

CITY OF GLENDALE
PARKS AND RECREATION ADVISORY COMMISSION MEETING
5850 W. GLENDALE AVENUE – B3
OCTOBER 20, 2014
6:00 P.M.

MEMBERS PRESENT: John Krystek, Chair
 Robert Irons
 John Faris
 Manuel Padia
 Manuel S. Padia, Jr.

MEMBERS ABSENT: Barbara R. Cole, Vice Chair
 David Moreno
 Chase MacKay

OTHERS PRESENT: Erik Strunk, Director
 Lori Bye, Recreation Manager
 Paul King, Parks Maintenance Manager
 Michelle Yates, Senior Recreation Coordinator
 Ron Chambless, Kanet Productions Incorporated

I. CALL TO ORDER

Chair Krystek called the meeting to order at 6:00 p.m.

II. ROLL CALL

Chair Krystek took roll. It was noted that Vice Chair Cole and Commissioner MacKay were absent.

III. APPROVAL OF MINUTES

Commissioner Padia motioned, seconded by Commissioner Irons, to approve the September 15, 2014 meeting minutes as written. Motion carried 5 – 0.

IV. BUSINESS FROM THE FLOOR

None.

V. FRAC/GAC Market Study Recommendations

Mr. Strunk introduced Mr. Chambless, of Kanet Productions Incorporated, who was hired by the City via RFP to conduct a comprehensive market and operations study of the Foothills Recreation & Aquatics Center (FRAC) and Glendale Adult Center (GAC). The purpose of the study is to develop findings and recommendations that will become the basis for a new, five-year strategic operational plan for both facilities to achieve 100% cost recovery over the next two years. Mr. Strunk noted that Mr. Chambless briefed the Commission at the May 2014 meeting regarding preliminary recommendations and is present this evening to update the Commission on final recommendations. Mr. Strunk explained that the objectives of the study are:

1. Analyze and define the market in which both facilities operate, to include:
 - a. A demographic and market area analysis by program activity, population segment and geographic area to identify potential key growth sectors.
 - b. An examination of inventory and analysis of comparable facilities utilized by the target market in a manner that allows the prediction of patron patterns and future revenue growth.
2. Review current facility user fees and existing revenue streams to determine market competitiveness and establishment of achievable benchmarks.
3. Identification of short-term and long-term revenue opportunities for both facilities that can be phased-in and allow both facilities to become entirely self-sustaining/profit generating within 24 months, or sooner, of completion of this project.

Mr. Chambless gave a brief background of his experience and expertise. Mr. Chambless stated this project has five phases: discovery, primary market area study, growth strategies, operations study and the presentation phase. Mr. Chambless noted that the total study is comprised of 82 pages, which has been given to staff. Mr. Chambless stated that the presentation given this evening is a basic summary of the study. The presentation included the following information:

Overview

- February 2014: Kanet Productions, Inc., hired by the City of Glendale Community Services Department to conduct a comprehensive market and operations study of the Foothills Recreation & Aquatics Center (FRAC) and the Glendale Adult Center.
- The following Operation Initiatives are recommended for consideration to integrate and execute into the Operations Plan this Fiscal Year.

Foothills Recreation & Aquatics Center Recommendations

- Operation Initiative #1
 - Goal: Pursue January 2015 Membership Campaign Plan
 - Plan and successfully execute a January Membership Campaign Plan comparable to the Summer Campaign complete with all the proven components provided in the Membership Campaign Model to achieve significant new membership growth for the FRAC.
 - The Campaign Model was provided to staff and is a footprint that can be used annually.
 - May/June 2014 were very good growth months this year due to the Summer Campaign.
- Operation Initiative #2
 - Goal: Improve the existing Silver Sneakers Membership and Program Model with Healthways
 - Complete the review and improvement recommendations, including the new agreement with the GAC, for the Silver Sneakers Program and implement January 1, 2015.
 - Due to the Summer Campaign, 88 new seniors enrolled which equates to approximately \$70,000 in revenue to FRAC at no cost to the seniors. FRAC is paid \$3.00 per senior to enroll in the Program.
 - FRAC is an approved Silver Sneakers Delivery System and the goal is to have the Glendale Adult Center approved as well.
- Operation Initiative #3
 - Goal: Membership Pricing Plan
 - As part of the FY 15-16 budget process, complete and recommend new Membership pricing by February 1, 2015.
 - Integrate the “improvement” plan for existing pricing practices.
 - Develop a Group and Employer Plan to respond to existing challenges and needs.
- Operation Initiative #4
 - Goal: Special Interest Class Growth Strategy - Phase I

- Review and revise the existing Independent Contracting Model for class, service and program providers, recommend growth strategy and implement.
- Replicate successful SIC programs in additional locations and time schedules.
- Integrate cross-marketing strategy with SIC providers to promote and market FRAC membership.
- Operation Initiative #5
 - Goal: Facility and Asset Rental and Collaboration Plan
 - Develop and deploy the innovative growth strategy inclusive of Performance Contracting for the purpose of significantly increasing the FRAC and the GAC Facility and Asset space rental and community collaboration revenue potential.
 - Develop a more sophisticated space utilization program.
- Operation Initiative #6
 - Goal: Business and Data Analytics Plan
 - Revise and improve the internal Business and Data Analytics Plan and protocols deploying proven technology driven systems to improve operation efficiencies.
 - Better technology will lead to better analysis of pricing practices and improved data.
- Operation Initiative #7
 - Goal: Marketing and Communications
 - Develop the FRAC Marketing and Communications
 - Plan to successfully launch the January Membership Campaign Plan and the Summer 2015 Membership Campaign Plan.
 - Re-deploy existing budget expense items to fund this important operation initiative.
 - The Summer 2014 Campaign led to 785 households joining FRAC in one month. Less than \$10,000 was spent on marketing the FRAC brand and the results were impressive.
- Operation Initiative #8
 - Goal: Staffing Leadership Plan: Phase I
 - Develop the FRAC staffing plan to provide for a recommended “Membership Director” position to lead, manage, perform and successfully achieve the new membership growth goals and to improve the membership retention plan.
- Operation Initiative #9
 - Goal: Program Growth Strategy - Summer 2015
 - Develop a Program Task Force beginning November 2014 charged with the task of developing a comprehensive Summer 2015 Program Growth Plan to align with the Membership Growth Plan.
- Operation Initiative #10
 - Goal: New Membership Model for the FRAC: Phase I
 - Appoint a diverse leadership task force to develop a FRAC “New” Membership Model into phases that fully integrates the proven practices and models in the Recreation Industry and can be successfully implemented by July 1, 2015.

Initial Successes @ FRAC

- The Summer 2014 Membership Drive =
 1. 785 new members compared to 225 in June 2013
 2. 88 new Silver Sneaker members
 3. \$38,576 in monthly revenue vs. \$16,640 in June 2013
 4. Quality marketing and branding in the community
 5. Staff Teams leading the initiatives and events

Glendale Adult Center Recommendations

There is a unique opportunity to successfully achieve the City of Glendale's financial goals for the GAC and at the same time, expand the overall service footprint of the center to become a focal point for quality of life services for the City of Glendale.

- Recommendation #1
 - Complete the due diligence follow up on all the compliance requirements to secure the “new” Healthways Silver Sneakers legal agreement with the City to provide additional senior membership and program services and revenues through the GAC.
- Recommendation #2
 - Transfer the existing “Customer Service” component for Parks, Recreation & Library Services from the Glendale Adult Center to the Foothills Recreation & Aquatics Center.
- Recommendation #3
 - Recruit and select a quality professional membership director with advanced skills and experience in Senior Services to lead the GAC senior services component of the overall service model.
- Recommendation #4
 - Review and recommend forward thinking initiatives with the existing collaborations and community partnership agreements with the First Baptist Church; the YWCA and include in this initiative the SIC (Special Interest Class) Program Model.
- Recommendation #5
 - Complete the recommended Community Environmental Scan process for the GAC with key community and city stakeholders; develop major findings and recommendations; integrate approved initiatives into the formal Strategic Plan document.
- Recommendation #6
 - Develop the strategic plan for “Asset Development” for the GAC facilities, property and operation for review and presentation for approvals.
 - Secure the appropriate approvals within city governance leadership groups to move forward from planning phase to execution phase.
- Recommendation #7
 - Develop comprehensive future plans for both the GAC and the FRAC into one viable Strategic Plan with realistic capacity to fund and execute.
- Recommendations #8 - #9
 - #8: Consider a new leadership initiative for “Performance Contract” as it relates to the future planning needs for both the GAC and the FRAC.
 - #9: Through Performance Contracting, develop the formal implementation for the Strategic Plan into phases inclusive of success benchmarks, funding requirements and sources, and timeliness for senior leadership review and approvals.

Mr. Chambless praised the City of Glendale on its proactive stance and also enjoyed working with Mr. Strunk and all of the staff.

Commissioner Padia commented on space expansion/utilization at the GAC and wondered if the space should be enhanced first or to wait for increased enrollment and then increase the space. Mr. Chambless stated that the answer is a fine balance and replied that when Silver Sneakers comes to the GAC, more space will be needed for that program. Mr. Chambless added that it is important to have enough space for the current membership as well as new members. Mr. Chambless stated that the layout at GAC is a bit compartmentalized now, which leads to certain limitations in space utilization.

Ms. Bye commented that at the GAC, the fitness room was expanded into two locations and some exercise classes will need to be revised due to the anticipated increase from the expected approval of Silver Sneakers at GAC.

Chair Krystek asked for further clarification of performance contracts. Mr. Chambless explained that experienced talent can be secured and rewarded strictly based on performance, for example, increased membership goals.

Mr. Strunk and the Commission thanked Mr. Chambless for his presentation.

VI. ADA PARKS AND FACILITIES AUDIT UPDATE

Mr. King gave an update on the completed parks ADA improvements as a result of the comprehensive ADA assessment and audit which was conducted from May to October 2012. Mr. King explained that the audit stemmed from the new, national ADA design standards which were published in September 2010 by the Department of Justice and required all jurisdictions with parks and recreation facilities to comply. Through an RFP process, Recreation Accessibility Consultants, LLC was selected to conduct the audit.

Mr. King noted that Phase 1 improvements were identified at a total of \$1,269,123.00. Due to budgetary constraints, the improvements have been prioritized based on what can be completed immediately in-house, safety concerns and larger scale improvements which require funds not yet available. Mr. King distributed the detailed list of Phase 1 improvements. Mr. King commented on specific completed improvements as follows:

1. Handicap signage has been raised to over 60 inches.
2. Height adjustments of sinks, paper towel dispensers, hand-dryers and other bathroom necessities have been completed via in-house effort.
3. The turf/mow team will help to strip, reconfigure and repaint parking spaces in partnership with the Streets Department. If in the budget, some parking lot surfacing will be done at the same time.

Mr. King stated that the Department will apply for over \$200,000 in CDBG funds for the upcoming funding cycle for certain improvements and distributed a list of the specific projects. Staff continues to search for additional funding sources as well.

Commissioner Padia suggested outreach to trade schools for possible free assistance with certain improvements.

Chair Krystek inquired if liability issues were part of the prioritization process. Mr. King replied in the positive.

Mr. Strunk announced that there are three phases to the audit, which identified approximately \$6.0 million total improvements. Mr. Strunk explained that to be in compliance, the City needs to continue to make improvements as possible within funding and time constraints. Mr. Strunk stated that the City has a variety of parks that are fully ADA compliant interspersed with older parks needing more extensive upgrades. Mr. Strunk noted that the auditors indicated that as long as there are accessible parks within acceptable driving distances from various points in the City, the City is considered compliant. Mr. Strunk stressed that the priority is taking care of current parks, making as many improvements as quickly as possible and ensuring that any new amenities, parks or facilities are fully ADA compliant when built.

VII. PARKS NAMING POLICY

Mr. Strunk gave a brief background and update on the Parks Amenity Recognition Plaque Policy, which was adopted in September 2013 by the Commission and recently utilized for the Marty Robbins Memorial Plaque in Murphy Park. Mr. Strunk stated that the policy will be adjusted to add the necessity of final approval by City Council. The Commissioners agreed to the change. At the November meeting, Mr. Strunk will bring the revised policy for formal review and Commission vote.

VIII. STAFF UPDATES

Ms. Bye distributed the following:

1. A comprehensive list of November events and activities, which will be provided monthly to the Commissioners.
2. A flyer for the Halloween Event to be held at the FRAC on October 24th from 6:00 – 8:00 p.m.
3. A flyer for the Halloween Luncheon at the GAC on Friday, October 31st from 10:30 a.m. to 12:30 p.m.

Mr. King commented on the Sonorita Park improvement project:

- The project should be completed by the end of 2014.
- The old playground will be removed and the site regraded.
- Landscaping irrigation will be installed this week.
- Work on the lighting and the basketball court will be done this week.
- Curbing and plants will be added next week.
- The playground will be constructed and installed via volunteers during a community build.

Chair Krystek suggested a grand opening for the park. Mr. King commented that the build day was intended to be a grand opening but a separate day could be pursued. Chair Krystek asked that former Commissioners be invited to attend the community build and/or the grand opening as some were very passionate about the park.

Mr. King announced that a new Senior Secretary has been hired to replace Ms. Gwen Benoit and there is a Park Manager position opening, for which the posting will close on October 24th.

Mr. King praised parks staff for the continued clean-up of downed trees and branches due to the past storms.

Ms. Yates provided an update on the following:

- Rock-n-Roll Paint-a-Thon to be held on October 25th from 8:00 a.m. to 1:00 p.m.:
 - Two homes will be painted at the Palm Shadows Mobile Home Park
 - So far, 40 volunteers have been secured, however, a total of 50 to 60 are needed.
 - Youths from the Mayor's Youth Advisory Council will be painting one of the homes. City staff will participate as well. Commissioners are encouraged to volunteer.
- Bonsall Park North – KaBOOM! Playground Rebuild:
 - Friday, December 5th and Saturday, December 6th: Preparation days
 - Monday, December 8th: Build day with ribbon cutting
 - Planning Committee hosts weekly conference calls
 - Commissioners are invited to participate in any of the aspects. Commissioner Padia asked to be included on the Planning Committee. Commissioners will be included on the Planning Committee email blasts.
- Touch-A-Truck Event was held on October 18th from 10:00 a.m. to 1:00 p.m. at Westgate:

- Partners included: Arizona Trucking Association, Westgate, Arizona Institute of Trucking, Cemex, Empire CAT and more.
- There were 55 pieces of equipment and approximately 5,000 attendees.
- The event was 100% self-sustaining.
- Neighborhood Services:
 - This year, over 1,024.5 volunteer service hours were logged so far.
 - The HOA academy is currently underway with forty residents enrolled.

Ms. Bye praised the exemplary efforts of Ms. Yates and Mr. King, who have been performing additional duties due to short staff. Ms. Bye was very proud to work with Ms. Yates and Mr. King.

IX. COMMISSION COMMENTS

Commissioner Padia was at Heroes Regional Park during the September 27th storm. Commissioner Padia complimented park staff on a job well done in assisting patrons with obtaining shelter during the storm. Commissioner Padia added that staff worked very quickly with the yellow tape in order to block off unsafe areas.

Commissioner Padia Jr. gave kudos to staff on all of their hard work.

Commissioner Faris commented that he has visited various parks and is very impressed with the condition and amenities. Commissioner Faris noted that at the restroom at Sands Park, there are two men's restroom signs and one of them should be replaced with a women's restroom sign.

Chair Krystek attended and spoke at the Marty Robbins Memorial Plaque dedication in Murphy Park. Chair Krystek was appreciative of the staff support at the event and was pleased with the turnout.

Chair Krystek announced that Mr. Mike Gregory was named as 2014 Parks and Recreation Professional of the Year by the Arizona Parks and Recreation Association.

Ms. Bye announced that the department received formal notification that it has passed the CAPRA accreditation process with a perfect score. Ms. Bye praised the efforts of staff, without which the task could not be accomplished. Ms. Bye noted that the department is only one of 135 agencies in the United States with the accreditation. Mr. King complimented Ms. Bye on her great leadership during the process and on a daily basis.

X. ADJOURNMENT

The meeting was adjourned at 7:28 p.m. by consensus.

The next regular meeting will be held on Monday, November 17, 2014 at 6:00 p.m. at Glendale City Hall, 5850 W. Glendale Ave., 85301, Room B-3.

Respectfully submitted,
Denise Kazmierczak