

**Final Report for the Assessment of the Parks
and Recreation Department**

BRENTWOOD, CALIFORNIA

August 7, 2024

matrix 
consulting group

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1. Introduction

This document provides the final report for the assessment of the Brentwood Parks and Recreation Department's Recreation Division (Division) and Senior Activities Center (BSAC). This analysis is based on a comparison of the Division and the BSAC to industry standards, best management practices (BMPs), peer communities, and a workload and staffing analyses. This assessment represents an important step to report on initial key findings and opportunities related to the services provided by the Division. It is important to note that this is a draft analysis and is subject to review, change, and update based upon new or updated data or direction from the Brentwood City Council.

To assess operational strengths and improvement opportunities, the project team utilized a set of best management practices outlining effective operational practices against which to evaluate the division's various operations and processes.

Collectively the BMPs consist of:

- Statements of BMPs, recommended practices, or performance targets derived from national professional service organizations (such as the National Recreation and Parks Association (NRPA), the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA), etc.)
- Statements of “best or prevailing practices” based on the study team’s experience in evaluating high-performing development review operations.
- Identification of whether the unit meets these performance targets.

This assessment was used along with information obtained from interviews and data analysis by the project team to develop findings and recommendations.

1.1 Key Strengths

While this assessment is designed to identify improvement opportunities, it is also an opportunity to identify existing strengths of the current processes. Some of the key operational strengths of the department include:

- The Division has high quality facilities from which to provide programs and services from that are appreciated by customers and staff.
- The community and senior activities center surveys that were conducted yielded very positive responses. Customer service and the quality of programs were marked with positive responses.

- The Division provides a substantial set of programs and services to its residents. The amount and types of programs compares well with, or exceeds, other neighboring local communities.
- The department has been very resilient, not only through the pandemic, but through high turnover of management or supervisory staff. Survey responses indicate that there were no major impacts to service throughout this time.

1.2 Key Opportunities for Improvement

The comparison of the Department’s current approach to best management practices also identified some improvement opportunities. Some of the issues noted include:

- The Department lacks department specific goals and direction. Although the City has a strategic plan that includes parks and recreation initiatives, the Department itself does not have a strategic plan.
- The Division has less staff than most comparative communities, based on NRPA and comparative survey data.
- The Division has had high turnover of management and supervisory personnel, leading to a considerable learning curve with little mentorship or transfer of knowledge in key positions. This has led to needing significant time to focus on day-to-day operational tactics and meeting program goals, and less focus on strategic goals. This has been exasperated by the fact there is not a comprehensive set of Division standard operating procedures (SOPs) to help guide and train new employees.
- The BSAC has had significant change in leadership along with the Division as a whole, causing difficult communication and transition with a patron group that is typically used to consistency.
- Due to changes in staffing over the past few years, and customer response to those changes, morale with the leadership and staff of the Division, specifically the BSAC has been impacted.

2.1 Recommendations

Based on the improvement opportunities highlighted above, the following recommendations have been developed:

#	Recommendation
2.1 - Administration and Management BMPs	
1	Establish department-wide policies and procedures that support daily operations.

Recommendation

- 2 Ensure that all department personnel receive training and development opportunities that ensures staff are kept up to date on current industry trends as well as established City and Department procedures.
-

2.2 - Community and Park Planning BMPs

- 3 Develop a policy that dictates the frequency by which the Parks Master Plan (PMP) should be updated.
- 4 Develop a new Parks, Recreation, and Trails Master Plan that incorporates a Strategic planning goals and objectives and a Recreation Program Plan.
-

2.3 - Programs and Services BMPs

- 5 Implement a Recreation Program Plan (RPP) that supports and furthers the goals outlined in the department's strategic plan and PMP.
-

2.4 - Marketing, Communications, and Community Engagement BMPs

- 6 Develop marketing tools that provide necessary program and service information in Spanish, as well as other prominent languages utilized by City residents.
-

4.5 – Programming Recommendations

- 7 Continued expansion of program offerings, especially those for teens and adults.
- 8 The City should perform a review of contract requirements for private instructors for program classes to determine appropriate legal and risk management requirements.
- 9 The Department should develop an activity guide publication on a quarterly or semi-annual basis in multiple languages.
- 10 The Department should develop a consistent set of Adaptive or Inclusive programs for patrons with special needs and incorporate it into regular program schedules throughout the year.
- 11 Program offerings for Seniors should be planned that incorporate Tai Chi, Yoga, additional art and cooking classes, and support services trainers.
-

5.2 – Staffing Analysis Recommendations

- 12 Provide training for Senior Center front desk staff and temporary assignees on customer service principles for supporting seniors use of technology.
- 13 Cross-Training of front desk employees and Recreation Leaders should include shadowing of Recreation Leaders who have time at the BSAC so that they can meet and build relationships with patrons.
- 14 As new Recreation Leaders are being considered for hire, prioritize candidates with bilingual skills to provide communication assistance at the Senior Center.
-

2. Best Management Practice Analysis

This chapter includes the best management practice analysis of the management and operational practices of the Parks and Recreation Department (PRD) in its entirety. It analyzes the way that management and staff work and recommends improvements to enhance the effectiveness of the organization including management practices and operations. These best management practices are based upon requirements set out by the National Parks and Recreation Association (NRPA) and the Commission for the Accreditation of Parks and Recreation Agencies (CAPRA).

2.1 Administration and Management

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The Department shall have a documented mission statement prescribing the purpose of the organization, a vision that casts direction for the long-term future of the organization, and values that set a tone for the agency's culture.	✓		The Department's mission statement is: "Provide community and neighborhood services to enrich lives and to maintain facilities, infrastructure, and resources to maximize Brentwood's high quality of Life."
The Department shall have a strategic plan derived from the mission and vision that establishes goals and objectives to direct its actions and decision-making. The document shall guide the efforts of the agency for two (2) to five (5) years and shall be based on input collected from community and staff outreach efforts.	✓	✓	There are goals for the department in the city-wide strategic plan, but the plan is not department specific. Other objectives and goals are outlined in the 2019 Parks, Recreation and Trails Master Plan Update.
The Department has developed a department-wide set of policies and procedures to maintain good order under the leadership of the Director or their designee.		✓	There is not a comprehensive set of division-wide SOPs and policies.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
<p>The Department shall have at least one board, commission, and/or committee comprised of members of the public that influence, direct, and that may approve policy, strategy, and financial decisions of the agency. This body may be advisory, policy-setting, elected, or appointed.</p>	✓		<p>Brentwood has a Parks and Recreation Commission and Arts Commission that provides influence on policy, strategy and finances for the entire Department.</p>
<p>A training program for department personnel is established to maintain knowledge on current industry trends.</p>		✓	<p>A formal training program has not been established; however, the Department has a focus on cross-training for staff to provide greater flexibility in assigning Recreation Leaders to appropriate facilities for staffing and coverage.</p>
<p>The Department shall engage in progressive research, adoption, upgrade, installation, and/or usage of technology in furtherance of the agency's mission and planning strategies. These goals shall be sufficiently supported with technological expertise and equipment to enable the professional staff to perform their appropriate functions efficiently and effectively.</p>	✓		<p>The department uses an extensive list of technologies to further enhance their mission success.</p>

The PRD currently manages programs and services through strategic planning, up-to-date technology, and a customer service-oriented mission. To enhance Brentwood’s recreational programming and continue its success, there are a few best practice areas that can be improved.

2.1.1 Departmental Policies and Procedures

The Department has some specific policies designated for particular areas. However, a comprehensive SOP manual or set of policies and procedures (P&P) has not yet been developed. To appropriately plan for transitioning of employees, and to document required processes to meet service expectations, a standard set of P&Ps should be established for use by the entire Department.

2.1.2 Training Program

The department does not currently have a formal training program, but implementing one is a best practice for any Parks and Recreation agency to ensure staff remain knowledgeable about current industry trends. Such a program is essential for maintaining high standards of service and adapting to evolving community needs. A well-structured training program can cover a range of topics, including the latest advancements in park management, innovative recreational programming, safety protocols, and customer service excellence. It may also include certifications, workshops, and seminars led by industry experts. This ongoing education helps staff stay informed about new technologies, environmental sustainability practices, and inclusive programming strategies. By investing in continuous professional development, the department can enhance its operational efficiency, boost employee morale, and provide exceptional recreational experiences for the community.

■ **Recommendation:** Establish department-wide policies and procedures that support daily operations.

■ **Recommendation:** Ensure that all department personnel receive training and development opportunities that ensures staff are kept up to date on current industry trends as well as established City and Department procedures.

2.2 Community and Park Planning

PRD’s park planning responsibilities are performed by Department management and the Park Planner. The following practices review park planning and community coordination functions performed by the Department.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The Department shall have a designated position (individual) or team responsible for the agency's community and park planning efforts. This individual/team shall influence local planning and community development efforts that further the Mission Vision and Strategic Plan of the agency.	✓		There is a Park Planner position responsible for this.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The Department shall be involved with external agencies having jurisdictional authority over land use matters in regional state or federal planning efforts to represent the community's park and recreation interests.	✓		The appointed board members are involved with external agencies as well as Parks and Recreation staff leadership.
The Department shall adopt and periodically review and update a Parks and Recreation System Master Plan in alignment with its Mission Vision and Strategic Plan that creates a basis for strategic investment in assets, property, facilities, and improvements.		✓	The most current master plan is from 2002 with an update in 2019.

The Department is proactively working with external agencies but could enhance its services with an updated Parks and Recreation Master Plan. It is recommended that this master plan include aspects that help guide programming through a Recreation Program Plan element, and strategic priorities for the department.

■ **Recommendation:** Develop a policy that dictates the frequency by which the Parks Master Plan (PMP) should be updated.

■ **Recommendation:** Develop a new Parks, Recreation, and Trails Master Plan that incorporates a Strategic planning goals and objectives and a Recreation Program Plan.

2.3 Programs and Services

The Department provides a wide array of programs for adolescents through senior citizens. The following best practices outline management processes used for the most effective implementation of recreation programming in an agency.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
There shall be a designated position (individual) or team responsible for the agency's Recreation Programs and Services. This person/team shall provide strategies, community collaboration approaches, and technical	✓		The Recreation Division is managed by a Recreation Manager who is ultimately responsible for Recreation Programs and Services. Each section of recreation programs also has an assigned supervisor to guide

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
<p>expertise in relation to recreation programs offered to achieve predetermined agency goals and objectives.</p>			<p>and direct specific recreation types. Finally, the Division has Coordinator positions who directly manage programming at specific facilities and in specific programming types.</p>
<p>A strategic, systematic, and collaborative approach shall be taken in determining what programs and services shall be provided by the agency.</p>	✓		<p>There are multiple stakeholders, clubs, and commissions involved with Parks and Recreation. This includes the Brentwood Senior Citizen’s Club (BSCC) who guides the programming assigned for Senior activities at the BSAC.</p>
<p>The agency shall have a Recreation Program Plan (RPP) that furthers the implementation of the recreation and leisure objectives of the Park and Recreation Master Plan and Strategic Plan that is reviewed and updated minimally every three (3) years and that addresses the lifecycle (develop, assess, and improve or discontinue) of all leisure and recreation programs and services delivered by the agency.</p>		✓	<p>There is currently not a formal RPP in place for use by the Recreation Division to guide programming activities for the City overall, and the Senior Center specifically.</p>
<p>The Department often partners with other organizations to deliver programs or services to the community, i.e., youth sports organizations. Such collaboration or cooperation shall be documented via formal agreement.</p>	✓		<p>There are several clubs and groups that provide services at recreational facilities. The BSCC is an example of this. They provide a substantial set of programming focused on the City’s Senior population on top of programs planned and implemented by the Division.</p>
<p>The Department shall seek to understand the community’s needs and preferences for recreational programs and services by piloting new or trial programs.</p>	✓		<p>The Division and the BSCC has piloted several programs for customers. These programs are considered along with current programs based</p>

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
			upon response and registration impacts.

The Department’s programming efforts are currently successful but could be enhanced. Currently, programs are evaluated annually when rates and fees are presented to the City Council. As the City continues to increase programs and special events to meet community expectations, it is recommended that a plan be put into place to guide these efforts for the foreseeable future. CAPRA requirements set out that a Recreation Program Plan (RPP) be developed to help guide programming expansions and needs based upon community input and resource availability. This RPP could be a section or portion of a larger strategic or master planning effort.

At minimum, the RPP should include:

- A Matrix of Current Programs with Target Audiences and Cost Recovery Targets
- A Comprehensive and Annual Action Plan and Program Objectives in SMART format.
- A Description and Diagrams showcasing the processes used in the project to develop the Plan as well as recommended processes for continual evaluation by the Department after the Plan is adopted.

■ **Recommendation:** Implement a Recreation Program Plan (RPP) that supports and furthers the goals outlined in the department’s strategic plan and PMP.

2.4 Marketing, Communications, and Community Engagement

Marketing, Communications and Community Engagement is a responsibility within the Department but is also managed on a City-wide platform. As Parks and Recreation functions are inherently focused on customer needs and providing programming and support that meets the needs of the residents of the City itself, engagement and outreach is essential to building a mature parks and recreation agency that adequately provides services that the City requires. The following best practices discuss procedures and processes for outreach and use of community engagement information and its importance to the operations of the Department.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
<p>The Department has a designated position (individual) or team responsible for the agency's Marketing Communications and Community Engagement functions. This person/team shall provide strategies and technical expertise in relation to marketing communications, crisis communications, and community engagement activities conducted to achieve predetermined agency goals and objectives related to this area of responsibility.</p>	✓		<p>A Recreation Supervisor in the Department is responsible for social media and marketing efforts. These efforts currently are reactionary in nature based upon programs implemented, however should be strategic when incorporated with a Master Plan or RPP document.</p>
<p>Communications and community engagement activities shall reach a diverse array of community members representative of community demographics; Changes to strategy shall be informed by evaluation of efforts. Development of relationships with the media where possible may be utilized to advance the agency's brand image and service reach.</p>		✓	<p>The City of Brentwood has a substantial population segment that English is not their primary language. Marketing tools are not currently bilingual. In the past, most marketing efforts have included information in Spanish, and the Division should re-implement this effort.</p>

2.4.1 Communication Diversity

The *Marketing and Communications Report* published by the NRPA in 2019 also provides data on effective marketing of communication programs. This report states that 76% of Park and Recreation Agencies print a catalog or guide of events, classes, and programs. In that same report, they mention that 34% of these agencies create and distribute marketing and communications collateral in at least one additional language besides English.

Brentwood is a very diverse community with a large Hispanic population. The Department has taken steps to reach those that don't speak English in the past, but needs to reestablish this practice, along with considering other languages that are prominent in the City. The marketing tools and social media presence of the City and Department are currently not bilingual. Taking steps to ensure that all populations are represented in marketing efforts is important for the Department's continued success.

The Division has provided Spanish-language marketing materials in the past due to having bilingual staff that could translate marketing materials and program information and provide additional marketing for these programs and events. The Division has not recently hired full-time staff that are bilingual, making it difficult internally to translate and develop bilingual marketing materials. It is recommended that the City consider use of translation services vendors to provide bilingual translations for these efforts and develop marketing materials that can reach the large Spanish-speaking population within the City.

The City should also consider providing translated marketing for other languages prominent amongst their resident's population, as well as non-residents, who have historically utilized programming provided by the Division.

■ **Recommendation:** Develop marketing tools that provide necessary program and service information in Spanish, as well as other prominent languages utilized by City residents.

3. Comparative Analysis

The project team performed a comparative assessment that benchmarked the City against peer communities selected based on their similarities in population, location, and emphasis on park spaces and programming.

General Community Information

Location	Population	Total Parks
Antioch	117,096	35
Pittsburg	77,585	26
Walnut Creek	68,969	16
Union City	67,049	33
Lathrop	39,857	31
Brentwood	66,854	91

The following tables express the number of recreation staff and senior recreation staff in each community.

Recreation FTEs

Location	Recreation FTEs	Senior Recreation FTEs
Antioch	12.00	1.50
Pittsburg	8.00	2.00
Walnut Creek	55.00	5.25
Union City	90.00	3.25
Lathrop	13.00	4.00
Brentwood	45.70	6.30

Brentwood's recreational staffing levels are in line with comparative cities in the region. The support of the nearly 150 PT Recreational Leaders provides Brentwood with a significant staffing resource.

The amount of committed senior recreational staff for Brentwood is in line with comparative cities in the region.

4. Program and Services Analysis

The Parks and Recreation Department provides recreational programming through parks, recreational amenities, facilities, the Community Center, and the Senior Activities Center. The Department is organized so that programming is managed by the Recreation Manager and all physical park maintenance is managed by the Park Maintenance Manager. Each of these positions reports to the Parks and Recreation Director. This study has a primary focus on the recreation side of the Department and will examine the programming and services provided by the Division.

4.1 Recreation Programming National Trends

The following information provides insight into national trends in recreational programs from various sources, as well as from experience the project team has had with other similar clients. These are to assist the Parks and Recreation Department in consideration of future expansion or improvements to program offerings based upon expectations at the national level.

- Pickleball remains the fastest-growing sport in America, with over 4 million people participating annually, as reported by the NRPA. In 2023, the SFIA reported a 51.8% increase in participation in this sport, with a 223.5% increase in total over three years. Although tennis is offered, pickleball is currently not offered in Brentwood's activities guides.
- The 2023 SFIA Topline Report notes higher participation in sports-related activities throughout the United States. Their report shows that 77.6% of all Americans in 2022 participated in some sort of athletic event, an increase of 9.2% from the previous year. This is further broken down into 67.4% participating in Fitness related activities, 41.3% in Individual Sports, 55% in Outdoor Sports, 16.4% in Racquet Sports, 23.2% in Team Sports, 14.4% in Water Sports, and 8% in Winter Sports. Continuing to provide sports programming is an essential part of the City's recreational success.
- In 2023, NRPA issued a report on *Supporting Older Adults Through Parks¹ and Recreation* that highlighted the following key metrics:
 - 92% of park and recreation agencies offer older adult-related resources and programs
 - 95% of agencies say that promoting social connection and addressing social isolation are top benefits of their older adult programming

¹ Supporting Older Adults Through Parks - <https://www.nrpa.org/publications-research/research-papers/supporting-older-adults-through-parks-and-recreation/>

- 30% of agencies offer intergenerational programming such as arts and crafts, reading programs, and mentoring opportunities
- 30% of park and recreation agencies dedicate 10% or more of their annual operating budget to older adult programming and outreach

4.2 Current Recreational Programming in Brentwood

The RPD uses a program called ActiveNet to track registrations and programs that are directly managed by the Department and open for registrations. The following data sets represent aggregate models of data provided from this system. Senior Club Activities listed only represent those BSCC sponsored activities that require special registrations or separate fees. Examples of these include Bunco Nights, Trips and Tours, and Special Events. This data does not include BSCC sponsored monthly programs that are provided as these do not require registrations in ActiveNet or management by the PRD.

Programs are documented in ActiveNet by various categories, including activity type, age group, and by location. The following lists outline these categories for data aggregation.

Brentwood Recreation Program Types

Program Type	Description
Aquatics	Swim lessons and various aquatic programs run every season except winter. They offer lap swims, splashing, and boat derbies.
Art	Public Art programs allow for various types of artists to express their work. Either through art exhibits, an open mic night, or large public art pieces.
Dance	Dance classes focus on dance lessons and events that involve dancing.
Day Camps	There are camps being run throughout every season. Camp Brentwood, for 1 st – 6 th graders is the largest. Then there is Mini Camp Brentwood for 4 – 6 year old's. Outside of that, there are various shorter camps for ages 4 – 16.
Fitness	Fitness classes incorporate health and wellness activities such as yoga, exercise programs, Zumba, and others.
Gymnastics	Gymnastics classes focus primarily on youth gymnastics training and entry-level gymnastics training.
Health and Safety	Health and Safety Classes focus on training to assist other individuals like babysitting training and CPR / First Aid classes.
Preschool	Preschool focuses on ages 0 – 4 while youth is predominantly 5 – 12. These programs typically focus on adventures with parents for newborns, toddlers, and programs prior to educational options for this age group.

Program Type	Description
Senior Club Activities	Senior Club Activities are programs planned by the BSCC that require additional registration or fees.
Special Events	The City puts on and supports many special events throughout the year. Many include concerts, movie nights, parades, and more.
Sports Classes	Sports Classes incorporate training on knowing how to perform in athletics. These classes typically include tennis programs, youth sports, and racquet sports.
Sports Leagues	Sports Leagues incorporate organized leagues of particular athletic types, like T-Ball, Softball, and Bocce Ball.

Brentwood Recreation Program Age Groups

Age Groups

Adults (50 & Over)

Adults (Ages 18+)

All Ages

Preschool (Ages 0-4)

Teens (Ages 13-17)

Youth (Ages 5-12)

Brentwood Recreation Program Locations

Locations

Apple Hill

Aquatics Center (BFAC)

Balfour Guthrie

Bristow Middle School

City Park

Community Center (BCC)

Comp Field

Created By You Art Studio

Creekside - Tennis Courts

Edna Hill Middle School

Fields 1, 2, 4, A

Liberty High School

Library Community Room

Offsite

Senior Activities Center (BSAC)

Summerwood - Field

Locations

Veterans Park

The project team did an analysis of the number of programs based upon these primary categories. The first two tables represent programs by program type and age group aggregated over the past three years, including Fiscal Years 2021-2022, FY 2022-2023, and through April of FY 2023-2024.

Programs By Program Type

Program Type	FY 21-22	FY 22-23	FY 23-24 (Thru Apr)
Aquatics	1,214	395	262
Art	67	49	55
Dance	72	82	57
Day camps	44	39	31
Fitness	35	47	27
Gymnastics	115	133	115
Health and Safety	6	13	5
Preschool	7	26	27
Senior Club Activities	14	26	29
Special Events	46	16	9
Sports Classes	181	222	179
Sports Leagues	22	20	17
Total Programs	1,825	1,068	813
Total Registrants	20,375	17,428	12,638

Aquatics programs account for an average of 45% of all programs offered by the PRD, however the Fiscal Year 2021-2022 total appears to be an outlier due to registrations being included for lap swimming and family swimming time periods. Using the other two years of data, these programs account for an average of 35% of all programming offerings. Sports Classes is the next highest programmed type, with 18% of all programs in the three years, or the 21% in the past two years. Finally, Gymnastics accounts for an additional 11% of programs, and 13% of those in the past two years. These three program types account for over two thirds of all programs offered in Brentwood.

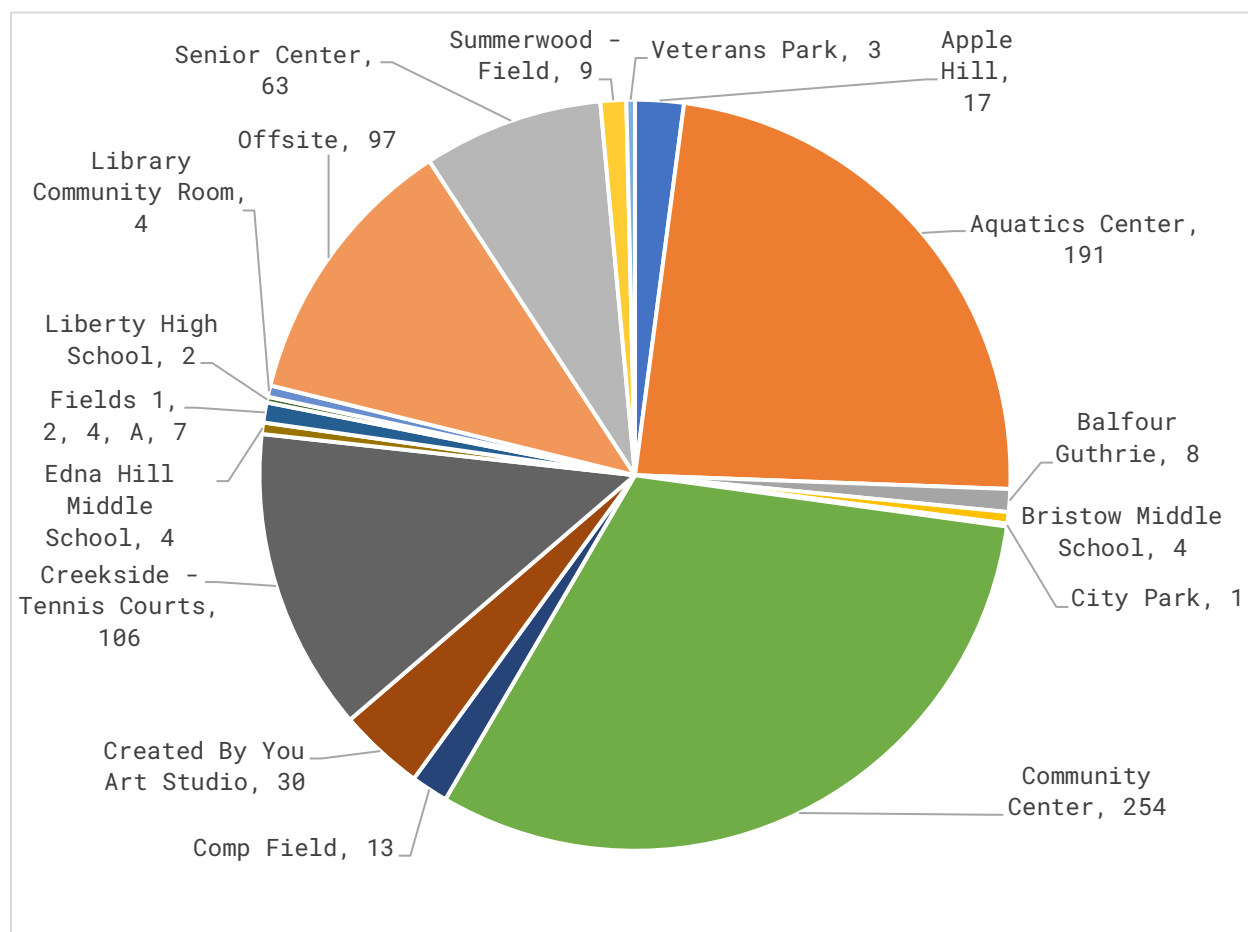
Programs By Age Category

Age Category	FY 21-22	FY 22-23	FY 23-24 (Thru APR)
Seniors	63	93	76
Adults	640	64	38

Age Category	FY 21-22	FY 22-23	FY 23-24 (Thru APR)
Teens	22	33	32
Youth	492	467	344
Preschool	294	308	247
All ages	314	103	76
Total Programs	1,825	1,068	813

73% of all programs provided by PRD are for Youth and Preschool aged patrons, 9% are for Seniors (50 and over), 9% for All Ages, and the remaining 9% for Adults and Teens.

Program Offerings by Location in FY 2023-2024 (Through April)



The programming offerings from PRD are primarily focused on three locations: the Brentwood Community Center (BCC) – 31%, the Brentwood Family Aquatics Center (BFAC) – 23%, and the Creekside Tennis Courts – 13%. These three locations account for over two thirds of programming offered in this fiscal year.

There was a noticeable decrease in total programs provided between Fiscal Years 21-22 and 22-23, however this appears to be directly equated to the discontinuation of lap swimming and family swimming “events” in ActiveNet. The total aquatics programs reduced by 819 programs, and the total programs reduced by 755. If these programs were not included, there would be a 64 program increase between these years.

4.3 National Programming Comparative Assessment

An assessment was done based on the NRPA Agency Performance Data to see what types of programs are usually offered in recreation and parks agencies that have a similar number of parks, park acreage, and population, and are in the same region of the United States as Brentwood. Using NRPA data and metrics, we can focus data analysis on similar agencies by size, location, and scope of park management.

The following table outlines general and particular programming, on average, provided by communities of similar variables. The variables utilized to analyze this data for the City of Brentwood include:

- 242 Acres of Parks
- 91 Parks Managed
- 66,854 Residents – Population per the 2022 U.S. Census
- Pacific Northwest United States Region

Programming Analysis based upon NRPA Agency Performance Data

Program Type	Brentwood Programs	Average % of peer agencies across all criteria providing program type	Peer agency category: Park acres (250 acres or less)	Peer agency category: Population (20,000 - 50,000 people)	Peer agency category: # of parks (Fewer than 10 parks)	% of agencies in Pacific SW region of U.S. providing program type	
General Programming Types	Themed Special Events	Yes	91%	87%	94%	96%	80%
	Social Recreation Events	Yes	89%	88%	90%	94%	77%
	Team Sports	Yes	90%	89%	92%	90%	89%
	Fitness Enhancement Classes	Yes	85%	79%	90%	92%	73%
	Health and wellness education	Yes	83%	76%	85%	91%	70%
	Individual Sports	Yes	77%	72%	83%	86%	84%
	Safety Training	Yes	76%	69%	84%	87%	59%
	Racquet Sports	Yes	72%	65%	82%	87%	73%
	Aquatics	Yes	72%	61%	80%	88%	61%

Program Type	Brentwood Programs	Average % of peer agencies across all criteria providing program type	Peer agency category: Park acres (250 acres or less)	Peer agency category: Population (20,000 - 50,000 people)	Peer agency category: # of parks (Fewer than 10 parks)	% of agencies in Pacific SW region of U.S. providing program type
Performing Arts	Yes	65%	51%	78%	83%	59%
Visual Arts	Yes	63%	52%	75%	84%	61%
Natural and cultural history activities	Yes	56%	43%	63%	87%	70%
Cultural Crafts	Yes	61%	53%	67%	80%	55%
Trips and Tours	Yes	60%	54%	67%	77%	48%
Martial Arts	Yes	63%	57%	73%	71%	48%
Running/cycling races	No	47%	39%	54%	59%	45%
Golf	No	42%	28%	54%	72%	52%
eSports/eGaming	No	10%	7%	15%	21%	14%
Summer Camp	Yes	84%	74%	93%	94%	75%
Specific Senior Programs	Yes	79%	72%	88%	89%	69%
Specific Teen Programs	Yes	68%	56%	77%	88%	64%
Programs for people with disabilities	Yes	61%	45%	75%	83%	61%
STEM Programs	No	56%	47%	66%	77%	51%
After School Programs	Yes	53%	50%	52%	78%	51%
Preschool	Yes	38%	32%	43%	40%	50%
Before school programs	No	19%	17%	22%	24%	21%
Full daycare	No	8%	6%	12%	10%	19%

Brentwood Programming Strengths and Weaknesses

Programming strengths are identified as programs offered in Brentwood that are also offered by 75 percent or greater of peer agencies in one or more categories.

Table 3.1 shows that Brentwood provides several programs when compared to peers across more than two categories. These programs should be maintained by the Department to continue matching offerings provided by peers.

These programs are:

- Themed special events
- Social recreation events
- Team sports
- Fitness enhancement classes

- Health and wellness education
- Individual Sports (Youth Programs)
- Safety Training

The following programs are provided by over 50% of peer programs in one or two categories. These programs should also be maintained by the Department to continue matching offerings provided by peers. These programs are:

- Racquet sports
- Aquatics
- Performing
- Visual Arts
- Cultural Crafts
- Martial Arts

Programming weaknesses are identified as programs offered by 50 percent or greater of peer agencies in one or more criteria, but not offered in Brentwood. These programs may be considered by the Department to match offerings provided by peer agencies. These programs are:

- Running or Cycling Races
- Golf

4.4 Local or Regional Programming Comparative Assessment

The following table represents a summary of the types of classes or programs provided by these communities along with those currently provided by the Department. This listing is based upon a review of current program guides and as such other programs may be offered by these entities that are not included in these materials.

Programming Offerings from Local Recreation and Parks Organizations

Program Area	Brentwood	Lathrop	Union City	Walnut Creek	Pittsburg	Antioch
Art	X		X	X	X	X
Care	X		X	X	X	X
Counseling	X	X		X		X
Dance	X		X	X	X	X
Driving						X

Program Area	Brentwood	Lathrop	Union City	Walnut Creek	Pittsburg	Antioch
Fitness	X	X	X	X	X	X
Games	X	X	X	X	X	X
Legal	X	X		X		X
Meals	X	X		X	X	X
Movies	X	X	X		X	X
Music	X	X	X	X	X	X
Sports	X		X	X	X	X
Technology	X	X	X		X	
Transit				X		X
Trips	X			X		X

Other areas were compared with various local communities regarding the study, including senior facilities, senior clubs, and number of senior programs per year.

Communities with a Senior Facility / Senior Club

Program Area	Brentwood	Lathrop	Union City	Walnut Creek	Pittsburg	Antioch
Senior Facility	X	X	X		X	X
Senior Club	X	X	X	X		X

Senior Recreation Programs Per Year*

	Brentwood	Lathrop	Union City	Walnut Creek	Pittsburg	Antioch
# of Programs	1,500	1,200	1,350	825	850	1,800

* Numbers are rounded due to the variability of program offerings from year to year.

4.4 Senior Programming and BSAC Activities

The City of Brentwood classifies Senior in an age group of 50 or above. The Senior Activities Center, or BSAC, is the City's recreational facility for these individuals to receive specialized programming focused on this age group of residents. The programming provided at the BSAC is provided through three primary means: The Brentwood Senior Citizens Club (BSCC), Senior Services Provider Partners, and the PRD.

Previous to the COVID Pandemic in 2020, the BSAC was primarily programmed by the BSCC and supported with volunteers from that organization, however after the pandemic,

memoranda of understanding (MOU) between the City and the BSCC provide that the City shall operate the BSAC with front desk and support staff to better manage and maintain the facility and provide for programming.

Brentwood Senior Citizens Club, Inc. (BSCC)

The BSCC was formed in, and has been a California non-profit corporation since, 2004. It serves as a non-profit organization that provides senior-focused programming and services to its members at the BSAC as well as programs such as trips and tours that are off site from the BSAC but are based at this location. This organization is made up of annual members and is governed by a Board of Directors (Board) that reports annually on the operation of the club, its activities, membership, and goals for the current and future years to the City Council.

Membership in the BSCC costs \$25 per year for residents of Brentwood and neighboring municipalities and regions. This membership pays for implementing weekly, monthly, and annual programs for members at the BSAC. The following table outlines current activities provided to members each week at the BSAC:

BSCC Membership Included Programs Offered Monthly

Activity	Day(s)	Time(s)	Location
Ballet Folklorico	Wed & Thurs.	3:00 - 4:00 pm	BSAC Main Hall
Billiards	Mon., Wed. & Fri.	9:00 am - 12:00 pm	BSAC Game Room
Bingo	Mon.	12:30 - 3:30 pm	BSAC Main Hall
Brown Bag	2nd & 4th Thurs.	10:00 - 11:00 am	BSAC Main Hall
Book & Media Center	Mon. - Fri.	8:30 am - 3:00 pm	BSAC Game Room
Book Banter	3rd Tues.	1:30 -2:30 pm	BCC Conference Room
Bridge	Tues.	9:00 am - 12:00 pm	BSAC Main Hall
Bunco	2nd Friday	6:30 pm - 9:00 pm	BSAC Main Hall
Café Costa	Mon. - Fri.	Open 11:00am / Serves 11:30am	BSAC Classroom
Decorative Painting	Tues.	1:00 - 4:00 pm	BSAC Meeting Room
Game Day Social	Fri.	1:00 - 4:00 pm	BSAC Main Hall
Knitting, Crocheting Circle & Quilting	Tues.	12:30 - 3:30 pm	BSAC Main Hall
Line Dancing	Wed.	12:30 - 2:00 pm	BSAC Main Hall
Mahjong (Chinese)	Thurs.	1:00 - 3:00 pm	BSAC Game Room
Place to Paint	Tues.	1:00 -4:00 pm	BSAC Classroom

Activity	Day(s)	Time(s)	Location
Pinochle	Tues. & Thurs.	1:00 - 4:00 pm	BSAC Main Hall
Quilting	Tues.	1:00 - 4:00pm	BSAC Main Hall
Single & Mingle	1st Tues.	1:30 - 3:00 pm	BCC Conference Room

Based upon this table, the BSCC provides an estimated 1,400 programs per year that are included in the membership fee. The Bingo program specifically provides substantial revenue to the Club annually to help offset the costs of the club's expenses in addition to membership fees.

The BSCC also provides specialized programs each quarter that are cultural in nature, or have times and dates set for trips or events. These programs are either free for members (included) or charge a separate registration fee to offset the costs associated with the event or trip. The following is a listing of specialized programming that is being offered from September 2023 to September 2024 and included in BSCC Newsletters:

BSCC Specialized Programs Offered from September 2023 to September 2024

Event	Type	Date	Fee Required?
Castle Air Museum	Trip	10/14/23	Registration Fee
Boogie Nights	Dance	10/26/23	Registration Fee
Art & Craft Faire	Event	11/2/23	Included
The Lion King Musical	Trip	11/29/23	Registration Fee
McHenry Mansion & Poinsettias	Trip	12/4/23	Registration Fee
Holly Jolly Jamboree	Dance	12/8/23	Sponsored
New Year Celebration	Event	12/31/23	Registration Fee
Boogie Nights	Dance	1/25/24	Registration Fee
Author Luncheon - Dan Hanel	Event	2/7/24	Registration Fee
MJ the Musical	Trip	2/21/24	Registration Fee
Boogie Nights	Dance	2/22/24	Registration Fee
Boogie Nights	Dance	3/28/24	Registration Fee
Volunteer Appreciation Luncheon	Event	4/23/24	Included
Boogie Nights	Dance	4/25/24	Registration Fee
Cinco de Mayo	Event	5/3/24	Registration Fee
WWII through San Francisco	Trip	5/3/24	Registration Fee
Senior Health & Resource Fair	Event	5/15/24	Included
Boogie Nights	Dance	5/23/24	Registration Fee
Garre Winery Lunch & Tasting	Trip	6/26/24	Registration Fee
Boogie Nights	Event	6/27/24	Registration Fee

Event	Type	Date	Fee Required?
Fiddler on the Roof	Trip	7/14/24	Registration Fee
Casino Night	Event	7/19/24	Included
Boogie Nights	Dance	7/25/24	Registration Fee
Ice Cream Social	Event	8/1/24	Included
Moving Movie Tour	Trip	8/14/24	Registration Fee
Boogie Nights	Dance	8/22/24	Registration Fee
Jersey Boys	Trip	9/1/24	Registration Fee
Boogie Nights	Dance	9/26/24	Registration Fee
Annual Barbeque	Event	9/28/24	Included

In the 12 months since September 2023, 29 programs have been offered by the BSCC that are specialized for members. This number is in line with the total programs listed as Senior Club Activities in the total programming provided by the City.

The Senior Club also offers participation grants through the revenues received from membership fees and the Bingo weekly program for those who are unable to afford attendance at these specialized programs. On April 1, the Board of Directors approved grant values to be between \$150-\$250 per person.

Senior Programming Provided by the Parks and Recreation Department

The PRD also provides senior age level programming that is not provided through the BSCC. These programs are provided at the BSAC, the Brentwood Community Center or in Veterans Park. These programs typically focus on fitness, sports, health and wellness, technology training, dance classes and arts. The following table is a list of programs offered in the 2022-2023 fiscal year (last full years' worth of data) and how many classes were offered:

Parks and Recreation Department Senior Aged Programs offered in FY 2022-2023

Program	Activity Category	Classes Offered
Acrylic & Luminous Oil Painting	Art	4
Adult 50+ Spring Bocce League	Sports - Leagues	2
Android Training	Technology	1
Ballroom Sampler- Rumba & Tango (Couples per person)	Fitness	1
Ballroom Sampler- Rumba & Tango (Singles)	Fitness	1
Ballroom Sampler- Salsa (Couples Per. Person)	Fitness	1
Ballroom Sampler- Salsa (Single)	Fitness	1
Brentwood Senior Health & Resource Fair - Commercial	Special Events	1
Cardio Ball Fitness	Sports - Classes	5

Program	Activity Category	Classes Offered
Chair Exercise	Sports - Classes	3
Country 2-Step (Couple)	Fitness	2
DMV Senior Driver Ombudsman	Health and Safety	1
Gentle Yoga	Fitness	2
HICAP Medicare Presentation	Special Events	1
iPhone Training	Technology	1
Oldies But Goodies	Art	12
Premiers Exercise Program	Fitness	10
Swing & Foxtrot (Couple)	Fitness	1
Swing & Foxtrot (Single)	Fitness	1
Ugly Sweater Hot Cocoa & Tea Party	Special Events	1
Volunteer Appreciation Luncheon	Special Events	1
Watercolor Painting	Art	4
Zumba Gold	Sports - Classes	7
Total		64

The following table represents total PRD programming, broken down into Activity Categories, focused on Senior-aged participants for the current year and the previous two years. This data also excludes Senior Club activities:

PRD Senior Programming over Three Year Period

Activity Category	FY 21-22	FY 22-23	FY 23-24 (Thru Apr)
Art	17	20	17
Fitness	18	20	23
Health and Safety	0	1	0
Special Events	4	4	2
Sports - Classes	5	15	0
Sports - Leagues	2	2	2
Technology	0	2	1
Total	46	64	45

Programming and Services Provided by Community Partners

Various community partners provide senior-focused support programs at the BSAC and through programs offered to members of the BSCC. These include:

- Alzheimer’s Association Services – Clinical confidential support for families being impacted by Alzheimer’s disease.
- Contra Costa Adult Protective Services – Service for investigating elderly neglect.
- Contra Costa Senior Legal Services – Legal aid and support for seniors.
- Contra Costa County Food Bank Brown Bag Program – Grocery supplements for seniors unable to afford or purchase their own.
- Meals on Wheels – Food delivery service for seniors to their homes.

These services are not documented as separate programs and as such are not included in total programs provided in the next section.

Total Programming for Seniors in Brentwood

Using the data gathered in the previous three sections, the following represents total programming offered by the City, either through the BSCC or through the PRD, in a twelve-month timeframe:

Annualized Senior-Focused Programming Calculation

Provider and Type	Annual Program Offerings
BSCC Monthly Programs	1,417
BSCC Specialized Programs	29
Parks and Recreation (FY 22-23)	64
Total Senior Programs	1,510

4.5 Key Findings

Based upon this analysis, the PRD provides a wide range of programs by type and provides programs that are common to organizations of similar size and in similar location. The following findings reflect not only data-driven results of the analysis in this chapter, but also recommendations and considerations from the Community and Senior Center Surveys performed and outlined in Chapter 6 of this report.

4.5.1 Recreational Programming Findings and Recommendations

General Programming Findings

The PRD based upon its history, has a recreation focus on youth and patrons of the Brentwood Community Center. There is also a strong focus on aquatics programming due to the Brentwood Family Aquatics Center facility. These focuses follow common recreational goals and directions of similar community recreation agencies. These

focuses are also understandable as these two facilities are two of the three owned and managed by the City. As such, a focus on keeping these facilities programmed and meeting the needs of the community is an obvious focus and need.

The City also has a focus in programming based upon age. With 73% of programs being provided being for Preschool and Youth patrons, further focus on Adult and Teen programming is recommended to continue to round out the Recreation program offerings. These programs increased from FY 2021-2022 to FY 2022-2023 and will increase again for FY 2023-2024 by the end of the fiscal year. This trend should be continued, and expansion planned as a part of a Recreation Program Plan (RPP) development effort, as documented in Chapter 2.

It should be noted that Adult and Teen programs typically require more administrative staff time due to the need to find and contract with, private providers. Adult and Teen programs are generally less “game” focused and more skill focused, requiring instructors that have specialized skills. Finding and hiring these instructors is difficult especially in a suburban area like Brentwood. It was also noted in staff interviews that the process to get a contract in place administratively within the City requires significant time due to legal and insurance requirements on City contracts. It was also noted that many contract instructors cannot afford the required insurance levels to meet City policy requirements. It is recommended that this be reviewed by PRD and the appropriate departments.

Recommendation: Continued expansion of program offerings, especially those for teens and adults.

Recommendation: The City perform a review of contract requirements for private instructors for program classes to determine appropriate legal and risk management requirements.

Program Marketing and Communications

Recreation programs offered by PRD are documented and can be registered for on the City’s website through a link to ActiveNet. In the past, the City had developed a recreation activity guide that was printed and provided a number of times throughout the year that residents and other patrons could see program offerings for the coming years. As mentioned earlier in this section, this is a recommended practice for parks and recreation departments, as many patrons, especially seniors, have a difficult time finding and navigating electronic based listings of activities.

Periodicals like this also provide opportunities for communities to provide information in multiple languages to assist in communicating to patrons that do not use English as their

first language. Several stakeholders mentioned that some materials have been provided in the past that provide a catalog of programs in multiple languages, however this was an ad-hoc process done by particular staff groups.

It is recommended that the PRD develop quarterly or semi-annually an activity guide publication that can be either mailed to residents of Brentwood, provided at recreational properties, or both. It is also recommended that this publication provide information in English and Spanish, if not other languages, to better communicate these opportunities to all residents of the City.

- **Recommendation: The Department should develop an activity guide publication on a quarterly or semi-annual basis and that it be provided in multiple languages.**

Adaptive and Inclusive Recreation Offerings

The City has established a commitment to Adaptive and Inclusive Recreation and has begun providing services to patrons with special needs. Two playground facilities have been designed with adaptive amenities in mind: Blue Goose Park and Veterans Park. The Department however does not regularly provide program offerings that are adaptive or specifically inclusive.

Adaptive recreation offerings can include a variety of program types, including adaptive family movie nights, arts and crafts programs, special play activities and more. Inclusivity is also important for programs to incorporate all types of people into programs together without stigma or issue.

Many communities have begun offering specific programs and marketing them separately from other program types as Adaptive or Inclusive to provide interest to families that require this type of program. It is recommended that the Department provide consistent programming annually and market it as a separate program type for ease in finding and registering.

- **Recommendation: The Department should develop a consistent set of Adaptive or Inclusive programs for patrons with special needs and incorporate it into regular program schedules throughout the year.**

Senior Programming Recommendations

A review of general programming earlier documented that most of the programming was performed at two of the three recreational facilities owned by the City of Brentwood. The

third facility owned by the City, the Brentwood Senior Activities Center, has less programming managed by PRD because of two primary reasons:

1. The turnover of staff in the past three years has caused a reduction in capacity of staff to manage the sheer quantity of programs provided by the PRD.
2. Historically, the programming provided at the BSAC has been predominantly planned, managed, and implemented by the BSCC, with support from PRD Staff.

The PRD Staff in the past five years has provided staff support to the BSCC and some front desk assistance at the BSAC. Since then, a greater demand for staff capability has been requested and included in the MOU with the BSCC. There has also been a significant change of staffing assigned to the Senior Center over that time. As such, programming offered by PRD has varied, and staff assigned has changed multiple times.

The Department has recently hired a new Recreation Supervisor and a Recreation Coordinator to provide programming guidance and management of the BSAC and the PRD programs offered to seniors. These new staff members are responsible for finding instructors and contract providers to provide programming that is being sought by patrons or has not been provided in some time.

Programs recommended for development or return to regular status:

1. Tai Chi – In the survey and in stakeholder interviews, Tai Chi was mentioned as a favorite program that hasn't been offered in some time. Staff mentioned that this is primarily due to the instructor moving out of the area and the difficulty in finding another one to provide the program. Tai Chi was also documented by the NRPA as one of the top two Senior programs being implemented in the past two years.²
2. Art / Creative Courses – While the BSCC and the PRD both provide a number of art program offerings, programs requested through the survey included painting workshops and writing courses.
3. Cooking Training – With the facility having a commercial sized kitchen and dining area, cooking classes could be provided when lunch programs are not requiring the space. This was another request from survey respondents.
4. Yoga Courses – Along with Tai Chi, respondents requested further health and wellness options for exercise, such as Yoga at varying level of skill and difficulty.

² Supporting Older Adults Through Parks and Recreation, NRPA, 2024

5. Senior Support Trainers – There was a significant number of respondents to the Senior Center survey that requested training classes with instructors to provide guidance on finance, technology, and estate planning. The PRD has offered some classes on iPhone and Android smartphone skills in the past with a hope of getting around 20 attendees and has registered 15-24 attendees at these events.

It was noted in the survey analysis that the overall response to program offerings for seniors were appreciated and positive, the respondents primarily wanted more of them. These recommendations would provide further programs to Seniors that the PRD can manage while supporting the BSCC's current program options being provided at the BSAC.

- **Recommendation: Program offerings for Seniors should be planned that incorporate Tai Chi, Yoga, additional art and cooking classes, and support services trainers.**

5. Staffing Analysis

This chapter will review the staffing of the Recreation Division to determine if adequate resources are available to meet department objectives. The analysis will include a review of staffing levels, recommended competencies, an industry-standard analysis of current and needed staffing resources, and workload of current staffing.

5.1 Staffing and Workload Analysis

This chapter will discuss the staffing analysis for the Parks and Recreation Department including an analysis of the following areas:

- Adequacy of staffing levels based upon generally accepted industry standards
- Recommendations of skill sets and qualifications of the staff
- Optimization of the organizational structure of the Department

5.1.1 National Data Comparative Analysis

The NRPA provides Agency Performance Data on various parks and recreation agencies throughout the United States. This performance data is organized by multiple variables, including population, region, size and number of parks, and others. The project team has used this data to determine comparative staffing levels for other similar organizations that were included in the Agency Performance Data process.

The Agency Performance Data is organized by these variables and is then organized into three primary staffing metrics: Number of FTEs in the Department, Number of FTEs per 10,000 Residents, and a percentage breakdown of responsibilities of staff in the department.

FTE stands for Full-Time Equivalent and is a generally accepted measurement of staffing capacity for local government agencies. This qualifies staffing numbers based on hours worked as opposed to basic positions. As an example, a part-time employee working 30 hours per week would be 0.75 FTE since they are working 75% of a normal full-time equivalent work week of 40 hours. As another example, a part-time employee working 20 hours per week would be 0.5 FTE, and a full-time employee working a full 40 hours a week (or more) would be 1 FTE.

The Parks and Recreation Department has 29 staff positions. There are also over 150 PT and seasonal staff that is equivalent to another 31.4 FTE, bringing the overall total to 60.4

FTE. This staffing allocation is broken down into the areas designated in the Agency Performance Review in the following table.

Departmental Staffing Allocations by Staffing Type

Current Position Title	Administrative	Capital Planning	Operations and Maintenance	Programmers	Totals
Parks and Recreation Director	1				1
Management Analyst	1				1
Accountant II	1				1
Administrative Supervisor	1				1
Administrative Assistant I	2				2
Park Maintenance Manager			1		1
Project Services Specialist		1			1
Parks Planner		1			1
Park Maintenance Supervisor			3		3
Senior Park Maintenance Worker			2		2
Park Maintenance Worker II			3		3
Park Maintenance Worker I			3		3
Recreation Manager				1	1
Administrative Assistant I	1				1
Recreation Supervisor				3	3
Recreation Coordinator				4	4
Recreation Leader I, II, or III (Part Time)				31.4	31.4
Total	7	2	12	39.4	60.4

*Recreation Leader staffing count is based upon part-time labor hours, provided by the City of Brentwood.

Summary of Departmental Staffing by Type

NRPA Staffing Type	Total FTEs	Percentage
Administrative	7.0	12%
Capital Improvement Planning	2.0	3%
Operations and Maintenance	12.0	20%
Programmers	39.4	65%
Total	60.4	100%

The majority of staff fall under the programming positions. There is a large amount of part time recreational leaders that create such a large number of positions under this area.

The Agency Performance Review data is provided in terms of quartiles and medians for the number of FTEs from agencies responding. This provides a range of the middle 50%

of all agencies to guide staffing based upon industry trends. As an example, communities who responded to the Agency Performance Review that have less than 10 parks has a lower quartile of 6 FTEs (or the lower 25% of respondents have 6 FTEs or less), an upper quartile of 32.9 FTEs (or the higher 25% of respondents have 32.9 FTEs or more) and a median of 16.3 FTEs (meaning 50% of respondents have between 6 and 32.9 FTEs, with the median being 16.3).

This same methodology is used for FTEs per 10,000 residents. Using the same example of respondents who have 10 parks or less, the lower quartile is 3.7 FTEs (or the lower 25% of respondents have 3.7 FTEs per 10,000 residents, or less), the upper quartile is 13.9 FTEs (or the higher 25% of respondents have 13.9 FTEs per 10,000 residents, or more), and the median is 7.7 FTEs (meaning 50% of the respondents have between 3.7 and 13.9 FTEs per 10,000 residents, but the median of these is 7.7 FTEs per 10,000 residents.)

The following table represents staffing data from the Agency Performance Review based on the four variables for the City of Brentwood:

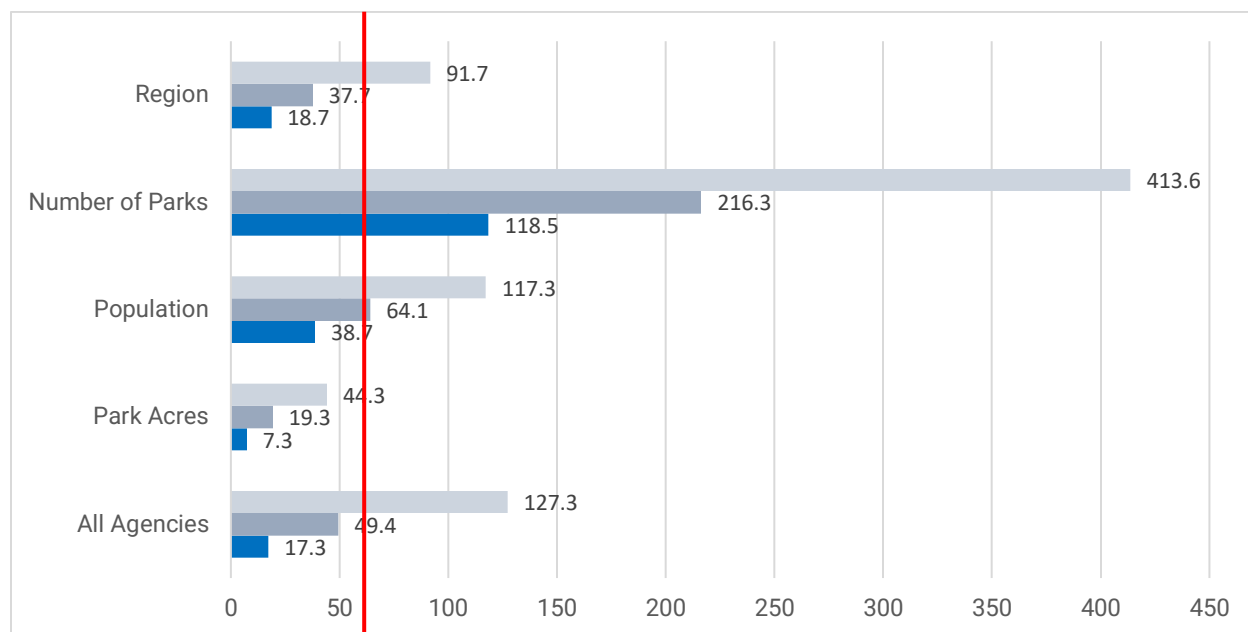
- 242 Acres of Parks
- 91 Parks Managed
- 66,854 Residents – Population per the U.S. Census Bureau
- Pacific Northwest Region

NRPA Performance Review Staffing Data Summary

Name of Client	All Agencies	Park Acres	Population	Number of Parks	Region
Brentwood Metrics		242	66,854	91	Pacific Northwest
NRPA Data Segment		250 or less	50,000 – 99,999	50 or More Parks	Pacific Northwest
Number of FTEs					
Lower Quartile	17.3	7.3	38.7	118.5	18.7
Median	49.4	19.3	64.1	216.3	37.7
Upper Quartile	127.3	44.3	117.3	413.6	91.7
FTEs per 10,000 Residents					
Lower Quartile	4.7	5.2	5.3	5.5	5.9
Median	8.9	10.6	9.6	8.4	10.6
Upper Quartile	15.4	21.4	14.4	13.3	18.5

The following graph represents the upper quartile, median, and lower quartile of staffing based upon each metric. The red line represents Brentwood’s current staffing of 60.4 FTEs.

NRPA Agency Performance Review Staffing Evaluation



The Department’s current staffing is in line with comparative staffing levels.

The Agency Performance Review also documents what percentage of staff are assigned to staffing types (Operations and Maintenance, Programmers, Administration, Capital Development, and Other). The following table reviews the City’s staffing breakdown versus those in the variables used:

NRPA Agency Performance Review Staff Responsibilities Data Summary

Name of Client	All Agencies	Park Acres	Population	Number of Parks	Region	Brentwood
Brentwood Metrics		242	66,854	91	Pacific Northwest	
NRPA Data Segment		250 or less	50,000 – 99,999	50 or More Parks	Pacific Northwest	
Responsibilities of Staff						
Ops/Maintenance	45%	40%	44%	48%	53%	20%
Programmers	31%	31%	35%	32%	24%	65%
Administration	17%	22%	16%	11%	15%	12%
Capital Develop.	3%	3%	2%	4%	4%	3%
Other	4%	4%	3%	5%	4%	0%

Using this model, the Department is heavy in its percentage of programming staff and is low in operations and maintenance focused staff versus other comparable agencies. This is probably due to the significant amount of contracted maintenance that is managed by the PRD instead of having in-house labor, however this was not a part of this project's scope.

To further analyze this metric, the project team developed a general average based upon all five variable FTEs provided in the NRPA Agency Performance Review data based upon the same three levels: Lower Quartile, Median, and Upper Quartile. Using the data to develop these averages over the variables, the lower quartile staffing would be 51.18 FTEs, the median 99.58 FTEs, and the upper quartile 185.55 FTEs.

Similarly, an average of all variables can be made for responsibilities of staff, using an average of all five variables. These averages would be 43.3% of Staff for Operations and Maintenance, 33% for Programmers, 16% for Administration, 3% for Capital Development, and 5% for Other.

Using these two averages, a target FTE by responsibility can be developed for each quartile, giving a range of staffing targets for the City to consider in each responsibility area. Due to the variability of this data, the project team recommends that staffing be targeted between the Upper and Lower Quartile range.

Datatype	FTEs	Ops / Maint.	Programming	Admin.	Capital Develop.	Other
Lower Quartile	45.80	21	14	7	1	2
Upper Quartile	166.73	77	51	27	5	7
Brentwood	60.4	12	39.4	7	2	0

Based upon this analysis, and the NRPA Agency Performance Review data, Brentwood's Parks and Recreation staffing is in line with comparable communities, especially in terms of programming focused employees.

5.2 Skills Needs Analysis

As the Parks and Recreation Department continues to explore new recreational programs, staff knowledge, skills, and abilities (KSAs), must also grow and meet the needs of the services provided. This includes certifications, training, and continuous educational opportunities to understand current trends, requirements, and mandates. The following table outlines KSAs or Certifications at each level of the organization that are

recommended for the Department. Many of these items are already achieved by existing staff.

Position Level	KSAs and Certifications
Director / Manager	Budgeting and Long-Term Planning Capital Project Management Personnel Management Certified Park and Recreation Professional (CPRP) or Certified Park and Recreation Executive (CPRE) Certification from NRPA Annual Event Scheduling and Management
Recreation Manager	Personnel Management Programming Management and Implementation Customer Coordination and Service with Leagues and Patrons Parks and Facilities Maintenance Basic Needs Collaborative Teamwork Approach CPRP Certification from NRPA CPR/First Aid Certification
Recreation Supervisor	Personnel Management Programming Management and Implementation Customer Coordination and Service with Leagues and Patrons Facilities Maintenance Basic Needs Collaborative Teamwork Approach CPRP Certification from NRPA CPR/First Aid Certification
Recreation Coordinator	Personnel Management Programming Management and Implementation Customer Coordination and Service with Leagues and Patrons Facilities Maintenance Basic Needs Collaborative Teamwork Approach CPR/First Aid Certification Multi-lingual Education
Administrative Assistant	Budgeting and Long-Term Planning Documentation Personnel Management Documentation Annual and Periodic Report Development Activity Guide Development Contract and Financial Management Marketing and Information Management

Position Level	KSAs and Certifications
Recreation Leader I/II/III	Customer Coordination and Service with Instructors and Patrons Knowledge of City systems and provide assistance to Patrons Knowledge and Understanding of Program Offerings Collaborative Teamwork Approach CPR/First Aid Certification

5.2.1 Senior Center Staffing Skills and Abilities

One area of focus for this analysis was on the abilities and skills needed by staff assigned to support seniors at the BSAC or otherwise. This is due to several stakeholders providing input either through interviews or in the survey that staff at the Center were not adequately prepared for the role and that patrons did not know or have a relationship with some temporary staff at the BSAC.

The NRPA report on *Supporting Older Adults Through Parks and Recreation* report published in 2024, 95% of survey respondents say that promoting social connection and addressing social isolation are top benefits of older adult programming. As such, staff at the BSAC should be equipped to engage with senior patrons to assist them in social connection. This includes customer service and a familiar connection with patrons.

Stakeholders and survey respondents mentioned the need for staff at the Center to be able to connect to patrons and provide them support in utilizing the online recreation system for registering for events and getting information. It is recommended that as front desk staff are assigned to the Senior Center that they be given the opportunity to build relationships with patrons in the Center and be trained on how to assist seniors in utilizing the technology set out by the PRD.

Finally, there is a substantial Spanish-speaking population in the City that has utilized the BSAC in the past. This population prefers conversations with BSAC staff or volunteers that are in Spanish to better understand the programs being offered. The City should consider hiring future staff with multi-lingual capabilities to help fill this void and be able to communicate with this patron population.

Recommendation: Provide training for Senior Center front desk staff and temporary assignees on customer service principles for supporting seniors use of technology.

Recommendation: Cross-Training of front desk employees and Recreation Leaders should include shadowing of Recreation Leaders who have time at the BSAC so that they can meet and build relationships with patrons.

■ **Recommendation: As new Recreation Leaders are being considered for hire, prioritize candidates with bilingual skills to provide communication assistance at the Senior Center.**

6. Community Survey Findings

A major component of the Brentwood Parks and Recreation study was the administration of two surveys. One survey was sent to those that had registered for any type of parks and recreation programming in the past. The other was sent to those registered only at the Senior Activities Center. We received 875 responses from the community survey and 226 from the Senior Activities Center.

The survey responses were tallied in Survey Monkey and an analysis was completed. Those analysis documents were shared with the City and below are some of the key findings from each of the surveys.

6.1 Key Findings – Community Survey

The list below summarizes some key findings resulting from analysis of survey responses.

- **Responses Overall:** Participants were strongly positive towards statements throughout the survey and provided a large number of strengths of the department. Common strengths included program quality, customer service, and accessibility of services.
- **Programming:** Listed as the most common strength of the department, programming was well-received by respondents. Participants enjoy the events, senior programs, and the variety of programs/classes on offer. Despite this, respondents signaled a desire for even more options, with an interest in increasing the number and/or capacity of current programs to address high demand.
- **Facilities:** Most respondents were likely to note at least one department building as a strength. Positive comments noted that buildings were well-maintained, well-suited to the services provided, and large enough to allow for flexibility. Again, many respondents asked for more options in this area – such as adding new sports facilities and expanding current ones to allow for greater program options.
- **Accessibility:** Respondents value accessibility to parks, facilities, and services. Several comments noted that the department should work towards ensuring that costs do not become prohibitively high, that it is easy to register for courses/programs, and that program offerings are conducted in diverse, accessible settings.

6.2 Key Findings – Senior Activities Center

The list below summarizes some key findings resulting from the analysis of survey responses.

- **Responses in General:** The survey received highly positive responses from participants across all sections – including the quality of programs and customer service.
- **Programming:** The programs and classes offered by the Center were well-received, particularly the variety in programming that the Center provides. As shown in the open-response section, the main improvement participants would like to see is a continued increase in the number and types of programs available.
- **Facility:** 58% of respondents indicated that the current Center facility was appropriately sized to meet the needs of its users. 42% noted that additional space was needed. 33% of respondents were also most interested in expanding the current facility as opposed to conducting activities in alternative locations or building a new Center facility.
- **Customer Service:** The customer service section of the survey received very strong agreement, with 90% of respondents agreeing that staff are helpful, knowledgeable, and that they enjoy interacting with staff. Staff and customer service was one of the most common strengths listed in the open-response section of the survey.
- **Feedback:** Statements related to Center users' ability to provide feedback on programs received higher disagreement compared to others (around 20% disagreement).

APPENDIX A: Community Survey Analysis

1. Introduction

The Matrix Consulting Group was engaged by the City of Brentwood to perform an assessment of its Parks and Recreation department's programs and services. Part of this study involved gathering community feedback, accomplished via online surveys.

The survey was hosted via SurveyMonkey and ran from May 13 to May 31, 2024. It received input from 875 respondents in total. The survey was distributed to 12,014 individuals who had previously provided their email addresses to participate in services offered by the department.

This report contains the project team's independent analysis of survey responses. It contains key findings that will be used to inform subsequent analysis and recommendations during the later phases of this engagement.

1.1 Key Findings

The list below summarizes some key findings resulting from analysis of survey responses. Further details can be found within the body of the report:

- **Responses Overall:** Participants were strongly positive towards statements throughout the survey and provided a large number of strengths of the department. Common strengths included program quality, customer service, and accessibility of services.
- **Programming:** Listed as the most common strength of the department, programming was well-received by respondents. Participants enjoy the events, senior programs, and the variety of programs/classes on offer. Despite this, respondents signaled a desire for even more options, with an interest in increasing the number and/or capacity of current programs to address high demand.
- **Facilities:** Most respondents were likely to note at least one department building as a strength. Positive comments noted that buildings were well-maintained, well-suited to the services provided, and large enough to allow for flexibility. Again, many respondents asked for more options in this area – such as adding new sports facilities and expanding current ones to allow for greater program options.
- **Accessibility:** Respondents value accessibility to parks, facilities, and services. Several comments noted that the department should work towards ensuring that costs do not become prohibitively high, that it is easy to register for courses/programs, and that program offerings are conducted in diverse, accessible settings.

2. Survey Demographics

The survey opened by asking respondents to identify their age and the primary language spoken in their household, as well as questions asking about the types of programs they utilized, how often they utilized them, and which facilities they frequented the most.

<i>Respondent Age</i>	<i>%</i>	<i>#</i>
Under 18	4%	37
18-34	9%	80
35-64	57%	496
65+	30%	261
<i>Total Responses</i>		<i>874</i>

The survey received the highest participation rates from those aged 35 and up. 57% were between the ages of 35 to 64, and 30% were 65 or older.

<i>Primary Language</i>	<i>%</i>	<i>#</i>
English	96%	841
Spanish	2%	15
Other	2%	17
<i>Total Responses</i>		<i>21</i>

96% of respondents spoke English as their primary language. Several other primary languages – including Portuguese, French, and Danish – were listed under “Other”. Several of those in the “Other” grouping also indicated being bilingual.

<i>Participation in Programs or Classes</i>	<i>%</i>	<i>#</i>
A few times per year	62%	545
Quarterly	8%	73
Monthly	7%	62
Weekly	19%	169
Almost Daily	3%	26
<i>Total Respondents</i>		<i>875</i>

62% participated in programs or classes only a few times per year. The second most common respondent group utilized these services on a weekly basis – accounting for 19% of participants.

The survey asked participants to select the types of programs or classes they frequented the most. Results are shown in the following table:

<i>Types of Programs or Classes</i>	<i>%</i>	<i>#</i>
Adaptive Recreation	1%	11
Adult Sports	12%	103
Aquatic Programs	28%	246
Camps	11%	95
Community Arts	10%	86
Community Events	35%	310
Cultural Awareness Programs	5%	42
Fitness Classes	13%	116
Health and Safety Programs	5%	45
Preschool Age Classes	15%	133
Senior Programs	15%	130
Special Events	26%	226
Teen Programs	6%	51
Youth Dance / Gymnastics	9%	80
Youth Sports	29%	253
Other	9%	81
<i>Total Respondents</i>		<i>875</i>

Community events (35%), closely followed by youth sports (29%), aquatic programs (28%), and special events (26%) were the most commonly attended program offerings.

The final question in this section asked which facility the respondent visited most frequently:

<i>Most Used Facility</i>	<i>%</i>	<i>#</i>
Brentwood Community Center	31%	264
Brentwood Senior Activity Center	21%	183
Brentwood Family Aquatic Complex	20%	173
Sunset Park Athletic Complex	12%	103
School District Facilities	5%	46
Other	10%	84
<i>Total Respondents</i>		<i>853</i>

31% of respondents identified the Brentwood Community Center as their most frequented location for programs and classes. The Senior Activity Center and the Family Aquatic Complex were the next most-common locations, being the first choice for 21% and 20% of respondents respectively.

3. Multiple Choice Questions

Respondents were asked to react to questions banks containing a series of statements related to the department’s programs and facilities. Participants could indicate their level of agreement from strongly disagree (“SD”) to strongly agree (“SA”). The survey also allowed participants to indicate neutrality towards each statement (“N”).

3.1 Parks and Recreation Programs

Participants were first asked to indicate their level of satisfaction with the programs and classes offered by Parks and Recreation. This section received input from 790 respondents, with 85 individuals skipping the section.

#	Statement	SA	A	D	SD	N
1	There are a sufficient number and type of programs and classes to choose from.	18%	58%	16%	5%	3%
2	Programs meet the diverse needs of the community.	19%	60%	11%	2%	7%
3	Programs are provided in languages other than English (ex. Spanish).	7%	25%	5%	2%	61%
4	Program schedules (times and days) are convenient.	16%	63%	12%	3%	6%
5	Registration for programs and classes is an easy process.	26%	60%	8%	3%	3%
6	The programs and classes that are provided are quality.	20%	64%	7%	2%	7%
7	Class instructors / program leaders are supportive and helpful.	27%	55%	4%	2%	12%
8	New programs are added based on customer input.	8%	24%	10%	4%	53%

Respondents were most likely to strongly agree or agree with all statements in this section, with the exception of two – statements #3 and #8 – that received high levels of neutral sentiment. Statement #1 received the highest disagreement rating overall, as a total of 21% felt as though there is an insufficient number and type of programs to choose from.

3.2 Facilities

The next section of the survey focused on gauging resident opinion on the department's various facilities. The first series of questions asked about the recreational events and programming that occurs at the City's facilities as well as questions specific to the Community Center. This section received input from 723 participants in total.

#	Statement	SA	A	D	SD	N
1	There are a sufficient number and type of facilities in Brentwood.	19%	51%	17%	5%	7%
2	There is an adequate level of recreational events.	16%	53%	18%	4%	10%
3	The Community Center has a large variation of amenities.	15%	53%	9%	2%	20%
4	The Community Center kept well stocked, safe, and clean.	22%	51%	2%	1%	24%
5	I enjoy visiting the Brentwood Community Center.	25%	50%	2%	0%	22%
6	The programs and classes that are provided are quality.	20%	64%	7%	2%	7%

Most respondents were again mostly positive towards these statements, with each statement receiving an overall agreement rating of around 70% or higher. Statement #1 and #2 each received an overall disagreement rating higher than 20%. 22% felt as though there were not enough facilities in Brentwood (#1) and 22% felt like the number of events held at City facilities was inadequate (#2).

Respondents were also asked to respond to statements specific to the Family Aquatic Complex and the Sunset Park Athletic Complex. 721 participants responded to statements related to the Aquatic Complex and 716 to the Athletic Complex.

#	Statement	SA	A	D	SD	N
1	The Family Aquatic Complex has a large variation of amenities.	11%	40%	12%	2%	36%
2	The Family Aquatic Complex is kept well stocked, safe, and clean.	14%	42%	5%	1%	38%
3	I enjoy visiting the Family Aquatic Complex.	17%	40%	4%	1%	38%

#	Statement	SA	A	D	SD	N
4	The Sunset Park Athletic Complex has a large variation of amenities.	10%	31%	6%	2%	51%
5	The Sunset Park Athletic Complex is kept well stocked, safe, and clean.	12%	31%	4%	1%	52%
6	I enjoy visiting the Sunset Park Athletic Complex.	14%	31%	2%	1%	53%

Statements related to these facilities were well-received by respondents, with disagreement ratings being lower than 10% for all but statement #1. Many respondents provided no opinion towards the statements in this section. Around 38% of participants were neutral towards those related to the Aquatic Complex and around 52% were neutral towards the Athletic Complex.

3.3 Customer Service

The last question bank asked respondents to rate the customer service they received when interacting with staff at the department. It received input from 710 participants in total:

#	Statement	SA	A	D	SD	N
1	Parks and Recreation Department staff provide a high level of customer service.	29%	53%	6%	2%	10%
2	My concerns and questions are resolved quickly.	24%	44%	6%	3%	22%
3	In my interactions with staff, I have been treated well.	37%	51%	2%	2%	9%

The majority of respondents appear to receive high quality customer service, have their concerns resolved quickly, and are treated well by staff. All statements in this section received 60% agreement or higher, with the lowest agreement being towards statement #2. While disagreement was still low, 22% were neutral/indifferent towards staff's ability to resolve issues quickly.

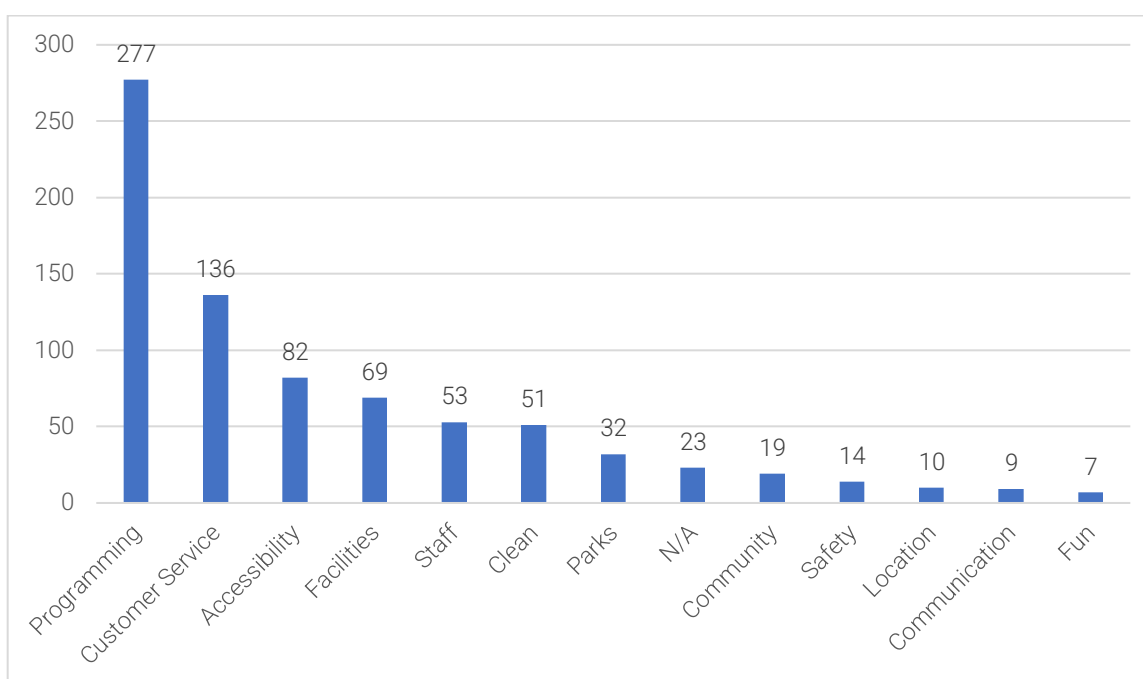
4. Open Response Questions

Respondents were provided with a series of questions that prompted them to respond in their own words. Each comment was reviewed by the project team, assigned to categories, and summarized by a bar chart.

4.1 Strengths

Participants were asked to provide up to three strengths of the Parks and Recreation department. A total of 782 comments were provided by 309 participants:

What are the Parks and Recreation Department's greatest strengths?



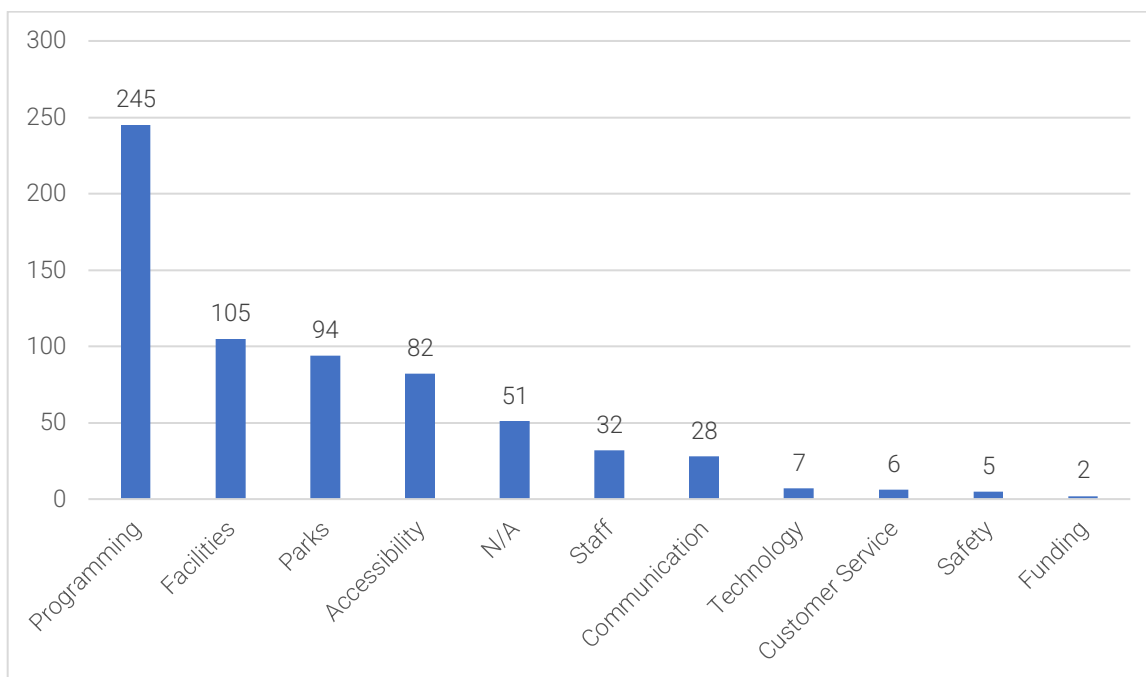
- Programming was listed as the department's greatest strength in 277 comments, with respondents frequently citing the variety in programs (93), events (43), and senior programming (31).
- 136 responses praised the customer service they received from department staff. While 53 additional comments noted the training and knowledge of full-time staff, volunteers, and class instructors as a strength.
- 82 comments dealt with accessibility. This included the affordability of programs (18) and the ease by which a customer could register for services (22).
- 69 positively highlighted the department's facilities, noting they were sizable, well-suited for their use, and well-maintained. The Aquatics Center in particular was referenced in multiple comments.

- Similarly, 51 comments simply stated “Clean” or “Cleanliness” as a strength.
- 32 comments referenced the quality of the City’s parks, including the number of parks and outdoor spaces available to residents.
- 19 comments underscored the positive sense of community generated by the spaces, facilities, and programming offered by the department.
- 14 comments stated that the City’s spaces and facilities were safe.
- Ten responses noted that parks and facilities are in good locations relative to their home.
- Nine comments stated that communication between the department and its residents (e.g., through marketing) is good.
- Seven comments simply stated “Fun”.

4.2 Opportunities for Improvement

Participants were asked to identify up to three improvement opportunities that the Parks and Recreation department could consider. A total of 657 comments were submitted by 304 respondents:

What opportunities for improvement do you see for programming efforts and facilities?



- 245 comments discussed various programming efforts, the most common included the following:
 - A need to increase program capacity, citing high demand (30).

- Greater program variety as well as an increase to the number of current programs (47).
- More swim classes, offered on a more regular basis and to different age groups and skill levels (19).
- More sports and exercise programs – including pickleball classes, more adult sports in general, and sports leagues for all ages/sports (23).
- Additional programs that are limited to seniors (16), kids (14), and teens (15).
- 105 responses discussed facility improvements, including:
 - Creating new sports facilities, like an indoor sports complex, soccer facilities, basketball facilities, etc. (20).
 - Various improvements to the Aquatics Complex, like adding additional facilities, adding lanes to the pool, and increasing its hours of operation (19).
 - Generally improving maintenance of facilities (17).
- 94 comments largely dealt with parks. Some common comment categories included:
 - Creating new parks and fields for sports – including pickleball courts, tennis courts, baseball fields, soccer fields, and more (38).
 - Adding various park amenities, like tarps for shade, vending machines, and playgrounds (21).
 - Improving maintenance activities at the various City parks and open spaces (13).
- 82 responses dealt with various aspects of accessibility, including making the registration process easier (23), reducing costs (21), increasing operating hours (20), and having more accessible programs – such as ones offered in multiple languages (12).
- 32 comments discussed the need for additional staff, to retain current staff, to hire bilingual employees, and provide additional training for full-time, part-time, and volunteer positions. Six comments desired improvements to customer service.
- 28 comments noted a need for better communication from the department, specifically as it relates to the marketing of programs and services.
- Seven comments noted generic technology issues with the department’s website, five highlighted safety concerns in certain parks or facilities, and two comments noted a need for additional funding to the department.

APPENDIX B: Senior Center Survey Analysis

1. Introduction

Matrix Consulting Group was engaged by the City of Brentwood to perform an assessment of its Parks and Recreation department's programs and services, specifically those at the Senior Activities Center (BSAC). Part of this study involved gathering community feedback, accomplished via surveys. This report summarizes the insights gathered from the survey focused on the services provided by the BSAC.

The survey was hosted via SurveyMonkey and ran from May 13 to May 31, 2024. The survey was distributed to those who had provided their email addresses to participate in any of the services offered by the BSAC. Printed copies were provided for respondents who could not or did not want to utilize the electronic version. These printed copies were submitted to either BSAC staff or to the City Clerk's office and submitted to Matrix to be included in the overall survey response. In total, the survey was distributed to 1,953 email addresses and received input from 226 participants – resulting in a response rate of 12%.

This report is the result of an independent analysis of survey responses by the project team. It contains key findings that will be used to inform subsequent analysis and recommendations during the later phases of this engagement.

1.1 Key Findings

The list below summarizes some key findings resulting from the analysis of survey responses. Further details can be found within the body of the report:

- **Responses in General:** The survey received highly positive responses from participants across all sections – including the quality of programs and customer service.
- **Programming:** The programs and classes offered by the Center were well-received, particularly the variety in programming that the Center provides. As shown in the open-response section, the main improvement participants would like to see is a continued increase in the number and types of programs available.
- **Facility:** 58% of respondents indicated that the current Center facility was appropriately sized to meet the needs of its users. 42% noted that additional space was needed. 33% of respondents were also most interested in expanding the current facility as opposed to conducting activities in alternative locations or building a new Center facility.
- **Customer Service:** The customer service section of the survey received very strong agreement, with 90% of respondents agreeing that staff are helpful,

knowledgeable, and that they enjoy interacting with staff. Staff and customer service was one of the most common strengths listed in the open-response section of the survey.

- **Feedback:** Statements related to Center users' ability to provide feedback on programs received higher disagreement compared to others (around 20% disagreement).

2. Survey Demographics

The survey opened by asking respondents to identify their age and the primary language spoken in their household, as well as questions asking about the types of programs they utilized, how often they utilized them, and which facilities they frequented the most.

<i>Respondent Age</i>	<i>%</i>	<i>#</i>
50 – 60	2%	5
61 – 70	22%	50
71 – 80	54%	120
81+	22%	49
<i>Total Responses</i>		<i>224</i>

54% of respondents identified as being between the ages of 71 and 80.

<i>Primary Language</i>	<i>%</i>	<i>#</i>
English	97%	218
Spanish	2%	5
Other	1%	2
<i>Total Responses</i>		<i>225</i>

97% of respondents spoke English as their primary language.

<i>Length of Involvement with Center</i>	<i>%</i>	<i>#</i>
Less than 1 year	9%	20
1 – 5 Years	46%	105
6 – 10 Years	26%	58
10+ Years	19%	43
<i>Total Respondents</i>		<i>226</i>

46% of respondents had been involved with Center programming for between one and five years, while a total of 45% had been attending programs for over six years.

<i>Types of Programs or Classes</i>	%	#
Bingo	27%	60
Card Games	15%	34
Cultural Awareness Programs	11%	24
Food Programs	18%	41
Health and Exercise Classes	35%	79
Housing and Food programs	1%	3
Senior Citizens Club	32%	73
Special Events	40%	91
Trips	44%	100
Other (please specify)	29%	66
Total Respondents		226

Trips (44%), Special Events (40%), and Health and Exercise Classes (35%) were the most frequently attended types of programs.

3. Multiple Choice Questions

Respondents were asked to react to questions banks containing a series of statements related to the department’s programs and facilities. Participants could indicate their level of agreement from strongly disagree (“SD”) to strongly agree (“SA”).

3.1 Overall Program Quality

Unlike other question banks in the survey, the first set of questions asked participants to rate the quality of each core Center program on a scale of one to five, with five being the highest. 199 respondents provided input for this question:

#	Statement	1	2	3	4	5	Average Score
1	Bingo	2%	5%	13%	15%	65%	4.4
2	Card Games	6%	3%	24%	29%	39%	3.9
3	Cultural Awareness Programs	7%	7%	27%	20%	40%	3.8

#	Statement	1	2	3	4	5	Average Score
4	Food Programs	5%	5%	17%	19%	54%	4.1
5	Health and Exercise Classes	4%	6%	10%	23%	56%	4.2
6	Housing and Food Programs	11%	5%	26%	21%	37%	3.7
7	Senior Citizens Club	5%	4%	16%	11%	64%	4.6
8	Special Events	3%	3%	13%	20%	61%	4.3
9	Trips	4%	5%	14%	23%	54%	4.2

Respondents reacted positively to all program areas, with scores of four or five being the most common ratings. The Senior Citizens Club was the highest-rated program, receiving a weighted score of 4.6. Conversely, satisfaction was lowest with Housing and Food programs which received a score of 3.7.

The survey also asked participants to react to a number of statements related to Center programming, to which 192 responded. Respondents were asked to choose either strongly agree (SA), agree (A), disagree (D) or strongly disagree (SD).

#	Statement	SA	A	D	SD
1	I have the opportunity to provide feedback on programs and classes.	30%	44%	19%	6%
2	I feel my feedback is considered when new programs or classes are created.	18%	53%	21%	8%
3	The Brentwood Senior Citizens Club provides quality programs.	45%	47%	3%	4%
4	I know what events are happening at the Senior Activities Center.	39%	45%	11%	5%
5	I am satisfied with number and type of programs / classes provided.	20%	53%	23%	4%
6	It is easy to get to the Senior Activities Center.	54%	42%	1%	3%

Respondents reacted positively towards all statements in this section, each receiving overall agreement ratings higher than 60%. Statements #3 and #6 each received agreement ratings higher than 90%. 92% of respondents felt as though the Senior Citizens Club provided quality programming, and 96% found it easy to get to the Center.

Statements #1, #2, and #5 received disagreement ratings exceeding 20%. 25% did not think they were given opportunities to provide feedback on programs, 29% did not think feedback that they did provide was taken into account, and 27% indicated a lack of satisfaction with the number of types of programs and classes offered.

3.2 Customer Service

Participants were asked to rate the customer service they received when interacting with staff at the Center. 194 respondents provided input towards this section:

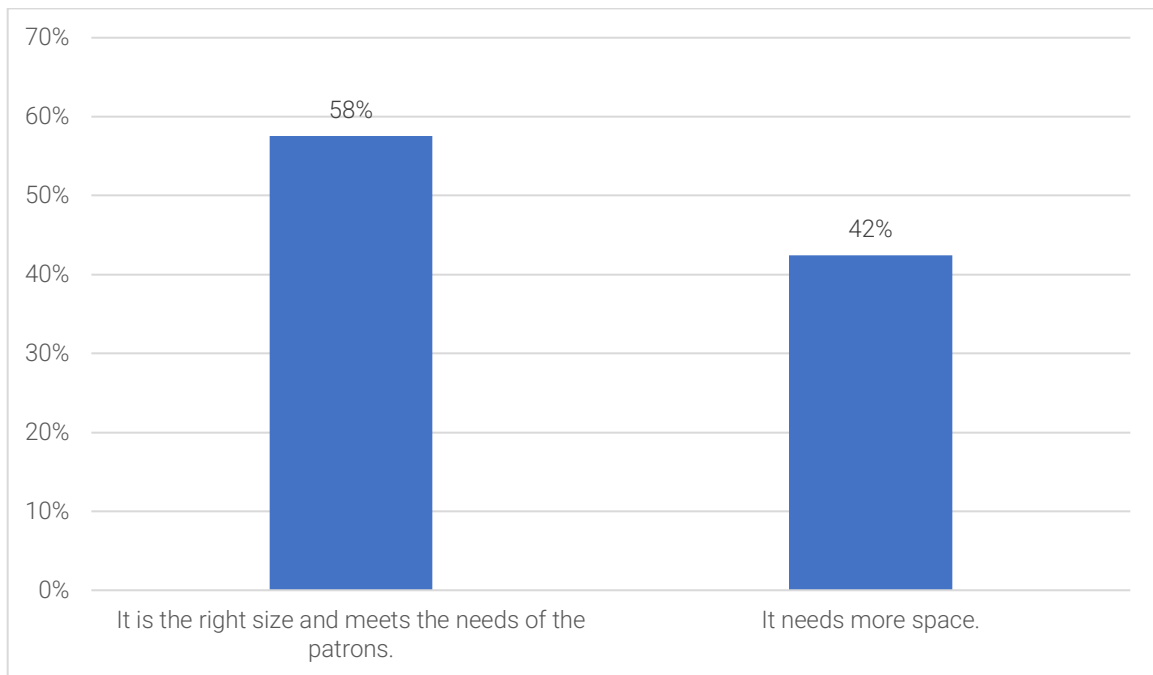
#	Statement	SA	A	D	SD
1	The staff available while using the Senior Center is adequate for the Center's needs.	40%	50%	9%	1%
2	Staff are helpful.	54%	40%	5%	1%
3	Staff go out of their way to support me.	57%	33%	7%	2%
4	I feel heard as a customer of the Senior Activities Center.	45%	43%	9%	3%
5	Staff communicate with us in a supportive manner.	47%	46%	7%	1%
6	Staff are knowledgeable.	41%	51%	7%	1%
7	I would recommend Brentwood's Senior Activities Center to other seniors.	61%	35%	4%	1%
8	I enjoy seeing and talking with the staff.	48%	49%	1%	1%
9	There is a need for staff that are bilingual.	20%	58%	17%	5%

This section received strong agreement across all statements. All but two received 90% agreement or higher. Statement #4 – that respondents felt heard as a customer of the Center – received 88% agreement, and 78% agreed that bilingual staff were needed.

3.3 Senior Center Facility

The final set of multiple-choice questions related to the Center as a facility. Respondents were first asked if the Center is the correct size and type of building for the services it offers:

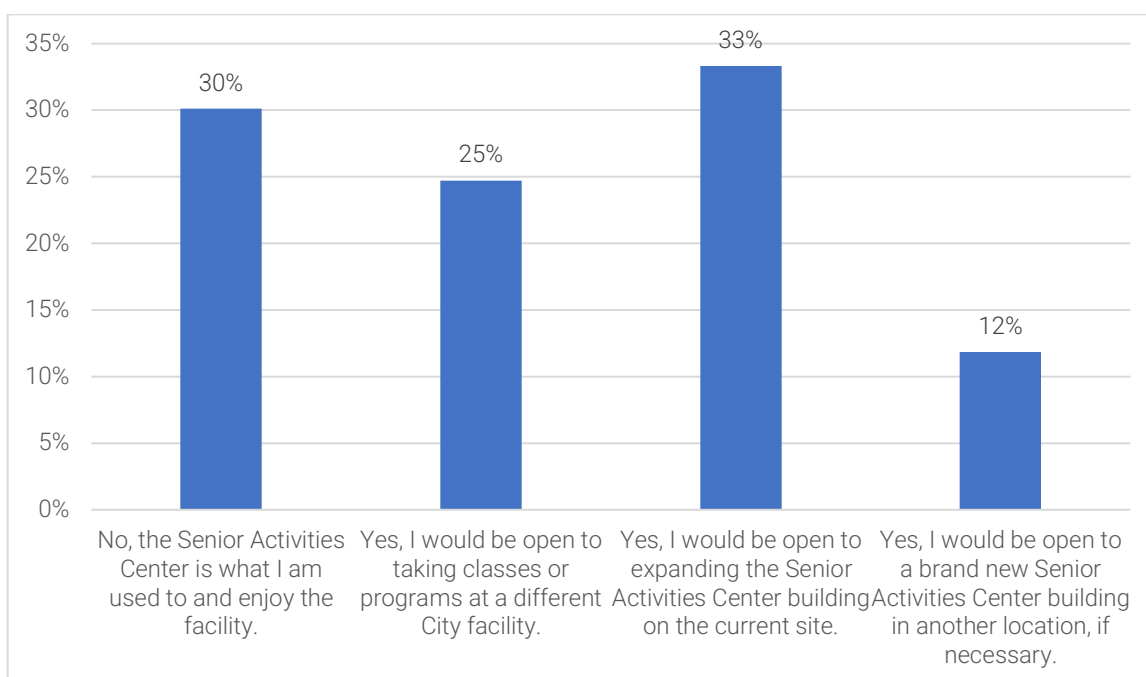
Is the Senior Activities Center an appropriate size and type of building?



58% felt as though the facility adequately met the needs of its patrons, while 42% noted that more space was needed. Those who indicated that the building was not the right size or type were asked to provide additional insight on potential improvements. The 46 individuals who provided feedback overwhelmingly asked for more rooms and space for activities and programs to be held. Many comments asked for additional rooms dedicated to specific activities, and several more noted that classes can sometimes feel crowded due to space constraints.

Respondents were also asked if they would be open to engaging in programs and/or classes at an alternative facility:

Would you be open to taking classes or conducting programs at an alternate facility?



In total, 70% indicated a preference towards a new (12%), expanded (33%), or alternative (25%) facility to conduct senior activities. 30% stated that they would not like any changes made to the current facility, and that they would not be open to alternative locations.

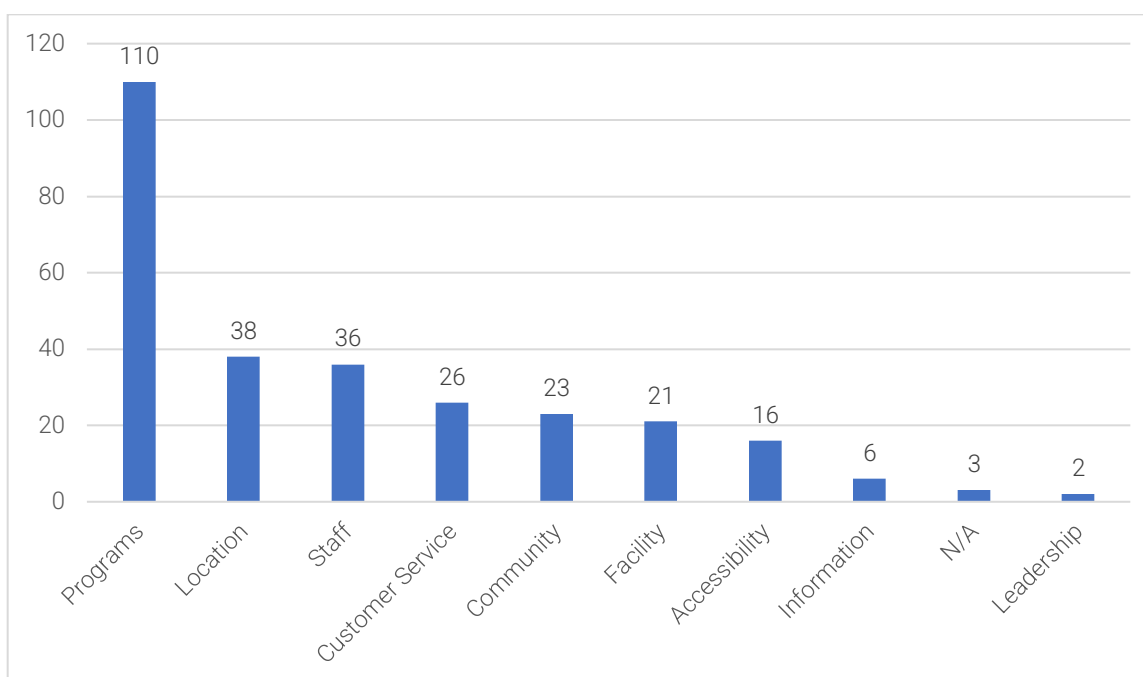
4. Open Response Questions

Respondents were provided with a series of questions that prompted them to respond in their own words. Each comment was reviewed by the project team, assigned to categories, and summarized by a bar chart.

4.1 Strengths

Participants were asked to provide up to three of the Senior Center’s strengths. A total of 281 comments were submitted by 111 respondents.

What are the strengths of the Senior Activity Center?

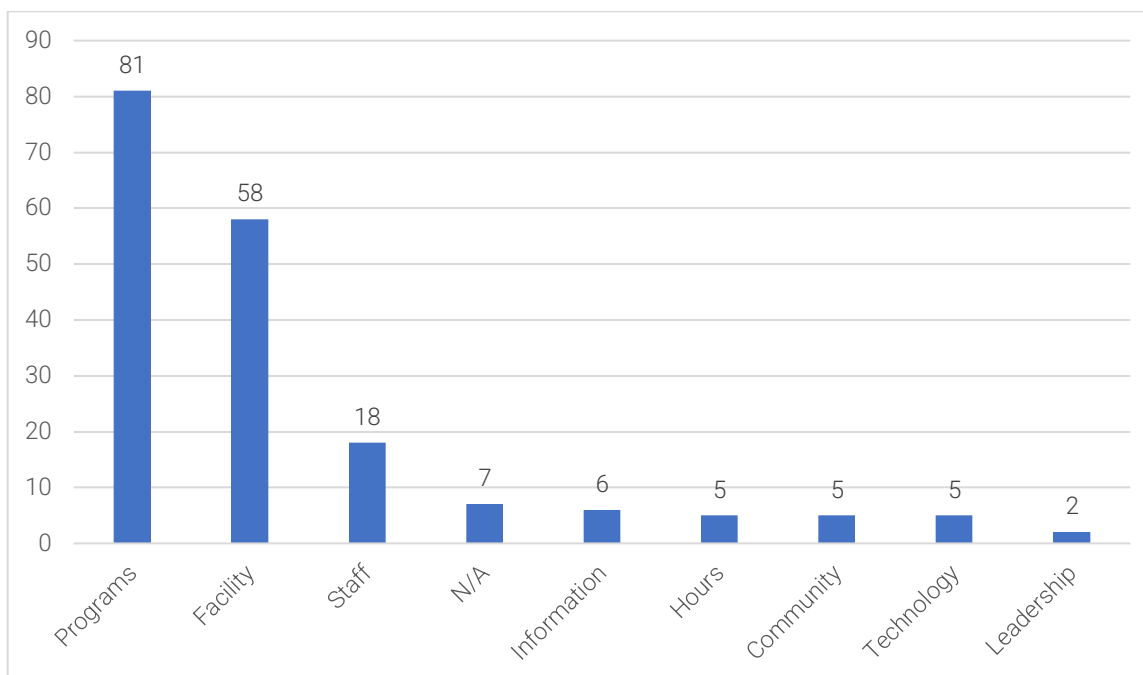


- By far the most commonly listed strength related to the programs the Center had on offer – with 110 responses falling into this category. While many of these comments were general (e.g., “Good programs”), some participants were more specific.
 - 34 of these comments highlighted that they appreciated the variety of programs and classes available, while 15 specifically noted the trips hosted by the Center. Additional comments mentioned activities such as bingo, dance classes, and exercise classes.
- The location of the facility was noted as a strength in 38 comments. Respondents noted that the facility was located centrally and close to their home.
 - The facility – specifically the fact that it is clean and well maintained – was mentioned in 21 additional comments.
- 36 responses noted that staff were supportive and well trained, while an additional 26 specifically highlighted the high-quality customer service they receive.
- 23 comments appreciated the sense of community that the Center provides and the opportunities it gives seniors to socialize and form connections with their peers.
- 16 comments dealt with accessibility, specifically that programs are easy to sign up for and that costs are low.
- Six comments noted that the Center does a good job of keeping its users informed, while two comments cited the Center’s leadership as a strength.

4.2 Opportunities for Improvement

Participants were asked to identify up to three improvement opportunities that the Center could consider. A total of 187 comments were submitted by 89 respondents:

What are the Center’s greatest opportunities for improvement?



- 81 comments suggested that the Center implement new programs and classes or increase the number of existing programs on offer.
 - 18 comments specifically asked for an increase in the number of trips provided by the Center.
 - Eight comments asked for more exercise courses, while six specifically asked for the Center to offer Tai Chi.
 - Five additional comments (under “community”) wanted more opportunities to socialize with fellow seniors.
 - Other common suggestions related to food courses, courses on use of technology (including information on common online scams), and the implementation of weekend programming.
- 58 comments dealt with the facility itself. The most common improvement opportunity was to increase the size and number of rooms at the Center to allow for more activities to be held. Some comments also noted a need for additional parking and for miscellaneous items (such as a hot tub, charging station, and computer facilities) to be added to the Center.

- 18 comments related to staff in some way, including a need for more bilingual staff, bringing in new teachers for new programs or classes, using more volunteer staff, and providing better training and information to existing staff.
- Six comments asked for the Center to provide better information and marketing for their services and five asked for the hours of operation to be increased. A need for better technology systems – especially those used to sign up for programs – was mentioned in five comments.