

SUBJECT: Presentation of Parks & Recreation Operational Assessment Final Report and Direction from the City Council

DEPARTMENT: City Manager

STAFF: Prepared by Matrix Consulting Group

TITLE/RECOMMENDATION

Accept the Final Report of the Parks and Recreational Operational Assessment Final Report (Report) and provide direction on consultant feedback.

FISCAL IMPACT

Matrix Consulting Group is currently under contract for an amount not to exceed \$49,600.

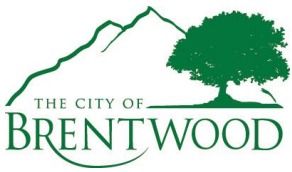
There will be additional fiscal impacts depending on what recommendations the Council decides to implement, and costs and timeframes for implementation would need to be estimated for future Council direction before proceeding.

BACKGROUND

Requested as a future agenda item on September 12, 2023, and authorized on September 26, 2023, the City Council directed staff to prepare a Request for Proposals (RFP) to procure a consultant to assist with an operational assessment of the Brentwood Senior Activity Center (BSAC), and conduct a customer satisfaction survey of all recreational programming since 2019.

On November 14, 2023, the City Council approved the RFP to be disbursed to consulting firms, and on January 24, 2024, the City Council awarded a contract to Matrix Consulting Group in an amount not to exceed \$49,600. The approved scope of work requested detailed interviews of Senior Center stakeholders and operational programming information, as well as a citywide survey of past and current recreational programming participants (users and providers). Matrix Consulting Group met with individual Council Members, stakeholder groups and performed two surveys with the two audiences.

The Report contains the assessment of the Brentwood Parks and Recreation Department's Recreation Division (Division) and Brentwood Senior Activities Center



(BSAC) as performed by Matrix Consulting Group. This analysis is based on a comparison of the Division and the BSAC to industry standards, best management practices (BMPs), and peer communities, and contains operational, workload and staffing analyses.

Departmental Key Strengths

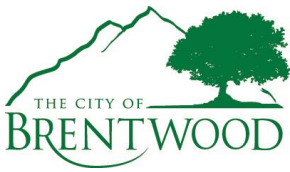
While this assessment is designed to identify improvement opportunities, it is also an opportunity to identify existing strengths of the current processes. Some of the key operational strengths of the department include:

- 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.

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 specific goals. 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 National Recreation & Park Association (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.

Matrix Consulting Group Recommendations

Based on the improvement opportunities highlighted above, the following recommendations have been developed by Matrix Consulting Group:

Administration and Management BMPs

1. Establish department-wide policies and procedures that support daily operations.
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.

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 Trail Master Plan that incorporates a Strategic planning goals and objectives and a Recreation Program Plan.

Programs and Services BMPs

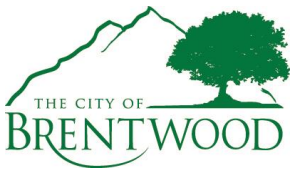
5. Implement a Recreation Program Plan (RPP) that supports and furthers the goals outlined in the department's strategic plan and PMP.

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.

Programming Recommendations

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



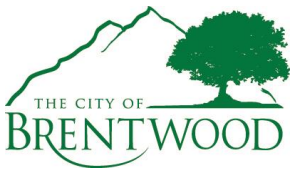
8. The City should perform a review of contract requirements for private instructors for program classes to determine appropriate legal and risk management requirements.
9. The Department should develop an activity guide publication on a quarterly or semi-annual basis in multiple languages.
10. The Department 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.

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.

Staff brought this item for discussion to the Age and Disabilities Friendly Communities Committee on August 7, 2024, and the Committee suggested the following additional recommendations:

1. Assess and reduce any City regulatory applications, agreements and forms that may be barriers to participants, vendors, and other stakeholders.
2. Encourage the recruitment of bilingual speaking staff and assess any languages needed beyond Spanish.
3. Assess strategies to encourage greater cultural integration of participants in the programming.
4. Ensure that front line staff participate in-person for the mandatory DEI training, especially the Generations in the Workplace module.
5. Provide a timeframe for when adaptive and inclusive recreation strategies will be implemented.



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08/13/2024

Staff will be available to address any follow up questions to Matrix Consulting Group's identified department key strengths and opportunities for improvement, and their proposed recommendations, including the Age & Disabilities Friendly Communities Committee recommendations. Council may provide direction about any recommendations needing further consideration based on follow up information and any necessary budget allocations where there are fiscal impacts.

CITY COUNCIL STRATEGIC INITIATIVE

Focus Area 5: Parks & Recreation Services Mission Statement: Provide community and neighborhood services to enrich lives and to maintain facilities, infrastructure, and resources to maximize Brentwood's high quality of life.

PREVIOUS ACTION

See attachment 1 – Previous Action.

ENVIRONMENTAL DETERMINATION

Not Applicable.

ATTACHMENT

1. Previous Action
2. Report