

KENT PARKS

2020-2028
COMPREHENSIVE RECREATION PROGRAM PLAN
(CRPP)



DEDICATED TO ENRICHING LIVES

KENT PARKS, RECREATION & COMMUNITY SERVICES

2020-2028 COMPREHENSIVE RECREATION PROGRAM PLAN (CRPP)

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TIM WILSON

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JULIE PARASCONDOLA, DIRECTOR

BRIAN LEVENHAGEN, DEPUTY DIRECTOR

LORI HOGAN, RECREATION SUPERINTENDENT

PHUNG HUYNH, ACCOUNTING MANAGER

ALL PARKS PROGRAM/FACILITY MANAGERS, COORDINATORS, AND ASSISTANTS

CONSULTANT TEAM

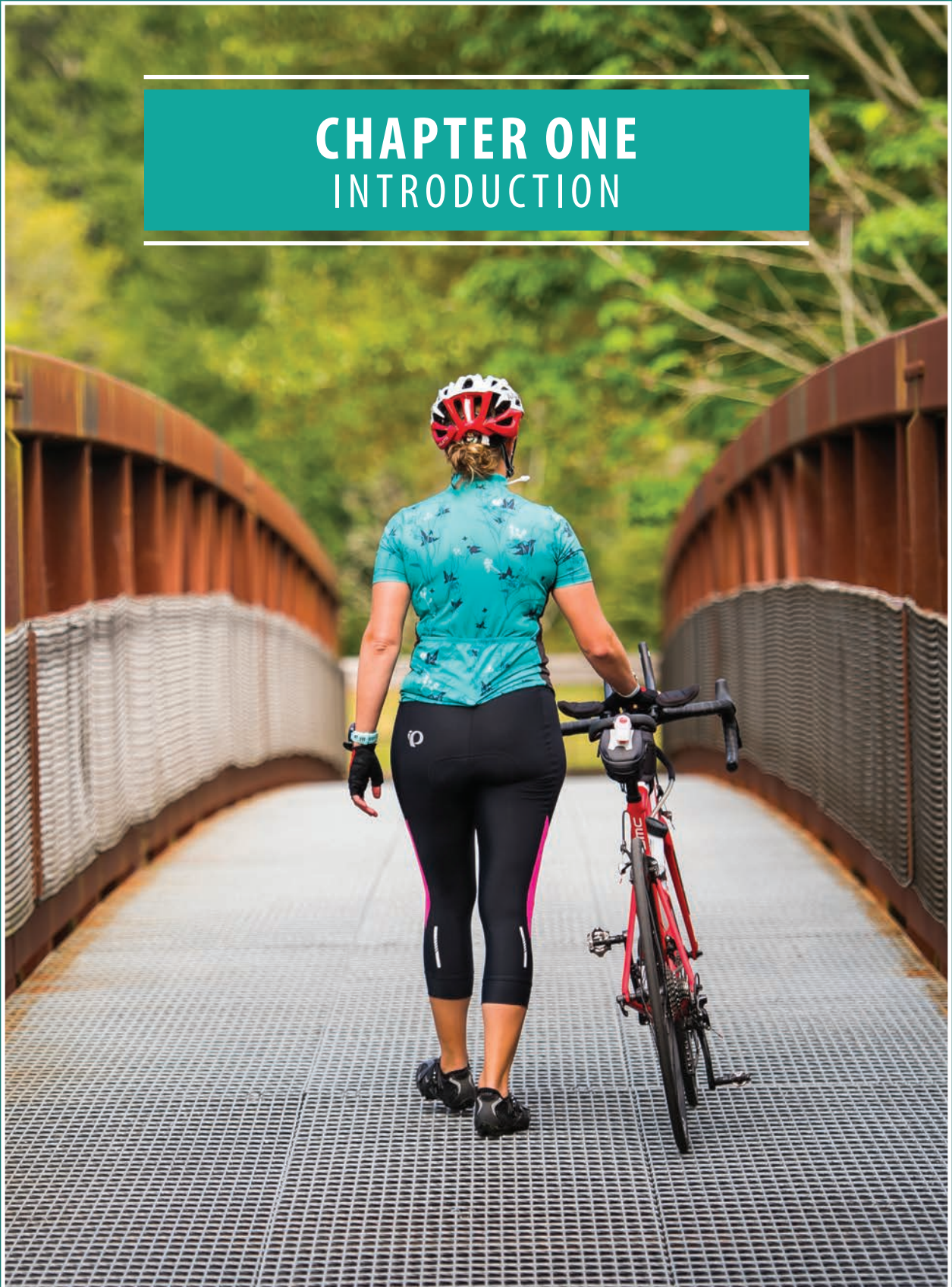


TABLE OF CONTENTS

CHAPTER ONE – INTRODUCTION	1
1.1 City of Kent	2
1.2 Parks, Recreation, and Community Services Department	3
1.3 Plan Purpose	7
1.4 Planning Process	7
CHAPTER TWO – COMMUNITY PROFILE	9
2.1 Introduction	10
2.2 Demographic Analysis	10
2.3 Tapestry Segmentation	17
2.4 Market Profile	19
CHAPTER THREE – SYSTEM CHALLENGES	21
3.1 History	22
3.2 City Growth and Financial Investment	23
3.3 Aligning Parks and Recreation with Quality of Life	25
3.4 Aligning Parks and Recreation with Community Health	26
3.5 Kent PRCS’s Role in Enhancing Community Health	28
3.6 Challenges to Programming	29
CHAPTER FOUR – STAKEHOLDER AND COMMUNITY INPUT	31
4.1 Desired Plan Outcomes	32
4.2 Stakeholder Interviews and Focus Groups	32
4.3 Statistically-Valid Community Survey	34
4.4 Online Community Survey	40
4.5 Public Engagement Findings	41
CHAPTER FIVE – RECREATION PROGRAM ASSESSMENT	43
5.1 The Current System	44
5.2 Core Program Areas	45
5.3 Program Strategy Analysis	47
5.4 Program Strategy Recommendations	57
CHAPTER SIX – GAP ANALYSIS	61
6.1 Scope of Opportunities	62
6.2 Outreach to Underserved Populations	63
6.3 Community Inventory and Geospatial Analysis	68
CHAPTER SEVEN – FINANCING THE SYSTEM	77
7.1 Funding Sources	78
7.2 Partnership Policies	79
CHAPTER EIGHT – CONCLUSION AND STRATEGIC DIRECTIONS	81
8.1 Key Findings	82
CHAPTER NINE – ACTION PLAN	87
9.1 Operational Management	88
9.2 Programs and Services	90
9.3 Policies and Practices	92
CHAPTER TEN – APPENDIX	93
10.1 Language Profile	94
10.2 Recreation Trends Analysis	102
10.3 LifeMode Groups’ Characteristics	121
10.4 CLASS Analysis	125
10.5 Program Lifecycle Classification	152

CHAPTER ONE

INTRODUCTION





1.1 CITY OF KENT

The City of Kent, located in southern King County (Washington state's most populous county) is a unique community with a combination of residential, banking, warehousing, light manufacturing, retailing, wholesaling, and some farming. It is unique because it is in the geographical center of the state's economic development associated with international trade. Within 20 miles of City Hall, there are two interstate highways, three state freeways, two national rail lines, a regional transit light rail station, an international airport, and two international deep-water seaports.

Because of the prime location, Kent is home to the fourth-largest manufacturing and distribution center in the country. From the first Lunar Rover developed at Boeing's Space Center to the creation of next-generation rockets at Blue Origin, it is these types of innovative companies that drive the local economy and contribute significantly to the state's bottom line. Kent's vibrant and

diverse economy has a well-earned reputation as the economic barometer for the region. Home to over 8,000 businesses and 63,000 jobs, Kent's \$8 billion + gross business income is the highest among its peer cities in south King County.

Kent is the sixth largest city in Washington State with a diverse population of 127,000, covering a geographic area of 34 square miles. Named one of the "Best Places to Live" by Seattle Metropolitan Magazine, Kent is a culturally rich destination with well-established neighborhoods, award winning parks, and great schools. As a result, it has attracted families who speak 138 different languages. Kent is located in the heart of the Green River Valley; its breathtaking setting features views of Mount Rainier and the Cascade and Olympic Mountains. At the center of it all, are Kent's public parks, trails, open space and recreational amenities and programs.

1.2 PARKS, RECREATION, AND COMMUNITY SERVICES DEPARTMENT

The Parks, Recreation, and Community Services Department (PRCS):

- Designs, builds, and maintains parks with guidance from the Parks and Recreation Commission
- Provides recreation programs
- Oversees cultural arts programs with guidance from the Arts Commission
- Maintains city facilities
- Funds human services programs with direction from the Human Services Commission

Recreation city-owned and operated facilities include a community center (Kent Commons); senior center; athletic complexes and a golf complex that consists of an 18-hole course and driving range. Nationally recognized multiple times for excellence in parks and recreation, Kent Parks manages 55 parks and open spaces covering more than 868 acres, 28 miles of trails and serves over 1.4 million people annually through programs and special events.

1.2.1 MISSION AND VALUES

The mission of Kent PRCS is “Dedicated to Enriching Lives.” Kent PRCS staff strives to influence the following outcomes throughout the City:

- Social equity and inclusion
- Economic development
- Placemaking and brand identity
- Health and wellness
- Youth Development
- Arts and culture
- Healthy aging
- Public land and facility stewardship
- Environmental sustainability
- Active transportation (walking, bicycling, skateboarding, roller-skating, etc.)

1.2.2 PROGRAM AND SERVICE DETERMINANTS

Kent PRCS recognizes the need to approach recreation programming in a way that emphasizes specific individual, social, environmental, and economic benefits, rather than just focusing on the recreation activities themselves. The Department is committed to providing safe and inviting parks and facilities, meaningful and diverse recreational programs, cultural activities, and human services. Staff is responsive, positive, and ethical in their dedication to delivering:

- Personal benefits that strengthen self-esteem, improve health, and promote self-sufficiency.
- Social benefits that bring families together and unite people within the diverse community.
- Economic benefits that welcome new business relocation and expansion which leads to a more productive work force and increased tourism opportunities.
- Environmental benefits that protect and preserve natural areas, open space, and enhance air and water quality.

Conceptual Foundations of Play, Recreation, and Leisure

Understanding foundational concepts of play, recreation, and leisure is critical to understanding their connectivity to each other and to the PRCS collective portfolio. For the benefit of readers and this plan:

- **Play.** Unlike leisure, play has a more singular definition. Play is imaginative, intrinsically motivated, nonserious, freely chosen, and actively engaging. While most people see play as the domain of children, adults also play, although often their play is more entwined with rules and regulations, which calls into question how playful their play really is. On the other hand, children’s play is typified by spontaneity, joyfulness, and inhibition and is done not as a means to an end but for its inherent pleasure.

- **Recreation.** Recreation is an activity that people engage in during their free time, that people enjoy, and that people recognize as having socially redeeming values. Unlike leisure, recreation has a connotation of being morally acceptable not just to the individual but also to society as a whole, and thus we program for those activities within that context. While recreation activities can take many forms, they must contribute to society in a way that society deems acceptable. This means that activities deemed socially acceptable for recreation can and must change over time.

People also see recreation as a social instrument because of its contribution to society. That is, professionals have long used recreation programs and services to produce socially desirable outcomes, such as the wise use of free time, physical fitness, and positive youth development. The organized development of recreation programs to meet a variety of physical, psychological, and social needs has led to recreation playing a role as a social instrument for well-being and, in some cases, change.

- **Leisure as time.** By this definition leisure is time free from obligations, work (paid and unpaid), and tasks required for existing (sleeping, eating, etc.).
- **Leisure as an activity.** By this definition, leisure as an activity is a set of activities that people engage in during their free time—activities that are not work-oriented or that do not involve life maintenance tasks such as housecleaning or sleeping. Leisure as activity encompasses the activities that we engage in for reasons as varied as relaxation, competition, or growth and may include reading for pleasure, meditating, painting, and participating in sports. This definition gives no heed to how a person feels while doing the activity; it simply states that certain activities qualify as leisure because they take place during time away from work and are not engaged in for existence.
- **Leisure as a state of mind.** Unlike the definitions of leisure as time or activity, the definition of leisure as state of mind is much more subjective in that it considers the individual's perception of an activity. Concepts such as perceived freedom, intrinsic motivation, perceived competence, and positive affect are critical to determining whether an experience is leisure or not leisure.



Programs offered by the Department are influenced by foundational concepts of play, recreation and leisure and have clearly stated objectives and goals, an element of choice, and a future direction for continuance, improvement, or change. Program planning elements address the following participant goals, where applicable:

- **Physical:** how development starts in human infancy and continues into late adolescent concentrating on gross and fine motor skills as well as puberty. Physical development involves developing control over the body, particularly muscles and physical coordination. The peak of physical development happens in childhood and is therefore a crucial time for neurological brain development and body coordination to encourage specific activities such as grasping, writing, crawling, and walking. Physical activities geared toward aiding in physical development contribute significantly to a person's long-term health and well-being.
- **Social:** how people develop skills that allow them to interact with other people and to express and control their emotions.
- **Intellectual/Cognitive:** how mental processes (learning, remembering, problem solving, and thinking) develop from birth until adulthood.
- **Emotional:** how an individual develops the ability to recognize, express, and manage feelings at different stages of life and to have empathy for the feelings of others.
- **Expressive:** how the practice of using imagery, storytelling, dance, music, drama, poetry, writing, movement, dream work, and visual arts in an integrated way to foster human growth, development, and healing. Expressive arts is based on the premises that each human being is inherently creative and infused with the gift of imagination.

Organizational Agency Philosophy, Mission and Vision, and Goals and Objectives

Programs offered by the Department must clearly relate to, support, or align with goals established within the following city and/or departmental plans, although other plans may be applicable as well:

- PRCS 2016 Parks and Open Space Plan
- PRCS Marketing and Engagement Plan
- PRCS Strategic Framework (Vision, Mission, Values, Goals)
- City of Kent Youth Call to Action
- City of Kent Arts Plan
- City of Kent Human Services Master Plan
- City of Kent 2015 Comprehensive Plan, specifically Parks and Recreation Element
- City of Kent Economic Development Plan
- City of Kent Strategic Framework (Vision, Mission, Values, Goals)

Constituent Interests and Desired Needs

Needs can be defined as the gap between what is and what should be. A need can be felt by an individual, a group, or an entire community. It can be as concrete as the need for food and water or as abstract as improved community cohesiveness. Interests and needs will be monitored for strategic updates and/or investments/divestments, where applicable.

If the community currently identifies a need, lacks a program or service, or there is clear desire to participate in programs or services not currently offered, Kent PRCS will consider the feasibility in providing the desired service. However, the following tasks will be conducted to assess viability (at a minimum):

- Reviewing previous program plans;
- Reviewing staff and resource capacity to integrate into existing program portfolios;
- Consideration of future population growth and demographics;
- Identifying potential partnership opportunities for additional recreation services;
- Understanding desired activity with connectivity to strategic city and departmental goals; and
- Researching current and future trends.

In addition, due to the City's financial constraints, an understanding of long-term financial sustainability, including analyzing total cost, program performance forecasts, return on investment and residents served must also be considered.

Creation of a Constituent-Centered Culture

To commit to providing high quality programming to underserved populations, Kent PRCS uses statistically-valid surveys, program evaluations, and demographic analyses, to identify areas of unmet community need. The Department then catalogues and tracks the strategies and programs specifically designed to serve identified underserved populations.

In an effort to continually engage the community in parks, recreation and community services programs and services, the City of Kent and Department manage several formal Commissions (as outlined in Kent City Code Section 2) to engage as follows:

Kent Parks and Recreation Commission

The parks and recreation commission, established by City ordinance and consisting of twelve (12) Kent residents, shall make reports and recommendations to the mayor, city council, and city staff concerning parks and recreation issues, including:

- Ways to advocate public support, involvement, and funding of Kent parks, facilities, and programs;
- Opportunities to engage the public in decisions affecting Kent parks, facilities, and programs;
- Budget recommendations for the acquisition, development, and operation of parks, facilities, and programs;
- Policy recommendations;
- Comprehensive parks and trails planning;
- Priorities for the acquisition of land and/or facilities;
- Development, design, and operation of parks, facilities, and programs;
- Capital improvements planning;
- Rules, regulations, or other restrictions applicable to parks, facilities, and programs;
- Concessions at park facilities;
- Contracts, interlocal agreements, and lease agreements regarding parks and recreation activities;

- Other matters that the mayor, city council, or parks director may refer to the parks and recreation commission for its consideration and recommendation; and
- Parks and recreation commission members are encouraged to play an active role in engaging the Kent community to support key park and recreation projects through public outreach efforts.

- **Kent Senior Activity Center Advisory Group.** The Senior Center Advisory Group consists of volunteers chosen by their peers to represent the needs and interests of the broader senior community at the Kent Senior Activity Center. The group meets monthly and provides liaison and counsel to center staff on matters ranging from programs, trips, and facility condition and improvements to special events and lunchtime menu planning.

Kent Arts Commission

The City Arts Commission, established by City ordinance and consisting of fourteen (14) Kent residents, advises the City Council in areas such as:

- Establishing cultural opportunities and arts education;
- Improving Kent’s quality of life and enhancing our aesthetic environment; and
- Promoting Kent as a center for great arts.

Human Services Commission

The Human Services Commission, established by City ordinance and consisting of ten (10) Kent residents, provides the focal point for addressing human service needs in Kent, serves as the formal mechanism for review of human service issues and funding applications, promotes community awareness and education on human service issues, and makes human service policy recommendations to Mayor and Council.

In addition to formally appointed Commissions, the Department has several advisory groups to help provide community feedback, when needed:

- **Kent Cultural Communities Board.** Multicultural board utilized to increase engagement, integration, and access to city services for all cultural communities in Kent.
- **Kent Youth Core Team.** The Kent Youth Call to Action is a citywide, cross-sector approach to ensure that youth are safe and connected and have access to culturally responsive programs and services, to ensure every young person can succeed and reach their full potential.
- **Kent Cultural Diversity Initiative Group (KC-DIG).** KC-DIG provides a forum for small and emerging ethnic-based community organizations nonprofits, businesses, and community members to strengthen leadership, build alliances, engage civically, and increase knowledge and understanding across cultures. KC-DIG stakeholders specialize in providing services and resources to refugees, new Americans, and people of color who reside in Kent. It is an opportunity for continuing education, networking and collaboration.

Experiences Desirable for Clientele

Kent PRCS uses the information gleaned from its constituent-centered culture to match recreation experiences with appropriate facilities and spaces.

The Department adheres to a “program classification” approach that matches individual vs. community need for programmatic opportunities to ensure that an appropriate mix of individual-based, family-based, and community-based programming occurs within the City.

Community Opportunities

Everyone in the City of Kent community shall have the opportunity to equally participate in, benefit from, and enjoy the parks and recreation programs and facilities. Kent PRCS’s mission is dedicated to enriching the lives of all persons participating in Kent Parks, Recreation and Community Services. It is through this lens that the Department offers recreation programming.



1.3 PLAN PURPOSE

The purpose of the *Comprehensive Recreation Program Plan* is to define strategies, services, and direction for Kent PRCS’s public recreation programming that is financially sustainable and meets the needs of the residents of Kent while in alignment with citywide and departmental goals.

In addition, the *Comprehensive Recreation Program Plan* is developed in alignment with industry best practices and meets the Commission for Accreditation of Park and Recreation Agencies (CAPRA) stated fundamental requirements.

1.4 PLANNING PROCESS

The PROS Team utilized its Community Values Model™ as the foundation of the *Comprehensive Recreation Program Plan*. The Community Values Model™ is an innovative process that utilizes comprehensive public input and insight in a meaningful way. Input, guidance, and values from key community leaders, stakeholders, and the general public were used to create overall guiding

principles and values of the community related to the delivery of parks and recreation services. The Community Values Model™ was then used as the basis for developing or reaffirming the vision, mission, and strategic objectives for the *Comprehensive Recreation Program Plan*. The strategic objectives address six unique areas of planning including:

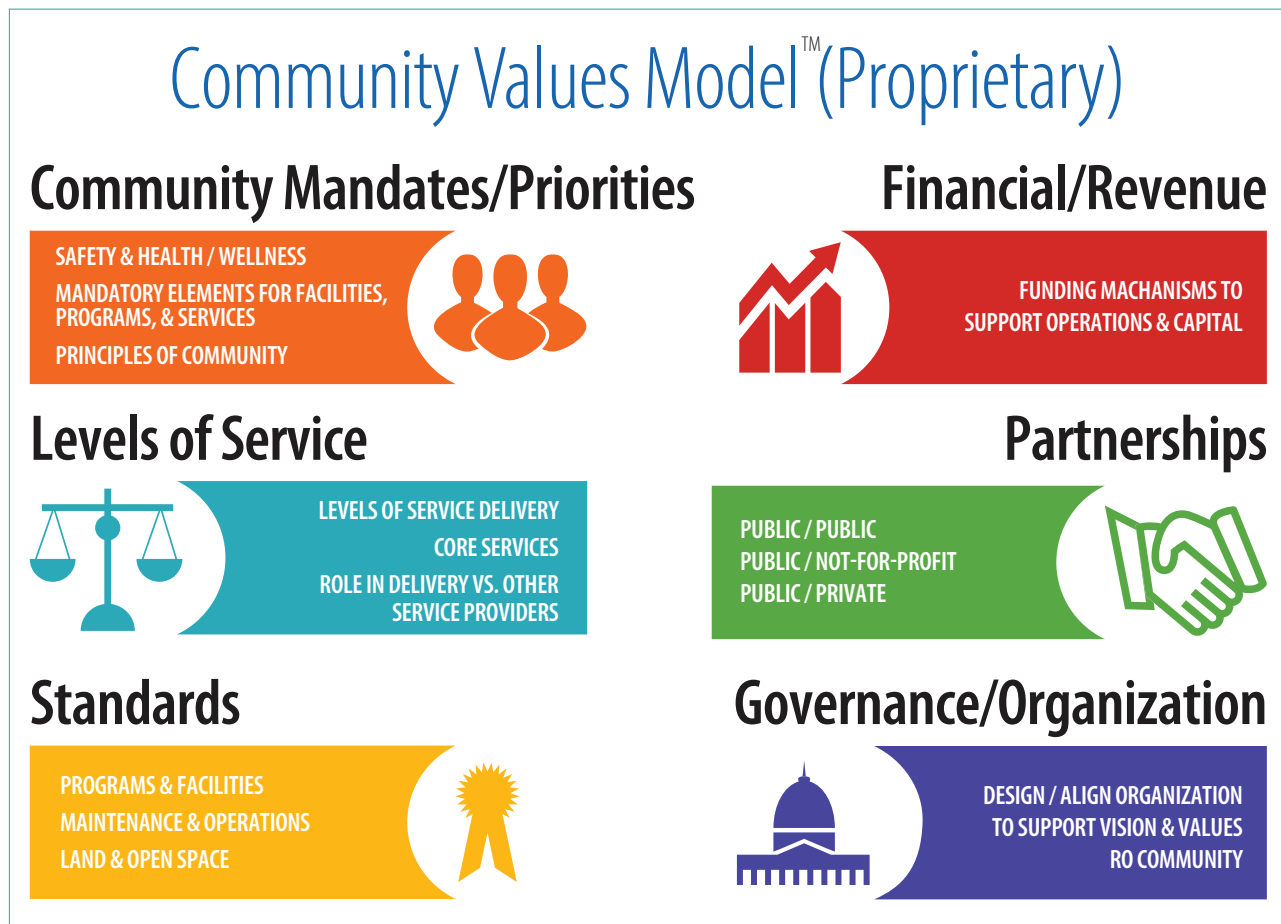


Figure 1:
Community Values Model



CHAPTER TWO

COMMUNITY PROFILE



2.1 INTRODUCTION

The City of Kent Parks, Recreation, and Community Services Department selected PROS Consulting to assist in completing a *Comprehensive Recreation Program Plan*. The purpose of the Plan is to define strategies; services, and direction for Kent’s public recreation programming that is financially sustainable and meets the needs of the residents that also alignment with citywide and departmental goals.

A key component of the *Comprehensive Recreation Program Plan* is a Market Analysis. This analysis will help provide a thorough understanding of the demographic makeup of residents within the City, while also identifying national, regional, and local recreational trends.

2.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within Kent, Washington. This assessment is reflective of the City’s total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is

important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

2.2.1 KENT DEMOGRAPHIC OVERVIEW

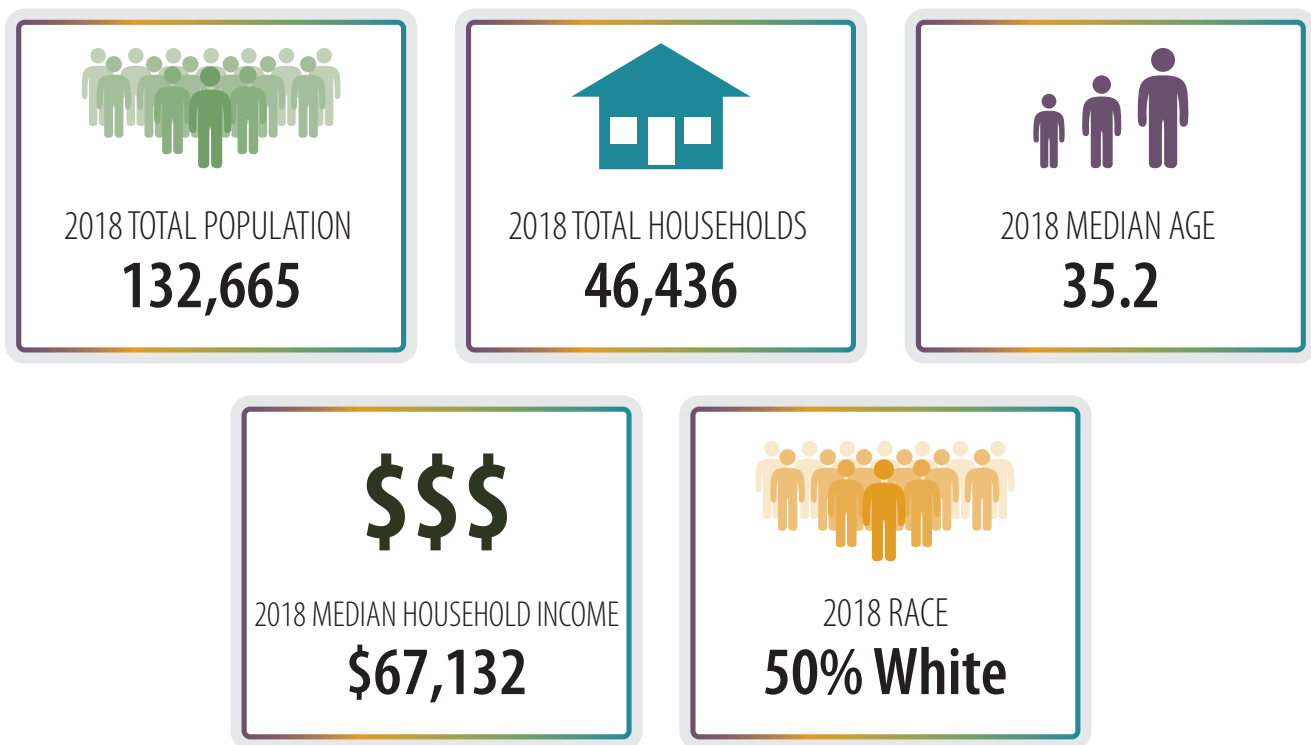


Figure 2:
City of Kent Demographic Overview

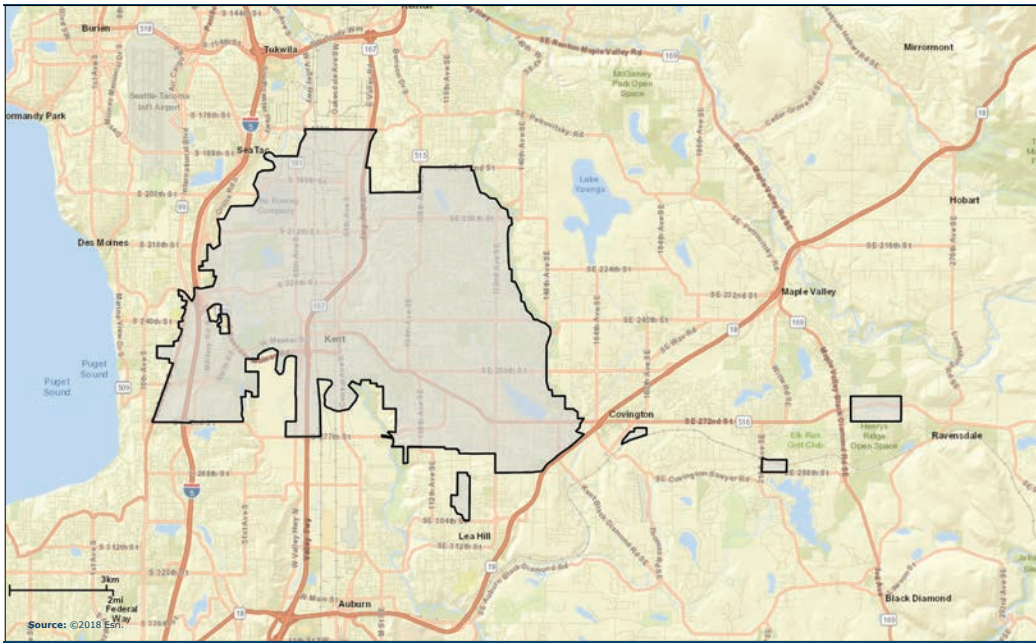


Figure 3:
City Boundaries

2.2.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in February 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2018 and 2023 as obtained by ESRI. Straight line linear regression was utilized for 2028 and 2033 projections. The City boundaries shown below were utilized for the demographic analysis (Figure 3).

Race and Ethnicity Definitions

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. **For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.***

2.2.3 CITY POPULACE

Population

The City's population experienced a significant growing trend in recent years, increasing 11.87% from 2010 to 2018 (1.48% per year). This is well above the national annual growth rate of 0.86% (from 2010-2018). Similar to the population, the total number of households also experienced a rapid increase in recent years (8.94% since 2010).

Currently, the population is estimated at 132,665 individuals living within 46,436 households. Projecting ahead, the total population and total number of households are both expected to continue growing at an above average rate over the next 15 years. Based on 2033 predictions, the City is expected to have 160,279 residents living within 54,118 households (**Figures 4 & 5**).

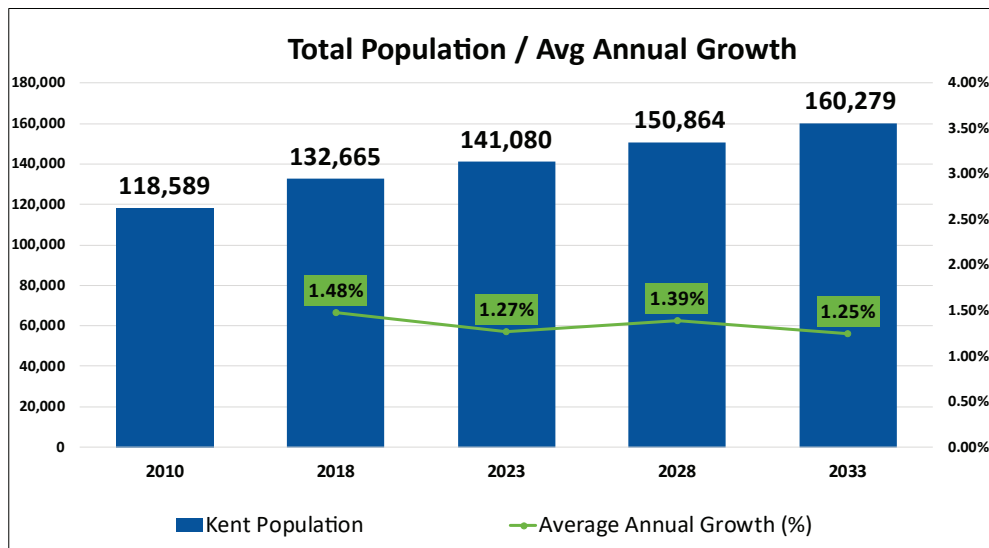


Figure 4:
Total Population

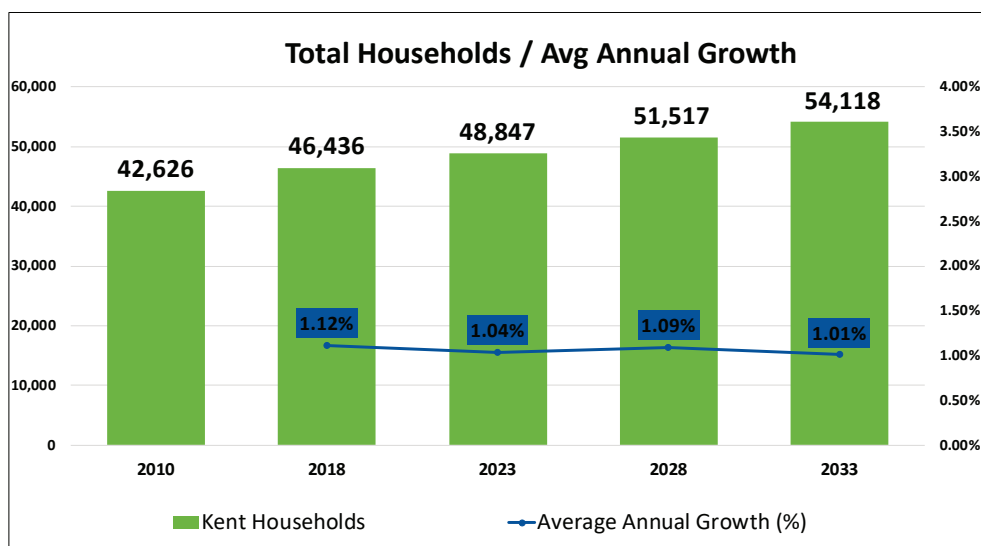


Figure 5:
Total Number of Households

Age Segment

Evaluating the City by age segments, Kent is a younger community, with roughly half of population falling below the age of 35. The service area has a median age of 35.2 years old which is slightly below the U.S. median age of 38.3 years. Assessing the population as a whole, the City is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent 29% of the City’s total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups (**Figure 6**).

Due to the continued growth of the older age segments, it is useful to further segment the “Senior” population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

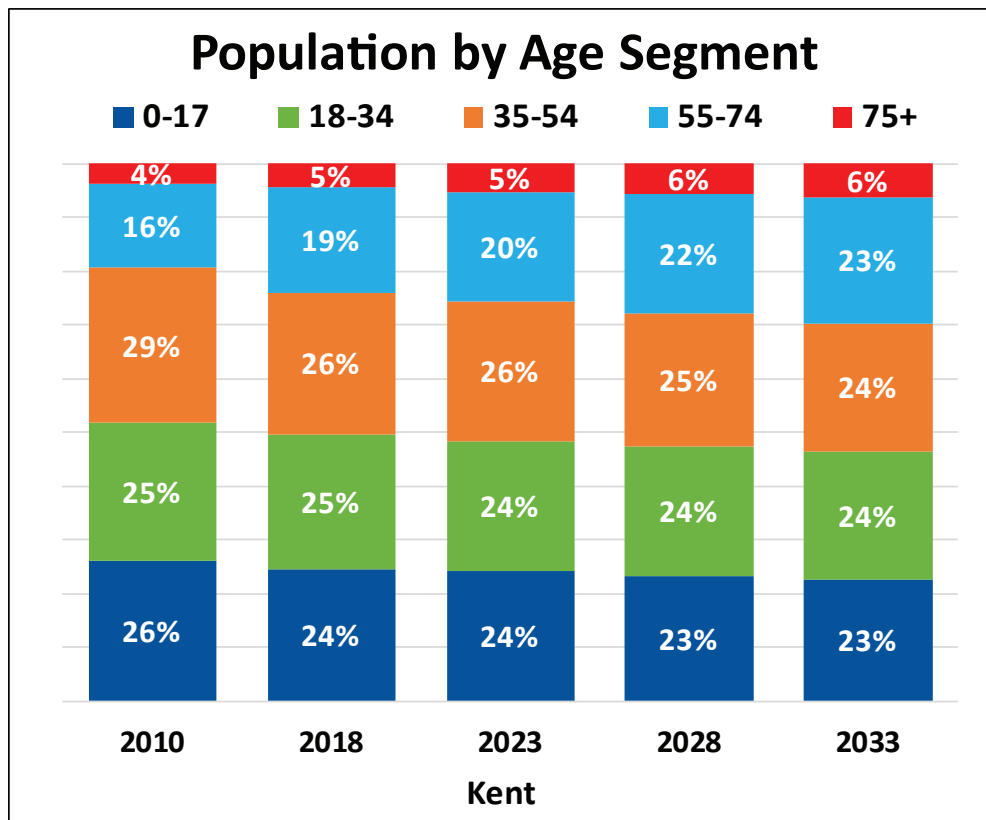


Figure 6:
 Population by Age Segments

Race

Analyzing race, Kent’s current population is extremely diverse. The 2018 estimate shows that 50% of the population falls into the White Alone category, while Asian (21%) represents the largest minority. The racial diversification of the City is much more diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2033 expect the City’s population to continue diversifying, with the White Alone population projected to decrease to 40% while all other races experience slight increases (**Figure 7**).

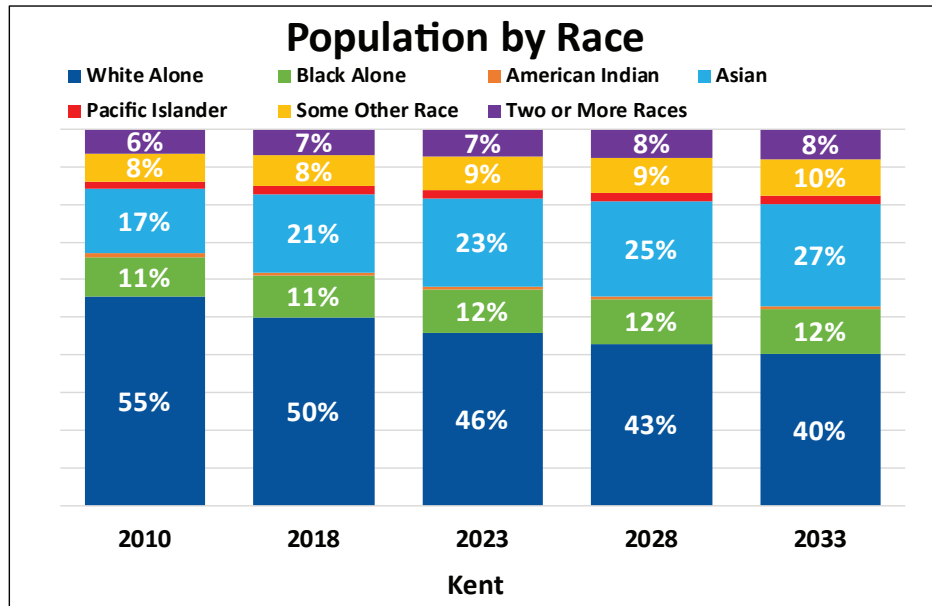


Figure 7:
Population by Race

Ethnicity

The City’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent just above 16% of the service area’s current population, which is slightly lower than the national average (18% Hispanic/ Latino). The Hispanic/Latino population is expected to grow marginally over the next 15 years, increasing to 19% of the City’s total population by 2033 (**Figure 8**).

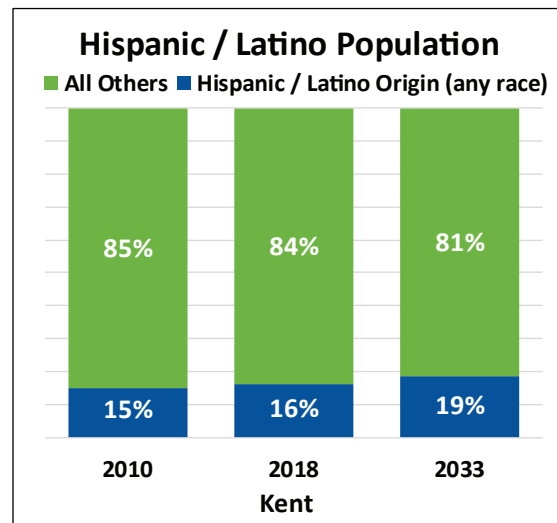


Figure 8:
Population by Ethnicity

Household Income

The City's per capita income (\$30,602) and median household income (\$67,132) are both below the current state averages (\$36,796 & \$68,734). When compared to the U.S., Kent's per capita income is slightly lower than the national average (\$31,950) while its median household income is significantly higher (\$58,100).

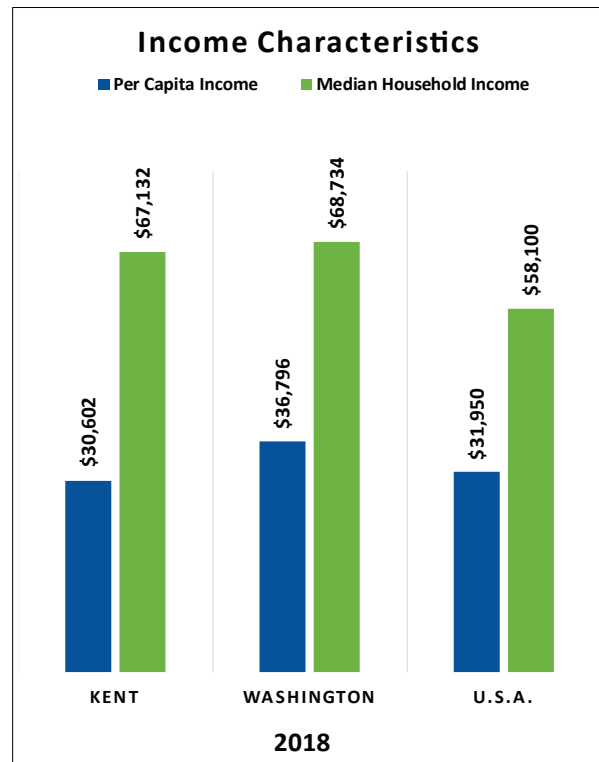


Figure 9:
Income Characteristics



2.2.4 CITY DEMOGRAPHIC COMPARATIVE SUMMARY

Figure 10 is a summary of the City’s demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows Kent to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the City and the national population.

= Significantly higher than the National Average



= Significantly lower than the National Average



Demographic Summary

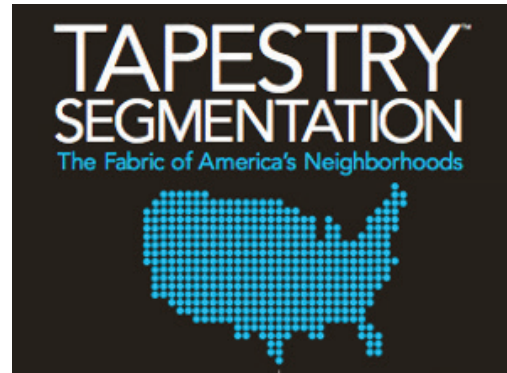
- The City’s **population annual growth rate** (1.48%) is significantly higher than the U.S.’s (0.86%) growth rate.
- Kent’s **household annual growth rate** (1.12%) is also significantly higher than the national (0.79%) average.
- When assessing **age segments**, the service area demonstrates a slightly younger population than the national age segment distribution.
- The City’s **racial distribution** has a significantly lower White Alone population and higher Asian population, when compared to national percentage distribution.
- Kent’s percentage of **Hispanic/Latino population** (16.2%) is just below the national average (18.3%).
- The City’s **per capita income** (\$30,602) is slightly below average while the **median house income** (\$67,132) is well above average, when compared to the U.S.’s income characteristics (\$31,950 & \$58,100).

2018 Demographic Comparison		Kent	Washington	U.S.A.
Population	Annual Growth Rate (2010-2018)	1.48%	1.35%	0.86%
	Projected Annual Growth Rate (2018-2033)	1.39%	1.37%	0.88%
Households	Annual Growth Rate (2010-2018)	1.12%	1.21%	0.79%
	Average Household Size	2.82	2.54	2.59
Age Segment Distribution	Ages 0-17	24%	22%	22%
	Ages 18-34	25%	24%	24%
	Ages 35-54	26%	26%	25%
	Ages 55-74	19%	23%	22%
	Ages 75+	5%	6%	7%
Race Distribution	White Alone	49.9%	73.6%	69.9%
	Black Alone	11.3%	4.1%	12.9%
	American Indian	0.8%	1.5%	1.0%
	Asian	20.8%	8.8%	5.7%
	Pacific Islander	2.0%	0.7%	0.2%
	Some other Race	8.3%	5.9%	6.9%
	Two or More Races	6.9%	5.4%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	16.2%	1.9%	18.3%
	All Others	83.8%	87.1%	81.7%
Income Characteristics	Per Capita Income	\$30,602	\$36,796	\$31,950
	Median Household Income	\$67,132	\$68,734	\$58,100

Figure 10:
Service Area’s Demographic Comparative Summary Table

2.3 TAPESTRY SEGMENTATION

ESRI's Tapestry Segmentation is a geodemographic system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. This market segmentation tool integrates consumer traits with residential characteristics to identify individual markets within a specified area. The Tapestry provides a classification model with 67 distinct, behavioral market segments that depict consumers' lifestyles and lifestyles, and detail the diversity of the American population. These individual market segments are then arranged into 14 LifeMode groups that have similar characteristics and market profiles. A brief summary of the 14 LifeMode groups is provided in the table below. A complete listing of these groups' characteristics and the individual segments that comprise each LifeMode group is available in **Appendix 10.3. (Source: ESRI)**



LifeMode Summary Groups	
Group Name	Brief Description
Affluent Estates	Established wealth- educated, well-traveled married couples
Upscale Avenues	Prosperous, married couples in higher density neighborhoods
Uptown Individuals	Younger, urban singles on the move
Family Landscapes	Successful younger families in newer housing
GenXurban	Gen X in middle age; families with fewer kids and a mortgage
Cozy Country Living	Empty nesters in bucolic settings
Ethnic Enclaves	Established diversity- young, Hispanic homeowners with families
Middle Ground	Lifestyles of thirtysomethings
Senior Styles	Senior lifestyles reveal the effects of saving for retirement
Rustic Outposts	Country life with older families, older homes
Midtown Singles	Millenials on the move; single, diverse, and urban
Hometown	Growing up and staying close to home; single householders
Next Wave	Urban denizens; young, diverse, hardworking families
Scholars and Patriots	College campuses and military neighborhoods

Figure 11:
 ESRI LifeMode Summary Group Descriptions

The ESRI Tapestry Segmentation provides an understanding of consumers' lifestyle choices, what they buy, and how they spend their free time for a specified service area. This information is useful in identifying target markets, as well as highlighting segments that are being underserved, to ensure that the City's offerings are in line with the unique characteristics and preferences of its users.



2.3.1 TOP 5 TAPESTRY SEGMENTS

This section reveals the top five Tapestry Segments and corresponding LifeMode Groups, expressed as percentage of households, for the City. Analyzing the dominant Tapestry Segmentation allows Kent to assess the market profile of its service area by examining the distribution of household types and summarizing the general characteristics and behaviors expected from each group.

For better context of how unique the City’s households are compared to the rest of the country, the percentage of U.S. households for each Tapestry Segment are also provided for comparison.

Kent Top 5 Tapestry Segments		
Tapestry Segments	% of Kent Households	% of U.S. Households
1 Metro Fusion Midtown Singles	15.3%	1.4%
2 Soccer Moms Family Landscapes	13.9%	2.9%
3 Home Improvement Family Landscapes	10.5%	1.7%
4 Front Porches Middle Ground	8.5%	1.6%
5 Pleasantville Upscale Avenues	5.1%	2.2%
Total Percentage of Population:	53.3%	9.8%

Figure 12:
Tapestry Segments

Key Tapestry Segment Descriptions

Below are brief summaries of the characteristics and consumer behaviors for the most prevalent Tapestry Segments within Kent.

METRO FUSION (15.3% OF CITY HOUSEHOLDS)

- Primarily young, single-parent and single-person households renting multiunit and single-family housing, with median age of 28.8 and median household income of \$33,000
- Very diverse market; many residents do not speak English fluently
- Hard workers dedicated to climbing the professional and social ladders of life
- Dichotomy of young residents that are highly connected and older residents that have little use for modern technology
- Leisure activities include watching TV and listening to music, and popular sports include football and soccer

SOCCER MOMS (13.9% OF CITY HOUSEHOLDS)

- Are affluent, family-oriented market who prefer living in the suburban areas over living in the city
- Most households are married couples with children, with median age of 36.6 and median household income of \$84,000
- Most households have at least 2 vehicles with longer commutes into the city for work and a high labor for participation rate
- Outdoor activities and sports are characteristic of life in the suburban, such as bicycling, jogging, golfing, boating, and target shooting
- Carry a high level of debt, including first and second mortgages and auto loans

HOME IMPROVEMENT (10.5% OF CITY HOUSEHOLDS)

- Married-couple families living in low density suburban neighborhoods; median age of 37 and average household size 2.86
- Spend a lot of time on the go and eat out regularly at both fast-food and family restaurants
- Residents are cautious consumers who do their research before buying
- Activities include home improvement and remodeling projects

FRONT PORCHES (8.5% OF CITY HOUSEHOLDS)

- Single-parent families or singles living alone make up almost half of the households with a median age of 34.2 and a median household income of \$39,000
- Labor force is mostly composed of a blue-collar work force who are price sensitive due to limited income
- Tend to use the internet for gaming, online dating, and chat rooms.
- Activities include sports, indoor water parks, bingo, and video games.
- Strive to have fun and seek adventure, while also being price conscious

PLEASANTVILLE (5.1% OF CITY HOUSEHOLDS)

- Mostly older married couples with children over 18 years old, living in older homes built before 1970
- Well-educated professionals mainly working in finance, information/technology, or management positions, with a low unemployment rate (7.8%)
- Not cost-conscious, willing to spend more for quality and brands with a median household income of \$85,000 and median age of 41.9
- Use disposable income to Invest in conservative securities and contribute to charities, while also working on home improvement and remodeling projects
- Enjoy activities such as outdoor gardening, going to the beach, visiting theme parks, frequenting museums, and attending rock concerts

Below are general commonalities found amongst the top Tapestry Segments:

1. Hybrid of young married couples and single-parent families (with children)
2. Primarily cautious consumers
3. Very active and adventurous; enjoy playing sports, visiting theme/water parks, and attending concerts

Kent’s Department of Parks, Recreation and Community Services should be mindful of these consumer behaviors when pricing program/services, planning new programs, and/or considering building new facilities as a majority of the community shares the above characteristics.

2.4 MARKET PROFILE

In addition to demographic characteristics, tapestry segmentation, and language profile ESRI also provides a Market Profile which analyses key economic factors, including educational attainment, employment by industry, unemployment rate, and percent of population with disabilities. These statistics are then compared to the national average in order to give additional context.

2.4.1 EDUCATION

Based on the City’s 2018 population, approximately 26.5% of Kent’s residents (25+ years old) have attained a Bachelor’s or Graduate Degree; which is slightly below the national average (31.8%). While an estimated 14.2% of the population never attained a high school diploma. This is slightly above the national average of 12.3%.

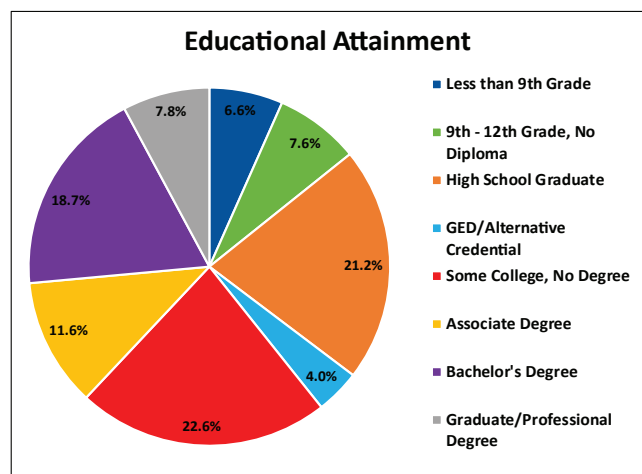


Figure 13: Educational Attainment

2.4.2 EMPLOYMENT BY INDUSTRY

When assessing Kent’s workforce, the top three industries make-up approximately 70% of the City’s employed population (Service: 44.8%, Manufacturing: 13.3%, and Retail Trade: 12.4%). Similarly, the same three industries make-up approximately 71% of the national workforce (Service: 49.9%, Retail Trade: 11.0%, and Manufacturing: 9.9%)

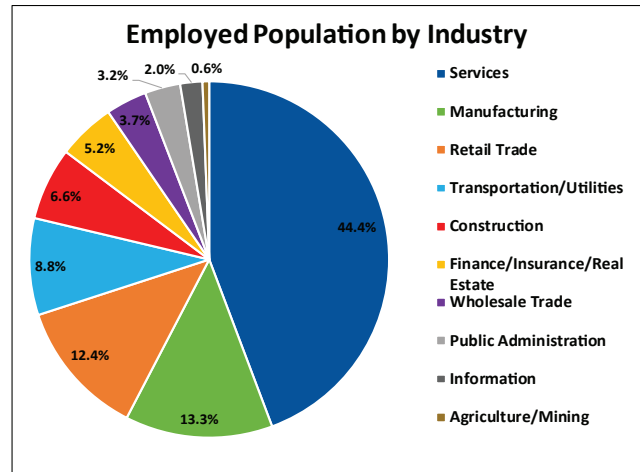


Figure 14: Employment by Industry

2.4.3 UNEMPLOYMENT

In assessing the civilian labor force (16+ years old), currently 93.5% of residents hold a full or part-time position, while the remaining 6.5% of the City’s population are deemed (civilian) unemployed. This is slightly below the national unemployment rate of 95.2%

Note: The unemployment rate excludes individuals who are currently in institutions such as prisons, mental hospitals, or nursing homes.

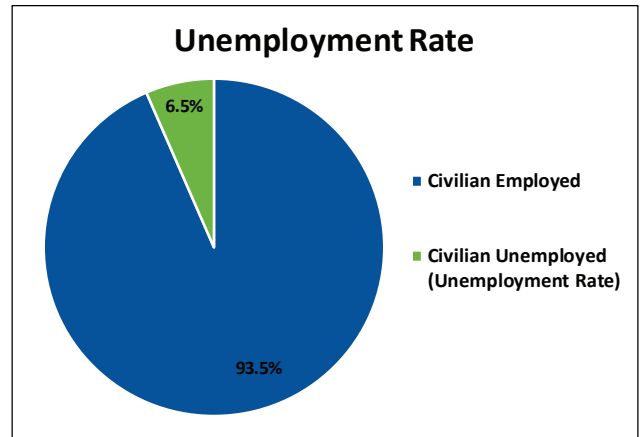


Figure 15: Unemployment Rate

2.4.4 DISABILITY

Based on a four-year trend (2013-2017) the percentage of Kent’s population that has been diagnosed with a disability has remained relatively unchanged. Approximately 2/5 of all residents over the age of 64 has either a physical or mental disability. When compared to the U.S., Kent’s 64 and under population is slightly less likely to be diagnosed with a disability while the City’s 65+ population is more likely to have a physical or mental disability.

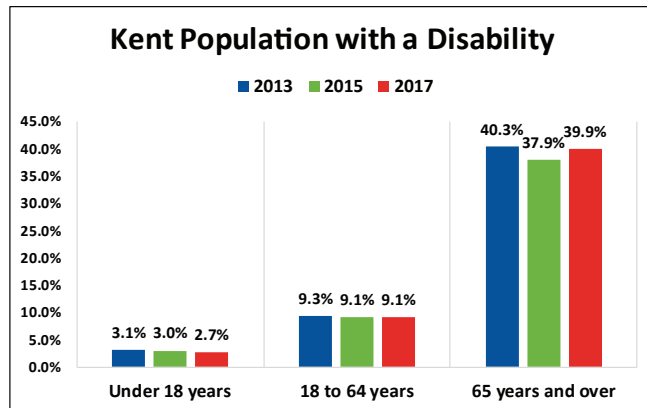


Figure 16: Percent of Kent’s Population with a Disability

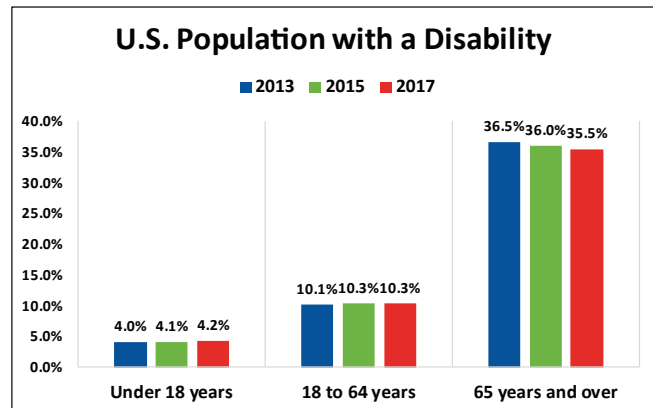
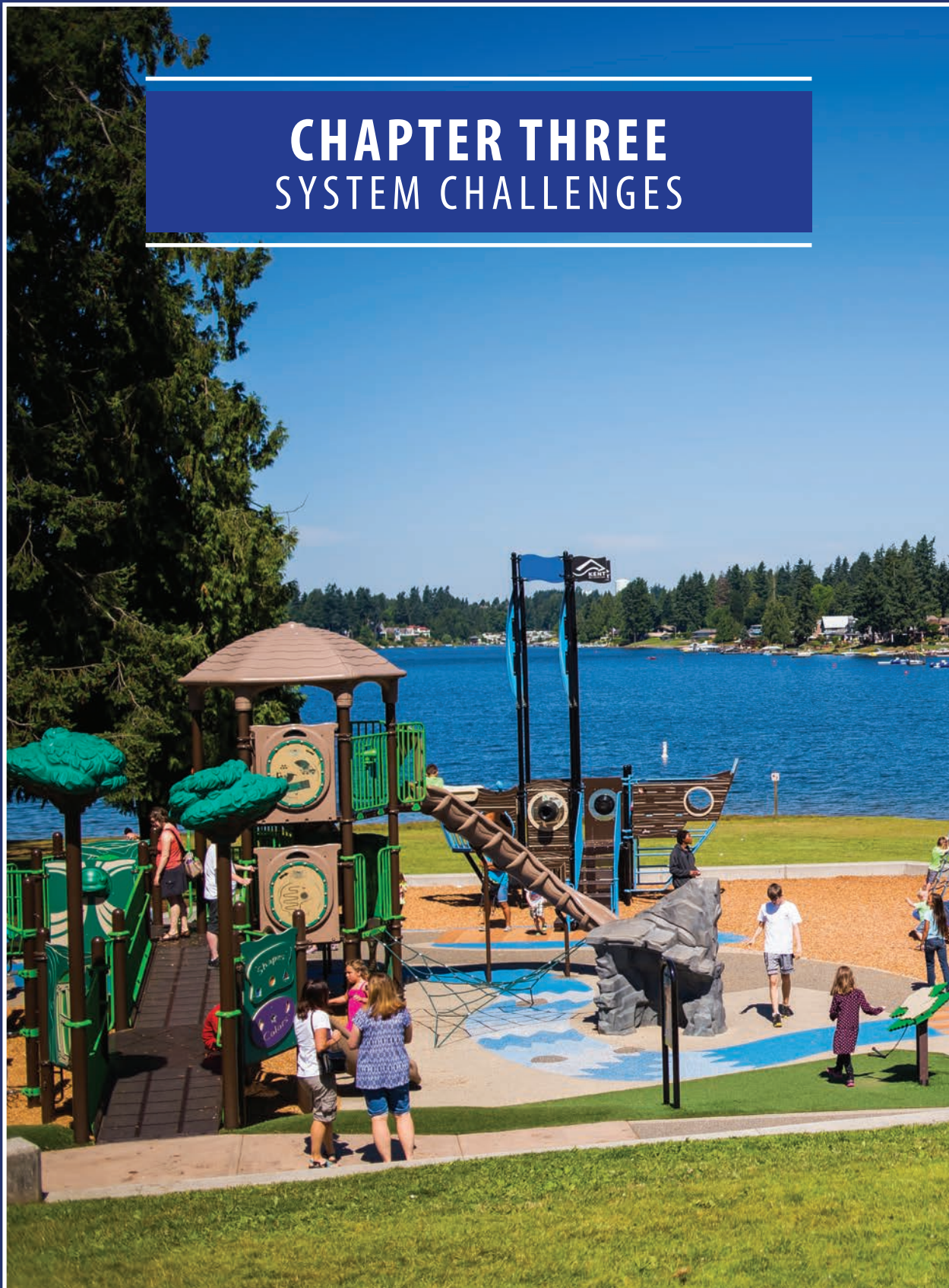


Figure 17: Percent of U.S. Population with a Disability

CHAPTER THREE

SYSTEM CHALLENGES



3.1 HISTORY

Kent Parks, Recreation and Community Services was the 1988 Gold Medal Grand Award Winner for Parks and Recreation. Conferred by the National Recreation and Park Association (NRPA), the Gold Medal Award honors communities throughout the United States that demonstrate excellence in long-range planning, resource management, and innovative approaches to delivering superb park and recreation services with fiscally sound business practices. Additionally, Kent PRCS won the 1991 NRPA Gold Medal for Adaptive Recreation, an award no longer issued by the NRPA.

The 90s and 00s were highlighted by a number of positive events such as:

- Youth and teen funding established via a percentage of Utility Tax (1995)
- Kent PRCS assumed oversight of Lake Meridian Park (1996)
- Wilson playfields opened; Kent PRCS assumed Kent Meridian Pool (2002)
- Sports Illustrated awarded Kent as “Sportstown USA” for Washington State (2006)
- Service Club Ballfields opened (2006)
- America’s Promise Alliance voted Kent one of the top 100 communities for young people in the nation (2010)
- Kent Parks & Recreation Commission established by ordinance (2014)

However, the same timeframe was also highlighted by challenges to both 1) staff and funding and 2) recreation facilities:

- Loss of Russell Roads Playfields (to Kent Valley Ice Centre) (1999)
- Loss of Borden Playfields (to Kent Showare) (2003)
- Loss of Commons Playfields (to Kent Station) (2007)
- Loss of 4.2 FTEs in Recreation (2009)
- Loss of .8 FTEs in Recreation (2010)
- Loss of Resource Center, shifted to Kent Commons (2010)
- Loss of 1 FTE in Recreation (2012)
- Loss of 1 FTE in Recreation (2013)
- Loss of Kent Meridian Pool (2019)

Given the challenges mentioned, as of 2019 Kent PRCS has a net loss of three (3) ballfields, six (6) soccer fields, and 7 Full-Time Equivalent (FTE) Recreation staff members.

Figure 18 illustrates the highlights and challenges faced by Kent PRCS since the late 50s.

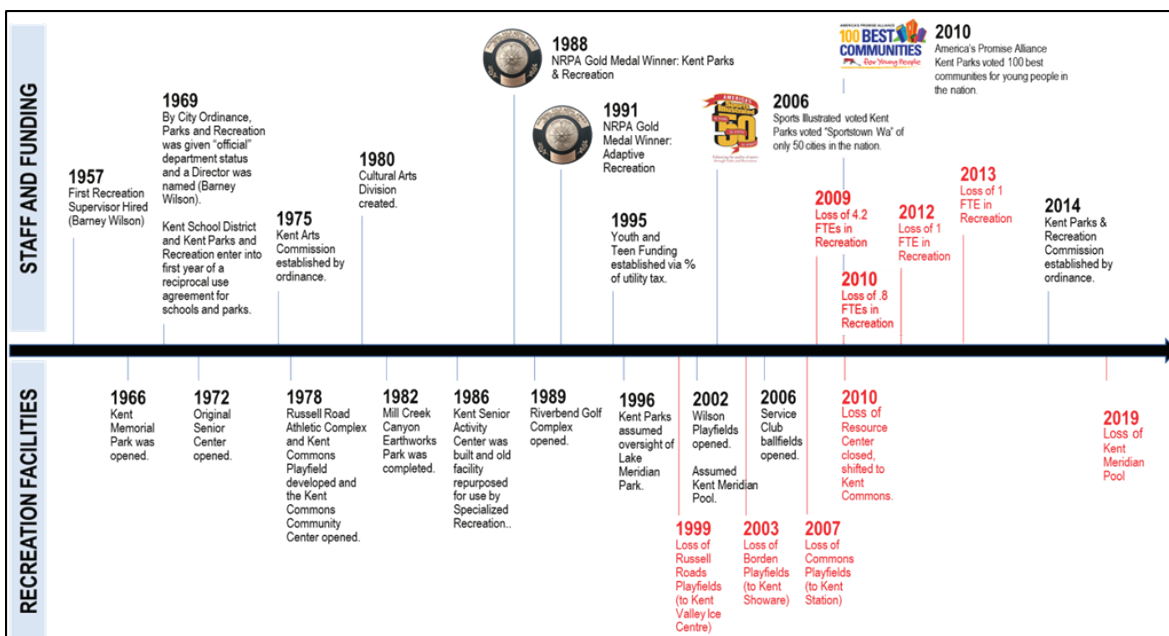


Figure 18: Kent PRCS Historical Timeline (1957-2019)

3.2 CITY GROWTH AND FINANCIAL INVESTMENT

Kent’s population has increased by nearly 100,000 residents since 1988 and is projected to increase by approximately 28,000 more residents over the next 15 years. This is an important factor for recreation planning because the population alone has a big impact on the quantity and type of service provision. From 2005 to 2009, Kent PRCS managed the system in a manner that was reflecting City growth; however, when the nationwide economic recession hit in 2009, a different picture is painted beginning in 2010. Beginning in 2010, the City’s population boomed while a simultaneous next cost per capita decreased by 37% (\$41.79 to \$26.18). This is important because this indicates a drastic drop in level of service. In other words, beginning in 2010, a reduced investment in parks, facilities, and recreation services was established.

As shown in **Figure 19**, Kent PRCS is still 12% below the per capita spending level in 2009. This is important for two reasons:

1. The financial investment in parks and recreation is still below its level 10 years ago
2. Due to the time value of money, the per capita spending level deficit is actually more than 12% (\$100 in 2009 is equivalent in purchasing power to \$119.68 in 2019 according to the Bureau of Labor Statistics consumer price index)

It should also be noted that the financial gains realized in per capita spending over the last 10 years is attributed, in large part, to internal service gains and not necessarily investment in Kent PRCS FTE.

Figure 20 (on the next page) shows the same timeline but with City of Kent FTE investment as a whole compared to Recreation FTE. As shown, there is a stark contrast between the investment in recreation services as compared to other City service FTE investment in areas such as police, public works and technology.

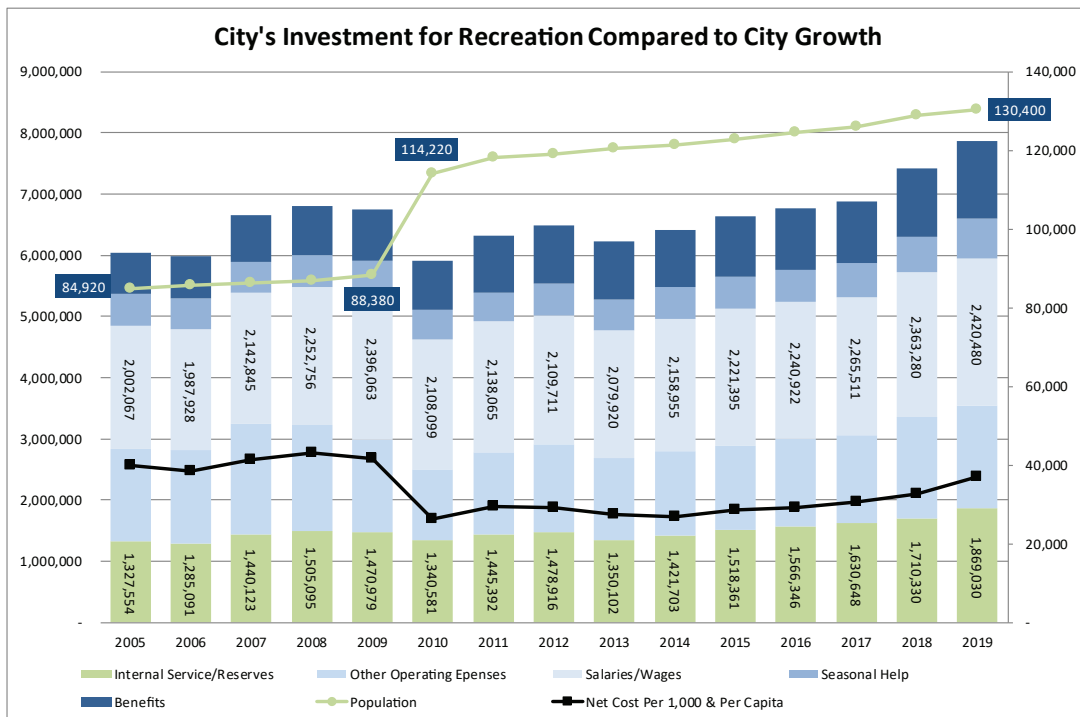


Figure 19:
 Kent PRCS Financial Investment Timeline (2005-2019)

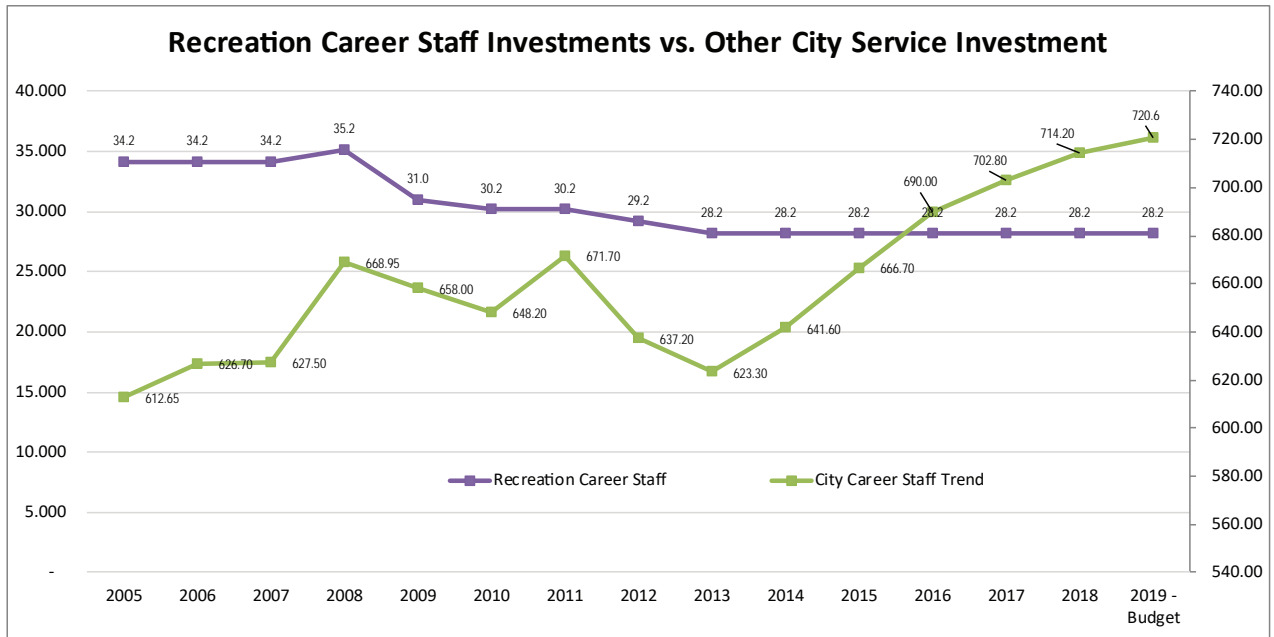


Figure 20:
City of Kent FTE Investment Timeline (2005-2019)



3.3 ALIGNING PARKS AND RECREATION WITH QUALITY OF LIFE

The Northwest Research Group has worked with the City of Kent to implement and assess a statistically-valid resident survey in 2016 and 2018. The surveys' goals are to measure resident perceptions of City services and identify the priorities and unmet needs of Kent residents. The survey instruments were developed to measure the overall quality of governance and vision as a complement to traditional and individual measures of the quality of life and delivery of services in Kent.

Two key data points directly relating to Kent PRCS emerged from the survey results, especially looking at the perception changes from 2016 to 2018 (see Figures 21 and 22):

1. Kent residents increased their opinion that parks contribute to the overall quality of life in Kent, especially, in terms of:
 - a. Community and neighborhood parks
 - b. Public trails
 - c. Public arts and community events
 - d. Sports fields and complexes

2. Kent residents decreased their positive opinion regarding Kent parks and their:
 - a. Proximity and availability of City parks
 - b. Quality of park amenities
 - c. Quality of youth activities
 - d. Safety within City parks and trails

These data points create a critical dichotomy for Kent PRCS – the ability to deliver on the community's expectations in terms of public parks, trails, facilities, and programs with the understanding that the Department is faced with financial and operational constraints.

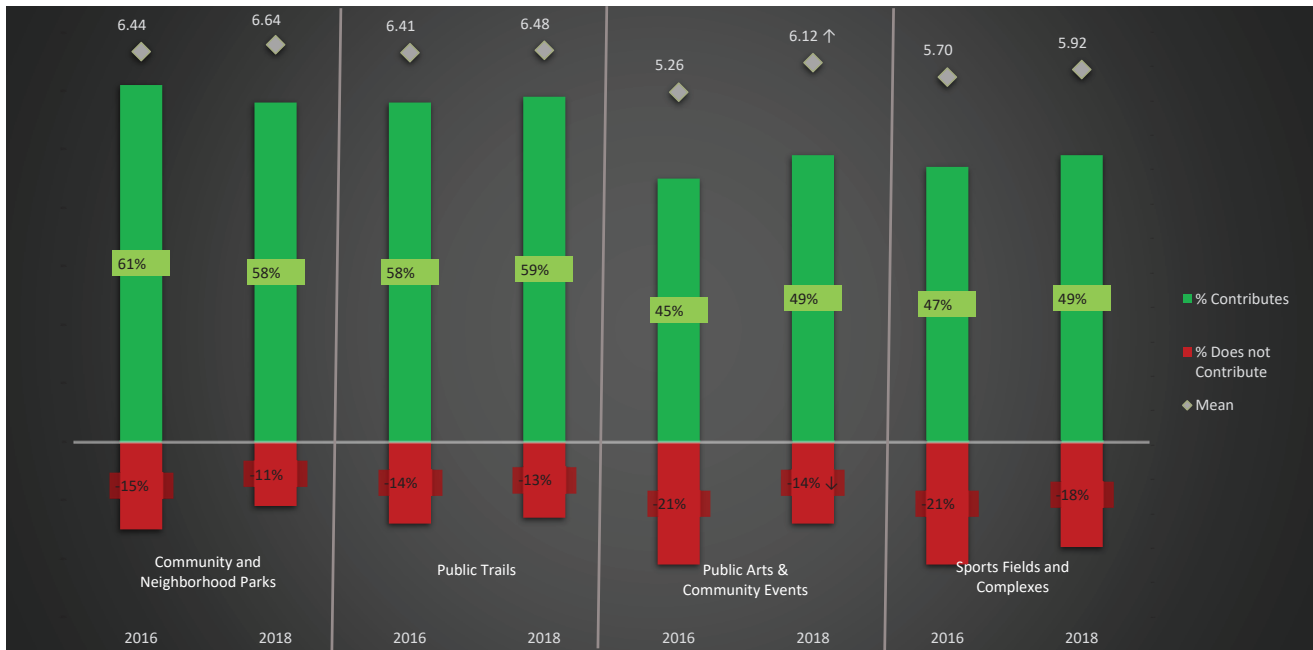


Figure 21:
 Kent Resident Perception of Parks' Contribution to Quality of Life (2016 and 2018)

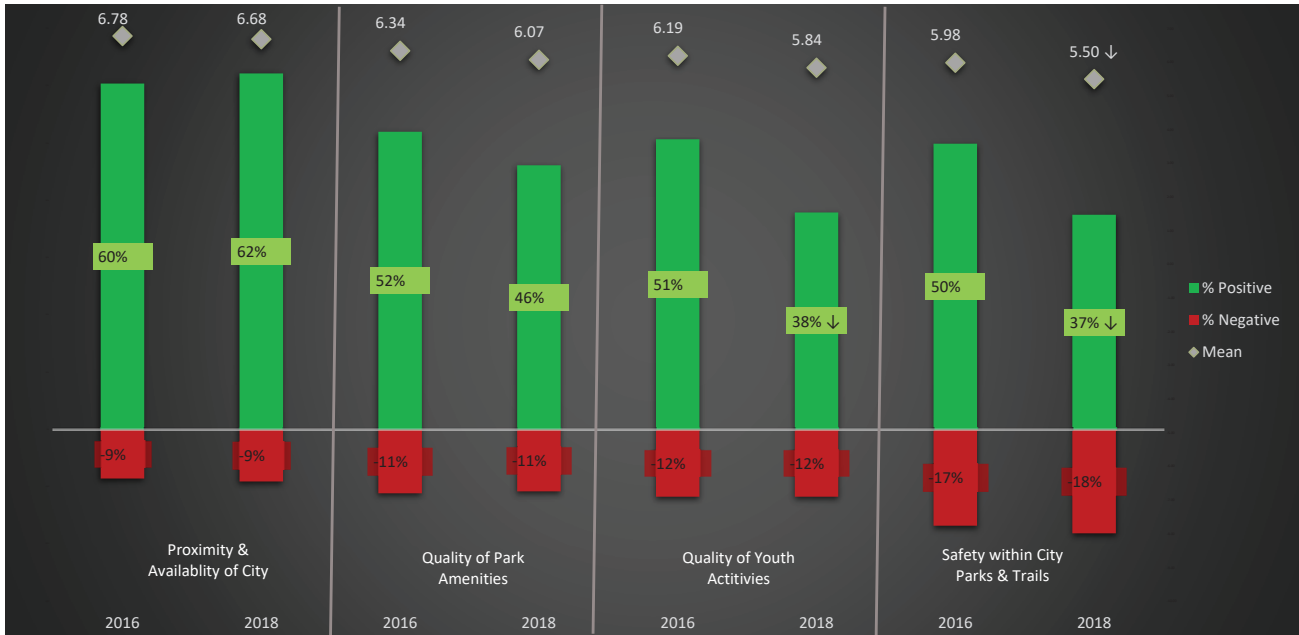


Figure 22:
Kent Resident Perception of Park Ratings (2016 and 2018)

3.4 ALIGNING PARKS AND RECREATION WITH COMMUNITY HEALTH

The World Health Organization (WHO) defines *health* as the state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. To better understand how health is measured on a local level, nine *health* indicators are measured by the Seattle and King County Health Department. As shown in **Figure 23**, Kent

residents rank 12th and below (out of 26 King County cities) as the worst city for a given health indicator. The City Health Profiles shown below are from 2012 and 2016, the most recent County Health Department data available at the time of this plan’s development.

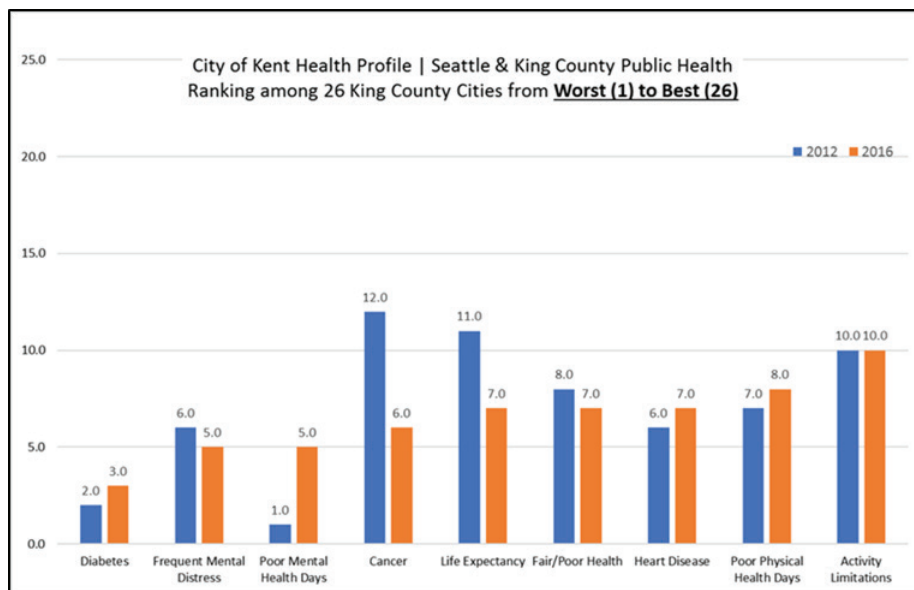


Figure 23:
Kent Resident Perception of Parks’ Contribution to Quality of Life (2016 and 2018)

3.4.1 KENT YOUTH

State of Play Seattle-King County

From June to July 2019, the Aspen Institute analyzed the landscape of youth physical activity through sports, play, and outdoor recreation in King County. The following key findings were derived from the report:

- Organized sport is exclusive (economically and culturally) which leaves many youth unserved. Youth who do not speak English at home are almost three times more likely to have never participated in organized sports or recreation than children who do speak English at home. Additionally, youth of color are significantly less likely than white youth to have participated in an organized sport;
- Only 19% of youth in King County meet the 60 minutes of physical activity per day recommended by the Centers for Disease Control and Prevention (CDC);
- Infrastructure (fields, facilities, and transportation) cannot meet demand to support youth physical activity. Most of south King County has poor transit access to parks, reflective of both less green space and less well-connected transit networks;
- Youth in south King County have fewer playfields and parks in their neighborhoods, and access to them is more restrictive than in the rest of the region. Youth of color spend significantly less time at the parks near them than their white peer;
- Nontraditional programs and nonmainstream sports (like Ultimate frisbee) offer models for positive youth development. Ultimate is the third-most-played organized sport in the region, behind soccer and basketball; and
- Youth say that martial arts and boxing are the sports they most want to try. Surfing, lacrosse, parkour, fencing and rock climbing aren't far behind.

King County Community Health Needs Assessment and Kent Youth Call to Action

According to the 2018-2019 King County Community Health Needs Assessment (CHNA), South King County has the most racially, ethnically diverse communities in Kent County and are at a *disproportionate risk* of having poor health and social outcomes. Two critical health priorities emerged from the CHNA process:

1. Keeping kids engaged through after-school programs and summer activities; and
2. Supporting youth to develop into confident and productive adults.

As there are an estimated 35,000+ youth in Kent, prioritizing youth services is paramount. Recently, the City of Kent created the Kent Youth Call to Action which is a citywide, cross-sector approach to ensure youth are safe, connected, and have access to culturally responsive programs and services.

The result of the cross-sector research process revealed four overarching goals:

1. Build on and expand existing partnerships, programs and services for young people and coordinate public and private programs to better serve our young people;
2. Children, youth, and family access and actively participate in high quality, culturally responsive, and engaging programs that promote positive child, youth and family development;
3. Promote safe and supportive environments that foster healthy youth and families; and
4. Youth access and continue to utilize effective resources to support their positive development and ability to fully participate in community life.

Specifically, the Call to Action outlined the following roles the City of Kent should fill in achieving the four stated goals above:

- Keeping the collaborative moving along, focus on systems level work, and support aligned strategies;
- Cultivating community engagement and ownership;
- Connecting and brokering relationships between business and cultural organizations;
- Connecting to regional youth- focused efforts;
- Providing staff support to the Core Team, Youth Leadership Core Team, Provider Network and workgroups;
- Hosting the Youth Initiative on the City's website; and
- Strengthening internal relationships between departments serving or engaged in improving youth outcomes. An internal team including Police, Human Services, Recreation, Human Resources and the Mayor's Office has been meeting.

3.5 KENT PRCS'S ROLE IN ENHANCING COMMUNITY HEALTH

King County identified 14 *determinants of equity* which are the conditions that each of us need in order to thrive. Of the 14 determinants, Kent PRCS has a direct impact on at least 8:

- Access to affordable, healthy, local food
- Access to parks and natural resources
- Access to safe and efficient transportation
- Community and public safety
- Early childhood development
- Economic development
- Healthy built and natural environments
- Strong, vibrant neighborhoods

As outlined by King County, when people lack access to the *determinants of equity*, they lack opportunity. The resulting inequities then impact the whole community in areas such as:

- Higher
 - Health care costs
 - Health problems
 - Crime
 - Unfilled high-skilled jobs
 - Incarceration
- Lower
 - On-time graduation
 - Wages
 - Educated and skilled workforce
 - Quality/affordable housing

Therefore, it is paramount to understand that Kent PRCS has a connection to overall community health by:

1. Social equity and inclusion
 - a. *Everyone has a right to and deserves parks and recreation*
 - b. *Parks and recreation has high ability influence positive social equity*
2. Arts and culture
 - a. *One of the primary providers of arts programming in Kent*
 - b. *Arts are fundamental to our humanity*

3. Economic development

- a. *Improves the local tax base and increases property values*
- b. *One of the largest youth employers in the City*
- c. *Contributes to local and regional economies through sports and events*
- d. *Strengthens the City's image*

4. Placemaking and brand image

- a. *Inspires the City to reimagine and reinvent public spaces*
- b. *Connect neighborhoods*

5. Health and wellness

- a. *Major provider to influence community health*
- b. *Directly combats stress, diabetes, heart disease, obesity, etc.*
- c. *Improves mental health*

6. Youth Development

- a. *Provides safe and fun alternatives for out of school time*
- b. *Promotes life skills and enrichment*

7. Healthy aging

- a. *One of the largest providers of senior services in Kent*

8. Public land and facility stewards

- a. *Preserves, protects, and manages community investment*

9. Sustainability

- a. *Addresses the effects of climate change; sustainable practices*

10. Contribution to transportation

- a. *Human-powered transportation*
- b. *Creates linkages to regional trail systems*

3.6 CHALLENGES TO PROGRAMMING

In addition to understanding the historical, financial, and health challenges facing the system, it is also critical to understand other direct impacts Kent PRCS staff feel are salient to recreation programming. The Consultant Team organized staff conversations in January and February 2019. The information gleaned from these meetings and the contextual research performed provided the foundation for the technical research and community engagement completed throughout the planning process.

The recreation staff acknowledged they are facing the following challenges:

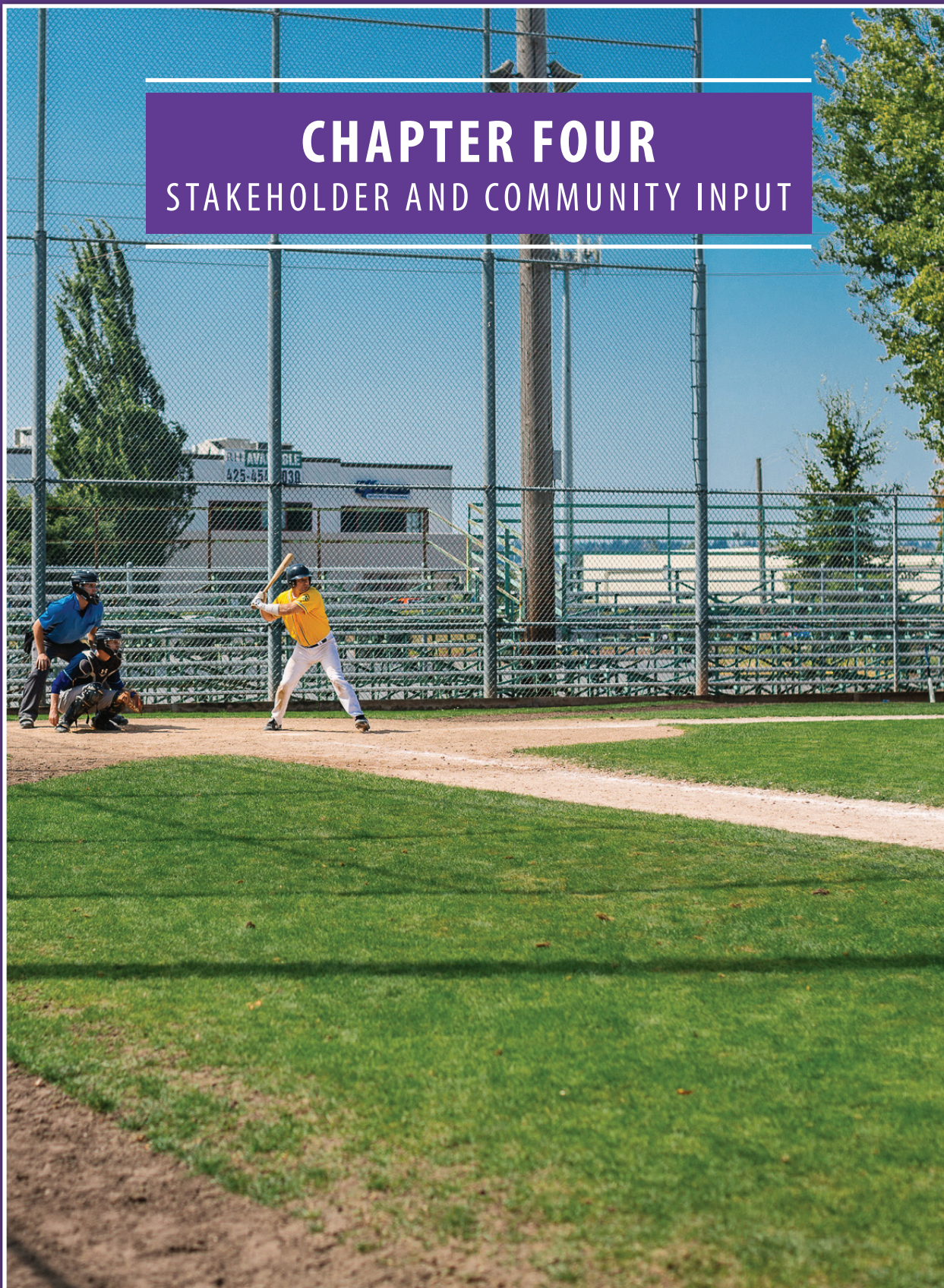
- Youth/teen and senior center transportation
- Youth sports trends – what is going on and why are sports going down? How do we prevent participation swings? Baseball in general is experiencing a down swing (rec and competitive)
- Indoor space expansion (we are the 2nd largest school district user) and adaptive programming (at Kent Commons); really hard to get gym space; senior center space is limited as well
- Camps and playgrounds in the summer months are difficult to get part-timers and seasonals
- Cost of adult athletic programs
- If we offered more adult leagues/sports, we really wouldn't have spaces to put them in
- We are pricing ourselves out of adult programs
- We need to look at our pricing philosophy as part of this study
- We need to address a high-volume low-cost approach versus a high-cost low-use approach
- Economic impact of our system so we can talk about other funding sources
- We do not have a consistent approach to a cost recovery philosophy
- Rental of fields is mainly from non-residents
- The increase in request for scholarships has increased
- The diversity across the community needs to be addressed through programming
- We need to find future locations for facilities and space
- We are driven by participation
- We do not operate with a membership mentality
- Program minimums and maximums are not necessarily adhered to





CHAPTER FOUR

STAKEHOLDER AND COMMUNITY INPUT



4.1 DESIRED PLAN OUTCOMES

After identifying and reviewing the influencing factors for Kent PRCS recreation programming, the Consultant Team began a public engagement process designed to meet the key objectives Kent PRCS staff outlined for the *Comprehensive Recreation Program Plan*:

- Determine what is helpful and important in terms of data; establishing Key Performance Indicators (KPIs)
- Determine what are we not providing that we should be
- Tool or measurement process that we are meeting the needs of our changing demographics
- We need to be able to articulate who is using our facilities, ballfields, playing games, how many hours are being played, etc. – how do we get at this? Administration is asking what is the value of the field? What is the value of our facilities?
- What does our community say the need is based on age segmentation?
- Prioritization of our portfolio



4.2 STAKEHOLDER INTERVIEWS AND FOCUS GROUPS

In order to begin addressing the identified key outcomes, the Consultant Team conducted stakeholder interviews and focus groups. Specifically, the initial community input process sought to understand a baseline understanding of:

- What is working well within the system?
- What area(s) need improvement?
- What recreation programs and services need enhancement?
- What marketing methods need to be used?
- What mechanisms should be used to fund system growth?
- What are the priority area(s) the Department should focus on for the next 5 years?

Over two separate on-site visits, interviews and focus groups included:

- Elected Officials
 - City Council
 - City Administrator
 - Mayor

- Boards and Commissions
 - Arts Commission
 - Cultural Communities Board
 - Parks and Recreation Commission
- User Groups
 - Adaptive Recreation
 - Facility Rentals
 - Seniors
 - Sports and Athletics
 - Youth and Teens
 - Youth Programming
- Other Community/Department Areas
 - Economic and Community Development
 - Finance
 - Greater Kent Historical Society
 - Kent YMCA
 - City of Kent Youth Initiative

Based on feedback from these stakeholder interviews, the following key themes regarding Kent PRCS recreation programs and services emerged. It should be noted, however, this summary reflects responses provided by interview participants and comments do not necessarily constitute consultant recommendations.

4.2.1 KEY THEMES DERIVED FROM STAKEHOLDER CONVERSATIONS

- **Kent PRCS seems to offer something for everyone.** Being a rather large City, stakeholders agree that Kent PRCS has a wide array of recreation experiences available for the public. From facility rentals to adaptive recreation to sport leagues, residents feel like there is something for them.
- **Staff longevity is seen as a system strength.** Stakeholders identified that staff tenure seems to be longer rather than shorter. This has aided in customer service, familiarity, and continuity for system users.
- **Kent PRCS has not been leveraged or maximized.** There are two main factors identified by stakeholders that denote challenges to the Department's growth:
 - Budget cuts and limiting/reducing the financial investments within the system
 - Public and elected official perception of parks and recreation contributions to the City
- **Key factors must be considered when planning for the next 5-10 years.** Stakeholders acknowledged there will be challenges to consider when planning for the Department's future. However, where challenges are presented, opportunities coincide to "get out ahead of them":
 - Changing demographics and incorporating different user "needs"
 - Budget cuts may yet be on the horizon and there is a need to identify sustainable a sustainable funding source(s)
 - The YMCA will have a physical presence beginning in the fall of 2019
 - The type of indoor and outdoor spaces necessary to meet the community's recreation expectations
- **The future is all about relationships.** Stakeholders identified many different relationships that will be imperative for Kent PRCS moving forward. First, a relationship with the community and its diverse groups will be necessary. Second, programming and facility partnerships will be crucial; especially in terms of the school district and the YMCA. Third, interdepartmental relationships will help propel Kent PRCS to the forefront of City planning.
- **Needed system improvements include equity considerations and re-envisioning marketing.** With such a diverse community, stakeholders identified that both the physical distribution of parks and recreation services and the availability of those parks and services need to be made a priority. Additionally, re-imagining how Kent PRCS communicates and articulates its offerings, benefits, and availability will need to be flexible in order to reach a diverse community.
- **Telling the Kent PRCS story is a must.** Stakeholders acknowledge the wide array of opportunities available for residents; however, communicating, celebrating, and sharing the benefits of Kent PRCS is necessary to change non-users into users.
- **Programmatic changes must be able to shift as user consumptive behavior shifts.** Stakeholders acknowledge there is a need to re-examine drop-in programming, program times, and program formats. User behavior and how residents "consume" recreation activities are changing and a structure must be put into place that allows Kent PRCS to move in and out of programs smoothly.
- **Subsidized programming should exist but there is an opportunity to generate revenue.** Stakeholders are grateful for subsidized programs and ensuring access to attainable by all; however, the reality that general fund dollars cannot solely support the stakeholders' visions for Kent PRCS was prominent. Stakeholders acknowledge that cost recovery expectations and a sustainable funding source(s) should be prominent.

4.3 STATISTICALLY-VALID COMMUNITY SURVEY

In order to test the emerging themes from the stakeholder interview and focus group process (among other findings from the technical research process), ETC Institute administered a community interest and opinion survey for Kent Parks, Recreation and Community Services (Kent PRCS) during the spring of 2019. The survey will help the Parks Department take a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of residents.

4.3.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Kent. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.KentParksSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Kent from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

A total of 408 residents completed the survey. The overall results for the sample of 408 households have a precision of at least +/-4.85% at the 95% level of confidence.

4.3.2 MAJOR FINDINGS

The following sections summarize the major findings of the statistically-valid community interest and opinion survey.

Program Participation and Ratings

Thirty-four percent (34%) of respondents indicated they, or someone in their household, have participated in a recreation program offered by Kent PRCS during the past 12 months. Most participants (77%) indicated they participated in 1 to 3 different recreation programs during the past 12 months. Respondents were asked to

indicate the primary reasons they participate in Kent PRCS programs:

- 66% of respondents indicated it was the location of the program
- 50% of respondents indicated it was a good value for the program fee
- 34% of respondents indicated the program was on a topic that was relevant or interesting
- 33% of respondents indicated it was the quality of the program
- 26% of respondents indicated it was time the program was offered

Ninety-four percent (94%) of respondents indicated the overall quality of programs they have participated in were either “excellent” (40%) or “good” (54%), only 1% respondents gave a “poor” rating.

Respondents were asked to indicate all the programs and events conducted by Kent PRCS their household has participated in. Below are the popular programs and events based on the percentage of respondents who selected the item.

The most popular programs conducted by Kent PRCS include:

- Community events/festivals (31%)
- Sports leagues (28%)
- Arts and culture (23%)

Facility Usage and Ratings

Respondents were asked to indicate if they have used 10 major recreation facilities operated by Kent PRCS and rate the condition of the facilities they have used during the past 12 months.

- 38% of respondents have used the Kent Commons Community Center
- 30% of respondents have used outdoor picnic shelters
- 25% of respondents have used outdoor sports complexes

Outdoor sports complexes and the Kent Historical Museum (Bereiter House) received the highest percentage of “excellent” and “good” ratings among the 10 facilities respondents were asked to rate. Respondents were least satisfied with the Kent Pool at Kent-Meridian High School.

Programming Needs and Priorities

Respondents were also asked to identify if their household had a need for 35 recreational programming areas and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program (Figure 24).

The three recreation programs with the highest number of households that have an unmet need were:

1. Fitness and wellness programs – 12,331 households
2. Outdoor events– 11,628 households
3. Cultural performances – 10,358 households

Q8-3. Estimated Number of Households Whose Needs for Programs Are Not Being Completely or Mostly Met

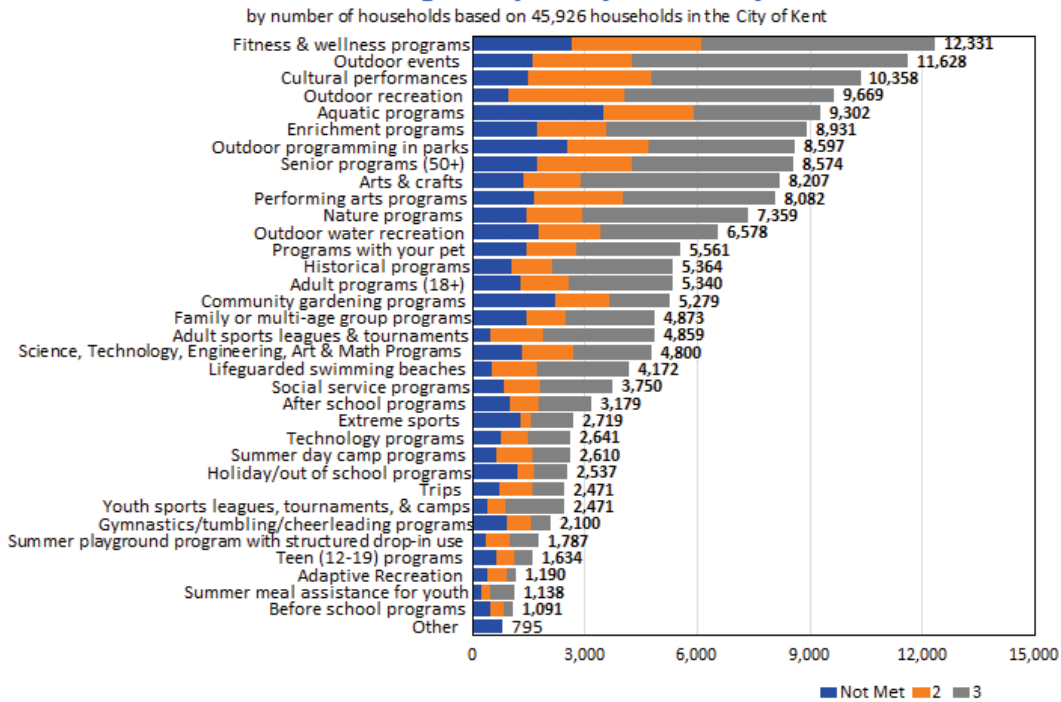


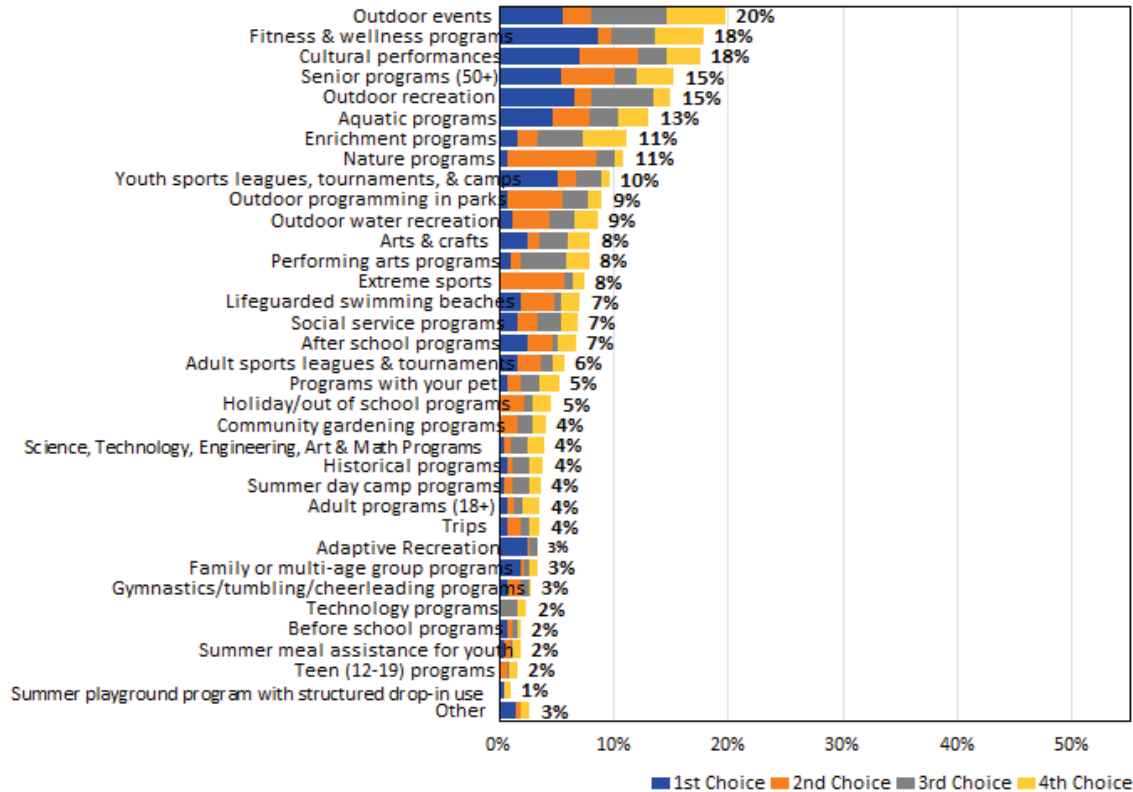
Figure 24:
 Number of Households with Unmet Needs

In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program (**Figure 25**). Based on the sum of respondents' top four choices, the three most important programs to residents were:

1. Outdoor events (20%)
2. Fitness and wellness programs (18%)
3. Cultural performances (18%)

Q9. Programs That Are Most Important to Households

by percentage of respondents who selected the items as one of their top four choices



Source: ETC Institute (2019)

Figure 25:
Program Importance

Priorities for programming investments was developed by ETC Institute to Provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on programs and (2) how many residents have unmet needs for the program (**Figure 26**). The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly or not met) for each program relative to the program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of programs, the PIR weights each of these components equally.

HOW TO ANALYZE THE CHARTS

High Priority Areas are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.

Medium Priority Areas are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.

Low Priority Areas are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

Based the Priority Investment Rating (PIR), the following 11 facilities were rated as high priorities for investment:

- Outdoor events (PIR=194)
- Fitness and wellness programs (PIR=190)
- Cultural performances (PIR=173)
- Outdoor recreation (PIR=154)
- Senior programs (PIR=147)
- Aquatic programs (PIR=142)
- Enrichment programs (PIR=129)
- Outdoor programming in parks (PIR=115)
- Nature programming (PIR=115)
- Arts and crafts (PIR=107)
- Performing arts programs (PIR=105)

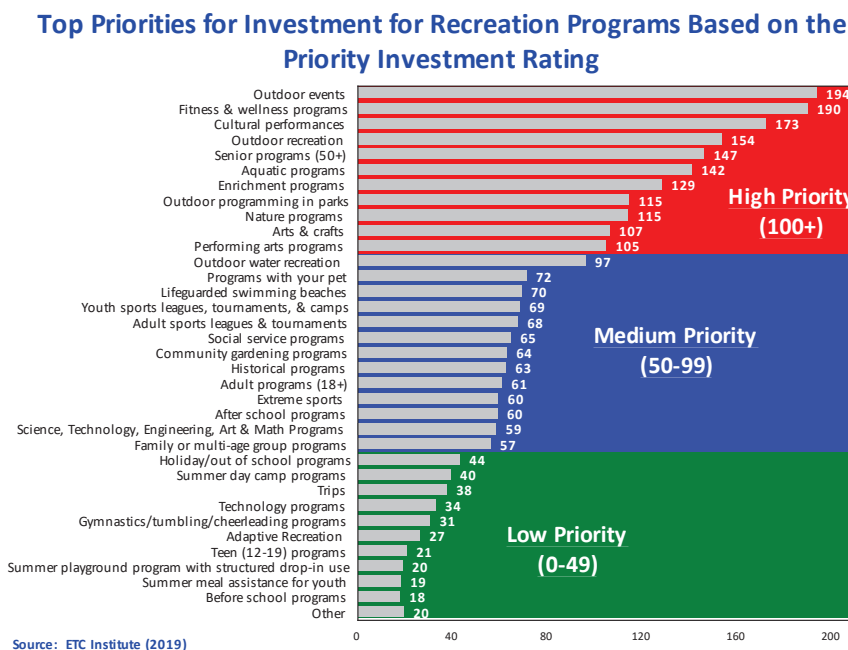


Figure 26:
 Priority Investment Rating (PIR) for Programs



Barriers to Usage and Participation

Respondents were asked to indicate all the reasons that prevent their household from using recreation facilities or programs offered by Kent PRCS more often. Forty-eight percent (48%) of respondents indicated they have no time to participate, 25% indicated that they do not know what is being offered, 20% indicated the program times are not convenient, and 16% indicated the topics are not relevant or interesting.

Organizations Used for Indoor and Outdoor Recreation

Movie theaters (58%), libraries (58%), and shopping malls (57%) were the three most used organizations for indoor and outdoor recreation activities during the past 12 months. Respondents indicated that Kent Parks and Recreation (15%) was the most frequently used organization for household members ages 0 to 17 years. The most frequently used organization for household members ages 18 years and older was libraries (20%).

The most participated in recreation programs from organizations outside of Kent PRCS include: community events/festivals (30%), fitness and wellness (30%), natural areas (25%), and arts and culture (24%).

Interest in New Programs, Leagues, Tournaments, and Events

Respondents were informed that Kent PRCS is studying the possibility of developing new programs, leagues, tournaments and events. From a list of 14 potential programming areas respondents were asked to indicate which ones they would use that are currently not being offered by Kent PRCS. Fitness/yoga classes in parks (37%), obstacle course or adventure races (21%), and escape rooms (21%) were the three potential programming areas that received the most interest. Respondents were then asked to indicate which four of the potential programming areas their household would participate in most often. Based on the sum of respondents' top four choices, the programming areas respondent households would use most often include: fitness/yoga classes in parks (31%), obstacle course or adventure races (21%), and escape

rooms (18%). Respondents also showed significant levels of interest in participating in one day programs/clinics/workshops; drop-in activities and usage; multi-week programs/classes; and self-guided/independent usage.

Tax Versus User Fee Support for Programs

From a list of 22 programs and services provided by Kent PRCS, respondents were asked to indicate what they believe is the appropriate mix of support from taxes versus user fees. Most respondents indicated that the services and programs listed should either be supported by user fees or an even mix of taxes and user fees. Respondents were significantly less inclined to indicate that taxes should be the primary support mechanism for any of the services listed (**Figure 27 on the next page**).

Service Priorities

In order to help the Department identify service investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with Department services over the next two years. If the Department wants to improve its overall satisfaction rating, they should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings (**Figure 28 on the next page**).

Based on the results of this analysis, the services that are recommended as the top priorities for investment over the next two years in order to raise the overall satisfaction rating are listed below:

- Maintenance of parks/facilities (IS Rating=0.1444)
- Quality/number of indoor amenities (IS Rating=0.1298)
- Park/facility rule awareness and enforcement (IS Rating=0.1113)

Q17. Tax Versus User Fee Support for Programs

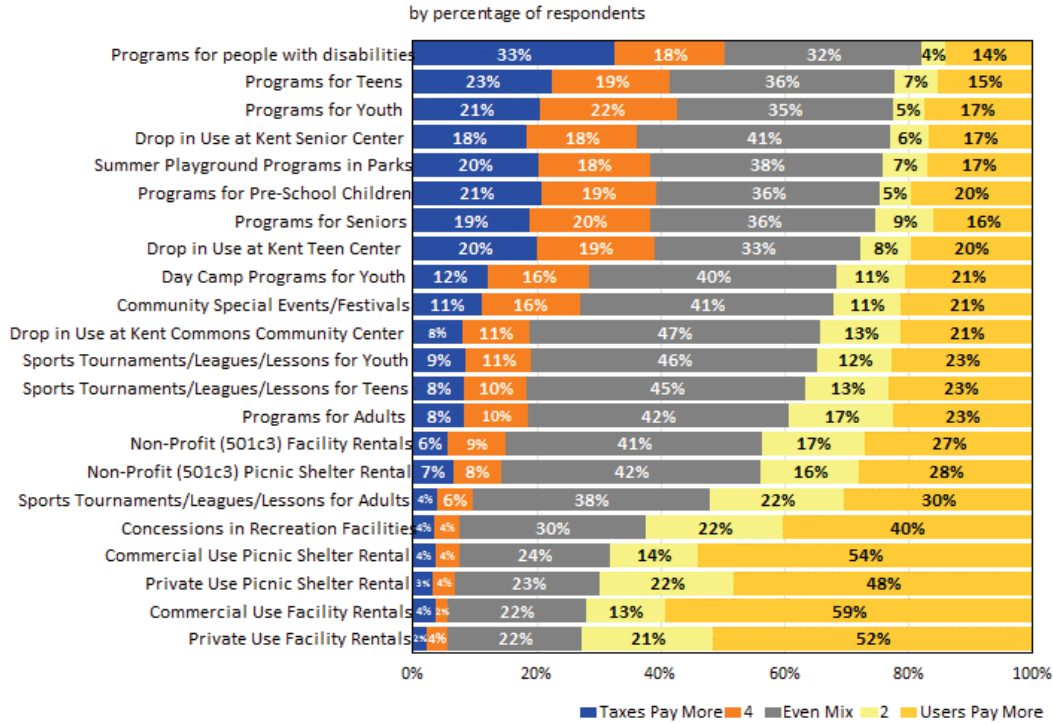


Figure 27:
 Preferred Financial Support Mechanism for Program Areas

2019 Importance-Satisfaction Rating Kent Parks, Recreation and Community Services Parks and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Maintenance of parks/facilities	36%	1	60%	2	0.1444	1
Quality/number of indoor amenities	20%	3	35%	10	0.1298	2
Park/facility rule awareness & enforcement	18%	4	38%	9	0.1113	3
Medium Priority (IS <.10)						
Quality/number of outdoor amenities	18%	5	48%	6	0.0927	4
Availability of information about programs & facilities	22%	2	63%	1	0.0836	5
Fees charged for recreation programs	16%	6	53%	5	0.0741	6
User friendliness of website	13%	7	45%	7	0.0688	7
Ease of registering for programs	10%	8	56%	4	0.0442	8
Shelter, gym, or meeting room rental availability	5%	11	35%	11	0.0332	9
Park & facility accessibility (ADA compliant access)	6%	10	45%	8	0.0325	10
Customer assistance by staff	7%	9	59%	3	0.0278	11
Ease of renting shelters, gyms, or meeting rooms	3%	12	35%	12	0.0209	12

Figure 28:
 Importance-Satisfaction Rating for Various Parks and Recreation Services

Survey Conclusions

Most respondents believe that Kent PRCS is a valuable contributor to enhancing healthy aging and making living in Kent fun. Sixty-seven percent (67%) of respondents indicated they are either “extremely familiar” (9%), moderately familiar (26%), or “somewhat familiar” (32%) with what Kent PRCS does and offers to the community. Forty-three percent (43%) of respondents indicated they are either “very satisfied” or “satisfied” with the overall

value their household receives from Kent PRCS. To ensure Kent PRCS continues to meet the needs and expectations of the community, ETC Institute recommends that they sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR) and Importance-Satisfaction analysis.

4.4 ONLINE COMMUNITY SURVEY

In addition to the statistically-valid community survey, the Consultant Team implemented an online survey (powered by SurveyMonkey) for a better understanding of the characteristics, preferences, and satisfaction levels of Kent residents in relation to facilities, amenities and recreation programs/ services.

The survey was available from April 14th through May 10th and received a total of 553 responses.

The online survey mirrored the statistically-valid survey to allow citizens of Kent another opportunity to provide input even if they did not receive the statistically-valid survey.



4.4.1 KEY SURVEY DIFFERENCES

When comparing the online open-access survey to the statistically-valid community survey, the following differences are apparent:

- More system users participated in the online survey (67%) compared to the statistically-valid survey (34%)
- Understandably, the online survey indicated more familiarity with what Kent PRCS does and offers compared to the statistically-valid survey; this is a key survey difference because there is an inherent dichotomy between positioning the Department within the entire community and not just for its existing users
- There is stronger user preference for certain program formats found in the online survey results
- Online survey respondents are more concerned with the quality/number of outdoor amenities compared with indoor amenities as shown in the statistically-valid community survey results
- The statistically-valid survey had a more balanced and mirrored demographic and geographic reflection of the Kent community vs. the online survey, which had higher percentages in key demographics.

4.4.2 KEY SURVEY SIMILARITIES

The following similarities or common themes are apparent when comparing the two surveys:

- Both surveys indicate a strong desire to fund parks, trails, and recreation facilities at least equally (if not more) than other city services
- Community events/festivals and sports leagues are the most commonly participated in programs
- At least 80% of both surveys' respondents indicate the overall quality of Kent PRCS programs as either good or excellent
- The top three barriers to participating in programs more often are no time to participate, program times are not convenient, and topics are not relevant/interesting
- Both surveys indicate the same 8 programmatic areas are used the most outside of Kent PRCS: community events/festivals, fitness and wellness, arts and culture, natural areas, senior adults (50+), aquatics, education/enrichment classes, and sports leagues
- In terms of how well Kent PRCS can address various community issues, both surveys mirrored closely with each other and had the same top three issues: enhancing healthy aging, making living in Kent fun, and enhancing community connection to each other
- Both surveys indicate a similar need and importance level for program areas
- Survey respondents agree with a similar viewpoint on how taxes should subsidize certain program areas and how user fees should augment taxes in other program areas

4.5 PUBLIC ENGAGEMENT FINDINGS

After completing the public engagement process, it is evident that several key findings are realized for Kent PRCS in terms of recreation programming:

- A broader understanding of what Kent PRCS does for the City and its residents is paramount
- The community is diversifying and recreation needs are continuing to diversify as well; therefore, Kent PRCS needs to explore the possibility of diversifying its programmatic portfolio
- Having a parks and recreation system that is financially stable is important to stakeholders
- The community desires to engage the natural environment more through programs and experiences
- Celebrating culture through performances, special events, etc. is desired from the community
- Enhancing indoor recreation space opportunities is a high community priority

In order to evaluate the public engagement findings, the Consultant Team examined the existing Kent PRCS programmatic portfolio to assess the degree in which the Department is positioned to meet both existing and future recreation needs. It should be noted, however, that the recreation program assessment also provides insight into key performance indicators (KPIs) and how to improve program metrics and analytics in addition to providing context for the public engagement findings.





CHAPTER FIVE

RECREATION PROGRAM ASSESSMENT



5.1 THE CURRENT SYSTEM

As part of the Comprehensive Recreation Program Plan development process, the Consultant Team conducted a Recreation Program Assessment of the programs and services offered by Kent PRCS. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents.

The Consultant Team based these program findings and comments from a review of information provided by the Kent PRCS including program descriptions, financial data, program registrations, facility rental statistics, website content, web survey feedback, demographic information, and discussions with staff. This narrative addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

5.1.1 SELF-DIRECTED PROGRAMS AND SERVICES

The Department provides 55 parks, a community center, senior center, and 28 miles of trails for public use. Self-directed experiences for individuals and groups to participate without leadership and supervision, are provided by these sites including, but are not limited to:

- Picnicking
- Walking
- Skating
- Running
- Fishing
- Public art viewing
- Play equipment
- Gardening
- Tennis
- Basketball
- Handball
- Volleyball
- Areas designated for dogs
- Local history exploration
- Wildlife and bird viewing

5.1.2 LEADER-DIRECTED PROGRAMS AND SERVICES

In 2018, Kent PRCS offered 2,273 registered activities between general recreation programming and the Senior Center. Of those, the following breakdown represents how leader-directed programs and services, where participant involvement is directed by a leader/instructor, were offered:

- Kent PRCS staff: 61%
- Contracted instructor: 38%
- Volunteer: 1%

5.1.3 FACILITATED PROGRAMS AND SERVICES

Kent PRCS provides assistance to groups that provide (or want to provide) recreation programs and leisure services independently from the Department. The following examples demonstrate how Kent PRCS facilitates programs and services:

- Community Arts Support Program
 - This program provides financial support for arts projects by arts and cultural organizations, community service groups, and individual artists.
- Give Me Culture Grant Program
 - The City of Kent Arts Commission offers small grants to individuals, organizations, and community groups for arts and culture projects and events that serve the general public in Kent.

5.1.4 COOPERATIVE PROGRAMMING

The Department enters into cooperative agreements with other entities to ensure recreation programming needs are met within the community. Two such agreements are with Kent School District No. 415 and the Young Men's Christian Association of Greater Seattle.

Kent School District No. 415

The City and the District entered into a cooperative agreement in the 1980s to "...aid and cooperate in the cultivation of good citizenship by providing for adequate programs of community recreation." This agreement outlines how facilities will be used jointly to deliver community recreational activities.

YMCA of Greater Seattle

The latest cooperative agreement was finalized between the City and the YMCA of Greater Seattle in 2018. This agreement was created to bring a community center to a Kent park site. Through the agreement, both parties agree to “nurture a diverse Kent community and support innovating approaches to enhance access for underrepresented populations, and will seek to connect different community groups by fostering inter-group dialogue.”



5.2 CORE PROGRAM AREAS

To help analyze Kent PRCS’s programming, it is important to identify core program areas to create a sense of focus. Typically, core program areas are foundational program categories that are of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the core program area assists staff, policy makers, and the public focus on what is most important. Program areas are considered core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the organization’s overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area’s offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The organization controls a significant percentage (20% or more) of the local market.

5.2.1 EXISTING CORE PROGRAM AREAS

In consultation with Kent PRCS staff, the Consultant Team identified the following core program areas currently being offered:

Adaptive Recreation

The adaptive recreation core program area includes creative arts and technology, health and fitness, social, and sports activities. This core program area aims to provide opportunities for youth and adults with disabilities to be a part of a positive environment to create and build friendships, self-esteem, and independence in a safe environment within the local community. Example programs include:

- Flexi fit and fun
- Creative art space
- Track and field

Cultural

The cultural core program area includes festivals/ community events, grant programs, performing arts, public art, runs, and visual arts. This core program area aims to broaden cultural horizons, elevate environmental aesthetics, build vibrant community identity, encourage an active lifestyle, and celebrate Kent’s diversity (among others). Example programs include:

- Cornucopia Days 5K Fun Run
- 4th of July Splash
- Centennial Gallery

Facility-Based

The facility-based core program area includes adult and youth sports, cultural/educational programming, and health and wellness activities. These programs are typically directly tied to an indoor facility. This core program area aims to create positive education, life-long experiences, teach skill development, promote healthy lifestyles, and create connections for people and places (among others). Example programs include:

- Soccer
- Volleyball
- Music

Senior

The senior core program area includes community services, education, entertainment, fundraising, health and wellness, nutrition, special interest groups, travel, and volunteerism. Senior programming takes place at the Kent Senior Activity Center. This core program area aims to promote overall wellness within the senior population, build relationships, and to provide opportunities for socialization (among others). Example senior activities include:

- Lunch
- Stretch and strengthening
- Computer classes

Youth and Teen

The youth and teen core program area includes after school programming, camps, health and wellness, special events, and summer programming. This core program area aims to provide a safe and positive environment for students through well-planned and evaluated programming designed to enrich, empower, and build upon youth and teen strengths and interests. Example programs include:

- After school energy
- Summer camp Walkapala
- World-wide day of play

5.2.2 CORE PROGRAM AREA RECOMMENDATIONS

Evaluate Core Program Area Relevance Regularly

These existing core program areas provide a generally well-rounded and diverse array of programs that serve the community at present. Based upon the observations of the Consultant Team and demographic and recreation trends information, Kent PRCS staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Implementing additional surveys to program participants and the larger community is a good way to help differentiate between national vs. local trends and ensure Kent PRCS's programs are relevant to the local user.

Additionally, Kent PRCS should use the MacMillan Matrix to determine specific actions in core program areas. A detailed analysis is provided in **Chapter 8** which outlines specific actions to take for each program area.

5.3 PROGRAM STRATEGY ANALYSIS

5.3.1 AGE SEGMENT ANALYSIS

Figure 29 below depicts each core program area and the most prominent age segments they serve. Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets are identified for each core program area. Looking at blank boxes will help Kent PRCS examine potentially “underserved” age segments.

Based on Kent’s demographics, there will be an aging trend experienced over the next 15 years. However, approximately 47% of the population is projected to be under the age of 34 by 2033. Therefore, it will be imperative for Kent PRCS to have a well-distributed age segment appeal for its programming. Additionally, Kent

is projected to experience increased diversification with the *White Alone* population decreasing from 50% to 40% of the population by 2033. Recognizing the diverse population, youth programming in particular will need to be flexible to adapt to local community trends and programmatic needs.

Program staff should include this information when creating or updating program plans for individual programs. An age segment analysis can also be incorporated into mini-business plans for comprehensive program planning.

Core Program Area	Section	Preschool (<5)	Elem. School (6-12)	Teens (13-19)	Adult (18+)	Senior Adults (55+)	All Ages
Adaptive Recreation	Creative Arts and Technology			S	P	S	
	Health and Fitness			S	P	S	
	Social		S	S	P	S	
	Sports		S	S	P	P	
Cultural	Festivals/Community Events						P
	Performing Arts						P
	Runs						P
Facility-Based	Adult Sports				P	P	
	Cultural/Education	P	P	P	P	P	P
	Health and Wellness	P	P	P	P	S	P
	Youth Sports	P	P	P	S	S	
Senior	Community Services				S	P	
	Education				S	P	
	Entertainment				S	P	
	Fundraising/Promotion				S	P	S
	Health and Wellness				S	P	
	Nutrition				S	P	S
	Special Interest Groups				S	P	
	Travel					P	
	Volunteerism				S	P	
Youth and Teen	After School (Youth)		P				
	After School (Teen)			P			
	Camps (Youth)		P				
	Health and Wellness (Teen)			P			
	Special Events (Outreach)	P	P	P	P	S	S
	Summer (Youth)		P				

Figure 29:
 Core Program Area Age Segment Analysis

5.3.2 PROGRAM LIFECYCLE

A program lifecycle analysis involves reviewing each program offered by Kent PRCS to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Department to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis does not need to be based

on strict quantitative data but, rather, can be based on staff members’ knowledge of their program areas.

Figures 30-34 show the percentage distribution of the various lifecycle categories of Kent PRCS programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff. The figures are broken into core program areas for ease of analysis.

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	4%	29%	50-60%
	Take-Off	Rapid participation growth	4%		
	Growth	Moderate, but consistent participation growth	21%		
2nd Stage	Mature	Slow participation growth	38%	38%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	33%	33%	0-10%
	Decline	Declining participation	0%		

Figure 30: Program Lifecycle Distribution (Adaptive Recreation)

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	4%	29%	50-60%
	Take-Off	Rapid participation growth	4%		
	Growth	Moderate, but consistent participation growth	21%		
2nd Stage	Mature	Slow participation growth	38%	38%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	33%	33%	0-10%
	Decline	Declining participation	0%		

Figure 31: Program Lifecycle Distribution (Cultural)

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	4%	29%	50-60%
	Take-Off	Rapid participation growth	4%		
	Growth	Moderate, but consistent participation growth	21%		
2nd Stage	Mature	Slow participation growth	38%	38%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	33%	33%	0-10%
	Decline	Declining participation	0%		

Figure 32: Program Lifecycle Distribution (Facility-Based)

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	4%	29%	50-60%
	Take-Off	Rapid participation growth	4%		
	Growth	Moderate, but consistent participation growth	21%		
2nd Stage	Mature	Slow participation growth	38%	38%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	33%	33%	0-10%
	Decline	Declining participation	0%		

Figure 33: Program Lifecycle Distribution (Senior)

Lifecycle Stage		Description	Actual Program Distribution		Recommended Distribution
1st Stage	Introduction	New program; modest participation	4%	29%	50-60%
	Take-Off	Rapid participation growth	4%		
	Growth	Moderate, but consistent participation growth	21%		
2nd Stage	Mature	Slow participation growth	38%	38%	40%
3rd Stage	Saturation	Minimal to no participation growth; extreme competition	33%	33%	0-10%
	Decline	Declining participation	0%		

Figure 34: Program Lifecycle Distribution (Youth and Teen)

Three core program areas are close to best practice distributions: senior, youth and teen, and facility-based. Adaptive recreation programming has a large percentage of programs classified in the 1st stage. It is good to have a healthy number of growing programs; however, staff must be cognizant of ensuring programming reaches maturity in an effort to lessen the burden of constantly creating new programming. The opposite trend is apparent for cultural programming. This area reports having a higher number of programs classified in the 3rd stage than the best practice distribution. This can be a result of several factors such as:

1. There is a lack of programmable indoor recreation space and so there is a need for expanded space (such as Adaptive recreation programming)
2. Programs have reached the end of their lifecycle and are now needed to either be re-programmed or be subject for sunset (such as Sports programming)
3. New topics and activities need to be introduced in the core program area (such as Cultural, Facility-Based, and Youth & Teen programming)

A full listing of program lifecycles can be found in the **Appendix**.

It is important to move programs across the lifespan (especially moving programs into the maturation stage). It is useful to have a strong percentage in the early stages to make sure there is innovation in programming and that Kent PRCS is responding to changes in community need. If a program is in Saturation stage, it may not necessarily need to be retired – it could be that it is a legacy program that is beloved by the community. However, it is useful to look at attendance trends – do you have fewer participants over the last few offerings? If so, the community may be looking for a different type of program. While there are exceptions (such as facility space), most programs in the Saturation and Decline stages are ready to retire.

Kent PRCS staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, Kent PRCS could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends. **Figure 35** can assist staff with completing a Program Lifecycle Analysis.

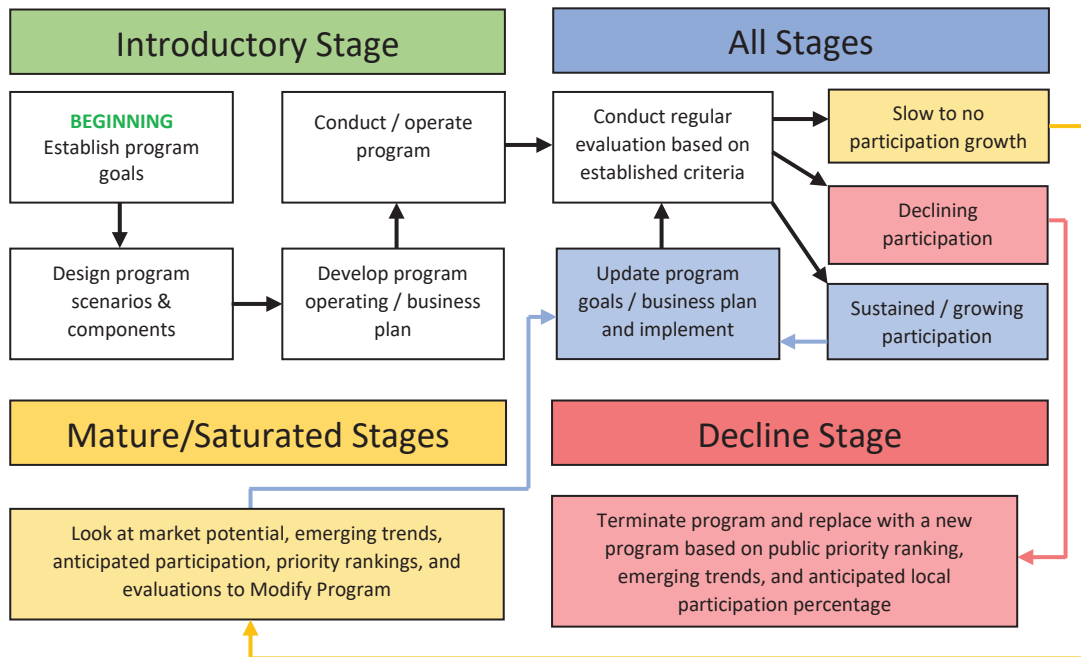


Figure 35: Program Lifecycle Decision Matrix

5.3.3 PROGRAM CLASSIFICATION

Conducting a classification of services for all programs informs how each program attributes to fulfilling Kent PRCS's mission. It is important to recognize the goals and objectives of each core program area, who the program areas serve, and how the program areas should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives.

The Consultant Team uses a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. **Figure 36** describes each of the three program classifications.



	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none"> Free, or nominal fee tailored to public needs Requires public funding 	<ul style="list-style-type: none"> Fees cover some direct costs Requires a balance of public funding and a cost recovery target 	<ul style="list-style-type: none"> Fees cover most direct and indirect costs Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none"> Substantial public benefit (negative consequence if not provided) 	<ul style="list-style-type: none"> Public and individual benefit 	<ul style="list-style-type: none"> Primarily individual benefit
Competition in the Market	<ul style="list-style-type: none"> Limited or no alternative providers 	<ul style="list-style-type: none"> Alternative providers unable to meet demand or need 	<ul style="list-style-type: none"> Alternative providers readily available
Access	<ul style="list-style-type: none"> Open access by all 	<ul style="list-style-type: none"> Open access Limited access to specific users 	<ul style="list-style-type: none"> Limited access to specific users

Figure 36:
Classification of Services Criteria Definitions

Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit. These categories can then be correlated to the Essential, Important, and Value-added classifications.

Classification		Typical CR	Notes
I	PURE COMMUNITY	0-25%	Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.
III	MIX	25-75%	Benefit accrued to both individual and general public interests, but to a significant individual advantage.
V	PURE INDIVIDUAL PURE INDIVIDUAL	75-100%+	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.

Figure 37:
 Program Cost Recovery by Classification Definitions

Figure 38 shows how the two classification systems correlate, and includes example programs that fall into each category. To increase granularity, the classification system is expanded into five categories for Kent PRCS to consider in the future.

I	II	III	IV	V
<i>Essential</i>		<i>Important</i>		<i>Value-Added</i>
PURE COMMUNITY	MOSTLY COMMUNITY	MIX	MOSTLY INDIVIDUAL	PURE INDIVIDUAL
Basic services intended to be accessible and of benefit to all; supported wholly or significantly by tax subsidies.	Benefit accrued to both the general public and individual interests, but to a significant community advantage.	Benefit accrued to both individual and general public interests, but to a significant individual advantage.	Nearly all benefit received by individual(s), with benefit provided to the community only in a narrow sense.	Exclusive benefit received by individual(s) and not the general public; individual pays at least the full cost of service provision.
Creative Art Space	Beginning Swim Lessons	Computer Classes	Garden Club	Overnight Trips
Cost Recovery				
0%	25%	50%	75%	100% 100%+

Figure 38:
 Program Cost Recovery by Classifications



With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by Kent PRCS (Figures 39 and 40). The programs were classified using a three-tiered system. There is a consistent percentage distribution across the three categories. Approximately 35% of all programs were categorized as Essential. The Value-Added category had the second most with 33% followed by Important with 32%. This range indicates that current Kent PRCS programming

is balanced between community benefit and individual benefit. This should also mean that approximately 65% of all programming should have a decent cost recovery expectation associated. This is an important distinction to understand because these classifications should help Kent PRCS align programs with community values while paying attention to cost recovery levels.

Core Program Area	Section	Program	Program Classification		
			Essential Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Important Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Value-Added Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
Adaptive Recreation	Creative Arts/ Technology	Creative Art Space	X		
		Theater for All		X	
		Access the Future		X	
	Health and Fitness	Flexi Fit and Run	X		
		Yoga		X	
		Trail Walking		X	
	Social	Basic Cooking	X		
		Studio 315	X		
		Community Exploration		X	
		Trips and Tours		X	
		Monday Adventures		X	
		Summer Reading Lunch Brunch		X	
		Summer Camp Walkapala TOO		X	
	Sports	Cheer		X	
		Tennis		X	
		Beginning Swimming	X		
		Intermediate Swimming	X		
		Dolphin Swim Team	X		
		Track and Field	X		
		Cycling	X		
T-Ball			X		
Softball		X			
Bowling		X			
Basketball	X				
Cultural	Festivals/ Community Events	Kent Kids' Arts Day	X		
		Student Art Walk	X		
		4th of July Splash	X		
	Performing Arts	Summer Concert Series	X		
		Spotlight Series		X	
	Runs	Spotlight on Art		X	
		Conucopia Days 5K Fun Run		X	
	Christmas Rush 5K & 10K		X		
Facility-Based	Adult Sports	Volleyball		X	
		Softball		X	
	Cultural/ Education	Youth Dance		X	
		Adult Dance		X	
		Music			X
		Education		X	
		Cooking			X
		Indoor Park	X		
		Art		X	
	Health and Wellness	Nutrition		X	
		Aerobics	X		
		Dance	X		
		Pickleball		X	
		Raquetball		X	
	Youth Sports	Weight Room		X	
		Indoor Walk Program		X	
		Volleyball	X		
		Baseball/Softball	X		
		Flag Football	X		
		Soccer	X		
Basketball	X				
Track	X				

Figure 39:
Program Classification Distribution Part 1

Kent Parks, Recreation & Community Services 2020-2028
COMPREHENSIVE RECREATION PROGRAM PLAN

Core Program Area	Section	Program	Program Classification		
			Essential Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Important Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Value-Added Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
Senior	Community Services	SHIBA		X	
		Legal Clinics		X	
		Haircut			X
	Education	Computer		X	
		AARP Driving		X	
		Life Long Learning		X	
	Entertainment	Dances		X	
		Ukulele		X	
		Karaoke		X	
		Square Dance		X	
		Koffee Klatch		X	
		Billiards		X	
		Puzzles		X	
		Cards and Games		X	
		Special Events	X		
		Deli Bingo		X	
	Coffee Bar		X		
	Fundraising/Promotion	Holiday Craft Market	X		
		Cards/Holiday Tables			X
		Newcomers	X		
	Health and Wellness	Yoga		X	
		Stretch & Stengthening		X	
		Aerobics		X	
		Chi Gong		X	
		Hula		X	
		Counseling	X		
		Support Groups	X		
		Blood Pressure Monitoring	X		
		Footcare	X		
		Reflexology			X
		Dental	X		
		Fitness Center		X	
		Speciality Support Groups		X	
		Grief Support Group		X	
	Be Well Workshops		X		
	Line Dancing		X		
	Nutrition	Lunch	X		
		Meals on Wheels	X		
		Community Club Special Meals	X		
	Special Interest Groups	Book Club		X	
		Coloring Club		X	
		Craft Clubs		X	
		Drama Club		X	
		Fly Tying		X	
		Garden Club		X	
		Woodcarving		X	
		Poetry Club		X	
		Softball		X	
	Travel	Day Trips		X	
		Overnight Trips		X	
Extended Travel				X	
Hiking			X		
Golfing			X		
Fishing			X		
Outdoor Adventure			X		
Snow Sports			X		
Volunteerism	Volunteer Program	X			
Youth and Teen	After School (Youth)	After School Energy	X		
		Jr. All Stars	X		
	After School (Teen)	Meeker Middle	X		
		Meridian Middle	X		
		Mill Creek Middle	X		
	Camps (Youth)	Presidents Camp		X	
		Spring Break Camp		X	
		Summer Camp WALKAPALA		X	
		Sleepaway Camp		X	
	Health and Wellness (Teen)	Meridian Latenight	X		
		Mill Creek Latenight	X		
		Kent Parks Teen Center	X		
	Special Events (Outreach)	Fishing Experience	X		
		World Wide Day of Play	X		
		Community Meal (November)	X		
	Summer (Youth)	National Night Out	X		
		HERO	X		
Playgrounds		X			
Total Program Percentage By Classification			35%	60%	5%
Classification Cost Recovery Target			CR Target: 0-25%	CR Target: 25-75%	CR Target: 75%+

Figure 40:
 Program Classification Distribution Part 2

5.3.4 COST OF SERVICE & COST RECOVERY

The Recreation Program Assessment is designed to help begin the conversation and process for identifying programmatic costs. Any future philosophical shifts should be made based on data-driven decisions and with an understanding of full costs of delivering programs and services.

Therefore, cost recovery targets should be identified and tracked for each core program area (at minimum) and for specific programs or events where possible. The previously identified core program areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals. Determining

cost recovery performance and using it to inform pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section)
2. Conduct a cost of service analysis to calculate the full cost of each program
3. Establish a cost recovery percentage, through Kent PRCS policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly

The following provides more detail on steps 2 & 3 above.



Figure 41:
Program Cost Recovery Model

Understanding the Full Cost of Service

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and program staff should be trained on this process.

A cost of service analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e.,

comprehensive, including administrative overhead) costs. Completing a cost of service analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. **Figure 41** illustrates the common types of costs that must be accounted for in a cost of service analysis.

The methodology for determining the total cost of service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants;
- Number of tasks performed;
- Number of consumable units;
- Number of service calls;
- Number of events;
- Required time for offering program/service.

Agencies use cost of service analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by Kent PRCS between one another. Cost recovery goals are established once cost of service totals have been calculated.

Current Cost Recovery

With regard to Kent PRCS’s programs, services, and events, the method used to document cost recovery is different for each core program area. **Figure 42** below shows how each program is categorized by classification. Reading

this figure, this indicates that Kent PRCS offers a lot of subsidized, or most likely low cost, programming as part of its overall program portfolio. Although there is not a “best practice” range, this distribution needs to align with the Department and community’s values and mission. For example, there are parks and recreation agencies that set a high cost recovery goal for the entire system; therefore, they will have the majority of programming fall into the value-added category. The distribution in Figure 42 indicates a more social service and community good value system. Based on community feedback, areas such as outdoor recreation, adventure recreation, and outdoor events may be a good opportunity for Kent PRCS to increase value-added programming if the existing portfolio does not align with an overall system cost recovery goal.

In terms of cost recovery, setting, tracking, and reaching cost recovery goals for every core program area will help Kent PRCS justify program expense and make a case for additional offerings in the future. In regards to calculating cost recovery percentages by core program area, a detailed analysis will allow Kent PRCS to identify specific programs or activities that meet, exceed, or do not meet expected cost recovery goals based on their individual classification.

ESSENTIAL	IMPORTANT	VALUE ADDED
<ul style="list-style-type: none"> • Mostly PUBLIC good • Aligns with City / Dept missions • Serves majority of the community • Limited or no alternative providers <p>“This program MUST be offered.”</p>	<p>Mix of PUBLIC and PRIVATE good</p> <p>Important to the Community</p> <p>Serves the broad community</p> <p>Alternate providers, but can't meet need or demand</p> <p>“This program SHOULD USUALLY be offered.”</p>	<p>Mostly PRIVATE good</p> <p>Enhances community offerings</p> <p>Serves mostly niche groups</p> <p>Multiple alternate providers available</p> <p>“This program is NICE to offer.”</p>
Kent Parks = 40%	Kent Parks = 56%	Kent Parks = 4%
Highest level of subsidy offered Free or nominal fee	Some level of subsidy offered Fees cover some direct costs	Limited to no subsidy Fees cover most direct/indirect costs
Cost Recovery Target = 0-25%	Cost Recovery Target = 25-75%	Cost Recovery Target = 75% +

Figure 42:
 Portfolio Cost Recovery

5.3.5 PRICING

The pricing of programs should be established based on the cost of service analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals.

Overall, the degree to which pricing strategies are used currently is not expansive. The most often used pricing tactics include by market rate (competition), by cost recovery goals, and by the customer’s ability to pay.

Kent PRCS should consider adding dynamic pricing to its pricing strategies. Dynamic pricing considers weekday/ weekend rates, prime/non-prime time rates, and the activity’s location. Program experiences can be different depending on what facility houses the program; therefore,

pricing should be differentiated as such to reflect the potential differences in user experience. Additionally, these pricing tactics would be useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

These pricing tactics should be added in combination with any financial philosophical shifts. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies. It is also important to continue monitoring for yearly competitor and other service providers benchmarking.

Core Program Area	Section	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime/ Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer’s Ability to Pay
Adaptive Recreation	Creative Arts and Technology								✓	✓	✓
	Health and Fitness								✓	✓	✓
	Social					✓		✓	✓	✓	✓
	Sports								✓	✓	✓
Cultural	Festivals/Community Events								✓	✓	✓
	Grant Programs										
	Performing Arts			✓			✓		✓	✓	✓
	Public Art										
	Runs	✓							✓	✓	
	Visual Arts										
Facility-Based	Adult Sports								✓	✓	
	Cultural/Education							✓	✓	✓	✓
	Health and Wellness								✓	✓	
	Youth Sports	✓							✓	✓	✓
Senior	Community Services	✓							✓	✓	✓
	Education								✓	✓	
	Entertainment								✓	✓	
	Fundraising/Promotion								✓	✓	
	Health and Wellness	✓							✓	✓	
	Nutrition								✓	✓	✓
	Special Interest Groups								✓	✓	
	Travel								✓	✓	
Youth and Teen	Volunteerism										
	After School (Youth)	✓									
	After School (Teen)	✓									
	Camps (Youth)								✓	✓	✓
	Health and Wellness (Teen)	✓									
	Special Events (Outreach)	✓									
Summer (Youth)	✓										

✓ for trips only

Figure 43:
Program Pricing Tactics Used

5.4 PROGRAM STRATEGY RECOMMENDATIONS

In general, Kent PRCS’s program staff should begin a cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

5.4.1 MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each core program area be updated on a yearly basis. These plans should evaluate the core program area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

5.4.2 PROGRAM EVALUATION CYCLE

Using the age segment and lifecycle analyses, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Mini Business Plan process.

5.4.3 PROGRAM DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the core program areas and individual program analyses. Lifecycle, age segmentation, classification, and cost recovery goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. A simple, easy-to-use tool similar to the table below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

<i>Program</i>	<i>Core Program Area</i>	<i>Age Segment</i>	<i>Lifecycle</i>	<i>Classification</i>	<i>Cost Recovery</i>	<i>Other Factors</i>

Figure 44:
 Program Decision-Making Matrix

5.4.4 PROGRAM STANDARDS AND PERFORMANCE MEASUREMENT

Kent PRCS recreation staff were asked to answer questions related to seven program standard categories:

1. Performance measures
2. HR practices
3. Marketing and promotion
4. Public input
5. Volunteerism
6. Partnerships
7. Competitors and similar providers

Figure 45 on the next page provides the breakdown for each core program area.

ADDITIONAL QUESTIONS						
For each question, please place an 'X' indicating "Yes."						
#	Question	Adaptive	Cultural	Facility-Based	Senior	Youth and Teen
		Yes	Yes	Yes	Yes	Yes
	Does the Department currently track any of the following program and/or facility performance measurements for recreation programs?					
1	Total participants	X	X	X	X	X
2	Participant to staff ratio	X				X
3	Program cancellation rate (% describing number of programs cancelled due to insufficient numbers)	X				X
4	Customer satisfaction level	X	X			X
5	Customer retention rate	X	X	X	X	
	Does the Department currently use any of the following HR practices or standards for recreation programs?					
6	Regularly and consistently update policies & procedures	X	X	X	X	X
7	Instructor quality check	X				X
8	Lesson plans	X		X		X
9	Program evaluation system	X	X	X	X	X
10	Customer service training	X	X	X	X	X
11	Basic life safety training (ex. CPR, First Aid)	X	X	X	X	X
12	Enhanced life safety training			X		
13	Specialty skill training		X	X		X
14	Marketing training		X			
15	Training on calculating/tracking total cost of facility operations	X				X
16	Training on calculating/tracking cost of service	X				X
17	Continuing education	X	X	X	X	X
18	Diversity training	X	X	X	X	X
19	Performance reviews; full-time	X	X	X	X	X
20	Performance reviews; part-time	X		X	X	X
21	Performance reviews; seasonal					
	Does the Department currently use any of the following methods of marketing and promotion for recreation programs?					
22	Program guides (print)	X	X	X	X	X
23	Program guides (online)	X	X	X	X	X
24	Website	X	X	X	X	X
25	Smart/mobile phone enabled site	X	X			X
26	Apps	X				
27	Flyers and/or brochures	X	X	X	X	X
28	Direct mail	X	X	X	X	X
29	Email blasts and/or listserv	X	X	X	X	X
30	Public Service Announcements (PSAs)			X		X
31	Roadsign marquees			X	X	X
32	Paid advertisements		X	X	X	
33	Radio (paid or free)		X		X	X
34	TV (paid or free)					X
35	On-hold pre-programmed phone messages	X	X	X	X	X
36	SMS/MMS/Text Message marketing					
37	Newsletters (print)	X		X	X	X
38	Newsletters (online)				X	X
39	In-facility signage	X	X	X	X	X
40	Facebook	X	X	X	X	X
41	Instagram		X			X
42	Twitter		X			
43	Flickr					
44	YouTube channel	X				X
45	Blogs / vlogs					
46	Webinars					
47	QR Codes		X			X
48	Other		X	X		
	Does the Department currently use any of the following methods for gathering public input or feedback regarding recreation programs?					
49	Pre-program surveys					X
50	Post-program surveys	X	X	X	X	X
51	Regular/recurring user surveys	X	X			X
52	Lost customer/user surveys					
53	Non-customer/non-user surveys					
54	Focus groups				X	X
55	Statistically valid surveys					X
56	In-facility, in-park, or on-site surveys					X
57	Crowdsourcing tools (e.g., Peak Democracy, Chaordix, Mind Mixer, etc.)					
58	Other					
	Regarding volunteers for recreation programs, does the Department currently...					
59	Track the number of individual volunteers used annually?	X	X	X	X	X
60	Track the number of volunteer hours donated annually?	X	X	X	X	X
61	Have a formal/adopted volunteer policy?	X	X	X	X	X
	Regarding recreation-related partnerships, does the Department currently...					
62	Maintain a list or database of all partner organizations?		X	X	X	X
63	Have a formal/adopted partnership policy?					X
64	Require a written agreement for all partnerships?	X			X	X
65	Identify measurable outcomes for each partnership?					X
	Regarding market competitors and similar providers of recreation programs, does the Department currently...					
66	Maintain a list or database of major competitors/similar providers?					X
67	Regularly (e.g., annually) conduct an environmental scan of competitors' offerings, pricing, and marketing?	X	X	X	X	X

Figure 45:
Program Standards Analysis by Core Program Area

As indicated by **Figure 45** on the previous page, there are many areas of congruence between the core program areas such as:

- Tracking of total participants
- Updating policies and procedures
- Basic life safety training
- Using in-facility signage
- Using Facebook
- Implementing post-program surveys
- Tracking and using volunteers
- Conducting an environmental scan of competitors' offerings

However, there are areas that would benefit Kent PRCS if adopted as a best practice including:

- Adding performance measures such as participant to staff ratio and cancellation rates
- Monitoring and checking instructor quality
- Training on calculating and tracking true cost of service
- Institutionalizing a more robust public engagement process that includes lost customer/user surveys, focus groups, statistically-valid surveys, and crowdsourcing tools
- Adopting formalized partnership policies and having written agreements
- Maintaining a list of or database of direct competitors and similar providers

Outcomes Assessment

Kent PRCS uses post-program surveys as a primary tool for gathering public input or feedback regarding recreation programs. Surveys are generally created using a Likert scale and also have open-ended questions for qualitative responses. All surveys are created to evaluate the program objectives identified at the onset of the program's creation and implementation. For example, Kent PRCS's Spotlight Series focuses on providing an opportunity for social connection (among others). Therefore, attendees indicate the degree in which they believe the performance provided an opportunity for social connection. This information can then be used with other information gleaned from the evaluation to make necessary adjustments to programs (if any are required/necessitated).

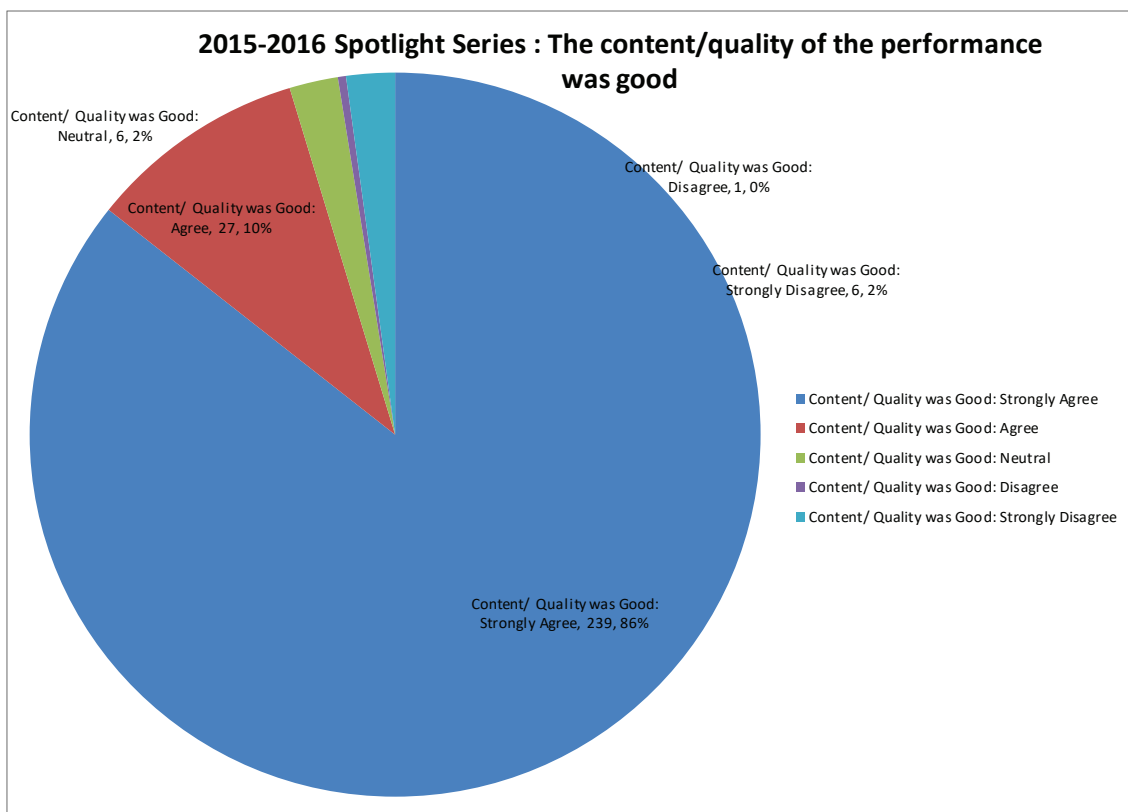


Figure 46:
Example Outcomes Assessment



CHAPTER SIX

GAP ANALYSIS



6.1 SCOPE OF OPPORTUNITIES

Kent PRCS is very aware of the diverse community that it serves. Therefore, it is imperative for the Department to provide for individual differences including:

- Programming interests
- Abilities (mental, social, and physical)
- Individual backgrounds

It is through this lens that recreation activities are provided by Kent PRCS.

6.1.1 DIVERSE COMMUNITY

Kent is a heavily diverse community with over 130 languages spoken within the school system. Additionally, population projections indicate the community will grow by approximately 30,000 individuals over the next 15 years. Therefore, it is imperative for Kent PRCS's programs to provide for individual interests, abilities, and backgrounds.

Existing Program Participation

The figure below represents the 2018 calendar year program statistics by race. This information was derived from a statistically-valid community interest survey conducted in early 2019.

	Asian Indian; Chinese; Filipino; Japanese; Korean; Vietnamese; Other Asian	Black/African American	Hispanic, Latino, or Spanish Origin	White	American Indian or Alaska Native	Native Hawaiian, Guamanian or Chamorro, Samoan, Other Pacific Islander	Other
Have you participated in any recreation programs offered by Kent PRCS during the past 12 months?							
	17.9%	12.1%	16.4%	56.4%	5.7%	3.6%	1.4%
How many different recreation programs have you participated in during the past 12 months?							
1	47.8%	43.8%	33.3%	31.0%			35.7%
2-3	39.1%	43.8%	33.3%	43.1%			35.7%
4-6	8.7%	12.5%	16.7%	19.0%			7.1%
7-10	4.3%	0.0%	5.6%	5.2%			14.3%
11+	0.0%	0.0%	11.1%	1.7%			7.1%
Top five programs offered by Kent PRCS participated in during the past 12 months.							
Community events/festivals	Sports leagues	Arts & culture	Community events/festivals	Community events/festivals			Community events/festivals
Fitness & wellness	Youth (5-11)	Fitness & wellness	Sports leagues	Sports leagues			Sports leagues
Senior adults (50+)	Senior adults (50+)	Drop in use of the senior center	Arts & culture	Arts & culture			Youth (5-11)
Drop in use of the senior center	Arts & culture	Community events/festivals	Youth (5-11)	Youth (5-11)			Arts & culture
Youth (5-11)	Natural area stewardship/Green Kent	Aquatics	Fitness & wellness	Fitness & wellness			Education/enrichment classes
Top five reasons why you participate in Kent PRCS programs.							
Location of program	Location of program	Location of program	Location of program	Location of program			Location of program
Topics are relevant/interesting	Good value for program fee	Good value for program fee	Good value for program fee	Good value for program fee			Good value for program fee
Quality of program	Topics are relevant/interesting	Quality of program	Quality of program	Quality of program			Topics are relevant/interesting
Quality of program instructors	Times program is offered	Topics are relevant/interesting	Topics are relevant/interesting	Topics are relevant/interesting			Friends participate in programs
Good value for program fee	Dates program is offered	Times program is offered	Times program is offered	Times program is offered			Times program is offered

Figure 47: Programming Statistics by Race

PROGRAM PARTICIPATION BY RACE

Of all recent Kent PRCS program participation, approximately half consider themselves as White. Interestingly, when examining the number of recreation programs participated in during the past 12 months, individuals of Hispanic, Latino, or Spanish Origin and those representing the “Other” category indicate using the greatest number of programs. Another way of looking at this data point is these individuals may be more “super users” of Kent PRCS recreation programs. That is, they may not contribute the most overall participation as a whole, but those that do participate, participate more frequently.

MOST PARTICIPATED IN PROGRAM TYPES BY RACE

Across the board, the most commonly participated in Kent PRCS activities (regardless of race) are community events/festivals, youth (5-11) programming, sports leagues, arts & culture, and fitness & wellness. However, there are differences in terms of senior adult (50+) programming, drop in use of the senior center, natural area stewardship/Green Kent, aquatics, and education/enrichment classes.

6.1.2 PROGRAM OPPORTUNITIES

Kent PRCS offered 7,955 registered activities between 2016-2018. On average, that is approximately 2,650 registered programs available to the public. Registered programs are available in the following core program areas:

- Adult
- Adaptive
- Fitness
- Community events
- Cultural arts
- Preschool programs
- Adult (50+)
- Youth and Teen

In addition to the registered programs outlined above, Kent PRCS offers sport leagues for both adult and youth participation. Sport league opportunities include:

- Basketball
- Baseball
- Softball
- Volleyball
- Tball/tossball
- Track
- Soccer
- Football

Between all registered opportunities (traditional programming and sports leagues), Kent PRCS offers beginner, intermediate, advanced, continuing, one-on-one, and group-based programming/classes across its programmatic inventory.

6.2 OUTREACH TO UNDERSERVED POPULATIONS

Kent PRCS is also committed to providing programs and services for all residents. This commitment involves identifying potentially underserved residents and then developing corresponding strategies to alleviate any identified “unmet” need.

6.2.1 IDENTIFYING “UNDERSERVED” POPULATIONS

In order to reduce barriers to participation, Kent PRCS takes a needs-based approach to identifying areas (geographical) and groups (individual residents) that have unmet need for programmatic experiences. This analysis allows Kent PRCS to: identify underserved segment, identify unmet need programmatic areas, identify barriers to alleviating the unmet need, and create corresponding strategies and appropriate actions the Department can take to address these concerns. Specifically, Kent PRCS examines community need through four areas: geospatial, race/ethnicity, income, and household composition.

Figures 48-50 on the following pages depict charts specific to various demographic populations. All text highlighted in **red** indicate special points of emphasis for that particular demographic category. These points of emphasis represent noticeable differences between demographic categories and should be used to tailor specific programmatic actions.

Race/Ethnicity

PROGRAM NEED AND IMPORTANCE

When examining programmatic need areas by race/ethnicity, there are noticeable differences between program areas that individuals have a need for. There are many commonalities across all demographic segments such as outdoor events, fitness & wellness programs, senior programs (50+), cultural performances, and outdoor recreation. However, there are noticeable differences for performing arts programs, enrichment programs, family or multi-age group programs, and aquatics.

When examining program need and importance, the following observations are made:

- Outdoor programming in parks is needed to attract a diverse community
- Family or multi-age group programs are needed to cater to population groups that generally have larger, well-connected family ties
- Cultural events should celebrate the uniqueness of individual heritage groups within the community

REDUCING BARRIERS

When examining barriers to participating more in Kent PRCS programming, several commonalities are identified such as not knowing what is being offered, not knowing the location of programs, program times not being convenient, no time to participate, and fees are too high. However, there are three outliers, or noticeable differences, between different races/ethnicities: topics are not relevant/interesting, uses the services/programs of other agencies, and program(s) not offered. These differences should be leveraged by Kent PRCS to help reduce specific barriers to participation. **Figure 48** presents needed, important, and “unmet” need program areas (in priority order) by race/ethnicity. All responses are derived from the statistically-valid community survey.

Race/Ethnicity	Top Five Most "Needed"	Top Five Most "Important"	Top Five Most "Unmet" Need	Top 5 Barriers to Participating in Programs More
Asian Indian; Chinese; Filipino; Japanese; Korean; Vietnamese; Other Asian	Outdoor Events	Fitness & Wellness Programs	Summer Meal Assistance for Youth	I do not know what is being offered
	Fitness & Wellness Programs	Cultural Performances	Teen (12-19) Programs	No time to participate
	Senior Programs (50+)	Senior Programs (50+)	Aquatic Programs	I do not know locations of programs
	Cultural Performances	Outdoor Events	Before School Programs	Program times are not convenient
	Outdoor Recreation	Outdoor Recreation	Technology Programs	Fees are too high
Black/African American	Outdoor Events	Fitness & Wellness Programs	Outdoor Programming in Parks	No time to participate
	Fitness & Wellness Programs	Outdoor Events	Teen (12-19) Programs	I do not know what is being offered
	Cultural Performances	Aquatic Programs	Before School Programs	Program times are not convenient
	Outdoor Recreation	Outdoor Water Recreation	Technology Programs	I do not know the locations of programs
	Performing Arts Programs*	Cultural Performances**	Extreme Sports	Fees are too high
Hispanic, Latino, or Spanish Origin	Outdoor Events	Outdoor Events	Extreme Sports	No time to participate
	Cultural Performances	Fitness & Wellness Programs	Community Gardening Programs	I do not know what is being offered
	Fitness & Wellness Programs	Outdoor Recreation	Historical Programs	Topics are not relevant/interesting
	Outdoor Recreation	Cultural Performances	Family or Multi-Age Group Programs	Program times are not convenient
	Enrichment Programs	Enrichment Programs	Summery Playground Program with Structured Drop-in Use	I do not know the locations of programs
White	Outdoor Events	Outdoor Events	Before School Programs	No time to participate
	Cultural Performances	Outdoor Recreation	Outdoor Programming in Parks	I do not know what is being offered
	Outdoor Recreation	Fitness & Wellness Programs	Technology Programs	Topics are not relevant/interesting
	Fitness & Wellness Programs	Cultural Performances	Gymnastics/Tumbling/Cheerleading	Program times are not convenient
	Senior Programs (50+)	Senior Programs (50+)	Social Service Programs	Use services/programs of other agencies
Other	Outdoor Events	Outdoor Events	Before School Programs	Program times are not convenient
	Fitness & Wellness Programs	Fitness & Wellness Programs	Nature Programs	No time to participate
	Outdoor Recreation	Youth Sports Leagues, Tournaments, and Camps	Family or Multi-Age Group Programs	I do not know what is being offered
	Family or Multi-Age Group Programs	Arts & Crafts	Outdoor Programming in Parks	Fees are too high
	Aquatic Programs	STEM Programs***	Adult Programs (18+)	Program not offered

*Tied with Outdoor Water Recreation

**Tied with Enrichment Programs

***Tied with Outdoor Programming in Parks

Figure 48:
Program Need, Importance, and Barriers by Race/Ethnicity



Income

PROGRAM NEED AND IMPORTANCE

When examining programmatic need areas by income, there are noticeable differences between program areas that individuals have a need for. Again, in general, high-priority program areas include outdoor events, fitness & wellness programs, senior programs (50+), cultural performances, and outdoor recreation. However, there are noticeable differences between household income levels.

When examining program need and importance, the following observations are made:

- Aquatic programs are highly important for high-income households; however, there is reported unmet need for low-income households
- Households under \$50,000 report the most programmatic areas with unmet need
- In terms of unmet need, as household income increases, so does unmet need for more “discretionary” program areas; whereas, unmet need for lower income households centers around family services, meal assistance, adaptive recreation, before and after school programming, and age-specific programming.

REDUCING BARRIERS

When examining barriers to participating more in Kent PRCS programming, the same commonalities are identified such as not knowing what is being offered, not knowing the location of programs, program times not being convenient, and no time to participate. However, there are other observations:

1. Lack of transportation was only mentioned for the lowest income group
2. Fees are too high was mentioned for the lowest two income groups
3. The highest two income groups report using the services/programs of other agencies

These three statements are critical for Kent PRCS because they relate directly to who the Department is serving. In other words, the question the Department must ask itself is, “How are we providing equitable programs across our community?” The data indicates a very real difference between “core essential” services and “value-added” services and those that can afford to participate. **Figure 49** on the following page presents needed, important, and “unmet” need program areas (in priority order) by income. All responses are derived from the statistically-valid community survey.

Household Income	Top Five Most "Needed"	Top Five Most "Important"	Top Five Most "Unmet" Need	Top 5 Barriers to Participating in Programs More
Under \$25,000	Senior Programs (50+)	Outdoor Events	Adaptive Recreation	I do not know what is being offered
	Fitness & Wellness Programs	Social Service Programs	After School Programs	Fees are too high
	Social Service Programs	Adult Programs (18+)	Aquatic Programs	I do not know locations of programs
	Arts & Crafts*	Senior Programs (50+)	Before School Programs	Lack of transportation
	Enrichment Programs*	After School Programs**	Community Gardening Programs*****	No time to participate
\$25,000-\$49,999	Fitness & Wellness Programs	Fitness & Wellness Programs	After School Programs	I do not know what is being offered
	Senior Programs (50+)	Senior Programs (50+)	Outdoor Recreation	No time to participate
	Cultural Performances	Social Service Programs	Outdoor Water Recreation	Fees are too high
	Outdoor Events	Adaptive Recreation	Adult Programs (18+)	I do not know the location of programs
	Enrichment Programs	Outdoor Events***	Extreme Sports*****	Program times are not convenient
\$50,000-\$74,999	Outdoor Recreation	Fitness & Wellness Programs	Summer Meal Assistance for Youth	No time to participate
	Fitness & Wellness Programs	Senior Programs (50+)	Family or Multi-Age Group Programs	I do not know what is being offered
	Outdoor Events	Outdoor Events	Performing Arts Programs	Topics are not relevant/interesting
	Senior Programs (50+)	Cultural Performances	Nature Programs	Program times are not convenient
	Cultural Performances	Outdoor Recreation	Social Service Programs*****	I do not know the location of programs
\$75,000-\$99,999	Outdoor Events	Fitness & Wellness Programs	Before School Programs	No time to participate
	Cultural Performances	Outdoor Events	Extreme Sports	I do not know what is being offered
	Fitness & Wellness Programs	Outdoor Recreation	Adaptive Recreation	Program times are not convenient
	Outdoor Recreation	Senior Programs (50+)	Outdoor Programming in Parks	Fees are too high
	Senior Programs (50+)	Cultural Performances****	Adult Programs (18+)	Program not offered
\$100,000-\$124,999	Outdoor Events	Outdoor Events	STEM Programs	No time to participate
	Cultural Performances	Cultural Performances	Teen (12-19) Programs	Program times are not convenient
	Fitness & Wellness Programs	Outdoor Recreation	Historical Programs	I do not know what is being offered
	Outdoor Recreation	Fitness & Wellness Programs	Outdoor Programming in Parks	Topics are not relevant/interesting
	Performing Arts Programs	Aquatic Programs	Programs with Your Pet	Use services/programs of other agencies
Over \$125,000	Outdoor Events	Outdoor Events	Technology Programs	No time to participate
	Cultural Performances	Fitness & Wellness Programs	Extreme Sports	I do not know what is being offered
	Fitness & Wellness Programs	Outdoor Recreation	Trips	Program times are not convenient
	Outdoor Recreation	Aquatic Programs	Before School Programs	Topics are not relevant/interesting
	Aquatic Programs	Cultural Performances	Arts & Crafts	Use services/programs of other agencies

*Tied with Extreme Sports, Outdoor Events, Summer Day Camp Programs, Teen (12-19) Programs, and Adult Programs (18+)

**Tied with 13 other program areas

***Tied with Cultural Performances, Performing Arts Programs, and Enrichment Programs

****Tied with Youth Sport Leagues, Tournaments, & Camps and Aquatic Programs

*****Tied with 10 other program areas with 100% unmet need

*****Tied with 6 other program areas with 100% unmet need

*****Tied with Summer Playground Program with Structured Drop-in Use, Before School Programs, and Summer Day Camp Programs

Figure 49:
Program Need, Importance, and Barriers by Income

Household Composition

PROGRAM NEED AND IMPORTANCE

When examining programmatic need areas by household composition, program need, importance, and unmet need are much different than the analysis by race/ethnicity and income. This is the first analysis that indicates youth sports leagues, tournaments, and camps and lifeguarded swimming beaches as top five areas among the categories. There are still commonalities across all household segments such as outdoor events, fitness & wellness programs, cultural performances, and outdoor recreation. However, there are noticeable differences for senior programs (50+), aquatics, after school programs, and STEM.

When examining program need and importance, the following observations are made:

- Families with younger children are more interested in technology programming than other household compositions
- Families with older children are seeking more family-oriented activities whether that is through outdoor programming in parks, beaches, or destination facilities and programming such as nature/ environment and outdoor recreation
- Youth sports is very important to households with children (any age)
- Older households with no children have unmet need for activities (perceivably) that they can participate in with their grandchildren and/or ensuring the community's youth are a priority
- Younger households with no children are interested in enrichment programs and activities that really focus on themselves

REDUCING BARRIERS

When examining barriers to participating more in Kent PRCS programming, the same commonalities are identified such as not knowing what is being offered, program times not being convenient, no time to participate, and fees are too high. However, there are several points of distinction that need to be made:

- Households with young children report “no child care” and “program not offered” as a top-five participation barrier
- Households with children (10-19) are using other services/programs of other agencies
- Younger adults with no children are the only household composition to indicate they do not know the location of programs

Figure 50 presents needed, important, and “unmet” need program areas (in priority order) by income. All responses are derived from the statistically-valid community survey.

Household Type	Top Five Most "Needed"	Top Five Most "Important"	Top Five Most "Unmet" Need	Top 5 Barriers to Participating in Programs More
Households with Children Under 10	Aquatic Programs	Aquatic Programs	Before School Programs	No time to participate
	Outdoor Events	Outdoor Events	Arts & Crafts	I do not know what is being offered
	Outdoor Recreation	Youth Sports Leagues, Tournaments, & Camps	Outdoor Programming in Parks	Program times are not convenient
	Youth Sports Leagues, Tournaments, & Camps	After School Programs	Fitness & Wellness Programs	No child care
	STEM Programs	Outdoor Recreation	Technology Programs	Program not offered
Households with Children (10-19)	Outdoor Events	Outdoor Recreation	Family or Multi-Age Group Programs	No time to participate
	Outdoor Recreation	Outdoor Events	Outdoor Programming in Parks	Program times are not convenient
	Cultural Performances	Youth Sports Leagues, Tournaments, & Camps	Lifeguarded Swimming Beaches	User services/programs of other agencies
	Youth Sports Leagues, Tournaments, & Camps	Cultural Performances	Adult Sports Leagues & Tournaments	I do not know what is being offered***
	Fitness & Wellness Programs*	Lifeguarded Swimming Beaches	Nature Programs	Fees are too high***
Households with no Children (Ages 20-54)	Outdoor Events	Fitness & Wellness Programs	Youth Sports Leagues, Tournaments, & Camps	No time to participate
	Cultural Performances	Outdoor Events	Extreme Sports	I do not know what is being offered
	Fitness & Wellness Programs	Enrichment Programs	Historical Programs	Program times are not convenient
	Enrichment Programs	Outdoor Recreation	Social Service Programs	I do not know the location of programs
	Outdoor Recreation	Cultural Performances	Community Gardening Programs	Topics are not relevant/interesting
Households with no Children (Aged 55+)	Senior Programs (50+)	Senior Programs (50+)	Extreme Sports	No time to participate
	Fitness & Wellness Programs	Fitness & Wellness Programs	Summer Playground Program with Structured Drop-in Use	I do not know what is being offered
	Outdoor Events	Outdoor Events	Holiday/Out of School Programs	Topics are not relevant/interesting
	Cultural Performances	Cultural Performances	Summer Meal Assistance for Youth	Program times are not convenient
	Outdoor Recreation	Outdoor Recreation	Before School Programs**	Fees are too high

*Tied with Lifeguarded Swimming Beaches, Performing Arts Programs, and Outdoor Water Recreation

**Tied with Adaptive Recreation

***Tied with Topics Are Not Relevant/Interesting

Figure 50:
 Program Need, Importance, and Barriers by Household Composition



6.2.2 ADDITIONAL “UNDERSERVED” POPULATIONS AND RESOURCES

The Kent PRCS Department includes the City’s Human Services Division, whose services are not included within the scope of this plan. However, the Human Services Division works closely with staff and community partners (including other public and non-profit organizations) to provide services and help support Kent’s most vulnerable residents by:

- Investing over \$2 million annually to support human/social services;
- Facilitating collaboration between human services providers;
- Partnering with other jurisdictions and with local agencies to develop comprehensive responses to community issues;
- Increasing coordination amongst homeless services providers; and
- Managing the City’s Community Development Block Grant (CDBG) Program, which was enacted in 1974 and is authorized under Title I of the Housing and Community Development Act of 1974, as amended. The primary objective of CDBG is the development of viable urban communities. CDBG is principally invested in eligible low/moderate-income activities that benefit Kent residents-activities can be public service or capital.

The unique ability to have the Human Services Division directly under the same department and leadership as recreation and parks staff allows and encourages a significant level of communication, collaboration, and engagement on reaching other areas of underserved or vulnerable populations (where applicable). In many cases, Kent residents who have not yet achieved self-reliance and basic needs, will not yet seek out recreation or enrichment classes or opportunities or overlap in programs and needs may occur between the two

divisions. **The Recreation Division and Human Services Division work together to look at Kent residents holistically from basic needs to full self-actualization.** Each use the other as a resource to meet the diverse needs of all Kent residents.

In addition, there have been several recent studies completed by the City of Kent, King County, and others highlighting underserved populations, inequities, disparities, and more. These studies provide Kent PRCS staff the ability to learn, partner, and work through barriers to the best of their abilities.

- **2019 City of Kent, Youth Call to Action**, which is a citywide, cross-sector approach to ensure that youth are safe and connected and have access to culturally responsive programs and services, to ensure every young person can succeed and reach their full potential. Extensive analytics have been completed to identify barriers to youth reaching their full potential.
- **2019 Seattle-King County, State of Play by the Aspen Institute.** This report offers an assessment of the state of play for youth sports, physical activity and outdoor recreation in King County. This report aims to uncover those inequities and recommend a path forward for access to high-quality youth sports and recreation for all communities in the region.
- **2016-2022, King County Equity and Social Justice Strategic Plan.** More than 600 employees at all levels of County government and 100 local organizations, including community organizations, philanthropy, labor, education, business and local governments, shared their insight and expertise on our progress, persistent challenges, and solutions toward achieving equity. This plan also has significant data and research on data analytics of underserved populations and barriers within.

6.3 COMMUNITY INVENTORY AND GEOSPATIAL ANALYSIS

Creating visualizations of how well needs are being met across the community allows Kent PRCS to identify specific locations that have reported “unmet” need. This information can be used in tandem with a similar provider analysis and demographic data indicating where different population segments reside (such as by race/ethnicity, income, languages spoken at home, etc.). This analysis can help Kent PRCS understand:

- Where needs are met and potentially who is meeting them
- Where needs are perceived to be “unmet” and if there is a reasonable expectation for the Department to be the one to fill that gap

This also allows the Department to begin tracking program participant addresses so they can be compared to maps to identify how “active” a particular Census Block Group (CBG) is in Kent PRCS programming.

6.3.1 EXAMPLE GEOSPATIAL ANALYSIS: ADULT PROGRAMS (18+)

This program area is a great example of how Kent PRCS can use mapping and a similar provider analysis to make decisions. There are differing need levels for adult programming throughout Kent. However, when examining unmet need, there are several areas of met need (75% or higher) and several areas of unmet need (<50%). One CBG in particular reported the highest unmet need and it is adjacent to another area with high unmet need as well. This location will soon be served by a new YMCA so this information can help the Department make the decision if they believe this area will have their need met, or alleviated, by the new YMCA. Additionally, the Department will need to take into account the YMCA’s membership structure and access to services to make a more informed decision about adult 18+ programming in those locations.

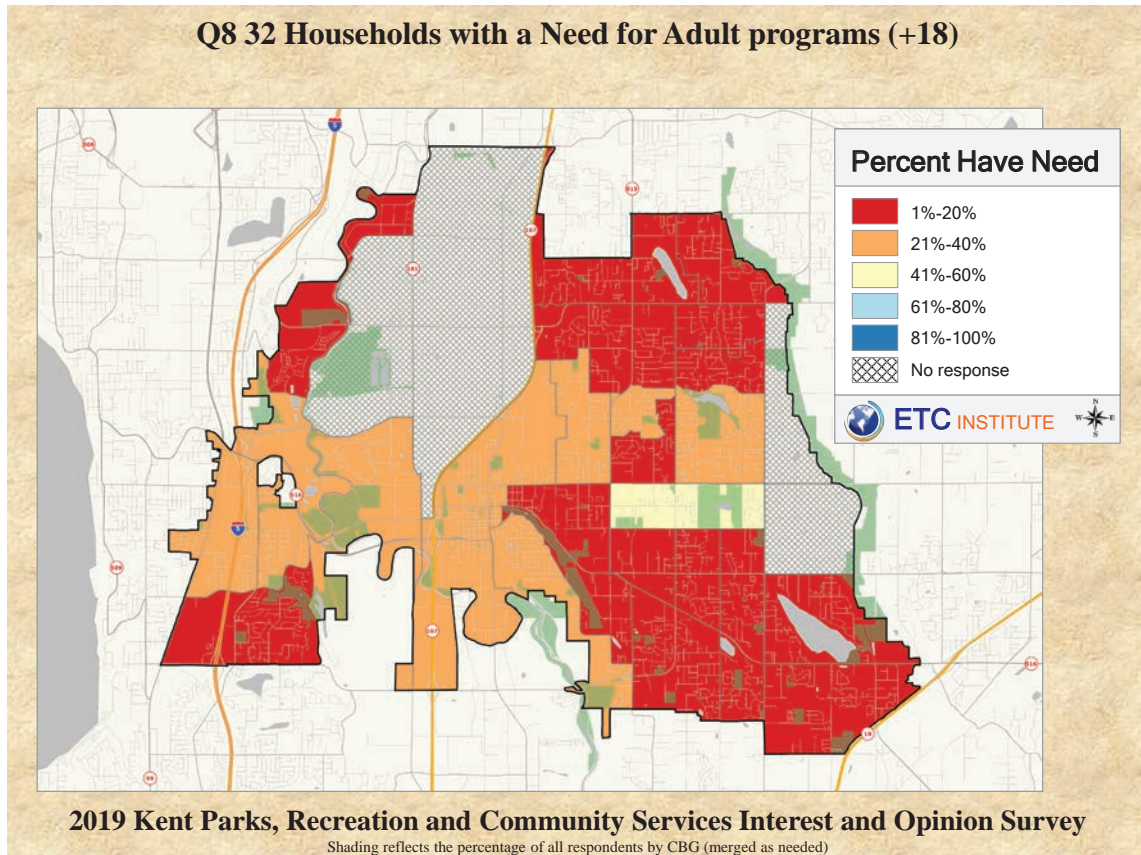


Figure 51:
Households That Have a Need by Census Block Group

Q8 32 How Well Needs Are Met: Adult programs (18+)

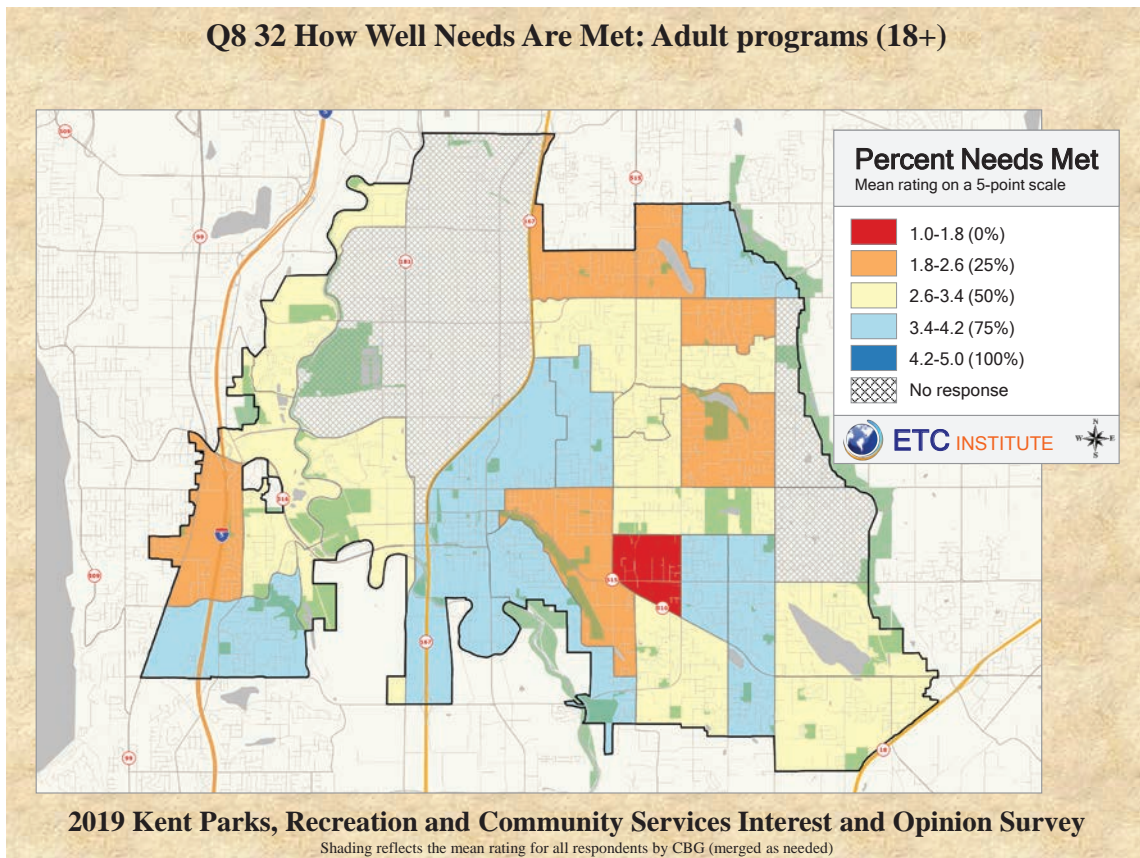


Figure 52:
Degree of Need Met by Census Block Group

6.3.2 KENT PRCS INVENTORY

A community inventory was compiled that includes Kent PRCS facilities and surrounding recreation facilities and spaces. This analysis allows Kent PRCS to determine gaps, overlaps, and possible market opportunities in the provision of various recreation services. This information is used in tandem with community interests and preferences to understand a more complete picture of the surrounding recreation market.

Methodology

The inventory's concentration was recreation facilities, activities, and organizations within the city limits of Kent. Each category was defined as a direct competitor, similar provider, or partner. Kent's existing core program areas (Adaptive Recreation, Cultural, Facility-based, Senior, and Youth and Teen) were used as a foundation for the inventory; however, additional providers were included for the areas residents indicated are of high importance (via the public engagement process) such as outdoor adventure recreation, environment & nature programs, and enrichment programs.

Within the City of Kent, a total of 126 providers/facilities/teams/locations were identified for analysis:

- (15) Fitness Centers
- (24) Athletic Facilities
- (9) Gymnastics & Dance
- (8) Boxing & Martial Arts
- (5) Youth & Teen Programs
- (2) Library
- (30) Schools
- (2) Outdoor Adventure
- (5) Environment & Nature Programs
- (18) Cultural & Art Programs
- (6) Enrichment
- (0) Adaptive & Special Population
- (2) Senior Programs & Services

Adaptive Recreation

Adaptive programs are designed to enhance experiences for individuals who may have a disability. Within the adaptive program, Kent PRCS offers creative arts/technology, health & fitness, social and sports for individuals that may need adaptations to programs. Kent offers 16 programs within 10 locations. Currently, Kent controls the market for adaptive recreation.

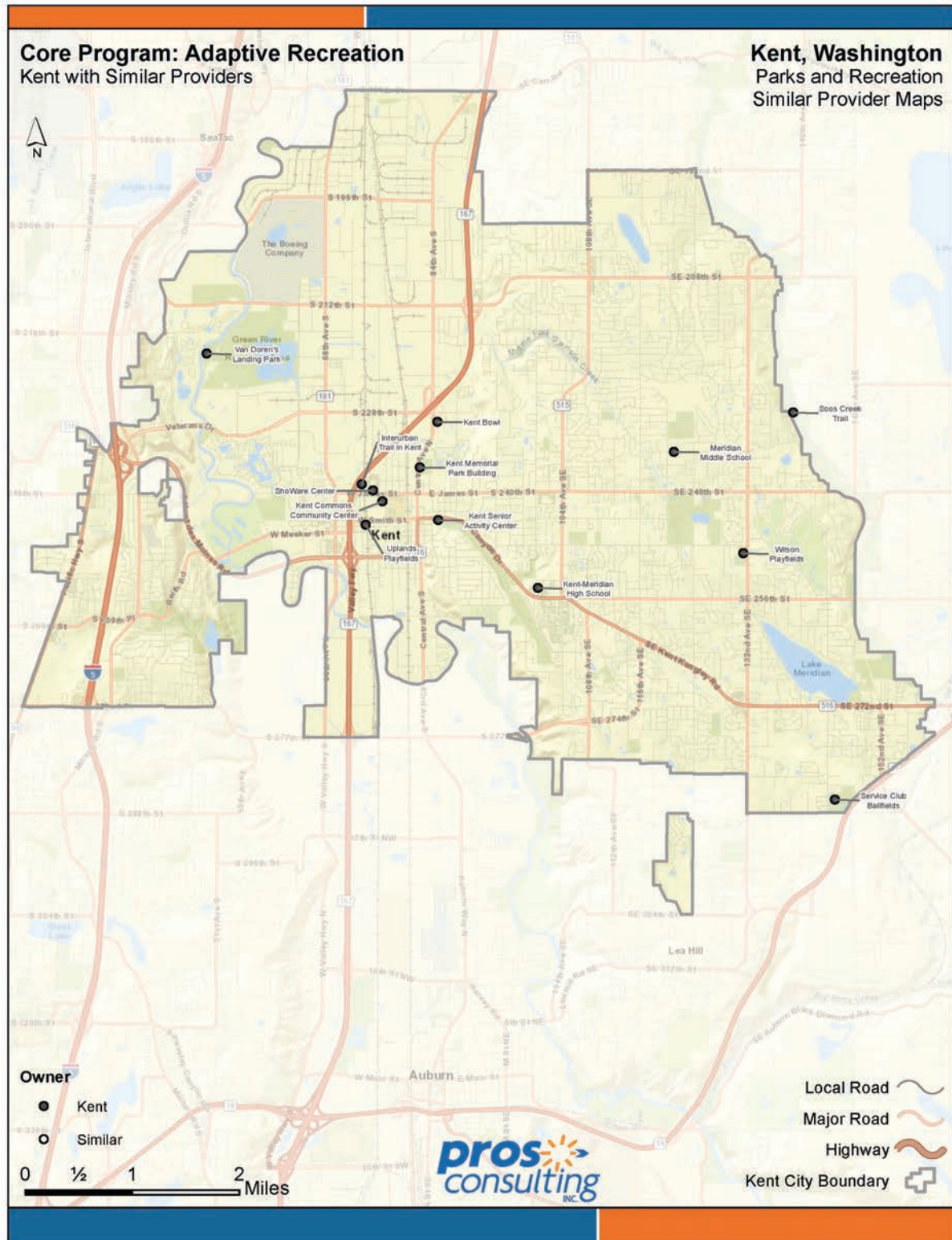


Figure 53:
 Adaptive Recreation Location Map

Cultural

The areas where culture is highlighted within Kent’s programs include: Festivals & Community Events, Performing Arts, Public Art, Runs, and Visual Art. Public Art is represented at 42 locations throughout Kent which equates to the highest representation of cultural program support.

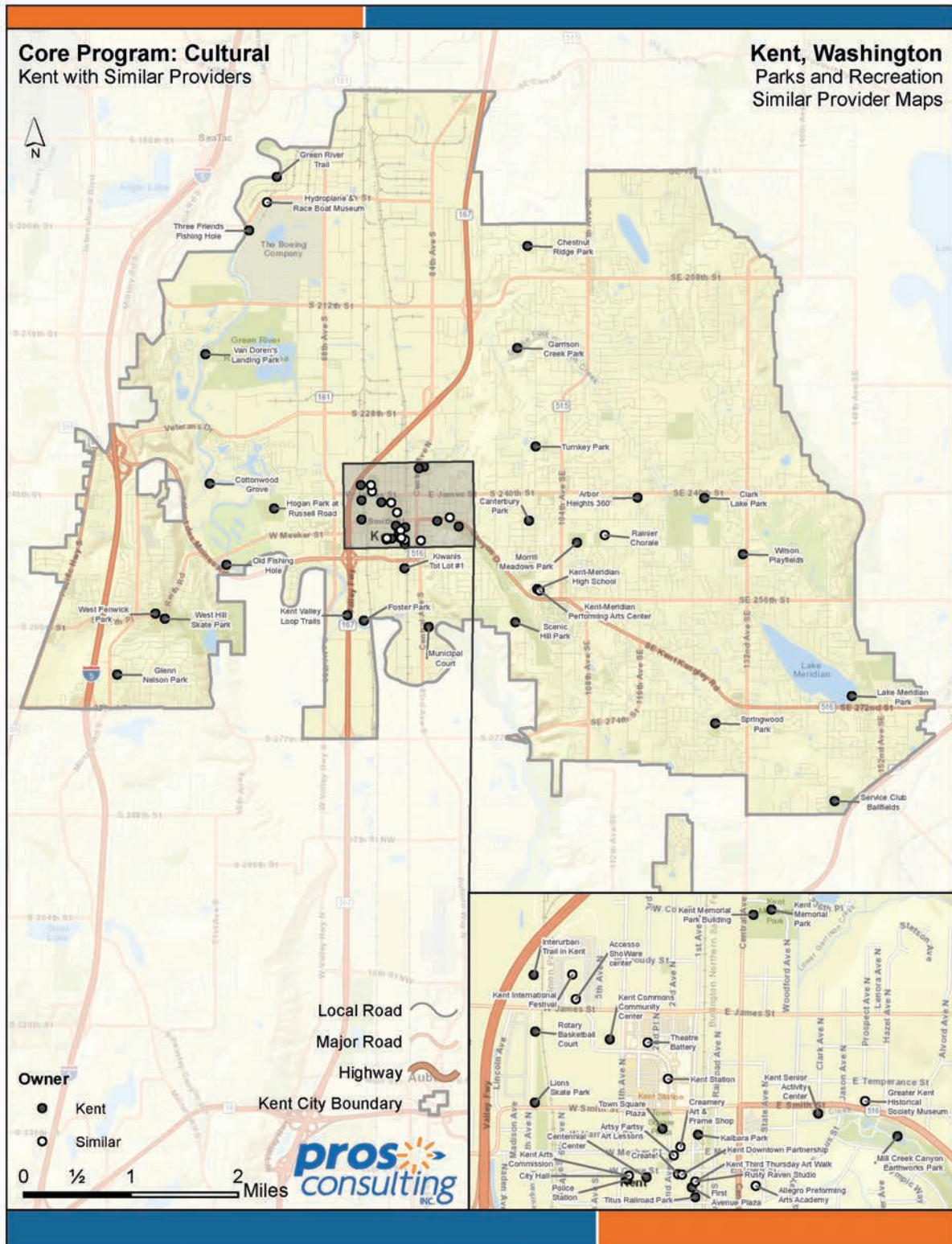


Figure 54:
Cultural Programs Location Map

Facility-Based

Programs that fall into Facility-Based Program include Adult Sports, Cultural/Education, Health & Wellness and Youth Sports. Currently, the Kent Commons is the only indoor facility that accommodates all Facility-Based Program categories. Kent has a large offering of sport and there are 27 locations for these activities with an additional 37 locations in schools.

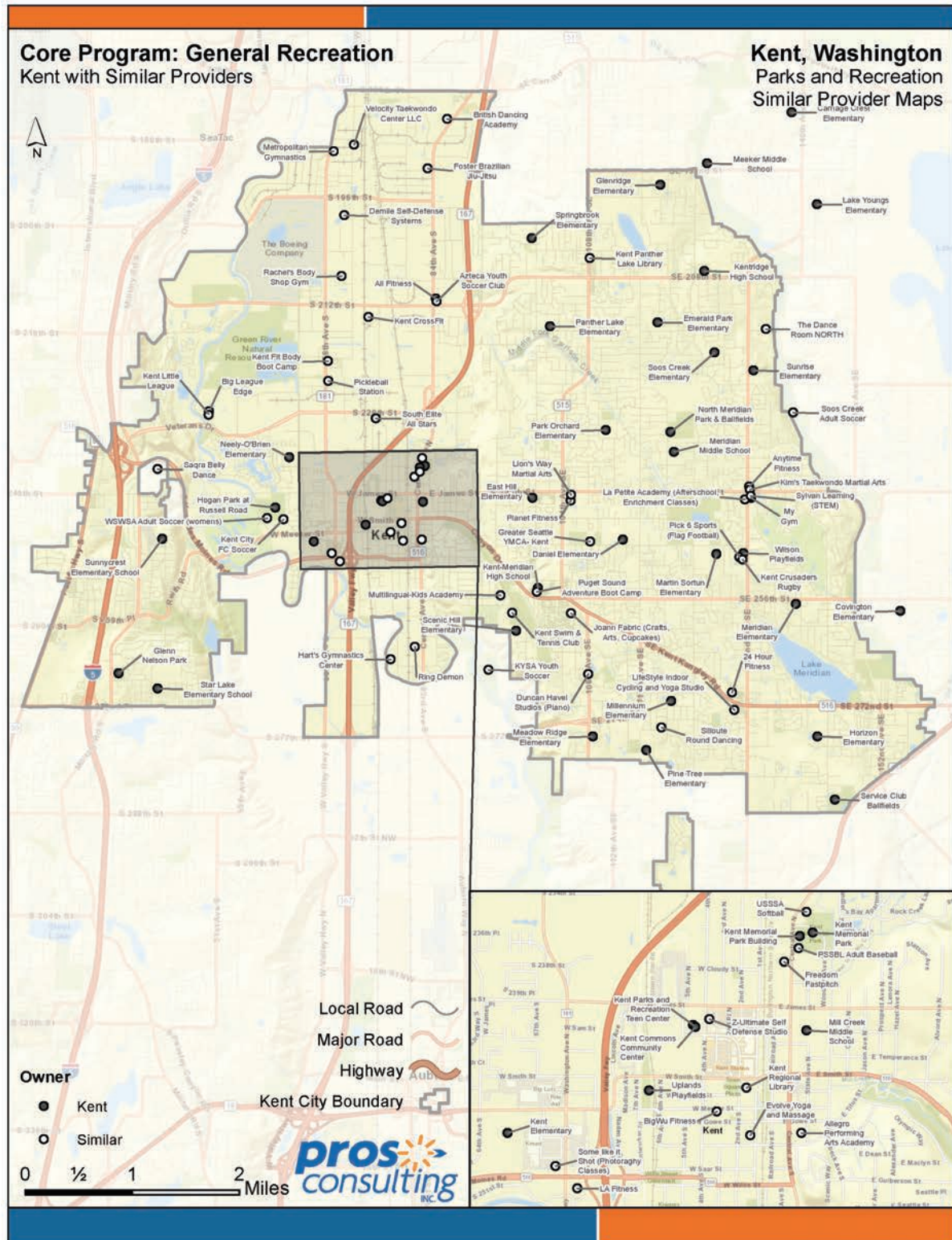


Figure 55:
 Facility-Based or General Recreation Programs Location Map

Senior Programming

Kent PRCS is really the only provider for senior recreation in the community. The community inventory search confirmed what the Consultant Team learned during the stakeholder interview/focus group process: the Kent Senior Activity Center is a regional attraction because there is not a reasonably comparable facility within the local area.

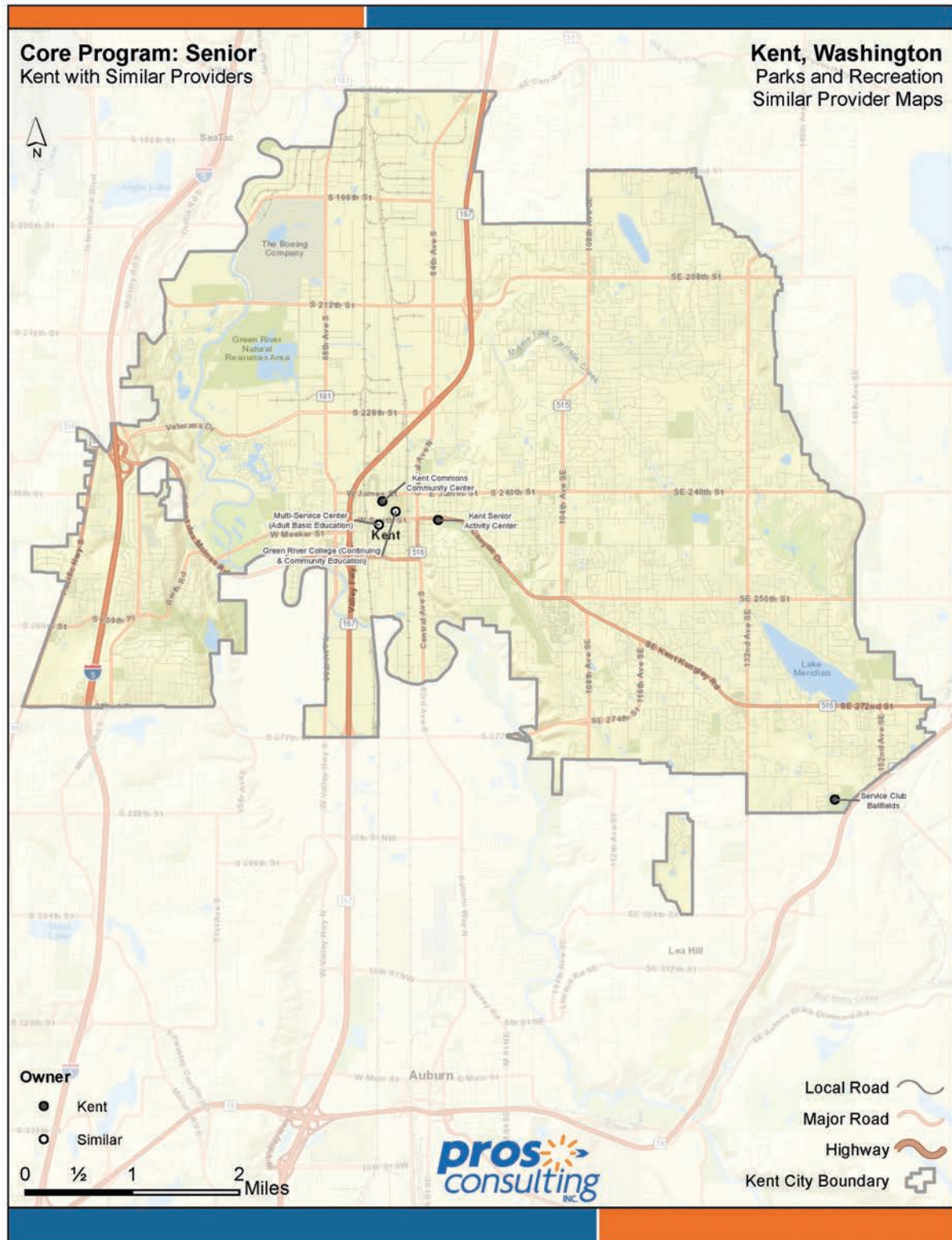


Figure 56:
Senior Recreation Programs Location Map

Sports

Kent PRCS hosts sports programs in Elementary, Middle, and High Schools along with park ballfields and indoor facilities. Kent PRCS offers youth, adult, senior, and adaptive sports programming. Example activities include: soccer, baseball, flag football, volleyball, basketball, and track (among others). These activities are offered in the form of leagues, camps, lessons, and clubs.

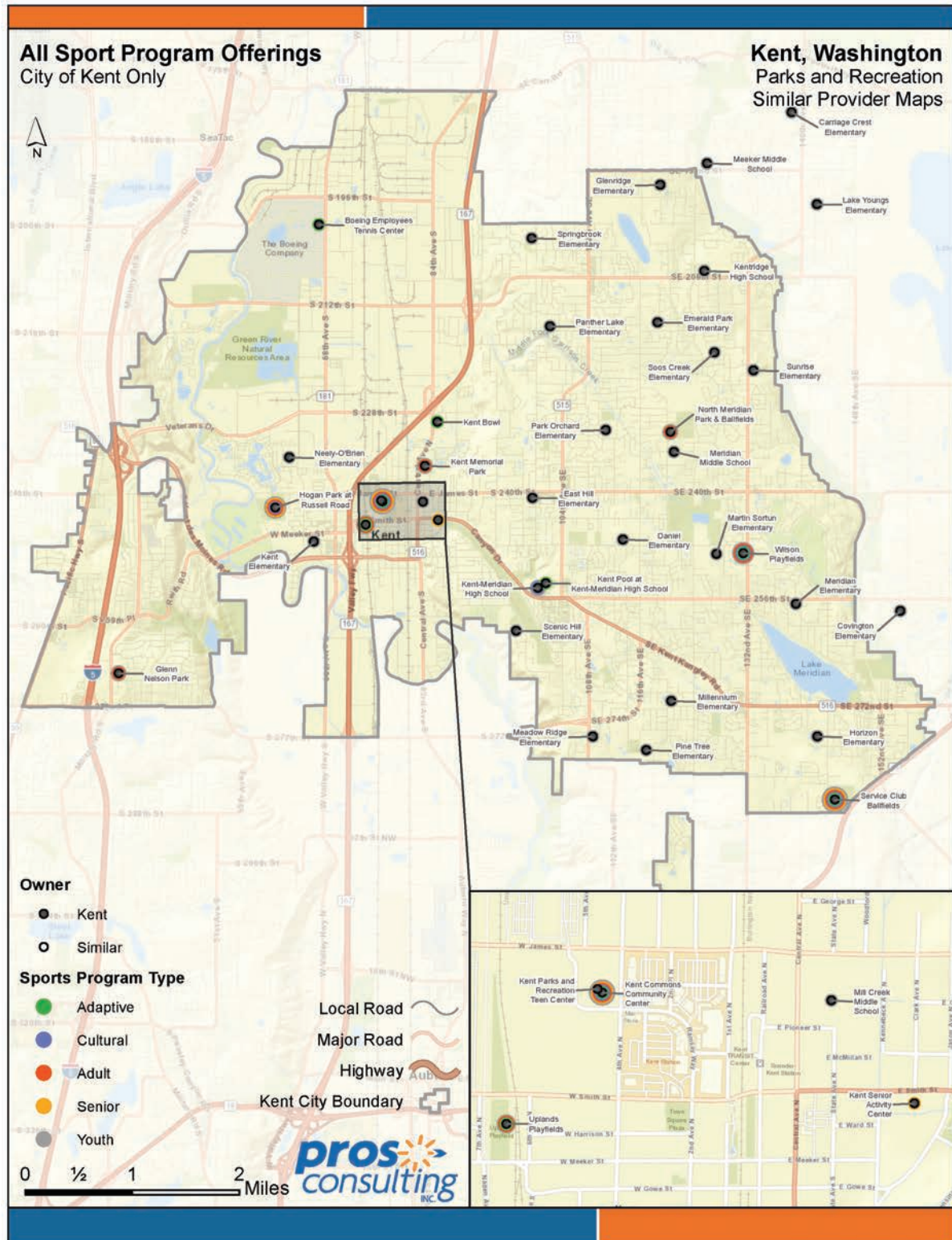


Figure 57:
Sports Programs Location Map

6.3.3 LOCAL COMPETITION

Similar Providers

Similar providers were assessed based on amenities and program offerings by location. All data was obtained directly from each similar provider’s official website or from an onsite facility representative via phone/email. Of note, some providers did not have information readily available which caused instances where information is missing, incomplete, or outdated. All information was obtained in summer 2019.

Of note, “athletic facilities” similar providers were mostly organizations and some were outside of the City of Kent. Most of these providers do not have a location, but use other facilities to run their programs. However, these organizations were captured in the assessment so Kent PRCS can be aware of the local market’s size.

Similar Providers			
Athletic Facilities	Pickleball Station	Schools/Academies	Daniel Elementary School
	Azteca Adult Soccer Club		East Hill Elementary School
	La Liga Del Sur Soccer		Emerald Park Elementary School
	Indo-American Soccer		George T. Daniel Elementary School
	NABA Adult Baseball		Glenridge Elementary School
	PSSSBL Adult Baseball		Grass Lake Elementary School
	Pacifico Adult Soccer		Horizon Elementary School
	Soos Creek Adult Soccer		iGrad Academy
	WSWSA Adult Soccer (Women's)		Kent Elementary School
	USA/ASA Softball		Kent Phoenix Academy
	USSSA Softball		Kent Valley Early Learning Center
	Punjab Sports Club		Kentlake High School
	Greater Seattle Soccer League		Kent-Meridian High School
			Kentridge High School
Cultural/Art Programs	Artsy Fartsy Art Lessons	Lake Youngs Elementary School	
	Creamery Art & Frame Shop	Martin Sortun Elementary School	
	Create!	Meadow Ridge Elementary School	
	Kent Third Thursday Art Walk	Meridian Middle School	
	Rusty Raven Studio	Mill Creek Middle School	
	Greater Kent Historical Society Museum	Millennium Elementary School	
	Hydroplane & Race Boat Museum	Neely-O'Brien Elementary School	
	Accesso ShoWare center	Panther Lake Elementary School	
	Tahoma National Cemetery	Park Orchard Elementary School	
	Theatre Battery	Pine Tree Elementary School	
	Kent Station	Scenic Hill Elementary School	
	Kent-Meridian Performing Arts Center	Soos Creek Elementary School	
	Allegro Performing Arts Academy	Springbrook Elementary School	
	SoCo Culture (South King County Cultural Coalition)	Sunnycrest Elementary School	
	Kent Arts Commission	Sunrise Elementary School	
	Kent International Festival	The Outreach Program	
	Rainier Chorale	Multi-Service Center (Adult Basic Education)	
	Rainier Youth Choirs	Green River College (Continuing & Community Education)	
Nature Programs	Buetow Bros. Farms (Farmers Market)	Senior	Some like it Shot (Photography Classes)
	Carpinito Brothers (Farmers Market)		Joann Fabric (Crafts, Arts, Cupcakes)
	Kent Farmers Market		La Petite Academy (Afterschool, Enrichment Classes)
	Whistling Train Farm		Multilingual-Kids Academy
Outdoor	Mary Olson Farm	Enrichment Programs	Sylvan Learning (STEM)
	Pacific Raceways		Duncan Havel Studios (Piano)
	Outdoor Adventure near Kent		

Figure 58:
All Similar Providers List

Direct Competitors	
Fitness Centers	All Fitness
	Kent CrossFit
	Kent Fit Body Boot Camp
	Rachel's Body Shop Gym
	24 Hour Fitness
	Planet Fitness
	BigWu Fitness
	Evolve Yoga and Massage
	LA Fitness
	Anytime Fitness
	Puget Sound Adventure Boot Camp
	24 Hour Fitness
	LifeStyle Indoor Cycling and Yoga Studio
	Greater Seattle YMCA- Kent
	My Gym
Athletic Facilities	Big League Edge
	Azteca Youth Soccer Club
	Kent Little League
	Kent City FC Soccer
	Freedom Fastpitch
	Washington Synergy Fastpitch
	WA Majestics Fastpitch
	Diamond Sports Baseball
	KYSA Youth Soccer
	Pick 6 Sports (Flag Football)
Gymnastics/ Dance Studios	Metropolitan Gymnastics
	British Dancing Academy
	The Dance Room NORTH
	Allegro Performing Arts Academy
	Silloute Round Dancing
	Dance Arts
Boxing/Martial Arts	Ring Demon
	Velocity Taekwondo Center LLC
	Foster Brazilian Jiu-Jitsu
	Demile Self-Defense Systems
	Kim's Taekwondo Martial Arts
	Lion's Way Martial Arts
	WA Martial Arts

Figure 59:
Direct Competitors List

Direct Competitors

Direct competitors are organizations, facilities, and programs that provide the same type of experience as Kent PRCS. This is important to understand because these entities have the potential to take away Kent PRCS participation numbers.

Kent PRCS defined all other youth and teen providers as direct competitors as well as a partner. The following organizations fall into the double classification: Kent Youth and Family Services, Puget Sound Educational Service District, Communities in School of Kent, Glover Empowerment Mentoring, and Youth Initiative Core Agencies.

Partnerships

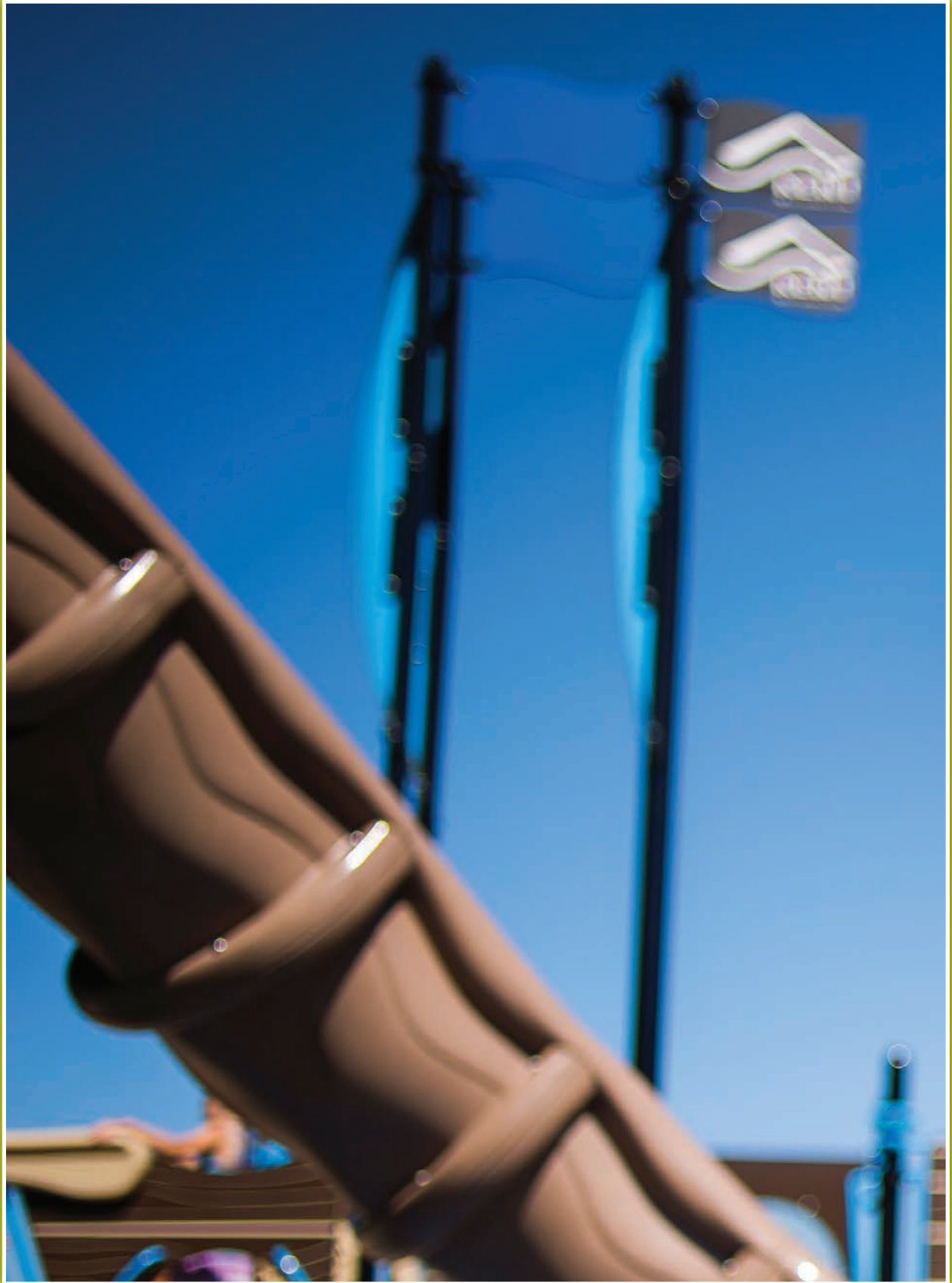
Partnerships are defined as organizations working with Kent PRCS to provide a service to the community where both parties:

- Share a common goal of providing a given to service to the community
- Benefit from the partnership through a sharing of resources
- Work collaboratively and proactively to adjust programming to ensure resident needs are being met

In total, 12 partnership organizations are identified (Figure 60). 7.1 Funding Sources

Partners
Communities in School of Kent
Glover Empowerment Mentoring
Hart's Gymnastics Center
Kent Historical Society
Kent School District
Kent Youth and Family Services
Puget Sound Educational Service District
Sagra Belly Dance
South Elite All Stars
YMCA
Youth Initiative Core Agencies
Z-Ultimate Self Defense Studio

Figure 60:
Partnership List



CHAPTER SEVEN

FINANCING THE SYSTEM



7.1 FUNDING SOURCES

Kent PRCS is challenged to support the community expectations for parks and recreation in the city. The Department has continued to lose operational funding and capital funding (as identified earlier in the plan). Additionally, a change in taxing laws has affected the City's industrial park business model. Kent PRCS does not have any true revenue producing recreation facilities to help offset operational costs with the exception of the Riverbend Golf Course. All other facilities were designed to capture some operational revenues, but they are limited. To overcome this funding problem, the City could provide other funding options and they are as follows:

- 1. Establish a dedicated Park District.** Due to the funding challenges and Kent PRCS's position compared to other City services, creating a Park District may be a good alternative to trying to fund the public's expectation for parks and recreation services out of the General Fund. It appears there is strong public support for parks and recreation in Kent and residents may appreciate this transition.
- 2. Tax Increment Financing (TIF).** The City could TIF the downtown area where Kent Commons is located. In this scenario, the County could use the existing community center for detention services and the City could then develop an indoor fieldhouse or community center downtown. A major benefit to this scenario is a new community center or fieldhouse could be developed to offset its operational cost and would not compete with the new YMCA.
- 3. A dedicated Sales Tax for capital improvements.** A $\frac{1}{4}$ sales tax could help fund park and recreation capital improvements. Alternatively, it could be used for an entertainment tax to support all of the special events and performing arts expectations of the public in the city.
- 4. Impact Fees on new development.** Impact fees (development and retail) should be updated every three years because the cost to provide services in new development areas or redevelopment areas is occurring at a high rate. The City should take advantage of this funding source.
- 5. Food and Beverage Tax.** Many municipalities are adding a tax on restaurants and fast food establishments as a mechanism for funding facilities. A dedicated sales tax to support facility development and operations could be coordinated with the school district to create one funding source both could benefit from. A major benefit to this funding source is that a lot of the generated revenue occurs from non-residents.
- 6. Park Foundation.** Establishing a permanent Park Foundation should be explored and fully vetted to help the system raise money for parks and recreation services. Foundations are a great resource for focusing on:
 - a. Gifting
 - b. Donations
 - c. Project/amenity-specific support
 - d. Membership
 - e. Land
- 7. Capital improvement fee.** Many parks and recreation agencies institute a capital improvement fee on sports facilities. This fee is fully explained to user groups and the generated revenue is used to keep up with replacing facility components. This funding source is usually well-supported by user groups because the generated revenue stays within the facility for improvement. Many systems utilize this funding source as a mechanism to replace synthetic turf fields at the end of their lifecycle.
- 8. Maintenance endowment.** Similar to a capital improvement fee, many systems establish a maintenance endowment that is incorporated in all player and team fees for general operations and maintenance of facilities.
- 9. An update Pricing Policy.** A Pricing Policy should be enacted based on a cost recovery goal by program and facility type after a full cost of service assessment is completed.
- 10. Partnerships.** All partnership agreements should be formalized and be developed for every sector:
 - a. Public/public
 - b. Public/private
 - c. Public/non-profit

7.2 PARTNERSHIP POLICIES

7.2.1 PUBLIC/PRIVATE

The recommended policies and practices for public/private partnerships may include businesses, private groups, private associations, or individuals who desire to make a profit from use of City facilities or programs. These guiding procedures can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

1. Upon entering into an agreement with a private business, group, association, or individual, Kent PRCS staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the Township.
2. As an outcome of the partnership, Kent PRCS must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
3. The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the City for the services rendered.
4. Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
5. If applicable, the private contractor will annually provide a working management plan they will follow to ensure the outcomes desired by the City are achieved. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
6. The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Kent PRCS Director or his/her designee.
7. The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
8. If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

7.2.2 PUBLIC/PUBLIC

The recommended policies and practices for public/public partnerships may include other City of Kent Departments or other governmental entities in or outside of Kent. Working together on the development, sharing, and/or operating of parks and recreation facilities and programs will be as follows:

1. Each partner will meet with the Kent PRCS Director, or his/her designee, annually to plan and share activity-based costs and equity invested by each partner in the partnership.
2. A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis; partners will establish measurable outcomes and work through key issues to focus on for the coming year.
3. Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly.
4. Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
5. Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
6. Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement.
7. Each partner will meet with the other partner's respective governing board or owner annually, to share results of the partnership agreement.
8. If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.
9. A financial assessment will be completed at the end of each calendar year to determine funding for the next year and to ensure any adjustments are made to the working agreement to meet the 50% equity level desired.

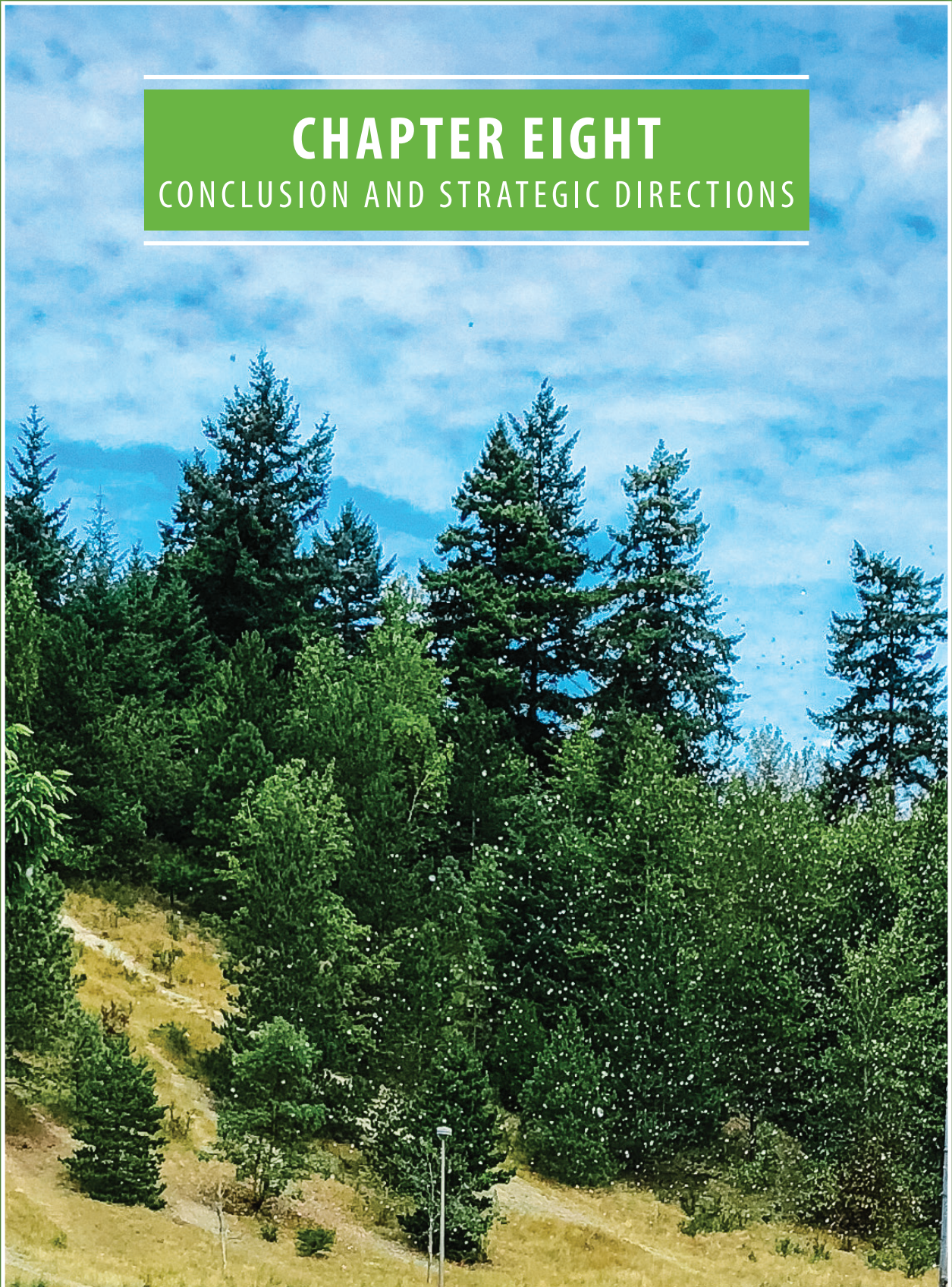
7.2.3 PUBLIC/NON-PROFIT

The recommended policies and practices for public/non-profit partnerships may include 501(c)3 or (c)4 non-profit/civic agencies. Working together on the development, sharing, and/or operating of parks and recreation facilities and programs will be as follows:

1. The non-profit partner agency or group must first recognize that they are in a partnership with the Department to provide a public service or good; conversely, the Department must manage the partnership in the best interest of the community, not in the best interest of the non-profit agency.
2. The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year.
 - a. At the planning workshop, each partner will share their needs for the partnership and outcomes desired.
 - b. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year.
3. Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the Department.
4. Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
5. Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
6. Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement.
7. Each partner will meet with the other partner's respective governing board or owner annually, to share results of the partnership agreement.
8. If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.
9. A financial assessment will be completed at the end of each calendar year to determine funding for the next year and to ensure any adjustments are made to the working agreement to meet the 50% equity level desired.

CHAPTER EIGHT

CONCLUSION AND STRATEGIC DIRECTIONS



8.1 KEY FINDINGS

After reviewing all the data provided by Kent PRCS and information generated through the public engagement process, several points of distinction, or emphasis, are presented:

- Cost recovery and relation to program classification
- Key Performance Indicators (KPIs)
- Re-invigorating league play
- The balancing act between serving residents and non-residents alike
- Dedicated funding for the system
- Aligning the programmatic portfolio with community need
- Confirming and repositioning Kent PRCS within the City

8.1.1 COST RECOVERY

Cost recovery targets should vary based on different factors such as the degree in which the community as a whole benefits, the skill level required for the program, and more. The five core program areas examined via the recreation program assessment exercise assisted by staff do not have an absolute consistent cost recovery philosophy applied. For example, all core program areas capture 100% of their direct program costs but how personnel and facility costs are allocated varies by division. Additionally, measuring actual cost recovery levels varies by core program area.

Two scenarios are offered for Kent PRCS in relation to cost recovery targets:

1. Adopt and institutionalize the pyramid methodology to cost recovery (existing model)
2. Adopt the classification of services methodology provided in this recreation program assessment and align them with corresponding cost recovery goals

Regardless of which scenario is selected, protocols and measures need to be put in place to adequately measure true cost recovery levels for core program areas. This process will likely include adopting a philosophy for programmers to identify all programmatic costs during the program creation phase. That is, a program creation worksheet should be created and used to frontload cost recovery ideology as part of identifying if a program is truly viable.

8.1.2 KEY PERFORMANCE INDICATORS (KPIs)

After reviewing all available data and having conversations with staff, it is recommended to adopt KPIs. KPIs serve as a modality in which programmers (or even non-programmers) can look at a metric and instantly gauge the “health” of recreation programming. This, in turn, allows for quicker decisions and more decisive actions to take place regarding program design, creation, and sunset. The following five KPIs are recommended for Kent PRCS:

1. Program lifecycle
2. Program classification and corresponding cost recovery percentage
3. Age segment analysis and how it corresponds to demographic projections
4. Cancellation rates
5. Participation trends

These five KPIs will provide a foundation for Kent PRCS recreation programming. When used in tandem, there will be supporting data to inform decision-making. In addition to the recommended KPIs, it would also benefit Kent PRCS to document and annually update a list of direct competitors and similar providers for each core program area. This will also help inform general market trends and Kent PRCS market niche.

Additionally, the following seven indicators should be monitored:

1. Total programs offered
2. Total participants
3. Core program area alignment with community needs
4. Alignment with program/section objectives
5. Program minimums/maximums
6. Qualitative feedback received
7. Social equity/underserved participants



8.1.3 RE-INVIGORATING LEAGUE PLAY

Based on participation data, overall league play participation is declining. Given national trends of a general decline in traditional team sport participation around the country over the last five years and the current and projected demographics of Kent, a change to league play may be necessary. Youth basketball, youth soccer, and adult volleyball are the only leagues that have demonstrated either positive growth or at least consistent participation over the last three years. Given all these data trends, a discussion is warranted to identify the best path forward for league play that should include:

- Discussing market position in terms of competitive or recreational league play; identifying the “feeder system” within Kent and identifying Kent PRCS’s role
- Discussing “non-traditional” trending activities such as field hockey, rugby, cricket, and lacrosse and their applicability to league play
- Continuing to “right size” adult play given the limited number of participants compared to youth play
- Identifying when it makes sense to be a facility provider rather than directly offer a program

8.1.4 THE BALANCE BETWEEN SERVING RESIDENTS AND NON-RESIDENTS

It is evident that there is a large non-resident draw to the Kent PRCS system. An overall conversation regarding the system’s target audience is warranted. When examining rentals (which generated close to \$600,000 in 2018), it is clear that there is a large dependence on non-resident rental revenue as non-residents account for 75% of all rental revenue on average. The largest amount of this money stems from parks and fields rentals meaning there either is not a large resident interest in parks and fields rentals or residents are not having the same opportunity to secure rentals. Whichever scenario is the reality still indicates Kent PRCS has to determine an appropriate response. It should be noted, however, that the “named” renter may not be a resident but many of the team participants are Kent residents. As of this plan’s development, rental participants are not tracked.

“Do we need to increase resident interest in parks and field rentals? And how?” “Do we need to adjust rental fees for non-residents?” “Do we need to adjust the process and prioritization for how rentals are obtained?” These are the questions Kent PRCS needs to ask itself based on rental data trends.

8.1.5 DEDICATED FUNDING FOR THE SYSTEM

To better meet the community’s needs, it is evident that a stronger financial investment needs to be made. With the historical budget cuts and operational investments elsewhere within City Services, a dedicated and sustainable funding source(s) needs to be implemented. The biggest financial gain would be experienced by shifting to a Park District; however, this scenario also represents a major philosophical shift within the City so this may be a longer-term goal. Therefore, in addition to discussing the transition to a Park District, the following founding sources will be key:

- New tax revenue (either through sales/entertainment tax or food and beverage)
- Facilities fees (money for operations and/or capital replacement)
- TIF funds
- Pricing Policy developed based upon cost recovery goals and true cost of service
- Comprehensive Partnership Policy that is adhered to

8.1.6 ALIGNING THE PROGRAMMATIC PORTFOLIO WITH COMMUNITY NEED

Kent PRCS’s ability to deliver recreation facilities, programs, services, and experiences is directly affected by supply vs demand, community need, and financial capabilities (among other). Given today’s fiscal realities, Kent PRCS must weigh the decision to divest in some program areas and invest in others. It should be noted, however, that programmatic divestiture should not be conducted at the Core Program Area level for Kent PRCS because the identified core program areas align with community expectation; instead, program divestiture should be at the activity level. The MacMillan Matrix, developed by Ian MacMillan of the Wharton School of Business (University of Pennsylvania), was developed mainly for social service agencies and should be used by Kent PRCS.

MacMillan Matrix		High Program Attractiveness: "Easy" Program		Low Program Attractiveness: "Difficult" Program	
		High Alternative Coverage	Low Alternative Coverage	High Alternative Coverage	Low Alternative Coverage
Good Fit With Mission and Abilities	Strong Competitive Position	Compete Aggressively	Grow Aggressively	Support the Best Competitor	"Soul of the Agency"
	Weak Competitive Position	Divest Aggressively	Build Strength or Get Out	Divest Systematically	Work Collaboratively
Poor Fit With Mission and Abilities		Divest Systematically		Divest Aggressively	

Figure 61:
The MacMillan Matrix

The following definitions should be used when using the MacMillan Matrix:

- “Competitive Position” refers to:
 - How much loyalty Kent PRCS has from client groups or community;
 - Kent PRCS’s success or failure in securing funding;
 - Kent PRCS’s ability to advocate for the program;
 - The quality of work Kent PRCS does;
 - Whether Kent PRCS has the skills to do the work.
- “Alternative Coverage” refers to:
 - Whether other organizations can do the work instead of Kent PRCS.
- “Program Attractiveness” refers to:
 - Good funding possibilities;
 - Attractiveness to volunteers;
 - Breadth of support from Kent PRCS constituents or supporters;
 - Availability of concrete, measurable wins.

The following MacMillan Matrix is completed and recommended to Kent PRCS based on the definitions described above and on the previous page along with the Consultant Team’s understanding of the Department’s competitive position. In some instances, there are programs listed that Kent PRCS does not currently provide but they are included in the chart as a reference point for where they *would* fall if the Department offered them.

MacMillan Matrix		High Program Attractiveness: "Easy" Program		Low Program Attractiveness: "Difficult" Program	
		High Alternative Coverage	Low Alternative Coverage	High Alternative Coverage	Low Alternative Coverage
Good Fit With Mission and Abilities	Strong Competitive Position	<u>COMPETE AGGRESSIVELY</u> Cultural Performances Performing Arts Arts & Crafts After School Before School Family or Multi-Age Teen Programs	<u>GROW AGGRESSIVELY</u> Outdoor Events Outdoor Recreation Outdoor Water Rec Nature Programs Senior Programs Adaptive Recreation	<u>SUPPORT THE BEST COMPETITOR</u> Gymnastics Summer Day Camps Holiday/Out of School	<u>"SOUL OF THE AGENCY"</u> Programming in Parks Summer Playgrounds
	Weak Competitive Position	<u>DIVEST AGGRESSIVELY</u> Technology Programs Extreme Sports	<u>BUILD STRENGTH OR GET OUT</u> Enrichment Programs Community Gardening STEM Historical Programs Adult Programs	<u>DIVEST SYSTEMATICALLY</u> Fitness & Wellness Adult Sports Leagues Youth Sports Leagues	<u>WORK COLLABORATIVELY</u> Aquatic Programs Social Services Summer Meals
Poor Fit With Mission and Abilities		<u>DIVEST SYSTEMATICALLY</u> Trips		<u>DIVEST AGGRESSIVELY</u> Programs with Your Pets Lifeguarded Swimming Beaches	

Figure 62:
 The MacMillan Matrix Completed for Kent PRCS Programming

It should be noted that several program areas are placed into positions based on existing infrastructure and/or available program spaces. For example, aquatics programs fall into the “Work Collaboratively” strategy/recommendation because of the required infrastructure it would take to grow the program. However, there is a low level of similar provider coverage for this program area so it is not an area considered for divesture.

Kent PRCS should utilize the MacMillan Matrix to determine the appropriate action for each program area. This includes growth and divesture. Additionally, this chart should be cross-referenced with the Priority Rankings to identify an order or operation, or a process for deciding what program areas to address first. The matrix should be reviewed regularly and updated at least annually. The model can also be used to plot individual activities or programs by core program area if desired.



8.1.7 CONFIRMING AND REPOSITIONING KENT PRCS WITHIN THE CITY

There are a lot of competing interests within any given municipality and Kent is no exception to this notion. Objectively, Kent PRCS has been financially affected more so than other City of Kent service areas over the last several years. Subjectively, Kent PRCS staff have been affected because resources continue to be removed which creates challenges to them delivering services that meet the community's expectations.

Community engagement and local community health research expose the importance of Kent PRCS to addressing larger societal issues such as obesity, access to nature, public safety, youth deviance, etc. Therefore, it is paramount that Kent PRCS creates, tracks, and articulates metrics that align with the societal issues facing Kent. As a social service agency, Kent PRCS must continue to tell its story and strengthen its connection to the community as a whole. A critical path forward includes a heavier engagement with the Cultural Communities Board and more directed public engagement to diverse audiences. It is through this process that Kent PRCS can solidify its foundation and emanate its attribution to the City of Kent.

CHAPTER NINE

ACTION PLAN



9.1 OPERATIONAL MANAGEMENT

Strategy		Timeframe		Tactics	Staff Lead
1	Create resilient, diverse, stable, and predictable funding and earned revenue strategies.	Short-Term (FY19-20 and FY20-21)	A.	Establish and implement facility capital improvement fees or maintenance endowments for existing facilities such as the Kent Senior Activity Center and Kent Commons.	
			B.	Explore the feasibility to create and utilize impact fees.	
			C.	Partner with the Kent Communication Foundation (501c3) to advance fundraising efforts for key programmatic priorities, leveraging funds to increase offerings to the Community.	
			D.	Advocate for and actively help advance, Washington State Recreation and Park Association's legislative goals to identify and create locally imposed funding sources for park and recreation operations.	
			E.	Designate one PRCS staff member to search for, review, write, and submit grants; the goal is to apply for at least 4 new grants each year for park system funding.	
			F.	Leverage King County's Veterans, Seniors, and Housing Levy funding (VSHL) to enhance the Kent Senior Activity Center's program offerings and aging community engagement (while working towards establishing a new service level baseline).	
			G.	Continue to educate City policy leaders and administration on the unique balance between providing value to all residents, while also emphasizing opportunities for populations that would not otherwise have access to recreation without a publicly subsidized option; work towards common understanding of expectations.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	H.	Explore the feasibility of increasing the allocation percentage of youth and teen funds via the City's utility tax to keep up with demographic growth and community program priorities.	
			I.	Explore the feasibility of increasing the City per capita allocation of city-wide arts funding to keep up with demographic growth and community program priorities.	
			J.	Consider joining with community partners and leveraging King County's Best Starts for Kids Levy funding to advance youth development/out of school time opportunities.	
			K.	Establish mechanisms to capture revenues from future development such as through Business Improvement Districts (BIDs), tax increment financing (TIF), and Internal Park Improvement Funds for revenue-generating facilities and parks.	
		Long-Term (FY24-25, FY25-26, and FY 26-27)	L.	Consider creating and hiring a Business Development staff position.	
			M.	Explore the feasibility to implement a new dedicated funding source such as a sales tax or food and beverage tax.	
			N.	Explore the feasibility to transition to a Park District.	
2	Enhance existing financial practices.	Short-Term (FY19-20 and FY20-21)	A.	Track revenues and expenses for recreation programming against a cost recovery and cost of service goal; consider additional measures such as cost per hour, per event, per league, per game, per field, per square foot, etc.	
			B.	Work with City policy leaders and administration to permanently fund \$100,000 in scholarships annually to match a one time increase that occurred in the 2019-2020 budget process; strengthen administration and marketing of scholarship use; examine the Kent Park Foundation's ability to assist as well.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	C.	Establish a true cost of service for every program agreement (with an outside entity) that includes measurable outcomes.	
			D.	Plan and budget by facility and core program area.	
		Long-Term (FY24-25, FY25-26, and FY 26-27)	E.	As core program areas become more business-minded with business plans, KPIs, etc., examine the feasibility to move areas such as athletics/sports or facility-based programming (such as programming at Kent Commons) into a special revenue fund similar to the Riverbend Golf Course model.	

Strategy		Timeframe	Tactics	Staff Lead			
3	Strengthen Kent PRCS's position within the City.	Short-Term (FY19-20 and FY20-21)	A. Utilize and leverage Kent's advisory platforms to communicate; develop and implement a rotating schedule that allows key staff to participate at the various advisory board meetings throughout the year.				
			B. Build community support aimed at permanently extending financing for operations and maintenance to ensure sufficient resources are available to support a high-quality Kent parks and recreation system.				
			C. Support the implementation of the Kent PRCS Marketing and Engagement Plan, focusing on both the direct and intrinsic benefits of parks and recreation, engagement of diverse communities, and the targeted marketing of residents for Recreation programs.				
			D. Create a PRCS Community Relations Plan, in alignment with CAPRA standard 3.4.2, which identifies communication needs, tools, and messaging for all segments of the PRCS service population.				
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	E. Create a unique messaging platform that adds clarity to the role of park and recreation and its ability to influence key critical issues and outcomes; align with the PRCS Marketing and Engagement Plan.				
			F. Create a plan to train, leverage, and utilize the department's seven (7) Commissions and advisory groups to focus on community advocacy for the PRCS department and its collective offerings; reform roles and functions of these groups where applicable for greater return and community leverage.				
4	Focus on organizational resiliency.	Short-Term (FY19-20 and FY20-21)	A. Develop staffing standards that outline the FTEs required based on facility operations and programmatic functions; right-size the program portfolio to align with staff resources or work to increase staff capacity.				
			B. Establish Key Performance Indicators (KPIs) for each staff level/position.				
			C. Create a staff (career and part time) outreach, recruitment, and retention strategy to both maintain and enhance participation and quality of applicants.				
			D. Review and modify recreation staff job descriptions to align with new program shifts and performance expectations, alignments, and standards; benchmark against industry.				
			E. Create routine and unique training opportunities for Recreation staff to effectively evaluate programs and services, in alignment with CAPRA standard 10.1.2.				
			F. Create a volunteer outreach, recruitment, and retention strategy to both maintain and enhance participation of volunteers engaged in PRCS programs; also, utilize youth/teen volunteers.				
			G. Continue to adhere to the new practice of creating a mutual agreement of understanding with the Park Operations Divisions to proactively address programmatic support and needs; this MOU should be updated annually.				
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	H. Acknowledge and reinforce the role recreation staff play in providing social supports and ensuring safety and security; track staff time devoted to social services and social support needs; adjust job descriptions where applicable.				
			I. Create a staff succession plan that outlines key staff transitions (especially due to known retirements), which also focuses on career staff training and development to transition collective mindset to a continuous learning division.				
			J. Explore the feasibility of offering a sales wage/bonus incentive to program staff who exceed revenue forecasts.				
			K. Conduct a functional organizational alignment assessment that examines how the organization is staffed in terms of core, important, and value-added services.				
			L. Standardize practices, procedures, and performance expectations (where applicable) throughout all areas in Recreation.				
			5	Implement a Total Cost of Ownership (TCO) approach to the system.	Short-Term (FY19-20 and FY20-21)	A. Calculate the operational impacts associated with each core program area; establish joint communication, service levels, and operating protocols with park and facility operations.	
						B. Create a staff training process that provides them with the skills and understanding to calculate cost estimates.	
Mid-Term (FY21-22, FY22-23, and FY 23-24)	C. Set and achieve an overall system cost recovery goal and reflect it in the budget.						
	D. Complete a community-wide athletic fields assessment (with community partners) to understand current and future needs and identify partnership opportunities.						
	E. Commit to financial transparency by providing easy access to the Department's financial data and reports.						

9.2 PROGRAMS AND SERVICES

Strategy	Timeframe	Tactics	Staff Lead
6 Align program offerings with community needs and priorities.	Short-Term (FY19-20 and FY20-21)	A. Annually assess relevance of selected Core Program Areas and determine if changes need to be made based on current trends, demographics, and community surveys.	
		B. Track the lifecycle of all programs to ensure they match the distribution recommended in the Program Assessment; make adjustments during budget development years, where applicable.	
		C. Sunset programs that fall into the decline and or saturation phase.	
		D. Program divesture should only occur at the activity level, not the core program level; utilize the MacMillan Matrix as a program divesture decision-making tool; complete this analytical review every budget development year or if significant programmatic shifts need to occur prior to the introduction of new programming areas.	
		E. Maintain strong connections and joint-use agreements with school districts and youth program providers to support Kent's Youth Call to Action Initiatives and goals.	
	Mid-Term (FY21-22, FY22-23, and FY 23-24)	F. Create two new core program areas: Outdoor Adventure Recreation and Nature & Environment.	
		G. Enhance connection, communication, and collaboration with Kent's Human Services Division to advance both collaboration and the parallel understanding of social services, basic needs/self reliance and its influence in public recreation participation and engagement.	
		H. Consider transitioning high-use fields to synthetic turf to increase revenue and increased year round activities.	
7 Treat core program areas as core businesses.	Short-Term (FY19-20 and FY20-21)	A. Adopt and track Key Performance Indicators (KPIs) by core program area including: 1. Program lifecycle 2. Program classification and corresponding cost recovery percentage	
		B. Organize and align all program participant and user-intercept surveys in order to synchronize collection methodologies and centralize data availability.	
		C. Create and adopt Program Objectives for all core program areas; create an evaluation process via an annual sampling methodology whether program objectives are being met.	
	Mid-Term (FY21-22, FY22-23, and FY 23-24)	D. Advance, where applicable, additional outreach and survey work to better define community priorities in broader categories or undefined areas.	
		E. Create core program area business plans at least every two years (at a minimum; preference is annually) that outline projected revenue and expenses, cost recovery, target audience(s), method of delivery, market analysis/environmental scan, potential partnership(s), sponsorship(s), and then has actual expenses and revenues added to it at the end of the season(s).	
		F. Re-examine the facility pass/membership structure to see if a "non-resident/resident" rate is necessary.	
8 Re-evaluate service delivery and look for systematic improvements and consistency.	Short-Term (FY19-20 and FY20-21)	A. Establish a consistent and appropriate level of fee (scholarship) assistance; perform a comprehensive examination of existing assistance rates and establish a fee assistance cap (annually) per person/family that can be measured against.	
		B. Continue to partner with the Kent Community Foundation to advocate for and increase the department's scholarship program donations and contributions; add donation opportunities on website, social media, collateral, etc., where applicable and in alignment with the PRCS Marketing and Engagement Plan.	
		C. Re-invigorate athletic league play by focusing on nationally trending activities such as lacrosse, rugby, cricket, etc. that may have more appeal to a diverse community.	
		D. Update the community inventory every budget development year.	

Strategy		Timeframe	Tactics		Staff Lead
9	Keep abreast of all recreation providers in the community and the Department's role.	Short-Term (FY19-20 and FY20-21)	A.	Create and include within a department-wide partnership policy that departmental expectations of recreation cooperative program partners (where the City provides financial contribution) must be held to the same program performance, KPI, etc. standards as recreation staff, unless otherwise mitigated.	
			B.	Create a list of potential partners by core program area.	
			C.	Develop and adopt an approach to identifying "unmet need" or "gap" areas.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	D.	Re-envision PRCS's partnership with the Kent School District as the primary school district provider in Kent; however, staff should also work with the Federal Way and Covington School District's as well via service areas that fall within Kent's boundaries.	
			E.	Utilize joint-use agreements to enhance recreation access.	
10	Create a needs-based approach to programming.	Mid-Term (FY21-22, FY22-23, and FY 23-24)	A.	Create a database or file that tracks the Department's action(s) to address "unmet need" or gap areas.	
			B.	Report on a continual basis (not just annually) the successes and how the Department is addressing identified "unmet" need.	
11	Advance equity, diversity, inclusion (EDI) in programming.	Short-Term (FY19-20 and FY20-21)	A.	Integrate and influence the department's social equity planning to identify equity needs/gaps and to develop further strategies and actions to minimize or eliminate barriers of all-inclusive resident participation historically influenced by religion, class, gender, sexual identity, disability, geographic location, or age determinants throughout programmatic offerings.	
			B.	Begin proactively working towards diversifying the PRCS workforce and extended support teams' racial diversity to reflect the overall population of the city and promote an internal culture of respect, inclusion, and equity throughout the Recreation division.	
			C.	Consider developing new and enhancing existing cooperative programming partnerships with organizations of color.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	D.	Add race and equity overlays to all departmental performance KPIs to understand equitable participation and performance.	
			E.	Ensure participation on Commissions and/or advisory boards is reflective of Kent's demographics, communities of color, and/or refugee/immigrant communities.	
			F.	Strengthen outreach and public engagement for people and communities of color and refugee and immigrant communities.	
		Long-Term (FY24-25, FY25-26, and FY 26-27)	G.	Refine existing services within the Recreation division using racial equity best practices, where applicable.	
12	Advance community health.	Short-Term (FY19-20 and FY20-21)	A.	Identify local health organizations, schools, employers, non-profits, etc. working toward improved community wellness and collaborate with these current and/or potential partners to position parks, open spaces, trails and recreation programs as vital components to Kent community health.	
			B.	Market and illuminate the role of Kent offerings in contributing to the health and wellness of residents. Coordinate marketing materials with partners and other organizations to maximize the reach of the message.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	C.	Incorporate "Health in All Policies" approaches to address social determinants of health, the key drivers of health outcomes and inequities. Ensure decision makers are informed about the health, equity, and sustainability consequences of various policy options.	

9.3 POLICIES AND PRACTICES

Strategy		Timeframe	Tactics		Staff Lead
13	Formalize needed policies and procedures.	Short-Term (FY19-20 and FY20-21)	A.	Create and adopt a partnership policy that includes public/public, public/private, and public/non-profit partnerships.	
			B.	Create and adopt a pricing policy that is based on cost recovery goals and outlines corresponding pricing strategies. The pricing policy must be developed in collaboration with City policy leaders and administration on the collective understanding of departmental fee development philosophy and Kent PRCS's need to offset the cost to deliver a program, service, or event.	
			C.	Create and adopt a sponsorship policy for city-wide events, programs, facilities, and services.	
			D.	Create and adopt a policy that mini Business Plans will be created for all core program areas.	
			E.	Develop a policy that mandates standard Consumer Price Index (CPI) measures are applied annually to all fees and charges assessed by the department.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	F.	Update or eliminate existing departmental and/or divisional operating policies and procedures in alignment with CAPRA standards; consolidate and standards policies and procedures where applicable; create a data portal to house comprehensive divisional and applicable department or City policies.	
14	Ensure the Department's sustainable future is documented through planning and a concerted effort toward being an industry leader.	Short-Term (FY19-20 and FY20-21)	A.	Ensure feasibility studies/business plans are conducted before any approved capital development occurs.	
			B.	Ensure all signature Department facilities have a site master plan on file.	
			C.	Integrate and maximize the Department's Marketing and Engagement Plan by creating directed outreach and utilizing both quantifiable and qualitative data/research.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	D.	Using the LEAN management framework, engage in a broad effort to conduct business process mapping for all functions within the Recreation Division.	
			E.	Support the department's goal to seek national accreditation for quality assurance and quality improvement through the Commission for Accreditation of Park and Recreation Agencies (CAPRA) by preparing and aligning to national best and next practices.	
15	Invest in human resources and supporting systems infrastructure.	Short-Term (FY19-20 and FY20-21)	A.	Develop a staff training budget and program that includes (at a minimum) basic life safety, diversity, and customer service training.	
		Mid-Term (FY21-22, FY22-23, and FY 23-24)	B.	Move toward integrated cloud-based systems when upgrading software.	
16	Enhance general operating policies.	Mid-Term (FY21-22, FY22-23, and FY 23-24)	A.	Create and maintain a staff qualifications list that includes degrees, certifications, and professional affiliations, in alignment with CAPRA Standard 4.2 and 4.6.2.	
			B.	Creation of a Concussion Protocol Policy and procedures, in alignment with CAPRA Standard 6.5.1.	
			C.	Document and formalize all department level advisory groups, networks, committees, etc. and outline purpose, function, authority, oversight, etc.	

KENT PARKS

2020-2028
COMPREHENSIVE RECREATION PROGRAM PLAN
(CRPP)



APPENDIX

10.1 LANGUAGE PROFILE

10.1.1 METHODOLOGY

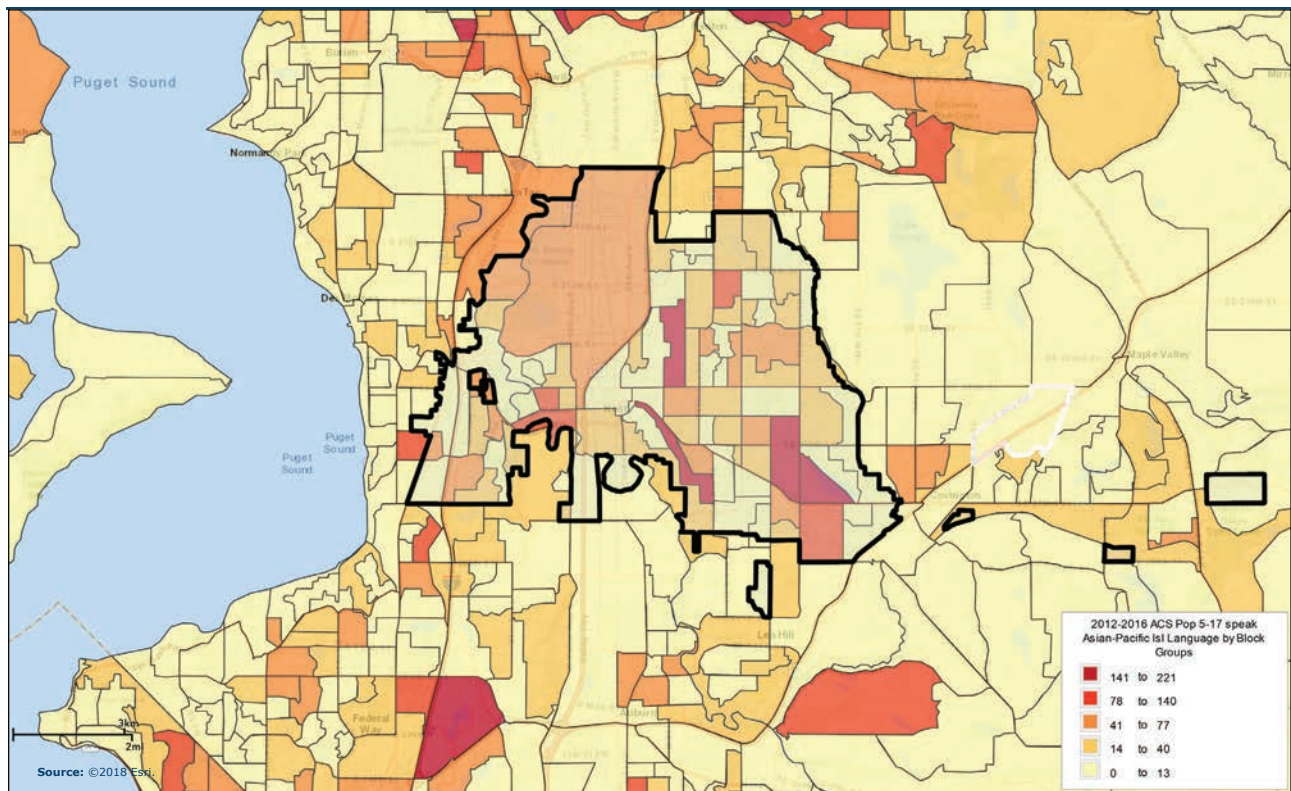
This section of the report focuses on predominant languages spoken at home by Kent residents ages 5+. The data values are from the 2012-2016 American Community Survey 5-year estimates for Language Spoken at Home. The census breaks down the population 5+ by the following language options:

- English Only
- Non-English- Spanish
- Non-English- Asian and Pacific Islander Languages
- Non-English- Indo European Languages
- Non-English – Other

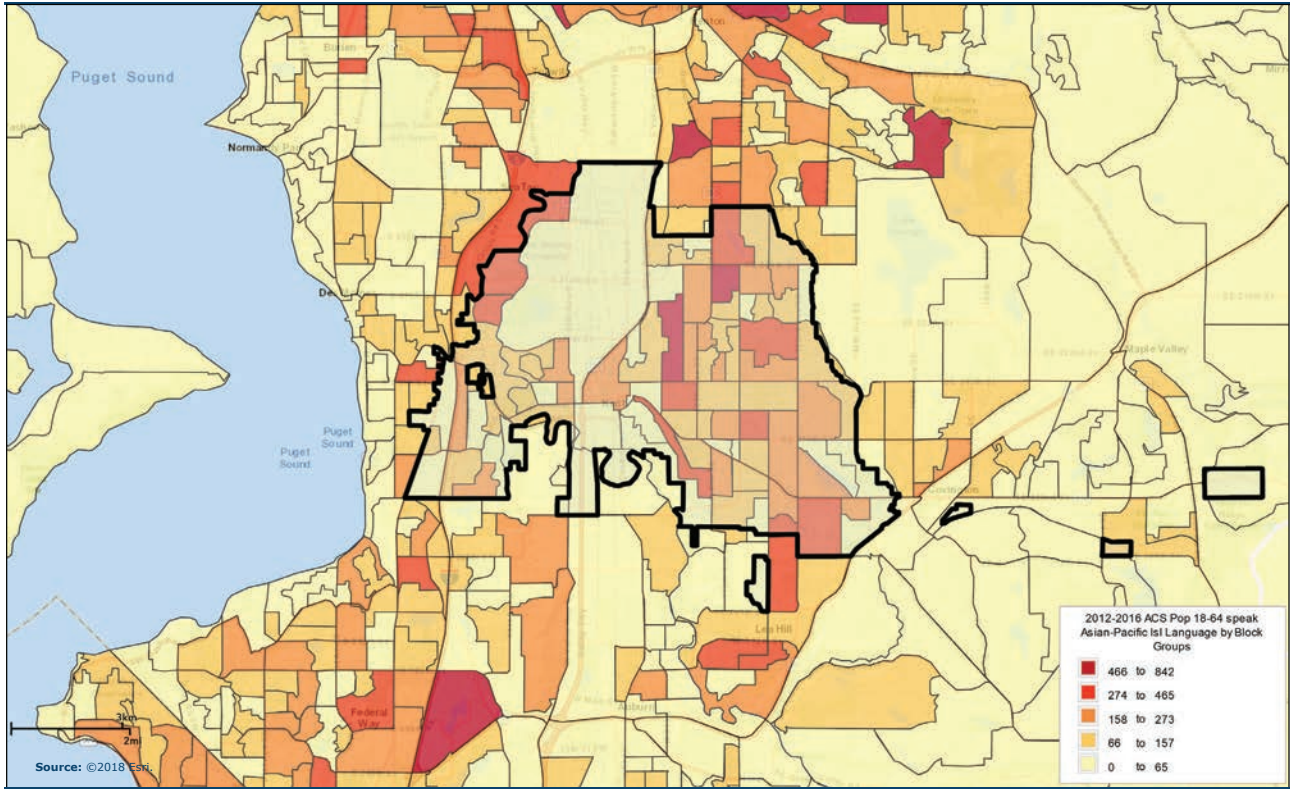
The following maps illustrate each of the above non-English languages spoken by Kent residents shown by block group. Each language is broken into three different maps based on age groups (5-17, 18-64, and 65+). The various colors represent the density of a specific language, predominantly spoken at home. This data was downloaded from the United States Census Bureau American Fact Finder on January 16, 2018. It was then joined with 2016 vintage centroid points and hosted to ArcGIS Online and into the Living Atlas.

10.1.2 POPULATION SPEAKS ASIAN-PACIFIC ISLAND LANGUAGES

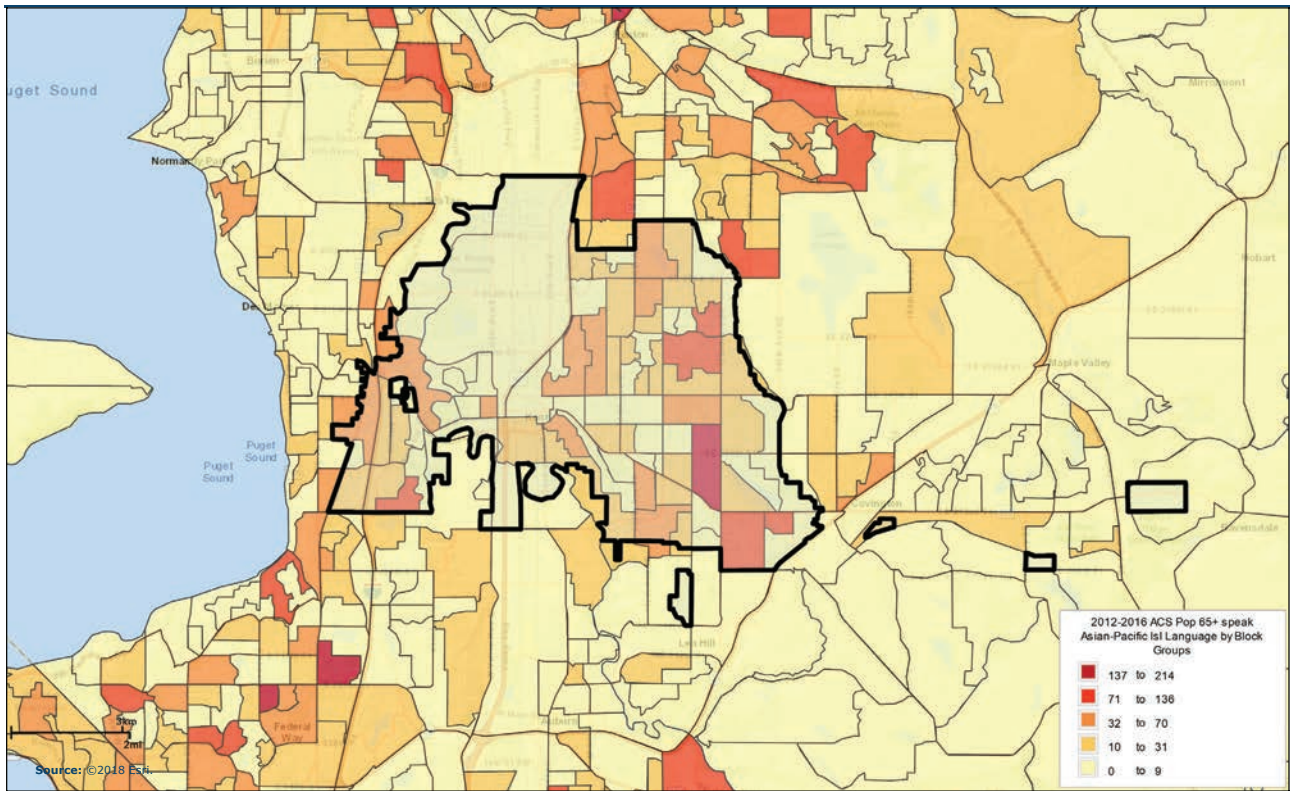
5-17 Years old



18-64 Years old

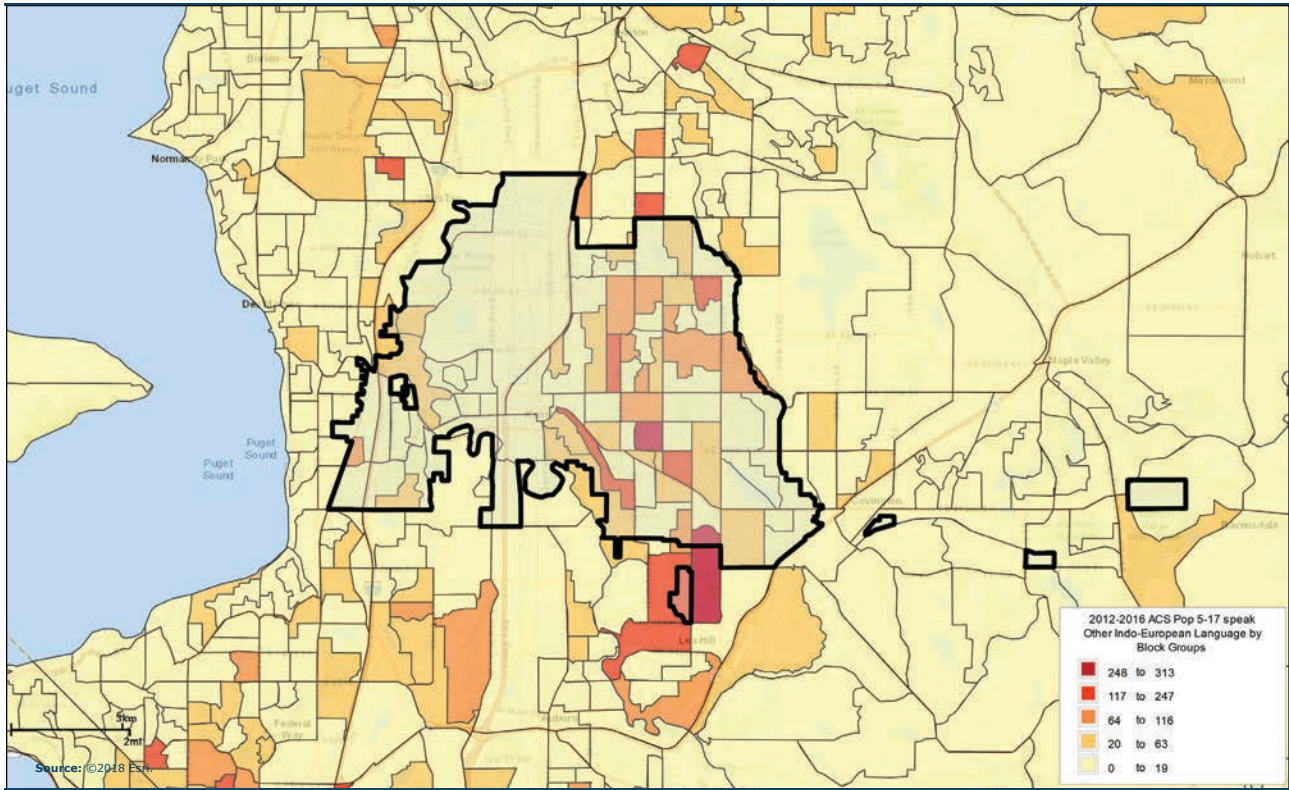


65+ Years old

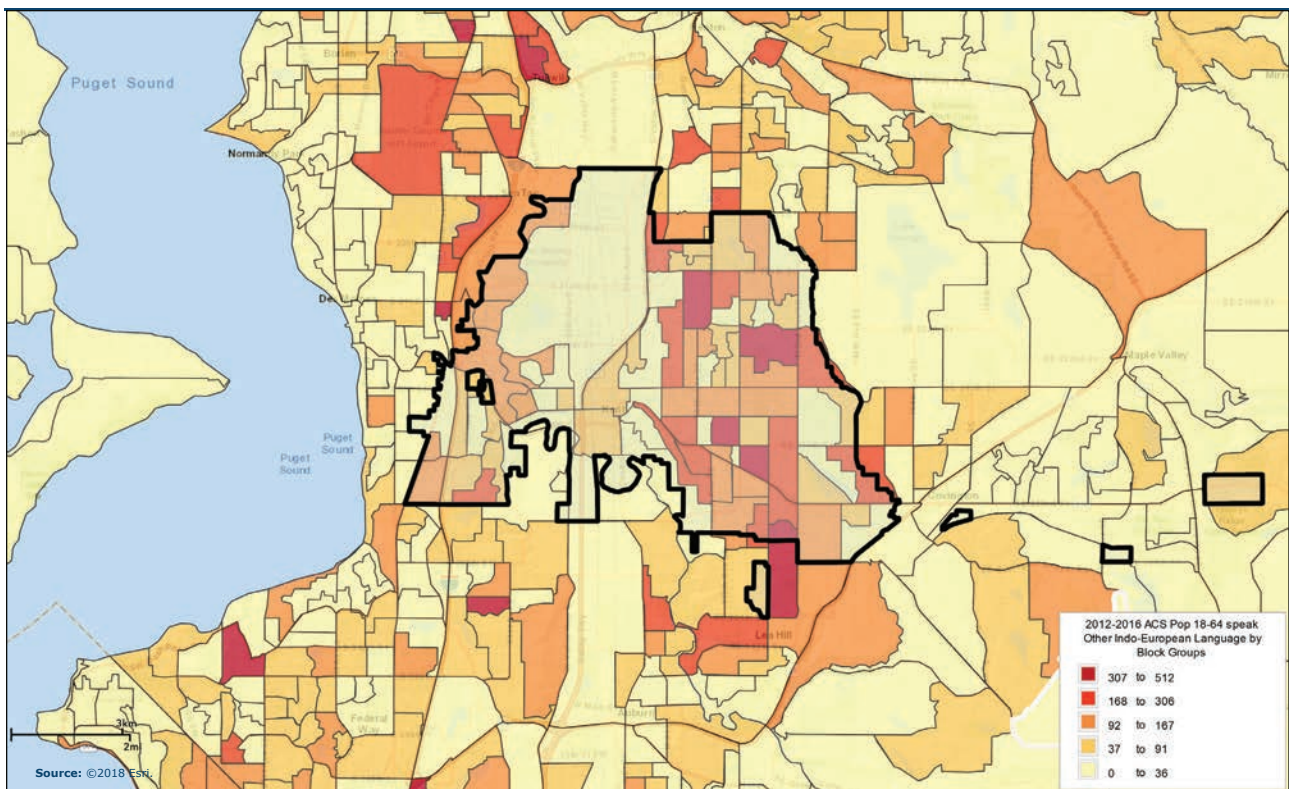


10.1.3 POPULATION SPEAKS INDO-EUROPEAN LANGUAGES

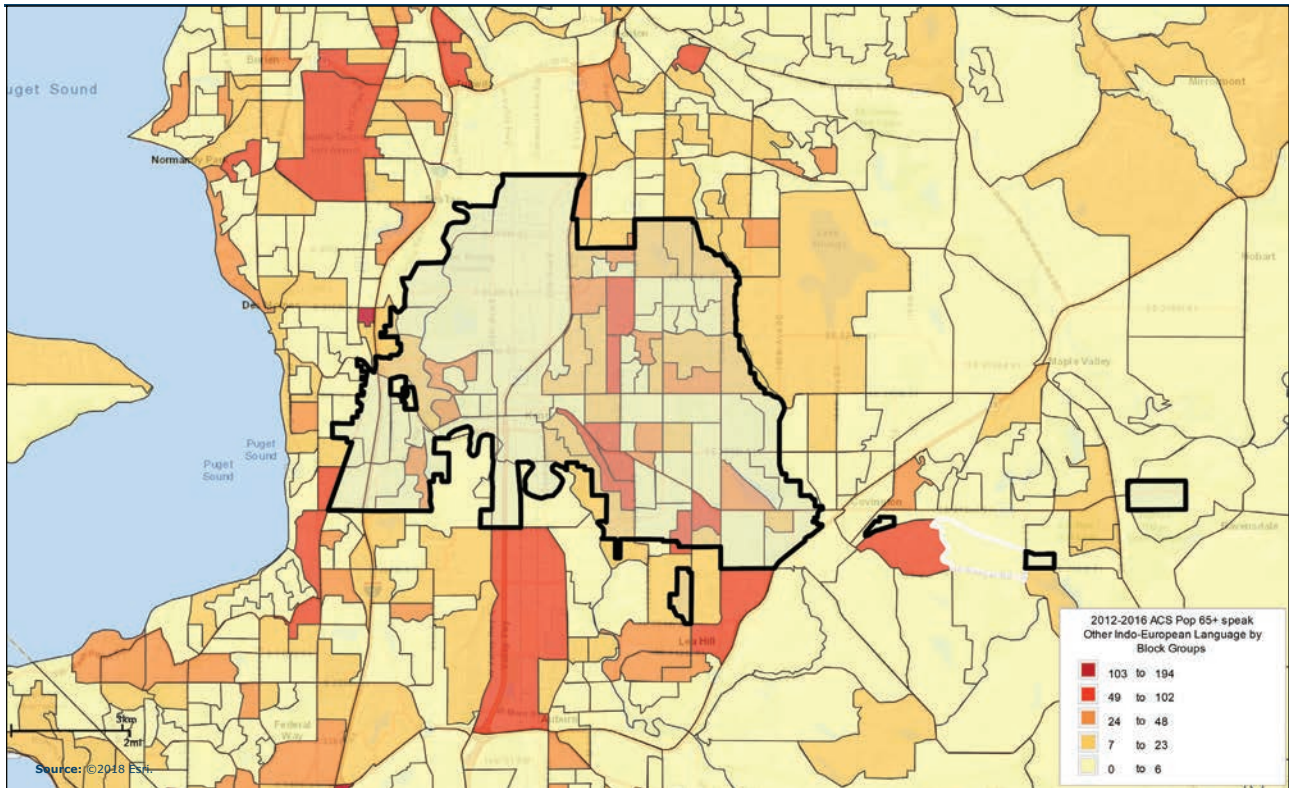
5-17 Years old



18-64 Years old

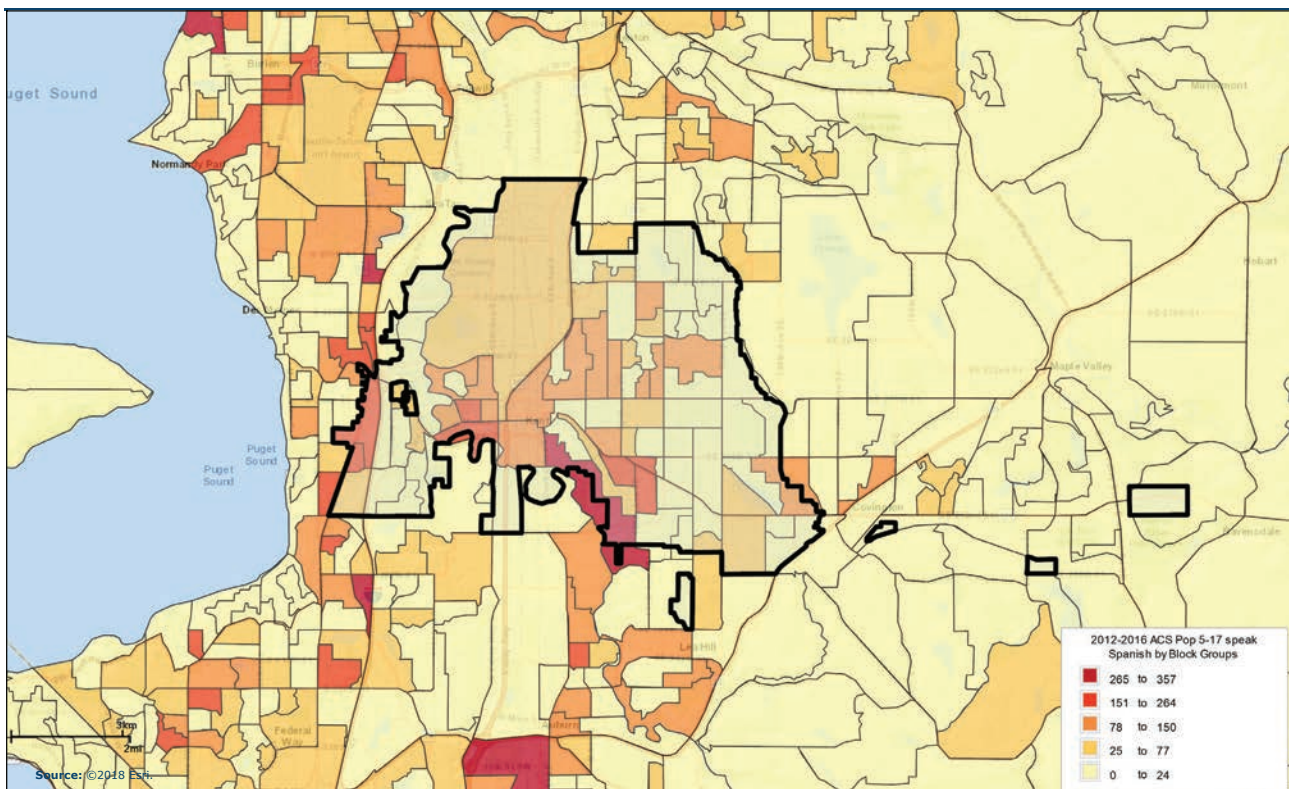


65+ Years old

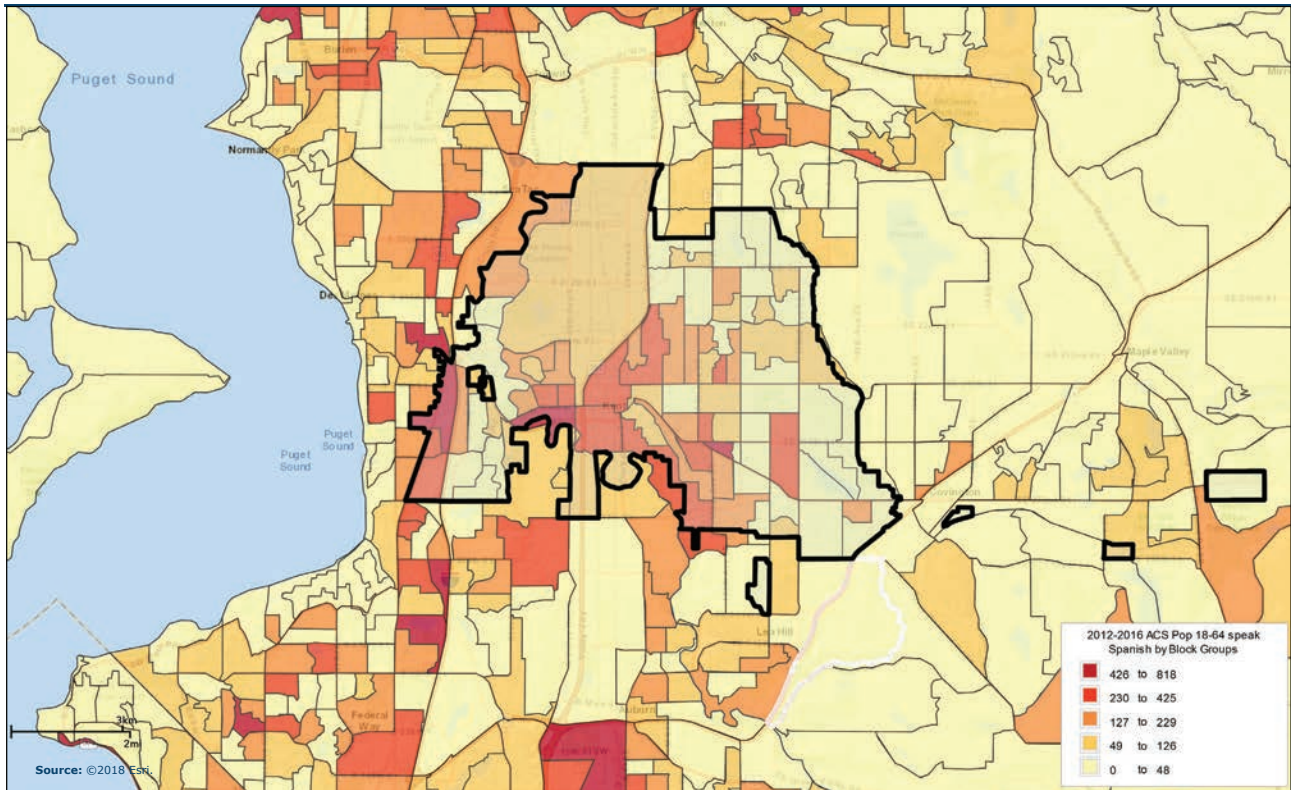


10.1.4 POPULATION SPEAKS SPANISH LANGUAGES

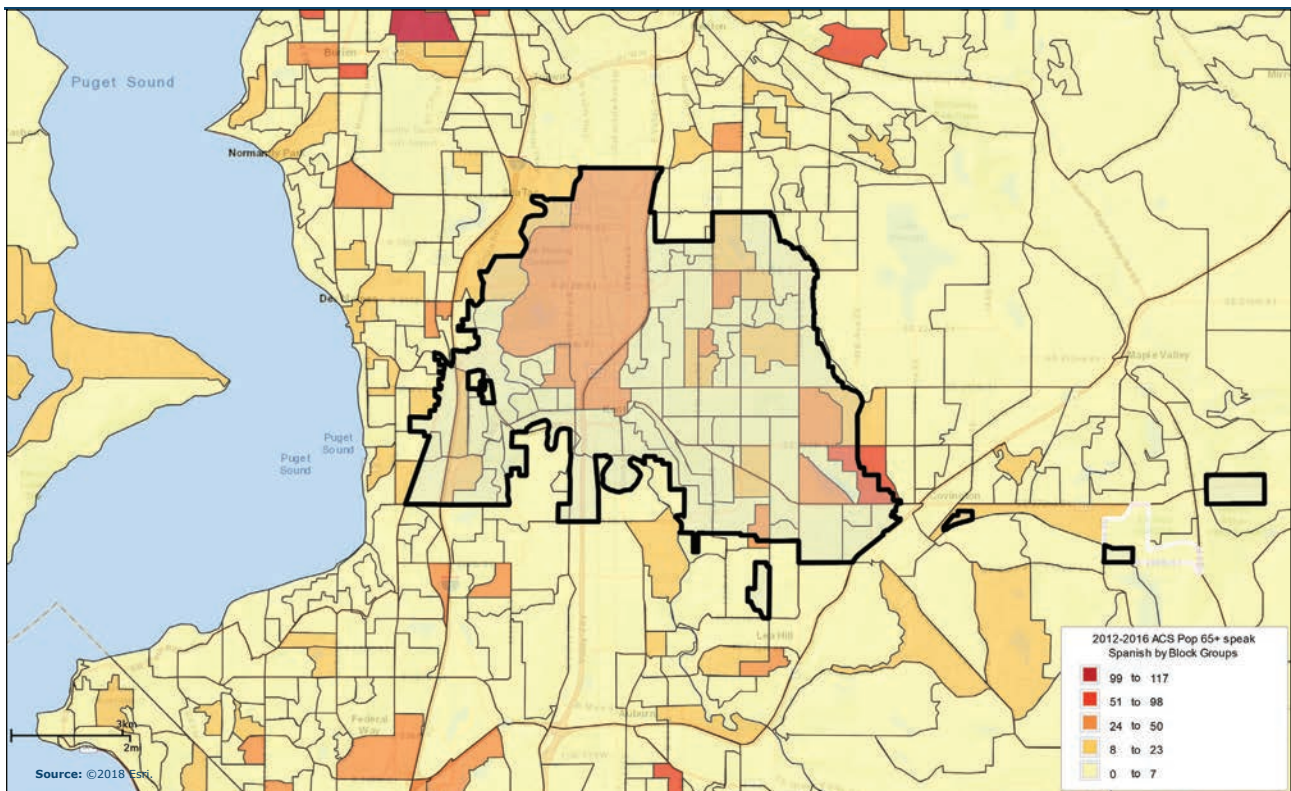
5-17 Years old



18-64 Years old

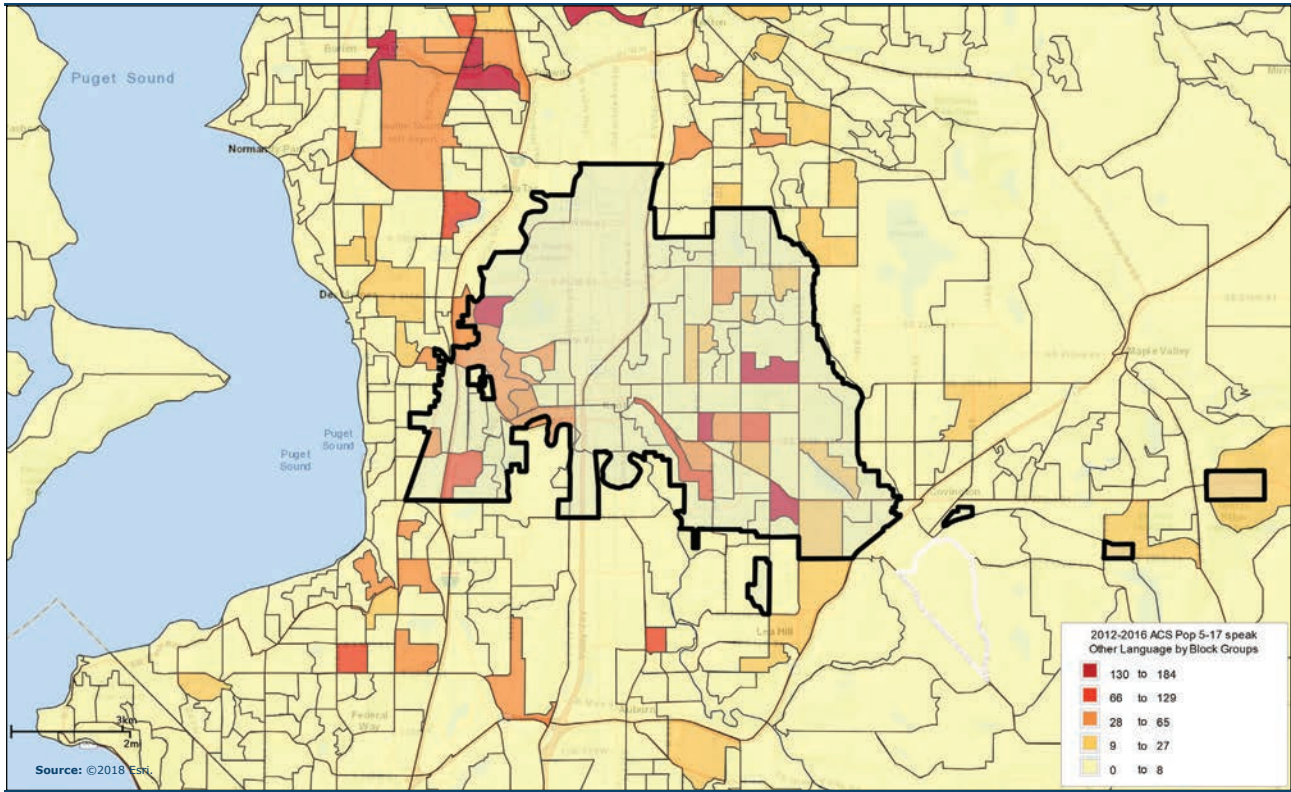


65+ Years old

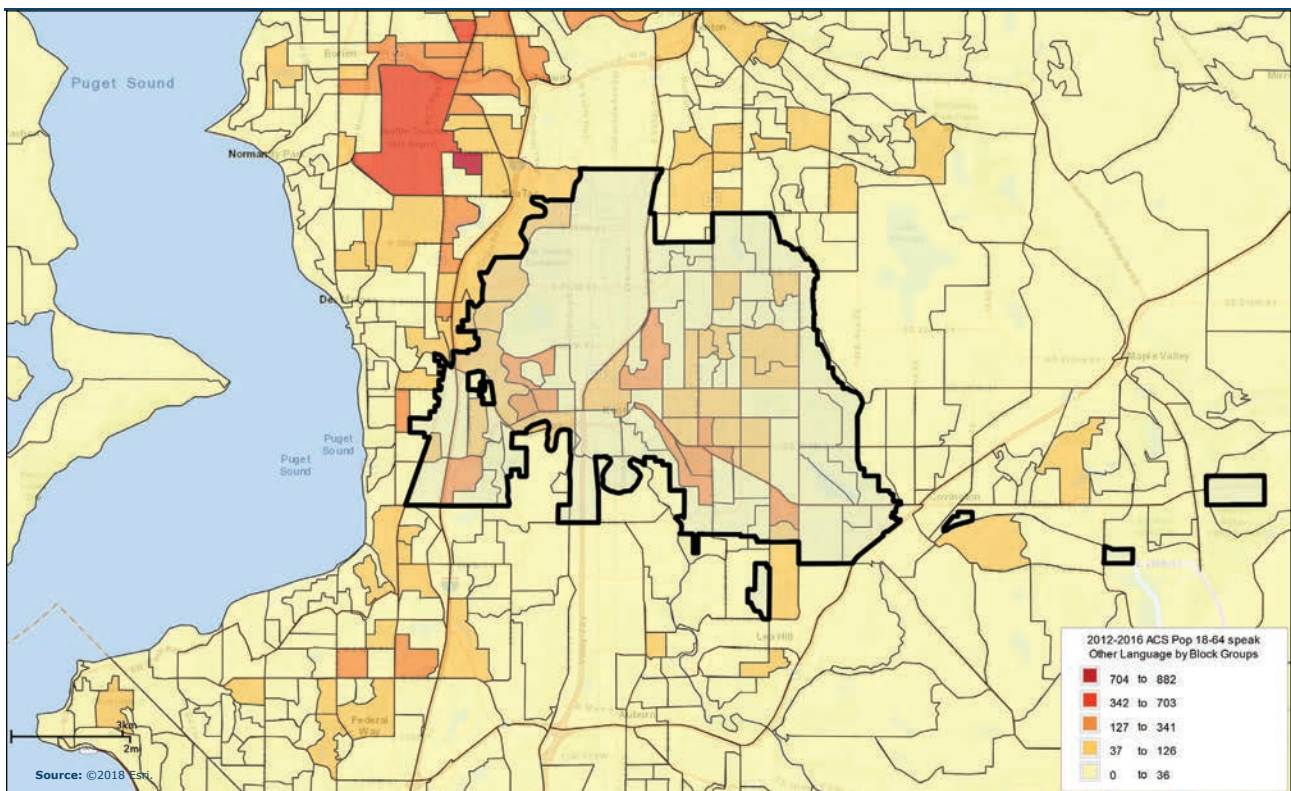


10.1.5 POPULATION SPEAKS OTHER LANGUAGES

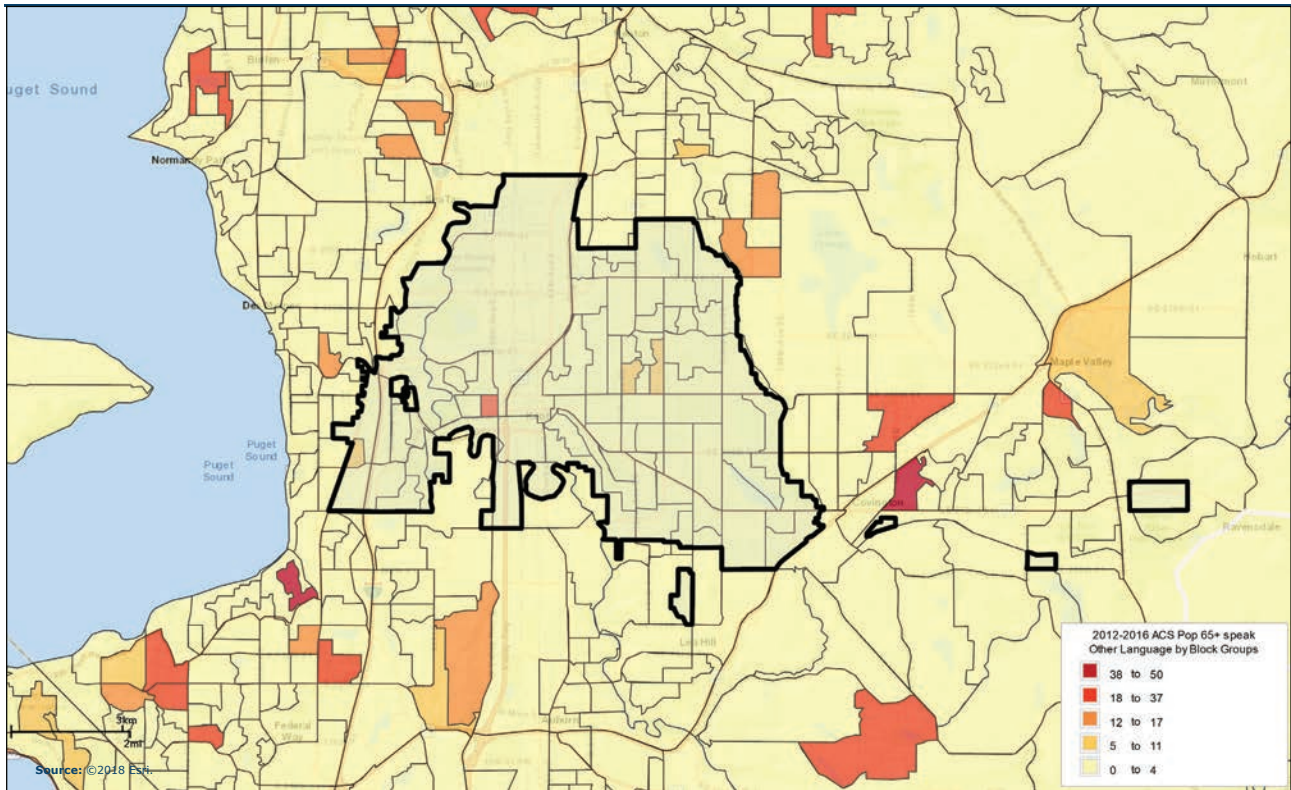
5-17 Years old



18-64 Years old



65+ Years old



10.2 RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

10.2.1 NATIONAL TRENDS IN RECREATION

Methodology

The Sports & Fitness Industry Association’s (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2018* was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation



The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews (individual and household surveys). A sample size of 30,999 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of +/- 0.27 percentage points at a 95% confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

In recent years, the percent of core participants has decreased in nearly every sport/activity as casual participation continues to become more common among today's generation. This is expected to be a result of several factors including time restraints, financial barriers, and the introduction of new activities. All of these factors are contributing to participants trying out new activities and casually participating in a wide variety of sports and recreation endeavors versus the former trend of dedicating all of one's time and finance to one (or two) activities.

INACTIVITY RATES / ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in the United States were Golf (23.8 million in 2016) and Basketball (23.4 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of Golf and Basketball can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2012, Rugby and other niche sports, like Boxing, Lacrosse, and Roller Hockey have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.8% over the last five years. Based on the five-year trend, Boxing for Competition (42.6%), Lacrosse (35.1%), and Roller Hockey (34.2%) have also experienced significant growth. In the most recent year, the fastest growing sports were Boxing for Competition (13.1%) and Pickleball (11.3%).

During the last five years, the sports that are most rapidly declining include Ultimate Frisbee (-39.1%), Touch Football (-22.8%), Tackle Football (-16.0%), and Racquetball (-13.4%). For the most recent year, Ultimate Frisbee (-14.9%), Badminton (-12.6%), Gymnastics (-10.7%), and Volleyball-Sand/Beach (-9.9%) experienced the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends. This suggests that the increasing participation rates in certain activities have yet to peak in sports like Rugby, Lacrosse, Field Hockey, and Competitive Boxing. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, including Squash, Ice Hockey, Roller Hockey and Volleyball-Sand/Beach. The reversal of the five-year trends in these sports may be due to a relatively low user base (ranging from 1-5 million) and could suggest that participation in these activities may have peaked.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

The most popular sports, such as Basketball and Baseball, have a larger core participant base (engaged 13+ times annually) than casual participant base (engaged at least 1 time annually). Less mainstream, less organized sports such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation. Although these sports increased in participation over the last five years, the newcomers were mostly casual participants that may be more inclined to switch to other sports or fitness activities, resulting in the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Golf * (2011, 2015, and 2016 data)	25,682	24,120	23,815	-7.3%	-1.3%
Basketball	23,708	22,343	23,401	-1.3%	4.7%
Tennis	17,020	18,079	17,683	3.9%	-2.2%
Baseball	12,976	14,760	15,642	20.5%	6.0%
Soccer (Outdoor)	12,944	11,932	11,924	-7.9%	-0.1%
Softball (Slow Pitch)	7,411	7,690	7,283	-1.7%	-5.3%
Football, Flag	5,865	6,173	6,551	11.7%	6.1%
Badminton	7,278	7,354	6,430	-11.7%	-12.6%
Volleyball (Court)	6,384	6,216	6,317	-1.0%	1.6%
Football, Touch	7,295	5,686	5,629	-22.8%	-1.0%
Soccer (Indoor)	4,617	5,117	5,399	16.9%	5.5%
Football, Tackle	6,220	5,481	5,224	-16.0%	-4.7%
Volleyball (Sand/Beach)	4,505	5,489	4,947	9.8%	-9.9%
Gymnastics	5,115	5,381	4,805	-6.1%	-10.7%
Track and Field	4,257	4,116	4,161	-2.3%	1.1%
Cheerleading	3,244	4,029	3,816	17.6%	-5.3%
Racquetball	4,070	3,579	3,526	-13.4%	-1.5%
Pickleball	N/A	2,815	3,132	N/A	11.3%
Ultimate Frisbee	5,131	3,673	3,126	-39.1%	-14.9%
Ice Hockey	2,363	2,697	2,544	7.7%	-5.7%
Softball (Fast Pitch)	2,624	2,467	2,309	-12.0%	-6.4%
Lacrosse	1,607	2,090	2,171	35.1%	3.9%
Wrestling	1,922	1,922	1,896	-1.4%	-1.4%
Roller Hockey	1,367	1,929	1,834	34.2%	-4.9%
Rugby	887	1,550	1,621	82.8%	4.6%
Field Hockey	1,237	1,512	1,596	29.0%	5.6%
Squash	1,290	1,549	1,492	15.7%	-3.7%
Boxing for Competition	959	1,210	1,368	42.6%	13.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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*2017 information not available for **Golf**. Information to be released by National Golf Foundation. Participation figures above reflect 2011, 2015, and 2016 data.

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is Fitness Walking, which had about 110.8 million participants in 2017, increasing 2.7% from the previous year. Other leading fitness activities based on total number of participants include Treadmill (52.9 million), Free Weights (52.2 million), Running/Jogging (50.7 million), Weight/Resistance Machines (36.2 million), and Stationary Cycling (36.0 million).

Over the last five years, the activities growing most rapidly are Non-Traditional / Off-Road Triathlons (74.7%), Trail Running (57.6%), and Aerobics (32.7%). Over the same time frame, the activities that have undergone the most decline include: Boot Camps Style Cross Training (-11.3%), Stretching (-7.5%), and Weight/Resistance Machines (-6.9%).

In the last year, activities with the largest gains in participation were Triathlon Non-Traditional/Off Road (10.1%), Running/Jogging (7.1%), and Trail Running (6.6%). From 2016-2017, the activities that had the most decline in participation were Traditional/Road Triathlon (-8.9%), Cardio Kickboxing (-3.0%), and Calisthenics/Bodyweight Exercise (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in Non-Traditional/ Off Road (119.6%) and Tai Chi (26.9%), while the core participant base of both activities experienced significantly less growth.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Fitness Walking	114,029	107,895	110,805	-2.8%	2.7%
Treadmill	50,839	51,872	52,966	4.2%	2.1%
Free Weights (Dumbbells/Hand Weights)	N/A	51,513	52,217	N/A	1.4%
Running/Jogging	51,450	47,384	50,770	-1.3%	7.1%
Weight/Resistant Machines	38,999	35,768	36,291	-6.9%	1.5%
Stationary Cycling (Recumbent/Upright)	35,987	36,118	36,035	0.1%	-0.2%
Stretching	35,873	33,771	33,195	-7.5%	-1.7%
Elliptical Motion Trainer*	28,560	32,218	32,283	13.0%	0.2%
Free Weights (Barbells)	26,688	26,473	27,444	2.8%	3.7%
Yoga	23,253	26,268	27,354	17.6%	4.1%
Calisthenics/Bodyweight Exercise	N/A	25,110	24,454	N/A	-2.6%
Choreographed Exercise	N/A	21,839	22,616	N/A	3.6%
Aerobics (High Impact)	16,178	21,390	21,476	32.7%	0.4%
Stair Climbing Machine	12,979	15,079	14,948	15.2%	-0.9%
Cross-Training Style Workout	N/A	12,914	13,622	N/A	5.5%
Stationary Cycling (Group)	8,477	8,937	9,409	11.0%	5.3%
Trail Running	5,806	8,582	9,149	57.6%	6.6%
Pilates Training	8,519	8,893	9,047	6.2%	1.7%
Cardio Kickboxing	6,725	6,899	6,693	-0.5%	-3.0%
Boot Camp Style Cross-Training	7,496	6,583	6,651	-11.3%	1.0%
Martial Arts	5,075	5,745	5,838	15.0%	1.6%
Boxing for Fitness	4,831	5,175	5,157	6.7%	-0.3%
Tai Chi	3,203	3,706	3,787	18.2%	2.2%
Barre	N/A	3,329	3,436	N/A	3.2%
Triathlon (Traditional/Road)	1,789	2,374	2,162	20.8%	-8.9%
Triathlon (Non-Traditional/Off Road)	1,075	1,705	1,878	74.7%	10.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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*Cardio Cross Trainer is merged to Elliptical Motion Trainer

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints.

In 2017, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include: Day Hiking (44.9 million), Road Bicycling (38.8 million), Freshwater Fishing (38.3 million), and Camping within ¼ mile of Vehicle/Home (26.2 million).

From 2012-2017, BMX Bicycling (83.4%), Adventure Racing (56.3%), Backpacking Overnight (38.3%), and Day Hiking (30.1%) have undergone the largest increases in participation. Similarly, in the last year, activities growing most rapidly include: BMX Bicycling (10.0%), Backpacking Overnight (8.1%), and Day Hiking (6.6%).

The five-year trend shows activities declining most rapidly were In-Line Roller Skating (-20.7%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Birdwatching (-9.2%). More recently, activities experiencing the largest declines were Adventure Racing (-15.7%), Traditional Climbing (-9.4%), and In-Line Roller Skating (-2.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

National participation trends for outdoor activities is on the rise; however, In-Line Roller Skating and Freshwater Fishing only experienced increases in casual participation over the last five years. Any decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as In-Line Roller Skating (-32.6%), Skateboarding (-10.7%), Road Bicycling (-10.4%), Camping Recreational Vehicle (-10.0%), and Archery (-3.2%).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Hiking (Day)	34,519	42,128	44,900	30.1%	6.6%
Bicycling (Road)	39,790	38,365	38,866	-2.3%	1.3%
Fishing (Freshwater)	39,002	38,121	38,346	-1.7%	0.6%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	26,467	26,262	-16.5%	-0.8%
Camping (Recreational Vehicle)	15,903	15,855	16,159	1.6%	1.9%
Fishing (Saltwater)	12,000	12,266	13,062	8.9%	6.5%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	11,589	12,296	-9.2%	6.1%
Backpacking Overnight	7,933	10,151	10,975	38.3%	8.1%
Bicycling (Mountain)	7,265	8,615	8,609	18.5%	-0.1%
Archery	7,173	7,903	7,769	8.3%	-1.7%
Fishing (Fly)	5,848	6,456	6,791	16.1%	5.2%
Skateboarding	6,227	6,442	6,382	2.5%	-0.9%
Roller Skating, In-Line	6,647	5,381	5,268	-20.7%	-2.1%
Bicycling (BMX)	1,861	3,104	3,413	83.4%	10.0%
Adventure Racing	1,618	2,999	2,529	56.3%	-15.7%
Climbing (Traditional/Ice/Mountaineering)	2,189	2,790	2,527	15.4%	-9.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, which is most likely why it has experienced such strong participation growth among the American population. In 2017, Fitness Swimming is the absolute leader in overall participation (27.1 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, Fitness Swimming reported the strongest growth (2.0%) among aquatic activities, while Aquatic Exercise and Competitive Swimming experienced decreases in participation.

Aquatic Exercise has had a strong participation base of 10.4 million, however it also has recently experienced a slight decrease in participants (-1.1%). Based on previous trends, this activity could rebound in terms of participation due largely to ongoing research that demonstrates the activity’s great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic Exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are still recommending Aquatic Exercise for injury rehabilitation, mature patients, and patients with bone or joint problems. Compared to a standard workout, Aquatic Exercise can significantly reduce stress placed on weight-bearing joints, bones, and muscles, while also reducing swelling.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Swimming (Fitness)	23,216	26,601	27,135	16.9%	2.0%
Aquatic Exercise	9,177	10,575	10,459	14.0%	-1.1%
Swimming (Competition)	2,502	3,369	3,007	20.2%	-10.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

CORE VS. CASUAL TRENDS IN AQUATIC ACTIVITY

While all activities have undergone increases in participation over the last five years, most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of Competition Swimming increased by 56.2%, Aquatic Exercise by 24.8%, and Fitness Swimming by 21.0%. However, core participants of Competition Swimming decreased by -6.5% and Aquatic Exercise declined by -4.6% (from 2012 to 2017).

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2017 were Recreational Kayaking (10.5 million), Canoeing (9.2 million), and Snorkeling (8.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.

Over the last five years, Stand-Up Paddling (138.9%) was by far the fastest growing water activity, followed by White Water Kayaking (33.1%), Recreational Kayaking (28.7%), and Sea/Tour Kayaking (20.8%). Although the five-year trends show water sport activities are getting more popular, the most recent year shows a different trend. From 2016-2017 Stand-Up Paddling Recreational Kayaking reflect much slower increases in participation (3.3% and 5.2%), while White Water Kayaking (-2.0%), Sea/Tour Kayaking (-5.4%) both show decreases in participation numbers.

From 2012-2017, activities declining most rapidly were Jet Skiing (-22.6%), Water Skiing (-19.4%), and Wakeboarding (-10.8%). In the most recent year, activities experiencing the greatest declines in participation included: Boardsailing/Windsurfing (-9.4%), Canoeing (-8.2%), and Scuba Diving (-7.6%).

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2012	2016	2017	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,187	10,017	10,533	28.7%	5.2%
Canoeing	9,813	10,046	9,220	-6.0%	-8.2%
Snorkeling	8,664	8,717	8,384	-3.2%	-3.8%
Jet Skiing	6,996	5,783	5,418	-22.6%	-6.3%
Sailing	3,841	4,095	3,974	3.5%	-3.0%
Water Skiing	4,434	3,700	3,572	-19.4%	-3.5%
Rafting	3,756	3,428	3,479	-7.4%	1.5%
Stand-Up Paddling	1,392	3,220	3,325	138.9%	3.3%
Wakeboarding	3,368	2,912	3,005	-10.8%	3.2%
Kayaking (Sea/Touring)	2,446	3,124	2,955	20.8%	-5.4%
Scuba Diving	2,781	3,111	2,874	3.3%	-7.6%
Surfing	2,545	2,793	2,680	5.3%	-4.0%
Kayaking (White Water)	1,878	2,552	2,500	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	1,737	1,573	14.7%	-9.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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CORE VS. CASUAL TRENDS IN WATER SPORTS / ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors.

Activity by Generation

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

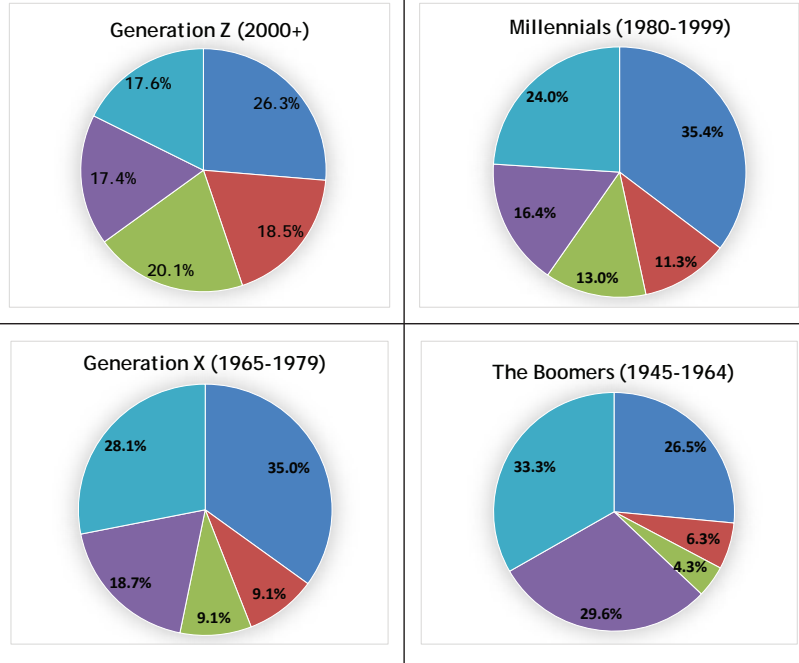
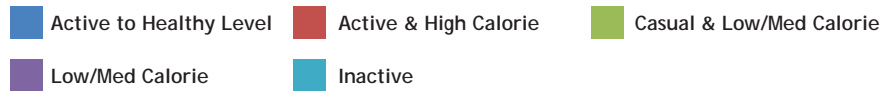
Generation Z (born 2000+) were the most active, with only 17.6% identifying as inactive. Approximately 65% of individuals within this generation were active in 2017; with 26.3% being active to a healthy level, 18.5% being active & high calorie, and 20.1% being casual active & low/med calorie.

Almost half (46.7%) of millennials (born 1980-1999) were active to a healthy level (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979) has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.

The Boomers (born 1945-1964) were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

2017 Participation Rates by Generation US population, Ages 6+



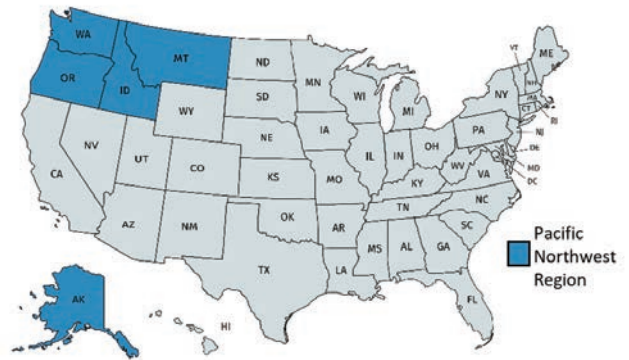
*Times per year: Casual (1-50), Active (51-150), Active to Healthy Level (151+)

NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (PACIFIC NORTHWEST REGION)

NRPA's *Agency Performance Review 2018* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,069 park and recreation agencies across the U.S. as reported between 2015 and 2017.

The report shows that the typical agencies (i.e., those at the median values) offer 161 programs annually, with roughly 60% of those programs being fee-based activities/events.

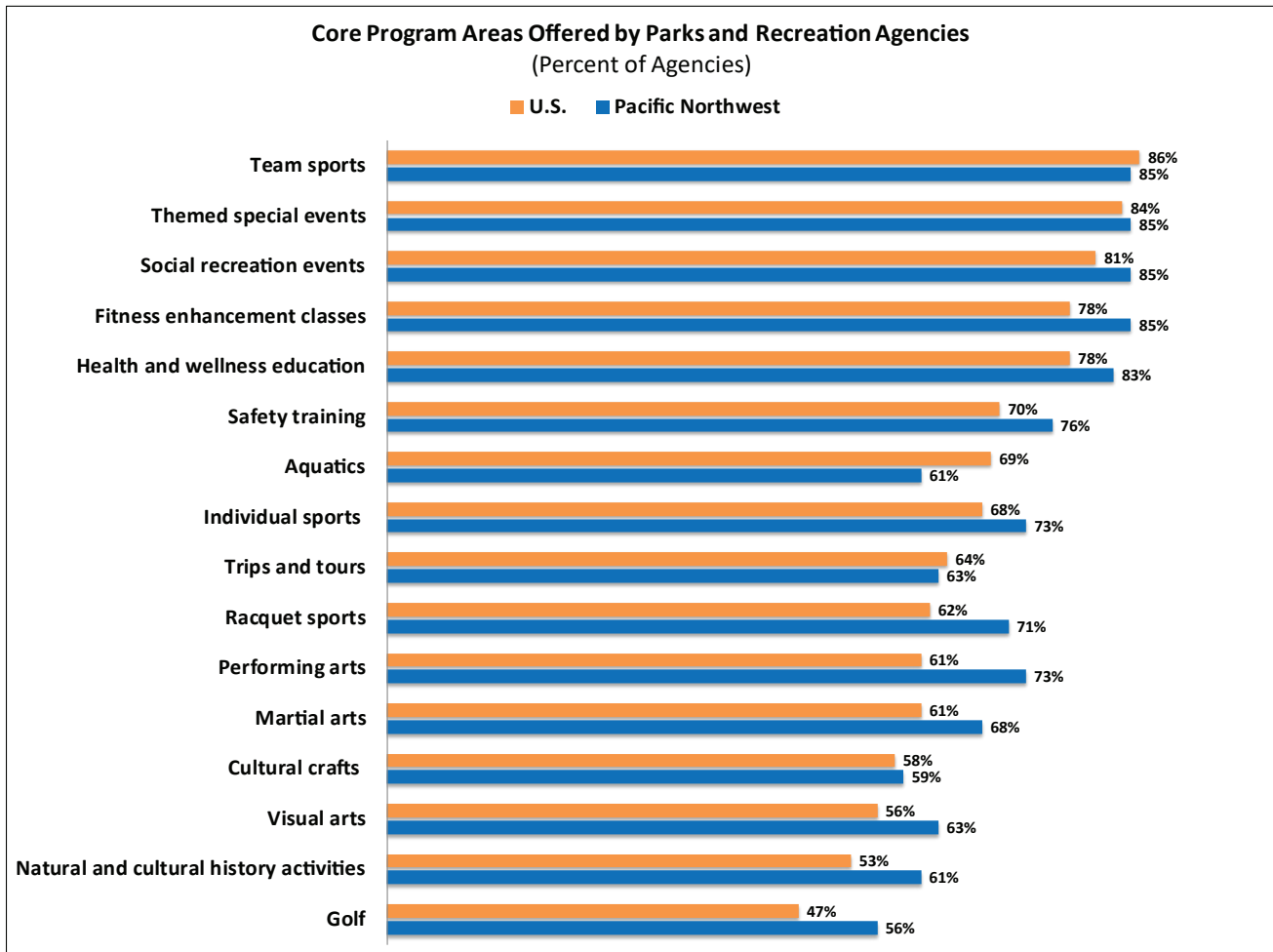


According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below. A complete comparison of regional and national programs offered by agencies can be found on the next page.

When comparing Pacific Northwest agencies to the U.S. average, team sports, themed special events, social recreation events, fitness enhancement classes, and health and wellness education were all identified as top five most commonly provided program areas offered regionally and nationally.

TOP 5 MOST OFFERED CORE PROGRAM AREAS (OFFERED BY PARKS AND RECREATION AGENCIES)	
UNITED STATES (% OF AGENCIES OFFERING)	PACIFIC NORTHWEST REGION (% OF AGENCIES OFFERING)
• Team sports (86%)	• Team sports (85%)
• Themed special events (84%)	• Themed special events (85%)
• Social recreation events (81%)	• Social recreation events (85%)
• Fitness enhancement classes (78%)	• Fitness enhancement classes (85%)
• Health and wellness education (78%)	• Health and wellness education (83%)

In general, Pacific Northwest park and recreation agencies offered programs at a much higher rate than the national average. Based on a discrepancy threshold of 5% or more, Pacific Northwest agencies are offering fitness enhancement classes, health and wellness education, safety training, individual sports, racquet sports, performing arts, martial arts, visual arts, natural and cultural history activities, and golf at a higher rate than the national average. The Pacific Northwest Region is only trailing the national average in regards to aquatics.



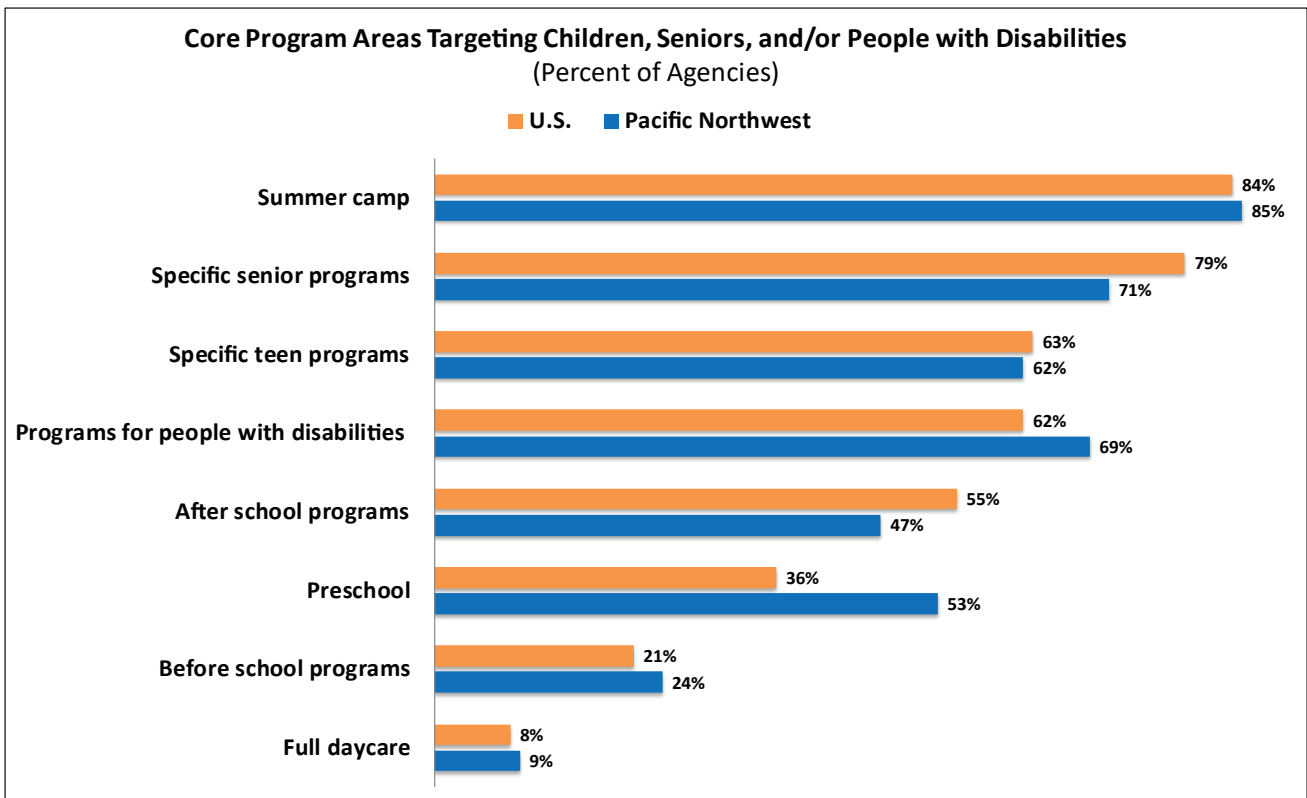
TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For better understanding of targeted programs by age segment, the NRPA also tracks program offerings that cater specifically to children, seniors, and people with disabilities, on a national and regional basis. This allows for further analysis of these commonly targeted populations. According to the 2018 NRPA Agency Performance Review, approximately 79% of agencies offer dedicated senior programming, while 62% of park and recreation agencies provide adaptive programming for individuals with disabilities.

Based on information reported to the NRPA, the top three activities that target children, seniors, and/or people with disabilities most frequently offered by park and recreation agencies are described in the table below. A complete comparison of regional and national programs offered by agencies can be found at the bottom of the page.

TOP 3 MOST OFFERED CORE PROGRAM AREAS (TARGETING CHILDREN, SENIORS, AND/OR PEOPLE WITH DISABILITIES)	
UNITED STATES (% OF AGENCIES OFFERING)	PACIFIC NORTHWEST REGION (% OF AGENCIES OFFERING)
<ul style="list-style-type: none"> • Summer camp (84%) 	<ul style="list-style-type: none"> • Summer camp (85%)
<ul style="list-style-type: none"> • Senior programs (79%) 	<ul style="list-style-type: none"> • Senior programs (71%)
<ul style="list-style-type: none"> • Teen programs (63%) 	<ul style="list-style-type: none"> • Disabilities programs (69%)

Agencies in the Pacific Northwest Region tend to offer targeted programs at a similar rate as the national average. The only significant discrepancy is when it comes to disability programs and preschool programs, which the Pacific Northwest Region offers at a higher rate than the national average. While senior programs and after school programs are offered at a lesser rate than the national average.



10.2.2 LOCAL SPORT AND LEISURE MARKET POTENTIAL

Market Potential Index (MPI)

The following charts show sport and leisure market potential data for the City’s service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within Kent. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

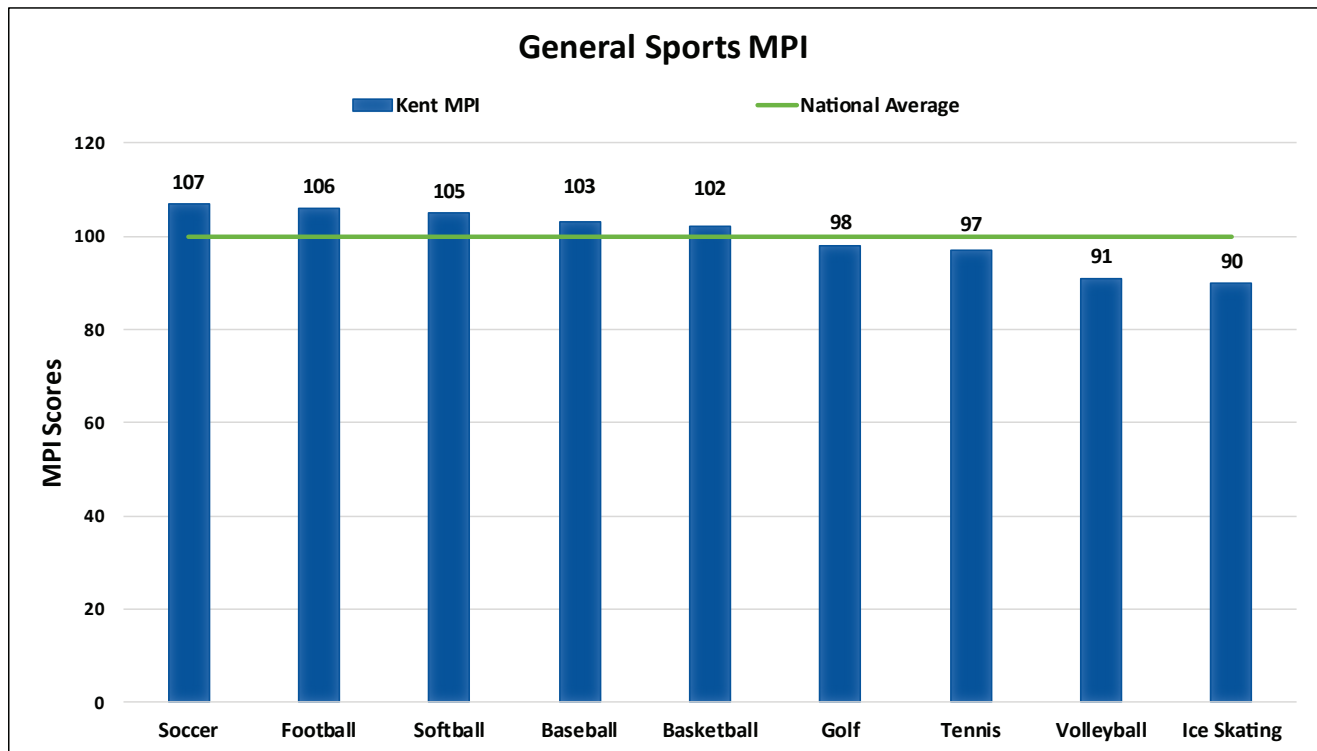
Overall, the City demonstrates slightly above average market potential index (MPI) numbers, this is particularly noticeable when analyzing the fitness market potential chart. Every activity within this category has an MPI score ≥ 100 . Analyzing the general sports, outdoor activity, and commercial recreation MPI charts, a majority of these activities still scored above the national average, with no activity scoring below an 84.

These overall average MPI scores show that Kent residents have a rather strong participation presence when it comes to recreational activities. This becomes significant when the City considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by Kent’s Department of Parks, Recreation and Community Services.

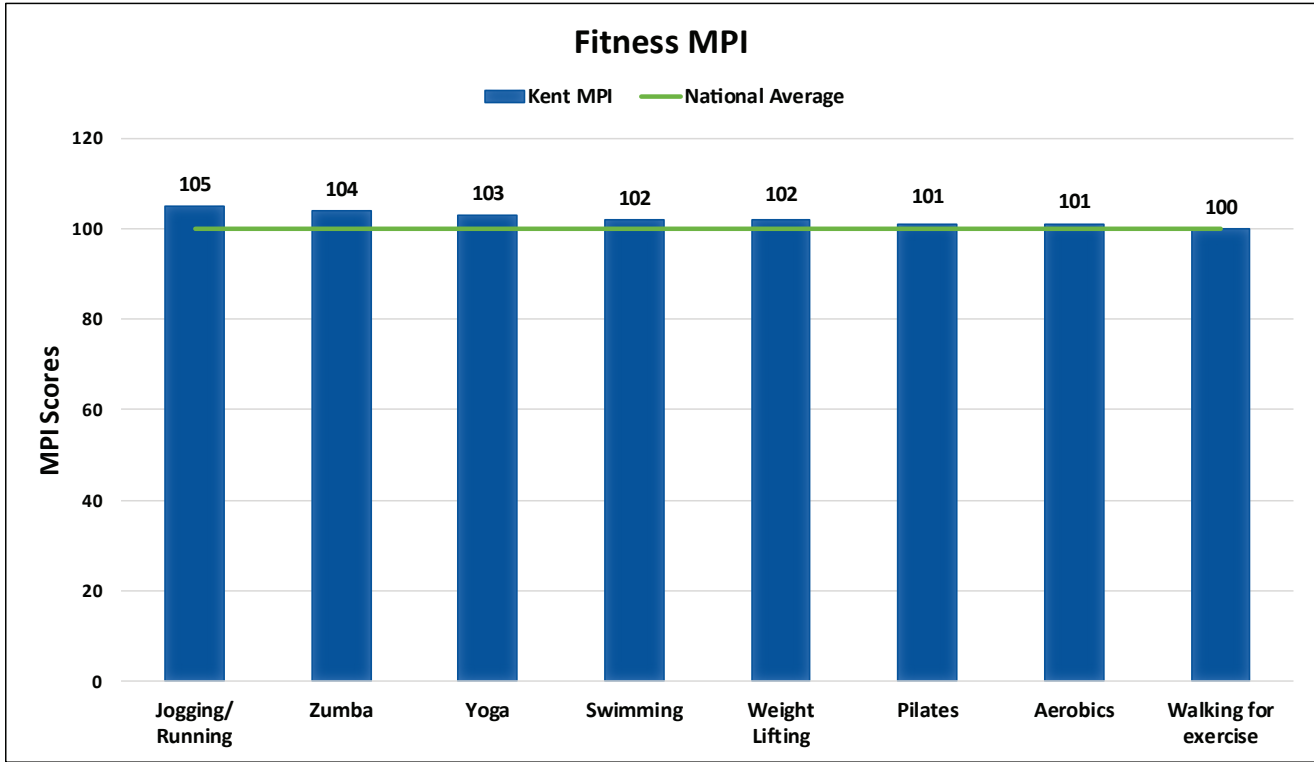
GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, soccer (107 MPI), football (106 MPI), and softball (105 MPI) are the most popular sports amongst City residents when compared to the national average.



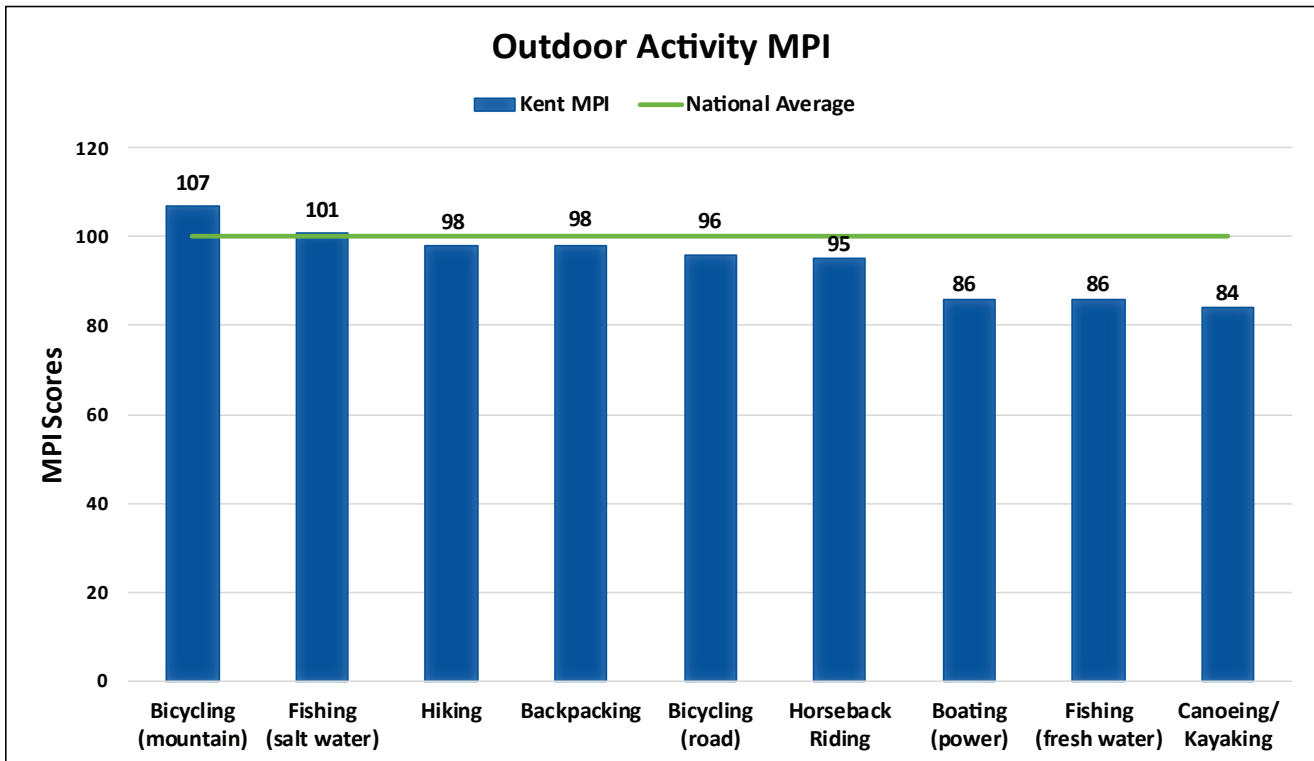
FITNESS MARKET POTENTIAL

The fitness MPI chart shows jogging/running (105 MPI), Zumba (104 MPI), and Yoga (103 MPI) as the most popular activities amongst Kent residents when compared to the national average.



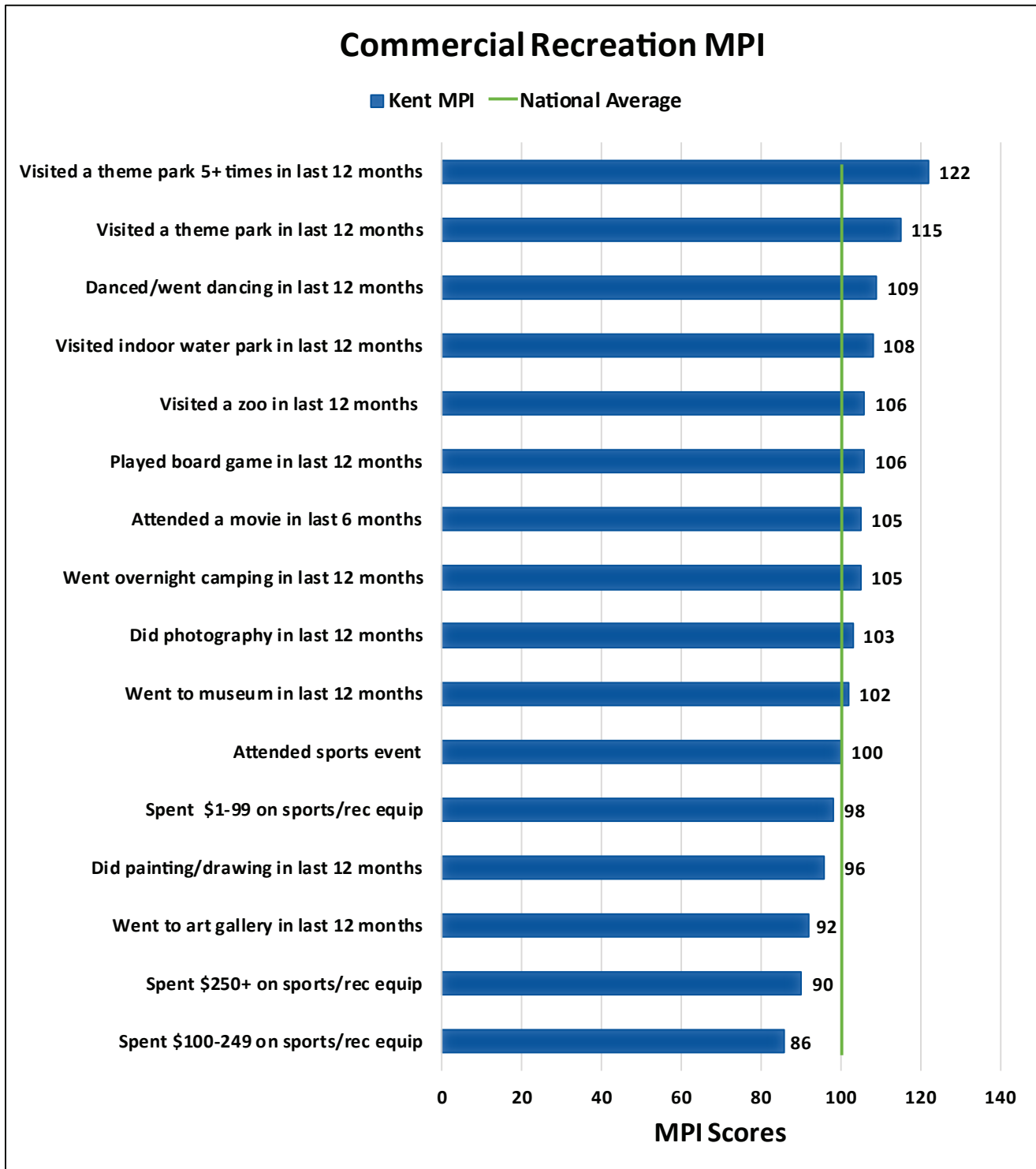
OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, mountain biking (107 MPI) and salt water fishing (107 MPI) are the most popular activities amongst City residents when compared to the national average.



COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows visited a theme park 5+ times (122 MPI), visited a theme park (115 MPI), and went dancing (109 MPI) as the most popular activities amongst Kent residents when compared to the national average.



10.2.3 CORE VS. CASUAL PARTICIPATION TRENDS

General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Golf * (2011, 2015 and 2016 data)	25,682	100%	24,120	100%	23,815	100%	-7.3%	-1.3%
Basketball	23,708	100%	22,343	100%	23,401	100%	-1.3%	4.7%
<i>Casual (1-12 times)</i>	7,389	31%	7,486	34%	8,546	37%	15.7%	14.2%
<i>Core(13+ times)</i>	16,319	69%	14,857	66%	14,856	63%	-9.0%	0.0%
Tennis	17,020	100%	18,079	100%	17,683	100%	3.9%	-2.2%
Baseball	12,976	100%	14,760	100%	15,642	100%	20.5%	6.0%
<i>Casual (1-12 times)</i>	3,931	30%	5,673	38%	6,405	41%	62.9%	12.9%
<i>Core (13+ times)</i>	9,046	70%	9,087	62%	9,238	59%	2.1%	1.7%
Soccer (Outdoor)	12,944	100%	11,932	100%	11,924	100%	-7.9%	-0.1%
<i>Casual (1-25 times)</i>	6,740	52%	6,342	53%	6,665	56%	-1.1%	5.1%
<i>Core (26+ times)</i>	6,205	48%	5,590	47%	5,259	44%	-15.2%	-5.9%
Softball (Slow Pitch)	7,411	100%	7,690	100%	7,283	100%	-1.7%	-5.3%
<i>Casual (1-12 times)</i>	2,825	38%	3,377	44%	3,060	42%	8.3%	-9.4%
<i>Core(13+ times)</i>	4,586	62%	4,314	56%	4,223	58%	-7.9%	-2.1%
Badminton	7,278	100%	7,354	100%	6,430	100%	-11.7%	-12.6%
<i>Casual (1-12 times)</i>	5,092	70%	5,285	72%	4,564	71%	-10.4%	-13.6%
<i>Core(13+ times)</i>	2,185	30%	2,069	28%	1,867	29%	-14.6%	-9.8%
Volleyball (Court)	6,384	100%	6,216	100%	6,317	100%	-1.0%	1.6%
<i>Casual (1-12 times)</i>	2,553	40%	2,852	46%	2,939	47%	15.1%	3.1%
<i>Core(13+ times)</i>	3,831	60%	3,364	54%	3,378	53%	-11.8%	0.4%
Football, Flag	5,865	100%	6,173	100%	6,551	100%	11.7%	6.1%
<i>Casual (1-12 times)</i>	2,963	51%	3,249	53%	3,572	55%	20.6%	9.9%
<i>Core(13+ times)</i>	2,902	49%	2,924	47%	2,979	45%	2.7%	1.9%
Football, Touch	7,295	100%	5,686	100%	5,629	100%	-22.8%	-1.0%
<i>Casual (1-12 times)</i>	4,015	55%	3,304	58%	3,332	59%	-17.0%	0.8%
<i>Core(13+ times)</i>	3,280	45%	2,386	42%	2,297	41%	-30.0%	-3.7%
Volleyball (Sand/Beach)	4,505	100%	5,489	100%	4,947	100%	9.8%	-9.9%
<i>Casual (1-12 times)</i>	3,040	67%	3,989	73%	3,544	72%	16.6%	-11.2%
<i>Core(13+ times)</i>	1,465	33%	1,500	27%	1,403	28%	-4.2%	-6.5%
Football, Tackle	6,220	100%	5,481	100%	5,224	100%	-16.0%	-4.7%
<i>Casual (1-25 times)</i>	2,566	41%	2,242	41%	2,145	41%	-16.4%	-4.3%
<i>Core(26+ times)</i>	3,655	59%	3,240	59%	3,078	59%	-15.8%	-5.0%
Gymnastics	5,115	100%	5,381	100%	4,805	100%	-6.1%	-10.7%
<i>Casual (1-49 times)</i>	3,252	64%	3,580	67%	3,139	65%	-3.5%	-12.3%
<i>Core(50+ times)</i>	1,863	36%	1,800	33%	1,666	35%	-10.6%	-7.4%
Soccer (Indoor)	4,617	100%	5,117	100%	5,399	100%	16.9%	5.5%
<i>Casual (1-12 times)</i>	2,006	43%	2,347	46%	2,657	49%	32.5%	13.2%
<i>Core(13+ times)</i>	2,611	57%	2,770	54%	2,742	51%	5.0%	-1.0%
Track and Field	4,257	100%	4,116	100%	4,161	100%	-2.3%	1.1%
<i>Casual (1-25 times)</i>	1,820	43%	1,961	48%	2,040	49%	12.1%	4.0%
<i>Core(26+ times)</i>	2,437	57%	2,155	52%	2,121	51%	-13.0%	-1.6%
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

*Golf participation figures are from 2015

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	3,244	100%	4,029	100%	3,816	100%	17.6%	-5.3%
<i>Casual (1-25 times)</i>	1,514	47%	2,365	59%	2,164	57%	42.9%	-8.5%
<i>Core(26+ times)</i>	1,730	53%	1,664	41%	1,653	43%	-4.5%	-0.7%
Ultimate Frisbee	5,131	100%	3,673	100%	3,126	100%	-39.1%	-14.9%
<i>Casual (1-12 times)</i>	3,647	71%	2,746	75%	2,270	73%	-37.8%	-17.3%
<i>Core(13+ times)</i>	1,484	29%	927	25%	856	27%	-42.3%	-7.7%
Racquetball	4,070	100%	3,579	100%	3,526	100%	-13.4%	-1.5%
<i>Casual (1-12 times)</i>	2,572	63%	2,488	70%	2,451	70%	-4.7%	-1.5%
<i>Core(13+ times)</i>	1,498	37%	1,092	30%	1,075	30%	-28.2%	-1.6%
Pickleball	N/A	N/A	2,815	100%	3,132	100%	N/A	11.3%
Ice Hockey	2,363	100%	2,697	100%	2,544	100%	7.7%	-5.7%
<i>Casual (1-12 times)</i>	1,082	46%	1,353	50%	1,227	48%	13.4%	-9.3%
<i>Core(13+ times)</i>	1,281	54%	1,344	50%	1,317	52%	2.8%	-2.0%
Softball (Fast Pitch)	2,624	100%	2,467	100%	2,309	100%	-12.0%	-6.4%
<i>Casual (1-25 times)</i>	1,245	47%	1,198	49%	1,077	47%	-13.5%	-10.1%
<i>Core(26+ times)</i>	1,379	53%	1,269	51%	1,232	53%	-10.7%	-2.9%
Lacrosse	1,607	100%	2,090	100%	2,171	100%	35.1%	3.9%
<i>Casual (1-12 times)</i>	788	49%	1,153	55%	1,142	53%	44.9%	-1.0%
<i>Core(13+ times)</i>	819	51%	938	45%	1,030	47%	25.8%	9.8%
Roller Hockey	1,367	100%	1,929	100%	1,834	100%	34.2%	-4.9%
<i>Casual (1-12 times)</i>	875	64%	1,438	75%	1,419	77%	62.2%	-1.3%
<i>Core(13+ times)</i>	493	36%	491	25%	415	23%	-15.8%	-15.5%
Wrestling	1,922	100%	1,922	100%	1,896	100%	-1.4%	-1.4%
<i>Casual (1-25 times)</i>	965	50%	1,139	59%	1,179	62%	22.2%	3.5%
<i>Core(26+ times)</i>	957	50%	782	41%	717	38%	-25.1%	-8.3%
Rugby	887	100%	1,550	100%	1,621	100%	82.8%	4.6%
<i>Casual (1-7 times)</i>	526	59%	1,090	70%	1,097	68%	108.6%	0.6%
<i>Core(8+ times)</i>	361	41%	460	30%	524	32%	45.2%	13.9%
Squash	1,290	100%	1,549	100%	1,492	100%	15.7%	-3.7%
<i>Casual (1-7 times)</i>	928	72%	1,111	72%	1,044	70%	12.5%	-6.0%
<i>Core(8+ times)</i>	361	28%	437	28%	447	30%	23.8%	2.3%
Field Hockey	1,237	100%	1,512	100%	1,596	100%	29.0%	5.6%
<i>Casual (1-7 times)</i>	578	47%	773	51%	897	56%	55.2%	16.0%
<i>Core(8+ times)</i>	659	53%	739	49%	700	44%	6.2%	-5.3%
Boxing for Competition	959	100%	1,210	100%	1,368	100%	42.6%	13.1%
<i>Casual (1-12 times)</i>	769	80%	1,035	86%	1,168	85%	51.9%	12.9%
<i>Core(13+ times)</i>	190	20%	176	14%	199	15%	4.7%	13.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

General Fitness

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	114,029	100%	107,895	100%	110,805	100%	-2.8%	2.7%
<i>Casual (1-49 times)</i>	35,267	31%	34,535	32%	35,326	32%	0.2%	2.3%
<i>Core(50+ times)</i>	78,762	69%	73,359	68%	75,479	68%	-4.2%	2.9%
Treadmill	50,839	100%	51,872	100%	52,966	100%	4.2%	2.1%
<i>Casual (1-49 times)</i>	22,248	44%	23,490	45%	24,444	46%	9.9%	4.1%
<i>Core(50+ times)</i>	28,591	56%	28,381	55%	28,523	54%	-0.2%	0.5%
Free Weights (Dumbbells/Hand Weights)	N/A	100%	51,513	100%	52,217	100%	N/A	1.4%
<i>Casual (1-49 times)</i>	N/A		18,245	35%	18,866	36%	N/A	3.4%
<i>Core(50+ times)</i>	N/A		33,268	65%	33,351	64%	N/A	0.2%
Running/Jogging	51,450	100%	47,384	100%	50,770	100%	-1.3%	7.1%
<i>Casual (1-49 times)</i>	21,973	43%	21,764	46%	24,004	47%	9.2%	10.3%
<i>Core(50+ times)</i>	29,478	57%	25,621	54%	26,766	53%	-9.2%	4.5%
Stationary Cycling (Recumbent/Upright)	35,987	100%	36,118	100%	36,035	100%	0.1%	-0.2%
<i>Casual (1-49 times)</i>	18,265	51%	18,240	51%	18,447	51%	1.0%	1.1%
<i>Core(50+ times)</i>	17,722	49%	17,878	49%	17,588	49%	-0.8%	-1.6%
Weight/Resistant Machines	38,999	100%	35,768	100%	36,291	100%	-6.9%	1.5%
<i>Casual (1-49 times)</i>	15,383	39%	14,346	40%	14,496	40%	-5.8%	1.0%
<i>Core(50+ times)</i>	23,617	61%	21,422	60%	21,795	60%	-7.7%	1.7%
Stretching	35,873	100%	33,771	100%	33,195	100%	-7.5%	-1.7%
<i>Casual (1-49 times)</i>	8,996	25%	9,793	29%	10,095	30%	12.2%	3.1%
<i>Core(50+ times)</i>	26,877	75%	23,978	71%	23,100	70%	-14.1%	-3.7%
Elliptical Motion Trainer*	28,560	100%	32,218	100%	32,283	100%	13.0%	0.2%
<i>Casual (1-49 times)</i>	13,638	48%	15,687	49%	15,854	49%	16.2%	1.1%
<i>Core(50+ times)</i>	14,922	52%	16,532	51%	16,430	51%	10.1%	-0.6%
Free Weights (Barbells)	26,688	100%	26,473	100%	27,444	100%	2.8%	3.7%
<i>Casual (1-49 times)</i>	9,435	35%	10,344	39%	10,868	40%	15.2%	5.1%
<i>Core(50+ times)</i>	17,253	65%	16,129	61%	16,576	60%	-3.9%	2.8%
Yoga	23,253	100%	26,268	100%	27,354	100%	17.6%	4.1%
<i>Casual (1-49 times)</i>	13,305	57%	15,486	59%	16,454	60%	23.7%	6.3%
<i>Core(50+ times)</i>	9,949	43%	10,782	41%	10,900	40%	9.6%	1.1%
Calisthenics/Bodyweight Exercise	N/A	100%	25,110	100%	24,454	100%	N/A	-2.6%
<i>Casual (1-49 times)</i>	N/A	0	9,763	39%	10,095	41%	N/A	3.4%
<i>Core(50+ times)</i>	N/A	0	15,347	61%	14,359	59%	N/A	-6.4%
Choreographed Exercise	N/A	100%	21,839	100%	22,616	100%	N/A	3.6%
<i>Casual (1-49 times)</i>	N/A	0	14,158	65%	14,867	66%	N/A	5.0%
<i>Core(50+ times)</i>	N/A	0	7,681	35%	7,748	34%	N/A	0.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact)	16,178	100%	21,390	100%	21,476	100%	32.7%	0.4%
<i>Casual (1-49 times)</i>	7,819	48%	11,801	55%	12,105	56%	54.8%	2.6%
<i>Core(50+ times)</i>	8,359	52%	9,589	45%	9,370	44%	12.1%	-2.3%
Stair Climbing Machine	12,979	100%	15,079	100%	14,948	100%	15.2%	-0.9%
<i>Casual (1-49 times)</i>	7,303	56%	9,332	62%	9,501	64%	30.1%	1.8%
<i>Core(50+ times)</i>	5,676	44%	5,747	38%	5,447	36%	-4.0%	-5.2%
Cross-Training Style Workout	N/A	100%	12,914	100%	13,622	100%	N/A	5.5%
<i>Casual (1-49 times)</i>	N/A	N/A	6,430	50%	6,890	51%	N/A	7.2%
<i>Core(50+ times)</i>	N/A	N/A	6,483	50%	6,732	49%	N/A	3.8%
Stationary Cycling (Group)	8,477	100%	8,937	100%	9,409	100%	11.0%	5.3%
<i>Casual (1-49 times)</i>	5,053	60%	5,751	64%	6,023	64%	19.2%	4.7%
<i>Core(50+ times)</i>	3,424	40%	3,186	36%	3,386	36%	-1.1%	6.3%
Pilates Training	8,519	100%	8,893	100%	9,047	100%	6.2%	1.7%
<i>Casual (1-49 times)</i>	5,212	61%	5,525	62%	5,698	63%	9.3%	3.1%
<i>Core(50+ times)</i>	3,307	39%	3,367	38%	3,348	37%	1.2%	-0.6%
Trail Running	5,806	100%	8,582	100%	9,149	100%	57.6%	6.6%
Cardio Kickboxing	6,725	100%	6,899	100%	6,693	100%	-0.5%	-3.0%
<i>Casual (1-49 times)</i>	4,455	66%	4,760	69%	4,671	70%	4.8%	-1.9%
<i>Core(50+ times)</i>	2,271	34%	2,139	31%	2,022	30%	-11.0%	-5.5%
Boot Camp Style Training	7,496	100%	6,583	100%	6,651	100%	-11.3%	1.0%
<i>Casual (1-49 times)</i>	4,787	64%	4,484	68%	4,637	70%	-3.1%	3.4%
<i>Core(50+ times)</i>	2,709	36%	2,099	32%	2,014	30%	-25.7%	-4.0%
Martial Arts	5,075	100%	5,745	100%	5,838	100%	15.0%	1.6%
<i>Casual (1-12 times)</i>	1,207	24%	1,964	34%	2,021	35%	67.4%	2.9%
<i>Core(13+ times)</i>	3,869	76%	3,780	66%	3,816	65%	-1.4%	1.0%
Boxing for Fitness	4,831	100%	5,175	100%	5,157	100%	6.7%	-0.3%
<i>Casual (1-12 times)</i>	2,075	43%	2,678	52%	2,738	53%	32.0%	2.2%
<i>Core(13+ times)</i>	2,756	57%	2,496	48%	2,419	47%	-12.2%	-3.1%
Tai Chi	3,203	100%	3,706	100%	3,787	100%	18.2%	2.2%
<i>Casual (1-49 times)</i>	1,835	57%	2,245	61%	2,329	61%	26.9%	3.7%
<i>Core(50+ times)</i>	1,369	43%	1,461	39%	1,458	39%	6.5%	-0.2%
Barre	N/A	N/A	3,329	100%	3,436	100%	N/A	3.2%
<i>Casual (1-49 times)</i>	N/A	N/A	2,636	79%	2,701	79%	N/A	2.5%
<i>Core(50+ times)</i>	N/A	N/A	693	21%	735	21%	N/A	6.1%
Triathlon (Traditional/Road)	1,789	100%	2,374	100%	2,162	100%	20.8%	-8.9%
<i>Casual (1 times)</i>	616	34%	786	33%	754	35%	22.4%	-4.1%
<i>Core(2+ times)</i>	1,173	66%	1,589	67%	1,408	65%	20.0%	-11.4%
Triathlon (Non-Traditional/Off Road)	1,075	100%	1,705	100%	1,878	100%	74.7%	10.1%
<i>Casual (1 times)</i>	341	32%	647	38%	749	40%	119.6%	15.8%
<i>Core(2+ times)</i>	734	68%	1,058	62%	1,129	60%	53.8%	6.7%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Outdoor/Adventure Recreation

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation									
Activity	Participation Levels						% Change		
	2012		2016		2017		5-Year Trend	1-Year Trend	
	#	%	#	%	#	%			
Hiking (Day)	34,519	100%	42,128	100%	44,900	100%	30.1%	6.6%	
Bicycling (Road)	39,790	100%	38,365	100%	38,866	100%	-2.3%	1.3%	
	<i>Casual (1-25 times)</i>	18,966	48%	19,244	50%	20,212	52%	6.6%	5.0%
	<i>Core(26+ times)</i>	20,824	52%	19,121	50%	18,654	48%	-10.4%	-2.4%
Fishing (Freshwater)	39,002	100%	38,121	100%	38,346	100%	-1.7%	0.6%	
	<i>Casual (1-7 times)</i>	20,341	52%	20,308	53%	19,977	52%	-1.8%	-1.6%
	<i>Core(8+ times)</i>	18,660	48%	17,813	47%	18,369	48%	-1.6%	3.1%
Camping (< 1/4 Mile of Vehicle/Home)	31,454	100%	26,467	100%	26,262	100%	-16.5%	-0.8%	
Camping (Recreational Vehicle)	15,903	100%	15,855	100%	16,159	100%	1.6%	1.9%	
	<i>Casual (1-7 times)</i>	8,316	52%	8,719	55%	9,332	58%	12.2%	7.0%
	<i>Core(8+ times)</i>	7,587	48%	7,136	45%	6,826	42%	-10.0%	-4.3%
Fishing (Saltwater)	12,000	100%	12,266	100%	13,062	100%	8.9%	6.5%	
	<i>Casual (1-7 times)</i>	7,251	60%	7,198	59%	7,625	58%	5.2%	5.9%
	<i>Core(8+ times)</i>	4,749	40%	5,068	41%	5,437	42%	14.5%	7.3%
Birdwatching (>1/4 mile of Vehicle/Home)	13,535	100%	11,589	100%	12,296	100%	-9.2%	6.1%	
Backpacking Overnight	7,933	100%	10,151	100%	10,975	100%	38.3%	8.1%	
Bicycling (Mountain)	7,265	100%	8,615	100%	8,609	100%	18.5%	-0.1%	
	<i>Casual (1-12 times)</i>	3,270	45%	4,273	50%	4,389	51%	34.2%	2.7%
	<i>Core(13+ times)</i>	3,995	55%	4,342	50%	4,220	49%	5.6%	-2.8%
Archery	7,173	100%	7,903	100%	7,769	100%	8.3%	-1.7%	
	<i>Casual (1-25 times)</i>	5,967	83%	6,650	84%	6,602	85%	10.6%	-0.7%
	<i>Core(26+ times)</i>	1,205	17%	1,253	16%	1,167	15%	-3.2%	-6.9%
Fishing (Fly)	5,848	100%	6,456	100%	6,791	100%	16.1%	5.2%	
	<i>Casual (1-7 times)</i>	3,598	62%	4,183	65%	4,448	65%	23.6%	6.3%
	<i>Core(8+ times)</i>	2,250	38%	2,273	35%	2,344	35%	4.2%	3.1%
Skateboarding	6,227	100%	6,442	100%	6,382	100%	2.5%	-0.9%	
	<i>Casual (1-25 times)</i>	3,527	57%	3,955	61%	3,970	62%	12.6%	0.4%
	<i>Core(26+ times)</i>	2,700	43%	2,487	39%	2,411	38%	-10.7%	-3.1%
Roller Skating (In-Line)	6,647	100%	5,381	100%	5,268	100%	-20.7%	-2.1%	
	<i>Casual (1-12 times)</i>	4,548	68%	3,861	72%	3,853	73%	-15.3%	-0.2%
	<i>Core(13+ times)</i>	2,100	32%	1,520	28%	1,415	27%	-32.6%	-6.9%
Bicycling (BMX)	1,861	100%	3,104	100%	3,413	100%	83.4%	10.0%	
	<i>Casual (1-12 times)</i>	856	46%	1,760	57%	2,039	60%	138.2%	15.9%
	<i>Core(13+ times)</i>	1,005	54%	1,344	43%	1,374	40%	36.7%	2.2%
Adventure Racing	1,618	100%	2,999	100%	2,529	100%	56.3%	-15.7%	
	<i>Casual (1 times)</i>	672	42%	1,081	36%	899	36%	33.8%	-16.8%
	<i>Core(2+ times)</i>	945	58%	1,918	64%	1,630	64%	72.5%	-15.0%
Climbing (Traditional/Ice/Mountaineering)	2,189	100%	2,790	100%	2,527	100%	15.4%	-9.4%	

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Aquatics

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	23,216	100%	26,601	100%	27,135	100%	16.9%	2.0%
<i>Casual (1-49 times)</i>	15,139	65%	17,781	67%	18,319	68%	21.0%	3.0%
<i>Core(50+ times)</i>	8,077	35%	8,820	33%	8,815	32%	9.1%	-0.1%
Aquatic Exercise	9,177	100%	10,575	100%	10,459	100%	14.0%	-1.1%
<i>Casual (1-49 times)</i>	5,785	63%	7,135	67%	7,222	69%	24.8%	1.2%
<i>Core(50+ times)</i>	3,392	37%	3,440	33%	3,237	31%	-4.6%	-5.9%
Swimming (Competition)	2,502	100%	3,369	100%	3,007	100%	20.2%	-10.7%
<i>Casual (1-49 times)</i>	1,065	43%	1,881	56%	1,664	55%	56.2%	-11.5%
<i>Core(50+ times)</i>	1,437	57%	1,488	44%	1,343	45%	-6.5%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

Water Sports/Activities

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2012		2016		2017		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Canoeing	9,813	100%	10,046	100%	9,220	100%	-6.0%	-8.2%
Kayaking (Recreational)	8,187	100%	10,017	100%	10,533	100%	28.7%	5.2%
Snorkeling	8,664	100%	8,717	100%	8,384	100%	-3.2%	-3.8%
<i>Casual (1-7 times)</i>	6,904	80%	6,945	80%	6,721	80%	-2.7%	-3.2%
<i>Core(8+ times)</i>	1,760	20%	1,773	20%	1,663	20%	-5.5%	-6.2%
Jet Skiing	6,996	100%	5,783	100%	5,418	100%	-22.6%	-6.3%
<i>Casual (1-7 times)</i>	5,125	73%	4,143	72%	3,928	72%	-23.4%	-5.2%
<i>Core(8+ times)</i>	1,870	27%	1,640	28%	1,490	28%	-20.3%	-9.1%
Sailing	3,841	100%	4,095	100%	3,974	100%	3.5%	-3.0%
<i>Casual (1-7 times)</i>	2,565	67%	2,833	69%	2,720	68%	6.0%	-4.0%
<i>Core(8+ times)</i>	1,276	33%	1,262	31%	1,254	32%	-1.7%	-0.6%
Water Skiing	4,434	100%	3,700	100%	3,572	100%	-19.4%	-3.5%
<i>Casual (1-7 times)</i>	3,122	70%	2,667	72%	2,575	72%	-17.5%	-3.4%
<i>Core(8+ times)</i>	1,312	30%	1,033	28%	997	28%	-24.0%	-3.5%
Rafting	3,756	100%	3,428	100%	3,479	100%	-7.4%	1.5%
Stand-Up Paddling	1,392	100%	3,220	100%	3,325	100%	138.9%	3.3%
Kayaking (Sea/Touring)	2,446	100%	3,124	100%	2,955	100%	20.8%	-5.4%
Scuba Diving	2,781	100%	3,111	100%	2,874	100%	3.3%	-7.6%
<i>Casual (1-7 times)</i>	1,932	69%	2,292	74%	2,113	74%	9.4%	-7.8%
<i>Core(8+ times)</i>	849	31%	819	26%	761	26%	-10.4%	-7.1%
Wakeboarding	3,368	100%	2,912	100%	3,005	100%	-10.8%	3.2%
<i>Casual (1-7 times)</i>	2,237	66%	2,017	69%	2,101	70%	-6.1%	4.2%
<i>Core(8+ times)</i>	1,132	34%	895	31%	903	30%	-20.2%	0.9%
Surfing	2,545	100%	2,793	100%	2,680	100%	5.3%	-4.0%
<i>Casual (1-7 times)</i>	1,544	61%	1,768	63%	1,705	64%	10.4%	-3.6%
<i>Core(8+ times)</i>	1,001	39%	1,024	37%	975	36%	-2.6%	-4.8%
Kayaking (White Water)	1,878	100%	2,552	100%	2,500	100%	33.1%	-2.0%
Boardsailing/Windsurfing	1,372	100%	1,737	100%	1,573	100%	14.7%	-9.4%
<i>Casual (1-7 times)</i>	1,108	81%	1,449	83%	1,289	82%	16.3%	-11.0%
<i>Core(8+ times)</i>	264	19%	288	17%	284	18%	7.6%	-1.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

10.3 LIFEMODE GROUPS' CHARACTERISTICS

LifeMode 1: Affluent Estates	Segments
<ul style="list-style-type: none"> -Established wealth - educated, well-traveled married couples -Accustomed to "more": less than 10% of all households, with 20% of household income -Homeowners (almost 90%), with mortgages (70%) -Married couple families with children ranging from grade school to college -Expect quality; invest in time-saving services -Participate actively in their communities -Active in sports and enthusiastic travelers 	Top Tier
	Professional Pride
	Boomburbs
	Savvy Suburbanites
	Exurbanites
LifeMode 2: Upscale Avenues	Segments
<ul style="list-style-type: none"> -Prosperous married couples living in older suburban enclaves -Ambitious and hard-working -Homeowners (70%) prefer denser, more urban settings with older homes and a large share of townhomes -A more diverse population, primarily married couples, many with older children -Financially responsible, but still indulge in casino gambling and lotto tickets -Serious shoppers, from Nordstrom's to Marshalls or DSW, that appreciate quality, and bargains -Active in fitness pursuits like bicycling, jogging and aerobics -Also the top market for premium movie channels like HBO and Starz 	Urban Chic
	Pleasantville
	Pacific Heights
	Enterprising Professionals
LifeMode 3: Uptown Individuals	Segments
<ul style="list-style-type: none"> -Young, successful singles in the city -Intelligent (best educated market), hard-working (highest rate of labor force participation) and averse to traditional commitments of marriage and home ownership -Urban denizens, partial to city life, high-rise apartments and uptown neighborhoods -Prefer debit cards to credit cards, while paying down student loans -Green and generous to environmental, cultural and political organizations -Internet dependent, from social connections to shopping for groceries (although partial to showrooming) -Adventurous and open to new experiences and places 	Laptops and Lattes
	Metro Renters
	Trendsetters
LifeMode 4: Family Landscapes	Segments
<ul style="list-style-type: none"> -Successful young families in their first homes -Non-diverse, prosperous married-couple families, residing in suburban or semirural areas with a low vacancy rate (second lowest) -Homeowners (80%) with mortgages (second highest %), living in newer single-family homes, with median home value higher than the U.S. -Two workers in the family, contributing to the second highest labor force participation rate, as well as low unemployment -Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens -Sports enthusiasts, typically owning newer sedans or SUVs, dogs, and savings accounts/plans, comfortable with the latest technology -Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle -Especially enjoy bowling, swimming, playing golf, playing video games, watching movies rented via Redbox, and taking trips to a zoo or theme park 	Soccer Moms
	Home Improvement
	Middleburg

LifeMode 5: GenXurban	Segments
<ul style="list-style-type: none"> -Gen X in middle age; families with fewer kids and a mortgage -Second Largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees -About a fifth of residents are 65 or older; about a fourth of households have retirement income -Own older single-family homes in urban areas, with 1 or 2 vehicles -Live and work in the same county, creating shorter commute times -Invest wisely, well-insured, comfortable banking online or in person -News junkies (read a daily newspaper, watch news on TV, and go online for news) -Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise 	Comfortable Empty Nesters
	In Style
	Parks and Rec
	Rustbelt Traditions
	Midlife Constants
LifeMode 6: Cozy Country Living	Segments
<ul style="list-style-type: none"> -Empty nesters in bucolic settings -Largest Tapestry group, almost half of households located in the Midwest -Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have 3 or more vehicles and, therefore, auto loans -Politically conservative and believe in the importance of buying American -Own domestic trucks, motorcycles, and ATVs/UTVs -Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online -Own every tool and piece of equipment imaginable to maintain their homes, vehicles, vegetable gardens, and lawns -Listen to country music, watch auto racing on TV, and play the lottery; enjoy outdoor activities, such as fishing, hunting, camping, boating, and even bird watching 	Green Acres
	Salt of the Earth
	The Great Outdoors
	Prairie Living
	Rural Resort Dwellers
	Heartland Communities
LifeMode 7: Ethnic Enclaves	Segments
<ul style="list-style-type: none"> -Established diversity--young, Hispanic homeowners with families -Multilingual and multigenerational households feature children that represent second-, third-, or fourth-generation Hispanic families -Neighborhoods feature single-family, owner-occupied homes built at city's edge, primarily built after 1980 -Hard-working and optimistic, most residents aged 25 years or older have a high school diploma or some college education -Shopping and leisure also focus on their children--baby and children's products from shoes to toys and games -Residents favor Hispanic programs on radio or television; children enjoy playing video games on computers, handheld or console devices. -Many households have dogs for domestic pets 	Up and Coming Families
	Urban Villages
	American Dreamers
	Barrios Urbanos
	Valley Growers
	Southwestern Families

LifeMode 8: Middle Ground	Segments
<ul style="list-style-type: none"> -Lifestyles of thirtysomethings -Millennials in the middle: single/married, renters/homeowners, middle class/working class -Urban market mix of single-family, townhome, and multi-unit dwellings -Majority of residents attended college or attained a college degree -Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams -Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), shopping and news -Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking 	City Lights
	Emerald City
	Bright Young Professionals
	Downtown Melting Pot
	Front Porches
	Old and Newcomers
	Hardscrabble Road
LifeMode 9: Senior Styles	Segments
<ul style="list-style-type: none"> -Senior Lifestyles reveal the effects of saving for retirement -Households are commonly married empty nesters or singles living alone; homes are single-family (including seasonal getaways), retirement communities, or high-rise apartments -More affluent seniors travel and relocate to warmer climates; less affluent, settled seniors are still working toward retirement -Cell phones are popular, but so are landlines -Many still prefer print to digital media: Avid readers of newspapers, to stay current -Subscribe to cable television to watch channels like Fox News, CNN, and the Weather Channel -Residents prefer vitamins to increase their mileage and a regular exercise regimen 	Silver and Gold
	Golden Years
	The Elders
	Senior Escapes
	Retirement Communities
	Social Security Set
LifeMode 10: Rustic Outposts	Segments
<ul style="list-style-type: none"> -Country life with older families in older homes -Rustic Outposts depend on manufacturing, retail and healthcare, with pockets of mining and agricultural jobs -Low labor force participation in skilled and service occupations -Own affordable, older single-family or mobile homes; vehicle ownership, a must -Residents live within their means, shop at discount stores and maintain their own vehicles (purchased used) and homes -Outdoor enthusiasts, who grow their own vegetables, love their pets and enjoy hunting and fishing -Technology is cost prohibitive and complicated. Pay bills in person, use the yellow pages, read the newspaper and mail-order books 	Southern Satellites
	Rooted Rural
	Diners & Miners
	Down the Road
	Rural Bypasses
LifeMode 11: Midtown Singles	Segments
<ul style="list-style-type: none"> -Millennials on the move—single, diverse, urban -Millennials seeking affordable rents in apartment buildings -Work in service and unskilled positions, usually close to home or public transportation -Single parents depend on their paycheck to buy supplies for their very young children -Midtown Singles embrace the Internet, for social networking and downloading content -From music and movies to soaps and sports, radio and television fill their lives -Brand savvy shoppers select budget friendly stores 	City Strivers
	Young and Restless
	Metro Fusion
	Set to Impress
	City Commons

LifeMode 12: Hometown	Segments
<ul style="list-style-type: none"> -Growing up and staying close to home; single householders -Close knit urban communities of young singles (many with children) -Owners of old, single-family houses, or renters in small multi-unit buildings -Religion is the cornerstone of many of these communities -Visit discount stores and clip coupons, frequently play the lottery at convenience stores -Canned, packaged and frozen foods help to make ends meet -Purchase used vehicles to get them to and from nearby jobs 	Family Foundations
	Traditional Living
	Small Town Simplicity
	Modest Income Homes
LifeMode 13: New Wave	Segments
<ul style="list-style-type: none"> -Urban denizens, young, diverse, hard-working families -Extremely diverse with a Hispanic majority, the highest among LifeMode groups -A large share are foreign born and speak only their native language -Young, or multigenerational, families with children are typical -Most are renters in older multi-unit structures, built in the 1960s or earlier -Hard-working with long commutes to jobs, often utilizing public transit to commute to work -Spending reflects the youth of these consumers, focus on children (top market for children's apparel) and personal appearance -Also a top market for movie goers (second only to college students) and fast food Partial to soccer and basketball 	International Marketplace
	Las Casas
	NeWest Residents
	Fresh Ambitions
	High Rise Renters
LifeMode 14: Scholars and Patriots	Segments
<ul style="list-style-type: none"> -College and military populations that share many traits due to the transitional nature of this LifeMode Group -Highly mobile, recently moved to attend school or serve in military -The youngest market group, with a majority in the 15 to 24 year old range -Renters with roommates in nonfamily households -For many, no vehicle is necessary as they live close to campus, military base or jobs -Fast-growing group with most living in apartments built after 2000 -Part-time jobs help to supplement active lifestyles -Millennials are tethered to their phones and electronic devices, typically spending over 5 hours online every day tweeting, blogging, and consuming media -Purchases aimed at fitness, fashion, technology and the necessities of moving -Highly social, free time is spent enjoying music and drinks with friends -Try to eat healthy, but often succumb to fast food 	Military Proximity
	College Towns
	Dorms to Diplomas

10.4 CLASS ANALYSIS

In addition to working with staff to identify core program areas, lifecycle stages, pricing strategies, etc., the Consultant Team collected and analyzed participation, revenue, memberships, league numbers, and facility rentals from Kent PRCS’s registration software system. Kent PRCS uses ACTIVE Network’s Class system. All data was pulled and analyzed for three consecutive calendar years. This information allowed for data trends to be realized.

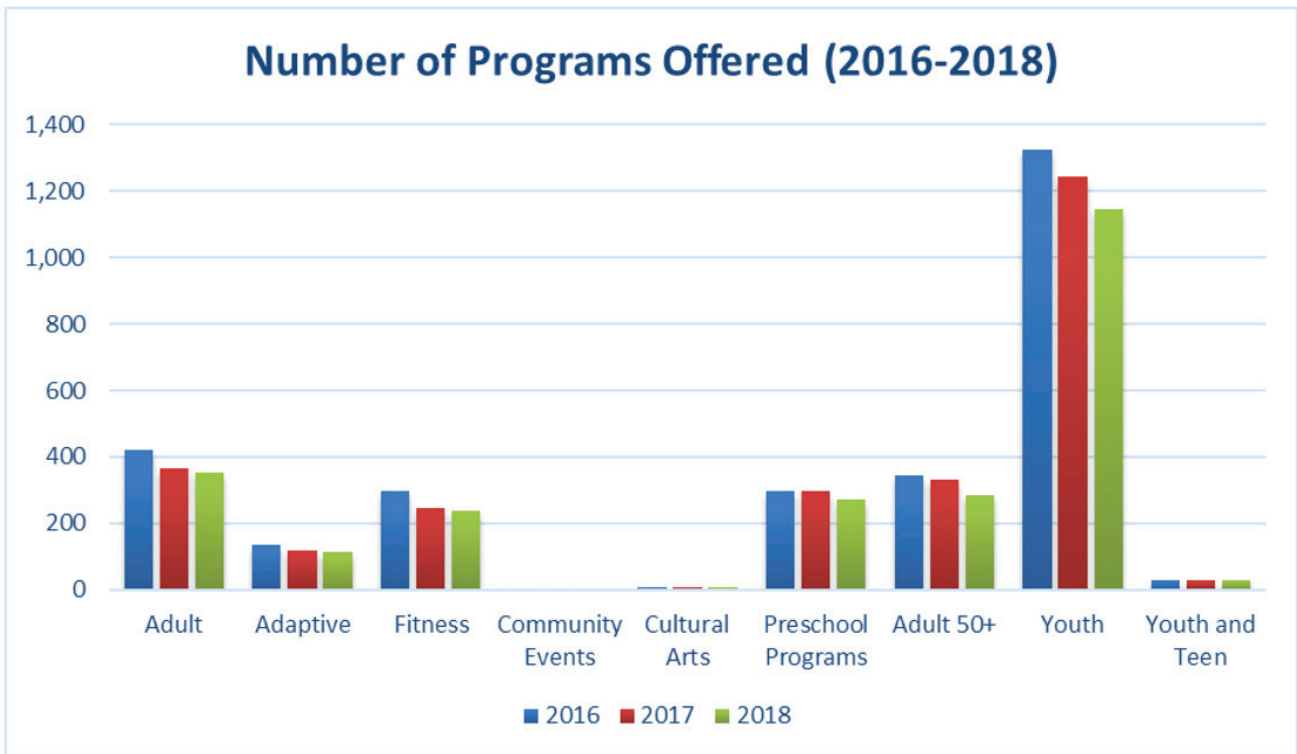
10.4.1 PROGRAM STATISTICS

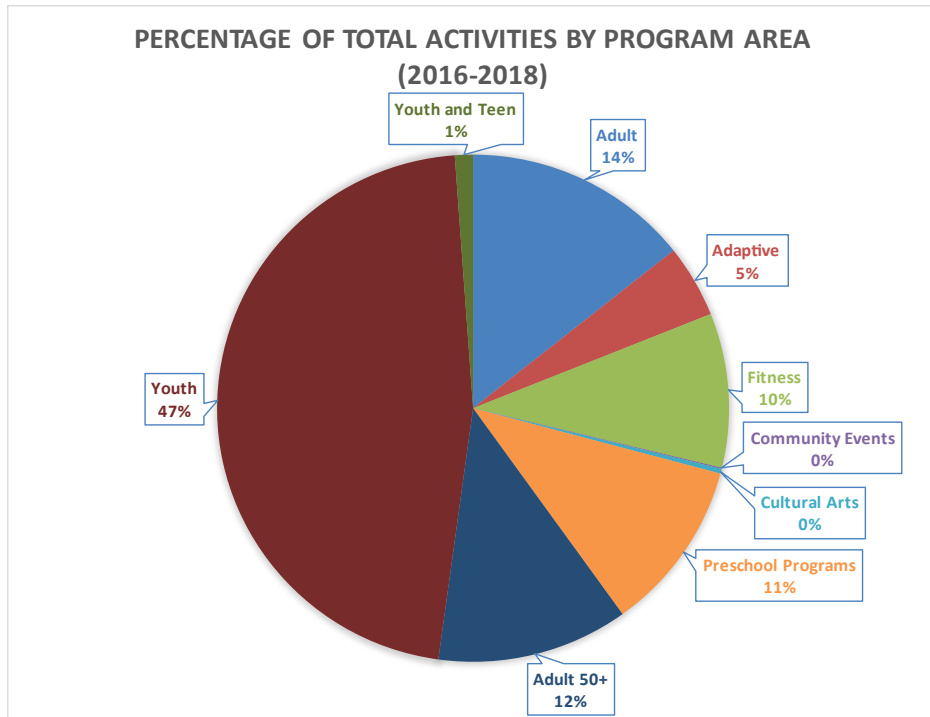
Program data analysis included examining number of programs, cancelation rates, participation trends, and program capacity. All data analysis was examined in the following program categories: adult, adaptive, fitness, community events, cultural arts, preschool, adult 50+, youth, and youth and teen. Additionally, revenue numbers were analyzed by these areas.

Number of Programs

Since 2016, Kent PRCS has offered 7,955 recreation programs (those that have a registration requirement and that are included within the Class system). The figures on the next two pages show the three-year trends for program numbers. All program areas, except for community events and cultural arts, have experienced a decrease in the number of programs offered. Fitness programming has experienced the most percentage decrease with 20% followed by adult 50+ (-18%), adult (-16%), adaptive (-14%), and youth (-13%).

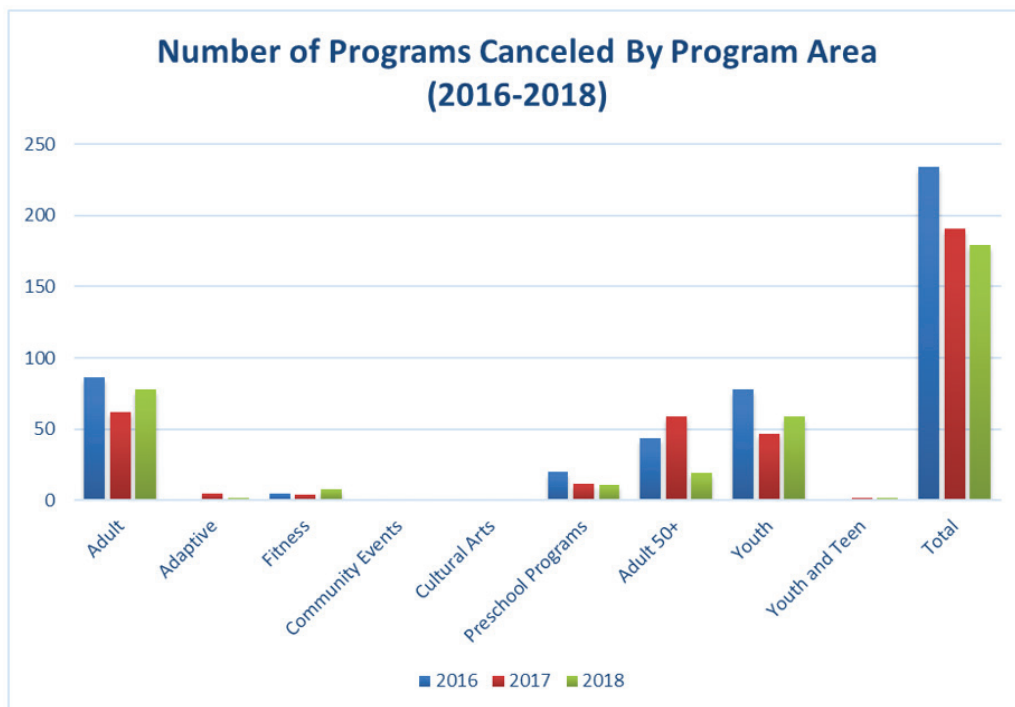
In terms of overall number of programs offered from 2016-2018, 47% of all programs are classified as youth with the next program area (adult) representing just 14% of all programs offered.

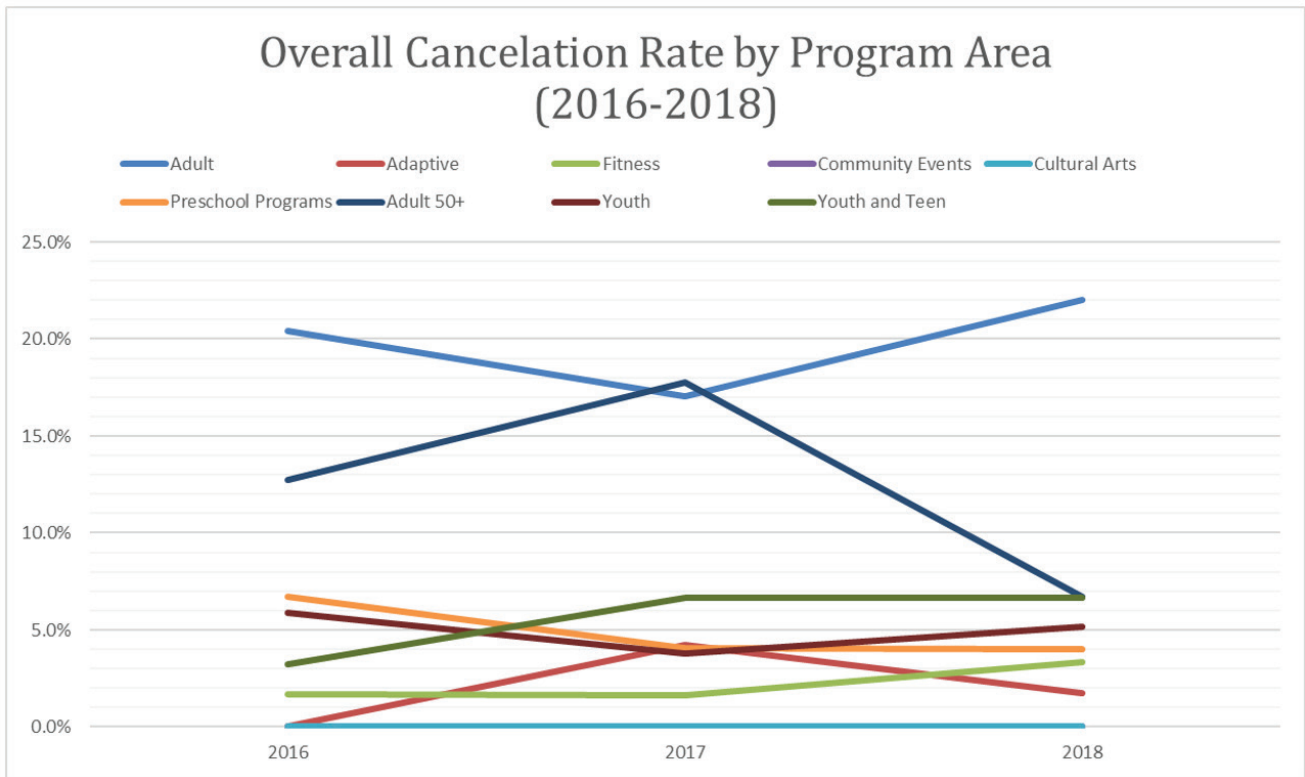




Cancelation Rate

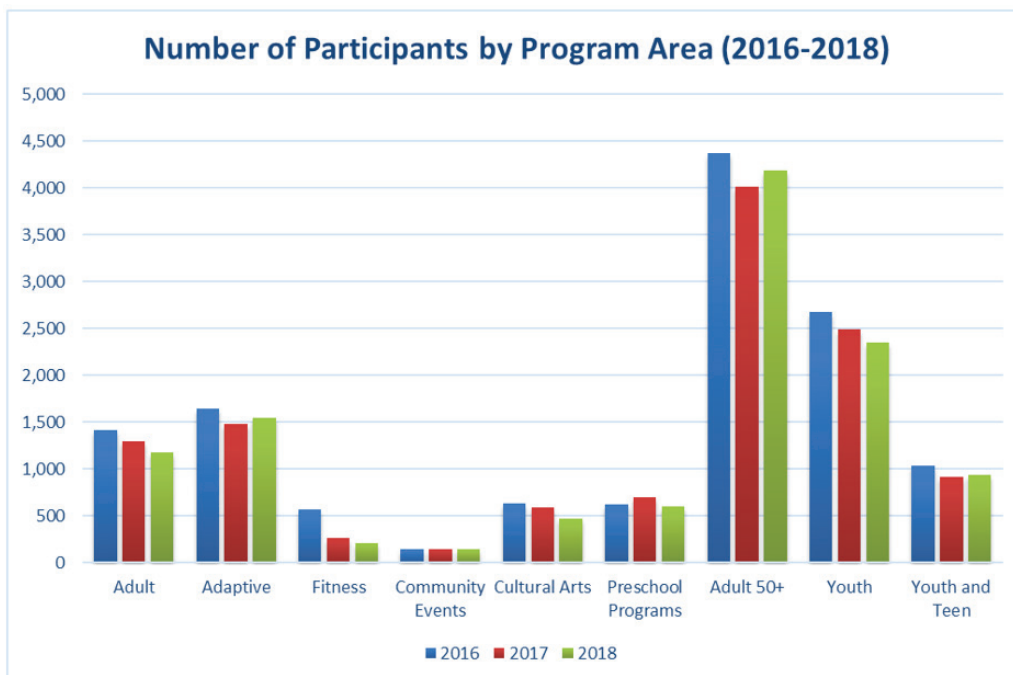
Many park and recreation agencies are tracking cancelation rates as a Key Performance Indicator (KPI). Cancelation rates help programmers understand the relation between the number of programs offered and how many actual go (“go rate”). Since 2016, the number of programs canceled overall has decreased from 234 to 179, an encouraging trend for Kent PRCS. However, when examining the cancelation rates by specific program area, two areas in particular have, or have had in recent years, high cancelation rates: adult and adult 50+ programming. The figure below and on the next page provide the breakdown.

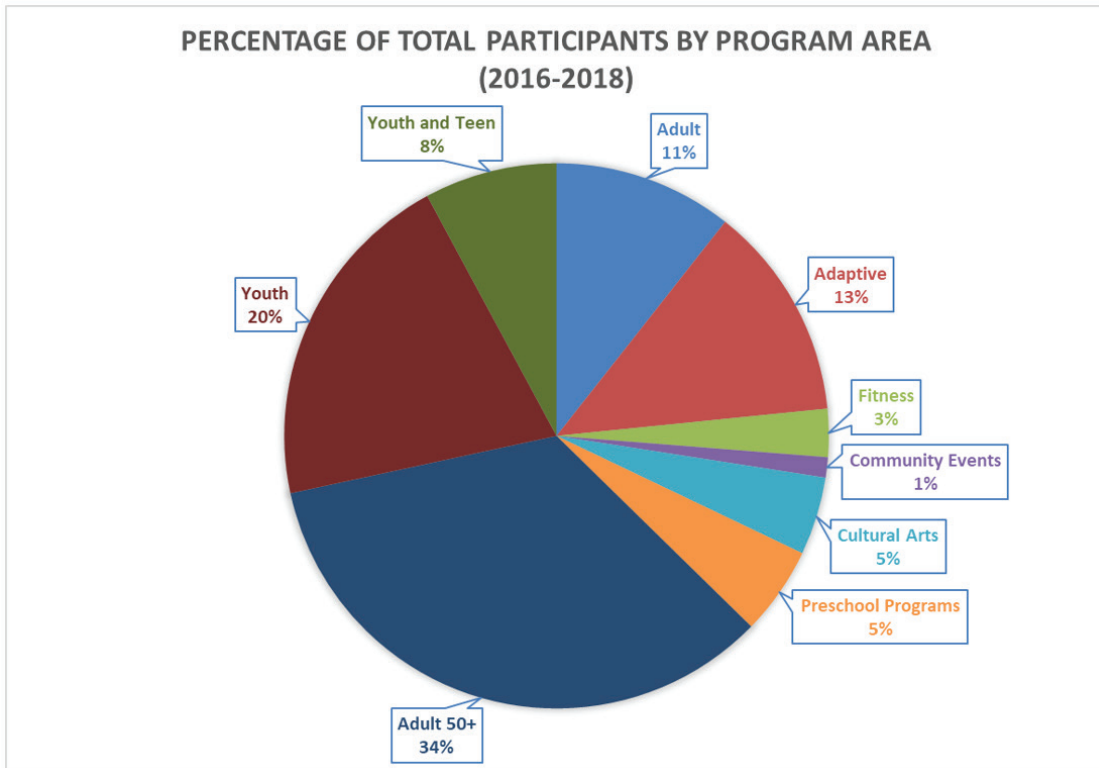




Participation Trends

The number of overall registered program participants has decreased by 11% since 2016. However, program participants remained relatively consistent for 2017 and 2018. No program area in particular is experiencing a positive participation trend over the three-year period. In terms of total participation by program area between 2016-2018, adult 50+ has recorded approximately 1/3 of all registrations (34%). Three other categories have double digit registration share: youth (20%), adaptive (13%), and adult (11%). Interestingly, adaptive programming offers the 6th most number of programs but records the 2nd most number of registrants. Conversely, fitness offers the 5th most number of programs but records the 2nd lowest number of registrants by program area.





Program Capacity

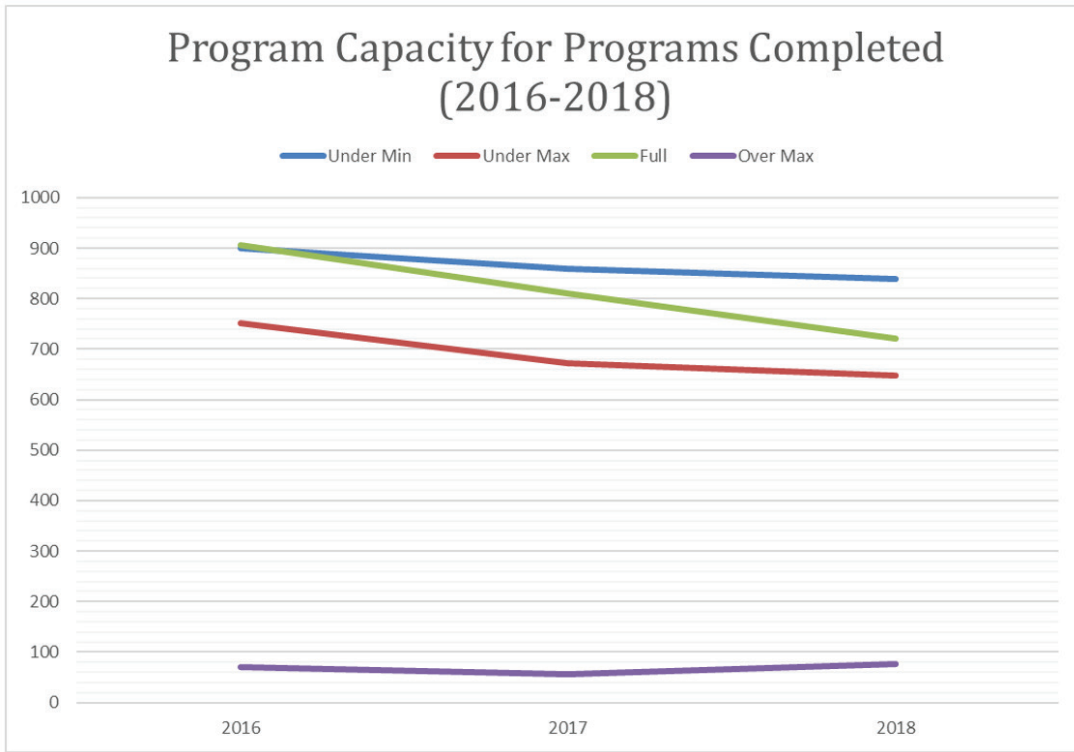
Program capacity refers to the relationship between the number of program participants and a program’s stated minimum and maximum registrant number. By analyzing the number of programs completed, the Consultant Team is able to understand how well programs are adhering to stated minimums and maximums and how “full” programs are. There are four program capacity categories:

1. **Under min:** a program was completed with the total number of registrants below the stated activity minimum
2. **Under max:** a program was completed with the total number of registrants below the stated activity maximum but above the stated minimum
3. **Full:** a program was completed with the total number of registrants equal to the stated activity maximum
4. **Over max:** a program was completed with the total number of registrants above the stated activity maximum

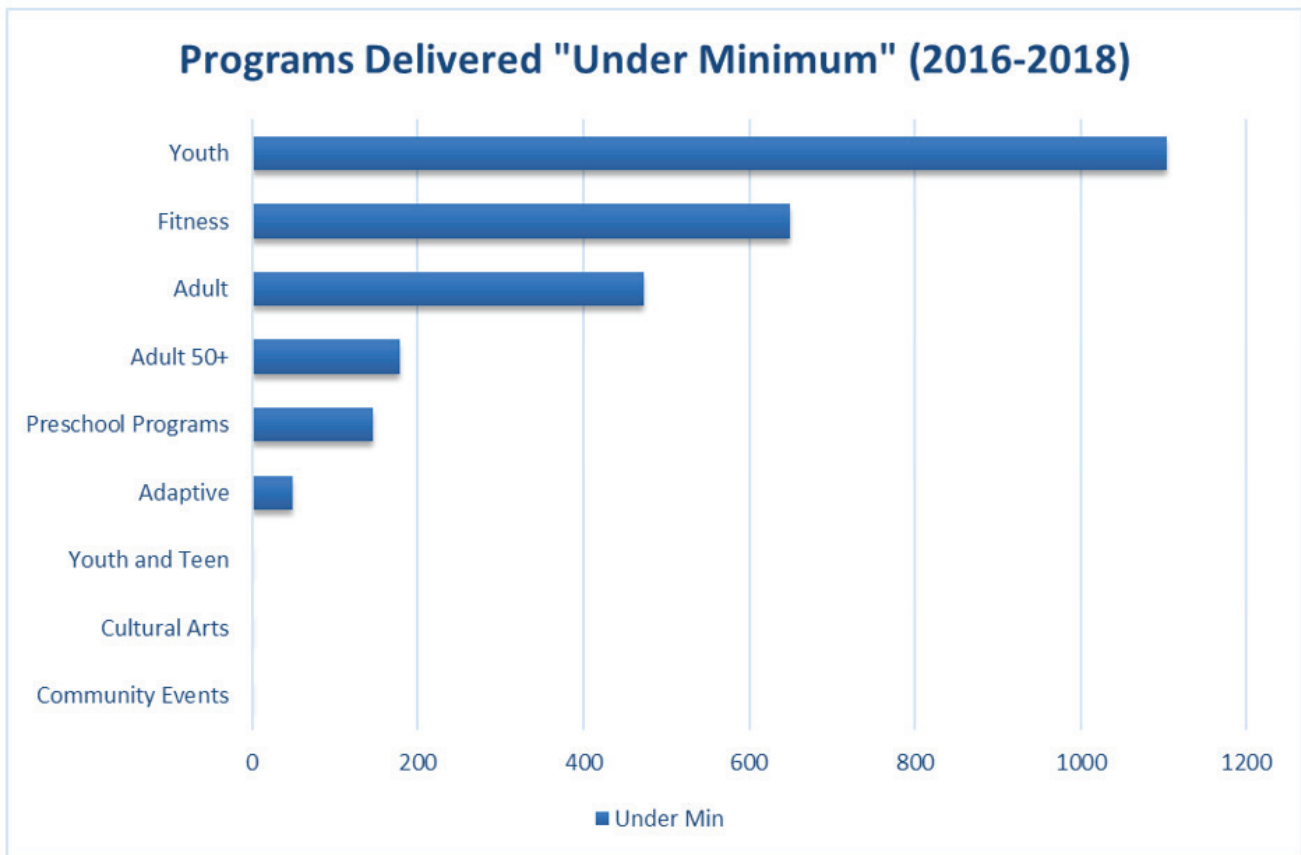
In 2018, all completed programs (this excludes all canceled programs) had the following breakdown:

- Under min: 37%
- Under max: 28%
- Full: 32%
- Over max: 3%

This means that approximately 60% of programs were completed within the stated program minimum and maximums and 40% were not. The figure on the next page shows the three-year trend by program capacity.



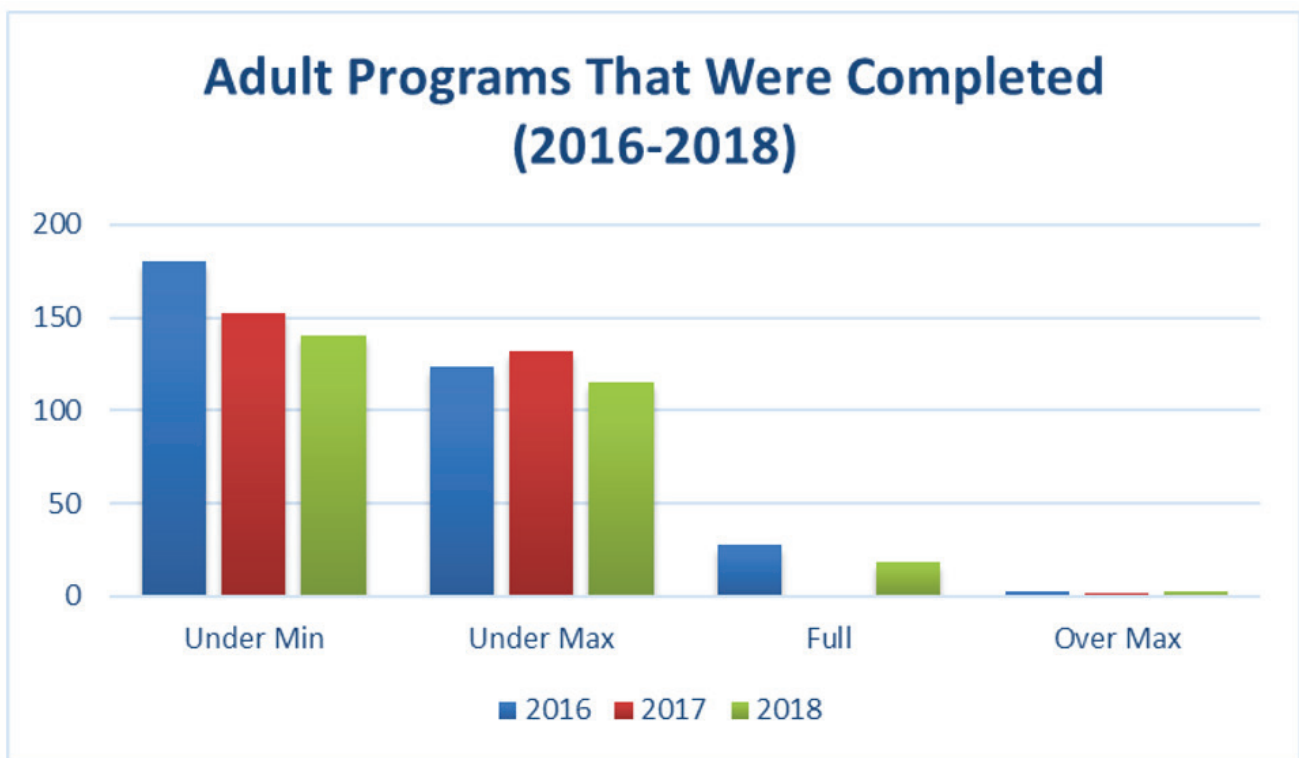
From 2016-2018, the youth program area had the most classes completed “under min” with 1,104. The second most program area was fitness with 650. Completing programs with an “under min” designation indicates that staff are not adhering to program minimums, program minimums are incorrect and need to be updated, or there are data errors.

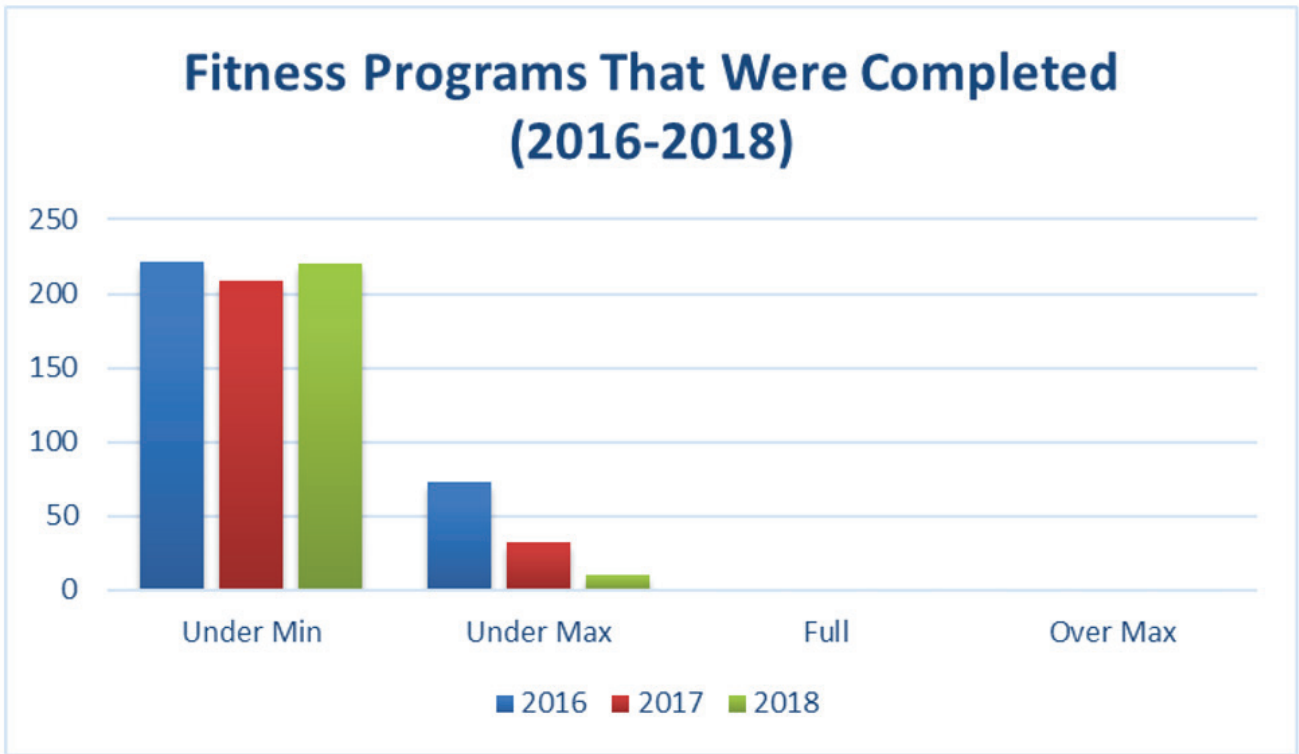
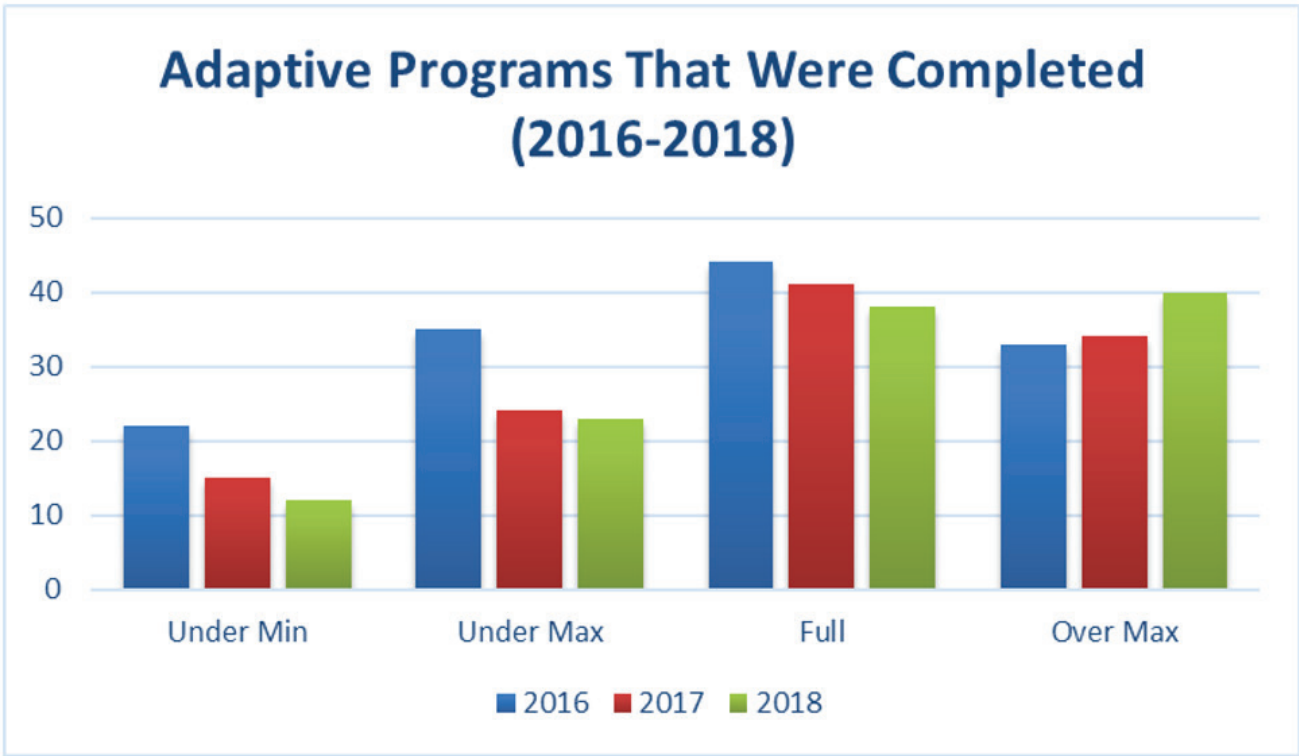


When analyzing program capacity by individual program area, the following data trends are apparent (in no particular order). It should be noted that the analysis could be affected by the inconsistency class minimums and maximums have been applied in CLASS.

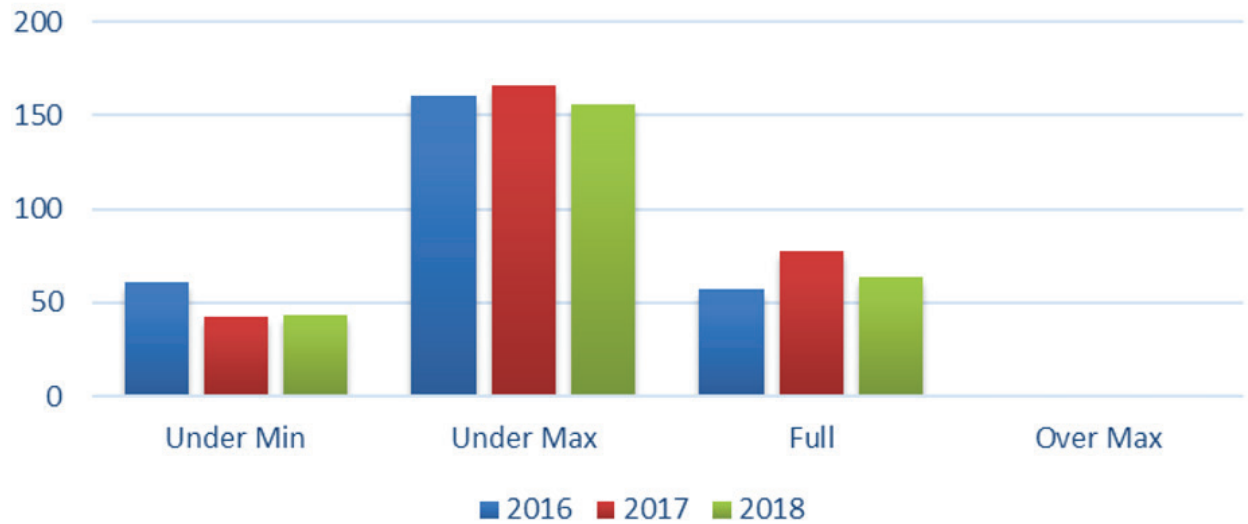
- Adult programs have reduced the number of programs delivered “under min” over the last three years
- Adaptive programs are operating at full capacity or “over max” often with an increasing “over max” trend
- Fitness and youth programs have a high percentage delivered “under min” and both are demonstrating an upwards trend
- Preschool and adult 50+ programs have a large percentage of “under max” programs completed
- The number of “full” youth programs is declining over the last three years

The next eight figures show the three-year data trends by program area.

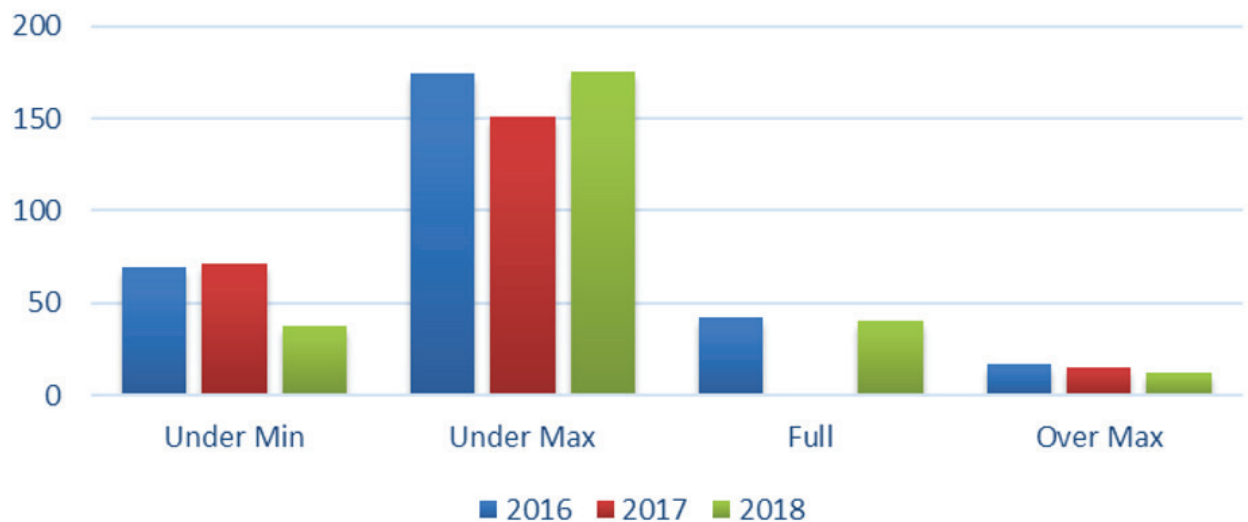




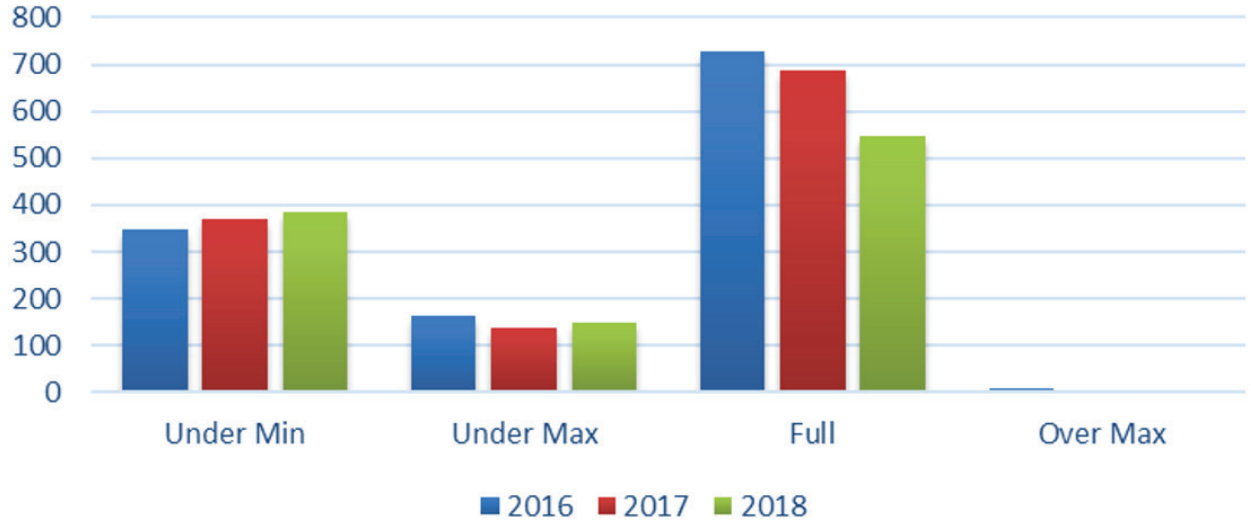
Preschool Programs That Were Completed (2016-2018)



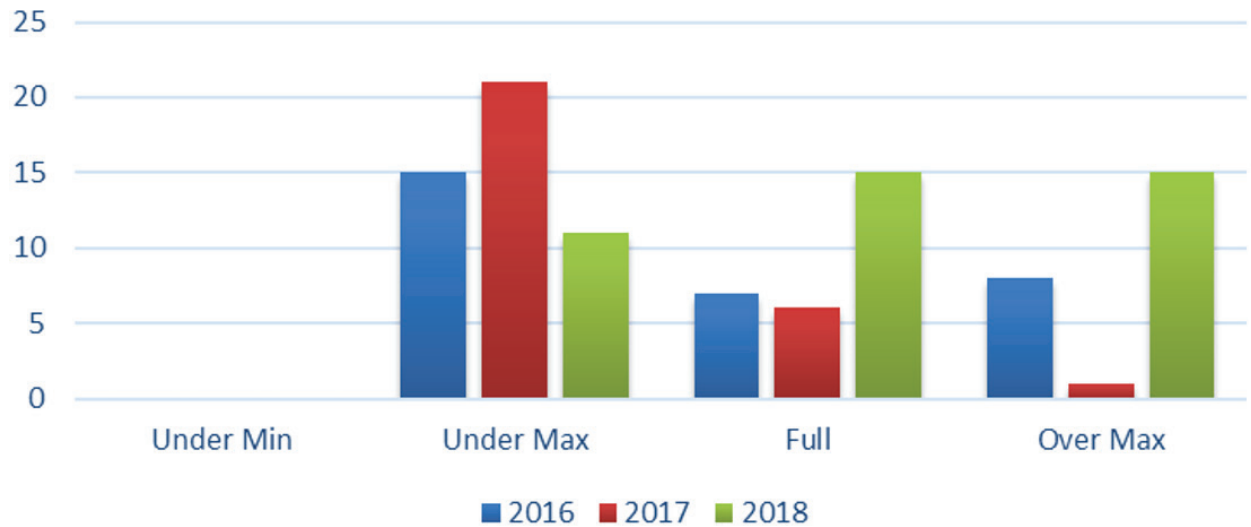
Adult 50+ Programs That Were Completed (2016-2018)



Youth Programs That Were Completed (2016-2018)

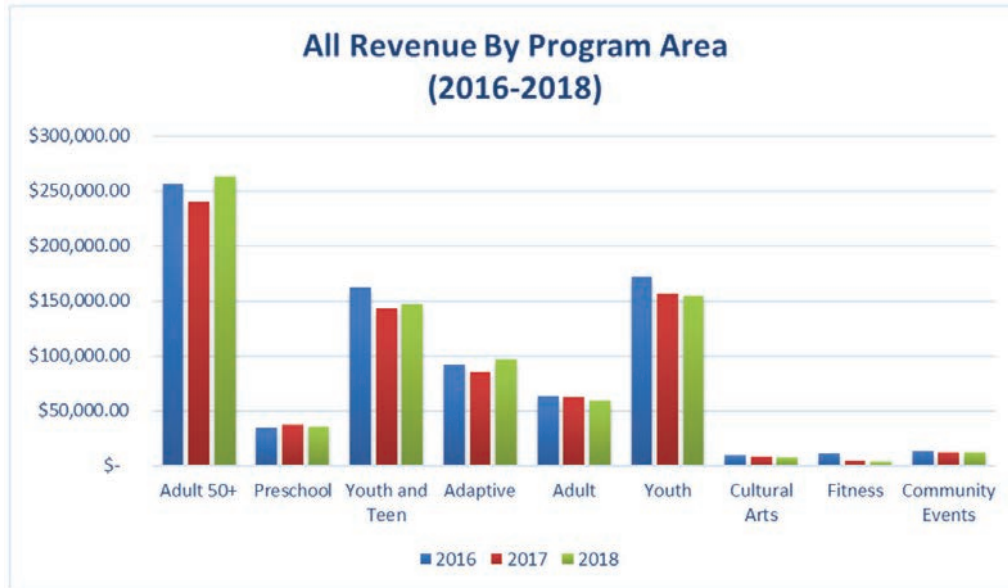


Youth and Teen Programs That Were Completed (2016-2018)

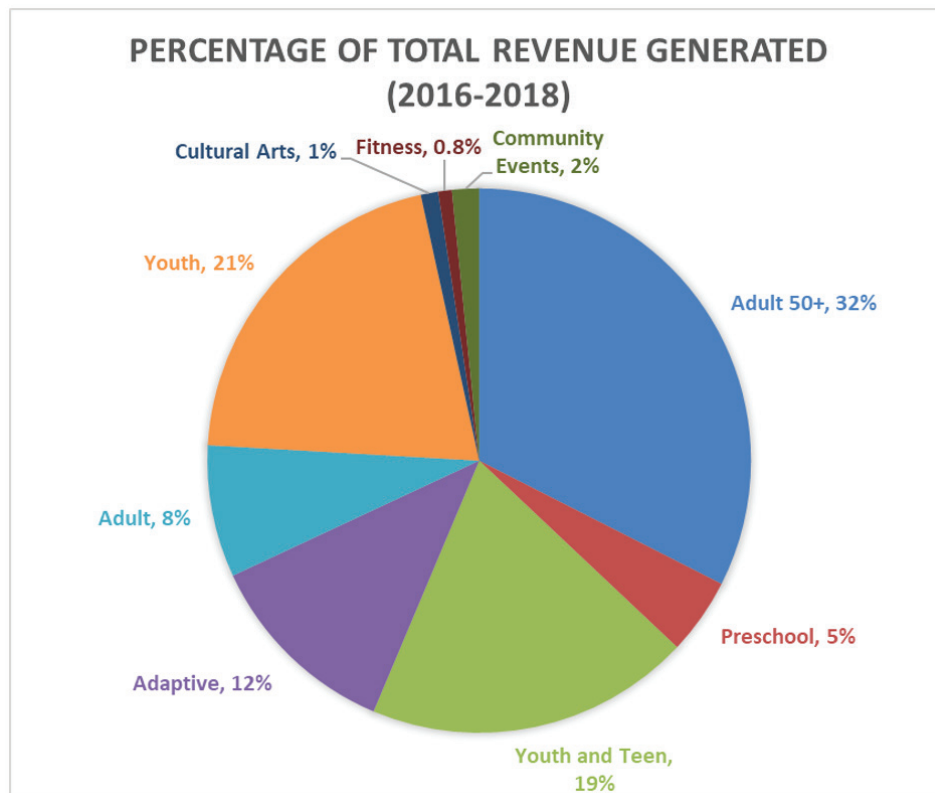


10.4.2 PROGRAM REVENUE

Another major component to analyzing programs is to look at the revenue produced by program area. All revenue was analyzed from 2016-2018. Overall, program revenue has decreased by 4% since 2016; however, not all program areas are experiencing a decrease such as adult 50+, preschool, and adaptive.



In terms of overall revenue generated between 2016-2018, adult 50+ programming has generated approximately 32% of all revenue. Youth programming produced the second most in that time period with 21% of all revenue while fitness produced the least at .8%.



When examining resident versus non-resident revenue generation, approximately 54% of all program revenue is derived from residents annually. Individual program areas that also generate (on average) more resident revenue than non-resident include: adaptive, adult (only slightly), fitness, preschool, youth, and youth and teen. Program areas that generate (on average) more non-resident revenue than resident include: adult 50+, community events, and cultural arts.

Program Area	Resident	Non-Resident
Adult 50+	29%	71%
Adaptive	65%	35%
Adult	51%	49%
Community Events	38%	62%
Cultural Arts	37%	63%
Fitness	64%	36%
Preschool	70%	30%
Youth	72%	28%
Youth and Teen	65%	35%
Total	54%	46%

10.4.3 LEAGUE STATISTICS

Sport leagues are divided into age categories: adult and youth. In 2018, there were approximately 5,000 league participants between the two age categories. Approximately 95% were from youth leagues.

Adult Leagues

There are two adult sport league activities: softball and volleyball. Volleyball has three seasons while softball has two. All adult leagues have experienced a participant decrease since 2016 with the exception of the Winter Volleyball league that has experienced an increase of 5 participants.

Registrations				
Activity/League	2016	2017	2018	Delta
Volleyball (Winter)	43	45	48	12%
Volleyball (Spring)	44	46	42	-5%
Volleyball (Fall)	42	40	41	-2%
Softball (Spring)	84	78	58	-31%
Softball (Second Season)	64	60	47	-27%
Total	277	269	236	-15%

In terms of revenue generation, more revenue is generated by non-residents than residents for all adult sport leagues. However, there has been a 18% decrease in overall revenue since 2016 even though increases have been realized for all three volleyball seasons.

Activity/League	Resident \$				Non-Resident \$				Total			
	2016	2017	2018	Delta	2016	2017	2018	Delta	2016	2017	2018	Delta
Volleyball (Winter)	\$ 4,748.90	\$ 7,200.00	\$ 6,375.00	34%	\$ 10,959.00	\$ 10,800.00	\$ 14,025.00	28%	\$ 15,707.90	\$ 18,000.00	\$ 20,400.00	30%
Volleyball (Spring)	\$ 3,515.96	\$ 3,900.00	\$ 3,600.00	2%	\$ 7,534.20	\$ 9,900.00	\$ 9,000.00	19%	\$ 11,050.16	\$ 13,800.00	\$ 12,600.00	14%
Volleyball (Fall)	\$ 5,600.00	\$ 4,000.00	\$ 4,250.00	-24%	\$ 11,200.00	\$ 12,000.00	\$ 13,175.00	18%	\$ 16,800.00	\$ 16,000.00	\$ 17,425.00	4%
Softball (Spring)	\$ 32,900.00	\$ 32,400.00	\$ 21,600.00	-34%	\$ 65,800.00	\$ 61,200.00	\$ 48,000.00	-27%	\$ 98,700.00	\$ 93,600.00	\$ 69,600.00	-29%
Softball (Second Season)	\$ 14,744.00	\$ 15,219.00	\$ 12,015.00	-19%	\$ 34,920.00	\$ 32,841.00	\$ 25,632.00	-27%	\$ 49,664.00	\$ 48,060.00	\$ 37,647.00	-24%
Total	\$ 61,508.86	\$ 62,719.00	\$ 47,840.00	-22%	\$ 130,413.20	\$ 126,741.00	\$ 109,832.00	-16%	\$ 191,922.06	\$ 189,460.00	\$ 157,672.00	-18%

Youth Leagues

Youth leagues have more sport offerings than adult leagues. Youth leagues offered include: basketball, baseball, T-ball, softball, volleyball, track, soccer, and flag football. Of the 15 leagues offered, four have experienced a positive increase in registrations since 2016: co-ed basketball, boys basketball middle/high school, boys basketball elementary, and youth soccer.

Registrations				
Activity/League	2016	2017	2018	Delta
Boys Basketball Elementary	397	355	414	4%
Boys Basketball Middle/High School	179	188	207	16%
Co-Ed Basketball	275	219	323	17%
Girls Elementary Basketball	232	193	205	-12%
Boys Baseball Elementary	246	219	200	-19%
Boys Baseball Middle/High School	107	79	39	-64%
Girls Fastpitch Softball	195	171	101	-48%
Girls Junior Volleyball (Spring)	260	184	163	-37%
Tball/Tossball	452	365	352	-22%
Youth Track	1,420	1,387	1,351	-5%
Girls Junior Volleyball (Fall)	97	71	65	-33%
Jr Hoopsters Basketball	84	64	67	-20%
Middle/High School Soccer	0	0	18	
Youth Flag Football	147	136	125	-15%
Youth Soccer	1,132	1,176	1,142	1%
Total	5,223	4,807	4,772	-9%

In terms of revenue generation, the opposite trend is realized than adult sports: more revenue is generated by residents than non-residents for all youth sport leagues. There has been an 8% decrease in overall revenue since 2016. The three basketball leagues that have experienced positive registration growth have also experienced positive revenue growth.

Activity/League	Resident \$				Non-Resident \$				Total			
	2016	2017	2018	Delta	2016	2017	2018	Delta	2016	2017	2018	Delta
Boys Basketball Elementary	\$ 15,552.89	\$ 14,780.00	\$ 17,810.00	15%	\$ 5,109.69	\$ 5,265.00	\$ 5,790.00	13%	\$ 20,662.58	\$ 20,045.00	\$ 23,600.00	14%
Boys Basketball Middle/High School	\$ 7,598.50	\$ 8,320.00	\$ 9,470.00	25%	\$ 4,027.57	\$ 5,150.00	\$ 5,230.00	30%	\$ 11,626.07	\$ 13,470.00	\$ 14,700.00	26%
Co-Ed Basketball	\$ 8,775.80	\$ 8,280.00	\$ 12,020.00	37%	\$ 4,136.77	\$ 2,960.00	\$ 4,420.00	7%	\$ 12,912.57	\$ 11,240.00	\$ 16,440.00	27%
Girls Elementary Basketball	\$ 8,931.69	\$ 8,545.00	\$ 8,490.00	-5%	\$ 3,305.99	\$ 2,690.00	\$ 3,295.00	0%	\$ 12,237.68	\$ 11,235.00	\$ 11,785.00	-4%
Boys Baseball Elementary	\$ 9,740.87	\$ 8,950.00	\$ 8,615.00	-12%	\$ 4,640.75	\$ 4,035.00	\$ 3,330.00	-28%	\$ 14,381.62	\$ 12,985.00	\$ 11,945.00	-17%
Boys Baseball Middle/High School	\$ 4,686.80	\$ -	\$ -	-100%	\$ 2,347.44	\$ -	\$ -	-100%	\$ 7,034.24	\$ -	\$ -	-100%
Girls Fastpitch Softball	\$ 6,820.00	\$ 5,665.00	\$ 4,360.00	-36%	\$ 4,625.00	\$ 4,430.00	\$ 1,520.00	-67%	\$ 11,445.00	\$ 10,095.00	\$ 5,880.00	-49%
Girls Junior Volleyball (Spring)	\$ 9,368.51	\$ 7,120.00	\$ 6,050.00	-35%	\$ 5,159.60	\$ 3,610.00	\$ 3,285.00	-36%	\$ 14,528.11	\$ 10,730.00	\$ 9,335.00	-36%
Tball/Tossball	\$ 17,243.38	\$ 13,690.00	\$ 14,005.00	-19%	\$ 6,388.48	\$ 5,560.00	\$ 4,630.00	-28%	\$ 23,631.86	\$ 19,250.00	\$ 18,635.00	-21%
Youth Track	\$ 41,160.00	\$ 36,920.00	\$ 38,360.00	-7%	\$ 15,640.00	\$ 18,560.00	\$ 15,600.00	0%	\$ 56,800.00	\$ 55,480.00	\$ 53,960.00	-5%
Girls Junior Volleyball (Fall)	\$ 3,825.00	\$ 2,935.00	\$ 2,640.00	-31%	\$ 1,730.00	\$ 1,000.00	\$ 1,075.00	-38%	\$ 5,555.00	\$ 3,935.00	\$ 3,715.00	-33%
Jr Hoopsters Basketball	\$ 2,835.00	\$ 1,800.00	\$ 2,295.00	-19%	\$ 945.00	\$ 1,080.00	\$ 720.00	-24%	\$ 3,780.00	\$ 2,880.00	\$ 3,015.00	-20%
Middle/High School Soccer	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Youth Flag Football	\$ 5,270.00	\$ 5,120.00	\$ 4,470.00	-15%	\$ 2,630.00	\$ 2,140.00	\$ 2,150.00	-18%	\$ 7,900.00	\$ 7,260.00	\$ 6,620.00	-16%
Youth Soccer	\$ 49,991.88	\$ 53,225.00	\$ 49,870.00	0%	\$ 15,315.00	\$ 14,525.00	\$ 15,680.00	2%	\$ 65,306.88	\$ 67,750.00	\$ 65,550.00	0%
Total	\$ 191,800.32	\$ 175,350.00	\$ 178,455.00	-7%	\$ 76,001.29	\$ 71,005.00	\$ 66,725.00	-12%	\$ 267,801.61	\$ 246,355.00	\$ 245,180.00	-8%

10.4.4 MEMBERSHIPS AND REVENUE

Revenue

Kent PRCS has two facilities that offer membership passes: Kent Commons and the Senior Activity Center. There is a wide range of memberships available with 31 document types for Kent Commons and five for the Senior Activity Center. In terms of revenue, Kent Commons generated \$25,745.07 in 2018 while the Senior Activity Center generated \$5,880.97 for a combined total of \$31,626.04. Approximately, 59% of Kent Commons membership revenue is generated by residents whereas the Senior Activity Center generates approximately 77% from residents. Since 2016, Kent Commons membership revenue is down 3.7% while the Senior Activity Center is down 4%.

Memberships and Scans

Overall memberships sold and corresponding scans (i.e., the number of instances used by a member) have also declined since 2016. Members have decreased by 166 people (147 for Kent Commons and 19 for Senior Activity Center) from 2016-2018, marking a decrease of 19%. Similarly, scans have also decreased by 19% in totality (20% for Kent Commons and 12% for Senior Activity Center).

The top two pass plan scan categories in terms of number of scans for Kent Commons (senior 1-month weight room and adult 1-month weight room) have experienced a 9.5% and 42.9% decrease, respectively since 2016. Conversely, the top pass term scan categories experiencing the greatest growth since 2016 are senior center weight room 1-month (112.5%, although scans are only in the double digits), aerobic pass adult (62.3%), indoor park pass (36.6%), and wellness membership-city employees only adult wellness weight room (23.2%). The Senior Activity Center is experiencing a large increase in weight room one-year scans (327%) while experiencing a large decrease in the 1- and 3-month weight room scans (39% and 8%, respectively).

All trends for pass plan scans are similar for actual membership numbers, with one exception. The indoor park pass youth punch pass is actually the 2nd largest pass plan in terms of clients but is only the 6th largest in terms of scans in 2018. This pass plan has a scan per client ratio of approximately 8.2 making it one of the lowest scans per client ratios for the Kent Commons. In general, the Senior Activity Center demonstrates a much higher scan per client ratio than Kent Commons.

MEMBERSHIP AND SCANS REVENUE

Location	Pass Plan	Pass Type	Pass Term	Resident Revenue				Non-Resident Revenue				Total Revenue			
				2016	2017	2018	Delta	2016	2017	2018	Delta	2016	2017	2018	Delta
Kent Commons	Indoor Park Pass	Youth	Punch Pass	\$ 1,125.00	\$ 1,155.00	\$ 1,350.00	20.0%	\$ 540.00	\$ 600.00	\$ 600.00	11.1%	\$ 1,665.00	\$ 1,755.00	\$ 1,950.00	17.1%
	Kent Commons Adult Dance Pass	Adult	Punch Pass	\$ 48.00	\$ 152.00	\$ -	-100.0%	\$ 80.00	\$ 136.00	\$ -	-100.0%	\$ 128.00	\$ 288.00	\$ -	-100.0%
	Kent Commons Aerobic Pass	Adult	Aerobic Pass	\$ 1,320.00	\$ 1,830.00	\$ 1,870.00	41.7%	\$ 1,145.00	\$1,020.00	\$ 2,110.00	84.3%	\$ 2,465.00	\$ 2,850.00	\$ 3,980.00	61.5%
	Kent Commons Aerobic Pass	Adult	Jazzercise Pass	\$ 196.00	\$ -	\$ -	-100.0%	\$ 105.00	\$ -	\$ -	-100.0%	\$ 301.00	\$ -	\$ -	-100.0%
	Kent Commons Aerobic Pass	RJC Discount	Aerobic Pass	\$ 242.50	\$ -	\$ 50.00	-79.4%	\$ 920.00	\$ 277.50	\$ 95.00	-89.7%	\$ 1,162.50	\$ 277.50	\$ 145.00	-87.5%
	Kent Commons Pickleball	Senior	Quarter 1	\$ 237.38	\$ 237.38	\$ 322.76	36.0%	\$ 346.94	\$ 328.68	\$ 386.41	11.4%	\$ 584.32	\$ 566.06	\$ 709.17	21.4%
	Kent Commons Pickleball	Senior	Quarter 2	\$ 219.12	\$ 254.84	\$ 386.41	76.3%	\$ 310.42	\$ 363.84	\$ 363.68	17.2%	\$ 529.54	\$ 618.68	\$ 750.09	41.6%
	Kent Commons Pickleball	Senior	Quarter 3	\$ 292.16	\$ 218.16	\$ 318.22	8.9%	\$ 346.94	\$ 309.06	\$ 318.22	-8.3%	\$ 639.10	\$ 527.22	\$ 636.44	-0.4%
	Kent Commons Pickleball	Senior	Quarter 4	\$ 273.90	\$ 318.22	\$ 340.95	24.5%	\$ 328.68	\$ 477.33	\$ 250.03	-23.9%	\$ 602.58	\$ 795.55	\$ 590.98	-1.9%
	Kent Commons Racquetball Punch Pass	Adult	Punch Pass	\$ 2,635.70	\$ 2,616.73	\$ 2,648.10	0.5%	\$ 2,219.39	\$1,802.81	\$ 1,581.68	-28.7%	\$ 4,855.09	\$ 4,419.54	\$ 4,229.78	-12.9%
	Kent Commons Weight Room	Adult	1 Month	\$ 5,333.14	\$ 3,823.28	\$ 3,976.06	-25.4%	\$ 1,861.46	\$1,449.52	\$ 1,964.16	5.5%	\$ 7,194.60	\$ 5,272.80	\$ 5,940.22	-17.4%
	Kent Commons Weight Room	Adult	2 Month	\$ 342.45	\$ 364.15	\$ 54.54	-84.1%	\$ 159.81	\$ 227.60	\$ 163.62	2.4%	\$ 502.26	\$ 591.75	\$ 218.16	-56.6%
	Kent Commons Weight Room	Adult	3 Month	\$ 274.00	\$ 300.32	\$ 327.28	19.4%	\$ 68.50	\$ 150.00	\$ 81.82	19.4%	\$ 342.50	\$ 450.32	\$ 409.10	19.4%
	Kent Commons Weight Room	Adult	6 Month	\$ 68.49	\$ 68.49	\$ -	-100.0%	\$ -	\$ 68.49	\$ -		\$ 68.49	\$ 136.98	\$ -	-100.0%
	Kent Commons Weight Room	Adult	Starter Pass for Body Conditioning Class	\$ 175.00	\$ 35.00	\$ 70.00	-60.0%	\$ 70.00	\$ 35.00	\$ -	-100.0%	\$ 245.00	\$ 70.00	\$ 70.00	-71.4%
	Kent Commons Weight Room	Senior	1 Month	\$ 1,461.76	\$ 1,498.07	\$ 2,172.51	48.6%	\$ 622.39	\$ 487.00	\$ 981.72	57.7%	\$ 2,084.15	\$ 1,985.07	\$ 3,154.23	51.3%
	Kent Commons Weight Room	Senior	2 Month	\$ 296.92	\$ 81.86	\$ 199.98	-32.6%	\$ 68.52	\$ 22.78	\$ 36.36	-46.9%	\$ 365.44	\$ 104.64	\$ 236.34	-35.3%
	Kent Commons Weight Room	Senior	3 Month	\$ 342.40	\$ 255.91	\$ 299.97	-12.4%	\$ 51.36	\$ 95.47	\$ 54.54	6.2%	\$ 393.76	\$ 351.38	\$ 354.51	-10.0%
	Kent Commons Weight Room	Senior	6 Month	\$ 137.00	\$ 34.09	\$ 163.65	19.5%	\$ -	\$ 34.09	\$ -		\$ 137.00	\$ 68.18	\$ 163.65	19.5%
	Kent Commons Weight Room	Senior	One Year	\$ 273.96	\$ 272.72	\$ 68.18	-75.1%	\$ 68.49	\$ 109.09	\$ 109.09	59.3%	\$ 342.45	\$ 381.81	\$ 177.27	-48.2%
	Kent Commons Weight Room RJC Discount	Adult	1 Month	\$ 5.71	\$ 17.04	\$ 27.28	377.8%	\$ 216.98	\$ 183.28	\$ 68.20	-68.6%	\$ 222.69	\$ 200.32	\$ 95.48	-57.1%
	Kent Commons Weight Room RJC Discount	Adult	2 Month	\$ 22.84	\$ -	\$ -	-100.0%	\$ 57.10	\$ 97.84	\$ 68.20	19.4%	\$ 79.94	\$ 97.84	\$ 68.20	-14.7%
	Kent Commons Weight Room RJC Discount	Adult	3 Month	\$ -	\$ -	\$ -		\$ 85.60	\$ 20.45	\$ 20.45	-76.1%	\$ 85.60	\$ 20.45	\$ 20.45	-76.1%
	Puget Sound Regional Fire Authority	Adult	Aerobic Pass	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
	Puget Sound Regional Fire Authority	Adult	Jazzercise Pass	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
	Senior Center Weight Room	Senior	1 Month	N/A	N/A	N/A		N/A	N/A	N/A		N/A	N/A	N/A	
Senior Center Weight Room	Senior	3 Month	N/A	N/A	N/A		N/A	N/A	N/A		N/A	N/A	N/A		
Senior Center Weight Room	Senior	One Year	N/A	N/A	N/A		N/A	N/A	N/A		N/A	N/A	N/A		
Wellness Membership-City Employees Only	Adult	Aerobic Pass	\$ 350.00	\$ 319.00	\$ 473.00	35.1%	\$ 1,378.00	\$1,247.00	\$ 1,373.00	-0.4%	\$ 1,728.00	\$ 1,566.00	\$ 1,846.00	6.8%	
Wellness Membership-City Employees Only	Adult	Punch Pass	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
Wellness Membership-City Employees Only	Adult	Wellness Weight Room	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		
Total for Kent Commons:				\$15,673.43	\$13,852.26	\$15,118.89	-3.5%	\$11,050.58	\$9,542.83	\$10,626.18	-3.8%	\$26,724.01	\$23,395.09	\$25,745.07	-3.7%
Senior Activity Center	Senior Center Weight Room	Adult	1 Month	\$ 18.26	\$ 18.26	\$ 18.18	-0.4%	\$ -	\$ 18.26	\$ -		\$ 18.26	\$ 36.52	\$ 18.18	0%
	Senior Center Weight Room	Adult	3 Month	\$ 100.46	\$ 150.23	\$ 50.00	-50.2%	\$ -	\$ -	\$ -		\$ 100.46	\$ 150.23	\$ 50.00	-50%
	Senior Center Weight Room	Senior	1 Month	\$ 1,473.18	\$ 966.38	\$ 1,351.84	-8.2%	\$ 228.40	\$ 477.66	\$ 124.96	-45.3%	\$ 1,701.58	\$ 1,444.04	\$ 1,476.80	-13%
	Senior Center Weight Room	Senior	3 Month	\$ 2,998.02	\$ 2,595.07	\$ 2,563.38	-14.5%	\$ 849.40	\$ 982.89	\$ 1,118.07	31.6%	\$ 3,847.42	\$ 3,577.96	\$ 3,681.45	-4%
	Senior Center Weight Room	Senior	One Year	\$ 438.36	\$ 764.13	\$ 545.45	24.4%	\$ -	\$ -	\$ 109.09		\$ 438.36	\$ 764.13	\$ 654.54	49%
Total for Kent Senior Activity Center:				\$ 5,028.28	\$ 4,494.07	\$ 4,528.85	-9.9%	\$ 1,077.80	\$1,478.81	\$ 1,352.12	25.5%	\$ 6,106.08	\$ 5,972.88	\$ 5,880.97	-4%



MEMBERSHIP AND SCANS NUMBERS

Location	Pass Plan	Pass Type	Pass Term	Resident Clients				Non-Resident Clients				Total Clients			
				2016	2017	2018	Delta	2016	2017	2018	Delta	2016	2017	2018	Delta
Kent Commons	Indoor Park Pass	Youth	Punch Pass	84	85	88	4.8%	39	36	35	-10.3%	123	121	123	0.0%
	Kent Commons Adult Dance Pass	Adult	Punch Pass	2	1	0	-100.0%	2	2	0	-100.0%	4	3	0	-100.0%
	Kent Commons Aerobic Pass	Adult	Aerobic Pass	11	13	19	72.7%	10	8	12	20.0%	21	21	31	47.6%
	Kent Commons Aerobic Pass	Adult	Jazzercise Pass	3	1	0	-100.0%	1	0	0	-100.0%	4	1	0	-100.0%
	Kent Commons Aerobic Pass	RJC Discount	Aerobic Pass	4	1	1	-75.0%	21	8	6	-71.4%	25	9	7	-72.0%
	Kent Commons Pickleball	Senior	Quarter 1	13	13	12	-7.7%	17	17	16	-5.9%	30	30	28	-6.7%
	Kent Commons Pickleball	Senior	Quarter 2	12	14	16	33.3%	16	20	16	0.0%	28	34	32	14.3%
	Kent Commons Pickleball	Senior	Quarter 3	16	11	14	-12.5%	19	17	14	-26.3%	35	28	28	-20.0%
	Kent Commons Pickleball	Senior	Quarter 4	15	13	15	0.0%	18	21	11	-38.9%	33	34	26	-21.2%
	Kent Commons Racquetball Punch Pass	Adult	Punch Pass	23	21	16	-30.4%	42	44	40	-4.8%	65	65	56	-13.8%
	Kent Commons Weight Room	Adult	1 Month	209	122	112	-46.4%	60	43	57	-5.0%	269	165	169	-37.2%
	Kent Commons Weight Room	Adult	2 Month	8	7	3	-62.5%	4	4	3	-25.0%	12	11	6	-50.0%
	Kent Commons Weight Room	Adult	3 Month	4	6	5	25.0%	3	3	2	-33.3%	7	9	7	0.0%
	Kent Commons Weight Room	Adult	6 Month	1	1	0	-100.0%	0	1	0		1	2	0	-100.0%
	Kent Commons Weight Room	Adult	Starter Pass for Body Conditioning Class	2	1	0	-100.0%	1	1	0	-100.0%	3	2	0	-100.0%
	Kent Commons Weight Room	Senior	1 Month	64	60	56	-12.5%	32	21	30	-6.3%	96	81	86	-10.4%
	Kent Commons Weight Room	Senior	2 Month	16	7	8	-50.0%	5	1	2	-60.0%	21	8	10	-52.4%
	Kent Commons Weight Room	Senior	3 Month	7	5	4	-42.9%	4	3	2	-50.0%	11	8	6	-45.5%
	Kent Commons Weight Room	Senior	6 Month	3	2	4	33.3%	0	1	1		3	3	5	66.7%
	Kent Commons Weight Room	Senior	One Year	4	5	4	0.0%	1	1	1	0.0%	5	6	5	0.0%
	Kent Commons Weight Room RJC Discount	Adult	1 Month	1	1	2	100.0%	9	14	8	-11.1%	10	15	10	0.0%
	Kent Commons Weight Room RJC Discount	Adult	2 Month	1	0	0	-100.0%	2	4	1	-50.0%	3	4	1	-66.7%
	Kent Commons Weight Room RJC Discount	Adult	3 Month	0	0	0		2	1	1	-50.0%	2	1	1	-50.0%
	Puget Sound Regional Fire Authority	Adult	Aerobic Pass	1	1	1	0.0%	3	1	1	-66.7%	4	2	2	-50.0%
	Puget Sound Regional Fire Authority	Adult	Jazzercise Pass	0	0	0		1	0	0	-100.0%	1	0	0	-100.0%
	Senior Center Weight Room	Senior	1 Month	1	1	1	0.0%	0	0	1		1	1	2	100.0%
	Senior Center Weight Room	Senior	3 Month	1	1	1	0.0%	0	0	1		1	1	2	100.0%
	Senior Center Weight Room	Senior	One Year	1	1	1	0.0%	0	0	0		1	1	1	0.0%
Wellness Membership-City Employees Only	Adult	Aerobic Pass	9	9	8	-11.1%	32	29	42	31.3%	41	38	50	22.0%	
Wellness Membership-City Employees Only	Adult	Punch Pass	2	5	0	-100.0%	8	6	4	-50.0%	10	11	4	-60.0%	
Wellness Membership-City Employees Only	Adult	Wellness Weight Room	5	6	7	40.0%	18	26	27	50.0%	23	32	34	47.8%	
Total for Kent Commons:				448	353	339	-24.3%	299	249	261	-12.7%	747	602	600	-19.7%
Senior Activity Center	Senior Center Weight Room	Adult	1 Month	1	0	0	-100.0%	0	0	0		1	-	-	-100%
	Senior Center Weight Room	Adult	3 Month	1	1	1	0.0%	0	1	0		1	2	1	0%
	Senior Center Weight Room	Senior	1 Month	52	36	42	-19.2%	9	15	0	-100.0%	61	51	42	-31%
	Senior Center Weight Room	Senior	3 Month	55	50	45	-18.2%	14	11	8	-42.9%	69	61	53	-23%
	Senior Center Weight Room	Senior	One Year	4	6	7	75.0%	0	0	10		4	6	17	325%
Total for Kent Senior Activity Center:				95	81	80	-15.8%	20	24	16	-20.0%	115	105	96	-17%

MEMBERSHIP SCANS

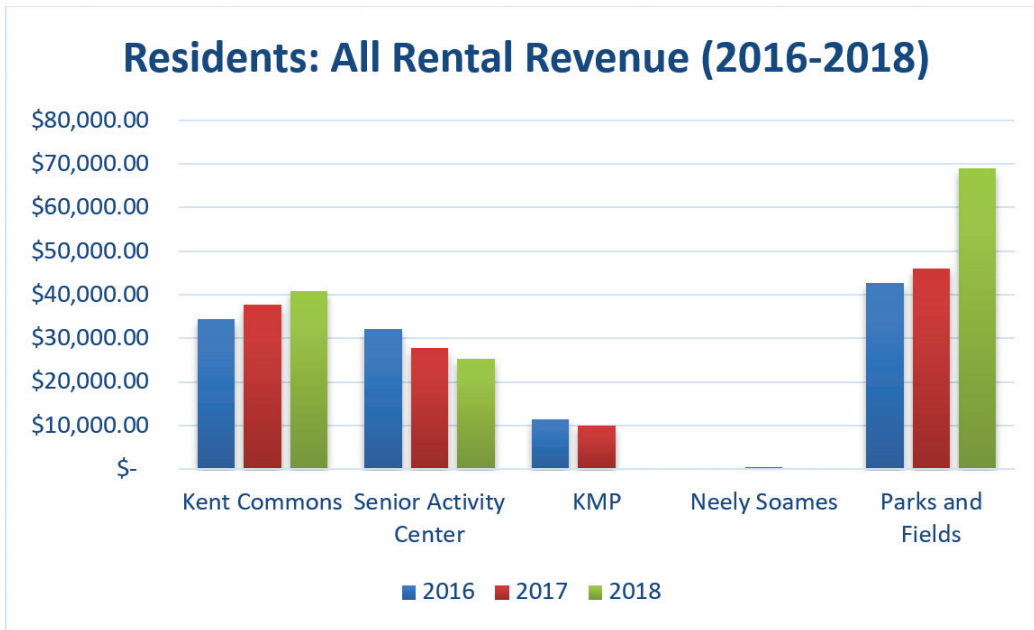
Location	Pass Plan	Pass Type	Pass Term	Resident Scans				Non-Resident Scans				Total Scans				Scan Per Client
				2016	2017	2018	Delta	2016	2017	2018	Delta	2016	2017	2018	Delta	2018
Kent Commons	Indoor Park Pass	Youth	Punch Pass	519	587	663	27.7%	221	254	348	57.5%	740	841	1,011	36.6%	8.2
	Kent Commons Adult Dance Pass	Adult	Punch Pass	8	11	0	-100.0%	11	19	0	-100.0%	19	30	0	-100.0%	-
	Kent Commons Aerobic Pass	Adult	Aerobic Pass	276	360	348	26.1%	162	182	363	124.1%	438	542	711	62.3%	22.9
	Kent Commons Aerobic Pass	Adult	Jazzercise Pass	31	2	0	-100.0%	6	0	0	-100.0%	37	2	0	-100.0%	-
	Kent Commons Aerobic Pass	RJC Discount	Aerobic Pass	85	3	17	-80.0%	295	88	31	-89.5%	380	91	48	-87.4%	6.9
	Kent Commons Pickleball	Senior	Quarter 1	216	274	233	7.9%	242	334	343	41.7%	458	608	576	25.8%	20.6
	Kent Commons Pickleball	Senior	Quarter 2	207	252	248	19.8%	205	269	242	18.0%	412	521	490	18.9%	15.3
	Kent Commons Pickleball	Senior	Quarter 3	286	210	196	-31.5%	335	241	151	-54.9%	621	451	347	-44.1%	12.4
	Kent Commons Pickleball	Senior	Quarter 4	271	220	318	17.3%	339	385	230	-32.2%	610	605	548	-10.2%	21.1
	Kent Commons Racquetball Punch Pass	Adult	Punch Pass	818	851	874	6.8%	716	564	539	-24.7%	1,534	1,415	1,413	-7.9%	25.2
	Kent Commons Weight Room	Adult	1 Month	3,281	1,843	1,789	-45.5%	1,101	675	712	-35.3%	4,382	2,518	2,501	-42.9%	14.8
	Kent Commons Weight Room	Adult	2 Month	183	122	12	-93.4%	46	74	18	-60.9%	229	196	30	-86.9%	5.0
	Kent Commons Weight Room	Adult	3 Month	90	111	97	7.8%	13	40	21	61.5%	103	151	118	14.6%	16.9
	Kent Commons Weight Room	Adult	6 Month	7	6	0	-100.0%	0	15	0		7	21	0	-100.0%	-
	Kent Commons Weight Room	Adult	Starter Pass for Body Conditioning Class	4	24	0	-100.0%	1	1	0	-100.0%	5	25	0	-100.0%	-
	Kent Commons Weight Room	Senior	1 Month	1,785	1,354	1,604	-10.1%	1,053	661	965	-8.4%	2,838	2,015	2,569	-9.5%	29.9
	Kent Commons Weight Room	Senior	2 Month	287	27	79	-72.5%	86	28	12	-86.0%	373	55	91	-75.6%	9.1
	Kent Commons Weight Room	Senior	3 Month	365	324	161	-55.9%	18	68	4	-77.8%	383	392	165	-56.9%	27.5
	Kent Commons Weight Room	Senior	6 Month	137	23	75	-45.3%	0	36	8		137	59	83	-39.4%	16.6
	Kent Commons Weight Room	Senior	One Year	232	289	296	27.6%	78	34	24	-69.2%	310	323	320	3.2%	64.0
	Kent Commons Weight Room RJC Discount	Adult	1 Month	4	8	16	300.0%	267	138	34	-87.3%	271	146	50	-81.5%	5.0
	Kent Commons Weight Room RJC Discount	Adult	2 Month	38	0	0	-100.0%	96	63	81	-15.6%	134	63	81	-39.6%	81.0
	Kent Commons Weight Room RJC Discount	Adult	3 Month	0	0	0		43	12	5	-88.4%	43	12	5	-88.4%	5.0
	Puget Sound Regional Fire Authority	Adult	Aerobic Pass	149	81	94	-36.9%	77	19	29	-62.3%	226	100	123	-45.6%	61.5
	Puget Sound Regional Fire Authority	Adult	Jazzercise Pass	0	0	0		13	0	0	-100.0%	13	0	0	-100.0%	-
	Senior Center Weight Room	Senior	1 Month	1	6	1	0.0%	0	0	1		1	6	2	100.0%	1.0
Senior Center Weight Room	Senior	3 Month	8	11	1	-87.5%	0	0	16		8	11	17	112.5%	8.5	
Senior Center Weight Room	Senior	One Year	67	63	29	-56.7%	0	0	0		67	63	29	-56.7%	29.0	
Wellness Membership-City Employees Only	Adult	Aerobic Pass	299	215	340	13.7%	1,023	783	924	-9.7%	1,322	998	1,264	-4.4%	25.3	
Wellness Membership-City Employees Only	Adult	Punch Pass	15	43	0	-100.0%	16	48	29	81.3%	31	91	29	-6.5%	7.3	
Wellness Membership-City Employees Only	Adult	Wellness Weight Room	95	116	127	33.7%	490	582	594	21.2%	585	698	721	23.2%	21.2	
Total for Kent Commons:				9,764	7,436	7,618	-22.0%	6,953	5,613	5,724	-17.7%	16,717	13,049	13,342	-20.2%	22.2
Senior Activity Center	Senior Center Weight Room	Adult	1 Month	7	0	0	-100.0%	0	0	0		7	-	-	-100%	-
	Senior Center Weight Room	Adult	3 Month	40	137	50	25.0%	0	3	0		40	140	50	25%	50.0
	Senior Center Weight Room	Senior	1 Month	847	506	850	0.4%	77	199	0	-100.0%	924	705	850	-8%	20.2
	Senior Center Weight Room	Senior	3 Month	2,003	1,797	1,532	-23.5%	626	601	73	-88.3%	2,629	2,398	1,605	-39%	30.3
	Senior Center Weight Room	Senior	One Year	201	403	354	76.1%	0	0	504	#DIV/0!	201	403	858	327%	50.5
Total for Kent Senior Activity Center:				3,098	2,843	2,786	-10.1%	703	803	577	-17.9%	3,801	3,646	3,363	-12%	35.0

10.4.5 FACILITY RENTALS

Five facility rental locations were examined for data trends:

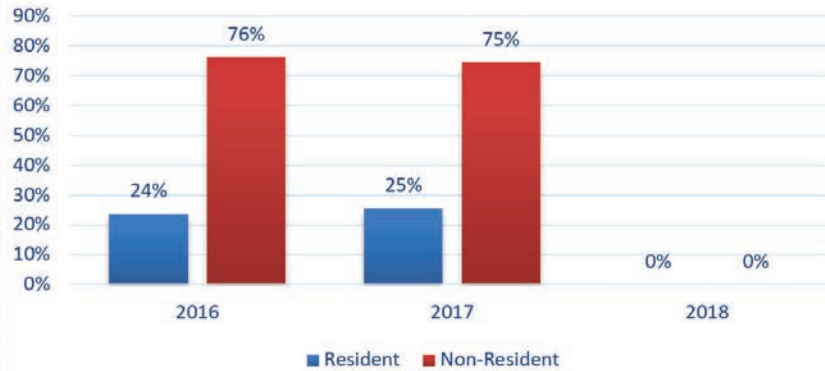
- Kent Commons
- Senior Activity Center
- Kent Memorial Park Building
- Neely-Soames Historic Homestead
- Parks and Fields

From 2016-2018, all rental revenue has increased 15% from \$510,239.22 to \$589,310.51. In 2018, parks and fields accounted for 67.9% of all revenue with the second most attributed to Kent Commons at 21.5%. In fact, parks and fields experienced a 56% rental revenue growth from 2017 to 2018 (due primarily to the closure and then re-opening of the synthetic turf field at Hogan Park).

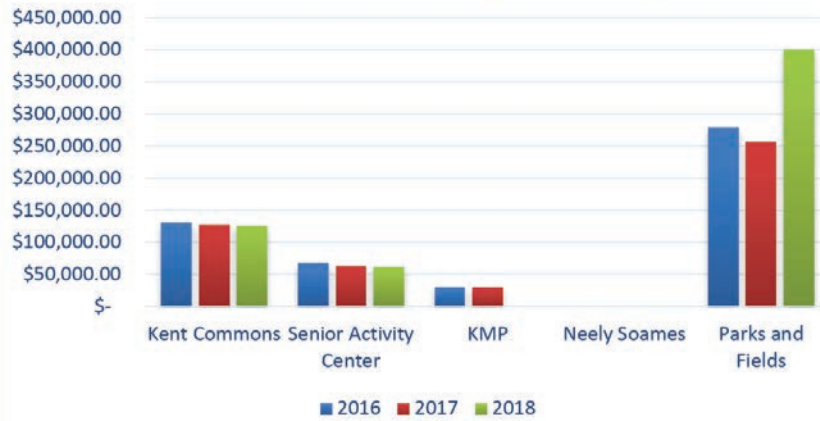


The ratio between resident-generated rental revenue and non-resident-generated rental revenue has remained relatively consistent from 2016-2018. Non-residents generate approximately 75% of all rental revenue each year. Interestingly, two locations are experiencing an increasing resident-generated rental revenue trend (Kent Commons and Parks and Fields) but the overall ratio between residents and non-residents is staying consistent. Again, non-resident renters may represent teams or leagues that serve Kent residents but this data is not collected or tracked at the time of this plan's development.

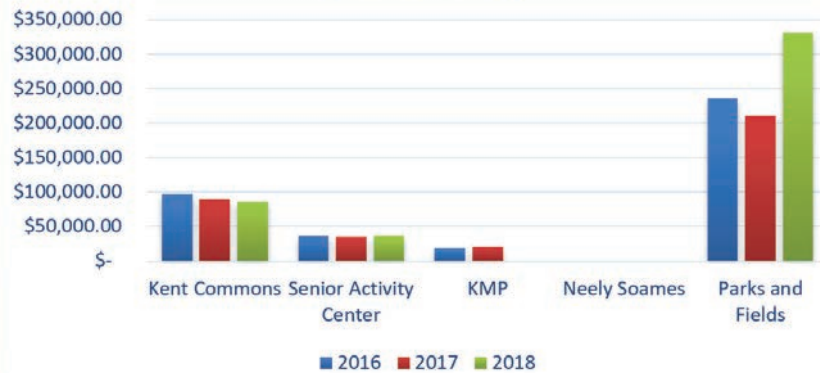
Resident vs. Non-Resident Rental Revenue (2016-2018)



All Rental Revenue (2016-2018)



Non-Residents: All Rental Revenue (2016-2018)



Kent Commons

Kent Commons rental revenue has decreased by 4% from 2016-2018. The categories with the most percentage decrease are dance/music practice (-49%) and church/religious (-48%). The categories with the most percentage increase are fundraiser (1700%) and class (250%). It should be noted, however that these two categories represent two out of the three lowest total grossing rental revenue categories for Kent Commons. Additionally, resident rental revenue is experiencing a 19% increase over a three-year period while non-resident revenue is experiencing a 12% decrease.

Kent Commons Rental Revenue (Total)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Trade Show	\$ 50,430.00	\$ 45,840.00	\$ 41,040.00	\$137,310.00	36%	-19%
Meeting	\$ 28,940.25	\$ 28,493.75	\$ 33,415.50	\$ 90,849.50	24%	15%
Basketball Game	\$ 18,791.75	\$ 20,376.65	\$ 16,863.63	\$ 56,032.03	15%	-10%
Small Party	\$ 7,799.00	\$ 9,970.00	\$ 13,750.00	\$ 31,519.00	8%	76%
Dance/Music Practice	\$ 8,937.50	\$ 4,175.00	\$ 4,820.00	\$ 17,932.50	5%	-46%
Reception	\$ 5,527.00	\$ 5,270.00	\$ 6,290.00	\$ 17,087.00	4%	14%
Volleyball Game	\$ 3,562.50	\$ 3,632.50	\$ 3,036.25	\$ 10,231.25	3%	-15%
Church/Religious	\$ 2,515.00	\$ 2,452.50	\$ 1,305.00	\$ 6,272.50	2%	-48%
Tournament	\$ 2,461.00	\$ 1,878.00	\$ 1,878.00	\$ 6,217.00	2%	-24%
City Program	\$ 1,425.00	\$ 1,425.00	\$ 1,460.00	\$ 4,310.00	1%	2%
Food Preparation	\$ 987.50	\$ 1,740.00	\$ 1,330.00	\$ 4,057.50	1%	35%
Fundraiser	\$ 50.00	\$ 605.00	\$ 900.00	\$ 1,555.00	0%	1700%
Class	\$ 120.00	\$ 1,010.00	\$ 420.00	\$ 1,550.00	0%	250%
Community Event	\$ -	\$ 210.00	\$ 220.00	\$ 430.00	0%	
Total	\$131,546.50	\$127,078.40	\$126,728.38	\$385,353.28	-	-4%

Kent Commons Rental Revenue (Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Meeting	\$ 8,966.50	\$ 8,022.50	\$ 11,992.50	\$ 28,981.50	26%	34%
Basketball Game	\$ 7,202.44	\$ 10,541.79	\$ 9,119.99	\$ 26,864.22	24%	27%
Trade Show	\$ 7,050.00	\$ 6,800.00	\$ 5,500.00	\$ 19,350.00	17%	-22%
Small Party	\$ 4,124.00	\$ 4,210.00	\$ 6,125.00	\$ 14,459.00	13%	49%
Reception	\$ 2,400.00	\$ 2,250.00	\$ 3,650.00	\$ 8,300.00	7%	52%
Volleyball Game	\$ 2,117.50	\$ 1,995.00	\$ 1,522.50	\$ 5,635.00	5%	-28%
City Program	\$ 1,425.00	\$ 1,425.00	\$ 1,460.00	\$ 4,310.00	4%	2%
Dance/Music Practice	\$ 550.00	\$ 420.00	\$ 1,072.50	\$ 2,042.50	2%	95%
Church/Religious	\$ 615.00	\$ 845.00	\$ 95.00	\$ 1,555.00	1%	-85%
Class	\$ -	\$ 960.00	\$ 265.00	\$ 1,225.00	1%	
Food Preparation	\$ 35.00	\$ 150.00	\$ 80.00	\$ 265.00	0%	129%
Community Event	\$ -	\$ 150.00	\$ -	\$ 150.00	0%	
Fundraiser	\$ -	\$ -	\$ -	\$ -	0%	
Tournament	\$ -	\$ -	\$ -	\$ -	0%	
Total	\$ 34,485.44	\$ 37,769.29	\$ 40,882.49	\$113,137.22	-	19%

Kent Commons Rental Revenue (Non-Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Trade Show	\$ 43,380.00	\$ 39,040.00	\$ 35,540.00	\$117,960.00	43%	-18%
Meeting	\$ 19,973.75	\$ 20,471.25	\$ 21,423.00	\$ 61,868.00	23%	7%
Basketball Game	\$ 11,589.31	\$ 9,834.86	\$ 7,743.64	\$ 29,167.81	11%	-33%
Church/Religious	\$ 1,900.00	\$ 1,607.50	\$ 1,210.00	\$ 4,717.50	2%	-36%
Small Party	\$ 3,675.00	\$ 5,760.00	\$ 7,625.00	\$ 17,060.00	6%	107%
Dance/Music Practice	\$ 8,387.50	\$ 3,755.00	\$ 3,747.50	\$ 15,890.00	6%	-55%
Reception	\$ 3,127.00	\$ 3,020.00	\$ 2,640.00	\$ 8,787.00	3%	-16%
Tournament	\$ 2,461.00	\$ 1,878.00	\$ 1,878.00	\$ 6,217.00	2%	-24%
Volleyball Game	\$ 1,445.00	\$ 1,637.50	\$ 1,513.75	\$ 4,596.25	2%	5%
Food Preparation	\$ 952.50	\$ 1,590.00	\$ 1,250.00	\$ 3,792.50	1%	31%
Fundraiser	\$ 50.00	\$ 605.00	\$ 900.00	\$ 1,555.00	1%	1700%
Class	\$ 120.00	\$ 50.00	\$ 155.00	\$ 325.00	0%	29%
Community Event	\$ -	\$ 60.00	\$ 220.00	\$ 280.00	0%	
City Program	\$ -	\$ -	\$ -	\$ -	0%	
Total	\$ 97,061.06	\$ 89,309.11	\$ 85,845.89	\$272,216.06	-	-12%

Senior Activity Center

The Senior Activity Center rental revenue has decreased by 10% from 2016-2018. The categories with the most percentage decrease are dance/music practice (-49%) and church/religious (-48%). The categories with the most percentage increase are class and food preparation as each category did not record rental revenue in 2018. Additionally, resident rental revenue is experiencing a 21% decrease over a three-year period while non-resident revenue is experiencing a 1% increase.

Senior Activity Center Rental Revenue (Total)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Meeting	\$ 22,523.00	\$ 24,671.00	\$ 25,818.00	\$ 73,012.00	38%	15%
Reception	\$ 23,490.50	\$ 20,723.00	\$ 20,031.50	\$ 64,245.00	33%	-15%
Church/Religious	\$ 10,281.00	\$ 9,385.00	\$ 7,760.00	\$ 27,426.00	14%	-25%
Small Party	\$ 3,354.00	\$ 4,271.00	\$ 5,538.00	\$ 13,163.00	7%	65%
Class	\$ 6,268.00	\$ 1,710.00	\$ -	\$ 7,978.00	4%	-100%
Community Event	\$ 1,433.00	\$ 2,287.00	\$ 2,692.00	\$ 6,412.00	3%	88%
Company Event	\$ 801.00	\$ -	\$ -	\$ 801.00	0%	
City Program	\$ 281.00	\$ -	\$ 25.00	\$ 306.00	0%	
Food Preparation	\$ 78.50	\$ -	\$ -	\$ 78.50	0%	-100%
Total	\$ 68,510.00	\$ 63,047.00	\$ 61,864.50	\$193,421.50	-	-10%

Senior Activity Center Rental Revenue (Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Meeting	\$ 12,611.00	\$ 9,336.00	\$ 9,891.00	\$ 31,838.00	37%	-22%
Reception	\$ 12,839.00	\$ 10,345.00	\$ 8,364.25	\$ 31,548.25	37%	-35%
Church/Religious	\$ 4,641.00	\$ 4,985.00	\$ 4,400.00	\$ 14,026.00	16%	-5%
Small Party	\$ 844.00	\$ 2,446.00	\$ 2,574.00	\$ 5,864.00	7%	205%
Company Event	\$ 801.00	\$ -	\$ -	\$ 801.00	1%	-100%
Community Event	\$ 101.00	\$ 361.00	\$ 100.00	\$ 562.00	1%	-1%
Class	\$ 80.00	\$ 400.00	\$ -	\$ 480.00	1%	-100%
City Program	\$ 281.00	\$ -	\$ -	\$ 281.00	0%	-100%
Food Preparation	\$ 38.50	\$ -	\$ -	\$ 38.50	0%	-100%
Total	\$ 32,236.50	\$ 27,873.00	\$ 25,329.25	\$ 85,438.75	-	-21%

Senior Activity Center Rental Revenue (Non-Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Meeting	\$ 9,912.00	\$ 15,335.00	\$ 15,927.00	\$ 41,174.00	38%	61%
Reception	\$ 10,651.50	\$ 10,378.00	\$ 11,667.25	\$ 32,696.75	30%	10%
Church/Religious	\$ 5,640.00	\$ 4,400.00	\$ 3,360.00	\$ 13,400.00	12%	-40%
Class	\$ 6,188.00	\$ 1,310.00	\$ -	\$ 7,498.00	7%	-100%
Small Party	\$ 2,510.00	\$ 1,825.00	\$ 2,964.00	\$ 7,299.00	7%	18%
Community Event	\$ 1,332.00	\$ 1,926.00	\$ 2,592.00	\$ 5,850.00	5%	95%
Food Preparation	\$ 40.00	\$ -	\$ -	\$ 40.00	0%	-100%
City Program	\$ -	\$ -	\$ 25.00	\$ 25.00	0%	
Company Event	\$ -	\$ -	\$ -	\$ -	0%	
Total	\$ 36,273.50	\$ 35,174.00	\$ 36,535.25	\$107,982.75		1%

Kent Memorial Park Building (KMP)

Kent Memorial Park Building (KMP) rental revenue has increased by 12% from 2016-2018. All categories have experienced positive revenue growth since 2016. Small party, reception, and class categories have increased the most. Additionally, resident rental revenue is experiencing a 2% increase over a three-year period while non-resident revenue is experiencing an 18% increase.

Kent Memorial Park Building Rental Revenue (Total)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Church/Religious	\$10,911.00	\$9,462.50	\$20,373.50	\$40,747.00	42%	87%
Meeting	\$10,737.25	\$6,910.00	\$17,647.25	\$35,294.50	36%	64%
Reception	\$6,425.00	\$9,238.50	\$15,663.50	\$31,327.00	32%	144%
Fundraiser	\$2,495.00	\$2,190.00	\$4,685.00	\$9,370.00	10%	88%
Small Party	\$ 65.62	\$2,277.50	\$ 5,020.00	\$7,363.12	8%	7550%
Community Event	\$ -	\$885.00	\$885.00	\$1,770.00	2%	
Class	\$ 420.00	\$400.00	\$820.00	\$1,640.00	2%	95%
Dance/Music Practice	\$ -	\$305.00	\$ 305.00	\$610.00	1%	
Company Event	\$0.00	\$ -	\$ -	\$0.00	0%	
Total	\$31,053.87	\$31,131.00	\$34,918.75	\$97,103.62		12%

Kent Memorial Park Building Rental Revenue (Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Reception	\$8,250.00	\$4,330.00	\$6,300.00	\$18,880.00	57%	-24%
Meeting	\$2,495.00	\$2,190.00	\$2,587.50	\$7,272.50	22%	4%
Small Party	\$0.00	\$537.50	\$2,520.00	\$3,057.50	9%	
Church/Religious	\$741.00	\$1,587.50	\$0.00	\$2,328.50	7%	-100%
Company Event	\$ -	\$885.00	\$ -	\$885.00	3%	
Community Event	\$ -	\$400.00	\$0.00	\$400.00	1%	
Dance/Music Practice	\$ -	\$0.00	\$358.75	\$358.75	1%	
Fundraiser	\$ -	\$25.00	\$ -	\$25.00	0%	
Class	\$0.00	\$ -	\$ -	\$0.00	0%	
Total	\$11,486.00	\$9,955.00	\$11,766.25	\$33,207.25	-	2%

Kent Memorial Park Building Rental Revenue (Non-Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Church/Religious	\$10,170.00	\$7,875.00	\$7,525.00	\$25,570.00	40%	-26%
Reception	\$6,425.00	\$8,701.00	\$8,840.00	\$23,966.00	38%	38%
Meeting	\$2,487.25	\$2,580.00	\$4,182.50	\$9,249.75	14%	68%
Small Party	\$65.62	\$1,740.00	\$2,500.00	\$4,305.62	7%	3710%
Class	\$ 420.00	\$0.00	\$ -	\$420.00	1%	-100%
Dance/Music Practice	\$ -	\$280.00	\$0.00	\$280.00	0%	
Community Event	\$ -	\$0.00	\$105.00	\$105.00	0%	
Company Event	\$ -	\$0.00	\$ -	\$0.00	0%	
Fundraiser	\$0.00	\$ -	\$ -	\$0.00	0%	
Total	\$19,567.87	\$21,176.00	\$23,152.50	\$63,896.37		18%

Neely-Soames Historic Homestead

Neely-Soames Historic Homestead rental revenue is the smallest of the five locations examined; however, rental revenue has increased by 19% from 2016-2018. Only three rental categories are documented for the three-year period: meeting, church/religious, and small party. The meeting category is the only consistent rental for the three-year period. Additionally, it is almost an even split between resident- and non-resident-generated revenue.

Neely-Soames Historic Homestead Rental Revenue (Total)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Meeting	\$260.00	\$140.00	\$210.00	\$1,220.00	52%	-19%
Church/Religious	\$0.00	\$160.00	\$100.00	\$520.00	22%	
Small Party	\$0.00	\$310.00	\$ -	\$310.00	13%	
Total	\$260.00	\$610.00	\$310.00	\$2,360.00		19%

Neely-Soames Historic Homestead Rental Revenue (Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Small Party	\$0.00	\$310.00	\$ -	\$310.00	55%	-
Church/Religious	\$0.00	\$160.00	\$ -	\$160.00	29%	-
Meeting	\$0.00	\$0.00	\$90.00	\$90.00	16%	-
Total	\$0.00	\$470.00	\$90.00	\$560.00	-	-

Neely-Soames Historic Homestead Rental Revenue (Non-Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Meeting	\$260.00	\$140.00	\$120.00	\$520.00	84%	-54%
Church/Religious	\$0.00	\$0.00	\$100.00	\$100.00	16%	
Small Party	\$0.00	\$0.00	\$ -	\$0.00	0%	
Total	\$260.00	\$140.00	\$220.00	\$620.00		-15%

Parks and Fields

Parks and Fields rental revenue has increased by 44% from 2016-2018. The categories with the most percentage increase are reception (857%), community event (728%), and church/religious (133%). However, in terms of categories with the most revenue generated, the top three categories are all experiencing positive growth over the three-year period. The categories with the most percentage decrease are water activity (-25%), meeting (-7%), and run/race (-1%). Additionally, rental revenue is experiencing positive growth for both resident and non-resident rentals (62% and 40%, respectively).

Parks and Fields Rental Revenue (Total)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Field Rental	\$154,897.10	\$133,310.71	\$243,716.01	\$531,923.82	57%	57%
Tournament	\$ 82,988.75	\$ 84,030.00	\$111,418.11	\$278,436.86	30%	34%
Picnic	\$ 35,815.50	\$ 33,676.00	\$ 38,557.50	\$108,049.00	12%	8%
Water Activity	\$ 2,400.00	\$ 1,802.00	\$ 1,802.00	\$ 6,004.00	1%	-25%
Company Event	\$ 1,577.00	\$ 2,351.00	\$ 1,653.00	\$ 5,581.00	1%	5%
Reception	\$ 138.50	\$ 575.00	\$ 1,325.00	\$ 2,038.50	0%	857%
Meeting	\$ 700.00	\$ 300.00	\$ 650.00	\$ 1,650.00	0%	-7%
Church/Religious	\$ 150.00	\$ 900.00	\$ 350.00	\$ 1,400.00	0%	133%
Community Event	\$ 101.00	\$ 387.00	\$ 836.01	\$ 1,324.01	0%	728%
Run/Race	\$ 101.00	\$ -	\$ 100.00	\$ 201.00	0%	-1%
Total	\$278,868.85	\$257,331.71	\$400,407.63	\$936,608.19	-	44%

Parks and Fields Rental Revenue (Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Field Rental	\$ 19,414.00	\$ 20,902.50	\$ 35,459.30	\$ 75,775.80	48%	83%
Picnic	\$ 20,350.00	\$ 19,351.00	\$ 22,412.50	\$ 62,113.50	39%	10%
Tournament	\$ 2,080.00	\$ 4,066.00	\$ 9,110.75	\$ 15,256.75	10%	338%
Company Event	\$ 200.00	\$ 575.00	\$ 601.00	\$ 1,376.00	1%	201%
Meeting	\$ 400.00	\$ 300.00	\$ 550.00	\$ 1,250.00	1%	38%
Church/Religious	\$ 150.00	\$ 550.00	\$ 350.00	\$ 1,050.00	1%	133%
Reception	\$ 138.50	\$ 375.00	\$ 300.00	\$ 813.50	1%	117%
Community Event	\$ -	\$ -	\$ 151.00	\$ 151.00	0%	
Run/Race	\$ -	\$ -	\$ 100.00	\$ 100.00	0%	
Water Activity	\$ -	\$ -	\$ -	\$ -	0%	
Total	\$ 42,732.50	\$ 46,119.50	\$ 69,034.55	\$157,886.55	-	62%

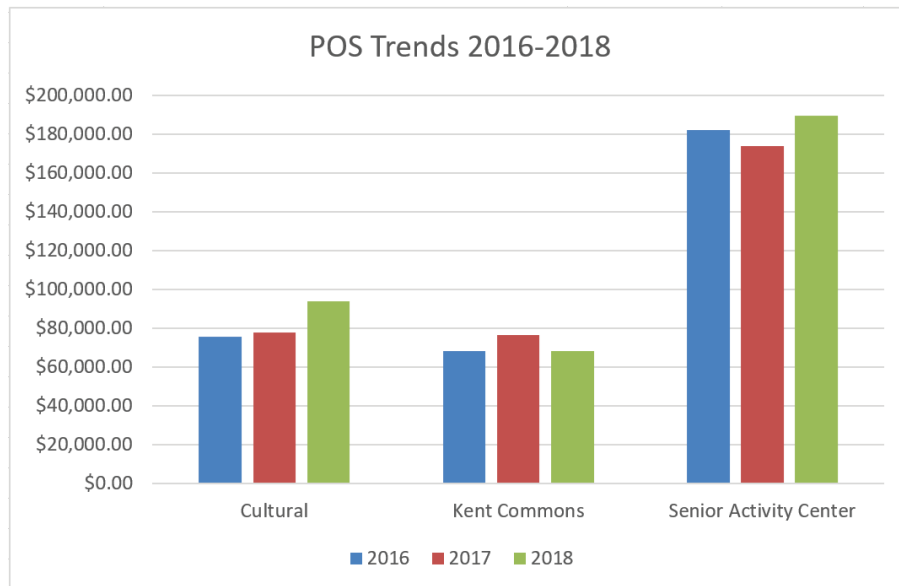
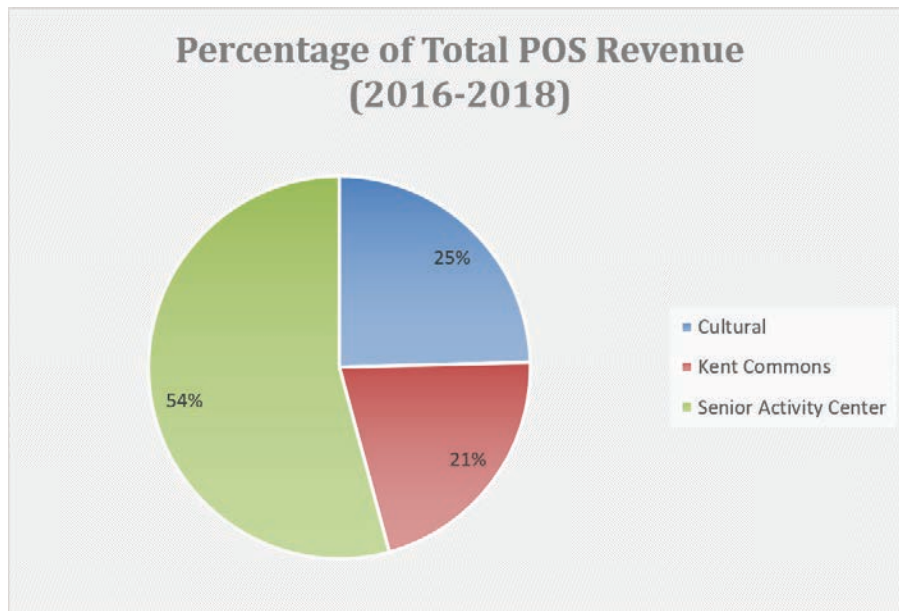
Parks and Fields Rental Revenue (Non-Resident)						
Rental Category	2016	2017	2018	Total	Percent of Total	3-Year Trend
Field Rental	\$135,483.10	\$112,408.21	\$208,256.71	\$456,148.02	59%	54%
Tournament	\$ 80,908.75	\$ 79,964.00	\$102,307.36	\$263,180.11	34%	26%
Picnic	\$ 15,465.50	\$ 14,325.00	\$ 16,145.00	\$ 45,935.50	6%	4%
Water Activity	\$ 2,400.00	\$ 1,802.00	\$ 1,802.00	\$ 6,004.00	1%	-25%
Company Event	\$ 1,377.00	\$ 1,776.00	\$ 1,052.00	\$ 4,205.00	1%	-24%
Reception	\$ -	\$ 200.00	\$ 1,025.00	\$ 1,225.00	0%	
Community Event	\$ 101.00	\$ 387.00	\$ 685.01	\$ 1,173.01	0%	578%
Meeting	\$ 300.00	\$ -	\$ 100.00	\$ 400.00	0%	-67%
Church/Religious	\$ -	\$ 350.00	\$ -	\$ 350.00	0%	
Run/Race	\$ 101.00	\$ -	\$ -	\$ 101.00	0%	-100%
Total	\$236,136.35	\$211,212.21	\$331,373.08	\$778,721.64	-	40%

10.4.6 POINT OF SALE (POS) STATISTICS

Kent PRCS point of sale (POS) transactions are classified into three categories:

1. Cultural
2. Kent Commons
3. Senior Activity Center

An average of \$335,000 is generated annually from these transactions and POS revenue has increased by 8% since 2016. From 2016-2018, Senior Activity Center POS transactions have accounted for 54% of all revenue. Cultural POS transactions are the only category that has experienced positive growth each year from 2016-2018.



10.4.7 POS FINANCIAL ANALYSIS BY CATEGORY

Cultural

	POS Item	2016	2017	2018	Total	Delta	
Cultural	Kids Arts Day Tickets	\$1,960.00	\$2,440.00	\$1,450.00	\$5,850.00	-26%	
	Cultural Arts Misc Contributions	\$1,286.70	\$1,612.42	\$448.27	\$3,347.39	-65%	
	Kids Arts Day Food Vendor	\$0.00	\$100.00	\$50.00	\$150.00		
	Splash Fourth of July Food Booth	\$1,675.00	\$1,675.00	\$1,325.00	\$4,675.00	-21%	
	Spotlight Ticket Series - Arts People	\$53,424.26	\$48,273.04	\$64,961.28	\$166,658.58	22%	
	Summer Art Exhibit Sales	\$431.00	\$145.00	\$175.00	\$751.00	-59%	
	Arts Commission Ticket Sales (POS)	\$926.90	\$521.00	\$684.00	\$2,131.90	-26%	
	Corn Run - Age 60+ with Shirt	\$420.00	\$240.00	\$240.00	\$900.00	-43%	
	Corn Run - Mens 5K No Shirt	\$520.00	\$540.00	\$490.00	\$1,550.00	-6%	
	Corn Run - Mens 5K with Shirt	\$950.00	\$700.00	\$575.00	\$2,225.00	-39%	
	Corn Run - Rec Walk No Shirt	\$0.00	\$0.00	\$233.25	\$233.25		
	Corn Run - Rec Walk with Shirt	\$0.00	\$0.00	\$600.00	\$600.00		
	Corn Run - Womens 5K No Shirt	\$970.00	\$1,020.00	\$520.00	\$2,510.00	-46%	
	Corn Run - Womens 5K with Shirt	\$1,825.00	\$1,150.00	\$850.00	\$3,825.00	-53%	
	Xmas Rush Mens 13 Under Shirt Only	\$0.00	\$818.40	\$531.96	\$1,350.36		
	Xmas Rush Mens 10K No Shirt	\$420.00	\$580.00	\$895.00	\$1,895.00	113%	
	Xmas Rush Mens 10K w/Shirt	\$575.00	\$875.00	\$1,027.78	\$2,477.78	79%	
	Xmas Rush Mens 5K No Shirt	\$920.00	\$1,110.00	\$1,540.00	\$3,570.00	67%	
	Xmas Rush Mens 5K w/Shirt	\$1,400.00	\$1,700.00	\$1,275.00	\$4,375.00	-9%	
	Xmas Rush Post Walk No Shirt	\$40.00	\$80.00	\$715.00	\$835.00	1688%	
	Xmas Rush Post Mens 10K No Shirt	\$0.00	\$160.00	\$300.00	\$460.00		
	Xmas Rush Post Mens 10K w/Shirt	\$0.00	\$210.00	\$140.00	\$350.00		
	Xmas Rush Post Mens 5K No Shirt	\$40.00	\$400.00	\$765.00	\$1,205.00	1813%	
	Xmas Rush Post Mens 5K w/Shirt	\$0.00	\$350.00	\$595.00	\$945.00		
	Xmas Rush Post Walk w/Shirt	\$35.00	\$175.00	\$175.00	\$385.00	400%	
	Xmas Rush Post Womens 10K No Shirt	\$0.00	\$260.00	\$560.00	\$820.00		
	Xmas Rush Post Womens 10K w/Shirt	\$0.00	\$140.00	\$245.00	\$385.00		
	Xmas Rush Post Womens 5K No Shirt	\$0.00	\$680.00	\$720.00	\$1,400.00		
	Xmas Rush Post Womens 5K w/Shirt	\$17.75	\$1,190.00	\$805.00	\$2,012.75	4435%	
	Xmas Rush Walk No Shirt	\$720.00	\$1,030.00	\$1,551.75	\$3,301.75	116%	
	Xmas Rush Walk w/Shirt	\$1,375.00	\$1,575.00	\$1,530.00	\$4,480.00	11%	
	Xmas Rush Womens 10K NS	\$590.00	\$880.00	\$1,230.00	\$2,700.00	108%	
	Xmas Rush Womens 10K w/Shirt	\$1,375.00	\$1,550.00	\$1,540.00	\$4,465.00	12%	
	Xmas Rush Womens 5K No Shirt	\$980.00	\$1,420.00	\$2,540.00	\$4,940.00	159%	
	Xmas Rush Womens 5K w/Shirt	\$2,400.00	\$3,725.00	\$2,625.00	\$8,750.00	9%	
	T-Shirts: Corn Run	\$148.00	\$210.00	\$60.00	\$418.00	-59%	
	T-Shirts: Xmas Rush	\$90.00	\$315.00	\$90.00	\$495.00	0%	
		Total Cultural	\$75,514.61	\$77,849.86	\$94,058.29	\$247,422.76	25%

Kent Commons

	POS Item	2016	2017	2018	Total	Delta
	Adult Dance Drop-In: Miss Mary	\$1,024.00	\$1,448.00	\$1,456.00	\$3,928.00	42%
	Adult Dance Membership: Miss Mary	\$0.00	\$0.00	\$0.00	\$0.00	
	Adult Softball Extra Player Fee	\$93.00	\$240.00	\$150.00	\$483.00	61%
	Aerobic Drop In: Substitute Instructor	\$550.00	\$345.00	\$299.00	\$1,194.00	-46%
	Aerobic Drop-In: Christy Weitz	\$970.00	\$1,010.00	\$90.00	\$2,070.00	-91%
	Aerobic Drop-In: Elaine Deines	\$0.00	\$50.00	\$0.00	\$50.00	
	Aerobic Drop-in: Fabiana Steele	\$105.00	\$340.00	\$260.00	\$705.00	148%
	Aerobic Drop-In: Fern Barrick	\$285.00	\$400.00	\$355.00	\$1,040.00	25%
	Aerobic Drop-In: Jennifer Dye	\$45.00	\$155.00	\$790.00	\$990.00	1656%
	Aerobic Drop-in: Kadeardra Harrison	\$230.00	\$665.00	\$260.00	\$1,155.00	13%
	Aerobic Drop-In: Keana Caplan	\$8,400.00	\$7,010.00	\$6,145.00	\$21,555.00	-27%
	Aerobic Drop-In: Linda Mounts	\$1,100.00	\$1,710.00	\$1,700.00	\$4,510.00	55%
	Aerobic Drop-In: Noreen Kebba	\$1,010.00	\$580.00	\$335.00	\$1,925.00	-67%
	Aerobic Drop-In: Roxann Matera	\$565.00	\$320.00	\$110.00	\$995.00	-81%
	Eye Glass Holder	\$0.00	\$0.00	\$1.23	\$1.23	
	Lock	\$0.00	\$0.00	\$32.76	\$32.76	
	Open Volleyball Drop-Ins	\$153.00	\$0.00	\$0.00	\$153.00	-100%
	Membership Pass Replacement Card	\$0.00	\$1.00	\$0.00	\$1.00	
	Ping Pong	\$0.00	\$0.00	\$7.00	\$7.00	
	Pickleball Drop-In	\$1,330.41	\$1,414.20	\$1,512.42	\$4,257.03	14%
	PSRFA Aerobic Payment	\$1,275.00	\$395.00	\$460.00	\$2,130.00	-64%
	Racquet Rental	\$65.00	\$23.00	\$6.00	\$94.00	-91%
	Racquetball Court - Senior Price	\$540.80	\$924.04	\$26.00	\$1,490.84	-95%
	Racquetball Full Court	\$3,380.31	\$3,140.52	\$586.71	\$7,107.54	-83%
	Racquetball Gloves	\$58.48	\$50.97	\$2,187.84	\$2,297.29	3641%
	Racquetballs - Set of 3	\$116.28	\$139.97	\$58.16	\$314.41	-50%
	Racquetball Half Court	\$51.20	\$66.92	\$68.20	\$186.32	33%
	Recital Ticket - Adult	\$5,577.00	\$4,588.00	\$47.70	\$10,212.70	-99%
	Recital Ticket - Youth	\$0.00	\$0.00	\$808.00	\$808.00	
	Shower Fee	\$0.00	\$12.00	\$5,622.00	\$5,634.00	
	Skyhawks Baseball	\$361.00	\$589.00	\$475.00	\$1,425.00	32%
	Skyhawks Basketball	\$1,539.00	\$2,343.68	\$2,176.54	\$6,059.22	41%
	Skyhawks Flag Football	\$665.00	\$494.00	\$788.50	\$1,947.50	19%
	Skyhawks Lacrosse	\$400.00	\$322.50	\$165.00	\$887.50	-59%
	Skyhawks Little Soccer	\$435.00	\$922.50	\$532.50	\$1,890.00	22%
	Skyhawks Mini Hawk	\$360.00	\$405.00	\$570.00	\$1,335.00	58%
	Skyhawks Mink Hawk 4-Day	\$312.00	\$324.00	\$0.00	\$636.00	-100%
	Skyhawks Soccer	\$1,368.00	\$665.00	\$1,748.00	\$3,781.00	28%
	Skyhawks Tiny Hawk	\$66.94	\$165.00	\$130.00	\$361.94	94%
	Skyhawks Volleyball	\$315.00	\$330.00	\$360.00	\$1,005.00	14%
	Softballs, Large	\$230.00	\$70.00	\$0.00	\$300.00	-100%
	Studio 315 T-Shirts Extra Sizes	\$0.00	\$0.00	\$93.00	\$93.00	
	Studio 315 T-Shirts Regular Sizes	\$0.00	\$0.00	\$510.00	\$510.00	
	TOP Program Weight Room Dropin	\$0.00	\$0.00	\$29.12	\$29.12	
	Towel	\$33.12	\$31.51	\$36.34	\$100.97	10%
	Wallyball Full Court	\$776.05	\$1,338.39	\$1,490.76	\$3,605.20	92%
	Wallyball Half Court	\$0.00	\$18.28	\$18.20	\$36.48	
	Weight Room	\$2,514.42	\$2,327.95	\$2,292.29	\$7,134.66	-9%
	Weight Room - RJC Discount	\$17.29	\$2.73	\$9.10	\$29.12	-47%
	Weight Room - Senior Price	\$218.40	\$151.06	\$50.05	\$419.51	-77%
	Jazzercise Drop-in	\$4,788.00	\$0.00	\$0.00	\$4,788.00	-100%
	Deanna Lee Dance	\$0.00	\$600.00	\$1,227.00	\$1,827.00	
	Gift Card Sold	\$50.00	\$555.00	\$70.00	\$675.00	40%
	Hats	\$97.50	\$45.50	\$71.50	\$214.50	-27%
	Indoor Park Cash Box Receipts	\$2,215.95	\$1,523.26	\$1,162.10	\$4,901.31	-48%
	IP Drop-in Credit/Debit Card Payments	\$191.00	\$148.00	\$212.52	\$551.52	11%
	Jazzercise Payment	\$56.00	\$4,562.22	\$5,564.29	\$10,182.51	9836%
	Locker Revenue, Kent Commons	\$460.75	\$0.00	\$218.06	\$678.81	-53%
	Memorial Donation, Kent Parks Foundation	\$6,433.36	\$11,500.77	\$0.00	\$17,934.13	-100%
	Memorial Fund - Dennis Hogan	\$15.00	\$5.00	\$10.00	\$30.00	-33%
	Memorial Fund - John Staley	\$984.08	\$657.96	\$1,193.50	\$2,835.54	21%
	Memorial Fund - Kevin MacDonald	\$2,158.02	\$1,495.59	\$8,906.00	\$12,559.61	313%
	Memorial Fund for Adaptive Rec - Becker	\$2,285.60	\$1,547.65	\$1,823.47	\$5,656.72	-20%
	Over/Short - Kent Commons	\$94.75	\$49.75	-\$47.00	\$97.50	-150%
	Percent of Proceeds	\$6,566.18	\$4,688.34	\$4,023.13	\$15,277.65	-39%
	Post Aging Credit Adaptive Rec	\$0.00	\$43.22	\$55.14	\$98.36	
	Post Aging Credit Memberships	\$0.00	\$0.00	\$11.75	\$11.75	
	Post Aging Credit Recreation Classes	\$0.00	\$179.50	\$43.00	\$222.50	
	Post Aging Credit SC Programs	\$0.00	\$14.00	\$13.00	\$27.00	
	Post Aging Credit SC Trips	\$0.00	\$13.00	\$67.09	\$80.09	
	Post Aging Credit SC Trips Taxable	\$0.00	\$0.00	\$1.91	\$1.91	
	Post Aging Credit Youth Basketball	\$0.00	\$5.00	\$23.00	\$28.00	
	Post Aging Credit Youth Soccer	\$0.00	\$9.00	\$55.00	\$64.00	
	Post Aging Credit Youth Sports	\$0.00	\$25.00	\$25.00	\$50.00	
	Post Aging Credit Youth Track	\$0.00	\$11.00	\$7.00	\$18.00	
	Readerboard & Miscellaneous Rental	\$0.00	\$0.00	\$0.00	\$0.00	
	ShoWalk Donations	\$0.00	\$0.00	\$875.47	\$875.47	
	Track Donations - Rob Satow Fund	\$473.03	\$365.00	\$2,935.25	\$3,773.28	521%
	Triathlon: Raise the Bar Payments	\$1,124.00	\$920.00	\$1,668.00	\$3,712.00	48%
	T-Shirts	\$1,362.99	\$1,433.50	\$952.50	\$3,748.99	-30%
	Youth & Teen Waskowitz Donation	\$2,436.21	\$10,426.45	\$2,377.36	\$15,240.02	-2%
	Total Kent Commons	\$68,328.12	\$76,352.93	\$68,393.46	\$213,074.51	0%

Senior Activity Center

	POS Item	2016	2017	2018	Total	Delta
Senior Activity Center	Firefighter's Lunch	\$0.00	\$0.00	\$68.25	\$68.25	
	Fitness Center Drop-In, 50+	\$1,637.15	\$1,509.41	\$1,664.64	\$4,811.20	2%
	Fitness Center Drop-In, Under 50	\$68.50	\$142.28	\$10.92	\$221.70	-84%
	Fitness Trainer	\$5,925.00	\$4,400.00	\$3,150.00	\$13,475.00	-47%
	Foot Care	\$25,839.00	\$27,324.00	\$35,328.00	\$88,491.00	37%
	Full Lunch	\$71,568.80	\$71,194.91	\$70,144.44	\$212,908.15	-2%
	Manicure	\$370.00	\$330.00	\$260.00	\$960.00	-30%
	Massage - Full	\$3,330.00	\$4,329.00	\$1,961.00	\$9,620.00	-41%
	Nellie's Deli	\$11,717.48	\$11,497.16	\$11,875.55	\$35,090.19	1%
	Plays	\$261.00	\$351.50	\$460.00	\$1,072.50	76%
	Reduced Lunch	\$3,030.40	\$2,321.30	\$2,916.17	\$8,267.87	-4%
	Reflexology - 45 Minutes	\$4,403.00	\$3,737.00	\$4,545.00	\$12,685.00	3%
	Reflexology - 60 Minutes	\$0.00	\$0.00	\$540.00	\$540.00	
	Reflexology - 90 Minutes	\$0.00	\$0.00	\$700.00	\$700.00	
	Rotary Lunch	\$106.14	\$41.93	\$0.00	\$148.07	-100%
	Cards and Plants	\$1,394.36	\$984.33	\$986.37	\$3,365.06	-29%
	Coffee	\$7,594.88	\$9,219.75	\$5,944.91	\$22,759.54	-22%
	Copies SC	\$27.65	\$14.10	\$28.00	\$69.75	1%
	General Lunch	\$0.00	\$0.00	\$981.82	\$981.82	
	Hall Rentals	\$840.80	\$121.00	\$320.00	\$1,281.80	-62%
	Holiday Craft Market	\$4,215.90	\$1,750.00	\$1,320.00	\$7,285.90	-69%
	Memorial Donations Senior Center	\$290.00	\$0.00	\$535.28	\$825.28	85%
	Memorial Fund - Lea Bishop	\$0.00	\$0.00	\$430.00	\$430.00	
	Post Aging Credit SC Programs	\$0.00	\$25.00	\$0.00	\$25.00	
	Post Aging Credit SC Trips	\$0.00	\$9.00	\$0.00	\$9.00	
	Post Aging Credit SC Trips Taxable	\$0.00	\$3.00	\$0.00	\$3.00	
	Senior Center General Program Fees	\$10,116.63	\$15,601.00	\$11,757.17	\$37,474.80	16%
	Senior Center Lunch Program Donations	\$9,420.25	\$11,534.14	\$17,612.47	\$38,566.86	87%
	Senior Center Memorial Gifts	\$10,000.00	\$0.00	\$0.00	\$10,000.00	-100%
	Senior Center Van	\$114.75	\$88.50	\$89.00	\$292.25	-22%
	SilverSounds Fundraiser	\$953.00	\$528.00	\$1,204.00	\$2,685.00	26%
	Special Event Lunch	\$387.43	\$72.70	\$3,240.01	\$3,700.14	736%
	Square Dance	\$2,439.00	\$2,249.00	\$2,790.00	\$7,478.00	14%
	Trips	\$2,496.93	\$987.71	\$3,435.32	\$6,919.96	38%
Tuesday Night Dance	\$3,537.00	\$3,471.00	\$4,998.00	\$12,006.00	41%	
	Total Senior Activity Center	\$182,085.05	\$173,836.72	\$189,296.32	\$545,218.09	4%

10.5 PROGRAM LIFECYCLE CLASSIFICATION

	Program	Introduction	Take-Off	Growth	Mature	Saturated	Decline
Adaptive Recreation	Studio 315					X	
	Community Exploraiton					X	
	Trips and Tours					X	
	Monday Adventures					X	
	Summer reading Lunch Bunch	X					
	Camp WalkapalaTOO					X	
	Flexi Fit and Fun				X		
	Yoga		X				
	Trail Walking			X			
	Basic Cooking					X	
	Creative Art Space			X			
	Theater for All			X			
	Access the Future					X	
	Cheer					X	
	Tennis					X	
	Basic Swim			X			
	Intermediate Swim			X			
	Swim Team						X
	Track and Field					X	
	Cycling					X	
T-ball					X		
Softball					X		
Bowling					X		
Basketball					X		
Cultural	Summer Concert Series				X		
	Spotlight Series				X		
	Spotlight on Art				X		
	Kent Kids' Arts Day				X		
	Student Art Walk			X			
	4th of July Splash				X		
	Cornucopia Days 5K Fun Run				X		
	Christmas Rush 5K & 10K				X		
Facility-Based	Aerobics				X		
	Dance			X			
	Pickleball			X			
	Raquetball						X
	Youth/Adult Sports				X		
	Indoor Walk			X			
	Volleyball			X			
	Baseball/Softball					X	
	Flag Football					X	
	Soccer					X	
	Basketball					X	
	Track			X			
	Volleyball			X			
	Softball				X		
	Outdoor Sport Tournaments			X			
	Youth Dance			X			
	Adult Dance				X		
	Music			X			
	Education			X			
	Cooking				X		
Indoor Park			X				
Art					X		
Nutrition					X		

COMPREHENSIVE RECREATION PROGRAM PLAN

Seniors	Lunch					X	
	Meals on Wheels			X			
	Community Club Special Meals			X			
	Yoga				X		
	Stretch & Strengthening			X			
	Aerobics			X			
	Chi Gong				X		
	Counseling			X			
	Support Groups				X		
	Blood Pressure Monitoring				X		
	Footcare				X		
	Reflexology		X				
	Dental			X			
	Fitness Center				X		
	Speciality Support Groups				X		
	Grief Support Group				X		
	Be Well Workshops			X			
	Hula		X				
	Line Dancing			X			
	SHIBA			X			
	Legal Clinics			X			
	Haircut			X			
	Computer Classes					X	
	AARP Driving				X		
	Life Long Learning			X			
	Ukulele			X			
	Karaoke			X			
	Square Dance						X
	Koffee Klatch			X			
	Billards				X		
	Puzzles						X
	Cards and Games		X				
	Special Events			X			
	Deli Bingo			X			
	Dances			X			
	Coffee Bar			X			
	Book Club			X			
	Coloring Club				X		
	Craft Clubs				X		
	Drama Club		X				
	Fly Tying					X	
	Garden Club			X			
	Woodcarving			X			
	Poetry Club					X	
	Softball					X	
	Day Trips			X			
	Overnight Trips			X			
Extended Travel			X				
Hiking			X				
Golfing			X				
Fishing			X				
Outdoor Adventure			X				
Snow Sports		X					
Holiday Craft Market				X			
Cards/ Holiday Table Sales			X				
Newcomers			X				
Volunteers			X				
Youth and Teen	After School Energy		X				
	Jr. All Stars						
	HERO						
	Presidents Camp				X		
	Spring Camp				X		
	Summer Camp Walka				X		
	Sleepaway Camp				X		
	Summer Playgrounds			X			
	Summer HERO			X			
	Meridian Latenight			X			
	Mill Creek Latenight			X			
	Teen Center		X	X			
	Fishing Experience			X			
	World Wide Day of Play				X		
	Community Meal Nov			X			
National Night Out			X				

