



2019-2023
Town of Herndon
Parks and Recreation
STRATEGIC PLAN



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INTRODUCTION

The Town of Herndon Parks and Recreation Department has completed the process for creating the 2019-2023 Strategic Plan. The Department implemented its first Strategic Plan in 2006 and has continued the process of review and creation to provide a road map and inspiration for staff. The Town of Herndon Parks and Recreation Department Strategic Plan is inspired by our Vision and Mission statements and will be used to guide our efforts for the 2019-2023 period and beyond.

Parks and Recreation staff contributed to the development of the plan at every stage from revising the vision and mission statements through crafting the action items to measure progress towards the goals and strategies. All levels and divisions participated in the effort through meetings, work sessions and individual effort creating and polishing the goals, strategies and action items.

As part of the process, the Mission and Vision statements for the Parks and Recreation Department were revised by the Department and adopted by the Town Council on January 9, 2018.

VISION STATEMENT:

The Herndon Parks and Recreation Department provides an exceptional level of service by offering enriching recreation programs, parks and facilities that provide opportunities for all town residents to benefit.



MISSION STATEMENT:

The Town of Herndon Parks and Recreation Department enriches the lives of its diverse residents, serves as stewards of town resources, and fosters a sense of community by providing engaging, accessible and valued parks, facilities and recreation programs complementing those provided by Fairfax County.



Staff sought input from patrons and Town of Herndon citizens. A survey was crafted, distributed and analyzed to learn how residents and users have interacted with the Department in the past and what they would like to see in the future. For an Executive Summary of the survey see Appendix A. Completed in January, 2018 some key findings from the survey are:

94.6% of survey respondents felt Herndon Community Center and recreational programs are important to quality of life.



Events offered by the Department were valued by the majority of respondents.



81% of survey respondents have visited a Herndon Parks and Recreation Department park in the past year.



Looking at the current state of the Department is essential to creating a plan to move forward.

In FY18 the Department exceeded the budget goal of 80% of classes and programs being held with 85.4% of offerings successfully running with 12,282 participants.



65,222 people also visited the Community Center with a pass or daily admission.



Program participant evaluations showed that 97% of respondents felt healthier, had fun and learned something new participating in Parks and Recreation programs.



Financially, the Department exceeded FY18 revenue goals by \$297,463. Expenses were higher than projected by \$54,805 due largely to higher instructor costs for additional classes.



One result of the Department efforts to engage with the community: 658 volunteers contributing over 4,042 hours to the Department in FY18.



Following the survey, the staff completed a SWOT analysis.

Town of Herndon Parks and Recreation SWOT Analysis

August 20, 2018

STRENGTHS

Variety of Programming
 Aquatics
 Inclusive
 Sense of Community
 Facilities: Location!
 Supportive Town Council
 Community rapport
 Generations of Users
 Town pride and loyalty
 Overall passion of staff
 Relationship, involvement and collaboration with: other TOH departments, other P&R departments, within the profession, and within the public sector
 Commitment to Customer
 Innovative and experienced staff
 Respect

WEAKNESSES

Small staff limits
 Shallow depth of staff pool
 Growing complexity of administrative work
 Teen programming
 Demand for programs/facilities and capacity at peak times, especially facility
 Full-time preschool
 Life cycle equipment/infrastructure replacement schedule
 Technology - wifi, etc., patrons, staff, network speed
 Storage
 New vs. existing facilities, programs, priorities
 Parking
 Planning for impact of Metro
 Revenue recovery percentage
 Relevancy through revenue
 Advocacy and fundraising
 Community outreach, understanding their needs and forecasting trends
 Cost of Living issues
 Name/Branding

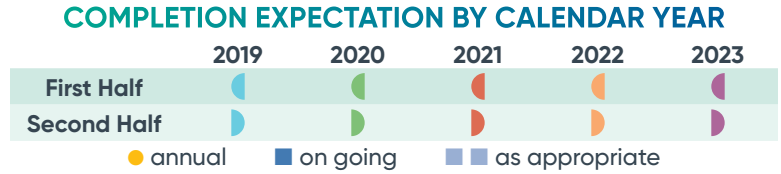
OPPORTUNITIES

Development
 Metro stop
 HTOC - Pop up recreation => Public/private
 Position || Multi-site culture
 Impact to parks - shelters, playgrounds, parking, turf field
 Employee recognition
 Leadership and staff development
 Unmet demand
 Seniors/Baby boomers
 Increasing population with continued increase in ethnic diversity of population
 Redefining/re-branding/renaming the community center
 Redevelopment
 Center expansion - Phase V
 Trails
 Nature Center
 Re-inventing Herndon Festival
 Festivals/Events
 Partnerships
 Creative programming - especially downtown
 Community health/wellness, corporate recreation
 Center operating hours
 Balancing program accessibility to all segments of the community
 Communication methods
 Speed of Change
 Kids at Hope
 Improving quality of customer service
 Consistency
 Youth Advisory Council
 Volunteers

THREATS

Development
 Staff turnover; lack of depth in staffing; lack of upward mobility
 Lack of qualified applicants for skilled jobs
 Private sector competition
 Lack of space for new/expanding facility/parks
 Parking at the HCC
 Traffic
 Other government facilities
 Relevancy of public parks and recreation programming and facility
 Changes in leadership
 Static budget, increasing costs
 CIP priorities
 Sustainability
 Environment
 Population - density, make up, economic disparity among residents and users
 Lack of access/equity
 Speed of change
 Social media
 Growth of isolationism
 Technological competitors - on-line classes, video training





Following the SWOT analysis, staff generated the goals, strategies and action items that became the heart of this Strategic Plan.

GOAL # 1

“Enhance community engagement to better understand the recreational needs of residents and advocate for resources.”

STRATEGY

1. **Seek feedback from residents and users that assesses demand and delineates priorities**

2. **Generate effective and efficient communication and marketing strategies to improve brand awareness**

ACTION ITEMS

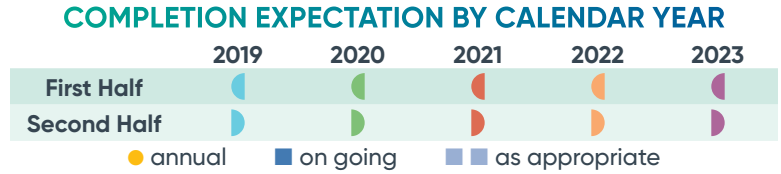
- a. Conduct an in depth survey that is comprehensive and statistically valid to assess citizen and user priorities. ▶

Performance Measure: Using the results of the survey, priorities are ranked and a summary is shared with the Town’s leadership for guidance and action.
- b. Explore concept of renaming the Community Center and examine the impact in benefits and costs. ▶

Performance Measure: A summary document, including recommendations and resourcing, is presented to the Town Council for action.
- a. Assess potential of utilizing new media options for additional communication and marketing. ▶

Performance Measure: Review and produce the annual marketing plan. Solicit staff feedback regarding effective communication methods.
- b. Discuss with NOVA Parks advertising policies regarding the W&OD Trail ▶

Performance Measure: Implement options with NOVA Parks regarding W&OD Trail marketing.



GOAL # 2

“Develop strategies to ensure a sustainable future focusing on human, social, physical, economic, and environmental resources.”

STRATEGY

1. Evaluate the department’s revenue policy and align with the Town and Parks and Recreation vision statements, mission statement and Strategic Plan

ACTION ITEMS

a. Within each division, calculate service delivery costs on a macro level. ■

Performance Measure: Divisions will have an estimated per patron cost for programs or services that will be applied to the revenue recovery policy and fee structure.

b. Using information obtained in 2.1.a., analyze and review revenue recovery policy and fee structure. ■

Performance Measure: Town Council approval of revised policy will be sought.

2. Develop a capitalization and renewal plan for infrastructure and equipment.

a. Conduct a detailed inventory of existing park amenities. ■

b. Develop an associated life cycle replacement schedule. ■




c. Develop a life cycle replacement plan for capital and infrastructure within all recreation facilities and including all capital assets. ■

Performance Measure: For a, b, and c. Using the completed inventory and associated life cycle replacement schedule, a plan for replacement will be developed for all recreation facilities and including all capital assets.

STRATEGY






3. Assess future recreational needs and advocate for increased capacity to meet anticipated demand.

ACTION ITEMS

- a. Conduct analysis of anticipated demand including impact of changes due to Metro expansion and development near and proximate to the Town, expressed needs, ability to meet demand, gaps in service, and capacity of existing space versus expressed need. 
- b. Apply demographic information to identify need for expansion or additional facilities and locations. 
- c. Develop a long range plan for adoption and introduction of appropriate projects into the Capital Improvement Program. 

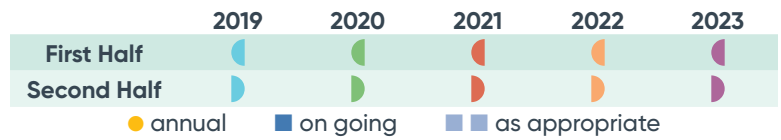
Performance Measure: For a, b, and c. Based on the completed analysis and demographic information acquired, the appropriate projects will be recommended to the Capital Improvement Program for advancement and funding.

4. Invest in staff development and job satisfaction to improve retention and effectiveness.

- a. Identify future benefits that improve employee satisfaction and retention through surveys, focus groups and one on one discussion. 
 - i. Employ new methods to address staff issues, including: employee listening sessions, formalized intake of staff recommendations.
- b. Explore solutions or alternatives to recruitment and retention challenges of temporary staff. 
 - i. With human resources: discuss incentive behaviors as they relate to quality and retention. 
 - ii. Strengthen CIT program to develop staff; add other staff development internships. 
 - iii. Develop training modules and conduct staff development programs on a routine, consistent basis. 

Performance Measure: For a and b. Stated divisional benchmarks for temporary employee retention will be met or exceeded as a result of retention efforts, such as streamlined and formalized employee training, perks and benefits deemed attractive to the department's workforce.

COMPLETION EXPECTATION BY CALENDAR YEAR



STRATEGY

5. Review and execute Parks and Recreation Department sustainability policy

ACTION ITEMS

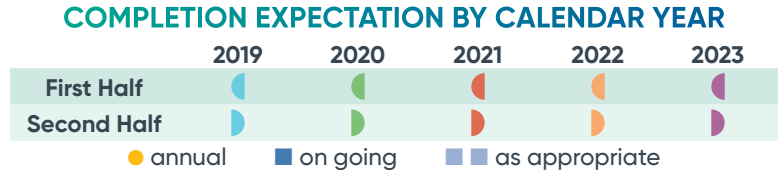
- a. With Public Works, evaluate current state of sustainability within the community center and plan for improvements. ●
- b. Identify, plan and budget for capital asset replacement with sustainable equipment and facilities. ●

Performance Measure: Following the annual review of the department’s sustainability plan, identified enhancement or improvements will be submitted in the department’s budget for action.

- c. Employ Leadership in Energy and Environmental Design (LEED) standards and certification for public buildings, where possible. ■ ■
- d. Require existing staff to prepare records for key programs and essential practices that convey critical data to successors. ●

Performance Measure: Recordkeeping by each employee will ensure replicable programs and services by his/her successor.





GOAL # 3

“Enrich the sense of community through the provision of quality parks and recreation services and facilities thereby encouraging appreciation of our diverse populace.”

STRATEGY

1. Produce the Herndon Festival and other events to foster a sense of community pride.

ACTION ITEMS

- a. Develop an accepted working definition of ‘sense of community’ to apply to all department programs. ■
- b. Foster a “sense of community” through inclusion, building relationships, and increasing comfort levels for all prospective attendees. ■
- c. Examine sense of community and how perspectives differ among those in different frames of reference such as in schools, at events, as a business owner, etc. ■
- d. Obtain input from festival attendees and participating volunteer organizations on what creates a ‘sense of community’ at the Herndon Festival. ■
- e. Build a connection with festival and event attendees, including how to convert them to department customers. ■
- f. Assess the experience of a first-time attendee to the Herndon Festival and identify opportunities for improvement ■
- g. Connect Herndon citizens and businesses with department festivals and events including unifying support for the Herndon Festival. ■

Performance Measure: For a–g. After adopting a definition for ‘sense of community,’ the department will apply that to the development of its events and services resulting in survey results that reflect improved experiences by the individuals and businesses who attend.

STRATEGY

2. Develop teen programs to provide safe spaces for engagement.

ACTION ITEMS

- a. Conduct in-depth meetings with the Youth Advisory Committee and high school Student Government Association to discuss needs, wants and interests related to recreation facilities and programs for teens and tweens

Performance Measure: Meetings with individual and groups of teens and tweens result in one to three new programs and a 5% increase in attendance in department activities by 12–14 year olds.

- i. Determine what partnership (collaboration), if any, is appropriate with the YAC to market and/or execute identified programs and activate that relationship
- b. Determine and execute other means to gather feedback from current and rising teens and tweens on recreation interests. Incorporate results into financial and program planning.

Performance Measure: Meetings with individual and groups of teens and tweens result in one to three new programs and a 5% increase in attendance in department activities by 12–14 year olds.

- c. Develop staff to work effectively with teens.
- d. Empower those staff to engage with teens in schools, community, sports, the arts, etc to build a connection between the teen community and the department.
- e. Maintain the high quality of the CIT program and expand where feasible. Introduce successful CIT graduates into job opportunities within the department.
- f. Form connections/partnerships with other departments/organizations, especially the police department.

STRATEGY

3. Incorporate the Kids at Hope philosophy into the department’s program and service culture.

ACTION ITEMS

- a. Adopt Kids at Hope as the linchpin of the department’s customer service strategy.
- b. Rejuvenate the Kids at Hope Herndon committee through active participation and leadership.

Performance Measure: Duties of recreation program staff are realigned to accommodate leadership of the Kids at Hope Herndon committee and execution of teen outreach and programming.

- c. Provide staff training regularly ensuring Kids at Hope remains central to the department’s practices.

Performance Measure: All regular staff complete the Kids at Hope module one training, and all temporary staff have been offered the opportunity to attend and/or been trained by their supervisor.

- d. Expand the application of the philosophy to include all individuals, “All People are Capable of Success, No Exceptions.”

Performance Measure: When asked, community center patrons will report feeling valued and respected in all interactions with the department staff.

- e. Create staff capacity to implement Kids at Hope and undertake the teen program development goals.







STRATEGY

4. Identify financial and knowledge barriers to equitable access and develop strategies to overcome them.

ACTION ITEMS

a. Financial Barriers


- i. Reallocate workload to create capacity to incorporate new strategies and action items. 
- ii. Review scholarship policy and effectiveness of outreach. 
- iii. Consider funding scholarships for admission and review fee waiver policy. 
- iv. Investigate outdoor kiosk which gives information on a tablet/audio. 

Performance Measure: The scholarship fund will have resources to annually support six to ten summer campers (or the financial equivalent). The revised policy will be submitted to town leadership for adoption.

b. Information and Knowledge Barriers

- i. Conduct cultural and generational education training for staff. 


Performance Measure: All regular staff will complete the cultural training workshop.

- ii. Survey citizens to identify barriers perceived by underrepresented populations. 


Performance Measure: Survey results and input from community sources will inform staff regarding interests of underrepresented populations within the center and its programs.


- iii. Distribute department information to new residents. 

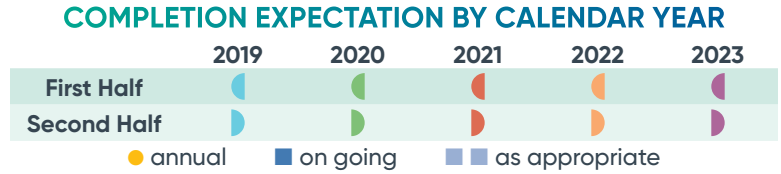
Performance Measure: New residents receive current materials regarding recreation benefits and opportunities.

- iv. Provide tools to enhance staff's ability to communicate in multiple languages. 

Performance Measure: Resources to aid staff where language barriers exist will be available.

- v. Examine which populations in the community are under-utilizing facilities and programs and why. 

- vi. Reach out to under-utilizing populations via avenues such as festivals, multi-cultural activities and programs, Neighborhood Resource Center, and camp participants. 



GOAL #4

“Improve quality of life by providing engaging, accessible and valued parks, facilities and programs.”

STRATEGY

1. Identify and acquire technologies to improve the patron experience and/or staff effectiveness.

ACTION ITEMS

- a. Use the website in a more interactive format to increase ease of access to information for patrons and staff. ■
- b. Continue use of social media including more personalized posts to build connectivity and engagement. ■
- c. Advocate for wifi accessibility in parks and facilities. ■
- d. Create FAQ’s for staff to highlight the features of the facility. ■
- e. Produce patron education videos on use of fitness equipment. ■
- f. Produce self-guided tours of center with app and/or QR codes for each room with amenities and unique selling points. ■
- g. Encourage staff to research programs, equipment and software that improves program delivery or contributes to financial or environmental sustainability. ■

Performance Measure: Website and social media data will show increased interaction after efforts to engage more followers. Resources in multiple formats to assist staff in educating customers and future customers about the center’s amenities, programs and benefits become available and are updated annually.

STRATEGY

2. Develop partnerships with other organizations, departments, and community groups to offer enhanced or unique programs or services.

ACTION ITEMS

- a. Investigate which organizations within the community could be appropriate partners.
- b. Identify goals towards creating partnerships with identified organizations.
- c. Connect and build awareness of mutual interests.
- d. Build consistency and continuity in relationships with the organizations.
- e. Evaluate the benefit of representation at community events or on a community 'team' and how staff contributes to its goals and incorporate theirs into the parks and recreation mission, particularly for exposure or community contribution versus investment of staff time.
- f. Explore partnerships with Herndon Police and Kindergarten Readiness Team members.

Performance Measure: For a-f. New partnerships with Herndon Police and a minimum of two other groups build consistency with public interaction and benefit the community by reaching new audiences with the benefits of recreation.



STRATEGY

3. Communicate the benefits of recreation and leisure activities to the community.

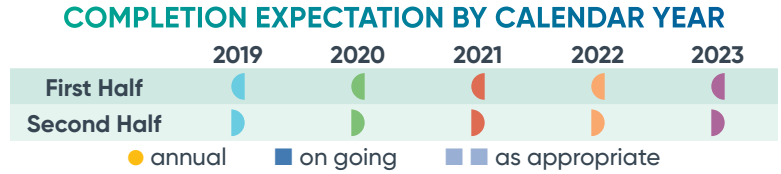
ACTION ITEMS

- a. Share the benefits of recreation, leisure and wellness through new and existing channels. ■
- b. Position the department to be an invaluable resource within the community for wellness and fitness. ■

Performance Measure: Knowledgeable and quality staff are recruited and retained, and staff participate in local events, resulting in the department's rating by the community as a valued resource. Recognized as a destination for Recreation and Hobbies, the department models the Kids at Hope philosophy towards its youth and adults. Print and video materials convey the amenities and benefits the center and its programs offer. High ratings for customer service and value of parks and recreation are reported by citizens and patrons when asked.

- c. Collaborate with the local cable channel and use youtube to produce wellness and recreation programming providing leisure education and eliminating barriers to participation. ■





STRATEGY

4. Maintain customer service at a high level.

ACTION ITEMS

a. Examine first time customer service experience, ensure expectations are met and a welcoming environment is provided.

Performance Measure: New registrants receive a note of appreciation from the center. Staff engage in discussions of the department’s values and goals and how each individual can contribute to their accomplishment.

b. Examine customer communication channels and what can be done to improve them, internally and externally.

c. Engage staff in providing patrons with a personalized experience.

d. Ensure staff receive a clear explanation of the department’s philosophy and business practices.

e. Cultivate a culture that ensures cross-communication among staff and divisions for edification and increased communication.

Performance Measure: High ratings for customer service are reported by citizens and patrons when asked.



STRATEGY

5. Maintain parks to foster a sense of community.

ACTION ITEMS

- a. Encourage use by the diverse members of the community. ■

Performance Measure: Survey results reflect an increase in park visits by citizens and patrons.

- b. Ensure parks receive equitable promotion in marketing materials and community events to build awareness of their locations and assets within all segments of the community. ■
- c. Maintain Parks as a sustainable source of recreation for citizens by working with DPW to create a plan to improve parks with a focus on: environment, viability, relevance, maintenance and inclusivity of appropriate amenities; align future development with adopted Master Plans. ■

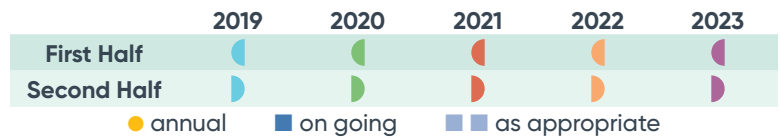
Performance Measure: The future of the parks is visualized through maximizing access, maintaining amenities, marketing benefits, relations with the Friends of Runnymede and other volunteer contributions to their upkeep.

- i. Lead Town's role in completion of the Herndon Environmental Network's Bruin Park community garden. ■
- ii. In collaboration with Public Works, evaluate recycling in parks and facilities. ■

(continued on next page)



COMPLETION EXPECTATION BY CALENDAR YEAR



STRATEGY

5. Maintain parks to foster a sense of community. *(continued)*

ACTION ITEMS

- d. Continue collaboration with community and corporate groups to conduct park clean-ups and invasive plant removal. ▶
- e. Execute Town’s role in the Memorandum of Understanding with the Friends of Runnymede Park, including implementation of Naturefest and annual stream cleanup. ■
- f. Examine park rules and policies to ensure maximum access. ●
- g. Create a Park Manager position to collaborate with Community Development and Public Works on maintenance, use, planning, policy, marketing, and development providing highly desirable, safe, fun parks. ◐
 - i. Execute the pertinent elements of the sustainability policy. ■
 - ii. Encourage park users to contribute to the maintenance and upkeep of park facilities through volunteer efforts, financial contributions and respect for park rules and guidelines. ■



CONCLUSION

Looking at how we can best serve the needs and wants of our community with the resources we have available is the primary purpose of this Strategic Plan. These efforts will be evaluated annually to see how they align with our vision and mission, revising as needed by results, changing conditions and any shifts in needs or wants.

The responsiveness of citizens and the hours of effort put in by staff to create this document is greatly appreciated and will benefit the entire community as we implement the latest iteration of the Parks and Recreation Strategic Plan.





ACKNOWLEDGEMENTS

2018 Herndon Town Council

Lisa C. Merkel	Mayor
Jennifer Baker	Vice Mayor
Grace Wolf Cunningham	Councilmember
Signe Friedrichs	Councilmember
Richard B. Kaufman	Councilmember
Bill McKenna	Councilmember
Sheila A. Olem	Councilmember

Herndon Parks and Recreation Department Staff

Cindy S. Roeder	Director
Cynthia Hoftiezer	Deputy Director
Kevin Breza	Recreation Program Coordinator
Christina Bolzman	Aquatics Program Specialist
Nancy Burke	Administrative Assistant
Jim Heffel	Pool Operations Manager
Lindsey Jones	Systems Technician
Abby Kimble	Marketing Specialist
Ginger Kohles	Graphic Designer
Christopher Moore	Assistant Community Center Manager
Tomás Oliva	Head Lifeguard
Richard Romero	Head Swim Coach
Lori Rowland	Office Assistant
Kerstin Severin	Aquatic Services Manager
Trey Simkins	Group Exercise Coordinator
Suzanna Swalboski	Indoor Tennis Manager
Ron Tillman	Community Center Manager
Karen Tsitos	Head Personal Trainer
Kellee Windom	Preschool Director

Recreation Supervisors

Kimmie Alcorn	Special Interest, Arts & Crafts, Camps
Tim Lander	Wellness, Sports & Community Events
Tom Milenkevich	Fitness Services Supervisor
Holly Popple	Performing Arts & Community Events
John Walsh	Sports & Community Events

APPENDIX A

2017 Town of Herndon Parks and Recreation Satisfaction Survey Executive Summary

PURPOSE

The Town of Herndon Parks and Recreation Department is updating the Department's Strategic Plan for the 2019–2023 cycle. This was last completed in 2013 for the 2013–2017 Strategic Plan. This survey is part of the revision process and is being completed to gauge the opinions and needs of the citizens of the Town of Herndon and the population utilizing the Parks and Recreation Department's facilities and programs.

METHODS

Sample populations for the survey were drawn from two sources to capture the primary populations for the Department. The two samples represent those living within the Town of Herndon and those who have utilized the Parks and Recreation Department programs, facilities or services. A sample population of Town of Herndon citizens was selected from the Town of Herndon Water Bill mailing list. The second sample population was created from the department's database of all users.

Two initial random samples of 500 were generated from each list. Ultimately the viable survey sample was 957. Analysis was done utilizing the 176 responses received to the survey as of January 11, 2018. This was an 18.4% response rate which exceeded the 10–15% average expected response rate predicted by SurveyMonkey.com for this type of survey.

Recipients had the opportunity to complete a paper survey and return it to the Herndon Parks and Recreation Department via postage paid envelope, or complete the survey on line via the link provided in the mailing. An option to receive a translated version of the survey was offered.

Returned responses were tracked only by an identifying code so that follow up post cards could be sent to non-respondents. The paper survey mailing followed the first postcard by 14 days. The second postcard was mailed 14 days after the paper survey mailing. After an additional 44 days the survey was closed on January 11.

ANALYSIS

In response to the overall importance questions, respondents in 2017 seem very satisfied with the Parks and Recreation Department. The percent agreement in some areas showed slight declines compared to respondents in 2014 but the weighted average increased. For all questions where applicable Agreement is rated on a scale of one (Strongly Disagree/Negative) through five (Strongly Agree/Positive). Both numbers are detailed below. This indicated a higher level of strongly agrees in 2017 versus 2014. In absolute numbers, the strongly agree responses increased from 8 to 18 for each statement from 2014 to 2017 (in parentheses next to the weighted averages, change amount is subtracting the 2014 strongly agree responses from the 2017 strongly agree responses).

“High quality parks and recreational areas are meaningful to the overall quality of life in Herndon.”

2017 agreement	2014 agreement	change from 2014-2017
98.8% (169/171) (2)	100.0% (179/179) (0)	1.2% decline
4.74 (131/171)	4.67 (120/179)	0.07 increase (+11)

“The park athletic fields (and the volunteer-organized teams sports played on those fields) are important to the overall quality of life in Herndon.”

2017 agreement	2014 agreement	change from 2014-2017
92.4% (158/171) (13)	94.4% (168/178) (10)	2.0% decline
4.49 (98/171)	4.43 (89/178)	0.06 increase (+9)

“The open spaces and natural resources in the park (such as trees, meadows, wetlands and streams) enhance the overall quality of life in Herndon.”

2017 agreement	2014 agreement	change from 2014-2017
97.6% (166/170) (4)	98.9% (177/179) (2)	1.3% decline
4.76 (135/170)	4.70 (128/179)	0.06 increase (+8)

“The Herndon Community Center and the recreation programs offered there for both children and adults are important to the overall quality of life in Herndon.”

2017 agreement	2014 agreement	change from 2014-2017
94.6% (157/166) (9)	97.2% (173/178) (5)	2.6% decline
4.58 (110/166)	4.48 (92/178)	0.10 increase (+18)

“You would recommend the Herndon Community Center to a friend or colleague.”

2017 agreement	2014 agreement	change from 2014-2017
95.7% (156/163) (7)	95.4% (165/173) (8)	0.3% increase

We received 72 explanations in response to why you would or would not recommend the Herndon Community Center to a friend or colleague (Question 17 open response). Amongst the open comments the majority were positive (76.4%) with comments about programming (31.9%) and the facility (23.6%) being most common. 9.7% of comments were negative with almost half of those including both positive and negative aspects. 11.1% of comments were in regards to a lack of knowledge about the Community Center or the Department. 18.1% of comments couldn't be labeled as positive or negative (including the lack of knowledge category).

COMMUNITY CENTER AND FACILITIES

Approximately 57% of respondents had been to HCC for reasons other than a program, event or to vote AND for a class, program or event.

Amongst pre-determined options, "...not interesting to me" was the most common reason in both categories why people had not come. 23.9% in the category of those coming for a class, program or event and 30.2% in the category other than a class, program or event. "Not aware of..." was the second most common for both categories. 17.5% in the category of those coming for a class, program or event and 14.3% in the category other than a class, program or event.

There were 65 total responses for why respondents did not visit the Community Center. The top 3 open response reasons were: no time to use the facility(15), gym membership elsewhere(10), and other interests (6).

On average the Herndon Community Center rated mostly good or better (4.00 or higher) for the four categories we chose (cleanliness, customer service, fitness equipment, personal training) except for Fitness Equipment which ranked just below Good (3.84).

The top three facility needs for families were Neighborhood parks, Multi-purpose trails, and Indoor pool. The table below details the rankings over three time frames.

Facility	Family		
	1 year	3 year	5 year
Neighborhood parks	1	3	2
Multi-purpose trails	2	1	3
Indoor pool	3	2	1

For Personal use the same three were in the top 3 for the immediate needs time frame, but varied further in the future. The table below details the rankings of the top 4 facilities over three time frames.

Facility	Personal		
	1 year	3 year	5 year
Multi-purpose trails	1	1	1
Neighborhood parks	2	3	2
Indoor pool	3	4	4
Strength & cardio gym equipment	4	2	3

51 people responded with additional comments about the Community Center or the Department of Parks and Recreation. Overall categorized the responses as positive, negative, suggestion and other. Some responses included multiple aspects and were tallied for all categories/subcategories appropriate. The positive and negative responses were also broken out into subcategories. The majority of responses (54.9%) were positive followed by 51.0% of responses that included suggestions for improvements or something new. Negative responses were 17.7% followed by 9.8% of responses that were categorized as Other.

Amongst negative responses three subcategories (price, security and maintenance) were equally most common with one third of respondents mentioning them. Amongst positive responses the most common subcategory was about the equipment/facilities mentioned by 39.3% of respondents followed by other with 25.0% and then a tie for the staff and programming subcategories mentioned by 17.9%.

PROGRAMMING

Recreation classes, programs and events offered by the Herndon Parks and Recreation Department received a 4.01 average rating for the variety of programs offered and a 3.99 rating for the value of programs offered. Comments for improving the variety of classes included: need varied class times during the day, walk in yoga, quality of instructors, more Dancercize or Zumba over the lunch hour, and cost.

Comments for improving the value of classes included: too expensive, more discounts for seniors, large families and income depending upon the program, class and/or event.

For personal and family programming needs, Events was the top priority for all the present and future time periods. Events had ranked 5th for Children and 10th for Adults during the 2014 survey. The previous top 3 for Adults (Fitness – Land based, Yoga/Pilates and Aquatics classes) shifted down the rankings as a result. The tables below show the top 3 results over three time frames for Personal and Family needs.

Program	Personal		
	1 year	3 year	5 year
Events (concerts, festivals, holiday events)	1	1	1
Fitness-land based	2	2	2
Yoga/Pilates	3	3	3

Program	Family		
	1 year	3 year	5 year
Events (concerts, festivals, holiday events)	1	1	1
Aquatics (swim lessons, diving, swim team)	2	3	2
Fitness-land based	3	2	5
Yoga/Pilates	9	9	3

PARKS

81% of citizens have visited a Herndon Park in the past year.

On a 5 point scale, Alabama, Bruin and Stanton Parks received less than a 3.5 for maintenance quality (3.36, 3.37 and 3.43 respectively). All of the remaining parks scored above 3.5 and 7 of the 12 parks received 4.0 or above. Haley Smith scored highest with 4.41.

Alabama Park received less than a 3.0 for safety, and Bruin and Stanton Parks received less than a 3.5 for safety. All of the remaining parks scored above 3.5 and Haley Smith scored highest with 4.23.

Of the 19% who did not visit a Herndon Park in the past year 70.8% said it was because they were "Too busy/no time for recreation." 8.3% responded that they "did not know these parks existed."

INTERACTIONS

There was no clear majority for most preferred method to receive information. The top 3 are Direct Mail (30.4%), Program and Events Guide (24.7%), and Email (23.8%).

Facebook (3.1%) and friends/family (1.8%) are the least preferred methods for receiving information about our programs.

Clear majority of our citizens prefer to register online (69%) for programs.

DEMOGRAPHICS

42.1% of respondents were male and 57.9% were female. We had no one respond with "Other" or "Prefer not to answer" who began this section. According to the 2016 American Community Survey (ACS) estimate 49.8% of the Town of Herndon population is male indicating men are underrepresented in our sample. The 2014 survey results had 32.2% male respondents thus the 2017 results reflect increased representation by males in this survey.

The largest demographic by age is 30–39 year olds who constitute 18.0% of the household populations. 18–21 year olds are the smallest with 3.9% of the household population. The 2017 survey age brackets are aligned to meet our internal needs and do not align with either the ACS age brackets or the 2014 age brackets. For future surveys the age brackets should be evaluated again to determine what will serve our needs best.

The respondents are primarily white (78.9%) followed by Asian (12.0%). The percentage of white respondents exceeds the ACS Town of Herndon (TOH) estimate of 55.9% and is further shifted from the 2014 survey result of 71.8%. The Asian response rate is below the ACS ratio of 17.7% and is a drop from the 2014 survey number of 16.0%. In this survey 2.1% of respondents label themselves Hispanic which is significantly below the ACS estimate of 33.9% of the TOH population and a drop from the 2014 survey result of 4.9%. The black response rate of 2.8% is also below the ACS estimate of 8.9% of the population. The multi-racial response rate of 4.9% is fairly representative of the ACS estimate of 5.5% of the population.

41.7% of respondents report their household income as \$150,000 or higher. This is 12.1% above the ACS TOH 2016 estimate of 29.6% of the population and 13.7% higher than the 2014 survey result of 28.0%. Especially comparing to the ACS TOH 2016 results the income levels overall of the survey respondents is shifted upwards from the general population with the lowest income brackets being most underrepresented and then decreasingly so until the highest bracket is overrepresented.

Income brackets	2017 survey results	ACS TOH 2016 Estimate	Variance
Less than \$50,000	6.82%	18.80%	-11.98%
\$50,000 – \$99,999	16.67%	27.40%	-10.73%
\$100,000 – \$149,999	21.97%	24.20%	-2.23%
\$150,000+	41.67%	29.60%	12.07%
Prefer not to answer	12.88%		

With the underrepresented groups in several categories from the 2017 survey respondents versus the ACS TOH 2016 population estimates it may be worth conducting additional surveys or focus groups to acquire feedback from the underrepresented segments of the population. It should be noted that 17-25% of respondents to the 2017 survey skipped one or more of the demographic questions limiting the power of the conclusions to be drawn from these demographic trends.

CONCLUSIONS

The response rate was above expectations as compared to typical Survey Monkey results, however, the respondents' representation of the community's demographics falls short in several areas. Staff suggests we do smaller populations surveys and focus groups with a purpose of reaching out to demographic groups that were underrepresented in this survey.

The significant increase in demand for 'events' on both an individual and family level warrants further exploration. Identifying types of events being sought, threshold for fee-based vs free events, and age groups to target could be topics in a future survey or focus group. Further, the impact of events to the department's revenue recovery, staff workload, and value for the citizenry should be explored and articulated. Generally, events have minimal cost recovery rate, high demand on staff resources (within and outside the P&R department), and lack the long-term impact of a skill class or program. While events generally reach a larger portion of the community at one time, it is difficult to design an event that attracts the broad spectrum of the population. In their favor, they can be customized to many types of interests, demand minimal time, commitment, and pre-planning effort by attendees, and generally have high marketing exposure.

Discussions will need to be had with programmers about how to guide our offerings to align with the community's needs and also with other staff and the Town Council about increasing event offerings and the impact upon cost recovery if we take this approach.

Interest in recreation amenities not currently present in town but that the community might seek was not covered in this survey. A future questionnaire might be of value to explore more urban style amenities as the downtown and HTOC redevelops, and those that would be attractive to either millennials or an aging population.

Comments concerning Herndon Community Center not having facilities and programs that are interesting to the respondent are another area that warrants additional research. Staff has suggested a focus group would be an appropriate way to get more specific information that would illuminate why these responses were made and if there are solutions available to the Department that would make a difference for respondents with this opinion.

Follow up surveys could include a clipboard (iPad) survey to travel along with National Night Out teams, reaching out to alternative community groups to get diverse opinions and doing a specific

events focused survey to dig into this area of interest further.

The overall support to the department, its facilities and programs remained highly favorable. The conversion of more respondents from Agree to Strongly Agree when asked whether high quality parks and recreational areas are meaningful to the overall quality of life in Herndon demonstrates the value of the investment the town makes into parks and recreation facilities, programs and staff, as well as the importance of the town's relationships with the Fairfax County Park Authority, Neighborhood and Community Services, and NOVA Parks, which provide complementary facilities for the town's residents.

SUMMARY & SURVEY DETAILS

A summary and full survey details can be found online at herndon-va.gov/surveyresults.



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