

# RECREATION PROGRAM PLAN

## POLICY & PRACTICE

It is the policy of the Woodstock Parks and Recreation Department to develop and implement guidelines, standards, and processes used in developing, implementing, and evaluating special events and parks and recreation programs.

## PROCEDURES

These procedures and created in order to guide staff in planning efforts and serve as goals and objectives for administration to use in creating policies and procedures for the department.

## CONTENTS

1.0 Introduction .....	6
2.0 Staff Bio & Philosophy.....	7
Michael Huffstetler, Director of Parks and Recreation .....	7
Marybeth Stockdale, Special Events Coordinator.....	7
Barry Martin, Senior Center Coordinator .....	8
Jamey Snyder, Recreation Operations Manager.....	8
3.0 Mission, Vision, & Goals.....	9
3.1 Mission – Who we are and what we do.....	9
3.2 Vision – Where we want to be.....	9
3.3 Parks and Recreation Goals & Objectives .....	9
3.4 CAPRA Accreditation .....	11
5.0 Background .....	12
5.1 Greenprints Core Competencies.....	13
6.0 Community Study.....	13
6.1 Community Planning Guidelines to Consider: .....	13
6.1.1 Community Surveys .....	14
7.0 Planning & Development .....	14
7.1 Program & Service Determinants: .....	14
7.2 Conceptual Foundations of Play, Recreation, and Leisure:.....	14
Foundations of Play .....	14

Foundations of Recreation..... 15

Foundations of Leisure..... 15

7.3 Constituent Needs: ..... 16

7.4 Cooperative Programming: ..... 16

    Recreation Program Matrix..... 17

    Programming Partnerships ..... 18

7.5 Desired Experiences for Participants: ..... 19

    Individual Benefits ..... 19

    Community Benefits ..... 19

    Economic Benefits..... 20

    Environmental Benefits..... 20

    Georgia Children’s Outdoor Bill of Rights ..... 21

8.0 Program Selection ..... 22

    8.1 Classification of Recreation Programs ..... 22

    8.2 Recreation Program Formats ..... 24

        Clinics, Workshops, and Classes..... 24

        Tournaments, Contests, and Leagues ..... 24

        Camps ..... 24

        Clubs..... 24

        Performance ..... 25

        Special Events ..... 25

9.0 Program Design ..... 26

    9.1 Assessment of Community Demands, Preferences, & Needs..... 26

    9.2 Recreation Program Goals ..... 26

    9.3 Program Objectives..... 27

    9.4 Customer Ages & Demographics ..... 27

    9.5 Operational Information ..... 29

    9.6 Evaluation & Review ..... 30

    9.7 Recreation Program Planning Flow Chart ..... 32

10.0 Special Accommodations and Inclusion..... 33

11.0 Cost Recovery ..... 33

    11.1 Setting Fees and Pricing ..... 34

12.0 Marketing & Communication..... 35

12.1 Customer Service Expectations..... 35

12.2 Customer Service Standards ..... 36

13.0 Registration..... 37

14.0 Facility Use Agreements & Contract Instructors..... 37

15.0 Conclusion: Recreation Program Plan Overview ..... 38

Woodstock Parks and Recreation



THIS PAGE INTENTIONALLY LEFT BLANK

# RECREATION DIVISION RECREATION PROGRAM PLAN

# Recreation Program Plan



The Park at City Center

## 1.0 INTRODUCTION

As the City of Woodstock demographics and recreational needs change; parks, greenspaces, facilities, and programming opportunities need to be adaptable and evaluated on a regular basis to ensure community needs are being met. Opportunities are available to evolve programming and to establish a vision, along with guidelines to follow when establishing programs within the City of Woodstock and along the Greenprints trail system. This is a living plan that is reviewed and updated at least annually and is the department's guide to ensure the recreation needs of the citizens are being met, or at minimum on track to meeting this goal.

## 2.0 STAFF BIO & PHILOSOPHY

---

### MICHAEL HUFFSTETLER, DIRECTOR OF PARKS AND RECREATION

Michael came to Woodstock in June 2019 from Marietta, GA where he served as the Superintendent of Parks and Recreation. Michael has an undergraduate degree in Sport and Leisure Management from East Tennessee State University, a master's degree in Recreation Administration from Aurora University, and a certificate in Hospitality Leadership from the Culinary Arts School at Asheville Buncombe Technical Community College. In addition, he earned his (CPRP) Certified Park and Recreation Professional certification, (CPRE) Certified Park and Recreation Executive certification, and has served in several leadership roles with (NRPA) National Recreation and Park Association and continues to serve as an accreditation visitor, reviewer, and agency mentor for (CAPRA) Council for Accreditation of Park and Recreation Agencies. The Woodstock Parks and Recreation Department has been CAPRA accredited since 2013. Prior to his career in parks and recreation administration, Michael spent 12 years working around the country in the outdoor adventure industry.

***“Everything we do in our department, from customer service, planning, maintenance, and in community engagement defines these Recreation Planning Guidelines. Our goal is to create the best experience possible and continue to improve in all areas of our business to ensure that happens.”***

***Michael D. Huffstetler, CPRE  
Parks and Recreation Director***

---

### MARYBETH STOCKDALE, SPECIAL EVENTS COORDINATOR

Marybeth Stockdale came from Michigan to Georgia in 2003. She began working for the City of Woodstock as their first receptionist in 2005. In 2006, she was promoted to Administrative Assistant in the newly formed Community Affairs Department primarily coordinating events and managing rental facilities. In 2008, the department was changed to the Parks and Recreation Department and Marybeth's title and job description changed to Special Events Coordinator, and still is today. Marybeth earned her certification as a Parks and Recreation Professional in March of 2018. She earned her NRPA Leadership Certificate in September of 2019. Marybeth is a member of the National Parks and Recreation Association, the Georgia Recreation and Parks Association, the Southeast Festival and Events Association, and the Event Safety Alliance. She lives in Woodstock with two of her three sons. On weekends, she can be found working in the yard with her canine pal, Becky. She loves the beach, Alabama football, and being outdoors.

***“I have the most fun and rewarding position in the city. All the blood, sweat, and tears put into planning and carrying out an event or program is paid off when I see the smiles of the families I serve. My goals are to create smaller and more unique events and programs that highlight our parks, trails, and amenities.”***

---

**BARRY MARTIN, SENIOR CENTER COORDINATOR**

Barry has a diverse non-profit background having served in leadership roles for five distinctly different organizations (three very different YMCAs, MADD, and the South Fork Conservancy) in addition to for-profit sports, recreation, and health & Wellness companies. He led a wide variety of programs for Active Older Adults while working at the YMCA and in Health Clubs including sports and recreation, informal education, community volunteerism, and social & civic engagement. Barry is married to Susan and they live with their two children in Woodstock, GA.

*“My goals are to provide a robust set of programs for Active Older Adults that stimulate their bodies and minds. My vision is that the senior center will continue to be an asset to our seniors and the community by helping them lead active, independent, healthy, and productive lives.”*

---

**JAMEY SNYDER, RECREATION OPERATIONS MANAGER**

Jamey Snyder spent several years teaching and coaching in Cherokee County, owned two restaurants and was the Food and Beverage Director for the Hilton Atlanta Airport prior to joining Woodstock Parks & Recreation in 2013 as a Parks and Recreation Maintenance Worker. He moved to Trail Maintenance Worker in 2015 and took the position of Operations Manager at the Northside Hospital-Cherokee Amphitheater in early 2017. He earned his NRPA Leadership Certificate in September of 2019 and transitioned to the newly created position of Recreation Operations Manager in July of 2020.

*"I'm asked all of the time about what my job involves, and I answer, 'I activate play throughout the city.' What could be better than that? My goal is to facilitate the best programs, classes and experiences possible for the citizens of Woodstock with an open mind in creating new recreation possibilities all the while focusing attention on our beautiful parks and trails."*



Olde Rope Mill Park

### 3.0 MISSION, VISION, & GOALS

In August 2019, shortly after a new Parks and Recreation Director was hired, to prepare for new leadership and planning for CAPRA re-accreditation a new Mission and Vision was approved by the Woodstock City Council. In addition, the council appointed Parks and Recreation Advisory Board approved 4 goals to accompany the new direction.

#### 3.1 MISSION – WHO WE ARE AND WHAT WE DO

*Approved by Woodstock City Council 8/26/2019*

The Parks and Recreation Department sets the standard in meeting the recreation and leisure needs of the Woodstock community. Expectations are met through extraordinary customer service, strong community partnerships, top notch facilities and trails, authentic local programming, and attractive large-scale special events.

#### 3.2 VISION – WHERE WE WANT TO BE

*Approved by Woodstock City Council 8/26/2019*

Woodstock is the city of choice for healthy living and high quality of life, accessible to the best recreation, leisure, and entertainment opportunities available, all connected through an extensive network of parks, trails, and natural areas.

#### 3.3 PARKS AND RECREATION GOALS & OBJECTIVES

*Established by Staff & Approved by P&R Advisory Board 8/5/2019*

##### **Goal #1: To manage the departments resources in a fiscally responsible manner.**

- Objective #1: Evaluate personnel priorities and current work schedules to develop a staffing plan that is balanced and allows for growth.
- Objective #2: Ensure divisional managers understand the budget and meet monthly to discuss YTD and planned expenditures/revenues.
- Objective #3: Monitor and update annually the capital improvement and replacement plan, and plan accordingly in budget planning.
- Objective #4: Seek out external funding and grants to support and complement general operating expenses and new programming.

**Goal#2: To provide a first-class park and trail system, accessible to all.**

- Objective #1: Implement a maintenance reporting system to report, track, and monitor progress on requests and projects.
- Objective #2: Update, train staff, and delegate responsibility of maintenance program plan, and develop procedures for ongoing preventative maintenance.
- Objective #3: Coordinate with staff, community stakeholders, and leadership; the location, amenities, design, and vision for current and future parks, trails, and facilities.
- Objective #4: Seek out and document barriers that prevent access to parks, trails, facilities, and recreation in the city and develop plan to address.
- Objective #5: Work toward and apply annually for the NRPA Gold Medal Award; and continue to apply when eligible.

**Goal#3: To enhance organizational capacity and create a culture of innovation.**

- Objective #1: Facilitate quarterly training workshops with staff, and coordinate participation in national and statewide parks and recreation developmental courses and conferences.
- Objective #2: Support staff in earning professional certifications in parks and recreation; CPRP, CPRE, CPSI, CAPRA, etc.
- Objective #3: Delegate responsibility for CAPRA accreditation standards; to monitor, update, and work with administration to ensure standards consistently maintain compliance.
- Objective #4: Apply for annually, agency and individual awards with GRPA, NRPA, and other parks and recreation supported organizations.

**Goal#4: To facilitate authentic programs and events that are uniquely Woodstock.**

- Objective #1: Plan and build a marketing support system for community engagement, marketing, and advertising.
- Objective #2: Using community input, community programming inventory, and strategic partnerships, ensure current and future programs and events are unique to Woodstock and innovative.
- Objective #3: Activate play throughout the city utilizing latest recreational trends, designed to highlight park amenities, trails, and local landmarks.

Objective #4: Stay current with industry calendars and coordinate national and state sponsored parks, recreation, and related events, programs, and advocacy campaigns.

### 3.4 CAPRA ACCREDITATION

Woodstock Parks and Recreation has been CAPRA (Commission for Accreditation of Park and Recreation Agencies) since 2013. This accreditation provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices. CAPRA is the only national certification of park and recreation agencies and is a valuable measure of an agency's overall quality of operation, management, and service to the community. Achieving CAPRA is the best way to demonstrate that the agency and the staff provides the community the highest level of service.



*Since 2013!*

## 4.0 PROGRAM OBJECTIVES

In conjunction with the mission, vision, goals, and objectives, parks and recreation staff have developed only one overall objective for programming in the City of Woodstock. Whether it be a special event, park designed for play, senior program, or anything else that's drives the city, that objective is:

**“To ensure that all residents and visitors to the City of Woodstock, regardless of age, ability, ethnicity, or economic and social standing; everyone has the same opportunities to enjoy themselves and have satisfying and enriching recreational experiences. Oh yeah & have fun!” – make that two objectives!**

In addition, research from outside organizations is used in conjunction with park and amenity planning and maintenance procedures. These organizations are **directly program related**, usually for passive recreation.

- **NRPA National Recreation and Park Association:** grants, resources, standards, trends, research, professional development, advocacy and education.
- **GRPA Georgia Recreation and Park Association:** grants, resources, standards, trends, research, professional development, advocacy and education.
- **IMBA International Mountain Biking Association:** trail design, trail grades, program resources, maintenance standards, and community education.
- **CPSC Consumer Product Safety Commission:** playground safety guidelines, design guidelines and considerations, program resources, and community education.
- **PDGA Professional Disc Golf Association:** course design based on skill levels, program and tournament resources, maintenance standards, and community education.
- **USTA United States Tennis Association:** facility maintenance standards, amenities, program resources, funding, and community education.
- **US DOT Federal Highway Administration:** greenway and trail design, maintenance standards, recreational resources, and community education.
- **The Greenprints Plan:** Woodstock's own plan for greenway and trail connections, including design, maintenance standards, and park and greenspace management.

## 5.0 BACKGROUND

The Woodstock Parks and Recreation Department is in the southeast section of Cherokee County, Georgia. In 2007, the voters of Cherokee County passed a \$90 million recreation referendum to provide recreation improvements and accompanying programs throughout Cherokee County. As part of the plan, nearby athletic facilities and an aquatic center were constructed, and the City of Woodstock has made a conscious effort not to duplicate programs and services the county provides inside and within proximity to city limits. As a result, the City of Woodstock focused on recreation programs that are more passive in nature and focused on producing year-round special events within city parks. In 2007, the city completed the Greenprints Plan. This

comprehensive park, trail, and greenspace plan is being utilized to plan and construct a network of trails within the city, connecting parks, shopping, downtown, and neighborhoods. The plan is managed by the Greenprints Alliance, a 501(c)(3) organization that raises funds and works with the parks and recreation department directly in planning these trails and designing recreational opportunities. In June 2008, this plan was adopted by the Woodstock City Council as part of the Comprehensive Town Plan 2030, and it consists of 60+ miles of trail and open space, and it was also awarded the 2008 “Outstanding Greenspace Plan” by the Georgia Urban Forest Council, and the 2008 “Best Planning Process” for small communities. Greenprints purpose is “to inspire people to get outdoors by creating a trail system that promotes wellness through outdoor activities and living”.

#### 5.1 GREENPRINTS CORE COMPETENCIES

##### 1. Community 2. Wellness 3. Transportation 4. Connectivity

Fast forward to 2019, as plans for new parks, trails, and facilities are taking place, so is the time to rethink processes in planning, management, and guiding the parks and recreation department into the future. These recreation planning guidelines are a step toward the continuous improvement and professional development of staff that is needed for success.

#### 6.0 COMMUNITY STUDY

The City of Woodstock Parks and Recreation Department utilizes the City of Woodstock Comprehensive Town Plan 2030 when planning, implementing, or conducting programs and services. The information contained in this plan, along with guidelines set forth in the City of Woodstock Land Development Code is taken into consideration regarding land usage and will be used to determine any future land use needs. A copy of the Comprehensive Town Plan 2030 and the Land Development Code is available in the parks and recreation administrative office.

#### 6.1 COMMUNITY PLANNING GUIDELINES TO CONSIDER:

- Census data reveals that Woodstock’s population is spread-out over-all age groups. 28.3% of the population is under the age of 20, 34.2% range from age 20-39, 24.7% from 40-59, and 12.8% who were 60 years of age or older.
- Much of the population is Caucasian, but the city strives to incorporate the needs of all its residents including any, and all minority groups.
- In 2009 the median income for a household in Woodstock was \$61,648, and the median income for a family was calculated at \$74,758. The median per capita income for Woodstock residents was \$29,190.
- The city’s population has more than doubled in the past decade and is expected to continue to grow.
- **Data will be replaced with 2020 Census Data when available!**

---

### 6.1.1 COMMUNITY SURVEYS

Community surveys are conducted every 2-3 years to gauge participation, interest, and get feedback on how the department is doing in reaching the goals and objectives. **The next survey is scheduled for Spring 2020!**

## 7.0 PLANNING & DEVELOPMENT

### 7.1 PROGRAM & SERVICE DETERMINANTS:

The City of Woodstock Department of Parks and Recreation provides opportunities for residents and visitors to participate in activities rooted in the foundation of play, recreation, and leisure. The programs, events, and opportunities are both structured and unstructured, and based on the interest and feedback of patrons and community members while incorporating the departments vision and goals. More importantly, the services provided by the parks and recreation department are designed to provide memorable experiences for every demographic and organization served. All program plans utilize these 5 CAPRA program and service determinants when developing programs: goals, objectives, implementation, responsibility, and evaluation.

### 7.2 CONCEPTUAL FOUNDATIONS OF PLAY, RECREATION, AND LEISURE:

In the planning process, the fundamentals of play, recreation, and leisure must be considered to determine how the program is evaluated and what patrons should expect from the experience. When planning or evaluating new programs, coordinators and managers first survey the interest and feedback of the community by attending various meetings, hosting visioning sessions, and distributing program evaluations to determine program satisfaction, success, and visibility. These measures allow the community to communicate specifically what, when, and how their recreation needs are best served by the agency.

---

### FOUNDATIONS OF PLAY

Examples of programs offered that meet the foundations of **“Play”** – NRPA defines play as spontaneous and creative activity or expression. In Woodstock, play is the heart and soul of not only the parks and recreation department, but in all planning efforts around the city. Woodstock offers its residents and visitors opportunities to play in the following ways:

- Woofstock (dog park)
- Playgrounds
- Greenprints Trail System
- Greenspaces

This is a small sample of activity areas and are places where the citizens and visitors to the city can go and play, use their imaginations, have freedom and choice of challenge, learn, grow, and obtain a natural appreciation for areas made available to them, and potentially want to protect and preserve these areas.

---

## FOUNDATIONS OF RECREATION

Examples of programs that meet the foundations of **“Recreation”** – NRPA defines recreation as an activity in which a person engages for a positive purposeful end. Staff has also added that recreation in this format includes the departments **“Programs”** – all have a date, time, location, and a leader. Examples include trips, classes, tournaments, leagues, activities, etc. The City of Woodstock offers recreation through the following programs:

- Community Garden
- Senior Center Trips, Workshops, and Programs
- Seasonal Special Events
- Woodstock Concert Series
- AMPED in the Park
- City Youth Outreach Programs

These programs have a date, time, and a location, and in Woodstock programs are available to everyone whether they are a resident or a tourist. The exceptions are at the William G. Long Senior Center where membership and age are required, and in specific youth programs coordinated through the city and school system. These programs are age and affiliation specific, and all have their own goals, objectives, and purpose.

---

## FOUNDATIONS OF LEISURE

Examples of programs that meet the foundations of **“Leisure”** – NRPA defines leisure as activities that are considered free, unoccupied time during which a person may indulge in recreation. Like play and recreation, leisure opportunities are available to participate in recreational activities that are unstructured, on the community’s time, at their own pace, at their own **“leisure”**. Woodstock offers leisure opportunities in the following ways:

- Greenprints Trail System
- Community Garden
- Dupree Par2 Disc Golf Challenge
- Taylor Randahl Memorial Mountain Bike Trails
- Special Events and Festivals
- Woodstock Concert Series

These are recreation activities that aren’t programmed, as in there is no start and finish time, or a schedule to follow. They are free for the participant to use and play as they wish, and some fall into one or more categories. Special events, festivals, concerts, and others have a time and place, but people are free to

participate on their own schedules and how they choose. Example, the concert is from 8:00pm – 11:00pm but someone may arrive at 9:00pm and leave at 10:00pm.

### 7.3 CONSTITUENT NEEDS:

Interests and needs are determined in several ways. Each program area has a variety of methods of receiving feedback; from surveys, forums, city council, advisory boards, community meetings, etc. To better serve constituents, the parks and recreation department must understand community interests, attitudes, behaviors, income, age, family composition, and educational needs. Constituent needs combined with historical demand and emerging trends are also used to determine program offerings.

Social media is used heavily in the City of Woodstock, and through comments, surveys, and statistical analysis, needs and trends are evaluated and used in planning. These statistics are available in the Communications and Marketing Plan located in the parks and recreation administrative offices.

### 7.4 COOPERATIVE PROGRAMMING:

Woodstock Parks and Recreation strives to make opportunities available to everyone within the community, however the department can't be all things to all people. City services are part of a total parks and recreation system involving a complex group of interrelated groups; public, nonprofit, private, and commercial agencies that contribute to meeting the community's needs. As the planning process begins, the coordinators and managers look at programs offered by other entities and organizations to ensure there is no duplication of services. Researching the types of programs and events that currently exist, competing amenities, who is being served, times programs are offered, and the cost to constituents in proximity to Woodstock allows for greater efficiency, planning, and program success. As a result, the parks and recreation department will offer programs, events, and provide opportunities that are not available through other organizations. Duplication at times may take place due to popularity and demand for the program and/or activity. **In most cases, all programs and activities will be "unique" to Woodstock and will not completely duplicate any other entities services.**

A program matrix is updated regularly with community offerings and is located in the parks and recreation administrative offices.

RECREATION PROGRAM MATRIX

RECREATION PROGRAM MATRIX																																						
Programs	Inventory				Who?		Foundation			Program Formats				Ages & Demographics					Fees																			
	Agency Led	Cooperative	Other	Not Offered	Passive Recreation	Leader Directed	Play	Recreation	Leisure	Clinics, Workshops, Classes	Tournaments, Contests, Leagues	Trips & Tours	Clubs	Performance	Special Events, Ceremony	All Ages	Ages 0 - 12	Ages 13-18	Ages 19-49	Ages 50-69	Ages 70+	Fees Charged	Free To Everyone															
<b>William G. Long Senior Center</b>																																						
Overnight Trips/Tours	X					X		X			X										X	X	X	X														
Day Trips/Tours	X					X		X			X										X	X	X	X														
Lunch Bunch	X					X		X		X	X										X	X	X	X														
Discussion Groups	X					X		X		X											X	X	X	X														
Lunch & Learn		X				X		X		X											X	X	X	X														
Concerts/Plays	X					X		X						X							X	X	X	X														
Wednesday Lunches	X					X		X		X											X	X	X	X														
Holiday Luncheons	X					X		X		X											X	X	X	X														
Holiday Receptions	X					X		X		X											X	X	X	X														
Art Class		X				X		X		X											X	X	X	X														
Mahjongg	X					X		X		X	X		X								X	X	X	X														
Bridge	X					X		X		X	X		X								X	X	X	X														
AARP Smart Driver		X				X		X		X											X	X	X	X														
Bright Beginnings		X				X		X		X											X	X	X	X														
Various Card/Board Games	X					X		X		X											X	X	X	X														
Pickleball			X			X		X		X	X		X								X	X	X	X														
Georgia Senior Games		X				X		X		X											X	X	X	X														
Line Dancing		X				X		X		X											X	X	X	X														
Dance Lessons		X				X		X		X											X	X	X	X														
Billiards	X					X		X		X		X									X	X	X	X														
Walking	X					X		X		X		X	X								X	X	X	X														
Exercise Classes		X				X		X		X											X	X	X	X														
Nimble Fingers	X					X		X		X			X								X	X	X	X														
Woodworking	X					X		X		X		X									X	X	X	X														
<b>Community Recreation Programs</b>																																						
Amped in the Park	X					X		X		X											X					X												
Amped in the Park Fair	X					X		X		X											X					X												
Memorial Day Ceremony		X				X		X							X						X					X												
9/11 Ceremony		X				X		X							X						X					X												
Veterans Day Ceremony		X				X		X							X						X					X												
Community Garden	X					X		X		X		X									X					X												
Commemorative Bricks	X					X									X						X					X												
Commemorative Benches	X					X									X						X					X												
Santa's Mailbox	X					X		X							X						X					X												
Greenstock Day	X					X		X		X											X					X												
Citywide Yard Sale		X				X		X		X											X					X												
Tis The Season to be Green	X					X				X											X					X												
Christmas Tree Chip & Dip		X				X				X											X					X												
Arbor Day	X					X		X							X						X					X												
Youth Soccer		X				X		X		X	X										X	X				X												
Trail Watch	X					X		X		X			X										X	X	X	X												
Elm Street Theatre			X			X		X		X				X							X					X												
Dare to Dream		X				X				X											X					X												
Youth Advisory Council		X				X				X											X					X												
Community Orchard	X					X		X		X		X									X					X												
Tree City USA	X					X									X						X					X												
Flag Retirement		X				X									X						X					X												
War Memorial	X					X				X					X						X					X												
<b>Special Events &amp; Concerts</b>																																						
Summer Concert Series	X					X		X						X							X					X												
Sunset Symphony	X					X		X						X							X					X												
Music Mondays in May	X					X		X						X							X					X												
Christmas Jubilee	X					X		X		X					X						X					X												
Christmas Parade	X					X		X							X						X					X												
Fourth of July Festival	X					X		X		X					X						X					X												
Fourth of July Parade	X					X		X							X						X					X												

RECREATION PROGRAM MATRIX: Page 2																									
Programs	Inventory				Who?		Foundation			Program Formats				Ages & Demographics					Fees						
	Agency Led	Cooperative	Other	Not Offered	Passive Recreation	Leader Directed	Play	Recreation	Leisure	Clinics, Workshops, Classes	Tournaments, Contests, Leagues	Trips & Tours	Clubs	Performances	Special Events, Ceremony	All Ages	Ages 0 - 12	Ages 13 - 18	Ages 19 - 49	Ages 50 - 69	Ages 70+	Fees Charged	Fees to Everyone		
<b>Special Events &amp; Concerts: Continued</b>																									
Fourth of July Fireworks	X				X			X						X	X								X		
KidsFest	X					X	X	X						X	X									X	
Brown Bag Concerts	X					X		X					X		X									X	
Movies in the Park		X				X		X						X	X									X	X
Bike/Trail Races		X				X		X		X	X					X	X	X	X	X			X	X	
Music on the Green			X			X		X					X		X								X		
3rd Grade Walking Tour		X				X		X		X						X									X
Kids to Parks Day	X					X	X	X						X	X										X
Take a Kid Mtn Biking Day		X				X	X	X						X	X										X
Family Fitness Day	X					X		X						X	X										X
<b>Other - Passive Opportunities</b>																									
Mountain Biking	X	X			X		X	X							X										X
Hiking	X	X			X		X	X							X										X
Trail Running	X	X			X		X	X							X										X
Walking	X				X		X	X							X										X
Disc Golf	X	X			X		X	X							X										X
Golf			X		X		X	X							X									X	
Playgrounds	X	X			X		X	X							X	X									X
Tennis	X	X			X		X	X							X									X	X
Pickleball			X		X		X	X							X										X
Pond Fishing	X				X		X	X							X										X
River Fishing	X				X		X	X							X										X
Picnics	X				X		X	X							X										X
Kayaking/Canoeing	X	X			X		X	X							X										X
Swimming			X		X		X	X							X										X
Volleyball				X	X		X	X							X										X
Outdoor Fitness	X				X		X	X								X	X	X	X	X					X
Skateboarding				X	X		X	X							X										X
Basketball	X				X		X	X							X										X
Mini Pitch Soccer				X	X		X	X							X										X
Wildlife Viewing	X	X			X		X	X							X										X
Woodstock Dog Park	X				X		X	X							X										X
Community Orchard	X				X		X	X							X										X
GeoCaching	X	X	X		X		X	X							X										X

**PROGRAMMING PARTNERSHIPS**

At times, opportunities also exist to work with external organizations to offer specialized unique programs that otherwise would not be provided. These partnerships help meet the needs of the community and bring together a variety of groups to work for a common cause. Collaborating with external organizations allow for shared costs and strengthens programs through specialized experience and motivated programming.

Examples of this include:

- Elm Street Cultural Arts: Theatre, Cultural Arts Village, Elm Street Green Events
- Cherokee County Recreation and Parks: Recreation Center, Athletic Programs, Trail Funding
- SORBA Woodstock: Mountain Bike Trail Design, Maintenance, Construction, Promotion, & Programs
- Cherokee County Disc Golf: Promotion, Tournaments, Maintenance
- Upward Sports: Youth Developmental Soccer Program, Field Maintenance

- Greenprints Alliance: Trail Design, Fundraising, Special Events, Advocacy
- Woodstock Downtown Development Authority: Fundraising, Special Events, Marketing
- Healthy Kids Woodstock: Youth Running Program at Dupree Park
- AMPED in the Park: Local Vendor Fitness Workouts at Amphitheater
- Gold Swimming: Swim Team, occupies city owned land.

These are examples of providing residents and visitors enjoyable, memorable, and enriching experiences.

#### 7.5 DESIRED EXPERIENCES FOR PARTICIPANTS:

Programs, events, facilities, and all opportunities are designed to promote desirable experiences for all. **Staff plan from the “Clients Perspective”, with the goal that their receipt of information, registration, and program participation will generate a customer for life.** Access and inclusion for all populations is a priority and efforts are made to accommodate everyone. Also, when planning, coordinators and managers emphasize the recreational benefits prior to implementation. Benefits are divided into the following categories:

---

#### INDIVIDUAL BENEFITS

The positive personal experiences the participant receives from the program. These include:

- Psychological Well-being
- Personal Development
- Sense of Accomplishment
- Stress Reduction
- Personal Appreciation
- Increase in Health

The personal benefits of participation in recreation are endless, and more importantly participation outside in nature increases those benefits even more. Whether it be a senior citizen refining a motor skill while participating in fitness or a thinking game, a family simply walking a trail, or a mountain biker training their body and mind while getting great exercise and fresh air, recreation programs are very important to the health and wellness of individuals as well as communities.

---

#### COMMUNITY BENEFITS

The community benefits by building strong families, supporting youth and seniors, and displaying Woodstock pride. Parks and recreation programs and facilities connect neighborhoods and all citizens through trails, special events, and opportunities that everyone is welcome to. Involving the community and all the program partners creates a sense of ownership and pride in the City of Woodstock. Citizens are more involved, healthy, and working together to accomplish great things.

---

### ECONOMIC BENEFITS

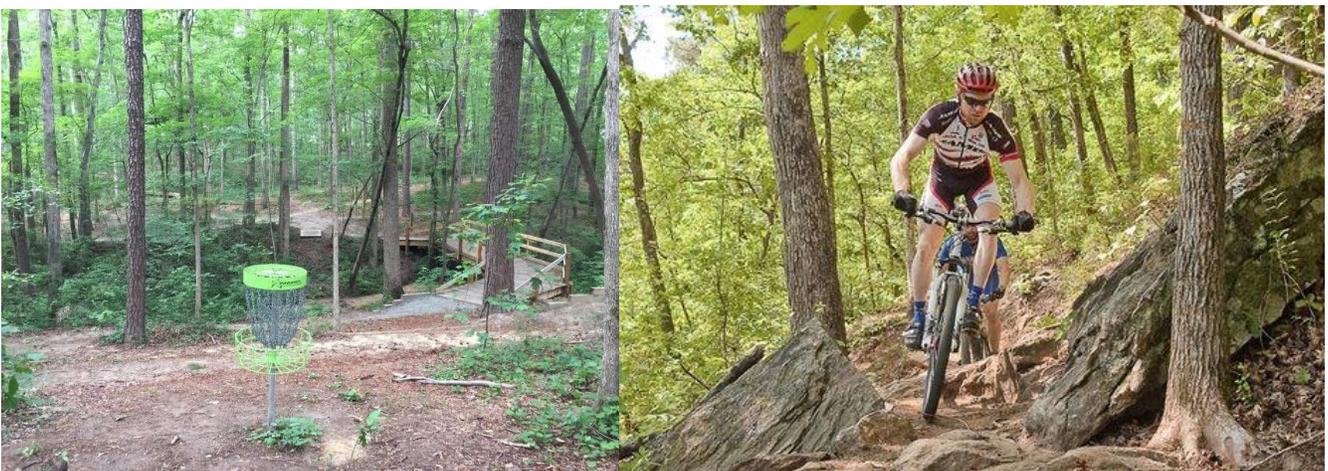
The city is devoted to providing opportunities to all citizens. In doing so, the parks and recreation department acknowledges the various economic impact levels in the city and strives to provide something for everyone. Most of the financial support is tax based and funded through the general fund. At times some programs generate revenue, trails and parks improve land value, and along with events increases tourism. In addition, programs, events, and ongoing maintenance needs provide opportunities for full-time, temporary, seasonal, and part-time employment to support programs.

---

### ENVIRONMENTAL BENEFITS

Opportunities provided involve citizens in keeping the community clean, protected, and programming promotes healthy, and active outdoor lifestyles. Focusing on outdoor recreation and environmental health is a factor when planning programs in Woodstock. Citizens are concerned about the health of the environment. Recreation programs can create greater knowledge, awareness, and value in protecting the environment and conserving parks, wilderness areas, and other areas of ecological importance as continued development and other environmental pressures grow.

These benefits are highlighted in the adopted Greenprints Plan, adopted CAPRA (Council for Accredited Parks and Recreation Agencies) documents, and as priorities for the City of Woodstock Community Development team when approving new developments and requiring the installation of trailheads, greenspaces, and trail connections. The City of Woodstock is committed to preserving greenspace, sustainable practices, and connecting the city through trails.



Outdoor Recreation in Woodstock

---

### GEORGIA CHILDREN'S OUTDOOR BILL OF RIGHTS

An important aspect of planning for recreational opportunities, either structured or unstructured in the City of Woodstock parks is the Georgia Children's Outdoor Bill of Rights. These guidelines created by GRPA (Georgia Recreation and Park Association) are kept in the parks and recreation administrative offices and always referenced. This doesn't apply to children only, the parks and recreation staff hope to program these opportunities into the parks so everyone through recreation, play, and leisure, will have an opportunity to:

1. Discover Georgia's past: Senior Tours and Programs, Olde Rope Mill Park Historical Markers
2. Splash in the water: Olde Rope Mill Park ADA Kayak Launch, Little River Swimming Holes, Gold Swim Team (city owned property), Cherokee Aquatic Center (County)
3. Play in a safe place: City Playgrounds, Secure Events
4. Camp under the stars: No Campgrounds "Yet"! Cherokee County Recreation Camp Outs.
5. Explore nature: All City Parks, Cherokee County Outdoor Recreation Programs, Trail System
6. Learn to swim: Gold Swim Team (city owned property), Cherokee Aquatic Center (County)
7. Play on a team: Cherokee County Recreation Athletics, Upward Sports, Cherokee County Schools
8. Follow a trail: Greenprints Trail System, Olde Rope Mill Park, Dupree Park
9. Catch a fish: Olde Rope Mill Park, Dupree Park, Cherokee County Outdoor Recreation
10. Celebrate their heritage: Special Events, Festivals, Trips, Historical Markers

All 10 of these Bill of Rights are met in the city, either through the efforts of the parks and recreation department or another outside agency. The important thing is that the community is exposed to the benefits of recreation; individual, community, economic, and environmental.



## 8.0 PROGRAM SELECTION

Classifying activities is the first step in building a recreation program. This also pinpoints gaps and lack of service when it's discovered that certain categories of recreation programs aren't offered to the community. Recreation program areas range from performing arts, which give participants a creative outlet to express ideas and feelings, to volunteering, where serving and helping others is the recreation experience. When selecting programs, the following classifications are reviewed, and an effort is made to balance program offerings in as many program areas as possible.

### 8.1 CLASSIFICATION OF RECREATION PROGRAMS

CLASSIFICATION OF RECREATION PROGRAMS BY PROGRAM AREA		
Program Area	Description	Activity Examples
Performing Arts	Participation is the mode of expression; performance before an audience.	Music, Dance, Drama, Puppetry
Arts	Creative work; making items for display form, beauty, or unusual perception.	Painting, Sculpture, Drawing
Crafts	Items have decorative value as well as being useful.	Tie-dying, Knitting, Sewing, Pottery, Ceramics
Technology Arts	Employs technology; computers, digital cameras, mobile phones, GPS.	Photography, Computer Graphics, Sound Recordings
Literary Programs	Activities associated with language, speech, literature, books, writing.	Written Communication, Reading, Poetry, Short Stories, Public Speaking, Storytelling, Debate
Self - Development Programs	Aimed at improvement of the individual; focused on changing one's behaviors or developing new skills.	Educational Classes, Auto Repair, Computer Training
Aquatics	Activities done in or on the water.	Instructional Swim, Drop-In Swim, Competitive Swimming, Water Exercise, Boating Instruction

Outdoor Recreation	Activities in the outdoors; land, water, or air based; being in, enjoying, or interpreting the natural environment.	Climbing, Camping, Biking, Backpacking, Bird Watching, Canoeing, Fishing, Ice Skating, Skiing, Rafting, Scuba Diving, Archery, Environmental Education
Wellness	Focuses in a holistic way on the well-being of the individual; a process as well as an end directed toward achieving optimal health.	Physical Fitness, Nutrition, Weight Reduction, Smoking Cessation, Stress Management
Hobbies	Activities pursued with intense interest and longevity; types include collection, creative, educational, and performing.	Antique, Stamp and Coin, Collecting, Cooking, Chess
Social Recreation	Promotes opportunities for social interaction; key factor is to bring people together for socializing.	Parties, Picnics, Dances, Family Reunions, Festivals, Social Clubs, Exhibits, Contests
Adventure Programs	Activities that offer challenge and thrill.	Snowboarding, Adventure Tourism, Skateboarding, Paintball, Kayaking, Rock Climbing, Windsurfing, BMX Biking, Mountain Biking, Laser Tag
Travel	Physically transplanting participants to another setting.	Trips, Vacations, Destination Attractions
Sports, Games, Athletics	Games require low level of skill, few rules and short duration. Sports require rules, vigorous exertion and high level of organization. Sports become athletics when organized for competition. Individual sports allow people to direct their participation themselves. Dual sports allow two people to oppose each other in a game situation. Team sports are more structured.	Individual Sports: Bowling, Cross Country, Running, Golf, Gymnastics, Track & Field, Weightlifting  Dual Sports: Badminton, Billiards, Bocce, Boxing, Fencing, Judo, Squash, Tennis, Wrestling  Team Sports: Baseball, Basketball, Football, Lacrosse, Rugby, Soccer, Volleyball
Volunteer Services	Services provided without pay; helping others as a community or civic service.	Administrative Volunteers, Program Volunteers, Coaches, Special Event Help

## 8.2 RECREATION PROGRAM FORMATS

In addition to classification categories, there are different formats for presenting a recreation experience. Recreation programs are designed in a variety of formats. Social Media is becoming a big part of programming for the parks and recreation department, as well as for the other organizations sponsored by the City of Woodstock. Pop Up Challenges, Free Art Fridays, and many more fun and quick activities provide entertainment and community education about what is available to them in the area. This is one format, and the following list is the more traditional formats for offering programs and opportunities in the city.

---

### CLINICS, WORKSHOPS, AND CLASSES

Educational activities to develop and refine skills. All details are taken care of and participants only need to show up, learn, and enjoy themselves.

- Senior Center Lunch & Learn Programs
- Community Garden Workshops
- SORBA Mountain Biking Demos and Lessons
- Several Fitness and Homeschool Groups

---

### TOURNAMENTS, CONTESTS, AND LEAGUES

Competitive experience for participants. Though not coordinated through the parks and recreation department, several organizations host tournaments, contests, and leagues in city parks. Space is provided for Upward Sports Soccer at Dupree Park, Kings Academy Tennis at Dupree Park, Mountain Bike and Trail Runs at Olde Rope Mill Park, and 5k Races on the Greenprints Trail System.

---

### CAMPS

Camps, if offered, are often multiple days, specialized, and themed. Seniors and/or Youth.

Camps are offered with other organizations, but currently there are **NO** camps coordinated through the Woodstock Parks and Recreation Department.

---

### CLUBS

Provides opportunities for socialization and focus on specific topics. Clubs are sometimes independently operated but all “must” operate within the parks and recreation departments mission, vision, goals, and objectives. There are several clubs that conduct some programs and events in the parks that relate directly to parks and recreation, however there are **NO** clubs that are directly sponsored by the parks and recreation department. The exception is at the William G. Long Senior Center who hosts senior recreation clubs such as wood carving, nimble fingers, garden club, and radio club.

---

## PERFORMANCE

This format allows for participants to show off their hard work and celebrate, and benefits both the participant and the spectator. Examples are recitals, art shows, concerts, etc. In addition to the Woodstock Concert Series and other city hosted musical acts sponsored by the Woodstock Visitors Center, the Elm Street Arts Theatre host several theatre camps, plays, and shows. Opportunities are also available at the Northside Hospital-Cherokee Amphitheater for school groups and other organizations to host events and shows. Examples are Sunset Symphony, First Baptist Church concerts and plays, and demos during other events.

---

## SPECIAL EVENTS

**Special events are a big deal in the City of Woodstock.** These programs depart from the normal routine and require specialized planning. The city benefits from special events in the following ways:

- Foster community spirit
- Support community identity
- Develop community cohesiveness and involvement
- Generate community pride in and celebration of historical and cultural heritage
- Contribute toward community economic development
- Provide opportunities for volunteerism
- Generate revenue to support other recreation programs

### **Parks and Recreation Hosted Special Events:**

- |   |                              |
|---|------------------------------|
| • Greenstock & Tis' The Season to be Green  | • Christmas Jubilee & Parade |
| • 4 <sup>th</sup> of July Parade & Festival | • Memorial Ceremonies        |
| • Woodstock Concert Series                  | • Kids Fest                  |

### **The following principles guide staff when planning special events:**

- Plan for and with the total community in mind: Involve sponsors, volunteers, and other organizations. Staff do not shoulder the entire event alone.
- Encourage family recreation: Provide for family interaction and involvement.
- Try out fads and trends: Special events allow the parks and recreation department to introduce fads on a temporary basis to test reactions and stimulate demand.
- Make sure there's no duplication or competition by other events: All community organizations work together to ensure efforts are shared and not duplicated.
- Plan traditional seasonal activities: Halloween, Christmas, Independence Day, these and other seasonal activities attract participants to special events.
- Use all available resources: The best-suited facility for a special event may not be a city owned facility.

## 9.0 PROGRAM DESIGN

### **Quality programs are based upon one thing only, the perception of the user.**

Since recreation experiences are based upon specific needs, desires, expectations, and the lifestyles of the individuals, it's essential to identify and meet those specifics. The more known about what people want, the better programs can be personalized to provide quality experiences. In addition, all programs, structured or unstructured provided by the parks and recreation department should align with the departments mission, vision, goals, and objectives. Once the proposed activity's purpose has been identified, the following steps are taken:

1. Assessment of Community Demands, Preferences, & Needs.
2. Program Goals.
3. Program Objectives.
4. Customer Ages and Demographics.
5. Operational Information.
6. Evaluation and Review.

### 9.1 ASSESSMENT OF COMMUNITY DEMANDS, PREFERENCES, & NEEDS

Assessment is developed by the collection of responses received via participant reviews and program evaluations; recommendations from city council, parks and recreation advisory board, community meetings, direct observation of facilities and programs, assessment of community pattern, ongoing review of feedback from participants, and by networking with other agencies on the local, state, and national levels. With that, there is no specific method of assessment. There are many methods and staff are trained through staff meetings, workshops, conferences, and other resources to assess programs efficiently.

**Survey responses and comparisons from 2015 and 2017 are in Part 3: Appendixes.**

### 9.2 RECREATION PROGRAM GOALS

#### **All programs reflect the mission statement!**

Program goals are measurable, and they reflect the desired outcomes of a recreational experience. The goals for each program are updated annually as part of the Parks and Recreation Strategic Plan. Each division develops its own strategic plan based on the assessment and feedback from participants and leadership in the city. Each program **MUST** be in line with the mission, vision, and goals of the parks and recreation department. As part of program evaluation, it is demonstrated how these goals are being met, and/or what is needed to meet them.

9.3 PROGRAM OBJECTIVES

Objectives are unique to the program that is offered and measurable. They are included in participant program evaluations to document if the objectives were met during the program’s implementation. Employees are responsible for identifying program objectives with input from contract instructors when working together. An example of this is:

**GOAL:** to increase participation in the community garden by December 2020

**OBJECTIVE 1:** based on participant feedback, expand plot sizes to 20ft from 10ft

Objectives for programs help achieve the goals set by parks and recreation staff. They can change during a year if needed but are always re-evaluated before the next year’s strategic plan is approved.

9.4 CUSTOMER AGES & DEMOGRAPHICS

Customer ages and demographics are reviewed when developing programs. The department is focused on serving all regardless of age, background, or financial status. Most of the opportunities in Woodstock are available to all ages, however there may be times when specific programming and park design features are age specific. When so, the following age characteristics are considered:

YOUTH	
<p><b>Infant (Birth - 8 months)</b></p> <ul style="list-style-type: none"> <li>• Reaches towards interesting objects and grasps and releases them.</li> <li>• Sits up alone, rolls over and crawls.</li> <li>• Uses senses (hearing, sight, smell, taste, touch) and reflexes to learn.</li> <li>• Enjoys picture books and singing.</li> <li>• Likes brightly colored toys that vary in shape and texture.</li> <li>• Looks at objects when named.</li> </ul> <p><b>Infant (8 - 18 months)</b></p> <ul style="list-style-type: none"> <li>• Pulls self to stand and walks when led, then alone.</li> <li>• Learns to sit in a chair.</li> <li>• Throws objects.</li> <li>• Scribbles with crayons.</li> <li>• Enjoys hide and seek games, peek a boo.</li> <li>• Interested in other children.</li> <li>• Listens closely to adult talk.</li> <li>• Uses gestures to communicate needs and wants.</li> <li>• Learns and uses words.</li> <li>• Likes to explore. Environment.</li> </ul>	<p><b>Early Childhood (6 – 9 years)</b></p> <ul style="list-style-type: none"> <li>• Period, physical, intellectual, and emotional growth.</li> <li>• Enjoys group activities.</li> <li>• Learns to share.</li> <li>• Ability to role play and imitate others.</li> <li>• Motor and language skills become more developed.</li> <li>• Limited attention span (15-20 min.)</li> <li>• Need for familiarity and security.</li> <li>• Easily bored and frustrated.</li> <li>• Need to repeat activities that are well known.</li> <li>• Very noisy.</li> <li>• Desire for leader’s approval.</li> <li>• Feels they know it all.</li> </ul> <p><b>Late Elementary (10 – 12 years)</b></p> <ul style="list-style-type: none"> <li>• Solid moves toward groups of friends.</li> <li>• Idolization of others, heron worship.</li> <li>• Play has become filled with rules and team cooperation.</li> <li>• Values and fair play beginning to emerge.</li> <li>• Competition among group members is important.</li> <li>• Begins to accept responsibility for self and others.</li> <li>• Lengthened attention span (30 – 40 min.)</li> </ul>

<p><b>Toddler (18 – 36 months)</b></p> <ul style="list-style-type: none"> <li>• Enjoys being read to.</li> <li>• Likes to play with musical instruments.</li> <li>• Wants to help with easy chores.</li> <li>• Imitates other’s actions.</li> <li>• Demonstrates pride and pleasure when accomplishes something.</li> <li>• Recognizes own power – “no!”</li> <li>• Enjoys playing with other children.</li> <li>• Very short attention span (less than 5 min.)</li> <li>• Listens to stories.</li> </ul> <p><b>Preschool (3 - 5 years)</b></p> <ul style="list-style-type: none"> <li>• Side by side play.</li> <li>• Self-centered.</li> <li>• Depends on supervision for structured play.</li> <li>• Short attention span (5-10 min.)</li> <li>• Limited fine motor skills.</li> <li>• Has difficulty sharing.</li> <li>• Ultimate stage of learning and development.</li> <li>• Need for praise and immediate gratification.</li> <li>• Lacks verbal skills.</li> <li>• Vary curious and imaginative.</li> </ul>	<ul style="list-style-type: none"> <li>• High need for skill development.</li> <li>• Eager learners and quick understanding of ideas and concepts.</li> <li>• Willing to work for external rewards.</li> </ul> <p><b>Youth (13 – 15 years)</b></p> <ul style="list-style-type: none"> <li>• Seeks self-identity.</li> <li>• Enormous capacity to perform new tasks.</li> <li>• High ability to carry out responsibilities.</li> <li>• Testing of boy girl relationships.</li> <li>• Thinks about future.</li> <li>• Interested in individual and team activities of skill.</li> <li>• Greater need for independence from adults.</li> <li>• Group affiliation important.</li> <li>• Seeks risk and adventure.</li> </ul> <p><b>Teenage (16 – 18 years)</b></p> <ul style="list-style-type: none"> <li>• Strong aggressive drives.</li> <li>• Potential for high alienation from family, adults, and society.</li> <li>• Nervous and overactive.</li> <li>• Strong need for self-identity.</li> <li>• Strong need to be alone, free from having to interact with others.</li> <li>• Revolts against parents.</li> <li>• Uncertainty about others – to trust, to understand.</li> </ul>
--	---

**SOURCE:** *The Process of Recreation Programming – Theory and Technique. Municipal Recreation Programming: A Resource Guide for Recreation, Parks, and Conservation.*

<b>ADULT</b>	
<p><b>Young Adult (18 – 30 years)</b></p> <ul style="list-style-type: none"> <li>• Think of marriage and family.</li> <li>• Interested in vocation.</li> <li>• Strives for success.</li> <li>• Active and energetic.</li> <li>• Non-work activities become important.</li> <li>• Strong economic motivation for living.</li> <li>• Full physical and mental growth.</li> <li>• High need for adventure.</li> <li>• Wants everything to happen immediately.</li> <li>• The period of strongest aggressive drives.</li> </ul> <p><b>Early Adulthood (30 – 40 years)</b></p>	<p><b>Later Middle Age (50 – 60 years)</b></p> <ul style="list-style-type: none"> <li>• Reduction in some drives to satisfy basic needs.</li> <li>• Lessening of aggressive behavior.</li> <li>• Fear of failing in many performance areas and activities.</li> <li>• Definite physical slowdown; energy needed to perform usual activities is harder to stimulate.</li> <li>• Experience oriented.</li> <li>• Caution is an important notion in all experiences.</li> <li>• Starts spending more time on a limited number of activities.</li> <li>• Interested in sustaining a good life for self and others.</li> <li>• Tendency toward passive living.</li> </ul>

- Begins to set goals for a lifetime.
- Awareness of own strengths and abilities.
- Final phase in the development of values.
- Security needs high.
- Committed to being part of society.
- Loss of individual independence where family is concerned.
- Acceptance of obligations to community.
- Novelty and variety are important.

#### **Maturity (40 – 50 years)**

- Has reached full potential in efforts to meet personal needs.
- The threat of the permanent present – dull, boring.
- The apex of life - security of position, occupation, associations.
- Clear view of the past and a realistic future.
- At the height of external respect and perceived contribution.
- Enjoyment of life's comforts; no need to rough it.
- Enjoys being a member of a group.
- Group of friends is large and varied.

#### **Old Age (60 – 70 years)**

- Generally, a lessening of activity.
- Danger of boredom.
- Physical deterioration is impossible to escape.
- Less interest in material things; cling to the abstract.
- Being loved, having emotional and economic security are important.
- The past is an important reference point.
- Health concerns are of paramount importance.
- Progressive detachment and disengagement from outside activities.
- Retirement from paid employment.

#### **Senescence (70 years and up)**

- The negatives appear to outweigh the positives.
- Life tends to be self-centered and self-serving.
- Increasing physical infirmity.
- Loneliness and a sense of isolation.
- Large amounts of unobligated time available.
- Well-established patterns of living.

### 9.5 OPERATIONAL INFORMATION

Many things are evaluated when programming regarding the operational information. Aside from the program content: What is the cost? Who is working? Is there a budget? What other coordination is needed? Among others?

At minimum, the following determinants are assessed when planning:

- Does the facility have adequate space and equipment?
- Does the current staff have the skill set to offer the program?
- Should a program partner be identified?
- Is adequate staffing available for implementation?
- What supply costs are associated with the program?
- What type of marketing is needed?
- If successful, is the program replicable?
- What is the revenue potential?

## 9.6 EVALUATION & REVIEW

The parks and recreation department staff conduct surveys and evaluations on a regular basis; formal, visual, and in listening to participants. This is done to gain critical feedback to ensure program outcomes remain consistent with the program goals, objectives, and the overall mission of the department.

### **Four main components are reviewed to determine program success:**

- Financial performance
- Attendance
- Participant satisfaction and impact
- Administrative impact & mission/vision/goals

### **Program evaluation is completed for every program! The following outcomes should be identified:**

- Were the goals and objectives of the program met?
- Was quality instruction provided?
- What changes or improvements can be made to improve the quality of service?
- Was the location adequate to execute the program effectively?
- Was staff and volunteer performance satisfactory?
- Was it cost effective (cost vs revenue), if applicable?
- Is there potential for private partnership?
- Should the program continue to be offered in the future?
- More importantly, did people enjoy themselves?

Many of these evaluations are completed using an online survey form and statistics are printed and utilized in future decision-making processes.

The biggest thing the parks and recreation department does for program evaluation happens prior to implementing a program. Staff finds out what people want and what they expect up front. This method allows coordinators and managers the opportunity to tailor each program to meet the participants needs and expectations. Why wait until the program is over if changes can be made before it begins? This is both formally with emails and surveys, as well as in-formally through conversation and observation.

There is no specific method adopted to guide staff in deciding when is the right time to terminate a program or to make changes. Through several resources in the parks and recreation offices, available online with the National Recreation and Park Association, and in attending conferences and workshops, many methods are available to assist staff in making these decisions.

There are general rules of thumb to keep in mind when evaluating programs, such as:

- 20% of programs each year should be new ones.
- 30%-50% cancellation rate for a first-time program is normal.
- if more than 4 people complain about something then there is a problem.

These are examples, there is not an established standard for programming in the City of Woodstock. Also, most of the programs offered through the parks and recreation department are passive, such as disc golf, mountain biking, walking and running on the trail system, and attending large scale concerts and special events. Evaluating these programs have different methods and do not necessarily rely on percentages as much as programs that take place at the William G. Long Senior Center. Examples of the evaluation methods chosen by staff are available annually in the departments strategic action plan located in the parks and recreation administration office.



9.7 RECREATION PROGRAM PLANNING FLOW CHART

In order to create a visual for the program planning process, staff developed the following flow chart to assist coordinators and managers:



## 10.0 SPECIAL ACCOMMODATIONS AND INCLUSION

People with disabilities want to participate in recreation programs and activities alongside people who don't have disabilities. Woodstock Parks and Recreation realizes this and makes every effort to be as inclusive as possible in coordinating all programs and in designing new facilities. The ADA states all programs are subject to inclusion. This means that every recreation program offered is open to participation on an inclusive basis by a person with a disability. The ADA mandates that municipal services be provided in the most integrated setting. It defines integration as the setting in which people with and without disabilities interact together. This simple definition is easy to measure. **People with and without disabilities participating together is inclusion.** This same inclusion philosophy applies to all people no matter religion, race, identified gender, age, disability, or anything else. All are wanted, and all are welcome!

### **In 2019/2020, the Parks and Recreation Department has accomplished the following:**

- ADA Accessible Playground: Elm Street Cultural Arts Village
- Inclusive Kayak Launch: Olde Rope Mill Park
- ADA Approved Surfacing: Woofstock Dog Park
- Purchase of City Reporter Inspection & Audit Software

## 11.0 COST RECOVERY

At times fees and charges are necessary, and at times varying levels of subsidizing is necessary to allow opportunities for everyone, to help keep taxes lower for the citizens, and to also help the parks and recreation department manage registrations, time, and available space. It's difficult to manage overcrowded programs and offer a quality recreation experience for everyone involved.

When fees are necessary, they should cover the direct costs associated with the program, and at times in-direct costs should also be covered or at minimum subsidized; usually **40%** recovered on average. Direct costs include instructor fees and supplies used to offer the programs. Direct costs are costs which would go away if the program wasn't held. In-direct costs are utility costs, administrative time in planning and in promotion. In-direct costs do not change or go away if programs are cancelled. Regardless of percentages, amount subsidized, or desired cost recovery, these factors are always considered so the true cost of a program is known.

The parks and recreation department staff utilize the national standards of service to assist in planning the cost recovery of programs. These types of services are Public Service, Merit Service, & Private Service. Recreation programs categorized as public services may be free or mostly subsidized by tax dollars. Merit service programs may be mostly or partially supported by taxes, and private services would be fully covered by user fees.

Types of Service		
Public Service	Merit Service	Private Service
Who Benefits?		
All people in the community	Individuals who participate benefit most, but all members of the community benefit somewhat	Individual who participates
Who Pays?		
The community through the tax system – no user charges	Individual user pays partial costs	Individual user pays full costs
Feasibility of Pricing		
Not feasible: Individuals cannot be charged and/or it's undesirable that they should	Feasible and desirable: Individuals can be charged	Feasible and desirable: Individuals can be charged

Examples of programs offered through or in partnership with the parks and recreation department are:

**Public:** Parades, Festivals, Greenprints, Mountain Bike Trails, Disc Golf, Park Amenities, Concerts, Ceremonies

**Merit:** Senior Center Lunches & Programs

**Private:** Senior Center Trips

### 11.1 SETTING FEES AND PRICING

The City of Woodstock Parks and Recreation Department utilizes many methods and strategies to determine program costs. At the William G. Long Senior Center, several programs are offered that are free of charge, some that are subsidized heavily, and others that the participants pay the full cost for. Sponsorships and vendor fees are set for special events and those fees are set by the Woodstock City Council and are not affected on a regular basis, though similar strategies take place when presenting new fee structures to them for adoption. There is no one formula or standard used to determine fees, but many resources are available to the staff through trainings, workshops, and a library of resources kept in the parks and recreation administrative offices. Market pricing is also considered to ensure that any City of Woodstock programs aren't priced higher than other similar programs in the community. This also affects how much cost recovery is given to any given program.

**When prices are set for programs, costs are priced at minimum in the following way:**

$$\text{Direct} + (\text{In-Direct} \times \text{Cost Recovery}) \div (\text{Desired Price}) = \text{Minimum Participation}$$

Or

$$(\text{Direct} + \text{In-Direct}) \div (\# \text{ of Participants}) = \text{Price}$$

**Other pricing guidelines to help with setting fees:**

- Figure the price on the minimum number of participants
- Do not drop below already established prices
- Net revenue goes toward overhead costs such as FICA, insurance, office costs, office staff, equipment, vehicles, supplies, printing, telephones, etc.
- Program costs include instructor, supplies, excessive postage and telephone, contracted services (bus, admissions), facility rental, travel, specific equipment, and any other costs associated directly with the program
- To figure the program price:
  - $\text{Program Costs} \times \text{Cost Recovery \%} = \text{gross revenue needed to break even}$
  - $\text{Total Costs} \div \text{Minimum Participants} = \text{price per person}$

Many other resources are in the parks and recreation administration offices and strategies are learned and discussed during staff meetings, conferences, webinars, workshops, and networking with other agencies.

**12.0 MARKETING & COMMUNICATION**

The City of Woodstock's Communications and Marketing Department leads the marketing efforts for all departments. Appointees from each department has been selected to serve on the Marketing and Communications Committee established October 2019. The Parks and Recreation Director is the appointee for the parks and recreation department. In addition to the plan for the city, the parks and recreation department marketing plan was developed and last approved by city council in 2016. That document is in the parks and recreation administrative offices.

**12.1 CUSTOMER SERVICE EXPECTATIONS**

***“The number one focus for the parks and recreation department as it relates to marketing is Customer Service. If every detail in these Recreation Planning Guidelines lacked some effort, but every participant left with an enjoyable and positive experience, then the program, event, or activity planned is a success.”***

- ***Michael D. Huffstetler, CPRE, Parks & Recreation Director***

Customers served are participants, elected officials, volunteers, coworkers, people who call, email, communicate through social media, walk in the office, and visitors to parks, playgrounds, families who play on the fields, bike on the trails, see a flyer, visits the website, and anything in between, when this contact is made it is customer service. Are facilities in great shape, clean, maintained, attractive? Customer service isn't only actions, but also in the care of the facilities. **It is the total experience!**

## 12.2 CUSTOMER SERVICE STANDARDS

**Many customer service issues are resolved by first doing one thing. Listening!** The parks and recreation department has adopted the following customer service standards, and these are available to the public and to all staff on the website, and in common employee areas.

### You can expect the following standards of customer service when interacting with us:

#### **Good Listeners. We will:**

- Smile and greet you with, "Hello, may I help you?"
- Listen with patience in order to clearly identify your needs.
- Give you our full attention.
- Be accessible through many communication channels such as the internet, phone, and office.
- Ask for your input through surveys, comment cards, meetings, focus groups, and other techniques.

#### **Respect and Courtesy. We will:**

- Commit to serve you by providing accurate information in a timely and helpful manner.
- Always dedicate ourselves to treating you with respect and courtesy.
- Use your name when thanking you and finish conversations with "Have a great day!"

#### **Quick Responses. We will:**

- Make every effort to answer questions and address concerns immediately if possible.
- Respond to your phone calls by the end of the next business day.
- Respond to your email messages and written correspondence within three business days.
- Have current voicemail messages so you know when to expect a response or who to call for faster assistance.

#### **Accessible Information. We will:**

- Make information accessible to the public in a variety of formats – flyers, guides, website, social media, and more.
- Provide clear and accurate information in our publications.

#### **Involvement. We will:**

- Involve customers and use their ideas and input.
- Use a variety of techniques to find out what people are thinking about our services.
- Work collaboratively with partners to improve our programs and services.

#### **Woodstock Parks and Recreation staff is expected to:**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>- Answer the phone promptly</li> <li>- Return calls quickly</li> <li>- Listen attentively</li> <li>- Be polite and professional</li> <li>- Be patient</li> <li>- Communicate to be understood, not just heard</li> <li>- Empathize and offer help</li> </ul> | <ul style="list-style-type: none"> <li>- Ask questions until you are sure of what the customers wants, then restate their concern to them</li> <li>- Give the customer full attention</li> <li>- Work with customer to find solutions</li> <li>- Be creative, flexible, and cooperative</li> <li>- Give accurate answers and referrals</li> <li>- Give and get contact information to facilitate follow-up</li> </ul> |
|---|---|

### 13.0 REGISTRATION

Registration takes place in several ways. Currently, RecDesk is the online registration platform used. Information is posted on the parks and recreation website about registration for vendors, entries into special events, and forms that are created online that can be completed for the community garden, brick orders, memorials, and other programs offered. Release of Claims, Agreements, and other acknowledgements are all required as part of the online registration and checkout system thru RecDesk.

The William G. Long Senior Center also registers participants in several ways. Trips use a lottery procedure that allow participants to sign up through a lottery system, then they are randomly chosen for the trips. Other programs take registrations at the front desk of the facility, and the staff also hosts many programs that are first come, first served, drop in, and by reservation. Reservation programs are luncheons, dinners, banquets, and other similar programs that utilize outside services. Fitness programs and lunch and learns are often first come, first served. In addition to these recreation programs, there are many leisure opportunities for seniors to drop in and play cards, board games, drink coffee, hang out, and play games.



### 14.0 FACILITY USE AGREEMENTS & CONTRACT INSTRUCTORS

Registration for outside groups conducting programs in parks is a simple MOU (Memorandum of Understanding) agreement (but will be transitioning in 2021 to an online format in RecDesk), provided along with a certificate of insurance, and release of liability form. Some programs that utilize this process are the AMPED in the Park events, Upward Soccer, and Kings Academy Tennis. SORBA Woodstock has a similar MOU that pertains to the design and maintenance of mountain bike trails and an agreement to host several special events at Olde Rope Mill Park.

**Included in Part 2: Policies & Procedures**, are detailed procedures for programs utilizing contract instructors, and the process for facility and park rentals, and facility use agreements are also included in the parks and recreation departments policies and procedures manual. Organizations who host events in parks and recreation facilities complete a special event permit through the Community Development Department. This process allows all the departments to see the application, provide input and suggestions, and then approve and/or deny the request. If a park and recreation facility is requested, the requestors also complete a park reservation request to be reviewed and approved and/or denied by the Parks and Recreation Director.

**The city ordinances pertaining to Park and Recreation and Special Events are in Part 3: Appendixes.**

## 15.0 CONCLUSION: RECREATION PROGRAM PLAN OVERVIEW

An excerpt from Municipal Recreation Programming: A Resource Guide for Recreation, Parks and Conservation is included as final thoughts for the planning guide. It sums up what recreation and the Woodstock Parks and Recreation Department is all about. Enjoy!

Recreation is an aspect of American Life rooted in the Declaration of Independence. As we work to protect life and liberty, we can't neglect the third right which is just as important a part of our heritage – the pursuit of happiness.

Recreation programming is an important municipal service. It isn't fun and games; it's serious business. Recreation programming provides the balance people need in their lives. Many people don't get satisfaction enrichment from work. They seek identity, self-esteem, personal growth and fulfillment in their leisure hours. Recreation experiences are essential for the healthy development of our children. Neighbors meet neighbors at recreation programs. Recreation programs get citizens involved in community life. It gets people off the couch, helping them be more physically active and healthy. It can be the catalyst that brings residents out to visit your parks for the first time. It positively impacts your community by improving your local economy, encouraging preservation and conservation of the environment and building community pride.

Recreation is a necessity, not a luxury. It should be supported by public funds in order that all citizens may participate in quality recreation experiences regardless of income or ability.

Good recreation programming doesn't just happen through hard work. The planning process begins months before the first participant ever arrives. Strong leadership is necessary during the activity itself and then, careful evaluation makes the program better the next time it's offered.

Your recreation department will be the most effective when it stays closely in touch with all the recreation providers in your community. Recreation is a field in which a municipal recreation department shouldn't operate independently. Municipal recreation programs will be more successful when the programs of all community agencies and groups that deal with the recreation interests of your citizens are interwoven with those of your public recreation department in a unified way.

Recreation programming is the most people-oriented service your municipality provides. Public support and program success are highest when citizens are involved in the planning and decision-making process. Find out what recreation programs your citizens would like you to offer. Then, in the words of the old Nike ad, just do it. Go for it and let your program successes energize you to do more. Don't be afraid to take risks. Be creative and innovative. Make your programs dynamic. You'll be helping your residents make special memories that will last a lifetime.