



MONTGOMERY COUNTY DEPARTMENT OF PARKS
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

MCPB
Item # 11-F
4/16/09

MEMORANDUM

DATE: April 9, 2009

TO: Montgomery County Planning Board

VIA: Mary Bradford, Director *Mary Bradford*

FROM: Terry H. Brooks, Chief, Special Program Division
Montgomery County CAPRA Coordinator

John Henderson, Research & Evaluation Program Manager
Commission CAPRA Coordinator

Re: Commission on Park Recreation Agency Accreditation (CAPRA)
Comprehensive Recreation Programming Plan – Summary

Staff Recommendation: Approval

Background:

In 2004 the Commission received national CAPRA accreditation certifying the fact that the Commission had complied with and successfully addressed 120 best park and recreation agency management standards. The Commission's national CAPRA accreditation period is for 5 years. This year the Commission is required to re-certify its compliance with the CAPRA standards. One significant component of this requirement is an update of the Commission's Comprehensive Recreation Program Plan.

The attached Draft Comprehensive Recreation Program Plan (CRPP) is an update of the original CRPP adopted by the Commission in 2004 (See Attachment #1). Having a current CRPP is a standard established by the Commission for Accreditation and Park and Recreation (CAPRA). It is a bi-county plan and, therefore, requires adoption by the Commission for the upcoming reaccreditation in June. The Plan has been scheduled to be reviewed and approved by both Planning Boards, separately, and has been scheduled to be adopted by the full Commission on the April 22, 2009.

How Was the Plan Prepared?

Program Superintendents and other key programming staff from Divisions responsible for designing and delivering recreation programs participated in several information sessions. The sessions provided staff with opportunities to understand upcoming challenges in a variety of subject areas, including finance, capital project planning and budgeting, maintenance, volunteerism, partnerships, health and wellness, and demographic change. Each Division also conducted a strengths, weaknesses, opportunities and threats (SWOT) analysis. Staff identified new program initiatives and drafted action steps to overcome identified challenges.

What Does the Plan Contain?

The CRPP both presents a philosophical guidance on how and why we deliver programs and it establishes outcome objectives for 12 categories of programming:

1. Aquatics
2. Seasonal Events & Community Services
3. Nature
4. Fitness & Health
5. History
6. Lifestyle & Learning
7. Programs for People w/ Disabilities
8. Performing & Visual Arts
9. Volunteer & Special Interest Opportunities
10. Trips & Excursions
11. Sports
12. Child Care

The heart of the plan is the 3-year plan. There is a bi-county plan for Measurement and Evaluation, five plans for Montgomery Parks and 19 plans for Prince George's Parks and Recreation.

Montgomery Parks:

1. Archaeology
2. Brookside Gardens and McCrillis Gardens
3. Enterprise
4. Cultural and Historical Resources
5. Nature Centers

Prince George's Parks and Recreation:

1. Aquatics
2. Arts and Cultural Heritage
3. Child Care
4. Community Relations
5. Golf Courses
6. Health and Wellness
7. Historic Rental Properties
8. HUB
9. Information Technology and Communications
10. Museum and Cultural Resources
11. Natural Resources
12. Partnerships
13. The Prince George's Equestrian Center and Show Place Arena
14. Safe Summer
15. Seniors
16. Succession Planning
17. Therapeutic Recreation and Inclusion Services
18. Volunteers
19. Youth Services

How is the Plan Used?

The CRPP is an invaluable tool for coordinating the implementation of new programming initiatives. Staff are required to specify program objectives and implementation action steps that are realistic, measurable and have specific completion deadlines. Regular monitoring and tracking of performance improves accountability.

Comprehensive Recreation Programming Plan

FY2010 to FY2012

DRAFT

Montgomery Parks & Prince George's Parks and Recreation

“Creating a Participant-Centered Culture”

May 2009



**THE MARYLAND-NATIONAL CAPITAL PARK
AND PLANNING COMMISSION**

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CERTIFICATE OF ADOPTION AND APPROVAL

This Comprehensive Recreation Programming Plan, a reaffirmation of previously approved work program initiatives, was adopted on XXXX.

TABLE OF CONTENTS

1. Introduction	
a. Agency Mission, Values and Structure	1
b. Program Determinants	5
c. Service Delivery Framework	5
d. Commitment to Education for Leisure	6
2. Purposes and Policies	
a. Creating a Participant-Centered Culture	9
i. Why?	9
ii. What?	10
iii. How?	11
1. Community Inventory	15
2. Needs Index	16
3. Community Study	16
3. Community Study and Environmental Scan	
a. Organizational Profile	20
b. Parks and Recreation	22
c. Demographics	30
d. Social	42
e. Environmental	47
f. Economic	49
g. Technology	50
4. Program Objectives	51-65
5. Measurement and Evaluation	
a. Overview	67
b. Factors Influencing Performance Reporting	68
c. Program and Service Evaluation Policy	68
d. Evaluation and Assessment Process	70
e. Program and Service Standards	71
f. 3-Year Bi-County Action Plan	71
6. Montgomery 3-year Action Plans	
a. Archaeology	73
b. Brookside Gardens	75
c. Enterprise Facilities	76
d. Historical Interpretation	78
e. Nature Centers	79

7. Prince George's 3-year Action Plans	
a. Aquatics	81
b. Arts and Cultural Heritage	83
c. Child Care	86
d. Community Relations	89
e. Golf Courses	91
f. Health and Wellness	93
g. Historic Rental Properties	95
h. HUB	97
i. Information Technology and Communications	99
j. Museum and Cultural Resources	102
k. Natural Resources	105
l. Partnerships	109
m. The Prince George's Equestrian Center and Show Place Arena	111
n. Safe Summer	113
o. Seniors	114
p. Succession Planning	116
q. Therapeutic Recreation and Inclusion Services	118
r. Volunteers	122
s. Youth	124

Appendix A – Agency Organization Charts

Appendix B – Service Delivery Tables (Prince George's)

Appendix C -- Evaluation Forms

List of Figures

1. The M-NCPPC Organizational Chart
2. M-NCPPC Core Values, Vision, Mission, Strategic Objectives
3. Montgomery Parks--Vision, Mission and Values
4. Prince George's Parks and Recreation--Mission, Core Services, Strategic Focus
5. CAPRA Comprehensive Recreation Programming Plan
6. CAPRA Standards – 2.4
7. CAPRA Standards – 6.0
8. Registration – All Courses (PG)
9. Registration- Children and Youth (PG)
10. Registration- Adults and Young Adults (PG)
11. Registration- Families (PG)
12. Registration- Trends by Age Segment (PG)
13. Registration- Trends by Fiscal Year, Categories > 3,000 participants (PG)
14. Registration- Trends by Fiscal Year, Categories < 3,000 participants (PG)
15. Increasing Density
16. More Multifamily Construction
17. More Variety
18. Mont & PG Counties MD -2000 U.S. Census Tracts
19. Mont & PG Counties MD- Blacks / African Americans
20. Mont & PG Counties MD- Hispanics/Latinos
21. Mont & PG Counties MD-Asians & Pacific Islanders
22. Growing Elderly Population
23. Mont & PG Counties MD- People Aged 65 and Over
24. Mont & PG Counties MD-Children Under 18 years old
25. Mont & PG Counties MD-People with Disabilities
26. Mont & PG Counties MD- Households Living in Poverty
27. M-NCPPC Dimensions of Evaluation

Introduction

Introduction

Agency Mission, Values and Structure

The Maryland-National Capital Park and Planning Commission (Agency), is a bi-county agency consisting of the Department of Parks and the Department of Planning in Montgomery County and the Department of Parks and Recreation and the Department of Planning in Prince George's County (see *Figure 1* and Appendix 1 – Agency Organization Charts. Three central services departments (Legal, Finance and Human Resources and Management) are bi-county and serve the needs of the operating departments. The Commission is dedicated to improving the quality of life for our residents. Our mission is to, as provided in Article 28 of the Annotated Code of Maryland, is to provide a framework for future development that will enhance livability for citizens and residents of the Montgomery and Prince George's bi-county area by:

- Managing Physical Growth
- Providing Stewardship of Natural, Cultural and Historic Resources
- Planning a Variety of Living Environments
- Offering Leisure and Recreational Experiences

The Commission identified its Core Values through strategic planning (see *Figure 2*):

- Excellence:** Striving for the highest quality work of which we can be proud
Stewardship: Managing the resources under our care as if they are our own
Integrity: Committing to balanced, honest and objective thought and actions
Ingenuity: Seizing opportunities to find creative solutions
Collaboration: Committing to work cooperatively with internal and external partners
Dedication: Providing exceptional customer service.

A strategic goal and five objectives are driven by our overarching vision of being *A Leader in Managing Public Resources and Delivering Quality Customer-Focused Services*.

Our strategic goal is to place customer expectations and needs at the forefront of decision-making. Objectives in support of that goal are:

1. Provide opportunities for substantive community involvement and effective public education
2. Achieve quality development that reflects balanced growth, environmental protection, and respect for historical and cultural resources
3. Deliver diverse and inclusive parks and recreation services and experiences that meet customer needs
4. Serve our customers with state-of-the-art communications and management systems
5. Attract and retain a talented and dedicated workforce that values customer-focused public service

The Department of Parks in Montgomery county and the Department of Parks and Recreation in Prince George's County have also developed complementary mission statements (see *Figures 3 and 4*).

Figure 1.

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION ORGANIZATION CHART

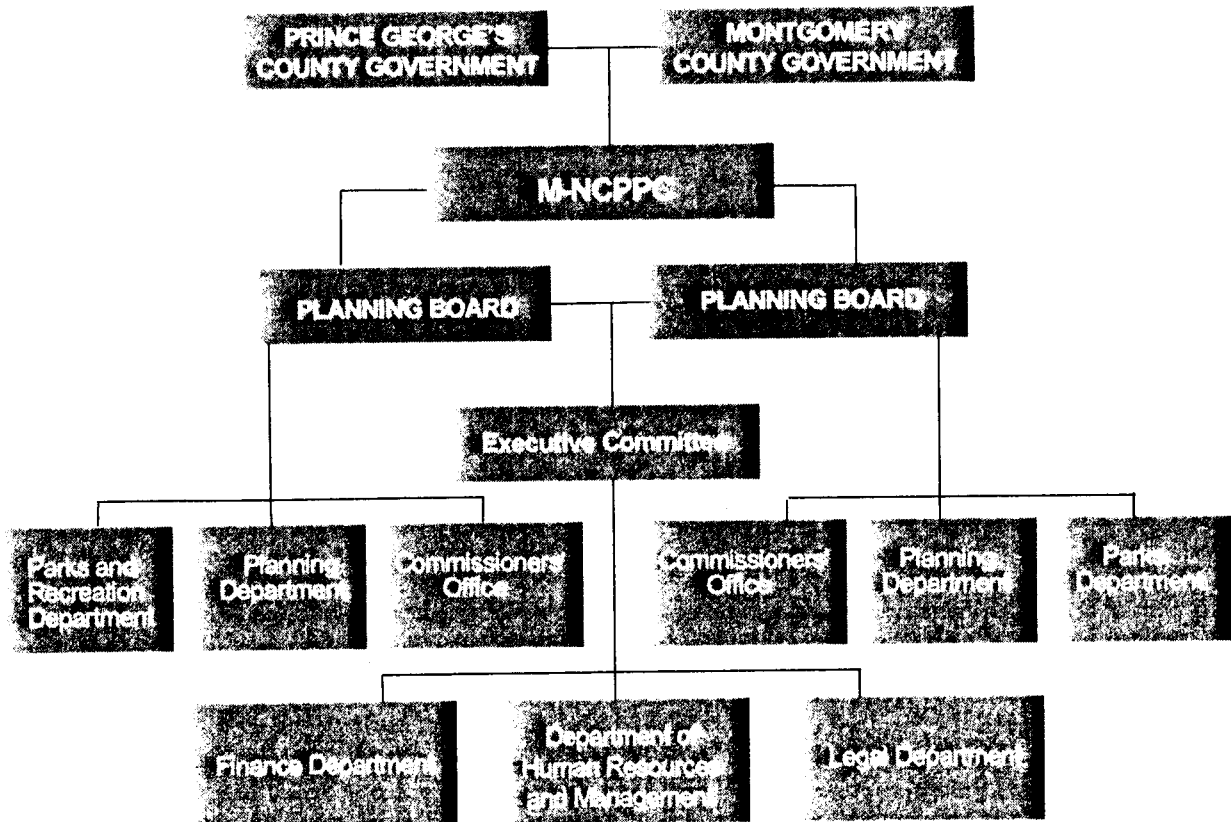


Figure 2

Core Values: excellence, stewardship, integrity, ingenuity, collaboration and dedication to providing exceptional customer service

Vision – A Leader in Managing Public Resources and Delivering Quality Customer-Focused Services

Mission – Provide a framework for future development that will enhance livability for citizens and residents of the Montgomery and Prince George's bi-county area by:

- Managing Physical Growth
- Providing Stewardship of Natural, Cultural and Historic Resources
- Planning a Variety of Living Environments
- Offering Leisure and Recreational Experiences

Strategic Goal Place customer expectations and needs at the forefront of decision-making

Objective 1. Provide opportunities for substantive community involvement and effective public education

Objective 2. Achieve quality development that reflects balanced growth, environmental protection, and respect for historical and cultural resources

Objective 3. Deliver diverse and inclusive parks and recreation services and experiences that meet customer needs

Objective 4. Serve our customers with state-of-the-art communications and management systems

Objective 5. Attract and retain a talented and dedicated workforce that values customer-focused public service

MONTGOMERY PARKS, M-NCPPC

VISION

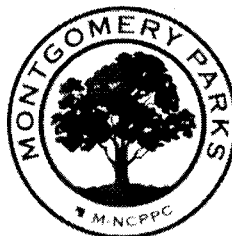
An enjoyable, accessible, safe and green park system that promotes a strong sense of community through shared spaces and experiences and is treasured by the people it serves.

MISSION

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

VALUES

Stewardship	Manage the county park system so it best meets the needs of current and future generations.
Recreation	Offer a range of leisure activities that strengthen the body, sharpen the mind, and renew the spirit.
Excellence	Deliver the highest quality product, service and experience possible.
Integrity	Operate with an objective, honest, and balanced perspective.
Service	Be courteous, helpful and accessible to each other and the public we serve.
Education	Promote opportunities for continuous learning among staff and the public we serve.
Collaboration	Work in cooperation with all stakeholders including residents, communities, public and private organizations, and policymakers, as well as interdepartmentally.
Diversity	Support and embrace the differences among our employees and the public we serve, and offer suitable programs, activities and services.
Dedication	Commit to getting the job done the right way, no matter what it takes.



Program Determinants

The Maryland-National Capital Park and Planning Commission is committed to delivering program and services based on the following determinants:

- Conceptual foundations of play, recreation, and leisure
- Constituent needs
- Community opportunities
- Agency philosophy and goals
- Experiences desirable for clientele

The programs and services are in alignment with this Comprehensive Recreation Programming Plan and the Agency's strategic planning, which is embedded in preparation of the Agency's annual budget. Programs are based on the Agency philosophy, goals and core values. For example, the Department of Parks and Recreation slogan "Something for Everyone" is evident in the variety of activities offered to different groups such as persons with disabilities, low-income communities, senior citizens and minority groups. Programming honors a conceptual foundations of play, recreation, and leisure philosophy. Residents are given the opportunity to engage voluntarily in activities that allow for a freedom of choice, satisfy self expression, develop creativity, encourage voluntary participation, and provide opportunities and experiences to live meaningful lives (see Appendix 2 – Service Delivery Charts).

Service Delivery Framework

The Commission offers a wide variety of facilities and programming which provide opportunities for the citizens of Montgomery and Prince George's Counties to choose activities to enrich their life experiences through play, recreation and leisure. Needs are determined through the following methods:

- Collection and analysis of demographic data
- Development of marketing strategies
- Fee comparisons
- Program observation
- Measurement of social indicators (obesity, substance abuse, teen pregnancy, communicable diseases, physical barriers, cultural changes, household makeup, financial need/assistance, and an aging population)
- Surveys of residents, patrons, and volunteers
- Engagement and participation of residents through advisory groups, recreation councils, boards, focus groups, public forums, web site feedback, and hearings.

The Agency actively solicits input through recreation councils, homeowners associations and local civic groups to receive continuing input for future facility and program needs and current issues and concerns that need to be addressed. The Agency works also with other local and county agencies, non-profit organizations and park and recreation

stakeholder groups, to coordinate planning and identify opportunities for collaboration and partnership. These include planning and design of park and recreation facilities and the selection of programs to meet the needs of specific clientele.

Education for Leisure

The M-NCPPC serves a diverse population and every individual has unique recreation and leisure needs. Leisure education equips citizens with the necessary tools to make “intelligent, well-informed decisions that promote their individual choice, while encouraging responsibility to others and the community.” Therefore, education for leisure is a necessary component in the overall recreation program plan. Resources provided to the citizens enable them to pursue recreation programs that meet their individual needs.

Our employees are our most valuable resource and our most powerful ambassadors of leisure education. All employees regardless of job classification, background and experience shall be encouraged to develop a basic knowledge of our role as a public park and recreation agency in providing recreation and leisure programs to enhance the quality of life for the citizens of Montgomery and Prince George’s counties. Staff are encouraged to be aware of the diversity of recreational opportunities within their communities, including those offered by other M-NCPPC divisions and facilities, and external agencies such as schools, colleges, hospitals, private clubs, non-profit organizations, commercial recreation establishments, community associations, recreation councils, municipal and state governments, etc.

The M-NCPPC offers leisure education and recreational opportunities in the psychomotor, affective and cognitive domains in an effort to provide citizens of all ages, genders and demographics in Prince George’s and Montgomery Counties with an overall understanding of the value of recreation to individuals and the effect of recreation on society. Programs in the *psychomotor domain* involve manipulative and coordinative physical skills and abilities such as sports programs, dance classes, drawing classes, outdoor adventure pursuits, fitness classes, sports leagues, and tournaments. Recreational activities in the *affective domain* are typically more passive and involve interests, appreciation, attitudes and values such as art and craft classes, historical tours, nature/interpretive classes, concerts, plays and festivals. Programs in the *cognitive domain* utilize intellectual skills and abilities, problem solving and knowledge. Cognitive activities include informative lectures and classes, problem solving activities and special interest clubs, such as tutoring, financial planning, chess, card playing, computers, science and nature.

Evaluation and Measurement

The Maryland-National Capital Park and Planning Commission is committed to enhancing the evaluation processes it uses to determine the quality and effectiveness of programs, facilities and services. Our program specialists and facility managers respond to citizen requests, solicit advice from recreation councils and civic groups and monitor community trends. Training and tools have been developed to formalize processes, establish consistency in application and standardize terminology to improve staff evaluation proficiency and assure that program objectives are achieved.

Chapter 2

Purposes and Policies

Creating a Participant-Centered Culture

A traditional view of government services is that they should be standardized -- both uniform in delivery and equal in geographic distribution and access. Equity and equality are performance hallmarks. The alternative, advocated herein, encourages staff to customize their offerings to local conditions. The principles of equity and equality are maintained, but with a community-wide perspective. The focus is less internal to the Department and more external to embrace the community. If our goal is to meet community needs and desires for recreation programs and leisure services, a perspective that allows us to account for all available program and services opportunities, at or above a defined quality standard, is required. The overarching goal is to create and maintain a participant-centered culture.

Why?

The current high quality of programming within The M-NCPPC is a tribute the dedication of staff and management. An unprecedented five national gold medals for excellence in parks and recreation management is a testament to the esteem in which we are held among our peers. However, it is anticipated that our service area will undergo a profound demographic transformation over the next 10 to 20 years. During that time, it is expected that the County will substantially build out all remaining undeveloped land with a concomitant dramatic increase in the numbers of customers we serve.

The average age of County residents is projected to steadily increase, as is racial and ethnic variety. Immigration of Hispanics and Asians is expected to result in a population with a much greater multi-cultural mix, for many of whom English is a second language.

Of course, on top of all of this, we will need to keep pace with the continuing evolution in recreation and leisure programming trends. Therefore, our programming staff will be undergoing unusual pressures as the expectations for recreation and leisure programming change. Traditional ways of doing business are suited to a stable environment where the focus is on improving a standard menu of programs. Our changing environment requires a dynamic and adaptive set of tools to develop new programs and deliver old and new programs in fresh and appealing ways.

What?

Commission for Accreditation of Park and Recreation Agency (CAPRA) standards provide a foundation for recreation program planning. These standards provide a nested framework of interrelated expectations. As shown on *Figure 5*, the CAPRA approach is to develop a holistic understanding of the operating environment. This requires not only knowing our customers but becoming an integral part of the community. The three building blocks are 1) *Community Study*, an environmental scan that provides an overview of demographic trends, socio-economic conditions, and recreation and leisure trends, 2) *Community Inventory*, an assessment of program, facility and service resources that identifies overlaps, gaps, and opportunities for collaboration and 3) *Needs Index*, a tool that tracks needs, attitudes and desires through ongoing community outreach and engagement.

The strong foundation provided by the three building blocks results in a resilient program framework that is also adaptable enough to meet changing needs and to address the desires of our various customers. It is also a framework that responds to, complements, and, when appropriate, embraces recreation and leisure services offered by other organizations and entities. Despite our pride in being one of the best parks and recreation organizations in the nation, we are not always in competition with other providers. Despite our slogan "Something for Everyone" we cannot do it all. The magnitude of needs and desires requires a collaborative effort to make sure that gaps in service are filled and duplication is minimized. In the spirit of "total community" service, we collaborate with other program and service providers via sponsorships and partnerships to create an enhanced level of service that is mutually beneficial to all parties. By joining forces with others we can create the potential to deliver more and better programs that enhance the level of service to the citizens of Montgomery and Prince George's counties.

We are responsible for meeting the recreation and leisure needs of all residents, not only those who are our customers. As a public agency, one of our primary responsibilities is to tailor our offerings to fill gaps for those whose needs are not being met. For example, take swimming opportunities. Therefore, in addition to making sure that the facilities, services and programs we offer are of high quality, we must both be aware of and take responsibility for the full complement of recreation and leisure opportunities in our community.

It is imperative that we understand how various segments of the population get their needs met through a through the mosaic of recreation and leisure opportunities, including, but not limited to, those of the Department of Parks and Recreation. For example, our swimming opportunities complement those being offered by other government agencies (e.g. schools), non-profit organizations (e.g. Boys and Girls Clubs), for-profit enterprises (e.g. private health clubs and homeowners' associations) and faith-based organizations (e.g. churches). The concept is to recognize that needs are being met in a variety of ways. People have choices and they do exercise options.

To continue the swimming analogy, the hypothetical introduction of a new Parks and Recreation swimming program should be based upon an assessment of all existing swimming opportunities throughout the community—private, non-profit, faith-based and governmental. Swimming requires a significant capital investment. An assessment of all swimming opportunities in the community, including options for collaborations with other swimming venues, could result in significant cost savings that would allow resources to be directed to fill other needs.

Research studies have shown that creating places where people can conveniently become active can lead to a significant increase in the number of persons who exercise at least three times per week. Therefore, creating multiple options is a legitimate consideration. Many community and recreation centers provide a low-cost close-to-home or close-to-employment option that can work in tandem with other options, such as private health clubs.

Performance measures should also reflect a dual assessment perspective. Outcomes and satisfactions associated with Departmental programs, facilities and services should complement an evaluation of the overall community framework of available recreation program and leisure service opportunities. We must both look inward at the quality of our offerings and look outward at the quality and quantity of services provided by others. Such information should be tracked over time to discern trends. All opportunities should be assessed, including those from the non-profit, for-profit and faith-based sectors.

How?

CAPRA has two series of standards that pertain to the development and delivery of programs. The 2.4 series (see *Figure 6*) deals with program planning and the 6.0 series (see *Figure 7*) deals with program delivery -- the desired characteristics of program and service offerings and the evaluation of results.

In combination, standards 2.4.1.1 through 2.4.1.3 articulate a philosophy upon which agency programming should be based. As stated above, there are three building blocks: Community Study, Community Inventory and Needs Analysis. Community Study embraces recreation and leisure trends and demographic change. Community Inventory mandates an in-depth knowledge of the communities we serve, especially pertaining to recreation program and leisure service resources offered by entities other than The M-NCPPC. Needs Analysis requires an awareness of both regional trends in recreation and leisure services and local community needs and desires. Together, these three elements comprise the overarching program planning framework that is the basis for this strategic plan for recreation programming and leisure services (see *Figure 5*).

CAPRA Comprehensive Recreation Programming Plan

*Nested Requirements**

Figure 5

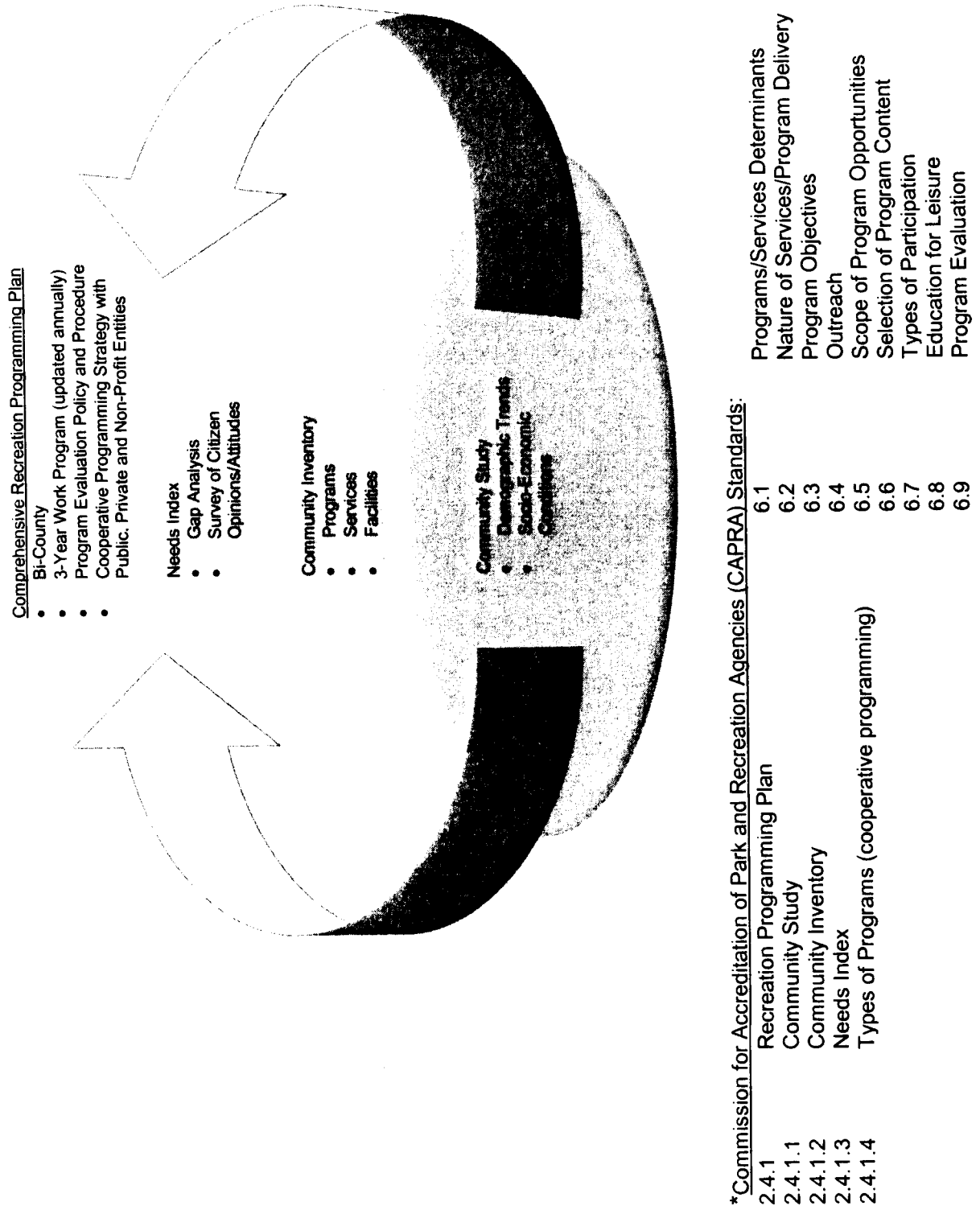


Figure 6: CAPRA Standards – 2.4 Series

2.4 Series – Program and Service Planning

- 2.4.1. Recreation Programming Plan**
A long-range recreation program plan (3 to 5 years or more) should be developed and periodically reviewed, as well as a current year plan, which includes implementation procedures and priority listings of recreation programs.
- 2.4.1.1. Community study**
A comprehensive community study based on population shifts and changing social and economic conditions should be made at least every five years with interim updating.
- 2.4.1.2. Community inventory (10.1e Community inventory and need index)**
There should be an inventory of program elements and services and physical resources in the community to determine overlapping areas, areas of insufficient activity, areas of omission or inadequacy, and potential safety hazards.
- 2.4.1.3. Needs index (10.1e Community inventory and need index)**
A "needs index" for determining priorities for development of services within the community should be established within the comprehensive plan.
- 2.4.1.4 Types of programs**
The total community plan should encompass cooperative programming among the public, commercial, and nonprofit entities.

The intended outcome this Plan is intended to foster is a roster of well-run recreation programs and leisure services that enhance the physical, mental and spiritual wellbeing of participants. Program schedules should exhibit a depth and breadth of opportunity that is tailored to community need and reflective of M-NCPPC values and goals. Recreation programs should be outcome-oriented and purposeful while incorporating elements of play, incorporating spontaneity, freedom of choice and creativity. Series 6.0 CAPRA standards provide guidance on how to meet these expectations and provide the desired spectrum of opportunity. Positive recreation and leisure experiences help plant the seeds of life-long health and wellness. By systematically monitoring outcomes through a variety of evaluation tools, we intend to track progress and effect a culture of continuous improvement.

Figure 7: CAPRA Standards – 6.0 Series

6.0 Series – Program and Service Characteristics

6. 1. Program/Services Determinants

The program and services provided shall be based on:

- *conceptual foundations of play, recreation, and leisure*
- *constituent needs*
- *community opportunities*
- *agency philosophy and goals*
- *experiences desirable for clientele*

6. 2. Nature of Services/Programs Delivery

Services shall be delivered in a variety of ways such as: structured leadership programs, outreach, user services, and rentals.

6. 3. Objectives

There shall be specific objectives established for each program or service.

6. 4. Outreach

The programs and services shall be available to all cultures and populations resident of and visitors to the community.

6. 5. Scope of Program Opportunities

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

6. 6. Selection of Program Content

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

6. 7. Types of Participation

The program shall provide structurally for a wide range of types of participation.

6. 8. Education for Leisure

There should be a plan of education for leisure.

6.9 Program Evaluation (10.1m Program evaluation)

Program evaluations, based on stated program objectives, shall be conducted systematically and regularly.

Community Inventory

The concept of community inventory involves the principles of asset-based community development and appreciative inquiry. We can respond appropriately to the needs and desires of the community for recreation and leisure programs and services if we are knowledgeable about community assets. There are three basic asset categories — physical, organizational and human. A community is a fabric that has these assets woven into a dynamic whole. Some neighborhoods may seem to suffer in comparison with those with more obvious depth and vitality. A healthy neighborhood requires strength in all three asset categories. Communities are strengthened when the potential contributions of all citizens are recognized and used. For residents who survive on the margins, the community can appear to be devoid of opportunity.

Assets that many residents take for granted are invisible and unknown to others. These assets include open space, park facilities, recreation programs and leisure services of The M-NCPPC. A park can exist across the street from a resident who has never taken the opportunity to enter or explore. In some cases there may be real or perceived barriers to access that frustrate engagement. Tools that break down these barriers can result in new or altered perspectives. A community that seems without positive energy or hope can be reframed as a place full of resources and opportunity.

The press of day-to-day operational duties seems to preclude any opportunity for staff to venture from tried and true ways of doing business because attention becomes focused on what is happening on-site and what is required to meet management expectation. Once the eyes of staff and patrons have been opened to community resources, a new staff paradigm can take root and grow. Such a paradigm values what is positive in the larger community and looks to find ways to integrate the facilities, programs and services of the Commission into the larger community. In some cases, community and recreation centers can become program and service HUBs. These are facilities that serve as portals to the entire range of programs and services available to the community.

Every community has an array of local public, private and non-profit institutions. Each of these has resources such as personnel, space, expertise, equipment, and economic power — that can make a contribution to the whole. Identifying and connecting assets can create a synergy that can become a powerful transformer of perceptions from negative to positive. Positive perceptions lead in turn to more positive realities.

It is incumbent upon the Commission to make sure its park land and facilities and recreation and leisure programs are leveraged to create maximum positive impact. This is done by working within a network of community assets— physical, organizational and human. To that end the Commission is dedicated to enhancing staff and resident community-building capacity. Initiatives include enlisting recreation councils and volunteers to work with staff to improve programs and facilities, community mapping with teens, and implementing youth and senior action plans to engage constructively with these important constituencies.

Needs Index

Changes in demographics and recreation and leisure trends make meeting constituent needs a challenging role for the M-NCPPC. The Agency holds forums each year to provide opportunity for the public to review programs and facilities, to make suggestions for improvement and to request new programs, services and facilities. Verbal testimony and written requests from residents assist the Commission in developing its programs and budget.

Serving a combined population of 1.7 million citizens, Montgomery and Prince George's Counties provide a myriad of avenues that are readily available for citizen input. These opportunities are provided through:

- Park user surveys
- On-line bulletin boards and e-mailboxes
- Facility and program evaluation forms
- Recreation Councils
- Presentations to advisory boards, civic and homeowners associations, houses of worship and municipal councils, and
- Public forums and meetings

Montgomery County has five area recreation Advisory Boards. The Boards perform advisory functions to the County Executive, the County Council, the Director of the Department of Recreation and the Planning Board. The Youth Advisory Committee involves middle and high school students in taking action and making recommendations to improve the quality of life for Montgomery County youth. The Montgomery Parks Public Private Partnership Program involves for-profit and non-profit organizations in the development of facilities and programs in Parks.

Of significant importance over the years to Prince George's County has been the development of Recreation Councils, the Federation of Recreation Councils and the Park and Recreation Advisory Board. These groups have significantly empowered residents to develop a sense of community and to make choices which determine the quality of life. These relationships have resulted in partnerships that have been long lasting and that have improved services to the general public.

Community Study

The community study is an examination of population shifts and changing social and economic conditions. The impacts of these changes are analyzed to determine impacts for recreation programs and leisure services. The most current Agency community study is presented in the next Chapter, Environmental Scan. The trends and conditions identified in the environmental scan were used to identify internal strengths and weaknesses and external opportunities and threats in key recreation program and leisure service areas.

The Planning Departments in both counties, which are operating departments of The M-NCPPC, provide demographic information and resources that assist park and recreation professionals in making decisions that may affect the organization and our clients interests/needs.

Chapter 3

Community Study and Environmental Scan

Community Study and Environmental Scan

Ongoing management effectiveness requires that an agency monitor contemporary trends and respond effectively to dynamic change with strategic decision-making. M-NCPPC field staff are witness to the varying needs of the agency's customers. Data from the U.S. Census, park and recreation service evaluations, and other sources provide an opportunity to analyze trends that will significantly affect the future of M-NCPPC's park system, recreation and leisure programs, and planning and development services.

The population of the bi-county area continues to grow and is becoming more dense and more demographically diverse. Recreational facility and program needs are changing and evolving quickly. According to the Washington Metropolitan Council of Governments, by 2030 the area's bi-county population is expected to reach more than two million residents—300,000 more than today. MNCPPC will be challenged to keep pace with this growth, especially when parkland is finite, as park needs continue to grow and change and financial and staff resources continue to be stretched. Using a variety of local, state, regional, and national data and information sources, M-NCPPC monitors its organizational environment, including emerging and continuing trends.

Some significant trends that will influence parks in the future include:

- increased use of public facilities
- changing demographics
- changing (nontraditional) recreational uses and facilities in parks
- increased leisure time
- increased concern for security and personal safety
- increased awareness of health and physical fitness
- increased emphasis on in-fill development and the redevelopment of existing communities and the corresponding need to develop parks and provide recreation programs convenient to these older areas
- increased awareness of major environmental issues influenced by urban sprawl, transportation gridlock and global warming
- increased concern about the acquisition and protection of natural and cultural resources
- competing priorities for constrained resources

This environmental scan has been organized around a variety of topics:

- Organizational Profile
- Parks and Recreation Trends
- Changing Demographics
- Sociology
- Facility Design
- Environment
- Economics, and
- Technology

Organizational Profile

M-NCPPC is administratively strong. However, there are issues in the categories of physical assets and human resources that require continued attention to maintain organizational integrity and stability.

- **Financial Condition (*Comprehensive Annual Financial Report, 2008*)**—M-NCPPC's financial condition currently is positive as a result of a stable primary revenue source (real property tax) and the agency's conservative fiscal management policies. The assessable bases in both counties continue to experience solid growth, and collections, including interest and penalties as a percent of the levy, are consistently above 99 percent. M-NCPPC prepares quarterly long-term financial projections to help guide current year and future years' expenditures based upon anticipated revenue sources. In addition, M-NCPPC adopted a comprehensive fund balance policy in fiscal year 2000 to provide a cushion against unforeseen expenditures over revenues or revenue shortfalls in each fund.

Other current trends include the following:

- M-NCPPC's assets exceeded its liabilities at June 30, 2008, by \$792.1 million (net assets).
- M-NCPPC's net assets grew by \$88.7 million during fiscal year 2008. This is in part the result of \$40.0 million in capital grants and contributions, use of current revenues of \$31.7 million to purchase and construct capital assets, and \$16.3 million to pay debt principal, growth in property tax revenues (\$24.8 million) in excess of anticipated, and savings in Governmental Activities expenses (\$7.2 million), offset by depreciation expense of \$19.6 million.
- As of June 30, 2008, M-NCPPC's governmental funds reported combined ending fund balances of \$252.1 million, an increase of \$51.7 million.
- M-NCPPC's general fund balance at June 30, 2008, was \$150.7 million, an increase of 27.5 million during the year.
- The assets of the enterprise funds exceeded liabilities by \$82.2 million, a decrease of \$3.2.

Risk Management (*Comprehensive Annual Financial Report, 2005, and Risk Management Program Analysis, 2005*)—M-NCPPC participates in the Montgomery County Self-Insurance Fund (MCSIF) and is self-insured for most claims filed by third parties. M-NCPPC has an in-house risk management and safety office that develops and implements the internal loss control program to reduce workplace accidents and injuries. Commercial policies provide further liability and property loss coverage for claims arising out of real and personal property damage.

The Commission's total incurred costs from claims, including premiums and administrative fees, in FY05 were \$3,603,510. Losses from workers' compensation claims account for approximately 60 percent of these costs. The cost of claims continues to rise nationally and locally. The drivers for increased costs in Maryland include: higher average weekly wages, higher medical costs, lack of control over medical care, and higher awards for permanent partial disability. Overall, total expenses paid for worker' compensation increased 29% in FY05 over FY04, despite a decrease in total claims filed.

Overall total general liability claims costs decreased in FY05 from FY04. The major components of these claims included auto, followed by general liability and property.

- **Financial Reporting (*Comprehensive Annual Financial Report, 2008*)**—Since 1973, the Government Finance Officers Association (GFOA) has awarded M-NCPPC a Certificate of Achievement for Excellence in Financial Reporting. In addition, since fiscal year 1987, M-NCPPC has received the GFOA's Award for Distinguished Budget Presentation.
- **Physical Assets (*Comprehensive Annual Financial Report, 2008*)**—M-NCPPC administers a park system that currently contains more than 61,000 acres. The system is composed of stream-valley parks, large recreational parks, neighborhood parks, and park-school recreational areas. Maintenance, improvement, and replacement of aging infrastructure are chronic system-wide challenges.
- **Human Resource Assets (*Personnel Management Report FY2007*)**— The total career work force for FY07 was 1,980. The career employee population by gender was 62 percent male and 38 percent female. The racial composition of the work force was 58.5 percent White, 33.0 percent African-American, 3.8 percent Asian/Pacific, 4.0 percent Hispanic and 0.7 percent Native American. The average length of service was 12.1 years. From FY08 through FY12, over 27 percent of employees will be eligible for normal retirement.

In FY07, the non-career work force numbered 4,896. Of this number, 99 percent were seasonal or intermittent. Of the non-career employees, 87 percent worked in the Prince George's Department of Parks and Recreation and 12 percent worked for the Montgomery County Department of Parks.

Over the past six years, there has been no significant change in agency demographics. The personnel turnover rate is not significantly different than the national average of 7.2 percent.

Parks and Recreation

Emerging recreational activities place new demands on an already strained park system. Therefore, it is essential to monitor the latest national and regional trends. These are readily available from the annual American Sports Data Survey, the 2008 Recreation Trend Report (Fairfax County Park Authority) and local M-NCPPC data.

Field and Court Team Sports— Overall trend analyses indicate a declining rate of participation in team sports, especially among occasional players. Between 2001 and 2006, basketball, soccer, football, both slow-pitch and fast-pitch softball, court volleyball and baseball all had significantly less participants, especially among occasional players. Lacrosse was the only one of the nine field sports tracked to gain participants between 2001 and 2006.

- Soccer: about 22% of participation occurs at indoor facilities. The 6-11 age group has been the source of near-term growth.
- Basketball and volleyball, two sports closely associated with indoor gym use, continue long-term declines.
- Lacrosse is the fastest growing field sport. However, lacrosse is still a niche sport relative to soccer.
- Baseball has shown a sustained period of decline in participation.

Racquet Sports— Racquet sports, after a period of decline, have shown signs of resurgence.

- Racquetball: after years of continual decline, participant numbers have increased in recent years, however, 2004 to 2006 data indicate further declines across the board.
- Tennis: after years of decline in tennis, participation has significantly rebounded. Growth is especially strong among youth and frequent players, with declines among female and adult players.

Skating Sports— Skating sports are seeing significant declines in all activity types, except for ice hockey.

- In-line skating: experienced consecutive year of decline since its peak year in 2000. Loss of interest has occurred across-the-board.
- In-line hockey: lost more than half of its participants since 2001.
- Ice-skating: attrition was greatest among youth.
- Skateboarding: growth stopped in 2003 after increasing 241 percent between 1993 and 2002. Negative growth is coming from the core participant base—elementary school-aged children and teens. Also, the typical skate boarder is participating less frequently. Decline is coming at a time of unprecedented growth in the number of skate parks.
- Ice hockey: significant growth was distributed among all age groups and both sexes

Golf— Golf continues to see modest growth.

- Golf continues to grow in the number of players, but the frequency of play is decreasing. More than half of all golfers play seven or fewer rounds a year.
- Demographic segments accounting for the most growth in golf are older golfers over the age of 50, young adults (18-34) and women.

Outdoor Recreation Activities— Outdoor Recreation Activities— National participation in outdoor recreation is generally in decline; however, it is increasing locally (see Local Trends, below). Participants engaged in these activities are doing them less frequently. Areas of growth include recreational swimming, hiking, artificial wall climbing, and kayaking. Outdoor recreation participation is highest among children and then drops with age.

- **Swimming:** one of the most popular recreational activities, growth has declined among middle-aged and older adults. Growth is strongest among those who participate frequently.
- **Recreational bicyclers:** one of the most popular activities, the number of participants is decreasing overall. Growth is declining among middle-aged and older adults, especially males, who participate in BMX and mountain bicycling: participation is down, especially among occasional riders. There has been some short-term growth in mountain biking among youth and teens.
- **Participation in RV and tent camping:** participation in tent camping is down across-the-board in both participants and participant days. RV camping remains stable, but trips are becoming shorter.
- **Freshwater fishing:** declining among all segments of the population, except seniors. Participation has declined continuously since it peaked in 1990.
- **Day hiking:** one of the most popular recreational activities, is stable overall. Growth is occurring among youth and teens.
- **Canoeing and kayaking:** participation is increasing across the board, especially in kayaking.
- **Artificial wall climbing:** previously one of the fastest growing recreational activities and has been popular among all age segments. Recent data indicate that interest has been in decline since 2004. Nearly 20 percent of the participant base left between 2004 and 2006.

Fitness Activities— Fitness participation continues to grow, as evidenced by the number of health club memberships. (A) While the number of memberships has climbed since 2001, growth rates have slowed. (B) The current drivers of growth are women followed by middle-aged and young adults.

- **Cardio equipment and strength training:** females and middle-aged and young adults are the growth markets. They are among the most frequent participants in both activities, however older adults were a growth segment for strength training.
- **Yoga/Tai Chi:** females and middle-aged and young adults are the growth markets. Senior interest peaked in 2004. Growth has been primarily among occasional participants.
- **Pilates:** after peaking in 2004, participation has declined except for growth among older adults.
- **Aquatic exercise and fitness swimming:** aquatic exercisers and lap swimmers grew from 2004 to 2006. All ages participated in a growth spurt in water aerobics, except for young adults. Growth in fitness swimming was across the board. Both activities show strong frequency of participation.
- (A) Health clubs added 1.4 million members between 2004 and 2006, and 8.9 million members since 2001. An estimated 42.7 million Americans are now members of health clubs. Women currently account for 53% of all health club members.
(B) Seniors were the growth segment from 1998 to 2004. Since 2004, the senior members have dropped about 16%. Health clubs are a growth industry with a continued steady addition of new facilities.

Local Trends (Prince George's County – **Figures 8 through 14**)

- Prince George's Parks and Recreation program registration data show an overall program registration increase between FY 2004 and FY 2008 of 5,446 or 6%. Most age categories have seen stable or increased registration since 2004, especially for teens and pre-teens (1,351 or 28% increase) and mixed age programs (2,502 or 38% increase). However, decline has occurred in registration for adult and young adult programming (805 or 4%) and family programming (314 or 58%).
- Over the past two years, however, registration as has declined 4,000 or 4 percent since a peak of 108,697 in 2006. The current rate of decline has been about 2,000 per year. The only registrations indicating strong growth are aquatics and nature programs. The most significant decline was in sports programming, which declined 13% from a peak of 19,311 2006 to 16,830 in 2008. Most other programming areas have remained stable or sustained modest declines.

Figure 8

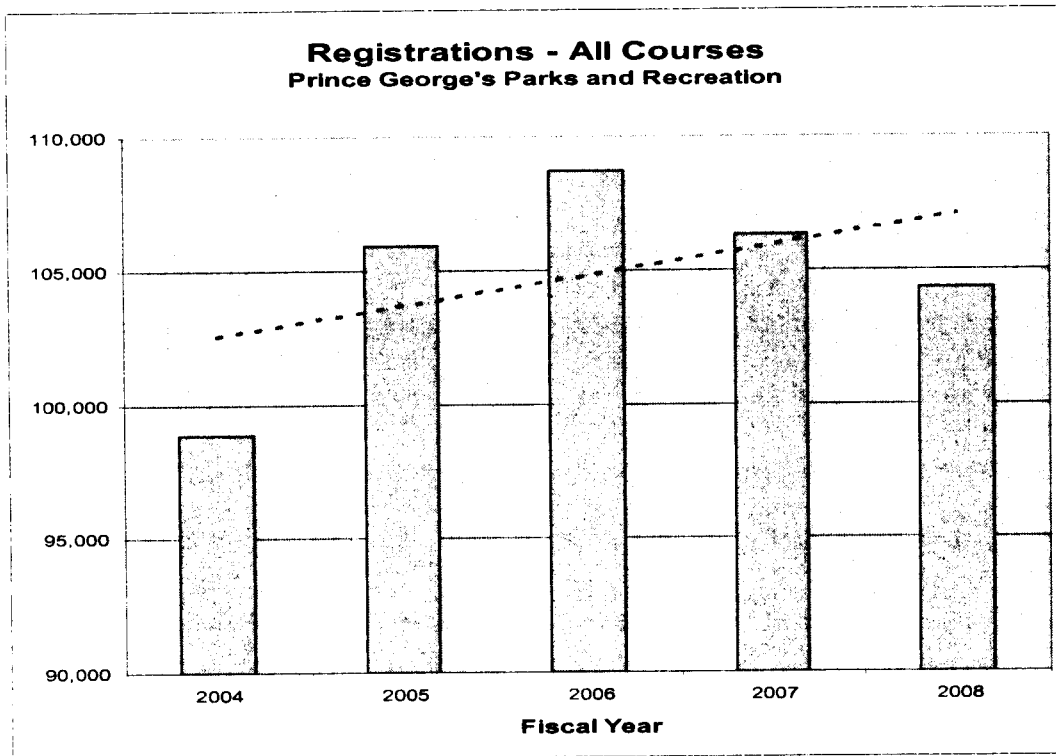


Figure 9

Registrations - Children & Youth
Prince George's Parks and Recreation

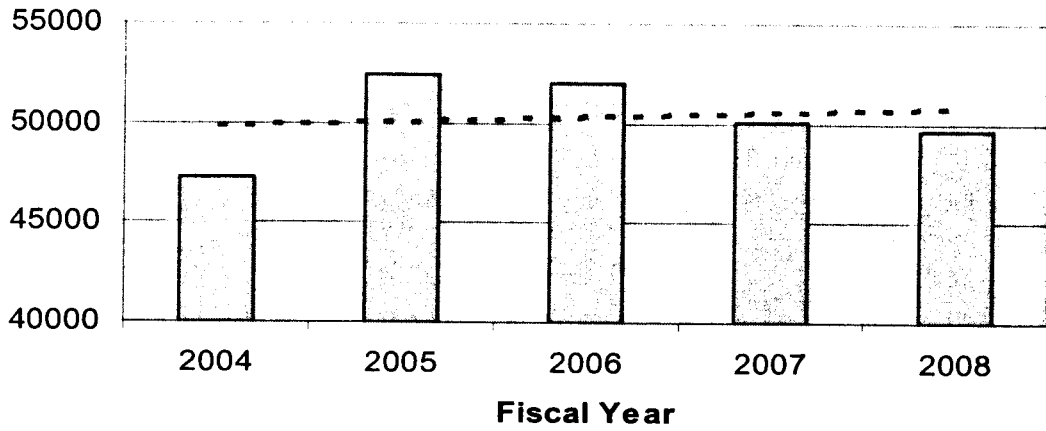


Figure 10

Registrations - Adults & Young Adults
Prince George's Parks and Recreation

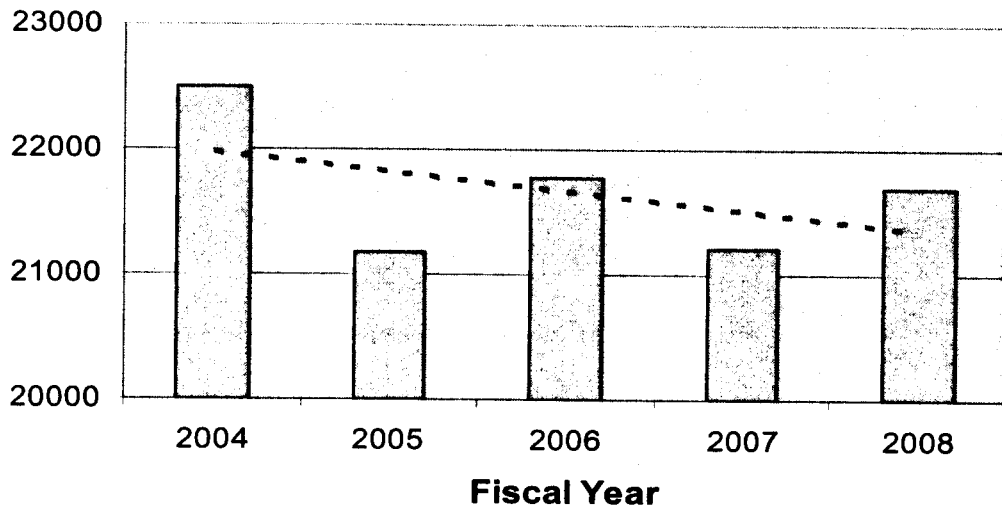


Figure 11

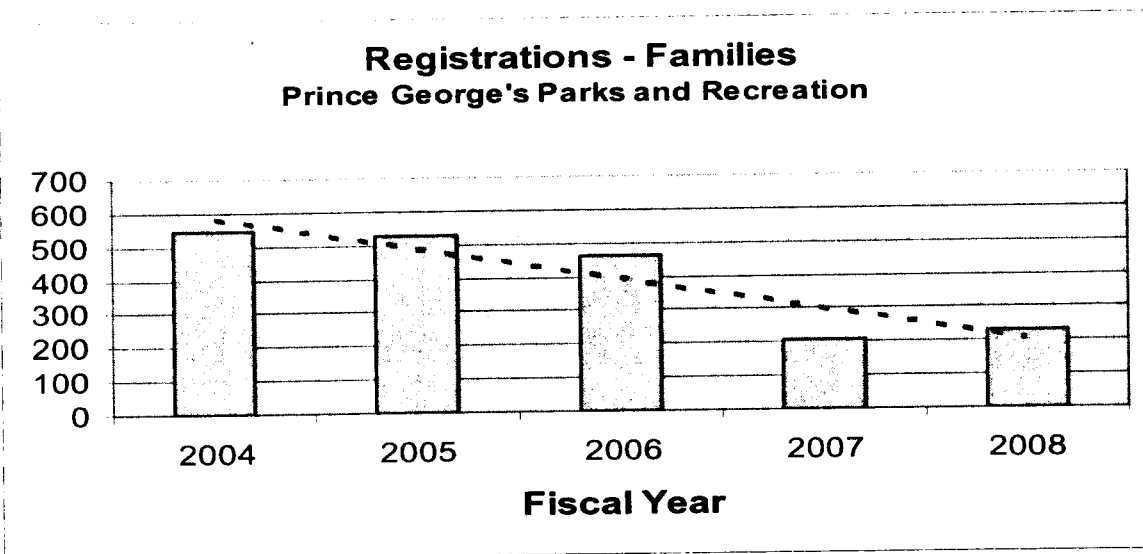


Figure 12

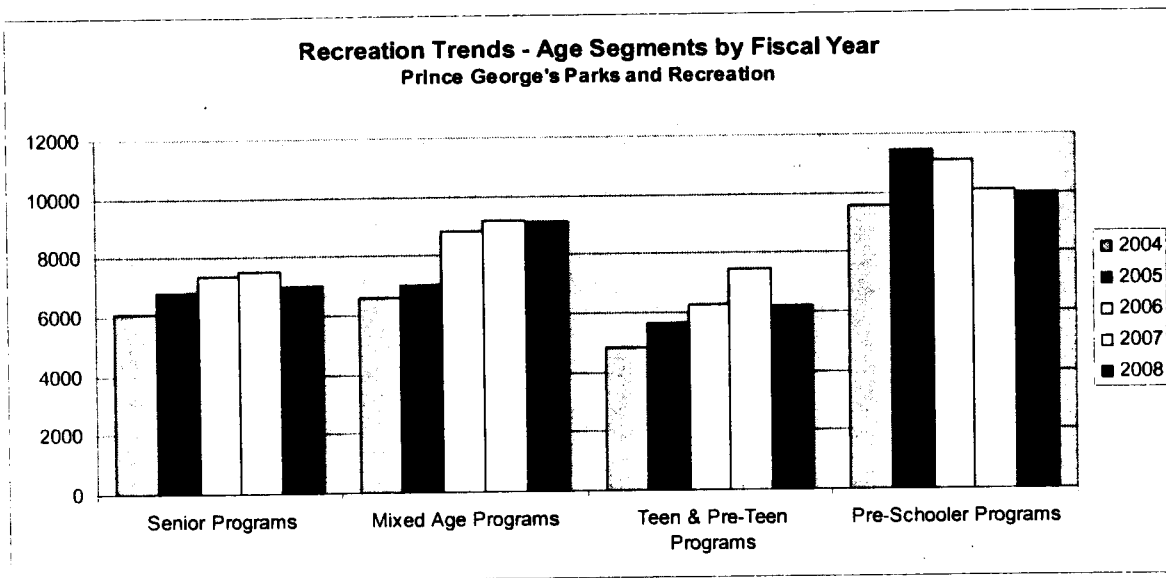


Figure 13

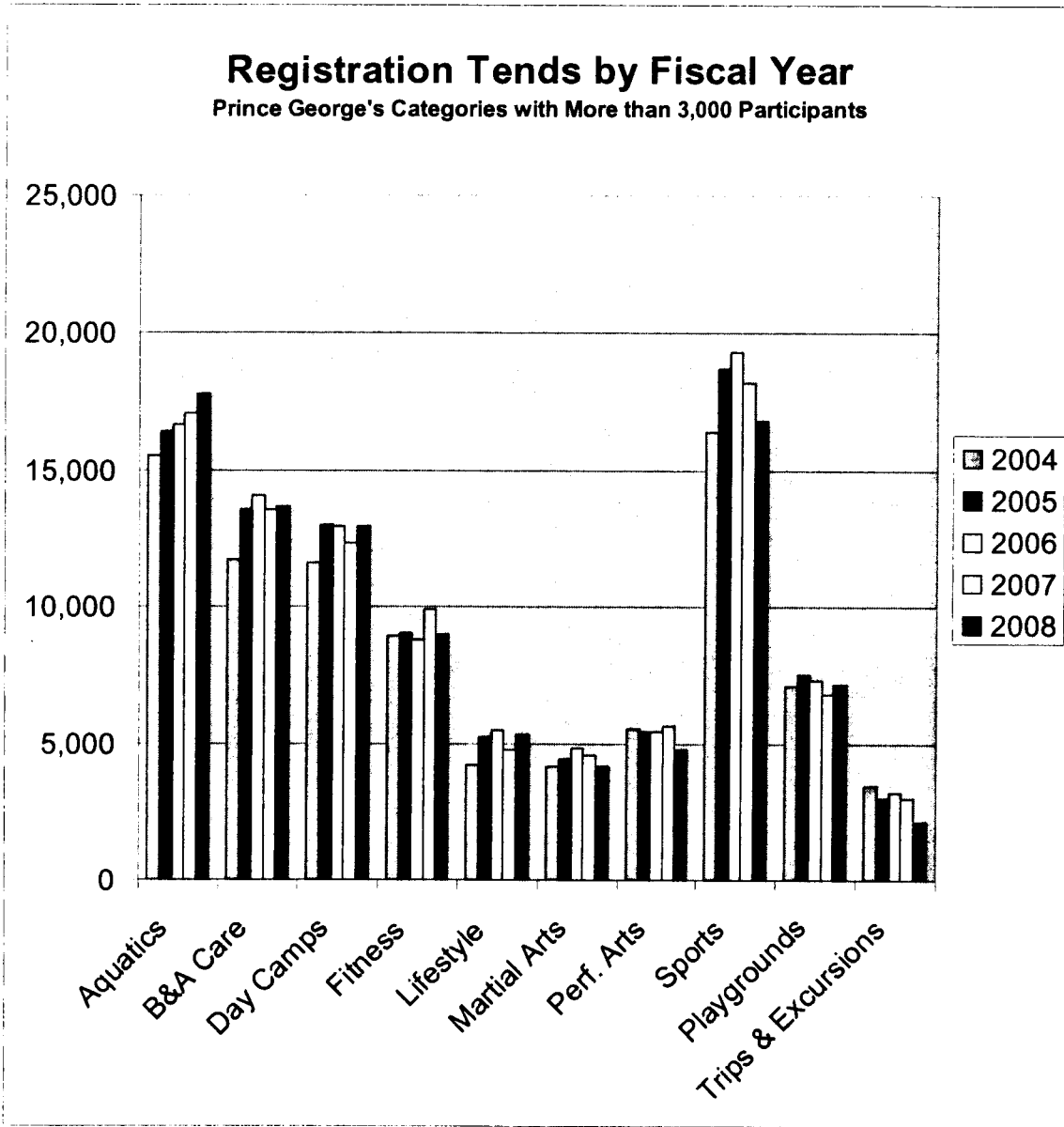
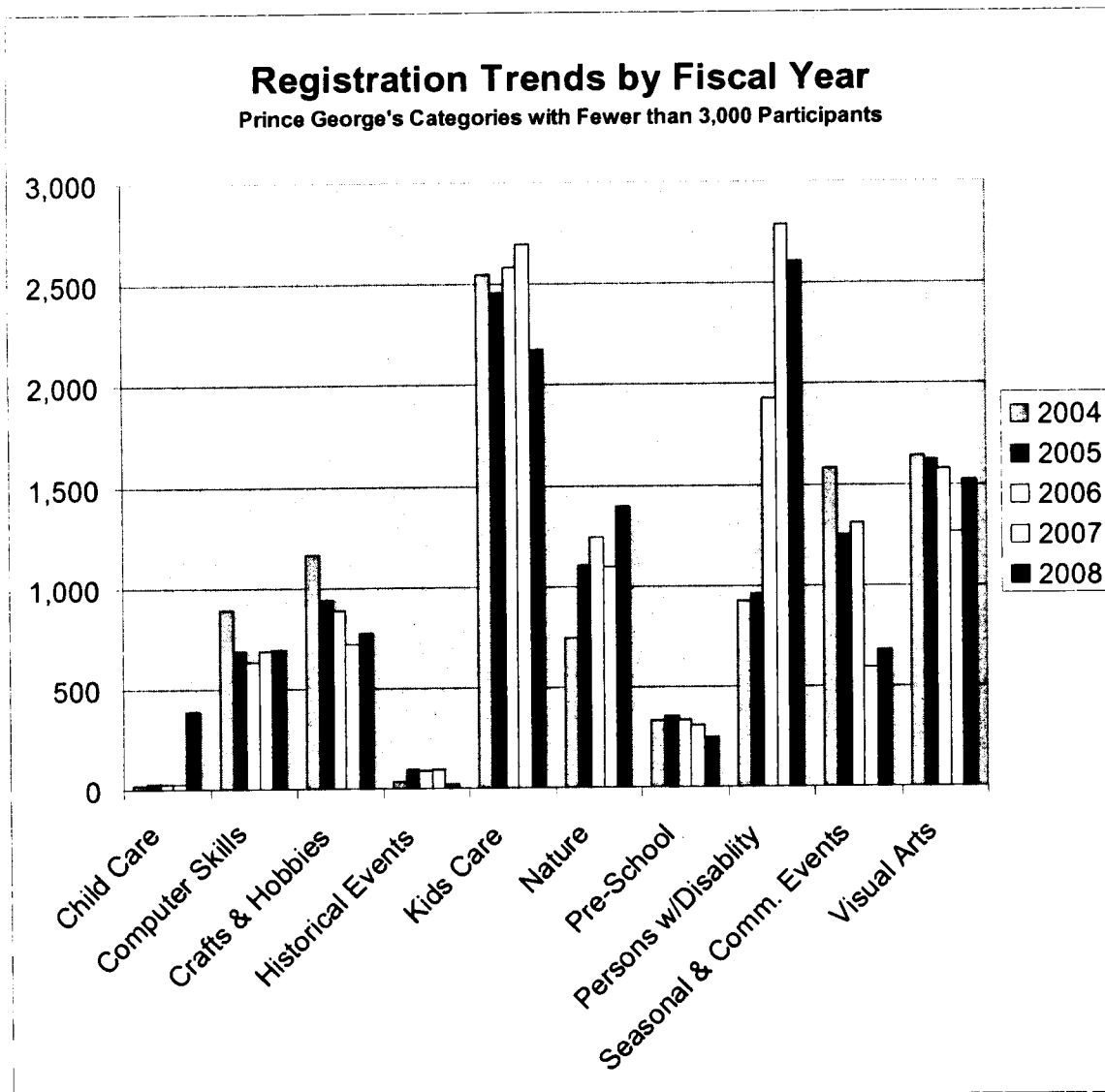


Figure 14



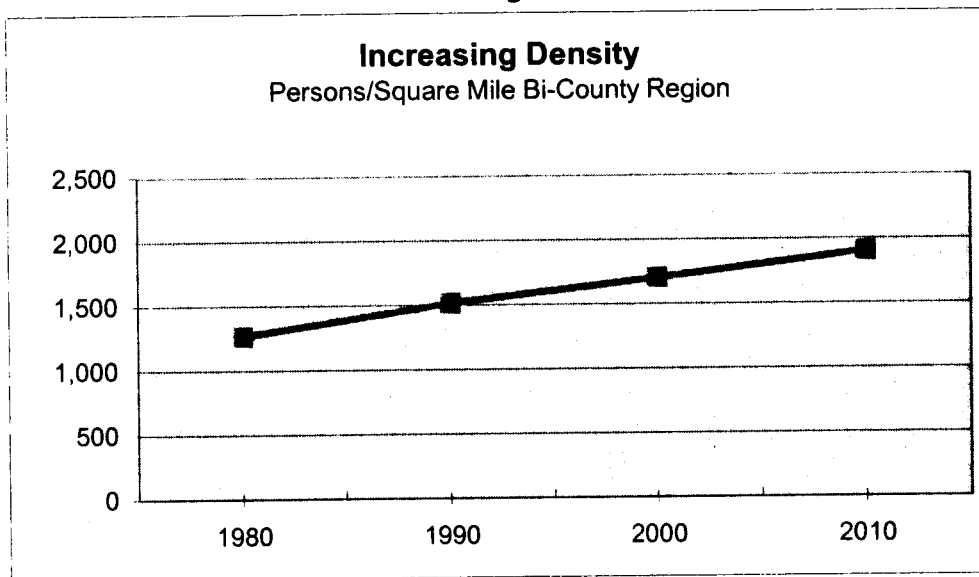
Significance

- Young and growing families now resettling in mature or revitalized neighborhoods are placing greater demands on the park system and recreation programs.
- Seniors are a rapidly expanding segment of the population. Many seniors want a blend of traditional recreational opportunities with expanded educational opportunities focusing on health, fitness, and lifestyle choices.
- Households with restricted disposable income and limited access to alternative recreational outlets rely heavily on nearby parks to meet recreation and leisure needs.
- Multi-generational family programs and activities are in demand. These can place unusual stress on parks and open spaces that were designed to serve fewer people.
- Residents increasingly desire a wide variety of park and recreation opportunities, thus leading to occasional conflicts over scheduling activities where facilities may be more limited in availability.
- Obesity is epidemic in the United States while national trends indicate declining interest and participation among youth and teens in indoor and outdoor recreational activities.
- More and more people of all ages live alone or with pets.
- Technology allows people to function more “invisibly” by reducing the necessity to interact face-to-face with other members of the community.

Demographics

- **Increasing Population Density** -- Population in a region is affected by shifts in three major demographic variables: fertility (birth), mortality (death) and immigration rates. Our bi-county region is expected to add 20,000 persons and 8,000 households a year over the next 10 years (Figure 15). In both counties, growth has now reached the edge of the development envelope (the area planned and zoned for development). Where will these people live? Of necessity, in the near future, a majority of new housing units in both counties will likely be infill multifamily housing. Population density, or persons per square mile, will increase. This is a major change from the experience of both counties since suburbanization began in the 1920s.

Figure 15

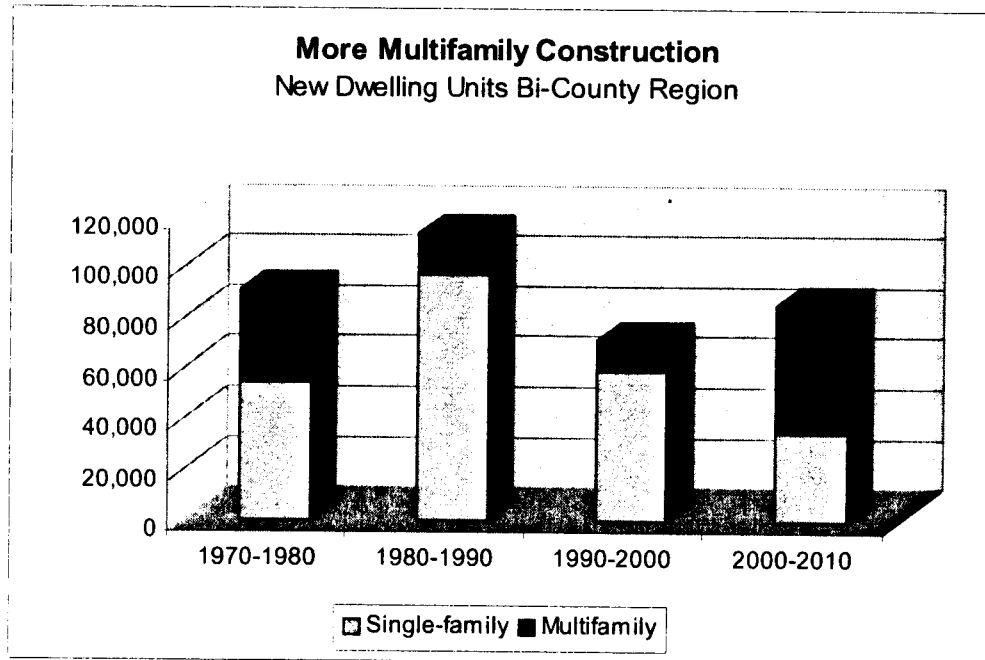


Source: U.S Census Bureau and M-NCPPC

Housing types can have a significant impact on the demographic characteristics of the region. Housing is generally divided into single-family and multifamily categories. However, there are significant variations within each category that affect occupancy. The two most frequently cited variables are the number of bedrooms and whether the housing is owner or rental. Although there are numerous exceptions, data indices reflect that persons of lower income will occupy rental housing because they do not have the ability to purchase a home.

The number of bedrooms affects the numbers of persons that are legally permitted to occupy a unit. The mix of people attracted to a development that has primarily efficiency and one-bedroom units will be quite different than the mix attracted to a development with two-bedroom and three-bedroom units. Families with children are more likely in the larger units. This creates the associated demand for parking, play areas, and schools. Therefore, the type of housing has a direct tie to land acquisition, development, and program planning for public facilities such as schools, libraries, parks, and police and fire stations. Higher densities also impact needs for infrastructure such as sewer and water lines, landfills and transfer stations.

Figure 16



Source: U.S Census Bureau and M-NCPPC

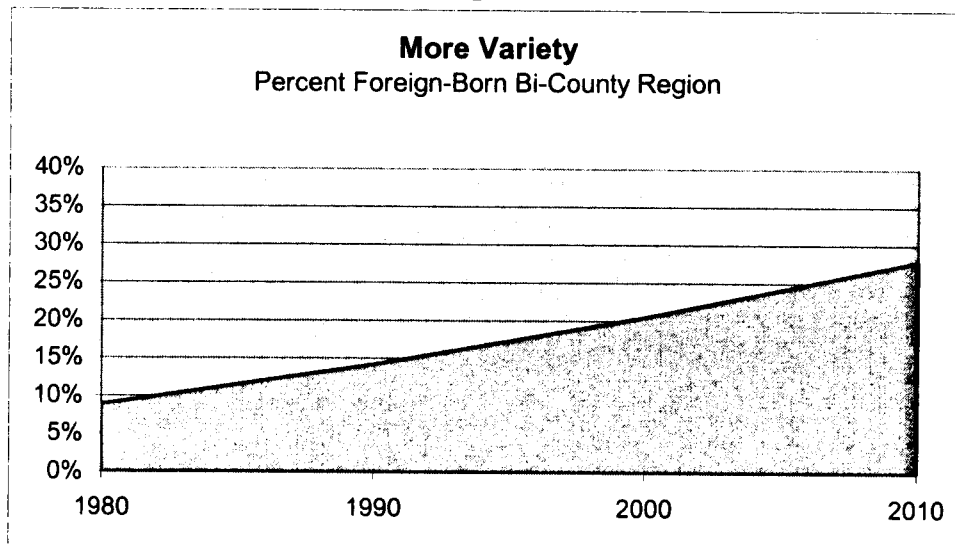
Significance

- As existing land zoned for development (the zoning envelope) is built-out to capacity, there will be pressure to expand development and accommodate growth -- by increasing sprawl (growing out), increasing density (growing up), or both (Figure 16). This may conflict with existing policies or plans.
- The number of stakeholders that are involved in every park and planning decision will increase.
- Increased population density increases competition and demand for M-NCPPC services, including provision of open space, park facilities, and recreation and leisure programs.
- High demand for housing and a restricted amount of developable land result in higher land values and housing prices.
- High housing prices result in overcrowding of homes designed and zoned for single-family use.
- Multifamily housing development projects are not always designed to be family-friendly-- for example, there may be few units with two or more bedrooms, and there may not be a place for children to play.
- Need to provide open space and recreation facilities in dense communities increases interest in multi-use and joint-location public facilities, such as school parks.
- Important housing choice factors such as proximity to jobs, shopping, government services, and public transportation, are being overwhelmed by limited housing opportunity-- households are forced to take what is available even though it is not ideal.
- Increased population density will increase auto congestion and transit use.
- Increased population density will put additional stress on critical service infrastructure such as schools, police, fire and solid waste collection and disposal.

- Increasing Racial/Ethnic Variation** -- The bi-county region is a destination for people of many racial and ethnic backgrounds. In 1990, the foreign-born (term defined by the census as any legal or non-legal status immigrant) accounted for 14 percent of the population (Figures 17 and 18). In 2000, that figure was 21 percent. While it is difficult to predict immigration trends into the future, based on current data, the projected minority/non-minority mix in the bi-county area in the year 2030 is 63 percent minority, and 37 percent non-Hispanic white.

Over the last decade, suburban regions in Maryland have had the largest increases in minority populations, along with the largest declines in non-Hispanic whites (Figures 19, 20, 21). Both counties also experienced a significant out-migration of existing residents to other areas. This contributed to a growing income inequality in the region with significant numbers of rich and poor, with fewer people in the middle.

Figure 17



Source: U.S Census Bureau and M-NCPPC

So where are the foreign-born populations coming from and where do they live? In 2003, 40 percent in the bi-county region were from Latin America, followed closely by Asia at 35 percent. Most of the foreign-born populations cluster densely around the I-495 corridor close to, but outside of, Washington, DC with little dispersion to highly rural areas. Langley Park, Adelphi, Wheaton, and Chillum are home to the largest percentages of immigrants.

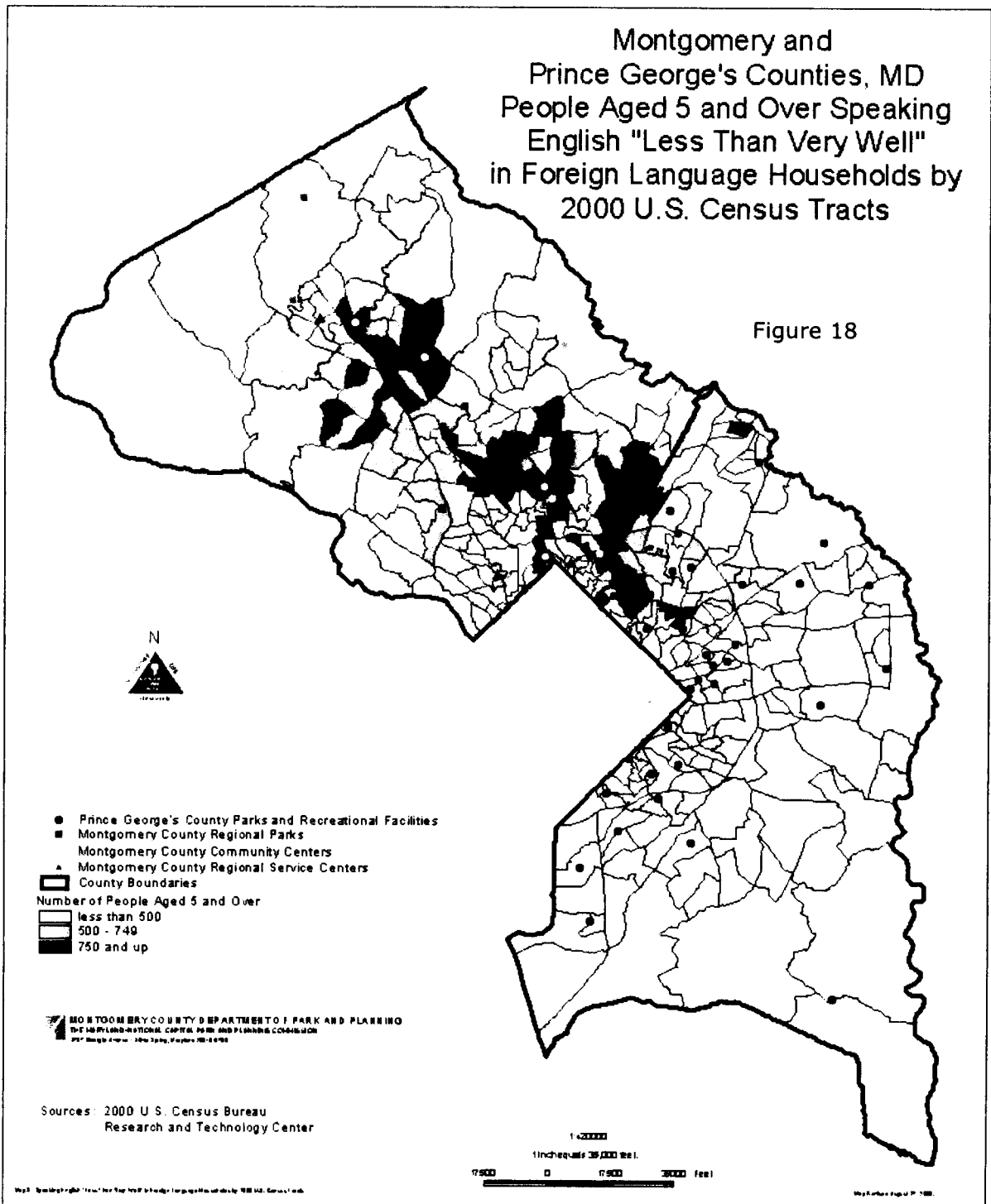
Community participation in public decision-making about planning and land use, parks, recreation and open space has always been a challenge, but it increases in scope and complexity as the population becomes more diverse. The foreign-born population includes many cultures and points of view on the environment, religion, family unity/events, and government services. If all perspectives are successfully represented, consensus can be difficult to achieve.

Significance

- Fertility (birth) rates among the foreign-born are higher than native-born.
- Foreign-born often have larger households.
- Foreign-born often live in multifamily housing units and/or rental units.
- Foreign-born often utilize public transportation as a main source of transit.
- 21 percent of the foreign-born report that they do not speak English at all. 62 percent speak English as a second language.
- Foreign-born populations rely largely on local programs and organizations for their assimilation into American culture.
- Diverse populations often bring substantially different viewpoints about what constitutes a desirable community or how local parks should be used.

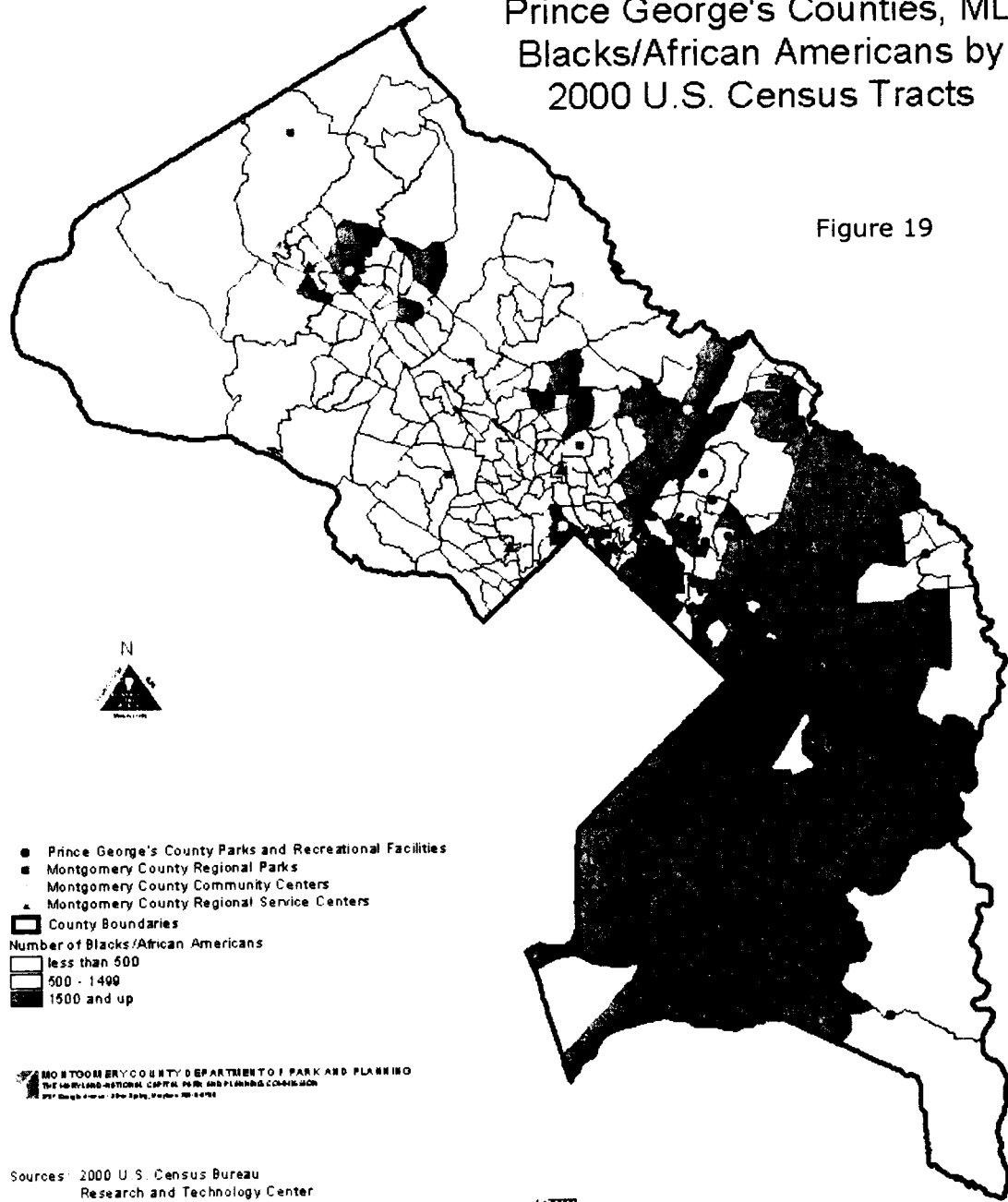
Montgomery and
Prince George's Counties, MD
People Aged 5 and Over Speaking
English "Less Than Very Well"
in Foreign Language Households by
2000 U.S. Census Tracts

Figure 18



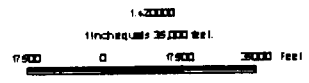
Montgomery and Prince George's Counties, MD Blacks/African Americans by 2000 U.S. Census Tracts

Figure 19



MONTGOMERY COUNTY DEPARTMENT OF PARK AND PLANNING
 THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
 201 North Rockville Road, Rockville, MD 20850

Sources: 2000 U.S. Census Bureau
 Research and Technology Center

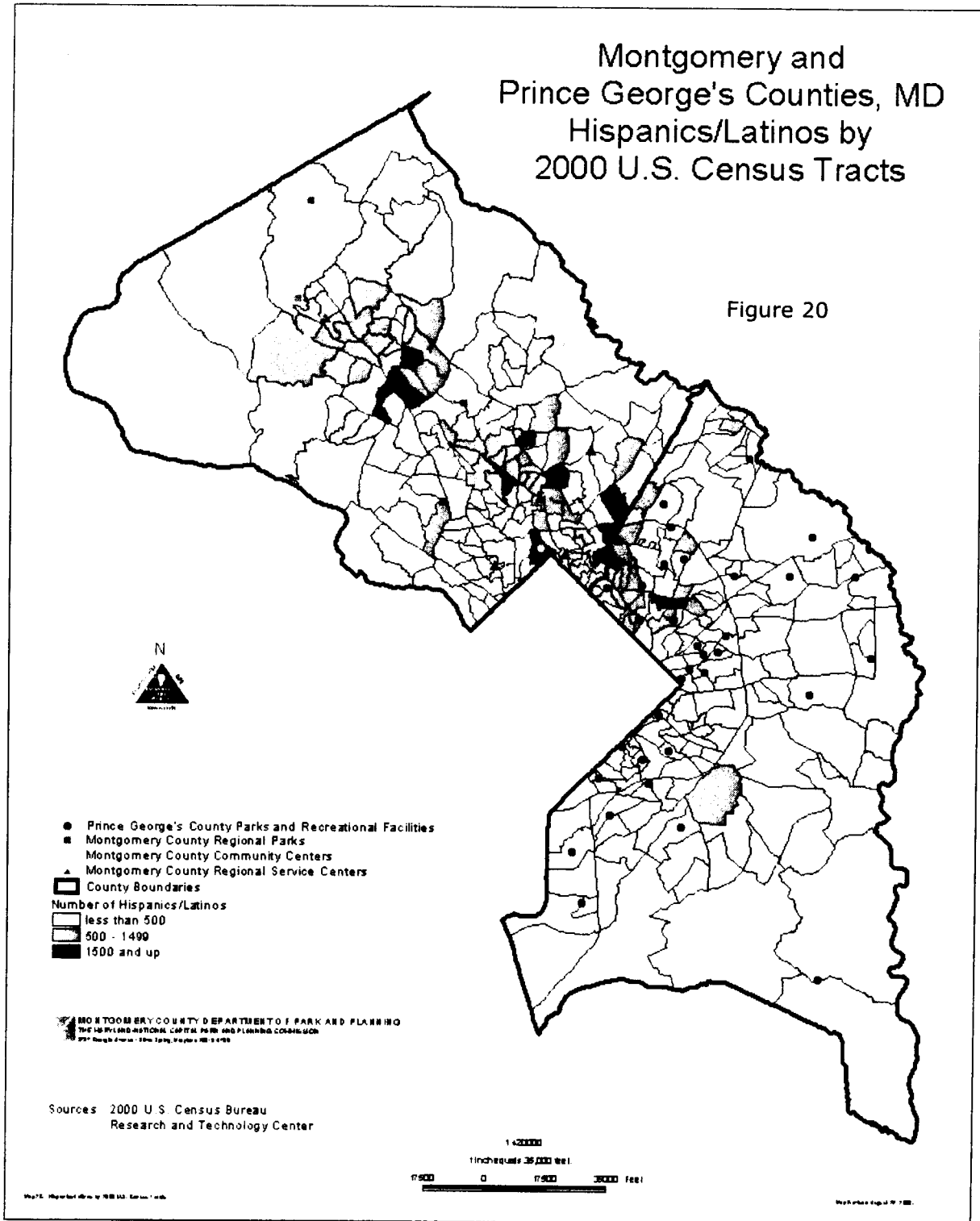


Map 19. Blacks/African Americans by 2000 U.S. Census Tracts.

Map Number: 19-01-00

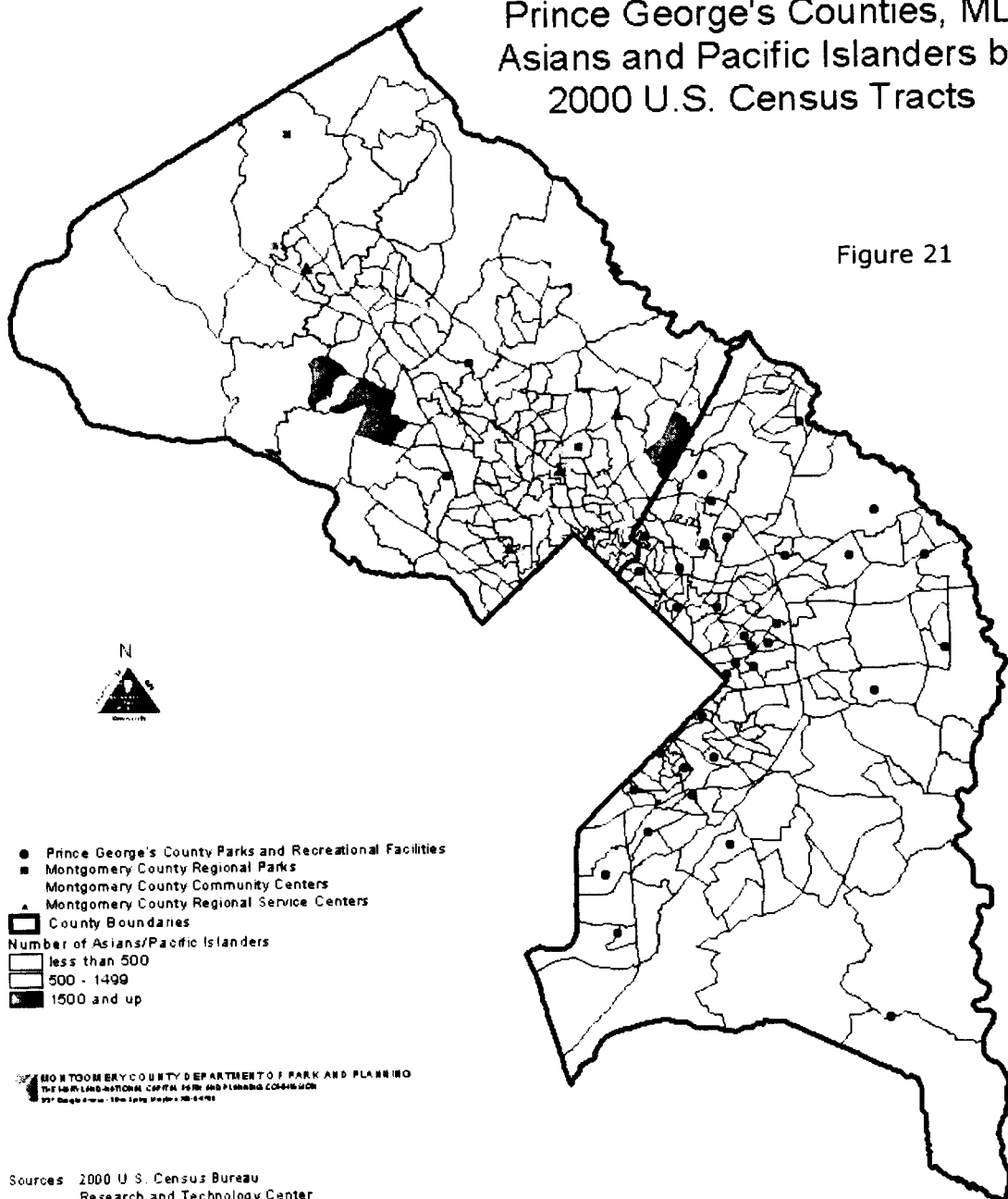
Montgomery and Prince George's Counties, MD Hispanics/Latinos by 2000 U.S. Census Tracts

Figure 20



Montgomery and Prince George's Counties, MD Asians and Pacific Islanders by 2000 U.S. Census Tracts

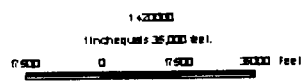
Figure 21



- Prince George's County Parks and Recreational Facilities
 - Montgomery County Regional Parks
 - Montgomery County Community Centers
 - ▲ Montgomery County Regional Service Centers
 - County Boundaries
- Number of Asians/Pacific Islanders
- less than 500
 - 500 - 1499
 - 1500 and up

MONTGOMERY COUNTY DEPARTMENT OF PARK AND PLANNING
THE SILVER LEAF NATIONAL CAPITAL PARK AND PLANNING COMMISSION
397 South Elm Street, Suite 200, Gaithersburg, MD 20878

Sources: 2000 U.S. Census Bureau
Research and Technology Center

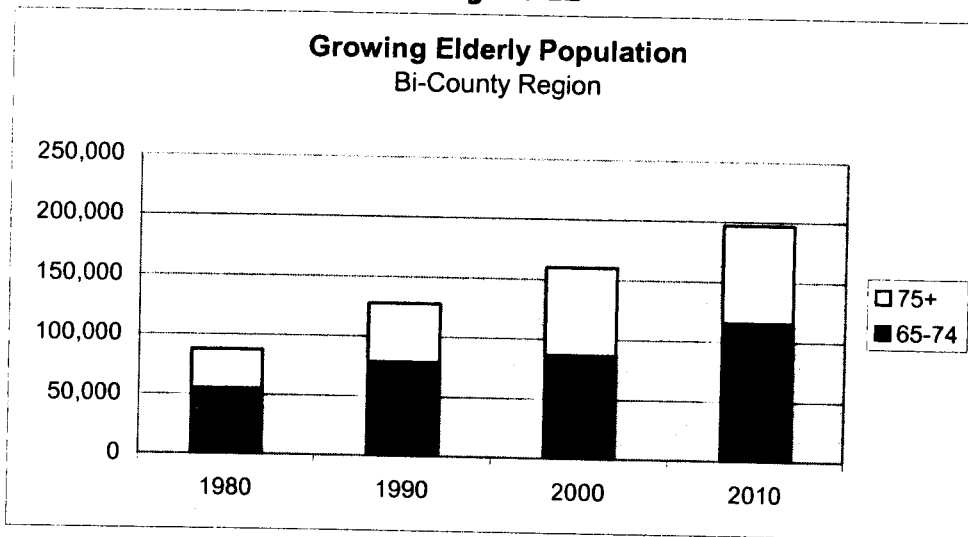


Map data courtesy of Montgomery County GIS Services

Map scale: 1:35,000

- **Aging Population** -- Older residents may have the time and inclination to be both giving and demanding in ways that affect the Commission and our work. In 1980, there were 87,414 people age 65 and over. In 2000, there were 160,108 (Figures 22 and 23). By 2020, that number is expected to exceed 286,000. The elderly population has doubled since 1980 and is expected to triple by 2020. The average lifespan today is 83 years for men and 86 years for women.

Figure 22



Source: U.S Census Bureau and M-NCPPC

The fastest-growing age group for regional residents is that of the elderly, age 75 or older. Our surveys also show that older County residents typically "age in place" -- older residents have remained in their current homes longer than in the past, and when older residents are asked about retirement plans, a majority say they plan to stay in their current home.

There is also evidence that older residents plan to continue working. The "standard" retirement age is moving toward 65 and beyond. Many are well educated and have had successful government careers in public policy fields. Some will continue their careers, while others will explore another career or pursue other interests.

Healthy, older residents are not homebound. They regularly drive (preferred mode of transportation), ride as passengers in a vehicle (second preference before age 75), use public transportation (less than 5 percent) and walk. Mobility decreases after age 85. People do more volunteering in mid-life than in retirement. Baby Boomers (those born after World War II through the 1950s) have been far less civically engaged than the previous generation and may require special recruitment efforts to attract and retain them as volunteers. Retirement interests include lifelong skills learning, family time, and social activities.

Significance

- Older residents often understand the political process. They could become vocal advocates for the Commission's work— they will articulate exactly what they want in terms of facilities and programs and are willing to speak out until they get them.
- Older adults make up a large pool of potential volunteers— however, they are difficult to attract because many continue to work and there are a variety of competing interests.
- Adult communities may have recreation and leisure services provided privately on-site— these residents might become isolated from community activities.
- Adult Day Care centers often provide medical with social and leisure services.
- Baby Boomers don't enjoy the group experience as much as their parents did. They want to do it their way and they recognize the value of their time. Baby Boomers are less likely to participate as adults in team sports.
- Medical care and safety are special concerns for older, frail adults.

Montgomery and Prince George's Counties, MD People Aged 65 and Over by 2000 U.S. Census Tracts

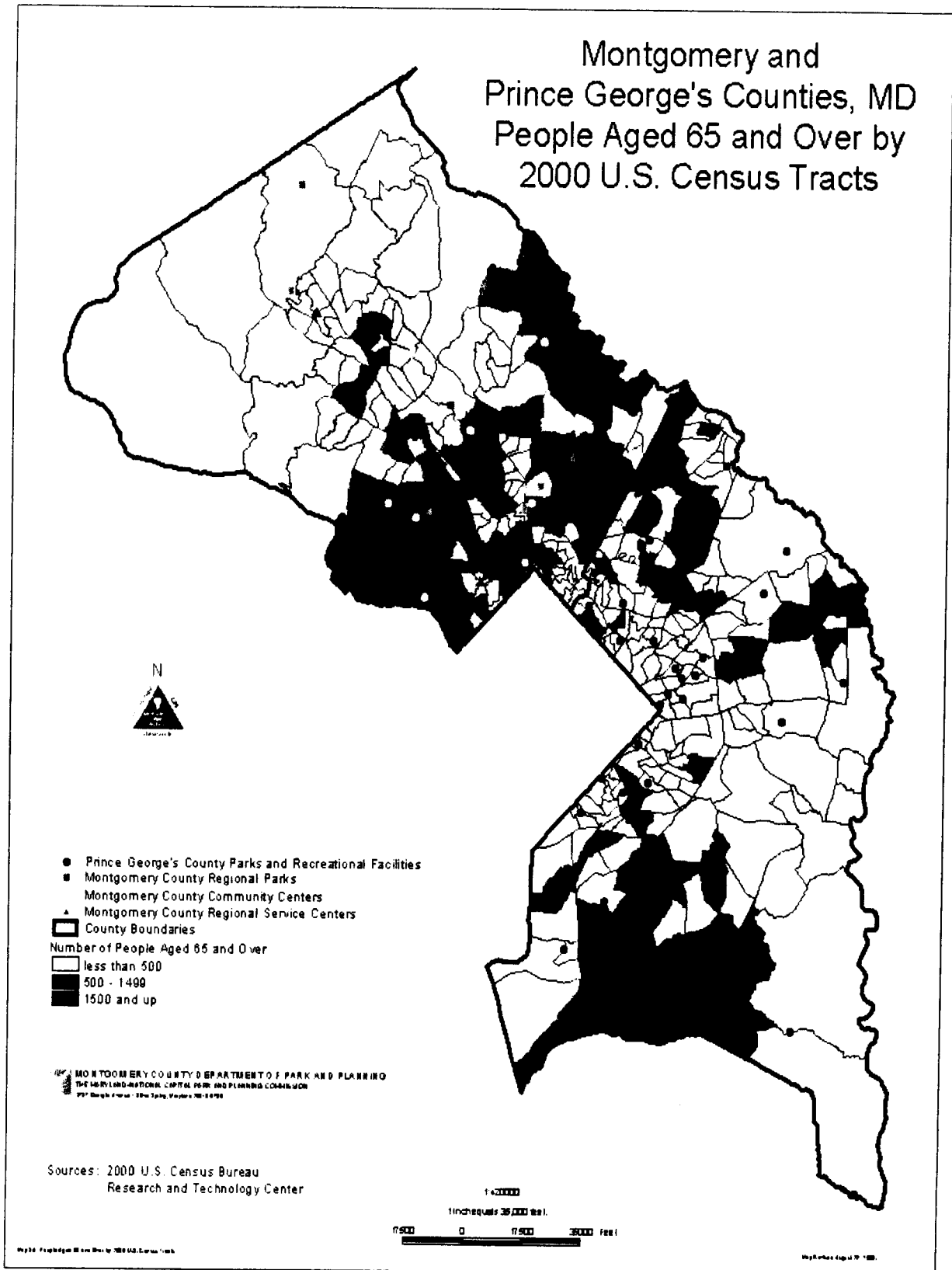


Figure 23

Social

Regional economic growth will continue to attract new residents and fuel a general demand for new housing. The addition of more than 641,000 households during the 2000 to 2030 forecast period reflects the growth in jobs and migration to the region. According to the Washington Metropolitan Council of Governments, the largest growth in households will occur in Loudon, Montgomery, Fairfax, and Prince George's counties, which collectively account for more than half of the projected increase during the forecast period.

Population growth will be spurred by the long-term strength of the region's economy and high rates of in-migration from other regions and countries (Figures 18, 19, and 20). In the region the number of people 65 years of age and older will more than double from 2000 to 2030 (Figure 22), while the number of children is expected to increase by about 30 percent (Figure 24). Overall, the populations of Montgomery and Prince George's counties are expected to increase by more than 20 percent during the forecast period, with households increasing by nearly 30 percent.

Social issues in Montgomery and Prince George's counties reflect national trends and result in several challenges and opportunities:

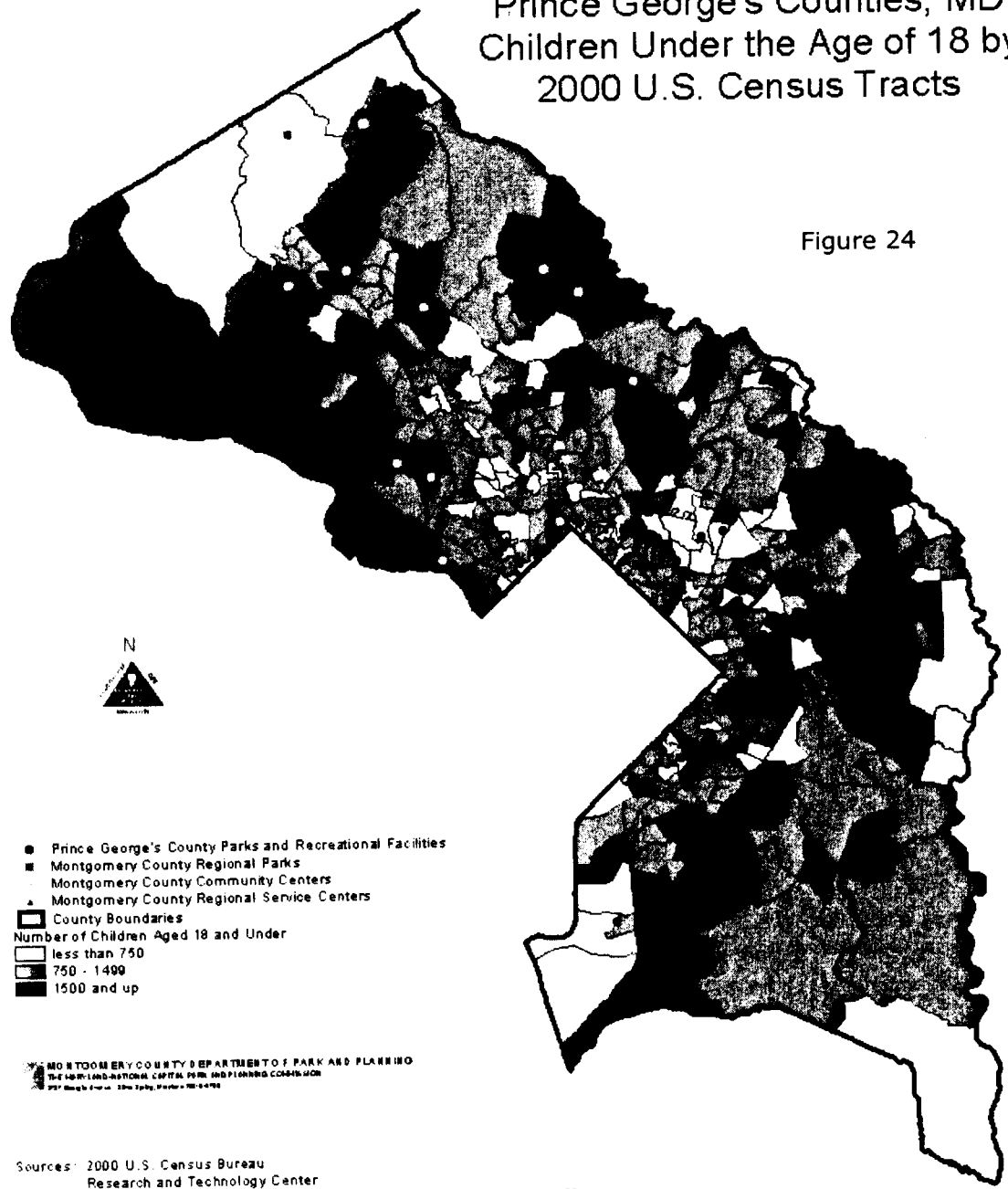
- Celebrations of cultural pride and diversity provide opportunities to foster greater understanding and tolerance.
- Feelings of isolation among youth and others are resulting in unprecedented levels of gang membership and associated violence and crime.
- Increasingly, there are gaps between household incomes and housing affordability.
- Concerns about safety and security are increasing.
- Lack of exercise and physical conditioning is contributing to declines in health.
- An aging population has led to an increased demand for senior activities.
- Pet ownership is increasing nationally. More than half of all U.S. households have at least one pet.
- The number of people who refuse to take part in telephone surveys is increasing. Contributing factors to this resistance include privacy concerns, dislike of telemarketers, and the proliferation of caller ID and mobile phones.
- One-third of area elderly have disabilities (Figure 25).

Significance

- Facilities are not always meeting the needs of diverse populations. Larger groups are now using parks originally designed to handle periodic use by smaller groups of people for longer periods of time.
- Rather than relying on historical trends, staff must meet frequently with local leaders, recreation councils, civic associations, and other members of the community to determine how best to meet diverse recreational needs.
- In response to an increase in security-related issues, parents are deterred from allowing their children to walk to parks or to be in unsupervised or unsecured parks and facilities. Increasingly, staff must meet regularly with Park Police to identify specific problem areas and review security plans for park facilities and recreation programs.
- Extensive knowledge and expertise make older residents desirable as volunteers. The use of senior volunteers has enabled M-NCPPC to expand and improve programs.
- The escalation in housing costs restricts disposable income choices for middle-income households, thus placing additional burdens upon public facilities and services. Programs and facilities will need to accommodate residents with widely varying income levels (Figure 26).
- The demand for more parks where residents can exercise and walk with their pets is anticipated to increase.
- Many senior residents often have more leisure time and financial stability than other age groups and are a vocal and active customer group. Their heightened awareness of health and physical fitness will most likely lead them to seek more active recreational opportunities. In some instances the prototype recreation center size has been substantially increased to provide spaces for senior programming.
- Households with children need facilities and programs that are convenient, accessible, and safe.
- Larger households living in apartments for longer periods of time than in previous years often will need more park and recreation facilities and open space than previously planned in some areas.
- Recreational and open-space development guidelines may need to be re-examined in densely populated neighborhoods.
- Diverse populations often bring new and varied park and recreation needs. Many M-NCPPC park users cannot speak English and may experience difficulty in accessing the agency's park facilities and recreation programs. M-NCPPC will need to involve the area's diverse populations to a greater extent in planning for parks and programs.
- M-NCPPC parks and recreation programs need to be accessible and user-friendly to individuals with disabilities.
- Alternative survey methods, including use of the Internet, are being developed to reduce the reliance on telephone surveys for data.
- Large numbers of children with single parents and those being raised by other relatives increase the demands for more programs to meet the needs of these children.

Montgomery and Prince George's Counties, MD Children Under the Age of 18 by 2000 U.S. Census Tracts

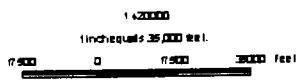
Figure 24



- Prince George's County Parks and Recreational Facilities
 - Montgomery County Regional Parks
 - Montgomery County Community Centers
 - ▲ Montgomery County Regional Service Centers
 - County Boundaries
- Number of Children Aged 18 and Under
- less than 750
 - 750 - 1499
 - 1500 and up

MONTGOMERY COUNTY DEPARTMENT OF PARK AND PLANNING
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
201 North Point Street, Suite 200, Silver Spring, MD 20910

Sources: 2000 U.S. Census Bureau
Research and Technology Center

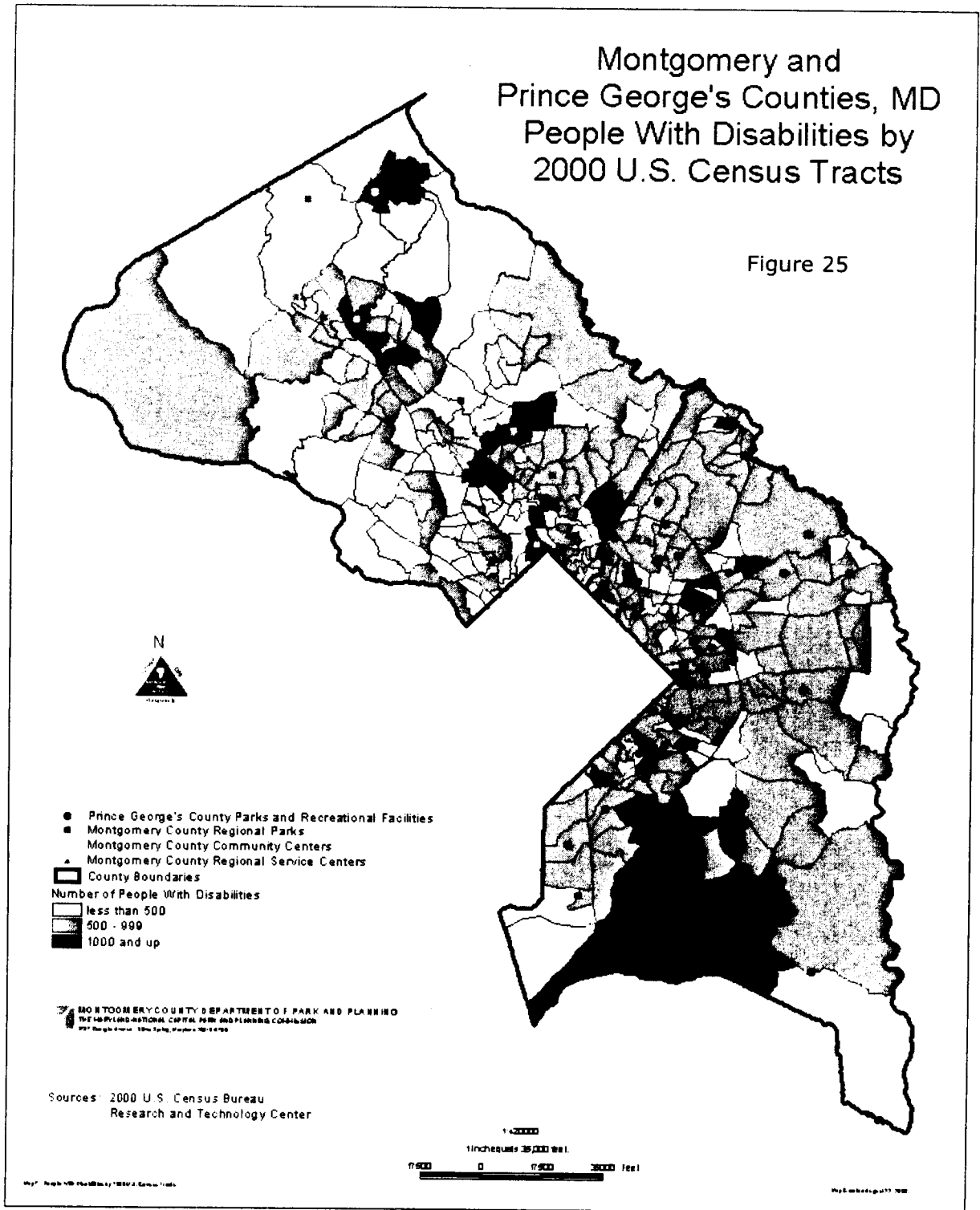


Maple Creek, Maryland, Dept. of Park and Planning

Map Number: Map of P. 24

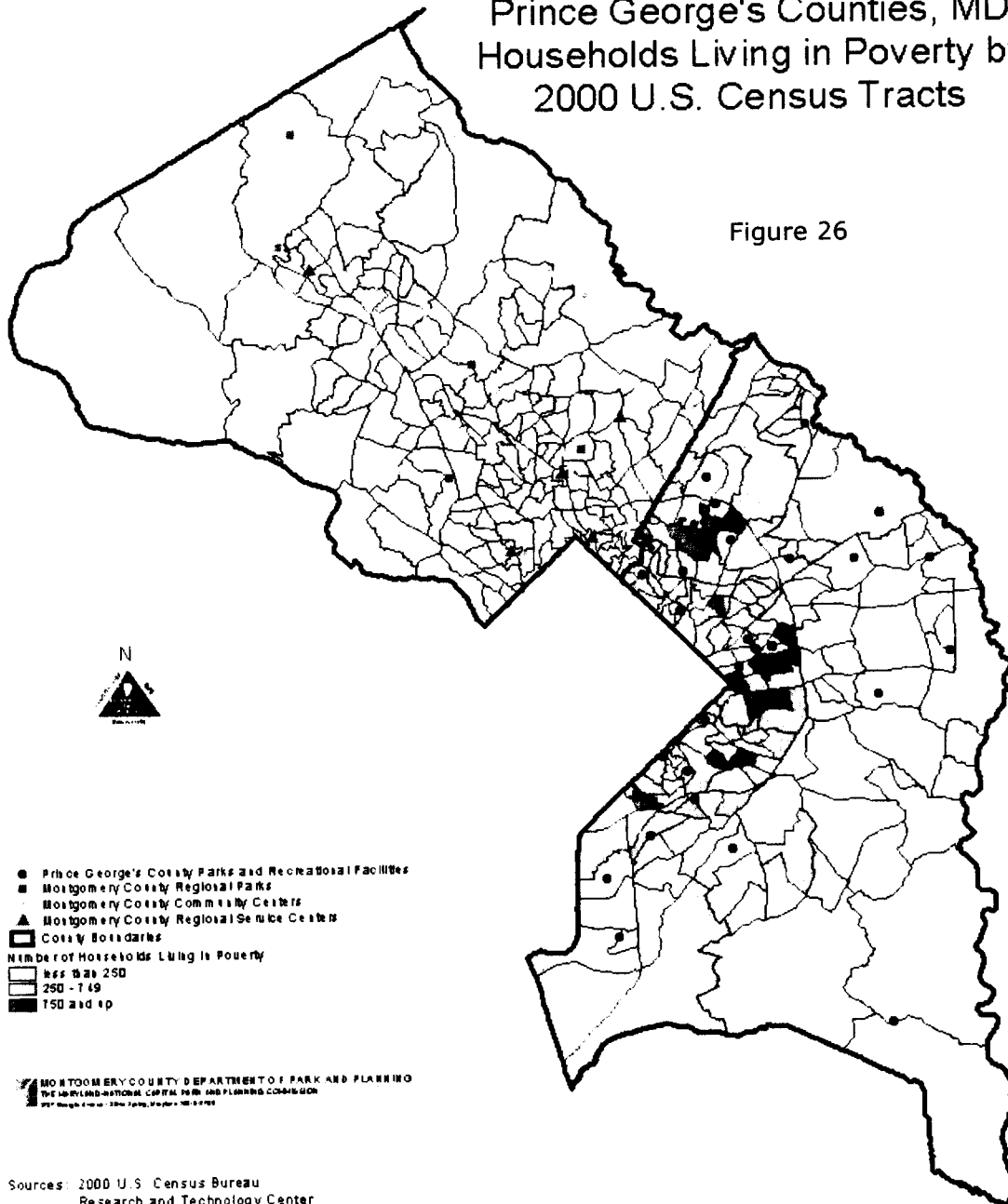
Montgomery and Prince George's Counties, MD People With Disabilities by 2000 U.S. Census Tracts

Figure 25



Montgomery and Prince George's Counties, MD Households Living in Poverty by 2000 U.S. Census Tracts

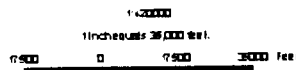
Figure 26



- Prince George's County Parks and Recreational Facilities
 - Montgomery County Regional Parks
 - ▲ Montgomery County Community Centers
 - ◆ Montgomery County Regional Service Centers
 - ◇ County Borders
- Number of Households Living in Poverty
- less than 250
 - ▒ 250 - 749
 - 750 and up

MONTGOMERY COUNTY DEPARTMENT OF PARK AND PLANNING
THE MONTGOMERY-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
2007 Budget & Financial Report, Appendix A-10

Sources: 2000 U.S. Census Bureau
Research and Technology Center



Map: Household Living in Poverty by 2000 U.S. Census Tracts

Map Date: August 27, 2008

Environmental

Approximately 75 percent, or 42,000 acres, of the M-NCPPC park system is located in natural areas such as flood plains, sensitive wetland habitats, and other uniquely preserved natural resources. This land is broadly grouped into stream valley parks, regional parks, and local parks. The management of these areas involves close coordination with county, state, and federal regulatory authorities. The increased public awareness of the necessity of using park systems for environmental stewardship is a growing trend. For example, the 1997 Park, Recreation, and Open Space Survey for Montgomery County documented that 73.5 percent of county residents chose *protect wildlife* as the highest funding priority.

Significant Mandates, Opportunities, and Policies

- **Patuxent River Master Plan**—Adopted in May 1964 pursuant to Maryland laws and the Annotated Code of Maryland, this plan outlines the preservation and use of the Patuxent River Watershed Park in Montgomery and Prince George's counties. The document is part of the current general plans for both counties.
- **Park, Recreation, and Open Space (PROS) Master Plans**—These plans provide a set of comprehensive recommendations and guidelines for using and developing publicly owned parkland in Montgomery and Prince George's counties. The PROS plans address trends in park usage, demographics, and environmental protection. These plans fulfill the State of Maryland requirement to assess the park system every six years.
- **Patuxent River Watershed Act**—Enacted in 1961 by the General Assembly of Maryland, this program authorizes counties in the Patuxent River watershed to purchase land within the watershed to be used for conservation and public recreation purposes. The State Department of Natural Resources splits the land acquisition costs with the county.
- **Chesapeake Bay Critical Area Act**—Three large areas within Prince George's County have been determined statutorily to be within one thousand feet of tidal waters entering the Chesapeake Bay. Commission staff work closely with state personnel to ensure that parkland conforms with this crucial legislation designed to protect sensitive habitats and the bay itself.
- **Coastal Zone Management Program**—Commission staff work regularly with U.S. Office of Coastal Zone Management and State of Maryland Department of Natural Resources staff to provide funding matches for trail and natural area improvements.
- **Waterway Improvement Program**—Commission staff work with the State of Maryland Department of Natural Resources to identify projects that will improve and protect Maryland's water resources within M-NCPPC's respective jurisdictions. Projects include new boat ramps, launch sites, fishing piers, and other amenities that provide safe access to waterways.

- **Maryland Atlas of Greenways, Water Trails, and Green Infrastructure**—The Maryland Greenways Commission has been working with M-NCPPC staff since 1990 to plan, establish, and promote a statewide system of greenways. Representatives from the public and private sectors have committed research, modeling, outreach, and design to this initiative.
- **Woodland Conservation and Tree Preservation Ordinances**—Montgomery and Prince George’s counties have ordinances to preserve and conserve existing woodlands. In many cases, M-NCPPC works with federal and state agencies and private developers to set aside large tracts of land for public preservation. Maryland’s state laws regarding tree preservation were modeled after these local laws.
- **Rural Legacy Program**—Development in Maryland is consuming land at an unprecedented rate. Maryland’s Rural Legacy Program was created to protect those special places that represent the state’s most valuable agricultural, natural, and cultural resources. As a partner in this effort, M-NCPPC identifies and works with voluntary landowners in a variety of conservation efforts to save thousands of acres of land in the region.
- **Active Land Reclamation Programs**—Each year, M-NCPPC staff work with federal and state agencies and private landowners to reclaim damaged lands. In many cases, these lands have been deeded to M-NCPPC after managed gravel and sand extraction has been completed. The sites are then converted into active mitigation sites to offset effects from other development. These lands become an important part of M-NCPPC educational and interpretive programming and provide miles of trails, habitat viewing areas, and renewed land.

Economic

The job market in the United States, at the epicenter of the global downturn, is the worst in decades. And emerging economies are contracting at a pace few had predicted just months ago. Under the new projections, the unemployment rate will rise to between 8.5 and 8.8 percent this year. The old forecasts, issued in mid-November, predicted the jobless rate would rise to between 7.1 and 7.6 percent. Inflation is at a 27-year high while personal incomes are down 1.6% from last month.

Statistics from the Department of Labor show the unemployment rate in Maryland has climbed to its highest level in more than 15 years. According to the figures, Maryland lost 9,800 jobs last month. The Labor Department reported that the number of people receiving regular unemployment benefits rose 170,000 to 4.99 million for the week ending Feb. 7, 2009 marking the fourth straight week those receiving benefits have been at a record level on data going back to 1967. It's possible that job losses for all of February could total between 700,000 and 750,000 based on what weekly claims have done so far this month in the US. The Fed released a new economic forecast on February 18, 2008 that reduced its growth forecast for 2009 and increased its unemployment rate projections.

Significance

- Although both counties have high median household incomes, a large gap exists between the incomes of the wealthiest and poorest citizens. As levels of disposable income erode for citizens of moderate means, there may be greater reliance on the M-NCPPC park system for leisure activity. Park usage, needs, and accessibility are influenced by household income and the ability to pay for services.
- To conserve and enhance fiscal resources, M-NCPPC must continue to explore opportunities for fee-for-service programs and services and opportunities to enter into partnerships and sponsorships with other organizations.
- RealtyTrac reported a total of 736,061 property foreclosure filings in the U.S., including notices of default, notices of foreclosure sales and lender purchases of foreclosed properties, during the fourth quarter 2008, down 3.9 percent from the third quarter but up 39.5 percent from the fourth quarter of 2007. In Maryland, property foreclosure filings increased to 10,030 events during the fourth quarter, representing increases of 25.8 percent from the third quarter and 11.5 percent from the previous year. The State's foreclosure rate in the fourth quarter was 229 per households
- Vigorous demand for housing will place growth pressure on a region that has a limited amount of land zoned for development. The challenge will be accommodating increased density while maintaining high standards for public infrastructure, services, and amenities and protecting natural and historic resources. See Demographics at page 50.

Technology

M-NCPPC's effort to analyze technological trends is ongoing. There is a coordinated effort among numerous divisions throughout M-NCPPC to determine how the latest developments in technology can help the agency improve its park and recreation programs, facilities, and services. The Internet has become a valuable tool in disseminating information to the public regarding what M-NCPPC has to offer.

Wireless networking and continuous connectivity through the use of portable, hand-held devices, e.g., cell phones, pagers, Personal Digital Assistant (PDAs), is a powerful computing force that will rapidly mature in the coming years. The cost of point-to-point wireless transmission is remarkably lower than the cost of a traditional T-1 line. Gigabit technology transmits information at 1 billion bits per second and provides adequate bandwidth for computer telephony, remote cameras, etc.

The merging of voice and data lines through the use of IP Telephony is another wave of the future. Another significant shift will be more use of multimedia, e.g., video teleconferencing, high intensity graphic information, etc. which will change the way office workers interact both among themselves and with the public.

Cyber terrorism is a very real threat to any infrastructure. Virus protection and intrusion prevention are critical to data integrity and operations.

Significance

- The new wave of round-the-clock electronic communication undoubtedly will have profound impact on the expectations of our customers. We must rethink the way we conduct business. Increasing customer expectations for immediate responses create demands for advanced communication equipment. The Commission is currently piloting a PDA research project, utilizing wireless technology in police cruisers and has implemented wireless network connectivity in 8 sites in Montgomery County.
- Technological advancements are having a significant effect on the operation of recreation facilities. SMARTLink and SmartParks databases provide an unprecedented amount of accurate data that allow more opportunities for monitoring, evaluation, analysis and reliable performance measurement.
- New technologies are helping M-NCPPC achieve energy efficiency goals by allowing the agency to operate buildings more cost effectively.
- Telecommuting of office workers will become a reality. The Commission was recently awarded a \$15,000 grant sponsored by the Maryland Department of Transportation, the Baltimore Metropolitan Council, and the Metropolitan Washington Council of Governments to enhance our Telecommuting program and encourage greater utilization.

Chapter 4

Program Objectives

PROGRAM OBJECTIVES/ SERVICE DELIVERY

Program Objectives

The M-NCPPC has established program objectives in 12 major program areas:

- Aquatics
- Seasonal Events & Community Services
- Nature
- Fitness & Health
- History
- Lifestyle & Learning
- Programs for People w/ Disabilities
- Performing & Visual Arts
- Volunteer & Special Interest Opportunities
- Trips & Excursions
- Sports
- Child Care

Literally hundreds of programs are offered within each category. The Objectives for each category are attached to this section.

The M-NCPPC has taken the outcome objectives for the 12 program areas and created evaluation tools, included as Appendix A.

Program Service Delivery

The M-NCPPC Department of Parks and Recreation has established a decentralized system of program delivery. A network of 43 community centers provides an equitable distribution of opportunity for all citizens in Prince George's County. At each community center, the staff works with a recreation council made up of citizen representatives to formulate an appropriate mix of program to be offered at that facility. Considerations include the ages and interests of the service area population. These programs are further supplemented by and coordinated with programs operated in by other organizations, including schools, recreation councils and an extensive system of Boys and Girls Clubs.

In Montgomery County, the primary responsibility for recreation programming rests with the County Department of Recreation. However, M-NCPPC's Montgomery County Department of Parks extensively supplements County programs by offering a wide variety of recreation programs at enterprise facilities, nature centers and at Brookside Gardens.

AQUATICS

Goal:

Promote water safety awareness and skills by providing a broad variety of programs and services to meet the needs and interests of a diverse community.

Objectives:

Participants in Aquatics activities will experience one or more of the following, benefits:

- Increase water safety knowledge, skills, and abilities
- Improve swimming skills
- Improve self confidence around water
- Increase energy and stamina
- Reduce stress
- Improve muscle tone & motor skills
- Improve cardiovascular strength
- Improve overall health and mental alertness
- Increase physical conditioning
- Increase strength and endurance

Some of the various programs offered:

- Basic swimming instruction for all ages (6 months through seniors)
- Aqua exercise
- Lifeguard training
- Water walking
- Water aerobics
- Therapeutic exercise
- Aqua arthritis
- Jr. lifeguard camps
- Masters swimming
- Adapted aquatics

SEASONAL EVENTS AND COMMUNITY SERVICES

Goal:

Provide a wide variety of events and community services which facilitate community solidarity, engagement and cultural participation.

Objectives:

Participants in Seasonal Events and Community Services will benefit in one or more of the areas:

- Increase cultural awareness
- Increase personal and family enjoyment
- Gain knowledge of community resources and services
- Increase social, recreational, and developmental growth
- Enhance quality of life through community participation and group interaction

Some of the programs offered:

Seasonal Events

Celebration! Black History Month
Asian Pacific Heritage Month
Hispanic Heritage Month
Hispanic Festival
Montpelier Tea and Herb Festival
Harlem Renaissance Festival
Beltsville Day Festival
Kinderfest
Festival of Lights
Holiday Craft Fairs
Concerts In the Park
Community Days
Shakespeare in the Parks

Community Services

Day Camps
Kids' Care (after school)
Playgrounds
Before and After Care
Pre-School
Kids Day Out
Facility/Room Rental
Professional Consultations
Senior Programs/Centers
Extreme Teen Program
Cotillion
Self Guided Tours (i.e. art exhibits, historic sites, parks, natural sites, etc.)
Community Days (i.e. North Brentwood Day, Annual Marlboro Day, Seat Pleasant Day, etc.)
Natural and Cultural Sites and Events

NATURE

Goal:

Provide professional, natural and environmental resource management services, nature interpretation, nature educational centers, outdoor recreational opportunities, team building and life skill training and a variety of parks and facilities for all people to enjoy at their leisure.

Objectives:

Participants in Nature programs and services will benefit in one or more of the following areas:

- Deeper appreciation and awareness of nature, the environment and the benefits of conservation
- Increase knowledge, skills and abilities in environmental stewardship
- Gain knowledge of the natural environment
- Increase personal satisfaction through community involvement
- Develop environmental and natural interests and life skills to improve overall well being
- Enhance social interactions through group participation
- Encourage individuals to incorporate outdoor recreational activities into daily life
- Expand overall opportunities for individuals seeking outdoor activities and nature oriented offerings.

List of the activities offered:

- Curriculum based School Programs
- Indoor/Outdoor Interpretive Programs
- Excursion Theme Programs
- Community Festivals
- Guided Park Tours
- Recycling Awareness Activities
- Adventure Programs (e.g. rock climbing, caving, white water rafting, etc.)
- Specialty Clubs
- Special Events
- Guided Hiking Programs
- Guided Boat Tours
- Campfire Programs
- Specialty Camps
- Boy and Girl Scout Badge Programs
- Home School Programs
- Agricultural Lease Program
- Wildlife Management
- Recreational Hunting
- Instructional Fishing
- Tree Tours
- Guided Bike Rides
- Adopt a Trail Program
- Community Park and River Clean-ups
- Community Park Tree Plantings
- Educational Public Literature and Newsletters
- Various Conservation Projects
- Bluebird Box monitoring
- Canoe/kayak rentals
- Teen and adult volunteer opportunities

FITNESS AND HEALTH

Goal:

Provide a wide variety of programs and services which facilitate the development of healthy lifestyles and meet the needs and interests of a diverse community.

Objectives:

Participants in Fitness and Health activities will experience one or more of the following benefits:

- Increase energy
- Increase mental alertness and reduce stress
- Improve muscle tone
- Enhance self image and mental well being
- Improve cardiovascular strength
- Improve motor skills
- Improve overall health
- Increase physical conditioning
- Increase knowledge, skills, and abilities in physical activities
- Increase strength and endurance

Some of the Programs offered:

- | | | |
|---------------------|--------------------------------------|-----------------|
| • Aerobics | • Tae-Bo | • Ice Hockey |
| • Dancing | • Nutrition & Fitness
Curriculums | • Karate |
| • Fitness | • Weight/Strength
Training | • Baseball |
| • Basketball | • Relaxation and
Massage | • Gymnastics |
| • Fitness Boot Camp | • Boxing | • Flag Football |
| • Soccer | • Ice Skating | • Cheerleading |
| • Gymnastics | • Horseback Riding | • Ballet |
| • Jazzercise | | |
| • Double Dutch | | |
| • Step Up to Health | | |

HISTORY

Goals:

Preserve, protect and interpret over 300 years of history to a diverse community by educating visitors about our county's archeological sites, historic sites and museums, collections and artifacts, significant historical events and individuals.

Provide recreation opportunities, experiences, and programs to a diverse community, that allow the public to interact with and learn about our country's significant historic and archeological sites, structures and object, significant historical events and customs, specific persons and social groups.

Objectives:

Participants in recreational and education programs as well as visitors to museums and historic sites will benefit in one or more of the following areas:

- Increase their knowledge about national, state and county history through historic sites and museum programs
- Gain interactive educational opportunities for K-12
- Provide recreational programs for families of all ages
- Provide volunteer opportunities to citizens of all ages and diverse backgrounds
- Provide a sense of pride to all residents about our county history
- Have a greater understanding of how historic events affected and formed our present society
- Increase knowledge of county history and the contributions of Prince Georgians to the development of our nation
- Improve awareness of overall cultural, economic and social concerns of 17th, 18th, 19th and 20th centuries
- Enrich quality of life for present and future generations through preservation of historic sites
- Develop skills and knowledge through direct experience and participation
- Have greater understanding of how historic events affected and formed our present society

Some of the programs offered:

- Interactive tours and programs at historic sites and museums
- Scout and other education badge programs
- Group activities and programs for all ages
- Curriculum based tours and programs for public and private schools
- Guest lecturer's talks and symposia about historic themes, people and events
- Re-enactment of historic events, and first person interpretations
- Educational programs for schools, camps, and other types of groups
- Special events and festivals
- Rental opportunities
- Museum memberships in clubs and friends organizations
- Self-directed tours at historic sites and museums

- Demonstrations of food ways, utilitarian crafts, clothing, agriculture, rural life and other period themes
- Permanent and temporary exhibitions of collections, archival items and photographs
- Workshops and hands-on programs
- Archeological excavations, interpretation and volunteer opportunities
- Preservation/stewardship of historic sites, structures and objects
- Annual Black History Program Exhibit
- Ability to research collections, archives and libraries
- Archeological Surveys for proposed areas of development
- Book signings, art exhibitions and sales

LIFESTYLE AND LEARNING

Goal:

Provide instructional & skill development classes and programs which meet the recreational needs and interests of a diverse community.

Objectives:

Participants in Instructional & Skill Development Classes will benefit in one or the more of the following areas:

- Enhance personal development
- Enhance and sustain lifelong recreational skills
- Increase personal satisfaction through skill development
- Increase knowledge and abilities in specific recreational skills
- Enhance self image
- Improve mental, physical, and social well-being

Some of the Programs offered:

- Swim Lessons
- Piano
- Web Page Design
- Sewing
- Drawing & Sketching
- Sign Language
- Money
- Management
- Foreign Language
- Creative Writing
- SAT Preparation
- GED Preparation
- Cake Decorating
- Video Editing
- Computer Skills
- Entrepreneurship

PERFORMING AND VISUAL ARTS

Goal:

Provide a broad selection of passive and active artistic experiences and services, which address the various aesthetic principles, cultural traditions, concerns and interests of a diverse community.

Objectives:

Participants in Visual and Performing Arts programs will benefit in one or more of the following areas:

- Increase knowledge of historical, cultural and social contexts in the arts
- Acquire the ability to perceive, critique and respond to art
- Improve skills and abilities through participating in various artistic disciplines
- Enrich quality of life through creative, personal expression
- Enhance mental, physical and social well-being

Some of the Programs and Services Offered:

- Ballet
- Drama
- Jazz concerts
- African Dance
- Painting
- Classical music
- Flamenco
- Drawing
- Piano recitals
- Printmaking
- Plays
- Kindermusik
- Weaving
- World music
- Pottery
- Jewelry-making
- Dance
- Jazz concerts
- Sculpture
- Photography
- Art festivals
- Welding
- Exhibitions in contemporary art and fine craft
- Master workshops
- Bronze casting
- Rental of studios or per performance spaces
- Career Consultation
- Poetry
- Teen Open Mic

VOLUNTEER AND SPECIAL INTEREST OPPORTUNITIES

Goal:

Provide a wide variety of program support that meets community needs and facilitates citizen involvement for a diverse community.

Objectives;

Participants in Special Interest activities will experience one or more of the following benefits:

- Increase community involvement, support and commitment
- Increase access and utilization of programs and community resources
- Improve quality of life
- Increase personal satisfaction
- Increase knowledge and appreciation of special interest activities

Support provided to community activities and organizations:

Black Pilots of America

Prince George's Historical Society

Field of First's

Boys and Girls Clubs

South County Coalition

Izaak Walton League

Friends of Montpelier

Prince George's Audubon Society

Hazelwood Preservation Society

Prince George's Fish and Game Club

Montpelier Cultural Arts Center Advisory Group

Bowie Performing Arts Center

Clarice Smith Performing Arts Center

Hyattsville Day

Recreation Councils

Friends of Publick Playhouse

Riversdale Historical Society

Kite Festival

Young at Heart

Kinderfest

Surratt Society

Some Volunteer Opportunities:

Partners 'n Parks

Make a Difference Day

Service Learning Opportunities for Youth

Museum Docent Programs

PROGRAMS FOR PEOPLE WITH DISABILITIES

Goal:

Facilitate the participation of individuals with disabilities in parks and recreation programs of their choice.

Objective:

Participants in therapeutic recreation programs and/or inclusion services will realize one or more of the following benefits:

- Increase social interactions/decreased social isolation
- Improve physical abilities
- Improve social skills
- Enhance self esteem and/or self reliance
- Enrich quality of life through increase in community involvement
- Increase independence
- Enhance emotional well being
- Increase awareness of self
- Improve overall health
- Enhance development of knowledge, skills and abilities in leisure activities

Some of the programs and services offered:

Therapeutic Recreation Programs include:

- Kids Care After School Programs
- Leisure Skills Development Program
- Day Camps
- Social Clubs
- Outdoor programs
- Adapted sports programs
- Seasonal skill development classes
- Adapted aquatics
- Special events

Inclusion Services provide reasonable accommodations to facilitate participation in any Commission program. Some of the accommodations provided are:

- Sign language interpreters
- Adapted equipment
- Large print/Braille
- Assisted listening devices
- Trained support staff
- Program consultations

TRIPS AND EXCURSIONS

Goal:

Provide day and overnight trips and excursions at a reasonable cost which facilitates participation in community outings and travel that incorporate a variety of destinations which meets the interests and needs of a diverse population at a reasonable cost.

Objectives:

Participants in the Trips and Excursions Programs will experience one or more of the following benefits:

- Increase knowledge and awareness of local, regional and national and international places of interest
- Develop friendships and increase social interactions
- Gain confidence and self esteem
- Enjoy travel in a safe, positive and friendly environment
- Increase knowledge and awareness of agriculture, customs, history, and arts of a variety of regions
- Enrich quality of life through community involvement

Some of the trips and excursions offered:

- Ottawa, Canada and 1000 Islands Tour
- Loretta Lynn in Concert, Lancaster PA
- Country Inns, Arts, and River Cruise Tour
- Carriage Ride, The Historic Milton Inn Tour
- A Wild African Safari Tour in Jackson NJ
- Broadway in NYC
- BB King Gospel Brunch Overnight Tour
- "Les Miserables" in Baltimore
- Tour to Boston, Block Island, Connecticut River Valley, Cruises, Whale Watching, etc.
- Trip to NYC for the Radio City Music Hall's "Christmas Spectacular"
- Pennsylvania Fall Foliage Trip
- High Tea at the Willard Hotel
- Tour of the Dept. of Treasury, the National Sculpture Garden, & Piano Exhibit
- Ghost Tour of Philadelphia
- Murder Mystery Train Ride on the Mountain Thunder
- Trip to the US Tennis Open in NYC

SPORTS

Goal: To provide quality youth and adult athletic leagues, clinics and tournaments, and special sports facilities for a variety of recreation and competitive opportunities.

Objectives:

Participants in Sports Programs will realize one or more of the following benefits:

- Improve overall physical abilities and refine athletic skills
- Participate in organized, supervised competition
- Increase knowledge and appreciation of athletic activities
- Learn and develop lifetime sports skills
- Gain confidence and self-esteem
- Enhance personal development
- Improve self-discipline and mental well being
- Increase awareness and utilization of sports and recreation services

Some of programs and services offered:

- Sports Leagues, Clinics, Tournaments
- Access to Athletic Fields
- Aquatics
- Baseball
- Basketball
- Boxing
- Cheerleading
- Coaching Education
- Fitness Centers
- Football
- Golf
- Gymnastics
- Kickball
- Racquetball
- Softball
- Soccer
- Tennis
- Track/Cross Country
- Trap & Skeet
- Volleyball

MARTIAL ARTS

Goal:

Provide a variety of martial arts and self defense techniques to increase physical and mental well being for all ages.

Objectives:

- Self discipline
- Mentoring relationship
- Expanded knowledge cultural/historical/military traditions
- Testing/sense of achievement by accomplishing proper performance of prescribed techniques
- Integration of physical and mental processes
- Improved kinesthetic memory or neuro-muscular facilitation
- Improved physical condition and body awareness

Some of programs offered:

- Karate
- Judo
- Tae Kwon Do
- Tang Soo Do
- Kuk Sool Won

CHILD CARE

Goal:

Provide structured, enriching activities for youth that meet state and local standards for health and mental hygiene, licensing regulations, promote the development of leisure and social skills, and meet family day care needs.

Objectives:

Participants in Child Care will benefit in one of the following ways:

- Develop friendships
- Learn new or build upon skills in age appropriate activities
- Try new activities
- Learn about other people, places and cultures
- Be in a safe and nurturing environment

Types of Programs:

- Preschool
- General Day Camps
- Playgrounds
- Teen Sites
- Kids Day Out
- Specialty sports, arts, nature, therapeutic recreation camps
- Kids Care
- Child Care Centers
- Xtreme Teen Activities
- Café Groove

Chapter 5

Measurement and Evaluation

Measurement and Evaluation

Overview

Systematic evaluation is a search for operational excellence. It involves evaluation that becomes feedback used for the refinement of mission, goals, objectives, and action plans. M-NCPPC has an established tradition of tracking and reporting ongoing performance. Various, reports, audits, surveys, and analyses are evidence of an organizational culture and commitment to providing timely and useful feedback to agency management, patrons, other organizations and units of government, as well as the general public. M-NCPPC has gradually strengthened, in recent years, its internal processes and procedures for evaluation. Systematic evaluations occur in all aspects of our park and recreation programming and operations. For example, they may be found in:

- Operating budget performance measurement reports
- Bi-Annual Reports to the Montgomery County Council
- Monthly reports to the Prince George's Planning Board
- Facility user surveys conducted by Park Enterprise facility managers for ice rinks, tennis bubbles, recreation centers, picnic shelters, swim centers, golf courses, etc.
- Updates of the Parks Recreation and Open Space Plans for each county pursuant to State of Maryland requirements, that occur every 6-years
- Annual CIP program expenditure tracking
- Annual Risk Management evaluations and recommendations
- Comprehensive Annual Financial Report
- Seasonal program and service evaluations
- Periodic patron satisfaction surveys.

The heart of the Agency's evaluation program is evidenced in the performance measurement system contained in the proposed annual budgets. Each division within each department is tasked annually with the responsibility of developing one or more performance measures that serve as reliable indicators of the quantity and quality of our products and services. The performance measurement system was introduced for the FY2002 budget and continues to evolve.

The program is continually monitored for its effectiveness within each department. The results are published annually in the proposed budget. Beginning in FY 2009, the Agency has commenced a comprehensive review and update of the performance measurement system, including a re-evaluation of each existing performance measure and associated performance standards for appropriateness and effectiveness. A trends analysis report will also be introduced for those cases where data have been collected for three or more years.

Factors Influencing Performance Reporting

Government Finance Officers Association (GFOA)

- GFOA encourages its membership to develop, report and use performance information. GFOA requires 3 to 5 years performance measures to be part of the budget document in order to obtain the Distinguished Budget Certificate award.

International City and County Managers' Association (ICMA)

- The ICMA has been involved in measuring governmental performance for a number of years through its Comparative Performance Measurement Project. Like GFOA, ICMA is expanding this program from performance measurement to performance management by providing tools to its participants on the use of performance information in strategic and day-to-day decision making.

Governmental Accounting Standards Board (GASB)

- The GASB, like GFOA and ICMA, has also has been involved in measuring governmental performance for a number of years through its Service Efforts and Accomplishments (SEA) Project. Developed in 1990, the GASB has been instrumental in (1) establishing definitions of governmental performance measures and (2) applying these measures through research studies to state and local governments. The GASB has expanded these efforts through Sloan Foundation grants to include (1) customer driven performance measures and (2) the use of performance information in strategic and day-to-day decision-making.

Program and Service Evaluation Policy

M-NCPPC is committed to providing programs and services of the highest quality. High quality is defined as our ability to meet defined and measurable standards, benchmarks and outcomes. Honest and objective evaluation of each program, facility and service is necessary to maintain and improve quality, and it is expected of all staff.

However, what is regarded as high quality changes over time along with customer expectations. Changing demographics among our service populations affects program and service requirements. Therefore, it is imperative to not only establish performance criteria, but regularly review measurement and evaluation methods.

The ideal evaluation program periodically (e.g. monthly or quarterly) and systematically evaluates every program, service and facility offered by the agency. M-NCPPC strives to attain that goal.

Outcome objectives provide:

- Regular and systematic opportunities for reflection on the quality and performance of our programs and services
- Program staff with timely and useful feedback that will provide guidance on how to improve programs and services, and
- Management with information that will guide decisions on resource deployment.

To be effective, objectives must be consistent with the mission and values of the Commission and written in SMART format, i.e. Specific, Measurable, Attainable, Realistic and Time-Bound.

Every program, facility and service should have a custom tailored evaluation program that uses one or more of the following tools:

- Surveys (Pre, Mid-point, and Post)
- Focus Groups and Focused Conversations (Pre, Mid-point, and Post)
- Visitation and Observation Teams
- Process Flow Charts
- Checklists
- Performance Measure Tracking
- “Stat” and Digital Dashboard Systems
- Attribute Matrix (determines relative importance of a program, facility or service to our customers against current levels of performance)

As shown in the following matrix there are three dimensions to evaluation. Even if the questions to ask at each service level remain constant, the answers may differ depending on perspective. Therefore, all three dimensions are important. For each, the bottom line is whether agreed professional standard and performance and benchmarks are being met.

An “express” dimension uses statistically valid data to definitively determine whether specific objectives are being met, whereas an “implied” dimension uses such data as a proxy to infer progress on broader strategic goals. The “experiential dimension” forms opinions regarding progress based upon a variety of qualitative information. The experiential dimension is the foundation for a successful measurement and evaluation program because it requires an organizational culture that values and supports regular and systematic enquiry regarding customer satisfaction and a striving for continual quality improvement.

Figure 27

M-NCPPC DIMENSIONS OF EVALUATION

	Express: Performance Measures	Implied: Performance Indicators	Experiential: Evaluation
Performance by Program, Facility, and Service	<i>Quantitative</i> – Statistically valid data area used to make judgments on whether objectives have been met.	<i>Quantitative</i> – Statistically valid data are used to infer progress on meeting strategic goals.	Qualitative – Opinion Derived from Observation, enquiry and informal survey.

Both quantitative and qualitative measurements are important. Quantitative measures focus on numerical assessment; qualitative measurements focus on feelings, judgments, and observations, such as customer satisfaction. Quantitative measurement allows the tracking of the same numerical measure over time as an indicator of performance. Qualitative evaluation, which generally occurs through discussions among participants, non-participants, staff and expert observers allows for probing to obtain a deeper understanding of program and service dynamics.

Evaluation and Assessment Process

Programming and provision of facilities of services is not complete without feedback on performance. Both formative and summative evaluations are required to determine what modifications are necessary to improve.

- Formative evaluation is an ongoing process that takes place throughout the planning and implementation stages. The purpose of this type of evaluation is to make modifications and corrections to service as they unfold.
- Summative evaluation occurs at the end of the program and attempts to comprehensively analyze the program and its effect.

Tracking of summative evaluations through periodic performance measurement allows for performance levels to be monitored over time. Formative and summative measurements are part of ongoing iterative cycles of process improvement. The evaluation process for each program, facility, or service should itself be evaluated periodically to determine its effectiveness, i.e. is it providing meaningful and useful feedback.

The final step in the evaluation process is the compilation, summarization and analysis of the results. The weight to be accorded to the evaluation results depends upon a variety of factors such as the accuracy and reliability of the results and the political expectations and economic realities against which performance must be judged.

These assessments are accomplished in a variety of ways:

- A one-time 'snapshot' measurement, e.g. survey or focus group
- Ongoing monitoring (quality control), e.g., periodic facility inspections and seasonal program evaluations
- Tracking and reporting trends over time, e.g. through performance measures, indicators and report cards.
- Focus group-discussions (staff, patrons, advisory councils, interest group representatives)
- Periodic performance audits
- Assessments from independent experts
- Awards/commendations from professional peers and organizations

Evaluation that provides useful feedback is a necessary part of the continuous improvement process. Evaluation cannot be done effectively if it is an afterthought as the conclusion of an event or program. The best way in which to comprehensively evaluate a program, facility or service should be considered in initial planning. Preliminary evaluations to set baseline data, mid-point evaluations are useful to monitor progress, and summative evaluations measure outcomes and endpoint customer satisfaction. M-NCPPC provides training to establish, reinforce and maintain a culture that values evaluation as an essential tool to meet needs, maintain quality and achieve high levels of customer satisfaction.

Program and Service Standards

In the absence of standards and objectives, feedback from an evaluation can only be considered in isolation or compared to a previous performance measurement. Standards and objectives are typically developed from an internal analysis of need versus available resources—what is realistic to achieve given current conditions. Often they are benchmarked against performance data from agencies with operations of comparable size, location and structure. To provide an incentive to improve, standards and objectives should be raised, when realistic, to stretch organizational capacity. This often occurs when current standards are regularly being met over 95 percent of the time.

3-Year Bi-County Action Plan

Objective 1

Reinforce and strengthen the organizational culture to support evaluation and measurement by FY 2012.

Action Steps

FY 10: Establish clearly stated outcome objectives for all significant programs and initiatives that are specific, measurable, realistic and time-bound

FY 10: Identify benchmarks and industry standards for key processes.

FY 10: Review and update or create performance measures for all departmental initiatives that will track progress in achieving outcome objectives.

FY 10: Establish strategic goals and create performance indicators to track progress in meeting those goals

FY 11: Establish a practical training curriculum to provide continuing education on evaluation and measurement including expectations, methods, case studies and on-the-job assistance.

FY 11: Include an evaluation and performance measurement job function in each job description and personnel evaluation involving facility operations or program and service delivery.

FY 12: Establish annual public performance report cards

Objective 2

Establish reliable data for performance measures and performance indicators by FY 2010.

Action Steps

FY 10: Refine reliability of registration, facilities and customer service databases and promote data availability among staff.

FY 10: Enforce scanning of all membership cards and entering of class attendance.

FY 10: Train at least one person in each division how to access database information, perform basic data analysis and create standard reports.

FY 10: Provide training for new and existing staff on program evaluation methods

FY11: Establish data development agenda to support introduction of improved performance measures and indicators

FY 12: Introduce data collection methods for unstructured use of parkland, trails, playgrounds and ball fields.

Chapter 6

Montgomery 3-year Action Plans

ARCHEOLOGY

Objective - 1

We are committed to a working partnership with the community in our stewardship of Montgomery County's rich archaeological heritage.

Action Steps

- Identify and define our community and sphere of influence.
- Survey program participants and potential participants to ascertain participant satisfaction, use of services and programs, and recommendations for future programs.
- Aggressively market education programs and special events.
- Participants in Archaeology Programs will benefit in one or more areas:
- Increased cultural awareness; enhanced quality of life through community participation and group interaction;
- Deeper appreciation and awareness of the benefits of archaeological study;
- Increased knowledge, skills and abilities in cultural resource stewardship;
- Improved consideration of the effects of land use decisions on cultural resources.

Objectives - 2

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

Action Steps

- Develop and implement a strategic plan for educational programming that addresses community demographic, ethnic and cultural diversity
- Develop special programs that capitalize on the Archaeology Programs' uniqueness
- Participants in the Archaeology Programs will benefit in one or more areas:
- Gain in knowledge of the field of archaeology and its procedures and methods through direct experience and participation;
- Understand that archaeology goes beyond just material things: Cultural ideas shape objects, and objects shape culture;
- Enrich quality of life for present and future generations through the preservation of archaeological sites and data;
- Improve awareness of Montgomery County's unique prehistory and history;
- Have greater appreciation of one's own "place" in time as can be understood through a historical/archaeological context.

Objective - 3

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

Action Steps

- Provide qualified and experienced staff for programs
- Provide enriching learning experience for Montgomery County residents
- To ensure the public and community faith in our stewardship of archaeological resources which are “held in trust”
- Participants will benefit in one or more areas:
- Increase knowledge and abilities in specific archaeological areas
- Enhance personal development
- Increase personal satisfaction through skill development.

BROOKSIDE GARDENS

Mission

Our mission as public gardens is to foster appreciation for the art of gardening and science of horticulture through plant collections and displays, learning opportunities and events.

Objective - 1

Provide an enriching garden experience for visitors through customer service, sufficient staffing levels, and suitable amenities.

Action Steps

- Create a welcoming, courteous, and friendly experience for visitors.
- Schedule the appropriate staff to meet visitors' needs.
- Provide garden amenities that create an atmosphere of safety, comfort and convenience for visitors.
- Create graphics standards for directional signage.

Objective - 2

Offer horticultural information that is accurate and accessible to all.

Action Steps

- Develop and implement a strategic plan for educational programming that addresses community demographic, ethnic and cultural diversity.
- Develop special events that capitalize on the garden's unique resources.
- Create a graphics standard for updating interpretive signage, plant labeling, and printed materials.

Objective - 3:

Market Brookside Garden's unique resources to diverse groups and individual visitors.

Action Steps

- Identify and define our community and region of influence.
- Determine visitor satisfaction and use of facilities and programs to guide future programming.
- Aggressively market education programs, special events, rental opportunities and gift shop.
- Identify and use technology to attract visitors.

ENTERPRISE FACILITIES

Objective – 1:

To provide instructional and skill development classes and programs which meet the recreational needs and interests of a diverse community.

Action Steps:

Participants in instructional and skill development classes will benefit in one or more of the following areas:

- Enhance personnel development
- Enhance lifelong recreation skills
- Increase personal satisfaction through skill development
- Increase knowledge and abilities in specific recreation skills
- Enhance self image
- Improve overall health

Some of the Programs offered:

Group/Private Lessons and Day Camps: Tennis, Ice Skating, Ice Hockey, Outdoors Adventures
Competitions and Special Events: Ice Skating Competitions and Special Exhibitions, Holiday Celebrations

Objectives – 2:

To provide programs and services which facilitate the development of healthy lifestyles and meet the needs and interests of a diverse community.

Action Steps:

Participants in fitness, wellness, and recreational activities will experience one or more of the following benefits:

- Increase energy
- Reduce stress
- Increase mental alertness
- Improve muscle tone
- Enhance self image and mental well being
- Improve cardiovascular strength
- Improve motor skills
- Improve overall health
- Increase physical conditioning
- Increase knowledge, skills, abilities in physical activities
- Increase strength and endurance
- Increase understanding and appreciation of nature
- Enjoy the outdoors
- Increase understanding and appreciation of history

Some of the programs offered:

Ice Skating, Speed Skating, In-Line Skating, Ice Dancing, Hockey, Tennis, Boating, Camping, Miniature Golf, Water (Splash Park) Activities, Picnicking, Exploring/Experiencing the Outdoors, Exploring/Experiencing History (Agriculture History Farm Park, Historical Carousel)

HISTORICAL INTERPRETATION

Objective - 1:

To foster an awareness of local history and cultural heritage, its relationship to state and national history, and how it relates to his/her own life in modern times of every resident of Montgomery County using historic resources within Montgomery County parks.

Action Steps:

- Interpret every historic resource in the parks
- Make sure all historical interpretation in the parks is accurate
- Take advantage of opportunities for “accidental learning”
- Bring more visitors to historic sites in the parks
- Create productive partnerships with other historical organizations
- Provide opportunities for citizen participation
- Increase numbers of volunteers
- Encourage more involvement of African Americans and African American groups, churches, musicians, craftsmen and artists
- Encourage more involvement of other ethnic groups
- Become a part of school education programming
- Advocate for stewardship of our historic resources in the parks
- Reach those who are unable to come to the parks (virtual tours)
- Foster more cooperation between M-NCPPC management, Nature Centers and Historic Interpretive Centers
- Register Underground Railroad sites with the National Network to Freedom
- Have 7 historic sites open to the public on a regular basis with historical interpretation

NATURE CENTERS

Mission

To bridge the gap between people and nature, and to encourage the fullest appreciation of both human and natural resources.

Objective - 1

To offer a wide range of interpretive programs and special events in natural and cultural resources for all audiences.

Action Steps

- educate and impart an understanding of our natural world through hands-on experiences, and inspire appreciation and responsibility for these natural resources.
- Develop and implement a strategic plan for interpretive programming and special events that capitalizes on our unique natural and cultural resources and that addresses changing community demographics and community needs as well as cultural and ethnic diversity.
- Provide expanded educational programs about the importance of biological diversity and environmental stewardship.
- Use our educational programs to make people more aware of M-NCPPC's efforts to preserve conservation areas and protect the environment.
- Give citizens opportunities to participate in projects.
- Develop programs that explain the relationship between activities in our county's watersheds and the downstream resources including the Chesapeake Bay.
- Provide information to the public to help them understand and make informed decisions about wildlife management issues.
- Continue and expand our support of outdoor educational and natural resources education and appreciation in the school system.
- Market our natural and cultural interpretation programs and facilities to diverse groups and individuals.

Objective - 2

To provide safe and accessible facilities where a variety of programs are available to a diverse population.

Action Steps

- Provide safe trail systems to enhance positive outdoor educational experiences for a variety of users.
- Provide superior facilities that are accessible to all people and that will enhance learning and appreciation of our natural and cultural resources.
- Establish more interpretive signs on the trails to point out sensitive areas, natural items of interest such as dominant tree species, types of vegetation, land features, historic areas of note, etc.
- Survey current trail system and surrounding communities and users to anticipate future needs.

Chapter 7

Prince George's 3-year Action Plans

AQUATICS

Mission: Provide safe and comprehensive aquatic-based recreational activities and programs that promote healthy lifestyles, while further enhancing life experiences for youth, adults, seniors, and persons with disabilities.

Program Description: The Aquatics program offers a variety of water-based activities for participants of all ages. Specific programs and courses include swimming lessons, water aerobics, and water safety programs such as Lifeguarding, First Aid, and CPR/AED.

The Department operates 11 aquatic facilities throughout Prince George's County. This includes 5 indoor facilities and 6 outdoor facilities.

Objective 1: Provide programs and developmental opportunities for youth, adults, and persons with disabilities to engage in aquatic activities

Action Steps

- | | |
|---------|--|
| FY 2010 | Incorporate Adapted Aquatics programs into day-to-day facility schedules. Ensure balanced offering of programs to include weekday and weekend activities |
| FY 2011 | Update the youth and adult swim lesson program curriculum to reflect the latest industry standard. Further develop instructors by providing sufficient training opportunities and by implementing requirement that all lead instructors hold the American Red Cross Water Safety Instructor certification. |
| FY 2012 | Establish departmental swim club/team program for youth and teens that provides seasonal and/or year-round recreational and competitive opportunities. |

Objective 2: Provide programs that increase awareness around the benefits of participating in aquatic activity and its contribution to healthier lifestyles

Action Steps

- | | |
|---------|--|
| FY 2010 | Develop a marketing campaign providing patrons with information on Aquatic health, training, and exercise trends |
| FY 2011 | Partner with Health and Wellness Coordinator to develop and offer an "Aquatic Health Expo". This event will promote aquatic activities through fun and innovative lectures, product and exercise demonstrations, and training opportunities. |
| FY 2012 | Develop relationships and collaborative programs with nationally recognized aquatic health organizations (i.e. AEA, Arthritis Foundation, USA Swimming) |

Objective 3: Establish comprehensive aquatic safety and maintenance plan to ensure facilities are safe for patrons and operationally sound

Action Steps

- | | |
|---------|---|
| FY 2010 | Increase opportunities for aquatic facility operation training/certification for intermittent and career management. Training will focus on pool maintenance and operation, water chemistry, and risk management. |
| FY 2011 | Develop departmental pool operator course curriculum. Begin requiring lifeguard re-certification every 2 years instead of every 3 years. CPR/AED will continue to be renewed annually. |
| FY 2012 | Establish pool service and maintenance schedules and countywide service contract to ensure best pricing for services and repairs. |

ARTS AND CULTURAL HERITAGE

Mission: Offer residents a broad selection of high quality artistic experiences opportunities in the visual and performing arts, which address varying aesthetic principles, cultural traditions, concerns and interests of a diverse community.

Program Description: Program areas include: fine arts center, programs and services, historic rental properties, The Prince George's Equestrian Center and Showplace Arena. Since 1975 the Department has engaged arts specialists in the visual and performing arts disciplines who provide technical and professional development to and in support of county artists and arts organizations. This support has enabled the arts community to create, exhibit and perform their work in the county, as well as developed a series of fine arts programs for the general public. The Arts & Cultural Heritage Division (ACHD) maintains these services and currently operates three art centers (with a fourth soon opening) and operates in partnership with the Clarice Smith Performing Arts Center at Maryland and the Bowie Center for the Performing Arts. These centers have ongoing performances and exhibitions of local, regional and national artists and class programs with specialized facilities and equipment in the fine arts, studios for artists, and rental opportunities for organizations mounting their own arts productions.

Objective 1: Ensure ACHD offers support and services to internal and external customers in developing arts programs and explores and programs to support department initiatives including teens, seniors and healthy lifestyles.

Action Steps

- | | |
|--------|--|
| FY2010 | Per each Area, assess current art programs at community center with center staff and determine services ACHD can provide for the future (artist resources, appropriate fee structures, targeted audiences, artistic discipline). |
| FY2010 | Create 'mobile unit' art programs and residencies that are easily duplicated in varying locations to better reach communities not currently served. |
| FY2011 | Provide/implement 3 pilot art programs in each area. |
| FY2012 | Refine and expand pilot programs to be permanent art programs conducted by community centers, five per area. |

Objective 2: Ensure PP&D's long-range planning process includes adequate provisions for visual and performing arts facilities and ensure there is appropriate space included for art display, performance, classes and storage.

Action Steps

- FY2010 Create in-house team to study public art policies of other local agencies and jurisdictions.
- FY2010 Participate in Department 'needs assessment' for renovation of existing facilities and plans for new, non-arts facilities where art programs opportunities may exist and have ACHD staff as members in planning for renovation and new construction.
- FY2011 Have quarterly meetings with PP&D to review upcoming renovation and new construction projects and determine appropriateness for inclusion of art spaces; assign ACHD representatives as needed to individual projects.
- FY2011 Create recommendations/guidelines for Department's Public Art Commissions.
- FY2012 Incorporate Public Art into facility construction and renovation plans.

Objective 3: Solidify existing arts partnerships and seek new partners.

Action Steps

- FY2010 Implement Teen Mapping Project in Brentwood neighborhood with community organizations.
- FY2010-11 Provide dance, theater and music outreach classes at North Brentwood Senior Center.
- FY2010 Work with CAFÉ to implement steel drum summer camp.
- FY2010 Present family theatre program with Bowie Center for Performing Arts.
- FY2011 Select artists contracted at ACHD arts facilities will provide outreach program to youth at schools and community centers.
- FY2011 Establish Art Walk Evening with Gateway Arts District partners.
- FY2011 Invite National Children's Museum to provide outreach programming at M-NCPPC sites.
- FY2012 Create joint exhibition with African American Cultural Center.

Objective 4: Use new technologies to create broader, efficient and effective marketing initiatives.

Action Steps

- FY2010 Include at all ACHD programs on CultureCapital.com.
- FY2010 Gather email lists for facilities and special programs per artistic discipline (visual arts exhibitions, gospel music concerts, world dance).
- FY2010 Update ACHD web pages to host short performance and exhibition videos of upcoming events.
- FY2011 Locate and purchase software for integrated ticketing program to allow online purchases.
- FY2011 Begin to use collected email lists to send out targeted announcements for events by discipline (using Constant Contact or Mail Chimp) to begin transitioning from printed and mailed brochures.
- FY2012 Decrease printing and mailing costs for program marketing by 20%.

CHILD CARE

Mission: Provide quality child care programs to meet the needs of Prince George's County residents.

Program Description: These licensed programs operate under the guidelines of the Maryland State Department of Education, Office of Child Care. They are affordable programs offered at locations throughout Prince George's County and are designed to provide quality child care by qualified staff in a safe, nurturing environment. Offerings include: Preschool, Morning Care, Kids' Care After-school and Therapeutic Recreation Kids' Care After-school Programs.

Child Care Centers

Objective 1: Provide specialized training opportunities for Career and intermittent staff in the field of Early Childhood Education/Child Care to meet licensing requirements.

Action Steps

- | | |
|---------|---|
| FY 2010 | Evaluate the need to assign a credentialing/licensing coordinator to assist in training development and licensing compliance by July 2009. |
| FY 2010 | Enhance partnership with Prince George's Community College's Career Building Unit in the coordination of continuing education (CEU) opportunities for staff by June 2010. |

Objective 2: Renewal of MSDE Accreditation by the Child Care Centers.

Action Steps

- | | |
|---------|---|
| FY 2010 | Purchase new curriculum as required by MSDE by September 2009. |
| FY 2011 | Develop improvement plan and identify results as necessary for Child Care Center(s) validation by March 2011. |
| FY 2012 | Apply for Child Care Center(s) accreditation by the Maryland State Department of Education by July 2011. |

Objective 3: Enhance Child Care Center staff development through the use of a mentoring model.

Action Steps

- FY 2010 Design mentoring model and evaluate effectiveness for staff development by February 2010.
- FY 2011 Implement mentoring model to refine skills (behavior management, curriculum development, child development, etc.) and retrain staff by August 2010.
- FY 2012 Evaluate mentoring program and provide results by June 2012.

Objective 4: Revenue/expansion to the general public.

Action Steps

- FY 2010 Evaluate the need to open the child care services and programs offered at the Child Care Centers to the general public by February 2010
 - FY 2011 Develop and implement summer camp programs at the Child Care Centers open to the general public by December 2010.
-

Preschool and Before-and After-Care Programs

Objective 1: Enhance staff development by contracting with education institutes to provide further training opportunities for staff to receive required training hours.

Action Steps

- FY 2010 Develop and implement an in-service training module for all licensed child care programs by July 2009.
- FY 2010 Develop a staff development plan and contract with Prince George's Community College for training in Communications and After-School Child Care Modules by December 2010.
- FY 2011 Evaluate In-Service training program and provide results by June 2011.
- FY 2012 Evaluate staff development plan and provide results by June 2012.

Objective 2: Effectively market after-school programs and activities.

Action Steps

- | | |
|---------|---|
| FY 2010 | Develop marketing strategies to provide up-to-date information on child care programs and services by December 2009. |
| FY 2010 | Develop and implement a marketing campaign focusing on the benefits of our child care programs and services (exercise programs, specific arts, and family interests will be featured as “free” when enrolled in Kids’ Care) by November 2009. |
| FY 2011 | Update the child care print marketing materials by December 2010. |
| FY 2012 | Evaluate program offerings by surveying families and staff by December 2012. |

Objective 3: Establish programming standards and opportunities to collaborate on programming.

Action steps

- | | |
|---------|--|
| FY 2010 | Schedule quarterly meetings with child care staff to broaden programming and communication by September 2009. |
| FY 2010 | Evaluate the need to expand Kids’ Care sites offering the “Catch Kids Program” (nutrition and exercise) by January 2010. |
| FY 2011 | Evaluate the need to provide family exercise opportunities at or around the time of pick up for children. Include lifetime leisure skills development (tennis, mother/daughter exercise, etc.) by August 2010. |
| FY 2011 | Research current trends and best practices in child care to assist in the development of program standards by July 2010. |
| FY 2012 | Develop and implement program standards at all child care programs by July 2011. |

Objective 4: After-school sites will seek to provide programming for older age groups and to make the sites more accessible via transportation.

Action Steps

- | | |
|---------|--|
| FY 2010 | Evaluate the need for structured middle school-aged after-school programs by December 2010. |
| FY 2010 | Establish a group of recreation professionals to review best practices and to design the model for a teen after-school program by February 2010. |
| FY 2011 | Develop a prototype and establish pilot location by July 2010. |

COMMUNITY RELATIONS

Mission: Evaluate public attitudes and obtain input from the community, inform the public about M-NCPPC programs and services and earn public understanding and acceptance.

Program Description: Community outreach includes cooperation with associations and organizations, participation by M-NCPPC staff in local and regional events and communication with community leaders. Regular, ongoing contact with elected officials, decision makers, advisory groups, volunteers, government and private-sector agencies and organizations and communities is maintained through one-on-one conversations and meetings, briefings, public hearings, electronic and print publications and communications, special events and participation on community task forces and committees. Community outreach results in greater recognition of the Department of Parks and Recreation regarding its role in the county, and more specifically its programs and services. There will be a continued focus on reaching underserved populations within Prince George's County.

Objective 1: Enhance community outreach capacity of staff through continued use of web-based tools and trainings.

Action Steps

- | | |
|---------|--|
| FY 2010 | Expand and update the Community Outreach Toolkit, a web-based resource tool for staff to assist in community outreach, as needed. The Community Outreach Toolkit is an online resource for Parks and Recreation staff that includes information to help enhance outreach to the community. Information includes, but is not limited to: contact information for community groups and organizations, timelines for publicity and marketing, lists of supplies available for use at festivals or events and details on different ways to engage community. |
| FY 2010 | Offer quarterly staff trainings on use of the Community Outreach Toolkit. |
| FY 2010 | Establish a quarterly discussion series for staff with invited community representatives highlighting specific demographic populations within Prince George's County. |
| FY 2010 | Film the panel discussions and establish a video library of the series for use as training material. |
| FY 2010 | Offer community organizing and public engagement training for facilities staff. |

Objective 2: Increase capacity of department's community relations program.

Action Steps

- FY 2010 Train 4 intermittent staff to assist with increased outreach efforts at events and festivals throughout the County (see Objective 3).
- FY 2010 Request 2 additional career staff positions be included in FY11 budget in area operations, to serve as community outreach specialists within particular geographic areas of the County.
- FY 2011 With additional staff, expand the community relations program as noted below in Objective 3.

Objective 3: Establish, encourage and support new and existing relationships with community organizations, county departments and agencies.

Action Steps

- FY 2010 Increase Speakers Bureau requests by 5% through increased marketing.
- FY 2010 Increase outreach, and connections with community, through participation in an additional 10% of events and programs throughout the County. This includes events sponsored by M-NCPPC, as well as those sponsored by others.
- FY 2010 Explore the establishment of regularly scheduled outreach-focused meetings with representatives from other County departments and community groups.

GOLF COURSES

Mission: Operate and maintain golf courses throughout Prince George's County

Program Description: Manage 18-hole Enterprise Golf Course and Driving Range, 9-hole Paint Branch Golf Course and Driving Range, 9-hole Henson Creek Golf course and the 3-hole practice short course at Kentland Golf Center. All four facilities host The First Tee of Prince George's County.

Objective 1: The First Tee Prince George's County presently has 4 facilities with programs at various stages and amenities vary as well. The long range plan is to have each facility equipped with a clubhouse or meeting center, driving range and practice area, putting and chipping greens and designated tees.

Action Steps

- | | |
|---------|---|
| FY 2010 | Home office plans for building at Paint Branch have been approved and funding appropriated. Short game areas will need new architect drawings from Bill Love. Groundbreaking should take place in FY2009 and completion is expected in FY2010. |
| FY 2010 | Kentland project is underway and plans are presently being prepared at the new site. Architect has prepared new plan for range configuration and replacement hole. Groundbreaking should take place in FY2009/2010 and completion is expected in 2010/2011. |
| FY 2010 | Henson Creek plans for renovation of old cart building into new First Tee clubhouse are underway. Short game areas need new architect drawings and new target greens planned. Construction should begin in late FY2009 and completion for 2010. |
| FY 2010 | Enterprise plans for new driving range and short game areas will get underway in FY2009 with architect drawings of proposed 3-hole loop soon to follow. |
| FY 2011 | In hopes that 3 of the 4 facilities will have indoor space completed, preparation of that space for instruction simulators and computer classrooms will take place. Plans for TFT clubhouse at Enterprise will begin. |
| FY 2011 | First Tee mentoring program will begin life skills training in classrooms at each facility. Tutoring sessions initiated. |
| FY 2011 | Partnership with the county BOE will expand program throughout the middle schools and high schools. |
| FY 2012 | Partnership with BOE will move program into the elementary schools Physical Education department. |
| FY 2012 | Specified tee boxes completed at each course designated for First Tee use. |
| FY 2010 | All 4 facilities will have training centers completed and running. |

Objective 2: Marketing plan for golf course operations to expand, primarily through Internet opportunities and partnership programs.

Action Steps

- | | |
|---------|---|
| FY 2010 | The development of a participant database for an incentives program that will be rewarded for continuous usage of facilities. Program installation will take place in FY2009 and fully operational in FY2010. |
| FY 2010 | Initiate a relationship with the National Harbor project hotels that allows promotion of the Henson Creek course and amenities. Hotels should be completed by FY2010. First phase will begin in FY2009. |
| FY 2010 | Facilities will offer promotional opportunities to local businesses through tee box signage as annual partners with MNCPPC and The First Tee program. |
| FY 2011 | Investigate and initiate other database opportunities from PAMO office for Internet marketing. |
| FY 2011 | Upgrade tee box marketing plan after review of initial season. |
| FY 2011 | After measuring success of National Harbor relationship, expand promotions to other areas of the county with heavy visitation and tourism numbers. |
| FY 2012 | Develop improvements in reward program to those patrons who are faithful customers. Phase in added rewards for long time users. |
| FY 2011 | Investigate Internet banner opportunities for local businesses on our golf course web sites. |

Objective 3: Initiate an assessment of the golf course infrastructure and equipment.

Action steps

- | | |
|---------|---|
| FY 2010 | Work with M&D and PP&D to inspect all buildings and structures at each facility to develop long- range replacement or renovation plan. |
| FY 2011 | Hire consultant to inspect present irrigation systems at Henson Creek and Paint Branch to assess life span and prepare replacement time frames. |
| FY 2011 | Work with M&D or hire contractor to assess present condition of equipment (mowers, tractors, etc.) and develop long- range replacement or maintenance plan. |
| FY 2011 | Hire consultant if commission staff, are unable to determine long- range plan for replacement of capital inventory. |
| FY 2011 | Prepare necessary CIP and Major Maintenance plans from previous years investigations. |
| FY 2011 | Conduct assessment of equipment leasing plan versus owning after original condition assessment is completed. |
| FY 2012 | Initiate replacement or renovation plans at each course for all of the above action steps. |

HEALTH AND WELLNESS

Mission: Provide a wide variety of programs and services that facilitate the development of healthy lifestyles.

Program Description: A wide array of programs meet fitness and wellness goals established by participants. Programs and activities include sports leagues, fitness classes, nutrition programs, healthy food alternatives, and training to sustain the knowledge and education received. Participants experience a variety of benefits to include increased strength and endurance; increased mental alertness; enhance self-image; reduce stress; improve physical conditioning; etc through participation in programs identified as health and wellness opportunities

Objective 1: Assess effectiveness of traditional health committees in relation to the new Health and Wellness Operations.

Action Steps

- | | |
|---------|--|
| FY 2010 | Evaluate existing programs of health committees (Employee Wellness and Fitness, Healthy Lifestyles Initiative) |
| FY 2010 | Develop a plan to streamline existing committees under the direction and vision of the Sports, Health and Wellness Division. |
| FY 2010 | Establish a vibrant and effective committee for Health and Wellness. |
| FY 2011 | Establish a dedicated intermittent workforce for Health and Wellness Operations. |

Objective 2: Provide upgraded fitness rooms to patrons across Prince George's County to enhance their customer experience.

Action Steps

- | | |
|---------|--|
| FY 2010 | Assess current usage of fitness rooms and functionality of equipment |
| FY 2011 | Make extensive renovations in applicable fitness rooms to include purchasing new equipment, aesthetic overhaul and/or audio-visual enhancement |
| FY 2011 | Provide consistent and attractive signage for all fitness rooms. |
| FY 2011 | Develop a replacement cycle plan for fitness equipment. |
| FY 2011 | Provide a resource database of cleaning vendors and repair service for facility usage. |

Objective 3: Place a physical activity emphasis on all child care programs, in relation to childhood obesity.

Action Steps

- FY 2010 Implement a physical activity requirement of 30 minutes for every 3 hours of a child care program.
- FY 2010 Train staff on the significance of physical activity guidelines and provide resources to creatively incorporate into programs.
- FY 2011 Evaluate the effectiveness of physical activity guidelines in all facets of child care programs.

Objective 4: – Increase employee participation in Health and Wellness Activities.

Action Steps

- FY 2010 Obtain Executive Director approval to use administrative leave for monthly lectures and/or exercise workshops.
- FY 2010 Develop a health and wellness needs assessment and survey all employees.
- FY 2010 Increase the quantity of programs available for employees and service diverse locations.

Objective 5: Establish partnerships with outside health agencies or agencies with similar health related goals.

Action Steps

- FY 2010 Work collaboratively with the Prince George's Health Department on various programs.
- FY 2010 Continue to make a presence on the Prince George's County Public School Health Council and begin to assist with various program goals.
- FY 2010 Initiate contact with several local hospitals, health associations, and health related agencies and establish a point of contact.
- FY 2011 Develop a database of outside health agencies that are utilized Commission-wide by all facilities.
- FY 2011 Develop a database of fitness instructors and vendors that are utilized Commission-wide by all facilities.
- FY 2012 Form a coalition of local health related agencies for the purpose of information sharing and working collaboratively to enhance the wellness of the community

HISTORIC RENTAL PROPERTIES

Mission: To preserve and protect selected historic properties in Prince George's County, for the purpose of providing quality rental facilities that are reasonably priced, equipped with distinct appointments and offer a high level of customer service.

Program Description: The Historic Rental Properties unit operates historic buildings that are rented for social events, meetings, and special events to individuals of the general public, government agencies, commercial entities and non-profit agencies. These facilities offer enhanced services to clients and require a high level of on-going maintenance due to their historic designation.

Objective 1: Increase community access and awareness

Action Steps

- | | |
|---------|---|
| FY 2010 | Launch web based support services/resources for clients. |
| FY 2010 | Launch web based event evaluation forms. |
| FY 2011 | Provide interpretive tours and self-directed programs relating to architectural history and historical use of facilities. |
| FY 2011 | Establish central database of clients and potential clients |
| FY 2011 | Maintain central database |
| FY 2012 | Coordinate with area operations to organize a green roof program implemented by community youth. |
| FY 2012 | Evaluate effectiveness of green roof program to validate future community youth environmental programs. |

Objective 2: Increase individual facility use during non-peak times

Action Steps

- | | |
|---------|--|
| FY 2010 | Evaluate effectiveness of corporate meeting rental package, launched in 2009. |
| FY 2010 | Launch package services that combine facility with vendor services, such as catering, audiovisual. |
| FY 2011 | Evaluate and revise community programs to increase effectiveness |

Objective 3: Update electrical and IT connectivity at historic facilities

Action Steps

- | | |
|---------|---|
| FY 2010 | Coordinate efforts with M&D and IT to identify level of electrical and IT capacity at historic rental sites. |
| FY 2010 | Update IT network in historic facilities to include a wireless high speed internet access. |
| FY 2012 | Install updated electrical equipment in historic facilities, proximas, drop down screens, and flat screen monitors. |

Objective 4: Staff development and training

Action Steps

- FY 2010 Provide all staff training about the mission, customer service, branding.
- FY 2010 Assign management staff to take in marketing and public relations courses, management courses, and historic preservation courses, grant writing.
- FY 2010 All staff to be trained on updated Smartlink facility booking procedures.
- FY 2010 Require management staff continue to attend civic and business meetings in surrounding communities.
- FY 2010 Require maintenance staff to take preservation maintenance courses.
- FY 2010 Continue to require training for staff to refresh and learn new skills
- FY 2011 Evaluate effectiveness of staff training.
- FY 2012 Establish a maintenance leader position.
- FY 2012 Operate all facility maintenance staff as a structured unit lead and trained by a maintenance worker II.

Objective 5: Supplement maintenance funding

Action Steps

- FY 2011 Identify and prioritize specific items requiring specialized restoration and conservation.
- FY 2012 Identify grants that address historic preservation and conservation.
- FY 2012 Annually develop a grant application for funds based on prioritized list.

HUB

Mission: Create a participant-oriented culture by inviting the community to collaborate with staff on how to broaden what is offered at community centers and thereby enhance the value of the centers to the community by providing citizens of all ages and walks of life with welcoming access to information and resources, including educational and recreational opportunities, social services, classes and trainings and community meeting spaces.

Program Description: A HUB Center is a community space that is shaped by local people for local people to enjoy and reap the benefits of community services and resources. The HUB initiative is an ongoing process of community engagement to turn community centers into portals whereby residents can access a wide variety of County services beyond recreation and leisure.

Objective 1: Enhance community and staff capacity at Kentland Community Center so that both can collaborate regularly on how to enhance community access to information and services available from County agencies and organizations by October 2009.

Action Steps

- | | |
|---------|--|
| FY 2010 | Envision the ways in which the Kentland Community Center will be different when operating as a HUB. Establish broad agreement between staff and the community on the elements of a successful HUB program in the Columbia Park/Kentland Community. Regularly and consistently review the progress on achieving the vision elements. Evaluate and report progress on a bi-monthly basis. |
| FY 2010 | Provide training to staff and community residents in methods of effective public engagement. Clearly and consistently communicate the level of public participation that is desired from the community. Afford multiple opportunities to advise and participate in decisions regarding programs and services to be offered in the community through collaboration with the Kentland HUB. |
| FY 2010 | Establish a committee or other appropriate vehicle for ongoing dialogue and planning |
| FY 2010 | Prepare a comprehensive assessment of progress at the Kentland HUB in November of 2009 for review by senior management |

Objective 2: Create 3-year plan to establish additional HUB centers

Action Steps

- | | |
|--------|---|
| FY2010 | Create a 5-year plan to roll out the HUB concept to other locations based upon outcomes and lessons learned from the Kentland HUB pilot project |
|--------|---|

Objective 3: Establish collaborative relationships with community businesses, facilities, organizations and residents

Action Steps

FY 2010
FY 2010

Conduct inventory of community assets
Perform asset outreach to identify shared interests and opportunities for
resource sharing and collaboration



INFORMATION TECHNOLOGY AND COMMUNICATIONS

Mission: The Information Technology and Communications Division (ITC) provides secure, reliable, and accurate information and communication systems while delivering first class customer support services to all of our internal and external clients.

Program Description: Core responsibilities include ensuring network security and integrity; managing the Department's wide area voice and data communication networks; administration of department-wide database management systems; providing authorized access to client server and web-based applications and portals; implementation and management of electronic security systems; hardware, software and peripheral installation, management and maintenance; as well as customer support for various Commercial Off the Shelf (COTS) applications such as Microsoft Office; Windows, Macintosh and Linux based operating systems; Blackberry and Exchange electronic messaging systems; Oracle; Activenet Technologies; Network Access Control; Citrix; and GIS applications. We are also responsible for taking the tactical and administrative lead for the Department's Strategic Plan initiatives such as document imaging and archiving; IT and Communications related policy and procedure creation and enforcement; disaster recovery; business continuity; PCI compliance and education; as well as enterprise maintenance management systems and reporting.

Objective 1: Sustain and expand After School Computer Clubs by maintaining 14 modern computer labs that will teach personnel/center users about current and future computer technologies, provide computer skills, improve quality of life, improve academic performance, improve community job skill sets, service the department's information technology and communications needs as well as provide opportunities for underprivileged communities to have access to world wide resources and communities.

Action Steps

FY 2010	Acquisition and launch of various software educational enrichment programs
FY 2010	Acquisition and launch of Harvard University WEB Dubois Center and Microsoft's Encarta Africana program to Southern Area Facilities
FY 2010	Acquisition and launch of interactive whiteboard technology
FY 2010	Expansion of Animation Labs and Digital Recording Studio programs
FY 2010	Expansion of Reading, Arithmetic, computer technology, SAT, GED, GMAT and other software educational enrichment programs
FY 2010	Expansion of after school computer clubs
FY 2010	Acquire and install six (6) new computer labs
FY 2011	Expansion of Harvard University WEB Dubois Center and Microsoft's Encarta Africana program
FY 2011	Expansion of Animation Labs and Digital Recording Studio programs
FY 2011	Expansion of various software educational enrichment programs
FY 2011	Expansion of Animation Labs and Digital Recording Studio programs

- FY 2011 Expansion of Reading, Arithmetic, computer technology, SAT, GED, GMAT and other software educational enrichment programs
- FY 2011 Expansion of After-school computer clubs
- FY 2011 Acquire and install five (5) new computer labs

Objective 2: Sustain and expand computer specialist part-time, internship and PC lab volunteer programs by providing high school and college data processing, computer science, information systems, information technology, math and other computer related disciplines with “hands on” experience opportunities.

Action Steps

- FY 2010 Establish working relationship with five (5) local college and university’s Computer Science, Information Technology and Communications departments
- FY 2010 Establish PC Lab volunteer program
- FY 2010 Recruit for both programs
- FY 2010 Expansion of customer and personnel IT training
- FY 2010 Introduction of School age, teen and adult tutoring/mentoring programs
- FY 2011 Establish working relationship with an additional five (5) local college and university Computer Science, Information Technology and Communications departments
- FY 2011 Continue recruitment for computer specialist and PC lab volunteer programs
- FY 2011 Expand customer and personnel IT training
- FY 2011 Continuation of School age child, teen and adult tutoring/mentoring programs

Objective 3: Sustain and expand public and private hotspot wireless Internet access at facilities

Action Steps

- FY 2010 Configure four (4) additional Historic rental sites
- FY 2010 Configure four (4) teen lounge cafes
- FY 2011 Configure Southern Area Regional Technology Complex
- FY 2011 Expansion of services to five (5) rental facilities

Objective 4: Sustain and expand mobile and stationery computer labs

Action Steps

- FY 2010 Acquisition and launch of educational software program
- FY 2010 Install Encarta Africana program to Southern Area Facilities
- FY 2010 Acquisition and launch of interactive whiteboard technology
- FY 2010 Expansion of Animation Labs and Digital Recording Studio programs
- FY 2010 Expansion of Reading, Arithmetic, computer technology, SAT, GED, GMAT and other software educational enrichment programs
- FY 2010 Expansion of after school computer clubs
- FY 2010 Acquire and install six (6) new computer labs at:
 - Tucker Road recreation center – Mobile Aviation Lab
 - Palmer Park Recreation Center – Mobile Animation Lab
 - College Park Recreation Center – Mobile Lab
 - Seat Pleasant – Computer Lab
 - Fort Washington Forest – Computer Lab
 - South Bowie – Computer Lab
- FY 2011 Expansion of Animation Labs and Digital Recording Studio programs
- FY 2011 Expansion of various software educational enrichment programs
- FY 2011 Expansion of Animation Labs and Digital Recording Studio programs
- FY 2011 Expansion of Reading, Arithmetic, computer technology, SAT, GED, GMAT and other software educational enrichment programs
- FY 2011 Expansion of After-school computer clubs
- FY 2011 Acquire and install five (5) new computer labs (2) at Southern Area Regional Technology Complex and (3) to be determined facilities

MUSEUM AND CULTURAL RESOURCES

Mission: The mission of the Museum and Cultural Resource Programs component of The Department of Parks and Recreation is to provide professional natural, historical, and cultural resource management services, museums, interpretive programs, parks, and facilities to educate the public and encourage community stewardship of the diverse natural, historical, and cultural resources of Prince George's County, Maryland.

Program Description: The Natural and Historical Resources Division manages historic sites and cultural resources that include eleven museums as well as the Black History and Archaeology programs. These museums and programs offer exhibits, tours, and interpretive programs for school groups and the general public. They provide educational and recreational opportunities for visitors from all over the nation. The Division also preserves, restores, and oversees numerous historic structures, sites and archaeological resources including; cemeteries, burial vaults, historic schoolhouses, three archaeological parks, two historic airfields, two National Historic Landmarks and six sites listed on the National Register of Historic Places.

Objective 1: Increase educational outreach programs, thematic tours, lectures, special events, volunteer opportunities, and other public programming that convey the unique history of Prince George's County, Maryland.

Action Steps

- | | |
|---------|--|
| FY 2010 | As a team, assess current programs at each site and evaluate their success/failure to increase visitation and meet new audience needs. |
| FY 2010 | Develop a list of at least 5 new programs per site to increase visitation and reach new audiences. |
| FY 2010 | Work with in-house marketing staff and the Prince George's County Conference and Visitors Center to evaluate marketing potential of new and existing programs. |
| FY 2010 | Evaluate and identify staff needs to accomplish new programming goals. |
| FY 2011 | Increase financial support for museums and programs by seeking additional budget support as well as grants, sponsorships and partnerships. |
| FY 2012 | Incorporate new programs into existing program calendar. |

Objective 2: Identify financial support for the preservation and restoration of buildings, collections, and historic and archaeological sites, so that they may continue to tell their stories to future generations.

Action Steps

- FY 2010 Inspect and assess current conditions of sites and collections in a thorough and comprehensive manner
- FY 2010 Prioritize critical needs for preservation/restoration of sites and collections.
- FY 2011 Identify and assess funding needs for preservation/restoration projects over next 5 years.
- FY 2012 Identify funding sources for preservation/restoration projects from Commission, state and federal funds, partnerships and grant programs.

Objective 3: Evaluate the relevance and effectiveness of traditional tour programs vs. other interactive means of communicating and interpreting history to the public and integrate alternative means of interpretation where most needed and effective by FY 2011.

Action Steps

- FY 2010 Establish group within the Division to investigate and discuss alternatives to the traditional tour led format used in historic house museums.
- FY 2010 Develop 4-5 new ideas that challenge or add to existing tour format. Investigate new formats for museum exhibits and programs that are relevant to a mobile and computer savy population.
- FY 2011 Target a site or program, or a specific time frame to try out new and innovative ideas to challenge existing tour format; and then assess and evaluate their success/failure as a team.
- FY 2012 Develop one program that uses technology for hands on/interactive learning to appeal to teens and family audiences that may relate to historic themes, photographs and collections, artifacts or research subjects. Look at the benefit of using computers or kiosks to highlight collections or research subjects, pod casting, geocaching, audio tours or other innovative measures, and identify funding to support potential programs.

Objective 4: Create a standardized evaluation tool that measures visitor (all ages) satisfaction and interests for present and future facility operations and programs. (i.e. hours of operation, tour formats, interpretation, special events, staff satisfaction, facility condition, etc) by FY 2011.

Action Steps

- | | |
|---------|---|
| FY 2010 | Form a team with historic sites and the Public Affairs and Marketing Office to create a universal museum and program evaluation tool for all the sites that provides specific and constructive information and feedback. |
| FY 2010 | Develop an evaluation process for visitors and teens, solicit opinions from college students, or create an internship program involving all sites and programs that will focus on evaluating and providing objective summary results. |
| FY 2011 | Seek grant funding for interns to develop and implement evaluation of operating sites/programs if necessary. |
| FY 2012 | Consider outcomes of these evaluations and determine whether incorporation would be beneficial at each of these sites. |

NATURAL RESOURCES

Mission: The mission of the Natural Resources component of the Department of Parks and Recreation is to provide the public with professional natural and historical resource management services, interpretive programs, educational exhibits and signs, parks and special facilities in order to educate our community and encourage stewardship of the diverse natural resources of Prince George's County.

Program Description: The Natural and Historical Resource Division (NHRD) staff conducts nature and wildlife interpretive programs, conservation and natural resource management projects, and outdoor recreational activities. In addition, there are a variety of outreach activities throughout Prince George's County, not only within facilities, but along the many miles of paved and unpaved multi-purpose trails, Prince George's County School System, community centers, special events and many other natural area park sites.

Objective 1: Develop marketing tools that includes a power point presentation, traveling exhibit, and other marketing efforts that communicate the NHRD mission and program offerings to the Department of Parks and Recreation, Prince George's County school system, community groups and other public venues by FY 2010.

Action Steps

- | | |
|---------|---|
| FY 2010 | Establish a small group within the Division to compile NHRD's program offerings and marketing approaches. Set up a time-line for completion of the overall objective and budget needed. |
| FY 2010 | Complete a concise, clear and appealing Power Point presentation. |
| FY 2010 | Work with Visual Media on the graphics for the display panel and other materials needed for the portable display. |
| FY 2010 | Order materials from vendor and establish a one year schedule of locations for the traveling exhibit. |
| FY 2010 | Set-up a schedule of presentations to be offered throughout the Department and other community groups. |
| FY 2010 | Develop and include an evaluation tool to determine the effectiveness of both the presentation and traveling exhibit. |

Objective 2: Determine the level of outreach efforts (internal and external) for each facility throughout the county, and assess areas where improvements can be made to better reach and serve residents by FY 2010.

Action Steps

- FY 2010 Designate three career NHRD staff to gather and assess information.
- FY 2010 Each facility will submit their outreach efforts, both long and short term, to the three representatives.
- FY 2010 Each facility will also submit the schools, churches, community groups and other potential locations where outreach efforts are possible, but not yet fully being reached.
- FY 2010 Once an assessment of present outreach efforts vs. potential outreach efforts is determined, than each facility will be given a goal to increase offerings. This determination will be done by the three designated staff, a facility manager, along with assistant chief and/or division chief.

Objective 3: Offer a minimum of four nature-oriented training/ learning experiences a year for all full and part time NHRD staff. These experiences should provide learning, team building and sharing of information opportunities and be attended by all or most NHRD staff by FY 2012.

Action Steps

- FY 2010-12 Division Chief will designate four career staff a year to coordinate learning experience with a clear goal and potential for learning.
- FY 2010-12 Designated staff will send out a notice of activity a minimum of two months in advance and will be responsible for details (e.g. transportation, program, scheduling, etc.)
- FY 2010-12 At the end of training an evaluation will be given to determine effectiveness and overall satisfaction.

Objective 4: Assess and improve the usefulness and overall appearance of each facility's Department website page, and maintain updated and current information by 2012.

Action Steps

- FY 2010 Establish a small group to review other agencies and group's websites who offer similar services throughout the country and compare with our sites.
- FY 2010 This group should also review general tools being used in this area and work with Public Affairs and Marketing on determining what technology is possible within our internal system (webcams, virtual tours, photo galleries, etc.)
- FY 2010 The assigned group will submit a report on the findings and determine staff responsibility for implementing actions.
- FY 2010 Staff will have one month from date they receive report to provide information to either assigned group or Public Affairs and Marketing Office based on request.
- FY 2010-12 Facility Managers will be responsible for quarterly reviews of website and submission of updated information.

Objective – 5

Create a standardized evaluation tool that measures visitor (all ages) satisfaction and interests for present and future facility and program offerings (i.e. hours of operation, program content, staff satisfaction, facility condition, etc) by FY 2011.

Action Steps

- FY2010 Form a team with representative historic sites and the Public Affairs and Marketing Office to come up with a universal museum evaluation tool that serves all the sites and provides specific and constructive information and feedback.
- FY2010 Develop action steps to implement evaluations whether they are having visitors fill out a form, having teens or college students solicit opinions, or creating an internship program involving all operating sites and programs that will focus on evaluating and providing summary results that are objective.
- FY2010 Seek grant funding for interns to develop and implement evaluation of operating sites/programs if necessary
- FY2011 Consider outcomes of these evaluations and determine whether incorporation would be beneficial at each of these sites

Objective 6: Each facility will develop a marketing goal of capturing all possible users within an email contact list that are willing and have email access. These contacts will then receive electronic updates and announcements of newsletters, programs, activities and special events via email by 2012.

Action Steps

- FY2010 A Division policy will be developed and distributed detailing this goal and requiring compliance.
- FY2010 Each facility will have to report how they are organizing their contact lists and number of contacts.
- FY2010-12 Each facility will provide an annual report at the end of fiscal year of number of users and a general assessment of success or effectiveness.

Objective 7: Develop one comprehensive marketing piece for the Division that highlights our public offerings of activities for national, state, regional and/ or thematic events. These would include, but not be limited to Earth Day, National Public Lands Day, National Trails Day, Gorgeous Prince George's Day and any others that are considered to be related to our mission.

Action Steps

- FY2010 Assign a small group of Division representative to complete task that would include gathering of information, marketing, encouraging broad participation and evaluation from FY10-12. They will complete the following steps below.
- FY2010 Complete marketing piece with all required information within the first quarter of FY10 and distribute to the public.
- FY2010 Evaluate participation and overall success at the end of each FY.
- FY2010-12 Provide annual report to Division Chief and select Division representatives of program results, success and failures.

PARTNERSHIPS

Mission: Connect communities and people to parks and recreation programs through collaboration and partnerships focused on healthy lifestyles, positive youth development, and safe, accessible park environments. Build strong advocates to support the M-NCPPC Parks and Recreation mission and recognize the value of parks and recreation resources. This community building process will be part of an overall resource development plan for the department.

Program Description: M-NCPPC Parks and Recreation defines a partnership as a cooperative relationship between professionals or groups who agree to share responsibility for achieving some specific goal; these partnerships can support programs or events and offer benefits to all participating partners.

Building relationships is fundamental to the success of partnerships. Effective partnerships and collaborations are characterized by building and sustaining "win-win" relationships - the kind of relationships where expectations are clear and understood by all members of the collaboration and by those who are working with the collaboration. Defining relationships assists in identifying tasks, roles, responsibilities, and work plans and ultimately reaching desired outcomes. Partner organizations will develop relationships with key staff in Parks and Recreation facilities to meet the needs of specific communities.

Objective 1: Through program partnerships with national affiliates and local nonprofit social service organizations, expand Parks and Recreation programs focused on health and wellness, lifetime sports, positive youth development, active seniors, conservation and outdoor education.

Action Steps

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|---------|---|
| FY 2010 | Develop and provide training to staff in the elements of community collaboration and building mission-based partnerships and guidelines for working with partners. |
| FY 2010 | Create a <i>Call for Partnerships</i> focused on areas where the Department of Parks and Recreation has capacity to grow and can meet greatest needs of communities; include suggested partnerships and benefits for partners. Utilizing information from 2010 and Beyond needs assessment report, focus on partner organizations and programs that further the Departmental mission. |
| FY 2010 | Establish a Partnership Review Committee or other appropriate vehicle for ongoing dialogue and planning. Designate partnership coordinator or contact for each Parks and Recreation Division. |
| FY 2010 | Prepare a comprehensive annual report of partnership progress and links to new programs and resources. |

Objective 2: Establish signature partnerships to benefit customers countywide; include programs, facilities, and events.

Action Steps

FY10 – Create Signature Partnership agreements and a communication plan for continuing relationship with key leaders.

Objective 3: Include plan for partnership growth and development in Parks and Recreation Resource Development plan.

Action Steps

FY 2010

Create a 3-year partnership plan connected to the Parks and Recreation Resource Development plan to continue successful partnerships, seek new relationships to grow programs, and expand capacity to bring new resources to communities. Include resources provided by Volunteer Services Office and Community Outreach program to build new partnerships.

THE PRINCE GEORGE'S EQUESTRIAN CENTER AND SHOW PLACE ARENA

Mission: The Prince George's Equestrian Center operates to provide maximum benefits to the citizens of Prince George's County. The Center preserves the County's equestrian heritage by hosting equestrian events of local, regional and national importance and providing a wide array of Arena events that will maximize public use and generation of revenues which directly impacts the County's economy.

Program Description: Located on the site of the former Marlboro Racetrack in Upper Marlboro, the Prince George's Equestrian Center includes stables and several outdoor show rings. The infield of the racetrack is used for temporary stalls, County Fairgrounds, special events and over flow parking. The Show Place Arena seats up to 5,800 and is a Victorian –style, multi-purpose facility that accommodates indoor equestrian events, as well as concerts, trade shows, exhibits, sporting events, and community-based events. The facility also has exhibit space, banquet rooms and in-house catering services.

Objective 1: The Show Place Arena will create and market a business booking package to attract business to the venue and market programs to the general public

Action Steps

- | | |
|---------|---|
| FY 2010 | Evaluate placement of meeting room advertising and determine new sources for advertising |
| FY 2010 | Develop comprehensive business booking package and solicit no less than five new businesses |
| FY 2011 | Re-evaluate and re-work website to highlight business meeting spaces for rental at The Show Place Arena; redesign website listing to drive audience to events |
| FY 2012 | Determine current trends in business advertising and use information to advertise meeting rooms. |

Objective 2: The Show Place Arena will recruit sporting events and equine shows.

Action Steps

- | | |
|---------|--|
| FY 2010 | Actively increase contacts with sporting event promoters that have not previously rented the facility to increase potential of new sporting events at The Show Place Arena through participation in annual meetings and personal contacts ; prepare bids and solicit no less than two sports promoters |
| FY 2010 | Prepare a detailed proposal for review by Department leadership that outlines a coordinated leadership approach, the facility enhancements needed, and detailed cost of "putting in a bid" to host major clients |

- FY 2011 Present "bid proposal" to the Planning Board and seek approval/funding to implement
- FY 2011 Attend the TEAMS (Travel, Events and Management in Sports) meeting with the Prince George's Conference and Visitors Bureau to market to potential sporting events.
- FY 2012 Determine sources of new equestrian events and contact potential clients to advise them of expanded facilities at PGEC (covered show ring)

SAFE SUMMER

Mission: Provide safe environments and positive recreational opportunities for teens and young adults (ages 12-24) to promote overall well-being and healthy development.

Program Description: *Safe Summer* is a campaign-based late night recreation initiative that offers a variety of positive and enriching recreational opportunities to teens and young adults, 12-24 years of age. *Safe Summer* is held at designated locations throughout Prince George's County from 10pm-12am up to six days per week, Mondays through Saturdays, beginning when school is out until school resumes.

Desired outcomes include:

- Increased involvement in physical, cultural, environmental and social activities.
- Enhanced awareness of community, health and safety issues and responsibility.
- Improved positive self-image and sense of personal well-being.
- Decreased criminal activity and violent behavior (i.e., loitering).

Objective 1: Provide creative and innovative activities to promote safe lifestyles, healthy habits, lifetime leisure skills, natural and cultural experiences through safe positive recreational opportunities.

Action Steps

- | | |
|---------|--|
| FY 2010 | Provide a variety of educational and safety-based workshops and classes (HIV/AIDS, Water Safety, Neighborhood Safety, Internet Safety, Driving Safety, etc.) by August 2009. |
| FY2010 | Expand the number of late night recreational opportunities from five to twenty-five <i>Safe Summer</i> sites by July 2009. |
| FY 2011 | Produce a safety-oriented public service announcement with, and for teens, by August 2010. |

Objective 2: Collaborate with community and faith-based organizations and national and local youth service providers, to enhance and increase safe, positive recreational opportunities.

Action Steps

- | | |
|---------|--|
| FY 2010 | Coordinate efforts through County agencies and organizations to promote safety to youth and teens by July 2009. |
| FY 2011 | Increase late night opportunities through other service providers to expand general and specialized programming activities by July 2010. |
| FY 2012 | Reach out and extend program framework, activity resources and training to faith- and community-based organizations by July 2011. |

SENIORS

Mission: Provide Prince George's County seniors (60 & better) opportunities to participate in community recreation programs and services of their choice.

Program Description: Senior Services provides and supports recreational opportunities to meet the needs and interest of a diverse senior community by providing a wide array of activities and programs available to seniors 60 & better throughout the Department. Our goal is to improve and maintain the health and well being of seniors 60 & better through participation in recreation programs by coordinating special events, such as, the Centenarian Celebration to honor and recognize seniors; and by operating and managing four (4) Senior Activity Centers that provide daily activities, a nutritional lunch program and opportunities for seniors to participate in recreational activities, socialize and connect with the community.

Objective 1: Update senior center facilities and amenities to be consistent with current trends.

Action Steps

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|---------|--|
| FY 2010 | Complete facility upgrades at Camp Springs Senior Activity Center by May 2010. |
| FY 2010 | Begin upgrades to the Evelyn Cole Senior Activity Center and in line with the Seat Pleasant Community Center renovations. |
| FY 2010 | Implement the expansion of operating hours at Camp Springs Senior Activity Center, Langley Park Senior Activity Center, and Evelyn Cole Senior Activity Center to 9am to 4:30pm by September 2009. |
| FY 2010 | Install a mobile computer lab with internet capability at Camp Springs Senior Activity Center. |
| FY 2011 | Install a mobile computer lab with internet capability at the Evelyn Cole Senior Activity Center. |
| FY 2011 | Develop an outdoor green area adjacent to the G. Britt Senior Activity Center. |
| FY 2011 | Design and develop a Senior Plus program for the senior activity centers by January 2011. |
| FY 2012 | Implement the Senior Plus program at a 'pilot' senior activity center beginning in September 2011. |

Objective 2: Effectively market programs and activities to the senior population to increase participation.

Action Steps

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|---------|---|
| FY 2010 | Develop marketing strategies to provide up-to-date information on senior programs and services by December 2009. |
| FY 2010 | Develop and implement a marketing campaign focusing on the free senior Community Center and fitness room membership to new senior patrons by November 2009. |

FY 2011 Update the senior print marketing materials by December 2010.

Objective 3: Enhance senior programs throughout the Department resulting in increased participation by seniors.

Action Steps:

- FY 2010 Work collaboratively with Volunteer Services Coordinator to increase senior participation in the Department's volunteer opportunities by 10%.
- FY 2011 Work collaboratively with Volunteer Services Coordinator to increase opportunities for seniors to volunteer.
- FY 2010 Collaborate with the Arts Division to enhance arts programs at the Senior Activity Centers, incorporating a new art project by June 2010.
- FY 2011 Expand Senior Activity Center trips to a minimum of twice per month by September 2010.
- FY 2011 Implement a new County-wide special event for seniors 60 & better by June 2011.
- FY 2012 Provide a workshop on effective programming for seniors for Departmental staff by December 2011.

SUCCESSION PLANNING

Mission: Establish and implement a succession plan that improves our ability to retain current staff and recruit new staff.

Program Description: Use a combination of tools including, cross training, targeted recruitment, defined career paths, training and mentoring to improve our ability to retain current staff and recruit new staff.

Objective 1:

By FY2012 establish a succession plan that improves our ability to retain current staff

Action Steps

- | | |
|---------|--|
| FY 2010 | Survey graduates of Leadership I, II, and Transformational Leadership classes to ascertain program effectiveness and use feedback to improve future trainings. |
| FY 2011 | Establish a Department mentoring committee to create standards for mentors and to select mentors representing each division. |
| FY 2010 | Have Division chiefs determine key staff with job functions that are knowledge monopolies requiring process documentation in the event of a key staff vacancy. |
| FY 2011 | Have key staff with knowledge monopolies cross train select division staff. |
| FY 2011 | Create topics and content for Parks and Recreation Management University 200 level training. |
| FY 2011 | Utilize DHRM organizational development specialists to identify external sources to provide training and continuing education opportunities for non-traditional/specialized recreation positions (maintenance, trades, park police, historian, arts administration, aquatics). |

Objective 2:

By 2011 implement procedures to acclimate new staff so that they are enabled and motivated to contribute at their fullest potential.

Action Steps

- | | |
|---------|--|
| FY 2011 | Partner new staff with a division mentor for a minimum of 6 months while they learn about department policies and division goals. |
| FY 2010 | Assign new staff in recreation management to complete Parks and Recreation Management University Training Level 1 during first year of employment. |

Objective 3:

Create targeted recruitment plans for hard-to-fill positions.

Action Steps

- | | |
|---------|---|
| FY 2010 | Determine which positions are hard to fill and analyze what specifically deters applicants (salary, skill level, safety concerns, competition from other employers, economy). |
| FY 2011 | Restructure positions determined hard to fill and explore use of technology to take over routine tasks that can be automated. |
| FY 2011 | Increase contact and recruitment activities with universities offering degrees in parks and recreation. |
| FY 2012 | Identify training centers or other universities to recruit for other non-traditional recreation positions (trades, historians). |

THERAPUTIC RECREATION AND INCLUSION SERVICES

Mission: Provide opportunities for Prince George's County residents with disabilities to participate in community recreation programs and services of their choice.

Program Description: Therapeutic Recreation programs are designed to meet the needs of individuals with disabilities. Programs and services facilitate the development of leisure skills, socialization, independence, and overall enhancement of the quality of life. Programs are highly structured utilizing trained staff, adapted equipment and activities accompanied by a high staff/participant ratio. Programs include: Kids' Care After-School Programs, the Leisure Skills Development Program, summer day camps, teen and adult social clubs, outdoor and adapted aquatics programs, and seasonal skill development classes to include: sports, arts, special events, dances, and more.

The Department of Parks and Recreation provides Inclusion Support Services to facilitate opportunities for individuals with and without disabilities to engage in leisure pursuits together. These services include, but are not limited to, the provision of support staff, sign language interpreters, assistive listening devices and adapted equipment.

Objective 1: Expand aquatic opportunities for individuals with disabilities.

Action Steps

- | | |
|---------|---|
| FY 2010 | Develop a strategic plan regarding expansion of Adapted Aquatics programs to fill gaps of services (i.e., swim program for adults with severe developmental disabilities, develop partnership with MS Society for water exercise program for adults with mobility impairments, etc.) by September 2009. |
| FY 2010 | Implement and evaluate three (3) new Adapted Aquatic programs to meet needs by July 2009. |
| FY 2010 | Implement a Water Safety program within Therapeutic Recreation summer camp programs by June 2009. |
| FY 2010 | Recruit, develop and train Adapted Aquatics staff to adequately staff program expansions by September 2009. |
| FY 2011 | Develop a volunteer recruitment and training program for the Adapted Aquatics programs by December 2010. |
| FY 2012 | Evaluate the effectiveness of the Adapted Aquatics program. Adjust program offerings by December 2011 and/or as needed. |

Objective 2: Expand fitness opportunities for individuals with disabilities.

Action Steps

- FY 2010 Offer a Teen Fitness Camp during Spring Break April 2010.
- FY 2010 Develop a strategic plan for Adapted Fitness program expansion to meet participants' interests and needs by September 2009.
- FY 2010 Offer a structured adapted bicycle program, utilizing the new adapted bicycles at the Wells-Linson Complex by July 2009.
- FY 2011 Explore co-sponsorship of a Therapeutic Riding Summer Camp program with the PETS program by July 2010.
- FY 2011 Expand fitness class offerings for individuals with disabilities by September 2010.
- FY 2011 Sponsor a Family Fitness Day for individuals with disabilities and their family members by May 2011.
- FY 2012 Evaluate fitness classes for individuals with disabilities by July 2010. Make necessary adjustments by offering new classes based on the evaluation results.

Objective 3: Enhance Therapeutic Recreation program staff development.

Action Steps

- FY 2010 Identify a wide variety of disability training topics that would be beneficial for program staff development in collaboration with the inclusion team by July 2009.
- FY2010 Develop standardized training modules and create a Therapeutic Recreation and Inclusion training calendar by August 2009.
- FY 2011 Secure outside trainers to address disability topics that would further develop Therapeutic Recreation program staff.
- FY 2011 Develop and implement an effective tool for tracking staff training attendance by January 2010.
- FY 2012 Provide comprehensive disability training topics that facilitate Therapeutic Recreation staff development, directly benefiting the quality of service provided.
- FY 2012 Evaluate and upgrade lift vehicles to provide one per area per ADA Plan or as necessary.
- FY12 Evaluate need for full-time behavior specialist with extensive Autism experience to address behavior concerns Department-wide by September 2011.
- a) Conduct consultation request in response to program staff concerns by July 2011.
- b) Retain part-time field rovers during summer months for each Area Inclusion Service office by September 2011.

Inclusion Services

Objective 1: Evaluate and redesign the recruitment process to produce a pool of at minimum 70 pre-screened candidates for each Area by April of each year.

Action Steps:

- | | |
|---------|--|
| FY 2010 | Request budget allocation for staff and marketing by September 2009. |
| FY 2011 | Evaluate the need for additional Career staff in each Area to meet the increasing demand for Inclusion Services by September 2010. |
| FY 2011 | Recommend changes to Inclusion career staff in the Areas based on the result of the evaluation by September 2011. |

Objective 2: Improve effectiveness and quality of training provided for Inclusion support staff.

Action Steps

- | | |
|---------|---|
| FY 2010 | Expand Inclusion support staff knowledge, skills and abilities in working with a variety of specific disabilities (Autism, ADHD, Oppositional Defiance Disorder, etc.), appropriate interventions and effective communications by December 2009. |
| FY 2010 | Establish guidelines and standards for training with the Training and Resource Specialist by September 2009. |
| FY 2010 | Evaluate ADA training for full-time staff by September 2009. |
| FY 2011 | Create videos of disability trainings (e.g. behavior management, disability traits, ADA) as a resource for staff by July 2010. |
| FY 2011 | Develop mandatory training modules for attendance by intermittent Community Center staff on disability topics (e.g. behavior management, disability traits, ADA) by January 2010. Provide quarterly trainings and incorporate with new staff orientation by September 2010. |
| FY 2012 | Monitor performance of trainings and evaluate results by July 2011. |

Objective 3: Develop strategies to increase awareness of programs and services for patrons with disabilities in Department-wide programs through community outreach by 2011.

Action Steps

- FY 2010 Improve marketing and outreach to better educate the public on our continuum of services by December 2009.

- FY 2010 Conduct monthly meetings with County-wide Inclusion Specialists and Coordinators for group dialogue on common issues, joint problem solving and information sharing by September 2009.
- FY 2010 Prepare inventory of current adaptive equipment available throughout the Department by September 2009.
- FY 2011 Market the availability of adapted equipment quarterly through the web, newsletters, etc., to ensure public awareness and access to equipment by January 2010.
- FY 2011 Develop procedures to reserve existing equipment and assess need for procurement of additional adaptive equipment and technology by January 2010.

VOLUNTEERS

Mission: To enhance, protect, and promote the Maryland-National Capital Park and Planning Commission's parks, open spaces and programs through volunteer support and to educate residents of Prince George's County on the value of parks, recreation and open spaces.

Program Description: Provide meaningful volunteer opportunities and training programs for our citizens which positively enhance the volunteer experience. Promote and develop positive partnerships with our citizens, communities, businesses and organizations.

Objective 1: Increase volunteer training programs for internal and external customers.

Action Steps

- FY 2010 Develop and implement three (3) 4-hour pre-service training sessions for summer youth volunteers to attend prior to summer volunteer placement with all trainings to be completed by May 29, 2010.
- FY 2010 Expand the Service Learning Building Blocks training program for youth volunteers:
- Offer 2 full-day Block Training programs during the 2010 school calendar year when schools are closed for students in October 2009 and March 2010.
 - Research and develop new Building Block trainings to enhance the current Block Training offerings by March 1, 2020.
 - Increase current pool of curriculum trainers from eight to sixteen training, including staff and volunteers by April 2010.
 - Promote new Block Training Program with new curriculum by June 2010.
- FY 2011 Implement new Block Training Program by October 2010.
- FY 2011 Develop and implement volunteer management training programs for internal staff:
- Exploring the feasibility of offering on-going volunteer development trainings through the Department's Training Opportunity Bulletin by August 2010.
 - Implementing volunteer registration management training series by September 2010.

Objective 2: Increase Marketing and Outreach

Action Steps

- FY 2010 Develop and implement recognition program for volunteers:
- Develop youth volunteer service incentive program, to include, presentation of lapel pins for commemorative volunteer projects/initiatives/events by September 2009.

- Expand the adult volunteer service incentive program by expanding recognition lapel pins, to include, special commemorative events and volunteer projects by September 2009.
- FY 2010 Update the current Partners 'n Parks program guidelines and standards by November 2009.
- FY 2011 Increase Samaritan users by purchasing 10 additional licenses and training 10 additional users on the Samaritan system by October 2010.
- FY 2012 Research and develop marketing and strategic plans to build awareness of volunteer partnerships for communities and businesses by October 2011.
- FY 2012 Evaluate the need to expand the Volunteer Services Office by hiring a full-time Career Marketing and Community Outreach Specialist to increase the visibility of the volunteer services program and partnerships by November 2011.

YOUTH

Mission: To use recreation and leisure services as a framework to promote and enhance positive development of all young people in Prince George's County.

Program Description: Youth Services provides and supports healthy leisure opportunities for all young people during out-of-school time and implementation of the Youth Action Plan through the Teen Task Force. The Youth Services unit will steward the major objectives of the Youth Action Plan via the following actions: establishing youth program standards, providing ongoing staff and community education and training, strengthening internal systems to ensure adequate transportation and resources, increase marketing efforts via a multimedia campaign, expand collaborations with other agencies, non-profits, and community- and faith-based groups, and identify measures of success and evaluation tools.

The Youth Services Unit also coordinates youth employment services and provides specialized training and continuing education opportunities for Department employees to ensure the quality and sustainability of its workforce resulting in programs that increase physical activity, develop skills, enhance self-esteem, and develop young people who are "ready for life."

Youth Coordinators are responsible for fulfilling the major objectives of the youth action plan throughout the Department:

- Coordinate and promote County-wide initiatives and resources.
- Provide continuing growth and learning opportunities.
- Assess and advocate for youth staff, and program needs.
- Facilitate and encourage relationship building and communication.

Objective 1: Youth Services will strengthen youth programs, program planning processes and related organizational systems to ensure program quality, customer satisfaction and program efficiency for all youth services.

Action Steps

FY 2010	Develop youth program guidelines, standards, measures and evaluation framework by March 2010.
FY 2011	Provide assessment of service delivery system to ensure that youth and community needs are being met, by May 2011.
FY 2012	Develop and implement a program and facility audit process by May 2012.

Objective 2: The Department will provide educational and professional development to staff, volunteers, and key stakeholders by focusing on youth development best practices and standards.

Action Steps

- FY 2010 Establish a multi-media educational youth resource library available to staff, volunteers and key stakeholder groups by December 2009.
- FY 2010 Expand scope and use of Youth Worker Leadership Series modules to integrate into existing Departmental trainings and to train additional key stakeholder groups by May 2010.
- FY 2010 Provide quarterly educational opportunities and evaluative process for Career staff to enhance knowledge of youth development by May 2010.
- FY2010 Train staff on program evaluation and performance measurement, in concert with Programming 101 and Park and Recreation University, on-going since November 2009.

Objective 3: The Department will establish an effective marketing and promotional strategy that will ensure youth, parents and other stakeholders, are aware of programs, facilities services and the benefits of participation by FY 2010.

Action Steps

- FY 2010 Create a comprehensive marketing plan and tools for services specifically designed for youth, teens and young adults by June 2010.
- FY 2010 Upgrade teen web site (www.pgxtremeteens.com) and increase opportunities for interactivity and customer exchange by March 2010.
- FY 2010 Increase new media and social marketing systems to reach out to new youth, teen and young adult audiences by September 2009.
- FY 2010 Expand use of mass and earned media, i.e., television, print, radio by September 2009.

Objective 4: Establish partnerships with schools, non-profits, faith-based and community organizations to provide outreach and marketing, expansion of recreational and leisure services.

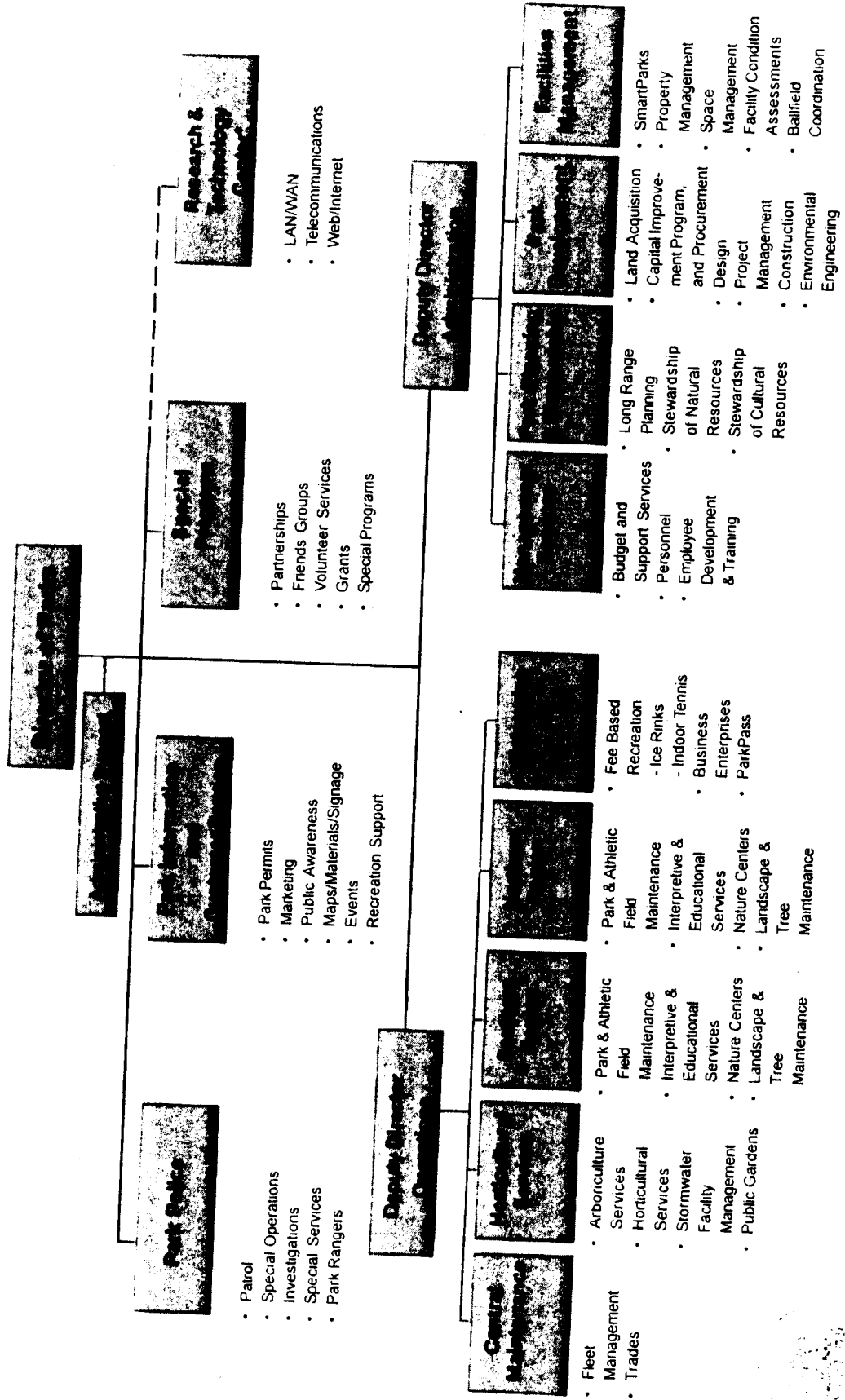
Action Steps

- FY 2010 Formalize collaborations with County Executive's Office and Prince George's Public Schools to expand the *Scholar Dollar Initiative* by May 2010.
- FY 2011 Develop a network of businesses and other youth service providers to sponsor additional amenities and enhancements to the current M-NCPPC Youth ID Card and Youth Initiatives by September 2010.
- FY 2012 Develop a pilot initiative to expand recreational services through community-based satellite locations by September 2011.

Appendix A

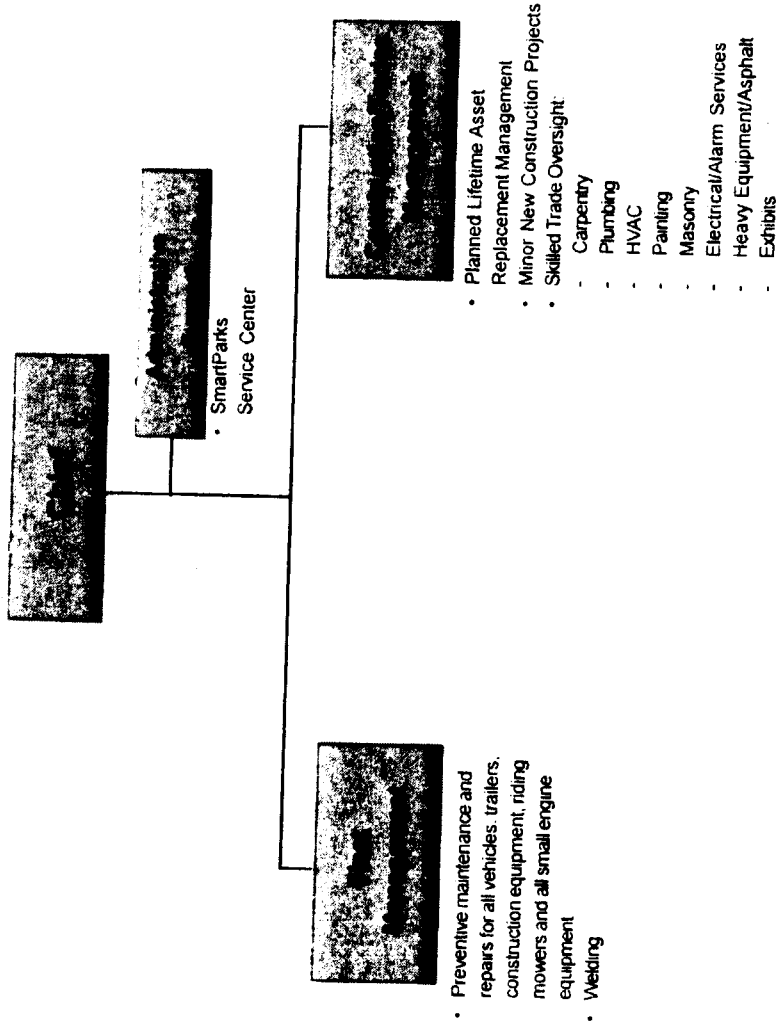
Agency's Organizational Chart

MONTGOMERY COUNTY DEPARTMENT OF PARKS

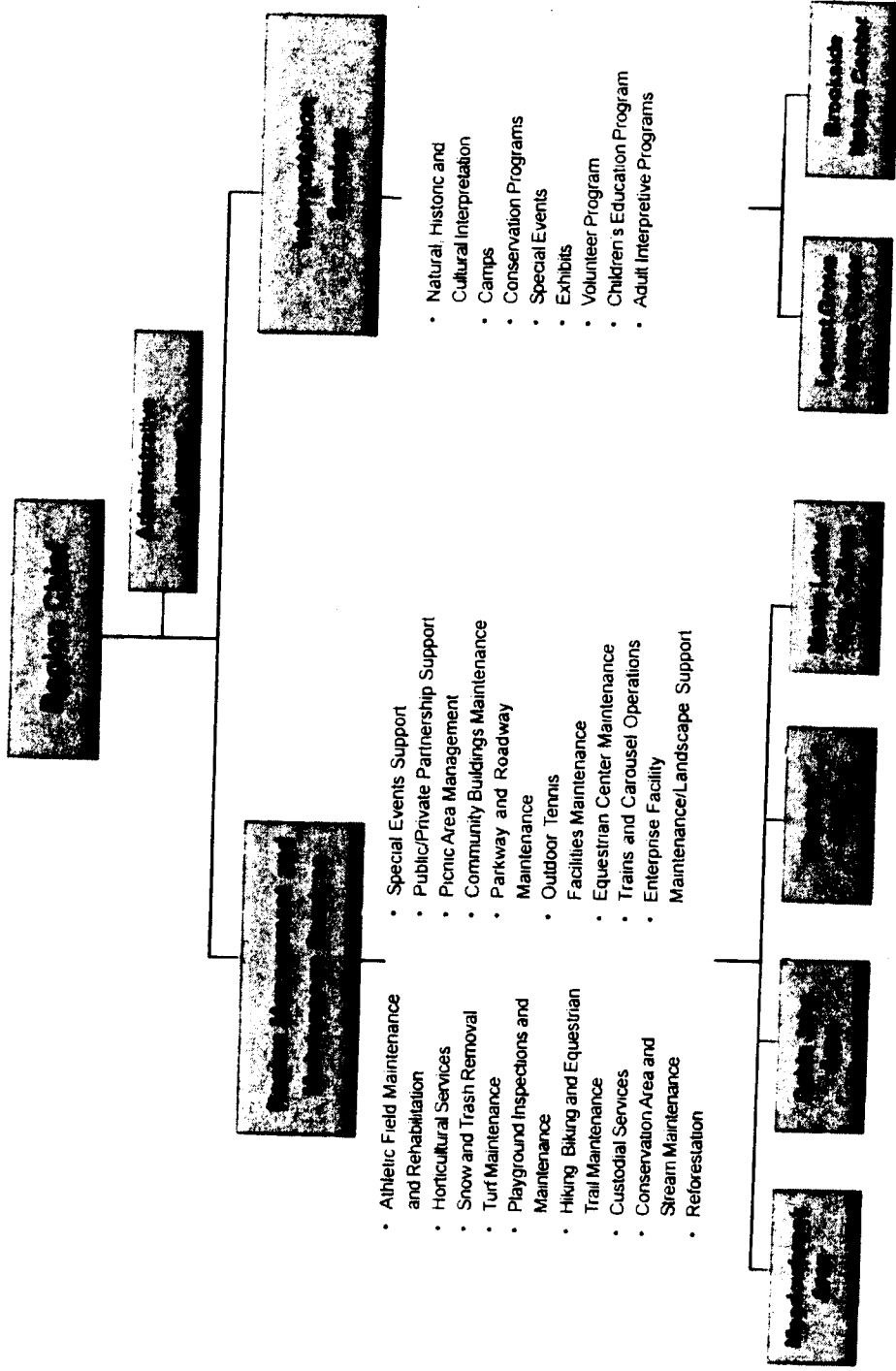


*Park-funded portion only RTC is shared with Montgomery County Planning Department

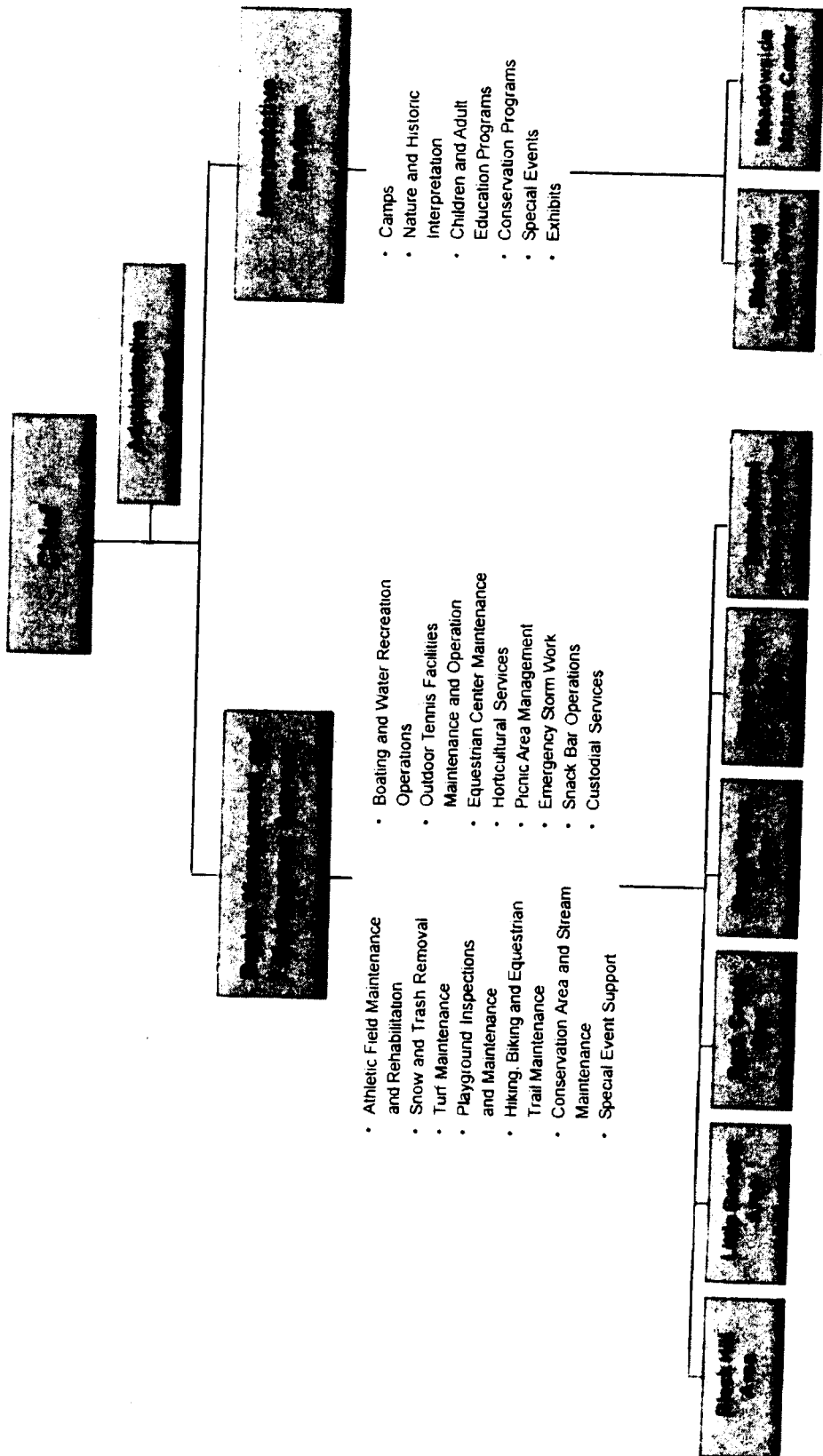
CENTRAL MAINTENANCE



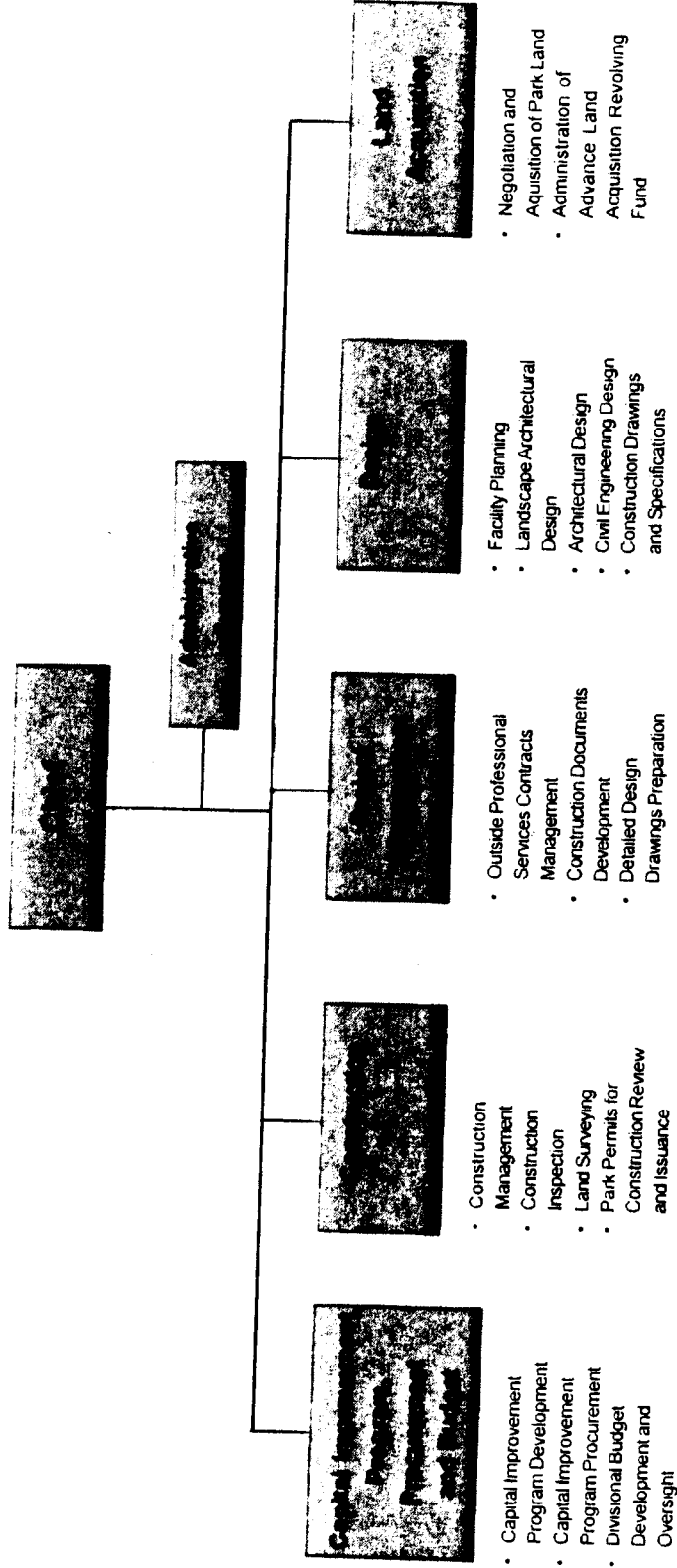
SOUTHERN REGION



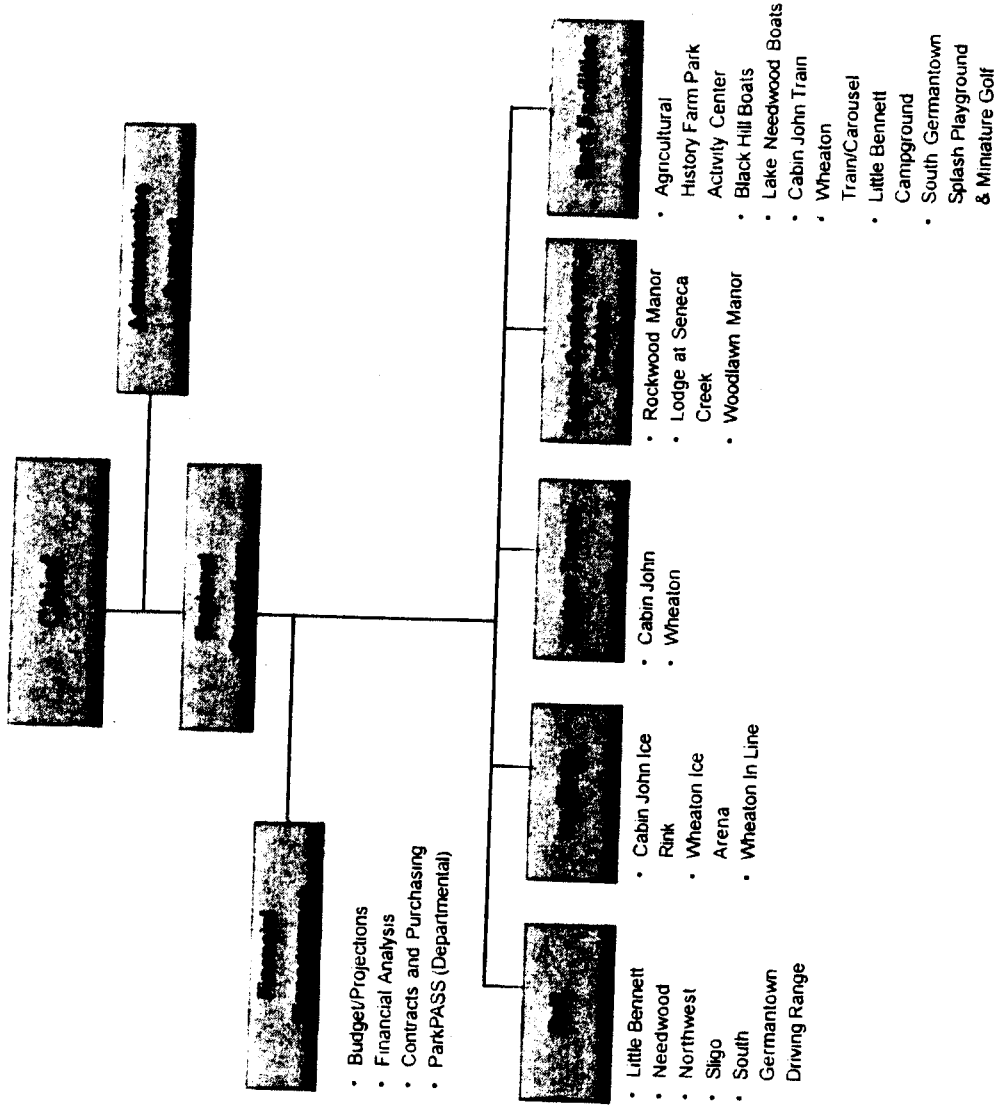
NORTHERN REGION



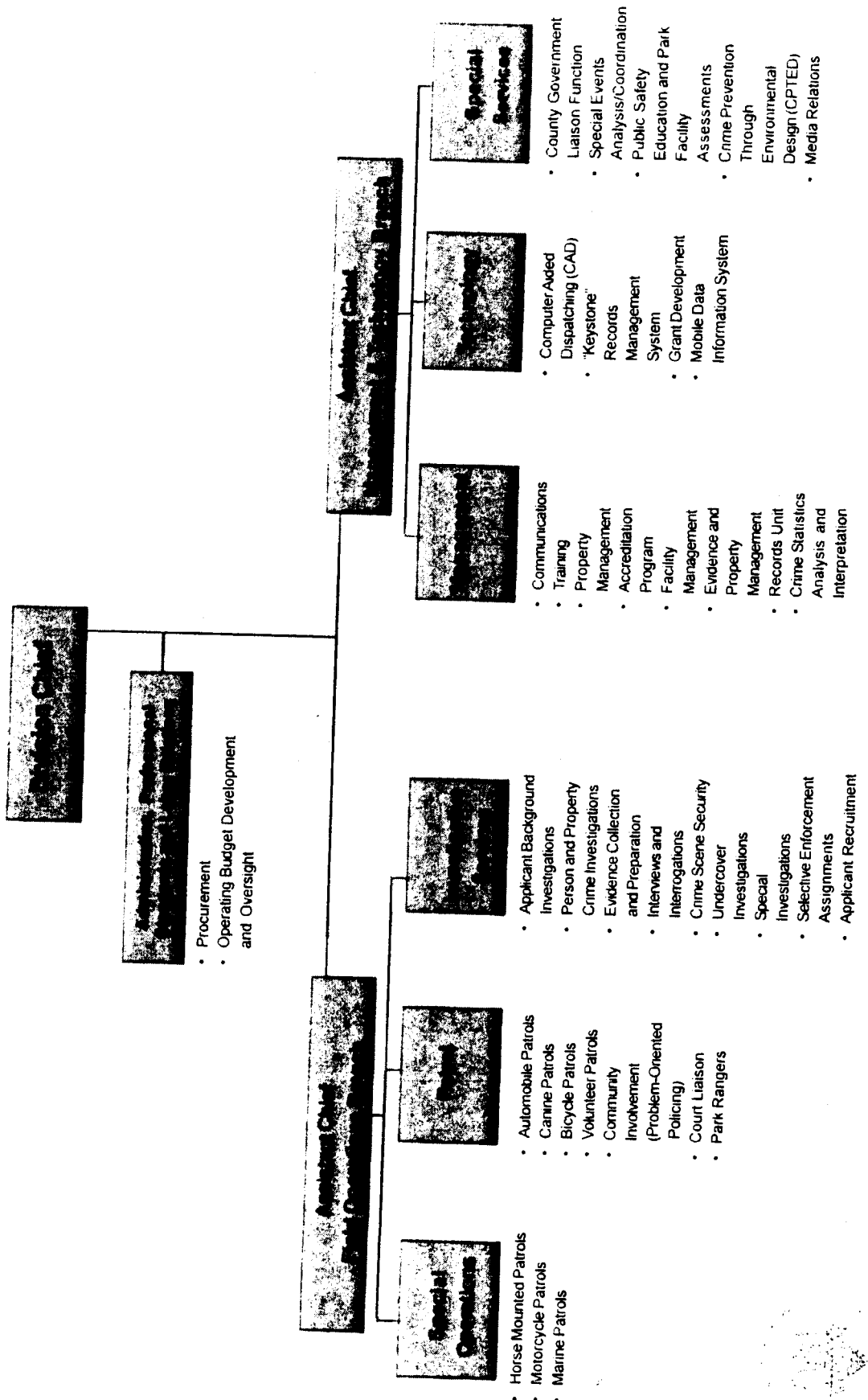
PARK DEVELOPMENT



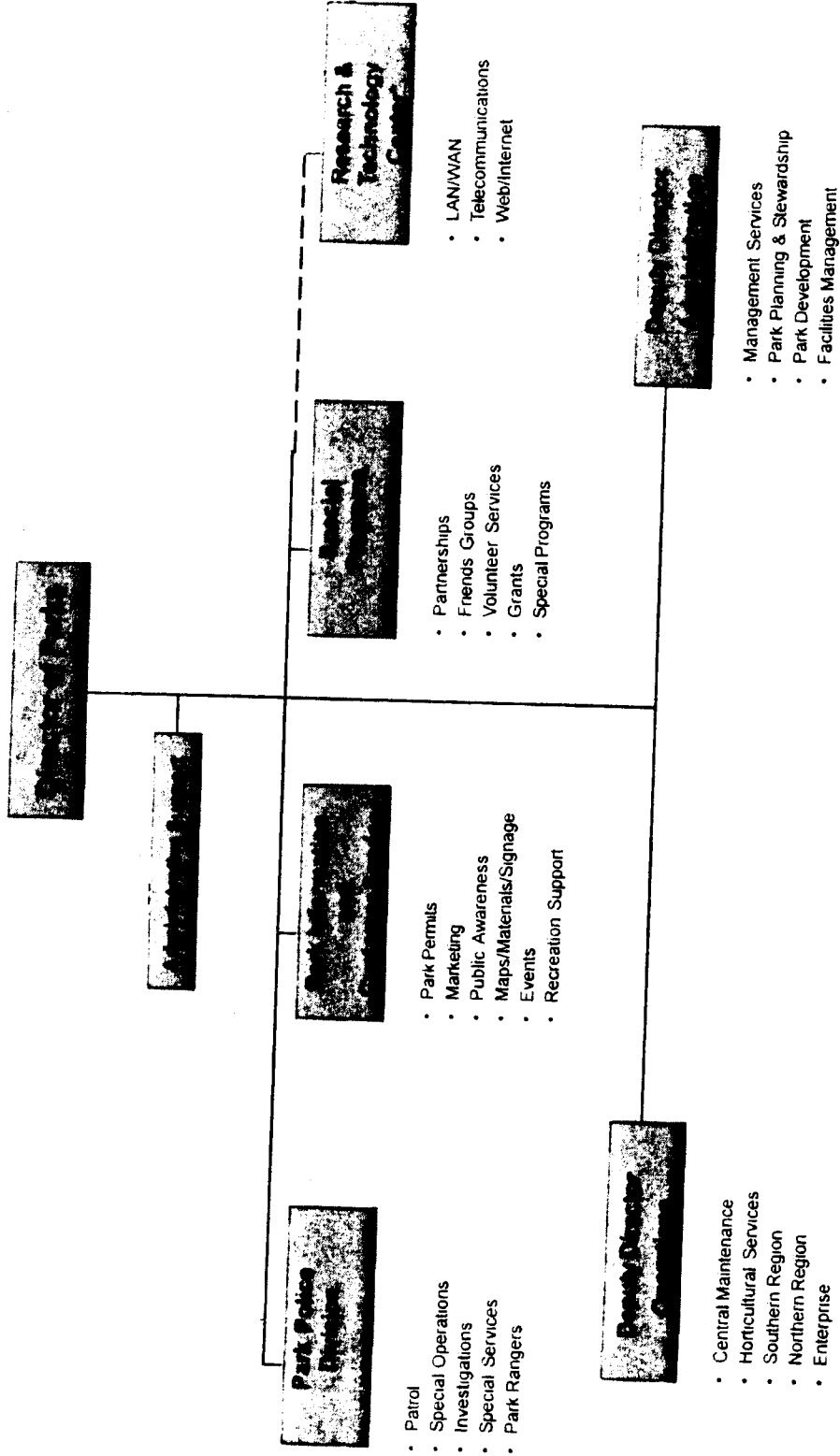
ENTERPRISE DIVISION



PARK POLICE

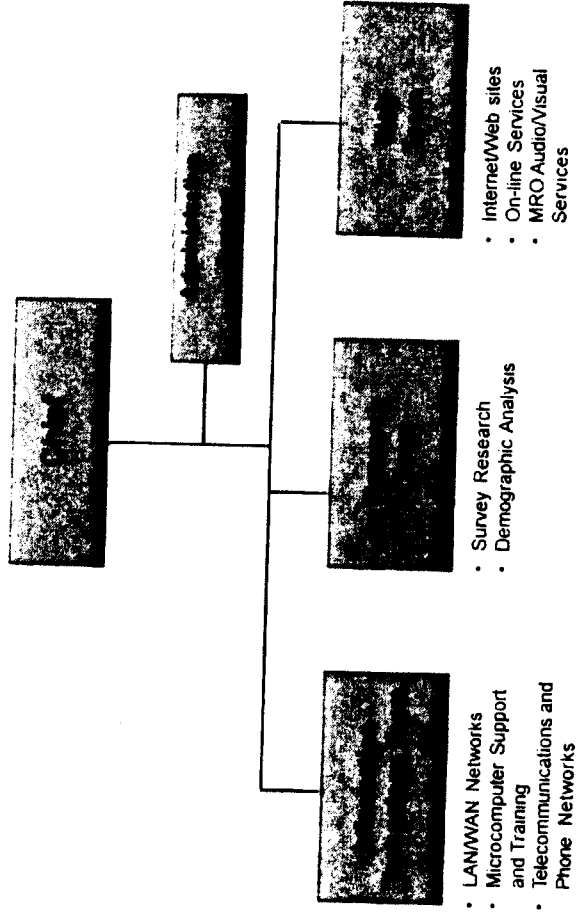


DIRECTOR OF PARKS

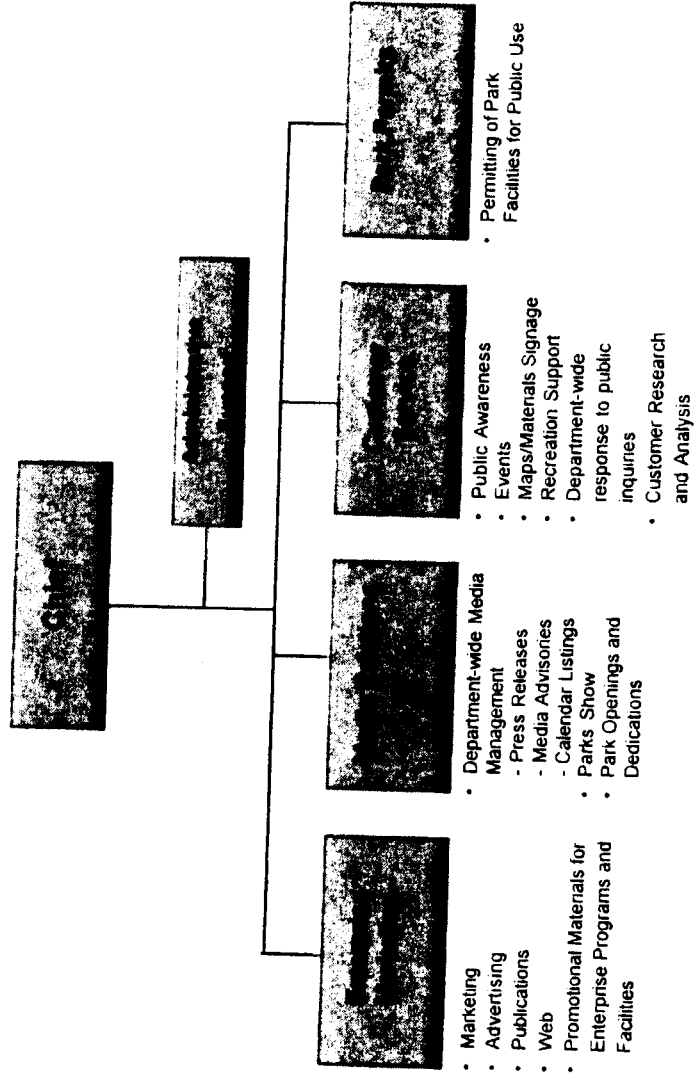


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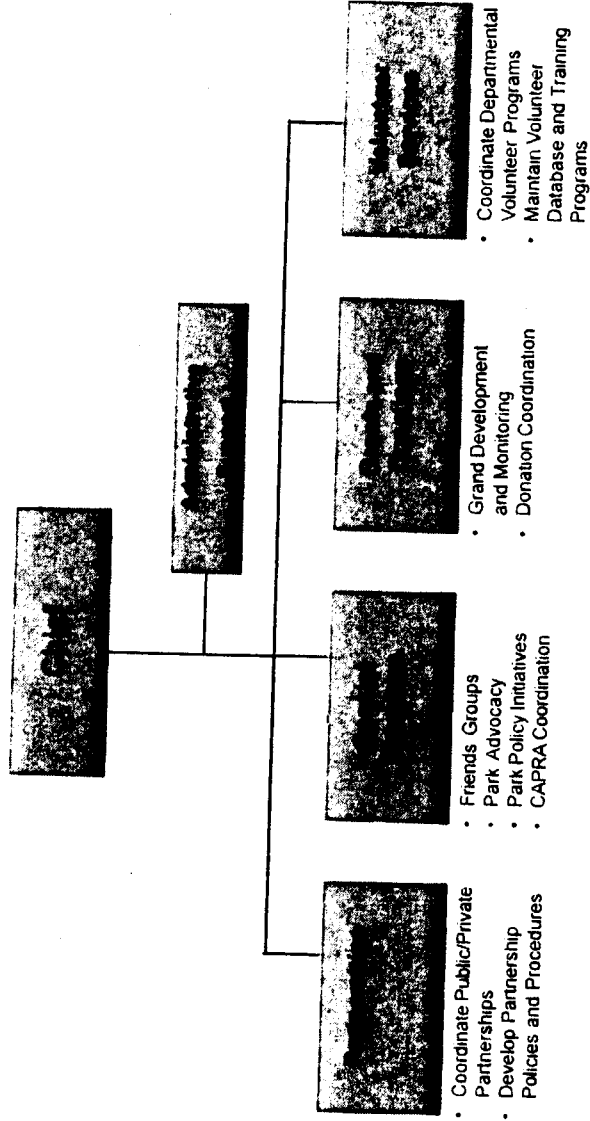
RESEARCH & TECHNOLOGY CENTER



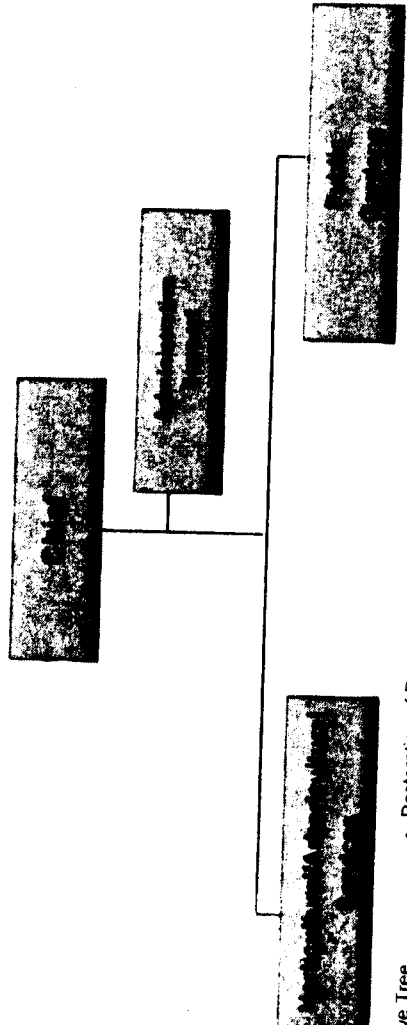
PARK INFORMATION and CUSTOMER SERVICE



SPECIAL PROGRAMS

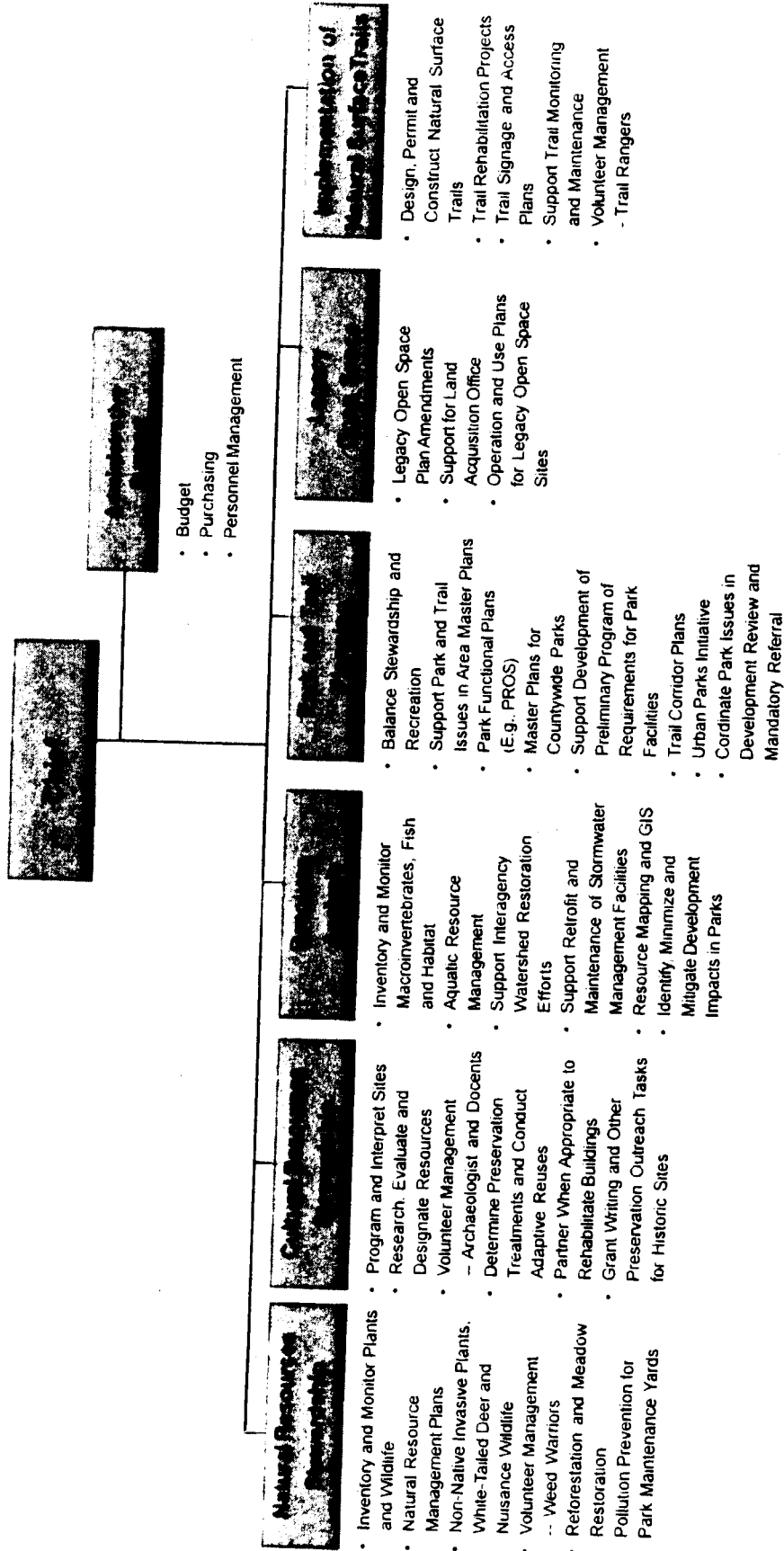


HORTICULTURAL SERVICES

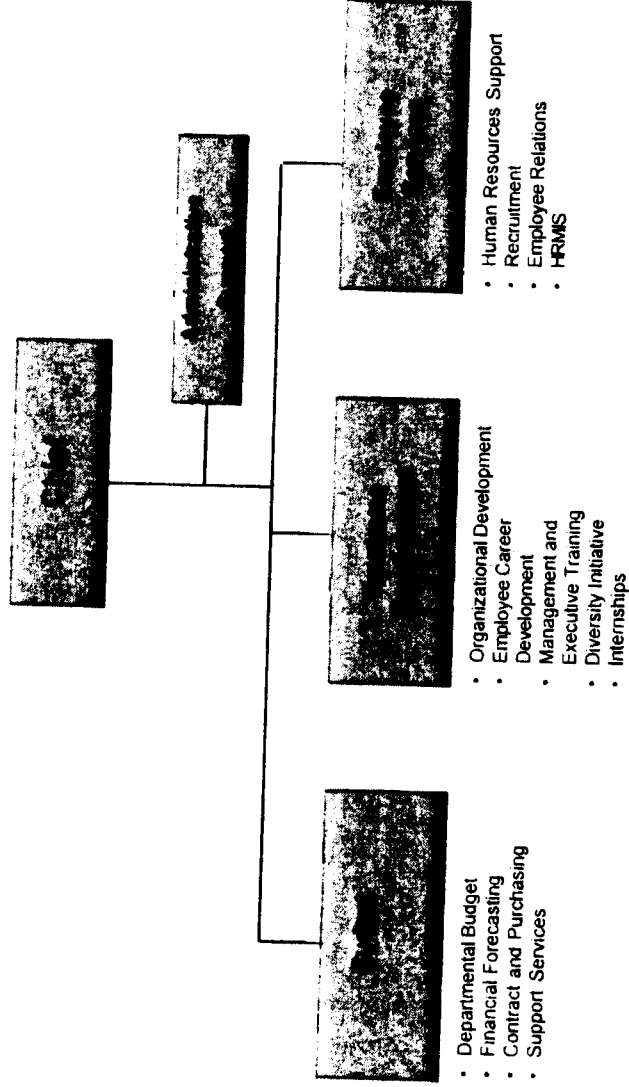


- Comprehensive Tree Management Program
- Tree Inspection
- Tree Pruning
- Hazardous Limb and Tree Removal
- Tree Protection and Conservation
- Historic Tree Identification and Care
- Cabling and Lightning Protection
- 24-hour Tree Emergency Response
- Arbor Day Celebration
- Athletic Field Rehabilitation
- Landscape Installation
- Tree Digging and Aftercare
- Turf Installation, Maintenance and Renovation
- Wildflower Meadow Management Installation and Maintenance
- Restoration of Degraded Habitats
- Comprehensive Nursery and Greenhouse Plant Production Programs
 - Native Plant Propagation and Installation
 - Aquatic Weed Management
 - Stormwater Pond Maintenance
 - Oil Grit Separator Maintenance
 - Horticultural and Arboricultural Consultation
 - Gypsy Moth Management
 - Integrated Pest Management (IPM)
 - Park Development Plan Review
 - CIP Project Management
 - Special Events
 - Departmentwide In-Service Training Program
 - Volunteer Program
 - Community Gardens
- Brookside Gardens Management
- McCrillis Gardens and Management
 - Seasonal Conservatory Displays and Plant Collections
 - Seasonal Landscape Displays and Plant Collections
 - Children's Education Programs
 - Adult Horticultural Programs
 - Plant Records and Labeling
 - Plant Production
 - Volunteer Program
 - Enterprise
 - Facility and Garden Rental
 - Gift Shops
 - Donor Program
 - Horticultural Library
 - Visitor Services
 - Master Plan, Strategic Plan and CIP Project Management
 - Compost and Recycling Program
 - Special Events
 - Garden and Display Interpretation
 - Integrated Pest Management (IPM)

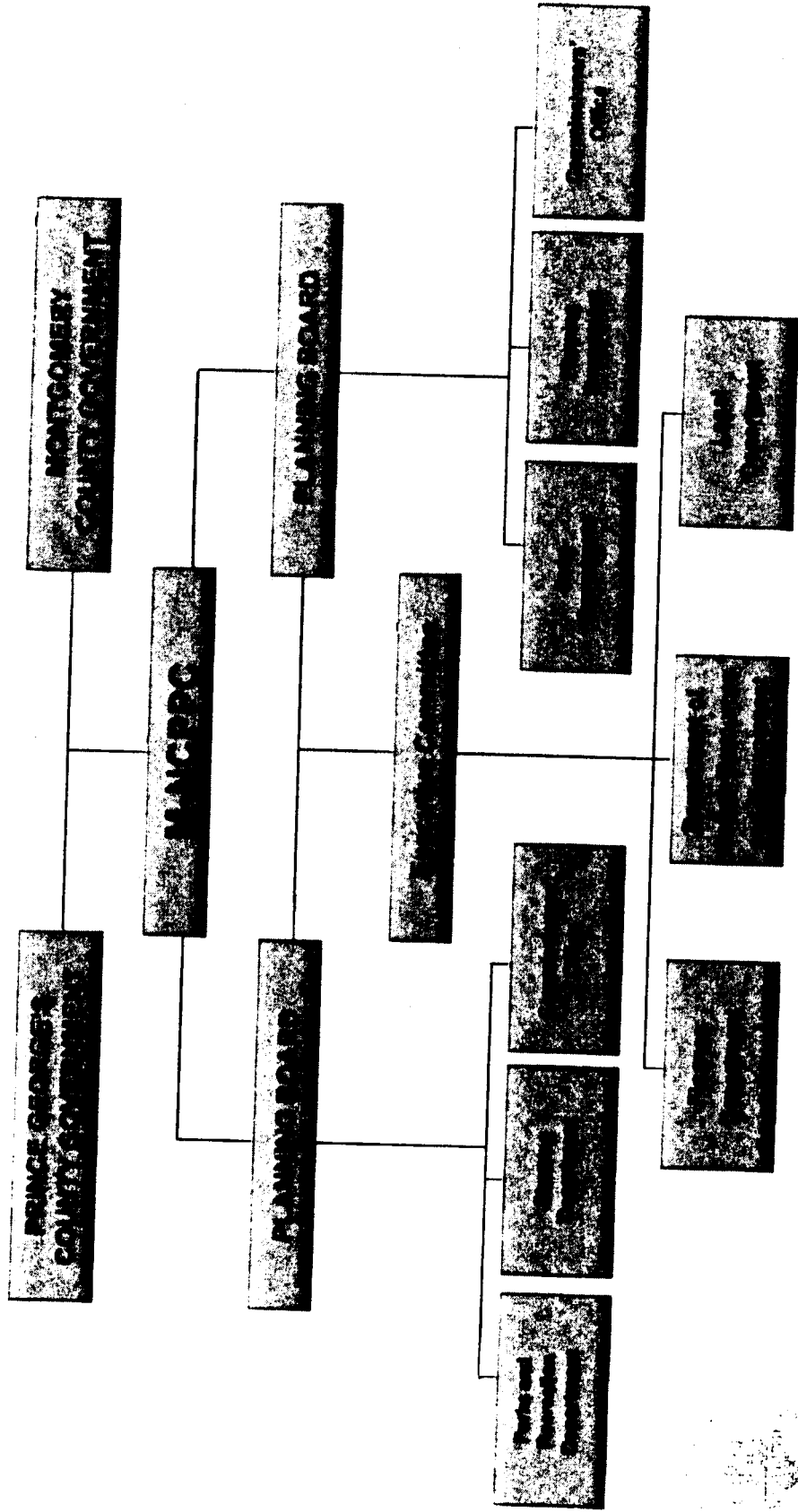
PARK PLANNING and STEWARDSHIP



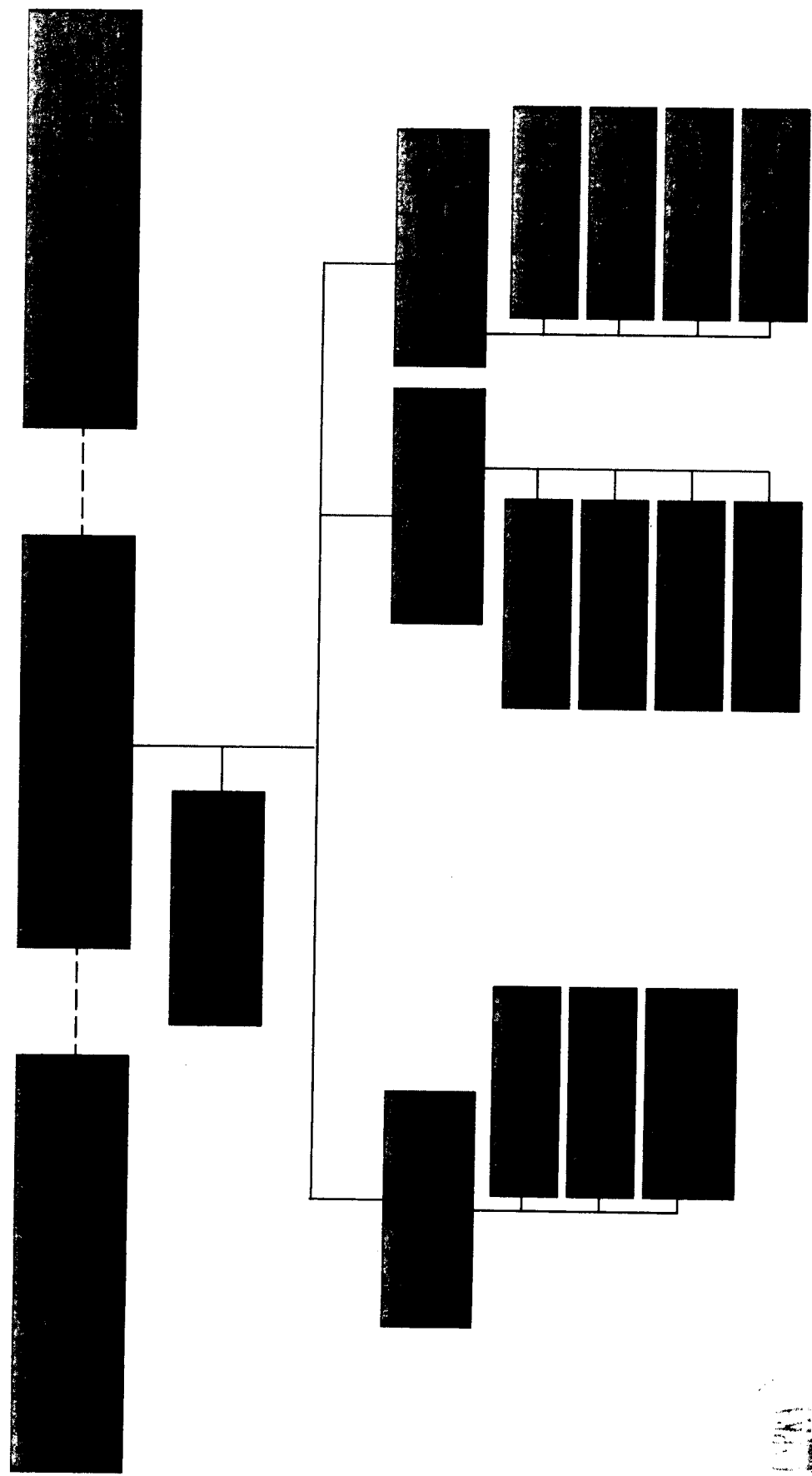
MANAGEMENT SERVICES



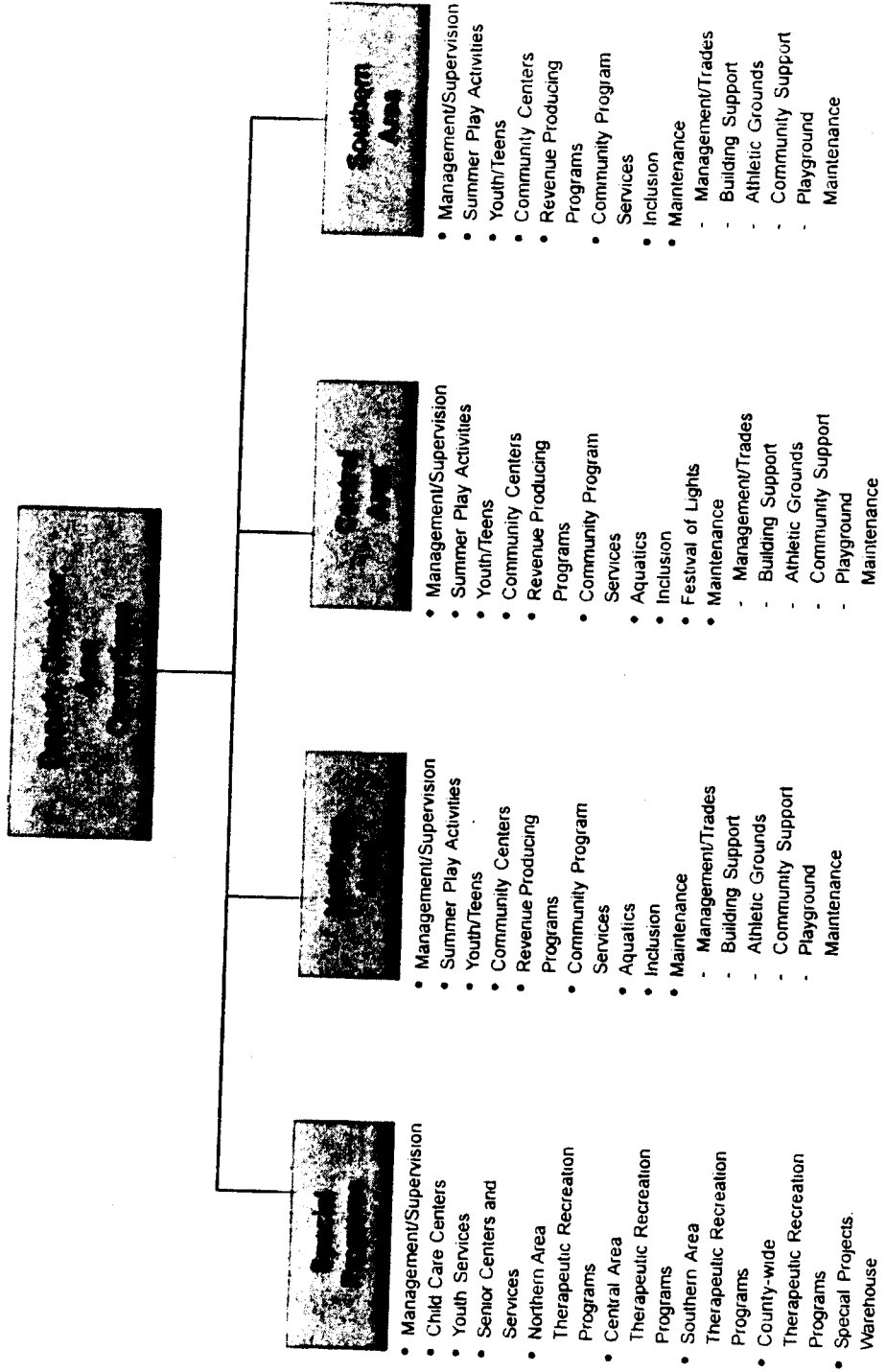
THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION ORGANIZATIONAL CHART



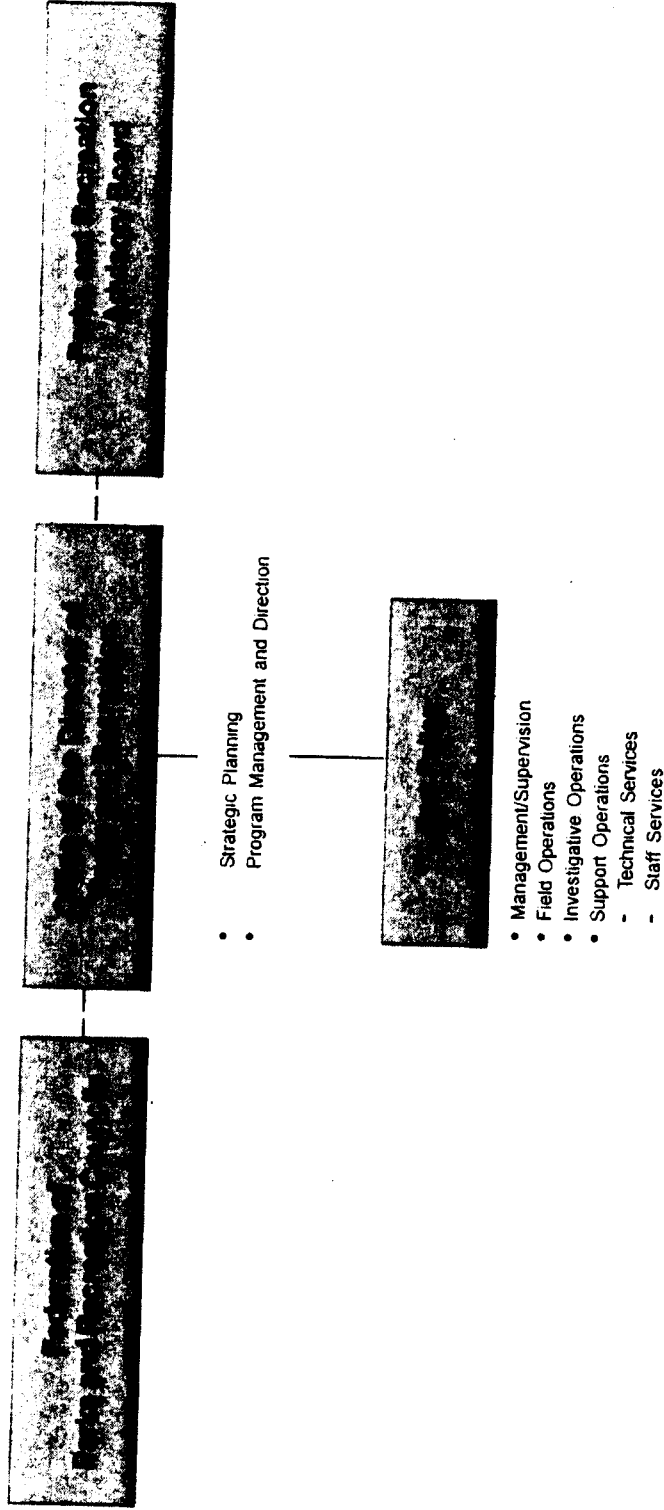
DEPARTMENT OF PARKS AND RECREATION



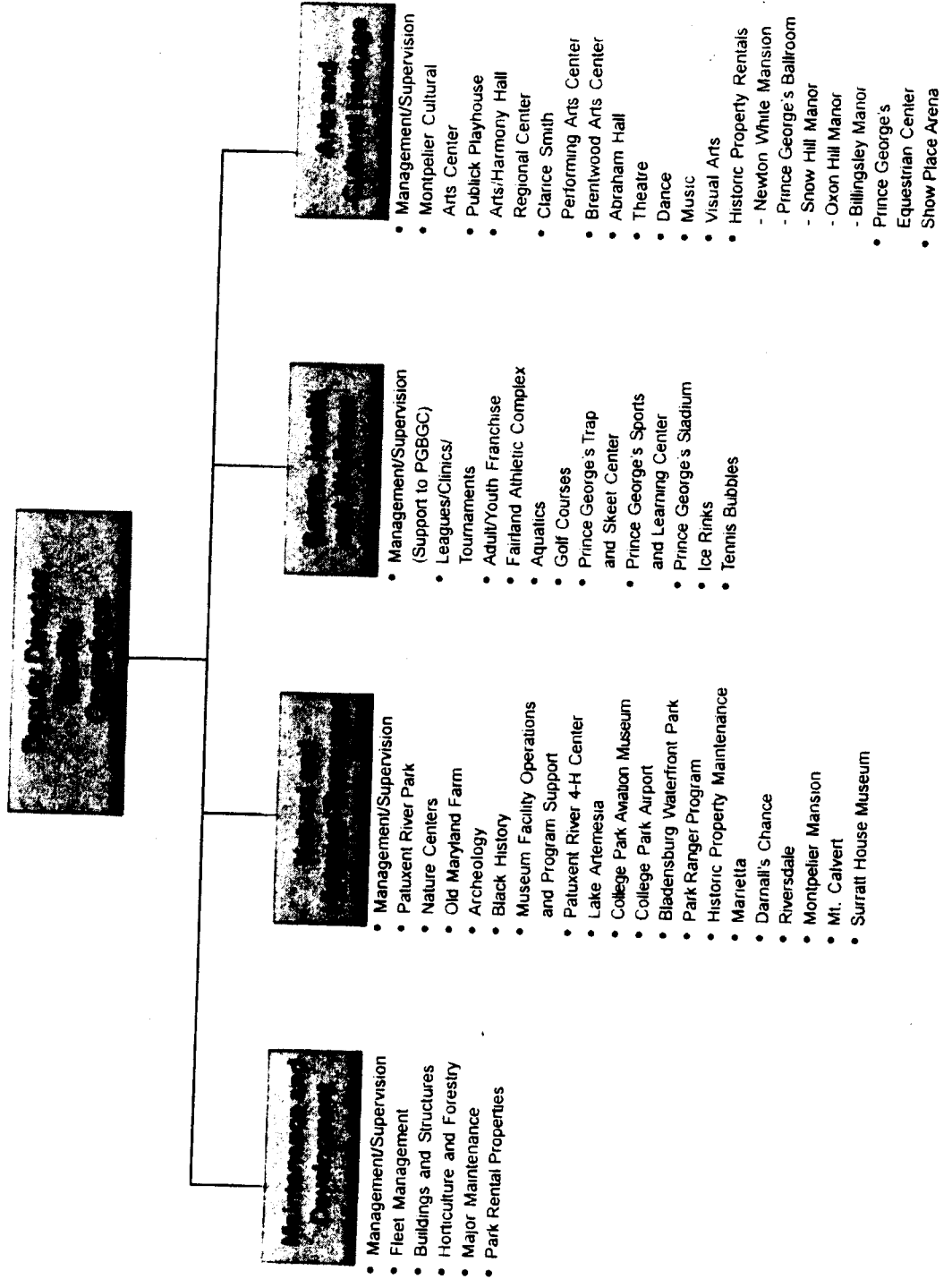
AREA OPERATIONS



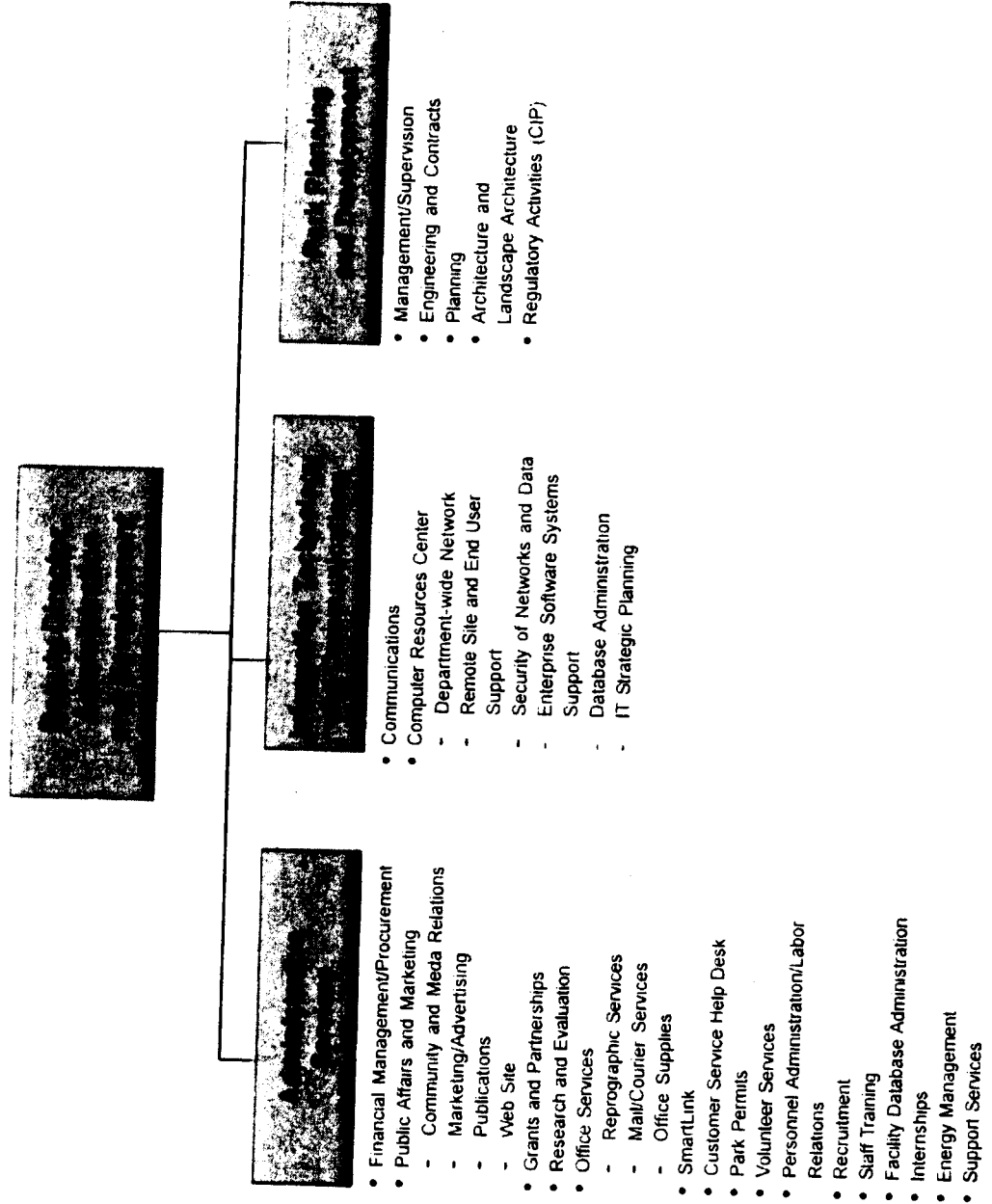
OFFICE OF THE DIRECTOR



FACILITY OPERATIONS



ADMINISTRATION AND DEVELOPMENT



Appendix B

Program Delivery Table (Prince George's)

Gymnastics: Children, Girls Platinum Dia	Children & Youth	31	31	0						Small	Intense
Gymnastics: Children, Girls Platinum/Dia	Children & Youth	21	21	0						Small	Intense
Gymnastics: Children, Girls Silver Level	Children & Youth	622	617	5						Small	Intense
Gymnastics: Children, Girls Teakle Star	Children & Youth	42	42	0						Small	Intense
Gymnastics: Children, Team	Children & Youth	621	686	125						Small	Intense
Gymnastics: Children, Tramp & Tumbling	Children & Youth	62	32	30						Small	Intense
Gymnastics: Children, Tumbling, Advanced	Children & Youth	36	36	0						Large	Moderate
Gymnastics: Children, Tumbling, Bes.	Children & Youth	240	232	8						Large	Moderate
Gymnastics: Home-School, Bronze Level	Children & Youth	24	12	12						Small	Moderate
Horshbach Riding: Children	Children & Youth	55	37	16						Small	Moderate
Ice Hockey: Level 901	Children & Youth	14	1	13						Small	Moderate
Ice Skating: Children, Alpha	Children & Youth	16	0	16						Large	Moderate
Ice Skating: Children, Alpha Plus	Children & Youth	137	109	28						Large	Moderate
Ice Skating: Children, Beta	Children & Youth	14	11	3						Large	Moderate
Ice Skating: Children, Delta	Children & Youth	31	23	8						Large	Moderate
Ice Skating: Children, Gamma	Children & Youth	2	2	0						Large	Moderate
Ice Skating: Children, Pre-Alpha	Children & Youth	2	17	5						Large	Moderate
Ice Skating: Children, Pre-Alpha Plus	Children & Youth	243	174	69						Large	Moderate
Lacrosse: Children, Beginning	Children & Youth	33	25	8						Large	Moderate
Outdoor Soccer League: Youth 5-12	Children & Youth	9	3	6						Large	Moderate
Soccer League: Youth (Green Day RC)	Children & Youth	79	29	50						Large	Moderate
Soccer Skills: Children	Children & Youth	163	52	111						Large	Moderate
Street Hockey: Children	Children & Youth	148	57	91						Large	Moderate
Street Hockey League: Children	Children & Youth	4	1	3						Large	Moderate
Tennis: Children, Advanced Beginning	Children & Youth	26	0	26						Large	Moderate
Tennis: Children, Beginning 1	Children & Youth	61	45	16						Large	Moderate
Tennis: Children, Beginning 2/3	Children & Youth	802	466	336						Large	Moderate
Tennis: Children, Intermediate	Children & Youth	89	50	39						Small	Moderate
Tennis: Children, Intermediate & Advance	Children & Youth	95	58	37						Small	Moderate
Track & Field: Beginning	Children & Youth	1	1	0						Large	Moderate
Tumbling: Children	Children & Youth	48	23	25						Large	Moderate
Basketball: Girls, Youth	Children & Youth	41	33	8						Large	Moderate
Cheerleading: Competitive Exhibition: Sep.	Mixed Ages	61	60	1						Large	Moderate
Football Skills	Mixed Ages	22	22	0						Large	Moderate
Gymnastics: Transcendence Clinics	Mixed Ages	5	0	5						Large	Moderate
Ice Hockey Clinic: Mixed Ages	Mixed Ages	22	19	3						Large	Moderate
Ice Hockey: Level 201	Mixed Ages	62	5	57						Large	Moderate
Ice Hockey: Level 301	Mixed Ages	22	2	20						Large	Moderate
Ice Hockey: Mixed Ages, Level 101	Mixed Ages	6	1	5						Large	Moderate
Ice Skating: Beta	Mixed Ages	33	1	32						Large	Moderate
Ice Skating: Delta	Mixed Ages	45	41	4						Large	Moderate
Ice Skating: Freestyle 1	Mixed Ages	15	14	1						Large	Moderate
Ice Skating: Freestyle 2	Mixed Ages	44	38	6						Large	Moderate
Ice Skating: Freestyle 3	Mixed Ages	10	10	0						Large	Moderate
Ice Skating: Freestyle 4	Mixed Ages	8	8	0						Large	Moderate
Ice Skating: Freestyle 5	Mixed Ages	9	9	0						Large	Moderate
Ice Skating: Gamma	Mixed Ages	23	23	0						Large	Moderate
Ice Skating: Off Ice Dance	Mixed Ages	31	31	0						Large	Moderate
Ice Skating: Off Ice Conditioning	Mixed Ages	14	14	0						Large	Moderate
Ice Skating: Power Edge	Mixed Ages	5	5	0						Large	Moderate
Ice Skating: Synchronized Skating	Mixed Ages	10	10	0						Large	Moderate
Punt, Pass, and Kick	Mixed Ages	16	3	19						Large	Moderate
Tennis Junior Clinics	Mixed Ages	12	12	0						Large	Moderate
Tennis: Mixed Ages, Beginning 2	Mixed Ages	12	4	8						Large	Moderate
Tennis: National Junior Tennis League	Mixed Ages	75	47	28						Large	Moderate
Track & Field: Techniques	Mixed Ages	200	117	83						Small	Moderate
Basketball: Pre-School	Pre-Schoolers	21	7	14						Large	Moderate
Flag Football: Pre-School	Pre-Schoolers	966	79	887						Large	Moderate
Gymnastics: Pre-School, Gym Kids	Pre-Schoolers	103	1	102						Large	Moderate
Gymnastics: Pre-School, One, Two & You	Pre-Schoolers	681	481	200						Large	Moderate
Gymnastics: Pre-School, Tiny Tumblers	Pre-Schoolers	414	270	144						Small	Moderate
Gymnastics: Pre-School, Tiny Tumblers	Pre-Schoolers	675	455	220						Large	Moderate

Ice Hockey: Beginner, Stick 'n Puck	Pre-Schoolers	4	0	4	Moderate
Ice Skating: Pre-School, Teddy Bear	Pre-Schoolers	92	90	42	Moderate
Ice Skating: Tot 1	Pre-Schoolers	131	73	58	Moderate
Ice Skating: Tot 2	Pre-Schoolers	57	38	10	Moderate
Soccer Skills: Pre-School	Pre-Schoolers	28	17	11	Moderate
T-Ball: Pre-School	Pre-Schoolers	284	75	188	Moderate
Tot Sports: Beginning	Pre-Schoolers	39	240	279	Moderate
Tumbling: Pre-School	Pre-Schoolers	103	51	52	Moderate
Tumbling: Windies & Gigglies	Pre-Schoolers	10	6	4	Moderate
Soft: Seniors	Pre-Schoolers	97	50	47	Moderate
Basketball League: CA - Ages 13-16	Seniors	31	16	15	Moderate
Basketball League: MA - Ages 13-16	Teens & Pre-Teens	61	30	31	Moderate
Basketball League: SA - Ages 13-16	Teens & Pre-Teens	102	2	100	Moderate
Basketball Summer League Youth	Teens & Pre-Teens	141	4	137	Moderate
Basketball: Competitive Skills	Teens & Pre-Teens	170	3	167	Moderate
Basketball: Teens & Pre-Teens, Advanced	Teens & Pre-Teens	74	5	69	Moderate
Bowling League SAO: 9-16 Coed	Teens & Pre-Teens	3	3	0	Intense
Bowling: Teens & Pre-Teens	Teens & Pre-Teens	36	2	33	Intense
Bowling: Teens, Alpha	Teens & Pre-Teens	9	2	7	Intense
Flag Football League CA: Age 12-14 Coed	Teens & Pre-Teens	1	0	1	Intense
Flag Football League SA: Age 12-14 Coed	Teens & Pre-Teens	23	2	21	Intense
Gymnastics: Teens, Boys, Bronze & Silver	Teens & Pre-Teens	70	2	68	Intense
Gymnastics: Teens, Girls Bronze & Silver	Teens & Pre-Teens	105	1	104	Intense
Gymnastics: Teens, Tumbling	Teens & Pre-Teens	21	0	21	Intense
Ice Skating: Teens, Tumbling	Teens & Pre-Teens	129	128	0	Intense
Ice Skating: Teens, Alpha	Teens & Pre-Teens	1	1	0	Intense
Ice Skating: Teens, Pre-Alpha	Teens & Pre-Teens	7	6	1	Intense
Street Hockey League: Teens	Teens & Pre-Teens	14	7	7	Intense
Tennis: Teens, Advanced	Teens & Pre-Teens	72	10	62	Moderate
Tennis: Teens, Advanced Beginning	Teens & Pre-Teens	58	60	38	Moderate
Tennis: Teens, Beginning	Teens & Pre-Teens	18	10	6	Intense
Tennis: Teens, Intermediate	Teens & Pre-Teens	27	19	8	Intense
Tennis: Teens, JTL	Teens & Pre-Teens	99	56	43	Moderate
	Teens & Pre-Teens	44	18	12	Intense

16535 8317 8604

Summer Playgrounds & Teen Centers Activities FY08

Activity	Target Audience	Registration FY08	Male	Female	Summer Offered	Winter	Spring	MO Morn	MO Aft	MO Even	Saturday	Sunday	Participant Level	Activity Level
Summer Playgrounds, Acculack	Boys & Youth	46	46										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	24	24										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	41	41										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	41	41										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	16	16										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	114	114										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	21	21										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	84	84										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	15	15										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	242	242										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	24	24										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	107	107										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	27	27										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	114	114										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	41	41										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	78	78										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	41	41										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	44	44										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	59	59										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	72	72										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	54	54										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	44	44										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	50	50										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	143	143										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	67	67										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	102	102										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	132	132										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	71	71										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	42	42										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	47	47										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	58	58										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	202	202										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	58	58										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	44	44										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	100	100										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	38	38										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	61	61										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	9	9										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	18	18										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	11	11										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	49	49										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	120	120										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	17	17										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	50	50										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	42	42										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	246	246										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	41	41										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	13	13										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	25	25										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	15	15										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	29	29										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	14	14										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	16	16										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	19	19										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	22	22										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	31	31										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	40	40										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	11	11										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	11	11										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	48	48										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	16	16										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	14	14										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	14	14										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	16	16										Large	Moderate
Summer Playgrounds, Adams Park	Boys & Youth	16	16										Large	Moderate

Trips & Excursions Activities FY08

Activity	Target Audience	Registrations		Sessions Offered		Spring	Times/Days Offered			Level	Participati Level	Activity Level	
		FY08	Female	Male	Summer		Fall	WD Morn	WD AN				WD Eveni
20th Annual Winter Festival of Lights	Seniors	18	12	6								Large	Low
Abner's Crab House	Seniors	14	13	1								Large	Low
African American Heritage: Virginia	Seniors	10	10	0								Large	Low
American Ballet Theatre - The Nutcracker	Adults & Young Adults	35	27	8								Large	Low
Amish Market	Seniors	46	43	3								Large	Low
Arundel Mills Shopping: Seniors	Seniors	14	14	0								Large	Low
Autumn Color - Shenandoah Valley, VA	Adults & Young Adults	52	37	15								Large	Low
Baltimore Harbor Cruise - Mother's Day	Adults & Young Adults	5	4	1								Large	Low
Baltimore Orioles	Teens & Pre-Teens	9	6	3								Large	Low
Bingo Trip	Seniors	17	16	1								Large	Low
Boston Pops Orchestra - Wolf Trap, VA	Adults & Young Adults	49	40	9								Large	Low
Broadway at Hippodrome: The Color Purple	Adults & Young Adults	18	15	3								Large	Low
Broadway in New York City: Jersey Boys	Adults & Young Adults	41	35	6								Large	Low
Broadway Showstoppers: The Philly Pops	Adults & Young Adults	28	22	6								Large	Low
Bucks County Playhouse, 42nd Street	Adults & Young Adults	45	36	9								Large	Low
Canal Boat Ride/Georgetown	Seniors	19	16	3								Large	Low
Captain Billy's Crab House	Seniors	21	19	2								Large	Low
Champagne Sunset Cruise	Adults & Young Adults	42	30	11								Large	Low
Charles Town Races, West Virginia	Seniors	75	63	12								Large	Low
Charter Boat Fishing	Adults & Young Adults	3	1	2								Large	Low
Chesapeake City Tour	Adults & Young Adults	20	18	2								Large	Low
Classic Crooners on Stage in Lancaster	Adults & Young Adults	44	36	8								Large	Low
Coastal Towns and Ports, CT NH, ME	Adults & Young Adults	43	37	6								Large	Low
Count Basie Theatre: The Golden Boys	Adults & Young Adults	38	31	7								Large	Low
Country Farm Tour, Piccadilly's Tea Room	Adults & Young Adults	33	28	5								Large	Low
Covered Bridge Tour, Lancaster, PA	Seniors	8	7	1								Large	Low
Crab Lover's Delight	Adults & Young Adults	19	17	2								Large	Low
Dessert First & Antrim 1844 Inn	Adults & Young Adults	42	36	6								Large	Low
Dolphins, Birds & Whales - Cape May, NJ	Adults & Young Adults	49	38	11								Large	Low
Doris Duke Farm, Gardens & Manor House	Adults & Young Adults	45	38	7								Large	Low
Ducks Land and Water Tour, Seniors	Seniors	13	9	4								Large	Low
Ethel Merman's Broadway in Delaware	Adults & Young Adults	44	34	10								Large	Low
Franklin Institute, King Tut Exhibit	Adults & Young Adults	25	16	9								Large	Low
Governor's Hall All-You-Can-Eat	Adults & Young Adults	24	19	5								Large	Low
Holiday Spirit at the Greenbrier Resort	Adults & Young Adults	47	38	9								Large	Low
Hunt Valley Town Center Mall	Seniors	9	7	2								Large	Low
Kennedy Center: The Temptations	Adults & Young Adults	25	21	4								Large	Low
La Fontaine Bleu	Seniors	11	9	2								Large	Low
Larriland Farm: Mt. Airy, Maryland	Seniors	18	17	1								Large	Low
London Town & Gardens	Seniors	14	9	5								Large	Low
Lunch at Timbuktu Restaurant: Seniors	Seniors	39	37	2								Large	Low
Maryland Seafood Festival	Seniors	8	8	0								Large	Low
Music of John Williams, NSO Pops	Adults & Young Adults	23	19	4								Large	Low
Mystic Seaport & Foxwoods Resort	Adults & Young Adults	26	21	5								Large	Low
National Aquarium Baltimore	Adults & Young Adults	22	20	2								Large	Low
New York City Botanical Garden, High Tea	Adults & Young Adults	49	43	6								Large	Low
Northern Peaks Trail Hike	Adults & Young Adults	3	2	1								Large	Moderate
Ocean City Spring Fest	Seniors	38	34	4								Large	Low
Odyssey Cruise, Seniors	Seniors	25	20	5								Large	Low
Old Country Buffet	Seniors	14	13	2								Large	Low
Old Town Alexandria	Seniors	7	7	0								Large	Low
Paddlewheel Riverboat Cruise	Seniors	19	14	5								Large	Low
Patrick Henry Reenactment, Canal Cruise	Adults & Young Adults	48	35	13								Large	Low

Prime Outlets Shopping	Seniors	10	9	1									Large	Low
Queenstown Shopping Outlets	Seniors	27	27	0									Large	Low
Reginald F. Lewis Museum	Seniors	6	4	2									Large	Low
Rock The Boat Cruise: Central Area	Teens & Pre-Teens	90	45	45									Large	Low
Rock The Boat Cruise: Northern Area	Teens & Pre-Teens	55	31	24									Large	Low
Rock The Boat Cruise: Southern Area	Teens & Pre-Teens	102	62	40									Large	Low
Rod & Reel Restaurant	Seniors	46	43	3									Large	Low
Royal Caribbean Cruise to Caribbean	Adults & Young Adults	33	29	4									Large	Low
Sandy Point Beach, Maryland: Seniors	Seniors	21	15	6									Large	Low
Shenandoah Balloon & Wine Festival, VA	Adults & Young Adults	20	17	3									Large	Low
Shopping: Potomac Mills	Seniors	18	18	0									Large	Low
St. Mary's City	Seniors	17	14	3									Large	Low
St. Michaels All-You-Can-Eat Crab Feast	Adults & Young Adults	50	43	7									Large	Low
The Nutcracker	Seniors	2	1	1									Large	Low
Timonium Dinner Theatre	Seniors	58	51	7									Large	Low
Toby's Dinner Theatre	Seniors	13	8	5									Large	Low
Underground Railroad Tour, Pennsylvania	Seniors	6	6	0									Large	Low
Virginia Arboretum	Seniors	7	7	0									Large	Low
World War II Memorial	Seniors	7	6	1									Large	Low
Xtreme Teens: College Tour	Teens & Pre-Teens	20	12	8									Large	Low

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Fitness & Health Activities FY 08

Activity	Target Audience	Registrations		Seasons Offered				Times/Days Offered			Participant Activity Level		
		PYM	Female	Male	Summer	Fall	Winter	Spring	WD Morn	WD AN		WD Evening	Saturday
Aerobics	Adults & Youth Adults	1065	1025	40									Large Intense
Aerobics Bench Step	Adults & Youth Adults	34	34										Large Intense
Aerobics Kickboxing	Adults & Youth Adults	668	635	33									Large Intense
Aerobics Liveli	Adults & Youth Adults	6	6										Large Intense
Aerobics Mixed Ages	Mixed Ages	37	37	0									Large Intense
Aerobics Seniors	Seniors	58	51	7									Large Intense
Big Aerobics & Cardio Fit: Hi-Lo Impact	Adults & Youth Adults	368	349	17									Large Intense
Big Aerobics & Cardio Fit: Lo Impact	Adults & Youth Adults	664	656	28									Large Moderate
Big Aerobics: Tone & Firm	Adults & Youth Adults	470	441	29									Large Intense
Exercise: Seniors	Seniors	116	113	3									Large Intense
Fitness Ball Adults	Adults & Youth Adults	1250	1071	179									Large Intense
Fitness Ball Seniors	Seniors	1	1	0									Large Intense
Fitness Boot Camp	Adults & Youth Adults	35	35	0									Large Moderate
Fitness Boot Camp: Intense & Pre-Teens	Teens & Pre-Teens	150	132	18									Large Moderate
Fitness: Abs & Glutes	Adults & Youth Adults	14	7	7									Small Moderate
Fitness Home-School	Mixed Ages	2	3	0									Large Intense
Fitness Home-School Children	Children & Youth	100	46	51									Large Intense
Fitness Home-School Teens & Pre-Teens	Teens & Pre-Teens	31	11	20									Large Moderate
Fitness Jump/Bunch	Pre-Schoolers	15	6	9									Large Moderate
Fitness: Seniors	Seniors	14	6	6									Small Moderate
Fitness: Seniors	Seniors	783	689	94									Small Moderate
Healthy Eating	Children & Youth	67	58	9									Small Moderate
Hazards	Adults & Youth Adults	26	23	3									Small Moderate
Kalua's Dance	Adults & Youth Adults	22	22	0									Small Intense
Pilates/Yoga	Adults & Youth Adults	2	2	0									Large Low
Pilates: All Levels	Adults & Youth Adults	31	25	6									Large Intense
Pilates: Beginning	Adults & Youth Adults	235	230	5									Large Intense
Pilates: Intermediate	Adults & Youth Adults	170	157	13									Large Intense
Shermatics	Adults & Youth Adults	94	93	1									Large Intense
Shermatics Live	Adults & Youth Adults	58	58	0									Large Intense
Spinning	Mixed Ages	11	1	0									Large Intense
Step Aerobics: Adults	Adults & Youth Adults	117	106	11									Large Intense
Step Aerobics: Bio	Adults & Youth Adults	386	377	21									Large Intense
Stretching & Toning	Adults & Youth Adults	69	67	2									Large Intense
Tai Chi: All Levels	Seniors	85	75	10									Large Intense
Tai Chi: Beginning	Adults & Youth Adults	31	22	9									Large Intense
Toning and Sculpting	Adults & Youth Adults	165	111	54									Large Moderate
Weight Training	Adults & Youth Adults	154	149	5									Large Moderate
Weight Training: Seniors	Seniors	147	105	42									Large Moderate
Weight Training: Teens	Teens & Pre-Teens	138	105	33									Large Intense
Weight Training: Women Beginning	Teens & Pre-Teens	36	1	38									Large Intense
Weight Training: Women Intermediate	Adults & Youth Adults	166	164	2									Large Intense
Yoga: Adults: Beginning	Adults & Youth Adults	44	44	0									Small Intense
Yoga: Adults: Intermediate	Adults & Youth Adults	407	355	52									Small Intense
Yoga: All Levels	Adults & Youth Adults	55	50	5									Small Intense
Yoga: Seniors: Beginning	Adults & Youth Adults	185	149	16									Large Moderate
Yoga: Seniors: Intermediate	Seniors	134	120	14									Large Moderate
Zumba Dance	Adults & Youth Adults	26	23	3									Large Moderate

Crafts & Hobbies Activity List 2008

Activity	Target Audience	Registrations		Seasons Offered				Time/Days Offered	Participant Level	Activity Level
		FY08	Females	Male	Summer	Fall	Winter			
Anoplane Rib Making	Adults & Young Adults	2	2	1					Small	Low
Basket Weaving	Adults & Young Adults	15	15	0					Small	Low
Ceramics	Adults & Young Adults	22	13	9					Small	Low
Crafts, Adults	Adults & Young Adults	96	96	0					Small	Low
Crochet, Adults	Adults & Young Adults	7	7	0					Small	Low
Crochet, Intermediate	Adults & Young Adults	5	5	0					Small	Low
Interior Design	Adults & Young Adults	21	21	0					Small	Low
Quilting	Adults & Young Adults	3	3	0					Small	Low
Sewing, Beginning	Adults & Young Adults	85	82	3					Small	Low
Sewing, Intermediate	Adults & Young Adults	21	21	0					Small	Low
After-school Crafts	Children & Youth	96	24	71					Small	Low
Arts & Crafts	Children & Youth	52	39	13					Small	Low
Arts & Crafts, Children	Children & Youth	166	125	41					Small	Low
Candy-making	Children & Youth	3	0	3					Small	Low
Ceramics, Children & Youth	Children & Youth	53	40	13					Small	Low
Knitting, Beginning	Mixed Ages	5	4	1					Small	Low
Knit Craft and Story	Pre-Schoolers	42	11	31					Small	Low
Ceramics, Seniors	Seniors	21	21	0					Small	Low
Crochet	Seniors	15	15	0					Small	Low
Sew, Crochet, & Needlepoint	Seniors	8	8	0					Small	Low
Model Rocket Workshop	Teens & Pre-Teens	4	0	4					Small	Low
Sewing, Beginning, Teens	Teens & Pre-Teens	33	24	9					Small	Low

Day Camp Activity List FY 08

Activity	Target Audience	Registrations		Sessions Offered			Times/Days Offered		Participant Level	Activity Level	
		FY08	Female	Male	Summer	Fall	Spring	WD			Morn
Adventure Travel Camp	Children & Youth	60	20	40							
Art Camp: Art Adventurers	Teens & Pre-Teens	45	32	13							
Art Camp: Art Explorers	Children & Youth	165	100	65							
Art Camp: Exploring Theater Arts	Mixed Ages	72	56	14							
Art Camp: Making a Band	Teens & Pre-Teens	18	3	15							
Art Camp: Performing Arts Workshop	Children & Youth	57	52	5							
Art Camp: Shakespeare	Teens & Pre-Teens	53	45	8							
Art Camp: Young Architects	Teens & Pre-Teens	78	59	19							
Aviation Camp	Teens & Pre-Teens	15	6	9							
Baseball/Softball Camp	Mixed Ages	15	2	13							
Basketball Camp	Mixed Ages	11	1	10							
Basketball Camp: Mixed Ages	Children & Youth	523	75	448							
Basketball Camp: Teens & Pre-Teens	Mixed Ages	646	116	530							
Cheerleading Camp: Beginning	Teens & Pre-Teens	53	8	45							
Cheerleading Camp: Intermediate	Children & Youth	288	287	1							
Cheerleading Camp: Teens/Pre-Teens, Bag	Children & Youth	103	103	0							
Cheerleading Counselor-In-Training Camp	Teens & Pre-Teens	21	21	0							
Chesapeake Bay Traveling Camps	Teens & Pre-Teens	17	17	0							
Chess Camp	Children & Youth	48	19	30							
Computer Animation Camp: Children	Mixed Ages	18	4	14							
Computer Animation Camp: Teen	Children & Youth	21	7	14							
Computer Camp	Teens & Pre-Teens	24	0	24							
Computer Camp: Digital Media, Children	Children & Youth	135	68	67							
Computer Camp: Teens	Children & Youth	61	15	46							
Cops Camp	Teens & Pre-Teens	65	32	33							
Culinary Camp	Children & Youth	107	27	80							
Dance Camp: Hip-Hop Jazz & Modern	Children & Youth	213	164	49							
Dance Camp: Hip-Hop Mixed Ages	Children & Youth	189	172	17							
Dance Camp: Hip-Hop Teens & Pre-Teens	Mixed Ages	118	104	14							
Dance Camp: Mixed Ages	Teens & Pre-Teens	24	23	1							
Double Dutch Camp: Girls	Mixed Ages	21	20	1							
Dunk n Dive Sports Camp	Children & Youth	56	56	0							
Enrichment Camp	Mixed Ages	40	40	0							
Explorers Camp	Children & Youth	279	95	184							
Figure Skating Camp: Conditioning	Children & Youth	83	48	35							
Figure Skating Camp: Freestyle	Children & Youth	3397	1586	1799							
Fitness Camp: Healthy Lifestyles	Teens & Pre-Teens	13	13	0							
Football 7-on-7 Camp: Teens	Mixed Ages	10	9	1							
Football Fundamentals Camp	Mixed Ages	34	22	12							
Football Fundamentals Camp: Mixed Ages	Teens & Pre-Teens	76	1	75							
Golf Camp: Mixed Ages	Children & Youth	50	2	48							
Gymnastics Camp: Children	Mixed Ages	23	1	22							
Holiday Break Camp	Children & Youth	43	10	33							
Ice Skating Camp	Children & Youth	336	257	79							
Junior Lifeguard Camp	Children & Youth	60	25	35							
Korean Martial Arts Camp	Teens & Pre-Teens	247	166	81							
Martial Arts Camp	Children & Youth	38	12	26							
Martial Arts Camp: Mixed Ages	Children & Youth	58	23	35							
Music Production Camp	Children & Youth	27	5	22							
Nature Camp: Adventurers	Mixed Ages	22	8	14							
Nature Camp: Bug Hounds	Mixed Ages	58	28	32							
	Children & Youth	16	6	10							
	Children & Youth	19	7	9							

Activity	Teens & Pre-Teens	24	8	16	Large	Moderate
Nature Camp: Ecology	Teens & Pre-Teens	24	8	16	Large	Moderate
Nature Camp: Extreme Adventurers	Teens & Pre-Teens	38	17	21	Large	Moderate
Nature Camp: Nature Detectives	Children & Youth	45	21	24	Large	Moderate
Nature Camp: Nature Seekers	Pre-Schoolers	46	14	32	Large	Moderate
Nature Camp: Outdoor Explorers	Children & Youth	6	0	6	Large	Moderate
Nature Camp: Predators	Children & Youth	24	6	18	Small	Moderate
Nature Camp: Wetland Wanderers	Children & Youth	38	15	23	Small	Moderate
Nature Camp: Wildlife Safari	Children & Youth	30	15	15	Large	Moderate
Outdoor Adventurers Camp	Teens & Pre-Teens	20	8	12	Small	Moderate
Photography Camp	Teens & Pre-Teens	10	9	1	Small	Moderate
Sewing & Creative Design Camp	Teens & Pre-Teens	56	55	1	Small	Moderate
Shooting Camp: Beginning	Children & Youth	13	2	11	Large	Low
Soccer Camp	Children & Youth	154	58	96	Large	Moderate
Sports & Gym Camp	Children & Youth	440	281	159	Large	Intense
Sports & Travel Camp	Teens & Pre-Teens	132	68	64	Large	Intense
Sports Camp	Children & Youth	366	89	277	Large	Moderate
Sports Camp: Mixed Ages	Mixed Ages	24	4	20	Large	Intense
Spring Break Camp: Basketball	Children & Youth	74	24	50	Large	Intense
Spring Break Camp: Computers	Children & Youth	14	8	6	Large	Intense
Spring Break Camp: Ecology	Teens & Pre-Teens	10	6	4	Large	Intense
Spring Break Camp: Nature	Children & Youth	12	6	4	Large	Intense
Spring Break Camp: Recreation	Children & Youth	404	194	210	Large	Moderate
Spring Break Camp: Sewing	Children & Youth	18	15	3	Large	Moderate
Spring Break Camp: Soccer	Children & Youth	14	7	7	Large	Moderate
Step Camp: Beginning	Children & Youth	13	10	3	Large	Low
Swim & Fitness Camp	Mixed Ages	44	32	12	Large	Intense
Swim & Travel Camp: Teens	Children & Youth	253	144	109	Large	Intense
Swim Camp: Frogs	Teens & Pre-Teens	85	47	38	Large	Intense
Swim Camp: Tadpoles	Children & Youth	193	107	86	Large	Intense
Target Shooting Camp	Children & Youth	185	100	85	Large	Moderate
Teen Adventurers Camp	Teens & Pre-Teens	29	2	27	Large	Moderate
Teen Adventurers Travel Camp	Teens & Pre-Teens	213	116	97	Large	Moderate
Teen Enrichment Camp: Girls	Teens & Pre-Teens	44	44	45	Large	Low
Tennis & Travel Camp	Children & Youth	93	46	47	Large	Moderate
Tennis Camp	Children & Youth	99	53	46	Large	Low
Tennis Camp: Mixed Ages	Mixed Ages	184	95	89	Large	Low
Theater Camp	Children & Youth	36	24	12	Large	Moderate
Theater Camp: Mixed Ages	Mixed Ages	18	11	7	Large	Intense
Therapeutic Rec: Fantastic Fridays	Mixed Ages	38	11	27	Large	Intense
Therapeutic Rec: Summer Afternoons Rec	Mixed Ages	46	13	33	Large	Low
Therapeutic Rec: Traveling Teens	Mixed Ages	122	57	65	Small	Moderate
Track & Field Camp	Mixed Ages	54	15	39	Small	Moderate
Track & Fitness Camp	Children & Youth	283	120	63	Large	Moderate
Video Games Camp	Children & Youth	251	134	117	Small	Moderate
Wes. Wanderers Camp	Teens & Pre-Teens	10	0	10	Large	Intense
Wilderness Camp: Beginning	Pre-Schoolers	217	111	106	Large	Intense
	Teens & Pre-Teens	68	18	50	Large	Low
					Large	Moderate

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Lifestyle & Learning Activities FY08

Activity	Target Audience	Registrations		Sessions Offered				Times/Days Offered	WD Morn	WD Even	Participation Level	Activity Level
		FY08	FY07	Female	Male	Summer	Fall					
ABC's of Mutual Funds, Stocks, & Bonds	Adults & Young Adults	48	40	40	8						Large	Low
Academic Enrichment: Children & Youth	Children & Youth	25	10	10	15						Small	Low
Addressing Teen Issues	Children & Youth	1	0	0	1						Small	Low
Algebra Workshop	Teens & Pre-Teens	864	378	486	486						Large	Moderate
Ballroom Dance: Beginning	Adults & Young Adults	34	13	21	21						Large	Low
Ballroom Dance: Intermediate	Adults & Young Adults	136	80	56	56						Large	Moderate
Bob: Beginning	Adults & Young Adults	46	24	21	21						Large	Moderate
Bob: Intermediate/Advanced	Adults & Young Adults	76	45	31	31						Large	Moderate
Cake Decorating: Beginning	Adults & Young Adults	49	31	18	18						Large	Moderate
Cooking: Children, Beginning	Children & Youth	10	9	1	1						Large	Moderate
Cooking: Pre-School	Pre-Schoolers	55	43	12	12						Large	Low
Cooking: Teens & Pre-Teens	Teens & Pre-Teens	180	136	44	44						Large	Low
Cottillion	Teens & Pre-Teens	5	4	1	1						Large	Low
Dance: Cha Cha, Beginning	Teens & Pre-Teens	39	19	20	20						Large	Low
Dog Obedience	Adults & Young Adults	17	9	8	8						Large	Low
Etiquette: Dining	Adults & Young Adults	11	7	4	4						Large	Moderate
Etiquette: Social	Children & Youth	14	8	6	6						Small	Moderate
Etiquette: Social, Teens & Pre-Teens	Teens & Pre-Teens	2	1	1	1						Small	Low
Fundamentals of Estate Planning	Teens & Pre-Teens	11	7	4	4						Small	Low
Games: Chess	Adults & Young Adults	8	6	2	2						Small	Low
GED Preparation: English	Mixed Ages	31	23	8	8						Small	Low
GED Preparation: Math	Adults & Young Adults	16	7	9	9						Small	Low
GED Preparation: Science	Adults & Young Adults	5	3	2	2						Small	Low
GED Preparation: Social Studies	Adults & Young Adults	7	5	2	2						Small	Low
Geometry Workshop	Adults & Young Adults	3	2	1	1						Small	Low
Hair Braiding	Teens & Pre-Teens	2	1	1	1						Small	Low
Hand Dance: Advanced	Adults & Young Adults	20	6	14	14						Small	Low
Hand Dance: All Levels	Adults & Young Adults	68	66	2	2						Small	Low
Hand Dance: Beginning	Adults & Young Adults	40	25	15	15						Large	Low
Hand Dance: Intermediate	Adults & Young Adults	224	154	70	70						Large	Low
Hand Dance: Seniors	Adults & Young Adults	651	449	202	202						Large	Moderate
Investing Basics: Adults	Seniors	179	108	71	71						Large	Moderate
Junior Cottillion	Adults & Young Adults	31	26	5	5						Large	Moderate
Latin Dance	Teens & Pre-Teens	40	34	6	6						Moderate	Moderate
Leadership Development: Children	Adults & Young Adults	51	31	20	20						Small	Moderate
Leadership Development: Teens	Children & Youth	23	18	5	5						Large	Low
Line Dance: Beginning	Teens & Pre-Teens	8	1	7	7						Small	Low
Line Dance: Old School	Adults & Young Adults	14	8	6	6						Large	Moderate
Math Enrichment: Children & Youth	Adults & Young Adults	816	780	36	36						Large	Low
Math Enrichment: Teens	Children & Youth	315	280	25	25						Large	Low
Math Skills: Children	Teens & Pre-Teens	22	12	10	10						Large	Moderate
Modeling: Advanced	Children & Youth	15	9	6	6						Large	Moderate
Modeling: Beginning	Teens & Pre-Teens	62	34	28	28						Large	Low
Money Management & Investing	Teens & Pre-Teens	2	2	0	0						Large	Low
Personal Financial Planning	Adults & Young Adults	74	74	0	0						Large	Low
Pre-Algebra	Adults & Young Adults	7	6	1	1						Large	Low
Public Speaking Skills: Toastmasters	Adults & Young Adults	23	11	12	12						Large	Low
Reading & Math Skills	Teens & Pre-Teens	32	26	6	6						Large	Low
Reading & Math Skills: Seniors	Teens & Pre-Teens	15	9	6	6						Large	Low
Reading & Math Skills: Teens	Adults & Young Adults	19	11	8	8						Large	Low
Reading & Math Skills: Young Adults	Children & Youth	42	37	5	5						Small	Low
Reading & Math Skills: Youth	Children & Youth	15	7	8	8						Small	Low

Marital Arts Activities - FY08

Activity	Target Audience	Registrations		Sessions Offered		Spring	Times/Days Offered	WO Event	Saturday	Sunday	Participation Level	Activity Level
		FY08	FY07	Summer	Fall							
Aikido Beginning	Adults & Young Adults	213	61	15	31						Large	Intermediate
Judo Advanced	Adults & Young Adults	34	3								Large	Intermediate
Judo Beginning	Adults & Young Adults	60	17		43						Large	Intermediate
Karate Adults All Levels	Adults & Young Adults	28	8		20						Large	Intermediate
Kuik Soo Won Beginning	Adults & Young Adults	23	6		17						Large	Intermediate
Self-Defense	Adults & Young Adults	3	1		0						Large	Intermediate
Self-Defense Women	Adults & Young Adults	24	18		6						Large	Intermediate
Tae Kwon Do Adults Advanced	Adults & Young Adults	8	8		0						Large	Intermediate
Tae Kwon Do Adults Beginning	Adults & Young Adults	8	8		0						Large	Intermediate
Tang Soo Do Beginning	Adults & Young Adults	30	16		14						Large	Intermediate
TKA Karate Adults All Levels	Adults & Young Adults	26	18		8						Large	Intermediate
Tukkyong Moo Do Adults	Adults & Young Adults	175	43		132						Large	Intermediate
Judo Children Beginning	Children & Youth	32	3		27						Large	Intermediate
Karate Children Beginning	Children & Youth	64	22		42						Large	Intermediate
Kuik Soo Won Children	Children & Youth	877	193		484						Large	Intermediate
Tae Kwon Do Children	Children & Youth	26	1		25						Large	Intermediate
Tang Soo Do Children Beginning	Children & Youth	64	15		49						Large	Intermediate
Tang Soo Do Children Intermediate	Children & Youth	162	73		89						Large	Intermediate
TKA Karate Children All Levels	Children & Youth	9	2		7						Large	Intermediate
TKA Karate Children Beginning	Children & Youth	892	271		471						Large	Intermediate
Tukkyong Moo Do Children	Children & Youth	127	37		90						Large	Intermediate
Judo Families Beginning	Children & Youth	108	39		69						Large	Intermediate
Judo Families Beginning	Families	6	2		6						Large	Intermediate
Judo Mixed Ages Beginning	Mixed Ages	78	20		58						Large	Intermediate
Judo Mixed Ages Intermediate	Mixed Ages	80	17		73						Large	Intermediate
Karate Mixed Ages Beginning	Mixed Ages	84	20		64						Large	Intermediate
Karate Mixed Ages Intermediate	Mixed Ages	256	71		187						Large	Intermediate
Kuik Soo Won Mixed Ages Advanced	Mixed Ages	159	41		118						Large	Intermediate
Kuik Soo Won Mixed Ages Beginning	Mixed Ages	15	5		10						Large	Intermediate
Chuncheon Karate Mixed Ages Beginning	Mixed Ages	34	7		27						Large	Intermediate
Chuncheon Karate Mixed Ages Advanced	Mixed Ages	26	8		21						Large	Intermediate
Tae Kwon Do Mixed Ages Advanced	Mixed Ages	44	10		34						Large	Intermediate
Tae Kwon Do Mixed Ages Beginning	Mixed Ages	277	104		173						Large	Intermediate
Tang Soo Do Mixed Ages Intermediate	Mixed Ages	283	111		152						Large	Intermediate
Tang Soo Do Mixed Ages Beginning	Mixed Ages	1	0		1						Large	Intermediate
Tukkyong Moo Do Mixed Ages Intermediate	Mixed Ages	61	16		45						Large	Intermediate
Tukkyong Moo Do Mixed Ages Beginning	Mixed Ages	26	10		16						Large	Intermediate
Tukkyong Moo Do Mixed Ages Intermediate	Mixed Ages	6	1		5						Large	Intermediate
Tukkyong Moo Do Mixed Ages Beginning	Mixed Ages	6	3		1						Large	Intermediate
Karate Pre-School	Pre-Schoolers	89	25		64						Large	Intermediate
Tae Kwon Do Pre-School	Pre-Schoolers	42	15		27						Large	Intermediate
Karate Teens Intermediate	Teens & Pre-Teens	1	1		0						Large	Intermediate

Nature Activities FY 08

Activity	Target Audience	Registrations		Sessions Offered		Times/Days Offered	Season	Path	Level	Activity
		Male	Female	Summer	Fall					
Birding Blitz	Adults & Young Adults	3	3	5				Small	Low	Moderate
Building the Palouse River	Adults & Young Adults	8	8	1	0			Small	Low	Moderate
Food Preservation Seminar	Adults & Young Adults	1	1	0	0			Small	Low	Moderate
Gardening	Adults & Young Adults	6	6	0	0			Small	Low	Moderate
Karaoke	Adults & Young Adults	32	32	27				Small	Low	Moderate
Reader Census	Adults & Young Adults	1	1	0	0			Small	Low	Moderate
Wandering Walkers	Adults & Young Adults	12	9	3	3			Small	Low	Moderate
Adventure Seekers	Children & Youth	32	7	25				Small	Low	Moderate
Big's Go Fishing!	Children & Youth	71	28	43	44			Large	Low	Moderate
Nature Club, Children & Youth	Children & Youth	67	18	19	19			Large	Low	Moderate
Nature Crafts, Children & Youth	Children & Youth	38	20	19				Small	Low	Moderate
Social Program, Home School	Children & Youth	40	20	20				Small	Low	Moderate
Scouting Program, Home School, Workshop	Children & Youth	9	5	4	4			Small	Low	Moderate
Scouting Home School, Nature Readers	Children & Youth	21	14	7	7			Small	Low	Moderate
Antelope River Canoe Trip	Mixed Ages	1	0	1				Small	Low	Moderate
Big's Go Nature Walk	Mixed Ages	6	2	4				Small	Low	Moderate
Birds in Nature	Mixed Ages	6	2	4				Small	Low	Moderate
Blue Heron Tour	Mixed Ages	5	5	4				Small	Low	Moderate
Butterfly Search	Mixed Ages	5	5	0	0			Small	Low	Moderate
Campfires	Mixed Ages	4	4	0	0			Small	Low	Moderate
Canoe Lessons	Mixed Ages	6	3	3				Small	Low	Moderate
Canoe Lessons	Mixed Ages	148	78	60				Small	Low	Moderate
Creative Feature, All About Raptors	Mixed Ages	2	2	0	0			Small	Low	Moderate
Creative Feature, All About Reptiles	Mixed Ages	20	10	10				Small	Low	Moderate
Crash Hike	Mixed Ages	28	15	13				Small	Low	Moderate
CSI: Crime Scene Investigation	Mixed Ages	15	8	7				Small	Low	Moderate
Fall Colors Hike	Mixed Ages	1	0	1				Small	Low	Moderate
Family Discovery Hike	Mixed Ages	8	5	3				Small	Low	Moderate
Family Fun Hike	Mixed Ages	23	14	9				Small	Low	Moderate
Family Fun Hike	Mixed Ages	5	2	3				Small	Low	Moderate
Family Fun Hike	Mixed Ages	11	3	8				Small	Low	Moderate
Family Fun Hike	Mixed Ages	103	97	45				Small	Low	Moderate
Family Fun Hike	Mixed Ages	15	9	26				Small	Low	Moderate
Family Fun Hike	Mixed Ages	106	69	37				Small	Low	Moderate
Family Fun Hike	Mixed Ages	17	9	8				Small	Low	Moderate
Family Fun Hike	Mixed Ages	67	38	29				Small	Low	Moderate
Family Fun Hike	Mixed Ages	27	15	12				Small	Low	Moderate
Family Fun Hike	Mixed Ages	14	8	6				Small	Low	Moderate
Family Fun Hike	Mixed Ages	11	5	6				Small	Low	Moderate
Family Fun Hike	Mixed Ages	21	11	11				Small	Low	Moderate
Family Fun Hike	Mixed Ages	6	8	0				Small	Low	Moderate
Family Fun Hike	Mixed Ages	30	18	12				Small	Low	Moderate
Family Fun Hike	Mixed Ages	161	104	57				Small	Low	Moderate
Family Fun Hike	Mixed Ages	46	11	36				Small	Low	Moderate
Family Fun Hike	Mixed Ages	1	0	1				Small	Low	Moderate
Family Fun Hike	Mixed Ages	1	1	0				Small	Low	Moderate
Family Fun Hike	Mixed Ages	30	14	16				Small	Low	Moderate

Performing Arts Activities FY08

Activity	Target Audience	Registrations		Sessions Offered				Spring	Times/Days Offered YTD Morn YTD PM	WD Evening	Suburbs	Participation Level	Activity Level
		FY08	FY07	Summer	Fall	Winter	Male						
African Dance	Adults & Young Adults	109	106	3							Large	Moderate	
Ballet: Adults	Adults & Young Adults	52	49	3							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	30	30								Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	552	544	8							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	1	1	0							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	3	2	1							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	17	8	9							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	35	32	3							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	3	3	0							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	6	6	0							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	31	23	8							Large	Moderate	
Ballet: Stretch & Tone	Adults & Young Adults	29	29	0							Small	Moderate	
Ballet: Stretch & Tone	Children & Youth	7	7	2							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	6	6	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	75	73	2							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	107	106	1							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	64	64	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	18	18	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	122	122	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	197	195	2							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	15	15	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	64	64	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	31	29	2							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	20	15	5							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	16	9	7							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	35	21	14							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	96	89	7							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	503	414	89							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	25	25	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	48	48	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	9	9	0							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	21	13	8							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	5	3	2							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	7	4	3							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	90	64	26							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	18	10	8							Large	Moderate	
Ballet: Stretch & Tone	Children & Youth	17	5	12							Small	Moderate	
Ballet: Stretch & Tone	Children & Youth	9	6	3							Small	Moderate	
Ballet: Stretch & Tone	Children & Youth	68	60	8							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	47	44	3							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	11	11	0							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	41	40	1							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	24	24	0							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	27	27	0							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	55	52	3							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	3	2	1							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	11	11	0							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	8	3	5							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	44	24	20							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	56	23	33							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	57	55	2							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	8	7	1							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	23	21	2							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	18	16	2							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	7	6	1							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	166	108	60							Large	Moderate	
Ballet: Stretch & Tone	Mixed Ages	2	0	2							Individual	Moderate	

Voice: Beginning, Mixed Ages	Mixed Ages	120	103	17									Small	Low
Ballet & Tap: Pre-School, Beginning	Pre-Schoolers	253	251	2									Small	Moderate
Ballet & Tap: Pre-School, Intermediate	Pre-Schoolers	3	3	0									Small	Moderate
Ballet, Tap & Jazz: Pre-School	Pre-Schoolers	11	11	0									Small	Moderate
Ballet, Tap & Jazz: Pre-School	Pre-Schoolers	15	14	1									Large	Moderate
Ballet: Home-School, Pre-School	Pre-Schoolers	125	119	6									Large	Moderate
Ballet: Pre-School, Pre-School	Pre-Schoolers	23	21	2									Large	Moderate
Creative Movement	Pre-Schoolers	520	519	1									Large	Moderate
Hip-Hop: Pre-School, Beginning	Pre-Schoolers	17	17	0									Large	Moderate
Jazz: Modern & Hip-Hop, Pre-School	Pre-Schoolers	48	40	8									Large	Moderate
Jazz: Modern & Hip-Hop, Pre-School	Pre-Schoolers	9	9	0									Small	Moderate
Kindermusik: Family Time	Pre-Schoolers	5	3	2									Small	Moderate
Kindermusik: Imagine That	Pre-Schoolers	23	13	10									Large	Low
Kindermusik: Our Time	Pre-Schoolers	33	18	15									Large	Low
Kindermusik: Village	Pre-Schoolers	6	3	3									Large	Low
Pre-Ballet	Pre-Schoolers	6	3	3									Large	Low
Pre-Ballet & Tap Series	Pre-Schoolers	58	58	0									Large	Low
Tak: Pre-School	Pre-Schoolers	21	21	0									Small	Moderate
Piano: Seniors, Beginning	Pre-Schoolers	56	53	3									Large	Moderate
Piano: Seniors, Intermediate	Seniors	28	19	9									Large	Moderate
Voice: Beginning, Seniors	Seniors	20	15	5									Large	Moderate
Ballet: Teens	Teens & Pre-Teens	11	4	7									Small	Low
Cafe Groove	Teens & Pre-Teens	3	3	0									Large	Low
Combination Dance	Teens & Pre-Teens	13	6	7									Large	Moderate
Drum Lessons: Beginning	Teens & Pre-Teens	2	2	0									Large	Low
Hip-Hop: Teens, Beginning	Teens & Pre-Teens	11	0	11									Large	Intense
Hip-Hop: Teens, Intermediate	Teens & Pre-Teens	74	65	9									Small	Low
Modern Days: Teens	Teens & Pre-Teens	103	100	3									Large	Intense
	Teens & Pre-Teens	5	4	0									Large	Intense
													Large	Moderate

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Programs for People With Disabilities Activities FY08

Activity	Target Audience	Registrations		Seasons Offered		White	Spring	Summer	Fall	Winter	Times/Days Offered	Participation	Activity
		FY08	FY07	Male	Female								
Annual Spring Flirt Dance	Adults & Young Adults	93	41	52								Large	Moderate
Annual Works of Dance	Adults & Young Adults	67	38	28								Large	Moderate
Arts Stage Women Of Brewster Place	Adults & Young Adults	5	1									Large	Low
Basketball	Adults & Young Adults	33	15	18								Large	Moderate
Bill Pickett's Rodeo SPD	Adults & Young Adults	35	16	19								Large	Low
Boogie Ball	Adults & Young Adults	15	8	7								Large	Low
Bowling Playhouse	Adults & Young Adults	7	3	4								Large	Moderate
Figure Skating	Adults & Young Adults	186	72	114								Large	Moderate
Group Strength Training	Adults & Young Adults	14	6	8								Large	Low
Hiking	Adults & Young Adults	9	4	5								Large	Moderate
Indoor Soccer	Adults & Young Adults	31	7	24								Small	Moderate
Holiday Hop	Adults & Young Adults	10	6	4								Large	Moderate
Kennedy Center	Adults & Young Adults	141	67	74								Large	Moderate
Leisure Skills Development	Adults & Young Adults	17	5	12								Large	Low
Miniature Golf	Adults & Young Adults	12	7	5								Large	Moderate
National Theatre	Adults & Young Adults	42	17	25								Large	Low
Performing Arts	Adults & Young Adults	10	8	2								Large	Moderate
Social Swim	Adults & Young Adults	14	9	5								Small	Low
Sportball	Adults & Young Adults	10	4	6								Large	Low
Summer Concert Special Programs	Adults & Young Adults	36	14	22								Large	Moderate
Toby's Dinner Theatre in Baltimore	Adults & Young Adults	50	23	27								Large	Moderate
Toby's Theatre in Columbia	Adults & Young Adults	18	11	7								Large	Low
Volleyball	Adults & Young Adults	11	7	4								Large	Low
Kids Care After School Children	Children & Youth	50	26	24								Large	Low
Spinnin' Camp Therapeutic BVA Care	Children & Youth	10	4	6								Large	Low
Adapted Aquatics	Children & Youth	30	17	13								Large	Moderate
African American Museum	Mixed Ages	12	5	7								Small	Moderate
Annual Thanksgiving Dinner	Mixed Ages	16	7	9								Small	Moderate
Arts and Crafts Special Programs	Mixed Ages	60	25	35								Large	Moderate
Asian Pacific American Recognition	Mixed Ages	60	36	24								Large	Low
Beep Ball	Mixed Ages	17	7	10								Large	Low
Blindfolded Basketball	Mixed Ages	12	0	12								Large	Low
Bowling Barbox Trip	Mixed Ages	22	14	8								Large	Low
Dave & Buster's	Mixed Ages	57	21	36								Large	Low
Ellen E. Linson Swimming Pool	Mixed Ages	56	24	32								Large	Moderate
Frederick Douglass House	Mixed Ages	25	11	15								Large	Low
Harvest Ball	Mixed Ages	17	9	8								Large	Low
Holiday Candlelight Tour	Mixed Ages	28	8	20								Large	Moderate
Holiday Gift Exchange	Mixed Ages	10	6	4								Large	Low
Individualized Swimming Lessons	Mixed Ages	33	13	20								Large	Moderate
Jazz Concert	Mixed Ages	8	3	5								Large	Low
International Buffet Trip	Mixed Ages	13	3	10								Large	Moderate
KDO Therapeutic Recreation	Mixed Ages	20	8	12								Small	Moderate
KEO Therapeutic Recreation BVA Care	Mixed Ages	138	51	87								Large	Low
Laser Tag	Mixed Ages	185	63	122								Large	Low
Line Dancing SPD	Mixed Ages	31	8	23								Small	Low
Make A Difference Day	Mixed Ages	44	21	23								Small	Low
Maryland Renaissance Festival	Mixed Ages	8	4	4								Large	Moderate
Maryland Seafood Festival Spec. Program	Mixed Ages	47	23	24								Large	Low
Monterey Trip	Mixed Ages	33	14	19								Large	Low
Movie Night	Mixed Ages	28	13	15								Large	Low
Newsweek Trip	Mixed Ages	105	38	67								Large	Low
Night Tour of Washington DC	Mixed Ages	46	17	29								Large	Low
Picnic in the Park	Mixed Ages	15	8	7								Large	Low
Ski Downhill	Mixed Ages	47	23	24								Large	Low
Smithsonian Museum Trip	Mixed Ages	7	1	6								Small	Low
Special Programs Mini-Trip	Mixed Ages	24	12	12								Large	Low
Special Programs PACT	Mixed Ages	30	14	16								Large	Low
Swim-n-Gym	Mixed Ages	68	25	43								Large	Low
	Mixed Ages	60	16	44								Small	Moderate

Event	1990	1999	2599	1090	1509	1990	1999	2599	1090	1509	1990	1999	2599	1090	1509	1990	1999	2599	1090	1509	
Tennis																					
The Metrostate																					
Washington Baseball																					
Washington's Distillery and Gristmill																					
Washington Regional Park																					
Wander Festival of Lights Tour																					
Wander into the Park																					
Halloween Party																					
Hikoi, Teens																					
Home Care After School, Teens and Pre-Teens																					
Leisure and Life Skills For Teens																					
Learn House																					
Week The Road Course SPD																					