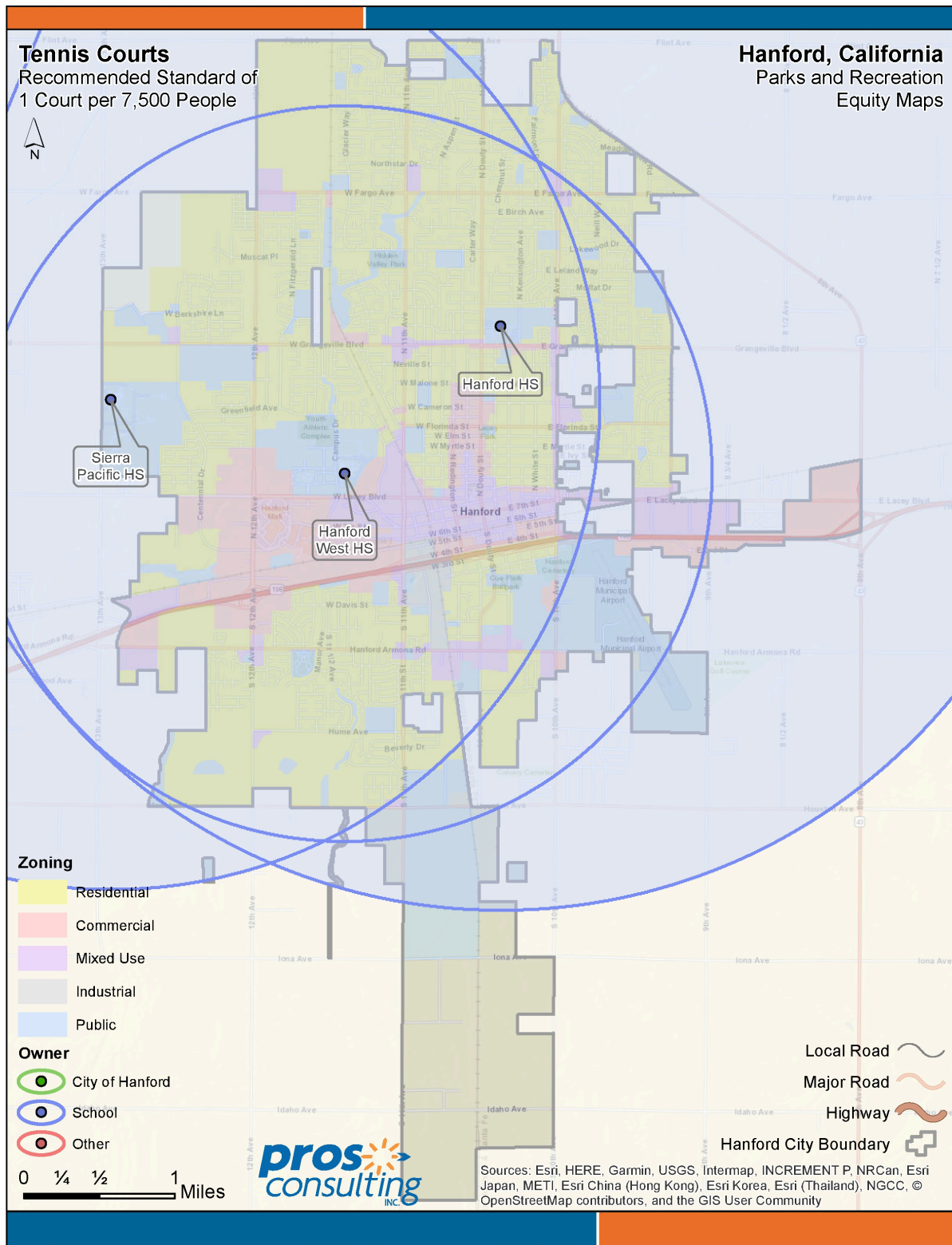




Outdoor Volleyball Courts - Existing volleyball courts provide for significant equity throughout the City's developed areas.

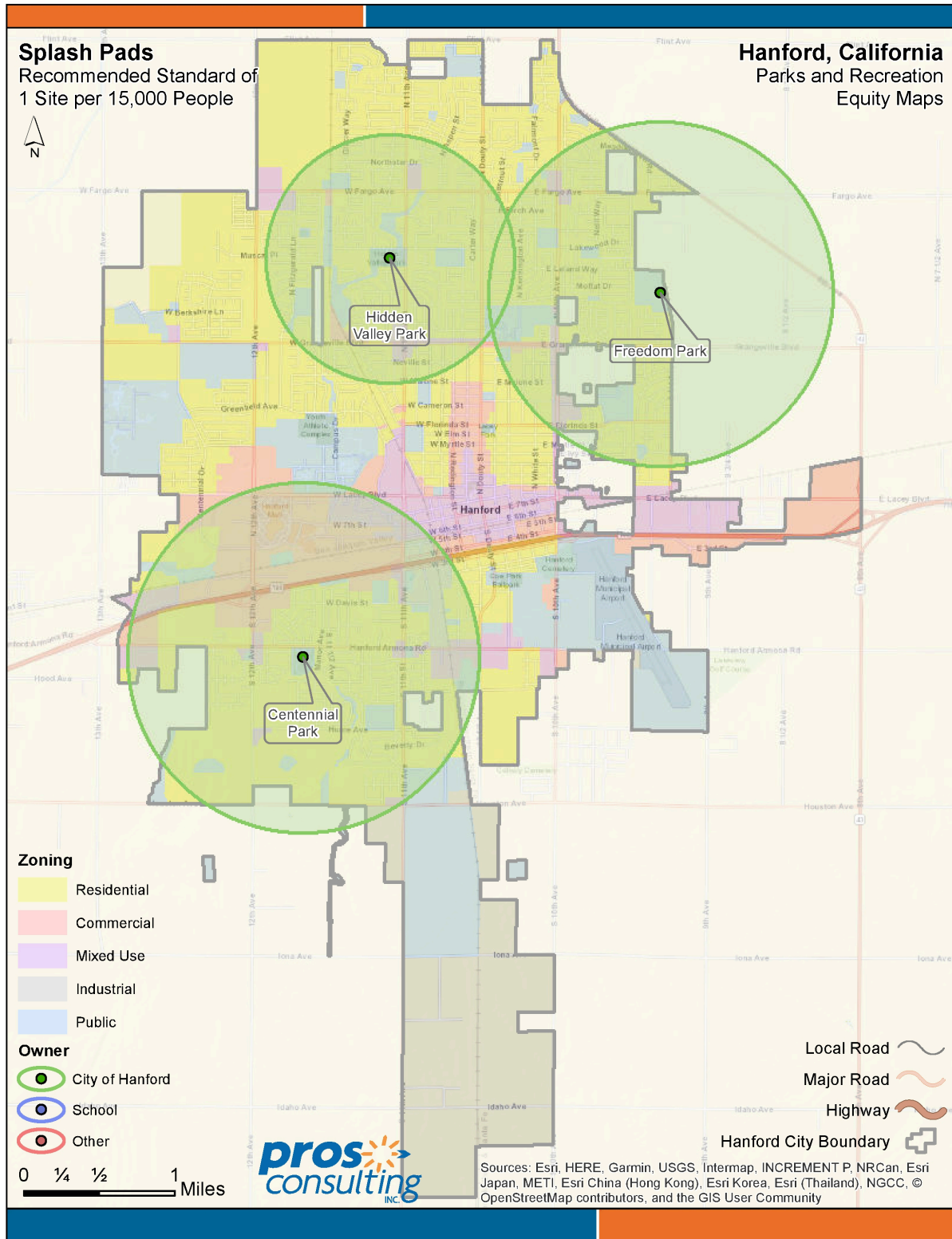


Tennis Courts - Existing tennis courts provide full equity throughout the City.

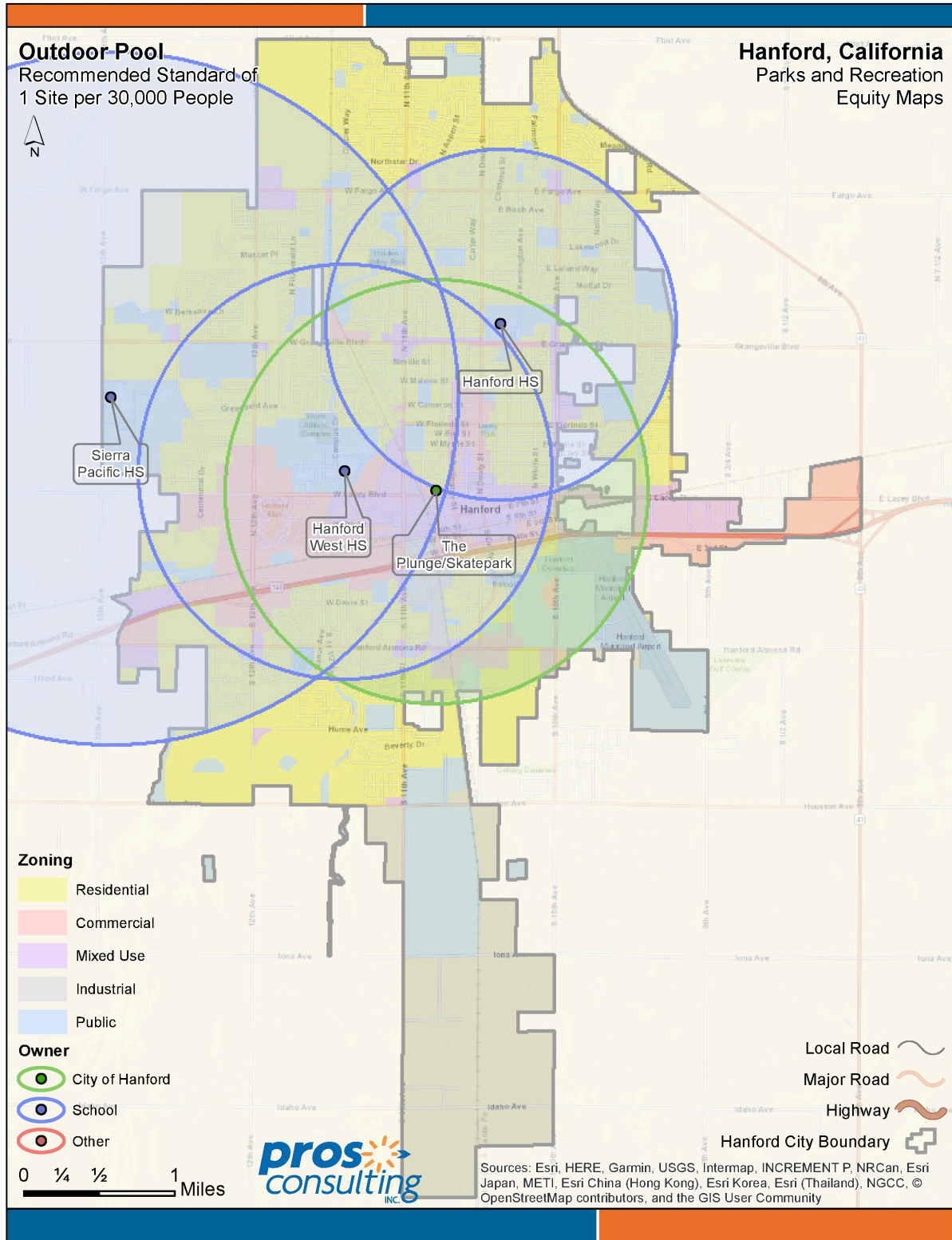




Splash Pads - Existing splash pads provide adequate equity throughout the City.

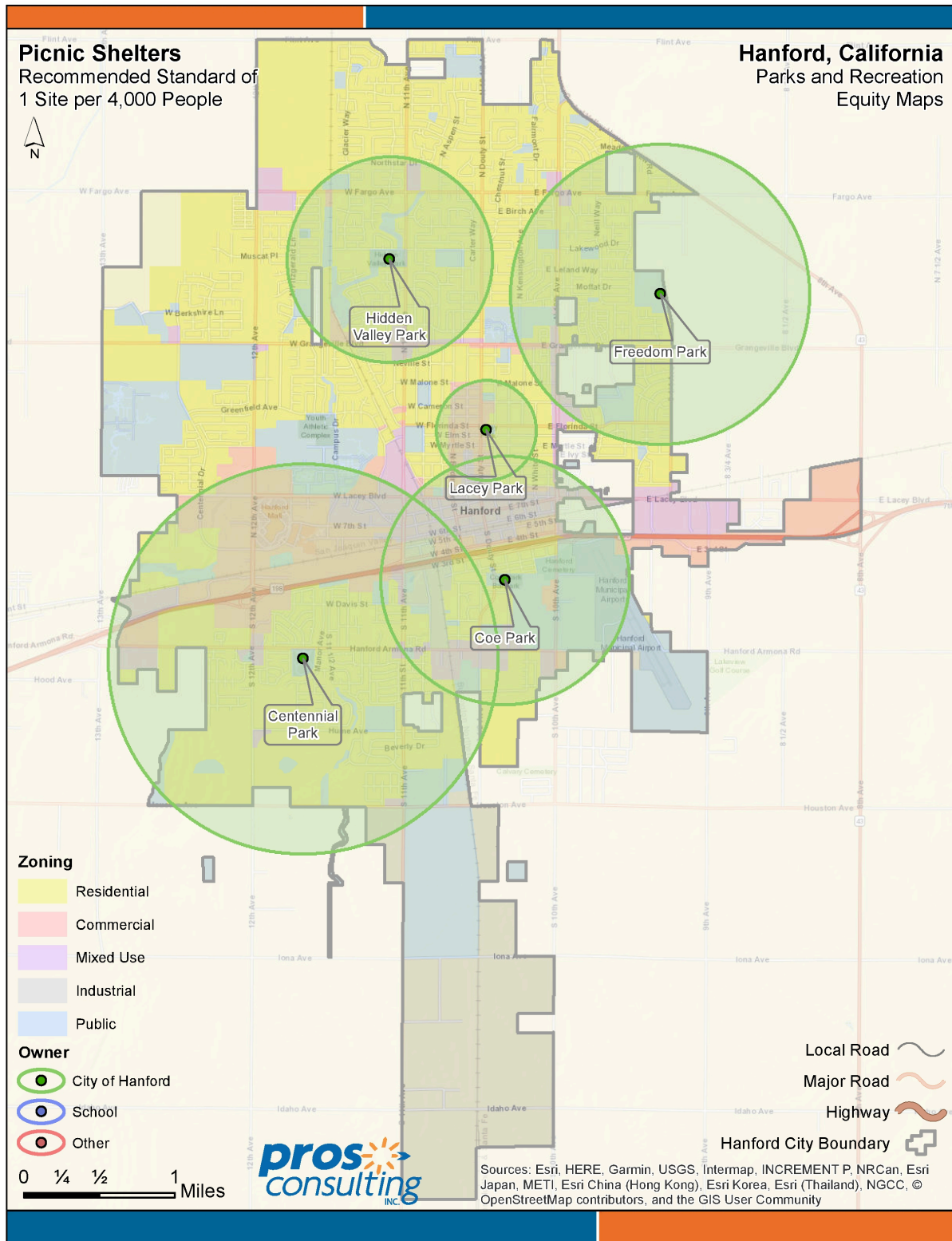


Outdoor Pool - Significant equitable distribution is provided by the existing Outdoor Pools throughout the City.

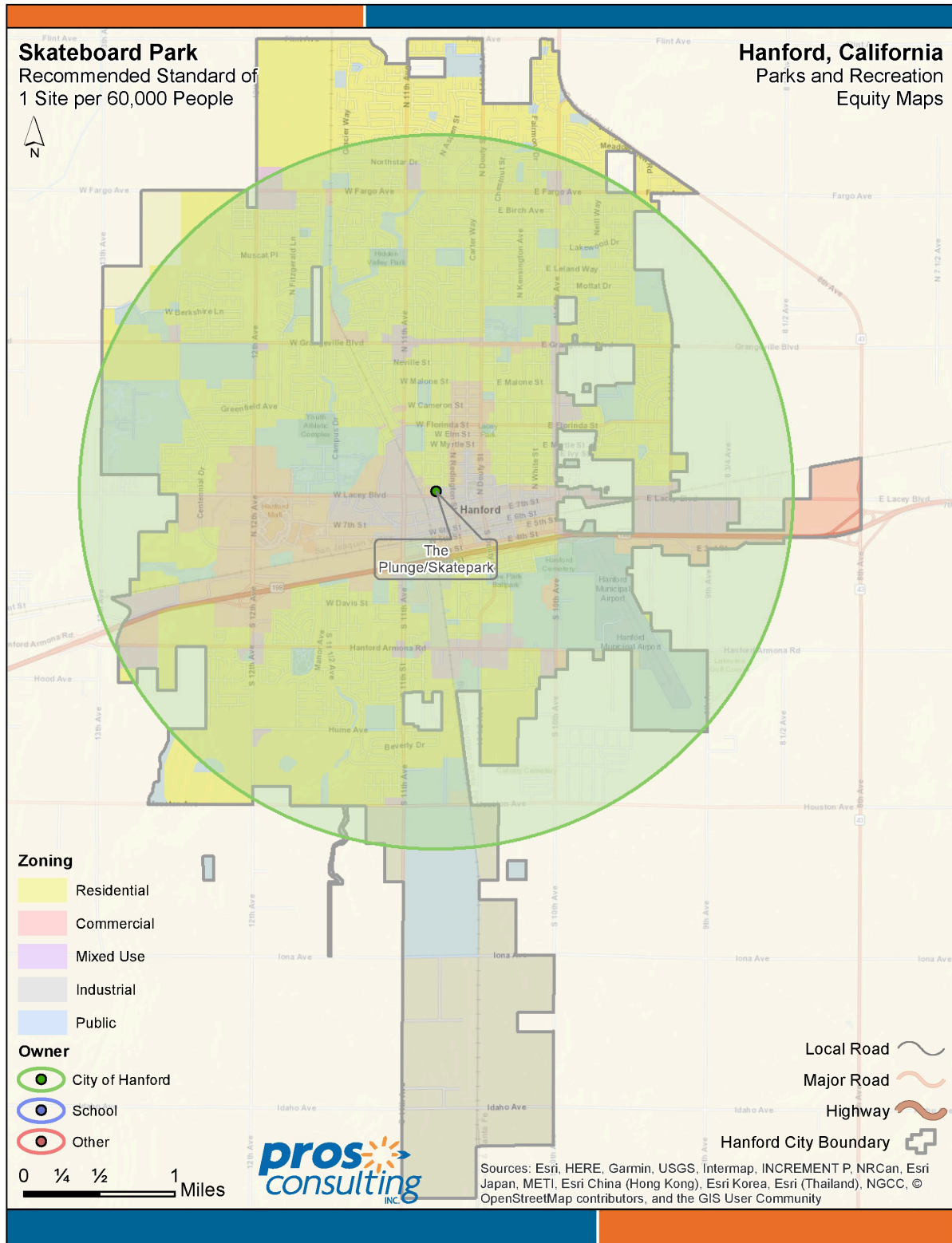




Reservable Picnic Shelters - Opportunities exist to add reservable shelters to the parks and recreation system in central and northern parts of the community.

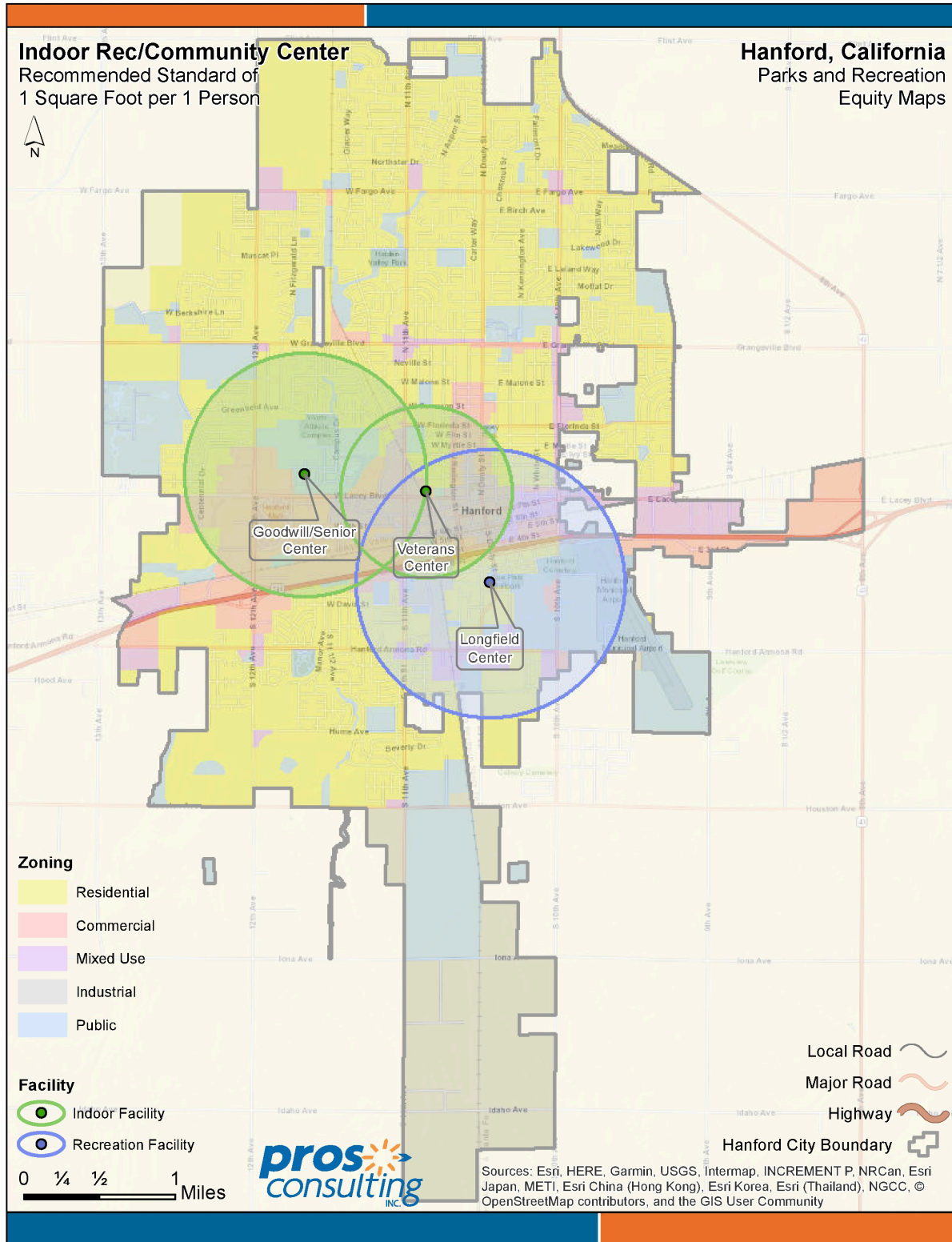


Skate Park - The existing skatepark provides significant equity in the City.





Indoor Recreation/Community Centers - Though the city has multiple indoor facilities, the square footage of these facilities does not provide adequate coverage for the City.



CHAPTER SEVEN - 10-YEAR CAPITAL IMPROVEMENT PLAN

To plan and prioritize capital improvement projects, recommendations include balancing the maintenance of current assets with the development of new facilities. The Departmental Capital Improvement Plan (CIP) framework is utilized to determine CIP projects in concert with an implementable financial plan. A key priority is also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities. Maintaining current infrastructure with limited funding will inhibit the City's ability to take care of all existing assets and build new facilities.

A three-tier plan is recommended to help guide the decision-making process for CIP investments. The three-tiered plan acknowledges a fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources. A complete list of the projects in each is identified in this chapter. The three tiers include:

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, safety and ADA improvements and existing debt service obligations. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community, including adding features to extend recreation opportunities, such as playfields, shade structures, adult fitness equipment, covered picnic shelters, and trail loops. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development, such as a new community park, a new recreation center and major trail developments. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.

7.1 10-YEAR CAPITAL IMPROVEMENT PLAN DEVELOPMENT – GENERAL ASSUMPTIONS

The following are the general assumptions utilized in the development of the recommended 10-year capital improvement plan:

- All projects must be financially viable.
- Only projects likely to be implemented within 10-year plan period are included in the plan.
- Projects must be consistent with other planning efforts, where applicable.
- A 5% cost escalator has been applied for each year, to estimate total costs of the CIP.



7.2 SUSTAINABLE PROJECT RECOMMENDATIONS – MAINTAINING WHAT WE HAVE

This section outlines the projects that focus on the repair and lifecycle replacement of existing parks, facilities, and amenities as well as administrative planning efforts.

SUSTAINABLE PROJECTS (Repair Existing)		
EXISTING PARKS		
Asset	Brief Description	Estimated Total Project Cost
All Parks as Applicable	ADA Improvements	\$400,000
All Parks as Applicable	FFE Improvements	\$400,000
Airport Park	Irrigation Improvements	\$25,000
Bob Hill Athletic Complex	Irrigation Improvements; Resurface Entry Drive; Re-sod eroded side of hill leading down to ball field; Replace Concession Stand - 2nd Level; Relocate mechanical equipment that is in the middle of the main plaza area	\$300,000
Brown Street Park/BMX	Re-sod/plant areas around BMX track	\$25,000
Encore Park	Irrigation Improvements	\$25,000
Freedom Park	Irrigation Improvements; Playground Replacement with shade	\$200,000
Hanford Learning Center/Softball Complex	Irrigation Improvements; Fencing Replacement	\$50,000
Lakewood Park	Remove Well	\$100,000
Quail Run Estates	Irrigation Improvements	\$25,000
Sherwood Park	Playground Surfacing Replacement; Remove Building; Irrigation Improvements; Improve Landscaping	\$150,000
SUBTOTAL EXISTING PARKS		\$1,700,000
EXISTING RECREATION FACILITIES		
Asset	Brief Description	Estimated Total Project Cost
Goodwill/Senior Center	Comprehensive Facility Assessment for each facility	\$100,000
Longfield Center		
Veterans Center		
SUBTOTAL EXISTING RECREATION FACILITIES		\$100,000
TOTAL SUSTAINABLE PROJECTS		\$1,800,000

7.2.1 SUSTAINABLE PROJECT HIGHLIGHTS

- **\$400,000 or 22%: ADA Improvements** in all parks as needed.
- **\$400,000 or 22%: General Furniture, Fixture and Equipment** in all parks as needed over the next 10 years.
- **\$300,000 or 17%: Bob Hill Athletic Complex Improvements** including Irrigation Improvements; resurfacing of entry drive; re-sod eroded side of hill leading down to ball field; replace concession stand; relocate mechanical equipment that is in the middle of the main plaza.
- **\$200,000 or 11%: Freedom Park Improvements** including irrigation improvements and playground replacement.
- **\$100,000 or 6% - Comprehensive Facility Assessment** for existing facilities.

7.3 EXPANDED SERVICES RECOMMENDATIONS – IMPROVING WHAT WE HAVE

Options described in this section provide the extra services or capital improvement that could be undertaken to meet need(s) with a focus on enhancements to existing facilities. The following provides a summary of the expanded service options.

EXPANDED SERVICES PROJECTS (Upgrade)		
EXISTING PARKS		
Asset	Brief Description	Estimated Total Project Cost
Airport Park	Add Small Playground with Shade	\$150,000
Bob Hill Athletic Complex	Connect Bob Hill Athletic Complex-Rotary Field with walking path	\$50,000
Brown Street Park/BMX	Improve Signage	\$5,000
Centennial Park	Add Picnic Shelter; Pathway Construction	\$300,000
Civic/Courthouse Park	Add Pathways; Consider Public Art Incorporation; Add Seating; Refuse Enclosure; Add Playground	\$400,000
Encore Park	Add Loop Trail	\$50,000
Gateway Park	Consider Public Art Incorporation	\$5,000
Hanford Learning Center/Softball Complex	Add Pathways between fields; Add signage; Add picnic shelter	\$100,000
Hidden Valley Park	Extend Walking Path; Add Reservable Picnic Shelter in place of gazebo	\$150,000
Hye Park	Add walking path from E Myrtle to Acacia St	\$25,000
Independence Park	Add shade to playground; Add Park Signage	\$25,000
Lakewood Park	Add Playground with Shade	\$150,000
Quail Park	Add shade to playground; Add Park Signage	\$25,000
Quail Run Estates	Add seating or picnic area	\$5,000
Rotary Field	Connect Bob Hill Athletic Complex-Rotary Field with walking path; Add circulation path around park behind home plate of each field	\$75,000
Sherwood Park	Add Picnic Area	\$5,000
Silver Oaks	Add shade to playground; Add Pathway connection to neighborhood	\$50,000
The Plunge/Skatepark	Add signage so facility name is visible from W Lacey Blvd. Main entrance off secondary street; Add parking at old fire station location	\$25,000
Vineyard Park	Add street connection path from Vineyard Place; Add shade to playground	\$25,000
Athletic Field Lighting	Add Athletic Field Lighting (Soc-Com; Schools)	\$1,000,000
TOTAL EXPANDED SERVICES PROJECTS		\$2,620,000

7.3.1 EXPANDED SERVICE PROJECT HIGHLIGHTS

- **\$1 Million or 38%: Athletic Field Lighting Expansion** at Soc-Com and school athletic fields.
- **\$400,000 or 15%: Civic/Courthouse Park Improvements** including addition of pathways; incorporation of public art; addition of seating that balances the desire to deter vagrancy; installation of refuse enclosure; addition of playground.
- **\$300,000 or 11%: Centennial Park Improvements** including pathway construction and addition of a reservable picnic shelter.



7.4 VISIONARY RECOMMENDATIONS – DEVELOPING NEW OPPORTUNITIES

Recommendations described in this section represent the complete set of services and facilities desired by the community. It can help provide policy guidance by illustrating the ultimate goals of the community, and by providing a long-range look to address future needs and deficiencies. The following new development and redevelopment projects have been identified as relevant to the interests and needs of the community and are relevant to the City's focus because they feature a high probability of success.

VISIONARY PROJECTS (New/Major Upgrade)		
EXISTING PARKS		
Asset	Brief Description	Estimated Total Project Cost
Coe Park	Site Specific Master Plan in conjunction with Harris Street Ballpark	\$50,000
Harris Street Ball Park	Site Specific Master Plan in conjunction with Coe Park	\$50,000
Johnson Park	Site Specific Master Plan	\$50,000
Lacey Park	Site Specific Master Plan to address wading pool and disjointed layout of park amenities	\$50,000
SUBTOTAL EXISTING PARKS		\$200,000
NEW PARK and FACILITY DEVELOPMENT		
Asset	Brief Description	Estimated Total Project Cost
Park Development	Development of neighborhood and community parks	\$37,500,000
New Recreation and Senior Center	Recreation Center Feasibility Study and Repurpose Study of existing facilities; Rec Center Construction and Existing Facility Repurposing	\$20,000,000
Dog Park	Land Acquisition for up to 3 acres for Dog Park - west side of community and development of dog park	\$500,000
SUBTOTAL NEW PARK DEVELOPMENT		\$58,000,000
TOTAL VISIONARY PROJECTS		\$58,200,000

7.4.1 VISIONARY PROJECT HIGHLIGHTS

- **\$37.5 Million or 64%:** Neighborhood and Community Park Development -112 acres of new park space at \$330,000/acre.
- **\$20 Million or 34%:** Recreation Facilities including a Recreation Center Feasibility Study; Repurposing Study of existing facilities and new Recreation Center Construction and Existing Facility Repurposing.

7.5 CAPITAL IMPROVEMENT SUMMARY BY TIER

The following table summarizes the three-tier approach to the development of the capital improvement plan associated with the Master Plan.

Tier	Estimated Total Project Cost
Sustainable Projects	\$1,800,000
Expanded Service Projects	\$2,620,000
Visionary Projects	\$58,200,000
TOTAL	\$62,620,000

7.6 PROJECT PRIORITIZATION CRITERIA

In order to help prioritize projects based on limited funding sources, staff developed draft criteria for evaluating a project's ability to meet a variety of park and recreation needs and provide additional benefits. The criteria are shown in the table on the following page and focus on the following:

- **Financial Viability** - All projects must demonstrate that funding is available for both capital and long-term operations and maintenance costs. The City should not take on a project that it cannot afford to maintain.
- **Immediate Projects** - Projects needed due to health, safety, legal and/or ADA issues, as well as to protect the City's current investment in facilities.
- **Benefit-Driven Projects** - Projects that meet the park land and amenity needs of the community, complete a partially-developed project and/or serve as a potential catalyst for economic development.
- **Opportunity-Driven Projects** - Projects that leverage resources and offer partnership opportunities, are located on a significant site and/or promote economic development opportunities.



City of Hanford Parks and Recreation Master Plan Update Project Prioritization Criteria			
	Category	Description	Project Examples
For All Projects	1. Financial Viability	All projects must demonstrate that funding is available for capital AND long-term operation/maintenance costs.	<ul style="list-style-type: none"> • Installation/eventual replacement of park furniture, fixtures and equipment (i.e. play structures, shade structures, benches, etc.)
	2. Health/Safety/Legal/ADA	Immediate health & safety risk, ADA improvements, settlement requirements.	<ul style="list-style-type: none"> • ADA & safety improvements
Immediate	3. Taking Care of Existing Investments	Lifecycle replacement and enhancement of existing parks, trails and building facilities.	<ul style="list-style-type: none"> • Equipment replacement/repairs at existing parks and facilities • Trail lighting, signage
	4. High Unmet Need	Development of amenities based on unmet needs identified in the Level of Service (LOS) analysis.	<ul style="list-style-type: none"> • More covered picnic shelters • Recreation Facility Development • Trail Development
Benefit-Driven	5. Park and Facility Deficiency	Land/project is located in a park-poor area (deficient and/or contributes park land needed based on the LOS analysis.)	<ul style="list-style-type: none"> • Park improvements in southern portion of City
	6. Economic Revitalization	Potential for project to serve as a catalyst for other investment.	<ul style="list-style-type: none"> • Civic/Courthouse Park improvements • Parks and trails • Amenities to support private investment • Regional recreation tourism activities
Opportunity-Driven	7. Ability to Leverage Resources	Are other projects occurring on or near the site or are there other funding sources available?	<ul style="list-style-type: none"> • Trail improvements • ADA upgrade projects
	8. Partnership Opportunities	Partnership will help fund improvements and/or long-term operation/maintenance costs.	<ul style="list-style-type: none"> • Shade Structures • School Districts properties
	9. Site Significance	Site has been identified as a public priority.	<ul style="list-style-type: none"> • Partnership projects • Trails

CHAPTER EIGHT – CAPITAL IMPROVEMENT PLAN FUNDING

In order to continue to build and maintain the parks and recreation system, a sound and strategic funding strategy was developed for the capital improvement projects presented in this plan.

Fiscally sustainable and realistic funding sources are essential to implementing a capital improvement plan. There is significant opportunity within existing funding sources to fully fund the capital improvement plan presented in this plan. The following describes the process undertaken to identify and allocate funding resources for the 10-year capital improvement plan.

8.1 FUNDING STRATEGY APPROACH

A desired outcome for the funding of the Master Plan's capital improvement plan is to minimize the burden that the City of Hanford's Park Impact Fee must carry to fund the 10-year CIP. To accomplish this, the following strategic approach was developed to create an implementable funding plan for the CIP:

1. Development of a comprehensive list of CIP projects and cost estimates (Chapter 7).
2. Identified the most implementable funding sources.





8.2 FUNDING RECOMMENDATIONS

In order to continue to build and maintain the parks and recreation system, funding should be pursued for operations and capital improvement projects, such as those presented in this plan.

New, sustainable funding sources are essential to implementing a capital improvement plan. There is substantial potential for increasing revenues for the parks and recreation system while still providing affordable recreation opportunities. The following are funding options identified for the City of Hanford. These sources should be vetted as it develops a one to ten-year capital improvement program in 2019. The first step in the process of creating a financially implementable capital improvement plan is to identify potential funding sources available to fund the plan. The following table summarizes the potential funding sources identified:

8.2.1 EXTERNAL FUNDING SOURCES

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility
External Funding			
	Corporate Sponsorships	This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.	High
	Partnerships	Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a City department, or a private business and a City agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.	High
	Foundations/Gifts	These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.	High
	Private Donations	Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.	High
	Friends Groups	These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.	High
	Volunteerism	The revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the city's cost in providing the service plus it builds advocacy into the system.	High

8.2.2 CAPITAL FEES

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility
Capital Fees			
	Dedication/Development Fees	These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc.	High
	Impact Fees	These fees are on top of the set user rate for accessing facilities such as golf courses, recreation centers and pool facilities to support capital improvements that benefit the user of the facility.	High

8.2.3 USER FEES

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility
User Fees			
	Recreation Service Fees	This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.	High
	Fees/Charges	The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures.	High
	Ticket Sales/Admissions	This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment facilities. These user fees help offset operational costs.	High
	Permits (Special Use Permits)	These special permits allow individuals to use specific park property for financial gain. The city either receives a set amount of money or a percentage of the gross service that is being provided.	High
	Reservations	This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other types of facilities for special activities.	High



8.2.4 GRANTS

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility
Grants			
	Partnership Enhancement Monetary Grant Program	Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.	High
	CDBG Funding	Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.	High
	Proposition 68	Proposition 68 authorized \$4 billion in general obligation bonds for state and local parks, environmental protection and restoration projects, water infrastructure projects, and flood protection projects.	High

8.2.5 TAX SUPPORT

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility
Tax Support			
	Lighting and Landscape District/Community Facility Districts	Special property owner approved assessment that can be utilized for both capital improvements and ongoing maintenance.	High



8.2.6 FRANCHISE AND LICENSES

Funding Category	Funding Strategy	Funding Description	Implementation Feasibility
Franchises and Licenses			
	Catering Permits and Services	This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the city. Also many cities have their own catering service and receive a percentage of dollars off the sale of their food.	High
	Pouring Rights	Private soft drink companies that execute agreements with the City for exclusive pouring rights within park facilities. A portion of the gross sales goes back to the City. The City of Westfield, IN just signed a 10-year, \$2 million pouring rights deal at their sports complex with Pepsi.	High
	Concession Management	Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The city either contracts for the service or receives a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.	High
	Naming Rights	Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.	High
	Easements	This revenue source is available when the city allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the city on an annual basis.	High
	Advertising Sales	This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the city's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.	High
	Interlocal Agreements	Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.	High



CHAPTER NINE – PARKS MAINTENANCE ASSESSMENT

Parks and amenities that are clean and functioning efficiently are a critical element to delivering high quality programs and services. The Hanford Parks and Recreation Department maintains 229.17 acres of park and grounds including inspection of Landscape Assessment Districts and right-of-way and median landscape acreage.

9.1 KEY FINDINGS

9.1.1 LINES OF SERVICE

The core lines of service (functions) performed by the Parks Division are numerous. The lines of service are as follows:

Parks and Grounds Maintenance Lines of Service
Athletic Field - Game Preparation
Athletic Field Maintenance (Diamond and Multi-Purpose Fields)
Citizen Inquiries
Department Special Event Support
Dog Park Maintenance
Equipment Maintenance
Facility Management
Furniture, Fixtures, Systems (benches, lighting, trash cans, etc.)
Integrated Pest Management
Irrigation Systems
Lake Management
Landscape Beautification
Maintenance Yard Management
Natural Resource/Open Space
Park Building Maintenance
Park Permit/Special Event Facilitation
Playground Maintenance
Public Facility Grounds Maintenance
Restroom Custodial Services
Splash Pad/Outdoor Pool Maintenance
Sport Courts (Basketball, Tennis, Sand Volleyball Courts)
Storm Clean-up
Traffic Safety Management
Trails
Tree Inspections and Protection
Tree Planting
Tree Pruning and Maintenance
Tree Removal
Turf Management
Volunteer Management

9.1.2 MAINTENANCE STANDARDS AND DEVELOPMENT OF WORK PLANS

- **Parks:** Through the review of data and workshops with staff, it has been determined that the Parks Division has best practice maintenance standards with task, frequency and season of year in which work is performed in parks. Overall, the City's Parks Division requires approximately, 29,280 annual labor hours to satisfactorily implement its best practice maintenance standards.

9.1.3 LANDSCAPE AND LIGHTING DISTRICTS AND COMMUNITY FACILITY DISTRICTS

- The Parks Division provides landscape beautification and maintenance in right of ways and medians via third party contractors. A review of the scope of services as written by the Parks Division provided by third party contractors aligns with best practices.

9.1.4 STAFFING:

- The Parks Division is comprised of 15.07 full-time employees and seasonal/part-time employees. The Division will need to grow its staffing or secure contracts or partnerships as new parks are developed to continue implementing best practice maintenance standards.
- Best practice ratio of staff per park acres maintained at a best practice Level 2 maintenance standard is 1:10-15 acres. With the responsibility of actively managing 229.17 acres, the division has adequate staffing capacity to manage the developed parks system consistently at a Level 2 maintenance standard as the current ratio of FTEs to park acres is 1:15.2 acres.
 - Key function that is currently understaffed is Irrigation system maintenance as approximately 0.57 FTE is dedicated to irrigation repair only.
- Additional FTEs or partnerships should be considered in outyears to manage new trails/recreation corridors.

9.1.5 WORK ORDER MANAGEMENT SYSTEM

The Parks Division does not utilize a work order management system that identifies maintenance work orders, cost of service and asset replacement schedules. The City is currently in the early stages of implementing a work order management system.

9.1.6 EQUIPMENT AND RESOURCES

Staff currently has adequate equipment and/or resources to perform tasks at a high level. However, there is opportunity to create more efficiencies and more consistent application of maintenance standards when managing the park system. New equipment will be needed to in the future to replace aging equipment.

9.1.7 THIRD PARTY PARTNERSHIPS/CONTRACTING OF SERVICES

Given the fluctuations that can occur in the local economy, it is imperative that the Division continually evaluates the capacity and cost of service in the private sector as well as partnership and volunteer opportunities with the community and athletic leagues. Currently, the Parks Division does not track unit activity costs through a work order management system and therefore cannot analyze accurately the unit cost to perform work internally against the unit cost to perform work by a third-party vendor or volunteer group.

9.1.8 FINANCIAL ASSESSMENT

Analysis indicates that current expenditures are not in alignment with best practice costs.

- Parks Annual Operating Budget = \$ 2,036,360
- Park Operating Budget per Capita = \$35.52
 - National Average Park Operating Budget per Capita = \$46.94
- Cost per acre = \$8,885.80
 - California Average Park Operating Budget per acre = \$11,500



9.2 PARKS MAINTENANCE KEY RECOMMENDATIONS

9.2.1 IMPLEMENT A WORK ORDER MANAGEMENT SYSTEM

A work order system should be used to track lifecycle maintenance requirements that are tied to weekly and monthly work orders. This will help the staff to stay ahead of preventative maintenance and limit breakdowns. Further, utilizing the system will provide staff the necessary “actual cost” data for work being performed.

9.2.2 EMERGING FUNCTIONS

As the park system evolves and expands, the Parks Division does not currently have the capacity to manage the following emerging functions of work.

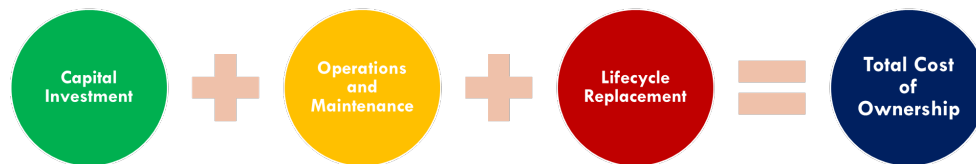
EMERGING FUNCTION	EXPLANATION
Trail Maintenance	City is potentially pursuing the expansion of its trail system
Irrigation Maintenance	Irrigation maintenance is currently understaffed
General Park Maintenance	Expansion of park system will be primarily in the southern areas of the City
Work Order Management Administration	Staff capacity will be needed to manage a Work Order Management System for Parks Maintenance
Volunteer Coordination	Opportunities exist to expand volunteer services
Management of Contracted Park/Urban Forest Maintenance	If the Parks Division moves to expand the third party contracting for the maintenance of parks and the urban forest beyond Landscape Assessment Districts, it will be necessary to provide oversight and management of the contracts

Consideration should be given to adding staff and/or expanding contract services to meet the labor demands of these emerging functions.



9.3 ANNUAL PARK OPERATION AND MAINTENANCE FUNDING

It is critically important to view the financial sustainability of the Parks and Recreation System through the concept of “Total Cost of Ownership” as shown in the graphic below.



Based on the analysis noted previously, the Parks Division will need to closely monitor resources to ensure that the assets of the park system reach the anticipated lifecycles. It is recommended that the Parks Division maintenance funding grow to accommodate new park development in the future.

As the system grows, the following guidelines should be utilized to identify annual operational funding required to maintain additional park acreage:

- Athletic Field Parks:
 - \$12,000 - \$15,000 per rectangular field;
 - \$18,000 - \$20,000 per diamond field;
 - \$5,000 general acreage
- Community Parks: \$7,500 - \$9,000 per acre
- Neighborhood Parks: \$8,500 - \$10,000 per acre
- Open Space: \$300 - \$600 per actively managed acre
- Pocket Parks: \$10,000 - \$12,000 per acre
- Special Use Parks: Costs varies dependent upon amenities
- Recreation Corridors/Trails: \$5-\$5,500 per acre

*Please note, maintenance costs typically increase 2-3% annually.

9.3.1 SYSTEMATIC APPROACH TO CONTRACTING SERVICES

Through the development of management processes, the Parks Division should track unit activity costs through the implementation of a work order management system and in turn, internally analyze the unit cost to have work performed work by community partners, volunteers or a third-party vendor.

9.3.2 UPDATE WORK PLANS BASED ON MAINTENANCE STANDARDS

The foundation of standards are the maintenance tasks and frequencies of each task. The Division should update its current standards prior to implementing a work order management system. These standards would apply to work performed by Parks Division staff or third-party contractors/volunteers.



CHAPTER TEN - STRATEGIC IMPLEMENTATION

The consultant synthesized its findings to develop a framework of strategic recommendations for the City of Hanford Parks and Recreation Department. It is recommended that the strategies align with seven major categories of best practices:

1. Growing the Park System
2. Trails
3. Park Land Improvements
4. Economic Development through Parks
5. Programming
6. Operations and Staffing
7. Financing the Park System

The implementation matrix should be evaluated and refined as development, economic and political circumstances shift and be used to validate the City's vision and mission. A complete implementation plan matrix, including tactics, accountability, timelines and performance measures, will be provided as a separate document.

1. Growing the Park System	
Increase the proportion of park acres per population through a variety of park type amenities, and open space options.	
Strategy	Collaborate with local partners, in public and private sectors, to develop innovative parks and spaces to achieve the levels of service targeted in this plan and that are aligned with other planning efforts including but not limited to the 2035 General Plan and other specific area plans.
Strategy	Make a final decision that achieves overall community consensus on the future of the vacant land adjacent to Hidden Valley Park.
Strategy	Utilize the 2016 Pedestrian and Bicycle Master Plan as a guide to strive for parks and green spaces to be within a 10-minute walk/bike ride for every household in Hanford.
Strategy	Develop a network of parks, trails and open spaces that protect the natural areas in public spaces in Hanford and connect to population centers that will support the needs of all residents through well designed parks and recreation amenities.
Strategy	Utilize the design principles in this plan for each type of park (neighborhood, community, regional, special use, sports complex, etc.) to guide landscape architects when designing parks and operational staff to follow for maintaining the park or amenity after it is developed.
Strategy	Continually update the lifecycle asset management plan for the Department.
Strategy	Consider the development of Joint Use Agreements with school districts to provide increased access to school grounds during non-school hours.

2. Trails	
Establish connectivity between parks and greenways that is accessible by pedestrians, bikes and parks and open space in Hanford.	
Strategy	Work with other city Departments to identify and connect sidewalk and bike lanes to trails to improve access to desirable destinations.
Strategy	Prioritize existing City-owned land and future land acquisition decisions to focus investments in a bike pedestrian trail system that achieves active transportation strategies and the development of a contiguous network.
Strategy	Continually update the lifecycle asset management plan for the ongoing maintenance of the trail system.
Strategy	Continually encourage and seek funding for the development of trails and trail amenities, and construct in appropriate areas of the City per the 2016 Pedestrian and Bicycle Master Plan; Consider partnerships for the maintenance of the trails.

3. Park Land Improvements	
Provide a park and recreation system offering the community a variety of parks and services that integrate environmental design, safety, community needs and emerging trends.	
Strategy	Utilizing the General Plan 2035 as a guide, implement improvements that are mindful of environmental stewardship to aid in the protection of park resources and ensure that they will be protected for future generations.
Strategy	Develop a Public Art Policy that considers art in parks to encourage interest and appreciation.
Strategy	Make all parks and services welcome and accessible to all level of users, i.e., adults, children, seniors, and all-abilities through clean restrooms when feasible, seating or benches, running water fountains or water stations, and park features usable for all abilities in parks (ADA).

4. Economic Development through Parks	
Invest in infrastructure and services	
Strategy	Grow outdoor recreation activities through partnerships that facilitate environmental education and adventure-based programming.
Strategy	Refine and implement recommendations produced for park and trail improvements along the canals.



5. Operations and Staffing	
Empower and train current Department employees while growing staff to meet the emerging needs of the community.	
Strategy	Ensure job descriptions are reviewed and updated and salary assessments are completed to meet pay levels that keep salaries competitive.
Strategy	Create a succession plan for the Department.
Strategy	Continually encourage and seek funding to meet the emerging functions of the Department, including, but not limited to, trail maintenance, work order management, urban forest management, open space management, etc.

6. Recreation Programming	
Increase community participation in programs from 33% to 35% in an effort to exceed national benchmark while increasing in customer quality ratings from 22% to 35% to align with national standards.	
Strategy	Refine core program services that align with community need.
Strategy	Track lifecycles of programs and drop programs in their down cycle by adding new programs to take their place.
Strategy	Create additional target marketing strategies to inform residents of the services being provided utilizing the communities preferred methods of communication.
Strategy	Develop a yearly program plan specifically for the core program areas.
Strategy	Update the special event policy to ensure equitable utilization of City resources when supporting external events.
Strategy	Engage volunteers in the delivery of programs and services to build advocacy and support for the park and recreation system.

7. Financing the Parks System	
Pursue adequate funding to support existing parks, new parks, and other park types.	
Strategy	Ensure a fiscally sustainable parks system by leveraging financially-driven decisions.
Strategy	Seek additional funding opportunities to support capital and operational needs as identified in the Plan.
Strategy	Establish a performance measure for the Recreation Division to become 50% self-supporting from user fees, permits, reservations, earned income and effective partnerships (national benchmark is 50%)

CHAPTER ELEVEN - CONCLUSION

The City of Hanford Parks and Recreation Master Plan was developed to provide the organization a roadmap for the future using knowledge gained from community input, park and program inventory review, comparison to national standards and trends and an assessment of the current economic and political climate. The planning process incorporated a comprehensive series of discovery and analysis strategies to understand the workings of the organization and included a strong community engagement process. Several strategic recommendations resulted from this effort and were aligned into the eight major categories of implementation actions found in Chapter 10.

Overall, the park system is valued by community residents and leaders. It serves multiple purposes including recreational, environmental, educational, social, economic development and higher quality of life. Adequate funding for upkeep of existing parks is a priority for residents as well as developing new parks. Improved communication between the community and the Department is another opportunity for enhancing programs, services and project activities. In short, investment in the City's park and recreation system should be a priority.

Programmatically, the Hanford Parks and Recreation Department is meeting the major needs of the community, but a regular review of offerings will ensure successful outcomes.

Operationally, the Department is meeting expectations. The continued development of processes that will allow for improved maintenance decision-making and utilization of contractual services is recommended as staffing and funding levels are below needs.

To ensure that the City has a plan for capital projects, a three-tier approach was developed that organizes projects into the following categories: Sustainable projects, Expanded Services projects and Visionary projects. Each of these approaches provides a way to categorize and prioritize projects which ultimately furnished a comprehensive capital improvement plan totaling \$30M to be accomplished over the next 10 years.

The Parks and Recreation Master Plan includes a system-wide approach for accomplishing short and long-term goals, initiatives, tactics and measurements to ensure that as the City grows in population, the Department does so as well - effectively, efficiently and sustainably - while providing first-class services, programs, parks, and facilities to the community for many years to come.



APPENDIX A - STANDARD OPERATING PROCEDURES REVIEW

COMMISSION ON ACCREDITATION FOR PARK AND RECREATION AGENCIES ANALYSIS

The Commission for Accreditation of Park and Recreation Agencies (CAPRA) accredits park and recreation agencies for excellence in operation and service. Charged with providing high quality services and experiences, park and recreation agencies across the United States turn to CAPRA Accreditation as a credible and efficient means of achieving a quality operation, while providing assurance to the public that the agency meets national standards of best practice. Agency accreditation is available to all entities administering park and recreation systems, including municipalities, townships, counties, special districts and regional authorities, councils of government, schools, and military installations.

BENEFITS FOR THE PUBLIC

- Assurance and validation of well-administered services in accord with approved professional practices
- Potential for external financial support and savings to the public
- External recognition of a quality governmental service
- Holds an agency accountable to the public and ensures responsiveness to meet their needs
- Improves customer and quality services

BENEFITS FOR THE AGENCY

- Public and political recognition
- Increased efficiency and evidence of accountability
- Answers the question, "How are we doing?" through extensive self-evaluation
- Identifies areas for improvement by comparing an agency against national standards of best practice
- Enhances staff teamwork and pride by engaging all staff in the process
- Creates an environment for regular review of operations, policies and procedures, and promotes continual improvement
- Forces written documentation of policies and procedures

There are currently 155 agencies nationwide that are accredited. The Hanford Parks and Recreation Department has the opportunity to be accredited within the next ten years. Accreditation is based on an agency's compliance with the 151 standards for national accreditation. To achieve accreditation, an agency must comply with all 37 Fundamental Standards and 103 (90%) of the 114 Non-Fundamental Standards upon initial accreditation and 108 (95%) of the 114 Non-Fundamental Standards upon reaccreditation.

In conducting an analysis of the administrative policies and procedures that govern the Hanford Parks and Recreation Department, a self-assessment utilizing the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards was conducted.

The self-assessment provides a strong analysis of its readiness for application for CAPRA Accreditation and gives the Department a road map on where to focus its efforts going forward. After conducting the

self-assessment, the Hanford Parks and Recreation Department currently meets CAPRA requirements and the results are a strong indicator that the Department operates as a best practice agency.

Fundamental Standards Completion (must equal 100%)	100%
Remaining Standards Completion (must be more than 85%)	93%
Meets Requirements	

The following sections provide a snapshot of the self-assessment for the CAPRA standards. Please note, that standards marked in **RED** are Fundamental standards and are required of all agencies seeking accreditation. The Level of Completion is indicated by a shaded circle; unshaded circles are areas Parks staff need to fulfill to meet the Fundamental or Basic standards for CAPRA.

AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

SUMMARY OF AGENCY, AUTHORITY, ROLE AND RESPONSIBILITY

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

Standard	Status
1.0 Agency Authority, Role, and Responsibility	
1.1 Source of Authority	●
1.1.1 Approving Authority/Policy Body	●
1.1.2 Citizen Advisory Boards/Committees	●
1.2 Periodic Timetable for Review of Documents	●
1.2.1 Document Approval Authority	●
1.3 Jurisdiction	●
1.4 Mission	●
1.4.1 Agency Goals and Objectives	●
1.4.2 Personnel Involvement	●
1.5 Vision	●
1.6 Policies, Rules Regulations, and Operational Procedures	●
1.6.1 Administrative Policies and Procedures	●
1.7 Agency Relationship	●
1.7.1 Operational Coordination and Cooperation Agreements	●



PLANNING

SUMMARY OF PLANNING

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

Standard	Status
2.0 Planning	
2.1 Overall Planning Function Within Agency	●
2.2 Involvement in Local Planning	●
2.3 Planning with Regional, State, and Federal Agencies	●
2.3.1 Community Comprehensive Plan with Park and Recreation Component	●
2.4 Park and Recreation System Master Plan	●
2.5 Strategic Plan	●
2.6 Feasibility Studies	●
2.7 Site Plans	●
2.8 Historical and Cultural Resource Management Plans	●
2.9 Community Involvement	●
2.10 ADA Transition Plan	●

ORGANIZATION AND ADMINISTRATION

SUMMARY OF ORGANIZATION AND ADMINISTRATION

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 94% of the basic standards required in this section.

Standard	Status
3.0 Organization and Administration	
3.1 Organizational Structure	●
3.2 Administrative Offices	●
3.2.1 Support Services	●
3.3 Internal Communication	●
3.4 Public Information Policy and Procedure	●
3.4.1 Public Information and Community Relations Responsibility	●
3.4.2 Community Relations Plan	●
3.4.3 Marketing Plan	●
3.4.3.1 Marketing Responsibility	●
3.5 Utilization of Technology	●
3.5.1 Management Information Systems	●
3.6 Records Management Policy and Procedures	●
3.6.1 Records Disaster Mitigation and Recovery Plan and Procedures	●

HUMAN RESOURCES

SUMMARY OF HUMAN RESOURCES

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 94% of the basic standards required in this section.

Standard	Status
4.0 Human Resources	
4.1 Personnel Policies and Procedures Manual	●
4.1.1 Code of Ethics	●
4.1.1.1 Staff Acceptance of Gifts and Gratuities	●
4.1.2 Recruitment Process	●
4.1.3 Equal Opportunity Employment and Workforce Diversity	●
4.1.4 Selection Process	●
4.1.5 Background Investigation	●
4.1.6 Employee Benefits	●
4.1.7 Supervision	●
4.1.8 Compensation Plan	●
4.1.9 Performance Evaluation	●
4.1.10 Promotion	●
4.1.11 Disciplinary System	●
4.1.12 Grievance Procedures	●
4.1.13 Termination and End of Employment	●
4.2 Staff Qualifications	●
4.3 Job Analyses for Job Descriptions	●
4.4 Chief Administrator	●
4.4.1 Leadership Succession Procedure	●
4.5 Workforce Health and Wellness Program	●
4.6 Orientation Program	●
4.6.1 Employee Training and Development Program	●
4.6.2 Professional Certification and Organization Membership	●
4.7 Volunteer Management	◐
4.7.1 Use of Volunteers	●
4.7.2 Volunteer Recruitment, Selection, Orientation, Training, and Retention	◐
4.7.3 Supervision and Evaluation of Volunteers	●
4.7.4 Recognition of Volunteers	◐
4.7.5 Liability Coverage for Volunteers	◐
4.8 Consultants and Contract Employees	●



FINANCIAL MANAGEMENT

SUMMARY OF FINANCIAL MANAGEMENT

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 96% of the basic standards required in this section.

Standard	Status
5.0 Financial Management	
5.1 Fiscal Policy	●
5.1.1 Comprehensive Revenue Policy	●
5.1.2 Agency Acceptance of Gifts and Donations	●
5.1.3 Grants Procedures	●
5.1.4 Private, Corporate, and Non-Profit Support Procedures	●
5.2 Fiscal Management Procedures	●
5.2.1 Authority and Responsibility for Fiscal Management	●
5.2.2 Purchasing Procedures	●
5.2.2.1 Emergency Purchase Procedures	●
5.3 Accounting System	●
5.3.1 Financial Status Reports	●
5.3.2 Position Authorization Procedures	●
5.3.3 Fiscal Control and Monitoring Procedures	●
5.3.4 Independent Audit	●
5.4 Annual or Biennial Budget	●
5.4.1 Budget Development Guidelines	●
5.4.2 Budget Recommendations	●
5.5 Budget Control Procedures	●
5.5.1 Supplemental/Emergency Appropriations Procedures	●
5.5.2 Inventory and Fixed Assets Control	●



PROGRAMS AND SERVICES MANAGEMENT

SUMMARY OF PROGRAMS AND SERVICES MANAGEMENT

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

CAPRA: National Accreditation Standards Checklist	
Standard	Status
6.0 Programs and Services Management	
6.1 Recreation Programming Plan	●
6.1.1 Program and Service Determinants	●
6.1.2 Participant Involvement	●
6.1.3 Self-Directed Programs and Services	●
6.1.4 Leader-Directed Programs and Services	●
6.1.5 Facilitated Programs and Services	●
6.1.6 Cooperative Programming	●
6.2 Program Objectives	●
6.3 Scope of Program Opportunities	●
6.3.1 Outreach to Diverse Underserved Populations	●
6.4 Community Education for Leisure Process	●
6.4.1 Community Health and Wellness Education and Promotion	●
6.5 Participant and Spectator Code of Conduct	●





FACILITY AND LAND USE MANAGEMENT

SUMMARY OF FACILITY AND LAND USE MANAGEMENT

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

Standard	Status
7.0 Facility and Land Use Management	
7.1 Parkland Acquisition Procedures	●
7.2 Areas and Facilities Development Policies and Procedures	●
7.2.1 ADA Existing Facility and Site Access Audit	●
7.3 Defense Against Encroachment Procedures	●
7.4 Disposal of Lands Procedures	●
7.5 Maintenance and Operations Management Standards	●
7.5.1 Facility Legal Requirements	●
7.5.2 Preventative Maintenance Plan	●
7.6 Fleet Management Plan	●
7.7 Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures	●
7.7.1 Building Plans and Specifications	●
7.7.2 Land and Lease Records	●
7.8 Environmental Sustainability Policy and Program	●
7.9 Natural Resource Management Plans and Procedures	●
7.9.1 Recycling and/or Zero Waste Plan	●
7.10 Maintenance Personnel Assignment Procedures	●
7.11 Capital Asset Depreciation and Replacement Schedule	●



PUBLIC SAFETY, LAW ENFORCEMENT, AND SECURITY

SUMMARY OF PUBLIC SAFETY, LAW ENFORCEMENT AND SECURITY

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

Standard	Status
8.0 Public Safety, Law Enforcement, and Security	
8.1 Codes, Laws, and Ordinances	●
8.1.1 Staff Liaison to Law Enforcement Officers	●
8.2 Authority to Enforce Laws by Law Enforcement Officers	●
8.3 Law Enforcement Officer Training	●
8.4 Public Information on Laws, Ordinances, Rules, Regulations, and Policies	●
8.4.1 In-Service Training for Staff on Public Safety and Law Enforcement	●
8.4.2 Handling of Disruptive Behavior Procedures	●
8.4.3 Traffic Control, Parking plans, and Crowd Control	●
8.4.4 Handling of Evidentiary Items Procedures	●
8.5 General Security Plan	●
8.6 Emergency Management Planning	●
8.6.1 In-Service Training for Staff on General Security and Emergency Management	●
8.6.2 Emergency Risk Communications Plan	●
8.6.3 Care and Shelter Procedures	●

RISK MANAGEMENT

SUMMARY OF RISK MANAGEMENT

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 100% of the basic standards required in this section.

Standard	Status
9.0 Risk Management	
9.1 Risk Management Policy	●
9.1.1 Risk Management Plan and Procedures	●
9.1.2 Accident and Incident Report Procedures	●
9.1.3 Personnel Involvement and Training	●
9.2 Risk Manager	●
9.3 ADA Compliance and Face-to-Face Resolution	●



EVALUATION, ASSESSMENT, AND RESEARCH

SUMMARY OF EVALUATION, ASSESSMENT, AND RESEARCH

- **Fundamental Standards:** The Department currently meets 100% of the fundamental standards required in this section.
- **Basic Standards:** The Department currently meets 65% of the basic standards required in this section.

Standard	Status
10.0 Evaluation, Assessment, and Research	
10.1 Systematic Evaluation Process	●
10.1.1 Responsibility for Evaluation	●
10.1.2 Staff Training on how to Evaluate Programs, Services, and Facilities	●
10.2 Outcomes Assessment	●
10.3 Performance Measurement	●
10.3.1 Level of Service Standards	●
10.4 Needs Assessment	●
10.5 Program and Services Statistics	●
10.5.1 Recreation and Leisure Trends Analysis	●
10.5.2 Community Inventory	●
10.5.3 PRORAGIS	○
10.6 Research Investigation	○
10.6.1 Quality Assurance	●



SPECIFIC POLICY AND PROCEDURE RECOMMENDATIONS

Though there are only a few policies and procedures that need update or development as identified through the CAPRA self-assessment, it is recommended that the following be developed/updated and implemented within the next one to three years:

RECOMMENDED POLICIES & PROCEDURES	BENEFIT	DIVISION RESPONSIBLE
Acquisition and Divesting of Property	Process to formally acquire and divest property based on select criteria	Administration
Update Maintenance Standards	Provide consistent efficient and effective maintenance services	Parks Maintenance
Marketing Plan Guidelines	Increase awareness of and participation in programs, services and facilities	Administration
Update Pricing Policy	Update policy developed on classification of services and level of benefit received upon completion of Cost of Service Study; increase revenue	Administration/Recreation
Recreation Program Standards/Evaluation	Provide consistent delivery and evaluation of recreation programs cost of service	Recreation
Special Event Policy	Streamline the approach to determining which events the City sponsors	Administration
Training	Continuity of organization, administration and delivery of services	All
Work Order Management System	Track maintenance work completed and cost of service for work	Parks Maintenance



APPENDIX B - SUCCESSION PLANNING

As key positions approach retirement age within the next 5-10 years, it is imperative that the Department plans for the future. By developing a succession plan that focuses on organizational sustainability, the Department will not only be able to further develop a highly professional staff, but also ensure that the Department can seamlessly manage itself forward. The Department's workforce management and succession planning must be a conscious effort to build and sustain a competent workforce, a process that begins with intake. The building of organizational competence to both create a competitive pool of talent and preserve levels of performance is ultimately dependent on specific internal and external actions that achieve succession planning outcomes.

INTAKE	BUILDING ORGANIZATIONAL COMPETENCE	WORKFORCE SUSTAINABILITY
Recruitment	Leadership	Training
Interview process	Infrastructure (cross-dept. task mgmt.)	Individual Development Plans
Pre-hire skills & attitude assessment	Focus on skills, knowledge and productive attitude	Mentoring
New employee orientation	Community & Inter-Agency engagements	Post separation consulting
Probation review	Culturally competent programs, services and workplace	Experiential learning
	Performance-based modeling	Teaching/learning experiences
	Operational adaptability	
	Creative problem solving	
	Training	

Vacating leadership will drive a primary focus; however, the succession-planning component by itself is not a technique to just create individual career advancement opportunities or a reward for high performers. The objective of succession planning is to ensure that the Department continues to operate effectively when individuals depart from critical positions. This may not include all existing managerial positions; however, it may include positions that are not supervisory or managerial but instead utilize unique, hard-to-replace competencies.

Succession planning is strategic, both in the investment of resources devoted to it and in the kinds of talent it focuses on. It is not a one-time event; rather, it is re-assessed and revised annually through the workforce planning process.

GOALS/DESIRED RESULTS

- Ensure the systematic and long-term development of individuals to replace key job incumbents.
- Provide a continuous flow of talented people to meet the organization's management needs.
- Assess the leadership needs to ensure the selection of qualified leaders is diverse, a good fit for the organization's mission and goals, and has the necessary skills that support a capable and adaptive organization.

- To ensure high quality replacements for those individuals who currently hold positions that are key to the organization's success.
- Structure operational methods to adequately support required employee growth and development process.
- Ensure an adequate knowledge base is preserved while management and leadership are transitioned and populated with new skills and talents. This knowledge and competency preservation effort can occur at other levels, as identified by directors.





APPENDIX C – RECREATION PROGRAM STANDARDS

Recreation program standards are developed to support core recreation services. The standards focus on delivering a consistent high-quality experience while achieving operational and cost recovery goals as well as marketing and communication standards that are needed to create awareness and customer loyalty.

To assist staff in its continual pursuit of delivering high quality consistent programs to the community and in achieving the cost recovery goals, the following standards may be considered for implementation.

HIGH-QUALITY EXPERIENCE STANDARDS

For core services, the following standards must be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to.
- The program is provided in the appropriate safe and clean recreation space, either indoor or outdoor, designed for that program.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first aid and CPR. Volunteers are trained in first aid and CPR when appropriate.
- A first aid kit is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This should include pre- and/or post-evaluation focus groups or trailer calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Hanford Parks and Recreation Department is investing in their experience.
- Each instructor or program supervisor will be provided with a toolbox that includes their class or program roster, phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes we hope to achieve.

- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff within the Parks and Recreation Department.
- Staff will be dressed in the appropriate Hanford recreation uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program; noted by the instructor or program supervisor; and recorded daily, weekly, and monthly.
- Performance measures tracked will be shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to re-hire or not.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies are spent. Final budget results will be documented at the end of the program and shared with the supervisor or manager.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin.

OPERATIONAL AND PRICING STANDARDS FOR PROGRAMS

- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Scholarship programs will be in place for those that require financial assistance in order to participate in Hanford Parks and Recreation Department recreation facilities and programs.
- Results of cost of service for programs will be posted and shared with staff on all services regardless of whether they are underperforming, meeting, or exceeding the recovery goals.
- On a regular basis, competitor and other service providers will be benchmarked and evaluated for changes they are making and how they compare with division efforts in their core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.



City of Hanford Parks and Recreation

- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in the Hanford Parks and Recreation Department annually.

