



Community Services
Master Plan
August 2021



Table of Contents



Executive Summary	1
A. Purpose of This Plan	1
B. Planning Process Summary	1
C. Key Issues Summary	2
D. Inventory Assessment Summary	4
E. Level of Service Target	4
F. Recommendations and Objectives Summary Table	5
I. Introduction to The Planning Context	9
A. Blueprint for the Future	9
B. Department Overview	10
C. History of Parks and Recreation in Perris	11
D. Strategic Framework	11
E. Related Planning Efforts and Integration	12
F. The Planning Process	16
II. Community Profile	19
A. Demographic Profile	19
B. Park and Recreation Influencing Trends	24
C. Relevant Research Trends	28
III. Community Input: The Focus of the Master Planning Process	35
A. Outreach Strategy	35
B. COVID-19 Pandemic	35
C. Community Input, Focus Groups, Stakeholder Interviews	36
D. Public Forums	37
E. Statistically Valid and Open Link Surveys	40
IV. What We Have Now: Inventory and Level of Service Analysis	51
A. Park Classification and Level of Service	51
B. Parks and Facilities Inventory and Assessment	52
C. Park Ranking	57
D. Level of Service Analysis	59
E. Population Based Standards	70
F. Looking Into the Future – Opportunities to Improve Park Experiences	72
G. Key Issues and Conclusions	98
V. Service Analysis	99
A. Organizational Analysis	99
B. Recreation Program Analysis	104
C. Maintenance and Operations Analysis	114
D. Financial Analysis	124
VI. The Plan Forward, Key Issues and Recommendations	133
A. Key Issues Analysis Matrix	133
B. Goals, Objectives, and Action Steps	136
Appendix A: Parks and Recreation Influencing Trends	151
Appendix B: Community Engagement Memorandum	167
Appendix C: Survey Report	179
Appendix D: Park Development Standards	257
Appendix E: GRASP® Level of Service Analysis	261



Appendix F: Wayfinding and Signage Standards 291
 Appendix G: Sample Park Maintenance Standards. 295
 Appendix H: Potential Funding Sources 305
 Appendix I: Sample Performance Indicators 325

Table of Figures

Figure 1: Key Elements of Master Planning 2
 Figure 2: Population Trends in Perris from 2000 to 2030 19
 Figure 3: 2020 Age Distribution in Perris Compared to California 20
 Figure 4: 2020 Racial/Ethnic Diversity of the City of Perris 21
 Figure 5: Median Household Income Distribution in City of Perris. 22
 Figure 6: Employment Overview in City of Perris 23
 Figure 7: Coronavirus Impact Planning for City of Perris 24
 Figure 8: Team Sport Household Participation 26
 Figure 9: Fitness and Wellness Participation 27
 Figure 10: Outdoor Recreation Participation 28
 Figure 11: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+) 31
 Figure 12: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+) 31
 Figure 13: Geographic Representation of Survey Respondents. 41
 Figure 14: Key Findings from the Survey 41
 Figure 15: Average Importance Performance Matrix Explanation 46
 Figure 16: Average Importance Performance Matrix. 47
 Figure 17: System Map 53
 Figure 18: System Inventory Examples 56
 Figure 19: Variation in LOS Values 60
 Figure 20: Perris Neighborhood Access to Outdoor Recreation 61
 Figure 21: Neighborhood Access High-Value Area. 62
 Figure 22: Pedestrian barriers and City Boundaries 64
 Figure 23: Walkable Access to Outdoor Recreation Opportunities 65
 Figure 24: Walk High-Value Area. 66
 Figure 25: GRASP® Walkable GAP Analysis. 67
 Figure 26: Neighborhood Access to Indoor Recreation. 69
 Figure 27: Walkable Gap Visioning and Priorities Map 73
 Figure 28: Trail Infill Opportunity Northeast of Evans Road and Citrus Avenue 76
 Figure 29: Trail Infill Opportunity in the Area Near Enchanted Hills Park. 77
 Figure 30: Trail Infill Opportunity in the Area off of West 4th Street and Kruse Street. 78
 Figure 31: Map of Infill Opportunities for Copper Creek Park 83
 Figure 32: Map of Infill Opportunities for El Nido Pocket Park 84
 Figure 33: Map of Infill Opportunities for Foss Field Park. 85
 Figure 34: Map of Infill Opportunities for Frank Eaton Memorial Park 86
 Figure 35: Map of Infill Opportunities for Goetz Park 87
 Figure 36: Map of Infill Opportunities for Liberty Park 88
 Figure 37: Map of Infill Opportunities for May Ranch Park 89
 Figure 38: Map of Infill Opportunities for Mercado Park. 90
 Figure 39: Map of Infill Opportunities for Metz Park 91
 Figure 40: Map of Infill Opportunities for Monument Ranch Park 92
 Figure 41: Map of Infill Opportunities for Morgan Park 93
 Figure 42: Map of Infill Opportunities for Panther Park 94
 Figure 43: Map of Infill Opportunities for Paragon Park 95
 Figure 44: Map of Infill Opportunities for Rotary Park. 96
 Figure 45: Department Staffing 99
 Figure 46: Perris Community Services Organizational Chart 100



Figure 47: 2019 Participation by Program Service Area 106

Figure 48: Current Population in Perris by Age 109

Figure 49: Pyramid Methodology 112

Figure 50: Service Assessment Matrix 113

Figure 51: Survey Responses to Cleanliness, Maintenance, and Safety in Parks 115

Figure 52: Survey Respondents Reported Factors to Increasing Park Use 116

Figure 53: Survey Responses from GP RED Research on Homelessness 121

Figure 54: Tactical Approaches to Managing Homelessness 122

Figure 55: How Effective is Your Community/ is Your Organization? 123

Figure 56: Residents Support for Potential Funding Sources 127

Figure 57: Impact on Participation From Recreation Services Fee Adjustments 128

Figure 58: Key Issues Analysis Matrix 134

Figure 59: Team Sport Household Participation 152

Figure 60: Fitness and Wellness Participation 153

Figure 61: Outdoor Recreation Participation 154

Figure 62: Results of Homelessness in Parks Survey 158

Figure 63: Tactical Approaches to Managing Homelessness 159

Figure 64: How effective is your community/ is your organization? 159

Figure 65: Racquet Sport Participation from 2014 - 2019 163

Figure 66: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+) 163

Figure 67: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+) 164

Table of Tables

Table 1: Park Facilities and Size4

Table 2: Goals and Objectives Summary6

Table 3: Description of General Plan 2030 Elements Applicable to Community Services 13

Table 4: 2020 City of Perris Educational Attainment21

Table 5: Summary of Parks/Outdoor Locations and Their Components 55

Table 6: Summary of Indoor Facilities and Their Components 56

Table 7: Park Ranking Table57

Table 8: Map Statistics for Figure 18 62

Table 9: GRASP® Comparative Data 63

Table 10: Statistics for Figure 21 Walk High Value Area 66

Table 11: Target Park Calculation 67

Table 12: Perris Capacities 70

Table 13: Acres of Park Land per 1,000 Residents71

Table 14: Outdoor Park and Recreation Facilities – Median Population Served per Facility71

Table 15: Gap Analysis Demographics 73

Table 16: Primary and Secondary Trail Segments per the Perris Trail Master Plan 79

Table 17: Investment in FTE by Function 102

Table 18: Sample Lifeguard Merit Based Pay Scale 103

Table 19: Perris Program Service Areas 104

Table 20: 2019 Recreation Participation and General Fund Subsidy 106

Table 21: 2019 Special Events Participation and General Fund Subsidy 108

Table 22: Fill Rate for Selected Health and Wellness Classes 110

Table 23: Sample Performance Measures, Purposes and Outcomes 114

Table 24: Park Maintenance Schedules and Acreage 118

Table 25: Community Services three-year budget history 125

Table 26: Perris Community Services Revenue Trends 125

Table 27: 2019/20 Capital Improvement Budget 125

Table 28: Perris Community Services Direct (recreation) Cost Recovery 126



Acknowledgments

City of Perris City Council

Mayor Michael M. Vargas
Mayor Pro Tem David Starr Rabb
Councilmember Marisela Nava
Councilmember Malcolm Corona
Councilmember Rita Rogers
City Clerk Nancy Salazar

Parks and Recreation Committee

Councilmember Rita Rogers
Councilmember Malcolm Corona

City Manager's Office

City Manager Clara Miramontes
Deputy City Manager Ernie Reyna

Planning Commission

Chairman Jack Shively
Vice Chairman Dwayne L. Hammond
Planning Commissioner Elizabeth Jimenez
Planning Commissioner Isaac Lopez
Planning Commissioner Guadalupe Gomez

City Staff

Director of Community Services Sabrina Chavez
Community Services Manager Arcenio Ramirez
Planning Manager Kennerh Phung
Community Services Supervisor Rachel Pinedo
Public Health Supervisor Crystal Lopez
Parks Supervisor Arturo Garcia
Recreation Supervisor II Spencer Campbell
Recreation Supervisor Cynthia Lemus
Parks Coordinator Joshua Estrada

Consultant Team

GreenPlay, LLC
KTUA
RRC Associates

For more information about this document please contact:

Perris Community Services Department
101 N D Street Perris CA 92570
(951) 435-7220
www.cityofperris.org

For more information about this document, contact GreenPlay, LLC
At: 1021 E. South Boulder Road, Suite N, Louisville, Colorado 80027, Telephone: 303-439-8369





Hello
my name is
Peyton

Hello
my name is
Diana

Brook ☺☺

Executive Summary



Email: info@greenplayllc.com www.greenplayllc.com

A. Purpose of this Plan

This Community Services Master Plan is an update to the 2005 Master Plan adopted when the population of Perris was approximately 41,000. As of 2019 the population has nearly doubled to approximately 80,000. The plan is built upon the City's Comprehensive General Plan 2030 that included elements specific to quality-of-life addressed by the Community Services Department. Since adopting the last master plan in 2005, the City has embraced a priority for all community members to live within a 10-minute walk of a park and adopted the Active Transportation Plan 2020. Collectively, these planning documents create a backdrop and need to update the Department's master plan. Together, these important documents will act as a road map for the future and guide the Department over the next 10 years and beyond.

B. Planning Process Summary

The process utilized in developing this Community Services Master Plan included the formation of an integrated project team of select City staff, the consultant team from GreenPlay, KTUA, RRC Associates, and local City leadership and stakeholders. The project team provided detailed input to the consultant team throughout the project. This collaborative process led to the creation of a plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The development of this plan included the following tasks:

- Document collection and review
- Demographic and trends analysis
- Community engagement
- Organizational, financial and recreation programming analysis
- Maintenance and operations analysis
- Facility inventory and level of service analysis
- Potential funding opportunities
- Recommendations: Goals, objectives, and an action plan



The following graphic captures the steps of the master planning process and identifies the four stages of public engagement used in this plan:

Figure 1: Key Elements of Master Planning



C. Key Issues Summary

From review of all the input and findings, the key issues below were identified and presented in a series of meetings with staff, key stakeholders, and the public. The key issues formed the basis for potential recommendations. The key issues are organized by categories. While the engagement process and needs analysis occurred during the COVID-19 Pandemic in 2020, the consultants believe there was minimal effect on participation.

Organizational

- The Department has a mission statement (The mission of the Community Services Department is to improve the quality of life for individuals and families by developing innovative programs and events that are passionate, health-conscious, and community-focused. #LetUsServeYou) but does not have a formal Vision, Brand or Marketing Plan
- Increased staffing to maintain and enhance services to the public may result in both additional usage and a better use experience
- All residents are not afforded a park within a 10-minute walk. The Department has prioritized a park for all residents within a 10-minute walk
- Community Services contributions to residents' healthy lifestyles are a Department priority
- The community prioritizes significant engagement with diverse residents to enhance current, positive relationships
- The Parks Division may be more efficient with dedicated space and maintenance yard.



- Department participation and revenue could be increased through additional communication about recreational opportunities, enrichment classes, and activities in a variety of methods
- The Department does not have a comprehensive community arts plan and would benefit from one.

Parks and Facilities

- Additional paths, trails, and a walkable and connected City were identified by residents as a priority
- Safety and security concerns effect community use of the parks
- Resident's report concerns with daily upkeep of some parks
- Additional restrooms/upgrades in parks are identified as very important by community residents
- The parks system needs to be updated by creating, developing, improving, and enhancing parks that are more conducive to a modern feel and look that takes on City characteristics for both active and passive use
- The Department does not have sufficient programming space to provide opportunities and program revenue as desired by the community
- Park amenities and landscaping (including shade, trash receptacles, drinking fountains, etc.) provide a great opportunity for improvement. Greater access to parks with high quality amenities would increase levels of service to residents
- Some of the parks suffer from poor looking turf.
- City residents desire an additional dog park and programing for dog owners
- To enhance access to healthy activities, the Department should consider adding additional sports facilities, multi-use courts and fields, outdoor basketball courts, and soccer fields
- The Department does not offer permitted community gardens or access to enough demonstration gardens to meet community desires.
- Best possible levels of service for parks, assets and facilities requires the Department continue to prioritize the equitable distributed of parks, assets, and facilities throughout the City
- New aquatic and recreation facility/facilities are desired by the community

Programs and Service Delivery

- Healthy and active programs for adults are a high community priority
- Additional youth recreation and sports programs, kids' clubs and camps are desired by community members. The needs will increase in the future as the expected youth population increases
- The population of residents with disabilities in the City requires additional adaptive recreation programs
- The community desires additional special events, hosted events, and activities
- Programs and activities can be more efficient by implementing a strategic process for more purposefully scheduling classes and activities
- Participation in recreation programs and increased revenue could result from a more consistent process for program evaluation

Finance

- Funding is needed to upgrade parks, trails, and increase operations and maintenance in the parks, as the City works toward meeting the population-based standard of 5 acres per 1,000 residents



- Service levels may be affected over time and the Department may consider a focus on additional and/or alternative financing opportunities
- Access to affordable programs is a high community priority
- The Department recovers a low percentage of expenses. A resource allocation philosophy/pricing model is needed to determine revenue opportunities vs. community services

D. Inventory Assessment Summary

The City of Perris Community Services Department provides a broad-spectrum of facilities and amenities for the residents encompassing 189 acres of formal parks and community facilities.

The City’s park facilities are currently comprised of 27 formal parks. The size of each of these parks is listed in **Table 1** and represents a summary of the entire Perris inventory of parks and facilities and the number of amenities within each facility. Residents also have access to Lake Perris State Recreation area and Kabian County Park.

Table 1: Park Facilities and Size

Park Classification	Location	Acres
Pocket Park	Banta Beatty Park	1.5
Sports Park	Bob Long Memorial Park	4.4
Passive/Special Use Park	Copper Creek Park	8.7
Pocket Park	El Nido Pocket Park	1.1
Passive/Special Use Park	Enchanted Hills Park	17.1
Sports Park	Foss Field Park	6.5
Passive/Special Use Park	Frank Eaton Memorial Park	4.4
Passive/Special Use Park	Goetz Park	7.4
Passive/Special Use Park	Liberty Park	9.0
Passive/Special Use Park	Linear Park	20.0
Passive/Special Use Park	May Ranch Park	6.9
Pocket Park	May Ranch Pocket Park	0.5
Passive/Special Use Park	Mercado Park	2.6
Sports Park	Metz Park	17.8
Passive/Special Use Park	Monument Ranch Park	10.0
Sports Park	Morgan Park	15.0
Passive/Special Use Park	Paragon Park	14.4
Sports Park	Patriot Park Sports Complex	14.0
Passive/Special Use Park	Paws Park	2.8
Passive/Special Use Park	Perris Green City Farm	0.2
Passive/Special Use Park	Rotary Park	8.0
Sports Park	Skydive Baseball Park	7.5
City Parks Without Components		
Pocket Park	Downtown Pocket Park	0.1
Pocket Park	Fletcher Park	0.1
Pocket Park	Howard Schlundt Park	0.3
Pocket Park	Russell Stewart Park	1.5
Pocket Park	Sparrow Pocket Park	0.6
Trails		
Trails	Perris Valley Trail	6.6
	~Redlands to Ramona	
	~Ramona to Organge	
	~Orange to Nuevo	
Perris Park Totals		189.0
Other Sports Park	Panther Park	5



E. Level of Service Target

The Comprehensive General Plan 2030 establishes a level of service for parks at 5 acres per 1,000. Currently, the level of service is 2.4 acres per 1,000. The Comprehensive General Plan 2030 also established two main classification for parks – neighborhood parks and community parks. The previous Parks and Recreation Master Plan (2005) defined special use and mini (pocket parks) as well.

Neighborhood Parks

A neighborhood park is any general use local park developed to serve the passive and or active recreational needs of a particular neighborhood within a community. Neighborhood parks range in size from 5 to 14 acres and are intended to serve the residents within a radius of approximately 1/2 mile, typically within walking or cycling distance. Neighborhood parks generally feature active-play amenities such as ball fields, multi-purpose playfields, game courts, children's play areas, lighting for night use, and on-site parking facilities. Neighborhood parks are sometimes located adjoining an elementary school and near the center of a neighborhood. A neighborhood park should not be separated from its user population by major highways, railroads, or other obstacles that cannot easily be traversed.

Community Parks

Community parks should be between 15 and 40 acres in size and generally designed to meet the active recreational needs of several neighborhoods. These parks are intended to serve people living within a radius of up to two miles, and include facilities that require more space than neighborhood parks such as more than one sport field, multiple sport courts, swimming pools, and community centers with adequate on-site parking. Community parks may also include passive uses such as nature areas and picnic facilities and should be linked, via pedestrian, bicycle, or equestrian trails, to other open space uses.

Mini Parks (pocket parks)

Mini parks serve to accommodate immediate neighborhood areas by providing such amenities as play areas, play equipment, barbecues, and picnic benches. They are generally developed as individual or small lot developments within existing neighborhoods that are underserved by Community or Neighborhood Parks. They may contain a sports court, tennis court, spray pool or other special amenity.

Special Purpose Parks

These types of amenities may provide a wide range of activities, with passive to active to specialized recreation functions. Special Purpose Parks can include aquatic centers, sports complexes, skateboard parks, trail head parks, open space preserves, special event facilities, golf courses and other special interest facilities.



F. Recommendations and Objectives Summary Table

The Department, through this master planning process, identified actions to continue to strive to meet the community's needs and desires related to parks, recreation, facilities, services, and programs. See **Table 2** below that summarizes goals and objectives for the coming years.

Table 2: Goals and Objectives Summary

	Goal #1: Maintain Organizational Effectiveness, and Position the Department for Future Growth
<p>Objective 1.1: Review, and enhance personnel policies to meet current and future staffing needs</p> <p>Objective 1.2: Increase staffing levels between 4 and up to 6 Full Time Equivalent (FTEs)</p> <p>Objective 1.3: Increase and improve communication to City residents</p> <p>Objective 1.4: Explore additional funding options</p> <p>Objective 1.5: Develop a resource allocation philosophy/pricing model</p> <p>Objective 1.6: Continue to Promote Healthy-Lifestyles for Perris Residents</p> <p>Objective 1.7: Develop a Community Art Plan for Inclusion in Parks and Department Facilities</p> <p>Objective 1.8: Update the City's park land dedication and in-lieu fee ordinance, as necessary</p>	
	Goal #2: Aspire to be a Walkable City that Contributes to the Health and Vitality of Perris Residents
<p>Objective 2.1: Expand greenways, pathways, and trails connectivity based on the City's Active Transportation Plan 2020</p> <p>Objective 2.2: Increase the percentage of residents who live within a 10-minute walk</p>	



Goal #3: Continue to Improve and Enhance Recreation Programs and Service Delivery

Objective 3.1: Increase program spaces, staffing, and resources to create new programming opportunities for City residents

Objective 3.2: Promote active lifestyles through recreation

Objective 3.3: Explore opportunities to increase the number of community events based on demand, trends, and cultural opportunities

Objective 3.4: Develop additional recreational opportunities

Objective 3.5: Work with other service providers to develop programs and services to meet demand and trends

Objective 3.6: Develop a formal recreation program evaluation process



Goal #4: Enhance and Expand Quality Park Experiences

Objective 4.1: Continue to expand, and improve existing facilities and amenities

Objective 4.2: Improve daily upkeep and user experiences in the parks

Objective 4.3: Prioritize and improve safety and security in parks and facilities

Objective 4.4: Explore new aquatic and recreation center facility



I. Introduction to The Planning Context



A. Blueprint for the Future

The purpose of this master plan is to provide a framework for future allocation of resources for parks, trails, open spaces, recreational facilities, programs, and services. This plan serves to clarify the community's vision for parks, recreation facilities, and services that will guide future decision-making five to ten years and beyond.

This plan serves to update the previous Community Services Master Plan, completed in 2005. Since that time, the population had more than doubled, resulting in increased demand for parks, trails, open spaces, and recreation facilities and programs. The objectives were to complete a plan that addresses five important themes:

Theme 1: A community driven plan

- Identify community recreational needs through public engagement, surveys, and demographics and trends analysis. The plan attempted to create the most inclusive process possible, to afford all community members adequate opportunity to provide input.
- Identify current and future recreation facility needs required to deliver programs based on needs assessment and public engagement.

Theme 2: A plan built on previous planning documents

- The plan should update the 2005 master plan
- The plan should build on City planning documents that include the City's Comprehensive General Plan 2030, the Trail Master Plan, the Active Transportation Plan, and other documents

Theme 3: A plan that provides a focus on equitable access to quality parks, recreation facilities, public health, and programs

- A plan that provides a framework to ensure equitable access to quality parks for all residents within a 10-minute walk of their homes
- A plan that addresses safety and security for park users
- A plan that evaluates access to present and future community gardens



Theme 4: Data driven to support insightful and well thought out decision making

- A plan that evaluates current conditions at city parks and determines ongoing, short, mid-term and long-term capital needs and best management practices
- A plan that identifies processes the department can use to assess the city's recreational programming and facilities in relation to the city's population
- A plan that will include an organizational analysis that reviews current and future staffing needs required to deliver recreational programs
- Identify levels of service, and costs associated with system improvements

Theme 5: An evaluation of current administrative and operating practices with recommendations for future improvements

- Evaluate programs and services for efficiency and effectiveness in meeting resident's needs
- Evaluate maintenance and operation practices and standards for effectiveness and efficiency

B. Department Overview

The Department Director oversees six divisions responsible for strategic management of the Department. While Recreation Administration, Leisure Services, Sports, and Senior Services have historically been part of the Department, the Parks Division was recently realigned under the Department in 2020. The Public Health Division is partially grant-funded and operates in response to City resident's prioritization of healthy eating, active living, and policy, systems, and environmental changes.

Recreation Administration – the overall management and leadership of the Department, this Division is responsible for administrative functions such as budgeting, human resources, capital improvement projects and long-term planning.

Leisure Services – Responsible to plan and implement a variety of recreation program and events, facility management, including rental opportunities. Enrichment classes feature arts, dance, and fitness opportunities, among others.

Sports – The Department offers direct sports programming as well as coordination and support for various not-for-profit youth sports providers. The Division assists these groups with facility reservations, maintenance issues, and technical support. The Sports Department also runs their own Pee Wee, Mighty Mite, and youth sports year-round, including T-ball, soccer, and basketball.

Senior Services – This Division provides activities in partnership with not-for-profit organizations that provide legal and advocacy services, nutrition services and a variety of recreation and social opportunities that feature arts, education, travel programs and enrichment opportunities. The Division oversees the Senior Center.

Parks – This Division was realigned under the Department in 2020 with responsibility for daily parks maintenance and operations. Staff include two full time Parks Ambassadors that assist with park permitting and provide front line services to the community in the parks.



Public Health – This Division is partially grant-funded and supports health and wellness opportunities in the City, as well as policy, systems, and environmental changes in the built environment.

Staffing -The Department employees 53.66 full-time equivalent positions and 5.1 temporary FTE supporting public health.

Parks Division	22.28 FTE
Recreation Administration	5.55 FTE
Leisure Division	10.4 FTE
Sports Division	9.3 FTE
Senior Services	4.2 FTE
Public Health	5.1 FTE

A typical department supporting the size of Perris’ community would employ 60.2 FTE.

C. History of Parks and Recreation in Perris

The City of Perris is located approximately 61 miles southeast of Los Angeles. The City, which turned 100 years old in 2011, and is named in honor of Fred T. Perris, chief engineer of the California Southern Railroad (CSR). The California Southern Railroad connected through the city in the 1880s to build a rail connection between the present-day cities of Barstow and San Diego. The City was incorporated in May 1911 with a population of approximately 300. Over the next 111 years, the City grew into a metropolis of over 79,000.

Parks, recreation services, and public health are a critical part of the city’s infrastructure. The Community Services Department manages a vast system of 203 acres of parks and open spaces, 3 recreation facilities (Statler Youth Center, Bob Glass Gym, and Senior Center) and features many community events that serve to connect families and neighborhoods. The Department offers a variety of programs and services to more than 133,000 program participants annually. The Department oversees 28 parks, 2 trails, 18 playgrounds, 26 sports fields, 10 looped walking trails, 22 shelters, 1 community demonstration garden, and 3 indoor recreation facilities.

D. Strategic Framework

Since adoption of the 2005 Master Plan, the city’s population grew from 36,545 to 79,137.¹ In 2014, the City adopted a new comprehensive plan (Comprehensive General Plan 2030) that included elements specific to the quality of life addressed by the Department, embraced a priority for all community members to live within a 10-minute walk of a park and adopted a new trails master plan in 2014. Collectively, these planning documents create a backdrop and necessity to update the Department’s master plan. Perris is a unique community with services that play a vital role. The average household size in Perris averages a very high 4.29 persons per dwelling unit (compared to 2.92 for the State of California) which emphasizes the need for outdoor park opportunities that allow residents a place to relax and re-create themselves. In addition, 18 percent of Perris residents live below the poverty level which emphasizes the need for all kinds of quality programs and services offered by the Department.

¹ 2020 Esri Business Analyst



E. Related Planning Efforts and Integration

The following documents were reviewed and used to inform this planning process and assure that issues and recommendations regarding parks, recreation, open space, and trails are all well integrated:

2005 Perris Parks and Recreation Master Plan

The 2005 master plan identified the following as significant issues to address:

- There is good collaboration among the City, school districts and local nonprofit service providers in meeting the community's park and recreation facilities and programming needs
- The most successful programming occurs at the neighborhood level
- Major issues identified in the master plan relate to existing facilities and included the upkeep, maintenance, improvement, and expansion to meet the community's growing needs
- Many of the existing parks need an increased level of maintenance. Not enough lighted facilities exist for practice areas for sports groups
- There are not enough sports facilities in general to handle the demand for drop-in, practice, or casual games
- Residents do not feel safe in many of the parks
- The City is doing a tremendous amount with the resources available. Most core needs for parks and recreation services are being met
- The Department has been very innovative in providing activities and programs however it needs to review the classes and activities it is offering to the community, and make sure they are still viable and should not be replaced with newer or different programs and activities

Healthy Eating Active Living (HEAL) Campaign Resolution

In April 2013, the City of Perris adopted the Healthy Eating Active Living (HEAL) Campaign Resolution, shifting the City's focus on improving the built environment and increasing access to healthy foods.

The City scores in the top percentages for children and adults with unhealthy dietary habits. With heart disease strongly related to lifestyle and individual behavior, it is a particular concern to the City to improve the environment to affect health. The City recognizes that certain segments of the population such as young children, older adults, and those with lower incomes are often more susceptible to a variety of health risks.

Since the adoption of the resolution, the City kicked off the Live Well Perris campaign to provide opportunities for citizens to live a healthier and active life. The City has offered various activities and resources to assist residents to understand and participate in healthy eating and active living. The City has offered free workout sessions (e.g., Take a Hike, Witness the Fitness, Yoga in the Garden, etc.); annual Health Fair; nutrition education classes (e.g., Chef in the Garden, etc.); and more activities that support the health and wellness of residents of all ages. In addition, the City recently adopted the 2020 Active Transportation Plan.

The Comprehensive General Plan 2030, (adopted in 2014)

Several elements in the City's comprehensive general plan apply directly to the mission of the Community Services Department. See **Table 3** for a description each element.



Table 3: Description of Comprehensive General Plan 2030 Elements Applicable to Community Services

HC = Healthy Community Element			
HC 1.6	HC 1.6 Encourage the attraction and retention of high-quality grocery stores and other healthy food purveyors as an economic development strategy for the City. Healthy food outlets include full-service grocery stores, regularly held farmer’s markets, fruit and vegetable markets, and convenience stores or corner stores that sell a significant proportion of healthy food	HC 4.3	Encourage the development and display of public art to promote the history, heritage, and culture of Perris
HC 1.4	Encourage health promotion groups to participate at community/city-sponsored events (e.g., waive booth fees at fairs, etc.)	HC 4.4	Provide opportunities for community gardens and local food production. The City will support the use of public and private vacant lots, including school yards, for community gardens, as feasible or appropriate
HC 2.1	Implement the Perris Trail Master Plan (superseded by the Active Transportation Master Plan)	HC 4.2	Foster the creation of public plazas with seating, art, and play features near shopping and business districts
HC 2.11	Enhancing existing neighborhoods with walkable streets, a diverse mix of housing types, and neighborhood services (such as stores, recreational facilities, and childcare) within walking distance.	HC 5.2	Encourage local employers to adopt healthy living/healthy employee programs and practices such as health challenges (e.g., weight loss contests, stop smoking programs, lunchtime/worktime sponsored events, bike to workdays), healthy food choices, and healthy work environments
HC 4.1	Promote public spaces that foster positive human interaction and healthy lifestyles		

Adoption and implementation of Comprehensive General Plan 2030 demonstrated the need for new or expanded park and recreational facilities.

10-Minute Walk Campaign

The National Recreation and Park Association, (NRPA) and the Trust for Public Lands (TPL) launched an initiative in 2017 with a goal of all Americans having access to a public park within a ten-minute walk by 2050. NRPA believes that everyone should have just and fair access to local parks, recreation facilities and programs. Easy access to parks is linked to increased physical activity, improved mental health, stronger community bonds and enhanced sustainability; yet, more than 1 in 3 people do not have a park within a 10-minute walk from their homes. In addition, those with access may not always enjoy a quality and/or welcoming park space. That is why the NRPA Board of Directors adopted “ensure access for all” as one of four strategic priorities. NRPA’s work on the



10-Minute Walk, is the foundation for this strategic direction. Since October 2017, the campaign has engaged more than 270 mayors and other elected officials representing about 20 percent of the U.S. population.

The 10-minute walk recognizes barriers such as high use roads and highways, railroad tracks, streams, and rivers, etc. The 10-minute walk is not “as the crow flies” but actual ability for a person to walk to a park within ten minutes.

The generally accepted measurement of adequate park space, benchmarked by the National Recreation and Park Association (NRPA) has been acres per 1,000 population. However, this does not account for how usable a park space may be or whether the community is more urban or rural. Across the United States, in 2019, the typical parks agency provided 10.1 acres per 1000 residents. Perris residents have 2.4 acres per 1,000 population. However, this measurement does not adequately evaluate Perris community member’s access to usable park space as 6,000 acres is accounted for by Lake Perris, owned by the State of California. Since the last master Plan update in 2005, the City has done a good job acquiring and developing parkland and keeping up with the population growth. In 2005, Perris community members had access to 1.8 acres per 1,000 residents.

Usable park space should include amenities that are convenient, operational, well maintained, and desired. Neighborhood serving parks typically provide active, passive, and social gathering experiences. Research shows that residents that are farther than ½-mile from a park are less likely to meet minimum weekly exercise recommendations.²

Active Transportation Plan 2020

The City completed the Active Transportation Plan (trails master plan) in 2020 to both build on the City’s Comprehensive General Plan 2030 elements but also recognize that walking and bicycling serve as both transportation and recreation opportunities. The plan recognized that trail connectivity is both a local and regional priority and established six important objectives:

- Develop a complete bikeways and trails network that supports commuter and recreational user needs.
- Accommodate bicycle use through supportive amenities and facilities
- Improve bicycle and pedestrian safety
- Increase funding for pedestrian and bicycle facilities
- Promote bicycling as a positive alternative for commuting and recreation
- Maintain roadways and bicycle and pedestrian related facilities so they provide safe and comfortable conditions for the user

Many policies and action steps were identified in the areas of commuters, land use, bicycle planning, bicycle parking facilities, transportation connections, end of trip amenities, safety and education, community involvement, regional consistency, facility improvements and financial needs. The consultants considered the policies, key objectives and action steps, from the Active Transportation Plan 2020 when completing this master plan.

² (L. Frank et al., 2000, Linking Land Use with Household Vehicle Emissions in the Central Puget Sound: Methodological Framework and Findings , Part D, Vol. 5, Transportation Research, supra note 11)



From November 2011 to May 2012, as part of the Trails Master Plan, (2013), the City conducted an online survey to obtain community feedback on existing bicycle/trail infrastructure, future needs, and existing obstacles and barriers. The survey results led to the following conclusions:

- The majority of participants (77 percent) responded that they primarily bicycle for recreation and health
- Hiking, walking, and jogging were identified by 71 percent of participants as additional activities they use the Perris bikeways and trails for
- Most participants (67.6 percent) prefer to use off-street paved routes for biking
- Ways to encourage more bicycling:
 - Better linkages between routes
 - More off-street bike paths/trails
 - Improved surfaces
 - Motorists being more careful
 - Better lighting along routes
 - Wider bicycle lanes
 - Safer street crossings
- Potential hazards generating the highest level of concern for bicycling included
 - Narrow roads or lanes/poor road/High vehicle speeds
 - Not being seen by cars in the dark
 - Motorists not knowledgeable of or following bike laws
- Safety and educational programs may be most effective when aimed at motorists and youth/children in grade school
- Most bicycle trips originate from home
- The most common current destinations for cyclists include:
 - Public parks
 - Lake Perris
- The most common potential destinations if improvements were made include:
 - Public parks
 - Lake Perris
 - Downtown Perris
 - Friend/family's home
 - Local restaurant or shopping center
 - Future Perris train stations

The Parks Make Life Better Campaign

A State of California campaign aspires to raise awareness on the benefits of Parks and to raise the status of parks and recreation as an essential community service. The City of Perris adopted this campaign as one of 525 park and recreation agencies to unite under one banner and communicate clearly and concisely the key messages of the Parks Make Life Better!® brand objectives:

- Build loyalty for parks and recreation services
- Heighten the profession's bargaining power and independence
- Stimulate growth
- Attract talented people to the profession
- Involve the public
- Gain greater resources and support





CAPRA Accreditation

The National Recreation and Park Association (NRPA)'s Commission for Accreditation of Park and Recreation Agencies (CAPRA) provides the only recognized, national accreditation of park and recreation agencies and is a valuable measure of an agency's overall quality of operations, management, and service to communities. Achieving CAPRA accreditation demonstrates use of best practices and standards that lead to the highest level of parks and recreation services.



NRPA suggests the following benefits of accreditation:

For Your Community

- Demonstrates that the agency meets national standards of best practice.
- Recognizes the community as a great place to live.
- Helps secure external financial support and reduce costs for the community.
- Holds an agency accountable to the public and ensures responsiveness to meet their needs.
- Ensures that all staff are providing quality customer service.

For Your Agency and Staff

- Provides positive public and political recognition.
- Proves to decision makers, stakeholders, and the public that the agency is operating with the best practices of the profession.
- Increases credibility and can improve internal and external funding.
- Improves overall operations and increases efficiency.
- Enhances staff teamwork and pride by engaging all staff in the process.
- Creates an environment for regular review of operations, policies and procedures, and promotes continual improvement.





F. The Planning Process

The planning process included a strategic kickoff meeting on February 26, 2020 where expectations and critical success factors were discussed with Department Leadership. Although the process took place during the Covid-19 Pandemic, the consultants worked virtually and visited the City to inventory and assess parks, assets, park components and discuss opportunities and challenges with members of the Department.

Engagement was the key to the planning process as a series of stakeholder, focus group and staff interviews were completed along with three public meetings. As a result of the COVID-19 Pandemic, all engagement was completed using the Zoom digital platform.





II. Community Profile



A. Demographic Profile

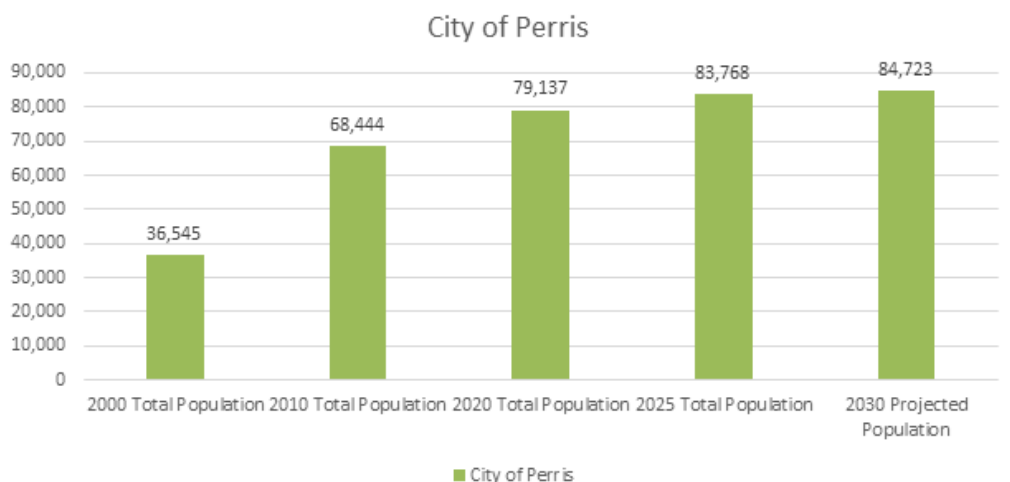
By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the City of Perris Community Services Department. Data referenced throughout this report is sourced from Esri Business Analyst, which are point estimates representing July of the current Year (2020) and forecast years (2025). Esri balances the Census 2010 against local data sources such as building permits, residential postal delivery counts, and county data from the Internal Revenue Service to generate estimates. Population projections are derived from a combination of models and data sources on both a local and national level. Data for this report was compiled in July 2020.

Population

Twenty years ago in 2000, the population in Perris was estimated at 36,545. In 2010, the population had reached 68,444 with an estimated annual growth rate of 1.43 percent. By 2020, the estimated population reached 79,137. By 2025, the population is projected to reach 83,768 with a growth rate of 1.14 percent per year. The City had a relatively balanced population of males (49.83%) and females (50.17%).

79,137
Population
Source: Esri Business Analyst, 2020

Figure 2: Population Trends in Perris from 2000 to 2030



Source: 2020 Esri Business Analyst



Age

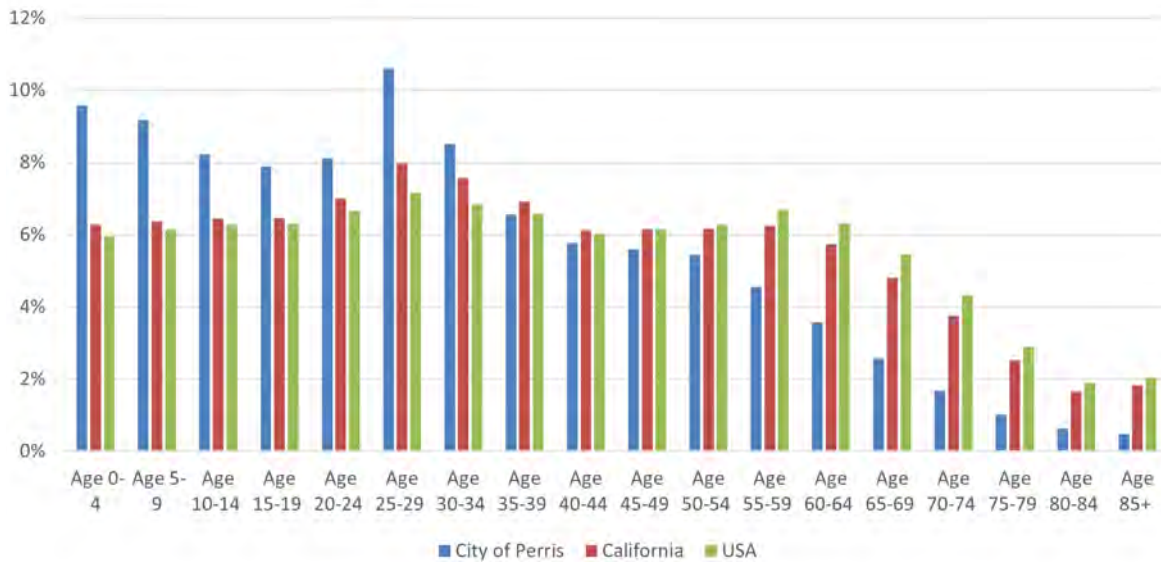
According to Esri Business Analyst, the median age in the City of Perris in 2020 was 28.3 years old, significantly younger than the State of California (36.4) and the United States (38.5). The median age in 2010 was 25.9 years old in the City, and by 2024, it is expected to increase to 29.4 years old.

28.3
Median Age

Source: Esri Business Analyst, 2020

Compared to the other age groups, the City of Perris had the highest concentration of residents between 25 and 29 years old (11%). Compared to the State and National data, the City of Perris generally has a younger population with young children. The average household size was estimated at 4.29, considerably higher than the average of California (2.92) and the United States (2.58).

Figure 3: 2020 Age Distribution in Perris Compared to California



Source: 2020 Esri Business Analyst

Race/Ethnic Character

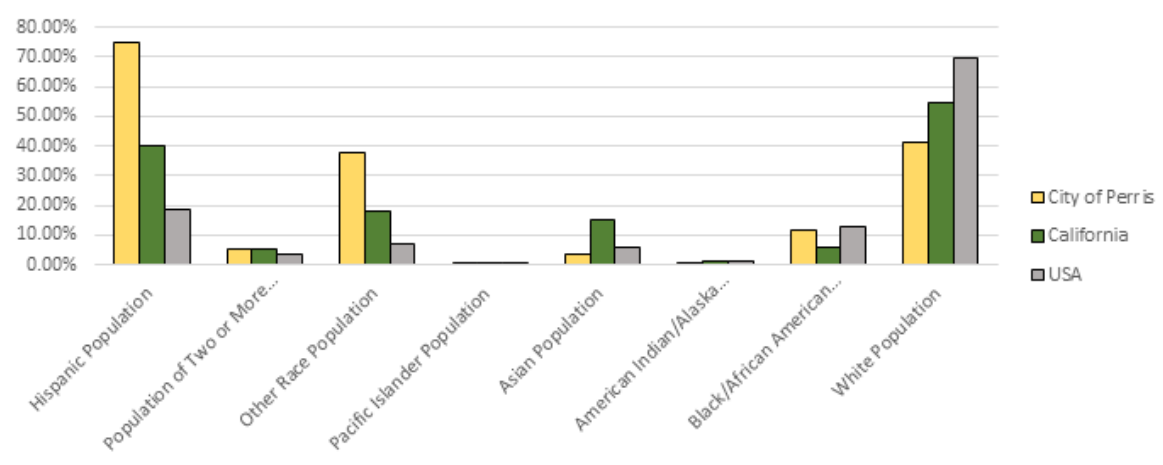
The U.S. Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. According to Esri Business Analyst, approximately 74.76 percent of Perris residents identified as Hispanic in 2020, compared to the State of California (39.83%) and the United States (18.77%). An estimated 3.61 percent of Perris residents identified as Asian, 11.32 percent identified as Black or African American, and 41.29 identified as White.

74.76%
Hispanic Origin

Source: Esri Business Analyst, 2020



Figure 4: 2020 Racial/Ethnic Diversity of the City of Perris



Source: 2020 Esri Business Analyst

Educational Attainment

The chart below shows the percentage of residents (25+) that obtained various levels of education. Approximately 16.88 percent of residents had not completed 9th grade in the City of Perris, compared to the State of California (8.69%) and the United States (4.81%). Only 2.57 percent of residents had completed a graduate or professional level degree. The lower educational attainment in the City is an opportunity for the Community Services Department to offer lifelong learning programs that can continue to teach residents important knowledge and skills to succeed. Examples of such include financial management, basic and advanced technology classes, writing skills and GED preparation opportunities.

Table 4: 2020 City of Perris Educational Attainment

Level of Education	City of Perris	California	USA
Less than 9th Grade	16.88%	8.69%	4.81%
9-12th Grade/No Diploma	15.14%	7.13%	6.53%
High School Diploma	28.75%	18.36%	22.79%
GED/Alternative Credential	3.20%	2.36%	3.92%
Some College/No Degree	20.90%	20.63%	20.13%
Associate degree	5.79%	8.07%	8.69%
Bachelor's Degree	6.77%	21.52%	20.24%
Graduate/Professional Degree	2.57%	13.21%	12.89%

Source: 2020 Esri Business Analyst



Household Data

According to Esri Business Analyst, the median household income in Perris in 2020 was \$57,369, compared to the State of California (\$77,440). The median home value in City of Perris was \$289,971, lower than California (\$566,060). The average household size was 4.29 persons in Perris in 2020, compared to 2.92 in California. An estimated 16.76 percent of households in City of Perris received food stamps, compared to the rate in California at approximately 9.14 percent and the national average of 12.2 percent.

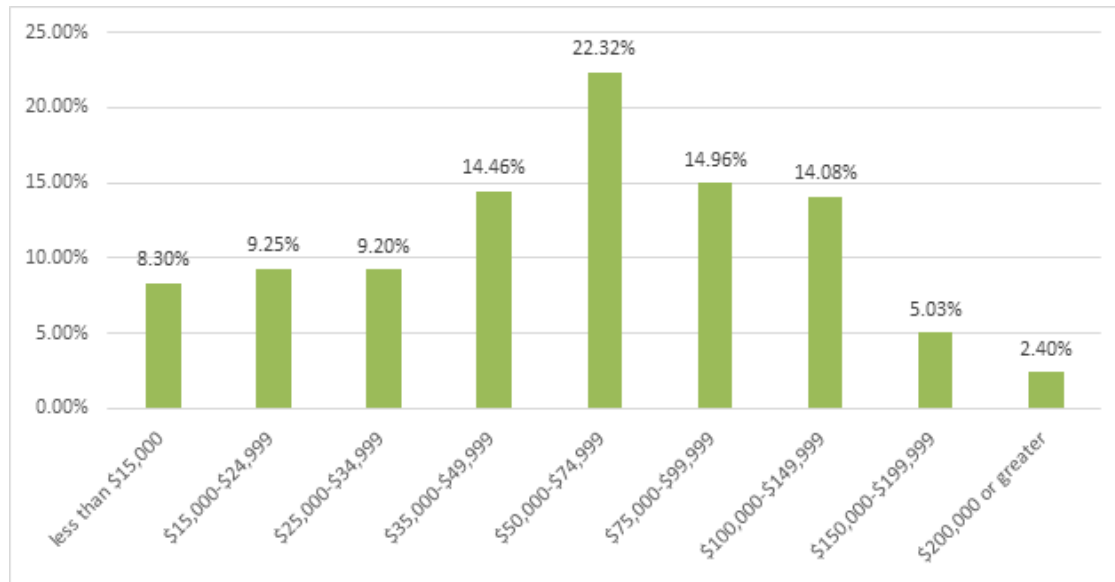
●●

\$57,369

Median Household Income
Source: Esri Business Analyst, 2020

●●●

Figure 5: Median Household Income Distribution in City of Perris



Source: 2020 Esri Business Analyst

Employment

In 2020, an estimated 19.1 percent of the population was unemployed, compared to the rate of California (15.7%) and the United States (13.0%). According to Esri Business Analyst, in 2020, approximately 46 percent of the population was employed in white collar positions, which typically performs managerial, technical, administrative, and/or professional capacities. Approximately 39 percent were employed by blue collar positions, such as construction, maintenance, etc. About 16 percent of residents were employed by the service industry.

●●

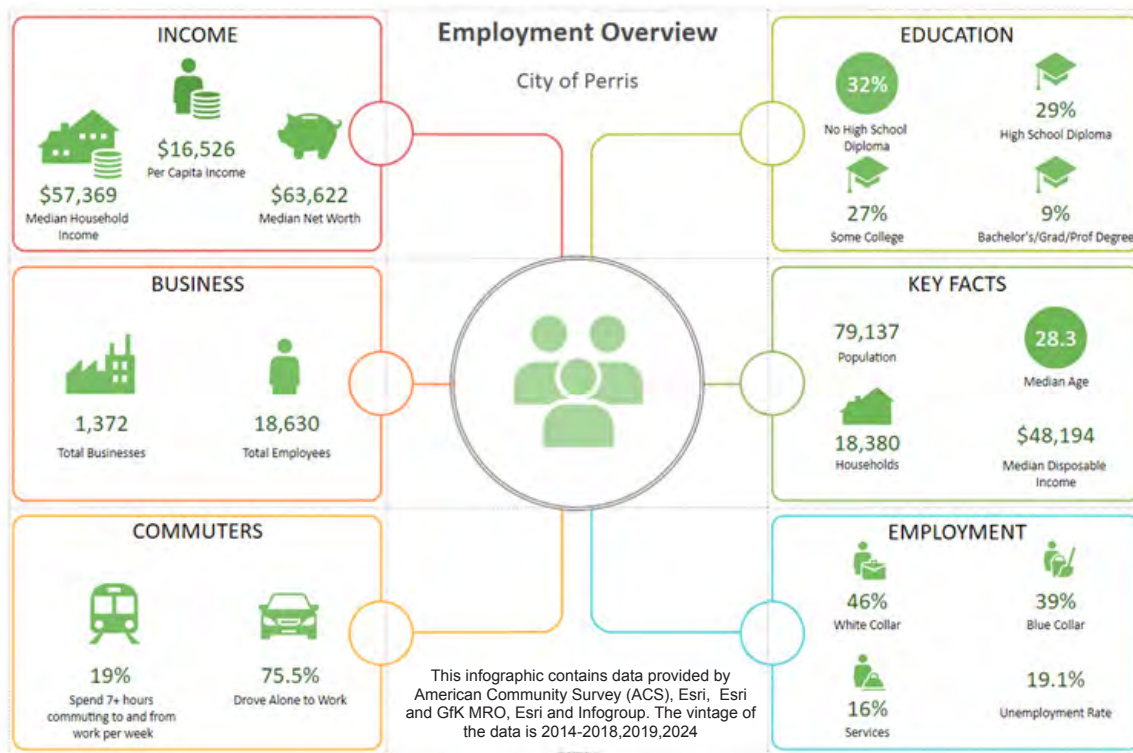
19.1%

Unemployment Rate
Source: Esri Business Analyst, 2020

●●●



Figure 6: Employment Overview in City of Perris



Source: Esri Business Analyst 2020

Health Rankings

Understanding the status of the community’s health can help inform policies related to recreation and fitness. The Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps provided annual insight on the general health of national, state, and county populations. Riverside County ranked 26th of 56 California Counties for Health Outcomes. The health ranking gauged the public health of the population based on “how long people live and how healthy people feel while alive,” coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.³

•••

27.13%
Living with a disability
Source: Esri Business Analyst, 2020

•••

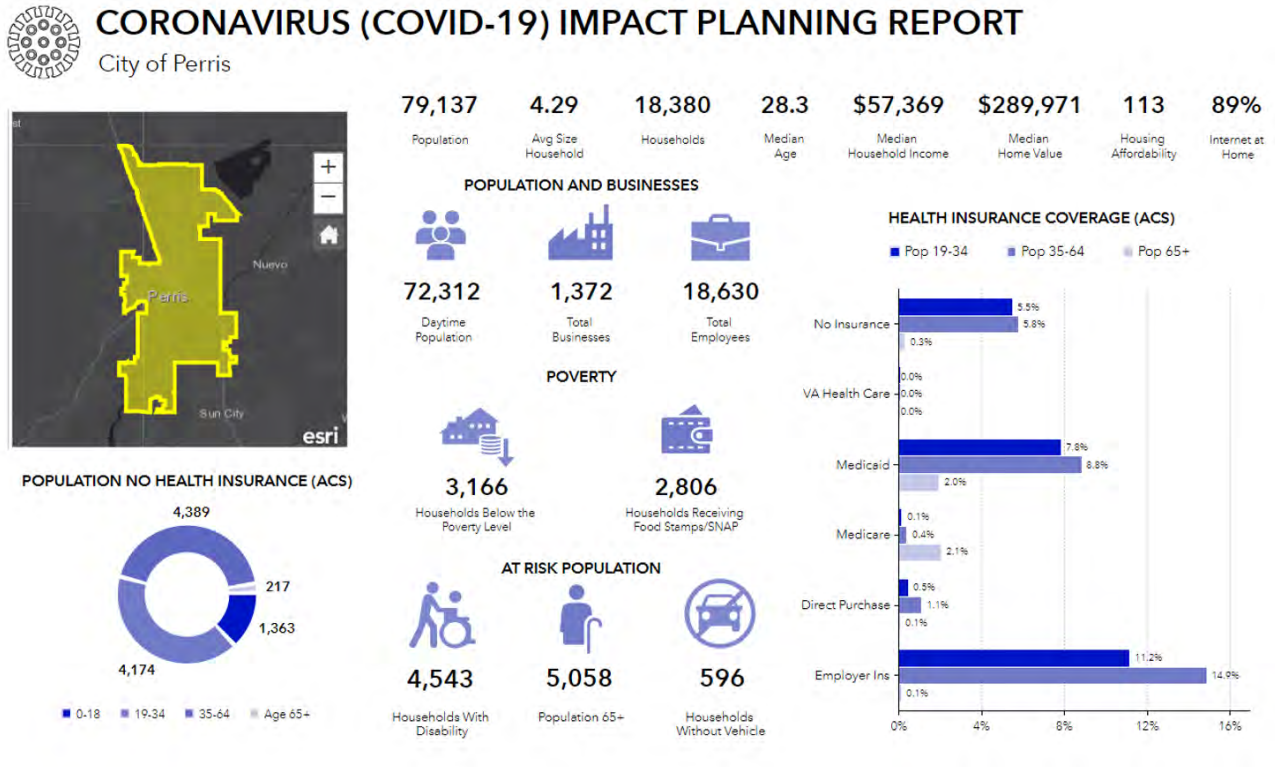
According to Esri Business Analyst, approximately 27.13 percent of households in 2020 had one or more resident living with some sort of hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and/or independent living difficulty. This is higher than the state (23.45%) and national average (25.49%), confirming the necessity of inclusive programming and ADA transition plans for parks and facilities.

³ University of Wisconsin Population Health Institute & Robert Wood Johnson Foundation, County Health Rankings 2020, <http://www.Countyhealthrankings.org>



Data related to access to health insurance/services, transportation, and internet can help inform decisions related to COVID-19. The following infographic (See **Figure 7**) can help the City understand potential risks to their population and how to respond appropriately.

Figure 7: Coronavirus Impact Planning for City of Perris



Source: Esri Business Analyst 2020

B. Park and Recreation Influencing Trends

The changing pace of today’s world requires analyzing recreation trends on both a local and national level. From a national perspective, organizations including the National Recreation and Park Association (NRPA), the American College of Sports Medicine (ACSM), and the Outdoor Industry Association (OIA), among many others, attempt to summarize and predict the most relevant trends impacting health, wellness, outdoor recreation, and parks for the current year. This broad level overview of 2020 trends can help prepare agencies to understand how the future of parks and recreation might look, and how agencies can be at the forefront of innovation in the field.

Local participation data, sourced from Esri Business Analyst, as well as community input generated from the engagement process, determine the relevant trends directly related to Perris. This information is intended to provide a foundational context for potential recommendations discussed later in this report.



It should be noted that local participation data is gathered from ESRI Business Analyst and measures the market potential for leisure activities. Market potential provides the estimated demand for a service or product by calculating the consumption rate from local and national datapoints.⁴ These estimates in participation provide a snapshot of fitness and wellness activities throughout Perris; participation estimates help frame activities that are uniquely preferred in Perris compared to the State. Those activities that have the highest participation serve as a key perspective to understanding the community, and thus providing reference for the recommendations referenced throughout the report.



National Parks and Recreation Trends 2020

The National Recreation and Park Association (NRPA) annually releases a number of predictions that could likely impact parks and recreation agencies. The yearly article identifies the changes agencies are likely to see in the coming year. A summary of key predictions for 2020 are listed below:

- One-third of agencies will have video surveillance in their parks and facilities, and the public will want more for security.
- Private businesses will capitalize on delivery services of food and goods via drones in local parks and beaches. Agencies should be prepared on how to regulate the usage of drones in their public areas.
- E-sports will continue to increase in popularity; agencies who are able to provide tournaments or league play can engage teens and young adults that would otherwise not participate in traditional recreation programs
- Landscape management practices may remove glyphosate, a common pesticide, due to concerns from the International Agency for Research on Cancer (IARC) that the weed killer is “probably carcinogenic to humans.”
- Large parks have the ability to “cool a city” through the presence of trees and green infrastructure. Agencies may look to linear green spaces and trail corridors to reduce climate change and the impacts of extreme heat.
- Recreation centers will continue to become known as community “wellness hubs.” These innovative models of health and wellness will provide safe gathering spaces, access to healthcare providers, food and nutrition assistance, and additional education opportunities. Partnerships will be formed with health-related organizations.



Source: National Recreation and Parks Association

Local Participation

Traditional sports are still a key component of a parks and recreation system. According to census data, households in Perris had high levels of participation in basketball (7%), followed by soccer, football, and tennis (each at 5%).

⁴ “Methodology Statement: 2019 Esri Market Potential” Esri. https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf, Accessed March 2020



Figure 8: Team Sport Household Participation



Source: 2020 Esri Business Analyst



National Health and Fitness Trends 2020

For the past 14 years, the American College of Sports Medicine (ACSM) Health and Fitness Journal has released its fitness trends survey, which collects survey data from 3,000 health and fitness professionals. The following items made up the top ten fitness trends from the study for 2020:

- Wearable Technology
- High Impact Interval Training (HIIT)
- Group Training
- Training with Free Weights
- Personal Training
- Exercise is Medicine
- Body Weight Training
- Fitness Programs for Older Adults
- Health/Wellness coaching
- Employing Certified Fitness Professionals



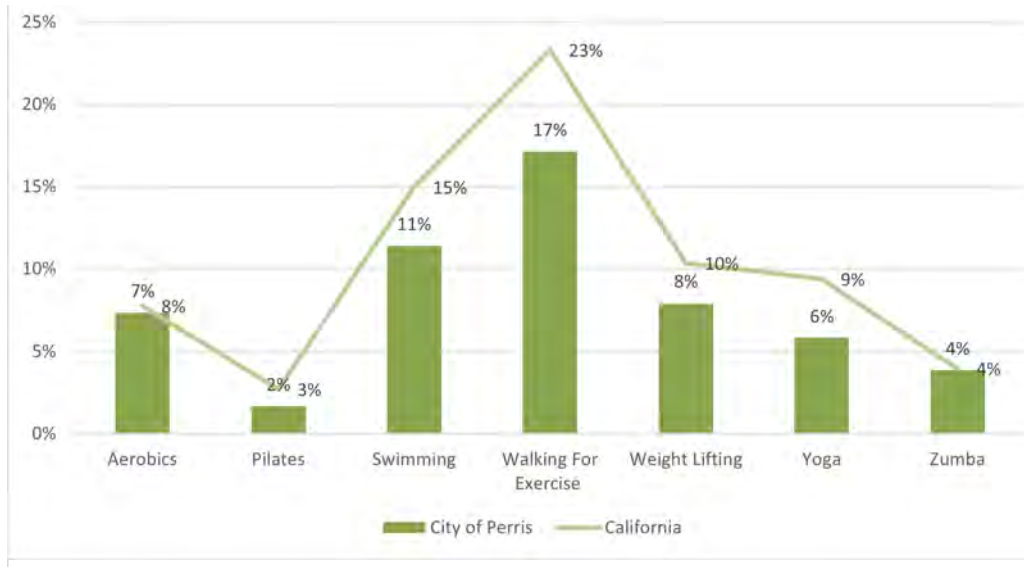
Source: American College of Sports Medicine

Local Participation

The figure below shows household participation in various fitness activities in Perris. Participation was highest for the following activities, although it should be noted that participation was lower than the State of California in nearly every category.

- Walking for exercise (17%)
- Swimming (11%)
- Weightlifting (8%)

Figure 9: Fitness and Wellness Participation



Source: 2020 Esri Business Analyst



Outdoor Recreation

Outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating \$65.3 billion in federal tax revenue on a national level. Close to half of the US population six and older participated in at least one outdoor activity in 2017. The most popular activity was running – which included both jogging and trail running. This was true nationally, and also within the City of Perris.

According to the Outdoor Industry Report, in the State of California, the outdoor recreation economy generated:

- 691,000 direct jobs
- \$92 billion in consumer spending
- \$30.4 billion in wages and salaries
- \$6.2 billion in state and local tax revenue



Source: Outdoor Industry Report

Local Participation

The figure below shows household participation in various outdoor activities in Perris. Participation was highest for the following activities:

- Road Bicycling (15%)
- Hiking (14%)
- Camping (13%)
- Jogging or Running (13%)



Figure 10: Outdoor Recreation Participation



Source: 2020 Esri Business Analyst

C. Relevant Research Trends

The next section focuses on national and regional research that supports community input heard throughout the engagement process. Where applicable, local information is referenced to provide additional context. See **Appendix A** for additional relevant research trends applicable to the City.

Agency Accreditation

Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency’s commitment to 154 standards as defined by the National Recreation and Parks Association (NRPA). Accreditation is a distinguished mark of excellence that affords external recognition of an organization’s commitment to quality and improvement. The National Recreation and Parks Association administratively sponsors two distinct accreditation programs: The Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) approves academic institutions, and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) approves agencies. It is the only national accreditation of parks and recreation agencies and is a valuable measure of an agency’s overall quality of operation, management, and service to the community.

Community Gardens

Communities around the country are building community gardens for a number of far-reaching environmental and social impacts. According to Greenleaf Communities, which supports scientific research in environmental and human health, community gardens offer benefits including⁵:

⁵ Katie DeMuro, “The Many Benefits of Community Gardens” Greenleaf Communities, <https://greenleafcommunities.org/the-many-benefits-of-community-gardens>, accessed January 2019



Environmental	Social
Reducing waste through composting	Increase intake of vegetables and fruits
Improving water infiltration	Promotes relaxation and improves mental health
Increasing biodiversity of animals and plants	Increases physical activity
Improve air and soil quality	Reduces risk of obesity and obesity-related diseases

Some studies show that community gardens can improve the well-being of the entire community by bringing residents together and creating social ties. This activity can reduce crime, particularly if gardens are utilized in vacant lots. Vacant land has the opposite effect of community gardens, including increased litter, chemical and tire dumping, drug use, and decreased property values. By creating community gardens, neighborhoods can teach useful skills in gardening, food production, selling, and business. The National Recreation and Park Association published an in-depth guide to building a community garden in parks through the *Grow Your Park Initiative*, found on their website.⁶

National Healthy Lifestyle Trends

The population of the United States is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey.⁷ Eighty-nine percent (89%) of respondents' parks and recreation departments should take the lead in developing communities conducive to active living. Eighty-four percent (84%) of agency's had already implemented recreation programs that encourage active living in their community. The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks, trails, and accessible neighborhood parks.

Research has shown conclusively that parks and recreation agencies can use systems thinking approaches to have a beneficial effect on modifiable health factors by helping to address:

- Increased physical activity
- Enhanced social and parental engagement
- Improved nutrition
- Better transportation and access to facilities and spaces
- Perceptions of personal and community safety
- Reductions of smoking, alcohol, and drug use

The Perris Community Services Department very well understands these benefits as evidenced by their commitment to healthy lifestyles through investment of the Public Health Division. These factors can be addressed through collaborations with a variety of community partners or “actors,” such as schools, public health, medical, other governmental agencies, private and non-profit sectors.⁸

⁶ Laurie Harmon and Laurel Harrington, “Building a Community Garden in Your Park: Opportunities for Health, Community, and Recreation.” National Recreation and Park Association, https://www.nrpa.org/uploadedFiles/nrpa.org/Grants_and_Partners/Environmental_Conservation/Community-Garden-Handbook.pdf, accessed January 2019

⁷ “Active Living Approached by Local Government: Survey,” International City/County Management Association, <http://bookstore.icma.org/freedocs/Active%20Living%20and%20Social%20Equity.pdf>, 2004.

⁸ Penbrooke, T.L. (2017). Local parks and recreation agencies use of systems thinking to address preventive public health factors. (Doctoral Dissertation). North Carolina State University, Raleigh, NC. Retrieved from: <http://www.gpred.org/resources/> under PhD Dissertations.



Outdoor Fitness Trails

A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails or in parks. The intent of the outdoor equipment is to provide an accessible form of exercise for all community members, focusing on strength, balance, flexibility, and cardio exercise. These fitness stations (also known as “outdoor gyms”) are generally meant for adults but can be grouped together near a playground or kid-friendly amenity so that adults can exercise and socialize while supervising their children. The fitness equipment can also be dispersed along a nature trail or walking path to provide a unique experience to exercise in nature. Educational and safety signage should be placed next to equipment to guide the user in understanding and utilizing the outdoor gyms. Advances in technology have taken place over the past 10 years, now making affordable outdoor exercise equipment long lasting and more impervious to outdoor environments.



Pickleball

Pickleball, a mix between tennis, table tennis, and badminton, continues to be a fast-growing sport throughout America. The sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in Pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.⁹ The sport can be temporarily played on existing indoor or outdoor tennis courts with removable equipment and taped or painted lining. This lining, if painted on tennis surfaces, may interfere with requirements for competitive tennis programs or tournaments. Agencies will need to look at their community’s tennis and pickleball participation to determine the benefits and costs of constructing new pickleball courts versus utilizing existing tennis ball courts. Best practices regarding pickleball setup and programming can be found on usapa.com, the official website for the United States Pickleball Association.

According to the 2020 SFIA Topline Report, over the past five years, from 2014 to 2019, total participation in Pickleball increased 7.1 percent on average each year. From 2018 to 2019, the sport grew 4.8 percent. Out of the most common racquet sports, pickleball, and cardio tennis are the only sports that have seen positive growth on average over the past five years. Tennis is still the most popular racquet sport by far, although participation growth has slowed over the past five years.¹⁰

Multiculturalism/Racial Diversity

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2018 “Outdoor

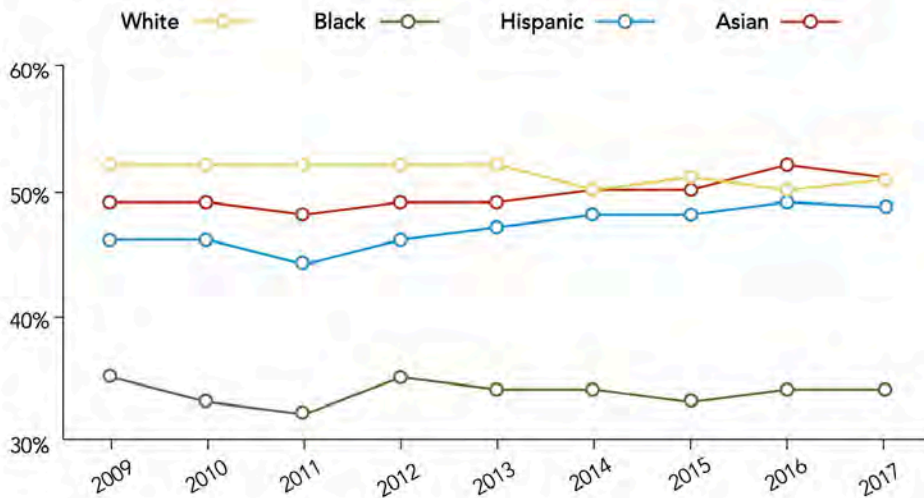
⁹ Green, Daniel, August 2018. “ACE-Sponsored Research: Can Pickleball Help Middle-aged and Older Adults Get Fit?” American Council on Exercise. Accessed 2020. <https://www.acefitness.org/education-and-resources/professional/certified/august-2018/7053/ace-sponsored-research-can-pickleball-help-middle-aged-and-older-adults-get-fit/>

¹⁰ “SFIA Sports, Fitness and Leisure Activities Topline Participation Report” February 2020. Sports & Fitness Industry Association. Accessed 2020.



Participation Report,” participation rates among diverse groups is evolving quickly, even in the last ten years. African-Americans have outdoor recreation participation rates less than 40 percent consistently in the last decade. Meanwhile, Asians have increased in participation since 2011, reaching over 50 percent in 2016. Hispanics are also increasing participation by 1 percent per year since 2016. The figure below, sourced from the 2018 Outdoor Participation Report, demonstrates these changes since 2009.

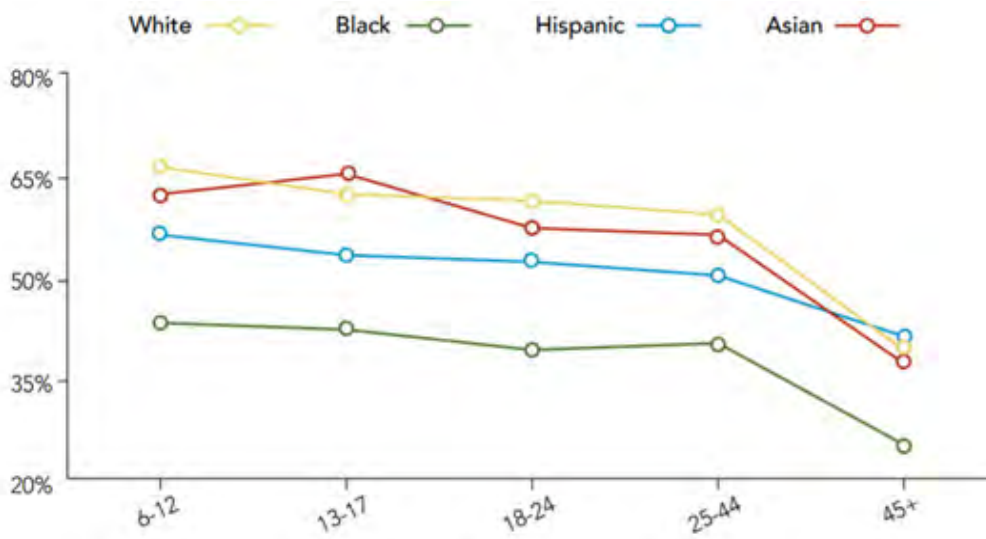
Figure 11: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

Participation in outdoor activities is higher among Caucasians than any other ethnicity, and lowest among African Americans in nearly all age groups. **Figure 12** demonstrates that those under 18 have much higher participation rates than all other age groups.

Figure 12: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+)

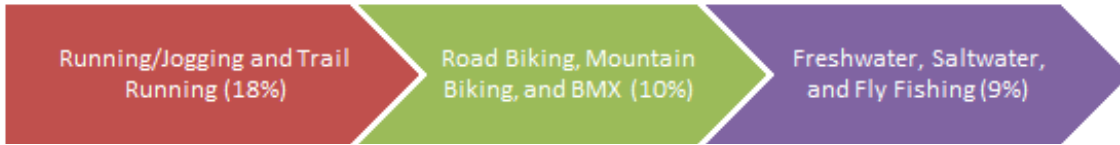


Source: 2018 Outdoor Participation Report, Outdoor Industry Association



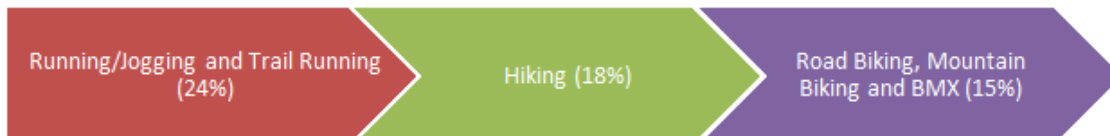
According to the report by the Outdoor Industry Association, there are a variety of reasons why people do and do not participate. Many of those reasons are similar regardless of demographics, but it is helpful to look at the top motivations of each race to understand potential barriers. Below is a compiled list of the motivations and reasons that various races participate, as well as the top activities that each group participates in.

African Americans



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
Get exercise (61%) Be with family and friends (53%) Keep physically fit (52%) Be close to nature (40%) Observe scenic beauty (33%)	I do not have anyone to participate with (21%) Too busy with family responsibilities (20%) Outdoor recreation equipment is expensive (19%) I do not have the skills or abilities (18%) I do not have enough information (15%)

Asian Americans



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
Get exercise (65%) Be with family and friends (59%) Observe scenic beauty (52%) Keep physically fit (50%) Enjoy the sights and smells of nature (50%)	Outdoor recreation equipment is expensive (21%) I do not have anyone to participate with (21%) I do not have the skills or abilities (20%) Too busy with family responsibilities (19%) Too busy with other recreation activities (12%)

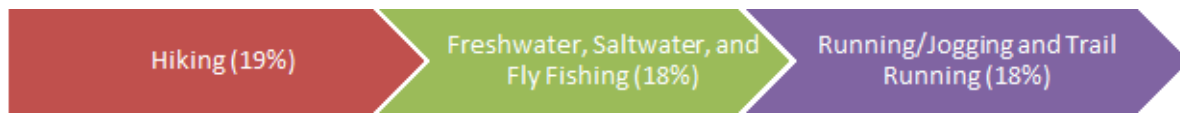
Research about outdoor recreation among Asian Americans in the San Francisco Bay Area (Chinese, Japanese, Korean, and Filipino)¹¹ found significant differences among the four groups concerning the degree of linguistic acculturation (preferred language spoken in various communication media). The research suggests that communications related to recreation and natural resource management should appear in ethnic media, but the results also suggest that Asian Americans should not be viewed as homogeneous with regard to recreation-related issues. Another study¹² found that technology use for finding outdoor recreation opportunities is highest among Asian/Pacific Islander populations. Over 60 percent of these populations use stationary or mobile technology in making decisions regarding outdoor recreation.

11 P.L. Winter, W.C. Jeong, G.C. Godbey, "Outdoor Recreation among Asian Americans: A Case Study of San Francisco Bay Area Residents," Journal of Park and Recreation Administration, 2004.

12 Harry Zinne and Alan Graefe, "Emerging Adults and the Future of Wild Nature," International Journal of Wildness, December 2007.

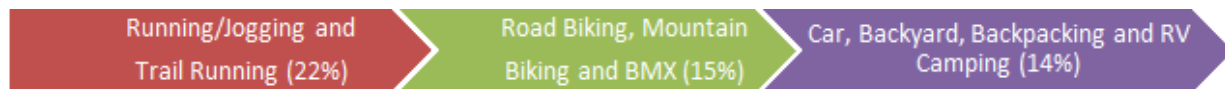


Caucasians



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
Get exercise (57%) Be with family and friends (47%) Keep physically fit (44%) Be close to nature (42%) Observe scenic beauty (37%)	Too busy with family responsibilities (24%) Outdoor recreation equipment is expensive (18%) I do not have anyone to participate with (18%) I do not have the skills or abilities (15%) I have a physical disability (11%)

Hispanics



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
Get exercise (61%) Keep physically fit (45%) Be with family and friends (39%) Observe scenic beauty (33%) Be close to nature (32%)	Too busy with family responsibilities (19%) Outdoor recreation equipment is expensive (18%) I do not have anyone to participate with (16%) Places for outdoor recreation are far away (13%) Places for outdoor recreation are expensive (13%)

In the United States, the Hispanic population increased by 43 percent over the last decade, compared to 5% for the non-Hispanic population, and accounted for more than half of all the population growth. According to Emily Sheffield, the growing racial and ethnic diversity is particularly important to recreation and leisure service providers, as family and individual recreation patterns and preferences are strongly shaped by cultural influences.¹³

¹³ Emily Sheffield, "Five Trends Shaping Tomorrow Today," *Parks and Recreation*, July 2012, p. 16-17



III. Community Input: The Focus of the Master Planning Process



A. Outreach Strategy

To fully understand the parks and recreation needs and desires of Perris residents, a comprehensive needs analysis was completed that included virtual and in person community input opportunities. An important goal was to be as inclusive as possible. To meet this goal, Department staff and GreenPlay initiated a series of stakeholder interviews, focus group meetings, public forums and a completed a statistically valid and open link survey. An emphasis was placed on attracting input from Spanish speaking members of the community. This chapter summarizes the outreach process and provides background, and the qualitative and quantitative data collected. The outreach strategy included four elements:

1. Stakeholder interviews that included in-depth conversations around the strengths, weaknesses priorities and future vision for the Department
2. Focus groups meetings that focused on Department strengths, weaknesses, priorities for facilities, park amenities, and programs
3. Public forums for information gathering, findings and to receive feedback on the draft plan on the Zoom webinar platform for all City residents
4. Statistically valid & open link surveys

B. COVID-19 Pandemic

Department leadership and GreenPlay prioritized safety and well-being of all personnel and community members involved in the planning process. The Centers for Disease Control and Prevention and the Governor of California's safety protocols were carefully followed and as a result, most community members provided input into the plan using GreenPlay's Mobile Optimized Engagement (M.O.E.) tools, utilizing the Zoom digital platform. As a result, the planning process proceeded with unique protocols for information gathering. Even so, engagement with this planning effort was comprehensive and encouraging. Participant counts in the process for each step were as good or better than the consultant's expectations for in-person engagement.



C. Community Input, Focus Groups, Stakeholder Interviews

Over the course of the public input process, GreenPlay hosted six focus group meetings, six stakeholder interviews, and two public meetings, collectively receiving input from 141 community members and stakeholders. Parks and recreation priorities and desires were identified and summarized in a Community Engagement Memorandum provided as a staff document, and in **Appendix B**. Comments from the public input process included a desire for the Department to focus on the key issues, priorities, and programs below.

Stakeholder Interviews – May to August 2020

Six key stakeholder interviews were conducted that included elected members of the City Council, executive leadership, and the Department Director. Each meeting was approximately 30 minutes long and included either one or two stakeholders.

Focus Group meetings – June and August 2020

These meetings were by invitation, intended to mix area residents and key stakeholders to solicit broad-based perspectives. Each meeting was approximately 60 minutes long and a series of questions were facilitated by GreenPlay to ensure that adequate input was received from all attendees. In-depth interviews were held with thirty-four community members. The key partners included leaders of non-profit groups, sport providers, civic groups, health and education representatives, teens, and seniors. The senior focus group was conducted using Spanish translators to facilitate the input opportunity.

Additionally, 14 members of the Department staff provided invaluable input for the master plan in June 2020. During the process, individual members of the Department worked closely with the consultants to develop service assessments included in the plan such as recreation program analysis, maintenance and operations evaluation, and a financial and organizational analysis.





Perris community member’s most repeated comments

Key issues

- Safety (crime, drug use and drinking) in the parks and a need for Park Rangers
- Homelessness and impact on the parks and better support from police

Priorities

- Address safety in parks with lighting and activation to reduce inappropriate behavior, drug use, security, and homelessness issues
- Encourage walking and biking opportunities
- Continue the 2013 grassroots healthy community campaign, Live Well-Perris
- Improve and connect parks that have a variety of uses with the community
- Cleanliness of the parks

Programs

- Outdoor activities to promote wellness like yoga and Zumba
- More youth-based activities that focus on youth ages 11-18
- The Community wants more hosted events and activities (such as movies and concerts) in the park to feel safer
- Music instruction and activities
- Adaptive programming for people with disabilities
- Active adult programming like basketball

D. Public Forums

Two public forums were held to solicit feedback and confirm findings. A third was held to present the draft findings and receive final feedback on the master plan.

●●

**November 5, 2020 –
Information Gathering**

●●

The first public forum focused on information gathering to learn community member’s needs, desires, and priorities for the Department. The public forum included an informational presentation that summarized results from the public engagement process to date, and an interactive question and answer session. Forty-three community members participated. During the meeting, the poll below was taken:

How satisfied are you with the overall quality of existing parks/facilities and activities?	
1. Not Satisfied at all	0%
2. Somewhat unsatisfied	13%
3. Neutral	47%
4. Somewhat satisfied	33%
5. Very Satisfied	7%



Perris community member's most repeated comments during the first public forum

Strengths of the Department

- Great communication with the City
- The Department actively seeks out grants
- The Department is progressive with trail management
- The parks look great
- The parks provide opportunities for young kids to be outside and play; a lot of room to run and play
- The staff members are enthusiastic, really care about the community and work hard

Areas for improvement

- Parks need to be better located around the city
- The Department could benefit from a better relationship with public safety
- Homelessness creates issues in the parks

Desired park improvements

- Skate parks
- Swings
- Dog parks
- Beach volleyball opportunities
- Inclusive playgrounds
- Shade
- Splash pads
- Sports fields
- Better walking trails
- Work out equipment in parks and on walking trails
- Better playgrounds
- Upgraded sports facilities
- Additional community gardens
- Hockey rink
- Drinking fountains
- Outdoor amphitheater
- Public art
- Newer playgrounds
- More accessible school fields

Recreation program opportunities

- Outdoor activities like yoga
- STEAM programming
- Additional special events
- Outdoor and nature programs
- Teens and tween activities
- Outdoor concerts
- Farmers markets

Preferred opportunities for additional funding

- Marijuana tax
- Grants
- Warehouse tax
- Public/Private agreements

Areas that may be underserved

- North
- South
- Central
- Enchanted Hills
- May Ranch



Potential Department partners

- Public safety
- Scouts
- School District
- Business community
- Sports leagues

Perris community values

- Inclusive community
- Trails
- Family activities

March 24, 2021 – Findings

Findings were presented that included a demographic profile of the city based on US census ERSI data, results from the statistically valid and open link surveys as well as relevant trends and a summary of the public engagement to date. Fifty-eight community members participated in the virtual forum on Zoom. Of those, 65 percent had participated in an earlier engagement opportunity or completed the survey.

How much time would you/do you spend walking to a park?	
Less than five minutes	11%
5-9 minutes	37%
10-14 minutes	21%
15-20 minutes	16%
More than 20 minutes	16%

Among the choices below, what are your top two choices for funding future parks and recreation growth?	
More partnerships	83%
Bonds for specific projects	61%
New dedicated sales tax	22%
New hospitality tax	11%
New parcel tax	11%
Increased property tax	0%

What is your preferred method of receiving information from the City?	
Social media	71%
Email/Newsletter	65%
City of Perris website	24%
Flyers/Posters at businesses	18%
At facilities	18%
Activity Guide/Brochure	12%
School email/newsletter	12%
Street banners	12%
Word of mouth	12%
Local media	6%

By agreeing or disagreeing with a series of statements, participants rated key issues:	
The homeless population in parks	88%
Park cleanliness	44%
Timely removal of vandalism	44%
Parks and facilities are well maintained	31%
The City repairs broken amenities	31%
There are enough restrooms	25%
I feel safe in Perris parks	12%
Restroom maintenance is good	12%



E. Statistically Valid and Open Link Surveys

The two surveys were completed between October and November 2020. The survey focused on usage of parks and recreation programs, satisfaction, priorities, communication, needs and desires and was forward looking – future facilities, amenities, and program opportunities for improvement.

RRC Associates designed a statistically valid citizen survey based on information gathered from the stakeholder and staff interviews, focus group meetings, and the first public forum. The survey was mailed to a randomly selected list of 4,000 city residents who had the option of completing the survey by hand or online using a passcode. In addition to providing statistically valid responses, the random survey also served to capture opinions of residents who may not have utilized parks or department programs in the past. Approximately ten days later, an open link survey was introduced, allowing all community members to take part in an online survey opportunity. The public engagement process and results from the survey identified key areas of focus and recommendations to provide the City with a better understanding of the community’s future needs and priorities.

Results from the two surveys were reviewed and found to have very similar responses and as a result, the analysis in the master plan used the collective and combined responses to report the needs and desires of the community. The random, invitation survey received 184 completed surveys and the open link received 226. Overall, 410 surveys were completed.

Methodology

Primary methods:

- 1 = Statistically Valid (Invitation Survey)
Mailed survey with an option to complete online through password protected website
- 2 = Open Link Survey
Online survey available to all residents of the City of Perris

4,000 Surveys Mailed



184 - Invitation Surveys Completed

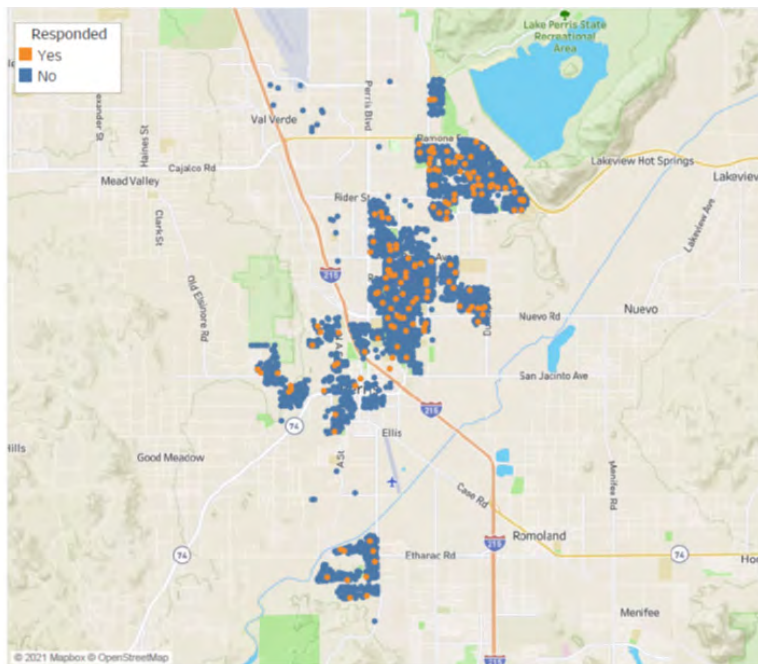


226 - Open Link Surveys Completed

Note: This final report combines the statistically valid survey and the open link survey into overall results.

The 184 completed invitation surveys determined the survey to be within a margin of error +/-7 percent or a 93 percent confidence level. Results of the survey and community input are references throughout the plan. For more detailed information, please See **Appendix C**. The data was weighed to ensure adequate representation and actual population of City residents. Survey respondents represented residents in each section of the City as reported in **Figure 13**. Community members who participated in the survey were entered into a community raffle.

Figure 13: Geographic Representation of Survey Respondents



Key Findings

After reviewing all data received through the survey the consultant team summarized key findings which are below in **Figure 14**. These findings present a quick overview of the survey outcomes.

Figure 14: Key Findings from the Survey





Key Findings



PARKS AND RECREATION CONDITIONS

Homeless population, safety and security, and cleanliness/maintenance in the parks and restrooms rated very low for respondents. This is also evident in future needs, barriers to participation and comes up in the open-ended comments.



FUTURE NEEDS

Additional trails/paths, improvements/renovations to existing facilities, additional athletic field lighting, and a new aquatics facility are the most important needs for facilities in the community for the next 5-10 years. For programs and services, more fitness programs, more activities, and additional after-school and summer programs are most important.



INCREASE USE

Improved safety and security, better lighting, and better condition/maintenance would increase use at Perris parks and recreation facilities.



FUNDING SOURCES

More private/public partnerships and a bond referendum for specific projects have the most support as potential funding sources. New parcel tax or increased property tax, however, have very limited support. Support for a new dedicated sales tax or a new hospitality tax is more mixed but also generally limited.



VALUES & VISION

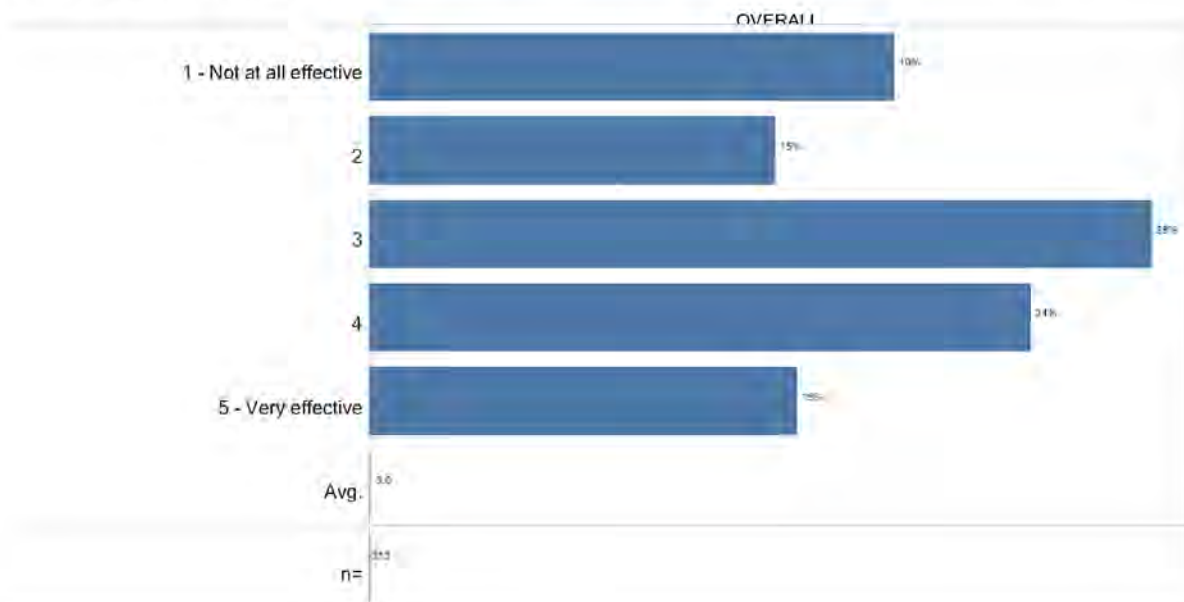
Providing a high level of safety and security at facilities and ensuring parks and recreation opportunities are accessible and affordable to all residents are considered the most important purposes for the City of Perris to focus on.

Other select findings from the survey are listed below and were integrated into the development of recommendations and actions for the master plan. The full survey report is provided as **Appendix C**.

Communication Effectiveness

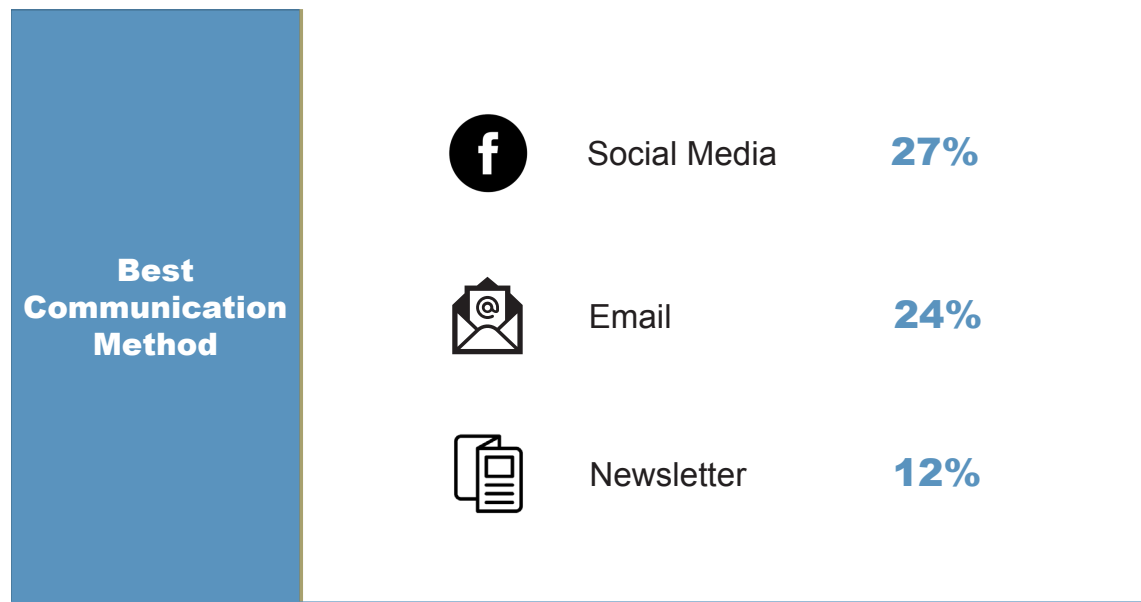
Slightly more respondents rated communication effectiveness as somewhat effective or very effective (39%) than those who rated communication somewhat not effective or not at all effective (34%). There is room for improvement to better leverage communication efforts and information dissemination about parks and recreation facilities and services to further create awareness.

Q: How effective is the City of Perris at reaching you with information on parks and recreation facilities, programs, and services?



Communication Methods

The top three prevalent methods to receive information among invite and open link respondents are Social Media (43%), The City of Perris Website (35%), and word of mouth (27%). The Department activity guide/brochure, newsletters and Email marketing are important ways of receiving information as well. Results demonstrate the Department uses a diversified group of methods to communicate to Department residents. To ensure appropriate branding, written communication should always follow the City of Perris' Identity Guidelines, published in March, 2015. The three preferred ways to receive communication are:



Satisfaction With Current Conditions

Respondents reported homeless populations at parks (4.0), cleanliness (3.7), and vandalism response, (3.2) as their 3 most significant concerns.

How much do you agree or disagree with the following statements...?





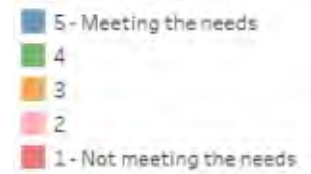
Importance and Performance Factors

To make solid data driven decisions that prioritize future resource allocation and services to offer, survey respondents were asked which needs are important to their households and how well they thought the Department is currently meeting those needs.

On a scale of 1-5 with 1 being not at all important and 5 being very important, respondents identified the most important priorities for the next ten years to be a high level of safety and security at facilities (4.8). Affordability follows closely (4.6), as does ensuring facilities and programs are accessible to all residents (4.6).

How important are each of the following purposes in Perris to you and your household?

Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Provide a high level of safety and security at facilities	4.8	277	1%	4%	84% 95%
Ensure facilities and programs are affordable to all residents of Perris	4.6	276	2%	9%	71% 89%
Ensure parks and recreation opportunities are accessible to all residents	4.6	277	2%	7%	76% 91%
Strengthen community image and sense of place	4.5	275	4%	7%	23% 66% 89%
Offer cultural events, festivals, and activities to reflect diversity and inclusivity	4.3	277	6%	12%	63% 82%
Ensure environmental sustainability in park design and maintenance practices	4.3	276	4%	16%	21% 59% 80%
Focus on providing family-oriented activities	4.3	275	7%	14%	22% 57% 79%
Create economic benefit through attraction of businesses and enhanced property values	4.2	276	7%	22%	55% 72%
Encourage healthy eating educational programs and activities	4.1	275	5%	21%	25% 49% 73%



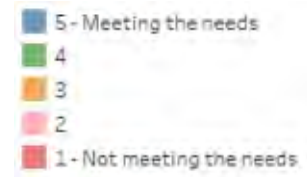
Current Facilities and Amenities - Importance and Needs Met

Respondents rated trails and pathways (4.4), City parks and open spaces (4.4) and amenities at City parks (4.4) as the most important facilities or amenities to their household. Respondents rated City parks and open spaces, athletic courts, and athletic fields as meeting the needs for facilities and amenities the best. The Department is least effective in meeting the needs for dog parks and community gardens, both rating lowest, both (3.1).

Importance of Current Facilities and Amenities

Q: How important are the following facilities and services to your household? (Facilities and Amenities)

Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Trails and pathways	4.4	305	6%	7%	20% 66% 86%
City parks and open spaces	4.4	308	4%	10%	21% 65% 86%
Amenities at City parks (e.g., picnic areas, restrooms)	4.4	306	7%	10%	67% 83%
Community centers	4.0	301	11%	19%	22% 47% 69%
Athletic fields (e.g., baseball, soccer)	3.9	306	16%	17%	48% 67%
Athletic courts (e.g., basketball, tennis)	3.9	303	17%	16%	48% 67%
Community gardens	3.6	302	20%	26%	20% 34% 54%
Dog parks	3.3	301	21% 34%	16%	34% 50%

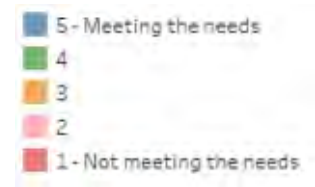




Needs Met by Current Facilities and Amenities

Q: How do you think they are currently meeting the needs of the community? (Facilities and Amenities)

Rating Category	Avg.	n=	Percent Responding:				
			1 & 2	3	4 & 5		
City parks and open spaces	3.6	243	8% 18%	22%	29%	31%	60%
Athletic courts (e.g., basketball, tennis)	3.6	222	19%	25%	28%	28%	55%
Athletic fields (e.g., baseball, soccer)	3.6	226	9% 18%	28%	21%	33%	54%
Trails and pathways	3.5	240	23%	22%	21%	34%	55%
Community centers	3.4	218	14% 9% 24%	24%	21%	31%	52%
Amenities at City parks (e.g., picnic areas, restrooms)	3.3	239	15% 14% 29%	20%	25%	25%	51%
Community gardens	3.1	194	17% 15% 32%	28%	19%	22%	40%
Dog parks	3.1	191	18% 19% 37%	25%	14%	24%	38%



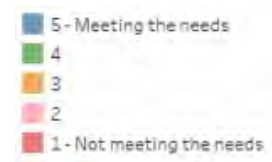
Current Programs and Services - Importance and Needs Met

Respondents rated youth recreation and sports programs (4.1), special events (4.0), kids club/camps (3.9), and aquatic programs (3.9) as the most important programs or services to their household. Respondents rated youth recreation and sports programs, senior programs and special events as meeting the needs for programs and services the best. Aquatic programs rated lowest related to needs being met (2.7).

Importance of Current Programs and Services

Q: How important are the following facilities and services to your household? (Programs and Services)

Rating Category	Avg.	n=	Percent Responding:				
			1 & 2	3	4 & 5		
Youth recreation and sport programs	4.1	304	11%	14%	18%	57%	75%
Special events	4.0	302	12%	20%	20%	49%	69%
Kids club/camps	3.9	303	16%	15%	21%	47%	69%
Aquatic programs	3.9	303	16%	16%	22%	46%	67%
Youth camps	3.8	304	18%	17%	18%	47%	65%
Adult recreation and sport programs	3.8	302	17%	23%	18%	42%	60%
Adaptive/special needs programs at City facilities	3.6	302	23%	20%	43%	57%	
Senior programs	3.6	306	23%	23%	39%	54%	

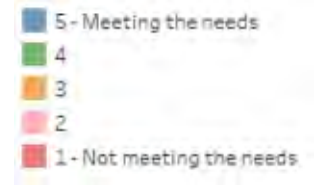




Needs Met by Current Programs and Services

Q: How do you think they are currently meeting the needs of the community? (Programs and Services)

Rating Category	Avg.	n=	Percent Responding:			
			1 & 2	3	4 & 5	
Youth recreation and sport programs	3.4	193	17% 27%	22%	23% 27%	50%
Senior programs	3.4	163	18% 29%	21%	19% 31%	50%
Special events	3.4	188	12% 13% 25%	25%	25% 24%	49%
Kids club/camps	3.3	172	12% 19% 32%	22%	20% 27%	46%
Adult recreation and sport programs	3.2	176	14% 20% 34%	22%	20% 25%	45%
Youth camps	3.1	169	13% 22% 36%	26%	18% 21%	39%
Adaptive/special needs programs at City facilities	3.0	144	15% 21% 36%	29%	17% 18%	35%
Aquatic programs	2.7	182	27% 18% 45%	23%	18% 14%	31%



To assist with setting priorities and making decisions, the data was plotted by quadrant based on importance and on current needs met. Respondents reported that aquatics programs were important to them but that the City was not currently meeting their needs. The City can celebrate that their community members need for parks and recreation needs are being met almost across the board for those areas they find most important.

Figure 15: Average Importance Performance Matrix Explanation

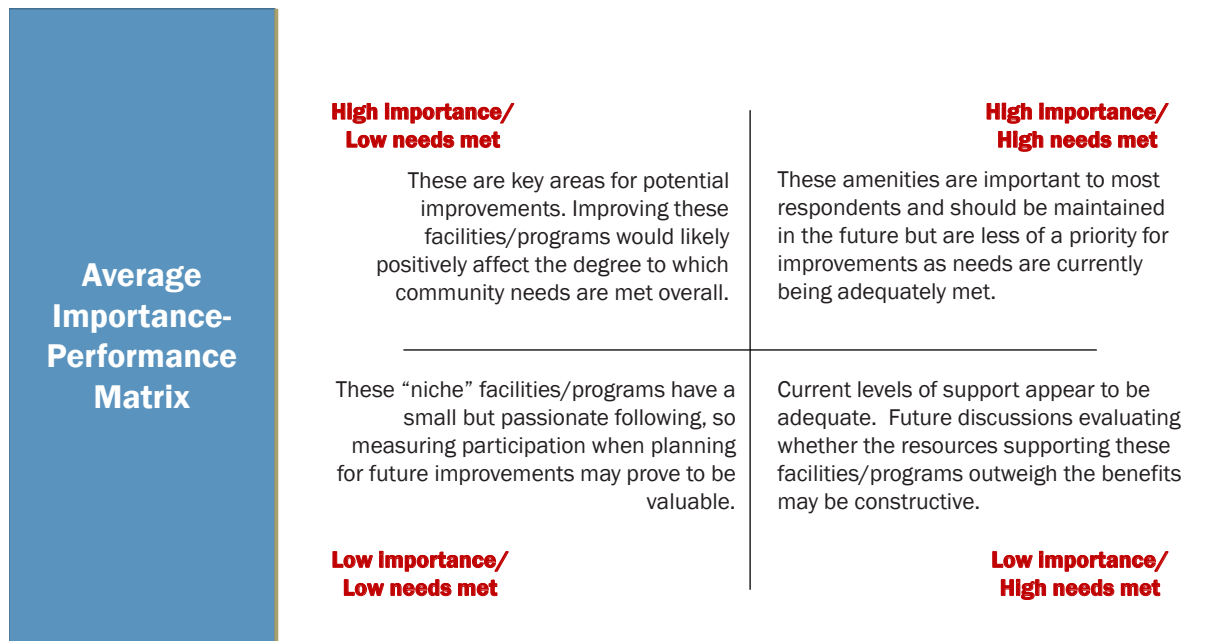
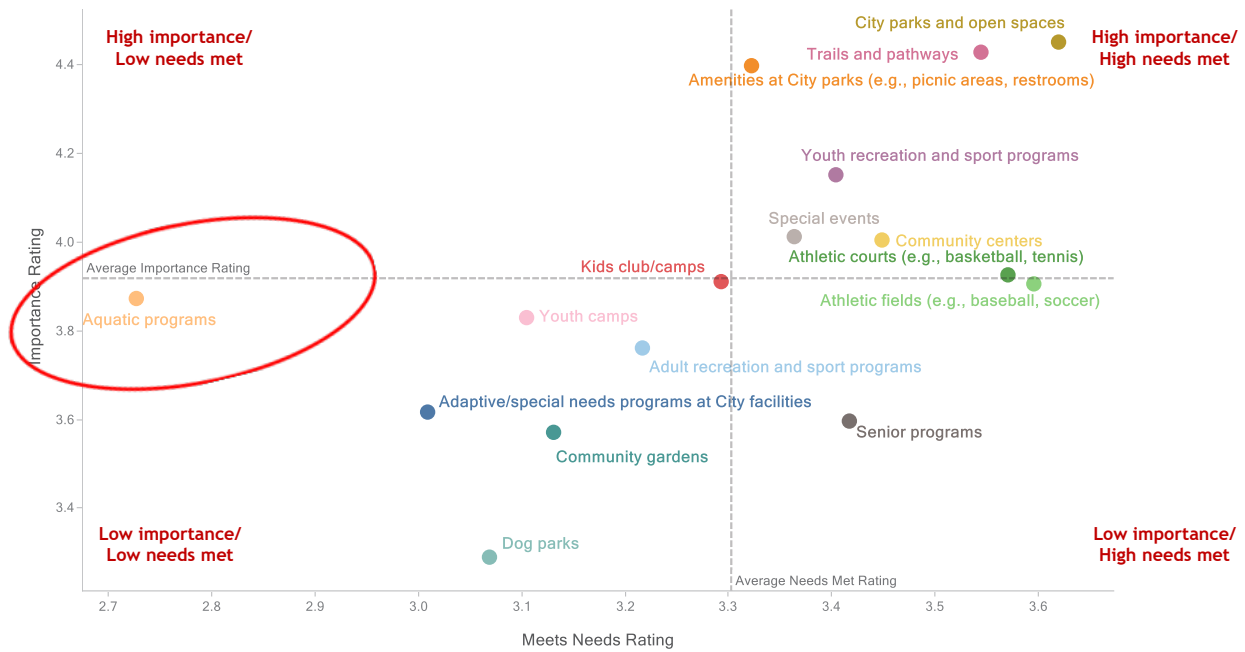




Figure 16: Average Importance Performance Matrix



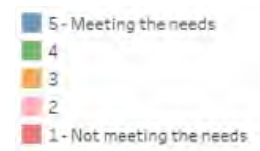
Future Needs for Parks, Facilities and Amenities

In terms of future needs for facility and amenities, respondents rated additional trails/paths connections throughout the City, improvements/renovations to existing parks/facilities, additional athletic field lighting, and a new aquatics facility as most important needs for the future. Respondents rated more fitness/wellness/health programs, more activities, and additional after-school and summer programs as most important needs for improvements to programs and services in the future.

Future Needs for Parks, Facilities and Amenities

Q: What are the most important needs for improvement in Perris Parks and Recreation over the next 5 to 10 years? (Facilities)

Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Additional trails/paths that connect throughout the city	4.4	268	6%	12%	83%
Make improvements and/or renovate existing parks/facilities	4.4	274	7%	10%	83%
Additional athletic field lighting	4.2	267	9%	18%	73%
New aquatics facility	4.1	264	13%	13%	74%
Add sports fields and other outdoor sports courts	4.0	270	13%	20%	67%
New neighborhood community center	4.0	265	11%	23%	66%
Add more parks	3.8	266	16%	24%	60%
Additional dog parks	3.4	265	28%	20%	53%
Expand community gardens to include individual plot rentals	3.4	257	28%	22%	50%

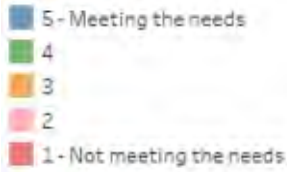




Future Needs for Programs and Services

Q: What are the most important needs for improvement in Perris Parks and Recreation over the next 5 to 10 years? (Programs and Services)

Rating Category	Avg.	n=	Percent Responding:				
			1 & 2	3	4 & 5		
More fitness/wellness/health programs	4.4	272	6%	13%	64%	82%	
Offer more activities for residents	4.4	276	5%	14%	66%	81%	
Additional after-school and summer programs	4.3	267	7%	12%	63%	81%	
More teen and youth programs	4.3	268	9%	13%	19%	60%	79%
More adult programs	4.0	267	10%	21%	19%	50%	69%
More senior programs	3.9	251	14%	17%	21%	48%	69%







IV. What We Have Now: Inventory and Level of Service Analysis





A. Park Classification and Level of Service

The Comprehensive General Plan 2030 establishes a level of service for parks at 5 acres per 1,000. Currently, the level of service is 2.4 acres per 1,000. The plan also established two main classifications for parks – neighborhood parks and community parks. The previous Parks and recreation master plan (2005) defined special use and mini (pocket parks) as well. See minimum base guidelines for new park development in **Appendix D**.

Community Parks

Community parks should be between 15 and 40 acres in size and generally designed to meet the active recreational needs of several neighborhoods. These parks are intended to serve people living within a radius of up to two miles, and include facilities that require more space than neighborhood parks such as more than one sport field, multiple sport courts, swimming pools, and community centers with adequate on-site parking.

Community parks may also include passive uses such as nature areas and picnic facilities and should be linked, via pedestrian, bicycle or equestrian trails, to other open space uses.

Neighborhood Parks

A neighborhood park is any general use local park developed to serve the active recreational needs of a particular neighborhood within a community. Neighborhood parks range in size from 5 to 14 acres and are intended to serve the residents within a radius of approximately 1/2 mile, typically within walking or cycling distance. Neighborhood parks generally feature active-play amenities such as ball fields, multi-purpose playfields, game courts, children's play areas, lighting for night use, and on-site parking facilities.

Neighborhood parks are sometimes located adjoining an elementary school and near the center of a neighborhood. A neighborhood park should not be separated from its user population by major highways, railroads, or other obstacles that cannot easily be traversed.

Mini Parks (pocket parks)

Mini parks serve to accommodate immediate neighborhood areas by providing such amenities as play areas, play equipment, barbecues, and picnic benches. They are generally developed as individual or small lot developments within existing neighborhoods that are underserved by Community or Neighborhood Parks. They may contain a sports court, tennis court, spray pool or other special amenity and are 1-4 acres in size.



Special Purpose Parks

These types of amenities may provide a wide range of activities, with passive to active to specialized recreation functions. Special Purpose Parks can include aquatic centers, sports complexes, skateboard parks, trail head parks, open space preserves, special event facilities, golf courses and other special interest facilities.

B. Parks and Facilities Inventory and Assessment

Parks and facilities were inventoried and assessed for function and quality in July 2020 using the GRASP®-IT audit tool. This tool classifies park features into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or picnic shelter. Modifiers are amenities such as shade, drinking fountains, and restrooms that enhance comfort and convenience. Find further definitions and discussions in **Appendix D**.

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and the entire park. The study uses the resulting scores to compare sites and analyze the park system's overall performance.

Assessment Summary

Observations and conclusions are based on visits to each park or facility and include the following:

Outdoor

- Suitable standards for signage and park amenities
- Logos on tables and benches, shelters
- Some poor turf conditions and opportunities to increase turf reduction efforts
- Increase shade opportunities at diamonds, playgrounds
- Add loop walks where possible
- Update older shelters
- Some older parks need updates (Metz, Paragon, Rotary, Foss Field)
- Panther Park is owned and maintained by the school but is a prime location for neighborhood service
- Downgrade applicable diamond fields to practice diamonds if not programmed or are considered underutilized

See **Appendix D** for a list of potential improvements specific to each park.

Indoor

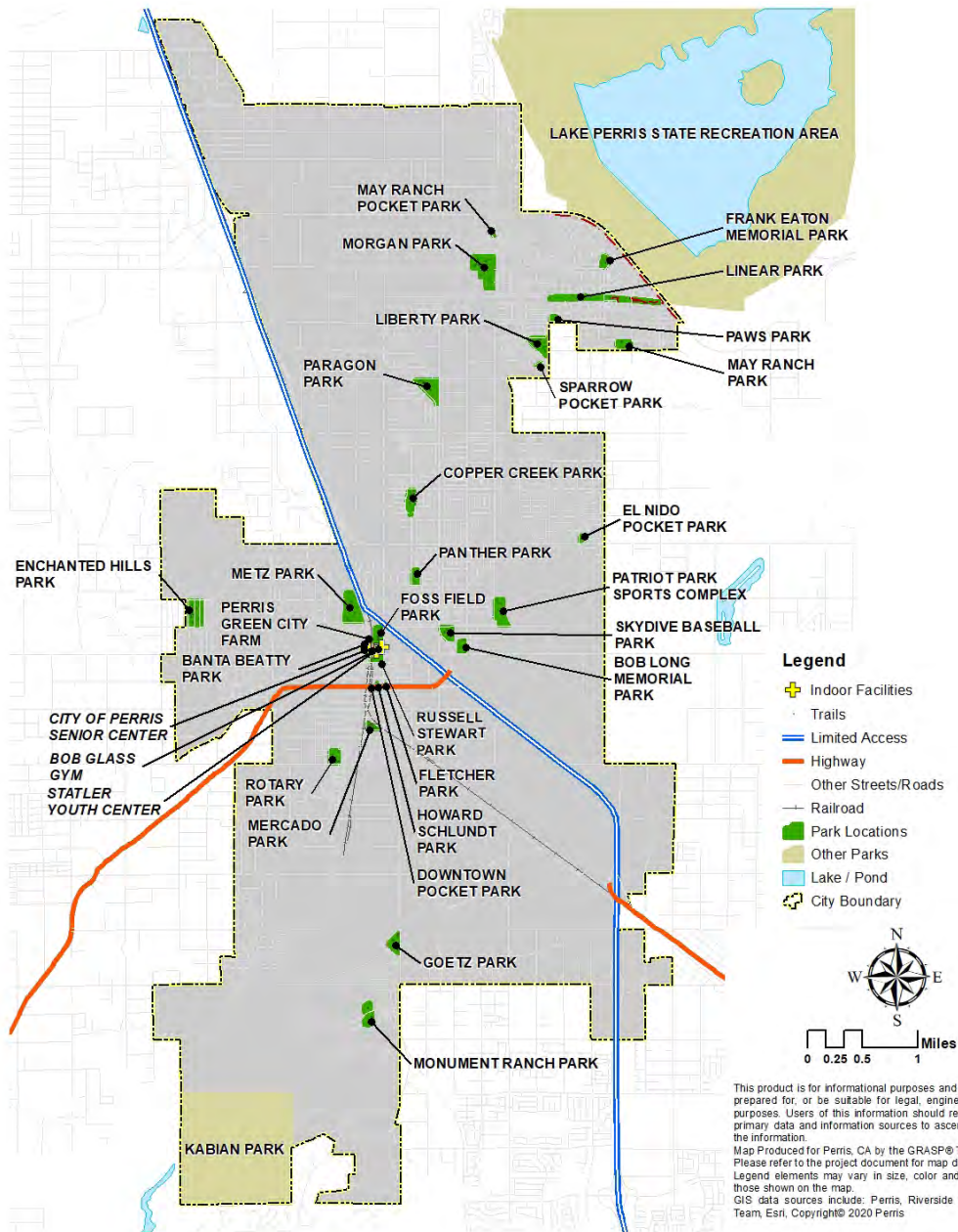
- Centrally located but limited opportunities

System Maps

The following map shows park and recreation facilities across Perris. The enlargement area shows the current development. Find larger scale maps in **Appendix D**.



Figure 17: System Map





Example of GIS inventory map and datasheet from Frank Eaton Memorial Park. See **Appendix D**: The Inventory Atlas.



FRANK EATON MEMORIAL PARK

Initial Inventory Date: 3/16/2020
 Total Neighborhood GRASP® Score: 26.4 Total Community GRASP® Score: 28.8 Approximate Park Acreage: 4.4
 Owner: Perris

Design and Ambiance			
Drinking Fountains	2	Shade	2
Seating	2	Trail Connection	0
BBQ Grills	2	Park Access	2
Dog Pick-Up Station	0	Parking	2
Security Lighting	2	Seasonal Plantings	0
Bike Parking	0	Ornamental Plantings	2
Restrooms	2	Picnic Tables	2

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
L10	PARCEL	1		2	2	
C027	Open Turf	1		2	2	
C026	Loop Walk	1		2	2	
C025	Diamond Field, Practice	1		1	1	Uncovered dugouts, no outfield fencing
C024	Playground, Local	1		1	1	Old 5 to 12 age set on tile
C023	Shelter, Large	2		1	1	Stated wood arbors.
C022	Basketball Court	1		2	2	

Bradley Rd, Perris, CA 92571

Table 5 provides a list of parks and components/amenities for the system. See **Figure 18** for inventory examples.

Table 5: Summary of Parks/Outdoor Locations and Their Components

Park Classification	Location	Acres	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Bike Course	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Event Space	Fitness Course	Garden, Community	Garden, Display	Loop Walk	Multi-Use Pad	Natural Area	Open Turf	Passive Node	Picnic Ground	Playground, Local	Public Art	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Feature	Skate Park	Tennis Court	Trail, Primitive	Volleyball Court	Total Components	Unique Components	
Pocket Park	BANTA BEATTY PARK	1.5											2					1	2											5	3		
Sports Park	BOB LONG MEMORIAL PARK	4.4					1	2							1																4	3	
Passive/Special Use	COPPER CREEK PARK	8.7		1								1			1	1		1		1	2		1		1						10	9	
Pocket Park	EL NIDO POCKET PARK	1.1																1			1										2	2	
Passive/Special Use	ENCHANTED HILLS PARK	17.1	1	2		1									1		1				2	1	1		2	1		1			14	11	
Sports Park	FOSS FIELD PARK	6.5		1				1										1			1	1		1	3			2		1	12	9	
Passive/Special Use	FRANK EATON MEMORIAL PARK	4.4		1					1						1					1	1			2							7	6	
Passive/Special Use	GOETZ PARK	7.4			1				1					1	1			1		1	1			1	2		1				11	10	
Passive/Special Use	LIBERTY PARK	9.0												1	1		1	1		1	1										6	6	
Passive/Special Use	LINEAR PARK	20.0													1			1													2	2	
Passive/Special Use	MAY RANCH PARK	6.9		1				1							1						1				1						5	5	
Pocket Park	MAY RANCH POCKET PARK	0.5																			1										1	1	
Passive/Special Use	MERCADO PARK	2.6	1		2						1							1	1		1										13	7	
Sports Park	METZ PARK	17.8					1	3													1		1								6	4	
Passive/Special Use	MONUMENT RANCH PARK	10.0									1				1			1			1			1							5	5	
Sports Park	MORGAN PARK	15.0		2			1								1						1	1		4		1					11	7	
Passive/Special Use	PARAGON PARK	14.4		1		1						1						1			1	1			2		1				9	8	
Sports Park	PATRIOT PARK SPORTS COMPLEX	14.0					1																4									5	2
Passive/Special Use	PAWS PARK	2.8								1															1						2	2	
Passive/Special Use	PERRIS GREEN CITY FARM	0.2										1													1						2	2	
Passive/Special Use	ROTARY PARK	8.0		1				2										1			1							1			9	7	
Sports Park	SKYDIVE BASEBALL PARK	7.5					1	3													1								1		6	4	
City Parks without Components																																	
Pocket Park	DOWNTOWN POCKET PARK	0.1																															
Pocket Park	FLETCHER PARK	0.1																															
Pocket Park	HOWARD SCHLUNDT PARK	0.3																															
Pocket Park	RUSSELL STEWART	1.5																															
Pocket Park	SPARROW POCKET PARK	0.6																															
Trails																																	
Trails	Perris Valley Trail -Ramona to Placentia -Redlands to Perry St. -Orange to North of Nuevo (future) -San Jacinto River Trail (future)	6.6	3.62 miles Oleander to Orange/4.67 miles Oleander to Nuevo																														
Perris Park Totals		189.0	2	10	3	2	5	12	2	1	2	2	1	4	10	1	2	12	3	4	18	3	11	7	22	1	2	2	1	2			
Other Sports Park	PANTHER PARK*	5						3																								3	1

* operated by Perris Union High School District

(Additional inventory detail included in Inventory Atlas)

Figure 18: System Inventory Examples



Trails

Two trails (Romona from Rider to Avalon and in Linear Park - Bradley Rd to Romona) in the northern part of Perris were digitized in GIS and included in the inventory and analysis. Residents may utilize other unidentified trails in the area that are not available in GIS.

Indoor Facilities

Find the Indoor facilities included in the inventory in the table below on the following table. Currently, Perris offers a variety of indoor opportunities at three, centrally located facilities. (Additional inventory detail included in Inventory Atlas)

Table 6: Summary of Indoor Facilities and Their Components

LOCATION	Auditorium/Theater	Childcare/Preschool	Kitchen - Commercial	Kitchen - Kitchennette	Multi-purpose Room	Patio/outdoor seating	Sport Court	Weight/Cardio Equipment
Bob Glass Gym	1	1	1	1	1		1	1
City of Perris Senior Center				1	3	1		
Statler Youth Center					1			



C. Park Ranking

In addition to locating components, assessments included the functional quality of each element. The following table displays each park's ranking based on an overall score for its components and modifiers. In general, parks with a higher score offer more and better recreation opportunities than those ranked lower. Each park's bar length reflects its overall score in proportion to the highest-ranking (Mercado Park). There is no ultimate or perfect score. Cumulative scores include the number and quality of the components in a park. The scores also consider the availability of amenities such as restrooms, drinking fountains, seating, parking, and shade. Parks without components are not included in this list.

Table 7: Park Ranking Table

LOCATION	GRASP® Score/Rank
MERCADO PARK	100.8
GOETZ PARK	99
ENCHANTED HILLS PARK	72.6
MORGAN PARK	64.8
FOSS FIELD PARK	57.6
COPPER CREEK PARK	52.8
PARAGON PARK	48
PATRIOT PARK SPORTS COMPLEX	48
ROTARY PARK	45.6
SJYDIVE BASEBALL PARK	40.8
LIBERTY PARK	30.8
METZ PARK	30
BOB LONG MEMORIAL PARK	28.8
FRANK EATON MEMORIAL PARK	28.8
MONUMENT RANCH PARK	28.8
BANTA BEATTY PARK	26.4
MAY RANCH PARK	24
PANTHER PARK	17.6
PERRIS GREEN CITY FARM	14.4
EL NIDO POCKET PARK	13.2
LINEAR PARK	13.2
PAWS PARK	13.2
MAY RANCH POCKET PARK	9.6



Components, Agencies, Parks



Perris parks are comparable to other agencies across the county by using these scores.

3 Top 10%
of all
park
scores

The GRASP® National Dataset currently consists of 77 agencies, 4,900 parks, and over 26,100 components.

2 Top 300
of all
park
scores

When comparing Perris to other agencies and parks in the dataset, there three (Mercado, Goetz, and Enchanted Hills) parks in the top ten percent of all parks in the overall GRASP® score.





Mercado and Goetz Parks are in the top 300 parks overall. Also, Lake Perris State Recreation Area ranks number one of all parks in this dataset but is not included as a City park.



Level of Service (LOS) measurements evaluate how parks, open spaces, and facilities in Perris serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

Why Level of Service?

Level of Service describes how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

GRASP® Analysis GRASP® (Geo-referenced Amenities Standards Process)

GRASP® has been applied in many communities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory combined with Geographic Information Systems (GIS) software, produces analytic maps and data that show the quality and distribution of park and recreation services across the City.

Perspectives

Perspectives are analysis maps and data produced using the GRASP® methodology. Each analysis shows service across the study area. Data analysis also incorporates statistics, diagrams, tables, and charts that provide benchmarks or insights useful in determining community success in delivering services. Find further discussion on perspectives and other GRASP® terminology in **Appendix D**.

Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provides a detailed accounting of what is available at any given location, and GIS analysis uses the data to measure its accessibility to residents. People use a variety of ways to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). These service areas produce two distinct types of Perspectives for examining the park system:

- Neighborhood Access
- Walkable Access

A Neighborhood Access perspective uses a travel distance of one mile to each component. It is assumed to be a suitable distance for a bike ride or short drive in a car, or perhaps a longer walk. This catchment captures users traveling from home or elsewhere to a park or facility by way of a bike, bus, or automobile.

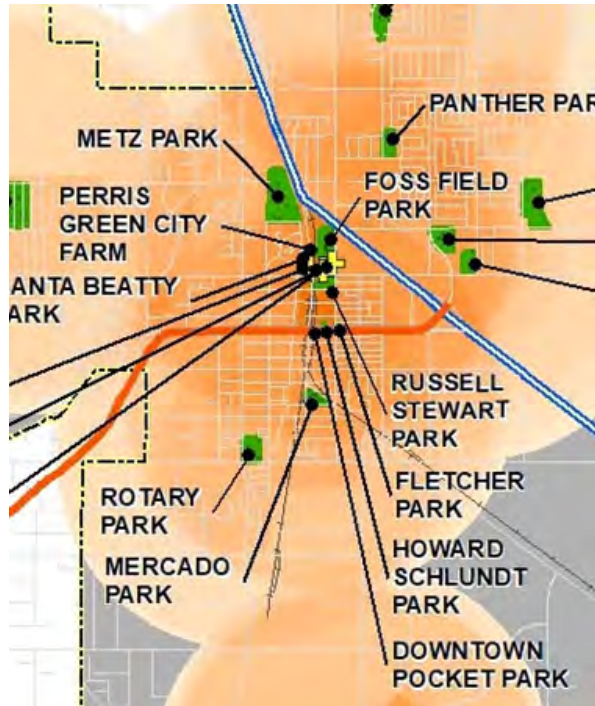
A Walkable Access perspective uses a shorter catchment distance intended to capture users within a ten to fifteen-minute walk. See **Appendix D** for further discussion on walkability standards. For each perspective, combining the service area for each component, including the assigned GRASP® value into one overlay, creates a shaded map representing the cumulative value of all features.



D. Level of Service Analysis

GRASP® Level of Service (LOS) perspectives use overlapping catchment areas to yield a "heat map" that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.

Figure 19: Variation in LOS Values



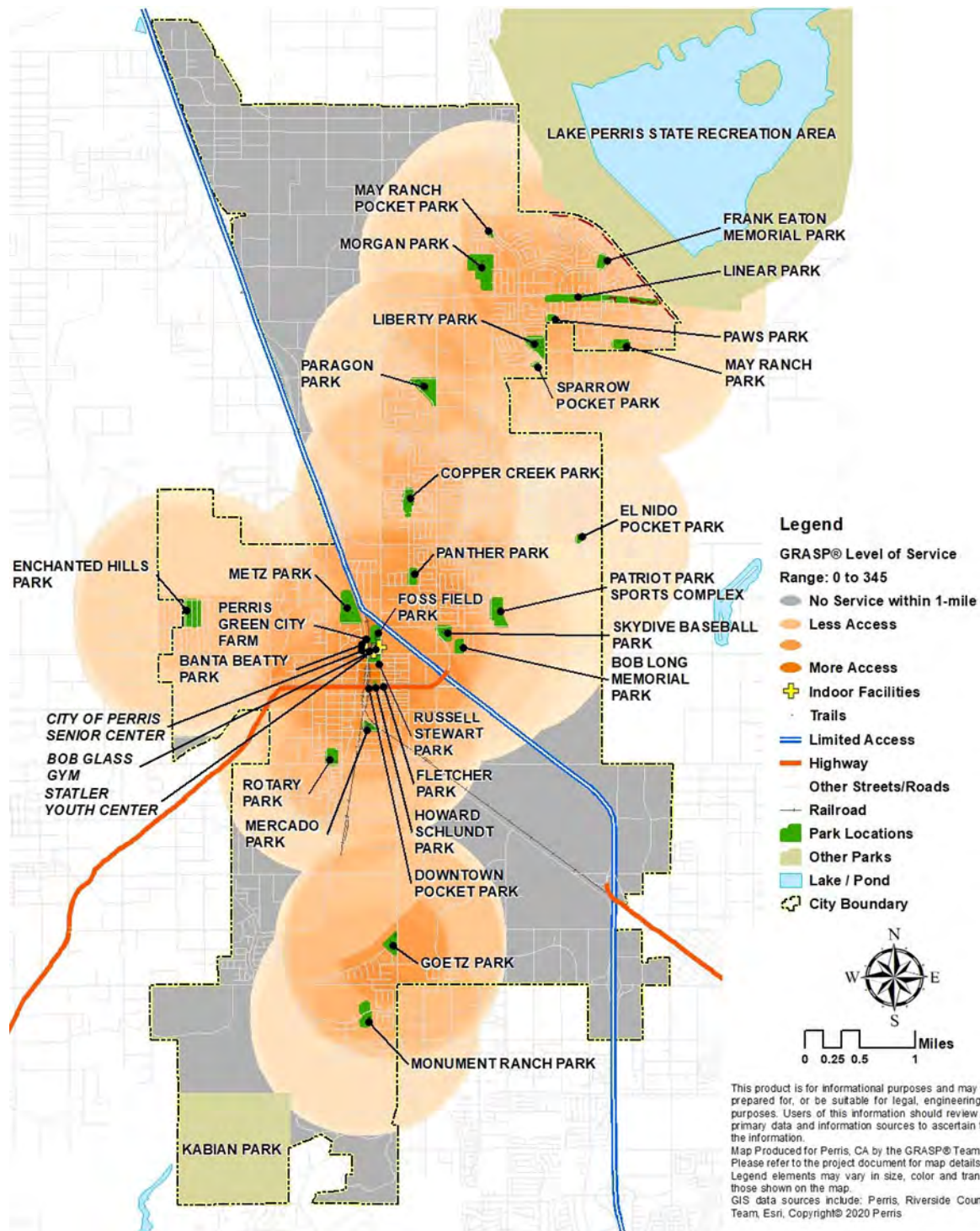
Assumptions

- Proximity relates to access. A feature within a specified distance of a given location is considered "accessible" from that location." "Access" in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA)
- Neighborhood access relates to one-mile proximity, a reasonable distance for a car drive, or by bicycle
- Walkable access relates to ½-mile proximity, a sensible ten-minute walk
- Walkable access is affected by barriers, obstacles to free and comfortable foot travel
- The LOS value of a map point is the cumulative value of all features accessible at that location

Neighborhood Access to Outdoor Recreation

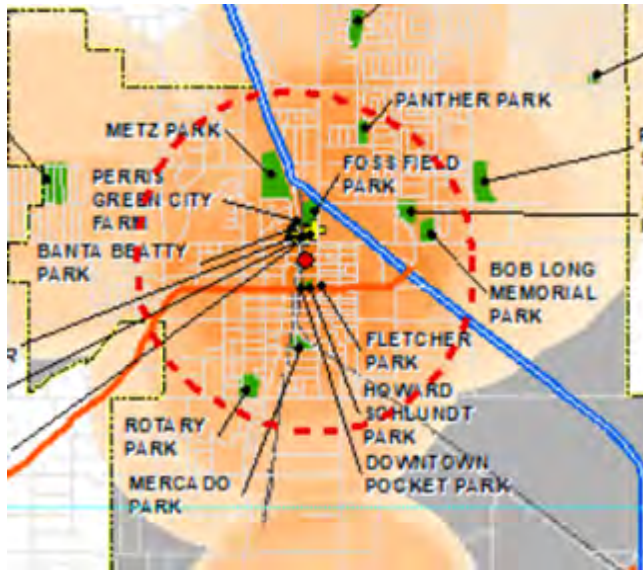
A series of analyses and "heat maps" were created to examine neighborhood access to recreation opportunities. All outdoor locations account for the level of service values. Darker gradient areas on the following images indicate higher quality recreation assets available based on a one-mile service area. In general, these images also show that Perris has an excellent distribution of parks and facilities related to current residential development. Gray regions indicate that recreation opportunities are beyond a one-mile service area.

Figure 20: Perris Neighborhood Access to Outdoor Recreation



Higher concentration areas are notable, with the area's highest values near Downtown. For example, in the following figure, the red dot indicates the most significant GRASP® value area (345). The dashed line is a 1-mile service area. From here, residents can access 60 components at three parks/ locations and all three indoor facilities.

Figure 21: Neighborhood Access High-Value Area



Further analysis of this perspective indicates that most (99%) of Perris residents are within one mile of an existing park or outdoor recreation opportunity. Find additional statistics in the following table:

Table 8: Map Statistics for Figure 18

	A	B	C	D	E
	Percent of Total City with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre	GRASP® Index
Perris	68%	0 - 345	107	27	10

- Column A: Shows the City's percentage with at least some service (LOS >0). Perris is the lowest in the similar-sized agencies but higher than the other California agencies at 68%. See Table 10 for comparison cities
- Column B: For any location on the map, a value corresponds to the orange shading called the GRASP® value. Shading for different places on the map is comparable to one another. Hence, a person in a position with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lighter colored area. Perris GRASP® values range from 0 to a high of 345
- Column C: Perris's value of 107 is low for comparable cities but higher than the other two California agencies.
- Column D: Shows the results of dividing the number from Column C by the area's population density. Perris's score of 27 is low compared to other agencies but similar to other California agencies.
- Column E: The GRASP® Index, value per capita, involves dividing all the components in the system by the population of Perris. These last two numbers (column C & D) differ in two ways. First, the GRASP® Index does not factor in population density. Second, the GRASP® Index is derived using all components and accounts for vital regional resources residents may access outside those limits.



GRASP® Comparative Data

The table below provides comparative data from other communities in California (from current and past GRASP® analysis) and across the country.. Because every community is unique, there are no standards or "correct" numbers. The inventory and analysis only include Perris owned properties. Residents may have additional access to recreation opportunities provided by alternative providers such as State Parks, County Parks, and private HOA parks. Perris is below the average in all applicable categories as indicated by the red highlights.

Table 9: GRASP® Comparative Data

AGENCY	Palm Springs, CA	Encinitas, CA	Perris, CA	Greater Vallejo Recreation District, CA (GVRD)	Victorville, CA	Grand Junction, CO	Bloomington, IL	Average
YEAR	2013	2016	2020	2020	2020	2020	2017	
POPULATION	44,468	61,518	79,137	119,217	127,027	66,764	78,966	82,442
STUDY AREA SIZE (Acres)	60,442	13,339	20,285	57,884	47,341	34,741	17,399	35,919
# OF SITES (Parks, Facilities, etc.)	16	63	27	36	21	53	42	37
TOTAL # OF COMPONENTS	162	439	151	216	169	312	312	252
AVG. # COMPONENTS per SITE	10	7	6	6	8	6	7	7
TOTAL GRASP® VALUE (Entire System)	1149	1931	800	875	775	1824	1515	1,267
GRASP® INDEX	26	31	10	7	6	27	19	18
AVG. SCORE/SITE	72	31	31	24	37	34	36	38
% of TOTAL AREA w/LOS >0	69%	97%	68%	52%	57%	90%	93%	75%
AVG. LOS PER ACRE SERVED	165	252	107	59	58	163	204	144
NUMBER OF COMPONENTS PER POPULATION	4	7	2	2	1	5	4	4
AVERAGE LOS/POP DEN PER ACRE	223	55	27	29	22	85	45	69
Population Density (per acre)	0.7	4.6	4.5	2.1	2.7	1.9	4.5	3
% of Population with Walkable Target Access	NA	63%	17%	27%	34%	35%	55%	39%
People per Park	2,779	976	3,044	3,312	6,049	1,260	1,880	2,757
Park per 1k People	0.4	1.0	0.3	0.3	0.2	0.8	0.5	0.5
Other Comparable Sized Cities								
Better than the average								
Below the average								
Note: A limited number of GRASP comparables are available in California within a reasonable similar size to Perris.								

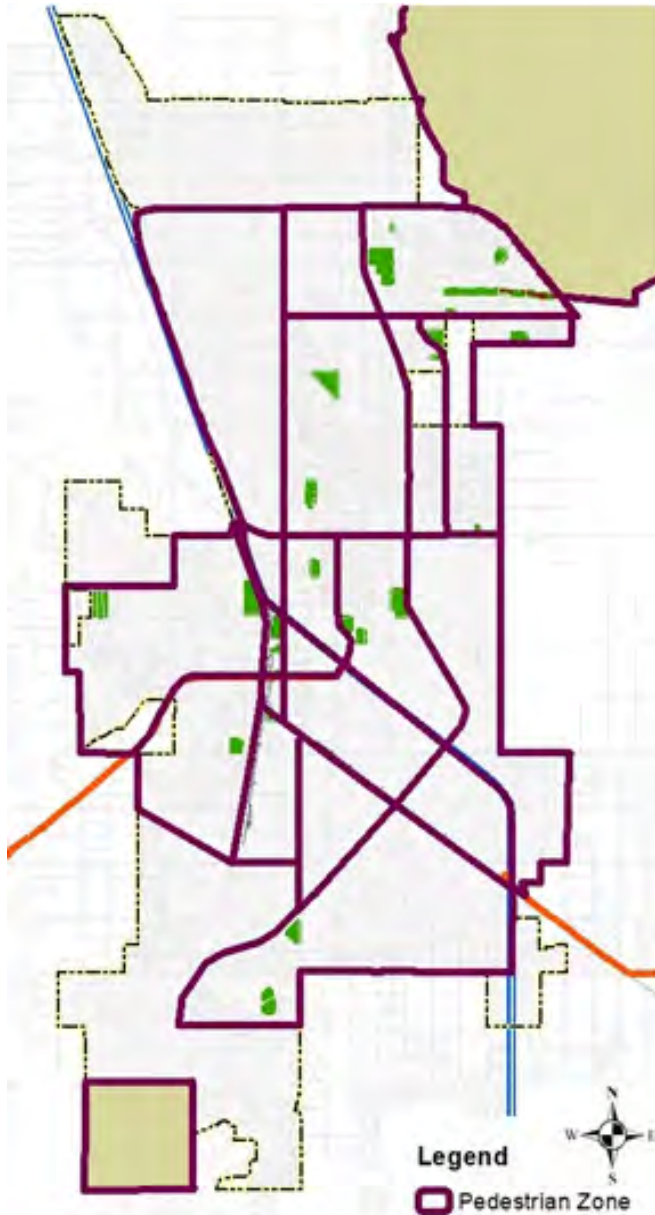
Walkable Access To Recreation

Pedestrian Barriers

Pedestrian barriers in Perris, such as highways, major streets, and railroads, significantly impact the analysis. Zones created by identified barriers and city boundaries, displayed as dark purple lines, serve as discrete areas accessible without crossing a major street or another obstacle. Green parcels represent parks while olive parcels represent State and County Parks. Major pedestrian barriers include:

Interstate 215, Ramona Expy, N. Perris Blvd, Redlands Ave, E. Rider St, Case Rd, Orange Ave, E. Nuevo Rd, N. D St, W. 4th St, Goetz Rd., Railroad lines and irrigation/water supply channel.

Figure 22: Pedestrian barriers and City Boundaries



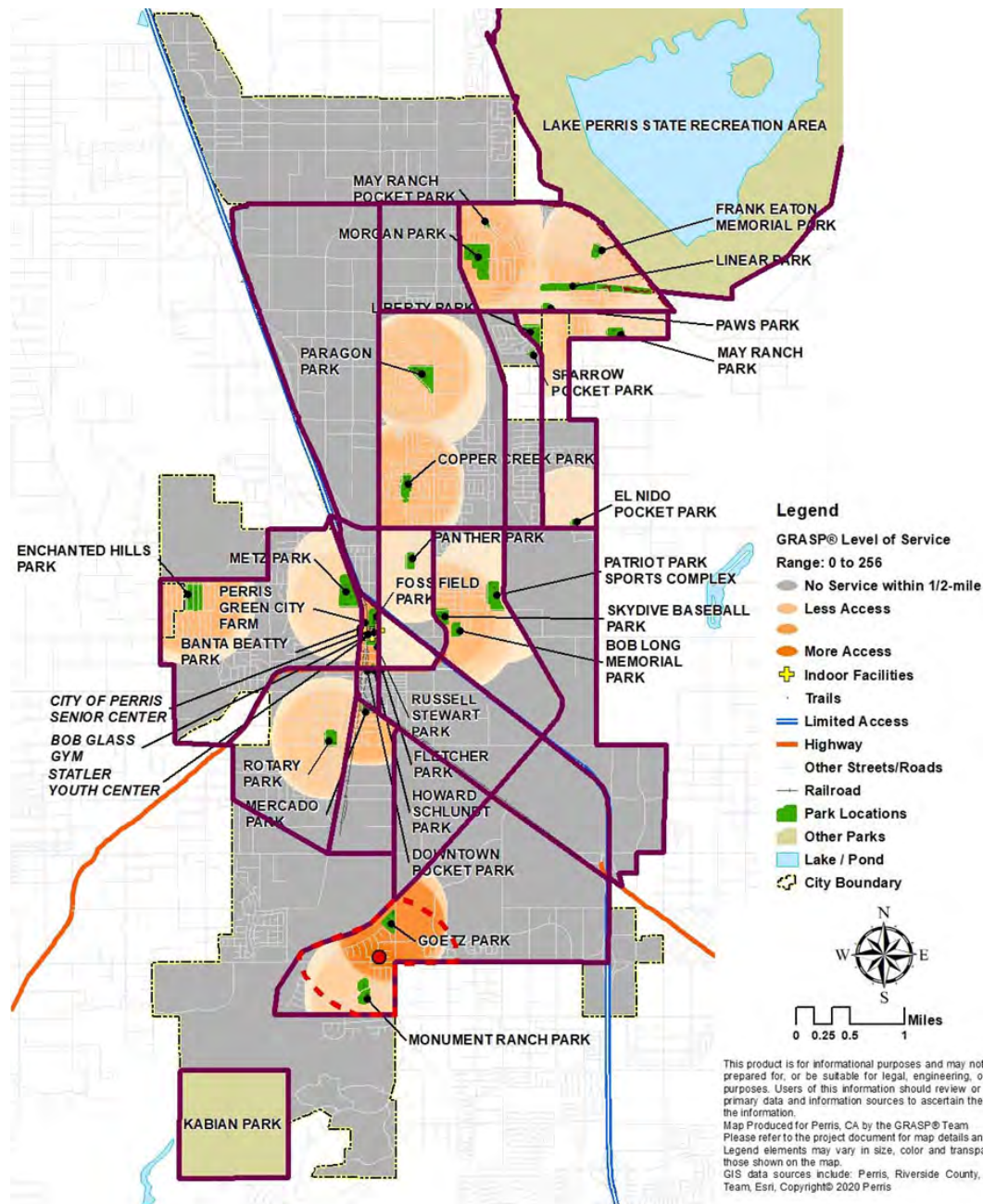
Walkability is a measure of how user-friendly an area is to people traveling on foot and benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability including the quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations, among others.

Walkability analysis measures access to recreation by walking. One-half mile service areas have been placed around each component and shaded according to the GRASP® score.



Environmental barriers can limit walkability. The LOS in the walkability analysis has been "cut-off" by identified barriers where applicable. The analysis shows the LOS available across Perris, based on a ten-minute walk. Darker gradient areas on the images indicate higher quality recreation assets available based on a half-mile service area. Gray areas fall outside of a ten-minute walk to recreation opportunities. In general, these images show that Perris has a reasonable distribution of parks and facilities.

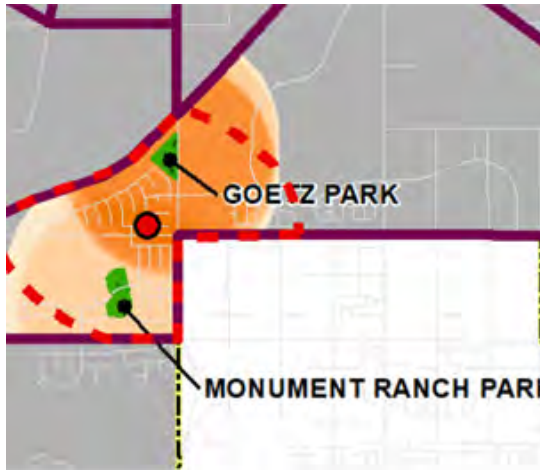
Figure 23: Walkable Access to Outdoor Recreation Opportunities



Areas of higher concentration are at several locations throughout the City. In the following **Figure 24**, the red dot indicates the maximum GRASP® value area (256) in the image above, just south of Goetz Park. The dashed red line represents a 10-minute walk service area bounded by pedestrian barriers in purple.



Figure 24: Walk High-Value Area



The following table shows the statistical information derived from the perspective of Walkable Access to Recreation analysis.

Table 10: Statistics for Figure 21 Walk High Value Area

	A	B	C	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre/Population per acre
Perris	27%	0 to 256	73	19

The numbers in each column are derived as described in neighborhood access. The GRASP® Index does not apply to the walkability analysis. The LOS value for a person who must walk to assets is about 75 percent (107 vs. 73) of that for someone who can drive for areas with access to recreation opportunities.

The orange shading in the maps allows for an understanding of LOS distribution across the City. The ability to show where LOS is adequate or inadequate is an advantage of using GIS analysis. First, an appropriate level of service for Perris residents needs to be determined. A review of the park's inventory, scoring, and ranking determined that an appropriate target could be 5 to 6 unique components. In this case, the target value would equate to walkable access to a park such as Frank Eaton Memorial Park or May Ranch Park.

The following table represents the review of target parks and associated components.

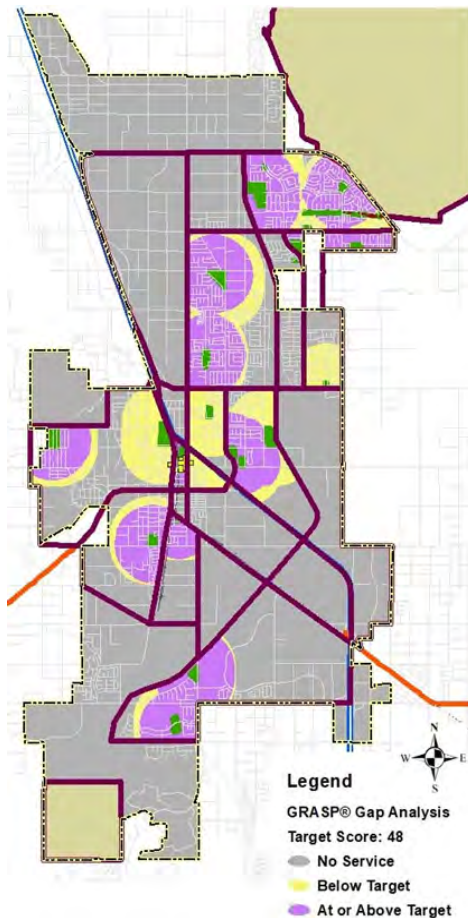
Table 11: Target Park Calculation

Location	GIS Acres	Basketball Court	Diamond Field	Diamond Field, Practice	Loop Walk	Open Turf	Playground, Local	Shelter	Total Components	Unique Components
FRANK EATON MEMORIAL PARK	4	1		1	1	1	1	2	7	6
MAY RANCH PARK	7	1	1		1		1	1	5	5
Totals	6	2	1	1	2	1	2	3		
% of Parks with Component		100%	50%	50%	100%	50%	100%	100%		

Walkability Gap Analysis

These parks and their amenities are likely to attract users from a walkable distance. The following maps bracket GRASP® values to areas that meet this target score or are below. In the following figure, purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the target value. It may be possible to improve the LOS value in such areas by enhancing the quantity and quality of features in existing parks without acquiring new lands or developing new parks. Another option might be to address pedestrian barriers in the immediate area.

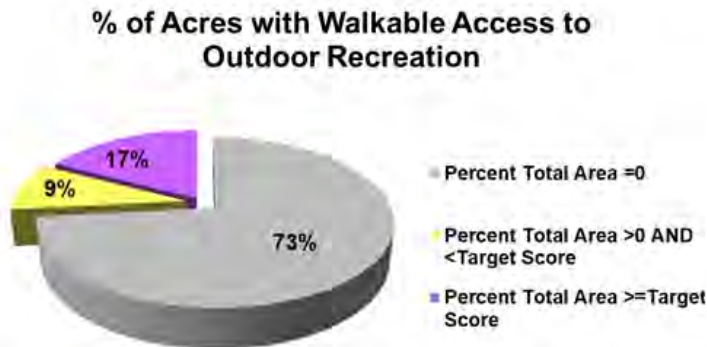
Figure 25: GRASP® Walkable GAP Analysis





Seventeen percent of the City is purple and has LOS that exceeds the above image's target value. Yellow areas (9%) have access to some recreation but not at the target level. 73 percent (gray) is without access to recreation opportunities within a ten-minute walk. However, the picture is much more favorable when you consider where people currently live in Perris. The two pie charts highlight these differences.

The following chart shows walkable access to assets based on the percentage of land within the City boundary that scores above threshold (purple) or below threshold (yellow), respectively.



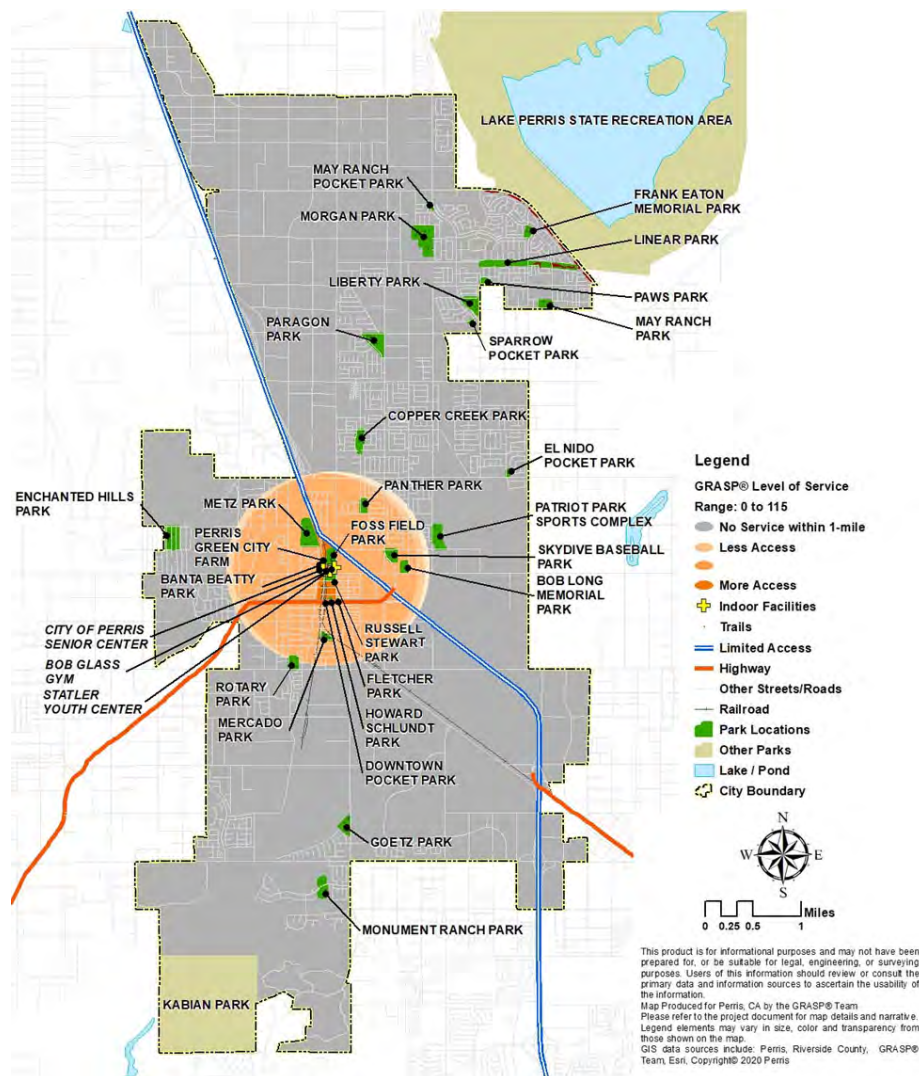
The following chart percentage of the actual population with walkable access to assets. This chart displays the level of service based on where people live. Combining LOS with census data, the analysis indicates that parks are generally well placed and capture a higher percentage of the population than land area. Perris is better positioned, with 73 percent of residents within walking distance of some outdoor recreation opportunities than the previous pie chart indicated.



Access to Indoor Recreation

As in the other analyses, a "heat map" examines access to indoor recreation opportunities. This map shows where there are indoor recreation assets available based on walkable and one-mile service areas.

Figure 26: Neighborhood Access to Indoor Recreation



Darker gradient areas on the images indicate more and higher quality indoor facilities based on the walkable and one-mile service areas. In general, these images also show that while Perris has limited indoor opportunities, the available facilities tend to locate centrally.

More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the LOS throughout an area. Their purpose is to reveal possible gaps in service. However, it is not necessarily beneficial for all community parks to score equally in the analyses. The desired level of service for a location should depend on the type of service, the site's characteristics, and other factors such as community needs, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might reasonably have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny. Perspectives can determine if current levels of service are appropriate if used in conjunction with other assessment tools such as needs assessment surveys and a public input process.



E. Population Based Standards

Traditional analyses may also evaluate the recreational level of service on a community-wide scale.

Capacities Analysis

A traditional tool for evaluating service is the capacity analysis, which compares the number of assets to the population. It projects future needs based on a ratio of components per population (i.e., as the population grows over time, components may need to be added to maintain the same proportion). **Table 12** shows the current capacities for selected elements in Perris. While there are no correct ratios, use this table in conjunction with input from focus groups, staff, and the general public. This input can determine if the current ratios are adequate.

Table 12: Perris Capacities

	Current Quantity	Current Population 2020	Current Ratio	Ratio per component	Projected Population 2025	Total Needed Based on Growth	Add
Population		79,137			83,768		
Aquatics, Spray Pad	2		0.03	39,569		2	0
Basketball Court	10		0.13	7,914		11	1
Basketball, Practice	3		0.04	26,379		3	0
Bike Course	2		0.03	39,569		2	0
Concessions	5		0.06	15,827		5	0
Diamond Field	15		0.19	5,276		16	1
Diamond Field, Practice	2		0.03	39,569		2	0
Dog Park	1		0.01	79,137		1	0
Event Space	2		0.03	39,569		2	0
Fitness Course	2		0.03	39,569		2	0
Garden, Community	1		0.01	79,137		1	0
Garden, Display	4		0.05	19,784		4	0
Loop Walk	10		0.13	7,914		11	1
Multi-Use Pad	1		0.01	79,137		1	0
Natural Area	2		0.03	39,569		2	0
Open Turf	12		0.15	6,595		13	1
Passive Node	3		0.04	26,379		3	0
Picnic Ground	4		0.05	19,784		4	0
Playground, Local	18		0.23	4,397		19	1
Public Art	3		0.04	26,379		3	0
Rectangular Field, Large	11		0.14	7,194		12	1
Shelter, Large	7		0.09	11,305		7	0
Shelter, Small	22		0.28	3,597		23	1
Skate Feature	1		0.01	79,137		1	0
Skate Park	2		0.03	39,569		2	0
Tennis Court	2		0.03	39,569		2	0
Trail, Primitive	1		0.01	79,137		1	0
Volleyball Court	2		0.03	39,569		2	0
Water Access, General	1		0.01	79,137		1	0
Water, Open	5		0.06	15,827		5	0



The table's usefulness depends on future residents' interests and behaviors. The analysis assumes those interests will be the same as now and that current capacities align with needs. The foundation of this analysis is strictly the number of assets. Higher LOS is achieved only by adding assets. In theory, the level of service should also include quantity, quality, and distribution of the components. This table should be used with discretion and only in conjunction with the other analyses presented. Based on minimal projected population growth, Perris needs to add each of the following: a basketball court, a diamond field, a loop walk, open turf, a playground, a rectangle field, and a small shelter. These could be added in a single new park or at existing parks throughout the community.

Compared to its current level of service, the following table indicates that Perris provides approximately 2.4 per 1000 people and does not include other provider parks. It also shows that the City should consider adding 11 acres over the next five years to meet the current ratio based on projected population growth.

Table 13: Acres of Park Land per 1,000 Residents

		2020 GIS Acres*
INVENTORY		
Perris Parks		189
Current Ratio of Park Acres per 1000 Population		
CURRENT POPULATION 2020	79,137	
Current Ratio of Park Acres per 1000 Population		2.4
PROJECTED POPULATION - 2025	83,768	
Total acres needed to maintain current ratio park acres with growth		200
Acres to add		11

Comparing Perris to national statistics published in the "2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks," Perris does well in some categories but falls well short in overall park acres.

Table 14: Outdoor Park and Recreation Facilities – Median Population Served per Facility

2020 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks						
Outdoor Park and Recreation Facilities						
Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Perris Residents per Facility	Perris Current Quantity	Need to add to meet current median	Need to add with population growth
Residents Per Park	NA	2,523	2,931	27 parks	4	6
Acres of Park Land per 1,000 Residents	NA	7.7	2.4	189 acres	419	432
Basketball courts	86.5	8,557	29,804	10	-1	0
Community gardens	47.2	50,000	NA	1	1	1
Diamond fields: baseball - adult	52.8	22,876	10,838	15	-12	-11
Diamond fields: baseball - youth	78.3	7,222	10,838	15	-4	-3
Diamond fields: softball fields - adult	64.8	15,500	10,838	15	-10	-10
Diamond fields: softball fields – youth	59	12,000	10,838	15	-8	-8
Dog park	62.9	58,000	119,217	1	0	0
Playgrounds	93.9	3,859	4,967	18	3	4
Rectangular fields: football field	37.2	32,420	19,870	11	-9	-8
Rectangular fields: multi-purpose	64.5	10,467	19,870	11	-3	-3
Rectangular fields: soccer field - adult	40.7	16,644	19,870	11	-6	-6
Rectangular fields: soccer field – youth	46.9	9,085	19,870	11	-2	-2
Skate park	38.2	62,567	119,217	2	-1	-1
Tennis courts (outdoor only)	81.1	6,242	8,516	2	11	11

Comparison based on median for 50,000 to 99,999 population comparison

Surplus



Perris meets or exceeds the median in basketball courts, dog parks, diamond fields, rectangle fields, and skate parks. Based on the calculations, the City needs to add a community garden, playgrounds, and tennis courts. Note: NRPA does not yet track components such as pickleball courts. Perris' existing community garden does not officially qualify in this table because it does not offer public plots.

Similar calculations can also be made based on acres of land and parks per 1,000 residents. Residents per park and acres of parks per 1,000 people fail to meet the NRPA published medians for similar size agencies, and the City would need to add over 400 acres of parkland and 4 parks to meet the median.

F. Looking Into the Future – Opportunities to Improve Park Experiences

Several perspectives may influence the prioritization of identified gap areas. **Table 16** lists the total population, average household income, and diversity index as three potential influencers. According to analysis, other areas (white background) not labeled on the map do not currently have any residents. There are many ways to improve service levels in these areas, including improving existing parks, adding new parks or trails, and addressing pedestrian barriers. While trails and trail connectivity scored high on survey results, the City currently has minimal responsibility regarding trails other than limited loop walks or trails within existing park boundaries.

The statistically valid survey asks respondents to rank facilities by importance based on those they felt the Department needed to add or improve. Consider these high demand components when adding new elements to the system.

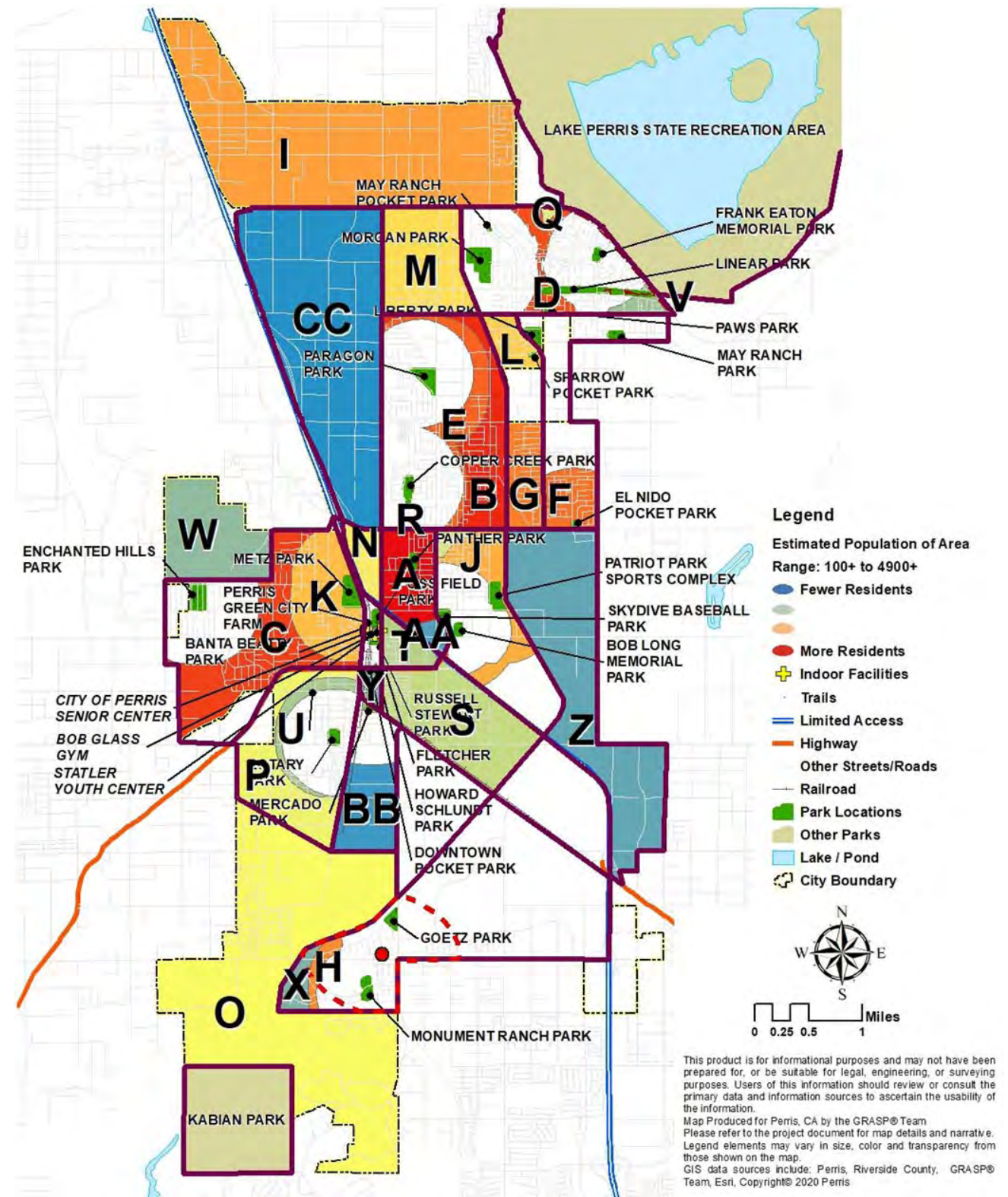
The highest priority for added, expanded, or improved parks, park components, park amenities and facilities listed by survey respondents are:

- a. Add additional trails and paths that connect throughout the City
- b. Make improvements and/or renovate existing parks and facilities
- c. Add a new aquatics facility
- d. Add additional athletic field lighting
- e. Add sports fields and other outdoor sports courts

Table 15: Gap Analysis Demographics

Label	Population	Avg Income	Diversity	Comments
A	4980	\$ 56,763	89.4	Panther Park add neighborhood park elements?
B	4312	\$ 61,068	89.8	Add Park land?
C	3096	\$ 72,045	89.4	Add Park land?
D	3029	\$ 88,738	89.6	Add to neighborhood park elements to Linear Park
E	2874	\$ 63,946	89.3	with area B - add a park?
F	2798	\$ 85,264	88.8	Add to components to El Nido park or add another park
G	1951	\$ 85,263	88.8	Add Park land?
H	1746	\$ 101,600	85.7	Lower priority because pretty close to Monument Ranch and higher income
I	1627	\$ 71,258	90.1	Add Park land?
J	1531	\$ 77,456	88.5	Add to neighborhood park elements to Patriot Park or add another park
K	1478	\$ 60,979	89.3	Improve Metz Park and improve access
L	1232	\$ 85,264	88.8	add park land or address access from Liberty Park
M	1123	\$ 72,205	90.1	add park land or address access from Morgan Park and May Ranch Pocket Park
N	991	\$ 44,351	88.6	add park land or address access from Foss Field Park?
O	813	\$ 87,849	83.3	Add park land
P	775	\$ 57,478	78.1	add park land
Q	745	\$ 88,797	89.6	lower priority but add park land?
R	720	\$ 62,054	88.4	address access from Panther Park or add park land
S	648	\$ 49,105	80.9	add park land
T	641	\$ 63,279	87.6	add park land or address access from Foss Field Park?
U	629	\$ 49,843	79.3	low priority close to Rotary Park but low income area
V	568	\$ 88,594	89.6	low priority but add components to Linear Park
W	566	\$ 57,172	86.3	Add park land
X	402	\$ 101,600	85.7	Lower priority because pretty close to Monument Ranch and higher income
Y	384	\$ 46,758	79.6	add park land or address access from Mercado Park, add components and address access from Downtown Park , Howard Schlundt, Fletcher Park
Z	371	\$ 95,810	88.4	add park land
AA	323	\$ 44,698	88.7	add park land
BB	302	\$ 61,789	77.3	add park land
CC	128	\$ 71,257	90	add park land

Figure 27: Walkable Gap Visioning and Priorities Map



Note: Colors displayed in the population column of **Table 15** roughly correspond to the blocks of colors on **Figure 27** as labeled.



Referring to **Figure 27**, the walkable visioning and priorities map, the following five gap areas may significantly increase the level of service offered to residents:

Opportunities to increase LOS in areas that effect the most residents

1. Section “A”, completing a master plan and subsequent renovation at Panther Park may increase the level of service to a potential of over 4,900 residents.
2. Section “B”, add park space east of Copper Creek Park may increase the level of service to a potential of over 4,300 residents.
3. Section “C”, adding park space based on neighborhood input, southwest of Metz Park may increase the level of service to a potential of nearly 3,100 residents.
4. Section “D” add neighborhood amenities based on neighborhood input to Linear Park may increase the level of service to a potential of over 3000 residents.
5. Section “E” add park space may increase the level of service (pedestrian access) to a potential of 2,874 residents.

Opportunities to increase LOS in areas that effect the most low-income residents

With the exception of section “N” that may increase the level of service for a potential of over 900 residents, #2-#5 below are low priority as they only affect a minimal number of residents.

1. Section “N”, address access from Foss Field Park may increase the level of service to households with \$44K average income.
2. Section “AA”, add park space near Bob Long Memorial Park may increase the level of service to households with \$44K average income.
3. Section “Y”, add park space or address access from Mercado Park, or add components and address access from Downtown park, Howard Schlundt Park, or Fletcher Park may increase the level of service to households with \$46K average income.
4. Section “V”, add components to Linear Park may increase the level of service to households with \$49K average income.
5. Section “W”, add park space north of Enchanted Hills Park may increase the level of service to households with \$57K average income.

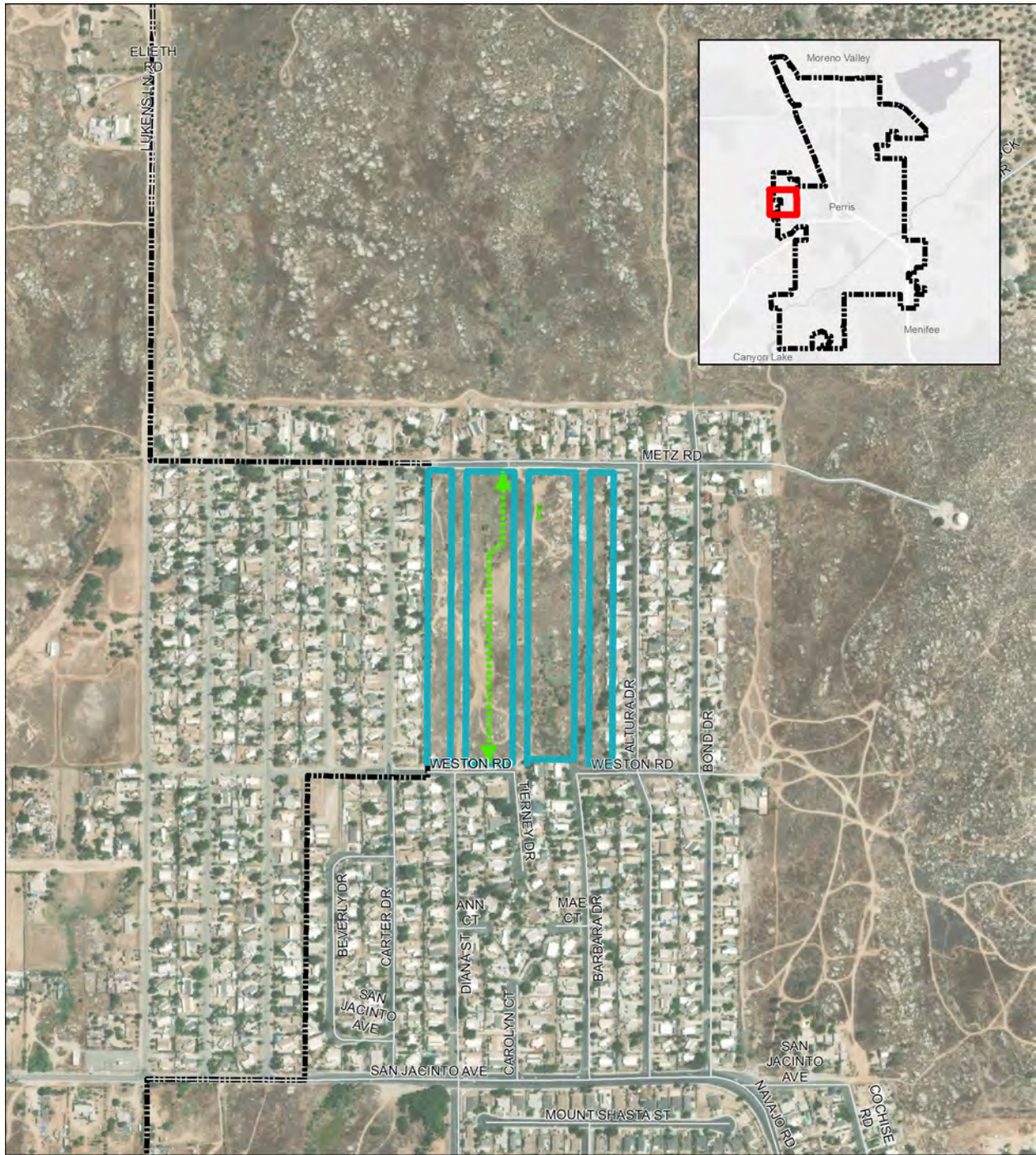
Trail Infill/Opportunity Corridors


Considering the approved Active Transportation Plan 2020 includes various networks of proposed bikeways and trail improvements, the team used these suggested corridors and filtered them based on the GRASP analysis and park data to understand which corridors primarily aid in park connectivity. When comparing the proposed bikeways and trail improvements, specific corridors were identified as primary trail segments per ATP 2020 in **Table 15**. These identified primary trail segments should have priority in development to maximize the connectivity via walking and biking throughout the City of Perris. Looking into the potential of increased connectivity through a city-wide trails system, there are several areas throughout the City with opportunity for infill of green space. As these infill sites were identified and compared to the proposed bikeways and trail improvements, additional trail infill was identified in three areas:

1. The neighborhood northeast of the intersection of Evans Road and Citrus Avenue
2. Area near Enchanted Hills Park
3. The area off of West 4th Street and Kruse Street



Figure 28: Trail Infill Opportunity in the Neighborhood Northeast of the Intersection of Evans Road and Citrus Avenue



 Opportunity Corridor

 Park

 City Boundary

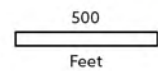
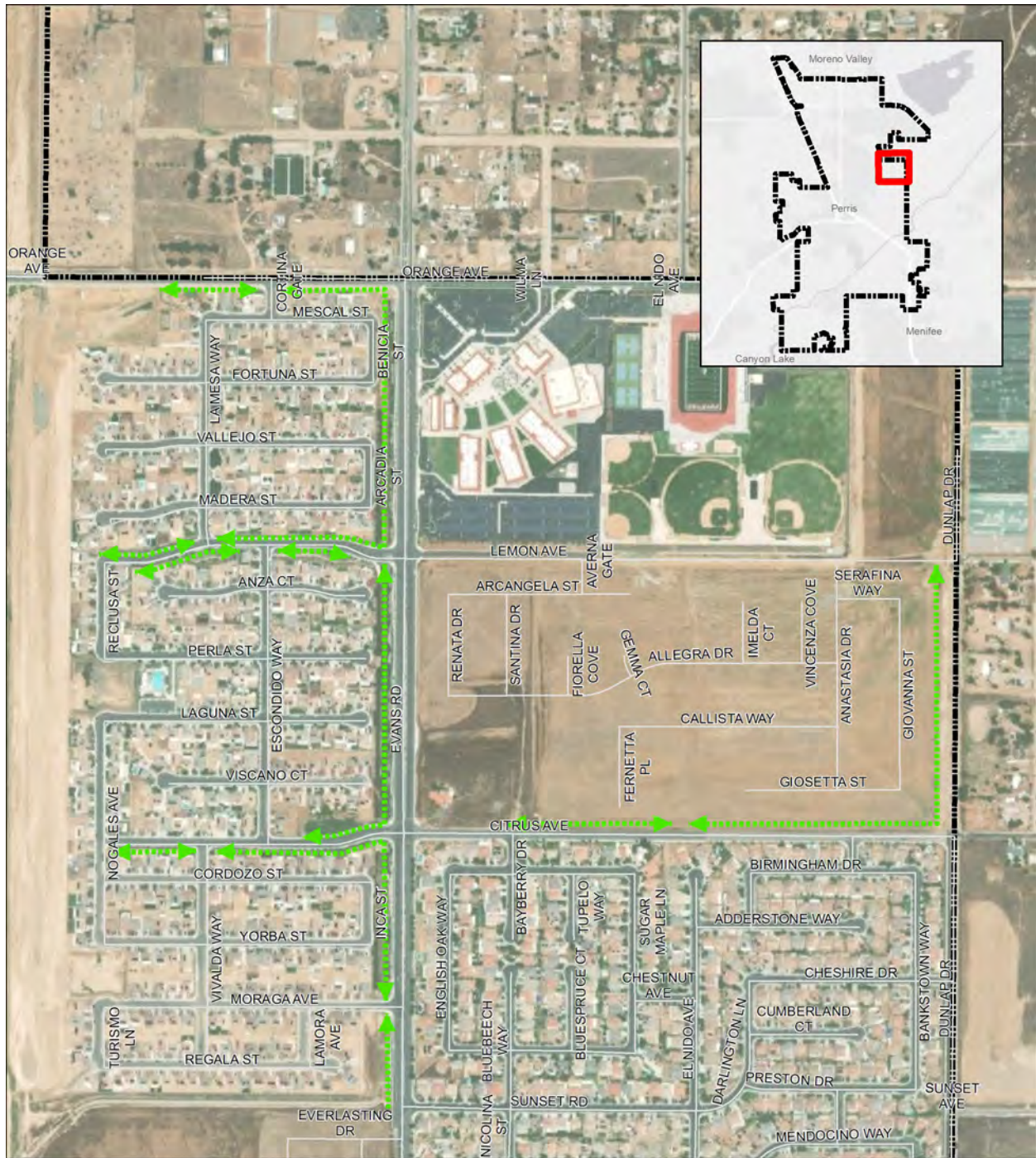


Figure 29: Trail Infill Opportunity in the Area Near Enchanted Hills Park



- Opportunity Corridor
- Park
- City Boundary

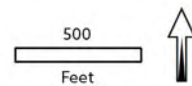
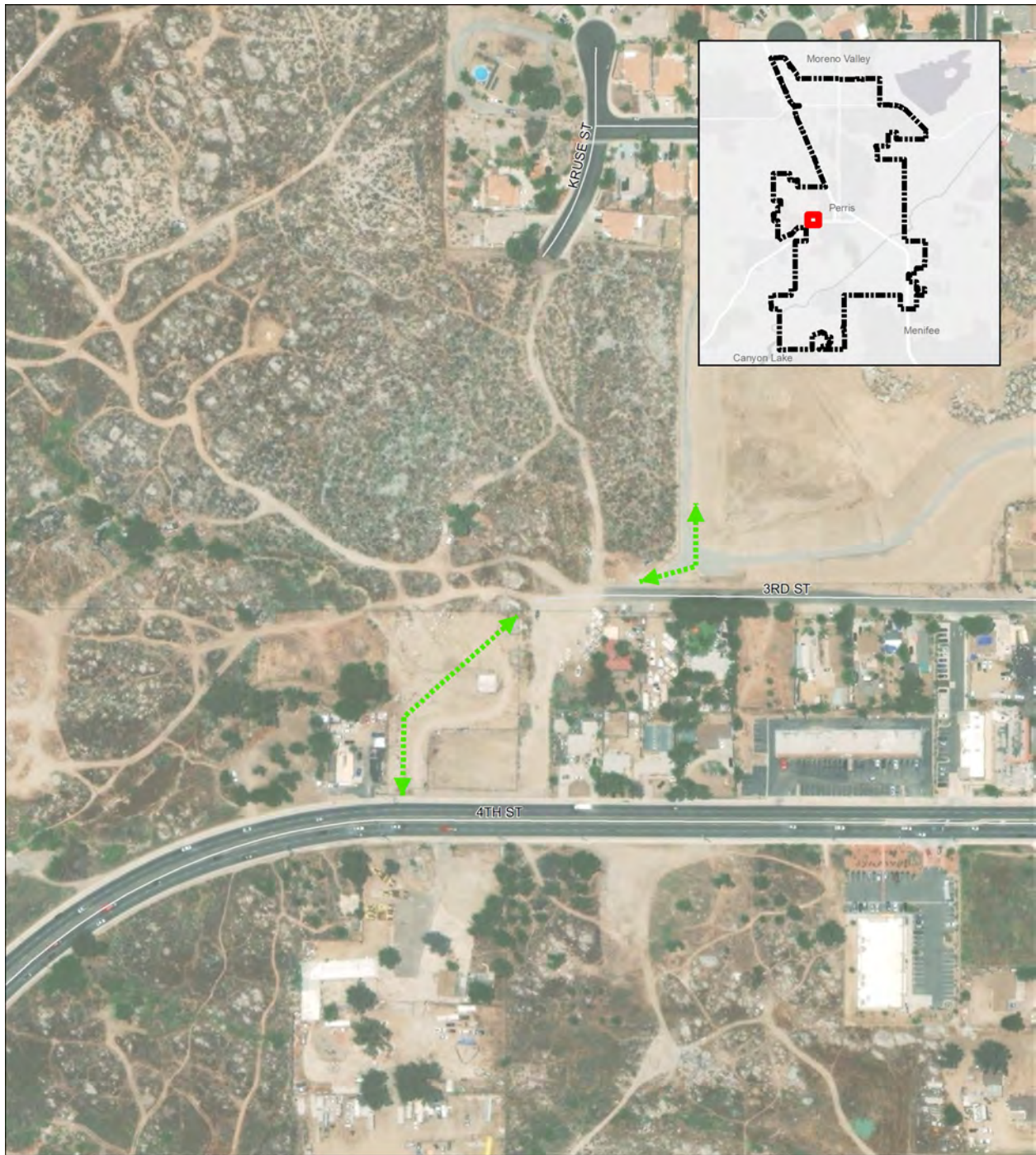







Figure 30: Trail Infill Opportunity in the Area off of West 4th Street and Kruse Street



-  Opportunity Corridor
-  Park
-  City Boundary

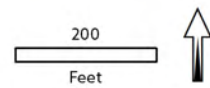




Table 16: Primary and Secondary Trail Segments per the Perris Trail Master Plan

Park	Primary Trail Segment per the Perris Trail Master Plan	Secondary Trail Segment per the Perris Trail Master Plan
Banta Beatty Park	C13	
Bob Long Memorial Park	B18, C28	
Copper Creek Park	A15, A16, A18, C19	
Downtown Pocket Park	C13, B24	C15
El Nido Pocket Park	C34	
Enchanted Hills Park	C1	B18
Fletcher Park	B24, C15	
Foss Field Park	C15	B18
Frank Eaton Memorial Park	C40	B7, C36
Goetz Park	A30, C21	A29, B40
Howard Schlundt Park	B24	C13, C15
Liberty Park	B8, B10, C32	
Linear Park	A6, C32,C36,C37,C40	
May Ranch Park	A9, C38, C41	
May Ranch Pocket Park	C32	B3
Mercado Park	C13	B26, C16
Metz Park	A35, C13, C47	C10
Monument Ranch Park	A38, C21	
Morgan Park	A4, A6, A20, A33, B4, B5	
Panther Park	A15, A16, A18	
Paragon Park	B11, C24	
Patriot Park Sports Complex	A17, A24, C30, C35	
Paws Park	B8	
Perris Green City Farm	C13	
Rotary Park	A35, B18, C13, C47	
Skydive Baseball Park	C26	B18

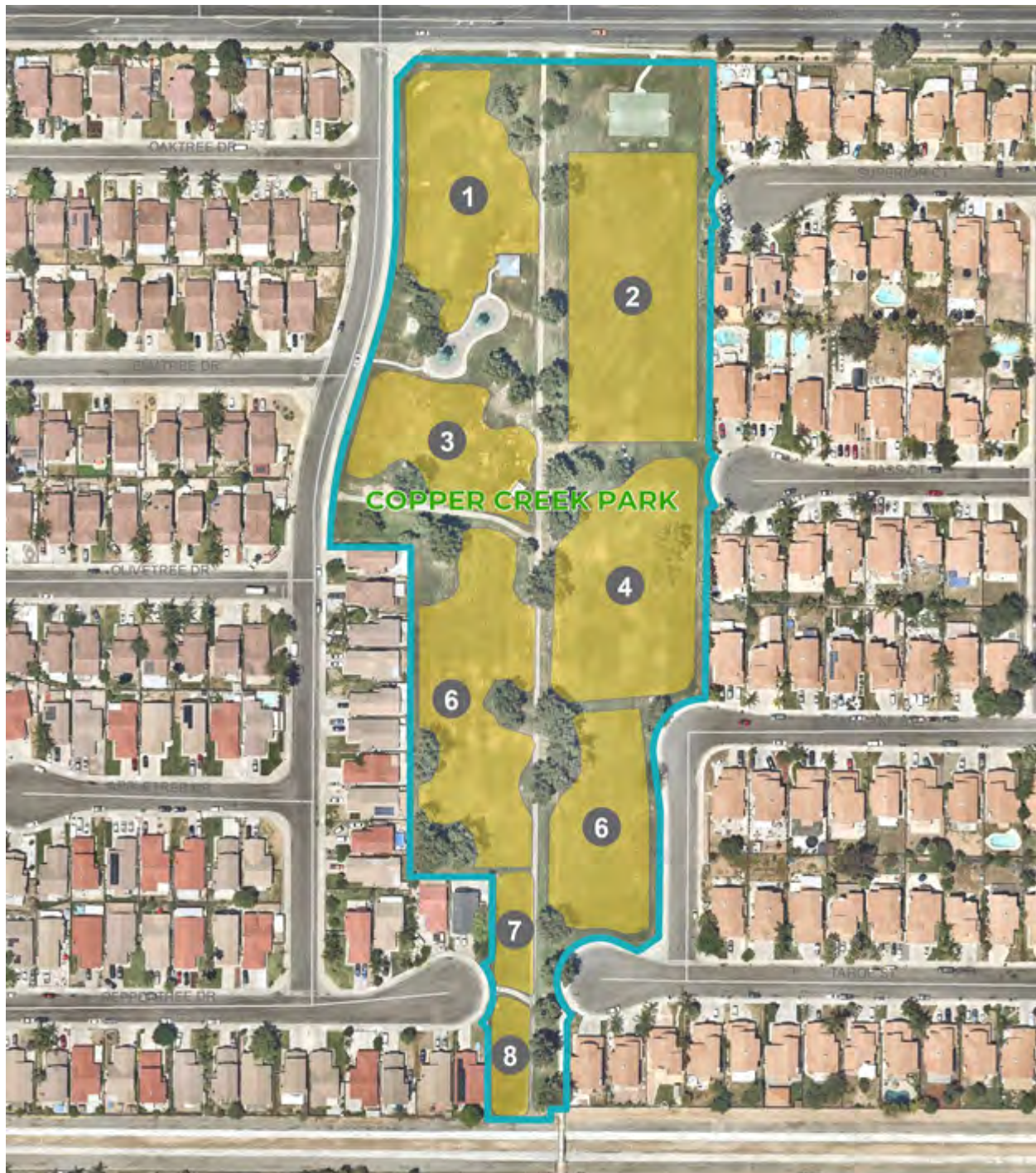
Park Level Infill

Within the existing Perris parks, there are areas where opportunities for additional amenities could be placed. These opportunity areas were identified by looking at underutilized spaces in each park. Components and amenities were then identified that could be placed in these areas based on square footage of the opportunity site and the square footage of the component or amenity. By infilling the opportunity areas with components and amenities that Perris is deficient in, the overall LOS for the parks and the system may be increased.



THIS PAGE INTENTIONALLY LEFT BLANK

Figure 31: Map of Infill Opportunities for Copper Creek Park



-  Park
-  Area of Opportunity
-  City Boundary

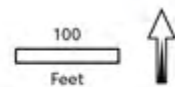




Figure 32: Map of Infill Opportunities for El Nido Pocket Park



-  Park
-  Area of Opportunity
-  City Boundary

20
Feet



Figure 33: Map of Infill Opportunities for Foss Field Park



-  Park
-  Area of Opportunity
-  City Boundary

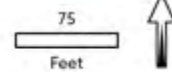




Figure 34: Map of Infill Opportunities for Frank Eaton Memorial Park



-  Park
-  Area of Opportunity
-  City Boundary

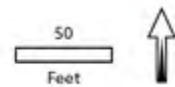


Figure 35: Map of Infill Opportunities for Goetz Park



-  Park
-  Area of Opportunity
-  City Boundary

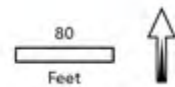
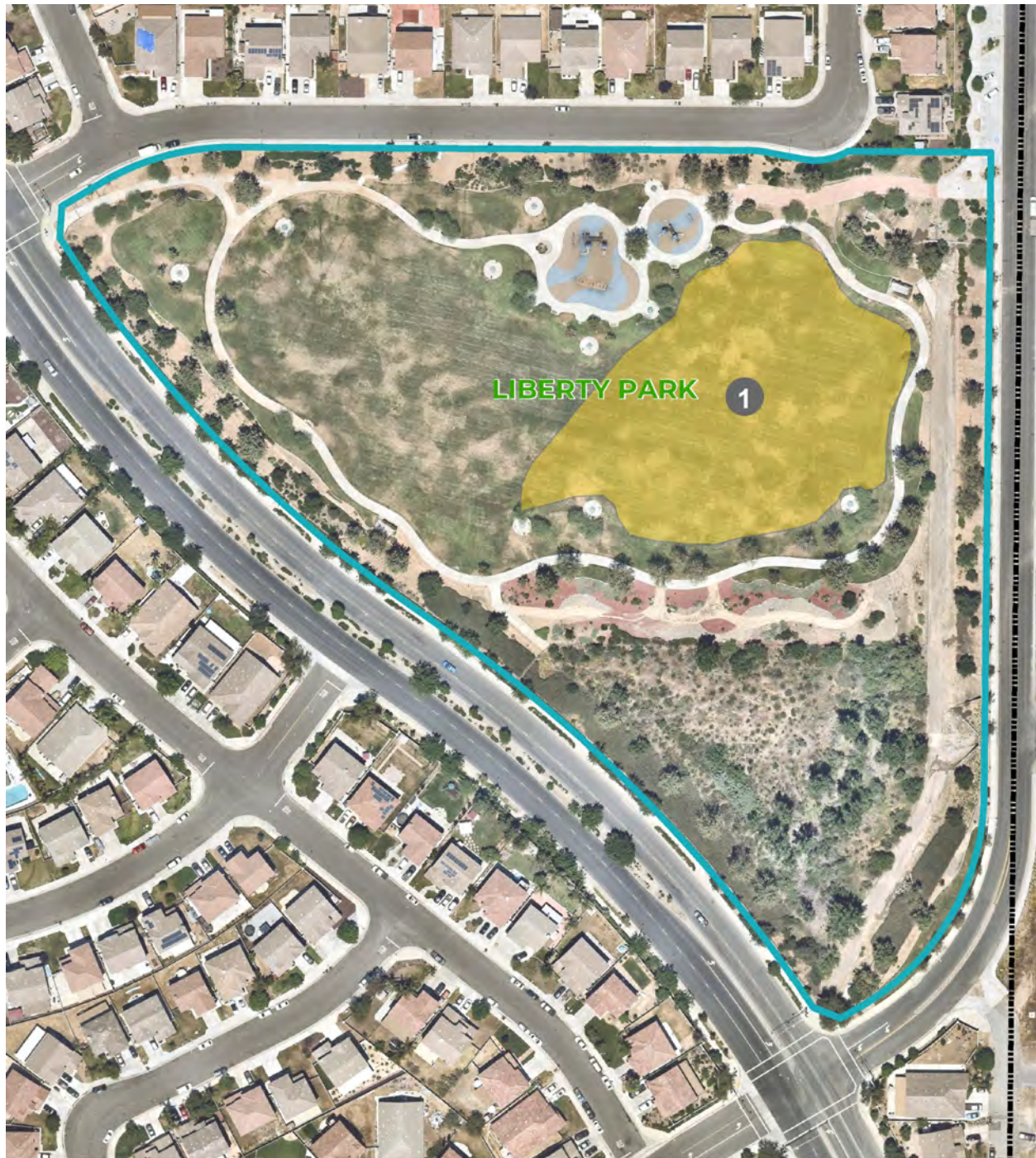




Figure 36: Map of Infill Opportunities for Liberty Park



-  Park
-  Area of Opportunity
-  City Boundary

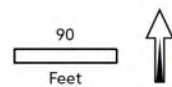


Figure 37: Map of Infill Opportunities for May Ranch Park



-  Park
-  Area of Opportunity
-  City Boundary

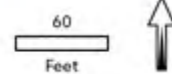


Figure 38: Map of Infill Opportunities for Mercado Park



-  Park
-  Area of Opportunity
-  City Boundary

50
Feet



Figure 39: Map of Infill Opportunities for Metz Park



- Park
- Area of Opportunity
- City Boundary

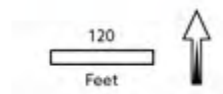




Figure 40: Map of Infill Opportunities for Monument Ranch Park



-  Park
-  Area of Opportunity
-  City Boundary

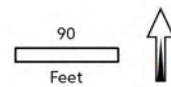


Figure 41: Map of Infill Opportunities for Morgan Park



-  Park
-  Area of Opportunity
-  City Boundary

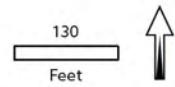




Figure 42: Map of Infill Opportunities for Panther Park

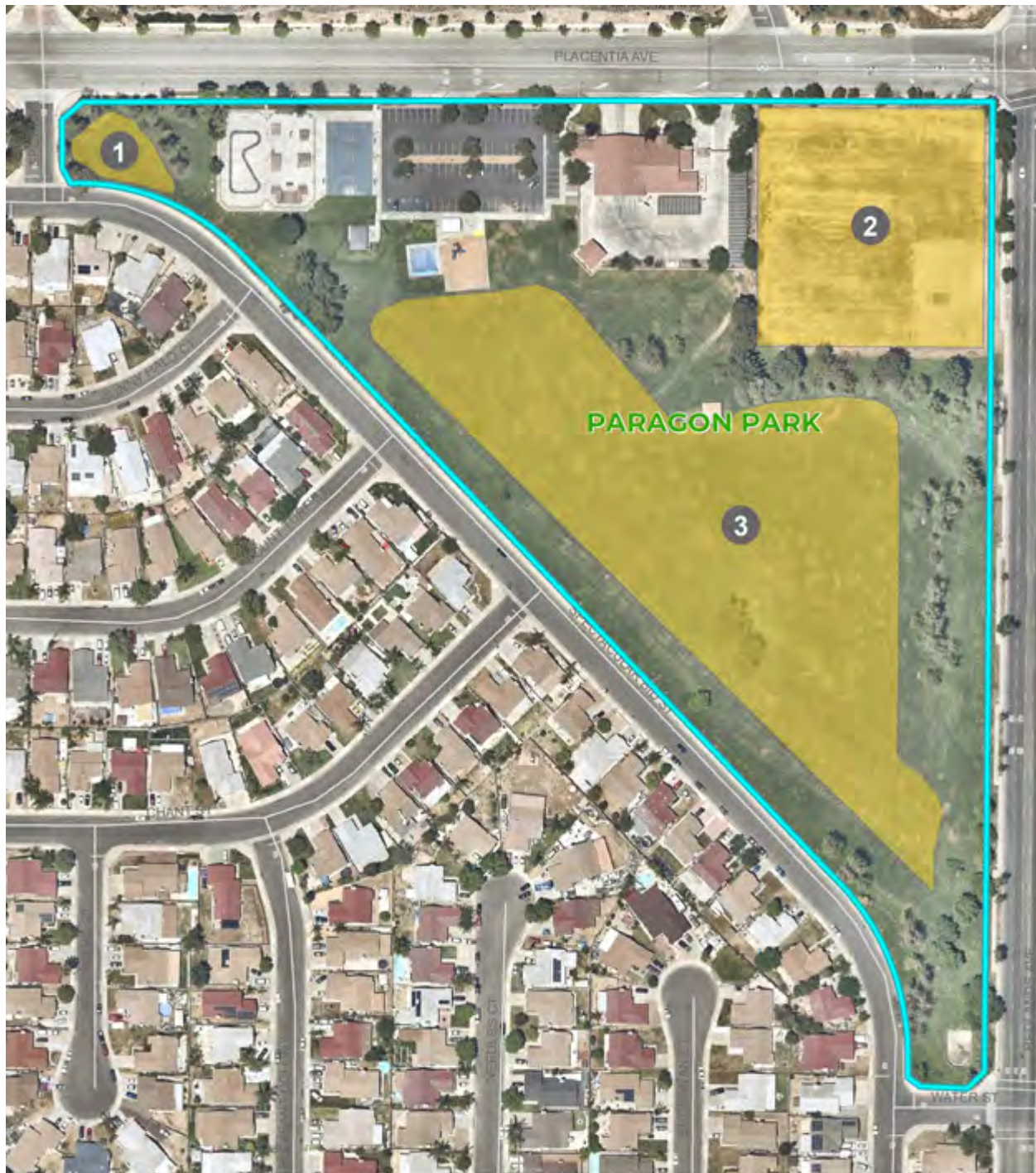


-  Park
-  Area of Opportunity
-  City Boundary

60
Feet



Figure 43: Map of Infill Opportunities for Paragon Park



-  Park
-  Area of Opportunity
-  City Boundary

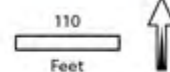
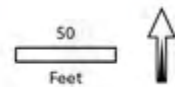


Figure 44: Map of Infill Opportunities for Rotary Park



-  Park
-  Area of Opportunity
-  City Boundary





City-wide Park Infill

To reduce the shortage of parks and recreation facilities in some of Perris's neighborhoods, and in order to close some of the geographic gaps, parks with new facilities should be added in these areas when possible. The City should ensure that impact or park land dedication - in-lieu fees are collected from new development to cover the fair share of park requirements. Where areas are park or facility deficient, staff should require new development to construct parks rather than accept the in-lieu fees so that the existing resource can be made available to the future population, within a reasonable distance.

G. Key Issues and Conclusions

- Utilize consistent standards in signage and park amenities as existing parks are updated, including the examples of City logos on tables and benches, and shelters. See **Appendix E** for wayfinding and signage standards
- Address poor turf conditions and look for opportunities to increase turf reduction efforts
- Increase shade opportunities at diamonds, playgrounds
- Add loop walks
- Consider site masterplans and updates @ Metz, Paragon, Rotary, and City Hall
- Review diamond field programming and consider downgrading some diamonds to practice diamonds to provide greater self-directed access
- Consider expanding or adding indoor facilities
- Consider the advantage and disadvantage of a wider distribution of facilities compared to the central core single facility
- Celebrate that three parks (Mercado, Goetz, and Enchanted Hills) score in the top 300 parks overall in the GRASP system
- Recognize that residents have access to Lake Perris State Recreation Area (top-scoring park in the GRASP® system) which is owned and maintained by the State of California
- Consider a park classification system that helps to define park expectations and service provision further
- Consider adding parks components, especially in areas of lower service and areas without service, to compare more favorably with similar-sized agencies
- Proximity, transportation, and pedestrian barriers are relevant factors affecting Perris' levels of service
- Quality of the amenities should be improved to be more consistent at all parks
- The service level is relatively high where residents have access, but many residents do not have walkable access to a park.
- 99% of Perris residents are within one mile of an outdoor recreation opportunity
- 48% of residents meet the target for walkable access. Some significant gaps in service exist throughout the City for walkable access
- Increase overall LOS by adding assets in any area with lower service or acquire land or develop partnerships in areas lacking current service.
- See the map in **Figure 27** and **Table 17** for an additional analysis of possible gaps
- Adding components/improving the existing parks or addressing potential pedestrian barriers can address some of the walkable access issues
- Other areas may need additional parks and parkland



V. Service Analysis

A. Organizational Analysis

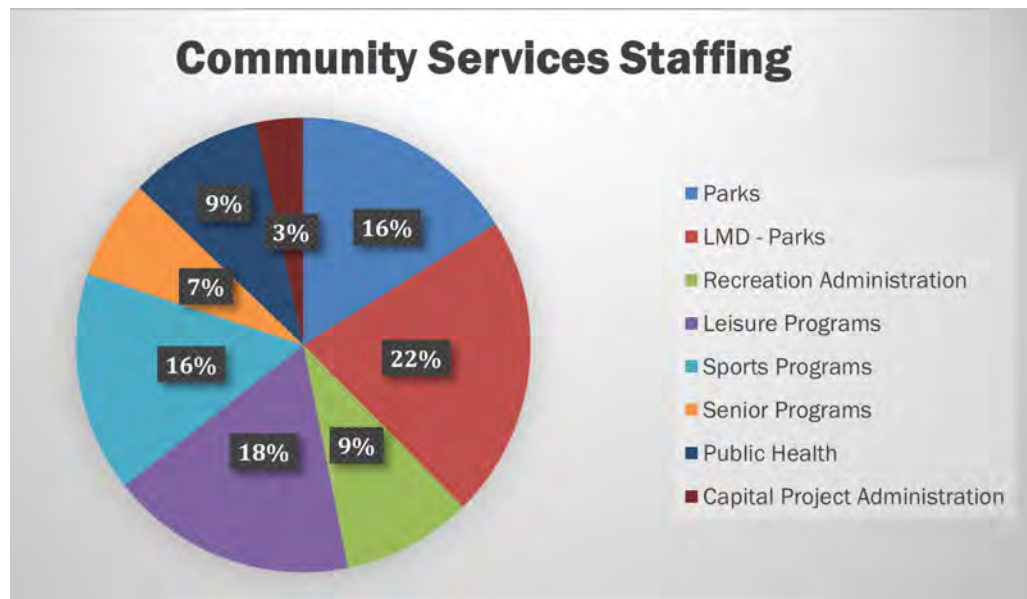
Departmental Organization

Under the guidance of an elected City Council and a City Manager, the Department of Community Services is managed by the Department Director who autonomously oversees daily operations including the budget, personnel, policy development, parks, facilities, recreation services, and public health. The executive leadership team includes the Community Services Manager, Construction Manager, and a Management Analyst that support the Director. Six supervisory positions support the Department (Community Services (2), Recreation (3), Public Health (1), and a Park Supervisor (1). Non-Supervisory staff are represented by the Teamsters 911 under a collective bargaining agreement. Two supervisors are also represented.

The Department is broken down into five divisions that employ 58.76 full-time equivalent positions made up of full and part time employees. The part-time positions are limited to 1,000 hours annually, to ensure efficient administration of the CalPers retirement program. Recreation programs rely on many contracted instructors and part-time employees based on needs and community desires for activities and enrichment classes. Staff also serve as instructors.

The Department budgeted \$3,630,520 in fully burdened labor costs in FY 20/21.

Figure 45: Department Staffing

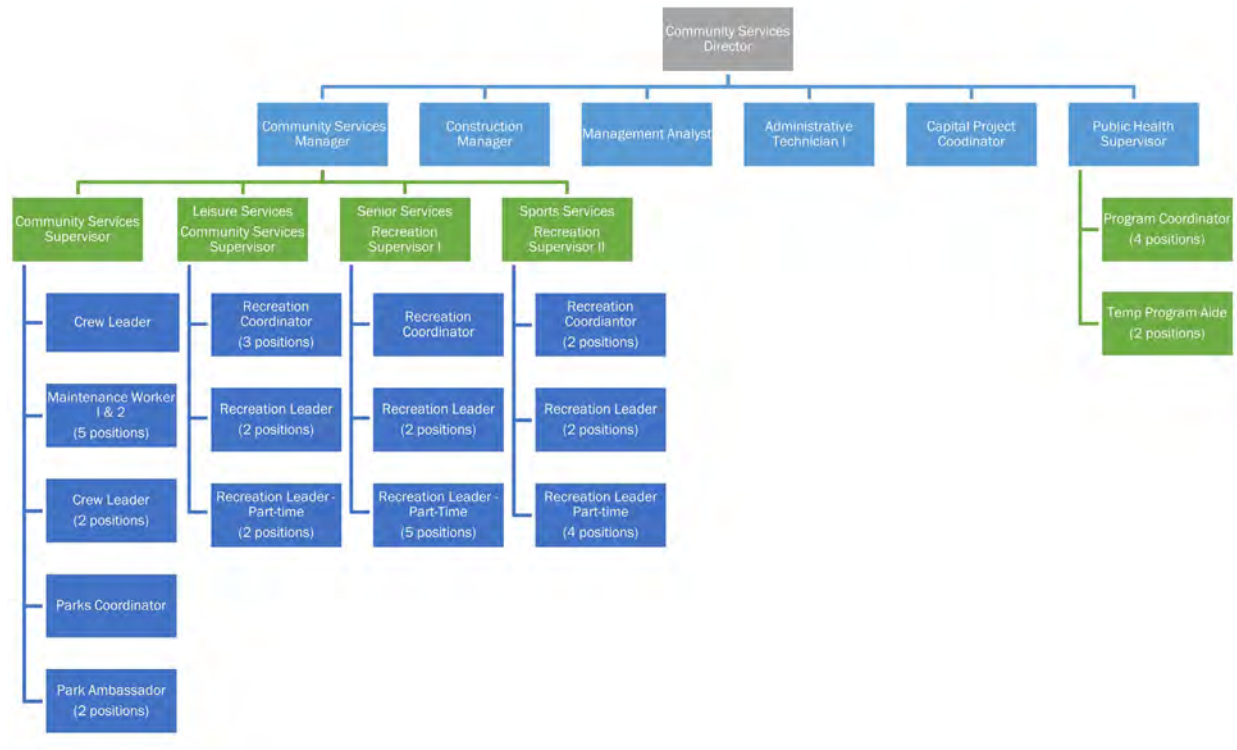




The National Recreation and Park Association(NRPA) published their 2020 Agency Performance Review reporting data from over 1,000 parks and recreation agencies across the county and suggests that a typical agency with a similar population as Perris would fund 32.4 to 123.1 full-time equivalent positions (FTE) or a median of 60.2 FTE. The Department employees 53.66 FTE (and 5.1 Public Health employees) totaling 58.76 FTE (note: contractors are not considered staff).

Another way to look at staffing is with FTE per population. A typical department of similar size may invest 9.3 FTE per 10,000 residents and the Department has 6.78 FTE per 10,000 residents. See **Figure 46.**

Figure 46: Perris Community Services Organizational Chart



Key Areas for Operational Enhancement

The needs assessment, including input from staff interviews, community and key stakeholder engagement, the statistically valid survey and level of service analysis, along with the consultant’s expertise, identified areas for operational enhancement that demonstrate a need for additional FTEs during the 10-year master plan implementation period. Key areas for operational enhancement include:

- Continue to address safety in parks with lighting and activation to reduce inappropriate behavior, security issues at night, and homelessness issues
- Continue the 2013 grassroots healthy community campaign, Live-Well Perris
- Improve walkable access to parks and connect parks that have a variety of uses with the community.



- Encourage walking and biking opportunities
- Continue successful efforts to address cleanliness of the parks (trash in parks), and restrooms
- Enhance program opportunities for Spanish speaking residents
- Enhance and add outdoor activities to promote wellness
- Enhance and add additional youth-based activities that focus on youth
- Consider a feasibility study for a new aquatic facility

Department Staff Observations

Observations and staff feedback were considered to determine if the current organizational structure was satisfactory. Analysis included the observations and assessments from community input, staff focus groups, and community satisfaction ratings. Interviews with Department staff resulted in the following observations:

- Staff feel additional programming space in recreation centers can present opportunities for growth
- More full-time staff(e.g., park rangers, park ambassadors) to promote safety and compliance may enhance park experiences for residents
- Continuing to address safety in parks to reduce inappropriate behavior, specifically drug use and homeless issues, will enhance user experiences. Addressing lighting issues in playground and bathroom areas may be beneficial
- Continue developing and applying updated preventative maintenance standards may increase the level of service in parks
- Staff would like to address a need for an additional location and storage facility for maintenance and operations staff to accommodate the current needs and future growth

Functional Analysis

GreenPlay broadly assessed the functional and management structure of the Department and staffing to determine effectiveness and efficiency in meeting current and future responsibilities relating to the community's parks and recreation needs.

Typical agencies across the United States may dedicate positions to parks, facilities, administration, or recreation differently, based on the specific needs in their communities. However, comparisons to how typical agencies dedicate their resources can be helpful to aid in decision making. The investment in staffing based on function, compared nationally is in **Table 17**.



Table 17: Investment in FTE by Function

Community Services Functions	Perris		Nationally		Overage/Deficit
	FTE	Positions	FTE	Positions	
Parks and Facilities*	22.28	41.52%	27.09	45%	-4.81 FTE
Recreation Services (leisure, Recreation, sports, seniors)	23.9	44.53%	18.67	31%	+5.23 FTE
Administration	5.48	10.21%	10.84	18%	-5.36 FTE
Capital Project Administration	2.00	3.72%	1.80	3%	+2.20 FTE
Public Health (Grant funded)	*	N/A	N/A	N/A	N/A
Other**	0.00	0.0%	1.80	3%	-1.80 FTE
Total	53.66	100%	60.2	100%	-6.54FTE

*Public Health Division is partially grant funded, employing 5.1 FTE on a temporary basis and is not included in the total FTE for the Department.

**The Parks and Facilities Division maintains a majority of the parks under contracts paid through a Landscape Maintenance District and general fund account. Overall, the LMD budget accounts for 12.75 FTE.

It is important to consider the market based/entrepreneurial way recreation programs are offered and that part-time positions are often hired in response to a community’s willingness to pay for additional services.

Public Health Division

The City places a high priority on healthy lifestyles and activities. In 2013, the City initiated Live Well Perris, to inspire healthier lifestyles through promotion of healthy diets and nutrition, and active physical fitness programs and activities. The Public Health Division initiatives include supporting the use of parks, healthy eating and active living, mental health, tobacco control, active transportation and other initiatives

Currently, the Public Health Division employs 5.1, partially grant funded FTE. In order to create continuity and long term success of the public health initiatives, a recommendation is included in this plan to consider converting the FTE to city general funds.

Staffing Considerations

To operate efficiently and effectively in the future, to implement the master plan recommendations over the next ten years, and to address community needs regarding new facilities, programs and services, the Department may need to add additional positions and consider converting the temporary, grant funded FTE supporting public health to permanent positions under the general fund.

In total, to maintain the high-quality services and parks that Perris residents enjoy, 4-6 additional FTEs may be needed during the next ten years as the master plan is implemented. The Department should look primarily to increase FTE in parks and facilities, and administration. Ideal staffing needs would include the following positions:

- Parks Manager (1 FTE)
- Additional park maintenance staffing (2 FTE, perhaps 5 seasonal)



- Park Ambassador (1 FTE)
- Part Time Recreation Leaders (1 FTE, 3 seasonal)
- Administrative position (1 FTE)

Span of Control

The span of control for each supervisory employee is acceptable and effective. While a typical supervisory span of control may be 3 to 4 positions, the size of the Department suggests that for the Director, the 6 direct reports is an acceptable number to effectively oversee. As the Parks and Facilities Division continues to transition to the Department, it may take until 2022 to fully understand the acceptable span of control for the Supervisor, who oversees the Parks and Facilities Division. Currently, the Community Services Supervisor (Parks) has 23 direct reports including contractors.

<u>Position</u>	<u>Full-time Direct Reports</u>
Director	6 direct reports
Community Services Manager	4 direct reports
Community Services Supervisor (Parks)	23 direct reports
Community Services Supervisor – Leisure Services	5 direct reports + part-time
Recreation Supervisor I – Senior Services	3 direct reports + part-time
Recreation Supervisor II – Sports Services	3 direct reports + part-time
Public Health Supervisor	3 direct reports + part-time

Part-Time Staff Recruitment and Management

To maximize longevity among part-time employees, the Department is encouraged to set wages based on length of employment, experience, and education. Keeping City goals for diversity and equity at the forefront, the Department may consider implementing a consistent and transparent process for setting part-time wages. Currently, the City’s Human Resources Office sets wages for part-time employees. An example of a wage scale based on experience and education is in **Table 18**.

Table 18: Sample Lifeguard Merit Based Pay Scale

	No Experience	Limited Experience (certified)	Water Safety Instructor/ additional aquatics experience	Extensive aquatics experience, and post-secondary education in parks and recreation	P&R Degree or past leadership role OR a pool operator certification
Entry	\$15.00	\$16.00	\$17.00	\$18.00	\$19.00
Year 2 (1,000 hours)	\$16.00	\$17.00	\$18.00	\$19.00	\$20.00
Year 3 (2,000 hours)	\$17.00	\$18.00	\$19.00	\$20.00	\$21.00
Year 4 (3,000 hours)	\$18.00	\$19.00	\$20.00	\$21.00	\$22.00
Year 5 (4,000 hours)	\$19.00	\$20.00	\$21.00	\$22.00	\$23.00



B. Recreation Program Analysis

Current Recreation Program Service Areas

Programs, events, and activities are offered primarily in seven service areas that collectively provide core recreational and educational programs, camps, classes, activities, and events that are produced, hosted, staffed and or facilitated by the Department. Descriptions of the program service areas and 2019 participation rates are summarized below, with key observations provided at the end of each of the following service areas:

- Special events
- Youth and teen enrichment
- Senior enrichment, events, and services
- Sports & fitness
- Health and wellness
- Aquatics
- Enrichment programs

Table 19: Perris Program Service Areas

Program Service Area	Program Type	Age Group
Special Events	Outdoor Fitness events Perris Got Talent Color Fun Run Holiday events Outdoor concerts and movies Snow Day Park clean up events Rods & Rails	All ages
Youth and Teen Enrichment	Teen social events Game nights & tournaments Sustainable farming & gardening Arts & crafts Young child enrichment Youth Advisory Committee Workforce development Volunteer opportunities Chess & gaming clubs Tutoring Arts programs Sports clinics & camps Workforce Development	Youth Teens



Senior Enrichment, Events, and Services	Senior special events Prom Night Birthday celebrations Cultural & holiday Celebrations Social events/games Enrichment classes Activities and lunch clubs Services - insurance, Medicare, legal and tax information programs	Seniors 50+
Sports & Fitness	Youth soccer Youth basketball Youth tee-ball Open-play basketball Fitness center activities	Youth, Adults
Health and Wellness	Outdoor exercise Fitness and body sculpting Walking, hiking and biking programs Tae Kwon Do Kajukenbo Fitness bootcamps Hip Hop dance Gardening activities	All Ages
Aquatics	Swimming lessons Open swimming	All Ages
Enrichment Programs	Dance Music Classes	All Ages

Participation Trends

Participation data demonstrated high demand for the activities and events offered by the Department. The Department invested \$428,244 in general fund subsidy in 2019. However, this analysis provides a focus on only direct costs associated with the programs. The actual subsidy, when full-time staff and other allocated costs are included, is significantly greater. The Department recovered 12 percent of direct expenses for recreation in fees, charges, and sponsorships.



Table 20: 2019 Recreation Participation and General Fund Subsidy

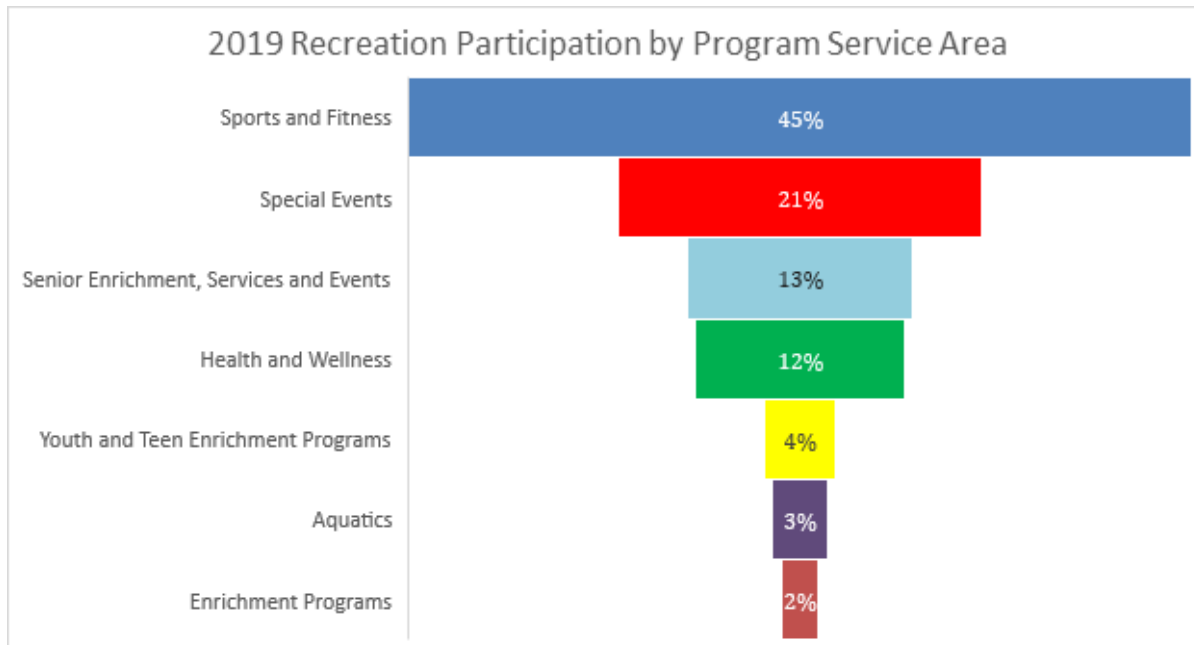
2019 Recreation participation and General Fund subsidy	Participation	Percent of Total Participation	Total Direct General Fund Subsidy	Percentage Of Total Direct General Fund Subsidy	Individual Subsidy
Special Events	27,540	21%	\$160,045	37%	\$5.81
Youth and Teen Enrichment	5,620	4%	\$56,864	13%	\$10.12
Senior Enrichment, Services and Events	16,883	13%	\$39,595	9%	\$2.35
Sports and Fitness	60,072	45%	\$22,655	5%	\$0.38
Health and Wellness	15,540	12%	\$22,018	5%	\$1.42
Aquatics	4,400	3%	\$102,320	24%	\$23.25
Enrichment Programs	3,000	2%	\$24,747	6%	\$8.24
Totals	133,005	100%	\$428,244	100%	\$3.22

The Department allocated nearly two thirds of its general fund subsidy for recreation on special events and aquatics. Sports and fitness programs were the most efficient, receiving only 5 percent of the general fund subsidy although the highest level of participation.

Participation

Counting participation in recreation programs can be challenging due to the differences in programs and activities. For this analysis, a contact hour was used to count each time an individual participated in a particular activity, where that information was known.

Figure 47: 2019 Participation by Program Service Area





Program Locations

Programs were primarily offered at eighteen facilities and parks including:

The Bob Glass Gymnasium	Monument Ranch Park Copper Creek
The Senior Center	Morgan park
Perris Green City Farm	Downtown Perris Historic Downtown "D" Street
Lake Perris State Recreation Area	Route
The Perris Civic Center	Statler Youth Center
Mercado Park	Perris Community Gardens
The Southern California Railway Museum	Patriot Park
Perris High school	Bob Long Park
	May Ranch Park

Special Events

An impressive number of special events is offered by the Department each year that serves to connect the residents to each other through social opportunities. Special events are offered at a minimal cost to promote a sense of community togetherness, and cultural diversity. A focus on neighborhood pride requires that events be held in neighborhood parks whenever possible.

The schedule features an annual Christmas Parade and Snow Day that draw large crowds. Snow Day is unique as children in Perris are given an opportunity to play in snow (trucked in for the event) in an environment that seldom snows (the last time was 1962). Collectively, 27,540 people participated in the 33 events in 2019. **Table 21** demonstrates participation by special event as well as the annual subsidy for each. The events with lower participation and higher subsidies may have reached the end of their life cycle and could be considered for discontinuation. Overall, the Department invested \$160,045 or \$5.81 per special event participant.





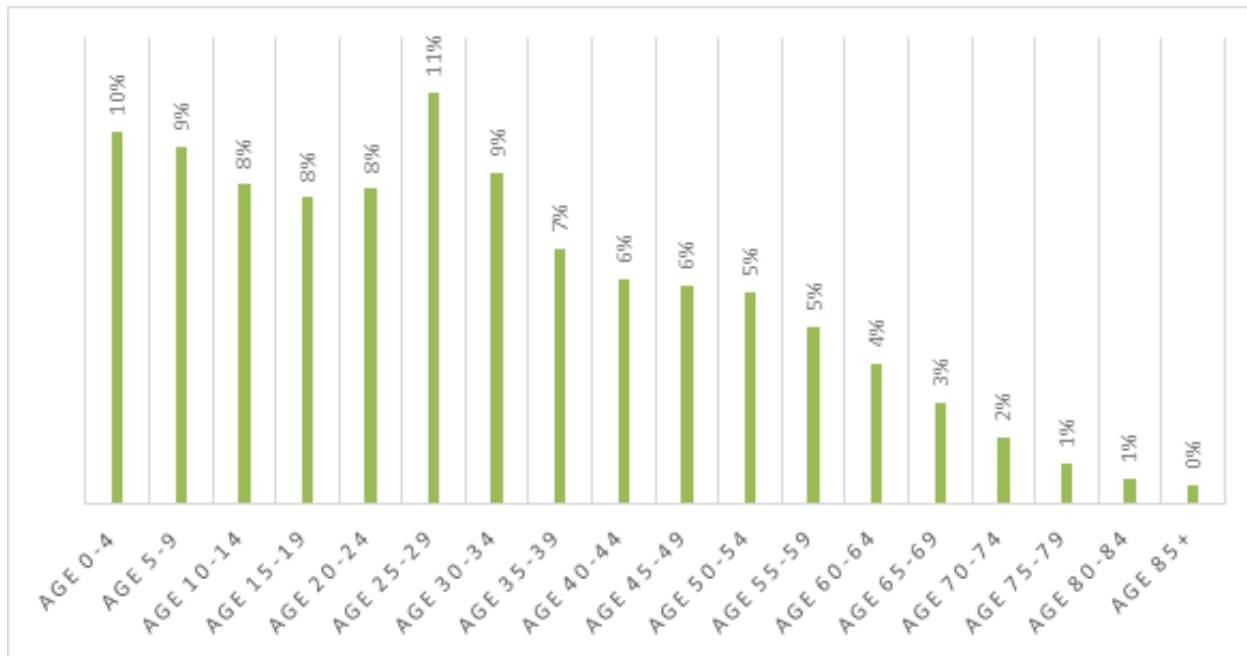
Table 21: 2019 Special Events Participation and General Fund Subsidy

2019 Special Events Participation and General Fund Subsidy	Frequency/Year	Duration / Length	Total Participation	Total Expenses	Sponsorships	Annual Revenues	Annual Subsidy	Individual Subsidy	
Snow Day	1	4 Hrs	5,000	\$ 15,105.00	\$ -	\$ -	\$ 15,105.00	\$ 3.02	High Demand
Christmas Parade	1	4 Hrs	3,000	\$ 13,700.00	\$ 3,000.00	\$ -	\$ 10,700.00	\$ 2.14	
Rods and Rails	1	8 Hrs	2,000	\$ 25,700.00	\$ 15,000.00	\$ -	\$ 10,700.00	\$ 5.35	
Community Easter Egg Hunt	1	2.5 Hrs	2,000	\$ 1,605.00	\$ -	\$ -	\$ 1,605.00	\$ 0.80	
Veterans Day Parade	1	4 Hrs	2,000	\$ 6,105.00	\$ -	\$ -	\$ 6,105.00	\$ 3.05	
Trunk or Treat	1	3 Hrs	2,000	\$ 1,440.00	\$ -	\$ -	\$ 1,440.00	\$ 0.72	
Tree Lighting Ceremony	1	2 Hrs	2,000	\$ 9,500.00	\$ -	\$ -	\$ 9,500.00	\$ 4.75	
Health Fair	1	4 Hrs	1,500	\$ 23,250.00	\$ 10,000.00	\$ -	\$ 13,250.00	\$ 8.83	Moderate Demand
Movies in the Park	4	2 Hrs	1,000	\$ 8,120.00	\$ -	\$ -	\$ 8,120.00	\$ 8.12	
End of Summer Splash	1	4 Hrs	1,000	\$ 6,300.00	\$ -	\$ -	\$ 6,300.00	\$ 6.30	
Harvest Festival	1	4 Hrs	1,000	\$ 9,200.00	\$ -	\$ -	\$ 9,200.00	\$ 9.20	
Take a Hike Series	6	4 Hrs	600	\$ 9,610.00	\$ -	\$ -	\$ 9,610.00	\$ 16.02	
Color Fun Run	1	4 Hrs	500	\$ -	\$ -	\$ -	\$ -	\$ -	
Concert in the Park	1	3 Hrs	500	\$ 6,700.00	\$ -	\$ -	\$ 6,700.00	\$ 13.40	
Breakfast with Bunny	1	2.5 Hrs	300	\$ 8,800.00	\$ -	\$ 1,950.00	\$ 6,850.00	\$ 22.83	Low Demand
Breakfast With Santa	1	2.5 Hrs	300	\$ 12,100.00	\$ -	\$ 2,100.00	\$ 10,000.00	\$ 33.33	
Perris Got Talent	1	3 Hrs	200	\$ 7,780.00	\$ -	\$ -	\$ 7,780.00	\$ 38.90	
Shadow Day	1	6 Hrs	200	\$ 10,050.00	\$ -	\$ -	\$ 10,050.00	\$ 50.25	
Park Clean Up	4	4 Hrs	200	\$ 3,420.00	\$ -	\$ -	\$ 3,420.00	\$ 17.10	
Geared Up Bike Event	1	4 Hrs	100	\$ 3,205.00	\$ -	\$ -	\$ 3,205.00	\$ 32.05	
Empowering Your Mind	1	4 Hrs	100	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00	\$ 100.00	
Royal Princess tea Party	1	2 Hrs	40	\$ 605.00	\$ -	\$ 200.00	\$ 405.00	\$ 10.13	
Total	33		27,540	\$ 192,295	\$ 28,000	\$ 4,250	\$ 160,045	\$ 5.81	

Youth and Teen Enrichment

Youth and teen enrichment camps and activities provide a safe and encouraging environment where children develop healthy habits while engaging in activities including arts and crafts, physical activities and games designed to support success at any age, skill or level of ability. A modest level of participation, 5,620 youth, participated in recreation activities during 2019. This program service area accounted for only 4 percent of all recreation participation and 13 percent of the general fund subsidy provided for recreation programs. The youth and teen enrichment activities received virtually no revenue and on average, each youth participant was subsidized at \$10.12 for each activity. Given the City’s significant youth population (35%) compared to California (18%), youth programs should be an area of significant focus. The City also focuses on providing workforce development opportunities for adaptive communities

Figure 48: Current Population in Perris by Age



Seniors Enrichment, Services and Events

The Senior Center Services area includes all programs, activities and services designed and offered exclusively for adults 50+ years of age, whether at the Senior Center or other facilities. In 2019, Senior programs and services accounted for 16,883 participants. Programs included social activities, a robust schedule of special events (holiday and cultural celebrations, birthday parties and a formal dance, Senior Prom, daily lunches, as well as various activity clubs.

The Senior Program provides vital services that include health screenings, information and referral for insurance, legal, Medicare, and tax matters, assistance with document preparation and paralegal and notary services.

Sports & Fitness

The Department offers a sports and fitness program that includes youth sports leagues and drop-in, self-directed play and use of a fitness center. Youth sports were offered in soccer and t-ball for children 3-7 years old and basketball for youth 3-14 years old. In 2019, 1,192 children participated in the program with 35,000 contact hours of service. Drop-in open gym and fitness activities accounted for another 25,000 contact hours, making sports and fitness the largest participatory activity the Department offers.

The Department invested \$10,805 in the youth sports program or \$.31 per contact hour. The drop-in self-directed open gym and fitness center programs charged modest fees that were enough to cover most of the costs associated with offering the programs. Overall, the sports and fitness subsidy is \$.38 per contact hour.



Health and Wellness (Public Health)

A variety of health and wellness activities were offered in 2019. Total contact hours were 15,540 in activities such as fitness and body sculpting, “Gunz and Gainz”, Zumba, walking programs, hiking, biking, Pilates, and yoga. There are also various free gardening programs intended to demonstrate the nutritional, mental and physical health benefits of gardening. Adaptive programming for individuals with disabilities is also an important part of this service area that includes workforce development. Providing health and wellness opportunities is a top priority for the Department that also supports the Live Well Perris initiative. A series of free programs are also offered at the community garden.

Enrichment Programs

The Department offers enrichment opportunities for youth and adults in various martial arts, parent and child activities, adaptive programs, dance, and boot camps. Total registrations received were 3,000 in 2019 which accounted for 2 percent of all recreation participation and an average of 8.24 subsidy. However, the majority of this subsidy resulted from a youth mariachi program with a high cost to produce. Excluding that one program, the subsidy was \$1.58.

These activities have an average fill rate of only 52 percent. Still, while some of the classes raise a slight net, direct revenue, when all indirect costs such as coordinator salaries, building costs, utilities, etc., are factored in, it is likely that these classes are highly subsidized. Overall, these classes are subsidized at \$1.58 per class, due in part to a 54 percent average scholarship.

Table 22: Fill Rate for Selected Health and Wellness Classes

	Minimum	Maximum	Average Registration	Fill Rate
Advanced Hip Hop	5	30	20	66%
Beginning Hip Hop	5	30	24	80%
Discovery Time	5	15	13	87%
Mom & Tot Classes	5	15	15	100%
Young Children Tutoring	3	6	5	83%
Tutoring	3	6	2	33%
Kajukenbo	5	35	33	94%
Kajukenbo (16 & up)	5	35	4	11%
Tae Kwon Do (Tiny Tigers)	5	35	8	23%
Tae Kwon Do (White Belt)	5	35	14	40%
Total Average				52%

Aquatics

The Department offers swimming lessons, open swimming, and lap swimming during the summer at Perris High School. Due to the costs associated with using the pool, the Department spends approximately one-third of its general fund subsidy dedicated to recreation for direct expenses related to the aquatics program while program participation accounts for only 3 percent of the Department’s total participation.



Key Findings

- Aquatics programs are important to the Department but have a high subsidy and as a result, the Department may be better served long-term with a City-owned aquatics facility
- Capacity exists for expansion of activities for youth. Currently, only 4 percent of the Department's participation is from non-sport related youth programs
- Participation data reflects high interest in sports and fitness programs although no adult programs are offered
- Special events programs are well received and efficiently run with modest subsidy
- Health and wellness is a top priority for the department although only 11 percent of program participation is in that service area. Health and wellness programs and opportunities, especially in the area of walking programs may be an important focus area for program expansion
- The average fill rate for enrichment classes is 52 percent and may suggest the Department prioritize other program areas and step away from programs offered by other providers such as the Boys and Girls Club of Perris. The Boys and Girls club offeres enrichment classes, sports, fitness, and art programs among others for Perris youth.
- The Department's direct cost recovery of 12 percent is low and provides opportunities, based on the department's resource allocation philosophy and policy for increased fees
- The Department does not have a consistent way to evaluate the success of current program offerings. Although the recreation team meets after events to talk about ways to improve, they do not generally solicit consistent feedback directly from their community members on the quality of activities or ways to provide better service.
- The Department does not have a formal marketing plan. Department marketing efforts should be evaluated. It is likely that the low fill rates for enrichment classes may be related to marketing efforts

Program Development

The demographic profile of the city suggests three focus areas for future program development:

1. The community has a significant number of people with lower educational attainment (16% less than 9th grade and an additional 15% without a high school diploma) suggesting the need for providing lifelong learning classes and opportunities that would include writing skills, GED preparation, technology classes and other programs that support life skills
2. There is a significant percentage of residents with a disability (27%). In addition to ensuring facilities and programs are in compliance wit the Americans with Disabilities Act, a focus on inclusive programming is important.
3. The population leans to a younger demographic, with youth 19 and younger making up 35 percent of the population. Given this information family-friendly/youth programming should be a priority.

Other Recreation Service Providers in Perris

Other service providers (both for profit and not for profit) were identified during the community engagement process and background research.

- P-Town Boxing
- Southern California Jr All American Football/Cheerleading
- AYSO Perris Region, #544
- Perris Inter Soccer League
- Perris Valley Pony Baseball & Softball (PVPBS)
- Boys and Girls Club of Perris



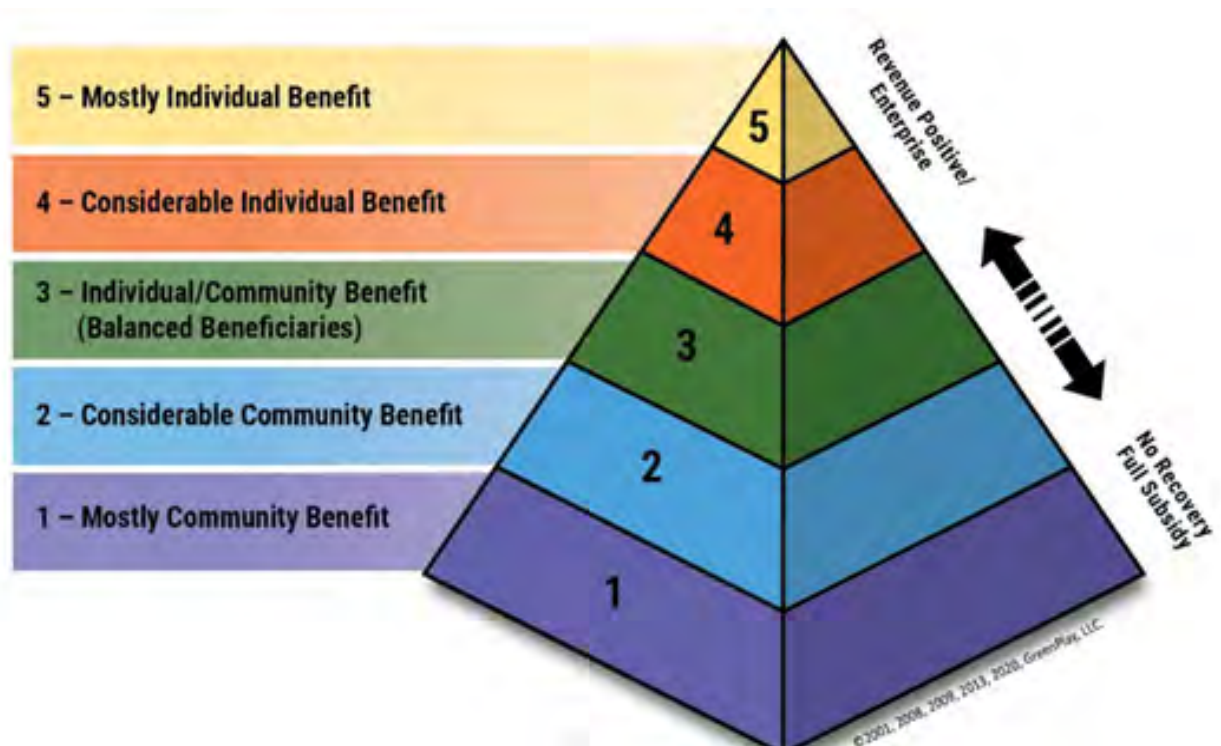
- Drop Zone Water Park
- Perris Branch, Riverside County Library
- Perris Valley Youth Association Sports
- University of California Cooperative Extension Master Gardener Program

Resource Allocation and Subsidy Level Policies

Parks and recreation facilities, programs, and services are essential to improving the lives of the Perris community. However, not all facilities, programs, and services are equal. In general, the more a facility, program, or service provides a community benefit to its citizens as a whole, the more that service should be paid for by all citizens through the use of general fund allocation. The more a facility, program, or service provides individual benefits, the more that service should be paid for through user fees. A resource allocation and subsidy philosophy can acknowledge the many known public benefits a healthy parks and recreation system provides to the community. Parks and recreation services are known to promote and contribute to economic development, a sense of safety, and the public's well-being.

GreenPlay, LLC has long championed such a philosophy demonstrated using the “Pyramid Methodology” shown in **Figure 49**. This methodology develops and implements a refined philosophy and policy based on current best practices as determined by the mission of the agency and categorical service benefits to the community and/or individual. A resource allocation and subsidy philosophy and policy will support the City of Perris’s public facilities and service goal of ensuring public services which are cost-effective.

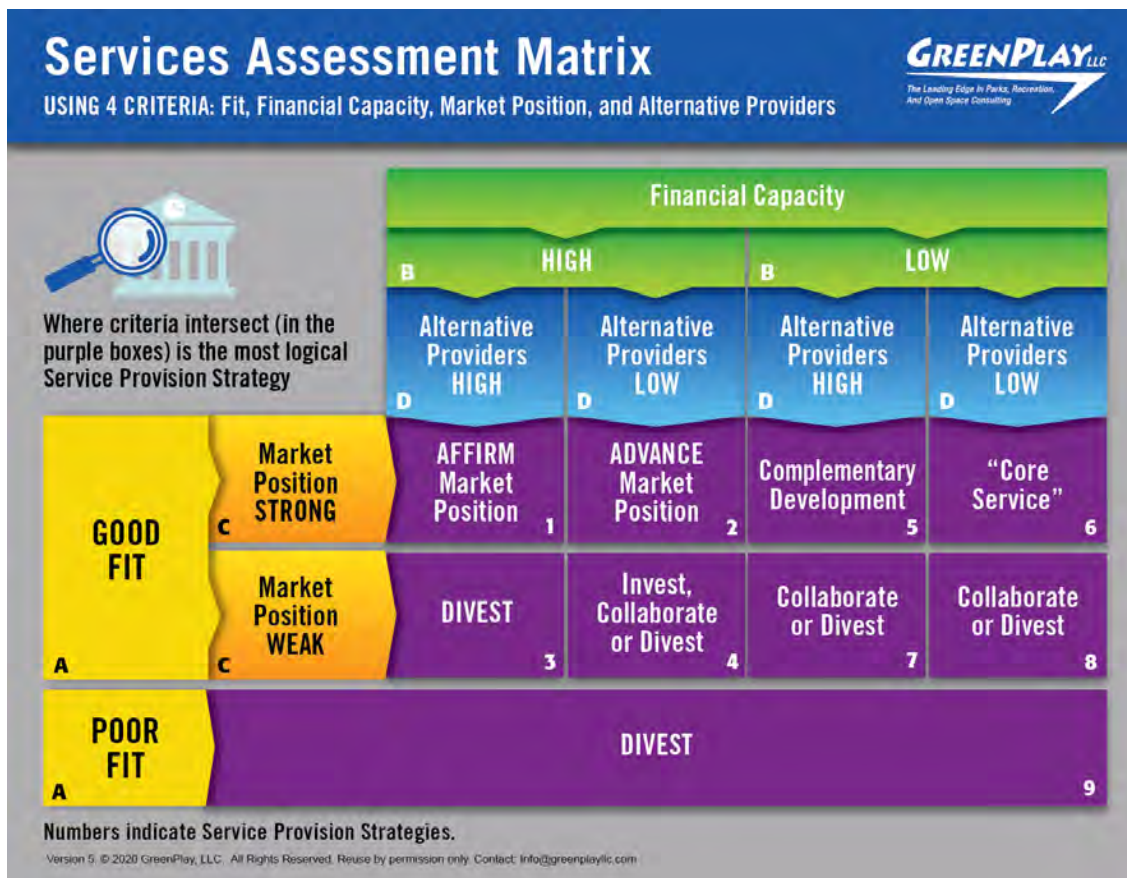
Figure 49: Pyramid Methodology



Ongoing Evaluation of the Recreation Program

The Department should have a process in place to evaluate the success of current program offerings and criteria to determine if new programs should be instituted or if changes should be made to current programs, including eliminating or suspending existing programs. See the Service Assessment Matrix in **Figure 50** which provides one tool for evaluating the delivery of the recreation program.

Figure 50: Service Assessment Matrix



To best utilize this assessment, a few simple questions should be asked of participants and staff about each program:

- Is participation increasing or decreasing? If participation is increasing, then it could mean that the program should be continued. If participation is decreasing, are there steps to take to increase interest through marketing efforts, changes to the time/day of the program, format, or instructor? If not, it may be time to discontinue the program.
- Is there information contained in the participation/staff feedback that can be used to improve the program?
- Are cost recovery goals being met? If not, can costs be reduced or can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the Department could provide referrals for its customers.
- Is this program taking up facility space that could be used for expansion of new or more popular programs in demand by the community?



Future Program Evaluation Process

An evaluation process designed to determine user satisfaction with each program and activity may serve the Department well. Some sample performance measures with outcome and purpose are in **Table 23**. A minimum of five performance measures, reported quarterly is recommended.

Table 23: Sample Performance Measures, Purposes and Outcomes

Performance Measure	Purpose	Outcome
# of new classes per quarter	Maintain a fresh and novel recreation program	Attract new and returning participants
# of program cancellations	Keep programming from stagnating.	Make efficient use of coordination time and marketing budget
Participant satisfaction rates	Maintain and attract advocates, strong, sustainable revenues, and word of mouth marketing	Encourage high quality program delivery

Marketing Efforts, Channels, and Opportunities to Increase Program Participation

As service organizations, Parks and Recreation agencies require a proactive and consistent marketing approach. Typical agencies use annual reports, press releases, letters to the editors, letter to stakeholders, letter to human service providers, newsletters, presentations to civic groups, paid advertisements, news features, brochures, flyers, information on press kits, displays, demonstrations and electronic communication and social media to publicize events and activities. A detailed marketing plan, including a fee study is recommended.

C. Maintenance and Operations Analysis

The Community Services Department is responsible for the overall vision of the parks system including strategic oversight, daily operations, capital planning and improvements, property acquisition and development. The Department serves the community with 186 acres of developed parkland at 27 sites and manages the maintenance of the parks, athletic fields, courts, and trails. Since the last master plan in 2005, residents have voiced concerns with park upkeep, primarily caused by security issues, illegal dumping, and homelessness. As a result, responsibility for park maintenance was realigned from Public Works to the Community Services Department in 2020. The transfer of responsibility was done to support a more focused, higher level of maintenance. Staff report that the transition was seamless, and the Department is taking a very pro-active stance on maintenance of the parks, trails, and athletic fields.

The previous master plan adopted in 2005 highlighted community concerns with park maintenance. Although outdated, the master plan's conclusions remain timely. The public input and needs analysis survey both suggested that enhanced park maintenance can improve user experiences in the parks. Overall, proper maintenance of parkland can reduce the possibility of:

- Accelerated depreciation of park amenities
- Increased crime and vandalism
- Increased gang activity



- Negative public perception of City operations
- Decreased property values surrounding parks
- Increased renovation costs in the future

GreenPlay assessed the effectiveness, efficiency, and ability to deliver safe, clean, and green outdoor spaces for the community. The desired outcome of this assessment was to identify opportunities to refine and optimize the City’s maintenance practices and to develop recommendations that will ensure the City is meeting all its maintenance and operational objectives.

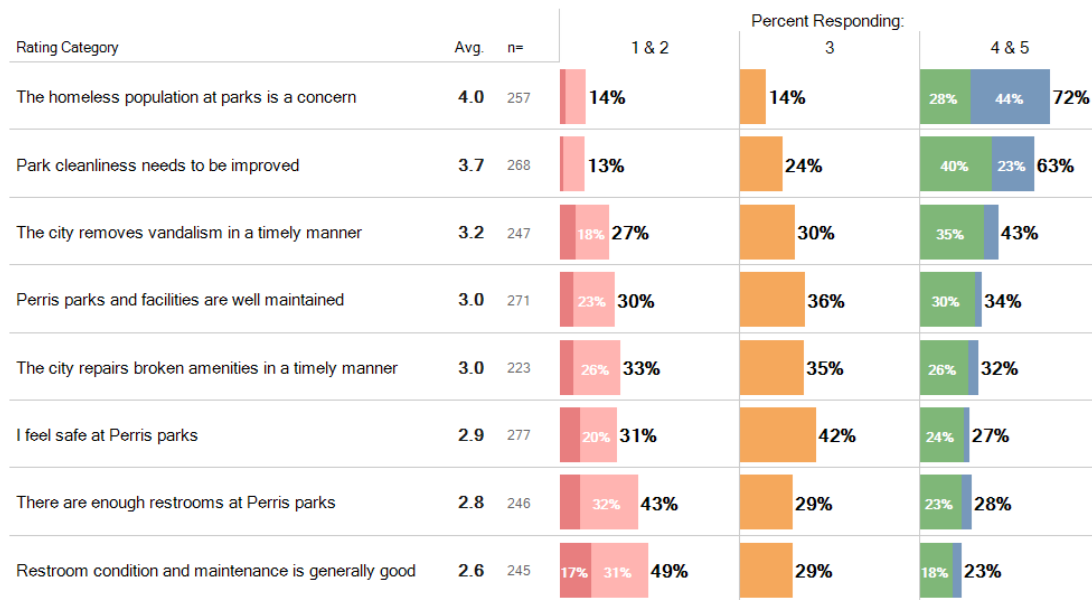
This process encompassed site and facilities inspections, review of materials provided by the City, and interviews with park operations staff. Analysis of all collected data provided an understanding of how well the maintenance and operations of the parks and recreational facilities is meeting the community’s expectations and recommendations to improve and enhance the level of services provided.

Customer Satisfaction

During the study, GreenPlay noted that in most cases, parks maintenance and the condition of restrooms were clean, neat and well kept. However, the needs analysis survey respondents showed some concern for issues related to park cleanliness. A majority of survey respondents (63%) felt there was some opportunity for improvement. Only 13% of survey respondents, reported that park maintenance did not need improvement (See **Figure 51**). A majority (58%) suggested that their use of parks is impacted by a perception of condition of the parks. The survey data is clear that park conditions are directly related to inappropriate use and homelessness issues.

Figure 51: Survey Responses to Cleanliness, Maintenance, and Safety in Parks

How much do you agree or disagree with the following statements...?



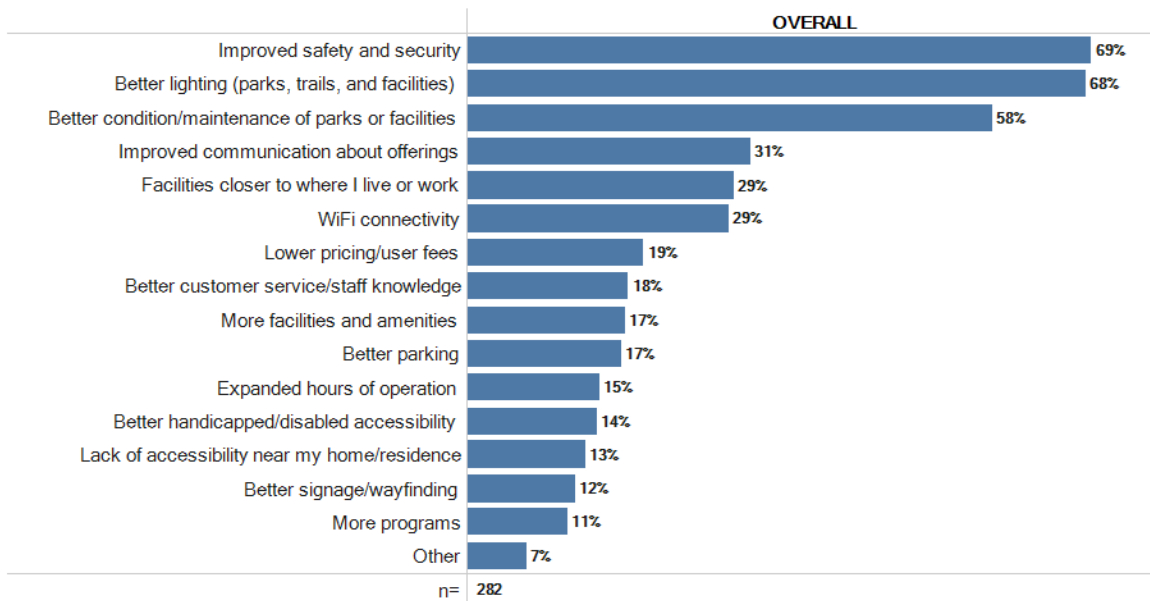


Opportunities to Increase Use of the Parks

Inappropriate behavior, homelessness, vandalism are systemic issues for most cities in Southern California and require a coordinated effort with social services and public safety organizations to address. Survey respondents report improving safety in the parks as well as enhanced maintenance, can increase park use. See **Figure 52**.

Figure 52: Survey Respondents Reported Factors to Increasing Park Use

Q: What are the most important areas that, if addressed by the City of Peris, would increase your use of parks and recreation facilities? (Check all that apply)



There are ways to increase productivity and effectiveness of the park's maintenance efforts. These include:

- Establishment of a dedicated parks maintenance facility as a staff reporting location and for consolidating storage of equipment, supplies and vehicles
- Continuing to follow industry best practices for scheduling park maintenance activities
- Development of an asset management plan that categorizes equipment and amenities by useful lifespan and inclusion of priorities into capital improvement plans
- Development of maintenance standards/expectations for each park and each maintenance task

The Department does not have specific written park maintenance standards or maintenance guidelines. The maintenance staff, including two contractors, focuses on cleanliness, regular routine maintenance tasks, and addressing reported maintenance issues. Development of park maintenance standards can greatly improve user experiences. The sports fields have prescribed periods of non-use in order to allow turf to regenerate. See sample park maintenance standards in **Appendix F**.



Budget and Personnel

The Community Services Department is responsible for daily maintenance of 13 parks or public spaces, 7 pocket parks, and operation of 6 sports parks with 9.53 FTE, supplemented with 12.75 contracted FTE paid by Landscape Maintenance District (LMD) funds. As the population in Perris continues to expand (doubling since 2005), the need for additional park space and thus maintenance responsibility will increase.

A significant amount of funding for parks maintenance comes from the LMD. The Department contracts the maintenance of 17 parks paid from the LMDs. Park maintenance operations were funded in 2020/21 at \$4,141,957, almost half paid from LMD funds. The team and contractors maintain 203 acres of City owned parks, trails, and open spaces or 2.6 acres per 1000 residents. The standard for park acreage is defined in the City's General Plan at 5 acres per 1000, which requires the City expand park acreage by 225 acres, and a 78% increase in funds and staff positions dedicated to park maintenance. Increased maintenance staffing may also be needed to support potential expanded in-park events (concerts, movies, etc.) in neighborhood parks around the City. Currently, 50% of the City's nearly 80,000 population can walk from their homes to a park and the Department is dedicated to increasing that percentage which suggests a significant need for future park acquisition and an increasing maintenance workload at an annual cost greater than \$3,000,000.

The parks maintenance staff does not maintain any other properties such as school facilities or contribute to the maintenance of a county park, (Kabian Park or the State-owned Lake Perris State Recreation area located within the city.

Assets Maintained include:

- Basketball Courts (11)
- Concession areas (5)
- Diamond Ballfields (14)
- Event Spaces (2)
- Walking Loops (7)
- Natural Areas (1)
- Open Turf Areas (12)
- Restrooms (14)
- Playgrounds (13)
- Rectangular Ballfields (8)
- Shelters (24)
- Skate parks (2)
- Tennis Courts (2)
- Trail Heads (1)
- Volleyball Courts (2)
- Spray Pads (1)

The parks maintenance team is assisted by a Parks Coordinator who acts as a liaison between the recreation and the parks staff members. The relationship between the two groups is excellent and collaborative. Staff are assigned and helpful in support of the Department's special events. The City is considering hiring a quality inspector who will assume responsibility for playground inspections and oversight of the contractors. Currently, a Parks Coordinator is a certified Playground Inspector and fulfills this role.

The parks maintenance team is also supported by a crew leader, specializing in irrigation who oversees those systems. The City benefits from an automated irrigation system that tracks efficiency using weather technology. The Department categorizes parks maintenance into five levels of service, based on use and a previous assessment report. The analysis was based principally on the amount of use and resources provided to maintain each park space. Athletic fields and some specialty parks receive the highest level of maintenance resources. The classifications are described later in this chapter under Park Maintenance Classifications.



The maintenance team is not supported by any formal volunteer friends or other advocacy groups to assist in the maintenance of the parks. Staff recognize that activation of the spaces reduces inappropriate behavior and thus maintenance workload. Staff report that they do not have an equipment replacement fund or asset management process in place.

Park Maintenance Schedules and Acreage

The LMDs weekly schedule includes visits to clean and maintain each site. Department staff visit some of the areas , once per week throughout the year as appropriate. Restrooms are serviced daily and as needed.

Table 24: Park Maintenance Schedules and Acreage

Perris Owned Parks Properties	Acres	Maintenance Funded
Bob Long Memorial Park	4.41	LMD
Copper Creek Park	8.7	LMD
Frank Eaton Memorial Park	4.4	LMD
Goetz Park	10	LMD
Liberty Park	12.9	LMD
Linear Park East	20	LMD
May Ranch Park	6.9	LMD
May Ranch Pocket Park	.5	LMD
Metz Park	17.2	LMD
Monument Ranch Park	8.5	LMD
Morgan Street Park	15.0	LMD
Paragon Park/Skate Park	16.3	LMD
Patriot Park Sports Complex	14	LMD
Paws Park	2.9	LMD
Perris Valley Trail	3.1 miles	LMD
Pocket Park El Nido	1.1	LMD
Skydive Baseball Park	7.2	LMD
Banta Beatty Park	1.1	City
Civic Center	3.75	City
Fletcher Park	.1	City
Foss Field Park	12.8	City
Howard Schlundt Park	.27	City
Mercado Park	2.6	City
Pocket Park D Street	.1	City
Rotary Park	6.9	City
Russel Stewart Park	1.5	City



Athletic Fields

Non-profit organizations are charged a nominal fee to permit use of the athletic fields. Athletic fields permit fees collected in 2019 were \$31,265 for permits from June through December. Data was not available for January-May 2019 or for the cost of maintaining athletic fields, broken out from other park maintenance which made determination of cost recovery of ballfield maintenance impossible during this study. All athletic field preparation for competition (lining, dragging, etc.), is completed by sports group organizers that include AYSO, Pop Warner, and others. Athletic fields are permitted by blanket permit to each group who reports hours of use in advance to the Department. This allows the Department maximum opportunity to permit the fields to other community members as needed. The Department mandates that 90 percent of each sports group is made up of in-city residents. The Department allows one waiver for each not-for-profit group per year that typically amounts to a revenue reduction of \$200 to \$500 per group.

Currently, there is no scheduled down or rest time for the parks and athletic fields. Gated fields are desired by staff to allow time to regenerate the turf. Staff desire additional soccer fields to meet increasing demand and reduce stress on the current fields. This will be important as the population grows. However, the current inventory of sports fields is sufficient to meet needs based on the median number of rectangle fields that a typical City the size of Perris would offer.

Community Member Input into Parks Maintenance

The City provides several opportunities for community members to provide input into improved parks maintenance. The City uses IWorQs application to allow staff and community members to identify and communicate concerns in the parks. The application tracks hours and equipment used to maintain a park. Community members are encouraged to call or email the Department or go online to create an external work order. Finally, Instagram offers another communication method that community members may use. While these opportunities are available, staff report that community members do not provide a significant amount of input.

Safety and Security of Parks and Public Spaces

During the public engagement process and needs assessment survey, comments were received that expressed concern with safety and security, homelessness, illegal dumping, inappropriate use and criminal behavior in the parks. It is recommended that future parks should be designed with a strict adherence to Crime Prevention Through Environmental Design principles (CPTED).¹⁴ While primarily applied during planning for parks, the principles can be applied to existing parks operations.

Four Key Principles of CPTED

Natural Surveillance

The fundamental premise is that criminals do not wish to be observed. Surveillance or the placing of legitimate 'eyes in the parks' increases the perceived risk to offenders. This may also increase the actual risk to offenders if those observing are willing to act when potentially threatening situations develop. So, the primary aim of surveillance is not to keep intruders out (although it may have that affect) but rather, to keep intruders under observation.

¹⁴ Crime Prevention Through Environmental Design Principles Guidebook, National Crime Prevention Council, October 2003



Natural Access Control

Natural access control relies on doors, fences, shrubs, and other physical elements to keep unauthorized persons out of a particular place if they do not have a legitimate reason for being there. Nonphysical or 'psychological' barriers can be used to achieve the objective of access control. These barriers may appear in the forms of signs, paving textures, nature strips or anything that announces the integrity and uniqueness of an area. The idea behind a psychological barrier is that if a target seems strange, or difficult, it may also be unattractive to potential criminals.

Territorial Reinforcement

People naturally protect a territory that they feel is their own and have a certain respect for the territory of others. Clear boundaries are achieved by using physical elements such as fences, pavement treatment, art, signs, proactive maintenance, and landscaping which are ways to express ownership. Territorial reinforcement can be seen to work when a space, by its clear legibility, transparency, and directness, discourages potential offenders because of users' familiarity with each other and the surroundings. The use of bollards and locked gates when parks are closed can be effective in establishing boundaries.

Maintenance and Management

This is related to the neighborhood's sense of 'pride of place' and territorial reinforcement. The more dilapidated an area is, the more likely it is to attract unwanted activities. The maintenance and the 'image' of an area can have a major impact on whether it will be targeted. Basically, well maintained parks are easier to keep clean and are more efficiently managed.

The Department is recommended to consider the following:

1. The Community Services Supervisor (Parks) and Division staff should either contract with a consultant or complete an in-house park security evaluation that addresses:
 - Sight lines
 - Lighting
 - Concealed and isolated areas
 - Opportunities for space activation
 - Maintenance standards in areas most effected by inappropriate behavior
 - Signage
 - Horticultural practices
2. Implement opportunities for applying Crime Prevention Through Environmental Design, (CEPTED) principals to existing parks:
 - Increase Park Ambassadors in parks to provide a greater presence
 - Work with the Perris Police Department to have patrol cars drive through parks when appropriate
 - Evaluate sight line opportunities (unobstructed views through the park) to ensure minimal areas escape observation
 - Organize volunteers into friends' groups to conduct foot patrols
 - Add surveillance cameras, with appropriate signage, to parks
 - Incorporate horticultural practices that use shrubs and hedges as a way to control access to high-risk areas. Care must be taken to avoid creating areas in conflict with natural surveillance and goals. While fencing parks is never a good idea because it restricts access, the use of boulders and hedges to restrict access to areas where illegal dumping occurs can be effective

- Work to better activate park spaces through neighborhood connections - events, festivals, corporate picnics, etc.
- Consider adding high use - ongoing activities in parks such as disc golf courses, additional dog off leash areas and community gardens
- Consider having Park Ambassadors provide printed materials, with park rules and a list of authorized off-leash areas, to owners who walk their dogs off-leash illegally, as well as services available to homeless individuals

Maintenance and Operations Challenges and Opportunities

Homelessness

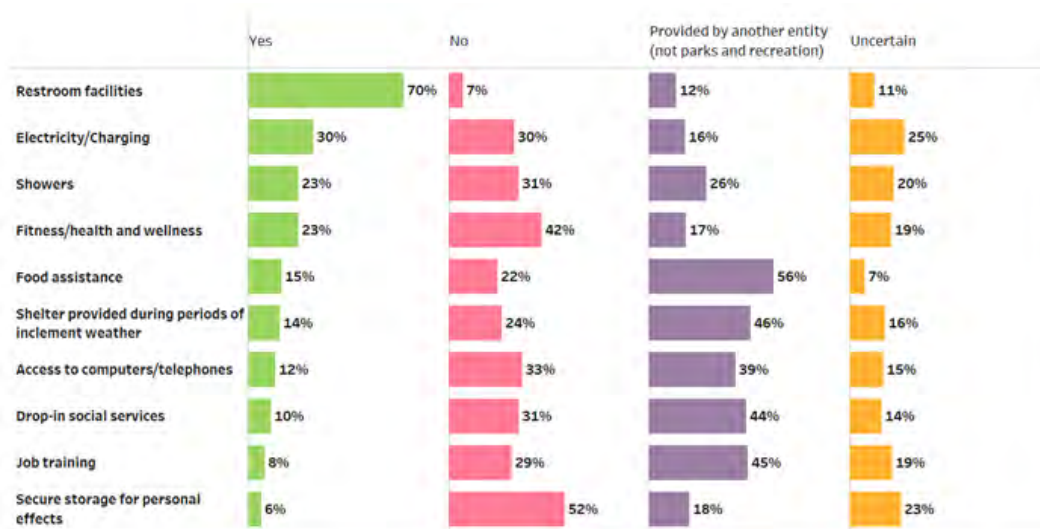
Homelessness has been a problem in the City in the past. An initiative was undertaken to address the problem in 2016. Community outreach appears to help reduce the homeless presence in the parks.

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. In fact, a survey administered by GP RED,¹⁵ a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in **Figure 53**, many agencies offer services far beyond the traditional “parks and recreation.” Restroom facilities are the number one facility offered by agencies, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

Figure 53: Survey Responses from GP RED Research on Homelessness

Are the following services are offered to the homeless population by parks and recreation agencies in your community?



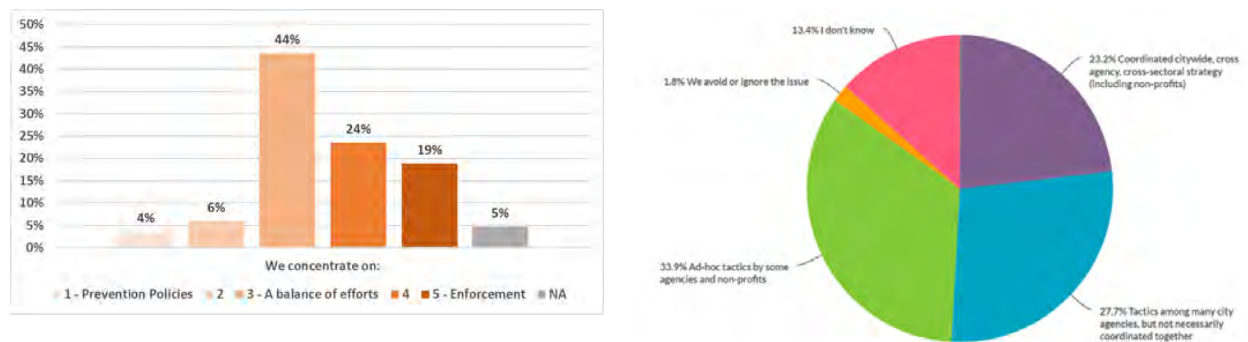
15 GP RED Homelessness Redline Survey 2018



This has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exasperate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case-by-case basis.

Noted in the figure below, often times management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. In the GP RED Survey, over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement. Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, Business Improvement Districts, and Health-Human Services to be develop a plan. The Southern California Association of Governments also provides support to address homeless issues in the region.

Figure 54: Tactical Approaches to Managing Homelessness



Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies state they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development. See **Figure 54**.

Figure 55: How Effective is Your Community/ is Your Organization?



Source: GP RED Homelessness Redline Survey 2018

A Dedicated Maintenance Yard

The staff currently meets at a fire station parking lot and has limited space for storage of equipment and supplies. A permanent maintenance yard with appropriate parking, office space, trash storage, workshop space, hazmat lockers, meeting areas and locker rooms is needed. The maintenance team stores most of their equipment at the Paragon Park fire station and stores supplies at the Morgan Park Storage facility. Both written and adopted Maintenance Standards and Performance Measures are necessary to encourage and assure proper and timely maintenance of parks in Perris.

High Density of Use

The City currently maintains 27 park areas (neighborhood, community, pocket parks and trails (as well as school properties) with park amenities, 20 of which are .5 acres or greater, that translates into 3,956 residents per park. Typically, agencies the size of Perris would have less park density – 1,560 to 4,518 or a median of 2,523. Typically, the greater the number of residents per park, the greater the maintenance needs (greater amounts of trash, the need to clean restrooms more often, repairs and overall maintenance). Over the past five years, both in California and across the United States, density of park use has increased by 7 percent.¹⁶

Wildfire Prevention

The increased prevalence of wildfires in the vicinity of the City will necessitate a significantly greater demand on the maintenance team to maintain turf that does not contribute to potential wildfires.

Performance Measures

The Department is encouraged to develop S.M.A.R.T. (specific, measurable, achievable, relevant and time bound) performance measures in the following and other areas related to parks maintenance:

- Litter Control – All litter should be removed from the parks daily within 24 hours
- Graffiti should be removed within 48 hours/24 hours if offensive language/graphics
- Repairs to assets and elements within 48 hours and signs posted closing an amenity needing repair
- Park inspections – completed daily, including all playgrounds
- Restroom maintenance and service – should be completed daily, each day a restroom is open to the public
- Irrigation – turf should have a green appearance except for dedicated natural areas. Priority areas for irrigation should be reviewed annually

¹⁶ National Recreation and Park Association 2020 Agency Performance Review



Park Maintenance Classifications

The Community Services Department should classify their park spaces by appropriate levels of service. The classifications of park areas, to suggest levels of maintenance, are intended to be a guide and not definitively determine which level of maintenance a particular park should receive. Park classification should be based on safety, use, density, and evaluated through an equity lens to ensure all residents receive a similar level of service. The levels below should apply to all City properties and parks. Athletic fields should be maintained with safety, security, competitive play needs and aesthetics at the forefront. The Department may wish to distinguish between competition and practice fields per adopted maintenance standards, such as those suggested in this plan.

Level 1: is reserved for special, high-visibility areas that require the highest level of maintenance. Regional parks and specialty parks should be maintained at this standard. This level is associated with well-developed public areas, stadiums, government grounds, or historical districts.

Level 2: is the normal standard the average park user expects to see on a regular, recurring basis. It is the desired standard at a moderate level of maintenance. Neighborhood and community parks should be maintained at this standard. The difference between Level 1 and Level 2 is the frequency rate of users. Maintenance standards can change by season or month depending on the level of park use. This level is associated with locations that have moderate to low levels of development, visitation, due to budget restrictions.

Level 3: is just below the norm as a result of staffing or funding limitations. The levels of maintenance limitations include reductions in frequency of maintenance and a focus on maintaining the safety of park facilities and improvements. This level is at a moderately low level of maintenance. It is associated with locations affected by budget restrictions.

Level 4: is one above allowing the land to return to its natural, undeveloped state. It is the minimum-level of maintenance. This level is associated with locations that have severe budget restrictions.

Level 5: Undeveloped open space already in its natural condition or land allowed to revert to a natural state.

D. Financial Analysis

Current Circumstance

Perris Community Services efficiently manages parks and recreation services through a biennial budget, the most recent being FY 2019-2020 and 2020-2021. The general fund is the primary operating fund, which accounts for a majority (64 percent) of financial and general government revenues and expenditures. **Table 25** is a snapshot of the Department's three most recent fiscal years.



Table 25: Community Services three-year budget history

General Fund	FY 2018/19	FY 2019/20	FY 2020/21
Revenues	\$176,318	\$242,398	\$245,167
LMD Revenues	\$1,959,500	\$2,009,500	\$2,009,500
Expenditures	\$6,132,584	\$5,605,938	\$5,595,583
Surplus/Deficit	(\$3,996,766)	(\$3,354,040)	(\$3,340,916)
Total Cost Recovery	4.4%	7.2%	7.3%

Department general fund revenues consist of property taxes, assessments, program fees, grant revenues, donations, facility fees, and transfers from a Landscape and Maintenance District (LMD). Recreation fees from programs, classes and facility rentals have shown a steady increase over the past 5 years as demonstrated in **Table 26**.

Table 26: Perris Community Services Revenue Trends

Perris Community Services Revenue Trends						
FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21
\$195,766	\$177,456	\$183,363	\$200,555	\$176,318	\$242,398	\$245,167

Perris’s Landscape Maintenance District revenues are restricted to the administration and maintenance of improvements within the legal boundaries of the LMD. The LMD revenues pay for virtually all park maintenance costs, accounting for approximately 1/3 of the Community Services Department’s annual expenditures.

The Department’s total operating budget in 2020/21 is \$5,595,593. An additional \$12.6 million was approved in FY-20-21 to complete various CIP projects in both parks and recreation facilities as listed in **Table 27**.

Table 27: 2019/20 Capital Improvement Budget

Parks & Recreation	Prior Year Carry-over	Approved Mid-year Amendment	Mid-year Amendment	Adopted Budget
P029 San Jacinto River Trail	504,735	-	-	504,735
P034 Enchanted Heights Park	86,601	104,850	-	191,451
P036 Morgan Street Park	976,500	-	5,100,886	6,077,386
P037 Foss Field Park Improvements	17,919	-	-	17,919
P038 Linear Park Lighting	47,037	-	-	47,037
P039 Patriot Park Field Upgrade	5,000	-	-	5,000
P040 Perris Valley Storm Channel Trail Phase II	2,999,594	-	-	2,999,594
P041 Metz Park Improvements	100,000	-	-	100,000
P042 Goetz Park	1,991,725	400,000	-	2,391,725
P043 Copper Creek Park - Park Improvements	50,000	-	-	50,000
P044 Parks & Recreation Master Plan	-	150,000	-	150,000
P045 Banta Beatty Park	-	40,000	-	40,000
P046 Annual Park Maintenance	-	-	100,000	100,000
Parks & Recreation - Total	6,779,111	694,850	5,200,886	12,674,847



Comparisons to Typical Parks and Recreation Agencies

Revenue-to-Operating Expenditures

A typical parks and recreation agency must balance the affordability of programs and services with the efficient operation of the Department. Subsidies are generally expected in parks and recreation and the Department must constantly weigh individual and community benefits of the programs and services offered. One way to evaluate the investment the City makes in parks and recreation services is to look at recovery of expenses by revenues received. Typical, similar sized cities as Perris might recover 28.2 percent of its operating expenditures from non-tax revenues.¹⁷ In FY18-19, the Department had a 4.4 percent total cost recovery. In FY19/20, and FY20/21, the Department is budgeted for a 7.2/7.3 percent total cost recovery. Direct cost recovery is also represented by recreation expenses compared to recreation revenues and is generally expected to be much higher, typically over 50 percent.

Table 28: Perris Community Services Direct (recreation) Cost Recovery

Total Cost Recovery - Recreation	FY 2018/19	FY 2019/20	FY 2020/21
Revenues	\$176,318	\$242,398	\$245,167
Expenditures	4,261,852	\$3,363,092	\$3,463,124
Surplus/Deficit	(\$4,085,534)	(\$3,120,694)	(\$3,217,957)
Total Cost Recovery	4.1%	7.2%	7.0%

The Department’s direct (recreation) cost recovery is currently 7 percent, lower than its total cost recovery, because the LMD pays for most of the park maintenance costs, and the general fund subsidy is almost entirely applied to recreation activities. This also suggests a need to evaluate current fees in line with developing a cost recovery and resource allocation policy. While the Department prioritizes access to programs and services for all members of the community by keeping prices low, there are likely opportunities to raise additional revenue for those activities that benefit individuals vs. the entire community. Facility rental space may be a good example.

Operating Expenditures per Capita

A metric NRPA aggregates and reports on annually in its Agency Performance Review is typical operating expenditures per capita. This measurement looks at non-capital spending for each person living in the City of Perris. In 2020, the typical parks and recreation agency spent \$88.53 for each person within their service boundary. Perris spent \$80 in FY 18-19, \$73 in FY 19/20 and is budgeted to spend \$71 per person in FY 20/21. The Department’s investment has recently been greatly impacted by the COVID-19 Pandemic.



¹⁷ 2020 NRPA Agency Performance Review



Potential Funding Support

Revenue enhancement was a priority for focus groups and stakeholder participants. The Department should continue to pursue funding strategies that provide alternatives to the City’s General Fund:

- Explore alternative funding sources that strategically align with targeted services
- Expand alternative funding for strategic initiatives through grants
- Explore additional community partnerships
- Explore the opportunities for (and use of) sponsorships

In the needs assessment, survey respondents were asked about funding choices for capital projects rating potential funding sources a “1” as lowest level of support to “5”. Highest level of support. More private/public partnerships saw the strongest support (54 percent) for potential funding sources with 39% supporting a bond referendum for specific projects as shown in **Figure 56**.

Figure 56: Residents Support for Potential Funding Sources

Please indicate how strongly you support each of the following potential funding sources.

Rating Category	Avg.	n=	Percent Responding:			
			1 & 2	3	4 & 5	
More private/public partnerships	3.5	246	16%	30%	28%	26% 54%
Bond referendum for specific projects	3.0	233	21% 30%	31%	28%	39%
New dedicated sales tax	2.5	254	33% 20% 53%	22%	19%	25%
New hospitality tax	2.5	245	30% 18% 48%	30%	17%	22%
New parcel tax	2.2	241	40% 17% 57%	28%		15%
Increased property tax	1.9	259	53% 20% 73%	18%		10%

Potential Fee Increases

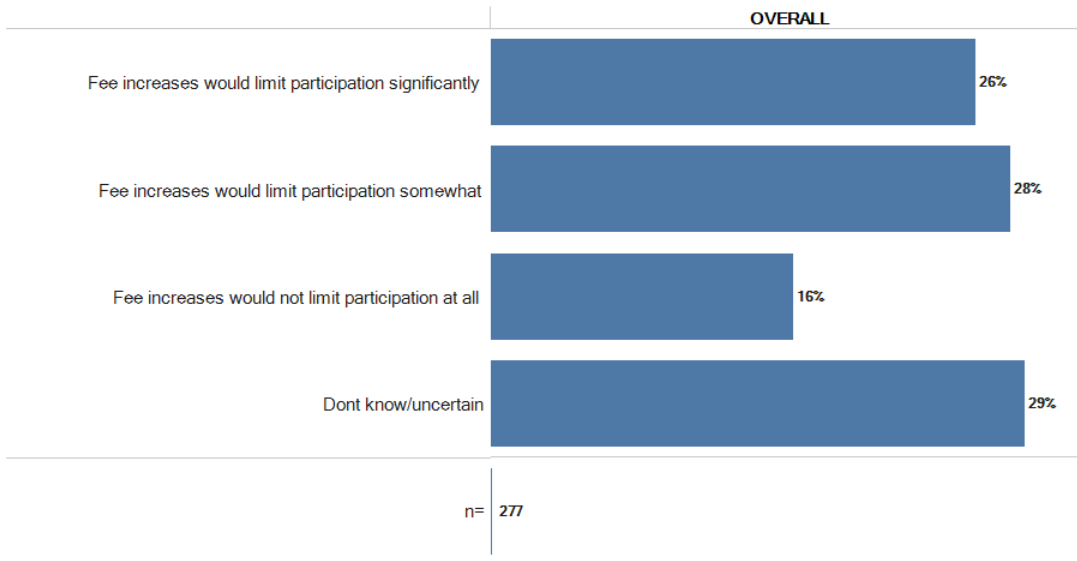
One way to increase cost recovery is through targeted increases in fees and charges for programs and activities. It is important that Perris Community Services maintains its ability to enrich the quality of life for all residents and to deliver services at the level residents are accustomed to.

The survey results show that there is limited tolerance for either fee increases or additional tax support. The Department should consider increases to program fees and base pricing on demand, targeted customer data, competitor pricing, and subsidy policy related to resource allocation, while acknowledging the need to maintain affordable programs and a scholarship program.



Figure 57: Impact on Participation From Recreation Services Fee Adjustments

Q: If adjustments to fees were made... which of the following best describes the potential impact, if any, that fee increases would have on your current level of participation?



A bond referendum for future capital needs was supported by 39 percent of survey respondents. Since only 30 percent were against a bond, the Department should consider polling for a bond referendum as a source of funding for updating or building new parks and facilities. A majority of respondents reported that they would probably or definitely not support new sales, hospitality, parcel taxes or increases to property taxes (ranging from 53% to 73% disapproval).

Park Maintenance and Operations Funding

An overarching theme in the needs assessment was the desire for clean and safe parks. The Department took affirmative steps to increase maintenance and focus priorities in this area in 2019/2020 by realigning the operations and maintenance functions under the Community Services Department. Currently, the Department expends \$12,185 to maintain one acre of park space (\$2,132,457/175 acres).

The Department may need to address funding challenges related to increased park maintenance as the system grows. Two potential options are:

1. Maintain the current standard of 2.1 acres per thousand through 2030 when the population is expected to reach 84,723. This will require 11.73 acres of additional park land or an additional \$143,937 in park maintenance costs in today's dollar values and assuming the same level of maintenance and levels of service.
2. When the Department is able to bring the City to the approved standard of 5 acres per 1,000 people as identified in the City's comprehensive General Plan (2035), increased maintenance costs will relate to an additional 225 acres of park space at an additional cost of \$2.7 million to maintain and operate.



Managing Growth Through Development Fees

Public input stakeholders placed “managing growth through development fees” as the preferred way to pay for new parks and facilities. The City adopted development fees to pay for parks and recreation growth in February 2006 by ordinance (1182). In July 2017, the Perris City Council passed ordinance 5141 authorizing the collection of fees from new homeowners (residential development). In January 2021, the City Council passed resolution 5755 updating the parks development fee policy.

There are three basic options to pay for growth. Either (1) existing residents pay for new growth through taxes or fees, or (2) provide parks and recreation services at a lower level of service by absorbing growth into existing resources or (3), developers and home builders and owners pay for the impact of growth so that the growth pays its own way.

Option 1 unfairly assigns responsibility for growth. Option 2 creates a slippery slope, where the level of service, determined in Perris as a percentage of developed acreage per 1,000 residents will decrease over time as new residential, industrial, and commercial developments are added without contributing to the funding of additional new parks. This may lead to new residents either not using parks or needing to travel further distances because they may not have access near their homes. As well, this option may create greater density of use and a less comfortable experience (parking, overuse of sports fields, etc.). Option 3 allows growth to pay its own way in a more equitable manner. Growth is addressed through land dedicated by developers for parks while construction of the parks is paid through development fees, also known as impact or system development charges. Home builders typically include park development in the price of the homes, as they would other infrastructure costs.

Using appropriate standards for both residential development and industrial/commercial based on projected numbers of employees that may use the parks and recreation system, the following fees have been adopted for 2021:

Single Family Dwelling Unit	\$7,884.41
Multi-Family Dwelling Unit	\$6,972.93
Industrial Fee	\$.99 per square feet

In total, it is expected that in 2040, the capital cost for new parks and facilities will approach \$137 million dollars. Per the 2017 fee justification study, the fees appear to be sufficient to meet the growing capital needs for additional parks and recreation facilities in Perris.

Park Land Dedication or Fees-in-lieu

The City accounts for all development based on the above-described development fees. However, asking developers to provide land and build parks is a viable and sometimes preferred option. The costs of land dedication are best to be set based on market conditions and should follow construction guidelines and acceptance guidelines set by the City.

Alternative Funding Opportunities

There are numerous funding mechanisms that may potentially be used to help fund both operating and capital investments in parks and recreation service delivery.



GreenPlay has compiled an extensive list of potential funding sources for public parks and recreation identified through over 21 years of consulting with agencies across the United States. They are provided for agencies to review for potential use in their own agencies. Many may already be in place, and some may not be permissible in certain states or jurisdictions; however, others may be useful. There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating, and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with development fees and grants. Property tax funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. The full description of the listing of potential funding sources below is in **Appendix G**.

In Use or Easily Could be in Use

Traditional Tax and Exactions-Based Funding Resources

- General or Operating Fund
- Property Tax
- Sales Tax

Development Funding

- Development Impact Fees
- Local Improvement Districts
- Park Lands Dedication Ordinance

Fees and Charges

- Registration Fees

Partnership Opportunities

- School Districts
- Boys and Girls Club
- Kiwanis, Optimists, VFWs, Elks, Rotary, & other service / civic organizations
- Chamber of Commerce
- Private alternative providers
- Sr. Citizen Groups (AARP, Silver Sneakers)

Community Resources

- Corporate Sponsorships
- Grants
- Facilities and Equipment Grants
- General Purpose or Operating Grants

- Management or Technical Assistance
- Matching Grants
- Planning Grants
- Program or Support Grants
- Seed Money or Start-Up Grants
- Land and Water Conservation Fund grants
- Volunteers/In-Kind Services
- Maintenance Endowments
- Raffleing

Permits, Licensing Rights, and Use of Collateral Assets

- Booth Lease Space
- Special Use Permits
- Surplus Sale of Equipment by Auction

Funding Resources and Other Options

- Land Trusts
- Cost Avoidance
- State Park Funding Ideas

Cost Saving Measures

- Changing maintenance standards and practices
- Contract renegotiation
- Cost Avoidance

Green Trends and Practices

- Use light, water, and motion sensors
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Use greywater
- Use solar and wind energy

Green Options- Administrative

- Virtual Meetings

Green Options - Operating Standards

- Preventative Maintenance
- Reduce Driving
- LEED® Design Principles
- Purchase better equipment - less maintenance

Green Options - Sustainable Stewardship

- Re-analyze and Revised Practices and Standards
- Monitor and Report Results
- Lead by Example
- Public Education
- Incorporate Stewardship Principles in all Park and Recreation Services
- Seek Available Grant Funding and Initiative Awards



Definitely Consider

Partnership Opportunities

- Medical Centers / Hospitals
- Homeowner or Neighborhood Associations
- Youth Sports Associations
- Adult Sports Associations
- Professional Sports Teams/Organizations

Permits, Licensing Rights, and Use of Collateral Assets

- Film Rights

Funding Resources and Other Options

- Positive Cash Flow
- Conduct energy audits
- Develop "Pack It Out" trash program

Green operating practices

- Operating Standards
- Eliminate Environmentally Negative Chemicals and Materials

Possibly Consider

Fees and Charges

- Ticket Sales/Admission

Loan Mechanisms

- Full Faith and Credit Bonds
- General Obligation Bonds
- Industrial Development Bonds
- Revenue Bonds
- Special Assessment Bonds

Alternative Service Delivery and Funding Structures

- Annual Appropriation / Leasehold Financing
- Commercial Property Endowment Model - Operating Foundation

Partnership Opportunities

- YMCA / YWCA
- Convention and Visitor's Bureau
- Neighboring counties/cities
- Churches (Rentals; Leases)
- Amusement Parks (ex. Disney World)

Community Resources

- Advertising Sales
- Fundraising and Crowdfunding
- Program-Related Investments
- Private Grants and Philanthropic Agencies
- Philanthropic
- Conservancies
- Foundations/Gifts
- Friends Associations
- Adopt-A-Park or -Trail
- Neighborhood Park Watch
- Irrevocable Remainder Trusts
- Life Estates
- Recreational Trails Program (RTP)
- Signage Fees

Contractual Services

- Concession Management

Permits, Licensing Rights, and Use of Collateral Assets

- Catering Permits and Services
- Land Swaps
- Leasebacks on Recreational Facilities
- Licensing Rights
- Manufacturing Product Testing and Display
- Private Developers
- Sale of Mineral Rights
- Subordinate Easements - Recreation/Natural Area Easements

Funding Resources and Other Options

- Enterprise Funds

Green Trends and Practices

- Rooftop gardens and park structures
- Administrative
- Recycle Office Trash
- Go Paperless
- Flex Scheduling
- Operating Standards
- Green Purchasing Policies



VI. The Plan Forward, Key Issues and Recommendations




A. Key Issues Analysis Matrix

To develop the goals, objectives and actions for the master plan, qualitative input (staff, community, and leadership input) and quantitative input (survey, planning documents and LOS) was synthesized and prioritized in the Key Issues Analysis Matrix in **Figure 58** by the consultants after a visioning workshop with Department leadership.






Figure 58: Key Issues Analysis Matrix

Key Issues Analysis Matrix								
Perris Community Services Parks and Recreation Master Plan		Qualitative Data			Quantitative Data			
 Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team	
	Organizational							
The Department may benefit from a better, more defined vision, branding and marketing plan	A	A	B			C	A	
Additional staffing to maintain and enhance services to the public may result in both additional usage and a better use experience	A	B	B				A	
The Department prioritized a park for all residents within a 10 minute walk		B	A		A	A	A	
Parks and Recreation contributions to residents healthy lifestyles are a Department priority	B		A	A	A		A	
The Department should continue to engage diverse residents and enhance the positive, current relationships	A	A	B	A	A		A	
The Parks Division shares a maintenance yard with Public Works	A		C				B	
Increased communication about recreational opportunities, enrichment classes, and activities in a variety of methods may positively impact participation and income		B		A			A	
The Department is in a good position to develop a community art plan		B	C		A		B	
Parks and Facilities								
Additional paths, trails and a walkable and connected City were identified by residents as a priority	B	A	A	A	A	A	A	
Safety and security concerns effect community use of the parks	A	A	A	A	A		B	
The Department should continue to enhance and improve it's prioritization of clean and well maintained parks	B	A	A	A	A		A	
Additional restrooms/upgrades in parks are identified as very important by community residents	A	A		A			B	
Create, develop, improve, and enhance parks that are more conducive to modern feel/look that takes on City characteristics for both active and passive use			B		A	A	B	
The Department would benefit from additional recreation facilities. Additional programming space may effect program opportunities and income	A	B	C				B	
Greater access to parks with high quality amenities would increase levels of service to residents. Park amenities and landscaping (including shade, trash receptables, drinking fountains, etc.) provide a great opportunity for improvement	A	B	A	A	A	A	A	
The Department's turf management practices present opportunities for improvement						B	B	
City residents desire an additional dog park and programing for dog owners	C	B	C	C			C	
Additional sports facilities, multi-use courts and fields, outdoor basketball courts, and soccer fields would greatly enhance access to healthy activities		A				B	A	
Better access to community gardens would assist the Department to meet objectives of the Live-Well Perris Campaign and the City's Healthy Community Element in the Comprehensive	B	A	B	C	A		A	
The Department should continue to prioritize the equitable distributed of parks, assets and facilities around the City		B	A		A		A	
New aquatic and recreation facility/facilities are requested by the community	A	A	B	A			A	



Key Issues Analysis Matrix								
Perris Community Services Parks and Recreation Master Plan		Qualitative Data			Quantitative Data			
 Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Staff Input	Public Input	Leadership	Surveys	Other Planning Documents	Assess/LOS	Consultant Team	
	Programs and Service Delivery							
Healthy and active programs for adults are a high community priority		A	B	A	A	A	A	
Youth recreation and sports programs and kids' clubs and camps are desired by community members and will grow in priority due to current demographics in Perris	B	A		A	A		A	
Additional adaptive recreation programs can provide opportunities for program		B	C	C	A		B	
The Community desires additional special events and hosted events and activities		A	B	B	A		A	
The Department can maximize Department resources by implementing a strategic process for purposefully scheduling classes and activities.		A	A				B	
The Department may increase participation and program income with a more consistent process for program evaluation	A						A	
Finance								
Funding is needed to upgrade parks, trails and increase operations and maintenance in the parks, as the City works toward meeting the population based standard of 5 acres per 1,000 residents, increased from 2.1 acres per 1,000 residents	A		A		A		A	
The Department may greatly benefit from a continued focus on additional and/or alternative financing opportunities to maintain and enhance service levels over time	A	B	A	B	A		A	
Access to affordable programs is a high community priority				A			A	
A resource allocation philosophy /pricing model is needed to determine revenue opportunities vs. community services	B						A	




B. Goals, Objectives, and Action Steps

The following goals, objectives and action items identified below come from public input, a needs assessment, level of service analysis, findings feedback and all information gathered during the planning process. These items provide tangible actions that the Department can employ to complete the desired goals and objectives. All cost estimates are in 2021 figures where applicable. Most capital and operational cost estimates are dependent on the extent of the enhancements and improvements determined. The operational budget impact is a dollar range calculated as the annual number of hours estimated multiplied by an average hourly rate per hour to cover all staff levels, including benefits.

Timeframe designations recommended to complete tasks are noted as:

- Ongoing (occurs continuously)
- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

The following table represents the consultant’s opinion of potential capital and operating costs based on many variables and assumptions. The estimated costs are intended to provide order of magnitude only. Significant variables include length of time until project implementation. As well, cost estimates may be greatly affected by significant decreases in availability of materials and subsequent increases in costs due to the COVID-19 economic downturn.



Goal #1: Maintain Organizational Effectiveness, and Position the Department for Future Growth

Objective 1.1: Review and enhance personnel policies to meet current and future staffing needs			
Actions	Capital Cost Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Evaluate and structure part-time positions to ensure classification and compensation are consistent and equitable. Regularly review position descriptions for part-time positions. Ensure recruitment processes are consistent and formalized across all Divisions.	N/A	Staff time	Ongoing



1.1.b Consider utilizing the 151 standards developed by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) as a way to both ensure best practices are followed and to guide the Department to document staff activities, policy development and administrative rules. Consider working toward national accreditation.	N/A	Staff time	Ongoing
1.1.c Consider training and attendance at the NRPA schools to include: <ul style="list-style-type: none"> • Supervisor/Manager's School • Parks and Recreation Maintenance Management School • Revenue Development and Management School. • Playground Safety Courses • Aquatics Operators' Courses 	N/A	Staff time and travel and lodging (\$3K-\$4K per employee, per training course)	Ongoing
1.1.d Increase part-time employment longevity by implementing a system to both set base wages and merit pay increases for part-time employees.	N/A	Staff time	Short-term

Objective 1.2: Increase staffing levels between 4 and up to 6 Full Time Equivalent (FTEs)			
Actions	Capital Cost Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Increase staffing levels as the Department's responsibilities grow. Continue to participate in NRPA's Park Metrics and evaluate staffing levels to population (annually) to ensure staffing levels account for growth.	N/A	Staff time	Ongoing
1.2.b Hire 3.0 FTEs including: A Parks Manager, and additional parks maintenance staffing	N/A	\$300K to \$400K	Short-term
1.2.c Hire an additional park ambassador, recreation leaders (1 FTE, 3 seasonal)	N/A	TBD	Mid-term
1.2.c Hire an additional administrative support position	N/A	TBD	Long-term



Objective 1.3: Increase and improve communication to City residents			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Continue to promote the Department tagline “Live-well Perris.” (The Department has a mission statement “The mission of the Community Services Department is to improve the quality of life for individuals and families by developing innovative programs and events that are passionate, health-conscious, and community-focused. #LetUsServeYou”)	N/A	Staff time and Direct Expense	Ongoing
1.3.b Continue to engage the community in current and future parks and recreation planning efforts.	N/A	Staff time	Ongoing
1.3.c Continue to promote and create awareness of the programs and activities through the Department website and social media. Ensure communication channels align with preferences identified in the master plan. Place a greater priority on use of social media, targeted email and reduce emphasis on efforts related to school newsletters, street banners, flyers and use of local media.	N/A	Staff time	Ongoing
1.3.d Continue to use and enhance program marketing using an equity lens with specific emphasis on program promotion in the Spanish language.	N/A	\$20K per year for translation and printing	Ongoing
1.3.e Enhance use of smart phone applications for communication, activity registration, etc. Develop technology plan for Department.	N/A	\$10-\$20K for application development	Mid-term
1.3.f Develop a Department marketing plan to ensure diversity in communication methods, and a branding plan. Review regularly and update as needed and should be front facing to the public, i.e., webpage, social media that includes but is not limited to: <ul style="list-style-type: none"> • Branding of the Department • Wayfinding and signage standards • Increased use of social media • Use and development of the Department’s website • Partnership opportunities 	\$25K or \$40K to hire consultant	Staff time	Mid-term



Objective 1.4: Explore additional funding options			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.4.a Look for ways to establish alternative forms of revenue for programs that may include sponsorships, partnerships, and an expanded volunteer program.	N/A	\$5K-\$10K per year for volunteer coordination and appreciation	Ongoing
1.4.b Seek additional general fund allocations as population grows. Implement successful Proposition 68 competitive and per capita grants.	N/A	Staff time	Ongoing
1.4.c Consider bond campaign to address future growth	Varies	Staff time	Long-term

Objective 1.5: Develop a resource allocation philosophy/pricing model			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.5.a Review subsidies for recreation activities, specifically for youth and teen enrichment and aquatics and set annual and reportable goals.	N/A	Staff time	Ongoing
1.5.b Set net cost recovery goals based on program service areas and review goals with staff on a recurring basis. Continue to work to increase cost recovery from 12% to 27%.	N/A	Staff time	Ongoing
1.5.c Create a cost recovery and resource allocation philosophy and policy to establish equitable fees based on individual and community benefits.	Staff time or \$50K for consultants' study	Staff time	Mid-term

Objective 1.6: Continue to Promote Healthy-Lifestyles for all Perris Residents			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.6.a Encourage health promotion groups to participate at community/city-sponsored events (e.g. waive booth fees at fairs, etc.). Implement items identified in the Perris Comprehensive Plan - Healthy - Element: HC 4.4.	N/A	Staff time	Ongoing



1.6.b Explore partnerships with gardening advocates (master gardeners), churches, schools, etc. to create additional community gardening opportunities per the City's Comprehensive Plan Element HC 4.4.	N/A	Staff time	Ongoing
1.6.c Explore locations to expand community gardens into existing parks to allow permitted, individual gardens (10x10 and 10x20 foot plots).	Assume \$6-\$12 per SF of garden space	\$25-\$50K per year to coordinate community gardens program with part-time employees	Long-term

Objective 1.7: Develop a Community Art Plan for Inclusion in Parks and Department Facilities			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.7.a Create opportunities for art displays in parks, community centers and other City facilities.	Varies - \$1k - \$50k + a piece	Staff time, maintenance costs	Short-term
1.7.b Encourage the development and display of public art to promote the history, heritage, and culture of Perris per the City's Comprehensive Plan Element HC 4.3. Consider a community arts grant program.	N/A	Staff time, \$20K for community arts grant program	Mid-term
1.7.c Evaluate and consider a mural program for parks to reduce graffiti and celebrate local artists.	Funding for graffiti removal	Staff time	Mid-term

Objective 1.8: Update the City's Park Land Dedication and In-lieu Fee Ordinance, as Necessary			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
1.8.a Review and revise, as adopted by City Council ordinance the Land Dedication and Impact Fee Methodology as needed.			
1.8.b Assure that the City's Park Land Dedication and In-lieu Fee Ordinance addresses regulations for new residential development that requires either (1) the dedication of park lands, (b) the provision of recreation facilities or (c) the payment of fees to the City respecting the City's target Level of Service.			



<p>1.8.c Adopt by resolution definitions of minimum park sizes and park service areas for both community and neighborhood parks to use when negotiating land dedication and development fees from developers.</p>			
<p>1.8.d Require that any and all park sites have an average gradient of 5% or less (rough grade) to be accepted by the City for parks and recreation purposes. If the City desires to accept park land dedication with a gradient greater than 5% it should require the dedication of 1 and ½ times the required developer land dedication.</p>			
<p>1.8.e Amend the Park Land dedication and impact fee ordinance every two or three years to account for escalation and review and amendment as council finds necessary.</p>			
<p>1.8.f Update every two to three years, the number of persons per dwelling unit for all housing types including, but not limited to, single family dwelling units. Attached housing, multi-family units, planned unit developments, duplexes, mobile homes, etc.</p>			
<p>1.8.g Establish a park dedication and in-lieu fee ordinance on residential in-fill projects and residential remodeling where more than 500 Square Feet of additional space of the existing square footage on the lot is being added.</p>			
<p>1.9 g Undertake a study to assess the feasibility of adopting an AB 16000 impact fee on commercial and industrial development within the City, to provide for acquisition, and development of Park and Recreation facilities.</p>			



Goal #2: Aspire to be a Walkable City that Contributes to the Health and Vitality of Perris Residents

Objective 2.1: Expand greenways, pathways, and trails connectivity based on the City of Perris Active Transportation Plan 2020			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Continue to publish bike and walking route information online and in the Department's public materials such as the recreation program guide.	Cost of printing for traditional media, potential TV/ Radio costs	Staff time	Ongoing
2.1.b Develop and implement a wayfinding plan that covers signage standards, directional and distance signage, maps, and the use of mobile applications.	10-20K for consultant or Staff time	Staff time	Short-term
2.1.c Provide recreation events that encourage use of the pedestrian-bike network i.e., Parkways events.	\$1k allowance for events or as determined	\$30K annually for events some/all recovered through business sponsors	Mid-term
2.1.d Provide secure bike parking at parks, with racks located near each use area. Add self-service bike repair stations at community parks, on trails and at popular cycling destinations.	\$3-6k for bike parking areas, \$6-8k for repair stations	\$2K-\$5K annually to maintain	Mid-term
2.1.e Implement the City's long-range trail plan with input from relevant community organizations to establish connectivity to regional trails, parks, neighborhoods, schools, attractions, etc. per the City's Comprehensive Plan Element HC 2.1. Focus on areas identified in Chapter 4 of the master plan.	Varies-\$200K in planning needs per trail project	Staff-time, varies -\$40-\$60K	Long-term
2.1.f Increase walkable access to parks by improving existing low scoring parks or adding new parks in areas as indicated in the priority map. Areas x and x are high priority per the City's Comprehensive Plan Element HC 2.11.	Varies - assume \$5k-\$20k+ for signage, trails, and entry features at existing parks. Cost of new parks determined individually as projects become further defined	TBD	Long-term



Objective 2.2: Increase the percentage of residents who live within a 10-minute walk to a park			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Promote walking to parks and bicycle use as transportation opportunities to parks.	N/A	\$30K annually for events some recovered through business sponsors	Ongoing
2.2.b Consider interim recreation opportunities, including mobile recreation programs, mobile climbing walls, adding and enhancing amenities in parks and facilities that may positively impact the percentage of residents who live within a ten- minute walk.	N/A	Staff time and equipment (\$25K-\$75K) Capital cost of amenities (\$.5K-\$1K)	Short-term
2.2.c Explore expanded Joint Use Agreements with Perris Elementary School District and the Perris Union High School District to increase Level of service (LOS) in areas people can walk to.	N/A	Staff time	Mid-term
2.2.d Address walkable barriers to walking access to neighborhood and community parks and trails.	Varies – depends on barrier	\$40K-\$60K	Long-term
2.2.e Prioritize park development in areas of growth and where walkable access can be improved.	Development Fees	\$24 per acre, annual maintenance cost	Long-term
2.2.f Create or partner with HOA to provide new or additional pocket parks with multiple components in areas where residents do not have access to a park within a 10-minute walk.	Varies	\$24K -\$35K per acre, annual maintenance cost	Long-term
2.2.g Explore opportunities to increase Level of Service (LOS) in areas near or around Panther Park. Consider partnership with school to increase number of components in this park and provide additional school access to diamond fields at another locations.	Varies	Staff time and negotiated costs	Long-term
2.2.h Increase walkable access - Level of Service (LOS) in parks by adding elements to meet the target goal of five or six elements (from 48% to 75%).	Varies – based on the elements	Staff time	Long-term



Goal #3: Continue to Improve and Enhance Recreation Programs and Service Delivery

Objective 3.1: Increase program spaces, staffing, and resources to create new programming opportunities for City residents

Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Research, document, and track available capacity in existing and potential new program spaces for each recreation service area	N/A	Staff time	Ongoing
3.1.b Evaluate and implement potential, additional recreational programming opportunities including resources and staffing.	N/A	Staff time	Ongoing

Objective 3.2: Promote active lifestyles through recreation

Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Seek input from community members and develop programs and staff levels that prioritize youth recreation, youth sports, kids clubs and camps to meet the needs of the growing demographic.	N/A	Staff time	Ongoing
3.2.b Develop and add a sports program based on community needs and desires for adults. Start with basketball, softball and add others based on staff capacity and funding.	N/A	Staff time, new FTE \$50K-\$75K	Short-term
3.2.c Develop partnerships to offer a full range of adaptive and inclusive recreation programs for the 27% of Perris households who report an individual in the household has a disability.	N/A	Staff time	Ongoing
3.2.d Research, evaluate and implement additional fitness/wellness trends for both enhancing and introducing new programs including the resources and staffing necessary.	N/A	Staff time, new FTE	Short-term
3.2.e Promote active lifestyles by enhancing and increasing aquatics programs if/when facilities are available.	N/A	Staff time	Long-term



Objective 3.3: Explore opportunities to increase the number of community events based on demand, trends, and cultural opportunities			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Consider offering special events in each neighborhood to contribute to a sense of community and help make each park the hub of each neighborhood.	N/A	Staff time, \$30K for seasonal programs	Ongoing
3.3.b Create and recruit partnerships with event organizers and community organizations to bring additional events to Perris.	N/A	Staff time, \$50K	Ongoing
3.3.c Invest in a formal sponsorship program for events and activities. Develop a policy and tools to assist staff with recruiting program sponsors.	N/A	Staff time	Short-term
3.3.d Develop recreation and arts programs in neighborhood parks that are likely to receive generous participation (summer concerts, movies in the parks).	N/A	Staff time, new FTE, \$25K-\$50K	Short-term

Objective 3.4: Develop additional recreational opportunities			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Enhance and improve enrichment programs that offer opportunities related to job skills, personal improvement, STEAM programs and academic success.	N/A	Staff time, contracted expense	Ongoing
3.4.b Keep current with trends in recreational programming and develop new programs based on current trends and community needs and demand.	N/A	Staff time, contracted expense	Ongoing
3.4.c As new programs and services are developed and implemented, continue to create a balance between passive and active recreation opportunities.	N/A	Staff time	Ongoing



<p>3.4.d Consider the following enhanced program opportunities or enhancements identified by residents using contractors or until additional staff can be added:</p> <ul style="list-style-type: none"> • Additional hosted events and activities (movies and concerts) in the parks (Ongoing) • Music instruction (Ongoing) • Early development activities and classes (Ongoing) • Performing arts programs (Ongoing) • Outdoor activities to promote wellness like yoga and Zumba (Short-term) • Youth activities that focus on youth ages 11-18 (Short-term) • Volleyball programs (Short-term) • Enrichment classes for adults (Short-term) • Exercise programs for kids (Short-term) • Additional gymnastics opportunities (Mid-term) • Indoor soccer opportunities/Futsal (Mid-term) • Aquatics programs (Long-term) 	N/A	Staff-time, contracted expense	Short-term Mid-term Long-term
--	-----	--------------------------------	-------------------------------------

Objective 3.5: Work with other service providers to develop programs and services to meet demand and trends			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Seek to strengthen and grow partnerships between the Department and community organizations.	N/A	Staff time	Ongoing
3.5.b Continue to ensure all existing and future partnerships are accurately portrayed in a signed agreement.	N/A	Staff time	Ongoing
3.5.c Continually coordinate with local recreation providers (to reduce duplication of services and maximum recreational opportunities).	N/A	Staff time	Short-term



Objective 3.6: Develop a formal recreation program evaluation process			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Evaluate low performing classes and set performance measures for when to discontinue programs and classes based on low participation. Develop a policy for purposefully scheduling classes and activities.	N/A	Staff time	Ongoing
3.6.b Determine, track, and evaluate the trends, need, demand, participation levels, satisfaction rates etc. for all recreation program offerings.	N/A	Staff time	Ongoing
3.6.c Conduct a survey (every 3-5 years) to establish desires and trends in participant satisfaction.	N/A	Staff time, in-house survey or \$10K-\$20K for survey consultant	Ongoing
3.6.d Establish and provide participant input opportunities after each event, activity, and class. Expand patron evaluation process to all programs and activities, to include post program surveys and comment cards.	N/A	Staff time	Short-term
3.6.e Develop and report a minimum of 5 performance measures to evaluate quality of recreation programs and services quarterly. A sample report is in Appendix H .	N/A	Staff time	Short-term
3.6.f Develop a consistent and equitable manner of community member engagement to determine recreation desires and needs. Ensure engagement processes include residents from diverse ethnic and socio-economic groups.	N/A	Staff time, translation & promotion (\$20K-30K annually)	Short-term
3.6.g Complete an evaluation of the Department Diversity, Equity, and Inclusion (DEI) practices that include: <ul style="list-style-type: none"> • Racial/ethnic/cultural barriers • Economic status/resource barriers • Age related barriers • Gender Identification barriers • Disability related barriers 	N/A	Staff Time	Short Term
3.6.h Establish customer service response goals to ensure patrons receive timely responses to complaints or suggestions.	N/A	Staff time	Short-term



<p>3.6.i Develop a recreation program plan that includes a service matrix, activity development and selection process, and other requirements found in the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards. (Specific guidance on recreation program plans is in Management of Park and Recreation Agencies 4th Edition, Chapter 6).</p>	<p>N/A</p>	<p>Staff time</p>	<p>Mid-term</p>
---	------------	-------------------	-----------------



Goal #4: Enhance and Expand Quality Park Experiences

<p>Objective 4.1: Continue to expand, and improve existing facilities and amenities</p>			
<p>Actions</p>	<p>Capital Budget Estimate</p>	<p>Operational Budget Impact</p>	<p>Timeframe to Complete</p>
<p>4.1.a Promote public spaces that foster positive human interaction and healthy lifestyles per the City’s Comprehensive Plan Element HC 4.1.</p>	<p>N/A</p>	<p>Staff time</p>	<p>Ongoing</p>
<p>4.1.b Continue to implement ADA transition plans.</p>	<p>Per ADA transition plan studies</p>	<p>Staff time</p>	<p>Ongoing</p>
<p>4.1.c Keep and maintain an updated GIS database of parks and trails assets using the current GRASP® inventory. Conduct annual component-based inventory and assessment to identify low scoring components and add new components or comfort amenities.</p>	<p>N/A</p>	<p>Staff time/\$25K for part-time GIS analyst</p>	<p>Short-term</p>
<p>4.1.d Develop an asset management plan and schedule to monitor assets and keep replacements up-to-date based on recurring inventory updates and assessments.</p>	<p>Vaires – Cost of asset replacement</p>	<p>Staff time</p>	<p>Mid-term</p>
<p>4.1.e Look for opportunities to improve turf conditions and explore turf reduction efforts.</p>	<p>\$1-\$5 per SF for turf & irrigation repair. Replacement is contingent of item/amenity proposed</p>	<p>Staff-time</p>	<p>Mid-term</p>
<p>4.1.f Investigate areas to provide places for dogs to run off leash in appropriate parks and particularly in those parks with less usage. Develop criteria and plan for placement of dog off leash areas and/or new dog parks</p>	<p>\$8-\$15 a SF for new dog park (depends greatly on material choice)</p>	<p>Staff time</p>	<p>Mid-term</p>



<p>4.1.g Address low scoring components and comfort amenities from the master plan inventory by upgrading, replacing, or repurposing components or amenities where appropriate in future Capital Improvement Plans.</p>	<p>Varies- contingent on component</p>	<p>Staff time</p>	<p>Mid-term</p>
<p>4.1.h Use infill opportunities identified in the master plan to add or enhance components and amenities (See figures 31-45):</p> <ul style="list-style-type: none"> • Trails, paths/walking loops • Shade • Shelters • Playgrounds • Signage • Trash receptacles • Lighting 	<ul style="list-style-type: none"> • Trails, paths/ walking loops = \$4-\$8 a SF • Shade = varies (trees @ \$500 - \$1k each, tables w/ umbrella @ \$2.5k - \$5k each) • Shelter = structural/ tensile shade \$80-\$180 a SF • Playgrounds = \$12 - \$20 a SF • Signage = \$300 - \$2k each (varies a bit depending on size, treatment, etc.) • Trash receptacles = \$750 - \$2k each <p>Lighting = varies (sports lighting \$25k-\$45k for each fixture, pedestrian lighting \$2.5k-\$8k for each fixture)</p> <p>Costs do not include electrical infrastructure and controls</p>	<p>Staff Time</p>	<p>Long-term</p>



<p>4.1.i Consider site-specific master plans for Metz Park, Paragon Park, Rotary Park, and the City Hall area.</p>	<p>\$50-100K per specific plan</p>	<p>Staff time</p>	<p>Long-term</p>
<p>4.1.j Utilizing the maps of neighborhood access and walkable access, focus upgrades on low scoring amenities and park improvements in areas of greatest need.</p>	<p>Varies – contingent on amenity</p>	<p>Staff time</p>	<p>Long-term</p>
<p>4..k Develop general criteria and guidelines for locating community, neighborhood, and mini parks using the following criteria for locating and orienting new parks:</p> <ul style="list-style-type: none"> a. Require proposed park locations to be reviewed by City staff, the Parks and Recreation Committee and the Planning Commission prior to acquisition, dedication or approval for safe, efficient, and convenient access and relationship to surrounding uses. b. Community parks should be located at the juncture of major and or collector streets to provide for safe, efficient, and convenient vehicular access, and to allow for easy surveillance by law enforcement c. Locate community park-type athletic field complexes adjacent to major arterials d. Use community/neighborhood parks and focal points for community development. Locate community parks to be highly visible and easily accessible. e. Consider community/neighborhood park locations adjacent to school sites and even incorporating school sites when feasible 			



<p>f. Provide appropriate buffers between community/neighborhood parks and adjacent residential development to help minimize noise and glare from lighted fields.</p> <p>g. Encourage the development of mini parks in those areas currently under served by neighborhood parks.</p> <p>h. Locate neighborhood parks or mini parks adjacent to collector streets for safe, efficient, and convenient access. Access (vehicular access) off arterial streets should be discouraged.</p> <p>i. Locate community parks based on 1/1/2-mile service radius to ensure even distribution of park facilities throughout the City.</p> <p>j. Locate neighborhood parks based on 1/2 mile service radius to ensure even distribution of park facilities throughout the City.</p> <p>k. Orient neighborhood and mini parks to encourage convenient and safe pedestrian access.</p>			
<p>4.1L. Adopt community, neighborhood and mini park guidelines and development standards per Chapter 4, Section A.</p>			

Objective 4.2: Improve daily upkeep and user experiences in the parks			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
<p>4.2.a Enhance daily maintenance by adopting performance standards for trash removal, graffiti and vandalism abatement, restroom maintenance, and responsiveness to element repair or replacement.</p>	N/A	Staff time	Ongoing
<p>4.2.b Adopt NRPA Level 2 Maintenance as the minimum standard for developed parks as identified in the master plan maintenance and operations assessment.</p>	N/A	Staff time and additional FTE	Ongoing

Objective 4.3: Prioritize and improve safety and security in parks and facilities			
Actions	Capital Budget Estimate	Operational Budget Impact	Timeframe to Complete
<p>4.3.a Address community safety concerns in parks by addressing illegal activity in parks through signage, enhance Park Ambassador, volunteers, and high impact programming (activation) in the parks.</p>	Signage = \$300 - \$2k each (varies a bit depending on size, treatment, etc.)	\$10K-\$20K	Ongoing



<p>4.3.b Enhance the relationship with Riverside County and the City of Perris public safety. Initiate written Memoranda of Agreement for support that includes park drive through opportunities, staff training by public safety and an ongoing relationship that includes non-emergency contact opportunities for staff.</p>	<p>N/A</p>	<p>Staff time</p>	<p>Mid-term</p>
<p>4.3.c Follow Crime Prevention through Environmental Design (CPTED) principals in developing future parks and operating current parks. Complete a park security evaluation that includes sight lines, lighting, isolated areas, elevated maintenance standards, control access with use of horticultural practices and surveillance.</p>	<p>N/A</p>	<p>Staff time</p>	<p>Mid-term</p>
<p>Objective 4.4: Explore new aquatic and recreation center facility</p>			
<p>Actions</p>	<p>Capital Budget Estimate</p>	<p>Operational Budget Impact</p>	<p>Timeframe to Complete</p>
<p>4.4.a Conduct a feasibility study to determine the need/support for a new aquatic and recreation center to determine the appropriate owner, operator, size, amenities, location, etc.</p>	<p>\$75K - \$150K for consultant</p>	<p>Staff time</p>	<p>Long-term</p>

Appendix A: Parks and Recreation Influencing Trends



The changing pace of today’s world requires analyzing recreation trends from both a local and national level. From a national perspective, organizations including the National Recreation and Park Association (NRPA), the American College of Sports Medicine (ACSM), and the Outdoor Industry Association (OIA), among many others, attempt to summarize and predict the most relevant trends impacting health, wellness, outdoor recreation, and parks for the current year. This broad level overview of 2020 trends can help prepare agencies to understand what the future of parks and recreation might look, and how agencies can be at the forefront of innovation in the field.

Local participation data, sourced from Esri Business Analyst, as well as community input generated from the engagement process, determine the relevant trends directly related to Perris. This information is intended to provide a foundational context for potential recommendations discussed later in this report.

It should be noted that local participation data is gathered from ESRI Business Analyst, and measures the Market Potential for leisure activities. Market Potential provides the estimated demand for a service or product by calculating the consumption rate from local and national datapoints.¹⁸ These estimates in participation provide a snapshot of fitness and wellness activities throughout Perris; participation estimates help frame activities that are uniquely preferred in Perris compared to the State. Those activities that have the highest participation serve as a key perspective to understanding the community, and thus providing reference for the recommendations referenced throughout the report.



¹⁸ “Methodology Statement: 2019 Esri Market Potential” Esri. https://downloads.esri.com/esri_content_doc/dbl/us/J9672_Market_Potential_DB_Methodology_Statement_2019.pdf, Accessed March 2020



National Parks and Recreation Trends 2020

The National Recreation and Park Association (NRPA) annually releases a number of predictions that could likely impact parks and recreation agencies. The yearly article identifies the changes agencies are likely to see in the coming year. A summary of key predictions for 2020 are listed below:

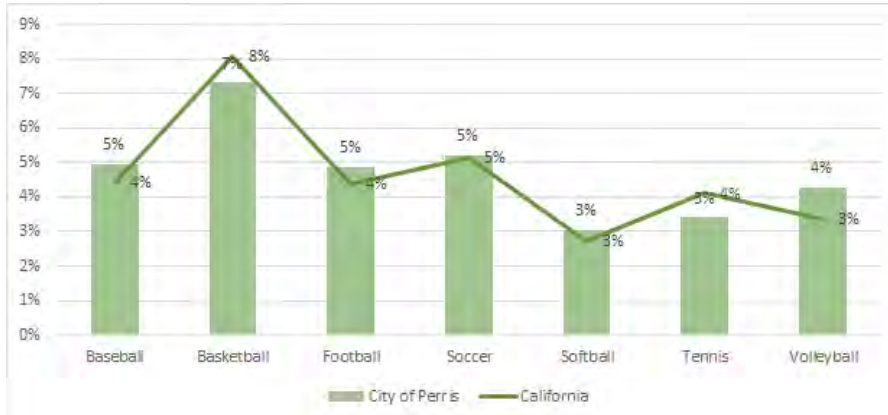
- One-third of agencies will have video surveillance in their parks and facilities, and the public will want more for security.
- Private businesses will capitalize on delivery services of food and goods via drones in local parks and beaches. Agencies should be prepared on how to regulate the usage of drones in their public areas.
- E-sports will continue to increase in popularity; agencies who are able to provide tournaments or league play can engage teens and young adults that would otherwise not participate in traditional recreation programs
- Landscape management practices may remove glyphosate, a common pesticide, due to concerns from the International Agency for Research on Cancer (IARC) that the weed killer is “probably carcinogenic to humans.”
- Large parks have the ability to “cool a city” through the presence of trees and green infrastructure. Agencies may look to linear green spaces and trail corridors to reduce climate change and the impacts of extreme heat.
- Recreation centers will continue to become known as community “wellness hubs.” These innovative models of health and wellness will provide safe gathering spaces, access to healthcare providers, food and nutrition assistance, and additional education opportunities. Partnerships will be formed with health-related organizations.

Source: National Recreation and Parks Association

Local Participation

Traditional sports are still a key component of a parks and recreation system. According to census data, households in Perris had high levels of participation in basketball (7%), followed by soccer, football, and tennis (each at 5%).

Figure 59: Team Sport Household Participation Source: National Recreation and Parks Association





National Health and Fitness Trends 2020

For the past 14 years, the American College of Sports Medicine (ACSM) Health and Fitness Journal has released its fitness trends survey, which collects survey data from 3,000 health and fitness professionals. The following items made up the top ten fitness trends from the study for 2020:

- Wearable Technology
- High Impact Interval Training (HIIT)
- Group Training
- Training with Free Weights
- Personal Training
- Exercise is Medicine
- Body Weight Training
- Fitness Programs for Older Adults
- Health/Wellness coaching
- Employing Certified Fitness Professionals



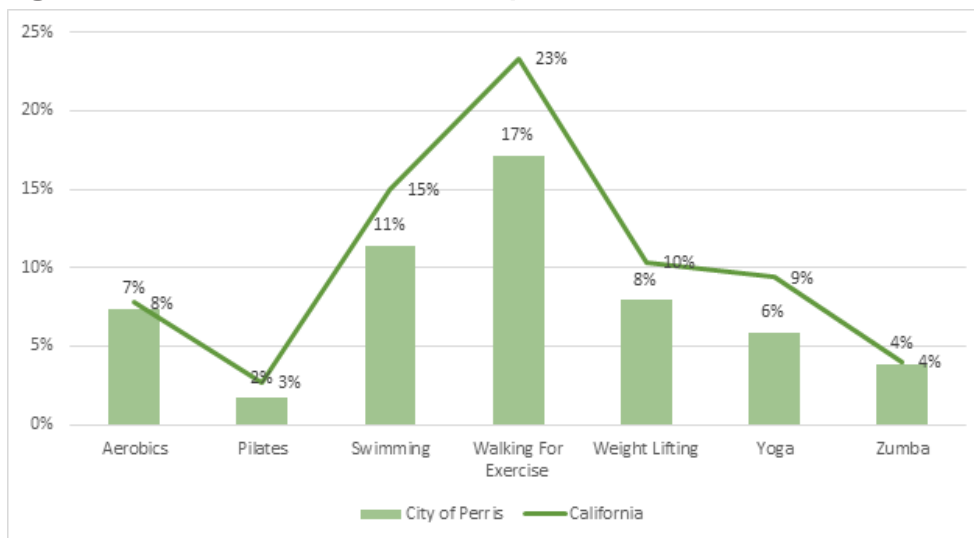
Source: American College of Sports Medicine

Local Participation

The figure below shows household participation in various fitness activities in Perris. Participation was highest for the following activities, although it should be noted that participation was lower than the State of California in nearly every category.

- Walking for exercise (17%)
- Swimming (11%)
- Weight Lifting (8%)

Figure 60: Fitness and Wellness Participation



Source: 2020 Esri Business Analyst



Outdoor Recreation

Outdoor recreation has become a thriving economic driver, creating 7.6 million jobs in 2018 and generating \$65.3 billion in federal tax revenue on a national level. Close to half of the US population six and older participated in at least one outdoor activity in 2017. The most popular activity was running – which included both jogging and trail running. This was true nationally, and also within the City of Perris.

According to the Outdoor Industry Report, in the State of California, the outdoor recreation economy generated:

- 691,000 direct jobs
- \$92 billion in consumer spending
- \$30.4 billion in wages and salaries
- \$6.2 billion in state and local tax revenue



Source: Outdoor Industry Report

Local Participation

The figure below shows household participation in various outdoor activities in Perris. Participation was highest for the following activities:

- Road Bicycling (15%)
- Hiking (14%)
- Camping (13%)
- Jogging or Running (13%)

Figure 61: Outdoor Recreation Participation



Source: 2020 Esri Business Analyst



Relevant Research Trends

The next section focuses on national and regional research that supports community input heard throughout the engagement process. Where applicable, local information is referenced to provide additional context.

Agency Accreditation

Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency's commitment to 150 standards as defined by the National Recreation and Parks Association (NRPA). Accreditation is a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement. The National Recreation and Parks Association administratively sponsors two distinct accreditation programs: The Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) approves academic institutions and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) approves agencies. It is the only national accreditation of parks and recreation agencies, and is a valuable measure of an agency's overall quality of operation, management, and service to the community.

Community Events and Festivals

In the context of urban development, from the early 1980's there has been a process that can be characterized as "festivalization," which has been linked to the economic restructuring of towns and cities, and the drive to develop communities as large-scale platforms for the creation and consumption of "cultural experience."

The success rate for festivals should not be evaluated simplistically solely on the basis of profit (sales), prestige (media profile), size (numbers of events). Research by the European Festival Research Project (EFRP)¹⁹ indicates there is evidence of local and city government supporting and even instigating and managing particular festivals themselves to achieve local or regional economic objectives, often defined very narrowly (sales, jobs, tourists). There is also a growing number of smaller, more local, community-based festivals and events in communities, most often supported by local councils that have been spawned partly as a reaction to larger festivals that have become prime economic-drivers. These community-based festivals often will re-claim cultural ground based on their social, educational, and participative value. For more information on the values of festivals and events, see the CRC Sustainable Tourism research guide²⁰ on this topic.

Community Gardens

Communities around the country are building community gardens for a number of far-reaching environmental and social impacts. According to GreenLeaf Communities, which supports scientific research in environmental and human health, community gardens offer benefits including²¹:

19 EFRP is an international consortium seeking to understand the current explosion of festivals and its implications and perspective. <http://www.efa-aef.eu/en/activities/efrp/>, accessed October 2012.

20 Ben Janeczko, Trevor Mules, Brent Ritchie, "Estimating the Economic Impacts of Festivals and Events: A Research Guide," Cooperative Research Centre for Sustainable Tourism, 2002, <http://www.sustainabletourisonline.com/1005/events/estimating-the-economic-impacts-of-festivals-and-events-a-research-guide>, accessed October 2012.

21 Katie DeMuro, "The Many Benefits of Community Gardens" Greenleaf Communities, <https://greenleafcommunities.org/the-many-benefits-of-community-gardens>, accessed January 2019



Environmental	Social
Reducing waste through composting Improving water infiltration Increasing biodiversity of animals and plants Improve air and soil quality	Increase intake of vegetables and fruits Promotes relaxation and improves mental health Increases physical activity Reduces risk of obesity and obesity-related diseases

Some studies show that community gardens can improve the well-being of the entire community by bringing residents together and creating social ties. This activity can reduce crime, particularly if gardens are utilized in vacant lots. Vacant land has the opposite effect of community gardens, including increased litter, chemical and tire dumping, drug use, and decreased property values. By creating community gardens, neighborhoods can teach useful skills in gardening, food production, selling, and business. The National Recreation and Park Association published an in-depth guide to building a community garden in parks through the Grow Your Park Initiative, which can be found on their website.²²



Dog Parks

Dog parks continue to see high popularity and have remained among the top planned additions to parks and recreational facilities over the past three years. They help build a sense of community and can draw potential new community members and tourists traveling with pets.²³



Recreation Management magazine²⁴ suggests that dog parks can represent a relatively low-cost way to provide an oft-visited a popular community amenity. Dog parks can be as simple as a gated area, or more elaborate with “designed-for-dogs” amenities like water fountains, agility equipment, and pet wash stations, to name a few. Even “spraygrounds” are being designed just for dogs. Dog parks are also places for people to meet new friends and enjoy the outdoors.

22 Laurie Harmon and Laurel Harrington, “Building a Community Garden in Your Park: Opportunities for Health, Community, and Recreation.” National Recreation and Park Association, https://www.nrpa.org/uploadedFiles/nrpa.org/Grants_and_Partners/Environmental_Conservation/Community-Garden-Handbook.pdf, accessed January 2019

23 Joe Bush, “Four-Legged-Friendly Parks,” *Recreation Management*, February 2, 2016.

24 Emily Tipping, “2014 State of the Industry Report, Trends in Parks and Recreation,” *Recreation Management*, June 2014



The best dog parks cater to people with design features for their comfort and pleasure, but also with creative programming.²⁵ Amenities in an ideal dog park might include the following:

- Benches, shade and water – for dogs and people
- At least one acre of space with adequate drainage
- Double gated entry
- Ample waste stations well-stocked with bags
- Sandy beaches/sand bunker digging areas
- Custom designed splashpads for large and small dogs
- People-pleasing amenities such as walking trails, water fountains, restroom facilities, picnic tables, and dog wash stations.

Economic and Health Benefits of Parks

The Benefits of Parks: Why America Needs More City Parks and Open Space, a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space²⁶:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

Homelessness

Around the country, parks and recreation agencies are faced with a growing concern of homeless populations in their area. Many municipalities may assume that they have the unique challenge of manage homelessness, but in fact thousands of agencies are currently developing initiatives and pilot programs to determine the best way of addressing the issue.

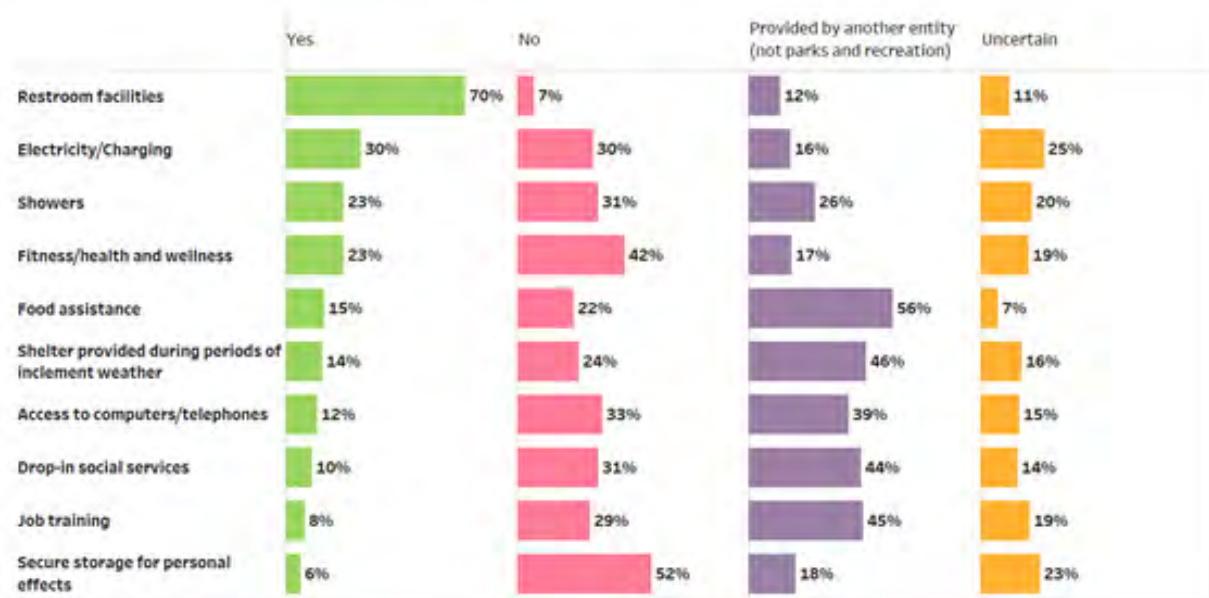
Often, homeless populations may use park benches, shady trees, campgrounds, amphitheaters, and recreation facilities to sustain their livelihood. In fact, a survey administered by GP RED, a non-profit dedicated to the research, education, and development of parks and recreation agencies, asked 150 agencies questions specifically about how they were managing homelessness in their communities. As seen in the figure below, many agencies offer services far beyond the traditional “parks and recreation.” Restroom facilities are the number one facility offered by agencies, but electricity/charging stations, showers, fitness/health and wellness, and food assistance were in the top five.

25 Dawn Klingensmith “Gone to the Dogs: Design and Manage an Effective Off-Leash Area”, *Recreation Management*, March 2014. (http://recmanagement.com/feature_print.php?fid=201403fe02)

26 Paul M. Sherer, “The Benefits of Parks: Why America Needs More City Parks and Open Space,” The Trust for Public Land, San Francisco, CA, 2006



Figure 62: Are the following services are offered to the homeless population by parks and recreation agencies in your community?

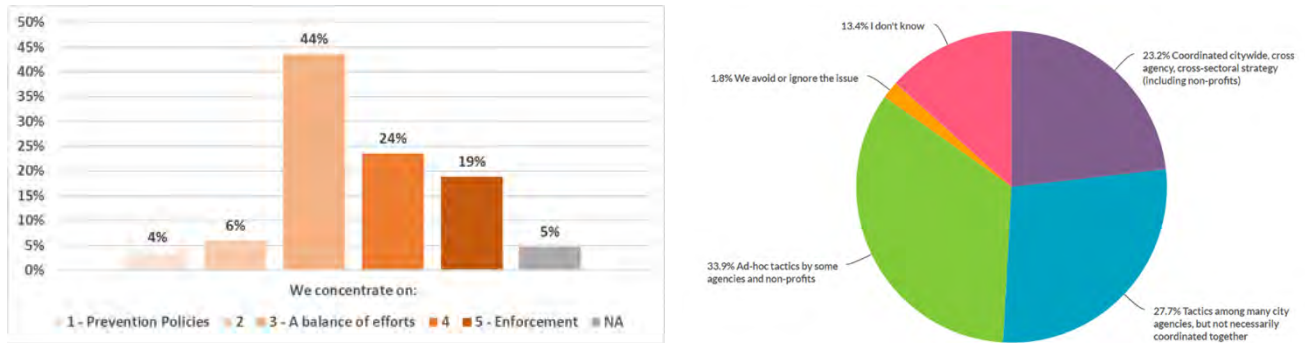


Source: GP RED Homelessness Redline Survey 2018

This has consequences for park and facility managers – in addition to impacts on the perception of park visitors. Concerns over drug and alcohol use by homeless populations, in addition to managing hepatitis outbreaks, are serious issues. Often, seasonal or part-time parks and recreation employees may be the first line of enforcement. A lack of training, policies, and communication continue to exasperate the issue. Proactive management is a preferred way of managing the issue, but most often, parks and recreation agencies do not work with the root of an individual reasons for being homeless. Rather, agencies are left to deal with homelessness on a case by case basis.

Noted in the figure below, oftentimes management is a balance of prevention and enforcement. The majority of parks and recreation agencies utilize ad-hoc tactics by some agencies and rely on non-profits for other services. Over 27 percent of respondents said that often city agencies were working on various components of the homeless issue, but not necessarily coordinated together to succeed. Only 23 percent said that there is citywide coordination which spanned across agencies and non-profits. These kinds of coordinated efforts are key to accomplishing the appropriate balance of prevention and enforcement. Developing a task force that works specifically to address the unique concerns of an individual community can help ensure success. Parks and recreation agencies should reach out to nearby law enforcement, schools, libraries, nonprofits, faith-based organizations, Business Improvement Districts, and Health-Human Services to be develop a plan.

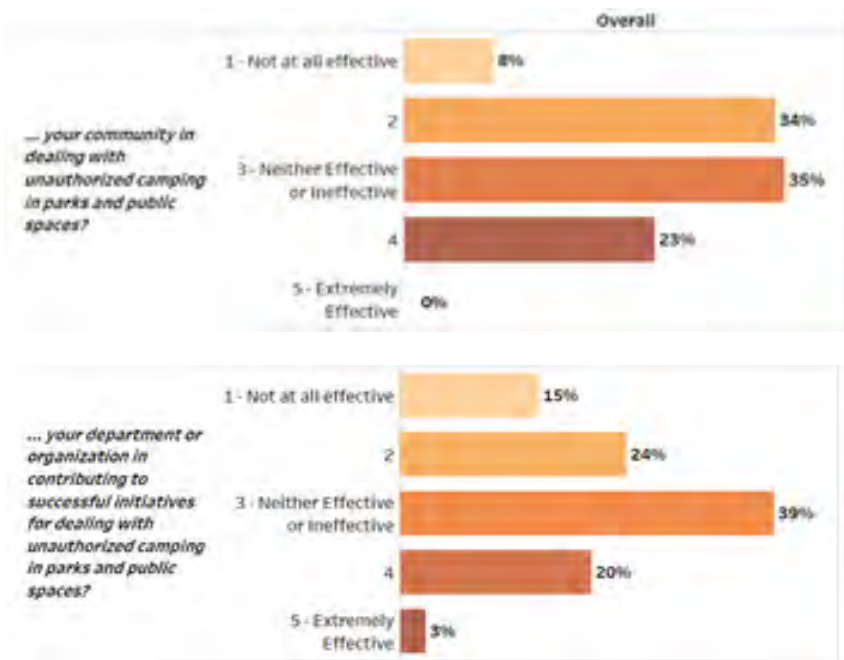
Figure 63: Tactical Approaches to Managing Homelessness



Source: GP RED Homelessness Redline Survey 2018

When asked how effective agencies were in dealing with unauthorized camping, over 77 percent of agencies states they were not at all effective or neither effective/ineffective. Zero percent of respondents said that they were extremely effective of dealing with unauthorized camping in parks and public spaces. Currently, successful initiatives for dealing with unauthorized camping are still in development.

Figure 64: How effective is your community/ is your organization?



Source: GP RED Homelessness Redline Survey 2018



National Healthy Lifestyle Trends

The population of the United States is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey²⁷:

- 89% of respondents' parks and recreation departments should take the lead in developing communities conducive to active living.
- 84% had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.

Research has shown conclusively that parks and recreation agencies can use systems thinking approaches to have a beneficial effect on modifiable health factors by helping to address:

- Increase physical activity
- Enhance social and parental engagement
- Improve nutrition
- Better transportation and access to facilities and spaces
- Perceptions of personal and community safety
- Reductions of smoking, alcohol, and drug use

These factors can be addressed through collaborations with a variety of community partners or “actors,” such as schools, public health, medical, other governmental agencies, private and non-profit sectors.²⁸

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires.

Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The National Recreation and Park Association (NRPA) developed the Healthy Aging in Parks initiative to support parks and recreation agencies in serving older adults in the community. This initiative is based on the needs of older adults, including physical fitness, socialization, transportation, and other quality of life desires. Some of the primary strategies of the Healthy Aging in Parks initiative are as follows:

- Promote participation in physical activity through providing social engagement
- Provide safe environments – both inside and outside – that limit barriers for participation

²⁷“Active Living Approached by Local Government: Survey,” International City/County Management Association, <http://bookstore.icma.org/freedocs/Active%20Living%20and%20Social%20Equity.pdf>, 2004.

²⁸ Penbrooke, T.L. (2017). Local parks and recreation agencies use of systems thinking to address preventive public health factors. (Doctoral Dissertation). North Carolina State University, Raleigh, NC. Retrieved from: <http://www.gpred.org/resources/> under PhD Dissertations.



- Utilize evidence-based interventions to increase support and manage chronic diseases²⁹

Park and Recreation agencies can assist the aging demographic in staying healthy through providing programs and facilities. According to an NRPA survey, nine in ten local Park and Recreation agencies offer services for older adults. Surveys reveal that agencies are most likely to the following services:

- Exercise classes (91%)
- Field trips, tours, vacations (70%)
- Arts and crafts classes (67%)
- Opportunities to volunteer in recreation centers (58%)
- Special events and festivals (58%)
- Group walks (53%)
- Opportunities to volunteer in parks (48%)
- Paid job opportunities to lead exercise classes, work in recreation centers or at parks (47%)

For underserved older adults, parks and recreation agencies can be a critical resource, providing low-cost meals, low-cost or free fitness programs, and transportation services. However, many organizations are faced with barriers that inhibit the ability to offer these programs, with the top responses being facility space shortage (58%) and inadequate funding (50%). In order to overcome these obstacles, agencies will often develop relationships with partners in the community who may specialize in serving the older adults. Some of the primary partners include:

- Area agencies on aging (58%)
- Retirement communities (44%)
- Senior meals providers (42%)
- Hospitals and doctors' offices (39%)
- Local health departments (39%)
- Health insurance companies (38%)
- Community-based organizations (faith based, YMCAs, etc.) (38%)

As adults continue to age, many agencies offer a localized bus service for seniors in need of transportation. This type of service can help seniors maintain their independence while meeting their needs for grocery shopping, medical appointments, and other basic services. In addition, transportation services can help combat isolation by providing a socializing experience. Some agencies, such as the City of Walnut Creek, California, are experimenting with new technologies, such as Lyft, to further bridge the gap. Funding for the Lyft pilot program – which provides free rides for qualifying Senior Club members – was provided for by the Transportation Partnership and Cooperation for Contra Costa County (TRANSPAC). To account for a lack of smartphones and technical assistance among older adults, Walnut Creek created a Lyft reservation line where seniors can call and reserve a ride. Staff are also available at recreation centers to provide tutorials on how to use the app if desired.³⁰

29 “About Healthy Aging in Parks” National Recreation and Park Association, Accessed September 2019, <https://www.nrpa.org/our-work/partnerships/initiatives/healthy-aging-in-parks/healthy-aging-in-parks-about/>

30 Nathan, Suzanne, September 2018. “Giving Seniors a ‘Lyft’” National Recreation and Park Association. Accessed September 2019. <https://www.nrpa.org/parks-recreation-magazine/2018/September/giving-seniors-a-lyft/>



Outdoor Fitness Trails

A popular trend in urban parks for health, wellness, and fitness activities is to install outdoor fitness equipment along trails. The intent of the outdoor equipment is to provide an accessible form of exercise for all community members, focusing on strength, balance, flexibility, and cardio exercise. These fitness stations – also known as “outdoor gyms” – are generally meant for adults, but can be grouped together near a playground or kid-friendly amenity so that adults can exercise and socialize while supervising their children. The fitness equipment can also be dispersed along a nature trail or walking path to provide a unique experience to exercise in nature. Educational and safety signage should be placed next to equipment to guide the user in understanding and utilizing the outdoor gyms.



Pickleball

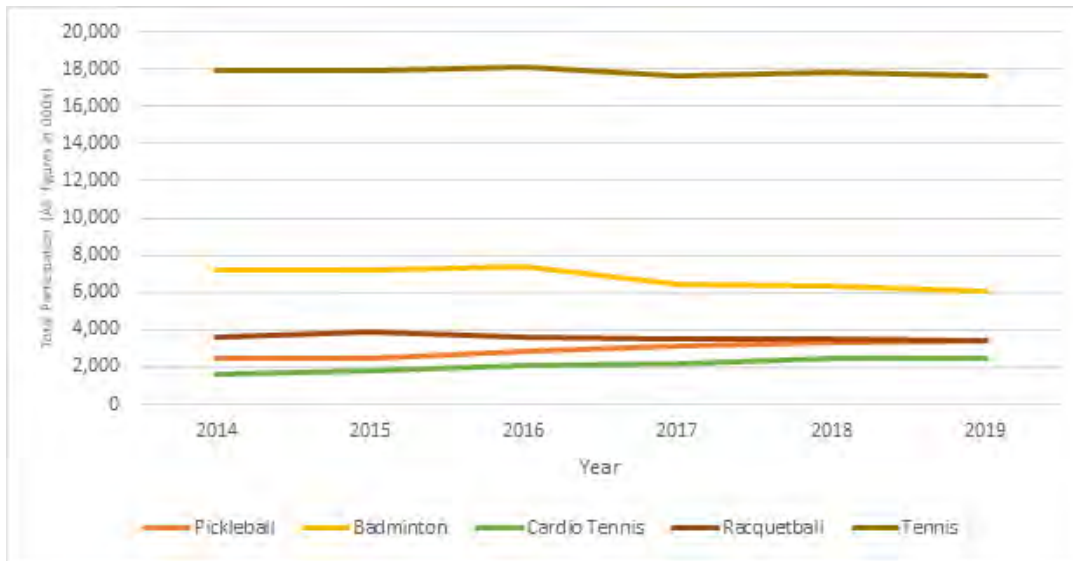
Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults but is now expanding to other age groups. According to the American Council on Exercise (ACE), regular participation in Pickleball satisfied daily exercise intensity guidelines for cardio fitness for middle-aged and older adults.³¹ The sport can be temporarily played on existing indoor or outdoor tennis courts with removable equipment and taped or painted lining. This lining, if painted on tennis surfaces, may interfere with requirements for competitive tennis programs or tournaments. Agencies will need to look at their community’s tennis and pickleball participation to determine the benefits and costs of constructing new pickleball courts versus utilizing existing tennis ball courts. Best practices regarding pickleball setup and programming can be found on usapa.com, the official website for the United States Pickleball Association.

According to the 2020 SFIA Topline Report, over the past five years, from 2014 to 2019, total participation in Pickleball increased 7.1 percent on average each year. From 2018 to 2019, the sport grew 4.8 percent. Out of the most common racquet sports, pickleball and cardio tennis are the only sports that have seen positive growth on average over the past five years. Tennis is still the most popular racquet sport by far, although participation growth has slowed over the past five years.³²

31 Green, Daniel, August 2018. “ACE-Sponsored Research: Can Pickleball Help Middle-aged and Older Adults Get Fit?” American Council on Exercise. Accessed 2020. <https://www.acefitness.org/education-and-resources/professional/certified/august-2018/7053/ace-sponsored-research-can-pickleball-help-middle-aged-and-older-adults-get-fit/>

32 “SFIA Sports, Fitness and Leisure Activities Topline Participation Report” February 2020. Sports & Fitness Industry Association. Accessed 2020.

Figure 65: Racquet Sport Participation from 2014 - 2019

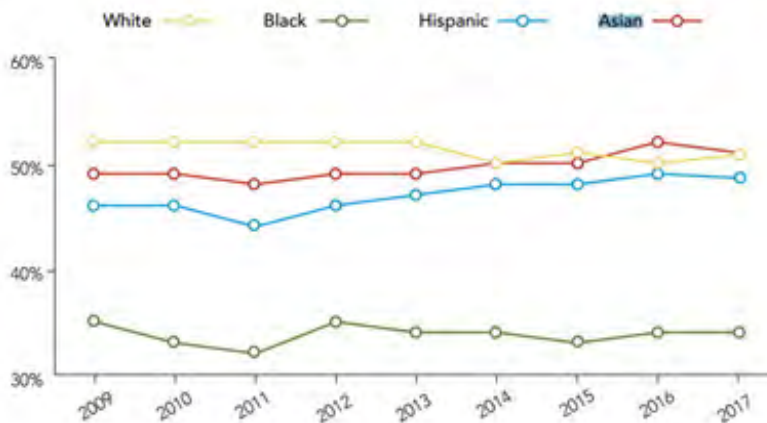


Source: 2020 SFIA Topline Report

Multiculturalism/Racial Diversity

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2018 Outdoor Participation Report, participation rates among diverse groups is evolving quickly, even in the last ten years. African-Americans have participation rates less than 40 percent consistently in the last decade. Meanwhile, Asians have increased in participation since 2011, reaching over 50 percent in 2016. Hispanics are also increasing participation. The figure below, sourced from the 2018 Outdoor Participation Report, demonstrates these changes since 2009.

Figure 66: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+)

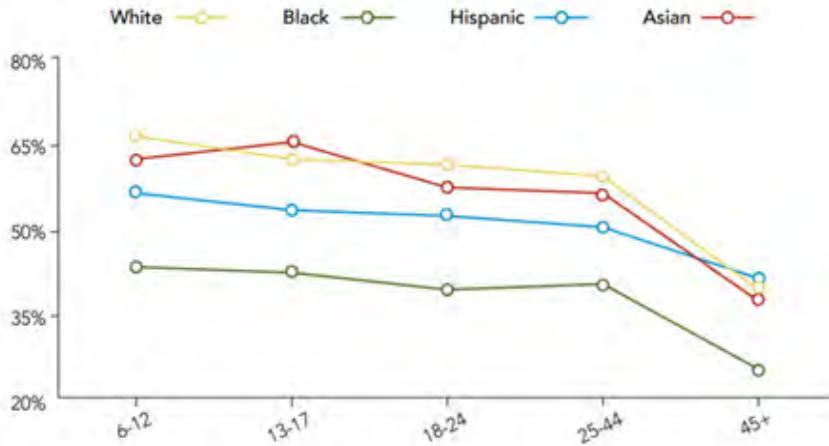


Source: 2018 Outdoor Participation Report, Outdoor Industry Association



Participation in outdoor activities is higher among Caucasians than any other ethnicity, and lowest among African Americans in nearly all age groups. **Figure 67** demonstrates that those under 18 have much higher participation rates than all other age groups.

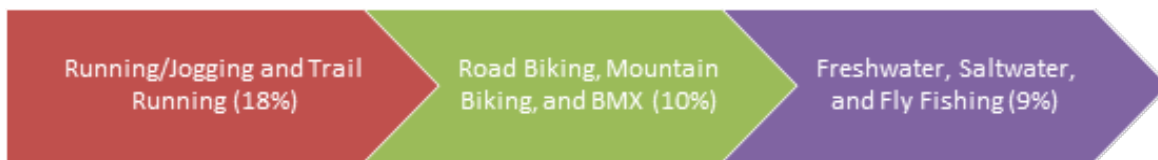
Figure 67: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+)



Source: 2018 Outdoor Participation Report, Outdoor Industry Association

According to the report by the Outdoor Industry Association, there are a variety of reasons why people do and do not participate. Many of those reasons are similar regardless of demographics, but it is helpful to look at the top motivations of each race to understand potential barriers. Below is a compiled list of the motivations and reasons that various races participate, as well as the top activities in which each group participates.

African Americans



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
<ul style="list-style-type: none"> Get Exercise (61%) Be with Family and Friends (53%) Keep Physically Fit (52%) Be close to nature (40%) Observe Scenic Beauty (33%). 	<ul style="list-style-type: none"> I do not have anyone to participate with (21%) Too Busy with Family Responsibilities (20%) Outdoor Recreation Equipment is Expensive (19%) I do not have the skills or abilities (18%) I do not have enough information (15%)

Asian Americans



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
Get Exercise (65%)	Outdoor Recreation Equipment is Expensive (21%)
Be with Family and Friends (59%)	I do not have anyone to participate with (21%)
Observe Scenic Beauty (52%).	I do not have the skills or abilities (20%)
Keep Physically Fit (50%)	Too Busy with Family Responsibilities (19%)
Enjoy the Sights and Smells of Nature (50%).	Too busy with other recreation activities (12%)

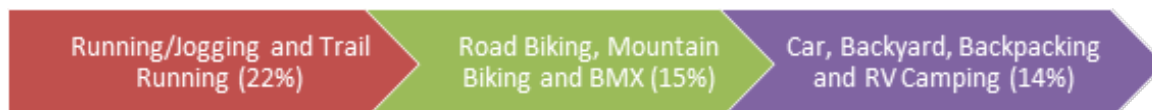
Research about outdoor recreation among Asian Americans in the San Francisco Bay Area (Chinese, Japanese, Korean, and Filipino)³³ found significant differences among the four groups concerning the degree of linguistic acculturation (preferred language spoken in various communication media). The research suggests that communications related to recreation and natural resource management should appear in ethnic media, but the results also suggest that Asian Americans should not be viewed as homogeneous with regard to recreation-related issues. Another study³⁴ found that technology use for finding outdoor recreation opportunities is highest among Asian/Pacific Islander populations. Over 60% of these populations use stationary or mobile technology in making decisions regarding outdoor recreation.

Caucasians



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
Get Exercise (57%)	Too busy with family responsibilities (24%)
Be with Family and Friends (47%)	Outdoor recreation equipment is expensive (18%)
Keep Physically Fit (44%)	I do not have anyone to participate with (18%)
Be Close to Nature (42%)	I do not have the skills or abilities (15%)
Observe Scenic Beauty (37%)	I have a physical disability (11%)

Hispanics



33 P.L. Winter, W.C. Jeong, G.C. Godbey, "Outdoor Recreation among Asian Americans: A Case Study of San Francisco Bay Area Residents," Journal of Park and Recreation Administration, 2004.

34 Harry Zinne and Alan Graefe, "Emerging Adults and the Future of Wild Nature," International Journal of Wildness, December 2007.



Top Five Reasons to Get Outside:	Top Five Reasons not to Participate:
Get Exercise (61%)	Too Busy with Family Responsibilities (19%)
Keep Physically Fit (45%)	Outdoor Recreation Equipment is Expensive (18%)
Be with Family and Friends (39%)	I do not have anyone to participate with (16%)
Observe Scenic Beauty (33%)	Places for Outdoor Recreation are Far Away (13%)
Be Close to Nature (32%)	Places for Outdoor Recreation are Expensive (13%)

In the United States, the Hispanic population increased by 43% over the last decade, compared to 5% for the non-Hispanic population, and accounted for more than half of all the population growth. According to Emilyn Sheffield, the growing racial and ethnic diversity is particularly important to recreation and leisure service providers, as family and individual recreation patterns and preferences are strongly shaped by cultural influences.³⁵

Shade Structures

Communities around the country are considering adding shade structures as well as shade trees to their parks, playgrounds and pools, as “a weapon against cancer and against childhood obesity”³⁶; both to reduce future cancer risk and promote exercise among children. A study found that melanoma rates in people under 20 rose three percent a year between 1973 and 2001, possibly due to a thinning of the ozone layer in the atmosphere. It is recommended that children seek shade between 10am and 4pm, but with so little shade available, kids have nowhere to go. Additionally, without adequate shade, many play areas are simply too hot to be inviting to children. On sunny days, the playground equipment is hot enough to scald the hands of would-be users.

Trees would help provide protection, as tree leaves absorb about 95 percent of ultraviolet radiation, but they take a decade or more to grow large enough to make a difference. So, many communities are building shade structures instead. The non-profit Shade Foundation of American is a good resource for information about shade and shade structures, www.shadefoundation.org.

Teen Programs

Local parks and recreation agencies are often tasked with finding opportunities for teen programming beyond youth sports. As suicide is the second highest causes of deaths among United States teens, mental health continues to be a priority when programming for this age group. Activities such as meditation, yoga, sports, art and civic engagement can help teens develop life skills and engage cognitive functions. Beyond interacting with those of their own age, many agencies are developing creative multi-generational activities which may involve seniors and teens assisting one another to learn life skills. Agencies that can help teens develop career development skills and continue their education are most successful in promoting positive teen outcomes and curbing at-risk behavior.³⁷

35 Emilyn Sheffield, “Five Trends Shaping Tomorrow Today,” Parks and Recreation, July 2012, p. 16-17.

36 Liz Szabo, “Shade: A weapon against skin cancer, childhood obesity”, USA Today, June 30, 2011, www.usatoday.com/news/health/wellness/story/2011/06/Shade-serves-as-a-weapon-against-skin-cancer-childhood-obesity/48965070/1, accessed May 2015

37 Kardys, Jack “Park Afterschool Programs: A Vital Community Resource” National Recreation and Park Association. June 2019, <https://www.nrpa.org/parks-recreation-magazine/2019/june/park-afterschool-programs-a-vital-community-resource/>



Appendix B: Community Engagement Memorandum



Memo to: Arcenio Ramirez, Community Services, Perris CA

CC: Art Thatcher, GP Principal in Charge
 Michael Singleton, Principal, KTUA
 Dave Peterson, GP GIS Manager
 Caylor Vielehr, GIS Analyst
 Matt Wilkins, Associate, KTUA

From: Jeff Milkes, GP Project Consultant
 Dan Seeder, GP Project Consultant

Date: December 7, 2020

Subject: Perris Parks and Recreation Master Plan

To gather information for the parks and recreation master plan, fourteen staff members were interviewed June 30, 2020, followed by six stakeholder interviews that included representatives from the Perris City Council, City Manager’s office and the Department Director.

A series of focus group meetings were held between June and August that included civic groups, public safety members, seniors, health care and education representatives, sports group leaders and community members. Thirty-four people participated. One session was conducted in Spanish. A public forum was held on November 5th, 2020 with 43 community members participating. All engagement was completed using the Zoom digital platform.

While responses are not prioritized, asterisks demonstrate those comments made multiple times during the engagement process.

How long have you been a resident of the City of Perris?

<5 years	04%
5-9 years	07%
10-19 years	63%
20+ years	26%

What are the strengths of the City related to Parks, Trails and Recreation Facilities/Activities that should continue over the next 10 years?

- The amount and quality of work that is produced by a small, enthusiastic, and amazing team!****
- Authentic community engagement****
- The Department is progressive with trail expansion***
- The Department actively seeks grants***
- The Department produces a variety of fun and engaging events for youth and families***
- Great parks and spaces for children to play



- Parks and facilities are well maintained**
- There are sufficient indoor gym spaces and recreational facilities*
- The perception of safety in the parks: people of all ages and genders feel comfortable and safe and utilize the parks. Drive through view in the parks is good*
- The Community Gardens programs
- The basketball courts in the Citrus area
- The events outside of the main City campus
- The free or low-cost programs the Department offers
- The push to renovate and improve the parks
- The support of the Perris City Council and the City's executive team
- There is an effort to focus on parks
- There is enough funding for activities, special events, and parks
- The 10-minute walk initiative
- Improvements including an amphitheater and the addition of large turtle swings at Mercado Park

What are the weaknesses that need addressing through the Master Plan update?

- Community members do not feel safe due to drug use in the parks, gang activity, shootings and the homeless issues*****
- The recreation centers do not have enough programmable space*****
- There is a lack of full-time security personnel in parks. The City needs park rangers****
- The parks need more trash receptacles. Current ones are outdated. Trash is a problem***
- The City does not have enough sports fields and facilities to accommodate our community***
- The Department needs more funding for park facilities**
- There are older areas that require additional attention*
- There is a lack of storage space for equipment in the parks*
- The limit on part-time employee hours restricts what the Department can offer*
- There is a lack of green space that promotes healthy behaviors and lifestyles*
- Standards have gone down over the years with the growth of population in the city. Need to take care of what the city has*
- Park maintenance is lacking, have a small team and many parks*
- Paragon Park and Patriot Park have issues*
- There is a lack of restrooms. Current restrooms are too dark*
- The City needs more parks and less warehouses*
- The Department does not have enough revenue generating facilities
- Dirt bikes and ATV use in the parks is a problem
- Dog waste in parks is an issue that needs to be addressed
- Many playgrounds are outdated. The Department needs a policy to update playgrounds
- There are no recreation facilities in the north end of the city
- Foss Field Park has many homeless people
- The playgrounds do not have enough swings. There are times with a long wait to use them
- Benches at parks are dirty and a little too tucked away
- There are dangerous gopher holes and ant hills in some of the parks
- The trails are poorly lit
- Playgrounds are not all accessible



- Increased accessibility to parks

How satisfied are you with the overall quality of the existing Parks, Trails and Recreation Facilities/Activities provided by the City? Would you say they are Excellent, Very Good, Good, Fair, or Poor?

1 (Unsatisfied)	00%
2	08%
3	42%
4	46%
5 (Very Satisfied)	04%

What would make you want to visit your City parks more often?

- Safer and cleaner parks with better lighting*****
- Sanitation stations***
- Community driven art, painted walls, and art in park**
- Good walking paths and trails, with mile markers**
- More trees and shade*
- Outdoor exercise equipment*
- More dog parks*
- Upgraded and accessible playgrounds*
- More events in parks including music in the parks*
- If parks were strategically placed throughout the community, walkable and accessible from home
- Parking capacity for events and small functions
- Places for group meetings at the parks
- Nature sections in the parks
- Wayfinding signs on trails and streets
- Farmer’s markets that remain local and small
- Better landscaping
- A public graffiti wall
- More community gardens
- A splash park
- More sports fields with lights
- Dedicated bike areas
- More tennis courts
- Scavenger hunt throughout the city to drive more traffic in the parks

Are there areas in the City (geographic or market segments) that are underserved?

- Enchanted Heights is underserved but there is a park planned in the future*****
- The southwest part of the city does not have a park/Enchanted Hills should help them out, but it may not be enough**
- The North side is better served than other areas of the City**



- The Citrus area. The Citrus playground was closed for a while and some unfriendly people were hanging around*
- The North side of town is underserved
- Southwest side does not seem to have the same level of service
- The City does a good job of reaching out to all populations in the community
- Dog owners. The city has only one small dog park and it doesn't have very many amenities
- Things have balanced out...but First Street or St. James or near Perris Elementary....Nuevo area could use a park too
- Romana Expressway parks are nicer and newer and better maintained than other areas
- People who play indoor sports are underserved
- People who need ADA services. There are no inclusive playgrounds
- The center of the city and isolated areas that are not close enough to decent parks
- Copper Creek parks are unsafe to use
- There are not as many newer amenities in the central area of the City
- Population growth on the south side of the city has put pressure on the one park currently serving the area
- NE new development but SW needs to feel more integrated with the rest of the city
- The May Ranch area is underserved
- Central Perris – a mini water park would be nice
- Newer communities are better served

What new recreation activities would you like to see available?

- Outdoor activities to promote wellness like yoga and Zumba*****
- More youth-based activities that focus on youth ages 11-18****
- The Community wants more hosted events and activities (movies and concerts) in the parks to feel safer***
- Music instruction and activities**
- Adaptive programming for people with disabilities**
- Active adult programming like basketball. There are no adult leagues or classes currently**
- Early development activities and classes*
- Performing arts programs*
- Aquatics programs (city owned pool)*
- Volleyball programs*
- Classes for adults other than exercise*
- Exercise programs for kids*
- Indoor soccer opportunities/Futsal
- Gymnastics*
- Arts-ballet and dance classes
- Pickleball
- Dog training classes
- Additional sports leagues
- Boxing programs
- Community volunteer activities such as park cleanups
- Develop new and unique programs that attract users to participate or attend events
- Senior activities



- Basic computer classes
- Life skills and professional development classes including reading and writing
- Group gardening activities
- Local group clubs like “Meet-up”
- More outdoor and nature programs
- Arts programs to create murals in the parks
- A greater variety of activities
- More farmers’ markets
- Fun runs in the parks

What new recreational amenities would you like to see available?

- Walking and hiking opportunities in safe areas. Complete unfinished trails and improve the scenery of some walking /running trails with exercise equipment. Connect the trails to parks and each other*****
- Aquatics center in a central location, possibly with a therapy pool for seniors *****
- Additional sports facilities, multi-use courts and fields, outdoor basketball courts, soccer fields*****
- Bike trails and bike lanes around parks, off-road bike trails*****
- Shade over playgrounds and in general*****
- Restrooms with natural light and vandalize proof sinks and toilets*****
- Dog parks and off leash areas, with doggy pots, and disposable bags for waste in parks****
- Additional splash pad/park****
- Playgrounds with adequate lighting throughout playground. Themed playgrounds like nature-based play with attractions to the parks/playgrounds, something to distinguish and set each park apart****
- Hydro boost or other bottle fill drinking fountains****
- A new public art and performing arts facility****
- Park improvements that include playground repairs, projects defined in community outreach, restrooms, and lighting, ****
- Full-service community center with indoor areas, gymnasium, volleyball, basketball, stage, studios and library****
- Security improvements like light, security cameras, and barriers around benches so homeless can’t lay on them***
- All-inclusive playgrounds, adaptive equipment***
- Skating opportunities in the city***
- Storage space at park sites for maintenance and sports equipment***
- Benches in parks and around trails**
- Exercise equipment/work out stations around trails**
- Community gardens (plans to develop additional phases) that may include resident garden plots**
- More indoor space to exercise away from the heat*
- Picnic and BBQ areas*
- Fitness courts on South and North end...to make up for not going into a gym*
- Community gathering spaces to rent*
- Volleyball courts/beach volleyball courts*
- A new municipal golf course*



- Improvements outside the city hall area, better maintenance of parks farther into the community*
- A new football field*
- A new civic center
- More green spaces
- Additional parking at parks is lacking for special events
- Various sized gazebos
- Satellite parks...south end and downtown
- Senior center for seniors
- Swings like the turtle swing
- More tennis courts
- Youth center like Statler Youth Center
- Edible landscape- fruit trees that could be harvested, etc.
- More classroom space for programs
- Morgan Park needs amenities like splash pad, improved restrooms, new drinking fountains
- Off road mountain bike trails
- Handball courts
- Amphitheater
- An outdoor auditorium
- A 24-hour recreation facility
- Need to complete proposed parks and not phase them out
- Hockey rink
- Seating areas next to restrooms
- Skating rink
- Bowling center

How do you believe the new initiatives identified in the Parks and Recreation Master Plan should be financially supported?

- Impact fees that support new residential development*****
- Marijuana tax (large sales in Perris)***
- Grants**
- Warehouse tax*
- The last resort is asking taxpayers to fund the improvements. There would not be voter support*
- The general fund would have to pay for operations of new facilities*
- State funding from California Prop 68
- Private funding
- Potential CBDG funding
- Community benefit agreements



What is your Vision for Parks and Recreation in Perris?

- Safe, crime free environment*****
- Healthy activities and options that include family friendly opportunities for use of parks on a regular basis*****
- Good looking, clean parks with amenities that reach underserved community members*
- Regional and neighborhood parks next to residents*
- Make life better for the residents
- Multi-use facilities
- Parks that are more conducive to a modern feel and look that retains city characteristics
- Maintain the City's history, culture, and diversity
- A department with a high level of customer service
- Many walking trails
- An innovative, inclusive and community driven department
- Art in the park

What key partners and stakeholders in the community can assist with the implementation of the Parks Master Plan?

- School districts - Perris Unified School District & Val Verde*****
- The business community*****
- Sports organizations****
- Public safety – sheriff & police****
- The Boys and Girls Club***
- Perris Valley Historical Museum Association, Southern California Railway Museum and other museums**
- Residents in neighborhoods**
- YAC- Youth Advisory Committee, youth, teen groups**
- The Chamber of Commerce*
- Neighborhood Watch groups*
- TODEC Legal Center, Perris*
- Perris Skydive*
- Non-profit organizations*
- Local artists and arts groups*
- Boy and Girl Scouts*
- The LGBTQ Community
- Churches
- Exercise program participants
- The Parks and Recreation Board
- Eastern Municipal Water District to be involved more in education outreach
- Utility companies
- Hospitals
- Water Districts
- Community garden volunteers
- Organizations that work with at risk youth
- HOA's



GREENPLAY LLC

*The Leading Edge In Parks, Recreation
And Open Space Consulting*

- Elected officials
- Senior representatives
- Health care agencies
- Lake Perris State Park
- Drop Zone county owned aquatics facility
- Perris AYSO
- University students

What key issues, values and priorities in the Perris community need to be considered, while developing the Parks Master Plan?

Key Issues

- Safety (crime, drug use and drinking) in the parks and a need for park rangers***
- Homelessness and impact on the parks and better support from police***
- Historically residents have needed to drive to other nearby cities for shopping and restaurants*
- Gentrification*
- Some residents lack accountability regarding parks
- Growth (population and development)
- Funding and resources are a challenge
- Transportation
- Mental health
- Food deserts and access to healthy foods
- Social inequality/inclusiveness
- Southern California growth and traffic concerns
- Peris is a comparatively younger city in terms of age
- Teens without a lot of support at home are without transportation
- Non-English-speaking population may be challenged to gain access to services (quite large, adults/parents/guardians)
- Housing
- A good balance between commercial and residential land use
- Connectivity utilizing the trails
- More money for parks
- Quality of education
- Cleanliness of the city

Values

- Small town**
- Diversity and inclusivity
- Progress
- Art
- Health
- Historic
- Community pride
- Stable housing
- Food security



- Quality of education
- Very culturally diverse
- Rich history
- Healthy living
- Parks close to neighborhoods
- Healthy eating

Priorities

- Address safety in parks with lighting and activation to reduce inappropriate behavior, drug use, security issues at night, and homeless issues. Need lockable gates and cameras in the parks*****
- Encourage walking and biking opportunities*****
- Less warehouses and more parks****
- Continue the 2013 grassroots healthy community campaign, Live Well in Perris****
- Improve and connect parks that have a variety of uses with the community***
- Cleanliness of the parks (trash in parks), hand sanitizing stations near benches and restrooms, in other areas of parks**
- Focus on the plan and develop opportunities to improve and increase use of parks, and connect with the community**
- Developing new parks**
- More family friendly entertainment areas are needed as are restaurants*
- Provide programs closer to home/less need for transportation*
- Provide city events with healthy food options**
- Provide services for low income families*
- Update playground equipment
- Improve and grow the city and culture
- Provide clean restrooms
- To partner with non-profits to help provide funding
- Create greenspace
- Family community oriented and working-class oriented programs and parks
- Water opportunities in parks
- Programs for seniors
- Additional greenspace
- Stop building parks in flood basins
- Connectivity with improved pedestrian paths, bike lanes, and safe pedestrian crossings
- Parks keep pace with population growth and with population as it changes, i.e. adults and senior citizens
- More jogging trails
- Need gazebos and shade for family events
- Create awareness of what is offered by the Department to community/improve communication about programming and opportunities
- Provide all-inclusive playgrounds
- The Statler Youth Center for younger kids
- Encourage biking and walking and ability for entire community to walk to a park
- Phase out old playground equipment and replace with new



- Rental and community gathering spaces
- Better interaction with public safety

Given the current pandemic, what do you feel should be the Department's priorities related to access to parks, park amenities and programs (what should be the new normal)?

- Provide hand soap and reliable water sources in the restrooms to thoroughly wash hands/hot water access**
- Ensuring health and safety by additional cleaning/sanitizing*
- Add additional trash cans
- Add remote locks to close parks and restrooms
- Add additional staff that focuses only on park sanitation
- Additional lighting

Other issues/comments:

- The Spanish speaking participation gap needs to be closed. It is really important to have fliers and written materials in Spanish ***
- Address the homeless issues**
- Workforce development goal to increase local hiring*
- Need to consider multiple smaller parks (dog parks, etc.) in different areas of the city for more equitable access to facilities/amenities*
- There are some areas that people do not feel as safe in the parks*
- Continue to address uniformity and equity throughout the city
- The opium epidemic going strong and needs coordination with social services. Partnerships with non-profits
- Address safety and security throughout the system
- Take care of current parks, increase maintenance level
- The master plan should connect and build on the Trails Master Plan
- Funding- where does money come from?
- Keep future residential development in mind with the master plan
- When planning park expansions and/or new facilities, consult with the various City Departments There may be opportunities to enhance park facilities by incorporating sidewalk and/or bike connectivity to parks and recreational areas. For input, including the Sheriff's Department
- Establish adequate capital improvement funding for continuous upgrade of existing parks
- The input of the new Parks Division for maintenance purposes
- Other colleagues and staff will have a lot of great input
- Perris needs one area that they can call their own, people leave the areas to attend other facilities and functions
- Need to consider the layout of the city, linear and difficult/time consuming to go from one area to another
- Many barriers that make commuting time consuming from one location to another (north to south)- 25 min drive
- Communicate with all stakeholders and open up to new ideas



- Commuter city - many leave to work in Orange County and use parks in the evening
- Work with the Engineering Department to work on infrastructure and connectivity (sidewalks)
- New community center or aquatics center would be very difficult during this current 10-year plan
- Population has doubled since the last master plan
- Permitted medical marijuana dispensaries in Perris
- There are currently no revenue generating facilities
- How will COVID affect activities and events?
- Follow progress of changing/thriving community
- Engage the different populations to inspire them and grow
- More trails. There is a separate Master Trails and Bike Plan. Want to implement that plan. Show more existing bike paths and trails
- Passive areas that are easy to do illegal activity
- There is not a defined vision for the Department, they do have a mission
- Parks are currently spread out. The central and downtown areas tend to be the older areas
- Need to understand the greater need and prioritize
- Neighborhood groups to take on community gardens/staff should not have to maintain
- Restructuring current amenities that can use environmental practices
- Community feels vested and will take care of bike paths and other recreation connectivity programs
- Need to plan for expansion of facilities and weigh the priorities. Build offices for the team or community areas for programming?
- Use high school for summer swimming program
- Less kids in the park now-a-days but more middle-aged people...so those needs and priorities have changed
- Lake Perris is a possible site for the Olympics
- Parks closer to liquor stores and gas stations have more crime and feel less safe



THIS PAGE INTENTIONALLY LEFT BLANK



Appendix C: Survey Report





THIS PAGE INTENTIONALLY LEFT BLANK

City of Perris Parks & Recreation Master Plan Survey

February 2021



City of Perris
www.cityofperris.org



Table of Contents



- Introduction & Methodology
- Key Findings
- Demographics
- Current Usage
- Current Conditions
- Communication
- Future Facilities / Amenities / Programs
- Values and Vision
- Financial Choices / Fees
- Community Comments

Introduction

The purpose of this study was to gather community feedback on the City of Perris Parks and Recreation facilities, amenities, programs, future planning, communication, and more.

This survey research effort and subsequent analysis were designed to assist the City of Perris in developing a plan to reflect the community's needs and desires.

Methodology

Primary methods:

1 = Statistically Valid (Invitation Survey)

Mailed survey with an option to complete online through password protected website

2 = Open Link Survey

Online survey available to all residents of the City of Perris

4,000 Surveys Mailed

410
Total
Completed
Surveys



184 - Invitation Surveys Completed



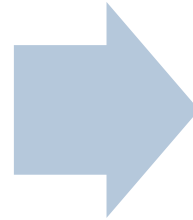
226 - Open Link Surveys Completed

Note: This final report combines the statistically valid survey and the open link survey into overall results.

Weighting the Data

1

The underlying data from the survey were weighted by age and ethnicity to ensure appropriate representation of **Perris residents** across different demographic cohorts in the sample.



2

Using U.S. Census Data, age and ethnicity distribution in the sample were adjusted to more closely match the actual population profile of **Perris**.

Key Findings



PARK USERS

Lake Perris State Recreation Area, Bob Glass Gymnasium, Paragon Park/Skate Park, and May Ranch Park are the most used parks and recreation facilities in Perris.



IMPORTANCE FACILITIES

Trails and pathways, City parks and open spaces, and amenities at City parks are the most important facilities and amenities to resident households. In terms of needs met in the community, City parks/open spaces and trails/pathways rated among the highest for needs met. Whereas amenities at City parks is one of the lowest rated in terms of needs met. Overall, needs met for all facilities and amenities rated lower than importance.



IMPORTANCE PROGRAMS

Youth recreation and sports programs, kids club/camps, and special events are the most important programs services to resident households. Aquatic programs are important to 67% of respondents, whereas 45% indicated that they are not meeting the needs of the community.



COMMUNICATION

Social Media is the best method to receive information about community services offerings. Email and Newsletter are also popular ways to reach residents of Perris. Results demonstrate a need to maintain diversify in communication methods in Perris.

Key Findings



Parks and Recreation Conditions

Homeless population, safety and security, and cleanliness/maintenance in the parks and restrooms rated very low for respondents. This is also evident in future needs, barriers to participation and comes up in the open-ended comments.



FUTURE NEEDS

Additional trails/paths, improvements/renovations to existing facilities, additional athletic field lighting, and a new aquatics facility are the most important needs for facilities in the community for the next 5-10 years. For programs and services, more fitness programs, more activities, and additional after-school and summer programs are most important.



INCREASE USE

Improved safety and security, better lighting, and better condition/maintenance would increase use at Perris parks and recreation facilities.



FUNDING SOURCES

More private/public partnerships and a bond referendum for specific projects have the most support as potential funding sources. New parcel tax or increased property tax, however, have very limited support. Support for a new dedicated sales tax or a new hospitality tax is more mixed but also generally limited.



VALUES & VISION

Providing a high level of safety and security at facilities and ensuring parks and recreation opportunities are accessible and affordable to all residents are considered the most important purposes for the City of Perris to focus on.

Demographics

How long have you lived in Perris:

- 3% - Less than 1 year
- 19% - 1 – 5 years
- 20% - 6 – 10 years
- 37% - 11 – 20 years
- 22% - Over 20 years

14.0

Average number of years
living in Perris



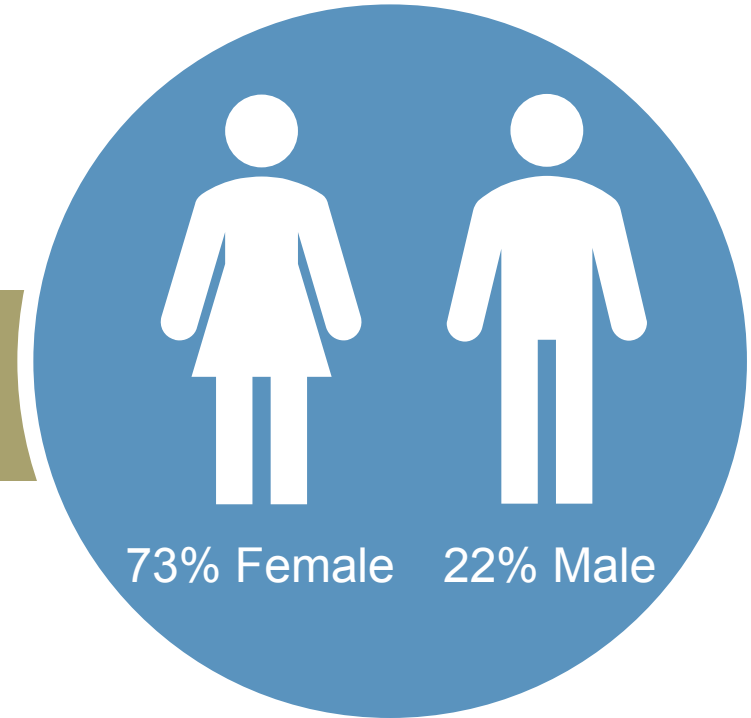
75% of respondents own their residence



11% of respondents have a need for ADA accessible facilities and amenities



63% of respondents own a dog

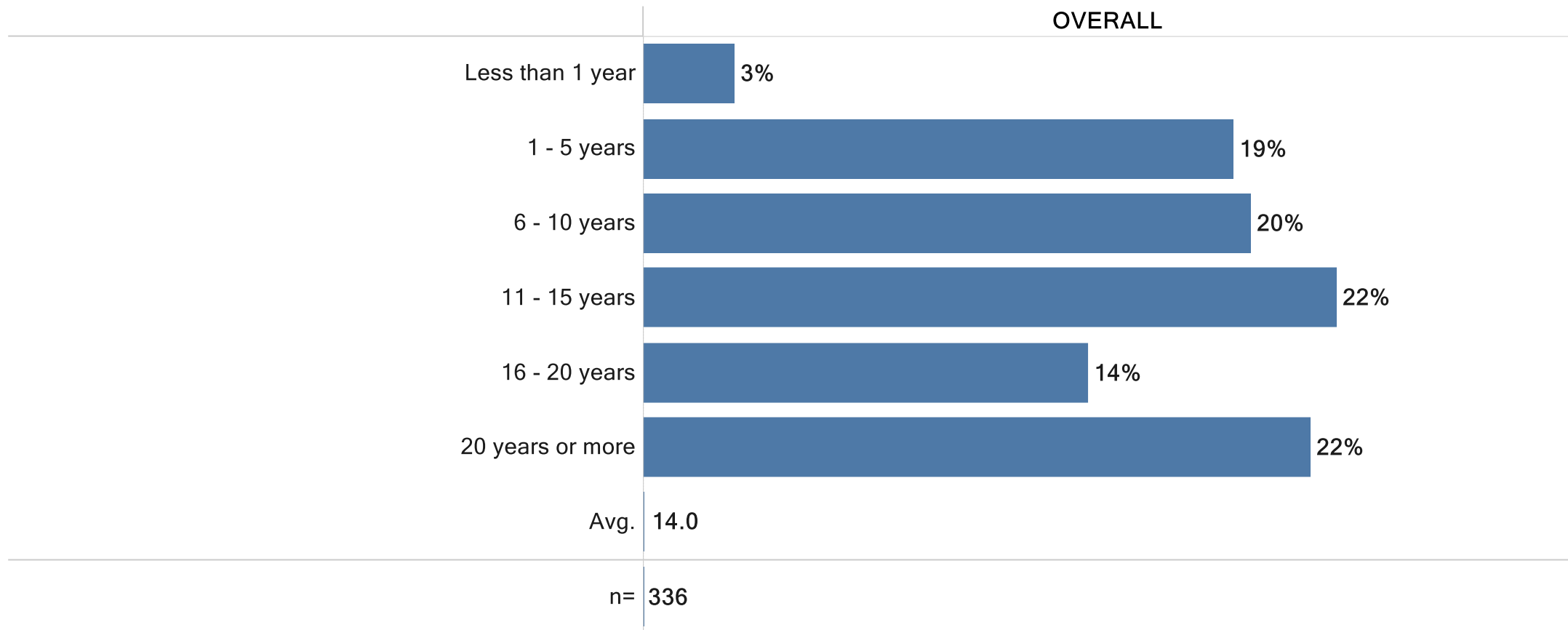


Demographic Profile

Demographics

Tenure in Perris.

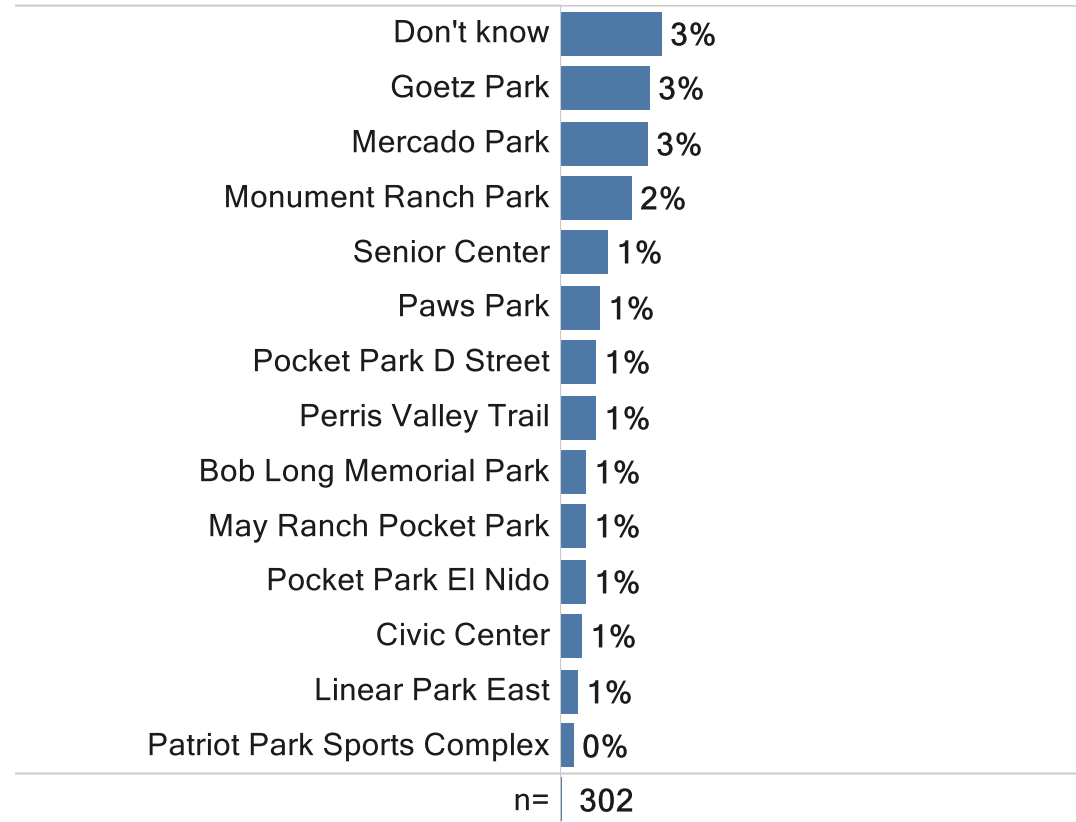
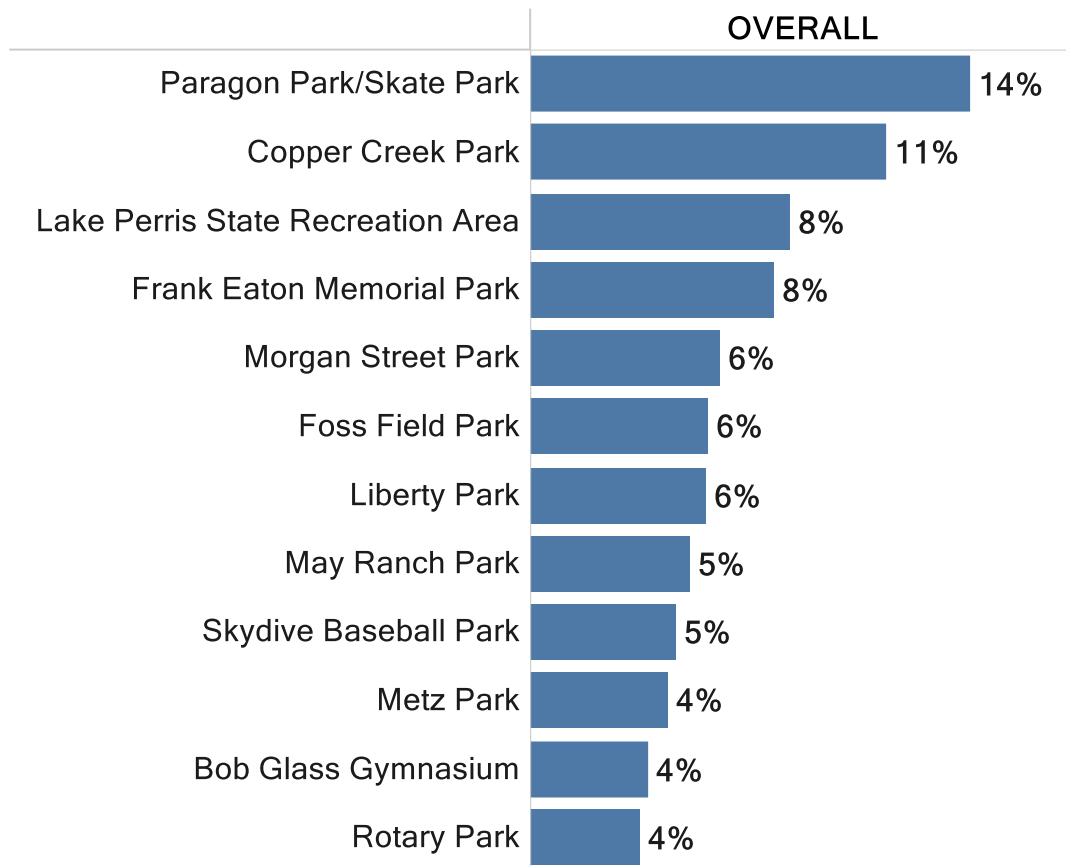
Q: How long have you lived in the City of Perris?



Demographics

Household Location.

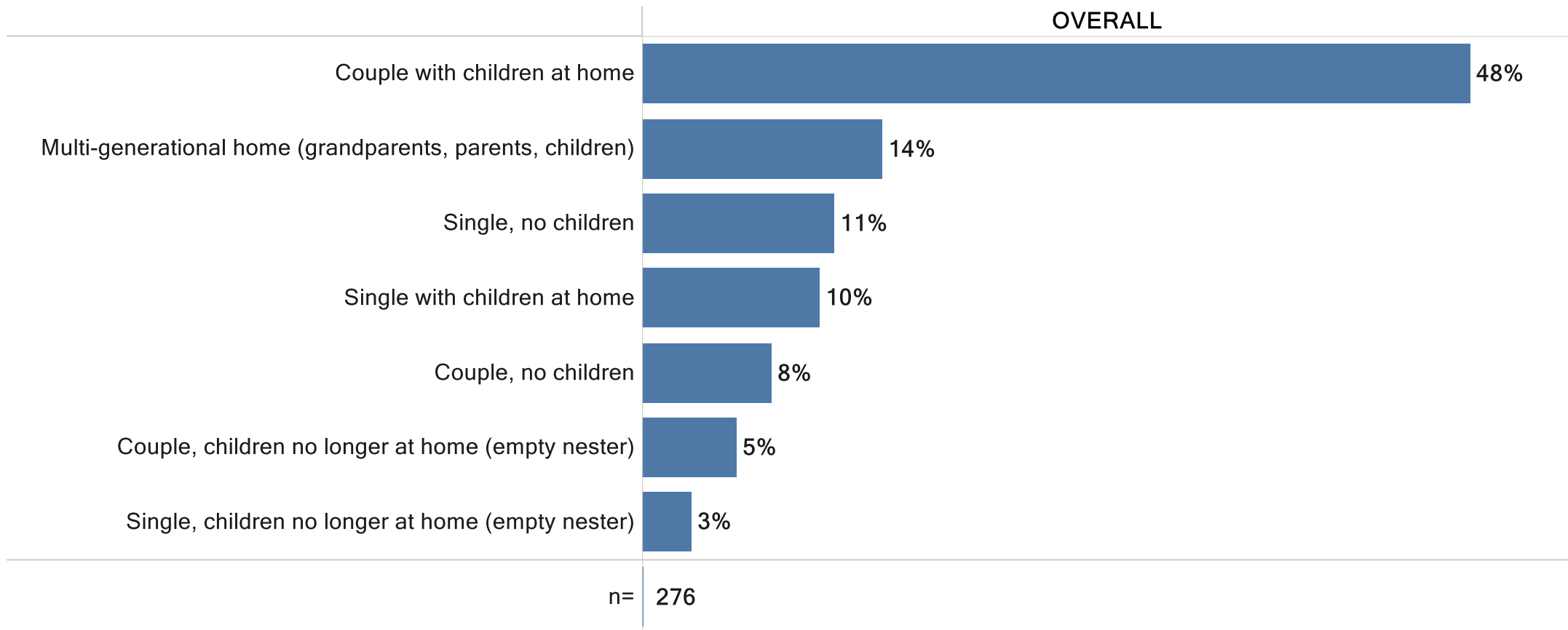
Q: Which park do you live closest to?



Demographics

Household status.

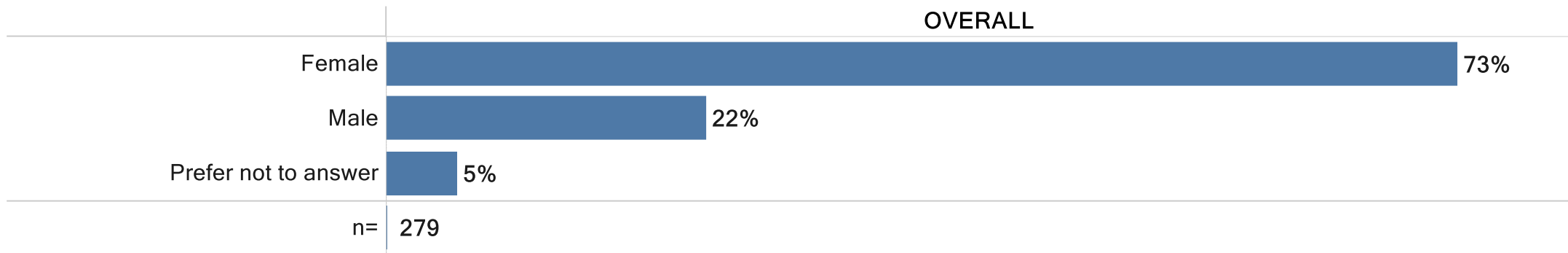
Q: Which of these categories best applies to your household?



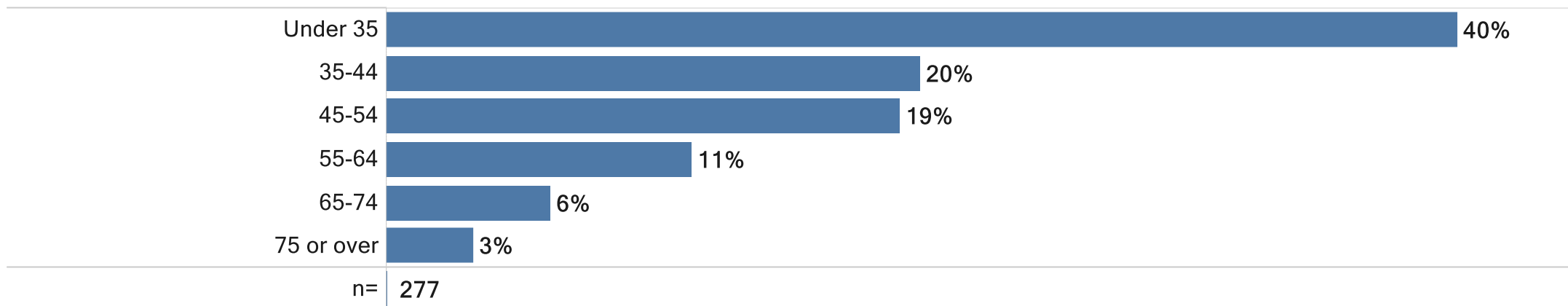
Demographics

Respondent gender and age.

Q: What is your gender?



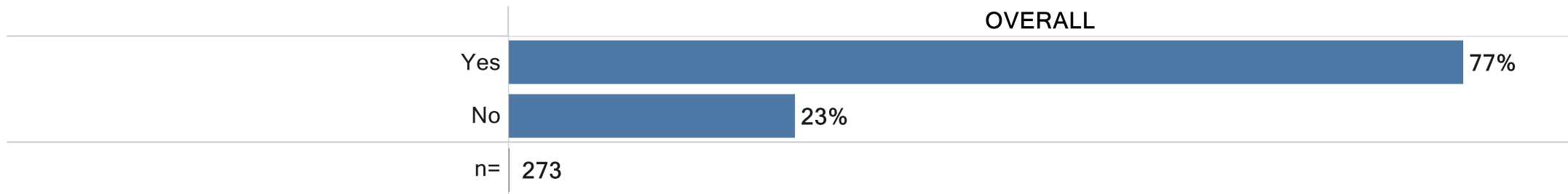
Q: What is your age?



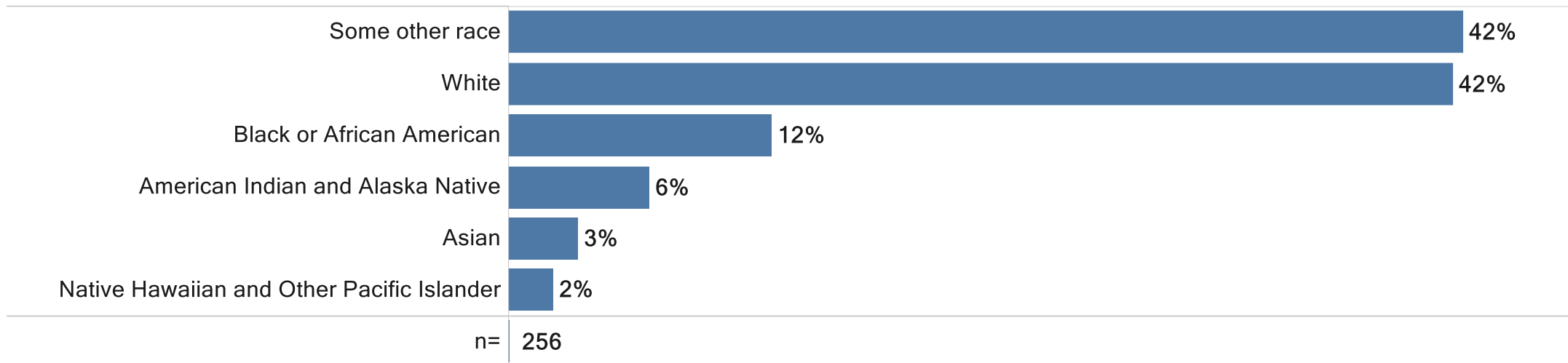
Demographics

Respondent ethnicity and race.

Q: Are you of Hispanic, Latino or Spanish origin?



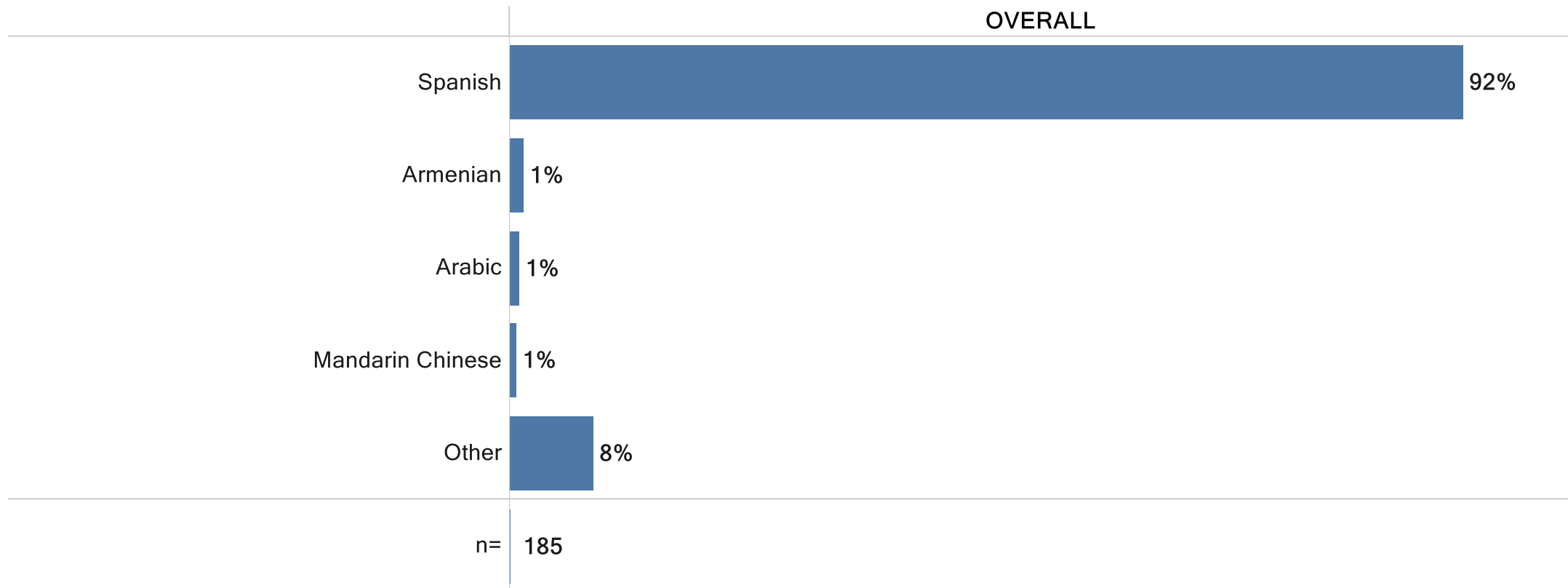
Q: What race do you consider yourself to be? (Check all that apply)



Demographics

Respondent household languages.

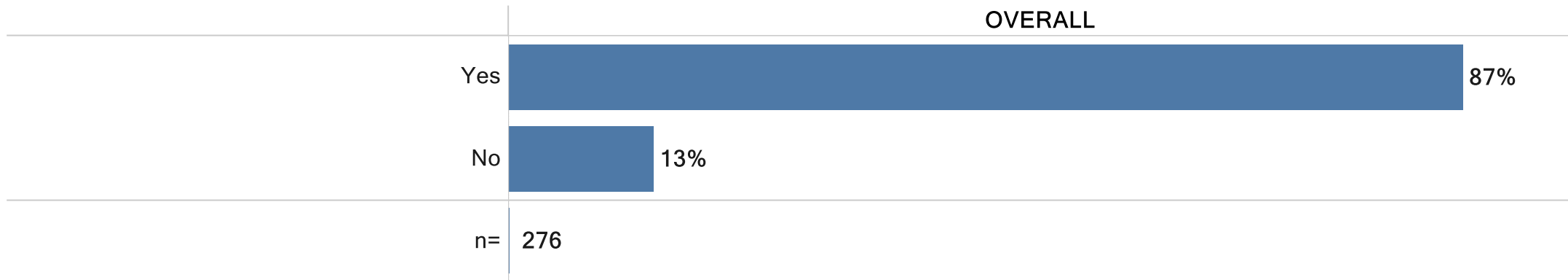
Q: Are there any languages other than English used in your household to communicate? If so, please indicate below (Check all that apply)



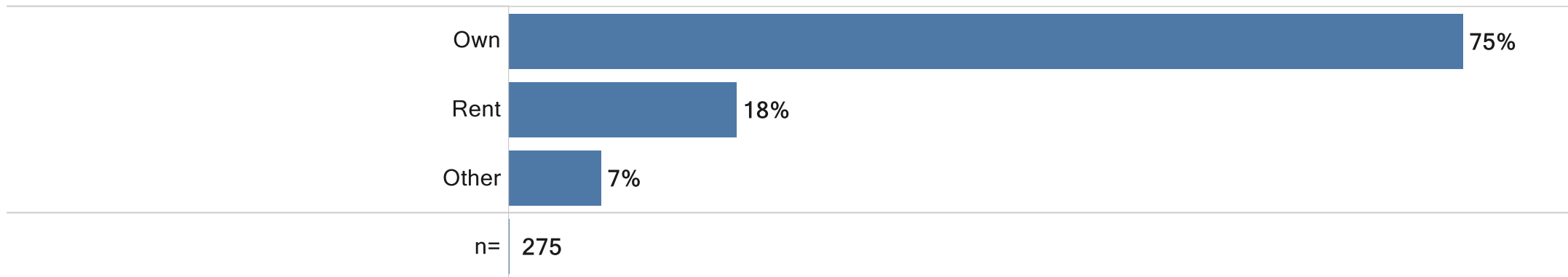
Demographics

Voting status and home ownership.

Q: Are you a registered voter in the City of Perris?



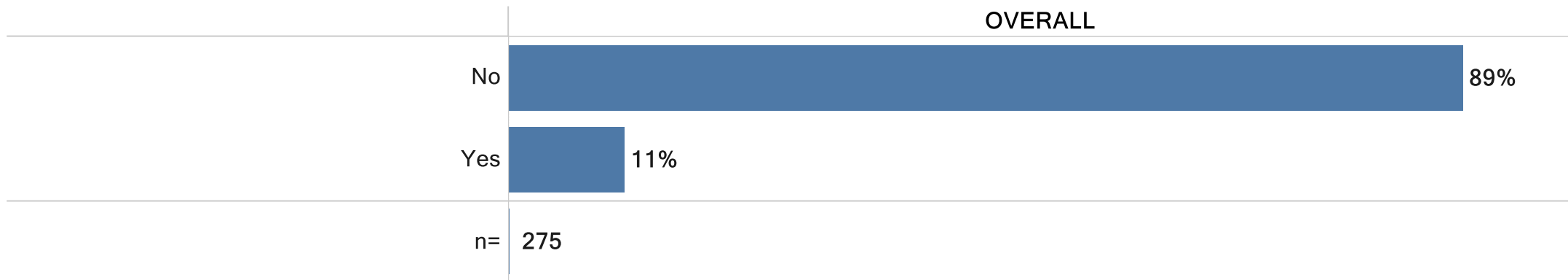
Q: Do you own or rent your residence in the City of Perris?



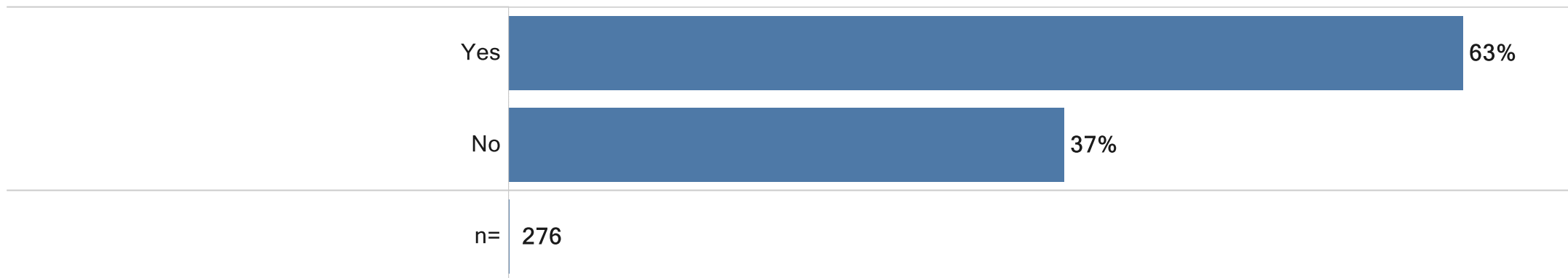
Demographics

Respondent ADA needs and dog ownership.

Q: Does your household have a need for ADA-accessible (Americans with Disabilities) facilities and services?



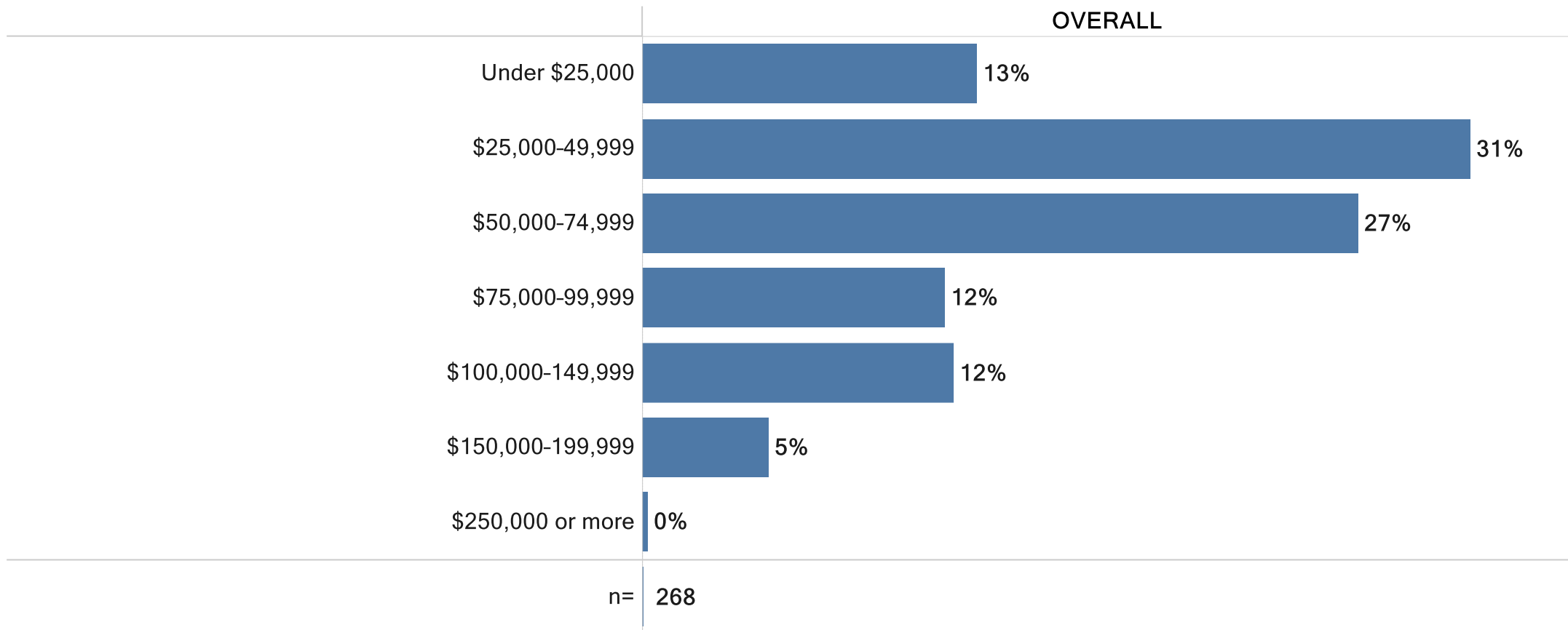
Q: Do you or a member of your household own a dog?



Demographics

Household income.

Q: Which of these categories best describes the total gross annual income of your household (before taxes)?

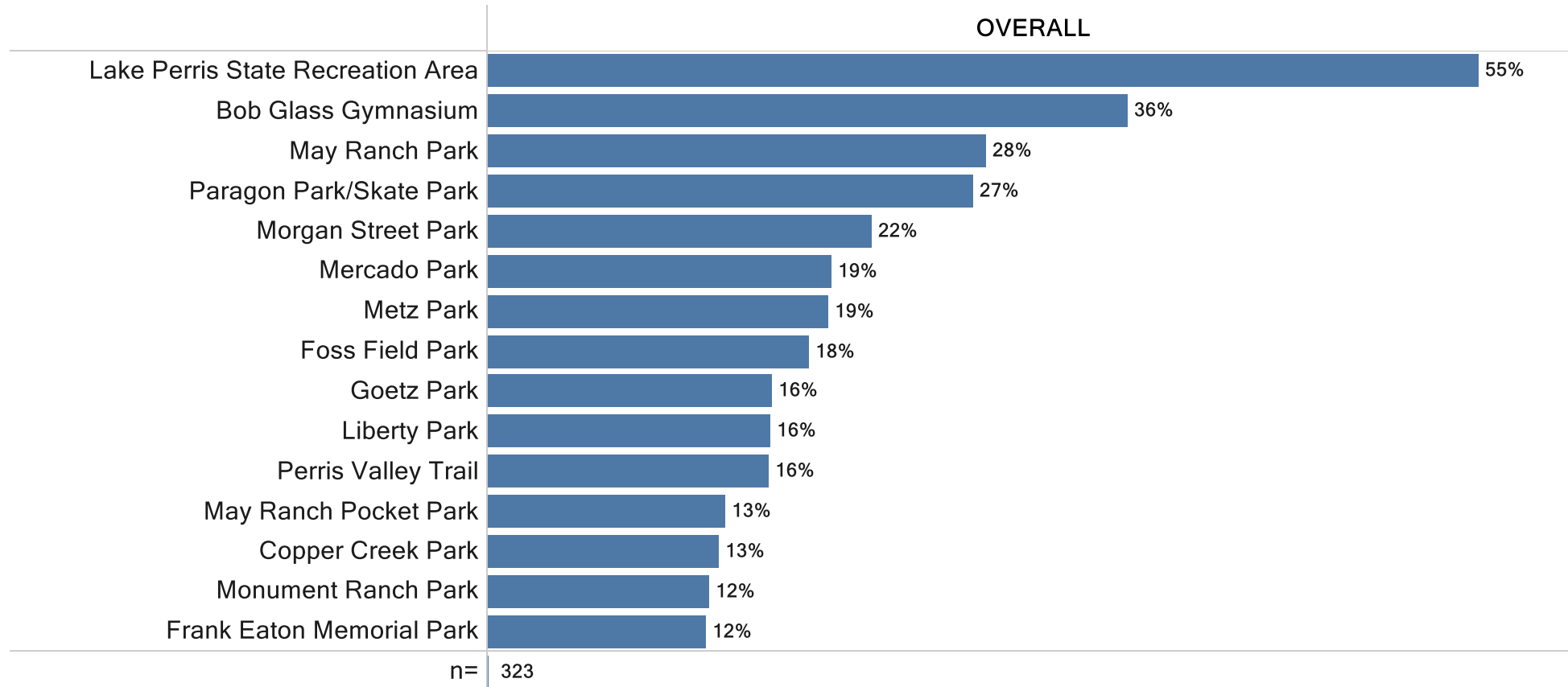


Current Usage

Parks/Recreation Facilities Usage

Lake Perris State Recreation Area and the Bob Glass Gymnasium are the most used parks/recreation facilities in the City of Perris.

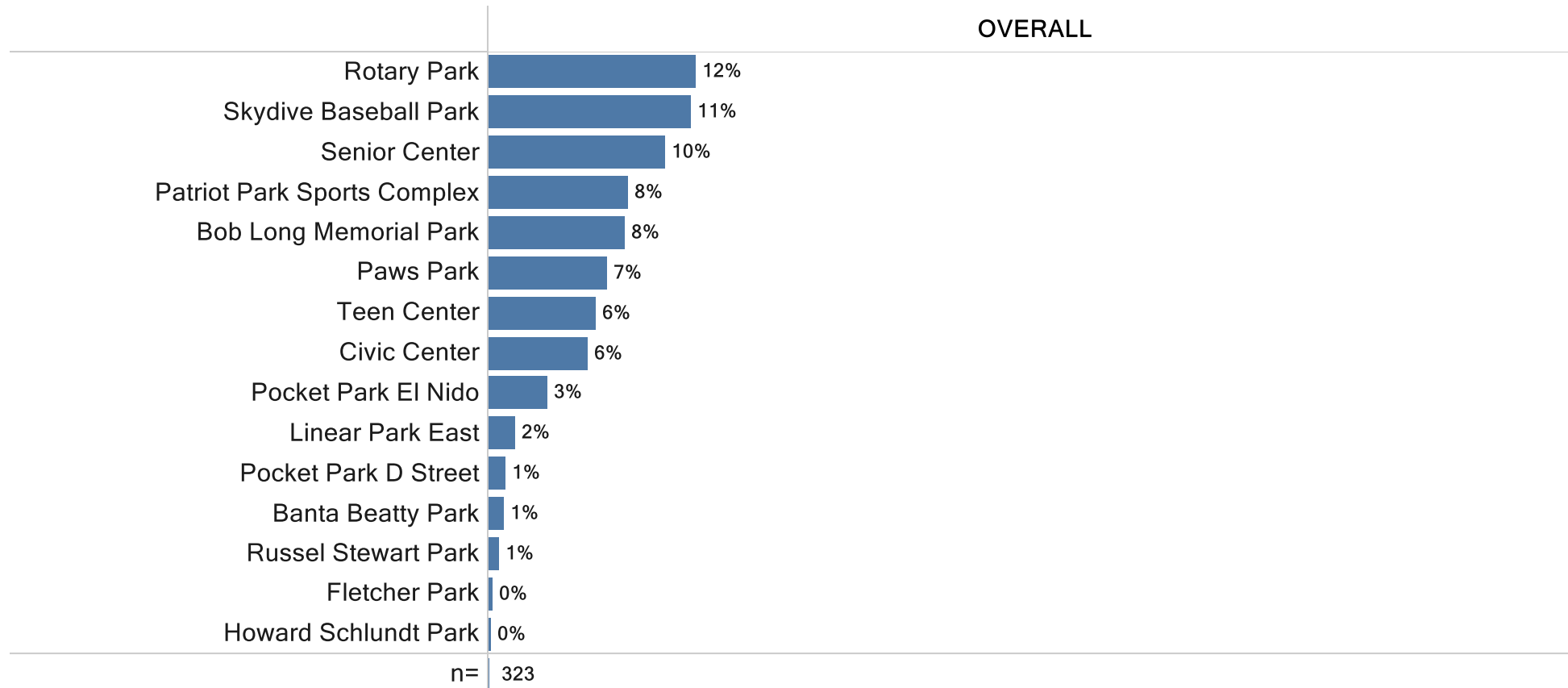
Q: Prior to the current CDC guidelines and restrictions on accessing parks and recreational facilities that were put into effect for COVID-19, which parks/recreation facilities have been used by your household in the past 12 months? (Check all that apply)



Parks/Recreation Facilities Usage

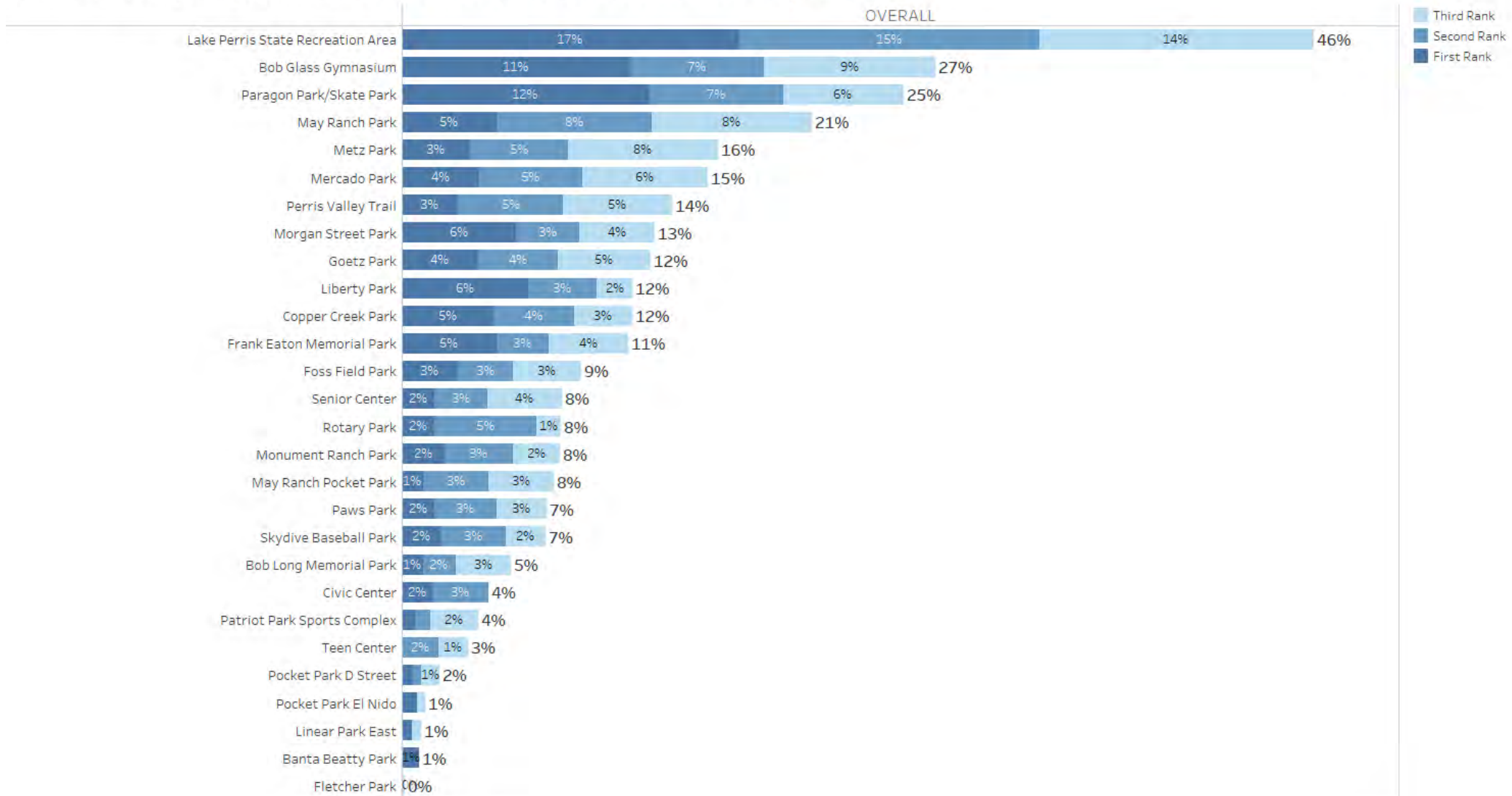
List continued.

Q: Prior to the current CDC guidelines and restrictions on accessing parks and recreational facilities that were put into effect for COVID-19, which parks/recreation facilities have been used by your household in the past 12 months? (Check all that apply)



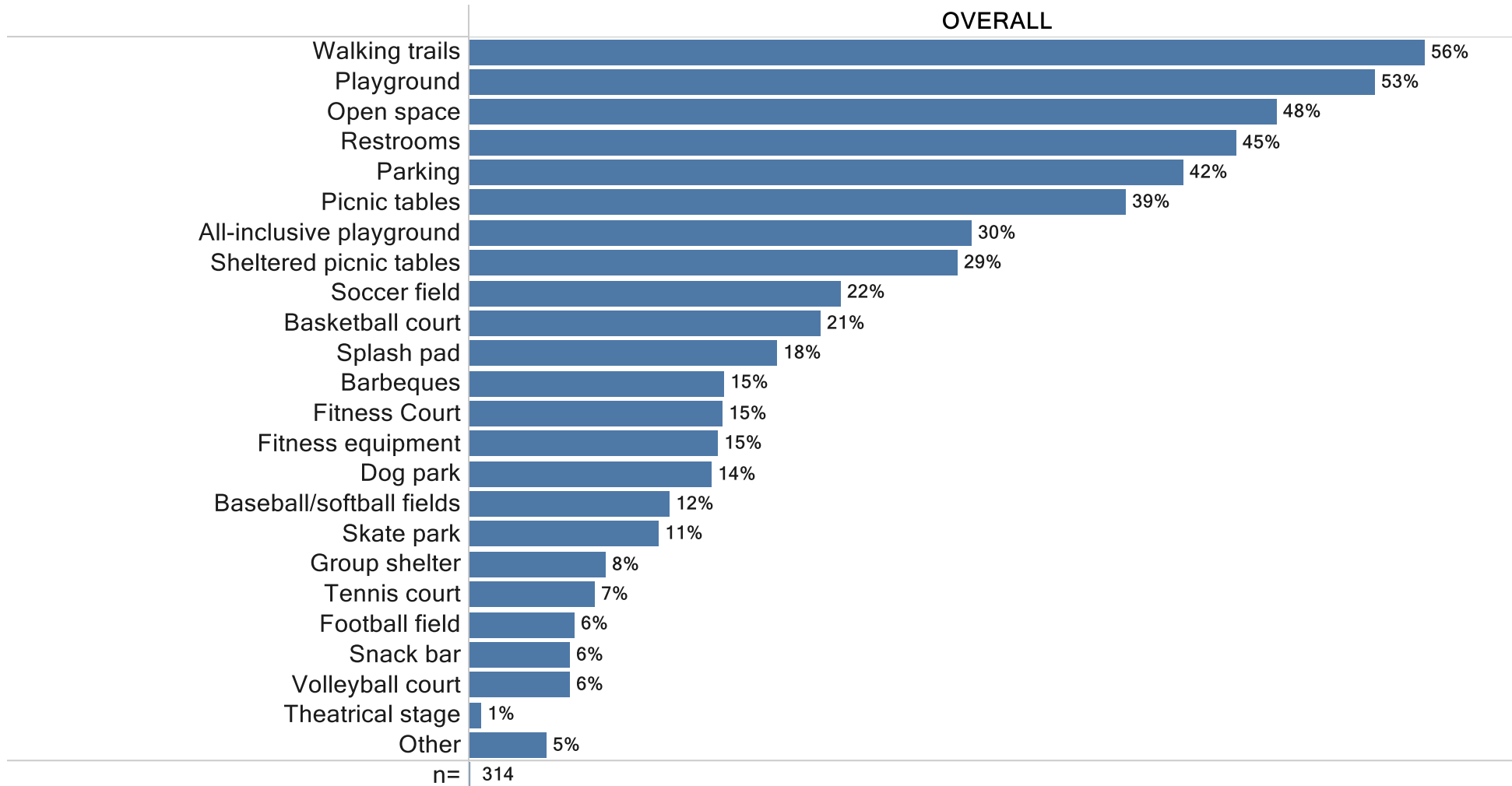
Parks/Recreation Facilities Usage – Top 3

Q: Which THREE parks/recreation facilities does your household use most frequently?



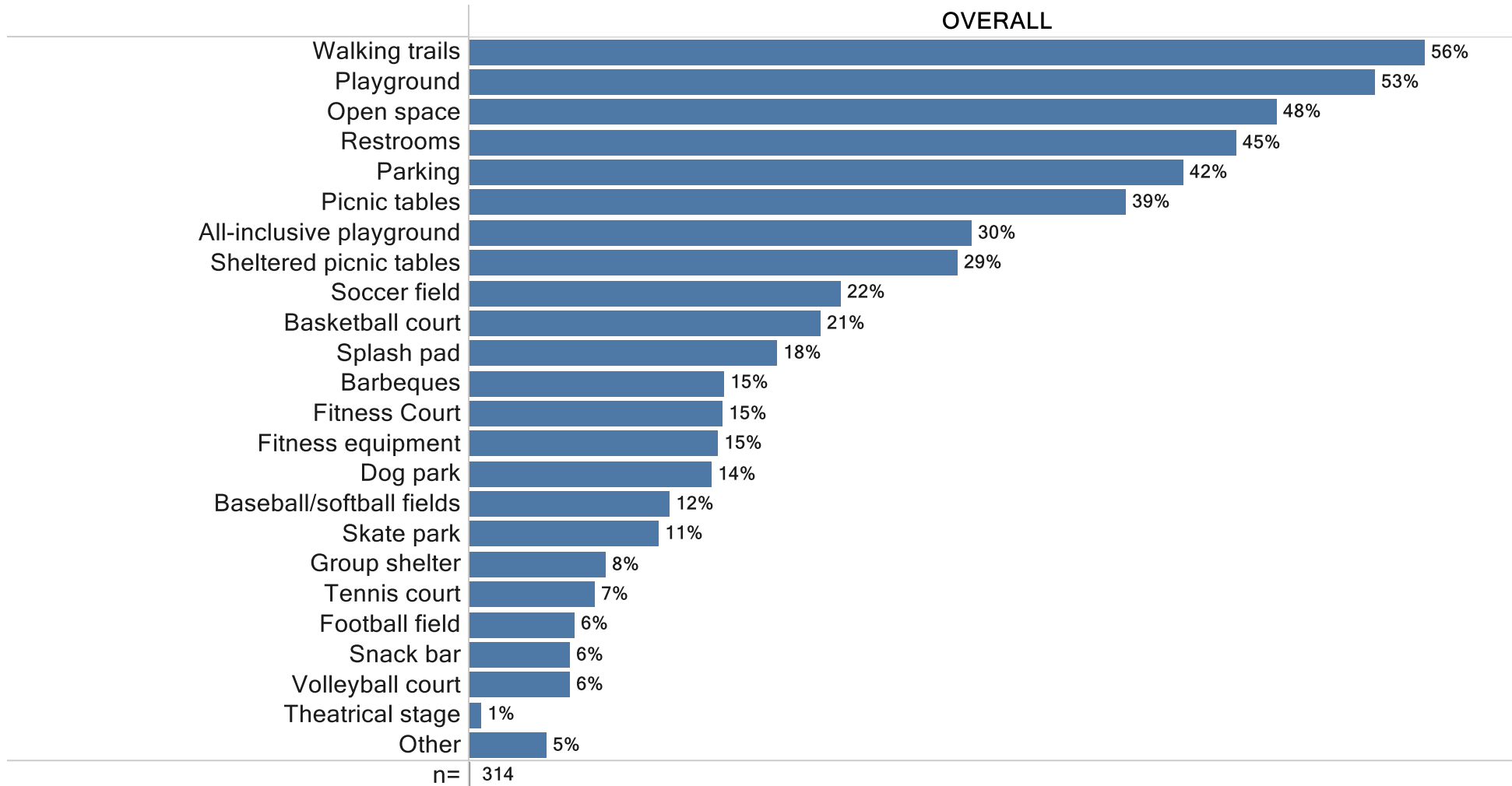
Amenities Usage

Q: Which of the following amenities does your household use when visiting Perris parks and recreation facilities? (Check all that apply)



Amenities Usage

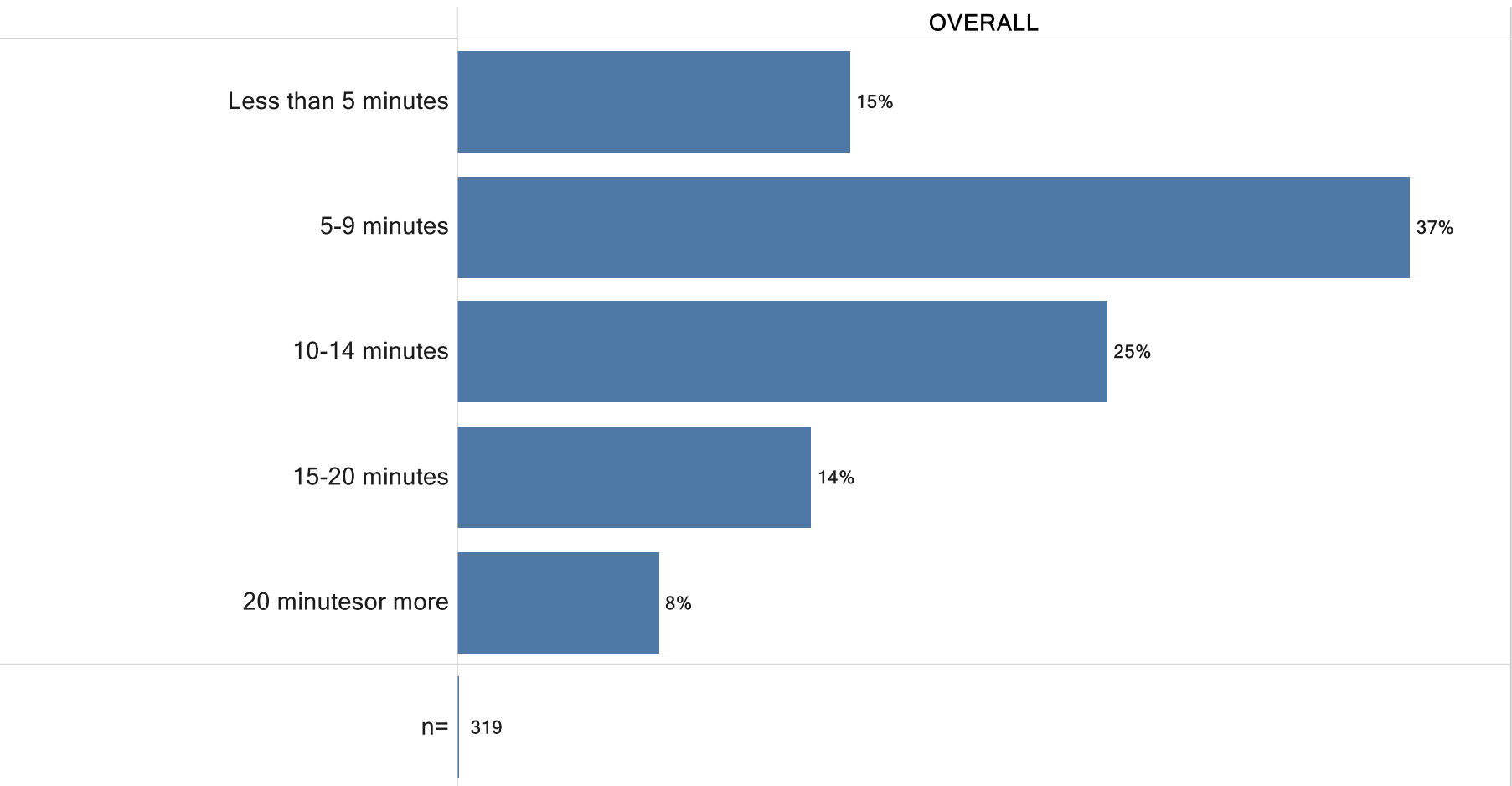
Q: Which of the following amenities does your household use when visiting Perris parks and recreation facilities? (Check all that apply)



Willingness to Walk

Nearly 80% of respondents are willing to walk up to 15 minutes to get to a park, community center and/or other recreation facilities.

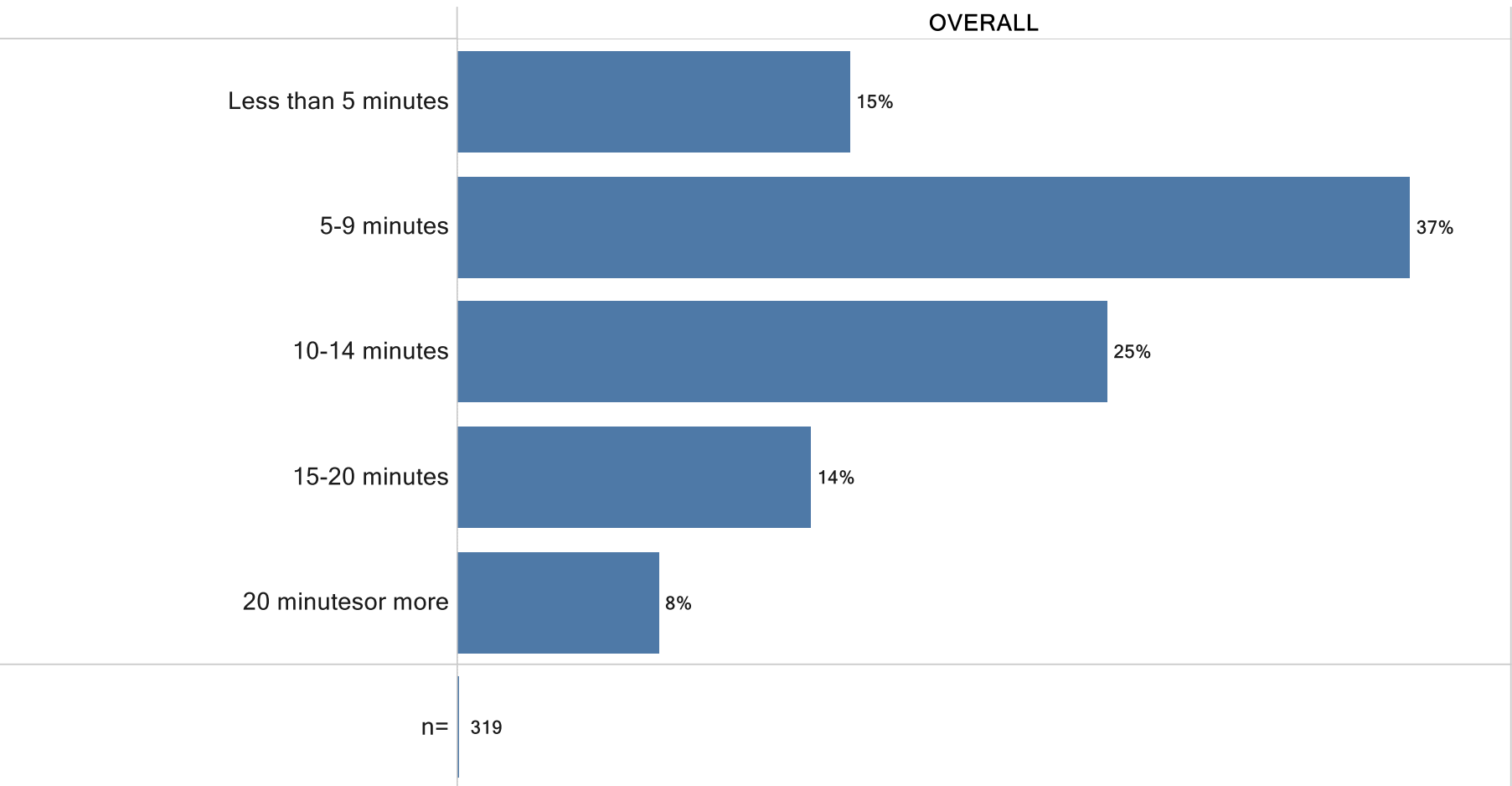
Q: How long would you be willing to walk from your home (one direction), to get to a park, community center and/or other recreation facility?



Willingness to Walk

Nearly 80% of respondents are willing to walk up to 15 minutes to get to a park, community center and/or other recreation facilities.

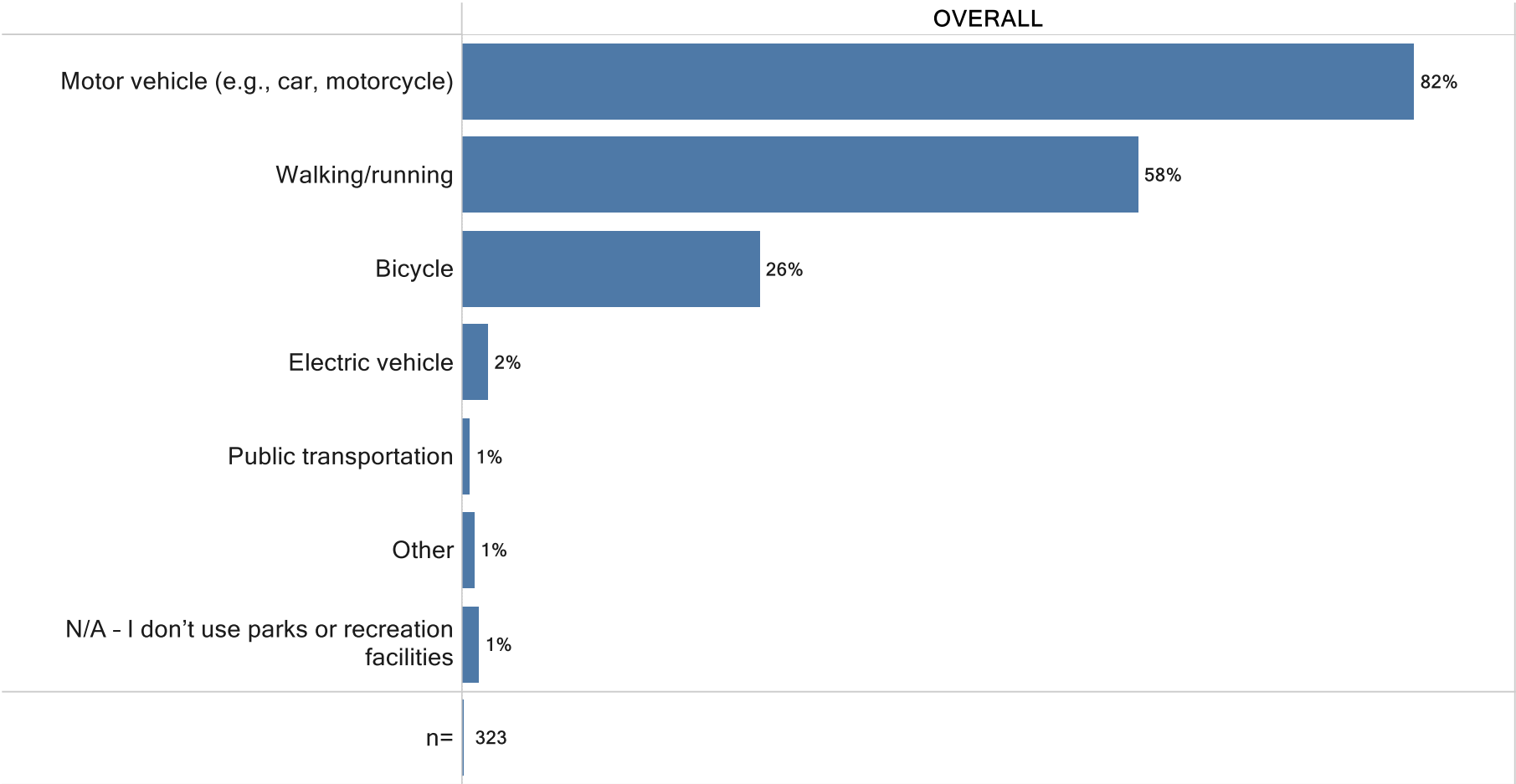
Q: How long would you be willing to walk from your home (one direction), to get to a park, community center and/or other recreation facility?



Transportation Mode

A motor vehicle is the most typical form of transportation to parks and recreation facilities. Walking and running is another widely used mode of transportation, as nearly 6 in 10 respondents report using this form of transportation.

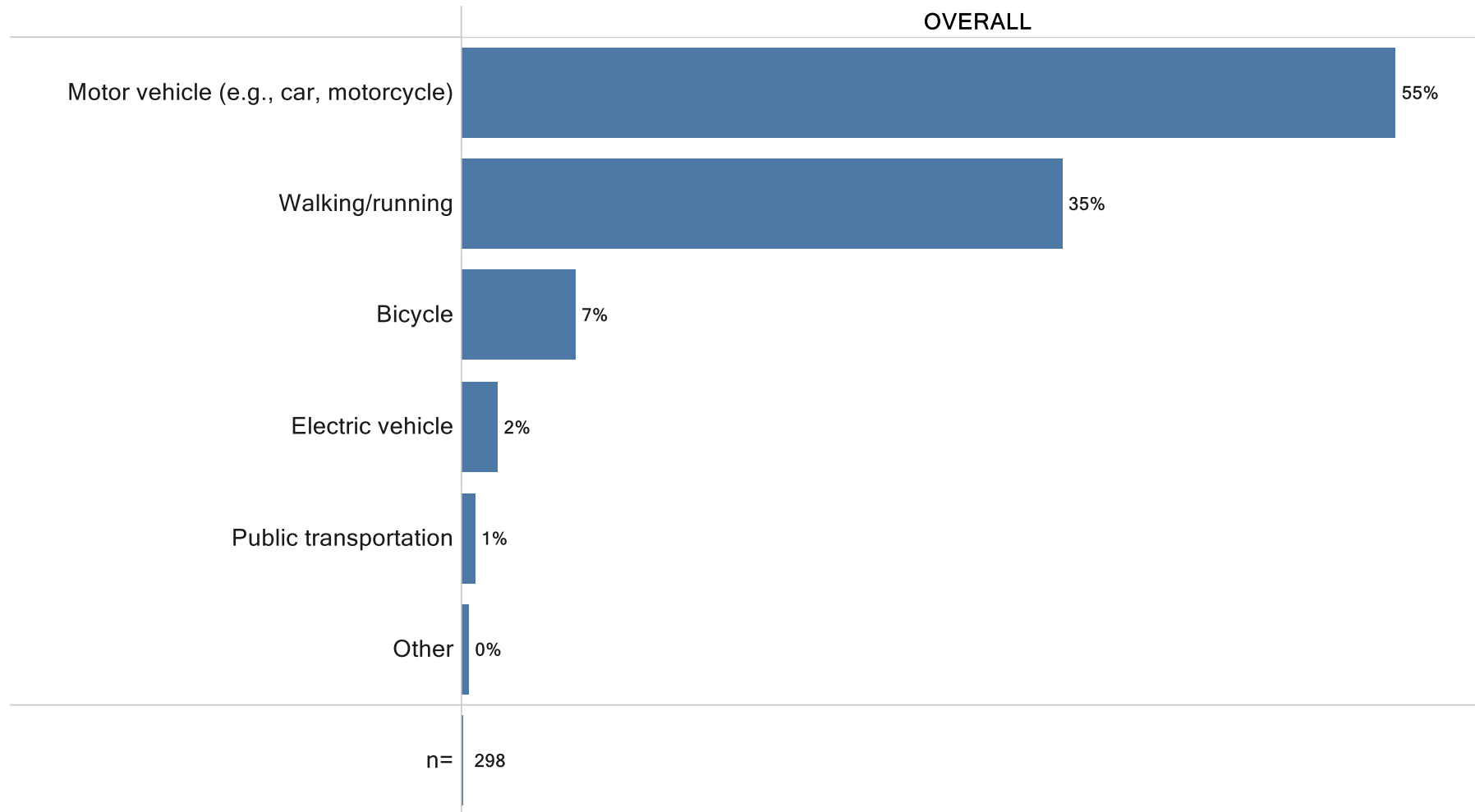
Q: When you and/or your household visit parks, community centers and/or recreation facilities, which mode(s) of transportation do you typically use? (Check all that apply)



Preferred Transportation Mode

A motor vehicle is the most preferred mode of transportation, followed by walking/running.

Q: What is your preferred mode of transportation?

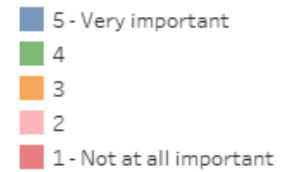


Current Conditions

Importance of Current Facilities and Amenities

Respondents rated Trails and pathways (4.4), City parks and open spaces (4.4), and amenities at City parks (4.4) as the most important facilities or amenities to their household.

Q: How important are the following facilities and services to your household? (Facilities and Amenities)

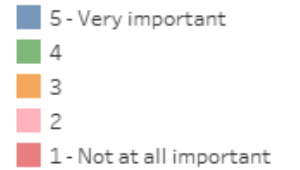


Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Trails and pathways	4.4	305	6%	7%	20% 66% 86%
City parks and open spaces	4.4	308	4%	10%	21% 65% 86%
Amenities at City parks (e.g., picnic areas, restrooms)	4.4	306	7%	10%	67% 83%
Community centers	4.0	301	11%	19%	22% 47% 69%
Athletic fields (e.g., baseball, soccer)	3.9	306	16%	17%	48% 67%
Athletic courts (e.g., basketball, tennis)	3.9	303	17%	16%	48% 67%
Community gardens	3.6	302	20%	26%	20% 34% 54%
Dog parks	3.3	301	21% 34%	16%	34% 50%

Importance of Current Programs and Services

Respondents rated youth recreation and sports programs (4.1), special events (4.0), kids club/camps (3.9), and aquatic programs (3.9) as the most important programs or services to their household.

Q: How important are the following facilities and services to your household? (Programs and Services)

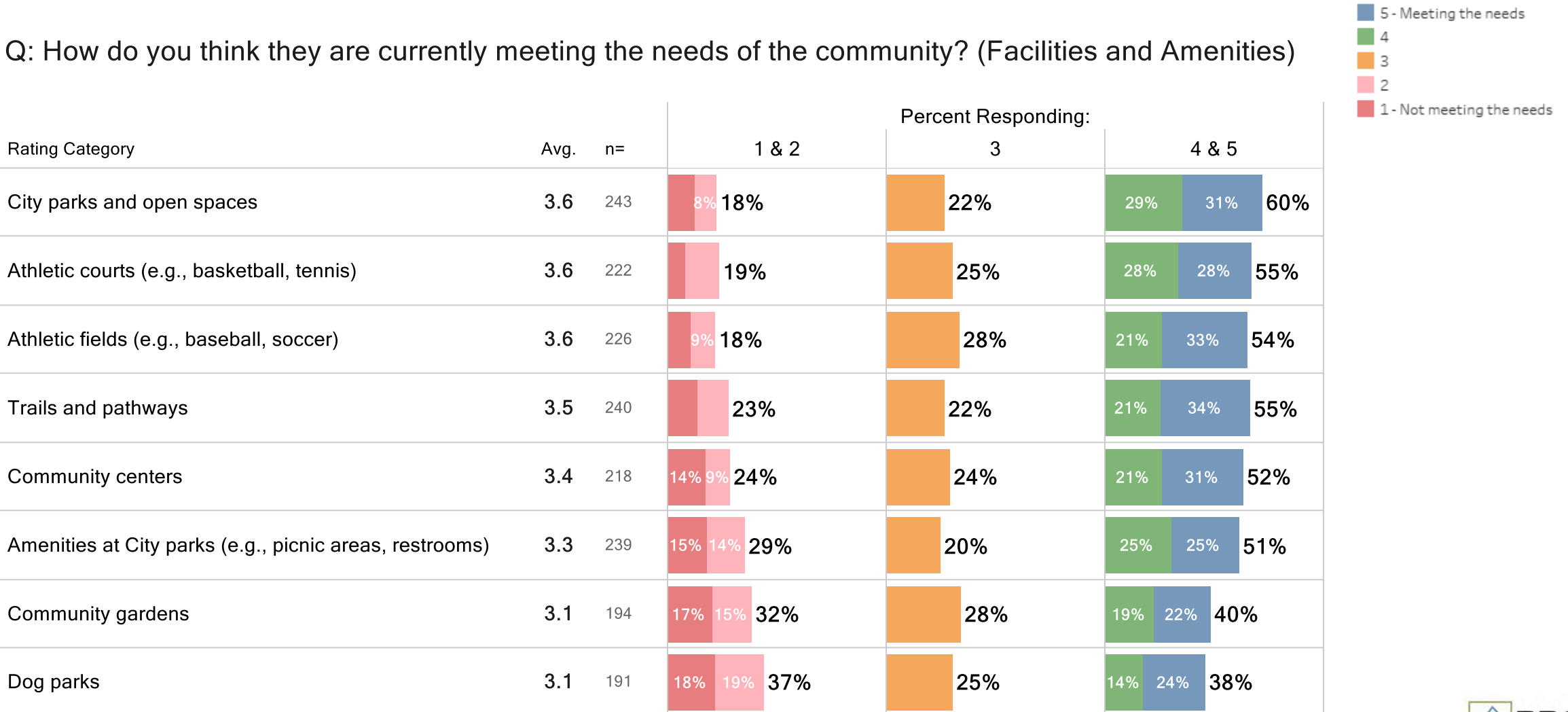


Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Youth recreation and sport programs	4.1	304	11%	14%	75%
Special events	4.0	302	12%	20%	69%
Kids club/camps	3.9	303	16%	15%	69%
Aquatic programs	3.9	303	16%	16%	67%
Youth camps	3.8	304	18%	17%	65%
Adult recreation and sport programs	3.8	302	17%	23%	60%
Adaptive/special needs programs at City facilities	3.6	302	23%	20%	57%
Senior programs	3.6	306	23%	23%	54%

Needs Met of Current Facilities and Amenities

Respondents rated City parks and open spaces, athletic courts and athletic fields as meeting the needs for facilities and amenities the best. Dog parks and community gardens rated lowest, both at 3.1, followed by amenities at City parks (3.3).

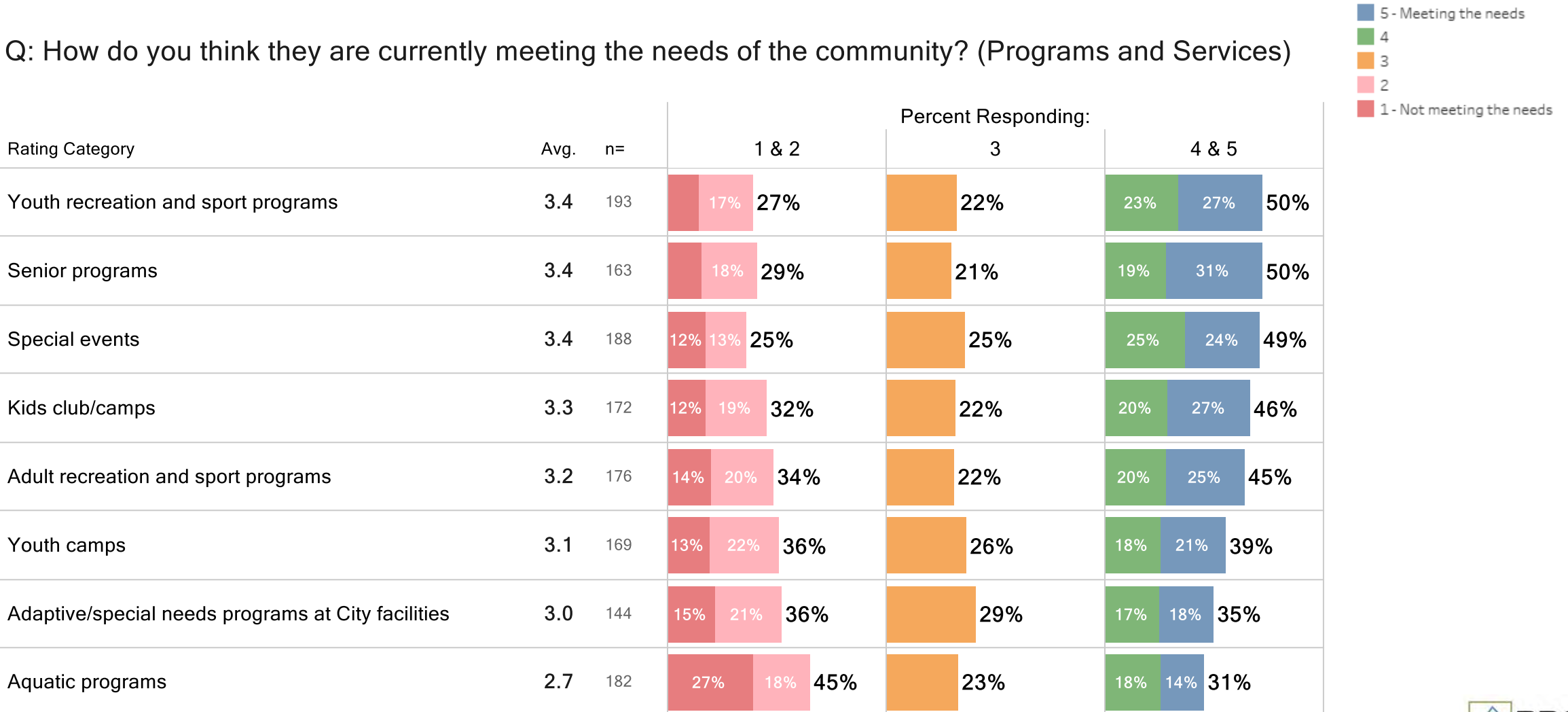
Q: How do you think they are currently meeting the needs of the community? (Facilities and Amenities)



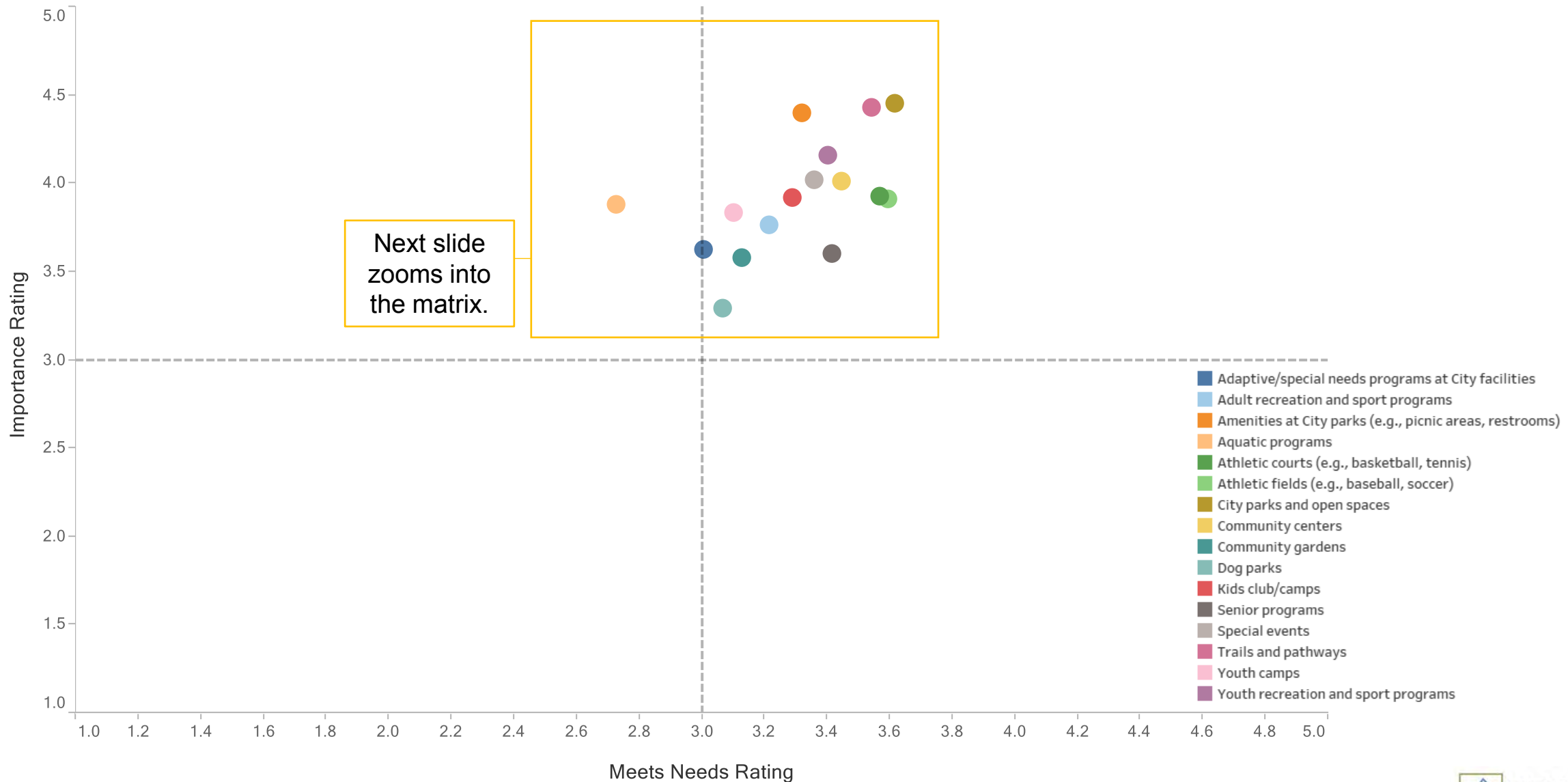
Needs Met of Current Programs and Services

Respondents rated youth recreation and sports programs, senior programs and special events as meeting the needs for programs and services the best. Aquatic programs rated lowest at 2.7.

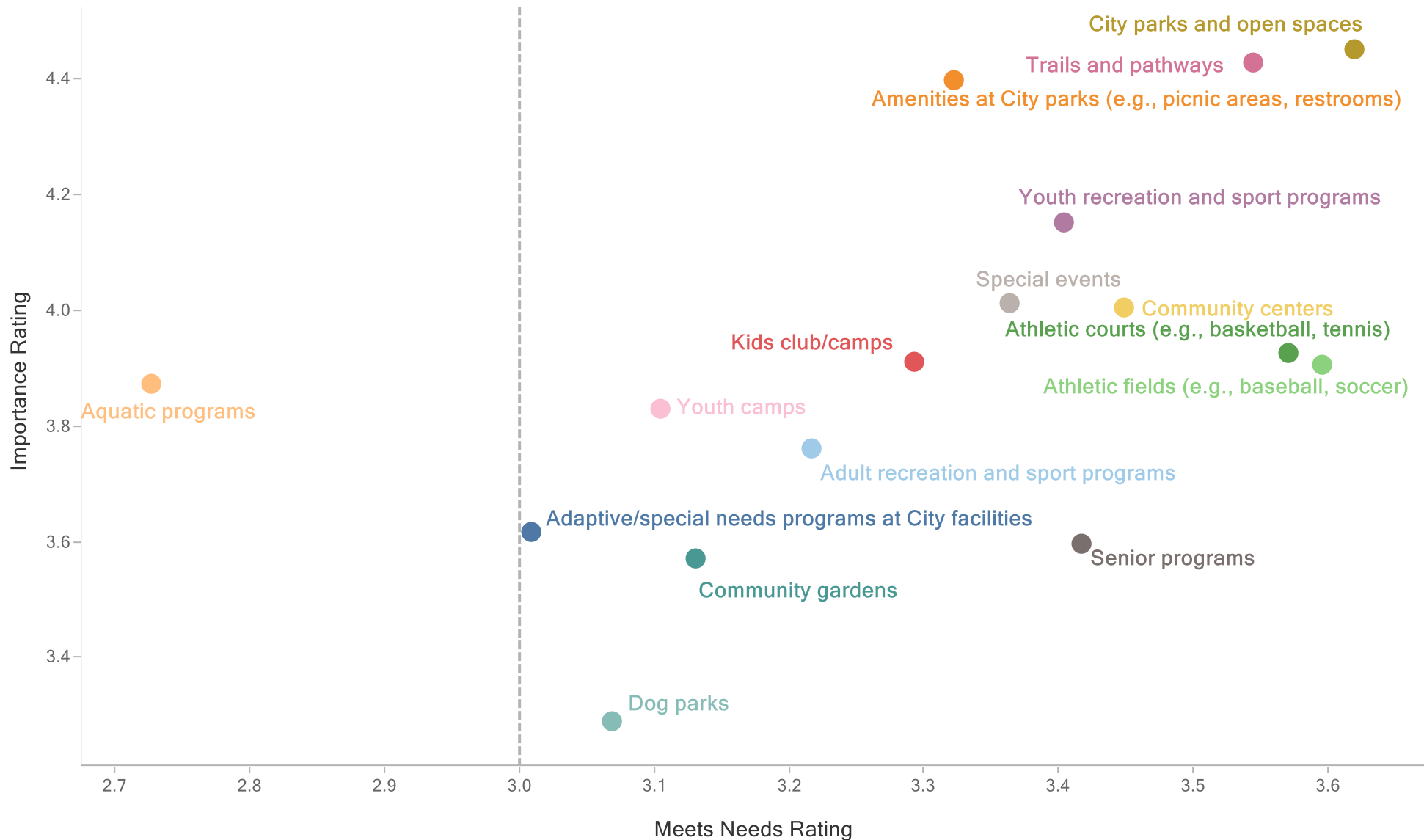
Q: How do you think they are currently meeting the needs of the community? (Programs and Services)



Importance/Performance Matrix



Importance/Performance Matrix



Average Importance- Performance Matrix

**High importance/
Low needs met**

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.

**High importance/
High needs met**

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

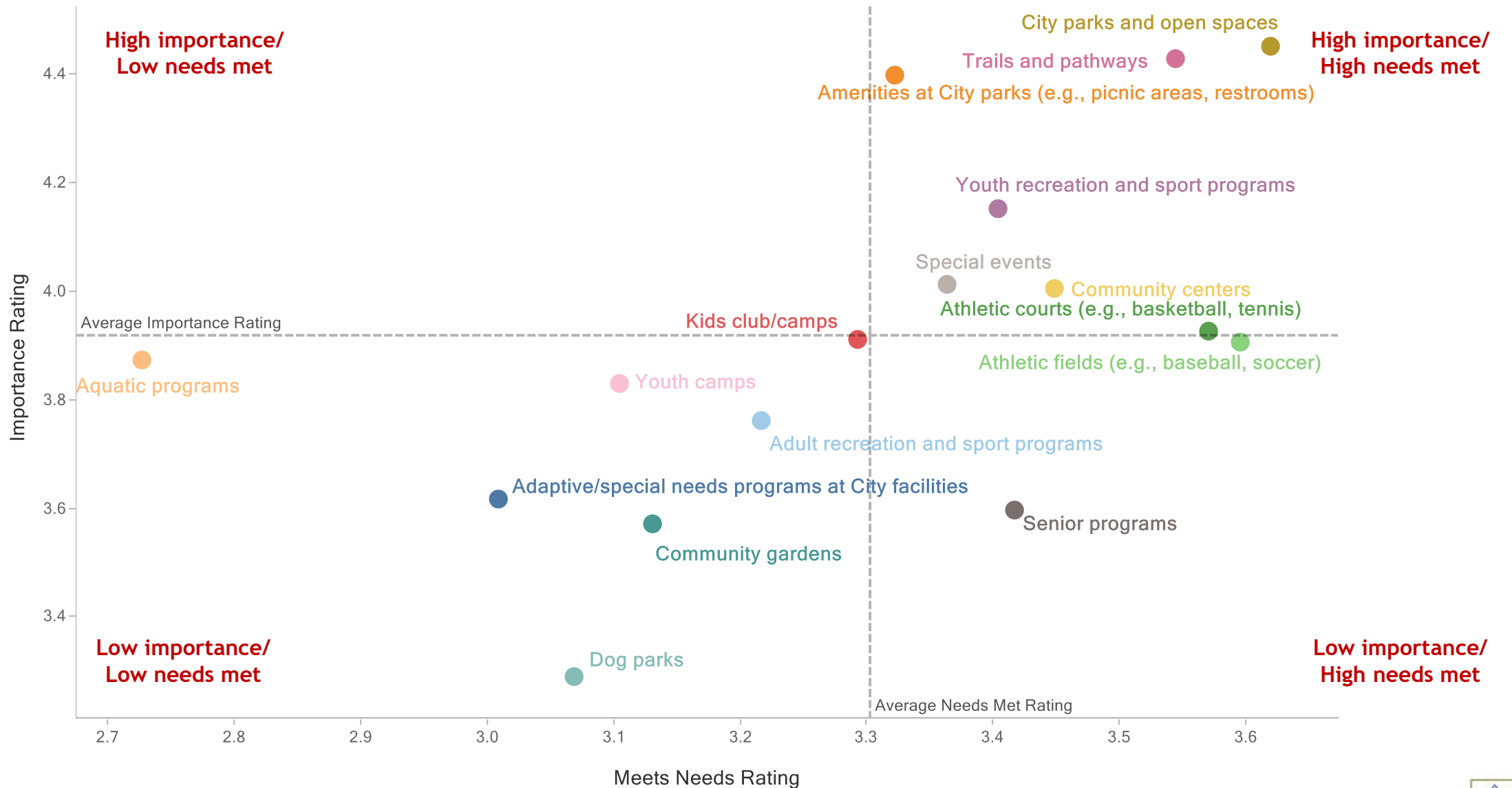
**Low importance/
Low needs met**

These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

**Low importance/
High needs met**

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

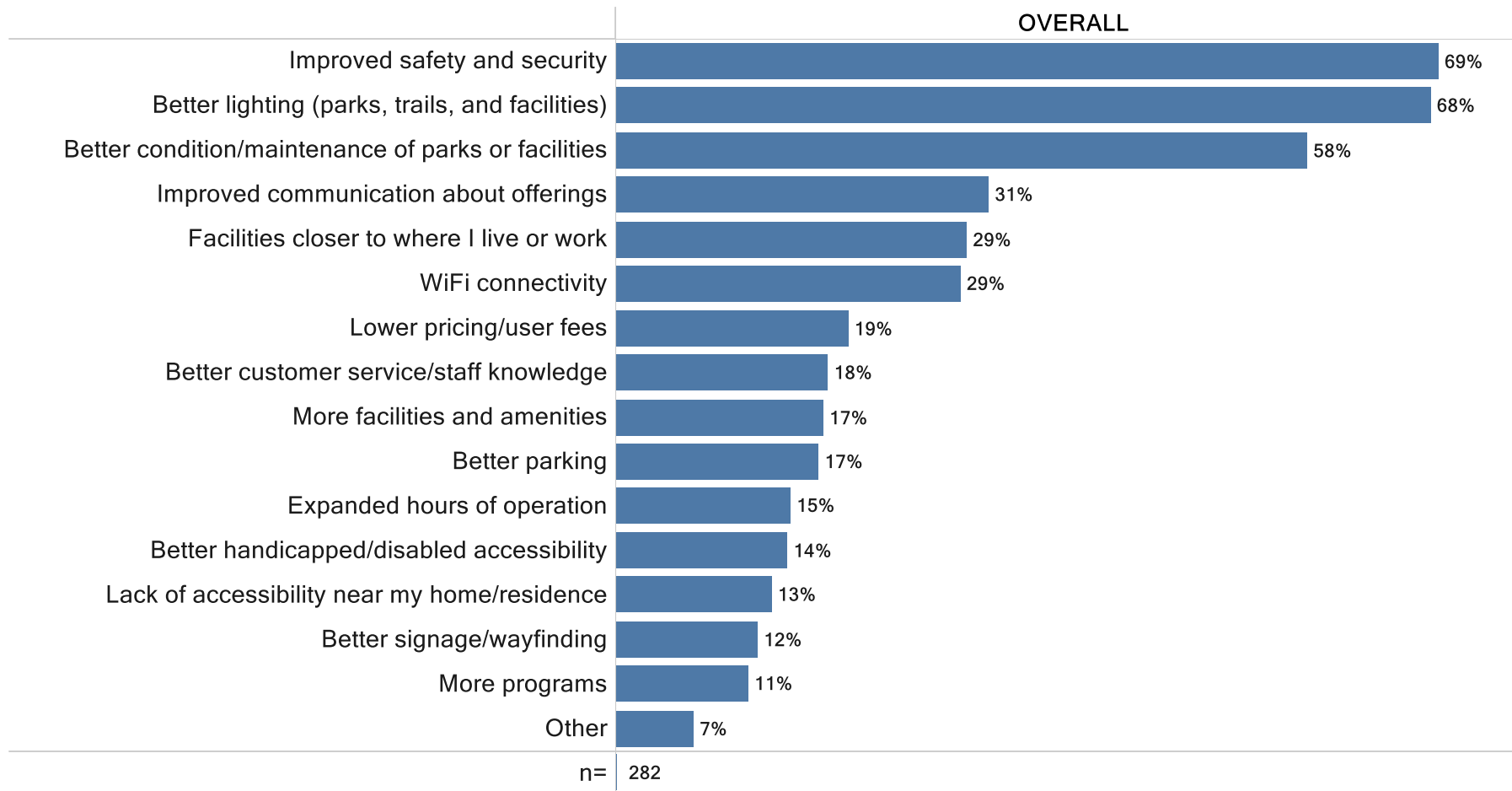
Average Importance/Performance Matrix



Increase Usage

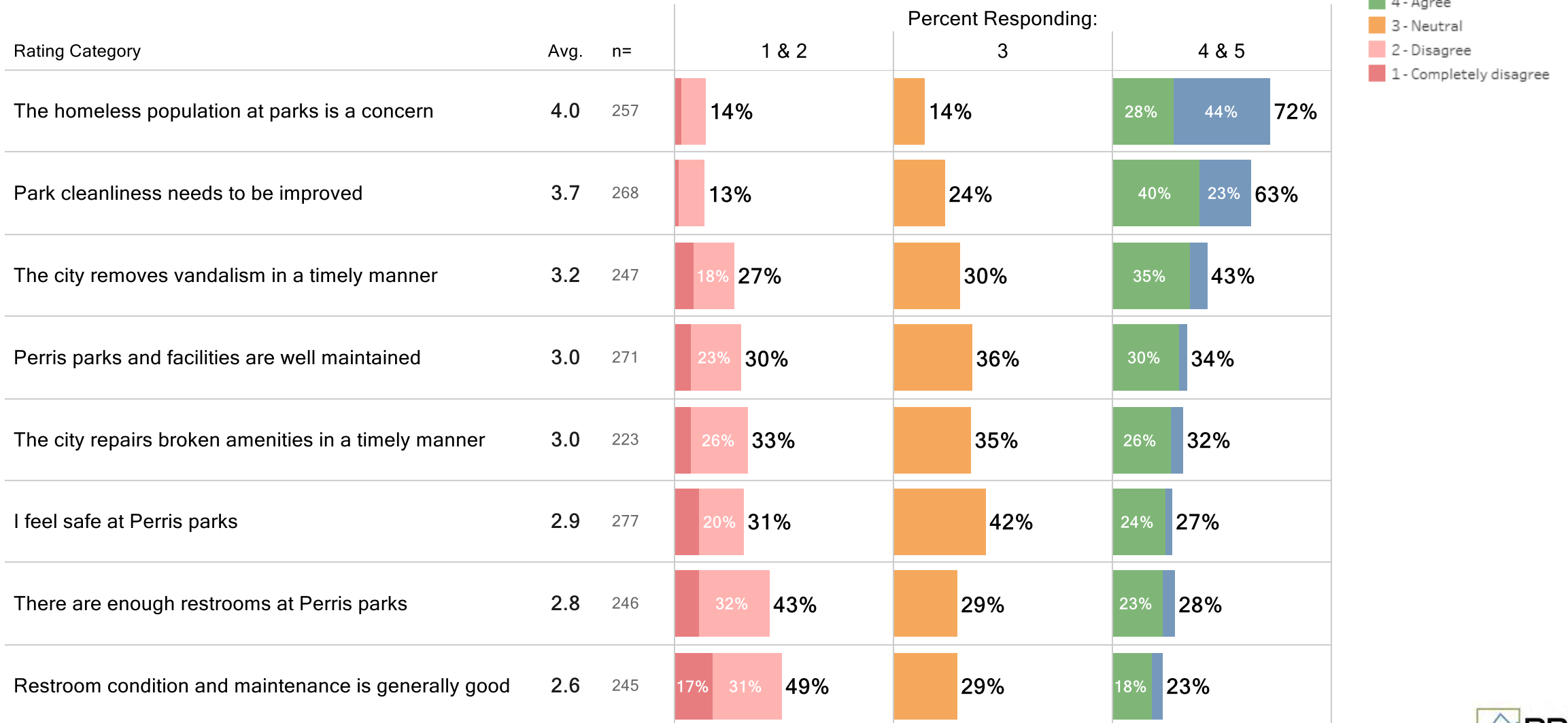
Improved safety and security, better lighting and better conditions/maintenance of parks/facilitates would increase usage.

Q: What are the most important areas that, if addressed by the City of Perris, would increase your use of parks and recreation facilities? (Check all that apply)



Parks and Recreation Conditions

How much do you agree or disagree with the following statements...?

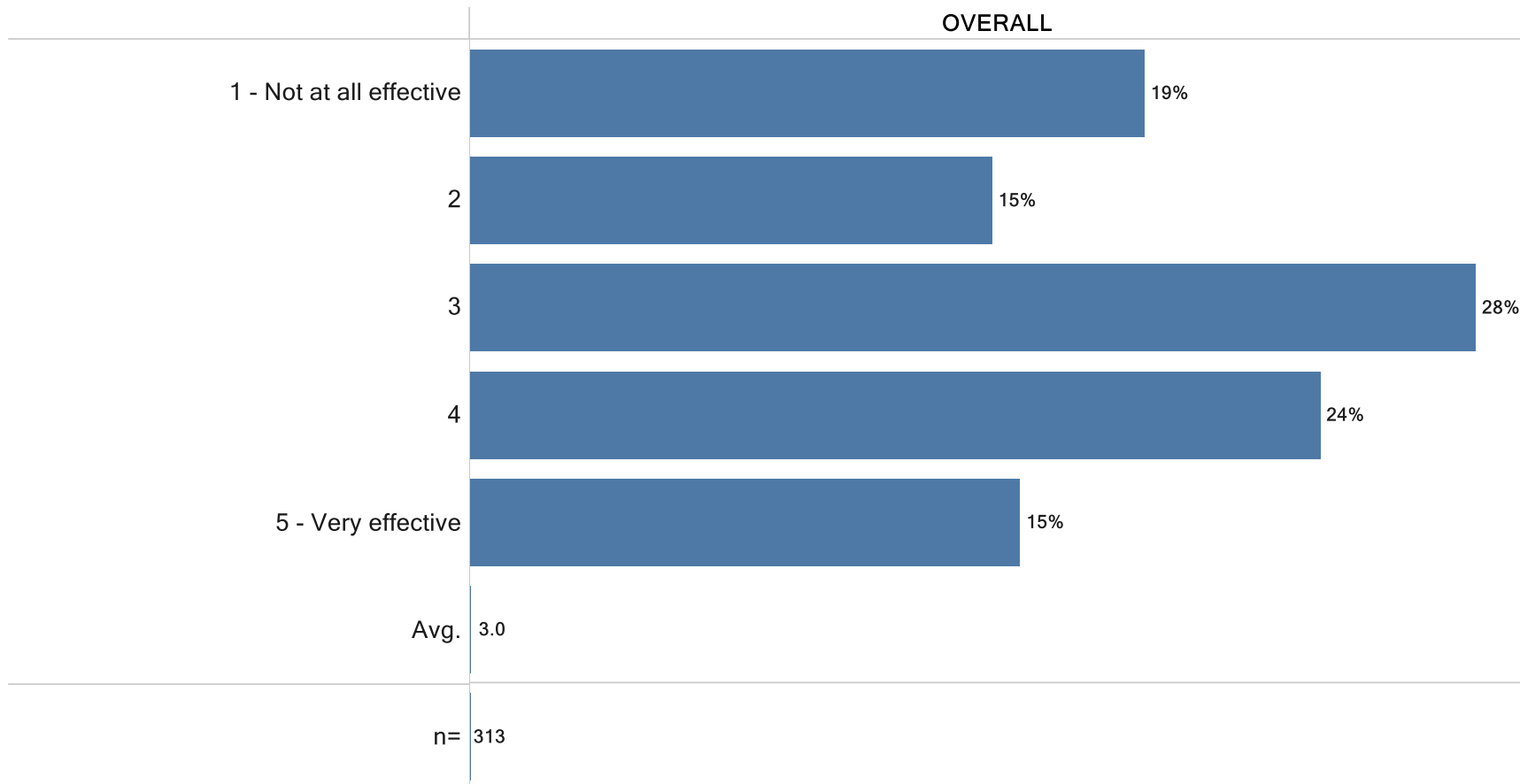


Communication

Communication Effectiveness

Slightly more respondents rated communication effectiveness as somewhat effective or very effective (39%) than those who rated communication somewhat not effective or not at all effective (34%). There is room for improvement to better leverage communication efforts and information dissemination about parks and recreation facilities and services to further create awareness.

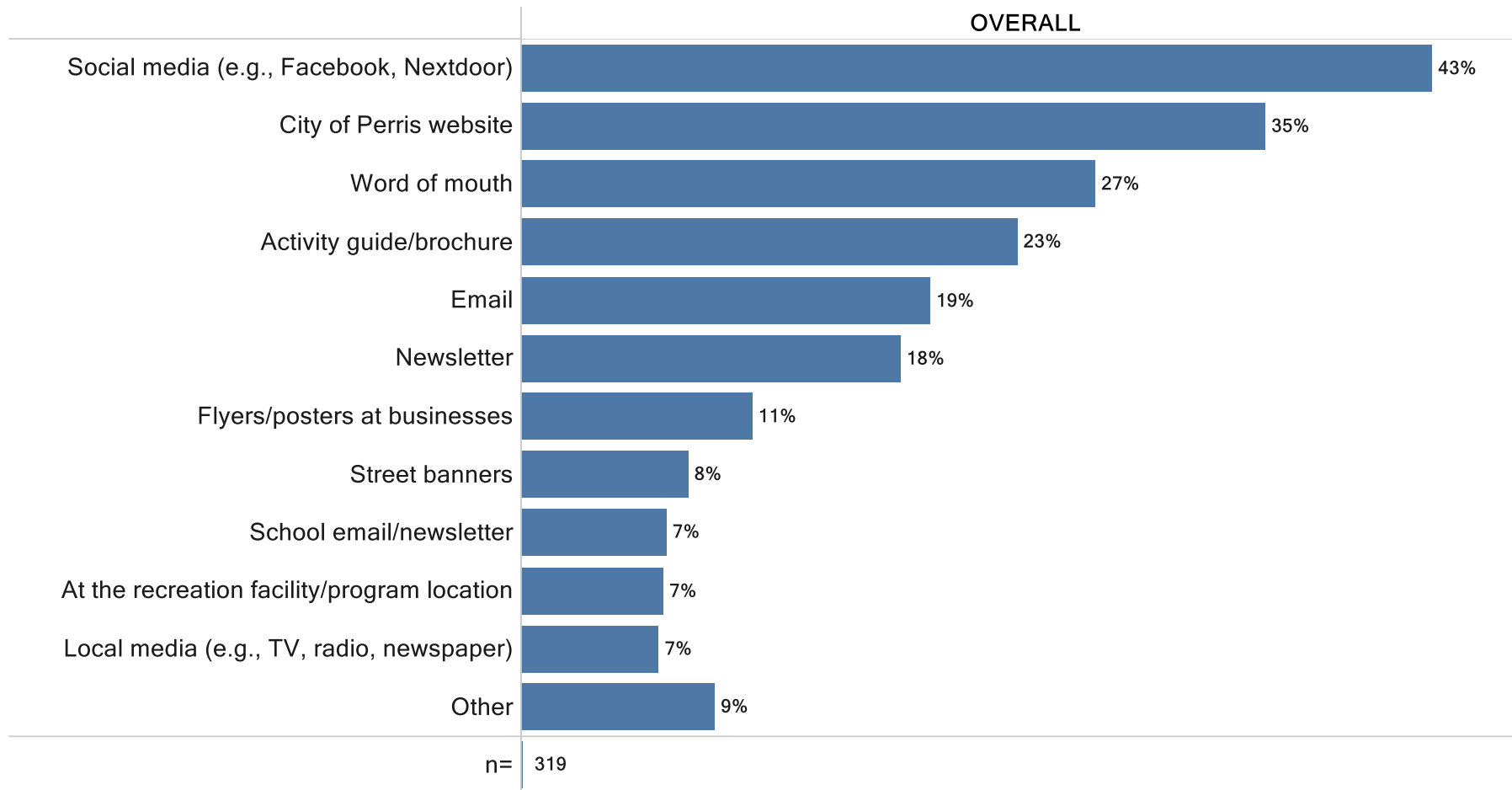
Q: How effective is the City of Perris at reaching you with information on parks and recreation facilities, programs, and services?



Communication Methods

Social media, the City of Perris website and word of mouth are the most common methods respondents receive information on parks and recreation facilities, programs and services.

Q: How do you currently receive information on parks and recreation facilities, services, and programs?
(Check all that apply)



**Best
Communication
Method**



Social Media

27%



Email

24%



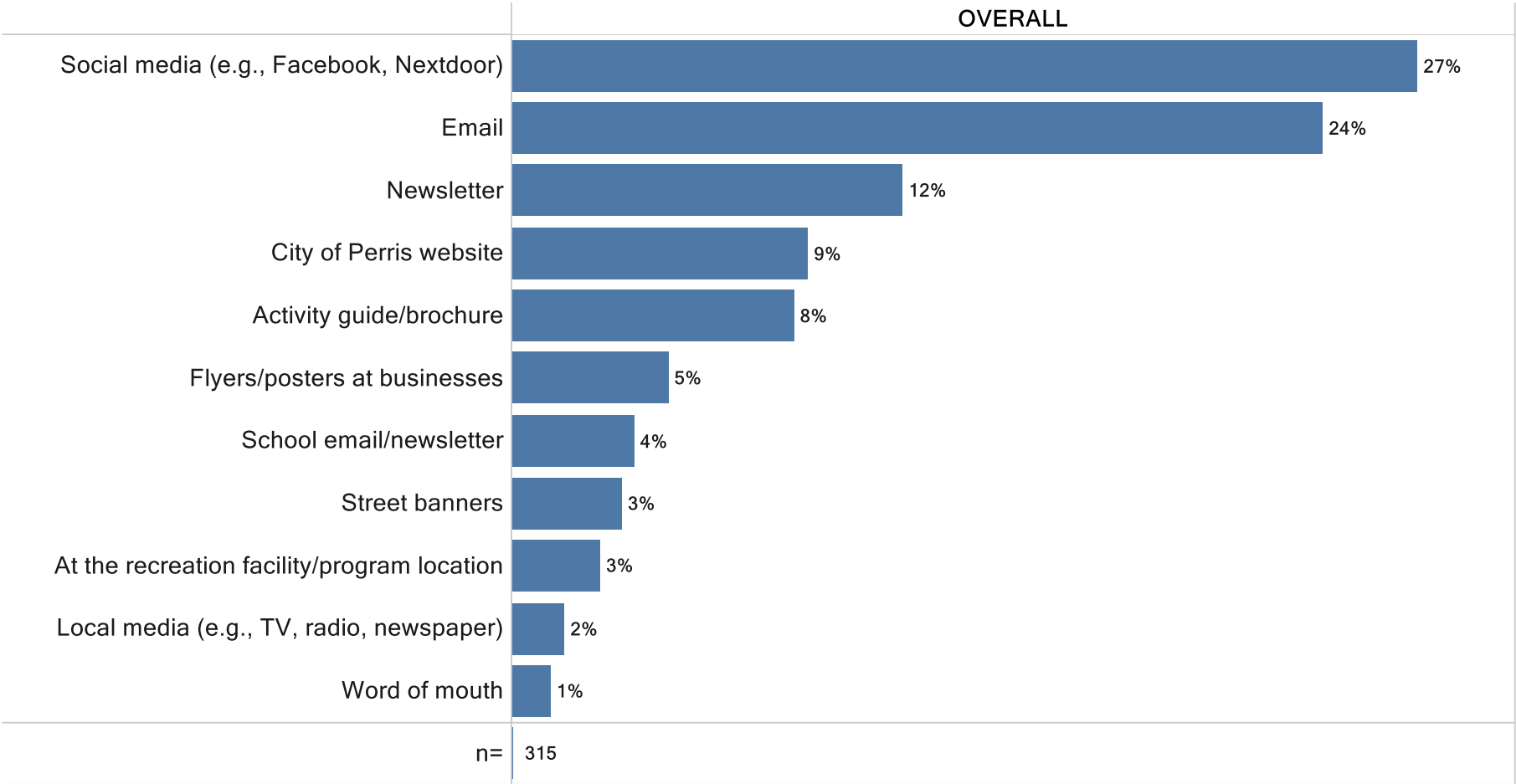
Newsletter

12%

Communication Preference

Social media and email are the best ways for respondents to receive information on parks and recreation facilities, programs and services.

Q: What is the best way for you to receive information on parks and recreation facilities, services, and programs?

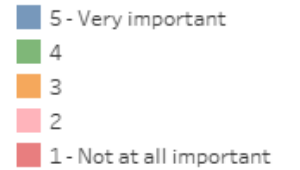


Future Facilities / Amenities / Programs

Future Needs: Facilities

Respondents rated additional trails/paths connections throughout the City, improvements/renovations to existing parks/facilities, additional athletic field lighting, and a new aquatics facility as most important needs for the future.

Q: What are the most important needs for improvement in Perris Parks and Recreation over the next 5 to 10 years? (Facilities)

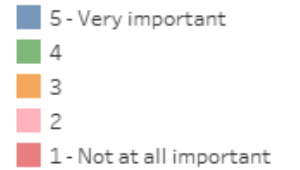


Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Additional trails/paths that connect throughout the city	4.4	268	6%	12%	83%
Make improvements and/or renovate existing parks/facilities	4.4	274	7%	10%	83%
Additional athletic field lighting	4.2	267	9%	18%	73%
New aquatics facility	4.1	264	13%	13%	74%
Add sports fields and other outdoor sports courts	4.0	270	13%	20%	67%
New neighborhood community center	4.0	265	11%	23%	66%
Add more parks	3.8	266	16%	24%	60%
Additional dog parks	3.4	265	28%	20%	53%
Expand community gardens to include individual plot rentals	3.4	257	28%	22%	50%

Future Needs: Programs and Services

Respondents rated more fitness/wellness/health programs, more activities, and additional after-school and summer programs as most important needs for improvements to programs and services in the future.

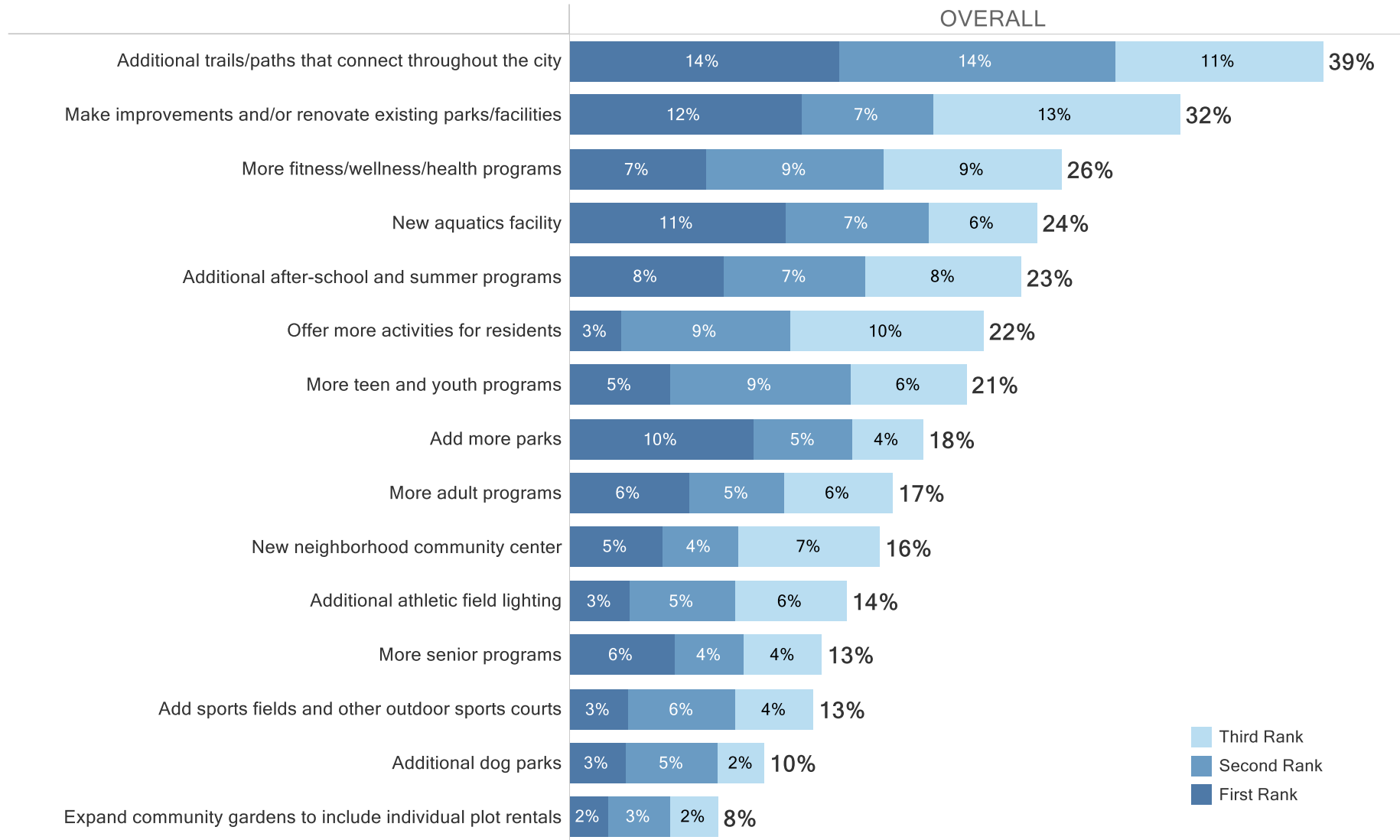
Q: What are the most important needs for improvement in Perris Parks and Recreation over the next 5 to 10 years? (Programs and Services)



Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
More fitness/wellness/health programs	4.4	272	6%	13%	82%
Offer more activities for residents	4.4	276	5%	14%	81%
Additional after-school and summer programs	4.3	267	7%	12%	81%
More teen and youth programs	4.3	268	9%	13%	79%
More adult programs	4.0	267	10%	21%	69%
More senior programs	3.9	251	14%	17%	69%

Top 3 Future Needs

Q: Please select the top three highest priority items for you and your family.

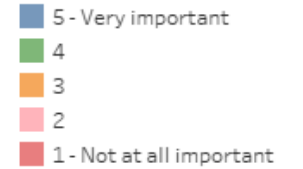


Values & Vision

Values & Vision

“Provide a high level of safety and security at facilities” is clearly considered the most important purpose of parks and recreation services in Perris. Affordability follows closely, as does ensuring facilities and programs are accessible to all residents.

How important are each of the following purposes in Perris to you and your household?



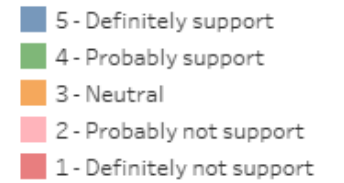
Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
Provide a high level of safety and security at facilities	4.8	277	1%	4%	95%
Ensure facilities and programs are affordable to all residents of Perris	4.6	276	2%	9%	89%
Ensure parks and recreation opportunities are accessible to all residents	4.6	277	2%	7%	91%
Strengthen community image and sense of place	4.5	275	4%	7%	89%
Offer cultural events, festivals, and activities to reflect diversity and inclusivity	4.3	277	6%	12%	82%
Ensure environmental sustainability in park design and maintenance practices	4.3	276	4%	16%	80%
Focus on providing family-oriented activities	4.3	275	7%	14%	79%
Create economic benefit through attraction of businesses and enhanced property values	4.2	276	7%	22%	72%
Encourage healthy eating educational programs and activities	4.1	275	5%	21%	73%

Financial Choices / Fees

Funding Choices

More private/public partnerships saw the strongest support (54%) for potential funding sources from respondents, with 39% supporting a bond referendum for specific projects.

Please indicate how strongly you support each of the following potential funding sources.

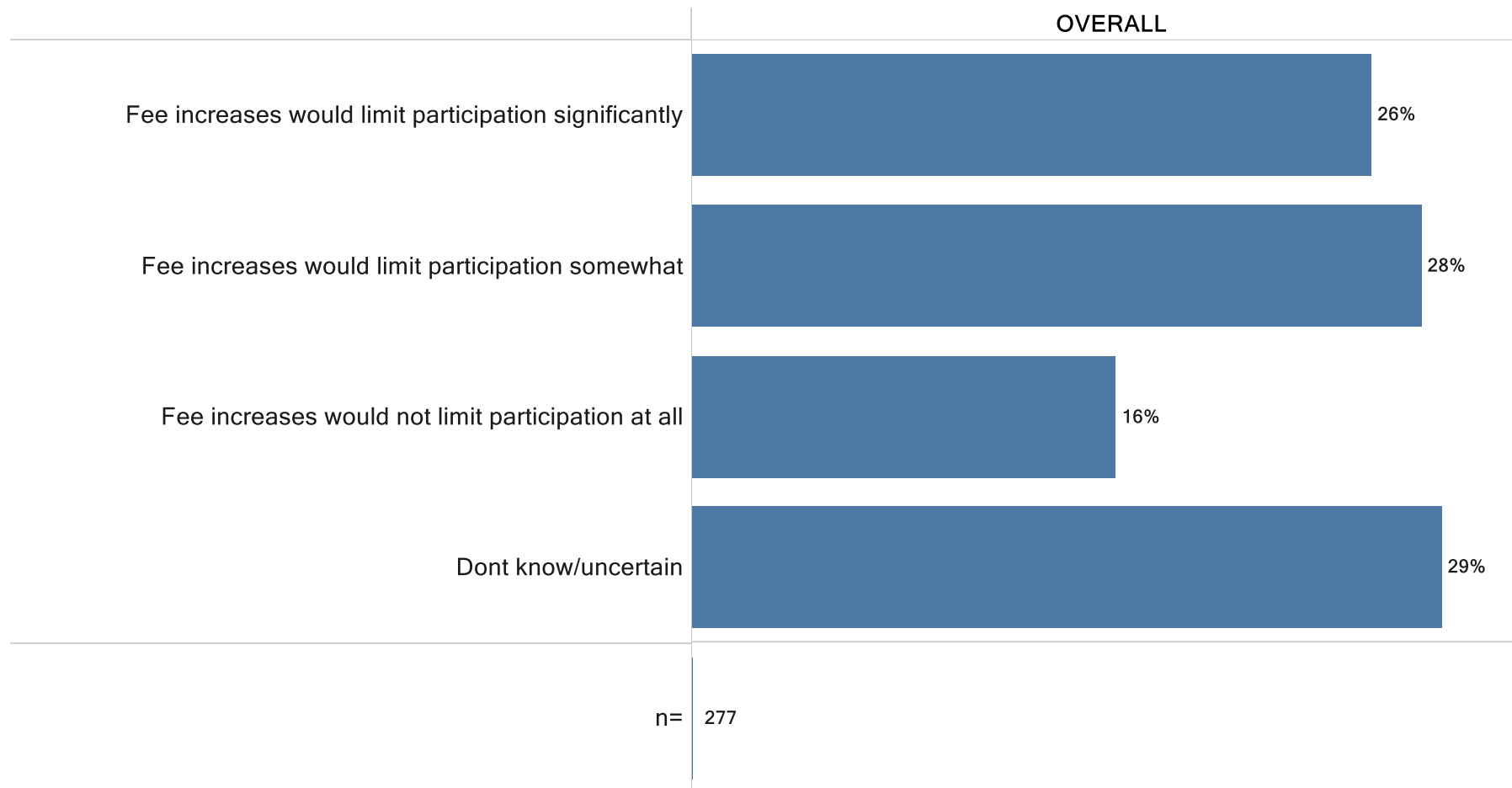


Rating Category	Avg.	n=	Percent Responding:		
			1 & 2	3	4 & 5
More private/public partnerships	3.5	246	16%	30%	54%
Bond referendum for specific projects	3.0	233	30%	31%	39%
New dedicated sales tax	2.5	254	53%	22%	25%
New hospitality tax	2.5	245	48%	30%	22%
New parcel tax	2.2	241	57%	28%	15%
Increased property tax	1.9	259	73%	18%	10%

Increased User Fee Impacts

An increase in user fees would somewhat limit participation for 28% of respondents and significantly limit participation for another 26%.

Q: If adjustments to fees were made... which of the following best describes the potential impact, if any, that fee increases would have on your current level of participation?



Community Comments

Community Comments

At the end of the survey, respondents were given the opportunity to provide any additional comments on parks and recreation facilities, programs, and services in Perris. A random selection of verbatim responses is shown below. See Appendix for full listing of comments provided.

I would like to feel safer being at the parks and restrooms

Homeless, cleanliness, and safety are big concerns

Bathrooms need to be kept clean all the time. Usually, they are disgusting, and we end up leaving because my 3 kids need to go potty.

My family of 5 enjoyed local parks continually before Covid-19, however, even though Foss Field Park is the closest, the homeless were a concern so we would choose other parks.

It would be good to have more programs/activities for smaller children- ages 2 or 3

I live by Liberty Park. I would love to see covered picnic areas and a restroom structure, more walking trails.

We need adult/young adult fitness equipment such as pull up bars and dip bars and maybe a ring for adults. We need to exercise too!

I am excited that Perris is focused on community development for residents

THIS PAGE INTENTIONALLY LEFT BLANK



Appendix D: Park Development Standards



Mini Parks (Pocket Parks)

Purpose: Mini parks shall serve to accommodate immediate neighborhood areas by offering a small open space/recreational venue that is passive, intimate and meant to serve a specific residential or HOA development providing such amenities as play areas, barbecues, and picnic areas.

Size: .5 acres to 1 acre.

Service Area: Immediate neighborhood within 1/4 mile radius

Base Level Development Guidelines:

- Turf
- Picnic tables (1)
- Small playground (1 if feasible)
- Water fountain (1)
- Signage
- Security lighting

Neighborhood Parks

Purpose: A neighborhood park is any general use local park developed to serve the active recreational needs of a particular neighborhood within a community. Neighborhood parks generally feature active-play amenities such as ball fields, multi-purpose playfields, game courts, children's play areas, lighting for night use, and on-site parking facilities. Neighborhood parks are sometimes located adjoining an elementary school and near the center of a neighborhood. A neighborhood park should not be separated from its user population by major highways, railroads, or other obstacles that cannot easily be traversed.

Size: Neighborhood parks range in size from 5 to 14 acres.

Service Area: Neighborhood parks are intended to serve the residents within a radius of approximately 1/2 mile, typically within walking or cycling distance.

Base Level Development Guidelines:

- Turf area
- Benches (6)
- Open Space (Minimum 2 acres @ 2% gradient)
- Tot Lot/Playground (1)
- Security lighting
- Public restrooms (optional)
- Tennis courts (fenced) (2)
- Paths (paved) (1)
- Signage



- Picnic tables (4)
- Picnic shelter (1)
- Barbecues (5)
- Baseball (practice only) (1)
- Softball (practice only) (1)
- Basketball lighted (1)
- Volleyball (1)
- Trash Receptacles (7)
- Parking for 15 to 20 cars

Neighborhood Park Development Standards:

- The service area of a neighborhood park should not be divided by natural or manmade barriers such as thoroughfares, irrigation canals, or drainage channels
- Elementary schools usually can serve the function of a neighborhood park for utilization of a sports field with limited lighted facilities
- Neighborhood parks shall be located centrally to the residential development served whenever possible
- Whenever possible, new neighborhood parks should be located adjacent to elementary schools and special community facilities
- Neighborhood parks should be designed to be easily accessible to students walking to school
- Neighborhood parks shall have full street improvements and utility connections including, but not limited to, curbs, gutters, grading, automatic irrigation systems (within the right-of-way), turf, walkways, walkway lighting, street paving, traffic control devices, street trees and sidewalks, where feasible. A restroom building shall be included as an optional amenity in the park site design program when requested by the City
- Neighborhood park sites shall be selected to allow public streets to surround all sides of the park site. Neighborhood parks shall have fencing or walls along the property line of that portion of the subdivision contiguous to the dedicated land when approved by the City Council
- Neighborhood park sites shall have enhanced drainage systems
- Neighborhood parks shall have other off-site improvements which are essential to the acceptance of the land for recreational purposes and complement community park facilities and uses

Community Parks

Purpose: Community parks can provide a wide variety of uses such as swimming pools, athletic fields, community/recreation centers, cultural centers, picnic areas and gardens. Community parks also serve neighborhood park needs for the immediate neighborhood.

Community Parks are generally designed to meet the active recreational needs of several neighborhoods and include facilities that require more space than neighborhood parks such as more than one sport field, multiple sport courts, swimming pools, and community centers with adequate on-site parking. Community parks may also include passive uses such as nature areas and picnic facilities and should be linked, via pedestrian, bicycle, or equestrian trails, to other open space uses. Community parks are intended to provide community-wide recreational facilities and a greater variety of recreation opportunities than a neighborhood park.

Size: Community parks should be between 15 and 40 acres in size



Service Area: These parks are intended to serve people living within a radius of up to three miles

Base Level Development Guidelines:

- Tot Lot/Playground (1)
- Parking for 150-200 cars
- Informal Open Space (1)
- Picnic Shelters (4)
- Barbecues (16)
- Baseball Field Lighted (2)
- Softball Field Lighted (2)
- Basketball court with two baskets (2)
- Soccer field lighted (2)
- Tennis Courts lighted (2)
- Volleyball court (2)
- Pickleball court (4)
- Jogging/exercise course (1)
- Trash receptacles (20)
- Maintenance building (1)
- Concessions building (3,000 to 5,000 SQ Feet) (1)

A minimum of two optional facilities are required for each community park.

- Performing arts center
- Senior center
- Gymnasium
- Community center
- Swimming pool or aquatics complex
- Historical and/or cultural facilities
- Interpretive center for natural areas
- Roller hockey
- Environmental education center
- Teen/multipurpose center
- Dog park

Community Park Development Standards:

- Community parks can be developed adjacent to or in joint use with middle schools or high schools. Community park sports fields and hard-court facilities shall be lighted for evening use.
- Access should be provided in close proximity to public transportation or make provisions for public transportation
- Community parks shall have full street improvements and utility connections including, but not limited to, curbs, gutters, grading, automatic irrigation systems (within rights-of-way), turf, walkways and walkway lighting, street paving, traffic control devices, street trees, and sidewalks
- Community parks shall have fencing or walls, where appropriate, along the property line of that portion of the subdivision contiguous to the dedicated land
- Community park sites shall have enhanced drainage systems with special consideration given to possible installation of subsurface drainage systems in the sports fields
- Community parks shall have other off-site improvements which are essential to the acceptance of land for recreation purposes



- When possible, community parks should be located adjacent to school sites or other public facilities and existing or proposed trails
- Design community parks to promote public security and facilitate surveillance through law enforcement and Crime Prevention Through Environmental Design principles

Special Use Parks

Purpose: These types of amenities may provide a wide range of activities, with passive to active to specialized recreation functions. Special parks can include aquatic centers, trail head parks, open space, special events, and nature study and sports complexes.

Size: Minimum acceptable size is 10,000 square feet for public amenities and four acres for private amenities unless an exception to this size requirement is granted by the City Council for a specific proposed special purpose amenity on a case-by-case basis.

Private Park Guidelines and Development Standards

Purpose: Private parks are parks that are not generally accessible by the public or all residents of Perris. Parks located behind private gates or with limited public access shall be deemed as private parks. Neighborhood parks may be private. However, community parks, by their very nature, must be community serving and may not be private under any circumstances.

Size: In order for a private park to receive partial park development fee credit, the minimum permitted private park size shall be four acres. Private parks smaller than four acres should not be eligible for any park credits.

Required Facilities: Each private neighborhood park shall contain at least four of the recreational features identified in the Base Level Park Development Guidelines for Neighborhood Parks



Appendix E: GRASP® Level of Service Analysis



A. GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tested, reliable, and valid tool is used to conduct more than 125 park systems inventories nationwide.

Low-score component: a component given a GRASP® score of "1" or "0" as it fails to meet expectations

Lower-service area: an area of a District that has some GRASP® level of service but falls below the minimum standard threshold for the overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks, among others

No-service area: an area of a District with no GRASP® level of service

Perspective: A perspective is a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how recreational assets serve a community

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked allows for easy and enjoyable travel between them.



Recreational trail: A recreation trail can be a soft or hard-surfaced off-street path that promotes active or passive movement through parklands or natural areas. Recreational trails are typically planned and managed by parks and recreation professionals or departments.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects the level of service provided by a specific recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: A trail network is a functional and connected part of a trail system within which major barrier crossings include crosswalks, pedestrian underpasses, or bridges. Different networks are separated from other trail networks by missing trail connections or barriers such as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: A transportation trail is a hard-surface trail, such as a District sidewalk, intended for traveling from one place to another in a community or region. These trails typically run outside of parklands and are managed by Public Works or another District utility department.

B. GRASP® Components and Definitions

GRASP® Outdoor Component List	
GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses. The type specified in the comments.
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features. The ride has an operator and controlled access.
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A swimming pool intended for swimming laps.
Aquatics, Leisure Pool	A swimming pool intended for leisure water activities. May include zero-depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for interaction with moving water.
Aquatics, Therapy Pool	A therapy pool is a temperature-controlled pool intended for rehabilitation and therapy.
Basketball Court	A dedicated full-sized outdoor court with two goals.



Basketball, Practice	A basketball goal for half-court play or practice, including goals in spaces associated with other uses like parking lots.
Batting Cage	A batting cage is a stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use, constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course.
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, water supply. Use the official agency count for quantity if available.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in undefined sites. Undefined camping receives a quantity of one for each park or location. Use this component when the number of campsites is not available or for dispersed camping.
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Use a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of food, drinks, goods, and services to the public.
Diamond Field	Softball and baseball fields, suitable for organized diamond sports games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments.
Diamond Field, Practice	An open or grassy area is used for the practice of diamond sports and distinguished from ballfield in that it doesn't lend itself to organized diamond sports games and from open turf by the presence of a backstop.
Disc Golf	A designated area for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or features that provide an educational, cultural, or historical experience. Assign a quantity of one for each contiguous site. They are distinguished from public art by the presence of interpretive signs or other information.
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, stage.



Fitness Course	Features intended for personal fitness activities. A course receives a quantity of one for each complete grouping of fitness equipment.
Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball distinguished from a multi-use pad, including bocce, shuffleboard, and lawn bowling. The type specified in the comments. Quantity counted per court.
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	An area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum.
Golf	A course designed and intended for the sport of golf counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in a single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink explicitly built for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or leisure walking. Quantity of one for each park or other location unless more than one particular course is present.
Multi-Use Pad	A painted area with games such as hopscotch, 4 square, tetherball found in schoolyards. As distinguished from "Games Court," which is typically single-use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology. It can include grasslands, woodlands, and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location, or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.



Other	An active or passive component that does not fall under another definition. Specified in comments.
Passive Node	A place designed to create a pause or particular focus within a park and includes seating areas, plazas, overlooks, and not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Account for individual picnic tables as Comfort and Convenience modifiers.
Playground, Destination	A destination playground attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Playground, Local	A playground serves the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Art receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in a single location suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game such as soccer, football, lacrosse, rugby, and field hockey. The approximate field size is 180' x 300' (60 x 100 yards). The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area arranged in configurations for any number of rectangular field sports. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. The field may have goals and lines specific to an individual sport that may change with the permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game. Sports may include but are not limited to: soccer, football, lacrosse, rugby, and field hockey. A field may have goals and lines specific to a particular sport that may change with a permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated. Address lack of seating in scoring.



Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people are included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A small or single feature primarily for wheel sports such as skateboarding, in-line skating. The component may or may not allow freestyle biking. Categorize dedicated bike facilities as Bike Course.
Skate Park	An area set aside primarily for wheel sports such as skateboarding and in-line skating. The park may allow freestyle biking. It may be specific to one user group or allow for several user types and accommodate various abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice or competitive target activities. The type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One regulation court suitable for recreation or competitive play. Quick-start or other non-standard types specified in comments.
Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation-sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers, and equestrian users. Paths that make a circuit within a single site are Loop Walks.
Trail, Primitive	A path, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal, or other waterway is used to trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, drinking water, trash receptacles, and seating.
Volleyball Court	One full-sized court. It may be a hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts are associated with sports such as handball and racquetball—the type specified in the comments.



Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, fishing facilities. It is specified in comments, including the quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives a quantity of one for each contiguous site.
Water Feature	This passive water-based amenity provides a visual focal point that includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity. For example, a downhill ski area, nordic ski area, sledding hill, tobacco run, and recreational ice. The type specified in the comments.

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with a non-carpeted floor, built-in storage for materials, and a sink.
Often adjacent to a kiln room.	
Auditorium/Theater	A large room explicitly designed as a performance/lecture space that includes a built-in stage, seating and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area. It is intended for short-term child watch or half or full-day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with a commercial kitchen and no waiter services.
Food - Full Service	Staffed food service with a commercial kitchen and dining room with waiter services.
Food - Vending	A non-staffed area with vending machines or self-service food options.
Gallery/Exhibits	A space intended for the display of art, interpretive information, or another type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Gymnasium	An active recreation space such as a sports court that accommodates basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and lined distances suitable for walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	A kitchen meeting local codes for commercial food preparation.



Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A multi-purpose room can host various activities, including events, classes, meetings, banquets, medical or therapeutic uses. It also includes rooms or areas designated or intended as games rooms, libraries, or lounges. Rooms may be dividable. Indicate specifics in comments.
Patio/Outdoor Seating	Outdoor space or seating area designed exclusively with indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. It may be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location. Examples include but not limited to nurse, therapy, and massage
Specialty Training	Any specialty training available at an indoor location includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation, and ceiling heights appropriate for high-intensity workouts.
Woodshop	A room with wood-working equipment that contains an adequate power supply and ventilation.

Note: Include any component from the outdoor component list as an indoor component

C. Inventory Methods and Process

The detailed GIS (Geographic Information System) inventory conducted by the planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and understand the system. The inventory for this study focused primarily on components at public parks. Each element's evaluation ensures it serves its intended function, noting any parts needing refurbishment, replacement, or removal. The inventory also included recording site comfort and convenience amenities such as shade, drinking fountains, restrooms, and modifiers.

Collection of the following information during site visits:

- Component type and geo-location

- Component functionality
 - Based assessment scoring on the condition, size, site capacity, and overall quality. The inventory team used the following three-tier rating system to evaluate these:

1 = Below Expectations

2 = Meets Expectations

3 = Exceeds Expectations

- Site modifiers
- Site design and ambiance
- Site photos
- General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. Beyond the quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user's experience. For example, the GRASP® system acknowledges the essential differences between identical playground structures as displayed in the following example figures:

GRASP® Examples



In addition to scoring components, GRASP®-IT assesses each park site or indoor facility for its comfort, convenience, and ambient qualities. These qualities include the availability of amenities such as restrooms, drinking water, shade, scenery. These modifier values then serve to enhance or amplify component scores at any given location.

Compiled GIS information collected during the site visit, includes all GIS data and staff input. This review packet consists of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.



An analytical technique known as **GRASP® (Geo-Referenced Amenities Standard Process)** was used to analyze the level of service provided by assets. This proprietary process, used exclusively by GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area.





An analysis of the existing parks, open space, trails, and recreation systems determines how they serve the public. Level of Service (LOS) defines the capacity of various components and facilities to meet the public's needs regarding the size or quantity of a given facility.

D. Composite-Values Level of Service Analysis Methodology

Level of Service (LOS) measures how parks, open spaces, trails, and facilities serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

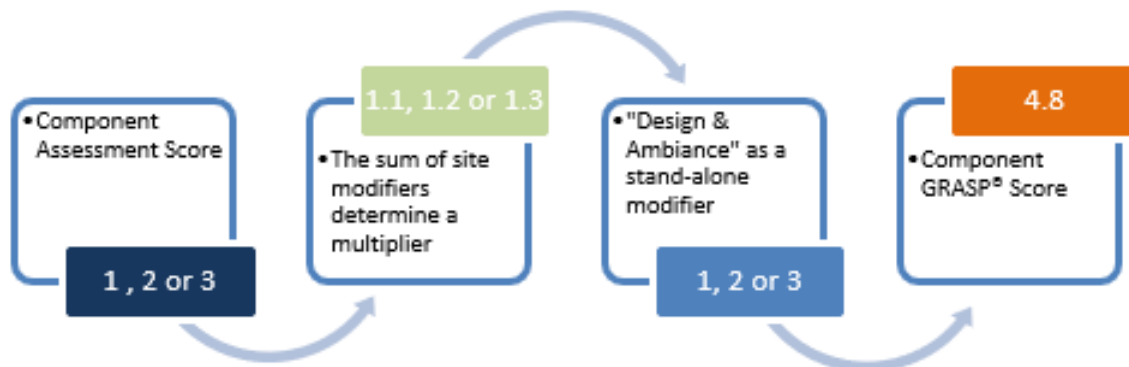
Why Level of Service?

LOS indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and the quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often representative of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a GRASP® Score. The following illustration shows this relationship. A basic algorithm calculates scoring totals, accounting for both component and modifier scores, every park, and facility in the inventory. The resulting ratings reflect the overall value of that site. Scores for each inventory site and its components may be found in the GRASP® Inventory Atlas, a supplemental document.

GRASP® Score Calculation

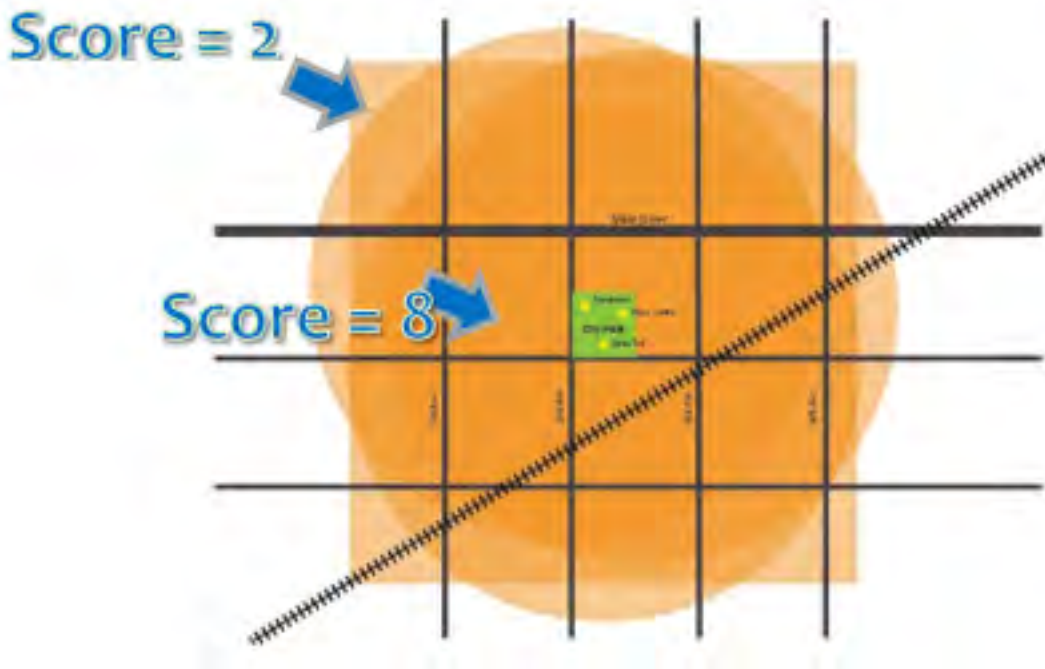


Catchment Areas

Catchment areas also called buffers, or service areas, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

Perspectives

Maps and data produced using the GRASP® methodology are known as perspectives—each perspective models service across the study area. The system can be further analyzed to derive statistical information about service in a variety of ways. Maps, tables, and charts provide benchmarks or insights a community may use to determine its success in delivering services. Plotting service areas for multiple components on a map produces a picture representing the cumulative level of service provided by that set of elements in a geographic area.



This example graphic illustrates the GRASP® process, assuming all three components and the park boundary itself, is scored a "2". The overlap of their service areas yields higher or lower overall scores for different study areas.

On a map, darker shades result from the overlap of multiple service areas. They indicate areas served by more or higher quality components. For any given spot, there is a GRASP® Value that reflects cumulative scoring for nearby assets.



Example of GRASP® Level of Service (LOS)



More on Utilizing GRASP® Perspectives

GRASP® perspectives evaluate the level of service throughout a community from various points of view. Their purpose is to reveal possible gaps in service and provide a metric to understand a recreation system. However, it is not necessarily beneficial for all community parts to score equally in the analyses. The desired Level of Service for a location should depend on the type of service, the place's characteristics, and other factors such as community need, population growth forecasts, and land use issues. For example, commercial, institutional, and industrial areas might have lower Levels of Service for parks and recreation opportunities than residential areas. GRASP® perspectives focus attention on gap areas for further scrutiny.



Perspectives used in conjunction with other assessment tools such as community needs surveys and a public input process to determine if current levels of service are appropriate in a given location. Plans provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable. Therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.



E. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies, and parks & recreation professionals have long been looking for ways to benchmark and provide "national standards" for how much acreage, how many ballfields, pools, playgrounds a community should have. In 1906 the fledgling "Playground Association of America" called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973; Lancaster, 1983). In time "rule of thumb" ratios emerged with 10 acres of parklands per thousand, becoming the most widely accepted norm. Other normative guides also have been cited as traditional standards but have been less widely accepted. In 1983, Roger Lancaster compiled a book called "Recreation, Park and Open Space Standards and Guidelines," published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation "that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to recommend an appropriate mix of park types, sizes, service areas, acreages, and standards regarding the number of available recreational facilities per thousand population. While published by NRPA, the table became widely known as "the NRPA standards," but these were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible "standards," several of which have been published by NRPA. Many of these publications did a benchmark and other normative research to determine what an "average LOS" should be. NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance and more on planning, organizational structure, and management processes. The popularly referred to as "NRPA standards" for LOS, as such, do not exist.



In conducting planning work, it is critical to realize that the above standards can be valuable when referenced as "norms" for capacity but not necessarily as the target standards for which a community should strive. Each agency is different, and many factors are not addressed by the criteria above. For example:

- Does "developed acreage" include golf courses"? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it's an urban land-locked community? What if it's a small town surrounded by open Federal lands?
- What about quality and condition? What if there's a bunch of ballfields, but they are not maintained?

F. GRASP® (Geo-Referenced Amenities Standards Program)

A new methodology for determining the level of service is appropriate to address these and other relevant questions. Composite-values methods are applied to measure better and portray the service provided by parks and recreation systems. This methodology's primary research and development were funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies; Design Concepts, a landscape architecture and planning firm; and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Consider other factors, including quality, condition, location, comfort, convenience, and ambiance.

Parks, trails, recreation, and open space are part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas. The explanations and characteristics listed above affect the amount of service provided by the system's parts follow.

Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool, is determined in part by its quality. A playground with various features, such as climbers, slides, and swings, provides a higher degree of service than one with nothing but an old teeter-totter and some "monkey-bars."

Condition – The condition of a component within the park system also affects the service it provides. A playground in disrepair with unsafe equipment does not offer the same function as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly provides more service than one full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is more service to people who live within easy reach than someone living across town. Therefore, service is dependent upon proximity and access.

Comfort and Convenience – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component. Convenience encourages people to use an element, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike racks, or nearby parking are examples of conveniences that enhance the service provided by a component.

Design and Ambiance – Simple observation proves that places that "feel" right attract people. A sense of safety and security, pleasant surroundings, attractive views, and a sense of place impact ambiance. A well-designed park is preferable to a poorly designed one, enhancing its components' degree of service.



This methodology records the geographic location of components and the capacity and quantity of each element. Also, it uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the element itself, but they enhance the value when they exist in proximity to a component.

Combining and analyzing each component's composite values makes it possible to measure the service provided by a parks and recreation system from various perspectives and for any given location. Typically, this begins with deciding on "relevant components" for the analysis, collecting an accurate inventory of those components, and analysis. Maps and tables represent the results of the GRASP® analysis.

G. Making Justifiable Decisions

GRASP® stores all data generated from the GRASP® evaluation in an electronic database available and owned by the agency for use in various ways. The database tracks facilities and programs and can schedule services, maintenance, and components' replacement. In addition to determining LOS, it can project long-term capital and life-cycle costing needs. All portions of the information are in available standard software and can be produced in various ways for future planning or sharing with the public.

The GRASP® methodology provides accurate LOS and facility inventory information and integrates with other tools to help agencies decide. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations are identified and scored with a "one." Find a list of these as extracted from the inventory dataset below. When raising the score of a component through improvement or replacement, the Level of Service is increased. The following is an outline strategy for addressing the repair/refurbishment/replacement or repurposing of low-functioning components.

I. Determine why the component is functioning below expectations.

- Was it poorly conceived in the first place?
- Is it something that was not needed?
- Is it the wrong size, type, or configuration?
- Is it poorly placed or located in a way that conflicts with other activities or detracts from its use?
- Have the needs changed so that the component is now outdated, obsolete, or no longer needed?
- Has it been damaged?
- Has the component's maintenance been deferred or neglected to the point where it no longer functions as intended?
- Does the component score low because it is not available to the public in a way that meets expectations?
- Is the component old, outdated, or otherwise dysfunctional but has historical or sentimental



value? An example would be an archaic structure in a park such as a stone barbecue grill that is not restorable to its original purpose but has historical value.

II. Depending on the answers from the first step, select a strategy for addressing the low-functioning component:

- If the need for that type of element in its current location still exists, then the feature should be repaired or replaced to match its original condition as much as possible.
 - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other cases could be playgrounds with old, damaged, outdated equipment or courts with poor surfacing or missing nets.
- If the need for that type of component has changed to where the original one is no longer suitable, replace it with a new one that fits the current needs.
- If a component is poorly located or poorly designed to start with, consider relocating, redesigning, or otherwise modifying it.
- Remove a component because of changing demands unless it can be maintained in good condition without excessive expense or has historical or sentimental value. In-line hockey rinks may fall into this category. If it has been allowed to deteriorate because the community has no desire for in-line hockey, repurpose it into some other use.

III. It is possible that through ongoing public input and as needs and trends evolve, and there is the identification of new demands for existing parks. If there is no room in an existing location for the unique needs, the decision may include removal or repurpose a current component, even if it is functional.

- As tennis's popularity declined and demand for courts dropped off in some communities over recent decades, functional courts became skate parks or in-line rinks. In most cases, this was an interim use, intended to satisfy a short-term need until a decision to either construct a permanent facility or let the fad fade. The need for in-line rinks now seems to have diminished. In contrast, temporary skate parks on tennis courts have now had permanent locations of their own. They become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence.
- One community repurposed a ball diamond into a dog park. The diamond is well-suited because it is already fenced, and the combination of the skinned infield where the dogs enter and natural grass in the outfield where traffic disperses is ideal. In time this facility either becomes a permanent facility or is constructed elsewhere. It could also turn out that dog parks fade in popularity and dog owners find some other preference. Meanwhile, the use of the diamond for this purpose is an excellent interim solution.

List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components

The following components scored low during site visits.

Map ID	Location	Component	Quantity	GRASP® Score	Comments
C014	COPPER CREEK PARK	Shelter, Small	1	1	In need to maintenance
C018	FOSS FIELD PARK	Shelter, Small	3	1	Slated wood arbors
C020	FOSS FIELD PARK	Volleyball Court	1	1	Sand flows to turf and net posts leaning
C023	FRANK EATON MEMORIAL PARK	Shelter, Large	2	1	Slated wood arbors.
C024	FRANK EATON MEMORIAL PARK	Playground, Local	1	1	Old 5 to 12 age set on tile
C025	FRANK EATON MEMORIAL PARK	Diamond Field, Practice	1	1	Uncovered dugouts, no outfield fencing
C044	METZ PARK	Diamond Field	3	1	Worn fencing, uncovered dugouts no outfield fencing
C048	MONUMENT RANCH PARK	Event Space	1	1	Small walled square with closed fireplace
C055	MORGAN PARK	Playground, Local	1	1	5 to 12 age set. Small old equipment on PIP
C069	ROTARY PARK	Shelter, Small	1	1	Wood arbor
C086	MAY RANCH PARK	Playground, Local	1	1	2 to 5 and 5 to 12 age sets. PIP problems
C088	MAY RANCH PARK	Diamond Field	1	1	No dugouts. Infield unkept
C092	FOSS FIELD PARK	Shelter, Large	1	1	Slated wood arbor
C103	PARAGON PARK	Bike Course	1	1	Large pump track with one hole
C133	GOETZ PARK	Garden, Display	1	1	California native plants. Under Construction



Low Scoring Outdoor Modifiers

Red highlighted modifiers scored low. Modifiers in yellow were not present at the time of site visits and scored a zero. These scores do not imply that all parks and facilities should have all modifiers but instead that modifiers positively impact the user experience.

LOCATION	DESIGN & AMBIANCE	DRINKING FOUNTAINS	SEATING	BBQ GRILLS	DOG STATIONS	SECURITY LIGHTING	BIKE RACKS	RESTROOMS	SHADE	TRAIL CONNECTIONS	PARK ACCESS	PARKING	SEASONAL PLANTINGS	ORNAMENTAL PLANTINGS	PICNIC TABLE
BOB LONG MEMORIAL PARK	2	2	2	0	0	2	2	2	1	1	2	2	0	1	2
METZ PARK	2	2	2	0	0	2	0	2	1	0	2	2	0	0	0
PARAGON PARK	2	2	2	0	2	2	0	2	2	0	2	2	0	2	2
COPPER CREEK PARK	2	0	2	2	0	0	0	2	2	0	2	0	0	1	2
FOSS FIELD PARK	2	2	2	0	0	2	2	2	2	0	2	2	0	0	2
FRANK EATON MEMORIAL PARK	2	2	2	2	0	2	0	2	2	0	2	2	0	2	2
ENCHANTED HILLS PARK	2	0	0	0	0	1	0	0	0	0	0	0	0	0	0
ROTARY PARK	2	2	2	2	0	2	0	2	2	0	2	2	0	2	2
LIBERTY PARK	2	0	2	2	2	0	0	1	0	0	2	0	0	0	2
MERCADO PARK	3	2	2	0	0	2	2	2	2	0	2	2	0	2	2
MONUMENT RANCH PARK	2	2	2	0	2	2	0	2	1	0	2	0	1	2	2
MORGAN PARK	2	2	2	2	0	2	2	2	2	0	2	2	0	2	2
PATRIOT PARK SPORTS COMPLEX	2	2	2	0	0	0	0	2	0	0	2	2	0	2	0
SKYDIVE BASEBALL PARK	2	2	2	0	0	2	0	2	1	0	2	2	0	2	2
BANTA BEATTY PARK	2	0	2	1	0	0	0	0	2	0	2	0	0	1	2
GOETZ PARK	3	2	2	2	2	2	0	2	2	0	2	2	0	2	2
PANTHER PARK	2	1	2	0	0	0	0	0	0	0	2	0	0	0	0
PAWS PARK	2	0	0	0	2	2	0	0	2	0	2	0	0	0	1
MAY RANCH PARK	2	2	2	2	2	2	0	2	1	0	2	2	0	2	2
MAY RANCH POCKET PARK	2	0	2	2	0	1	0	0	2	0	2	0	2	2	2
EL NIDO POCKET PARK	2	0	2	0	0	0	0	0	1	0	2	0	0	1	0
FLETCHER PARK	2	0	2	0	0	0	0	0	2	0	2	0	0	1	0
HOWARD SCHLUNDT PARK	1	0	1	0	0	0	0	0	1	0	1	0	0	0	1
DOWNTOWN POCKET PARK	1	0	2	0	0	0	0	0	1	0	2	0	0	0	0
LINEAR PARK	2	0	0	0	2	1	0	0	0	2	1	0	0	0	0
PERRIS GREEN CITY FARM	2	0	1	0	0	0	0	0	1	0	3	2	2	2	2

System considerations and recommendations

- Good standard signage
- Turf conditions can be improved, and consider reducing large turf areas
- Reasonable standards in new concrete tables and benches with Perris logo

Park Specific Considerations

- Banta Beatty Park
 - Implement planned and funded improvements to improve park conditions
 - ◆ Display garden and labyrinth
- Bob Long Memorial Park



- Improve turf conditions
- Routine maintenance on bullpens
- Replace dugout windscreen
- o Copper Creek Park
 - Implement planned and funded improvements and additional components
 - ◆ Playground improvements
 - ◆ Fitness course
 - ◆ Loop walk
 - ◆ Rectangle field
 - ◆ Basketball Court improvements
 - Address poor turf conditions
 - Routine maintenance of shelter roof
 - Consider adding a practice diamond
- Downtown Pocket Park
 - Consider adding small components/amenities
- El Nido Pocket Park
 - Consider adding picnic tables and a small shade shelter
- Enchanted Hills Park
 - Implement planned and funded park improvements
 - ◆ Skate feature
 - ◆ Aquatics spray pad
 - ◆ Public art
 - ◆ Bike course
 - ◆ Basketball court
 - ◆ Trails
 - ◆ Small shelter
 - ◆ Playground
 - ◆ Rectangle field
- Fletcher Park
 - Consider adding small components/amenities
- Foss Field Park and City Hall Complex
 - Update to standard shelters, benches, and tables
 - Routine maintenance at the volleyball court
 - Update court surfacing
 - Add covered dugouts
 - Replace bleachers
 - Implement turf reduction program
- Frank Eaton Memorial Park
 - Downgrade diamond to simple practice backstop if not programmed
 - Upgrade playground and surfacing
 - Implement turf reduction program
- Goetz park
 - A great example of standard features with logos
 - Unique design details throughout the park
 - ◆ Anti-skate wall caps
 - Added park amenities under construction at the time of site visit were included in the inventory
- Howard Schlundt Park
 - Consider adding small components/amenities



- Liberty Park
 - Consider adding interpretive signage to explain the fencing, stormwater, and natural area
 - Add park identification signage
 - Consider adding shade at the playground if possible
 - Consider adding shelter
 - Implement turf reduction program and erosion control
- Linear Park
 - Expand trails to the west
 - Consider adding components
- May Ranch Park
 - Address the playground surfacing issues
 - Consider reducing diamond to practice diamond if not programmed
- If it is a programmed field, consider upgrades
 - Add fitness equipment to loop walk
 - Upgrade bike racks
- May Ranch Pocket Park
 - Consider a bike parking
- Mercado Park
 - Replace playground surfacing
 - Add shade structure at the playground
 - Highlight turf reduction efforts
- Metz
 - Upgrade diamonds to standard
 - ◆ Consider adding outfield fencing because of lights (Safety issue)
 - Implement turf reduction program and improve field turf
 - Upgrade playground with new surfacing
- Monument Ranch Park
 - Consider adding a shelter by the event space
 - Replant display gardens with desert plant exhibition gardens
 - Highlight example of turf reduction efforts
 - Improve remaining turf quality
 - Consider adding fitness equipment to loop walk
- Morgan Park
 - Implement turf reduction program
 - Implement planned and funded rectangles
- Panther Park
 - Consider covered dugouts
 - Routine field maintenance
 - ◆ Clean up weeds
 - ◆ Fix backstop boards
 - ◆ Clean up graffiti
 - Improve turf conditions
 - Add or improve restrooms
- Paragon Park
 - Fill wood fiber at the playground
 - Reinstall basketball and recoat surfacing
 - Fix damage at the pump track
 - Consider adding components to this park
 - ◆ Destination playground



- ◆ Loop walk
- Implement turf reduction program
- Patriot Park Sports Complex
 - Consider an upgrade to all synthetic surface
 - Consider adding a plaza near concessions
- Rotary Park
 - Routine maintenance throughout the park
 - Improve basketball surfacing
 - Improve diamond field, covered dugouts, and ADA access
 - Improve turf conditions at fields and implement turf reduction program in other park areas
- Skydive Park
 - Improve turf conditions
 - Replace dugout windscreens
- Kabian Park
 - Consider working with County to improve the park
 - ◆ Transition to a nature-based playground
 - ◆ Improve turf conditions and implement a turf reduction program
 - ◆ Clean up downed trees
 - ◆ Address ADA issues
 - ◆ Formalize trailhead, provide maps, etc

H. Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to consider the prioritization of identified gap areas. For example, in the walkable access analysis, several regions with low or no service were identified. Further investigations of these areas can help when prioritizing future improvements or recreation opportunities. Future growth or subdivision development may significantly impact future gap areas. Prioritization of improvements may consider multiple factors, including providing maximum impact to the highest number of residents. Social equity factors, such as average household income, could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities typically ranks very high in public input. Existing features that fall short of expectations should be enhanced to address this concern. Elements have been assessed based on condition and functionality in the inventory phase of this plan. Identify and treat those with low scores, as explained below. The assessment should be updated regularly to assure the upgrade or improvements of components affected by wear and tear over time.

Addressing Low-Scoring Components

Low scoring components are discussed previously in section D.



Booster Components

Another way to enhance service is by adding booster components at specific park sites or recreation facilities. These are most effective in low-service areas where parks exist that have space for additional components.

High Demand Components

The statistically valid survey asks respondents to rank facilities by importance based on those they felt the District needed to add or improve. Consider these high-demand components when adding new elements to the system.

The highest priority for added, expanded, or improved recreation activities listed by survey respondents are:

- Add lights at diamond and rectangle fields
- New aquatics facility
- Increase safety and security measures at existing parks
- Increase park maintenance and improve park conditions

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and adding components that could serve as future program opportunities:

Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include things like:

- Dog parks continue to grow in popularity and may be related to an aging demographic in America. It is also a basic form of socializing for people who may have once socialized with other parents in their child's soccer league. Now that the kids are grown, they enjoy the company of other dog owners at the dog park. And for singles, a dog park is an excellent place to meet people.
 - Perris has one dog park – Paws Park
- Skateboarding and other wheel sports continue to grow in popularity. Distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a more extensive centralized skate park. Add skate features to neighborhood parks in place of larger skate parks.
 - Perris has skate parks at Goetz and Paragon Park. A skate feature is planned and funded for Enchanted Hills Park
- A desire for locally-grown food and concerns about health, sustainability, and other issues leads to community food gardens in parks and other public spaces.
 - Perris has one community garden at Perris Green City Farm, but it does not offer individual plots
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenues. Providing spaces for these could become a trend.
 - Events spaces were identified at Mercado Park and Monument Ranch Park
- Spraygrounds are growing in popularity, even in colder climates. An extensive and growing selection of products raises the bar on expectations and offers new possibilities for creative facilities.

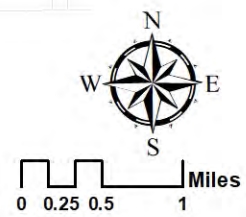
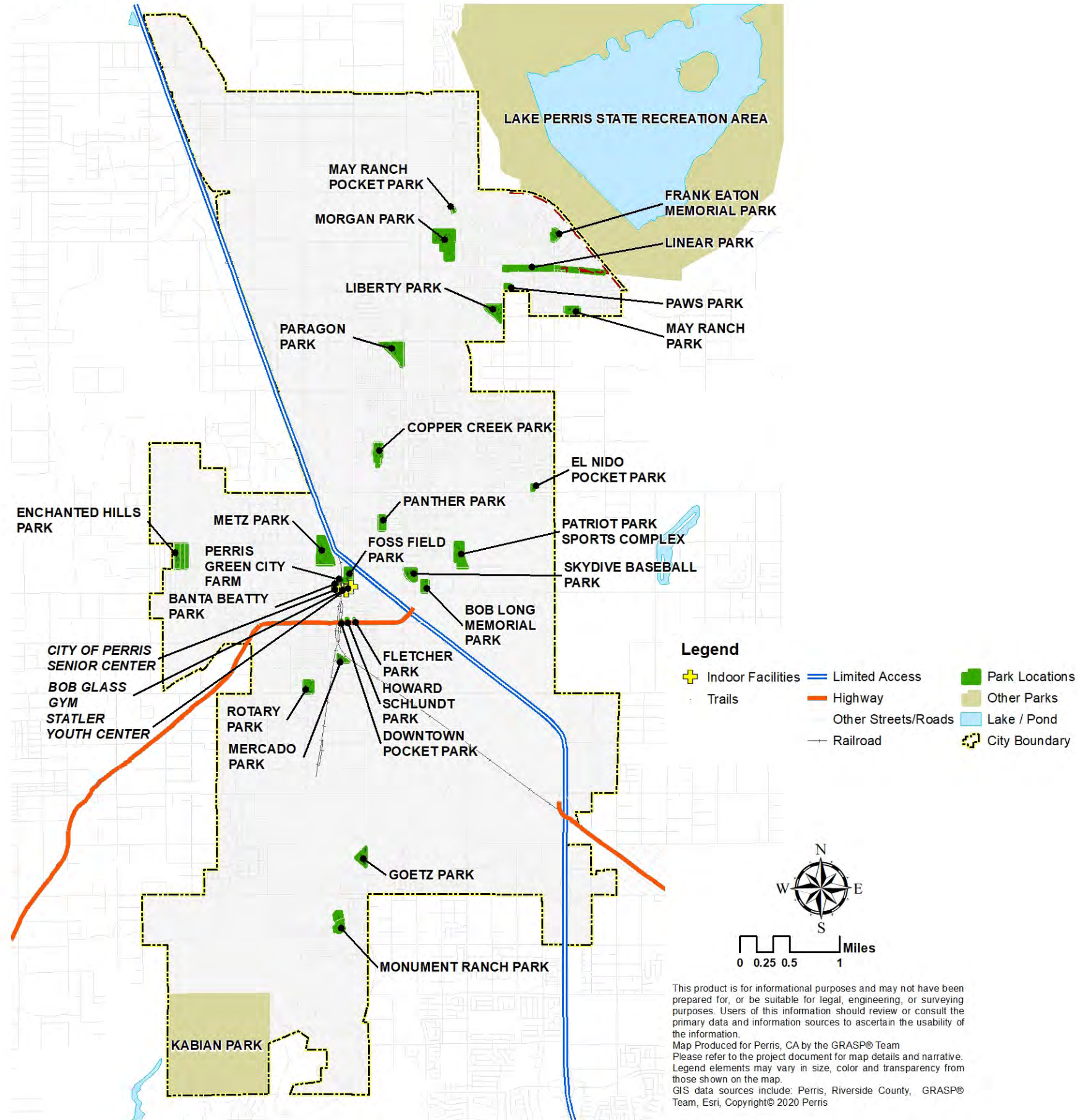


- Mercado Park has a spray pad, and Enchanted Hills Park has a spray pad planned and funded for construction
- New playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations from the standard fixed "post and platform" playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.

I. GRASP® Maps

Parks and Recreation System Map

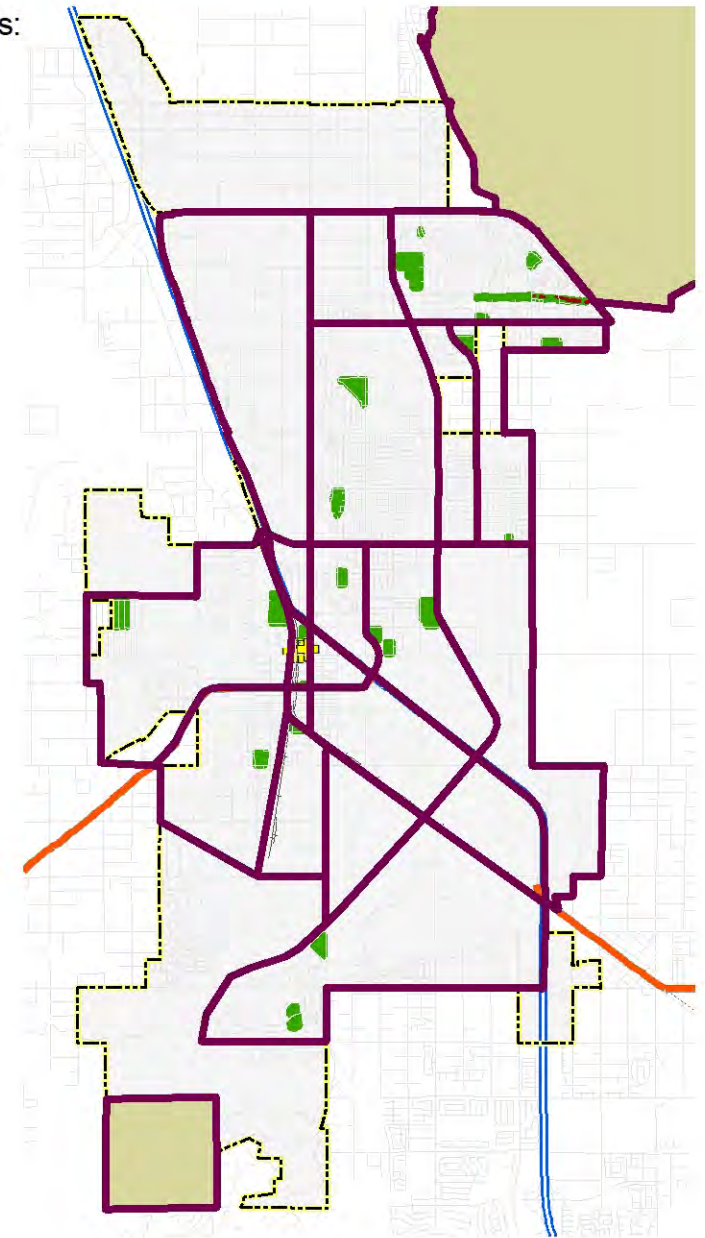
Perris, California



This product is for informational purposes and may not have been prepared for, or be suitable for legal, engineering, or surveying purposes. Users of this information should review or consult the primary data and information sources to ascertain the usability of the information.
 Map Produced for Perris, CA by the GRASP® Team
 Please refer to the project document for map details and narrative.
 Legend elements may vary in size, color and transparency from those shown on the map.
 GIS data sources include: Perris, Riverside County, GRASP® Team, Esri, Copyright© 2020 Perris

Pedestrian Zones:

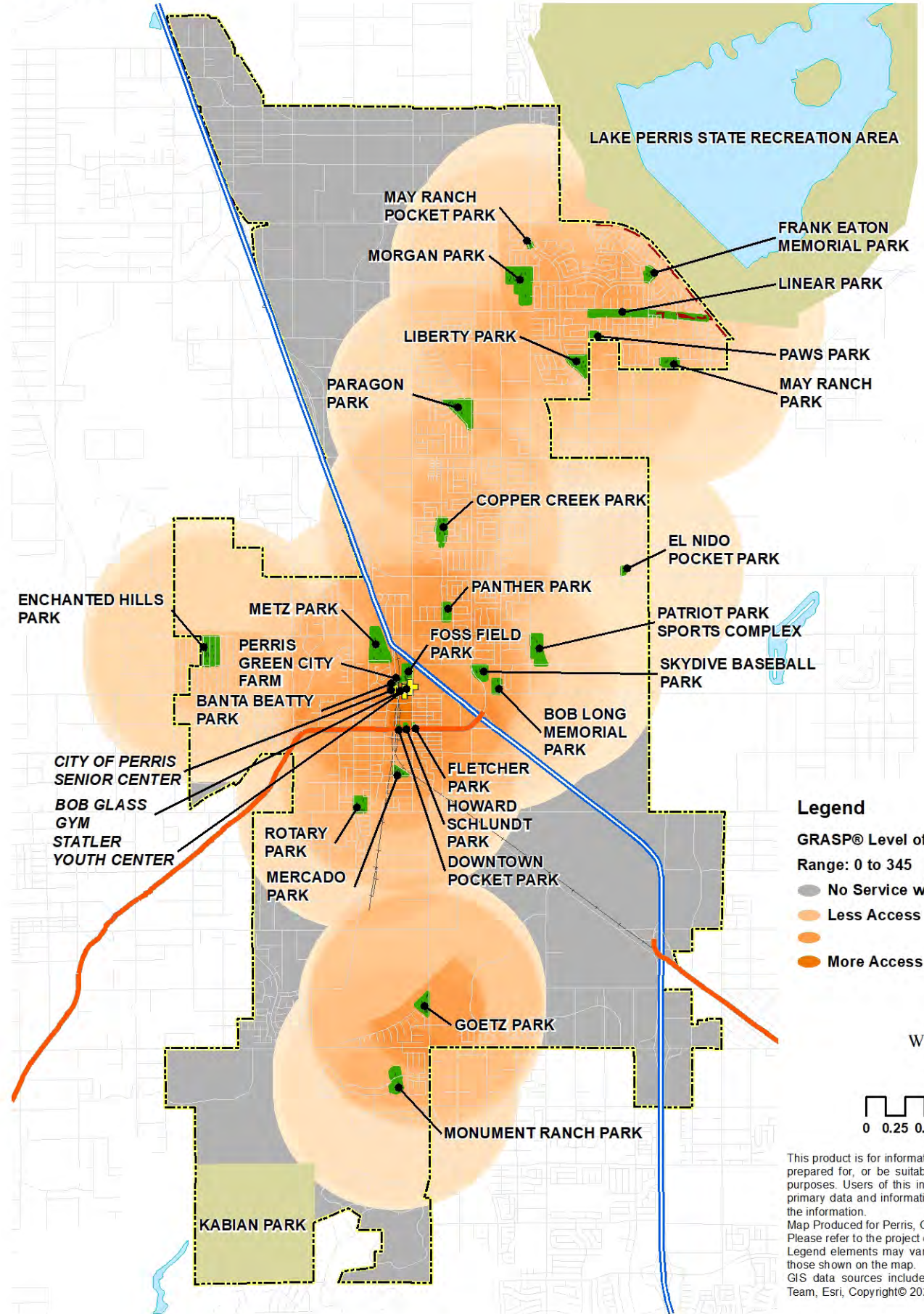
- Legend**
- Pedestrian Zone



THIS PAGE INTENTIONALLY LEFT BLANK

Neighborhood Access to Outdoor Recreation

Perris, California



Legend

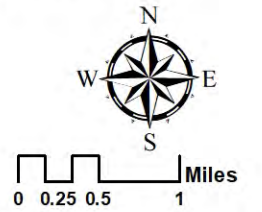
GRASP® Level of Service
Range: 0 to 345

- No Service within 1-mile
- Less Access
- More Access

+ Indoor Facilities
+ Trails

— Limited Access
— Highway
— Other Streets/Roads
— Railroad

■ Park Locations
■ Other Parks
■ Lake / Pond
 City Boundary



This product is for informational purposes and may not have been prepared for, or be suitable for legal, engineering, or surveying purposes. Users of this information should review or consult the primary data and information sources to ascertain the usability of the information.

Map Produced for Perris, CA by the GRASP® Team
Please refer to the project document for map details and narrative.
Legend elements may vary in size, color and transparency from those shown on the map.

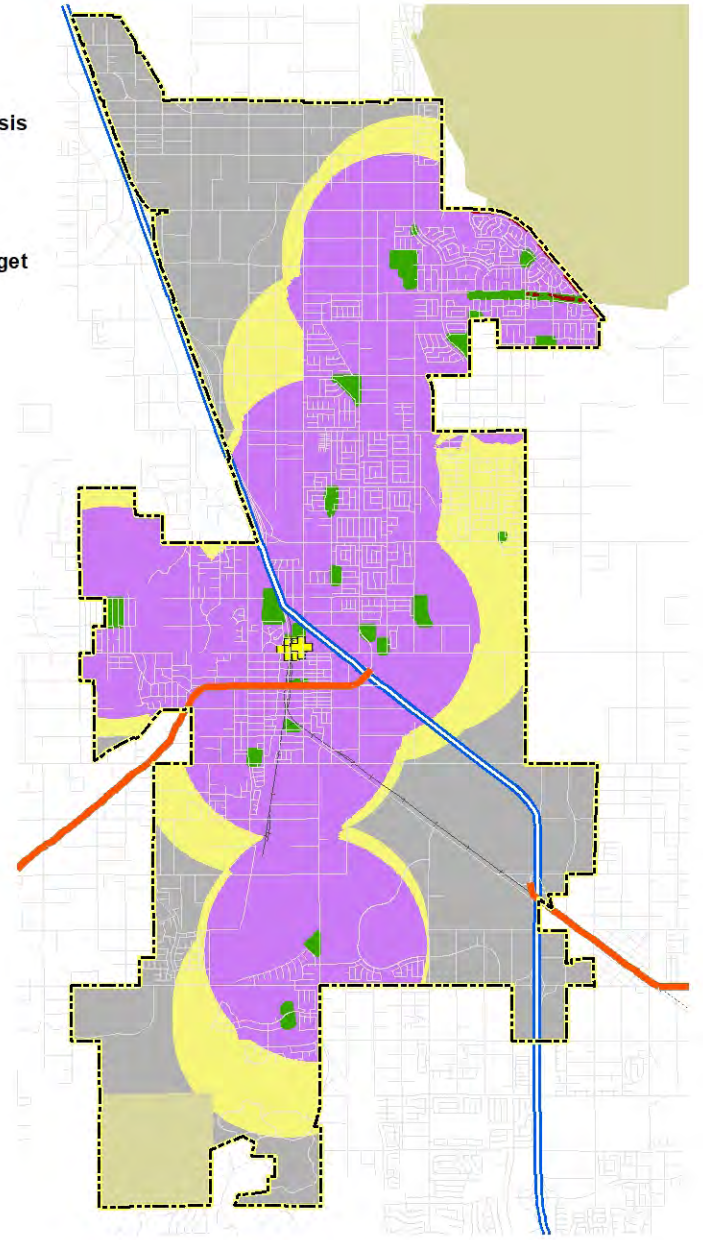
GIS data sources include: Perris, Riverside County, GRASP® Team, Esri, Copyright© 2020 Perris

Gap Analysis

Legend

GRASP® Gap Analysis
Target Score: 48

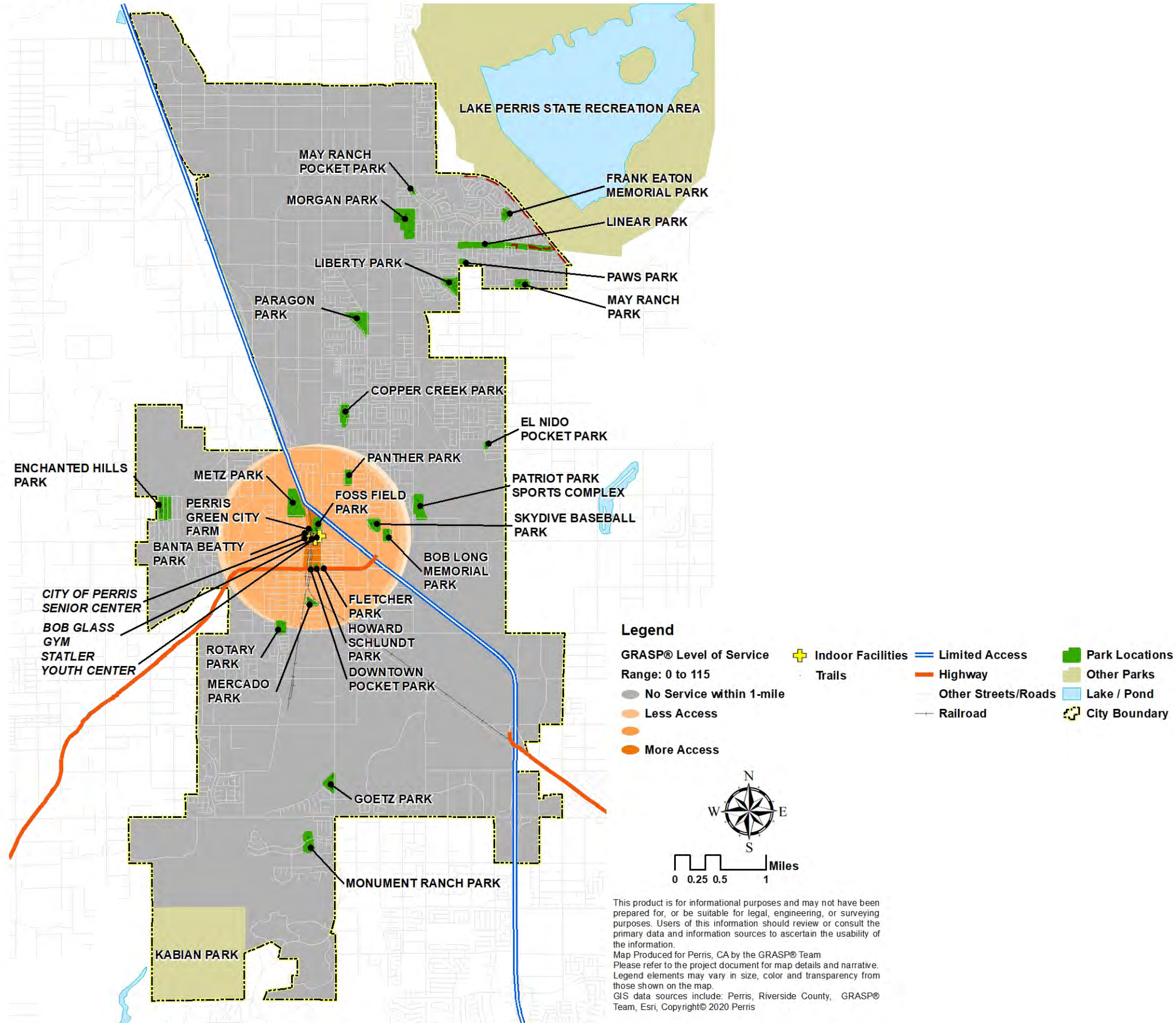
- No Service
- Below Target
- At or Above Target



THIS PAGE INTENTIONALLY LEFT BLANK

Neighborhood Access to Indoor Recreation

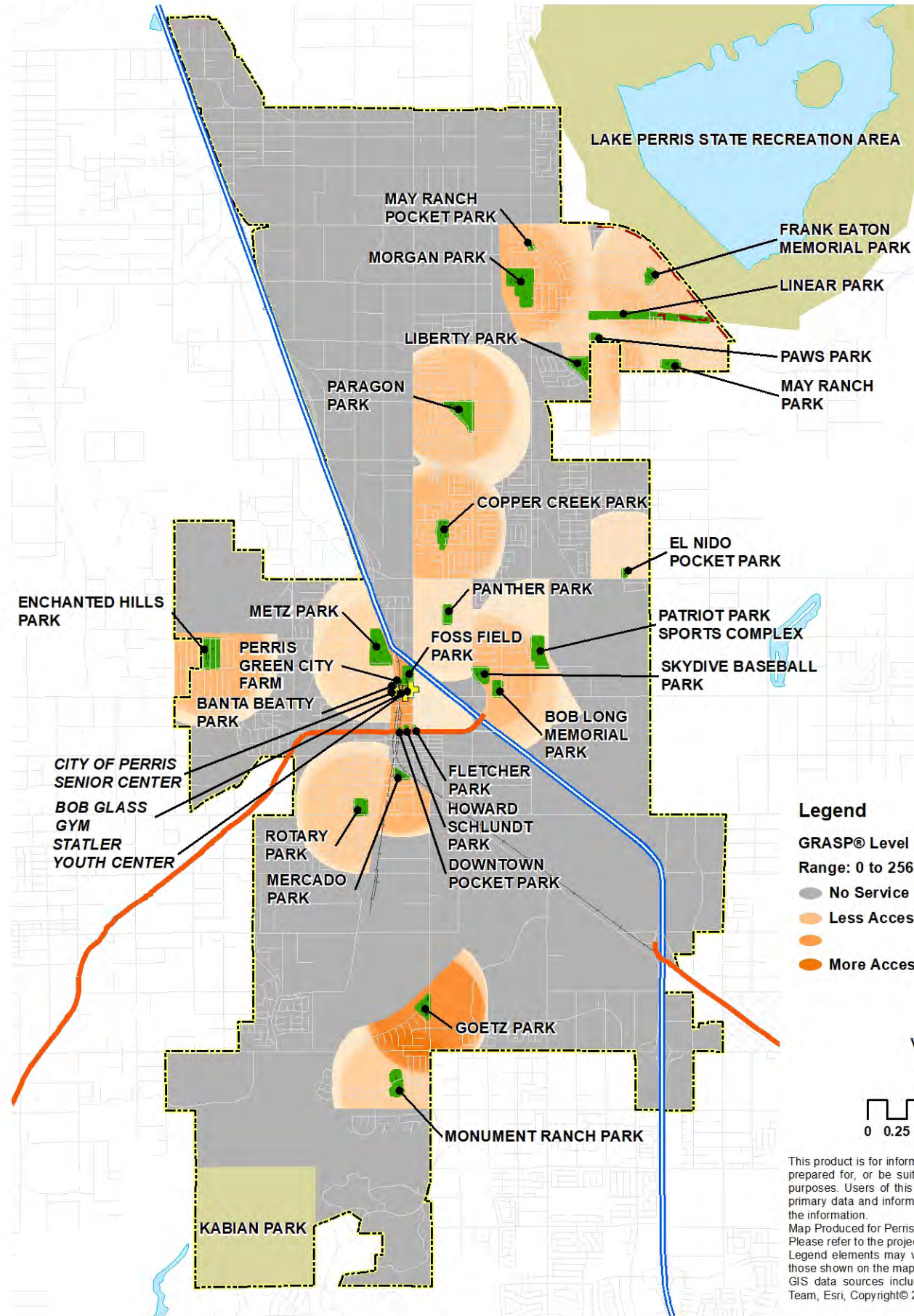
Perris, California



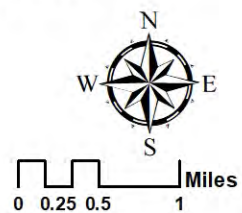
THIS PAGE INTENTIONALLY LEFT BLANK

Walkable Access to Outdoor Recreation

Perris, California



This product is for informational purposes and may not have been prepared for, or be suitable for legal, engineering, or surveying purposes. Users of this information should review or consult the primary data and information sources to ascertain the usability of the information.
Map Produced for Perris, CA by the GRASP® Team
Please refer to the project document for map details and narrative.
Legend elements may vary in size, color and transparency from those shown on the map.
GIS data sources include: Perris, Riverside County, GRASP® Team, Esri, Copyright© 2020 Perris

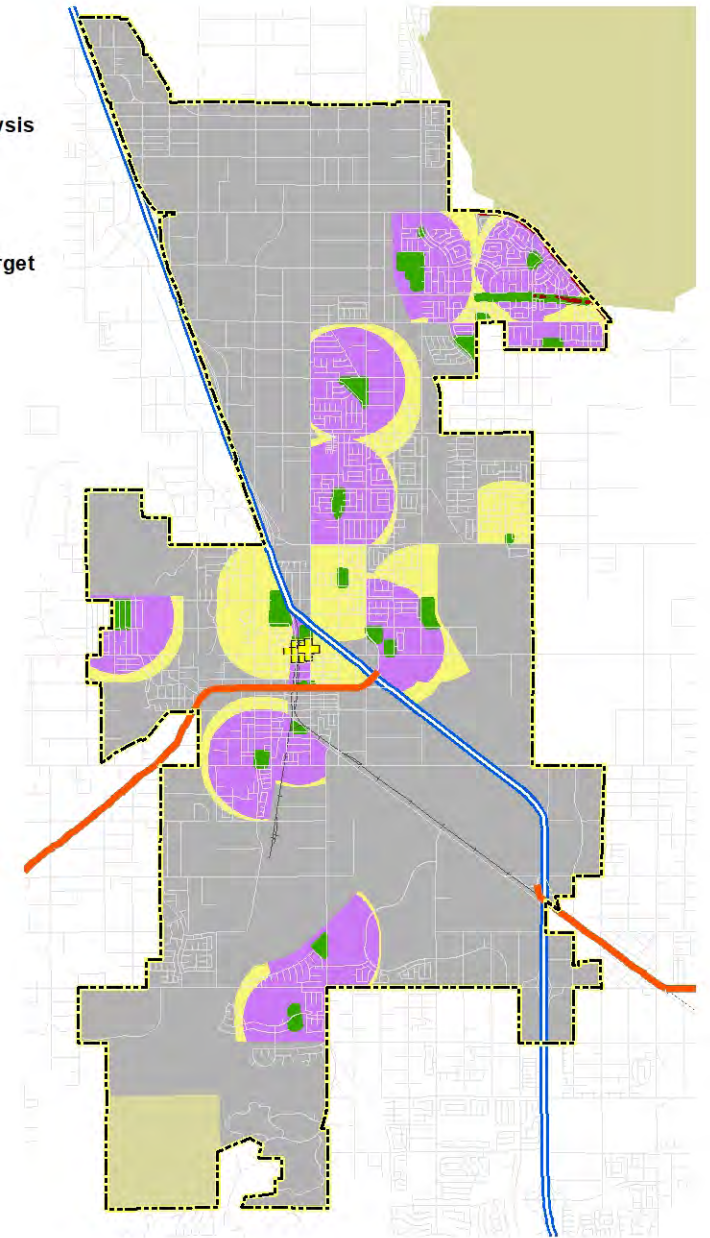


Gap Analysis

Legend

GRASP® Gap Analysis
Target Score: 48

- No Service
- Below Target
- At or Above Target



THIS PAGE INTENTIONALLY LEFT BLANK

Appendix F: Wayfinding and Signage Standards



Wayfinding and Informational Signage

Wayfinding helps cyclists and pedestrians orient and navigate. A consistent, logical, and comprehensive wayfinding system encourages use of the bikeway and trail system by making the users feel comfortable and safe. Wayfinding guides users to and along the best routes to a desired destination or in a particular direction. A coordinated wayfinding system includes a number of elements including bikeway and trail identification signs, destination signs, and directional signs. The wayfinding system for trails should be given similar attention as is given to roadways and streets throughout the City, with destinations identified, and naming of off-street trails provided for users.

In addition, information kiosks and bikeway/trail system maps can be placed at key locations to provide users with additional information. Wayfinding and informational signage can help increase visibility and community awareness of the bicycle and trail facilities through consistent graphics and placement.





Bikeway and Trail Identification Signage

Identifying bikeways and trails by route number or names, and clearly signing these facilities, provides a convenient way for bicyclists to navigate through the City, analogous to the way in which the numbered highway system guides motorists efficiently through the roadway network. Identifying the major bikeway and trails with names has the potential to increase the comfort of bicyclists and improve their experience of the overall bikeway network. Regional bikeways and trails, such as the proposed trail along the Perris Valley Channel, would be logical candidates for inclusion in a route-based wayfinding system. The CAMUTCD provides guidance on standard numbered bikeway signs. For bikeways on local streets and off-street facilities, cities may choose to “brand” their bikeway and trail system by using customized signs that reflect the local setting.

Destination and Directional Signage

Destination and directional signage as part of a wayfinding system guides bicyclists to key destinations such as parks, schools, the Civic Center, and transit stations. Signs should be typically placed at decision points along routes within the City’s bicycle network, which may include the intersection of two or more bikeways and at key locations leading to and along bikeways.

It is important to provide information to cyclists where bike routes turn, or where bikeways intersect. This can be done with both signs and pavement markings. These markings allow the cyclist to understand how the route continues, especially if it is one that may be less direct.

Tourist-oriented wayfinding for pedestrians and cyclists can be provided in areas like Downtown Perris with historic information or even pavement markings. Signage, markings and maps orient visitors to key destinations work together to encourage use.

Informational Kiosks

Informational kiosks with maps of existing bikeways and key destinations, safety information, and other announcements for bikeway and trail users should be placed at key locations where cyclists gather or start their rides. Exhibit 7-1 shows recommended locations for informational kiosks in Perris, including City Hall, the Perris Station Transit Center, the future South Perris Metrolink Station, and the future park/trailhead adjacent to the Perris Valley Channel between Morgan Street and Rider Street. Kiosks can also be placed at neighborhood and commercial centers.



Example of Directional Signs



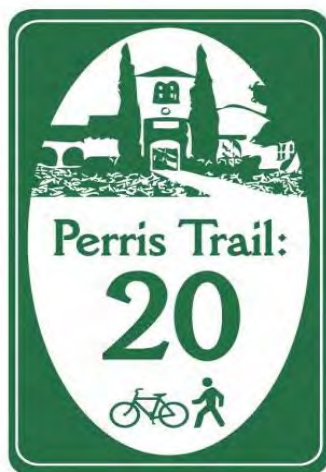
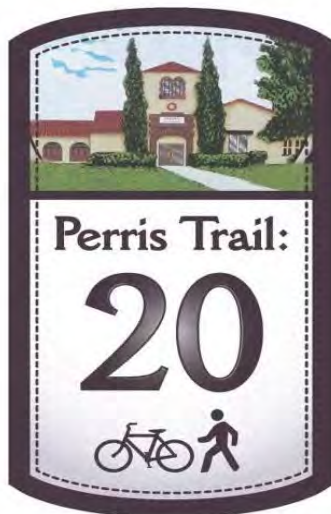
Example of Trail Maps and Informational Displays





Wayfinding Signage Concepts

The following wayfinding concepts have been prepared for the City of Perris. The concepts provided below are illustrative to provide ideas for a consistent program of signs for use on trails within the City. A single concept should be chosen for consistency in signage throughout the City. The concepts should be customized for use as part of a comprehensive signage program. A citywide system may not be required immediately and can likely be deferred until connections and destinations are linked through multiple trails. In the meantime, standard bike trail signs consistent with the CA MUTCD would be adequate for direction and wayfinding. A comprehensive system would include route naming/numbering, mileage tracking, distance to key destinations/places, and illustrations of the current system of facilities.



Minimum sign dimensions: 12" x
18" along shared use path and 18" x
24" along roadway

Examples of potential wayfinding signage concepts



Appendix G: Sample Park Maintenance Standards



Sample Maintenance Standards for Parks and Facilities

These general maintenance standards are samples meant to be a starting point for the Community Services Department to review and consider as a basic desired maintenance standard for all parks and recreational facilities.

- Litter control minimum service two to three times per week, high use may dictate higher levels during the warm seasons.
- Repairs to all elements of the design should be done immediately when problems are discovered provided replacement parts and technicians are available to accomplish the job. When disruptions to the public might be major and the repair is not critical, repairs may be postponed to a time that is least disruptive to the usage patterns.
- Complete park inspections should be conducted weekly.

PARKS GENERAL STANDARDS

Grounds

- Grounds mowed and trimmed on a regular schedule.
- Park is free of litter, debris, and hazards.
- Parking lots, if applicable are clean; striped; and free of debris, holes, and tripping hazards.

Drinking Fountains (where applicable)

- Fountains are accessible and operational.
- Fountains are in appropriate locations and in compliance with ADA.
- Fountains are installed on a solid surface and free of standing water and debris.
- Drain system is operational.

Signage

- Park identification signs are secure and properly installed in a noticeable location.
- Handicapped parking signs are secure, visible, and installed to code.
- Park rules signs are secure and properly installed in a noticeable location.
- Restroom signs are secure and visible.
- Signs are clean, painted, and free of protrusions and graffiti.
- Directional signs provided as needed in appropriate locations.
- Signs include City logo and contact phone number.

Ornamental Plants and Trees

- Plants and trees are healthy and free of disease and insects.
- Plant beds are free of litter, debris, and weeds.
- Plant selection is appropriate for season and area usage.
- Trees trimmed and shaped on a regular basis, inspect for and remove hazardous trees as needed.
- Tree species selection should provide a wide variety of native and selected non-native trees where appropriate.
- Tree wells and planting beds mulched for protection and water conservation.



Walkways and Trails

- May be hard surface or soft surface depending on location and intended use.
- Soft surface trails are free of water collecting depressions and erosion.
- Walkways and trails have a uniform surface, positive drainage, are level with ground and free of trip hazards and excessive material deflection.
- Walkways and trails are free of litter, debris, sediment, and seasonal snow.
- Walkways and trails meet ADA requirements.
- Walkways and trails provide unobstructed access and are free from low and protruding tree limbs, guide wires, sign posts, and ornamental plants.
- Walkways in irrigated park areas are neatly edged.
- Walkways and trails are clear of weeds and grass growth in cracks and expansion joints; adequate trash receptacles provided.
- Guard rails and safety fencing provided in appropriate locations.
- Routine safety and function inspections are performed including surface, culverts, water crossings, signage, and vegetation.

Trash Receptacles (random locations)

- Receptacles are clean and free of odor with liners in place.
- Receptacles are painted, free of damage and missing parts, and properly anchored.
- Roll-off containers and dumpsters are clean, screened, and placed in non-intrusive locations.
- Area around trash receptacles is clean and free of trash and debris.
- Area around roll off containers and dumpsters is clean and free of trash and debris.

Fencing

- Fences are intact, structurally sound, and free of damage or deterioration.
- Nails, bolts, and screws are flush with surface with no exposed sharp points.
- Fences have no excessive voids, cracks or splintering.

Security and Exterior Lights

- Ninety percent (90%) of security and exterior lights are operational.
- No electrical conducting wires are exposed.
- Lights comply with appropriate building code.
- Poles and components are secured in ground, operational and straight.

Bridges

- Bridges have a uniform surface, are free of trip hazards, and are free of graffiti.
- Lumber and other materials are structurally sound, free of cracking deterioration and splintering.
- Bridges comply with ADA requirements.
- Bridges have handrails intact and properly installed and anchored.
- Bridges are free of litter and debris.



General Use Turf Areas

- Turf areas are free of litter and debris.
- Turf areas are mowed and trimmed on a regular schedule.
- Turf areas have a uniform surface and are well drained.
- Areas have clean trash receptacles present that are in good condition.
- Turf is free of disease, insects, and weeds.
- Supplemental irrigation is provided as needed.
- Turf areas are fertilized and aerated on a regular basis.

Athletic Use Turf Areas

- Turf areas are free of litter and debris.
- Turf areas are mowed and trimmed according to usage schedule.
- Turf areas have a uniform surface and are well drained.
- Playing surface maintained according to sport specific guidelines.
- Areas have clean trash receptacles present that are in good condition.
- Turf is free of disease, insects, and weeds.
- Supplemental irrigation is provided as needed.
- Turf areas are fertilized and aerated on a regular basis.

Irrigation

- Irrigation system is fully operational with complete and uniform coverage.
- System is free of leaks; backflow prevention devices are in place and functioning properly.
- Heads are installed properly for intended use.
- Heads are properly adjusted with rotations and arcs to set to reduce water runoff.
- Systems are set to run at specific times to minimize evaporation and waste.
- Systems function checks are conducted on a regular basis.
- Repair excavations are properly compacted and turf restored.

OPEN SPACE AREAS

- Native grasses mowed, if necessary, according to specific management plans, with focus on promoting natural growth heights and cycles and wildlife habitat.
- Trail corridors and picnic areas mowed as needed.
- Trail surfaces are free of debris and weeds.
- Native tree and shrub growth are encouraged.
- Wildlife habitat and water quality preservation emphasized.
- Rules and regulations and identification signs are posted in noticeable locations.
- Annual and noxious weeds are controlled as needed
- Property access points and boundaries are clearly marked.

ATHLETIC FACILITIES AND COMPETITIVE FIELDS



Turf

- Turf has a healthy dense stand of grass and coverage is no less than 95 percent of playable area.
- Play area has a uniform surface and is well drained.
- Turf to be mowed at the appropriate height for the type of grass used, time of season, and type of field use.
- Turf is free of any litter or debris.
- Apply top dressing and over seeding as needed to maintain healthy grass.
- Fields may be closed for use periodically to allow for turf recovery.
- Turf is free of disease, insects, and weeds.

Softball Infields

- Infields have a uniform surface and are free of lips, holes and trip hazards.
- Infields are well drained with no standing water areas.
- Infields have proper soil composition for intended use with ball field mix added as needed.
- Infields are free of weeds and grass.
- Infields are free of rocks, dirt clods, and debris.
- Bases and plates are properly installed, level, and are at proper distances and anchored according to manufacturer's specifications and league requirements.
- Fields dragged and lined as needed according to use schedules.

Bleachers

- Hardware is intact and bracing and safety rails tightly connected.
- Seating surface is clean, smooth, free of protrusions and have no exposed sharp edges or pointed corners.
- Clean trash receptacles provided and in good condition, area under bleachers free of trash.

Lights

- Electrical system and components are operational and in compliance with applicable building codes.
- Ninety percent (90%) of lamps for each field are operational.
- No electrical conducting wires exposed.
- Ballast boxes and components are properly installed and secured.
- Lights provide uniform coverage on facilities and fixtures and are adjusted to eliminate dark or blind areas.
- Fixtures securely fastened to poles and poles secured in ground according to manufacturer's specifications.
- Poles and fixtures inspected immediately after any major wind, ice, or hail storm.

Fencing

- Fencing material is galvanized chin link and appropriate gauge wire for specified use.
- Fencing material is properly secured to support rails.
- Support rails are properly connected and straight.
- Fencing is free of holes and protrusions.



- Fabric is straight and free of bending and sagging.
- Gates and latches are operational.

Restrooms/Portable Toilets

- Toilets are clean, sanitary, and properly stocked with paper products.
- Lights and ventilation systems are operational.
- Toilets, stall doors, and hand air dryers are operational.
- Buildings and enclosures are free of graffiti.
- Doors are properly marked according to gender.
- Restrooms have clean trash receptacles.
- All doors and locks are operational.
- Restrooms/portable toilets are in compliance with ADA requirements.

PLAYGROUNDS

Play Equipment

- Equipment and surrounding play areas meet ASTM and National Playground Safety Institute (NPSI) standards.
- Play equipment and hardware is intact.
- Play equipment is free of graffiti.
- Age appropriateness for equipment is noted with proper signage.
- Regular inspection and repair program is in place and enforced.

Surfacing

- Fall surface is clean, level and free of debris.
- Fall surface meets ASTM and NPSI standards.
- Fall surface is well drained.
- Rubber cushion surfaces are free of holes and tears.
- Rubber cushion surfaces are secure to base material and curbing.

Borders

- Playground borders are well defined and intact.
- Playground borders meet ASTM and NPSI standards.

Decks

- Planks are intact, smooth, structurally sound, free of splinters and no cracks greater than ¼ inch.
- Nails, bolts and screws are flush with surface.
- Planks are level with no excessive warping.

General

- Slides and climbing devices are properly anchored.
- All moving parts are properly lubricated and functioning as intended.
- S-hooks and swing seats are in good operating condition.



- Damaged or under repair equipment is removed or properly marked and isolated from public use until repaired.

PICNIC AREAS AND SHELTERS

General

- Access to facilities complies with ADA.
- Shelters are clean, sanitary, and free of graffiti.
- Lights and electrical plugs are operational and comply with appropriate building codes.
- Vegetation around structure is trimmed back to reduce hazards and does not impede entry and egress.
- Grounds around structure are mowed, trimmed and free of litter, debris, and hazards.
- Shelters are structurally sound, clean, painted with no rotted lumber or rusted metal and no loose siding or loose shingles.
- Water fountains and hose bibs (if provided) are operational.
- Signage and rules and regulations information are posted in a noticeable location.

Tables

- Tables are clean, free of dust, mildew, and graffiti.
- Table hardware is intact.
- Table frames are intact and slats are properly secured.
- Table seats and tops are smooth with no protrusions and have no exposed sharp edges or pointed corners.

Grills

- Grills are operational and free of rust and metal deterioration.
- Grills are clean and free of grease build-up.
- Grill racks are operational and secure, and grills are properly anchored to reduce hazard and theft.

Trash Receptacles

- Receptacles are clean, free of odors and liners in place.
- Receptacles are painted, free of damaged or missing parts and properly anchored.
- Area around receptacles is clean and free of trash and debris.

TENNIS COURTS

Surfacing

- Surface is smooth, level, and well drained with no standing water.
- Surface is free of large cracks, holes, and trip hazards.
- Surface is painted and striped in accordance with U.S. Tennis Association court specifications.



- Worn painted surfaces do not exceed 30 percent of total court surface.
- Surface is free of litter, debris, gravel and graffiti.

Nets

- Nets and wind screens are free of tears and frays.
- Nets are properly installed and secured to support poles.
- Nets have center stripes installed at the regulated height and are anchored to the court.
- Support poles have hardware intact and are properly anchored and installed.
- Wind screens are properly installed and secured to fencing.

Fencing

- Fencing is galvanized chain link and is the appropriate gauge wire for specified use.
- Fencing material is properly secured to support rails.
- Support rails are properly secured and straight.
- Fencing is free of holes, protrusions, and catch points.
- Fabric is straight and free of bending or sagging.
- Gates and latches are operational.
- Windscreens are tightly secured and free of tears and holes.

OUTDOOR BASKETBALL COURTS

Surfacing

- Surface is smooth, level, well drained, and free of standing water.
- Surface is free of large cracks, holes, and tripping hazards.
- Surface is painted and striped per court specifications.
- Surface is free of litter, debris, gravel, and graffiti.

Goals and Backboards

- Goals and backboards are level with hardware intact.
- Goals and backboard are painted.
- Nets are properly hung and free of tears and fraying.
- Support poles are secure in ground and straight.

SAND VOLLEYBALL COURTS

Nets

- Nets are free from holes and are not torn or tattered.
- Nets are hung tightly at specified height.
- Nets are securely attached to support poles.
- Support pole have hardware intact, are properly anchored and installed.



Sand Surface

- Court surface is loose sand.
- Surface is smooth with good drainage and no standing water.
- Surface is free of weeds, grass, debris, and litter.

Borders

- Borders are well defined and intact.
- Borders meet International Volleyball Federation (FIVB), ASTM and NPSI standards.
- Surrounding area is free of debris and encroaching landscaping to reduce hazard.

PONDS AND LAKES

Water

- Aerators, if provided, are operational.
- Pond surface is at least 90 percent free of vegetation.
- Water area is free of trash and debris.
- Bank areas are smooth and free of washouts and erosion, rip rap in place where needed.
- Ponds and lakes, where appropriate, are stocked with appropriate species of fish.
- Inlet and outlet structures are operational.
- Appropriate and seasonal rules and regulations signage is in place at noticeable locations.

Fishing Piers and Decks

- Planks are intact, smooth, structurally sound, free of splinters and have no cracks greater than ¼ inch.
- Nails, bolts, and screws are flush with surface.
- Planks are level with no excessive warping.
- Handrails are present and structurally sound.
- Piers and decks comply with ADA.
- Trash receptacles provided nearby.

Benches

- Hardware is intact and structurally sound
- Nails, bolts or screws are flush with surface
- Seats and backing are smooth with no protrusions, have no sharp edges or pointed corners, and are structurally sound
- Benches are secured in ground and properly installed

Key Findings

- Develop an adopt a park program/volunteer program
- Preventative maintenance plan for all parks/asset management plan
- Develop maintenance standards



- Maintain all neighborhood and community parks at NRPA standard 2 as the general rule with those most visible that include sports facilities and consider safety issues at Level 1.
- Consider provision of a dedicated maintenance facility for park maintenance staff to report and work from
- Increase/enhance use of Increase Park Ambassador personnel to provide a greater presence



THIS PAGE INTENTIONALLY LEFT BLANK



Appendix H: Potential Funding Sources





THIS PAGE INTENTIONALLY LEFT BLANK

GreenPlay has compiled the following list of potential funding sources for public parks and recreation identified through over 40 years of working with agencies across the United States. They are provided for agencies to review for potential use in their own agencies. Many may already be in place, and some may not be permissible in certain states or jurisdictions, however others may be useful.

Copyright 2016

Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies may be currently in use to some extent by your agency.

Traditional Tax and Exactions-Based Funding Resources

General or Operating Fund

Parks and recreation services are typically funded by an agency’s General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property Tax

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

Sales Tax

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Sin Tax

This revenue source often partially funds public park and recreation agencies and is derived from casinos, tobacco tax and/or marijuana tax (where legalized). Sin tax revenue is somewhat popular in many states (where it is legal) with high traffic tourism agencies and with cities, counties, and state parks. Special Districts many times cannot exact sin taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Development Funding

Development Impact Fees

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

Local Improvement Districts

Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

Park Land Dedication Ordinance

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

Traditional Parks and Recreation Earned Revenue Resources

Fees and Charges

Daily Admission and Annual Pass Sales or Vehicle Permits

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

Registration Fees

This revenue source is for participating in programs, classes, activities, and events which typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

Ticket Sales/Admissions

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

Alternative Parks and Recreation Operations and Capital Development Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies may currently be used by your agency, but may not be used to maximum effectiveness or capacity. Those that may not currently be used by your agency should be considered for a project's or the operation's specific relevance.

***NOTE:** Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within your city and your state, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

Loan Mechanisms

Full Faith and Credit Bonds

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principle and interest uses available operating funds.

General Obligation Bonds

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

Alternative Service Delivery and Funding Structures

Your agency may already be using some of these strategies.

Annual Appropriation/Leasehold Financing

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. For example, an agency can enter into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of an agency and are therefore more costly. Since a separate corporation issues these bonds, they do not impact an agency's debt limitations and do not require a vote. However, they also do

not entitle an agency to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

Commercial Property Endowment Model – Operating Foundation

John L. Crompton¹ discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

Inter-local Agreements

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Privatization – Outsourcing the Management

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA
- School Districts
- Medical Centers or Hospitals
- Boys and Girls Club
- Kiwanis, Optimists, VFWs, Elks, Rotary, and other service and civic organizations
- Chamber of Commerce
- Convention and Visitor's Bureau
- Homeowner or Neighborhood Associations
- Youth Sports Associations
- Adult Sports Associations

¹ Spring 2010 *Journal of Park and Recreation Administration*, Volume 28, Number 1, pp 103-111

- Neighboring counties/communities
- Private alternative providers
- Churches
- Professional Sports Teams/Organizations
- Amusement Parks (example Disney World)
- Senior Citizen Groups (AARP, Silver Sneakers)

A Sample Partnership Policy can be provided to your agency as an appendix item? Yes or No

Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves, such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

Corporate Sponsorships

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

A Sample Sponsorship Policy can be provided to your agency as an appendix item? Yes or No

Fundraising

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It's free to members, donations are tax deductible and you have all the support you need from NRPA staff. *Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015. www.NRPA.org*

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

Facilities and Equipment Grants

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

General Purpose or Operating Grants

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

Program-Related Investments (PRIs)—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Matching Grants

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

Private Grant and Philanthropic Agencies

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually

compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: <http://foundationcenter.org>.
- Research www.ecivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Program or Support Grants

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

Seed Money or Start-up Grants

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund

This fund was reauthorized by Congress in December in 2019. Generally the funding allocated to states is (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs their State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

Naming Rights

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the "rights" to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

Philanthropic

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

Foundation/Gifts

These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, etc.

Friends Associations

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

Gift Catalogs

Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.

Volunteer Programs/In-Kind Services

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

Neighborhood Park Watch

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Gifts in Perpetuity

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

Maintenance Endowments

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Raffling

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

Community Service Fees and Assessments

Capital Improvement Fees

These fees are on top of the set user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

Development Surcharge/Fee

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

Dog Park Fees

These fees are attached to kennel clubs who pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

Equipment Rental

This revenue source is generated from the rental of equipment such as tables and chairs tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

Flexible Fee Strategies

This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/areas with higher fees and to fill in excess capacity during low use times with lower fees to maximize play.

Franchise Fee on Cable

This would allow an agency to add a franchise fee on cable designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go toward land acquisition or capital improvements.

Lighting Fees

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

Parking Fee

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

Percent-for-Art Legislation

Percent-for-art legislation dedicates a percentage (usually .5 to 2) of publicly funded capital improvement projects (CIP) for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program.

Processing/Convenience Fees

This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences.

Recreation Service Fee

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by an agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

Residency Cards

Non-residents may purchase “residency” on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support operations, maintenance, and debt service.

Real Estate Transfer – Tax/Assessment/Fee

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

Room Overrides on Hotels for Sports Tournaments and Special Events

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

Security and Clean-Up Fees

An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

Self-Insurance Surcharge

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

Signage Fees

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and location.

Trail Fee

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

Utility Roundup Programs

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support utility improvements such as sports lighting, irrigation cost, and HVAC costs.

Contractual Services

Cell Towers and Wi-Fi

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at www.parks.ca.gov. [2015/16 update: It is unclear whether CA is still charging for this service; this is being further researched]

Concession Management

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

Merchandising Sales or Services

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

Private Concessionaires

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to an agency.

Permits, Licensing Rights and Use of Collateral Assets

Agricultural Leases

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops.

Booth Lease Space

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

Catering Permits and Services

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

Filming Rights

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

Land Swaps

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

Leasebacks on Recreational Facilities

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Licensing Rights

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

Manufacturing Product Testing and Display or Research

An agency may work with specific manufacturers to test their products in a park, recreation facility, or in a program or service. The agency may test the product under normal conditions and report the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results. Research Fees may be charged to allow research to occur on park lands or related to equipment used at Parks. Companies may pay to have their equipment installed and tested to prove durability and user satisfaction. Product Placement fees may also be an option – having a company not only donate their equipment but also pay a fee to have their equipment used at a public facility.

Private Developers

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

Recycling Centers

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

Rentals of Houses and Buildings by Private Citizens

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

Sale of Development Rights

Some agencies sell their development rights below park ground or along trails to utility companies. The agency would receive a yearly fee on a linear foot basis. This type of activity would be dependent on grant restrictions on property purchased with grant funding.

Sale of Mineral Rights

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by products, for revenue purposes.

Special Use Permits

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

Subordinate Easements – Recreation/Natural Area Easements

This revenue source is available when an agency allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to the agency on an annual basis.

Surplus Sale of Equipment by Auction

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

Enterprise Funds

These funds establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

Other Options

Land Trusts

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

Positive Cash Flow

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for agency recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

Cost Saving Measures

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost saving measures can improve the overall cost recovery picture for an agency.

Change Maintenance Standards/Practices

- Add one extra day onto the mowing interval; thus reducing the amount of mowing in a season.
- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system's regularly occurring maintenance work and prioritize maintenance program needs, schedules and relevant resource allocations.
- Consider turf management strategies by turf use/wear – high intensity use and maintenance needs (such as sports fields) versus low intensity use areas such as lawns along the edge of a woodlot or roadway – there are usually areas of turf that are regularly maintained because “they have always been mowed”; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalizing areas of lawn where you don't need lawn is a “going green” type of practice that also reduces maintenance needs/costs.

- Buildings/Facilities
 - Evaluate needs and consider in-house versus contracted maintenance workers for different needed services/trades.
 - Standardize equipment, fixtures, and relevant materials.
 - Are some facilities in such disrepair that continuing to throw limited funding on “band-aids” no longer practical?
 - In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy efficient fixtures, low flow water fixtures, eliminate throw away products like paper towels and replace with energy efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty these and spend time picking up trash/recyclables that are not properly placed by patrons.
- Reduce cleaning frequency of office spaces and centralize trash and recyclables into one location in employee work areas to save on costs of related to housekeeping.
- Consider having staff complete multiple tasks at the same time – emptying recyclables and trash at the same time as doing rounds or inspections.
- Educate users to better utilize existing facilities and resources to cut down costs – clean up after themselves.
- Equipment and Supplies
 - Purchase better equipment that last longer and requires less maintenance – saving money on the front end does not always result in cost savings overall.
 - Standardize equipment (such as vehicles, grounds equipment and tools, etc.) as a way to increase efficiency in training staff to use it, and as a means to simplify and reduce costs associated with parts inventory and maintenance/repair programs (ex. Mechanic places one order for 10 air filters for 1 type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers, from multiple vendors and keeping track of it all)
 - Consider leasing vehicles or other heavily used equipment - it can be more cost effective for an organization to lease vehicles or equipment and rotate their fleet regularly versus allocating resources to maintain and repair aging fleets of old, well used vehicles/equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance

Contract Re-negotiate or Re-bid

At every opportunity, review contracts to assure you are not paying more than you have to, or are receiving the maximum amount of revenue possible.

Cost Avoidance

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

Greening Trends

Rooftop Gardens and Park Structures

Rooftop gardens create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages and other structures.

Green Practices

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Develop “Pack It Out” trash program
- Use greywater
- Use solar and wind energy
- Implement green operating practices

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below (**Table 1**) may be currently and successfully employed by your agency.

Table 1: Green Practices Focus Area and Action Step

Focus Area	Action Step
Administrative	<ul style="list-style-type: none"> • Recycle Office Trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) • Clean offices weekly instead of daily • Go Paperless • Conserve Resources • Flex Scheduling • Virtual Meetings
Operating Standards	<ul style="list-style-type: none"> • Preventative Maintenance • Reduce Driving • Recycling in Parks • Eliminate Environmentally Negative Chemicals and Materials • Green Purchasing Policies • LEED® Design • Purchase better equipment and supplies that require less maintenance and are more durable
Sustainable Stewardship	<ul style="list-style-type: none"> • Re-analyze and Revised Practices and Standards • Monitor and Report Results • Lead by Example • Public Education - agencies should lead by example teaching the public a little bit about what green practices actually are and how they might be able to incorporate some of the same features (maybe raingardens or LED lighting) in their own home to help conserve our shared natural resources. • Incorporate Stewardship Principles in all Park and Recreation Services • Seek Available Grant Funding and Initiative Awards

THIS PAGE INTENTIONALLY LEFT BLANK



Appendix I: Sample Performance Indicators





THIS PAGE INTENTIONALLY LEFT BLANK

Sample Performance Indicators/Workload Indicators Quarterly Report

	FY 2000-2001				
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Workload Indicators					
# Facility reservations					
# Evaluation surveys received					
# New classes offered					
# Swimmers – Drop-in					
# Swimming lessons					
# Classes cancelled					
Performance Indicators					
% Change in participants					
# New programs					
% Customer survey ratings Good or Excellent					
% Programs with minimum registration					
Direct program cost recovery					
Total department cost recovery					