SPECIAL MEETING
OF THE SAN MARINO RECREATION COMMISSION
TUESDAY, FEBRUARY 18, 2020 AT 7:00 P.M.
CROWELL PUBLIC LIBRARY (THORNTON CONFERENCE ROOM)
1890 HUNTINGTON DRIVE
SAN MARINO, CA 91108

The City of San Marino appreciates your attendance. Citizens’ interest provides the Recreation Commission with valuable information regarding issues of the community.

Regular meetings are held the 4th Monday of August, October, January, March, April and May.

In compliance with the American Disabilities Act, any person with a disability who requires a modification or accommodation in order to participate in a meeting should contact the City Clerk’s Office at (626) 300-0705 at least 48 hours prior to the meeting.

CALL TO ORDER
PLEDGE OF ALLEGIANCE

ROLL CALL: Chairperson Raymond Woo, Vice Chairperson Hal Suetsugu, Commissioner Melissa Boozell, Commissioner Chun-Yen Chen, Commissioner Louise Cook, Commissioner Stephanie Perry, and Commissioner Timothy Yoo

POSTING OF AGENDA

The special meeting agenda is posted 24 hours prior to each special meeting at the following locations: City Hall, 2200 Huntington Drive, the Crowell Public Library, 1890 Huntington Drive, and the Recreation Department, 1560 Pasqualito Drive. The special meeting agenda is also posted on the City’s Website: http://www.cityofsanmarino.org.
PUBLIC COMMENTS

Section 54954.3 of the Brown Act provides an opportunity for members of the public to address the Recreation Commission on any item of interest to the public that is within the subject matter jurisdiction of the Recreation Commission.

NEW BUSINESS

1. Recreation Re-Envisioning Plan

WRITTEN COMMUNICATIONS OR PUBLIC WRITINGS DISTRIBUTED

All public writings distributed by the City of San Marino to at least a majority of the Recreation Commission regarding any item on this agenda will be made available at the Recreation Department, located at 1560 Pasqualito Drive, San Marino, CA, 91108.

PUBLIC COMMENTS

ADJOURNMENT

The San Marino Recreation Commission will adjourn to a regular meeting to be held on Monday, March 23, 2020, 7:00 pm at the Crowell Library (Thornton Conference Room).

Dated: February 13, 2020
Posted: February 14, 2020

ROBERT ZUBIATE
MANAGEMENT ANALYST
BACKGROUND

At the June 13, 2018 City Council meeting, discussion was held regarding the future of recreational programming in the City of San Marino. The meeting resulted in direction to establish the Blue Ribbon Committee (BRC) that was tasked in helping to create a series of recommendations to re-envision Recreation. The BRC created a report that outlined these recommendations, but also worked with the Recreation Commission to identify additional actions that may aid in the re-envisioning process.

The BRC and the Recreation Commission advised for the distribution of a statistically-valid survey to San Marino residents to capture additional data for the re-envisioning. In 2019, the City Manager signed an agreement with GreenPlay, LLC to develop and execute a Recreation Needs Assessment survey to assist in gaining information to develop a recommendation on the future of recreation programming.

GreenPlay distributed surveys throughout the month of October 2019. After the closure of the surveys, GreenPlay tabulated the responses and conducted community presentations during the month of January 2020. A final recommendation report based on the survey results is expected to be delivered by April 2020.

DISCUSSION

Staff reviewed the recommendations within the Blue Ribbon Committee report and the responses from the GreenPlay survey. In addition, staff held several initial meetings with stakeholders, including members of the Recreation Commission, BRC, and the San Marino community. Presently, staff is working on creating a concrete proposal for the future of recreational services and programming within the City of San Marino. We bring this discussion to the Recreation Commission to further address the areas of:
• Current Programming and Activities
• New Programming and Activities
• FY 19-20 and FY 20-21 Budgets

ATTACHMENTS

1. Findings Comparison Chart
2. Blue Ribbon Committee Report
3. GreenPlay Recreation Needs Assessment Presentation
## COMMUNITY SERVICES: BRC REPORT vs GREENPLAY RESULTS

<table>
<thead>
<tr>
<th>BLUE RIBBON COMMITTEE</th>
<th>BOTH Operations and Administration</th>
<th>GREENPLAY</th>
</tr>
</thead>
</table>
| • Identify Recreation manager to report directly to the City Manager and to create long-range/strategic plan  
  o Establishment of Community Services Director  
• Empower Recreation Commission to provide direction to the Recreation Division  
• Create 5-year comprehensive strategic plan in conjunction with SMUSD and Library, to include marketing plan  
• Better define roles of staff  
• Better financial transparency  
• Better tracking of customer participation  
  o Requires upgrades to the software used to track customer participation | • Continue to improve upon marketing and outreach to the community  
• Create and promote a sense of community | • Excellent customer service and quality of services are provided by Recreation  
• Connect Neighbors to Neighbors  
• Provide additional recreational opportunities for the community  
• Communicate and educate the need for recreation and the benefits to the community |
| **Programming** |  |  |
| • Create programming based on Pyramid of Priorities  
• Improve Before and After School programs  
• Establish performance measures and consistent processes to determine which contract classes remain | • Coordinate with and more fully utilize the Library  
• More focus on programming that benefit the community, as opposed to the individual  
• Re-evaluate Before/After school and preschool programming  
• Improved youth programming | • Create fitness/wellness programs  
• Create cultural/heritage programs  
• Improve adult/senior programming |
| **Finances and Budget** |  |  |
| • Only 1% of City’s tax revenue should be allocated to Recreation, approximately $247,905 in FY 19-20  
• Produce Profit and Loss sheet  
• Re-evaluate refund policy | • Increase non-resident fees  
• Re-evaluate financial transparency | • Increase General Fund allocation to Recreation, potential for naming rights and sponsorships  
• Use Capital Improvement funds for facility projects |
| **Facilities** |  |  |
| • Address the needs of Stoneman School |  | • Athletic courts/fields and park lighting  
• Improvements to park amenities/shading  
• Trails and pathways  
• Address the needs of San Marino Center |
Blue-Ribbon Committee Report to the San Marino City Council
Recommendations for the San Marino Recreation Department
October, 2018

BACKGROUND:
Earlier this year the Recreation Department and Recreation Commission were asked by the City Council to ‘re-envision’ the Department and come up with recommendations on how the department could better serve the residents of San Marino while not increasing the City’s current financial support of the Recreation Department, RD. There was a public hearing at a Recreation Commission meeting and the issue was also discussed at a City Council meeting with public comment. For various reasons, the current RD leadership, Recreation Commission and City Staff did not envision a different path for the RD. The Commission and Department did not offer recommendations or a plan, so the Council appointed a Blue-Ribbon Committee, BRC, to “do a deep dive into the Recreation Department, looking toward revising revenues, cutting expenses, and advertising to the community, and set a goal post of how much the City should spend out of its tax revenues, and return to the City Council with recommendations.” (City Council Meeting Minutes, June 13, 2018)

The members of the Blue-Ribbon Committee are:

Steve Talt, Mayor        John Chou        Jennifer Kurumada Chuang
Anna Marie Grizzel      Liz Hollingsworth  Brady Onishi
Ken Ude, Councilman

POSITION OF THE BLUE-RIBBON COMMITTEE:
The Blue-Ribbon Committee is unanimous in its opinion that the Recreation Department has an important role in making San Marino a special community for families, from early childhood through retirement. One of the primary reasons people live in San Marino is the desire to raise their children in an environment that is conducive to their healthy development and to position them for future success. They move here because of the schools, and they stay because of the community. The vital role that the RD can play in creating a sense of ‘community’ has been undervalued and underexplored - preschool, before/after school programs, adult and senior programs have tremendous potential, provided that they are successfully promoted and executed. The Recreation Department is a diamond-in-the-rough, and we should recognize its true value by doing what it takes to make it shine.

The process for the BRC has been challenging because the Committee has not been able to obtain key operational data that would bring clarity to creating better policies and practices. However, the Committee’s research shows that the Recreation Department can, and must, operate in a more efficient and fiscally responsible manner.
KEY ISSUES
The BRC identified the following key issues that must be addressed in order for RD operations to be more efficient and fiscally responsible.

- **Leadership**: The RD is a small division of the City. Its annual operating budget is approximately $2 million, and effectively functions as a small business within the City. The current RD leadership, Recreation Commission and City Staff had not been tasked, nor empowered, with taking the leadership roles necessary to run a small business. The RD does not appear to have been data-driven in managing the RD and it is unclear to what extent there was any ongoing critical review of the results of prior programming in making decisions about future operations.

- **Finding the Balance Between the Total Cost of Operations and the Direct Benefits to the Community**: The overall cost of operating the RD versus the benefit to a majority of San Marino residents appears to be out of balance.

- **Overly Focused on Cost Recovery**: The financial focus has been on ‘cost recovery’, which does not consider the total financial impact of the RD. The total obligation of the City to the RD has experienced significant ‘budget creep’ over the years because of a flawed financial paradigm.

- **Unknown Course Profitability**: Financial information by course was not readily available and it did not allocate administrative costs to the individual programs.

- **Unknown Participation Statistics and Weak Data Collection Standards**: Participants were not tracked in a consistent and meaningful way to make programming decisions.

- **Lack of a Long-Range Plan**: The RD does not have a visionary plan to build on its potential, nor a consistent framework for evaluating past performance.

THE IMPORTANCE OF RETAINING FLEXIBILITY
The BRC feels that it is important to retain flexibility in this re-envisioning process. Even though you will see recommendations and financial guidelines in this report, the BRC acknowledges that not all recommendations may be implemented and that the ongoing evaluation of change is necessary to determine subsequent action.

HIGH-LEVEL RECOMMENDATIONS:
The Blue-Ribbon Committee grouped its recommendations into the following broad categories:

1. **Leadership** - Refine Leadership for the Recreation Department
2. **Operations** - Create Strategic and Operating Plans
3. **Programming** - Focus Programming on the Pyramid of Priorities
4. **Finances** - Follow a New Financial Framework
5. **Facilities** - Address the Facility Needs of Stoneman School
RECOMMENDATIONS:

I. LEADERSHIP - Refine Leadership for the Recreation Department
   
A. Management and Staff
   HIGH PRIORITY
   
   The Recreation Department staff, under the leadership of the City Manager, should develop ideas and create and execute plans to improve the role the RD plays in the community. It is recommended that the City create a structure that gives the Department strong leadership.

   SPECIFICALLY, the leader of the RD:
   1. Reports directly to the City Manager.
   2. Is responsible for creating programs given the recommendations, below.
   3. Is responsible for driving the process to create a strategic plan and an operating plan. These plans need to include sales, marketing and financial elements.
   4. Is responsible for delivering the plan.
   5. Has the organizational, leadership, marketing, and financial skills to effectively lead the RD.

B. Empower the Recreation Commission
   
   HIGH PRIORITY
   
   The Recreation Commission should be re-established and empowered to provide direction to the RD:

   SPECIFICALLY, the Commission should:
   1. Be trained on the role of the Commission as provided in City Ordinances.
   2. Provide input to, and approve, the Recreation Department’s long-term strategic and annual operating plans; see recommendations below.
   3. Provide financial and programming oversight.
   4. Make recommendations to the City Council regarding the role and future programming of the RD.
   5. To accomplish the above, the BRC recommends that the RD Commission meet monthly for the first year to establish positive momentum and then meet at least bi-monthly or quarterly thereafter.

II. OPERATIONS - Create Strategic and Operating Plans
   
A. Planning
   HIGH PRIORITY
   
   The Recreation Department must define and publish its Mission, Vision and Values statements. It needs a financial and operating plan that meets the needs of our community.
SPECIFIC RECOMMENDATIONS:
1. Create a 5-year strategic plan including a current-year annual operating plan.
2. Use a facilitator to create the plan, with the RD and the RC.
3. Invite the SMUSD and the Library to be a part of the planning sessions.
4. Invite members of the BRC to be a part of the process.

B. Operations
HIGH PRIORITY
By nature, a smaller organization requires employees to function in multiple capacities. A more practical and clearly defined organizational structure can mitigate operational inefficiencies created by complex staffing schedules. Detailed job descriptions, with data-driven accountability metrics will create clarity in defining priorities, tasks, and duties for all members of the department.

SPECIFIC RECOMMENDATIONS:
1. Create an Organization Chart for the RD that includes job descriptions and associated programs.
2. Create an operating and financial ‘dashboard’ to give visibility and transparency to the performance of the RD.
3. Explore the possibility of partnering with the Library, SMUSD and surrounding cities.

C. Marketing
MEDIUM PRIORITY
The primary, and nearly sole, marketing effort made by the RD to advertise its programs and offerings has been the quarterly Recreation & Library Guide. Expanding services and enrollment will require a more thoughtful and directed approach to marketing.

SPECIFIC RECOMMENDATIONS:
1. Create a marketing plan as part of the comprehensive Strategic Plan.
2. Address goals for all audiences in the marketing plan (young families, students/youth, teens, adults, seniors, City and SMUSD employees, non-residents)
3. Utilize connections with other city and school groups, such as City Club, Rotary, Chinese Club, and individual school PTAs to advertise programs, events, and RD offerings.

III. PROGRAMMING
A. Focus Programming on the Pyramid of Priorities:
HIGH PRIORITY
Future programming should have the following priorities and should be done within the framework of the financial considerations, in Section IV.
SPECIFIC RECOMMENDATIONS:
1. 1st priority for programs should focus on those that build “Community for the Community”, such as the 4th of July celebration, All City Track Meet and Memorial Day.
2. 2nd priority should be programs that build a sense of “Community for the Individual”, such as bridge, summer camp, free swim, senior trips, before/after school programs including enrichment opportunities for youth.
3. 3rd priority is for programs for the “Individual” with a benefit for the “individual”, such as yoga, aquatics and art.
4. Encourage non-residents to participate in our programs and increase their fees.
5. Continue to give San Marino residents priority to register for programs and increase their fees.

B. Before and After School Program
HIGH PRIORITY
Child care before and after school hours is important to support parents in San Marino. SMUSD does not offer before/after school childcare programs at this time. Before and After School Programs should be improved, better integrated with contract class offerings, and rebranded.

SPECIFIC RECOMMENDATIONS:
1. Develop a curriculum plan for Before and After School Programs
2. Create a financial plan based on competitive market offerings
3. Re-brand the program from “day care” to “child enrichment”.
4. Integrate programming with contract offerings.
5. Improve and increase marketing.

C. Preschool
HIGH PRIORITY
The BRC spent a great deal of time evaluating and discussing the Preschool Program. If the preschool is going to continue, curriculum and facilities should be upgraded. This would require a paradigm shift with consideration about the appropriateness of Stoneman and the costs associated with its potential upgrade. There was discussion within the BRC as to whether the City should be in the preschool business and determining the potential of outsourcing this activity.

Committee member Jennifer Chuang has over 12 years of experience in operating early childhood education centers, and she presented five options for the Preschool Program with more detailed cost/benefit analysis of each option. The committee considered all options in its recommendations below.
Key facts include:

- Operating as an unlicensed program creates significant operational barriers to providing the services that would most benefit the young families and community of San Marino.
- Without administrative costs, the Preschool program is currently one of the only profitable programs for the RD, and further enhancement has the potential to generate revenue that could possibly support most other programs.
- The preschool program currently has the lowest resident-participation rates of any program offered by the RD.
- The facilities at Stoneman currently have limitations that make obtaining a child care license unattainable.
- Because of issues with the facilities, decisions about the preschool will require additional time and analysis of complex considerations, such as obtaining remodeling and upgrading cost estimates, before an optimal path can be determined.

SPECIFIC RECOMMENDATIONS:

1. Obtain and evaluate estimates for renovation costs; see Section V.
2. Evaluate costs and activities needed to become a licensed preschool. The Preschool program is not currently licensed by the State. If it is to continue, it should be licensed. This would enable a full-day program to be offered, rather than the current half-day program, but this would require facility upgrades and a significant change in operations.
3. Once estimates are received at each level of investment, create a preliminary plan and budget for operating a licensed preschool program to determine viability, taking into consideration the different costs at each level of investment and analyzing the advantages and disadvantages of operating an in-house preschool versus outsourcing to a 3rd party.
4. IF the City of San Marino is to operate the preschool, create a 5-year business plan that:
   a. Understands the competitive environment and prices the SM offering appropriately, including higher fees for non-residents.
   b. Implements a high-quality, developmentally-appropriate, research-based curriculum, and make use of nationally accepted tools in bolstering quality environments and instruction to make the program more attractive to residents who expect high-quality educational environments from living in San Marino.
   c. Surveys the current customer base to determine their needs, desires and concerns.
   d. Gives priority enrollment to San Marino residents.
   e. Improves and increases marketing.
5. IF the City of San Marino is to NOT operate the preschool:
   a. Evaluate costs and activities needed to determine if the preschool could be operated by a 3rd party and who that might be.
b. Take into consideration public and non-public options.
c. Meet with the SMUSD to determine if they would be interested/willing to partner in providing the preschool.
d. Issue an RFP for potential preschool vendors
e. Identify other uses for the facilities, including renting to other community or business organizations.

D. Managing Contract Classes
MEDIUM PRIORITY

Many RD programs are run by outside instructors. The BRC feels that these programs have a valuable role, but acknowledges the challenges of contracting with outside parties.

SPECIFIC RECOMMENDATIONS:
1. Improve the management of the registration and refund process.
2. Create a consistent justification process for the addition and continuation of any course.
3. Evaluate each course, based on customer feedback and financial results, to determine if it should be offered in the future.
4. Give priority registration to San Marino residents.
5. Make sure that fees for courses are priced at market rates.
6. Increase fees for non-residents. The current pricing differential is inadequate.

E. Coordinate Programming with the Crowell Public Library
MEDIUM PRIORITY

Both the Recreation Department and the Crowell Library offer programs, particularly for senior citizens. It is recommended that the City, improve offerings and avoid overlap and competing programs. This has potential to reduce overall costs to both departments.

SPECIFIC RECOMMENDATIONS:
1. The Recreation Department and the Crowell Library should work together and coordinate their programs.
2. The City Manager should be responsible for facilitating this ongoing coordination and outcomes.

IV. FINANCES - Follow a New Financial Framework

A. Finance and Budgeting
HIGH PRIORITY

For the past ~10 years the Recreation Department has operated on a cost-recovery basis with little consideration for the total financial support from the City. The cost recovery basis is not working. Both cost recovery and total financial parameters need to be considered when setting a budget for the Department.
SPECIFIC RECOMMENDATIONS:
1. Financial Support: It is recommended that 1 percent of the City's tax base revenue and continued pass-through state funds be allocated to the Recreation Department as a starting point for base funding during the re-envisioning process. In 2018-19 this would be approximately $250,000 in addition to pass-through funds, such as transit funding.
2. Create and follow a break-even budget, taking into consideration the financial support from above as part of total revenue.
3. Fees: critically assess if the current fee structure is adequate, specifically determining the ideal differential between resident and non-resident fees.
4. Refund Policy: Create and enforce a refund policy that takes into consideration the City’s costs for administering a program. Only issue 100% refunds if the City cancels the class. If someone withdraws from the class in less than the determined number of days, charge a 20% cancellation fee.
5. Reporting: Produce program P&L’s that fully allocate Department and City administrative costs to the programs.

B. Reporting & Accountability
HIGH PRIORITY
Reporting and transparency are critical to any successful organization.

SPECIFIC RECOMMENDATIONS:
1. Produce monthly operating and financial reports that include:
   a. Monthly and YTD operating metrics
   b. Monthly and YTD financial results
   c. Program P&L’s that allocate administrative costs across each program
2. Produce quarterly operating and customer service reports that include:
   a. Enrollment, cancellation and participation data by program, age, and user classifications as listed below in Section C.
   b. The results of customer satisfaction surveys conducted after each course/program
3. Include a financial model with a break down by course and by category.

C. Tracking Customer Participation.
MEDIUM PRIORITY
The Recreation Department has not been tracking users in a meaningful manner. We recommend tracking the following data about program participants, by program:

SPECIFIC RECOMMENDATIONS:
1. San Marino residents
2. Qualified Participants (ie: City employees, those who attend SMUSD schools)
3. Non-residents
4. Participants by age: infant, youth, adult, senior
V. FACILITIES - Address the Facilities Needs – Stoneman School

HIGH PRIORITY

A long-term plan must be developed for Stoneman to help determine if, and how, the Recreation Department might fit into the long-term role of its use. During the BRC’s process, it was learned that Stoneman does not currently satisfy fire safety requirements to operate a child-care and after-school program. It is understood that the costs of the upgrade of Stoneman may impact long-term programming.

SPECIFIC RECOMMENDATIONS:

1. Obtain and evaluate estimates to assess the cost of:
   a. Minimal upgrades (fire safety, seismic retrofit).
   b. Moderate upgrades (HVAC, plumbing, some structural/outdoor).
   c. Significant upgrades (all of the above + ADA compliance) is not recommended by the committee but can be explored if Council so chooses.

2. Since not all upgrades are immediately required, look at upgrades in phases.

3. Meet with the SMUSD and the Chinese Club to see what their use of Stoneman might be.

4. Conduct a thorough study to determine what other potential users, and the potential income, might have an interest in using Stoneman, such as churches, other schools and youth organizations.
Needs Assessment Process
Key Elements of a Community Parks and Recreation Needs Assessment

Stages of Needs Assessment Process:

**Information Gathering**
- Key leadership and staff interviews
- Community engagement
  - Focus group meetings
  - Public meetings
  - Stakeholder interviews
  - Citizen survey
  - SWOT analysis
- Research
  - Community profile
  - Trends
  - Best practices

**Inventory and Analysis**
- Parks & facilities assessment
- Recreation program assessment
- Gaps analysis
- Market position and saturation
- Service provision strategies
- Operational assessment
  - Operations and maintenance
  - Marketing and customer service
- Financial assessment
  - Budget
  - Revenue
  - Traditional and alternative funding sources
- Partnerships
- Economic impact

**Needs Assessment And Comprehensive Action Plan**
- Review and adjust departmental vision, mission and goals/objectives
- Key issues triangulation
- Findings and visioning sessions
- Recommendations
- Prioritized needs
- Funding and revenue strategies

**Draft And Final Report**
- Draft report
- Final report and deliverables
- Presentation

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*GREENPLAY LLC*

The Leading Edge In Parks, Recreation, And Open Space Consulting

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DEMOGRAPHIC OVERVIEW
• The City of San Marino has a high concentration of teens from 10-19 years old, and adults 45-59 years old.

• These two age cohorts make up almost 40 percent of the population.

• There is a small percent of the community in the age range of 25-35 years old.

• This age distribution is indicative of a population of maturing families with teenagers and middle-aged parents.

• The City of San Marino is more diverse than the average United States population with a non-white population of >63% percent.

• There is a high proportion of citizens who identify as Asian (57.9%)
PUBLIC INPUT & SURVEY
Community Engagement

- Focus Groups
- Leadership Interviews
- Public Presentation
- Statistically-Valid Survey
- Open-Link Survey
Focus Group
Additional Activities

• Community Events
  • Concerts in the Park
  • Movies in the Park
  • Ethnic Festivals
  • Farmer Market
  • Family Fun Days

• Robust Preschool Program, licensed, full day, curriculum-based

• Summer program registration day/event

• Senior/Older programs - life skills, Mahjong

• Adult Social Sports
Focus Group - Key Issues and Values

- Recreation allows citizens to come together, get to know your neighbors, build community
- People move here for the schools, stay for the sense of community
- Family and community connections
- Education
- Disconnect with users and non-users – educate to the benefits
- Recognize the unique demographics of the community
- High Asian population and advanced technology skills
- High value of tradition and preserve heritage
- Resident/Non-resident dichotomy
- Power of the vocal minority
- Stoneman is hard political issue that City Council needs to address
Focus Group Priorities

- Need robust Recreation Department to build community
- Communicate and Educate the need for recreation and the benefits to the community
- Provide quality recreation of kids
- Developing new program and community events
- Fulfilling the needs of the community
- Create a community gathering space
- Evaluate programming and participation
- Facilities: new, renovated
- Create more open spaces and keep it well maintained
- Great Customer Service and Quality of Services
- Blue Ribbon Committee finding - address the priority
- Improve Marketing
- Do something with Stoneman
The purpose of this study was to gather community feedback on San Marino's facilities, amenities, programs, future planning, communication, and more.

This survey research effort and subsequent analysis were designed to assist San Marino in assessing the needs of the community for park and recreation services and facilities.
Engaging Users & Current Non-Users

- Statistically-valid survey by mail/web option
- Random mailing to San Marino residents only
- Open-link survey provided for all residents
- Ability to reach users, non-users and voters
- Customized
  Using information from public engagement to develop survey
  Specific to San Marino’s key issues
Survey Results

2,000 Mailed Surveys

203 Statistically Valid Completed Surveys

10% Response Rate

190 “Open Link” Surveys Completed
San Marino’s Lacy Park, events, programs, and facilities all received high satisfaction ratings from respondents to the survey.

The Stoneman is viewed as having historical significance to residents. Many agree with a need to improve facilities but would like to keep at least some or all of the Stoneman used/preserved.

Lacy Park and the Crowell Public Library are by far the most used and most important facilities to households in San Marino. These facilities receive the highest usage, most importance, and still meet the community needs well.
KEY FINDINGS

Trails and pathways, fitness/wellness programs, cultural/heritage programs, and adult programs are areas to improve for San Marino. These facilities and programs received higher than average importance ratings but lower than average needs met ratings.

San Marino’s communication is rated as very effective amongst most the community. There may be room to improve in specific areas, but general effectiveness was high among both random sample and open link respondents.

Farmer’s Market, youth programming, lighting, athletic courts/fields, and senior/adult programming all received high importance rankings for the future among both random sample and open link respondents.
**Random Sample Respondent Demographics**

- **32%** of respondents are under 45 years old. Responses were well-distributed across age ranges in San Marino.

- **52%** of respondents’ households earn over $250k per year.

- **55%** of respondent households have children at home.

- **10%** require ADA-accessible facilities and services in San Marino.

- **95%** are registered to vote in San Marino.
Overall Satisfaction and Events
# Overall Satisfaction

## City of San Marino Parks and Recreation 2019 | Recreation Program Survey Results

<table>
<thead>
<tr>
<th>How satisfied have you and your household been with the quality of San Marino Community Services’ recreation facilities and programs you’ve used over the past 12 months?</th>
<th>Lacy Park</th>
<th>Random</th>
<th>Open link</th>
<th>Average</th>
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<tr>
<td></td>
<td>Events you and your family have attended</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Random</td>
<td>22%</td>
<td>72%</td>
<td></td>
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<tr>
<td></td>
<td>Open link</td>
<td>8%</td>
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<td>60%</td>
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<td></td>
<td>Recreation facilities you and your family have used</td>
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<td></td>
<td></td>
</tr>
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<td>Random</td>
<td>13%</td>
<td>30%</td>
<td>52%</td>
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<tr>
<td></td>
<td>Open link</td>
<td>14%</td>
<td>31%</td>
<td>53%</td>
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<tr>
<td></td>
<td>Recreation programs you and your family have used or participated in</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>Random</td>
<td>9%</td>
<td>15%</td>
<td>40%</td>
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<tr>
<td></td>
<td>Open link</td>
<td>16%</td>
<td>31%</td>
<td>48%</td>
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Source: RRC Associates & GreenPlay
Events are quite important to many respondents in San Marino. (54%)

Open link respondents placed more importance on events than random sample respondents. (68%)
FAMILIARITY WITH PARKS AND RECREATION

- Approximately 62% of random sample respondents are familiar to very familiar with what is offered by the City of San Marino.
- Open link respondents are even more familiar with what is offered in San Marino.
- Thus, the City has done a good job ensuring the community is aware of what they provide.
### Usage of Parks and Recreation Facilities

- Lacy Park (91%) and the Crowell Public Library (85%) are by far the most used facilities and/or programs by random sample respondents in San Marino.
- Open link respondents are more likely to use youth programs and the Stoneman, given their higher proportion of families.

#### City of San Marino Parks and Recreation 2019 | Recreation Program Survey Results

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>Random</th>
<th>Open link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lacy Park</td>
<td>90%</td>
<td>91%</td>
<td>89%</td>
</tr>
<tr>
<td>Crowell Public Library</td>
<td>84%</td>
<td>85%</td>
<td>84%</td>
</tr>
<tr>
<td>Stoneman</td>
<td>35%</td>
<td>23%</td>
<td>47%</td>
</tr>
<tr>
<td>Youth programs</td>
<td>29%</td>
<td>20%</td>
<td>38%</td>
</tr>
<tr>
<td>Picnic areas</td>
<td>24%</td>
<td>21%</td>
<td>20%</td>
</tr>
<tr>
<td>The Old Mill</td>
<td>19%</td>
<td>21%</td>
<td>18%</td>
</tr>
<tr>
<td>San Marino Center</td>
<td>18%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Adult programs</td>
<td>17%</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Aquatics/Swim lessons</td>
<td>17%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Infant/toddler programs</td>
<td>16%</td>
<td>13%</td>
<td>19%</td>
</tr>
<tr>
<td>Pre-school programs</td>
<td>16%</td>
<td>12%</td>
<td>20%</td>
</tr>
<tr>
<td>Event and meeting space</td>
<td>14%</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>Senior programs</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Thurner House</td>
<td>9%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Teen programs</td>
<td>4%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Centennial Field</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>None of the above</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: RRC Associates & GreenPlay

**Which San Marino recreation facilities/amenities are used by you and your household? (CHECK ALL THAT APPLY)**
## Increase Use of Programs

### City of San Marino Parks and Recreation 2019 | Recreation Program Survey Results

<table>
<thead>
<tr>
<th>What are the most important areas that, if addressed, would increase your use of programs in San Marino? (CHECK ALL THAT APPLY)</th>
<th>Overall</th>
<th>Random</th>
<th>Open link</th>
</tr>
</thead>
<tbody>
<tr>
<td>More programs offered at schools</td>
<td>38%</td>
<td>29%</td>
<td>46%</td>
</tr>
<tr>
<td>More community events</td>
<td>37%</td>
<td>39%</td>
<td>35%</td>
</tr>
<tr>
<td>Additional youth programs</td>
<td>35%</td>
<td>26%</td>
<td>44%</td>
</tr>
<tr>
<td>Additional adult programs</td>
<td>31%</td>
<td>38%</td>
<td>24%</td>
</tr>
<tr>
<td>Additional senior programs</td>
<td>24%</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>Better diversity of programs</td>
<td>22%</td>
<td>19%</td>
<td>28%</td>
</tr>
<tr>
<td>Programs offered at different times</td>
<td>22%</td>
<td>16%</td>
<td>28%</td>
</tr>
<tr>
<td>Lower pricing for programs</td>
<td>20%</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>Licensed pre-school program with full time and part time options</td>
<td>18%</td>
<td>15%</td>
<td>21%</td>
</tr>
<tr>
<td>Additional infant/toddler programs</td>
<td>14%</td>
<td>11%</td>
<td>17%</td>
</tr>
<tr>
<td>Additional teen programs</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>More programs offered</td>
<td>12%</td>
<td>9%</td>
<td>15%</td>
</tr>
<tr>
<td>Easier access to program locations</td>
<td>12%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>10%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Source: RRC Associates & GreenPlay
# Importance of Facilities

## City of San Marino Parks and Recreation 2019 | Recreation Program Survey Results

<table>
<thead>
<tr>
<th></th>
<th>Grand Total</th>
<th>Random</th>
<th>Open link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lacy Park</td>
<td>4.7</td>
<td>4.7</td>
<td>4.7</td>
</tr>
<tr>
<td>Crowell Public Library</td>
<td>4.6</td>
<td>4.5</td>
<td>4.7</td>
</tr>
<tr>
<td>Trails and pathways</td>
<td>3.7</td>
<td>3.7</td>
<td>3.8</td>
</tr>
<tr>
<td>Picnic areas</td>
<td>3.7</td>
<td>3.5</td>
<td>3.9</td>
</tr>
<tr>
<td>Athletic fields</td>
<td>3.4</td>
<td>3.1</td>
<td>3.6</td>
</tr>
<tr>
<td>Stoneman</td>
<td>3.3</td>
<td>2.8</td>
<td>3.8</td>
</tr>
<tr>
<td>Athletic courts</td>
<td>3.3</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>Aquatic facilities</td>
<td>3.3</td>
<td>3.0</td>
<td>3.5</td>
</tr>
<tr>
<td>San Marino Center</td>
<td>3.0</td>
<td>2.7</td>
<td>3.2</td>
</tr>
<tr>
<td>The Old Mill</td>
<td>2.9</td>
<td>2.8</td>
<td>3.0</td>
</tr>
<tr>
<td>Event and Meeting space rentals</td>
<td>2.8</td>
<td>2.7</td>
<td>2.9</td>
</tr>
<tr>
<td>Centennial Field</td>
<td>2.7</td>
<td>2.3</td>
<td>3.0</td>
</tr>
<tr>
<td>Thurnher House</td>
<td>2.5</td>
<td>2.4</td>
<td>2.6</td>
</tr>
</tbody>
</table>

A) Rate how important are the following facilities and programs are to your household:

Source: RRC Associates & GreenPlay
# Program Importance

## City of San Marino Parks and Recreation 2019 | Recreation Program Survey Results

<table>
<thead>
<tr>
<th>Educational programs</th>
<th>Grand Total: 4.0</th>
<th>Random: 3.8</th>
<th>Open Link: 4.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness/Wellness programs</td>
<td>3.7</td>
<td>3.6</td>
<td>3.9</td>
</tr>
<tr>
<td>Special events</td>
<td>3.7</td>
<td>3.7</td>
<td>3.8</td>
</tr>
<tr>
<td>Youth programs</td>
<td>3.7</td>
<td>3.3</td>
<td>4.1</td>
</tr>
<tr>
<td>Sports programs</td>
<td>3.6</td>
<td>3.3</td>
<td>3.8</td>
</tr>
<tr>
<td>Adult programs</td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
</tr>
<tr>
<td>Cultural/heritage programs</td>
<td>3.3</td>
<td>3.4</td>
<td>3.4</td>
</tr>
<tr>
<td>Teen programs</td>
<td>3.2</td>
<td>2.9</td>
<td>3.2</td>
</tr>
<tr>
<td>Senior programs</td>
<td>3.2</td>
<td>3.2</td>
<td>3.4</td>
</tr>
<tr>
<td>Pre-school programs</td>
<td>3.0</td>
<td>2.7</td>
<td>3.2</td>
</tr>
<tr>
<td>Infant/toddler programs</td>
<td>3.0</td>
<td>2.6</td>
<td>3.3</td>
</tr>
<tr>
<td>Other (specify below)</td>
<td>2.8</td>
<td>3.0</td>
<td>2.7</td>
</tr>
</tbody>
</table>

A) Rate how important are the following facilities and programs are to your household:

Source: RRC Associates & GreenPlay
### Needs Met of Facilities

#### City of San Marino Parks and Recreation 2019 | Recreation Program Survey Results

<table>
<thead>
<tr>
<th>Facility</th>
<th>Grand Total</th>
<th>Random</th>
<th>Open Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crowell Public Library</td>
<td>4.5</td>
<td>4.6</td>
<td>4.4</td>
</tr>
<tr>
<td>Lacy Park</td>
<td>4.5</td>
<td>4.5</td>
<td>4.5</td>
</tr>
<tr>
<td>Picnic areas</td>
<td>4.0</td>
<td>4.1</td>
<td>3.8</td>
</tr>
<tr>
<td>The Old Mill</td>
<td>3.8</td>
<td>4.1</td>
<td>3.5</td>
</tr>
<tr>
<td>Athletic fields</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
</tr>
<tr>
<td>Trails and pathways</td>
<td>3.6</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Athletic courts</td>
<td>3.6</td>
<td>3.7</td>
<td>3.7</td>
</tr>
<tr>
<td>Event and Meeting space rentals</td>
<td>3.6</td>
<td>3.7</td>
<td>3.5</td>
</tr>
<tr>
<td>San Marino Center</td>
<td>3.6</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>Centennial Field</td>
<td>3.6</td>
<td>3.9</td>
<td>3.3</td>
</tr>
<tr>
<td>Thurnher House</td>
<td>3.5</td>
<td>3.9</td>
<td>3.2</td>
</tr>
<tr>
<td>Stoneman</td>
<td>3.4</td>
<td>3.2</td>
<td>3.6</td>
</tr>
<tr>
<td>Aquatic facilities</td>
<td>3.3</td>
<td>3.4</td>
<td>3.3</td>
</tr>
</tbody>
</table>

*B) Rate how well these facilities and programs are meeting the needs of the community*

Source: RRC Associates & GreenPlay
### Needs Met of Programs

#### City of San Marino Parks and Recreation 2019

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Grand Total</th>
<th>Random</th>
<th>Open Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational programs</td>
<td>3.7</td>
<td>3.9</td>
<td>3.6</td>
</tr>
<tr>
<td>Sports programs</td>
<td>3.7</td>
<td>3.8</td>
<td>3.7</td>
</tr>
<tr>
<td>Youth programs</td>
<td>3.7</td>
<td>3.6</td>
<td>3.8</td>
</tr>
<tr>
<td>Senior programs</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
</tr>
<tr>
<td>Special events</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
</tr>
<tr>
<td>Infant/toddler programs</td>
<td>3.6</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>Fitness/Wellness programs</td>
<td>3.6</td>
<td>3.7</td>
<td>3.4</td>
</tr>
<tr>
<td>Adult programs</td>
<td>3.6</td>
<td>3.5</td>
<td>3.6</td>
</tr>
<tr>
<td>Teen programs</td>
<td>3.5</td>
<td>3.6</td>
<td>3.3</td>
</tr>
<tr>
<td>Cultural/heritage programs</td>
<td>3.5</td>
<td>3.6</td>
<td>3.3</td>
</tr>
<tr>
<td>Pre-school programs</td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
</tr>
</tbody>
</table>

*B) Rate how well these facilities and programs are meeting the needs of the community*

Source: RRC Associates & GreenPlay
COMMUNICATION AND VISION
## Communication Effectiveness

### City of San Marino Parks and Recreation 2019 | Parks and Recreation Survey Results

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>Random</th>
<th>Open link</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Not at all effective</td>
<td>6%</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>2</td>
<td>9%</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>3</td>
<td>21%</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td>4</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>5 - Very effective</td>
<td>32%</td>
<td>31%</td>
<td>33%</td>
</tr>
</tbody>
</table>

*How effective is San Marino at reaching you with information about parks and recreation facilities, services, and programs?*

Source: RRC Associates & GreenPlay
TOP 5 METHODS OF RECEIVING INFORMATION (RANDOM SAMPLE ONLY)

- Activity Guide/ Brochure: 66%
- Email from the City: 56%
- Newsletters: 48%
- City website: 41%
- School email/newsletters: 24%
**TOP 5 VISION/PURPOSES (RANDOM SAMPLE ONLY)**

1. **Promote Healthy/Active Lifestyles:** 74%
2. **Create Sense of Community:** 68%
3. **Connecting Neighbors to Neighbors:** 62%
4. **Connecting People to Nature:** 62%
5. **Providing Recreational Opportunities for the Community:** 61%
### Future Needs - Facilities and Amenities

**City of San Marino Parks and Recreation 2019 | Future Facilities, Amenities, and Programs**

<table>
<thead>
<tr>
<th>What are the greatest needs for recreation facilities, and recreation programs to be added, expanded, or improved upon in San Marino the next 5 to 10 years?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved teen programming</td>
</tr>
<tr>
<td>Improved adult programming</td>
</tr>
<tr>
<td>Indoor Multi-Use Facility</td>
</tr>
<tr>
<td>Community center for events</td>
</tr>
<tr>
<td>Farmer’s Market</td>
</tr>
<tr>
<td>Improved senior programming</td>
</tr>
<tr>
<td>Additional special events</td>
</tr>
<tr>
<td>Outdoor fitness equipment</td>
</tr>
<tr>
<td>Renovate the San Marino Center</td>
</tr>
<tr>
<td>Improved infant/toddler programs</td>
</tr>
<tr>
<td>Improved pre-school programming</td>
</tr>
<tr>
<td>Other (specify below)</td>
</tr>
<tr>
<td>Dog Parks</td>
</tr>
<tr>
<td>Skate park</td>
</tr>
</tbody>
</table>

Source: RRC Associates & GreenPlay
**Support for Renovation**

---

**City of San Marino Parks and Recreation 2019 | Recreation Program Survey Results**

<table>
<thead>
<tr>
<th>Random</th>
<th>1 - Definitely not support</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 - Definitely support</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>23%</td>
<td>8%</td>
<td>27%</td>
<td>21%</td>
<td>20%</td>
</tr>
</tbody>
</table>

*Would you support renovating the San Marino Center to create a Community Services campus with Recreation and Library in a central location?*

Source: RRC Associates & GreenPlay
FINANCIAL CHOICES
### City of San Marino Parks and Recreation 2019

<table>
<thead>
<tr>
<th>Funding Mechanism</th>
<th>Random</th>
<th>Open Link</th>
<th>Source: RRC Associates &amp; GreenPlay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased non-resident fees</td>
<td>9%</td>
<td>12%</td>
<td>4.2</td>
</tr>
<tr>
<td>Use of Capital Improvements Funds (to support the cost of a project)</td>
<td>12%</td>
<td>13%</td>
<td>4.2</td>
</tr>
<tr>
<td>Park and facility sponsorships, naming rights</td>
<td>15%</td>
<td>13%</td>
<td>4.0</td>
</tr>
<tr>
<td>Increase the annual general fund allocation for the Recreation Division</td>
<td>13%</td>
<td>13%</td>
<td>3.7</td>
</tr>
<tr>
<td>New or increased user fee</td>
<td>13%</td>
<td>13%</td>
<td>3.3</td>
</tr>
<tr>
<td>Bond referendum (to support the cost of a project)</td>
<td>25%</td>
<td>17%</td>
<td>3.6</td>
</tr>
</tbody>
</table>
The Stoneman is in need of major repairs and upgrades to be fully functional to offer recreational programming and house the San Marino Recreation Division. Out of the following options, which choice do you support the most for this facility?

<table>
<thead>
<tr>
<th>Option</th>
<th>Overall</th>
<th>Random</th>
<th>Open Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovate the existing building as it is today and continue to use it as the home of the San Marino Recreation Program</td>
<td>37%</td>
<td>32%</td>
<td>42%</td>
</tr>
<tr>
<td>Preserve the more historic features of the building (the tower and the old library), tear the rest down, and build a new more modern facility, funded by the City</td>
<td>33%</td>
<td>35%</td>
<td>31%</td>
</tr>
<tr>
<td>Lease the building, maintain City ownership, and use the proceeds for other recreation facilities’ expenses such as renovating the San Marino Center</td>
<td>19%</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>Sell the building and use the proceeds for other recreation facility expenses, such as renovating the San Marino Center</td>
<td>11%</td>
<td>14%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Source: RRC Associates & GreenPlay
Recurring Themes

- Special Events and Community Events
- Need robust Recreation Department to build community
- Facilities: new, renovated
- Developing new program and community events
- Great Customer Service and Quality of Services
- Improved amenities: picnic shelter, shade, storage
- Improve program evaluations and participation tracking
- Communicate and Educate the need for recreation and the benefits to the community
- Promote healthy and active lifestyles
- Need community gathering space
Thank you for your time and consideration!

Art Thatcher, MPA, CPRP