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**Urban Park and Recreation Recovery  
Program**

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**Planners' Information Exchange**

**A Continuing Catalog of Second-Generation  
UPARR Planning Grants**

**National Park Service  
Recreation Grants Division  
June 1985**



## INFORMATION EXCHANGE FOR LOCAL RECREATION PLANNERS

373  
DIRECTIONS: This is a complete update of all completed UPARR Second-Generation Planning projects of possible interest to local planners around the country. It includes the listing from two earlier catalogs along with 22 additional reports on projects completed since 1984. Each summary sheet includes information on the project scope, fund amount, and timing as well as:

- DB -
1. the major practical benefits of the grant,
  2. the types of planning products produced by the grant and local contact information when appropriate,
  3. the transfer value of the grant to other communities,
  4. any computer processes or software products produced by the grant, and
  5. other comments by regional staff.

This catalog is intended for filing in a loose leaf binder to accommodate future updates. It is organized by Region, and by State and locality within each Region. An index to the grants included, by city and topic, is located at the end of this report.

Comments, corrections or further contributions from catalog users are welcome through appropriate NPS Regional offices, which should also be contacted for further information on any specific grant listed.

The editors gratefully acknowledge the efforts of local grantees and of Regional National Park Service staff without whom the Planners Information Exchange would not be possible. Their willingness to report on planning experiences through preparation and updating of catalog entries is in the best professional tradition of idea sharing among parks, recreation and planning practitioners.

JUNE 1985



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# UPARR PLANNERS REGIONAL CONTACTS

MARO	Christine McCoy Planning and Grants Assistance Mid-Atlantic Regional Office, NPS 143 South Third Street Philadelphia, PA 19106	597-7996 (FTS) or (215) 597-7995
MWRO	Al Hutchings, External Affairs Midwest Regional Office, NPS 1709 Jackson Street Omaha, NE 68102	864-3481 (FTS) or (402) 221-3481
PNWRO	Wendy Brand, Recreation Assistance Pacific Northwest Regional Office, NPS 2001 Sixth Avenue, Room 1920 Seattle, WA 98121	399-4720 (FTS) or (206) 442-4720
RMRO	Robert Arkins, Recreation Grants Rocky Mountain Regional Office, NPS Denver Federal Center P.O. Box 25287 Denver, CO 80225	776-8697 (FTS) or (303) 236-8700
SERO	Wallace Jones, Grants Division Southeast Regional Office, NPS 75 Spring Street, SW 10th Floor Atlanta, GA 30303	242-2611 (FTS)
SWRO	Ed Shellenberger, Recreation Programs Southwest Regional Office, NPS P.O. Box 728 Santa Fe, NM 87504	476-1815 (FTS)
WRO	George McGuffick, Recreation Grants Western Regional Office, NPS 450 Golden Gate Avenue Box 36063 San Francisco, CA 94102	556-8360 (FTS) or (415) 556-8360



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## ALPHABETICAL LISTING OF GRANTS      JULY 1985

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FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: BRIDGEPORT, CT

REGION: MARO

GRANT TITLE / NUMBER: MAINTENANCE MANAGEMENT SYSTEM (81-04)

SCOPE: To develop a maintenance management system.

In this project, the Bridgeport Department of Parks developed a maintenance management system by incorporating the following elements inventory of facilities; establishment of goals, objectives, and priorities description of tasks and work standards; quality standards for facilities scheduling system; and equipment management. A maintenance manual will be produced detailing the process and findings of the study that will be incorporated as regular operating procedures for maintenance management.

UPARR FUNDING: \$50,000

APPROVAL DATE: 10/20/81

TOTAL FUNDING: \$100,000

EXPIRATION DATE: 12/31/83

1. BENEFITS: Through the development of a maintenance management system, the Bridgeport Department of Parks has increased productivity by 30-35%, significantly reduced the number of public complaints, and documented the needs for additional resources to perform park maintenance.

In analyzing work tasks, the Department discovered that their crew sizes could be reduced from three workers to one (two maximum). The Department found this to be more productive in that the smaller crews produced more and there were more crews available to a larger number of sites. In order to accomplish this, their vehicles have to be in operating condition or needless non-productive crew time will result. The department was able to justify the need for a vehicle mechanic for which the City has created a new position.

A new scheduling system has produced significant improvements. Workers receive their weekly schedules on the preceeding Thursday. They accomplish work as indicated and if they miss a task because of rain, etc., they move on to the next task anyway. This insures accountability because the Department knows where all crews are to be at specified times. The Department is able to respond to public complaints because they can say what facility maintenance schedules are. The Park Supervisor also learned through experimentation that the workers have a tendency to complete the list no matter how many tasks are on it. They have completed 120% of the workload estimate

2. PLANNING PRODUCTS / ORDERING INFORMATION: Copies of the maintenance manual and final report can be obtained from:

Ann McDonald  
Dept. of Parks and Recreation  
263 Golden Hill St Bridgeport, CT 06604  
(203) 576-7145

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: ME, PORTLAND

REGION: MARO

GRANT TITLE / NUMBER: RECREATION INVOLVEMENT FOR AT-RISK YOUTH (81-03)

SCOPE: To design joint recreation and employment programs for adolescents who are not involved in traditional recreation activities.

UPARR FUNDING: \$ 8,371

APPROVAL DATE: 10/20/81

TOTAL FUNDING: \$ 16,742

EXPIRATION DATE: 10/31/83

1. BENEFITS:

A. Improved Coordination of Recreation and Youth Services

- a Recreation Specialist has been placed in the Youth Services Office, to coordinate teen drop-in centers in low income neighborhoods and to cooperatively plan activities between Youth Services and the Recreation Division.
- youths referred by Youth Services are used as recreation aides for elementary age recreation programs and as peer counselors.
- a job bank has been established at one recreation center and outreach by Youth Services, is provided in recreation centers.

B. Youth Involved in Park Rehabilitation Projects

- work crews have built and/or rehabilitated three tot playgrounds and will rehabilitate an inner city playground and reclaim an abandoned lot as a park.
- 20 youths and 3 adults have been employed.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Final Report

Larry Mead  
Director, Division of Recreation  
389 Congress Street, Room 312  
Portland, ME 04101

FINAL GRANTS REPORT (cont.)

APPLICANT: ME, PORTLAND

GRANT NUMBER: MARO

3. TRANSFER VALUE:

The results of this grant could be of interest to other recreation planners. The Portland Youth Services staff has found the project to be very beneficial and believe the concept could be used elsewhere.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

The positive benefits of this project are more a result of the interaction of staff people and administrators that led to new ideas and products rather than as a result of specific plans or reports.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: MD, BALTIMORE

REGION: MARO

GRANT TITLE / NUMBER: RAP-IMPLEMENTATION (81-06)

SCOPE: This project was designed to do an in-depth study of the interrelated management and service delivery issues of fees for service and increased private sector involvement.

UPARR FUNDING: \$ 38,996

APPROVAL DATE: 12/23/81

TOTAL FUNDING: \$ 77,996

EXPIRATION DATE: 3/31/84

1. BENEFITS:

A. Reduced Vandalism.

- through staff and community training and through the introduction of a vandalism incidence tracking system vandalism has been reduced.

B. Introduction of Fees.

- through the development of methodology to analyze the impact of fees and through study of the use of fees in other similar cities they have been able to institute and/or recommend new or increased fees.

C. Increased Private Sector Involvement.

- one program has resulted in the use of youth labor from the Summer Jobs program to work on recreation project and has raised over \$70,000 for the purchase of trees.
- the Zoo will be transferred to a private/non-profit organization for management.
- A Non-Profit Foundation is being established to do fund raising and mobilize public support.

FINAL GRANTS REPORT (cont.)

APPLICANT: MD, BALTIMORE

GRANT NUMBER: MARO

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Final Report, Vandalism Reduction Slide Show, Private Sector Involvement Manual

Peg Ross  
Baltimore City Planning Department  
Room 800  
222 E. Saratoga St.  
Baltimore, MD 21202  
  
(301) 396-1476

3. TRANSFER VALUE:

Yes, although the products are tailored to Baltimore's specific needs.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

The project has led to significantly greater private sector involvement in the management of Baltimore's resources and future study of actual private sector operation of facilities is under consideration.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: MA, BOSTON

REGION: MARO

GRANT TITLE / NUMBER: Boston Parks and Recreation Needs Assessment (81-05)

SCOPE:

The Parks and Recreation Department will do a thorough analysis of post-Proposition 2 1/2 impacts. The effects of Proposition 2 1/2 on Parks and Recreation will be assessed and strategies for continued operation of recreation facilities, programs and maintenance will be developed.

UPARR FUNDING: \$ 89,993

APPROVAL DATE: 6/26/81

TOTAL FUNDING: \$237,996

EXPIRATION DATE: 12/30/83

1. BENEFITS:

When Proposition 2 1/2 hit the Boston Parks Department, their budget was cut 81% in the Recreation Division, 40% in Maintenance, and 100% in capital improvements. The upheaval was so severe that the Department was forced to question what their role should be in the recreation service delivery system. They needed to clarify public sentiment regarding satisfaction with recreation opportunities; management of the system; financing; priorities; and needs. The city conducted a telephone survey of 2,047 completed interviews that is representative of municipal demographics of neighborhood, household size, income, ethnic background, age, and race and is at a 95% confidence level.

Survey results indicated that:

- \*Differences in satisfaction differed by neighborhood, income, race, and age
- \*People are willing to pay user fees
- \*The elderly should receive special consideration in the funding of programs
- \*Maintenance and lighting should receive the highest priority
- \*Lower priority should be given to capital improvements
- \*Recreation programs and improving access for the handicapped

The city now has a baseline of information on which to make effective decisions on how to allocate resources, how to set priorities, what services to offer and/or cut back, and what future directions should be.

FINAL GRANTS REPORT (cont.)

APPLICANT: MA, BOSTON

GRANT NUMBER: MARO

2. PLANNING PRODUCTS / ORDERING INFORMATION:

- Survey Forms
- Boston Parks and Recreation Needs Assessment Report

For further information contact:

Pamela Cooney  
Boston Parks & Recreation Department  
One Government Center  
City Hall, Room 816  
Boston, MA 02201

3. TRANSFER VALUE:

This has excellent value for park system managers interested in doing survey work. Much work was put into designing a survey form that is valid and provides good information on which to base decisions.

4. COMPUTER PROCESSES: N/A

5. COMMENTS:

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: MA, ESSEX COUNTY

REGION: MARO

GRANT TITLE / NUMBER: PLANNING GRANT (83-04)

SCOPE: Develop intermunicipal system to collect, store and distribute information regarding recreation personnel, programming and facilities and to promote cooperative municipal purchasing mechanisms to reduce recreation costs.

UPARR FUNDING: \$ 18,700

APPROVAL DATE: 12/27/82

TOTAL FUNDING: \$ 37,400

EXPIRATION DATE: 09/30/84

1. BENEFITS:

The establishment of:

- a) an automated countywide inventory of municipal recreation personnel, programs and facilities with access to data provided to local officials;
- b) a pooled purchasing plan for recreation equipment;
- c) a recreation resources library for local communities for purchasing supplies and equipment and for providing information for facility development and/or management;
- d) a county atlas of municipal recreation sites.

From the Executive Summary describing the grant project, "The program objectives for this planning effort attempted to improve efficiency at the municipal recreation level by increasing inter-community cooperation and coordination and to develop a regional perspective among the municipal programs in the county." The grantees pointed out that the attempt resulted in mixed successes and failures. Although only 50% of the local communities eligible to participate in this chose to, they realized financial saving and established more effective procurement methods.

APPLICANT: Essex County, MA

GRANT NUMBER: Planning Grant (83-04)

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Executive Summary  
Recreation Survey Summary  
County Atlas of Municipal Recreation Sites

Contacts: Tom Goff, Tom O'Leary  
Office of the County Planner  
County Administration Building  
36 Federal Street  
Salem, MA 01970  
(617) 741-0201 X227

3. TRANSFER VALUE:

The experience gained from the attempt to increase inter-community cooperation and coordination would be useful to any agency with a similar objective.

4. COMPUTER PROCESSES:

The grant established a computer program and data accessible to local officials.

5. COMMENTS:

The cooperative purchasing plan was expanded to include the purchase of municipal goods and services for other than recreation purposes.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: PITTSFIELD, MA

REGION: MARO

GRANT TITLE / NUMBER: CITIZEN VOLUNTEER PROGRAM (81-03)

SCOPE: To develop a citizen volunteer program.

The City of Pittsfield was awarded a \$24,110 UPARR RAP Implementation Grant (RIG) to develop a Volunteerism Marketing Program. As a result of this grant the city developed a volunteer organization for the Parks and Recreation Department referred to as the Citizen Volunteer Alliance (CVA).

When Proposition 2 1/2 was enacted by the Commonwealth of Massachusetts the Parks and Recreation Department budget was reduced over 50%. This action led to the development of the CVA.

UPARR FUNDING: \$24,110

APPROVAL DATE: 10/20/81

TOTAL FUNDING: \$48,260

EXPIRATION DATE: 6/30/83

1. BENEFITS: The CVA was developed as a means to effectively recruit and utilize volunteers within the parks and recreation system. To date the CVA has had a tremendous impact upon the deliver of recreation services. The following examples will highlight some of their endeavors:

Paint-the-Parks Project - The maintenance division concluded that playground equipment throughout the city needed to be painted, but was not a high priority of their work schedule. The Springside Zoo Playground equipment was chosen and beautifully painted by the Knights of Columbus. The CVA organized this action.

Adopt-A-Park Project - Presently 15 different groups totalling some 240 have participated in this project. Spring cleanup was performed in parks city-wide by these individuals as another means of providing assistance to the maintenance division. T-shirts with the CVA logo were given to volunteers as recognition of their effort. This project was organized by the CVA.

Park Watch Project - The objectives of this project are twofold: (1) to heighten the public's awareness of parks, their needs and the importance of public concern in protecting against vandalism, and (2) to encourage neighbors abutting parks to watch them more closely and to report damage to the Police and Park Department so that investigations and repairs can be scheduled. This has been a sucessful project for the CVA.

FINAL GRANTS REPORT (cont.)

APPLICANT: PITTSFIELD, MA

GRANT NUMBER: (81-03)

North Pole Calling - Thirty-two (32) volunteers donated 88 hours to participate in making personal telephone calls from Santa at the North Pole to nearly 600 young children during the Christmas season. This CVA project was enthusiastically received by both children and parents.

The CVA involvement in other programs such as: the playground program, supervising an Eagle Boy Scout project, Halloween parade, Christmas tree lighting, Easter egg hunt, etc. has given the organization a broad based appeal and strong name recognition with city residents and the private business sector.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

A program handbook is available at the CVA office which explains the basic concepts of volunteerism and program development to city staff and volunteers who become involved in the CVA.

Copies of the CVA Handbook may be obtained from:

Robert Mellace, Assistant Planner  
Pittsfield Planning Board  
City Hall  
Pittsfield, MA 01201  
(403) 499-1100

3. TRANSFER VALUE:

The concept of the CVA has national significance and should be used as a model for other cities.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: REVERE, MA

REGION: MARO

GRANT TITLE / NUMBER: NEIGHBORHOOD VOLUNTEER HANDBOOK (81-05)

SCOPE: To prepare a neighborhood volunteer handbook.

UPARR FUNDING: \$15,000

APPROVAL DATE: 7/7/81

TOTAL FUNDING: 30,000

EXPIRATION DATE: (completed 11/82)

1. BENEFITS: The City of Revere utilized this UPARR grant to develop a handbook for the Volunteer Park Maintenance Program. This handbook provides volunteers with the guidance and direction needed to successfully maintain a neighborhood park. The areas emphasized in this handbook to provide volunteers with a better understanding of how to perform their duties include:

- a. Identifies the types of trees, shrubs, grass, soil, etc., which exist within the park system.
- b. Explains how to care for the park vegetation.
- c. Explains what type of tools and equipment are required for park maintenance and how to use them.
- d. Explains how to maintain playing courts, playing fields and play equipment.
- f. Explains how to take care of maintenance equipment.

2. PLANNING PRODUCTS / Information ORDERING:

This handbook has been helpful to volunteers in the successful Senior Citizen Park Maintenance Corps project. This handbook may be obtained at the Revere Park and Recreation Department. This handbook may be useful to other cities considering a similar program.

For copies of the Volunteer Park Maintenance Program Handbook, contact:

Paul Rupp, director  
Planning & Community Development  
City Hall  
Revere, MA 02151  
(617)284-3600

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: MA, REVERE

REGION: MARO

GRANT TITLE / NUMBER: MANAGEMENT INFORMATION SYSTEM (84-08)

SCOPE: Study was conducted in order to develop a computerized Management Information System which would enable the city to more effectively maintain and operate its park and recreation system.

UPARR FUNDING: \$20,000

APPROVAL DATE: 01/27/84

TOTAL FUNDING: \$40,000

EXPIRATION DATE: 09/30/84

1. BENEFITS:

The goal of this project was to develop a computerized Management Information System which would meet the city's park management needs especially with regard to maintenance.

As a result of this project 1) a more comprehensive and cost effective park maintenance system has been developed, 2) several department personnel received computer training and are now more effective in keeping an inventory of park equipment (by site) and in assigning maintenance personnel, 3) two important RAP identified goals were met, i.e., "maximizing the potential for year round use of recreational facilities" and developing the means to direct physical and financial resources toward the maintenance of existing and future facilities/areas...

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Planning products consist primarily of the development of computer software tailored to the city's specific management needs and the training of selected personnel from the three departments (Community Development, Parks and Recreation and Public Works) which impact park maintenance and operation.

FINAL GRANTS REPORT (cont.)

APPLICANT: MA, REVERE

GRANT NUMBER: Planning Grant 84-08

3. TRANSFER VALUE:

The city's experience in defining information needs and working closely with a consultant to develop an information management system which would meet the city's needs is a transferable item.

4. COMPUTER PROCESSES:

none

5. COMMENTS:

none

**FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS**

**APPLICANT:** NJ, PLAINFIELD

**REGION:** MARO

**GRANT TITLE / NUMBER:** RAP PLANNING STUDIES (82-03)

**SCOPE:** To evaluate and coordinate city-wide recreation programs.  
To provide public relations.  
To inventory equipment.  
To prepare a long term maintenance schedule.

**UPARR FUNDING:** \$ 27,500

**APPROVAL DATE:** 12/2/81

**TOTAL FUNDING:** \$ 55,000

**EXPIRATION DATE:** 5/31/83

**1. BENEFITS:**

The City of Plainfield, through this second generation planning grant, analyzed and evaluated programs and facilities (both public and private) within the city recreation system.

A survey of users was conducted and the results were compiled and used to determine future programming needs for city residents. Staffing and budget issues were explored and proposed public relations programs were suggested.

As a result of this grant, two steps have already been taken by the city to implement the recommendations made after analyzing the recreation system. A six year recreation capital improvement program has been adopted and is presently being implemented; and the 1984 Recreation Division budget was altered to represent the goals and objectives, staffing pattern changes and programs recommended in the report generated by this grant. .

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Two reports were generated as a result of this grant. A master report listing all facilities and services within the city, along with survey results, budget and personnel recommendations, and proposed public relations programs was published. A second, condensed summary report was prepared for the Mayor and City Council. Copies of these reports can be obtained from:

.  
Jerome C. Harris  
City Administrator  
515 Watchung Avenue; City Hall  
Plainfield, NJ 07060  
(201) 753-3394

3. TRANSFER VALUE:

The reports generated provide detailed descriptions of the methodologies used to gather information, along with a statistical analysis. Any city/county interested in analyzing its services and facilities may benefit from Plainfield's approach.

4. COMPUTER PROCESSES:

None

5. COMMENTS:

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NJ, UNION COUNTY

REGION: MARO

GRANT TITLE / NUMBER: INTERAGENCY ADVISORY COUNCIL (81-05)

SCOPE: To form an Interagency Recreation Advisory Council comprised of members from various public, private and quasi-public organizations. The primary goal will be the coordination of many diverse recreation services and opportunities in Union County.

UPARR FUNDING: \$ 31,000

APPROVAL DATE: 12/18/81

TOTAL FUNDING: \$ 62,000

EXPIRATION DATE: 12/31/83

1. BENEFITS:

A list of programs within the County was compiled through the use of meetings, questionnaires, and telephone contacts, as well as site visits. A master file of available programs and facilities (public, private, and quasi-public) was generated and is updated periodically.

Research for the development of an Advisory Council was performed; however, enthusiasm of its members declined due to several factors. Two major factors hindered the success of the Council; reluctance to cooperate over the use of facilities due to overcrowding and heavy use; and the existence of the recently rejuvenated Union County Park and Recreation Association which was not functioning at the time the grant application was approved. The Union County Park and Recreation Association is composed of local municipal recreation providers and is now addressing objectives envisioned as part of the Recreation Advisory Council's responsibilities. A duplication of efforts was perceived.

To inform residents of County programs and events, a series of calendars were prepared and distributed. The third "Calendar of Events" included an evaluation form to ascertain its effectiveness. A slide presentation of the County park system was developed and used throughout the area to inform residents of available programs. This method has been extremely successful.

Four programs (Discover Our Parks, Handicapped Swim, Summer Arts Festival Transportation, and Handicapped Horseback Riding) for special populations has also been a successful component of this grant.

FINAL GRANTS REPORT (cont.)

APPLICANT: NJ, UNION COUNTY

GRANT NUMBER: MARO

2. PLANNING PRODUCTS / ORDERING INFORMATION:

As a result of this second generation planning grant, the County prepared a series of "Calendar of Events" to market their programs/facilities. In addition a slide presentation on County recreation services was also developed to increase awareness. This form of outreach has been extremely successful in the County.

Copies of the County's marketing brochures and information on the slide presentation can be obtained from: .

Debra L. Judd, Coordinator  
Federal and State Aid  
Department of Parks and Recreation  
Union County Administration Building  
Elizabeth, NJ 07207  
(201) 527-4900

3. TRANSFER VALUE:

Due to the size of the County, the services and programs provided were often attributed to the generosity of local jurisdictions. To gain some recognition, the public relations methods employed by the County through this grant were extremely successful. In addition, analyzing all the programs throughout the County resulted in the County re-evaluating its own services and eliminating, upgrading, and adding programs as necessary.

4. COMPUTER PROCESSES:

None

5. COMMENTS:

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NY, ERIE COUNTY

REGION: MARO

GRANT TITLE / NUMBER: PARKS MAINTENANCE MANAGEMENT PROGRAM (84-04)

SCOPE:

Erie County prepared a maintenance management plan for 7 parks within its County System. The project scope included an inventory of all elements of the system, the identification and analysis of problems related to maintenance of the system; the development of standards and a schedule for maintenance; development of 6 year capital improvement plan for the entire system; the purchase of a computer for testing the system and training of park personnel for similar efforts in the remaining county park.

UPARR FUNDING: \$40,000

APPROVAL DATE: 01/12/84

TOTAL FUNDING: \$80,000

EXPIRATION DATE: 12/84

1. BENEFITS:

The completion of the plan came at a fortuitous time for the county. Erie County has been suffering under a severe fiscal crisis and the Park Department was able to use the maintenance plans as a tool to better utilize existing staff and maintain quality of Service. With no foreseeable increase in budget and manpower, Erie County was still able to improve performance and the quality of its maintenance through implementation of the plan. In addition, through their analysis of manpower efforts, they were able to show the need for an urban ranger program in their parks. The regular maintenance staff was found to be performing patrol and enforcement type functions in lieu of their regular maintenance tasks. The County now has 25 rangers funded through a NY State grant, and maintenance workers have been freed up to perform their own work.

A capital improvement plan for all of the county's parks has been prepared and adopted. This is the first time that the park system has evaluated their system needs and scheduled for their implementation.

The maintenance plan included over 30 management objectives relating to design issues, maintenance functions and park activities. Of these, over 85% have already been implemented. A sample includes: a maintenance schedule for employees has been implemented, this program is on the computer and is being evaluated and updated to reflect changes as they

occur and to measure speed quality of work; all of the parks equipment and all of the maintenance equipment has been inventoried and is now on the computer to be monitored according to usage, repair and condition, the information generated by this program will be used to justify new purchases. The county is now in the process of preparing a plan for the remaining 4 parks in their system. They expect to have all of their parks operating under the plan within the next 2 years.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The county has produced a maintenance management plan and a capital improvement plan. These products are specific to the county. For information on their efforts, the contact is Thomas Dearing, Department of Environment and Planning, 95 Franklin Street, Buffalo, NY 14202.

3. TRANSFER VALUE:

The county's urban ranger program should be of great value to many of the UPARR cities. It was modeled after the program used in New York City and Boston. This is in addition to the process that was used to prepare the maintenance plan.

4. COMPUTER PROCESSES:

The county has three systems on their computer:

1. The capital improvement plan;
2. The maintenance schedule; and
3. The equipment usage and condition program.

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NY, NEW ROCHELLE

REGION: MARO

GRANT TITLE / NUMBER: NEEDS ASSESSMENT AND MARKETING PLAN (82-06)

SCOPE: The City of New Rochelle conducted a comprehensive needs assessment of their city residents in regards to parks, recreation facilities and programs. A model survey form was developed as a product of this grant. The city plans to utilize the results of this study to determine the direction and focus of the Department of Human Services in the area of recreation service delivery.

UPARR FUNDING: \$50,015

APPROVAL DATE: 11/03/81

TOTAL FUNDING: \$100,030

EXPIRATION DATE: \_\_\_\_\_

1. BENEFITS: As a result of the survey the city has a document that can be used for making both management and planning decisions on system needs. The survey produced a definitive picture of the attitudes and needs of the citizens of New Rochelle. In addition, the city has realized the need to coordinate and cooperate with all of the service providers in the community in order to maximize service delivery. The survey effort helped them to develop this more comprehensive approach and recognize that there are other resources available to get the job done.

The Survey set a public value to the system and identified areas where it works and where needs are. It also helped the city to find out how aware the public was of their services. This knowledge, in turn, has assisted the city in developing partnerships to address inadequacies (through other providers, the YMCA, School facilities, etc.); and marketing their services (through newspapers, at functions, and the development of a Leisure Time Activities Catalogue).

As a result of the survey the city has a document that can be used for making both management and planning decisions.

FINAL GRANTS REPORT (cont.)

APPLICANT: New Rochelle, NY

GRANT NUMBER: 36CTY4120-82-06

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Telephone survey prepared and produced by a professional marketing firm. For information on a copy of the Survey contact Teri Waivada, Department of Development, 515 North Avenue, New Rochelle, NY 10801.

3. TRANSFER VALUE:

Information on conducting a research project is available for other communities. The information that can be obtained from this type of study frames a direction for the recreation system to follow in providing services and marketing their programs.

4. COMPUTER PROCESSES:

None

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NY, ROCHESTER

REGION: MARO

GRANT TITLE / NUMBER: INTERPRETIVE MASTER PLAN (82-04)

SCOPE: The City of Rochester developed an interpretive master plan for the city's urban cultural park located on the Genessee River. Two interpretive trails, brochures, signage and an interactive touch screen computer program were developed through this project.

UPARR FUNDING: \$50,000 APPROVAL DATE: 11/03/81

TOTAL FUNDING: \$100,000 EXPIRATION DATE: 09/84

1. BENEFITS: The city was able to develop a unifying theme defining the cultural and natural resource attributes of the city. During this process, they worked with many community groups in the city, in addition to developing professional linkages with various community organizations relating to visitation and planning for the city. The focus of the plan was to give residents an enthusiasm about interpreting their community to other residents and tourists. The city sees their efforts as a source of pride to many Rochester citizens, since it highlights the enormous contributions made by the city to the industrial and cultural development of the state.

A major contribution to the city's efforts was the development of the touch screen computer program that offers residents and visitors up-to-date information on local history, events, and interesting sites.

FINAL GRANTS REPORT (cont.)

APPLICANT: Rochester, NY

GRANT NUMBER: 36CTY5230-82-04

2. PLANNING PRODUCTS / ORDERING INFORMATION:

For additional information on the interpretive master plan and the touch screen computer system, contact Dawn Knox or Steve Carper at the Bureau of Recreation, Office of the Director, City Hall, Room 226-B, 30 Church Street, Rochester, NY 14614.

3. TRANSFER VALUE:

The techniques used to develop the interpretive master plan are of immeasurable value to any park system interested in highlighting and marketing their park system for local and visitor use.

4. COMPUTER PROCESSES:

The touch screen program for Rochester was developed by a local computer firm and is transferable for use to other communities. The program itself is adaptable for providing all types of information for the targeted user.

5. COMMENTS;

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: SYRACUSE, NY

REGION: MARO

GRANT TITLE / NUMBER: FACILITIES MAINTENANCE GUIDE (81-07)

SCOPE: To develop a management strategy guide to assist in proper upkeep of major park and recreation facilities.

UPARR FUNDING: \$20,130

APPROVAL DATE: 12/31/81

TOTAL FUNDING: \$40,260

EXPIRATION DATE: 10/31/83

1. BENEFITS: A maintenance guide has been prepared for use by the maintenance division. The city was able to complete a reorganization of the staff of the maintenance division and identify the need for new positions. Standards and schedules were developed for the maintenance functions. A guide was also developed for replacing facilities with materials which require reduced maintenance. The process has had the following impacts on the city:

- a) It has provided a basis for reorganizing the department's work force so that it is more closely aligned with the task identified in the guide.
- b) The budget office has been concerned with the need for more maintenance dollars.
- c) The city has closed an old recreation facility that was too costly to maintain.
- d) The city has sold a high-maintenance recreational facility and continues to use it for programming under a lease agreement.
- e) The budget office has been convinced to hire more temporary skilled help.
- f) The city has expanded the use of contracted services.
- g) The city has completed a supply inventory for the Parks Department.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Copies of the Maintenance guide may be obtained from Michael Scharoun, Dept. of Parks and Recreation, 412 Spencer Street, Syracuse, NY 13204, (315) 473-4330.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NY, UTICA

REGION: MARO

GRANT TITLE / NUMBER: MANAGEMENT INFORMATION SYSTEM (82-08)

SCOPE: The city of Utica conducted a study of the 4 departments currently involved in the delivery of recreation services and proposed a new integrated organizational structure for the systems and developed an information management plan to address effective maintenance and service delivery.

UPARR FUNDING: \$ 27,500

APPROVAL DATE: 12/07/82

TOTAL FUNDING: \$ 55,000

EXPIRATION DATE: 12/84

1. BENEFITS:

The Parks Department and Youth Bureau have implemented a number of recommendations from their MIS which they feel have had considerable impact on their maintenance of the park system. Maintenance is now being performed on a scheduled basis and there is a notable difference in the quality and timing of work functions. As part of the Capital Improvement Plan that was developed through the MIS, all playground equipment will be replaced this year. A preventative maintenance program has also been developed and is being implemented for all other park equipment.

As part of the process of preparing the information management plan, many issues and problems related to the operation of services were discovered. Even the image of the department and its recognition by the public was examined. As a result of this, the city has adopted a new logo for the department, created through a design competition within the city. It was also found that that fees did not reflect the true costs of funding services and these have been revised to reflect the maintenance costs of various functions such as swimming, skiing and tennis.

FINAL GRANTS REPORT (cont.)

APPLICANT: NY, UTICA

GRANT NUMBER: 36CTY6620-82-08

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The city produced an organizational study with recommendations for consideration of their Parks Department with their Youth Bureau. The management information plan addresses maintenance and service delivery issues. For information on this project, the contact is Michael Leone, Department of Urban and Economic Development, 1 Kennedy Plaza, Utica, NY 13502.

3. TRANSFER VALUE:

The city utilized a consultant to assist them in preparing the organizational study. A team approach was used and one of the major results of the process was an increase in communications with the various departments involved in parks. This was an invaluable process for the city since prior to the study there was little or no coordination with the 4 departments involved in the system.

4. COMPUTER PROCESSES:

none

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: PA, PHILADELPHIA

REGION: MARO

GRANT TITLE / NUMBER: FAIRMOUNT PARK MANAGEMENT & OPERATIONS STUDY (80-05)

SCOPE: Comprehensive management and operations review to improve maintenance and recreation programs at Fairmount Park.

UPARR FUNDING: \$ 92,601

APPROVAL DATE: 9/22/80

TOTAL FUNDING: \$230,250

EXPIRATION DATE: 10/31/83

1. BENEFITS:

The Fairmount Park Commission developed a comprehensive maintenance management system which resulted in cost savings, higher productivity, and improved public relations. The Commission is now able to effectively allocate resources (financial and staffing) to meet the needs identified in serving the public.

This plan includes a detailed inventory of facilities, state of the art mapping, an equipment management program, an evaluation system for tasks, a user analysis study, a scheduling system, and an assessment of the work force. Overall, the Commission developed a way to plan, direct, and evaluate maintenance in Fairmount Park."

This project lead to two spin-off projects including an organizational development program and the development of a computerized management information system. The organizational development program is aimed at building a sense of stewardship for the park within the work force through staff development. A computerized information system is needed to handle and manipulate the volumes of data generated in maintenance functions for improved decisionmaking.

Currently, the Commission is doing a final report that will pull together all three projects with completion expected by Mid-summer, 1985.

FINAL GRANTS REPORT (cont.)

APPLICANT: PA, PHILADELPHIA

GRANT NUMBER: MARO 80-05

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The summary report will be available upon completion. The user analysis study is also available.

For information on this project contact: Peter Odell  
Fairmount Park Commission  
West Park  
Philadelphia, PA 19131

3. TRANSFER VALUE:

This is a model program that would provide good ideas to a practitioner involved with maintenance management,

4. COMPUTER PROCESSES:

A spin-off of this program is the development of Management Information System. The Commission purchased a mini-computer with city funds to develop an integrated data base.

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS  
(Interim Report)

APPLICANT: PHILADELPHIA, PA

REGION: MARO

GRANT TITLE / NUMBER: NEEDS ASSESMENT AND MARKETING STUDY (82-06)

SCOPE: The City will conduct a needs assessment and marketing survey by neighborhood of the recreation programming and service needs of residents. This work will be done by a consultant and monitored by a task force consisting of city staff and citizen representatives. The project was amended so that a more detailed analysis of non-users of the public recreation system could be completed. This analysis will include demographic characteristics of non-users attitudes toward Park and Recreation policies, reasons for non-use, and recreational needs.

UPARR FUNDING: \$33,000

APPROVAL DATE: 11/3/81

TOTAL FUNDING: \$66,000

EXPIRATION DATE: 9/30/84

1. BENEFITS: The first phase of the study was conducted by a Temple University team in 1982. 1,000 users of the system were interviewed using a standard questionnaire and 3,000 randomly selected adults were mailed surveys. An internal and external audit was conducted of the P+R system. The areas studied included participation in recreational activities, use of park facilities, suggestions for improving public recreation, coordination among recreation providers, services providers, coordination with community groups, services for special populations, the use of fees + and charges, and departmental organization.

As a result of the intial study, a new committee has been formed in the recreation department to evaluate the study results and to make recommendation for implementation. No concrete results have yet been seen.

2. PLANNING PROJECTS/ORDERING INFORMATION:

A summary and a full report of the finding have been prepared and are available from the Philadelphia Department of Recreation. The information is almost totally city-specific and would not be useful to other communities.

3. TRANSFER VALUE:

The study methodology/questionnaires may be useful to other cities considering the same type of project.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: PA, WILKES-BARRE

REGION: MARO

GRANT TITLE / NUMBER: MANAGEMENT DELIVERY AND SERVICE STUDY (81-03)

SCOPE: The city of Wilkes-Barre conducted an evaluation of the management of the parks and recreation system and the system of recreation programming and service delivery in Wilkes-Barre.

UPARR FUNDING: \$39,316

APPROVAL DATE: 08/25/82

TOTAL FUNDING: \$78,632

EXPIRATION DATE: 07/84

1. BENEFITS:

The city sees the planning grant process as a very positive experience for the delivery of recreation services to their users. The city evaluated all aspects of departmental management and now feels that through their recommendations, they have been able to transform their system to a modern, up-to-date operation. New technologies have been introduced to the department, such as computerization of program scheduling and word processing capability.

The needs assessment introduced the city to the need for cooperative efforts on the part of all of the service providers. Non-profit providers in the city have formed a coalition to address issues that one provider cannot manage alone. New program ideas are being generated to meet the demands of groups that have been traditionally underserved in the city.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The city has produced a number of studies through this grant:

1. A Report on Potential Community Support Toward Recreation Leisure Programs;
2. A Report on Providing Public Bus Transportation to the City's Parks and Playgrounds;
3. The Role of Recreation Leisure Resources in the Economic Revitalization of the Greater Wilkes-Barre Area; and
4. Recreation Service Delivery Program.

For information contact:

William C. Harris  
Recreation Service Delivery Program  
City Hall  
Wilkes-Barre, PA 18711 (717) 826-8255

3. TRANSFER VALUE:

The city has embarked on a very ambitious program to modernize their system to provide the best possible programming and services. Their enthusiasm in this effort has had impact on all providers within the system and the ripple effect has had great impact on their goals and objectives for the future of the Wilkes-Barre Park Department.

4. COMPUTER PROCESSES:

The city is using a computer to schedule recreation program activities. Additional computer usage will be developed for a maintenance management system.

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: VA, NEWPORT NEWS

REGION: MARO

GRANT TITLE / NUMBER: MANAGEMENT INFORMATION & PLANNING SYSTEM (81-04)

SCOPE: To develop a computerized management information and planning system that includes:

1. A Recreation Land Use Program
2. A Park Services Program and
3. A Programming Planning and Budgeting Program

UPARR FUNDING: \$ 37,700

APPROVAL DATE: 10/20/81

TOTAL FUNDING: \$ 75,400

EXPIRATION DATE: 12/31/83

1. BENEFITS:

The most significant benefit Newport News' park and recreation department has received from this project is the ability to manage its resources more efficiently and effectively. Before the computerized management information and planning system was implemented, the city had experienced difficulties in registering people for recreation programs. The city has (4) four registration periods during the year and each one resulted with approximately 2500 people wanting to participate in the recreation programs offered. Processing this information manually into specific groups was a nightmare. Scheduling of programs manually was an overwhelming task, because of the different time similar programs were being held and trying to accommodate the time request of the participant.

With the use of this planning grant, the parks and recreation department was able to develop the MIPS and computerize the entire registration process which resulted in better utilization of personnel, cost effectiveness of personnel time, accurate scheduling and more efficient use of its resources. In addition, the MIPS has had a significant impact in other areas of the parks and recreation department which includes: finance and budgeting, programs and personnel cost tracking, and tracking class attendance for each program.

FINAL GRANTS REPORT (cont.)

APPLICANT: VA, NEWPORT NEWS

GRANT NUMBER: MARO

2. PLANNING PRODUCTS / ORDERING INFORMATION:

On-going training of staff has continued as new software programs are developed.

3. TRANSFER VALUE:

It is my opinion that this grant has enabled the parks and recreation department in Newport News' to improve the overall management of its recreation system which should be of interest to other recreation planners and communities.

4. COMPUTER PROCESSES:

Three CRTs were purchased as part of this grant and the city has recently purchased two additional terminals for the parks and recreation department. The software products produced for the MIPS should be transferable to other recreation department, although some modifications may be necessary.

5. COMMENTS:

This grant has fostered a stronger working relationship between the planning and recreation departments which has resulted in a more comprehensive and concerted effort to improve the delivery of recreation services to Newport News' residents.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NORFOLK, VA

REGION: MARO

GRANT TITLE / NUMBER: USER FEE/ALTERNATIVE REVENUE RESOURCES (81-05)

SCOPE: To analyze existing user fee system to determine which recreation facilities should be assessed a user fee and to analyze the impact of user fees on the public.

UPARR FUNDING: \$4,589

APPROVAL DATE: 3/11/82

TOTAL FUNDING: \$9,178

EXPIRATION DATE: 12/31/82

1. BENEFITS:

This planning grant was utilized by the City of Norfolk to develop city policy and implementation procedures of User Fees within the Department of Parks and Recreation. Data was collected concerning the City's present user fees and the policy for such relating to Parks and Recreation. An analysis of the City's fees and charges potential was assessed by a consultant. The analysis provided the information necessary to formulate recommended fees and most important practical suggestions for the development of a city policy.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

A copy of the User Fee/Alternative Revenue Resources Study is available from the Parks and Recreation Department. In addition, a final report which summarizes the planning process for this project is also available.

Contact: Shurl Montgomery, Director  
Parks and Recreation Department  
City Hall - East Wing  
Norfolk, VA  
(804) 441-2400

3. TRANSFER VALUE:

Although this project was initiated for Norfolk's Park & Recreation Department, the process used to develop the study is applicable to most cities and would be a valuable resource.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: VA, SUFFOLK

REGION: MARO

GRANT TITLE / NUMBER: MAINTENANCE MANAGEMENT SYSTEM (81-05)

SCOPE: To develop a maintenance management system.

UPARR FUNDING: \$ 31,700

APPROVAL DATE: 10/21/81

TOTAL FUNDING: \$ 63,400

EXPIRATION DATE: 4/30/84

1. BENEFITS:

The most significant benefit Suffolk's park and recreation department has received from this project is the ability to manage its maintenance personnel and resources more efficiently and effectively. Before the computerized maintenance management system (MMS) was implemented, park and recreation maintenance was very ineffective. Over the past few years, park maintenance began to improve largely due to the efforts of a new park and recreation director. However, with this grant, the director has been able to manage his maintenance personnel and resources like never before.

A facility inventory has been developed along with work tasks tailored for each park site. The development of a maintenance manual has proved to be a valuable resource for management and the work force. The computerization of the maintenance management system has resulted in better scheduling; cost tracking of supplies, materials, and personnel; better organization and utilization of resources; and better overall management in the maintenance area. In addition, as a result of the MMS, the director was able to justify one additional staff position (only 4 new positions in the city were approved by city council during fiscal year 1983-84) for maintenance. The impact the MMS has had on the park and recreation department is truly reflected by the significant improvements in how well recreation facilities are now being maintained.

FINAL GRANTS REPORT (cont.)

APPLICANT: VA, SUFFOLK

GRANT NUMBER: MARO

2. PLANNING PRODUCTS / ORDERING INFORMATION:

A maintenance manual has been produced as part of this project and can be obtained from the parks and recreation department.

Mr. Thomas Blekicki  
Director  
Parks and Recreation Department  
P.O. Box 1858  
Suffolk, VA 23434

3. TRANSFER VALUE:

The success Suffolk's park and recreation department has experienced as a result of this grant would be valuable knowledge to other recreation departments and cities across the country.

4. COMPUTER PROCESSES:

As part of this grant, one computerized terminal was purchased. The city decided to develop their own software package and although it required a lot of work, the dividends have been tremendous. This software package would most likely be useful to other recreation departments.

5. COMMENTS:

The maintenance management system has enabled the park and recreation department to maintain more accurate financial records which has resulted in fewer errors in billings, reimbursements, and budgeting adjustments with the finance department. The relationship between these departments has definitely been enhanced.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: WV, WHEELING

REGION: MARO

GRANT TITLE / NUMBER: ALTERNATIVE REVENUE SOURCES (84-03)

SCOPE: This project was to analyze financial data, revenue sources, and financial practices, and to identify alternative sources of revenue and new methods of revenue generation.

UPARR FUNDING: \$12,500

APPROVAL DATE: 03/19/84

TOTAL FUNDING: \$25,000

EXPIRATION DATE: 10/31/84

1. BENEFITS:

A. The handling of finances was improved. Cash collection controls were developed which will be implemented during 1985. Actual dollar savings cannot be determined until after the 1985 season. Revenue analysis management reports were developed to improve internal controls.

B. Recommendations were made for the development of private sector assistance. Strategies developed include working with special interest groups, voluntary organizations, and businesses; establishing a maintenance trust fund and a friends organization; and using concession agreements.

C. Recommendations were made for an extensive promotional plan.

D. A ten-year projection of desired/needed facilities was made.

APPLICANT: Wheeling, WV

GRANT NUMBER: 54CTY2830-84-03

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Wheeling Parks Management Plan

Contact: Michael Nau  
Assistant City Manager  
1500 Chapline Street  
Wheeling, WV 26003  
(304) 234-3617

3. TRANSFER VALUE:

The Alternative Revenue sections of the report provides good generic strategies for other communities to follow.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: JEFFERSON CO., AL

REGION: SERO

GRANT TITLE / NUMBER: RECREATION MANAGEMENT SYSTEM (81-01)

SCOPE: In depth analysis of budgeting, staffing, maintaining and operating procedures of eight municipal recreation systems to provide guidance to more effectively utilize existing recreation dollars and staff, and for cost-saving suggestions concerning user fee schedules and maintenance dollars. Results may be applicable to other recreation systems in Jefferson County.

UPARR FUNDING: \$16,777

APPROVAL DATE: 1/22/82

TOTAL FUNDING: \$33,555

EXPIRATION DATE: 2/28/83

1. BENEFITS:

Major practical benefits include identification of methods to more effectively utilize existing park and recreation resources through indepth analysis of in house administrative procedures in each of 8 municipal recreation systems. End products suggest recommendations to individual cities as to how they may each more effectively utilize existing resources.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Individual working memoranda containing survey of conditions and operations. Documents available at .10 per page, from Mike Vance, Office of Planning and Community Development, 305 N. 22nd Street, Birmingham, Alabama 35203.

3. TRANSFER VALUE:

Resultant memoranda could, possibly, apply to other communities.

4. COMPUTER PROCESSES: None

5. COMMENTS:

Method of analyzing in a like manner the condition, needs supply of site specific resources within a given area.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: DADE COUNTY, FL

REGION: SERO

GRANT TITLE / NUMBER: MARKETING ACTIONS (80-01)

SCOPE: To include marketing concepts and strategies in the RAP.

UPARR FUNDING: \$22,800

APPROVAL DATE: 4/18/80

TOTAL FUNDING: \$45,600

EXPIRATION DATE: (completed 12/82)

1. BENEFITS:

The most important benefit of this grant was the assistance it provided this Department in changing its consumer orientation. During the 1970's this Department built a great many facilities throughout the county. Funded by a large bond they were designed to provide service to a rapidly growing community. During this period the Department took the traditional approach to the planning of the areas; it designed them more for what the Department required than for what the citizen population required.

The early 1980's saw Department priorities change. Capital improvement priorities turned to operational priorities. The department had to respond to different consumer demands. A different consumer orientation was required, one that could be responsive to consumer wants and expectation.

Concrete examples are difficult to provide. We are now developing marketing strategy plans which are designed to help individual facilities better market themselves. In some instances we have documented increased attendance of up to 400% and penetration into markets heretofore not approached.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Planning products include:

- A. Department-wide staff workshops on a customer service orientation.
- B. Reports produced by marketing consultants entitled "Analysis & Results of Citizen Survey" and "Marketing Action Plan"; and
- C. A Departmentally produced 5-year action plan.

3. TRANSFER VALUE:

The results of this grant would, unquestionably, be of interest to recreation planners in other communities. While this community has certain unique characteristics, the process through which results were achieved could be used elsewhere.

FINAL GRANTS REPORT (cont.)

APPLICANT: Dade County, FL

GRANT NUMBER: SERO (80-01)

4. COMPUTER PROCESSES:

Computer application derived as a result of this grant, namely a data base of community planning information, would not easily be transferable. It was designed specifically for this organization and its use elsewhere would be limited.

5. COMMENTS:

The most important impact of this grant has been the increased responsiveness of this Department to consumer needs at all stages of the planning process, beginning with data collection and ending with the final plan. We are now at a point where we not only measure the relative satisfaction of our clientele but we are also able to make critical adjustments in our resource delivery to improve service.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: SAVANNAH, GA

REGION: SERO

GRANT TITLE / NUMBER: RECREATION COORDINATION PLAN (81-02)

SCOPE: To develop a mechanism to provide for cooperation and coordination among all recreation providers in the city.

UPARR FUNDING: \$15,000

APPROVAL DATE: 5/20/81

TOTAL FUNDING: \$30,000

EXPIRATION DATE: 3/31/83

1. BENEFITS:

The major practical benefits of the Recreation Coordination Plan received have been:

- the establishment of the first Building & Maintenance Plan for the City's recreation facilities,
- the establishment of five new joint-use facility agreements with Savannah-Chatham Board of Education, the Housing Authority of Savannah, and Armstrong State College totalling \$410,000 of recreation facility improvements,
- a new overall maintenance agreement (sharing of expenses) with the Board of Education, Housing Authority, and Armstrong College for all joint-use facilities,
- a joint-use agreement between the City of Savannah and the local YWCA for approximately \$14,000 of services, and
- increased citizen and non-profit involvement for handicapped recreation opportunities provided through UPARR funded programs.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

A series of five reports on the possibilities of joint-use recreation facilities and recreation services was prepared by Technical Resources, Incorporated, the City's consultant for the project. Copies of the reports may be obtained by contacting:

Roger Carson  
Community Planning & Development  
P.O. Box 1027  
Savannah, Georgia 31401

No charge will be made for one copy.

FINAL GRANTS REPORT (cont.)

APPLICANT: SAVANNAH, GA

GRANT NUMBER: SERO (81-02)

3. TRANSFER VALUE:

The results of this grant that could be of interest to other recreation planners were:

- it produced the first survey to identify all the known recreation providers in Savannah including handicapped, elderly, church, etc.,
- it motivated the City to make its first comprehensive approach to communicate with public, non-profit, and private recreations providers, and
- it resulted in the development of joint-use agreements between government entities.

4. COMPUTER PROCESSES:

No computer processes or software processes were developed.

5. COMMENTS:

The innovative grant was part of a cumulative planning process that heightened the City's awareness of the municipality's additional recreation needs. From this grant and the Recreation Recovery Plan, the City's Mayor and aldermen have proposed a \$10 million Recreation Bond Referendum for February, 1984.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: MS, JACKSON

REGION: SERO

GRANT TITLE / NUMBER: RAP PLANNING STUDIES (82-01)

- SCOPE:
- 1) to print additional copies of RAP
  - 2) to prepare a products catalog for commonly used and needed recreation equipment
  - 3) to develop guidelines for overall departmental operation, individual program operations and facility operation of the City's recreation system
  - 4) to develop operation and maintenance standards.

UPARR FUNDING: \$ 7,500

APPROVAL DATE: 2/1/82

TOTAL FUNDING: \$ 15,000

EXPIRATION DATE: 12/31/83

1. BENEFITS:

The city will use the Products Catalog to solicit private funds and contributions for commonly used and needed recreation equipment. Preliminary limited distribution of the catalog has resulted in over \$1,000 in private contributions. The Policy and Procedures Manual delineates guidelines for overall park and recreation department operation. Its use, particularly in the development of contracts and in formulating fees and charges policies, has contributed to major improvements in managing the park and recreation system. The Operation and Maintenance Standards System establishes operation and maintenance performance standards. These standards describe the qualitative levels to which specific units of operations and maintenance activities are to be accomplished and the associated personnel, time, equipment, materials, and costs to complete the work. This system allows park management to provide more attention to organizing and performing maintenance tasks; budget requests are tied directly to Service level objectives; and allows measuring and evaluating results of different work methods. Another benefit is that staffing plans can best be prepared based on park facilities inventories and work program data.

FINAL GRANTS REPORT (cont.)

APPLICANT: MS, JACKSON

GRANT NUMBER: 8201

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The major products developed under this grant are:

1. Park and Recreation Management Manual
2. Products Catalog

Information about these items can be obtained from:

Mr. Lamar Evans  
Administrator  
Human Development and Recreation  
P.O. Box 17  
Jackson, MS 39205  
601-960-2024

3. TRANSFER VALUE:

The Park and Recreation Management Manual, which contains both the Policies and Procedures Manual and the Operation and Maintenance Standards System, could serve as a good example for any community that is in need of similar management improvements in its park and recreation system.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: PASCAGOULA, MS

REGION: SERO

GRANT TITLE / NUMBER: ENERGY ANALYSIS STUDY (79-03)

SCOPE: To prepare an analysis of energy consumption and needs in the city's recreation network, and to establish a process for monitoring future energy consumption and for identifying non-efficient use.

UPARR FUNDING: \$19,350

APPROVAL DATE: 11/9/79

TOTAL FUNDING: \$38,700

EXPIRATION DATE: (completed (11/82))

1. BENEFITS:

The major benefit of the "Energy Analysis Study" (79-03), which was completed as an amendment to the Recovery Action Program, was that it identified those areas within the city's recreation system which were not energy efficient. Substantiated by a cost analysis, a plan began implementation of the Study prepared by Claude Terry and converted from 1500 W quartz luminaries to 100 W metal halide fixtures at a cost of approximately \$18,000. Based on an estimated annual dollar savings of \$10,960, the city's investment has been recaptured.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

A plan entitled:

Energy Audit for the Pascagoula Parks and  
Recreation System  
City of Pascagoula, MS. (June, 1981)

can be obtained in unbound, copy from:

Linda Rosa  
Office of Federal Programs  
City of Pascagoula, MS  
P.O. Drawer 908  
Pascagoula, Mississippi 39567

3. TRANSFER VALUE:

The approach to preparing an energy audit might be of benefit to a city undertaking an energy audit of its recreation facilities. The plan for instituting these energy measures would, however, have little transferability.

4. COMPUTER PROCESSES:

There are no computer processes or software projects involved in this project.

5. COMMENTS:

I believe the National Park Service would be performing an invaluable service to communities if the NPS required cities to include audits in their RAP's.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: PACAGOULA, MS

REGION: SERO

GRANT TITLE / NUMBER: MAINTENANCE PROGRAM (82-01)

SCOPE: To develop a maintenance program that identifies maintenance areas and includes scheduling for maintenance practices.

UPARR FUNDING: \$1,960

APPROVAL DATE: 2/11/82

TOTAL FUNDING: \$3,930

EXPIRATION DATE: (completed 11/82)

1. BENEFITS:

Ranked as the #9 priority of the City's 24 top projects identified in the Recovery Action Program, the Scheduled Maintenance Program has been effective as a personnel management tool. Plagued for years by a haphazard, catch-can approach to park maintenance, the Public Works Department employees are now organized to deal systematically with maintenance of the City's 17 parks. Plant pruning, lawn seeding, facility repairs, etc., are now anticipated according to the strategy set in place via the Scheduled Maintenance Program. "Getting the right job done at the right time" is the primary premise which undergirds the Maintenance Program.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

A plan entitled:

Maintenance Program for Pascagoula Parks and Recreation Systems:

was prepared by Ron Hartley and Associates, Ltd., and can be secured in unbound, copy form only from:

Linda Rosa  
Office of Federal Programs  
City of Pascagoula, MS  
Post Office Drawer 908  
Pascagoula, MS 39567

Cost per copy is \$15

FINAL GRANTS REPORT (cont.)

APPLICANT: PACAGOULA, MS

GRANT NUMBER: SERO (82-01)

3. TRANSFER VALUE:

Most cities could benefit from imposing the methodology developed in the Maintenance Program to their recreation networks.

4. COMPUTER PROCESSES:

There are no computer processes or software projects involved in this project.

5. COMMENTS:

An organized, systematic approach to park maintenance has become an invaluable cost-savings measure for the City of Pascagoula.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NC, DURHAM

REGION: SERO

GRANT TITLE / NUMBER: RAP UPDATE (83-01)

SCOPE: Develop a fees and charges policy, formulate articles of incorporation and bylaws for a nonprofit corporation that could accept donations for park and recreation purposes, prepare a Gift Guide, update RAP development standards, conduct a recreation preference survey, and determine activity usage in city parks.

UPARR FUNDING: \$12,000

APPROVAL DATE: 05/19/83

TOTAL FUNDING: \$24,000

EXPIRATION DATE: 09/84

1. BENEFITS:

The fees and charges policy will ensure fair and uniform standards for setting or adjusting fees for city recreation facilities or programs. Formulation of articles of incorporation and bylaws provide a basis for establishing a nonprofit corporation to facilitate the acquisition of park and recreation related donations. The published Gift Guide will advertise specific system needs. The surveys of public recreation preferences and activity usage will contribute to better planning and scheduling of activities.

FINAL GRANTS REPORT (cont.)

APPLICANT: NC, DURHAM

GRANT NUMBER: 37-CTY-1360-8301

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The major products developed under this grant are:

1. Fees and Charges Policy
2. Articles of Incorporation/Bylaws for Establishment of a Nonprofit Corporation
3. Gift Guide

Information about these items can be obtained from:

Lowell E. Toreson, Administrative Assistant  
Durham Parks and Recreation Department  
101 City Hall Plaza  
Durham, NC 27701

3. TRANSFER VALUE:

The fees and charges policy, the Gift Guide, techniques of conducting a survey and methods of accomplishing an attendance count could be of interest to park and recreation planners in other communities.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NC, WILMINGTON

REGION: SERO

GRANT TITLE / NUMBER: PLANNING ASSISTANCE GRANT (82-01)

SCOPE: To examine vandalism occurring at public recreation facilities and develop strategies for its reduction.

UPARR FUNDING: \$15,000

APPROVAL DATE: 07/21/82

TOTAL FUNDING: \$30,000

EXPIRATION DATE: 06/84

1. BENEFITS:

As a result of this grant, an examination was made of vandalism in Wilmington's park and recreation system, a public awareness/community involvement program was developed, a program for the systematic reporting and analysis of vandalism data was developed, as well as strategies for reducing vandalism.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The following products were developed under this grant:

1. A report on vandalism outlining the Parks and Recreation Department's vandalism prevention program.
2. A display board was developed and used to deploy anti-vandalism material and for making special presentations to various neighborhoods, schools, groups, and agencies.

Information about these items can be obtained from:

Ms. Lynne H. Williams  
Office of the City Manager  
P.O. Box 1810  
Wilmington, NC 28402  
919-763-7361

FINAL GRANTS REPORT (cont.)

APPLICANT: NC, WILMINGTON

GRANT NUMBER: 37-CTY-5060-8201

3. TRANSFER VALUE:

Vandalism is a problem faced by most park and recreation systems across the country. Other communities might be interested in learning about how Wilmington dealt with this problem.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: BAYAMON , P.R.

REGION: SERO

GRANT TITLE / NUMBER: PARK MASTER PLAN SYSTEM (81-02)

SCOPE: To systematize the administration and maintenance of the Parks and Recreation system.

UPARR FUNDING: \$15,000

APPROVAL DATE: 1/21/82

TOTAL FUNDING: \$30,000

EXPIRATION DATE: 9/30/83

1. BENEFITS:

Major practical benefit of this planning grant is development of a park master plan to assist Bayamon, P.R. administrators in decision making process and correcting local deficiencies.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

End result is to a site specific master planning document.

Upon request copies may be obtained from:

Planning Office  
Municipality of Bayamon  
Post Office Box 1588  
Bayamon, P.R. 00619  
(exact cost unavailable)

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: PR, BAYAMON

REGION: SERO

GRANT TITLE / NUMBER: RECREATION EXPANSION PLAN (83-01)

SCOPE:

To coordinate all recreational needs and existing resources. To assess the existing activities, resources, and the citizens need. To promote community awareness by all the recreational related agencies within the neighborhood.

UPARR FUNDING: \$ 20,000

APPROVAL DATE: 08/09/83

TOTAL FUNDING: \$ 40,000

EXPIRATION DATE: 09/84

1. BENEFITS:

The benefit of the Recreation Expansion Plan is an inventory of the recreational activities, programs, and the Citizens Recreational Advertisement Leaflet to permit a continuous planning process which analyzed the problems of the system programmatically as well as creating choices for the fulfillment of the recreational goals.

The approach allows local levels of the government to interact with each other and other levels of the government. Local and Commonwealth levels of governments met to discuss and investigate who sponsors each activity, the cost, and the type of citizens served. The strategies and choices will be obtained from the coordination of the local government, the private corporation, and the citizens.

FINAL GRANTS REPORT (cont.)

APPLICANT: Municipality of Bayamon

GRANT NUMBER: 72-CTY-0140-83-01

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Recreation Expansion Plan

Citizen Recreational Advertisement Brochure

CONTACT: Ms. Jacqueline Matos  
Planner  
Planning and Economic Development  
Post Office Box 1588  
Bayamon, Puerto Rico 00619

3. TRANSFER VALUE:

The approach can be duplicated in municipalities and other U.S.A. Territories.

4. COMPUTER PROCESSES:

None

5. COMMENTS:

None

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: TN, CHATTANOOGA

REGION: SERO

GRANT TITLE / NUMBER: RECREATION REVENUE SYSTEMS PLAN (83-01)

SCOPE: (1) Conduct research and identify potential actions and projects for expanding recreation revenues, (2) Analyze the feasibility of potential revenue actions and projects according to the constraints of the local recreation system, and (3) Develop implementation strategies for feasible revenue action and project proposals.

UPARR FUNDING: \$16,027

APPROVAL DATE: 02/03/83

TOTAL FUNDING: \$32,054

EXPIRATION DATE: 06/17/84

1. BENEFITS:

The purpose of the Revenue Systems Plan project was to develop new revenue sources for funding recreation development projects and the operation of the recreation system and establish means by which existing revenue sources can become more productive. The community considers this plan to be a valuable addition to its local RAP planning efforts.

FINAL GRANTS REPORT (cont.)

APPLICANT: TN/Chattanooga

GRANT NUMBER: 47CTY04008301

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The major planning product produced under this grant is the Recreation Revenue Systems Plan.

Ordering information can be obtained by contacting:

Chattanooga-Hamilton County Regional Planning Commission  
200 City Hall Annex  
Chattanooga, TN 37402  
615-757-5216

3. TRANSFER VALUE:

Many communities are facing similar budgetary constraints as those faced by Chattanooga-Hamilton County. While many of the plan's recommendations are site specific to the local area, the general thrust of the document could be of interest to other communities experiencing cutbacks in their recreation system budgets.  
(Continued in No. 5 below.)

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

The information gathered on revenue and funding innovations used by various communities across the nation would also serve as a source of potential measures that could be implemented in other communities.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: TN, KNOXVILLE

REGION: SERO

GRANT TITLE / NUMBER: RAP UPDATE (82-01)

SCOPE:

Preparation of a Recreation Facilities Assessment, Public Information Program, and Recovery Action Program Update.

UPARR FUNDING: \$30,000

APPROVAL DATE: 07/08/82

TOTAL FUNDING: \$60,000

EXPIRATION DATE: 06/84

1. BENEFITS:

Lack of adequate publicity regarding the types of facilities and programs operated by the Bureau of Recreation was a critical problem that was identified in the Knoxville RAP. This situation was analyzed and a specific public information campaign was designed: (1) To increase awareness of the programs, services, and facilities offered by the Bureau of Recreation; (2) To increase participation in city recreation programs and facilities; and (3) To improve the overall image of the Bureau of Recreation.

A Recreation Facilities Assessment was carried out which examined the city's system of recreation centers and made recommendations as to whether individual centers should remain open, be expanded, be merged, or be replaced by newly constructed facilities. These recommendations will result in improved delivery of recreation services.

FINAL GRANTS REPORT (cont.)

APPLICANT: TN/Knoxville

GRANT NUMBER: 47CTY13008201

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The major planning products produced under this grant are the following:

1. Public Information Program Design for the Knoxville Bureau of Recreation
2. Recreation Facilities Assessment

Ordering information can be obtained by contacting:

Knoxville-Knox County Metropolitan Planning Commission  
Suite 403, City/County Building  
Knoxville, Tennessee 37902  
615-521-2500

3. TRANSFER VALUE:

The Public Information Program Design could serve as an excellent example for other communities who are experiencing problems in adequately publicizing the range of services offered by their recreation system. The Knoxville report would have a very high transfer value. The Recreation Facilities Assessment could serve as an example to other communities who are considering performing an analysis of the adequacy of particular facilities in their recreation system.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

none

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: OAK PARK, IL

REGION: MWRO

GRANT TITLE / NUMBER: COMPREHENSIVE ENERGY AUDIT/WEATHERIZATION PLAN (81-01)

SCOPE: To develop a comprehensive energy audit/weatherization plan for eleven recreation facilities.

UPARR FUNDING: \$18,300

APPROVAL DATE: 11/04/81

TOTAL FUNDING: \$36,600

EXPIRATION DATE: 12/30/82

1. BENEFITS:

The grant allowed the Village of Oak Park to realize very real dollar saving in energy costs.

After extensive study and utilization of a computer program, a variety of energy conservation activities for each of twelve recreation building was developed. During the last 12 months since the completion of the grant funded study, many of the recommendations have been implemented. Costs of these improvements to date are approximately \$130,000. Estimated annual savings in energy costs equal \$21,000. Pay back on these expenditures vary from less than one year to 25 years. The average payback for all work done to date is six years.

As a result of the grant, the Village of Oak Park will realize long and short term savings. These savings can be directly related to the taxpayer and to the more cost-effective provisions of service to the recreation user.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Two documents resulted from this grant:

- Energy/weatherization and improvement energy efficiency recommendations: DATA energy audit and analysis report of 12 recreation buildings, 240 pages.
- Energy/weatherization and improved energy efficiency recommendations: SUMMARY energy audit and analysis report of 12 recreation buildings, 27 pages.

Copies of the Summary Report and excerpt from data will be provided at no extra cost. Contact:

Village of Oak Park  
1 Village Hall Plaza  
Oak Park, IL 60302  
Planning Division

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: FORT WAYNE, IN

REGION: MWRO

GRANT TITLE / NUMBER: RAP PLANNING STUDIES (81-01)

SCOPE: Conducted planning studies to coordinate recreation resources in target neighborhoods, to review and improve MBO program, to develop maintenance standards, to establish an equipment maintenance program, to develop a vandalism prevention program, and to review and improve operating budget methods.

UPARR FUNDING: \$19,683

APPROVAL DATE: 10/14/81

TOTAL FUNDING: \$39,366

EXPIRATION DATE: (completed 4/83)

1. BENEFITS:

Armed with the study results articulated in the RAP, and subsequent study information, the Fort Wayne Park Board proposed a 6.95 Million Dollar Bond Issue for capital improvements. The proposed projects had all been previously discussed in public, as a part of the UPARR planning process. The Bond Issue petitions were carried by citizen groups and an impressive number of petitioners were obtained. Absolutely no counter petitions were filed. The 6.95 Million Dollar Bond Issue was totally uncontested.

The primary purpose of the Bond Issue was to address the needed repairs to aging facilities. However, an equal priority was the residual benefit to the operating budget which resulted from the capital improvements funded with the bond funds. A reduction of construction workers from our regular crews was put into effect the first year after the capital work was completed. Many maintenance intensive problems were eliminated with the renovation work, thereby reducing the personnel requirements.

The improved management systems provided a two-fold benefit:

- 1) The organization was streamlined and could be measured for efficiency/productivity
- 2) the pride and satisfaction of implementing the improved system was shared by all the staff. In addition a documentation can now be provided to support requests for needed resources.

The vandalism prevention study provided guidance for construction of unique, vandal resistant restrooms. To date, no vandalism has been experienced at these new facilities.

Planning completed for a new approach to providing neighborhood based recreation services - know as Community Education. The pilot project was successfully implemented at one elementary school based upon the following planning guidelines:

FINAL GRANTS REPORT (cont.)

APPLICANT: FORT WAYNE, IN

GRANT NUMBER: MWRO (81-01)

- a. Services provided to neighborhood at minimal cost
- b. Successfully secured cooperation of school corporation as co-sponsor of project and main provider of program.
- c. Involved PTA, churches, neighborhood associations, YWCA, social service agencies, and other in the implementation of the project provision of services.

We successfully secured Community Development Block grant funding for expansion of the program into other neighborhood schools based upon planning efforts and a successful pilot program.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

- A. Recovery Action Plan for the Parks and Recreation Department of Fort Wayne, Indiana.
- B. Management Strategies 1982, containing chapters on:
  - a. Management by Objectives
  - b. Self-Generated Income
  - c. Neighborhood Service Delivery
  - d. Vandalism
- C. Planning strategies for a 6.9 Million Dollar Bond Issue and implementation plans.

(All are available from the Park Planner, Parks and Recreation Department 705 East State Blvd., Fort Wayne, Indiana 46805, for duplication and postage costs). (Other planning aids available are the Park Master Plan and Gifts Catalog, also for duplication and postage costs).

3. TRANSFER VALUE:

The issues that were addressed in the UPARR plans are relatively generic. These issues exist in most Parks and Recreation Departments in some form. Therefore, the result of the studies conducted in Fort Wayne, Indiana will apply to any community in the country.

4. COMPUTER PROCESSES:

This department purchased an IBM Personal Computer after the 1982-83 UPARR grant terminated. It could have aided research associated with the grant in two areas:

- A. easy access to a complete inventory of all existing facilities and vehicles, stock and land
- B. calculation of labor, equipment, and maintenance costs

No software products have been developed by this department, but products commercially offered could have been adapted to assist in the research of grant.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: INDIANAPOLIS, IN

REGION: MWRO

GRANT TITLE / NUMBER: RAP REPORTS (81-01)

SCOPE:

To develop detailed analysis and implementation reports dealing with identified priority issues in the RAP.

UPARR FUNDING: \$38,418

APPROVAL DATE: 3/5/82

TOTAL FUNDING: \$76,835

EXPIRATION DATE: 3/15/83

1. BENEFITS:

The grant recommendations are in the process of being implemented. An assessment of their effectiveness is not possible at this time. However, based upon the type of recommendations that were made, it is anticipated that the Indianapolis Department of Parks and Recreation will improve its delivery of recreation services through:

- Greater cooperation between the Indianapolis DPR and the various metropolitan school systems. The Indianapolis DPR is shifting more of its recreation programs to existing school facilities.
- The implementation of a service district system using a community park as the centroid of each district. These districts will be used to aggregate maintenance data, demographic data, recreation program data, and per capita data on capital investment. This information will be used to improve future planning.
- The implementation of a more aggressive marketing and public information program to attract more users.
- The implementation of a fee policy designed to make facility operation more efficient. This policy will also influence future decisions on facility development.
- The elimination of certain programs that duplicate those already offered by other service agencies in the city. The resources devoted to the eliminated programs will then be transferred to existing programs or used to create new and more needed programs.

FINAL GRANTS REPORT (cont.)

APPLICANT: INDIANAPOLIS, IN

GRANT NUMBER: (81-01)

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The products of this grant were four supplemental reports to the Recovery Action Plan done in September, 1981. These were:

- The demographics of Indianapolis - Marion County
- A swimming pool report.
- A community center report.
- A marketing report.

Send requests to:

Park Planner  
Division of Planning  
Department of Metropolitan Development  
Room 2041 City-County Bldg.  
Indianapolis, Ind. 46204

3. TRANSFER VALUE:

Yes. If another community park department was interested in:

- reducing overhead costs;
- improving capital improvement and investment planning;
- increasing the number of people served;
- establishing a more effective fees policy; and
- streamlining recreation programming to eliminate duplication

4. COMPUTER PROCESSES:

None

5. COMMENTS:

None

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: MI, DETROIT

REGION: MWRO

GRANT TITLE / NUMBER: PLANNING FOR COMPUTER APPLICATIONS IN RECREATION (84-01)

SCOPE: To assist the administration and staff in the identification and implementation of computer/data processing applications that can be used to increase the efficiency and productivity of the Recreation Department.

UPARR FUNDING: \$36,821

APPROVAL DATE: 01/24/84

TOTAL FUNDING: \$73,642

EXPIRATION DATE: 12/84

1. BENEFITS:

The Recreation Department is one of the most diverse and multifaceted of all City Departments. Its scope and complexity easily qualifies it for more efficient methods of operation. The planning grant National Park Service enabled our Department to plan and organize for the implementation of a computer/data processing program (PCAR) which has yielded the following results:

- 1.) Increase in continuity and greater efficiency between divisions and units.
- 2.) More effective deployment of limited resources toward priority concerns and staff needs.
- 3.) Greater consistency of information flow and improved continuity of decision-making.
- 4.) Increased productivity in division's and units.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Computer applications were developed by ten different divisions and units. Approximately 103 computer applications were identified for use within the Department. Of this number, ten to fifteen applications have been developed and are currently in use.

The Computer Team identified the budgetary implications of their respective division's impact on the Department as to dollar amounts and/or person hours saved on an annual basis as the result of utilizing the computer. The combined projected savings amounted to \$182,000.00 for one fiscal year.

3. TRANSFER VALUE:

The PCAR grant could possibly be of interest to other recreation planners because of the method used in introducing an innovation of this kind into a large and diverse City Department that would yield benefits in increased productivity and reduction of manhour and operations cost in a number of areas.

This was possible in our case because we had an opportunity to develop a plan or approach and to introduce and train Department Administrative Staff who became an integral part of the planning process. The grant allowed us to hire thoroughly competent computer consultants who were also effective in groups and interpersonal relations which was a necessary ingredient in working with a diverse staff such as ours, which helped to produce the results within a reasonable time frame without any major problems.

4. COMPUTER PROCESSES:

Software Product

The computer consultants had identified Lotus 1, 2, 3, as the original software for the PCAR program, but during the course of the project recommended the Symphony Software Program. Symphony represented a new generation of software for personal computers and allowed us to expand from a 160 K of memory to 360 K of memory.

5. COMMENTS:

There hasn't been sufficient time for an evaluation of the impact of the PCAR program on other planning processes or other developments since the Department is still in the process of considering the recommendations made as a result of the grant.

It is hoped that the Department will be able to respond in a timely manner to the various beneficial implications of this effort.

## PLANNING PRODUCTS / ORDERING INFORMATION CONTINUED:

### Property Management System:

This consists of divisional property indexes wherein property can be identified by number, name, location, district, area, classification and size.

### Vehicle & Equipment Management System

This consists of division vehicle fleet inventory identified by division, model, type, location, and code number. Divisional vehicular downtime status completes the Database of vehicular downtime amounts per vehicle.

It is anticipated that the development of a Vehicle and Equipment Management System would provide the Forestry Division with a better way to: 1.) determine vehicle and equipment life as replacement costs; 2.) determine rebuilt vs. replacement costs; 3.) reduce downtime on crews; compare miles driven with crew routing; and 4.) track sales of old or unused equipment.

A Land Development Management system would assist in cost estimating, inventory control, vendor accounting, and tracking job progress and costs. This could also project equipment needs and budget justifications.

A Street Tree Management system could reduce the costs of property owner inquiries and result in fewer complaints to City Hall. It could determine cost correlations and determine tree pruning rotations, as well as pin point removal needs. This system will require the installation of a network system to reach its fullest potential.

Although many of these systems are still in the early stages of development, the results so far indicate the tremendous potential for savings.

A computer class is being scheduled for individual employees and staff, as a result of the interest in the PCAR project.

Software Product Continued

Additionally, this Software package gave us the ability to:

- - Calculate numbers and analyze results with a spreadsheet.
- - Write and edit documents electronically using word-processing.
- - Illustrate and analyze trends by drawing graphs from numeric data.
- - Organize and manage information entered in a Database.
- - Exchange information with other computers through Data Communications.

All of these capabilities work together, allowing one to combine different types of information in a variety of applications using only one program without switching from one disk to another in order to go from spreadsheet to word-processing to graphics to Database and/or Data Communications.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: OH, COLUMBUS

REGION: MWRO

GRANT TITLE / NUMBER: ENERGY/MAINTENANCE AUDIT (83-01)

SCOPE: To conduct an energy/maintenance audit at 75 sites and to choose 10 sites for in-depth maintenance planning.

UPARR FUNDING: \$ 14,435

APPROVAL DATE: 11/1/82

TOTAL FUNDING: \$ 28,870

EXPIRATION DATE: 4/30/84

1. BENEFITS:

The City received a report listing 25 of the most needed energy improvements for 15 of the recreation and parks facilities. This report will be referred to when maintenance and grant funds are allocated for improvements. Following these recommendations will help to ensure an efficient use of scarce maintenance and rehabilitation funds.

**FINAL GRANTS REPORT (cont.)**

**APPLICANT: OH, COLUMBUS**

**GRANT NUMBER: MWRO**

**2. PLANNING PRODUCTS / ORDERING INFORMATION:**

The planning product of our grant was an energy audit. Copies of the final report will be available to the public at no cost. Inquiries should be sent to: City of Columbus, Department of Recreation and Parks; c/o Jill S. Fergus, Grants Coordinator; 420 West Whittier Street; Columbus, Ohio 43215.  
Phone Number: (614) 222-7520

**3. TRANSFER VALUE:**

The process used to generate the final energy audit report can be used by any City to generate a prioritized list of energy improvements.

**4. COMPUTER PROCESSES:**

The consultant used a word processor to sort, store and tabulate the collected data. Several drafts and the final report were also generated on the word processor.

**5. COMMENTS:**

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: CUYAHOGA COUNTY, OH

REGION: MWRO

GRANT TITLE / NUMBER: VANDALISM STUDY (81-01)

SCOPE: To conduct an action-oriented study of vandalism, and to disseminate and implement the RAP.

UPARR FUNDING: \$39,153

APPROVAL DATE: 8/14/81

TOTAL FUNDING: 78,307

EXPIRATION DATE: 8/20/83

1. BENEFITS:

The updated RAP includes twenty projects with major rehabilitation needs identifies in the 1983 update of recreation facility conditions in the County, excluding the Cities of Cleveland and Lakewood. Recreation sites needing rehabilitation that are located in lower income neighborhoods with 1980 median family income below the County average received high priority. If a still pending grant application is approved, apprxoximately 80% of the original RAP will be implemented with most of the remaining needs being carried over into the updated RAP.

The updated RAP was reviewed by Recreation Directors and submitted to Recreation Commissions for citizen input. One of the elements of the Vandalism Study includes an evaluation of six existing or proposed parks illustrating ways to reduce vandalism. Three of the six communities with parks in the evaluation are implementing the ideas presented in the study.

Vandalism costs were found to be over one million dollars a year. If the techniques presented in the study save 10% in a year, that is equivalent to a \$100,000-a-year savings. A workshop on vandalism was held with over 100 people attending.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

WORKSHOP

RAP UPDATE (\$7.50)

NEWSLETTER

VANDALISM HANDBOOK (\$7.50)

These may be obtained form:

Regional Planning Commission  
415 the Arcade  
Cleveland, OH 44114  
(216) 861-6805

3. TRANSFER VALUE:

The Vandalism Handbook would not only be of interest, but also could be a practical management tool in evaluating local vandalism problems and developing and implementing an anti-vandalism program. The Handbook was designed specifically for recreation planners and administrators. It provides over 130 specific recommendations to reduce vandalism. Recommendations are provided in the areas of Administration, Community Relations, Park Design, Enforcement and Facility Types. One section is devoted to the application of recommendations to five model parks which currently encounter substantial vandalism and one model park which is under construction.

This final section contains an extensive bibliography of 68 publications dealing with vandalism. 18 entries include short annotations and are available from the R.P.C. library.

4. COMPUTER PROCESSES: None

5. COMMENTS:

Vandalism Project

- .Work with other recreation directors to solve vandalism problem
- .Ability to review park designs (existing and proposed) throughout the Country.

RAP Update:

- .Offer of cooperation from Cleveland and Lakewood Recreation Departments to coordinate recreation planning.

**FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS**

**APPLICANT: OH, TRUMBULL COUNTY**

**REGION: MWRO**

**GRANT TITLE / NUMBER: COUNTY TRAILS SYSTEM & RECREATION COUNCIL (83-02)**

**SCOPE:** The project involved an inventory and analysis of potential canoe, hiking, bicycle, and other trails in Trumbull County, Ohio, and the establishment of a Countywide Recreation Council to improve coordination and communication between local recreation agencies, clubs, and interested individuals.

**UPARR FUNDING: \$20,000**

**APPROVAL DATE: 11/22/83**

**TOTAL FUNDING: \$40,000**

**EXPIRATION DATE: 08/31/84**

**1. BENEFITS:** There were several major benefits resulting from the preparation and completion of this project, including:

- a. A comprehensive inventory of potential trail sites in the county, available for use by local communities, leisure activity clubs, and individual households.
- b. An evaluation of the feasibility for developing these potential trail sites, and a prioritization of sites that should be further developed.
- c. A listing of alternative actions that may be taken by the county, local communities, clubs, agencies or individuals to foster such trail development.
- d. The establishment of a Countywide Recreation Council, composed of representative from local communities, recreation departments, committees, and related agencies and leisure-time organizations.
- e. Improved coordination and communication, within the county, with regards to available recreation funding, services, facilities, and programs.
- f. Project led to the preparation and installation of signs warning of dams for canoeists along the Mahoning River.
- g. Project also led to the development of a Class III Bike Route through Trumbull County, including the installation of 100 bike route signs through a \$10,000 grant.
- h. Project also responsible for clean up of Mahoning River through voluntary club efforts.

FINAL GRANTS REPORT (cont.)

APPLICANT: Trumbull County, Ohio

GRANT NUMBER: (83-02)

**2. PLANNING PRODUCTS / ORDERING INFORMATION:**

The major planning product produced through this grant project was the Countywide Trails System Plan for Trumbull County, Ohio, completed in August, 1984. The plan includes an inventory of each potential trail site, by community, including maps and physical description, as well as an evaluation of the sites, prioritization, trails plan and methodology. Copies of the Plan are available at the Trumbull County Planning Commission, 160 High Street, N.W., Warren, Ohio 44481, or call (216) 841-0480.

**3. TRANSFER VALUE:**

While the results of the plan are most applicable to Trumbull County itself, the methodology for preparing the plan may be very useful to other communities interested in developing a trails system plan. Also, the results will be very helpful to local communities in the county for developing trail sites on their own.

**4. COMPUTER PROCESSES:**

A random sample survey was utilized to gauge community attitudes towards the various types of trails studied. The Statistical Package for Social Sciences (SPSS) Program was used at the University of Akron Computer Center to crosstabulate the findings. More details are available in the methodology and citizen participation chapters of the trails plan.

**5. COMMENTS:**

This project did lead to another second-generation planning study for the county--the Mahoning Canoe Trail Development and Management Plan. It is expected that this plan may very well lead to even further economic and recreational benefits for the citizens of the county and region.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: OH, WARREN

REGION: MWRO

GRANT TITLE / NUMBER: PRIVATE SHEPHERDS FOR PUBLIC PARKS (83-01)

SCOPE: Creation of a Gifts Catalog for Parks and Recreation  
Program

UPARR FUNDING: \$15,000

APPROVAL DATE: 11/11/82

TOTAL FUNDING: \$30,000

EXPIRATION DATE: 08/01/84

1. BENEFITS:

The grant resulted in a type-set forty-four (44) page comprehensive Gifts Catalog for Warren Parks. Since publication the Catalog has already inspired three (3) donors to offer their assistance at three (3) parks. The resulting media stories have brought several additional prospects.

FINAL GRANTS REPORT (cont.)

APPLICANT: City of Warren, Ohio

GRANT NUMBER: 83-01

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Gift Catalog: A Guide for Citizen-Volunteers, Boosters,  
and Patrons of our City Parks

Contact: John C. Foley, Director  
Community Development Dept  
City of Warren  
418 Main, SW  
Warren, Ohio 44483

3. TRANSFER VALUE: The Gifts Catalog is comprehensive and  
can be copied to suit other community  
needs and conditions.

4. COMPUTER PROCESSES: None

5. COMMENTS: The City of Warren believes the Gift Catalog  
will prove to be a great tool by which to gain  
direct public and private support for the parks.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: MILWAUKEE COUNTY, WI

REGION: MWRO

GRANT TITLE / NUMBER: ALTERNATIVE FUNDING SOURCES AND GIFTS CATALOG (81-01)

SCOPE: To develop a manual to facilitate the infusion of private money into the Parks system for rehabilitation, development and services. Specific techniques will be detailed to increase participation by private foundations, corporate and industrial sponsorship, revenue generating facilities and shared maintenance agreements. Also to develop a Parks System Gifts Catalog.

UPARR FUNDING: \$16,740

APPROVAL DATE: 9/1/81

TOTAL FUNDING: \$33,480

EXPIRATION DATE: (completed 11/82)

1. BENEFITS:

Development of "The Park Market" gift catalog, and its subsequent promotion are responsible for increased private donations to the Park system. If not for the gift catalog, these donations would not have been made. As of October 31, 1983, \$11,170 worth of cash and in-kind gifts have been collected. Over half of the gifts were tree plantings. Other gifts included shrubs and flowers, American flags, money for bike trail improvements, and a variety of items donated to recreation centers. Some gifts of cash were not designated for a particular gift, and have been used where necessary.

Since the gift catalog solicits gifts from Milwaukee County residents, and since they have responded, the program has increased citizen involvement and support. The Park People, of Milwaukee County, Inc., a non-profit group of park and recreation advocates, administers the gift catalog program and solicits gifts. Their involvement reflects increased citizen involvement and support.

"The Alternative Funding Sources Handbook" has provided Milwaukee County Park Department staff and managers with proved methods of soliciting gifts from corporations and businesses; methods they have incorporated into their solicitation of such groups. The handbook also provides a list of Milwaukee area businesses who regularly practice philanthropy, as well as providing a list of local foundations to be solicited. The Park People have used the handbook when soliciting businesses and corporations, as well as when writing foundations grant requests.

The publication of these two books marks the new direction of the Department to actively solicit donations from the private sector for sponsorship of specific activities or promotions. Staff are working with firms and individuals to promote park activities or even sponsorship of the expenses for an entire park for a year. This new direction is a result of decreased tax support and the demand for 40% of the park's budget to be supported by revenues and donations.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

"The Alternative Funding Sources Handbook" was produced. It describes methods and techniques to be used when soliciting grants and gifts from private foundations and corporations. It presents a policy proposal to be used when fees and charges are set. It discusses shared maintenance agreements worked out between park and recreation departments and organizations or business. Lists of Milwaukee area foundations and businesses to be solicited are also included.

"The Park Market" is a gift solicitation catalog. It lists material, equipment, and services that private groups and the general public can donate to the County Park System. "The Park Market" details the needs of the County's parks and recreation program and facilities. To obtain copies, contact: Milwaukee County Department of Parks, Recreation and Culture  
901 N. 9th Street, Room 301  
Milwaukee, WI 53233

3. TRANSFER VALUE:

The results of this grant would be of interest to recreation planners whose departments are facing funding cutbacks and are looking for private sector assistance. The gift catalog concept has been tried successfully by a number of Park and Recreation Departments. Solicitation of foundations for grants, solicitation of corporations for gifts and services, and shared maintenance agreements have been and can be done by other departments. Milwaukee's gift catalog and funding sourcebook could be used as prototypes for other departments, however, specific needs of each department and funding sources would require a strong local effort.

5. COMMENTS:

The UPARR Planning Grant Program has provided Milwaukee County with the resources necessary to undertake projects it would have ordinarily been unable to undertake. The Alternative Funding Sources and Gift Catalog project increased the Department's awareness of the private sector as a source of funding; led to increased revenues; led to increased citizen involvement and participation; educated County resident to the needs of the Park System; and has generated goodwill. UPARR has provided the critical resources necessary for up-front costs of initiating the gift program which is now on-going under the auspices of volunteers and a non-profit organization.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: WI, MILWAUKEE COUNTY

REGION. MWRO

GRANT TITLE / NUMBER: ESTABLISHING ALLIANCES (83-01)

SCOPE:

UPARR FUNDING: \$26,850

APPROVAL DATE: 12/16/82

TOTAL FUNDING: \$53,700

EXPIRATION DATE: 08/84

1. BENEFITS:

Milwaukee County initiated a program to encourage business, industry and groups to take full advantage of the County Park System. Businesses were encouraged to use park facilities for golf outings, business meetings, and social events. Use of the buildings expanded to include events at the Domes Horticultural Conservatory, the indoor swimming pools, and the senior centers.

The rental fees are modest but do supply a source of revenue for the park system. The project also forced consideration of current operating practices resulting in closing insuitable facilities to rentals and opening others. A private entrepreneur has now taken off on the idea and is offering complete packaging services for parties in park facilities. This could bring additional revenues.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Parks for Fun and Business: A Guide to Milwaukee County Park Rental Facilities. Lists 40 facilities in parks which are available for private rental including hours available, rental fees, services provided, address, map location, picture and description. Also suggests alternate uses for businesses in the parks.

TO ORDER: Send \$10.00 check to: Department of Parks, Recreation and  
Cultural Park Planning  
9480 Watertown Plank Road  
Wauwatosa, WI 53226

Make checks payable to:  
Department of Parks, Recreation and Culture

3. TRANSFER VALUE:

All communities can work with businesses to offer incentives to use the parks. This results in increased support and park recreation within the community.

4. COMPUTER PROCESSES:

NOT APPLICABLE for grant.

Hope to put the room rental reservations on computer.

5. COMMENTS:

The program was innovative and was made possible by the UPARR matching grant. Businesses expressed thanks that the Park System was addressing community needs.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: BERKELEY, CA

REGION: WRO

GRANT TITLE / NUMBER: RAP PLANNING STUDIES (81-01)

SCOPE: To conduct planning studies to improve recreation opportunities for the disabled, to organize community volunteer maintenance groups, to compile information on public/private funding resources and alternative revenue generating programs, and to monitor, evaluate and update the RAP.

UPARR FUNDING: \$32,500

APPROVAL DATE: 8/7/81

TOTAL FUNDING: \$65,000

EXPIRATION DATE: 7/1/83

1. BENEFITS:

The original RAP recognized the many accessibility problems and serious lack of recreation programs and services available to the disabled. As part of RAP II, the city developed a mini RAP which focused specifically on the disabled population. Key to this mini RAP was an inventory of City facilities to determine architectural barriers that precluded handicapped usage.

As funds for recreation services have become increasingly scarce, the task of effectively allocating funds to provide maintenance and recreation programs has become increasingly difficult. Another aspect of RAP II was to organize community volunteer maintenance groups, hold community meeting to establish work maintenance groups; develop a volunteer information pamphlet; and schedule volunteer maintenance work. The volunteer information pamphlet appears to be the only in-product of this innovative maintenance effort that would be of interest to other planners.

In economic hard times, it is essential that parks and recreation systems become familiar with alternative funding methods. This part of RAP II investigated parks/recreation grants, special services grants and innovative financing programs. The study resulted in the preparation of a booklet on financial assistance programs applicable to Berkeley and California jurisdictions. In addition, the City prepared a "gifts catalog" and a marketing media presentation.

FINAL GRANTS REPORT (cont.)

APPLICANT: BERKELEY, CA

GRANT NUMBER: WRO (81-01)

2. PLANNING PROJECTS/ORDERING INFORMATION:

Any materials and/or information associated with RAP I and II can be obtained from the Berkeley Department of Recreation.

Mr. Frank Haeg, Director  
2180 Milvia Street  
Berkeley, California 94704

(415) 644-6630

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: CA, GARDENA

REGION: WRO

GRANT TITLE / NUMBER: RECOVERY ACTION PLAN (82-01)

SCOPE: Work Element #1: Development of a recreation and park action plan to enhance recreation services for four special groups, i.e., youth in N.E. Gardena, Asian and Hispanic immigrants, able-bodied senior citizens, and families.

Work Element #2: An amendment, processed 10 mo. following project approval, covered the development of a leisure education plan for the frail elderly.

UPARR FUNDING: \$ 57,753

APPROVAL DATE: 01/18/83

TOTAL FUNDING: \$115,506

EXPIRATION DATE: 09/30/84

1. BENEFITS:

Work Element #1

The action plan identifies a variety of service priorities for the four special populations. Some of these service priorities include the following:

- Create a port-a-park for northeast Gardena residents who are not served by any close-to-home park facilities.
- Develop new sports programs (e.g., soccer programs) attractive to recent immigrants.
- Expand cultural activities (e.g., Korean Cultural Festival) highlighting different cultural groups.
- Further develop low-cost recreation activities (family nights for whole families).
- Develop additional inter-generational activities to integrate youth and older people.

A copy of Gardena's Action Plan for High Priority Service Improvement is attached.

Work Element #2

As part of work Element #1, Gardena completed a needs assessment and inventory of services for senior citizens. The data collected indicated that there are recreation programs and leisure opportunities for able-bodied citizens, but virtually no leisure services available for the frail elderly. The need was seen to address the leisure needs of home bound, disabled and frail elderly. As mentioned in the "scope section of this report, an amendment was processed for the purpose of developing and pilot testing a program using recreation and leisure activities for frail elderly as part of the city's adult day care program. The goal of the program was to encourage life satisfaction and functioning in the community for this under-served population.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

1. Summary report - Leisure planning project for the frail elderly.
2. Action plan (for each of the four special populations) for high priority service improvement.

The above information may be obtained by writing Dr. Frank Benest, Human Services, Director, City of Gardena, CA., 1700 West 162nd St., Gardena, California 90247.

3. TRANSFER VALUE:

Excellent transfer value for those communities interested in improving service opportunities for special populations.

4. COMPUTER PROCESSES:

N/A

5. COMMENTS:

All aspects of the project have been implemented by Gardena on a permanent basis.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: OAKLAND, CA

REGION: WRO

GRANT TITLE / NUMBER: RAP UPDATE (81-01)

SCOPE: To conduct an assessment of facility and program needs which cannot be met with current budget, to analyze private sector resources, and to update RAP.

UPARR FUNDING: \$12,000

APPROVAL DATE: 11/13/81

TOTAL FUNDING: \$24,000

EXPIRATION DATE: 7/1/83

**1. BENEFITS:**

The RAP II Planning Program consisted of three elements:

- Private sector resource analysis
- Assessment of needs
- Rap evaluation and update

PRIVATE SECTOR RESOURCE ANALYSIS

The City, in conjunction with the Friends of Oakland Parks and Recreation, established an inventory and analysis of private sector resources in Oakland. These resources can be matched to unmet needs for services and materials in the park system. The analysis and inventory have become the basis for seeking support from the private sector.

ASSESSMENT OF NEEDS

Up until the completion of this work item, the office of Parks and Recreation did not have an itemized current list of program and facility deficiencies, except for the general description in the 1980 RAP. The information developed serves as a useful data base for the ultimate design of a "gifts catalog", and a simple reference list to be used by staff for grant proposals or possible donations from interested individuals or businesses.

RAP EVALUATION AND UPDATE

The RAP is intended to be a flexible document to be reviewed and changed to meet new and changing demands related to serving people's leisure needs. The purpose of this work element is to keep the plan alive and functional.

FINAL GRANTS REPORT (cont.)

APPLICANT: OAKLAND, CA

GRANT NUMBER: WRO (81-01)

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Ms. Aileen Frankel  
Oakland Office of Parks and Recreation  
1520 Lakeside Drive  
Oakland, California 94612

(415) 273-3494

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: OCEANSIDE, CA

REGION: WRO

GRANT TITLE / NUMBER: PARK REHABILITATION PLAN (81-01)

SCOPE:

Planning studies to provide guidance and technical support to the City in implementing the rehabilitation of Buddy Todd park and the development of a 20 acre park for the disabled.

UPARR FUNDING: \$45,000

APPROVAL DATE: 10/20/81

TOTAL FUNDING: \$90,000

EXPIRATION DATE: 3/31/83

1. BENEFITS:

ELEMENT "A"

This work element served to provide technical support studies to enable the non profit Ivey Ranch Park Association to proceed with certain recreational facility developments for the disabled at Ivey Ranch Park.

ELEMENT "B"

The purpose of this element was integrated social and physical planning into a total rehabilitation plan for Buddy Todd Park. The City felt strongly that the studies were necessary before any physical rehabilitation of the park would begin.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Todd Argon  
City Manager's Office  
321 N. Nevada Street  
Oceanside, California 92054

(619) 439-7300

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: LA, NEW ORLEANS

REGION: SWRO

GRANT TITLE / NUMBER: SECOND LEVEL PLANNING GRANT (81-02)

SCOPE: To develop multiple planning tools to increase coordination among the recreation providers in New Orleans.

UPARR FUNDING: \$180,201

APPROVAL DATE: 01/20/81

TOTAL FUNDING: \$360,402

EXPIRATION DATE: 09/30/84

1. BENEFITS:

This planning grant assisted the city of New Orleans develop the following elements:

- (a) Neighborhood Park Renovation Planning Project;
- (b) Design Standards Project;
- (c) Computerized recreation planning inventory;
- (d) Recreation Master Plan - analysis of trends, Recreation Demand, Goals and Service Gaps;
- (e) Development of a ranking system for the Capital Improvement Process;
- (f) Facility Utilization Study;
- (g) Coordination for the Recreation Policy Advisory Committee; and
- (h) A RAP update.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

For information on the following products, contact the Office of Analysis and Planning (504) 586-3850 at 1300 Perdido Street, City Hall, Room 8E06, New Orleans, Louisiana 70112.

Neighborhood Park Renovation Planning Project - a brief summary of the citizen involvement effort used to redevelop aging facilities through a park planning process. The thrust of this element was to plan for improvements in advance of funding to avoid the pressure of a dead-line for construction.

Recreation Condition Survey - criteria and instructions for the evaluation of park and recreation facility conditions.

A Study of Recreation Sites, Facilities, Users and Utilization - designed to evaluate utilization patterns of 123 small neighborhood and multi-neighborhood parks, this study involved 2300 face-to-face interviews and a comprehensive survey analysis on park utilization patterns, sociodemographics, programming preferences, maintenance, safety, satisfaction, alternatives and recommendations.

Recreation Design Standards - for landscaping, play equipment, fencing, etc., to continuity within the system and assist design consultants and contractors.

Recreation in New Orleans to A Survey of Sites and Facilities - and an evaluation as to district by district evaluation of access to recreation and to evaluate whether the city meets national standards.

3. TRANSFER VALUE:

Cities interested in improving their data bases, assessing use, establishing standards, analyzing conditions, might find any of the above products useful. The city of New Orleans is a leader in recreation coordination with a neighborhood focus.

4. COMPUTER PROCESSES:

In order to utilize the information storage and retrieval capabilities of the microcomputer, a data base was developed which inventoried parks and facilities by type and a condition rating system was developed. Budget information, funding, ownership, location, etc., was also computerized at this system was called Parks and Recreation Inventory System (PARIS). The three park and recreation entities, through PARIS, have begun to use the microcomputer for: expenditure tracking; capital project monitoring; inventory management; scheduling of maintenance; and a Public Recreational Opportunity Statistics file which consists of population, racial, acreage, etc., statistics. The later is used to recompute the acreage/population ratio should there be a shift in the population distribution within the city.

5. COMMENTS:

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: NM, SANTA FE

REGION: SWRO

GRANT TITLE / NUMBER: SECOND LEVEL PLANNING GRANT (82-01)

SCOPE: To follow-up with RAP identified needs by developing a park and recreation survey and an open space plan for the city of Santa Fe.

UPARR FUNDING: \$30,000

APPROVAL DATE: 08/25/82

TOTAL FUNDING: \$60,000

EXPIRATION DATE: 06/30/84

1. BENEFITS:

The Parks and Recreation Survey is important in that for the first time in Santa Fe, trends in recreation need can be identified. The survey will help prioritize needs in the \$11.7 million allocated to Parks and Recreation by the CIP Program. In the past the city has virtually been caught by surprise by sudden demands or demands simply followed the supply of facilities.

An Open Space Plan focuses on the diversity of open space, the use of open space, the relationship to existing recreational areas and minimizing cash outlays. This is a policy document including wilderness, urban trails, open space pockets, and visual open space in identifiable districts. Since Santa Fe is facing increasing development pressures, this is a crucial planning document.

FINAL GRANTS REPORT (cont.)

APPLICANT: Santa Fe, New Mexico

GRANT NUMBER: 82-01

2. PLANNING PRODUCTS/ ORDERING INFORMATION:

Copies of the Parks and Recreation Survey and the Open Space Plan may be obtained from the Planning Department, P.O. 909, Lincoln Ave., Santa Fe, New Mexico 87503.

3. TRANSFER VALUE:

Cities facing changing populations or increased growth and development pressures might find these documents and processes useful.

4. COMPUTER PROCESSES:

No computer processes were used.

5. COMMENTS:

A current planning grant is a direct spin off of this grant and includes a citywide urban trails system and identified wilderness areas and the relative development and maintenance impact on the City Parks staff.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: AUSTIN, TX

REGION: SWRO

GRANT TITLE / NUMBER: RAP PLANNING STUDIES (80-01)

SCOPE: To conduct a detailed evaluation of citizen participation, to develop a method for distributing specific recreation services, taking into consideration equity alternatives, and to obtain the contractual services of a leisure marketing specialist.

UPARR FUNDING: \$ 74,710

APPROVAL DATE: 04/23/80

TOTAL FUNDING: \$149,420

EXPIRATION DATE: 07/01/83

1. BENEFITS:

Without the citizen's survey, there can be no balance of services between the city's ethnic groups. The survey allows the city to customize for the new heterogeneity in Austin (young singles or married, starting families, multi-racial). This new heterogeneity is vastly different in needs than the affluent sections of town, the areas populated primarily by senior citizens, etc. The survey has allowed the planning process to be decentralized, and therefore become much more relevant.

The city felt it couldn't depend on just the needs stated by the people who come to public meetings, because this wasn't a representative sample. The survey allowed a comprehensive approach, not only for public perceived needs, but needs based on demographic characteristics, socioeconomic trends, etc.

The survey has allowed greater public support for land acquisition and capital improvements, because citizens feel they have direct access to the decision makers.

Another benefit was that the survey showed the need for a major reorganization of the park and recreation department. Anticipating a need to be decentralized to better serve the citizens, the park and recreation department used the survey as a catalyst to evoke the change. What resulted was a division of the city into five districts, with a park and recreation person in charge of each who remains visible to that particular community. There is more district feed back and operations are much more efficient. District work crews and staff became part of the community.

In terms of dollar saving, the survey was quite valuable, because now the city can specifically direct its acquisition effects. Before, buying neighborhood park land was done haphazardly at \$20,000 or more. Now, because of the data gained through the survey, the city can anticipate growth direction and buying land in advance of development at a third of post-development cost.

FINAL GRANTS REPORT (cont.)

APPLICANT: AUSTIN, TX

GRANT NUMBER: SWRO (81-01)

2. PLANNING PRODUCTS / ORDERING INFORMATION:

Planning products available are the three volumes concerning the methodology, conduct of and results from the citizen's survey. Contact:

Dr. David Reed  
Administrative Services Manager  
Planning Design Section  
Austin Park and Recreation Department  
P.O. Box 1058  
Austin, Texas 78767

3. TRANSFER VALUE:

The methodology and process could be modified and put to work in virtually any city. Obviously, the benefits are clear, as all park and recreation departments must depend on citizen's input.

4. COMPUTER PROCESSES:

A marketing consultant was used to design the needs assessment methodology and to prepare a detailed survey instrument. As information was gathered, it was placed on scanner cards. Staff is working with computer specialists now to determine means of transferring information from cards to computer discs, and to work up a program to make information accessible.

As a result of the RAP (Grant), the city has an ongoing inventory of park acreage and facilities (price paid, date, all relevant specifications). This computerized, but probably not useful to other cities.

5. COMMENTS:

The citizen's survey work, and more importantly the RAP Grant was largely responsible for the passage of a \$30 million park and recreation land issue. Also, as a spinoff benefit is the fact that the RAP Grant allowed park and recreation to be the first city department to have a master plan. Now, it serves as the model which all other city departments are using.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: DENISON, TX

REGION: SWRO

GRANT TITLE / NUMBER: RAP UPDATE (82-01)

SCOPE: To perform a section-by-section review and update of the Assessment and Action Plan for the 1983 RAP Update.

UPARR FUNDING: \$6,420

APPROVAL DATE: 9/24/82

TOTAL FUNDING: \$12,840

EXPIRATION DATE: 3/31/84

1. BENEFITS:

While citizen involvement and the delivering of recreation services remained stable, this Update served to track progress, especially in policies and in determining future park and recreation needs. The hiring of a Program Coordinator resulted in a significant improvement in the quality and number of Services provided. Many new programs were offered as a result of this ( ie. Continuing Education, Elementary Age Recreation Programs, etc.). As services and facilities began to improve the Park and Recreation Department began to garner support from various community organizations and as a direct result Youth Organizations United (Y.O.U.) was formed in an effort to better coordinate activities designed for Denison's youth. Further community support was received in the form of monetary donations for tree planting and re-sodding. And now the Parks and Recreation Department is working with the Texoma Medical Center and the County Health Department. Finally a slide show was developed to decrease vandalism in the parks and the Parks and Recreation Department begun working the county Probation Officer to have juveniles repair damage to facilities incurred as a result of vandalism.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

A update of interest only to Denison residents was produced.

3. TRANSFER VALUE: None

4. COMPUTER PROCESSES:

No computer processes were utilized.

5. COMMENTS:

Denison has increased its focus on implementation and coordination

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: SAN ANTONIO, TX

REGION: SWRO

GRANT TITLE / NUMBER: RAP PLANNING STUDIES (81-02)

SCOPE: To prepare a parks and recreation real estate marking valuation study for a downtown tourist area. Study includes a determination of rental rates, professional advice on lease contract terms, a study of appropriate fee structure for use of public open space by non-public organization for large scale special events, and an update to the RAP.

UPARR FUNDING: \$32,165

APPROVAL DATE: 1/29/81

TOTAL FUNDING: \$64,330

EXPIRATION DATE: (completed 7/82)

1. BENEFITS:

Grant allowed development of a rental policy and fee structure for the La Villita tourist area. In the past, renting facilities owned by the park and recreation department was based on 6-10 cents per square foot per month. Now, the rate is \$.60/sq.ft./mo. As a result, the total income to the city from this source has quadrupled. There is also an increase in the rental of open spaces. In the past, this brought from \$75-100/night, for use by sometimes 1,000 people. Now, \$900/night is charged. The users are pleased with the service and glad to pay.

Two different lease contracts resulted from the grant: a short term lease and a long term lease. Both are far more legally binding than before, and better protect the city's interest.

Resulting from the grant (and required by one lease document) is creation of and membership in a tenant's association. This has largely put an end to the past squables between tenants and forced them to work together.

2. PLANNING PRODUCTS / ORDERING INFORMATION:

The planning products available are the La Villita Fee Structure and Rental Policy, the Long Term Lease Contract and the Short Term Lease Contract.  
Contact:

Mr. Ed Bacca, Operations Manager  
San Antonio Park and Recreation Dept.  
P.O. Box 9066  
San Antonio, Texas 78205

3. TRANSFER VALUE:

Any of the methodologies used might be useful in jurisdictions where rental or lease of park and recreation department property is a major source of department income.

4. COMPUTER PROCESSES:

No computer processes involved.

5. COMMENTS:

One unexpected impact is a buy back feature created through the development of the lease contract work. Most of the long term leases are from starving artist who can afford the space but lack money for interior development. The city will allow up to \$10 per square foot for development over a period of 3 years and reduce monthly rent by that amount prorated over 36 months. This way, the artist can afford to properly display his/her work, and at the termination of the lease the city owns all interior improvements. The city estimates this will eventually result in its ownership of one quarter of million dollars of interior improvements.

FINAL GRANTS REPORT FOR UPARR  
SECOND-GENERATION PLANNING GRANTS

APPLICANT: CO, PUEBLO

REGION: RMRO

GRANT TITLE / NUMBER: INTEGRATED MAINTENANCE MANAGEMENT PILOT PROGRAM (83-01)

SCOPE: Computer assisted program to identify site-specific maintenance costs at park facilities; to develop standards for maintenance care; to recommend priorities or maintenance expenditures, and to develop procedures to evaluate anticipated maintenance costs for future open space development.

UPARR FUNDING: \$ 20,000

APPROVAL DATE: 3/28/83

TOTAL FUNDING: \$ 40,000

EXPIRATION DATE: 4/1/84

1. BENEFITS:

Pueblo's Maintenance Management System will have to be on-line for several months before accurate time and cost savings can be determined. However, the general benefits resulting from the UPARR project are expected to be three-fold:

- a) Improved efficiency of maintenance operations. As tasks are scheduled to make maximum use of resources and employees are given task-time guidelines, doing more with less becomes feasible through increased efficiency.
- b) Accurate information on which to base budget and development decisions. Maintenance costs per park site and per individual task allow management to forecast the maintenance cost for proposed developments. Detailed cost data also provides management with budget request justification and decision-making tools.
- c) Better long- and short-term park planning. Performance standard reports, cost reports, planning calendars and other computer-generated products provide valuable planning tools.

## 2. PLANNING PRODUCTS / ORDERING INFORMATION:

The major planning product resulting from this project is the Performance Standards Handbook. It includes a listing of all grounds maintenance tasks performed on a regular basis in Pueblo, and a time standard for every timeable task. The equipment used is indicated for each task, as well as short task description. The performance standards were determined through Direct-Time Study.

The Handbook also contains a narrative describing the data-gathering methods, computer processes and time study steps involved. Implementation problems are discussed and recommendations are made.

\* Contact department to order Handbooks at cost.

## 3. TRANSFER VALUE:

Although the performance standards may need to be adjusted for climate, terrain, etc., standard work time variations are generally small. They will at least provide a good base from which other departments can begin a similar project. Base data needed should be very similar for all Parks Departments.

## 4. COMPUTER PROCESSES:

The computer is used to assist in job-scheduling; to store and tabulate maintenance costs per park site and per task; to product task-planning calendars and job status reports; and to calculate performance standard variations.

## 5. COMMENTS:

a) Contact person: Bob Gilliland, Parks Superintendent  
Parks and Recreation Department  
Pueblo, CO 81005

b) The software, written by a consultant, is not fully developed or user friendly and cannot be recommended for purchase by others.

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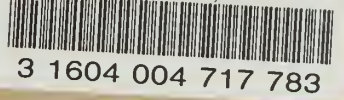
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