



Comprehensive Recreation Program Plan

The Maryland-National Capital Park and Planning Commission

— MARCH, 2014 —



This plan lays the groundwork towards creating a more strategic and intentional approach to programming and builds on the programmatic recommendations of *Parks and Recreation: 2010 and Beyond*, the *Youth Action Plan*, *FORMULA 2040 Functional Master Plan for Parks, Recreation and Open Space in Prince George's County* and *Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County*.



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EXECUTIVE SUMMARY

The preparation of a Recreation Program Plan was first initiated in 2004 by the Maryland-National Capital Park and Planning Commission (Commission) to meet the accreditation requirements of the Commission for Accreditation of Park and Recreation Agencies (CAPRA). Having a comprehensive recreation program plan is an industry best practice and a mandated standard of CAPRA. This is the second update of the Comprehensive Recreation Program Plan (CRPP) and it establishes the groundwork necessary for achieving a more business and financially sustainable approach to providing recreation programs. It also represents an attempt to align a number of program management policy documents toward providing an **intentional/strategic** programming process that integrates several initiatives in Prince George's and Montgomery Counties:

Prince George's County

- Youth Action Plan and Youth Development Portfolio.
- *Parks & Recreation: 2010 and Beyond Needs Assessment Plan.*
- *FORMULA 2040: Functional Master Plan for Parks, Recreation, and Open Space.*


Montgomery County

- *Vision 2030 Strategic Plan for Parks and Recreation in Montgomery County.*
- *Volume 1: Needs & Resource Assessment.*
- *Volume 2: Vision 2030 Strategic Plan.*
- *Volume 3: Implementation Plan.*
- *Vision 2030 Financial & Service Sustainability.*
- *2012 Park, Recreation and Open Space (PROS) Plan.*

These plans acknowledge the strengths and refinements needed to elevate the level of programming expertise, as well as opportunities for improved services to the community. They are also based on a Core Service Assessment analysis of current recreation program offerings, service area demographics, national and local trends, and staff operational assessments of trends in the bi-county area.

The development of the plans reflects the work of cross-departmental staff teams, e.g., the Programming Think Tank (PTT). Area Operations and Facility Operations, Division Chiefs, Program Superintendents, and other key programming staff from divisions are responsible for designing and delivering recreation programs. During meetings and work sessions, staff gained a holistic perspective of the scope of programming in the department, were challenged in a variety of subject areas, and acknowledged a need to strengthen our core competencies in:

- program planning,
- financing,
- marketing,
- training, and
- evaluation.




Each division also conducted an operational assessment; those discussions are documented in this plan as supporting evidence of the need to take a more purposeful approach to programming. New departmental program initiatives were agreed upon to overcome identified challenges for the period FY12–FY14. As such, this plan forms the initial three-year focus of the “**Purposeful Programming**” direction of the *FORMULA 2040* and *Vision 2030* Master Plans.

Both of the plans included review of current operational baseline and demographic data to include summary findings from Census 2010, program and recreation trends in the community, the region, and the nation. Summary findings from *2010 and Beyond*, *Vision 2030* and previous CRPPs were used as building blocks for increasing the relevance of the new updated plan. This document also provides a current and projected demographic context based on the Census 2010 results of the bi-county community. This includes a demographic profile. Socioeconomic and community issues including budget and local economic issues are also discussed and documented. In addition, an examination of key health and wellness indicators, more specifically the rising rates of obesity that are impacting the community, are outlined as well as the recreation and programming implications for the department. Divisional assessments that summarized recreation and participation trends and issues in our current specialty areas are also provided. These assessments cover key recreation trends for each programmatic area, i.e., youth services, senior services, therapeutic recreation, health and wellness, sports, aquatics, historic tourism, environmental stewardship and the arts. They are included so they can be used as references for staff. Also incorporated is a brief assessment of national and local recreation trends for the purpose of stimulating innovative programming aligned at the national level.

This effort also comports with the health rankings that cite Prince George’s County as a community that has serious health concerns, i.e., youth and adult obesity, cardiovascular and nutritionally-deficient groups in percentages of the general population increasing. This document is also a service delivery framework that integrates these programs into a cohesive model that is responsive to the community. The results of focus groups and surveys have indicated the community is supportive of wellness resources that are affordable and available to individuals.

Similarly, Montgomery Parks embarked on the *Vision 2030* Plan. The purpose of the plan was to develop a clear vision for the parks system in Montgomery County and to articulate clear strategies to address current and future needs. The *Vision 2030* Plan focuses on the future of parks and recreation services and sets forth a long-term vision, strategic goals and objectives. The plan focused on key strategic areas, including policy, programming, facilities, operations, maintenance, managing, and marketing.



A key theme that was consistent throughout the PTT’s work and *Vision 2030* is a call for a “business-like” and strategic approach to programming that includes a financial and service sustainability plan. The Departments want to embrace a more intentional programming process, while still adding value to traditionally free parks and open spaces. Up until recently, our approach has been “Something for Everyone” that kept us busy providing lots of programs but failed to produce a set of objectives to actually implement. Our new,, more “*Intentional*” approach has evolved into a more business-oriented initiative that represents a plan that is aligned with a defined financial management approach (cost recovery), which is client-centered and more purposeful in nature as it is centered on specific goals.

In recent years, much of the programming in parks and recreation has been focused on positive youth development and the reduction of risky behaviors among youth. The Commission has been at the forefront in creating and implementing programming that responds to community needs and offers young people recreational activities and facilities that enrich and enhance their physical health and well-being, as well as their mental and social development, while also fostering an appreciation for the environment. Our role has grown to promoting competencies and skills that transform and help youth to be healthy, productive, and civically responsible adults.¹ This plan builds on that philosophy and begins to integrate the developmental assets approach to our core services and charges us to be more focused on the outcomes across the lifespan with respect to programming, to ensure a quality experience and intentional outcomes are achieved.

¹ Youth Action Plan – Executive Summary

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CHAPTER 1
Overview



Overview

Maryland-National Capital Park and Planning Commission

The Maryland-National Capital Park and Planning Commission (Commission) is a bi-county agency consisting of the Department of Parks and Recreation and the Department of Planning in Prince George's County, and the Department of Parks and the Department of Planning in Montgomery County. Three central services departments (Legal, Finance, and Human Resources and Management) are bi-county and serve the needs of the operating departments. The Commission is dedicated to improving the quality of life for our residents. Our mission, as provided in the Land Use Article of the Annotated Code of Maryland, is to provide a framework for future development that will enhance livability for citizens and residents of the Prince George's and Montgomery bi-county area by:

- Managing physical growth.
- Providing stewardship of natural, cultural and historic resources.
- Planning a variety of living environments.
- Offering leisure and recreational experiences.

VISION

Created in 1927, the Commission embodies the vision of forward-looking community leaders who saw the need to plan for orderly development and protection of the natural resources in the two suburban counties bordering the District of Columbia. During the Commission's existence, the population of the area it serves has increased to more than 1.6 million residents, who inhabit a bi-county area of great economic, racial, ethnic, and geographic diversity.

The Commission's facilities, programs, and responsibilities have constantly evolved and expanded to keep pace with the needs of this vibrant community. From assuming responsibility for the entire public recreation program in Prince George's County in the '70s, to building and strengthening ongoing regional business partnerships, the Commission has continued to plan, fund, and deliver quality, innovative programs, facilities, and services for over three-quarters of a century. The Commission benefits the citizens of Montgomery and Prince George's Counties by "Turning Visions into Reality."



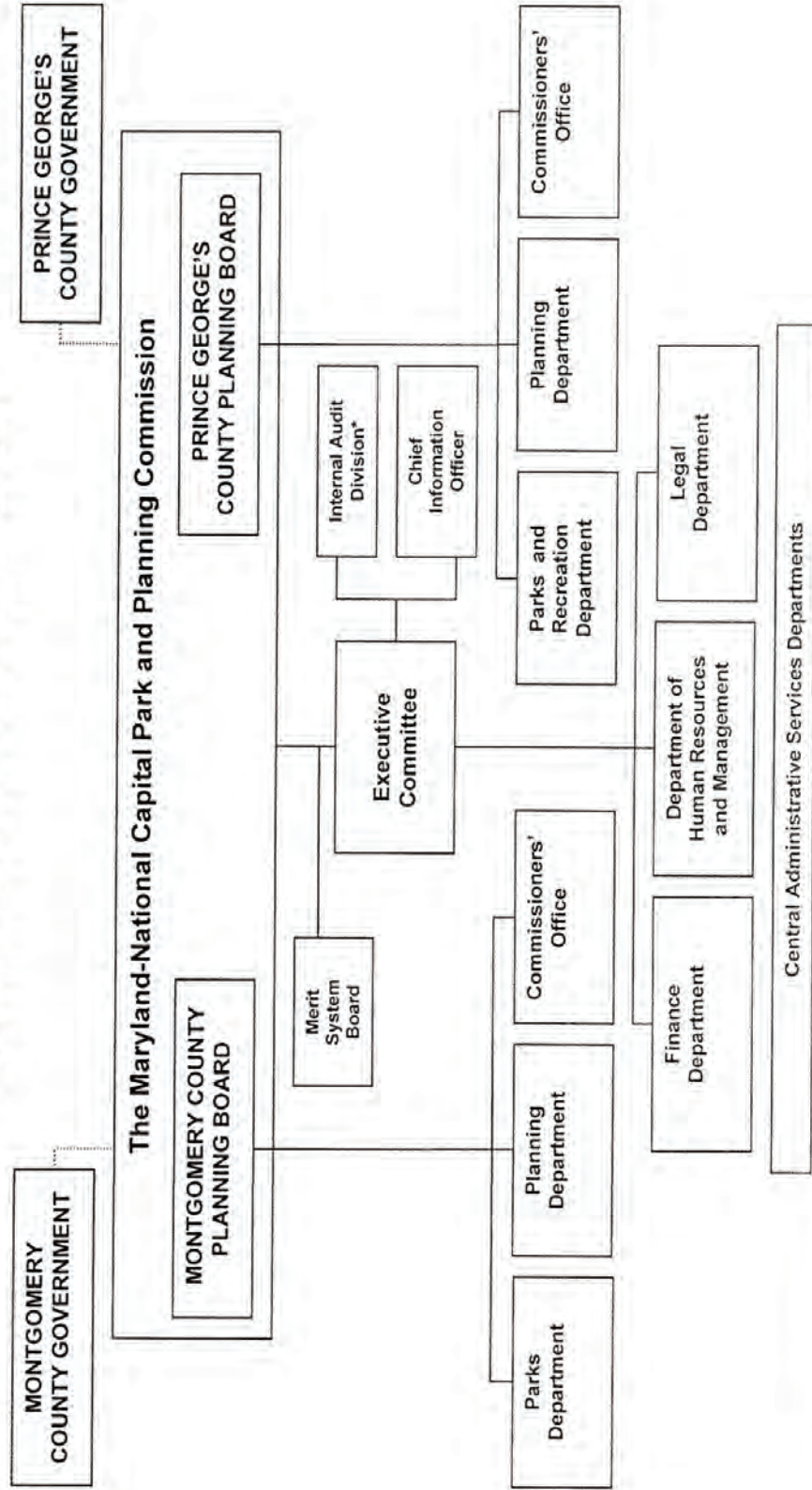
MISSION

During its over 87 years of service, the Commission has endeavored to improve the quality of life for all of the citizens of the bi-county area it serves and of the communities in which these citizens live, work, and raise their families. Our mission provided in the Land Use Article of the Annotated Code of Maryland is embodied in three major program areas. These major program areas respond to the vision of our founders and are incorporated into our charter. The mission of The Maryland-National Capital Park and Planning Commission is to:

- Manage physical growth and plan communities.
- Protect and steward natural, cultural, and historic resources.
- Provide leisure and recreational experiences.



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION ORGANIZATIONAL CHART



*Internal Audit Division reports to Chair and Vice Chair of the Commission and the Audit Committee.



Prince George's County Department of Parks and Recreation

MISSION

The mission of the Department of Parks and Recreation in Prince George's County (DPR) is to provide, in partnership with our citizens, comprehensive park and recreation programs, facilities, and services that respond to changing needs within our communities. We strive to preserve, enhance, and protect our open spaces to enrich the quality of life for present and future generations in a safe and secure environment.

VISION

The Department of Parks and Recreation (DPR) pledges to:

- Provide stewardship of our County's natural, cultural, and historical resources.
- Foster the need of our citizens for recreational pursuits in a leisure environment.
- Provide the highest standard of excellence in public service through cooperative partnership with our diverse community.

VALUES

Leadership & Innovation – Visionary leadership and innovation to achieve excellence.

Sustainability – Responsibly balancing resources to meet the environmental, social, and economic needs today and in the future.

Preservation of Open Space – Open lands for enjoyment and preservation.

Quality – Maintenance of quality services and facilities.

Fairness – Distribution of resources to meet a variety of community needs and interests.

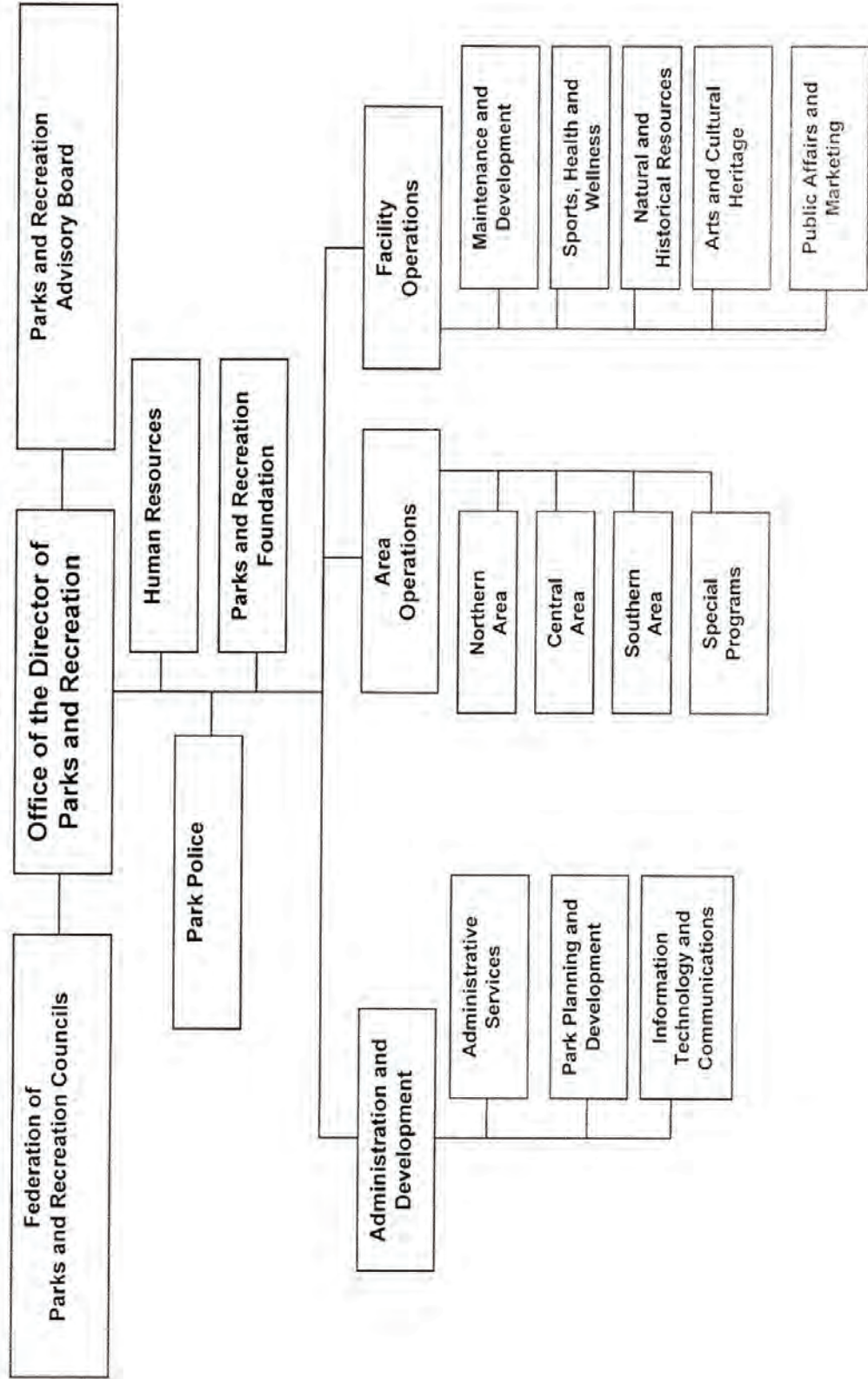
Diversity – Celebration of and responsiveness to a diverse community.


Healthy Communities – Contributions to the health of the community – for people, the environment, and the economy.

Community Engagement – Awareness and active participation.

Accessibility & Safety – Accessible and safe places that encourage participation.

PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION





DPR has four main functional areas: Administration and Development, Area Operations, Facility Operations, and Park Police.

DPR sponsors a wide variety of programs and services throughout Prince George's County. Structured recreation classes are offered at over 44 community and recreation centers as well as at many of the County's public schools. In addition to these formal classes, informal programs, such as drop-in activities, clubs, workshops, and special events, are also offered at these facilities.

DPR operates an extensive summer playground program at more than 150 sites in the County for children between the ages of 5 and 13. A growing desire on the part of County residents for more specialized programs has seen the advent of programs, including playschools, general day camps, and specialized day camps for those interested in sports, nature, drama, and music. Summer teen programs are also conducted to provide activities of interest to youth ages 13 to 17.

Youth programs, including teen centers, drop-in centers, and pre-school programs, offer a varied selection of activities to meet the needs of the County's youths. Sports programs, such as workshops, clinics, demonstrations, pick-up games, leagues, and tournaments, are offered for both youth and adults. Environmental, historical, conservation, and natural history programs and activities are also offered to County residents. Leisure opportunities in the arts, including programs, classes, and workshops in the areas of music, theater, dance, and puppetry, are conducted for people of all ages.

DPR's recreation programs are planned and conducted to meet the varied and diverse needs and interests of the County's residents. Specialized needs associated with age are met by programs for preschoolers, children, teens, adults, and senior citizens. Children, adolescents, and adults who are physically, mentally, or emotionally disabled are offered a variety of opportunities to develop their recreational skills through DPR's programs for special populations. Adult social clubs, teen clubs, work study programs, and summer day camps are some of the programs offered to disabled County residents.

Specialized recreation programs are offered at DPR's self-sustaining revenue facilities and the leased concessional facilities available for Countywide use. Figure skating, speed skating, hockey, roller-skating, golf, indoor and outdoor tennis, and indoor and outdoor swimming and diving are some of the activities offered at these facilities. Additionally, a marina and an airport are available for public use.

There is widespread interest and participation in recreation programs among County residents. Many of the activities that are offered are made possible through the cooperation between staff members and community volunteers. Members of the local park and recreation councils, PTAs, civic, church, and social organizations, along with other Municipal, County, and State agencies have worked cooperatively with DPR staff to provide programs to the residents of the County.



In addition, to the recreation programs sponsored by DPR, other activities and programs are offered by private and commercial firms and municipal agencies throughout the County. Recreation programs are extremely popular in the County, as demonstrated by attendance figures from community centers, enterprise facilities, summer playgrounds, regional parks, and sports programs. It is the intent of DPR to serve the County residents' needs and interests by providing a wide range of programs to complement and supplement those offered by other agencies.



Montgomery County Department of Parks

MISSION

Protect and interpret our valuable natural and cultural resources; balance the demand for recreation with the need for conservation; offer a variety of enjoyable recreational activities that encourage healthy lifestyles; and provide clean, safe, and accessible places for leisure-time activities.

VISION

An enjoyable, accessible, safe, and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves.

VALUES

Stewardship – Manage the county park system so it best meets the needs of current and future generations.

Recreation – Offer a range of leisure activities that strengthen the body, sharpen the mind, and renew the spirit.

Excellence – Deliver the highest quality product, service, and experience possible.

Integrity – Operate with an objective, honest, and balanced perspective.

Service – Be courteous, helpful, and accessible to each other and the public we serve.

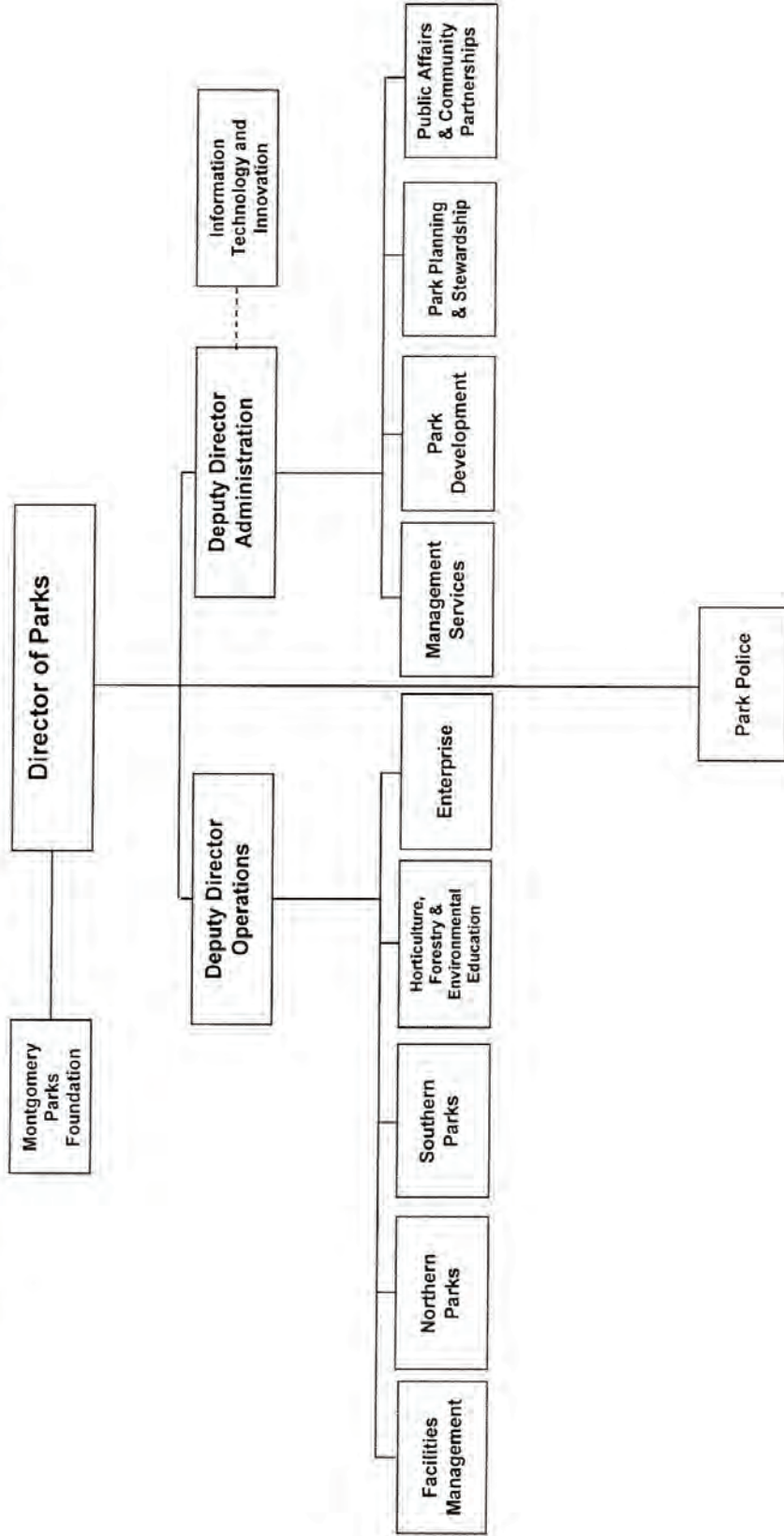
Education – Promote opportunities for continuous learning among staff and the public we serve.

Collaboration – Work in cooperation with all stakeholders, including residents, communities, public and private organizations, and policymakers, as well as interdepartmentally.

Diversity – Support and embrace the differences among our employees and the public we serve, and offer suitable programs, activities, and services.

Dedication – Commit to getting the job done the right way, no matter what it takes.

MONTGOMERY COUNTY DEPARTMENT OF PARKS





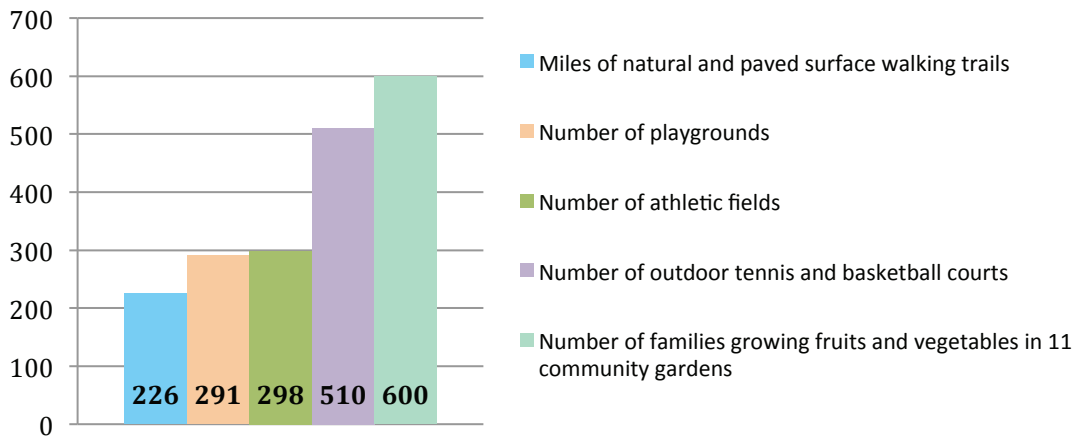
The Land Use Article of the Annotated Code of Maryland establishes the statutory basis for the Montgomery County Department of Parks (MCP). From this, the core services are defined as the acquisition, development, operation, and maintenance of a public park system. MCP remains committed to honoring our core vision to provide “...an enjoyable, accessible, safe, and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves.”

Montgomery County is home to one of the largest and most diverse park systems in the nation, with over 35,000 acres in 420 parks. This is more than 10% of the land in the County. MCP protects the County’s watershed and serves as its “backyard” – providing safe and green outdoor spaces, fun and educational programs and events, a wide variety of recreational opportunities for all ages and interests, and important community features.

Montgomery County Parks offers leisure and recreational opportunities through an array of programmed and un-programmed resources which enrich the quality of life for County residents. Ninety-one percent of Montgomery County households are park users. Like schools, churches, and other social gathering places, parks promote a sense of community. From playgrounds and sports fields to park benches and trails, parks offer opportunities for people of all ages to communicate, compete, interact, learn, and grow. Proximity to parks has been shown to increase property values.

According to the Center for Disease Control (CDC) and Prevention, one in three of the nation’s adult population and one in six children are overweight or obese. With the current obesity epidemic and economic challenges, parks provide low-cost opportunities for recreation for all ages and income levels and promote active, healthy lifestyles. Our park system offers hundreds of amenities, programs and events, and the vast majority of County residents live within two miles of one of our parks.

Montgomery County Parks Promoting Health & the Outdoors





Delivering high-quality service in parks is an important focus for Montgomery County Parks as demand and usage continue to grow. Montgomery County Parks seeks to provide quality recreational and educational opportunities through its operation, construction, development, and maintenance of a wide variety of facilities to meet the varied needs and interests of the County’s residents. Montgomery County Parks *Vision 2030 Plan* is a comprehensive park planning effort to develop long range plans and continue to serve as a guide for future park development and resource protection to better address changing needs and growth forecasts through 2030.

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CHAPTER 2

Trends

Identification of community demographics, trends, and community needs provides the context to better understand future parks and recreation opportunities. This Chapter highlights key regional demographic information, as well as national and local trends in parks and recreation services.



DEMOGRAPHIC

Staying on top of evolving community needs and interests is important for parks and recreation service providers. Both Counties face similar demographic and lifestyle shifts, as do other communities across the country—an aging population, an increase in non-traditional families, growing ethnic and racial diversity, and busy lifestyles and schedules. Parks and recreation professionals need to tailor services to respond to these shifts to most effectively and efficiently meet community needs.

Key regional community characteristics:

- Montgomery County is more populous than Prince George’s County by 14% (124, 000).
- The population in Prince George’s County is younger, with more twenty-somethings because of the university community. Montgomery County, on the other hand, has a higher percent of elderly.
- Montgomery County is more multi-racial. There is also a greater percentage of foreign-born who live in Montgomery County (33% vs 21%). There are also different origins of foreign-born for each County. In Prince George’s County, there is a large Latin American population, while in Montgomery County there are large numbers of Latin American and Asians in the community.
- Over 75% of Prince Georgians age 5 and older speak English only, while in Montgomery County there is a variety of languages spoken.

County-specific demographic information is provided in the County plan sections of this plan.



NATIONAL RECREATION AND LEISURE TRENDS

As part of the development of this plan, the Commission reviewed several studies that focus on national recreational data. The National Sporting Goods Association (NSGA) tracks trends related to consumer spending for recreation products. According to their 2012 survey, the following are the top 10 sports in the U.S., based on total participation:


Exercise walking	95.8%
Exercise with equipment	55.3%
Swimming	46.0%
Camping (Vacation/Overnight)	44.7%
Aerobic Exercising	42.0%
Bicycle Riding	39.1%
Hiking	39.1%
Running/Jogging	38.7%
Workout at Club	34.5%
Fishing (freshwater)	28.0%

Kayaking saw the biggest jump in participation in 2011 at 26.6 percent.

In addition, golf is down in popularity despite the good press from celebrities like Tiger Woods and marketing efforts by golf facilities. Fewer people are playing golf.

Additionally, *Recreation Management Magazine's* 2012 State of the Industry Report listed the top 12 program options most commonly offered:

Holiday events and other special events	62.5%
Fitness programs, including cardio, strength, and aerobics	60.6%
Educational programs	50.5%
Day camps and summer camps	54.9%
Youth sports teams	51.8%
Sports tournaments and races	49.7%
Mind body/balance programs like yoga, tai chi, Pilates, and martial arts	48.7%
Swimming programming	48.7%
Adult sports teams	47.5%
Sport training	43.9%
Arts and crafts	43.1%
Active older adult programs	40.5%



Values have also shifted, resulting in increased demands for meeting the needs of individuals in addition to market segments. People are looking for services and programs that meet their individual needs and that can be accessed any time of the day or week. These programs need to be unstructured, and should involve less time and commitment. As a result, low-cost, spontaneous, individual, and less structured activities are becoming popular. People are also looking for experiences. Some are looking for extreme activities and adventure activities.

Recreation programs and activities continue to compete with passive leisure alternatives, such as video games, television, the internet, and social media. Today's youth spend more time in front of a computer monitor or TV screen than they do engaging in active play.

Federal government programs and policies, such as the First Lady's "Let's Move" campaign, are helping to promote more physical activity and healthy eating. This initiative is dedicated to solving the challenge of childhood obesity within a generation, so that children born today will grow up healthier and able to pursue their dreams. Combining comprehensive strategies with common sense, "Let's Move" is about putting children on the path to a healthy future from their early school years. Giving parents helpful information and fostering environments that support healthy choices.

NATIONAL BENCHMARKING

"National Averages" have been developed for numerous strategically important parks and recreation planning and management issues, including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities, and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers; etc.

Results from household responses from the Commission were compared to National Benchmarks (a database that includes a full range of municipal and county governments from 20,000 in population to over 1 million in population and 40 states) to gain further strategic information. A summary of the relevant programmatic comparisons are summarized in the following chart:

Parks and Recreation Benchmarking for Needs Assessment Surveys

Question		National Average	M-NCPPC
Have you or members of your household visited any City/County/Park District parks over the past year?	Yes	72%	86%
	No	28%	14%
How would you rate the quality of all the parks you've visited?	Excellent	31%	21%
	Good	54%	59%
	Fair	12%	19%
	Poor	2%	1%
	Don't know	1%	0%
Have you or members of your household participated in City/County/Park District recreation programs during the past year?	Yes	34%	36%
	No	66%	64%
How would you rate the quality of all the recreation programs you've participated in?	Excellent	34%	38%
	Good	53%	54%
	Fair	10%	7%
	Poor	2%	1%
	Don't Know	1%	0%
Recreation programs that respondent households have a need for	Walking, biking and hiking	NA	58%
	Fitness and wellness programs	47%	57%
	Swimming programs/lessons	39%	47%
	Cultural/arts programs	40%	42%
	General education, skills education	30%	40%
	Children/youth activities	35%	38%
	Programs for seniors/older adults	25%	35%
	Nature and environmental programs	31%	34%
	Sports leagues – youth	27%	32%
	History programs	22%	31%
	Community events and festivals	39%	31%
	Volunteer programs	33%	31%
	Day camp/playground programs	18%	29%
	After school programs	19%	24%
	Sports leagues – adult	22%	23%
	Therapeutic recreation/inclusion svcs.	NA	22%
	Pre-Teen/teen activities	16%	22%
	Tennis programs	17%	22%
	Gymnastics programs	15%	21%
	Fishing programs	NA	20%
Golf programs	20%	15%	
Hunting programs	NA	9%	

Most important recreation programs (sum of top choices)	Fitness and wellness programs	30%	32%
	Walking, biking and hiking	NA	32%
	Swimming programs/lessons	21%	22%
	Children/youth activities	13%	18%
	Programs for seniors/older adults	13%	17%
	Sports leagues – youth	15%	17%
	General education, skills education	14%	17%
	Cultural/arts programs	20%	16%
	Nature and environmental programs	13%	12%
	Community events and festivals	19%	11%
	Day camp/playground programs	7%	11%
	After school programs	9%	9%
	Volunteer programs	9%	8%
	Pre-Teen/teen activities	7%	8%
	Sports leagues – adult	9%	7%
	History programs	5%	7%
	Therapeutic recreation/inclusion svcs.	NA	6%
	Fishing programs	NA	6%
	Golf programs	5%	5%
	Tennis programs	7%	4%
Hunting programs	NA	2%	
Satisfaction with the overall value received from the parks and recreation department	Very Satisfied	27%	23%
	Somewhat Satisfied	35%	40%
	Neutral	19%	17%
	Somewhat Dissatisfied	5%	6%
	Very Dissatisfied	3%	4%
	Don't Know	11%	10%

REGIONAL AND LOCAL PROGRAM PLANNING TRENDS

It is important to stay on top of current trends impacting parks and recreation. The following summarizes and highlights relevant national, regional, and local trends that have emerged since the last update of the plan. Monitoring these trends helps the Commission ensure that its services remain relevant to the communities we serve.

Program Planning Trends and Implications for Parks and Recreation

TREND	IMPLICATION/SIGNIFICANCE
<p>Nature Deficit Disorder: Large numbers of our children suffer from limited access to green spaces, overscheduled agendas, and an abundance of indoor, electronic, sedentary entertainment. As more and more children grow up indoors, and not outside, their connection to the outdoors and nature declines. Participation in outdoor activities is also low among females and minorities.</p>	<p>As fewer young people are exposed to nature and the outdoors, the less likely they are to partake in activities like nature hikes, camping, kayaking, birding, investigation of insects and other outdoor recreation and camp activities. This not only affects use rates of our parks system, but also can affect their future support and advocacy for the outdoors and active living as adults.</p>
<p>Environmental Stewardship: Over the past couple of years there has been an increase in local schools requesting outreach programs that occur on school grounds. This is a result of school budgets tightening and the increase in the cost of school buses, limiting the number of field trips that are approved.</p>	<p>Continue to provide educational outreach programs to the Prince George’s County and Montgomery County School Systems.</p>
<p>Community Gardening: Increasing numbers of residents are actively engaged in various garden and agriculture activities, and interest in community gardens, farmers markets, and community supported agriculture and local food production has steadily increased in this last decade.</p>	<p>Community gardens promote healthy communities and can provide food security for those in need. In an urban setting, community gardens are part of the open space network. The gardens and those who participate in community gardening contribute to the preservation of open space, provide access to it, and create sustainable uses of the space. Community gardens strengthen community bonds, provide food, and create recreational opportunities for a community.</p>
<p>Historic Tourism: School kids visits and field trips to our historic sites are at record lows even though we provide free/low-cost programs to the public schools. This is in part because the school curriculum no longer emphasizes history and social studies. Transporting students to the sites is costly as well.</p>	<p>Provides an opportunity to rethink how to use existing historic spaces and develop more interactive and creative opportunities for residents to enjoy and experience our historic spaces. Provides an opportunity to develop a “Mobile Historic” programs and activities.</p>



TREND	IMPLICATION/SIGNIFICANCE
<p>Volunteers: The Commission has a large and dedicated group of volunteers that help educate residents and visitors about local and regional history and shared traditions.</p>	<p>Volunteers enhance our ability to deliver more programs since we have a core group of knowledgeable volunteers who can assist with and guide programming activities.</p>
<p>Therapeutic Recreation for Veterans: Prince George’s County has the largest number of veterans (77,000) of any of the major jurisdictions within the State of Maryland. In addition, there are 129,800 disabled residents in the county. These numbers are projected to grow due to the aging of the Baby Boomer generation and also because so many county residents who have entered military service and sustained injuries in the conflicts in the Middle East are returning home with physical and emotional challenges.</p>	<p>The demand for services for people with disabilities is expected to increase in the immediate future. In addition, as the senior population continues to grow, the need for therapeutic services grows. This is a great opportunity to capitalize on a national program through the Army Wounded Warrior Programs (AW2), which is the official U.S. Army program that assists and advocates for severely wounded, injured, and ill soldiers and their families, wherever they are located, for as long as they need services.</p>
<p>Aquatics: There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities such as “spray pads” are also becoming increasingly popular, as well.</p>	<p>Relevant because outdoor pools are typically available only for three months of the year. This impacts all customers we serve: children, youth, seniors, persons with disabilities.</p>
<p>Senior Services: The senior population continues to grow in the region, as well as the need for therapeutic services. Many seniors with disabilities access inclusion services for water aerobics and other classes. The Commission continues to provide services to those who graduate from the school system. As they age, they remain big users of our therapeutic services.</p>	<p>The growing number of those over age 55 implies a need to plan for suitable recreational services and programming for senior citizens and to keep this as a growing Commission focus. This provides an opportunity to expand indoor and outdoor recreational and nature activities for active seniors.</p>
<p>Mobile Recreation: The need for mobile recreation programming to schools is an emerging service need since transportation is costly. In response to community requests for a play area specifically designed for children with physical challenges, the department completed its first mobility playground in Bowie in 2012.</p>	<p>Initiate a comprehensive evaluation of mobile recreation efforts and expand mobile recreation activities.</p>
<p>The National Trend toward “one stop” indoor recreation facilities to serve all ages.</p>	<p>Large, multi-purpose regional centers help increase cost recovery, promote retention, and encourage cross use.</p>
<p>Partnerships: National trends in the delivery of parks and recreation systems reflect more partnerships and contractual agreements to support specialized services.</p>	<p>As tax dollars dwindle, partnering with private, public, and non-profit groups is a way of enhancing our ability to provide more programs aimed at addressing community needs.</p>



TREND	IMPLICATION/SIGNIFICANCE
<p>Urban Parks: As counties experience urban renewal, trends such as plazas, rooftop gardens, festivals, dog parks and cultural attractions become more popular.</p>	<p>Increased focus of recreation programmers to provide more festivals and increased recreation opportunities in an urban setting.</p>
<p>Health and Fitness: Because of improved health and fitness, as well as lifestyle changes from their parents' generation, people are participating in recreation activities to older ages.</p>	<p>This could result in greater demand for trails and natural areas.</p>
<p>Senior Access to Services: Transportation is a big issue for seniors. Many of the activity buses and school buses used to transport seniors are not comfortable for those with special needs.</p>	<p>Some new program areas to grow for seniors – taking recreation services to seniors in assisted living facilities.</p>
<p>Senior Services: In 2011, the Department embraced the International Council on Active Aging's (ICAA) "Changing the Way We Age" campaign. This approach focuses on changing negative perceptions and views of aging. In support of this, DPR embraces an active aging philosophy and believes that any individual can engage in an active lifestyle, regardless of age or physical state.</p>	<p>Continue to promote active healthy living programs and more outcome-based interventions with older adults to address the whole person as he or she ages. These activities provide socialization that has proven to be beneficial for an older person's health. Provide more programs and activities, including: physical fitness opportunities, seminars of interest, painting classes, a variety of games (cards, bingo), computer classes, entertainment, field trips, and special events.</p>
<p>After-school Programming: Schools are losing after-school athletic programs in the middle school, and Prince George's County Public Schools would like Parks and Recreation to play a greater role, particularly with respect to after-school programs. Another identified significant area of need is with respect to programming for girls and after-school programs that address obesity and academics for youth.</p>	<p>There is a need for positive alternatives for after-school for kids that address obesity and academics for youth. There is also strong public support in the community (confirmed by survey data) for programs for youth, especially related to youth and teen development.</p>
<p>Obesity: There is increased obesity among all sectors of the community for both children and parents and across racial and ethnic lines.</p>	<p>The national focus on obesity supports our mission to provide new wellness and fitness activities and to get everyone outdoors to exercise.</p>
<p>Local Sports Trends: Cricket is the newest local trend.</p>	<p>Continue developing cricket "pitches" in various locations.</p>

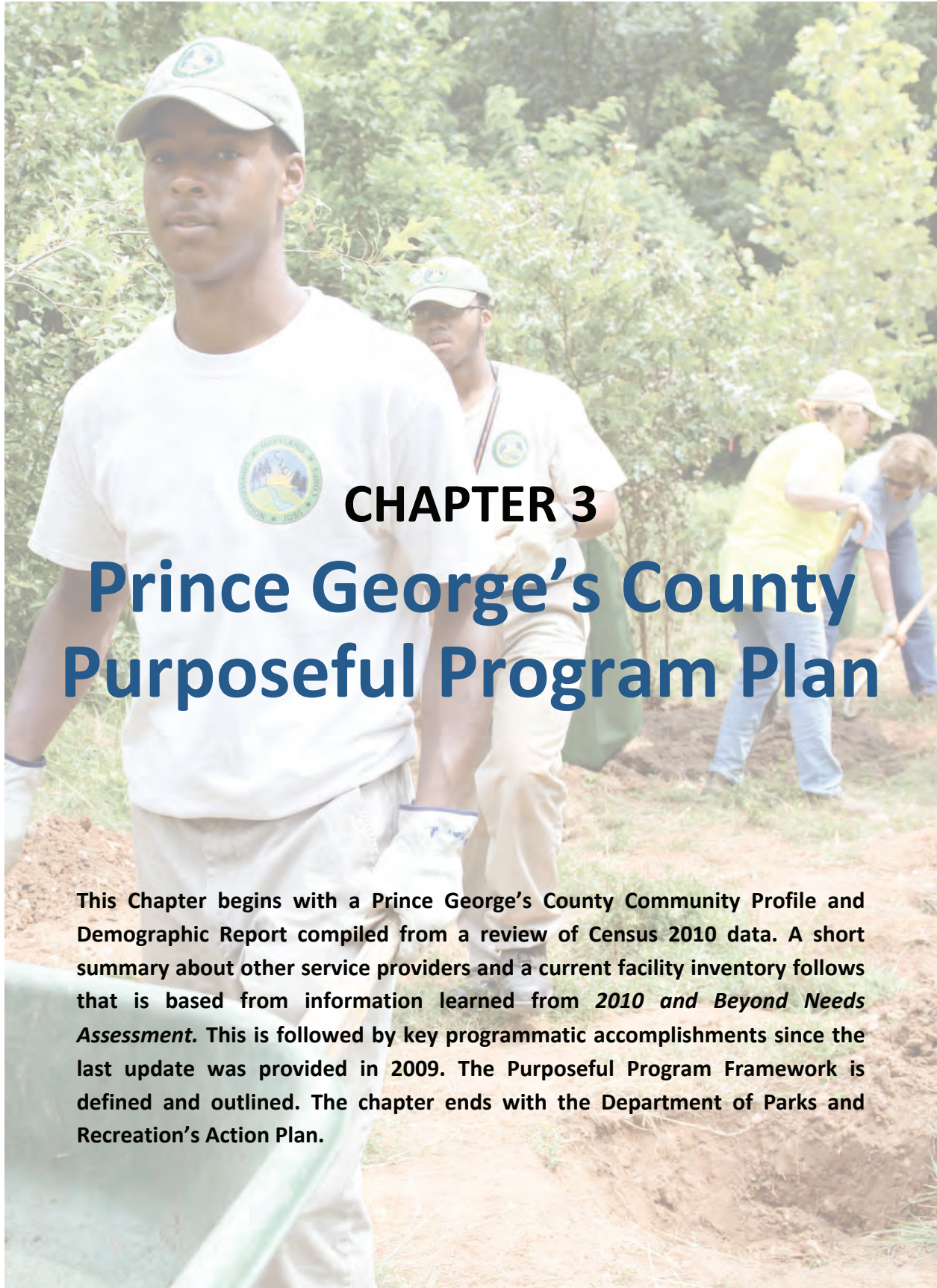


TREND	IMPLICATION/SIGNIFICANCE
<p>Sports Leagues: County leagues are no longer dominated by the Boys and Girls Clubs. Historically, Youth Sports in the county was driven by the Boys and Girls Club. County youth are now being served by a number of different outlets. These outlets include AAU, travel teams, and CYO.</p>	<p>This calls for the need to formulate more partnerships.</p>
<p>Soccer: Soccer has spiked across the region. It is also played primarily via unregulated leagues.</p>	<p>Continue to develop league play and get current leagues to permit fields for play. Continue to offer drop-in soccer as part of Safe Summer and work with park planners to reconfigure current underutilized fields into soccer fields.</p>
<p>Emerging Sports: Lacrosse is an emerging sport in the Washington Metropolitan region. Unlike football, lacrosse is popular among men and women alike. While demand in Prince George’s County remains low, regionally, lacrosse is being played in increasing numbers and participation among youth in private and public high schools is growing.</p>	<p>Continue to monitor research and track permit requests for lacrosse.</p>
<p>Developmental versus Competitive League Play: Youth sports are taking on a more competitive focus. The DPR has been encouraged by parents to promote learning or competition for youth as the outcome of sponsored activities and programs. DPR has attempted to be responsive to these requests to support competitive sport leagues, which takes the focus away from developmental activities of the individual participant.</p>	<p>Need to formalize a policy direction for our programming and determine what our role is. The Commission is working closely with the Boys and Girls Club to strengthen their programmatic structure in the future in an effort to contribute more to the economic development of the county the SHWD is growing opportunities to market and host tournaments.</p>
<p>Americans with Disabilities Act: ADA standards have changed, and the Commission is required to comply with the new standards.</p>	<p>Increase awareness of ADA requirements among all staff and formulate a plan to bring every facility in compliance.</p>
<p>Aquatics: According to USA Swimming Foundation, nearly 70% of African-American children and 58% of Hispanic children cannot swim, and only 13% of children who come from a non-swim household will ever learn to swim. African-American children drown at a rate nearly three times higher than their Caucasian peers, according to the Center for Disease Control (CDC).</p>	<p>Continue to implement swimming opportunities.</p>



TREND	IMPLICATION/SIGNIFICANCE
<p>Arts: Participation rates are low for visual arts programs. One-day art workshops, summer art camps, and community art programs are popular.</p>	<p>Provide a more balanced menu of art and cultural programs and classes that are shorter in length.</p>
<p>No Countywide Art Plan: The lack of an art plan is unique to Prince George’s County and the division is focused on developing a countywide plan for the County.</p>	<p>As an important provider of jobs for artists in the County and studios in which they can work, the Arts and Cultural Heritage Division is focused on maintaining and enhancing their economic contributions to the community, in particular, developing a measure of the economic impact of art.</p>
<p>Art Programming Outcomes: The primary programming challenge the Arts and Cultural Heritage division faces is measuring the impact of the recreational arts and cultural experiences children have, especially in terms of the developmental benefits of exposure to the arts in early childhood.</p>	<p>A key performance measurement direction for the DPR is the impact of arts on children. Will work collaboratively with the Youth Services Unit to incorporate a developmental assets framework as a way of measuring outcomes.</p>
<p>Demographic Trends: There is growing racial and ethnic diversity in the region. This is particularly important since family and individual recreation patterns and preferences are strongly shaped by cultural influences. The number of Hispanics has more than doubled.</p>	<p>Need to identify new niche opportunities tied to demographics as well as culturally-diverse programming that will appeal to a greater variety of cultures and ethnicities because the Hispanic community is not a homogeneous group. This trend also provides opportunities to develop niche/target marketing. We have translation services that may need to be expanded.</p>
<p>Extreme Sports: Sports are increasing and are not just a fad. Participation for inline skaters, skateboarders, trail running, ultimate Frisbee and roller hockey are increasing. Generation X and Millennials are most commonly drawn to extreme sports.</p>	<p>Recreation staff needs to incorporate more extreme sport activities to enhance participation by younger adults.</p>

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CHAPTER 3

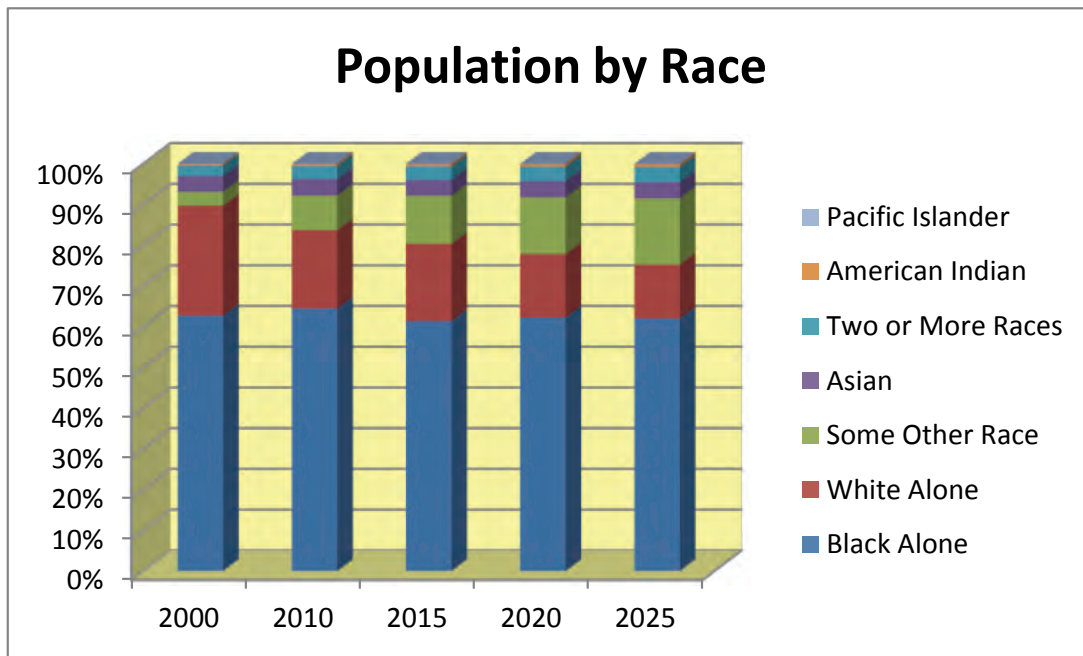
Prince George's County Purposeful Program Plan

This Chapter begins with a Prince George's County Community Profile and Demographic Report compiled from a review of Census 2010 data. A short summary about other service providers and a current facility inventory follows that is based from information learned from *2010 and Beyond Needs Assessment*. This is followed by key programmatic accomplishments since the last update was provided in 2009. The Purposeful Program Framework is defined and outlined. The chapter ends with the Department of Parks and Recreation's Action Plan.

PRINCE GEORGE'S COMMUNITY PROFILE AND DEMOGRAPHICS

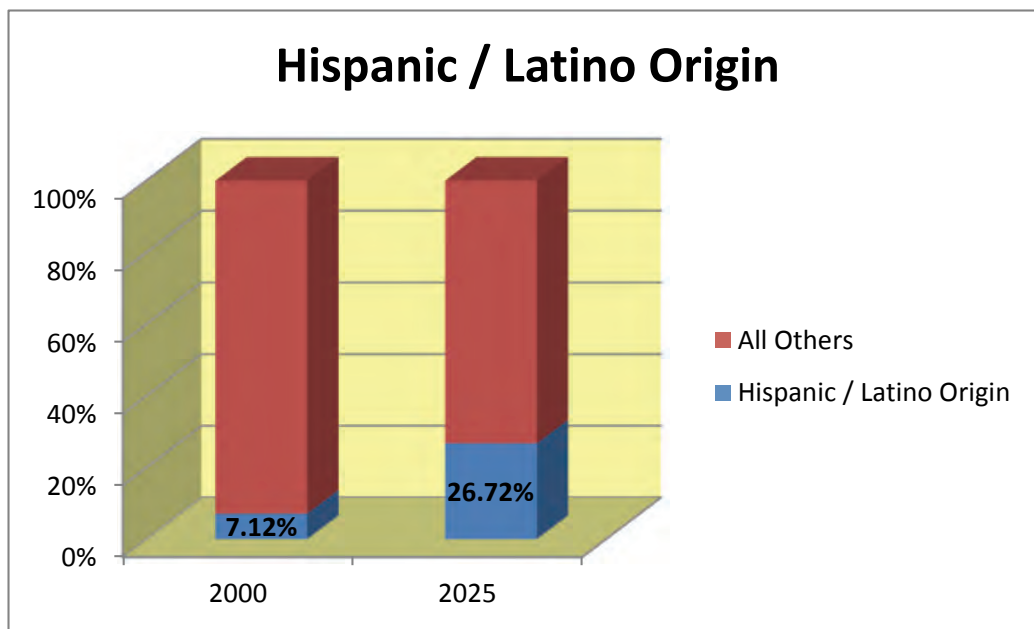
Understanding the demographic characteristics in the Counties is an important factor in projecting needs. Changes in the populations have implications for recreation demand since park and recreation programming needs vary for different population age groups. Review of trends and demographic projections also provide a valuable picture of what the County will require in the future.

According to the 2010 Census, Prince George's County had an estimated population of 863,420 on April 1, 2010, reflecting a 7% increase since 2000. The County is the third most populated jurisdiction in the Washington Metropolitan Area. The County's population is racially, ethnically, and culturally diverse. In 2010, 85% of the County's residents were either African-American (64%), Asian (4%), Multi-racial (2%), or of Hispanic origin (15%). We are one of the most culturally diverse counties in Maryland. Our residents collectively speak over 150 languages and come from all parts of the world: Mexico, Central America, Africa, South America, and the Caribbean nations. Within the African community, for example, this is not a homogeneous group tied by language. There are a variety of cultural traditions and various tribal groups represented. A 6% increase in population (52,821) is projected between 2010 and 2020.



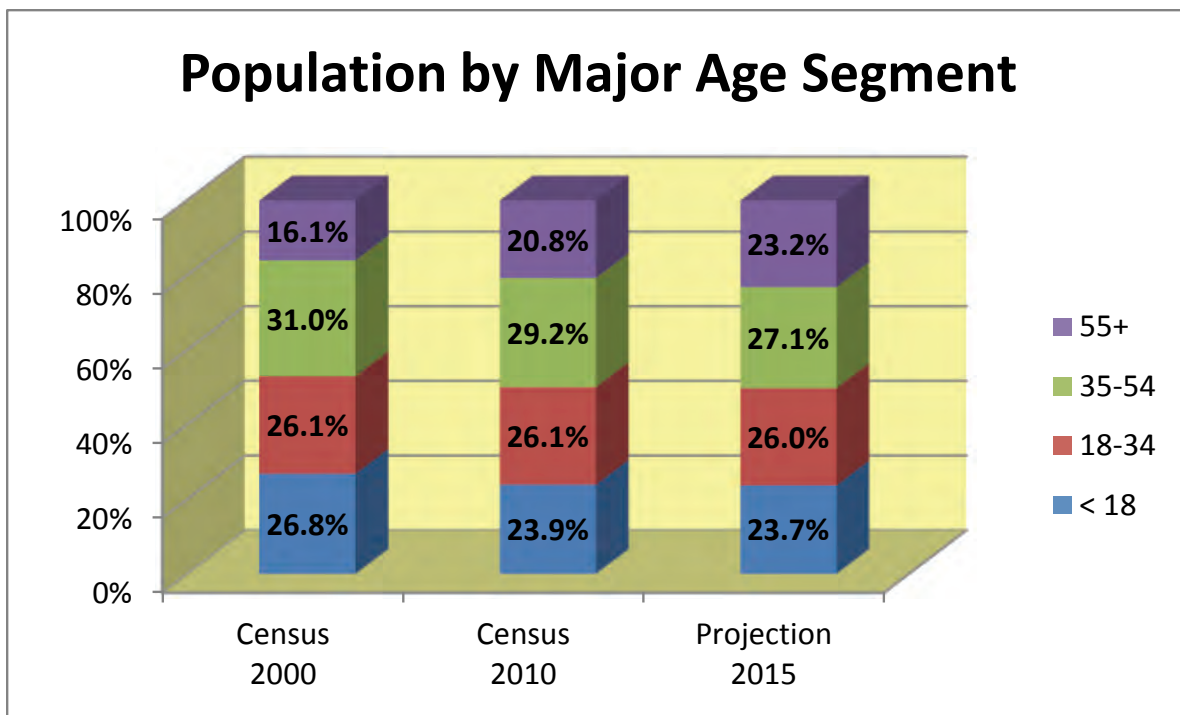
Prince George’s County remains a predominantly African-American County. However, the number of Hispanic residents more than doubled in the County and grew from 7% of the total County population in 2000 to 15% in 2010. While the highest concentration of Hispanics is in Langley Park, East Riverdale, Riverdale Park, Edmonston, Brentwood, Colmar Manor, Chillum, Adelphi, Woodlawn, and Landover Hills, there are growing numbers of Hispanics in the Southern and Central areas of the County. According to the Urban Institute, changes in Prince George’s County (2000 through 2010 report), the Hispanic population has increased from moderate to large amounts in Districts 1, 4, and 9 (which include both the northern and southern areas of the County.) Over this same 10-year period, the white population decreased by almost 10%. The County is also the third most populated jurisdiction in the Washington Metropolitan Area.

Another noticeable shift, from an ethnicity standpoint, is being witnessed in those classified as being of Hispanic/Latino origin of any race. This segment is expected to grow from 7.12% (57,057 individuals) in 2000 to 26.72% (252,474 individuals) by 2025.



The County’s population is relatively affluent. The U.S. Census Community Survey for 2010 shows that the median household income of County residents was \$69,545, considerably higher than the U.S. average of \$50,740. However, the County has a substantial number of low-income “working poor” who reside primarily in the densely populated communities located inside the Beltway. Almost 10% of the County’s children live in poverty. A 2011 United Way report indicates that 1 in 4 children under 18 in Prince George’s County are at risk of hunger. In addition, although we are in a fairly wealthy community, the number of free and reduced-price lunches in the County is high.

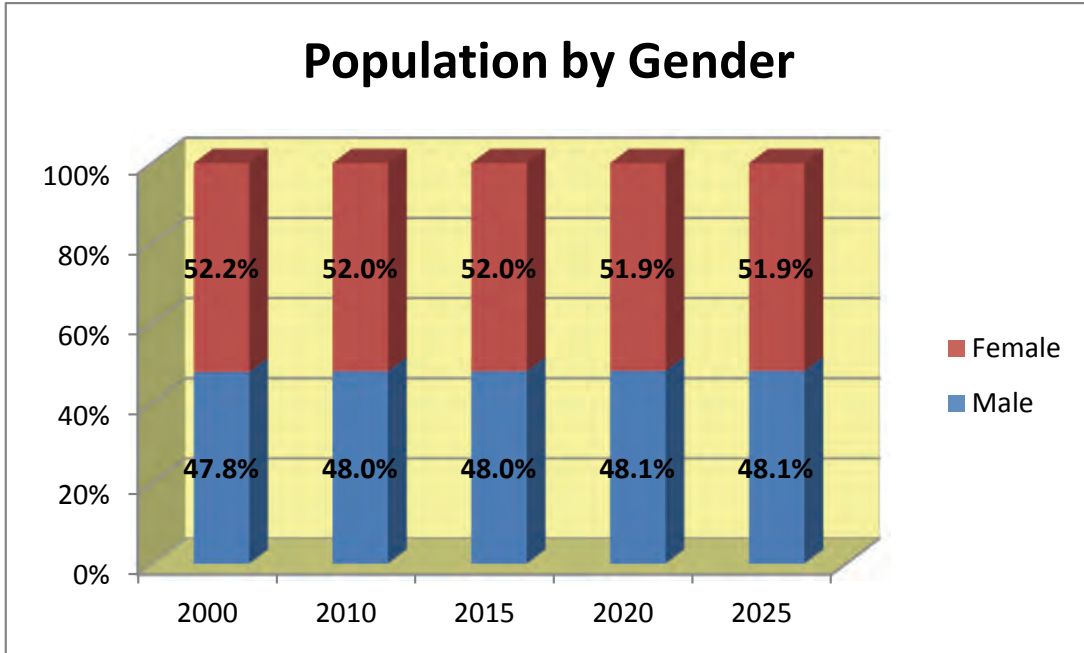
Overall, the County has a balanced age segment distribution. Evaluating the distribution by age segments, Prince George’s County has a good mixture of youth, families, and active adult populations. Currently, the highest segment by population is the 35-54 age groups, with 29.2%, and the lowest is the 55+ population, with 20.8%, thus indicating a very wide range of variation between all the age groups. Over time, there is projected to be a mild aging pattern, with the 55+ population growing in number to 23.2% by 2015, and the 35-54 age groups slightly reducing to 27.1%. This is similar to nationwide trends that point to a growth pattern in the 55+ age group as a result of increased life expectancies and the Baby Boomer population entering that age group. This would entail that, as the County keeps growing, it will have to ensure a focus on balanced recreation offerings and introduce programs and facilities with multigenerational appeal.



We have a growing aging population in the County. The high rate of increase of those 55 and over implies a need to plan for suitable recreational services and programming for senior citizens:

- 45 to 54 years = 16.4% increase
- 55 to 59 years = 38.5% increase
- 60 to 64 years = 53.4% increase
- 65 to 74 years = 36.1% increase
- 75 to 84 years = 18.9% increase
- 85 years and over = 45.8% increase

The gender distribution for the County is fairly evenly split (see chart below). Currently, males account for 48% of the total population. This distribution is projected to remain fairly constant throughout the years to come.



Our County is comprised of a mix of urban, suburban, and rural communities. However, the majority of our residents live inside the Capital Beltway.

ALTERNATE SERVICE PROVIDERS

A lot of information was garnered from *2010 and Beyond* about other recreation service providers within the County. These include schools, private parks, such as those owned by Home Owners Associations (HOAs), and private providers of recreation that offer services to the general public. This information was compiled in the *2010 and Beyond Needs Assessment, Volume 1*, and is summarized in the table below:

Prince George's Alternate Provider Inventory

PROVIDER	# INDOOR FACILITIES	# OUTDOOR FACILITIES	RECREATION SERVICES PROVIDED
Elementary Schools Middle Schools	NA	146 Elementary Schools 27 Middle Schools	Playground, multi-purpose field, ball field. Provide interscholastic athletic programming in a variety of sports.
HOA Parks	NA	161	Playground and Picnic Shelter and some open turf fields.
State/Federal	2	20	
Boys & Girls Club	2 (1 in M-NCPPC inventory)	2 (1 in M-NCPPC inventory)	
Prince George's Community College Indoor Pool	1	NA	Indoor swim and fitness classes.
Municipality	20	138	Small to large parks, ball fields, multi-purpose field, basketball courts and playgrounds and natural areas.
Faith-Based	17		Indoor recreation facilities Weight Loss Challenge Programs; Athletic leagues for children; evening basketball programs.
Private facilities	16		Indoor fitness, martial arts classes, athletic clubs.
YMCA	3		Child-care camps, fitness classes, and sports.



Schools are well distributed throughout the County. The South sub-area has the lowest concentration of schools. Most of the elementary schools have three (3) components (playground, multi-purpose field, ball field). High schools are not considered to be a contributing factor in park and recreation Level of Service (LOS) because of their severely limited time availability and offerings to the drop-in user. Schools provide interscholastic athletic programming to students starting at the middle-school level. Sports include: baseball, soccer, basketball, tackle football, and other organized sports.

In Prince George's County, HOAs typically provide at least a playground and a shelter, as well as some open turf fields. There are 20 Federal and State Parks and Recreation Facilities with two indoor providers – the Merkle NRMA Visitor Center and the National Patuxent Wildlife Refuge Visitor Center.

There are 27 municipalities in Prince George's County. Several municipalities stand out as top providers, including City of Greenbelt and City of Bowie. On average, a municipality park is 12 acres in size. A majority of the parks tend to be about one acre in size. The components that were most common in these municipal parks include ball fields, multi-purpose fields, basketball courts, and playgrounds. Many of the parks also include some natural areas.

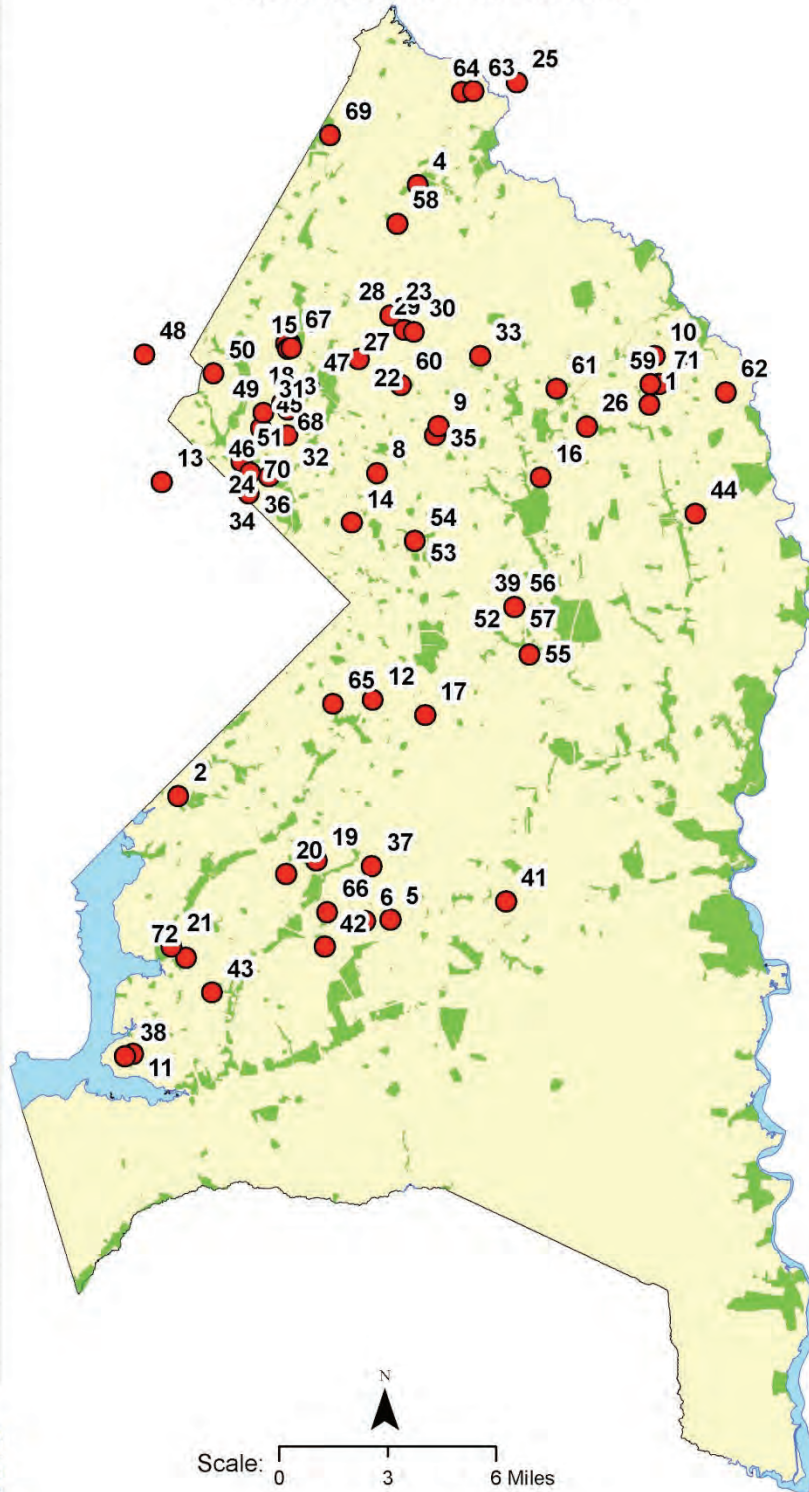
In addition to the recreation programs sponsored by the Department, other activities and programs are offered by private and commercial firms and municipal agencies throughout the County. There are 73 other alternative providers and 17 faith-based large houses of worship. As for the church community, there are many churches that provide recreation programming for their parishioners and the community. Some have indoor recreation facilities. Many are engaged in weight loss challenges. We are still compiling information on these alternative providers via the Community Outreach Corps.

Recreation programs are extremely popular in the County, as demonstrated by attendance figures from community centers, enterprise facilities, summer playgrounds, regional parks and sports programs. It is the intent of the Commission to serve the County residents' needs and interests by providing a wide range of programs to complement and supplement those offered by other agencies.

Following are three maps that indicate where the alternative service providers are located throughout the County.

Provider Name
1 24 Hour World Gym
2 Abundant Life Ministries
3 Active Cultures Theatre
4 Anacostia Trails Heritage Area
5 Antioch Baptist Church
6 Any Time Fitness
7 Art & Learning Center (Stamp Student Union)
8 Ballet and Cultural Dance Center
9 BG Records (Lionel & Leslie)
10 Bowie Knights of Harmony
11 Cambodian American Heritage, Inc.
12 Capital Sports Complex
13 Catholic Youth Org (CYO)
14 Cheverly Day, Inc.
15 Clarice Smith Center
16 Cultural Academy for Excellence, Inc
17 Culture Works, Inc.
18 David C. Driskell Center Univer. of MD
19 Davies Concert Series
20 Ebenezer AME
21 Fort Washington Community Chorus
22 Friends Community School (College Park)
23 Friends of New Deal Café Arts
24 GATEWAY- (CDC)
25 Gold's Gym- Laurel
26 Gold's Gym - Bowie
27 Greenbelt Access Television
28 Greenbelt Association for the Visual Arts
29 Greenbelt Community Center
30 Greenbelt Cultural Arts Center
31 Hurston/Wright Foundation
32 Improv Arts, Inc.
33 Jayamangala
34 Joe's Movement Emporium
35 Lanham Martial Arts Academy
36 Latin American Folk Institute
37 Lloyd Irvins Fit & Lrning Ctr
38 Maryland Choral Society
39 Metropolitan Ebony Theatre
40 Mitchellville Comm. School of the Arts
41 Mt. Airy Mansion T/A The Rosaryville Conse
42 Mt. Enon Church
43 MTC Art Studio, Inc.
44 National Ballet, Inc.
45 New Dimension Singers
46 Nicaraguan Cultural Alliance
47 Old Perish
48 Olu Yemisi & Company Dancers
49 Ottley Music School
50 Piano Adventure School of Music
51 Prince George's Comm. Pool
52 Prince George's Community College
53 Prince George's County Police Athletic League
54 Prince George's County Police Explorers
55 Prince George's Choral Society
56 Prince George's Comm. College (Art Dept.)
57 Prince George's Community College
58 Prince George's Little Theatre
59 Prince George's Summer Teen Theatre
60 Quest: Arts for Everyone
61 Reid Temple
62 Sport Fit Bowie
63 Sport Fit Laurel Racquet
64 Sport Fit Laurel Swim
65 Suitland High School
66 The 7th Step Hand Dance Academy
67 Union Gallery
68 University Park Elementary School PTA
69 Wellness For Life Fitness Ctr
70 World Arts Focus
71 YMCA - Upper Marlboro
72 YMCA - Potomac Landing

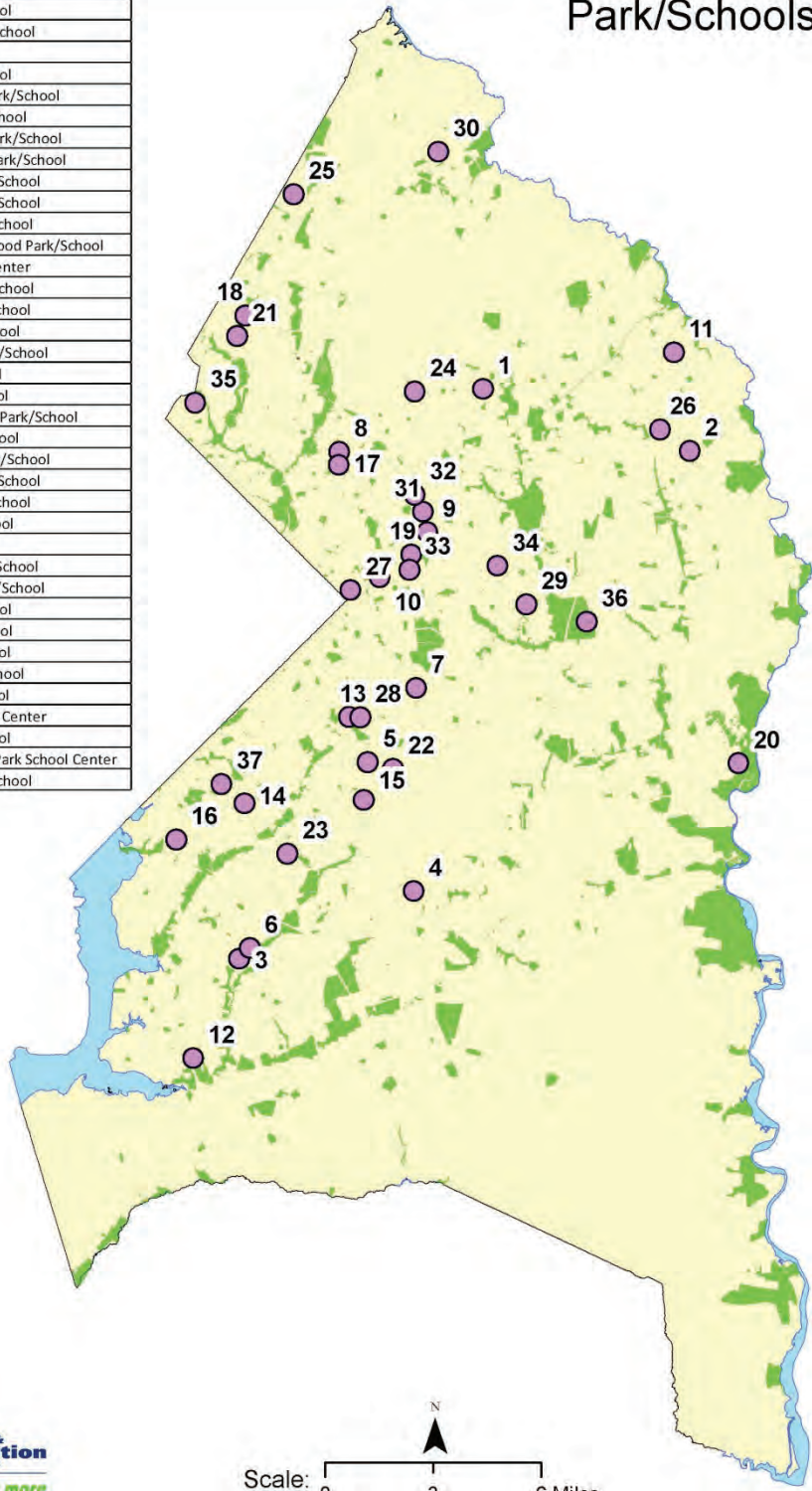
Alternative Providers



Scale: 0 3 6 Miles

Facility Name
1 Gaywood Neighborhood Park/School
2 Heather Hills Neighborhood Park/School
3 Friendly Community Park/School
4 Tanglewood Community Park/School
5 Michael J. Polley Neighborhood Park/School
6 Rose Valley Neighborhood Park/School
7 North Forestville Neighborhood Park/School
8 Templeton Knolls Neighborhood Park/School
9 Barlowe Road Neighborhood Park/School
10 Highland Park Neighborhood Park/School
11 Samuel Ogle Neighborhood Park/School
12 Fort Washington Forest Neighborhood Park/School
13 Suitland Community Park School Center
14 J. Frank Dent Neighborhood Park/School
15 Auth Village Neighborhood Park/School
16 Southlawn Neighborhood Park/School
17 Rogers Heights Neighborhood Park/School
18 Adelphi Neighborhood Park/School
19 John Carroll Community Park/School
20 Marlboro Meadows Neighborhood Park/School
21 Adelphi Road Community Park/School
22 Douglas Patterson Community Park/School
23 Webster Lane Neighborhood Park/School
24 Robert Frost Neighborhood Park/School
25 Calverton Neighborhood Park/School
26 Foxhill Community Park/School
27 Seat Pleasant Neighborhood Park/School
28 Park Berkshire Neighborhood Park/School
29 Kettering Neighborhood Park/School
30 Larchdale Neighborhood Park/School
31 Kenmoor Neighborhood Park/School
32 Dodge Park Neighborhood Park/School
33 Nalley Road Community Park/School
34 Lake Arbor Community Park School Center
35 Parklawn Neighborhood Park/School
36 Perrywood/Kettering Community Park School Center
37 Owens Road Neighborhood Park/School

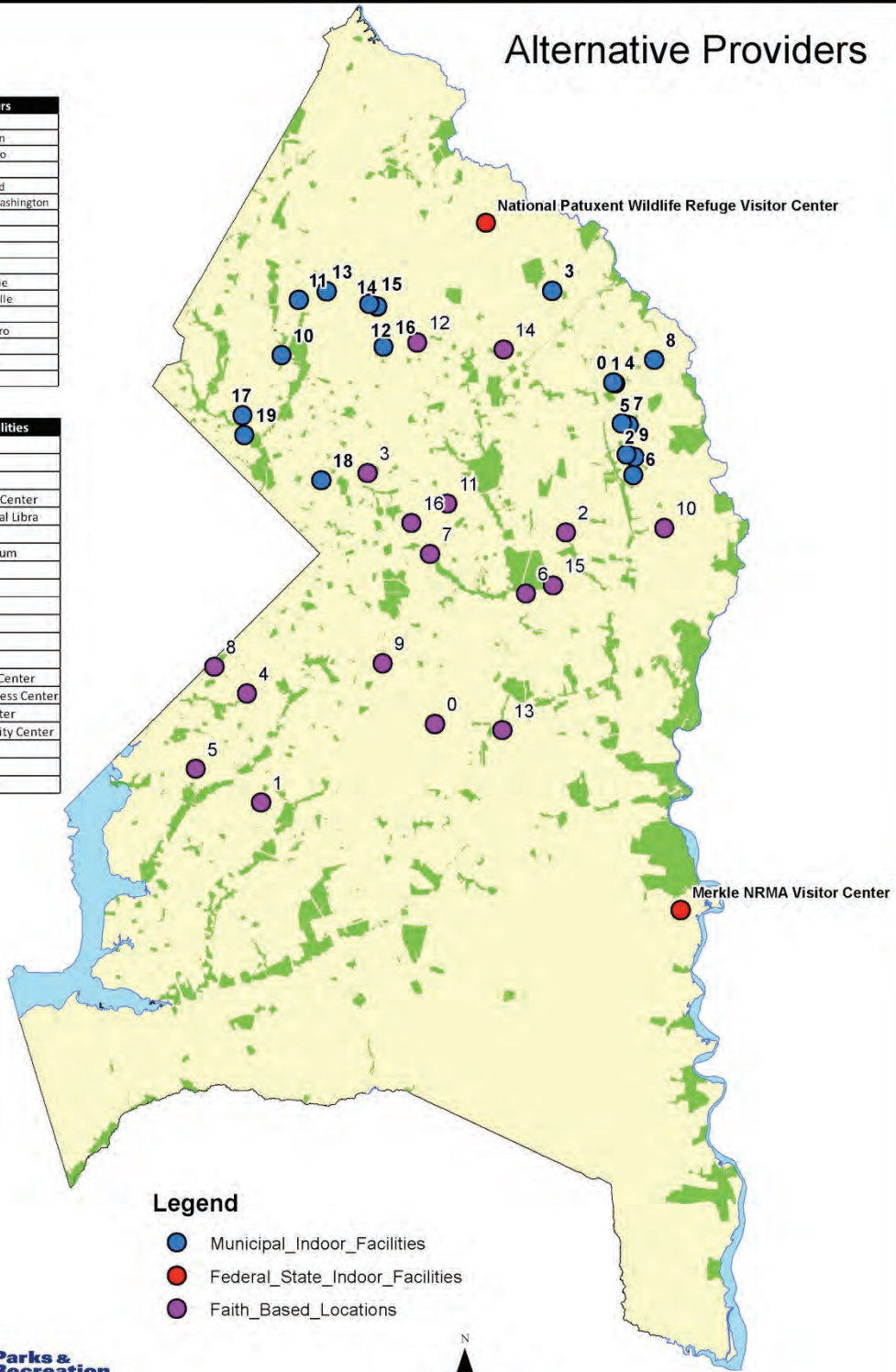
Park/Schools



Alternative Providers

Faith Based Providers	
0	Ark of Safety Christian Ch
1	Ebenezer A.M.E, Fort Washington
2	Evangel Church, Upper Marlboro
3	Integrity Church International
4	From the Heart Church, Suitland
5	National Church of God, Fort Washington
6	Riverdale Baptist Church
7	The Sanctuary of Kingdom
8	Spirit of Faith Christian
9	Soul Factory, Forestville
10	Mount Nebo A.M.E Church, Bowie
11	Woodstream Church, Mitchellville
12	Sri Siva Vishu Temple, Lanham
13	Greater St. John, Upper Marlboro
14	Reid Temple A.M.E, Glenn Dale
15	First Baptist of Glenarden
16	Jericho City of Praise, Lanham

Municipal Indoor Facilities	
0	Belair Mansion
1	Belair Stable
2	Boathouse
3	Old Town Bowie Welcome Center
4	Prince Georges Genealogical Libra
5	Bowie Gymnasium
6	Radio and Television Museum
7	Bowie Senior Center
8	Bowie Playhouse
9	City of Bowie Ice Arena
10	Old Parish House
11	Davis Hall
12	Greenbelt Youth Center
13	Springhill Lake Recreation Center
14	Greenbelt Aquatic and Fitness Center
15	Greenbelt Community Center
16	Schrom Hills Park Community Center
17	Magruder Park
18	Cheverly Comm Center
19	Britt Senior Activity Center



Legend

- Municipal_Indoor_Facilities
- Federal_State_Indoor_Facilities
- Faith_Based_Locations



FACILITY INVENTORY

The DPR for Prince George’s County has over 25,000 acres of parkland, including over 8,000 acres of developed parkland, almost 8,000 acres in stream valley parkland, and over 7,000 in undeveloped parkland. According to the inventory conducted in 2008, this system includes 526 park locations (including stream valley parks and undeveloped parkland) as well as 119 indoor facilities. Overall, the system has over 2,300 outdoor components and over 400 indoor components. The system is divided into three major recreational planning areas: Northern, Central, and Southern. For the purpose of this study, seven sub-areas were used in the Level of Service (LOS) analysis study. These sub-areas are South, Southwest, Central West, Central East, Northwest A, Northwest B and Northeast.

DPR’s system is well maintained and features a wide variety of indoor and outdoor facilities. Based on the 2008 inventory, the table below lists a summary of the Department’s indoor and outdoor facilities that are included in the LOS analysis.

Department Inventory Summary

FACILITY	QUANTITY	FACILITY	QUANTITY
<i>Aquatic Facilities (including Sports & Learning Complex)</i>	11	Ice Rinks	3
Athletic Complex (including Sports & Learning Complex)	3	Nature Centers	3
Boxing Center	1	Neighborhood Mini Parks	21
Community Centers	43	Neighborhood Playgrounds	61
Community Parks	82	Neighborhood Parks	126
Community Center Parks	25	Neighborhood Park/Schools	31
Community Park/Schools	11	Neighborhood Park School Center	1
Community Park School Center	4	Neighborhood Recreation Centers	14
Community Recreation Centers	8	Regional Parks	4
Conservation/Natural Areas	16	River Parks	4
Cultural Arts Centers	4	Senior Centers	2
Equestrian Center	1	Sports & Learning Complex	1
Golf Courses	4	Stadium	1
Hiking/Biking Trails	90 miles	Stream Valley Parks	28
Blueway	99 miles	Tennis Bubbles	3
Historic Sites/Landmarks	23		



1. Outdoor Facility Descriptions

As noted above in the facility summary, there are several major types of outdoor facilities ranging from neighborhood parks to regional facilities, all of which offer a wide variety of outdoor components and amenities. Currently, DPR's park system in Prince George's County is made up of seven major types of parks including:

1. Neighborhood
2. Community
3. Regional
4. Countywide
5. Special Facilities
6. Natural Areas/Conservation Areas
7. Undeveloped Parks

Within these major park types there are several sub-types of parks. These sub-types are based on the naming convention used by DPR. The neighborhood level sub-types include:

1. Neighborhood Mini-Parks
2. Neighborhood Playgrounds
3. Neighborhood Parks
4. Neighborhood Park/Schools
5. Neighborhood Recreation Centers

Typically, a **Neighborhood Mini-Park** focuses on providing level of service to the immediate neighborhood or neighborhoods. **Neighborhood Mini Parks** on average include 2-3 components, with one component usually being a playground or a ball field, basketball court, or picnic grounds. On average, these parks are a half-acre in size. **Neighborhood Playgrounds** typically include an average of four (4) components, including ball fields, basketball courts, tennis courts, and playgrounds. Neighborhood Playgrounds tend to be bigger than Neighborhood Mini-Parks and are on average three (3) acres in size. The next sub-type, Neighborhood Parks, includes an average of six (6) components and a combination of many of the following amenities: multi-use fields, shelter, tennis courts, ball fields, basketball courts, and playgrounds, as well as an occasional loop walk, picnic grounds, or a volleyball court. These parks are an average size of about 10 acres.

A Neighborhood Park/School is a neighborhood park adjacent to or connected to a school. Neighborhood Park/Schools tend to include more components than a Neighborhood Park, ranging from 6-11 components with the same types of components. However, these parks tend to be a little smaller with an average size of nine (9) acres. Lastly, Neighborhood Recreation Centers are parks that are adjacent to or contain a neighborhood recreation center. These parks tend to have the same number of components as a Neighborhood Park/School and are comparable in size.



The next major type of park, Community, focuses on providing service at a wider range at a community level. Community types include the following sub-types:

1. Community Park
2. Community Park/School
3. Community Center Park
4. Community Recreation Center

The first sub-type, **Community Park**, on average includes 10 components from ball fields to volleyball courts. A Community Park is on average 38 acres. **Community Park/Schools** are community parks that are adjacent to or connected to a school and on average are about 33 acres in size. There are fewer Community Park/Schools than Neighborhood Park/Schools. The next sub-type, **Community Center Park**, is a park that is adjacent to or includes a Community Center and on average includes 10 components and is an average of 20 acres. Lastly, a **Community Recreation Center** is a park that is adjacent to or includes a community recreation center and has an average size of 36 acres with 11 components.

Regional

Regional Parks

Regional-level parks include stream valley parks, regional parks, and cultural art centers. The Commission's system includes four regional parks, including Cosca Regional Park, Fairland Regional Park, Watkins Regional Park, and Walker Mill Regional Park. These parks focus on providing service to the surrounding community and regions of the county. These parks also include the most components of all the major types of parks.

Stream Valley Parks

Stream Valley Parks are long and expansive parcels of land varying from one acre to over 90 acres in size and can span several of the sub-areas used for this plan. The purpose of a stream valley park, such as the Anacostia River Stream Valley Park, is to preserve land within Prince George's County floodplains. Stream valley parks are characteristically undeveloped; however, these parks typically contain smaller developed parks within them, such as neighborhood parks and community parks.

Countywide

At the County and regional level there are fewer parks. However, these parks offer many unique recreational opportunities. The Countywide level includes river parks, historic sites and landmarks, trails, and other facilities.

River Parks

There are two river parks, the Potomac River Park and the Patuxent River Park. The Patuxent River Park encompasses many amenities and includes other parks that are open to the public, such as Aquasco Farm and Cedar Haven Fishing Area.



Historic Sites, Museums, Landmarks, and Rental Sites

Many historic sites include indoor facilities; however, many have outdoor components, such as gardens and interpretive walks. Refer to the indoor facility description on page 52 for more detail.

Trail and Blueway Description

There are over 90 miles of hiking and biking trails within the Department's park system. Several types of trails exist, including natural trails and paved trails. Some trails are included within the extent of parks, and some meander through the stream valley parks or other greenways. Many of the trails can be found within regional parks, as well. Major trails include the Anacostia Tributary Trail System, Hensen Creek Hiker/Biker Trail, W. B. & A. Recreational Trail, Paint Branch Trail, and the Northeast Branch Trail. The Patuxent Water Trail is a stretch of developed blueway that offers opportunities to paddle the river, access developed parks, and camp up and down the Patuxent River.

Special Facilities

Special facilities include aquatic facilities, ice rinks, golf courses, shooting centers, athletic complexes, equestrian centers, airports, marinas, and reclamation areas.

There are many unique opportunities within special facilities to be experienced in indoor or outdoor facilities, which are listed below.

- College Park Airport
- Prince George's Equestrian Center/The Show Place Arena
- Prince George's Sports & Learning Complex
- Chesapeake Carousel at Watkins Regional Park
- Miniature Train at Watkins Regional Park

Additionally, there are many sports facilities within the Commission's park system in Prince George's County, including:

- Fairland Sports and Aquatics Complex in Laurel
- Prince George's Stadium in Bowie
- Prince George's Equestrian Center/The Show Place in Upper Marlboro
- Prince George's Sports & Learning Complex in Landover



Natural Areas/Conservation Areas

There are several conservation areas and natural areas throughout the County, which DPR owns and/or manages. These sites focus on preserving natural resources and include:

- Bladensburg Waterfront Park
- Cheltenham Conservation Area
- Dueling Creek Natural Area in Colmar Manor Park
- Lake Artemesia Conservation Area
- Patuxent River Park
- School House Pond in Upper Marlboro Park
- Suitland Bog Conservation Area

Undeveloped Parks

There are two types of noted undeveloped parks. The first type consists of undeveloped parks that will be developed in the future. A majority of the undeveloped parks in the system in Prince George’s County are found in the South sub-area. The other type of undeveloped park is parkland that is identified as not suitable for active recreation and should be considered as conservation/natural areas. The table below summarizes the quantity of undeveloped parks considered as conservation/natural areas within each sub-area.

Undeveloped Parks by Sub-area

Sub-Area	Undeveloped – Conservation/Natural Area
South	8
Southwest	7
Central West	4
Central East	11
Northwest A	0
Northwest B	4
Northeast	6
Total	40



2. Indoor Facility Description

Indoor facilities range from neighborhood recreation centers to regional facilities and offer a wide variety of indoor components and amenities. Currently, DPR's system in Prince George's County is made up of five major types of indoor facilities, including:

1. Neighborhood
2. Community
3. Regional
4. Countywide
5. Special Facilities

Neighborhood

Neighborhood-level facilities include Neighborhood Park/Schools and Neighborhood Recreation Centers. A Neighborhood Park/School commonly includes a gymnasium, and a Neighborhood Recreation Center commonly includes a kitchen and multi-purpose room.

Community

Community indoor facilities include Community Centers, Community Park/Schools, and Community Recreation Centers. Community Centers and Community Recreation Centers are freestanding buildings, and Community Park/Schools are attached to schools. Community facilities at this level often include gymnasiums, meeting rooms, kitchens, multipurpose rooms, weight/fitness rooms, and pre-school rooms.

Regional

Regional facilities include the Fairland Athletic Center, the Prince George's County Sports and Learning Center, and the proposed South County Sports & Technology Learning Center. Cultural arts centers, historic buildings, and rental centers also provide service to entire regions within the County.

Countywide

Countywide facilities include historic sites and landmarks and other unique facilities. There are many historic sites, museums, and rental sites that offer unique opportunities for interpretive and educational experiences, as well as events. Historic rental sites include:

- Adelphi Mill
- Snow Hill Manor
- Dorsey Chapel
- Newton White Mansion
- Oxon Hill Manor
- Prince George's Ballroom



Historic sites and museums include:

- Abraham Hall
- College Park Airport
- College Park Aviation Museum
- Darnall’s Chance House Museum
- Montpelier Mansion
- Mount Calvert Historic and Archeological Park
- Northhampton Plantation Slave Quarters
- Patuxent Rural Life Museums
- Seabrook Schoolhouse
- Surratt House Museum

Special Facilities

Special facilities include aquatic facilities, ice rinks, golf courses, shooting centers, athletic complexes, equestrian centers, airports, marinas, and reclamation areas. Additionally, there are three (3) nature centers, including Clearwater Nature Center, Mount Rainer Nature/Recreation Center, and Watkins Nature Center. These centers focus on exhibits, live animals, gardens, and other educational experiences to provide support for environmental education. Refer to the outdoor facility description for a list of sport and special facilities. Other indoor facilities include senior centers, tennis bubbles, and other indoor facilities used for meeting spaces and other indoor recreational opportunities.




RECREATION PROGRAM ACCOMPLISHMENTS (2009 – 2013)

The DPR's first plan, published in 2004, established program objectives in 12 major program areas as part of the service delivery framework. The second plan focused on creating and maintaining a participant-centered culture, and participant objectives were the key to the experience and were articulated for the 12 programming areas and by division. Both of the previous plans were also under the tagline of "Something for Everyone," which was very broad.

Much has been accomplished since the last plan, including but not limited to:


- The Safe Summer Program that began in 2008 received the National Association of Counties (NACO) 2010 Achievement Award and Best Category Award. This was a non-competitive awards program that recognizes innovative County government programs with awards in a number of categories. Of the 28 Safe Summer sites, 79% experienced a decrease in crime within a half-mile radius of the facility. One of the major outcomes of the Safe Summer program was to accomplish a crime-free zone in proximity to the Safe Summer sites. This program successfully kept thousands of youths off the streets and promoted positive behavior by offering them free opportunities to experience the arts, explore the outdoors, learn, play, and be physically active. It proves that, given a choice of alternatives, youths and young adults will choose creative, safe, and non-criminal activities if offered the opportunity. DPR continues to expand the number of sites that participate in Safe Summer programming, now considered a signature programming event.
- As a result of statistics regarding the number of drowning's in the African-American community, the Aquatics Unit developed a relationship with USA Swimming to promote and encourage parents and youths in the County to learn how to swim. DPR also provided collaborative programming and in 2012 was awarded Best Overall Commitment to Aquatics by *Aquatics International Magazine*. This award recognizes excellence in operations, programming, and community involvement at all pools in the County. DPR is now a local partner with USA Swimming Foundation's "Make a Splash" program and the Aqua Access Campaign, which promotes aquatic programs to youths during the summer season. They also instituted a free swimming admission program for youths to promote water safety.
- In the area of Health and Wellness, there are several noteworthy activities. The Department developed a pilot program with the medical community that promoted Health and Wellness, called "Prescription Rec." This is a program for County residents with high blood pressure, high cholesterol, and Type 2 Diabetes who have a "prescription" from their health care provider to start an exercise regimen at the DPR facilities. This initiative allows our staff working with the medical community, including physicians, nurses and insurance providers and community health and wellness groups, nonprofit organizations and local government agencies, to "prescribe" recreational activities as preventive care. The Department also implemented a 30-minute physical activity policy requirement in our child care programs. In addition, DPR continues to support employee health and wellness, and "Health and Fitness Day" is an annual event that is now sanctioned by Commission leadership.

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- The Youth Services Office is firmly in place and has developed a best practice program, which is an intentional philosophy and process about positive youth development that has significantly impacted service delivery. The approach utilizes the *Ready by 21* frameworks and focuses on developing and delivering services to youths that will not only promote healthy lifestyles but will also promote basic services around positive youth development principals. So, children in the County are learning leisure skills that will carry them throughout their lives while assisting them with their development into healthy young adults.
 - A more recent focus for the organization is community gardening. Within the last two years, we have established youth gardens at six sites promoting healthy eating and learning where your food comes from and how to grow it. A youth garden was established at a park school, where the land and facility are shared by the public school system and the DPR. This edible garden initiative is a pilot for future youth gardens at school sites and provides experiential education opportunities with Park Rangers and naturalists. This promotes an awareness of healthy eating, the benefits of fresh fruits and vegetables, and connects children to the outdoors in a constructive manner. Through collaboration with Engaged Community Offshoots (ECO), Inc., a nonprofit group that has developed an off-the-grid, urban organic farm in a small neighborhood park, DPR is supporting training in urban gardening for community residents as well as ECO's desire to provide fresh fruits and vegetables to the public school system in the future.
 - In 2011, we launched a new tagline, "Live More, Play More," which speaks to being active, fit, engaged, and healthy. The benefit is to promote a higher level of physical activity and instill the need to maintain this throughout one's lifetime.

In addition, over the last four years, DPR embarked on a functional master planning process that began with a needs assessment, *2010 and Beyond*. The Needs and Resource Assessment document includes an overview and analysis of DPR's programs and services, a gap analysis, participation trends, current and potential partnership opportunities, and the influence of alternative providers in the County. This document was the catalyst for initiating a process for decision-making about the future management of our recreation resources and our recreation opportunities.

The Needs and Resources Assessment document recognizes DPR as one of the leading agencies in recreation service provision in the U.S. The *2010 and Beyond Needs Assessment* summarized needs and desires regarding recreation programs. The key trends, garnered from a statistically valid survey of over 1,500 residents, are as follows:

- People desire quality over quantity.
- Patrons prefer a one- or two-day workshop rather than a long, 6-8 week class session.
- Drop-In programs are growing in popularity.
- There is increasing demand for self-directed activities with less reliance on instructors and more flexible scheduling.



In addition, with regards to Prince George’s recreation patterns:


- Nearly 90% say that their park or community center is very important to them.
- Space for youths and teens is the highest indoor recreation priority.
- Multi-purpose fields are the highest outdoor recreation priority.
- Levels of recreation registrations are declining, especially in the inner Beltway.

However, it also states that improvements are needed. These areas of improvement should constitute the focus of DPR for the next 10 years. They are:

- 1) Demographic shifts – despite the increase in racial and ethnic diversity, the average age of County residents is expected to increase.
- 2) Recreation and health trends – Because of rising health and obesity concerns, adults are expected to stay active longer and seek new and more non-traditional recreation activities.

So, this updated CRPP has been re-configured from its previous submissions to include the recommendations from the Needs Assessment:

- Conduct a Core Service Assessment – defining core services and programs based on the value and level of community benefit versus individual benefit, as well as the financial viability of programs and services. The assessment also called for an intensive review of departmental programs and services as defined in our program portfolio, the *GUIDE*.
- Program Design and Development – the need to shift from “Something for Everyone” and look at adopting a more strategic approach that focuses on evaluation, measurements, and outcomes.
- Financial Management – should focus greater attention on cost recovery and pricing of services.
- Community Health and Wellness – obesity concerns in the County are significant, which provides an opportunity for the Department to reposition and grow its role in health and wellness beyond emphasis on maintaining staff health and productivity, and to grow impact on community health and wellness.
- Community Center Operations and Management – need to shift from small community operations to larger multi-functional regional centers with longer operating hours.
- Ongoing Community Needs Assessment and Outreach Efforts – there should be an ongoing system for integrating assessment, measurement, and evaluation of community response to resource planning efforts, along with mechanisms for adjustments to the service delivery model over time.
- Staff Training and Development – engage and train staff to compensate for the lack of professional skillsets in recreation programming.

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- Safety and Support Services – implement improvements in organizational safety, technology, customer service, and organizational design.
 - Partnerships and Collaborations – need to reevaluate and strengthen existing partnerships and identify opportunities for new relationships with the intention of reduction or elimination of duplication of services and enhancement of resource efficiencies.
 - Communications and Marketing – stronger focus is needed on organized, timely, and well-articulated communication and marketing strategies.

The action plan that follows was developed to support these recommendations.



PURPOSEFUL PROGRAMMING FRAMEWORK

Purposeful Programming is a program-planning framework developed by the PTT, a cross-departmental team that ensures a systematic and consistent approach to program development, management, and evaluation. There are several components to purposeful programming:


- Service Assessment “Stop Light Model”
- Cost Recovery Targets
- Benefits-Based Marketing
- Program Standards
- Measurement and Evaluation

The formation is the “Stop Light” Service Assessment Model to determine which of our core programs and services should be primarily tax supported and provides three primary program classifications (Essential/Important/Value-Added). These core services are determined on the basis of community benefit and priority needs, versus individual benefits and needs, as well as market conditions. This strategic program delivery approach also defines program service costs (both direct and indirect) and establishes cost recovery goals to assist with establishing an appropriate fee structure. In addition, it defines several program standards and outcome measures that should be regularly monitored and reported on as a way of evaluating program efficiency and rollout.

Development of this Purposeful Program Framework began with a Logic Model. The Logic Model illustrated the resources that are invested and the key activities that drive the program planning process in the Department. There are three key activities and processes on which the logic model focuses:

- Program Planning Process/Core Program Planning Competencies,
- Training, Recruitment, and Management, and
- Program Marketing.

Program Planning Process and Competencies – As the team discussed program planning activities, it was clear, that while we roll out a lot of programs, there was no clear strategic direction or inherent expertise among staff about programming. There is a need to shift from “Something for Everyone” and look at a more strategic approach that focuses on building staff competencies in program planning, evaluation, measurement, and outcomes. In addition, a review of program metrics showed that more than 30% of program offerings are dropped each season because of insufficient registration. This was a key indicator that the Department was losing its ability to develop and offer programs that meet local community needs. This approach was not serving DPR or the community well and it became clear that core competencies in programming needed to be developed.



Training, Recruitment, and Management – There is a lack of formal program planning and training among staff and a need to enhance core program planning competencies. The new training coordinator for the Department should put into place a training plan that addresses increasing staff core programmatic competencies.

Program Marketing – Tension points include: 1) “Rollover” practice that does not provide an opportunity for programming staff to evaluate the quality of the programming content because production schedules of the principal programming *GUIDE* do not allow sufficient time for review; 2) there has been a tendency to decentralize the marketing within the program units, rather than centralizing the marketing functions within the Public Affairs and Marketing Division; 3) the lack of a comprehensive marketing plan that communicates the benefits of participation to the public; and 4) the need for more effective utilization of social media and popular mobile technologies to grow awareness of our programs and communicate benefits.

The following 2 pages show the detailed components of the Logic Model:

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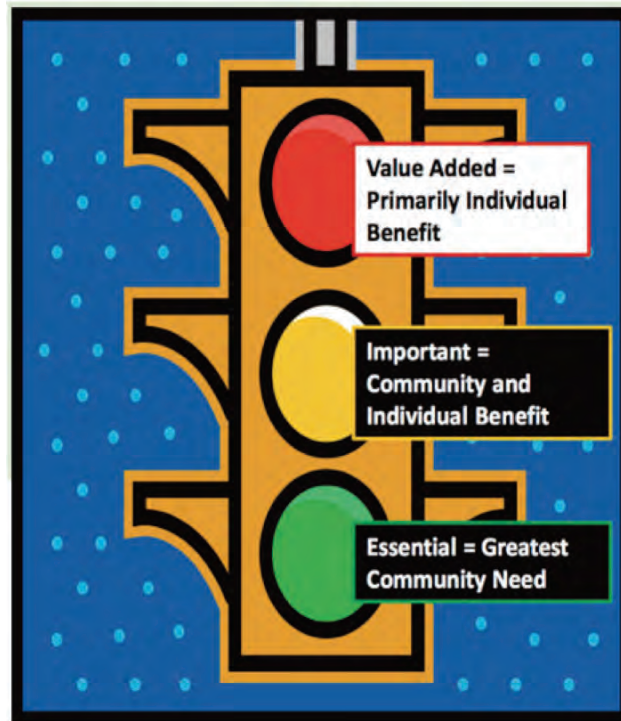
Resources	Activities		
	<i>Marketing of Programs</i>	<i>Training, Recruitment, and Management</i>	<i>Program Planning Process/ Core Programing Competencies</i>
Current staff and budget	Make registrations for most or all programs mandatory through SMARTLink. Over the phone, pay in person - yields loss in revenue if customer doesn't show	Increase career (or part-time) positions to handle programming, so career staff can focus on development, advertising, etc.	Assign job responsibilities to align with implementation of 2010 & Beyond/Envision
Time	Find out — What does the community want — Really want?	Mentor career staff	Identify programs that have run their course
	Market using e-mail, Guide, Facebook	Recruit trained staff	Establish program goals and objectives for the Department and for each facility
	Explore alternative Guide timeline and marketing approaches	Develop specific core trainings for career & intermittent staff by position on programming (including evaluation) & budget	Address inequities in program funding
	Reevaluate effectiveness of the Guide as a our major promotional tool	Study ability to find qualified instructors within pay scale	Review program support systems
		Launch an Organizational Change Management effort that enhances cross-divisional support and team building and raises level of sharing, spirit, trust and energy among staff	Search for successful program models in the private/non-profit sectors & incorporate new programming into the Guide—including Boys & Girls Club
			Offer affordable programs in lower income areas
			Establish Program Priorities
			Determine how to pay for important programs that don't make money
			Establish reasonable time constraints
			Establish public goals - re: Participation Experiences, etc. e.g., (1) Once a month visit a park (2) Engage in physical activity (3) Arts....for all county residents
			Financial literacy of programming staff is increased via training
		Establish a foundation that is fiscally viable	
		Budget resources are clearly communicated regularly to staff to increase awareness & understanding	

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Outputs	Outcomes			
	On-going	Short Term (1 - 2 yrs)	Mid Term (3 -5 yrs)	Long Term (5+ yrs)
Program evaluations are regularly and systematically performed and analyzed by 2012 (and changes are made as a result)	Program capacity is increased and results in greater # of participants and % satisfied	Increased partnerships with local organizations and businesses (to increase advertising opportunities while lowering spending potentially)	Increased community/public use of our parks, programs, spaces measured on a monthly basis	
Staff have "ownership" of programs through teams, time & plans by 2012	Keeping creative edge	Citizen understanding of budget resources results in more realistic expectations	Foundation-support/ subsidize programs	
Community input is provided for all programs by 2012		Higher standard and higher functioning of staff at all levels (career, temp, intermittent, etc.)	Ability to subsidize/pay for non-revenue generating programs	
Comprehensive program planning process in place by 2012			Culture Change — Increased and supportive department environment where cross-divisional interaction is regular and the norm	
Reallocate budgets (within the Dept or individual facilities) for additional advertising & marketing by 2013				
SMARTLink interfaces with facility webpages, making more user-friendly class registration by 2011				
Increase program planning skills/trainings (creative process & why we do it) by mid to late 2011				
Training occurs systematically on all aspects of programming by 2013				
Qualified staff w/ relevant professional backgrounds to manage and teach by 2011				
Broadened marketing options exist beyond the Guide by 2013				
Define/identify Core services identified by January 2011				
Increased effectiveness at community events/ in schools by Mid-year 2011				
There is dedicated time for staff to plan & share information and resources by 2011				
Implementation of fiscal policy on cost recovery by 2013				

10-5-2010
Draft

Furthermore, it became quickly apparent to the team that these three areas were interconnected. A Stoplight Model Framework was developed to engage staff in conducting the Core Service Assessment.



Using these color classifications, criteria and definitions were developed for each that categorized our Departmental programs and services based upon the level of community versus individual benefit, identification of fees and direct costs, and an evaluation of current pricing methods and market position as it relates to the involvement of outside service providers or contractors, and service availability. It also includes being able to determine what level of public benefit exists and what level of private benefit exists as it applies to each program area. The seventeen program *GUIDE* categories were put into one of these classifications, and preliminary cost recovery targets were designated. The intense review of programs and classes led to the development of the Department’s Service Portfolio and identified those services that are “Core” to the Department.


As a result, the following service classification matrix was codified to guide staff in classifying services and to help them understand how a service can be managed for the intended financial performance outcome. Basically, the classification dictates the following:

- Essential programs can be fully subsidized (but are not necessarily offered for free) because they are highly valued by the community and we are the **only** provider.
- Important programs are partially subsidized while we strive to recoup all direct costs.
- Value-Added programs are offered for a fee that will cover all direct costs because there are alternative providers in the community and the benefit received is largely private.

A more detailed explanation of the classification is summarized in the following matrix:

Service Classification Matrix

CATEGORY	VALUE-ADDED	IMPORTANT	ESSENTIAL
Community Interest or Developmental Importance as well as Mandated by Law	High Individual and Interest Group Expectation	High Community Expectation	High Community Expectation
Financial Sustainability	Fees Cover Both Direct and Indirect Costs (note: 5% predetermined indirect cost target to be increased and changed as comfort increases with cost recovery concept and use.)	Fees Cover Most to All Direct Costs — Break Even or Pre-Determined Cost Recovery Target	Free, Nominal or Fee Tailored to Community — May Require Public Funding
Benefit – e.g. Health, Safety, and Protection of a Valuable Asset	Primarily Individual Benefit	Community and Individual Benefit	Substantial Community Benefit (negative consequence if not provided)
Competition in the Market	Alternative Providers Readily Available	Alternative Providers Unable to meet Demand	Limited or No Alternative Providers
Enrollment – Open/Selective/Tryout	Selective/Tryouts	Open Enrollment	Open Enrollment



The process was tested with each Division several times and the discussions that occurred were very substantive. The process was very engaging for staff and it allowed them to give perspective about all elements to particular programs. It also led us to very targeted and direct conversations about how we align our programs to community interests and needs, our Departmental mission, as well as within a financially sustainable operational basis. The service classifications and criteria are as follows:

A) Essential Service (Provides the Broadest Public Benefit)

Definition: Essential services are those programs, services, and facilities that the Department must provide and are essential in order to capably manage and operate. The failure to provide an essential service at an adequate level would result in a violation of the Commission’s legal and mandated responsibilities and would produce significant negative consequences for the natural, cultural, and historic resources and public use.

Criteria (most or all must apply):

1. The Department is mandated by law, statutory requirement, or is contractually obligated by agreement to provide the service.
2. The service is essential to protecting and supporting public health and safety.
3. The service directly preserves, protects, and maintains valuable infrastructure; the integrity of natural, cultural, and historic resources; and public understanding and knowledge of those resources at an appropriate and acceptable level.
4. Prince George’s County residents, visitors, and taxpayers expect the Department to provide the service through tax support and public funding.

B) Important Service (Provides both Public and Private Benefit)

Definition: Important services are those programs, services, and facilities that the Department should provide and are important to both managing and operating the Department and effectively serving County residents and visitors. Providing important services expands or enhances the Department’s ability to provide and sustain essential services. Important services preserve, protect, and enhance natural, cultural, historic, and recreation resources, and the visitor experience. Important services provide both a public benefit as well as an individual benefit to the visitor.

Criteria (most or all must apply):

1. The service expands, enhances, or supports essential services in protecting and maintaining valuable County park assets, as well as the safety and quality of the visitor experience.
2. The service is broadly supported and utilized by the public.
3. The service is considered an appropriate, important, and valuable public good.
4. Public support for the service may vary depending upon the manner by which the service is paid for or funded (fully, partially, or not subsidized).
5. The service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide a valuable economic, social, or environmental benefit to the State and its residents.



C) Value-Added Service (Provides Primarily Private Benefit)

Definition: Value-added services are programs, services, and resource amenities that the Department may provide when funding or revenue exists to offset the cost of providing those services. These services are considered discretionary to the core mission of the Department, and provide added value to County residents and visitors above and beyond what is required or expected of the Department.

Criteria (most or all must apply):

1. The service expands, enhances or supports essential and important services and visitor enjoyment.
2. The service is supported and well-utilized by County residents and park system visitors and provides an appropriate and valuable public good.
3. The service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or the service provides a meaningful economic, social or environmental benefit to citizens.

In addition, to the classification of programs and services, the PTT also established expectations for funding sources, performance standards, and cost recovery (through user fees) and proposed the following list of services and functions and proposed cost recovery targets. The purpose of the cost recovery target is to determine the proportion of program costs that should be built into user fees and the proportion of program costs that should be subsidized through taxes.

The tables on the following pages detail how the program *GUIDE* categories have been classified and a proposed cost recovery goal. A major focus for the next three years will be to use these criteria and formalize a management approach and cost recovery goal for all our programs, classes, services, and facilities as well as recovery of 35% of parks and recreation system operating costs from revenues generated. These efforts support the first goal of this plan – ***Purposeful Programming***.

Stop Light Categories and Cost Recovery Goals

	PROGRAM CATEGORY	CORE SERVICES VALUE ADDED	CORE SERVICES - IMPORTANT	CORE SERVICES - ESSENTIAL	Cost Recovery Goal
AQUATICS					
1	Aquatics - Pre-Schoolers Swim Lessons			X	0%-25%
2	Aquatics - Children & Youth Swim Lessons			X	0%-25%
3	Aquatics - Children & Youth Make a Splash Water Safety			X	0%-25%
4	Aquatics - Teens & Pre-Teens, Make a Splash Water Safety			X	0%-25%
5	Aquatics - Adults & Young Adults, Swim Lessons			X	0%-25%
6	Aquatics - Senior Exercise		X		25%-80%
7	Recreational swim for Therapeutic Recreation		X		25%-80%
8	Recreational swim for non-Commission groups		X		25%-80%
9	Recreational swim for general public	X			80%-100%
10	Aquatics speciality classes (SCUBA, water polo, etc.)		X		25%-80%
11	Aquatics meets for MNCPPC Swim Teams	X			80%-100%
12	Aquatics - Lap swimming		X		25%-80%
13	Aquatics- Lap Rental	X			80%-100%
COMPUTER SKILLS					
14	Computer Skills - Children & Youth basic level classes		X		25%-80%
15	Computer Skills - Teens & Pre-Teens basic level classes		X		25%-80%
16	Computer Skills - Seniors basic level classes	X			80%-100%
17	Computer Skills - Adults & Young Adults basic level classes	X			80%-100%
18	Computer Skills - Mixed Ages	X			80%-100%
CRAFTS & HOBBIES					
19	Crafts & Hobbies - Pre-Schoolers		X		25%-80%
20	Crafts & Hobbies - Children & Youth		X		25%-80%
21	Crafts & Hobbies - Adults & Young Adults	X			80%-100%
22	Crafts & Hobbies - Seniors	X			80%-100%
23	Crafts & Hobbies - Mixed Ages	X			80%-100%
FITNESS & HEALTH					
24	Fitness & Health classes - Children & Youth			X	0%-25%
25	Fitness & Health classes - Teens & Pre-Teens			X	0%-25%
26	Fitness & Health classes - Seniors			X	0%-25%
27	Fitness & Health classes- Adults & Young Adults		X		25%-80%

Stop Light Categories and Cost Recovery Goals

	PROGRAM CATEGORY	CORE SERVICES VALUE ADDED	CORE SERVICES - IMPORTANT	CORE SERVICES - ESSENTIAL	Cost Recovery Goal
28	Fitness & Health classes - Mixed Ages		X		25%-80%
29	Fitness & Health classes for persons with disabilities			X	0 - 25%
30	Fitness & Health Family Walk Runs		X		25%-80%
KIDS CARE					
	Kids Care			X	0%-25%
31	Kids Day In/Out	X			80%-100%
32	Holiday Break Camps	X			80%-100%
33	Kids Day Out for Persons with Disabilities			X	0%-25%
34	Kids Care for People with Disabilities			X	0%-25%
LIFESTYLE & LEARNING					
35	Lifestyle & Learning - Children & Youth (Academic Enrichment)		X		25%-80%
36	Lifestyle & Learning - Teens & Pre-Teens		X		25%-80%
37	Lifestyle & Learning - Adults & Young Adults (Personal Financial Planning, Investment, Cooking, Etc.)	X			80%-100%
38	Lifestyle & Learning - Seniors (Geneology, Spanish, etc.)	X			80%-100%
39	Lifestyle & Learning - Mixed Ages (hairbraiding, modeling, wedding coor.)	X			80%-100%
MARTIAL ARTS					
40	Martial Arts - Pre-Schoolers	X			80%-100%
41	Martial Arts - Children & Youth	X			80%-100%
42	Martial Arts - Adults & Young Adults	X			80%-100%
43	Martial Arts - Families	X			80%-100%
44	Martial Arts - Mixed Ages	X			80%-100%
NATURE/ENVIRONMENTAL ACTIVITIES					
45	Nature Activities- Pre-schoolers			X	0%-25%
46	Nature - Children & Youth			X	0%-25%
47	Nature/Environmental Activities - Adult & Young Adults		X		25%-80%
48	Nature/Environmental Activities - Teens& Pre-Teens			X	0%-25%
49	Nature/Environmental Activities -Mixed Ages		X		25%-80%
PERFORMING ARTS					
50	Performing Arts - pre-schoolers		X		25%-80%
51	Performing Arts - Children & Youth		X		25%-80%
52	Performing Arts - Teens & Preteens		X		25%-80%
53	Performing Arts - Adults & Young Adults	X			80%-100%
54	Performing Arts - Seniors	X			80%-100%
55	All Programs for People with Disabilities (TR)		X		25%-80%

Stop Light Categories and Cost Recovery Goals

	PROGRAM CATEGORY	CORE SERVICES VALUE ADDED	CORE SERVICES - IMPORTANT	CORE SERVICES - ESSENTIAL	Cost Recovery Goal
SPORTS					
56	Sports Pre - Schoolers		X		25%-80%
57	Youth Developmental Sports Classes			X	0%-25%
58	Youth Competitive Level Sport Classes	X			80%-100%
59	Teen Developmental Sports Classes		X		25%-80%
60	Teen Competitive Level Sports Classes	X			80%-100%
61	Adult Developmental Sport Classes		X		25%-80%
62	Adult Competitive Sport Classes	X			80%-100%
TRIPS & EXCURSIONS					
63	Youth Sport Leagues (ICB)		X		25%-80%
64	Teen Sport Leagues (ICB)		X		25%-80%
65	Adult Sport Leagues	X			80%-100%
66	Boys & Girls Club Developmental Sports		X		25%-80%
67	Boys & Girls Club Competitive Sports	X			80%-100%
VISUAL ARTS					
72	Children & Youth		X		25%-80%
73	Teens & Pre-Teens		X		25%-80%
74	Adults & Young Adults	X			80%-100%
75	Seniors	X			80%-100%
76	Mixed Ages	X			80%-100%
SEASONAL AND COMMUNITY EVENTS					
77	Festivals		X		25%-80%
78	Holiday Events		X		25%-80%
79	Bazaars/Craft Fairs	X			80%-100%
80	Fitness Days		X		25%-80%
81	Outdoor Concerts	X			80%-100%
82	Fashion Shows	X			80%-100%
83	Runs/Walks	X			80%-100%
84	Cultural Heritage Events (Black History Month, Asian Pacific Heritage, Hispanic)		X		25%-80%
SUMMER PROGRAMS					
85	Summer Youth & Teen Playgrounds			X	0%-25%
86	Summer Pre-School Camps		X		25%-80%
87	Summer Youth Camps		X		25%-80%
88	Summer Specialty Camps (culinary, etc.)		X		25%-80%
89	Summer Camps for People with Disabilities			X	0%-25%
90	Summer Teen Camps		X		25%-80%
91	Safe Summer			X	0%-25%

Stop Light Categories and Cost Recovery Goals

	PROGRAM CATEGORY	CORE SERVICES VALUE ADDED	CORE SERVICES - IMPORTANT	CORE SERVICES - ESSENTIAL	Cost Recovery Goal
92	Xtreme Teen Nights			X	0%-25%
93	Open Gym		X		25%-80%
94	Recreation Council Classes	X			80%-100%
95	Historical Programs/Lectures/Special Events			X	0%-25%
96	Historical Programs for Children & Youth		X		25%-80%
97	Historical Programs for Teens & Pre-Teens		X		25%-80%
98	Historical Programs for Adults & Young Adults		X		25%-80%
99	Historical Programs for Seniors		X		25%-80%
100	Historical Programs Mixed Ages		X		25%-80%
101	Art Exhibits		X		25%-80%
102	Performances		X		25%-80%



PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION ACTION PLAN AND PROGRAM PRIORITIES

The Department's Plan is comprised of five goals, each with its own set of strategic initiatives and action steps that integrate *2010 & Beyond Action Plan* and recommendations from *FORMULA 2040*. The goals of the CRPP are:

- Implement a Systematic Process for Developing Purposeful Programming
- Health and Wellness
- Youth Development
- Community Engagement and Partnership
- Marketing, Communications and Promotions

Each of these goals is discussed and strategic initiatives and an action plan with associated program outcomes are outlined. For the purposes of this updated comprehensive recreation program plan, a Departmental plan is provided and key drivers (divisions, units) are identified as lead participants. It should also be noted that the strategic initiatives listed are also in alignment with the *FORMULA 2040 Functional Master Plan* recommendations.



PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION ACTION PLAN AND PROGRAM PRIORITIES

GOAL 1 – Purposeful Programming

For the first goal, Purposeful Programming, there are two parts: 1) enhancing overall program planning competencies and 2) providing diverse and purposeful programming options that respond to the needs and trends noted in the community profile and operational assessment.

As stated earlier in this plan, the PTT conceptualized a logic model that helped frame several components of this updated CRPP. A key theme that became quickly evident to the PTT was the lack of experience, training, or competency in recreation program planning among staff. For example, in the area of program costing, staff acknowledged that they had little understanding of the true costs of managing their programs and has not had to be concerned with budgetary and financial details. It also became clear that there was no underlying philosophy or criteria to guide the staff as they made decisions about program offerings. As a result, a significant amount of energy and attention will be dedicated to becoming more “business-like” and to create a transparent system (**The Stop Light Model Service Classification System**) that is applied consistently to recreation programs and activities for placing programs and setting cost recovery goals that can be documented, communicated, reviewed, and understood by the community.

The following strategic initiatives and associated action steps support an incremental approach to be undertaken in the next five years. As part of this effort, we are using the Stop Light Model to identify core programs, analyzing current levels of cost recovery for each program, and establishing reasonable cost recovery targets. The budget coordinators are working with programmers to help them understand all the costs associated with providing programs and services. As a result, staff is:

- Determining the true costs of programs (direct and indirect costs).
- Examining revenues to assess program viability.
- Placing programs into cost-recovery categories and setting cost-recovery goals that can be documented.
- Training facility managers and others to establish a standardized approach across all divisions.

This has been a work in progress over the last two years. In addition, a number of programming activities are proposed to better serve the diverse population of Prince George's County.

**PRINCE GEORGE’S COUNTY DEPARTMENT OF PARKS AND RECREATION
ACTION PLAN AND GOALS**

GOAL 1: Purposeful Programming – Implement a systematic process for developing Purposeful Programming to improve decision-making for recreation programming. This program-planning process will contribute to building a strategic, “purposeful” and intentional programming culture with enhanced program planning, financial, and fiduciary competencies.

Strategic Initiative: Implement the Service Classification System (Stop Light Model) that differentiates Core Essential, Important, and Value Added programs consistently across the department to better allocate resources and increase revenue. Develop Cost Recovery Model to establish program goals and financial targets and pricing policies.

Key Drivers	Action Steps	Program Outcomes
Programming Think Tank, Budget Coordinators, ROE, SMARTlink, Area Operations Divisions and Facility Operations Divisions	<p>FY12 – FY15</p> <ul style="list-style-type: none"> Implement the Classification of Service Criteria (Stop Light Model) to define core services and programs – the Stop Light Model. This Model is based on three classifications: Core/Essential, Core/Important and Core/Value-Added and the level of community benefit and individual benefit. Begin with program categories in the <i>GUIDE</i> and complete classification for all programs, facilities, and services provided by DPR. <p>FY12 and Ongoing</p> <ul style="list-style-type: none"> Train DPR staff on each program classification and how to determine the public good and private good for each service as it applies to the Stop Light Model criteria. <p>FY15 and Ongoing</p> <ul style="list-style-type: none"> Price programs and services based on the private good provided and the desired cost-recovery target. 	Recover 35% of parks and recreation system operating costs from revenues within 10 years (by 2022). Compile Department’s service program portfolio using the Stop Light Model and three Classifications and review annually.
SMARTlink and AOPs and FOPs and Research and Evaluation (R&E)	<p>FY13 – FY17</p> <ul style="list-style-type: none"> Develop program standards to ensure consistent service quality is delivered across the system. <p>FY13 and Ongoing</p> <ul style="list-style-type: none"> Develop five performance measures for each type of program service, and report results on a quarterly basis. The measures are: 1) Participation Rates: Attendance in terms of number of Registrants/Scan, Drop-Ins, Visitors entered into SMARTlink, number of Trail Counter hits. Average hourly rate of attendance; 2) Building usage rate; 3) Course delivery rate - percent of classes that achieve the set minimum to provide the class; 4) Customer Satisfaction – this will be led by R&E using Survey Monkey. (One Stop Light Category per year); 5) Cost recovery rate by SMARTlink program category – Cost Analysis Worksheets. 	Consistent service quality delivered across the system that is regularly tracked, monitored, and reported. Implement cost-recovery strategies for all program areas and facilities. Cost recovery and budget alignment indirect costs are clear.



	<p>FY12 – FY15</p> <ul style="list-style-type: none"> Determine the true cost of service delivery for all programs and how closely aligned those costs are to the cost-recovery goals outlined in the Stop Light Model. Refine provision of services and programs based on cost analysis data. <p>FY15 and Ongoing</p> <ul style="list-style-type: none"> Develop business plans and cost-recovery goals for each Program Guide Category and all facilities and services. 	
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Strategic Initiative: Enhance recreation program-training efforts to increase recreation program-planning competencies (with a focus on Programming Basics, Event Planning/Project Management and Program Budgeting and Business Basics) among staff and standardize program-planning processes to the extent possible across the Department.

Key Drivers	Action Steps	Program Outcomes
HR Training Coordinator	<p>FY12 – FY13</p> <ul style="list-style-type: none"> Compile a Purposeful Programming Toolkit that can be utilized for training purposes and is available electronically to staff so those involved in programming have a framework from which to classify their programs, based on the public good and private good of each service, as it applies to the Stop Light Model criteria and apply it. This Toolkit should also include current policies for establishing fees, waivers, and the Stop Light Model and other management tools used to evaluate core programs and how to formulate outcome benefits for all program descriptions. <p>FY12 – FY14, Ongoing</p> <ul style="list-style-type: none"> Implement Recreation Program Planning courses along with the Prince George’s Community College to grow and develop competencies within the Department. Utilize a variety of training tools (webinars, etc.) to support learning. <p>FY14</p> <ul style="list-style-type: none"> Continue to refine the Recreation Program Training plan to ensure new and existing programming staff is up to speed on Service Classification, Stop Light Model, etc. Continue to work with Subject Matter Experts from the Think Tank to enhance the curriculum, based on the Department programming and cost recovery models and current industry trends. <p>FY14</p> <ul style="list-style-type: none"> Broaden and increase employee development efforts for career and seasonal staff with emphasis on enhancing professional certifications among staff. 	Toolkit is standardized and rolled out uniformly across all divisions.



	<p>FY15</p> <ul style="list-style-type: none"> • Tie annual evaluations to completion of trainings for all merit positions. Develop a plan to provide classes under the Maryland Recreation and Parks Association (MRPA) sponsorship. 	
<p>Strategic Initiative: Diversify funding sources through such activities as Earned Income from facilities, Foundations/Conservancies, and Sponsorships. Develop new and creative revenue options.</p>		
Key Drivers	Action Steps	Program Outcomes
	<p>FY13</p> <ul style="list-style-type: none"> • Develop new income opportunities as an overall revenue strategy to help the Department achieve greater financial sustainability and to supplement tax-supported funds. <p>FY14</p> <ul style="list-style-type: none"> • Implement new creative revenue income strategies that include but are not limited to sponsorships, grants, and foundations and other earned income. <p>FY15</p> <ul style="list-style-type: none"> • Investigate new revenue sources to increase staffing and program funds. 	
<p>Strategic Initiative: Ensure Affordable Access by developing a fair and equitable fee waiver policy to ensure the County’s residents have affordable access to participation in recreation activities.</p>		
Key Drivers	Action Steps	Program Outcomes
Admin. Services in collaboration with AOPs and FOPs	<p>FY13 – FY15</p> <ul style="list-style-type: none"> • Adopt a fee structure that is equitable and reflects the area market. <p>FY14</p> <ul style="list-style-type: none"> • Research and assess the Cost/Benefits of establishing a “Scholarship Program”. Eligible scholarship applicants will demonstrate proof of qualified-income verified by their participation in one of the pre-existing local, state, or federal assistance programs determined by the Department. 	
<p>Strategic Initiative: Establish measures to track performance in achieving program goals.</p>		
Key Drivers	Action Steps	Program Outcomes
	<p>FY13 – FY15</p> <ul style="list-style-type: none"> • Enhance use of SMARTlink to track performance by elevating training to staff and monitoring and reporting results quarterly. 	



Strategic Initiative: Advocate for Infrastructure enhancements.		
Key Drivers	Action Steps	Program Outcomes
	<p>FY13</p> <ul style="list-style-type: none"> • Increase the number of artificial turf fields in our inventory; Increase use of environmental design and lighting to enhance the public’s perception of safety; identify and publicize ADA-accessible amenities and related policies in Departments with publications and online services. <p>FY14</p> <ul style="list-style-type: none"> • Secure a venue for exclusive use of SHWD. <p>FY15</p> <ul style="list-style-type: none"> • Develop a comprehensive aquatics safety and maintenance plan to ensure facilities are safe for patrons and operationally sound; build new clubhouse at Enterprise Golf Course. 	
<p>Programming Think Tank, Budget Coordinators, R&E, SMARTlink, Area Operations Divisions and Facility Operations Divisions</p>	<p>Longer-Term Action Steps: FY15 – FY22</p> <ul style="list-style-type: none"> • Complete assessments of programs using the program assessment matrix developed by <i>FORMULA 2040</i> to evaluate factors such as program participation vs. capacity, performance indicators achieved, and market competitiveness. • The matrix can be used by staff to assess the quality of program delivery in a variety of circumstances, for example by PUMA service region or at an individual facility. • Update the assessments on a semi-annual or annual basis to determine program trends. • Share and communicate best practices from program assessment system-wide. • Track visitation per square foot on a semi-annual basis using SMARTlink. Use this data to determine performance of recreation and aquatic centers as a basis for changing programs to re-energize underperforming centers. • Document the program life cycle of all programs and review every three years to assess its alignment with new community needs and desires. • Create a Countywide program inventory that illustrates a total community plan that includes all known alternative providers. 	<p>Complete program assessments for all community centers as a management tool for decision-making regarding program offerings and make more informed decisions about programming.</p>



Strategic Initiative: Develop Business Plans for programs with cost-recovery targets.		
Key Drivers	Longer-Term Action Steps: FY15 – FY22	Program Outcomes
Programming Think Tank, Budget Coordinators, R&E, SMARTlink, Area Operations Divisions and Facility Operations Divisions, Administrative Services Division - Budget Unit	<ul style="list-style-type: none">• Develop business plans for all core services provided by DPR. The plans should address markets served, program trends, cost of service to provide the programs, level of duplication in the market place, pricing alternatives based on cost recovery goals, program standards that need to be put into place, and the current life cycle of current offerings.• Train staff in the use of SMARTlink to track program and marketing trends to make better decisions. Repeat the survey every three (3) years and track trends.• Use the cross-tabulated results (broken down according to demographics and geographic areas) of the community interest and opinion survey conducted for <i>FORMULA 2040</i> to help determine what residents desire in each core service area. Repeat the survey every three to five years. Train staff on cost-of-service, business planning, marketing, pricing, and program management to maximize each recreation facility and the programs it offers to achieve the highest level of use and productivity. The Department’s cost recovery goals shall be submitted by Director to Planning Board and approved by County Council through the annual operating budget process.• The Department shall publish an annual report that presents the Department’s accomplishments, results, and performance.	Increase cost recovery rate by 5% each year until Department reaches 35% overall cost-recovery goal.

PURPOSEFUL PROGRAMMING: Tailor programs and services to the demographics and needs of the community, elevating the importance of creating a variety of programming experiences.

Strategic Initiative: Provide programming opportunities in non-traditional sports (i.e., Cricket, Lacrosse, etc.) and Increase participation and programming in Latino Community.

Key Drivers	Action Steps	Program Outcomes
SHWD/Sports Unit, PAMD	<p>FY13</p> <ul style="list-style-type: none"> • Research potential offerings to determine what sports are gaining popularity in the region/country. • Determine what sports we have the capability of offering in terms of proper playing surfaces, equipment, staff, etc. • Outreach to existing programs in the area for support, including club teams and churches. • Select a sport to begin implementation into our existing program offerings. <p>FY14</p> <ul style="list-style-type: none"> • Continue steps from previous year to expand to additional program offerings. • Conduct clinics and workshops to introduce the sport to staff and participants. • Introduce leagues at pilot locations to gauge interest/popularity for possible expansion. <p>FY15</p> <ul style="list-style-type: none"> • Continue steps from previous year to increase new programming. • Expand league play to larger age groups and at additional locations. • Explore potential for tournament offerings Countywide for these new Sports. 	Pilot new sport opportunities every year.
SHWD/Sports Unit, PAMD	<p>FY13</p> <ul style="list-style-type: none"> • Outreach to local communities, sharing our existing program offerings and to determine interests. • Hire bilingual staff for outreach and promotion of programs. • Work with PAMD to ensure all marketing/publicity material is printed in English and Spanish. <p>FY14</p> <ul style="list-style-type: none"> • Support existing programming in the community; to include hosting clinics/tournaments on our fields. • Provide instructional clinics on basic skills in baseball and soccer at various locations throughout the County. • Begin to develop leagues: either support existing outside leagues that utilize our fields or incorporate new leagues into our programming. 	Increased Latino participation in Departmental programs.



	<p>FY15</p> <ul style="list-style-type: none"> • Begin Leagues/Tournaments on a regular rotation, offering both youth and adult opportunities. • Recruit potential sponsors or partners for tournaments. 	
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Strategic Initiative: Provide focused programming opportunities in aquatics for non-traditional audiences – e.g., Pre-Teens, Veterans, Stay-at-home/Home-school Moms, Pre-school Children, Extreme Athletes.

Key Drivers	Action Steps	Program Outcomes
SHWD/ Aquatics Unit	<p>FY13</p> <ul style="list-style-type: none"> • Provide increased opportunities for under-engaged populations and target markets defined above. • Further develop/expand “Make a Splash” initiatives. • Promote use of facilities during non-peak hours to rentals, home-school, and pre-school groups. <p>FY14</p> <ul style="list-style-type: none"> • Provide increased personal fitness training opportunities for swimming events, triathlons and/or age-group competitions. • Increase senior/retirees programming at centers. <p>FY15</p> <ul style="list-style-type: none"> • Aggressively recruit and train veterans to build a certified volunteer aquatics corps. Teach and grow awareness of how to safely use an aquatic facility for personal health and wellness. • In response to the increased number of veterans with need for inclusion services, focus on developing dedicated time and programming in support of Therapeutic Recreation efforts. 	

Strategic Initiative: Revitalize arts class and workshop programs.

Key Drivers	Action Steps	Program Outcomes
ACHD	<p>FY13</p> <ul style="list-style-type: none"> • Offer more one-day master workshops. • Review competition and benchmark other arts organizations. • Compare cost effectiveness of artist/instructor costs using Field Purchase Order, contracts, or hourly seasonal pay. • Connect with private providers to broaden base of teachers. 	



Strategic Initiative: Develop an Arts and Cultural Heritage Division (ACHD) strategic plan that focuses on and expands cultural heritage activities and provides opportunities for the division to work closer with other departmental divisions as a technical resource for increasing program offerings and quality.

Key Drivers	Action Steps	Program Outcomes
ACHD	<p>FY13</p> <ul style="list-style-type: none"> • Develop a draft Arts and Cultural Heritage Division Strategic Plan. • Conduct an interest/needs survey of customers, residents, and artists regarding art and cultural offerings in the County. <p>FY14</p> <ul style="list-style-type: none"> • Expand inter-departmental collaboration. • Implement regional focus for festivals and facilities linked to their history. • Utilize Show Place Arena more often for larger events. <p>FY15</p> <ul style="list-style-type: none"> • Provide larger and longer week-long festivals/series to help brand the County and “package” it differently with a series of events, i.e., Asian Pacific Month, Black History Month, etc. 	Complete a strategic plan by FY14.

Strategic Initiative: In response to trend toward elimination of social studies in educational curriculum, develop history programs to increase school attendance.

Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none"> • Develop curriculum-based programs that reflect the history/historic sites of Prince George’s County, including hands-on programs covering STEM (Science, Technology, Engineering, and Math) curricula. • Include the Prince George’s County Public Schools’ staff in planning and developing curriculum-specific activities. • Develop and market outreach programs to meet the Prince George’s County school curriculum. <p>FY14</p> <ul style="list-style-type: none"> • Plan and organize strategies for reaching educators. 	



Strategic Initiative: Develop and promote alternative methods to the traditional tour program.

Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none"> • Develop an action plan for expanding tour opportunities and implement, where possible, new formats for attracting visitors for facilities rather than relying on tours to get them in the door. <p>FY14</p> <ul style="list-style-type: none"> • Assess ramifications of offering self-guided tours. <p>FY15</p> <ul style="list-style-type: none"> • Evaluate and implement the use of technology to augment traditional approaches to historic interpretation. 	Increased historic tour opportunities.

Strategic Initiative: Develop programming and activities to serve the diverse population of Prince George’s County.

Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none"> • Provide more volunteer opportunities for seniors and diverse populations. <p>FY14</p> <ul style="list-style-type: none"> • Develop accessible programs geared toward senior citizens, both on-site and off-site, track and monitor participation. • Develop and market accessible programs and tours for special-needs groups, track and monitor participation. <p>FY15</p> <ul style="list-style-type: none"> • Increase awareness and encourage participation in our historic programs by the immigrant community. 	

Strategic Initiative: Provide a multi-faceted approach to teach and develop an appreciation and understanding of the importance of Environmental Stewardship.

Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none"> • Develop additional programs and implement internal efforts to support and market conservation, such as green technology, composting, rain barrels, and recycling. Increase interpretive signage throughout our parks that educate the public about nature, wildlife, and natural resources. 	



	<p>FY14</p> <ul style="list-style-type: none"> • Complete State certification as a “Green Center” for each Nature Center to be an example of environmental responsibility. <p>FY15</p> <ul style="list-style-type: none"> • Educate the public about the vast, diverse, and important natural resources found in the County (i.e., stream valley parks, meadows, forests, and wetlands). Utilize significant national conservation days (i.e., Earth Day, National Public Land’s Day, etc.) to facilitate conservation projects and learning opportunities at multiple park sites. 	<p>Complete State certifications for all Nature Centers.</p> <p>Provide programs for national conservation days.</p>
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Strategic Initiative: Enhance and increase the opportunities for unstructured and drop-in indoor and outdoor recreation activities.

Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none"> • Promote outdoor recreation as a healthy lifestyle to help combat obesity (i.e., hiking, biking, canoeing, fishing, kayaking). • Study and assess a program for regional bike sharing. <p>FY14</p> <ul style="list-style-type: none"> • Promote free and enjoyable outdoor recreation activities for families. Assess existing amenities at outdoor parks and improve as needed. <p>FY15</p> <ul style="list-style-type: none"> • Create special programs that incorporate significant events, like “National Get Outdoors Day,” National Trails Day, and other related events. 	<p>Increase number of drop-in activities. Provide more family outdoor activities.</p>

Strategic Initiative: Expand outdoor recreational opportunities and nature activities for seniors.

Key Drivers	Action Steps	Program Outcomes
NHRD and SPD /Aging Services	<p>FY13</p> <ul style="list-style-type: none"> • Coordinate with the Senior Services Unit and our internal Senior Centers/Community Centers to assess needs and interests for outdoor recreation. • Develop a series of programs to meet these assessments. <p>FY14</p> <ul style="list-style-type: none"> • Expand outreach programs for residential and senior assisted-living centers. • Designate and market accessible natural areas for seniors. 	



<p>Strategic Initiative: Continue to increase the number of seniors participating in Department programs.</p>		
Key Drivers	Action Steps	Program Outcomes
SPD/Senior Services	<p>FY12 – FY15</p> <ul style="list-style-type: none"> • Implement a specific community-outreach plan targeting Latino/Hispanic senior population. • Implement the “Changing the Way We Age” Marketing and Community Outreach Campaign. • Create the framework for a Senior Plus Program, which serves seniors who require additional supports and services to participate in senior activity center programs. Assess the costs, market, and departmental capacity to provide these services. 	<p>Increase the Hispanic/Latino participation in senior activities and programs by 5%. Increase the number of senior ID by 5% per fiscal year (FY13 -17).</p>
<p>Strategic Initiative: Increase the senior clubs and/or senior activity centers offered by the Department at Community Centers.</p>		
Key Drivers	Action Steps	Program Outcomes
SPD/Senior Services	<p>FY13 – FY15</p> <ul style="list-style-type: none"> • Strategically plan and implement senior clubs and senior activity centers based on senior density population and needs in the County. 	<p>One additional senior activity center by FY14. One additional senior club by FY14.</p> <p>Senior Services Unit provides input to development of Brandywine facility.</p>
<p>Strategic Initiative: Promote equal opportunity, working to reduce participation gaps based on gender, race, ethnicity, appearance, size, ability, socioeconomic status, etc.</p>		
Key Drivers	Action Steps	Program Outcomes
SPD/Youth Services	<p>FY13</p> <ul style="list-style-type: none"> • Initiate a campaign to promote recreation available to girls, in order to ensure our largest underserved population has increased opportunities to develop assets. <p>FY14</p> <ul style="list-style-type: none"> • Develop a bullying prevention strategy and policy statement. <p>FY15</p> <ul style="list-style-type: none"> • Assess programs using the Youth Program Quality Assurance (YPQA) for physical and psychological safety. 	<p>Increase opportunities for girls to recreate.</p>



PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION ACTION PLAN AND GOALS

GOAL 2 – Health and Wellness

While Health and Wellness was an adopted objective of the Area Operations Divisions in the last two CRPPs, the current Prince George's County health ranking provides greater impetus for us to reposition our role to become a major provider of programs and services in the realm of Health and Wellness. To date, the Department has focused on supporting employee health as a way of limiting costs in medical (healthcare) expenses and decreasing risks. Programs are offered during the year for all levels of employees. Our primary focus has been to rein in medical costs by encouraging a healthier workforce and supporting Health and Wellness programs for employees.

The escalating levels of obesity in the U.S. and the local Prince George's County community have become a major Public Health crisis. Local and National health rankings indicate that the County ranks 17th of the 24 counties in Maryland. According to the Maryland State Health Department, several surveys conducted in 2010 reveal a worsening in the trend of Prince George's County residents. In the State of Maryland, the obesity rate is over 24% as of 2012. The Prince George's County Health Department reports that there is an increased obesity trend for both adults and children in the County. The number of children at risk for obesity and currently overweight is 48.2%. When Prince George's County is compared with our five neighboring suburban jurisdictions—Charles County, Calvert County, Anne Arundel County, Montgomery County, and Howard County—the population is the lowest in terms of engagement in leisure time physical activities. Results indicate that only 30.4% adults in Prince George's County engage in moderate activity at least five days a week for thirty minutes. In addition, due to limited access to healthy foods, there are low levels of consumption of fruit and vegetables. Approximately 30% of adults eat two servings of fruit and three servings of vegetables per day. These factors contribute to the age-adjusted mortality rates for cardiac disease being above both the National and State averages, as well as the high levels of obesity, related cardiovascular disease risk factors.

In assessing the needs of our customers, the Department is in the process of repositioning our organization to respond to Health and Wellness and obesity risk factors in the community. One step to reduce these risks was the large policy change implemented within the past two years that included the provision of free Youth (ages 17 and under) and Senior (over 60 years) memberships to community centers. This was done to provide access to healthy opportunities and to help assist with the barrier of financial hardship for these age groups.



Some highlights of the Health and Wellness action plan are:

- To have at least 75% of our Departmental programs include a health and wellness (physical, mental, environmental) component by 2017.
- Promote healthy eating as an essential component of healthy lifestyles (e.g., community gardens, farmers markets in County parks, programs that focus on nutrition and healthy food products in day camps and after-school programs).
- Develop a framework for evaluating the health and wellness impacts of our programs and services in hopes to reduce overall obesity rates in the County.

**PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION
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GOAL 2: Health and Wellness – Improve the overall health (physical, mental, and environmental) of Prince George's County residents and promote a wellness ethic for the community as a whole by integrating fitness and wellness into facilities, programs, and events with a special focus on childhood and adult obesity. The Department will provide recreation opportunities for individuals and families that support physical fitness and health. Our programs and services encourage health and fitness; promote lifelong play, discovery, creativity, and learning, as well as promoting environmental appreciation and enjoyment.

Strategic Initiative: Improve the health outcomes of programs.

Key Drivers	Action Steps	Program Outcomes
SHWD – Health & Wellness (H&W) Manager in collaboration with AOPs and FOPs Divisions; H&W Manager and PP&D Unit; H&W Manager; H&W Manager and R&E Unit; PAMD and SPD	<p>FY12 – FY15 and Ongoing</p> <ul style="list-style-type: none"> • Develop specific health and wellness (physical, mental, environmental) components for at least 75% of the programs provided by DPR by 2017. • Match programs to health and wellness facilities (e.g., “heart healthy” trails in parks and along greenways: outdoor exercise equipment for youths and adults in parks; and exercise equipment at all indoor recreation facilities for youth and adults). • Conduct outreach to neighborhoods and community associations on health-related issues (e.g., neighborhood walking clubs, community health fairs, and art festivals). • Promote healthy eating as an essential component of healthy lifestyles (e.g., farmers markets in County parks, programs that focus on nutrition and healthy food products in day camps and after-school programs). • Share results of health-related programs with key decision-makers, health agencies, and business leaders. • Include outcome benefits in all program descriptions. • Establish health and wellness policy directives as needed to guide programming developed in the Department and to ensure a significant H&W focus. 	At least 75% of the programs provided by DPR by 2017 have a health and wellness component identified.



<p>Strategic Initiative: Develop a framework for evaluating the health and wellness impacts of our programs and services to reduce overall obesity rates in the County.</p>		
Key Drivers	Action Steps	Program Outcomes
Health and Wellness office	<p>FY12 – FY15</p> <p>Develop an action plan for the newly expanded Health and Wellness office that repositions the department’s focus on reducing the overall obesity rate in the county. The Plan will include specific measures that will evaluate the economic and health impact of recreation programming.</p>	
<p>Strategic Initiative: Ensure that programs emphasize Health and Wellness which encourage healthy bodies and minds for the community.</p>		
Key Drivers	Action Steps	Program Outcomes
SPD/Senior Services	<p>FY13</p> <ul style="list-style-type: none"> • Increase the number of health seminars, workshops, activities and/or events for seniors. Target goal: bi-monthly health seminars and workshops offered at all the senior centers. <p>FY14</p> <ul style="list-style-type: none"> • Create a Senior Talent Showcase. Target goal: Coordinate a special senior performance which showcases the senior talent in collaboration with the ACHD. <p>FY13 – FY15</p> <ul style="list-style-type: none"> • Offer flu clinics in collaboration with Prince George’s Department of Family Services, Aging Services Division at senior activity centers. Target goal: flu clinics offered in each area of the County. 	Increased number of health and wellness and arts programs and events for seniors.
SHWD/Aquatics	<p>FY13</p> <ul style="list-style-type: none"> • Align marketing of aquatics fitness programs with SHWD departmental Health and Wellness message. • Develop a marketing campaign to provide patrons with information on aquatic health, training and exercise trends, and benefits. • Continue to develop relationships and collaborative programs with nationally recognized aquatic health organizations (i.e., AEA, Arthritis Foundation, and USA Swimming). • Support the SHWD’s lead in developing formal partnerships with the County public schools to create other swimming recreation and sport activities throughout the school year. 	Enhance and increase programming and community education in support of the long-term health and wellness benefits of continued engagement in swimming activities.



	<p>FY14</p> <ul style="list-style-type: none"> • Develop and offer an “Aquatic Health Expo” to promote and highlight aquatic fitness activities and services offered by the Department. • Develop child-focused fitness training programs and challenges for children. • Integrate and promote the Developmental Assets model in swimming programs and classes. <p>FY15</p> <ul style="list-style-type: none"> • Increase programming in the areas of aquatic physical therapy and rehabilitative programming. • Expand physical therapy/prescription program offerings at departmental aquatic facilities. Actively pursue formal relationships with medical providers to have them “prescribe” use of pools and swimming programs in order to battle obesity, non-activity, social interaction, etc. • Increase importance of developing aquatic program that will meet the needs of seniors and the disabled populations. 	
<p>NHRD/ Park Rangers</p>	<p>FY13 – FY15</p> <ul style="list-style-type: none"> • Expand “Youth Garden Initiative” to include additional sites throughout the County. <p>FY13</p> <ul style="list-style-type: none"> • Increase partnerships with Prince George’s County Master Gardeners, University of Maryland’s Extension Services, Prince George’s County Health Department, and nonprofits to facilitate learning experiences around urban agriculture, sustainable gardening, nutrition, and other related areas. <p>FY13 – FY14</p> <ul style="list-style-type: none"> • Increase Division’s knowledge base and skills to become a greater resource for organic and sustainable gardening techniques, composting, non-native invasive plant removal, and other related areas. • Expand opportunities for residents to garden through our Department’s Community Garden Plot Program. 	<p>Increase opportunities and programming focused on healthy lifestyles, nutrition, and gardening.</p>



Strategic Initiative: Promote Healthy Lifestyles through policy and systems management.		
Key Drivers	Action Steps	Program Outcomes
SHWD/H&W Unit	<p>FY13</p> <ul style="list-style-type: none"> • Increase the availability of healthier food in vending machines and at our concession stands. • Restrict or discourage the consumption of sugar-sweetened and calorie-dense food at meetings, after-care, day camps, and community meetings. • Incorporate a minimum physical activity requirement in our day camp, after-care, and playground programs. <p>FY14</p> <ul style="list-style-type: none"> • Provide more physical activity opportunities for youth after-school in our facilities. • Work closely with local schools to partner in physical activity for youth. • Explore outdoor funding sources, grants, local businesses, to enhance our programs. <p>FY15</p> <ul style="list-style-type: none"> • Work with the County Health Department on cooperative programs between schools, parks, and recreation and Health Department. • Develop a system where physicians refer patients to M-NCPPC facilities for fitness and nutritional programs. 	Department policies: increased provision of healthier food options in vending machines and one hour of physical activity in Department-sponsored camps and programs.
Strategic Initiative: Develop opportunities for Healthy Living through the built environment.		
Key Drivers	Action Steps	Program Outcomes
NHRD, PAMD and M&D	<p>FY13</p> <ul style="list-style-type: none"> • Encourage outdoor activity and use of trails with the use of printed material, website, and other marketing plans via PAMD. • Work with Park Rangers/NHRD on increasing community gardens at our facilities. • Work with local farmers on increasing their opportunities at farmers markets and other events. <p>FY14</p> <ul style="list-style-type: none"> • Work with PP&D and M&D’s Exhibit shop to renovate existing trails and loops. • Establish a “Smoke Free” park system. <p>FY15</p> <ul style="list-style-type: none"> • Increase the number of walking loops at our facilities. • Partner with local businesses, hospitals, and schools on “Healthy Mile” walking loops. • Advocate for the construction of trails and walking paths to promote healthy exercise. 	TBD



Strategic Initiative: Encourage Positive Lifestyle change through wellness education and awareness.		
Key Drivers	Action Steps	Program Outcomes
SHWD/H&W Unit	<p>FY13</p> <ul style="list-style-type: none">• Attend health fairs, community days, sporting events, etc. to promote healthy lifestyle change.• Contribute wellness tips, suggestions, and articles to municipalities, schools, and community for use in emails and other publications.• Include wellness topics at ALL Summer Program In-Service Training for our intermittent staff. <p>FY14</p> <ul style="list-style-type: none">• Promote and market various Health & Wellness opportunities at all of our facilities.• Develop a Health & Wellness page on M-NCPPC's Website.• Promote and program Fitness Month (May) and Family Fitness Month (September). <p>FY15</p> <ul style="list-style-type: none">• Establish consistent signage and materials for ALL Community Center Fitness Rooms.• Collaborate with the Health Department, Police and Schools on a Countywide program for Health, Wellness, Nutrition, and Safety.	Enhanced programming and community education in support of the long-term health and wellness benefits of recreation and physical activities.



Strategic Initiative: Develop a Healthy Workforce and Workplace.		
Key Drivers	Action Steps	Program Outcomes
SHWD/H&W Unit	<p>FY13</p> <ul style="list-style-type: none">• Provide lectures, workshops, and competitions that promote healthy living and encourage participation.• Encourage healthy snacks and exercise at offices and during meetings.• Promote healthy tips (i.e., walking steps, parking further from office) via UPDATE, Newsletters, and InSite. <p>FY14</p> <ul style="list-style-type: none">• Increase class offerings for employees during lunch and after work.• Incorporate Health Screenings at various lectures and workshops.• Promote partners who encourage and support co-workers with their healthy lifestyle changes. <p>FY15</p> <ul style="list-style-type: none">• Incorporate a 2nd M-NCPPC Employee Fitness Day to encourage healthy living.• Approve monthly administrative leave for participation in fitness and/or wellness classes and programs for employees.• Partner with local businesses, hospitals, and schools on “Healthy Mile” walking loops.	



PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION ACTION PLAN AND GOALS

GOAL 3 – Youth Development

Over the past ten years, the Department has become increasingly involved in youth development and has demonstrated and instituted programs that are critical to a youth's life. A more recent focus has been on developing programs that target growth areas and develop specific outcomes that benefit youths. Building on the *Ready by 21* approaches already in place in the Department, this plan calls for the Department to continue to intentionally implement this model and other Youth Program Quality Assessment (YPQA) and 40 Developmental Assets to support positive youth development programming. As such, a significant focus of the unit in the next three years will be to provide the necessary YPQA training to staff to ensure alignment of our management, organizational, and instructional practices with the *Ready by 21* Youth Development Model.

Research has found that participation in high-quality programs can positively influence outcomes for youths. While many factors contribute to high-quality youth programming, skilled staff is essential to creating safe, engaging, youth-centered programs. The goal of the YPQA Initiative is to institutionalize best practices of youth program quality throughout the Department with the goal that all youths interacting with our program will experience the same high level of quality, producing consistently superior outcomes for youth.

This section of the Comprehensive Recreation Program Action Plan charges the Youth Services Unit with providing training from lead accredited research experts in parks and recreation programs for youth workers to identify and develop required competencies, standards and measures that align these frameworks to the actual programs and services provided. This involves not only providing a diverse range of programs that offer the opportunity to participate in meaningful life skills, recreational and educational activities that contribute to growth and achievement but also enhancing staff's competencies, knowledge and understanding of the rationale for youth programming as well as the foundation for the desired outcome.

The Youth Services Unit developed a logic model to systematically illustrate the relationship between youth development theories, procedures, and programmatic content, evaluation methods, and outcomes. This was done to demonstrate and explain how recreation and health and wellness-related activities improve youth behaviors and outcomes. Over the next three years, the focus will be on institutionalizing the creation of programming that is developmentally appropriate. The effort includes enhancing staff's competencies of the processes and principles of youth development, importance of program design, and the ultimate results of their program planning efforts to ensure that kids are "Healthy, Productive, and Connected." It also includes documenting and mapping programs over a child's lifespan to specific outcomes. This will help staff, and more importantly, families to understand key development growth benefits from participation in our programs. This will require a systematic methodology for clearly defining goals and performance outcomes.



This goal also builds support for expanding and promoting high-quality, out-of-school time opportunities. Consideration is also under review to replicate the framework to other targeted service groups such as seniors.

This is a longer-term focus.

In summary, key areas of focus include:

- Institutionalize key youth development frameworks by focusing on training to elevate staff competencies in youth development;
- Alignment of the theoretical and programming design elements to ensure positive youth outcomes, and
- Demonstrating and evaluating the impact/relevance of our programming and how they tackle/address community issues, such as obesity, school performance, youth idleness, and outreach to the underserved.

**PRINCE GEORGE’S COUNTY DEPARTMENT OF PARKS AND RECREATION
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GOAL 3: Youth Development – Build on the use of the *Ready by 21* youth developmental assets model to support positive youth development in programming and provide training in YPQA and Developmental Assets research models to ensure high-quality youth development programming that offers youth a diverse range of programs that offer the opportunity to participate in meaningful life skills, recreational and educational activities that contribute to growth and achievement.

Strategic Initiative: Institutionalization of *Ready by 21* frameworks. Continue to integrate this and the YPQA and Developmental Assets concepts in programming for youth.

Key Drivers	Action Steps	Program Outcomes
SPD/Youth Services	<p>FY12</p> <ul style="list-style-type: none"> Develop an achievement plan or logic model that illustrates the alignment of a suite of other important initiatives that fall within the scope of <i>Ready by 21</i> (i.e., Developmental Assets, DEAR, Maryland’s No Child Left Inside, Maryland’s Governor’s Action Agenda on Youth, M-NCPPC Youth Action Plan, STEM, Literacy and 21st Century Learning, etc.). <p>FY13 – FY15</p> <ul style="list-style-type: none"> Train staff in YPQA program assessment tool to strengthen and enhance their program competencies (execution and evaluation) of programs for youth programming. Train staff to increase their overall competencies in the process of youth development principles and objectives so that they are more proficient in applying the principles in their program planning. 	Percent of staff trained in YPQA tools.

Strategic Initiative: Standardize YPQA measurement system and tools in youth programming.

Key Drivers	Action Steps	Program Outcomes
SPD/Youth Services and Research and Evaluation Units	<p>FY12 – FY15</p> <ul style="list-style-type: none"> Make research-based tools available. Provide evaluation and performance measures training consistent with YPQA framework. 	Percent of staff trained in measurement tools.



<p>Strategic Initiative: Develop parent education tools that promote parent understanding and appreciation of a child’s developmental benefits from participation in departmental recreation programs and services.</p>		
Key Drivers	Action Steps	Program Outcomes
SPD/Youth Services	<p>FY13 – FY15</p> <ul style="list-style-type: none"> • Provide opportunities for parents to learn about parenting and child-rearing through workshops, webinars, public access television, and computerized media messages and programs. • Provide parent education and other courses or training for parents in the <i>Ready by 21</i> frameworks. • Initiate distribution of this information through school PTA and other school-based partnerships. 	Percentage of parents surveyed and reporting increased understanding of <i>Ready by 21</i> frameworks.
<p>Strategic Initiative: Compile a portfolio – a collection of educational and marketing materials that demonstrate the range of outcomes, highlights the best final products, and displays evidence of progress (i.e., outcomes battery, Youth Program Quality Assessment, photos & video, social media, personal letters from participants, inputs, outputs, and indicators, etc.).</p>		
Key Drivers	Action Steps	Program Outcomes
SPD/Youth Services in collaboration with AOPs and FOPs	<p>FY12 – FY15</p> <ul style="list-style-type: none"> • Develop and articulate the Department’s intentional process and philosophy on positive youth development so that Prince Georgians are aware of Parks and Recreation’s importance in Positive Youth Development and out-of-school time, and are supportive of investments that improve odds for youths. • Continue to grow awareness of developmental assets through print and digital mediums. • Establish service goals and performance objectives for each identified service that can influence/affect intended outcomes (academic performance, recidivism rates, physical health and wellness, and crime and delinquency). • Map the Department’s developmental growth outcomes for all programs and activities (2015). 	All divisional programs mapped by 2015. List benefits from outcomes battery in program materials.

Strategic Initiative: Provide a diverse range of programs of after-school, summer, teen, and senior programs that offer the opportunity to participate in meaningful life skills, recreational, and educational activities that contribute to growth and achievement per *Ready by 21* and Developmental Assets model.

Reduce idleness of Prince George’s County youths by addressing overarching concerns of economic, educational, and environmental opportunity, and by providing opportunities to develop assets with a broad range of outcomes in five domains.

Key Drivers	Action Steps	Program Outcomes
SPD/Youth Services Unit and Area Operations and Facility Operations	<p>FY12 – FY15</p> <ul style="list-style-type: none"> • Expand supervised after-school opportunities throughout the County especially in the inner Beltway areas. • Improve connections for young people to caring, competent adults. • Enhance connections and support of caring adults. • Explore after-school meal opportunities. • Emphasize opportunities immediately following the school day to increase the percentage of OST that youths are physically and psychologically safe. • Enhance job and employability skills through experiential learning and workforce development. • Enhance opportunities for underserved populations (i.e., GEAR – Girls Excited about Recreation). • Deliver more before- and after-school programs for youths and teens that focus on visual and performing arts, sports, health and wellness, and outdoor recreation. 	<p>Percentage increase of girls with a youth ID.</p> <p>Percentage of after-school sites that completes a self-assessment inventory.</p> <p>Percent of youths surveyed and reporting that Department programs resulted in increased self-esteem, increased levels of fitness and improved social skills.</p>

Strategic Initiative: Create an awareness of *Ready by 21* frameworks for parents.

Key Drivers	Action Steps	Program Outcomes
SPD/Child Care	<p>FY13</p> <ul style="list-style-type: none"> • Develop an automated parental tool for understanding and planning outcomes across the age span and design it specifically for parents. • Incorporate the dissemination of information about developmental assets through classroom and center-wide correspondence. <p>FY14</p> <ul style="list-style-type: none"> • Incorporate awareness of developmental assets through orientation and Open House events with parents. <p>FY15</p> <ul style="list-style-type: none"> • Include developmental asset information in child progress reports. 	<p>Specific youth outcomes measured by the outcomes battery for staff and parent assessment.</p>



<p>Strategic Initiative: Support training to create asset building for high school (teen) staff members in the Child Care Centers.</p>		
<p>Key Drivers</p>	<p>Action Steps</p>	<p>Program Outcomes</p>
<p>SPD/Child Care</p>	<p>FY13</p> <ul style="list-style-type: none"> Career staff will organize and complete 3 “Asset” skill-building programs for teens based on healthy cooking. <p>FY14</p> <ul style="list-style-type: none"> Teens will have the opportunity to build the assets, inspire the creative efforts of a class of young children by organizing an art show based on their experiences with children. 	<p>Number of staff with Certificate of Added Qualification (CAQ). Teen hours of opportunity.</p>
<p>Strategic Initiative: Improve connections for young people to caring competent adults.</p>		
<p>Key Drivers</p>	<p>Action Steps</p>	<p>Program Outcomes</p>
<p>SPD/Youth Services in collaboration with AOPs and FOPs</p>	<p>FY13</p> <ul style="list-style-type: none"> Pilot comprehensive youth development training for youth service providers, which results in obtaining certificate of added qualification from a formal institution and builds competency. <p>FY14</p> <ul style="list-style-type: none"> Formalize “After-school” during the school year, and “late night” during the summer months, as priority time to enhance connections to adults. <p>FY15</p> <ul style="list-style-type: none"> Develop a leisure education strategy to support parents, guardians, families, and community stakeholders to assist with successful transition to adulthood. 	<p>Self-assessment and outcomes battery of measures.</p>



PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION ACTION PLAN AND PROGRAM GOALS

GOAL 4 – Community Engagement and Partnership

Many of the activities that are offered by the Department are made possible through the cooperation between staff members and community volunteers. Members of the local park and recreation councils, PTAs, civic, church, and social organizations, along with other Municipal, County, and State agencies have worked cooperatively with Commission staff to provide programs.

The Department coordinates with a number of agencies and non-profits to enhance community recreation and park opportunities. DPR is a key partner and collaborator with the Prince George's County Public Schools, Health Department, Department of Social Services, Libraries, the Prince George's County Boys and Girls Club, the University of Maryland and the Prince George's Community College, Girl Scouts of America, USA Swimming, and the United States Tennis Association. We continue to grow these relationships – nurture new ones – and contribute towards building a culture throughout our communities, schools, and County and all service providers, that really embraces and “walks the talk” for health and fitness at any and all ages.

However, while the Department is engaged in many collaborations there is a need to re-evaluate and strengthen existing partnership agreements (e.g., Prince George's County Public Schools and the Boys and Girls Club) and identify opportunities for new relationships with community organizations and faith-based organizations, for example. This will help to reduce or eliminate duplication of services and enhance resource efficiency.

Additional areas of focus of this goal are:

- Collaborate and develop supportive partnerships which enhance program service delivery.
- Develop a fair and equitable partnership policy and guidelines for all current and future partnerships with defined and measurable outcomes.
- Build an awareness and involvement throughout our communities, schools, County and all service providers that really embraces and “walks the talk” for health and fitness at any and all ages. Providing a supportive partnership in order to build a culture throughout our communities, schools, for example, physical education (PE) is no longer offered in many middle schools and high schools. Now that it is not offered in the public school system, it is our duty and responsibility to extend the culture.

**PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION
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GOAL 4: Community Engagement and Partnership – Actively nurture/develop reciprocal and collaborative relationships/partnerships with alternative providers, schools, and the community.

Strategic Initiative: Develop collaborations with other public, non-profit, and private leisure service providers in the County whose values, vision, and missions align with those of the Department to eliminate unnecessary duplication of services and responsibly utilize financial resources to reach the greatest number of County residents.

Key Drivers	Action Steps	Program Outcomes
Area Operations and Facility Operations Deputies with SHWD and Area Operations Divisions	<p>FY13</p> <ul style="list-style-type: none"> Update and revise current partnership policy and guidelines to ensure there are clear measures in place to assure that there are reciprocal benefits. <p>FY14 – FY15</p> <ul style="list-style-type: none"> Assess the value of collaborations with other alternative providers and evaluate the balance of our costs (in-kind and direct) to contractual agreement costs. 	Establish working agreements that define measurable partnership outcomes, track costs, and require periodic review and assessment of performance.

Strategic Initiative: Develop a comprehensive health and safety certification program for the community in partnership with other public safety organizations.

Key Drivers	Action Steps	Program Outcomes
SHWD/Aquatics Unit	<p>FY13</p> <ul style="list-style-type: none"> Develop needs assessment to support the development of a department-run training and certification program for community/public organizations (i.e., fitness facilities, child-care centers, health care providers, etc.). Work with the Training Committee/ Training Office to elevate aquatic certifications and trainings as a focus for M&D and all staff within the Aquatics Unit. <p>FY14</p> <ul style="list-style-type: none"> Develop partnerships with organizations to co-sponsor training programs that focus on health and safety certifications (i.e., CPR/AED and First Aid, Babysitting Training, etc.). Work with the Departmental Training Coordinator to develop a plan to ensure merit employees pursue their required/appropriate training and certifications. 	Aquatics unit establishes greater number of partnerships to support certification efforts and other training programs.



	<p>FY15</p> <ul style="list-style-type: none"> • Ensure 90-100% specialty training and certification for career managers (i.e., AFO, CPO, CPOI, LGT, CPR/AED, First Aid, WSI, LGI, etc.). 	
<p>Strategic Initiative: Revitalize friends and other advocacy organizations.</p>		
Key Drivers	Action Steps	Program Outcomes
ACHD	<p>FY13</p> <ul style="list-style-type: none"> • Conduct focus groups and provide training for friends groups to become an advocate for the arts. • Renegotiate special project contracts to include services provided to the Commission. • Create friends groups for each facility creating advocacy organizations. • Provide more structure to advocacy organizations. <p>FY14</p> <ul style="list-style-type: none"> • Recruit new members and have defined length of term. • Design and conduct fund-raising activities. 	
<p>Strategic Initiative: Coordinate and work cooperatively with the Prince George’s County School System.</p>		
Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none"> • Develop and market programs to meet the new State Environmental Literacy curriculum requirements for schools. <p>FY14</p> <ul style="list-style-type: none"> • Partner with the Maryland Association for Environmental and Outdoor Education (MAEOE) to assist NHRD sites to become “Green Centers” in order to better assist, train on the new State Environmental Literacy requirement. <p>FY15</p> <ul style="list-style-type: none"> • Assess possibility of Prince George’s County Green Schools receiving an incentive (i.e., fee reduction, special recognition, prize, etc.) for partnering with NHRD sites. <p>FY15</p> <ul style="list-style-type: none"> • Maintain annual data of the number of programs and support activities provided to the school to highlight and measure overall Division/Department support. 	



Strategic Initiative: Utilize associations with significant state and national historical events, milestones, and initiatives to increase visitation.

Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none"> • Partner with bicentennial community for the War of 1812 to promote our historic sites. • Work with the Star Spangled Banner Trail initiative to identify sites relevant to the War of 1812. <p>FY14</p> <ul style="list-style-type: none"> • Develop relationships with other national trail systems to draw attention to our historic sites, i.e., Network to Freedom, Civil War, Rochambeau, Civil War Sesquicentennial, Chesapeake Gateways, and John Smith Trail. <p>FY15</p> <ul style="list-style-type: none"> • Participate in, support and incorporate the missions of National, State, and County History Day into our programs. • Link our sites, museums, and programs to monthly history celebrations, such as Archaeology Month, Black History Month, Women’s History Month, Historic Preservation Month, etc. 	

Strategic Initiative: Investigate new revenue sources to increase staffing and program funds for arts and cultural heritage activities.

Key Drivers	Action Steps	Program Outcomes
ACHD	<p>FY13</p> <ul style="list-style-type: none"> • Use volunteers where appropriate as ushers, instructors, etc. • Review/audit marketing budgets. • Help to create a nonprofit umbrella organization that can accept funds for ACHD programs and other divisions. <p>FY14</p> <ul style="list-style-type: none"> • Create internship opportunities and college work study programs. 	



Strategic Initiative: Partner with related sites to promote and offer educational and recreational tours and programs, special events, etc.		
Key Drivers	Action Steps	Program Outcomes
NHRD	<p>FY13</p> <ul style="list-style-type: none">• Develop programs that focus on the natural setting of our historic sites to capitalize on new environmental curriculum.• Promote other opportunities for active recreation at our historic sites and museums, i.e., hiker, biker trails, walking, birding, tree tours, scavenger hunts, geo-caching, etc.• Use grounds and natural resources of our sites as a backdrop for other events: concerts, festivals, encampments, etc. <p>FY14</p> <ul style="list-style-type: none">• Develop interpretive signage for highlighting our landscape features and natural resources. <p>FY15</p> <ul style="list-style-type: none">• Encourage and promote more partnerships with local colleges and universities for undergraduate and graduate internships.	Increase number of collaborative programs and activities carried out with partners.



PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION ACTION PLAN AND PROGRAM GOALS


GOAL 5 – Marketing and Promotions

A key recommendation of the *2010 and Beyond Needs Assessment* calls for the Department to strengthen marketing and communications practices to increase the community's awareness of and involvement in our Departmental programs, services, and facilities. It also recommends that we utilize more current tools, i.e., social networking media for disseminating information utilizing interactive technologies as a means of personalizing this information through popular technologies.

The plan also calls for us to analyze how to better communicate the content, schedules, activities, and benefits of departmental activities now currently limited to the printed *GUIDE* and to move towards greater utilization of social networking media, i.e., Facebook, Twitter, YouTube, Pinterest, and RSS Feeds and Blogs. The purpose of using these social networking channels is to promote interactivity among the participants we want to reach and build a culture that continually informs the community about department activities. Some of these channels might include cell phones, smart phones, and tablets, i.e., mobile internet technology. One of the benefits of this technology is that it can capture preferences and then extract these activities from the databases and schedules in digital form and communicate these back to the users. This ability to customize information is invaluable to the marketing strategy if properly utilized and it also helps us to assess, evaluate, and better target activities that meet the needs of the community.

The Logic Model developed by the PTT identified several areas to focus on with respect to program planning and marketing. The first concerns our principal marketing tool for our programs, *The GUIDE*, its value as a paper program in the digital age, its production schedule and the impact it has on program staff's ability to plan and rollout innovative programming. The disadvantages of the current reliance on the *GUIDE* include: 1) the production schedule does not allow staff sufficient time to assess and evaluate program offerings, which results in "rollover" of programs and the provision of stagnant programs that are not well attended or end up cancelled; 2) since program data information must be done well in advance, the information that is included in the *GUIDE* is often not accurate or current by the time registration and programs begin; and 3) not all programs offered are registered via SMARTlink or advertised in the paper *GUIDE*. In addition, the program-planning process does not have a built-in time for staff to evaluate and review key metrics programs offered in terms of registrations, capacity, etc. Lastly, the divisions want broader marketing options beyond the paper *GUIDE*.

An approach that is recommended is to utilize the Features Advantages and Benefits (FAB) method for advertising and promoting park and recreation activities. This is currently missing in the current program descriptions in the *GUIDE* and would be uniquely tailored for the preferences of the user. The social networking tools would operate together as a search engine that would extract the individual activities and preferences of participants. This is a more timely way of gaining information and maintaining leverage for the large content of choices the department offers individuals. Below are the specific strategic initiatives proposed in support of the marketing goal:

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- Use marketing and communications more aggressively to reach a larger audience and cultivate a loyal following to expand awareness and benefits of departmental programs and services offered by the department.
 - Develop a plan to produce a program *GUIDE* online to help reduce reliance on paper copies.
 - Develop a comprehensive strategic marketing and outreach toolkit for use by Departmental staff.
 - Develop and implement a marketing plan for core programs and facilities over the next five years that provides a comprehensive process and strategy for that delivery.

**PRINCE GEORGE'S COUNTY DEPARTMENT OF PARKS AND RECREATION
ACTION PLAN AND PROGRAM PRIORITIES**

GOAL 5: Marketing and Promotions – Use marketing and communications more aggressively to reach a larger audience and cultivate a loyal following.

Strategic Initiative: Develop and implement a comprehensive marketing plan to elevate, integrate, and improve the effectiveness of DPR's marketing, branding, and communications.

Key Drivers	Action Steps	Program Outcomes
PAMD in collaboration with AOPs and FOPs and SMARTlink	<p>FY13</p> <ul style="list-style-type: none"> • Develop a plan to produce program <i>GUIDE</i> online. • Develop marketing materials that communicate the benefits of participation to the public to include inspirational messaging and cross-departmental marketing of the entire parks and recreation system. • In response to growing obesity and health concerns in the community, the Aquatics unit will enhance programming and community education in support of the long-term health and wellness benefits of continued engagement in swimming activities. <p>FY14</p> <ul style="list-style-type: none"> • Develop a plan to increase use of social media and other mobile applications and technologies to cross-promote programming and activities that are offered in the Department. <p>FY15</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of marketing and social media activities by tracking overall marketing return on investment and using web analytics to track user visitation trends. 	<p>Marketing plan completed by end of FY14.</p> <p>Increase number of active followers on all social media networks to keep patrons engaged.</p> <p>Marketing ROI— Track user visitation trends.</p>

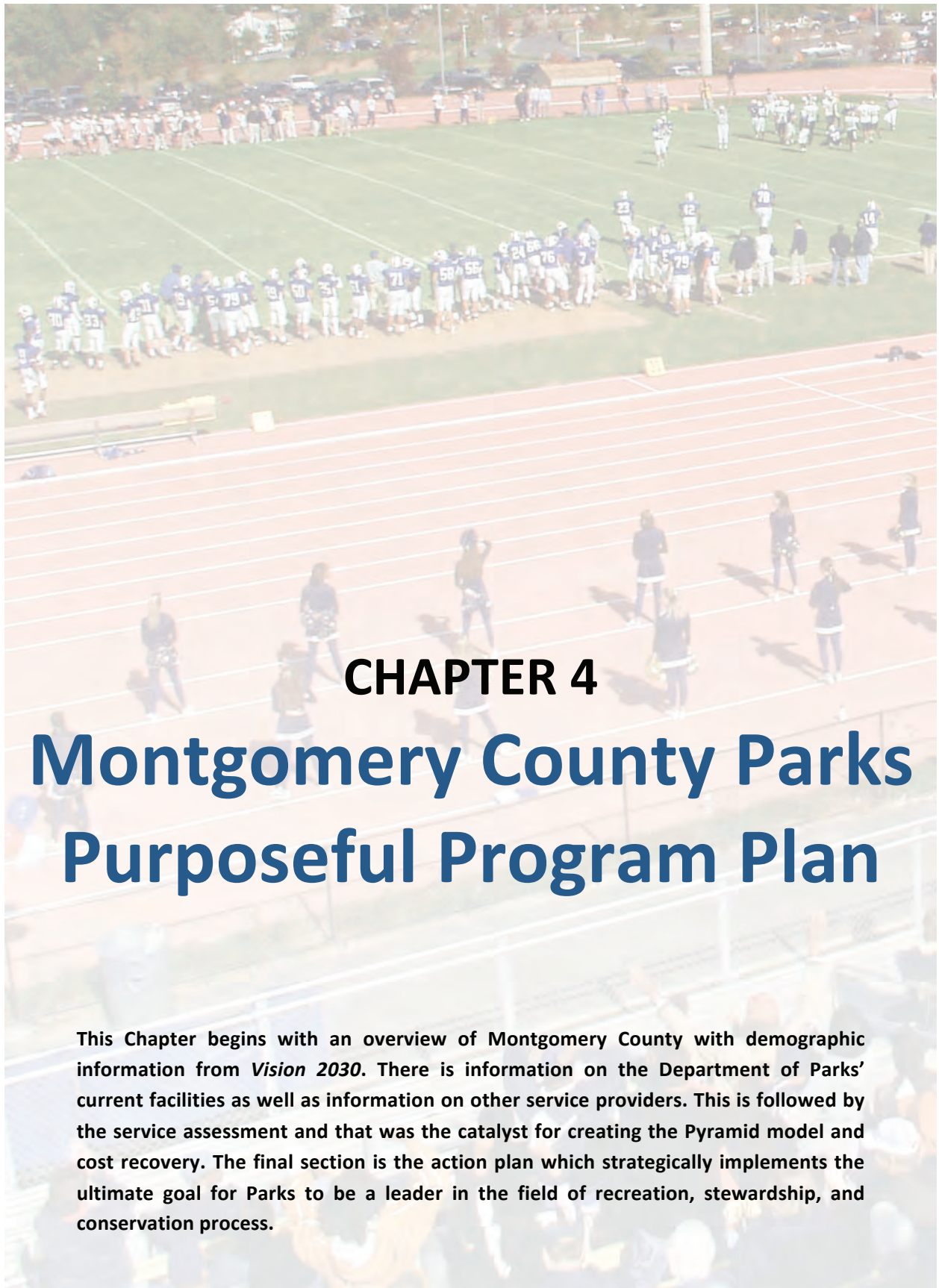
Strategic Initiative: Proactively market parks and recreation services and facilities and communicate the benefits to the community.

Key Drivers	Action Steps	Program Outcomes
PAMD in collaboration with all divisions	<p>FY13 – FY14</p> <p>Develop and provide a plan for:</p> <ul style="list-style-type: none"> • Providing diverse programming marketing plans to attract under-represented and nontraditional users. • Increase marketing of golf courses with social media; Improve marketing, branding and the use of social media for all ACHD units and programs. 	Use benefits-based program descriptions for all programs.



	<ul style="list-style-type: none"> • Develop a comprehensive marketing plan for historic sites and museums that emphasizes heritage tourism. • Identify and publicize ADA-accessible amenities and related policies in Department with publications and online services. <p>FY14</p> <ul style="list-style-type: none"> • Develop a comprehensive community education for leisure plan that incorporates use of digital and printed educational materials. 	
<p>Strategic Initiative: Streamline ability and capacity for staff to identify, use, and create various cutting-edge marketing strategies targeting audiences for marketing of programs and activities.</p>		
Key Drivers	Action Steps	Program Outcomes
	<p>FY13</p> <ul style="list-style-type: none"> • Streamline data entry requirements for staff to market and advertise programs and to enhance consistency of information in the <i>GUIDE</i>. <p>FY14 – FY15</p> <ul style="list-style-type: none"> • Market registrations for most or all programs through SMARTlink. 	<p>Reduce program staff time spent on entering data; Reduce number of cancelled courses due to insufficient registrations.</p>

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CHAPTER 4

Montgomery County Parks Purposeful Program Plan

This Chapter begins with an overview of Montgomery County with demographic information from *Vision 2030*. There is information on the Department of Parks' current facilities as well as information on other service providers. This is followed by the service assessment and that was the catalyst for creating the Pyramid model and cost recovery. The final section is the action plan which strategically implements the ultimate goal for Parks to be a leader in the field of recreation, stewardship, and conservation process.



MONTGOMERY COUNTY COMMUNITY PROFILE AND DEMOGRAPHICS

The fifth largest County in Maryland, Montgomery County measures approximately 500 square miles and contains 324,000 acres (including water). The Potomac River forms the County's southwest boundary, separating it from Loudon and Fairfax Counties in Virginia. The Patuxent River flows down the northeastern side of the County, forming a boundary with Howard County. Frederick County borders the northwest – which, except for the extreme northern tip of the County, is a straight line from the headwaters of the Patuxent to the Potomac at the mouth of the Monocacy River. Prince George's County lies to the southeast. Adjacent to the southeastern corner of Montgomery County is the District of Columbia.

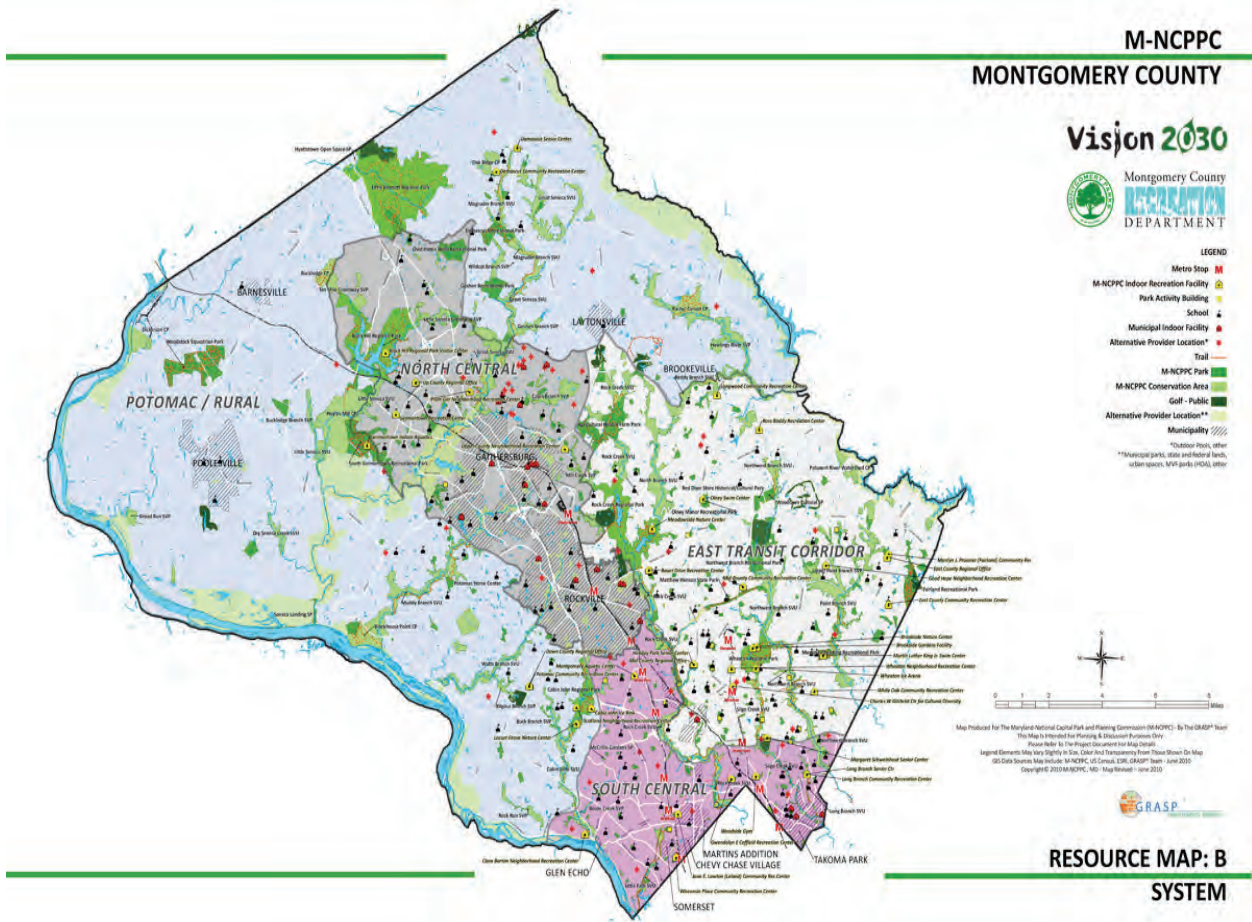
Montgomery County lies almost entirely in the Piedmont Plateau on the east bank of the Potomac River, just 30 miles west of the Chesapeake Bay and approximately 100 miles from the Atlantic Ocean. The County is characterized by gently sloping topography, interspersed with small streams in relatively narrow valleys.

The majority of the population lives in the southern part of the County, a short commute to the District of Columbia and along the I-270 transportation corridor. The population drops in the more rural northern and western areas of the County along the Frederick and Howard County borders.

Identification of community demographics, trends, and community needs provides the context to better understand future parks and recreation opportunities in Montgomery County. This chapter highlights key County demographic information, as well as trends in parks and recreation services. Also included is a summary of community input, including a *Vision 2030* Community Survey. Collectively, this information provides a framework to understand the context, community needs, and future direction for the M-NCPPC Department of Parks and the Montgomery County Department of Recreation.

The demographic diversity of residents in Montgomery County presents planning opportunities and challenges. The County represents urban, suburban, and rural communities made up of a diverse mix of residents in race, age, and income. Due to the large size and high-level of diversity in Montgomery County, the demographic analysis is in **four sub-areas**. The map in Figure 1 identifies each sub-area: Potomac/Rural, East Transit Corridor, South Central, and North Central.


Figure 1: Montgomery County Sub-Areas



A summary of demographic highlights is followed by more detailed demographic analysis.

Key demographic trends to reference for future park and recreation planning efforts in Montgomery County are summarized below.

- According to the 2008 U.S. Census Update, estimated median household income for Montgomery County residents was \$96,475 in 2007. This is among the wealthiest in the Nation, as noted by the ESRI *Tapestry Report* and the M-NCPPC Research & Technology Center.
- The median age for the County is 38.1, slightly higher than the average age (36.9) for the United States.
- Population in Montgomery County is projected to increase at a steady rate by the year 2030, averaging 3% to 4% every five years.
- The East Transit sub-area ranks highest in population (301,649) followed closely by the North Central sub-area (297,050). The South Central sub-area ranks 3rd (242,354), while the Potomac/Rural sub-area has the lowest population (126,847) for 2010.



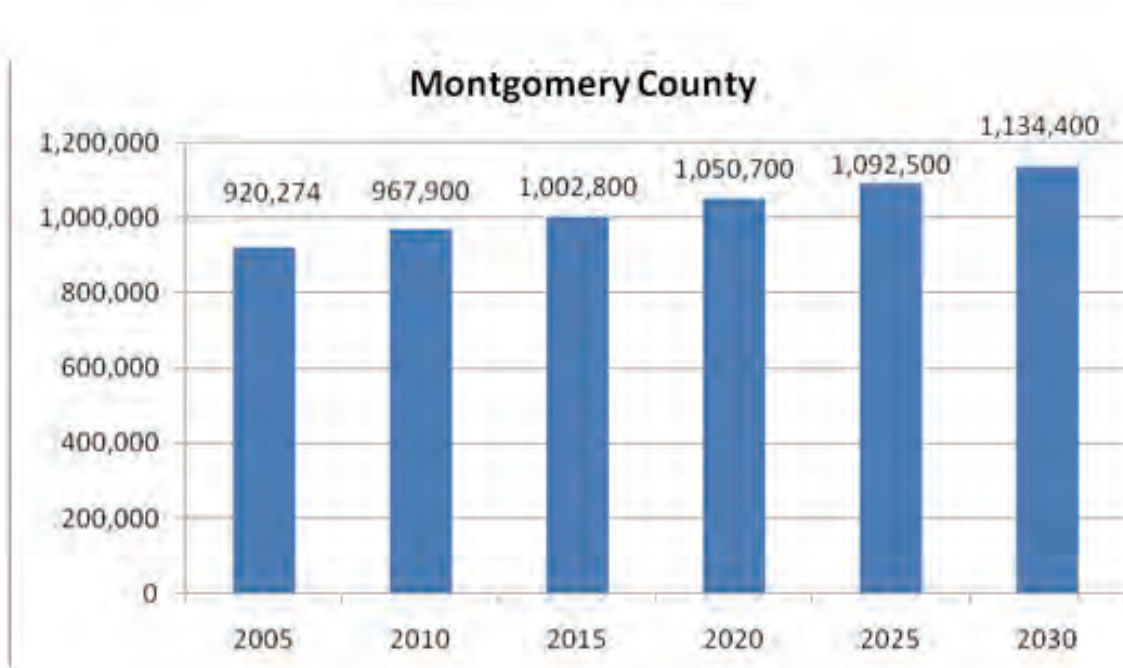
It is projected that the North Central sub-area will experience the highest rate of growth (30.6%) over the next 20 years.

- There is a high percentage of foreign born residents in Montgomery County, when compared to the U.S. For example, 23.9% of the population in the Potomac/Rural sub-area and 33.5% in the North Central sub-area are foreign born.
- Increasing racial and ethnic diversity marks an area of growth and change for Montgomery County.
- Montgomery County Parks and Recreation services will need to continue to respond to interests of highly educated families and young, urban singles that trends show are likely to participate in public/civic activities and recreational activities, such as jogging, biking, or yoga to name a few examples.

POPULATION PROJECTIONS

Steady population growth is projected for Montgomery County. According to M-NCPPC, the estimated 2010 County population is 967,900. The 2020 projected population is 1,050,700. As shown in Figure 2, this is a 5% increase since 2005. It is projected that the County will reach 1,134,400 by 2030. The County population is forecast to grow by 17.2% in the next 20 years from 2010 to 2030, adding over 166,000 new residents.

Figure 2: Montgomery County Population Forecast (2005-2030)



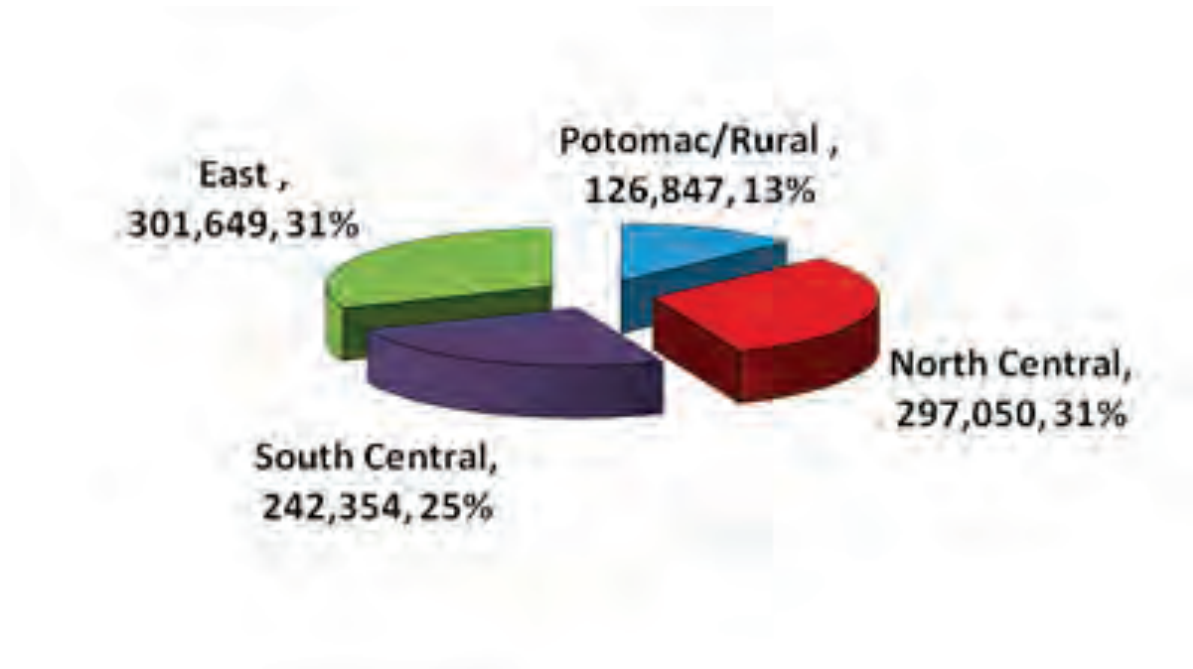
Source: Population Forecast Round 8.0, Research & Technology Center, Montgomery County Planning Depart. M-NCPPC, June 2010.

COUNTY SUB-AREAS

The population distribution represented in Figure 3 shows that the East sub-area ranks highest in population (301,649), followed closely by the North Central sub-area (288,985). The South Central sub-area ranks 3rd (242,354), while the Potomac/Rural sub-area shows the lowest population (126,847).

It is projected that the North Central sub-area will experience the highest rate of growth (30.6%) by the year 2030. A closer look at these sub-area demographic comparisons follows.

Figure 3: 2010 Montgomery County Sub-Area Populations



Source: Population Forecast Round 8.0, Research & Technology Center, Montgomery County Planning Department, M-NCPPC, June 2010.

The information below was collected for each sub-area using the 2008 U.S. Census Update.

- Age Distribution
- Average Age
- Average Household Size
- Median Income
- Racial Composition
- Foreign Born

The average age in the four planning areas ranges from 35.2 in the North Central planning area to 40 years old in the South Central area. The average household size is very close in comparison within the four planning areas. There is a difference of 0.7 between the South Central area, having the lowest average household size (2.3), and the Potomac/Rural area (3.0), with the highest average household size (3.0). The median income ranges have a greater span, with the North Central and East Transit area's median incomes less than \$90,000, while the South Central area is \$101,820, and the Potomac/Rural planning area having the highest median income of \$144,705. The percent of foreign-born residents in Montgomery County ranges between one-quarter and one-third of the population in each of the four planning areas. The North Central area shows the greatest amount of foreign-born residents (33.5%) while the Potomac/Rural area has the fewest foreign-born residents (23.9%).

Table 1: Sub-Area Demographic Overview

	Average Age	Average Household Size	Median Income	Foreign Born	% of County Population*
Potomac/Rural	38.0	3.0	\$144,705	23.9%	13%
North Central	35.2	2.7	\$87,785	33.5%	31%
South Central	40.0	2.3	\$101,820	26.5%	25%
East Transit	39.5	2.7	\$89,150	27.5%	31%

2008 U.S. Census Update, Research & Technology Center, M-NCPPC Planning Department.

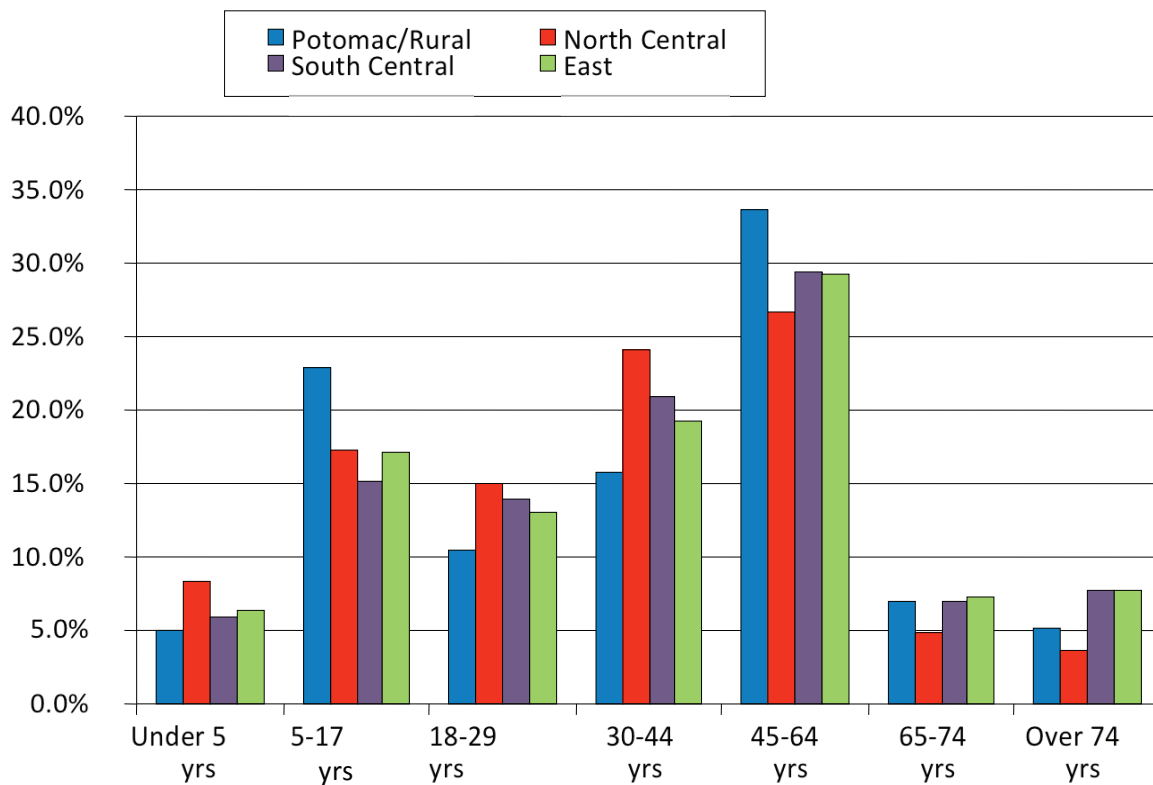
* Percentage of Source: Population Forecast Round 8.0, Research & Technology Center, M-NCPPC Planning Department, June 2010.

POPULATION, AGE RANGES, AND FAMILY INFORMATION

Age Distribution

As part of the population trend analysis, it is important to understand age distribution in Montgomery County as a whole, as well as in each of the planning areas. According to the 2008 U.S. Census Update, provided by the M-NCPPC Planning Department's Research and Technology Center, the average age for the County is 38.1. A comparison of the planning areas is illustrated in Figure 4. The South Central and East planning areas are close in age distribution, while the Potomac/Rural area shows a greater number of residents in the 5-17 cohort and the 45-64 age cohort. The North Central sub-area data shows fewer residents in the 65+ age cohort and a higher population of the 30-44 age cohort and Under 5 cohort; possibly illustrating more residents moving in this area with young families.

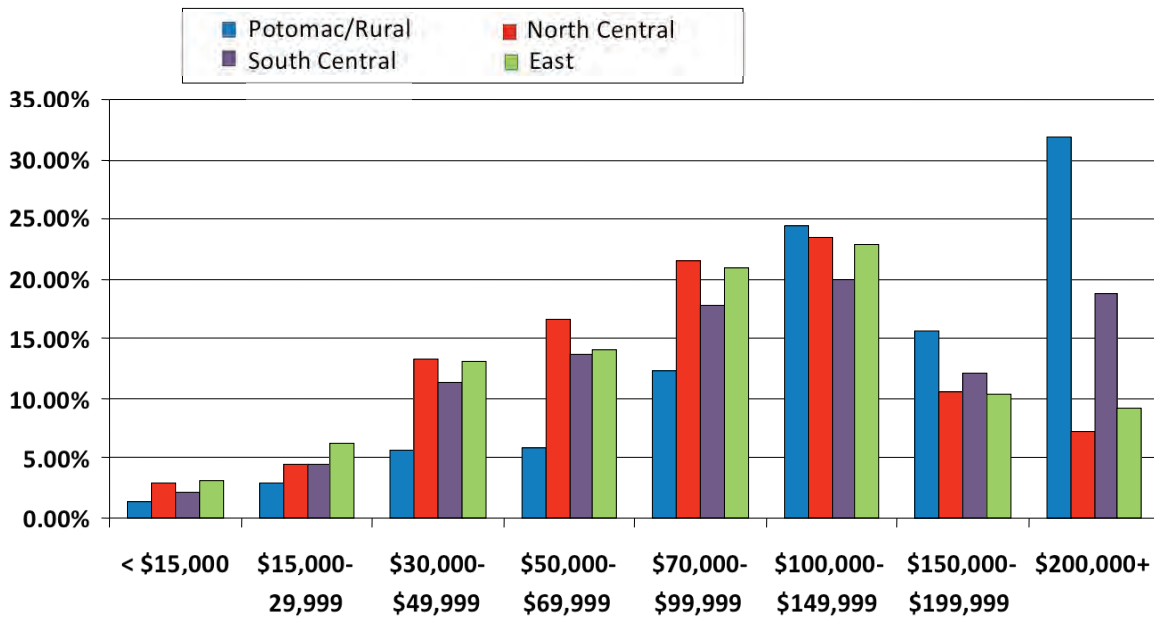
Figure 4: 2008 Sub-Area Population Breakdowns by Age



Household Income

According to the 2008 U.S. Census Update, estimated median Household Income for Montgomery County residents was \$96,475 in 2007. This is among the wealthiest in the Nation, as noted by the *Tapestry Report* and the M-NCPPC Research & Technology Center. Figure 5 illustrates annual household income distribution by planning area. The Potomac/Rural area shows a significantly higher annual household income than the other three sub-areas. The median household income for this area was estimated at \$144,705, with 31.9% of the total residents in this area earning over \$200,000 annually. The South Central sub-area's median household income was estimated at \$101,820. Distribution among income ranges was a bit more balanced; however, over 50% of residents in the South Central area are still estimated to earn over \$70,000 annually. Data for the North Central and East sub-areas shows similarities in income distribution. Both sub-areas show 50% of residents earning between \$50,000-\$149,999 annually with the majority earning between \$70,000 and \$149,999.

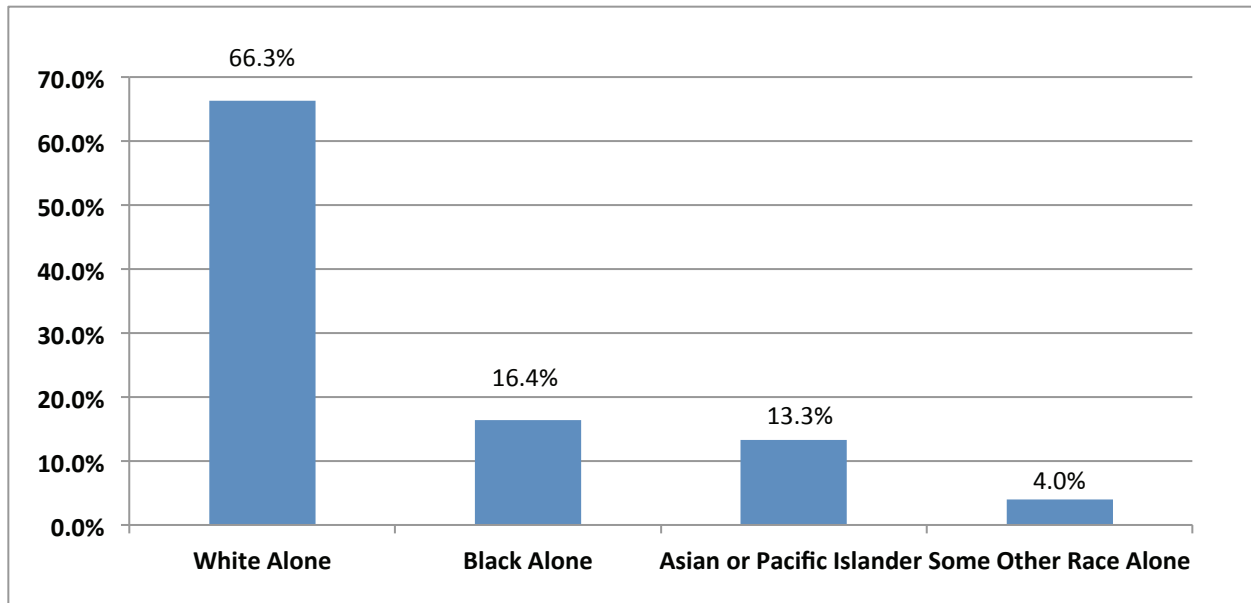
Figure 5: Sub-Area Annual Household Income Distribution



Race

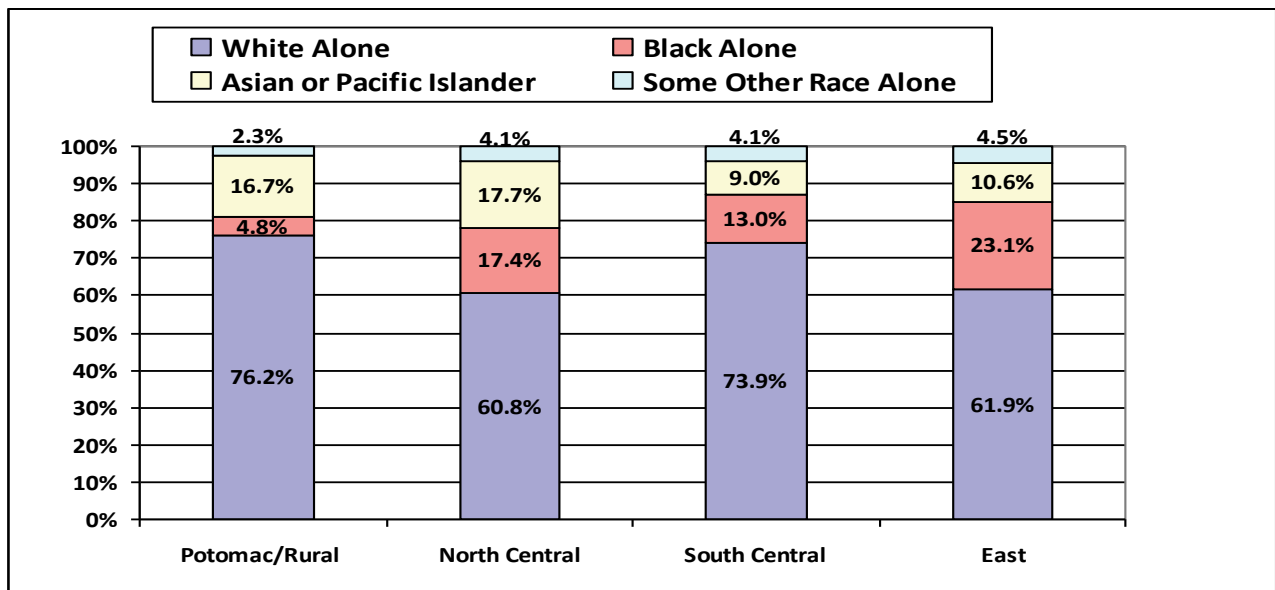
Increasing racial and ethnic diversity marks an area of growth and change for Montgomery County. Park and Recreation providers will need to plan for the future by offering a variety of services and programs for a diverse community. As shown in Figure 6, the current ethnic breakdown for the County shows that a high percentage (66.3%) of residents is White. The next highest ethnic cohort is Black (16.4%) followed by Asian or Pacific Islander (13.3%), and then by some other race alone (4%).

Figure 6: Montgomery County Ethnicity



Ethnic diversity in the four planning sub-areas, as shown in Figure 7 shows greater diversity in the East versus the other three planning areas. The M-NCPPC Research and Technology Center stated in the *Highlights of the 2008 Census Update Survey* that increasing racial and ethnic diversity will be the hallmark of growth and change in the County. The data suggests that the South Central and North Central planning areas saw the greatest number of in-movers, suggesting the greatest growth occurring in these areas. With that growth came predominately White, but slightly higher percentages of Black, Asian, and Hispanic than the County norm. About 40% speak a language other than English.

Figure 7: Ethnicity by Sub-Area



Source: 2008 Census Update Survey; Research & Technology Center, Montgomery County Planning Dept., M-NCPPC, March 2009.

POPULATION FORECASTS

Although, we can never know the future with certainty, it is helpful to make population estimates for planning purposes. Table 2 contains population estimates and percentage change for Montgomery County. Populations were provided by the M-NCPPC. This information demonstrates that the highest growth rate in the County is projected to occur between the years of 2015-2020. However, during the years of 2015-2030, the growth rate is projected to be strong and steady.

Sub-Area Forecasts

The following information highlights of each of the planning areas in the County:

- In the next decade, the South Central sub-area is expected to experience the largest amount of growth (15.75%) between 2010 and 2020.
- In the next two decades, the North Central sub-area is expected to experience the highest increase in population (30.58%) between the years 2010-2030.
- The Potomac/Rural planning area will remain consistent with little population change during the next 20 years. It is expected to grow approximately 3.56%.
- From 2010-2030, the East Transit sub-area is projected to see the second lowest rate of growth in the County, approximately a 5.47% increase.
- Montgomery County, as a whole, is expected to remain growing at a strong and consistent rate of 8.55% in the first 20 years and 7.97% in the following 20 years.

Table 2: Population Projections and Percent Change – County and Sub-Areas

	COUNTY	% Change	East Transit	% Change	North Central	% Change	Potomac Rural	% Change	South Central	% Change
2010	967,900		301,649		297,050		126,847		242,354	
2020	1,050,700	8.6%	310,747	3.0%	331,526	11.6%	127,896	0.8%	280,531	15.8%
2030	1,134,400	8.0%	318,354	2.5%	387,890	17.0%	131,361	2.7%	296,795	5.8%

Source: Population Forecast Round 8.0, Research and Technology Center, M-NCPPC Planning Department, June 2010.

Our County is comprised of a mix of urban, suburban, and rural communities. However, the majority of our residents live inside the Capital Beltway.

ALTERNATIVE AREA SERVICE PROVIDERS

Alternative providers included in the inventory include schools, private parks located in Montgomery Village Foundation (Home Owners Association - HOA), municipalities, including Rockville, Gaithersburg and Tacoma Park, and other select private providers of recreation that offer services to the general public.

Alternative Service Providers Inventory

PROVIDER	Indoor Facilities	Outdoor Facilities
Elementary Schools (ES)	22 (HS)	131 (ES)
Middle Schools (MS)	20 (MS)	38 (MS)
High Schools (HS)	58 (ES)	
Montgomery Village Foundation parks	4	15
State/Federal	NA	12
Municipality	20	163
Urban Spaces – Bethesda, White Flint, Silver Spring	NA	118
Other Alternative Provider Pools	NA	80
Other Alternative Providers	13	1

FACILITY INVENTORY

The M-NCPPC Department of Parks in Montgomery County has over 34,600 acres of parkland, including over 9,018 acres of developed parkland, almost 25,582 acres set aside for environmental preservation. According to the inventory conducted in 2010, this system includes over 400 park locations (including stream valley parks and undeveloped parks), as well as 19 open Park Activity Buildings, two indoor tennis centers and two ice arenas. Overall, the system has over 2,182 outdoor components. The Montgomery County Department of Recreation inventory includes 35 indoor facilities with over 225 indoor components. For the purpose of this study, four sub-areas were used in the LOS analysis study. These sub-areas are East Transit Corridor, North Central, South Central, and Potomac/Rural.

The M-NCPPC Department of Parks' and the Montgomery County Department of Recreation's systems are well maintained and feature a wide variety of outdoor and indoor facilities. Based on the 2010 inventory, the tables below list a summary of both Departments' indoor and outdoor facilities that are included in the Level of Service (LOS) analysis:

Table 3: M-NCPPC Department of Parks Inventory Summary

PARK TYPE	QUANTITY
Conservation Park	20
Local	149
Neighborhood	95
Neighborhood Conservation Area	41
Regional	5
Recreational	11
Special	22
Stream Valley	36
Urban	25
*Historical/Cultural	2
Misc. Recreational Facility	2
Misc. Non Recreational Facility	4

**Note: Most historical and cultural sites are included in special parks or part of larger regional parks. There are only two formally designated historical/cultural parks.*

COMPONENT	QUANTITY
Activity Buildings	18
Athletic Fields	294
Basketball courts	196
Campgrounds	2
Dog Parks	5
Equestrian Facilities	6
Display Garden	3
Hard Surface Trails	122 miles
Historic Experiences	151
Ice Rinks	2
Nature Centers	4
Natural Surface Trails	167 miles
Overlay Fields	60
Playground, Local	245
Shelters	86
Tennis Bubble	2
Tennis Courts	304

* operated by others

Table 4: Montgomery County Department of Recreation Inventory Summary

FACILITY	QUANTITY
Indoor Aquatic Facilities	4
Community Recreation Centers	14
Neighborhood Recreation Centers	6
Senior Centers	4
Outdoor Pools	7

FACILITY DESCRIPTIONS

Outdoor Facilities

As noted above in the facility summary, there are several major types of outdoor facilities, ranging from local parks to regional facilities, all of which offer a wide variety of outdoor components and amenities. Currently, M-NCPPC's park system in Montgomery County is made up of two major types of parks including:

1. Countywide parks
2. Community-use parks

Countywide Parks

Countywide parks are large parks that are either recreation-oriented or conservation-oriented. Recreation-oriented parks include:

1. Regional
2. Recreational
3. Special

Regional Parks are large parks with an average of 23 components and are greater than 200 acres. These types of parks provide a diversity of recreational opportunities, including picnic, playground, tennis, athletic fields, golf courses, campgrounds, and water-oriented recreation areas. Regional parks retain 2/3 of the acreage as conservation areas. There are a total of five Regional Parks in Montgomery County, including Black Hill, Little Bennett, Rock Creek, Cabin John, and Wheaton Regional Parks.

Recreational Parks include parks larger than 50 acres and typically are more intensively developed than Regional Parks. These parks contain an average of 11 components and may contain natural areas, athletic fields, tennis courts, multi-use courts, picnic areas, playgrounds, golf courses, and trails. There are seven developed Recreational Parks in the County, including Damascus, Fairland, Martin Luther King, Olney Manor, Ovid Hazen Wells, Ridge Road, and South Germantown Recreational Parks. Four Recreational Parks that are undeveloped include: Goshen, Laytonia, Northwest Branch, and Muncaster.



Special Parks contain features that are of historic or cultural significance and generally have an average of six components. The acreage of these parks may vary, but include agricultural centers, gardens, small conference centers, camping and picnicking areas, as well as historic structures.

Conservation-oriented

Countywide parks include:

1. Stream Valley
2. Conservation Area Parks

Stream Valley Parks are typically found along stream valleys and include conservation and recreation areas that offer hiker-biker trails, fishing, and picnicking and playground areas. **Conservation Area Parks** are large natural areas that preserve specific natural archaeological or historic features and provide trails, fishing, and nature study and informal picnic areas.

Community-Use Parks

Community-Use Parks include the following parks types:

1. Urban
2. Neighborhood
3. Local
4. Neighborhood Conservation Areas

Urban Parks are approximately one acre in size, found in urban settings and offer landscaping, sitting, picnic areas, play features, courts, and shelters. **Neighborhood Parks** are also small parks, typically two-and-a-half acres, and provide informal recreation in residential areas, including play features, open turf, seating areas, shelters, tennis, and multi-use courts. **Local Parks** are larger than Urban and Neighborhood Parks, about 15 acres in size. These parks include ball fields, play features, tennis and multi-use courts, seating, picnic areas, shelters, buildings, and other facilities. **Neighborhood Conservation Areas** vary in size, but are typically smaller parcels that are conservation-oriented in residential areas and are generally dedicated at the time of subdivision. These conservation areas are generally undeveloped, and may include a storm-water management pond and other related facilities.



OTHER FACILITIES

Activity Buildings

As of July 2010, there are currently 18 Activity Buildings open and available to the public. Activity Buildings include kitchen facilities and an interior space that can handle events for 40 to 180 people. Table 5 lists the open activity buildings according to the 2010 inventory and included in the LOS Analysis.

Table 5: Open Activity Buildings

LOCATION	SUB-AREA
Argyle Local Park (LP)	East Transit Corridor
Capital View-Homewood LP	East Transit Corridor
Glenmont LP	East Transit Corridor
Hillandale LP	East Transit Corridor
Kemp Mill Estates LP	East Transit Corridor
Norbeck-Muncaster Mill Neighborhood Park (NP)	East Transit Corridor
Pillgim Hill LP	East Transit Corridor
Pinecrest LP	East Transit Corridor
Sligo-Dennis Avenue LP	East Transit Corridor
Spencerville LP	East Transit Corridor
Veirs Mill LP	East Transit Corridor
Wheaton-Claridge LP	East Transit Corridor
Quince Orchard Valley NP	North Central
Indian Spring Terrace LP	South Central
Meadowbrook LP	South Central
Norwood LP	South Central
Sligo Avenue NP	South Central
Tiden Woods LP	South Central



Cultural Resources

Cultural resources are included in this analysis and include those buildings, objects, and archaeological sites within the park system that are listed on the Cultural Resources Asset Inventory kept by the M-NCPPC Department of Parks' Cultural Resources Stewardship Section. There are over 150 cultural resource sites within the County. These components are counted as part of the outdoor inventory. Other cultural resource experiences may occur in indoor facilities and are counted as a part of the indoor inventory.

Trails

There are over 289 miles of hiking and biking trails within the M-NCPPC park system in Montgomery County. Several types of trails exist, including natural trails and hard-surfaced paved trails. Some trails are included within the extent of parks and some meander through the stream valley parks. Many of the trails can be found within regional parks as well. Major natural surface trails include the Little Bennett Trails, Cabin John Trail, Lower Magruder Trail, Muddy Branch Greenway Trail, Rachel Carson Greenway Trails, and the Hoyles Mill Trail. Major hard-surface trails include the Capital Crescent Trail, Magruder Branch Trail, Rock Creek Trail, Matthew Hensen Trail, and Sligo Creek Trail.

Nature Centers & Public Gardens

The M-NCPPC Department of Parks has four **Nature Centers** in the County, including Brookside, Locust Grove, Meadowside Nature Centers, and Black Hill Visitor Center. McCrillis Gardens and Brookside Gardens are two public gardens located in the County. Brookside Gardens offers 50-acres of display gardens, a horticultural reference library, and visitor center. McCrillis Gardens is a premier shade garden and includes a pavilion and seating areas.

Special Facilities

Special facilities include ice rinks, tennis bubbles, and campgrounds. There are many unique opportunities within special facilities to be experienced, which include, but are not limited to the following.

1. Cabin John Ice Rink
2. Pauline Betz Addie Tennis Center
3. Pope Farm Nursery
4. Wheaton Regional Park Tennis Bubble
5. Wheaton Ice Arena
6. Little Bennett Campground
7. South Germantown Recreational Park Splash Playground
8. South Germantown Recreational Park Mini-Golf Course

Undeveloped Parks

A majority of the undeveloped parks in the M-NCPPC system in Montgomery County are found throughout the sub-areas. Table 6 summarizes the quantity of undeveloped parks within each sub-area.

Table 6: M-NCPPC Department of Parks – Undeveloped Parks by Sub-area

SUB-AREA	UNDEVELOPED
East Transit Corridor	32
North Central	23
Potomac / Rural	48
South Central	21
Total	124

Federal and State

Listed below is a summary of the federal and state outdoor inventory. Component information was also collected on these facilities. Scoring for these facilities is approached the same as for HOA parks. A component-based outdoor inventory was provided for this study, however when data was not available for a park or facility, it was assumed to have one component.

Federal and State Parks and Recreation Facilities

LOCATION	OWNER
C&O Canal National Historical Park	Federal
Diersen Wildlife Management Area	State
Glen Echo Park	Federal
Islands of the Potomac Wildlife Management Area	State
Matthew Henson State Park Unit #1 & #2	State
McKee Beshers Wildlife Management Area	State
Patuxent River State Park	State
Seneca Creek State Park	State
Triadelphia Reservoir	WSSC
T. Howard Duckett Watershed	WSSC



RECREATION PROGRAM ACCOMPLISHMENTS (2009 – 2013)

Under the direction of Mary R. Bradford, Director of Parks, the Montgomery County Department of Parks remains dedicated to making sure that residents continue to receive the best park experience possible, whether it's a picnic at Black Hill Regional Park, an ice-skating lesson at one of our two rinks, or a visit to our Garden of Lights show at Brookside Gardens. We recognize the importance of providing residents with safe and accessible places to gather, enjoy the outdoors, and participate in healthy, recreational activities.

Much has been accomplished since the last plan, including but not limited to:

Nature Centers

- Two nature centers, Meadowside and Black Hill, were certified Maryland Green Centers by the Maryland Association for Environmental and Outdoor Education.
- All Nature Centers increased the number of summer camps offered annually, serving parents and children over the whole summer with provision of before- and after-care for registrant convenience.
- The Nature Centers and Brookside Gardens developed a collaborative Long Range Interpretive Plan to guide the development of interpretive programs and exhibits so that our visitors gained a deeper understanding and appreciation of our parks.
- Brookside Nature Center partnered with the Maryland Cooperative Extension Service to train new volunteers through the Maryland Master Naturalist Program.
- The Nature Centers expanded program offerings to include nights and weekends to serve a wider audience. Examples of new special events included Forest Friends Festival at Brookside and Water Fowl Festival at Black Hill.
- Nature Center interpretive staff was trained in Investigating and Evaluating Environmental Issues and Actions (IEEIA), a teaching method to help students and teachers understand and act on local environmental issues.
- The Nature Centers have increased their presence in social media, including e-newsletters, Facebook pages, YouTube, and improved websites, to build meaningful and timely connections to visitors and encourage increased participation.
- Montgomery County Parks expanded hours at Black Hill Visitors Center to be open year-round.




Brookside Gardens

- The new “School’s Outside” Children’s Garden was installed, a collaboration of Gardens, Exhibit Shop, and Facilities Management staff. The garden exhibit provided an outdoor living classroom linking what students learned in school.
- Brookside Gardens was designated a Maryland “Green Travel Partner.”
- Montgomery County Parks became an active member of the leadership team for the Maryland Partnership for Children in Nature, a state-wide effort to connect children to nature.
- Brookside Gardens received recognition of its progress in adopting sustainable practices with several green awards from Bethesda Green and Montgomery County.
- Brookside Gardens interpretive staff was trained in IEEIA, a teaching method to help students and teachers understand and act on local environmental issues.
- Brookside Gardens increased its presence in social media, including e-newsletters, dedicated Facebook pages, YouTube, and improved websites, to build meaningful and timely connections to visitors and encourage increased participation.
- Staff presented program information at major local and national conferences, including National Recreation and Parks Association (NRPA), Maryland Recreation and Parks Association, American Public Gardens Association, and Maryland Association for Environmental and Outdoor Education (MAEOE).
- Brookside Gardens expanded program offerings to nights and weekends to serve a wider audience.
- The Gardens and Nature Centers are developing a collaborative Long Range Interpretive Plan to guide the development of interpretive programs and exhibits so that our visitors gain a deeper understanding and appreciation of our parks.

Park Cultural Resources Stewardship

- The Josiah Henson Park acreage expanded and a concept plan was completed.
- Completed the excavation of the first phase of digging at Josiah Henson Park and surroundings, and catalogued all artifacts to date.
- Removed the non-historic nursing home wings from the historic Brainard Warner House, the heart of the National Register Town of Kensington, restoring, in addition, two missing historic walls based on period evidence.
- Montgomery County Parks moved the historic Darby Store out of the roadway to protect it; lifting it and placing it on a new foundation so that interior rehabilitation work could proceed.
- Added over 30 interpretive wayside signs throughout the park system at trailheads, parking lots, and beside historic structures, telling aspects of the county’s history ranging from milling to agriculture to the Civil War.

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- Expanded Maryland Emancipation day to include more partner sites and integrated programming.
 - Opened Kingsley School (new historic site) based on availability of trained volunteers with staff support.
 - Launched a group tour program focusing on history in the parks for weekday tours of all ages, resulting in a need for more docents.

Enterprise Division

- The Wheaton Outdoor Rink was repurposed to the Wheaton Sports Pavilion with the installation of synthetic turf. The field is used for soccer, lacrosse, and futsal practices and games.
- The South Germantown Recreational Park's management was transferred to Parks resulting in expanded program offerings, such as classes, clinics, and camps for all ages and abilities.
- For summer camps, the division offered an additional 84 programs and increased revenues by 20%, plus offering additional after- and before-care.
- The ice rinks and tennis facilities have expanded their program offerings to include special events for various populations.
- Pursuant to completed survey data indicating people are interested in shorter learning sessions, we offered short-term clinic opportunities: tennis stroke clinic, golf-clinics, pick-up hockey, and drop-in freestyle for competitive skaters.
- Park amenities, such as the trains and boat facilities, offered expanded special events, for example, The Haunted Trains and Kids Fishing Days.
- The division assumed management responsibilities of the Olney Skate Park from the Montgomery County Department of Recreation.

Volunteer Program

- The volunteer program grew with more than 11,000 volunteers working an equivalent of 40 work years in over 24 distinct program areas throughout the parks system.



SERVICE ASSESSMENT FRAMEWORK

The parks and recreation programs and services provided in Montgomery County are vast and varied. The main providers of these services are Montgomery County Parks Department and the Montgomery County Department of Recreation, but a multitude of alternative providers contribute to the mix of leisure services. As part of the Vision 2030 Strategic Planning process, a comprehensive service assessment was conducted to help staff understand the market segment of services they provide and the strength and weaknesses of their position within that market. It also helped identify core services, alternative providers, and optional provision strategies and drove the development of a program action plan. This Service Assessment process critically examined each service area of both departments based on:

- Fit with the agency's values and vision
- Financial capacity
- Alternative coverage
- Market position

The Service Assessment process involved staff from both Montgomery County Parks and the Montgomery County Department of Recreation. As a result, the updated parks and recreation program plan includes roles and responsibilities for both departments to collaboratively meet the recreation and programming needs of the residents of Montgomery County.

As part of the Vision 2030 project, a cross-section of staff members learned how to use and apply the Services Assessment tool to review the services and programs they offer. The tool was developed by the Alliance for Non-Profit Management and is based on the MacMillan Matrix for Competitive Analysis of Programs. This Matrix is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The Service Assessment Matrix assumes that trying to be all things to all people can result low-quality services. Instead, agencies should focus on delivering higher-quality service in a more focused way. The Matrix helped the department think about some very pragmatic questions:

1. Is the agency the best or most appropriate organization to provide the service?
2. Is market competition good for the citizenry?
3. Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?
4. Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?

Below is a graphic presentation of the Service Assessment Matrix used:

Services Assessment Matrix 2009 GreenPlay LLC and GP RED		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	"Core Service" 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

Fit


Fit is the degree to which a service aligns with the agency’s values and vision, reflecting the community’s interests. If a service aligns with the agency’s values and vision, and contributes to the overall enhancement of the community, it is classified as “good fit”, if not, the service is considered a “poor fit.”

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e., community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well- being, enhancement of property values)?

Financial Capacity

Financial capacity is the degree to which a service (including a program, facility, or land asset is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as “highly attractive” unless it is ranked as attractive on a substantial majority of the criteria below.

- 
- Does the service have the capacity to sustain itself (break-even) independent of General Fund or taxpayer subsidy/support?
 - Can the service reasonably generate at least 50% from fees and charges?
 - Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
 - Are there consistent and stable alternative funding sources such as donations, sponsorships, grants and/or volunteer contributions for this service?
 - Can the service reasonably generate at least 25% of the costs of service from alternative funding sources?
 - Is there demand for this service from a significant/large portion of the service's target market?
 - Can the user self-direct or operate/maintain the service without agency support?

Market Position

Market position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency's effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a "strong market position" unless it has some clear basis for declaring superiority over all providers in that service category, and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers? (e.g., "Is there a consistent waiting list for the service?")
- Can you clearly define the community, individual, environmental and/or economic benefits realized as a result of the service?
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre- and post-participation assessments, and/or properly monitor and evaluate service performance, therefore justifying the agency's continued provision of the service? (Benchmarking performance or impact to community issues, values, or vision.)
- Are marketing efforts and resources effective in reaching and engaging the target market?



Alternative Coverage

Alternative coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant) or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as “low coverage.” Otherwise, coverage is “high.”

This framework was applied and the questions for each category were assessed for every recreation and program areas provided by both the Department of Parks and Montgomery County Recreation. This intensive review of organizational services led to the development of each department’s “Service Portfolio” and identified those services that are “core” to the values, vision, and mission of each department. The underlying philosophy of the Service Assessment is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited resources available, leaving all providers unable to increase the quality and cost-effectiveness of customer services. The Assessment also included management strategies intended to assist each department in its provision of services in the future.

The Service Assessment process highlighted that the Department of Parks offers a multitude of programming opportunities for all ages, abilities, and interests focused around tennis, ice, nature, horticulture, and cultural/historic facilities and resources. The department also offers hundreds of programming opportunities in aquatics, camps, arts and crafts, martial arts, fitness and wellness for preschoolers, youth, adults, seniors, and special populations.

According to the results of the *Vision 2030* survey, there is a need for ongoing strategic programming efforts to maximize available resources to expand popular programs and to re-evaluate lower performing programs.

The *Vision 2030* survey results identified top priorities for improving and expanding the following program areas:

- Exercise and fitness
- Community events and festivals
- Aquatics instruction (non-competitive)
- Out-of-school programming (summer and after school)
- Senior programming.

Other program areas that rated as high priorities to improve or expand include: health and wellness, outdoor nature programs, children and youth activities, community gardens, and youth league sports.

Community input from the public meetings and focus groups also demonstrated a high value for the variety of types of parks and recreation programs, facilities, and services offered and a desire to maintain this mix of opportunities throughout the County. Community members expressed the importance of these services in addressing community issues such nature deficit disorder, physical inactivity, and social and physical isolation. Key areas of focus that emerged include: addressing

accessibility, both physical access and affordability of services; and serving populations that may be underserved or have greater needs (e.g., youth, seniors, people with disabilities and immigrant communities).

As a result of this information and community input, the following values and vision statements were developed and formed the basis of the key themes:

By focusing on key strategic areas including policy, programming, facilities, operations, maintenance, management, and marketing, this plan will also provide the guidance necessary to:

- Make strategic, defensible decisions about programming, services offered, fees, and cost recovery.
- Be more transparent in our operations and more accountable for the results of our work.

The following values and vision statements for the **Vision 2030** project were developed based on input from community leaders and stakeholders that participated in a **Vision 2030** Summit in February 24, 2010.

Vision 2030

VALUES


The M-NCPPC Department of Parks and Montgomery County Department of Recreation serve the County to:

- *Promote healthy living through diverse recreation and leisure activities.*
- *Protect natural, historical, and archaeological resources.*
- *Promote economic competitiveness of Montgomery County as a place for businesses to locate through a robust parks and recreation system that attracts knowledge workers and families.*
- *Promote sense of community and civic pride.*
- *Nurture an appreciation for our natural, cultural legacy.*
- *Provide lifelong learning opportunities.*
- *Shape healthy, safe, green communities.*
- *Collaborate with partners to provide sustainable, accessible, and diverse leisure opportunities.*
- *Engage a diverse community and proactively respond to changing demographics, needs, and trends.*
- *Acquire, maintain, and manage the parks and recreation built environment.*

VISION 2030

Vision 2030 will guide the M-NCPPC Department of Parks and Montgomery County Department of Recreation to provide:

- *Stewardship of natural and historic resources.*
- *Opportunities for active life-long learning, leisure, and recreation.*



The Service Assessment process, in which staff from both the M-NCPPC Department of Parks and Montgomery County Department of Recreation participated, identified potential service provision strategies that include:

- Grow services identified as “advance” or “affirm market position.”
- Work with alternative providers for complementary development of market.
- Identify services for collaboration and divestment strategies and re-allocate or re-purpose available resources.

Vision 2030's findings and recommendations are divided into five (5) key themes, two of which are relevant to program planning and are the basis for Montgomery County Parks' Action Plan.

1. Programs & Experiences

Strategically providing parks and recreation services for health and leisure

2. Planning & Development

Planning for recreational, natural, and cultural resources in an urbanizing County

3. Operations, Maintenance & Safety

Maintaining a safe, accessible, quality parks and recreation system

4. Management

Maximizing efficiencies and sustainability

5. Marketing & Outreach

Informing and engaging a diverse community

The two themes and associated goals from *Vision 2030* that were most relevant to programming (#1 and #5) were then compiled into an action plan for this updated CRPP. Theme 1 – Programs and Experiences forms the basis for the Action Plan for Montgomery County Parks and Theme 5 – Marketing & Outreach. Six goals are part of these two themes:

- **Goal 1:** Provide a variety of high-quality programs that meet community needs and interests.
- **Goal 2:** Promote awareness, appreciation, and understanding of Montgomery County's natural and historical resources.
- **Goal 3:** Enhance health, wellness, and active living in Montgomery County.
- **Goal 4:** Proactively market parks and recreation services and facilities and communicate the benefits to the community.
- **Goal 5:** Effectively communicate with and engage diverse groups.
- **Goal 6:** Provide meaningful opportunities for public support, input, and engagement.

In addition, the divisions provided an updated action plan from their 2009 Comprehensive Program Plan.

The Montgomery County Parks Action Plan follows which was updated in November 2013.

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLANS

GOAL 1: Provide a variety of high-quality programs that meet community needs and interests.

Strategic Initiative 1.1: Enhance, expand, or add programs and services identified as high priorities by research and customer feedback.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
<p>Enterprise (E), Park, Planning and Stewardship (PPS) & Horticulture Forestry and Environmental Education (HFEE)</p>	<p>1.1.a – Continue to utilize the Joint Parks and Recreation Alliance staff work group to plan and develop programming. Develop a procedure and timeframe. Assure that all staff are informed and follow the procedure. Use the service assessment process to aid in determining market position and the provision strategy.</p> <p>1.1.b – Develop strategic program initiatives to address the top 10 programs areas identified in the <i>Vision 2030</i> survey. Exercise and fitness. Community events and festivals. Aquatics instruction (non-competitive). Out-of-school programming (summer and after school): Senior programming. Health and wellness. Outdoor nature programs: Children and youth activities (non-sport). Community gardens. Youth league sports. Clarify and define what these programs mean. Benchmark from a baseline, track performance, and evaluate impact annually.</p> <p>1.1.c – Identify/develop resources to track the pre-assessment requirements/practices to measure the impact for the specific grant-funded exercise and fitness, senior programming, and health and wellness programs as required by the grant.</p> <p>1.1.d – Develop new programs after examining the following criteria: Need: Outgrowth of a current popular program, educational priority, or enough demonstrated demand to successfully support a minimal start (one class, for instance).</p>	<p>Increase in number of people served annually (to be coordinated with the budget performance percentage) in top 10 program areas identified by the <i>Vision 2030</i> survey.</p>



	<p>Planning and human resources: Determine the staff (including administrative) and volunteer resources needed and overall program feasibility.</p> <p>Budget: Account for all costs and anticipated (conservative) revenues to meet the cost recovery target established by agency.</p> <p>Location: Available and within budget.</p> <p>Instructor: Available and within budget.</p> <p>Materials and supplies: Available and within budget.</p> <p>Marketing effort: Adequate and timely opportunity to reach intended market, within budget (either existing marketing budget or as part of a new programs budget).</p> <p>1.1.e – Optimize operation hours of recreation and park facilities with available resources (e.g., convenient hours for working families – before work hours, after school and evenings, strategic hours on weekends).</p> <p>1.1.f – Provide a variety of drop-in, short-term or episodic programs and events that require less time commitment for customers (e.g., open gym, fitness clinic, gardening workshop, etc.).</p> <p>1.1.g – Offer more coordinated services where family members can recreate independent of each other at same location (e.g. drop-in fitness and youth classes, etc.).</p> <p>1.1.h – Expand services to address the evolving growing needs of residents with disabilities (e.g., fitness classes for people with physical disabilities, inclusion services, etc.).</p> <p>Identify and develop cooperative TR resources and trainings between Departments and between counties.</p> <p>Develop an information campaign (something like symbols or accessible location mapping) (coordinate with the marketing goals).</p> <p>1.1.i – Deliver more recreational services that appeals to a broad, diverse population (e.g., family-oriented programs and events, etc.).</p> <p>1.1.j – Re-evaluate the data points and enhance the registration and point of sale system to be one bi-agency central database to be able to mine the data in a user-friendly manner.</p>	
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Strategic Initiative 1.2: Enhance parks and recreation program planning methods.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
E, PPS & HFEE Montgomery County Dept. of Recreation – AP (CW and Aqua) & FCP (N/S)	<p>1.2.a – Develop service objectives, including utilization goals, to ensure that a program, activity, or event is needed or desired and that it is measured to determine success and effectiveness. (Establish objectives at the onset of event/program/activity planning to accurately determine event intent and success indicators.)</p> <p>1.2.b – Conduct participant evaluations for each program, activity, and event that addresses participant satisfaction, facility appropriateness, and future interest. (Post-program evaluations as well as mid-program evaluations are recommended.)</p> <p>1.2.c – Conduct analysis of the Program Life Cycle at the conclusion of each program, activity, or event.</p> <p>1.2.d – Staff to submit annual status reports to their Manager or Division Chief.</p>	Annual status report.
Strategic Initiative 1.3: Optimize program and facility utilization through balanced service provision.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
E, PPS & HFEE Montgomery County Dept. of Recreation – AP (CW and Aqua) & FCP (N/S)	<p>1.3.a – Create program utilization goals. Program utilization goals should:</p> <ul style="list-style-type: none"> - Determine if certain programs (type, age group, time/days offered, instructor, title/description, market position) cannot meet utilization goals and should be restructured (change name, time offered or focus), downsized, and/or eliminated. - Determine which programs (type, age group, time/day offered) should be expanded upon to meet demand. - Determine acceptable cancellation rates (no more than 30% is typical). - Determine acceptable minimum registration levels for group lessons (typically three for learn to swim programs and five individuals or three to five couples or more for other types of classes). - Combine classes which are under minimum and move the registrations in the software system for tracking purposes. <p>Determine program areas that need additional marketing in order to meet utilization goals.</p>	Increase in program utilization of target programs and facilities (use current performance measures).



	<p>1.3.b – Implement target marketing strategies to boost programs registration in strategic program areas. (Coordinate with overall marketing plan in the Marketing and Outreach recommendations).</p>	
<p>Strategic Initiative 1.4: Expand or develop tracking system capabilities to consistently monitor non-registered and drop-in visitation to account for the total impact and use of all M-NCPPC Department of Parks and Montgomery County Department of Recreation programs, services, and facilities where possible.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
<p>E, PPS & HFEE</p>	<p>1.4.a – Research how other agencies conduct this kind of impact study (resources and methodology, and how the information can be used). If deemed viable, conduct a random sample intercept count using volunteers or as a class project. Develop user counts for drop-in and non-programmed experiences, areas, and facilities.</p>	<p>Annual Reporting (if conducted).</p>

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLANS

GOAL 2: Promote awareness, appreciation, and understanding of Montgomery County’s natural and historical resources.

Strategic Initiative 2.1: Implement the cultural/historic interpretation plan based on From Artifact to Attraction: A Strategic Plan for Cultural Resources in Parks and the prioritization system in the Cultural Resources Asset Inventory.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
<p>MC Dept. of Parks – PPS</p>	<p>2.1.a – Provide staff persons to be facility managers at cultural resource sites, such as Josiah Henson Special Park and Woodlawn Manor.</p> <p>2.1.b – Work with volunteers as a way to offer interpretive and archaeological programs. Expand programming with first-person narratives, costumes and props, etc.</p> <p>2.1.c – Make archaeological artifacts a vital component of exhibits, both travelling and site-based. Archaeological research to use LIDAR and stereoscopic analysis of aerial techniques, among others. Analysis to be via Monticello-based software. Work to be done in designed lab with public component based on Maryland state model.</p> <p>2.1.d – Prioritize Parks sites for exhibits and/or signage based on potential for interpretive programming, visibility, access to parking and/or trails, etc. Priority listing to be based on National Park Service and college facility management tools tailored to Parks’ historic resources.</p> <p>2.1.e – Seek grant funding for signage, archeology, and interpretive programs.</p> <p>2.1.f – Work with in-house exhibit shop to create interpretive panels when appropriate. Work with vendors to create multi-media, audiovisual, and interactive exhibits.</p> <p>2.1.g – Develop partnership between Montgomery County Public Schools and M-NCPPC Department of Parks for curriculum-based historical education at historic sites only if there are facility managers to handle such programming.</p> <p>2.1.h – Develop a strategic marketing plan in coordination with the agency marketing plan. Develop technological tools such as portable “apps” and appropriate network presence.</p>	<p>Number of programs offered and customer satisfaction data via annual Performance Measures.</p>



	<p>2.1.i – Coordinate with the other interpretive master plans, such as a natural resources interpretive plan, as necessary.</p> <p>2.1.j – Develop joint programs and pool staff resources with Prince George’s County Parks & Recreation Cultural & Natural Resources. Extend “passport” system idea to embrace joint programming, advertising, traveling exhibits, etc.</p> <p>2.1.k – Hire interpretive staff to provide on-site and off-site programming.</p> <p>2.1.l – Partner with the Horticulture, Forestry and Environmental Education Division on shared interpretive messages and resources.</p> <p>2.1.m – Sponsor a symposium or summit that draws in outside subject area experts in addition to Parks to highlight archeological and historic structures and their interpretation.</p> <p>2.1.n – Open 8-10 public sites, with associated staff, that best tell Montgomery County’s historic story.</p> <p>2.1.o – Develop interpretive online exhibits.</p> <p>2.1.p – Expand interpretive themes in the Strategic Plan for Cultural Resources by incorporating new research.</p>	
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Strategic Initiative 2.2: Develop and implement interpretive master plans to guide educational and interpretive programs in order to improve the visitors' experience and their understanding and appreciation of Parks' natural resources.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
MC Dept. of Parks – HFEE, PPS, E	<p>2.2.a – Convene a work group of staff, other experts, and stakeholders for a series of facilitated workshops to develop the framework (goals, objectives, Description, evaluations) for a strategic and cutting-edge interpretive plan.</p> <p>2.2.b – Identify interpretive themes that reflect the full spectrum of our county's natural diversity and regional issues.</p> <p>2.2.c – Prioritize park sites for implementation of interpretive messages.</p> <p>2.2.d – Coordinate with other interpretive plans as necessary.</p> <p>2.2.e – Use interpretive themes to develop a strategic marketing plan to reach current and potential audiences.</p> <p>2.2.f – Secure funding and construct high-quality exhibits and displays ensuring resources for periodic renewal.</p> <p>2.2.g – Hire interpretive staff to provide on-site and off-site programming.</p> <p>2.2.h – Expand existing and build new facilities with inclusion of educational opportunities related to sustainability of the facility.</p>	To be developed

Strategic Initiative 2.3: Develop an environmental literacy program for County residents of all ages that develop a fundamental understanding of the systems of the natural world, the relationships and inter-description between the living and non-living environment, and the ability to deal sensibly with complex issues that involve weighing scientific evidence, uncertainty and economic, aesthetic, and ethical considerations.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
<p>MC Dept. of Parks – HFEE, PPS</p>	<p>2.3.a – Define components of environmental literacy that Parks will promote.</p> <p>2.3.b – Create a portal for attracting citizens to explore parks and opportunities to learn about environmental issues, directing them to existing and new programs.</p> <p>2.3.c – Develop environmental literacy training for all Parks staff; developing fluency in core Parks messages.</p> <p>2.3.d – Enable environmental and natural resource staff in the HFEE Division to engage in professional development to increase capacity to communicate Parks’ environmental literacy message to multiple audiences.</p> <p>2.3.e – Identify key partners in Montgomery County with environmental stewardship values that are in alignment with M-NCPPC Department of Parks (i.e., Sierra Club, Audubon Naturalist Society, Croydon Creek Nature Center, and Lathrop E. Smith Environmental Education Center).</p> <p>2.3.f – In coordination with key partners develop environmental education programs that meet Montgomery County Public Schools and State environmental literacy curriculum standards.</p> <p>2.3.g – Create a support system for teachers and administrators to engage in high quality professional development in content knowledge, instructional materials and methodology related to environmental education.</p> <p>2.3.h – In coordination with partners, identify other County sites to deliver environmental education programs to resident of all ages, including recreation centers operated by the Montgomery County Department of Recreation. (Note: Program offerings should be coordinated with the Joint Parks and Recreation Alliance staff work group).</p>	

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLANS

GOAL 3: Enhance health, wellness, and active living in Montgomery County.

Strategic Initiative 3.1: Incorporate concepts of healthy and vital living into all facilities, programs and services throughout the parks and recreation system.

KEY DRIVERS	Action Steps	PROGRAM OUTCOME
Enterprise, PPS & HFEE	<p>3.1.a – Develop a bi-department task force to identify the key concepts of this initiative and research and assess what programs and services are already available in the county. Report this to the Joint Park and Recreation Alliance.</p> <p>3.1.b – Develop a coordinated health, wellness, and active living countywide initiative between the M-NCPPC Department of Parks, Montgomery County Department of Recreation, and key alternative providers to promote facilities and programs available in Montgomery County.</p> <p>3.1.c – Develop a brand identity and marketing campaign for this initiative (coordinate with the marketing goals).</p>	To Be Defined

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLANS

GOAL 4: Proactively market parks and recreation services and facilities and communicate the benefits to the community.

Strategic Initiative 17.1: Develop and implement a countywide strategic marketing and outreach plan to expand awareness and use of programs and services offered.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation	<p>17.1.a – Seek and secure funding in FY13 budget to implement joint marketing and outreach plan.</p> <p>17.2.b – Develop joint RFP to solicit proposals for the development of strategic marketing and outreach plan.</p> <p>17.2.c – Define “lead agency” and issue the RFP.</p>	Complete a countywide strategic marketing and outreach plan by FY15.

Strategic Initiative 17.2: Transition communications from printed to electronic media where feasible.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation	<p>17.2.a – Seek and secure funding in FY12 to hire dedicated staff to manage social media marketing efforts (Twitter, Facebook, YouTube, Flickr)</p> <p>17.2.b – See and secure funding to hire dedicated staff to manage electronic media marketing efforts (social media, e-newsletter, etc.)</p> <p>17.2.c – Enhance parks department website to increase functionality and improve access to information. Launch a micro-site for the Nature Centers. Launch a micro-site for Park Development with a searchable directory of park projects in the design, planning and construction phases.</p> <p>17.2.d – Expand Parks Department use of e-newsletters, text messaging, social media and smart phone applications.</p> <p>17.2.e – Expand Recreation Department use of e-newsletters, text messaging, social media and smart phone applications.</p>	

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLANS

GOAL 5: Effectively communicate with and engage diverse groups.

Strategic Initiative 18.1: Augment staff training in multi-cultural competency and outreach.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
<p>MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation</p>	<p>18.1.a – Identify existing training opportunities for multi-cultural competency and outreach which could include resources of the Gilchrist Center for Cultural Diversity, the County’s Office of Community Partnerships, and the Commission’s Diversity Council.</p> <p>18.1.b – Add multi-cultural competency to Parks In-Service Trainings.</p> <p>18.1.c – Meet with MC OHR to determine the outcomes and needs.</p> <p>18.1.d – Identify and promote opportunities for cultural competency assessment, and set up and conduct training sessions.</p> <p>18.1.e – Review existing non-English language marketing efforts and identify gaps.</p> <p>18.1.f – Identify priority non-English speaking language marketing and outreach and resources to implement.</p> <p>18.1.g – Identify translation needs for public meetings including sign language interpretation.</p>	

Strategic Initiative 18.2: Increase opportunities for engagement with diverse groups and those that serve these populations regarding parks and recreation.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
<p>MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation</p>	<p>18.2.a – Identify and expand targeted promotional opportunities between MC Parks and Montgomery County Department of Recreation.</p> <p>18.2.b – Expand available volunteer opportunities. Look for opportunities that fit with diverse groups and diverse businesses. Identify and train leaders from those diverse groups.</p> <p>18.2.c – Make information about ADA-compliant facilities and programs easily accessible on both websites.</p> <p>18.2.d – Collaborate with the County’s Office of Community Partnerships to identify opportunities to promote parks and recreation programs, activities, and services to targeted populations.</p>	



	<p>18.2.e – Develop programming that celebrates multiculturalism.</p> <p>18.2.f – Develop and implement volunteer program consistent with the recommendations of the management section, Goals 13-16.</p> <p>18.2.g – Create volunteer outreach campaign in all facilities and programs.</p>	
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Strategic Initiative 18.3: Strive to make parks and recreation advisory groups representative of the demographic diversity of Montgomery County (e.g., ethnic, age, physical disabilities, income, etc.).

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation	<p>18.3.a – Develop diverse recruitment and retention campaign for existing recreation advisory boards with goal to attract representatives from all communities.</p> <p>18.3.b – Assess possibility of transitioning current recreation advisory boards to become parks and recreation advisory boards, or evaluate the need for a dedicated parks advisory board as part of the Parks Foundation and establish if deemed appropriate.</p> <p>18.3.c – Develop leadership core of diverse volunteers to reach out to involve all communities.</p>	

Strategic Initiative 18.4: Increase collaboration on community-wide events and festivals.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation	<p>18.4.a – Develop a calendar to promote community events and festivals. Identify opportunities to enhance or expand existing community events and festivals. Create task force to develop countywide protocol to maximize communication and coordination on centralized event calendar.</p> <p>18.4.b – Identify opportunities to enhance or expand existing community events and festivals.</p> <p>18.4.c – Identify opportunities to develop and partner on new community events and festivals.</p> <p>18.4.d – Identify opportunities to involve additional groups or agencies as appropriate.</p>	

MONTGOMERY COUNTY DEPARTMENT OF PARKS ACTION PLANS

GOAL 6: Provide meaningful opportunities for public support, input and engagement.

Strategic Initiative 19.1: Provide a variety of input opportunities on parks and recreation service issues and concerns of Montgomery County.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
<p>MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation</p>	<p>19.1.a – Pilot an online forum or blog for parks and recreation projects. 19.1.b – Look at ways to automate on-line surveying tied to database systems (ParkPASS, RecWeb). 19.1.c – Develop a Standard Operating Procedure for public notification related to master planning or project development. 19.1.d – Create an on-line suggestion box to collect parks and recreation ideas and innovations. 19.1.e – Continue to provide input opportunities for different specialized user groups at various facilities to provide suggestions for addressing improvements, including physical comment boxes. 19.1.f – Promote public attendance and participation at Advisory Boards/Planning Board and all public meetings.</p>	

Strategic Initiative 19.2: Expand volunteer opportunities.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
<p>MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation</p>	<p>19.2.a – Develop fully functioning Volunteer program. 19.2.b – Promote volunteer opportunities through all available methods, including online and promotional signage. 19.2.c – Conduct self-assessment, recruitment, training and evaluation program. 19.2.d – Formalize Friends group program, including development of requirements, policies, and procedures.</p>	



Strategic Initiative 19.3: Conduct a statistically valid countywide survey every five years to determine community interests and needs.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation	<p>19.3.a – Consider investing in a statistically valid community use and satisfaction survey for specific target markets. Consider piggybacking with other departmental surveys.</p> <p>19.3.b – Evaluate opportunities to gather satisfaction and use data through existing survey opportunities (PROS, Census, etc.).</p> <p>19.3.c – Conduct a statistically valid survey focused on the collection of customer and non-customer needs, usage trends, and satisfaction levels.</p>	

Strategic Initiative 19.4: Leverage relationships with existing “Friends Groups,” staff, and volunteers to promote parks and recreation.

KEY DRIVERS	ACTION STEPS	PROGRAM OUTCOME
MC Parks – Public Affairs and Community Partners and Montgomery County Department of Recreation	<p>19.4.a – Expand existing communication (e.g., place parks and recreation information in existing groups’ newsletters and on websites).</p> <p>19.4.b – Develop training program for outreach.</p> <p>19.4.c – Expand existing communication venues with newsletters, websites and networks managed by Friends Groups to promote awareness of and participation in programming.</p> <p>19.4.d – Work with Montgomery Parks Foundation to identify opportunities for communication on parks activities and benefits to supporters/donors/members.</p>	To be developed.

**MONTGOMERY COUNTY DEPARTMENT OF PARKS
PROGRAMMING DIVISIONS ACTION PLANS**

Strategic Initiative: Promote awareness, appreciation, and understanding of Montgomery County’s Historical resources.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Cultural Resource Stewardship	<ul style="list-style-type: none"> • Open 8-10 public sites, with associated staff, that best tell Montgomery County’s historic story. • Prioritize Parks sites for exhibits and/or signage. • Partner with the Horticulture, Forestry and Environmental Education Division on shared interpretive messages and resources. • Utilize volunteers and grants and partner with other agencies or jurisdictions to interpret sites. • Develop a strategic marketing plan in coordination with the agency marketing plan. 	
Strategic Initiative: Identify, stabilize, preserve, maintain, and interpret historic and archaeological Resources on parkland.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Cultural Resource Stewardship	<ul style="list-style-type: none"> • Implement existing plan <i>From Artifact to Attraction: A Strategic Plan for Cultural Resources in Parks</i> and use the <i>Asset Inventory</i> to prioritize the restoration and interpretation of the highest value historic and archaeological resources in parks. • Divest resources that do not qualify as significant on the Cultural Resources Asset Inventory and resist acquisitions of parkland that come with historic buildings without a maintenance endowment. • Make archaeological investigation an integral component of park development and interpretation. • Seek to identify adequate capital and maintenance funding to ensure the preservation of historic structures. • Use available training programs, including webinars, to train Parks staff and volunteers in preservation and archaeology practices and regulations on an approved schedule. • Explore funding options for a preservation architect and general contractor specializing in historic structures to enable the rehabilitation of failing historic structures in parks. 	



Strategic Initiative: We are committed to a working partnership with the community in our stewardship of Montgomery County’s rich archeological heritage.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Archeology	<ul style="list-style-type: none"> • Identify and define our community and sphere of influence. • Survey program participants and potential participants to ascertain participant satisfaction, use of services and programs. • Recommendations for future programs. • Aggressively market education programs and special events. 	

Strategic Initiative: It is our goal to identify, preserve, and interpret the non-renewable archaeological resources of Montgomery County by providing a broad variety of programs to meet the needs and interests of a diverse community.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Archeology	<ul style="list-style-type: none"> • Develop and implement a strategic plan for educational programming that addresses community demographic, ethnic, and cultural diversity. • Develop special programs that capitalize on the Archaeology Program’s uniqueness. 	

Strategic Initiative: We are committed to provide the highest standards of professionalism and ethics in our archaeological resource programs and services.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Archeology	<ul style="list-style-type: none"> • Provide qualified and experienced staff for programs. • Provide enriching learning experiences for Montgomery County residents. • Ensure the public and community faith in our stewardship of archaeological resources which are “held in trust”. 	

Strategic Initiative:
Mission: Provide safe and affordable facilities and programs to enhance the park experience.
Program Description: The Enterprise Division is committed to providing safe and recreational experiences to meet the needs of our citizens. Some facilities and programs offered by the division provide a more exclusive and individual benefit to the users; such as, ice rinks, tennis, event centers, and selected Regional park facilities (boating, camping, miniature golf, splash park, Wheaton Sports Pavilion, driving range, miniature trains, carousel, and Olney Manor Skate park). For use of these facilities, a user fee is charged. In order for the division’s facilities to be operationally sustainable, they need to collectively cover six types of costs through operating revenues: (1) operating costs, (2) overhead costs (chargebacks and central administrative costs), (3) ongoing maintenance and renovations costs, (4) reserve fund costs, (5) existing debt service costs and (6) Capital Improvement Projects.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Enterprise Facilities	<ul style="list-style-type: none"> • Provide the best park experience possible. • Achieve an appropriate balance among cost and public service objectives. 	



	<ul style="list-style-type: none"> • Develop new programs and expand existing programs to increase participation and operating profit while meeting the current and future demands of the public. • Position the division facilities so that they are operationally sustainable and meeting the demands of the public. • Plan for new facilities to meet public demand. 	
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Strategic Initiative: Provide instructional and skill development classes and programs which meet the recreational needs and interests of a diverse community.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Enterprise Facilities	<ul style="list-style-type: none"> • Survey participants to anticipate future program and amenity needs and desires. • Programs will be enhanced or expanded based on survey findings. • Ensure balanced offering of programs year round. • Expand recreational opportunities. • Assess the current service delivery system to ensure participant's needs are being met and implement changes: (1) personnel, (2) resources, and (3) marketing. 	

Strategic Initiative: Provide programs and services which facilitate the development of health, wellness, and active living.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Enterprise Facilities	<ul style="list-style-type: none"> • Develop evaluation forms to track participants' progress in activities and programs. • Implement the expansion on programs and services due to increased participation. 	

Strategic Initiative: Establish and maintain safety and maintenance plans to ensure facilities and programs are safe.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Enterprise Facilities	<ul style="list-style-type: none"> • Increase training opportunities for staff (Examples include: equipment/ice/court maintenance, hazmat, blood-borne pathogens, Youth Camp Standards, AED, etc.). • Hold regular facility safety inspections. • Ensure facility maintenance is being done on a regular basis and document it. • Ensure emergency preparedness plans are updated and practiced. 	



Strategic Initiative: Establish short- and long-term facility improvement plans.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Enterprise Facilities	<ul style="list-style-type: none"> • Develop and implement a facility audit process. • Conduct ongoing assessments of current and future facility needs based on utilization. • Establish a life cycle repair and replacement plan. • Submit proposed plan to the Capital Improvement Plan process. 	
Strategic Initiative: Establish facilities to be operationally sustainable.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Enterprise Facilities	<ul style="list-style-type: none"> • Implement business plans to ensure all costs are covered through incoming revenues. • Assess program/class offerings for optimum facility usage. 	
<p>Strategic Initiative: Brookside Gardens encourages environmental awareness by providing opportunities for outdoor experiences in the Gardens, through adult and children’s educational programs and an active green committee that promotes sustainability throughout the Gardens.</p> <p>Mission Statement: Brookside Gardens is an extraordinary and inspiring cultivated landscape. Through beautifully designed gardens, diverse learning opportunities, and an engaging staff, we motivate our visitors to take action in their own lives and landscapes to appreciate and care for the plants around them.</p> <p>Vision Statement: Brookside Gardens, as a cultivated landscape and key element of Montgomery County Parks, envisions a community that respects the natural world, looks to nature for inspiration, and takes action to balance a healthy, beautiful environment with the needs of current and future generations.</p> <p>Core Values: Brookside Gardens is committed to a crucial set of core values as we strive to meet our mission.</p> <ul style="list-style-type: none"> • Quality and innovation in plants, displays, and programming. • Ethical practices that are socially, financially, and environmentally responsible. • Safety and accessibility for all visitors. • Serenity and inspiration through this special place. • Collaboration with our partners to meet mutual goals. • Variety of offerings to welcome all of our visiting community. 		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Brookside and McCrillis Gardens	<ul style="list-style-type: none"> • We will lead the effort within Montgomery County to foster environmentally literate residents who are lifelong stewards of the environment, to benefit our community. • We will expand the Gardens’ Environmental Literacy program for elementary and middle school students meeting Montgomery County Public Schools and state environmental literacy and plant science curriculum standards. • We will promote workforce development and career opportunities in horticulture and related environmental fields. 	



<p>Strategic Initiative: Brookside Gardens seeks to improve and broaden our educational and marketing outreach in order to attract a larger, more diverse audience and enhance public awareness and support for environmental issues in a way that reflects our mission, vision, and strategic plan.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Brookside and McCrillis Gardens	<ul style="list-style-type: none"> • Proactively market Brookside Gardens’ services and facilities and communicate the benefits to the community. • Ensure that our programs are relevant, responsive, and engaging to broad audiences. • Build a strong group of advocates and supporters for the Gardens. 	
<p>Strategic Initiative: As part of our organizational culture, we strive to lessen the negative impact we have on the environment through sustainable practices in horticulture and all aspects of our business practices and facility management. We seek to internalize this commitment by improving our operations, informing the community about our actions, and seeking recognition to become a model and resource for the community.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Brookside and McCrillis Gardens	<ul style="list-style-type: none"> • We will improve the sustainability of Brookside Gardens operations. • We will create a culture in our community that embraces sustainable practices. • We will obtain accreditations that recognize our achievements. 	
<p>Strategic Initiative: We use technology in a variety of ways to enhance operations, support staff, volunteers and visitors, and provide a dynamic visitor experience. Despite these uses, there are many other applications we should pursue to help communicate with the public, streamline operations, and support the visitor experience and our educational initiatives.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Brookside and McCrillis Gardens	<ul style="list-style-type: none"> • We will broaden the scope of our web-based communications to reach a wider, more diverse audience. • We will actively research, evaluate and adopt new technologies to enhance and streamline our operations. • We will provide a welcoming, engaging, responsive and user-friendly visitor experience through appropriate use of technology. 	



<p>Strategic Initiative: The Volunteer Program supports existing and evolving Brookside Gardens' initiatives and programs, while integrating with all aspects of the Gardens' operations.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Brookside and McCrillis Gardens	<ul style="list-style-type: none"> • We will manage the volunteer program using best management practices, as defined by national organizations. • We will identify methods of promoting the volunteer program, both internally and externally. 	
<p>Strategic Initiative: Offer a wide range of interpretive programs and special events in natural and cultural resources for all audiences. Mission: The mission of Montgomery Parks Nature Centers is: Discovering our natural heritage, connecting people and parks, and protecting through stewardship. Program Description: The four Montgomery Parks Nature Centers strive to establish a caring relationship between visitors and our resources by provoking understanding and appreciation. Interpretive services offer opportunities for visitors to make connections to the resources of our nature centers, parks, and surroundings.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Nature Centers	<ul style="list-style-type: none"> • Implement the interpretive master plan for programming and special events that capitalizes on our unique natural and cultural resources and that address changing community demographics and community needs, as well as cultural and ethnic diversity. • Interpret the natural and cultural resources under our care through hands-on experiences, and inspire appreciation and responsibility for these resources. • Support the Montgomery County public and private schools environmental literacy graduation requirements through student experiences, teacher training and green school certification. • Continue to offer and create outdoor play and learning spaces to get children outdoors, connecting to and supporting initiatives, such as "Leave No Child Inside." • Educate the public about the many benefits of the natural environment through volunteer opportunities as individuals, groups, and student service-learning projects that have a positive impact on the local environment. • Market our natural and cultural interpretation programs and facilities to diverse groups and individuals. 	



<p>Strategic Initiative: Provide safe, accessible and welcoming nature program facilities where a variety of programs are available to a diverse population.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Nature Centers	<ul style="list-style-type: none"> • Provide access to varying habitats and trail systems for interpretive and educational experiences. • Continue to upgrade and update facilities and exhibits to enhance learning and appreciation of our natural and cultural – to function as a community destination. • Incorporate new technologies to increase customer service and public awareness of environmental issues, naturally and culturally significant areas. 	
<p>Strategic Initiative: Increase awareness of Parks facilities, programs and services among residents, visitors and County leaders.</p> <p>Goals:</p> <ul style="list-style-type: none"> • Increase use of Park facilities and participation in Park programs and activities by Montgomery County residents and visitors; and • Increase public understanding of the value and benefit of the natural and cultural resources stewardship provided by Parks. <p>Program Description: Marketing and public affairs efforts help inform the public about Montgomery County Parks facilities, programs, services, and initiatives. Marketing and public affairs helps increase awareness, use and understanding regarding Montgomery County Parks, and assists in developing engaged, supportive residents and customers. Marketing and public affairs projects include development and implementation of marketing plans, and the development and use of branding/graphic/signage standards, and the development and distribution of media relations efforts, social media, e-mail marketing, advertisements, and publications.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Public Affairs and Marketing	<p>FY14</p> <ul style="list-style-type: none"> • Develop and implement coordinated Department-wide and facility/program-based marketing plans and campaigns. • Through coordinated media relations efforts, support awareness of major campaigns, Department initiatives and facilities/programs with low awareness. • Develop an integrated, Department-wide e-marketing strategy and program, including a consolidated monthly subscription-based e-newsletter and social media presence. • Develop search engine advertising campaigns to increase awareness of Park programs and facilities among residents. 	



Strategic Initiative: Ensure quick and easy access to the latest information about Park facilities, programs and activities and park projects/initiatives.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Public Affairs and Marketing	FY14 <ul style="list-style-type: none">• Redevelop MontgomeryParks.org to create a more user-friendly, interactive, data-driven and ADA-compliant and mobile-enabled website.• Produce and expand distribution of brochures, one Department-wide Program Guide, annual summer camp GUIDE, and other publications.	
Strategic Initiative: Establish standards for strategic, coordinated, user-oriented communications.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Public Affairs and Marketing	FY14 <ul style="list-style-type: none">• Ensure consistency in graphic design and messaging and compliance with ADA standards through development of Commission-wide and Department-wide branding standards manuals.• Create/Update a Department-wide signage manual. FY15 <ul style="list-style-type: none">• Train staff on graphic design/branding/signage standards and how to utilize them.	

Strategic Initiative: Increase capacity and coordination of Department’s customer-service program.
Goals: Maintain a high level of customer service delivery for Montgomery Parks’ patrons and customers.
Program Description: Public information and customer service includes the intake and response to customer inquiries, issues and service requests, coordination and involvement in the resolution of customer service issues, and development and maintenance of information about the Department, facilities, programs, services and projects to inform outreach and communication with customers. Customers and residents are the life-blood of the Department. Each experience that customers and residents have when they visit parks, participate in programs, visit or call a facility, or request information from the Department shapes their attitudes toward the Department, and their willingness to advocate on the Department’s behalf. What’s more, customers are integral to marketing efforts; ensuring they have a positive experience can increase the Department’s marketing and outreach efforts exponentially. This section includes customer service initiatives that will support the goals and objectives outlined in this plan.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Public Information & Customer Service	<p>FY14</p> <ul style="list-style-type: none"> • Develop customized customer-service training for all front-line staff. • Develop a customized customer relationship management system to coordinate intake and response to customer service inquiries, issues, and service requests. • Cross-train existing customer service staff responsible for response to general customer service inquiries and service requests. <p>FY15</p> <ul style="list-style-type: none"> • Request additional staff to assist with response to customer service inquiries and service requests. 	

Strategic Initiative: Maintain an open channel of communication with the public and address “hot topics.”

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Public Information & Customer Service	<p>FY14</p> <ul style="list-style-type: none"> • Revamp and promote customer feedback program to increase survey response. • Assist program/facility staff in developing specialized surveys to provide feedback on existing and new programs/services. • Collect and analyze customer feedback and support recommendations for new programs and services. 	



Strategic Initiative: Enhance public participation opportunities related to park and facility planning and development, programming, and upcoming leases or licenses.

Goals: Engage and obtain input from the community, inform customers and community members about facilities, programs, services, projects, and increase understanding and advocacy for Parks-related issues among Montgomery County residents, leaders, and elected officials.

Program Description: Community outreach includes cooperation with associations and organizations, participation in community events, ongoing contact with community leaders and elected officials, public meetings and hearings, and opportunities to provide input/feedback regarding park facilities, programs, services, and projects. Increasing public participation in the Department is critical to ensuring that the Department is meeting the needs of residents and creating parks, facilities, programs and policies that encourage use/participation. Increasing public outreach and participation is also critical to creating an informed, engaged public that is supportive of parks and will advocate for them.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Community Relations	FY14 <ul style="list-style-type: none"> • Develop outreach manual for public participation related to park and facility planning and development projects, public-private partnerships, property management leases, etc. • Develop interactive tools to engage and educate the public (e.g. online interactive voting tools). 	

Strategic Initiative: Expand the Department’s public outreach capacity and ensure coordinated outreach efforts.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Community Relations	FY14 <ul style="list-style-type: none"> • Develop coordinated approach to public outreach regarding including development of outreach tools. • Increase public outreach capacity by requesting a full-time career staff person to coordinate and manage Department outreach efforts. 	

Strategic Initiative: Establish and develop relationships with community organizations, county departments, and agencies.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Community Relations	FY15 <ul style="list-style-type: none"> • Maintain up-to-date contact/ mailing lists for Homeowners and Civic Associations. • Develop a speaker’s bureau and market to community organizations to encourage relationship building and awareness. 	

Strategic Initiative: Create and develop volunteer programs using Best Management Practices (BMPs) of Volunteer Management.

Mission: Increase the capacity of Montgomery Parks to achieve its mission, goals and objectives through the effective utilization of community volunteers.

Program Description: The productive utilization of volunteers requires a planned and organized effort. Designated staffs throughout the Department are assigned to volunteer program management and/or to supervise volunteers as part of their job functions. A Volunteer Services Office provides a central coordinating point for effective volunteer management throughout the Department, and provides guidance and support for volunteer job/role development, recruitment, selection, screening, training, recognition, tracking and evaluation for new and established volunteer programs.

Program Goals:

- Increase volunteer involvement in parks.
- Increase effectiveness of volunteerism in parks.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Volunteer Engagement	<ul style="list-style-type: none"> • Ongoing: Include consideration of volunteerism within strategic planning efforts. <p>FY14</p> <ul style="list-style-type: none"> • Conduct needs assessments and evaluation potential for volunteerism within park programs. • Review effectiveness of volunteer management/recruitment database. Maintain a web accessible real time listing recruitment of volunteer opportunities. <p>FY15</p> <ul style="list-style-type: none"> • Update the strategic plan for Volunteerism in Parks. <p>FY16</p> <ul style="list-style-type: none"> • Update Staff Guide for Utilization of Volunteers in Parks. 	

Strategic Initiative: Provide meaningful volunteer opportunities and training programs for citizens and staff which positively enhance the volunteer experience. Develop and promote positive partnerships with our citizens, communities, businesses, and organization.

KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Volunteer Engagement	<p>FY14</p> <ul style="list-style-type: none"> • Integrate Maryland Master Naturalist program into Department. <p>FY15</p> <ul style="list-style-type: none"> • Develop and launch Stream Striders volunteer program. • Review and update volunteer training modules (online and other). <p>FY16</p> <ul style="list-style-type: none"> • Develop volunteer satisfaction/feedback mechanism. 	



Strategic Initiative: Measure and communicate outcomes of volunteer engagement.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Volunteer Engagement	<p>FY14</p> <ul style="list-style-type: none"> • Identify key outputs of volunteer activity. • Develop surveys to capture specific data inputs. <p>FY15</p> <ul style="list-style-type: none"> • Standardize reports and analyze data to evaluate volunteer program effectiveness and identify possible management improvements. <p>FY16</p> <ul style="list-style-type: none"> • Review current cost recovery models for volunteerism and analyze Return On Investment (ROI) for volunteer programs. 	
<p>Strategic Initiative: Increase awareness and use of new/renovated facilities and parks</p> <p>Goal: Provide a wide variety of events and community services which facilitate personal growth (physical and intellectual), community involvement and multi-cultural education.</p> <p>Program Description: Montgomery County residents have indicated that they like to attend events and festivals; what’s more, events provide a great opportunity to invite new visitors to parks, facilities and programs, to bring communities together, and to develop relationships and networks among community members and Department staff.</p>		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Seasonal Events and Community Services	<p>FY14</p> <ul style="list-style-type: none"> • Plan and promote park and facility groundbreaking, opening, and dedication events. • Participate in existing special events taking place on park land. 	
Strategic Initiative: Develop and promote seasonal and community events that enable participants in to enjoy one or more of the following benefits.		
KEY DRIVER	ACTION STEPS	PROGRAM OUTCOME
Seasonal Events and Community Services	<ul style="list-style-type: none"> • Increased physical health and well-being. • Increased personal and family enjoyment. • Enhanced quality of life through community participation and group interaction. • Increased cultural awareness. • Increased awareness and enjoyment of the County’s facilities, programs and resources. • Increased social, recreational, and developmental growth. • Access to a diverse array of free and /or competitively priced high-quality programs. 	

SOME OF THE PROGRAMS OFFERED:

RECREATIONAL	ENVIRONMENTAL & EDUCATIONAL	CULTURAL & HISTORICAL	COMMUNITY SERVICES
"Garden of Lights" at Brookside Gardens	"Green Matters" Symposium	Black History Month Celebrations Maryland Emancipation Day Celebrations	Community Day with Whole Foods to support Community Gardens
Little Bennett Campground "Camperoo!"	"Trees Matter" Symposium	Montgomery County Heritage Days	"Park Play Days" at Wheaton and Cabin John Ice, "Tennis & So Much More" Days and "Tennis Boot (Camp) Days" at Pauline Betz Addie and Wheaton Indoor Tennis (on MCPS days off).
Special Events at Cabin John and Wheaton Ice Arena (Special skating events for Halloween, Veteran's Day, Father's Day, Mothers' Day; Keep Your Neighbor's Warm skates, annual skating exhibitions, Hockey Across America Events)	"Wings of Fancy" Live Butterfly and Caterpillar Exhibit	Underground Railroad Experience Trail Hikes	Skate for your School" program (school fundraising events at Wheaton Ice Arena).
Special events at South Germantown Recreational Park (July 4 th Mini-Golf Splash-a-Thon; Nike Demo Days)	Children's Day	Josiah Henson African American Museum and Park Guided Tours	Weed Warrior Clean-up events at Montgomery County trails and parks.

SOME OF THE PROGRAMS OFFERED:

RECREATIONAL	ENVIRONMENTAL & EDUCATIONAL	CULTURAL & HISTORICAL	COMMUNITY SERVICES
<p>Special events at Pauline Betz Addie Tennis Center and Wheaton Indoor Tennis</p>	<p>Annual Events and Programs at Montgomery Parks Nature Centers (Black Hill, Brookside, Locust Grove and Meadowside)</p> <ul style="list-style-type: none"> • Fall Apple Festivals • Winter Solstice Festivals • Champion Tree Tours • Pawpaw Festival • Maple Sugar Festival • Monarch Fiesta Day • Bluebirds Forever Festival • Arbor Day • Astronomy Day • Earth Day Festivals • “Wild Montgomery” events (free hikes and outdoor activities) 	<p>Oakley Cabin African American Museum and Park Guided Tours</p>	<p>“National Night Out” Park Police events.</p>
<p>Open Houses at Montgomery Parks Event Centers</p>	<p>Archaeology Programs</p> <ul style="list-style-type: none"> • Family Archaeology Day • Summer Camps 	<p>Kingsley Schoolhouse Guided Tours and Open Houses.</p>	<p>Winter clothing drives at “Keep Your Neighbors Warm” Ice Skating Event (Cabin John & Wheaton Ice) .</p>
		<p>Annual Agricultural History Farm Park Special Events: Gas & Steam Engine Show Blacksmiths & Friends Christmas on the Farm Bluegrass on the Farm Harvest Festival Blacksmiths & Friends Traditional Arts Show</p>	<p>Canned Food Drive at Halloween Train Events (Cabin John & Wheaton Regional Parks).</p>



MISSION

Community Partnerships in the M-NCPPC Montgomery County Parks serve to enhance the Park System by facilitating partnerships with private non-profit and for-profit entities that construct facilities and/or provide recreational programs that are consistent with the mission of Montgomery County Parks and respond to public need. The Partnerships program enhances parks by facilitating park development with cash and in-kind support from non-tax supported sources.

PROGRAM DESCRIPTION

The Partnerships program is responsible for the solicitation of partnerships (through RFPs or REOIs) when a facility or program identified in the planning process requires non-taxpayer funding for completion. The program also oversees the effective processing of unsolicited proposals for partnerships. Emphasis is placed on recreational facilities and programs as is evident from the examples provided below. The Partnership program currently manages 24 partnerships including:

- Tennisplex
- Soccerplex
- Three (3) recreation programs serving disabled children and adults
- Five (5) baseball leagues/clubs
- Outdoor reaction (zip line) facility
- Five (5) equestrian centers
- Dry land diving training facility
- Two (2) museums
- Wildlife rehabilitation facility
- Arts studio and program

An unsolicited proposal for an indoor sports complex is currently in the second stage of review. The proposal includes the construction of a \$6 million facility borne by the partner and the operation of a multi-disciplinary sports and fitness facility.

KEY DRIVER	ACTIONS STEPS	PROGRAM OUTCOME
Partnerships	<p>FY15: Collaborate with the Park Planning and Stewardship Division to add identification of potential partnership opportunities to park planning process.</p> <p>FY15: Collaborate with Management Services Division to review FY15 budget requests and identify potential partnership opportunities.</p>	<p>Increase the number of directed (solicited) partnerships by integrating the identification of potential partnerships in the planning and budgeting processes within the Department of Parks.</p>
	<p>FY15: Improve established step-by-step review process and timeline for unsolicited proposal review</p>	<p>Streamline the process by which unsolicited proposals are reviewed so as to manage staff and prospective partner time investment, manage expectations, and fully vet proposals that appear promising.</p>
	<p>FY15: Research/inventory long term capital requirements and their associated costs and integrate these expenses into the CIP and other funding programs.</p>	<p>Manage long term capital costs of partnerships by anticipating capital improvement needs and clearly identifying relative responsibilities for meeting those needs.</p>
	<p>FY15: Conduct regular briefings of staff (and in-service training) and Planning Board on existing and prospective partnership, their contribution to the Parks system, and the management of partner relationships.</p> <p>FY15: Develop process for quantifying the added value of recreational programs and facilities provided via partnerships.</p>	<p>Continue and expand internal training and education to keep staff and leadership informed of existing partnerships, their importance, cost-benefits, and the elements of sustaining these relationships.</p>
	<p>FY15: Include revisions of the on-line application process in the overall planning for web-based services of Montgomery Parks.</p> <p>FY15: Maintain and expand functionality of partnerships database and management systems.</p>	<p>Continue to improve the efficiency of the partnership proposal administration process by improving web-based services and internal review procedures.</p>



	<p>FY15: Continue and expand regular meetings between Partnership and Property Management staff.</p> <p>FY15: Conduct joint briefings on Partnerships and Property Management to the Montgomery County Planning Board.</p>	<p>Continue to improve working relationships between Partnership program and Property Management (legal agreement administration) offices.</p>
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Montgomery County:

For the past two years, Montgomery County Parks has been committed to a more systematic linkage between its strategic plan, *Vision 2030*, and performance measurement and the budget. It presents a core business model for Montgomery County Parks with defined cost recovery goals for each classification category. In addition, this cost recovery philosophy has since been integrated into pricing policies to establish a framework that focuses on greater financial sustainability.

Program Budget & Cost Recovery Overview


Through the *Vision 2030* initiative, Parks staff committed to develop a resource allocation strategy based on an in-depth analysis of all services offered by Montgomery County Parks. Among other things, this process allowed us to work with our stakeholders to identify which services should be fully or partly tax-supported and which should be able to recover all or a portion of their costs through fees, charges or donations, enabling Parks to more effectively determine the priorities for our scarce resources.

For the FY13 budget, the Department replaced the former program budget data with cost recovery data for each program element. The Department will align the program elements with applicable services to provide cost recovery data. The program indicators and performance measures will continue to be captured for the program elements.

For the cost recovery data for Park Fund services, the Department will determine the direct costs associated with the day-to-day operations. Direct costs are all specific and identifiable costs associated with providing a service or program. Many of these expenditures are tracked through our sub-systems like SmartParks. For Enterprise Fund services, both direct and indirect costs will be identified.

The program elements also include indirect costs. These costs would exist without any of the specific programs and include support from Park Police, Park Planning and Stewardship (PPS), Facilities Management (FM), Management Services (MS), Public Affairs and Community Partnerships (PACP), and the Director's Office. These costs will not be included in the cost-recovery data for Park Fund services this year; however, they may be distributed by programs once the Commission implements the new Enterprise Resource Planning system (ERP).

The Department will continue to provide program indicators and performance measures for each program element. These indicators help the Department focus on achieving identifiable service goals. Most of the data for these indicators also comes from SmartParks. The next generation of SmartParks entails implementation of a new Enterprise Asset Management (EAM) system that will allow the Department to enhance data gathering to continue improving the meaningfulness of the performance measures.



By including the cost-recovery process in the Department's FY13 program budget, we were better able to align our work program elements and more efficiently measures the following:

- Do the services we provide align with our values, vision, and mission?
- Does the Department utilize our resources responsibly, attempt to collaborate with other entities with similar missions, and make efforts to minimize duplication of services where appropriate?
- Are we utilizing funding in a responsible manner and maintaining a high-level of governmental accountability?
- Are the Department's services priced to allow for reasonable public access while competing fairly in the market?

This is the first year of preparing cost-recovery data. Some services more readily lend themselves to calculating cost-recovery information. We focused our efforts this year on those services as we are learning how to best use this information. We will continue to refine our data collection processes throughout the upcoming year to capture cost-recovery information on a greater number of services.

Consensus Pyramid (including Cost Recovery Targets) and Definition of Costs

Staff created consensus pyramids for the Park Fund and the Enterprise Fund and vetted them through a public process. The target cost-recovery percentages were established based on current cost recovery when all direct (and indirect costs for the Enterprise Fund) were allocated, and with the goal of increasing cost-recovery for the Department.

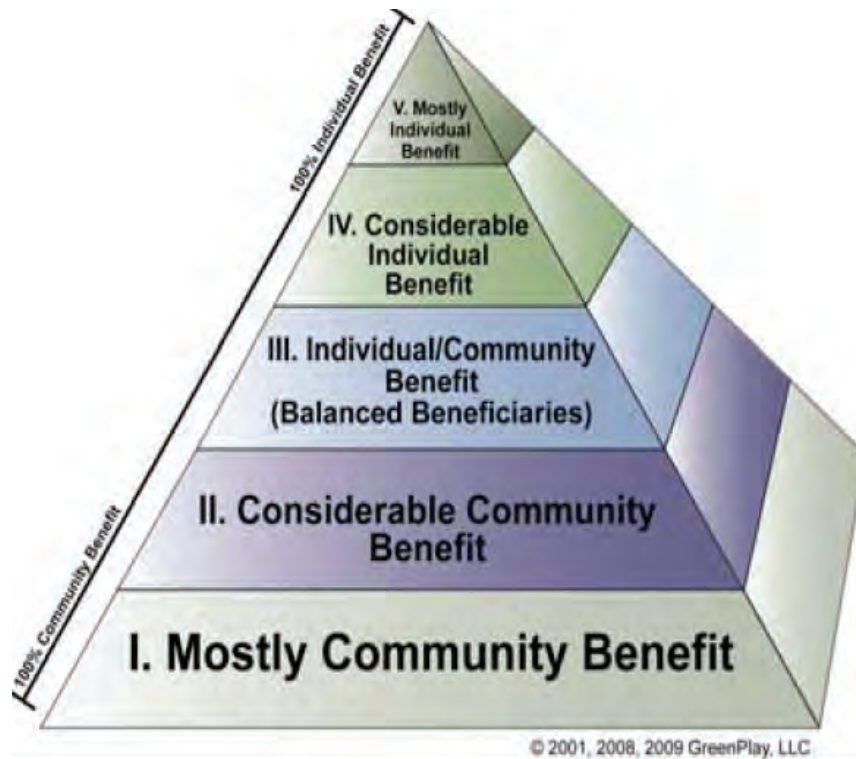
Direct costs include all the specific, identifiable expenses (fixed and variable) associated with providing a service, or operating and maintaining a facility, space, or program. These expenses would not exist without the program or service.

Departmental administration or indirect costs encompass the remaining overhead (fixed and variable) not identified as direct costs. These indirect costs would exist without any one specific service. Indirect costs are intended to be well managed and covered by the taxpayer investment.

The Minimum Cost Recovery Percentages were established by analyzing to which category or categories of service the majority of resources were allocated by each tier or level, coupled with typically current cost recovery based on the definitions of direct and indirect costs. The Minimum Cost Recovery Percentages are only attempting to recover direct cost of service provision, not all costs, or fully-loaded (direct and indirect) costs.

The pyramid is divided into five levels. Conceptually, the base level is the foundation of the pyramid and represents the core mission of the park system. The Parks work program is built with a broad supporting base of core services, enhanced with more specialized services as resources allow. The five levels are outlined below.

Pyramid



Level I. – Mostly Community Benefit


The foundational level is the largest and includes those services, programs, and facilities which mostly benefit the community as a whole. These services may increase property values, provide safety, address social needs, and enhance the quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee.

Level II. – Considerable Community Benefit

The second and smaller level of the pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These costs are primarily covered by tax support to account for the considerable community benefit with a portion of the costs covered by participant fees to account for the individual benefit received by the service.

Level III. – Balanced Individual/Community Benefit

The middle level of the pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced benefits and the participant fees should recover a higher percentage of the costs than those services that fall in lower pyramid levels.



Level IV. – Considerable Individual Benefit

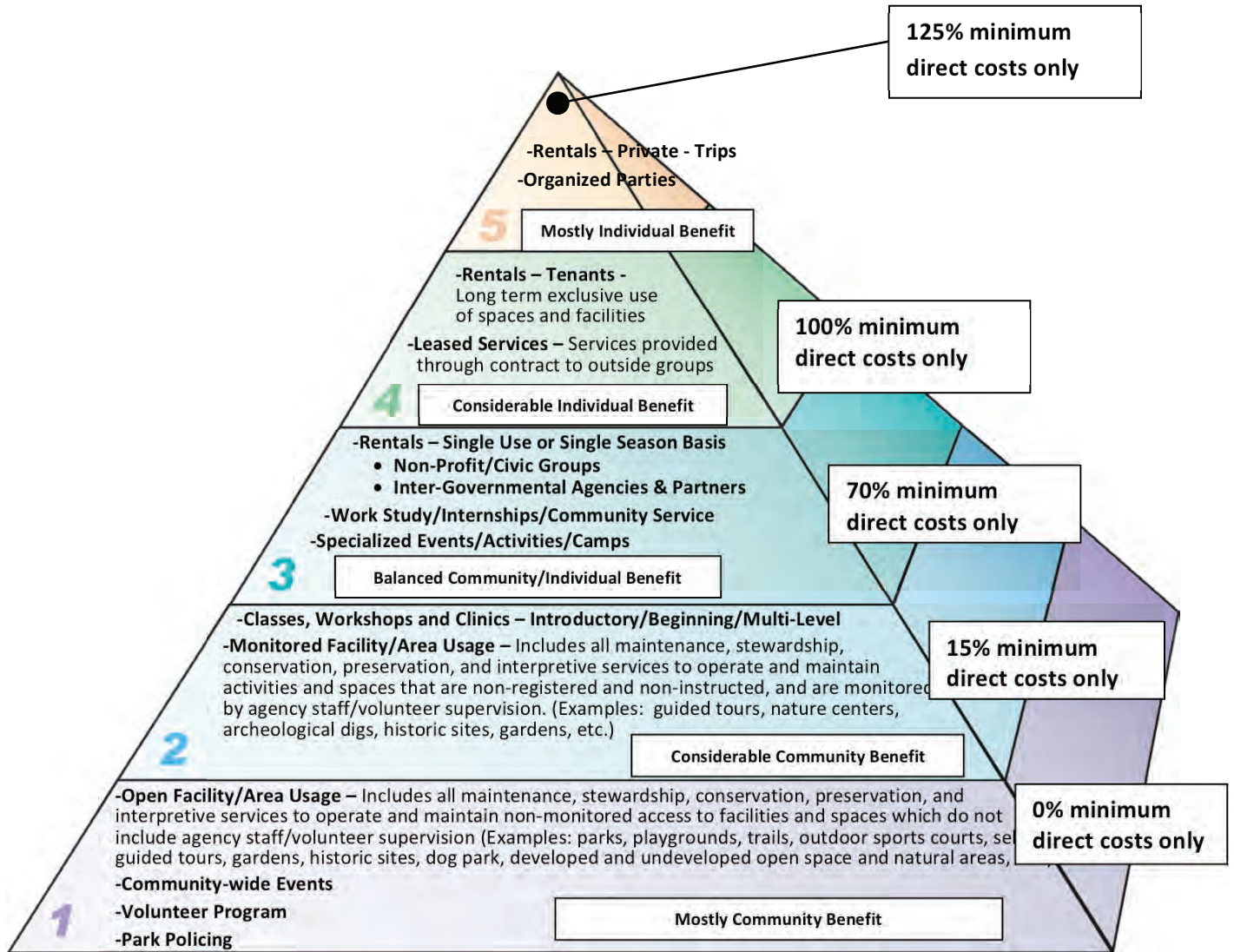
This level of the pyramid represents specialized services general for specific groups and those with or may have a competitive focus. Services in this level may be priced to recover full costs.

Level V. – Mostly Individual Benefit

At the top of the pyramid, this smallest level represents services which have a profit center potential, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage.

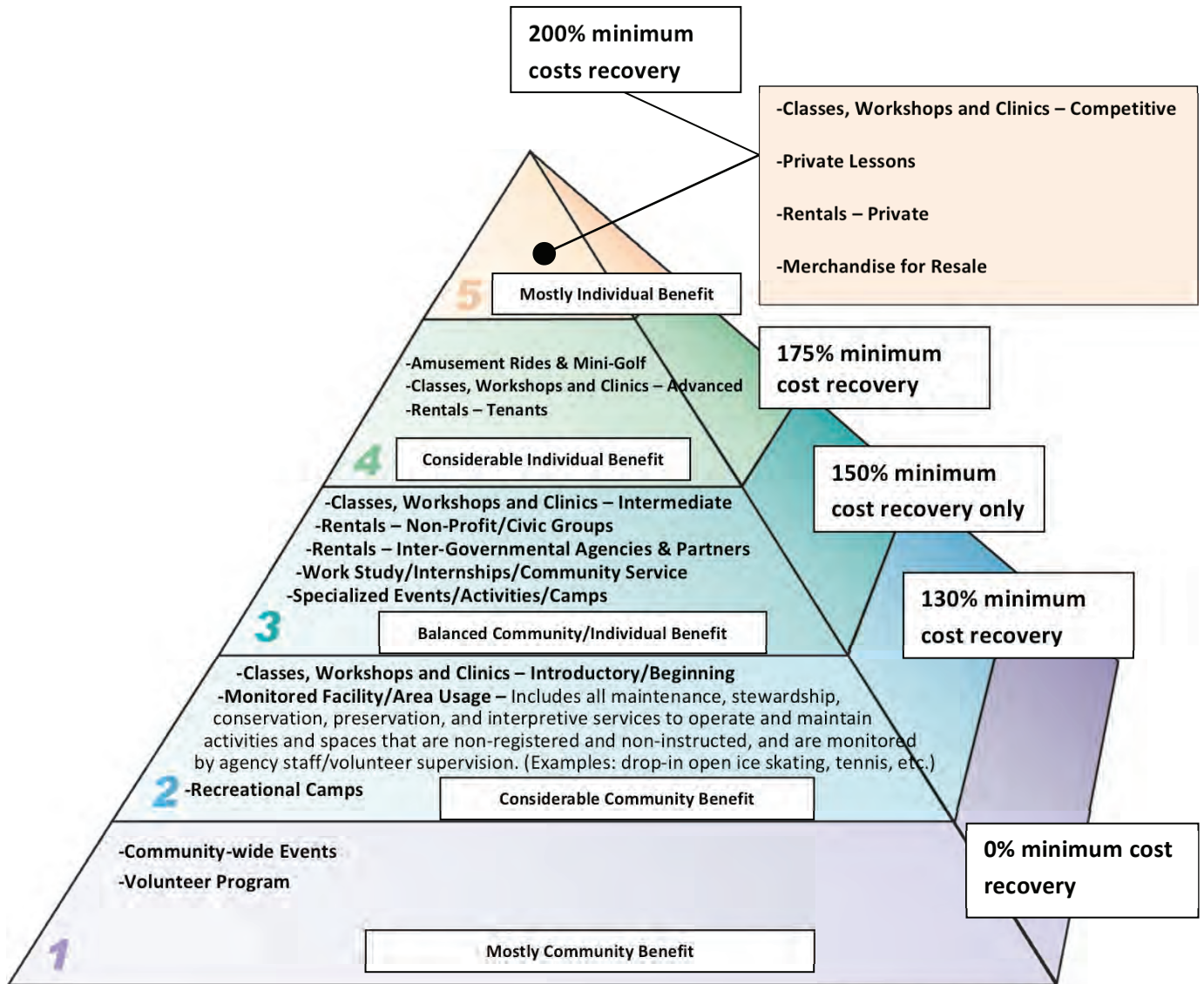
The Park Fund and Enterprise Fund Cost Recovery Pyramids are shown below.

Park Fund Cost Recovery Pyramid



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Enterprise Fund Cost Recovery Pyramid



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MONTGOMERY PARKS – CATEGORIES OF SERVICE

Service Category Definition	Pyramid Level (updated 7/23/13)	Minimum Cost Recovery %		Examples of Services
		Park Fund	Enterprise Fund	
<u>Concession and Vending</u> Food and beverage sold for individual use or consumption.	<u>Level 5</u> Mostly Individual Benefit		200%	Ice Rink Snack Bar
<u>Merchandise for Resale</u> Merchandise sold for individual or team use or consumption.	<u>Level 5</u> Mostly Individual Benefit	125%	200%	Ice Rink Pro Shop Indoor Tennis Pro Shop Brookside Gardens Gift Shop Cultural Resources Books
<u>Amusements / Rides and Mini Golf</u>	<u>Level 4</u> Considerable Individual Benefit		175%	Train Carousel Mini-Golf
<u>Classes, Workshops and Clinics – Introductory / Beginning / Multi-Level</u> Entry level group recreational and/or instructional programs and activities for all ages together, such as family activities; for a specific age such as tots, youth, adults or seniors; or those activities with no age specifications, including educational classes and athletics operated, taught or managed by the department through a contract or staff. No pre-requisite for attendance.	<u>Level 2</u> Considerable Community Benefit	15%	130%	Interpretive Program – CR Brookside Gardens – Child Prog Brookside Gardens – Adult Prog Brookside Gardens – School Group Nature Center – Guide Programs Nature Center – School Groups Nature Center – Summer Camps Nature Center – Apple Cider Festival BNC – Winter Solstice Festival LGNC – Guided Night Hikes LGNC – Homeschool Prog Beginning Ice Lessons Beginning Tennis Lessons

<p><u>Classes, Workshops and Clinics – Intermediate</u> Same as “Classes, Workshops and Clinics – Introductory / Beginning / Multi-Level,” except with a focus on intermediate activities. Has pre-requisite for attendance.</p>	<p><u>Level 2</u> Balanced Individual/Community Benefit</p>	70%	150%	Ice Skating – Beta
<p><u>Classes, Workshops and Clinics – Advanced</u> Same as “Classes, Workshops and Clinics – Intermediate,” except with a focus on advanced activities or certification. Has pre-requisite for attendance.</p>	<p><u>Level 3</u> Considerable Individual Benefit</p>	100%	175%	
<p><u>Classes, Workshops and Clinics – Competitive</u> Same as “Classes, Workshops and Clinics – Advanced,” except with a focus on competitive level activities. Has pre-requisite for attendance. Often scored or a traveling team.</p>	<p><u>Level 4</u> Mostly Individual Benefit</p>	125%	200%	Competitive Ice Skating Competitive Freestyle
<p><u>Private Lessons</u> Lessons arranged for one to four students with a specific instructor and/or time.</p>	<p><u>Level 5</u> Mostly Individual Benefit</p>	125%	200%	
<p><u>Rentals – Private/Non-Profit</u> Rentals for exclusive use of spaces and facilities on a one-time or one season basis by a private individual, group, for-profit business, or a 501 (c)(3) or (c)(4) non-profit agency.</p>	<p><u>Level 5</u> Mostly Individual Benefit</p>	125%	200%	Room Rental Leased Ice Indoor Tennis Court Permit Facility Rental/PAB Park Houses Community Garden Boat Mooring Group Picnic Area Reg/Rec Fields Youth – Unlit / Lit Reg/Rec Fields Adult – Unlit / Lit Reg/Rec Fields Artif Trf – Unlit /Lit Reg/Rec Fields Camps

<p><u>Rentals – Local Park Athletic Fields/ All Picnic Shelters</u></p>	<p><u>Level 3</u> Balanced Individual/Community Benefit</p>	<p>70%</p>	<p>150%</p>	<p>Shelter Local Park Fields</p>
<p><u>Rentals – Inter-Governmental Agency/ Civic Groups</u> Rentals for exclusive use of spaces and facilities on a one-time or ongoing basis to other County departments or groups (ex., County or city meetings/trainings, council meetings, school district, etc.) or a Homeowner Association, civic organization (like Kiwanis, Rotary), or chartered youth group (BSA, GSA)</p>	<p><u>Level 3</u> Balanced Individual/Community Benefit</p>	<p>70%</p>	<p>150%</p>	
<p><u>Rentals – Partners</u> Rentals for exclusive use of spaces and facilities on a one-time or ongoing basis to private or non-profit groups identified as having allied interests with our Department, fulfills a core service in lieu of the agency, and are in the interest to the community at large. Requires a legal agreement of some kind – a contract, lease, license, MOU, etc.</p>	<p><u>Level 3</u> Balanced Individual/Community Benefit</p>	<p>70%</p>	<p>150%</p>	<p>Boys and Girls Clubs Great and Small Miracle League Hospital Programs Public Health Programs Adopt a Field</p>
<p><u>Rentals – Tenants</u> Long term leases for exclusive use of spaces and facilities for ongoing or multiple time periods by a private individual, group, non-profit, or for-profit business.</p>	<p><u>Level 4</u> Considerable Individual Benefit</p>	<p>100%</p>	<p>175%</p>	<p>Agricultural Leases Federally Mandated Communication Leases and Easements Go Ape</p>




<p><u>Monitored Facility/Area Usage</u> Includes all maintenance, stewardship, conservation, preservation, and interpretive services to operate and maintain activities and spaces that are non-registered and non-instructed, and are monitored by staff / volunteer supervision.</p>	<p><u>Level 2</u> Considerable Community Benefit</p>	<p>15%</p>	<p>130%</p>	<p>Guided Tours Drop In Nature Centers Drop In Ice Skating Archaeological Digs Historic Sites Skate Park Splash Park Garden of Lights Wings of Fancy</p>
<p><u>Open Facility/Area Usage</u> Includes all un-registered drop-in use, maintenance, stewardship, conservation, preservation, and interpretive services to operate and maintain non-monitored access to facilities and spaces which do not include staff / volunteer supervision.</p>	<p><u>Level 1</u> Mostly Community Benefit</p>	<p>0%</p>	<p>0%</p>	<p>Playgrounds Natural Surface Trails Outdoor Sports Courts Self-guided Tours Dog Park Developed/Undeveloped Open Space Deer Management Program Non-Native Invasive Program BHVC – Monarch Day</p>
<p><u>Equipment Rentals</u> Various Department-owned equipment available to renters for a fee separate from a permit /rental fee.</p>	<p><u>Level 5</u> Mostly Individual Benefit</p>	<p>125%</p>	<p>200%</p>	<p>Boats Sports Equipment (ex. ice skates, tennis racquets, etc.) Banquet Chairs/Tables</p>
<p><u>Trips</u> Day, over-night, and extended trips that provide opportunities for participants to visit selected destinations.</p>	<p><u>Level 5</u> Mostly Individual Benefit</p>	<p>125%</p>	<p>200%</p>	<p>Nature Center Trips Brookside Gardens' Trips</p>
<p><u>Organized Parties</u> Includes a rental of space as well as a monitored activity; may or may not include food, cake, entertainment, and favors.</p>	<p><u>Level 5</u> Mostly Individual Benefit</p>	<p>125%</p>	<p>200%</p>	<p>Birthday Parties</p>

<p><u>Tournaments and Leagues</u> Scheduled one-time sporting and/or multi-game events for various age groups that are <u>organized and/or managed by the Department</u>, may or may not be officiated and/or judged, and may or may not be scored, providing a team experience for participants with the intent to play a game/ match-format or to compete.</p>	<p><u>Level 3</u> Balanced Individual/Community Benefit</p>	70%	150%	Tennis Hockey
<p><u>Specialized Events/Activities/Camps</u> Targeted annual, individualized activities and events requiring registration that are typically offered on a one-time or limited basis.</p>	<p><u>Level 3</u> Balanced Individual/Community Benefit</p>	70%	150%	Park Play Day Week in the Park Camp Archaeology Camp Specialized Hockey Camp Brksd Gardens – Summer Camp LGNC – Tot Time MNC – Scout Programs
<p><u>Community-Wide Events</u> Community-wide events hosted or co-hosted by the Department, typically offered on an annual basis that does not require registration.</p>	<p><u>Level 1</u> Mostly Community Benefit</p>	0%	0%	Concerts in the Park Harvest Festival KidFest Brksd Gardens Children’s Day
<p><u>Recreational Camps/Out-of-School Time</u> Non-licensed recreational camps, school break programs, and after school programs with a social and/or recreational focus rather than specific instructional or skills program.</p>	<p><u>Level 2</u> Considerable Community Benefit</p>	15%	130%	Recreational Camps
<p><u>Leased Services</u> Facility and program management services provided by the department through a contract to outside groups.</p>	<p><u>Level 4</u> Considerable Individual Benefit</p>	100%		Park Police for Event Security Design Services Mechanical and Maintenance Work Snow Plowing Environmental Services Mapping and GIS






<p><u>Permitted Services</u> Non-rental permitted services.</p>	<p><u>Level 5</u> Mostly Individual Benefit</p>	<p>125%</p>	<p>200%</p>	<p>Filming/Photography Rights Parking Concession/ Vending Cart Operations Special Events by Others Farmer’s Market</p>
<p><u>Volunteer Program</u> Opportunities for individuals or groups to donate their time and effort to a structured or scheduled experience.</p>	<p><u>Level 1</u> Mostly Community Benefit</p>	<p>0%</p>	<p>0%</p>	<p>Adopt-A-Park Trail Maintenance Museum Docent Weed Warriors Stream Striders</p>
<p><u>Work Study/Internship/Community Service Program</u> Services that support educational or repayment requirements. Uncompensated school or court ordered.</p>	<p><u>Level 3</u> Balanced Individual/Community Benefit</p>	<p>70%</p>	<p>150%</p>	
<p><u>Inclusion Services</u> Provides for reasonable community integration/accommodations for programs, services and to any department activity, park and/or facility providing leisure opportunities to people with disabilities. Inclusion services are intended to comply with the Americans with Disabilities Act (ADA) federal mandate.</p>	<p><u>Level 1</u> Mostly Community Benefit</p>	<p>0%</p>	<p>0%</p>	
<p><u>Park Policing</u> Safety, security, patrol and outreach services provided by sworn Park Police officers that aren’t attributed specifically to other services</p>	<p><u>Level 1</u> Mostly Community Benefit</p>	<p>0%</p>	<p>0%</p>	



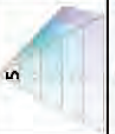


**Montgomery County Department of Parks
Cost Recovery Goals for Services / Programs
FY13 Full Year**

Type of Service	Category of Service	Pyramid Level	Beneficiary of Service	Minimum Cost Recovery Goal	FY13 Full Year Actual Cost Recovery	Comments
Cultural Resources Programs (Park Fund)						
Archaeology Programs	Specialized Event/Camp		Balanced Community/ Individual Benefit	70%	70% Meet Goal	As a management decision, and in order to meet cost recovery goals, we are required to use many volunteers in this program. The trade-off is that volunteer labor is less reliable and less consistent than paid staff and the skill set is not to the same level. In addition, the one full time career paid staff archaeologist must spend a great deal of time managing a volunteer program, which means less time serving as principal investigator on critical archaeological digs.
Interpretive Program	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	15%	22% Meet Goal	We are meeting our goal due to our volunteers and seasonal tour guides which allow us to offer more tours of our historic sites to the public.
Implementation of Natural Surface Trails (Park Fund)						
Implementation of Natural Surface Trails	Open Facility/ Area Usage		Mostly Community Benefit	0%	16% Meet Goal	The program is exceeding its goal due to the help of volunteers

**Montgomery County Department of Parks
Cost Recovery Goals for Services / Programs
FY13 Full Year**







Type of Service	Category of Service	Pyramid Level	Beneficiary of Service	Minimum Cost Recovery Goal	FY13 Full Year Actual Cost Recovery	Comments
Brookside Gardens Programs						
Brookside Gardens Children Programs	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	15%	42% Meet Goal	
Brookside Gardens Adult Programs	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	15%	94% Meet Goal	Due to construction in 2014, estimating a drop in cost recovery.
Brookside Gardens Gift Shop	Merchandise for Resale		Considerable Individual Benefit	125%	99% Not Meet Goal	Revenue will be lower in FY 14 due to Visitors Center Parking lot renovations. The gift shop also processes admissions for Wings of Fancy and Garden of Lights. Total sales processed through the gift shop amount to \$686,018.00. Wings of Fancy revenue were \$212,177, representing 27% of Conservatory and 5% of Visitors Center Shop sales for the fiscal year. Garden of Lights admissions totaled \$202,995, representing .63% of Conservatory and 30% of Visitors Center sales. The revenue listed above for merchandise amounts to 38% of total revenue processed through the gift shops. Processing admissions for WoF and GoL is a valuable service provided by the shops, which is not reflected in the cost recovery results.

**Montgomery County Department of Parks
Cost Recovery Goals for Services / Programs
FY13 Full Year**

Type of Service	Category of Service	Pyramid Level	Beneficiary of Service	Minimum Cost Recovery Goal	FY13 Full Year Actual Cost Recovery	Comments
Brookside Gardens Programs (Enterprise Fund)						
Brookside Gardens School Groups	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	15%	44% Meet Goal	
Brookside Gardens Summer Camps	Specialized Events/ Activities/ Camps		Balanced Community/ Individual Benefit	70%	106% Meet Goal	
Brookside Gardens Birthday Parties	Organized Parties		Mostly Individual Benefit	125%	243% Meet Goal	
Brookside Gardens Rentals	Rentals, Private		Mostly Individual Benefit	125%	132% Meet Goal	
Brookside Gardens Children's Day	Community-wide Event		Mostly Community Benefit	0%	33% Meet Goal	The cost of materials and supplies for this event is donated by Friends of Brookside Gardens. There is a considerable input of volunteer labor to support this event. Children's Day is the largest one-day event at Brookside Gardens.










**Montgomery County Department of Parks
Cost Recovery Goals for Services / Programs
FY13 Full Year**








Type of Service	Category of Service	Pyramid Level	Beneficiary of Service	Minimum Cost Recovery Goal	FY13 Full Year Actual Cost Recovery	Comments
Brookside Gardens Programs (Enterprise Fund)						
Brookside Gardens Adult Tours	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	15%	49% Meet Goal	
Brookside Gardens Summer Twilight Concerts	Community-wide Event		Mostly Community Benefit	0%	98% Meet Goal	
Brookside Gardens Earth Day Festival	Community-wide Event		Mostly Community Benefit	0%	71% Meet Goal	
Brookside Gardens Green Matters Symposium	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	15%	91% Meet Goal	
Brookside Gardens School of Botanical Art	Specialized Events/ Activities/ Camps		Balanced Community/ Individual Benefit	70%	40% Not Meet Goal	
Brookside Gardens Trips	Trips		Mostly Individual Benefit	125%	127% Meet Goal	



**Montgomery County Department of Parks
Cost Recovery Goals for Services / Programs
FY13 Full Year**

Type of Service	Category of Service	Pyramid Level	Beneficiary of Service	Minimum Cost Recovery Goal	FY13 Full Year Actual Cost Recovery	Comments
Ice Rinks (Enterprise Fund)						
Ice Rink Lesson – Beginner – Cabin John Ice	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	130%	186% Meet Goal	
Ice Rink Lesson – Beginner – Wheaton Ice	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	130%	175% Meet Goal	
Public Session – Cabin John Ice	Monitored Facility/Area Usage		Considerable Community Benefit	130%	135% Meet Goal	
Specialized Hockey Camp – Cabin John Ice	Specialized Events/ Activities/ Camps		Balanced Community/ Individual Benefit	150%	245% Meet Goal	
Private Ice Lesson – Cabin John Ice	Private Lesson		Mostly Individual Benefit	200%	1323% Meet Goal	
Pro Shop – Cabin John Ice	Merchandise for Resale		Considerable Individual Benefit	200%	148% Not Meet Goal	
Week in the Park Camp – Wheaton Ice	Specialized Events/ Activities/ Camps		Balanced Community/ Individual Benefit	150%	152% Meet Goal	

**Montgomery County Department of Parks
Cost Recovery Goals for Services / Programs
FY13 Full Year**

Type of Service	Category of Service	Pyramid Level	Beneficiary of Service	Minimum Cost Recovery Goal	FY13 Full Year Actual Cost Recovery	Comments
Indoor Tennis (Enterprise Fund)						
Spot Time – Wheaton Indoor Tennis	Rentals, Private		Mostly Individual Benefit	200%	195% Not Meet Goal	
Spot Time – Pauline Betz Addie Tennis Center	Rentals, Private		Mostly Individual Benefit	200%	202% Meet Goal	
Boot Camp – Wheaton Indoor Tennis	Specialized Events/ Activities/ Camps		Balanced Community/ Individual Benefit	150%	156% Meet Goal	
Beginner Lesson – Pauline Betz Addie Tennis Center	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	130%	247% Meet Goal	
Beginner Lesson – Wheaton Indoor Tennis	Introductory/ Beginning Programs, Classes, Workshops		Considerable Community Benefit	130%	140% Meet Goal	
Advanced Lesson – Pauline Betz Addie Tennis Center	Advanced Programs, Classes, Workshops		Balanced Community/ Individual Benefit	150%	209% Meet Goal	
Advanced Lesson – Wheaton Indoor Tennis	Advanced Programs, Classes, Workshops		Balanced Community/ Individual Benefit	150%	166% Meet Goal	



**Montgomery County Department of Parks
Cost Recovery Goals for Services / Programs
FY13 Full Year**

Type of Service	Category of Service	Pyramid Level	Beneficiary of Service	Minimum Cost Recovery Goal	FY13 Full Year Actual Cost Recovery	Comments
Enterprise Facilities (Enterprise Fund)						
Black Hill Boat Rentals	Rentals, Private	5	Mostly Individual Benefit	200%	104% Not Meet Goal	
Wheaton Train and Carousel	Amusement Ride	4	Considerable Individual Benefit	175%	177% Meet Goal	
Woodlawn Rental	Rentals, Private	5	Mostly Individual Benefit	200%	262% Meet Goal	



Program Budget Structure

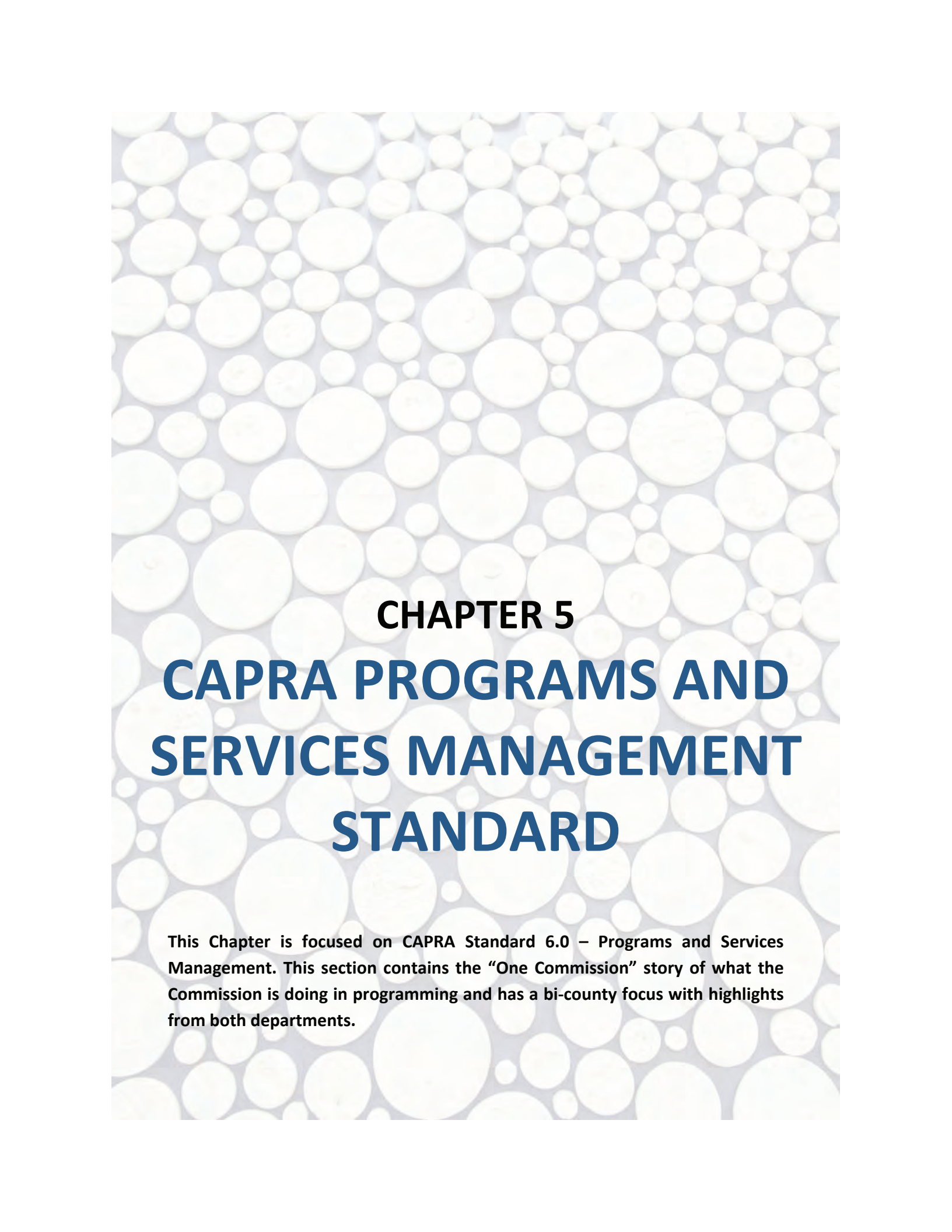
The Montgomery County Parks FY13 work program is categorized into four major components:

- 1) Park Services Program
- 2) Stewardship of Natural and Cultural Park Resources Program
- 3) Planning and Community Partnerships Program
- 4) Administration of Parks

The chart below is a list of the programs, sub-programs, and program elements. Detailed information about each program element follows.



Program	Sub Program	Program Element
PARK SERVICES	Organized Sports	Athletic Fields (includes baseball/softball and field sports)
		Outdoor Courts
		Indoor Tennis
	Regional Attractions	Seasonal Park Amenities (includes trains, carousel, camping, boating, miniature golf, splash playground, skateboard park, driving range)
		Ice Skating
	Meeting & Gathering Places	Community Open Space
		Permitted Picnic Facilities (Includes picnic shelters and group picnic areas)
		Playgrounds
		Dog Exercise Areas
		Park Activity Buildings
		Event Centers
	Trails & Parkways	Paved Surfaces
		Trails – Paved Surface
STEWARDSHIP OF NATURAL & CULTURAL PARK RESOURCES	Land and Resources Management	Arboriculture
		Horticulture
		Natural Resource Management
		Cultural Resources (includes archaeology, historic site management, interpretive)
		Streams
		Trails – Natural Surface
	Education & Interpretation	Nature Centers
		Public Gardens
PLANNING AND COMMUNITY PARTNERSHIPS	Planning	Park Planning
	Community Partnerships	Partnerships
		Property Management (Includes equestrian centers)
		3 rd Party Support (Includes MCRD pools and MCRA golf courses)
ADMINISTRATION OF PARKS	Management and Administration	Management and Administration
	Capital Investment (CIP)	Capital Investment (CIP)



CHAPTER 5

CAPRA PROGRAMS AND SERVICES MANAGEMENT STANDARD

This Chapter is focused on CAPRA Standard 6.0 – Programs and Services Management. This section contains the “One Commission” story of what the Commission is doing in programming and has a bi-county focus with highlights from both departments.



CAPRA STANDARDS PERTINENT TO A COMPREHENSIVE RECREATION PROGRAM PLAN

Accreditation is a benchmark achievement that confirms the Commission conducts its business in compliance with national standards and expectations. This certification is valid for five years and is available to all entities administering park and recreation systems. The preparation of a Recreation Program Plan was established in 2004 by M-NCPPC as part of its first CAPRA accreditation. Having a plan is an industry best practice and is a mandated standard of CAPRA. This is the second update of the CRPP.

The Commission has specific requirements that must be included in a CRPP. These requirements are included in Standard 6.0 – Programs and Services Management, which is listed below, and brief details are provided for each. There are 15 standards that are relevant to a CRPP.

6.1 Recreation Programming Plan

Standard: The agency shall utilize a recreation programming plan that includes both a long-range plan, covering 3-5 years or more that is periodically reviewed, and a current-year implementation plan.

6.1.1 Program and Service Determinants

Standard: The programs and services provided by the agency shall be based on the conceptual foundations of play, recreation, and leisure; constituent interests and needs; community opportunities; agency philosophy and goals; and experiences desirable for clientele.

6.1.2 Participant Involvement

Standard: The agency's development of programs and services should involve participants.

6.1.3 Self-Directed Programs and Services

Standard: The agency should offer self-directed recreation opportunities.

6.1.4 Leader-Directed Programs and Services

Standard: The agency should offer leader-directed recreation opportunities.

6.1.5 Facilitated Programs and Services

Standard: The agency should offer facilitated recreation opportunities.

6.1.6 Fee-Based Programs and Services

Standard: The agency should offer programs and services for a fee.

6.1.7 Cooperative Programming

Standard: There should be cooperative programming among the public, commercial, and nonprofit entities.



6.2 Objectives

Standard: There shall be specific objectives established for programs or services.

6.3 Program Evaluation

Standard: Programs shall be evaluated regularly and systematically based on stated program objectives.

6.4 Outreach to Underserved Populations

Standard: The agency shall proactively extend programs and services to residents who may be underserved in the community.

6.5 Scope of Program Opportunities

Standard: The agency's programs shall provide opportunities in all program fields for various proficiency levels, ability, socio-economic levels, racial and ethnic backgrounds, ages, and gender in accordance with the agency's statement of mission.

6.6 Selection of Program Content


Standard: The selection of program content, specific activities, and opportunities shall be based upon an understanding of individual differences and the culture of the community.

6.7 Community Education for Leisure

Standard: The agency should have a function to educate the community on the benefits, values, and impacts of leisure services.

6.8 Program and Service Statistics

Standard: The agency should collect statistics on its programs and services for evaluation and future program and service development.



This section demonstrates how the Commission has met the requirements identified above as part of the update of the CRPP.

RECREATION PROGRAMMING PLAN (6.1)

The Commission is a well-respected leader in the field and provides quality recreation programs, facilities and services for residents and visitors. The Commission operates a comprehensive parks and recreation system that offers programs and facilities designed to meet the needs and interests of clients of all ages, abilities, backgrounds, and economic challenges. In order to continue to be a viable part of the nearly 2 million citizens within the two Counties, Prince George’s Parks and Recreation Departments (DPR) and Montgomery Parks have completed strategic planning documents: *2010 & Beyond*, *FORMULA 2040*, *Vision 2030*, and the CRPP is aligned with them. These documents have served to guide the Commission to make strategic decisions about programming, services, and fees. The findings in the documents were a collaboration of stakeholders input, inventory analysis, service assessment, statistically valid survey of random sample County residents and analysis of trends.

PROGRAM AND SERVICE DETERMINANTS (6.1.1)


The Commission is committed to delivering programs and services based on the following program and service determinants:

- Conceptual Foundations of Play, Recreation, and Leisure (these include, but are not limited to, Youth development, Health & Wellness, Inclusion and Diversity, Change the Way You Age, No Child Left Inside/Stewardship);
- Constituent Needs;
- Community Opportunities;
- Agency Philosophy and Goals; and
- Experiences Desirable for Clientele.

A. Conceptual Foundations of Play, Recreation and Leisure

Both Departments are committed to delivering programs and services based on conceptual foundations of play, recreation, and leisure. The program and service determinants continue to evolve and over the years several fundamentals have guided the Commission in its approach to recreation programming. Recreation is difficult to separate from the general concept of “play,” which is usually the term for children’s recreational activity. Since recreational activities are often done for enjoyment, amusement, or pleasure, they are considered to be “fun.”

Quality recreation programs and services are designed to provide adults and children with a broad range of benefits that are coupled with physical, mental, social, and hopefully spiritual development and well-being. To that end, recreation is an activity in which the community engages for a positive, purposeful end. The scope of the Departments’ recreation offerings provide a wide range of choices in terms of what is offered, how they are structured, and their purpose.



Another guiding concept is that recreation is not only good for individuals—it is also good for society. It is important in promoting quality of life. Over the last five years, the Commission has been focused on providing recreation or channeling recreation activities into socially acceptable activities that fulfill individual as well as societal needs.

A major program management shift in recent years has been a focus from Means to a Benefits-Based programming paradigm. Benefit-based programming requires outcome-oriented goals that address social issues and concerns that are viewed as significant by the community. The path to alignment with this philosophy provides specific and measurable outcomes; and the framework it articulates has spawned several new programs over the last five years and benefits beyond our previous efforts. This change has also encouraged us to be a more significant player in the overall development of our participants. Many of our recreation programs for youth, for example, are designed to accomplish socially desirable goals and objectives.

Youth Development


In 2004, the DPR hired a Youth Coordinator to direct all the Departmental youth services and to develop a strategic youth initiative plan for ages 10-17. In 2007, DPR developed a Youth Action Plan as part of the strategic initiative. Today, DPR has a Youth Services Office with a comprehensive youth development model. The cornerstone of the Youth Action Plan is the “Forty Developmental Assets” framework.² This Developmental Assets approach focuses on providing positive attitudes, skills, behaviors, and attributes for youth – Learning, Working, Thriving, Connecting, and Contributing.³ These assets form the basis and justification for developing innovative programming for youth.

The desired outcomes for young people are an improved quality of life and relationship skills, better school and program attendance, and improved academic performance. Although the aims vary by age group; they all fall into eight broad categories. As a result, this framework has led to the design of several successful award-winning summer programs, i.e., The Safe Summer Program, Teen Cotillion, Positive Pathways for Pre-Teens, Family First, Parent Xchange, Youth Leadership Council, Teen Adventure, and Teen Skate Nights. These programs provide not only a leisure experience but also serve socially purposeful goals.

The Youth Services Office has recently broadened the Developmental Assets framework and compiled a logic model that is becoming the Department’s guide for answering, “What are we doing for young people?” and “How are we doing it?” The model organizes, connects, and shares information on how the DPR mobilizes resources to facilitate transformative gains for young people. This positive youth development process prepares young people to meet the challenges of adolescence and adulthood through a coordinated, progressive series of supports and opportunities (programs and services) that help them to become socially, emotionally, physically, and cognitively competent to thrive.

² Search Institute©, for more than 50 years, has been a leader and partner for organizations around the world in discovering what kids need to succeed. It identified building blocks to healthy development that help young people grow up healthy, caring and responsible. In recent years, this outcome-oriented focus has resulted in benefits-based programming in producing identified benefits of participation for youth.

³ Youth Development Portfolio, Spring 2012



Health and Wellness

A significant direction of this updated plan is **Repositioning** the Commission to become a major player in promoting healthy and active lifestyles. This increased focus on the broad health and wellness benefits of recreation (i.e., physical, mental, and environmental) is in response to the increased need to address the high levels of obesity in the community. Research studies reflect that the percentage of overweight children in the nation is growing at an alarming rate. Youths are spending less time exercising outdoors and more time indoors in front of the TV, computer, or playing video games. As a result, our program marketing efforts will place greater emphasis on sharing the many health benefits of recreation, particularly its importance in reducing obesity. As such, we developed recreation programs to accomplish health and wellness goals. For example, *FORMULA 2040* sets the goal of reducing obesity in the adult population by 10%.


Community gardens embody natural, highly-valued places that promote health and wellness. Since 2010, Montgomery Parks has established 11 new community gardens, in response to community interest and with the support of members of the Montgomery County Council. Community gardens bring neighbors together, supply healthy food, address concerns about food safety, and promote a sustainable lifestyle.

Inclusion and Diversity

In 1999, the National Recreation and Park Association (NPRA) adopted a Position Statement on Inclusion (NPRA, 1999), the purpose of which was to “encourage all providers of park, recreation, and leisure services to provide opportunities in settings where people of all abilities can recreate and interact together” (p. 94). The Commission continues to demonstrate its dedication to four inclusion concepts: right to leisure for all individuals; quality of life enhancements through leisure experiences; support, assistance, and accommodations; and barrier removal. Within Montgomery Parks, an emerging inclusion program is strengthening existing program offerings and increasing accessibility through renovation of facilities.

Change the Way You Age!

In 2011, the Commission embraced the International Council on Active Aging’s (ICAA) Changing the Way We Age Campaign. This approach focuses on changing negative perceptions and views of aging. In support of this, the Departments have embraced an active aging philosophy and believe that any individual can engage in an active lifestyle, regardless of age or physical state. As a result, the Commission is focused on providing more holistic programs that improve health outcomes for older adults in the areas of physical fitness, health promotion, wellness, nutrition, physical activity, evidence-based disease prevention, mental health, and more. Essentially, this involves more outcome-based interventions with older adults to address the whole person as they age. These activities provide socialization that’s been proven to be beneficial for older persons’ health. Programs and activities include: physical fitness opportunities, seminars of interest, painting classes, a variety of games (cards and bingo), computer classes, entertainment, field trips, nature programs, gardening tours, special events, and more. In addition, for our senior population, our recreation programs are increasingly



providing major personal benefits in terms of meeting physical, emotional, and philosophical well-being, in addition to providing a form of socializing.

No Child Left Inside

As stewards of important natural resources, the Commission recognizes the need to help our community understand the value of the land under our care and instill a sense of responsibility for and stewardship of the land. From early childhood, the ability of children and their families to play and explore in our local parks helps form their connection to nature. Throughout the school year, students use those same areas for outdoor experiences that enhance their in-classroom learning. But many people, especially children, are spending more time indoors with electronic media, and less time outside. The “No Child Left Inside” movement identifies necessity of interaction with nature to increase understanding of and engagement with environmental issues, to improve physical and emotional health, and encourage creativity and cognitive development. In 2007, Governor Martin O’Malley established the Maryland Partnership for Children and Nature, a coalition of federal, state and local agencies as well as schools and nonprofits who are committed to connecting children to nature. Montgomery Parks serves in a leadership role in the Partnership, with the goal of increasing environmental literacy within our community. In alignment with environmental literacy goals stated in *Vision 2030*, a long-range interpretive plan is being developed to articulate the important messages about our natural resources and the interpretive methods to communicate those stories

B. Constituent Interests and Needs

Both Departmental needs assessments identified key parks and recreation issues and needs. Community and stakeholder input included statistically valid and open surveys, public meetings, and external and internal focus groups. For Prince George’s County, the 2012 Land Preservation Parks and Recreation Plan (LPPRP) is the County plan that supports and conforms to the state guidelines for land preservation, parks and recreation programming. For Montgomery Parks, *Vision 2030* which was adopted in June 2011 was developed in collaboration with the Montgomery County Department of Recreation and articulates clear strategies to address current and future needs and provides for parks and recreation facilities and services. In addition, there are State required policy documents: *The 2012 Park, Recreation and Open Space (PROS) Plan* in Montgomery County serves as the planning policy documents for parks and recreation into the year 2022 and beyond. It assesses needs and recommends strategies for the delivery of recreation facilities, protection of natural resource areas, and preservation of historic/cultural areas and agricultural lands.



C. Community Opportunities

Community opportunities and program and service selection is based on a variety of criteria, including community feedback, information gathered from surveys and public meetings, and our commitment to provide recreation opportunities to all clients.

D. Agency Philosophy, Mission, Values and Goals

Agency Philosophy, Mission, Values and Goals are defined in the CRPP and other key strategic planning documents as delineated in the overview at the beginning of this plan.

E. Experiences Desirable for Clientele

Experiences desirable for clientele - our slogans reflect the Commission's goal of offering experiences that meet the needs of diverse clientele, including individuals with disabilities, low-income communities, senior citizens, and minority groups.

In addition to planning programs for the general public, the Commission also targets programming to the needs and interests of specific groups. The Commission's recreation programs are planned and conducted to meet the varied and diverse needs and interests of residents. Specialized needs associated with age are addressed by programs for preschoolers, children, teens, adults, and senior citizens. Children, adolescents, and adults who are physically, mentally or emotionally disabled are offered a variety of opportunities to develop their recreational skills through the Commission's programs for special populations. Adult social clubs, teen clubs, work study programs, and summer day camps are some of the programs offered to disabled residents.

Specialized recreation programs are offered at the Commission's self-sustaining revenue facilities and the leased concessional facilities available for Countywide use. Figure skating, speed skating, hockey, roller-skating, golf, indoor and outdoor tennis, indoor and outdoor swimming, and diving are some of the activities offered at these facilities. Additionally, a marina and an airport are available for public use.



PARTICIPANT INVOLVEMENT (6.1.2)

Since 2009, both Departments have been engaged in several comprehensive community planning and master planning efforts that have contributed to the update of the recreation program plan. The following bullets summarize the variety of methods used to engage the community in the assessment, design, and determination of programs and services.

Information Gathering

Community & Stakeholder Input Process

- Conducted public meetings and focus groups.
- Held staff focus groups and interviews.

Inventory and Analysis of Existing Facilities

- Conducted inventory and analysis of County parks, open space, trails, and facilities.

Service Assessment and Resource Allocation Analysis

- Conducted staff assessment of all services.
- Began development of resource allocation assessment and philosophy.

Survey


- Conducted statistically valid survey of random sample of County residents.

Demographic and Trends Analysis

- Analyzed County demographics and population projections.

Prince George's Department of Parks and Recreation Involvement:

- Envision Prince George's involved a 20-month public engagement effort that brought together many residents, stakeholders, staff, and others to create shared priorities, a framework for action and visible results. That process involved several dozen workshops, sessions, meetings, and a Town Hall meeting with over 1,000 people in attendance. This effort led to the endorsement of a Community Action Agenda that covered six priority goals. As an organization, we were most involved with the Community Action Team that was focused on the goals to "provide a robust range of recreation, health, and wellness opportunities that are affordable and accessible for families, youths, and other residents to measurably improve overall health, wellness, and recreational enjoyments of County residents." This was the first public campaign in Prince George's County that acknowledged health and wellness as a top priority for the County along with education and safety.

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- In 2009 and 2010, DPR completed a comprehensive needs assessment evaluation to address the park and recreation needs of Prince George’s County for the next 30 years. The assessment, *Parks and Recreation: 2010 and Beyond*, included extensive public input that included over 40 community meetings, focus group discussions, and an electronic survey conducted with a statistically valid random sample of County residents.
 - The statistically valid community survey, conducted November 2008 through January 2009, as part of the *Parks and Recreation: 2010 and Beyond* project provides a snapshot of needs and priorities for different sub-areas of the County. Overall, the survey results show a high level of satisfaction with the quality of current community centers (62% Excellent) and programs (61% Excellent).
 - The *FORMULA 2040* Master Plan was prepared with significant community involvement, public participation, and input. The public participation program focused on a grassroots approach to outreach. It included involvement of all sectors of the Prince George’s community, including, but not limited to: Parks and Recreation Advisory Board (PRAB), Federation of Recreation Councils (FRC), civic and homeowners’ associations, recreation, sports and arts councils, non-profits, businesses, faith-based and community organizations. This multi-pronged approach ensured a broader and deeper level of engagement and input. It also included:
 - **The Outreach Corps** – which consists of six part-time staff members, each of which was assigned to geographic regions in the County. The Corps met as a group weekly and helped ensure a grassroots-level approach to our outreach effort. The Corps made contact with over 800 community groups and organizations to share and gather information for the plan: including 98 faith-based organizations, 111 community arts, social services, and historic organizations, 144 civic and homeowners associations, 155 education organizations, and 174 businesses. The Outreach Corps has also been instrumental in connecting with all 27 municipalities throughout the past year.
 - A statistically valid **Community Survey** was mailed to 1,497 households in Prince George’s County, with a return rate of 30%. The survey went to random households that mirrored the demographics of the County. The survey was later posted online for others to complete, although those responses were not included in the statistically valid report.
 - Staff from DPR served as a **Speakers Bureau**, making presentations to over 40 groups at their regularly scheduled meetings, including the Prince George’s Municipal Association, Historic Commission, Commission for Individuals with Disabilities, municipalities and civic associations.
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- A group of representatives from over a dozen community groups and organizations representing different sectors of Prince George’s County were invited to serve on an **Advisory Panel** to express their interest, comments, and questions around the issues addressed in the plan. Organizations that were at the table included: the Anacostia Watershed Society, Historic Preservation Commission, Maryland Multicultural Youth Centers, National Capital Planning Commission, University of Maryland, Prince George’s Arts and Humanities Council, Prince George’s Community College, Convention and Visitors’ Bureau, Boys and Girls Club, Planning Department, Police Department, Office of the Sheriff, and the Cooperative Extension Service. This advisory panel included groups that served on the *2010 & Beyond* Advisory Committee.
- Information on the plan was posted and distributed in all facilities (community centers, art centers, sports venues, and main offices) and local libraries. It was also sent directly to community groups and organizations. Information was also distributed at 46 festivals, community days and special events. Over 25,000 informational rack cards and fliers have been distributed throughout the County. Information was included in the DPR’s Spring, Summer, and Fall 2012 issues of *Your Guide to Parks and Recreation*, with a distribution of over 68,000 copies. In April 2011, a letter of introduction to the plan, as well as announcements for the September community meetings, were included in all Prince George’s County *Gazettes* with a circulation of 200,000. Information regarding the plan has been posted and updated regularly on the plan’s **website**: www.pgparcs.com/formula2040, as well as on the home pages of www.pgparcs.com, www.pgplanning.org and www.mncppc.org. Information was, and continues to be, included in the Departments’ weekly e-newsletters, in both English and Spanish. And **social media**, Facebook, and Twitter have been used to announce milestones and invite the community to the public meetings.
- The Commission sponsored six **Community Meetings** that included overall presentations, community conversations, and the use of electronic polling devices. Two additional meetings were held in November in Spanish (Langley Park Community Center and Oxon Hill Elementary School).
- We also held a meeting specifically for municipalities with 12 municipalities represented.



Montgomery County Department of Parks Involvement:

Similar efforts were completed in Montgomery County. In January 2010, Montgomery County Parks and the Montgomery County Department of Recreation embarked on a process to develop a vision and strategic plan for park and recreation services in Montgomery County. While the two Departments manage different aspects of parks, stewardship of natural and cultural resources, and recreation and leisure, the needs and values of our customers transcend agency boundaries. The Montgomery County Parks and Recreation *Vision 2030 Strategic Plan* project provides an opportunity to develop a shared vision and a set of recommendations that will best serve our County.


This project was guided by a staff Steering Committee and sub-committees, a series of summits of community leaders and stakeholders, along with input from an extensive public process including focus groups and public meetings.

This **Volume 1: Needs and Resource Assessment** summarizes key findings and analysis from the information gathering phase of the project and provides direction for future elements of the **Vision 2030** project, including **Volume 2: Vision 2030 Strategic Plan**, and **Volume 3: Implementation Plan**.

The purpose of the *Vision 2030* project is:

- To reach consensus among residents, leaders, and the M-NCPPC Department of Parks and the Montgomery County Department of Recreation staff on a future vision for the Park and Recreation system in Montgomery County, Maryland.
- Identify current and projected future parks and recreation needs.
- Develop planning tools to assist and guide leaders in making wise capital and operating investment decisions with respect to stewardship of the land and facilities as well as programs and services for a parks and recreation system.
- Adopt progressive state-of-the-art approaches to planning that will maintain and promote the two Departments' reputations for excellence.

The *Vision 2030* project provided a strategic focus for the provision of future parks and recreation services and facilities to meet the needs of a diverse and growing County. The needs assessment and corresponding strategic planning documents provided a proactive guide for staff and policy-makers to equitably plan for and provide parks and recreation facilities and services throughout Montgomery County.



Volume 1: Needs and Resource Assessment built on and further analyzed many issues identified in existing plans and anecdotally by staff, the public, and/or decision-makers. With this in mind, the primary purposes of this assessment were to:

- Engage the community and stakeholders to validate the key parks and recreation issues.
- Update the data and findings for the current planning period using new technologies and planning methodologies.
- Identify the most important key issues that should be strategically and proactively addressed over the next 10- and 20-year planning periods.

Through the planning process for the *Vision 2030* project, community members repeatedly voiced their support for the incredible value and benefits of the parks and recreation system in Montgomery County. The benefits of parks and recreation systems have been widely documented.

The Trust for Public Land has published a report titled: *“The Benefits of Parks: Why America Needs More City Parks and Open Space.”*⁴ The report makes the following observations about the health, economic, environmental, and social benefits of parks and open space:

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

The project team met with consultants from the GreenPlay Team and provided input throughout the planning process. This collaborative effort fully utilizes the consultant’s expertise and incorporates local knowledge and institutional history.

⁴Participation in Team Sports, National Sporting Goods Association, 2009.



SELF-DIRECTED PROGRAM & SERVICES (6.1.3)

The Commission provides a wide array of amenities and park facilities that offer self-directed recreational opportunities for individuals and groups. The Commission owns and operates over 63,000 acres of parkland across Prince George's and Montgomery Counties, including land developed to provide parks, picnic areas, athletic fields, historic sites, community centers, and recreation facilities.


Vision 2030, within the context of cost recovery analysis, defined a pyramid of services that is grounded in a broad base (Level 1) of non-monitored facilities and spaces that do not include agency supervision. Examples of facilities and programs at this level include parks, playgrounds, natural and hard-surface trails, outdoor sport courts, self-guided tours, gardens, nature centers, historic sites, dog parks, skate parks, driving range, Tai Chi courts, developed and undeveloped open space, and natural areas.

In Prince George's County, regional parks are more than 200 acres in size and offer a variety of developed facilities. Large portions of each remain undeveloped, in a natural state. There are four regional parks in Prince George's County: Cosca, Fairland, Walker Mill, and Watkins Park. In these parks, visitors can engage in a wide array of self-directed activities that include: picnic area/shelters, pavilions, trams/trains, lighted and unlighted tennis courts, lakes (boating/fishing), playgrounds, equestrian trails, hiker/biker trails, campsites, lighted and unlighted softball and baseball fields, tennis bubbles, nature centers, play equipment, outdoor art supplies, and basketball courts.

LEADER-DIRECTED PROGRAMS AND SERVICES (6.1.4)

The Commission offers a wide variety of classes, activities, and services. Both registration programs and drop-in programs are offered to all age groups. The Commission offers specialized skill-development classes; archeological, historical, and nature programs/events; and a host of volunteer programs for public participation under the leadership of recreation specialists, naturalists, and historians. Leaders direct a myriad of parks and recreation programs, including after-care centers, teen and senior programs, summer programs, arts and crafts classes, sports, and environmental classes. Leaders are both employees and contractors teaching a range of skill levels. Key facilities whose staff provides leader-directed programs and services include ice rinks, tennis facilities, gardens, nature centers, and historic sites. Some of the many class opportunities include:

- After-care Centers
- Aquatics Learn to Swim
- Aquatics Fitness Classes
- Aquatics Trainings
- Arts & Craft classes
- Computer Skills
- Crafts & Hobbies (Ceramics, Candy-making/Knitting/Sewing/Floral, Design/Stamping, etc.)
- Day Camps/Playgrounds (both general and specialty camps)
- Environmental Classes

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- Fitness & Health (Aerobics, Zumba, Boot Camp, Weight Training, Tai Chi, Toning, etc.)
 - Historic and Cultural Programs
 - Hockey
 - Horticulture Home-School
 - Ice Skating
 - Kids Day Out (programs for school days off)
 - Lifestyle & Learning (Cooking/enrichment/SAT prep/writing /Spanish, etc.)
 - Martial Arts
 - Nature & Conservation
 - Performing Arts
 - Programs for People with Disabilities
 - Sports (both classes and leagues)
 - Trips & Excursions
 - Visual Arts

FACILITATED PROGRAMS AND SERVICES (6.1.5)

The Commission's partnerships with non-profit organizations providing recreational programming are facilitated by our provision of land and facilities for their operations. In some cases, seed grants were provided to support early operating costs and later phased-out to foster independence. In some cases, the Commission provides funding, staff and/or space to these organizations in order to assist them in providing services. For example, DPR supports the Prince George's County Boys and Girls Club. The Commission provides support in the way of field use and gym space for their sports leagues. A monetary stipend is also given to the Club. Others receive support in the form of Parks-funded capital improvements to their facilities or in the form of reduced or no rent for use of Parks facilities or in-kind services.

FEE-BASED PROGRAMS AND SERVICES (6.1.6)

The Commission is committed to making recreational programs affordable to all residents. To supplement tax revenue, the Commission offers many programs for a fee, either as a supplement to funding or to support the program in full. The fee-based programs reflect the program objectives and implementation strategies of the Commission's CRPP. Examples of fee-based programs include: skating, tennis, golf, nature programs, gardening programs, historic and cultural programs, and special events. Both Planning Boards set fees in order to ensure charges to remain affordable to the public. Other fees should meet a cost recovery target, as set by the Departments.



COOPERATIVE PROGRAMMING (6.1.7)

The Commission has a policy and procedure for private, corporate and nonprofit support. DPR cooperates with the Prince George's County Board of Education to coordinate the use of joint space, the use of dedicated space, after-school activities, summer feeding programs and transportation. Meetings are held quarterly to assure that programs and services are delivered to the public seamlessly and without duplication of services. Montgomery Parks cooperates with the Montgomery County Department of Recreation and the Community Use of Public Facilities (CUPF) to coordinate programming and permitting of some Park facilities and fields.

OBJECTIVES (6.2)


Specific objectives/strategic initiatives for programs and services are outlined in the Departmental plans in Chapter 3 for Prince George's County and Chapter 4 for Montgomery County.

PROGRAM EVALUATION (6.3)

The Commission has an established tradition of tracking and reporting ongoing performance. The variety of reports, audits, surveys, and analyses we produce are evidence of our commitment to providing timely and useful feedback to agency management, patrons, other organizations and units of government, as well as the general public.

Surveys are a regular tool for evaluating general customer satisfaction with staff, facilities, and programs. We are increasingly encouraging the use of electronic survey tools (e.g., SurveyMonkey) for the convenience of our patrons. Results are regularly reviewed and reported at least annually in the budget. In addition, the Department has formalized its performance measurement process and procedures and has dedicated the Research and Evaluation Unit to this work program. Systematic evaluations occur in many aspects of our park and recreation programming and operations including:

- Operating budget performance measurement reports. The measures serve as indicators of the quantity, quality, and efficiency of our products and services.
- Facility user surveys conducted by Park Enterprise facility managers for ice rinks, tennis bubbles, recreation centers, picnic shelters, swim centers, golf courses, etc.
- Updates every six years of the *Parks Recreation and Open Space (PROS) Plans* for each County pursuant to State of Maryland requirements.
- Annual Capital Improvement Plan (CIP) program expenditure tracking.
- Annual risk management evaluations and recommendations.
- Comprehensive Annual Financial Report.
- Seasonal program and service evaluations.
- Periodic patron satisfaction surveys.



The Commission's evaluative culture has strengthened in recent years and is increasingly focused on supporting, reinforcing, and enhancing attainment of desired program outcomes. Service statistics are maintained at the program level and reported in the annual proposed budget as performance measures. Evaluation data collection and use are integrated into program delivery and management. As a result, program evaluations are conducted at the conclusion of each program. These evaluations on program objectives are designed to provide valuable, measurable feedback from participants. Staff reports are reviewed quarterly in accordance with seasonal class offerings.

Program financial considerations and financial metrics (more specifically, cost recovery) are the most recent focuses of the performance measurement framework. The Commission's master plan and strategic planning recommendations provide recommendations on funding practices, cost recovery, and operating efficiency.

Prince George's County:

Below are some performance measures included in DPR's budget:

- Area Operations Performance Measures (Northern, Central, and Southern Areas)
- Information Technology and Communication Division Performance Measures
- Maintenance and Development Division Measures
- Natural and Historical Resources Division Measures
- Public Affairs & Marketing Division Performance Measures
- Park Police Division Measures
- Park Planning and Development Division Measures
- Sports, Health & Wellness Division Performance Measures
- Special Programs Division Performance Measures

Area Operations Performance Measures Northern, Central and Southern Areas

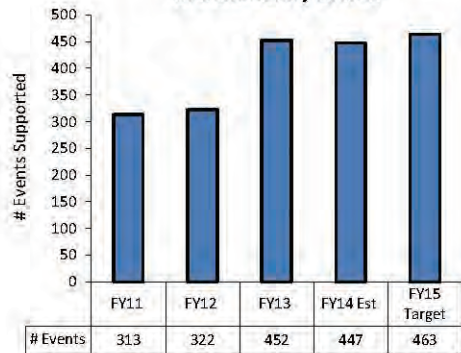
Outcome Objective: Area Operations, including the Northern, Central and Southern Areas, provide safe, clean and aesthetically pleasing parks, facilities and playground equipment as well as, affordable and enjoyable opportunities for participation in specialized leisure activities, co-sponsored or cooperative activities and events using volunteers and partnerships. Area Operations also provides access and/or accommodation in full compliance with ADA for persons with disabilities.

Impact Objective: Area Operations, including the Northern, Central and Southern Areas, provide, maintain and preserve a comprehensive park and recreation system of programs, facilities, and services for residents of Prince George's County in order to meet the expressed needs and demands of the public in a safe, secure inclusive and fulfilling environment.

ADA Accommodations



Equipment & Materials Provided in Support of Community Events



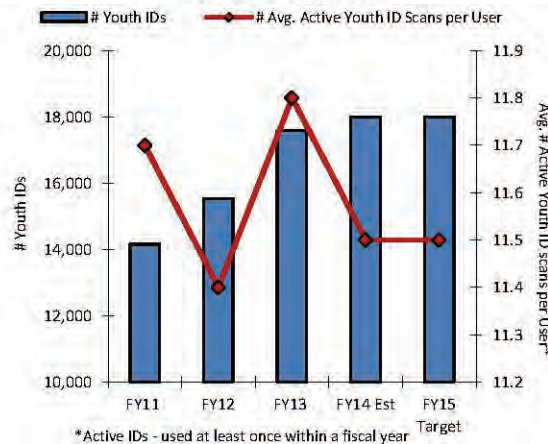
*** based on total # people with disabilities in Prince George's County (2000 US Census)

**# Accommodations refer to the number of instances an accommodation was made, not the number of customers served.

***Types of accommodations include: interpreters, providing support staff (increasing the ratio of staff to participants), adaptive equipment (i.e., water wheelchair) and behavior training for program staff

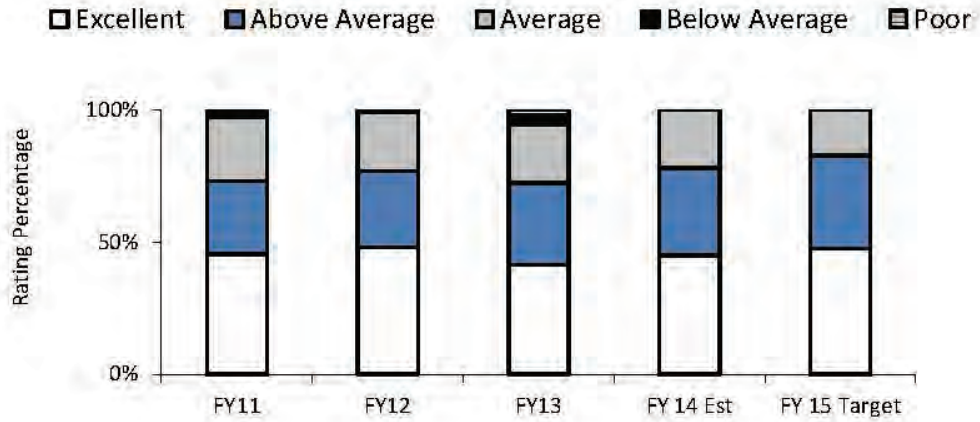
Note: Community events include events sponsored or co-sponsored by M-NCPPC, local municipalities, recreation councils, Boys & Girls Clubs, community associations; and support given for requests made by PGPCS, County Government, WSSC, etc.

Xtreme Teen Program Drop-in Activity Participation

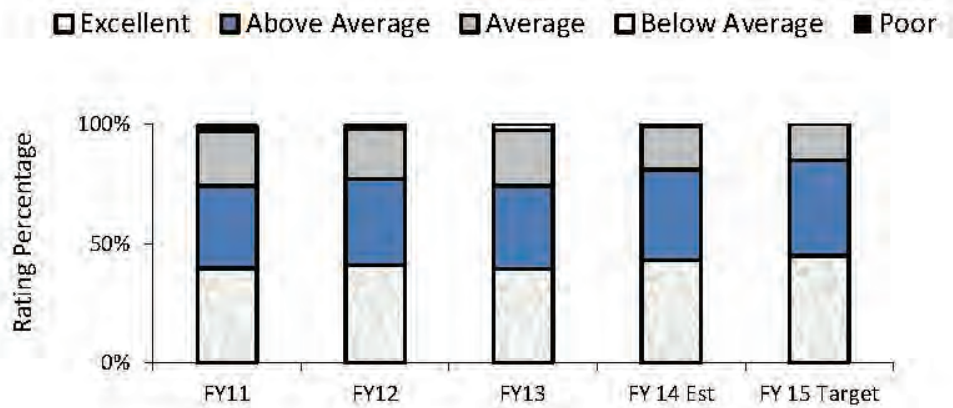


Area Operations Performance Measures

**Parent Satisfaction - Program Quality
Summer Playgrounds**



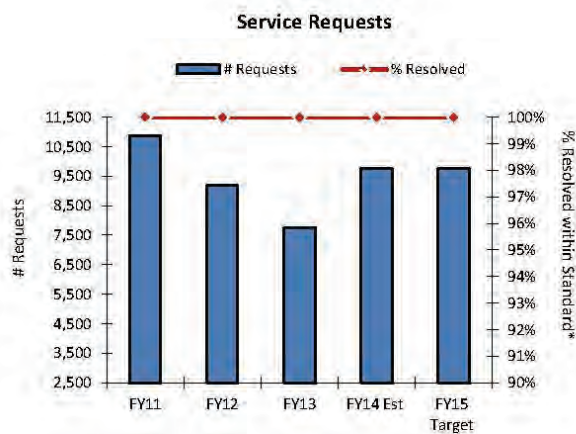
**Parent Satisfaction - Program Quality
Summer Day Camps**



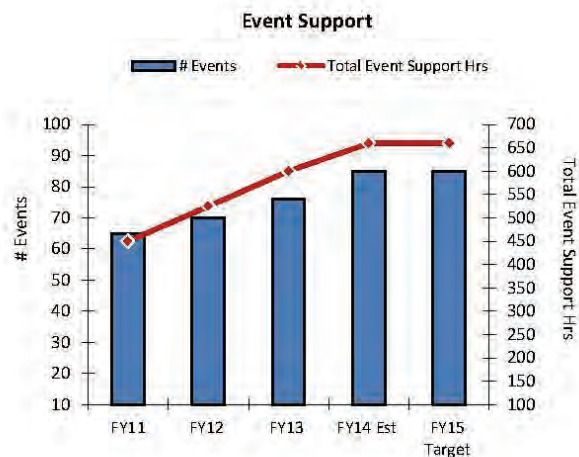
Information Technology & Communications Division Performance Measures

Outcome Objective: In pursuance of the Departmental mission, the IT and Communications Division serves departmental staff and oversees the following functional areas: end user support, systems support and configuration, procurement, security of operations, access to web-based applications, web-related support, hardware, telecommunications and software support. The Division also manages installation, maintenance, integration and upgrading agency computing and telecommunications systems, equipping end users with desktop computers, mobile and desktops communications systems, peripheral and productivity software, the centralized customer support center, decentralized site-based customer support, multi-tier service level agreements (SLA) and evening and weekend on-call remote access support.

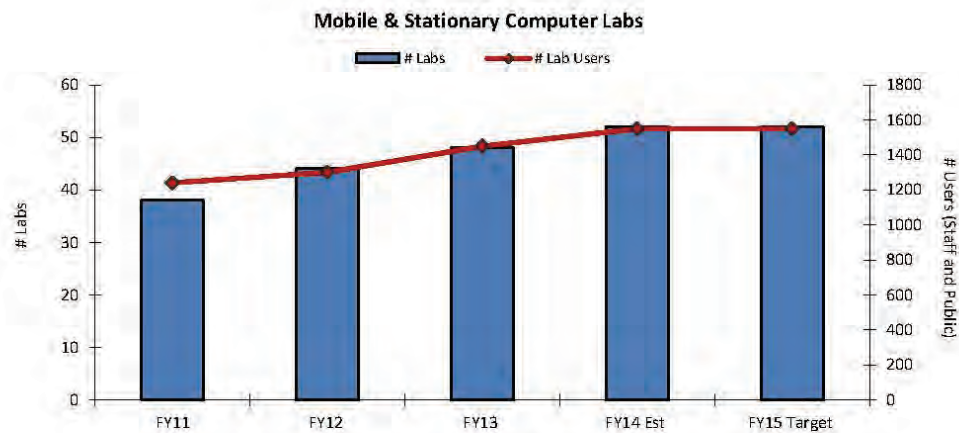
Impact Objective: The goal of the Information Technology and Communications Division (ITC) is to provide secure, reliable, and accurate information and communication systems while maximizing return on investment in alignment with Parks and Recreation's objectives by delivering first class customer support services to all of our internal and external patrons.



*Service requests include over 115 Service Request Types with 9 escalating service level agreement (SLA) priority types
 **Target for resolution time for priority 1 thru 5 types is three (3) business days

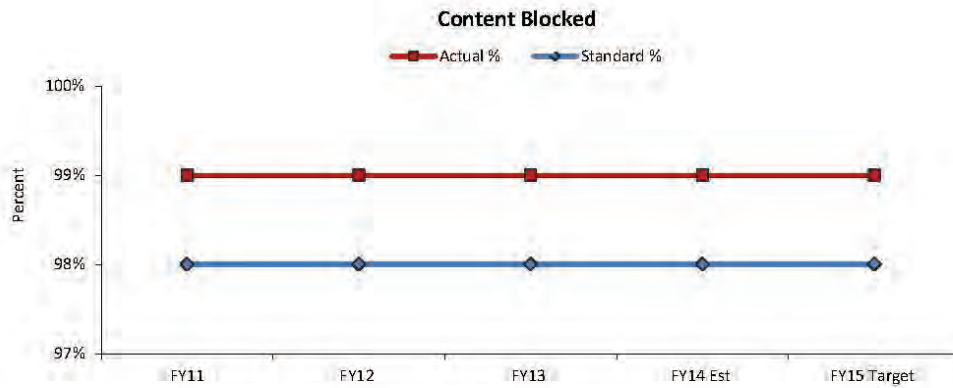


*Events include events sponsored or co-sponsored by MNCPPC. Average # service hours spent per event is 7 hours (includes setup, consultation & breakdown)

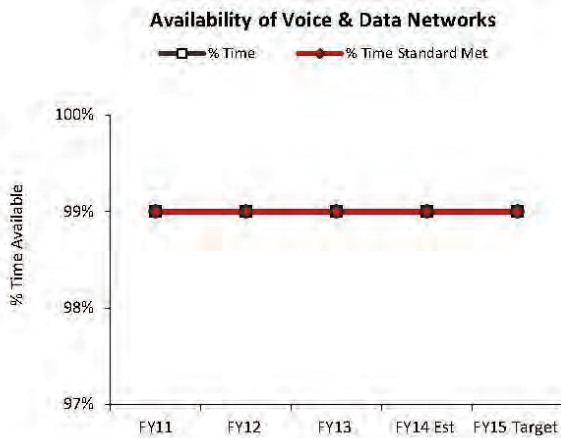


Labs have an average of 15 stations

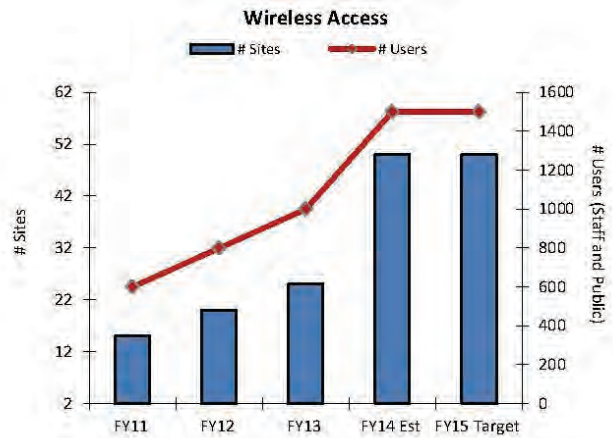
Information Technology & Communications Division Performance Measures



*Content blocked chart measures the amount of SPAM, malware or invasive content that targets our messaging systems and personnel



*Standard for availability of voice and data networks is 99%



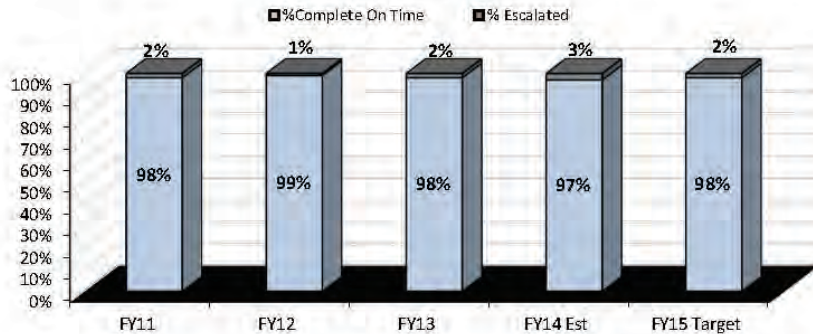
*Wireless access was instituted as part of our corporate historic facility marketing package and customer requests. The objective is to configure setup and deploy billable wireless internet access for customers at ten facilities.

Maintenance & Development Division Performance Measures

Outcome Objective: Provide professional, high quality skilled maintenance services for the facilities and programs throughout the Department in Prince George's County. Services are normally provided as preventive maintenance or scheduled at the request of our work force to include services in Fleet Management, Buildings and Trades, Horticulture and Forestry or Major Maintenance and Inspection.

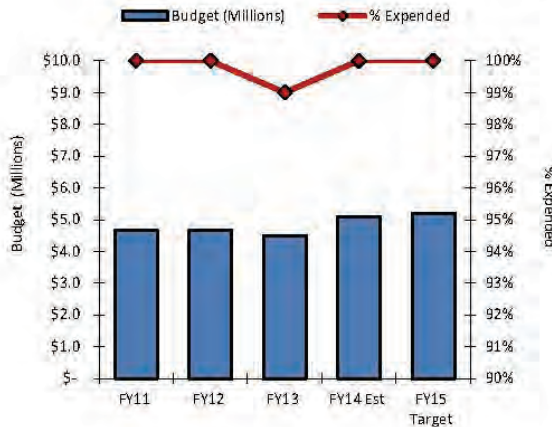
Impact Objective: Provide area citizens with safe, well-maintained and aesthetically pleasing facilities programs and services throughout our park system. The level of confidence and reassurance for a safe, well maintained environment promotes customer participation and satisfaction year round.

Work Order Status

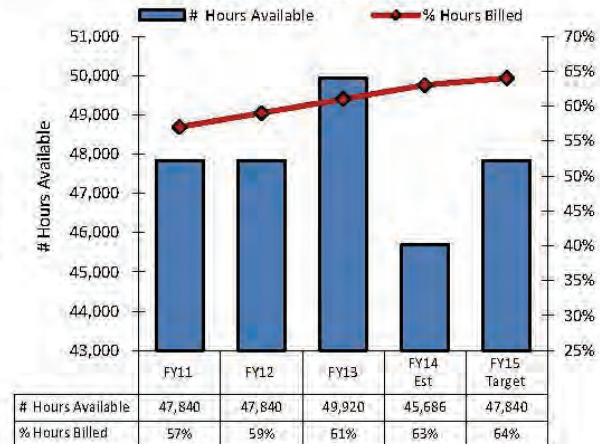


Escalated = a project was not completed on the projected schedule

Major Maintenance

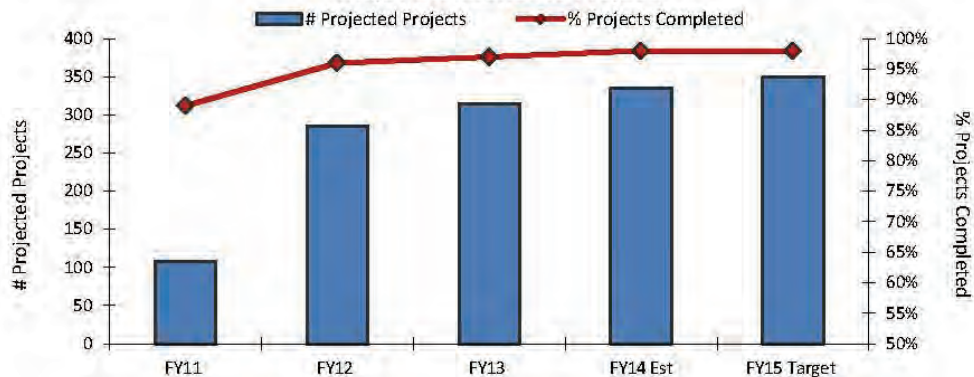


Fleet Management Billable Hours



Note: National Standard is 65.8%
Source: ICMA

Major Maintenance Projects

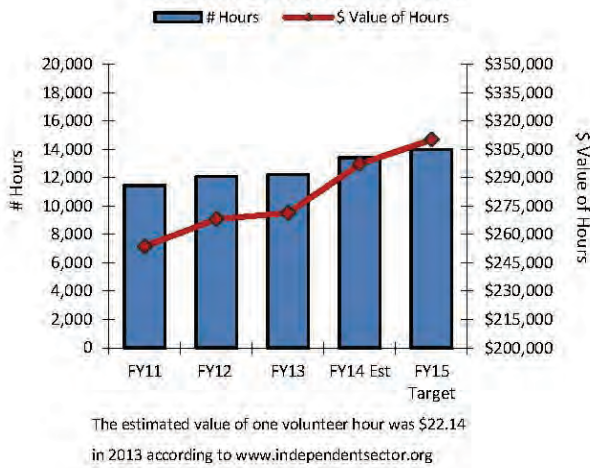


Natural and Historical Resources Division Performance Measures

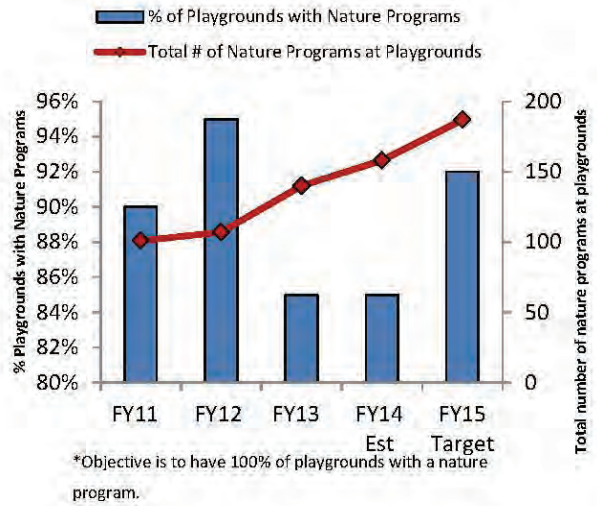
Outcome Objective: Provide nature programs at summer playgrounds and educational and interpretive programs at elementary schools. Also, provide additional resources to recreation and educational professionals in a fun yet meaningful way. Our work program works to ensure the continued safeguarding and improvement of historical structures throughout the County. In delivering these services, we provide opportunities for both students and adults to volunteer their services in order to both make a meaningful contribution towards the continued preservation of our diverse resources and provide enriching life experiences.

Impact Objective: Provide professional natural and historical resource management services and interpretive programs in order to educate our community and encourage stewardship of the natural resources and the historical heritage of Prince George's County.

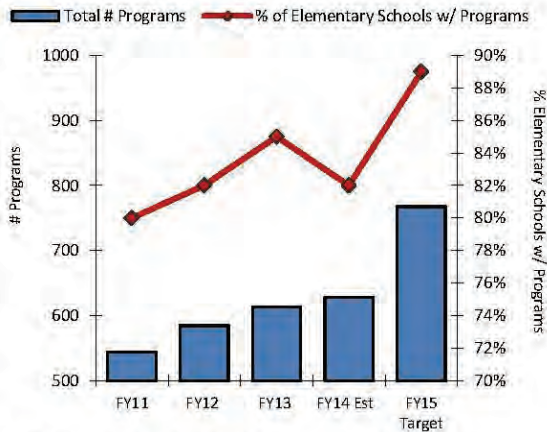
Museum Volunteers & Docents



Summer Playgrounds with Nature Programs

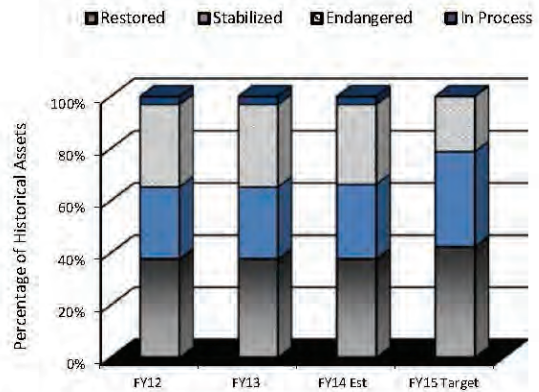


Educational & Interpretive Programs



Note: Objective is to have 100% of elementary schools with programs.

Condition of Historic Assets

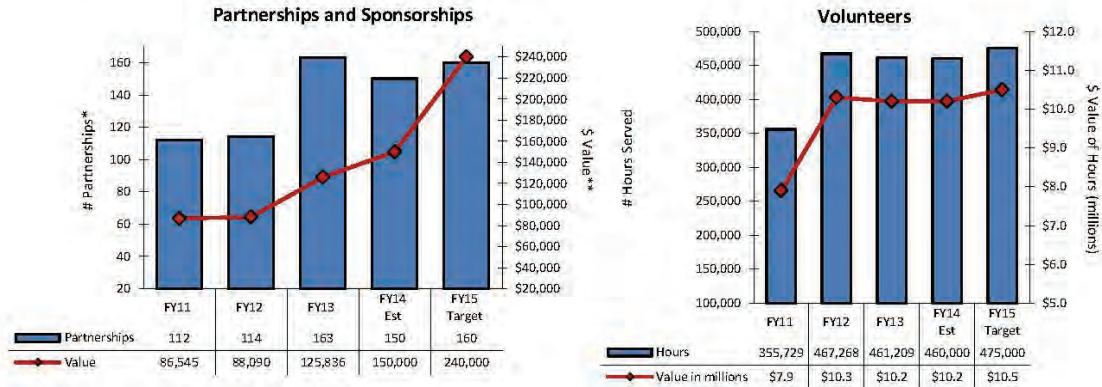


Note: M-NCPPC owns 80 historical assets including barns

Public Affairs & Marketing Division Performance Measures

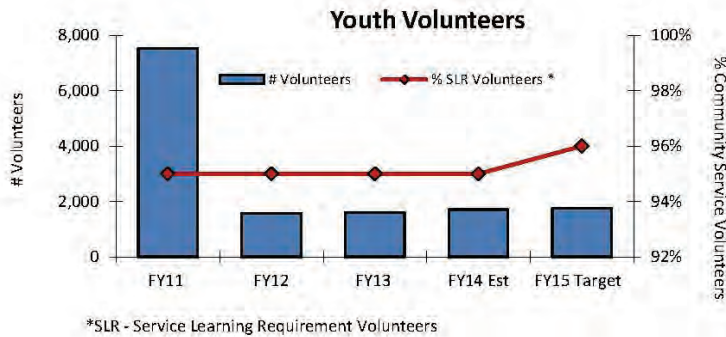
Outcome Objective: Provide professional marketing, outreach and promotion services to the Department (including community outreach tools, publications, web site management, graphic design, photography, media releases, and technical assistance) to promote and market programs, facilities and services to the general public. The Division also supports volunteer development, partnership development, and resource development including grants, sponsorships, and donations to maximize parks and recreation opportunities for Prince George's County residents and visitors.

Impact Objective: Produce electronic and print communication tools to provide the public with up-to-date, accurate information about the Department of Parks and Recreation's programs and services. Through translation services, the department can reach a wider audience and continued outreach will help the Department connect with communities. Volunteer hours from individuals and groups, partnerships with mission-aligned organizations, and business sponsorships bring additional resources to County residents.

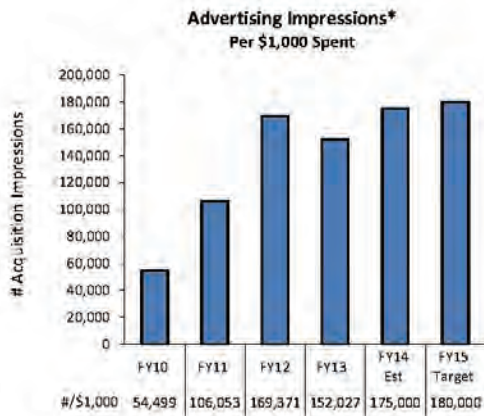


* Does not include large scale partnerships like those with the Prince George's County Public Schools, the Prince George's Boys and Girls Club, or any public/private partnerships for facility or land development.
 ** Partnership value is based on program contribution, media value for promotion and advertising of Parks and Recreation, and other in-kind donations. Volunteer time from partners is part of the Volunteers Performance Measures section.

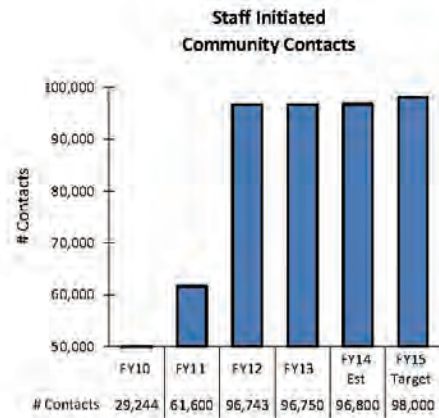
The estimated value of one volunteer hour was \$22.14 in 2013 according to www.independentsector.org



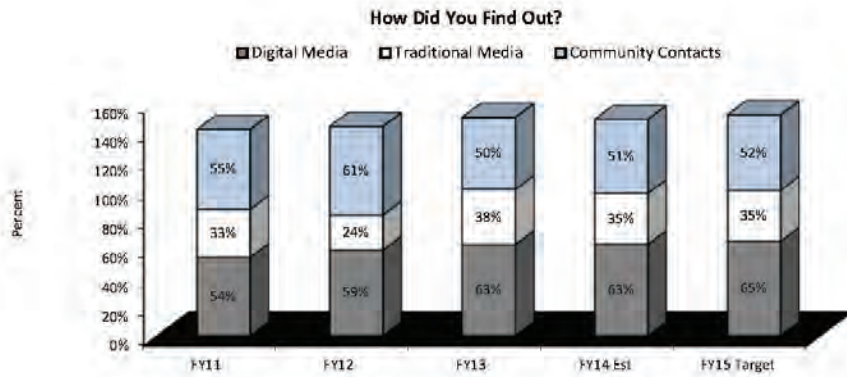
Public Affairs & Marketing Division Performance Measures



*Impression - an advertising term that refers to the number of times an ad is viewed



Source: Community Relations Database



Digital Media = Email, E-newsletters, Blogs, Text Messaging, Social Networks

Traditional Media = Newspaper, Radio, Television

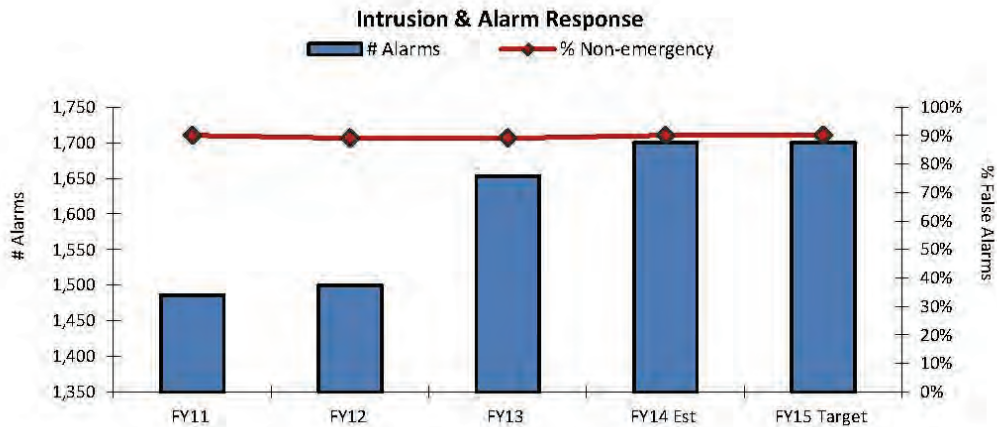
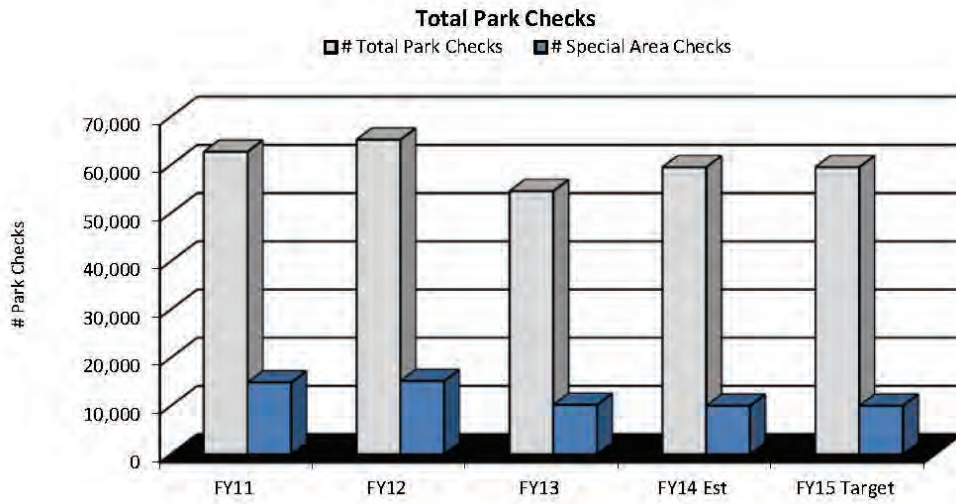
Community Contacts = Word-of-mouth, flyers, Phone tree

Note: A person can "find out" through more than one medium



*Includes only news stories generated by Public Affairs staff

Park Police Performance Measures

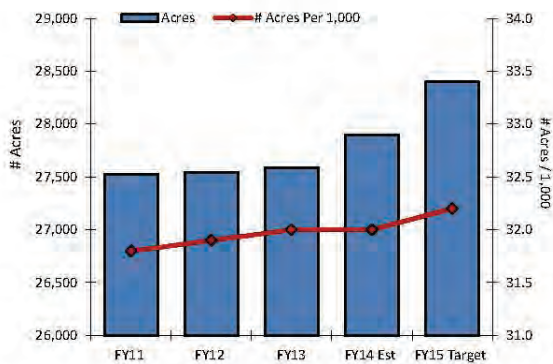


Park Planning and Development Division Performance Measures

Outcome Objective: Prepare the Capital Improvement Program and implement that program through land acquisition and the planning, design and construction of park facilities. Planners solicit citizen input to ascertain facility needs. Design staff establish the program and concept and then monitor consultants through the schematic, design development and construction document phases of a project. Engineering staff bid projects, handle contract administration and monitor construction. The Division also performs the regulatory functions of subdivision, site plan and zoning application review to assure compliance with County codes.

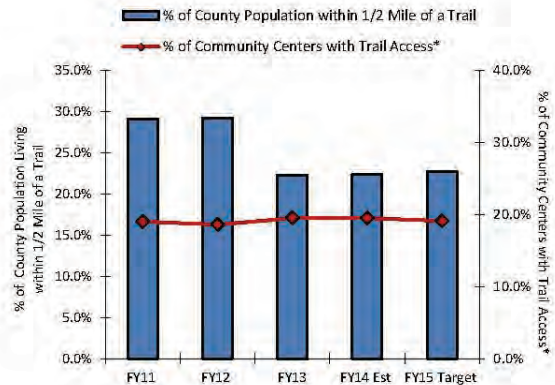
Impact Objective: Ensure that acquisition and development projects are fully funded and proper procedures are followed through planning, design and construction. The Division acquires parkland and builds quality park facilities in order to meet the park and recreation needs of the residents of Prince George's County. Note: All graphs below are from data as of Mid-November 2013.

Park Acres



*Department standard = 35 acres per 1,000 population based on 2010 US Census data

Trail Connectivity

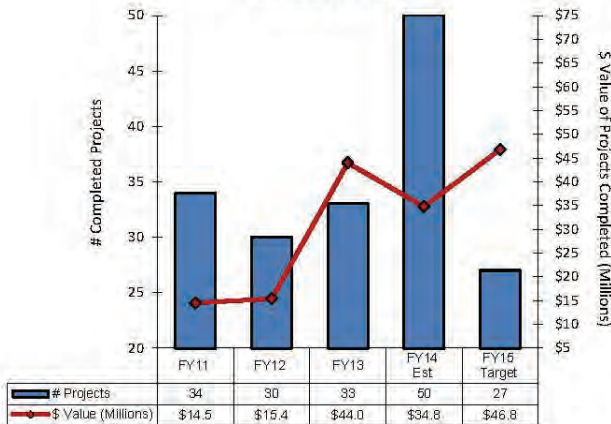


* FY13 we had 46 community centers, and 9 had direct trail access.

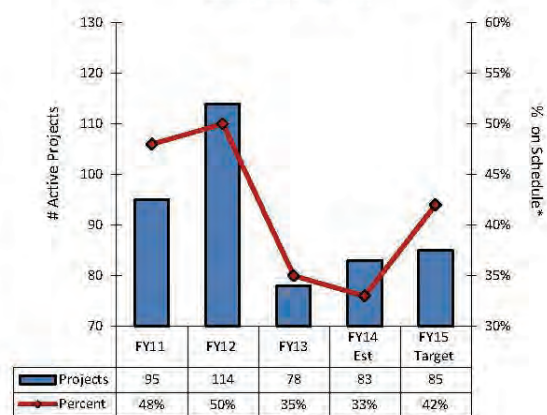
*FY14 est. will have 46 community centers, and 9 will have direct trail access.

*FY15 est. will have 47 community centers, and 9 will have direct trail access.

Capital Improvement Program Completed Projects



Capital Improvement Program Development Projects

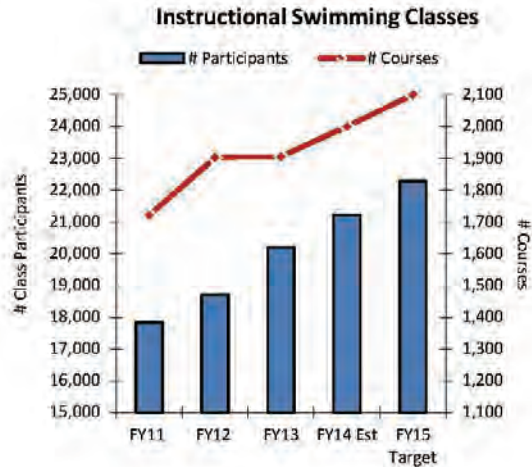
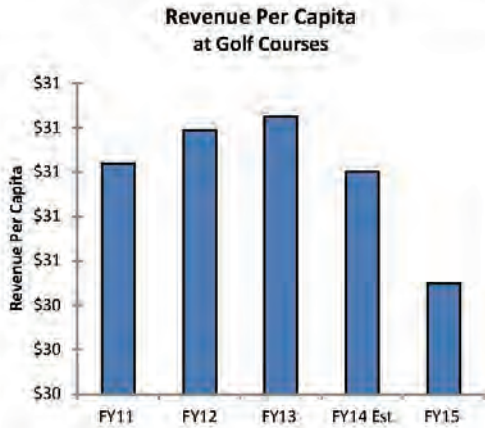


*Reached Projected Milestones

Sports, Health & Wellness Division Performance Measures

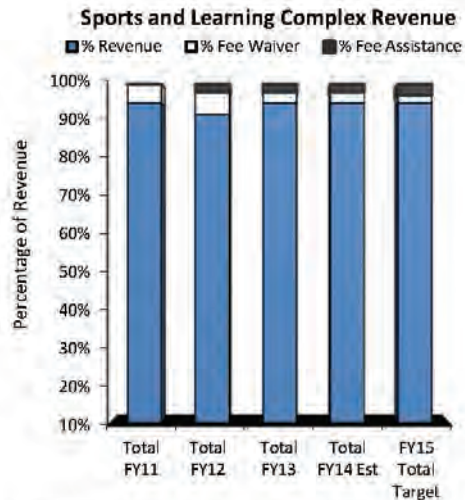
Outcome Objective: Provide high quality athletic and recreational programs, administration of a county-wide field permit process, professionally driven staff and an array of facilities for the citizens of Prince George’s County. The Division’s functions include coordination and scheduling of a comprehensive sports program, management and supervision, administration support of Prince George’s County Boys and Girls Club, aquatic venues, golf courses and state of the art facilities that include the Fairland Sports and Aquatics Center and the Sports and Learning Complex.

Impact Objective: Provides the Department, stakeholders (Board of Education) and the citizens of Prince George’s County with quality programs and services, excellent recreational opportunities for the entire family, and numerous facilities to enhance quality of life for our internal and external customers.



Total Revenue - Golf Courses (Millions)

FY11	FY12	FY13	FY14 Est.	FY15 Target
\$2.6	\$2.7	\$2.3	\$ 2.6	\$ 2.6



* Sports facilities include Prince George’s Sports and Learning Complex and Fairland Sports and Aquatics Center.

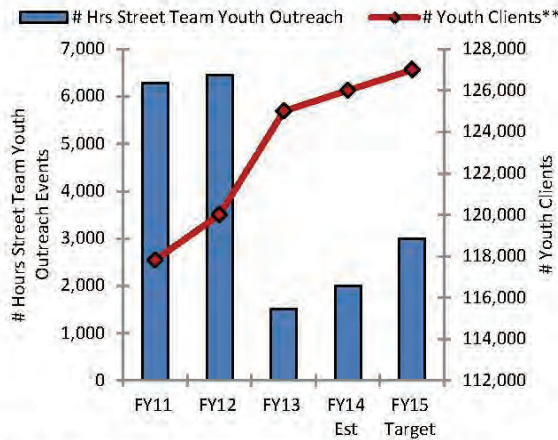
Fiscal Year	Projected Revenue	Actual Revenue
FY09	3,569,800	3,184,250
FY10	3,629,800	3,448,310
FY11	3,729,900	3,168,144
FY12	3,629,800	3,023,893
FY13	3,445,300	3,293,859
FY14	3,226,700	N/A
FY15	3,237,700	N/A

Special Programs Division Performance Measures

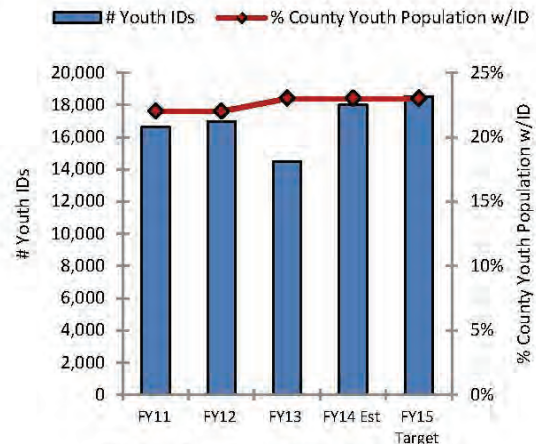
Outcome Objective: Provide quality services for youth, seniors, and individuals with disabilities. Programs and services include employee child care, operating the Department's senior activity centers and therapeutic recreation opportunities in both inclusive and specialized settings to promote and facilitate the development of leisure and skills, socialization and independence for individuals with disabilities. Leadership to the department on youth services includes implementation of the Youth Action Plan and expansion of county-wide youth programs and services, staff training and education and partnerships with government and community stakeholders. Additionally, the Division provides technical support on ADA/accessibility issues and stewards the Senior Strategic Plan. The Division also operates the Glenridge Recreation Warehouse and coordinates the Departmental Safety Committee and Safety Management Conference.

Impact Objective: Produce safe and nurturing child care and supervised play environments for children; provides resources, leadership and direction for other Departmental child care and youth programs and provides recreational opportunities for individuals with disabilities, youth and seniors that promote health and wellness, socialization, skill development, responsible use of natural, cultural and historical resources and enriching use out of school and unstructured time.

Youth Outreach



Youth Participation

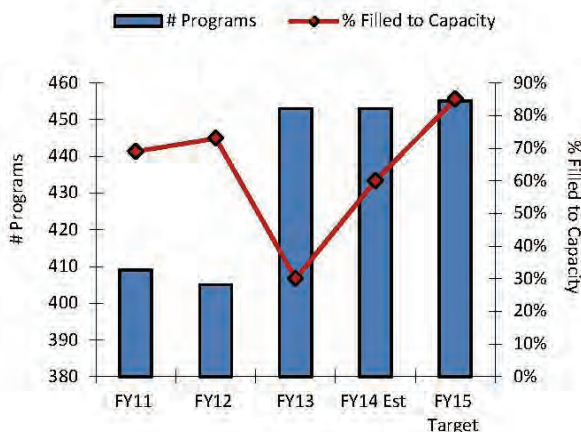


*Street Team - Youth Services Youth Outreach unit that provides direct marketing to youth. Data not available for FY09 or FY10.

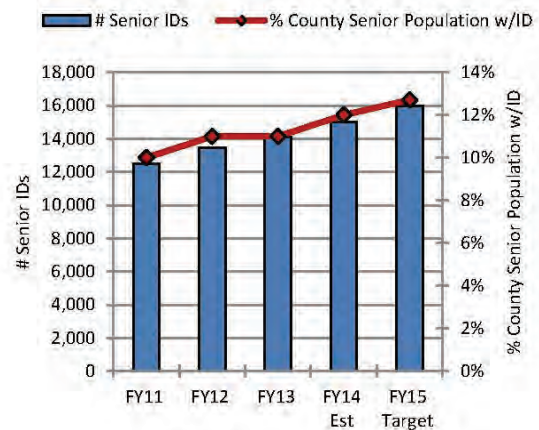
**Youth clients - anyone 6 - 17 in the SMARTLink database

*2010 US Census 6 to 17 (total 76,846)

Therapeutic Recreation Programs



Senior Participation



*2010 US Census 60 and over (total 125,136)

The *FORMULA 2040 Functional Master Plan* for Prince George’s County adds additional performance measures to include capacity management, programs offered versus programs held, standards met in programs and cost recovery goals:

- Program Standards

Participant Satisfaction:	90% high satisfaction for all programs.*
Program Delivery Rate:	70% of programs offered are held.
Program Evaluation:	1/3 of programs evaluated annually with pre- and post-evaluation.*
Performance Measurement:	Measures will be posted quarterly and shared with staff.
Business Plans:	1/3 of core programs are reviewed annually to include: participant evaluation, life-cycle analysis, cost recovery targets, pricing strategy, benchmarking against alternative providers and marketing strategy.*
Partnerships:	100% of partnerships have written agreements with measurable outcomes that are evaluated yearly.
Program Benefits:	75% of program descriptions include outcome benefits.
Cost Recovery:	70% of programs reach their cost recovery target.

* Rotation over 3 years – red, yellow and green “Stoplight” categories.

- Performance Measures

Attendance:	Total # and % of Course Registrants, Scans and Drop-In Data from SMARTlink.
Facility Use Rate:	- Average Hourly Attendance - Attendance by square foot (Quarterly/Yearly)
Program Delivery Rate:	Percent (%) of classes that achieve the set minimum to provide the class. (Classes cancelled within 2 weeks of start date)
Participant Satisfaction:	On-line participant surveys using email addresses provided by SMARTlink—rotation over 3 years—red, yellow and green “Stoplight” categories.
Cost recovery Rate:	Percent (%) of cost recovery target achieved by program category.



PARK SERVICES PROGRAM

I. Athletic Fields

A. Description

The Athletic Fields program element provides for the care and maintenance of the Department's 298 athletic fields and 50 overlay football/soccer fields. Activities include infield dragging and lining, mound maintenance, clay replacement, field striping, mowing, fertilizing, aerating, seeding, turf renovations amenity maintenance, and repair and replacement of fences, benches, home plates, pitching rubbers, goals, etc. There are approximately 795,000 baseball/softball field users and 985,000 rectangular field users actively participating through organized, permitted sports programs, and approximately 73,000 games and practices each season. Additionally there are many other field users including teams and leagues that regularly use the fields without a permit, pick-up games, special event participants, dog walkers, and all other park patrons who utilize the open space for any of a multitude of activities.

In FY10, the Department initiated the Athletic Field Inspection and Evaluation Program to monitor field conditions and deterioration, post renovation. The challenge is trying to maintain these fields in a non-controlled atmosphere (unlimited access), while meeting the demands of field users. By FY12, we were able to document that the fields continued to be overused, even as permits were limited. Due to these findings, the Department terminated the evaluation portion of the program. However, we will continue to inspect and document the field conditions.

B. Goals

To provide fields that are safe, playable, aesthetically pleasing, and are available for youth/adult organized sports as well as walk on "Free Play" (at the local park level).

C. Performance Measures


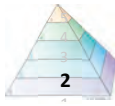
Objective	Measure
Provide safe and playable athletic fields	Number of fields rated in “good” condition per annual inspection
Improve customer satisfaction of field conditions and quality of fields	User satisfaction surveys

D. Specific Tasks/Products for FY13

- Renovate 6 - 8 baseball/softball fields and 10-12 rectangular fields.
- Generate semi-annual SmartParks Maintenance Request Reports for field repairs.
- Participate in any field use forums scheduled by Community Use of Public Facilities.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/Issues
% of fields rated in good condition per field inspection program	100%	60%	60%	60%	Not enough staff to keep fields in good condition. We anticipate field conditions will remain the same with current maintenance staffing.
% of users who rated field quality and condition satisfactory in customer surveys	80%	Not Available	80%	80%	The Community Use of Public Facilities (CUPF) began permitting Parks’ athletic fields in FY11. Parks will work with CUPF to survey customers in FY12 and FY13.

E. Cost Recovery Goals

Athletic Field Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Regional/ Recreational Park Fields	Monitored Facility/ Area Usage	 2 Considerable Community Benefit	15%	39%	39%	39%	Core service

II. Outdoor Courts

A. Description

The Outdoor Courts program includes outdoor tennis, basketball, volleyball, racquetball, handball, inline skating, horseshoes, and bocce ball courts. This program ensures that all court surfaces are smooth and clear of debris; are free of graffiti; and all fixtures and nets are in place and functional. There are 537 courts across 124 pad sites available on a first-come, first-served basis.

B. Goals

To provide well-maintained multi-use courts countywide for informal, organized, and competitive play and to promote healthy recreational habits and lifetime skills through community gathering and socializing.

C. Performance Measures

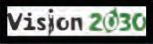

Objective	Measure
Inspect all surfaces, fences, nets and standards, etc., each month for proper and safe court conditions	Monthly inspections
Respond to citizen service requests in a timely manner	Respond to service requests and complete repairs within 30 days

D. Specific Tasks/Products for FY13

- Continue an every 30 day inspection program that is consistent countywide for all court surfaces, fences, nets, and standards.
- Monitor average response time to SmartParks service requests through SmartParks system.
- Perform a random sampling of customer satisfaction.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% of monthly multi-use court inspections completed	100%	85%	65%	65%	Too few staff available to conduct monthly inspections
% of service calls with response and repair within 30 days	100%	48%	38%	38%	Staff reallocated to focus on higher priority areas

E. Cost Recovery Goals

Outdoor Courts Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Outdoor Sports Courts	Open Facility/ Area Usage	 1 Mostly Community Benefit	0%	0%	0%	0%	Core service



III. Indoor Tennis

A. Description

Indoor Tennis programs at the Wheaton and Cabin John Regional Parks include 12 courts for seasonal court reservations, spot time reservations, group and private lessons, group rental for parties or league play, summer camps, and tournaments.

B. Goals

To provide well-maintained indoor tennis courts for recreational opportunities for the citizens of Montgomery County and the surrounding region.

C. Performance Measures




Objective	Measure
Generate sufficient revenues through user fees to cover operating costs of indoor facilities in the Enterprise Fund	Operating revenues in excess of operating expenditures
Increase participation in tennis activities	Participation numbers
Increase indoor court usage through creative pricing and programming during the peak and off seasons	Court hours booked Peak-Season - September-April Off-Season – May-August
Provide quality tennis services and programs	User satisfaction survey


D. Specific Tasks/Products for FY13

- Continue to offer a wide variety of class and special activities for all ages and levels.
- Increase the number of court rentals by offering Manager Specials during non-peak times.
- Decrease response time to customers' inquiries.
- Administer customer surveys, using the feedback to improve customer service and programming.
- Host non-sanctioned tournaments each year.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% of operating revenues that cover operating expenditures	Varies Each Year by Budgeted Amount	137%	127%	124%	Budgeted amount changes based on fluctuations in revenue and expenditures
% increase in # of patrons participating in tennis activities measured through booking court time or taking lessons	5%	0%	5%	5%	
% court hours booked versus available time. PS = Peak Season OS = Off Season	PS 80% OS 50%	PS 70% OS 39%	PS 80% OS 50%	PS 80% OS 50%	FY11 - PS Cabin John 63% Wheaton 49%
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" (HAWD) survey	80%	93%	85%	90%	

E. Cost Recovery Goals

Indoor Tennis Program Element –Enterprise Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Spot Time	Rentals Private	 5 Mostly Individual Benefit	200%	158%	158%	158%	Pricing is structured to maximize what the market will bear.
Beginner Class	Classes, Workshops, Clinics - Beginning	 2 Considerable Community Benefit	130%	380%	380%	380%	High participation mixed with large class size
Advanced Class	Classes, Workshops, Clinics - Competitive	 4 Considerable Individual Benefit	175%	246%	246%	246%	High participation with small class size



IV. Seasonal Regional Park Amenities (includes boating, camping, driving range, miniature trains, carousel, miniature golf, splash playground, and skate park)

A. Description

Lake Needwood in Rock Creek Regional Park and Little Seneca Lake in Black Hill Regional Park offer a variety of rental boats, mooring sites, a public boat ramp, boat tours and special events. Camping is provided at Little Bennett Campground and Cabin John Regional Park Robert C. McDonell Campground. In FY11, the Department took over operations of the South Germantown Driving Range which features 40 tees (10 are covered). The Miniature Golf/Splash Playground at South Germantown Recreational Park features one 18-hole championship-level miniature golf course and a 280-jet water maze, water bucket drops, and spraying animals. Two event tents accommodate parties, large groups, and summer camps at this facility. Both Wheaton Regional and Cabin John Regional Parks operate miniature trains along with party rooms for group events. The Ovid Hazen Wells Carousel is operated out of Wheaton Regional Park during the summer. The Olney Manor Skate Park offers 14,400 square feet of skateboarding fun.

B. Goals

To offer enjoyable, unique, and family-oriented recreational activities at an affordable price; to give a nostalgic experience of a bygone era; to provide riders with a tour of Montgomery County’s valuable natural resources to instill an appreciation of nature; and to provide a safe, clean, and quality recreational experience for all park patrons visiting the Park amenities.

C. Performance Measures



Objective	Measure
Provide quality Seasonal Park Amenity services and programs.	User satisfaction survey
Generate sufficient revenue through user fees to cover most or all operating costs in Enterprise Fund	Operating revenues in excess of operating expenditures
Increase participation in Seasonal Park Amenities	Participation numbers

D. Specific Tasks/Products for FY13

- Increase innovative programming during off-peak season to increase revenue and patronage.
- Increase marketing and outreach for all facilities.
- Expand programming opportunities at Olney Manor Skate Park and South Germantown Driving Range.
- Install picnic pavilions and pathway at the South Germantown Splash Park.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" survey	80%	B= 92% C=90% D=N/A M=100% S=N/A T=94%	B=93% C=93% D=80% M=100% S=80% T=95%	B=94% C=94% D=80% M=100% S=80% T=96%	
% of operating revenue that covers operating expenditures	Varies Each Year by Budgeted Amount	B=144% C=77% D=N/A M=103% S=138% T=146%	B = 125% C = 73% D=110% M = 110% S = 120% T 167%	B = 112% C = 69% D=115% M = 111% S = 84% T = 153%	Some facilities increased slightly while others decreased slightly based on weather, programming and popularity
% increase in # of patrons participating in Seasonal Park Amenities	Varies by Facility	B = 4% C = (7%) D=N/A M = (16%) S=N/A T = (6%)	B =5% C =5% D=5% M=5% S =48% T = 5%	B = 5% C = 5% D=5% M = 5% S = 5 T = 5%	Delayed opening for Needwood Boats in Spring FY11 due to dredging
B=Boating C=Camping D=Driving Range M=Miniature Golf/Splash Playground S=Skate Park T=Trains/Carousel					

E. Cost Recovery Goals

Seasonal Regional Park Amenities Program Element – Enterprise Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Hourly Boat Rental	Rentals Private	 Mostly Individual Benefit	200%	119%	119%	119%	Pricing is structured to maximize what the market will bear.
Train/ Carousel Ride	Amusement Rides	 Considerable Individual Benefit	175%	145%	145%	145%	Pricing is structured to maximize what the market will bear.



V. Ice Skating

A. Description

The Ice Skating program provides for the operation, maintenance, and programming of the Department's ice skating facilities in Cabin John and Wheaton Regional Parks, comprised of four separate sheets of ice. Both facilities offer a diverse selection of programs year round for all ages and skating abilities including general and special skating sessions, skate rentals, group and private lessons, camps, charity events, and leased time for ice. The Wheaton Outdoor facility is used for dry floor activities, including flea markets and camp activities.

B. Goals

To provide opportunities for individuals, groups, and families of all ages and skill levels to learn and enjoy ice skating, hockey, and other ice-based activities; offer special programs and events to the public on a regular basis; offer structured and safe teen programs; and promote a healthy and active lifetime sport to help develop future generations' interest in skating.

C. Performance Measures



Objective	Measure
Generate sufficient revenues through user fees to cover most or all operating costs in the Enterprise Fund	Operating revenues in excess of operating expenditures
Increase participation in ice skating activities	Participation numbers
Provide quality ice skating services and programs	User satisfaction survey

D. Specific Tasks/Products for FY13

- Continue to offer a wide variety of classes, special activities, and opportunities for all ages and levels.
- Attract groups and organizations to increase rentals during slow times to increase use and revenues.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% of operating revenues that cover operating expenditures	Varies Each Year by Budgeted Amount	128%	113%	110%	Budgeted amount changes based on fluctuations in revenue and expenditures
% increase in # of patrons participating in ice skating activities through public sessions, facility rentals, or taking lessons	Break Even	5%	3%	3%	
% of patrons surveyed rated service and program quality as good to excellent in the "How Are We Doing?" survey	80%	89%	85%	85%	

E. Cost Recovery Goals

Ice Skating Program Element –Enterprise Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Public Ice Skating Session	Monitored Facility/ Area Usage	 Considerable Community Benefit	130%	101%	101%	110%	Average of high attendance on weekend and afternoon/ evening sessions mixed with low attendance on weekday mornings
Beginner Class	Classes, Workshops, Clinics - Beginning	 Considerable Community Benefit	130%	175%	175%	185%	Cost recovery increasing lower expenses in FY13 (final debt service payment for Wheaton in FY12)



VI. Community Open Space

A. Description

The Community Open Space program maintains approximately 1,430 acres or 16% of the developed land managed by the Department of Parks. These are areas within local, recreational, and regional parks that are maintained for public use but not scheduled for organized activities, including neighborhood and urban parks. These types of spaces traditionally are not permitted athletic fields but provide people with the opportunity to enjoy family time and the benefit of being outdoors. Community open space should not be viewed as un-used open space – these areas are very heavily used.

Traditionally, these areas are used for passive recreational activities such as Frisbee games, throwing a ball, having a picnic, walking a dog, reading, painting—the uses are endless. These areas are considered the glue that binds together the rest of the amenities, such as shelters, playgrounds, and courts. In some cases, restroom facilities not directly linked to other elements are included here. The program involves all aspects of maintenance, including, but not limited to: mowing, trimming, litter and trash collection, leaf removal, maintenance of loop trails in Regional parks, pathways, water fountains, park benches, etc. It also includes police and ranger patrols to ensure visitor safety.

B. Goals

To provide valuable social and community green space in the urban and developing areas of the County; provide space for youth to experience unstructured, creative, free play to support the concepts of the “No Child Left Inside” and “Get Outdoors, It’s Yours!” initiatives; and promote healthy recreation, both active and passive in nature, and a healthy and balanced lifestyle.

C. Performance Measures


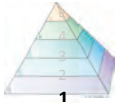
Objective	Measure
Provide an aesthetically pleasing open space for visitors to enjoy	Established maintenance standards tasks frequency

D. Specific Tasks/Products for FY13

- Continue to monitor targeted maintenance standards and adjust maintenance needs as appropriate and within funding levels.
- Monitor and track customer satisfaction and complaints and adjust maintenance and patrols as appropriate.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% established maintenance standards tasks (mowing, turf maintenance, litter collection, etc.)	100%	75%	75%	75%	Not able to achieve target due to budget reductions

E. Cost Recovery Goals

Community Open Space Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Open Space, Unprogrammed	Open Facility/ Area Usage	 1 Mostly Community Benefit	0%	0%	0%	0%	Core service



VII. Permitted Picnic Facilities

A. Description

Provide for the care and maintenance of the Department's permitted picnic facilities. This includes cleaning, replacing/repairing tables and grills, and shelter renovations. The Department has three Group Picnic Areas: Valley Mill, Parklawn, and Cabin John. They accommodate up to 175 people. Revenue from these areas is deposited in the Park Fund. There are also 81 permitted and 49 non-permitted picnic shelters throughout the Department. Revenue from the permitted shelters in local parks is deposited in the Park Fund, while revenue from the permitted shelters in recreational and regional parks is deposited into the Enterprise Fund. All shelters can be used on a first-come, first-served basis, unless a permit has been issued. A permit guarantees exclusive use.

B. Goals

To provide dedicated, clean, and safe areas with grills, restrooms, playgrounds, and play fields for large groups to gather. Provide covered outdoor areas with grills and tables for smaller groups to gather.

C. Performance Measures


Objective	Measure
Provide a well-maintained area for gatherings in permitted shelters	Facility cleaned on schedule
Provide picnic shelters and group picnic areas for gatherings that meet user demand	Rental usage
Provide quality service from the Permits Office	User satisfaction surveys

D. Specific Tasks/Products for FY13

- Conduct inspections during routine maintenance.
- Monitor usage patterns.
- Conduct comprehensive fee analysis, introduce new fee schedule as/if appropriate.
- Monitor user satisfaction surveys and user complaints.
- Respond to service calls within 48 hours.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% of shelters cleaned after permitted use during peak summer season	Regional Parks				
	100%	95%	95%	95%	
	Local Parks				
	100%	95%	95%	95%	
% local park shelters reserved 20% or more on weekends during peak summer season	40%	36%	38%	40%	
% regional/recreational park shelters reserved 40% or more on weekends during peak summer season	50%	47%	50%	50%	
% group picnic areas reserved 85% or more on weekends during peak summer season	100%	100%	100%	100%	
% of patrons surveyed who rated quality of service as good to excellent in random sampling customer surveys	80%	Not Available	80%	80%	User satisfaction survey instrument being developed for FY12.

E. Cost Recovery Goals

Permitted Picnic Facilities Program Element—Park Fund							Visjon 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Local Park Shelter Rentals	Rentals Private	 <p>Mostly Individual Benefit fit</p>	125%	182%	182%	182%	



VIII. Cultural Resources

A. Description

The Cultural Resources Program provides stewardship and education via 117 built and 600 archaeological resources. Responsibilities include: rehabilitating historic buildings, telling the County's history through interpretation and public programs at the best sites, educating the public through historical talks, exhibits, and interpretive signage, master and preservation planning, and archaeology.

B. Goals

To protect and rehabilitate historical buildings, promote archaeology, and provide educational and public programs that reveal the county's unique history.

C. Performance Measures




Objective	Measure
Provide historic structures that are stabilized or rehabilitated according to best preservation practice	Historic structures stabilized or rehabilitated
Provide interesting, history-based programs at heritage building sites	User satisfaction surveys
Enhance interpretive and archaeological programs through a wide network of trained volunteers	Volunteer hours
Provide analysis of archaeological artifacts beyond dig and laboratory stages	Artifacts catalogued and analyzed in electronic database

D. Specific Tasks/Products for FY13

- Rehabilitate Meadowbrook Stables with restored windows, doors, and refurbished woodwork.
- Create and install interpretive signs on the Civil War and environmental stewardship.
- Complete the Woodlawn Barn Visitors Center’s design on Quakers and the Underground Railroad.
- Complete the Josiah Henson Special Park Facility Plan that creates a museum about slavery.
- Continue introducing first-person narrative, costumed interpretation at the Underground Railroad trail.
- Finalize Archaeology collections software database and continue dig at Josiah Henson Special Park.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
# of historic structures stabilized or rehabilitated per year (per completion of capital projects)	1	1	1	1	Planning and maintenance projects also are ongoing, and focus on priority historic buildings.
% of visitors who rated program quality as good to excellent in random customer surveys	90%	90%	90%	90%	Quality of interpretation depends on staff tours and well-trained docents.
# of work years contributed outside of operating budget via in-kind donations by archaeology and interpretive volunteers	4	4	4	4	There are 80 volunteers in the Cultural Resources program whose time equates to four or more work years annually.
% of artifacts catalogued and analyzed per Secretary of the Interior’s Standards for Archaeology	5%	0%	0%	5%	Inadequate staffing. 1 yr fieldwork= 5 yrs in lab. FY13 is 1 st year of database necessary for analysis.

E. Cost Recovery Goals

Cultural Resources Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Underground Railroad Tour	Monitored Facility/ Area Usage	 Considerable Community Benefit	15%	83%	87%	91%	High usage of Volunteers
Specialized Camps, Archaeology	Specialized Event/ Camp	 Balanced Community/ Individual Benefit	70%	98%	98%	98%	High usage of Volunteers



IX. Nature Centers

A. Description

Nature education and interpretation are core values of Montgomery Parks. The Department features four nature centers whose mission is to inspire people to learn about and enjoy our natural and cultural resources and to advocate for the stewardship of these resources. The Nature Centers Program accounts for the maintenance, operation, programming, and administration of nature-related activities, exhibits, and facilities at Black Hill, Brookside, Locust Grove, and Meadowside Nature Centers. These facilities provide interpretive educational opportunities to the public as well as organized groups through exhibits, trails, gardens, special events, and naturalist programs throughout the year for over one million regional park visitors.

B. Goals

To connect residents and visitors to the natural environment; educate and serve as a resource for natural, historical, and cultural heritage of Montgomery County; provide leisure opportunities; support Montgomery County Public Schools' curriculum goals; provide volunteer opportunities and trainings; serve diverse clientele; provide on-site and off-site programming opportunities; and provide summer nature camps.

C. Performance Measures



Objective	Measure
Increase children's participation in outdoor activities as part of the No Child Left Inside initiative.	Participation numbers
Provide quality nature programs and experiences that meet the needs of a diverse clientele.	User satisfaction survey

D. Specific Tasks/Products for FY13

- Promote outreach programs in Montgomery County schools, libraries, and recreation centers.
- Provide 8 weeks of full-day summer camps with after-care at each facility.
- Recruit and train volunteer naturalists to assist with implementation of programming.
- Develop marketing strategies in alignment with Park-wide initiatives to promote programs and events.
- Amend existing programs and develop new programs that align with new Maryland Environmental Literacy Standards for schools.
- In conjunction with Brookside Gardens, develop an interpretive master plan.
- Increase the presence of naturalists in parks to educate visitors about park unique resources and stewardship values.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% of programs with an outdoor component	100%	96%	100%	100%	
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" surveys	90%	99%	90%	90%	

E. Cost Recovery Goals

Nature Centers Program Element – Park Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Birthday Parties	Organized Parties	 Mostly Individual Benefit	125%	143%	143%	143%	



X. Public Gardens

A. Description

The mission of Public Gardens is to connect people to plants in a meaningful way so that they come to appreciate, cultivate, and protect plants in their gardens and in the natural environment. This program element is responsible for the maintenance, programming, and development of Brookside Gardens and McCrillis Gardens, a future garden at Ovid Hazen Wells Park in Damascus, and the Parks Community Garden Program. Brookside Gardens approved operating budget is supplemented by an emerging advancement program and a robust enterprise revenue program, including the Garden of Lights, Wings of Fancy Live Butterfly Exhibit, and the School of Botanical Art and Illustration.

B. Goals

To provide a place of beauty and relaxation for inspiration and mental well-being; offer safe, paved trails for exercise to improve physical health; build upon a reputation as an expert in the community for information about plants and gardening and develop mission-based programs to share this knowledge with our visitors; provide hands-on learning activities for children; maintain a year-round schedule of fee-based and free programs and activities to appeal to many ages, income levels, and interests; partner with community organizations with similar missions to leverage resources and provide enhanced services; grow unique specialty crops for horticultural displays and exhibits; design, plant, maintain and interpret gardens and landscapes and promote the growing of local produce and healthy living.

C. Performance Measures


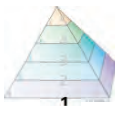

Objective	Measure
Provide quality horticulture programs and experiences that meet the needs of a diverse clientele.	User satisfaction survey
Provide garden plots for growing local produce.	Number of plots available

D. Specific Tasks/Products for FY13

- Identify and solicit alternative funding sources for the Community Garden program.
- Partner with MCPS to develop school community gardens.
- In conjunction with the Nature Centers, develop an interpretive master plan.
- Work with the Montgomery Parks Foundation to launch a capital campaign for phases one and two of the Master Plan for Brookside Gardens.
- Pursue Leadership in Energy and Environmental Design for Existing Buildings (LEED-EB) certification for the Brookside Gardens campus.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% of patrons surveyed who rated service and program quality as good to excellent in the "How Are We Doing?" surveys	95%	96%	95%	95%	
# of garden plots available to the public	700	252	521	700	

E. Cost Recovery Goals

Public Gardens Program Element – Enterprise Fund							
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Children's Day	Community Wide Event	 1 Mostly Community Benefit	0%	62%	62%	62%	
Garden of Lights	Special Event	 3 Considerable Community Benefit	150%	143%	170%	140%	FY12 High visitation due to mild weather



COMMUNITY PARTNERSHIPS PROGRAM

XI. Partnerships

A. Description

Partnerships include all types of support relationships that enable Montgomery Parks to provide high-quality services, activities, and programs to the public. These include: public-private partnership projects, community partnerships (such as volunteers and friends groups), corporate sponsorships, and grants and donations received from foundations, individuals, and the Montgomery Parks Foundation (MPF) in support of our work. The projects supported by these varying types of non-tax supported funding are selected from the annual funding priorities list and are typically projects with significant value that are least likely to receive operating or CIP funds. One of the principal goals of the Partnerships Program is to generate support for the park system via non-tax supported resources in order to continually improve the overall parks experience for the residents and visitors of the Montgomery County Park System.

B. Goals

To leverage the assets of both the public and private sector through Private Public Partnerships that increase and enhance the quality and level of service provided by public resources alone.

C. Performance Measures


Objective	Measure
Develop community partnerships in support of parks	Volunteer participation
Ensure public-private partnerships are supporting departmental funding priorities and master plans	Public Private Partnerships

D. Specific Tasks/Products for FY13

- Develop a directed partnerships approach for larger public-private partnerships to ensure these partnerships are aligned with the department’s funding priorities and our master plan process.
- Identify and market two to five direct partnership opportunities to target audiences.
- Build corporate and youth participation in volunteer initiatives.
- Inform prospective partners about the new directed partnerships approach and community match opportunities.

Program Indicators	Target	FY11 Actuals	FY12 Estimated	FY13 Proposed	Comments/ Issues
% increase of the number of volunteers participating in park projects	2%	-1%	-1%	0%	Reduced staff working on volunteer coordination due to budget constraints # of volunteers in FY10 = 8,500 FY11 = 8,446
% of public-private partnership projects that support funding priority list and/or master plan goals	100%	100%	100%	100%	

E. Cost Recovery Goals

Partnerships Program Element – Park Fund							Vision 2030
Type of Service	Category of Service	Pyramid Level	Minimum Cost Recovery Goal	FY11 Actual Cost Recovery	FY12 Estimated Cost Recovery	FY13 Proposed Cost Recovery	Comments
Partnerships	Rentals, Partner	 Balanced Community/ Individual Benefit	70%	TBD	TBD	TBD	Parks has a number of unique partnerships. Cost recovery data has not been thoroughly analyzed.



New and continuing elements of the Commission’s evaluation framework include:

1. Action Research – The Commission is committed to systematic enquiry through pilot and demonstration projects that test staff hypotheses for improving processes, programs, and services. We need, however, to do a better job of documenting these efforts that often last only a few weeks. We also need to share our experiences with action research projects to stimulate learning and encourage further collaboration.
2. Performance Measurement – The performance measurement system was introduced for the FY02 budget and continues to evolve. The measures, which are published with the annual budget, are designed to be reliable indicators of the quantity, efficiency, and quality of our products, services, and operations. Each departmental division reviews existing measures annually for continuing relevance and effectiveness. The Commission uses the “Results Accountability” method to develop its measures. Effort is continually made to increase our ability to measure program benefits delivered.
3. Staff Training on Performance Measurement and Program Evaluation – The Commission’s training opportunities have recently been reviewed and refreshed. A new training series on “Purposeful Programing” introduces new program tools, such as the Stop Light Model of program assessment and cost-recovery analysis. In addition, a newly designed course on program evaluation and performance measurement is now offered on an ongoing basis.
4. Quality Assurance – The Commission uses a variety of quality assurance tools on an ongoing basis to monitor customer satisfaction. These include comment cards, on-line feedback surveys, transaction analysis, focus groups, and from time-to-time, mystery shoppers.
5. Benefits-Based Marketing – The new *FORMULA 2040 Functional Master Plan for Parks Recreation and Open Space* commits the Department of Parks and Recreation in Prince George’s County to adopt an outcome-based approach.
6. Strategic Planning – The Commission’s master plans (*FORMULA 2040 and Vision 2030*) are implemented through strategic implementation action plans.
7. Survey Research – The Commission does statistically valid surveys to track the opinion and needs of our service population. This tool is the best available to get a better understanding of the views of non-users. In addition, we are doing periodic customer satisfaction surveys on recreation and leisure programs. With our new master plan, we make the commitment to survey participants in 1/3 of program offerings each year. In survey design, care is taken to measure the three elements of satisfaction: substantive, emotional, and procedural. With regard to substantive satisfaction, we seek to learn how well we have delivered promised program benefits. In order to ensure positive customer experiences and continuously improve facilities and services, Montgomery Parks regularly distributes and collects “How Are We Doing?” surveys at its facilities. A report detailing the results of these surveys is created quarterly.



Programs are created, designed, and implemented based on community needs, desires, and feedback. Customers have provided extensive feedback through surveys, focus groups, staff interviews, comprehensive needs assessments, and major evaluation processes. The customer feedback is utilized in staff review and evaluation of current programs and for use in future program design in many program and service areas, including aquatics, community, and cultural services, fitness and wellness, history, instruction/skill development, natural resources and environmental stewardship, special interest activities, therapeutic recreation programs and inclusion services, trips, and excursions, and visual and performing arts.

The Commission bases its evaluations on program objectives designed to provide valuable, measurable feedback from participants. Participants are given the opportunity to make comments and suggestions for program modifications. The agency conducts program evaluations at the conclusion of each program. Staff directly supervising programs (i.e., facility manager, naturalist, class instructor) analyze results and make recommendations on proposed changes or modifications. Program staff and supervisors determine appropriate changes for quality assurance. Staff reports are reviewed quarterly in accordance with seasonal class offerings.

Montgomery Parks and Prince George's Parks and Recreation use the "How Are We Doing?" surveys to more systematically evaluate general customer satisfaction with staff, facilities, and programs. Survey cards are currently available at several facilities. Surveys can also be completed online. Data is analyzed quarterly and reports are generated and distributed to management and staff. Facility and program staff review the results and make recommendations for proposed changes or modifications and implement them.




OUTREACH TO UNDERSERVED POPULATIONS (6.4)


The Commission sponsors a wide range of activities and services that are inclusive, accessible, culturally and racially diverse, and affordable. The Commission's collaborative activities with government agencies, private companies, and participant groups help the agency reach a broader audience. Approaches to outreach include broad, inclusive policies, as well as specific programs targeted to underrepresented groups. Bilingual targeted mailings, public service announcements, and personal contact with community leaders all support the inclusive policies. Discrimination by age, ability, employment, income, language, nationality, race, ethnicity, religion, gender, or any other form is not tolerated.

Montgomery Parks, through its Parks and Recreation *Vision 2030* Plan, and Prince George's County, through its *2010 & Beyond Needs Assessment* and *FORMULA 2040 Master Plan for Parks, Recreation and Open Space*, collected community information and data to determine barriers that might limit access by special populations in the community. Information gathered from U.S. Census Bureau, surveys, focus groups, and previous research efforts indicate that barriers exist: cultural, geographical, age, limited transportation, individuals with disabilities, and economic disadvantage.

The Commission addresses the barriers in diverse ways, including but not limited to:

- Cultural, racial, and ethnic barriers:
 - Language and cultural barriers are addressed by in-house translators via our Park & Planning Language Bank.
 - The region's Hispanic population is ever-increasing, so the need for bilingual information is growing. The Community Relations and Outreach unit in Prince George's provides community outreach connections between the Department and various community groups, civic associations, homeowners associations, recreation councils, business groups, and advocacy groups. The unit works with contacts throughout multicultural, immigrant, and non-English speaking communities, and manages translation services, assuring that major publications are available in Spanish.
 - The Commission employs a diverse, talented, and enthusiastic workforce to make all visitors feel welcome. Equal employment opportunities are fundamental to all employment decisions. In addition, the diversity initiatives foster a culture that values the richness and uniqueness of our employees in aspects such as skill sets, experiences, culture, gender, and ethnicity.
 - The Commission provides a wealth of information, with a variety of print and digital communications, to reach all audiences, including the Montgomery County *GUIDE* Recreation and Park Programs, web pages, Twitter, Facebook, Reddit, StumbleUpon, Technorati, YouTube, and programs to translate web pages.
 - The Commission collaborates with community organizations to provide special events and celebrate culture, such as Black History Month and Hispanic Heritage celebrations.

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- Geographical barriers:
 - The Commission uses demographic information to ensure that all citizens and visitors have access to parks in or near communities.
 - Age barriers:
 - The Commission targets programs to seniors and teens to better serve these audiences. Nature center programs include volunteer opportunities for both groups; teens engaged in environmental programs find internships within the parks; and relationships have been forged with several homes for the aged to provide meaningful programs.
 - The latest census data shows that we are now serving a population that is aging. Therefore, there was a need to add additional senior centers to serve this growing population. In 2010, the Laurel-Beltsville Senior Center opened to service seniors in the northern part of Prince George’s County. In 2012, the JE Howard Senior Center opened in the Southern Area of the County. Increasing the location of our centers allowed for the Commission to serve a larger population.
 - In Prince George’s County, seniors receive free ID cards for bi-county facilities and showcase opportunities for seniors throughout the area. Some facilities feature designated hours for participation by seniors.
 - Individuals with disabilities:
 - In Prince George’s County, the Department has an extensive program for people with disabilities as well as inclusion services. The Therapeutic Recreation Section provides programs and services for County residents with disabilities. Responsibilities include all aspects of developing, monitoring, implementing, and evaluating the delivery of therapeutic recreation services, ensuring accessibility to individuals with disabilities; providing extensive support and resource information for community and advocacy groups, and overseeing the sign language interpreter contract. Specialized adapted recreation programs, including adapted aquatics and fitness programming and services, are provided.
 - Inclusion services provide quality leisure opportunities in an integrated setting for individuals with disabilities. It assures that recreation is an integral right of everyone’s life. Programs and activities are provided for all ages and levels of readiness.
 - The Commission provides reasonable accommodations for participation made available on an individual basis.
 - The Commission employs an American with Disabilities Act (ADA) project manager to oversee ADA compliance for facilities and programs.
 - Montgomery Parks provides annual inclusion training for nature center and garden staff and volunteers.

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- Montgomery Parks Enterprise Division has a position for an inclusion specialist to help ensure successful inclusion in Parks programs.
 - Montgomery Parks work with students with learning disabilities in a variety of programs. Students from Ivymount, SEEC, ARC, and Kennedy Krieger are a valuable part of the nature center work programs, providing trail maintenance, garden care, and exhibit maintenance and program preparation as part of their work training programs. Project Search provides students with learning disabilities the opportunity to intern in various divisions of Montgomery Parks.
 - Economic barriers:
 - The Commission strives to reduce financial barriers to citizens. Keeping programs low-cost is a priority. In fact, many programs are offered for free or at a low cost. However, some programs require the Commission charge a fee. There is a fee assistance program for families who cannot afford program costs. In FY12, the Department of Parks and Recreation, for example, subsidized \$400,000 in program costs for families in need.
 - Montgomery Parks provides a Fee Reduction Program to ensure that everyone has the chance to participate in fee-based programs.
 - Title I schools are given 50% fee reduction for school group programs to provide easier access to environmental programs at the nature centers and gardens.

SCOPE OF PROGRAM OPPORTUNITIES (6.5)

Following is a summary of the scope of the Commission’s program offerings by Department.



PRINCE GEORGE'S COUNTY

AQUATICS

- Youth Lessons
- Adult Lessons
- Swim Lessons for people with disabilities
- Adult Exercise
- Senior Exercise
- Swim meets for MNCPPC swim teams
- Recreational swim for MNCPPC groups
- Recreational swim for MNCPPC Therapeutic Recreation
- Recreational swim for non-Commission groups
- Recreational swim for general public
- MNCPPC Staff training classes (LG training, WSI, etc.)
- Non-staff training classes
- Specialty classes (SCUBA, water polo, etc.)
- Lap Swimming
- Youth birthday parties (during hours)
- Rentals

COMPUTER SKILLS

- Youth basic level classes
- Youth intermediate/advanced classes
- Adult basic level classes
- Adult intermediate/advanced classes
- Senior basic level classes
- Senior intermediate/advanced classes

CRAFTS & HOBBIES

- Preschool, Children/Teens arts & crafts
- Adult basic & intermediate level crafts
- Senior crafts

FITNESS & HEALTH

- Fitness classes for children & teens
- Fitness for Home School children
- Fitness for adults
- Fitness for seniors
- Fitness for people with disabilities

SCHOOL YEAR CHILD CARE

- Kids Care
- Kids Day In/Out
- Holiday Break Camps
- Kids Day Out for people with disabilities
- Kids Care for people with disabilities

LIFESTYLE AND ENRICHMENT

- All academic classes for (youth, teens, adults, seniors)
- Enrichment classes for youth
- Enrichment classes for teens
- Enrichment classes for adults
- Enrichment classes for seniors
- Lifestyle classes for (youth, teens, adults, seniors)
- Lifestyle classes for people with disabilities
- Academic = math, Spanish, tutoring, ESOL, SAT Prep
- Enrichment = personal financial planning, investment, cooking, Cotillion, public speaking
- Lifestyle = hair braiding, modeling, genealogy, wedding planning and coordination



MARTIAL ARTS

- Preschool Martial Arts
- Youth Martial Arts
- Adult Martial Arts

NATURE

- Preschool Nature activities
- Youth Nature activities

PERFORMING ARTS

- Preschool performing art classes
- Youth performing art classes
- Teen performing art classes
- Adult performing art classes
- Adult performing art classes
- Senior performing art classes
- Performing art classes for people with disabilities
- Sedentary piano classes to the active
- Classes (fitness) like salsa and line dance

VISUAL ARTS

- Preschool visual art classes
- Youth visual art classes
- Teen visual art classes
- Adult visual art classes
- Senior visual art classes

TRIPS & EXCURSIONS

- Day trips for adults/seniors
- Day trips for seniors only
- Day trips for families
- Overnight trips for adults/seniors
- Overnight trips for seniors only
- Overnight trips for families

SEASONAL & COMMUNITY EVENTS

- Festivals
- Family Movie Nights
- Holiday events
- Bazaars/Craft Fairs
- Fitness Days
- Concerts
- Art Exhibitions
- Fashion Shows
- Open Mic Poetry Nights
- Runs/Walks
- Black History Events
- Asian Pacific Heritage Events
- Hispanic Heritage Events
- Other events for the community

SPORTS

- Preschool sports
- Youth developmental sport classes
- Youth competitive level sport classes
- Teen developmental sport classes
- Teen competitive level sport classes
- Adult developmental sport classes
- Adult competitive sport classes
- Sports classes for people with disabilities
- Youth sport leagues
- Teen sport leagues
- Adult sport leagues
- Sports classes for people with disabilities



Montgomery Park's Brochure Categories

BOATING

Scenic Pontoon Boat Cruises
Educational Pontoon Boat Cruises
Canoeing Courses
Kayaking Courses
Fishing Lessons

CAMPS

Ice Skating
Ice Hockey
Youth/Teen Nature
Youth Discovery Camps
Outdoor Adventure
Tennis Camps
Park Rangers
Parent & Child Nature
Synchronized Skating
Ice Dancing
Golf

CRAFTS

Pre-School Arts & Crafts
Children Arts & Crafts
Teen/Adult Arts & Crafts
Holiday Arts & Crafts
Parent/Child Arts & Crafts

GOLF

Private Lessons
Clinics

HIKES & NATURE PROGRAMS

Pre-School Nature Programs
Children Nature Programs
Teen/Adult Nature Programs
Holiday Arts & Crafts
Nature Story Times
Family Nature Hikes

HOME SCHOOL PROGRAMS

Home School Nature Programs

HORTICULTURAL TECHNIQUES

Garden Tours
Gardening Techniques
Workshops
Gardening Seminars
Garden Story-time

ICE HOCKEY

Parent and Tot Lessons
Tot Lessons
Youth Lessons
Teen Lessons
Adult Lessons
Goaltending
Hockey Fundamentals
Scrimmages



ICE SKATING

Parent and Tot Lessons
Pre/School/Tot Lessons
Tot Lessons
Youth Lessons
Teen Lessons
Adult Lessons
Teen & Adult Lessons
Freestyle
Specialty Classes (Techniques)
Synchronized Skating
Ice Dancing
Off-Ice Conditioning
Clinics
Home School Courses
Ice Show Choreography
Therapeutic Skating
Competitions
Public Skate Sessions
Ice Shows/Exhibitions
Drop-In Hockey
Park Play Days

LANDSCAPE DESIGN

Landscape Design
Landscape Workshops
Environmental Gardening

LIFESTYLE & LEARNING

Cooking Courses
Lectures
Seminars

TENNIS (INDOOR)

Parent and Tot Lessons
Pre/School/Tot Lessons
Tot Lessons
Youth Lessons
Teen Lessons
Adult Lessons
Teen & Adult Lessons
Recreational Tennis
Specialty Classes (Techniques)
Seasonal Tennis
Public Tennis Sessions
Wheelchair Tournaments
Tournaments
Park Play Days

OUTDOOR TENNIS

Parent and Tot Lessons
Pre/School/Tot Lessons
Tot Lessons
Youth Lessons
Teen Lessons
Adult Lessons

SCHOOL OF BOTANICAL ART

Lectures
Seminars
Workshops

SCOUTING

Scout Badge Courses
Brownie Badge Courses
Cub Scout Badge Courses
Girl Scout Badge Courses



SKATEBOARDING

Skateboarding Lessons
Drop-In Skateboarding

SPECIAL EVENTS

Tot/Children Programs
Kids Fishing Days
Park Play Days
Park Festivals
Halloween Trains
Wings of Fancy
Garden of Lights
Harvest Festival

TRIPS & EXCURSIONS

Holiday Trips
Flower Show Trips
Garden Trips
Nature Trips
City Trips

VISUAL ARTS

Photography Workshops
Furniture Workshops

VOLUNTEER/TEACHER TRAINING

Educator Open Houses
Master Naturalist Training



SELECTION OF PROGRAM CONTENT (6.6)

The Commission offers a variety of programs for all program areas and skill levels for all age groups. These opportunities progress from the beginner level to advanced and follow nationally recognized training programs such as United States Figure Skating (USFS) and United States Gymnastics (USG) and aquatic programs, i.e., learn to swim and skate. In addition, nature centers provide vehicles for the scouting community to obtain badges and other programs up to the level of Eagle Scout. Additionally, emphasis is placed on providing activities, programs, and events that celebrate cultural differences in the community. The Commission recognizes diversity through the celebration of nationally recognized celebrations, such as Black History Month, Asian Pacific Heritage month, Native American Heritage Festival, Festival of Nations, and Hispanic Heritage month.

These celebrations provide a myriad of opportunities for cultures to express individuality while educating the general public on music, dance, and food.


COMMUNITY EDUCATION FOR LEISURE (6.7)

The Commission is committed to educating its citizens about the value, benefits, and impacts of numerous and varied program opportunities that are available through its service delivery. Promoting the benefits of recreation is an important priority. Those benefits include:

- Personal benefits: fitness and wellness, relaxation (stress reduction), and development of skills.
- Social benefits: leadership, building strong families, community networking, enhanced cultural diversity.
- Environmental benefits: environmental education and health, improved conservation, and open space protection.
- Economic benefits: preventative health, reduction in crimes, increased programmatic value.

The Departments utilize a variety of methods to educate the community on the benefits of parks and recreation services. Most programs are promoted via the website, flyers, brochures, posters, email blasts, and online social media including Facebook, Twitter, YouTube, and press releases. Some of these include special and targeted features for specific members of the community.

Prince George's County DPR has a fairly new adopted tagline, "*Live More, Play More,*" promulgated by our marketing staff. It speaks to being more active, engaged, and healthy, which adds another building block to the foundation of wellness.



Montgomery Parks leverages a variety of tools and channels to educate residents about the benefits, value, and impacts of our leisure services including a cable television program. Below please find a list of ways in which we are educating residents, followed by specific examples.

Montgomery Magazine Parks' Blog:

- Weekly blog posts highlight park offerings and their benefit value to the community. Examples include:
 - [A blog post](#) about our tennis programs showcasing the benefits of the sport;
 - [A blog post on the inaugural Be Active Montgomery](#) health fair (an event done in collaboration with the County Recreation Department) about the festival and how residents can be active in parks; and
 - [A blog post about enjoying Montgomery Parks' streams](#) in the summer to stay cool and learn about our natural resources.

"Parks, Rec 'N Roll" County Cable Program:

- A monthly local cable program, "Parks, Rec 'n Roll," showcases various park features /amenities and their values. The program is available online and on the local government TV channel. Links to some episodes are below with a brief description of how the content educates residents on the benefits of parks and leisure services.
 - Episode #14 showcases the benefits of camping, hiking and trail safety.
Link: <http://www.youtube.com/watch?v=2jBAFfw8IOg&list=PLA664D9822ADFD000>
 - Episode #10 showcases the benefits of tennis.
Link: <http://www.youtube.com/watch?v=djzEb4doX4U&list=PLA664D9822ADFD000>
 - Episode #8 highlights family outings and activities that get kids outside, involved in physical activities and learning about natural resource.
Link: <http://www.youtube.com/watch?v=vnxcRNBNY5k&list=PLA664D9822ADFD000>

Below is a sampling of activities and events from recent program guides that are educationally-focused from the Departments:

Issue/Year	Program Focus	Target Audience	Purpose
Summer Camps 2013	Summer Camps	Youths	<p>Provides fun and imaginative summer camp experiences with an emphasis on healthy indoor and outdoor activities.</p> <p>Staffed by knowledgeable content-experts, including naturalists, horticulturists and archeologists.</p> <p>Builds skills in sports like golf, tennis, and skating.</p> <p>Enhances appreciation and awareness of the natural world, while building on STEM and environmental literacy learned in the classroom.</p>
Summer 2013	Little Bennett Campground Celebrates 30 Years!	Community-wide	<p>A weeklong series of activities for local and out-of-town campers, including campfire cooking, naturalist-led hikes, stream studies, and other outdoor activities.</p>
Spring 2013	Black History Month Celebrations	Community-wide	<p>At several facilities, guided experiences to build awareness of slavery and emancipation in Montgomery County.</p>
Winter 2012/13	Homeschool Science	Youth	<p>Science-based education programs for homeschool groups.</p>
Fall 2012	Environmental Educators Night	Teachers	<p>Introduce public and private school teachers to the variety of informal environmental education providers in Montgomery County who can enrich the classroom curriculum with authentic outdoor experiences.</p>
Fall 2012	Lessons from the Past Group Historic Tours: Oakley Cabin, African American	Community Event	<p>Learn about historic sites and its impact on the community.</p>



Issue/Year	Program Focus	Target Audience	Purpose
	Museum and Park, Underground Trail, Josiah Henson Park		
Summer 2012	Tennis	Parent and child, children, seniors	A variety of skill-based classes to introduce families, children and seniors to tennis.
Summer 2012	Welcome Back Lake Needwood	Community	Learn about how and why the lake was dredged and how it helped its inhabitants.
Spring 2012	EcoTeens	Teens	Get teens outdoors learning about the environment while participating in environmentally based service-learning projects.
Spring 2012	Meadowside 40 th Anniversary Celebration	Community	There were presentations on resident raptors and birds and educational settings on their habitats.
Winter 2011/2012	Green Matters Symposium	Professionals	Focuses on a sustainable approach to landscape design and horticulture
Spring 2012	Youth Development Portfolio	Youth and Parents	<p>Identifies and expands support, opportunities and services for youth. Builds competency, quality, and sustainability of youth workers. Sets a foundation for a lifetime of leisure awareness and participation. Provides an asset-enriched environment. Provides statistics and accomplishments to date.</p> <p>Establishes credibility and serves as a program model for stakeholders as well as a platform for partnerships. Promotes healthy lifestyles, wellness and the development of lifetime leisure skills.</p>

Issue/Year	Program Focus	Target Audience	Purpose
			<p>Enhances positive and constructive recreation and leisure opportunities for out-of-school and unstructured time.</p> <p>Increases youth experiences that protect and steward natural, cultural, and historic resources.</p>
Summer 2012	Celebrating 50 Years of Patuxent River Park	Community-wide	Celebrates one of the County's open space treasures and educates the community as to the range of activities, active and passive activities and educational programs at Patuxent River and Rock Creek Regional Park.
Winter 2011/2012	Change the Way You Age	Seniors	Educational to encourage seniors 60 and older of the benefits of physical activity to their overall physical and mental well-being.
Fall 2010	Connecting to Communities	Community-wide	Why partnerships are important to fulfill our mission, descriptions of key partnerships to educate the community.
Winter 2010	Around the World in Three Months – Global Adventure through Recreation		Celebrates diversity within the community and describes popular recreational activities and their international origins and how they provide opportunities to exercise your mind and body.
Winter 2009	Telling the Story: African American History Sites		Highlights African American Tour.



PROGRAMS AND SERVICE STATISTICS (6.8)

Over 10 years ago, the Commission acquired the “CLASS System,” an automated cash collection, program and facilities registration application that is commonly known as SMARTlink in Prince George’s County and ParkPASS in Montgomery County. This software allows in-person, computer/Internet and touch-tone telephone registration for the programs offered by the Commission 24 hours a day. This program is fast, efficient, secure, and convenient. Customers can receive immediate confirmation that they have registered for a class, or they may put their names on a waiting list when a class is full. Using the CLASS system allows payment for classes to be made by credit card, debit card, or by putting money into an account.

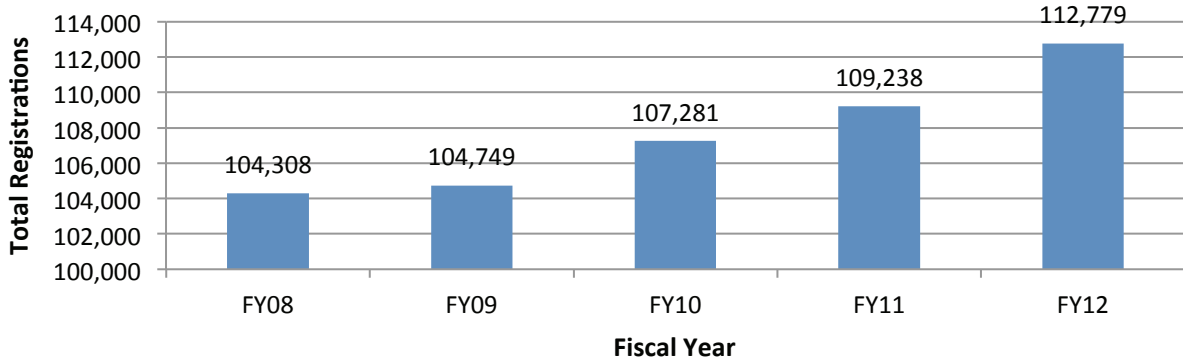
Service statistics are maintained at the program level and reported in the proposed annual budget as performance measures. The system not only tracks program registration, points of sale transactions, memberships, and facility bookings, it also has reporting capabilities and can provide quick and easy access to data captured for each transaction, including comparisons and trend analyses. The data that is automated is very reliable. However, the information that is manually inputted, such as scanning numbers, spectator totals, and facility booking is not always entered consistently. As a result, as a management reporting tool there are inconsistencies when reporting on manual data and information. In addition, as stated by the Administrator, “we need to have one data language” that we speak. That “language” should be measured routinely, reported on globally, and used as a review/management tool. You will get better data entry from the field, if they know someone is tracking a statistic. So, enhanced protocols on data entry are needed. The enormity of information the database maintains is challenging to manage and the staff have not adequately defined for the SMARTlink/ParkPASS what data is needed for reporting purposes.

Other limitations of SMARTlink/ParkPASS is that the system cannot report on the number of new programs delivered at each session and there are programs at historic sites, museums, nature centers, and gardens that usually bring a tourist audience that are not captured because there is no registration requirement for these programs. However, the user can manually enter this data. A policy decision was made not to collect in-depth demographic data, such as ethnicity. There is information on ages, gender, and zip codes.

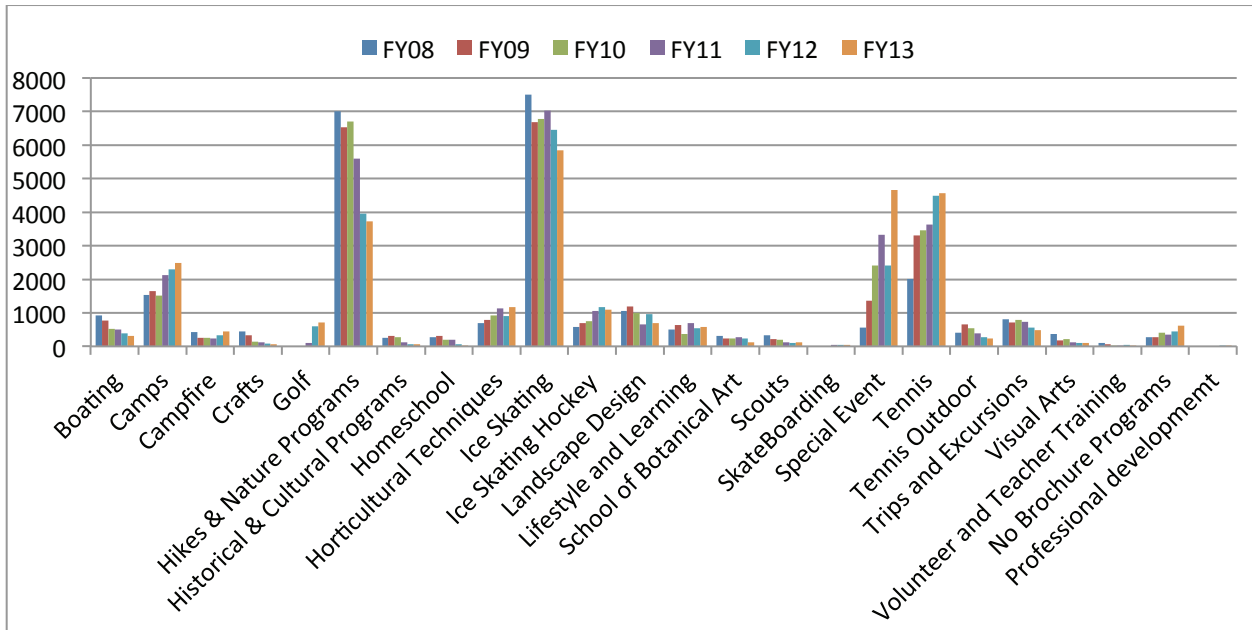
Solid growth is being reported in participation among adults, youths and seniors, as measured by the growth in accounts needed to sign up for classes and activities. As the graph below illustrates, overall program registration in Prince George’s increased between FY08 and FY12 by 8%.

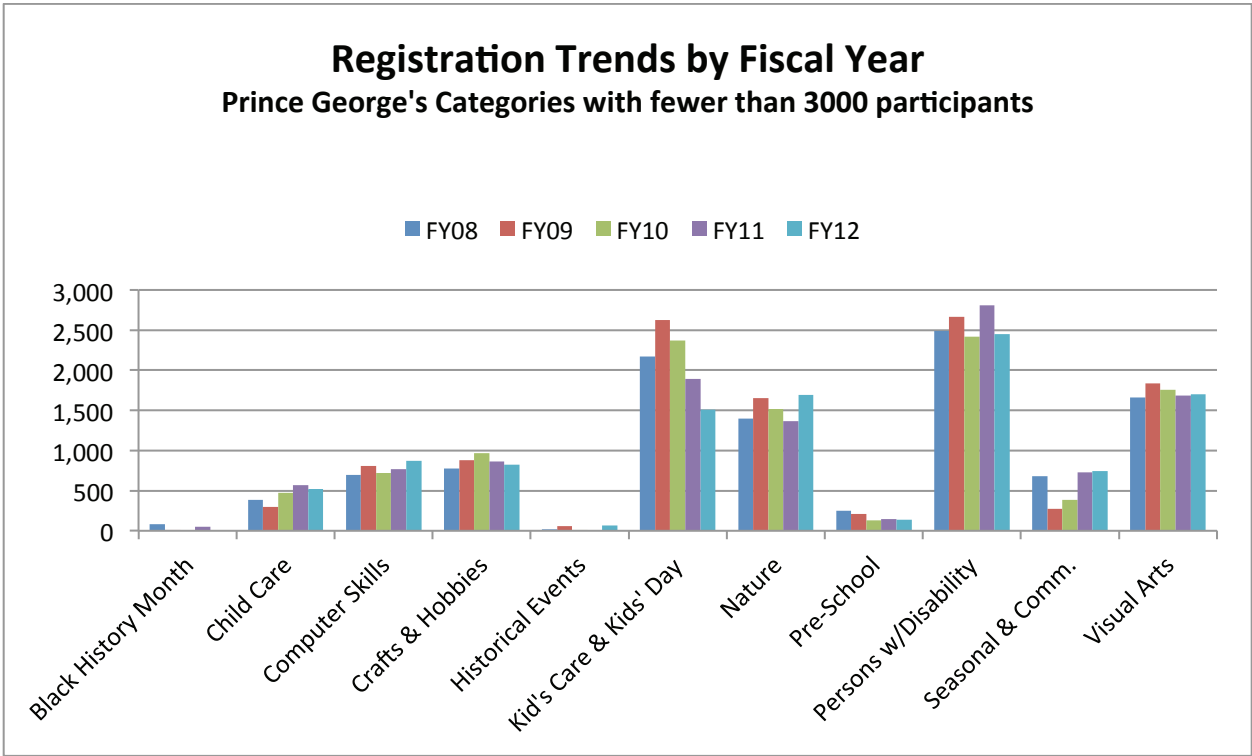
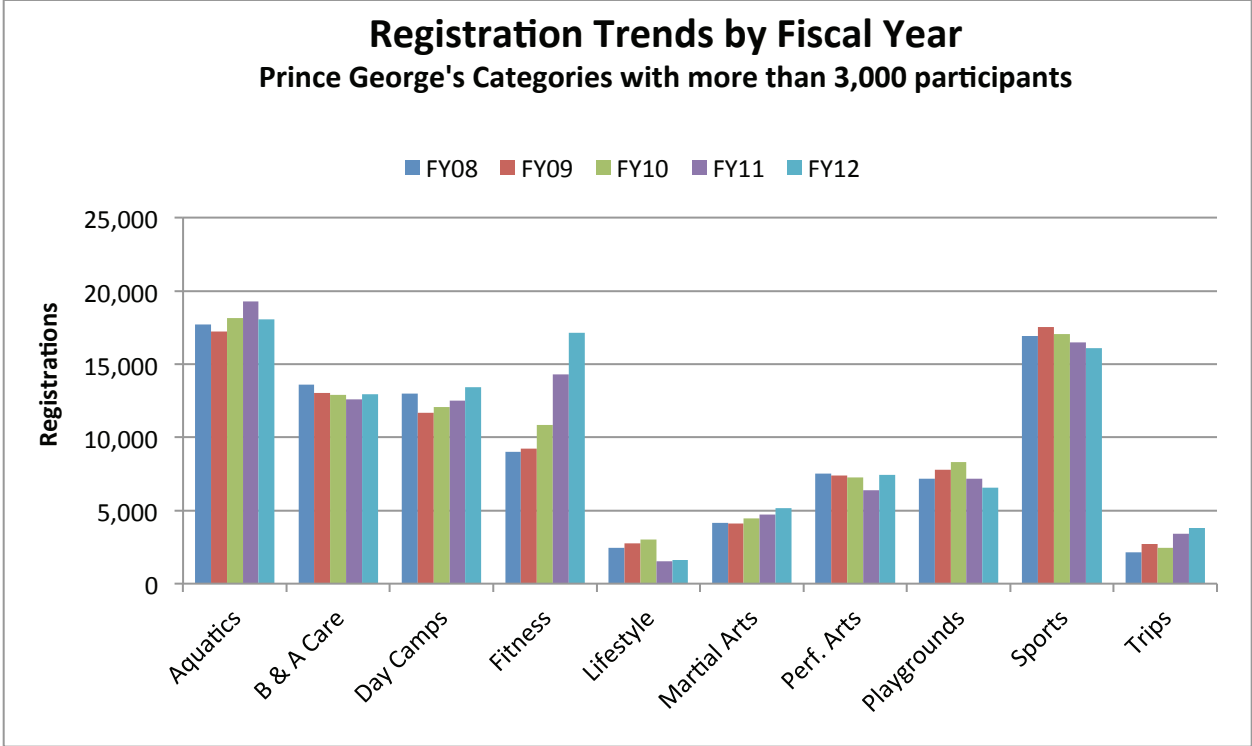


Registrations - All Courses Prince George's Parks and Recreation



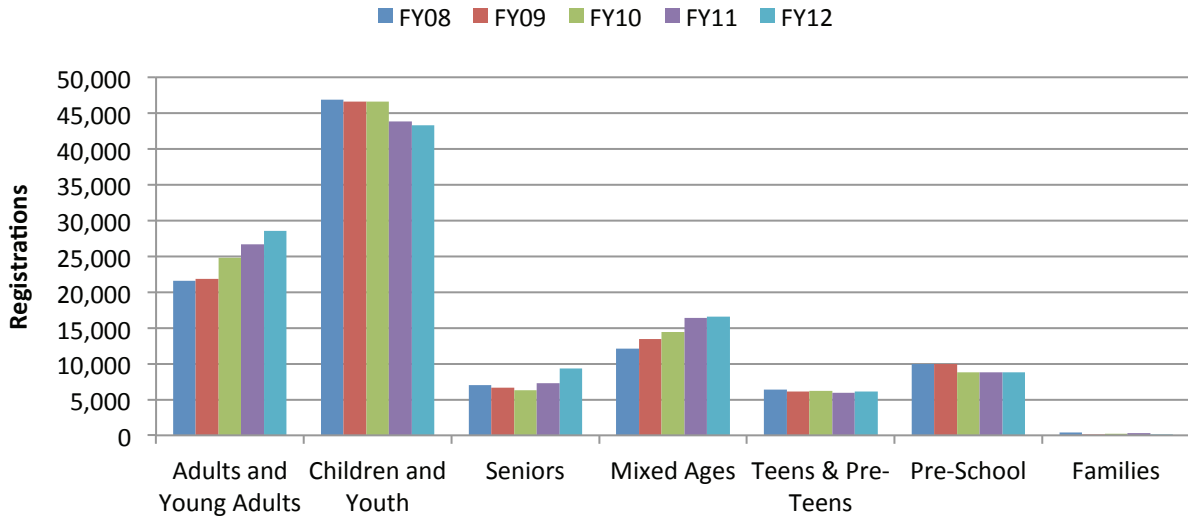
REGISTRATION BY PROGRAM TYPE Prince George's Parks and Recreation



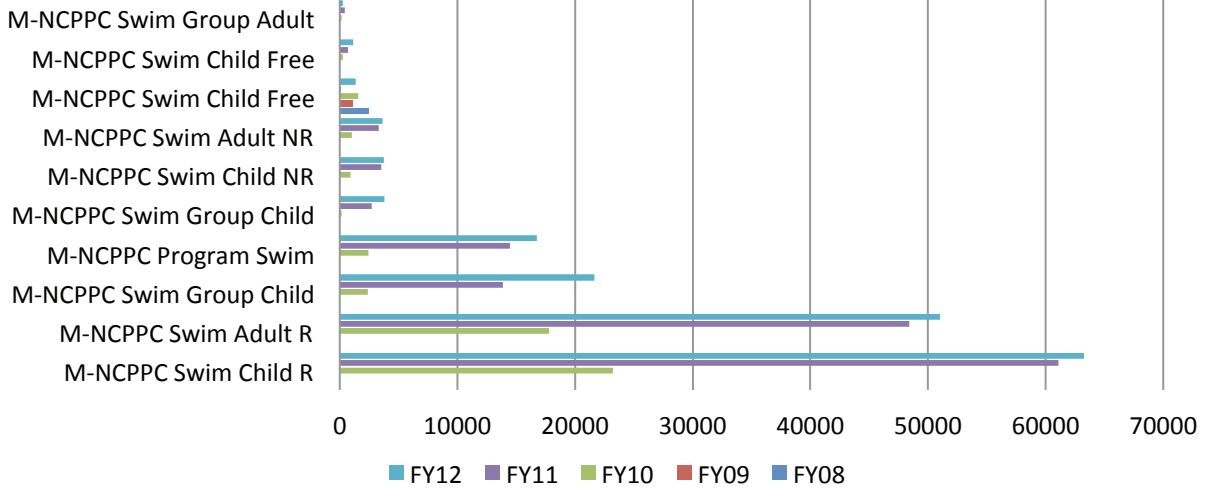




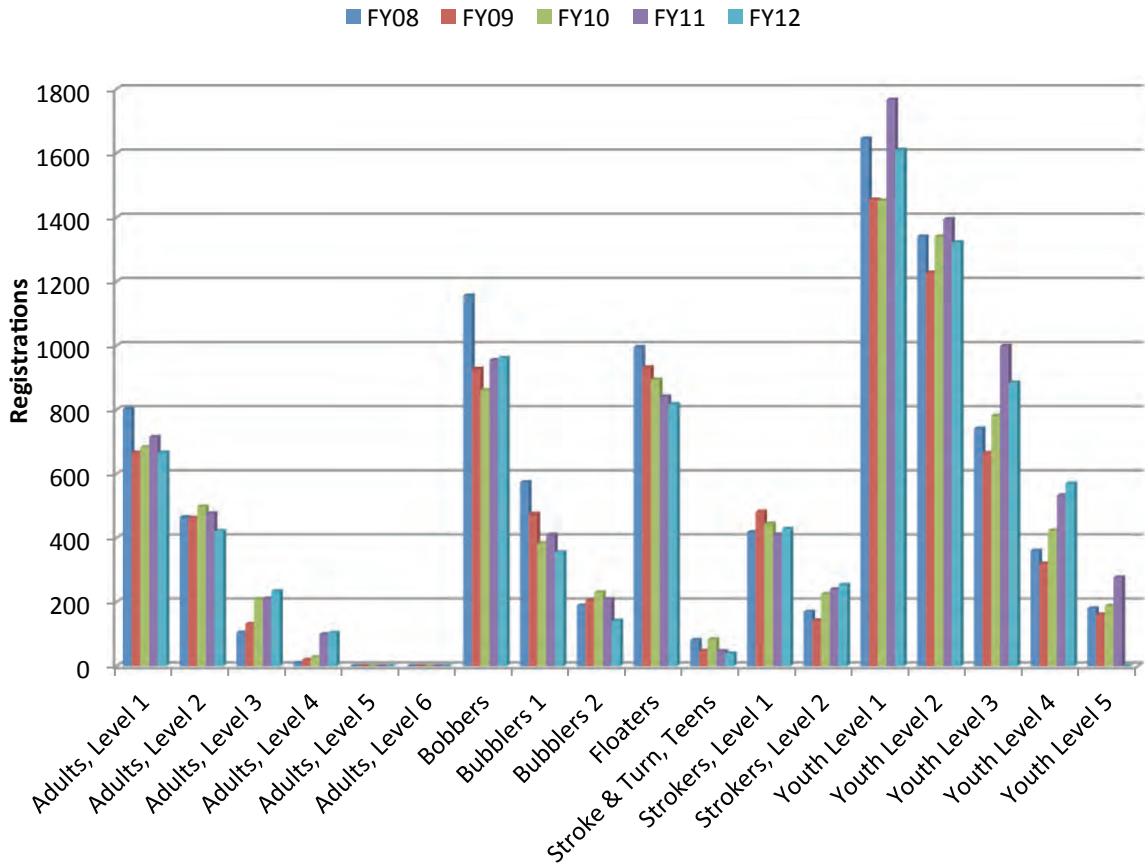
Recreation Trends - Age Segments by Fiscal Year Prince George's Parks and Recreation



Top 10 Aquatics Drop-Ins Prince George's County

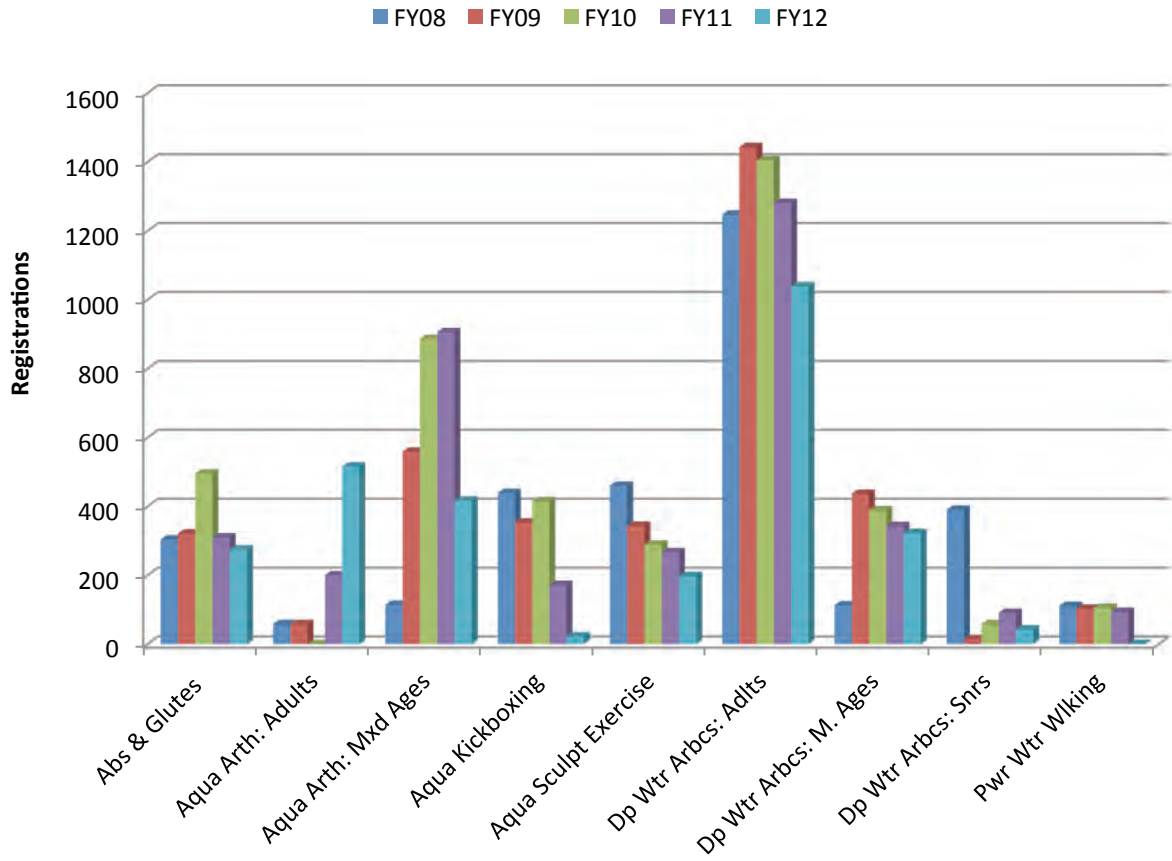


Swim Lessons Registrations FY08-FY12 Prince George's County

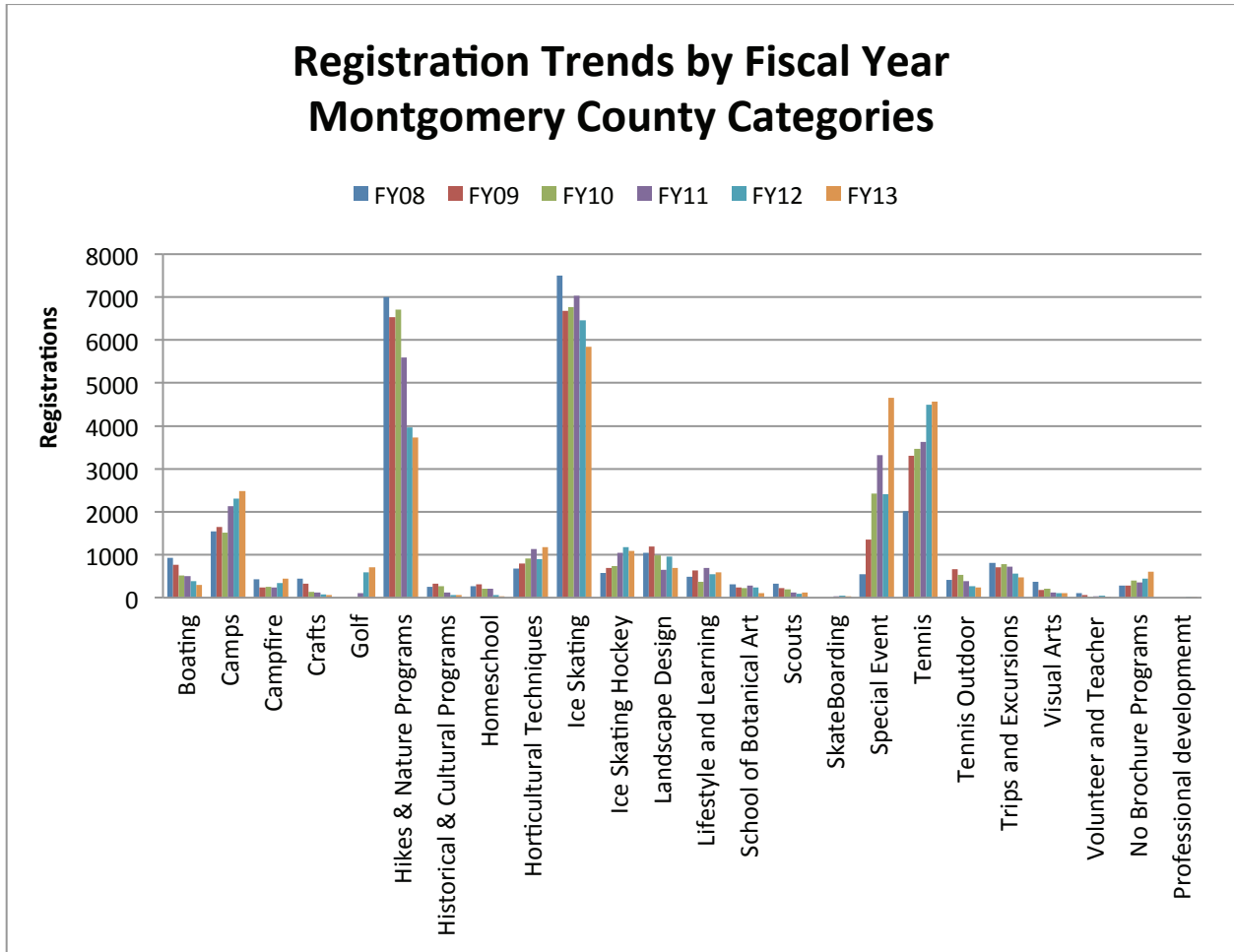




Other Aquatics Courses Prince George's County

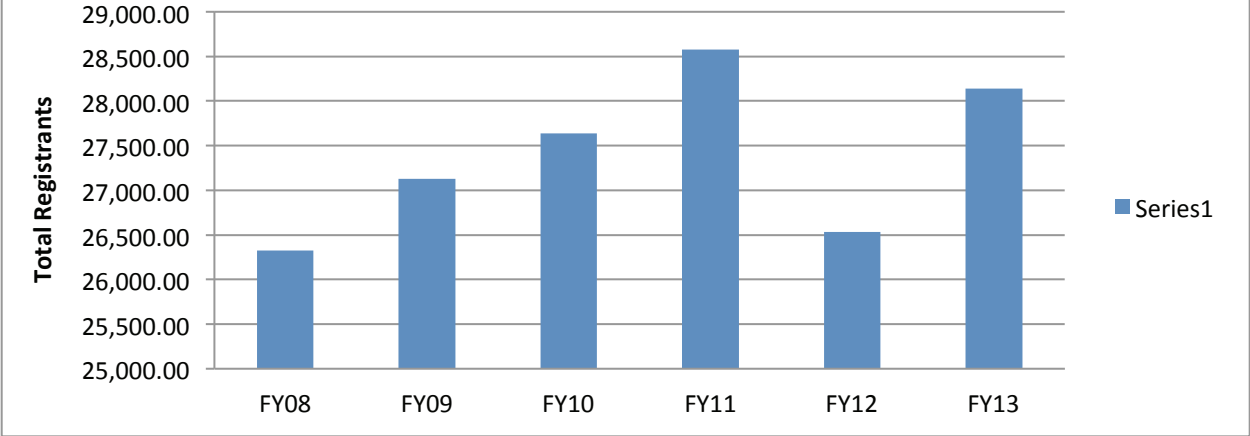


Registration by Program Type

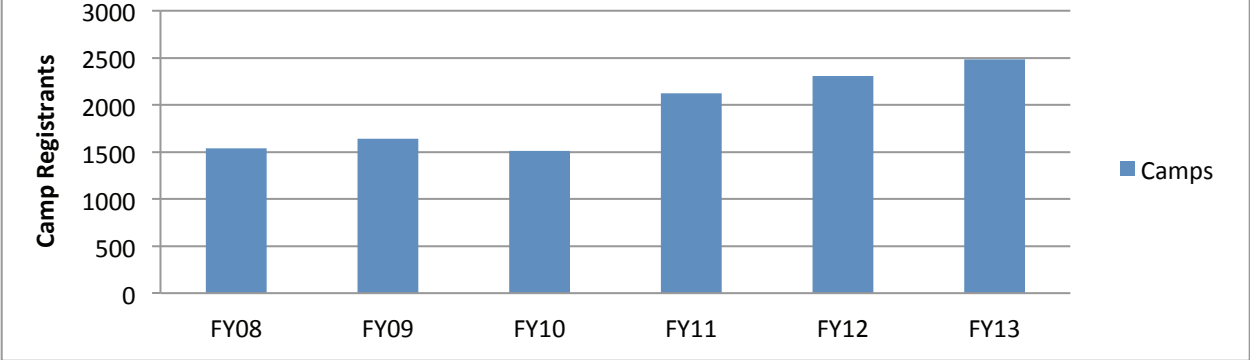




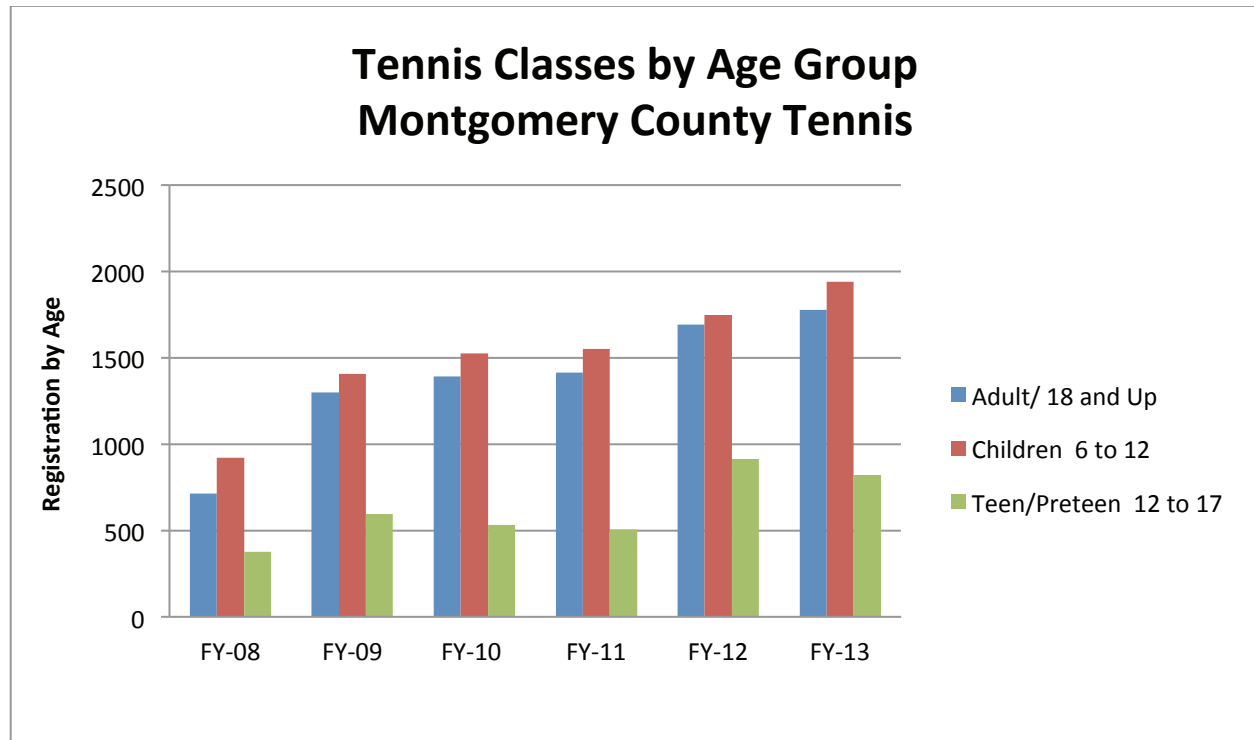
Total Registrants by Fiscal Year Montgomery County all Registrants



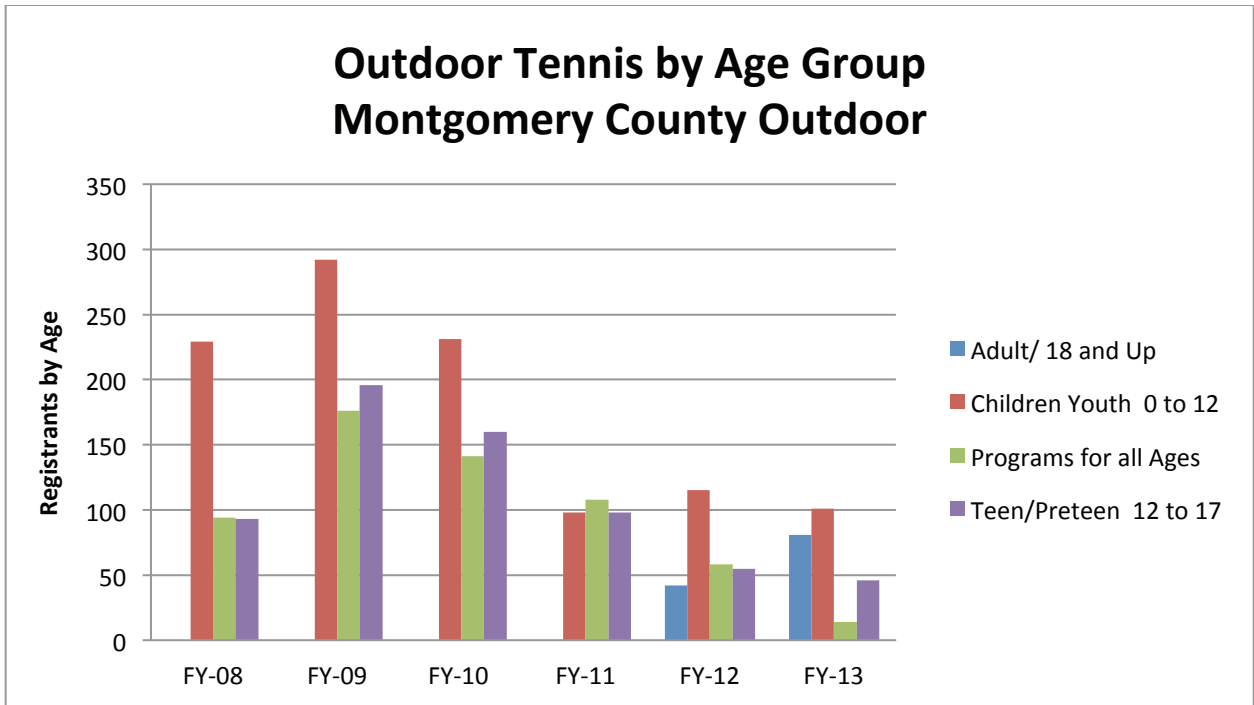
Registration for Camps Montgomery County Camps



Montgomery County Parks Camps have been steadily growing because they offer a superior product as well as targeted marketing campaigns to attract new audiences. The most popular programs are sports-oriented classes such as ice skating and tennis, closely followed by outdoor activities in the parks.

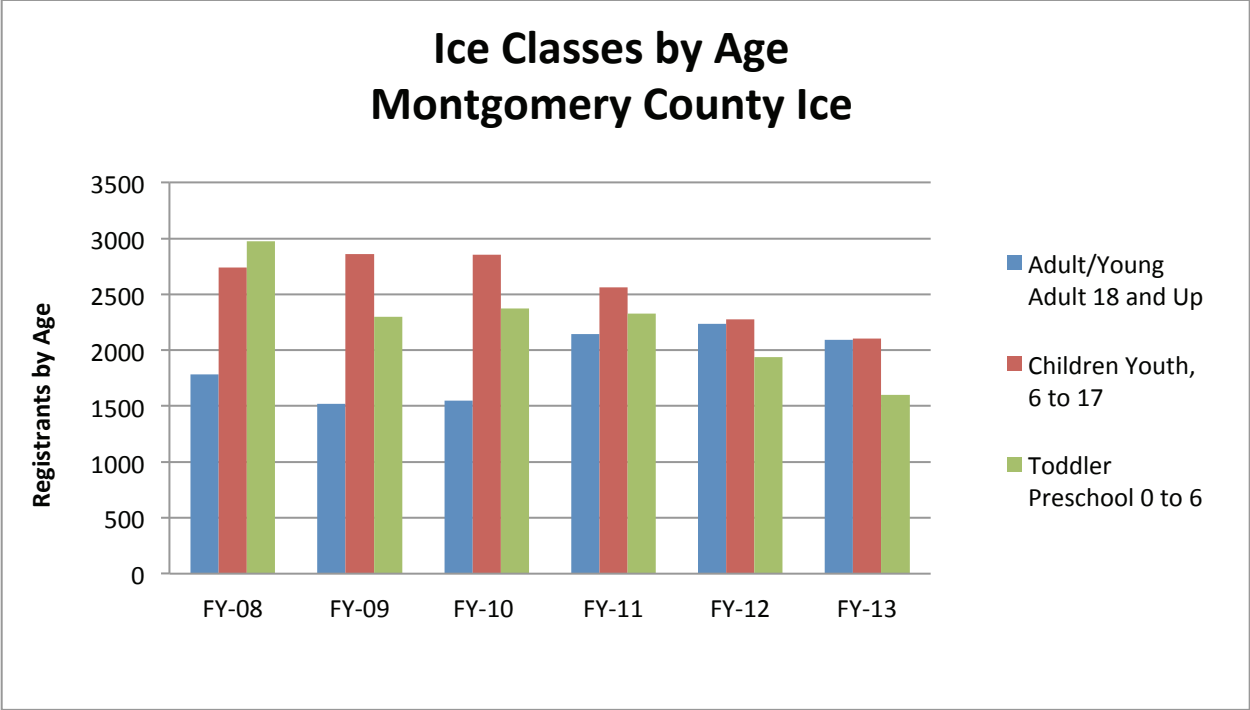


	FY-08	FY-09	FY-10	FY-11	FY-12	FY-13
Adult/18 and Up	712	1298	1392	1413	1693	1776
Children, 6 to 12	921	1407	1526	1553	1748	1939
Teen/Preteen, 12 to 17	376	596	533	505	913	823



Tennis programs have consistently shown an increase in participation, particularly among adults and children.

A goal would be able to increase the teen participation in tennis programs.

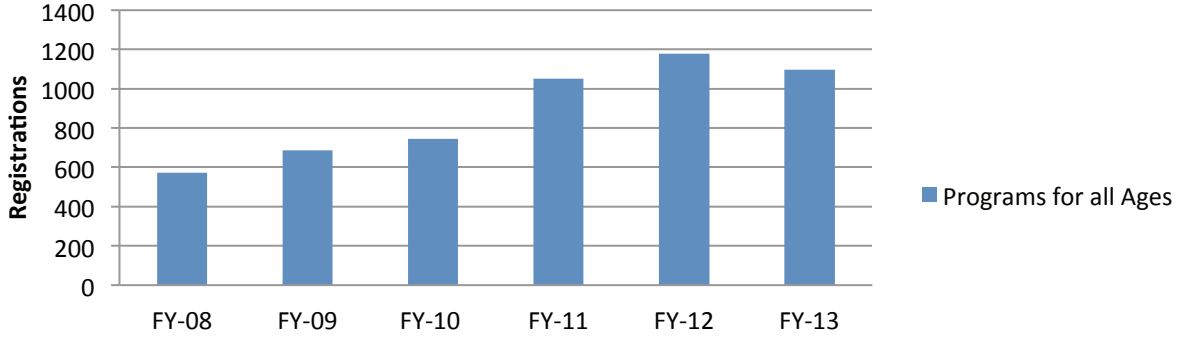


The Cabin John and Wheaton Ice Rinks offer a myriad of skating programs; there has been a slight decline in attendance. We have recently changed the skating curriculum to the United States Figure Skating Program and 2014 is an Olympic year so we are hoping for an increase in class registrations.

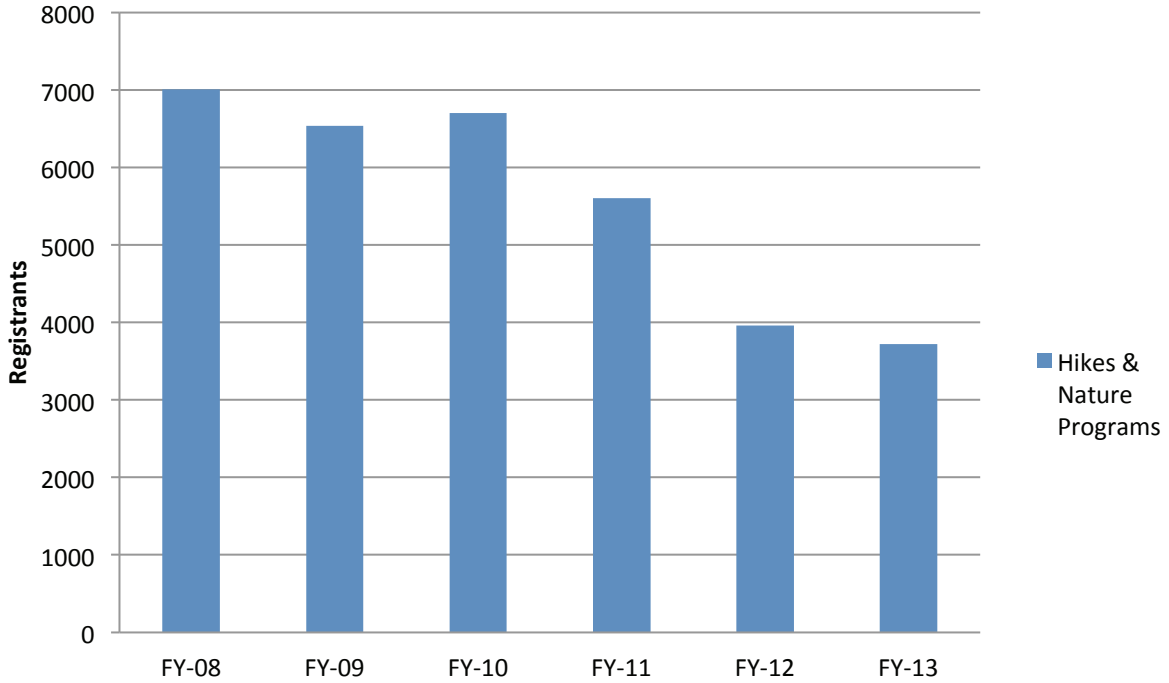
	FY-08	FY-09	FY-10	FY-11	FY-12	FY-13
Adult/Young Adult, 18 and Up	1783	1519	1546	2142	2236	2093
Children Youth, 6 to 17	2739	2860	2855	2562	2278	2103
Toddler Preschool, 0 to 6	2972	2298	2372	2325	1940	1598



Ice Hockey Programs for all Ages Montgomery County Hockey



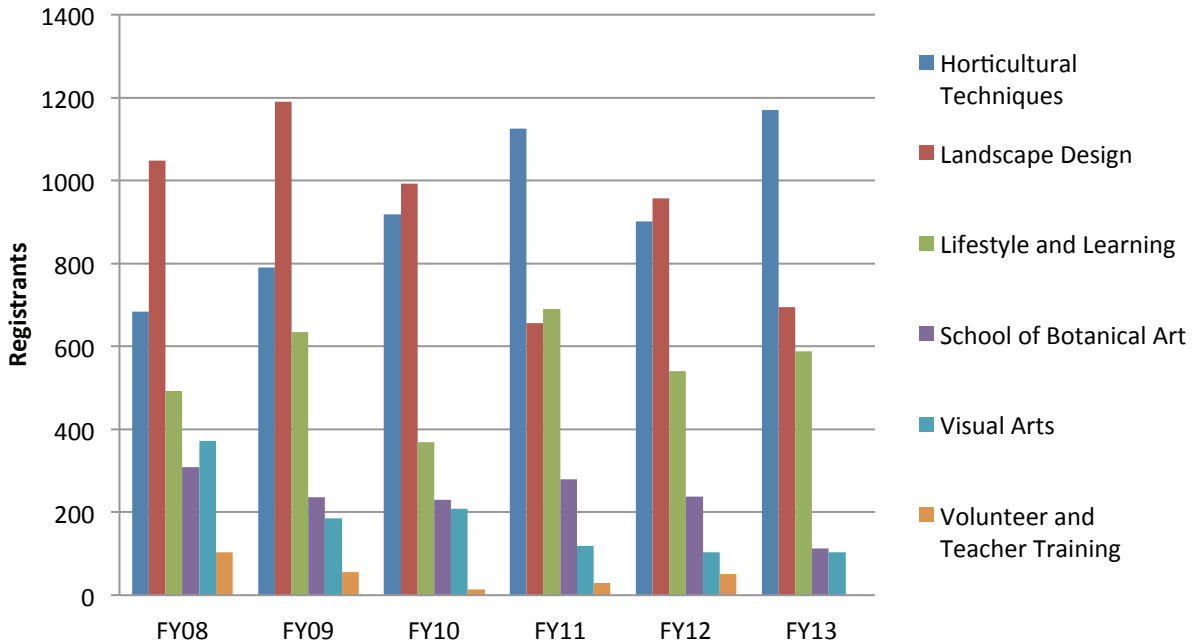
Hikes & Nature Programs Montgomery County Nature Centers



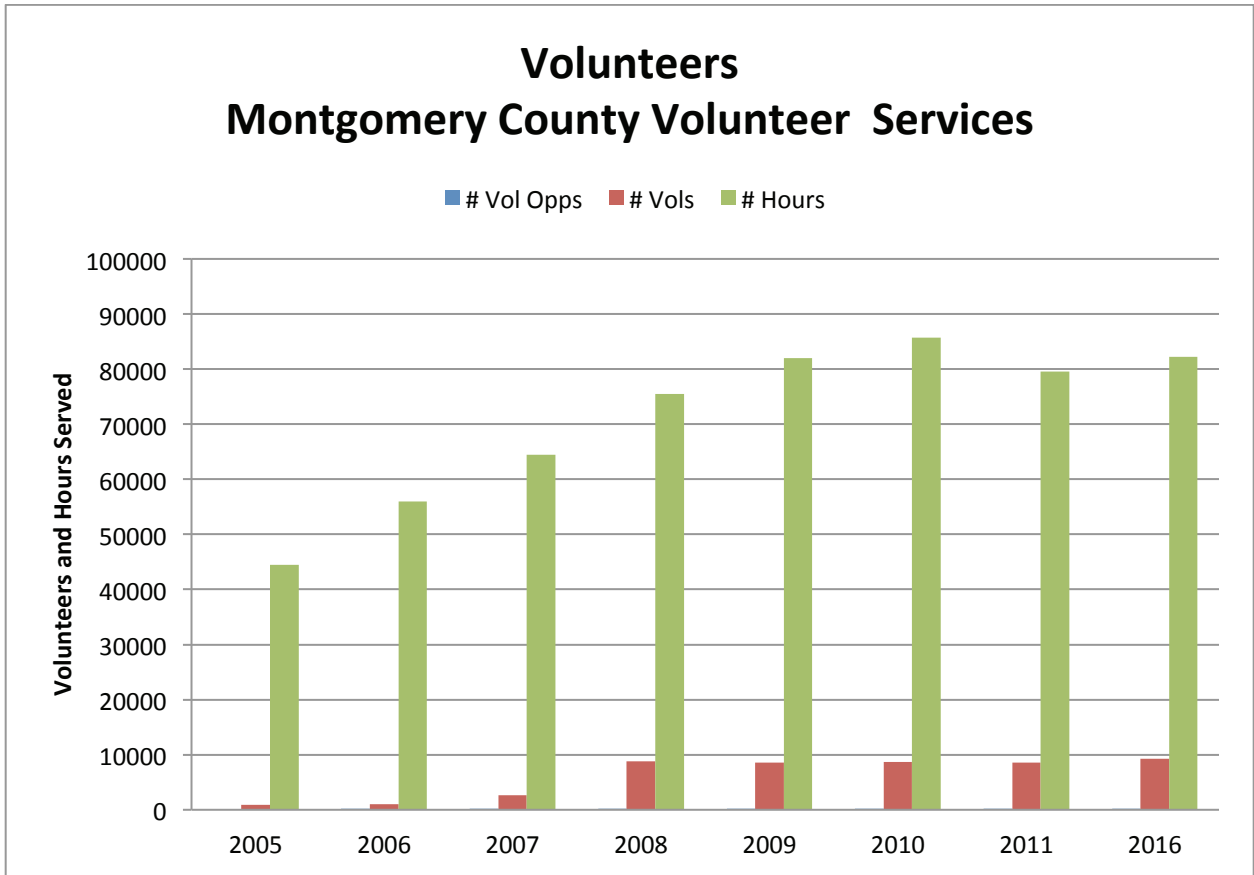
	FY-08	FY-09	FY-10	FY-11	FY-12	FY-13
Hikes & Nature Programs	7005	6534	6703	5601	3963	3725



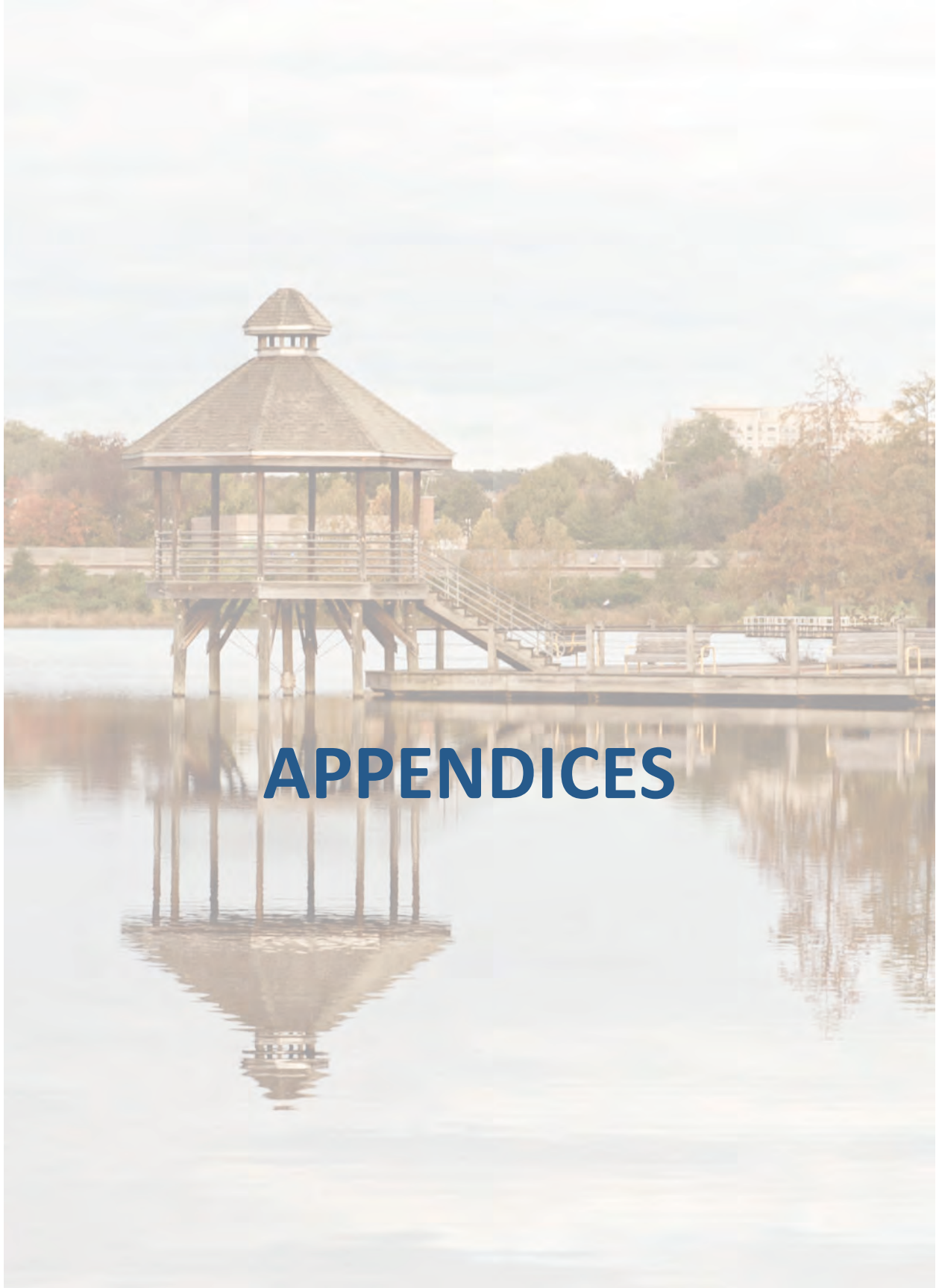
Brookside Gardens Classes Montgomery County Adult Classes



	FY08	FY09	FY10	FY11	FY12	FY13
Horticultural Techniques	684	791	918	1126	902	1170
Landscape Design	1048	1190	992	656	957	694
Lifestyle and Learning	493	635	369	690	540	588
School of Botanical Art	308	236	230	280	238	112
Visual Arts	372	186	208	119	103	103
Volunteer and Teacher Training	104	56	14	30	51	1



In FY13, 11,672 volunteers worked almost 85,000 hours completing 205 different jobs in 33 distinct program areas at a value of \$1.86 million.



APPENDICES

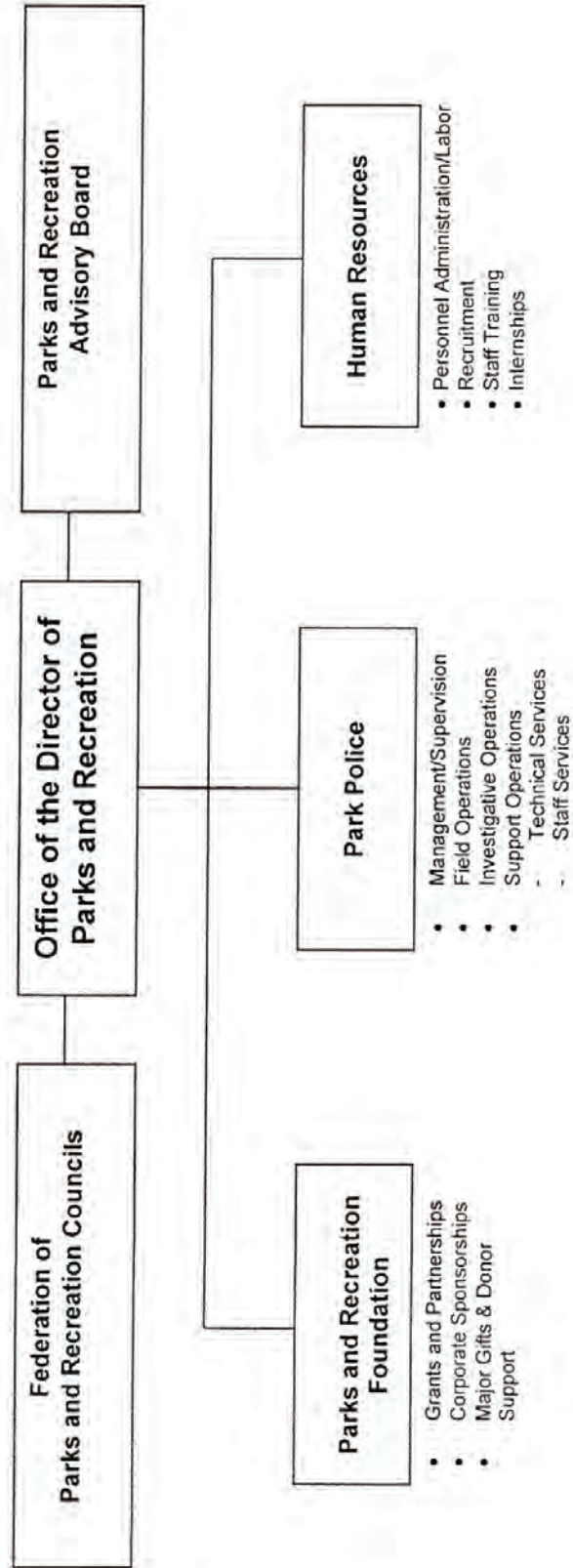
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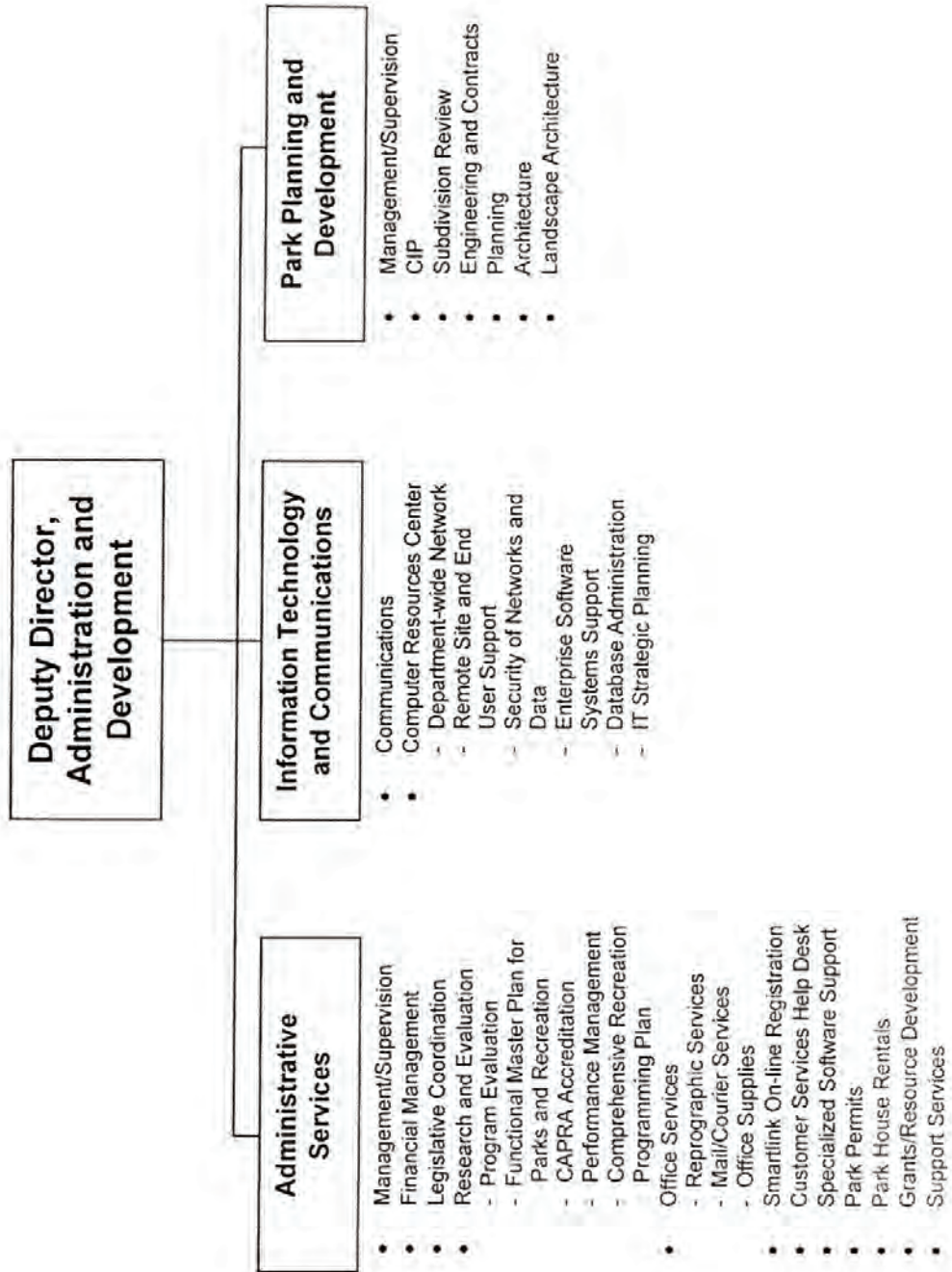
PRINCE GEORGE'S COUNTY ORGANIZATIONAL/ FUNCTIONAL CHARTS



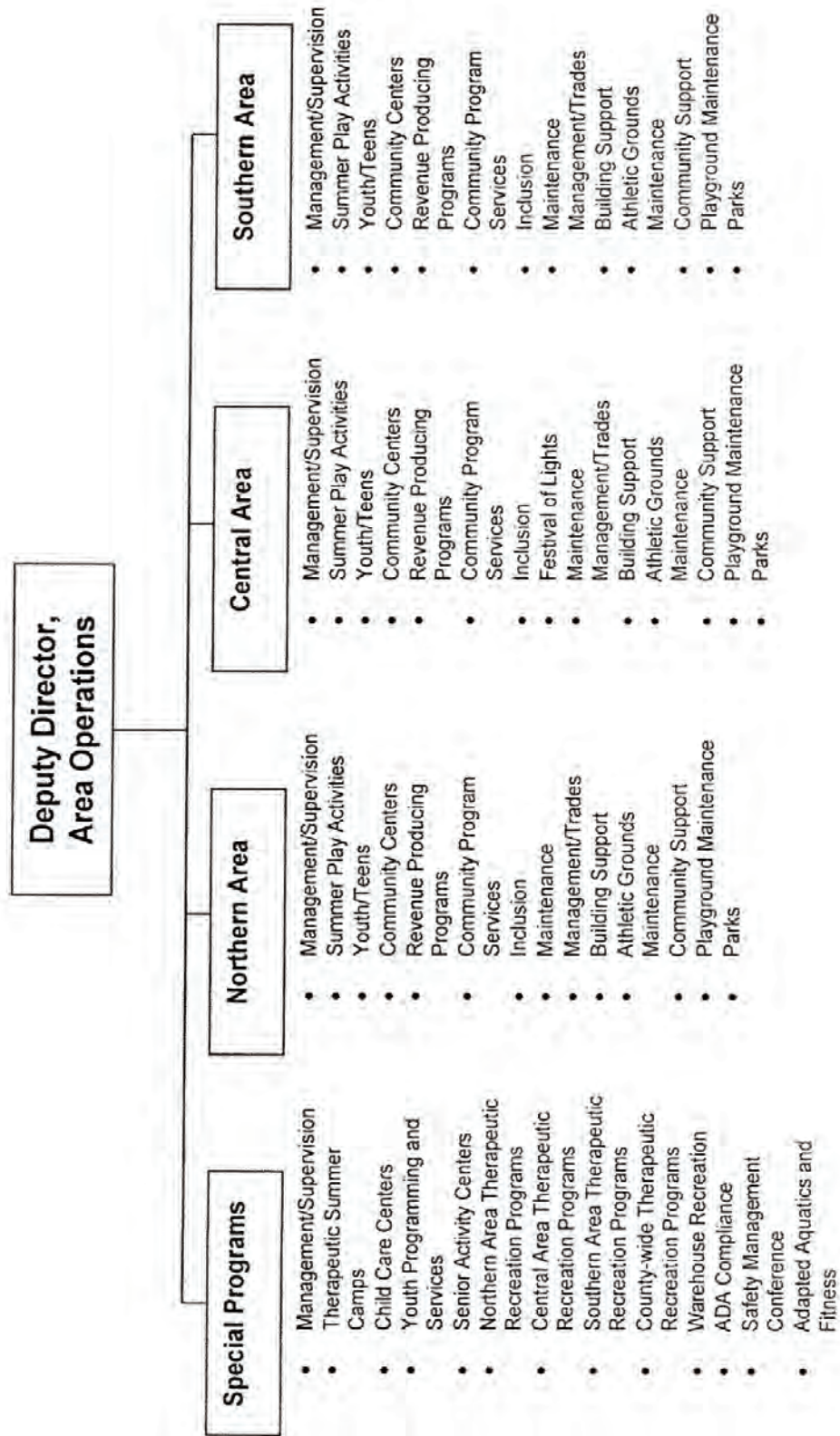
OFFICE OF THE DIRECTOR



ADMINISTRATION and DEVELOPMENT

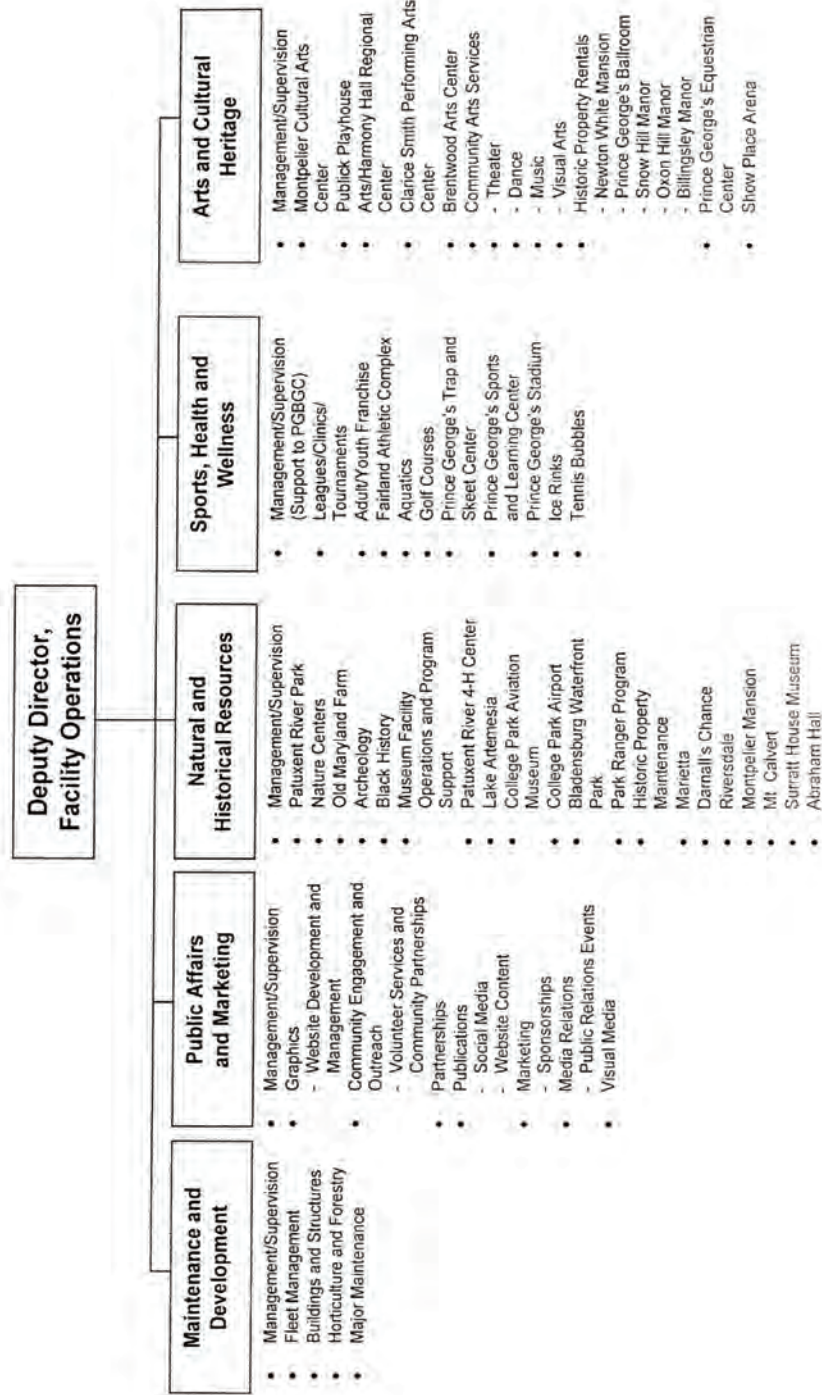


AREA OPERATIONS





FACILITY OPERATIONS



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PRINCE GEORGE'S COUNTY PROGRAM STATUS REPORTS



Program Status Report - CAPRA 2012

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Brochure Section: A													
Abs & Glutes Water Exercise	Adults & Young Adults	169	164	5	2	5	1	4	10			5	
Aqua Arthritis: Adults	Adults & Young Adults	620	551	69	8	7	7	7	29				
Aqua Arthritis: Mixed Ages	Mixed Ages	285	222	43	5	5	5	5	20				
Aqua Boot Camp: Adults	Adults & Young Adults	589	530	39	7	8	5	6	2			1	
Aqua Kickboxing	Adults & Young Adults	0	0	0		1	1	1					
Aqua Sculpt Exercise	Adults & Young Adults	210	203	7	6	5	2	4	10			1	
Belly Dancing: Aqua	Adults & Young Adults	11	10	1		3	6	6	9				
Certified Pool Operator Training	Adults & Young Adults	33	10	23		4	4	2	10			5	
CPR/AED Training: Lifeguards	Adults & Young Adults	0	0	0	1							1	
Deep Water Aerobics: Adults	Adults & Young Adults	1,029	897	132	17	16	13	24	47			7	
Deep Water Aerobics: Mixed Ages	Mixed Ages	311	257	54	5	5	5	5	20				
Deep Water Aerobics: Seniors	Seniors	32	23	9		3	3	11	17				
Lifeguard Instructor Training	Adults & Young Adults	6	3	3	1			1					
Lifeguard Prep Swim Lessons	Adults & Young Adults	58	24	34	1	6			1	1		1	1
Lifeguard Pre-Test	Adults & Young Adults	289	120	169	4	14	3	4	2	1		2	1
Lifeguard Training	Adults & Young Adults	172	69	103	4	14	3	2	3	6		14	5
Make A Splash Water Safety: Children, Beginning	Children & Youth	239	106	133			24		12	8		4	20
Make A Splash Water Safety: Children, Intermediate	Children & Youth	140	67	73			24		12	8		4	20
Make A Splash Water Safety: Teens, Beginning	Teens & Pre-Teens	49	27	22			6		3	2		1	5
Make A Splash Water Safety: Teens, Intermediate	Teens & Pre-Teens	26	13	13			6		3	2		1	5
PGPR Swim Team Tryouts - Level 1	Mixed Ages	25	13	12	1		1	1	2			2	
PGPR Swim Team Tryouts - Level 2	Mixed Ages	14	7	7	1		1	1	2			2	
PGPR Swim Team Tryouts - Level 3	Mixed Ages	4	1	3	1		1	1	2			2	
PGPR Swim Team, Summer	Mixed Ages	87	45	42			2					2	
PGPR Swim Team, Summer Training	Mixed Ages	4	1	3			3					3	
PGPR Swim Team: Level 1	Mixed Ages	71	32	39	2	1		2	2			3	2
PGPR Swim Team: Level 2	Mixed Ages	71	35	36	3	1		2	2			4	2

Program Status Report - CAPRA 2012

Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
PGPR Swim Team: Level 3	Mixed Ages	54	19	35	4	1	4	3	3	3	3	3	3
PGPR Swim Team: Level III, Extra Day	Mixed Ages	0	0	0			1	1	1				1
Shallow Water Lifeguard Pre-Test	Adults & Young Adults	0	0	0		1							
Shallow Water Lifeguard Training	Adults & Young Adults	0	0	0		1							
Spinning: Aqua, Adults	Adults & Young Adults	619	597	21	3	13	22	28	11		22	10	6
Spinning: Aqua, Seniors	Seniors	50	42	8	3	3	3	6	12				
Swim Lessons: Adults, Level 1	Adults & Young Adults	625	436	189	18	23	37	27	11	1	63	14	1
Swim Lessons: Adults, Level 2	Adults & Young Adults	407	292	115	11	17	24	24	20	2	18	13	1
Swim Lessons: Adults, Level 3	Adults & Young Adults	225	152	73	7	14	10	17	22	1	25	7	1
Swim Lessons: Adults, Level 4	Adults & Young Adults	116	73	43	4	12	9	14	19	1	19	3	
Swim Lessons: Bobbers	Pre-Schoolers	958	494	464	18	29	64	31	49		63	27	1
Swim Lessons: Bubbliers 1	Pre-Schoolers	339	148	193	5	10	21	11	25		22	31	1
Swim Lessons: Bubbliers 2	Pre-Schoolers	130	66	64	1	4	14	4	12		11	7	
Swim Lessons: Floaters	Pre-Schoolers	812	398	414	19	26	58	30	44		19	25	1
Swim Lessons: Stroke and Turn, Teens	Teens & Pre-Teens	38	16	20	1	4	1	4	10		8	7	2
Swim Lessons: Stokers, Level 1	Pre-Schoolers	424	214	210	13	17	38	20	24		64	18	1
Swim Lessons: Stokers, Level 2	Pre-Schoolers	246	143	103	12	13	27	14	17		19	12	1
Swim Lessons: Youth, Level 1	Children & Youth	1,602	848	754	31	43	98	46	69	3	140	46	1
Swim Lessons: Youth, Level 2	Children & Youth	1,283	636	647	30	35	79	39	50	3	130	31	1
Swim Lessons: Youth, Level 3	Children & Youth	868	429	439	25	32	49	30	29	3	103	20	1
Swim Lessons: Youth, Level 4	Children & Youth	526	284	242	16	21	27	20	21	2	61	15	1
Swim Lessons: Youth, Level 5	Children & Youth	300	155	145	12	14	17	13	13	2	41	8	1
Swim Lessons: Youth, Level 6	Children & Youth	74	37	37	4	4	4	2	5		5	0	1
Swim Lessons: Youth, Levels 6 and 7	Children & Youth	14	13	1	2	3			1		0	1	
Water Aerobics: Adults	Adults & Young Adults	1,743	1,573	170	24	23	18	25	60		76	0	
Water Aerobics: Mixed Ages	Mixed Ages	426	356	70	4	4	4	4	10				
Water Aerobics: Seniors	Seniors	357	315	42	4	8	6	7	25				
Water Safety Instructor Training	Adults & Young Adults	26	13	13	4	4		1	2				
Zumba: Aqua	Adults & Young Adults	1,854	1,630	24	19	15	20	25	30	8	35	11	
Brochure Section: BAC		61	30	31			6		3	3			
Adventure Travel Camp Extended Care	Children & Youth												

Program Status Report - CAPRA 2012

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User: User

Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Art Camp: Art Adventurers Teens Extended Care	Teens & Pre-Teens	19	15	4			4		2		2		
Art Camp: Art Explorers Extended Care	Children & Youth	87	55	32			12		5		6		6
Art Camp: Creative Expressions EC, Children	Children & Youth	43	33	10			6		3		3		3
Art Camp: Digital Media Adventurers Extended Care	Teens & Pre-Teens	10	8	2			2		1		1		
Art Camp: Exploring Theater Arts Ext. Ca	Mixed Ages	30	22	8			4		2		2		2
Art Camp: Fashion Design Ext. Care	Teens & Pre-Teens	34	34				8		3		3		3
Art Camp: Making a Musical Ext. Care	Children & Youth	43	38	5			4		2		2		2
Art Camp: Mixed Ages Extended Care	Mixed Ages	11	4	7			6		3		3		3
Art Camp: Performing Arts Workshop EC	Teens & Pre-Teens	59	47	12			6		3		3		3
Art Camp: Shakespeare Extended Care	Teens & Pre-Teens	29	22	7			4		2		2		2
Art Camp: Young Architects Extended Care	Teens & Pre-Teens	31	15	16			4		2		2		2
Arts & Crafts Camp Extended Care	Children & Youth	0	0	0			2		1		1		1
Aviation Camp Extended Care	Mixed Ages	53	0	53			10		5		5		5
Band Camp B/A Care	Mixed Ages	9	1	8			2		1		1		1
Baseball Camp MA Extended Care	Mixed Ages	61		61			8		4		4		4
Baseball/Softball Camp: Children Extended Care	Children & Youth	32	6	26			6		3		3		3
Basketball Camp: Children Extended Care	Children & Youth	643	89	554			70		35		35		35
Basketball Camp: Mixed Ages Ext. Care	Mixed Ages	750	78	872			40		20		20		20
Career Exploration Camp: Children Ext. Care	Children & Youth	0					4		2		2		2
Career Exploration Camp: Teens Ext. Care	Teens & Pre-Teens	2	2				4		2		2		2
Cheerleading Camp: Children, Beg Ext Care	Children & Youth	345	345				24		12		12		12
Cheerleading Camp: Children, Beginning Ext. Care	Children & Youth	14	14			2			1		1		1
Cheerleading/Dance Camp Extended Care	Children & Youth	105	105				12		6		6		6
Chess Camp Extended Care	Mixed Ages	28	6	20			2		1		1		1
Computer Animation Camp Extended Care	Children & Youth	25	9	16			2		1		1		1
Computer Animation Camp: Teens Extended	Teens & Pre-Teens	23	6	17			2		1		1		1
Computer Camp: Children, Extended Care	Children & Youth	70	21	49			22		11		11		11
Computer Camp: Digital Media Extend Care	Teens & Pre-Teens	25	6	19			6		3		3		3
Computer Camp: Teens Extended Care	Teens & Pre-Teens	8	2	6			2		1		1		1
Cops Camp Extended Care	Children & Youth	65	12	53			4		2		2		2

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Culinary Camp: Children Extended Care	Children & Youth	332	235	97			34		31	17			
Dance and Step Camp Extended Care	Children & Youth	31	30	1			4		2	2			
Dance Camp Extended Care	Children & Youth	7	7	0			8		4	4			
Dance Camp: Ballet Extended Care	Children & Youth	10	10	0			2		5	10			
Dance Camp: Hip-Hop, Jazz/Modern Children Ext Care	Children & Youth	154	154	0			18		9	9			
Dance Camp: Hip-Hop, Mixed Ages Ext Care	Mixed Ages	136	134	2			8		4	4			
Dance Camp: International Dance Extended Care	Children & Youth	19	18	1			4		2	7			
Dance Camp: Mixed Ages Extended Care	Mixed Ages	190	189	1			20		10	10			
Dance Camp: Tap and Jazz Extended Care	Children & Youth	7	7				2		3	4			
Dance Camp: Teens EC	Teens & Pre-Teens	4	4				6		3	3			
Enrichment Camp: Children, Extended Care	Children & Youth	56	20	36			8		3	4			
Enrichment Camp: Girls Extended Care	Children & Youth	14	14				2		5	7			
Enrichment Camp: Girls, Mixed Ages Ext Care	Mixed Ages	68	68				4		2	2			
Enrichment Camp: Mixed Ages Extended Care	Mixed Ages	58	22	36			12		6	6			
Explorers Camp Extended Care	Children & Youth	3,146	1,482	1,664			242		123	121			
Figure Skating Camp: Freestyle Ext Care	Mixed Ages	0	0				4		2	2			
Fitness Camp: Healthy Lifestyles EC	Children & Youth	80	58	22			16		10	6			
Football Fundamentals Camp: Children Ext Care	Children & Youth	79	1	78			12		6	6			
Golf Camp Extended Care	Mixed Ages	30	9	21			4		2	2			
Gymnastics Camp: Children Extended Care	Children & Youth	361	306	55			10		5	5			
Holiday Break Camp Extended Care	Mixed Ages	19	5	14	16								
Holiday Break Camp: Basketball Extended Care	Mixed Ages	31	8	23	6				3	3			
Holiday Break Camp: Gymnastics Extended Care	Mixed Ages	16	16		4				2	2			
Horseback Riding Camp Ext. Care	Mixed Ages	88	55	43			14		7	7			
Ice and Easy Days Extended Care	Children & Youth	58	39	19		10			5	5			
Ice Skating Camp Extended Care	Children & Youth	187	108	79			10		5	5			
International Affairs Camp Extended Care	Children & Youth	9	4	5			2		1	1			
KDO: Kids' Day Out Extended Care	Mixed Ages	702	301	401	84	26	8	112	113	115			
KDO: Pumpkin Harvest Extended Care	Mixed Ages	133	64	69			14		7	7			

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Korean Martial Arts Camp Extended Care	Children & Youth	71	17	54			6		3	3			
Lacrosse Camp: Children, Beg. Extended Care	Children & Youth	44	11	33			4		2	2			
Leadership Camp Extended Care	Teens & Pre-Teens	97	56	41			12		6	6			
Martial Arts Camp Extended Care	Children & Youth	4	2	2			6		3	3			
Modeling Camp: Mixed Ages Extended Care	Mixed Ages	40	40				4		2	2			
Nature Camp: Adventurers Extended Care	Children & Youth	11	5	6			2		1	1			
Nature Camp: Environmental Science Ext. Ca	Teens & Pre-Teens	0					2		1	1			
Nature Camp: Extreme Adventurers Ext. Ca	Teens & Pre-Teens	24	9	15			6		3	3			
Nature Camp: Junior Naturalist B/A Care	Teens & Pre-Teens	7	7				2		1	1			
Nature Camp: Nature Detectives Ext. Care	Children & Youth	21	8	13			6		3	3			
Nature Camp: Outdoor Explorers Ext. Care	Children & Youth	15	6	9			2		1	1			
Nature Camp: Predators Extended Care	Children & Youth	10	5	5			2		1	1			
Nature Camp: Wetland Wanderers Extended	Children & Youth	22	10	12			6		3	3			
Nature Camp: Wildlife Safari Ext. Care	Children & Youth	16	16				4		2	2			
Outdoor Adventurers Camp Extended Care	Teens & Pre-Teens	69	21	48			10		3	3			
Photography Camp Extended Care	Teens & Pre-Teens	24	14	10			8		3	3			
Robotics Camp: Children Extended Care	Children & Youth	29	4	25			4		2	2			
Robotics Camp: Teens Extended Care	Teens & Pre-Teens	66	7	49			8		4	4			
Self-Defense Camp Extended Care	Children & Youth	22	6	16			2		1	1			
Sewing Camp Ext. Care	Mixed Ages	35	35				8		4	4			
Skateboard Camp: Beginning Extended Care	Children & Youth	9	1	8			4		3	3			
Skateboard Camp: Intermediate Extended Care	Children & Youth	14		14			4		2	2			
Soccer Camp: Extended Care	Children & Youth	180	55	125			24		12	12			
Sports and Gym Camp Extended Care	Children & Youth	486	275	211			12		5	5			
Sports and Travel Camp Extended Care	Teens & Pre-Teens	95	59	36		2	10		6	6			
Sports Camp Extended Care	Children & Youth	366	102	264			44		22	22			
Spring Break Camp: All Star Sports Extended Care	Children & Youth	28	7	21		4			2	2			
Spring Break Camp: Art Extended Care	Children & Youth	45	32	13		8			4	4			
Spring Break Camp: Basketball, Children Extended Care	Children & Youth	143	45	98		12			6	6			
Spring Break Camp: Basketball, Mixed Ages Extended Care	Mixed Ages	17	2	15		4			2	2			

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Spring Break Camp: Dance Extended Care	Children & Youth	33	27	6		6			3	3			
Spring Break Camp: Gymnastics Extended Care	Children & Youth	153	110	43		8			4	4			
Spring Break Camp: Recreation, Children Extended Care	Children & Youth	290	117	173		33			16	17			
Spring Break Camp: Sewing Extended Care	Teens & Pre-Teens	0				1			3				
Spring Break Camp: Therapeutic Extended Care	Mixed Ages	33	8	25		6			3	3			
Spring Break Camp: Video Prod Extended Care	Mixed Ages	9	4	5		2			1	1			
Swim and Fitness Camp Extended Care	Children & Youth	344	184	160			16		9	9			
Swim and Recreation Camp Extended Care	Children & Youth	43	22	21			8		9	5			
Swim and Travel Camp: Teens Extended Care	Teens & Pre-Teens	30	16	14			4		2	2			
Swim Camp: Frogs Extended Care	Children & Youth	62	35	27			8		4	4			
Swim Camp: Tadpoles Extended Care	Children & Youth	83	39	44			8		4	4			
Target Shooting Camp Extended Care	Teens & Pre-Teens	20	5	15			4		2	2			
Teen Adventurers Camp Extended Care	Teens & Pre-Teens	105	37	68			18		3	9			
Tennis and Travel Camp Extended Care	Children & Youth	77	47	30			8		4	4			
Tennis Camp Extended Care	Children & Youth	43	20	23			5		4	5			
Tennis Camp: Mixed Ages Extended Care	Mixed Ages	12	5	7			2		1	1			
Theater Camp: Extended Care	Children & Youth	40	27	13			6		3	3			
Theater Camp: Teens Extended Care	Teens & Pre-Teens	20	20				2		1	1			
Therapeutic Rec: Fantastic Fri. Ext Care	Mixed Ages	54	19	35			18		9	9			
Therapeutic Rec: Travel Teens Ext. Care	Mixed Ages	94	19	75			32		16	16			
Therapeutic Rec: Waves of Fun Ext. Care	Mixed Ages	74	29	45			20		10	10			
Track and Field Camp Extended Care	Children & Youth	373	132	241			10		3	5			
Video Games Camp Extended Care	Teens & Pre-Teens	56	6	50			14		7	7			
Video Games Design Camp Extended Care	Children & Youth	45	5	40			8		4	4			
Video Production Camp Extended Care	Teens & Pre-Teens	38	14	24			6		3	3			
Volleyball Camp: Girls Extended Care	Teens & Pre-Teens	0	0				2		1	1			
World Discovery Camp EC	Children & Youth	4	2	2			2		1	1			
Brochure Section: CC	Children & Youth	334	211	123			3						31
After School Youth Services	Mixed Ages	46	25	21		2	3	3					2
Kids' Club							2						

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PGC Employee's Child Care	Pre-Schoolers	581	295	286	1	1	12		16				
Pre-Teen Times	Teens & Pre-Teens	9	9	0			2		2				
Brochure Section: CH													
Aerospace	Children & Youth	0	0	0			2		2				
Alterschool Crafts	Children & Youth	64	36	28	3	3	2	2		10			
Aquarium Care: Freshwater	Children & Youth	0			2					2			
Arts & Crafts: Children	Children & Youth	65	44	21	6	8	6	6	10	2	4	19	
Arts & Crafts: Pre-School	Children & Youth	18	11	7			3			1	2		
Arts & Crafts: Seniors	Pre-Schoolers	0	0	0	1			1	2				
Basket Weaving: Adults	Seniors	35	33	2	2	3	3	3	11			11	
Candymaking	Adults & Young Adults	0	0	0				1					
Ceramics: Adults	Children & Youth	42	24	18	1	2	1	2		0			
Ceramics: Children	Adults & Young Adults	89	68	21	5	5	3	2	6	8			
Ceramics: Seniors	Children & Youth	19	17	2	2	2	1	1	4	2			
Ceramics: Wheel Throwing, Mixed Ages	Seniors	16	14	2	2		2		2	2			
Ceramics: Wheel Throwing, Seniors	Mixed Ages	19	17	2		1	2		3				
Crafts: Adults	Seniors	97	66	31	7	5	2	9	16	5	3	3	
Crafts: Cards & Invitations	Adults & Young Adults	7	6	1			3		3				
Crochet: Adults, All Levels	Adults & Young Adults	6	6		1				3				
Crochet: Mixed Ages	Adults & Young Adults	8	8				1	1	1				
Drawing & Sketching: Mixed Ages	Mixed Ages	0	0	0	1						2		
Games: Scrabble, Teens	Mixed Ages	0	0	0	2						2		
Kinder Craft & Story	Teens & Pre-Teens	29	14	15	6	1	1	3	7	4			
Knit & Crochet: Beginning	Pre-Schoolers	1	1		2	2	2	2	3				
Knit & Crochet: Intermediate	Seniors	22	22		1	3	2	3	1	6			
Knitting: Adults, Intermediate	Seniors	20	20	0	1	3	3	2	6		3	4	
Knitting: Mixed Ages, Advanced	Adults & Young Adults	36	36	0	2	2	3	2	7				
Knitting: Mixed Ages, Beginning	Mixed Ages	24	23	1	2	4	3	1	3	2		10	
Mosaics: Stained Glass	Mixed Ages	19	18	1	2				2	1			
Music Appreciation: Mixed Ages	Seniors	0	0	0				1					
Quilting: Mixed Ages	Mixed Ages	0	0	0		2			2				

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Quilting: Seniors	Seniors	11	10	1			2		2				
Scrapbooking: Children	Children & Youth	38	31	7	1	2	1	2		6			
Scrapbooking: Mixed Ages	Mixed Ages	0				1		1		1			
Scrapbooking: Seniors	Seniors	12	12		1	1	1	1	3				
Screenwriting: Adults & Young Adults	Adults & Young Adults	0	0	0	3				3			3	
Sewing: Adults, Beginning	Adults & Young Adults	78	74	2	5	3	3	3	1	1	12	2	
Sewing: Adults, Intermediate	Adults & Young Adults	0	0	0	1	1	1		3			1	
Sewing: Embroidery	Mixed Ages	0	0	0			1		1			1	
Sewing: Mixed Ages, Beginning	Mixed Ages	22	22	0	1	1	2	5	4		5		
Sewing: Seniors	Seniors	82	75	7	3	5	3	3	13				
Valentine's Day Craft Workshop	Seniors	1	1		1				1				
Woodcraft: Seniors, Advanced	Seniors	18	2	16		7	3	6	3	13			
Woodcraft: Seniors, Beginning	Seniors	18	9	9	7	6	3	10	6				
Woodcraft: Seniors, Intermediate	Seniors	17	3	14	6	4	3	5	7				
Brochure Section: CS													
Computer Keyboarding: Adults	Adults & Young Adults	8	5	3	2	1	8		4		7		
Computer Keyboarding: Seniors	Seniors	0	0	0	1		4		5				
Computer Skills: Adults, Advanced	Adults & Young Adults	0	0	0	1	3	2	1	1	3		4	
Computer Skills: Adults, All Levels	Adults & Young Adults	3	3	0			4	2		6			
Computer Skills: Adults, Beginning	Adults & Young Adults	33	18	15	6	11	9	7	1	10	22	10	
Computer Skills: Adults, Intermediate	Adults & Young Adults	11	7	4	3	5	4	4	1	15		1	
Computer Skills: Children, Beginning	Children & Youth	24	9	15	10	12	6	7	3	25	7	21	
Computer Skills: Comic Books	Teens & Pre-Teens	0	0	0	2		2		4			4	
Computer Skills: Computer Games	Children & Youth	3	0	3	1	3	1	3	4		4		
Computer Skills: Maintenance, Level 1	Adults & Young Adults	10	5	5	1		1		9		7	11	
Computer Skills: Mixed Ages, Intermediate	Mixed Ages	2	1	1	1		2		3				
Computer Skills: Seniors, All Levels	Seniors	17	10	7	1		2	2	5			5	
Computer Skills: Seniors, Level 1	Seniors	218	138	80	16	25	17	14	24	14	4	12	
Computer Skills: Seniors, Level 2	Seniors	169	117	52	10	18	12	12	33	13		8	
Computer Skills: Seniors, Level 3	Seniors	34	25	9	5	5	3	6	13	8			
Computer Skills: Teens	Teens & Pre-Teens	0	0	0	2	4	2	4		10			

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Engineering Explorers Club: Youth	Children & Youth	14	5	9	2						2		
Internet Skills: Adults	Adults & Young Adults	7	4	3	1		1			1			
Internet Skills: Seniors	Seniors	6	2	4	6	7	3	5	16		5		
Lego Workshop: Beginning	Mixed Ages	8	3	5	1	1	1	1	2	1		1	
MS Office Suite: Adults	Adults & Young Adults	9	7	2	1	2			2	2		1	
MS Office Suite: Adults (Spanish Language)	Adults & Young Adults	0	0	0		2	2		2		7		
MS Office: Excel 2007, Adults, Advanced	Adults & Young Adults	0	0	0		1					1		
MS Office: Excel 2007, Adults, Beginning	Adults & Young Adults	54	46	8	3	4	3	2	8		4		
MS Office: Excel 2007, Adults, Intermediate	Adults & Young Adults	0	0	0			1						
MS Office: Excel 2007, Seniors	Seniors	11	8	3	2	3	1	1	5	6			
MS Office: Excel 2010, Adults, Beginning	Adults & Young Adults	7	7	0			1				1		
MS Office: Excel 2010, Adults, Intermediate	Adults & Young Adults	0	0	0			1						
MS Office: PowerPoint 2007, Adults, Beginning	Adults & Young Adults	20	16	4	6	3	3	2	3	5			
MS Office: PowerPoint 2007, Seniors	Seniors	7	5	2	2	3	1	1	1	6			
MS Office: PowerPoint 2010, Adults, Advanced	Adults & Young Adults	0	0	0			1						
MS Office: PowerPoint 2010, Adults, Beginning	Adults & Young Adults	4	4	0			1						
MS Office: Publisher	Adults & Young Adults	4	4	0	2		3						
MS Office: Word 2007, Adults, Advanced	Adults & Young Adults	8	6	2	1	2							
MS Office: Word 2007, Adults, All Levels	Adults & Young Adults	6	6	0	1		2	2					
MS Office: Word 2007, Adults, Beginning	Adults & Young Adults	27	22	5	3	5	2		3				
MS Office: Word 2007, Seniors	Seniors	5	4	1	1		4	3	7	1			
MS Office: Word 2010, Adults, Advanced	Adults & Young Adults	0	0	0			1						
MS Office: Word 2010, Adults, Beginning	Adults & Young Adults	2	2	0			1						
Video Editing: Adults	Adults & Young Adults	0	0	0	1	1	1	2					
Video Game Design: Children	Children & Youth	0	0	0			2						
Video Game Design: Mixed Ages	Mixed Ages	24	2	22	1	5	1	3	9	1		10	
Video Game Presentation	Mixed Ages	0	0	0		5		2	1	6		7	
Video Production: Teens	Teens & Pre-Teens	3	2	1			4				4		
Web Page Design: Children	Children & Youth	0	0	0			3		3				
Web Page Design: Teens	Teens & Pre-Teens	0	0	0			3		3				
Brochure Section: DC		0	0	0			3		3				

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Adventure Travel Camp	Children & Youth	92	40	52			5		3				
Art Camp: Art Adventurers, Teens	Teens & Pre-Teens	20	16	4			3		0				
Art Camp: Art Explorers	Children & Youth	95	61	34			6		6				
Art Camp: Creative Expressions, Children	Children & Youth	43	29	14			3		0				
Art Camp: Digital Media	Teens & Pre-Teens	12	6	6			1		5				
Art Camp: Exploring Theater Arts	Mixed Ages	54	40	14			2		2				
Art Camp: Fashion Design	Teens & Pre-Teens	62	62				4		4				
Art Camp: Making a Musical	Children & Youth	58	53	5			2		2				
Art Camp: Mixed Ages	Mixed Ages	17	7	10			3		0				
Art Camp: Performing Arts Workshop	Teens & Pre-Teens	80	66	14			3		0				
Art Camp: Shakespeare	Teens & Pre-Teens	37	27	10			2		2				
Art Camp: Young Architects	Teens & Pre-Teens	30	11	19			2		2				
Arts & Crafts Camp	Children & Youth	0	0	0			1		5				
Aviation Camp	Mixed Ages	71	5	66			5		3				
Band Camp	Mixed Ages	17	7	10			2		3				
Baseball Camp: Mixed Ages	Mixed Ages	46	1	45			4		0				
Baseball/Softball Camp: Children	Children & Youth	42	6	36			4		1				
Basketball Camp: Children	Children & Youth	749	109	640			39		28				
Basketball Camp: Mixed Ages	Mixed Ages	837	101	736			20		20				
Basketball Camp: Teens	Teens & Pre-Teens	0	0	0			1		1				
Boxing Camp	Mixed Ages	10	1	9			1		1				
Bullying Prevention Camp	Children & Youth	23	7	16			1		1				
Career Exploration Camp: Children	Children & Youth	0					2		2				
Career Exploration Camp: Teens	Teens & Pre-Teens	24	13	11			2		2				
Cheerleading Camp: Children, Beginning	Children & Youth	363	363	0			12		19				
Cheerleading/Dance Camp	Children & Youth	137	134	3			6		6				
Chess Camp	Mixed Ages	24	4	20			1		3				
Computer Animation Camp: Children	Children & Youth	22	6	16			1		5				
Computer Animation Camp: Teen	Teens & Pre-Teens	24	5	19			1		7				
Computer Camp: Children	Children & Youth	99	34	65			11		11				
Computer Camp: Digital Media, Teens	Teens & Pre-Teens	41	16	25			3		3				

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Computer Camp: Teens	Teens & Pre-Teens	14	5	9			1		3				
Cops Camp	Children & Youth	76	17	59			2		2				
Culinary Camp: Children	Children & Youth	337	238	99			17		17				
Dance and Step Camp	Children & Youth	24	23	1			2		2				
Dance Camp: Ballet	Children & Youth	15	15	0			1		3				
Dance Camp: Children	Children & Youth	19	19	0			4		4				
Dance Camp: Hip-Hop, Jazz and Modern, Children	Children & Youth	200	189	1			9		3				
Dance Camp: Hip-Hop, Mixed Ages	Mixed Ages	145	142	3			4		4				
Dance Camp: International Dance, Children	Children & Youth	18	17	1			2		2				
Dance Camp: Mixed Ages	Mixed Ages	208	205	3			10		10				
Dance Camp: Tap and Jazz	Children & Youth	8	7	1			1		3				
Dance Camp: Teens	Teens & Pre-Teens	11	11	0			3		3				
Enrichment Camp: Children	Children & Youth	60	24	36			4		4				
Enrichment Camp: Girls, Children	Children & Youth	12	12	0			1		2				
Enrichment Camp: Girls, Mixed Ages	Mixed Ages	84	84	0			2		2				
Enrichment Camp: Mixed Ages	Mixed Ages	61	20	41			6		6				
Explorers Camp	Children & Youth	3,197	1,482	1,735			123		123				
Figure Skating Camp: Freestyle	Mixed Ages	15	15	0			3		3				
Football Fundamentals Camp: Children	Children & Youth	105	2	103			6		6				
Golf Camp: Mixed Ages	Mixed Ages	27	9	18			2		2				
Gymnastics Camp: Children	Children & Youth	444	377	67			5		5				
Healthy Lifestyles Camp: Fitness and Gardening	Children & Youth	75	47	28			6		6				
Holiday Break Camp	Mixed Ages	13	3	10	8								
Holiday Break Camp: Basketball	Mixed Ages	122	41	81	3								
Holiday Break Camp: Cheerleading, Mixed Ages	Mixed Ages	10	10	0	1								
Holiday Break Camp: Enrichment	Children & Youth	0	0	0	1								
Holiday Break Camp: Gymnastics	Mixed Ages	61	36	25	2								
Holiday Break Camp: Step, Mixed Ages	Mixed Ages	3	1	2	1								
Horseback Riding Camp	Mixed Ages	105	65	40			7		7				
Ice Skating Camp	Children & Youth	216	130	86			5		5				

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
International Affairs Camp: Children	Children & Youth	11	3	8			1		3				
Korean Martial Arts Camp	Children & Youth	87	19	68			3		0				
Lacrosse Camp: Children	Children & Youth	51	12	39			2		2				
Leadership Camp	Teens & Pre-Teens	90	49	41			6		6				
Martial Arts Camp: Children	Children & Youth	0	0	0			2		2				
Martial Arts Camp: Mixed Ages	Mixed Ages	8	1	7			2		2				
Modeling Camp: Mixed Ages	Mixed Ages	39	38	1			2		2				
Nature Camp: Adventurers	Children & Youth	13	4	9			1		1				
Nature Camp: Environmental Science	Teens & Pre-Teens	0					1		1				
Nature Camp: Extreme Adventurers	Teens & Pre-Teens	27	9	18			3		0				
Nature Camp: Junior Naturalist	Teens & Pre-Teens	8	2	6			1		7				
Nature Camp: Nature Detectives	Children & Youth	33	14	19			3		3				
Nature Camp: Nature Seekers	Pre-Schoolers	63	21	42			4		4				
Nature Camp: Outdoor Explorers	Children & Youth	15	4	11			1		8				
Nature Camp: Predators	Children & Youth	11	5	6			1		1				
Nature Camp: Wetland Wanderers	Children & Youth	38	16	22			3		0				
Nature Camp: Wildlife Safari	Children & Youth	20	12	8			2		2				
Outdoor Adventurers Camp	Teens & Pre-Teens	55	12	43			5		5				
Photography Camp	Teens & Pre-Teens	25	19	6			4		0				
Pre-Drivers' Education Camp	Teens & Pre-Teens	19	11	8			1		0				
Robotics Camp: Children	Children & Youth	29	3	26			2		2				
Robotics Camp: Teens	Teens & Pre-Teens	70	10	60			4		4				
Sewing Camp	Mixed Ages	44	43	1			4		0				
Skateboard Camp: Beginning	Children & Youth	19	2	17			2		2				
Skateboard Camp: Intermediate	Children & Youth	17		17			2		2				
Soccer Camp: Children	Children & Youth	267	81	186			12		12				
Sports and Gym Camp	Children & Youth	437	258	179			12		12				
Sports and Travel Camp: Teens	Teens & Pre-Teens	95	56	39		2	5		7				
Sports Camp	Children & Youth	374	96	278			23		25				
Spring Break Camp: Aerospace	Children & Youth	14	2	12		1			1				
Spring Break Camp: All Star Sports	Children & Youth	29	6	23		2			2				

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Spring Break Camp: Art	Children & Youth	55	32	23		4			9				
Spring Break Camp: Basketball, Children	Children & Youth	138	31	107		6			5				
Spring Break Camp: Basketball, Mixed Ages	Mixed Ages	27	5	22		2			2				
Spring Break Camp: Cheerleading, Children	Children & Youth	26	26			1			1				
Spring Break Camp: Dance	Children & Youth	38	34	4		3			3				
Spring Break Camp: Golf	Children & Youth	0		0		1			1				
Spring Break Camp: Gymnastics	Children & Youth	192	135	57		4			4				
Spring Break Camp: Life Skills	Teens & Pre-Teens	10	2	8		1			1				
Spring Break Camp: Recreation, Children	Children & Youth	277	113	164		18			18				
Spring Break Camp: Sewing	Teens & Pre-Teens	8	8	0		1			1				
Spring Break Camp: Theatre	Children & Youth	20	14	6		1			1				
Spring Break Camp: Therapeutic, Mixed Ages	Mixed Ages	30	10	20		4			4				
Spring Break Camp: Video Production	Mixed Ages	13	6	7		1			1				
Swim and Fitness Camp	Children & Youth	355	185	170			12		12				
Swim and Recreation Camp	Children & Youth	63	34	29			4		4				
Swim and Travel Camp: Teens	Teens & Pre-Teens	38	18	20			2		2				
Swim Camp: Frogs	Children & Youth	78	47	31			4		4				
Swim Camp: Tadpoles	Children & Youth	80	38	42			4		4				
Target Shooting Camp	Teens & Pre-Teens	39	5	34			2		2				
Teen Adventurers Camp	Teens & Pre-Teens	97	26	71			17		17				
Tennis and Travel Camp	Children & Youth	82	46	36			4		4				
Tennis Camp: Children	Children & Youth	90	43	47			9		9				
Tennis Camp: Mixed Ages	Mixed Ages	14	6	8			1		1				
Theater Camp: Children	Children & Youth	46	36	10			3		3				
Theater Camp: Teens	Teens & Pre-Teens	19	19	0			1		1				
Therapeutic Rec: Fantastic Fridays, Mixed Ages	Mixed Ages	46	19	27			12		12				
Therapeutic Rec: Summer Afternoons Rec, Mixed Ages	Mixed Ages	42	20	22			6		6				
Therapeutic Rec: Traveling Teens	Adults & Young Adults	115	29	86			16		16				
Therapeutic Rec: Waves of Fun	Mixed Ages	52	19	33			10		10				
Track and Field Camp	Children & Youth	415	151	264			5		5				

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Video Game Design Camp: Children	Children & Youth	57	6	51			4		9				
Video Games Camp: Teens	Teens & Pre-Teens	78	7	71			7		7				
Video Production Camp	Teens & Pre-Teens	43	18	25			3		2				
Volleyball Camp: Girls	Teens & Pre-Teens	0	0				1		1				
Wee Wonderers	Pre-Schoolers	339	158	181			28		28				
World Discovery Camp	Children & Youth	12	3	9			1		1				
Brochura Section: FH	Adults & Young Adults	0	0				1		1				
Adventure Race Training	Adults & Young Adults	603	581	21	12	22	26	27	18		63	14	
Aerobics: Adults	Adults & Young Adults	22	22	0	1	2	1	2			8		
Aerobics: Bench Step	Children & Youth	0	0	0	2						2		
Aerobics: Boxing, Children	Adults & Young Adults	80	59	1	3	6	3	2			14		
Aerobics: Caribbean Dance	Adults & Young Adults	285	281	4	13	13	11	11	15	3	30	18	
Aerobics: Hula Hoop, Adults, Intermediate	Adults & Young Adults	23	15	8	2		5		7			7	
Aerobics: Jump Rope	Adults & Young Adults	423	392	31	16	12	18	15	10	2	44	14	
Aerobics: Kickboxing	Adults & Young Adults	47	45	2	4	7	5	4	12	0			
Aerobics: Seniors	Seniors	102	90	12	3	5	6	10	9		15	9	
Awesome Abdominals	Adults & Young Adults	0				2			2				
Balance Training: Adults	Adults & Young Adults	4	4		2	4			6				
Balance Training: Seniors	Seniors	338	323	15	8	14	6	17	27		18	7	
Bio Fitness & Cardio Fit: HI-Lo Impact	Adults & Young Adults	169	157	12	3	4	3	6			10		
Bio Fitness & Cardio Fit: Lo Impact	Adults & Young Adults	89	66	3	1	1		1			1		
Bio Fitness: Tone & Firm	Adults & Young Adults	0	0	0			3				3		
Boxing Boot Camp	Adults & Young Adults	75	71	4	3	5	6	6	3			3	
Cardio Challenge	Adults & Young Adults	101	87	14	2	2	1	2	7				
Chair Aerobics: Cycling	Seniors	143	113	30	7	7	3	3	20				
Chair Aerobics: Seniors	Seniors	20	20		1		2		1				
Chair Aerobics: Strength Training	Adults & Young Adults	402	358	43	2	4	1	2	3				
Exercise: Adults	Adults & Young Adults	1,634	1,483	151	17	19	24	23	23				
Exercise: Seniors	Seniors	4	2	2	2	2	2		1			0	
Family Walk	Mixed Ages	0	0			1	1		2				
Fitness & Nutrition: Children	Children & Youth	0	0				1		2				

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Fitness & Nutrition: Pre-School	Pre-Schoolers	0	0	0		1			1			1	
Fitness & Nutrition: Teens	Teens & Pre-Teens	39	21	18	4	6	4	5	1	7	11	1	7
Fitness Ball: Seniors	Seniors	0	0	0	1	2			2				
Fitness Boot Camp: Adults	Adults & Young Adults	481	443	38	23	33	25	43	71		50	19	
Fitness Dance: Adults	Adults & Young Adults	6	6	0	1								
Fitness Dance: Mixed Ages	Mixed Ages	27	27	0	2	4	2	4	2		10		
Fitness Expo	Adults & Young Adults	18	18	0		1				1			
Fitness: Abs & Glutes	Adults & Young Adults	8	8	0	3	3	5	6	1	1	3		
Fitness: Aerobics & Weight Training	Adults & Young Adults	35	32	3	3	4	5	2		1	14		
Fitness: High-Impact	Adults & Young Adults	0	0	0	1		2		1		2		
Fitness: Home-School, Children	Children & Youth	18	3	15	3	3			2	6			
Fitness: Home-School, Mixed Ages	Mixed Ages	9	1	8			2	3	2	3			
Fitness: Mixed Ages	Mixed Ages	0	0	0		1	1			3			
Fitness: Personal Training, Mixed Ages	Mixed Ages	44	37	7	2	9			5		8		
Fitness: Personal Training, Seniors	Seniors	55	46	9	2		3	6	7	1			
Fitness: Pre-School	Pre-Schoolers	8	5	3	5	5		3	13		2	5	
Fitness: R.I.P. P.E.D.	Adults & Young Adults	22	18	4	1		2				3		
Fitness: Seniors, Beginning	Seniors	1425	1273	148	10	12	7	9	37	1			
Fitness: Sports Conditioning, Adults	Adults & Young Adults	15	6	9	3	2					5		
Fitness: Sports Conditioning, Teens	Teens & Pre-Teens	0	0	0		1	1			2			
Fitness: Stiletto	Adults & Young Adults	9	9	0	1			1			2		
Fitness: Variety	Adults & Young Adults	10	10	0		1	1	2			4		
Gymnastics: Fitness Program	Children & Youth	81	55	26	3	7	6	14			30		
Hip-Hop: Cardio	Adults & Young Adults	2	1	1	2	4	4	2			10		
Jazzercise	Adults & Young Adults	7	7	0	2	1	2	3	1		1	4	
Pilates/Yoga: Adults	Adults & Young Adults	32	32	0	6	12	6	7	2		20		
Pilates: Adults, All Levels	Adults & Young Adults	183	178	5	3	3	4	4			14		
Pilates: Adults, Beginning	Adults & Young Adults	60	54	6	3	3	2	6			14		
Pilates: Adults, Intermediate	Adults & Young Adults	39	37	2	1	1	2	4			6		
Pilates: Seniors	Seniors	0	0	0	2					1	1		
Piloxing: Adults	Adults & Young Adults	6	6	0	1		3			2	1	3	

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Piloxing: Children and Youth	Children & Youth	0	0	0	1	2	2				5		
Pole Aerobics: Beginning	Adults & Young Adults	190	189	1	5	6	6	8	7		18	7	
Qigong	Adults & Young Adults	34	30	4	2	2		2		8			
Slimnastics	Adults & Young Adults	88	68	0	3	1	2	1	7				
Spinning: Adults	Adults & Young Adults	1,026	917	109	39	47	46	56	37	8	59	51	
Step & Resistance Training	Adults & Young Adults	0	0		1		2				3		
Step Aerobics: Adults	Adults & Young Adults	153	141	12	5	8	8	4	5		20	5	
Stretching & Toning: Adults	Adults & Young Adults	5	3	2	1	3	3	1		8			
Stretching & Toning: Mixed Ages	Mixed Ages	25	24	1		2	2	2					
Stretching & Toning: Seniors	Seniors	215	201	14	6	3	3	3	12				9
Tae Bo (TM): Beginning	Adults & Young Adults	0	0				1		1				
Tai Chi: Adults, All Levels	Adults & Young Adults	8	3	5	1	2	1	1			5		
Tai Chi: Adults, Beginning	Adults & Young Adults	56	32	24	4	4	4	5	6				19
Tai Chi: Adults, Intermediate	Adults & Young Adults	25	13	12	1	2		1	4				
Tai Chi: Adults, Principles	Adults & Young Adults	18	13	5	1	2		1	1				
Tai Chi: Seniors	Seniors	187	153	34	6	8	6	4	6	12	6	6	
Toning & Sculpting	Adults & Young Adults	223	188	35	9	12	9	5	27		19	3	
Turbo Kick	Adults & Young Adults	29	27	2		2	4		3		3	3	
Walking: Seniors	Seniors	0	0				1				1		
Weight Loss: Advanced	Adults & Young Adults	91	91	0	1	2	2	2		7			
Weight Loss: Beginning	Adults & Young Adults	197	181	16	4	6	3	3	8				
Weight Loss: The Biggest Loser	Adults & Young Adults	13	13					1					
Weight Training: Adults	Adults & Young Adults	15	13	2	6	9	1	3	9		11	1	
Weight Training: Circuit Training	Adults & Young Adults	32	24	8	4	5	5	3	5		1	3	
Weight Training: Kettlebell	Adults & Young Adults	88	90	8	5	7	8	8	18		16	8	
Weight Training: Seniors	Seniors	221	188	33	7	7	6	7	27				
Weight Training: Teens	Teens & Pre-Teens	29	2	27	1	1	1	2			5		
Weight Training: Women, Beginning	Adults & Young Adults	186	185	1	16	13	9	15	10		42	6	1
Yoga: Adults, All Levels	Adults & Young Adults	368	331	37	18	20	15	18	17		8	45	
Yoga: Adults, Beginning	Adults & Young Adults	384	331	53	12	19	15	19	10		56	8	
Yoga: Adults, Intermediate	Adults & Young Adults	28	22	6	1	2	1	1			5		

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Yoga: Mixed Ages	Mixed Ages	7	7	0	1		4		9		1	1	
Yoga: Parent and Child	Pre-Schoolers	0	0	0	1	2			3			1	
Yoga: Seniors, Beginning	Seniors	321	294	27	9	17	8	6	25	10	5		
Yoga: Seniors, Intermediate	Seniors	11	11				1	1			2		
Zumba: Fitness, Adults	Adults & Young Adults	4,247	4153	93	126	133	123	145	138	17	372	118	1
Zumba: Fitness, Children	Children & Youth	32	29	3	1	2	2	1	5		1	5	
Zumba: Fitness, Mixed Ages	Mixed Ages	24	24		5			12	12		5	8	
Zumba: Gold, Adults	Adults & Young Adults	85	65			6		6	17				
Zumba: Gold, Seniors	Seniors	1,013	978	35	29	21	26	28	81	21			
Zumba: Toning	Adults & Young Adults	268	262	6	2	5	1	4	7		5	7	
Brochure Section: HE													
Fall Tea	Mixed Ages	43	40	3			1		1				
Journey into Jug Bay's Past: Historical Boat Tour	Mixed Ages	19	17	2			1	1	1	1		1	
Strathmore Mansion: Tea and Tour	Mixed Ages	15	14	1			1		1				
Brochure Section: KC													
Creative Kids Workshop	Children & Youth	0	0		1		1		2			3	
Ice and Easy Days	Children & Youth	81	56	25		5			5				
KDO: Fun With Flight	Mixed Ages	6	2	4			1		3				
KDO: Kids' Day Out	Mixed Ages	627	270	357	42	13	4	57	116				
KDO: Pumpkin Harvest	Mixed Ages	124	52	72			7		7				
Kids' Care	Children & Youth	758	368	390			20			20			
Morning Care	Mixed Ages	57	35	22			3		3				
Brochure Section: LL													
ABCs of Mutual Funds, Stocks & Bonds	Adults & Young Adults	5	4	1		1		1			2		
Academic Enrichment: Children	Children & Youth	72	38	34	9		5	6		14	6		
Afterschool Study & Play	Children & Youth	100	55	45	3	3	2	2		10			
Algebra Workshop	Teens & Pre-Teens	30	16	14	2	2	1	4			3		
Book Club: Teens	Teens & Pre-Teens	0	0	0	2	1					1		
Cake Decorating: Beginning	Adults & Young Adults	6	6	0	2	2		2		6		8	
Career Exploration: Teens	Teens & Pre-Teens	0	0	0	2	6				1	7	1	
Chess: Beginning, Mixed Ages	Mixed Ages	16	9	7	4	4	4	4	1	10	2	13	

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Chess: Intermediate, Mixed Ages	Mixed Ages	0											
Cooking: Children, Beginning	Children & Youth	113	91	22	7	11	3	6	13	13	13	14	
Cottillon	Teens & Pre-Teens	13	6	7									
CPR/AED: Professional Rescuers	Adults & Young Adults	4	4	0	1								1
Creative Dramatics: Mixed Ages	Mixed Ages	17	17	0			2				2		
Creative Writing: Adults	Adults & Young Adults	3	1	2		2				2		2	
Creative Writing: Stories, Teens	Teens & Pre-Teens	9	5	4	1	1	5	4	5	4		1	
Cycling: Children	Children & Youth	13	6	7			3	3	6			3	
Debate	Adults & Young Adults	0			1								
ESOL: Adults	Adults & Young Adults	16	11	5	1	3	3	3		10			
ESOL: Seniors	Seniors	1		1	2					2			
Etiquette: Dining, Children	Children & Youth	0	0	0			1						
Etiquette: Social, Children	Children & Youth	8	4	4	1	1	2		2			3	
Etiquette: Social, Teens	Teens & Pre-Teens	0	0	0	1	1							
French: Seniors	Seniors	3	3	0	1				2				
Fundamentals of Estate Planning	Adults & Young Adults	10	8	2		1							
GED Preparation: Math	Adults & Young Adults	2	1	1		3		3					
Genealogy: Seniors, Advanced	Seniors	4	1	3		1							
Genealogy: Seniors, Beginning	Seniors	33	28	7	1	4	4			6			
Girls' Night In	Teens & Pre-Teens	258	248	10		1		1					
Hair Braiding: Mixed Ages	Mixed Ages	34	33	1	2	2	2	4					
Home Repair	Adults & Young Adults	0					1						
Home Repair: Women	Adults & Young Adults	0					1						
Investing Basics: Adults	Adults & Young Adults	3	1	2		2		1					
Investment Club	Adults & Young Adults	1	0	1	1	1							
KIDCNEER	Mixed Ages	59	30	29	1				2				
Latin: Beginning, Seniors	Seniors	2	2	0						1			
Leadership Development: Teens	Teens & Pre-Teens	0	0	0	6					2		5	
Math Enrichment: Children	Children & Youth	5	4	1			2			1			
Math Skills: Children	Children & Youth	42	28	16	4	2	1	6		3		11	
Math Skills: Mixed Ages	Mixed Ages	4	2	2				2					2

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Math Skills: Teens	Teens & Pre-Teens	0			2						2		
Mentoring Program: Girls, Children	Children & Youth	20	20		1		1				2		
Mentoring Program: Girls, Mixed Ages	Mixed Ages	0			1						1		
Mentoring Program: Girls, Teens	Teens & Pre-Teens	25	25		1		1				2		
Mis Quince Años	Teens & Pre-Teens	18	18		1						1		
Modeling: Children	Children & Youth	0			1	2			3			3	
Modeling: Teens, Beginning	Teens & Pre-Teens	0	0		2	1				3		1	
Money Management & Investing	Adults & Young Adults	17	12	5	1	1	1	1			4		
Money Management: Adults	Adults & Young Adults	2	2				1				1		
Money Management: Teens	Teens & Pre-Teens	36	26	10	3	1	2	1			7		1
Parenting	Adults & Young Adults	0					2	4			6		
Personal Financial Planning: Adults	Adults & Young Adults	5	3	2		1		1			2		
Positive Pathways	Teens & Pre-Teens	0	0	0			6				8		2
Public Speaking Skills: Adults	Adults & Young Adults	3	2	1	1	1		1			3		
Public Speaking Skills: Mixed Ages	Mixed Ages	0			1		1				1		
Public Speaking Skills: Teens	Teens & Pre-Teens	8	6	2	4	4	2	4			2		1
Reading Skills: Children	Children & Youth	87	37	50	7	5	5	6			10		8
Reading Skills: Mixed Ages	Mixed Ages	10	6	4			2				2		
SAT Preparation: Math	Teens & Pre-Teens	6	5	1	1		1	1			2		2
SAT Preparation: Verbal & Writing	Teens & Pre-Teens	11	8	3		1	2	1			3		3
Self-Defense Clinic: Seniors	Seniors	42	38	4	2	1					1		
Sign Language: Adults, Beginning	Adults & Young Adults	3	3				2					2	
Sign Language: Children	Children & Youth	0					1					1	
Solar Photovoltaic Power Training	Adults & Young Adults	0					3						
Spanish: Adults, Beginning	Adults & Young Adults	47	34	13	5	9	6	10			6	20	10
Spanish: Adults, Intermediate	Adults & Young Adults	30	24	6	1	1	1	2			5		6
Spanish: Children, Beginning	Children & Youth	35	19	16	6	15	4	9			13		16
Spanish: Mixed Ages, Beginning	Mixed Ages	21	18	3	2	4		5			1		8
Spanish: Pre-School	Pre-Schoolers	6	1	5	1	3					3		4
Spanish: Seniors, Beginning	Seniors	35	28	7	2	3	3	4			7		2
Spanish: Seniors, Intermediate	Seniors	16	13	3	4		1	4			1		3

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Stock Market Investing: Basics, Adults	Adults & Young Adults	7	5	2	1	1					2		
Study Skills: Organization	Teens & Pre-Teens	20	13	7			2	2	2		2	2	2
Study Skills: Problem Solving	Teens & Pre-Teens	0	0	0			2		2			2	2
Tutoring: Children	Children & Youth	60	27	33	9	14	1	13	4	15	17	4	4
Tutoring: Teens	Teens & Pre-Teens	11	2	9	2	3	3				8		
Writing Skills	Teens & Pre-Teens	6	4	2	2				2			2	
Writing: Artist Workshop	Adults & Young Adults	0	0	0	1		1		2			2	
Writing: Character Sketch	Adults & Young Adults	0	0	0	1	1	1	2	3	2		3	
Writing: Family History	Seniors	0	0	0	1				1				
Writing: Independent Study	Mixed Ages	1	1	0		1			1			1	1
Writing: Journaling Workshop, Adults	Adults & Young Adults	0	0	0	1		1	1		2		1	1
Writing: Journaling Workshop, Teens	Teens & Pre-Teens	0	0	0	1				1	1			1
Writing: Poetry, Children	Children & Youth	0	0	0	3				2	2	1	2	2
Writing: Poetry, Mixed Ages	Mixed Ages	0	0	0		2					2		
Writing: Poetry, Teens	Teens & Pre-Teens	7	5	2	1	2	3	2	3		2	1	1
Youth Conference	Mixed Ages	44	44	0		1			3			1	1
Brochure Section: MA													
Aikido: Adults, Beginning	Adults & Young Adults	193	38	157	5	6	5	5			21		
Judo: Adults, Advanced	Adults & Young Adults	2	2	0	1						1		
Judo: Adults, Beginning	Adults & Young Adults	66	31	55	2	5	2	4		1			
Judo: Children, Beginning	Children & Youth	221	55	166	4	4	2	4			12		
Judo: Families, Beginning	Mixed Ages	68	26	42	1	2	1	2			6		
Judo: Mixed Ages, Beginning	Mixed Ages	23	11	12	1	2	1	2			6		
Judo: Mixed Ages, Intermediate	Mixed Ages	142	36	106	4	4	2	4			15		
Karate: Adults, All Levels	Adults & Young Adults	2	2	0	1	2	2	3			8		
Karate: Adults, Beginning	Adults & Young Adults	32	13	19	1	1	1	1			4		
Karate: Children, Beginning	Children & Youth	629	238	391	19	17	15	16	1		66		
Karate: Children, Intermediate	Children & Youth	48	24	24	1	2	2	2			5		
Karate: Mixed Ages, Beginning	Mixed Ages	120	51	69	3	2	2	8			15		
Karate: Mixed Ages, Intermediate	Mixed Ages	170	65	105	5	2	2	5			18		
Karate: Pre-School	Pre-Schoolers	38	11	27	1	2	4		2		5		2

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Kuk Sool Won: Mixed Ages, Advanced	Mixed Ages	104	58	46	3	3	3	3	6	6	6	6	6
Kuk Sool Won: Mixed Ages, Beginning	Mixed Ages	189	75	124	3	3	3	3	6	6	6	6	6
Kuk Sool Won: Mixed Ages, Intermediate I	Mixed Ages	78	7	71	3	3	3	3	6	6	6	6	6
Kuk Sool Won: Mixed Ages, Intermediate II	Mixed Ages	28	13	15	3	3	3	3	6	6	6	6	6
Okinawan Karate: Adults	Adults & Young Adults	29	10	19	2	1	2	1	6	6	6	6	6
Okinawan Karate: Mixed Ages, Advanced	Mixed Ages	94	24	70	7	7	7	4	13	11	11	16	16
Okinawan Karate: Mixed Ages, Beginning	Mixed Ages	184	40	144	9	8	10	5	18	18	18	14	14
Self-Defense: Adults	Adults & Young Adults	86	63	33	4	4	6	5	6	13	13	6	6
Self-Defense: Women	Adults & Young Adults	0	0	0	1	1	1	1	1	1	1	1	1
Tae Kwon Do: Adults, Advanced	Adults & Young Adults	45	20	25	1	1	2	2	3	3	3	3	3
Tae Kwon Do: Adults, All Levels	Adults & Young Adults	21	8	13	1	1	2	2	3	3	3	3	3
Tae Kwon Do: Adults, Beginning	Adults & Young Adults	18	5	13	3	2	2	2	6	2	2	3	3
Tae Kwon Do: Children	Children & Youth	38	12	26	5	2	2	2	3	1	1	4	4
Tae Kwon Do: Children, All Levels	Children & Youth	68	12	56	1	2	2	2	3	1	1	5	5
Tae Kwon Do: Mixed Ages, Advanced	Mixed Ages	327	120	207	2	3	2	4	11	11	11	10	10
Tae Kwon Do: Mixed Ages, All Levels	Mixed Ages	111	56	55	2	5	4	2	10	3	3	10	10
Tae Kwon Do: Mixed Ages, Beginning	Mixed Ages	418	175	243	8	12	11	17	13	7	7	21	21
Tang Soo Do: Adults, Beginning	Adults & Young Adults	4	2	2	4	1	2	2	3	3	3	3	3
Tang Soo Do: Children, Beginning	Children & Youth	37	4	33	5	3	2	2	12	12	12	12	12
Tang Soo Do: Children, Intermediate	Children & Youth	58	18	40	2	1	3	1	7	7	7	7	7
Tang Soo Do: Pre-School	Pre-Schoolers	24	5	19	1	1	2	1	4	4	4	4	4
TKA Karate: Adults, All Levels	Adults & Young Adults	163	56	107	14	10	12	13	19	19	19	19	19
TKA Karate: Children, Beginning	Children & Youth	84	38	46	1	1	1	1	3	3	3	3	3
TKA Karate: Children, Intermediate	Children & Youth	118	27	91	1	1	1	1	4	4	4	4	4
TKA Karate: Mixed Ages, All Levels	Mixed Ages	670	223	447	11	9	10	12	15	15	15	15	15
Tukkgong Moo Do: Adults	Adults & Young Adults	47	21	26	2	2	2	4	6	6	6	6	6
Tukkgong Moo Do: Children	Children & Youth	62	21	41	2	2	2	2	3	3	3	3	3
Tukkgong Moo Do: Mixed Ages, Beginning	Mixed Ages	26	6	20	1	2	2	2	3	3	3	3	3
Tukkgong Moo Do: Mixed Ages, Intermediate	Mixed Ages	49	19	30	1	1	1	2	3	3	3	3	3
Brochure Section: N													
Adventure Seekers	Children & Youth	31	24	7	3	3	3	3	10	10	10	12	12

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Anacostia River Canoe Tour	Mixed Ages	2	2				3	2	3			3	
Archery: Mixed Ages	Mixed Ages	143	80	63		3	3	4		10			10
Bicycle Nature Tour: Mixed Ages	Mixed Ages	5	4	1		1	1	1	2			2	
Bicycle Nature Tour: Teens	Teens & Pre-Teens	0					1		1				
Birding Jug Bay	Adults & Young Adults	8	4	4	1				1			1	
Birding the Patuxent River	Adults & Young Adults	9	8	1	1		1		2			2	
Birdwatching	Mixed Ages	1	1			2			2				
Blue Heron Tour	Mixed Ages	10	6	4		1				1			
Butterfly Search	Mixed Ages	13	7	6				2				1	
Campfires	Mixed Ages	301	213	88	3	5	7		2				
Canoe Lessons	Mixed Ages	3	1	2			3	2	2				
Cheltenham Wetlands	Mixed Ages	4	2	2		5	4		3			4	5
Creature Feature: All About Raptors	Mixed Ages	4	2	2	1	1			2			2	5
Creature Feature: All About Reptiles	Mixed Ages	31	23	8	3	1	1	3	3			6	
Creek Hike: Children	Children & Youth	0				1			1			1	
Creek Hike: Mixed Ages	Mixed Ages	34	33	1			5		1			1	
Creek Hike: Teens	Teens & Pre-Teens	0					1		1			1	
Cub Scout Badge Workshop	Children & Youth	23	1	22	2			2	1			1	
Dairy Cows	Mixed Ages	3	3		1				1				
Dog Hike	Adults & Young Adults	7	6	1		2	1		3			2	1
Fall Colors Hike	Mixed Ages	15	6	9			2		2			2	
Family Discovery Hike	Mixed Ages	17	13	4		2	5	4	10			8	
Family Fossil Hunt	Mixed Ages	7	3	4		1			1				
Fishing Derby	Children & Youth	84	28	56		1			7			1	
Fishing: Children & Youth	Children & Youth	34	9	25	2	3	1		3	1		1	
Geocaching	Teens & Pre-Teens	12	5	7	2				2			2	
Hey! Let's Go Fishing!	Children & Youth	50	19	31	1	2	2		5			5	
Horses and Ponies	Mixed Ages	1	1				1					1	
Kayak Kaper	Adults & Young Adults	6	5	1		1	4		4			1	4
Kayak Lake Tour	Mixed Ages	28	18	10	1	3	2		4			2	1
Kayak Lessons	Mixed Ages	28	15	13	2	5	3		6			8	2

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Live Animal Show	Mixed Ages	220	183	37	8	6	12	7	25	10		26	
Livestock Tour	Mixed Ages	0	0	0			1			1			
Maryland Boating Safety	Mixed Ages	17	5	12	1	3	1		5			5	
Natural Egg Dyeing	Mixed Ages	10	7	3		2			1	1		1	
Nature Club: Pre-School	Pre-Schoolers	0	0	0	1		3		3				
Nature Crafts: Mixed Ages	Mixed Ages	88	47	41	3	3	7	3	10	6		8	2
Nature Discovery Walk	Mixed Ages	0	0	0		1			1			1	
Nature Hike: Mixed Ages	Mixed Ages	10	8	2	2	7	6	6	10	11		10	11
Nature Overnight	Teens & Pre-Teens	21	9	12			4				4		
Nature: Explore Insects	Mixed Ages	1	1	0		1	1	1	3			2	
Nature: Scavenger Hunt	Mixed Ages	5	3	2		2			2			3	
Night Hike: Bats	Mixed Ages	28	18	10			1				1		
Outdoor Adventures: Adults	Adults & Young Adults	28	13	13	3	4	1	3	11			10	1
Plants & Plant Products	Mixed Ages	4	3	1	1					1			
Puppet Shows	Mixed Ages	138	105	33	3	2	3	2	2	6		2	
Raptor Census	Adults & Young Adults	0	0	0	1				1			1	
Reptile Show & Hike	Mixed Ages	23	17	6			3		3				
River Clean-Up	Adults & Young Adults	3	2	1		2			2				
Science Program: Home-School, Workshop	Mixed Ages	13	6	7		1			1				
Science: Home-School, Nature Explorers	Teens & Pre-Teens	33	20	13	3		2			5			
Science: Home-School, Nature Friends	Mixed Ages	36	16	20	2		2		3	2			
Science: Home-School, Nature Rangers	Children & Youth	37	18	19	2		2			4			
Small Fry	Pre-Schoolers	27	12	15	3	3	3	3	3				
Suitland Bog	Mixed Ages	9	4	5		1	3	1	5			3	
Sunset Boat Tour	Mixed Ages	21	15	6		1	1				2		
Sustainable Gardening	Adults & Young Adults	15	14	1		3	2		3			6	
Timberdoodle Hike	Mixed Ages	6	5	1	1	2					3		
Volunteer Orientation	Adults & Young Adults	18	9	9	1	1	1	1		1		4	
Wandering Warblers	Adults & Young Adults	23	12	11		1			3			5	
Brochure Section: PA													
African Dance: Adults	Adults & Young Adults	46	46	0	4	5	4	7	16		3	16	

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African Dance: Children	Children & Youth	23	23	0	3	5	3	3	10		3	10	
African Drumming: Mixed Ages	Mixed Ages	0	0	0		2			2			2	
Audio Recording: Level 1	Adults & Young Adults	4	3	1	1	2	1	1	3			5	
Audio Recording: Level 2	Adults & Young Adults	0	0	0			1	1	2			1	
Ballet & Modern Dance: Children & Youth	Children & Youth	31	28	3		1	5	5	2	1	3	3	
Ballet & Modern Dance: Mixed Ages	Mixed Ages	4	3	1			1				1		
Ballet & Modern Dance: Teens	Teens & Pre-Teens	0	0		1						1		
Ballet & Tap: Children	Children & Youth	80	90	0	12	6	5	13	18	4	14	24	
Ballet & Tap: Mixed Ages	Mixed Ages	45	45	0	10	4	6	9	8	7	13	8	
Ballet & Tap: Pre-School, Beginning	Pre-Schoolers	328	328	2	8	17	6	10	17	6	21	10	
Ballet & Tap: Pre-School, Intermediate	Pre-Schoolers	9	9			1	1	2	4			4	
Ballet, Tap & Jazz: Children, Level 1	Children & Youth	5	5		3	3	2		6		2	0	
Ballet, Tap & Jazz: Children, Level 2	Children & Youth	4	4			1	1				2		
Ballet, Tap & Jazz: Teens	Teens & Pre-Teens	10	10		1				1			1	
Ballet, Tap & Tumbling: Elementary	Children & Youth	88	85	1	2	7	5	3	7	5	5	12	
Ballet, Tap & Tumbling: Pre-School	Pre-Schoolers	333	325	8	9	13	9	12	38	5	5	38	
Ballet, Tap, Jazz & Modern: Teens	Teens & Pre-Teens	1	1		1				1			1	
Ballet, Tap, Jazz & Tumbling: Children	Children & Youth	123	123	0	7	9	2	9	14	10	3	24	
Ballet, Tap, Jazz & Tumbling: Mixed Ages	Mixed Ages	20	20	0	3			3	3		2	8	
Ballet: Adults, All Levels	Adults & Young Adults	0	0	0	1			1	1				
Ballet: Adults, Beginning	Adults & Young Adults	28	28	0	3	3	2	3	3				
Ballet: Beginning, Pre-School	Pre-Schoolers	402	396	6	12	13	18	15	40	10	8	30	
Ballet: Children, All Levels	Children & Youth	25	25		1	4	6	6	5	2	8	7	
Ballet: Children, Beginning	Children & Youth	159	157	2	11	21	12	6	17	18	15	38	
Ballet: Children, Intermediate	Children & Youth	85	81	4	10	19	9	10	20	20	26	15	
Ballet: Figure Skating Skills	Children & Youth	9	8	1	2	2	1	2		7		7	
Ballet: Home-School, Children	Children & Youth	0	0		1				1				
Ballet: Mixed Ages, All Levels	Mixed Ages	0	0					2			2		
Ballet: Mixed Ages, Beginning	Mixed Ages	14	14		2			8	2	6	2	3	
Ballet: Teens, Beginning	Teens & Pre-Teens	0	0			2			2			1	
Ballet: Teens, Intermediate	Teens & Pre-Teens	74	74		6	13	7	6	13	15	8	26	

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Ballroom Dance: Adults, Beginning	Adults & Young Adults	47	24	23	4	4	3	5			16		
Ballroom Dance: Adults, Intermediate	Adults & Young Adults	24	12	12	2	3		2			7		
Ballroom Dance: Seniors	Seniors	5	3	2	2	1	2			5			
Baton Twirling: Children	Children & Youth	1	1				3	2					
Baton Twirling: Mixed Ages	Mixed Ages	2	2		1	1	1	2		5		3	
Belly Dancing: Adults, Beginning	Adults & Young Adults	155	154	1	14	13	10	17	13		11	17	
Belly Dancing: Adults, Intermediate	Adults & Young Adults	30	29	1	3	3	4	3		4	9	4	
Belly Dancing: Mixed Ages	Mixed Ages	0	0		1			2	3				
Belly Dancing: Seniors, Beginning	Seniors	32	31	1	1	1	1	2		4			
Belly Dancing: Seniors, Intermediate	Seniors	6	6			1	2			3			
Bollywood Dance	Seniors	0	0		2		3	3		6			
Bop: All Levels	Adults & Young Adults	84	42	22	1	2	2	2		7		7	
Bop: Beginning	Adults & Young Adults	22	10	12	4	1	4	1		4		3	1
Bop: Intermediate/Advanced	Adults & Young Adults	7	3	4	2	2	2	1		2	5	2	
Caribbean Dance: Mixed Ages	Mixed Ages	0	0			1				1			
Chicago Steppin'	Seniors	7	6	1		1	1		3				
Creative Dramatics: Teens	Teens & Pre-Teens	5	3	2	1	1	1	2			5		
Creative Movement: Mixed Ages	Mixed Ages	0	0					2			2		
Creative Movement: Pre-School	Pre-Schoolers	82	83	9	9	10	10	7	18	11	7	21	
Dance Troupe: Children	Children & Youth	6	5	1	1			1		2		2	
Dance Troupe: Mixed Ages	Mixed Ages	66	62	4	5	9	3	9	3	12		15	
Dance Troupe: Pre School	Pre-Schoolers	6	4	2	1			1	2			1	
Dance: Aerobics	Adults & Young Adults	61	61		3	2	2	2			9		
Dance: Children, Level I	Children & Youth	32	28	4	2	5	1		2	1	5	3	
Dance: Children, Level II	Children & Youth	26	20	6	1	2	1	2		1	5	5	
Dance: Mixed Ages	Mixed Ages	18	16	2	1			3		2	2		
Dance: Performance Theatre	Teens & Pre-Teens	0	0					1				1	
Dance: Teens	Teens & Pre-Teens	43	43	0	1	3	1	2			7		
Drama Kids International: Teens	Teens & Pre-Teens	0	0		1		3	1	3		2		
Drama: Adults	Adults & Young Adults	11	8	3		1	1	1			3		
Drama: International Cultures	Children & Youth	5	2	3			1	1		1			

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Drama: Little Actors 1	Children & Youth	0	0	0	1	1					2		
Drama: Mixed Ages	Mixed Ages	15	11	4	1	1	2				4		
Drama: Musical Comedy	Teens & Pre-Teens	0	0	0			1				1		
Drama: Seniors	Seniors	4	4	0	1		1						
Drama: Teens	Teens & Pre-Teens	0	0	0	1	1							
Drums: Children, Beginning	Children & Youth	33	5	28	4	5	2				11		
Guitar: Adults, Beginning	Adults & Young Adults	29	13	16	2	2	2	2			8		
Guitar: Children, Beginning	Children & Youth	23	7	16	2	2	2	4	1		8		
Guitar: Mixed Ages, Beginning	Mixed Ages	3	0	3	1			3			4		
Hand Dance: Adults, Advanced	Adults & Young Adults	46	26	20	3	1	1	2	5		7		
Hand Dance: Adults, All Levels	Adults & Young Adults	129	86	43	6	3	2	6	7		15		
Hand Dance: Adults, Beginning	Adults & Young Adults	614	401	213	25	23	21	31	16		49		
Hand Dance: Adults, Intermediate	Adults & Young Adults	129	74	55	8	9	8	13	26		12		
Hand Dance: Seniors, Beginning	Seniors	13	9	4	1	2	2	3	4		2		
Harp: Seniors	Seniors	0	0	0	1	1					1		
Hip-Hop & Tap	Mixed Ages	30	28	2		12	4	4			16		
Hip-Hop: Children, Beginning	Children & Youth	206	176	30	19	24	18	22	33		20		
Hip-Hop: Mixed Ages, Intermediate	Mixed Ages	0	0	0		2					2		
Hip-Hop: Pre-School, Beginning	Pre-Schoolers	72	53	19	3	4	3	3	12		1		
Hip-Hop: Teens, Intermediate	Teens & Pre-Teens	0	0	0		2		2			8		
ip-Hop: Mixed Ages, Beginning	Mixed Ages	85	66	19	8	13	5	23	17		23		
Jazz Dance: Broadway, Seniors	Seniors	0	0	0	2	3	1	3			8		
Jazz Dance: Children, Beginning	Children & Youth	0	0	0	2	2		2					
Jazz Dance: Children, Level I	Children & Youth	26	25	1	1	1	1	2			5		
Jazz Dance: Children, Level II	Children & Youth	6	6	0				2			2		
Jazz Dance: Mixed Ages	Mixed Ages	0	0	0	1	1		2			4		
Jazz Dance: Seniors	Seniors	0	0	0	1								
Jazz Dance: Teens	Teens & Pre-Teens	39	38	0	3	5	3	4	11		4		
Jazz: Modern & Hip-Hop, Mixed Ages	Mixed Ages	0	0	0	6				1		5		
Kidsmusicart: Mommy & Me	Pre-Schoolers	11	7	4	3		8		4		4		
Kidsmusicart: Music & Me	Pre-Schoolers	12	4	8	5		10		5		5		

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Kidsmusicart: Young Musician I	Mixed Ages	0	0	0	1		3			8			
Kidsmusicart: Young Musician II	Mixed Ages	2	2	0	1						1		
Lap Zither Harp	Mixed Ages	5	4	1			1		1				
Latin Dance: Adults	Adults & Young Adults	0	0	0	4	5	3		6		6	6	
Line Dance: Adults, Advanced	Adults & Young Adults	2	2	0	1	1	2				7		
Line Dance: Adults, Beginning	Adults & Young Adults	978	916	62	39	35	35	43	31	23	100	19	17
Line Dance: Adults, Intermediate	Adults & Young Adults	193	174	16	6	7	7	8			28		
Line Dance: Freestyle	Adults & Young Adults	67	57	5	6	3	3	9	6		15		
Line Dance: Old School, Seniors	Seniors	0	0	0	1	2		1	1				
Line Dance: Seniors, Beginning	Seniors	564	505	59	13	13	12	15	37	11	5		
Line Dance: Seniors, Intermediate	Seniors	121	105	16	2	3	5	3		11	2		
Liturgical Modern Dance: Adults	Adults & Young Adults	18	18	0	4	5	3	4	0	0	4	3	
Liturgical Modern Dance: Children	Children & Youth	1	1	0				1	1			1	
Modern & Jazz Dance: Children	Children & Youth	20	16	4	1	1	1				3		
Modern & Jazz Dance: Mixed Ages	Mixed Ages	19	19	0			2				2		
Modern & Jazz Dance: Teens	Teens & Pre-Teens	21	21	0	2	2	1	3			8		
Modern Dance: Adults	Adults & Young Adults	12	12	0	2	3	2	3		7	3	7	
Modern Dance: Children	Children & Youth	0	0	0		2		2			4		
Modern Dance: Mixed Ages, Beginning	Mixed Ages	6	6	0	3		3			6	2	0	
Modern Dance: Teens, Beginning	Teens & Pre-Teens	3	3	0	1	1		2		0	0		
Modern Dance: Teens, Intermediate	Teens & Pre-Teens	50	50	0	3	5	3	2		11	7	11	
Music Appreciation: Seniors	Seniors	0	0	0				1		1			
Music Theory: Jazz, Mixed Ages	Mixed Ages	0	0	0	1						1		
Music Theory: Mixed Ages	Mixed Ages	0	0	0			1		5				
Music: Pre-School	Pre-Schoolers	1	1	0	1	1			2				
Piano and Voice	Children & Youth	0	0	0	1								
Piano Keyboard: Children, Beginning	Children & Youth	68	41	27	11	8	13	9	10	6	1	10	
Piano Keyboard: Children, Intermediate	Children & Youth	4	1	3	1	3	5		5	2	2	7	
Piano: Adults, Advanced	Adults & Young Adults	0	0	0	1	2	2				5		
Piano: Adults, Beginning	Adults & Young Adults	38	28	10	5	6	4	3	1	4	19		
Piano: Children, Advanced	Children & Youth	1	1	0	2	4	4	1			11		

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Piano: Children, Beginning	Children & Youth	208	142	66	8	6	7	7	4	3	26	4	
Piano: Mixed Ages, Advanced	Mixed Ages	16	13	3	2		5		4	3			4
Piano: Mixed Ages, Beginning	Mixed Ages	65	35	30	69	68	62	80	16	3	29	19	
Piano: Mixed Ages, Intermediate	Mixed Ages	1	0	1			1		1			4	
Piano: Seniors, Advanced	Seniors	14	13	1	6	3	4	4	15	2			
Piano: Seniors, Beginning	Seniors	117	89	28	9	15	10	8	10	1	1		
Piano: Seniors, Intermediate	Seniors	66	56	10	9	10	8	5	3	1			
Pre-Ballet	Pre-Schoolers	83	90	3	5	9	6	5	7	11	7	18	
Pre-Ballet/Movement: Mommy & Me	Pre-Schoolers	7	7	0	7	8	4	2	13	10		7	
Pre-Ballet: Mixed Ages	Mixed Ages	21	21	0	1		1	1					
Salsa Dance: Adults, Beginning	Adults & Young Adults	52	33	19	3	2	3	1					
Salsa Dance: Adults, Intermediate	Adults & Young Adults	8	4	4	1	2	2						
Senior Iddi	Mixed Ages	224	201	23		1				1			
Steel Drumming	Teens & Pre-Teens	0	0				1						
Step Dance: Mixed Ages	Mixed Ages	0	0		2	4							
Step Dance: Teens	Teens & Pre-Teens	5	5		3	3	4	3					
Street Dance Essentials: Adults	Adults & Young Adults	0	0		1	1	1	1					
Street Dance Performance	Teens & Pre-Teens	0	0		1	1	1	1					
Tap and Jazz: Children	Children & Youth	10	9	1	1	2	2	2	3			4	
Tap and Jazz: Pre-School	Pre-Schoolers	22	22	0	2	3	3	3	3			8	
Tap Dance: Adults	Adults & Young Adults	13	13	0	2	4	3	2					
Tap Dance: Children, Beginning	Children & Youth	42	38	4	4	8	2	7	1	9	11	10	
Tap Dance: Mixed Ages, Beginning	Mixed Ages	0	0		2		2						
Tap Dance: Teens	Teens & Pre-Teens	13	12	1	2	3	4			5	6	1	
Theatre Skills	Teens & Pre-Teens	3	3		2	1	1	2					
Violin: Seniors	Seniors	0	0		1								
Voice: Mixed Ages, Advanced	Mixed Ages	24	17	7	1		3					4	
Voice: Mixed Ages, Beginning	Mixed Ages	106	85	21	3	5	3	5			12	4	
Voice: Mixed Ages, Intermediate	Mixed Ages	29	19	10	1	2	1	3		3	4	1	
Voice: Seniors, Beginning	Seniors	13	7	6	3	4	1	3	3	2			
Voice: Seniors, Intermediate	Seniors	18	9	9	3	4	1	3		11			

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Voiceover, Level 1	Adults & Young Adults	7	6	1	1	1			2			2	
Brochure Section: PPWD	Mixed Ages	4	4				1						
American Indian Festival: SPD	Mixed Ages	13	6	7			2				2		
Annapolis Ghost Tour	Adults & Young Adults	98	49	49		1					2		
Annual Spring Fling Dance	Adults & Young Adults	87	35	52		10			3	3	3	10	
Annual World of Dance	Mixed Ages	0			1				1				
Aqua Boot Camp: SPD	Adults & Young Adults	9	6	3			1			1			
Arena Stage: "My Fair Lady", SPD	Adults & Young Adults	11	7	4		1			1				
Arena Stage: "The Tallest Tree in the Forest", SPD	Adults & Young Adults	11	7	4		1			1				
Art Festival	Mixed Ages	3	2	1		1							
Arts & Crafts: Special Programs	Mixed Ages	5	3	2	1								
Basketball: SPD	Adults & Young Adults	29	7	22	2						2		
Battle of Bladensburg	Adults & Young Adults	3	2	1			1		1				
Beltway BBQ: SPD	Mixed Ages	9	3	6			1						
Bill Pickett's Rodeo: SPD	Adults & Young Adults	18	9	9			2						
Bluebird Blues Festival	Mixed Ages	36	16	20			4						
Bocce Ball	Adults & Young Adults	9	2	7		1							
Bowls Baysox	Mixed Ages	39	14	25			6						
Bowling: SPD	Mixed Ages	134	50	84	5		1	3	2	1			
CAA Basketball Tournament Viewing: Women's	Mixed Ages	24	11	13		3							
Charleston, South Carolina	Adults & Young Adults	29	14	15			1		3				
Chesapeake Beach	Adults & Young Adults	10	7	3			1						
Circo de Mayo	Adults & Young Adults	9	4	5		1							
Cinema and Draft House	Mixed Ages	29	12	17	3								
Cirque Du Soleil	Adults & Young Adults	9	3	6			1						
Dance Social: SPD	Adults & Young Adults	24	10	14	1	1	1						
Dave and Buster's	Mixed Ages	9	5	4		1							
DC Divas	Adults & Young Adults	3	1	2		1							
Downtown Ski and Snowboard	Mixed Ages	7	7		1				1				
Egg Hunt: SPD	Mixed Ages	7	4	3									
Fitness Ball: SPD	Mixed Ages	11	4	7			1	1					

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Fitness Dance: SPD	Mixed Ages	7	3	4	1	1	2				4		
Floor Hockey: SPD	Mixed Ages	13	3	10			1				1		
Group Strength Training	Mixed Ages	10	3	7			1				1		
Harlem Globetrotters: SPD	Mixed Ages	22	9	13		3						1	
Harlem Renaissance Festival	Adults & Young Adults	13	7	6		2						2	
Hiking	Adults & Young Adults	19	5	14		2		2	4			3	
Hippodrome Theatre: "The Addams Family"	Adults & Young Adults	11	8	3		1			1				1
Holiday Festival Concert	Mixed Ages	41	16	25	5					1		3	
Holiday Hop	Adults & Young Adults	91	47	44	1								
Individualized Swimming Lessons	Mixed Ages	43	15	28	14		4	17	18			15	
International Buffet	Mixed Ages	9	3	6				1					
Jazz Concert	Adults & Young Adults	34	13	21		4							
KDO: Therapeutic Recreation	Mixed Ages	90	44	46	6	4	13		23				
KDO: Therapeutic Recreation Extended Care	Mixed Ages	109	55	54	12	8	24		29				
Kennedy Center: "Elf: The Musical", SPD	Adults & Young Adults	12	7	5		1							1
Kennedy Center: "War Horse", SPD	Adults & Young Adults	12	8	4				1					1
Kids' Care After School: Mixed Ages	Mixed Ages	31	12	19			6						
Laser Tag: SPD	Adults & Young Adults	25	9	16	3				1			1	
Leisure & Life Skills For Teens	Mixed Ages	29	13	16			4						2
Leisure Skills Development	Adults & Young Adults	11	6	5			1		1				
Leisure Skills Development: Movement	Mixed Ages	9	5	4	1								
Line Dance: SPD	Mixed Ages	8	5	3	1	1							
Madame Tussaud's Wax Museum: SPD	Mixed Ages	6	3	3			1						
Maryland Renaissance Festival	Adults & Young Adults	43	19	24			6					7	
Metro Stage: "Josephine Tonight", SPD	Adults & Young Adults	11	4	7	1								1
Miniature Golf	Adults & Young Adults	18	9	9	1		1						
Montgomery College Dinner Theater	Mixed Ages	46	15	31			6					6	
Motown Concert	Mixed Ages	49	22	27	5			1				8	
Movie Night	Adults & Young Adults	116	55	61	6	3	2	5				1	
National Capital Trolley Museum: SPD	Adults & Young Adults	16	9	7	1	1							
National Cherry Blossom Festival: SPD	Mixed Ages	8	5	3		1							

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
NCAA Tournament Viewing	Mixed Ages	6	2	4		1				1			
Night Tour of Washington DC	Mixed Ages	3	1	2			1				1		
Olney Theatre Center: SPD	Adults & Young Adults	9	4	5			1			1			1
Open House	Adults & Young Adults	9	3	6			1						
Outlet Shopping: SPD	Adults & Young Adults	5	2	3				1	1				
Performing Arts Club	Adults & Young Adults	17	9	8	1				1				1
Publick Playhouse SPD	Adults & Young Adults	50	25	25	6	6					12	6	
Riversdale Mansion: Cider Tasting	Mixed Ages	14	7	7			2			2			
Rock The Boat Cruise: SPD	Mixed Ages	9	2	7			1			1			
Signature Theater	Teens & Pre-Teens	11	7	4			1			1			
Sir Walter Raleigh: Dinner	Mixed Ages	40	23	17			1						1
Smithsonian Museum: SPD	Adults & Young Adults	29	14	15		4							
Social Swim: Mixed Ages	Adults & Young Adults	12	7	5	1								1
Softball	Mixed Ages	32	10	22		2							1
Special Programs Party	Adults & Young Adults	53	25	28	2	1	3	1	2	2			5
Spinning: Aqua, SPD	Mixed Ages	4	3	1			2						
Spring Break Camp: Therapeutic, Teens	Adults & Young Adults	18	5	13		2			2				
Spring Break Camp: Therapeutic, Teens Extended Care	Teens & Pre-Teens	17	2	15		4			2	2			
Summer Concert: Special Programs	Teens & Pre-Teens	52	18	34			7						
Swim Lessons: Stroke and Turn, SPD	Adults & Young Adults	6		6		1							
Swim-n-Gym	Mixed Ages	43	10	33		4							3
Teens' Day Out	Mixed Ages	45	12	33			4		3				
Teens' Day Out Extended Care	Adults & Young Adults	64	13	51		1			7				
Tennis: SPD	Adults & Young Adults	8	1	7		2							
Toby's Dinner Theatre, Baltimore: "The Sound of Music", SPD	Adults & Young Adults	11	7	4		1							1
Toby's Dinner Theatre, Columbia: "Miracle on 34th St", SPD	Adults & Young Adults	11	7	4			1						1
Toby's Dinner Theatre, Columbia: "Smokey Joe's", SPD Adults	Adults & Young Adults	11	7	4									1
Toby's Dinner Theatre, Columbia: SPD, Mixed Ages	Adults & Young Adults	10	4	6		1							1
UniverSoul Circus: SPD	Mixed Ages	4	3	1		1							

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Volleyball: SPD	Adults & Young Adults	9	4	5		1					1		
Washington Basketball	Mixed Ages	78	27	49			6	6			12	6	6
Washington Nationals: SPD	Mixed Ages	43	16	27			6	6	6			3	3
Washington Wizards: SPD	Adults & Young Adults	7	4	3			1	1			1	1	1
Winter Festival of Lights: SPD	Mixed Ages	8	4	4			1	1			1	1	1
Wolf Trap: "The Louisiana Swamp Romp", SPD	Adults & Young Adults	11	5	6			2	2		2			2
Brochure Section: PS													
Pre-School	Pre-Schoolers	153	80	73			16	16	3	3			
Brochure Section: S													
Baseball Skills: Children	Children & Youth	0	0	0	1	4	3	3					
Baseball Skills: Mixed Ages	Mixed Ages	7	0	7	2	2	2	2					
Basketball Clinic: Children	Children & Youth	84	15	79	3	5	8	6	23				
Basketball Clinic: Mixed Ages	Mixed Ages	0					1	1	1				
Basketball Clinic: Teens	Teens & Pre-Teens	86	26	70	3	6	8	8	7	23			
Basketball League: CA - Ages 13-17	Teens & Pre-Teens	80	5	75	15	15	15	15	15	15			
Basketball League: CA - Ages 5-8	Mixed Ages	101	3	98	12	12	12	12	9	9			
Basketball League: CA - Ages 7-12	Children & Youth	355	31	324	42	42	42	42	30	30			
Basketball League: Men's	Adults & Young Adults	0				1							
Basketball League: NA - Ages 13-17	Teens & Pre-Teens	70	5	65	27					1			
Basketball League: NA - Ages 5-8	Mixed Ages	42	2	40	13					13			
Basketball League: NA - Ages 7-12	Children & Youth	193	19	174	41					41			
Basketball League: SA - Ages 13-17	Teens & Pre-Teens	127	7	120	31				25	1			
Basketball League: SA - Ages 5-8	Mixed Ages	83	5	78	16				3	15			
Basketball League: SA - Ages 7-12	Children & Youth	468	41	428	68						11		
Basketball League: Teens	Teens & Pre-Teens	43	0	43			2	2					
Basketball Skills: Pre-School	Pre-Schoolers	207	27	180	6	6	4	11	23				
Basketball Skills: Teens	Teens & Pre-Teens	12	9	3	4	4			3	3			
Basketball Summer League: Children	Children & Youth	41	6	35			1	1					
Basketball Tournament: Adults	Adults & Young Adults	0	0	0			1	1					
Basketball Tournament: Teens	Teens & Pre-Teens	0	0	0									
Basketball: Advanced Workout	Teens & Pre-Teens	0	0	0			1	1		1			

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Basketball: Children, Advanced	Children & Youth	25	6	19	1		5				2	4	
Basketball: Children, Beginning	Children & Youth	763	96	687	25	31	32		47	67	10	109	
Basketball: Competitive Skills, Children	Children & Youth	205	36	169	3	5	4	7	4	7	4	11	
Basketball: Girls, Children	Mixed Ages	11	11		1	2	3		6			4	
Basketball: Girls, Mixed Ages	Mixed Ages	9	9	0	2	2		1	3		2	3	
Basketball: Mixed Ages	Mixed Ages	121	12	109	3	1	5	19	16	10	2	72	2
Basketball: Pre-School	Pre-Schoolers	776	69	707	21	22	27	21	56	23	12	74	
Basketball: Teens, Advanced	Teens & Pre-Teens	36	6	30	3	2	3	1		8		8	
Basketball: Teens, Beginning	Teens & Pre-Teens	30	4	26	3	5	4	5		12	4	13	
Boxing: Mixed Ages, Level 1	Mixed Ages	57	15	42	7			12		3	16	2	
Cheerleading Squad: Mixed Ages	Mixed Ages	35	35		3	4	5	4		13	3	10	3
Cheerleading: Children, Beginning	Children & Youth	163	161	2	9	20	9	15	12	20	17	36	
Cheerleading: Competitive Exhibition Spt.	Mixed Ages	20	20		4	3			4	1	2	5	
Cheerleading: Mixed Ages	Mixed Ages	46	45	1	6	2	4	6	3	1	13	5	
Cheerleading: Pre-School	Pre-Schoolers	28	28		4	5	2	1	3	2	7	5	
Cheerleading: Teens	Teens & Pre-Teens	1	1		1	3	2	1					
Distance Running	Mixed Ages	0	0				1	3			4		
Double Dutch: Adults	Adults & Young Adults	0	0		1								
Double Dutch: Children	Children & Youth	0	0		3	2	2				7		
Figure Skating: Conditioning	Mixed Ages	8	8			2	1	1					
Figure Skating: Techniques	Mixed Ages	12	12		1	2	2	3		7	1	7	
Flag Football League CA: Ages 10-11 Coed	Children & Youth	40	2	38		15			19			15	
Flag Football League CA: Ages 12-14 Coed	Teens & Pre-Teens	10		10		12			12			12	
Flag Football League CA: Ages 6-7 Coed	Children & Youth	59	1	58		14			18			16	
Flag Football League CA: Ages 8-9 Coed	Children & Youth	57	3	54		13			15			14	
Flag Football League NA: Ages 10-11 Coed	Children & Youth	29	1	28		13			19			13	
Flag Football League NA: Ages 12-14 Coed	Teens & Pre-Teens	46	1	45		13			13			13	
Flag Football League NA: Ages 6-7 Coed	Children & Youth	39	0	39		13			10			13	
Flag Football League NA: Ages 8-9 Coed	Children & Youth	38	2	36		14			18			16	
Flag Football League SA: Ages 10-11 Coed	Children & Youth	61	1	60		23			23			23	
Flag Football League SA: Ages 12-14 Coed	Teens & Pre-Teens	47	1	46		19			19			19	

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Flag Football League SA: Ages 6-7 Coed	Children & Youth	41	1	40		18			10			18	
Flag Football League SA: Ages 8-9 Coed	Children & Youth	60	3	57		17			17			17	
Flag Football League: Adults	Adults & Young Adults	57		57			1						1
Flag Football: Children	Children & Youth	32	1	31		6	2		4	6		8	
Flag Football: Girls, Children	Children & Youth	0					1		1			1	
Flag Football: Girls, Teens	Teens & Pre-Teens	0					1		1			1	
Flag Football: Pre-School	Pre-Schoolers	85	4	91	1	1	1	3	3	2		6	
Flag Football: Teens	Teens & Pre-Teens	1		1	2	2				2			
Football Skills	Mixed Ages	26		26	1	4	4		4	4		8	
Golf: Adults, Beginning	Adults & Young Adults	48	20	28		10	21	1	5			8	
Golf: Adults, Intermediate	Adults & Young Adults	0		0	2	6						8	
Golf: Children	Children & Youth	20	7	13	2	2	3	1	6			8	
Golf: Mixed Ages	Mixed Ages	0					1		1			1	
Group Games: Children	Children & Youth	80	51	39	3	5	2	7				8	1
Gymnastics: Adults	Adults & Young Adults	31	20	11		1	1	2				4	
Gymnastics: Boys, Children, Blazing Comet	Children & Youth	9		9		1	1	2				4	
Gymnastics: Boys, Children, Bronze Level	Children & Youth	204	2	202	9	16	9	6	5	7		8	
Gymnastics: Boys, Children, Silver & Gold Levels	Children & Youth	49		49	1	3	1	2	1			8	1
Gymnastics: Boys, Mixed Ages, Bronze & Silver Levels	Mixed Ages	10		10		1	1	2				4	
Gymnastics: Boys, Mixed Ages, Bronze Level	Mixed Ages	137	1	136	2			21	5	6		10	7
Gymnastics: Boys, Mixed Ages, Platinum/Diamond Levels	Mixed Ages	0											
Gymnastics: Boys, Mixed Ages, Silver and Gold Levels	Mixed Ages	31		31	2		1	3	3			1	
Gymnastics: Boys, Teens, Bronze Level	Teens & Pre-Teens	4		4				2				2	
Gymnastics: Cheer Team Tumbling	Children & Youth	45	45		7	2	10		16	1		4	
Gymnastics: Girls, Children, Bronze Level	Children & Youth	1,122	1,114	8	23	43	28	69	22	47		33	
Gymnastics: Girls, Children, Diamond Level	Children & Youth	2	2			3						1	
Gymnastics: Girls, Children, Gold Level	Children & Youth	125	124	1	4	10	2	6	1	8		5	
Gymnastics: Girls, Children, Silver Level	Children & Youth	657	656	1	13	22	14	41	10	24		17	
Gymnastics: Girls, Children, Twinkle Star	Children & Youth	61	61		6	6	6	13		2		23	
Gymnastics: Girls, Mixed Ages, Bronze Level	Mixed Ages	153		153			18		7	10		6	4

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Gymnastics: Girls, Mixed Ages, Diamond Level	Mixed Ages	4	4				3	6			2		
Gymnastics: Girls, Mixed Ages, Gold Level	Mixed Ages	70	70		1		4	11	2		15	2	
Gymnastics: Girls, Mixed Ages, Platinum/Diamond Levels	Mixed Ages	66	66		1	1	1	2			5		
Gymnastics: Girls, Platinum	Mixed Ages	45	44	1		3	3	6			12		
Gymnastics: Girls, Pre-School, Bronze Level	Pre-Schoolers	130	129	1	3		17		4	4	12	6	
Gymnastics: Girls, Teens, Bronze & Silver Levels	Teens & Pre-Teens	140	140	0	3	4	2	5	3		11	1	
Gymnastics: Girls, Teens, Bronze Level	Teens & Pre-Teens	91	90	1	1	2	1	6			10		
Gymnastics: Home-School, Coed, Bronze Level	Mixed Ages	50	32	18		2		4		6			
Gymnastics: Mixed Ages, Team	Mixed Ages	641	446	195	5	5	72	25	9	60	18	3	1
Gymnastics: Pre-School, Before Bronze	Pre-Schoolers	79	57	22		12	7		6	4	9	3	
Gymnastics: Pre-School, Gym Kids	Pre-Schoolers	532	392	140	13	23	13	40	28	20	35	30	
Gymnastics: Pre-School, One, Two & You	Pre-Schoolers	359	227	132	5	11	5	14	25		10	15	
Gymnastics: Pre-School, Tiny Tumblers	Pre-Schoolers	486	354	132	12	22	13	39	33	15	23	19	
Gymnastics: Trampoline & Tumbling, Children, Beginning	Children & Youth	75	59	16	2	4	2	6	1	1	8	1	
Gymnastics: Trampoline & Tumbling, Children, Intermediate	Children & Youth	8	2	6			2				2		
Gymnastics: Trampoline Clinics	Children & Youth	14	10	4			1		1				
Gymnastics: Tumbling, Mixed Ages, Advanced	Mixed Ages	38	38			2	2	4			8		
Gymnastics: Tumbling, Mixed Ages, Beginning	Mixed Ages	82	78	4	1	4	3	6			16		
Gymnastics: Tumbling, Mixed Ages, Intermediate	Mixed Ages	42	38	4		3	3	6			12		
Horseback Riding: Adults, Beginning	Adults & Young Adults	7	5	2	4	4	3	5		7	9	7	
Horseback Riding: Children	Children & Youth	31	24	7	4	4	3	4		3	8	7	
Ice Hockey Clinic: Adults	Adults & Young Adults	52	12	40	4		1		3		2	3	
Ice Hockey Clinic: Mixed Ages	Mixed Ages	20	5	15			2		1		1		
Ice Hockey Clinic: Teens	Teens & Pre-Teens	45	2	42			3	5	2	1			3
Ice Hockey Clinic: Youth	Children & Youth	25	6	19			2		2				2
Ice Hockey School	Mixed Ages	36	2	34	2	1	1		2		1	2	1
Ice Hockey: Children, Beginning	Children & Youth	44	10	34	5				2	1	2	3	
Ice Hockey: Children, Intermediate	Children & Youth	14	14		2				2			1	
Ice Hockey: Mixed Ages, Beginning	Mixed Ages	41	2	39	1	2	2	4	3		1	3	7

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Ice Hockey: Mixed Ages, Intermediate	Mixed Ages	56	6	50	3	2	2	4	8	3	3	7	7
Ice Hockey: Mixed Ages, Introduction	Mixed Ages	80	6	74	3	2	2	3	8	2	2	10	10
Ice Skating: Adults, Advanced	Adults & Young Adults	23	9	14	4			2	3			3	3
Ice Skating: Adults, All Levels	Adults & Young Adults	19	16	3	3	3	4	4	7			7	7
Ice Skating: Adults, Beginning	Adults & Young Adults	26	20	6	4			2	3	3	3	3	3
Ice Skating: Adults, Intermediate	Adults & Young Adults	22	17	5	4			2	3			3	3
Ice Skating: Children, Alpha	Children & Youth	55	47	8	4			2	3	1		3	3
Ice Skating: Children, Alpha Plus	Children & Youth	14	12	2	2			2	3			3	3
Ice Skating: Children, Beta	Children & Youth	45	40	5	4			2	3			3	3
Ice Skating: Children, Delta	Children & Youth	4	2	2	4			2	3			3	3
Ice Skating: Children, Gamma	Children & Youth	19	18	1	4			2	3			3	3
Ice Skating: Children, Pre-Alpha	Children & Youth	91	51	40	8			4	3	6	8	8	8
Ice Skating: Children, Pre-Alpha Plus	Children & Youth	35	19	16	4			2	3	3	3	3	3
Ice Skating: Competitive	Mixed Ages	36	34	2	1	2	2	2	3			7	7
Ice Skating: Freestyle	Mixed Ages	89	96	3	8	1	1	4	3	1		3	3
Ice Skating: ISI: Advanced Turns & Edges	Mixed Ages	4	4					2		1		1	1
Ice Skating: ISI: Performance Essentials	Mixed Ages	6	6					1				1	1
Ice Skating: ISI: Teens, Pre-Alpha	Teens & Pre-Teens	0			2								
Ice Skating: Power Edge	Mixed Ages	56	51	5	2	2	1	3	3	1		3	3
Ice Skating: Pre-School, Teddy Bear	Pre-Schoolers	85	47	38	7	3	4	6	7	3		10	10
Ice Skating: Synchronized Skating	Mixed Ages	67	66	1	6	2	4	4					
Ice Skating: Tot 1	Pre-Schoolers	72	41	31	6			3		6		5	5
Ice Skating: Tot 2	Pre-Schoolers	37	21	16	4			2		3		3	3
Ice Skating: Tot 3	Pre-Schoolers	18	13	5	4			2		3		3	3
Ice Skating: USFS: Freestyle 1	Mixed Ages	7	7		1	2	2	2	7			7	7
Ice Skating: USFS: Freestyle 2	Mixed Ages	5	5		1	2	2	2	7			7	7
Ice Skating: USFS: Freestyle 3	Mixed Ages	2	2		1	2	2	2	7			7	7
Ice Skating: USFS: Freestyle 4	Mixed Ages	11	11		1	2	2	2	7			7	7
Ice Skating: USFS: Freestyle 5	Mixed Ages	9	9		1	2	2	2	7			7	7
Ice Skating: USFS: Freestyle 6	Mixed Ages	3	3		1	2	2	2	7			7	7
Ice Skating: USFS: Mixed Ages, Basic 1	Mixed Ages	131	89	42	5	7	8	8	23			7	21

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Ice Skating: USFS: Mixed Ages, Basic 2	Mixed Ages	81	53	8	4	4	4	4	9	7	7	7	7
Ice Skating: USFS: Mixed Ages, Basic 3	Mixed Ages	45	39	6	4	4	4	4	3	7	7	7	7
Ice Skating: USFS: Mixed Ages, Basic 4	Mixed Ages	30	27	3	3	3	4	4	7	7	7	7	7
Ice Skating: USFS: Mixed Ages, Basic 5	Mixed Ages	16	13	3	3	3	4	4	7	7	7	7	7
Ice Skating: USFS: Mixed Ages, Basic 6	Mixed Ages	13	11	2	3	3	4	4	7	7	7	7	7
Ice Skating: USFS: Mixed Ages, Basic 7	Mixed Ages	6	5	1	3	3	4	4	7	7	7	7	7
Ice Skating: USFS: Mixed Ages, Basic 8	Mixed Ages	14	14		3	3	4	4	7	7	7	7	7
Ice Skating: USFS: Snowplow Sam 1	Mixed Ages	49	38	11	4	4	4	4	8	7	7	7	7
Ice Skating: USFS: Snowplow Sam 2	Mixed Ages	25	20	5	3	3	4	4	7	7	7	7	7
Ice Skating: USFS: Snowplow Sam 3	Mixed Ages	22	19	3	1	2	2	2	7	7	7	7	7
Ice Skating: USFS: Snowplow Sam Elite	Mixed Ages	1	1	0	3	3	4	4	7	7	7	7	7
Roller Skating: Mixed Ages, Beginning	Mixed Ages	98	61	37	5	3	3	4	12	2	1	16	16
Soccer League: Adults	Adults & Young Adults	0						1					
Soccer League: Children	Children & Youth	0			2					2		2	2
Soccer League: Youth (Glenn Dale RC)	Children & Youth	161	49	112	5	5	5	5				10	10
Soccer Skills: Children	Children & Youth	287	75	212	4	27	9	14	22	22		15	5
Soccer Skills: Home-School, Children	Children & Youth	0			1	2			3				
Soccer Skills: Mixed Ages	Mixed Ages	20	8	12	1	1	1	4		6		5	1
Soccer Skills: Pre-School	Pre-Schoolers	409	96	313	7	17	12	8	21	18	5	30	
Soccer Skills: Teens	Teens & Pre-Teens	6	5	1	2	2	2	2		1		4	
Sports Science: Mixed Ages	Mixed Ages	0					1				1		
T-Ball: Mixed Ages	Mixed Ages	5	1	4	3	2	2		3	2		5	
T-Ball: Pre-School	Pre-Schoolers	224	34	190	4	5	12	4	15	10		19	
Tennis Doubles Drift: Adults, Intermediate	Adults & Young Adults	29	16	13	2	3	2	2	3	3	4		
Tennis Junior Clinics	Mixed Ages	97	47	50			4		1				
Tennis Technique Drills: Adults, Beginning	Adults & Young Adults	29	27	2	2	2	4	4	2	4	6	2	2
Tennis Technique Drills: Adults, Intermediate	Adults & Young Adults	102	46	56	2	2	6	4	8		6	2	
Tennis: Adults, Advanced Beginning	Adults & Young Adults	52	36	16	6	9	6	8	2	9	18	11	11
Tennis: Adults, All Levels	Adults & Young Adults	4	4				5	3	7	3	7	4	4
Tennis: Adults, Beginning 1	Adults & Young Adults	125	90	35	13	19	16	20	19	3	16	19	6
Tennis: Adults, Beginning 2	Adults & Young Adults	16	14	2	4	5	3	5	2	2	15		8

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Tennis: Adults, Cardio	Adults & Young Adults	24	21	3	4	4	2	4	7	7	7	8	8
Tennis: Adults, Intermediate	Adults & Young Adults	81	48	33	10	10	5	7	7	6	19	9	9
Tennis: Adults, Intermediate/Advanced	Adults & Young Adults	61	41	20	6	4	5	5			15		
Tennis: Adults, Mixed Doubles 2.5-3.0	Adults & Young Adults	15	8	7			2	2			2		
Tennis: Children, Advanced Beginning	Children & Youth	39	28	13	4	5	6	5	14	6		20	
Tennis: Children, All Levels	Children & Youth	28	16	10		2	5	4	1	2	8	3	
Tennis: Children, Beginning 1	Children & Youth	645	386	259	26	41	37	37	31	53	57	44	17
Tennis: Children, Beginning 2	Children & Youth	12	10	2			4			4			
Tennis: Children, Beginning 2/3	Children & Youth	60	42	18	10	9	6	15		5	37	3	
Tennis: Children, Intermediate	Children & Youth	10	7	3	2	7	6	8	1	10	6	10	1
Tennis: Doubles Strategy	Adults & Young Adults	4	4		3	2	2	2	1	6		6	1
Tennis: Home-School, Children	Children & Youth	38	28	10	2	2	1	5		10			
Tennis: Mixed Ages, Beginning	Children & Youth	34	20	14	1		3	6	2	3	5	7	2
Tennis: Mixed Ages, Beginning 1	Mixed Ages	2	2				1	1				1	
Tennis: National Junior Tennis League	Mixed Ages	0	0	0			15			2	12		
Tennis: Pre-School	Teens & Pre-Teens	97	49	48	5	7	2	6	3	12		7	13
Tennis: QuickStart, Children	Pre-Schoolers	104	50	54	2	6	22		3	4	23	4	
Tennis: QuickStart, Mixed Ages	Children & Youth	38	17	19	2		4		3		3	3	
Tennis: Teens, Advanced	Mixed Ages	74	38	36	2	2		4		4	4	4	
Tennis: Teens, Advanced Beginning	Teens & Pre-Teens	15	12	3	2	2	2	2		6		8	
Tennis: Teens, Beginning	Teens & Pre-Teens	47	33	14	4	8	4	4	3	10	2	10	6
Tennis: Teens, Intermediate	Teens & Pre-Teens	167	80	87	8	8	8	12		15	70	12	6
Tennis: Teens, MJTL	Teens & Pre-Teens	80	30	30			4			4		4	
Tennis: Womens Adult League 2.5-3.5	Adults & Young Adults	38	38				1			1		1	
Tot Sports: Beginning	Adults & Young Adults	95	12	83	5	7	5	6	16	5		23	
Track and Field: Beginning	Pre-Schoolers	51	23	28		2	1				3		
Track and Field: Pole Vault	Children & Youth	1	1				3			2		1	2
Track and Field: Techniques	Mixed Ages	2	2	0			1						
Tumbling: Children	Mixed Ages	31	27	4	2	2	2	2	3			8	
Tumbling: Mixed Ages	Children & Youth	42	25	17	3	5	4	3		15			15
Tumbling: Pre-School	Mixed Ages	183	135	48	3	6	8	4	3	6	7	8	8
Tumbling: Pre-School	Pre-Schoolers												

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Volleyball: Mixed Ages	Mixed Ages	15	13	2		1				1		1	
Volleyball: Teens	Teens & Pre-Teens	33	33			1	3	4			7		
Brochure Section: SCE													
Brunch with Santa	Mixed Ages	80	44	36	3								
CLASS Upgrade Testing	Adults & Young Adults	0	0	0			1						
Family Movie Night	Mixed Ages	0	0	0			1						
Flea Market	Adults & Young Adults	33	29	4			3					1	
G.E.A.R. Clinic: Teens	Teens & Pre-Teens	4	4		3		3				2		
Hat and Tea Social	Seniors	80	74	6		1							
La Hermandad Fiesta	Mixed Ages	100	48	52	2								
Safe Summer Closing Party	Mixed Ages	121	43	78			14				16		
Shop & Sell	Mixed Ages	51	48	3		1		1			2		
Super Bowl Party	Mixed Ages	0	0	0	1								1
Tea Party: Mixed Ages	Mixed Ages	0	0	0		3							
Teenfest	Teens & Pre-Teens	271	104	167			1						
Valentine's Day Party: Teens	Teens & Pre-Teens	73	41	32	1								
Winter Holiday Party	Seniors	67	58	9	1								
Xtreme Teens: Fashion Club	Teens & Pre-Teens	20	20										
Brochure Section: SP													
Summer Playgrounds: Adelphi/Langley Park	Children & Youth	115	58	57			3						
Summer Playgrounds: Allentown	Children & Youth	56	20	36			2						
Summer Playgrounds: Ardmore/Glenarden	Children & Youth	117	50	67			1						
Summer Playgrounds: Baden/Aquasco	Children & Youth	51	20	31			1						
Summer Playgrounds: Beltsville/Calverton	Children & Youth	178	100	78			2						
Summer Playgrounds: Birchwood City	Children & Youth	21	8	13			1						
Summer Playgrounds: Bowie	Children & Youth	631	307	324			7						
Summer Playgrounds: Brandywine	Children & Youth	58	28	30			1						
Summer Playgrounds: Capitol Heights	Children & Youth	248	125	123			3						
Summer Playgrounds: Cheverly	Children & Youth	74	30	44			1						
Summer Playgrounds: Chillum	Children & Youth	159	62	97			3						
Summer Playgrounds: Clinton	Children & Youth	252	123	129			4						

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Summer Playgrounds: College Park	Children & Youth	160	66	94			4		9				
Summer Playgrounds: Columbia Park/Kendall	Children & Youth	126	54	72			2		2				
Summer Playgrounds: District Heights	Children & Youth	75	39	36			1		5				
Summer Playgrounds: Dodge Park	Children & Youth	153	78	75			1		1				
Summer Playgrounds: Fairmount Heights	Children & Youth	63	33	30			1		1				
Summer Playgrounds: Forestville	Children & Youth	66	33	33			2		2				
Summer Playgrounds: Fort Washington	Children & Youth	358	167	191			5		3				
Summer Playgrounds: Glassmanor	Children & Youth	92	52	40			1		1				
Summer Playgrounds: Glenn Dale	Children & Youth	0	0	0			1		1				
Summer Playgrounds: Greenbelt	Children & Youth	95	45	50			2		2				
Summer Playgrounds: Hillcrest Heights	Children & Youth	144	68	76			1		1				
Summer Playgrounds: Hyattsville/Univ Park	Children & Youth	43	22	21			3		3				
Summer Playgrounds: Kettering/Largo	Children & Youth	243	98	145			2		2				
Summer Playgrounds: Landover Hills	Children & Youth	0	0	0			1		1				
Summer Playgrounds: Lanham/Seabrook	Children & Youth	184	86	98			2		2				
Summer Playgrounds: Lanham/W. Lanham	Children & Youth	187	87	100			2		2				
Summer Playgrounds: Laurel	Children & Youth	422	191	231			8		8				
Summer Playgrounds: Mitchellville	Children & Youth	153	91	62			1		5				
Summer Playgrounds: Mt. Rainier/Brentwood	Children & Youth	100	49	51			3		3				
Summer Playgrounds: New Carrollton	Children & Youth	153	86	67			2		2				
Summer Playgrounds: Port Towns	Children & Youth	48	19	29			1		1				
Summer Playgrounds: River Ridge	Children & Youth	30	14	16			1		1				
Summer Playgrounds: Riverdale/Edmonston	Children & Youth	157	67	90			2		2				
Summer Playgrounds: Seat Pleasant	Children & Youth	214	86	128			2		2				
Summer Playgrounds: Suitland	Children & Youth	178	91	87			2		2				
Summer Playgrounds: Temple Hills	Children & Youth	51	26	25			1		1				
Summer Playgrounds: Upper Marlboro	Children & Youth	411	208	203			6		5				
Summer Playgrounds: Vansville	Children & Youth	91	36	55			1		1				
Summer Playgrounds: West Lanham Hills	Children & Youth	56	27	31			1		1				
Summer Xtreme Teens: Beltsville	Teens & Pre-Teens	39	13	26			1		1				
Summer Xtreme Teens: Bowie	Teens & Pre-Teens	55	23	32			1		1				

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Summer Xtreme Teens: Brandywine	Teens & Pre-Teens	32	7	25			1		1				
Summer Xtreme Teens: Capitol Heights	Teens & Pre-Teens	21	9	12			1		1				
Summer Xtreme Teens: Fort Washington	Teens & Pre-Teens	48	19	29			1		1				
Summer Xtreme Teens: Greenbelt	Teens & Pre-Teens	0	0	0			1		1				
Summer Xtreme Teens: Kettering/Largo	Teens & Pre-Teens	86	36	50			1		1				
Summer Xtreme Teens: Landover	Teens & Pre-Teens	0					1		1				
Summer Xtreme Teens: Lanham/Seabrook	Teens & Pre-Teens	32	14	18			1		1				
Summer Xtreme Teens: Laurel	Teens & Pre-Teens	0					1		1				
Summer Xtreme Teens: Mt. Rainier/Hyattsville	Teens & Pre-Teens	23	8	15			1		1				
Summer Xtreme Teens: Riverdale	Teens & Pre-Teens	52	23	29			1		1				
Summer Xtreme Teens: Suitland	Teens & Pre-Teens	80	25	35			2		2				
Summer Xtreme Teens: Temple Hills	Teens & Pre-Teens	37	18	21			1		1				
Summer Xtreme Teens: Upper Marlboro	Teens & Pre-Teens	57	28	29			1		1				
Brochure Section: TE								1					
911 Response Center	Seniors	14	14	0					1				
A Step Back in Time: West Virginia & Ohio	Adults & Young Adults	44	37	7			1		1				
A.C. Moore Scrapbooking	Seniors	0	0	0		1							
Abraham Hall: Pearls of Wisdom from Three Generations	Seniors	6	6	0		1							
Adventure in Maryland and DC - Farm Dinner	Adults & Young Adults	47	37	10			1		1				
African American Civil War Memorial	Seniors	12	10	2		1							
Allenberry Playhouse: Alfred Hitchcock 39 Steps	Adults & Young Adults	47	36	11			1		1				
All-You-Can-Eat Crab Feast, Ocean City, Maryland	Adults & Young Adults	48	37	11				1					
Amish Market	Seniors	8	7	1		3			1				
Anacostia River Boat Ride: Seniors	Seniors	50	45	5			2						
Anacostia River Boat Ride: Teens	Teens & Pre-Teens	15	15	0			1						
Anderson House and Woodrow Wilson House Museum	Seniors	0	0	0		1							
Annapolis Mall	Seniors	27	27	0			2						
Antietam, Creamery, Breakfast, Dinner	Adults & Young Adults	51	41	10		1			1				
Arena Stage: "Pullman Porter Blues", Adults	Adults & Young Adults	23	20	3			1						
Arena Stage: "Pullman Porter Blues", Seniors	Seniors	18	17	1		1							

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Arena Stage: "The Tallest Tree in the Forest", Seniors	Seniors	43	38	4		2	1		3				
Artscap	Seniors	10	10				1		3				
Atlantic City	Adults & Young Adults	52	44	8		1		1	2			3	
Baltimore Street Car Museum	Seniors	4	4	0			1		1				
Banneker-Douglass Museum: Seniors	Seniors	8	7	1			1		1				
Bicycle Tour: Aviation History	Mixed Ages	1	1				1		1				
Boat Parade of Lights: Annapolis Harbor	Adults & Young Adults	30	25	5	1				2				
Bombay Hook National Wildlife Refuge	Adults & Young Adults	0	0	0									
Boys' Night In, Mixed Ages	Mixed Ages	44	1	43		1							
Bureau of Printing and Engraving	Seniors	18	15	3		1							
Burt & Me The Musical, Sunday Brunch, Pennsylvania	Adults & Young Adults	47	38	9			1		1				
Busch Gardens	Adults & Young Adults	0	0	0		1							
C&O Canal Boat Ride & Historic Georgetown	Seniors	0	0	0		1							
Cape May Salt Marsh Safari Cruise, New Jersey	Adults & Young Adults	45	37	8			1		1				
Capitol Waterfront	Seniors	0					1		1				
Country Hoedown	Seniors	18	15	3			1		1				
Crab Feast Cruise: Seniors	Seniors	78	62	16			4		4				
Cruise on the River & Hillton Sunday Brunch, NJ	Adults & Young Adults	50	39	11			1		1				
Cruising Around Bucks County, PA	Adults & Young Adults	46	36	10			1		1				
Darnall's Chance House Museum	Seniors	18	16	2			2		2				
Delaware Bay	Adults & Young Adults	7	5	2		1			1				
Delaware Park Casino: Seniors	Seniors	45	36	9		1			1				
Doo Wop at Meyerhoff Symphony Hall	Adults & Young Adults	10	6	4		1			1				
Dr. Martin Luther King, Jr. Memorial: Seniors	Seniors	89	87	12		2		2	4				
Ellicott City Brewing Company	Seniors	10	9	1			1		1				
Enchanted Forest	Seniors	14	13	1		2			2				
Endless Summer Cruisin': Ocean City	Mixed Ages	22	16	5			1		1				
Evangel Cathedral Christmas Celebration	Seniors	7	7		1								
Evangel Cathedral: The Bride	Seniors	0	0			1							

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Festival of Lights: Mormon Temple and Seneca State Park	Seniors	14	14	0	1				1				
Festival of Lights: Watkins Park	Seniors	3	1	2	1					1			
Fish Fry	Seniors	45	41	4			1	2					
Fishing: Adults	Adults & Young Adults	24	10	14			3		2				
Five and Below	Seniors	26	20	6			1		1				
Franklin Institute: Dead Sea Scrolls	Adults & Young Adults	21	17	4			2		2				
Frederick Douglass N.H. Historic Site	Seniors	11	11	0		1			1				
Gardens - Trolley - Ultimate Sunday Brunch, PA	Adults & Young Adults	40	35	5			1		1				
Georgetown Cupcake - Gardens - Mansion - Dinner	Adults & Young Adults	47	42	5		1			1				
Great Falls: Canal Boat Ride	Seniors	0	0	0			2		2				
Grounds For Sculpture, NJ	Adults & Young Adults	29	28	1			1		1				
Hillwood Museum and Gardens: Seniors	Seniors	37	37	0			2		2				
Hippodrome Theater: "Wicked", Seniors	Seniors	11	11	0			1		1				
Holiday Concert: Basilica of the National Shrine	Seniors	10	7	3	2								
Holiday Shopping at Valley Mall	Seniors	13	12	1			2		2				
Hoopers Island	Adults & Young Adults	38	31	7			1		1				
Howard Theater: B.B. King	Seniors	51	45	6			2		2				
Howard Theater: Sundry Gospel Brunch, Adults	Seniors	8	7	1			1		1				
Howard Theater: Sundry Gospel Brunch, Adults	Adults & Young Adults	35	31	4	1				1				
International Spy Museum: Seniors	Seniors	7	7	0					1				
Jersey Gardens, New York City, and Atlantic City	Adults & Young Adults	30	25	5	1				1				
Joe's Crab Shack	Seniors	5	4	1									
Kennedy Center: "La Cage Aux Folles"	Adults & Young Adults	13	10	3	2				2				
Kennedy Center: "Memphis"	Adults & Young Adults	22	19	3			1		1				
Kennedy Center: "Midtown Men"	Adults & Young Adults	45	38	7		1			1				
Kennedy Center: "Show Boat"	Adults & Young Adults	0	0	0	1				1				
Kennedy Center: Millennium Stage	Seniors	25	20	5									
Kennedy Center: NSO Pops, "Happy Holidays!"	Adults & Young Adults	47	40	7	1				1				
Kennedy Center: Winton Marsalis	Adults & Young Adults	16	11	5	1				1				

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King Street Trolley: Alexandria	Seniors	44	41	3			2		2				
Kings Dominion	Teens & Pre-Teens	0	0	0			1		3				
Laniland Farm	Seniors	7	7	0			1		3				
Laniland Farm	Seniors	14	13	1			2		2				
Lexington Market	Seniors	8	8				1		1				
Liberty Mountain Resort: Teens	Teens & Pre-Teens	44	17	27	3				3				
Linganore Wine Festival	Adults & Young Adults	15	14	1		1			1				
Linganore Winery	Seniors	15	15				2		2				
Luray Caverns, Adults	Adults & Young Adults	28	21	5			1		1				
Madame Tussaud's Wax Museum: Seniors	Seniors	39	36	3		1		1	2				
Mami-Pedis	Mixed Ages	0	0	0			1		1				
Maryland Blue Crabs Baseball Team	Seniors	6	4	2		1			1				
Maryland Live! Casino	Seniors	21	19	2			1		1				
Medieval Times Dinner and Show: Mixed Ages	Mixed Ages	8	3	5		1			1				
Mercer Museum and Fonthill Castle, PA	Adults & Young Adults	28	23	5			1		1				
Michael's Eighth Avenue: "American Bandstand"	Seniors	0	0				1		1				
Middleburg, VA	Seniors	10	10				2		2				
Midway Casino	Seniors	41	38	3		1			1				
Mike's Crab House	Seniors	24	20	4		1			1				
Monticello and Michle Tavern, Adults	Adults & Young Adults	22	19	3			1		1				
Moore's Candles	Seniors	11	11				2		2				
Mount Vernon Estate and Gardens	Seniors	10	8	2			1		1				
Murder Mystery Dinner Train: Seniors	Seniors	0	0	0			1		1				
Murder Mystery: Sykesville	Adults & Young Adults	0	0	0			1		1				
National 9/11 Memorial & Lunch Cruise	Adults & Young Adults	34	29	5		1			1				
National Air and Space: Steven F. Udvar-Hazy Center	Seniors	11	8	3			1		1				
National Aquarium Baltimore: Seniors	Seniors	39	34	5			2		2				
National Archives: Seniors	Seniors	13	10	3			1		1				
National Cherry Blossom Festival: Seniors	Seniors	51	47	4		4			4				
National Great Blacks in Wax Museum	Adults & Young Adults	51	42	9			1		1				

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
National Harbor Ice Show: Seniors	Seniors	14	13	1	1					1			
National Harbor: Seniors	Seniors	43	38	5	1	1	1		0				
National Inventors Hall of Fame Museum	Seniors	0	0			2							
National Museum of American History: First Ladies' Gowns	Seniors	12	11	1			1						
National Museum of American History: Slavery at Monticello	Seniors	10	10			1							
National Museum of Crime and Punishment	Seniors	1	1		1								
National Museum of the American Indian	Seniors	8	7	2	1								
National Museum of the Marine Corps: Seniors	Seniors	15	14	1		1							
National Postal Museum: Amelia Earhart Exhibit	Seniors	6	6		1								
New York City and Atlantic City	Adults & Young Adults	2	2		1								
New York City: NBC Studio Tour	Seniors	95	80	15		2	1		3				
Newsreel: Seniors	Seniors	55	50	5	1	1	1		2	1			
Olney Theatre Center: "The Piano Lesson"	Seniors	22	18	4			1						
Paddlewheel Riverboat Cruise	Seniors	19	17	2			1						
Patuxent River Boat	Seniors	41	31	10			4		3	1			
Pennsylvania Amish Lands	Adults & Young Adults	22	15	7		1							
Pimlico Raceway	Seniors	0	0		1								
Prince George's African American Museum	Seniors	16	16										
Publick Playhouse: "Kwanzaa! Kwanzaa!"	Seniors	10	10		1								
Publick Playhouse: Bill Thomas Band	Seniors	13	13				1						
Publick Playhouse: Frederick Douglass	Seniors	40	36	4	1								
Publick Playhouse: Nimbayal Women Drummers of Guinea	Seniors	17	16	1	1								
Radio City Christmas Spectacular: Adults	Adults & Young Adults	42	38	4			1						
Radio City Christmas Spectacular: Seniors	Seniors	135	117	18			5		5				
Rappahannock River Cruise - Lunch & Dinner	Adults & Young Adults	47	37	10			1						
Renwick Gallery: White House Arts Exhibit	Seniors	10	10			1							
Restaurant Tour	Adults & Young Adults	0	0		1								
Rock The Boat Cruise: Countywide	Teens & Pre-Teens	125	70	55			1						
Rod and Reel Restaurant	Seniors	40	36	4		1	3						
Sandy Point Beach, Maryland: Seniors	Seniors	14	13	1			1						

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Toby's Dinner Theatre, Baltimore: "Hairspray", Senior	Seniors	17	16	1		1			3				
Toby's Dinner Theatre, Baltimore: "Hairspray", Seniors	Seniors	5	4	1		1	1		2				
Toby's Dinner Theatre, Baltimore: "Joseph", Adults	Adults & Young Adults	28	20	8			1						
Toby's Dinner Theatre, Baltimore: "The Sound of Music", Snrs	Seniors	0			1				1				
Toby's Dinner Theatre, Baltimore: "Smokey Joe's Cafe", Senior	Seniors	17	14	3	1				1				
Toby's Dinner Theatre, Columbia: "A Christmas Carol", Senior	Seniors	5	4	1	2				2				
Toby's Dinner Theatre, Columbia: "Chicago", Seniors	Seniors	5	5		1				3				
Toby's Dinner Theatre, Columbia: "Les Miserables", Seniors	Seniors	9	8	1		2			2				
Toby's Dinner Theatre, Columbia: "Shrek: The Musical", Srs	Seniors	51	47	4			3		0				
Toby's Dinner Theatre, Columbia: "The King & I", Seniors	Seniors	21	20	1		3			3				
Toby's Dinner Theatre: "The Wizard of Oz"	Seniors	0	0			1	1		2				
U.S. Supreme Court: Seniors	Seniors	24	18	6			1		1				
US Open Tennis Tournament	Adults & Young Adults	50	35	15			1		1				
Verizon Center: "Madagascar: Escape 2 Africa"	Seniors	12	12			1			1				
Verizon Center: Michael Jackson The Immortal World Tour	Seniors	24	22	2			2		2				
Walters Art Gallery	Seniors	5	4	1	1				3				
Washington Home & Garden Center	Seniors	14	13	1		1			1				
Waterford Village and Winery	Adults & Young Adults	0	0	0			1		1				
White House	Seniors	20	19	1			1		1				
White Mountain, NH and VT	Adults & Young Adults	45	38	7			1		1				
Williamsburg, Virginia Garden Tour	Adults & Young Adults	0	0	0		1			1				
Winterthur Museum, PA	Adults & Young Adults	43	35	8			1		1				
Wolf Trap: Al Green	Seniors	22	21	1					1				
Woody's Crab House	Adults & Young Adults	19	16	3			2		2				
Xtreme Teens: College Fair	Teens & Pre-Teens	0				1			1				
Xtreme Teens: College Tour	Teens & Pre-Teens	3	1	2		3			3				
Brochure Section: VA	Teens & Pre-Teens	3	1	2					2				

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Adobe Photoshop	Adults & Young Adults	40	24	16	2	2	2	2	3	3	3	3	3
African Mud Cloth Master Workshop	Adults & Young Adults	3	2	1	1	2							
After-School Art: Children	Children & Youth	6	4	2	2		1			1			
Animation: Children	Children & Youth	31	12	19	2		2	2	1	5		2	2
Animation: Teens	Teens & Pre-Teens	28	12	14	1	3	3	1	3	5			1
Art: Home-School, Children	Children & Youth	30	18	12	2	2	3	3	7				
Art: Introduction	Adults & Young Adults	0	0	0	3	1	1	1		2	4		
Art: Mixed Media, Teens	Teens & Pre-Teens	2	1	1	1	1	2			1			
Artist Workshop	Adults & Young Adults	179	121	58		4	1		1	2	2	3	3
Astronomy and Art	Mixed Ages	0					1	1					
Astrophotography	Mixed Ages	20	6	14	1		3			2	2		
Calligraphy: Mixed Ages	Mixed Ages	0			1		1			3			
Calligraphy: Seniors	Seniors	6	6	0	1	1	1	1		3			
Cartooning: Teens	Teens & Pre-Teens	0	0	0	1	1	1			1			
Ceramics: Adult/Child Workshop	Mixed Ages	11	10	1	1					1			1
Ceramics: Adults, Advanced	Adults & Young Adults	35	27	8	1	1	1	2			3		
Ceramics: Adults, All Levels	Adults & Young Adults	46	34	12	1		2	3			8		
Ceramics: Adults, Beginning	Adults & Young Adults	75	63	12	5	6	6	6		9	8		
Ceramics: Adults, Beginning/Intermediate	Adults & Young Adults	142	109	33	6	6	6	6	3	3	16		
Ceramics: Children, Beginning/Intermediate	Children & Youth	58	32	26	2	1	8	4	3	12			
Ceramics: Mask Making	Children & Youth	5	4	1	1		3		2	2			
Ceramics: Raku, Beginning	Adults & Young Adults	0				1						1	
Ceramics: Raku/Cone 10, Advanced	Adults & Young Adults	21	15	6	1	3	1			3			
Ceramics: Teens, Beginning	Teens & Pre-Teens	41	31	10	3	3	4	4	3	6			
Ceramics: Teens, Beginning/Intermediate	Teens & Pre-Teens	13	6	7	1	1	1	1	1				
Ceramics: Tile Making, Seniors	Seniors	0			1	1	1	1	2				
Collage Workshop: Adults	Adults & Young Adults	8	8		1	3	2	2	3			3	
Comic Books: Children	Children & Youth	24	12	12	2	3	3	3	2	7		1	
Comic Books: Teens	Teens & Pre-Teens	4	1	3			3	3		6			
Drawing and Watercoloring	Adults & Young Adults	12	10	2		1				1			
Drawing: Adults	Adults & Young Adults	11	11		2	1	2			3			

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Drawing: Children	Children & Youth	62	35	27		2	5	3	3	5		3	
Drawing: Figure	Adults & Young Adults	6	6	0		1	1	1	2				
Drawing: Portrait & Figure	Adults & Young Adults	23	21	2	1	1	1	1	3		1		
Drawing: Seniors	Seniors	25	22	3	1	1	1	2	3	2			
Drawing: Still Life	Adults & Young Adults	0	0	0				1			1		
Drawing: Teens	Teens & Pre-Teens	16	9	7	1	1	2	1		5		3	
Fabric Arts: Natural Dyeing	Adults & Young Adults	3	3	0	1	1	1	1		1			1
Fabric Arts: Teens	Teens & Pre-Teens	10	10	0			2		2				
Face Painting	Teens & Pre-Teens	8	8	0	1	2	2	2	1	3	1		1
Glass: Fusing for Jewelry, Advanced	Adults & Young Adults	0	0	0			1	1	2				
Glass: Fusing for Jewelry, Beginning	Adults & Young Adults	6	6	0	1	1	3	1	6			2	
Glass: Stained Glass, Beginning	Adults & Young Adults	0	0	0	1	1	1	1			1		
Illustration: Children	Children & Youth	0	0	0	1					1			
Jewelry: Beading	Adults & Young Adults	3	3	0		1	1	1	2				2
Jewelry: Beginning, Adults	Adults & Young Adults	0	0	0	1	1	1	1	3				
Jewelry: Beginning, Seniors	Seniors	44	42	2	4	5	5	4	12	6			
Jewelry: Cabochon	Adults & Young Adults	13	8	5	3	3	3	3	12			12	
Jewelry: Chain Bracelets	Adults & Young Adults	2	2	0		1	1	1	2			2	
Jewelry: Components & Findings	Adults & Young Adults	0	0	0				1	3				1
Jewelry: Intermediate	Adults & Young Adults	0	0	0		2	1	1	3				1
Jewelry: Knotting Beads	Adults & Young Adults	2	2	0		1	1	1	3				
Jewelry: Silver Soldering	Adults & Young Adults	6	4	2	1	1	1	1			1		
Jewelry: Wire Wrapping	Adults & Young Adults	5	5	0		1	1	1	2			2	
Kite Making: Mixed Ages	Mixed Ages	3	1	2			1	1	1			1	
Metalworking: Adults	Adults & Young Adults	6	6	0			3	3	3			3	
Metalworking: Children	Children & Youth	7	3	4			1	1	1			1	
Montpelier Arts Ctr: Extended Care and Lunch	Mixed Ages	101	68	33			21		3	14			
Painting: Acrylic & Mixed Media	Adults & Young Adults	21	17	4	1	1	1	1			1		1
Painting: Adults	Adults & Young Adults	11	8	3	1	1	1	1	3				
Painting: Children	Children & Youth	36	26	10	2	4	6	2	3	9		3	
Painting: Chinese Brush, Seniors	Seniors	18	14	4	2	1	1	1	5				

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Painting: Encaustic	Adults & Young Adults	3	3			1			1			1	
Painting: Silk, Seniors	Seniors	12	12		1	1		2		4			
Painting: Teens	Teens & Pre-Teens	23	15	8	1	1	2	3	1	6		1	1
Photography: BW Darkroom: Adults, Level 1	Adults & Young Adults	0	0	0	1	1							
Photography: Digital Darkroom: Adults, Level 2	Adults & Young Adults	0	0	0	1								
Photography: Digital Level 1, Adults	Adults & Young Adults	33	21	12	3	3	1	3	3	1	4		
Photography: Digital Level 1, Children	Children & Youth	15	10	5	4	1	4	5	2	4			
Photography: Digital Level 1, Teens	Teens & Pre-Teens	6	4	2	3	3	6		2	10			
Photography: Digital, Mixed Ages, Beginning	Adults & Young Adults	2	1	1			4				4		
Photography: Digital, Seniors	Seniors	6	4	2	1		1	1	3				
Photography: Landscape & Architecture	Adults & Young Adults	0					1	1					
Photography: Portrait	Adults & Young Adults	6	3	3	1	1		1					
Printmaking	Adults & Young Adults	15	9	6	1	1	2	1					
Rug Hooking	Adults & Young Adults	52	52		1	2		2	3				
Rug Hooking Master Workshop	Adults & Young Adults	46	43	3	1		1	1	3				
Sculpture: All Levels	Adults & Young Adults	12	10	2	1			1					
Sculpture: Bronze Casting	Adults & Young Adults	5	2	3		1	1	1					
Sculpture: Clay, Beginning/Intermediate	Adults & Young Adults	35	26	9	1	2	1	1	4				
Sculpture: Mold Making	Adults & Young Adults	0	0	0				1	1				
Sculpture: Portrait and Figure	Adults & Young Adults	0	0	0			1						
Sculpture: Teens	Teens & Pre-Teens	6	4	2	1				1				
Sculpture: Welding Master Workshop	Adults & Young Adults	0						1					
Sculpture: Woodcarving & Stone Carving	Adults & Young Adults	10	3	7		1		1	2				2
Sculpture: Woodcarving, Master Workshop	Adults & Young Adults	6	4	2	1				1				
Studio Art: Oil & Acrylic	Adults & Young Adults	38	30	8	1	1		1	3				
Video Editing: Mixed Ages	Mixed Ages	0						3					
Video Production: Adults	Adults & Young Adults	0	0	0	1	3	1	2	7				
Video Production: Mixed Ages	Mixed Ages	0	0	0									
Watercolor: All Levels	Adults & Young Adults	57	45	12	2	2	1	2	3				
Watercolor: Beginning	Adults & Young Adults	3	3		1	1		1					
Watercolor: Intermediate	Adults & Young Adults	32	20	12	1	1		2					



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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Watercolor: Master Workshop	Adults & Young Adults	11	9	2		2	2	2	2				
Watercolor: Seniors	Seniors	62	51	11	1	1	1	2					

DEPARTMENT OF PARKS AND RECREATION PROGRAM PORTFOLIO FOR 2012

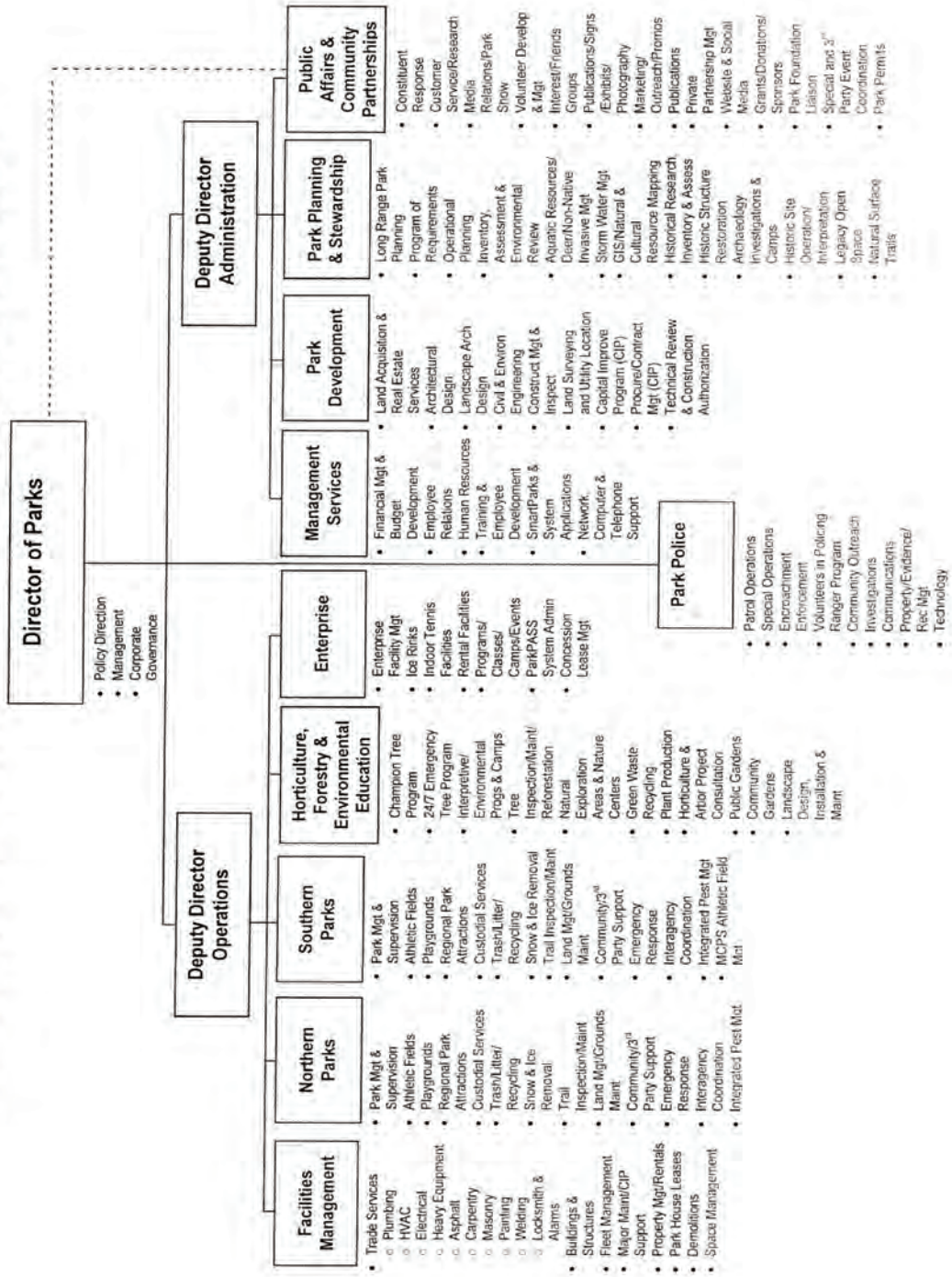
Program Matrix 2012	Pre-Schoolers	Children & Youth	Teens & Pre Teens	Adults & Young Adults	Seniors	Mixed Ages	Families	Total	
GUIDE Category									
Aquatics	425	662	17	558	25	80	0	1767	14.85%
Before & After Care		789	144	0	0	382	0	1315	11.05%
Child Care	14	11	1	0	0	2	0	28	0.24%
Crafts & Hobbies	10	48	0	57	48	22	0	185	1.55%
Computer Skills	1	31	0	75	142	9	0	258	2.17%
Day Camps	25	387	65	0	0	120	0	597	5.02%
Fitness & Health	6	30	12	1209	324	35	1	1617	13.59%
Historic Events	0	0	0	0	0	4	0	4	0.03%
Kids Care	0	24	0	0	0	72	0	96	0.81%
Lifestyle & Learning	0	96	43	58	29	26	0	252	2.12%
Marital Arts	10	0	0	138	0	253	6	407	3.42%
Nature	9	30	10	25	0	161	0	235	1.97%
Performing Arts	167	287	75	453	166	410	0	1558	13.09%
Programs for Persons with Disabilities	7	0	0	71	0	207	0	285	2.40%
Preschool	14	0	0	0	0	0	0	14	0.12%
Sports	500	998	179	159	0	641	0	2477	20.82%
Seasonal & Community Events	0	0	8	2	2	21	0	33	0.28%
Summer Playgrounds	0	79	13	0	0	0	0	92	0.77%
Trips & Excursions	0	0	5	46	160	165	0	376	3.16%
Visual Arts	0	45	28	133	34	62	1	303	2.55%
TOTAL	1188	3517	600	2984	930	2672	8	11899	
	9.98%	29.56%	5.04%	25.08%	7.82%	22.46%	0.07%		

Green/Essential	3183	26.75%
Yellow/Important	6344	53.32%
Red/Value Added	2282	19.18%



MONTGOMERY COUNTY PARKS ORGANIZATIONAL/ FUNCTIONAL CHART

MONTGOMERY COUNTY DEPARTMENT OF PARKS





MONTGOMERY COUNTY PROGRAM STATUS REPORTS



Program Status Report - CAPRA 2012

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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Brochure Section: BT													
Adult tours	Adult/Young Adult (18&)	261	235	56	7	1	7		13		2		
Brochure Section: BT													
"School's Out" Pontoon Boat Cruise	Programs For All (All Ag)	17	8	5			1						
Bats & Beavers Pontoon Boat Cruise	Programs For All (All Ag)	108	57	45	2	3	3				8		
Beginning Recreational Kayaking	Programs For All (All Ag)	42	25	15	2	4	1				1		
Black Hill Boat Mooring Sites	Programs For All (All Ag)	109	41	66	1								
Can You Canoe?	Programs For All (All Ag)	9	2	7			1						
Fall Colors Kayak/Canoe Tour	Adult/Young Adult (18&)	8	4	4			1						
Lake Tour by Kayak	Adult/Young Adult (18&)	11	6	5		2	2		3				1
Pontoon Boat: Autumn Colors Cruise	Programs For All (All Ag)	16	11	3			1						
Storytime on the Lake	Programs For All (All Ag)	43	29	13		5							
Brochure Section: CA													
Campfire and Forest Walk	Programs For All (All Ag)	30	15	15			1						
Campfire and Nature Walk	Programs For All (All Ag)	122	67	55		3	2						
Campfire and Pond Stroll	Programs For All (All Ag)	48	26	22		1							
Fall Family Campfire Lunch	Programs For All (All Ag)	19	13	6			1						1
Fireflies Campfire	Mixed Ages (0 - 17 yrs)	17	12	5		1							
Hawk Tales Campfire	Mixed Ages (0 - 17 yrs)	24	15	9		1							
Late Summer Family Campfire	Programs For All (All Ag)	23	15	7			1						
Make Way for Ducklings Campfire	Programs For All (All Ag)	32	15	17	1								



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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Meadowside Movies by the Fire	Programs For All (All Ages)	126	82	41		3	2				5		
Owls in Winter Campfire	Programs For All (All Ag	18	12	5		1							
Winter Solstice Campfire at Little Bennett	Programs For All (All Ag	13	8	5	1								
Brochure Section: CPS													
A Garden Focus Lunch Break	Children/Youth (6 - 12 y)	3	2	1			1						
A Garden Focus!	Children/Youth (6 - 12 y)	8	7	1			1						
Advanced Fishing Camp	Teen/Preteen (12 - 17 y	4	1	3			1						
All Day Camp - A Garden Focus! and Green Thumb Garden Club	Children/Youth (6 - 12 y)	0					1						
All Day Camp - Botanical Art and Green Thumb Garden Club	Mixed Ages (0 - 17 yrs)	1	1				1						
American Girl Camp - Extended Care	Children/Youth (6 - 12 y)	2	2				1						
Ancient Pathways	Teen/Preteen (12 - 17 y	3		3			1						
Animal Discovery Camp	Children/Youth (6 - 12 y)	15	8	7			1						
Animal Discovery Camp--Lunch Time	Children/Youth (6 - 12 y)	12	6	6			1						
Archaeology Camp for Children	Mixed Ages (0 - 17 yrs)	50	18	32			5						
Archaeology Camp for Children Extended Care	Mixed Ages (0 - 17 yrs)	12	5	7			5						
Archaeology Leader Training Workshop	Mixed Ages (0 - 17 yrs)	8	5	3			1						
Babes in the Park Camp	Toddler/Preschool (0 - 6	18	8	10			2						
Beginner/Intermediate Golf Camp	Mixed Ages (0 - 17 yrs)	38	9	29			3						
Beginning Fishing Camp	Mixed Ages (0 - 17 yrs)	10		10			1						
Bookworms	Toddler/Preschool (0 - 6	29	21	8			1						



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Activity	Audience		Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
	Children/Youth (6 - 12 y)	Teen/Preteen (12 - 17 y)												
Bookworms - Extended Care	Children/Youth (6 - 12 y)	10	7	3			1						1	
Botanical Art Camp	Children/Youth (6 - 12 y)	11	8	3			1							
Botanical Art Camp Lunch Break	Teen/Preteen (12 - 17 yrs)	3	3				1							
Boy Scout Merit Badges at Brookside Nature Center	Mixed Ages (0 - 17 yrs)	40	0	40			4							
Butterfly Flutter Fun	Children/Youth (6 - 12 y)	18	11	5			1							
Butterfly Flutter Fun - Extended Care	Children/Youth (6 - 12 y)	5	4	1			2						2	
Chesapeake Week	Teen/Preteen (12 - 17 y)	8	3	5			1							
CIT Camp - Extended Care	Teen/Preteen (12 - 17 y)	0					2							
Counselor-in-Training (CIT) Camp	Teen/Preteen (12 - 17 y)	3	1	2			1							
Earthkeepers Camp	Children/Youth (6 - 12 y)	11	2	9			1							
Expedition Force - Northwest Branch	Children/Youth (6 - 12 y)	19	3	16			1							
Expedition Force - Northwest Branch - Extended Care	Children/Youth (6 - 12 y)	12	2	10			2							
Extreme Nature Camp	Children/Youth (6 - 12 y)	30	10	20			1							
Extreme Nature Camp - Extended Care	Children/Youth (6 - 12 y)	16	7	9			1							
Figure Skating Camp	Mixed Ages (0 - 17 yrs)	54	48	5			2							
Fire Works Camp	Children/Youth (6 - 12 y)	18	5	13			1							
Fire Works Camp - Extended Care	Children/Youth (6 - 12 y)	9	9				2							
Forest Acrobats	Children/Youth (6 - 12 y)	9	7	2			1							
Forest Acrobats - Extended Care	Children/Youth (6 - 12 y)	4	1	3			2							
Freestyle Camp	Mixed Ages (0 - 17 yrs)	44	38	3			2							
Garden Impressionists	Children/Youth (6 - 12 y)	13	10	3			1							



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Activity	Audience		Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
	Mixed Ages (0 - 17 yrs)	Children/Youth (6 - 12 y)												
Golf & So Much More	Mixed Ages (0 - 17 yrs)	Children/Youth (6 - 12 y)	41	8	32			6		6				
Grandparent-Grandchild Nature Camp	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	20	7	13			1		1				
Green Thumb Garden Club	Mixed Ages (0 - 17 yrs)	Mixed Ages (0 - 17 yrs)	9	7	2			2		1				
Green Thumb Garden Club - Extended Care	Mixed Ages (0 - 17 yrs)	Mixed Ages (0 - 17 yrs)	3	2	1			2		1				
Ice Hockey Camp	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	92	11	79			4		1				
In The Garden with Monet - Extended Care	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	3	2	1			1		1				
In The Garden With Monet and Mozart	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	10	7	3			1		1				
Junior Naturalist Outdoor Adventures Camp	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	10	2	7			1		1				
Little House in the Big Woods	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	30	29	0			1		1				
Little House in the Big Woods - Extended Care	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	18	17	0			2		1				
Little House on the Prairie Camp- Extended Care	Mixed Ages (0 - 17 yrs)	Mixed Ages (0 - 17 yrs)	3	3	0			1		1				
Living on the Land	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	30	16	14			1		1				
Living on the Land - Extended Care	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	12	7	5			1		1				
Native Ways Camp	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	15	3	11			1		1				
Native Ways Camp - Extended Care	Mixed Ages (0 - 17 yrs)	Mixed Ages (0 - 17 yrs)	8	4	3			2		1				
Naturally Creative	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	30	19	10			1		1				
Naturally Creative - Extended Care	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	17	13	4			2		1				
Nature and Science Camp	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	10		10			1		1				
Nature Film School Camp	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	16	8	7			1		1				
Nature Film School Camp - Extended	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	6	3	3			1		1				



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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Care													
Nature Tales	Children/Youth (6 - 12 y)	4	1	3			1		1				
Nature Tales - Extended Care	Children/Youth (6 - 12 y)	1	1				2		1				
Nature Tykes	Toddler/Preschool (0 - 6	25	12	11			2		2				
Outdoor Adventure Camp	Mixed Ages (0 - 17 yrs)	115	50	63			5		5				
Parent & Child Nature Camp	Toddler/Preschool (0 - 6	8		7			1		1				
Parent and Child Nature Art Camp	Toddler/Preschool (0 - 6	16	6	7			1		1				
Ponds, Puddles, & Pools	Children/Youth (6 - 12 y)	16	6	10			1		1				
River Adventures Kayak Camp	Teen/Preteen (12 - 17 y	13	7	6			2		2				
Spineless Wonders	Children/Youth (6 - 12 y)	30	17	13			1		1				
Spineless Wonders-Extended Care	Children/Youth (6 - 12 y)	6	4	2			1		1				
Splash, Splash, Drip, Drop	Children/Youth (6 - 12 y)	30	11	19			1		1				
Splash, Splash, Drip, Drop - Extended Care	Children/Youth (6 - 12 y)	9	2	7			2		2				
Spring Break Golf Camp	Mixed Ages (0 - 17 yrs)	7	3	4		1							
Spring Week in the Park	Children/Youth (6 - 12 y)	13	7	6			1		1				
Summer Fun Ice Skating Camp	Children/Youth (6 - 12 y)	424	308	111			20		20				
Summer Fun Ice Skating Camp: Extended Care	Children/Youth (6 - 12 y)	100	74	26			20		20				
Summer Inline Skating Camp	Mixed Ages (0 - 17 yrs)	6	4	2			1		1				
Summer Skateboard Camp	Mixed Ages (0 - 17 yrs)	56	5	49			8		8				
Survival Skills Camp	Teen/Preteen (12 - 17 y	1		1			1		1				



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Activity	Audience	Total		Male	Female	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Synchronized Skating Camp	Programs For All (All Ag	23	23					3						
Tennis & Golf Camp	Children/Youth (6 - 12 y)	18	2	13				2						
Tennis & Ice Skating Camp	Mixed Ages (0 - 17 yrs)	79	57	20				4						
Tennis & So Much More Camp!	Children/Youth (6 - 12 y)	85	32	50				4						
Tennis Boot Camp	Children/Youth (6 - 12 y)	83	29	49				5						
Wee Little Farmers Camp	Toddler/Preschool (0 - 6	29	14	14				2						
Wee Little Nature Explorers	Toddler/Preschool (0 - 6	11	4	7				1						
Week in the Park: Full Day	Children/Youth (6 - 12 y)	253	128	116				9						
Wild About Water Camp	Children/Youth (6 - 12 y)	6	1	5				1						
Wild About Water Extended Care	Children/Youth (6 - 12 y)	0	0	0				1						
Wild in the Woods	Children/Youth (6 - 12 y)	30	16	13				1						
Wild in the Woods - Extended Care	Children/Youth (6 - 12 y)	7	4	3				1						
Wings of Wonder Camp	Children/Youth (6 - 12 y)	9	2	7				1						
xxLittle House on the Prairie Camp	Mixed Ages (0 - 17 yrs)	10	10					1						
zzAmerican Girl Camp	Children/Youth (6 - 12 y)	19	19					1						
Brochure Section: CR														
Autumn Art	Toddler/Preschool (0 - 6	9	5	4				1						
Autumn Art with Nuts and Seeds	Toddler/Preschool (0 - 6	8	5	2				1						
Love Bugs?	Toddler/Preschool (0 - 6	15	8	7				1						
Make a Pumpkin Bird Feeder	Programs For All (All Ag	16	6	10				1						



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Activity	Audience	Total		Male	Female	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
		Count	Percentage											
Planting Spring Flowers	Programs For All (All Ag)	17	7%	10	7	1								
Reclaimed "Gar-baj" Workshop	Programs For All (All Ag)	25	9%	16	9	1								
Brochure Section: G Let's Golf! Clinics	Mixed Ages (0 - 17 yrs)	576	315%	250	315	36	48	52	48	134			198	98
zBeginner/Intermediate Golf	Programs For All (All Ag)	6	2%	4	2		1	1						
zBeginner/Intermediate Golf For Juniors	Children/Youth (6 - 12 yr)	3	3%					1						
zBeginning Golf for Adult Women	Adult/Young Adult (18&l	0	0%					1						
zBeginning Golf for Adults	Adult/Young Adult (18&l	10	4%	5	4	1								
Brochure Section: HCP Locust Grove Cider Days	Programs For All (All Ag)	4	4%				4							
Old Time Games and Toys	Children/Youth (6 - 12 yr)	2	1%	1	1		1							
Underground Railroad Night Hike Trail	Programs For All (All Ag)	90	80%	10	80	1			1					
Wintertime at the Cabin	Programs For All (All Ag)	8	2%	6	2	1								
Brochure Section: HNP A Gift for Nature	Programs For All (All Ag)	14	5%	9	5	1								
A History of Black Hill's Bald Eagles	Programs For All (All Ag)	5	1%	4	1	1								
A Walk Through Spring	Programs For All (All Ag)	5	3%	2	3	1								
Afterschool Adventures	Children/Youth (6 - 12 yr)	5	2%	3	2	1								
Alien Invader	Programs For All (All Ag)	0	0%				3							
Alien Invaders	Programs For All (All Ag)	5	3%	2	3	1	3		2					



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Activity	Audience		Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
	Children/Youth (6 - 12 yr)	Programs For All (All Ag)												
All About Eagles	Children/Youth (6 - 12 yr)	Programs For All (All Ag)	11	6	5	1				1				
An Evening with Flying Squirrels	Programs For All (All Ag)		90	47	42	2	2	2				6	6	
Animal Architects	Toddler/Preschool (0 - 6 yrs)		15	4	9		1							
Animal Scents	Mixed Ages (0 - 17 yrs)		4	3	1			1						
Animals from Eggs	Toddler/Preschool (0 - 6 yrs)		24	11	13		2			2				
Attracting Hummingbirds and Butterflies to Your Backyard	Programs For All (All Ag)		69	52	17	1					1			1
Autumn Leaves Storytime	Toddler/Preschool (0 - 6 yrs)		16	8	8			2			2			
Backyard Birding	Programs For All (All Ag)		4	3	1	1								
Baltimore Checkerspot Butterfly Project	Programs For All (All Ag)		18	17	1		5			5				
Batty for Bats	Programs For All (All Ag)		19	12	6			1						
Beautiful Bluebirds	Mixed Ages (0 - 17 yrs)		2		2		1			1				
Big Little Nature Series	Toddler/Preschool (0 - 6 yrs)		35	15	18		3							
Bird Bingo	Programs For All (All Ag)		3	2	1	1								
Bird Olympics	Children/Youth (6 - 12 yr)		4	1	3		1							
Birding Around the Lake	Adult/Young Adult (18&)		2	2		1								
Birding Basics for Families	Programs For All (All Ag)		16	6	9	2		1						
Birding Little Seneca Lake	Adult/Young Adult (18&)		4	3	1		1							
Birds and Afternoon Tea	Adult/Young Adult (18&)		0					2						
Birds at Your Window	Mixed Ages (0 - 17 yrs)		13	9	4			1						
Brookside Tot Times	Toddler/Preschool (0 - 6 yrs)		175	86	82	5	2	1	4					



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Activity	Audience	Total	Female	Male	Season													
					Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday					
Bug Safari	Toddler/Preschool (0 - 6)	4	1	3				1										
Busy Beavers	Toddler/Preschool (0 - 6)	18	5	11		1												
Cabin John Creek Days: Spring Break	Mixed Ages (0 - 17 yrs)	79	37	38		4												
Cabin John Night Hike	Mixed Ages (0 - 17 yrs)	7	3	4		1												
Champion Tree Hiking Tour	Adult/Young Adult (18&	17	13	4				1										
Children's Nature Art and Adventure	Children/Youth (6 - 12 y)	6	3	2				1										
Cozy Winter Nature Tales	Toddler/Preschool (0 - 6)	15	11	4	3													
Curiosity & the Cosmos	Programs For All (All Ag	28	21	7				1										
Dancing Damselfies	Mixed Ages (0 - 17 yrs)	12	2	10				1										
Discovery Hike	Toddler/Preschool (0 - 6)	17	7	10				2										
Discovery Hikes	Toddler/Preschool (0 - 6)	48	18	28		4		1										
Dragonflies	Children/Youth (6 - 12 y)	15	7	3														
Dragonfly Hike	Mixed Ages (0 - 17 yrs)	5	3	2				1										
Earth Day - Garlic Mustard Pull	Programs For All (All Ag	17	9	8		1												
Eco-TEEN Montgomery	Teen/Preteen (12 - 17 y	30	14	16		2												
End of School Fishing Workshop	Children/Youth (6 - 12 y)	17	4	13				1										
Evening Bird Walk	Programs For All (All Ag	15	15															
Explore a Park	Adult/Young Adult (18&	40	29	11		3		1										
Explore a Stream	Mixed Ages (0 - 17 yrs)	9	5	4				1										
Exploring Nature with Your Group	Children/Youth (6 - 12 y)	13	1	12				3										



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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Fairy Path	Programs For All (All Ag)	13	9	4			1						
Fall Birding at Black Hill	Adult/Young Adult (18&)	7	7				1						
Fall Family Fossil Foray	Programs For All (All Ag)	13	9	4			1						
Fall Flowers	Toddler/Preschool (0 - 6)	5	3	2			1						
Family Adventure: The Stream	Programs For All (All Ag)	15	4	11			1						
Family Day at the Visitor Center	Programs For All (All Ag)	77	39	34	1								
Family Fun "Fireflies"	Programs For All (All Ag)	33	20	13			1						
Family Geocaching Adventure	Programs For All (All Ag)	24	9	12			1	2					
Family Geocaching Adventure at the Farm	Programs For All (All Ag)	15	10	5		1							
Family Night Out	Programs For All (All Ag)	67	32	32			2						
Family Trek	Programs For All (All Ag)	8	5	3		1							
Feed the Birds!	Programs For All (All Ag)	20	11	7		1							
Feeling Flaky	Children/Youth (6 - 12 y)	5	4	1		1							
Fire Without Matches	Programs For All (All Ag)	14	4	9			1						
Firefly Search & Night Hike	Mixed Ages (0 - 17 yrs)	21	9	12			2						
Fishing with Lil' Ones	Toddler/Preschool (0 - 6)	39	18	21			3	1					
Flying Squirrels	Programs For All (All Ag)	15	7	8				1					
Flying Squirrels at Night	Programs For All (All Ag)	77	50	27			3						
For the Birds Family Hike	Programs For All (All Ag)	9	7	2			1						
Fox Family in Fall	Programs For All (All Ag)	29	19	10				1					



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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Fox Family in Spring	Programs For All (All Ag)	26	11	15	1								
Fox Family in Summer	Programs For All (All Ag)	4	4	0			1						
Full Moon Club	Programs For All (All Ag)	54	25	24	1		3	2					2
Full Moon Hike	Programs For All (All Ag)	17	6	11	1								4
Get Ready for Winter Storytimes	Toddler/Preschool (0 - 6)	59	31	22			4						
Glowing Rocks	Programs For All (All Ag)	19	12	6	1								
Gone Fishing	Children/Youth (6 - 12 y)	13	3	10			2						
Great Pumpkin Treasure Hunt	Toddler/Preschool (0 - 6)	12	8	4			1						
Groundhog Day Celebration!	Mixed Ages (0 - 17 yrs)	20	10	10	2								
Growing Spring Flowers	Toddler/Preschool (0 - 6)	8	5	3	1								
Halloween Creatures	Toddler/Preschool (0 - 6)	4	3	1			1						
Homeschool Adventures with Black Hill	Mixed Ages (0 - 17 yrs)	4	2	2	2								
Homeschool Science: Spring	Children/Youth (6 - 12 y)	10	3	7	1								
Hummingbirds: Flying Jewels	Programs For All (All Ag)	28	19	9	2		2						
Is Spring Just Around the Corner?	Toddler/Preschool (0 - 6)	8	5	3	1								
Kite Flying Time!	Programs For All (All Ag)	15	2	13	1								
Knock, Knock.. Woodpeckers!	Toddler/Preschool (0 - 6)	5	1	4	1								
Ladies' Hike Out	Adult/Young Adult (18&t	43	43		1	2		3					
Ladies Trek	Adult/Young Adult (18&t	12	12		1	1		1					
Let it Snow!	Toddler/Preschool (0 - 6)	16	6	9	2								



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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Lightning Bugs	Toddler/Preschool (0 - 6	14	9	3		1							
Lovely Leaves Art Workshop	Mixed Ages (0 - 17 yrs)	7	4	3			1						
Magical Mystical Storytime	Programs For All (All Ag	7	4	3			1						
Make a Scarecrow!	Programs For All (All Ag	14	9	4			1						
Make it and Take it	Mixed Ages (0 - 17 yrs)	8	7	1	2								
Make it and Take it "Pine Print Gift Wrap"	Mixed Ages (0 - 17 yrs)	3	2	1	1								
Make it from a Tree	Toddler/Preschool (0 - 6	9	3	6	1								
Make it, Take it!	Mixed Ages (0 - 17 yrs)	2		2	1								
Maple Sap Collecting!	Programs For All (All Ag	11	5	6	1								
Maple Sugar Festival	Programs For All (All Ag	381	237	140	1								
Maple Sugaring	Programs For All (All Ag	19	9	9	1								
Maple Syrup Valentine's Treat	Programs For All (All Ag	47	28	19	2								
Maple-icious Day	Programs For All (All Ag	43	21	21	1								
Marvelous Maples	Toddler/Preschool (0 - 6	8	5	3	1								
Meet a Park	Mixed Ages (0 - 17 yrs)	9	5	4			1						
Meet a Reptile	Programs For All (All Ag	9	3	5	1								
Mini-Museum Day	Mixed Ages (0 - 17 yrs)	10	7	2	4								
Mini-Nature Day	Programs For All (All Ag	10	8	1			1						
Mole Salamander Search	Children/Youth (6 - 12 y)	3		3	1								
Morning Birdwalk - Nesting Time	Programs For All (All Ag	10	7	1	2		1						



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		Female	Male									
My First Little House: Sugar Snow	Toddler/Preschool (0 - 6)	8	7	1				1				
Native Animals in Winter	Programs For All (All Ag)	30	3	1					1			1
Naturally Fun Day - Herps!!	Programs For All (All Ag)	7	5	2				2				
Nature Explorers - Animals at Maydale	Toddler/Preschool (0 - 6)	3	3		1				1			
Nature Explorers - Wildlife and Wildflowers	Toddler/Preschool (0 - 6)	4	3		1				1			
Nature Matters Lecture Series	Adult/Young Adult (18&)	88	31	1	2				2			
New Year Noisemakers	Mixed Ages (0 - 17 yrs)	5	4	1	1				1			
Night Games	Programs For All (All Ag)	11	8	1					1			
Night Hikes: Up County	Programs For All (All Ag)	3	2	1					1			
Owls, Hawks, and Eagles	Children/Youth (6 - 12 y)	17	11			5			5			
PK Adventures - Bubbles!	Toddler/Preschool (0 - 6)	6	2			1			1			
PK Nature Art and Adventure	Toddler/Preschool (0 - 6)	16	11			1			1			
Pond Explorers	Toddler/Preschool (0 - 6)	12	6		1				1			
Ponderings	Children/Youth (6 - 12 y)	4	1			1						
Possum and the Peeper	Toddler/Preschool (0 - 6)	6	3		1				1			
Preschool Adventures	Toddler/Preschool (0 - 6)	16	7	2					2			
Puppet Shows at Brookside Nature Center	Mixed Ages (0 - 17 yrs)	28	15		3				3			
Random Weave Birdbath Basket	Programs For All (All Ag)	3	2		1				1			
Raptor Lunchtime and Talk	Programs For All (All Ag)	46	28	3	5	11			18			
Raptors of Rock Creek LIVE!	Programs For All (All Ag)	79	53	6	3				6			



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		Female	Male									
Reptile Bingo	Programs For All (All Ag)	10	5	5		1						
Salamanders Went Out on a Rainy Night!	Programs For All (All Ag)	9	6	3	1							
Saturday Birding with Locust Grove	Programs For All (All Ag)	24	16	7	3							
School's Out Hike	Children/Youth (6 - 12 y)	7	7									
School's Out Stream Splash	Children/Youth (6 - 12 y)	3	2	1								
Seeds at Black Hill	Mixed Ages (0 - 17 yrs)	7	7	0								
Senior Rangers	Adult/Young Adult (18&l	10	0	1								
September Symphony Storytime	Toddler/Preschool (0 - 6	13	11	2								
Snakes	Children/Youth (6 - 12 y)	16	5	10	1							
Snakes Alive	Programs For All (All Ag)	20	5	15	1							
Sparkling Snowflakes	Programs For All (All Ag)	14	9	4	1							
Splish-Splash, Drip, Plop	Mixed Ages (0 - 17 yrs)	41	15	24	4							
Spring Animal Storytimes	Toddler/Preschool (0 - 6	104	55	43	2	12						
Spring Has Sprung Hike	Mixed Ages (0 - 17 yrs)	7	5		1							
Spring Wildflowers along the Canal	Adult/Young Adult (18&l	3	3		1							
Squish, Squash, Squirt: Mud!	Toddler/Preschool (0 - 6	15	8	5	1							
Starstruck!	Programs For All (All Ag)	9	5	4	1							
Storytime at Black Hill Visitor Center	Toddler/Preschool (0 - 6	11	8	2	2							
Storytime on Lake Needwood	Programs For All (All Ag)	57	37	15	4							
Stream Adventures	Mixed Ages (0 - 17 yrs)	31	12	19	4							



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Stream Splash	Programs For All (All Ag)	57	21	34			3	1	1	3		1	
Summer Hike in Little Bennett	Programs For All (All Ag)	2	2				1		1				
Summer Wildflowers at Black Hill	Programs For All (All Ag)	2	1	1			1		1				
Swallowtails, Skippers and Summer Azures	Adult/Young Adult (18&u	34	29	5			6						
Tag a Migrating Monarch	Adult/Young Adult (18&u	6	4	2			3			3			
Thanksgiving Bird Walk	Toddler/Preschool (0 - 6	8	6	2			1		1	1			
The Meadow in Fall	Programs For All (All Ag)	19	11	8			3		2	1		1	
The Mitten	Toddler/Preschool (0 - 6	9	5	4	1								
The Park After Dark	Programs For All (All Ag)	20	12	7	1					1			
Time For Tots	Toddler/Preschool (0 - 6	23	9	13	1	3		1	5				
Tiny Talon Tales	Toddler/Preschool (0 - 6	57	22	35	2	2	2		6				
Tip-Tapping Maple Trees	Programs For All (All Ag)	13	6	7	1					1			
Tot Time!	Toddler/Preschool (0 - 6	231	88	115	3	6	6		18				
Transit of Venus	Programs For All (All Ag)	13	4	6			1			1			
Tuesday in the Park	Programs For All (All Ag)	0				4	2	1					
Turkey Time	Toddler/Preschool (0 - 6	14	6	7			1		1				
Turtle Trail	Children/Youth (6 - 12 y)	15	7	5		1							
Twilight on the C&O Canal	Mixed Ages (0 - 17 yrs)	12	4	7			1					1	
Tyke Hike	Toddler/Preschool (0 - 6	158	78	76	2	3	6	3					
Tyke Hikes	Toddler/Preschool (0 - 6	8	4	4	1								



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Vernal Pool Trek	Children/Youth (6 - 12 yr)	6	2	4		1				1			
Watching Birds	Mixed Ages (0 - 17 yrs)	0			1							1	
Water in Winter	Toddler/Preschool (0 - 6)	10	3	5	1				1				
Water Striders	Mixed Ages (0 - 17 yrs)	16	4	12			1						
Waterfowl Viewing at Sunset	Programs For All (All Ag)	0			1					1			
Weatherwise	Children/Youth (6 - 12 yr)	6	3	3			1						
Welcome Winter Walk	Toddler/Preschool (0 - 6)	4		4	1					1			
What's in the Woods?	Children/Youth (6 - 12 yr)	2	1	1			1					1	
Which Beak is Best?	Toddler/Preschool (0 - 6)	3	1	2	1					1			
Wide-eyed Weekends at Brookside Nature Center	Programs For All (All Ag)	2	1	1		3						2	1
Wild Encounters	Children/Youth (6 - 12 yr)	21	11	10		1				1			
Wild Montgomery Programs	Adult/Young Adult (18&	273	170	98	6	10	8	4	1	1			
Wild Wrapping	Programs For All (All Ag)	0			2								
Wildlife Valentines	Toddler/Preschool (0 - 6)	10	5	5	1								2
Wind's Wonders	Mixed Ages (0 - 17 yrs)	15	11	4									
Winter Birding at Black Hill	Adult/Young Adult (18&	3	2	1	2							2	
Winter Crystals	Programs For All (All Ag)	22	15	7	1								
Winter Solstice Celebration	Programs For All (All Ag)	62	46	13	1							1	
Winter Solstice Celebration at Brookside	Programs For All (All Ag)	55	46	9	1								1
Winter Tree ID Hike	Programs For All (All Ag)	9	6	3	1								1



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	0-6	6-12 y												
Winter Wonderland	Toddler/Preschool (0-6)	4	1	2	1					1				
Woodpecker Watch	Toddler/Preschool (0-6)	1	1		1								1	
Woolly Bear Hunt	Toddler/Preschool (0-6)	14	6	7				1		1				
Brochure Section: HS														
Homeschool Extravaganza	Children/Youth (6-12 y)	19	11	8	1			2		1				
Homeschool Science: Fall	Children/Youth (6-12 y)	19	7	8				2		2				
Homeschool Special - Stream Study	Children/Youth (6-12 y)	6	1	5				1		1				
Nature's Explorers	Children/Youth (6-12 y)	12	9	3	2			1					3	
Brochure Section: HT														
A Bit of Brookside	Adult/Young Adult (18&)	32	30	1				2		2				
Bamboo Garden Tuteur Workshop	Adult/Young Adult (18&)	12	9	3				1						1
Butterfly Container Workshop	Adult/Young Adult (18&)	15	13	1				1						
Concrete Leaf Painting Workshop	Adult/Young Adult (18&)	15	14					1		1				
Concrete Leaf Sculpting Workshop	Adult/Young Adult (18&)	15	14	0				1		1				
Container Gardening with Succulents	Adult/Young Adult (18&)	27	27	0				2		2				
Dried Autumn Wreath with Jane Pettit	Adult/Young Adult (18&)	15	15	0				1						
Establishing New Woody Plants in the Garden	Adult/Young Adult (18&)	16	15	1				1						
Fall Harvest Scavenger Hunt	Toddler/Preschool (0-6)	46	16	26				6		1				2
Faux Ancient Hypertufa Pots	Adult/Young Adult (18&)	11	11					1		1				
Flower Buds	Toddler/Preschool (0-6)	152	88	57	3			3		2				



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From the Tree's Perspective	Adult/Young Adult (18&l	52	48	4			1		1				
Garden Nature Club for Families	Programs For All (All Ag	5	1	4	1								
Growing Native Plant Seminar	Adult/Young Adult (18&l	10	8	2		1							
Guide to Local Gardening Series	Adult/Young Adult (18&l	31	28	3			3						
Hanging Basket Workshop	Adult/Young Adult (18&l	15	15		1								
Holiday Centerpiece	Adult/Young Adult (18&l	19	19		2								
Holiday Wreath Workshop	Adult/Young Adult (18&l	8	8		1								
Kids Storytime: Brookside Storytime	Toddler/Preschool (0 - 6	0			1		1		2				
Kids Workshop - Dig-in, Dig-out! School Is Out!	Children/Youth (6 - 12 y)	0					1						
Kids Workshop: Dig-in, Dig-out! It's Spring!	Children/Youth (6 - 12 y)	0			1								
Make & Take Rain Barrels	Adult/Young Adult (18&l	88	60	24	2				7				1
Mixed Winter Container	Adult/Young Adult (18&l	28	27	1			2						
New Ways with Market Bouquets	Adult/Young Adult (18&l	13	13										
Pumpkin Panache Family Festival	Programs For All (All Ag	78	40	25	1		1						
Research and Camellia Breeding at Longwood Gardens	Adult/Young Adult (18&l	38	34	4									
School Group - Brookside Gardens	Children/Youth (6 - 12 y)	###	885	13	11	6	5		7				
Simply Modern Flowers	Adult/Young Adult (18&l	5	5				1						
Strawberry Jar Hostas	Adult/Young Adult (18&l	27	26	1		2			2				
Terrific Topiary	Adult/Young Adult (18&l	16	15	1					2				
Thanksgiving Table Flowers	Adult/Young Adult (18&l	20	18				2						



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	Adult/Young Adult (18&)	Adult/Young Adult (18&)												
The 2-for-1 Container	Adult/Young Adult (18&)	Adult/Young Adult (18&)	23	21	1				2	2				
Trees Matter Symposium: Trees and the Built Environment	Adult/Young Adult (18&)	Adult/Young Adult (18&)	48	29	15				1	1				
Vegetable Gardening Basics	Adult/Young Adult (18&)	Adult/Young Adult (18&)	60	37	18			2					4	
Vermicomposting at Home	Adult/Young Adult (18&)	Adult/Young Adult (18&)	23	20	1							1		
Why Can't I Grow Coconuts in Washington?	Adult/Young Adult (18&)	Adult/Young Adult (18&)	36	28	8			1					1	
Brochure Section: ICE														
1.0 Parent and Tot Ice Skating	Programs For All (All Ag)	Programs For All (All Ag)	215	78	132	24	4	4	4	13	33	17	28	14
1.1 Tot 1	Toddler/Preschool (0 - 6)	Toddler/Preschool (0 - 6)	202	104	91	27	6	5	12	12	23	26	20	18
1.2 Tot 2	Toddler/Preschool (0 - 6)	Toddler/Preschool (0 - 6)	152	75	73	17	8	3	8	8	16	20	15	10
1.3 Tot 3	Toddler/Preschool (0 - 6)	Toddler/Preschool (0 - 6)	46	24	20	4	3	1	5	5	8	5	8	3
2.1 Pre-Alpha (Level 1), Preschool	Toddler/Preschool (0 - 6)	Toddler/Preschool (0 - 6)	783	405	333	67	18	8	34	34	77	77	20	31
2.2 Pre-Alpha (Level 1), Youth	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	886	548	303	51	18	15	33	33	63	72	37	29
2.3 Pre-Alpha (Level 1), Teen/Adult	Programs For All (All Ag)	Programs For All (All Ag)	127	85	38	7	4	4	5	5	3	0	11	
3.1 Pre-Alpha Plus (Level 2), Preschool	Toddler/Preschool (0 - 6)	Toddler/Preschool (0 - 6)	493	263	206	41	22	11	24	24	50	15	34	20
3.2 Pre-Alpha Plus (Level 2), Youth	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	718	479	222	37	20	14	31	31	60	22	33	27
3.3 Pre-Alpha Plus (Level 2), Teen/Adult	Programs For All (All Ag)	Programs For All (All Ag)	69	40	26	6	3	2	4	4	1	4	10	
4.1 Alpha (Level 3), Preschool	Toddler/Preschool (0 - 6)	Toddler/Preschool (0 - 6)	153	105	45	16	10		15	15	30	3	11	9
4.2 Alpha (Level 3), Youth	Children/Youth (6 - 12 y)	Children/Youth (6 - 12 y)	386	292	85	21	13		18	18	37	0	16	13
4.3 Alpha (Level 3), All Ages	Programs For All (All Ag)	Programs For All (All Ag)	252	182	63	11	6	13	10	11	22	7	12	12
4.4 Alpha (Level 3), Teen/Adult	Programs For All (All Ag)	Programs For All (All Ag)	49	39	9	3	4	1	4	4	2	6	1	



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					7	4	16	9	6	12	6	2	6	7	7	11	3	4	2	6	7	11
5.1 Beta (Level 4), Preschool	Toddler/Preschool (0 - 6	36	24	12	7	4						6		2								4
5.2 Beta (Level 4), Youth	Children/Youth (6 - 12 y)	278	221	51	16	9					17		6									8
5.3 Beta (Level 4), All Ages	Programs For All (All Ag	153	127	23	6	4			12		6		10									8
5.4 Beta (Level 4), Teen/Adult	Programs For All (All Ag	36	30	5	3	3			2	4			4									8
6.1 Gamma (Level 5), All Ages	Programs For All (All Ag	282	235	41	20	10			9	19			14									11
6.2 Gamma (Level 5), Teen/Adult	Programs For All (All Ag	20	18	2	3	2			1	2			3									11
7.1 Delta (Level 6), All Ages	Programs For All (All Ag	176	162	11	15	8			5	15			17									9
7.2 Delta (Level 6), Teen/Adult	Programs For All (All Ag	15	15			2			1	2			1									9
8.0 Introduction to Freestyle	Programs For All (All Ag	125	114	9	7	5			3	11			7									5
8.1 Freestyle 1	Programs For All (All Ag	124	110	12	7	4			4	6			6									5
8.15 Just Scratch Spins	Programs For All (All Ag	19	17	1	2				1	1			4									5
8.2 Freestyle 2	Programs For All (All Ag	89	81	8	6	4			4	5			7									5
8.3 Freestyle 3	Programs For All (All Ag	87	78	9	5	3			4	5			7									5
8.4 Freestyle 4	Programs For All (All Ag	94	80	14	5	4			4	5			7									5
8.5 Freestyle 5	Programs For All (All Ag	37	34	3	4	3			1	3			5									5
8.55 Freestyle 5-6 Combo	Programs For All (All Ag	3	3						1													5
8.6 Freestyle 6	Programs For All (All Ag	31	29	2	3	3			2	4			5									5
8.7 Freestyle 7	Programs For All (All Ag	14	14			1			1	2			4									5
9.1 Just Axels	Programs For All (All Ag	18	18		1				2	2			5									5
9.3 Moves/Edges	Programs For All (All Ag	151	129	22	7	9			4	10			15									5



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	For All (All Ag)	Ag												
9.35 Power Stroking	Programs For All (All Ag)	Ag	6	5	1	1				1			1	1
Brochure Section: ICEH	Programs For All (All Ag)	Ag	95	8	83	8	3	2	7	17	3		17	3
1.0 Parent and Tot Hockey	Programs For All (All Ag)	Ag	137	9	128	7	6	3	8	12	6		12	
1.1 Mitey Mites Hockey 1	Programs For All (All Ag)	Ag	176	12	163	8	7	4	9	15	8		15	
1.2 Mitey Mites Hockey 2	Programs For All (All Ag)	Ag	120	11	108	6	6	5	5	7	6		7	
1.3 Mitey Mites Hockey 3	Programs For All (All Ag)	Ag	77	5	69	5	2	4	4	7	3		7	
1.4 Mitey Mites Hockey 4	Programs For All (All Ag)	Ag	28		28	4		3	4	6			6	
1.5 Mitey Mites Hockey 5	Programs For All (All Ag)	Ag	91	7	81	7	4	4	2	9			11	5
1.9 Pre-Alpha for Hockey	Programs For All (All Ag)	Ag	104	12	87	7	2	3	7	19			17	2
2.1 Hockey 1	Programs For All (All Ag)	Ag	79	12	64	5	2	2	5	6			6	6
2.2 Hockey 2	Programs For All (All Ag)	Ag	68	6	58	12	4	6	11	19			19	11
2.25 Ice Hockey Equipment, Rental	Mixed Ages (0 - 17 yrs)		79	9	67	4	2	4	5	8			8	7
2.3 Hockey 3	Programs For All (All Ag)	Ag	17	3	14	1	2		1	1			1	
2.4 Hockey: Teen/Adult	Programs For All (All Ag)	Ag	49	5	43	2	2	2	3	3			3	6
5.1 Power Skating for Hockey	Programs For All (All Ag)	Ag	3		3				1					
5.2 Introduction to Goaltending	Programs For All (All Ag)	Ag	9	9	9	2								
5.3 Passing & Shooting, Beginner	Programs For All (All Ag)	Ag	4	0	4			1		1			1	
5.3a Passing & Shooting, Intermediate	Programs For All (All Ag)	Ag	24	1	23	2	2	1	1	2			2	
5.4a Scrimmage 1	Programs For All (All Ag)	Ag	16	2	13	1							1	
9.9 Mites on Ice	Toddler/Preschool (0 - 6		16	2	13	1							1	



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	Adult/Young Adult (18&)	Adult/Young Adult (18&)												
Brochure Section: LD														
A Garden Odyssey	Adult/Young Adult (18&)	120	107	11		1				1				
A New Vegetable Garden Aesthetic	Adult/Young Adult (18&)	47	43	4			1							
Conservation Landscaping Techniques	Adult/Young Adult (18&)	56	45	10		2								
Design Extraordinary Mixed Plantings	Adult/Young Adult (18&)	18	15	3			1							
Everyday Ediscapes Series	Adult/Young Adult (18&)	39	35	2		3								
Green Matters Happy Hour	Adult/Young Adult (18&)	6	4	2		1								
Green Matters: Urban Farming Pioneers	Adult/Young Adult (18&)	136	98	35		2								
Landscape for Life	Adult/Young Adult (18&)	19	18	1			1							
My Weedless Garden	Adult/Young Adult (18&)	46	37	8		1								
On The High Line, featuring Rick Darke	Adult/Young Adult (18&)	68	57	10		1								
Rain Garden Workshop	Adult/Young Adult (18&)	80	62	16		2								
What the Cluck? Gardening with Chickens	Adult/Young Adult (18&)	74	64	9		1								
Brochure Section: LIFE														
All Yum Alliums	Adult/Young Adult (18&)	21	21			1								
Artful Artichokes	Adult/Young Adult (18&)	31	28	2		1								
Asparagus Inspirations	Adult/Young Adult (18&)	27	27			1								
Ayurveda: in Tune with Nature	Adult/Young Adult (18&)	8	8						1					
Berry Blast	Adult/Young Adult (18&)	35	35			1								
Celery and Cousins	Adult/Young Adult (18&)	24	24			1								



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Fig Fiesta	Adult/Young Adult (18&)	23	22	1					1				
Greening of Spring	Adult/Young Adult (18&)	27	27			1							
Lecture: Ayurvedic Cooking for Healing	Adult/Young Adult (18&)	54	50	2					1				
Mushroom Madness	Adult/Young Adult (18&)	34	32	2					1				
Network for Life: Sticking Together the Natural World	Adult/Young Adult (18&)	94	83	8				1					
Not-so-Traditional Holiday Entertaining	Adult/Young Adult (18&)	101	90	8		1							
Peas and Their Peeps	Adult/Young Adult (18&)	23	23					1					
Pumpkin Party	Adult/Young Adult (18&)	38	36	0				1					
Squash, Sweet & Mellow	Adult/Young Adult (18&)	20	20	0				1					
Summer's Trifecta	Adult/Young Adult (18&)	25	24	0				1					
The Ayurvedic Fall Cleanse and Detox	Adult/Young Adult (18&)	11	10	1					1				
Very Very Vegetarian	Adult/Young Adult (18&)	32	30	1				1					
Brochure Section: OTEN													
1.1 USTA 10 and Under Outdoor Tennis	Children/Youth (6 - 12 y)	117	64	48		11		11	2				
1.4 Beginner Outdoor Tennis, Adult	Adult/Young Adult (18&)	7	7			2							
9.1 Cardio Outdoor Tennis	Adult/Young Adult (18&)	49	28	21		4		3	4				
Outdoor Tennis: Beginner, Teens & Adults	Teen/Preteen (12 - 17 y)	16	13	3		1		3					
Outdoor Tennis: First Intermediate	Programs For All (All Ag)	22	14	8		2		3	1				
Outdoor Tennis: Intermediate, Adult	Adult/Young Adult (18&)	15	8	7		2		2	1				
Outdoor Tennis: Teen Matchplay	Teen/Preteen (12 - 17 y)	2	2			1							



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Brochure Section: SB Olney Skatepark League	0	14			1						
SK8 Fest	15	1		1							
Skateboarding for Beginners	12	2		2							
Brochure Section: SBA Botanical Art Intensive 206	7	6		1							
Botanical Illumination I (Elective)	5	5			1						
Botanicals on Veiny Vellum	16	16		1							
Botany for Botanical Art 207	8	7		2							
Dimensional Study 204	12	10		2							
Drawing 309	8	8					1				
Introduction to Colored Pencil: Small fruit	9	9		1							
Nature Journal - Spring Ephemerals (Elective)	8	7		1							
Observational Studies & Composition 308	5	5									1
Paint a Page of Flowers	9	8		1							
Painting 205	11	9		1							
Painting 310	4	4		1							
Painting Studio - Advanced Level	4	4									
Painting Studio: Beginner-Intermediate Level	4	3		1							
Pen & Ink I (Elective)	5	5									1



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	Adult/Young Adult (18&)	Adult/Young Adult (18&)												
School of Botanical Art Annual Certificate Fee	Adult/Young Adult (18&)	Adult/Young Adult (18&)	14	12	2			1						
School of Botanical Art Information Day	Adult/Young Adult (18&)	Adult/Young Adult (18&)	0					1						
Start Drawing & Painting	Adult/Young Adult (18&)	Adult/Young Adult (18&)	15	12	2		2							
Succulents in Colored Pencil	Adult/Young Adult (18&)	Adult/Young Adult (18&)	11	11			1							
Brochure Section: SCOU	Teen/Preteen (12-17 y)	Teen/Preteen (12-17 y)	25	0	24		2	1						
Boy Scout Geology Merit Badge: Wild Cave Excursion	Teen/Preteen (12-17 y)	Teen/Preteen (12-17 y)	16	0	16		2							
Boy Scout Merit Badge: Environmental Science	Teen/Preteen (12-17 y)	Teen/Preteen (12-17 y)	20	0	19		2							
Boy Scout Merit Badge: Chemistry	Children/Youth (6-12 y)	Children/Youth (6-12 y)	9	4				1						
Brownies Senses Badge	Children/Youth (6-12 y)	Children/Youth (6-12 y)	15				1							
Girl Scout Brownies: Bugs Badge	Children/Youth (6-12 y)	Children/Youth (6-12 y)	14				1							
Girl Scout Brownies: Hiker Badge	Children/Youth (6-12 y)	Children/Youth (6-12 y)	5				1							
Girl Scout Juniors: Geocacher Badge	Children/Youth (6-12 y)	Children/Youth (6-12 y)	34	1	32		1							
Webelo Scientist Activity Badge	Children/Youth (6-12 y)	Children/Youth (6-12 y)	13					1						
Webelos: Geologist Activity Pin	Programs For All (All Ag)	Programs For All (All Ag)	143	83	60			1						
Brochure Section: SEVENTS Apple Festival & Campfire	Programs For All (All Ag)	Programs For All (All Ag)	66	38	28		5							
Bluebirds Forever Festival at Black Hill	Programs For All (All Ag)	Programs For All (All Ag)	3605	41	1571			168						
Cabin John Halloween Pre-Sale Train Tickets	Programs For All (All Ag)	Programs For All (All Ag)	57	41	15			1						
Fall Apple Festival	Programs For All (All Ag)	Programs For All (All Ag)	24	15	7		1							
Forest Friends Festival!	Programs For All (All Ag)	Programs For All (All Ag)	24	15	7		1							



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	Programs For All (All Ag)	Mixed Ages (0 - 17 yrs)												
Fruit Flies Festival	52	99	52	29	23			1		1				
Kids Fishing Day			82	32	67	1	1			2			2	
Nocturnal Neighbors Festival	110	91	110	82	26		1				1			1
Park Play Day	369	177	369	178	177	5	7		5	17				
St. Patrick's Day Green and Growing Scavenger Hunt	155	82	155	82	64		6			4				
Wheaton Halloween Train Pre-Sale Tickets	###	565	###	1364	565			91				84	33	16
Brochure Section: SPEV Brides on the Bus	32	25	32	25	7	2				2				
Brides Tour	0	0	0	0	0	1				1				
Designing an Unforgettable Wedding	3	3	3	3	0	1								
Halloween Extravaganza!	90	51	90	51	39			2						
Here Come the Guests!	4	4	4	4	0	1								
Kayak Tour of Lake Needwood	20	13	20	13	7		2			1				
Meadowside Nature Center's 40th Anniversary Celebration	15	10	15	10	5		1						2	
MINCPPC Living Wild	8	8	8	8	0	1								
Park Play Day - Extended Care	16	13	16	13	1		5					3		
Plan A.... and Plan B	4	4	4	4	0		1							
Press Your Own Apple Cider!	4	3	4	3	1			3						
Wedding Invitations & Printing	4	4	4	4	0									1
We're Engaged! Now What?	2	2	2	2	0	2								



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	Adult/Young Adult (18&)	Adult/Young Adult (18&)												
Brochure Section: TE														
Autumn Kayaking on the Patuxent	Adult/Young Adult (18&)	8	5	3				1						
Bombay Hook Wildlife Refuge Van Trip	Adult/Young Adult (18&)	11	8	3				1						
Boys Back in Time	Adult/Young Adult (18&)	6	4	2		1								
Champion Tree Tour	Adult/Young Adult (18&)	33	23	10				1						
Champion Trees Tour and Hike	Adult/Young Adult (18&)	14	9	5		1								
Eagle Watching at Conowingo Dam	Programs For All (All Ag)	4	2	2		1								
Fall Photography Van Trip	Adult/Young Adult (18&)	7	7					1						
Hike to the Ancient Trees!	Programs For All (All Ag)	8	6	2				1						
Kayak Trip to Wye Island	Adult/Young Adult (18&)	5	4	1				1						
Light! at Longwood Gardens	Adult/Young Adult (18&)	27	26	1			1							
Philadelphia Flower Show	Adult/Young Adult (18&)	105	91	13		3								
Plants of the Piedmont	Adult/Young Adult (18&)	37	32	3		1								
Potomac River Heritage Kayak Trip	Adult/Young Adult (18&)	24	19	5		1		2	1					
Private Gardens of Montgomery County	Adult/Young Adult (18&)	483	419	55				3						
Sugarloaf Mountain and Vineyard Tour	Adult/Young Adult (18&)	5	4	1				1						
Brochure Section: TEN														
1.1 USTA 10 and Under Tennis	Mixed Ages (0 - 17 yrs)	###	543	528		61	54	11	62	80	73	35	70	80
1.2 Parent & Child Tennis	Programs For All (All Ag)	130	64	62		11	11	3	10	8	18	9	18	11
1.3 Parent & Pre-Teen Tennis	Programs For All (All Ag)	59	20	38		7	6		3		12	3	5	8



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Activity	Audience	Total	Female		Male		Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
			Female	Male	Female	Male									
2.1 Beginner Tennis, USTA	Mixed Ages (0 - 17 yrs)	126	72	49	6	9	1	8	3	10	11	5	7		
2.2 Beginner Tennis, Teen	Teen/Preteen (12 - 17 y)	43	19	19	3	2	2	2	1	0	3	2	4		
2.3 Beginner Tennis, Adult	Adult/Young Adult (18&)	233	175	55	14	16	1	15	16	9	21	14	13		
2.4 Beginner Tennis, Senior	Adult/Young Adult (18&)	3	3	1	1	1	1	1	1	1	1	1	1		
3.1 Intermediate Tennis, Youth	Children/Youth (6 - 12 y)	88	28	40	9	9	3	8	1	7	4	3	6		
3.2 Intermediate Tennis, Pre-Teen	Teen/Preteen (12 - 17 y)	118	46	67	12	12	8	8	1	12	7	7	7		
3.3 Intermediate Tennis, Teen	Teen/Preteen (12 - 17 y)	109	41	67	12	12	7	7	15	10	9	8	5		
3.4 Intermediate Tennis, Adult	Adult/Young Adult (18&)	179	128	50	22	22	11	11	3	5	11	7	4		
3.5 Intermediate Tennis, Senior	Adult/Young Adult (18&)	20	15	2	2	2	2	2	3	1	1	1	1		
4.1 First Intermediate Tennis, Youth	Children/Youth (6 - 12 y)	196	67	125	5	17	1	12	1	17	17	12	7		
4.2 First Intermediate Tennis, Pre-Teen	Children/Youth (6 - 12 y)	147	58	82	4	14	6	6	2	8	10	9	7		
4.3 First Intermediate Tennis, Teen	Teen/Preteen (12 - 17 y)	63	27	35	3	5	4	4	2	5	6	4	3		
4.4 First Intermediate Tennis, Adult	Adult/Young Adult (18&)	166	130	35	4	19	3	7	17	6	10	10	4		
5.1 Second Intermediate Tennis, Pre-Teen	Teen/Preteen (12 - 17 y)	134	46	83	5	10	2	7	2	9	13	13	7		
5.2 Second Intermediate Tennis, Teen	Teen/Preteen (12 - 17 y)	91	27	63	3	10	1	4	2	3	10	3	3		
5.3 Second Intermediate Tennis, Adult	Adult/Young Adult (18&)	126	75	51	4	11	3	9	6	11	10	11	6		
6.1 Advanced Tennis, Youth	Children/Youth (6 - 12 y)	25	8	14	2	2	1	1	1	2	5	5	2		
6.2 Advanced Tennis, Pre-Teen	Teen/Preteen (12 - 17 y)	54	13	40	3	2	4	4	1	5	3	8	3		
6.3 Advanced Tennis, Teen	Children/Youth (6 - 12 y)	111	33	74	8	6	5	5	10	8	12	7	3		
6.4 Advanced Tennis, Adult	Adult/Young Adult (18&)	198	88	110	17	12	10	10	10	4	20	6	2		



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Activity	Audience	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
7.2 Men's Level 4.0&UP Drill Play Tennis Clinic	Adult/Young Adult (18&)	13	1	12	1			2					
9.1 Kids Cardio Tennis	Children/Youth (6 - 12 y)	2		2			1						
9.2 Cardio Tennis	Adult/Young Adult (18&)	313	221	90	23	15	2	18	17	30	11	18	15
9.3 Matchplay Tennis	Adult/Young Adult (18&)	160	62	97	17	13		13					
9.4 Tennis Round Robin Doubles	Adult/Young Adult (18&)	369	92	272	25	5	4	4	10		10	25	
9.5 Stroke of the Day	Adult/Young Adult (18&)	2		2			1						
PBA Custom Classes	Programs For All (All Ag)	4	3	1	1								
Tennis Clinic: Beginner/Beginner Plus	Children/Youth (6 - 12 y)	56	26	30			8						
Tennis Clinic: Intermediate/Advanced	Children/Youth (6 - 12 y)	43	18	25			8						
Tennis: Teen Cardio	Teen/Preteen (12 - 17 y)	4	1	2	1								
Tennis: Tennis Play Days	Mixed Ages (0 - 17 yrs)	119	49	70		17		11				28	
Winter Doubles Tournament	Adult/Young Adult (18&)	15	6	9	1								
Brochure Section: VA Butterfly & Garden Photography Workshop	Adult/Young Adult (18&)	15	11	3			1						
Close-ups in the Garden	Adult/Young Adult (18&)	5	3	2			1						
Focus on Butterflies!	Adult/Young Adult (18&)	90	33	47	2		6	1				5	4
Think it Build it Willow Furniture Workshop with Blim Willow	Adult/Young Adult (18&)	7	5	2			1						
Brochure Section: VTT Nature Basics for Hosts, Hostesses and Naturalist Aides	Programs For All (All Ag)	6	4	2			1						
Volunteer Naturalist Trainings	Adult/Young Adult (18&)	8	5	1	2		1					2	



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Summary Page by Age Group with TOTALS

	Total	Female	Male	Winter	Spring	Summer	Fall	Morning	Afternoon	Evening	Saturday	Sunday
Adult/Young Adult (18&up)	5,849	4,345	1,403	107	179	68	158	265	115	196	147	66
Children/Youth (6 - 12 yrs)	6,665	3,955	2,170	146	147	192	155	226	291	141	157	94
Mixed Ages (0 - 17 yrs)	3,129	1,519	1,509	57	140	147	143	307	156	58	202	151
Programs For All (All Ages)	18,681	9,078	5,055	251	210	214	525	378	340	503	496	189
Teen/Preteen (12 - 17 yrs)	760	262	470	24	33	25	39	23	55	62	43	13
Toddler/Preschool (0 - 6yrs)	3,732	1,885	1,645	208	126	68	151	224	297	44	135	126
TOTALS	38,816	21,044	12,252	793	835	714	1,171	1,423	1,254	1,004	1,180	639

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GLOSSARY OF ACRONYMS



PRINCE GEORGE'S DEPARTMENT OF PARKS AND RECREATION

Glossary of Acronyms

ACHD	Arts and Cultural Heritage Division
ADA	Americans with Disabilities Act
AOPs	Area Operations
ARC	For People with Intellectual and Developmental Disabilities
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CAQ	Certificate of Added Qualification
CDC	Center for Disease Control
CIP	Capital Improvement Plan
Commission	Maryland-National Capital Park and Planning Commission (PG & Montgomery Counties)
County	Prince George's and Montgomery Counties
CRPP	Comprehensive Recreation Program Plan
CUPF	Community Use of Public Facilities
Department	Prince George's County Department of Parks and Recreation
ECO	Engaged Community Offshoots
FAB	Feature Advantages and Benefits
FOP	Fraternal Order of Police
Formula 2040	Functional Master Plan for Parks, Recreation and Open Space
FRC	Federation of Recreation Councils
H&W	Health and Wellness
HOA	Home Owners Association
HR	Human Resources
ICAA	International Council on Active Aging
LOS	Level of Service



M&D	Maintenance and Development
MAEOE	Maryland Association for Environmental and Outdoor Education
MC	Montgomery County
M-NCPPC	Maryland-National Capital Park and Planning Commission
NACO	National Association of Counties
NHRD	Natural and Historical Resources Division
NRPA	National Recreation and Park Association
NSGA	National Sporting Goods Association
OST	Out of School Time
PAMD	Public Affairs and Marketing
PP&D	Park, Planning and Development
PRAB	Parks and Recreation Advisory Board
PROS	Parks, Recreation and Open Space
PTT	Programming Think Tank
R&E	Research and Evaluation
SHWD	Sports, Health and Wellness Division
SMARTlink	An automated cash collection, program and facilities registration application
SPD	Special Programs Division
YPQA	Youth Program Quality Assessment



MONTGOMERY COUNTY DEPARTMENT OF PARKS

Glossary of Acronyms

AAU	Amateur Athletic Union
ADA	American with Disabilities Act
AP	Associated Press
BHVC	Black Hill Visitor Center
BMP	Best Management Practices
BNC	Brookside Nature Center
BSA	Boy Scouts of America
CIP	Capital Improvement Plan
Commission	Maryland-National Capital Park and Planning Commission
CRA	Cost Recovery Analysis
CUPF	Community-Use of Public Facilities
CW	Community-Wide
CYO	Catholic Youth Organization
Department	Montgomery County Department of Parks
E	Enterprise Division
EAM	Enterprise Asset Management
EB	Existing Buildings
ERP	Enterprise Resource Planning
FM	Facilities Management Division
GSA	General Services Administration
HAWD	How Are We Doing Surveys
HFEE	Horticultural, Forestry and Environmental Education Division
HOA	Home Owner's Association



IEEIA	Investigating and Evaluating Environmental Issues and Actions
IMLS	Institute of Museum and Library Services
IT	Information Technology
JAPRA	Joint Alliance Parks and Recreation Agency
LEED	Leadership in Energy and Environmental Design
LGNC	Locus Grove Nature Center
LOS	Level of Service
LRIP	Long Range Interpretive Plan
MAEOE	Maryland Association for Environmental and Outdoor Education
MCPS	Montgomery County Public Schools
MCRA	Montgomery County Revenue Authority
MCRD	Montgomery County Recreation Department
MNC	Meadowside Nature Center
M-NCPPC	Maryland-National Capital Park and Planning Commission
MS	Management Services Division
NP	Northern Parks Division
PACP	Public Affairs and Community Partnerships Division
PD	Planning Department
PDD	Park Development Division
PG	Prince George's
PPS	Park, Planning and Stewardship Division
ROI	Return of Investments
SmartParks	An automated cash collection, program and facilities registration application
SP	Southern Parks Division
TR	Therapeutic Recreation



USFS	United States Figure Skating
USG	United States Gymnastics
URR	Underground Railroad