Matt Dishman Community Center
Business Plan
Fiscal Year 2010-11
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# Table of Contents

Introduction.................................................................................................................................................. 1

Executive Summary...................................................................................................................................... 3

Business Profile
  Vision ........................................................................................................................................................ 5
  Mission .................................................................................................................................................... 5
  Origin and History .................................................................................................................................... 5
  Sustainability .......................................................................................................................................... 6
  Location and Hours ............................................................................................................................... 6
  Organizational Structure ........................................................................................................................ 6

Market Analysis
  Neighborhood Profile ............................................................................................................................... 9
  Competition ............................................................................................................................................ 9
  Demographics ........................................................................................................................................ 10
  Advertising and Outreach ..................................................................................................................... 12

Services Analysis
  Customer Service Standards .................................................................................................................... 13
  Service Categories ............................................................................................................................... 14
  Customer Survey ................................................................................................................................... 14
  Service Area ......................................................................................................................................... 15
  Portfolio Analysis .................................................................................................................................. 15
  Overview of Services ............................................................................................................................ 16
  Life Cycle Analysis .............................................................................................................................. 25

Business Action Plan .............................................................................................................................. 27

Performance Measures .......................................................................................................................... 29

 Appendices .................................................................................................................................................. 33
  Appendix A: 2000 Market Analysis
  Appendix B: Building Floor Plan
  Appendix C: Competitors
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 services and activities is measured.

The centerpiece of this 3-year business plan is the annually updated Business Action Plan (BAP), which 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
This business plan has been prepared to describe and guide programming at Matt Dishman Community Center (MDCC) over the next three years, with annual updates to the Business Action Plan.

Business Profile
MDCC is a neighborhood center and an icon of the community. It has historical significance in people’s lives and has been the place to go or be for many generations. Many MDCC patrons have grown up there, are bringing their children and grandchildren there, and are growing old there. It is the sense of community that continues to drive the center’s atmosphere and feeling of belonging. Success will be defined by MDCC’s ability to continue to provide that experience, and at the same time effectively provide recreational activities and promote rental opportunities to make the best use of the facility, and serve the most people, within existing resources.

MDCC is located on the site of the former Eliot Grade School. After the school was relocated, PP&R took it over in 1950 and remodeled the building, naming it the Knott Street Community Center. In the late 1960s, the local community lobbied to name the center after Matt Dishman, the first African-American Multnomah County sheriff and police officer in the City of Portland. In 1991, the outdoor pool was totally rebuilt as an indoor pool, and in 2009, the fitness center was completely renovated and furnished with all new equipment.

The community center includes a small, elementary school-size gymnasium, boxing gymnasium, auditorium with a stage and adjacent kitchen, game room, fitness center, craft room, preschool room, and one multi-purpose classroom. The indoor pool serves as the only competition pool in the PP&R system, featuring six 12-feet deep competition lanes, as well as bleachers and an observation balcony.

The facility hosts programs and activities for all ages including educational preschool; sports; birthday parties, special events, and other community uses of the building; swimming lessons, training, competitions, and open play swim; and a myriad of fitness activities including Group Exercise classes, weight lifting, and cardio and personal training. MDCC is particularly known for training individuals in competitive boxing, and MDCC’s fitness center has been a place for body building. MDCC has produced several professional and amateur boxers and body builders over its 60 years of existence.

Market & Services Analyses
Market and services analyses are conducted to provide a foundation from which goals can be set.

The Market Analysis includes demographic and competitor information as well as evaluation of current advertising and outreach practices. In fiscal year 2009, MDCC served over 8% of youth in its service area. Nearly 2,500 youth and 1,200 adults registered for activities at MDCC in addition to all the participants who dropped in to swim, work out, and attend special events.

The Services Analysis includes:

- a summary of PP&R customer service standards and service categories,
- a Portfolio Analysis that illustrates where services fall along the compared spectrums of community priority and revenue potential, and
- an overview of services, which describes the specific activities offered at MDCC, including SWOT and Life Cycle analyses as well as programming recommendations for each service category.
Business Action Plan
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.

Goal areas, each consisting of several specific action items, represent the focused work that needs to be done over the next year. The following goal areas were developed and ranked in order of priority by staff and managers:

1. Reach Out & Engage the Community
2. Focus Programming Efforts to Leverage Identified Opportunities
3. Enhance Sustainable Management Practices
4. Coordinate Special Events

The goals and actions in the Business Action Plan will not only provide community members and groups with extended access to the center and pool, they will also generate revenue which supports PP&R’s mission to deliver access to public recreation, and reduce barriers to participation, for everyone who desires to participate.

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

In FY 2008-09, MDCC was visited nearly 150,000 times. Community members participated in regular daily programming such as open play swimming; fitness classes in the gym, auditorium, or pool; preschool classes; after-school activities; and special events such as family nights.

Customer satisfaction has improved by 12% over the last five years. MDCC is located in Inner Northeast* Portland, and the 2009 Service Efforts & Accomplishments citizen survey reported that 87% of respondents from Inner Northeast Portland rated the quality of recreation center activities as “good” or “very good”.

*The NE Coalition of Neighborhoods is referred to as “Inner NE” and includes the following neighborhoods: Alameda, Boise, Concordia, Eliot, Grant, Humboldt, Irvington, King, Lloyd, Sabin, Sullivan’s Gulch, Vernon, and Woodlawn. Inner Northeast Portland includes other non-PP&R community centers and recreation services, all of which may influence the perceptions reported in the SEA survey.
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 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.

Origin and History
MDCC is located on the site of the former Eliot Grade School. After the school was relocated, PP&R took it over in 1950 and remodeled the building, naming it the Knott Street Community Center. In the late 1960s, the local community lobbied to name the center after Matt Dishman, the first African-American Multnomah County sheriff and police officer in the City of Portland.

MDCC has the distinction of becoming PP&R’s first multi-use facility, housing an indoor pool and a recreation center that function together as one, full-service community center. The indoor pool serves as the only competition pool in the PP&R system, featuring six 12-feet deep competition lanes, as well as bleachers and an observation balcony.

The community center includes a small, elementary-school size gymnasium, boxing gymnasium, auditorium with a stage and adjacent kitchen, game room, fitness center, craft room, preschool room, and one multi-purpose classroom. In the 1970’s an outdoor pool was added, and in 1991 the outdoor pool was totally rebuilt as an indoor pool. Other building upgrades included a new entrance to the combined pool and center, a new lobby and front desk, family change rooms, locker rooms, and a new fitness room. In the following year the boxing room was enlarged, the old locker room was transformed to the craft room, the old fitness room became two classrooms, and an accessible ramp was added to the auditorium stage.

In 2009, the fitness center was completely renovated to include new flooring, lighting, free weights, selectorized weight equipment, and new cardio machines with ear-phone jacks, along with four televisions, to create a state-of-the-art cardio theatre system.

The facility hosts programs and activities for all ages including educational preschool; sports; birthday parties, special events, and other community uses of the building; swimming lessons, training, competitions, and open play swim; and a myriad of fitness activities including Group Exercise classes, weight lifting, and cardio and personal training. MDCC is particularly known for training individuals in competitive boxing, and MDCC’s fitness center has been a place for body building. MDCC has produced several professional and amateur boxers and body builders over its 60 years of existence.
Sustainability
In line with the City of Portland’s sustainability efforts, MDCC incorporates a number of sustainability practices. The following are several examples of the practices and building components implemented at MDCC:

- MDCC is one of the four big centers participating in the bureau's Energy Challenge where staff periodically review facility use patterns and work with building maintenance staff to increase efficiency of utility usage.
- PP&R is assessing whether occupancy sensors will help contain energy costs and consumption. Currently, staff manually turns off/leaves lights off when space is not being used.
- Electronic copies of reports and communications are used when possible instead of printing.
- Paper is printed/copied on both sides and/or re-used as scratch paper whenever possible.
- Customers are asked if they want a receipt after registration instead of having one automatically printed for them.
- Paper and bottle recycling bins are conveniently located near garbage cans throughout the facility.
- Recycling is taught in the educational preschool classes and teen programs.
- Recycled materials are utilized in classes, when possible, with many of the materials being provided by program participants.
- Maintenance and repair materials are acquired using sustainable purchasing practices.
- Maintenance activities use environmentally friendly products and practices wherever feasible.

Location and Hours
MDCC is located at 77 NE Knott Street in the Eliot Neighborhood. Current hours of operation are:

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday through Thursday</td>
<td>6:00 a.m. – 9:00 p.m.</td>
</tr>
<tr>
<td>Friday</td>
<td>6:00 a.m. – 8:00 p.m.</td>
</tr>
<tr>
<td>Saturday</td>
<td>9:00 a.m. – 6:00 p.m.</td>
</tr>
<tr>
<td>Sunday</td>
<td>10:30 a.m. – 6:00 p.m.</td>
</tr>
</tbody>
</table>

Hours of operation are re-evaluated periodically and may change based on community needs.


Organizational Structure
A team of eight permanent employees manages MDCC:

- a full-time Recreation Supervisor
- a full-time Recreation Coordinator II
- a full-time Recreation Coordinator I
- a full-time Teen Specialist Recreation Coordinator I
- a full-time Recreation Leader
- a full-time District Aquatic Coordinator
- two full-time Aquatic Coordinators

This team provides leadership and plans service delivery for all programs and events at MDCC and participates in guiding service delivery in PP&R’s North Service Zone.
The Recreation Supervisor is responsible for overall facility and staff management of full-time as well as part-time seasonal employees:

- Monitoring the work portfolios of seven full-time program coordinators and leaders in collaboration with Aquatics and Teen Outreach Supervisors.
- Providing administrative oversight for all programs and activities including customer service.
- Monitoring facility and program budgets.
- Scheduling annual maintenance and recommending minor and capital improvement projects for the facility and surrounding park.
- Managing collaborations and community partnerships, including attending the meetings of neighborhood associations, schools, and organizations.
- Assist with coordination of citywide summer playground programs.

The Recreation Coordinators are responsible for assessing community recreation needs and interests, researching current trends, developing programs and events, staffing, marketing, purchasing supplies, and evaluating classes, activities, and special events for program areas including:

- **Drop-in Recreation Activities** – Open Swim, Family Swim, Lap Swim, Water Exercise, Open Basketball, Fitness Center, and Indoor Park
- **Instructional Programming** – Parent/Child, Educational Preschool, Seasonal Activities, Holiday Break Activities, Music, Dance, Language, Sports, Fitness, Boxing, Swim Lessons, and Special Interest
- **Community Rentals** – Graduation Parties, Weddings, Receptions, Birthday Parties, Memorial Services, Celebrations, and Community and Business Meetings
- **Special Events** – Family Nights, Block Parties, Fitness Fair, Black History Celebration, and AARP Tax Assistance
- **Customer Service** – program registration, account trouble shooting, responding and resolving customer complaints and concerns, cash collections, bank deposits, and related reconciliation reports
- **Alliances** – Work with community groups such as the African American Health Coalition (AAHC) and Knott Street Boxing Club.

Part-time, seasonal employees play an invaluable role in the organizational structure. They provide a high-quality, hands-on customer service experience working at the front desk, leading classes and camps, assisting 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. Seasonal employees’ hours of service, the annual equivalent of about seven full-time employees, allows permanent staff to use their time planning and coordinating a larger range of programs and activities for the community.
Market Analysis

Market and services analyses are conducted to provide a foundation from which goals can be set. The Market Analysis includes a neighborhood profile; demographic information taken from the 2000 Census, Portland Public Schools, and the CLASS registration system; competitor information from the Oregon State Employment Department; and staff evaluation of current advertising and outreach practices.

Neighborhood Profile
MDCC is conveniently located in the Eliot Neighborhood, bordered by Boise, King, Irvington, Alameda, Grant, and Lloyd neighborhoods, and across the Willamette River from the Pearl District.

The community center serves a culturally and economically diverse community. The facility is easily accessible with frequent bus service only one block away, and the light rail expansion will bring the streetcar to the edge of the neighborhood in the near future.

There is a mix of residential and commercial property in the neighborhood, and the residential areas are generally attractive, quiet, and livable, while the commercial areas are being actively redeveloped, bringing an influx of interest and energy to the community.

The neighborhood is struggling to keep its historical identity in the midst of change, as many new restaurants and small businesses are opening and attracting an even more diverse range of new people into the neighborhood to experience great food, entertainment, shopping, and services. At the same time, numerous non-profit and social service providers continue to be located in the area providing services to populations who are homeless, mentally ill, and/or disabled.

Competition
The current blend of services delivered at MDCC focuses around aquatics and fitness; 70% of registrations, and all membership pass purchases, represent participation in these service categories.

Based on Oregon Employment Department information, there are over fifty other aquatics and fitness providers in the service area (see list in Appendix C). In addition, staff have discussed specific competitors in the Threats section of each of MDCC’s service categories’ SWOT analyses, such as:

- Private preschools and martial arts studios
- The Salvation Army
- Boys and Girls Clubs
- Self Enhancement, Inc.
- YMCA (after school)
- Northeast Community Center
- Ethos Music & Arts Center

While this market information provides context regarding the competitive marketplace, it needs to be further analyzed before it can be used to draw conclusions or inform recommendations regarding the appropriate blend of service offerings at MDCC.
Demographics

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.

### Age and Market Share

The following table shows that approximately 2,500 youth and 1,200 adults registered for activities at MDCC, or about 2% of the population who live within the service area. This rate of market share is similar to other PP&R community centers and pools.

In addition to serving people who register for activities, MDCC 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 about 72% of overall visits.

This means that MDCC is serving more than 2% of the market place. Because PP&R offers a broader array of services than other recreation providers in the market place, there are no direct industry comparisons regarding market share. However, to the extent that private fitness centers are a part of the recreation industry, and thus competing for a portion of PP&R’s target market, it is interesting to note that the two largest fitness industry companies, Bally Total Fitness Holding and 24 Hour Fitness Worldwide, Inc., only hold 5% of the market share each. ¹

### Race

The 2000 Census chart shows that the population living in the MDCC Service Area is slightly more diverse than the overall PP&R Service Area.

Because the community may have changed since the 2000 Census, also included are FY 2002-03 and FY 2007-08 enrollment demographics for Portland Public Schools (PPS) that are served by MDCC.

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While this comparison does not necessarily correlate to any potential change in the wider community, it indicates the proportion of youth diversity in nearby public schools has remained about the same over the last 5 years. However, overall enrollment has declined by about 12%. PPS reports this decline is related to several factors including declining birth rates over the last decade as well as a decline in students moving to the District while numbers moving out have been more constant.

Income

2000 Census data indicates that slightly more low-income residents live in the MDCC area, 59%, as compared to the rest of the system, 53%. PPS data shows that an average of 61% (2003) to 59% (2008) of children in the MDCC service area qualified for free or reduced lunch.
Advertising and Outreach
The following table contains information regarding current advertising and outreach efforts as well as recommendations for improvements.

<table>
<thead>
<tr>
<th>Current Communication</th>
<th>Recommended Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Mail quarterly activity guide to all households that have registered for any activity in the past year</td>
<td></td>
</tr>
<tr>
<td>• Mail postcards to zone-wide carrier routes</td>
<td></td>
</tr>
<tr>
<td>• Distribute specific flyers to local schools and public library</td>
<td></td>
</tr>
<tr>
<td>• Mail age-specific and activity specific flyers/cards to past registrants, et.al.</td>
<td></td>
</tr>
<tr>
<td>• Post flyers on Community Center Bulletin Boards and display racks</td>
<td></td>
</tr>
<tr>
<td>• Prominently display marketing material during all community social events</td>
<td></td>
</tr>
<tr>
<td>• Use existing, or develop new, CLASS activity descriptions to reach target markets</td>
<td></td>
</tr>
<tr>
<td>• Create and hang posters advertising upcoming events</td>
<td></td>
</tr>
<tr>
<td>• Post activities on PP&amp;R web calendar</td>
<td></td>
</tr>
<tr>
<td>• Use PP&amp;R Blog site to highlight special activities</td>
<td></td>
</tr>
<tr>
<td>• Submit postings to local media outlets</td>
<td></td>
</tr>
<tr>
<td>• Attend and participate in school-hosted events</td>
<td></td>
</tr>
<tr>
<td>• Use social networking websites</td>
<td></td>
</tr>
<tr>
<td>• Gather participant email addresses and send email promotions</td>
<td></td>
</tr>
<tr>
<td>• 4 e-mail blasts per year (minimum), Neighborhood Association meetings, newsletters and websites, flyers with intentional distribution outside of the community center</td>
<td></td>
</tr>
</tbody>
</table>
Market and services analyses are conducted to provide a foundation from which goals can be set. While demographic information provides statistical data by age, economic status, and race, more information is needed to determine the needs and service priorities of the community marketplace. Recreation staff gathers information by:

- Developing relationships and interacting with community members.
- Reviewing customer survey information regarding satisfaction and service priorities.
- Evaluating registration levels to understand current demand.

The Services Analysis includes:

- a summary of PP&R customer service standards and service categories,
- results of an MDCC customer survey regarding service priorities,
- a depiction of the MDCC service area,
- a Portfolio Analysis chart that illustrates where services fall along the compared spectrums of community priority and revenue potential,
- an overview of services, which describes the specific activities offered at MDCC, including SWOT\(^2\) and Life Cycle\(^3\) analyses as well as programming recommendations for each service category, and
- a summary Life Cycle Analysis chart.

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 is professional and welcoming.

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\(^2\) **SWOT Analysis**

A SWOT analysis identifies internal strengths (S) and weaknesses (W) such as facility suitability and financial sustainability, and also examines external opportunities (O) and threats (T) such as community demand/priority and competition, for a given service area, business unit, organization, etc.

\(^3\) **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, which often have low attendance and may need cost subsidization.
- **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.
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 and Crafts
- **Community and Socializing**
  - Community Building
  - Lifelong Learning
  - Healthy/Outdoor Lifestyle
  - Socializing
- **Sports and Fitness**
  - Bicycling
  - Combat Sports
  - Fitness
  - Games
  - Golf
  - Gymnastics
  - Motorized Sports
  - Racquet Sports
  - Skating
  - Team Sports
  - Track and Field
  - Water Sports
  - Winter Sports

The current blend of services delivered at MDCC focuses around Aquatics, Sports and Fitness, and Arts. The following pie chart displays percent of registrations in each service category.

In addition, MDCC sold nearly 5,000 membership passes in 2009, which represents a little over 40% of combined pass/registration unit sales volume. Membership passes entitle the participant to engage in a variety of aquatics and fitness activities.

Customer Survey
In addition to conducting the Services Portfolio Analysis, an in-house survey asked customers to rank MDCC services in terms of importance.

While the survey is not scientific, staff were able to survey over 150 customers of a variety of ages who were participating in a variety of activities. The people who responded to the survey indicated Aquatics, Sports/Fitness, and Arts were their top priorities.

Current service blend compared to survey results indicate MDCC’s primary programs are aligned with current customers’ priorities. The business plan includes actions to introduce new Aquatics, Sports/Fitness, and Arts activities to meet existing demand and attract new participants.
Service Area
In addition to the immediate neighborhood, MDCC 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 MDCC from the wider region.

Portfolio Analysis
The following chart summarizes MDCC’s portfolio of services, showing each Service Category’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.

MDCC Portfolio Analysis

<table>
<thead>
<tr>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatics</td>
<td>Community Building</td>
</tr>
<tr>
<td>Competitive Boxing</td>
<td>Fine Arts</td>
</tr>
<tr>
<td>Domestic Arts</td>
<td>Performing Arts</td>
</tr>
<tr>
<td>Fitness</td>
<td>Lifelong Learning</td>
</tr>
<tr>
<td>Music</td>
<td>Socializing</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>Sports &amp; Games</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>Hobbies &amp; Crafts</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>Lifelong Learning</td>
</tr>
<tr>
<td>Socializing</td>
<td>Sports &amp; Games</td>
</tr>
<tr>
<td>Sports &amp; Games</td>
<td>Hobbies &amp; Crafts</td>
</tr>
<tr>
<td>Lifelong Learning</td>
<td>Socializing</td>
</tr>
<tr>
<td>Socializing</td>
<td>Sports &amp; Games</td>
</tr>
<tr>
<td>Sports &amp; Games</td>
<td>Hobbies &amp; Crafts</td>
</tr>
<tr>
<td>Hobbies &amp; Crafts</td>
<td>Community Building</td>
</tr>
</tbody>
</table>

Revenue Potential

High

Low
Overview of Services
Following are descriptions of each Service Category including a SWOT analysis and Life Cycle 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.

Overarching factors that apply to the whole building include:

Strengths
- MDCC has a presence in the community that consistently attracts a core participant group.

Weaknesses
- The facility structure, mechanical systems, and equipment are aging, which limits ability to bring in more revenue.
- Programmable classroom space is limited to two rooms.
- The gymnasium is not big enough to accommodate spectators for basketball leagues and other activities.
- The locker rooms are outdated. Many lockers are broken and have no doors, tile floors are slippery, and showers do not consistently produce warm water.
- The front desk design does not adequately control access to facility.
- The parking lot is too small.
- There is not enough training space for boxing, fitness programs, and aquatics staff training.
- Office space location and configuration limits staff productivity, visibility, and ability to serve customers.
- The informal arrangement to provide Kaiser-insured seniors with access to the fitness room, for a reduced fee, is time-consuming to administer.

Opportunities
- Rapidly increasing demand for rental usage of MDCC.

Threats
- New swimming and fitness facilities may be built within 2 miles of MDCC over the next several years.

Business Planning Direction
In addition to managing day-to-day operations, including offering a range of recreational programming, staff will focus on increasing rental usage of the facility. MDCC staff will also seek opportunities to be engaged in capital planning processes that affect MDCC. The following capital improvements would significantly increase MDCC’s ability to strengthen its position as a training and competition pool:

- Enclose the balcony and improve ventilation
- Replace bleachers
- Improve locker rooms
- Add classrooms adjacent to the pool deck for training, pool parties, etc.

Aquatics
MDCC’s aquatic facility includes a 6-lane, 12-feet deep competition pool with a 2 to 4-feet shallow bay that is heated to 84 degrees, as well as a 15-person capacity hot tub heated to 103 degrees. Both hot tub and pool are ADA-accessible. The pool also features a 1-meter spring diving board, a small tube slide for children, and an observation balcony with a capacity of 181 people.

MDCC provides over 2,500 swim lessons each year, including offering lessons to MDCC preschool and local private school students. Water fitness classes at MDCC are very popular, with morning classes reaching 30 or more participants per day. MDCC is home to a year-around USA swim team and a local
Portland Interscholastic League (PIL) high school swim team, hosting annual swim meets for junior varsity and varsity district swim teams as well as two private clubs. PP&R’s non-competitive swim team program, the Blue Makos, also holds quarterly mock competitions at MDCC.

**Strengths**
- MDCC is the only PP&R pool that is used for competition because it has bleachers and an observation balcony.
- MDCC is the only PP&R pool with a diving board.
- The Aquatics office is close to the center’s front desk and pool, which facilitates good working relationships and coordinated customer service.
- Floor-to-ceiling windows comprise two of the pool walls, providing abundant natural light.

**Weaknesses**
- While the MDCC pool deck is the ideal configuration for conducting lifeguard and swim instructor training, classroom and training space is insufficient to accommodate enough training sessions to certify an adequate number of staff.
- The observation balcony has inadequate ventilation.
- The bleachers’ automatic pull-out feature is broken, which makes them very hard to manually pull out for competitions.
- The bag check system consumes staff time, requires secure storage space, and creates a liability for MDCC. However, this service cannot be discontinued until lockers are repaired or replaced.
- Both the pool and the spa are ADA accessible; however, there is only one chairlift which must be shared between the two areas. This type of accessibility is inconvenient for patrons who need to be lifted from a wheelchair to a chairlift. The newer PP&R indoor pools have ramps which are much easier to use.

**Opportunities**
- Many area groups want to access the pool to round out their programs or training needs; for example: Self-Enhancement, Inc.; Boys & Girls Club; military groups, Crossfit, and the Portland Aquatic Club.
- There is increasing demand for rental usage of the pool for private parties and competitive swim teams’ practices and meets.
- There is increased interest in diving and SCUBA classes.
- There is demand to transition popular dry fitness classes to the pool: boxing, yoga, Zumba, African Dance, Pilates, gentle fitness, etc.

**Threats**
- MDCC has the oldest indoor PP&R pool; newer sites have better leisure amenities.

**Program Life Cycle**
- The MDCC aquatic program is in a growth stage, but facility limitations result in unmet demand.
3-year Business Planning Direction
Over the next three years, the MDCC aquatics department will seek to leverage its strengths and market opportunities by emphasizing its unique position as the only competitive pool in the PP&R system through increasing rental usage of the pool, especially at times outside of normal operating hours, and adjusting the programming blend to focus on training and fitness such as diving, SCUBA, and a variety of water exercise classes.

Staff will work with the PP&R Property Management department to determine appropriate contract terms that may accommodate private fitness providers’ requests to rent the pool in order to add an aquatics component to their offerings.

Domestic Arts
During FY 2009-10, MDCC introduced teen cooking classes, which have been very successful.

Strengths
- This class is popular with teens and effectively brings them into positive activities.
- Great, loved teacher.
- Features gourmet, healthy food.
- Small class sizes.
- Utilizes kitchen space, which has been underutilized.

Weaknesses
- Program popularity is dependent on teacher.
- Kitchen equipment needs to be replaced.
- Some shelf space needs to be enclosed to provide additional, locking storage.
- Plumbing needs to be repaired.

Opportunities
- Demand is high for top-notch cooking classes, which adults are willing to pay for.
- Nutrition and cooking classes could be developed to complement fitness activities.

Threats
- None.

Program Life Cycle
Domestic Arts offerings are in the introductory stage, with high demand and rapid growth potential.

3-year Business Planning Direction
Staff will develop complementary programming that includes fitness and nutrition components. Programming will be progressive serving preschool and school-age children, teens, and adults. Staff will also explore coordinating an entrepreneurial teen project, in partnership with nearby grocery stores, where teens prepare food and operate a MDCC snack bar that would address the city’s nutritional guidelines for concessions sales.

Fine Arts
Several Fine Arts activities have been offered over the years, but few adults have registered for them. In Fall 2009, the teen program introduced some Fine Arts activities that are having some success, and a teen art show will be held in Summer 2010.

Staff believe programs that have been popular with teens can successfully be extended to adults. To gauge the adult community’s interest in participating in Fine Arts offerings at MDCC, staff will begin by coordinating at least one art show in partnership with other agencies and local artists.
**Hobbies and Crafts**
These activities are mainly focused on classes such as Messy Art and craft classes, offered in a variety of themes, to preschoolers and youth. These classes provide young children with their first experiences in art, an important component in childhood and socialization development (creativity, self-expression, trust in oneself, etc.).

**Strengths**
- These classes introduce participants to other activities offered at MDCC.
- Opportunity for parents to provide art exploration to their children without the mess at home; PP&R staff members do all the clean up – the paint is on our walls, not theirs.
- Classes can be used to complement other programs in the building; for example, Indoor Park and Swim Lessons, for a well-rounded recreation experience for young children.

**Weaknesses**
- Impending instructor turnover.

**Opportunities**
- Demand is high.

**Threats**
- None.

**Program Life Cycle**
This program is in a mature stage with steady demand.

**3-year Business Planning Direction**
Staff will seek a replacement instructor who will continue to creatively update the hobbies and craft activities with varying themes. Class times will be coordinated so participants can participate in one activity after another.

**Music**
MDCC provides music exposure classes for preschoolers and a variety of private instrumental music lessons for all ages.

**Strengths**
- Music classes/lessons can be loud and distracting in the home, so some parents prefer those activities to happen at the community center.
- Relatively higher revenue potential.
- Music lessons typically have small class sizes, which make them a perfect activity to maximize use of the preschool room during non-preschool hours.

**Weaknesses**
- These classes require specialized instructors who can easily command higher rates of pay in the private sector, making recruitment and retention of instructors more difficult.

**Opportunities**
- PSU students could provide low cost instruction through work study or some other form of partnership.
- Community performances from musicians and students at the facility could generate interest in MDCC music classes.
- Demand for classes is high.
Threats
- Private music studios in the neighborhood offer lessons; however, their prices are not as affordable as MDCC.

Program Life Cycle
This program area is in a growth stage, with participation increasing significantly every year.

3-year Business Planning Direction
Several instructors have left over the past year, so staff will seek new instructors to ensure there is the quantity and variety to meet demand. Prices will be increased for the most highly demanded classes, to realize some revenue potential, and staff will coordinate annual recitals to reward program participants and their parents, as well as providing the community with a live music event. Given the higher effort (and thus costs) to coordinate this service, plus the desire to provide low-cost services, staff will continue to evaluate the cost/benefit ratio related to offering these activities.

Performing Arts
At MDCC, this service category includes a wide variety of beginning and intermediate level dance classes for all ages.

Strengths
- Provides a creative fitness experience for participants.
- Attracts participants who do not traditionally participate in other sports activities.
- Gives participants an opportunity to experience different forms of dance at affordable fees.
- MDCC offers the most diverse dance program in the system.
- Consistent teaching staff.
- MDCC has a performance stage.

Weaknesses
- MDCC does not have a dedicated dance room.

Opportunities
- There is demand for dance and theater activities.
- Partner with Laurelhurst to host their annual performance at a discounted rental fee.
- Develop an annual dance program recital.

Threats
- None.

Program Life Cycle
This program is in the growth stage with slightly increasing annual growth.

3-year Business Planning Direction
Staff will offer dance classes on weekdays to take advantage of available space and provide complementary programming to other youth programs, depending on instructor availability. Staff will explore opportunities to offer theater classes or camps.
Community Building

Community Building activities at MDCC include events such as the annual neighborhood block party, the Black History Month celebration, and monthly Family Nights.

**Strengths**
- Contributes to the overall livability and safety of the neighborhood.
- Increases opportunities to reach new customers, while providing a setting to informally survey customers for new program ideas and customer service trends.
- Provides an opportunity for staff to interact with community members, establish connections for future partnerships, and build a volunteer base to complement staff skill in programs.

**Weaknesses**
- Time intensive for staff to coordinate, plan, and implement large special events.
- Events are costly to host and have low cost recovery, even when donations and volunteers are available.

**Opportunities**
- In more affluent economic times, there are opportunities to receive sponsorship funding from community organizations, both private and non-profit.

**Program Life Cycle**

Attendance at annual events is steady, indicating a mature life cycle stage. Family night programs are in the introductory stage.

**3-year Business Planning Direction**

Continue annual events at the current level and periodically evaluate family night participation to determine appropriate service level.

Lifelong Learning

Lifelong Learning services at MDCC include a year-round teen program; educational preschool during the school year; and a variety of preschool and youth camps offered during the winter, spring, and summer school breaks.

**Strengths**
- Provides safe, supervised activities for children.
- Camps are structured to appeal to a wide range of age groups and interests.

**Weaknesses**
- Many families cannot afford the camps even though prices are set as low as possible.

**Opportunities**
- There is demand for mini-camps and a wider variety of specialty camps.
- Local youth are interested in outdoor adventure activities.
Threats
• Teen funding is approved on year-to-year basis.

Program Life Cycle
The majority of these classes are in a growth stage with steadily increasing demand; many activities consistently have waitlists.

3-year Business Planning Direction
Staff will expand the summer camp program by adding specialty camps each with a different focus, such as: art, cooking, sport, fitness, swimming, fine and gross motor skill development, and socialization skills. In addition, the preschool program will be extended to afternoons.

Socializing
This programming area consists of excursions for seniors and teens in which PP&R provides van transportation to a variety of locations and events. These activities are provided collaboratively with the PP&R Senior and Teen Programs. In addition, MDCC coordinates a Summer Playground location and provides rental space for birthday party packages, family celebrations, and other social gatherings.

Strengths
• Rentals meet or exceed cost recovery targets.
• Strengthens MDCC’s relationships with community members.
• Events extend facility utilization, as they are often scheduled during non-business hours.

Weaknesses
• Celebrations and rental events can result in a high degree of wear-and-tear on the building.
• The Teen Program is dependent on annual funding.
• The parking lot is too small to accommodate large events.

Opportunities
• There is demand to build and grow the birthday party package program.
• There is high demand in the community to rent the facility for private functions.

Threats
• Neighbors may object if celebrations or rental events occur too late in the evening.

Program Life Cycle
This service area is in a growth stage; however, there is unmet demand due to facility and staffing limitations.

3-year Business Planning Direction
For the first time, building rental opportunities were featured in the front pages of the Winter 2010 program guide. The community response was robust as MDCC hosted 10 birthday party package rentals during the first 6 weeks of 2010, compared to 1 during the same time span in the prior year. The MDCC management team will work together to respond to this rapidly increasing demand with a long-term goal of generating enough rental revenue to close the budget gap and fund a Recreation Leader position to coordinate rentals and lead MDCC customer service staff.
**Combat Sports and Fitness**

In January 2010, MDCC programmers introduced a full-spectrum group exercise program. Fitness offerings now include classes such as yoga, Pilates, Zumba, Hip Hop, and Belly Dancing, Tae Kwon Do, Tai Chi, Capoeira, fitness “boot camps,” teen-focused circuit training, and a variety of boxing fitness classes. In addition, MDCC offers a specialized Post Disability Fitness (PDF) program for patrons with disabilities such as those who have suffered a stroke, been injured in an accident, or who are confined to a wheel chair.

Additionally, privately owned Knott Street Boxing Club offers competitive boxing training in MDCC’s boxing gym.

**Strengths**

- In 2009, the fitness center was completely renovated to include new flooring, lighting, free weights, selectorized weight equipment, and new cardio machines with ear-phone jacks, along with four televisions, to create a state-of-the-art cardio theatre system.
- Knott Street Boxing is a well-known and respected organization in the community that has trained and produced professional boxers over the last 50+ years.
- The new group exercise program has been well-received, generating over 200 new memberships within a month of introduction.
- Annual membership is very affordable.
- Experienced exercise instructors and personal trainers hold nationally recognized certifications.
- Tae Kwon Do is a long-standing program with steady demand, and it is priced to meet cost recovery targets.
- The boxing fitness instructor is a professional boxer and long-time employee who has developed a good rapport in the community. His classes continue to have waitlists.

**Weaknesses**

- Air circulation is poor in the Fitness Center.
- MDCC received one-time money during the FY 2008-09 budget 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 in the early morning and early evening hours. 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.
- There are too few personal trainers trained in PDF program.

**Opportunities**

- There are few other boxing gyms in the area, and boxing fitness classes are in high demand with waitlists every quarter.
- Zumba classes have been introduced during the past year and consistently have waitlists.
- Societal trends towards holistic living have led to the ongoing expansion of the MDCC fitness program to include a strong, mind-body component.
• PP&R staff are working to develop a partnership with Legacy Emanuel Hospital’s Physical Therapy Program, who may begin referring their patients to MDCC’s PDF program.

**Threats**

• There is a large Tae Kwon Do school nearby; however, registrations at MDCC have remained steady.
• There are several fitness centers within two miles of MDCC.

**Program Life Cycle**

The MDCC fitness program is in a growth phase, with a new fitness center and updated programming generating rapidly increasing demand. Fitness classroom space is full in the evening, but there are morning and some afternoon slots available. There is also time in the boxing gym from 7:00 a.m. until 4:00 p.m.

**3-year Business Planning Direction**

MDCC will continue to follow evolving fitness trends and ensure up-to-date, creative, and multi-dimensional fitness classes are offered throughout the day to meet demand. In addition, MDCC staff will network with local youth sports coaches to beef up the slowly growing teen circuit training program.

To meet the high demand for boxing fitness classes, MDCC must first identify and hire additional boxing instructors. With increased instructor capacity, these popular classes could be offered throughout the day to maximize use of the boxing gym space. Future program expansion may include, for example, an “Intro to Boxing” type of class that would provide preliminary training for people who aspire to engage in Knott Street Boxing’s professional, competitive training.

Finally, MDCC will train more personal trainers for the PDF program and continue to encourage all instructors to obtain and maintain their professional certifications, which is key to developing and sustaining credibility and name recognition within the community and ultimately ongoing support for MDCC fitness programs.

**Sports & Games**

Youth skill-building classes and team sports are the primary activities offered at MDCC in this category. Sports and games build a foundation for cooperative play, teamwork, and good sportsmanship.

**Strengths**

• MDCC is well known for basketball skill-building, as well as being a great place to join a pick-up basketball game. The gym is heavily used after school and on weekends, serving community youth and young adults.
• The basketball coach has been teaching basketball skills at MDCC for many years. He is constantly requested by patrons.
• Tennis for preschool children is becoming popular. Our experienced instructor, who is also the preschool teacher, is building class attendance.

**Weaknesses**

• The gym is small and cannot accommodate multiple, simultaneous classes.
• Challenging acoustics in the gym make instruction difficult, particularly for activities that require a lot of verbal instruction or quiet space.
Opportunities
- There is demand for basketball, tennis, and Ultimate Frisbee.

Threats
- Self Enhancement, Inc. has a basketball program for school age and high school youth. They also have a double-sized gym and are located approximately one mile northwest of MDCC.
- The Salvation Army has widely recognized basketball and soccer programs. This center is approximately 1½ miles north of MDCC.

Program Life Cycle
MDCC Sports and games activities are entrenched in the community. It is a mature program with steady demand.

3-year Business Planning Direction
MDCC youth sports programs will continue at the current service level, with the addition of a middle-school girls basketball league.

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, which often have low attendance and may need cost subsidization.
- 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.

MDCC 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, the curve illustrates that there is steadily growing demand for all of the programs listed in the Growth section, whereas the Maturity section’s nearly flat curve shows that those programs’ attendance is either holding steady or beginning to decline.

Many of MDCC’s programs are in the growth stage. Staff will invest in developing introductory and growth programs over the next few years, with a particular emphasis on increasing rental (Socializing) usage of the building.
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
MDCC is a neighborhood center and an icon of the community. It has historical significance in people’s lives and has been the place to go or be for many generations. Many MDCC patrons have grown up there, are bringing their children and grandchildren there, and are growing old there. It is the sense of community that continues to drive the center’s atmosphere and feeling of belonging. Success will be defined by MDCC’s ability to continue to provide that experience, and at the same time effectively provide recreational activities and promote rental opportunities to make the best use of the facility, and serve the most people, within existing resources.

The goals and actions in the Business Action Plan will not only provide community members and groups with extended access to the center and pool, they will also generate revenue which supports PP&R’s mission to deliver access to public recreation, and reduce barriers to participation, for everyone who desires to participate.

Definitions
The category terms used in this Business Action Plan are:

Goals ⇒ Actions ⇒ Results ⇒ Performance Measures

Because the meaning and usage of these terms 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 achieve a strategic 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.
## 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 Areas:
- Reach Out & Engage the Community

### Action:
Implement regular, class-specific customer surveys. Consistently track and acknowledge staff effort and customer feedback in the public and staff newsletters. Use information to inform program development and staff evaluations.

### Key Results:
- **Reach:** All staff
- **Success Measures:** PP&R effectively serves the community by seeking and responding to customer feedback, as well as promoting PP&R services as the most valuable option to meet customers' needs.
- **Performance Measures:** Customer Feedback Rate (# completed surveys/# registered participants)
- **Target:** Baseline: None.
- **Target:** Baseline: 25%

### Resources Needed:
Existing resources.

### Outcomes:
- Diverse and plentiful opportunities increased awareness and appreciation through participation in a healthy parks system.
- Community members feel authentically engaged and see that their participation contributes to a better parks system.

### Goal Areas:
- Engage the Community

### Action:
Focus marketing efforts in the following areas:

#### People
- Create and distribute marketing materials specific to target markets to increase day-time use of the facility; i.e., private schools, daycare facilities, swim teams, and military groups.
- Develop relationships with local schools’ leaders.

#### Product and Positioning
- Use existing, or develop new, CLASS activity descriptions to reach target markets.

#### Promotion and Placement (Distribution)
- Promote individual and “Mix & Match” pool and community center activities with rack cards, post cards, and flyers.
- Promote outdoor adventure trips for teens.
- Bulletin boards include: "benefits" of recreation, FAQ, photos, and other promotional materials.
- Increase rental promotion by developing a rental brochure.
- Increase party package rentals through rack card promotions.
- Develop and distribute a quarterly public newsletter that includes FAQ.

### Key Results:
- **Reach:** All staff
- **Success Measures:** People have access to a safe community place where they can gather, meet new people, and learn new things.
- **Performance Measures:** Community members are aware of and feel involved in PP&R’s services and benefits. Participants from diverse cultures know about community resources and each other, creating a sense of belonging and community connectedness. They actively support PP&R through participation, volunteerism, sponsorship, and voting.
- **Target:** Baseline: 1,096 hours
- **Target:** Baseline: 2,000 hours

### Resources Needed:
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 Areas:
- Focus Programming Efforts to Leverage Identified Opportunities

### Action:
- **Overall:** Develop companion "Mix & Match" and progression programming to increase repeat visits.
- **Aquatics:** Seek training and competition renters, especially at times outside normal operating hours.
- **Focus programming on training and fitness such as diving, SCUBA, a variety of water exercise classes, adult swim team, and teen specific classes.
- **Arts:** Expand the cooking program to provide nutritional companion programming to MDCC fitness programming.
- **Partner with area grocery stores to coordinate an entrepreneurial teen project to stock and staff a snack bar that meets city nutritional guidelines.
- **Seek instructors for Hip Hop, African, and Break Dance; theatre; and music lessons as programmable space allows.

### Key Results:
- **Reach:** Jamie, Jennie, Curtis
- **Success Measures:** Individuals participate in a variety of recreational opportunities and experience increased physical fitness, creative expression, and social connection.
- **Performance Measures:** # People Who Registered for More Than One Activity
- **Baseline:** Baseline: 670 people (34% of registrants)
- **Target:** Baseline: 800 people

### Resources Needed:
Existing resources.

### Outcomes:
- Individuals participate in a variety of recreational opportunities and experience increased physical fitness, creative expression, and social connection.
- Community spaces are safer because of increased participation; there are reduced crime rates and greater neighborhood livability.

### Goal Areas:
- Overall

### Action:
- Develop companion "Mix & Match" and progression programming to increase repeat visits.
- Seek training and competition renters, especially at times outside normal operating hours.
- Focus programming on training and fitness such as diving, SCUBA, a variety of water exercise classes, adult swim team, and teen specific classes.
- Expand the cooking program to provide nutritional companion programming to MDCC fitness programming.
- Partner with area grocery stores to coordinate an entrepreneurial teen project to stock and staff a snack bar that meets city nutritional guidelines.
- Seek instructors for Hip Hop, African, and Break Dance; theatre; and music lessons as programmable space allows.

### Key Results:
- **Reach:** Jamie, Jennie, Curtis
- **Success Measures:** Individuals participate in a variety of recreational opportunities and experience increased physical fitness, creative expression, and social connection.
- **Target:** Baseline: 800 people
- **Target:** Baseline: 800 people

### Resources Needed:
Existing resources.

### Outcomes:
- Youth and young adults have access to positive role models and opportunities for meaningful community involvement through volunteerism, internships, and early work experiences.

### Goal Areas:
- Overall

### Action:
- Develop and distribute a quarterly public newsletter that includes FAQ.
- Recruit 12-15 teens to rebuild the teen leadership groups. Teens function as positive peer leaders in their community by engaging their peers in positive activities and acting as community center ambassadors through outreach and participation in community service projects. Teen council participation is a resume builder that can help teens find employment in the community.

### Key Results:
- **Reach:** Amie
- **Success Measures:** Create a structure to formalize and quantify volunteer opportunities.
- **Performance Measures:** Volunteer Hours
- **Baseline:** Baseline: 1,096 hours
- **Target:** Baseline: 2,000 hours

### Resources Needed:
Existing resources.

### Outcomes:
- People live longer, healthier lives, and communities have lower health care costs.

### Goal Areas:
- Overall

### Action:
- Larissa
- Community spaces are safer because of increased participation; there are reduced crime rates and greater neighborhood livability.
- Focus programming on training and fitness such as diving, SCUBA, a variety of water exercise classes, adult swim team, and teen specific classes.
- Expand the cooking program to provide nutritional companion programming to MDCC fitness programming.
- Partner with area grocery stores to coordinate an entrepreneurial teen project to stock and staff a snack bar that meets city nutritional guidelines.
- Seek instructors for Hip Hop, African, and Break Dance; theatre; and music lessons as programmable space allows.

### Key Results:
- **Reach:** Robert, Jennie, Curtis
- **Success Measures:** People live longer, healthier lives, and communities have lower health care costs.
- **Performance Measures:** Visits
- **Baseline:** Baseline: 183,000 visits
- **Target:** Baseline: 220,000 visits

### Resources Needed:
Existing resources.
<table>
<thead>
<tr>
<th>Bureau Key Result Area</th>
<th>Goal Area</th>
<th>Action</th>
<th>Responsible</th>
<th>Results</th>
<th>Performance Measures</th>
<th>Annual Target</th>
<th>Resources Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community &amp; Socializing</td>
<td></td>
<td>Add specialty summer camps, such as: art, cooking, sport, fitness, swimming, fine and gross motor development, and socialization skills. Increase/extend preschool program to afternoons.</td>
<td>Jennie</td>
<td></td>
<td></td>
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<tr>
<td>Sports &amp; Fitness</td>
<td></td>
<td>Network with local youth sports coaches to beef up growing teen circuit training program. Hire additional boxing instructors and offer more sessions to meet demand. Train more personal trainers in MDCC’s Post Disability Fitness (PDF) program. Introduce a middle-school girls basketball league.</td>
<td>Curtis, Robert</td>
<td></td>
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</tr>
<tr>
<td>Manage &amp; Protect Assets</td>
<td>Enhance Sustainable Management Practices</td>
<td>Coordinate efforts of PHC, maintenance, and recreation staff to ensure facilities, especially bathrooms and locker rooms, are regularly monitored and serviced to ensure they are clean and well-maintained. Acknowledge and support staff efforts and ensure they have the needed information and tools by doing the following: Develop and distribute a monthly staff e-newsletter. Facilitate networking and training opportunities for programmers. Coordinate mentor relationships between new and experienced staff. Develop and conduct teambuilding activities at MDCC, focusing on group exercises around communication skills and practicing the “Fish” philosophy internally; for example: o Make Their Day – practice internal hospitality o Play - FTE will continue to work out and recreate together as a MDCC team, during their own time. This effort, begun in FY 2010, facilitates team bonding, productivity, mutual support, and stress reduction. o Be Present – listen actively o Choose Your Attitude – respond graciously o Continue “Dish-of-the-Day” staff acknowledgement program. Focus on making the “Fish” Philosophy more visible by acknowledging staff implementation of the “Fish” principles.</td>
<td>Amie, Larissa, Evan</td>
<td>A clean building increases customer satisfaction. Staff confidently handle increasing work loads and feel valued, acknowledged, and respected for the work they do. Employees know what is expected of them and have access to the training and resources they need to best serve the public and be successful in their careers.</td>
<td>Baseline: 74%</td>
<td>Target: 79%</td>
<td>Existing resources.</td>
</tr>
<tr>
<td>Reach and Involve Community</td>
<td>Coordinate Special Events</td>
<td>Implement periodic showcases/recitals: dance, music, etc. Expand fine arts program by partnering with some of the neighboring art galleries and put on art shows for the participants to display or possibly sell their work. Bi-annual fitness challenges: Boot Camp Fair, Biggest Loser Challenge, Water Warriors. Contribute to zone-wide effort to provide monthly family night events.</td>
<td>Jennie, Robert</td>
<td>Community space is created through celebrations. Families recreate together and are stronger. Parents are engaged in what their children are doing.</td>
<td>Baseline: 4 events</td>
<td>Target: 10 events</td>
<td>Existing resources.</td>
</tr>
</tbody>
</table>
Performance measures provide a means for managers and staff to know if they have been successful in implementing the Business Action Plan.

Customer Satisfaction
MDCC is located in Inner Northeast* Portland. The 2009 Service Efforts & Accomplishments citizen survey reported that 87% of respondents from Inner Northeast Portland rated the quality of recreation center activities as “good” or “very good”. This is a 12% increase from the 2005 rating of 75%. The Inner Northeast region includes other non-PP&R community centers and recreation services, all of which may influence the perceptions reported in the SEA survey.

*The NE Coalition of Neighborhoods is referred to as “Inner NE” and includes the following neighborhoods: Alameda, Boise, Concordia, Eliot, Grant, Humboldt, Irvington, King, Lloyd, Sabin, Sullivan’s Gulch, Vernon, and Woodlawn. Inner Northeast Portland includes other non-PP&R community centers and recreation services, all of which may influence the perceptions reported in the SEA survey.

This business plan includes action items to assess customer satisfaction as it specifically relates to MDCC classes and facility cleanliness, as follows:

- Staff will implement regular, class-specific customer surveys, with a performance target of receiving feedback from 25% of registered participants.
- Staff will coordinate efforts of janitorial, maintenance, and programming staff to improve facility cleanliness. In PP&R’s 2009 PP&R Customer Satisfaction survey, 74% of the respondents who most often visited MDCC ranked facility cleanliness as “good” or “very good”. The performance target is to increase this level of satisfaction by 5% in each of the next three years, bringing it to 89% in FY 2013.

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

- Individuals register for classes through the CLASS Registration System, and the system records the number of people who registered and number of visits associated with those registrations.
- Individuals “Drop In” and participate in activities that do not require registration. These visits are recorded by sign-in sheets, head count estimates for special events, and through the CLASS point-of-sale system.

Approximately 72% of attendance at MDCC is due to “dropping in” to popular Drop In activities such as open play swim, lap swim, and fitness activities. Community participation in special events is also included in drop in attendance.
MDCC visits have increased significantly in 2010 due to the renovated fitness center and introduction of a wide variety of fitness classes. This business plan includes direction to develop companion "Mix & Match" and progression programming to increase repeat visits, as well as to continue development of fitness classes and promote increased facility use through private rentals and community events. These actions are projected to increase attendance by approximately 30,000 in each of the next few years, and increase the percentage of people who register for more than one activity by 5% in each of the next three years, bringing it to 49% in FY 2013.

Volunteers
In FY 2008-09, community members volunteered 1,096 hours at MDCC. The MDCC business plan includes a specific action item to increase volunteerism to 1,200 hours per year, a 10% increase, by formalizing and quantifying volunteer opportunities.

Employee Satisfaction
In the Spring 2010 Employee Satisfaction Survey, 73% 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.

Managers and supervisors will continue to work with staff to identify meaningful methods to value and acknowledge staff effort and work accomplishments. MDCC’s target is to contribute to improving the overall Service Zone’s employee satisfaction rate from 73% to 80% by taking the following actions:

- Develop and distribute a monthly staff e-newsletter.
- Facilitate networking and training opportunities for programmers.
- Coordinate mentor relationships between new and experienced staff.
- Develop and conduct teambuilding activities at MDCC, focusing on group exercises around communication skills and practicing the “Fish” philosophy internally; for example:
  - Make Their Day – practice internal hospitality
  - Play - FTE will continue to work out and recreate together as a MDCC team, during their own time. This effort, begun in FY 2010, facilitates team bonding, productivity, mutual support, and stress reduction.
  - Be Present – listen actively
  - Choose Your Attitude – respond graciously
- Continue "Dish-of-the-Day" staff acknowledgement program. Focus on making the "Fish" Philosophy more visible by acknowledging staff implementation of the "Fish" principles.

Financial Performance

<table>
<thead>
<tr>
<th>MDCC - Budget to Actuals</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>Budget</td>
<td>Actual</td>
<td>Over/Under</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$743,233</td>
<td>$440,902</td>
<td>($302,331)</td>
<td>($200,471)</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>Budget</td>
<td>Actual</td>
<td>Over/Under</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,162,955</td>
<td>$1,232,783</td>
<td>($69,882)</td>
<td>($152,159)</td>
</tr>
<tr>
<td><strong>Net Over/Under</strong></td>
<td>($372,160)</td>
<td>($351,640)</td>
<td>($134,105)</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Budget GF Subsidy</strong></td>
<td>$419,722</td>
<td>$440,947</td>
<td>$756,415</td>
<td>$626,423</td>
</tr>
<tr>
<td><strong>Actual GF Subsidy</strong></td>
<td>$791,882</td>
<td>$792,587</td>
<td>$890,520</td>
<td></td>
</tr>
</tbody>
</table>
In FY 2009, expenses exceeded budgeted appropriations due to part-time staff costs associated with additional programming that was implemented in an effort to meet revenue targets. In that year, revenue increased by nearly $74,000. Unfortunately, expenses increased by $172,000 during the same period.

To prevent over-expenditures going forward, MDCC is concentrating on limiting hours of part-time staff and instead having full-time staff take a more active role in direct service delivery. In addition, this business plan includes direction to increase facility rental usage, and thus associated revenues. Once these efforts consistently generate an adequate level of return, a future goal is to hire dedicated rental coordination staff.

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.

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?

In FY 2007-08, MDCC program revenue covered 21% of total costs; the city’s General Fund covered the remaining 79%. This performance level was slightly under MDCC’s overall target of 25% total cost recovery. Increased rentals and fitness participation resulting from actions recommended in this business plan are projected to increase revenue, and thus cost recovery potential, over the next few years.
Matt Dishman Community Center

77 NE Knott St.
Portland, Oregon  97212

CONTENTS

Service Area Map
Demographics and Registrant Profile
  Summary Table of Demographic Variables\(^1\)
  Registrant Age\(^2\)
  Registrant Gender
  Registrant Participation
  Race/Ethnicity
  Household Income
  Languages
  Registrant ZIP Codes

Demographic Distribution Maps
  Minority Population by Census Block Group
  African American, Asian and Latino Population by Census Block Group
  Youth and Senior Population by Census Tract
  Low Income Households by Census Block Group
  Median Household Income by Census Block Group

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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.
\(^2\) RACE compiled from Census 2000 Redistricting Data (Public Law 94-171) Summary File, Table PL2 at the Block Group level.
\(^3\) INCOME compiled from 2000 Census of Population and Housing, Summary File 3, Table P52 at the Block Group level.
\(^4\) LANGUAGE compiled from 2000 Census of Population and Housing, Summary File 3, Tables P19 and PCT10 at the Block Group and Tract levels, respectively.
\(^5\) EDUCATION compiled from 2000 Census of Population and Housing, Summary File 3, Table P37 at the Block Group level.
\(^6\) 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: Matt Dishman Community Center

<table>
<thead>
<tr>
<th>Data Variable</th>
<th>Geography</th>
<th>Matt Dishman C.C. Service Area</th>
<th>PP&amp;R Entire Service Area</th>
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<tbody>
<tr>
<td></td>
<td>% of service area</td>
<td># in service area</td>
<td>% of service area</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pre-school (0-6 years old)</td>
<td>6</td>
<td>10,063</td>
<td>8</td>
</tr>
<tr>
<td>Elementary (6-10 years old)</td>
<td>5</td>
<td>8,076</td>
<td>6</td>
</tr>
<tr>
<td>Middle (11-13 years old)</td>
<td>3</td>
<td>4,700</td>
<td>4</td>
</tr>
<tr>
<td>High (14-18 years old)</td>
<td>5</td>
<td>8,308</td>
<td>6</td>
</tr>
<tr>
<td>College (19-24 years old)</td>
<td>10</td>
<td>16,607</td>
<td>9</td>
</tr>
<tr>
<td>Young Adult (25-49 years old)</td>
<td>48</td>
<td>80,595</td>
<td>42</td>
</tr>
<tr>
<td>Pre-Senior (50-59 years old)</td>
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<td>18,905</td>
<td>11</td>
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<tr>
<td>Older Adult (60+ years old)</td>
<td>13</td>
<td>21,480</td>
<td>15</td>
</tr>
<tr>
<td>Youth (0-18 years old)</td>
<td>19</td>
<td>31,147</td>
<td>23</td>
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<tr>
<td>Race</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minority (Black, Asian, Native American, Latino, Other, Multi-racial)</td>
<td>29</td>
<td>49,974</td>
<td>23</td>
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<tr>
<td>Black</td>
<td>13</td>
<td>22,999</td>
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<tr>
<td>Asian and Pacific Island</td>
<td>4</td>
<td>7,330</td>
<td>6</td>
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<tr>
<td>Latino</td>
<td>6</td>
<td>10,404</td>
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<tr>
<td>Native American</td>
<td>1</td>
<td>1,629</td>
<td>1</td>
</tr>
<tr>
<td>Other (some other race, native Hawaiian and multi-racial)</td>
<td>4</td>
<td>7,612</td>
<td>4</td>
</tr>
<tr>
<td>Income</td>
<td></td>
<td></td>
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<tr>
<td>Very Low Income ($0-$16,750)</td>
<td>23</td>
<td>18,615</td>
<td>16</td>
</tr>
<tr>
<td>Low Income ($16,751-$27,950)</td>
<td>16</td>
<td>12,755</td>
<td>15</td>
</tr>
<tr>
<td>Moderately Low Income ($27,951-$44,700)</td>
<td>21</td>
<td>17,226</td>
<td>22</td>
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<tr>
<td>Total Low Income (All Categories)</td>
<td>59</td>
<td>48,596</td>
<td>53</td>
</tr>
<tr>
<td>Moderate Income ($44,701-$89,439)</td>
<td>27</td>
<td>22,515</td>
<td>31</td>
</tr>
<tr>
<td>High Income ($89,440 and up)</td>
<td>13</td>
<td>11,002</td>
<td>16</td>
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<tr>
<td>Language</td>
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<td></td>
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<tr>
<td>Population 5 years and over with English as a 2nd language</td>
<td>13</td>
<td>21,631</td>
<td>16</td>
</tr>
<tr>
<td>Population 5 years and over with the dominant language besides English spoken at home</td>
<td>5 (Spanish)</td>
<td>8,134</td>
<td>6 (Spanish)</td>
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<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population 25 years and over with up to 12th grade education, no diploma</td>
<td>8</td>
<td>13,021</td>
<td>8</td>
</tr>
<tr>
<td>Population 25 years and over that are high school graduates</td>
<td>13</td>
<td>22,219</td>
<td>15</td>
</tr>
<tr>
<td>Population 25 years and over with SOME college education</td>
<td>51</td>
<td>88,193</td>
<td>45</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School-age children (6-17 years) living with single parent or both parents in labor force **(Total children 6-17 years)</td>
<td>73 **(of 17,585)</td>
<td>12,862</td>
<td>70 **(of 103,400)</td>
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<tr>
<td>Population</td>
<td>100</td>
<td>172,702</td>
<td>100</td>
</tr>
<tr>
<td>Households</td>
<td>100</td>
<td>82,113</td>
<td>100</td>
</tr>
</tbody>
</table>

*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.
## Competitors

### Other Aquatics/Fitness Providers

*(source: Oregon Employment Department)*

<table>
<thead>
<tr>
<th>Name</th>
<th>Business Description</th>
<th>Address</th>
<th>Zip Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 24 Hour Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>4224 NE Halsey St.</td>
<td>97213</td>
</tr>
<tr>
<td>2 24 Hour Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>4546 SE McLoughlin Blvd.</td>
<td>97202</td>
</tr>
<tr>
<td>3 24 Hour Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>1210 NW Johnson St.</td>
<td>97209</td>
</tr>
<tr>
<td>4 24 Hour Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>1202 NW Irving St.</td>
<td>97209</td>
</tr>
<tr>
<td>5 Alameda Fitness Center</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>4016 NE Fremont St.</td>
<td>97212</td>
</tr>
<tr>
<td>6 Body Wise Studio</td>
<td>Pilates</td>
<td>819 SE Morrison St.</td>
<td>97214</td>
</tr>
<tr>
<td>7 Circle Studio Pilates</td>
<td>Personal Trainers-fitness</td>
<td>1231 NW 11th Ave.</td>
<td>97209</td>
</tr>
<tr>
<td>8 Common Sense Fitness</td>
<td>Personal Trainers-fitness</td>
<td>335 NE 18th Ave.</td>
<td>97232</td>
</tr>
<tr>
<td>9 Core Essence Studio</td>
<td>Pilates</td>
<td>1028 SE Water Ave. #250</td>
<td>97214</td>
</tr>
<tr>
<td>10 Curves</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>4150 NE Hancock St.</td>
<td>97212</td>
</tr>
<tr>
<td>11 Curves</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>3113 N Lombard St.</td>
<td>97217</td>
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<tr>
<td>12 Curves</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>1736 SE Hawthorne Blvd.</td>
<td>97214</td>
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<tr>
<td>13 Eastmoreland Racquet &amp; Swim</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>3015 SE Berkeley Place</td>
<td>97202</td>
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<tr>
<td>14 Edge Performance Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>1502 N Ainsworth St.</td>
<td>97217</td>
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<tr>
<td>15 Ethereal Spa</td>
<td>Health Spas</td>
<td>211 NE 28th Ave.</td>
<td>97232</td>
</tr>
<tr>
<td>16 Face Body &amp; Soul</td>
<td>Health Spas</td>
<td>4727 NE Fremont St #B</td>
<td>97213</td>
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<tr>
<td>17 Fit Life Club Network</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>2803 NE 24th Ave.</td>
<td>97212</td>
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<tr>
<td>18 Fitness Together</td>
<td>Personal Trainers-fitness</td>
<td>7960 SE 13th Ave.</td>
<td>97202</td>
</tr>
<tr>
<td>19 Geometry Pilates</td>
<td>Pilates</td>
<td>821 NW Flanders St. #225</td>
<td>97209</td>
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<tr>
<td>20 Giants Gym</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>5223 NE Sandy Blvd.</td>
<td>97213</td>
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<tr>
<td>21 Gold's Gym</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>2025 NW Overton St.</td>
<td>97209</td>
</tr>
<tr>
<td>22 Kinetic Fitness Systems</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>821 NW Flanders St.</td>
<td>97209</td>
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<tr>
<td>23 LA Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>2025 NW Overton St.</td>
<td>97209</td>
</tr>
<tr>
<td>24 Lloyd Athletic Club</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>815 NE Halsey St.</td>
<td>97232</td>
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<tr>
<td>25 Loprinzi's Gym</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>2414 SE 41st Ave.</td>
<td>97214</td>
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<tr>
<td>26 ME Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>4943 NE MLK Jr. Blvd.</td>
<td>97211</td>
</tr>
<tr>
<td>27 Miss Fit Adventures</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>1001 SE Water Ave. #220</td>
<td>97214</td>
</tr>
<tr>
<td>28 Moving Parts Personal Training</td>
<td>Personal Trainers-fitness</td>
<td>3939 NE Hancock St.</td>
<td>97212</td>
</tr>
<tr>
<td>29 Northwest Personal Training</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>2714 NE Broadway St.</td>
<td>97232</td>
</tr>
<tr>
<td>30 Northwest Womens Fitness Club</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>2714 NE Broadway St.</td>
<td>97232</td>
</tr>
<tr>
<td>31 One On One Portland Pilates</td>
<td>Pilates</td>
<td>1918 NW Johnson St.</td>
<td>97209</td>
</tr>
<tr>
<td>32 Pilates On Broadway</td>
<td>Pilates</td>
<td>2915 NE Broadway St.</td>
<td>97232</td>
</tr>
<tr>
<td>33 Playground Gym</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>505 NE Grand Ave.</td>
<td>97232</td>
</tr>
<tr>
<td>34 Portland Pilates</td>
<td>Pilates</td>
<td>134 SE Taylor St.</td>
<td>97214</td>
</tr>
<tr>
<td>35 PP&amp;R Buckman Swimming Pool</td>
<td>Swimming Pools-public</td>
<td>320 SE 16th Ave.</td>
<td>97214</td>
</tr>
<tr>
<td>36 PP&amp;R Columbia Swimming Pool</td>
<td>Swimming Pools-public</td>
<td>7701 N Chautauqua Blvd.</td>
<td>97217</td>
</tr>
<tr>
<td>37 PP&amp;R Grant Swimming Pool</td>
<td>Swimming Pools-public</td>
<td>NE 33rd &amp; US Grant Place</td>
<td>97121</td>
</tr>
<tr>
<td>38 PP&amp;R Peninsula Community Center</td>
<td>Public Recreation Center</td>
<td>700 N Rosa Parks Way</td>
<td>97217</td>
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<tr>
<td>39 PP&amp;R Peninsula Pool</td>
<td>Swimming Pools-public</td>
<td>700 N Rosa Parks Way</td>
<td>97217</td>
</tr>
<tr>
<td>40 PP&amp;R Pier Park Swimming Pool</td>
<td>Swimming Pools-public</td>
<td>N Seneca &amp; St. Johns Ave.</td>
<td>97203</td>
</tr>
<tr>
<td>41 PP&amp;R Sellwood Community Center</td>
<td>Public Recreation Center</td>
<td>1436 SE Spokane St.</td>
<td>97202</td>
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<tr>
<td>42 PP&amp;R Sellwood Pool</td>
<td>Swimming Pools-public</td>
<td>7951 SE 7th Ave.</td>
<td>97202</td>
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<tr>
<td>43 PP&amp;R St Johns Community Center</td>
<td>Public Recreation Center</td>
<td>8427 N Central St.</td>
<td>97203</td>
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<tr>
<td>44 PP&amp;R University Community Center</td>
<td>Public Recreation Center</td>
<td>9009 N Foss Ave.</td>
<td>97203</td>
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<tr>
<td>45 Real Fitness</td>
<td>Personal Trainers-fitness</td>
<td>8050 SE 13th Ave. #203</td>
<td>97202</td>
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<tr>
<td>46 Recreate Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>2001 NW 19th Ave. #101</td>
<td>97209</td>
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<td>47 Reform Pilates</td>
<td>Pilates</td>
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<td>48 Strada</td>
<td>Personal Trainers-fitness</td>
<td>4815 NE Fremont St.</td>
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<td>49 Studio Imago Dei</td>
<td>Pilates</td>
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<td>50 Wax On Spa</td>
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<td>734 E Burnside St.</td>
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<td>Health Spas</td>
<td>3808 N Williams Ave.</td>
<td>97227</td>
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<td>52 Westcoast Health &amp; Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
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<td>97203</td>
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<tr>
<td>53 Whole Body Fitness</td>
<td>Health Clubs, Studios &amp; Gyms</td>
<td>1408 E Burnside St.</td>
<td>97214</td>
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