



Culture, Parks & Recreation Department (CPRD)

Comprehensive Master Plan—Appendix A

Submitted By:

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Submitted On:

07/14/2025



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City of Greeley Demographic Profile

As part of a robust comprehensive department master plan, BerryDunn completed a review of the City's demographic profile, offering a detailed analysis of household and economic data. This demographic analysis aims to enhance comprehension of both historical trends and projected changes, providing valuable insights into factors that could impact the City and CPRD planning efforts. It also offers insight into the potential market for parks, recreation, and other services by highlighting where and how the community will change.

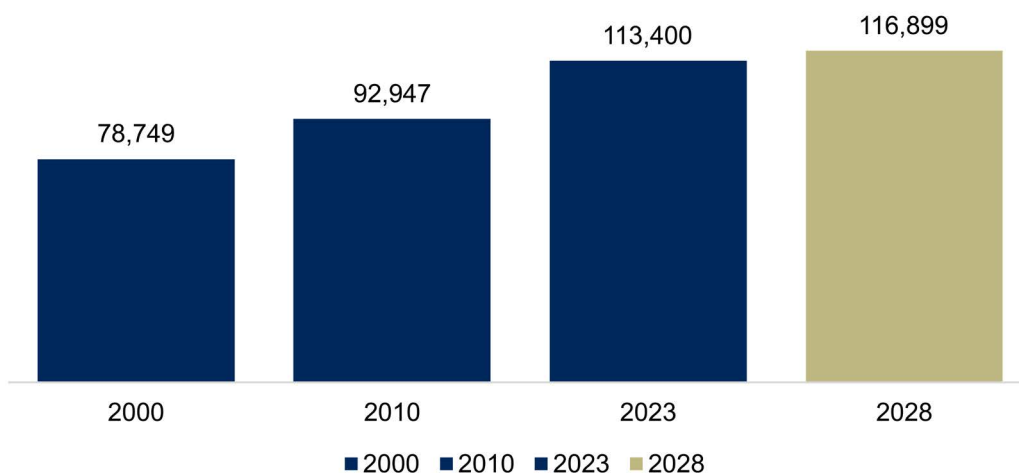
BerryDunn sourced population, age distribution, income, race/ethnicity, and other household characteristic data from ArcGIS Business Analyst using April 2024 U.S. Census estimates. The team also resourced criminal data from LexusNexus. BerryDunn also compared Colorado (CO) to U.S. data, where applicable, for additional context.

This analysis features various maps that visually represent demographic information, with data points color coded by block group. Block groups are statistical divisions of census tracts used by the U.S. Census Bureau, and they are often used in demographic studies to analyze and understand finer-scale population characteristics within specific geographic areas.

Population Characteristics

In 2023, the City population was estimated at 113,400 residents—a 44% increase from 2000 (78,749 residents). Future projections suggest slight growth, with an anticipated population of 116,899 by 2028. Greeley has a slightly higher female population (50.28%) compared to males (49.62%).

Figure 1: Population Change (2000 – 2028)

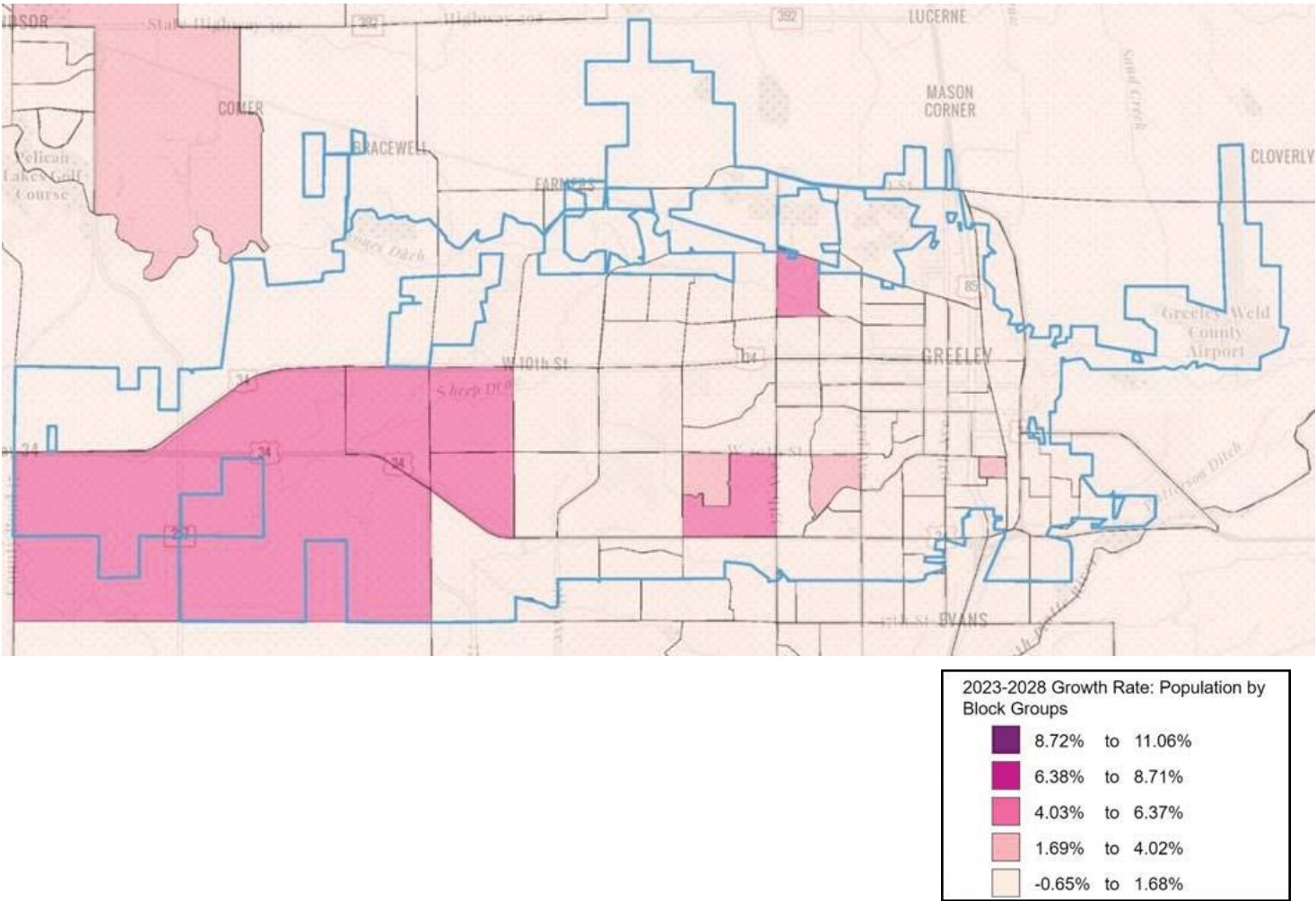


Population Growth Rate

The population growth rate from 2023 – 2028 is projected at 0.61% for the City, lower than the growth rate in CO (0.63%) and twice higher than the United States (0.30%). The map below shows the anticipated population growth rate by block group. The areas shaded in pink and light pink show the groups with the highest anticipated growth rate (1.69% – 6.37%). Notably, most of the City block groups (shaded in tan) will either decrease to -0.65% or increase up to 1.68%.

Figure 2: Population Growth Rate by Block Group (2023 – 2028)

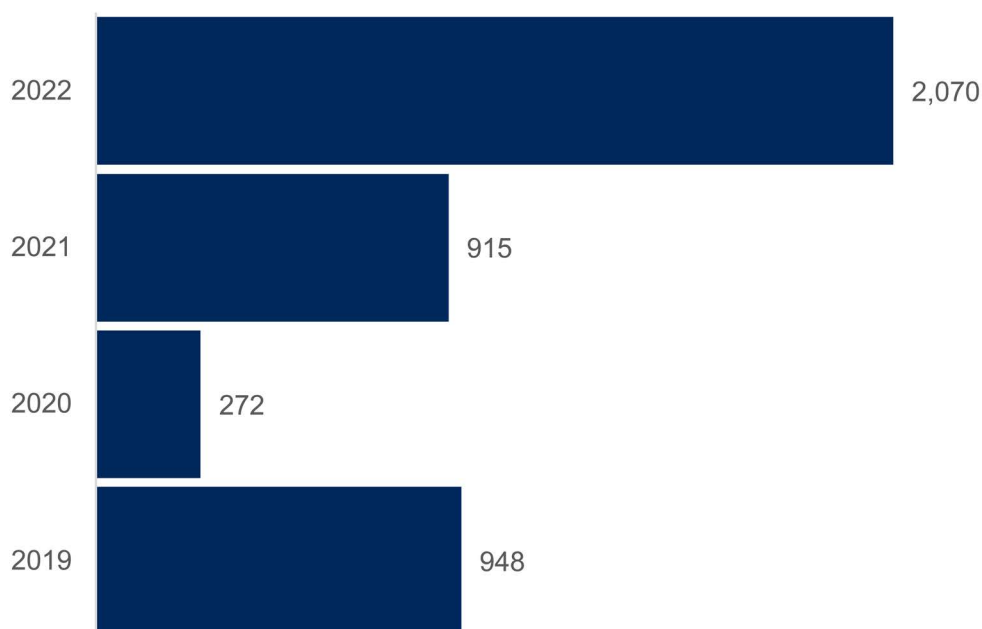
Source: ArcGIS Business Analyst (2024)



Residential Permits Issued Over Time

In 2022, the City issued 2,070 residential permits, over 126% more than in 2021 (915) and almost 662% more than in 2020. However, 2019 has a similar number of issued permits as 2021. The large dip of issued permits in 2020 is likely due to factors relating to COVID-19. The higher number of issued permits in 2022 is likely due to a recovery from COVID-19 and is in line with the expected population growth for 2028 (Figure 3).

Figure 3: Issued Residential Permits Over Time



Source: 2022 Annual Growth & Development Projections Report (City of Greeley)

Age Distribution

The median age of residents in the City was 33 years old in 2023, younger than both the median age in CO (38.1) and the median age in the United States (39.1). The age groups making up the largest percentage of the City's population were older adult, adult, and youth. Individuals ages 0 – 54 years make up almost two thirds of the population in Greeley.

Figure 4: Age Distribution (2023)

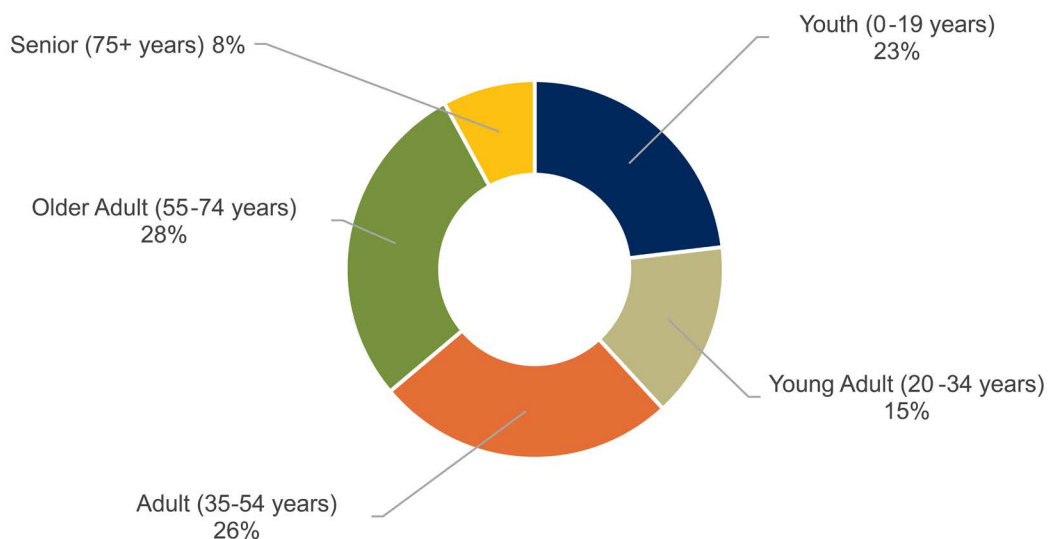
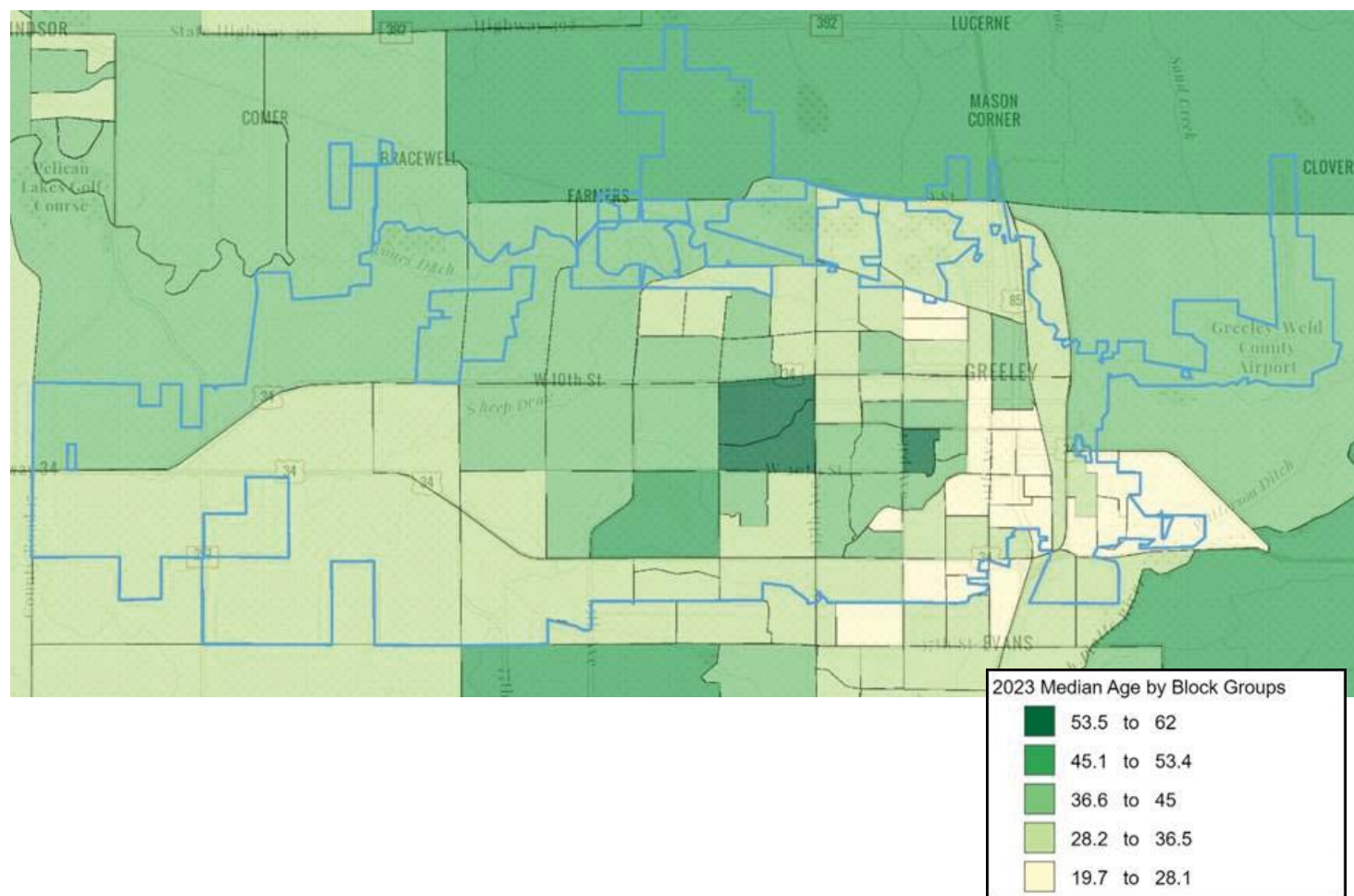


Figure 5 shows the median age by block group. The dark green areas have the oldest median age block group (ages 53.5 – 62 years), while the areas in tan up to emerald, green consist of adults with a median age of 19.7 – 53.4 years. The oldest median age block groups are mostly concentrated in the center of the boundary.

Figure 5: Median Age by Block Group (2023)

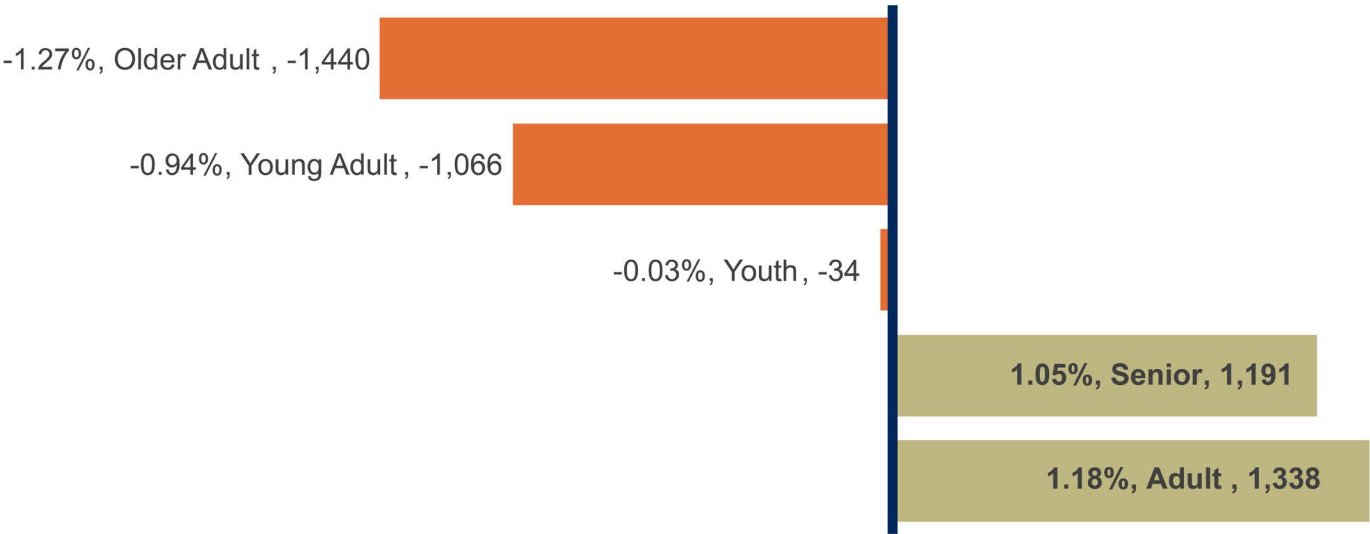
Source: ArcGIS Business Analyst (2024)



Age Change Over Time

Over the next four years, the older adult, young adult, and youth age groups in the City are expected to decline slightly (-1.27%, -0.94%, and -0.03%, respectively). Conversely, the senior and adult age groups are expected to see a growth rate of up to 1.05% and 1.18%, respectively, during the same period. This highlights a potential need for increased senior and adult programming and amenities.

Figure 6: Age Change Over Time (2023 – 2028)



Household Characteristics

The City's household characteristics indicate that the community earns a smaller median household income than the state of CO (Figure 7). More than 13% of the population lives below the federal poverty line, and the median household income is lower than the United States'. This may indicate the need for reduced fees or to ensure a visible financial sponsorship program for those in need.

Figure 7: Household Characteristics (2023)

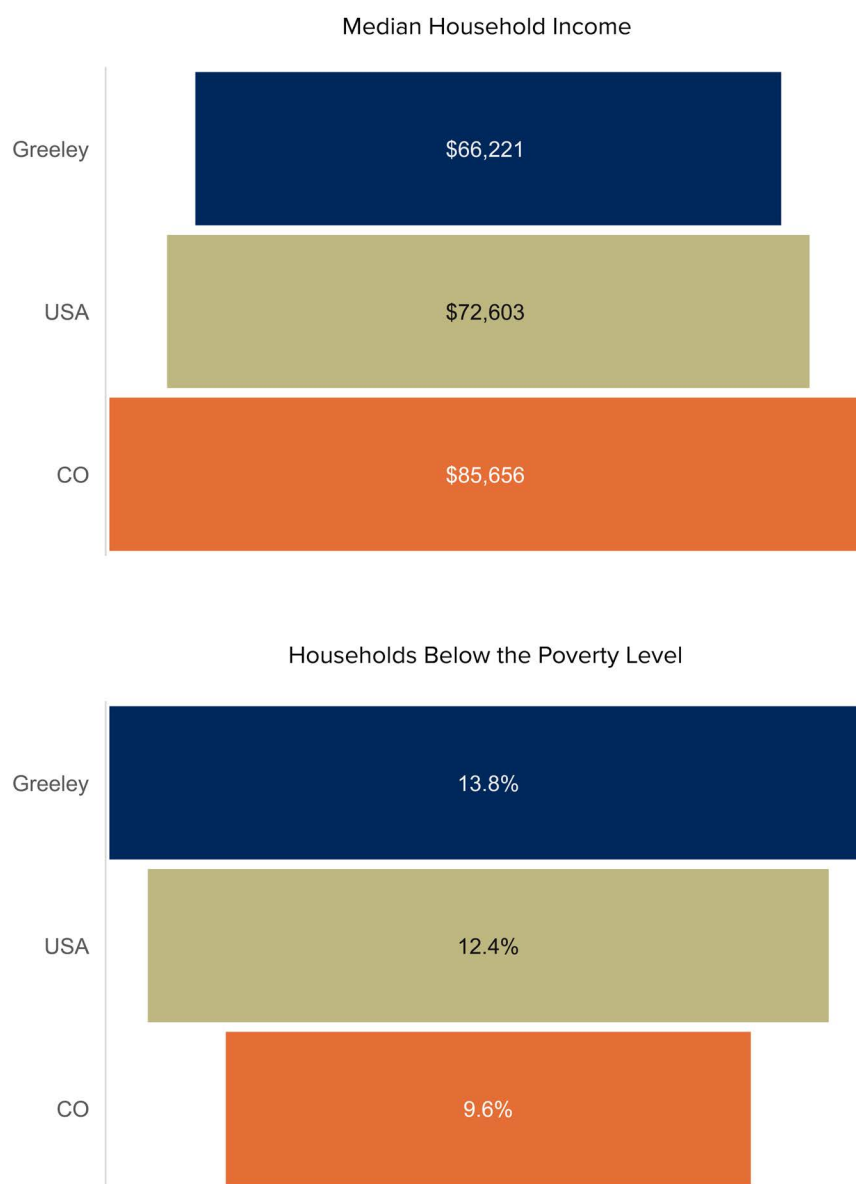
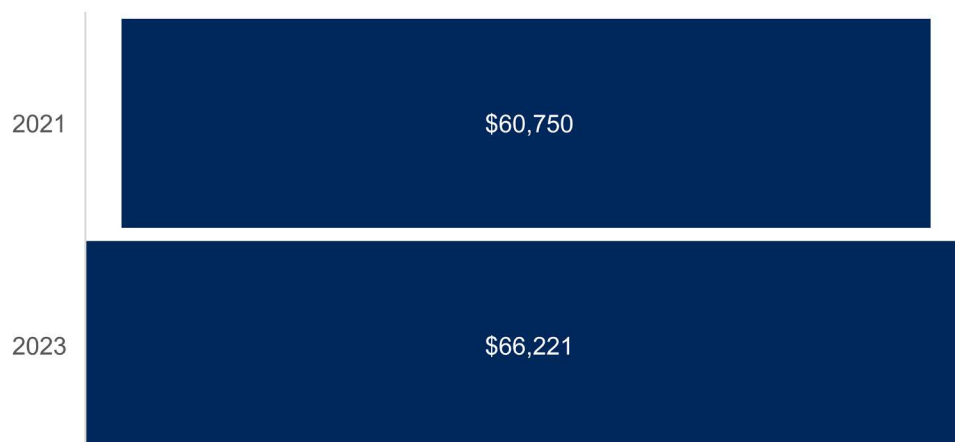
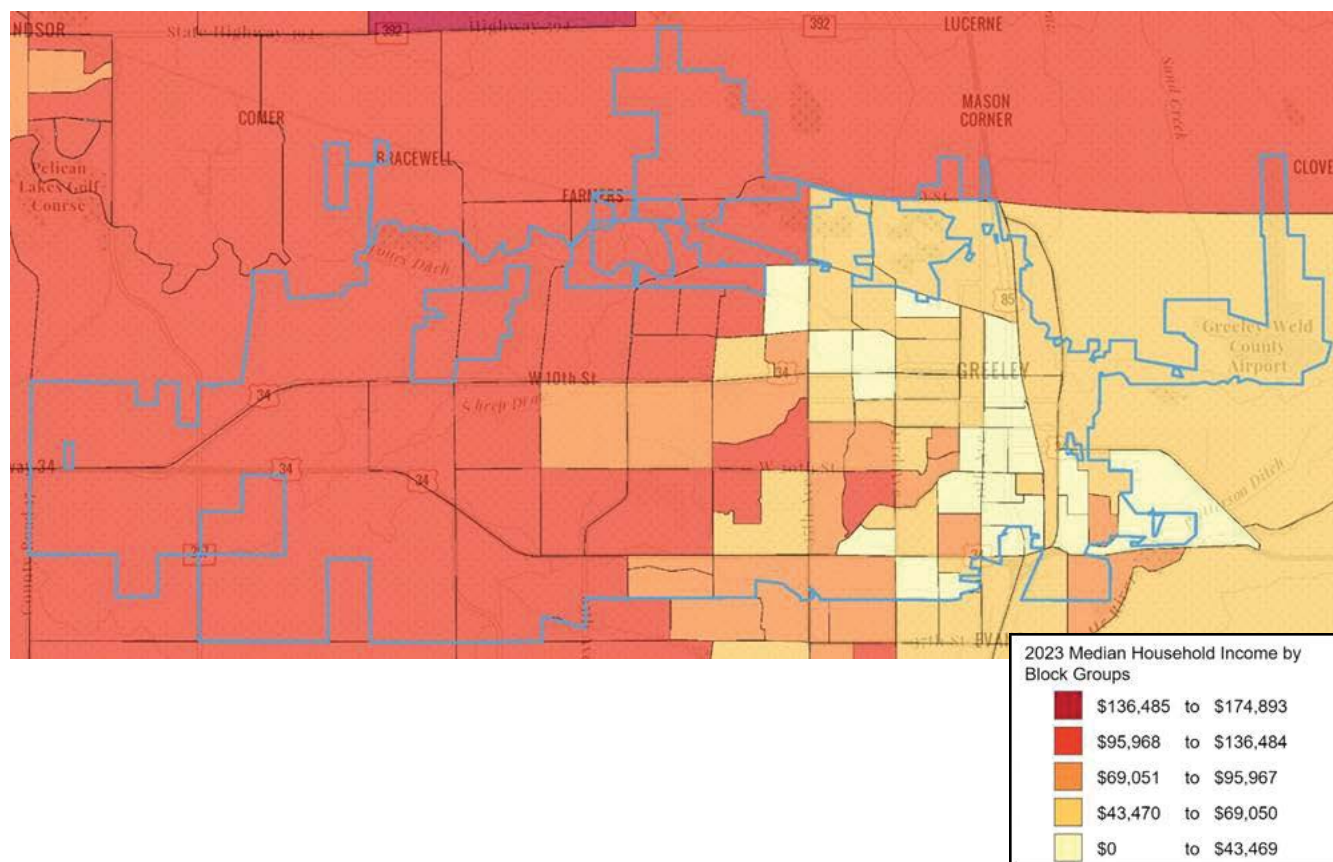


Figure 8: Household Characteristics Over Time (2021-2023)

The map below shows the median household income by block groups. Most of the City has an income between \$0 – \$136,000 dollars. A segment in the western portion of the boundary (in dark orange) earns between \$95,000 – \$136,000 annually, while most of the eastern portion of the boundary has a median household income of \$0 – \$69,000 annually. Once again, this highlights the need for lower fees or financial sponsorship/support for those in need.

Figure 9: Median Household Income by Block Group (2023)

Source: ArcGIS Business Analyst (2024)



Racial Diversity

The City became slightly more diverse from 2010 – 2023, with the white population decreasing by 18%. Those who identify as two or more races increased by 14%, while those who identify as being of Hispanic origin (regardless of race) increased from 35% to 42%. Notably, it is expected that there will be only a slight change in diversity over the next four years with the white population decreasing 1% and those who identify as two or more races increasing by 1%.

Figure 10: Change in Racial Diversity (2010 – 2028)

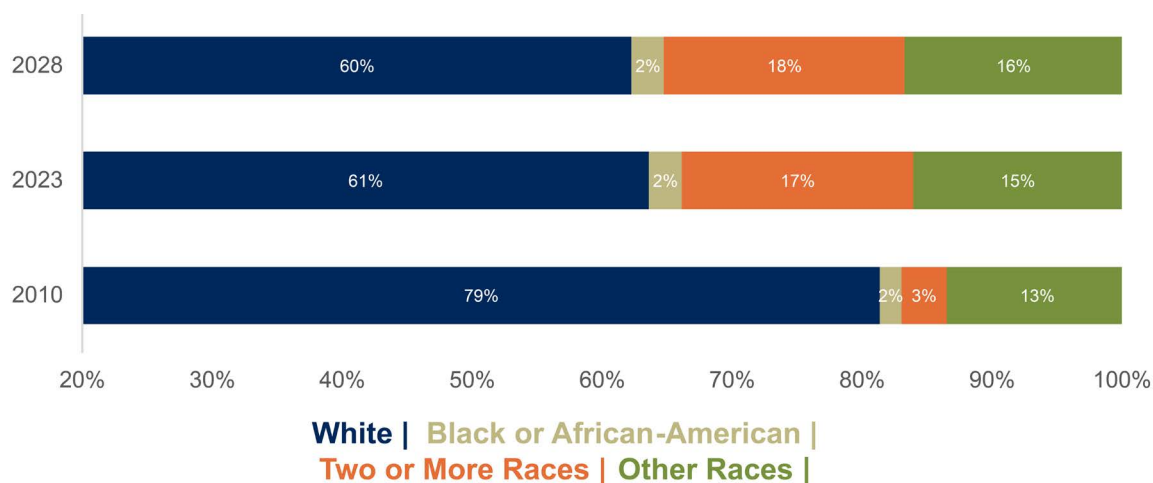
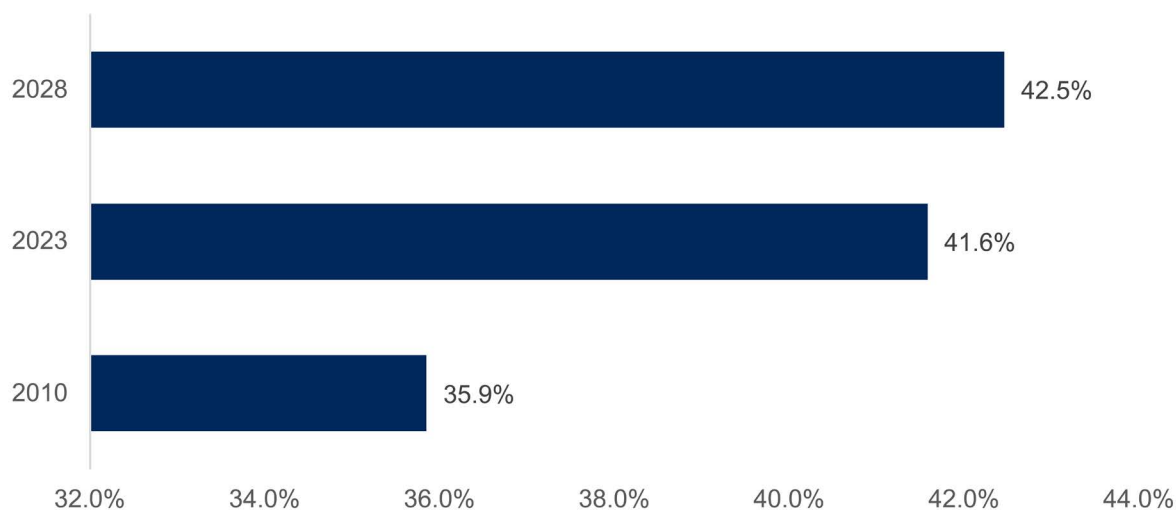
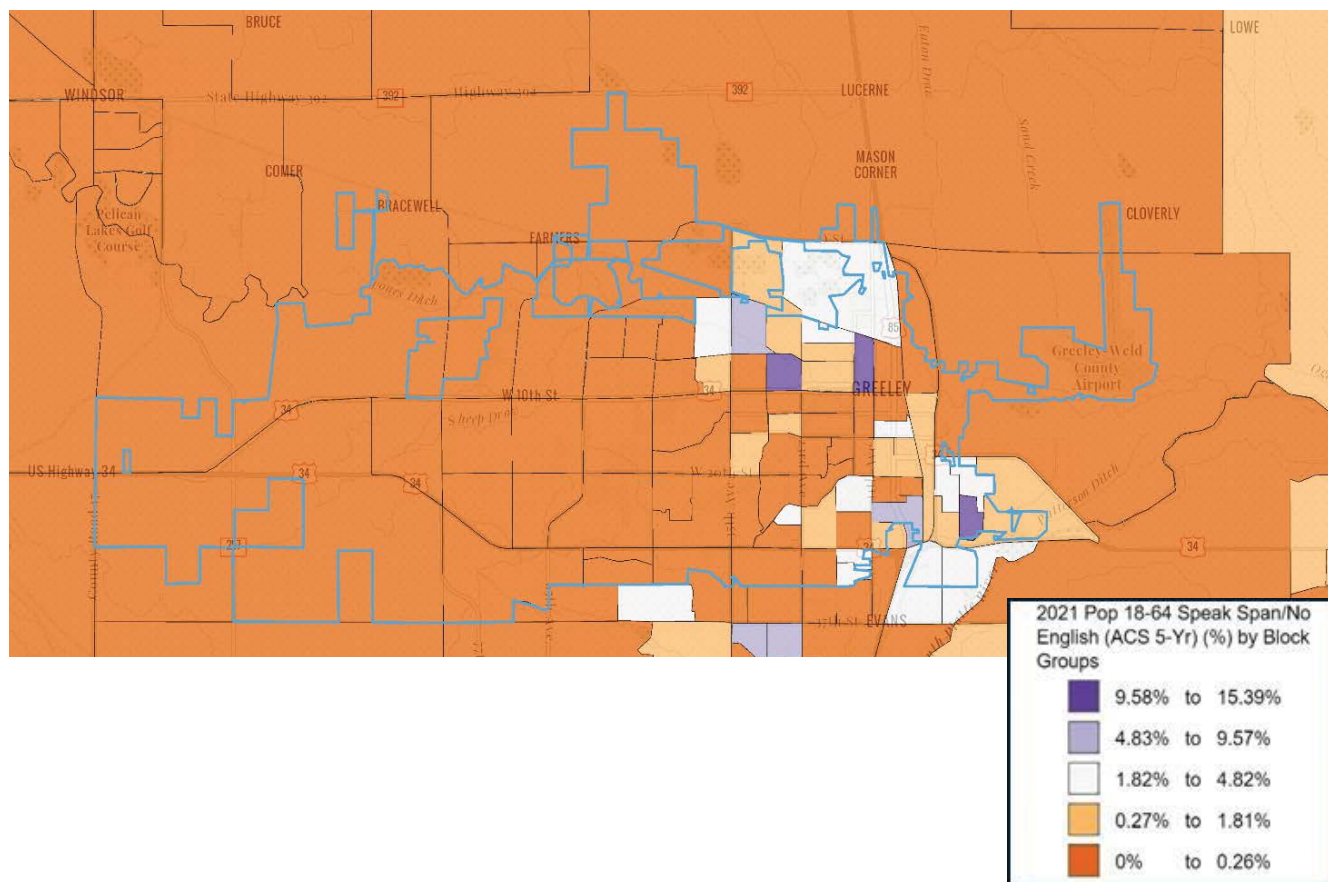


Figure 11: Change in Hispanic Population (2010 – 2028)



Understanding the prominence of those that predominately speak Spanish is also an important element when determining programing, staffing, and cultural expectations for the community. Figure 12 identifies where the highest population of Spanish speakers reside in Greeley with 9.58% to 15.39% primarily in three areas of Greeley.

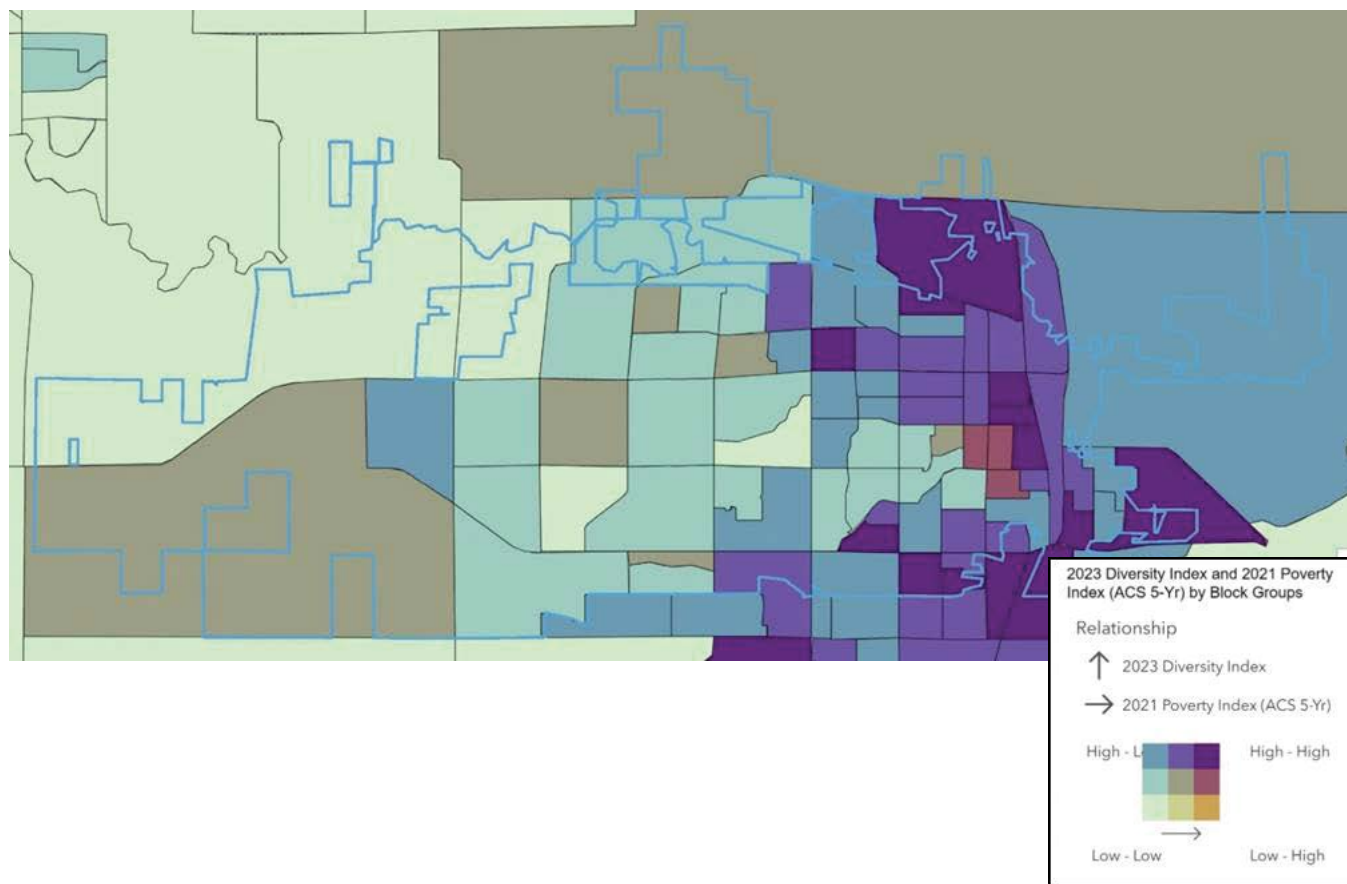
Figure 12: Non-English Speakers, Spanish Only (2021)



The diversity index from ArcGIS is a measurement that quantifies the variety and distribution of different demographic groups within a specific geographic area. Figure 13 displays the diversity index by block groups layered with the poverty index. The most diverse block groups with the highest poverty index scores—shaded in purple—are nearly aligned with the lower-income-earning block groups in Figure 12 above.

Figure 13: Diversity Index (2023) and Poverty Index (2021) by Block Group

Source: ArcGIS Business Analyst (2024)



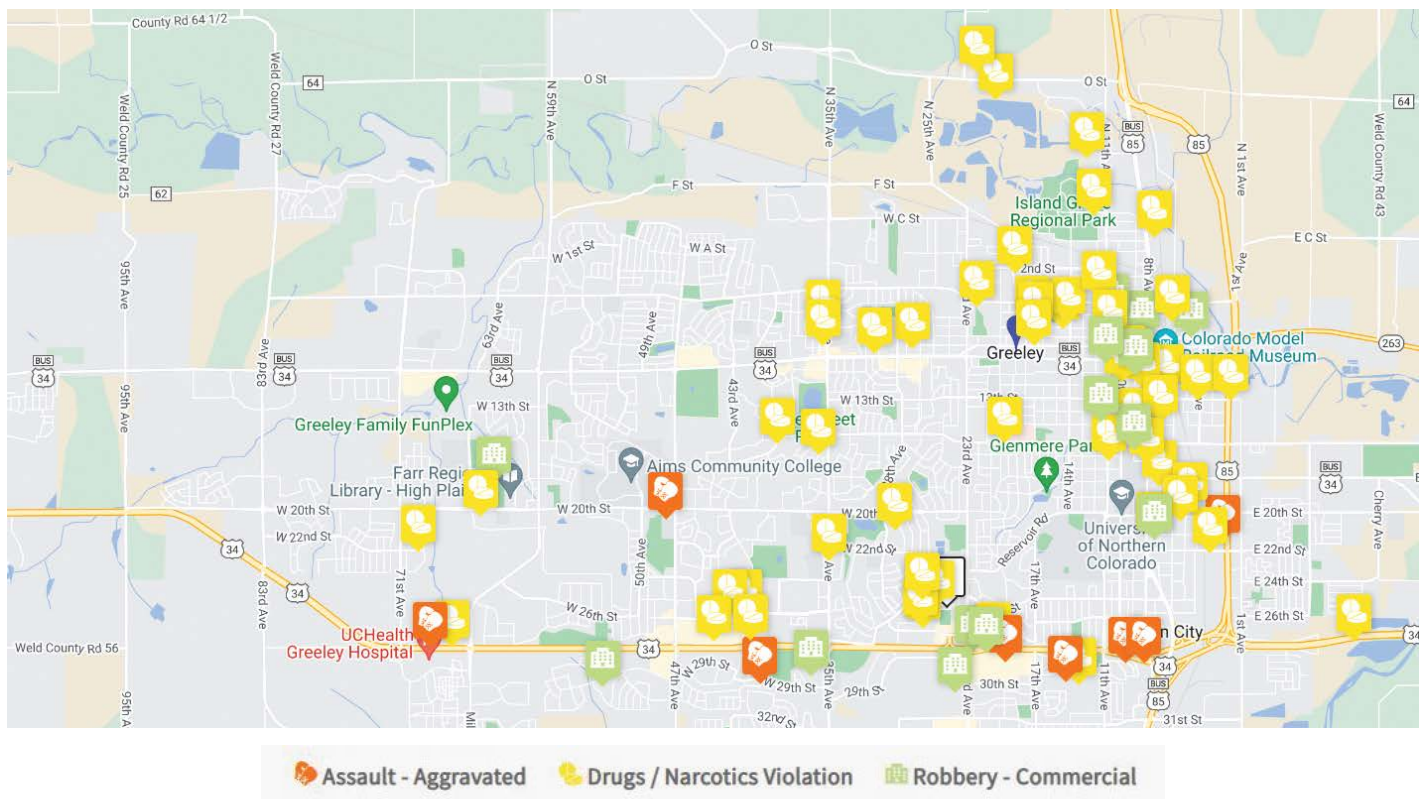
Criminal Activity

To understand criminal actions within the City, BerryDunn reviewed the LexisNexis Community Crime database, a website that allows law enforcement to share selected crime data with the public. The Community Crime database identifies all crimes reported for a specific time period and includes every reported incident. To aid in analysis, BerryDunn filtered data from December 1, 2023, through May 30, 2024 and selected the following criminal activities:

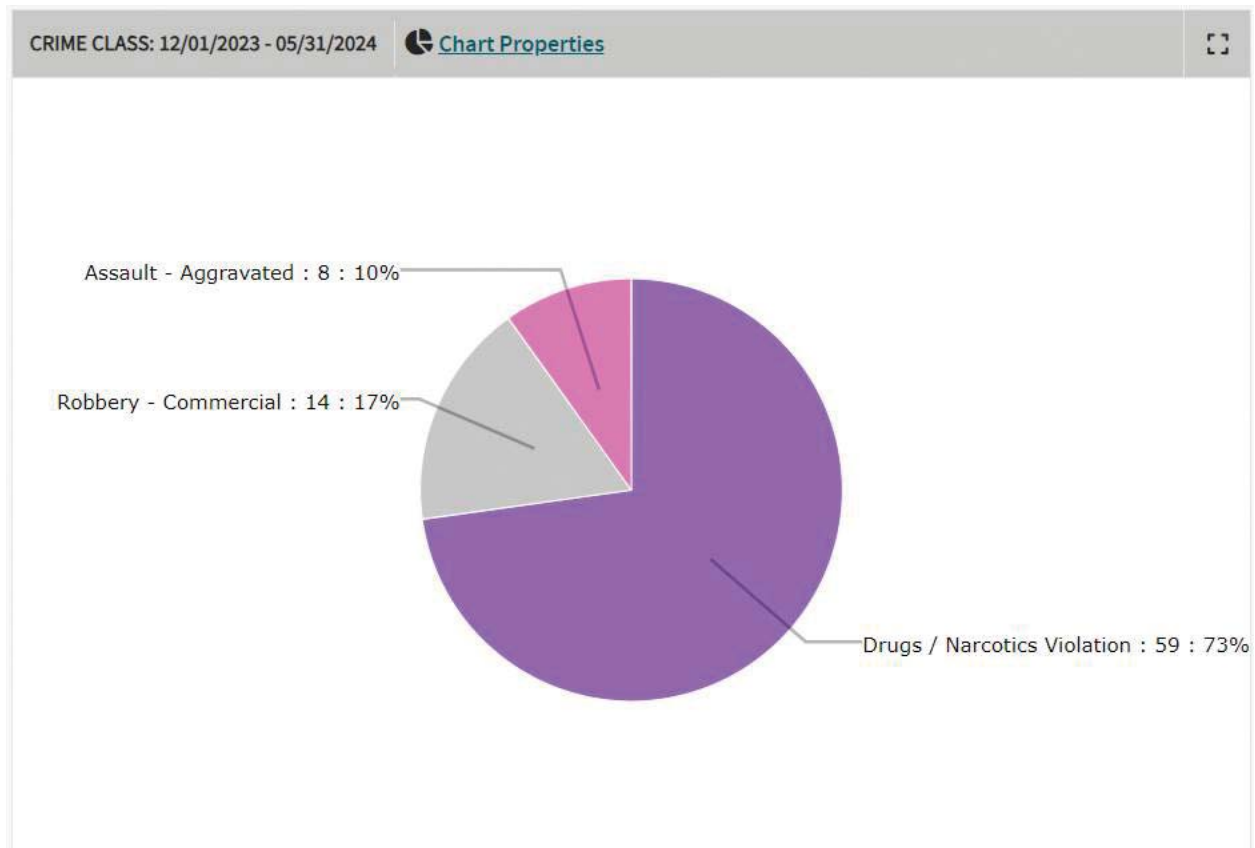
- Assault
- Homicide/Manslaughter
- Robbery
- Attempted Homicide
- Sexual Assault
- Drugs/Narcotics
- Sexual Offense

Figures 14 and 15 identify areas for these crimes as well as the percentage breakdown. Only three of the seven activities were reported during this time period: aggravated assault, robbery, and drugs/narcotics violations. The majority of activities occurred on Greeley's east side.

Figure 14: LexisNexis Community Crime Map (December 1, 2023, through May 30, 2024)



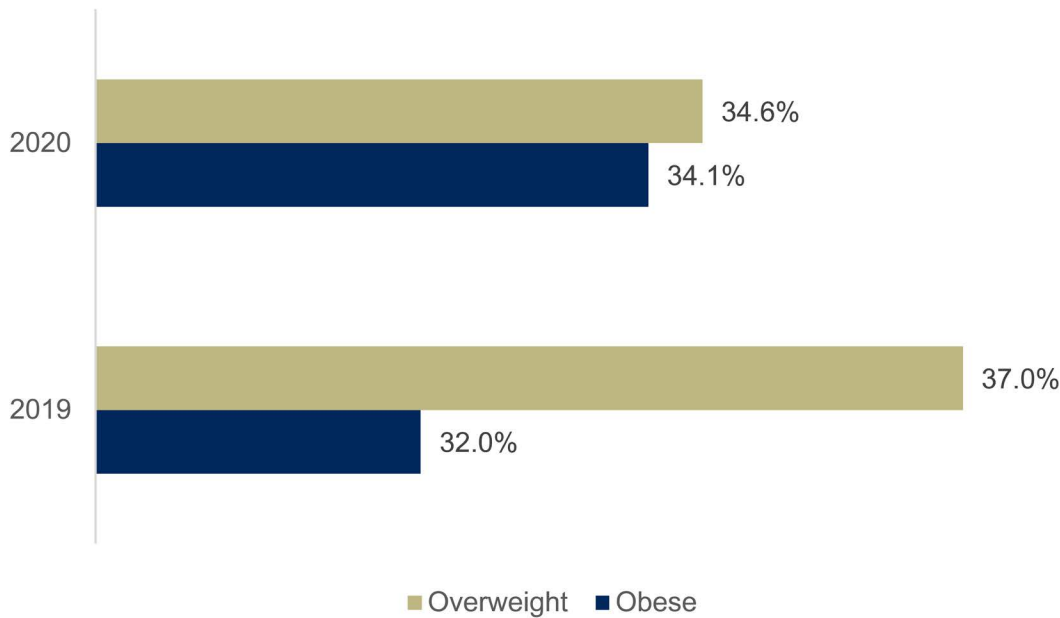
**Figure 15: LexisNexis Community Crime Percent Breakdown
(December 1, 2023 through May 30, 2024)**



Overweight and Obesity

Figure 16 shows the overweight and obesity rates for Weld County. In 2022, over 34.6% of adults were overweight and over 34.1% were obese. This marks a decrease in overweight rates from 2019 (37%) and an increase in obesity (32%). This could show that many individuals who were overweight became obese rather than returning to a healthier weight from 2019 – 2022. The county’s combined overweight and obesity rate of 68.7% is higher than the state’s combined rate of 59.1%. This highlights an increased need for nutrition, health, and wellness programming and amenities.

Figure 16: Weld County Overweight and Obesity Rates



Source: 2022 Key Finding Weld Community Health Survey (Weld County)

In addition, the County Health Ranking, produced by the University of Wisconsin Population Health Institute¹, provides valuable information on other health risks for Weld County compared to the State of Colorado and the United States overall (Figure 17). These factors are important to consider when contemplating the need for additional facilities and promotional methods.

¹ <https://www.countyhealthrankings.org/health-data/colorado/weld?year=2024>, accessed May 2, 2024

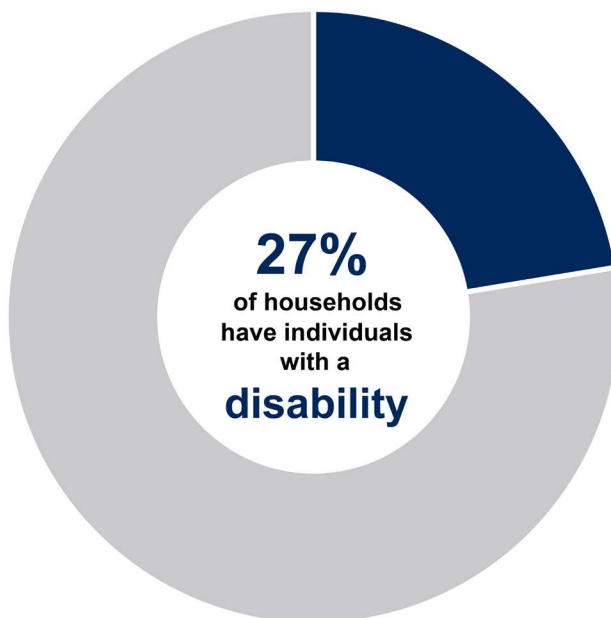
Figure 17: County Health Ranking

Health Outcomes			
Length of Life	Weld County	Colorado	United States
Premature Death	6,600	7,000	8,000
Quality of Life	Weld County	Colorado	United States
Poor or Fair Health	15%	13%	14%
Poor Physical Health Days	3.6	3.1	3.3
Poor Mental Health Days	4.7	4.8	4.8
Low Birthweight	8%	9%	8%
Additional Health Outcomes (not included in summary)	Weld County	Colorado	United States
Life Expectancy	79.3	79.0	77.6
Premature Age-Adjusted Mortality	320	330	390
Child Mortality	50	50	50
Infant Mortality	4	5	6
Frequent Physical Distress	11%	9%	10%
Frequent Mental Distress	16%	15%	15%
Diabetes Prevalence	8%	7%	10%
HIV Prevalence	88	272	382
Health Factors			
Health Behaviors	Weld County	Colorado	United States
Adult Smoking	14%	12%	15%
Adult Obesity	29%	25%	34%
Food Environment Index	8.4	8.5	7.7
Physical Inactivity	18%	17%	23%
Access to Exercise Opportunities	81%	90%	84%
Excessive Drinking	19%	21%	18%
Alcohol-Impaired Driving Deaths	32%	35%	26%
Sexually Transmitted Infections	420.8	460.2	495.5
Teen Births	18	14	17

Disabilities

According to the American Community Survey, 27% of the City's households include at least one individual who has a disability. This is higher than the percentage in CO (22%) and the United States (26%), marking the need for accessibility, accommodations, and inclusive programming.

Figure 18: Percentage of Households That Include At least One Person With a Disability (2023)



Key Findings

Key findings regarding the demographic profile of the City of Greeley and the potential impact on parks and recreation services and facilities are:

- Greeley has experienced steady growth in population since 2010 and is expected to continue to grow, which may increase demand for parks and recreation services and facilities.
- The City issued over 126% more residential permits in 2022 compared to 2021, keeping in line with projected growth in population and COVID-19 recovery.
- The City has a lower median household income compared to CO and the United States, as well as a higher percentage of households in poverty. This suggests a potential need to implement lower-cost recreational and programming fees.
- Over the next four years, the age groups of older adult, young adult, and youth are expected to decline slightly, while the age groups of senior and adult are expected to increase. This suggests a need for a diverse range of parks and recreation programs and facilities that cater to adults, especially to the growing senior population.
- The City is expected to have a minimal change in diversity over the next four years.
- A combined 68.7% of Weld County individuals are overweight or obese. This is higher than the state combined rate of 59.1%.
- Approximately 27% of households in the City include at least one individual with a disability, highlighting the importance of providing accessible facilities and inclusive programming for people with disabilities.

Mobility Data Analysis Introduction

To gain insights into visitor behaviors and patterns, BerryDunn analyzed mobility data from the City's parks and facilities using Placer.ai. Placer.ai obtains anonymous and aggregated data of geolocated devices—such as smartphones—which provided the BerryDunn team with insights into park visitation, time spent in parks, pre- and post-visit travel patterns, and more.

Data received from Placer.ai is anonymous, aggregated, and verified by data scientists before delivery; therefore, user data is scrubbed of any personal information. This mobility data may help the City make data-driven decisions based on the following:

- Visitor demographics
- Consumer profiles
- Annual, monthly, daily, and hourly visits
- Length of time spent at the facility or park
- Distance traveled to access the facility or park
- Pre- and post-visit journeys

BerryDunn analyzed the following locations and determined geographical boundaries using geographic information system (GIS) files.

- Bittersweet Park
- Glenmere Park
- Sanborn Park
- Centennial Village
- Youth Sports Complex
- Greeley Ice Haus
- Greeley Recreation Center
- Greeley Family FunPlex

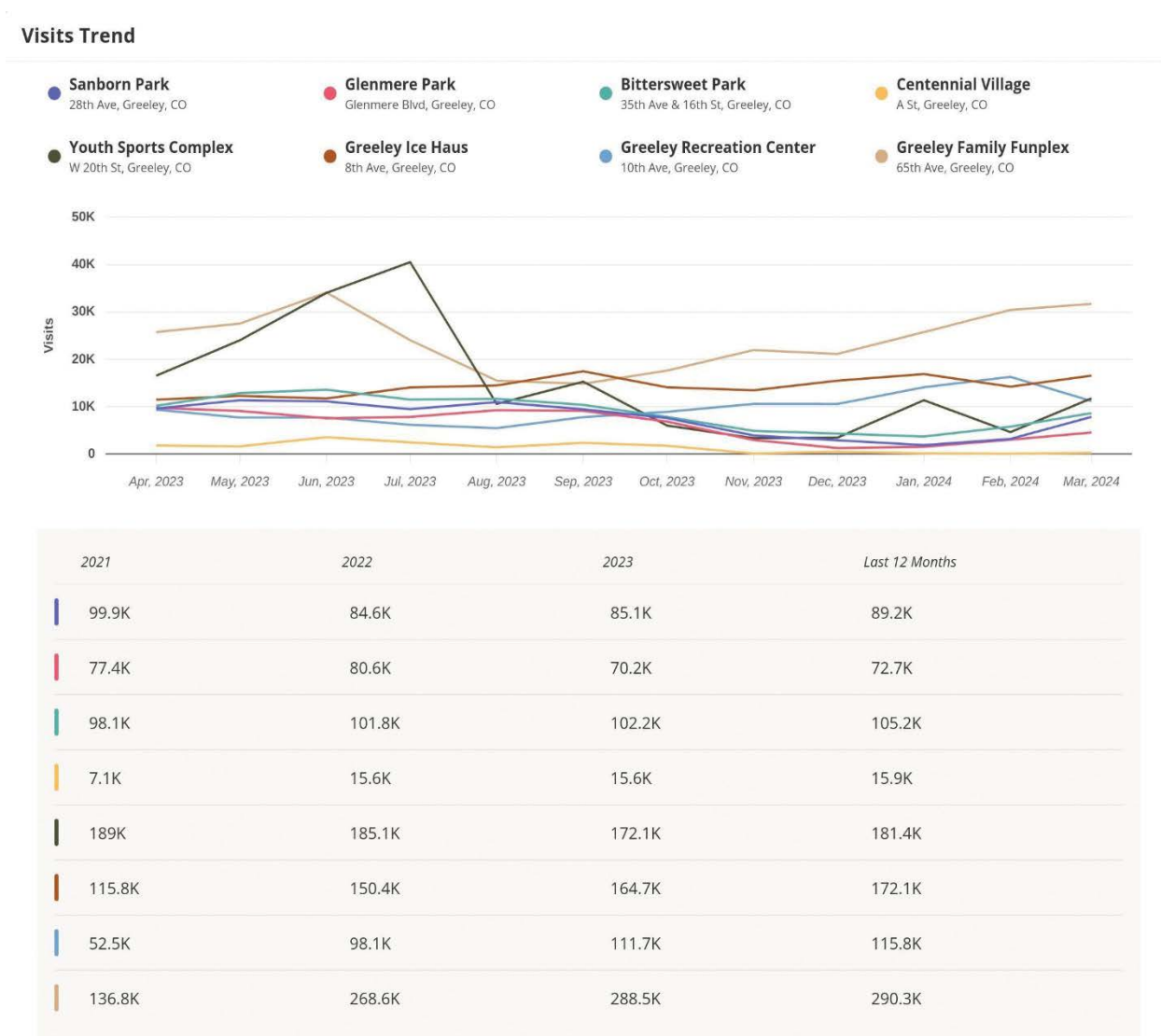
Visitor Trends

The following sections provides insights into visitor trends, including when visitors are most often at facilities throughout the year (the past 12 months), week, and day.

Annual

Figure 19 reflects visitation trends from the past 12 months by each facility in addition to visitation from 2023, 2022, and 2021. The Greeley Family FunPlex saw the highest number of visits across all years, averaging approximately 231,305 visits a year. Centennial Village had the least number of visitors, averaging approximately 12,789 visits a year.

Figure 19: Visitation—Last 12 Months, 2023, 2022, and 2021



Monthly | Visits | Apr 1st, 2023 - Mar 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)

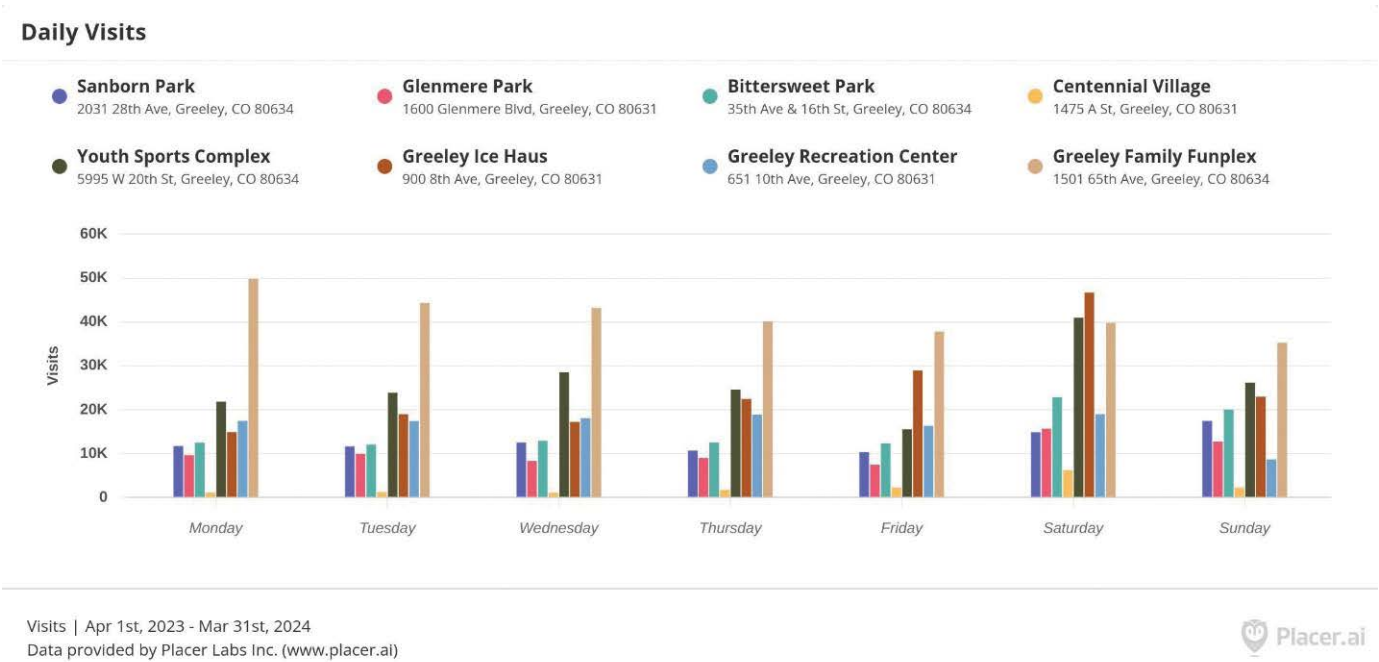


Daily

Figure 20 reflects daily visitation trends over the last 12 months. Saturday was the most popular day of the week to visit all locations, except for Sanborn Park, which sees peak attendance on Sundays, and Greeley Family FunPlex, which sees peak attendance on Mondays.

The least popular day of the week varies across locations. Sanborn Park, Glenmere Park, and the Youth Sports Complex see the least number of visits on Friday. Bittersweet Park has the least number of visitors on Tuesday, and Centennial Village has the least number of visitors on Wednesday. Greeley Recreation Center and Greeley Family FunPlex have the least number of visitors on Sundays. Greeley Ice Haus has the least number of visitors on Monday.

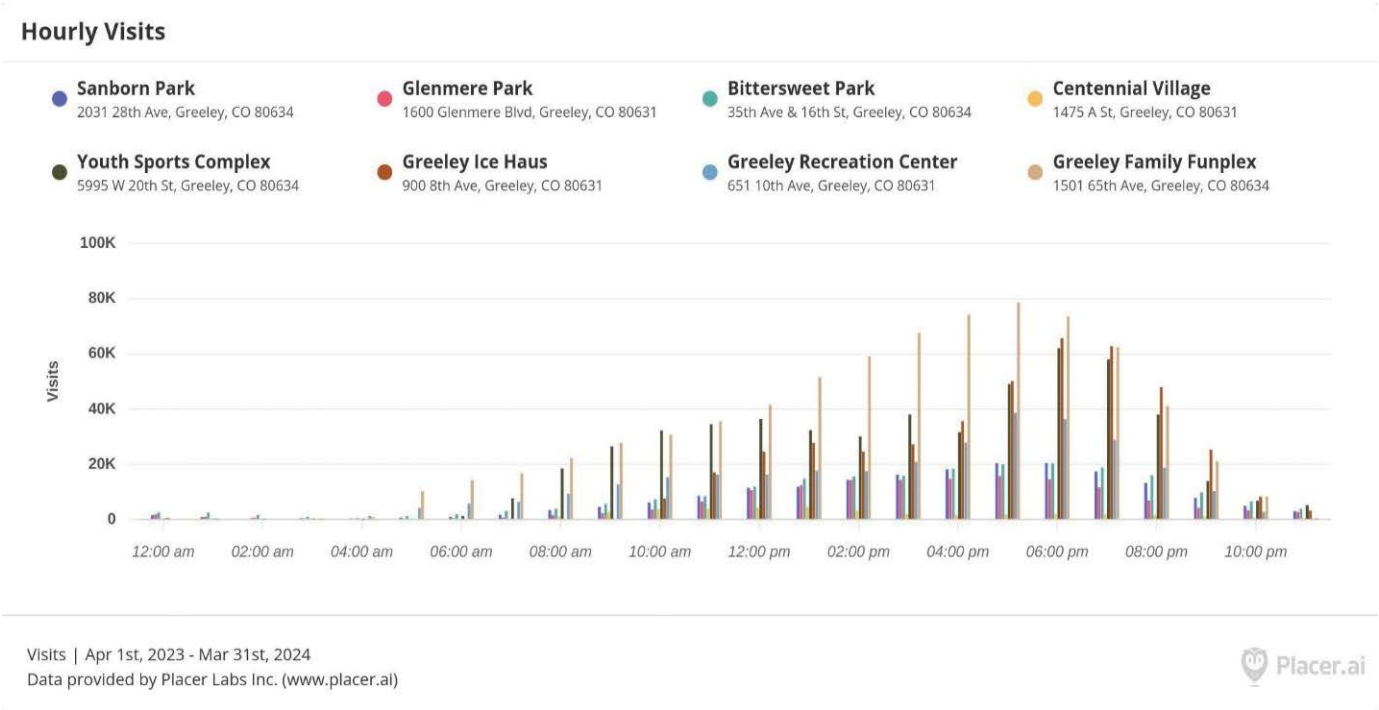
Figure 20: Daily Visitation



Hourly

Figure 21 reflects hourly visitation trends over the last 12 months. The most popular time to visit across all locations is between 3 p.m. and 7 p.m.

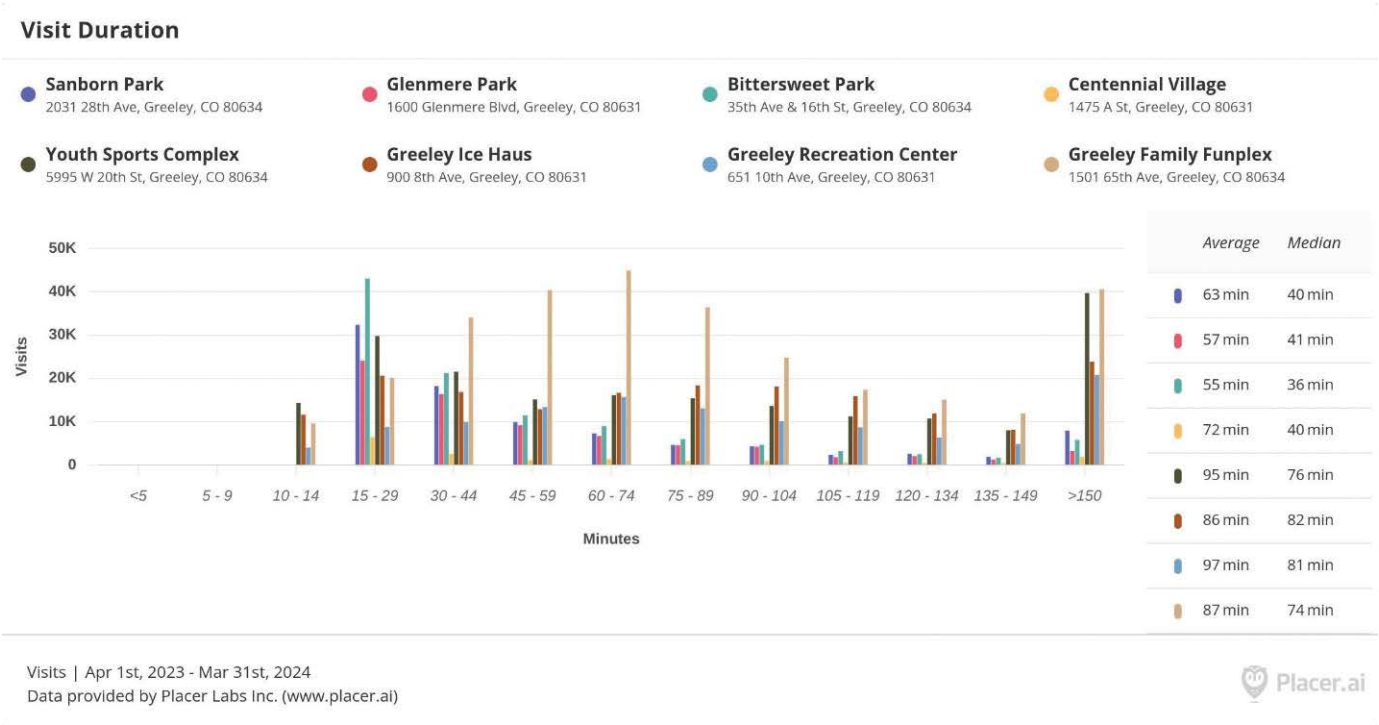
Figure 21: Hourly Visitation



Dwell Time

Figure 22 reflects the average length of time—or dwell time—visitors spend at each location. On average, visitors are spending between 55 and 63 minutes at park locations, 72 minutes at Centennial Village, 95 minutes at the Youth Sports Complex, 86 minutes at Greeley Ice Haus, 97 minutes at the Greeley Recreation Center, and 87 minutes at the Greeley Family FunPlex.

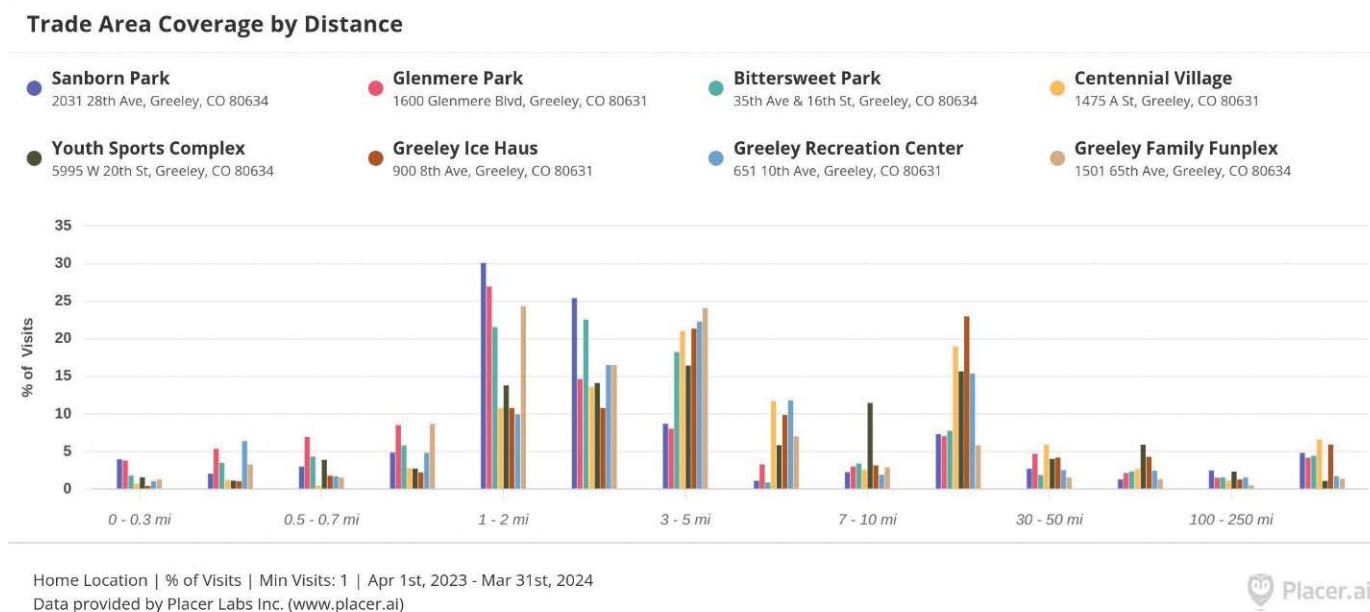
Figure 22: Length of Stay



Distance Traveled

Figure 23 reflects the number of miles visitors are traveling to reach one of the City's locations. The majority of visits are coming from people living within one to three miles from the location. There are also a high number of visits coming from those withing three to five miles and ten to thirty miles.

Figure 23: Distance Traveled to Location



Visitor Journey

Figures below offer insights into where visitors are going before and after visiting a location. This information can be valuable when considering partnerships, concessions, and sponsorships. Before visiting one of the City’s locations, visitors are typically at home, work, fast food restaurants, or a gas station or convenience store. After visiting one of the City’s locations, visitors are heading home, to a fast-food restaurant, or a local area attraction—also part of the Culture, Parks, and Recreation Department inventory—such as the Greeley Stampede or Island Grove.

Figure 24: Sanborn Park Visitor Journey

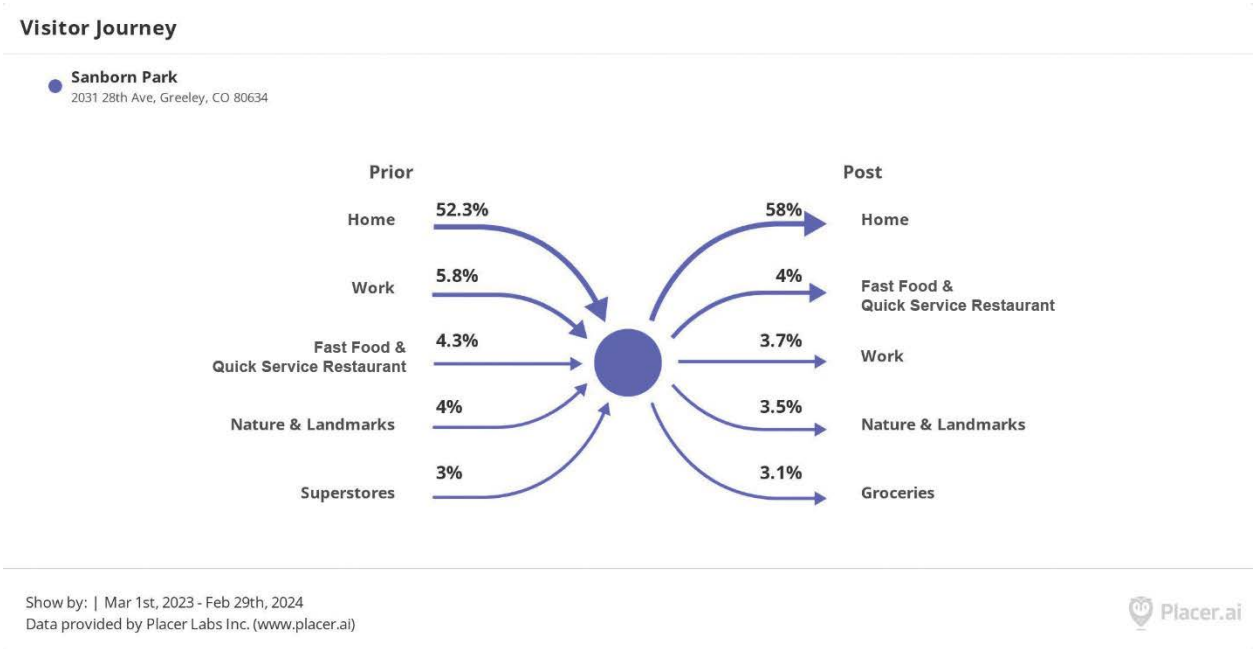


Figure 25: Glenmere Park Visitor Journey

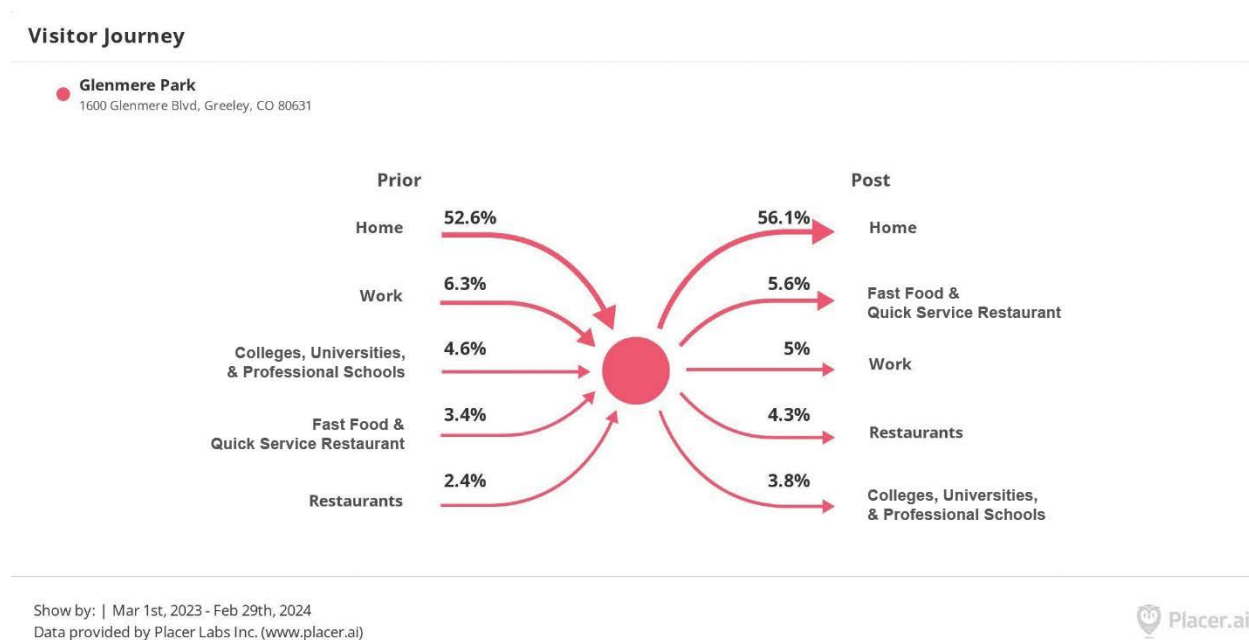


Figure 26: Bittersweet Park Visitor Journey

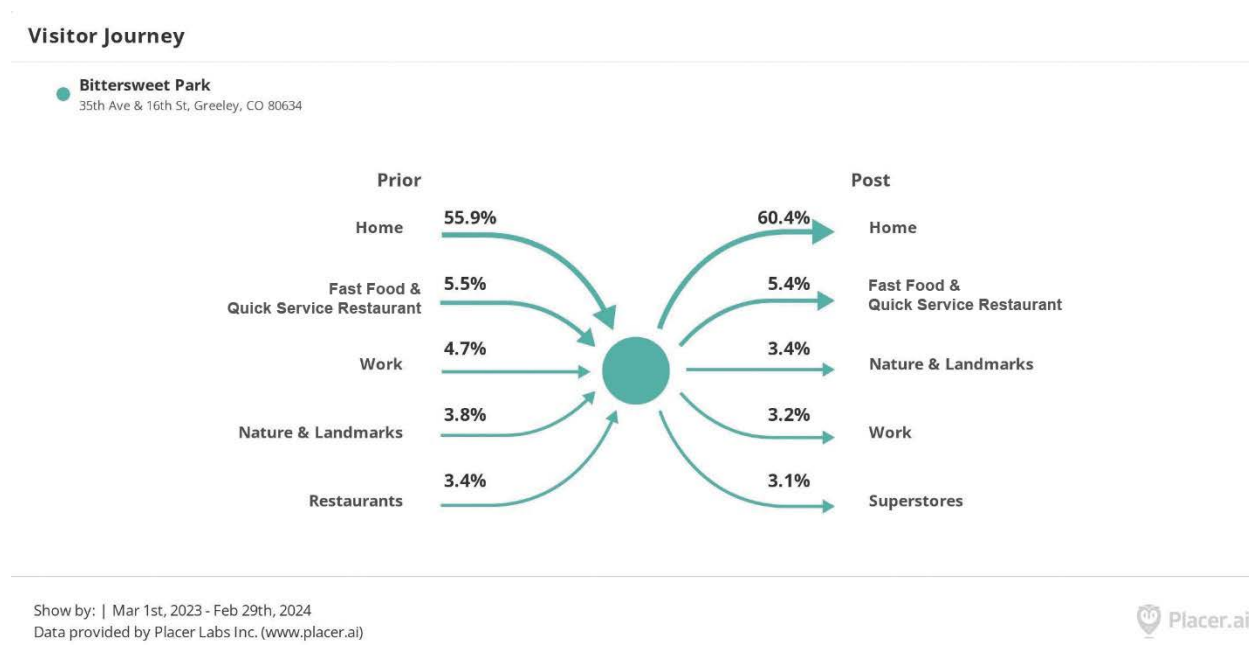


Figure 27: Centennial Village Visitor Journey

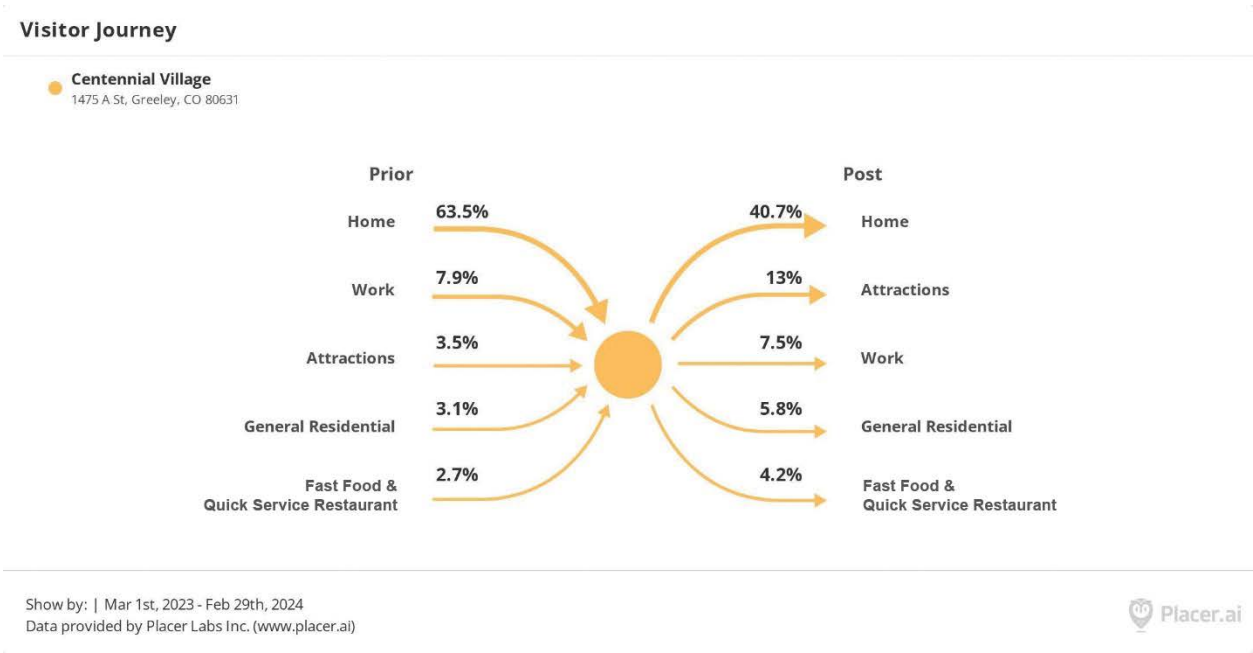


Figure 28: Youth Sports Complex Visitor Journey

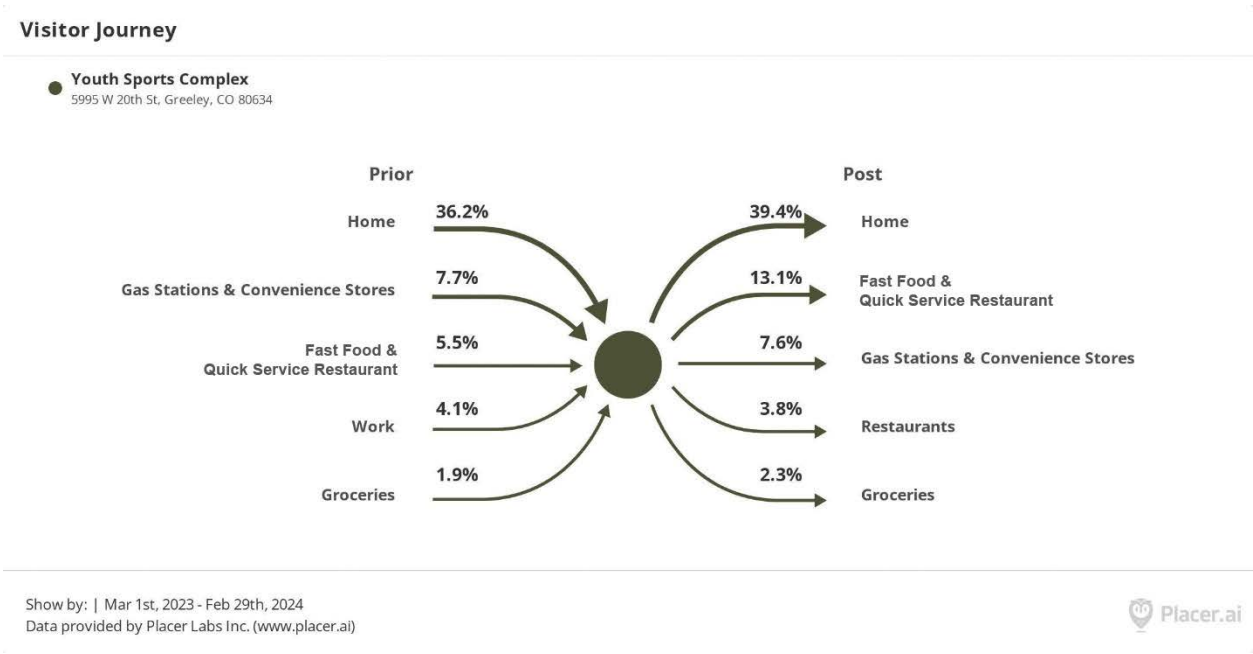


Figure 29: Greeley Ice Haus

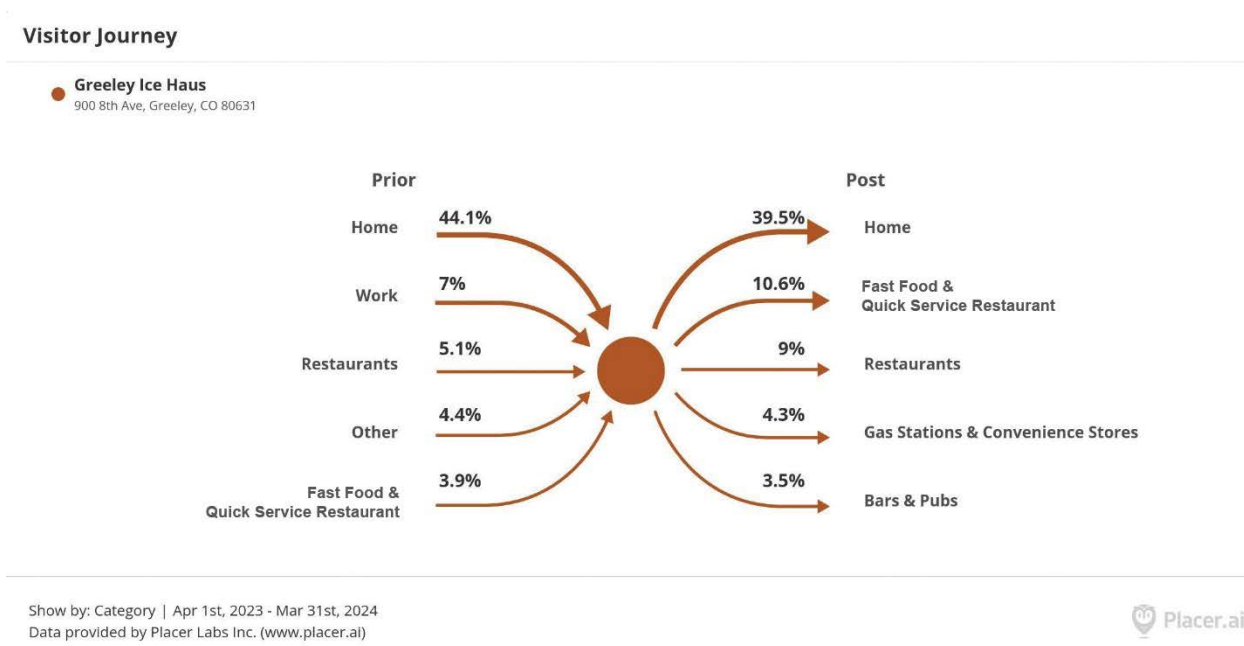


Figure 30: Greeley Recreation Center

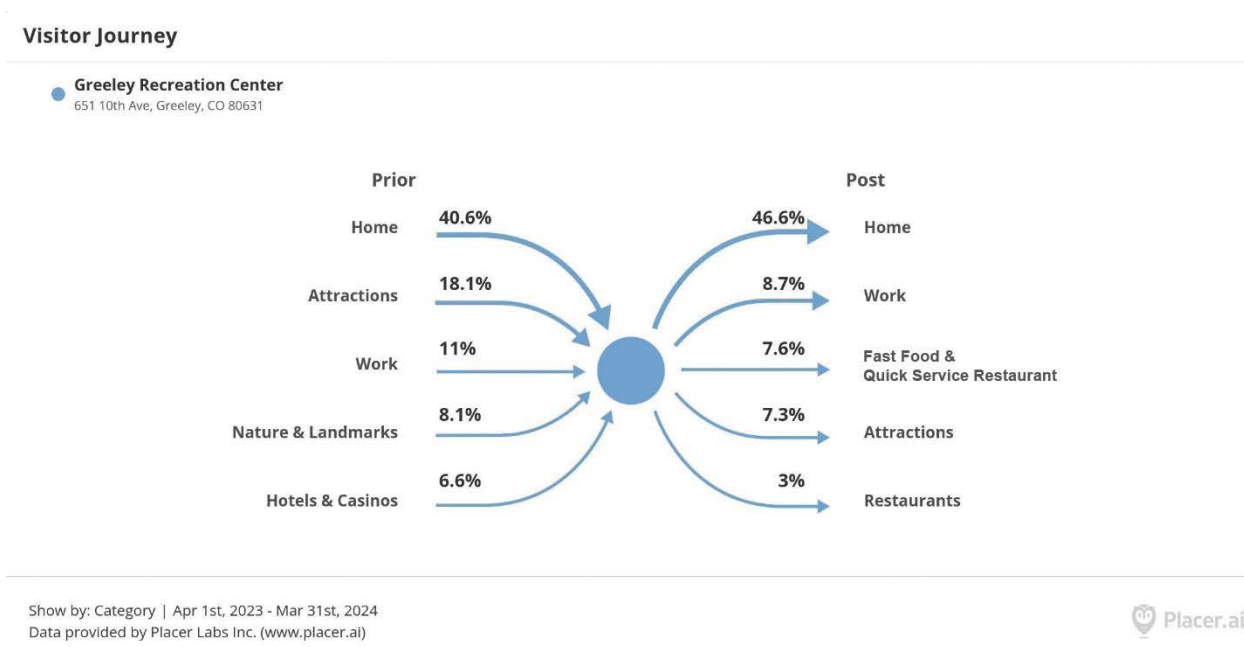
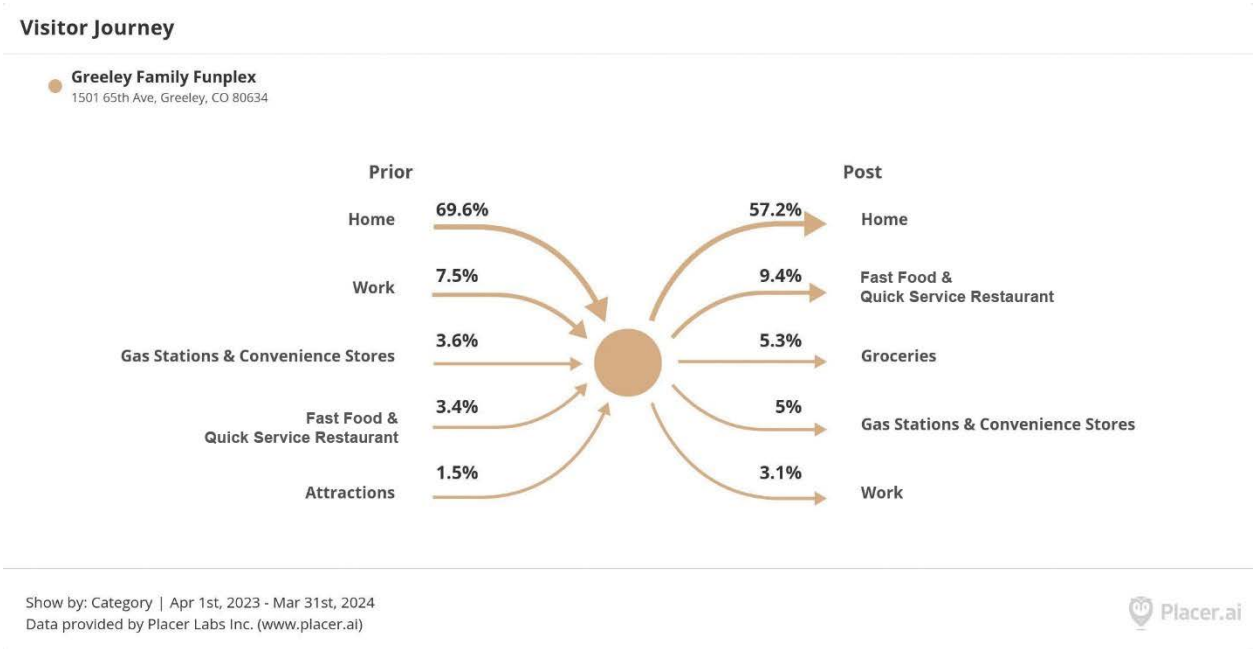


Figure 31: Greeley Family FunPlex



Planned Development

The City is growing, as demonstrated by the population increase over the last several years. Placer.ai offers insights into the planned development for the area surrounding the City's locations. This insight can assist the City in understanding planned areas of development to help assess the local area and future commercial potential.

Although the planned sites are consistent throughout each map, the individualized maps will give the City a better idea of where the planned sites are in comparison to each location. In the maps below, the orange markers indicate locations for planned development.

Figure 32: Sanborn Park Planned Development Sites

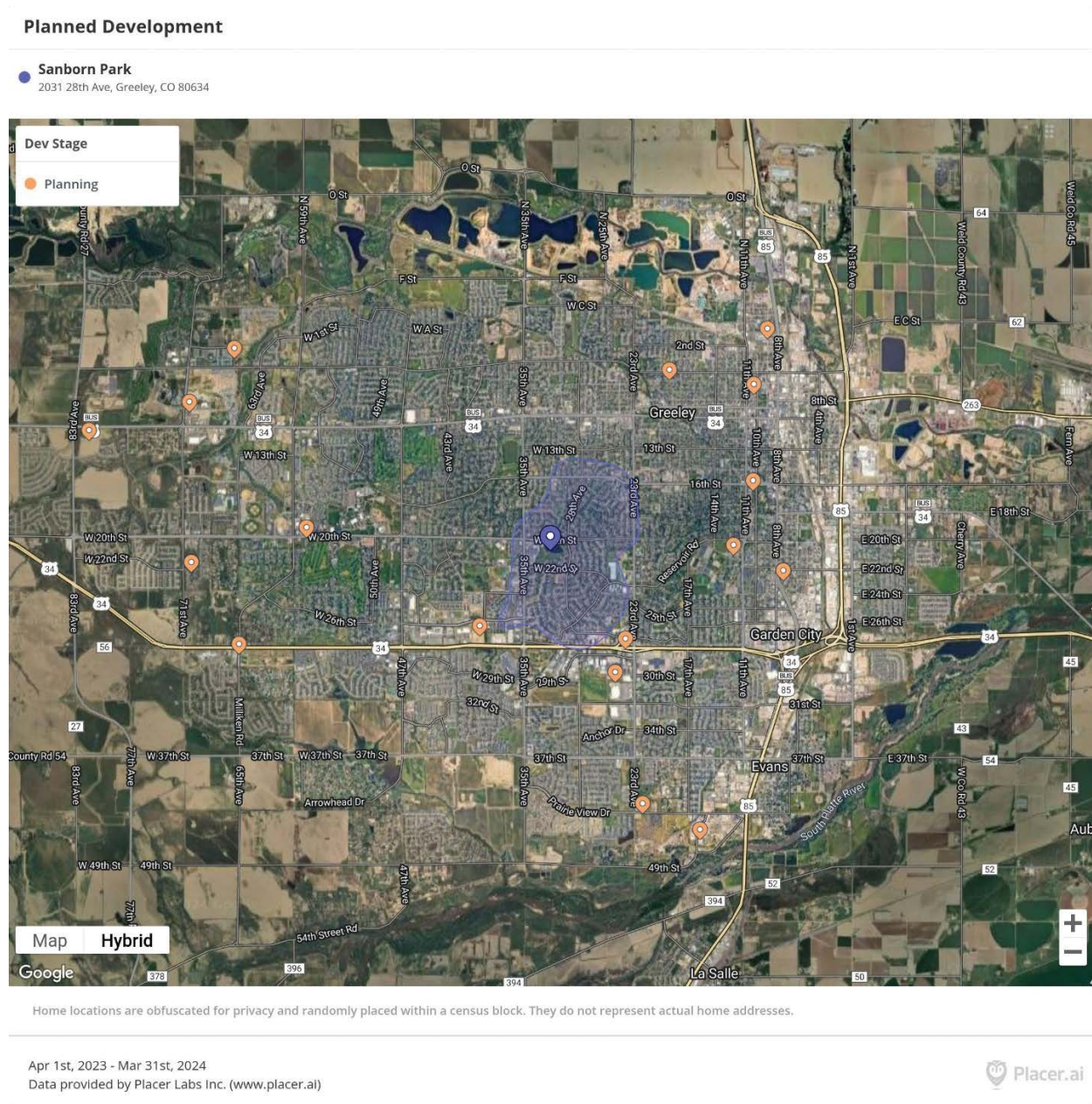
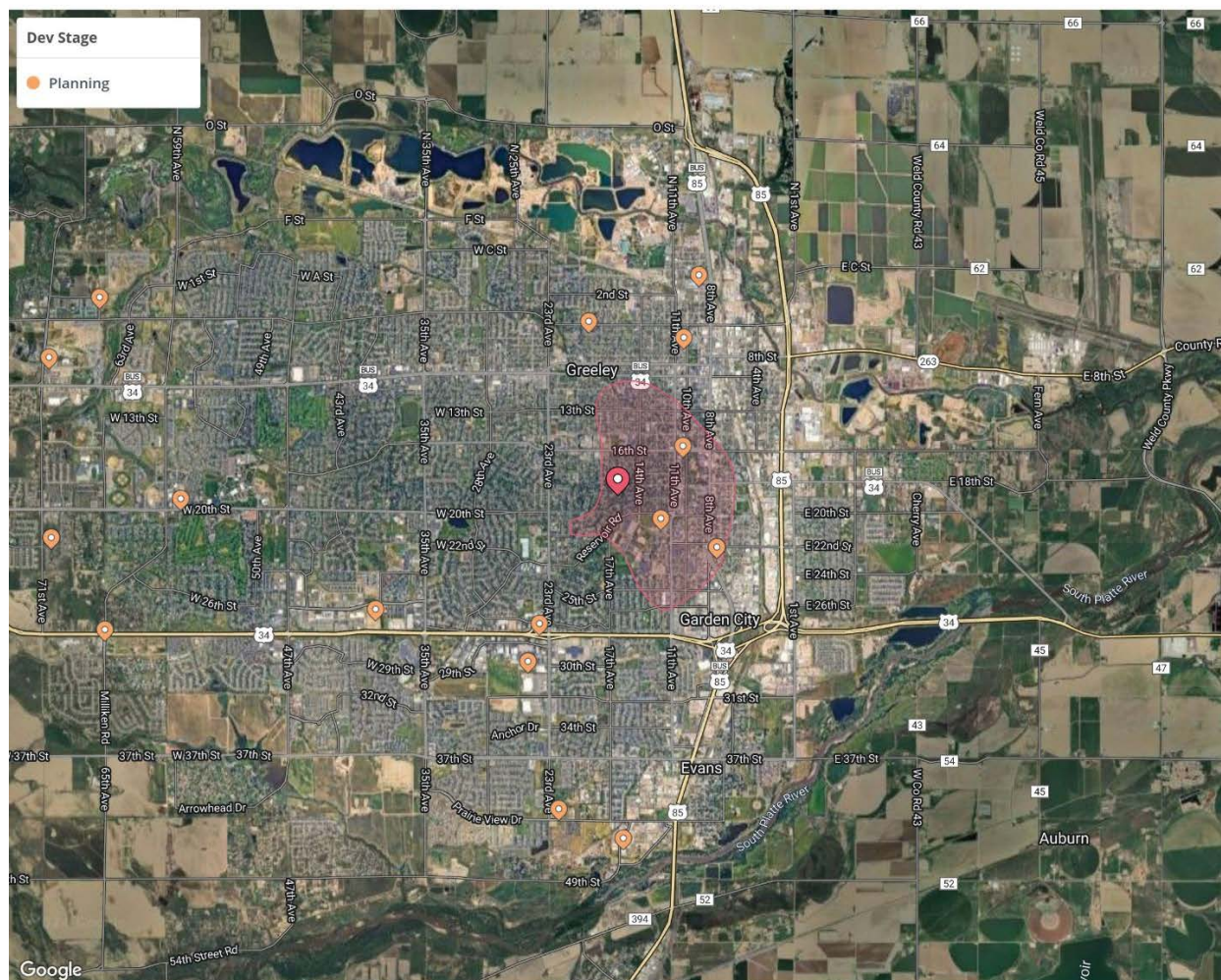


Figure 33: Glenmere Park Planned Development Sites

Planned Development

Glenmere Park
1600 Glenmere Blvd, Greeley, CO 80631



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

Apr 1st, 2023 - Mar 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)



Figure 34: Bittersweet Park Planned Development Sites

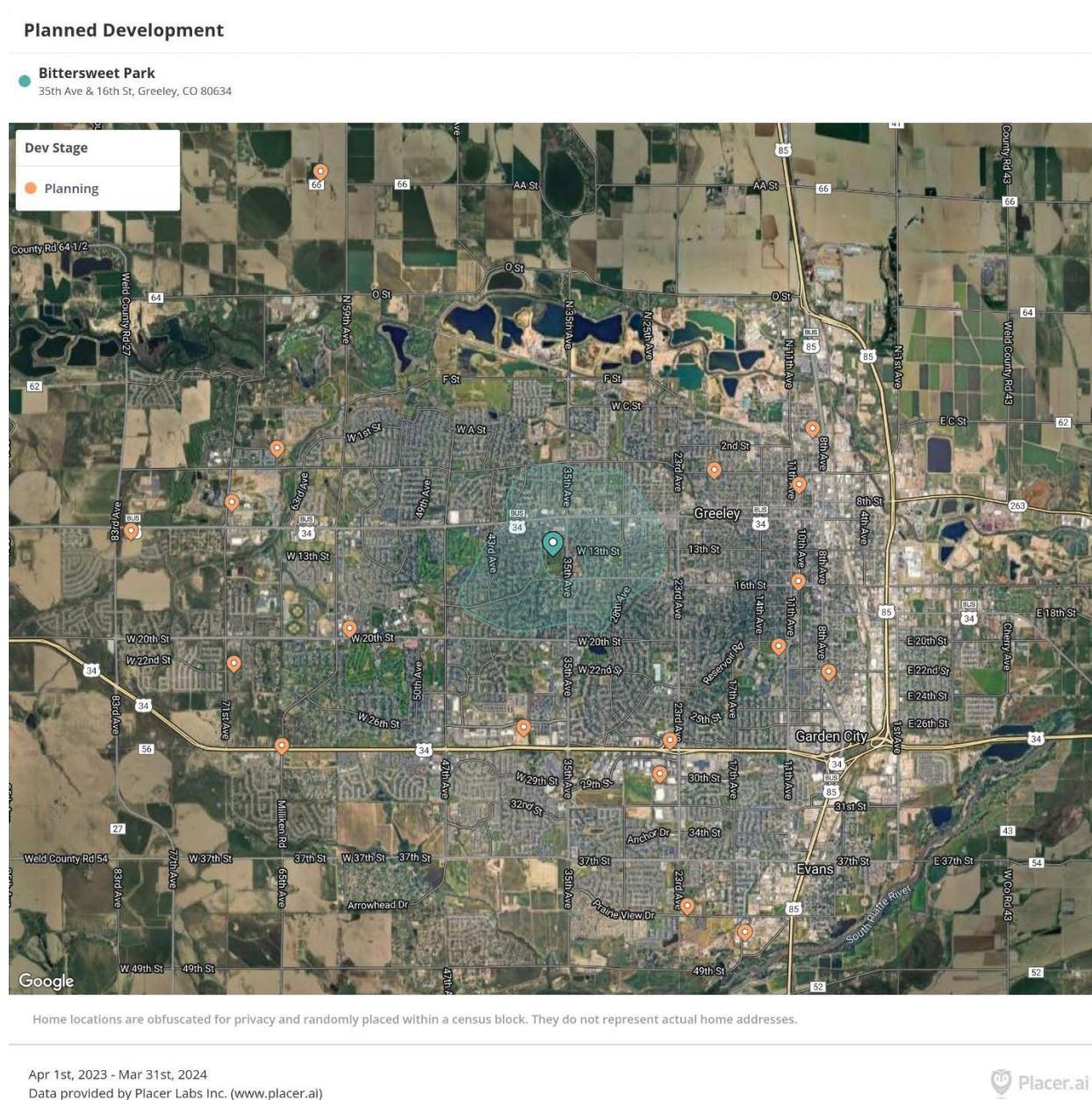


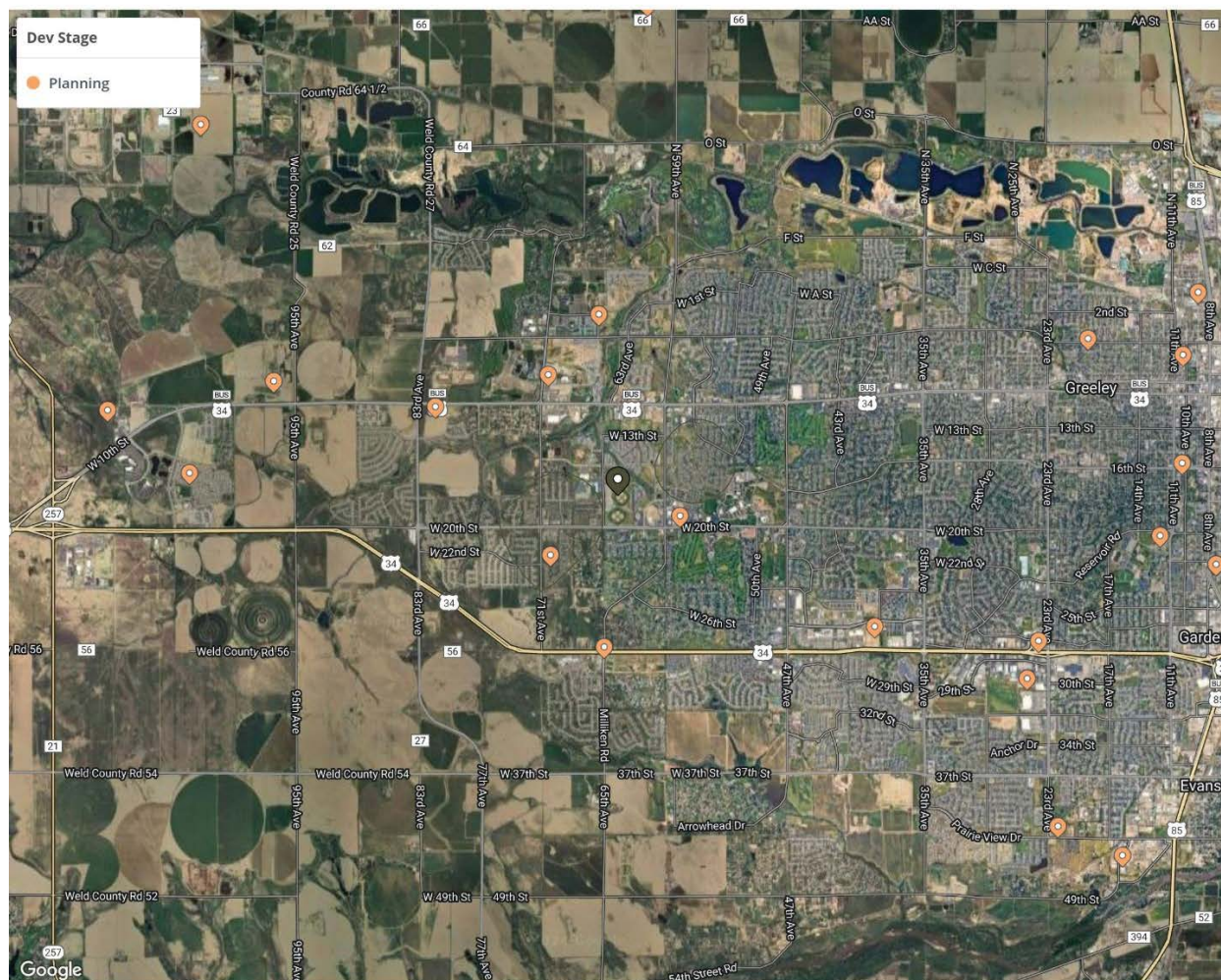
Figure 35: Centennial Village Planned Development Sites



Figure 36: Youth Sports Complex Planned Development Sites

Planned Development

● Youth Sports Complex
5995 W 20th St, Greeley, CO 80634



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

Apr 1st, 2023 - Mar 31st, 2024

Data provided by Placer Labs Inc. (www.placer.ai)

Placer.ai

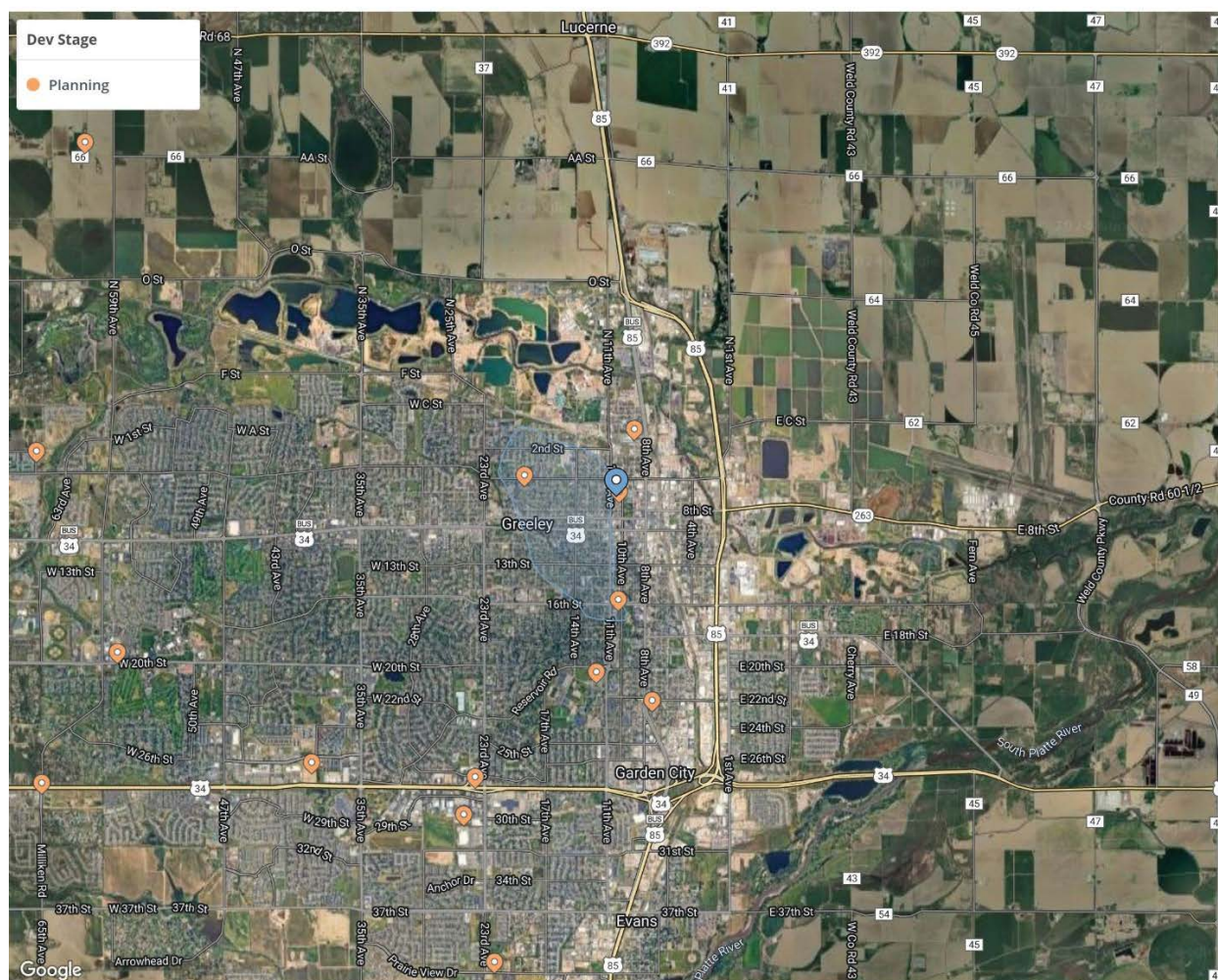
Figure 37: Greeley Ice Haus Planned Development Sites



Figure 38: Greeley Recreation Center Planned Development Sites

Planned Development

Greeley Recreation Center
651 10th Ave, Greeley, CO 80631



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

Apr 1st, 2023 - Mar 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)



Figure 39: Greeley Family FunPlex Planned Development Sites



Conclusion

The data analysis can give the City's Culture, Parks, and Recreation Department valuable insights into visitation patterns and trends for each location over the last 12 months.

The majority of visitors are considered White or Hispanic or Latino. The median household income of visitors ranges from \$53,000 to \$87,000. The department can use visitor demographic information and consumer profiles to guide the development of programs, services, facilities, and staffing allocation.

The Greeley Family FunPlex emerged as the location with the highest number of visits, with over 290,000 visits in the last 12 months. Centennial Village had the least number of visits in the last 12 months with just over 15,900.

The analysis of visitation trends by month, day, and hour demonstrated consistent patterns across each facility and park. Saturdays were the busiest days for each location—except for Sanborn Park, which saw peak attendance on Sundays, and Greeley Family FunPlex, which saw peak attendance on Mondays. Visitors typically go to locations between 3 p.m. and 7 p.m. On average, visitors are spending approximately 76.5 minutes at a facility.

This information can assist the department with scheduling events, planning maintenance, and utilizing staff. For example, the department may want to consider planning events during the evening hours on Saturdays, knowing that more visitors may be available. Alternatively, the department could look to hold events during less busy times of the day or less busy days of the week to attract more visitors. For maintenance purposes, the department can use peak attendance hours to determine when to perform routine maintenance activities or to help determine staffing needs.

Additionally, understanding the geographical origin of visitors can assist the department with targeted marketing and outreach strategies. The majority of visitors live within one to three miles of one of the locations. Additionally, a significant number of visits come from within three to five miles and ten to thirty miles. The department can use this information to develop targeted marketing strategies to communities within those distances.

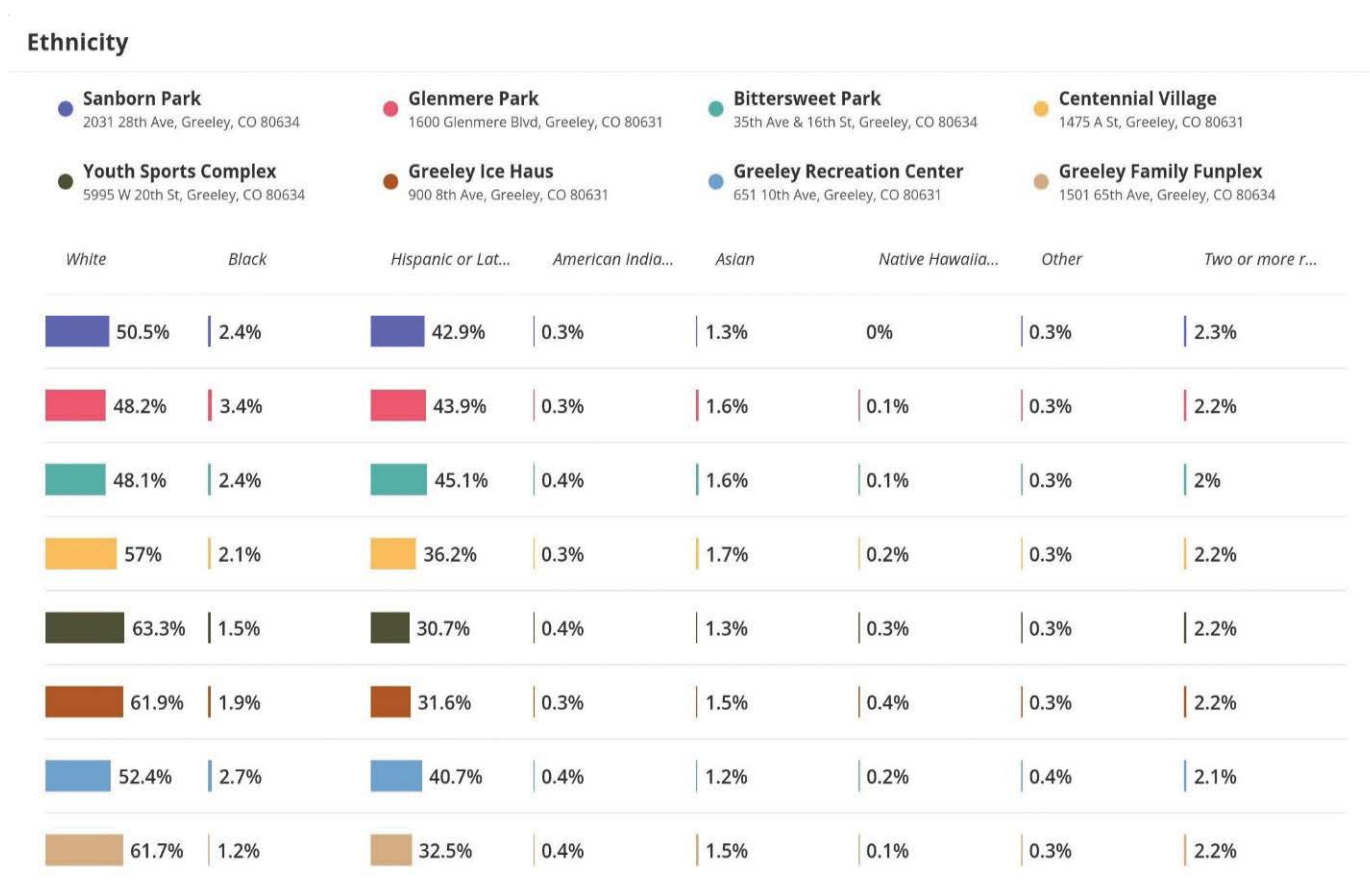
Visitor Demographics

Demographic information was sourced using the 2021 U.S. Census information which examines visitors in each location's trade area. The trade area is the geographical region where visitors are coming from and represents the market where visitors either reside or work.

Ethnicity

The majority of visitors—approximately 48.1% to 63.3%—across all locations are White. A significant number of visitors—approximately 30.7% to 45.1%—are Hispanic or Latino.

Figure 40: Visitor Ethnicity



*Demographics are based on a True Trade Area capturing 70% of visits | Data source: Census 2022

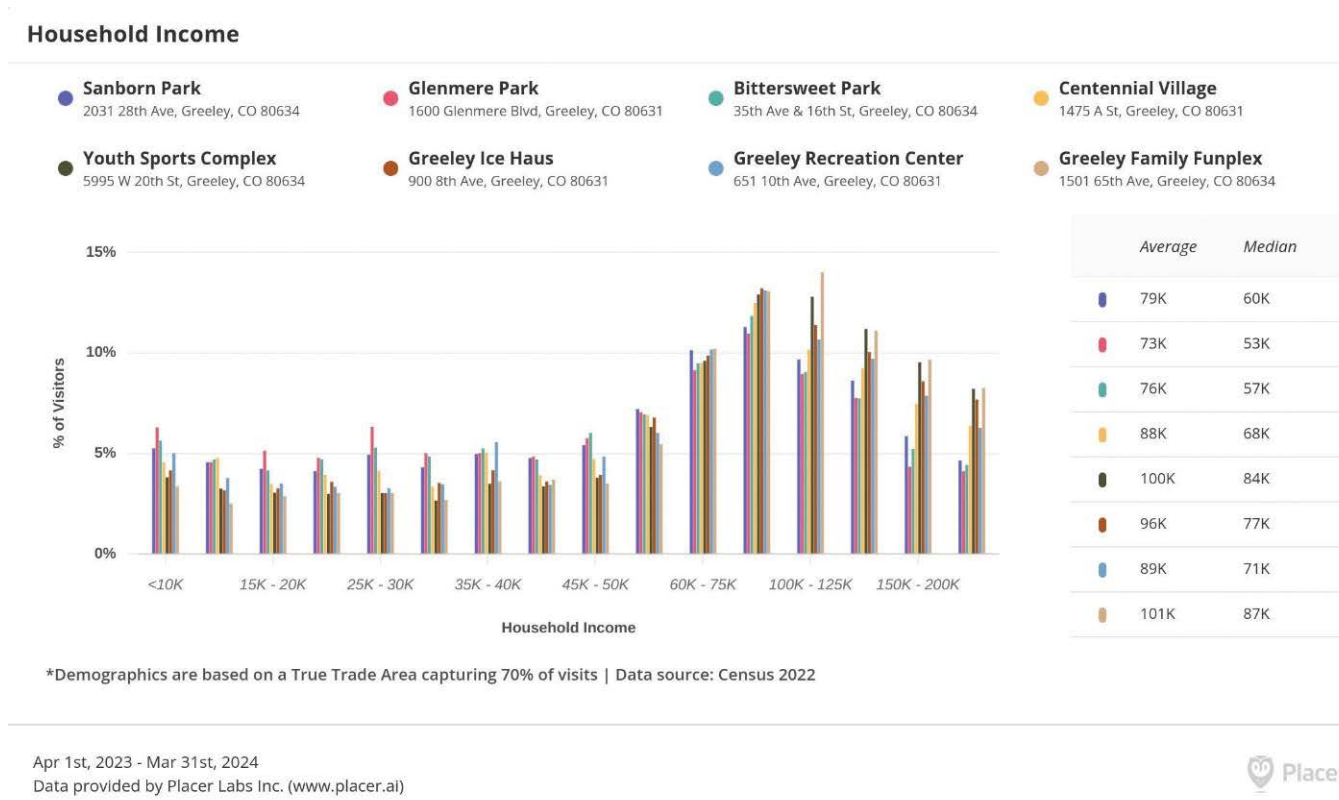
Apr 1st, 2023 - Mar 31st, 2024
Data provided by Placer Labs Inc. (www.placer.ai)



Income

The median household income for visitors ranges from \$53,000 (Glenmere Park) to \$87,000 (Greeley Family FunPlex).

Figure 41: Household Income



Consumer Profiles

BerryDunn reviewed the Experian Mosaic data set within Placer.ai to further understand the consumer profiles of Greeley's visitors. Experian categorizes household consumer segments based on demographics, lifestyle, and behavior data, which can be helpful in conducting market research, targeted marketing, and determining visitor behaviors. The most common audience profiles, and their key features across locations according to Placer.ai, are highlighted in Table 1².

² Experian. 2019. *Experian Mosaic E-Handbook*. New York: Experian. Accessed April 3, 2024. https://assets.cengage.com/gale/help/dnow/DataMethodology/MosaicUSA_Handbook.pdf

Table 1: Consumer Profiles

Audience Profile	Description	Key Features	Top Audience Location(s)
Booming with Confidence	Prosperous, established couples in their peak earning years, living in suburban homes	• Affluent • Environmental philanthropists • Highly educated • Savvy investors • Tech apprentices • Upscale housing	• Greeley Family FunPlex • Greeley Ice Haus • Youth Sports Complex
Cultural Connections	Diverse, mid- and low-income families in urban apartments and residences	• Ambitious • Financially curious • Modest educations • Older city apartments • Renters • Single parents	• Bittersweet Park • Glenmere Park • Greeley Recreation Center • Sanborn Park
Family Union	Middle income, middle-aged families living in homes supported by solid blue-collar occupations	• Bilingual • Blue-collar jobs • Financially cautious • Large households • Married with kids • Team sports	• Bittersweet Park • Centennial Village • Glenmere Park • Greeley Ice Haus • Greeley Recreation Center • Sanborn Park
Promising Families	Young couples with children in starter homes, living child-centered lifestyles	• Comfortable lifestyles • Credit-aware • Gamers • Just moved in • Married with kids • No-worry spenders	• Centennial Village
Singles and Starters	Young singles starting out and some starter families living a city lifestyle	• Digitally savvy • Foodies • Politically disengaged • Rental housing • Single adults	• Bittersweet Park • Centennial Village • Glenmere Park • Greeley Family FunPlex • Greeley Ice Haus • Greeley Recreation Center • Sanborn Park • Youth Sports Complex
Suburban Style	Middle-aged, ethnically mixed suburban families and couples earning upscale incomes	• Comfortable lifestyle • Family-centric activities • Financial investments • Parents • Politically diverse • Suburban living	• Greeley Family FunPlex • Youth Sports Complex

Engagement Summary

Introduction

A crucial element of the Greeley CPRD comprehensive master plan included gathering feedback from the community, stakeholders, and staff throughout the process. CPRD offered a variety of options, including:

- Focus groups with staff, partners, and community members
- Online engagement platform
- Statistically valid survey
- Pop-up events

This narrative is divided into external and internal engagement and summarizes findings from each effort. An appendix is also included that focuses on key findings regarding culture and arts.

STRENGTHS

- Passionate staff
- Diversity of offerings
- Resourcefulness
- Quality of programming, natural areas/trails, and parks
- Community events
- Public art
- New farmer's market location

Summary

Overall, CPRD is well regarded by staff and the community. Staff are dedicated, flexible, and adaptable. Community members appreciate the variety and abundance of parks, CPRD's culture programs, well-maintained facilities, upgraded playgrounds, community events, recreation opportunities, and natural areas.

Staff receive positive feedback in areas such as the cemetery, memberships (for locations such as the FunPlex, Ice Haus, etc.), and program pricing, playgrounds, and parks. Some staff also shared that recently, leadership has been proactive in providing necessary resources and professional development opportunities, enhancing overall staff performance.

The following were also noted as strengths:

- **Community Appreciation:** The community values many aspects of CPRD services, including playgrounds, arts, parks, recreation programs, cemeteries, and golf. In particular, golf has strong relationships with users, and facilities like museums attract a dedicated audience. The membership options and pricing structure are also well received.
- **Interdivisional Support:** CPRD staff acknowledge strong internal support from other divisions; staff work together and are willing to chip in regardless of the need.
- **Training and Development:** Staff benefit from leadership support and access to professional development resources and opportunities through external tools like LinkedIn Learning. CPRA and NRPA memberships are also appreciated for their contributions to staff growth.

- **Parks and Maintenance:** The community highly values the variety and upkeep of parks, with Farr Park and Island Grove Regional Park identified as favorites. Regular maintenance and environmental improvements, such as replacing trees with climate-suited species, have enhanced safety and aesthetics.
- **Variety and Abundance of Parks:** Greeley offers a wide range of parks, each unique in its amenities, providing ample opportunities for residents to explore and enjoy different recreational spaces.
- **Upgraded Playgrounds:** Recent playground upgrades, particularly at Centennial and Farr Parks, are positively received, providing spaces that cater to both younger and older children.
- **Recreational Opportunities:** The availability and variety of programming, pickleball courts, climbing wall, and recreation centers offer diverse opportunities for residents, further enhancing the community's active lifestyle.

When reviewing the City of Greeley's statistically valid survey results, CPRD has one of the highest satisfaction scores compared to other City Services. Quality of facilities opens spaces, and maintenance of city parks received over 80% satisfaction rate. Compared to ETC Institute's database of other communities in the Mountain Region, CPRD also has higher quality ratings.

Despite these strengths, CPRD faces significant challenges. Staffing shortages, particularly post COVID-19, have led to a need for more full-time staff and better compensation to attract and retain qualified applicants. Many facilities are outdated, such as the FunPlex, UCCC, the Recreation Center, and Island Grove, and require modernization to meet community demands.

There are also issues with inadequate recreational and sports areas, storage spaces, outdated facilities, technology, and equipment, and communication challenges with other City departments. The community also shares difficulties in accessing information and events due to lack of promotion and outdated webpages.

Security was also frequently mentioned as a concern. Community members would like the City to address safety and homelessness in the parks.

OPPORTUNITIES

- Staffing
- Communication
- Support from other departments
- Onboarding
- Availability of resources
- Programming space
- Recreation facilities and fields
- Inclusive programming
- Variety of programming
- Security/Safety in Parks
- Planning for Greeley's growth

There are several other areas of opportunity for CPRD to improve its service and community engagement:

- Improve park signage/wayfinding
- Expand sports fields and shaded areas
- Add more connectivity/trails
- Better communication and promoting of programs
- Offer more inclusive and bilingual programs
- Strengthen internal communication and support within City departments
- Provide specialized training for staff to further enhance operational efficiency
- Focus on creating stronger partnerships with educational institutions and local businesses
- Address demand for walkable, multiuse paths

Finally, there are conflicting opinions about the natural areas; some would like for all grass areas to be mowed/manicured. However, NAT manages these areas for ecological health and function therefore allowing native grasses and other vegetation to grow naturally, unless mowing or other mechanisms are used as management actions for ecological restoration.

External Engagement

Introduction/Background

From April 2024 through August 2024, BerryDunn—along with its partners—executed an extensive public engagement strategy throughout the City of Greeley in support of a master planning initiative. This engagement strategy was carefully planned through the lens of equity and inclusion to reach as many diverse audiences as possible. Engagement activities were broad and multifaceted to connect with residents, staff, partners, visitors, park and recreation system users and non-users, and more.

Engagement efforts were crafted to achieve the following outcomes:

1. Increase community awareness of current services, successes, and challenges experienced by the City of Greeley
2. Bring as many voices into conversations about future cultural, parks, and recreation services as possible
3. Focus on several key areas of need to help support planning recommendations:
 - a. Perceived quality of the City's service levels
 - b. Barriers to accessing cultural, parks, and recreation services
 - c. Gaps in City-provided services as well as trends and new ideas for future offerings
 - d. Research-based understanding of equitable provision of services

Campaign Brand

Together, Greeley staff and BerryDunn developed and launched a distinctive, engaging brand for the master plan campaign designed to capture attention and encourage participation and feedback. The chosen brand emphasized “Connecting Community and Shaping Spaces,” paired with the tagline, “Your City, Your Fun!”



Campaign Collateral

To support engagement efforts, BerryDunn designed a wide range of digital and print marketing collateral, including flyers, poster boards, comment cards, website banners, and social media graphics. Materials were translated to Spanish, as needed, to reach the large Hispanic population in Greeley.

Exhibit 1.1: Collateral Examples in English and Spanish



Documented Points of Contact

The table below summarizes nearly 160,000 documented points of contact recorded throughout the public engagement campaign. A “point of contact” refers to every instance in which an individual provided documentable evidence of receiving and/or responding to a specific engagement tool (e.g., a recorded comment, an opened email, a piece of direct mail delivered to a residence). In BerryDunn’s experience, points of contact are a more accurate representation of engagement efforts than comment tallies; while some residents might be unwilling to participate in a discussion, data can demonstrate an invitation to the conversation.

Table 2: Points of Contact

Outreach Method	Points of Contact
Bang the Table: online engagement tool	Over 4,100
Social Media (Facebook, My Greeley, Instagram, Twitter, etc.)	84,623
Emails/Newsletters (City Scoop, Rec RunDown UCCC, etc.)	69,571
Stakeholders	50
Business Cards: with a QR code to the project website	500
Completed comment Cards: including contact information and open-ended question	526
Total	159,370

Statistically Valid Survey

BerryDunn partnered with ETC Institute (ETC) to administer a community survey. The purpose of the survey was to gather resident opinion and feedback about CPRD priorities and the quality of programs and services. Importantly, prior to the CPRD survey, ETC administered a City of Greeley community survey which was designed to gather opinions and feedback on all City programs and services. Select parks and recreation-specific findings were also considered in the CPRD survey and corresponding assessment.

Methodology

ETC mailed a survey packet to a random number of households in the Greeley area. Because ETC had previously administered a random sample community survey in the City, careful consideration was applied to the selection of the random sample for this survey to help ensure no one household received both the City and CPRD surveys. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online.

After the surveys were mailed, ETC followed up with residents to encourage participation. To prevent people who were not residents of Greeley from participating, everyone who completed the survey online was required to enter their home address prior to submitting their survey. ETC then matched the addresses entered online with the addresses originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

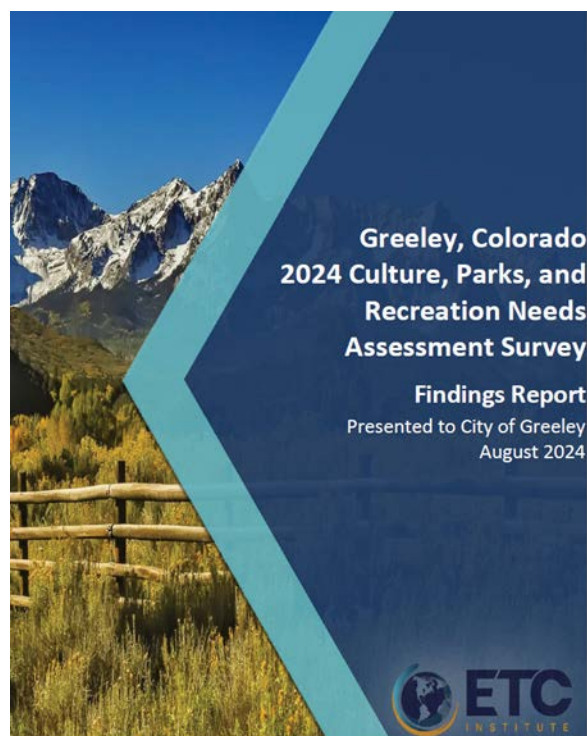
The survey aimed to collect a minimum of 400 completed responses from residents, and this target was surpassed with 403 completed surveys collected. The overall results for the sample of 403 residents have a precision of at least $\pm 4.87\%$ at the 95% level of confidence.

This deliverable report provides a high-level summary of key findings; the full report (data and analysis) is provided in another section of the Appendix.

Findings from the City's Community Survey

As mentioned, the City's survey contained questions relevant to CPRD. The following represents the survey questions that impact CPRD.

Satisfaction with Major Categories of City Services: Of the 13 major categories of City services that were assessed, the quality of parks and recreation programs and facilities (79%) received the second highest levels of satisfaction based on the sum of "very satisfied" (31%) and "satisfied" (48%) responses. One in four (25%) of respondents indicated that the overall quality of parks and recreation programs was one of the top four areas that should receive the most emphasis over the next two years.



Satisfaction with Cultural Centers, Parks, and Recreation in Greeley: Respondents were asked to rate their satisfaction with 10 service areas related to cultural centers, parks, and recreation. The items that received the highest levels of satisfied responses based on the sum of “very satisfied” and “satisfied” responses include quality of recreation facilities (85%), quality of natural areas/open spaces/trails (84%), and the maintenance of city parks (82%). The two items with the lowest levels of satisfied responses based on the sum of “very satisfied” and “satisfied” responses were: variety of cultural, outdoor, and recreation programs for adults (58%) and availability of information about cultural, outdoor, and recreational programs/facilities (57%).

Key CPRD Survey Findings

Parks/Facilities/Programs Use

Overall, 75% of respondents indicated they were either “very satisfied” (20%) or “satisfied” (55%) with the overall value their household receives from the City’s recreation services. This compares very favorably to the 79% of respondents in the City’s community survey who were satisfied with the overall quality of parks and recreation programs and facilities.

Facilities Use: A majority of respondents (96%) responded that they have used CPRD’s facilities in a typical year. For those that said they do not visit facilities in a typical year (4%), they gave reasons why. The top reasons include lack of features we want to use (20%), lack of restrooms (16%), and do not feel safe using parks/facilities (15%).

Park/Natural Area Use: Respondents were asked if they live within a 10-minute walk from either a park and/or natural area. Eighty-six percent (86%) responded “yes.” Ninety-two percent (92%) responded that they have used the park/natural area in the past year.

**96% of respondents
use a CPRD facility**

**86% live within a
10-minute walk**

**75% have participated
in a program**

Programs/Events Use: Seventy-five percent (75%) responded that they have participated in a park, cultural, and recreation programs/events in a typical year. For those that said they do not participate in programs/events in a typical year (25%), they gave reasons why. The top reasons include I don’t know what is offered (29%), program times are not convenient (21%), and too busy/not interested (17%).

Communication

Respondents selected all the ways they learn about the CPRD programs, activities, and events. The resources used most include City social media (57%), banners at parks or facilities (51%), and City or venue website (46%). Based on the sum of top three choices, the top sources commonly used include: City social media (52%), emails from City (47%), and City or venue website (34%).

Benefits, Importance, and Improvements to Parks and Recreation

Agreement: Respondents were asked to rate their level of agreement with the statements listed in the survey. The statements that respondents agreed on most include provide access to greenspace and nature, or playgrounds (87%), make Greeley unique and help to beautify City (82%), improve my (my household's) physical health and fitness (80%).

Support: Respondents were asked to rate their level of support for the following actions the City could take to improve their parks and recreation system. The actions that were highly supported include: develop new multiuse recreation facilities (72%), develop a community arts center (visual and performing arts classes, black box theater, studio/rehearsal spaces) (63%), and develop fieldhouse (indoor sports fields facility (62%)). Based on the sum of respondents' top three choices, the most preferred actions include: improve City-wide events (34%), develop new multiuse recreation facilities (34%), and develop a community arts center (28%).



Additional Findings

Satisfaction of Overall Value Received from Parks and Recreation Services: Respondents were asked to rate their satisfaction with the overall value received from the City's recreation services. 20% were "very satisfied," 55% were "satisfied," 18% were "neutral," 5% were "dissatisfied," and 2% were "very dissatisfied."

Recreation Facilities/Amenities Needs and Priorities

Facility Needs: Respondents were asked to identify if their household had a need for 32 recreation facilities and amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities.

The three facilities with the highest percentage of households that have an unmet need:

1. Neighborhood parks
2. Farmer's market
3. Concert and theater venue

Facility Importance: In addition to assessing the needs for each facility, ETC also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four facilities that ranked most important to residents:

1. Natural area
2. Neighborhood parks
3. Farmer's market
4. Concert and theater venue

Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The PIR equally weighs (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facilities. The PIR equally weighs:

- The importance that residents place on facilities
- How many residents have unmet needs for the facilities.

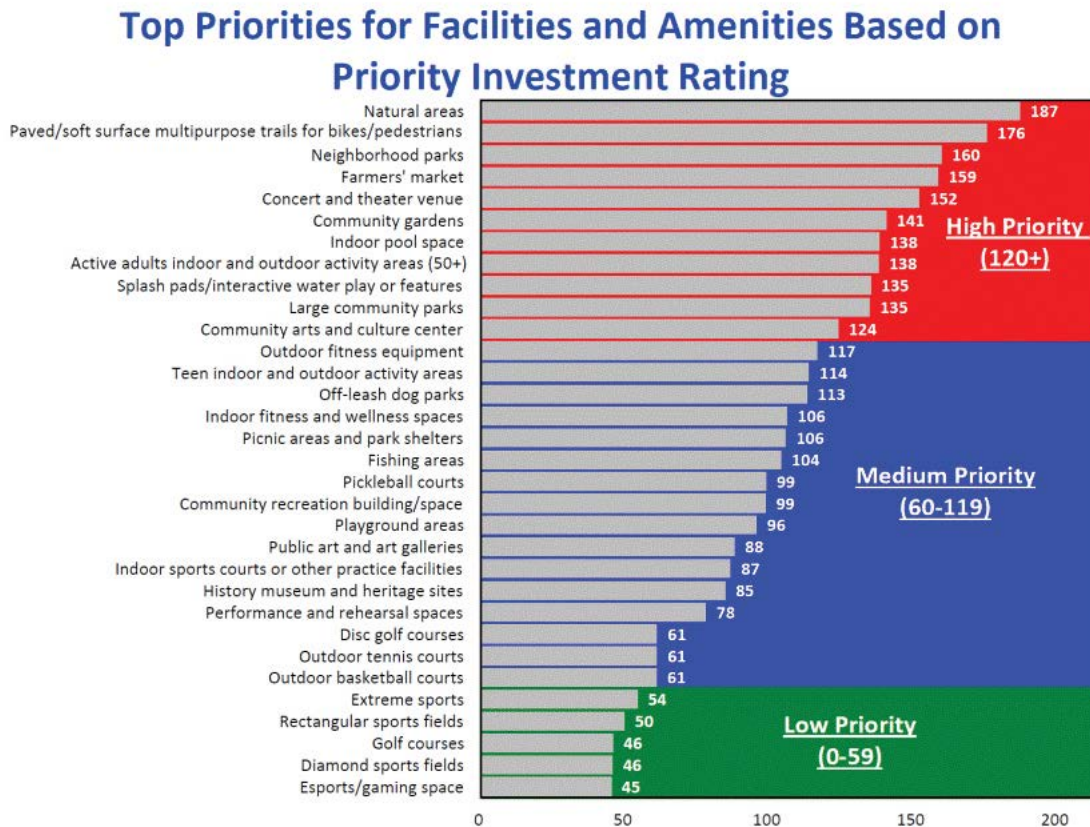
The higher the PIR, the higher priority the item is for respondents.

Based on the PIR, the following facilities were rated as high priorities for investment:

- Natural areas (PIR=187)
- Paved/soft surface multipurpose trails for bikes/pedestrians (PIR=176)
- Neighborhood parks (PIR=160)
- Farmer's market (PIR=159)
- Concert and theater venue (PIR=152)
- Community gardens (PIR=141)
- Indoor pool space (PIR=138)
- Active adults indoor and outdoor activity areas (50+) (PIR=138)

The chart below illustrates the PIR for each of the 32 facilities assessed in the survey.

Figure 42: Top Priorities for Facilities and Amenities Based on Priority Investment Rating



Recreation Programs/Activities Needs and Priorities

Program Needs: Respondents were asked to identify if their household had a need for 31 recreation programs and activities and to rate how well their needs for each were currently being met. Based on this analysis, ETC was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three programs with the highest percentage of households that have an unmet need:

1. Festivals and special events
2. Concerts, theater productions, etc.
3. Adult fitness and wellness programs

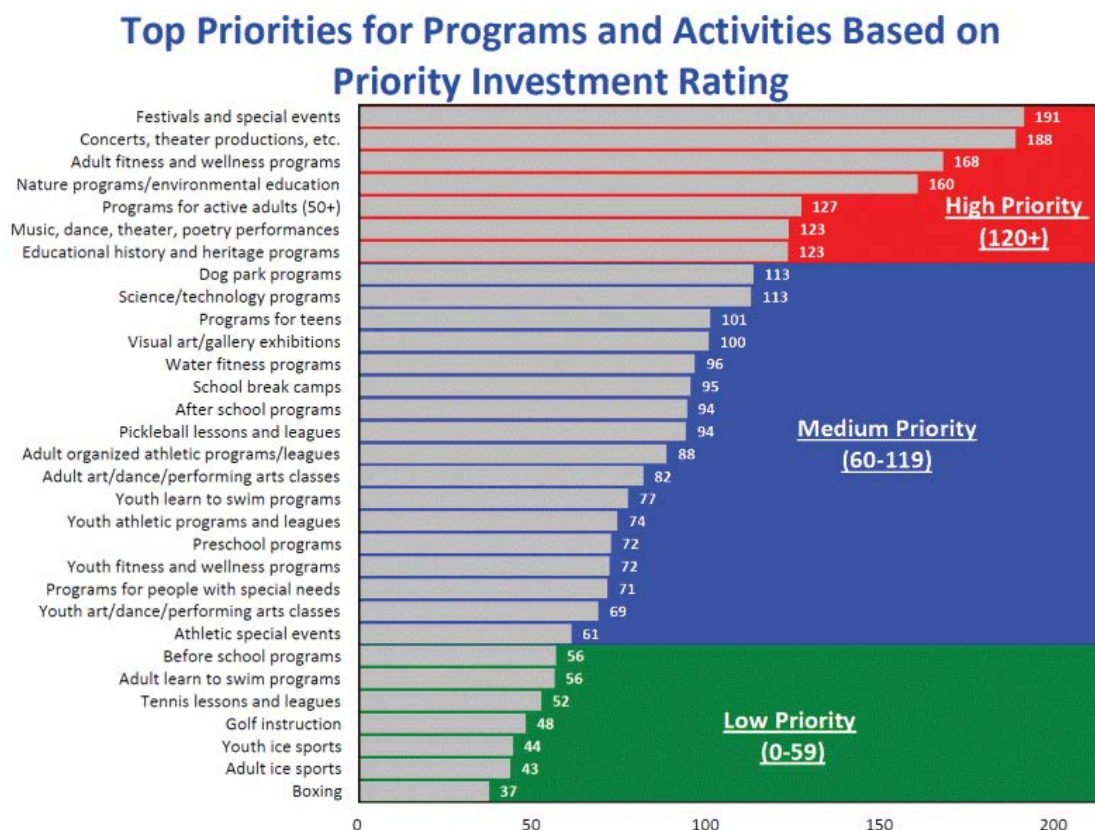
Program Importance: In addition to assessing the needs for each facility, ETC also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four programs and events that ranked most important to residents:

1. Concerts, theater productions, etc.
2. Festivals and special events
3. Adult fitness and wellness programs
4. Nature programs/environmental education

Based on the PIR, the following programs were rated as high priorities for investment:

- Festivals and special events (PIR=191)
- Concerts, theater productions, etc. (PIR=188)
- Adult fitness and wellness programs (PIR=168)
- Nature programs/environmental education (PIR=160)
- Programs for active adults (50+) (PIR=127)
- Music, dance, theater, poetry performances (PIR=123)
- Educational history and heritage programs (PIR=123)

The chart on the next page shows the PIR for each of the 31 programs assessed in the survey.

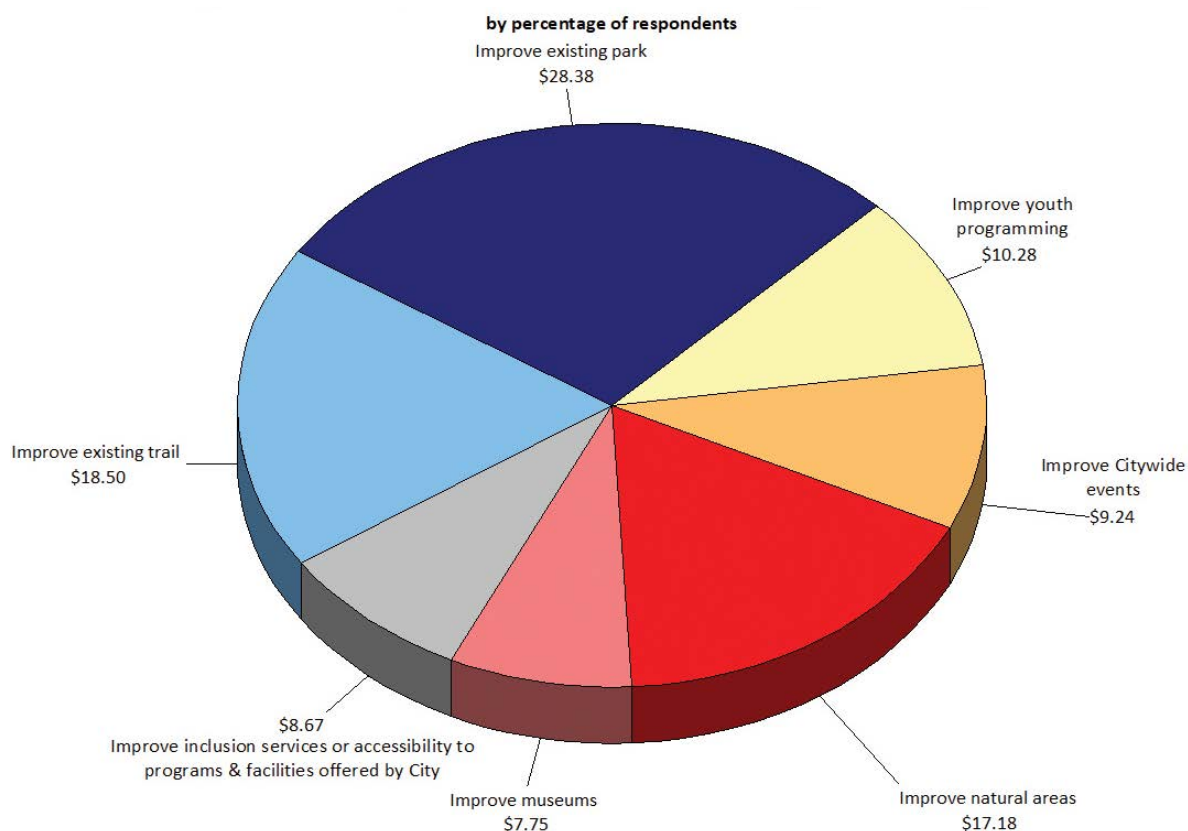
Figure 43: Top Priorities for Programs and Activities Based on Priority Investment Rating

Investment Priorities

Additional Investment Findings

Respondents were asked to allocate \$100 among seven categories within the City's recreation system. Respondents were asked to allocate funding between the various categories. The chart on the following page shows the breakdown of the mean dollar value applied to each item on the survey.

Figure 44: Q11 If you had a budget of \$100 for improvements to the recreation system in the City, how would you allocate the funds among these categories?



Items related to improvements of existing parks, trails, and natural areas received higher allocations than other items listed such as museums or improving inclusion or accessibility to programs and facilities offered by the City. These priorities do align well with the Priority Investment Ratings from the previous sections of this Executive Summary while the Investment Priorities based on the Importance-Satisfaction Analysis found below identify other priorities for the City.

Recommended Priorities. In order to help CPRD identify investment priorities, ETC conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each facility and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with the parks and recreation facilities in the future. If CPRD wants to improve its overall satisfaction rating, CPRD should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings.

Overall Priorities for the Facilities by Major Category. This analysis reviewed the importance of and satisfaction with the parks and recreation facilities. This analysis was conducted to help set the overall priorities for the facilities. Based on the results of this analysis, the services that are recommended as the top priorities in order to raise the facilities’ overall satisfaction rating are listed below:

- Security in City parks
- Availability of information about cultural, outdoor, and recreational programs/facilities

Variety of cultural, outdoor, and recreational programs offered. The table below shows the Importance-Satisfaction rating for the 24 major categories of parks and recreation facilities that were rated.

Figure 45: 2024 Importance-Satisfaction Rating

2024 Importance-Satisfaction Rating
Greeley, Colorado
Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS.10-.20)						
Security in City Parks	28%	1	42%	24	0.1653	1
Availability of information about cultural, outdoor, and recreational programs/facilities	26%	2	50%	19	0.1323	2
Medium Priority (IS<.10)						
Variety of cultural, outdoor, and recreational programs offered	20%	4	53%	17	0.095	3
Quality of cultural, outdoor, and recreational programs for adults	15%	6	46%	21	0.0801	4
Number of trails in City	15%	5	47%	20	0.0787	5
Quality of cultural, outdoor, and recreational programs for families with children	15%	7	53%	16	0.068	6
Security in natural areas	11%	10	43%	22	0.0622	7
Security on City trails	11%	12	42%	23	0.0616	8
Number of natural areas	12%	8	57%	14	0.0539	9
Maintenance of parks	21%	3	74%	3	0.0536	10
How close trails are located to your home	11%	9	59%	13	0.0454	11
Maintenance of natural areas	11%	11	69%	8	0.0328	12
User friendliness of City and/or venue website	7%	18	55%	15	0.0323	13
Hours of operation at recreation facilities	8%	14	66%	11	0.0269	14
How close natural areas are located to your home	9%	13	72%	5	0.0249	15
Maintenance of trails	7%	16	68%	9	0.0233	16
Number of parks in City	7%	17	73%	4	0.0194	17
Maintenance of City cemetery (Linn Grove)	4%	20	60%	12	0.0169	18
How close cultural, outdoor, and recreational faculties are located to your home	6%	19	74%	2	0.0166	19
How close parks are located to your home	7%	15	79%	1	0.0157	20
Ease of renting/reserving cultural, outdoor, and recreational faculties	3%	22	52%	18	0.0143	21
Ticketing/access to Union Colony Civic Center	3%	21	67%	10	0.0105	22
Maintenance of golf courses	3%	23	70%	6	0.0078	23
Maintenance of public art	3%	24	70%	7	0.0076	24

Note: The I-S Rating is calculated by multiplying the “Most Important” % by (1-”Satisfaction” %)

Most Important %: The “Most Important” percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City’s top priorities.

Satisfaction %: The “Satisfaction” percentage represents the sum of the ratings “5” and “4” excluding ‘don’t knows’. Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with “5” being Very Satisfied and “1” being Very Dissatisfied.

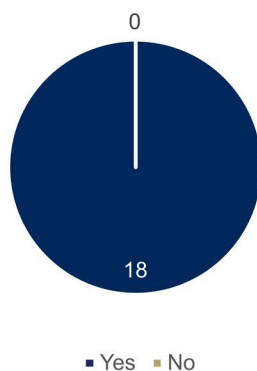
Data from 2024 DirectionFinder by ETC Institute

Non-Randomized Survey Information

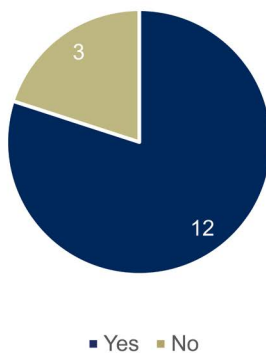
CPRD also shared an “open-link” to the community survey on the Speak-up Greeley website. This link gave an option to those who were not included in the random sample. The charts below highlight the 18 responses.

Figure 46: Non-Randomized Survey Information

During a typical year, do you or any member of your household visit any City of Greeley facilities such as the performance center, museums, recreation facilities, parks, natural areas, trails, or golf courses?

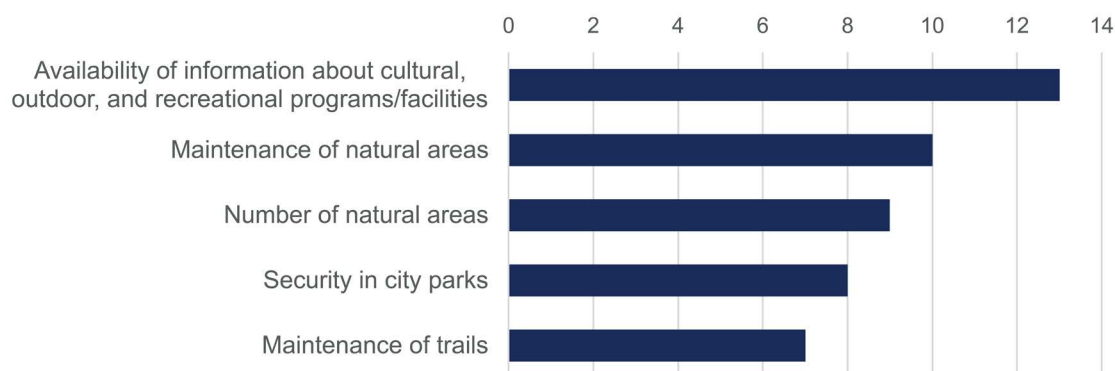


Have you used the park or natural area in the past 12 months?



Which THREE of the items from the list in Question 5 should receive the MOST EMPHASIS over the next five years?

1st Choice = 3 pts, 2nd Choice = 2 pts, 3rd Choice = 1 pt



Online Engagement Platform Introduction

BerryDunn's engagement efforts included an online tool that gave community members a convenient way to share feedback on CPRD. Housed on Greeley's Speak Up website, Bang the Table offered three of engagement tools:

- Ideas Wall
- Quick Poll
- Map

The Bang the Table site received 4,151 site visits and generated 1,629 total contributions. Contributors shared 1,358 ideas, 120 participated in quick polls, and 151 pinned comments to the map. This section summarizes those contributions. Importantly, duplicate entries were removed from the mapping results for simplicity and clearer results.

Online Engagement by the Numbers

4,151 Site Visits

1,629 Total Contributions

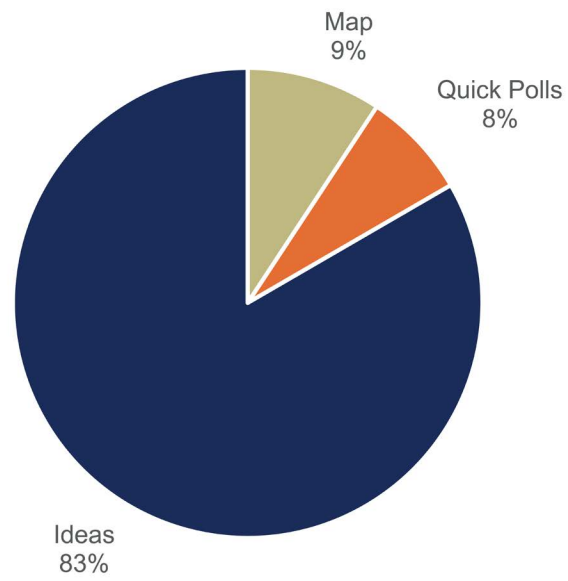
310 Ideas Contributors/1,358 Contributions

120 Participated in Quick Polls

151* Map Contributions

**After duplicates were removed*

Figure 47 : Bang the Table Tool Utilization





[Home](#) / [Connecting Community & Shaping Spaces](#) Greeley Master Planning for Culture, Parks and Recreation

Connecting Community & Shaping Spaces Greeley Master Planning for Culture, Parks and Recreation



Your City, Your Fun!

We're embarking on an exciting new journey to update Greeley's Culture, Parks, and Recreation master plan and we need your input. This master plan will serve as a road map for future development and enhancement of our facilities, spaces, amenities, and programs. We're seeking your feedback to understand how we can better meet the current and future needs of our residents.

- What does fun in Greeley look like to you?
- More parks for picnics and play?
- Natural areas for peaceful walks?

Ideas

The ideas wall, which had 1,358 submissions from 310 contributors, contained a range of suggestions, from enhancing recreational facilities and public spaces to improving infrastructure and community engagement. Participants had the option to submit their feedback anonymously, view other submissions, and “upvote” other suggestions. Disc golf had multiple submissions and received the most comments and support with multiple entries and votes. Dog parks had similar enthusiasm. Other categories that received the highest votes include:

DISC GOLF COURSE



Over 88 supporting votes

Table 3: Ideas Walls

Item	Upvotes
Disc Golf	Over 88
Dog Parks	Over 48
Poudre River Trail Connection to Downtown	33
Recreation Center South of 34	30
Indoor Playground	29
Food Truck Festival	27
Parks, Skate Park, Roller Rink	27

The information below identifies overall key themes and summarizes the comments.

Facilities and Amenities

▪ Upgrade and Maintenance

- Add waste containers and water fountains.
- Upgrade playground equipment and include inclusive play features for children of all abilities.
- Expand access and regularly maintain restroom facilities to help ensure they are clean, accessible, and stocked.
- Add additional sheets of ice for skating/hockey.

- **Dog Parks**

- Add new dog parks with separate fenced areas for small and large dogs to help ensure safety and enjoyment for all pets.
- Include amenities such as agility equipment, water stations, and waste disposal facilities for dog owners.

- **Sports Facilities**

- Improve the quality of existing sports fields and courts for soccer, baseball, and basketball with better surfacing and regular upkeep.
- Explore the addition of facilities for niche sports like disc golf and pickleball to diversify recreational opportunities.
- Add a national indoor facility.

Parks and Trails

- **Expansion and Connectivity**

- Expand existing trails and create new ones to connect parks and neighborhoods, providing more extensive and accessible routes.
- Develop additional green spaces and pocket parks in underserved areas to improve community access to recreational areas.

- **Maintenance**

- Increase the frequency of maintenance and cleanup efforts for trails and parks.

Recreational Spaces

- **Variety and Inclusivity**

- Add more recreational spaces that cater to different age groups, including areas specifically designed for older adults and teenagers.
- Develop inclusive playgrounds and sensory-friendly play areas to accommodate children with varying needs and abilities.
- Add splash pads, particularly at Northridge, Bittersweet, and Glenmere.

- **Community Events**

- Increase the number and variety of community events hosted in parks, including festivals, concerts, and farmer's markets at the FunPlex.
- Organize events that cater to diverse cultural and social groups to foster inclusivity and community engagement.

Infrastructure and Safety

- **Security**
 - Consider implementing park rangers or increased patrols to enhance security and safety in parks.
- **Accessibility**
 - Ensure that all parks and trails are fully compliant with the Americans with Disabilities Act (ADA), with accessible features for individuals with disabilities.

Culture and Nature

- **Children's Museum**
 - Develop a dedicated children's museum or interactive learning center, either as a new facility or integrated into an existing park.
 - Include educational exhibits and recreational activities suitable for children of various ages, promoting learning and fun.
- **Public Art and Cultural Features**
 - Incorporate public art installations and cultural features in parks to enhance visual appeal and foster community pride.
 - Create spaces for community art projects and cultural expressions, such as murals or sculptures.
- **Environmental and Educational Programs**
 - Introduce environmental education programs and workshops to promote stewardship and awareness among park users.
 - Organize events focused on sustainability and conservation, engaging the community in protecting and appreciating natural resources.

CHILDREN'S MUSEUM

*"We have to travel
far to have access to
these things. Consider
adding one."*



18 Supporting Votes

Quick Polls

The quick polls engagement tool, which had 120 contributors, asked respondents, “If you had a budget of \$100 for improvements to the culture, parks, and recreation system in the City of Greeley and can only select one area to spend it, where would you spend your \$100?” Based on the number of mentions, respondents favored investing in improvements for the following:

- **Existing Park Amenities:** Improving playgrounds, benches, shade structures, water fountains, and Wi-Fi (40%)
- **Natural Areas:** Improving existing properties and acquiring new natural area properties (19%)
- **Existing Trail Systems:** Improving connectivity and accessibility throughout the City’s green spaces (18%)
- **Citywide Events:** More diverse community events (13%)
- **Inclusion Services, Public Art Experiences, and Museums** improvements were least prioritized

Figure 48: Distribution of Answers to Quick Poll:

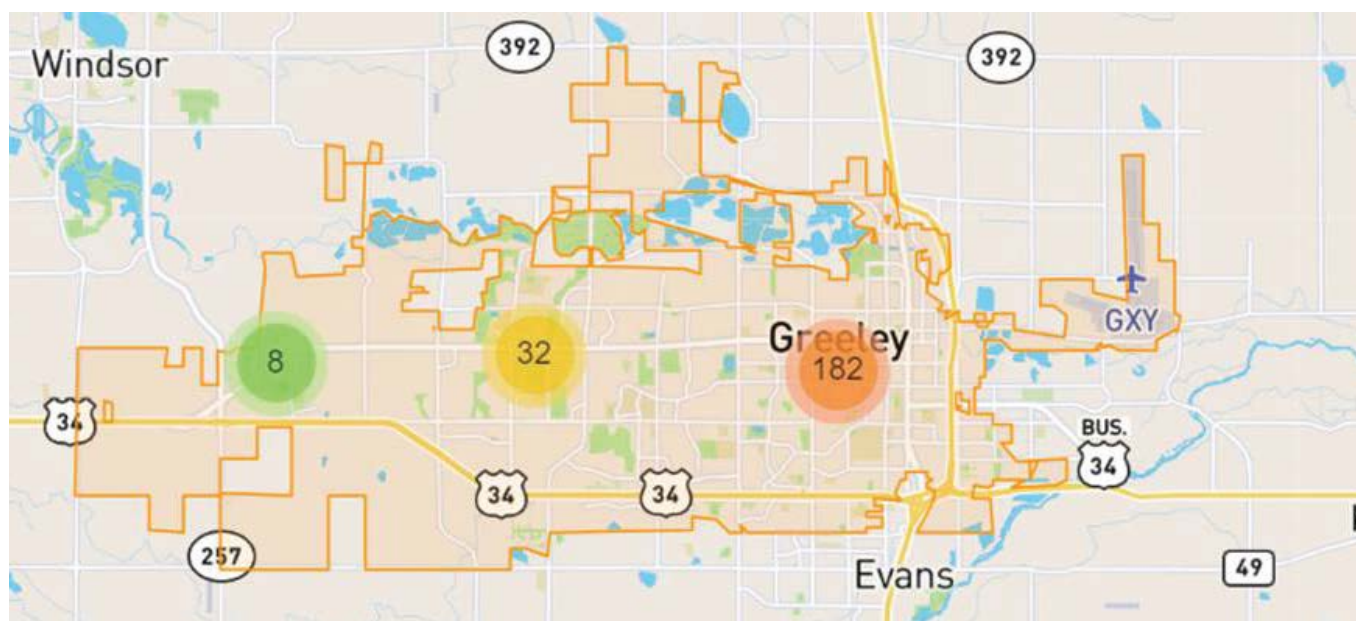
If you had a budget of \$100 for improvements to the culture, parks, and recreation system in the City of Greeley and can only select one area to spend it, where would you spend your \$100?



Interactive Map

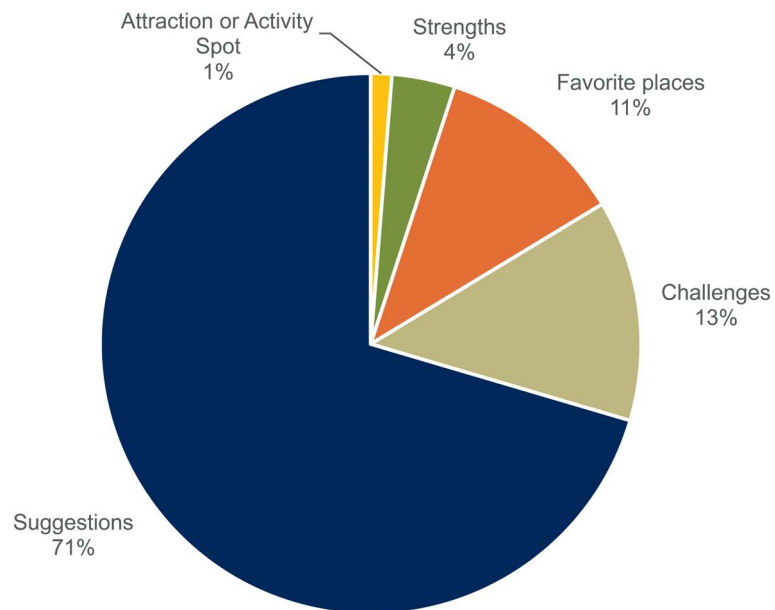
The interactive mapping tool allowed community members to share their suggestions and provide input on the City's strengths and challenges, their favorite places, and attraction or activity spots in the City. Respondents were able to pin comments in their desired locations within City boundaries anonymously and view other submissions on the platform. The map generated 222 total comments (151 with duplicates removed), with distribution mainly focused on the East Side followed by central and west Greeley (Figure 49).

Figure 49: Map Contributions



Responses fell into the following categories: suggestions (112), challenges (21), favorite places (18), strengths (6), and attraction or activity spot (2). The graph below illustrates the breakdown by category.

Figure 50: Bang the Table Map Categories



Suggestions

The suggestions category received the highest number of responses, several of which are highlighted below. BerryDunn recognizes that some of the feedback is under the City's purview, rather than CPRD's.

Trail and Sidewalk Enhancements

- Add a trail with shaded benches, trash cans, and bike repair stations. Include a protective split-rail fence.
- Add wide attached sidewalks along the west and south sides of the park for better accessibility.
- Add a detached sidewalk along the north side of 10th Street to improve park traversal.

Park and Facility Upgrades

- Update Luther Park (trash barrels, splash pad, reduce stormwater management areas, add rain gardens, bicycle racks, bike repair station, sports facilities such as volleyball, pickleball, and/or basketball).
- Add a fence along 10th Street to help prevent children from running into the busy street.
- Upgrade children's playground equipment, adding swings and other features.
- Improve and expand sports facilities at Peakview Park.
- Update outdoor City pools, particularly Centennial Pool.
- Consider adding a large, multi-feature park like Twin Silo Park in Fort Collins, with playground equipment, zip lines, splash pads, BMX dirt tracks, and pickleball courts.

Community Events and Activities

- Organize more events at the FunPlex theatre area, such as food truck nights, cultural events, art activities, and concerts.
- Increase the number of free community events at Centennial Village and Island Grove.
- Expand arts education classes at UCCC, including more classes for children.
- Host more events at the Garden Theatre, extending the concert season and inviting food trucks.
- Start a weekly food truck festival in the City, possibly at Island Grove.

Connectivity and Access

- Extend and connect trails, such as a safe access trail from 47th Avenue to the Poudre River Trail.
- Tie Promontory neighborhoods into the paved trail system to improve accessibility.
- Add a trail from 4th Street to Poudre River Trail along the west side of Boomerang Golf Course.
- Connect Ramseier Park to the Poudre River Trail for better community access.

- Improve pedestrian and cyclist infrastructure on 21st Avenue.
- Add sidewalks and bike lanes to improve neighborhood connectivity, especially near Westgate housing.

Safety Improvements

- Add speed bumps or sidewalks to residential streets to reduce speeding and improve safety.
- Improve crosswalk safety with flashing yield signs or raised crosswalks, especially near schools and busy intersections.
- Add fences or barriers around playgrounds and parks to protect children from traffic.

New Facilities and Features

- Add a splash pad or water feature at picnic/playground areas, similar to features in Loveland Sports Park.
- Create a semi-permanent food truck plaza with communal seating and event space.
- Build a public swim beach, potentially at Seeley Lake.
- Add a new ice rink or expand the existing Ice Haus with a second sheet of ice.
- Consider building an amusement park or more intense recreation areas, like a water park or sledding hill.
- Add protected bike paths for safer transportation options.

Maintenance and Aesthetics

- Beautify and maintain park grounds, including aerating ponds and improving landscaping.
- Update playgrounds and park equipment, especially in underutilized parks.
- Preserve natural areas while enhancing them with features like trails and play areas.

Urban Development

- Encourage mixed-income condos with commercial space below to create walkable, bike-friendly communities.
- Address traffic light issues at busy intersections to reduce accidents and congestion.
- Consider redeveloping underutilized areas, like St. Michaels Square, into event venues to attract more business.

Other

- Develop mountain bike trails, pump tracks, or other challenging off-road paths for biking enthusiasts.
- Create an ADA-accessible RC crawler track with community involvement in maintenance.
- Establish a weekly food truck festival or other community-oriented events in central locations.

Challenges

Twenty-one community members commented regarding the following challenges, many of which fall under the City's jurisdiction versus CPRD's.

Park Safety and Accessibility

- Address the division of Luther Park by 10th Street to improve safety and access and reduce noise.
- Install sidewalks along 10th Street and 22nd Avenue for better pedestrian access and to prevent turf damage.
- Create a trail along the ditch in Luther Park and add fencing for safety.
- Add a walking path around the pavilion in Luther Park to accommodate heavy activity in the area.

Infrastructure and Connectivity Improvements

- Improve access to the Poudre River Trail by adding more connections from central Greeley.
- Update infrastructure on the East Side for safer and more welcoming entry points.
- Address safety at intersections and bridges with frequent accidents.
- Prohibit parking on 22nd Avenue in the residential area to improve visibility and safety when turning.

Park Space Improvements

- Increase usable park space in Luther Park by improving stormwater management.
- Improve Homestead Park with turf areas, a splash pad, and sports facilities.

Community Gathering Spaces

- Replace the Greeley Mall with an outdoor multipurpose area for community gathering and art.
- Revitalize the track area with updated facilities like a playground, basketball courts, and community-use spaces.

Traffic and Safety

- Address dangerous road conditions on major routes like Highway 34, particularly where highways merge or where there are multiple traffic lights in close proximity.
- Improve infrastructure to ease traffic congestion and enhance safety in heavily traveled areas.

Downtown and Mall Area Revitalization

- Provide more parking downtown, especially for visitors, business patrons, and those with limited mobility.
- Transform the Greeley Mall into a vibrant community space with affordable food and entertainment options.

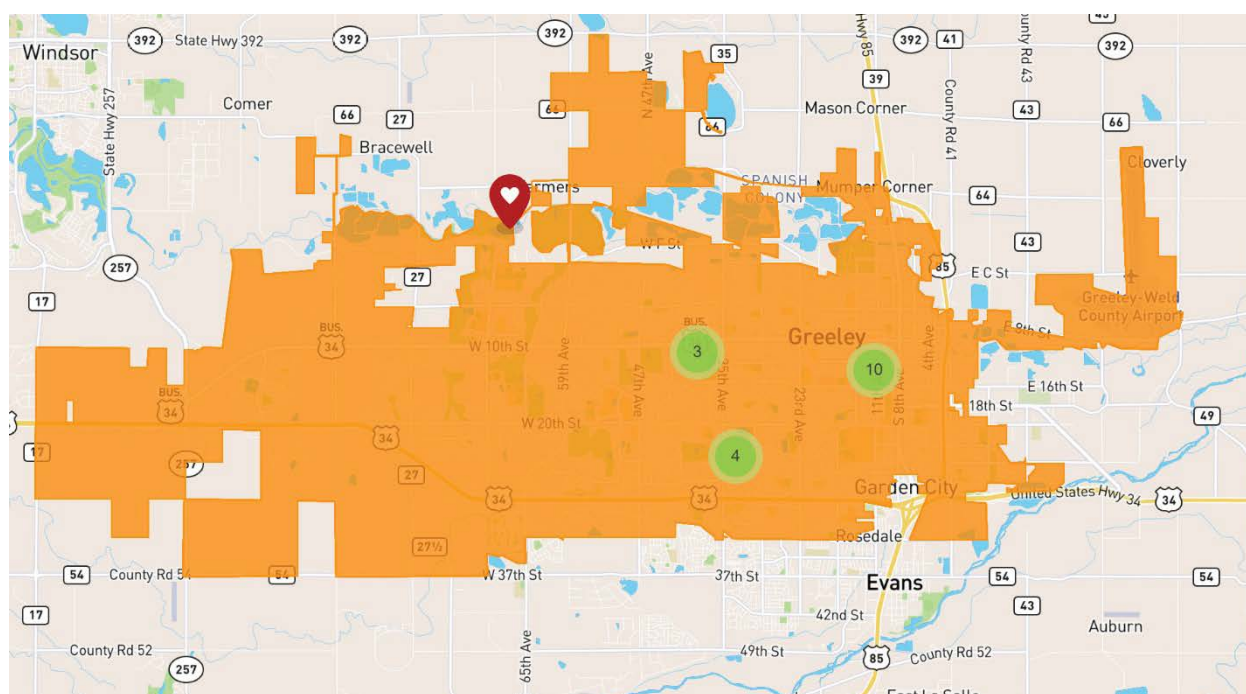
Favorite Places

Eighteen community members shared a deep appreciation for several favorite spots around the City, including both those managed by the City and CPRD. Participants praised:

- Disc golf area
- Bittersweet Park's peaceful ambiance
- Sanborn Park
- Overall natural beauty of local parks and trees

The community also appreciates cultural and artistic expressions. Residents value the street art downtown, appreciate the celebration of Day of the Dead, and fondly remember the sister city exchange program. Suggestions included expanding street art to the west and central areas of the City, hosting local Day of the Dead festivities, and reviving the sister city exchanges.

Figure 51: Favorite Places



Recommendations included:

- Additional disc golf opportunities
- Creation of additional tranquil parks
- Enhancements at Sanborn Park
- Increased tree planting and floral displays
- Community events such as Cinco de Mayo, kite-making activities, and programs that foster positive interactions with the police as well as continuation and expansion of popular events like Friday Fest and Monster Day

Lastly, the community highlighted the appeal of pedestrian-friendly areas and the refreshing atmosphere of Glenmere Pond. Residents request that measures are considered to slow traffic around shops, add more shade trees, and replicate the calming features of Glenmere Pond in other parks.

Strengths

Community feedback highlights the positive impact of relocating the City farmer's market to 7th Street next to Lincoln Park, with six responses noting the enhanced walkability and better downtown integration. Additionally, the quality of fields and playgrounds received praise for their role in enhancing local recreational options.

Attraction or Activity Spot

Residents (two responses) have requested the addition of various sports courts, including tennis, pickleball, volleyball, and basketball. They believe these additions would offer diverse fitness opportunities while maintaining ample open space for other activities.

External Engagement: Pop-Up Engagements

BerryDunn recognizes that the most effective public engagement strategy includes meeting residents face-to-face in the community. To that end, the project team facilitated a series of interactive pop-up engagements across a variety of locations and special events during the project’s engagement phase. Beyond spreading awareness of the project, these engagements also focused on collecting feedback, which BerryDunn transposed to the project website to maintain data consistency. The following map illustrates the community saturation achieved through these pop-up engagements.

Table 4: Pop-Up Engagements

Event	Location
Feria de la Mujer	Island Grove Regional Park
Monfort Park	2122 50th Ave
Farmer’s Market	Lincoln Park 800 10th Ave
Centennial Village	Island Grove Regional Park
Fishing Derby	Sanborn Park 2031 28th Ave
Friday Fest/Blues Jam	9th Street Plaza
Tointon Academy	717 71st Ave
Campo Esperanza (Hope Field)	715 E. 24th Street
Family Field Day	Lincoln Park 800 10th Ave
Bike to Work	Lincoln Park 800 10th Ave Sheep Draw Trail Sheep Draw Trail and 71st Ave
Delta Park	Delta Park 240 E. 24th Street
Friday Fest	9th Street Plaza

Figure 52: Pop-Up Engagement Locations

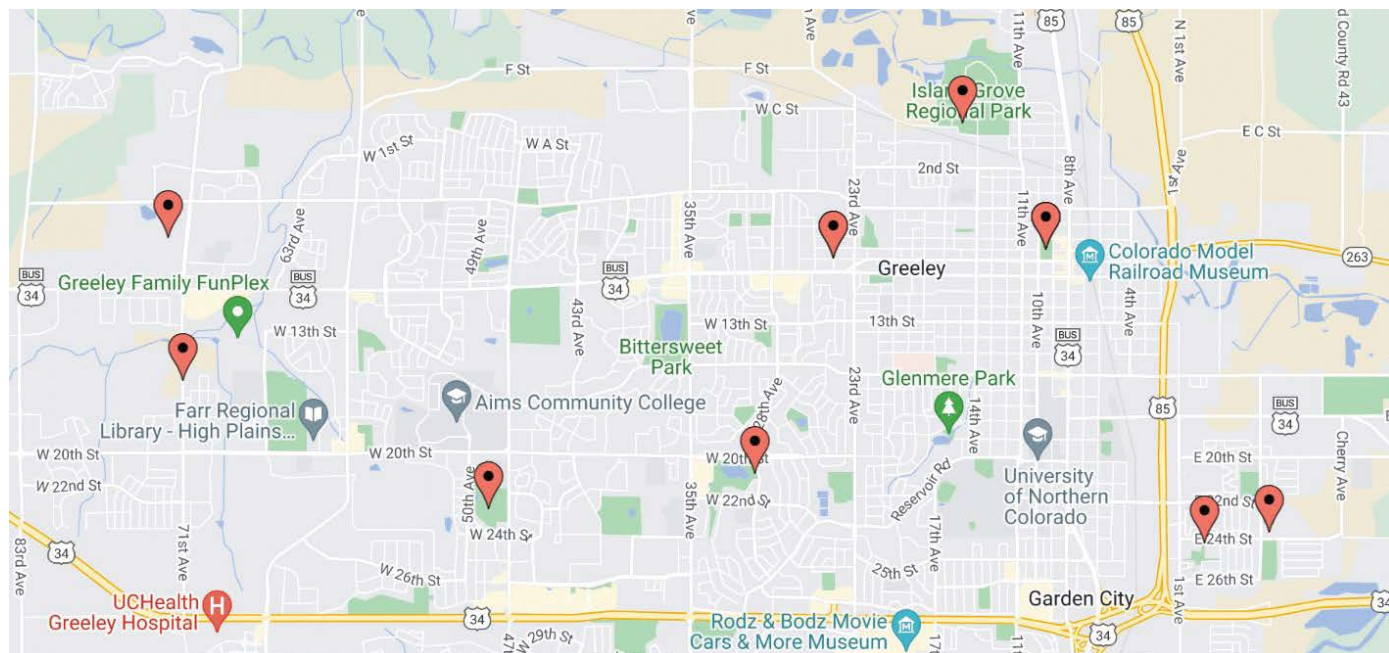


Figure 53: Photos Taken During Pop-Up Engagements



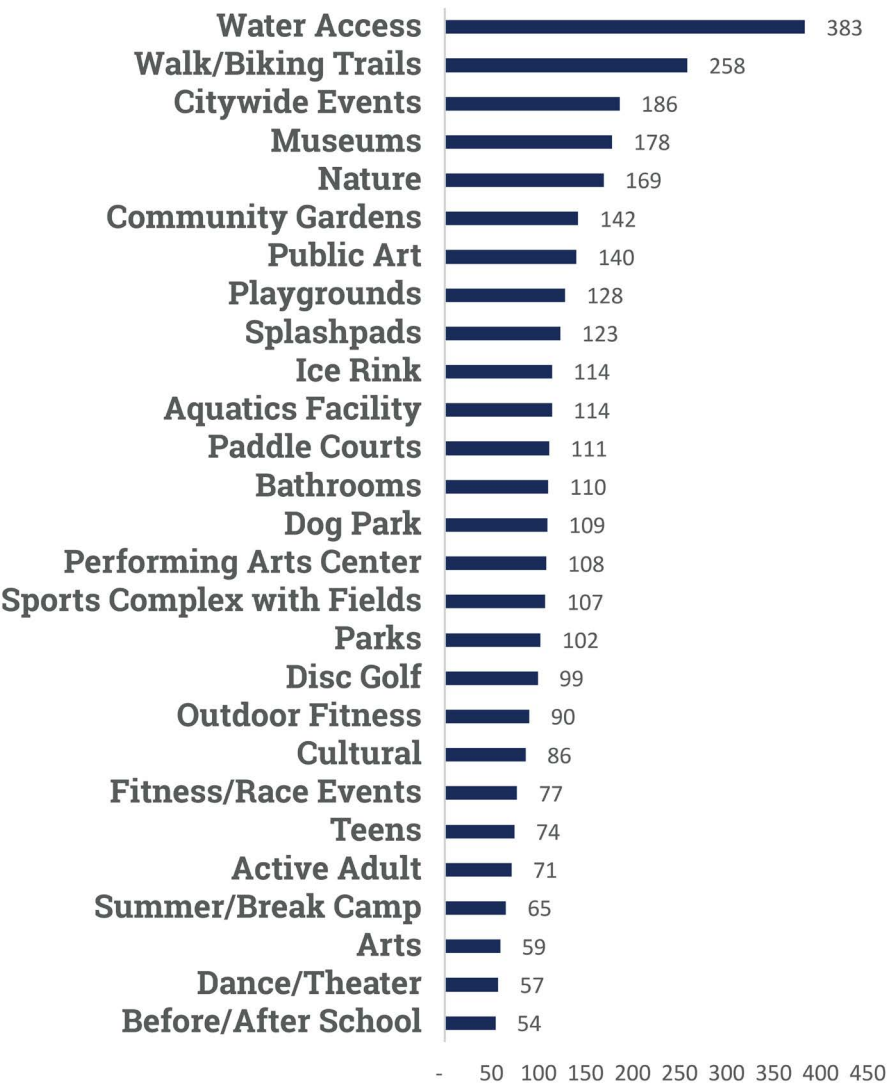
Key Findings From Pop-Up Engagements

Aside from the Bang the Table online engagement portal, BerryDunn used a variety of other tools to capture public input during pop-up appearances at community gathering points. The information collected is summarized below by type of tool deployed.

Dotmocracy Voting

The project team conducted a series of 12 highly interactive pop-up engagements at a variety of locations and special events during the engagement phase of this project. These activations featured use of simple dot-voting (i.e., dotmocracy) to record preferences and interests. The 3,502 recorded comments are summarized in the following chart.

Figure 54: Dot-Voting Responses



Comment Cards

Comment cards distributed at large City events posed two key questions: “How do you like to have fun in Greeley?” and “What’s missing in Greeley?” Five hundred and twenty-six comments were recorded and analyzed, with top responses shown below.

Figure 55: Community Responses for “How do you like to have fun in Greeley?”

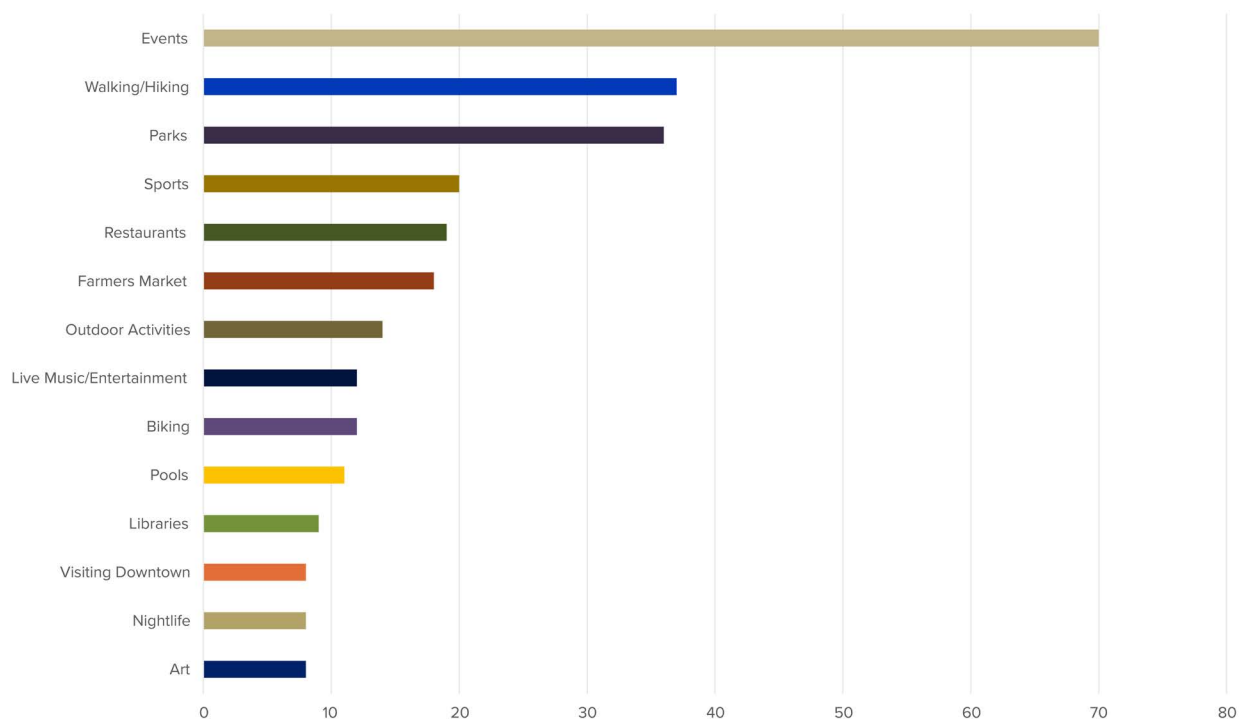
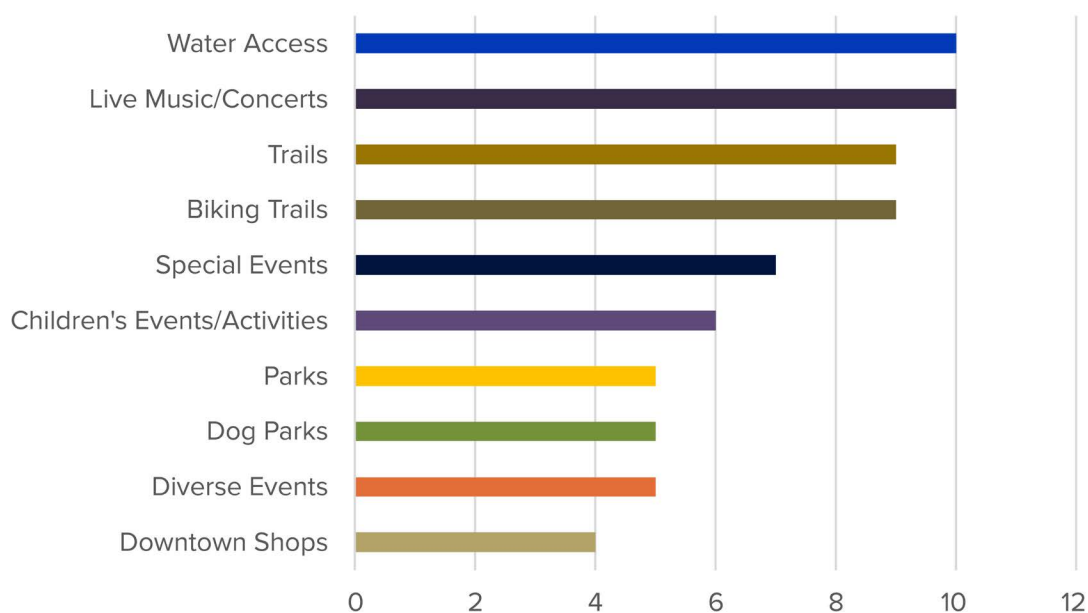


Figure 56: Community Responses for “What’s missing in Greeley?”



External Discovery Sessions (Focus Groups)

The master planning process invited interested parties and community groups from around the City to provide input on recommended focus areas, suggested improvements, community desires, and potential threats/challenges. Through contacts supplied by the City, BerryDunn conducted a series of focus group meetings with attendees from various organizations and with varying interests, including sporting clubs, cultural organizations, nonprofit organizations, and sports enthusiasts. Conversations with focus group participants aligned with survey feedback and the project website (i.e., Bang the Table).

Community's Perception

When asked about the community's perception of CPRD, communication came up as a consistent challenge. There is a need for a more efficient group fitness software, better online accessibility, language accommodations, and cultural representation in staff. CPRD's webpages are often outdated, making it hard for users to find current information.

While some facilities have been upgraded, others have not, leading to inconsistency in user experience.

Many community members are unaware of events and activities due to insufficient promotion and communication. Users often find it difficult to obtain information on facility statuses, such as whether they are open, closed, or under maintenance. Other feedback regarding communication included:

- Provide alternative ways to access programming for those who might see technology as a barrier or are bilingual
- Hire bilingual staff (Spanish and Korean) and provide more flyers in multiple languages
- Promote programs in schools with parent groups and include better advertising of financial assistance programs and rentable resources
- Mail information, improve signage and wayfinding, and utilize Instagram with navigation tools like a link tree
- Increase internal coordination/communication to avoid confusion and enhance service delivery

Future Community Challenges

Community members overwhelmingly agree that the biggest challenge the community will face in coming years is managing population growth. Traffic and the need for more cycle lanes to make Greeley a bike-friendly town are also concerns. Additionally, institutions like UNC and Aims bring in more residents and visitors, so ensuring adequate parking, particularly downtown, will be crucial. They suggest hosting block parties and events in different parks to promote community engagement and introduce new residents.

Opportunities

Additional opportunities shared during focus groups include:

- More permanent soccer field goals
- Improving maintenance with better trash removal and more trash cans
- Extending swimming pool hours and providing more splash pads
- More ice hockey facilities and basketball hoops
- Making recreation centers like Rodarte more financially accessible, particularly for youth
- Upgrading parks with better equipment and safer surfaces including improved sand at the volleyball courts
- Adding concession stands in areas lacking nearby stores, particularly the East Side
- Adding better lighting, updated skate parks, additional swings, improved park foundations, and accessible bathrooms
- Better communication about available amenities
- More indoor facilities for sports and activities
- Creating more trails, wayfinding signage, adaptable equipment for diverse needs, and facilities catering to younger children beyond just sports, including a children's museum

Additionally, there is a call for mindful land management to help prevent undeveloped areas from becoming overgrown with weeds, with a preference for restoring these spaces with native plants. The community expressed a need for more natural spaces over playing fields, highlighting the wildlife sanctuary as a positive example.

Suggested new activities include gardening, guided nature tours, birding walks, and educational programs on natural and historical topics. The community also desires adaptable programming, longer seasons for activities like spring soccer, better coordination with local schools to avoid schedule overlaps, and more information on summer programs. There is a demand for more camp programs and spaces, as existing camps fill up quickly.

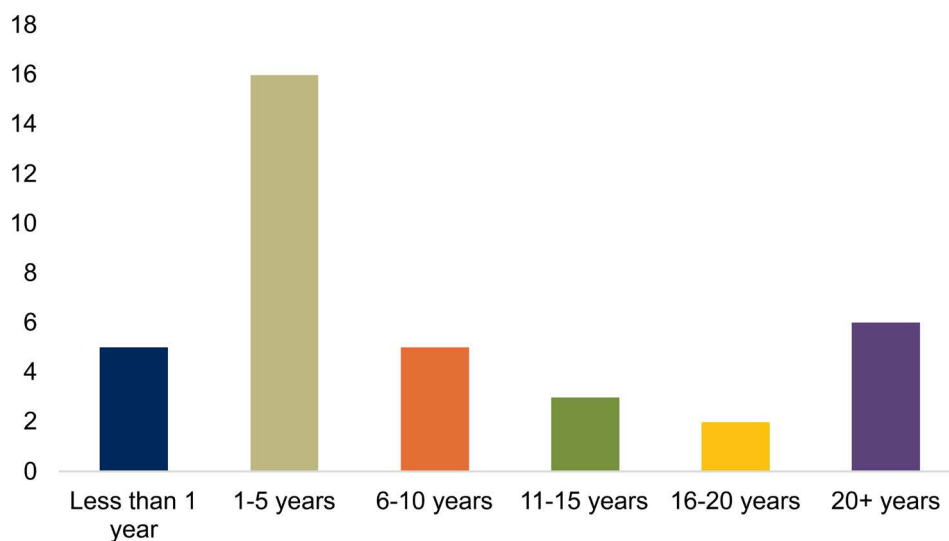
The community believes underserved populations include low-income families, individuals with disabilities, refugees, and immigrants, particularly those connected with organizations like Lutheran Family Services and the Immigrant and Refugee Center of Colorado. They also suggested building stronger relationships with the university and recognizing that college students go beyond the young adult demographic.

Internal Engagement

To understand current and future needs of Greeley CPRD, engagement began with offering focus group interviews with CPRD staff. CPRD distributed an email invitation to staff allowing them to participate in any one of ten focus groups. Sessions were open to all staff; supervisors and staff were asked to participate in separate interviews to encourage open communication.

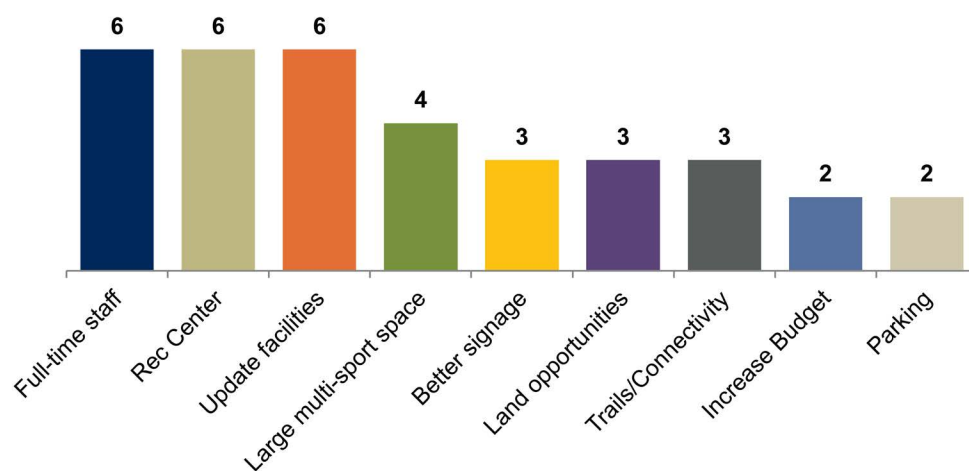
Tenure of staff focus group participants ranged from the recently hired to those with careers spanning over 20 years. Most participants had between one and five years of service.

Figure 57: Staff Tenure of Focus Group Participants

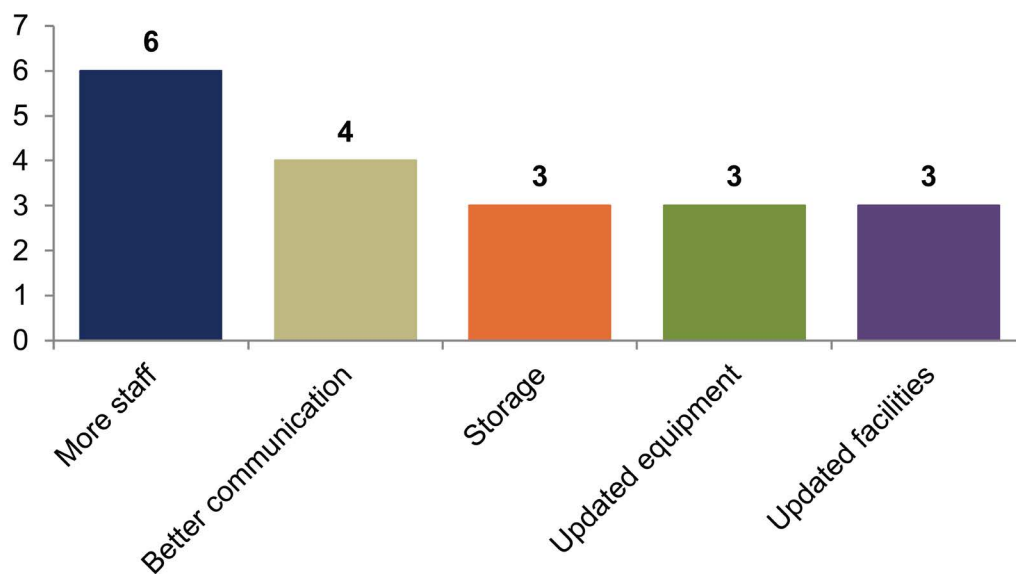


BerryDunn asked staff **“When you think of your division, what assets do you think are needed?”**

Figure 58 illustrates the top responses, which include the desire for staffing, an additional recreation center, and updated facilities.

Figure 58: Desired Department Assets

When asked what facilities and resources staff needed to better perform their jobs, staffing once again rose to the top of needs, followed by better communication. Staffing shortages exacerbated by post-COVID-19 conditions are a significant issue, with a need for more full-time staff and better pay to retain and attract qualified applicants.

Figure 59: Facility and Resource Needs

In addition, staff noted the following challenges:

- **Outdated Facilities:** Existing facilities, such as the Recreation Center, weight room, and Island Grove, are outdated and do not meet the growing community's needs, lack storage, and require modernization and expansion.
- **New Facilities Needed:** Additional recreational facilities are needed, including a new recreation center, pool, more sports fields, and outdoor fitness spaces to accommodate current demands.
- **Recreational and Sports Areas:** Better sports fields, improved trail connections, and outdoor fitness areas are desired.
- **Infrastructure and Equipment:** Staff desire new vehicles and improved equipment storage solutions.
- **Cultural and Community Spaces:** Museums and other cultural spaces are inadequate and outdated, limiting their ability to engage the community and share local stories.
- **Park Improvements:** Parks lack adequate signage, shaded areas, and modern playgrounds. Existing afterschool and Fun in the Sun programs are at capacity and need expansion to be more accessible.

Additionally, staff shared several challenges in communication and coordination between CPRD and other City departments:

- **HR:** Issues with high turnover, slow processes, and poor communication, particularly in hiring and onboarding, leading to delays in addressing important matters
- **Public Works:** Communication issues and overlapping responsibilities with CPRD
- **Purchasing and Finance:** Inconsistencies in communication, a cumbersome purchasing process, and high turnover complicate budgeting and financial operations
- **Fleet Management:** Inefficiencies, such as having to perform tasks like oil changes externally, could be handled more efficiently in-house
- **City Manager's Office:** Perceived lack of support and visibility from the City Manager's Office

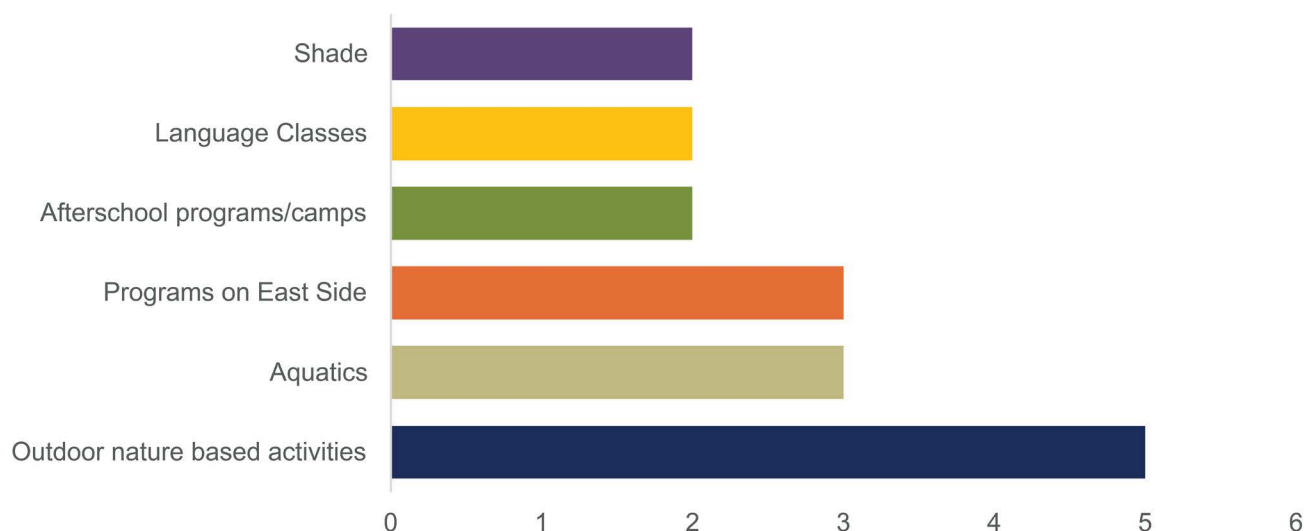
Staff also shared the following feedback regarding training:

- **Onboarding:** The process needs improvement, as important information is often missed and frequent changes require retraining staff.
- **Part-Time Staff Training:** Communicating and delivering training to part-time staff is difficult, and there is a lack of formalized, role-specific training.
- **HR Training:** The in-person training options previously offered have not been adequately replaced by current alternatives.
- **Budget Training:** Limited availability of budget-related training forces staff to seek alternative, often free, resources.
- **System Transitions:** Transitioning to new systems like Oracle and RecTrac replacements has been challenging due to technical issues and poor timing.

Programming

BerryDunn asked staff about missing program offerings or needs at CPRD or in the City. Focus group participants shared several suggestions, with nature programming topping the list.

Figure 60 : Program Suggestions



In addition, the following were suggested:

- **Program and Facility Expansion:** Staff reported a need for more diverse offerings, such as afterschool programs, camps, aquatics for adults, nature-based activities, and sports like baseball and volleyball. Existing programs are at capacity, and facilities such as the fitness center and pool decks are overcrowded. The Ice Haus is utilized from sun-up to sun-down; a second sheet of ice is needed.
- **Cultural Relevance and Diversity:** There is a strong call for more culturally relevant programs that cater to the community's diverse populations, including bilingual offerings (Spanish) and outreach to BIPOC communities. Increasing the number of multilingual staff should also be a priority.
- **Community Engagement:** Better advertising and communication are needed to inform the community about available programs and events. There is a desire for more activities, particularly on the East Side, to increase community involvement.
- **Outdoor and Nature Programs:** Expanding outdoor pursuits and nature-based activities, including summer camps, nature walks, and environmental education programs, are a key area of interest. There is also an opportunity to utilize Greeley's natural areas more effectively.

Two direct quotes from participants include:

“Ice Haus: two sheets of ice would be a game changer; brings in a lot of money now and they can make more.”

“For several years, we’ve been talking about the need to do Community Needs Assessment. And for years, we’ve felt like we’re in the dark. We build these programs and we think they’re great, but they’re hit or miss. So we’re trying to see what the people really want.”

Partnerships

BerryDunn asked if there are any partners CPRD should consider in the future. Staff expressed a clear need for stronger formal agreements, particularly with educational institutions like UNC and Aims Community College.

There is also a need for better contracts and nonprofit/government rates, along with a desire for increased corporate partnerships and sponsorships, which was previously supported by the development officer. Opportunities also exist for new collaborations, including North Range Behavioral Health, Northern Colorado Health Alliance, and local hotels.

Staff also emphasized the importance of community engagement, especially bilingual efforts, and revisiting successful past initiatives like restaurant partnerships. Table 5 outlines additional partnership recommendations.

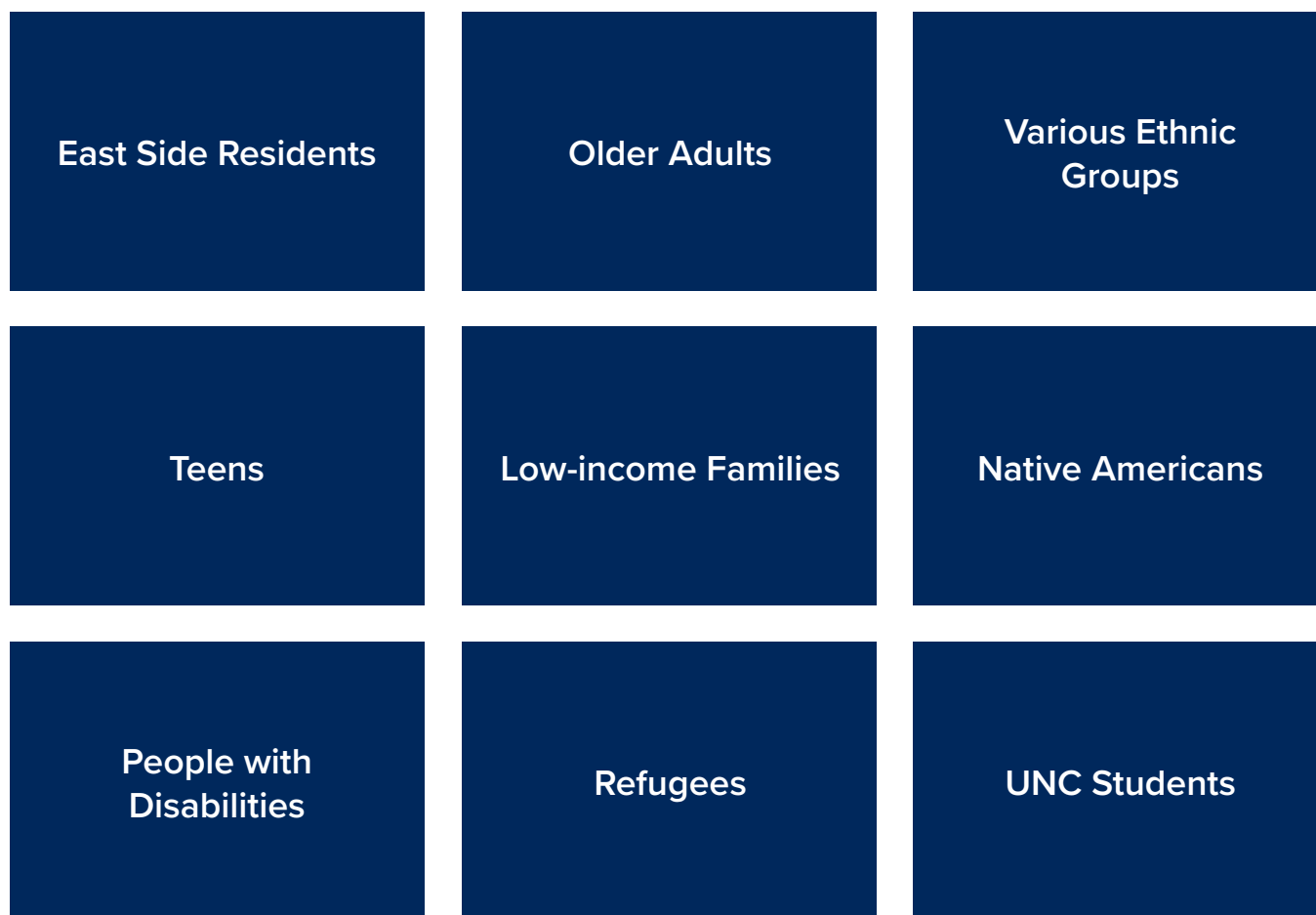
Table 5: Partnership Ideas

Potential Partnerships	
American Automobile Association (AAA)	Greeley Garden Club
American College of Lifestyle Management (ACLM)	Hotels
Aims Community College	Poudre Learning Center
Annual Events (farm, stampede, dog show, county, etc.)	Refugee Center
Board of Cooperative Educational Services (BOCES)	Restaurants
Campo Esperanza	University of North Colorado
Davey Resource Group	Veterans of Foreign Wars (VFW)
District 6—Nonprofit	Walk With Ease
Surrounding Communities	

Underserved Populations

When asked about underserved populations, staff shared many opportunities, with a predominant focus on connecting with those who live on the East Side.

Figure 61: Underserved Populations



In addition, staff shared the following needs.

- **Support for Underserved Populations:** The East Side of Greeley is underserved, with a lack of programming and facilities. Efforts are being made; however, there is still need for a new facility and expanded outreach, particularly for refugees and low-income families.
- **Programs for People with Different Needs and Abilities:** There is demand for programs like aqua therapy and adapted swimming.
- **Language Constraints:** Barriers for those who do not speak English—or speak English as a second language—need to be addressed, with bilingual staff being an asset.
- **Teen Programming:** There are few activities or services for teenagers (12 and up). Efforts like the Summer Teen Employment Program and sports conditioning are positive steps, but there is a need for more activities and facilities catering to this age group.
- **Cultural Engagement:** CPRD is beginning to engage with Native American communities and other ethnic groups. Efforts to make language accessibility a priority, particularly for Spanish speakers, are ongoing but still need improvement.
- **Focus on Diversity:** There is a growing emphasis on reaching bilingual populations, refugees, and ethnic groups. The department is working to improve language accessibility, but more can be done to build trust and better serve diverse communities.

Trends

Staff expressed a variety of trends for CPRD to consider during the master planning process:

- Cemetery services show a significant increase in cremations, indicating a need for cemetery property expansion and infrastructure adjustments.
- Connectivity, walkability, and multiuse paths with proper lighting will also become important as residents look for alternative methods of transportation. Consider rentable e-bikes and e-scooters.
- Increase public access to water-based activities like paddleboarding, fishing, and kayaking.
- Alternative spaces can be transformed into cultural hubs to expand cultural programming and add immersive exhibits.

Financial Assessment

BerryDunn also reviewed CPRD’s financials. This analysis included a detailed look at actual revenues and expenditures for fiscal years 2020 – 2023 and budgeted revenues and expenditures for fiscal year 2024.

When reviewing this section of the report, it should be noted that variances from the CPRD budget are due to reclassification, depreciation, and timing of expenditures, revenues and adjustments. Additional information regarding the CPRD budget, including the annual comprehensive financial report, budget, and capital improvement plan, can be found on [the City’s website](#).

CPRD’s operating budget is spread across 15 funds. Of these funds, the General Fund is by far the largest, accounting for 69.54% of all revenues and 84.64% of all expenses from 2020 to 2024. Golf Courses, though an enterprise fund, are the next largest, contributing 21.23% of the department’s revenues and 8.71% of its expenses during this same period. The Cemetery Fund, which is also an enterprise fund, made up 5.87% of revenues and 2.84% of expenses from 2020 – 2024.

There are several other funds that collectively only account for 1.71% of revenues and 1.32% of expenses between 2020 – 2024. These funds, which are all designated revenue funds, exclude Fleet Replacement but include Youth Enrichment, Youth and Senior Assistance, Active Adults, Senior Center Clubs, Poudre River Trail, Petriken Memorial, Memorials, Museums, and Community Memorials Funds. Operating expenses include line items for Capital Outlay and are for smaller capital expenses related to acquiring, upgrading, or maintaining fixed assets like equipment, vehicles, or technology. These purchases are intended to benefit the organization for a few years rather than on a long-term basis, as compared to projects included in the Capital Improvement Program. From 2020 to 2024, 3.54% of operating expenses across all CPRD funds represented capital outlays.

Figure 64 shows the proportional amount of total expenses and revenues for each fund. Table 6 details actuals and budgets for these funds. Table 7 shows Capital Outlays for all funds.

Figure 62—Proportion of Total Revenues and Expenses All Funds

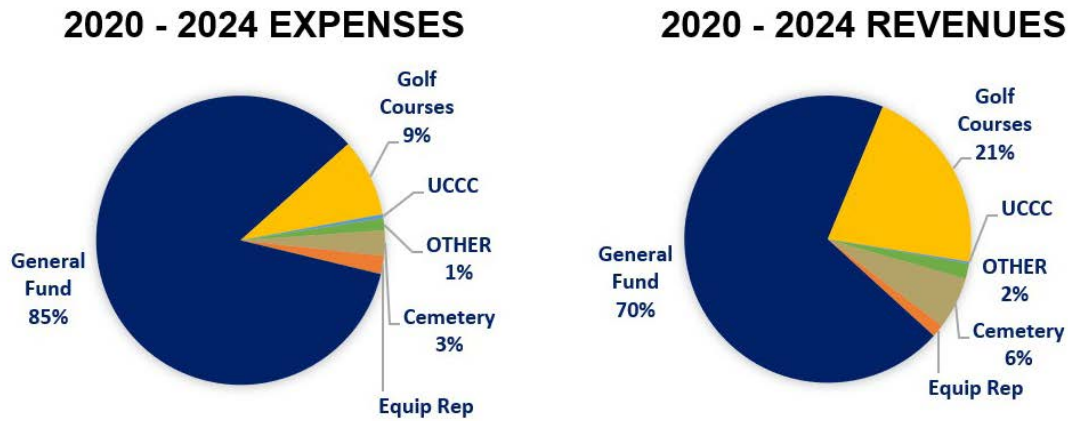


Table 6—CPRD All Funds Summary

Culture Parks and Recreation Operating Summary All Funds

	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
FUND					
Revenues					
Cemetery	\$434,515.01	\$711,521.49	\$656,234.80	\$580,390.87	\$725,028.00
Equipment Replacement	\$-	\$-	\$502,040.08	\$253,190.00	\$-
General Fund	\$4,351,522.84	\$5,592,458.72	\$7,933,724.78	\$9,078,139.21	\$9,829,900.00
Golf Courses	\$2,086,342.19	\$2,193,861.20	\$2,248,624.18	\$2,517,925.04	\$2,182,687.00
UCCC Improvements	\$7,714.00	\$26,067.85	\$43,386.60	\$43,234.65	\$-
OTHER	\$230,560.65	\$185,280.99	\$79,705.35	\$312,032.56	\$95,238.00
Total Revenues	\$7,110,654.69	\$8,709,190.25	\$11,463,715.79	\$12,784,912.33	\$12,832,853.00
Expenses					
Cemetery	\$614,196.24	\$527,922.20	\$568,736.88	\$659,166.05	\$1,067,074.00
Equipment Replacement	\$-	\$-	\$261,898.07	\$902,991.16	\$1,287,601.00
General Fund	\$15,056,697.67	\$16,579,056.94	\$18,905,953.01	\$22,974,774.94	\$28,824,508.00
Golf Courses	\$2,102,468.63	\$1,863,251.01	\$1,984,229.13	\$2,166,977.52	\$2,418,091.00
UCCC Improvements	\$-	\$-	\$-	\$-	\$550,000.00
OTHER	\$449,202.26	\$393,884.51	\$337,044.30	\$172,481.55	\$246,499.00
Total Expenses	\$18,222,564.80	\$19,364,114.66	\$22,057,861.39	\$26,876,391.22	\$34,393,773.00

*Other revenues and expenditures include Community Memorials, Fleet Replacement, Memorials, Museums, Petriken Memorial, Poudre River Trail, Senior Center Clubs, Senior Citizens, Youth and Senior Assistance and Youth Enrichment.

Table 7—CPRD Capital Outlay by Fund

Culture Parks and Recreation Operating Summary All Funds					
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
FUND					
Capital Outlay Expenses					
Cemetery	\$2,381.25	\$16,574.00	\$6,580.00	-	\$275,000.00
Equipment Replacement	-	-	\$261,898.07	\$902,991.16	\$1,287,601.00
General Fund	\$250,604.14	\$117,090.72	\$33,080.22	\$102,829.70	\$293,982.00
Golf Courses	\$10,691.57		-	-	-
Fleet Replacement	\$321,209.46	\$279,576.37	-	\$22,131.92	-
Museums	\$2,210.00	-	-	-	\$90,000.00
Total Expenses	\$587,096.42	\$413,241.09	\$301,558.29	\$1,027,952.78	\$1,946,583.00

Revenues

There has been a general upward trend in revenues from 2020 to 2023, with significant increases in key areas like the General Fund and Golf Courses. Revenue increased between 2019 – 2023, with the largest percentage increase happening in 2022 (31.59%). Revenue growth is expected to slow from 2023 actuals to 2024 budget, with a modest increase primarily driven by the General Fund.

Expenses

Total expenses have also been increasing over the years. The most significant increase in Actuals was in 2023, which saw a 21.85% increase in expenses from 2022. Budgeted Expenses for 2024 are expected to increase \$7.5 Million (28%) from 2023 Actuals. This overall rise is driven by particularly large increases in the General Fund, Equipment Replacement, and Cemetery funds.

Cost Recovery

Table 8 details cost recovery rates for all funds for years 2020 – 2024.

Table 8—CPRD Cost Recovery Rate by Year

Cost Recovery All Funds			
Year	Total Revenues	Total Expenses	Cost Recovery (%)
2020 Actual	\$7,110,654.69	\$18,222,564.80	39.02%
2021 Actual	\$8,709,190.25	\$19,364,114.66	44.98%
2022 Actual	\$11,463,715.79	\$22,057,861.39	51.98%
2023 Actual	\$12,784,912.33	\$26,876,391.22	47.57%
2024 Budget	\$12,832,853.00	\$34,393,773.00	37.31%

From 2020 to 2023, the department saw a steady improvement in cost recovery for all funds, moving from 39.02% of expense recovery in 2020 to a peak of 51.98% expense recovery in 2022. In 2023, the cost recovery rate declined slightly to 47.57%, despite a continued increase in total revenues. Looking at the 2024 budget, the cost recovery rate is projected to drop significantly to 37.31%.

Cost recovery rates by themselves are neither good nor bad. They are a data point that departments can look at to determine financial performance. The rates of cost recovery within Greeley are indicative of the strategic approach CPRD has taken to meet the values and objectives of the City.

General Fund

The General Fund is the largest component by revenue and expenditures of CPRD. It encompasses a wide range of activities and services, including revenues and expenses associated with various centers, parks, recreational programs, cultural services, and administrative operations.

Tables 9 and 10 show General Fund Revenues and Expenditures by function for 2020 – 2024. Table 11 shows General Fund Capital Outlay Expenses for the same period.

Table 9—General Fund Revenues 2020 – 2024

Culture Parks and Recreation Operating Summary General Fund					
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
GENERAL FUND					
Revenues					
Active Adult Center	\$41,398.76	\$32,709.73	\$99,555.95	\$110,183.02	\$215,847.00
CPR	\$25,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$22,000.00
Culture Admin Svcs	\$(117.00)	\$46,608.16	\$70,908.47	\$81,328.43	\$90,727.00
Forestry	\$68,488.02	\$33,498.69	\$43,728.98	\$80,169.00	\$292,293.00
Funplex	\$275,659.69	\$661,140.92	\$1,123,475.07	\$1,253,238.14	\$1,163,881.00
General Rec Programs	\$11,700.23	\$35,574.50	\$6,244.50	\$6,349.38	\$1,030.00
Ice Haus	\$377,902.20	\$467,368.33	\$756,008.03	\$859,754.88	\$675,087.00
Island Grove Regional Park	\$939,780.37	\$1,147,128.60	\$1,293,676.69	\$1,427,846.44	\$1,189,438.00
Museums	\$238,516.42	\$234,555.33	\$317,372.55	\$355,849.67	\$491,502.00
Natural Areas And Trails Svcs	\$6,000.00	\$2,373.40	\$-	\$35,000.00	\$209,000.00
Outdoor Pools	\$47,729.86	\$159,319.19	\$227,323.99	\$286,509.22	\$198,820.00
Parks Services	\$1,734,388.74	\$1,920,057.28	\$2,379,096.37	\$2,648,720.93	\$3,138,946.00
Rec Center	\$157,401.89	\$164,950.83	\$384,121.09	\$415,552.55	\$425,777.00
Recreation Admin Svcs	\$-	\$-	\$-	\$180.00	\$20,000.00
Rodarte Community Center	\$34,994.93	\$29,816.25	\$76,598.87	\$68,755.77	\$74,141.00
Sports	\$120,987.95	\$224,089.65	\$410,813.48	\$512,679.35	\$492,803.00
UCCC	\$271,690.78	\$413,267.86	\$724,800.74	\$916,022.43	\$1,128,608.00
Total Revenues	\$4,351,522.84	\$5,592,458.72	\$7,933,724.78	\$9,078,139.21	\$9,829,900.00

Table 10—General Fund Expenditures 2020 – 2024

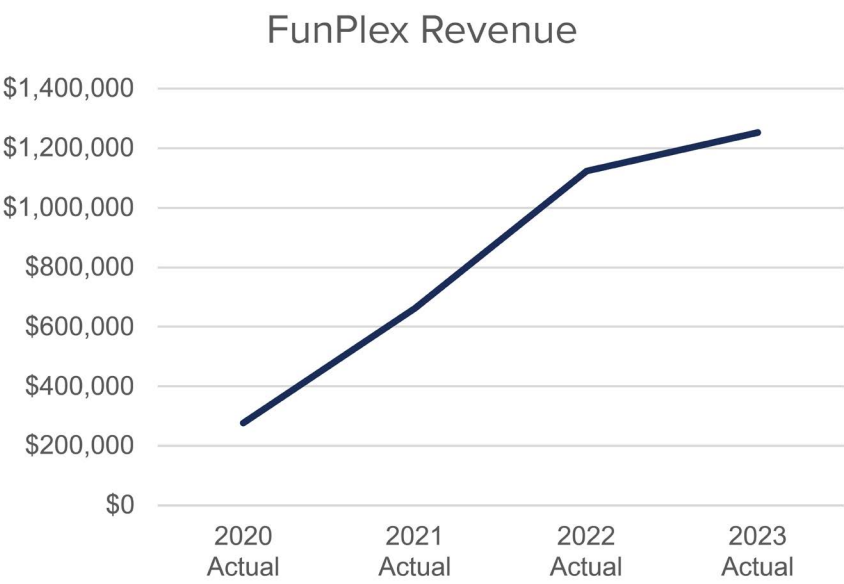
Culture Parks and Recreation Operating Summary General Fund					
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
Expenses					
Active Adult Center	\$367,704.29	\$413,265.06	\$502,384.96	\$630,299.87	\$731,595.00
CPR	\$1,719,794.62	\$1,971,717.36	\$1,948,476.25	\$2,520,665.53	\$3,448,034.00
Culture Admin Svcs	\$351,181.82	\$364,554.31	\$323,995.20	\$439,204.37	\$468,479.00
Forestry	\$949,475.84	\$1,039,014.06	\$1,063,819.70	\$1,338,866.59	\$1,616,003.00
Funplex	\$1,075,820.69	\$1,353,644.03	\$1,662,423.73	\$2,026,007.83	\$2,419,279.00
General Rec Programs	\$49,104.88	\$80,625.49	\$90,460.02	\$100,362.59	\$122,658.00
Ice Haus	\$576,209.49	\$665,019.71	\$706,993.21	\$989,730.09	\$966,954.00
Island Grove Regional Park	\$1,919,296.20	\$2,165,555.00	\$2,293,249.02	\$2,609,642.89	\$2,733,725.00
Museums	\$831,434.68	\$757,615.14	\$904,688.02	\$1,259,721.39	\$1,440,471.00
Natural Areas And Trails Svcs	\$602,281.22	\$712,182.16	\$819,613.56	\$1,089,381.03	\$1,283,066.00
Outdoor Pools	\$114,168.28	\$198,355.12	\$426,559.44	\$238,319.50	\$379,405.00
Parks Services	\$3,436,497.56	\$3,608,888.09	\$3,811,882.54	\$4,764,150.65	\$6,571,159.00
Rec Center	\$643,870.02	\$727,826.53	\$992,295.83	\$1,090,019.83	\$1,393,856.00
Recreation Admin Svcs	\$543,152.47	\$542,835.43	\$532,539.01	\$503,796.02	\$850,801.00
Rodarte Community Center	\$455,010.27	\$641,729.05	\$878,989.69	\$1,172,473.31	\$1,330,172.00
Sports	\$264,086.04	\$358,997.59	\$484,355.47	\$732,339.49	\$750,762.00
UCCC	\$1,157,609.30	\$977,232.81	\$1,463,227.36	\$1,469,793.96	\$2,318,089.00
Total Expenses	\$15,056,697.67	\$16,579,056.94	\$18,905,953.01	\$22,974,774.94	\$28,824,508.00

Table 11—General Fund Capital Outlay Expenditures 2020 – 2024

Culture Parks and Recreation Operating Summary General Fund					
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
Capital Outlay Expenses					
Culture Admin Svcs	-	\$8,639.00	-	-	\$18,350.00
Funplex	-	-	-	-	\$17,588.00
Ice Haus	\$61,032.61	-	\$1,076.08	-	-
Island Grove Regional Park	-	-	-	-	\$25,069.00
Natural Areas And Trails Svcs	\$7,933.53	-	\$21,473.14	\$69,274.30	-
Parks Services	-	-	-	\$33,555.40	\$219,880.00
Rec Center	-	-	-	-	\$13,095.00
Recreation Admin Svcs	-	\$108,451.72	-	-	-
UCCC	\$181,638.00	-	\$10,531.00	-	-
Total Expenses	\$250,604.14	\$117,090.72	\$33,080.22	\$102,829.70	\$293,982.00

From 2020 to 2023, there has been a noticeable upward trend in both revenues and expenses within the General Fund. Revenues have grown significantly, from approximately \$4.35 million in 2020 to over \$9 million in 2023. This increase is largely driven by substantial revenue gains in areas such as the FunPlex, Parks Services, and Island Grove Regional Park. The FunPlex, for instance, saw its revenues grow from \$275,659.69 in 2020 to \$1.25 million in 2023, indicating its importance as a revenue-generating facility.

Figure 63—FunPlex Revenues 2020 – 2023



Expenses have also seen significant increases over this period, rising from \$15.06 million in 2020 to nearly \$23 million in 2023. The most notable increases in expenses occurred in Parks Services, FunPlex, and CPRD, all of which experienced substantial growth in operational costs. For example, the Parks Services expenses grew from \$3.44 million in 2020 to \$4.76 million in 2023, reflecting the increased investment in maintaining and improving park facilities. \$0.80 Million (0.78%) of General Fund expenses from 2020 – 2024 were Capital Outlay line items.

The budget for 2024 anticipates further increases in both revenues and expenses. Total revenues are projected to reach \$9.83 million, with Parks Services, the FunPlex, and Museums being significant contributors. The Museums’ revenue is expected to see a notable increase, budgeted at \$491,502.00, up from \$355,849.67 in 2023.

The 2024 budget forecasts a significant rise in General Fund expenditures, totaling \$28.82 million, which represents a 25.47% increase over the previous year. This increase is particularly pronounced in Parks Services, which is budgeted at \$6.57 million. CPRD expenses are expected to jump to \$3.45 million, a 26.90% increase over the previous year.

General Fund Cost Recovery

The table below shows General Fund cost recovery rates by service area using 2023 Actuals.

Table 12—Cost Recovery General Fund All Service Areas

Cost Recovery General Fund All Service Areas			
Service Area	2023 Revenues	2023 Expenses	Cost Recovery (%)
Active Adult Center	\$110,183.02	\$630,299.87	17.48%
CPR Admin	\$20,000.00	\$2,520,665.53	0.79%
Culture Admin Svcs	\$81,328.43	\$439,204.37	18.52%
Forestry	\$80,169.00	\$1,338,866.59	5.99%
Funplex	\$1,253,238.14	\$2,026,007.83	61.86%
General Rec Programs	\$6,349.38	\$100,362.59	6.33%
Ice Haus	\$859,754.88	\$989,730.09	86.87%
Island Grove Regional Park	\$1,427,846.44	\$2,609,642.89	54.71%
Museums	\$355,849.67	\$1,259,721.39	28.25%
Natural Areas And Trails Svcs	\$35,000.00	\$1,089,381.03	3.21%
Outdoor Pools	\$286,509.22	\$238,319.50	120.22%
Parks Services	\$2,648,720.93	\$4,764,150.65	55.60%
Rec Center	\$415,552.55	\$1,090,019.83	38.12%
Recreation Admin Svcs	\$180.00	\$503,796.02	0.04%
Rodarte Community Center	\$68,755.77	\$1,172,473.31	5.86%
Sports	\$512,679.35	\$732,339.49	70.01%
UCCC	\$916,022.43	\$1,469,793.96	62.32%
TOTAL	\$9,078,139.21	\$22,974,774.94	39.51%

The 2023 actuals for the General Fund show significant variations in cost recovery across the different service areas. Overall, the General Fund had a total cost recovery rate of 39.51%. Some service areas performed notably well in terms of cost recovery. The Outdoor Pools service area stands out with a cost recovery rate of 120.22%. Similarly, the Ice Haus and Sports programs had strong cost recovery rates of 86.87% and 70.01%.

Several service areas had notably low-cost recovery rates. Many of these were due to service area being more administrative in function, such as CPRD and Recreation Admin Services. Others are from services that are not expected to generate as much revenue because of the community benefit of such services. A more detailed cost recovery study of the General Fund could allocate administrative expenses to the costs of the programs they support and could establish cost recovery criteria to support the amount of cost recovery for each service area.

Golf Courses

Golf Courses are the largest area by operating budget after the General Fund, representing 21.23% of total CPRD revenues from 2020 – 2024 and 8.71% of expenses from 2020 – 2024. The table below shows revenues and expenditures for the Golf Courses by area.

Table 13—Operating Summary Golf Courses

Culture Parks and Recreation Operating Summary Golf Courses					
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
GOLF COURSES					
Revenues					
Boomerang	\$752,825.52	\$1,123,485.34	\$1,172,247.63	\$1,404,421.57	\$1,121,688.00
Golf Courses	\$121,594.04	\$15,481.00	\$16,641.00	\$746.75	\$-
Highland Hills	\$438,623.27	\$1,057,363.03	\$1,050,086.80	\$1,074,282.39	\$1,059,399.00
Interfund Transfers	\$703,944.60	\$-	\$-	\$-	\$-
Nondepartmental	\$85,481.20	\$(2,468.17)	\$9,648.75	\$38,474.33	\$1,600.00
Total Revenues	\$2,102,468.63	\$2,193,861.20	\$2,248,624.18	\$2,517,925.04	\$2,182,687.00
Expenses					
Boomerang	\$1,122,937.94	\$818,986.00	\$886,915.33	\$941,626.47	\$1,033,979.00
Debt Service	\$21,266.68	\$100,000.00	\$96,000.00	\$92,000.00	\$88,000.00
Golf Courses	\$920,434.05	\$180,259.91	\$191,309.73	\$217,844.99	\$271,381.00
Highland Hills	\$-	\$762,566.99	\$808,994.64	\$879,755.51	\$1,023,291.00
Nondepartmental	\$21,703.52	\$1,438.11	\$1,009.43	\$35,750.55	\$1,440.00
Total Expenses	\$2,086,342.19	\$1,863,251.01	\$1,984,229.13	\$2,166,977.52	\$2,418,091.00

Revenues for the Golf Courses have generally increased from 2020 to 2023, growing from \$2.10 million in 2020 to \$2.52 million in 2023. Boomerang’s revenues nearly doubled from \$752,825.52 in 2020 to \$1.4 million in 2023. Highland Hills saw a significant jump in revenue from 2020, peaking at \$1.07 million in 2023. Revenue for the generic “Golf Courses” dropped from \$121,594.04 in 2020 to just \$746.75 in 2023, indicating a likely reclassification of revenues.

Expenses also followed an upward trend, increasing from \$2.09 million in 2020 to \$2.17 million in 2023. Boomerang and Highland Hills were again the primary drivers of these costs, with Boomerang’s expenses remaining high, though relatively stable, and Highland Hills seeing a rise from \$762,566.99 in 2021 to \$879,755.51 in 2023. The Golf Courses expenses also showed an increasing trend, from \$180,259.91 in 2021 to \$217,844.99 in 2023. Debt service costs fluctuated slightly but remained a relatively minor portion of overall expenses.

Looking forward to 2024, the Golf Courses are projected to see a slight decline in revenues, with the total expected to be around \$2.18 million, down from \$2.52 million in 2023. Expenses in 2024 are budgeted to rise significantly, reaching \$2.42 million, up from \$2.17 million in 2023.

Cemetery

The Cemetery's financials for the years 2020 through 2024 reflect a fluctuating financial landscape, with both revenues and expenses experiencing significant changes over this period. The table below shows revenues and expenditures for the Cemetery for years 2020 – 2024.

Table 14—Operating Summary Cemetery

Culture Parks and Recreation Operating Summary Cemetery					
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
CEMETERY					
Revenues					
Interfund Transfers	\$22,393.53	\$-	\$115,440.78	\$160,755.72	\$132,000.00
Linn Grove Cemetery	\$395,324.84	\$712,963.15	\$535,028.88	\$393,544.57	\$592,128.00
Nondepartmental	\$16,796.64	\$(1,441.66)	\$5,765.14	\$26,090.58	\$900.00
Total Revenues	\$434,515.01	\$711,521.49	\$656,234.80	\$580,390.87	\$725,028.00
Expenses					
Linn Grove Cemetery	\$592,977.33	\$527,044.36	\$568,223.86	\$637,417.81	\$1,062,074.00
Nondepartmental	\$21,218.91	\$877.84	\$513.02	\$21,748.24	\$5,000.00
Total Expenses	\$614,196.24	\$527,922.20	\$568,736.88	\$659,166.05	\$1,067,074.00

Revenues for the Cemetery have seen notable variability, with a peak in 2021 when revenues reached \$711,521.49. In subsequent years, revenues declined, with 2022 seeing a drop to \$656,234.80 and 2023 further down to \$580,390.87.

Expenses have also fluctuated, though they remained more stable compared to revenues. In 2021, expenses decreased to \$527,922.20 from \$614,196.24 in 2020. Expenses then spiked at \$659,166.05 in 2023.

For 2024, the Cemetery budget anticipates a significant increase in both revenues and expenses. Total revenues are projected to rise to \$724,028.00. Total expenses are expected to rise sharply to \$1,067,074.00, which is a 61.91% increase from the 2023 actuals. This increase is largely due to \$275,000 in a Capital Outlay account for non-building improvements.

Key Findings

Based on this financial assessment, BerryDunn recommends CPRD consider the following key findings.

Conduct a Comprehensive Cost Recovery Study: While the department has seen growth in both revenues and expenses, the rate of growth in expenses is outpacing growth in revenues. A detailed cost recovery study will provide a more granular understanding of the costs associated with each service area, revenue generation potential, and service utilization, which could ultimately allow the department to better manage its services, revenue generation, and expenditures.

This study would build up on the Cost Recovery Policy CPRD adopted in 2021 in considering both the financial metrics tied to services and the broader community benefits of each service. By utilizing the adopted Cost Recovery Policy's criteria for prioritizing services, and through having a more detailed understanding of the direct and indirect costs of each service, the department can make informed decisions about which services to subsidize, enhance, or potentially reduce. The study could also help in aligning service offerings with community values and financial sustainability.

Consider Reducing Number of Funds: The department should consider reducing the number of funds that currently serve the department, particularly those with low dollar amounts. While this decision may ultimately fall under the purview of a different department, it is important for CPRD to initiate a discussion about it. By consolidating or eliminating funds that are not actively used or that contribute minimally to the department's overall financial picture, staff can streamline financial tracking and reduce administrative burdens. Any funds required by law should be maintained, but for those that are not, a conversation with the Finance Department could help determine the most effective path forward.

System Inventory and Level of Service

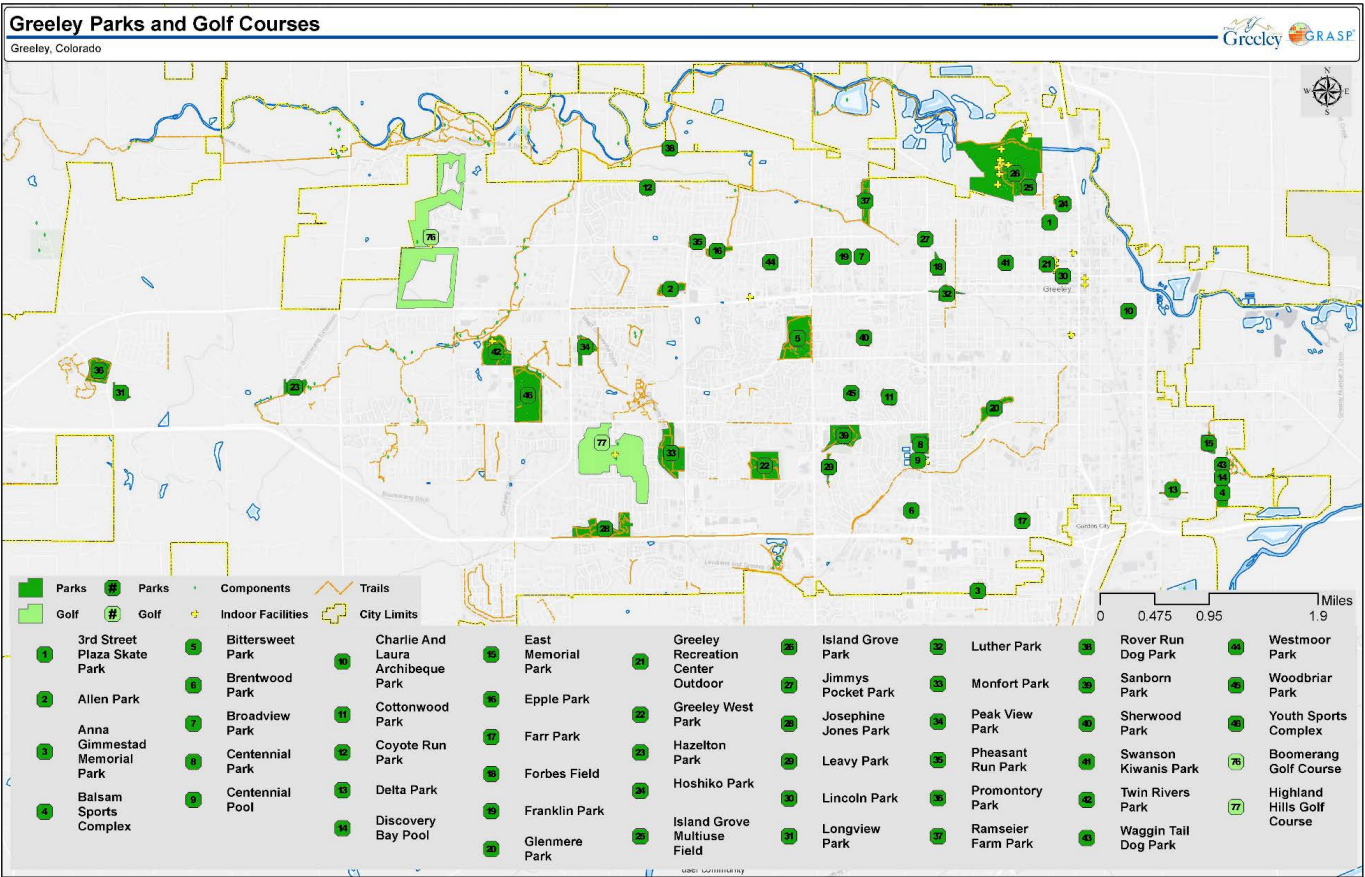
CPRD manages an extensive portfolio of parks, trails, open lands, and recreation facilities. Together, these facilities create a vital interconnected system that is essential to the quality-of-life, wellness, and experience of Greeley's residents and visitors. In total, CPRD owns and manages 41 parks, over 2,000 acres of natural areas, and 35 miles of trails. Additionally, CPRD oversees three community centers, one active adult center, an indoor ice arena, four pools (two indoor and two outdoor), two golf courses, a performing arts venue, four museum sites, public art, and a regional park hosting year-round events in multiple facilities.

Greeley has been one of the fastest-growing cities in Colorado, driven by factors such as job opportunities, affordable housing, and quality-of-life amenities. According to 24/7 Wall Street, the Greeley metro area was ranked as the fastest-growing City in Colorado, with a population growth of 32.1% from 2010 to 2020. In comparison, Colorado's overall population grew by 15.5% and the U.S. population increased by 6.7% during the same period. Greeley's commitment to enhancing the quality-of-life for its residents is evident in its abundant provision of amenities, particularly its expansive parklands. These green spaces not only contribute to Greeley's aesthetic appeal, but also provide recreational opportunities, fostering a sense of well-being and community engagement among its diverse population.

Figure 64 below provides an outdoor inventory map that shows the relative size and distribution of existing parks and golf courses in Greeley. Green parcels represent parks. The system map also displays indoor facilities and other service providers.



Figure 64: Outdoor Inventory Map



Parks

BerryDunn’s analysis included a comparison of Greeley’s parks against NRPA Park Metrics. Park metrics are not intended to represent universal standards for parks and recreation agencies. However, they are a tool that many agencies utilize. Since each agency serves a community with its own unique needs, desires, and challenges, any analysis should incorporate input from the community to align with their preferences and priorities.

The parks system in Greeley is comprised of 41 City-owned park sites, covering approximately 2,705 GIS acres of parkland and natural areas. Comparing CPRD-owned facilities to national benchmarks for agencies serving populations of 100,000 to 250,000 finds CPRD surpasses the NRPA’s 2023 Park Metric upper quartile for park acres per capita. Greeley provides 23 acres per 1,000 residents, significantly higher than the upper quartile median of 15.5 acres per 1,000 residents. This analysis takes into account Greeley’s 2,705 acres of park land and its current population of 113,400. Park land refers to both maintained parks and accessible open space areas such as green spaces and courtyards.

When comparing specific components, Greeley exceeds the median in most categories; diamond fields and rectangular fields are the exceptions. With expected growth of CPRD should monitor demand for all facilities to meet community needs.

Table 15: Park Metric Analysis

Types of Facilities	Percent of Agencies Offering This Facility	Median Number of Residents per Facility	CPRD Quantity	CPRD Residents Per Facility	Needed to Meet NRPA Median 2024
Playground	93%	5,016	31	3,658	0
Diamond Field	85%	6,821	15	7,560	2
Basketball Court	84%	9,643	13	8,723	0
Rectangular Field	83%	7,375	13	8,723	3
Tennis Court	72%	8,731	13	8,723	0
Dog Park	68%	74,504	2	56,700	0
Community Garden	52%	55,326	3	37,800	0
Swimming Pools	49%	65,967	3	56,700	0
Skate Park	46%	105,567	3	37,800	0
Pickleball Court	42%	20,244	12	9,450	0
Spray Pad	23%	67,685	4	28,350	0
Disc Golf	20%	118,723	1	113,400	0

Park Classifications

As a means of organizing CPRD's public facilities, park areas are classified according to a hierarchy that provides for a comprehensive system of interrelated parks. All parks can be placed into specific categories or classifications. Some parks that meet neighborhood needs and have specialized amenities could be placed into more than one classification but are placed in the classification that meets the broadest definition. Table 16 provides a summary of CPRD park classifications, counts, and acres.

Table 16: Park Classifications

Classification	Count of Class	Approximate GIS Acres
Pocket Park (less than 3 acres)	1	0.3
Neighborhood Park (6 – 15 acres)	30	318
Community Park (30 – 120 acres)	5	116
Regional Park	1	180
Special Purpose Properties (golf course and dog parks)	4	319
Sports Complex	4	139
Grand Total	45	1072.3

Pocket Parks

Pocket parks, which are three or less acres, are rare but may be developed to serve neighborhoods where larger park sites are unavailable. These parks typically cater to residents within a ¼ mile radius. Due to their limited size, pocket parks may include only a few elements typical of a standard neighborhood park.

Neighborhood Parks

Neighborhood parks, typically covering 6 – 15 acres, provide nearby recreation and leisure opportunities within walking distance (½ mile) of residential areas, serving as a communal space for neighbors of all ages to gather, socialize, and play. These parks usually feature a paved multipurpose area for court games or inline skating, two tennis courts, a multipurpose play field with a backstop, play equipment, ADA-accessible trails, and shaded areas for picnics and sitting. Additional elements, such as interpretive signs, water bodies, and natural vegetation, may also be included where appropriate. Programmed sports activities are limited to practices. Ideally, street frontage covers at least 50% of the park's perimeter, and on-street parking is usually sufficient unless a rental picnic pavilion or another high-traffic feature is present.

Community Parks

Community parks, spanning 30 – 120 acres, provide opportunities for community-wide activities and facilities. These parks maintain a balance between programmed sports facilities and other community activity areas, such as urban forests, gardens, water features, performance areas, festival spaces, and plazas, all designed to appeal to the broader community. Sports complexes are not considered community parks. Ideally located so that residents have access within one-mile of their homes, community parks may also serve as the local neighborhood park for residential areas within ½ mile. Portions of the site should be relatively flat to accommodate fields and facility development. Special site features, such as streams, lakes, forests, rock outcrops, historic or archaeological sites, and other interesting elements, may add to the park's unique character. Additionally, the park should have good access from a collector or arterial street. Direct access to the regional trail system is highly desirable.



Island Grove Regional Park, which was once a major campground used by the Ute and Arapaho Original Peoples as they followed game across the plains, is one of the oldest parks in the state of Colorado. In the late 1860s, Nathaniel Meeker designated the area as one of two parks in the town.

Today, the tradition of using this area as a gathering place continues as several large-scale events are held here annually, including the Weld County Fair, The Greeley Stampede, the Greeley Blues Jam, daily activities, 4-H, regional and national dog shows, etc.

Regional Park

Regional parks provide facilities and recreational amenities designed to serve both City residents and the surrounding region. These parks typically involve partnerships among multiple jurisdictions to offer services or benefits that would be difficult or more expensive for any single entity to provide alone. Portions of the site should be relatively flat to accommodate fields and facility development. Special site features, such as streams, lakes, forests, rock outcrops, historic or archaeological sites, and other unique elements, can enhance the park's character. Ideally, the park will have direct access from an arterial street and to the regional trail system.

Special Purpose Facilities

Special purpose facilities encompass a wide array of singular or very focused community needs, including amenities such as a horticulture center, environmental education center, golf course, dog park, performance area, urban plaza, equestrian center, or civic park. For instance, Greeley is home to two public golf courses (Boomerang Links and Highland Hills), offering a combined total of 36 holes of public golf, complete with practice facilities, pro shops, and restaurants.

Sports Complexes

Sports complexes provide opportunities for community-wide programmed and non-programmed sports, including baseball, softball, soccer, tennis, inline hockey, and skateboarding, all within high-use facilities. They also offer limited areas for passive recreation and features that appeal to the broader community. Strategically located to address service gaps for specialized sports facilities, the majority of a site should be relatively flat to accommodate sports fields. To avoid light and noise conflicts, these complexes are situated away from residential areas.

Recreation Facilities

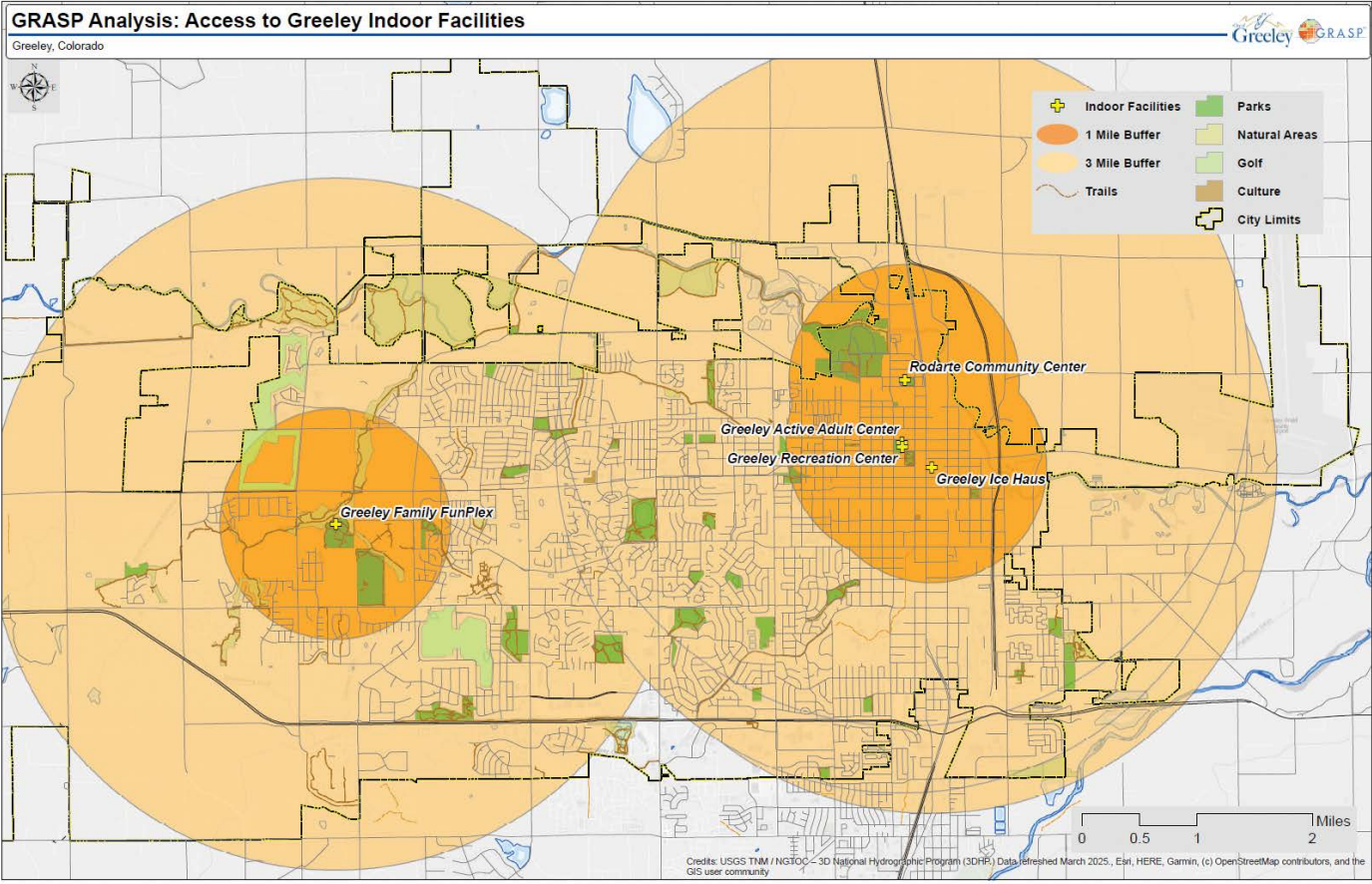
Indoor Facilities

Across the country, community centers are evolving from their original purpose as a community gathering place with facilitated programs into recreation centers that offer a host of fitness and active-life options, including pools, exercise and dance classes, weight rooms, personal trainers, child care centers, and sports courts. A well-run facility serves as a thriving hub of activity for youth, adults, families, older adults, and civic organizations.

NRPA Park Metrics find that 62% of reporting agencies offer an indoor facility that meets the definition of a recreation center. In 2023, peer parks and recreation agencies serving a population of 100,000 – 250,000 residents provided one recreation center per 57,570 residents. From a specialty center perspective, agencies with similar population reported 74% provide recreation centers/gyms, 46% offer senior centers, 40% nature centers, 47% a performance amphitheater, and 11% offer an indoor ice rink and teen centers. CPRD operates three recreation centers, one active adult center, and an indoor ice arena for its 114,300 residents. As shown in Figure 65 below, Greeley's facilities are strategically located, ensuring that most residents live within three miles of an indoor recreation activity.

- The **Greeley Recreation Center** serves as a comprehensive recreation center with two gymnasiums, an indoor pool, fitness center, racquetball courts, rock climbing wall, archery range, pro shop, commercial kitchen, and multipurpose rooms.
- The **Family FunPlex** offers a diverse range of indoor recreation activities, featuring a waterpark, fitness center, gymnasium, track, catering kitchen, and multipurpose rooms. Outdoor amenities include a miniature golf course, softball complex, sensory playground, amphitheater, picnic shelters, and trails.
- The **Rodarte Community Center** features a gymnasium, boxing ring, and spaces for after-school programs, summer camps, and recreational classes.
- The **Greeley Active Adult Center** provides woodworking areas, billiards tables, shuffleboard courts, a craft room, computer lab, game room, table tennis, commercial kitchen, and classrooms. Only 40% of agencies reporting to NRPA provide a senior center.
- The **Ice Haus** offers an indoor ice arena experience with a regulation-size rink, skate rental and sharpening services, pro shop, concession stand, and multipurpose rooms. The Ice Haus is home to various hockey teams and skating clubs. Only 12% of agencies reporting to NRPA provide an ice arena.

Figure 65: Indoor Facility Access



Aquatic Facilities

Aquatics facilities, which include swimming pools, splash pads, and other water-based amenities, are the heart of any vibrant park system. These aquatic spaces not only offer a refreshing escape, but also promote wellness and social interaction.

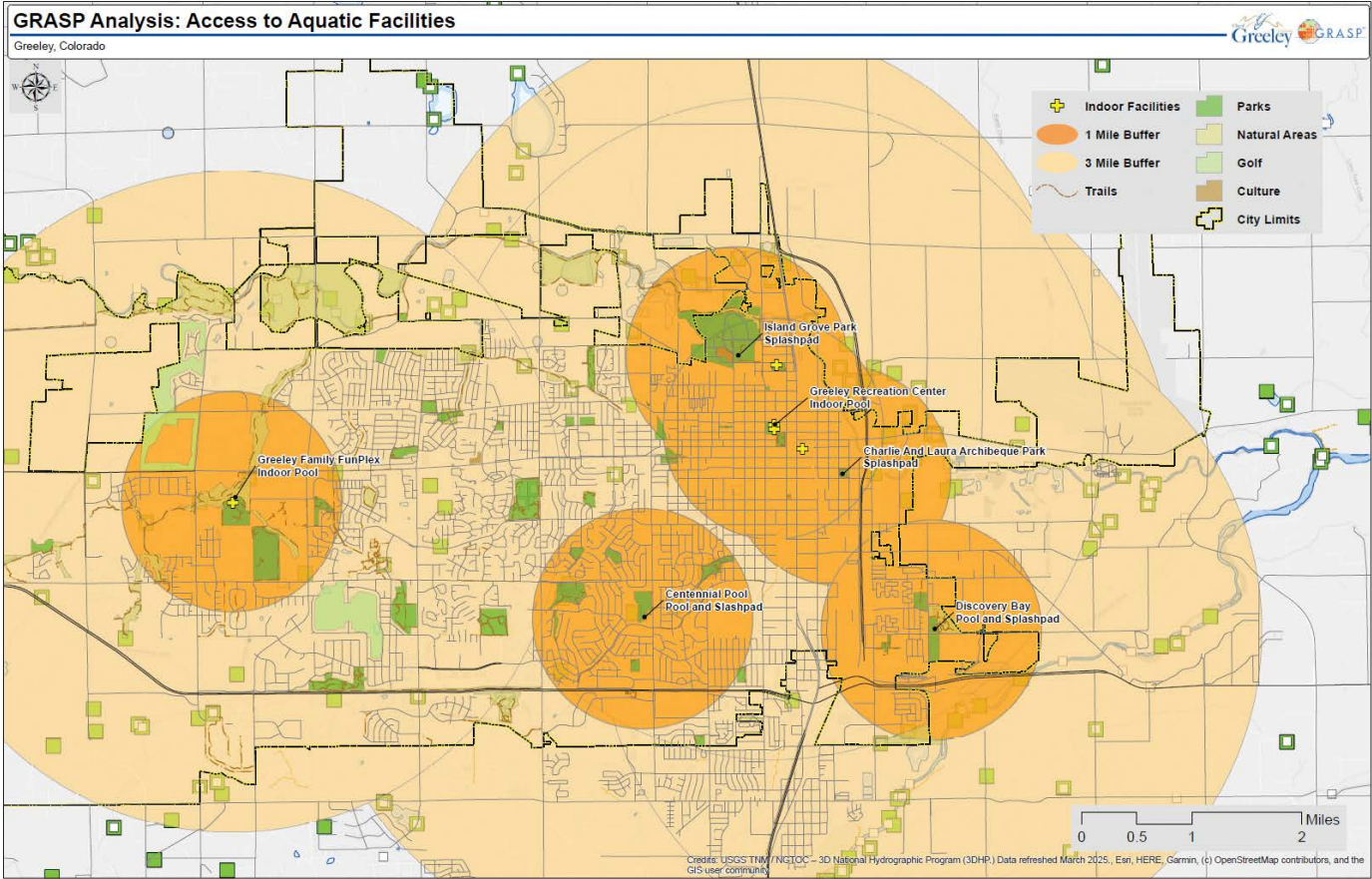
NRPA Park Metrics find that 49% of reporting agencies offer an outdoor pool, and 28% have an indoor aquatics center. In 2023, peer parks and recreation agencies serving a population of 100,000 – 250,000 residents provided one outdoor pool per 110,270 residents and one indoor aquatic center per 64,150 residents. Greeley currently manages two seasonal outdoor pools, two year-round indoor pool and four splashpads. Public pools include:



- The **Family FunPlex** features an indoor waterpark. This waterpark includes a lazy river, water slides, a play structure with interactive water features, a lap pool, and a leisure pool.
- The **Recreation Center Pool** features a 6-lane lap pool, a 12-foot diving well with diving boards and an adjoining shallow pool that for younger kids to learn, swim, and just have fun.
- **Centennial Pool**, Greeley's largest outdoor pool, features a splash pad, diving board, lap lanes, and a water slide.
- **Discovery Bay Waterpark** offers a unique aquatic experience with a custom-designed dinosaur play structure. Additional features include a splash pad, zero-depth entry area, lazy river, and a water slide.

Figure 66 illustrates that all areas of Greeley are within a three-mile drive of an aquatic amenity, with most of East Greeley having access within just one-mile. The level of service is noticeably lower in both central and west Greeley.

Figure 66: Aquatic Facility Access

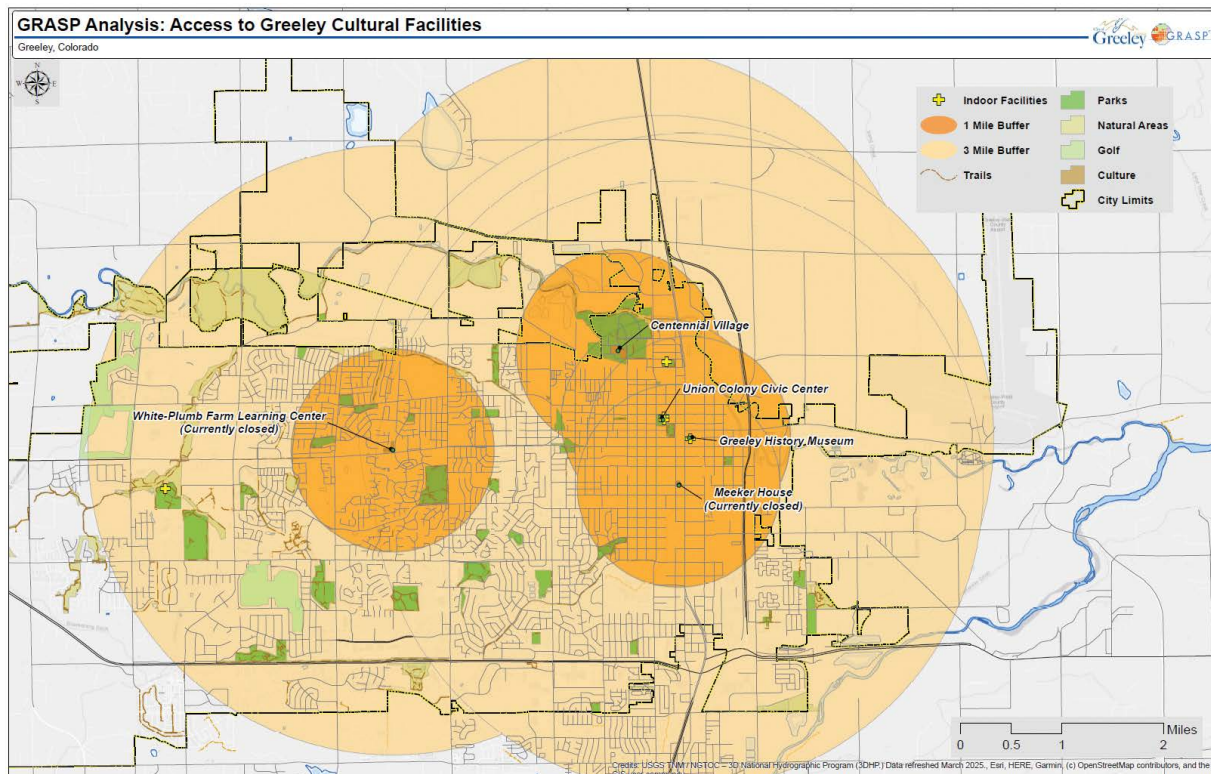


Culture Centers

CPRD offers a variety of cultural opportunities including four museums, public art, and a performance venue. NRPA Park Metrics reveal that 40% of reporting agencies manage a performance amphitheater. In 2023, populations with 100,000 to 250,000 offered one theater per 115,135 residents. Museum data was not reported in Park Metrics. Figure 67 finds Greeley has a higher volume of cultural centers in East Greeley.

- **Greeley History Museum** showcases and preserves Greeley and Weld County’s history through permanent and temporary exhibitions, educational programs, research, and collections. It contains a variety of artifacts, photographs, and hands-on opportunities to create a meaningful visitor experience.
- **Meeker House (currently closed)**—listed on the National Register of Historical Places—was established as a museum in 1929 that celebrates Greeley’s founding family.
- **White-Plumb Farm Learning Center (currently closed)**—also listed on the National Register of Historic Places—is a Colorado Centennial Farm. The property was settled in 1881 by Civil War Veteran Charles White as a turn of the century tree claim. The museum offers a community garden, rental space, and learning center.
- **Centennial Village** opened in 1976 and features over 35 historical buildings, costumed interpreters, heritage farm animals, and 8-acres of landscaped grounds. Visitors step back in time and learn about the settling of the western high plains, a time when grand houses, growing businesses, extensive prairies and agriculture were all a part of daily life.
- **Union Colony Civic Center (UCCC)** is a premier performing arts venue that boasts two performance venues and offers a wide variety of musicals, concerts, and other performances.

Figure 67: Cultural Facilities Access



Golf Courses

The City operates two 18-hole public golf courses. Both courses provide a range of options for different skill levels and are accessible to anyone looking to enjoy a round of golf in Greeley. NRPA Park Metrics find that only 29% of reporting agencies offer an 18-hole public golf course. In 2023, peer parks and recreation agencies providing public golf and serving a population of 100,000 – 250,000 residents provided one 18-hole course to 112,641 residents. In contrast, Greeley provides two courses, equating to one course for every 56,700 residents.

- **Highland Hills Golf Course** has been a premier championship venue in Northern Colorado since 1964. With its lush landscape of over 1,300 trees and varied terrain, it provides an engaging experience for golfers of all skill levels. The course has hosted notable events, including the Highland Hills Amateur Open, the Men's and Women's State Stroke Play Championships, High School State Championships, and the Big I Junior State Championships.
- **Boomerang Links Golf Course**, opened in 1991, is a premier links-style championship course featuring plush fairways, expansive greens, tall native grasses, and over 50 bunkers. It offers a distinctive and challenging golfing experience. Boomerang Links has hosted events such as a local U.S. Open qualifier, Boys' and Girls' High School Regional & State Championships, Big I Junior Championships, USGA Junior Amateur Qualifier, and the Boomerang two-Man Golf Tournament.

Natural Areas and Trails

In 2016, CPRD's natural areas inventory included approximately 1,000 acres and nearly 30 miles of trails. Greeley now offers more than 2,000 acres of natural areas and over 35 miles of trails. These spaces provide opportunities for residents and visitors to connect with nature in various ways. Users can spend the day biking along the Poudre River Trail, observing birds and deer along the river, or enjoying a peaceful walk through a cottonwood forest with friends or pets.

Trails have long been cherished as one of the most beloved recreational features within communities. However, their significance has transcended mere leisure in recent times. A thoughtfully planned and interconnected trail system can serve as a viable alternative mode of transportation. Given the escalating costs of gas, a growing impetus to reduce carbon footprints, and the desire to evade traffic congestion, trails offer residents a convenient means of commuting to work, school, shopping centers, restaurants, and entertainment venues.

In Colorado, where favorable weather prevails for the majority of the year, trails are consistently among the most requested recreation amenities. In Greeley, trails bring forth a multitude of benefits:

- Cater to a diverse range of users, appealing to individuals of all ages and abilities.
- Provide access to and showcase the natural beauty of the City, offering glimpses into different neighborhoods and emerging cityscapes.
- Contribute to economic development by establishing attractive green spaces that can breathe new life into communities and uplift neighborhoods. Moreover, they facilitate access to local businesses and present opportunities for tourism, thereby enhancing Greeley's appeal as a desirable residential and investment destination.
- Promote a healthy lifestyle by encouraging physical activity such as walking, running, biking, or rollerblading.
- Play a role in preserving and enhancing greenbelt areas, while also enhancing the aesthetic appeal of street corridors.
- Teach us about the history and culture of Greeley by preserving key historical features and areas, as well as the landscape context around those areas.
- Bolster Greeley's transportation infrastructure by offering alternative routes to key destinations such as schools, libraries, parks, recreation centers, workplaces, restaurants, and retail hubs.

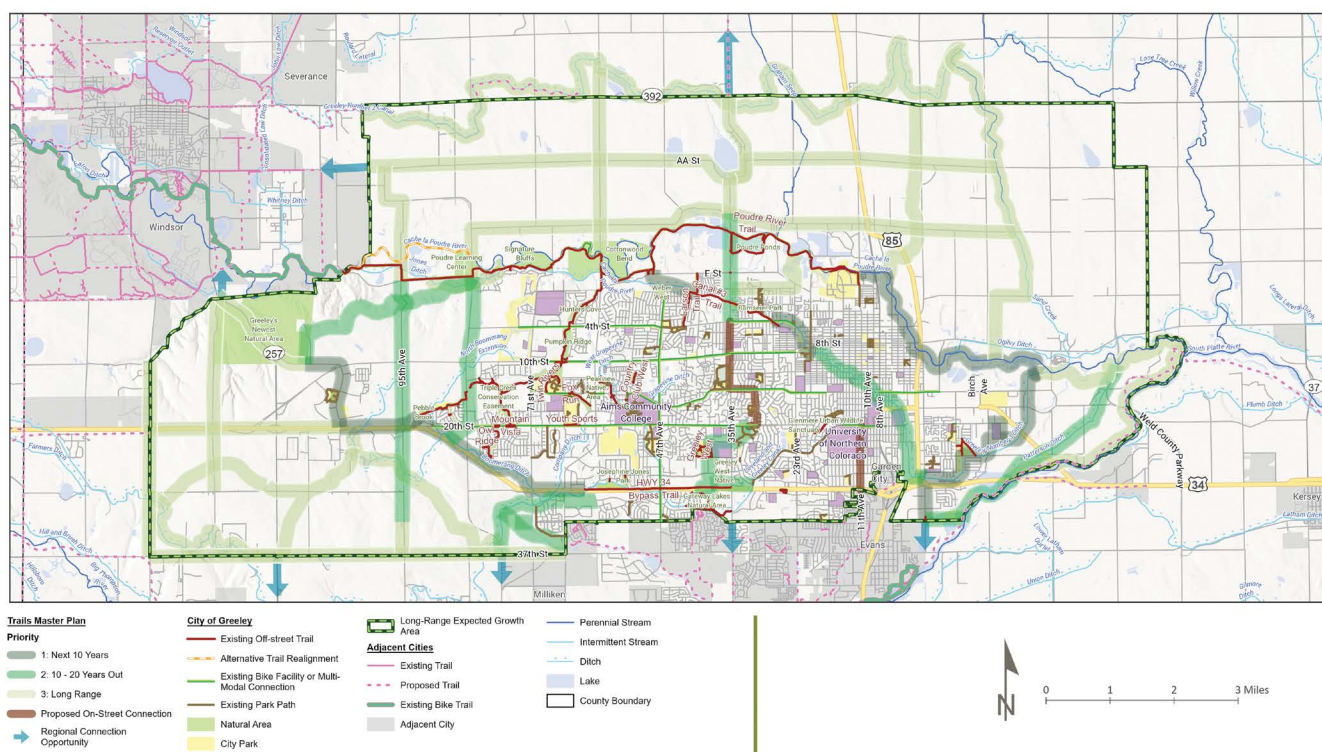
Greeley established the Natural Areas & Trails (NAT) Division in 2019 to deliver more focused results in outdoor recreation and natural resources, including an update to the Trails Master Plan. The 2024 Trails Master Plan identifies top priorities for future trail connections, providing a 10-year vision. With consideration, CPRD staff knowledge and rankings from the GIS public benefit analyses, trail corridors are prioritized based on:

- Equitable connections to underserved communities
- Geographically equitable connections to communities on the east and west sides of Greeley
- Expanded connectivity with existing corridors to provide access to existing natural areas and future subdivision developments

Equitable access to trails is important to serve the community throughout the city and to support residents in maintaining a high quality of life that is associated with physical and social access to trails. The 2024 Trails Master Plan found the largest gaps in the trails system are through the eastern portion of Greeley where development patterns did not historically account for trail corridors, as well as disconnected areas in more recently developed parts of Greeley.

The 2024 Trails Master Plan addresses current needs of the community, adapts to a changing environment, reassesses past planning efforts, and applies the most recent science to managing Greeley's trail system moving forward. Figure 68 provides priority one, two, and three trails from the 2019 Trails Master Plan.

Figure 68: Trail Corridor Prioritization Map



Inventory and Assessment

In August 2023, BerryDunn used mobile tablets preloaded with GIS data to conduct site assessments and score each facility location and all on-site components. The resulting scores reflect the overall value of that site. A basic algorithm calculates scoring totals, accounting for components and modifiers for every park and facility in the inventory. Scores for each facility can be found in the tables 17 – 18.

The following information was collected during site visits:

- Component type and geo-location
- Component functionality
- Assessment scoring based on the condition, size, site capacity, and overall quality

The inventory team used the following four-tier rating system to evaluate park components:

- 0 = Nonfunctioning
- 1 = Below Expectations
- 2 = Meets Expectations
- 3 = Exceeds Expectations

Components were evaluated from two perspectives:

- The value of the component in serving the immediate neighborhood
- The value of the component to the greater community

Neighborhood Score:

- Each component was evaluated from the perspective of a resident who lives nearby.
- High-scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood.
- Low-scoring components may have limited access to residents such as locked gates, have nuisance features such as sports lighting, or draw large crowds for which parking is not provided.

Component Scoring

A component is any amenity—such as a playground, picnic shelter, basketball court, or athletic field—that allows people to exercise; socialize; and maintain healthy physical, mental, and social well-being. A list of components and definitions can be found in Appendix A.

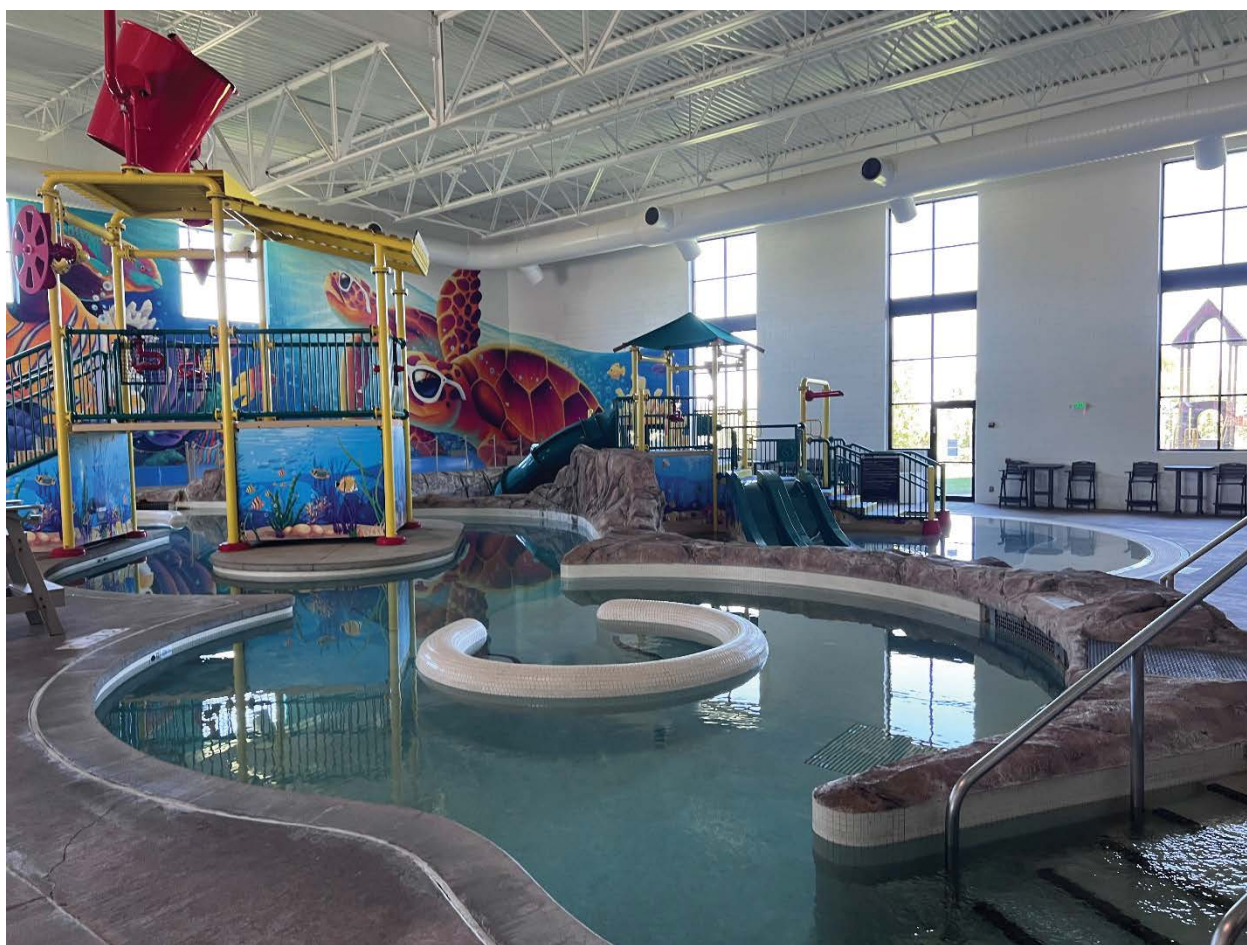
Site Modifiers

Site Modifiers are things a user might not go to the parks specifically to use, but enhance their experience by making it a nicer place to be. Modifiers encourage people to stay longer and enjoy the components more fully. The presence of features such as water fountains, shade, seating, and restrooms in proximity to a component increases the component's value.

Community Score:

- Components were evaluated from resident perspectives in the greater community.
- High-scoring components in this category may be unique components within the parks and recreation system, have a broad draw throughout the community, have the capacity and associated facilities for community-wide events, or are in areas accessible only by car.
- An example of low-scoring components might be when a park's component has limited access.

After the on-site assessment, BerryDunn created a comprehensive overview of each facility, including site-specific scorecards and inventory maps. These were presented to the client in form of an atlas for approval before proceeding with further analysis.



Component Scoring

A component is any amenity—such as a playground, picnic shelter, basketball court, or athletic field—that allows people to exercise, socialize, and maintain healthy physical, mental, and social well-being. A list of components and definitions can be found in the Appendix. CPRD maintains 542 recreation components (453 outdoor and 89 indoor) across the system.

All components were scored based on condition, size, site capacity, and overall quality, reflecting the user’s expectations of recreational features. Beyond the quality and functionality of components, our analysis considers other essential aspects of a park or recreation site. Not all parks are created equal, and their surroundings may determine the quality of a user’s experience. An example of differences to the user experience between identical playground structures is depicted in Figure 69.

Figure 69: User Experience Differences



Overall, component scoring within the Greeley system surpasses typical scores found in the BerryDunn national database. **CPRD components have a 13% higher likelihood of scoring a 2 (meets expectations) compared to the national data set, and all components within the system are operational.**

Table 17: CPRD Component Scores Versus National Data Set

CPRD		National Data Set Scores	
Scores	%	Scores	%
0	0%	0	3%
1	1%	1	10%
2	92%	2	79%
3	7%	3	8%

A list of CPRD’s low-scoring components is provided at the end of this section.

Facility Scores

Facility scoring measures how properties and components serve residents and users. These scores often make the most sense when compared within the same classification (i.e., when comparing one neighborhood park to another). It may be reasonable that there is a wide range of scores within a category. Still, it may also be an opportunity to re-evaluate a park's particular classification based on the service to the community or neighborhood it serves.

Cumulative scores most directly reflect the number and quality of components. The availability of modifiers, such as restrooms, drinking fountains, seating, parking, and shade, also impact park scores. Higher scores reflect additional recreation opportunities than lower scores. There is no ultimate or perfect score. Each park has a Neighborhood and Community Score. The biggest difference between these measurements is that the Neighborhood Score focuses on component diversity, while the Community Score also considers the quantity of each component. An example of this might be a park with several different components (e.g., playground, picnic shelter, basketball court, and four tennis courts). The Neighborhood Score would reflect that users have access to four different components; alternatively, the Community Score not only recognizes the four unique component types but also factors in the four tennis courts. In this case, the park would score a higher Community Score than a Neighborhood Score. Park scores sorted by park classification are shown in table below. Update or additional details regarding the status of those parks that scored under a 10 are also included.

There is no ultimate or perfect park score. Scores are cumulative and reflect the total number and quality of park components in addition to the availability of amenities, such as restrooms, drinking fountains, seating, parking, and shade. In general, parks with the highest scores offer more and better recreation opportunities than those with lower scores.



Table 18: Park Scores

	Facility	Neighborhood Score	Community Score	Total Components	Approx. Acres	Notes
Pocket Park	Jimmy's Pocket Park	6.6	6.6	3	0.36	Size not appropriate to add additional components
Neighborhood Parks	Franklin Park	4.4	4.4	2	3.54	Storm water retention, component additions are not permitted
	Leavy Park	4.4	4.4	2	3.85	Storm water retention, component additions are not permitted
	Delta Park	5.5	6.6	4	5.03	In process (to be completed in 2025)
	Brentwood Park	7.7	7.7	4	5.56	In process
	3rd Street Plaza Skate Park	8.8	8.8	2	0.64	Updates not applicable
	Forbes Field	8.8	23.1	4	7.74	Under review, including extending trail
	Cottonwood Park	17.6	17.6	4	7.54	
	Coyote Run Park	17.6	17.6	4	5.96	
	Epple Park	19.2	19.2	4	7.03	
	Westmoor Park	19.2	24	5	2.82	
	Anna Gimmestad Memorial Park	21.6	21.6	4	4.98	
	Swanson Kiwanis Park	22	22	5	1.49	
	Pheasant Run Park	24	24	5	7.74	
	Allen Park	28.8	28.8	6	10.96	
	Luther Park	28.8	28.8	6	9.4	
	Broadview Park	30	30	5	5.84	
	Greeley West Park	31.2	31.2	6	37.69	
	Hazelton Park	31.2	45.6	9	10.89	
	Woodbriar Park	36	36	7	6.19	
	Charlie and Laura Archibeque Park	38.4	48	10	3.67	

	Facility	Neighborhood Score	Community Score	Total Components	Approx. Acres	Notes
Neighborhood Parks	Promontory Park	38.4	48	10	23.31	
	East Memorial Park	40.8	52.8	10	11.22	
	Longview Park	40.8	45.6	9	8.85	
	Josephine Jones Park	43.2	48	10	39.25	
	Ramseier Farm Park	43.2	43.2	9	16.45	
	Sanborn Park	48	52.8	11	29.1	
	Sherwood Park	48	98.4	17	7.6	
	Farr Park	50.4	62.4	11	5.94	
	Peak View Park	52.8	52.8	11	12.8	
	Glenmere Park	68.4	68.4	9	15.16	
Community Parks	Hoshiko Park	24	24	5	5.18	
	Lincoln Park	38.4	38.4	8	5.51	
	Bittersweet Park	55.2	64.8	14	52.96	
	Twin Rivers Park	62.4	114.4	18	34.93	
	Centennial Park	77.4	219.6	21	17.71	
Regional Park	Island Grove Park	70.8	94.8	16	180.11	
Special Use Facilities	White-Plumb Farm Learning Center	4.4	6.6	3	4.04	Historic site, lacking funding for update
	Greeley Recreation Center Outdoor Area	4.8	4.8	1	6.05	Outdoor area
	Waggin Tail Dog Park	8.8	8.8	2	3.96	Improvements in process
	Centennial Village	9.6	33.6	6	8.32	Improvements in process
	Boomerang Golf Course	14.4	19.2	4	169.32	
	Highland Hills Golf Course	14.4	14.4	3	142.89	
	Meeker Home Museum	17.6	17.6	4	0.87	
	Rover Run Dog Park	24	24	5	2.79	

	Facility	Neighborhood Score	Community Score	Total Components	Approx. Acres	Notes
Sports Complexes	Balsam Sports Complex	24	52.8	11	14.26	
	Island Grove Multiuse Field	29.7	40.7	7	10.18	
	Monfort Park	38.4	38.4	8	43.70	
	Youth Sports Complex	54	134.4	21	70.80	

	Facility	Neighborhood Score	Community Score	Total Components	Approx. Acres	Notes
Natural Areas	First Avenue Pond Natural Area	0	0	3	38.65	Low priority
	Weber West Detention Pond	2.2	2.2	1	5.24	Managed by public works
	Aims Trail Corridor	4.4	4.4	1	3.65	Not suitable for additions
	Greeley Loveland Canal Trail	4.4	4.4	1	0.93	Only own a portion; limited
	HWY 34 Bypass Trail	4.4	4.4	1	22.39	Limited ability to update
	Owl Ridge	4.4	4.4	2	22.41	Not owned by CPRD
	Sheep Draw Trail Corridor Woody Triple Creek	4.4	4.4	1	3.62	Not owned by CPRD
	Boomerang Ranch Natural Area	6.6	6.6	3	2.81	Detention pond
	Glenmere Urban Wildlife Sanctuary	6.6	6.6	3	3.78	Functioning as designed
	Pebble Brook Natural Area	6.6	6.6	3	5.94	Wetland
	Larson Trail Corridor	7.2	7.2	3	19.37	Restricted; irrigation ditch
	Fox Run Natural Area	8.8	8.8	4	16.64	Restricted
	Greeley 3 Canal Trail Corridor	8.8	8.8	4	10.54	Restricted
	Mountain Shadows Natural Area	8.8	8.8	4	10.45	Drainage area

	Facility	Neighborhood Score	Community Score	Total Components	Approx. Acres	Notes
Natural Areas	Mountain Vista Natural Area	11	11	5	22.54	
	Hunters Cove Natural Area	13.2	13.2	3	28.94	
	Stein Property	13.2	13.2	3	3.19	
	Pumpkin Ridge Natural Area	15.4	15.4	7	38.96	
	Cottonwood Bend Natural Area	17.6	17.6	4	188.69	
	Country Club West Natural Area	17.6	17.6	4	11.74	
	Arroyos del Sol	21.6	69.6	14	987.20	
	PRT Sandpiper Ponds	24	24	5	6.93	
	Campo Esperanza Natural Area	28.8	38.4	8	23.77	
	Sheep Draw Natural Area	30.8	39.6	9	162.87	
	Poudre Ponds Recreational Fishery	31.2	36	8	96.26	
	McCloskey Natural Area	33.6	33.6	7	51.91	
	Signature Bluffs Natural Area	40.8	45.6	9	122.09	
	Homestead Park and Gateway Lakes Natural Area	52.8	57.6	11	32.35	
Trail Corridor	PRT Island Grove	33.6	33.6	7	19.55	
	PRT Prisoner of War	12	12	5	3.02	
	PRT Sharktooth	19.2	19.2	4	7.44	
	Sheep Draw Trail Corridor Boomerang Ranch	8.8	8.8	2	2.47	

Facility Scores

Detailed assessments of facilities prioritized by CPRD are outlined in the accompanied atlas. The chart below provides a high-level overview of the cumulative scores of each location.

Table 19: Facility Scores

Facility	Cumulative Score
Active Adult Center	52.8
FunPlex	148
History Museum	46.8
Ice Haus	45.6
Recreation Center	96
Highland Hills Golf Course (Indoor)	9.6
Island Grove Event Center	40.8
Meeker Home	6.6
Rodarte Community Center	31.2
UCCC	55.2

Level of Service (LOS)

To analyze the LOS of CPRD assets, the inventory team evaluated the access, quantity, and quality of recreation components across Greeley. This analysis combines the inventory with GIS software to produce analytic maps and data that show the quality and distribution of park and recreation services across Greeley. The ability to show where the LOS is adequate or inadequate is an advantage of GIS analysis. This is done by defining a service area and using park scores to establish a reasonable and equitable number of components residents should have access to within the service area.

A walkability analysis suggests an equitable LOS for Greeley residents is six recreational components within a 10-minute walk or ½ mile service area. The target value of six recreational components is comparable to a typical Greeley park, which usually offers between 4 and 10 components. For comparison, access to Allen Park, Luther Park, and Greeley West Park would meet the target value. This target value may or may not be available at the same facility, and component makeups will vary. Greeley has 542 components across its developed facilities. The Youth Sports Complex and Centennial Park each feature the highest number of components at a single site, with 21 at each location. The common target value for an agency is four components. Greeley stands out by offering a greater number of amenities in its parks compared to what is typically observed.

One-Mile Analysis

Figure 70 provides the volume of recreation opportunities based on a one-mile service area. Darker gradient areas indicate a higher volume of opportunities. In general, Greeley has effective distribution of parks and facilities in terms of one-mile access. All Greeley residents have access to active or passive recreation opportunities within a one-mile service area.

Figure 70: One-Mile Access to Outdoor Recreation

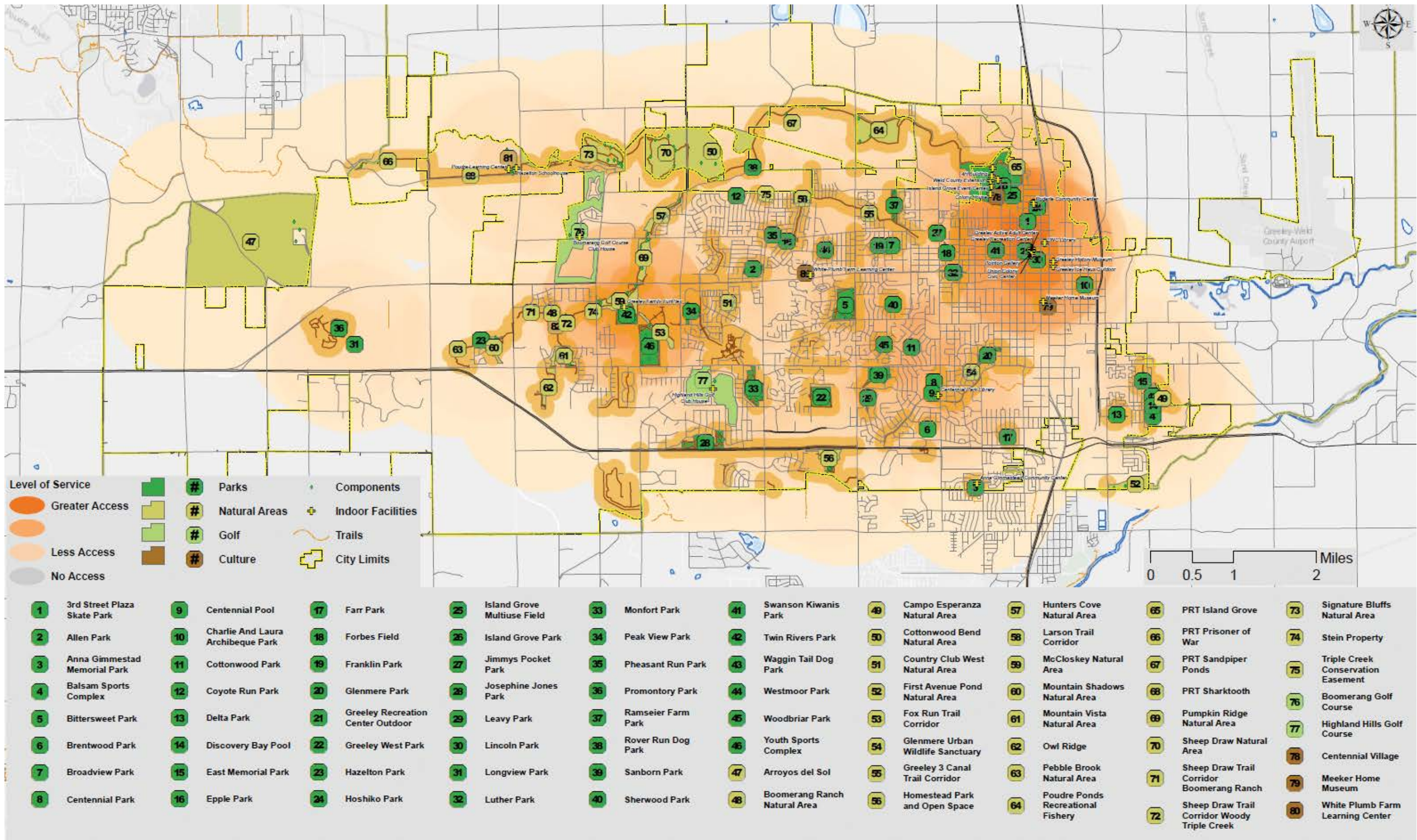


Figure 71 reflects the LOS target value of six recreation components within a one-mile service area. Purple indicates where LOS values meet or exceed the target value. Yellow areas offer some services but do not meet the target value. Gray areas are currently not served by any recreational components within a one-mile service area. Gap analysis shows that 96% of residents live within a mile of the LOS target value of six components.

Figure 71: One-Mile Target Value Map

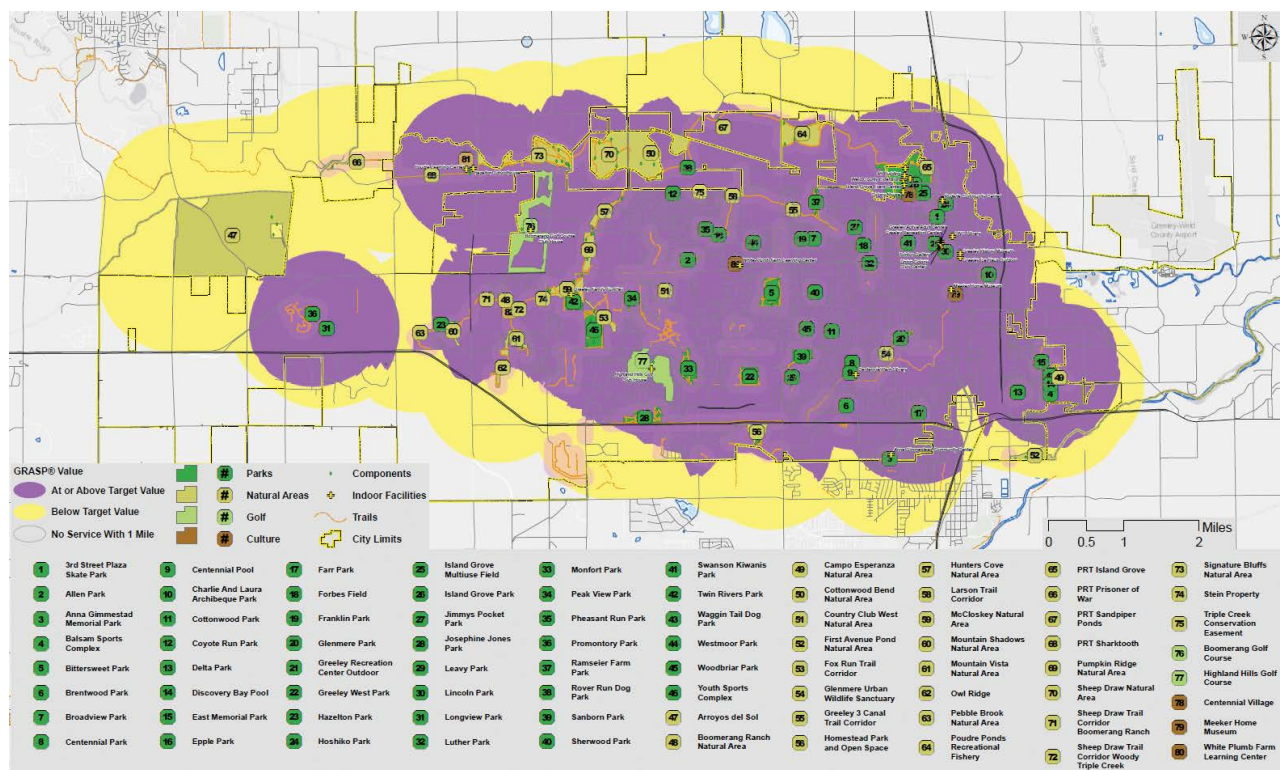
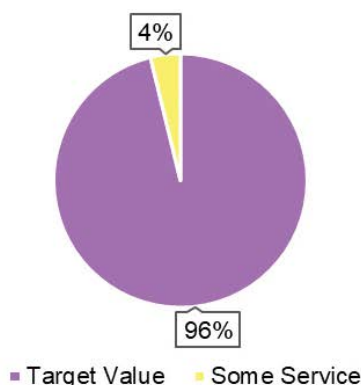


Figure 72 reflects the percentage of residents meeting the LOS target based on where they live.

Figure 72: One-Mile Resident Access to Target Value



Half-Mile Walkability Analysis

Pedestrian barriers, such as highways, major streets, railroads, and natural features like rivers impact walkable access. Figure 73 denotes zones created by pedestrian barriers; these areas are not accessible without crossing a major street or obstacle. Green parcels represent park properties. The yellow outline represents the City limit.

Figure 73: Pedestrian Barriers

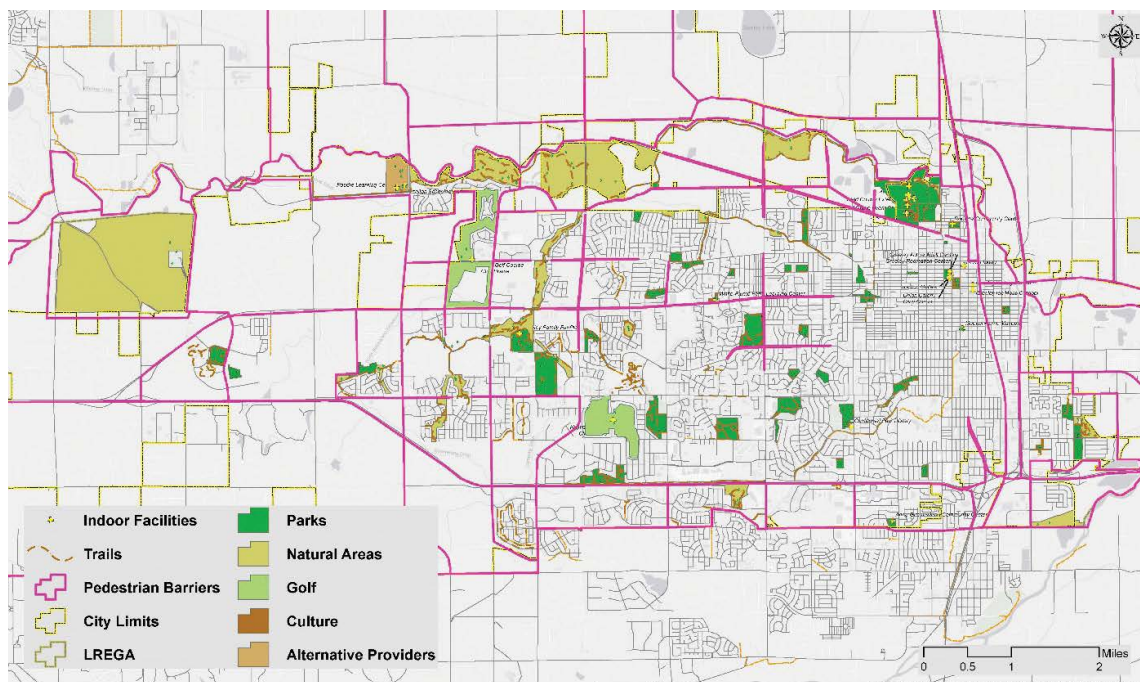


Figure 74 represents the walkable LOS across Greeley based on a 10-minute walk or ½ mile service area. Darker orange gradient areas indicate higher access to recreation components. Gray areas fall outside of a 10-minute walk. The walkability analysis provides the distribution and equity of service across the community. Analysis shows that nearly all Greeley residents (87%) are within walking distance of outdoor recreation opportunities.

Figure 74: Half-mile Access Map

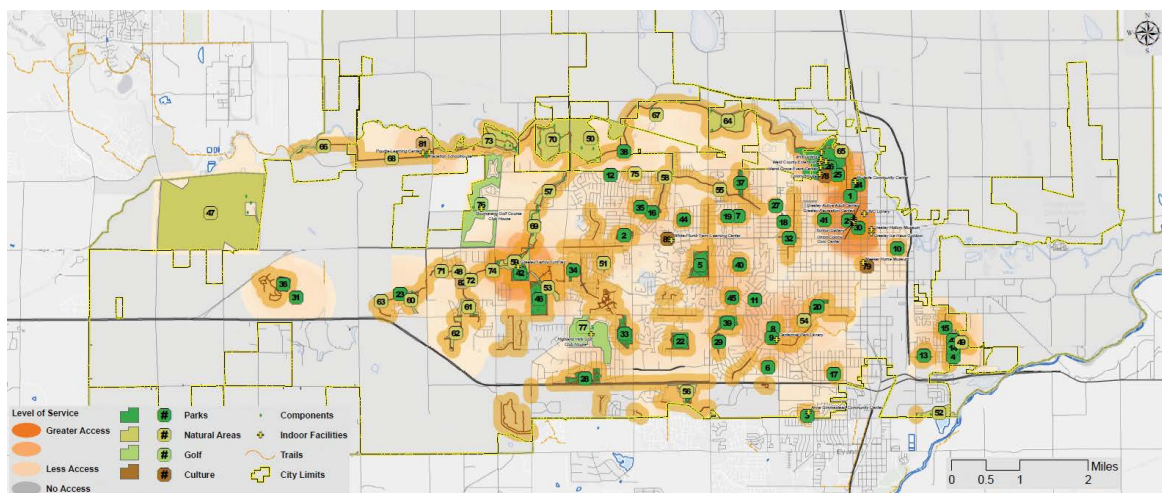


Figure 75 reflects access to the LOS target value of six components based on a 10-minute walk or ½ mile service area. Purple indicates where LOS values meet or exceed the target value. Yellow areas offer some services but do not meet the target value. Gray areas are currently not served within a half-mile service area. Gap analysis shows that 64% of residents live within a 10-minute walk of the LOS target value of six components.

Figure 75: Half-Mile Target Value Map

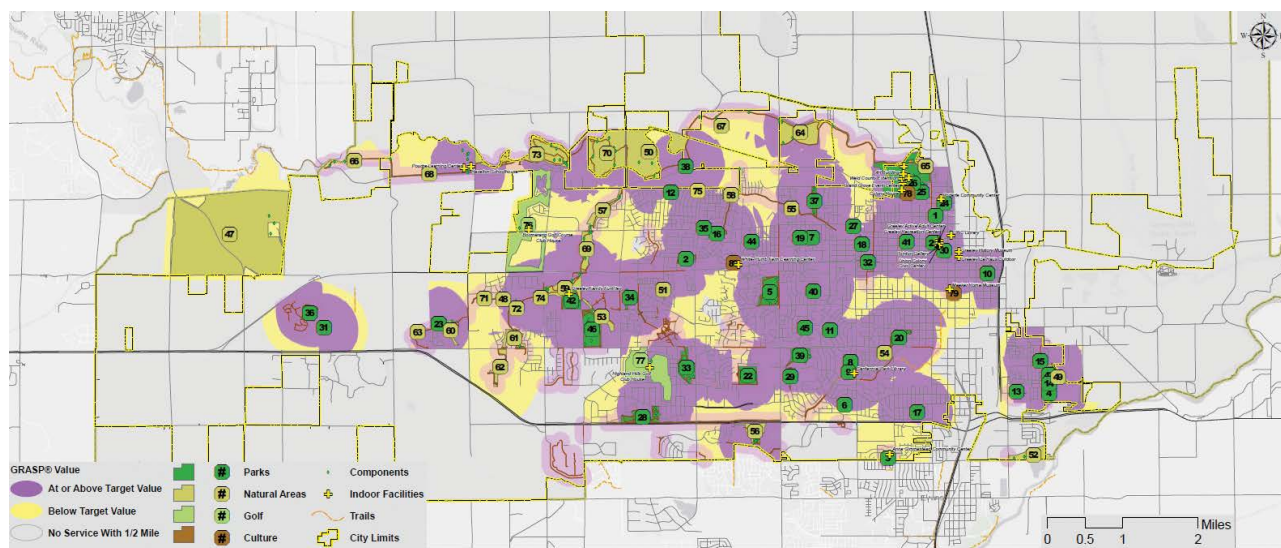
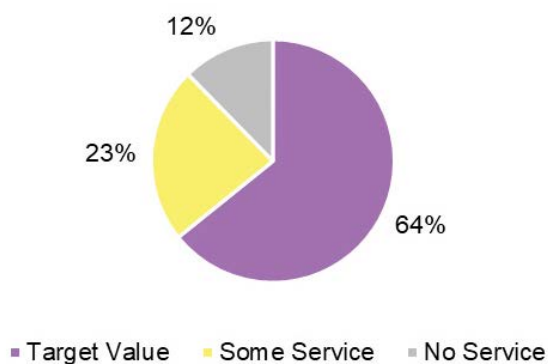


Figure 76: Half-Mile Resident Access to LOS Target Value



Gap Analysis

Each designated yellow and grey zone in Figure 77 underwent additional analysis regarding total population, median household income, diversity index, and crime index. Zones lacking present population data were excluded from subsequent evaluation. This gap analysis is instrumental in identifying disparities between desired outcomes and current conditions, shedding light on areas where disparities exist.

Figure 77 identifies populated areas not meeting the LOS target value of six components based on a 10-minute walk or ½ mile service area. The numbered areas on the map corresponds to the demographic information provided in the table below. Understanding the reasons behind these gaps, such as historical inequities, socio-economic dynamics, and spatial patterns of development, is essential for developing targeted and effective interventions.

Figure 77: Walkability Gaps

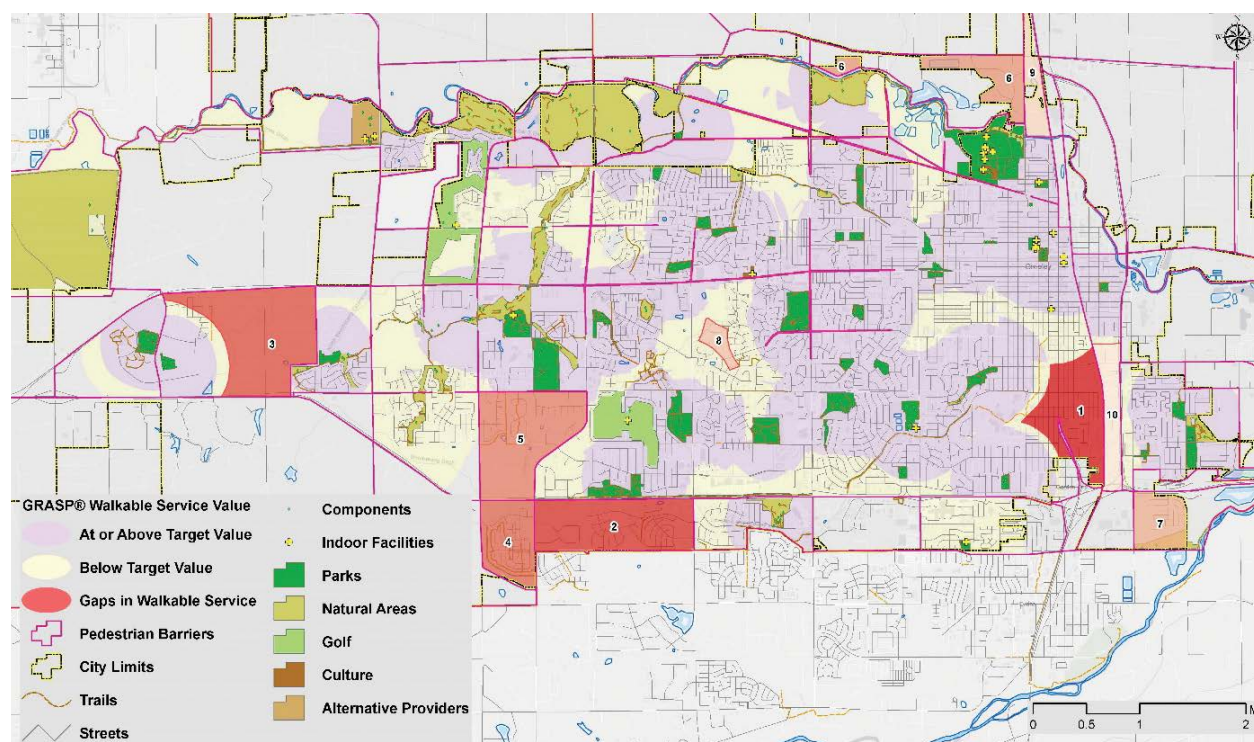


Table 20: Gap Analysis

Gap Priority Area	Acres	Total Population	Median Household Income	Poverty Index	Crime Rate	Diversity Index
1	590.8	3,616	\$39,674	247	227	79.2
2	798.2	3,583	\$70,268	121	119	68.4
3	998.9	1,252	\$105,205	42	255	68.9
4	412.4	1,187	\$119,192	38	132	56.8
5	857.5	1,018	\$117,199	72	134	51.5
6	364.2	848	\$62,500	403	259	78.9
7	282.1	792	\$85,767	0	174	81.9
8	83.4	369	\$82,688	52	42	53.9
9	181.8	265	\$48,942	227	259	78.8
10	278.9	247	\$57,619	143	287	80.5

Among the 10 service gaps identified, gap priority area one, in southeast Greeley, emerges as especially important, being home to the largest population segment totaling 3,616 residents. Notably, this area also exhibits the lowest income levels among all 10 segments. This highlights the necessity for focused interventions to alleviate the service disparities present in this area. Additionally, southwest Greeley (priority areas 2, 4, and 5) exhibits some notable gaps in services, underscoring the importance of a comprehensive approach to address disparities across various areas within the community. To enhance equity in access, several strategies can be implemented:

- Expanding services at current facilities
- Constructing new parks or facilities
- Mitigating pedestrian barriers
- Executing planned park projects
- Augmenting trail accessibility

Key Findings

Key findings provide valuable insights into CPRD's LOS, highlighting areas of success and opportunities for improvement to better serve the community's diverse needs.

The Greeley System: CPRD manages 41 parks, 3 community centers, an active adult center, an indoor ice arena, and four pools. Notably, since 2016, Greeley has doubled its natural areas inventory, now offering more than 2,000 acres of natural spaces and over 35 miles of trails, indicating significant growth and expansion in recreational resources.

Overall Component Performance: Overall, component scoring within the Greeley system surpasses typical scores found in the BerryDunn national database. CPRD components exhibit a 13% higher likelihood of scoring a two (meets expectations) compared to the national data set, and all components within the system are operational.

National Benchmarks: In comparison to national benchmarks, CPRD surpasses other agencies serving similar population sizes in both recreational and aquatic facilities. While similar size agencies operate one recreation center, CPRD operates three such centers alongside a active adult center and an indoor ice arena. Additionally, CPRD's provision of aquatic facilities surpasses national standards, with two seasonal outdoor pools and two year-round indoor pool.

Park Acreage Per Capita Comparison: According to the 2023 Agency Performance Review, Greeley exceeds the upper quartile of the NRPA standards for park acreage per capita, providing 23 acres per 1,000 residents compared to the NRPA upper quartile median of 15.5 acres.

Facility Components Comparison: In most categories, Greeley's park facilities exceed the national median, although diamond fields and rectangular fields are exceptions. Additionally, with an expected population growth of approximately 2,500 residents by 2028, CPRD should monitor demand for all facilities to meet community needs.

Walkability Analysis and LOS Target: Walkability analysis suggests an equitable LOS for Greeley residents is six recreational components within a 10-minute walk or ½ mile service area. Greeley currently provides 542 components across its developed facilities.

Equitable Access to Recreation: All Greeley residents have access to active or passive recreation opportunities within a one-mile service area, with 87% residing within walking distance of outdoor recreation opportunities, indicating a fair distribution of service across the community.

Gap Analysis: Gap analysis reveals that 96% of residents live within a mile of the LOS target value of six components, while 64% live within a 10-minute walk of the same target, indicating high accessibility to recreational amenities for the majority of residents. Among the 10 service gaps identified, gap priority area one, in southeast Greeley, emerges as especially important, being home to the largest population segment totaling 3,616 residents. Notably, this area also exhibits the lowest income levels among all 10 segments.

LOS Components and Definitions

Table 21: Outdoor Component List

Component	Definition
Adventure Course	An area designated for activities such as ropes courses, zip lines, challenge courses
Amusement Ride	Carousel, train, go-carts, bumper cars, or other ride-upon features; the ride has an operator and controlled access
Aquatics, Complex	An aquatic complex has at least one immersion pool and other features intended for aquatic recreation
Aquatics, Lap Pool	A swimming pool intended for swimming laps
Aquatics, Leisure Pool	A swimming pool intended for leisure water activities; may include zero-depth entry, slides, and play-and-spray features
Aquatics, Spray Pad	A play feature without immersion intended for interaction with moving water
Aquatics, Therapy Pool	A temperature-controlled pool intended for rehabilitation and therapy
Basketball Court	A dedicated full-sized outdoor court with two goals
Basketball, Practice	A basketball goal for half-court play or practice, including goals in spaces associated with other uses like parking lots
Batting Cage	A stand-alone facility with pitching machines and restricted entry
Bike Complex	A bike complex accommodates various bike skills activities with multiple features or skill areas
Bike Course	A designated area for nonmotorized bicycle use may be constructed of concrete, wood, or compacted earth; includes pump tracks, velodrome, and skills courses
Camping, Defined	Defined campsites may include a variety of facilities such as restrooms, picnic tables, and a water supply; use the official agency count for quantity if available
Camping, Undefined	Allows users to stay overnight outdoors in undefined sites and receives a quantity of one for each park or location
Climbing, Designated	A designated natural or human-made facility provided or managed by an agency for recreation climbing but is not limited to play
Climbing, General	Allows users to participate in a climbing activity; use a quantity of one for each park or other location
Concession	A facility used for selling, renting, or other provisioning of food, drinks, goods, and services to the public
Diamond Field	Softball and baseball fields suitable for organized diamond sports games; Not specific to size or age appropriateness
Diamond Field, Complex	Many ballfields at a single location suitable for tournaments

Component	Definition
Diamond Field, Practice	An open or grassy area used to practice diamond sports and is distinguished from a ballfield; does not lend itself to organized diamond sports games or open turf by the presence of a backstop
Disc Golf	A designated area for disc golf Quantities: 18-hole course = 1; 9-hole course = 0.5
Dog Park	An area explicitly designated as an off-leash area for dogs and their guardians
Educational Experience	Signs, structures, or features provide an educational, cultural, or historical experience; they are distinguished from public art by the presence of interpretive signs or other information; assign a quantity of one for each contiguous site
Equestrian Facility	An area designated for equestrian use and typically applied to facilities other than trails
Event Space	A designated area or facility for an outdoor class, performance, or special event, including an amphitheater, bandshell, and stage
Fitness Area	Features intended for personal fitness activities; fitness areas are groupings of equipment in immediate proximity
Fitness Course	Features intended for personal fitness activities are typically located along a path or trail; a course receives one for each complete grouping of fitness equipment
Game Court	Outdoor court designed for a game other than tennis, basketball, and volleyball that is distinguished from a multiuse pad, including bocce, shuffleboard, and lawn bowling; the type specified in the comments; quantity counted per court
Garden, Community	A garden area that provides community members a place to have a personal vegetable or flower garden
Garden, Display	An area designed and maintained to provide a focal point or destination, including a rose garden, fern garden, native plant garden, wildlife/habitat garden, and an arboretum
Golf	A course designed and intended for the sport of golf counted per 18 holes; Quantities: 18-hole course = 1; 9-hole course = 0.5
Golf, Miniature	A course designed and intended as a multihole golf putting game
Golf, Practice	An area designated for golf practice or lessons, including driving ranges and putting greens
Historic Feature	A site designated to commemorate an event, person, or place of local, statewide, or national significance
Horseshoe Court	A designated area for the game of horseshoes, including permanent pits of regulation length; quantity counted per court
Horseshoes Complex	Several regulation horseshoe courts in a single location; they are suitable for tournaments
Ice Hockey	Regulation-size outdoor rink explicitly built for ice hockey games and practice
Inline Hockey	Regulation-size outdoor rink built specifically for inline hockey games and practice

Component	Definition
Loop Walk	Opportunity to complete a circuit on foot or by nonmotorized travel mode; suitable for use as an exercise circuit or leisure walking; quantity of one for each park or other location unless more than one particular course is present
Multiuse Pad	A painted area with games such as hopscotch, four square, and tetherball found in schoolyards; as distinguished from “game court”, which is typically single use
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native regions of the local ecology; it can include grasslands, woodlands, and wetlands
Open Turf	A grassy area not suitable for programmed field sports due to size, slope, location, or physical obstructions; it may be used for games of catch, tag, or other informal play and uses that require an open grassy area
Other	An active or passive component that does not fall under another definition; specified in comments
Passive Node	A place designed to create a pause or particular focus within a park such as seating areas, plazas, and overlooks; not intended for programmed use
Pickleball Court	A designated court designed primarily for pickleball play
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities; account for individual picnic tables as comfort and convenience modifiers
Playground, Destination	A destination playground attracts families from the entire community; typically has restrooms and parking on-site; may include special features like a climbing wall, spray feature, or adventure play
Playground, Local	A local playground serves the needs of the surrounding neighborhood; includes developed playgrounds and designated nature play areas; these parks generally do not have restrooms or on-site parking
Public Art	Any art installation on public property; art receives a quantity of one for each contiguous site
Rectangular Field Complex	Several rectangular fields in a single location; a complex is suitable for tournament use
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sports game, such as soccer, football, lacrosse, rugby, and field hockey; the approximate field size is 180 feet by 300 feet (60 by 100 yards); the field may have goals and lines specific to an individual sport that may change with the permitted use
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sports game and a minimum of one other event/game, but with an undetermined number of actual fields; this category describes a large open grassy area arranged in configurations for any number of rectangular field sports; sports may include soccer, football, lacrosse, rugby, and field hockey; the field may have goals and lines specific to an individual sport that may change with the permitted use

Component	Definition
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sports game but accommodates at least one youth field sports game; sports may include soccer, football, lacrosse, rugby, and field hockey; a field may have goals and lines specific to a particular sport that may change with a permitted use
Shelter, Large	A ramada, shade shelter, or pavilion large enough to accommodate a group picnic or other event for a minimum of 16 seated individuals; address lack of seating in scoring
Shelter, Small	A ramada, shade shelter, or pavilion large enough to accommodate a family picnic or other event for approximately 4 – 16 people, with seating for a minimum of 4; covered benches are included in comfort and convenience scoring and should not be included here
Skate Feature	A small or single feature primarily for wheel sports, such as skateboarding and inline skating; the component may or may not allow freestyle biking; categorize dedicated bike facilities as bike courses
Skate Park	An area set aside primarily for wheel sports, such as skateboarding and inline skating; the park may allow freestyle biking; it may be specific to one user group or allow for several user types and accommodate various abilities; typically has a variety of concrete or modular features
Target Range	A designated area for practice or competitive target activities; the type specified, such as archery or firearms, in comments
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use
Tennis Court	A court suitable for recreation or competitive play; quick-start or other nonstandard types specified in comments
Tennis, Practice Wall	A wall intended for practicing tennis
Track, Athletic	A multilane, regulation-sized running track appropriate for track and field events
Trail Access Point	A point of connection to a trail or trail system, without amenities generally associated with a trailhead
Trail, Multiuse	A trail, paved or unpaved, is separated from the road and provides recreational opportunities or connections to walkers, bikers, rollerbladers, and equestrian users; paths that make a circuit within a single site are loop walks
Trail, Primitive	An unpaved path within a park or natural area that provides recreational opportunities or connections to users; minimal surface improvements that may or may not meet accessibility standards
Trail, Water	A river, stream, canal, or other waterway trail for floating, paddling, or other watercraft
Trailhead	A designated staging area at a trail access point may include restrooms, an information kiosk, parking, water fountains, trash receptacles, and seating
Volleyball Court	One full-sized court. It may be a hard or soft surface, including grass and sand; may have permanent or portable posts and nets

Component	Definition
Wall Ball Court	Walled courts are associated with handball and racquetball—the type specified in the comments
Water Access, Developed	A developed water access point includes docks, piers, kayak courses, boat ramps, and fishing facilities; it is specified in comments, including the quantity for each unique type
Water Access, General	Measures a user's general ability to access the edge of open water; may include undeveloped shoreline; typically receives a quantity of one for each contiguous site
Water Feature	This passive water-based amenity provides a visual focal point of fountains and waterfalls
Water, Open	A body of water, such as a pond, stream, river, wetland with open water, lake, or reservoir
Winter Sport	An area designated for a winter sport or activity; for example, a downhill ski area, Nordic ski area, sledding hill, toboggan run, and recreational ice; the type is specified in the comments

Low-Scoring Park Components

Table 22: Low-Scoring Park Components

Facility	Component	Quantity	Description	Update as of March 27, 2025
Bittersweet Park	Basketball Court	1	Cracking asphalt	Complete
Brentwood Park	Playground, Local	1	Functional but relatively older and minimal	2025 project
Delta Park	Basketball Court	2	Older with surface wear	Near completion
Poudre Ponds Recreational Fishery	Trailhead	1	Lacks map or wayfinding	In process
Sherwood Park	Basketball Court	1	Rough, cracking surface	Near completion
Youth Sports Complex	Diamond Field, Complex	1	Practice fields	In review

Parks Maintenance Assessment

In the fall of 2023, BerryDunn conducted a comprehensive analysis of the CPRD parks maintenance operations. The assessment included:

- SWOT analysis
- On-site tours and inspections
- Staff interviews
- Documentation review (of information applicable to operations)
- Detailed analysis of parks maintenance through the development of District-specific workbooks that detailed maintenance tasks and related metrics (duration of personnel time needed to complete task, frequency, commodities) to determine the industry standard number of personnel hours annually and the recommended number of Full Time Employees (FTEs)

The purpose of this Parks Maintenance Operations Analysis is to provide an outside perspective to review and help improve the success of parks maintenance operations. This assessment is considered a detailed review of park operations and maintenance.

CPRD operates 47 parks and 18 facilities, divided into 15 districts. The City's Parks and Forestry Division Manager oversees a crew of 53 FTEs responsible for park operations, cemetery maintenance, and forestry. Parks Maintenance staff consists of 30 FTEs: 15 Park Tech II, six Park Tech I, and 22 seasonal staff (which equate to six FTEs), and three FTEs dedicated to forestry-related park maintenance tasks.

The key findings in this Parks Maintenance Operations Assessment were the result of on-site analysis, discussions and team meetings with Parks Maintenance staff, and review of maintenance and operations procedures. BerryDunn has identified key overall findings from this assessment, which are supported by analysis of each Park District reported upon within this document.

BerryDunn recommends that the information in this report be considered within the larger context of the overall Comprehensive Department Master Plan. For example, several of the key findings in the operations assessment will benefit from the overall department organizational analysis recommendations, which were also developed as a part of this plan.

Finally, on-site operation inspections were completed at a particular point in time during the 2023 fall season. Additional variables exist that could impact operations, such as weather, type of programming or service taking place, on-site staff experience, maintenance functions, and other factors that could influence the findings in this report. However, BerryDunn did review historic data and included future planning considerations in this effort.

Department Organization

The following graphic shows the organizational chart for Parks Maintenance.

Figure 78: Greeley Parks Staff - Maintenance Only



Key Findings

Based on this analysis, Parks Maintenance is performing at a high level that meets or exceeds the needs of services provided.

Discovery Session Summary

Discovery sessions conducted by BerryDunn with Parks Maintenance staff November 6 – 9, 2023. BerryDunn held meetings with Parks leadership; a meeting with all Parks staff to discuss the SWOT tool; seven ride-alongs with Division Manager, Parks, Forestry & Cemetery, Supervisors, and Maintenance Tech IIs totaling 15.5 hours; and a daily debrief with the Division Manager, Parks, Forestry & Cemetery. Park Maintenance staff were observed in action to verify task metrics.

Key Findings Overview

BerryDunn identified the following key findings from the discovery sessions and site visits:

- Staff desire to better understand tasks and associated costs and personnel hours to provide proper park maintenance
- Succession planning is needed—several key staff will be retiring—need to fill positions in advance
- Mechanic is adding a work order system
- Parks Maintenance and Public Works have a good working relationship
 - Departments assist each other in a tradeoff situation
- CPRD has a good relationship with the school district
- There is potential for a future maintenance complex—possibly near Water Works
- Vehicles are on a 7 – 10-year 100,000-mile replacement schedule
- Grass is mowed by a combination of staff and contractors

Observations

- The division is well organized
- Staff are dedicated, caring, and hard working
- Staff are well trained, supervised, and supported
- Staff have the majority of equipment and tools needed to perform tasks
- Staff communicate frequently, via a morning huddle and by cell phone and text messages throughout the day
- Staff report issues to Supervisor—issues appear to be addressed quickly
- Addition of native grasses, native landscaping, and native-themed amenities reduce costs to maintain areas

- Parks, amenities, athletic fields, and equipment are well maintained
- Strong CIP
- Positive use of storm water retention areas
- Parks and athletic fields are mowed twice a week
- Forestry works on both City property and private property
- Forestry has a public dashboard to inform and educate community
- Desire from City leadership to implement a floral program
- Desire from City leadership to improve maintenance of athletic fields

Key Issues

- Hiring qualified staff is a challenge
- Staff perceived shortage of rectangular fields
- Athletic fields are over-used; they are not rested and rehabilitated
- Older amenities (i.e., playgrounds, restrooms, shelters, benches, trash receptacles) need to be replaced/updated
- Evergreens are overgrown in some parks and should be replaced
- Staff desire additional training in parks maintenance operations
- Additional staff cross-training needed
- Need more shop space for parks maintenance
- Need more indoor heated storage for equipment
- Some basketball courts need resurfacing
- Some parking lots need resurfacing
- Some playground surfaces need repair/replacement
- Irrigation is a massive effort, requiring significant staff resources
- Users not respecting facilities—causing damage

Initial Suggestions

- Develop a program where one athletic field is rested and rehabilitated for eight weeks between March and October, continuing a rotation to rest and rehabilitate each athletic field
- Consider a damage/cleaning deposit for rentals
- Consider replacing aging soccer goals and purchasing additional soccer goals

SWOT Analysis

Greeley Parks Maintenance, Forestry, Cemetery, and Administration staff members were invited to participate in the SWOT analysis process via SurveyMonkey; 28 staff members participated. The following graphics show the results of the SWOT exercise.

Figure 79: Service Areas Represented in Survey

What service area do you work in?

There were a total of 28 responses to this question.

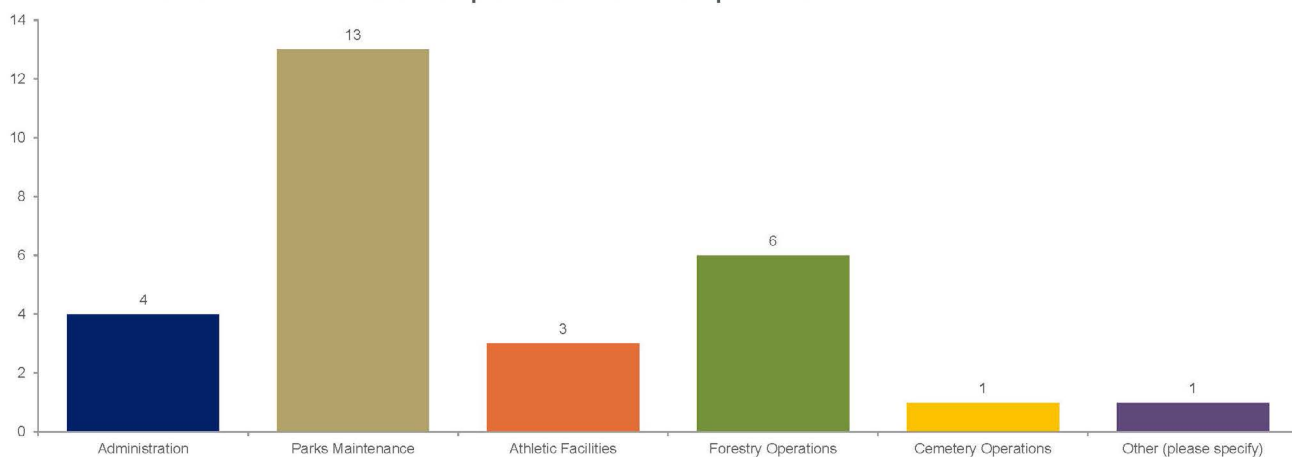
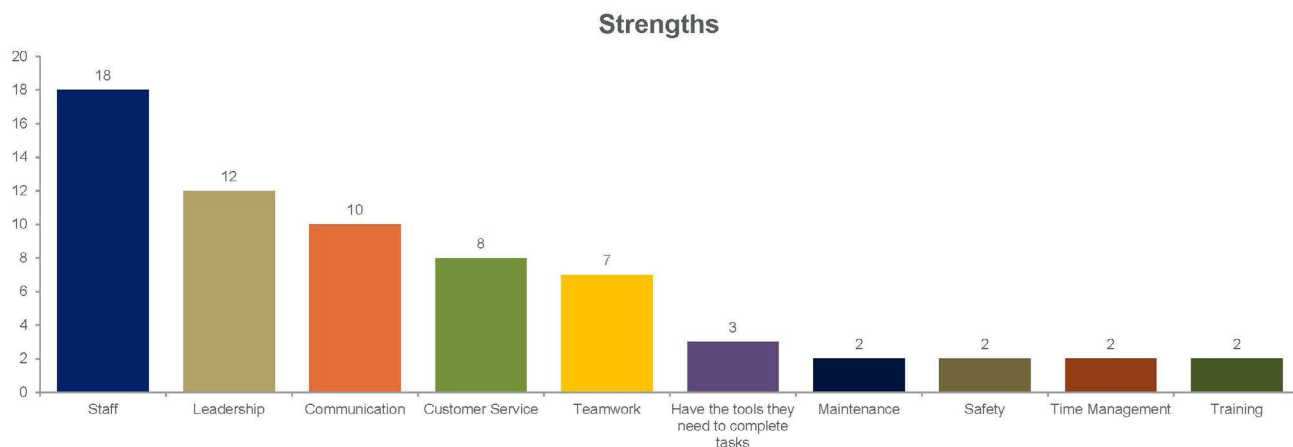


Figure 80: Strengths

Please list the greatest **STRENGTHS** of the Culture, Parks and Recreation Department related to the park's operations and maintenance.

There were 27 responses to this question

**Figure 81: Weaknesses**

Please list the greatest **WEAKNESSES** of the Culture, Parks and Recreation Department related to the park's operations and maintenance.

There were 28 responses to this question

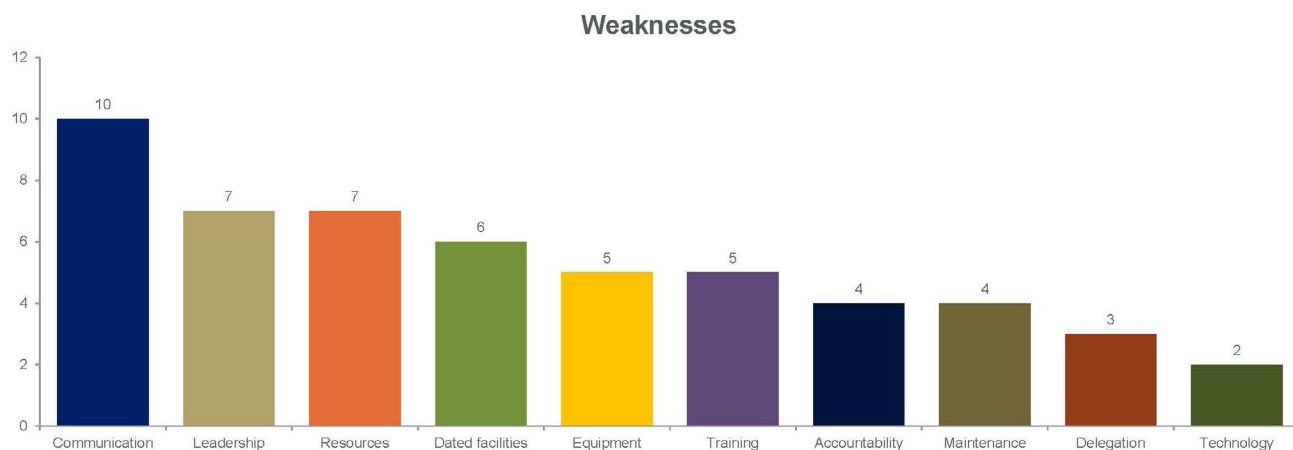


Figure 82: Opportunities

Please list the greatest OPPORTUNITIES for the Culture, Parks and Recreation Department related to Park's Operations and Maintenance.

There were 25 responses to this question

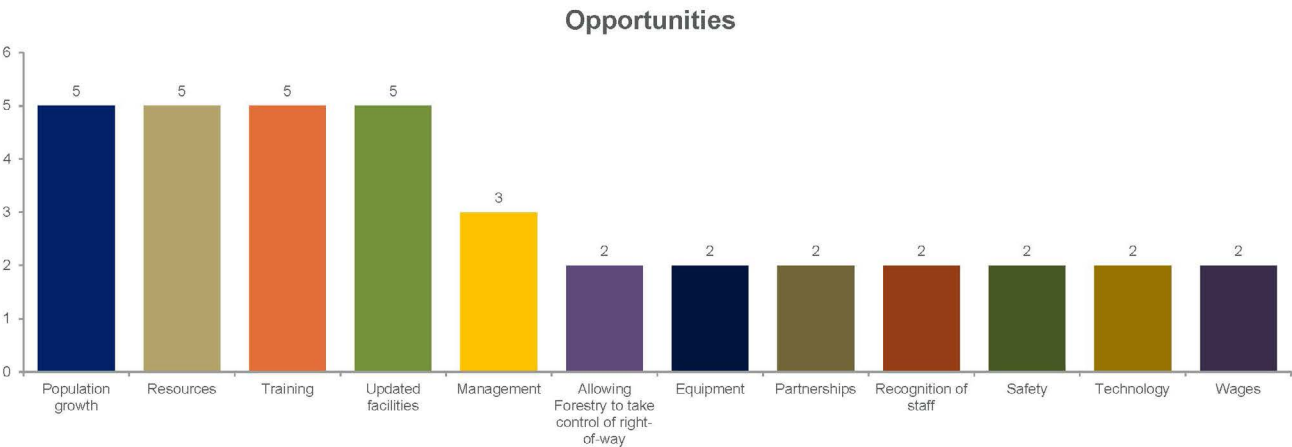
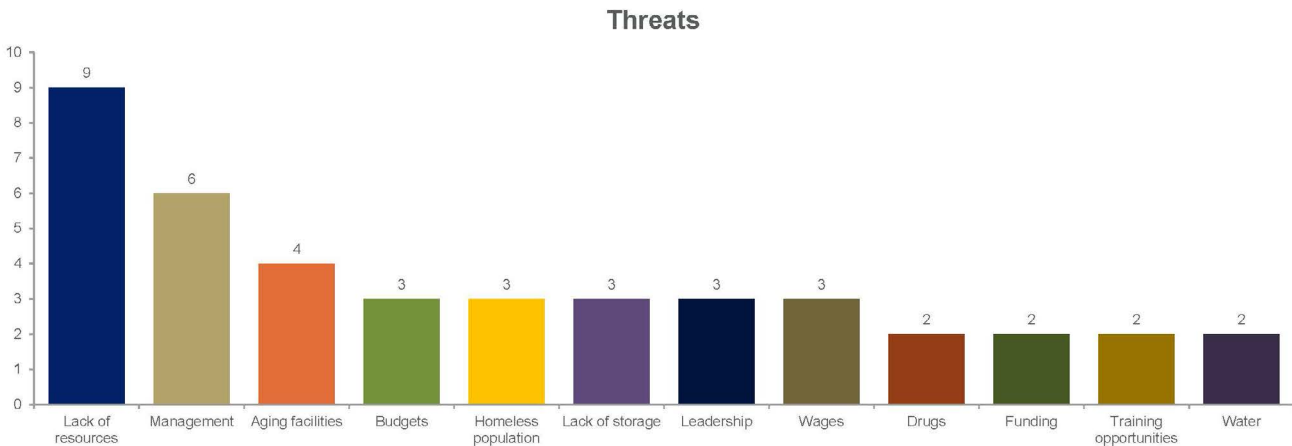


Figure 83: Threats

Please list the greatest THREATS for the Culture, Parks and Recreation Department related to park's operations and maintenance.

There were 24 responses to this question



The SWOT analysis, stakeholder conversations, discovery sessions, and site visits provided valuable information for this study.

Key Observations

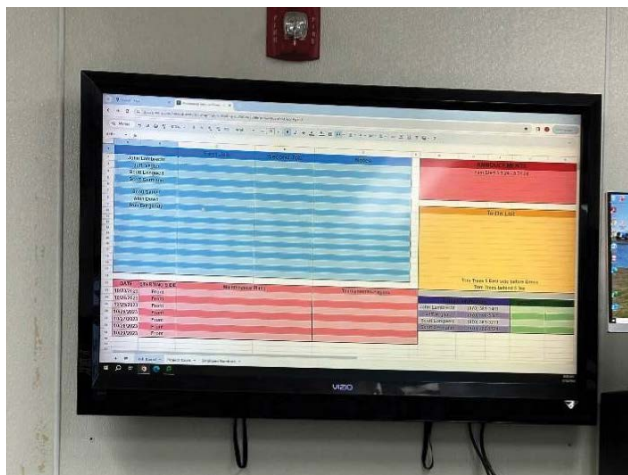
CPRD uses a combination of communication methods, such as white boards and flyers. Parks Maintenance uses visual displays to show staff responsibilities.

Figure 84: Parks Operations Headquarters



Recommend using digital display to show daily maintenance tasks:

Figure 85: Sample



Indoor maintenance areas are well organized but could use additional storage spaces. Shop areas are kept neat and orderly. However, the current parks shop and mechanic space is inadequate for the needs of the team. It lacks sufficient space to accommodate both administrative staff and shop personnel, leading to cramped and inefficient working conditions. Additionally, due to limited indoor storage, much of the equipment must be stored outside, exposing it to weather-related wear and reducing its lifespan. Overall, the facility does not meet the operational demands of a modern parks maintenance program.

Figure 86: Monfort Park



Figure 87: Forestry



Figure 88: Parks Operations Headquarters

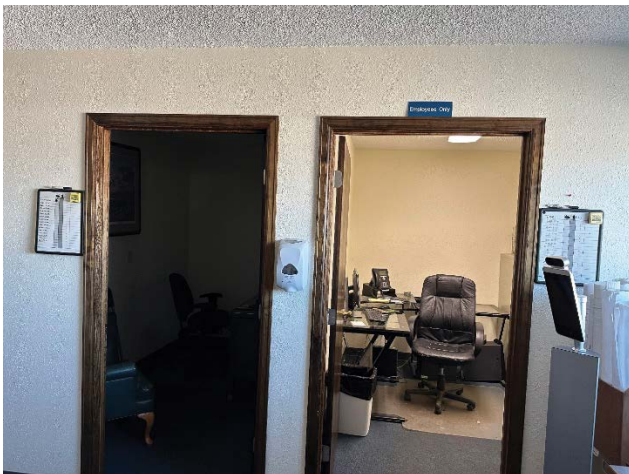


Figure 89: Parks Operations Headquarters



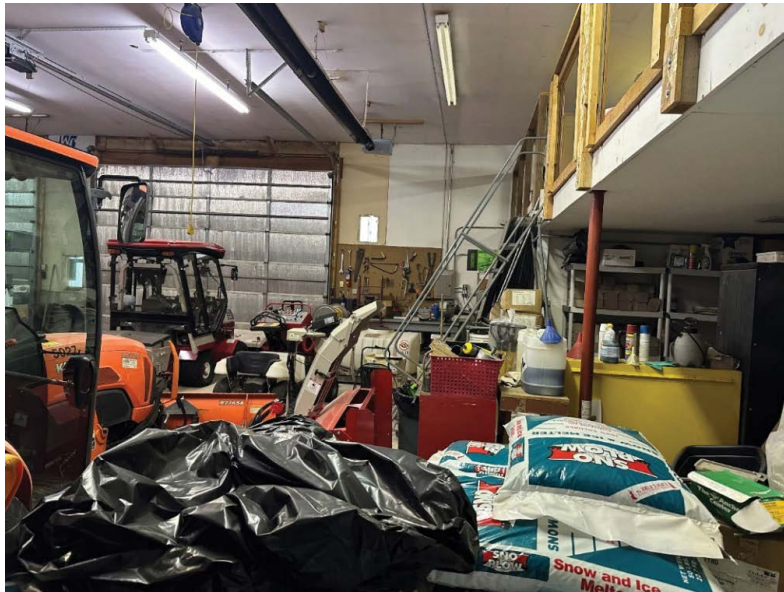
Workspaces are functional; chemical storage areas are organized:

Figure 90: Parks Operations Headquarters



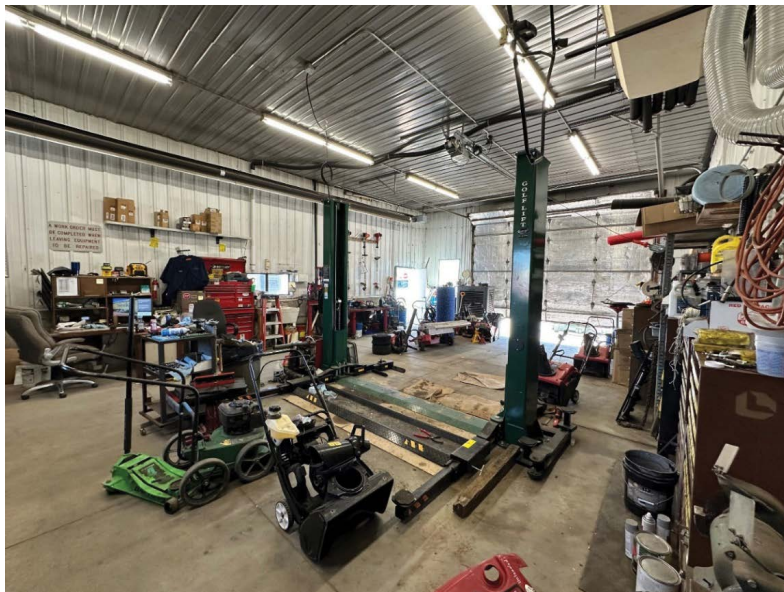
Storage for vehicles and large equipment is maxed

Figure 91: Parks Operations Headquarters



Staff have the appropriate specialty equipment.

Figure 92: Parks Operations Headquarters



Staff properly maintain specialty amenities, parks, and equipment.

Figure 93: Woodbriar Park

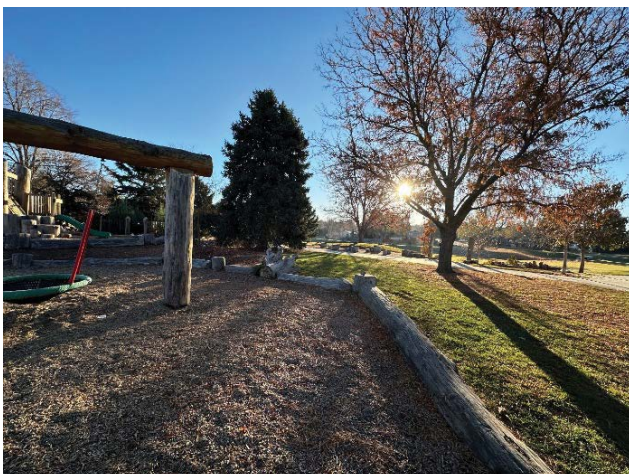


Figure 94: Twin Rivers Park



Figure 95: Kiwanis Park



Figure 96: Woodbriar Park



Figure 97: Monfort Park



Figure 98: Kiwanis Park



Figure 99: Woodbriar Park



Figure 100: Kiwanis Park

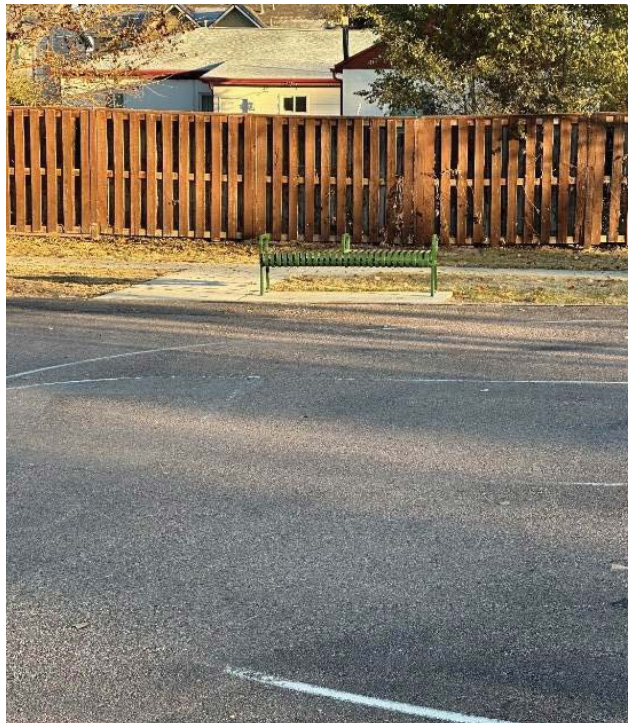


Figure 101: Westmoore Park

Parks have some infrastructure issues that should be addressed.

- Painting of amenities
- Repairs of surfaces
- Landscaping

Figure 102: Coyote Run

Figure 103: Peakview Park



Figure 104: Coyote Run

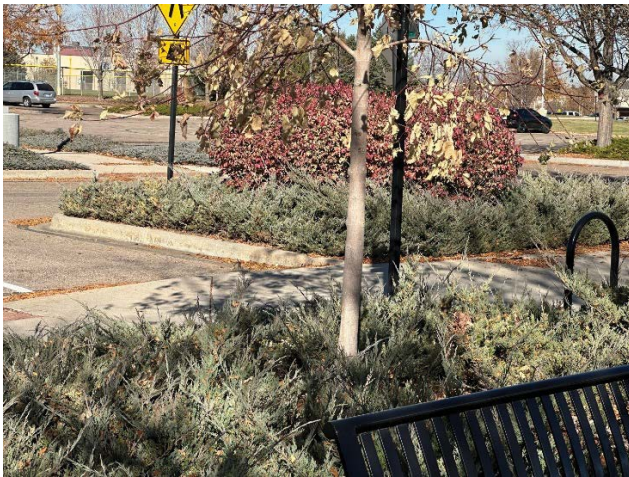


Figure 105: Woodbriar Park



Some areas are in need of landscaping updates.

Figure 106: Twin Rivers Park



Park District Analysis

Greeley CPRD's maintenance areas are organized into 15 different districts. BerryDunn conducted a detailed analysis of parks maintenance for each district. BerryDunn developed district-specific workbooks for staff to detail maintenance tasks and metrics specific to the identified maintenance task (e.g., duration of personnel time needed to complete task, frequency, commodities) to determine the industry standard number of personnel hours annually and the recommended number of FTEs.

Table 23: Park District Analysis

District	Number of Parks/ Facilities	Total Acres	Current FTEs	Recommended FTEs
A	3	6.45	2	1.48
B	6	9.15	1	2.00
C	5	28.87	1	2.26
D	6	43.11	1	2.82
E	6	29.5	1	0.84
F	5	69.37	2	2.90
G	6	31.71	1	1.68
H	6	35.52	1	1.65
I	5	35.69	1	1.85
K	3	47.5	2	3.94
L	4	29.19	1	3.03
M	1	72.5	1	3.32
N	3	75.06	2	3.60
O	5	27.4	1	1.68
P	6	63.27	1	2.22
Totals	70	604.29	19	35.24
Seasonal Staff	Work in All Parks		6 FTE Equivalents	
FTE Dedicated to Forestry	Work in All Parks		3 FTE Equivalents	

Parks Maintenance staff consists of 30 FTEs: 15 Park Tech II, six Park Tech I, and 22 Seasonal staff (which equate to six FTEs), and three FTEs dedicated to forestry-related park maintenance tasks. Based on the tasks required to maintain the existing CPRD Parks system and our expertise, BerryDunn recommends an additional five FTE employees, or a total of 35.24 FTE. A total of five supervisors should be included to provide a 1 to 7 supervisor to employee ratio, which is standard best practice.

Recommendations

When considering the current maintenance structure and needs of CPRD, BerryDunn recommends the following:

- Review the detailed analysis for each Park District and consider adjusting personnel based on the recommended number of FTEs for each Park District.
- Review the detailed analysis for each Park District and determine if any adjustments in task frequency are warranted to reduce the needed number of FTE hours.
- Current analysis shows a deficit of 5 FTEs for Parks Maintenance. After completing the two recommendations above, consider adding additional FTEs and/or seasonal staff.
- Provide a total of 5 supervisors to allow for a supervisory ratio of 1 supervisor for every 7 employees.
- Share operational successes and challenges from each district work team.
- Hold consistent onboarding and training for staff to allow for parks-specific maintenance and operations training and sharing of staff across districts when needed.
- Expand funding for critical and ongoing repair needs. Address specific maintenance opportunities identified in Key Findings.
- Execute an improved repair and replacement system to address infrastructure conditions.
- Set consistent expectations for operations and maintenance standards for all districts.
- Continue to improve standards for equipment storage and maintenance operations.
- Develop succession plan for Parks Maintenance operations.
- Collect and document the institutional knowledge and experience of long-tenured employees.
- As additional park acreage is added to the CPRD Parks system, there will be a growing need for more staff and equipment to maintain service levels and ensure safe, high-quality park experiences. Corresponding increases in resources, will be required to keep up with maintenance, operations, and programming demands.

Table 24: Summary of District Staff Needs

District	Annual Costs	Unit Personnel Hours	Unit FTEs
A	\$114,817.81	\$3,068.13	1.48
B	\$150,208.06	\$4,150.28	1.9
C	\$255,079.04	\$4,692.13	2.26
D	\$167,185.36	\$5,862.50	2.82
E	\$80,126.38	\$1,753.88	0.84
F	\$246,125.15	\$5,025.73	2.9
G	\$154,447.26	\$3,487.55	1.68
H	\$217,472.96	\$3,428.08	1.65
I	\$150,246.13	\$3,841.87	1.85
K	\$300,402.65	\$8,186.25	3.94
L	\$232,407.61	\$6,312.22	3.03
M	\$287,682.10	\$6,897.40	3.32
N	\$210,159.38	\$7,489.97	3.6
O	\$141,401.30	\$3,485.59	1.67
P	\$197,448.87	\$4,620.56	2.22

District A - Lincoln Park, Recreation Center, UCCC

Table 25: District A—Lincoln Park, Recreation Center, UCCC

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	2.00	1.50	\$27.27	\$21,270.60	260	\$10.00	\$5,200.00	\$0.00	\$26,470.60	780.00	0.38	PMT1, PMT 2 (1.5 hrs each X 5 days)
General safety inspection	1 Acre	6.45	1.00	\$27.27	\$2,110.70	12	\$3.00	\$232.20	\$0.00	\$2,342.90	77.40	0.04	
General debris and trash pickup	1 Acre	6.45	0.10	\$27.27	\$4,573.18	260	\$3.00	\$5,031.00	\$0.00	\$9,604.18	167.70	0.08	
Irrigation - watering, inspection, repair	Each	107	0.50	\$27.27	\$8,753.67	6	\$3.00	\$1,926.00	\$0.00	\$10,679.67	321.00	0.15	
Tree Inspection	Each	478	0.30	\$27.27	\$3,910.52	1	\$3.00	\$1,434.00	\$0.00	\$5,344.52	143.40	0.07	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	3.72	0.50	\$27.27	\$304.33	6	\$6.00	\$133.92	\$0.00	\$438.25	11.16	0.01	
Botanical garden maintenance	10,000 sq. ft.	3.72	0.50	\$27.27	\$1,318.78	26	\$10.00	\$967.20	\$0.00	\$2,285.98	48.36	0.02	
Restroom maintenance	Each	1	0.75	\$20.00	\$8,280.00	552	\$3.00	\$1,656.00	\$0.00	\$9,936.00	414.00	0.20	2 X a day and weekends
Benches inspection	Each	18.00	0.10	\$27.27	\$2,552.47	52	\$10.00	\$9,360.00	\$0.00	\$11,912.47	93.60	0.05	
Bike racks inspection	Each	1.00	0.10	\$27.27	\$32.72	12	\$10.00	\$120.00	\$0.00	\$152.72	1.20	0.00	
Restroom building inspection	Each	1.00	0.75	\$27.27	\$1,063.53	52	\$10.00	\$520.00	\$0.00	\$1,583.53	39.00	0.02	
Annual Floral Maintenance	10,000 sq. ft.	0.10	0.50	\$27.27	\$35.45	26	\$10.00	\$26.00	\$0.00	\$61.45	1.30	0.00	
Pavilion inspection	Each	1.00	0.50	\$27.27	\$709.02	52	\$10.00	\$520.00	\$0.00	\$1,229.02	26.00	0.01	
Picnic tables inspection	Each	6.00	0.10	\$27.27	\$196.34	12	\$10.00	\$720.00	\$0.00	\$916.34	7.20	0.00	
Picnic shelters inspection/cleaning	Each	1.00	1.00	\$27.27	\$5,072.22	186	\$10.00	\$1,860.00	\$0.00	\$6,932.22	186.00	0.09	
Playgrounds inspection	Each	1.00	0.50	\$27.27	\$709.02	52	\$10.00	\$520.00	\$0.00	\$1,229.02	26.00	0.01	
Vehicle inspection	Each	1.00	0.30	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	\$0.00	\$3,427.06	78.00	0.04	covers cost for Equipment maintenance
Water - Feature/Fountain	Each	1.00	0.10	\$27.27	\$709.02	260	\$5.00	\$1,300.00	\$0.00	\$2,009.02	26.00	0.01	
Empty trash receptacles	Each	20.00	0.10	\$27.27	\$14,180.40	260	\$0.10	\$520.00	\$0.00	\$14,700.40	520.00	0.25	
Empty Ash Stashers	Each	2.00	0.10	\$27.27	\$1,418.04	260	\$0.00	\$0.00	\$0.00	\$1,418.04	52.00	0.03	
EAB Treatments	Each	15.00	0.30	\$27.27	\$40.50	0.33	\$5.00	\$24.75	\$0.00	\$65.25	1.49	0.00	
Mulch Tree Rings	Each	478.00	0.30	\$27.27	\$1,290.47	0.33	\$5.00	\$788.70	\$0.00	\$2,079.17	47.32	0.02	
					\$80,658.04			\$34,159.77	\$0.00	\$114,817.81	3,068.13	1.48	Notes
												1.48	PMT 2
Updated 2/21/24													PMT I

District A: Doesn’t currently include special events

District B - Archibeque Park, Hoshiko Park, Jimmy’s Park, Swanson/Kiwanis, Meeker Museum, Transit Center

Table 26: District B—Archibeque Park, Hoshiko Park, Jimmy’s Park, Swanson/Kiwanis, Meeker Museum, Transit Center

Maintenance Activity	Optimal Frequency												
	Unit/Quantity	Take-Offs Multiplier (# Of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	1.00	2.00	\$27.27	\$14,180.40	260	\$10.00	\$2,600.00	\$0.00	\$16,780.40	520.00	0.250	PMT 2 (2 hrs X 5 days)
General safety inspection	1 Acre	9.15	1.00	\$27.27	\$2,994.25	12	\$3.00	\$329.40	\$0.00	\$3,323.65	109.80	0.053	
General debris and trash pickup	1 Acre	9.15	0.20	\$27.27	\$12,975.07	260	\$3.00	\$7,137.00	\$0.00	\$20,112.07	475.80	0.229	
Irrigation - watering, inspection, repair	Each	107.00	0.50	\$27.27	\$8,753.67	6	\$3.00	\$1,926.00	\$0.00	\$10,679.67	321.00	0.154	
Mulch Tree Rings	Each	281.00	0.30	\$27.27	\$2,298.86	1	\$5.00	\$1,405.00	\$0.00	\$3,703.86	84.30	0.041	
Tree Inspection	Each	309.00	0.30	\$27.27	\$2,527.93	1	\$3.00	\$927.00	\$0.00	\$3,454.93	92.70	0.045	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	1.15	0.50	\$27.27	\$93.67	6	\$6.00	\$41.22	\$0.00	\$134.89	3.44	0.002	
Landscape Maintenance													
Mowing-clear zones	1 Acre	0.66	0.5	\$27.27	\$197.98	22	\$5.00	\$72.60	0	\$270.58	7.26	0.00	
Basketball Court Inspection	Each	3.00	0.50	\$27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18.00	0.009	
Annual floral maintenance	10,000 sq. ft.	0.30	0.50	\$27.27	\$106.35	26	\$10.00	\$78.00	\$0.00	\$184.35	3.90	0.002	
Botanical garden maintenance	10,000 sq. ft.	1.15	0.50	\$27.27	\$405.91	26	\$10.00	\$297.70	\$0.00	\$703.61	14.89	0.007	
Backstop inspection	Each	1.00	0.30	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.002	
Empty trash receptacles	Each	26.00	0.10	\$27.27	\$18,434.52	260	\$0.10	\$676.00	\$0.00	\$19,110.52	676.00	0.325	
Restroom maintenance	Each	2.00	0.75	\$27.27	\$7,362.90	180	\$3.00	\$1,080.00	\$0.00	\$8,442.90	270.00	0.130	
Benches inspection	Each	13.00	0.10	\$27.27	\$425.41	12	\$10.00	\$1,560.00	\$0.00	\$1,985.41	15.60	0.008	
Picnic tables inspection	Each	24.00	0.50	\$27.27	\$3,926.88	12	\$10.00	\$2,880.00	\$0.00	\$6,806.88	144.00	0.069	
Picnic shelters inspection/cleaning	Each	4.00	1.00	\$27.27	\$20,288.88	186	\$10.00	\$7,440.00	\$0.00	\$27,728.88	744.00	0.358	
Pavilion Inspection	Each	2.00	1.00	\$27.27	\$10,144.44	186	\$10.00	\$3,720.00	\$0.00	\$13,864.44	372.00	0.179	
Playgrounds inspection	Each	4.00	0.50	\$27.27	\$2,836.08	52	\$10.00	\$2,080.00	\$0.00	\$4,916.08	104.00	0.050	
BBQ Grills	Each	5.00	0.20	\$27.27	\$327.24	12	\$5.00	\$300.00	\$0.00	\$627.24	12.00	0.006	
Vehicle inspection	Each	1.00	0.30	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	\$0.00	\$3,427.06	78.00	0.038	
EAB Treatments	Each	32.00	0.10	\$27.27	\$174.53	2	\$5.00	\$320.00	\$0.00	\$494.53	6.40	0.003	
Winterization of irrigation lines/bathroom facilities	Each	24.00	2.00	\$27.27	\$1,308.96	1	\$5.00	\$120.00	\$0.00	\$1,428.96	48.00	0.023	
Inspection of irrigation lines	1 Acre	24.00	0.50	\$27.27	\$654.48	2	\$5.00	\$240.00	\$0.00	\$894.48	24.00	0.012	
Fence inspection	1 Mile	1.00	0.50	\$27.27	\$27.27	2	\$5.00	\$10.00	\$0.00	\$37.27	1.00	0.000	
Backstop inspection/ Dirt infield inspection	Each	1.00	0.30	\$27.27	\$16.36	2	\$5.00	\$10.00	\$0.00	\$26.36	0.60	0.000	
					\$113,178.14			\$37,029.92	\$0.00	\$150,208.06	\$4,150.28	1.995	
												1.995	Positions
													PMT 2

District B: Doesn’t currently include special events

District C - Anna Gimmestad Park, Brentwood Park, Farr Park, Gallery Green Park, Glenmere Park

Table 27: District C - Anna Gimmestad Park, Brentwood Park, Farr Park, Gallery Green Park, Glenmere Park

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	1.00	2.00	\$27.27	\$14,180.40	260	\$10.00	\$2,600.00	\$0.00	\$16,780.40	520.00	0.25	PMT 2 (2 hrs X 5 days)
General safety inspection	1 Acre	28.87	1.00	\$27.27	\$9,447.42	12	\$3.00	\$1,039.32	\$0.00	\$10,486.74	346.44	0.17	
General debris and trash pickup	1 Acre	28.87	0.10	\$27.27	\$20,469.41	260	\$3.00	\$22,518.60	\$0.00	\$42,988.01	750.62	0.36	
Drinking fountains	Each	1	0.10	\$27.27	\$141.80	52	\$5.00	\$260.00	\$0.00	\$401.80	5.20	0.00	
Irrigation - watering, inspection, repair	Each	106	0.50	\$27.27	\$8,671.86	6	\$3.00	\$1,908.00	\$0.00	\$10,579.86	318.00	0.15	
Tree Inspection	Each	602	0.30	\$27.27	\$4,924.96	1	\$3.00	\$1,806.00	\$0.00	\$6,730.96	180.60	0.09	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	0.08	0.10	\$27.27	\$1.31	6	\$3.00	\$1.44	\$0.00	\$2.75	0.05	0.00	
Botanical garden maintenance	10,000 sq. ft.	0.08	0.30	\$27.27	\$17.02	26	\$3.00	\$6.24	\$0.00	\$23.26	0.62	0.00	
EAB Treatments	Each	39	0.30	\$27.27	\$957.18	3	\$5.00	\$585.00	\$0.00	\$1,542.18	35.10	0.02	
Pickleball/Tennis Court Maintenance	Each	3	0.30	\$27.27	\$1,276.24	52	\$510.00	\$79,560.00	\$0.00	\$80,836.24	46.80	0.02	
Volleyball Court Maintenance	Each	2	1.00	\$27.27	\$654.48	12	\$10.00	\$240.00	\$0.00	\$894.48	24.00	0.01	
Bridge inspection (non-structural inspection)	Each	1	0.30	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Backstop inspection	Each	1	0.30	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Empty trash receptacles	Each	44	0.10	\$27.27	\$31,196.88	260	\$0.10	\$1,144.00	\$0.00	\$32,340.88	1144.00	0.55	
Restroom maintenance	Each	6	0.75	\$27.27	\$22,088.70	180	\$3.00	\$3,240.00	\$0.00	\$25,328.70	810.00	0.39	
Restroom Building Inspection	Each	1	0.75	\$27.27	\$531.77	26	\$10.00	\$260.00	\$0.00	\$791.77	19.50	0.01	
Drinking fountains inspection	Each	1	0.10	\$27.27	\$16.36	6	\$3.00	\$18.00	\$0.00	\$34.36	0.60	0.00	
Pet station restocking	Each	4	0.20	\$27.27	\$5,672.16	260	\$0.20	\$208.00	\$0.00	\$5,880.16	208.00	0.10	
Benches inspection	Each	21	0.10	\$27.27	\$687.20	12	\$10.00	\$2,520.00	\$0.00	\$3,207.20	25.20	0.01	
Picnic tables inspection	Each	22	0.10	\$27.27	\$719.93	12	\$10.00	\$2,640.00	\$0.00	\$3,359.93	26.40	0.01	
Picnic shelters inspection	Each	3	0.50	\$27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18.00	0.01	
Playgrounds inspection	Each	5	0.50	\$27.27	\$3,545.10	52	\$10.00	\$2,600.00	\$0.00	\$6,145.10	130.00	0.06	
BBQ Grills	Each	4	0.20	\$27.27	\$261.79	12	\$5.00	\$240.00	\$0.00	\$501.79	9.60	0.00	
Basketball Court	Each	1	0.50	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Mulch Tree Rings	Each	602	0.10	\$27.27	\$1,641.65	1	\$5.00	\$3,010.00	\$0.00	\$4,651.65	60.20	0.03	
					\$127,954.44			\$127,124.60	\$0.00	\$255,079.04	4,692.13	2.26	Positions
												2.26	PMT 2

District C: Doesn’t currently include special events

District D—Balsam Sports Park, Delta Park, Discovery Bay Pool, East Memorial Park, Waggin Tail Dog Park, Fire Station #4

Table 28: District D - Balsam Sports Park, Delta Park, Discovery Bay Pool, East Memorial Park, Waggin Tail Dog Park, Fire Station #4

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	1.00	1.50	\$27.27	\$10,635.30	260	\$10.00	\$2,600.00	\$0.00	\$13,235.30	390.00	0.19	PMT 2 (1.5 hrs X 5 days)
General safety inspection	1 Acre	43.11	1.00	\$27.27	\$14,107.32	12	\$3.00	\$36.00	\$0.00	\$14,143.32	517.32	0.25	
General debris and trash pickup	1 Acre	43.11	0.10	\$27.27	\$30,565.85	260	\$3.00	\$780.00	\$0.00	\$31,345.85	1120.86	0.54	
Drinking fountains	Each	1.00	0.10	\$27.27	\$16.36	6	\$5.00	\$30.00	\$0.00	\$46.36	0.60	0.00	
Irrigation - watering, inspection, repair	Each	161.00	0.50	\$27.27	\$13,171.41	6	\$3.00	\$18.00	\$0.00	\$13,189.41	483.00	0.23	
Tree Inspection	Each	278.00	0.30	\$27.27	\$2,274.32	1	\$3.00	\$3.00	\$0.00	\$2,277.32	83.40	0.04	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	1.72	0.10	\$27.27	\$28.14	6	\$3.00	\$18.00	\$0.00	\$46.14	1.03	0.00	
Basketball Court Inspection	Each	2.00	0.30	\$27.27	\$850.82	52	\$5.00	\$260.00	\$0.00	\$1,110.82	31.20	0.02	
Soft Surface Walking Path	1,000 In. ft.	2.00	0.30	\$27.27	\$32.72	2	\$10.00	\$20.00	\$0.00	\$52.72	1.20	0.00	
Botanical garden maintenance	10,000 sq. ft.	1.72	0.30	\$27.27	\$365.85	26	\$3.00	\$78.00	\$0.00	\$443.85	13.42	0.01	
EAB Treatments	Each	10.00	0.30	\$27.27	\$245.43	3	\$5.00	\$15.00	\$0.00	\$260.43	9.00	0.00	
Field Painting	Each	5.00	1.00	\$27.27	\$5,999.40	44	\$10.00	\$440.00	\$0.00	\$6,439.40	220.00	0.11	
Backstop inspection	Each	1.00	0.30	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Empty trash receptacles	Each	63.00	0.10	\$27.27	\$44,668.26	260	\$0.10	\$26.00	\$0.00	\$44,694.26	1638.00	0.79	
Restroom maintenance	Each	2.00	0.75	\$27.27	\$10,635.30	260	\$3.00	\$780.00	\$0.00	\$11,415.30	390.00	0.19	
Restroom Building Inspection	Each	1.00	0.75	\$27.27	\$1,063.53	52	\$10.00	\$520.00	\$0.00	\$1,583.53	39.00	0.02	
Pet station restocking	Each	15.00	0.20	\$27.27	\$21,270.60	260	\$0.20	\$52.00	\$0.00	\$21,322.60	780.00	0.38	
Benches inspection	Each	6.00	0.10	\$27.27	\$850.82	52	\$10.00	\$520.00	\$0.00	\$1,370.82	31.20	0.02	
Picnic tables inspection	Each	12.00	0.10	\$27.27	\$392.69	12	\$10.00	\$120.00	\$0.00	\$512.69	14.40	0.01	
Picnic shelters inspection	Each	8.00	0.50	\$27.27	\$1,308.96	12	\$10.00	\$120.00	\$0.00	\$1,428.96	48.00	0.02	
Playgrounds inspection	Each	1.00	0.50	\$27.27	\$709.02	52	\$10.00	\$520.00	\$0.00	\$1,229.02	26.00	0.01	
Maintenance facility inspection	Each	1.00	0.50	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Fence inspection	1,000 In. ft.	1.00	0.50	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Mulch Tree Rings	Each	278.00	0.10	\$27.27	\$250.17	0.33	\$5.00	\$1.65	\$0.00	\$251.82	9.17	0.00	
								\$7,317.65	\$0.00	\$167,185.35	\$5,862.40	2.82	Positions
												2.82	PMT 2

District D Doesn't currently include special events

District E—City Hall, City Center North and South, Downtown Parking Lots, Farmers Market Grounds, Fire Station #1, Sunrise Lot

Table 29: District E - City Hall, City Center North and South, Downtown Parking Lots, Farmers Market Grounds, Fire State #1, Sunrise Lot

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	1.00	1.00	\$27.27	\$7,090.20	260	\$10.00	\$2,600.00	\$0.00	\$9,690.20	260.00	0.13	PMT 2 (1.5 hrs X 5 days)
General safety inspection	1 Acre	29.5	1	\$27.27	\$9,653.58	12	\$3.00	\$1,062.00	\$0.00	\$10,715.58	354.00	0.17	
General debris and trash pickup	1 Acre	29.5	0.1	\$27.27	\$20,916.09	260	\$3.00	\$23,010.00	\$0.00	\$43,926.09	767.00	0.37	
Irrigation - watering, inspection, repair	10,000 sq. ft.	5.23	0.5	\$27.27	\$427.87	6	\$3.00	\$94.14	\$0.00	\$522.01	15.69	0.01	
Tree Inspection	Each	383	0.3	\$27.27	\$3,133.32	1	\$3.00	\$1,149.00	\$0.00	\$4,282.32	114.90	0.06	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	5.23	0.1	\$27.27	\$370.82	26	\$3.00	\$407.94	\$0.00	\$778.76	13.60	0.01	
Empty trash receptacles	Each	2	0.1	\$27.27	\$1,418.04	260	\$0.10	\$52.00	\$0.00	\$1,470.04	52.00	0.03	
Benches inspection	Each	1	0.1	\$27.27	\$141.80	52	\$10.00	\$520.00	\$0.00	\$661.80	5.20	0.00	
Botanical Garden Maintenance	10,000 sq. ft.	5.23	0.3	\$27.27	\$1,112.45	26	\$3.00	\$407.94	\$0.00	\$1,520.39	40.79	0.02	
EAB Treatments	Each	12	0.3	\$27.27	\$294.52	3	\$5.00	\$180.00	\$0.00	\$474.52	10.80	0.01	
Bike Racks Inspection	Each	1	0.3	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Vehicle inspection	Each	1	0.3	\$27.27	\$2,127.06	260	\$3.00	\$780.00	\$0.00	\$2,907.06	78.00	0.04	
Mulch Tree Rings	Each	383	0.1	\$27.27	\$1,044.44	1	\$5.00	\$1,915.00	\$0.00	\$2,959.44	38.30	0.02	
Winterization of irrigation lines/bathroom facilities	Each	0	0.5	\$27.27	0	1	\$5.00	\$0.00	\$0.00	\$0.00	0	0.00	
					\$47,828.36			\$32,298.02	\$0.00	\$80,126.38	1,753.88	0.84	Positions
												0.84	PMT 2

District E: Doesn't currently include special events

District F—Bittersweet Park, Broadview Park, Franklin Park, Greeley Police Building, Luther Park

Table 30: District F - Bittersweet Park, Broadview Park, Franklin Park, Greeley Police Building, Luther Park

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	0.50	0.5	\$27.27	\$1,772.55	260	\$10.00	\$1,300.00	\$0.00	\$3,072.55	65.00	0.03	
General													
General safety inspection	1 Acre	69.37	1	\$27.27	\$22,700.64	12	\$3.00	\$2,497.32	\$0.00	\$25,197.96	832.44	0.40	
General debris and trash pickup	1 Acre	69.37	0.1	\$27.27	\$49,184.72	260	\$3.00	\$54,108.60	\$0.00	\$103,293.32	1803.62	0.87	
Restroom inspections	Each	2.00	0.75	\$27.27	\$245.43	6	\$5.00	\$60.00	\$0.00	\$305.43	9.00	0.00	
Playground inspection	Each	2.00	0.5	\$27.27	\$1,418.04	52	\$10.00	\$1,040.00	\$0.00	\$2,458.04	52.00	0.03	
Pavilion Inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Building inspection	Each	4.00	0.5	\$27.27	\$654.48	12	\$10.00	\$480.00	\$0.00	\$1,134.48	24.00	0.01	
Irrigation - watering, inspection, repair	10,000 sq. ft.	0.03	0.5	\$27.27	\$2.23	6	\$3.00	\$0.49	\$0.00	\$2.71	0.08	0.00	
Tree Inspection	Each	732.00	0.3	\$27.27	\$5,988.49	1	\$3.00	\$2,196.00	\$0.00	\$8,184.49	219.60	0.11	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	2.80	0.1	\$27.27	\$45.81	6	\$3.00	\$50.40	\$0.00	\$96.21	1.68	0.00	
Soft Surface Walking Path	10,000 sq. ft.	0.40	0.3	\$27.27	\$6.54	2	\$5.00	\$4.00	\$0.00	\$10.54	0.24	0.00	
Botanical garden maintenance	10,000 sq. ft.	2.80	0.3	\$27.27	\$595.58	26	\$10.00	\$728.00	\$0.00	\$1,323.58	21.84	0.01	
Annual Floral Maintenance	10,000 sq. ft.	0.08	0.3	\$27.27	\$17.02	26	\$10.00	\$20.80	\$0.00	\$37.82	0.62	0.00	
EAB Treatments	Each	22.00	0.3	\$27.27	\$539.95	3	\$5.00	\$330.00	\$0.00	\$869.95	19.80	0.01	
Amenities													
Empty trash receptacles	Each	68.00	0.1	\$27.27	\$48,213.36	260	\$0.10	\$1,768.00	\$0.00	\$49,981.36	1768.00	0.85	
Restroom maintenance	Each	6.00	0.75	\$27.27	\$22,088.70	180	\$3.00	\$3,240.00	\$0.00	\$25,328.70	810.00	0.39	
Drinking fountains inspection	Each	3.00	0.1	\$27.27	\$49.09	6	\$10.00	\$180.00	\$0.00	\$229.09	1.80	0.00	
Benches inspection	Each	11.00	0.1	\$27.27	\$359.96	12	\$10.00	\$1,320.00	\$0.00	\$1,679.96	13.20	0.01	
Bike racks inspection	Each	2.00	0.1	\$27.27	\$65.45	12	\$10.00	\$240.00	\$0.00	\$305.45	2.40	0.00	
Picnic tables inspection	Each	42.00	0.1	\$27.27	\$1,374.41	12	\$10.00	\$5,040.00	\$0.00	\$6,414.41	50.40	0.02	
Picnic shelters inspection	Each	4.00	0.5	\$27.27	\$654.48	12	\$10.00	\$480.00	\$0.00	\$1,134.48	24.00	0.01	
Playgrounds inspection	Each	3.00	0.5	\$27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18.00	0.01	
Maintenance facility inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Fence inspection	1 Mile	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Bollard inspection	Each	37.00	0.1	\$27.27	\$1,210.79	12	\$5.00	\$2,220.00	\$0.00	\$3,430.79	44.40	0.02	
Mulch Tree Rings	Each	732.00	0.3	\$27.27	\$5,988.49	1	\$5.00	\$3,660.00	\$0.00	\$9,648.49	219.60	0.11	
Vehicle inspection	Each	1.00	0.30	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	\$0.00	\$3,427.06	78.00	0.04	covers cost for Equipment maintenance
Picnic shelters inspection	Each	3	0.50	\$27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18.00	0.01	
BBQ Grills	Each	4	0.20	\$27.27	\$261.79	12	\$5.00	\$240.00	\$0.00	\$501.79	9.60	0.00	
Basketball Court	Each	1	0.50	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Mulch Tree Rings	Each	602	0.10	\$27.27	\$1,641.65	1	\$5.00	\$3,010.00	\$0.00	\$4,651.65	60.20	0.03	
					\$164,321.54			\$81,803.61	\$0.00	\$246,125.15	6025.73	2.90	Positions
												2.90	PMT 2, PMT 1

District F: Doesn’t currently include special events

District G—Longview Park, Promontory Park, Promontory Parkway A, Promontory Parkway B, Promontory Parkway C, Fire Station #6

Table 31: District G - Longview Park, Promontory Park, Promontory Parkway A, Promontory Parkway B, Promontory Parkway C, Fire Station #6

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	1.00	2	\$27.27	\$14,180.40	260	\$10.00	\$2,600.00	\$0.00	\$16,780.40	520.00	0.25	
General													
General safety inspection	1 Acre	31.71	1	\$27.27	\$10,376.78	12	\$3.00	\$1,141.56	\$0.00	\$11,518.34	380.52	0.18	
General debris and trash pickup	1 Acre	31.71	0.1	\$27.27	\$22,483.02	260	\$3.00	\$24,733.80	\$0.00	\$47,216.82	824.46	0.40	
Irrigation - watering, inspection, repair	Each	372.00	0.1	\$27.27	\$6,086.66	6	\$3.00	\$6,696.00	\$0.00	\$12,782.66	223.20	0.11	
Open/Close park facilities and gates	Each	0.00	0.3	\$27.27	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Tree Inspection	Each	1749.00	0.3	\$27.27	\$14,308.57	1	\$3.00	\$5,247.00	\$0.00	\$19,555.57	524.70	0.25	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	1.30	0.1	\$27.27	\$21.27	6	\$3.00	\$23.40	\$0.00	\$44.67	0.78	0.00	
Soft surface walking trail	10,000 sq. ft.	0.19	0.3	\$27.27	\$3.11	2	\$5.00	\$1.90	\$0.00	\$5.01	0.11	0.00	
Botanical garden maintenance	10,000 sq. ft.	16.10	0.3	\$27.27	\$3,424.57	26	\$10.00	\$4,186.00	\$0.00	\$7,610.57	125.58	0.06	
EAB Treatments	Each	27.00	0.3	\$27.27	\$662.66	3	\$5.00	\$405.00	\$0.00	\$1,067.66	24.30	0.01	
Backstop inspection	Each	1.00	0.3	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Amenities													
Empty trash receptacles	Each	7.00	0.1	\$27.27	\$4,963.14	260	\$0.10	\$182.00	\$0.00	\$5,145.14	182.00	0.09	
Benches inspection	Each	9.00	0.1	\$27.27	\$294.52	12	\$10.00	\$1,080.00	\$0.00	\$1,374.52	10.80	0.01	
Bike racks inspection	Each	5.00	0.1	\$27.27	\$163.62	12	\$10.00	\$600.00	\$0.00	\$763.62	6.00	0.00	
Picnic tables inspection	Each	9.00	0.1	\$27.27	\$294.52	12	\$10.00	\$1,080.00	\$0.00	\$1,374.52	10.80	0.01	
Picnic shelters inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Playgrounds inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Basketball Court Inspection	Each	1.00	0.3	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
BBQ Grills	Each	2.00	0.3	\$27.27	\$196.34	12	\$10.00	\$240.00	\$0.00	\$436.34	7.20	0.00	
Mulch Tree Rings	Each	1749.00	0.3	\$27.27	\$14,308.57	1	\$5.00	\$8,745.00	\$0.00	\$23,053.57	524.70	0.25	
Other - enter desired task		0.00	0	\$27.27	\$0.00								
Vehicle inspection	Each	1.00	0.30	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	\$0.00	\$3,427.06	78.00	0.04	covers cost for Equipment maintenance
					\$95,105.60			\$59,341.66	\$0.00	\$154,447.26	3487.55	1.68	

District G: Doesn't currently include special events

District H—Allen Park, Coyote Run Park, Epple Park, Fire Station #3, Pheasant Run Park, Westmoor Park

Table 32: District H - Allen Park, Coyote Run Park, Epple Park, Fire Station #3, Pheasant Run Park, Westmoor Park

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	1.00	2	\$27.27	\$14,180.40	260	\$10.00	\$2,600.00	\$0.00	\$16,780.40	520.00	0.25	
General													
General safety inspection	1 Acre	35.52	1	27.27	\$11,623.56	12	\$3.00	\$1,278.72	\$0.00	\$12,902.28	426.24	0.20	
General debris and trash pickup	1 Acre	35.52	0.1	27.27	\$25,184.39	260	\$3.00	\$27,705.60	\$0.00	\$52,889.99	923.52	0.44	
Irrigation - watering, inspection, repair	10,000 sq. ft.	128.00	0.5	27.27	\$10,471.68	6	\$3.00	\$2,304.00	\$0.00	\$12,775.68	384	0.18	
Tree Inspection	Each	431.00	0.3	27.27	\$3,526.01	1	\$3.00	\$1,293.00	\$0.00	\$4,819.01	129.3	0.06	
Drip Irrigation - watering, inspection, repair	Each	0.55	0.1	27.27	\$9.00	6	\$3.00	\$9.90	\$0.00	\$18.90	0.33	0.00	
Botanical garden maintenance	10,000 sq. ft.	0.55	0.3	27.27	\$116.99	26	\$10.00	\$143.00	\$0.00	\$259.99	4.29	0.00	
EAB Treatments	Each	7.00	0.3	27.27	\$171.80	3	\$5.00	\$105.00	\$0.00	\$276.80	6.3	0.00	
Structures													
Bridge inspection (non-structural inspection)	Each	3.00	0.3	27.27	\$294.52	12	\$10.00	\$360.00	\$0.00	\$654.52	10.8	0.01	
Restroom building inspection	Each	2.00	0.75	27.27	\$122.72	3	\$5.00	\$30.00	\$0.00	\$152.72	4.5	0.00	
Fishing Pier inspection	Each	1.00	0.3	27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.6	0.00	
Backstop inspection	Each	1.00	0.3	27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.6	0.00	
Amenities													
Empty trash receptacles	Each	32.00	0.1	27.27	\$22,688.64	260	\$10.00	\$83,200.00	\$0.00	\$105,888.64	832	0.40	
Restroom maintenance	Each	4.00	0.75	27.27	\$490.86	6	\$10.00	\$240.00	\$0.00	\$730.86	18	0.01	
Drinking fountains inspection	Each	0.00	0.1	27.27	\$0.00	6	\$10.00	\$0.00	\$0.00	\$0.00	0	0.00	
Pet station restocking	Each	0.00	0.1	27.27	\$0.00	52	\$10.00	\$0.00	\$0.00	\$0.00	0	0.00	
Benches inspection	Each	6.00	0.1	27.27	\$196.34	12	\$10.00	\$720.00	\$0.00	\$916.34	7.2	0.00	
Bike racks inspection	Each	2.00	0.1	27.27	\$65.45	12	\$10.00	\$240.00	\$0.00	\$305.45	2.4	0.00	
Picnic tables inspection	Each	13.00	0.5	27.27	\$2,127.06	12	\$10.00	\$1,560.00	\$0.00	\$3,687.06	78	0.04	
Picnic shelters inspection	Each	3.00	0.5	27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18	0.01	
Vehicle inspection	Each	1.00	0.1	27.27	\$709.02	260	5	\$1,300.00	\$0.00	\$2,009.02	26	0.01	
Mulch Tree Rings	Each	431.00	0.3	27.27	\$0.00			\$0.00	\$0.00	\$0.00	0	0.00	
					\$93,483.74			\$123,989.22	\$0.00	\$217,472.96	3428.08	1.65	
												1.65	PMT 2

District H: Doesn’t currently include special events

District I—Cottonwood Park, Homestead Park, Leavy Park, Sanborn Park, Woodbriar Park

Table 33: District I - Cottonwood Park, Homestead Park, Leavy Park, Sanborn Park, Woodbriar Park

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	1.00	1.5	\$27.27	\$10,635.30	260	\$10.00	\$2,600.00	\$0.00	\$13,235.30	390.00	0.19	
General													
General safety inspection	1 Acre	35.69	1	\$27.27	\$11,679.20	12	\$3.00	\$1,284.84	\$0.00	\$12,964.04	428.28	0.21	
General debris and trash pickup	1 Acre	35.69	0.1	\$27.27	\$25,304.92	260	\$3.00	\$27,838.20	\$0.00	\$53,143.12	927.94	0.45	
Restroom inspections	Each	3.00	0.75	\$27.27	\$368.15	6	\$3.00	\$54.00	\$0.00	\$422.15	13.50	0.01	
Pavilion Inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Building inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Irrigation - watering, inspection, repair	Each	142.00	0.5	\$27.27	\$11,617.02	6	\$3.00	\$2,556.00	\$0.00	\$14,173.02	426.00	0.20	
Tree Inspection	Each	558.00	0.3	\$27.27	\$4,565.00	1	\$3.00	\$1,674.00	\$0.00	\$6,239.00	167.40	0.08	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	0.30	0.1	\$27.27	\$4.91	6	\$6.00	\$10.80	\$0.00	\$15.71	0.18	0.00	
Volleyball Court Maintenance	Each	1.00	0.3	\$27.27	\$49.09	6	\$5.00	\$30.00	\$0.00	\$79.09	1.80	0.00	
Botanical garden maintenance	10,000 sq. ft.	0.30	0.3	\$27.27	\$63.81	26	\$10.00	\$78.00	\$0.00	\$141.81	2.34	0.00	
EAB Treatments	Each	12.00	0.3	\$27.27	\$32.40	0.33	\$5.00	\$19.80	\$0.00	\$52.20	1.19	0.00	
Amenities	Each												
Empty trash receptacles	Each	27.00	0.1	\$27.27	\$19,143.54	260	\$0.10	\$702.00	\$0.00	\$19,845.54	702.00	0.34	
Restroom maintenance	Each	3.00	0.75	\$27.27	\$15,952.95	260	\$3.00	\$2,340.00	\$0.00	\$18,292.95	585.00	0.28	
Drinking fountains inspection	Each	3.00	0.1	\$27.27	\$49.09	6	\$5.00	\$90.00	\$0.00	\$139.09	1.80	0.00	
Benches inspection	Each	11.00	0.1	\$27.27	\$359.96	12	\$10.00	\$1,320.00	\$0.00	\$1,679.96	13.20	0.01	
Bike racks inspection	Each	2.00	0.1	\$27.27	\$65.45	12	\$10.00	\$240.00	\$0.00	\$305.45	2.40	0.00	
Picnic tables inspection	Each	13.00	0.1	\$27.27	\$425.41	12	\$10.00	\$1,560.00	\$0.00	\$1,985.41	15.60	0.01	
Picnic shelters inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Playgrounds inspection	Each	3.00	0.5	\$27.27	\$2,127.06	52	\$10.00	\$1,560.00	\$0.00	\$3,687.06	78.00	0.04	
Mulch Tree Rings	Each	558.00	0.3	\$27.27	\$1,506.45	0.33	\$5.00	\$920.70	\$0.00	\$2,427.15	55.24	0.03	
Other - enter desired task		0.00	0.3	27.27	\$0.00								
Vehicle inspection	Each	1.00	0.30	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	\$0.00	\$3,427.06	78.00	0.04	covers cost for Equipment maintenance
					\$104,767.79			\$45,478.34	\$0.00	\$150,246.13	3841.87	1.85	Positions
												1.85	PMT 2

District I: Doesn’t currently include special events

District K—Butch Butler Field, Twin Rivers Softball Complex, Twin Rivers Park & FunPlex Grounds

Table 34: District K - Butch Butler Field, Twin Rivers Softball Complex, Twin Rivers Park & FunPlex Grounds

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
Travel Time	Hour	2.00	2.00	\$27.27	\$28,360.80	260	\$10.00	\$5,200.00	\$0.00	\$33,560.80	1,040.00	0.50	PMT1, PMT 2 (1.5 hrs each X 5 days)
General													
General safety inspection	1 Acre	47.50	1	\$27.27	\$15,543.90	12	\$3.00	\$1,710.00	\$0.00	\$17,253.90	570.00	0.27	
General debris and trash pickup	1 Acre	47.50	0.1	\$27.27	\$33,678.45	260	\$3.00	\$37,050.00	\$0.00	\$70,728.45	1,235.00	0.59	
Restroom inspections	Each	6.00	0.75	\$27.27	\$1,104.44	9	\$3.00	\$162.00	\$0.00	\$1,266.44	40.50	0.02	
Vandalism inspection	Each	0.00	0.3	\$27.27	\$0.00	24	\$3.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Drinking fountains	Each	3.00	0.3	\$27.27	\$147.26	6	\$3.00	\$54.00	\$0.00	\$201.26	5.40	0.00	
Pavilion Inspection	Each	3.00	0.5	\$27.27	\$490.86	12	\$5.00	\$180.00	\$0.00	\$670.86	18.00	0.01	
Building inspection	Each	5.00	0.5	\$27.27	\$818.10	12	\$10.00	\$600.00	\$0.00	\$1,418.10	30.00	0.01	
Irrigation - watering, inspection, repair	10/000 sq. ft.	240.00	0.5	\$27.27	\$19,634.40	6	\$3.00	\$4,320.00	\$0.00	\$23,954.40	720.00	0.35	
Open/Close park facilities and gates	Each	4.00	0.1	\$27.27	\$2,836.08	260	\$0.00	\$0.00	\$0.00	\$2,836.08	104.00	0.05	
Tree Inspection	Each	448.00	0.3	\$27.27	\$3,665.09	1	\$3.00	\$1,344.00	\$0.00	\$5,009.09	134.40	0.06	
Drip Irrigation - watering, inspection, repair	10/400 sq. ft.	6.40	0.1	\$27.27	\$104.72	6	\$6.00	\$230.40	\$0.00	\$335.12	3.84	0.00	
Batting cage maintenance	Each	2.00	0.3	\$27.27	\$3,272.40	200	\$5.00	\$2,000.00	\$0.00	\$5,272.40	120.00	0.06	
Infield Maintenance	Each	5.00	0.8	\$27.27	\$21,816.00	200	\$5.00	\$5,000.00	\$0.00	\$26,816.00	800.00	0.38	
Landscape Maintenance													
Botanical garden maintenance	10,000 sq. ft.	6.40	0.5	\$27.27	\$2,268.86	26	\$10.00	\$1,664.00	\$0.00	\$3,932.86	83.20	0.04	
EAB Treatments	Each	2.00	0.3	\$27.27	\$5.40	0.33	\$5.00	\$3.30	\$0.00	\$8.70	0.20	0.00	
Drainage	Each												
Culvert/catch basin clearing	Each	1.00	1	\$27.27	\$327.24	12	\$10.00	\$120.00	\$0.00	\$447.24	12.00	0.01	
Structures									\$0.00				
Bridge inspection (non-structural inspection)	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Restroom building inspection	Each	2.00	0.8	\$27.27	\$11,344.32	260	\$3.00	\$1,560.00	\$0.00	\$12,904.32	416.00	0.20	
Pavilion inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Backstop inspection	Each	4.00	0.5	\$27.27	\$654.48	12	\$10.00	\$480.00	\$0.00	\$1,134.48	24.00	0.01	
Inspection of irrigation lines	10,000 ln. ft.	0.02	0.5	\$27.27	\$8.51	26	\$3.00	\$1.87	\$0.00	\$10.38	0.31	0.00	
Amenities	Each								\$0.00				
Empty trash receptacles	Each	39.00	0.1	\$27.27	\$27,651.78	260	\$0.10	\$1,014.00	\$0.00	\$28,665.78	1,014.00	0.49	
Restroom maintenance	Each	6.00	0.8	\$27.27	\$34,032.96	260	\$3.00	\$4,680.00	\$0.00	\$38,712.96	1,248.00	0.60	
Drinking fountains inspection	Each	3.00	0.3	\$27.27	\$147.26	6	\$5.00	\$90.00	\$0.00	\$237.26	5.40	0.00	
Benches inspection	Each	19.00	0.3	\$27.27	\$1,865.27	12	\$5.00	\$1,140.00	\$0.00	\$3,005.27	68.40	0.03	
Picnic tables inspection	Each	11.00	0.3	\$27.27	\$1,079.89	12	\$10.00	\$1,320.00	\$0.00	\$2,399.89	39.60	0.02	
Picnic shelters inspection	Each	3.00	0.5	\$27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18.00	0.01	
Playgrounds inspection	Each	2.00	0.5	\$27.27	\$1,418.04	52	\$10.00	\$1,040.00	\$0.00	\$2,458.04	52.00	0.03	
Maintenance facility inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Amphitheater inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Vehicle inspection	Each	2.00	0.3	\$27.27	\$4,254.12	260	\$5.00	\$2,600.00	\$0.00	\$6,854.12	156.00	0.08	
Bleacher Inspection	Each	11.00	0.5	\$27.27	\$1,799.82	12	\$10.00	\$1,320.00	\$0.00	\$3,119.82	66.00	0.03	
Grill Cleaning/Inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$5.00	\$120.00	\$0.00	\$447.24	12.00	0.01	
Winter	Each								\$0.00				
Winterization of irrigation lines/bathroom facilities	Each	240.00	0.5	\$27.27	\$3,272.40	1	\$5.00	\$1,200.00	\$0.00	\$4,472.40	120.00	0.06	
					\$223,239.06			\$77,163.59	\$0.00	\$300,402.65	8,186.25	3.94	
													PMT 2, PMT 1

District K: Doesn’t currently include special events

District L—Centennial Park, Tennis Courts and Skate Park, Centennial Pool, Forbes Field, Sherwood Park

Table 35: District L - Centennial Park, Tennis Courts and Skate Park, Centennial Pool, Forbes Field, Sherwood Park

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
General				\$27.27									
Travel Time	Hour	1.00	1.50	\$27.27	\$10,635.30	260	\$10.00	\$2,600.00	0	\$13,235.30	390.00	0.19	PMT1, PMT 2 (1.5 hrs each X 5 days)
General safety inspection	1 Acre	29.19	1	\$27.27	\$9,552.14	12	\$3.00	\$1,050.84	0	\$10,602.98	350.28	0.17	
General debris and trash pickup	1 Acre	29.19	0.1	\$27.27	\$20,696.29	260	\$3.00	\$22,768.20	0	\$43,464.49	758.94	0.36	
Restroom inspections	Each	6.00	0.8	\$27.27	\$34,032.96	260	\$3.00	\$4,680.00	0	\$38,712.96	1,248.00	0.60	
Drinking fountains	Each	7.00	0.3	\$27.27	\$343.60	6	\$3.00	\$126.00	0	\$469.60	12.60	0.01	
Playground inspection	Each	2.00	0.5	\$27.27	\$1,418.04	52	\$10.00	\$1,040.00	0	\$2,458.04	52.00	0.03	
Pavilion Inspection	Each	3.00	0.5	\$27.27	\$490.86	12	\$10.00	\$360.00	0	\$850.86	18.00	0.01	
Building inspection	Each	4.00	0.5	\$27.27	\$654.48	12	\$10.00	\$480.00	0	\$1,134.48	24.00	0.01	
Irrigation - watering, inspection, repair	Each	135.00	0.5	\$27.27	\$11,044.35	6	\$3.00	\$2,430.00	0	\$13,474.35	405.00	0.19	
Tree Inspection	Each	339.00	0.3	\$27.27	\$915.21	0.33	\$3.00	\$335.61	0	\$1,250.82	33.56	0.02	
Drip Irrigation - watering, inspection, repair	Each	2.29	0.3	\$27.27	\$112.60	6	\$6.00	\$82.58	0	\$195.19	4.13	0.00	
Tennis Court Inspection	Each	12.00	0.3	\$27.27	\$1,178.06	12	\$10.00	\$1,440.00	0	\$2,618.06	43.20	0.02	
Skatepark Inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	0	\$283.62	6.00	0.00	
Bleacher Inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	0	\$283.62	6.00	0.00	
Pickleball Court Maintenance	Each	8.00	0.3	\$27.27	\$785.38	12	\$10.00	\$960.00	0	\$1,745.38	28.80	0.01	
Infield Maintenance	Each	1.00	0.8	\$27.27	\$4,363.20	200	\$10.00	\$2,000.00	0	\$6,363.20	160.00	0.08	
Landscape Maintenance													
Botanical garden maintenance	10,000 sq. ft.	2.29	0.5	\$27.27	\$813.25	26	\$10.00	\$596.44	0	\$1,409.69	29.82	0.01	
EAB Treatments	Each	7.00	0.3	\$27.27	\$18.90	0.33	\$5.00	\$11.55	0	\$30.45	0.69	0.00	
Structures					\$0.00			\$0.00	0	\$0.00	0.00	0.00	
Restroom building inspection	Each	3.00	0.8	\$27.27	\$785.38	12	\$10.00	\$360.00	0	\$1,145.38	28.80	0.01	
Pavilion inspection	Each	4.00	0.2	\$27.27	\$261.79	12	\$10.00	\$480.00	0	\$741.79	9.60	0.00	
Backstop inspection	Each	2.00	0.3	\$27.27	\$196.34	12	\$10.00	\$240.00	0	\$436.34	7.20	0.00	
Inspection of irrigation lines	Each	109.00	0.3	\$27.27	\$5,350.37	6	\$6.00	\$3,924.00	0	\$9,274.37	196.20	0.09	
Amenities									0				
Empty trash receptacles	Each	36.00	0.1	\$27.27	\$25,524.72	260	\$0.10	\$936.00	0	\$26,460.72	936.00	0.45	
Restroom maintenance	Each	5.00	0.8	\$27.27	\$28,360.80	260	\$3.00	\$3,900.00	0	\$32,260.80	1,040.00	0.50	
Drinking fountains inspection	Each	5.00	0.3	\$27.27	\$245.43	6	\$3.00	\$90.00	0	\$335.43	9.00	0.00	
Benches inspection	Each	11.00	0.3	\$27.27	\$1,079.89	12	\$5.00	\$660.00	0	\$1,739.89	39.60	0.02	
Bike racks inspection	Each	3.00	0.3	\$27.27	\$294.52	12	\$5.00	\$180.00	0	\$474.52	10.80	0.01	
Picnic tables inspection	Each	17.00	0.3	\$27.27	\$1,668.92	12	\$5.00	\$1,020.00	0	\$2,688.92	61.20	0.03	
Picnic shelters inspection	Each	4.00	0.5	\$27.27	\$654.48	12	\$10.00	\$480.00	0	\$1,134.48	24.00	0.01	
Playgrounds inspection	Each	2.00	0.5	\$27.27	\$1,418.04	52	\$10.00	\$1,040.00	0	\$2,458.04	52.00	0.03	
Lighting inspection	Each	16.00	0.5	\$27.27	\$1,745.28	8	\$10.00	\$1,280.00	0	\$3,025.28	64.00	0.03	
Fence inspection	10,000 In. ft.	22.00	0.3	\$27.27	\$719.93	4	\$10.00	\$880.00	0	\$1,599.93	26.40	0.01	
Bollard inspection	Each	10.00	0.3	\$27.27	\$163.62	2	\$5.00	\$100.00	0	\$263.62	6.00	0.00	
Vehicle inspection	Each	1.00	0.3	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	0	\$3,427.06	78.00	0.04	
Grill Cleaning/Inspection	Each	5.00	0.3	\$27.27	\$490.86	12	\$3.00	\$180.00	0	\$670.86	18.00	0.01	
Winter								\$0.00	0				
Winterization of irrigation lines/bathroom facilities	Each	109.00	0.3	\$27.27	\$891.73	1	\$3.00	\$327.00	0	\$1,218.73	32.70	0.02	
Mulch Tree Rings	Each	339.00	0.3	\$27.27	\$2,773.36	1	\$5.00	\$1,695.00	0	\$4,468.36	101.70	0.05	
Other - enter desired task		0.00	0	\$27.27	\$0.00			\$0.00	0	\$0.00	0.00	0.00	
					\$172,134.38			\$60,273.22	0	\$232,407.61	6312.2252	3.03	
													PMT 2

District L: Doesn’t currently include special events

District M—Youth Sports Complex

Table 36: District M - Youth Sports Complex

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
General													
Travel Time	Hour	1.00	1.50	\$27.27	\$10,635.30	260	\$10.00	\$2,600.00	0	\$13,235.30	390.00	0.19	PMT1, PMT 2 (1.5 hrs each X 5 days)
General safety inspection	1 Acre	72.50	1	\$27.27	\$23,724.90	12	\$3.00	\$2,610.00	0	\$26,334.90	870.00	0.42	
General debris and trash pickup	1 Acre	72.50	0.1	\$27.27	\$51,403.95	260	\$3.00	\$56,550.00	0	\$107,953.95	1,885.00	0.91	
Restroom inspections	Each	2.00	0.8	\$27.27	\$261.79	6	\$3.00	\$36.00	0	\$297.79	9.60	0.00	
Vandalism inspection	Each	0.00	0.3	\$27.27	\$0.00	24	\$3.00	\$0.00	0	\$0.00	0.00	0.00	
Drinking fountains	Each	2.00	0.3	\$27.27	\$98.17	6	\$3.00	\$36.00	0	\$134.17	3.60	0.00	
Playground inspection	Each	1.00	0.5	\$27.27	\$709.02	52	\$10.00	\$520.00	0	\$1,229.02	26.00	0.01	
Pavilion Inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	0	\$283.62	6.00	0.00	
Building inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	0	\$567.24	12.00	0.01	
Irrigation - watering, inspection, repair	Each	138.00	0.3	\$27.27	\$6,773.87	6	\$3.00	\$2,484.00	0	\$9,257.87	248.40	0.12	
Tree Inspection	Each	285.00	0.3	\$27.27	\$2,331.59	1	\$3.00	\$855.00	0	\$3,186.59	85.50	0.04	
Infield Maintenance	Each	12.00	0.8	\$27.27	\$52,358.40	200	\$5.00	\$12,000.00	0	\$64,358.40	1,920.00	0.92	
Batting Cage Maintenance	Each	1.00	0.3	\$27.27	\$1,636.20	200	\$10.00	\$2,000.00	0	\$3,636.20	60.00	0.03	
Structures									0				
Restroom building inspection	Each	1.00	0.8	\$27.27	\$261.79	12	\$10.00	\$120.00	0	\$381.79	9.60	0.00	
Pavilion inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	0	\$283.62	6.00	0.00	
Backstop inspection	Each	12.00	0.5	\$27.27	\$1,963.44	12	\$10.00	\$1,440.00	0	\$3,403.44	72.00	0.03	
Inspection of irrigation lines	Each	138.00	0.3	\$27.27	\$6,773.87	6	\$6.00	\$4,968.00	0	\$11,741.87	248.40	0.12	
Amenities									0				
Empty trash receptacles	Each	0.00	0.1	\$27.27	\$0.00	260	\$0.10	\$0.00	0	\$0.00	0.00	0.00	
Restroom maintenance	Each	2.00	0.8	\$27.27	\$11,344.32	260	\$3.00	\$1,560.00	0	\$12,904.32	416.00	0.20	
Drinking fountains inspection	Each	2.00	0.3	\$27.27	\$98.17	6	\$3.00	\$36.00	0	\$134.17	3.60	0.00	
Benches inspection	Each	4.00	0.3	\$27.27	\$392.69	12	\$5.00	\$240.00	0	\$632.69	14.40	0.01	
Bike racks inspection	Each	2.00	0.3	\$27.27	\$196.34	12	\$5.00	\$120.00	0	\$316.34	7.20	0.00	
Picnic tables inspection	Each	8.00	0.3	\$27.27	\$785.38	12	\$10.00	\$960.00	0	\$1,745.38	28.80	0.01	
Picnic shelters inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	0	\$283.62	6.00	0.00	
Playgrounds inspection	Each	1.00	0.5	\$27.27	\$709.02	52	\$10.00	\$520.00	0	\$1,229.02	26.00	0.01	
Maintenance facility inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	0	\$567.24	12.00	0.01	
Fence inspection	Each	12.00	0.3	\$27.27	\$392.69	4	\$10.00	\$480.00	0	\$872.69	14.40	0.01	
Vehicle inspection	Each	5.00	0.3	\$27.27	\$10,635.30	260	\$5.00	\$6,500.00	0	\$17,135.30	390.00	0.19	
Winter									0				
Winterization of irrigation lines/ bathroom facilities	Each	138.00	0.3	\$27.27	\$1,128.98	1	\$5.00	\$690.00	0	\$1,818.98	41.40	0.02	
Mulch Tree Rings	Each	285.00	0.3	\$27.27	\$2,331.59	1	\$5.00	\$1,425.00	0	\$3,756.59	85.50	0.04	
Other - enter desired task		0.00	0	\$27.27	\$0.00						0.00	0.00	
					\$188,092.10			\$99,590.00	0	\$287,682.10	6,897.40	3.32	
													PMT 2

District M: Doesn’t currently include special events

District N—Monfort Sports Park, Fire Station #5, J.B. Jones Park

Table 37: District N - Monfort Sports Park, Fire Station #5, J.B. Jones Park

Maintenance Activity	Optimal Frequency				Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits									
General													
Travel Time	Hour	2	1.00	\$27.27	\$14,180.40	260	\$10.00	\$2,600.00	\$0.00	\$16,780.40	520.00	0.25	PMT1, PMT 2 (1.5 hrs each X 5 days)
General safety inspection	1 Acre	75.06	1.00	\$27.27	\$24,562.63	12	\$3.00	\$36.00	\$0.00	\$24,598.63	900.72	0.43	
General debris and trash pickup	1 Acre	75.06	0.10	\$27.27	\$53,219.04	260	\$3.00	\$78.00	\$0.00	\$53,297.04	1,951.56	0.94	
Restroom inspections	Each	1	0.75	\$27.27	\$122.72	6	\$3.00	\$13.50	\$0.00	\$136.22	4.50	0.00	
Drinking fountains	Each	3	0.10	\$27.27	\$49.09	6	\$3.00	\$1.80	\$0.00	\$50.89	1.80	0.00	
Playground inspection	Each	1	0.50	\$27.27	\$709.02	52	\$10.00	\$260.00	\$0.00	\$969.02	26.00	0.01	
Pavilion Inspection	Each	1	0.50	\$27.27	\$163.62	12	\$10.00	\$60.00	\$0.00	\$223.62	6.00	0.00	
Building inspection	Each	4	0.50	\$27.27	\$654.48	12	\$10.00	\$60.00	\$0.00	\$714.48	24.00	0.01	
Irrigation - watering, inspection, repair	Each	279	0.50	\$27.27	\$22,824.99	6	\$6.00	\$18.00	\$0.00	\$22,842.99	837.00	0.40	
Tree Inspection	Each	922	0.30	\$27.27	\$7,542.88	1	\$3.00	\$0.90	\$0.00	\$7,543.78	276.60	0.13	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	2.43	0.10	\$27.27	\$39.76	6	\$3.00	\$1.80	\$0.00	\$41.56	1.46	0.00	
Landscape Maintenance													
Mowing-clear zones	1 Acre		0.50	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Mowing-trailhead areas	1 Acre		0.60	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Brush trimming/Tree trimming	Each		1.00	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Weed control	Each		0.50	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
String trimming	Each		0.30	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Botanical garden maintenance	10,000 sq. ft.	2.43	0.30	\$27.27	\$516.88	26	\$10.00	\$78.00	\$0.00	\$594.88	18.95	0.01	
EAB Treatments		36	0.00	\$27.27	\$0.00	0.33	\$5.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Drainage													
Culvert/catch basin clearing	Each	1	1.00	\$27.27	\$109.08	4	\$10.00	\$40.00	\$0.00	\$149.08	4.00	0.00	
Structures								\$0.00	\$0.00	\$0.00	0.00	0.00	
Bridge inspection (non-structural inspection)	Each	1	0.30	\$27.27	\$98.17	12	\$10.00	\$36.00	\$0.00	\$134.17	3.60	0.00	
Restroom building inspection	Each	1	0.75	\$27.27	\$122.72	6	\$10.00	\$45.00	\$0.00	\$167.72	4.50	0.00	
Pavilion inspection	Each	1	0.50	\$27.27	\$163.62	12	\$10.00	\$60.00	\$0.00	\$223.62	6.00	0.00	
Fishing Pier inspection	Each	1	0.50	\$27.27	\$163.62	12	\$10.00	\$60.00	\$0.00	\$223.62	6.00	0.00	
Backstop inspection	Each	1	0.30	\$27.27	\$98.17	12	\$10.00	\$36.00	\$0.00	\$134.17	3.60	0.00	
Inspection of irrigation lines	Each	255	0.50	\$27.27	\$20,861.55	6	\$3.00	\$9.00	\$0.00	\$20,870.55	765.00	0.37	
Amenities													
Empty trash receptacles	Each	41	0.10	\$27.27	\$29,069.82	260	\$0.10	\$2.60	\$0.00	\$29,072.42	1,066.00	0.51	
Restroom maintenance	Each	1	0.75	\$27.27	\$5,317.65	260	\$3.00	\$585.00	\$0.00	\$5,902.65	195.00	0.09	
Drinking fountains inspection	Each	2	0.10	\$27.27	\$32.72	6	\$3.00	\$1.80	\$0.00	\$34.52	1.20	0.00	
Pet station restocking	Each	2	0.20	\$27.27	\$1,090.80	100	\$3.00	\$60.00	\$0.00	\$1,150.80	40.00	0.02	
Benches inspection	Each	6	0.10	\$27.27	\$850.82	52	\$10.00	\$52.00	\$0.00	\$902.82	31.20	0.02	
Picnic tables inspection	Each	15	0.10	\$27.27	\$490.86	12	\$10.00	\$12.00	\$0.00	\$502.86	18.00	0.01	
Picnic shelters inspection	Each	3	0.50	\$27.27	\$490.86	12	\$10.00	\$60.00	\$0.00	\$550.86	18.00	0.01	
Playgrounds inspection	Each	1	0.50	\$27.27	\$709.02	52	\$10.00	\$260.00	\$0.00	\$969.02	26.00	0.01	
Maintenance facility inspection	Each	1	0.50	\$27.27	\$163.62	12	\$10.00	\$60.00	\$0.00	\$223.62	6.00	0.00	
Winter													
Winterization of irrigation lines/bathroom facilities	Each	279	2.00	\$27.27	\$15,216.66	1	\$10.00	\$20.00	\$0.00	\$15,236.66	558.00	0.27	
Mulch Tree Rings	Each	922	0.30	\$27.27	\$2,489.15	0.33	\$5.00	\$0.50	\$0.00	\$2,489.65	91.28	0.04	
Vehicle inspection	Each	1.00	0.30	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	\$0.00	\$3,427.06	78.00	0.04	covers cost for Equipment maintenance
Other - enter desired task			0.00	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
					\$204,251.48			\$5,907.90	\$0.00	\$210,159.38	7489.97	3.60	PMT2, PMT1

District N: Doesn’t currently include special events

District O—Calabaza Park (Vacant Lot), 3rd Street Skate Park, IGRP Field 5, IGRP Multi-use Fields, Ramseier Farm Park

Table 38: District O - Calbaza Park (Vacant Lot), 3rd Street Skate Park, IGRP Field 5, IGRP Multi-use Fields, Ramseier Farm Park

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
General													
Travel Time	Hour	1.00	1.50	\$27.27	\$10,635.30	260	\$10.00	\$2,600.00	\$0.00	\$13,235.30	390.00	0.19	PMT1, PMT 2 (1.5 hrs each X 5 days)
General safety inspection	1 Acre	27.40	1	\$27.27	\$8,966.38	12	\$3.00	\$986.40	\$0.00	\$9,952.78	328.80	0.16	
General debris and trash pickup	1 Acre	27.40	0.1	\$27.27	\$19,427.15	260	\$3.00	\$21,372.00	\$0.00	\$40,799.15	712.40	0.34	
Restroom inspections	Each	0.00	0.75	\$27.27	\$0.00	6	\$3.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Drinking fountains	Each	0.00	0.1	\$27.27	\$0.00	6	\$3.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Playground inspection	Each	0.00	0.5	\$27.27	\$0.00	52	\$3.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Pavilion Inspection	Each	3.00	0.5	\$27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18.00	0.01	
Building inspection	Each	0.00	0.5	\$27.27	\$0.00	12	\$10.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Irrigation - watering, inspection, repair	Each	103.00	0.5	\$27.27	\$8,426.43	6	\$6.00	\$3,708.00	\$0.00	\$12,134.43	309.00	0.15	
Open/Close park facilities and gates	Each	4.00	0.1	\$27.27	\$2,836.08	260	\$0.00	\$0.00	\$0.00	\$2,836.08	104.00	0.05	
Tree Inspection	Each	101.00	0.3	\$27.27	\$272.67	0.33	\$3.00	\$99.99	\$0.00	\$372.66	10.00	0.00	
Drip Irrigation - watering, inspection, repair	Each	0.00	0.1	\$27.27	\$0.00	6	\$3.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Field Painting	Each	3.00	1	\$27.27	\$12,271.50	150	\$10.00	\$4,500.00	\$0.00	\$16,771.50	450.00	0.22	
Soccer Goal Inspection	Each	6.00	0.3	\$27.27	\$1,079.89	22	\$10.00	\$1,320.00	\$0.00	\$2,399.89	39.60	0.02	
Drainage		0.00											
Culvert/catch basin clearing	Each	2.00	1	\$27.27	\$218.16	4	\$10.00	\$80.00	\$0.00	\$298.16	8.00	0.00	
Structures													
Retaining Walls	Each	5.00	0.3	\$27.27	\$490.86	12	\$10.00	\$600.00	\$0.00	\$1,090.86	18.00	0.01	
Restroom building inspection	Each	0.00	0.75	\$27.27	\$0.00	6	\$10.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Pavilion inspection	Each	3.00	0.5	\$27.27	\$490.86	12	\$10.00	\$360.00	\$0.00	\$850.86	18.00	0.01	
Inspection of irrigation lines	Each	103.00	0.5	\$27.27	\$8,426.43	6	\$6.00	\$3,708.00	\$0.00	\$12,134.43	309.00	0.15	
Amenities													
Empty trash receptacles	Each	15.00	0.1	\$27.27	\$10,635.30	260	\$0.10	\$390.00	\$0.00	\$11,025.30	390.00	0.19	
Restroom maintenance	Each	0.00	0.75	\$27.27	\$0.00	6	\$3.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Drinking fountains inspection	Each	0.00	0.1	\$27.27	\$0.00	6	\$3.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Pet station restocking	Each	1.00	0.2	\$27.27	\$545.40	100	\$3.00	\$300.00	\$0.00	\$845.40	20.00	0.01	
Information kiosk inspection	Each	1.00	0.1	\$27.27	\$32.72	12	\$10.00	\$120.00	\$0.00	\$152.72	1.20	0.00	
Benches inspection	Each	14.00	0.1	\$27.27	\$458.14	12	\$10.00	\$1,680.00	\$0.00	\$2,138.14	16.80	0.01	
Picnic tables inspection	Each	3.00	0.1	\$27.27	\$98.17	12	\$10.00	\$360.00	\$0.00	\$458.17	3.60	0.00	
Picnic shelters inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Playgrounds inspection	Each	1.00	0.5	\$27.27	\$709.02	52	\$10.00	\$520.00	\$0.00	\$1,229.02	26.00	0.01	
Lighting inspection	Each	9.00	0.1	\$27.27	\$196.34	8	\$10.00	\$720.00	\$0.00	\$916.34	7.20	0.00	
Bleacher Inspection	Each	2.00		\$27.27	\$0.00	12	\$10.00	\$240.00	\$0.00	\$240.00	0.00	0.00	
Winter													
Winterization of irrigation lines/bathroom facilities	Each	103.00	2	\$27.27	\$5,617.62	1	\$6.00	\$618.00	\$0.00	\$6,235.62	206.00	0.10	
Mulch Tree Rings	Each	101.00	0.3	\$27.27	\$272.67	0.33	\$5.00	\$166.65	\$0.00	\$439.32	10.00	0.00	
Vehicle inspection	Each	1.00	0.30	\$27.27	\$2,127.06	260	\$5.00	\$1,300.00	\$0.00	\$3,427.06	78.00	0.04	covers cost for Equipment maintenance
Other - enter desired task		0.00	0	\$27.27	\$0.00								
					\$95,052.26			\$46,349.04	\$0.00	\$141,401.30	3485.598	1.675768	PMT 2

District O: Doesn’t currently include special events

District P—Eagleview Park Vacant Lot, Fire Station #7, Greeley West Park, Hazelton Park, Peak View Park, Redtail Park (Vacant Lot)

Table 39: District P - Eagleview Park Vacant Lot, Fire Station #7, Greeley West Park, Hazelton Park, Peak View Park, Redtail Park (Vacant Lot)

Maintenance Activity	Optimal Frequency												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs	Notes
General													
Travel Time	Hour	1.00	1.00	\$27.27	\$7,090.20	260	\$10.00	\$2,600.00	\$0.00	\$9,690.20	260.00	0.13	PMT1, PMT 2 (1.5 hrs each X 5 days)
General safety inspection	1 Acre	63.27	1	\$27.27	\$20,704.47	12	\$3.00	\$2,277.72	\$0.00	\$22,982.19	759.24	0.37	
General debris and trash pickup	1 Acre	63.27	0.1	\$27.27	\$44,859.70	260	\$3.00	\$49,350.60	\$0.00	\$94,210.30	1,645.02	0.79	
Restroom inspections	Each	2.00	0.75	\$27.27	\$245.43	6	\$3.00	\$36.00	\$0.00	\$281.43	9.00	0.00	
Drinking fountains	Each	1.00	0.1	\$27.27	\$16.36	6	\$3.00	\$18.00	\$0.00	\$34.36	0.60	0.00	
Playground inspection	Each	1.00	0.5	\$27.27	\$709.02	52	\$10.00	\$520.00	\$0.00	\$1,229.02	26.00	0.01	
Pavilion Inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Building inspection	Each	1.00	0.5	\$27.27	\$163.62	12	\$10.00	\$120.00	\$0.00	\$283.62	6.00	0.00	
Irrigation - watering, inspection, repair	Each	150.00	0.5	\$27.27	\$12,271.50	6	\$6.00	\$5,400.00	\$0.00	\$17,671.50	450.00	0.22	
Tree Inspection	Each	310.00	0.3	\$27.27	\$836.92	0.33	\$3.00	\$306.90	\$0.00	\$1,143.82	30.69	0.01	
Drip Irrigation - watering, inspection, repair	10,000 sq. ft.	0.55	0.5	\$27.27	\$45.00	6	\$6.00	\$19.80	\$0.00	\$64.80	1.65	0.00	
Volleyball Court Maintenance	Each	1.00	0.3	\$27.27	\$65.45	8	\$10.00	\$80.00	\$0.00	\$145.45	2.40	0.00	
Basketball Court Maintenance	Each	1.00	0.3	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Trails/Pavement/Asphalt													
Soft Surface Walking Path	10,000 In. ft.	0.20	1	\$27.27	\$5.32	1	\$10.00	\$1.95	\$0.00	\$7.27	0.20	0.00	
Landscape Maintenance													
Mowing-clear zones		0.00	0.5	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Mowing-trailhead areas		0.00	0.6	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Brush trimming/Tree trimming		0.00	1	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Weed control		0.00	0.5	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
String trimming		0.00	0.3	\$27.27	\$0.00			\$0.00	\$0.00	\$0.00	0.00	0.00	
Botanical garden maintenance	10,000 sq. ft.	0.61	0.3	\$27.27	\$129.56	26	\$10.00	\$158.37	\$0.00	\$287.93	4.75	0.00	
Annual Floral Maintenance	10,000 sq. ft.	0.03	0.3	\$27.27	\$6.06	26	\$10.00	\$7.41	\$0.00	\$13.47	0.22	0.00	
Drainage		0.00							\$0.00				
Cleaning/edging drainpans in turf	Each	2.00	1	\$27.27	\$218.16	4	\$10.00	\$80.00	\$0.00	\$298.16	8.00	0.00	
Structures		0.00							\$0.00				
Bridge inspection (non-structural inspection)	Each	1.00	0.3	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Restroom building inspection	Each	1.00	0.75	\$27.27	\$122.72	6	\$10.00	\$60.00	\$0.00	\$182.72	4.50	0.00	
Pavilion inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Backstop inspection	Each	1.00	0.3	\$27.27	\$98.17	12	\$10.00	\$120.00	\$0.00	\$218.17	3.60	0.00	
Inspection of irrigation lines	Each	72.00	0.5	\$27.27	\$5,890.32	6	\$6.00	\$2,592.00	\$0.00	\$8,482.32	216.00	0.10	
Amenities		0.00							\$0.00				
Empty trash receptacles	Each	25.00	0.1	\$27.27	\$17,725.50	260	\$0.10	\$650.00	\$0.00	\$18,375.50	650.00	0.31	
Restroom maintenance	Each	1.00	0.75	\$27.27	\$5,317.65	260	\$3.00	\$780.00	\$0.00	\$6,097.65	195.00	0.09	
Drinking fountains inspection	Each	1.00	0.1	\$27.27	\$16.36	6	\$10.00	\$60.00	\$0.00	\$76.36	0.60	0.00	
Benches inspection	Each	13.00	0.1	\$27.27	\$425.41	12	\$10.00	\$1,560.00	\$0.00	\$1,985.41	15.60	0.01	
Bike racks inspection	Each	1.00	0.1	\$27.27	\$32.72	12	\$10.00	\$120.00	\$0.00	\$152.72	1.20	0.00	
Picnic tables inspection	Each	6.00	0.1	\$27.27	\$196.34	12	\$10.00	\$720.00	\$0.00	\$916.34	7.20	0.00	
Picnic shelters inspection	Each	2.00	0.5	\$27.27	\$327.24	12	\$10.00	\$240.00	\$0.00	\$567.24	12.00	0.01	
Playgrounds inspection	Each	4.00	0.5	\$27.27	\$2,836.08	52	\$10.00	\$2,080.00	\$0.00	\$4,916.08	104.00	0.05	
Grill Cleaning Inspection	Each	1.00	0.3	\$27.27	\$32.72	4	\$10.00	\$40.00	\$0.00	\$72.72	1.20	0.00	
Port-o-let Inspection/pick-up	Each	1.00	0.3	\$27.27	\$0.00	0	\$5.00	\$0.00	\$0.00	\$0.00	0.00	0.00	
Winter									\$0.00				
Winterization of irrigation lines/bathroom facilities	Each	72.00	2	\$27.27	\$3,926.88	1	\$3.00	\$216.00	\$0.00	\$4,142.88	144.00	0.07	
Mulch Tree Rings	Each	310.00	0.3	\$27.27	\$836.92	0.33	\$5.00	\$511.50	\$0.00	\$1,348.42	30.69	0.01	
Other - enter desired task		0.00	0	\$27.27	\$0.00								
					\$126,002.62			\$71,446.25	\$0.00	\$197,448.87	4,620.56	2.22	PMT 2

District P: Doesn’t currently include special events

Maintenance Assessment: Natural Areas and Trails

Introduction

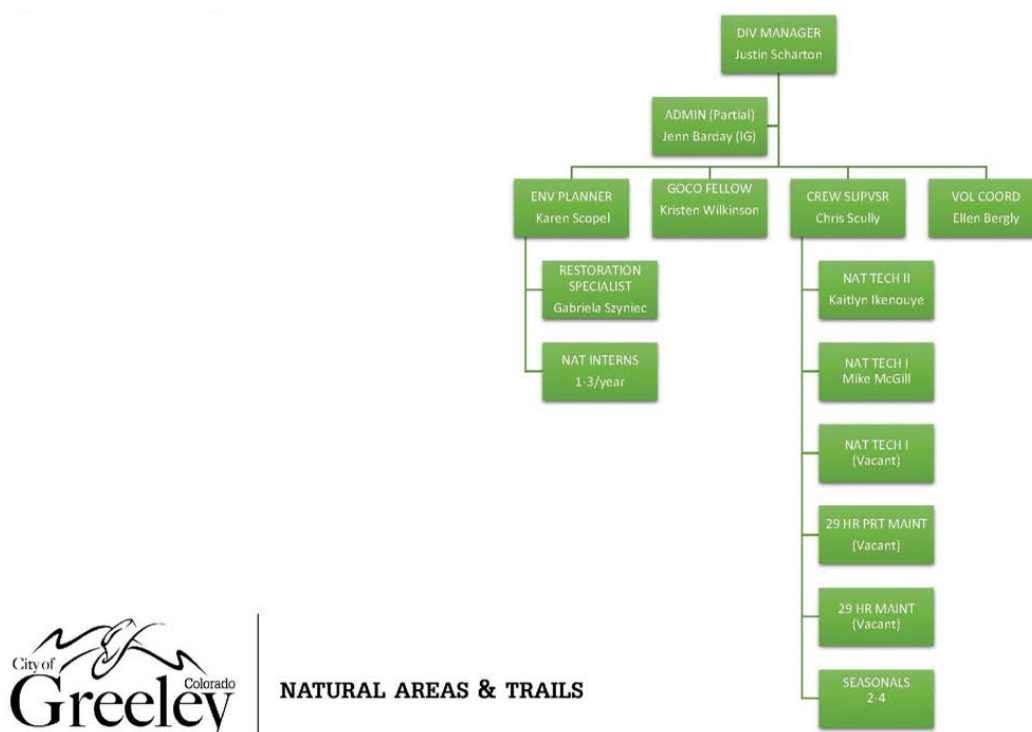
In the spring 2024, BerryDunn conducted a high-level analysis of the CPRD's NAT maintenance operations. The assessment included:

- SWOT analysis
- On-site tours and inspections
- Staff interviews
- Documentation review (of information applicable to operations)

The purpose of this analysis is to provide an outside perspective to review and help improve the success of NAT maintenance operations. This assessment is considered high level and not a detailed review of all NAT operations and components, focusing on NAT operations and maintenance.

CPRD NAT manages over 2,000 acres of natural areas and trails. NAT has 10 Full-Time Equivalent (FTEs), of which 5 are directly involved in maintenance operations. The following graphic shows the organizational chart for NAT.

Figure 107: Natural Areas & Trails Division Org Chart (as of 02/2024)



The key findings in this NAT Maintenance Operations Assessment were the result of on-site analysis, discussions, and review of maintenance and operations procedures. BerryDunn has identified key overall findings from this assessment, which are supported by the analysis contained within this report.

BerryDunn recommends that the information in this report is considered within the larger context of the overall Comprehensive Department Master Plan. For example, several of the key findings in the operations assessment will benefit from the overall department organizational analysis recommendations, which were also developed as a part of this plan.

Finally, on-site operation inspections were completed at a particular point in time during the 2024 winter season. This means variables exist that impact operations, such as weather, type of programming or service taking place, on-site staff experience, maintenance functions, and other factors that could influence the findings in this report. However, BerryDunn did review historic data and future planning considerations included in this effort.

The SWOT analysis, stakeholder conversations, discovery sessions, and site visits provided valuable information for this study. Overall, NAT maintenance operations are doing many things well, but opportunities still exist for improvement to make NAT operations even better. The great staff, unique NAT amenities, and teamwork are all points that truly stand out to staff, making them proud of the services they provide.

Key Findings

Based on the analysis, NAT is generally performing at a level that meets the needs of services provided. Additional staff resources will be needed to allow the NAT Division to be proactive in the management of its NAT area amenities and to allow the Division to expand its services. BerryDunn has identified the following key findings during discovery sessions and site visits.

Overall NAT Maintenance Operations

Positive:

- Operations follow industry best practices.
- Safety of participants and staff is a priority.
- Customer service is a priority.
- Natural areas and trails appear to be well maintained; however, snow was present during the on-site assessment.
- Staff are well trained.
- Proper supervision of staff is evident.
- Staff have routines based on the season of the year that seem to work well.

Opportunities for Improvement:

- To prepare for staff turnover, CPRD should collect and document the institutional knowledge and experience of its long-tenured employees.
- Add/improve equipment storage facility to protect very expensive equipment currently stored outdoors year-round. A lack of proper storage can lead to future equipment maintenance issues and a shortened life expectancy for this equipment.
- Develop a succession plan for full- and part-time employees.
- Improve staff recruitment and retention practices.

SWOT Analysis

CPRD's NAT Division is composed of 10 full-time employees who were invited, via survey, to provide feedback regarding the NAT Division's strengths, weaknesses, opportunities, and threats. Eight staff members participated in the survey.

Five of the NAT staff are directly involved in maintenance operations. The following is a summary of the SWOT analysis.

Figure 108: Strengths

1. Please list the greatest **STRENGTHS** of the Culture, Parks and Recreation Department related to the natural areas and trails operations and maintenance.

There were 8 responses.



Figure 109: Weaknesses

2. Please list the greatest **WEAKNESSES** of the Culture, Parks and Recreation Department related to the natural areas and trails operations and maintenance.

There were 8 responses.

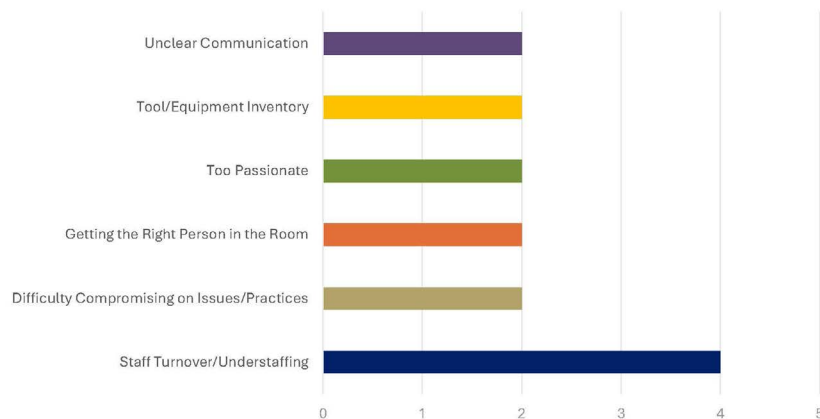
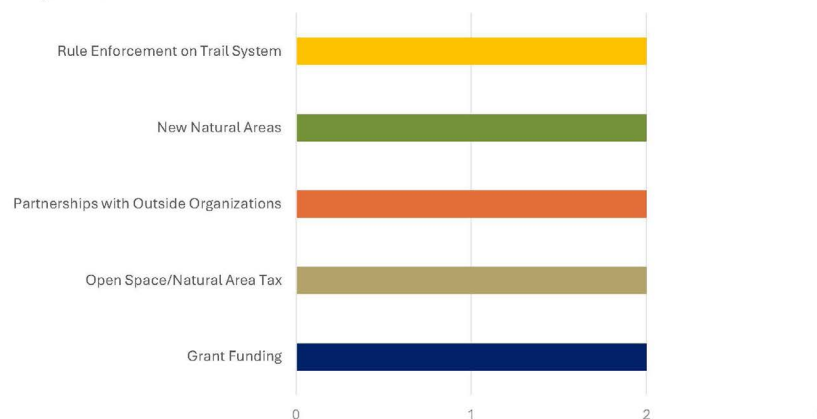


Figure 110: Opportunities

3. Please list the greatest OPPORTUNITIES for the Culture, Parks and Recreation Department related to natural areas and trails operations and maintenance.

There were 8 responses.

**Figure 111: Threats**

4. Please list the greatest THREATS for the Culture, Parks and Recreation Department related to natural areas and trails operations and maintenance.

There were 7 responses.

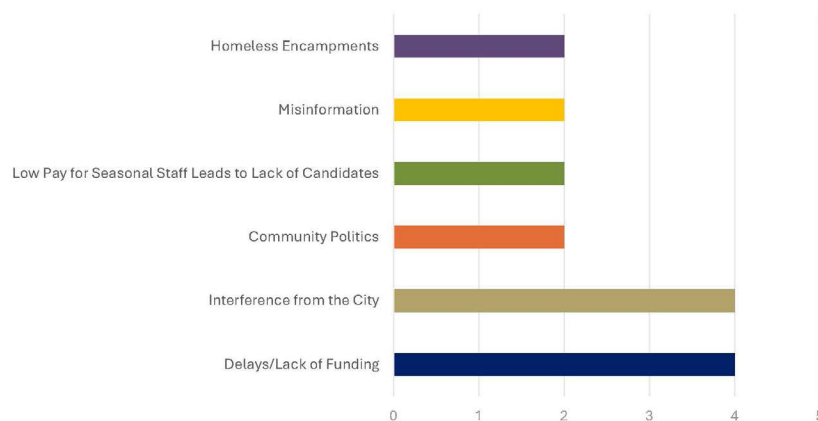


Figure 112: Other Feedback**5. Do you have any other feedback to share with the project team?**

There were 2 responses.

- NAT continues to be a small, scrappy, and passionate division focused on the best stewardship of Greeley's natural areas and trails with the resources available. With support from within the City leadership, NAT can become the strong entity it should be providing high quality services and amenities to the community.
- This is a fantastic division and I am excited to be part of the team. Kaitlyn and Mike have been outstanding to work with.

Comparison to other Agencies

Though no two departments are the same, based on BerryDunn's experience with agencies across the United States, Greeley's NAT staff have similar challenges and areas of opportunity to those of its peers. The top challenges typically identified by natural areas and trails staff include:

- A need for additional staffing to maintain areas
- A compensation package that attracts and retains staff
- The perception that NAT staff and their work are as valuable as other City roles
- Documenting procedures and historical knowledge as well as formalizing a succession plan

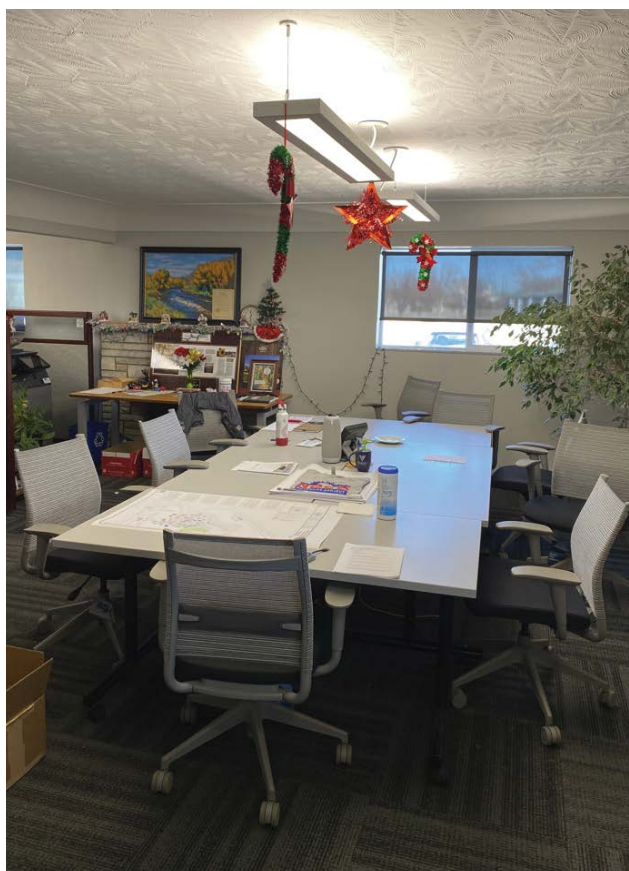
However, unlike most large cities and counties in Colorado, Greeley does not have a dedicated tax for natural areas. This lack of reliable funding significantly impacts CPRD's ability to provide the level of service and natural areas that community members have come to expect in Colorado.

Key Observations

The following pages summarize key observations from the onsite visits. Again, these observations should be considered a moment in time that is impacted by the weather conditions.

Office spaces are functional and are organized; however, they are undersized for existing staff. Additionally, the current NAT equipment storage area is outside and inadequate--the equipment must be stored outside, exposing it to weather-related wear and reducing its lifespan. Overall, the facility does not meet the demands of a modern NAT operational and maintenance program.

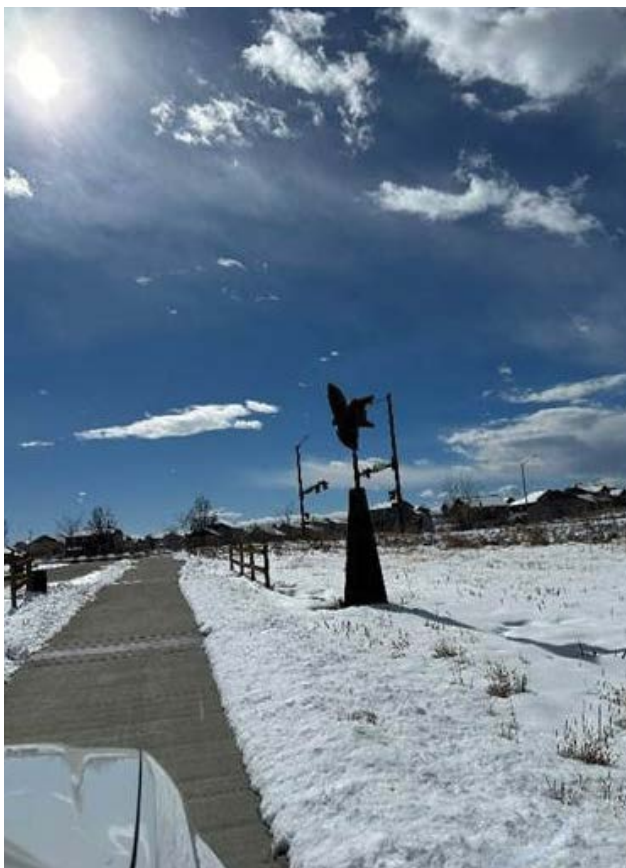
Figure 113: Office Space



Mountain Vista connector trail at Mountain Vista trailhead, along 20th Ave. between 71st and 83rd Ave.

Staff have cleared pathways after snow fall. Pathways appear in good condition.

Figure 114: Pathway



Due to time of year, inspection of natural areas was at a high level due to recent snowfall.

Figure 115: McCloskey Natural Area, just north of 10th St.



Public art in natural areas appear in good condition.

Figure 116: Public Art



Missile Site Park/Shurview trailhead. Clean, functional, portable toilets in good condition are provided at some locations.

Figure 117: Public Restroom



Signage and information kiosks are in good condition and well-maintained.

Figure 118: Island Grove Trailhead, south of Poudre River along 11th Ave.



Signage and information kiosks are in good condition and well-maintained.

Figure 119: Wayfinding



Natural areas are preserved and in original, natural state.

Figure 120: Campo Esparanza Natural Area, along 24th St. east of Balsam Ave.



NAT Operations and Maintenance Analysis

BerryDunn conducted a detailed analysis of NAT operations and maintenance, including a review of maintenance tasks and associated metrics (e.g., duration of personnel time needed to complete task, frequency, commodities). This analysis allowed BerryDunn to compare NAT operations to the industry standard number of personnel hours annually and the recommended number of FTEs related to operations and maintenance. Additionally, NAT staff are on-call for 6,586 hours annually with a cost of \$1.00 per hour, and typically respond approximately 70 hours annually with a cost of \$39.00 per hour. These costs are reflected in the analysis; however, the hours are not factored into the recommended number of FTE positions since being on-call is not actually a maintenance task.

NAT Operations and Maintenance staff consists of five FTEs directly involved in NAT operations and maintenance and two FTEs in Restoration. The following tables depict detailed maintenance activities required to maintain the NAT amenities at the optimal condition. Based on the tasks required to maintain CPRD NAT and our expertise, BerryDunn recommends a total of 9.69 FTE employees be assigned to NAT operations and maintenance.

The analysis completed for NAT Operations and Maintenance shows that the Division is attempting to complete all the necessary tasks for both natural area and trails maintenance, operations, and restoration. The time allotted to the majority tasks appear to be appropriate and in line with industry best practice standards. Prioritize system inspections to ensure alignment with clean, safe and beautiful standards and identify related funding needs. The restoration team could also increase training frequency for other NAT staff in an effort to provide improved understanding of the restoration process.

Table 40: NAT Operations and Maintenance Staff

FTE Dedicated to NAT Maintenance & Operations Tasks	Current FTEs	Recommended FTEs
NAT	5	7.41
Restoration	2	2.28
Total	7	9.69

Table 41: Summary of District Staff Needs — NAT

District	Annual Costs	Unit Personnel Hours	Unit FTEs
NAT	\$467,794.20	15,405.20	7.41
Restoration	\$151,865.00	4,746.51	2.28

Table 42: NAT Tasks

Natural Area Trails (NAT) Maintenance Activity			Optimal Frequency									
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs
Travel Time	Hour	7	0.80	\$26.00	\$37,856.00	260	\$10.00	\$18,200.00	\$0.00	\$56,056.00	1,456.00	0.70
General												
Weekend Coverage (8 hours per day)	Hour	2	8.00	\$26.00	\$21,632.00	52	\$10.00	\$1,040.00	\$0.00	\$22,672.00	\$832.00	0.40
General safety inspection	1 Acre	2001	0.10	\$26.00	\$62,431.20	12	\$0.25	\$6,003.00	\$0.00	\$68,434.20	2,401.20	1.15
Trash pickup (70 cans)	Each	70	0.02	\$26.00	\$5,678.40	156	\$0.25	\$2,730.00	\$0.00	\$8,408.40	218.40	0.11
General debris pickup	Event	1	36.00	\$26.00	\$3,744.00	4	\$0.25	\$1.00	\$0.00	\$3,745.00	144.00	0.07
Restroom building inspection	Each	11	0.80	\$26.00	\$11,897.60	52	\$10.00	\$5,720.00	\$0.00	\$17,617.60	457.60	0.22
Vandalism inspection	Each	29	0.50	\$26.00	\$9,802.00	26	\$10.00	\$0.00	\$0.00	\$9,802.00	377.00	0.18
Natural Playground inspection	All	2	0.50	\$26.00	\$624.00	24	\$10.00	\$480.00	\$0.00	\$1,104.00	24.00	0.01
Irrigation - watering, inspection, repair	All	20	0.50	\$26.00	\$1,560.00	6	\$6.00	\$720.00	\$0.00	\$2,280.00	60.00	0.03
Shelter Inspection	District	5	2.00	\$26.00	\$1,040.00	4	\$10.00	\$200.00	\$0.00	\$1,240.00	40.00	0.02
Building inspection	District	3	3.00	\$26.00	\$936.00	4	\$3.00	\$36.00	\$0.00	\$972.00	36.00	0.02
Open/Close park facilities and gates	Each	3	0.25	\$26.00	\$5,070.00	260	\$10.00	\$7,800.00	\$0.00	\$12,870.00	195.00	0.09
Specials trash/ debris dumps	District	5	8.00	\$26.00	\$2,080.00	2	\$10.00	\$100.00	\$0.00	\$2,180.00	80.00	0.04
Cycle debris cleanup- rights-of-way and larger properties	Site	5	16.00	\$26.00	\$4,160.00	2	\$10.00	\$100.00	\$0.00	\$4,260.00	160.00	0.08
Wildlife issues	Each	1	1.00	\$26.00	\$624.00	24	\$10.00	\$240.00	\$0.00	\$864.00	24.00	0.01
No warning- emergency tasks	Each	1	4.00	\$26.00	\$5,408.00	52	\$10.00	\$520.00	\$0.00	\$5,928.00	208.00	0.10
On Call standby cost \$1 per hour	Each	1	0.00	\$26.00	\$6,586.00	52	\$0.00	\$0.00	\$0.00	\$6,586.00	0.00	0.00
On Call annual hours reported (70 hours at time and a half pay)	Each	70	0.00	\$26.00	\$2,730.00	1	\$10.00	\$700.00	\$0.00	\$3,430.00	0.00	0.00
Trails/Pavement/Asphalt												
Multipurpose Concrete Trail Survey	1 Mile	30	4.00	\$26.00	6240	2	\$10.00	\$600.00	\$0.00	\$6,840.00	240.00	0.12
Inspect pavement markings (Contracted)	Site	10	1.00	\$26.00	\$260.00	1	\$0.10	\$1.00	\$0.00	\$261.00	10.00	0.00
Repair pavement markings (Contracted)	Site	0	4.00	\$26.00	\$0.00	1	\$0.00	\$0.00	\$0.00	\$0.00	0.00	0.00
Concrete grinding (Contracted)	Each	0	30.00	\$26.00	\$0.00	1	\$5,000.00	\$0.00	\$0.00	\$0.00	0.00	0.00
Concrete mud jacking (Contracted)	Each	0	30.00	\$26.00	\$0.00	1	\$2,500.00	\$0.00	\$0.00	\$0.00	0.00	0.00
Concrete square replacement	Each	0	30.00	\$26.00	\$0.00	1	\$7,500.00	\$0.00	\$0.00	\$0.00	0.00	0.00
Soft Surface Trail Survey	1 Mile	15	4.00	\$26.00	\$6,240.00	4	\$10.00	\$600.00	\$0.00	\$6,840.00	240.00	0.12
Leveling/Grading	Each	8	16.00	\$26.00	\$13,312.00	4	\$100.00	\$3,200.00	\$0.00	\$16,512.00	512.00	0.25
Pothole repair and section capping	Site	8	40.00	\$26.00	\$16,640.00	2	\$25.00	\$400.00	\$0.00	\$17,040.00	640.00	0.31
Repair transition surfaces	Site	8	6.00	\$26.00	\$2,496.00	2	\$25.00	\$400.00	\$0.00	\$2,896.00	96.00	0.05
Primitive trail survey (inspection)	Site	1	1.00	\$26.00	\$104.00	4	\$0.00	\$0.00	\$0.00	\$104.00	4.00	0.00
Primitive trail inspection/ Maintenance	Site	1	8.00	\$26.00	\$832.00	4	\$25.00	\$100.00	\$0.00	\$932.00	32.00	0.02

Natural Area Trails (NAT) Maintenance Activity			Optimal Frequency									
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs
Landscape Maintenance												
Mowing-Trail sides	1 Acre	0		\$27.27	\$0.00				\$0.00	\$0.00	0.00	0.00
Mowing-Trail sides	Event	1	61.00	\$26.00	\$9,516.00	6	\$10.00	\$60.00	\$0.00	\$9,576.00	366.00	0.18
Mowing- Road shoulders and property faces	District	8	8.00	\$26.00	\$9,984.00	6	\$10.00	\$480.00	\$0.00	\$10,464.00	384.00	0.18
Mowing-trailhead areas	Site	12	2.00	\$26.00	\$3,744.00	6	\$10.00	\$720.00	\$0.00	\$4,464.00	144.00	0.07
Brush trimming/Tree trimming	District	8	8.00	\$26.00	\$6,656.00	4	\$10.00	\$320.00	\$0.00	\$6,976.00	256.00	0.12
String trimming	1000 Lin Ft	60	1.00	\$26.00	\$18,720.00	12	\$5.00	\$3,600.00	\$0.00	\$22,320.00	720.00	0.35
Tree removal	Each	1	4.00	\$26.00	\$1,040.00	10	\$10.00	\$100.00	\$0.00	\$1,140.00	40.00	0.02
Trail sweeping/blowing	1 Mile	30	1.00	\$26.00	\$9,360.00	12	\$5.00	\$1,800.00	\$0.00	\$11,160.00	360.00	0.17
Drainage												
Erosion repair	Event	2	2.00	\$26.00	\$1,248.00	12	\$30.00	\$720.00	\$0.00	\$1,968.00	48.00	0.02
Culvert/catch basin clearing	Event	1	14.00	\$26.00	\$1,820.00	5	\$0.00	\$0.00	\$0.00	\$1,820.00	70.00	0.03
Ditch Maintenance (clear of debris/trash)	Each	20	4.00	\$26.00	\$2,080.00	1	\$0.00	\$0.00	\$0.00	\$2,080.00	80.00	0.04
Standing water repair	Each	1	4.00	\$26.00	\$832.00	8	\$0.00	\$0.00	\$0.00	\$832.00	32.00	0.02
High Water Monitoring	Each	1	1.00	\$26.00	\$416.00	16	\$0.00	\$0.00	\$0.00	\$416.00	16.00	0.01
High water closures and cleanup	Each	1	3.00	\$26.00	\$1,248.00	16	\$0.00	\$0.00	\$0.00	\$1,248.00	48.00	0.02
Structures												
Bridge inspection (non-structural inspection)	Each	10	1.00	\$26.00	\$260.00	1	\$0.00	\$0.00	\$0.00	\$260.00	10.00	0.00
Boardwalk inspection	Each	10	1.00	\$26.00	\$260.00	1	\$0.00	\$0.00	\$0.00	\$260.00	10.00	0.00
Railroad crossing inspection	Each	1	1.00	\$26.00	\$26.00	1	\$0.00	\$0.00	\$0.00	\$26.00	1.00	0.00
Retaining Walls	Each	2	1.00	\$26.00	\$52.00	1	\$0.00	\$0.00	\$0.00	\$52.00	2.00	0.00
Boardwalk repairs	Each	10	2.00	\$26.00	\$2,600.00	5	\$0.00	\$0.00	\$0.00	\$2,600.00	100.00	0.05
Inspect fishing dock	Each	4	1.00	\$26.00	\$104.00	1	\$0.00	\$0.00	\$0.00	\$104.00	4.00	0.00
Repair fishing dock	Each	4	4.00	\$26.00	\$832.00	2	\$10.00	\$80.00	\$0.00	\$912.00	32.00	0.02
Amenities												
Information kiosk inspection	Each	6	0.50	\$26.00	\$936.00	12	\$0.00	\$0.00	\$0.00	\$936.00	36.00	0.02
Update information kiosk graphic/maps	Each	6	1.00	\$26.00	\$624.00	4	\$3.00	\$72.00	\$0.00	\$696.00	24.00	0.01
Benches inspection	Site	20	1.00	\$26.00	\$2,080.00	4	\$0.00	\$0.00	\$0.00	\$2,080.00	80.00	0.04
Bike racks and repair stations inspection	Site	6	1.00	\$26.00	\$624.00	4	\$0.00	\$0.00	\$0.00	\$624.00	24.00	0.01
Picnic tables inspection and repair	Site	5	0.50	\$26.00	\$260.00	4	\$0.00	\$0.00	\$0.00	\$260.00	10.00	0.00
Picnic shelters inspection	Site	5	1.00	\$26.00	\$520.00	4	\$0.00	\$0.00	\$0.00	\$520.00	20.00	0.01
Maintenance facility inspection	Site	4	2.00	\$26.00	\$832.00	4	\$0.00	\$0.00	\$0.00	\$832.00	32.00	0.02
Signage inspection	Each	20	0.25	\$26.00	\$520.00	4	\$0.00	\$0.00	\$0.00	\$520.00	20.00	0.01

Natural Area Trails (NAT) Maintenance Activity			Optimal Frequency									
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs
Lighting inspection	Site	8	1.00	\$26.00	\$832.00	4	\$0.00	\$0.00	\$0.00	\$832.00	32.00	0.02
Fence inspection	Site	29	2.00	\$26.00	\$6,032.00	4	\$0.00	\$0.00	\$0.00	\$6,032.00	232.00	0.11
Bollard inspection	Each	12	1.00	\$26.00	\$312.00	1	\$0.00	\$0.00	\$0.00	\$312.00	12.00	0.01
Picnic shelters maintenance	Each	5	2.00	\$26.00	\$1,040.00	4	\$5.00	\$100.00	\$0.00	\$1,140.00	40.00	0.02
Winter												
Winterization of irrigation lines	All	20	1.50	\$26.00	\$780.00	1	\$0.00	\$0.00	\$0.00	\$780.00	30.00	0.01
Install/remove winter use signage	Site	7	2.00	\$26.00	\$364.00	1	\$0.00	\$0.00	\$0.00	\$364.00	14.00	0.01
Snow removal/sand all trailheads, parking, ADA, school routes	Event	1	84.00	\$26.00	\$34,944.00	16	\$0.00	\$0.00	\$0.00	\$34,944.00	1,344.00	0.65
Training hours	Each	7	40.00	\$26.00	\$7,280.00	1	\$0.00	\$0.00	\$0.00	\$7,280.00	280.00	0.13
New fence (contractor)	Each	0	40.00	\$26.00	\$0.00	1	\$0.00	\$0.00	\$0.00	\$0.00	0.00	0.00
Fence/ sawbuck repair	Each	1	20.00	\$26.00	\$2,600.00	5	\$0.00	\$0.00	\$0.00	\$2,600.00	100.00	0.05
Fleet Maintenance liaison	Each	1	40.00	\$26.00	\$1,040.00	1	\$0.00	\$0.00	\$0.00	\$1,040.00	40.00	0.02
811 locates	Each	2	75.00	\$26.00	\$3,900.00	1	\$0.00	\$0.00	\$0.00	\$3,900.00	150.00	0.07
Caring for our watersheds	Each	2	17.00	\$26.00	\$884.00	1	\$0.00	\$0.00	\$0.00	\$884.00	34.00	0.02
Wellness	Each	7	0.50	\$26.00	\$23,660.00	260	\$0.00	\$0.00	\$0.00	\$23,660.00	910.00	0.44
Hiring	Each	5	40.00	\$26.00	\$5,200.00	1	\$0.00	\$0.00	\$0.00	\$5,200.00	200.00	0.10
NAT Staff development/morale	Each	7	16.00	\$26.00	\$2,912.00	1	\$0.00	\$0.00	\$0.00	\$2,912.00	112.00	0.05
Bulk materials acquisition	Each	1	44.00	\$26.00	\$3,432.00	3	\$0.00	\$0.00	\$0.00	\$3,432.00	132.00	0.06
Volunteer projects	Each	2	7.00	\$26.00	\$2,184.00	6	\$0.00	\$0.00	\$0.00	\$2,184.00	84.00	0.04
Prescribed burns	Each	7	8.00	\$26.00	\$1,456.00	1	\$0.00	\$0.00	\$0.00	\$1,456.00	56.00	0.03
Army Corps of Engineers Sampling	Each	2	6.00	\$26.00	\$312.00	1	\$0.00	\$0.00	\$0.00	\$312.00	12.00	0.01
Army Corps of Engineers Sampling analysis	Each	1	1.00	\$26.00	\$182.00	7	\$0.00	\$0.00	\$0.00	\$182.00	7.00	0.00
Quick Site Assessments	Each	8	2.00	\$26.00	\$416.00	1	\$0.00	\$0.00	\$0.00	\$416.00	16.00	0.01
Maintenance Field crew					\$0.00		\$0.00					
Quick Site Assessments	Each	1	16.00	\$26.00	\$416.00	1	\$0.00	\$0.00	\$0.00	\$416.00	16.00	0.01
Prescribed burns day of help	Each	4	12.00	\$26.00	\$2,496.00	2	\$0.00	\$0.00	\$0.00	\$2,496.00	96.00	0.05
					\$409,851.20			\$57,943.00	\$0.00	\$467,794.20	15,405.20	7.41

Table 43: Restoration

Restoration Maintenance Activity			Optimal Frequency									
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs
Travel Time	Hour	0	1.50	\$27.27	\$0.00	260	\$10.00	\$0.00	\$0.00	\$0.00	0.00	0.00
General												
General safety inspection	1 Acre	0	0.10	\$27.27	\$0.00	12	\$0.25	\$0.00	\$0.00	\$0.00	0.00	0.00
General debris and trash pickup	1 Acre	0	0.02	\$27.27	\$0.00	104	\$0.25	\$0.00	\$0.00	\$0.00	0.00	0.00
Planning												
Restoration Planning												
Edd maps plant data	Each	1	8.00	\$27.27	\$218.16	1	\$0.00	\$0.00	\$0.00	\$218.16	8.00	0.00
Restoration veg plans x2	Each	1	30.00	\$27.27	\$818.10	1	\$0.00	\$0.00	\$0.00	\$818.10	30.00	0.01
GIS work- dashboard, system function	Each	1	5.00	\$27.27	\$7,090.20	52	\$0.00	\$0.00	\$0.00	\$7,090.20	260.00	0.13
Ordering chem	Acres	700	1.00	\$27.27	\$19,089.00	1	\$0.00	\$33.00	\$0.00	\$19,122.00	700.00	0.34
Weekly Growing Season Planning	Each	1	5.00	\$27.27	\$3,545.10	26	\$0.00	\$0.00	\$0.00	\$3,545.10	130.00	0.06
Creating study/training materials	Each	1	60.00	\$27.27	\$1,636.20	1	\$0.00	\$0.00	\$0.00	\$1,636.20	60.00	0.03
SOPs	Each	1	40.00	\$27.27	\$1,090.80	1	\$0.00	\$0.00	\$0.00	\$1,090.80	40.00	0.02
Site visits	Each	1	1.50	\$27.27	\$1,145.34	28	\$0.00	\$0.00	\$0.00	\$1,145.34	42.00	0.02
Training of NAT crew/other divisions	Each	1	32.00	\$27.27	\$872.64	1	\$0.00	\$0.00	\$0.00	\$872.64	32.00	0.02
Small site plans	Each	1	30.00	\$27.27	\$818.10	1	\$0.00	\$0.00	\$0.00	\$818.10	30.00	0.01
Email responses	Each	1	3.00	\$27.27	\$4,254.12	52	\$0.00	\$0.00	\$0.00	\$4,254.12	156.00	0.08
Meetings												
COSA Steering Committee	Each	1	1.00	\$27.27	\$327.24	12	\$0.00	\$0.00	\$0.00	\$327.24	12.00	0.01
Justin 1:1	Each	1	0.50	\$27.27	\$163.62	12	\$0.00	\$0.00	\$0.00	\$163.62	6.00	0.00
Karen 1:1	Each	1	1.00	\$27.27	\$654.48	24	\$0.00	\$0.00	\$0.00	\$654.48	24.00	0.01
NAT Tech Team	Each	1	1.00	\$27.27	\$654.48	24	\$0.00	\$0.00	\$0.00	\$654.48	24.00	0.01
NAT All Staff	Each	1	1.00	\$27.27	\$490.86	18	\$0.00	\$0.00	\$0.00	\$490.86	18.00	0.01
Monthly training	Each	1	2.00	\$27.27	\$654.48	12	\$0.00	\$0.00	\$0.00	\$654.48	24.00	0.01
NAT staff development/moral	Each	1	16.00	\$27.27	\$436.32	1	\$0.00	\$0.00	\$0.00	\$436.32	16.00	0.01
Interviews	Each	1	14.00	\$27.27	\$1,145.34	3	\$0.00	\$0.00	\$0.00	\$1,145.34	42.00	0.02
Wellness	Each	1	0.50	\$27.27	\$3,545.10	260	\$0.00	\$0.00	\$0.00	\$3,545.10	130.00	0.06

Restoration Maintenance Activity			Optimal Frequency									
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs
Training												
Pack test	Each	1	10.00	\$27.27	\$272.70	1	\$0.00	\$0.00	\$0.00	\$272.70	10.00	0.00
COSA conference	Each	1	32.00	\$27.27	\$872.64	1	\$2,500.00	\$2,500.00	\$0.00	\$3,372.64	32.00	0.02
Pawnee Buttes Grasslands Conference	Each	1	16.00	\$27.27	\$436.32	1	\$0.00	\$0.00	\$0.00	\$436.32	16.00	0.01
CWMA Winter Conference	Each	1	24.00	\$27.27	\$654.48	1	\$585.00	\$585.00	\$0.00	\$1,239.48	24.00	0.01
Chem training (CWMA Spring Training)	Each	1	16.00	\$27.27	\$436.32	1	\$0.00	\$230.00	\$0.00	\$666.32	16.00	0.01
Fire Workshop	Each	1	8.00	\$27.27	\$218.16	1	\$0.00	\$0.00	\$0.00	\$218.16	8.00	0.00
Pollinator summit	Each	1	8.00	\$27.27	\$218.16	1	\$0.00	\$60.00	\$0.00	\$278.16	8.00	0.00
CFW judging	Each	1	16.00	\$27.27	\$436.32	1	\$0.00	\$0.00	\$0.00	\$436.32	16.00	0.01
Coordination/Outreach												
Grants	Each	1	10.00	\$27.27	\$272.70	1	\$0.00	\$0.00	\$0.00	\$272.70	10.00	0.00
Planning for volunteer events	Each	1	6.00	\$27.27	\$490.86	3	\$0.00	\$0.00	\$0.00	\$490.86	18.00	0.01
Communication/Outreach	Each	1	40.00	\$27.27	\$1,090.80	1	\$0.00	\$0.00	\$0.00	\$1,090.80	40.00	0.02
Youth Corps Coordination	Each	1	20.00	\$27.27	\$545.40	1	\$0.00	\$0.00	\$0.00	\$545.40	20.00	0.01
Coffee Chat Group	Each	1	1.00	\$27.27	\$327.24	12	\$0.00	\$0.00	\$0.00	\$327.24	12.00	0.01
Neighborhood walks	Each	1	2.00	\$27.27	\$54.54	1	\$0.00	\$0.00	\$0.00	\$54.54	2.00	0.00
Field crew coordination	Each	1	1.50	\$27.27	\$490.86	12	\$0.00	\$0.00	\$0.00	\$490.86	18.00	0.01
<i>Growing Season: April-October</i>												
Maintenance												
General												
Truck safety inspection	Each	1	0.20	\$27.27	\$283.61	52	\$0.00	\$0.00	\$0.00	\$283.61	10.40	0.01
Water level inspection	Each	1	0.80	\$27.27	\$523.58	24	\$0.00	\$0.00	\$0.00	\$523.58	19.20	0.01
Chem Maintenance												
TH chem app (contractor)	Trail Head	5	0.00	\$27.27	\$0.00	1	\$2,100.00	\$10,500.00	\$0.00	\$10,500.00	0.00	0.00
Trail side chem app/Property faces	Mile	30	0.80	\$27.27	\$1,308.96	2	\$0.00	\$0.00	\$0.00	\$1,308.96	48.00	0.02
Soft surface chem app	Each	14	1.00	\$27.27	\$381.78	1	\$0.00	\$0.00	\$0.00	\$381.78	14.00	0.01
Chem signage	Each	10	1.00	\$27.27	\$545.40	2	\$5.00	\$100.00	\$0.00	\$645.40	20.00	0.01
Chem inventory	Each	1	1.00	\$27.27	\$81.81	3	\$0.00	\$0.00	\$0.00	\$81.81	3.00	0.00
Calibrate spray rig	Each	2	1.00	\$27.27	\$163.62	3	\$0.00	\$0.00	\$0.00	\$163.62	6.00	0.00
Winterize equipment	Each	2	4.00	\$27.27	\$218.16	1	\$50.00	\$100.00	\$0.00	\$318.16	8.00	0.00
Tank rinses	Each	1	1.00	\$27.27	\$654.48	24	\$0.00	\$0.00	\$0.00	\$654.48	24.00	0.01

Restoration			Optimal Frequency									
Maintenance Activity												
	Unit/ Quantity	Take-Offs Multiplier (# of Units)	Unit Personnel Hours	Hourly Rate Inc W/O Benefits	Personnel Cost	Annual Frequency	Consumables/ Unit	Consumables	Utilities	Annual Costs	Unit Personnel Hours	Unit FTEs
Management/Restoration												
Chem app in field 1000 Acres	Acre	143	2.70	\$27.27	\$10,518.43	1	\$0.00	\$0.00	\$0.00	\$10,518.43	385.71	0.19
Canada thistle mowing 210 Acres	Acre	45	1.00	\$27.27	\$2,454.30	2	\$66.67	\$6,000.30	\$0.00	\$8,454.60	90.00	0.04
Management Mow	Acre	700	1.00	\$26.00	\$18,200.00	1	\$0.00	\$0.00	\$0.00	\$18,200.00	700.00	0.34
Other mechanical management	Each	10	8.00	\$27.27	\$2,181.60	1	\$0.00	\$0.00	\$0.00	\$2,181.60	80.00	0.04
Seeding	4000 Sq. FT	18	6.50	\$27.27	\$3,190.59	1	\$0.00	\$0.00	\$0.00	\$3,190.59	117.00	0.06
Planting	100 Sq. FT	40	1.00	\$27.27	\$1,090.80	1	\$0.00	\$0.00	\$0.00	\$1,090.80	40.00	0.02
Plant watering @greenhouse	Each	1	1.00	\$27.27	\$218.16	8	\$0.00	\$0.00	\$0.00	\$218.16	8.00	0.00
List A noxious weed species	Each	25	6.00	\$27.27	\$4,090.50	1	\$0.00	\$0.00	\$0.00	\$4,090.50	150.00	0.07
Fox tail mow	Acre	2	1.00	\$27.27	\$327.24	6	\$0.00	\$0.00	\$0.00	\$327.24	12.00	0.01
Prescribed burns planning	Each	1	40.00	\$27.27	\$1,090.80	1	\$0.00	\$0.00	\$0.00	\$1,090.80	40.00	0.02
Algal blooms	Each	4	2.50	\$27.27	\$272.70	1	\$0.00	\$0.00	\$0.00	\$272.70	10.00	0.00
Wildlife planning/management/sampling	Each	8	5.00	\$27.27	\$1,090.80	1	\$0.00	\$0.00	\$0.00	\$1,090.80	40.00	0.02
Bio control	Each	1	5.00	\$27.27	\$136.35	1	\$0.00	\$0.00	\$0.00	\$136.35	5.00	0.00
Fire Mitigation												
Behind house chemical application	Mile	12	0.80	\$27.27	\$523.58	2	\$0.00	\$0.00	\$0.00	\$523.58	19.20	0.01
Mowing	Acre	162	1.00	\$27.27	\$8,835.48	2	\$0.00	\$0.00	\$0.00	\$8,835.48	324.00	0.16
Woody species management	Each	2	70.00	\$27.27	\$7,635.60	2	\$0.00	\$0.00	\$0.00	\$7,635.60	280.00	0.13
Samples/Surveying												
Site assessments	Plot	30	1.00	\$27.27	\$818.10	1	\$0.00	\$0.00	\$0.00	\$818.10	30.00	0.01
Site assessment analysis time	Plot	30	1.00	\$27.27	\$818.10	1	\$0.00	\$0.00	\$0.00	\$818.10	30.00	0.01
Grazing samples	Plot	18	1.00	\$27.27	\$490.86	1	\$0.00	\$0.00	\$0.00	\$490.86	18.00	0.01
Grazing analysis time	Plot	18	1.00	\$27.27	\$490.86	1	\$0.00	\$0.00	\$0.00	\$490.86	18.00	0.01
Weed surveys	Property	29	3.00	\$27.27	\$2,372.49	1	\$0.00	\$0.00	\$0.00	\$2,372.49	87.00	0.04
Trail side assessments	Each	4	6.00	\$27.27	\$654.48	1	\$0.00	\$0.00	\$0.00	\$654.48	24.00	0.01
Night Sky Monitoring	Each	2	4.00	\$27.27	\$218.16	1	\$0.00	\$0.00	\$0.00	\$218.16	8.00	0.00
Volunteer Events/Committees												
Volunteer event	Each	2	6.50	\$27.27	\$1,063.53	3	\$0.00	\$0.00	\$0.00	\$1,063.53	39.00	0.02
Currently Contracted out												
Cattail chem management (contractor)	Each	2	0.00	\$27.27	\$0.00	1	\$1,150.00	\$2,300.00	\$0.00	\$2,300.00	0.00	0.00
Drill seeding	Acre	1	2.00	\$27.27	\$54.54	1	\$900.00	\$900.00	\$0.00	\$954.54	2.00	0.00
Drill seed prep	Event	1	3.00	\$27.27	\$81.81	1	\$0.00	\$0.00	\$0.00	\$81.81	3.00	0.00
					\$128,548.44			\$23,308.30	\$0.00	\$151,856.74	4,746.51	2.28

Recommendations

- Pursue a dedicated natural area and trails tax to maintain quality of natural areas and trails, and continue to support Greeley community needs.
- Prioritize system inspections to ensure alignment with clean, safe and beautiful standards and identify related funding needs.
- BerryDunn recommends a total of 9.68 FTE employees be assigned to NAT operations and maintenance.
- Share operational successes and challenges from each division within the City.
- Hold consistent onboarding and training for staff to allow for NAT-specific maintenance and operations training and sharing of knowledge and ideas.
- Continue to improve standards for equipment storage and maintenance operations.
- Develop succession plan for NAT maintenance operations staff.
- Collect and document the institutional knowledge and experience of long-tenured employees.
- Additional covered outdoor storage areas are needed. Expensive equipment is currently being stored in the elements, potentially increasing maintenance costs and reducing life expectancy. Several large vehicles and tractors are stored outdoors, exposed to the elements due to a lack of indoor or covered storage.
- As additional trails and natural areas acreage is added to the CPRD NAT system, there will be a growing need for more staff and equipment to maintain service levels and ensure safe, high-quality experiences. Corresponding increases in resources, will be required to keep up with maintenance, operations, and programming demands.

Maintenance Assessment: Golf

Introduction

In the spring of 2024, BerryDunn conducted a high-level analysis of the CPRD's golf maintenance operations. The assessment included:

- Strengths, weaknesses, opportunities, and threats analysis
- On-site tours and inspections
- Staff interviews
- Documentation review (of information applicable to operations)

The purpose of this analysis is to provide an outside perspective to review and help improve the success of golf maintenance operations. This assessment is considered high level and not a detailed review of golf operations and components.

CPRD operates two golf courses: Boomerang Links and Highland Hills Golf Course. The Greeley municipal golf courses are within CPRD. The City's Manager of Golf oversees the golf services' operation under the auspices of the CPRD director. The Manager Of Golf (MOG)'s office is located at Highland Hills. Golf course maintenance at both facilities is performed by City employees, while Boomerang Links and Highland Hills Golf Course have separate private pro shop and food and beverage concessions.

According to golf operations staff, the food and beverage service at the two facilities does not meeting golfers' needs; however, the pro shops appear to meet the golfers' needs. Currently, a single vendor manages the pro shop operations at both Highland Hills and Boomerang Links.

Highland Hills has over 1,300 trees and an undulating terrain. Boomerang Links Golf Course is a links-style 18-hole golf course with plush fairways, large greens, tall native grasses, and over 50 bunkers. All golf course operations report to the manager of golf. Each course has its own staff, maintenance facility, driving range, and clubhouse/restaurant/golf cart storage facility. Each facility experiences unique challenges due to the types of services provided, levels of participation and staffing, capital improvement timelines, and more.

This report is intended to serve as a guide to support the Comprehensive Department Master Plan. The key findings in this Golf Maintenance Operations Assessment were the result of on-site analysis, discussions, and review of maintenance and operations procedures. BerryDunn has identified key overall findings from this assessment, which are supported by analysis of each facility that is reported upon within this document.

BerryDunn recommends that the information in this report is considered within the larger context of the overall Comprehensive Department Master Plan. For example, several of the key findings in the operations assessment will benefit from the overall department organizational analysis recommendations, which were also developed as a part of this plan.

Finally, on-site operation inspections were completed at a particular point in time during the 2024 winter season. This means variables exist that impact operations, such as weather, type of programming or service taking place, on-site staff experience, maintenance functions, and other factors that could influence the findings in this report. However, BerryDunn did review historic data and future planning considerations included in this effort.

Key Findings

Based on the analysis, each facility is generally performing at a level that meets or exceeds the needs of services provided. BerryDunn has identified the following key findings during discovery sessions and site visits.

Overall Golf Maintenance Operations

Positive:

- Operations follow industry best practices.
- Safety of participants and staff is a priority.
- Customer service is a priority.
- Golf courses appear to be well maintained.
- Landscaping appears to be well maintained; however, snow was present during the on-site assessment.
- Staff are well trained.
- Proper supervision of staff is evident.
- Staff have seasonal routines that seem to work well.

Opportunities for Improvement:

- To prepare for staff turnover, CPRD should collect and document the institutional knowledge and experience of its long-tenured employees.
- Consider returning all golf operations staff to City employees to potentially allow greater flexibility of scheduling and expand hours of operations at the golf course for the driving range and clubhouse. Expanded hours could also allow for increased revenue from golf programs and lessons.
- Add/improve equipment storage facility to protect very expensive equipment currently stored outdoors year-round. A lack of proper storage can lead to future equipment maintenance issues and a shortened life expectancy for this equipment.
- Develop an improved repair and replacement system to address infrastructure conditions.
- Increase Capital Improvement Plan (CIP) budgets to upgrade and repair both clubhouses.
- Identify, communicate, and prioritize staff involvement in the purchase of new equipment and course renovation/improvements to help ensure staff resources are allocated properly.
- Expand food storage needs.

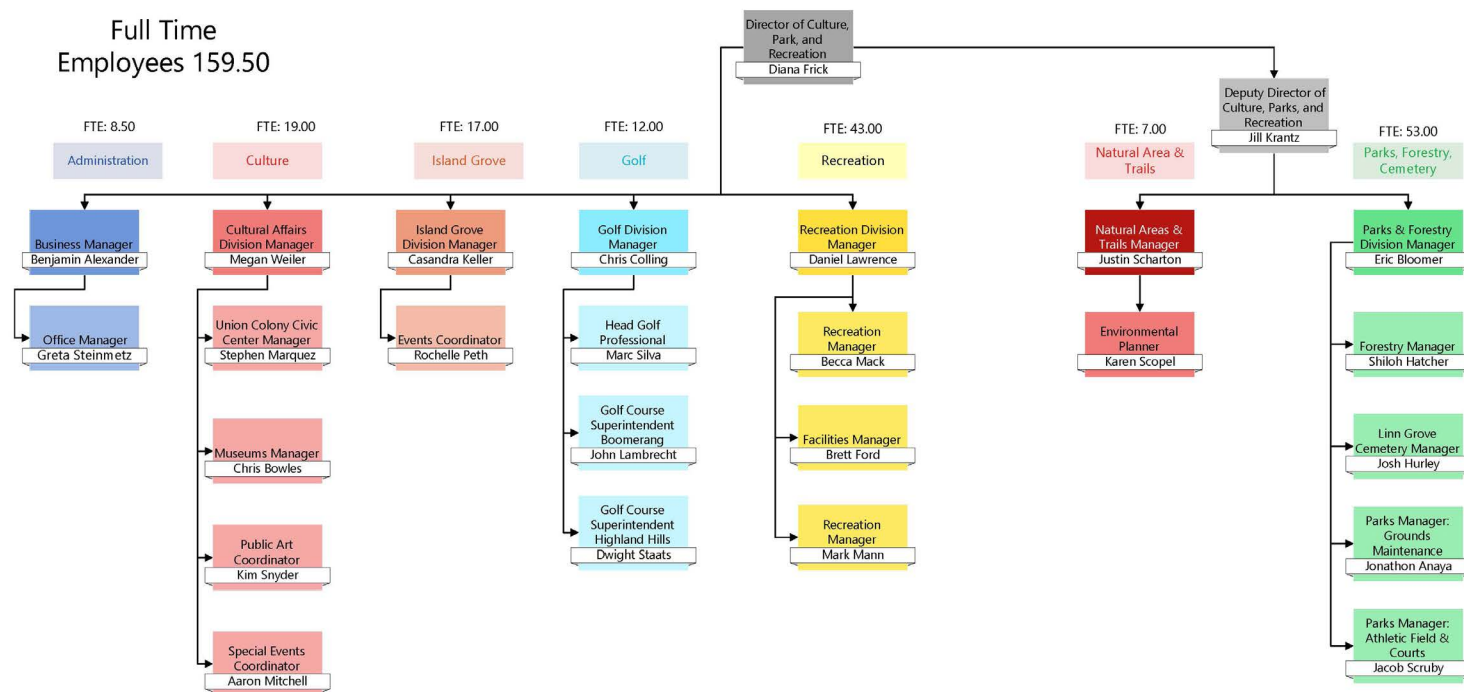
- Develop a succession plan for full- and part-time employees.
- Improve staff recruitment and retention practices.
- Re-envision the front, main entrance by adding shade to provide shelter for customers.
- Evaluate restaurant hours and focus on golfers' unique needs.
- Consider potential revenue opportunities to enhance the customer experience and reimagine spaces and special rentals identified during discovery sessions with golf staff:
 - Repair lights for Boomerang driving range.
 - Consider dynamic pricing.
 - Increase marketing efforts.
 - Consider forming a Northern Colorado Golf Coalition with other similar courses.
- Invest in infrastructure updates:
 - Signage is dated and entryways are not very welcoming.
 - Clubhouse/restaurant facilities need a refresh.
 - Interior spaces are not well lit and could use updating.
 - Boomerang-specific upgrades:
 - » Add concrete cart paths around greens and tees, and then everywhere on the courses.
 - » Add five additional golf carts for rental.
 - » Add additional covered storage for maintenance equipment.
 - » Fence in the maintenance yard for safety/security and to provide a visual barrier for golfers.
 - » Replace pump house that is old, outdated, and in a state of disrepair.
 - » Redo the bunkers.
 - » Add a practice bunker.
 - » Add a window in the restaurant to specifically serve golfers.
 - » Work with restaurant management to improve service; need an easier way to order food and quicker turnaround times, specifically for golfers.
 - » Consider adding a credit card machine to the driving range ball machine.
 - Highland Hills-specific recommendations:
 - » Develop a tree maintenance and replacement program to replace aging trees that are lost each year.
 - » Repair lights outside the maintenance facility.

- » Consider purchasing vacant property adjacent to the course to move the golf maintenance facility and add additional covered storage for the maintenance equipment, material storage area, and a fenced-in yard.
- » Upgrade irrigation controller to allow remote access.
- » Reconnect one pond to irrigation ditch.
- » Add pickup truck to the equipment inventory so staff do not have to use private vehicles for work-related travel, such as picking up equipment and supplies.
- » Work with restaurant management to improve service; need an easier way to order food and quicker turnaround times, specifically for golfers.
- » Update driving range, modernize, improve amenities.
- » Consider adding a credit card machine to the driving range ball machine.

SWOT Analysis

CPRD's Golf Division is composed of nine full-time employees who were invited, via survey, to provide feedback regarding the Golf Division's strengths, weaknesses, opportunities, and threats. The following graphic shows the organizational chart for CPRD.

Culture, Parks, and Recreation Department: Organizational Chart



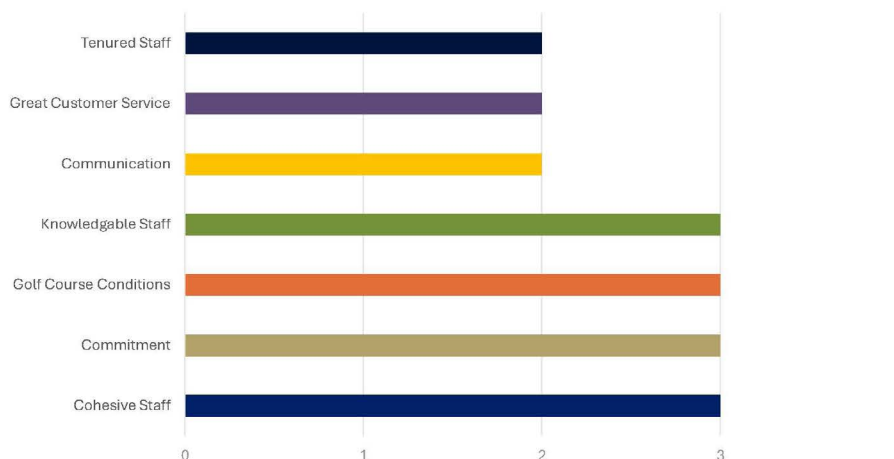
Six of the nine Golf Division staff are dedicated to course maintenance.

Greeley Golf staff members were provided the opportunity to participate in the SWOT analysis process via SurveyMonkey; seven staff members participated. The following graphics show the results of the SWOT exercise.

Figure 121 : Strengths

1. Please list the greatest **STRENGTHS** of the Culture, Parks and Recreation Department related to Golf operations and maintenance.

There were 7 responses.

**Figure 122 : Weaknesses**

2. Please list the greatest **WEAKNESSES** of the Culture, Parks and Recreation Department related to Golf operations and maintenance.

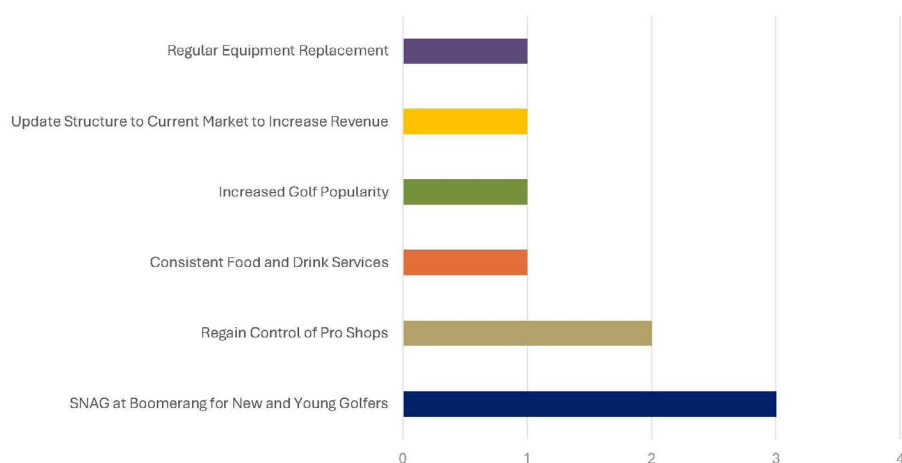
There were 7 responses.



Figure 123: Opportunities

3. Please list the greatest OPPORTUNITIES for the Culture, Parks and Recreation Department related to Golf operations and maintenance.

There were 7 responses.

**Figure 124: Threats**

4. Please list the greatest THREATS for the Culture, Parks and Recreation Department related to Golf operations and maintenance.

There were 7 responses.

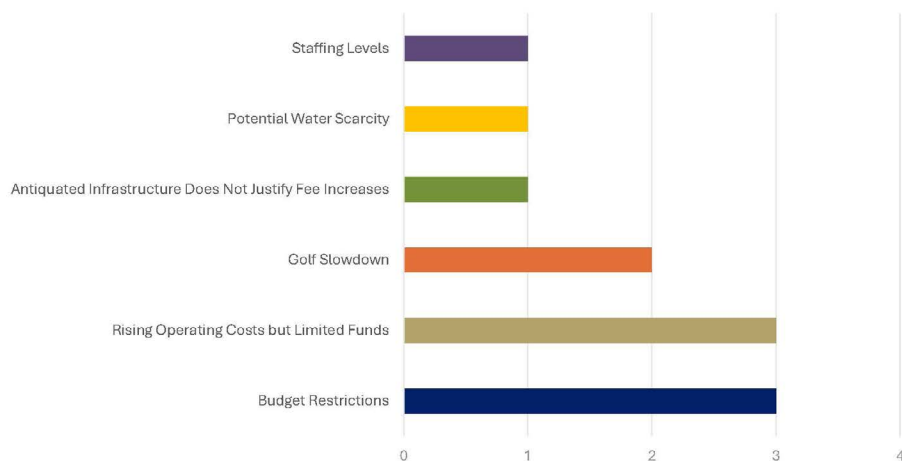


Figure 125: Additional Feedback

5. Do you have any other feedback to share with the project team?

There were 3 responses.

- We have a very good department. Our staff is knowledgeable and committed. We need a more appropriate budget to grow our product and service our clients at the highest level possible.
- The balance of golf operations is becoming critical from the enterprise funded operations. A few examples are the need for an on-site admin, marketing is non-existent, seasonal dollars are limited and fees cannot be increased or justified for more operational funding with antiquated infrastructure. Scales seem to be tipping at keeping the golf courses in premiere playing conditions with operation budgets decreasing.
- We either need to be a full enterprise funded department or become funded like all other departments.

The SWOT analysis, stakeholder conversations, discovery sessions, and site visits provided valuable information for this study. Overall, golf maintenance operations are doing many things well, but there are still opportunities for improvement to make golf operations even stronger and more competitive with neighboring communities. The great staff, unique courses, competitive pricing, and teamwork are all points that truly stand out to staff, making them proud of the work they do.

Key Observations

A combination of communication methods are being used.

Figure 126: Digital display used to show daily maintenance tasks



Figure 127: Visual displays used to show proper greens mowing patterns

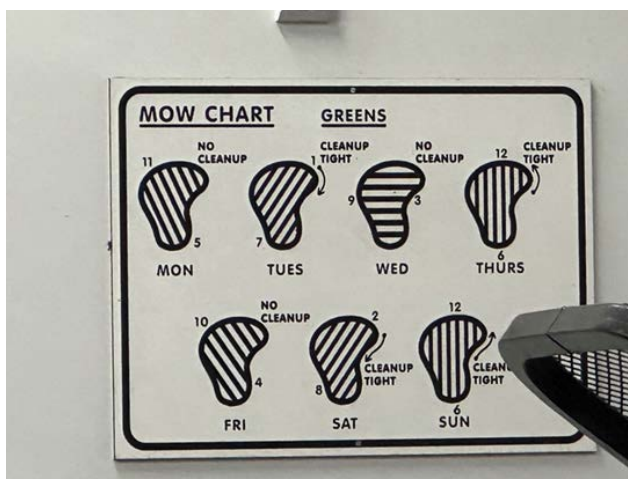


Figure 128: Whiteboard used to track equipment hours

[illegible]

Indoor maintenance areas are well organized but could use additional storage spaces.

Figure 129: Shop area is kept neat and orderly

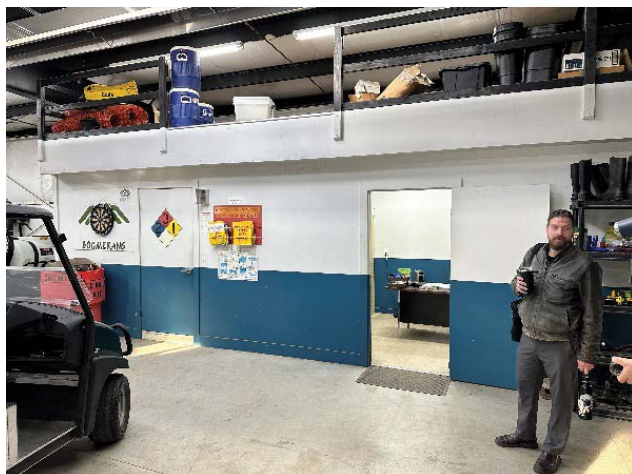


Figure 130: Office spaces are functional; chemical storage areas are organized



Figure 131: Storage for vehicles and large mowing equipment is maxed out

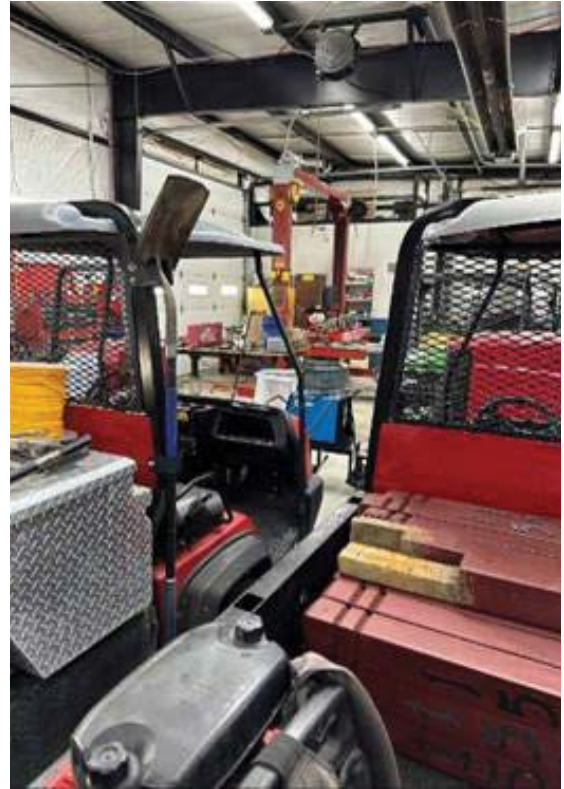
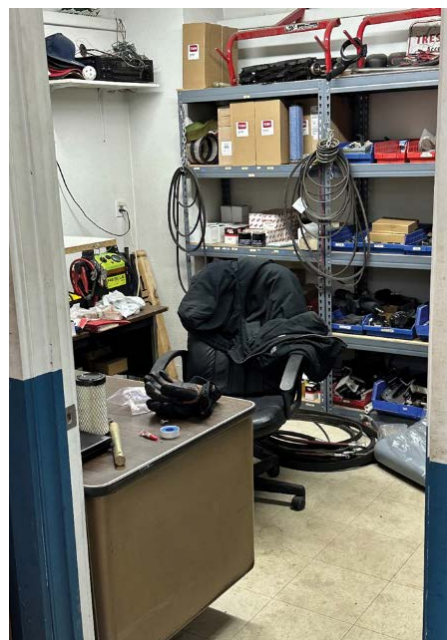


Figure 132: Offices double as storage areas



Staff have the appropriate specialty equipment.

Figure 133: Special blade sharpening equipment is available



Additional covered outdoor storage areas are needed. Expensive equipment is currently being stored in the elements, potentially increasing maintenance costs and reducing life expectancy.

Figure 134: Several large vehicles and tractors are stored outdoors, exposed to the elements due to a lack of indoor or covered storage



Figure 135: Specialty equipment is stored outdoors, exposed to the elements due to a lack of indoor or covered storage



Figure 136: Multiple vehicles are stored outdoors, exposed to the elements due to a lack of indoor or covered storage



Secured fenced areas should be considered for propane gas, chemicals, batteries, and materials storage.

Figure 137: Propane gas, chemicals, batteries, and materials storage needs to be improved



Figure 138: Eyewash station lacks proper drainage



Figure 139: Clubhouse infrastructure in need of attention



Figure 140: Railing on clubhouse deck needs repair



Figure 141: Tunnel under road lacks proper drainage:



Figure 142: Consider adding credit card machines to increase revenue



Figure 143: Clubhouse areas need improved storage



Figure 144: Clubhouse areas could use a refresh

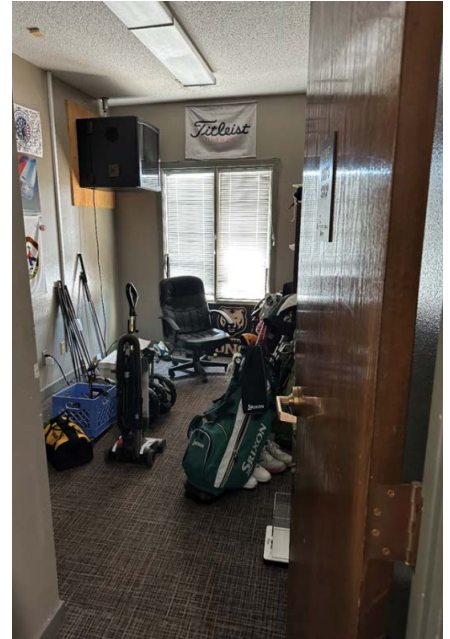
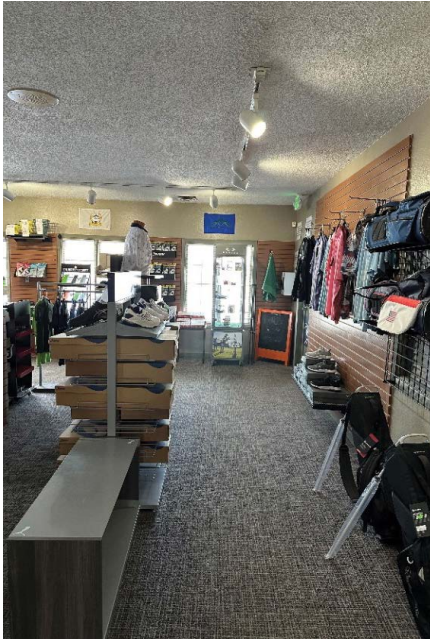
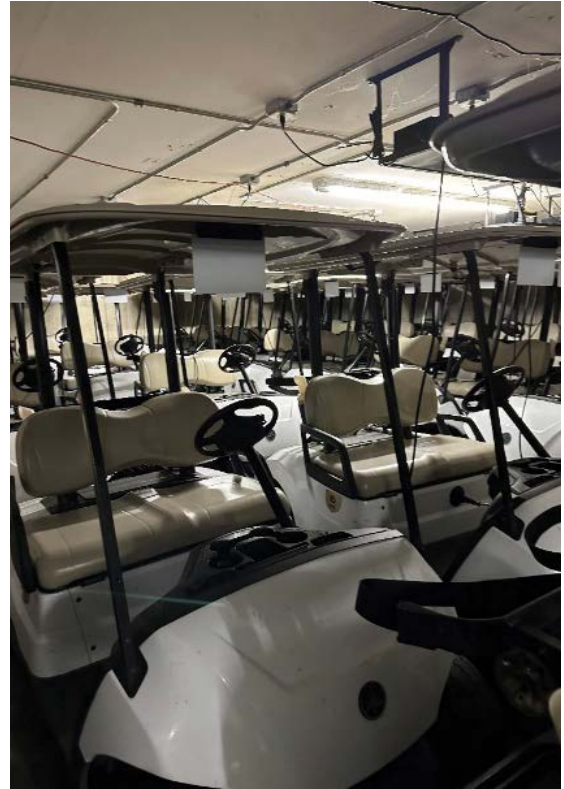


Figure 145: Cart storage areas could be improved, expanded



Recommendations

- Share operational successes and challenges from each course and division within the City.
- Hold consistent onboarding and training for staff at both courses to allow for golf-specific maintenance and operations training and sharing of staff across courses when needed.
- Expand funding for critical and ongoing repair needs. Address course-specific maintenance opportunities identified in Key Findings.
- Set consistent expectations for operations and maintenance standards for both courses following USGA golf maintenance standards. More information related to USGA golf maintenance standards can be found at [Course Care \(usga.org\)](https://www.usga.org/course-care).
- Develop consistent standards for equipment storage and maintenance operations.
- Develop succession plan for golf maintenance operations.
- Collect and document the institutional knowledge and experience of long-tenured employees.
- Update facilities to enhance customer experiences, such as:
 - Signage
 - Interior spaces’ lighting and decor
 - Refresh, reimagine clubhouse setup for merchandise, customer service, golf course management
 - Improve storage, especially maintenance equipment
 - Upgrade infrastructure (e.g., walkways, structures, landscape and turf, restrooms, irrigation)
 - Prioritize and accelerate tree replacement program
- Address the issue of obtaining sufficient water and identify methods to reduce the need for water irrigation, as identified by staff.
- Explore revenue opportunities around offering enhanced customer experiences and reimagining spaces and special rentals.

Current Parks and Recreation Trends

Introduction

As our nation evolves, so do recreational trends and preferences. This Trends Report offers highlights of current parks and recreation trends across the United States, based on the following sources:

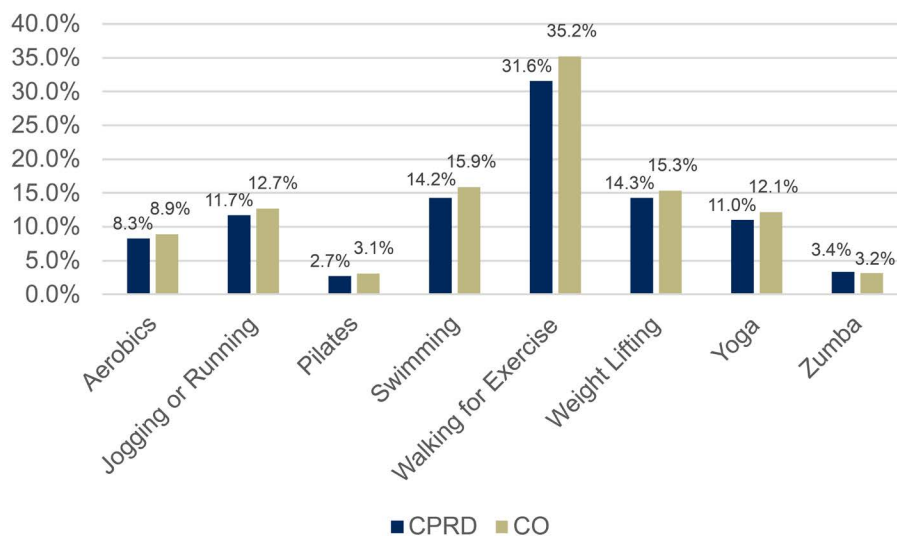
- Academy of Sports Medicine (ACSM) Worldwide Fitness Trends, 2024
- National Parks and Recreation Association (NRPA) Top Trends in Parks and Recreation, 2024
- NRPA Engagement with Parks Report, 2023
- NRPA Agency Performance Review, 2023
- Sports & Fitness Industry Association (SFIA), Topline Participation Report, 2024
- NRPA Sustainability in Parks and Recreation Report, 2023

By exploring current trends, an agency can gain valuable insights into communities' evolving habits and preferences regarding recreation, to assist with program planning and operations, and to plan for future investments. These insights can also assist in learning more about potential areas for growth, opportunities for improvement, and inclusivity.

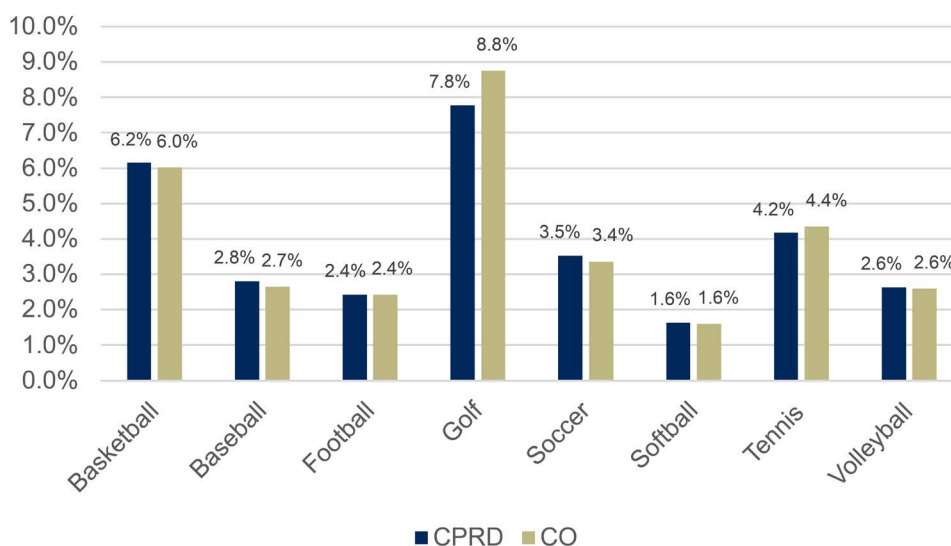
Estimated Local Participation in Programs

Understanding participation trends in both fitness, sports and outdoor activities can be valuable when considering investments in programming, staff, and facilities.

The top three fitness activities for Greeley and the State of Colorado (CO) are walking for exercise, weightlifting, and swimming. Walking for exercise has almost 4% more participation statewide than in Greeley and weightlifting and swimming have about 1% higher participation statewide than Greeley.

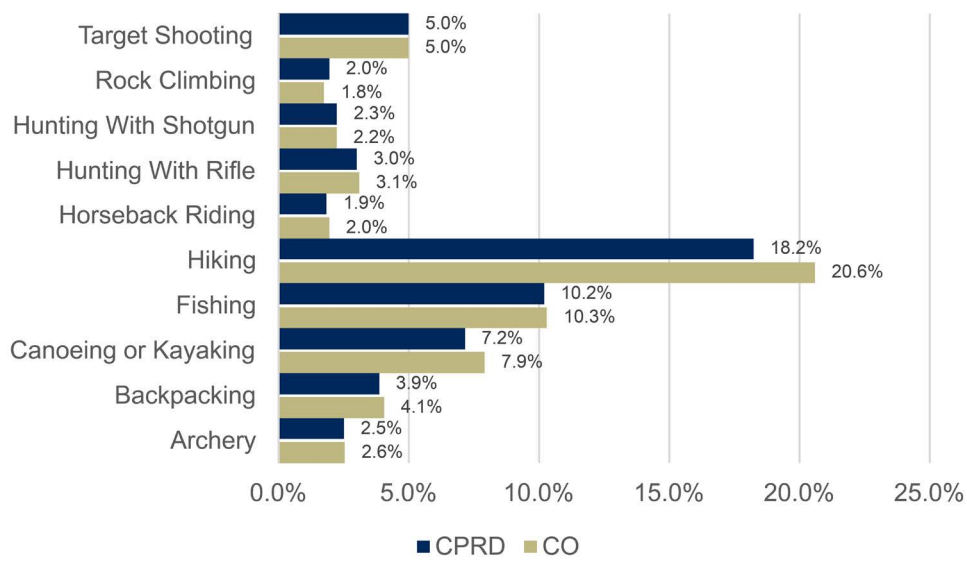
Figure 146: Local Participation in Fitness Activities

The top three sport activities by participation in Greeley and CO are golf, basketball, and tennis. Golf and tennis have slightly higher participation at the state level, by 1% and 0.2% respectively, while basketball ranks higher in Greeley than the state by 0.2%.

Figure 147: Local Participation in Sport Activities

The top three outdoor activities in Greeley and CO are hiking, fishing, and canoeing or kayaking. Hiking has 2% more participation in the state compared to Greeley. Fishing and canoeing or kayaking participation was slightly higher in the state, only by 0.1% and 0.7% respectively.

Figure 148: Local Participation in Outdoor Recreation



Local Recreation Expenditures

According to NRPA park metrics, in 2023, the average expenditure per capita in Greeley on membership fees for social, recreation, and/or health clubs was estimated at \$228.24. Overall, Greeley residents spent less on membership fees than the state average. Sports, recreation, and exercise equipment expenditures per Greeley resident averaged \$246.78, also lower than the state average of \$338.43. Additional information regarding the average and total recreational expenditures is shown in the tables below.

Table 44: Estimated Average Recreational Expenditures Per Resident, 2023

Average Expenditures	Greeley	State of CO
Membership Fees for Social/Recreation/Health Clubs	\$228.24	\$317.14
Fees for Participant Sports Excluding Trips	\$98.78	\$138.02
Tickets to Parks or Museums	\$24.35	\$32.78
Fees for Recreational Lessons	\$118.41	\$168.04
Sports/Rec/Exercise Equipment	\$246.78	\$338.43
Admission to Sports Events Excluding Trips	\$46.76	\$65.52
Other Sports Equipment	\$8.45	\$12.18

Table 45: Estimated Total Recreational Expenditures, 2023

Total Expenditures	Greeley	State of CO
Membership Fees for Social/Recreation/Health Clubs	\$9,161,889	\$744,767,927
Fees for Participant Sports Excluding Trips	\$3,965,078	\$324,124,068
Tickets to Parks or Museums	\$977,602	\$76,989,744
Fees for Recreational Lessons	\$1,876,977	\$153,870,252
Sports/Rec/Exercise Equipment	\$4,753,132	\$394,616,819
Admission to Sports Events Excluding Trips	\$9,906,117	\$794,761,007
Other Sports Equipment	\$339,154	\$28,594,900

Facilities

Understanding the depth of facility management is a key metric when planning for the future of parks and recreation agencies. According to NRPA park metrics, a typical parks and recreation agency will manage approximately 22 parks and 7 buildings. The type and number of facilities and parks an agency can manage varies greatly; however, the NRPA Agency Performance Review for 2023 provides insight into what the majority of agencies are offering across the nation.³ The table below provides an overview of the types of facilities offered.

In addition, the 2024 NRPA Agency Performance Review notes that 40% of respondents have a performance amphitheater and 33% have nature centers. Museums and cultural centers were not identified in NRPA’s data.

Table 46: National Facility Trends

Type of Facility	% of Agencies Offering	Type of Facility	% of Agencies Offering
Playgrounds	95%	Multi-Use Courts	49%
Basketball Courts	86%	Tot Lots	48%
Baseball Fields (Youth)	79%	Soccer Fields (Adult)	42%
Tennis Courts (Outdoor)	76%	Skate Parks	41%
Multi-Purpose Fields	69%	Football Fields	35%
Dog Parks	68%	Pickleball Courts (Outdoor)	31%
Softball Fields (Adult)	63%	18-Hole Golf Course	29%
Softball Fields (Youth)	62%	Multi-Use Courts (Outdoor)	27%
Baseball Fields (Adult)	55%	Synthetic Fields (Multi-Purpose)	25%
Community Gardens	52%	Ice Rink (Outdoor)	18%
Swimming Pools (Outdoor)	51%	Cricket Fields	14%
Soccer Fields (Youth)	50%	Lacrosse Fields	11%

³ NRPA. 2023. NRPA Agency Performance Review. National Recreation and Park Association. Accessed April 8, 2024. [NRPA Agency Performance Review](#)

Diversity, Equity, and Inclusion

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

According to the 2022 Outdoor Participation Report, participation rates among diverse groups is evolving quickly. Black Americans represent approximately 12.4% of the population, but only 7.9% of outdoor participants. Hispanics, who make up almost 18% of the population only make up 10.8% of outdoor participants.

To help ensure that parks and outdoor spaces are more inclusive, a number of recommendations are listed below for consideration that agencies can incorporate into their policies and programs. These items were originally published by The Atlantic's article "Five Ways to Make the Outdoors More Inclusive" which focused on ways national parks can become more inclusive and welcoming.

- **Teach the full history of the American outdoors**
 - Seek property grants and donations for memorials
 - Lobby governments to create storytelling-driven memorials
 - Hire historians to write the full history of outdoor spaces
- **Make all visitors feel welcome and secure**
 - Update park uniforms with modern, welcoming look
 - Be flexible and accommodating with park visitation rules
- **Create underlying policies on diversity and fairness**
 - Increase the number of paid internships and fellowships
 - Partner with diversity advocates
 - Works with ethnic minority groups/individuals to identify how to best to connect with these underrepresented populations
- **Increase economic accessibility**
 - Offer free admission for first-time users
 - Subsidize or provide free transportation for low-income families
- **Make open spaces more representative and culturally relevant**
 - Utilize special events to celebrate unique cultural differences
 - Ensure images in marketing campaigns are diverse and representative of everyone in the community
 - Celebrate diverse organizations

Programming

Per the 2023 NRPA Agency Performance Review, a typical parks and recreation agency will offer approximately 200 programs annually⁴. The following table depicts the most common types of programs offered and the percentage of agencies offering those programs.

Table 47: National Programming Trends

Type of Facility	% of Agencies Offering	Type of Facility	% of Agencies Offering
Themed Special Events	89%	Racquet Sports	71%
Social Recreation Events	88%	Aquatics	69%
Team Sports	86%	Teens	65%
Summer Camps	82%	People with Disabilities	63%
Fitness Enhancement Classes	81%	STEM Programs	58%
Health and Wellness Education	80%	After-School Programs	53%
Individual Sports	77%	Preschool	33%
Older Adults	77%	Before-School Programs	19%
Safety Training	71%	Full Day Care	7%

In addition, 63% of agencies offer cultural crafts and visual arts; 62% offer performing arts; and 49% offer golf programming. NRPA also publishes annual top trends. For 2023, NRPA highlighted the following programming trends.

Walking trip activity has declined 36% since 2019.

Pickleball is the fastest growing recreational sport; however, noise complaints have become a major sore spot for nearby residents. USA Pickleball recently approved sound-eliminating equipment which could aid in reducing the noise by up to 50%.

Cricket is on the rise in some areas, notably among the Southeast Asian population.

Special events such as family nights, seasonal festivals, and holiday karaoke are on the rise.

Dog ownership rocketed during the pandemic, which impacted the rise in dog parks. Dog parks are now the fastest growing type of park, with off-leash dog parks being highest in demand.

⁴ NRPA. 2023. NYPA Agency Performance Review. National Recreation and Park Association. Accessed April 8, 2024. NRPA Agency Performance Review

Engagement

NRPA issues an Engagement with Parks report each year. The report provides a variety of insights on the reasons people engage with their local parks and recreation agencies. Below are a few highlights from the report, including top reasons people go to parks or facilities, investments visitors would like to see, obstacles to accessing parks and recreation services, and what amenities visitors enjoy most.⁵

Investments People Want to See

- ✓ Improved outdoor facilities—43%
- ✓ Improved indoor facilities—35%
- ✓ Improved facility accessibility—32%
- ✓ Increased youth sports opportunities—29%

Top Reasons People Go to Parks

- ✓ Spending time with family and friends—50%
- ✓ Taking a break from stress—47%
- ✓ Exercising or being physically fit—46%
- ✓ Being close to nature—46%

Top Amenities Visitors Enjoy

- ✓ Visiting a local park, playground, or open space—66%
- ✓ Using a hiking, biking, or walking trail—47%
- ✓ Playing sports with family or friends—30%
- ✓ Using a local swimming pool or aquatic center—28%

Top Obstacles to Accessing Parks and Recreation

- ✓ Lack of time—33%
- ✓ Concern about personal safety at the facility—21%
- ✓ Concern about personal safety traveling to the facility—20%
- ✓ Excessive costs or fees—18%

⁵ NRPA. 2023. *Engagement with Parks Report*. National Recreation and Park Association. Access April 8, 2024. *Engagement with Parks Report*

Recreation Participation

This section aims to identify and analyze current trends in sports and recreation, with a particular focus on participation trends derived from the 2024 SFIA Report.⁶ Understanding the latest trends in sports is crucial for CPRD to effectively plan and develop programs and utilize space in a way that reflects participation data.

- Basketball is the most popular team sport nationwide, with 29.7 million participants.
- Tennis is the most popular racquet sport, with 23.8 million participants.
- Pickleball participation grew by 51.8% in 2023.
- Walking for fitness is the most prevalent form of aerobic exercise.
- Tai chi saw a 16.3% increase in participation in one year; however, yoga continues to lead in popularity for conditioning activities.
- Dance, step, and other choreographed exercises have grown by 3.3% since 2018, attracting 26.2 million participants each year.
- Ultimate Frisbee has experienced a significant decline in participation (-4.9% since 2018).
- Stationary cycling (group exercise) has been heavily impacted by at-home fitness equipment, declining by 6.2% in five years, with 6.2 million participants.



⁶ SFIA. February 27, 2024. *SFIA's Topline Participation Report Shows Strong Positive Trends Across All Sports and Fitness Categories*. Sports & Fitness Industry Association. Accessed April 8, 2024. *SFIA's Topline Participation Report Shows Strong Positive Trends Across All Sports and Fitness Categories*

Top Trending Recreation Activities and Five-Year Growth

Understanding top trends in recreation can also help CPRD plan for future investments. Figure 149 illustrates the total U.S. participation rates in sports from 2018 and 2023. Fitness sports continue to lead in popularity over the last five years.

Figure 149: U.S. Participation 2018 vs 2023

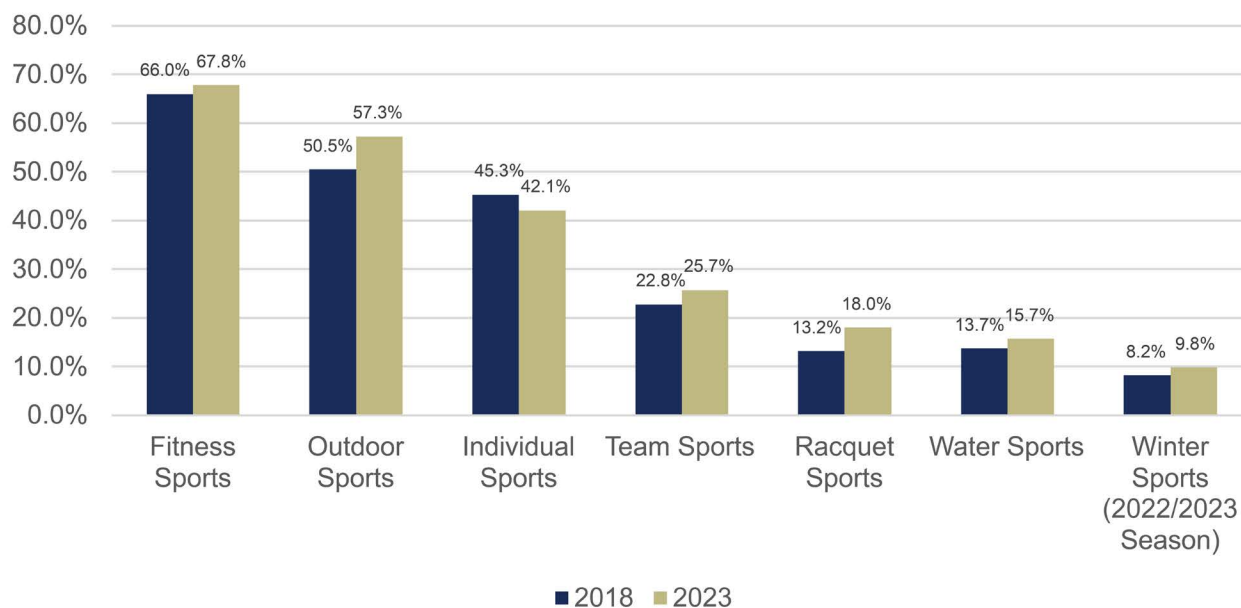


Table 37 shows the top activities by participation and growth rate over the past five years (2018 – 2023) from the latest SFIA report.

Table 48: National Participation by Activity

	2023 Participation (Millions)	Five-Year Growth (2018 - 2023)
TEAM SPORTS		
Basketball	29.7 M	+4.3%
Baseball	16.6 M	+1.0%
Football (Flag)	7.2 M	+2.0%
Football (Tackle)	5.6 M	+1.8%
Football (7-on-7)	2.6 M	
Lacrosse	1.9 M	-1.0%
Roller Hockey	1.2 M	-6.5%
Rugby	1.1 M	-6.5%
Soccer (Outdoor)	14 M	+4.3%
Softball (Fast-Pitch)	2.3 M	+0.9%
Swimming on a Team	3.3 M	+2.1%
Volleyball (Beach/Sand)	3.9 M	-3.8%
Volleyball (Court)	6.9 M	+2.3%
RACQUET SPORTS		
Tennis	23.8 M	+6.3%
Badminton	6.5 M	+0.6%
Pickleball	13.5 M	+35.7%
STRENGTH AND CONDITIONING		
Free Weights	53.8 M	+1.0%
Yoga	34.2 M	+3.6%
Weight-Resistance Machines	29.4 M	+1.0%
AEROBIC EXERCISE		
Treadmill	54.8 M	+0.7%
Running/Jogging	48.3 M	-0.5%
Stationary Cycling (Recumbent/Upright)	32.6 M	-2.0%

	2023 Participation (Millions)	Five-Year Growth (2018 - 2023)
INDIVIDUAL ACTIVITIES		
Golf (9 or 18-Hole Golf Course)	26.5 M	+1.9%
Golf (Off-Course ONLY: Driving Range, Golf Entertainment Venue, Indoor Simulator)	18.4 M	+15.1%
Golf (On- or Off-Course)	45 M	+6.1%
Skateboarding	8.9 M	+7.3%
Trail Running	14.8 M	+8.3%
Triathlon (Non-Traditional/Off Road)	1.3 M	-2.9%
Triathlon (Traditional/Road)	1.7 M	-4.3%
OUTDOOR ACTIVITIES		
Bicycling (BMX)	4.4 M	+5.4%
Bicycling (Mountain/Non-Paved Surface)	9.2 M	+1.4%
Bicycling (Road/Paved Surface)	42.2 M	+1.8%
Camping (RV)	16.4 M	+1.0%
Fishing (Freshwater/Other)	42.6 M	+1.9%
Fishing (Saltwater)	15 M	+3.3%
Hiking (Day)	61.4 M	+5.3%

NRPA Top Trends

Each year, NRPA publishes industry trends and predictions. The 2023 edition⁷ focuses on trends in technology, health and wellness, worker satisfaction, and recreation programs. Top trends for an agency to consider include:

- **Electrification:** Parks and recreation agencies will be able to reduce their carbon footprint through the electrification of business elements such as buildings, vehicles, and equipment. The switch to electronic power is healthier, cheaper, more efficient, and more environmentally friendly for our communities.
- **Supporting those with disabilities:** Park systems are implementing programs that loan persons with disabilities access to off road, tracked, and powered wheelchairs to provide further opportunities for inclusion.
- **Employee happiness:** Worker satisfaction is more important now than ever and should be a top goal for an organization's culture. Employees who feel a sense of genuine care for their well-being from their employer are more engaged and productive.

⁷ NRPA. 2023. *NRPA Top Trends in Parks and Recreation for 2023*. National Recreation and Park Association. Accessed May 8, 2024. *NRPA Agency Top Trends in Parks and Recreation*

- **Recruitment and retention:** A lack of childcare workers and lifeguards will continue to impact parks and recreation agencies for the foreseeable future.
- **Reducing pickleball's impact:** Pickleball has exploded onto the recreation scene, however, the loud volume coming from pickleball courts leaves little to be desired for those living nearby. Organizations are continuing to look for and invest in materials that limit noise.
- **Better mapping:** Digital twin mapping is being used to provide 3D models of the actual physical environment with geographic information systems (GIS). The result of the two maps is a virtual image showing spatial relationships between objects, buildings, and elements of nature.
- **Alcohol and cannabis:** Parks and recreation agencies across the nation relaxed the use and sale of alcohol at parks, typically during special events. Recreational use of cannabis is now on the rise and may not be far behind the recreational use of alcohol in parks.
- **Reducing waste:** Single-use plastic utensils are easy to use in a park setting, however, some parks are looking for a more sustainable solution—edible utensils. Various companies now have items like edible straws, spoons, and forks that can help make agencies with food services more environmentally friendly.

Inactive Americans' Aspirational Activities by Age

The SFIA report provides data related to what inactive Americans are most interested in participating in by age. Greeley currently has a median age of 33. By comparing the SFIA “inactive aspirational activities by age”, the top activities for most Greeley residents (falling in the category of 25 – 34 years) are likely working out with weights and machines, cardio fitness, camping, and yoga.

As noted in the Demographics Report BerryDunn prepared for CPRD, current data from ESRI predicts Greeley will see an increase in the senior and adult population (1.05% and 1.18%, respectfully) and a decrease in other age groups. Though the differences are slight, CPRD may want to consider focusing some additional resources on the 25 and over population.

Greeley has a median age of 33.

The top activities for most Greeley residents (falling in the category of 25 – 34 years) are **likely working out with weights and machines, cardio fitness, camping, and yoga.**

Figure 150: SFIA Inactive Americans' Aspirational Activities by Age

6 – 12 Years	13 – 17 Years	18 – 24 Years	25 – 34 Years
1. Fishing 2. Running/jogging 3. Bicycling 4. Sledding 5. Swimming for fitness 6. Cardio fitness 7. Yoga 8. Camping 9. Soccer 10. Tennis	1. Fishing 2. Running/jogging 3. Swimming for fitness 4. Working out with weights 5. Camping 6. Cardio fitness 7. Bicycling 8. Working out using machines 9. Hiking 10. Skateboarding	1. Running/jogging 2. Working out with weights 3. Cardio fitness 4. Working out using machines 5. Bicycling 6. Swimming for fitness 7. Camping 8. Fishing 9. Yoga 10. Trail running	1. Working out with weights 2. Working out using machines 3. Cardio fitness 4. Camping 5. Yoga 6. Fishing 7. Running/jogging 8. Hiking 9. Swimming for fitness 10. Bicycling
35 – 44 Years	45 – 54 Years	55 – 64 Years	65+ Years
1. Working out with weights 2. Cardio fitness 3. Fishing 4. Working out using machines 5. Swimming for fitness 6. Running/jogging 7. Camping 8. Yoga 9. Hiking 10. Shooting	1. Fishing 2. Working out with weights 3. Camping 4. Working out using machines 5. Cardio fitness 6. Hiking 7. Yoga 8. Shooting 9. Swimming for fitness 10. Running/jogging	1. Fishing 2. Camping 3. Working out with weights 4. Working out using machines 5. Cardio fitness 6. Swimming for fitness 7. Shooting 8. Hiking 9. Yoga 10. Running/jogging	1. Fishing 2. Working out using machines 3. Camping 4. Working out with weights 5. Swimming for fitness 6. Cardio fitness 7. Shooting 8. Yoga 9. Hiking 10. Hunting

Projected Youth Participation Rates

Though predicting future participation rates is a difficult task, viewing trends can help predict where Greeley CPRD should focus its efforts. According to the Aspen Institute State of Play 2023 Report, there are several trends that are impacting youth participation rates:

- **Children are playing less team sports:** Between 2019 and 2022, youth participation team sports decreased by 6%. However, youth interest in trying a new sport increased. The cause of the decline is being attributed—at least in part—to the COVID-19 pandemic, and its influence on families reevaluating their leisure time.
- **Play is increasing:** 63% of youth ages 6-12 played sports at least one day per week.
- **Sports participation is increasing for girls but declining for boys.** 40% of boys are playing sports (down from 50% in 2013), while the highest percentage of girls in the report's history (35%) are now participating in a sport.
- **Youth are exceedingly quitting track and field (56%), swimming (54%), and lacrosse (54%); tackle football, flag football, and basketball have the lowest churn rate.**
- **Youth participation in sports by children in low-income communities continues to increase.**
- **Teen participation in team sports has decreased by nearly 7%.**

The following figures further illustrate participation rates.

Figure 151: Core Participation in Select Sports, Ages 6-12**Core Participation in Select Sports, Ages 6-12**

Percentage of children who participated on a regular basis in 2022.

Sport	2019	2020	2021	2022	2019-22 Change	# of Kids in 2022
Baseball	14.4%	12.2%	12.6%	11.5%	-20.1%	3,279,977
Basketball	14.0%	14.8%	14.5%	14.0%	-0.4%	3,971,445
Cheerleading	2.9%	2.3%	2.2%	2.2%	-23.1%	634,169
Flag Football	3.5%	3.4%	3.4%	3.5%	0.3%	1,002,228
Tackle Football	2.9%	2.8%	2.3%	2.6%	-13.2%	724,916
Golf	4.6%	5.3%	5.2%	6.1%	32.6%	1,700,000
Gymnastics	3.6%	2.9%	3.0%	3.0%	-15.6%	863,180
Ice Hockey	1.2%	1.0%	0.9%	1.0%	-17.5%	272,290
Lacrosse	1.0%	0.9%	0.7%	0.7%	-26.2%	204,626
Soccer (Outdoor)	7.7%	6.2%	7.4%	8.0%	4.3%	2,272,176
Softball (Fast-pitch)	1.4%	1.2%	1.2%	1.2%	-15.7%	344,343
Swimming (Team)	1.3%	1.0%	1.1%	1.0%	-26.9%	279,324
Tennis	4.3%	5.9%	5.8%	6.5%	51.2%	2,100,000
Track and Field	1.1%	1.2%	1.1%	1.0%	-10.5%	286,264
Volleyball (Court)	2.9%	2.5%	2.6%	2.5%	-14.2%	710,176
Wrestling	0.7%	0.6%	0.6%	0.5%	-23.2%	144,277

Source: Sports & Fitness Industry Association. Golf data came from National Golf Foundation.

Tennis data came from U.S. Tennis Association.

Note: Core participation means playing regularly a number of times per year as defined by SFIA depending on the sport.

Figure 152: Sport Participation Rates Overall

Sport Participation Rates Overall

	2019	2020	2021	2022	3-year Change
Percentage of children ages 6-12					
Total Team Sport (at least 1 day)	60.6%	61.2%	60.4%	62.6%	3.3%
Core Team Sport (regular basis)	38.1%	37.8%	36.8%	36.2%	-5.0%
Percentage of children ages 13-17					
Total Team Sport (at least 1 day)	61.5%	55.4%	56.2%	57.3%	-6.8%
Core Team Sport (regular basis)	41.7%	41.6%	41.7%	39.1%	-6.2%
Percentage of children ages 6-17					
Total Team Sport (at least 1 day)	61.0%	58.7%	58.6%	61.1%	0.0%
Core Team Sport (regular basis)	39.6%	39.5%	38.9%	37.4%	-5.6%

Source: Sports & Fitness Industry Association.

Figure 153: Core Participation in Select Sports**Core Participation in Select Sports, Ages 13-17**

Percentage of children who participated on a regular basis in 2022.

Sport	2019	2020	2021	2022	2019-22 Change	# of Kids in 2022
Baseball	10.4%	8.7%	9.5%	8.7%	-16.1%	1,851,145
Basketball	16.5%	16.9%	17.5%	16.3%	-1.0%	3,450,451
Cheerleading	3.0%	2.2%	2.4%	2.2%	-25.1%	473,702
Flag Football	2.7%	2.4%	2.8%	2.6%	-5.5%	549,508
Tackle Football	7.0%	6.8%	6.9%	6.4%	-7.8%	1,363,276
Golf	5.3%	7.2%	6.8%	7.9%	49.1%	1,700,000
Gymnastics	1.5%	1.2%	1.1%	1.1%	-27.0%	231,109
Ice Hockey	1.3%	1.1%	1.2%	1.1%	-14.5%	232,943
Lacrosse	2.2%	2.0%	1.9%	1.8%	-20.7%	374,041
Soccer (Outdoor)	7.1%	5.7%	6.7%	7.1%	0.2%	1,495,986
Softball (Fast-pitch)	2.0%	1.8%	1.7%	1.8%	-13.2%	358,552
Swimming (Team)	2.8%	2.3%	2.2%	1.9%	-33.6%	397,099
Tennis	6.8%	7.9%	8.0%	8.5%	25.0%	1,800,000
Track and Field	5.5%	5.2%	4.9%	4.6%	-16.4%	981,423
Volleyball (Court)	5.6%	5.0%	5.2%	5.0%	-10.6%	1,056,531
Wrestling	1.2%	1.0%	1.0%	0.9%	-25.5%	185,355

Source: Sports & Fitness Industry Association. Golf data came from National Golf Foundation.

Tennis data came from U.S. Tennis Association.

Note: Core participation means playing regularly a number of times per year as defined by SFIA depending on the sport.

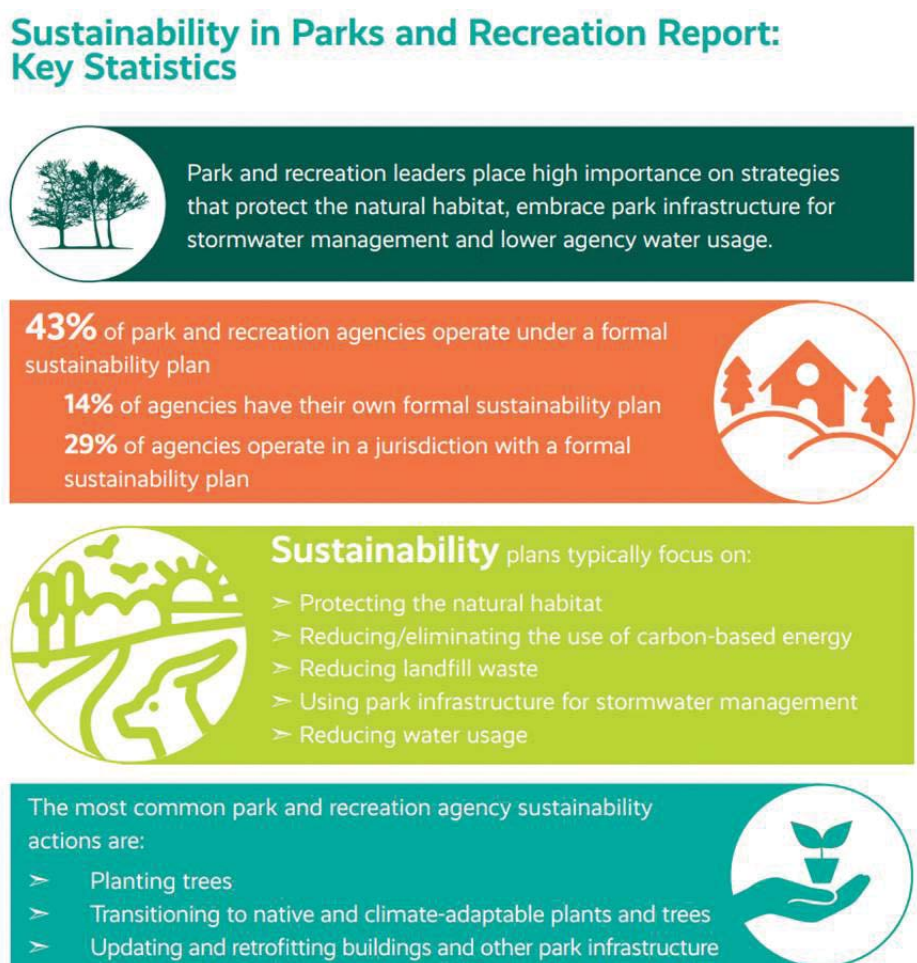
Sustainability

Recognizing the importance of natural areas for CPRD, BerryDunn also reviewed trends in sustainability. NRPA regularly publishes the Sustainability in Parks and Recreation report, where it summarizes findings from agencies across the nation. The most recent report, published in 2023,⁸ identified key areas of focus in park and recreation agency sustainability efforts. These include:

- Protecting natural habitats
- Building/retrofitting park infrastructure to manage stormwater
- Reducing water usage
- Reducing landfill waste
- Reducing or eliminating the use of carbon-based energy

The figure below further details findings from the NRPA Sustainability in Parks and Recreation report.

Figure 154: NRPA Sustainability in Parks and Recreation Report: Key Statistics



⁸ NRPA. 2023. *Sustainability in Parks and Recreation*. Accessed April 30, 2024. <https://www.nrpa.org/globalassets/research/2022-nrpa-sustainability-report.pdf>

Nature Programming and Nature-Deficit Disorder

Playing in nature is an educational opportunity that has numerous benefits, from increasing active and healthy lifestyles, to developing conservation mindsets, to promoting understanding of our ecosystems and wildlife that depends on them. According to the report “Nature Play & Learning Places: Creating and Managing Places where Children Engage with Nature” (2020), there is a genuine need in today’s society for learning spaces that spark creative play with natural materials, such as plants, vines, shrubs, rocks, water, logs, and other elements.

Richard Louv introduced the term “nature-deficit disorder” in 2005, to describe the effects of urbanization, technological advances, and social changes. Scientific evidence suggests that this disorder contributes to emotional and physical illnesses, including attention difficulties, obesity, nature illiteracy, and an “epidemic of inactivity”.

Environmental education can help combat nature-deficit disorder by sparking curiosity in the outdoors either through structured nature programming or through unstructured nature play.

Nature play: a designated, managed area in an existing or modified outdoor environment where children of all ages and abilities play and learn by engaging with and manipulating diverse natural elements, materials, organisms, and habitats, through sensory, fine-motor, and gross-motor.

Nature Play spaces can provide valuable lessons for children, not only in regard to learning their natural environment and appreciation for nature, but also for personal development. These spaces, similar to playgrounds, provide safe spaces to take risks and understand behavioral outcomes.

Access to Nature

A recent article in The Washington Post⁹ discusses the impact of nature on health. NatureQuant—an organizational that investigates nature’s impact on human health based on its location within a community. NatureQuant uses satellite imagery and data on factors such as air and noise pollution, park space, open water and tree canopy to develop a city’s nature score. Cities are using this data to help illustrate nature disparities in the community. According to the article, other organizations are utilizing the data as well:

“The Arbor Day Foundation, which directs millions of dollars to tree planting projects around the world, started using NatureQuant’s data in 2021. If a donor comes to the Arbor Day Foundation with a plan to plant trees in a posh part of town, the data can help make the argument that the trees would do more good elsewhere.”

Based on NatureQuant’s formula, Greeley’s Nature Score ranges from a low 7.4 south of downtown to as high as 75.1 in eastern Greeley. In comparison, Fort Collins ranges from 19.1 to 90.4. The lower the score, the more need for nature in that particular area.

⁹ The Washington Post. 2024. Mapping America’s access to nature, neighborhood by neighborhood. Accessed May 20, 2024. Mapping America’s access to nature, neighborhood by neighborhood

Outdoor Fitness Trails

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

Forestry Management

According to StartUs Insights¹⁰, a research and innovations firm, top trends in forestry management for 2024 highlight the increasing integration of technology, sustainability efforts, and responses to global challenges:

Forest Mapping and Tree Monitoring: Advanced technologies like real-time forest mapping and tree monitoring are providing detailed insights into forest health, helping with conservation and resource management. These technologies use sensors and satellite data to monitor various parameters, enabling better decision-making for forest conservation and restoration.

Forest Regeneration: Innovations in forest regeneration are critical for sustainable forestry. Techniques include precision planting using drones and data analytics to enhance seed dispersal and nutrient allocation. This ensures effective reforestation and ecosystem restoration efforts.

Risk Mitigation: With the increasing frequency of wildfires and other natural disasters, forest risk mitigation technologies are crucial. AI and machine learning are being used to predict and manage risks, such as early wildfire detection systems that use satellite and IoT sensors.

These trends reflect a growing emphasis on leveraging technology for sustainable and efficient forest management, addressing global environmental challenges, and optimizing forest resources.

Conclusion

This CPRD Trends Report offers valuable insights into the evolving landscape of recreational preferences and behaviors on the local, state, and national levels. By examining participation rates, local recreation expenditures, facility offerings, programming trends, and aspirational activities, CPRD can gain a comprehensive understanding of the community’s recreational needs and interests.

While certain activities like walking for exercise, golf, and hiking maintain popularity, understanding the slight variations in participation rates between CPRD and the state provides actionable insights for targeted programming and resource allocation. Additionally, by noting discrepancies in spending on membership fees and equipment between CPRD and the state average, CPRD can tailor its financial strategies to better align with community preferences and demands.

¹⁰ <https://www.startus-insights.com/innovators-guide/forestry-industry-outlook/#:~:text=The%20Forestry%20Industry%20Outlook%20shows,ecological%20concerns%20with%20economic%20progress>

Finally, understanding aspirational activities by age group provides CPRD with insights into potential areas for expansion or targeted outreach. By recognizing the preferences of different demographic segments within the community, CPRD can develop inclusive and relevant programming that appeals to a diverse range of residents.

In short, some items for Greeley CPRD to consider based on trends:

- Continue to be proactive in engaging with underserved groups
- Where possible, and within Greeley CPRD's control, expand nature programming into downtown Greeley and other areas that have low Nature Scores
- Consider activity trends when developing new programming
- Invest in technologies to reduce waste and increase efficiencies

Similar Provider

It is common for parks, recreation, and related agencies to operate in environments where other providers offer similar services and spaces. These providers may include government organizations, private businesses, nonprofits, or educational institutions, with each offering spaces and programs that may be either free and open to the public or accessible through admission fees or memberships.

While similar providers could be perceived as competitors, this is not always the case. In many instances, related services and organizations can be mutually beneficial, offering opportunities for collaboration while reducing duplication of services.

CPRD is one such agency that is recognizing the power of collaboration and partnership. Its mission is to “provide services, experiences, and spaces that promote community, health, and wellbeing for all,” and its vision is to “a thriving and vibrant community connected through nature, heritage, entertainment, recreation, and the arts.” These statements provide a framework for CPRD to view other providers not as competitors but as potential collaborators who can enrich the overall offering of services and increase the availability of recreational opportunities for Greeley residents.

To achieve shared community goals, CPRD has several strategic options for engaging with similar providers:

- **Partnerships.** CPRD can expand partnerships through agreements that define shared objectives and resource sharing. These partnerships can increase the reach and impact of both CPRD and its partner organizations while minimizing duplication of efforts.
- **Parallel Services.** CPRD can focus on providing additional services that complement what other providers offer. For instance, if a private fitness center specializes in advanced training, CPRD could focus on beginner-friendly or family-oriented fitness programs to help ensure accessibility for a broader audience.
- **Niche Programming.** CPRD can identify market gaps and develop programs that address specialized needs, such as inclusive recreation opportunities for individuals with disabilities or unique cultural or environmental initiatives that align with Greeley's character and values.

By viewing similar providers as collaborators rather than competitors, CPRD can contribute to a more cohesive network of recreational and cultural opportunities that reflect its mission and vision, creating exceptional spaces and experiences for the entire Greeley community.

Types of Similar Providers

Locations of similar providers were identified using a market research tool called Outscraper, with details such as names, addresses, and other details organized by category. The initial review identified 144 total providers in Greeley. For simplicity of review, BerryDunn reviewed the list and narrowed the scope to 103 significant providers across the following types:

- Culture
- Community Organizations
- Parks
- Recreation
- Event Providers
- Home Owner Associations (HOAs)
- Higher Education Institutions

Culture

Greeley is served by the following cultural providers, with offerings ranging from performing and visual arts to museums and educational organizations. These offerings play a vital role in enriching the City of Greeley's artistic landscape and fostering community engagement.

Table 49: Cultural Providers in the City of Greeley

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/ Outdoor	URL	Address
Artwerx Studio/gallery	Museum	Private	Indoor	ArtWerx Studio/Gallery Greeley CO Facebook	924 8th Ave, Greeley, CO 80631
Cameron Community Center	Community center	Permanently Closed	Permanently Closed	Permanently Closed	1424 13th Ave, Greeley, CO 80631
Colorado Model Railroad Museum	Rail museum, model train store	Private	Indoor	Home Page - Colorado Model Railroad Museum	680 10th St, Greeley, CO 80631
Conservatory Dance Studio	Dance school, ballet school, dance company	Private	Indoor	Dance Studio & Dance Classes	813 8th St, Greeley, CO 80631
Makers Mercantile & Studio	Art center, art gallery, art studio, gift store	Private	Indoor	Makers Mercantile & Studio!	824 9th St A, Greeley, CO 80631
Moxi Theater	Concert hall, bar, dance hall, wedding venue	Private	Indoor	Moxi Theater	802 9th St, Greeley, CO 80631
The Clay Center of Northern Colorado	Art center	Private	Indoor	The Clay Center	1024 6th Ave, Greeley, CO 80631
University of Northern Colorado (UNC) Marcus Garvey Center (MGCC)	University cultural center	Private	Indoor	Marcus Garvey Cultural Center	928 W 20th St, Greeley, CO 80631
UNC Mariani Gallery	University art gallery	Private	Indoor	UNC School of Art and Design	1741 8th Ave, Greeley, CO 80631
Union Colony Children's Music Academy	Music school, music instruction/education or	Private	Indoor	Union Colony Children's Music Academy	2101 16th St, Greeley, CO 80631
UNC Bank of Colorado Arena	University arena, home to UNC varsity basketball, volleyball, wrestling, indoor track & field	Private	Indoor	Bank of Colorado Arena - Facilities	270 Alles Dr. D, Greeley, CO 80631

Community Organizations

Greeley is home to a variety of organizations dedicated to supporting youth, families, and the broader community. These groups focus on education, mentorship, social services, and leadership development, providing essential resources to help individuals thrive.

Table 50: Community Providers in the City of Greeley

Name	Description & Target Market	Public, Non-Profit, Private	URL	Address
Adventure West Council, Boy Scouts of America	Youth organization	Non-profit organization	Adventure West Council	2215 23rd Ave, Greeley, CO 80634
Boys and Girls Club	Youth organization	Non-profit organization	Youth development Boys & Girls Clubs of Weld County	2400 W 4th St, Greeley, CO 80631
Greeley West FFA (Future Farmers of America)	Youth organization	Student	FFA - Greeley West High School	2401 35th Ave, Greeley, CO 80634
Higher Grounds	Youth center	Non-profit organization	Higher grounds—Northern Colorado Youth for Christ	134 11th Ave, Greeley, CO 80631
Life Stories Child and Family Advocacy	Youth social services organization, crime victim service	Non-Profit Organization	Welcome - LifeStories Child & Family Advocacy	1640 25th Ave, Greeley, CO 80634
United Way of Weld County	Community Organization	Non-profit organization	United Way of Weld County	814 9th St, Greeley, CO 80631
Weld County Youth Conservation Corps	Youth organization	Public	Youth Conservation Corps	315 N 11th Ave Building B, Greeley, CO 80631
Youth & Family Connections	Youth organization	Non-Profit Organization	Youth & Family Connections	2835 W 10th St, Greeley, CO 80631

Parks

Beyond CPRD and HOA parks, Greeley also offers the following parks. This list is varied, including skateparks, gardens, and green spaces, but each contribute to the overall recreational opportunities in the City of Greeley.

Table 51: Parks in the City of Greeley

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/Outdoor	URL	Address
Houston Gardens	Community garden, botanical garden, education center, tourist attraction	Public	Outdoor	Houston Gardens	515 23rd Ave, Greeley, CO 80634
UNC Campus Commons	University green space	Private	Outdoor	Campus Commons at the University of Northern Colorado	1051 22nd St, Greeley, CO 80639
UNC Cranford Park	University green space	Private	Outdoor	Cranford Park	1828 10th Ave., Greeley, CO 80631
UNC Jackson Field Sports Complex	University sports complex home to UNC varsity baseball team	Private	Outdoor	Jackson Field - Facilities - University of Northern Colorado Athletics	UNC Jackson Field Sports Complex, 18th St. and, 6th Ave, Greeley, CO 80639
UNC Permaculture Garden	University garden	Private	Outdoor	Permaculture Garden	UNC Permaculture Garden, Greeley, CO 80631

Recreation

The following list includes over 50 recreation providers, creating extensive choice and opportunity for residents to stay active. While gyms are the most common type of recreation provider, sports leagues and personal trainers provide a fuller picture of Greeley's offerings.

Table 52: Recreation Providers in the City of Greeley

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/Outdoor	URL	Address
16th Street Fitness	Fitness center	Private	Indoor	16th Street Fitness	2400 W 16th St, Greeley, CO 80634
Adaptive Tactics Defense Training	Martial arts school	Private	Indoor	Adaptive Tactics Defense Training	1015 9th Ave, Greeley, CO 80631
Aims Community College Physical Education and Recreation Center (PERC)	Community College Fitness center available to students and employees	Private	Indoor	Recreation Center	5307 W 20th St, Greeley, CO 80634
Alliance Performance Center	Softball training facility	Private	Indoor	APC NOCO	2211 115th Ave Unit 1, Greeley, CO 80634
Anytime Fitness	Fitness center	Private	Indoor	Anytime Fitness	4855 W 10th St, Greeley, CO 80634
Balance Health Gym	Fitness center	Private	Indoor	The Gym Balance Health	1709 61st Ave, Greeley, CO 80634
Balanced Movement	Yoga studio	Private	Indoor	Balanced Movement	1535 8th Ave, Greeley, CO 80631
Bella Ridge Golf Club	Public Golf Course	Private	Outdoor	Bella Ridge Golf Club	2990 Weld Co Rd 44 Johnstown, CO 80534
Bittersweet Swimming & Tennis	Swim club, outdoor swimming pool, tennis courts (year-round)	Private	Outdoor	Bittersweet Swimming and Tennis Association	1429 39th Ave, Greeley, CO 80634
Boxing Basics	Boxing gym	Private	Indoor	Boxing Basics	6268 W 10th St. #B, Greeley, CO 80634
Brothers Gym and Supplements	Fitness center	Private	Indoor	Brothers Gym	2547 11th Ave B, Greeley, CO 80631
Cattail Creek Golf Course	Public Golf Course (executive 9 hole)	Private	Outdoor	Cattail Creek Golf Course	2116 W. 29th St Loveland, CO 80538

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/Outdoor	URL	Address
City Park 9 Golf Course	Public Golf Course (9 hole)	Public	Outdoor	City Park Nine Public Golf Course	411 S Bryan Ave, Fort Collins, CO 80521
Collindale	Public Golf Course	Private	Outdoor	Collindale Golf Course - City of Fort Collins	1441 E. Horsetooth Rd Fort Collins, CO 80525
Coyote Creek Golf Course	Public Golf Course	Private	Outdoor	Coyote Creek Golf Club	222 Clubhouse Dr Fort Lupton, CO 80621
CrossFit Bullies	Fitness center	Private	Indoor	CrossFit Bullies	2770 8th Ave unit a, Greeley, CO 80631
CrossFit Helix	Fitness center	Private	Indoor	CrossFit Helix	2970 W 29th St #16, Greeley, CO 80631
Double Diamond Cross Fit	Fitness center	Private	Indoor	Double Diamond CrossFit	965 59th Ave, Greeley, CO 80634
Evolution Fitness Training	Personal trainer	Private	Indoor	n/a	3705 W 12th St #105, Greeley, CO 80634
FC Greeley	Soccer club	Private	Outdoor	FC Greeley	1712 9th St, Greeley, CO 80631
Footwork—Speed. Agility. Performance.	Personal trainer	Private	Indoor	n/a	2381 43rd Ave Ct, Greeley, CO 80634
Fort Collins Country Club	Private Golf Course, Tennis Courts, Pool	Private	Outdoor	Fort Collins Country Club	1920 Country Club Rd Fort Collins, CO 80524
Gold's Gym Greeley	Fitness center	Private	Indoor	Gold's Gym Greeley	3001 23rd Ave, Greeley, CO 80631
Grand Master Winegar's Taekwondo	Martial arts school	Private	Indoor	Grand Master Winegar's Taekwon-Do	2640 11th Ave, Greeley, CO 80631
Greeley Climbing Collective	Rock climbing gym	Private	Indoor	Climbing Collective Colorado	1514 8th Ave, Greeley, CO 80631

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/ Outdoor	URL	Address
Greeley Country Club	Private Golf Course, work out facility, tennis courts, pool	Private	Indoor/ Outdoor	Greeley Country Club	4500 W 10th St, Greeley, CO 80634
Greeley Evans Youth League	Little League	Private	Outdoor	Greeley Evans Youth League	6501 W 20th St, Greeley, CO 80634
Greeley Fit Body Boot Camp	Fitness center	Private	Indoor	Fit Body Boot Camp Gym	1923 59th Ave, Greeley, CO 80634
Greeley Freeze	Greeley	Private	Indoor	Greeley Freeze	
Greeley Health & Fitness	Fitness center	Private	Indoor	Greeley Health & Fitness	3820 W 10th St. Suite b-10, Greeley, CO 80634
Greeley Taekwon-Do	Martial arts school	Private	Indoor	n/a	813 8th St, Greeley, CO 80631
Highland Meadows Golf Course	Semi Private Golf Course	Private	Outdoor	Highland Meadows Golf Course	6300 Highland Meadows Parkway Windsor, CO 80550
HOTWORX—Greeley, CO—Centerplace	Yoga studio	Private	Indoor	HOTWORX - Greeley	4629 Centerplace Dr. #107, Greeley, CO 80634
Jazzercise Greeley	Physical fitness program	Private	Indoor	Jazzercise Greeley Rec	651 10th Avenue, 1010 6th St, Greeley, CO 80631
Joyous Strength	Personal trainer	Private	Indoor	Joyous Strength	5701 W 20th St, Greeley, CO 80634
KickHouse	Fitness center	Private	Indoor	Kickboxing in Greeley	614 8th Ave, Greeley, CO 80631
LMS Personal Training	Personal trainer	Private	Indoor	n/a	3001 23rd Ave, Greeley, CO 80631
Mad Russian Golf Club	Public Golf Course	Private	Indoor/ Outdoor	Mad Russian Golf Course -	2100 Country Club Pkwy Miliken, CO 80543
Mariana Butte Golf Course	Public Golf Course	Private	Outdoor	Mariana Butte Golf Course	701 N Clubhouse Dr Loveland, CO 80537
Mountain Vista Greens Golf Course	Public Golf Course (9 hole)	Private	Outdoor	Mountain Vista Golf Course	2808 NE Frontage Rd Fort Collins, CO 80524

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/Outdoor	URL	Address
NoCo Fitness Greeley	Fitness center	Public	Indoor	NoCo Fitness -	3820 W 10th St Suite B-10, Greeley, CO 80634
NoCo Gymnastics	Fitness center	Public	Indoor	NoCo Gymnastics	2400 W 16th St Suite B, Greeley, CO 80634
NOCO Ice Center (Jr. Eagles Hockey)	Hockey club	Non-Profit Organization	Indoor	Northern Colorado Youth Hockey	7900 N Fairgrounds Ave, Fort Collins, CO 80528
Northern Colorado Rush Soccer	Soccer program	Non-Profit Organization	Outdoor	Northern Colorado Rush	4681 W 20th St #203, Greeley, CO 80634
Orangetheory Fitness	Fitness center	Private	Indoor	Orangetheory Gym	4111 Centerplace Dr. Unit A, Greeley, CO 80634
OsteoStrong Greeley West	Fitness center	Private	Indoor	OsteoStrong Greeley West	3506 W 10th St, Greeley, CO 80634
Pelican Lakes Golf Club	Semi Private Golf Course	Private	Outdoor	Golf - Pelican Lakes Resort & Golf	1620 Pelican Lakes Pt Windsor, CO 80550
Performance Wellness Institute	Fitness center	Private	Indoor	Performance & Wellness Institute	4635 W 20th Street Rd, Greeley, CO 80634
PKT Muay Thai at The Farm	Martial arts school	Private	Indoor	The Farm Brazilian Jiu Jitsu	6268 W 10th St C, Greeley, CO 80634
Planet Fitness	Fitness center	Private	Indoor	Planet Fitness	2640 11th Ave, Greeley, CO 80631
Premier Gymnastics East	Fitness Center	Private	Indoor	Premier Gymnastics East	5699 W 20th St Suite 500, Greeley, CO 80634
RainDance National Golf Club	Semi Private Golf Course	Private	Outdoor	RainDance	1775 RainDance National Dr Windsor, CO 80550
Resurrection Christian Academy	Hockey	Non-profit	Indoor	Resurrection Christian Hockey	6508 E. Crossroads Blvd Loveland, CO 80538

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/Outdoor	URL	Address
Revolution 45	Fitness center	Private	Indoor	n/a	4125 24th Street Rd, Greeley, CO 80634
Rogue Play Trampoline and Ninja Center	Park, children's party service, gym, indoor playground, fitness center	Private	Indoor	Rogue play	5800 W 18th St, Greeley, CO 80634
Sacred Space Yoga	Yoga studio	Private	Indoor	Sacred Space Yoga	824 9th St Unit C, Greeley, CO 80631
Sacred Yoga	Yoga studio	Private	Indoor	Sacred Space Yoga	1616 14th St, Greeley, CO 80631
Saddleback Golf Course	Public Golf Course	Public	Outdoor	Saddleback Golf Club	8631 Frontier Rd Firestone, CO 80504
Scientifically Oriented Athletic Regimen (SOAR)	Physical fitness program	Private	Indoor	Soar Athlete (Greeley, CO)	965 59th Ave Unit B, Greeley, CO 80634
Soccer Without Borders Colorado	Soccer program	Non-Profit Organization	Outdoor	Soccer without Borders	2101 16th St, Greeley, CO 80631
Southridge Golf Course	Public Golf Course	Private	Outdoor	Southridge Golf Course	5750 S. Lemay Ave Fort Collins, CO 80525
The Farm Brazilian Jiu Jitsu	Jujitsu school	Private	Indoor	The Farm BJJ	6268 W 10th St C, Greeley, CO 80634
The Mexica Center	Martial arts school	Private	Indoor	Mexica Center	2525 W 10th St, Greeley, CO 80634
The Olde Course at Loveland	Public Golf Course	Private	Outdoor	The Olde Course at Loveland	2115 W. 29th St Loveland, CO 80538
The Playground	Indoor playground	Private	Indoor	The Playground	1930 Greeley Mall, Greeley, CO 80631
The Refuge Indoor Skatepark	Skateboard park, BMX club, skate shop, youth center	Private	Indoor	Colorado Refuge	134 11th Ave, Greeley, CO
Top Notch Wrestling Club	Wrestling school	Private	Indoor	Top Notch Wrestling Club	270 Alles Dr., Greeley, CO 80631
TR Fitness	Fitness center	Private	Indoor	Team Rogers Fitness	3005 W 29th St, Greeley, CO 80631

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/Outdoor	URL	Address
UNC Empower Center	University sports performance facility for UNC student-athletes Student recreation center	Private	Indoor	Empower Center	1505 23rd St, Greeley, CO 80631
UNC Gloria Rodriguez Softball Field	University field, home to varsity softball club team	Private	Outdoor	Gloria Rodriguez Field	17th Ave, Greeley, CO 80631
UNC Campus Recreation Center	University recreation & fitness center available to students, faculty, staff	Private	Indoor	Campus Recreation Center	501 W 20th St, Greeley, CO 80639
Upward Fitness Studio	Personal trainer	Private	Indoor	Upward Fitness Studio	3050 67th Ave UNIT 103, Greeley, CO 80634
VASA Fitness	Fitness center	Private	Indoor	VASA Fitness	2325 23rd Ave, Greeley, CO 80634
Work Out West Health & Recreation Center	Fitness center	Private	Indoor	Work Out West	5701 W 20th St, Greeley, CO 80634

Event Providers

Table 53 lists 13 events providers in Greeley. In addition to planning services, these providers are offering spaces for community gatherings, including weddings, conferences, etc.

Table 53: Event Providers in the City of Greeley

Name	Description & Target Market	Public, Non-Profit, Private	Indoor/Outdoor	URL	Address
Aims Community College Welcome Event Center	Banquet hall, meeting and break-out rooms, event planner	Private	Indoor	Aims Community College	5590 W 11th St, Greeley, CO 80634
Alfany Venue	Event venue	Private	Indoor/Outdoor	Alfany Venue	203 13th St, Greeley, CO 80631
Atlas Theater	Event venue	Private	Indoor	Atlas Theater	709 16th St, Greeley, CO 80631
Fiesta Mansion Event Center	Event venue	Private	Indoor	Fiesta Mansion	829 10th Ave, Greeley, CO 80631
Greeley Special Events Center	Doubletree Hilton Conference center	Private	Indoor	DoubleTree Hotel	919 7th St, Greeley, CO 80631
Just Us Sisters Event Center	Event venue	Private	Indoor	Just Us Sisters	702 5th St, Greeley, CO 80631
Kimberly's Event Center & Party Rentals	Event venue, event planner, party store, wedding planner	Private	Indoor	Kimberly's Events Center Lounge	1029 8th Ave, Greeley, CO 80631
Lone Tree Creek Event Center	Event venue	Private	Indoor	Lone Tree Creek	33546 Co Rd 49, Greeley, CO 80631
Millennium Event Center	Event venue	Private	Indoor	Millennium Event Center	815 10th St, Greeley, CO 80631
Platte River Fort Resort & Event Center	Event venue, campground, event planner, resort hotel, wedding venue	Private	Indoor/Outdoor	River Fort Ranch	22999 US-34, Greeley, CO 80631
Swan Meadow Cottages	Event venue, cottage, resort hotel, retreat center, wedding venue	Private	Indoor/Outdoor	Swan Meadow Cottages	33653 Co Rd 45, Greeley, CO 80631
Z Ranch Event Center	Event venue, wedding venue	Private	Indoor	Z Ranch Event Center	29251 Co Rd 53, Greeley, CO 80631

Home Owner Associations (HOAs)

The City of Greeley has five HOAs, many of which maintain private parks, pools, and workout facilities exclusively for their own neighborhoods or residential areas. These amenities typically provide leisure opportunities to neighborhood residents and guests only.

Table 54: HOAs in the City of Greeley

Name	Description	Address
Ashton Estates HOA	Green space	65th Avenue and Ashcroft Rd., Greeley, CO 80634
Northview Subdivision	Local playground, leisure pool, picnic areas	2990 W C St., Greeley, CO 80631
Promontory Apartments	Workout facility, clubhouse, leisure pool	10306 20th St., Greeley, CO 80634
Summer Park Condominium complex	Workout facility, clubhouse, leisure pool, green space	6601 W 3rd St., Greeley, CO 80634
West Fork Village, OA	Green space, leisure pool	5775 W 29th St UNIT 1601, Greeley, CO 80634

Higher Education Institutions

In the area, there are two colleges and 43 other schools, encompassing a mix of public and private institutions. These schools offer various recreational programs and facilities (e.g., sports fields and gymnasiums) and contribute significantly to the community's recreational offerings. Access to those schools varies greatly and depends on specific facility policies and regulations. Only colleges and universities are listed below, but the other schools boast varying levels of greenspace across the City.

Table 55: Higher Education Institutions in the City of Greeley

Name	Description	Address
Aims Community College	Physical Education and Recreation Center Fitness center, tennis courts, outdoor sports fields, green space	5401 W 20th St., Greeley, CO 80634
University of Northern Colorado	Recreation center, sports fields, green space	1051 22nd St., Greeley, CO 80639

Mapping Similar Providers

The figure below illustrates the geographic distribution of the similar providers listed above. The map highlights the locations of all identified providers and offers a clear view of the community's recreational assets. For simplicity of viewing, only alternative providers have been included in this map. For a detailed illustration of CPRD's parks, facilities, and golf courses, please refer to the Inventory.

Figure 155: Similar Cultural Providers in the City of Greeley

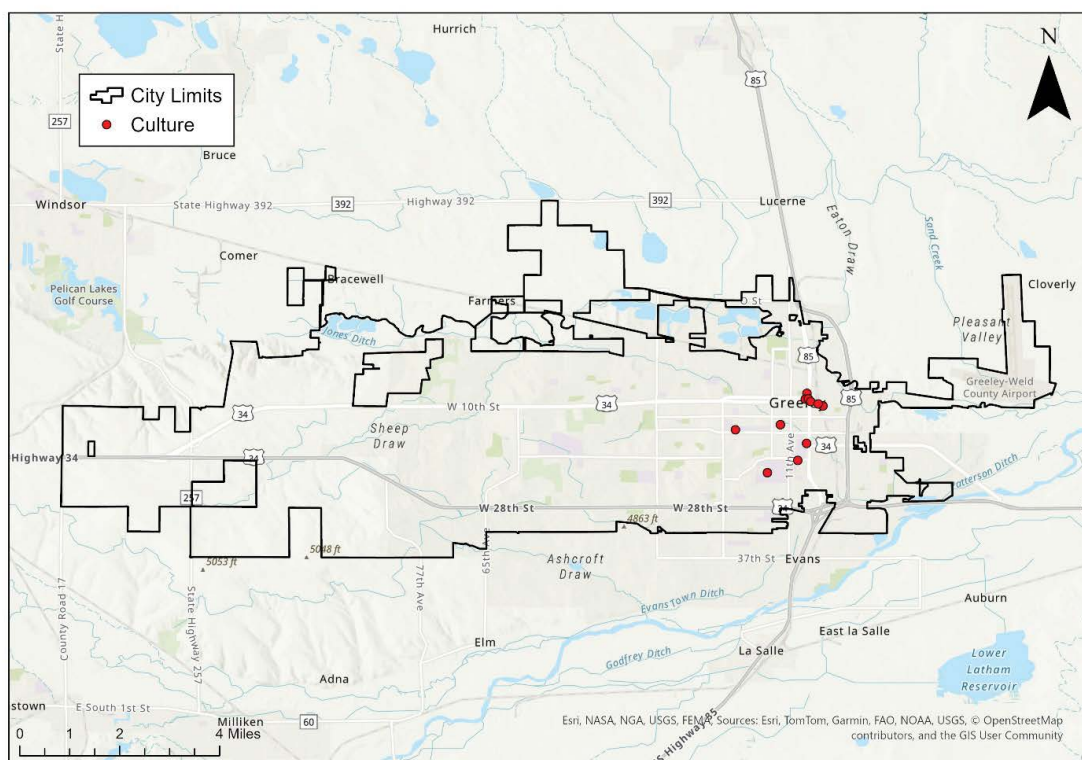


Figure 156: Park Providers in the City of Greeley

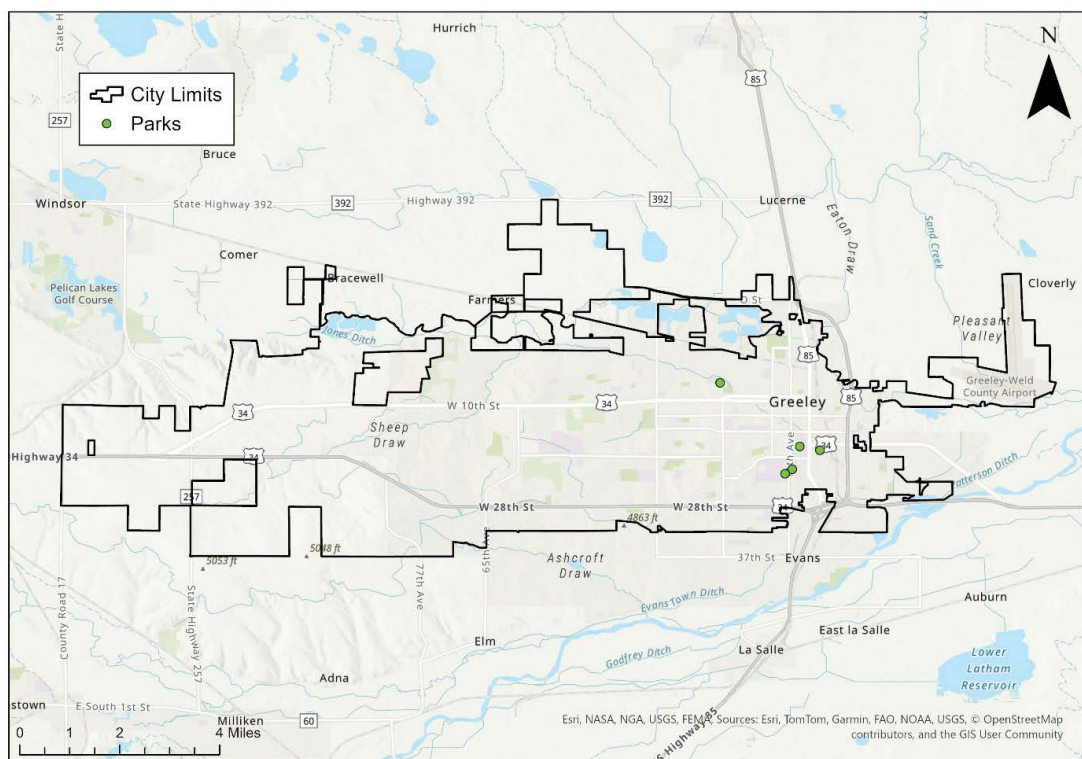


Figure 157: Similar Recreational Providers in the City of Greeley

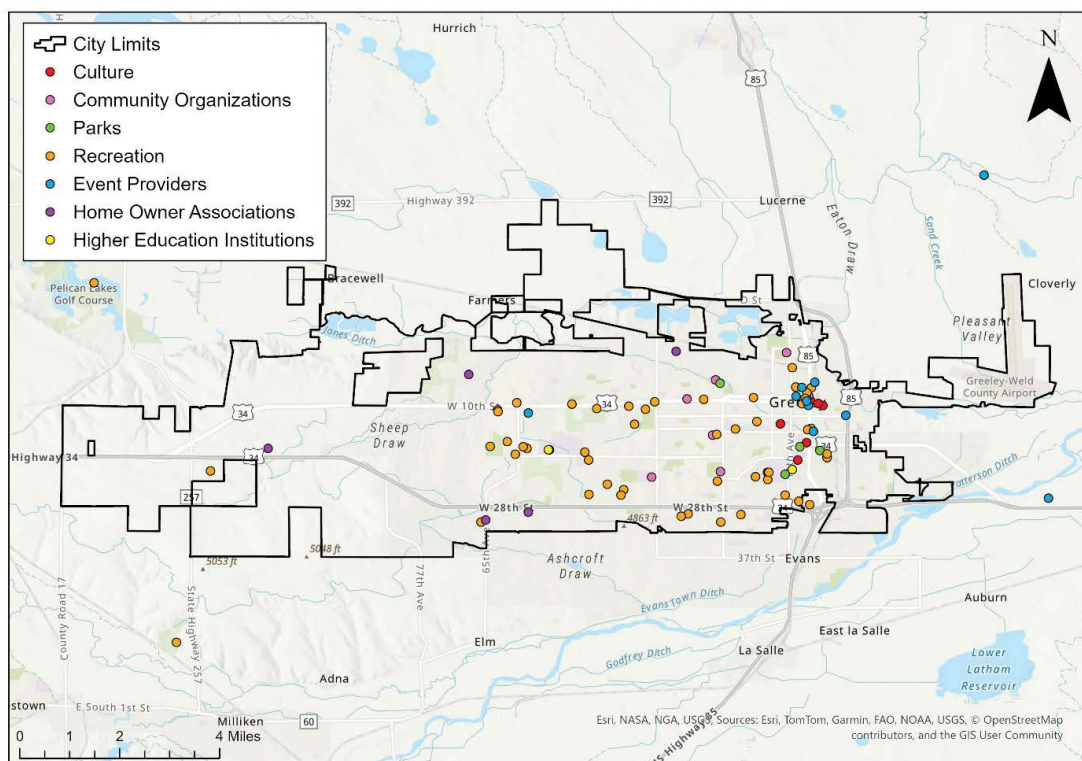


Figure 158: Similar Event Providers in the City of Greeley

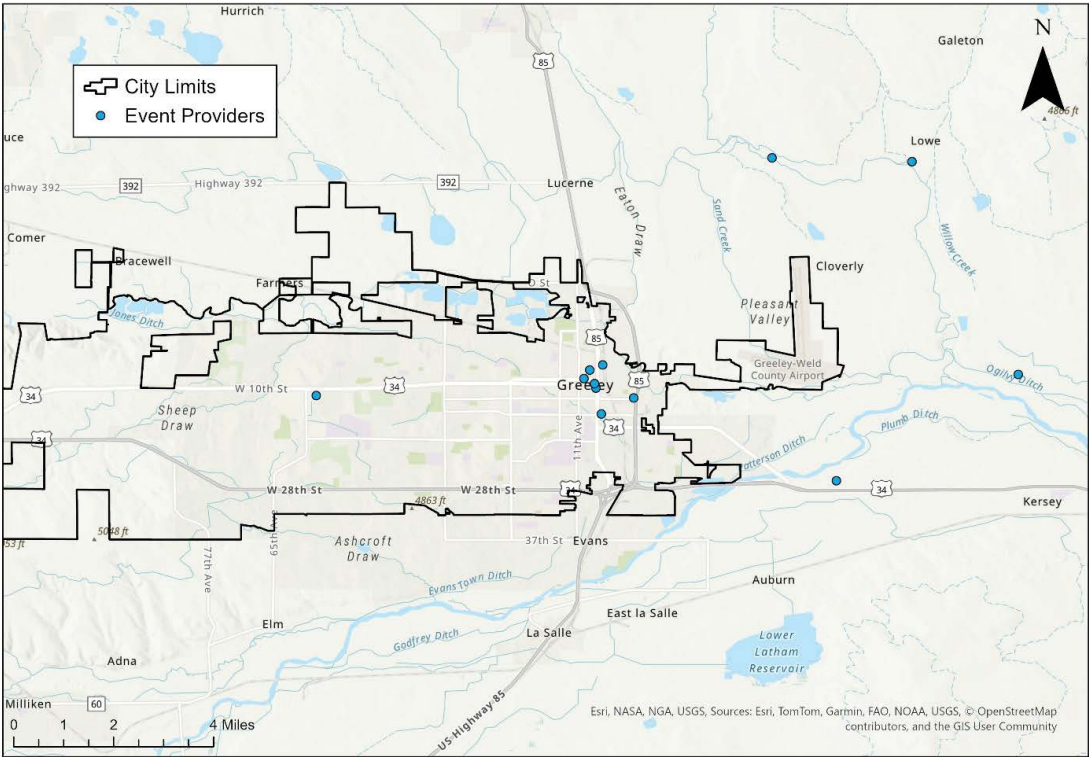


Figure 159: Similar Recreation Providers in the City of Greeley

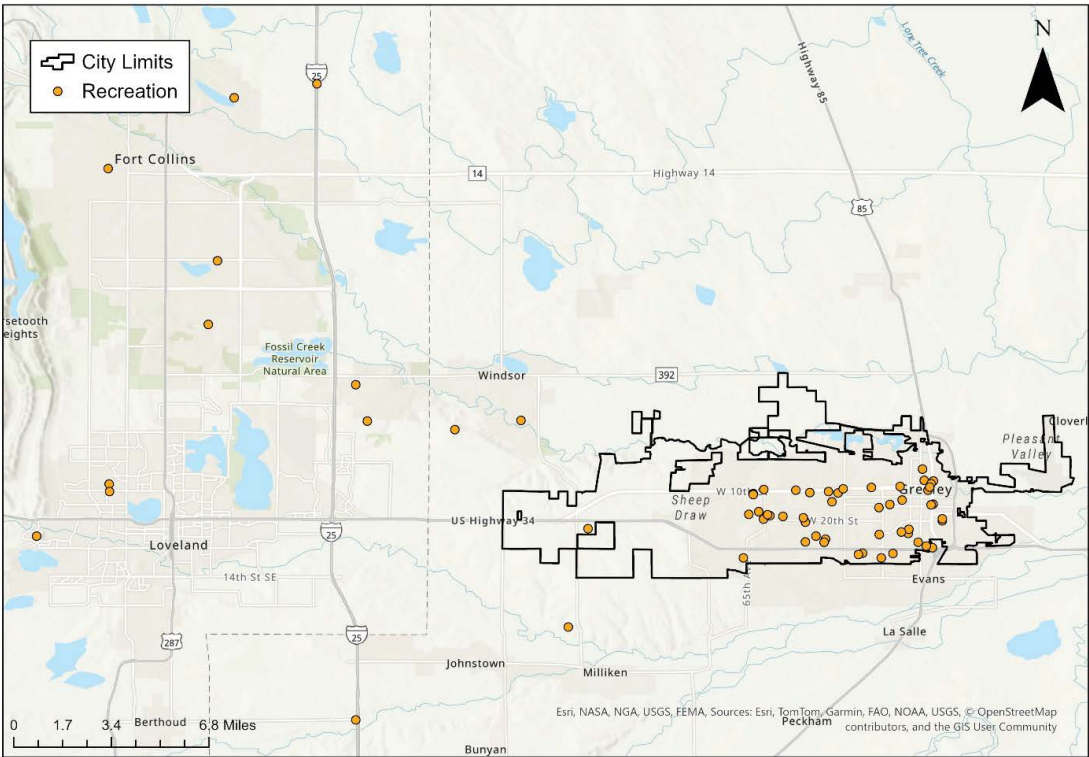


Figure 160: HOA in the City of Greeley

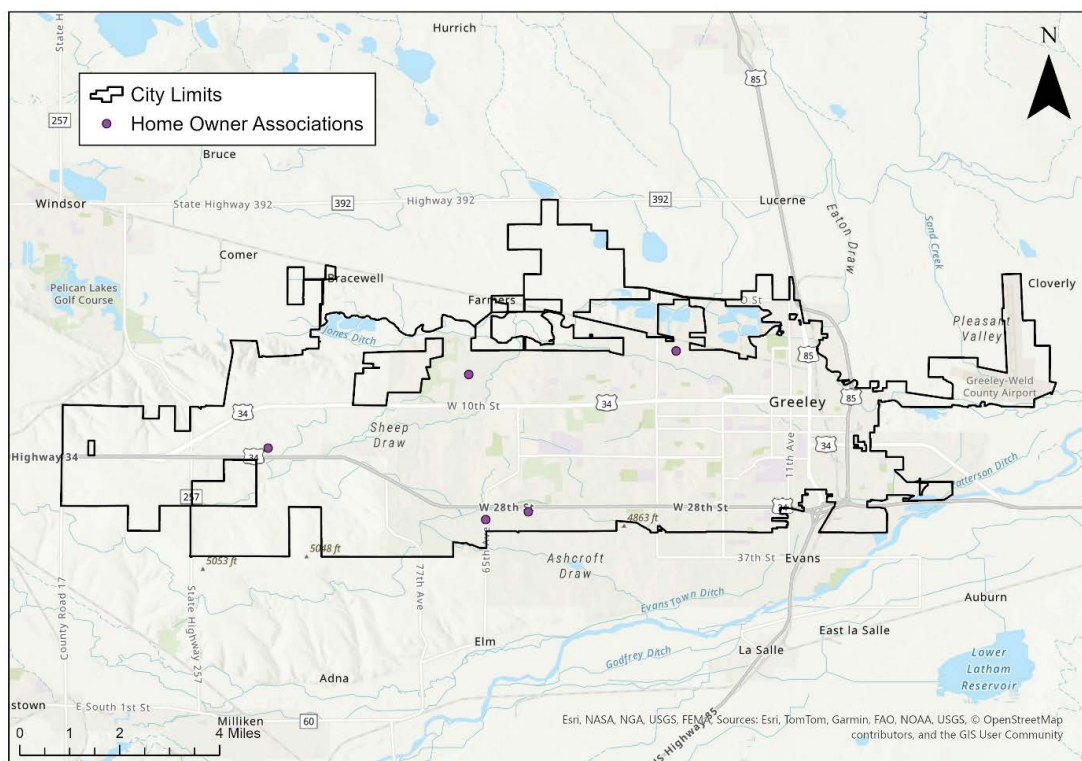
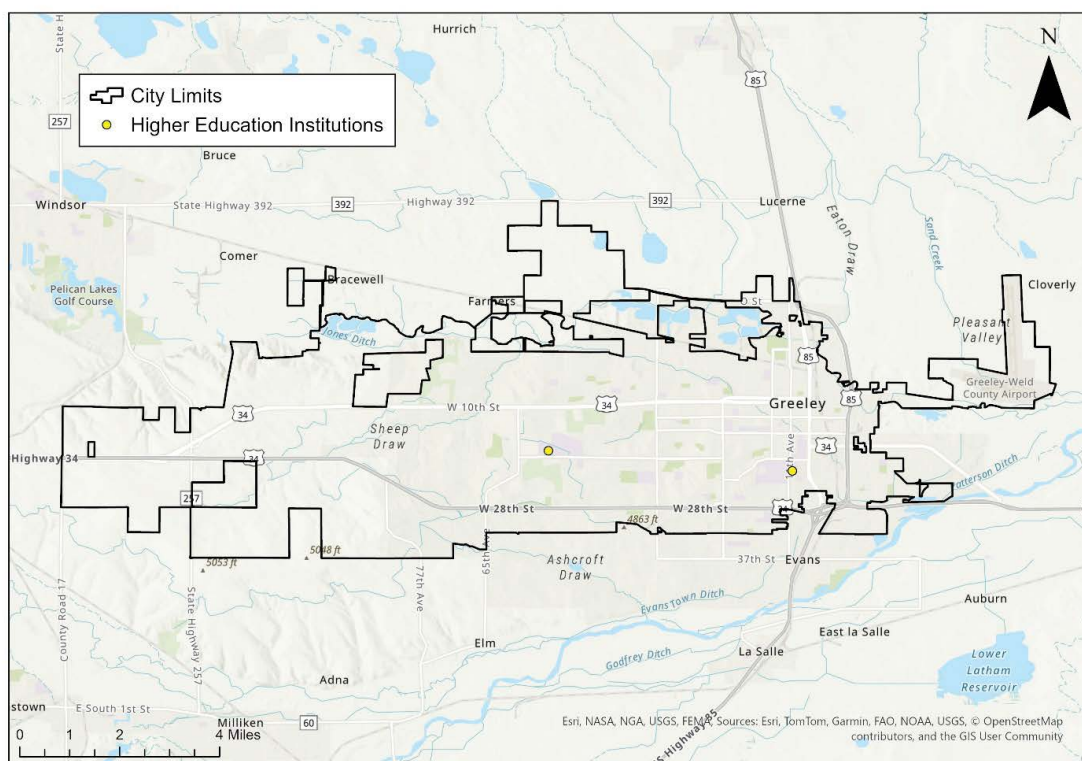


Figure 161: Higher Education Providers in the City of Greeley



Key Observations

This similar provider analysis gives a brief overview of the number of recreational facilities and parks within the City of Greeley. The similar provider locations outlined within represent a small percentage of the total recreational acreage in comparison to the more than 75 city-owned parks and natural areas; they provide a variety of unique amenities such as fitness centers and pools. Additionally, though CPRD offers the greatest amount of open space and recreational opportunities, the distribution of these providers supplements CPRD's vast offerings and increases access for Greeley community members.

Think Tank

When CPRD set out to develop its master plan, the department wanted to understand how other agencies are addressing challenges within their own communities. CPRD knew that the needs of Greeley community members are unique but also understood that other agencies face similar challenges. Therefore, CPRD elected to integrate a Think Tank into its planning initiative.

Think Tank Process

The Think Tank process—an innovation created with a former client and BerryDunn—focuses on gathering input from other culture, parks, recreation and natural area professionals. The process, illustrated in Figure 162, includes a survey, analysis, and roundtable discussion around key findings and topics. For CPRD, the Think Tank involved intentional outreach to national experts and included professionals from both departments and districts:

- Buffalo Grove, Illinois (Park District)
- Gilbert, Arizona (Department)
- Grand Rapids, Michigan (Department)
- Oak Park, Illinois (Park District)
- Pflugerville, Texas (Department)

Directors were invited to participate in an online survey, followed by an interactive Think Tank discussion, where BerryDunn shared results and facilitated several discussions to delve deeper into key topics. The initial survey focused on staffing, revenue generation ideas, needs, trends, and areas of importance for park and recreation professionals (Appendix).

BerryDunn then analyzed survey results and worked with CPRD leadership to select key areas to focus upon during the Think Tank discussion. These included:

- Recruitment and retention
- Professional development
- Employee engagement
- Revenue generating ideas
- Key performance indicators (KPI)

Figure 162: Think Tank Journey



Key Discussion Points

Recognizing that each agency's offerings likely vary, CPRD wanted to understand the areas that fell under each Directors' purview. As noted in Figure below, no two agencies are alike.

Figure 163: Agency Areas Of Responsibility

 <u>Culture</u> • Greeley • Buffalo Grove • Gilbert • Oak Park • Pflugerville	 <u>Recreation</u> • Greeley • Buffalo Grove • Gilbert • Grand Rapids • Oak Park • Pflugerville	 <u>Parks</u> • Greeley • Buffalo Grove • Gilbert • Grand Rapids • Oak Park • Pflugerville	 <u>Golf</u> • Greeley • Grand Rapids
 <u>Museums</u> • Buffalo Grove • Greeley • Oak Park	 <u>Natural Areas</u> • Buffalo Grove • Gilbert • Greeley • Oak Park • Pflugerville	 <u>Special Events</u> • Buffalo Grove • Greeley • Oak Park • Pflugerville	 <u>Other</u> • Fitness Center, Golf Dome, pools, spray and play (Buffalo Grove) • Facilities (Gilbert) • Fitness Center, Pool (Oak Park)

Recruiting and retaining staff is a top priority for CPRD, therefore a large segment of the Think Tank discussion focused on staffing strategies. Agencies are using various methods to attract and retain employees, including hiring dedicated recruiters, increasing personal time off, providing wellness incentives, and offering structured promotion tracks tied to certifications. Flex time policies were also discussed, with some agencies allowing remote work under specific conditions. Training programs were highlighted as a tool for growth, with Grand Rapids and Oak Park emphasizing staff involvement in strategic decision-making to reduce turnover and build a collaborative workplace culture.

Participates also shared other ideas to support staff including:

- Focusing on culture, including the employee experience
- Involving staff in higher level opportunities including strategic planning and other important decision-making activities
- Adding job levels to many classifications and conducting audits every two years
- Offering a high compensation package and salary increases based on performance
- Providing other incentives such as health reimbursement accounts

When discussing new trends and methods to increase revenue, participants shared:

- Utilizing geofence marketing to advertise to potential customers based on a specific location/area
- Leveraging mobility data for sponsorship opportunities
- Focusing on public/private partnerships
- Offering land leases
- Utilizing dynamic pricing models
- Focusing on sports tourism and special events
- Leasing commercial spaces
- Offering entertainment facilities within recreation centers
- Creating and selling merchandise
- Using AI such as Keepme, Grammarly, and ChatGPT to increase efficiencies
- Providing full day-care
- Designing recreational facilities near retail spaces, ensuring designs include high revenue generating areas in all new recreational facilities, such as cafes/food truck spaces, arcades, party rental spaces, golf simulators, etc.

While some agencies, such as Oak Park, use real-time KPIs to track performance and improve services, others, like Pflugerville, have moved away from traditional performance evaluations in favor of a results-driven approach. Several agencies highlighted the importance of using dashboards, community reports, and storytelling to increase transparency, engage stakeholders, and build trust with city leadership. To monitor progress, agencies shared several KPIs:

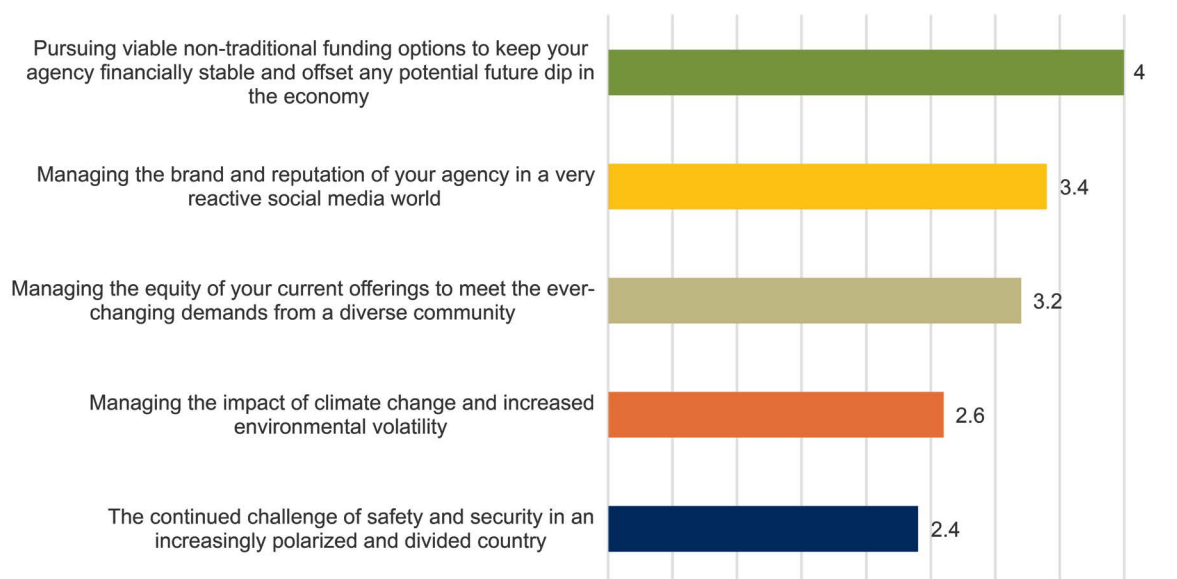
- Customer retention
- Service satisfaction
- Non-tax revenue

- Capital improvements
- Incident reports
- Employee job satisfaction
- Staff retention
- Program registration

Importantly, agencies emphasized the need for data-driven storytelling to highlight the impact of parks and recreation services, ensuring continued support and funding.

Directors were also asked to prioritize top challenges park and recreation professionals will face over the next five years. Pursuing viable non-traditional funding options was the listed as the top priority with maintaining brand and reputation closely following.

Figure 164: Challenges Over the Next Five Years



Application to CPRD

Survey responses and discussion feedback offered CPRD valuable insights and considerations for enhancing its master plan and addressing long-term staffing needs. The Think Tank conversations further enriched the planning process by introducing additional professional perspectives and resources. Moving forward, CPRD will continue to rely on the data from this study to guide ongoing updates and refinements to its master plan.

Think Tank Questions

1. Contact information

2. What best describes your agency?

- ☐ City department ☐ Park district

3. What areas fall under your purview? (select all that apply)

- ☐ Culture ☐ Museums
☐ Recreation ☐ Parks
☐ Special Events ☐ Natural Areas, Trails, Open Space
☐ Golf ☐ Other (please specify)

4. Total number of FTE employees

- ☐ Culture Staff ☐ Natural Areas, Trails
☐ Golf Staff ☐ Open Space Staff
☐ Parks Staff ☐ Special Events Staff
☐ Recreation Staff

5. What tools do you use to retain staff? (select all that apply)

- ☐ Flexible hours (i.e., 4-10 hour days) ☐ Discounts on programs and events for staff immediate family members
☐ Employee recognition program ☐ Annual performance reviews tied to compensation
☐ Employee resource groups ☐ Opportunities for lower-level staff to influence decisions (i.e., committees, comment box, etc.). Please describe in Other section below.
☐ Formal training and development program (internal) ☐ Other (please specify)
☐ Formal training and development program (external, including attendance at state and national conferences)
☐ Discounts on programs and events for staff

6. Of the retention tools utilized by your agency, which do you feel is the most effective?

7. What creative avenues do you use to generate revenue?

8. Are there any trends in the private sector that you feel park and recreation agencies should consider for the future?

9. What challenges do you anticipate in the next 5 years for the field of parks and recreation?

10. What KPIs do you use to monitor success? Select all that apply

- | | |
|--|--|
| ☐ Customer retention | ☐ Non-tax revenue |
| ☐ Staff retention | ☐ Capital improvements |
| ☐ Program registration | ☐ Incident reports |
| ☐ Pass/punch card sales | ☐ Employee job satisfaction |
| ☐ Service satisfaction | ☐ Other (please specify) |

11. What tools do you have in place to encourage staff innovation?

12. Please rank the following based on the level of impact you think they will have on our industry over the next five years.

- | | |
|--|--|
| ☐ Keeping up with demand of population growth and the new trends that come from a growing population | ☐ The continued challenge of safety and security in an increasingly polarized and divided country |
| ☐ Pursuing viable non-traditional funding options to keep your agency financially stable and offset any potential future dip in the economy | ☐ Managing the impact of climate change and increased environmental volatility |
| ☐ Managing the equity of your current offerings to meet the ever-changing demands from a diverse community | ☐ Managing the brand and reputation of your agency in a very reactive social media world |

13. Of the list of challenges below, please select those that you feel park and recreation professionals should concentrate on over the next 5 years. (choose up to 4)

- | | |
|--|--|
| ☐ Population growth | ☐ sedentary lifestyles |
| ☐ Demographic changes | ☐ Technology integration |
| ☐ Equitable access | ☐ Funding alternatives |
| ☐ Inclusion of staff and patrons/customers | ☐ Public/private partnerships |
| ☐ Mental health of staff and patrons/customers | ☐ Recruitment and retention |
| ☐ Physical health and wellness of staff and patrons/customers | ☐ Staff skill development |
| ☐ Services that accommodate for less active/ | ☐ Succession planning |
| | ☐ Other (please specify) |

14. Of the funding needs listed below, please select those that you feel leaders should concentrate on over the next 5 years. (Choose 3)

15. Deferred maintenance

- | | |
|--|--|
| ☐ New facilities programs | ☐ Professional development |
| ☐ Enhancing technology | ☐ Cultivating a strong employee culture |
| ☐ Additional staff | |

16. What are some tools your agency uses to effectively meet the needs of underserved and/or low-income communities? (check all that apply)

- | | |
|---|---|
| ☐ Hiring that represents the community | ☐ Offering mobile programming options to reduce barriers for participation |
| ☐ Going to them (versus waiting to come to us) | ☐ Offer bilingual communication |
| ☐ Employing DEI champions/experts | ☐ Other (please specify) |
| ☐ Offering diverse programming | |
| ☐ Offering scholarships programs for free registration | |

17. Do you have any other differentiators you'd like to discuss with other Think Tank participants?
