PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland

Southwest Community Center Business Plan

Fiscal Year 2009-10

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Project Staff

Pauline Miranda, Corporate Strategy
MaryAnn Takashima, Southwest Community Center Recreation Supervisor
Laure Butera, Recreation Coordinator/Youth Programs
Tim Haberman, Recreation Coordinator/Sports Programs
Jamie Sandness, Recreation Coordinator/Rental Department & Building Operations
Linda Hastings, Recreation Coordinator 2/Fitness
Andy Amato, Recreation Coordinator 2/Aquatics
Crystal Ius, Recreation Coordinator/Aquatics
Sarah Wiggins, Recreation Coordinator/Aquatics
Josh Leavitt, Recreation Coordinator/Teen Services
Ken Lori, Teen Program Coordinator

Review Team

Eileen Argentina, PP&R Services Manager
Terri Davis, Zone Manager
Bob Downing, Zone Support Services Manager
Nancy Roth, Aquatics Director
Max Behrens, Alliance Coordinator
Robin Grimwade; Strategy, Planning & Business Development Manager
Randy Webster, Corporate Strategy Manager
Jason Smith, Senior Management Analyst
Kathleen Wadden, Senior Management Analyst

Portland Parks & Recreation
1120 SW 5th Ave, Suite 1302
Portland, Oregon 97204
(503) 823-PLAY
www.PortlandParks.org

Nick Fish, Commissioner
Zari Santner, Director

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Introduction

The purpose of program-level business planning in Portland Parks & Recreation (PP&R) is to provide a practical tool so that staff and managers for each program, and throughout the system, can have a common understanding of:

- The daily work that needs to be accomplished to meet the vision, mission, and goals of the program and Bureau.
- What services and activities exist and in what priority.
- How success of service and activities is measured.

The centerpiece of the business plan is the Business Action Plan (BAP); it shows the relationship of the bureau's strategic plan to the program's goals.

The BAP discusses the tactical approach to meeting prioritized goals, including what actions will be taken, expected results, how results will be measured, and needed resources. It will be used throughout the year by staff and managers to track progress toward stated goals, and updated annually to:

- Identify trends and customer needs across the system.
- Reflect on current performance and set goals for future performance.

The annual process will ensure that resource needs are thoughtfully identified; available in the current budget; or ready for budget submittal, ordinance, and/or other process needed for implementation.

Executive Summary

Introduction (pg. 1)

This business plan has been prepared to describe and guide programming at Southwest Community Center (SWCC).

SWCC provides excellence in recreation programming by focusing on customers' desires, properly maintaining the facility and equipment, and providing strong leadership for staff. Being located within Gabriel Park provides the opportunity to connect recreation programming to the outdoors.

Business Profile (pg. 7)

SWCC opened for business on June 19, 1999. Over the years, it has earned recognition for its building design, programs, and services. The acclaimed 48,000 square feet facility was built to meet the recreation needs of a diverse community, including amenities such as:

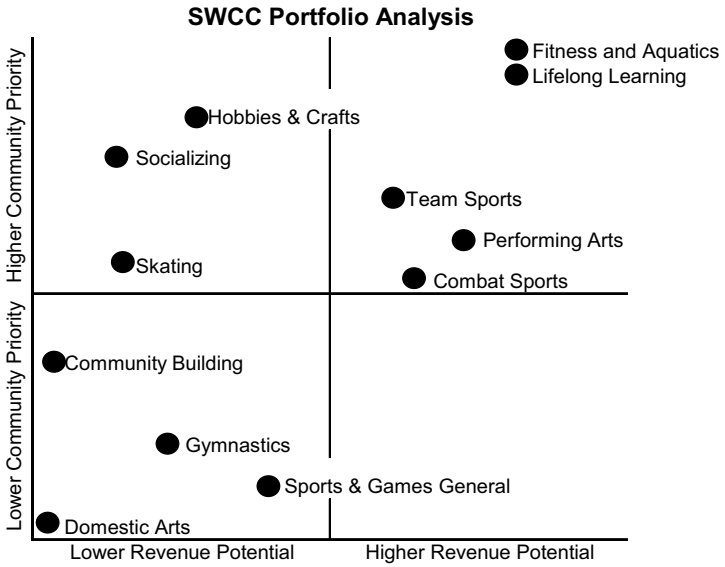
- a state-of-the-art aquatic center with poolside party rooms,
- a double court gymnasium,
- an exercise studio and fully equipped fitness center,
- a multi-functional child care center,
- a versatile multi-purpose room complete with a dividing wall and attached kitchen,
- a room designated as a watershed resource center,
- and a spacious multi-functional lobby.

The facility hosts a variety of programs, activities, and events from birthday parties to basketball leagues, personal training programs to swimming lessons, and much more.

Market & Services Analyses (pg. 11)

Market and services analyses are conducted to provide a foundation from which goals can be set. The Market Analysis includes demographic information and evaluation of current advertising and outreach practices. The Services Portfolio Analysis includes:

- An overview of services, which describes the specific activities offered at that location or by that program.
- A S.W.O.T. Analysis, which identifies internal strengths and weaknesses such as facility suitability and financial sustainability, and external opportunities and threats such as community demand/priority and competition.
- A Life Cycle Analysis, which illustrates which service categories are growing, stable, or declining.
- Programming recommendations, which are based on all the analyses.



Business Action Plan (pg. 29)

The Business Action Plan (BAP) discusses the tactical approach to meeting goals, including what actions will be taken, expected results, how results will be measured, and needed resources.

Goals represent the focused work that needs to be done to achieve the vision and mission. Program goals were developed and ranked in order of priority by staff and managers.

1. Implement Marketing Principles
2. Increase Customer Satisfaction
3. Maximize Facility Use
4. Enhance Sustainable Management Practices
5. Link SWCC to Gabriel Park

The BAP will be used throughout the year by staff and managers to track progress toward stated goals.

Performance (pg. 31)

Performance measures provide a means for managers and staff to know if they have been successful in implementing the business plan.

In FY 2007-08, SWCC was visited nearly 500,000 times. Over 85% of attendance at SWCC is due to pass-holders "dropping in" to visit the fitness center, group exercise studio, and/or the swimming pool.

Over the last five years, customer satisfaction has improved from 80% to 83%, as Southwest Portland residents rated recreation and community center services as "good" to "very good" in the annual Service Efforts & Accomplishments Citizen Surveys conducted by the City of Portland Auditor's Office.

Purpose

Mission, Vision, and Goals

Vision

Portland Parks & Recreation 2020 Vision

Portland's parks, public places, natural areas, and recreational opportunities give life and beauty to our city. These essential assets connect people to place, self, and others. Portland's residents will treasure and care for this legacy, building on the past to provide for future generations.

Mission

Portland Parks & Recreation

Portland Parks & Recreation contributes to the city's vitality by:

- Establishing and safeguarding the parks, natural resources, and urban forest that are the soul of the city, ensuring that green spaces are accessible to all;
- Developing and maintaining excellent facilities and places for public recreation, building community through play and relaxation, gathering, and solitude; and
- Providing and coordinating recreation services and programs that contribute to the health and well being of residents of all ages and abilities.

Goals

Goals represent the focused work that needs to be done to achieve the vision and mission. SWCC's goals were developed by staff and ranked in order of priority by staff and managers.

Southwest Community Center

1. Implement Marketing Principles
2. Increase Customer Satisfaction
3. Maximize Facility Use
4. Enhance Sustainable Management Practices
5. Link SWCC to Gabriel Park

Goal implementation is discussed in the Business Action Plan section.

Business Profile

Origin and History

In 1994, taxpayers passed a General Obligation Bond Measure, allocating $12 million to construct the Southwest Community Center (SWCC). After much deliberation and citizen input, Gabriel Park was selected as the location for the new facility.

SWCC opened for business on June 19, 1999. Over the years, it has earned recognition for its building design, programs, and services. The acclaimed 48,000 square feet facility was built to meet the recreation needs of a diverse community, including amenities such as:

- a state-of-the-art aquatic center with poolside party rooms,
- a double court gymnasium,
- an exercise studio and fully equipped fitness center,
- a multi-functional child care center,
- a versatile multi-purpose room complete with a dividing wall and attached kitchen,
- a room designated as a watershed resource center,
- and a spacious multi-functional lobby.

The facility hosts a variety of programs, activities, and events from birthday parties to basketball leagues, personal training programs to swimming lessons, and much more. A building floor plan is shown in Appendix C.

In October 2007, through a donation procured by the Portland Parks Foundation, a bouldering wall was installed against the west wall of the gymnasium, creating new program and rental opportunities.

In July 2008 the Gabriel Park Skate Park opened, adding a new dimension to the range of recreation opportunities available in the park.

Sustainability

Green thinking pervades the facility and programming at SWCC.

- In July 2008, 10 garbage/recycling stations were added to the building with the help of the City of Portland's Office of Sustainable Development. Each station includes a garbage can, a glass recycle container, and a paper-plastic recycle container. *Currently, 31% of the total waste produced at SWCC is recycled.*
- In collaboration with SWCC's janitorial service and cleaning products vendor, the facility underwent a cleaning product audit to evaluate the cost, amount used, and effectiveness of each cleaner and explore substituting alternative green products that would not be cost prohibitive. *Kids Central, SWCC's drop-in childcare center, has become the first area of the building to exclusively use green cleaning products.*

- By networking the copy machine to each computer, and reducing the building rental contract to 3 double-sided pages rather than 7 single pages, *the rental department reduced paper used by over 50%.*
- SWCC offers guests the option of declining a receipt, which saves paper and mailing costs. *If 50 customers per day decline a receipt, that would save 18,150 sheets of paper each year.*
- "Sustainable Crafts" are featured in classes and at special events. Sustainable crafts incorporate recycled material such as yogurt containers, scraps of paper, toilet paper/paper towel rolls, and other commonly discarded household items. Children expand their creativity by transforming materials often referred to as "junk" into masterpieces. *As companion merchandise, SWCC has created and sells "Sustainable Craft Kits," complete with all the necessary items, to encourage creativity at home.*
- SWCC involves the community in generating new ideas of how to become more earth friendly by displaying *"Do you have a Green Idea"* comment cards in the reception area.
- In January 2009, SWCC introduced a teen-focused class *"Get Your Green On!"* The course includes touring Portland's Green Hotspots and discussing with community leaders how they can help lead the movement to make Portland the greenest city in the country. *The course culminates in a Green Audit of SWCC, where teens will present their findings to the PP&R management team as well as presenting at a public event.*
- Greenhouse gas (GHG) emissions are known to be a significant factor in contributing to global climate change. PP&R has recently established a goal to reduce bureau greenhouse gas emissions by 25% by the year 2020. Utility use at PP&R facilities is the largest contributing factor to the bureau's total GHG emissions. As one of the busiest facilities in the system, SWCC consistently ranks as the largest user of natural gas and electricity. Over the next year, SWCC staff will work closely with the PP&R facilities manager to better understand utility use patterns and implement changes to reduce utility use.

In addition to the large-scale steps taken at SWCC, individual staff members and customers contribute to the effort daily by recycling or re-using paper, choosing email over printouts, offering discounted coffee and tea to customers who bring their own mugs, and using water pitchers at staff meetings rather than water bottles.

SWCC staff believe that a key to sustainable operations involves community and employee support. Staff and visitors are committed to striving each day towards this goal, incorporating new ideas, trying different options, and celebrating the successes achieved thus far.

Location and Hours

SWCC is located at 6820 SW 45th Avenue in the Maplewood Park Neighborhood of Southwest Portland. The building is open about 113 hours per week. Currently, hours of operation are:

Monday through Friday	5:15 a.m. - 10 p.m.
Saturday	7 a.m. - 9 p.m.
Sunday	9 a.m. - 6 p.m.

Holiday Closures: Thanksgiving Day, Christmas Day

Organizational Structure

The management team at SWCC consists of 9 full-time employees:

- 1 Recreation Supervisor
- 2 Recreation Coordinator II's (1 Aquatic Specialty, 1 Fitness Specialty)
- 6 Recreation Coordinators (2 Aquatic Specialty, 3 Recreation Generalists, and 1 Teen Specialty)

This team provides leadership and plans service delivery for all programs and events at SWCC as well as off-site programs in the summer months.

The Recreation Supervisor is responsible for staff and facility management of full-time as well as approximately 250 part-time seasonal employees during the summer months. Responsibilities include:

- monitoring the work portfolios of all 8 full-time program coordinators in collaboration with Aquatics and Teen Outreach Supervisors,
- monitoring the center's budget which exceeds $2.5 million annually,
- overseeing the production of the quarterly program brochure,
- managing collaborations and partnerships throughout the community including Southwest Portland's Neighborhood Response Team & Crime Prevention Program, Southwest Neighborhood Inc. (SWNI) and neighborhood schools and churches as well as internal bureau collaborations.

Recreation Coordinators are responsible for developing, staffing, and evaluating classes and activities in all service categories. The Services Portfolio Analysis section of this plan presents detailed information regarding the services offered at SWCC. Recreation Coordinators also implement the Nike Play Pass program, reach out to Hillsdale and Slavin Court housing projects on a weekly basis, supervise several off-site summer playground programs, schedule and train employees, and prepare advertising and promotional materials.

Part-time, seasonal employees play an invaluable role in the organizational structure at SWCC, providing a high quality, hands-on customer service experience to students and community members. These employees provide support in the following roles:

- Aquatics: Lifeguard/Swim Instructor/Water Aerobics Instructor
- Fitness: Personal Trainers/Group Exercise Instructors
- Youth Programs: Childcare employees at Kids Central/ Camp Instructors/Class Instructors in the areas of arts, sports, ballet, etc.
- Recreation Service Representatives provide direct customer service to all participants including marketing and registering participants for a number of classes including the sale of merchandise.

All part-time, seasonal employees work directly with customers of all ages in classes as well as drop-in activities and assist in monitoring facility use and maintaining a safe, welcoming environment. Schedules and number of hours worked, per staff person, varies greatly depending on the season and the program they are supporting. Their hours of service, the annual equivalent of about 38 full-time employees, allows permanent staff to use their time planning and coordinating a larger range of programs and activities for the community.

Market & Services Analyses

Market and services analyses are conducted to provide a foundation from which goals can be set. The Market Analysis includes demographic information taken from the 2000 Census, Portland Public Schools, and the CLASS registration system, as well as staff evaluation of current advertising and outreach practices. The Services Portfolio Analysis includes:

- An overview of services, which describes the specific activities offered at that location or by that program.
- A S.W.O.T. Analysis, which identifies internal strengths and weaknesses such as facility suitability and financial sustainability, and external opportunities and threats such as community demand/priority and competition.
- A Life Cycle Analysis, which illustrates which service categories are growing, stable, or declining.
- Programming recommendations, which are based on all of the work completed in the Market and Services Portfolio Analysis.

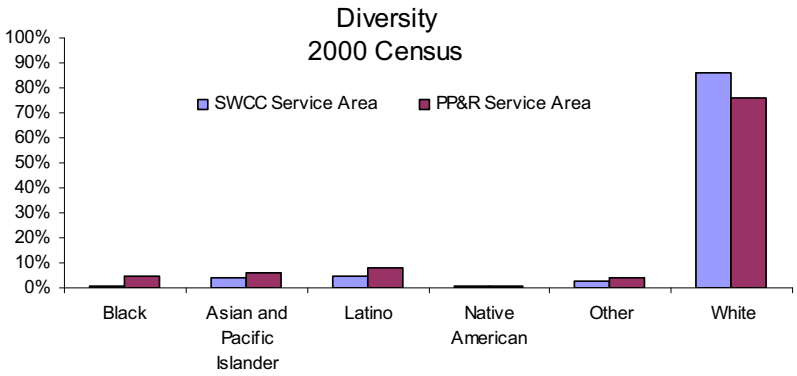
Demographics

SWCC is located in the Maplewood Neighborhood. This area has seen steady growth of new businesses in Multnomah Village and Hillsdale, which has contributed to the vibrancy of the neighborhood.

Demographic data displayed in the following maps and charts is from the 2000 PP&R Market Study and Portland Public Schools (PPS) enrollment data. The market study was completed using 2000 Census data and participation data from PP&R's registration system. See Appendix A for more information regarding the study.

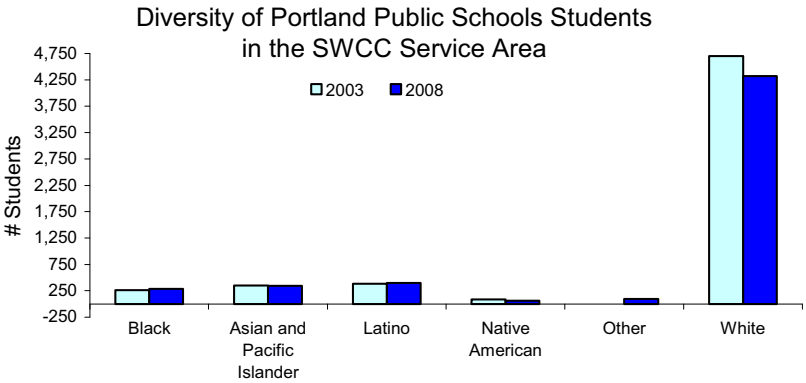
Race and Income

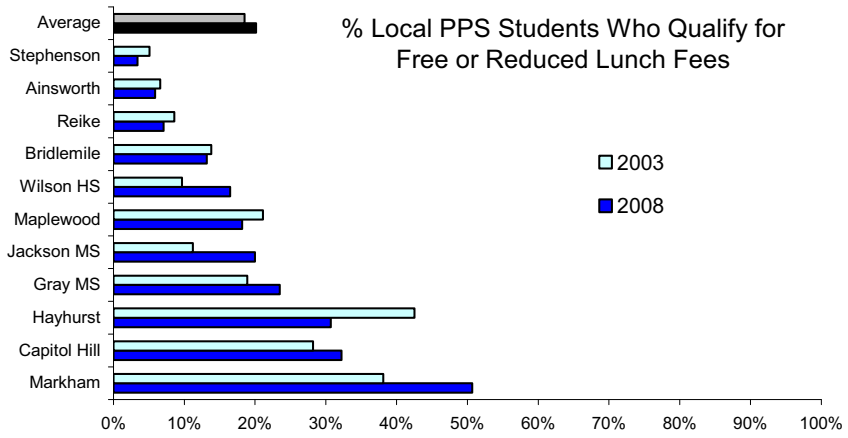
The following 2000 Census chart shows the population living in the SWCC Service Area is similar to the overall PP&R Service Area.



This business plan includes an action item to find innovative ways, through community building, to attract under-served populations to the center.

Because the community has changed since the 2000 Census, also included is a comparison of PPS enrollment demographics between FY 2002-03 and FY 2007-08. While this comparison does not necessarily correlate to any potential change in the wider community, it indicates the diversity of youth in schools has not changed significantly over the last 5 years.





2000 Census data indicates that 46% of people who live in the SWCC area earn low income (less than $45,000 per year), which is slightly fewer than in the rest of the system at 53%.

PPS data shows that 20% of children, on average, in the SWCC service area have qualified for free or reduced lunch over the last 5 years.

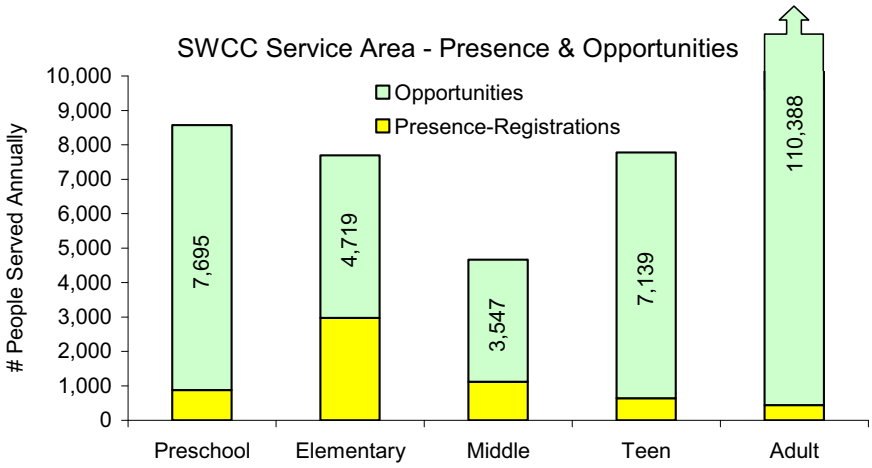
People of all incomes live in Portland's neighborhoods, and it remains a high priority to provide a variety of services in which all residents can find opportunity for recreation.

Age and Market Share

The following chart shows that about 2% of the people who live in its service area register for activities at SWCC. This is comparable to other community centers and pools. See Appendix B for number of registered users, service area population, and market capture rate for all PP&R community centers and aquatics locations.

In addition to serving people who register for activities, SWCC also serves many other people who "Drop In" to activities such as special events, family nights, open gym, etc.

As seen in the Performance Measures section of this plan, Drop In visits account for over 80% of overall visits.



While demographic information provides statistical data by perceived race, age, and economic status, more information is needed to determine the needs and priorities of the community marketplace. Recreation staff gather information by:

- Developing relationships and interacting with community members.
- Reviewing survey and class evaluation information from current customers, including survey responses to the question, "What types of services would you like to see us offer?"
- Evaluating registration levels to understand current demand.

The following table contains information regarding current advertising and outreach efforts as well as recommendations for improvements.

SWCC Advertising and Outreach		
Age Group	Current Communication	Recommended Improvements
Preschool	• Post flyers throughout the building/quarterly mailers • Submit postings to multiple local press agencies • Postcard mailings for new classes	• Work with bureau Public Information Officer to develop and participate in radio promotions
Elementary	• Distribute flyers to local schools for sports leagues, seasonal activities, and family events • Postcard mailings for new classes	• Attend school-hosted family nights; distribute flyers and process registrations at the event
Teen	• SWCC Teen MySpace/Facebook/PP&R "Teen Scene" web pages • Flyers distributed throughout the building • Teen Bulletin Board • Quarterly mailer to all age appropriate participants in ESCOM • Quarterly mailer to all parents of teen participants • Maintain a teen database for both registered courses and drop in activities that receive monthly or quarterly mailings • Teen Rec Coordinator has quarterly meetings with local school principals and community organizations	
Adult	• Building banners	• Post flyers on neighborhood bulletin boards • Use social networking and Neighborhood Association websites
Overall	• Mail brochures to zip codes/carrier routes • Post advertisements, promotions, and brochures on PP&R web pages • PP&R Blog site and email broadcasts • Mail age-specific flyers/cards • Building-wide, coordinated strategy to promote and advertise services, including visual and scheduling standards for posters/bulletin boards/other signage • Timely mailings to repeat/best customers • Monthly press releases • Highlight successful staff/programs in quarterly guide • Promote special events on social networking sites • Package deals and promotions • Distribute flyers to local businesses and public agencies (library, schools)	• Submit articles to interest-group newsletters • Product endorsements

Services Portfolio Analysis

Service Area

In addition to the immediate neighborhood, SWCC serves community members throughout a larger service area outlined on the below map, which was adapted from the 2000 PP&R Market Analysis study. The service area boundary is based on the residences of 80% of registered users; the remaining 20% traveled to SWCC from the wider region.

Customer Service Standards

PP&R customer service standards include the following principles:

- Facilities are fully functional, well-maintained and clean inside and out.
- Facilities are welcoming, customer-oriented places that provide users with products and services they desire in an efficient and consistent manner.
- Products and services fit the interests, needs and requirements of the local community.
- Staff are professional and welcoming.

Service Categories

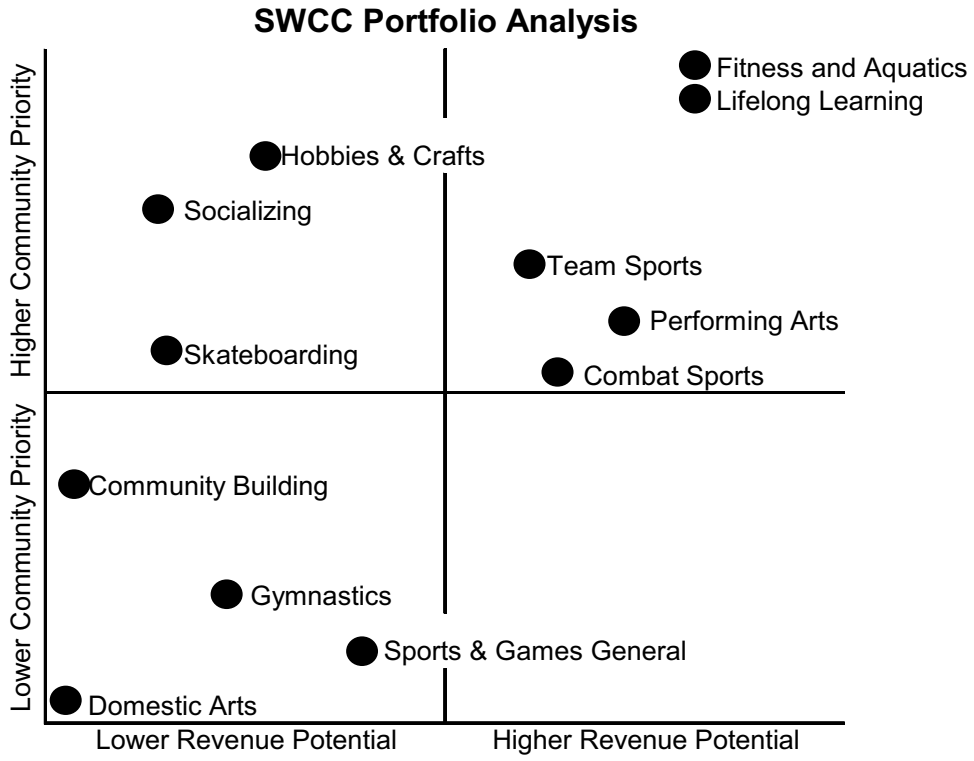
PP&R offers a wide variety of recreational program opportunities in the following broad service categories:

- Aquatics
- Arts
  - Domestic Arts
  - Fine Arts
  - Performing Arts
  - Hobbies & Crafts
- Community and Socialization
  - Community Building
  - Lifelong Learning
  - Outdoor/Healthy Lifestyle
  - Social
- Sports and Games
  - Bicycling
  - Combat Sports
  - Fitness
  - Games
  - Golf
  - Gymnastics
  - Motorized Sports
  - Racquet Sports
  - Skating
  - Team Sports
  - Track and Field
  - Water Sports
  - Winter Sports

Portfolio Analysis

The following portfolio analysis chart is based on actual participation and revenue and shows each program area's potential in terms of capturing market share (community priority) and ability to generate revenue (recover costs).

Participation information, market surveys, and customer feedback were used to formulate an estimate of where each Service Category falls along the Community Priority (vertical) spectrum. Current revenues and customer feedback regarding pricing were used to formulate an estimate of where each Service Category falls along the Revenue Potential (horizontal) spectrum.



Customer Survey

In addition to completing the Portfolio Analysis, an in-house survey asked customers to rank SWCC services in terms of importance.

While the survey is not scientific, staff did make an effort to distribute the survey to customers of a variety of ages who were participating in a variety of activities.

The community center was designed to be a full-service fitness center, and so it is no surprise that the fitness and aquatics components essentially tied for 1st place as the "most important" service offered at SWCC.

Community Survey Results

Service Priorities

Fitness	1 - tie
Aquatics	1 - tie
Arts	2
Healthy/Outdoor Lifestyle	3
Socializing	4
Lifelong Learning	5
Community Building	6

Services Analysis

Following are descriptions of each service area including a SWOT analysis[1] and life cycle[2] analysis, which are used to inform operational recommendations for the next three years. These analyses provide a context for evaluating services and setting goals in this business plan.

Aquatics

SWCC delivers over 5,000 swim lessons each year creating the largest revenue stream in the Aquatics program. Aquatic recreation opportunities at SWCC include Lap Swim, Water Exercise, Open Play Swim, Family Play Swim, and Swim Lessons. Water Exercise and Lap Swim are a huge draw for individual adult and aging adult pass holders. Many family pass holders utilize the Open Play and Family Play Swim drop in activities and complement these programs with Swim Lessons.

The aquatic center has a number of amenities making it a destination spot for citizens in surrounding communities. This 12,000 square feet aquatic center features a 25-yard, 6-lane lap pool (84 degrees) complete with a rope swing. The pool's lift feature makes it accessible to everyone. The Leisure Pool has a zero depth entry and goes to a depth of 4.5 feet. With water at 89 degrees, this pool is especially comfortable for young children and aging adults. The 120-foot long, 17-foot high water slide with a separate splash down area is the central feature of the leisure pool, but the water geysers and gadgets and gizmos water play structure provide great wet and wild action. The 12-person spa has a terrific view of Gabriel Park's hills. This fully accessible spa is maintained at a warm 102 degree temperature. The outdoor sun deck offers relaxation during the summer months.

Strengths

- Aquatic staff hold internationally recognized certifications and are led by experienced professionals.
- SWCC aquatics continually updates programming according to fitness trends.
- SWCC offers drop in childcare for an additional fee, which allows people to swim knowing their children are in a safe and fun environment.
- PP&R Aquatic Swim Lesson Program, developed by PP&R Aquatic's professionals, has received multiple national awards.
- Non-peak pool hours are used to provide rentals to private groups for reduced fees which benefits SWCC by maximizing facility use and building relationships that promote aquatic programming.

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[1] **SWOT Analysis**
A SWOT analysis identifies internal strengths (S) and weaknesses (W), and also examines external opportunities (O) and threats (T), for a given service area, business unit, organization, etc.

[2] **Life Cycle Analysis**
The aim of this is to understand where each program is in terms of its life cycle to inform decisions about when to "change things up" to revitalize mature programs, cancel or reinvigorate declining programs, and give introductory programs the boost they need to succeed. The basic phases for programs are:

- Introductory - This phase is usually characterized by great uncertainty as it involves new programs. Low attendance and cost subsidization is usually required.
- Growth - This phase is usually characterized by steadily increasing demand.
- Maturity - This phase reveals steady or slowing demand.
- Decline - This phase shows consistent decline as participants move on to new programs or other offerings.

Weaknesses

- The leisure pool shell needs to be re-plastered, and one of the boilers needs to be repaired or replaced.
- The aquatic center is at capacity much of the 15 hours of daily operation during the summer and on weekends, with people waiting in the lobby for their turn. Space and staffing limitations make it difficult to accommodate the large demand.
- There is unmet demand for swim lessons due to challenges around finding qualified instructors who are available to teach swim lessons.

Opportunities

- There is a high demand for aquatic programs.
- There is a high demand for more swim lessons at off-hours.
- Highly qualified community members are seeking employment as Swim Instructors and Lifeguards due to the economic downturn.

Threats

- The Jewish Community Center (less than 1 mile away) offers comprehensive aquatic programming.
- Decreasing general fund support drives up prices which may decrease participation.
- During the summer season, the outdoor PP&R pool that is adjacent to Wilson High School reduces the number of visits to SWCC's indoor pool.

Program Life Cycle

The SWCC aquatic program is in a growth stage, but facility limitations result in unmet demand.

3-year Business Planning Direction

SWCC will program swim lessons at non-peak hours and provide Aquatic Personal Training with ongoing attention toward recruiting, training and retaining a well-qualified employee base.

Domestic Arts

The activities SWCC offers in this service category primarily include cooking and entertaining. Many of the classes offered are one-day courses which fit current recreation trends and family schedules.

Strengths

- Offerings reflect popular culture themes.
- SWCC kitchen opens to a large multipurpose room, which allows cooking and entertaining to occur simultaneously.

Weaknesses

- SWCC kitchen space is small which limits the number of participants in each class.
- These programs are cost prohibitive due to the need for specialized instruction and materials.

Opportunities

- Families are looking for ways to connect around meal times.
- A recreational programming trend is toward workshops, rather than multi-session classes, because people have less time to enjoy recreational activities.

Threats

- Decreasing general fund support drives up prices which may decrease participation.
- Garden Home Recreation Center (less than 2 miles away) offers extensive offerings in domestic arts.

Program Life Cycle
These programs continue to be introductory as none have shown growth potential.

3-year Business Planning Direction
SWCC has introduced a variety of domestic arts activities over the last several years; however, none have shown growth potential. Since there has not been a high interest in this service area and there is another strong provider in the community, SWCC will phase out this area of programming and focus resources on providing more highly demanded activities.

Fine Arts
All of the fine arts courses at SWCC are offered through the drop in Teen Program. Examples of these activities are: graffiti, candle making, scrap booking, jewelry making, paper mache, and sewing. This program impresses upon teens the importance of fine arts which leads them to pursue the fine arts into adulthood. The scope of this programming area is limited to teens at SWCC because the Multnomah Arts Center is less than 2 miles away and offers an extensive Fine Arts curriculum.

Strengths

- Introduces teens to fine arts.

Weaknesses

- The drop in nature of these programs makes it difficult to track participation.

Opportunities

- SWCC has begun collaborating with MAC to strengthen the photography component and will seek additional partnership opportunities.
- There is strong teen interest in this area.

Threats

- Wilson High School has several recreation and art based clubs. However, the SWCC teen program offers additional variety to minimize the threat.

Program Life Cycle
The Fine Arts program does not exist independently; it is part of the teen program.

3-year Business Planning Direction
Fine arts will continue to be offered as a part of the teen program at the current level as long as it is funded. If teen programming no longer receives dedicated funding, SWCC will pick up direct programming in this area and service level could be affected as this would be another demand on limited general funding. No additional fine arts activities will be offered because of the proximity of the Multnomah Arts Center which adequately serves that market.

Hobbies and Crafts

The activities offered at SWCC in this category include a wide variety of parent/child messy art classes.

Strengths

- Offers consistent instructors so parents know what to expect.
- Provides young children with their first experiences in art, an important component in childhood and socialization development (creativity, self-expression, trust in oneself, etc.).
- Opportunity for parents to provide art exploration to their children without the mess; PP&R staff members do all the clean up – the paint is on our walls, not theirs.

- Allows parents the chance to network with other parents.
- Quick, easy, and fairly inexpensive classes for preschool age.
- These classes introduce participants to other activities offered at SWCC.

Weaknesses

- Additional staff costs are incurred due to set up and clean up; in some instances more janitorial costs are incurred as well.
- More specialized classes for older youth and adults are more costly to provide.

Opportunities

- Flexible programming allows for easy seasonal updates, providing constantly renewed appeal.

Threats

- None.

Program Life Cycle

This program is in a growth stage as demand continues to grow steadily; most classes are full with some waiting lists.

3-year Business Planning Direction

Both the community survey results and the Portfolio Analysis indicate Hobbies and Crafts are a high priority. Preschool offerings will increase to meet demand.

Performing Arts

This category includes progressive ballet as well as introductory movement activities for preschoolers. Preschool and Youth Ballet are the strongest programming areas in this category. Exposure to the performing arts improves self-esteem, academic achievement, and the ability to interact with others.

Strengths

- Constant instructors who are committed to the program and the quality of service they provide.
- Classes are located in an ideal space.

- Offered at non-peak hours which maximizes facility use.

Weaknesses

- The fitness studio is in high demand with group exercise classes and ballet classes.
- Instructors can make a higher wage in private studios, which creates a challenge in recruiting and retaining instructors.

Opportunities

- The demand for ballet classes is high.

Threats

- There are a number of private dance studios in the area, which provide specialty skill and elite instructors.

Program Life Cycle

This program is in a growth stage, but facility limitations result in unmet demand.

3-year Business Planning Direction

SWCC will continue to offer services at current level; increased service level is not possible due to space limitations.

Community Building

Community Building activities at SWCC include events such as National Night Out, and holiday and/or cultural activities (classes, carnivals, etc), participation in neighborhood events, and weekly Outreach to Hillsdale Terrace & Slavin Court HAP complexes.

These activities provide the community with opportunities to get out, socialize with their neighbors, and enjoy the open space while contributing to the overall livability and safety of the neighborhood.

Strengths

- Increases opportunity to reach new customers.

Weaknesses

- Time intensive for staff to coordinate, plan, and implement.
- Events are costly to host, even when donations and volunteers are available.
- Indoor events are limited by the size and configuration of the facility.
- Many of these activities or special events are drop-in, so participation is not registered or specifically tracked in the CLASS registration system.

Opportunities

- With the economic decline, many people are staying closer to home and vacationing less. Community building events provide the opportunity to create neighborhood involvement at little or no cost to the participants.

Threats

- Many SWCC participants attend specific activities at the center and have ties to the community without these events.
- These activities have low cost recovery, and budgetary restrictions may decrease SWCC's ability to participate in neighborhood events.

Program Life Cycle

Based on attendance to these events, this service area is in a mature stage with steady demand. Events are popular, and local community groups continue to ask SWCC to participate in these events.

3-year Business Planning Direction

Due to budget constraints, SWCC will reduce participation at offsite community events and continue onsite community events at current level.

Lifelong Learning

Lifelong Learning services at SWCC include preschool and youth camps, junior leader training and Kids Central (a drop in childcare service). Summer camps are the primary activity offered in this service category.

Strengths

- Provides before and after care, at an additional fee, for summer camp participants.
- Serves school aged children on non-school days by programming day camps.
- Utilizes Gabriel Park as a "home base" for these programs which allows for a high number of registrants.
- SWCC camp program is seen as the premier activity provider in the area.
- Program includes several types of camps each with a different focus, such as: art, cooking, sport, fitness, swimming, fine and gross motor skill development, and socialization skills. Camps also offer teambuilding and leadership opportunities.

Weaknesses

- These courses are typically full and based on the need for classroom space are difficult to expand beyond the current course size. Additional classes can be offered during the summer session because outdoor space in the park is available.
- To compensate for limited space, SWCC offers traveling camp programs for the teen age group, but offerings are limited because vans are not always available.

Opportunities

- Youth Camps are in high demand.
- Parents are looking for programs that have short time commitments, while offering introductions to a variety of recreation activities.

Threats

- Enrollment may decline due to the economic climate.

Program Life Cycle
The majority of the classes in this area are in a growth stage, but facility limitations result in unmet demand.

3-year Business Planning Direction
SWCC will continue to offer current service levels in this area.

Socializing
Family Fun Nights, Teen Nights, and Teen Trips are the primary activities in this service category. Socializing experiences are also available as people informally congregate in outdoor spaces such as the Gabriel Park dog park.

Strengths
- Low or no cost for participants.
- Opportunities for park users to get together and know one another, which leads to lower crime in the park.
- Teen programs have designated funding and are supported by a full time Recreation Coordinator I.

Weaknesses
- Low cost recovery.

Opportunities
- Clients, specifically teens, are looking for a place to "hang out" that offers safe and fun activities.

Threats
- Wilson High School offers activities such as dances and sporting events that may occur on the same days as activities held at SWCC.

Program Life Cycle
This service area is in a growth stage with steadily increasing demand that is generated and supported by the teen program.

3-year Business Planning Direction
The teen program at SWCC is currently in its introductory/developmental phase. Drop in programming will continue at current service level, and registered course offerings will continue to be introduced as long as funding is available. If teen programming no longer receives dedicated funding, SWCC will pick up direct programming in this area and service level could be affected as this would be another demand on limited general funding.

Combat Sports
At SWCC, Fencing and Tae Kwon Do are the activities offered in the Combat Sports category. Tae Kwon Do is run by an outside agency and serves participants of all ages. Fencing is programmed by SWCC staff and is focused entirely on youth.

Strengths

- SWCC has well-suited facility space for these activities in the Gym and Multipurpose Room.
- Members of the Oregon Fencing Alliance (OFA) have won gold medals in the last two Olympic Games. The OFA is known as one of the main training programs for fencing in the United States. Partnering with OFA benefits SWCC by increasing both public exposure and visitors to the facility.

Weaknesses

- Limited facility space precludes opportunities for exposure to other forms of Martial Arts.

Opportunities

- Both programs have strong market demand, and there is opportunity to expand both programs by offering summer camps.

Threats

- There are numerous private studios in surrounding areas that offer competing programs.

Program Life Cycle
This program is in a growth stage, as demand is increasing and there is opportunity to expand the program. However, there is unmet demand due to facility limitations.

3-year Business Planning Direction
SWCC will grow the program by offering fencing and Tae Kwon Do summer camps.

Fitness

Fitness activities are primarily programmed in the areas of adult fitness, incorporating the use of a fitness center (cardio and weight-training) and group exercise studio. Fitness classes develop and support lifelong exercise habits.

Programming is full-spectrum and includes personal training, group personal training, fitness and nutritional assessments, program-inspired merchandise for sale on site, quarterly fitness challenges, and over 79 classes each week ranging from yoga and pilates to kickboxing and step aerobics.

Many adult pass holders utilize these services. SWCC also offers a wide range of fitness activities for infant/parent, youth, and aging adult participants, such as Baby Yoga, Kid Fit, and Silver Streaks.

Strengths

- Program coordinator has 25 years of experience in the field, has multiple national certifications, and is a registered nutritionist.
- Facility features include resilient rubber flooring (donated by NIKE as part of their recycling program) and expansive windows, which lead to an outdoor terrace and provide natural light for the entire space.
- Facility equipment includes free weights as well as weight training machines.
- All trainers and instructors hold internationally recognized certifications.
- Parent/child and preschool activities help kids develop an "active" lifestyle.
- SWCC stays on the forefront on fitness trends by offering new courses each quarter.

- SWCC offers drop in childcare to participants at an additional fee, which enables many users to enjoy participating while knowing their children are in a safe and fun environment.

Weaknesses

- Exercise equipment is 10 years old and in poor condition. SWCC received one-time money during the FY 2008-09 budget cycle for equipment replacement; however, there is no long-term funding source for the maintenance and replacement of fitness equipment.
- The fitness center is at capacity much of the 15 hours of daily operation. Participants frequently sign up on wait lists for machines to become available.
- Personal training sessions are adversely affected when the fitness center is crowded. Coaching is relegated to the corners of the room or in the hallway, and access to equipment is limited.
- Group personal training is only offered during non-peak hours due to the crowded conditions in the fitness center.
- Group Exercise classes fill the studio to capacity which limits growth potential.

Opportunities

- Fitness activities are in high demand.
- Societal trends towards holistic living have led to the ongoing expansion of our fitness program to include a strong, mind-body component.
- Nutrition based classes; diet, lifestyle, etc.

Threats

- There are other fitness centers in the area; however, none offer the high degree of programming at SWCC.

Program Life Cycle

SWCC fitness program is in a growth phase, but facility limitations result in unmet demand.

3-year Business Planning Direction

SWCC will continue to follow evolving fitness trends and ensure up-to-date, creative, and multidimensional fitness programs are offered at the current service level.

Sports and Games

Rock climbing/bouldering, variety sports camps, team sports, and games classes are the primary activities offered at SWCC in this recreation services category. Adult drop in basketball and volleyball (team play), as well as youth skill building and team play in basketball, soccer, and baseball are the main team sports activities offered at SWCC. These team activities introduce participants to basic skills.

Sports and games build a foundation for cooperative play, teamwork, and good sportsmanship. They help refine gross motor skills in children's rapidly developing bodies. According to an article published by the American Academy of Child and Adolescent Psychiatry (AACAP), "Sports help children develop physical skills, get exercise, make friends, have fun, learn to play as a member of a team, learn to play fair, and improve self-esteem."

Strengths

- There is minimal competition for entry level, affordable league play.
- Large, double-court gym allows numerous games to occur simultaneously.
- "Variety" offerings allows for a wide variety of sports to be offered in one class or camp.
- Introduces participants to sports they may have never been exposed to.
- Provides first contact by PP&R to kids and parents and generates opportunities to grow customer relationships.
- Established sports staff generates and retains customers.

Weaknesses

- Specialty sports like bouldering require specialized instructors who can be difficult to find and retain, somewhat due to pay scale.

Opportunities

- The younger adult marketplace is beginning to demand opportunities to play childhood sports such as kickball, dodge ball, badminton, and Ultimate Frisbee.
- There is no competition for preschool and younger-age sports classes.
- Users want more soccer and lacrosse.
- The demand for novice sports leagues continues to grow.

Threats

- Local competitors offer similar programming.
- Many participants play team sports for school leagues or private clubs.

Program Life Cycle

Variety sports camps and classes are in decline stage with demand declining for several sessions. Team sports programs are in a growth stage with increasing demand. Emerging sports such as bouldering and childhood sports are in an introductory stage.

3-year Business Planning Direction

SWCC will offer variety sports classes and camps at the demanded level, which is a reduction from past service levels. New programming will focus on childhood sports and other emerging, more highly demanded activities.

Gymnastics

This programming area is limited to introductory tumbling and movement classes for preschool aged children.

Strengths

- SWCC has a great facility space for this type of activity.
- Experienced instructor who has approximately 5 years of teaching experience and many loyal students.

Weaknesses

- Equipment needs to be replaced.

Opportunities

- None.

Threats

- Local gymnastics academy offers a higher caliber of gymnastics training for older children at a substantially higher price.

Program Life Cycle
This program is in a decline stage with decreasing demand.

3-year Business Planning Direction
These classes are programmed during non-peak hours to maximize facility use. Programming will continue at current level. Staff continually assess opportunities to provide the most highly demanded programming in the available space.

Skating
The Gabriel Park Skate Park opened in July 2008 and has seen tremendous use since opening. The skate park functions as a free-of-charge recreation option most of the time. However, there is growing demand for skill-building classes and events that SWCC may offer for a fee.

Strengths

- The skate park addresses the high need for a recreation spot for skateboarders, BMX bikers, and razor scooter users.

Weaknesses

- Programming outdoor spaces presents challenges related to cleanliness and security.
- User conflicts occur between tennis players, skaters, BMX bikers, and trail walkers.

Opportunities

- The newly opened skate park provides opportunity to develop curriculum for skate park classes and activities including skate park events.

Threats

- None.

Program Life Cycle
This program is in an introductory stage as the skate park is less than a year old. Classes have been introduced to meet the demand, but there is more opportunity to increase programming.

3-year Business Planning Direction
Potential exists for holding large-scale events in partnership with skateboard groups, etc.

Summary of Program Life Cycle Analysis

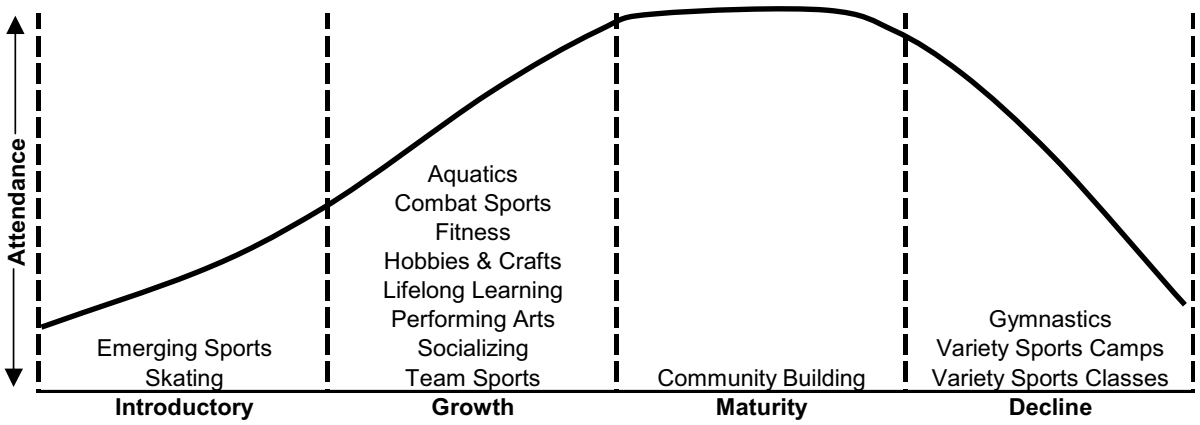
The purpose of a life cycle analysis is to understand where each program is in terms of its life cycle to inform decisions about when to "change things up" to revitalize mature programs, cancel or reinvigorate declining programs, and give introductory programs the boost they need to succeed. The basic phases for programs are:

- Introductory - This phase is usually characterized by great uncertainty as it involves new programs. Low attendance and cost subsidization is usually required.
- Growth - This phase is usually characterized by steadily increasing demand.
- Maturity - This phase reveals steady or slowing demand.
- Decline - This phase shows consistent decline as participants move on to new programs or other offerings.

SWCC Program Life Cycle Curve

The curve illustrates what attendance is like when a program is in that life cycle stage.

Each life cycle stage contains an unranked list of the programs that fall within that stage. For example, there is steadily growing demand for all of the programs listed in the Growth section, whereas attendance is declining in Gymnastics and Variety Sports Camps and Classes.



The majority of SWCC's programs are in a growth stage. The business action plan includes actions to introduce new offerings to continue to boost growth in highly demanded areas such as Aquatics, Fitness, and a selection of age-specific programming. Mature and declining programming may be revitalized or replaced with more highly demanded activities, as facility space allows.

Capital Improvements

As programs continue to grow, limited space presents a more significant issue. Increasing the size of the fitness center and group exercise studio will increase the facility's ability to meet demand in high growth areas such as fitness and performing arts classes. SWCC staff will also continue to creatively use available indoor and outdoor space to ensure the community receives the maximum benefit from existing resources.

Business Action Plan

The Business Action Plan (BAP) discusses the tactical approach to meeting prioritized goals as they relate to the bureau's strategic plan, including what actions will be taken, expected results, how results will be measured, and needed resources. The BAP is organized in table format so that it can easily be used as a tool to track progress toward stated goals.

BAP Summary Overview

SWCC provides excellence in recreation programming by focusing on customers' desires, properly maintaining the facility and equipment, and providing strong leadership for staff. Being located within Gabriel Park provides the opportunity to connect recreation programming to the outdoors.

Staff and managers believe the success of SWCC can be sustained into the future by offering services that are highly valued by customers. Toward this goal, staff have created and perpetuate the "SWCC experience" which is reflected in this business plan's focus on customer feedback and satisfaction, continuous improvement in programming, sustainable management, and linking SWCC to Gabriel Park.

Definitions

The category names used in this Business Action Plan are:

Goals ⇒ Actions ⇒ Results ⇒ Performance Measures

Because the meaning and usage of these names can vary depending on the plan type, level, and context, definitions for usage in this plan are discussed below.

Goals

A goal is the end toward which effort is directed to attain/achieve a strategic position/purpose. Goals should be S.M.A.R.T.:

- Specific
- Measurable
- Achievable, Action-oriented
- Realistic, Results-based
- Time-specific

The BAP achieves the SMART approach through detailed actions.

Actions

Actions describe the specific efforts that are required to meet the goal.

Results

Results are what the community, partnership, relationship, group, organization, etc. will be like when the goal is achieved.

Performance Measures

A performance measure is a description, usually quantitative, of what has been accomplished over a certain period of time. It indicates how much progress is being made toward achieving a goal.

PP&R Southwest Community Center

Business Action Plan Worksheet

Bureau Key Result Area	Goal	Action Does this action align with vision, mission, and service priority(ies)?	Results What are the changes in, and benefits to the community?	Performance Measures	FY 2009-10 Target	Resources Needed
Reach and Involve Community Outcomes: ● The community demonstrates increased awareness and appreciation through participation in a healthy parks system. ● Diverse and plentiful opportunities for engagement with PP&R exist throughout the community. ● Community members feel authentically engaged and see that their participation contributes to a better parks system.	Goal 1: Implement Marketing Principles	Advertising and promotions: ● Document and improve schedule ● Post all promotional materials on the web and email to customers ● Educate and encourage customers to use the website ● Post selected promotional materials inside or on the outside of the building (banners) ● Identify "best customers" and develop marketing targets	Highly valued products are packaged, priced, positioned, and promoted, based on a developed understanding of what the market desires. PP&R effectively serves the community by understanding what people want and promoting PP&R services as the most valuable option to meet their desires.	% promotions posted to web % promotions sent by email	Baseline: 20% Target: 75% Baseline: 0% Target: 25%	Take at least 2 photos per course/event for promotional purposes.
		Publish user and volunteer profiles and testimonials in the guide and faciltity.	Community support is developed and sustained. Community members are aware of and feel involved in PP&R's services and benefits. They actively support PP&R through participation, volunteerism, sponsorship, and voting.	# profiles or testimonials Volunteer hours	Baseline: 1 per guide Target: 2 per guide Baseline: 2,100 Target: 2,200	Existing resources.
		Increase link between programming and merchandising by offering merchandise that is inspired by programs.	Customers have access to merchandise they need.	Concessions revenue	Baseline: $78,000 Target: $86,000	Expansion of merchandise/concession sales area with existing resources.
Improve Service Delivery Outcomes: ● High quality services that balance fiscal responsibility and affordability. ● Prioritized PP&R services that balance the greater community needs with individuals' demands. ● Improved service delivery through partnerships.	Goal 2: Increase Customer Satisfaction	Training and skills development: -Support skills and safety training for all staff. -Offer "Be A Star!" seminar to generate a pool of qualified water exercise instructors (fee charged for ongoing instruction). -Continue offering annual employee motivation program.	Staff have access to resources needed to do their jobs well in order to serve the public. Staff feel valued, acknowledged and respected for the work they do when they are invested in.	Employee satisfaction # trainings	Baseline: 75% Target: 80% Baseline: 1 Target: 2 per year	Existing resources.
		Write capital request to expand fitness center and group exercise studio.	Facility meets more of existing demand.	Customer satisfaction	Baseline: 83% Target: 90%	Capital funding; work with planning staff and Design Construction Unit for costing.
	Goal 3: Maximize Facility Use	Sports and Fitness Programming -Create indoor soccer league for 1st and 2nd graders. -Increase sessions of Aerobathon (mega aerobics class in gym) from annual to quarterly. -Offer fencing and Tae Kwon Do camps. -Expand indoor lacrosse offerings for school and summer sessions, including preschool classes and camps. -Offer golf camp during Fall and Spring, as well as the traditional Summer session.	New course offerings retain the interest of existing customers and attract new customers. All available space is used to provide maximum benefit to the community.	Attendance Revenue	Baseline:475,000 Target: 493,000 Baseline: $2.2 million Target: $2.5 million	Existing resources.
		Offer programs to maximize underutilized times in the pool: -Develop a personal training program for Aquatics. (5 people per week) -Diversify water exercise offerings by adding new classes such as Aqua Pilates. -Offer private Swim Lessons on Sunday evenings Fall, Winter, and Spring sessions. (100 new children served per session). -Expand adult swim lesson program into individual skill levels to attract new participants and retain current participants.				
		Adult comfort/splurge workshops/classes, and active daytime hours classes to maximize facility use.				
		Introduce the "Sprout Academy," a Green-focused preschool at SWCC. Begins 3 days/week Spring 2009, serving 4 and 5-year-old children (estimated enrollment is 12 children). If successful, expand in Fall 2009 to 5 days a week and include 3-year-old children (estimated enrollment is 56 children).	More children participate in SWCC's preschool programs. Sustainability efforts are promoted and reflected in programming.			
		-Develop teen-specific offerings in the following focus areas: physical activity, environmental stewardship/outdoor experiences, leadership/employment, art experience, and social interaction/fun. -Negotiate a partnership with local high schools where teens receive high school credit for participating in certain activities such as fitness classes or environmental education classes offered at SWCC.	With dedicated funding, more teens participate in SWCC's teen programs and have increased fitness and wellness. SWCC has a strong relationship with local high schools.			Assistance from PP&R's Community Alliances division to develop relationship with local schools.
Manage and Protect Assets Outcomes: ● Effective management of built and natural assets. ● Adequate land and facilities are provided to meet identified recreation, open space, and biodiversity needs.	Goal 4: Enhance Sustainable Management Practices	In concert with the PP&R Sustainability Plan, lead/kick start a campaign that will allow SWCC and PP&R to uniformly identify (brand) all of its sustainability efforts. Current sustainable efforts include offering "green" programming, using "green" materials and supplies, selling "green" merchandise, and "reducing, reusing, recycling".	Community members demand and support businesses that implement sustainable practices. PP&R is a leader in meeting or exceeding citywide sustainability practices.	Recycling rate	Baseline: 31% Target: 50%	$3,500 to purchase new waste disposal options and janitorial supplies such as cleaning/paper products.
		Conduct a building energy audit and follow any recommendations regarding energy/cost saving measures.	Energy use is reduced.	Reduced energy usage (BTUs)	TBD	Coordinate with maintenance department to evaluate energy use and recommend practices to reduce consumption.
Improve Service Delivery	Goal 5: Link SWCC to Gabriel Park	-Coordinate an annual, large-scale summer skatepark event. -Offer additional and new skateboard camps and classes.	Community members receive the maximum benefit from the skate park, as people of all ages have access to a healthy activity and socializing event(s).	Events	Baseline: 0 Target: 1 per year	Existing resources.
		Develop PP&R Mommy/Stroller fitness program and a walking program.	Participants who enjoy exercising outdoors with their infants recreate and network with each other.	Attendance	Baseline: 475,000 Target: 493,000	$500 to train existing staff to facilitate these courses.
		Implement pilot program to sell merchandise in the park on hot days, by offering concessions to dog park, trail, and other park users.	Park users have access to concessions and are aware of the community center as a hub in the park.	Concessions revenue	Baseline: $76,000 Target: $86,000	Existing resources.

Performance

Performance measures provide a means for managers and staff to know if they have been successful in implementing the Business Action Plan.

Goals

1 Implement Marketing Principles
2 Increase Customer Satisfaction
3 Maximize Facility Use
4 Enhance Sustainable Management Practices
5 Link SWCC to Gabriel Park

Promotions Posted on Web or Sent by Email (Goal 1)

Staff will establish a promotions schedule to engage customers through web and email. This is a new effort and staff will strive to communicate 75% of promotions via the web in FY 2009-10.

Currently, only 8% of customer accounts include email addresses. Staff will encourage customers to provide their email addresses so they can receive information via email. Staff will strive to communicate 25% of promotions through email in FY 2009-10.

Customer or Volunteer Profiles or Testimonials, and Volunteer Hours (Goal 1)

In FY 2009-10, staff will publish at least two customer or volunteer profiles or testimonials in each quarterly brochure. This will double past efforts which have developed community support by creating community awareness of and involvement in PP&R's services.

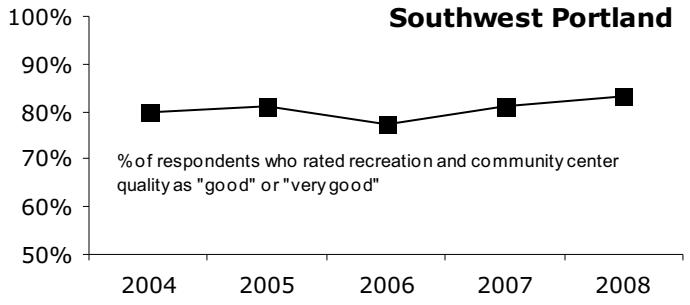
In FY 2007-08, community members volunteered 2,108 hours at SWCC. Staff will work to increase volunteerism through promotions and recognition.

Customer Satisfaction (Goal 2)

The bureau is currently re-developing an internal customer satisfaction survey and process that can be used consistently across the system to provide regular, and comparable, information to support efficient and effective decision making.

The 2007-08 Service Efforts & Accomplishments citizen survey reported that 83% of respondents in the Southwest Portland area rated the quality of recreation center activities as "good" or "very good".

In FY 2009-10, SWCC will work to achieve 90% customer satisfaction, a 7% increase, by providing excellent customer service and access to recreational activities that meet customer desires and expectations.



Employee Training and Satisfaction (Goal 2)

Adequate training allows staff to improve performance, thus increasing positive feedback and resulting in higher employee satisfaction. This business plan includes action items to support training and skill development opportunities.

In the Spring 2008 Employee Satisfaction Survey, 75% of responding Service Zone employees indicated they were either satisfied or very satisfied about working at PP&R. Employee satisfaction is not currently measured at a more specific level. However, opportunities to identify that information may be explored in the future.

Goals

1. Implement Marketing Principles
2. Increase Customer Satisfaction
3. Maximize Facility Use
4. Enhance Sustainable Management Practices
5. Link SWCC to Gabriel Park

Attendance (Goals 3, 5)

PP&R tracks attendance, or number of visits, in two ways:

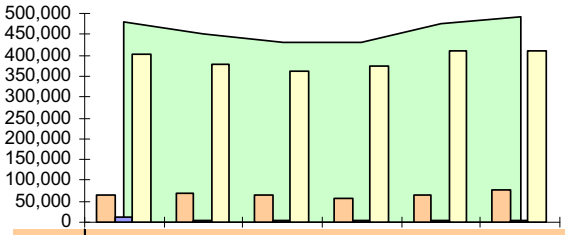
1. Individuals register for classes through the CLASS Registration System, and the system records the number of people who registered as well as how many visits were associated with those registrations.

2. Individuals drop in to participate in activities that do not require registration. These visits are recorded by sign-in sheets, head count estimates for large crowds, activity passes, and through the CLASS point-of-sale system.

Over 85% of attendance at SWCC is due to pass-holders "dropping in" to visit the fitness center, group exercise studio, and/or swimming pool. Other popular drop in activities include Indoor Park and Teen Nights. Community participation in special events is also included in drop in attendance.

SWCC will strive to achieve attendance of 493,000, an increase of 7,000, by adjusting programming to meet demand for popular services. New Sports and Fitness programming will be offered to serve youth, new aquatics programming will be offered to maximize underutilized times in the pool, and specialty programming will be offered to attract and serve specific target markets such as preschoolers, teenagers, and adult women.

Youth and Adult columns reflect attendance at activities that require registration. The Drop In column reflects activities that do not require registration, such as fitness center, after school activites, open gym, and special events like family nights.



FY	2005	2006	2007	2008	2009*	2010**
Youth	66,366	68,174	65,032	57,365	63,101	78,101
Adult	11,096	4,906	3,983	2,161	2,269	3,769
Drop In	400,892	380,039	360,795	372,753	410,028	411,028
Total	478,354	453,118	429,810	432,279	475,398	492,898

*Projected 10% increase for youth and Drop In; 5% for adults.
**Projected based on BAP.

Recycling Rate (Goal 4)

In alignment with city and bureau sustainability policies, SWCC currently recycles 31% of waste. In FY 2009-10, with the installation of additional recycling containers, staff will work to recycle 50% of total community center waste.

Reduced Energy Usage (Goal 4)

Greenhouse gas (GHG) emissions are known to be a significant factor in contributing to global climate change. PP&R has recently established a goal to reduce bureau greenhouse gas emissions by 25% by the year 2020. Utility use at PP&R facilities is the largest contributing factor to the bureau's total GHG emissions. As one of the busiest facilities in the system, SWCC consistently ranks as the largest user of natural gas and electricity. Over the next year, SWCC staff will work closely with the PP&R facilities manager to better understand utility use patterns and implement changes to reduce utility use.

Skateboard Events (Goal 5)

The new skate park opened in FY 2008-09. In FY 2009-10 staff will coordinate at least one, large-scale summer event that will connect the community center to the skate park by inviting people to gather and enjoy the skate park as a community.

Financial Performance

Budget

SWCC regularly exceeds their revenue budget, but struggles to stay within appropriated expenditures. In the last two years, they have exceeded their overall budget with over-expenditures primarily occurring in part-time staffing and operating supplies.

Budget differs from cost recovery in that it is a site-based operating budget, whereas total cost of service includes allocated revenues and costs from other operating units such as program administration, maintenance, and overhead.

SWCC - Budget to Actuals

		2006	2007	2008
Expense	Budget	$2,002,611	$2,116,672	$2,233,464
	Actual	$2,106,885	$2,216,202	$2,299,803
	Over/Under	($104,274)	($99,530)	($66,339)
Revenue	Budget	$1,705,353	$1,932,705	$2,031,945
	Actual	$1,867,912	$1,957,067	$2,070,225
	Over/Under	$162,559	$24,362	$38,280
Net Over/Under		$58,284	($75,168)	($28,059)

The FY 2009-10 budget assumes an 8% revenue increase, which would increase total cost recovery. Future utilities cost reductions are expected as a result of the planned building energy audit and implementation of recommended energy cost-saving actions. Staff will work to increase revenues by selling merchandise that is inspired by programming, as well as through adjusting programming to provide more of the services demanded by the community.

Cost Recovery

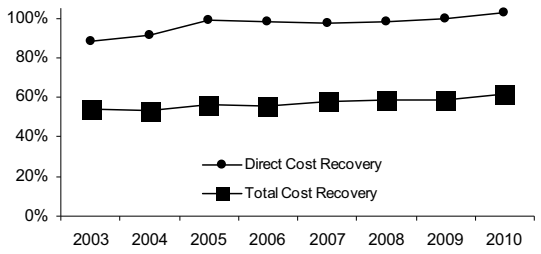
Managing revenues and costs is an important part of developing a sustainable program that is experiencing steady demand, with limited resources.

Cost recovery is a measure of program costs compared to program revenues. It helps with the question: How much of this program is supported by participants, and how much by the general taxpayer?

PP&R Cost Recovery Policy Targets

Age Group	Neighborhood Income	Direct Recovery	Total Recovery
Adult	Median & Above	110%	63%
Adult	Low	50%	26%
Youth	Median & Above	80%	42%
Youth	Low	40%	23%
Mixed	Median & Above	95%	53%
Mixed	Low	45%	25%
All	All	70%	39%

In FY 2007-08, SWCC (pool and center) program revenue covered 58% of total costs; the city's General Fund covered the remaining 42%. This performance level exceeded SWCC's overall target of 53% total cost recovery.



In FY 2004-05, Council approved a Cost Recovery Policy which set Direct Recovery[3] and Total Recovery[4] targets by age group and neighborhood income level. This policy reflects the bureau's mission to facilitate access to all, and the targets represent the percentage of costs that PP&R should collect in fees and charges.

SWCC has exceeded its total cost recovery target for the last four years. The performance target is to increase total cost recovery by 1% each year, which can be achieved through increased revenues or decreased costs.

		2003	2004	2005	2006	2007	2008	Estimated 2009	Estimated 2010
Programming Cost		$1,940,813	$1,856,337	$1,896,609	$1,916,798	$2,079,060	$2,141,014	$2,161,000	$2,199,000
Maintenance Cost		$259,151	$249,881	$279,632	$251,135	$247,140	$273,617	$290,000	$302,000
Utilities Cost		$209,127	$217,913	$225,114	$254,246	$289,856	$303,222	$300,000	$270,000
Capital Replacement		$250,812	$250,812	$250,812	$250,812	$250,812	$250,812	$251,000	$251,000
Bureau Overhead		$415,555	$521,280	$539,575	$552,941	$400,011	$411,931	$411,000	$411,000
General Fund Overhead		$112,869	$115,489	$112,349	$149,683	$229,008	$236,980	$237,000	$237,000
Total Costs		$3,188,328	$3,211,712	$3,304,092	$3,375,616	$3,495,888	$3,617,575	$3,650,000	$3,670,000
Revenue		$1,719,095	$1,700,240	$1,870,527	$1,884,590	$2,023,738	$2,105,848	$2,150,000	$2,265,000
General Fund Subsidy		$1,469,232	$1,511,472	$1,433,564	$1,491,025	$1,472,150	$1,511,727	$1,500,000	$1,405,000
	Target								
Direct Cost Recovery	95%	89%	92%	99%	98%	97%	98%	99%	103%
Total Cost Recovery	53%	54%	53%	57%	56%	58%	58%	59%	62%

[3] Direct Recovery equals Revenues divided by Direct Costs. Direct Costs are those that can be controlled by programming activities such as personnel costs, materials, and supplies.
[4] Total Recovery equals Revenues divided by Total Costs. Total Costs are Direct Costs plus Indirect Costs. Indirect Costs are those that are not directly related to programming activities such as maintenance, utilities, capital replacement, and overhead.

Appendices

Southwest Community Center

6820 SW 45th Avenue
Portland, Oregon 97219

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[1] **AGE** compiled from 2000 Census of Population and Housing, Summary File 1, Table PCT12 at the Tract level of geography.
RACE compiled from Census 2000 Redistricting Data (Public Law 94-171) Summary File, Table PL2 at the Block Group level.
INCOME compiled from 2000 Census of Population and Housing, Summary File 3, Table P52 at the Block Group level.
LANGUAGE compiled from 2000 Census of Population and Housing, Summary File 3, Tables P19 and PCT10 at the Block Group and Tract levels, respectively.
EDUCATION compiled from 2000 Census of Population and Housing, Summary File 3, Table P37 at the Block Group level.
OTHER (school-age children with parents in labor force) compiled from 2000 Census of Population and Housing, Summary File 3, Table P46 at the Block Group level.

[2] All **Registrant** data are derived from PP&R's *Class* registration database for the period 09/01/99 – 08/31/2000.

Summary of Demographics: Southwest Community Center

Data Variable		Geography			
		Southwest C.C. Service Area		PP&R Entire Service Area	
		% of service area*	# in service area	% of service area*	# in service area
AGE	Pre-school (0-6 years old)	6	8,570	8	56,920
	Elementary (6-10 years old)	6	7,695	6	47,219
	Middle (11-13 years old)	3	4,662	4	27,058
	High (14-18 years old)	6	7,780	6	45,642
	College (19-24 years old)	9	12,183	9	65,487
	Young Adult (25-49 years old)	42	58,048	42	315,729
	Pre-Senior (50-59 years old)	13	18,606	11	86,443
	Older Adult (60+ years old)	16	21,994	15	114,635
	Youth (0-18 years old)	21	28,707	23	176,839
RACE	Minority (Black, Asian, Native American, Latino, Other, Multi-racial)	14	19,617	23	172,499
	Black	1	2,010	5	36,905
	Asian and Pacific Island	4	5,919	6	43,400
	Latino	5	6,639	8	57,581
	Native American	1	741	1	5,973
	Other (some other race, native Hawaiian and multi-racial)	3	4,308	4	28,640
INCOME	Very Low Income ($0-$16,750)	15	9,663	16	52,262
	Low Income ($16,751-$27,950)	13	8,157	15	46,674
	Moderately Low Income ($27,951-$44,700)	18	11,892	22	69,385
	Total Low Income (All Categories)	46	29,712	53	168,321
	Moderate Income ($44,701-$89,439)	29	19,015	31	99,649
	High Income ($89,440 and up)	25	16,339	16	52,290
LANGUAGE	Population 5 years and over with **English as a 2nd language**	13	17,882	16	120,122
	Population 5 years and over with the **dominant language besides English** spoken at home	4 (Spanish)	6,180	6 (Spanish)	44,537
EDUCATION	Population 25 years and over with **up to 12th grade education, no diploma**	4	5,100	8	62,525
	Population 25 years and over that are **high school graduates**	9	13,021	15	111,538
	Population 25 years and over with **SOME college education**	58	80,747	45	340,722
OTHER	School-age children (6-17 years) living with single parent or both parents in labor force **(Total children 6-17 years)	71 **(of 17,435)	12,389	70 **(of 103,400)	71,926
	Population	**100**	**139,374**	**100**	**763,746**
	Households	**100**	**65,066**	**100**	**320,260**

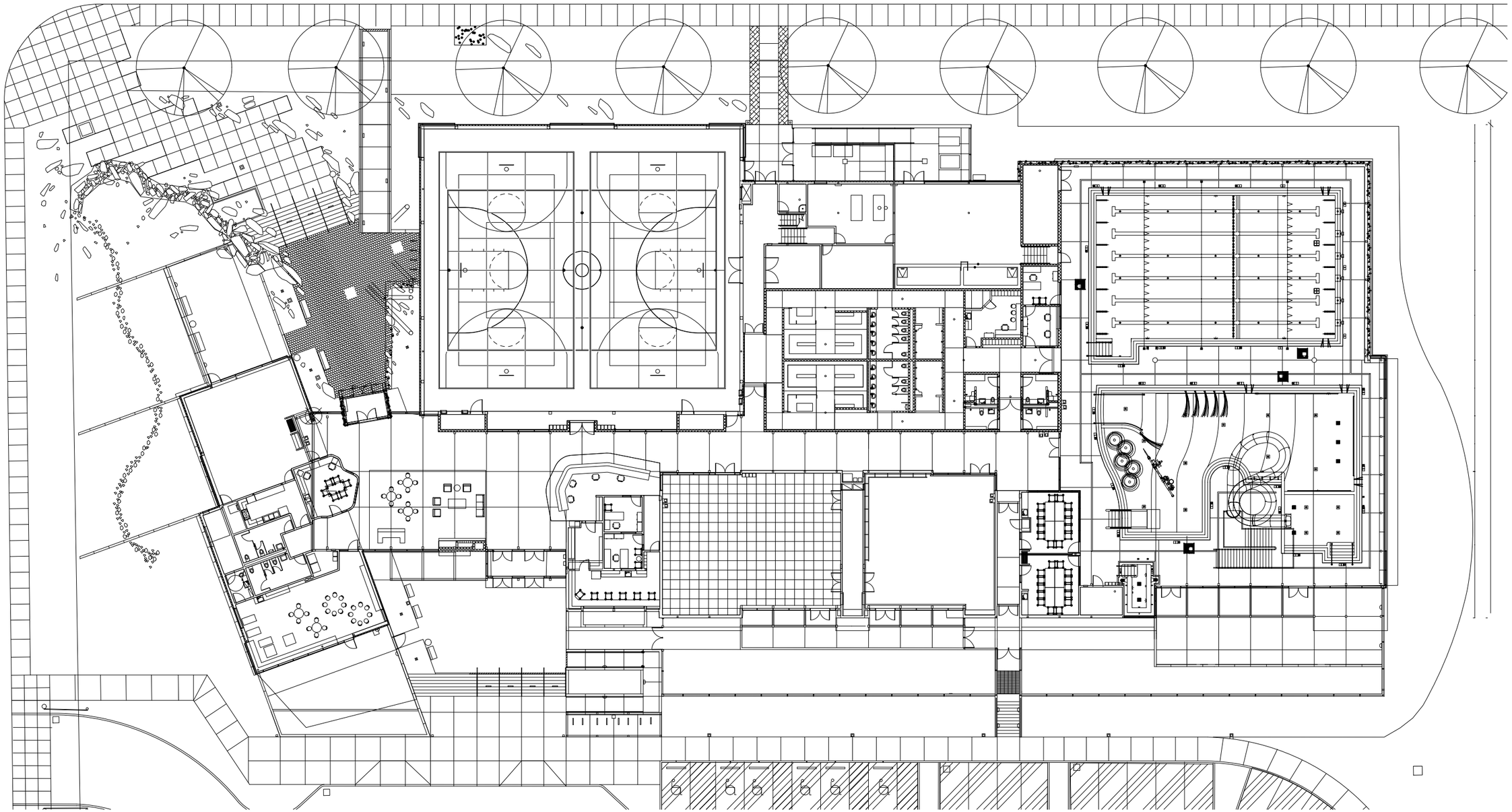
*Percentages have been rounded up and therefore the sum of any category may not equal its total. Raw numbers have been provided to enable the reader to reproduce any percentage.

Market Presence

		FY 2006-07 Number of Registered Users											
												6.30%	
Program	Site	Preschool	Elementary	Middle	Teen	College	Young Adult	Pre-senior	Older Adult	Unknown	Grand Total	Estimated 2006-07 Population	% Served
Aquatics	Buckman	11	135	63	26		40	20	21	217	533	177,768	0.30%
	Columbia	95	421	144	140	183	189	54	93	345	1,664	159,532	1.04%
	Creston	36	391	206	118	5	93	16	2	258	1,125	65,246	1.72%
	Grant	242	1,292	572	277	8	227	41	14	624	3,297	63,599	5.18%
	Matt Dishman	354	879	272	176	104	71	14	7	59	1,936	237,696	0.81%
	MLC	1	40	19	11		16	2	6	103	198	169,116	0.12%
	Montavilla	47	389	220	119	11	29	6	3	326	1,150	176,512	0.65%
	Mt. Scott	425	1,462	492	199	120	35	7	5	48	2,793	147,339	1.90%
	Peninsula	17	91	50	29		25	3	1	81	297	47,652	0.62%
	Pier	2	45	15	15	2	17	3	1	75	175	57,575	0.30%
	Sellwood	159	744	302	186	8	156	28	10	475	2,068	210,095	0.98%
	Southwest	406	1,548	449	162	22	25	2	3	27	2,644	169,161	1.56%
	Wilson	32	295	162	149	7	117	36	3	250	1,051	145,139	0.72%
Community Centers	East Portland	364	810	306	345	124	593	248	709	264	3,763	319,231	1.18%
	Fulton	117	261	77	9	1	23	7	11	19	525	143,981	0.36%
	Hillside	126	409	150	13		7	1		4	710	187,374	0.38%
	Matt Dishman	226	468	136	63	26	531	69	108	168	1,795	183,582	0.98%
	Montavilla	281	869	302	158	18	50	17	74	36	1,805	266,826	0.68%
	Mt. Scott	382	1,277	566	427	47	310	104	288	143	3,544	179,075	1.98%
	Peninsula	243	622	178	83	10	143	29	97	65	1,470	79,217	1.86%
	Sellwood	361	515	176	132	13	183	86	159	186	1,811	191,727	0.94%
	Southwest	469	1,428	666	479	27	92	43	81	121	3,406	148,155	2.30%
	St. Johns	44	265	109	57	4	137	31	135	80	862	37,368	2.31%
	University	58	242	154	84	30	156	35	136	156	1,051	95,087	1.11%
	Woodstock	82	62	24	27	9	67	29	47	29	376	165,218	0.23%
Grand Total		**4,580**	**14,960**	**5,810**	**3,484**	**779**	**3,332**	**931**	**2,014**	**4,159**	**40,049**	**811,862**	**4.93%**
												Average:	**1.21%**

NOTES:

Count of registered users is taken from PP&R Class Registration System for FY 2006-07.

Service Area Population counts are from the 2000 Market Study, inflated by 6.3% which is the percent growth in City of Portland population between 7/1/2000 and 7/1/2006 (from from pg. 19, PSU's Population Research Center's *2006 Oregon Population Report*.)

Sites' service areas overlap, so the Grand Total Service Area population is not equal to the sum of sites.