



**City of Eau Claire
Parks, Recreation, & Forestry Department**

Comprehensive Recreation Program Plan

Five Year Plan 2013 - 2017

**City of Eau Claire
Recreation Program Plan**

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Eau Claire City Council

Kerry Kincaid, President
David Klinkhammer
Jackie Pavelski
Andrew Werthmann

Dave Duax, Vice President
Kathy Mitchell
Bob VonHaden
Vacancy

Larry Balow
Mark Olson
Thomas Vue

Waterways and Parks Commission

Bob Schraufnagel, President
Thomas Vue, City Council Rep
Steven Duffenbach
Jeff Guettinger

Roxie Owens, Vice President
Bob VonHaden, City Council Rep
Gene Johnson
Jason Rathburn

Jon Case, Secretary
Richard Spindler
Diane Paulsrud
Leon Salander

City Officials

Russ Van Gompel, City Manager Dale Peters, Assistant City Manager Phil Fieber, Department Director

Project Team – Eau Claire Parks, Recreation, & Forestry Department – Recreation Division

Dawn Comte, Superintendent of Recreation
Chad Duerkop, Recreation Program Supervisor/Fairfax Pool Manger
Stu Taylor, Recreation Program Supervisor/Hobbs Ice Center Manager
Emmalee Morse, Recreation Aide
Jenny Vick, Recreation Aide

EXECUTIVE SUMMARY

The preparation of a Recreation Program Plan was established in 2011 by the Parks and Recreation Director as a major Department goal. The purpose of the Plan is to provide a comprehensive review and assessment of recreation programs, services, and facilities provided by the Parks, Recreation, and Forestry Department - Recreation Division. The Plan will serve as a companion document to the Parks and Open Space Plan. The Recreation Program Plan and its development emphasize the role and vision of both the plan and the Parks, Recreation, and Forestry Department, to "Create Community through People, Parks and Programs" and includes recommendations for both traditional recreation programs services and facilities, as well as other human service and community programs viewed as important by the community. During the process, common themes emerged that identify the key community characteristics and constraints that frame the dialogue and inform the Recreation Program Plan recommendations. The Eau Claire community's sense of place is "recreation asset-rich," with many family-friendly gathering places, where people feel safe and secure. At the same time, the community struggles with questions of how best to use remaining open space; how to assure sufficient recreation programs, services and facilities; and how to increase access to those programs, facilities, and services.

INTRODUCTION

CITY OF EAU CLAIRE

City Vision Statement - Contribute to making Eau Claire a healthy, vibrant, and productive community of exceptional natural beauty.

City Mission Statement - To provide for the common good and deliver services essential for a safe, sustainable, and engaged community.

City Strategic Initiatives

Service Delivery – deliver services effectively and efficiently to support a healthy, safe, and sustainable community. This is accomplished through aligning services with priorities, engaging in continuous improvement, and optimizing available resources.

Quality of Place – preserve the city’s unique character by protecting the natural environment, investing in neighborhoods, supporting civic events, and maintaining a safe community.

Economic Vitality – sustain a community environment that is conducive to job creation and continued economic growth. This is accomplished by encouraging entrepreneurial investment and selective public investments by the City.

Fiscal Stability – manage resources with a long-term perspective and alignment with key priorities. Strive to accomplish unexpected fiscal changes without sudden disruption in service quality.

Workforce Development – provide strong leadership, guidance, and training in response to the challenges of an aging workforce, changes in labor environment, and continued need for performance improvements.

Community Engagement – Create a community and organizational environment that encourages the involvement of others in shaping a highly desirable community, and that contributes to building long-term success.

PARKS, RECREATION, & FORESTRY DEPARTMENT

Department Mission Statement - To provide exceptional park, recreation, and forestry services that will enrich our citizens and visitors.

Department Core Values

Accountability	To maintain open relationships with the community.
Responsive	To provide for the needs of others.
Ingenuity	To be innovative and creative.
Professionalism	To be qualified and prepared to work.
Honesty	To be open and transparent.
Health	To provide quality opportunities for physical fitness and activity.
Environmentalism	To provide healthy spaces and places.
Security	To enforce rules fairly and consistently.
Safety	To minimize accidents.
Explorative	To learn new ways to enhance services.

Statement of Purpose - The Recreation Division is responsible for developing and directing a broad program of year round activities for all age groups and interests.

RECREATION PLAN PURPOSE

The primary purpose of the Recreation Plan is to provide the City of Eau Claire with a community-based description of its recreation program issues and needs with recommendations of how to respond. It is the intent of this report to provide a road map for the next ten (10) years, setting out priorities for recreation programs, facilities and services. The report will serve as a companion document to the Parks and Open Space Plan (POSP). It is an implementation tool for the City of Eau Claire, providing a guide for the orderly development and/or management of Parks, Recreation, and Forestry programs, facilities, and services. It is a flexible document, presenting findings which are best evaluated, validated and/or modified periodically as the City responds to the unforeseen opportunities and constraints as well as changing community demographics. The recommendations are reflective of traditional recreation programs, services and facilities, as well as other human service and community programs viewed as important by the community. The information provided in this report was developed from all the data collected and considered for the purpose of review and analysis in the development of recommendations for the Recreation Program Plan. The information utilized in this report was derived from various sources and reports. They are listed and provided in the Appendices of this report.

RECREATION PLAN VISION

The preparation of a Recreation Program Plan emphasizes the core services it provides, and to align itself with national and state-wide efforts, the Eau Claire Parks, Recreation, and Forestry Department will use the following vision to guide the Department in the implementation of the Recreation Program Plan:

"Live Life Better" - This visionary tag line emphasizes the creative aspects of building community as well as the primary assets used in the process: people, parks and programs. In this way, the community and staff recognize each other as vital partners in building a stronger community and acknowledge the contributions and resources of the profession.

COMMUNITY CONTEXT

Eau Claire is a middle class community with rapidly changing demographics. There is a relatively large Hmong cultural community and an increasing amount of ethnic diversity.

The City's workforce is diverse including a growing medical industry, two hospitals, University, Menards Headquarters, and other national manufacturing facilities. Eau Claire has continually reinvented itself beginning as a logging community, shifting into industrial manufacturing, and becoming more diverse from one dominated by blue collar industries to education, retail, and white collar business initiatives.

Community planning and interest has shifted from urban sprawl to revitalization of the downtown area. All of these trends have a significant impact on the recreational needs and desires of the community. The Recreation Division team strives to keep abreast of these changes by attending state and national conferences and trade shows, discussing strategic initiatives with the City Planning Division, meeting with neighborhood and community groups, and reviewing demographic reports such as the 2010 Census, when they are released.

RELATIONSHIP TO OTHER DOCUMENTS

City Comprehensive Plan

The Eau Claire Comprehensive Plan is a comprehensive and long-range statement of the City's development and preservation policies. It represents an agreement among the residents of Eau Claire on basic community values, ideals and aspirations to govern a shared environment and serves as the City's framework for future decisions. It looks 10, 15 and 20 years into the future, allowing Eau Claire to focus on the big picture and the broad trends that shape it. The current Comprehensive Plan was adopted in 2005, and is available on the City's website at <http://www.eauclairewi.gov/government/comprehensive-plan> While the Comprehensive Plan establishes overall goals, policies and actions, the Recreation Program Plan serves to provide a reasoned approach to defining the current community's recreational issues, programs, facilities, services, and recommended priorities. Whereas the Comprehensive Plan presents a 10-, 15- and 20-year view of park and open space needs, the Recreation Program Plan will be kept current and flexible through more frequent updates. The development of this Recreation Program Plan involved each action: public opinion research and evaluations; a draft plan; a recreation activities matrix, internal needs assessment analysis, athletic facility inventory analysis, recreation trends analysis, recreation provider inventory analysis; and, implementation steps to direct the Recreation Division's future programs, services and facilities.

City Code of Ordinances

Major policies established by the City Council are adopted by ordinance and are included in the City Code of Ordinances which are located on the City website at <http://www.eauclairewi.gov/government/ordinances>. Most of those that regulate the use of City parks and recreation facilities are found in Section 9 of the Eau Claire City Code of Ordinances. For example, Section 9.59 defines special events and 9.76 defines parks and public grounds. Section 3.40.010, fees and licenses schedule, defines the ability of Council to set fees for recreation program registration and use of facilities, including pool and ice center fees, pavilion rentals, and athletic facility rental. The Recreation Plan when used in conjunction with the City Code of Ordinances, can provide recommendations for changes to existing regulations, or suggest new issues that may benefit from the emphasis of a legal definition or provide an enforceable remedy to permit or restrict various recreation activities.

City Strategic Plan

The City strategic plan was updated in 2011. The current plan, 2012-2014 identifies the City's vision, mission, organizational values, and six key strategic priorities for the Eau Claire community. Each priority lists key intended results and identifies strategic initiatives needed to move toward achieving these priorities. The Recreation Program Plan uses the City Strategic Plan to determine future vision and direction when planning and evaluating programs, facilities, and services.

Annual City Budget and Capital Improvement Program Budget

The City's Annual Budget determines the level of financial resources allocated to the provision of recreation programs, services and facilities, including expenditures such as staff, program supplies and contractual services as well as projected revenues such as program fees and facility rentals. The City's Capital Improvement Program budget provides a five-year plan of expenditures that includes support for improvements to recreation facilities and new projects as well as rehabilitation of existing facilities. The Recreation Program Plan may include recommendations that may have an effect on the allocation of financial resources, the public's interest in new capital projects or the prioritization of various projects that support the recreational interests of residents.

Department Strategic Plan

The Parks, Recreation, & Forestry Department strategic plan was updated in 2011. The current plan, 2011-2015 identifies the Department accomplishments since 2006, trends, internal and external threats, mission, organizational values, seven key strategic issues, desired vision/outcome statements, barriers to addressing strategic issues, and strategic actions/assignments. Strategic issues that the Department is addressing are; Customer Service Excellence, Prioritizing Services, Programs, Events, and Facilities, Marketing, Personnel and Staffing, Funding, Healthy Community, and Environment. The Recreation Program Plan uses the Department Strategic Plan to determine future vision and direction when planning and evaluating programs, facilities, and services. The Recreation Division has an extensive role in achieving each initiative.

Department Policies and Procedures

The Parks, Recreation, and Forestry Department Policies and Procedures have been recently reviewed and updated. The comprehensive policies and procedures binder is located in the Department Director's office and in his electronic files. The Recreation Program Plan references and distributes many of these policies to staff and facility users. They are an essential part of program and facility operations and administration, facility and event scheduling, personnel supervision, and service delivery.

Parks and Open Space Plan

The City of Eau Claire's Parks and Open Space Master Plan (POSP) represents a comprehensive review of open space needs for the City. The 2003-2007 POSP document was last updated in 2008. The current plan, 2008-2012 is under revision for 2013-2018. It offers a long-term vision to guide decisions related to park and open space resources and a detailed evaluation of current needs in the City and its neighborhoods. The POSP is located on the City website <http://www.eauclairewi.gov/parks-administration/reports-survey-results-a-park-plans> and identifies existing facilities, contains prioritized recommendations for the acquisition, improvement and preservation of parks and open space, but is intentionally flexible so that actions may be implemented as opportunities arise. The Recreation Program Plan is a companion document to the POSP. When used with the POSP, the Recreation Program Plan describes and recommends those recreational activities, programs and services that the public desires to participate in or that will generally take place at the various parks and open spaces throughout the City.

Department and Division Annual Reports

The Department Annual Report represents a comprehensive overview of program and facility statistics, project updates, and financial summaries for Parks, Forestry, Cemeteries, Recreation, Hobbs Ice Center, and Fairfax Pool.

The Recreation Division Annual Report is a valuable tool that represents a detailed overview of annual activities, facilities, programs, and administrative initiatives. The report includes; financial summaries, vision statement, mission, purpose of the Recreation Division, annual goals, annual achievements and highlights, fees and charges summary, program enrollment history, ticket sales history, pavilion rental history, stadium and athletic field reservation matrix, summary of the summer school partnership, program evaluation results, and final reports for Fairfax Pool and Hobbs Ice Center.

The Recreation Program Plan uses these documents to enter data into matrices that are used to measure various determinants to assist in evaluating programs, facilities, and services. The Recreation Team reviews data and updates all matrices annually.

Americans with Disabilities Act

The Americans with Disabilities Act (ADA) provides for equal access for persons with disabilities to programs, services, activities and facilities. The Recreation Program Plan reviews Department compliance and makes necessary service delivery improvements that relate to ADA.

KEY COMMUNITY CHARACTERISTICS AND ISSUES

Throughout the planning process, common themes emerged that identify the key community characteristics and constraints that frame the dialogue and inform the Recreation Program Plan recommendations. These community characteristics and issues are critical to consider when determining, developing and delivering future recreation programs and services.

Key Community Characteristics:

1. Eau Claire has many places for residents to gather such as parks, trails, open space, waterways, and the downtown area.
2. The Eau Claire community is family-friendly.
3. People feel safe and secure in Eau Claire.

Key Community Issues:

1. How to best utilize and acquire remaining open space in Eau Claire to service community needs and interests.
2. The density of the community resulting from housing development has underscored the public's interest in both ensuring there are sufficient recreation programs, services and facilities for residents, and sustaining existing open space.
3. Access to programs, services and facilities for all is an important value of the community. Working to address barriers (such as awareness, financial, economic, cultural, physical, age, race, gender, religion, sexual orientation or geographic location) is important to residents.

APPROACH AND METHODOLOGY

The Recreation Program Plan development process used in Eau Claire was a four (4) phased approach, including a variety of tasks, methods and activities that were primarily focused upon community outreach and input.

Phase I involved the collection of data. Inventories of programs, services and facilities were created in addition to completing studies on the community demographics and trends. These reports can be found in the Appendix section of this report. Community input tools included:

- Community Survey – Extensive community wide surveys were completed in 2006 and 2012. Over 650 responses were completed in 2012. Survey categories included five key areas; Satisfaction/Safety, Communication, Facilities/Parks/Services, Parks Department Decisions, and Demographics of respondents. Comparison data was also used to determine changes in interests and trends between 2006 and 2012 survey results.

- Stakeholder Committees – Hobbs Ice Center and Carson Baseball Stadium stakeholders were identified and committees were formed to determine policies, fees, funding resources, and operational efficiencies.
- Civic Engagement Workgroups – Fairfax Pool developed a committee of community members to evaluate the importance of the existing municipal swimming pool. The workgroup was charged with the questions of if the pool should remain open, what improvements should be made to continue operation, and how would the community fund the necessary improvements.
- Program Participant Online Surveys – Participant surveys are sent electronically to individuals enrolled in programs and team managers for adult athletic leagues immediately following the conclusion of the activity. Results are reviewed and used to determine program, facility, and service improvements.
- Recreation Activities Matrix and Program Life Cycle Analysis – Programs are reviewed annually using specific criteria to determine program lifecycle and trends.
- Internal Needs Assessment and Analysis – A matrix of all recreation programs was established in 2012 to be reviewed annually. This matrix allows staff to evaluate program demographics, locations, program schedules, underserved populations or age groups, and program categories. Review of the matrix has identified areas of programming that should be considered during the program planning process.
- Athletic Facility Inventory and Analysis - An athletic facility inventory was established in 2012.
- Demographic/Community Profile and Trends Analysis – A community profile and trends analysis were completed that provided an overview of the City of Eau Claire relative to its demographics using the 2010 census report, Eau Claire Area School District annual reports. The trends analysis was established based on national trends articles, local trends and interests, and Department strategic planning sessions.

Phase II included the review and analysis of the findings that were identified during Phase I. These findings were reviewed with staff with the purpose of testing and refining the findings from Phase I through a team planning process.

- Team Planning Workshops – Members of the Recreation Team were asked to research and review data to present at various division and department meetings. After each presentation, open discussion for each topic allowed for team members to express ideas, suggestions, and input based upon their professional expertise, knowledge base, and personal experiences.

Phase III involved the development of draft recommendations and the First Draft of the Recreation Program Plan. Recommendations were developed based on Phase I and Phase II. These recommendations were reviewed by the department team.

Phase IV involved the review, revision, presentation, and approval processes with the Parks and Waterways Commission, and City Council. This document may be viewed as public record on the City webpage at <http://www.eauclairewi.gov/parks-administration/reports-survey-results-a-park-plans>.

RECREATION PLAN RECOMMENDATIONS AND GOALS

The Recreation Program Plan proposes key recommendations in seven areas: programs and activities; service; facilities; athletic facility scheduling; team development, target markets; and marketing. Documents utilized in determining recommendations included; City and Department strategic initiatives, citizen surveys, division goals, program evaluations, trends analysis and matrices located in the appendices.

Program and Activity Recommendations

1. Review and update planning standards and measures within the Recreation Division.
2. Develop a plan that converts Half Moon Beach into an attractive recreational destination.
3. Research the feasibility of developing an outdoor adventure class series for adults.
4. Promote health and wellness within programs, facilities, and services.
5. Participate in the planning process for the proposed winter recreation area at Pinehurst while evaluating the current structure of the winter programming.
6. Expand specialized recreation program offerings in response to community interest.
7. Research and identify opportunities to consistently offer affordable programs, facilities, and services.
8. Review and restructure regional playground program to increase participation and improve educational quality in response to changing community interests.

Service Recommendations

1. Expand social media capabilities to promote facilities, programs, and services.
2. Develop a set of consistent division wide customer service standards.
3. Identify trends and technology that will assist in providing more efficient and effective customer services.
4. Review and update evaluations and surveys used for programs, facilities, and services.
5. Establish services that promote wellness and offer customers healthy choices.
6. Create an awareness regarding safety and ADA initiatives.

Facility Recommendations

1. Establish a plan to maximize revenue potential at Carson, Fairfax, and Hobbs concession stands.
2. Evaluate the staffing structure at all City concession operations.
3. Identify a long range asset replacement plan for Fairfax Pool and Hobbs Ice Center.
4. Develop operational plans and policies for Hobbs Ice Center that are aligned with current regulations and professional standards
5. Review and update written standards and measures for Fairfax Pool and Hobbs Ice Center.
6. Develop written standards for the proposed winter recreation area at Pinehurst that will sustain it as a premier winter recreation destination.
7. Utilize and promote existing nature trails and facilities for wellness activity.
8. Create an awareness of the skate park planning committee and fund raising efforts in the community.
9. Review and evaluate safety standards and practices.
10. The need for additional athletic field capacity is in high demand. Specifically baseball and full size soccer fields.
11. The ability to meet the demand and extend playing time on fields would be positively impacted by adding lighting to existing fields.

Athletic Facility Scheduling Recommendations

1. Develop and Implement a facility scheduling survey for major facility user groups.
2. Develop a plan to centralize scheduling and concession responsibilities.
3. Review, update, and continue to develop lease agreements, facility rental agreements, fees and charges while working with stakeholders and user groups.

Team Development

1. Identify the organizational and staff development needs for the Recreation Division.
2. Department wide review and training of customer service and safety standards.
3. Identify ways to maximize budget initiatives that increase training opportunities to all professional staff.
4. Review staff responsibilities department wide to become more effective, create cross training opportunities, and respond to changing community needs.

Target Markets

Program recommendations address seven categories of "target markets." Target markets can be defined as a specific market segment or population group to which a particular service, program or facility is marketed. These markets are often defined by age, gender, geography and/or socioeconomic grouping. The seven categories used for this Plan include: Preschool-Aged Youth; Elementary School-Aged Youth; Middle School-Aged Youth; High School-Aged Youth; Adults 18 years and over; Families; and Mature Adults. While further prioritization and phasing of implementation is needed, the highest-priority program and/or service areas identified for the following target markets are:

Preschool-Aged Youth

1. Health, wellness, and physical fitness programs
2. Water activities/aquatics
3. Sports introduction and instruction
4. Parent and tot activities
5. Family programming
6. Arts & Culture
7. Environmental education/ nature programs and activities

Elementary-Aged Youth

1. Health, wellness, and physical fitness programs
2. Aquatics
3. Sport introduction and instruction
4. Athletic Leagues
5. Instructional programs
6. Family programming
7. Arts & culture
8. After-school and summer activities
9. Environmental education/nature programs and activities
10. Events

Middle School-Aged Youth

1. Aquatics
2. Health, wellness, and physical fitness programs
3. Environmental education/nature programs and activities
4. Events
5. Athletic Leagues
6. Instructional programs
7. Family programming
8. After-school and summer activities
9. Arts & culture

High School-Aged Youth

1. Aquatics
2. Health, wellness, and physical fitness programs
3. Environmental education/nature programs and activities
4. Job training

Adults 18+

1. Volunteer/civic opportunities
2. Job training
3. Health, wellness, and physical fitness programs
4. Athletic Leagues
5. Community Events
6. Environmental education/nature programs and activities
7. Aquatics
8. Instructional Programs

Families

1. Aquatics
2. Low or no cost activities
3. Community Events
4. Health, wellness, and physical fitness programs
5. Environmental education/nature programs and activities
6. Volunteer/civic opportunities
7. Parent and tot activities

Mature Adults

1. Aquatics
2. Volunteer/civic opportunities
3. Health, wellness, and physical fitness programs
4. Community Events
5. Instructional programs
6. Environmental education/nature programs and activities
7. Athletic Leagues

Specialized Recreation

1. ADA compliance and accommodation
2. Social activities
3. Inclusion in all activities
4. Aquatics
5. Life skill instruction
6. Community events
7. Arts & culture

Other program considerations:

Community-wide events
Downtown events and activities

Marketing

The development of the Recreation Program Plan has been a community-based, customer oriented process. The Parks, Recreation, and Forestry Department now has specific information regarding residents' recreational and community service needs. The development and implementation of a marketing strategy and plan is recommended in order to enhance the implementation of program and facility development and the delivery of services. Marketing is more than an advertising or publicity plan. It involves two very specific activities:

- Assessment of how well a program, service or facility meets the recreation and community service needs of the community
- Measurement of how well marketing efforts are communicating and connecting with the community, using an outcome-based approach.

Current Marketing Efforts

The City of Eau Claire Parks, Recreation, and Forestry Department is highly engaged in communicating with the community about the programs, services, and facilities that are available to the public. Some of the current tools used by the Department to promote services are: the Prime Times publications (published twice each year), the Department web site, program brochures and newsletters, paid advertisements, facebook posts, and participant e-mail. While information is presented in fun, entertaining and interesting ways, activities are primarily focused on publicizing information rather than following a marketing strategy in an organized and systematic way. Currently there is little assessment of on the impact of marketing efforts and if the intended outcomes have been accomplished. Eau Claire Parks, Recreation, and Forestry Department has adopted the following visionary tagline: "Live Life Better".

Establishing Market Position & Branding

Positioning and Branding are an important element of any marketing program. The "position" communicates how the Department is unique and distinguishes itself from other agencies/providers and their services to persuade participation and/or support (flag football, clearwater winter parade, ice arena, stadiums, park facilities, etc). To differentiate between positioning and branding, it is important to know that positioning programs, services, and facilities are foremost over branding. Positioning reflects the needs and wants of the community while branding is the packaging of those services and includes the positioning theme or statement. Before creating brand (Live Life Better, Logo), establish position.

Marketing Recommendations:

1. Develop a branding program that is clear, concise, and consistently communicated throughout the Department and with all media tools (Live, Life, Better)
2. Continue training and ongoing learning programs for staff so that they have the knowledge and tools to implement the marketing activities associated with this strategy.
3. Strengthen working relationships with other community partners such as schools, nonprofit service providers, public safety, and the business community to support the achievement of this strategy.
4. Develop presentations for community organizations, youth groups, parent groups and other stakeholders that will promote the Department's programs and the visionary tagline "Live Life Better."
5. Develop and implement a marketing campaign to build community awareness regarding access to programs, facilities, and services to include scholarship programs, ADA compliance and assistance, registration services, and other logistics.
6. Develop an awareness program that increases decision-makers' knowledge and understanding of ways in which the Parks, Recreation, and Forestry Department programs, facilities, and services promote identified outcomes, fulfill needs of target markets, and achieve strategic initiatives.

RECREATION PLAN REVIEW/REVISION

The Recreation Program Plan is reviewed annually and revised every five years.

RECREATION IN THE COMMUNITY

COMMUNITY SURVEY REPORT ANALYSIS

Parks, Recreation, and Forestry Community Survey

In 2011, the City of Eau Claire Parks, Recreation and Forestry Department contracted with the Solutions Resource Center at the University of St. Francis to complete a community wide survey. Survey data was collected between April 11, 2011 and July 1, 2011. Survey analysis was completed in August 2011.

The analysis explained in this report includes compilation of data and open ended comments, comparison data with the community wide survey conducted in 2006 and cross tabulation of data to identify trends. Over 600 community members responded to the survey either via telephone or through direct mail. The survey questions were categorized into six general areas:

- (1) Satisfaction/Safety
- (2) Communication
- (3) Facilities/Parks/Services
- (4) Funding
- (5) Parks Department Decisions
- (6) Demographics

Highlights of the survey data include: The community respondents rate parks and recreation facilities as good or excellent. Respondents feel very safe in city parks, trails and recreation facilities. The highest used facilities are: trails and bikeways and large community parks. Printed materials are the preferred method to receive information on City of Eau Claire recreation programs, facilities and services. About half of the survey respondents have never visited the City of Eau Claire website. The vast majority of respondents have never visited the City of Eau Claire Parks and Recreation Facebook page even though many indicated they use Facebook. The community has a high interest in supporting walking trails, biking trails and hiking trails. Survey respondents feel the most important services and facilities are: trash and recycling in park, restroom in parks and youth sports programs. The vast majority of survey respondents indicate they were aware there is an insect that is predicted to wipe out the ash tree population in Eau Claire, but the response was mixed on what, if any, action should be taken. Park facilities should be named for geographic areas and events or people of historical significance. Over half of survey respondents are in favor of having the City Parks Department continue to use chemicals to treat the water in Half Moon Lake. Of those who support the winter recreation area and who responded with a choice of location, the data indicates Pinehurst as the preferred location.

Of those who have an opinion on Fairfax Pool, the most desired amenities are: more picnic and shade areas should be added. Respondents feel there is about the right amount of various parks and recreation facilities in the area and they support continued City funding for all of the park and recreation facilities listed in the survey. There is strong support for funding for neighborhood parks and playgrounds and community parks. The majority of survey respondents indicate Eau Claire city parks should be tobacco free. Nearly half of survey respondents prefer the City Parks Department to use organic based herbicides even though they cost more. Respondents support fixing up existing park and recreational areas. There is very little support to purchase more parkland. Respondents support continuing to have City Parks and Recreation maintain all park areas at current levels. Respondents also support encouraging citizen volunteer groups to assist in the maintenance and upkeep of park areas, such as through an "adopt a park" program, to reduce operating expenses. Nearly half support the requirement that boaters pay a fee to use the boat launch facilities. Respondents support allowing community gardens to develop in city parks. Respondents support coordination with area non-profit organizations. The majority of non-city respondents oppose or strongly oppose a small increase in their property taxes to pay for recreational programs and facilities. Comparison analysis of the 2006 survey with the 2011 survey indicates the general trends of important services and facilities remain the same.

National Citizen Survey – City of Eau Claire

A National Citizen Survey for the City of Eau Claire was conducted in 2012 that provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success. Most residents experienced a good quality of life in the City of Eau Claire and believed the City was a good place to live. The overall quality of life in the City of Eau Claire was rated as "excellent" or "good" by 84% of respondents. A majority reported they plan on staying in the City of Eau Claire for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were educational opportunities, air quality, and opportunities to volunteer. The two characteristics receiving the least positive ratings were employment opportunities and the ease of rail or subway travel in Eau Claire.

A Key Driver Analysis was conducted for the City of Eau Claire which examined the relationships between ratings of each service and ratings of the City of Eau Claire's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Eau Claire can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Health services
- Police services
- Preservation of natural areas
- Street lighting

Internal staff review and analysis of the results from the community surveys indicate strong support for Parks, Recreation, and Forestry facilities and services. The Recreation Division is focusing on improving facilities through the use of citizen or stakeholder work groups, emphasis on continued youth sports programming, utilizing neighborhood or regional parks for programming, promoting healthy options in concessions, vending and programming, and creating awareness of available instant information through the use of technologies.

STRATEGIC PLAN SUMMARY

The initial strategic plan for the Parks, Recreation, and Forestry Department was prepared in 2006 then revised in 2011. The purpose of the plan was to identify strategic issues facing the Department over a five to ten year period and develop specific recommendations or actions to address these issues.

There is a distinction between strategic planning for an organization and operational or shorter time planning. Strategic planning can generally be defined as "A process to assist in producing fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it."

The strategic planning process provides a shared vision of an organization's future and then determines the best way to achieve this vision. Through strategic planning, an organization can:

- Examine the environment in which the Department operates;
- Explore the factors and trends that affect the way they do business and carry out their roles;
- Seek to meet a mission and any mandates that they may have;
- Identify strategic issues that must be addressed;
- Find ways to address these issues by re-examining the organization's mission, product, services, facilities, costs, financing, management, and organization;
- Direct an organization and its resources toward accomplishing these goals over the upcoming months and years.

Although a strategic plan is prepared to cover a period of ten to fifteen years, it is reviewed and updated after a five year period. Since the plan is five years old, it was decided to review the document and determine whether the Department's strategic issues had changed and whether new strategic actions should be developed.

The original plan, which identified five strategic issues, was prepared with input from the Department Director and three division heads. For the update of the plan, it was decided to involve additional staff representing the various operations and facilities managed by the Department. The group involving approximately 14 people met three times to review and update the 2006 plan.

As done in 2006, the plan update team followed a series of steps to assist in updating the plan. The first step was for the team to review and discuss community trends that may affect future Department operations, the delivery of services and recreational needs of the community. The discussion focused on demographic trends of the community. The team also discussed general trends encountered within the Department that affect levels of service and programs of the Department itself, since team members were already knowledgeable in these areas.

The final step in the process of updating the 2006 plan was to review the recommendations or action steps contained in the 2006 plan and eliminate those actions that were completed or no longer applicable. In addition, the planning team then discussed and identified new actions steps that would be necessary to address each of the strategic issues. Once the list of recommendations was finalized, Department staff developed an implementation schedule relating to each strategic issue and assigned a staff member or Division as being responsible for its implementation or completion.

The Recreation Program Plan uses the City Strategic Plan to determine future vision and direction when planning and evaluating programs, facilities, and services.

RECREATION PROVIDER ANALYSIS (appendix A)

The Recreation Provider Inventory is a matrix that identifies recreation providers within the City of Eau Claire and surrounding communities.

The Recreation Provider Matrix is used to evaluate activity offerings and identify programming opportunities for the citizens of Eau Claire. The recreation program team updates this matrix annually. The team then analyzes it to determine which program areas are deficient in the community and then develops new programs for the upcoming year if necessary. It is the goal of the recreation programming team to offer a balanced selection of programs in the community and has no intentions of offering programs that are successfully offered by other organizations or businesses.

The matrix is broken down into several criteria that allows for accurate analysis of the data.

- Activity category (youth, adult, special pops, aquatics, etc.)
- Activity classification (cultural, educational, social, sports, etc.)
- Season offered
- Nature of activity (non-profit, private, active, passive, etc.)
- Age range of activity
- Skill level of activity
- Facility activity is located (community parks, neighborhood parks, schools, businesses, etc.)

The Eau Claire Parks, Recreation, and Forestry Prime Times publication includes an Eau Claire Community Resource Directory that is widely distributed throughout the community. It contains a listing of many recreational resources and recreation providers available within the community.

ATHLETIC FACILITY INVENTORY ANALYSIS (appendix B)

An Athletic Facility Inventory is a matrix used to identify athletic fields and open spaces with the City of Eau Claire and surrounding areas. Citizens of Eau Claire utilize other facilities in surrounding communities due to the close proximity and optional activities provided.

The recreation team uses this matrix to identify local facilities that are scheduled for community groups within Eau Claire. It is also used in conjunction with the Recreation Provider Inventory and athletic scheduling analysis to determine facility needs in response to community interest. The Parks, Recreation, and Forestry Department reviews data to determine which facilities should be developed, renovated, and/or repurposed.

The Athletic Facility Inventory matrix includes the following criteria:

- Facility Name
- Sport Tabulation Matrix (identifies type and number of fields, courts, or rinks)
- Lighted Facility (identifies if the facility is lighted)
- Classification by sport, gender, level (classifies the intended nature of the facility)
- Owner (identifies the property owner)
- Map availability (indicates if a map of the facility is available)
- Facility Address
- Facility Location (identifies which property the facility is located)

COMMUNITY DEMOGRAPHICS PROFILE

Summary

Residents of Eau Claire experience a comparatively high quality of life. The excellent education combined with a low crime rate, low cost of living, outstanding healthcare, and an abundance of arts and entertainment venues are all reasons why residents enjoy a top-notch lifestyle.

Actual City Population (2010): 65,883
30-Minute Commute Population (EC MSA* 2010): 161,151
Unemployment Rate (EC MSA May, 2010): 6.7%
Per Capita Income (EC MSA 2010): \$24,118
Median Family Income (EC MSA 2010): \$60,597
Median Age: 30
Higher Education Institutions: 4
Medical Institutions (hospital beds): 4 (660)
Median Home Price (Owner Occupied, 2010): \$136,100

Population

Eau Claire was incorporated in 1872, at which time the City had a population of 2,293. The lumber industry created a population boom in the years following as the City's population swelled to over 21,000 persons by 1885 and Eau Claire was Wisconsin's third largest city, twice the size of Madison. However, soon thereafter, lumbering began to decline with the depletion of the timber forests to the north, which led to mill consolidations and closings. Between 1885 and 1890, Eau Claire lost twenty percent of its population. Despite the loss of the lumber industry, Eau Claire was able to make a transition to a diversified manufacturing base by the early 1900s and saw steady population growth through the 1940s when its population reached 36,058 in 1950. The City's population has continued to grow during the late twentieth century, with a broad based economy featuring regional retail and medical centers, education, service businesses and a diversified industrial base.

Currently Eau Claire has a population of 65,000. Based on projections, Eau Claire's population is expected to increase by approximately 11,367 persons over the next two decades.

The City of Eau Claire has seen an increase of 3,015 housing units over the past decade. The majority of these housing units were constructed on the south side of Eau Claire. The number of new housing units on the north and west sides was similar in number. However, the majority of those units constructed on the City's west side were built during the later part of the decade. The east side of the City has experienced little change in the number of housing units as this side of the City has very limited land remaining for new construction and as is bordered by Altoona to the east.

Ethnicity

The City of Eau Claire has undergone a substantial change in its racial composition. The City's minority population has increased from 1.3 percent of the total population to 6.6 percent of the population. The most significant change occurred during the 1980s when a large number of Hmong moved to Eau Claire from their home countries of Laos, China and Thailand. Census statistics indicate that the Hmong population is now somewhat dispersed within the community, whereas they were concentrated in several locations in the City when they first moved to Eau Claire. Several smaller concentrations of Hmong still remain. These are in northern portion of the City to the east of the airport and within the North River Fronts and North Side Hill Neighborhoods located to the north and northeast of downtown. In addition, the population of other racial groups has increased since 1980. Although, the African American population represents a relatively small percentage of the City's overall population, the number of African Americans doubled during the 1990s. Finally, the Hispanic population with Eau Claire doubled during the previous decade.

Age

Census statistics show that the largest concentration of persons by age are in the 18-22 year old age group, which comprises 22 percent of the City's population. This high percentage of the population is attributable to the presence of the University of Wisconsin – Eau Claire and the Chippewa Valley Technical College campuses within the City. The next highest age cohort is the 5-17 year olds. The 45-54 year old cohort also saw a significant increase, comprising 7.4 percent of the population in 1990 in comparison to 12 percent of the population in 2000 (an increase of 3,173 persons). This indicates a significant migration of persons within this age category into the City.

Housing

The City of Eau Claire and the Department of Housing and Urban Development (HUD) identify areas within the City having concentrations of Low and Moderate Income (LMI) families in order to provide programs and services for these families. Traditionally, these LMI areas have been located in the older portions of the City extending out from downtown. Based on the census statistics, several LMI areas are also located on or near the periphery of the City within more recently developed multiple family housing projects. These additional lower income areas need to be recognized and considered as decisions are made concerning needed services from departments such as Parks and Recreation, Police, City/County Health, etc.

Income

Income levels for the City of Eau Claire and surrounding areas have traditionally lagged behind income levels of the State of Wisconsin and the Minneapolis-St. Paul metropolitan area. Incomes have increased within the City and Eau Claire Metropolitan Service Area. However, the gap between the City and State actually grew during the decade.

Education

Eau Claire's well educated and knowledgeable population is the driving force behind the city's competitive market, the many successful businesses, and the high quality of life found in Eau Claire. The city's locally and nationally recognized institutes of both lower and higher education provide for an exceptionally strong base of learning for the entire population.

Employment

Prior to the Great recession, the number of employed City residents increased by 24 percent during the decade. The largest increase in employment came in the construction and service industries, with substantial growth also occurring in the professional and sales categories. The largest employment sector was in the managerial and professional category that accounted for over 30 percent of jobs. Growth in the retail and service sector industries has occurred during the decade and the slower growth in the production and manufacturing sectors. It is anticipated that continued employment growth in the service and sales categories will continue.

Eau Claire Metropolitan Statistical Area unemployment ranked lower than most other Wisconsin MSAs in Q4 2011 at an average of 5.9%. In October 2011 the unemployment rate was 5.9% followed by 5.8% in November, and 6.0% in December. The MSA with the lowest quarterly unemployment was Madison (4.83%) and the MSA with the highest quarterly unemployment was Janesville (8.47%).

RECREATION TRENDS ANALYSIS (appendix C)

The City of Eau Claire has a well-established process of assessing societal, national and local trends. The City adopted its most recent comprehensive plan in 2005. The complete plan included land use, transportation trends, the parks system, physical character, economic development, public utilities, community facilities, housing, historic preservation, downtown, intergovernmental coordination, and sustainability. The Parks and Recreation Department uses this plan when making many decisions regarding services offered, facility use and development, as well as department specific strategic goals.

The City of Eau Claire Planning Division specifically tracks community demographics and the development of the business districts and residential areas within the community. Access to the "Census Summaries for the City of Eau Claire" and the "Demographic Profile" for the community are located on the City website.

The Parks, Recreation, and Forestry Department professionals are strongly connected to many professional organizations and external recreational service providers. There is also a strong history of cooperation with the Eau Claire Area School District, in which a majority of school age participants reside. The school district provides enrollment numbers, annual reports, and other studies that have been completed upon request. These documents are reviewed and analyzed to help determine specific community trends. "Planning for the Schools of Tomorrow" is a document provided by the Eau Claire Area School District that displays predicted and current age demographics, construction trends, as well as population and enrollment trends for our community.

The Parks, Recreation, and Forestry Department reviews and updates department strategic and open space plans periodically. These documents are updated every five years as trends, funding resources, and community interest change.

Strategic planning process includes:

- Review and update the information provided within the City-wide Comprehensive Plan
- Review, analyze, and update the previous Strategic Plan for the Parks, Recreation, and Forestry Department and match them with the current City strategic priorities
- Conduct a community-wide citizen survey to determine:
 - a) How the citizens of our community are using the Parks, Recreation, and Forestry Department's services and amenities.
 - b) What the citizens would like to see accomplished by the department
 - c) How well the department is meeting expectations.

Park and Open Space Plan process includes:

- Developing a plan for parks that compliments the City's Comprehensive Plan
- Determines the standards, based on community trends, to evaluate the needs and deficiencies of the city parks.
- Inventories all the parks and open spaces in the community, including those owned by the university and local school district.
- Examines all of city parks and open spaces to determine the deficiencies and specific needs for each park or open space.
- Addresses how to correct deficiencies and meet the needs of each park or open space, including land acquisition.
- Develops a policy plan that serves as the foundation for providing park and open spaces in Eau Claire.

City of Eau Claire Parks and Recreation Department Strategic Plan 2011 includes analysis of internal and external trends with a focus on:

- The environment within which the Department operates
- Population Growth, Housing Construction
- Explores the factors and trends that affect the administration and operations of programs, events, facilities, and services.
- Identifies strategic issues that must be addressed
- Determines how to address issues through an examination of the department's: mission, product, services, facilities, costs, financing, management, and organization.
- "City of Eau Claire 2008-2012 Park and Open Space Plan" provides the policies necessary for the department to determine how park and open spaces will be provided in the community based on local trends and resources available.
- "2011 Community Survey" was completed by the University of St. Francis for the Parks, Recreation, and Forestry Department in 2011. These results were used to determine trends in the community related to the services used and the quality of service provided.
- "The Census Summary for 2010" reveals many demographic trends for the Parks, Recreation, and Forestry Department. These trends have driven the development of new park areas, changes to recreation programming, and how the services are provided.

Members of the Parks, Recreation, and Forestry Department belong to or work closely with the following external organizations:

- Wisconsin Parks & Recreation Association (Members)
- The YMCA of Eau Claire (Partner)
- The American Red Cross (Member)
- The United States Tennis Association (Member)
- The National Federation for Public Swimming Facilities (Member)
- The Wisconsin Ice Arena Management Association (Member)
- The International Society of Arboriculture (Member)
- The National Parks and Recreation Association
- USA Hockey (Partner)
- Members of the Parks, Recreation, and Forestry Department regularly attend conferences hosted by the NPRA, the WPRA, the WIAMA, and Athletic Business.
- Professional Staff members also subscribe to many national and regional magazines that publish articles and studies about how the United States Population lives and recreates. These magazines include:
 - Journal of Park and Recreation Administration
 - Journal of Leisure Research
 - Aquatics International published by Hanley Wood

- PRB – Parks and Rec Business published by Northstar Publishing
- Impact published by the Wisconsin Parks & Recreation Association.
- Newsletter for Institute of Governmental Studies from California-Berkeley
- Arborist News
- Park & Recreation Magazine published by the NPRA
- Sports Turf published by the Sports Turf Managers Association.
- Sports field Management published by Moose River Media
- Turf published by Moose River Media
- Grounds Maintenance
- Landscape & Irrigation
- Tree Services Magazine
- Playground Magazine

Following are, examples of how the City of Eau Claire Parks, Recreation, and Forestry Department have responded to several identified trends:

- “The City of Eau Claire Waterway and Greenway Development Guide” outlines many initiatives, within the Parks & Forestry Department.
- The Rod & Gun Master Plan is an example of how the City has responded to the increasing trend of our residents to utilize the facility for small weddings, family reunions, family pictures, and wedding pictures. Preparation of the master plan required the Department to address the concerns displayed by the patrons using the park to increase accessibility, utility, and beauty of the park.
- The “Half Moon Lake Task Force” has reported on water quality and the city's attempt to improve the water quality of Half Moon Lake, since 1988. The task force's primary directive is to address the communities desire to use the lake for fishing, swimming, and boating.
- Fairfax Pool Master Plan created by Water Technology in 2009 suggesting upgrades to the Fairfax Municipal pool based upon their findings of national attendance trends.
- Northwest Community Park Master Plan
- Otter Creek Park Master Plan

A matrix that identifies trends, impacts on the Department, and how the Department can be responsive has been developed using data and information from the many resources mentioned above. Categories used to separate trends are; financial, marketing and communication, work force, social responsibility, and program planning. Each trend is reviewed and analyzed as to how the Department can develop a plan to incorporate these trends into administration, operations, facilities, programming, and services that are provided.

INTERNAL RECREATION PROGRAMS & FACILITIES

RECREATION ACTIVITIES MATRIX (appendix D)

The Internal Activities Matrix is a tool that measures how programs are meeting specified criteria and goals set by City Council and Department staff. This matrix is used to determine the programs life cycle.

Criteria used to analyze current recreation programs includes:

- Program cost recovery (cost recovery requirements are 75% youth, 100% adult. Is the program subsidized; no, meets requirements, exceeds requirements)
- Number of participants enrolled
- Provides revenue through internal use of facilities
- Program location (is the program scheduled at a Parks and Recreation facility)
- Meets City Council Goals (how many of the City goals are met by each program)
- Summer School Program (does the activity qualify as a part of the state statute 66.03 programming)
- Is the activity a duplication in the community (no, somewhat different, yes/duplicate)

PROGRAM LIFE CYCLE ANALYSIS (appendix E)

The Program Life Cycle analysis is determined through analysis of the Recreation Activities Matrix. Programs receive a point total in the Recreation Activities Matrix based on criteria scoring, then each are ranked highest to lowest. Once each program is ranked, it is entered into the Program Life Cycle matrix to be analyzed. The recreation team utilizes the data to evaluate new programs and to determine if an existing program should be improved, restructured, or eliminated.

Criteria used to analyze the Program Life Cycles include;

- Program/Activity
- Stage of Life Cycle (introduction, growth, mature, saturated, decline)
 - Introduction – new program
 - Growth – consistent growth
 - Mature – participation plateau
 - Saturated – extreme competition
 - Decline – declining participation
- Action/implementation (add new, increase/improve, maintain, reduce, eliminate)

INTERNAL NEEDS ASSESSMENT ANALYSIS (appendix F)

The Internal Needs Index is an assessment of internal facilities, programs, and services which considers the needs of citizens in the community. The Needs Index references external sources for neighborhood demographics, school enrollment numbers, and participation in extra-curricular activities. This information is used to make informed decisions regarding trends, opportunities, program life cycles, as well as facility and program needs that facilitate human development.

The Internal Activities Matrix is a performance tool used to make decisions about City resources, setting priorities, and charting progress for the needs of the community. This matrix is used to measure internal recreation program classification, demographics, availability, and geographical locations. This matrix is also used to identify programming opportunities.

Criteria established for assessing internal activities include:

- program & event activity number and name
- program category (youth activities, adult activities, special populations, family activities, and aquatics)
- classification (cultural, educational, physical development/fitness, wellness, social, sport/athletics)

- season registration and participation/enrollment (fall/winter enrollment, summer enrollment, minimum class size, cancelled class)
- supervision (program supervisor name, employee, contractual, partnership, volunteer)
- age (pre-school 0-4, youth 5-12, teen 13-17, adult 18-54, older adult 55+, special population, family)
- skill level (beginner, intermediate, advanced, instructional league, house league)
- day of week
- time of day
- facility/location (community parks, neighborhood parks, shelters @ school locations, public schools, other sites)

The analysis of data showed strong programming specific areas and identified opportunities that need to be explored.

Program Category - indicates strong programming in the youth activities and aquatics areas. There are some noticeable opportunities for special populations and adult activities. Reduce funding and staff reductions impacted program offerings in these areas.

Classification - based upon new strategic issues identified by the City and the Department, there are some new initiatives that focus on wellness, health, and physical activity. Cultural programming with continue to be addressed, but is not necessarily lacking in the Eau Claire community.

Season Enrollment - summer enrollments are much higher than fall/winter based on the number of activities and availability to participate. The recreation division has tapped resources available during the summer months and will continue to focus on adding activities in the fall and winter months.

Supervision - most program offerings are supervised by hired employees. Partnerships are continued to be increasing when possible. Efforts are made on facilitation of programs with special interest groups. For example, adult fast pitch softball and the development of an adult flag football league.

Age - most program offerings are available to the pre-school, school age, and teen age groups. New program ideas for adults ages 18+ are currently being explored for the active adult.

Skill Level - many parks and recreation programs offered are considered to be instructional, entry level, and feeder programs within the community. The focus has been on beginner and intermediate activity skill levels. Program participants that are ready to consider advanced skill levels are often encouraged to consult with local businesses and organized clubs or athletic organizations about specializing in an activity of interest.

Day of Week and Time of Day - program s are generally scheduled on week days in the evenings throughout the year. In the summer a significant of morning programs are added. There are an increasing number of program offerings on Sunday afternoons and evenings. The community is very receptive toward this concept.

Facility Location – program planning efforts consider scheduling activities at Parks and Recreation facilities a high priority. However, there are some programs that require specialized facilities that cannot be accommodated by the Department. For example, indoor swimming lessons during the school year.

PROGRAM OUTCOMES SUMMARY (appendix G)

Program outcomes are the measurable benefits that are intended as the result of implementing a program or service. They are considered the measures that have been developed for the purpose of gauging progress towards supporting the vision of the Recreation Program Plan, and City/Department strategic initiatives which reflects community input as to how the programs can support the residents.

Program outcomes are determined by the recreation team and listed in the Prime Times publications. A list of criteria developed to determine program outcomes can be found in the Recreation Programming Plan section of this document under Recreation Program Standards and Outcomes.

FACILITY INVENTORY AND UTILIZATION (appendix H)

The Eau Claire Parks, Recreation, and Forestry Department has developed a comprehensive facility inventory that is maintained by the Parks Division. A facility guide matrix summarizing the list of community and neighborhood parks and shelters is located in the Prime Times activity and services publications and online for community reference. The Facility Guide for Community Parks is widely distributed throughout the community and used to identify rental opportunities. It contains a listing of parks, park and recreation amenities, seating capacities, square footage, and requirements for rental.

Additionally, a comprehensive map of the City trail system can be found online on the City web site. A one-page overview of the City trails is located in the Prime Times, online, and on printed informational materials in the administrative office. There is a map of the city indicating parks and recreation facilities and school facilities in the Prime Times. Both of these maps are requested and utilized regularly by community members. The recreation team reviews and updates maps annually or when new facilities are developed or altered.

RECREATION PROGRAMMING PLAN

CORE VALUES

Recreation in Eau Claire focuses on a commitment to service, safety, and healthy outcomes. Four core values have been established by the Recreation Team as high priority for service delivery. These values sustain organizational development and are directly related to City and Department goals and initiatives.

- Safety
- Customer Service
- Health
- Quality

RECREATION PROGRAM STANDARDS & OUTCOMES (appendix G)

The Recreation Division has moved from general program objectives to more specific program target outcomes, as defined in the Recreation Program Plan and as identified in the Prime Times activities and services publication.

The Recreation Programming Target Outcomes are listed below:

- a) Encouraging people to try new things, develop new skills, or maintain existing skills.
- b) Promoting affordable healthy options on concession menus, in vending machines, and for program snacks.
- c) Offer programming that can improve a participants health, strength, endurance, and well-being.
- d) Cultivating social skills, including leadership, team building, following directions, sportsmanship, and cooperation.
- e) Creating a safer community in and around water through learn to swim programming.
- f) Providing a connection to the natural environment.
- g) Creating positive activities and fun environments that allow creative expression for youth.
- h) Facilitating gatherings and bringing the community together.
- i) Developing friendships through social interaction and similar interests.
- j) Promoting individual and community development.
- k) Offering a range of options for different income levels and different abilities.
- l) Adapting to new demographics and preferences.
- m) Offering programs that are responsive to community demands or interest.
- n) Evaluating programs, services, and facilities measured through analysis and evaluation results.

Programming outcomes have been established for each activity offered and are listed in the Prime Times publications. The Recreation Division team reviews and updates the program outcomes prior to each publication or twice annually.

SELECTION OF PROGRAM CONTENT

The Recreation Division selects program content based on specific activities and opportunities with an understanding of individual differences and the culture of the community.

The Internal Needs Index outlines programs for each different age segment of the population, the scope of the program (e.g., skill development, physical development, relaxation, cultural, club, or tournament), the participation level (e.g., single, small group, or large group), the degree of involvement, and the primary function (e.g., physical, educational, social, or creative).

Program evaluations are completed to solicit customer feedback and to ensure that the community is pleased with the program offerings and programs and services are added, removed, or modified to reflect the culture, ages, interests, and skill progression of our patrons.

The 2010 Census information and School District Annual Reports are useful in determining the makeup of the community and assisting in determining programs and services that reflect the community needs, demographics, and economic status. These documents are located in Recreation Superintendents Operations Manual.

Examples of programs with a system of progression are:

- Red Cross Learn to Swim (parent/child, otter, seal, dolphin, levels 1-6)
- USTA Quick Start Tennis Program (levels 1, 2, 3)
- USA Hockey Learn to Skate
- Hockey Programs (mini mites, mites, squirt, pee wee, bantam)
- Youth Sport Programs (instructional and League)
- Instructional (canoeing, diving, cooking, golf, tumbling)
- League Play (baseball, basketball, flag football, soccer)
- Adult Programs (instructional and league)
- Instructional (dance)
- League Play (softball, volleyball)

Examples of programs selected to reflect the culture and interest of the community are:

- Doggie Swim Fest
- Outdoor Ice Rinks
- Winter After Hours
- July 4th Celebration
- Grandparents Day at Fairfax Pool
- Par-te-Rec / Camp Summertime (specialized recreation)
- Hobbs Events (lunch break open skate, teen skate, turkey skate)
- Fairfax Events (dollar swims, water safety fest, splash party)

The criteria below have been established as general practices when evaluating programs, facilities, services and new opportunities. Selection content and criteria include:

- Offer new programs based on professional industry trends
- Evaluate activities and events annually to determine the succession of each program
- Evaluate activities for programming duplication within the community
- Create partnerships and cooperative programming opportunities within the community
- Establish healthy guidelines for programs and facilities
- Set affordable fees that meet the recovery requirement as set by City Council
- Program at existing Parks and Recreation facilities to become solvent
- Focus on desired outcomes and end results for programs and facilities
- Balance business operation with commitment to service
- Market programs and facilities to increase enrollment and revenues
- Review the vision with upper management to align with the organizations direction

SCOPE OF PROGRAM OPPORTUNITIES

The City of Eau Claire places special emphasis on providing services and programs for youth, seniors, people with disabilities, and individuals with limited financial ability to participate in various recreation opportunities. A wide spectrum of accessible cultural, recreation, social and human services program opportunities are made available to the community.

The scope of program opportunities offered in Eau Claire is extensive. In 2011-12, 707 classes were offered and 1309 memberships, representing 22,600 registered recreation program participants for the year (information from Active Net software reports). This number does not include the numerous drop-in programs and services offered throughout the year or programs and attendance offered at Hobbs Ice Center and Fairfax Swimming Pool.

The Internal Needs Index provides information on the scope of each program and service offered. Examples of the scope of programs include, but are not limited to, the following:

- Affordable instructional programs are offered through a summer school partnership initiative for school aged youth.
- Athletic programs for ages four to adult are offered providing opportunities for all levels of participation from introductory and skill building to highly competitive leagues and tournaments.

- Preschool classes offer recreational, educational, and life enrichment programs to children three to five years of age.
- The Cultural Arts offered by Volume One Concert Series, State regional Arts Center, and other local theaters make a deliberate effort to provide entertainment that reflects the varied tastes and interests of the community.
- The Specialized Recreation Program provides a variety of inclusive group-related leisure and recreational activities in the least restrictive environment possible. It features social events, art and education programs, and local trips.
- LE Phillips Senior Center receives some funding from the City of Eau Claire. Programs are available to all citizens age 50 and over. Leisure classes at the center include health and fitness, dance, arts and crafts, life enrichment, and education. Additionally, the center offers workshops on financial management, healthy living, and several social services.
- Teen programming includes drop-in programs and social events.
- The Recreation Division works with the University of Wisconsin Extension Office to develop on-site summer lunch and recreation program for low income children and families.
- The Fairfax Swimming Pool offers swimming lessons, water fitness programs, and public swims.
- Hobbs Ice Center offers a variety of skating and dry floor event opportunities including; public open skating, youth and adult hockey programs and leagues, family/youth/teen events, hockey tournaments, and facilitates with other user groups that provide additional skating opportunities.

A limited number of scholarships are available for low to moderate-low income families who would like to participate in recreation programming but are unable to pay the full program fees. Applications for scholarships are available at the Eau Claire Parks and Recreation Administrative Office and online. Funding for this program is generated through donations by individual community members and businesses.

The Eau Claire Parks and Recreation Department intends to comply with the intent and spirit of the Americans with Disabilities Act (ADA). Participants that need any special accommodations are instructed to call the designated team member assigned this responsibility so that the necessary arrangements can be made. Participants with concerns regarding our compliance with the ADA requirements are instructed to contact the City of Eau Claire's ADA Coordinator.

COMMUNITY EDUCATION FOR LEISURE

The Eau Claire Parks, Recreation and Forestry Department utilize a variety of methods to educate the community on the benefits of parks and recreation services. These include brochures, flyers, web pages, facebook posts, presentations, etc. Specific examples include, but are not limited to:

- "Prime Times" Activity and Service Publications
- July is Parks and Recreation Month (Proclamation)
- Participant Evaluations
- Eau Claire Area School District Flyer
- UWEC Community Resource Fair
- Eau Claire Area School District Educational Speaking Engagements
- Presentations at conferences and universities
- Booth at 4th of July Festival
- Carson Park Message Center
- Junior Achievement
- Community Activity Fair
- Interviews with local media
- Maverick Media Sports Book
- Social Media
- Athletics Website Page
- Eau Claire Parks & Recreation Department Calendar
- Eau Claire Parks & Recreation Leisure Statement

PARTICIPATION BARRIERS

While it is important to track participant interest and participation in various programs, another important area to investigate further is examining reasons why people do not participate in Eau Claire's programs. Feedback results from surveys identified the four most significant reasons as barriers to participation:

- Fees are too high
- Program / facility times are not convenient
- Other commitments / too busy
- Location is not convenient

Other barriers to participation to consider during the planning process include; opportunity, knowledge, awareness, ability, overcrowding, lack of partners, shyness, and lack of transportation.

PROGRAM & SERVICE DETERMINANTS (appendix I)

The Recreation Division makes every effort to be balanced, customer-driven, and conceptually sound. Programs and services provided by the Recreation Division help to develop the social, physical, and mental well-being of individuals, families, neighborhoods, and organizations within the community. Programs offered represent many months of planning, community research, outreach to targeted groups, fostering partnerships, and evaluating customer feedback.

Conceptual Foundations of Play, Recreation, and Leisure. Recreational experiences are more than just a fun way to spend a few minutes or hours. A quality recreational experience will also provide opportunities for the participant to express their creativity, develop their sense of self-worth, and make choices that will enhance their overall sense of well-being, health, and quality of life. They provide opportunities for the participant to interact with the social, physical, and natural environments; thus allowing the participant to shape the recreation experience based on their own expectation, needs, and interests.

Participants should not only feel a sense of delight while actively participating in the program, but should carry that sense of well-being with them into the future. It should give them a chance for self- discovery and to develop individual skills such as leadership, the ability to share, and the ability to get along well with others. In other words, a quality recreation program will provide opportunities for the pursuit of joy and pleasure, excitement, challenge, and individual expression.

Most quality recreation programs have a secondary purpose, which is contributing to the development of family, neighborhoods, special interest groups, and the community. Everyone recognizes the recreational value of a child playing soccer on a youth team, but many overlook the value of the interactions that are happening simultaneously among the parents in the bleachers or the younger siblings in the adjacent playground. Bringing people together to share an enjoyable experience who would have otherwise not had any opportunity or reason to interact is one of the best ways to break down barriers, develop new friendships, and create a sense of community. Similarly, helping participants connect with other people who share their interests can be the catalyst to developing life-long friendships and leisure pursuits.

Programming That Meets Constituent Needs. Eau Claire is a middle class community with rapidly changing demographics. There is a relatively large Hmong cultural community and an increasing amount of ethnic diversity.

The City's workforce is diverse including a growing medical industry, two hospitals, University, Menards Headquarters, and other national manufacturing facilities. Eau Claire has continually reinvented itself beginning as a logging community, shifting into industrial manufacturing, and becoming more diverse from one dominated by blue collar industries to education, retail, and white collar business initiatives.

Community planning and interest has shifted from urban sprawl to revitalization of the downtown area. All of these trends have a significant impact on the recreational needs and desires of the community. The Recreation Division team strives to keep abreast of these changes by attending state and national conferences and trade shows, discussing strategic initiatives with the City Planning Division, meeting with neighborhood and community groups, and reviewing demographic reports such as the 2010 Census, when they are released.

Formal and informal customer feedback is solicited in a variety of ways to ensure that programs are customer-driven and meet the needs of as many people as possible. These include surveys, advisory groups, meeting with neighborhood groups, attending school open houses, and presenting to community organizations.

Examples include:

- Revitalization of Downtown Eau Claire through development and facilitation of events.
- Fairfax Pool Civic work group
- Hobbs Ice Center Consortium
- Carson Park Concessions
- Carson Park Baseball Stadium Stakeholder Work Group

Community Opportunities. The Parks, Recreation, and Forestry Department takes full advantage of the abundant natural resources available within the City. The Eau Claire and Chippewa Rivers meet in the central part of the City. Community and neighborhood parks and shelters, open spaces, dog park, trails, boat landings, fishing locations, waterways, stadiums, athletic fields, outdoor pool, and indoor ice center offer diverse opportunities for individuals to choose various levels of recreation.

The Department's premier community park is Carson Park. Carson Park is the most central park that offers organized and passive recreational opportunities. It is surrounded on three sides by Half Moon Lake. The park houses four pavilions, baseball stadium, football stadium, two softball fields, two playground areas, three tennis courts, bike/walking/running trails, nature/hiking trails, boat landing, fishing pier, beach area, horse shoe courts and clubhouse, Chippewa Valley Museum, and Paul Bunyan Logging Camp.

Other recreational resources available in Eau Claire include Fairfax Municipal Swimming Pool, Hobbs Ice Center, University Sports Complex, and five indoor swimming pools that are operated by the Eau Claire Area School District. Several commercial gyms, the indoor sports center, six golf courses, an indoor amusement center and waterpark, several movie theaters, two stage theaters, and two bowling allies are available recreation providers as well. A complete listing of community recreational resources is provided in the Recreation Plan in the Community Provider Inventory. It is also important to note the Eau Claire is surrounded by other municipalities that provide recreational opportunities. The Eau Claire recreation team regularly consults and coordinates with Chippewa Falls, Menomonie, and Altoona.

Recreation's Role in the City's Philosophy and Goals. The Recreation Division uses the recreational concepts listed above to help fulfill the organizational goals and objectives adopted by both the City Council and the Parks, Recreation, and Forestry Department.

The City of Eau Claire Parks, Recreation, and Forestry Department promotes and supports a livable community for Eau Claire residents and businesses by providing relevant and innovative programs, parks, facilities, and undisturbed natural areas that meet the needs of a diverse population. This is achieved through the City and Department mission and vision statements, core values, and strategic initiatives.

Providing quality parks and recreation programs are vital parts of making this vision a reality. To this end, the City leaders have committed significant funds over the years to provide their citizens with parks and recreation facilities that are designed, maintained, and staffed to an acceptable standard. The City's citizens repeatedly cite the parks and the recreation programs, services, and facilities as an important part of quality of life in the city.

Experiences Desirable for Clientele. In addition to planning programs for the general public, the Recreation Division also targets programming to the needs and interests of specific groups. An example is the large specialized recreation population that actively participates in the City's Specialized Recreation programming. Between fifty and one hundred participants from Eau Claire and the surrounding communities attend the social programs that are held each Wednesday evening. They are actively involved in Special Olympics as well. These activities include; track and field, bowling, golf, softball, basketball, and other programs. These program provide an opportunity for participants to socialize, enhance self-esteem, learn new skills, and develop a sense of community and provide support and respite for their families.

Other targeted programs offered by the Recreation Division include family programming, teen programming, preschool programs and activities, and instructional programs for school aged youth offered at a reduced rate through a summer school partnership initiative.

Criteria Utilized to Determine Programs and Services Offered

The Recreation Division analyzes trends, surveys, evaluations, data matrices, and specific criteria to determine which programs are offered and how services are delivered to the community. Each program area and facility are reviewed using a program service determinant worksheet that is categorized into six sections. These sections include:

1. conceptual foundations of play, recreation, and leisure
2. organizational philosophy, goals, and objectives
3. programs and services that meet an unmet need of the community
4. programming that meets constituent needs and interests
5. programs that create experiences desirable for clientele
6. programs and services that meet City Council goals

PARTICIPANT INVOLVEMENT

The City of Eau Claire Parks, Recreation, and Forestry Department encourages community members to give their input and contribute to department policy decisions thru ongoing program evaluations and a community survey that is conducted every 5 years, along with the department strategic planning process.

Examples of these surveys are:

- Program Participant Survey ([ww.eauclairewi.gov/preval](http://www.eauclairewi.gov/preval))
- Youth Athletic Leagues Participant Survey (www.eauclairewi.gov/sporfeval)
- Adult Athletic Leagues Participant Survey (www.eauclairewi.gov/ADSports)
- Community Survey conducted by St. Francis University in 2011

The Department is in the process of developing and implementing the following additional surveys:

- Pavilion use survey
- Special Event Organizers survey
- Volunteer Coaches survey
- Fairfax Pool Membership survey
- Hobbs Ice Center & Athletic Facility Scheduling survey

The Department utilizes volunteers to improve program delivery. Examples of these programs and how volunteers are utilized include:

- Youth Soccer League Coaches
- Youth Basketball Leagues Coaches
- Youth Baseball & T-Ball Leagues Coaches
- Youth Flag Football Coaches.
- "Par-te-Rec" Program Assistants
- Summer School Program Assistants

The Department utilizes volunteers to improve service delivery. Examples of these opportunities are:

- The "Amazing Eau Claire Clean Up"
- Keep Eau Claire Beautiful
- Adopt A Flower Garden
- Adopt A Park, Trail, or Playground.

Community and stakeholder involvement is part of the Department planning process. Examples of these projects are:

- Hobbs Ice Center Consortium
- Fairfax Pool task group
- Eau Claire Dog Park
- Soccer Park
- Northwest Community Park
- Lights at the Little League Fields in Fairfax Park
- Skate Park
- Carson Park Football and Baseball Fields
- Angel of Hope

The city partners with many citizen organizations to develop new park areas and improve existing facilities. The citizen groups offer the ideas and financial backing. The department provides the space and some of the labor to accomplish these projects. Examples of these projects are:

- Development of the Soccer Park
- Carson Park Wall of Fame
- Eau Claire Dog Park
- Domer Park
- Eau Claire Farmer's Market

SELF-DIRECTED PROGRAMS & SERVICES

The City of Eau Claire Park and Open Space Plan provides an overview of the Departments vision, goals, classification and assessment system and an open space and facilities inventory. The Plan also includes a facility inventory of park areas, special areas, athletic areas, and Eau Claire Area School District open space sites. The document provides information to make informed decisions regarding trends and the vision for future use and development. Examples of services and programs offered under self-directed include, but are not limited to, the following:

- Beaches
- Trails, parks , playgrounds and open space (Facility Guides & Trail Map)
- Picnic shelters
- Dog Park
- Outdoor basketball and tennis courts
- Historical timeline walk
- Outdoor concerts
- Outdoor skating rinks

LEADER-DIRECTED PROGRAMS & SERVICES

The Recreation Program Plan provides an overview of the Division's goals, principles, vision, and mission. Combined, these elements direct the nature of services and their delivery. The Division's leader directed programs are very diverse and serve different target populations. Across the spectrum, the Eau Claire Parks and Recreation's leader directed programs are oriented toward providing introductory level skills, knowledge, and information to participants. The majority of the leader directed programs are outlined in Prime Times, the Departments seasonal publication of programs and services.

- Youth sports programs
- School age instructional programs
- Aquatics and swimming lessons
- Dance Classes
- Teen programs
- Specialized Recreation programming
- Schools Out programs and services
- Adult and youth health and fitness programs
- Early Childhood programs
- Red Cross certification classes
- Playground program
- Outdoor education

FACILITATED PROGRAMS & SERVICES

The Eau Claire Parks, Recreation and Forestry Department facilitates programs and services with many different agencies throughout the community. The staff utilizes their knowledge and resources to provide assistance in many different areas. Some of those areas include facility scheduling and maintenance, committee or board organization, fundraising assistance, program planning and organization. Examples of such relationships include but are not limited to:

- Community Gardens
- Eau Claire Baseball Hall of Fame Committee
- Skate Park
- Youth Sport Clubs
- Community Parks Association
- Eau Claire Farmers Market
- Chippewa Valley Museum
- Chippewa Valley Railroad Association
- Chippewa Valley Theatre
- Chippewa Valley Orchestra
- Municipal Band
- Eau Claire Horseshoe Club
- Park Pavilion Rentals
- Special Events Committee

FEE-BASED PROGRAMS & SERVICES

The Eau Claire Parks, Recreation, and Forestry Department provides programs and services at three distinct levels of cost recovery as directed by City Council. The City of Eau Claire requires all participants to pay their "fair share". To offset the tax dollars used to subsidize many programs, non-residents pay a standard charge for instructional and sports programs. All participants who live within the Eau Claire City limits receive a \$10 or 50% discount off of the standard program fees, whichever is less. A cost recovery of 75 % is required for all youth instructional programs, sports programs, and open swims. A cost recovery of 100 % is required for all adult instructional programs, sports programs, and lap swims. The Eau Claire City Council has continued to support Regional Centers. These are neighborhood shelters in the community that offer outdoor skating rinks in the winter and supervised playgrounds in the summer months. Through the support of City Council and the residents of Eau Claire, these programs are operated free of charge.

The Cemeteries Division, Fairfax Municipal Pool, and Hobbs Ice Center are operated as enterprise accounts and are supported by rental and admission fees, sales and advertising revenues, vending contracts, concession revenues, and community enhancement funding as directed by the Eau Claire City Council. Enterprise accounts are expected to manage their expenses and revenues such that cost recovery is 100% or better.

Scholarships are available for low to moderate-low income families, who would like to participate in recreation programming but are unable to pay the full program fee. Scholarships are available for youth programs and for season passes to the Fairfax Municipal Pool. Applications for scholarships are available at the Eau Claire Parks and Recreation Administration Office and online. Once the application is completed and supporting documentation is submitted, approved applicants pay 25% of the resident program fee or season pass fee. Scholarship guidelines require that the participant must be under the age of 18, reside within the City limits, and the family must provide proof of financial need. Funding for this program is generated through donations by individual community members and businesses. Donors are able to designate the funds for an individual youth membership or a family membership.

Fees have been established to recover a portion of the cost to provide services for special events, pavilion rentals, and athletic facility rentals. Fees are reviewed annually and approved by City Council during the budgeting process in the Fees and Licensing Schedule. These fees help provide the fund necessary to maintain all of our parks and fields at the highest level possible.

Examples of fee based programs and rental facilities include, but are not limited to:

- Swimming lessons for all ages
- Fitness classes
- School age sports (instructional programs and Leagues)
- Adult athletic leagues
- Picnic shelters

- Meeting Rooms
- Field rentals
- Preschool sports programs
- Cemetery services

Examples of revenue sources for enterprise accounts include:

- Facility, pavilion, and ice time rentals
- General skates or swims
- Special programs
- Concession stands
- Advertising on Dasher Boards
- Advertising on Monitors
- Burial services

COOPERATIVE PROGRAMMING & COLLABORATION

The Eau Claire Parks, Recreation and Forestry Department coordinates with numerous agencies to enhance community recreation and park opportunities. Staff understands the value of partnering with other agencies, public or private to offer the best programs and services. The scope of the partnerships and agreements are diverse, and may include funding resources, space, operations, and/or publicity. Examples of such relationships include, but are not limited to:

- National Night Out- Eau Claire Optimists, Eau Claire Police Department
- Eau Claire Area School District Summer School Programs
- Try Hockey For Free- USA Hockey and NHL
- Winter After Hours – Volume 1
- Chippewa Valley Basketball League – YMCA
- Amazing Eau Claire Clean Up – Xcel Energy
- USTA – Tennis Instruction
- Eau Claire Girls Softball Tournament
- Sailing Class- Wissota Yacht Club
- July 4th Celebration- Festival Foods, Maverick Media, Eau Claire Police Department
- Kubb Clinics- Volume 1
- Red Cross
- Chippewa Valley Bowl- Altoona Parks & Recreation, Menomonie Parks & Recreation, Chippewa Falls YMCA
- Kids Garden- UW-Extension
- Friends of the Chippewa River Trail

OUTREACH TO UNDERSERVED POPULATIONS

Eau Claire Parks, Recreation and Forestry Department are dedicated to serving all Eau Claire Residents; therefore one of the highest priorities is ensuring that programs, facilities, and services are accessible to all. The Program Needs Index in the Recreation Program Plan identifies the outreach efforts and opportunities. Examples of outreach provided to the Eau Claire community include, but are not limited to:

- The recreation division offers scholarship opportunities for residents on government assistant programs. Residents who qualify are able to get recreation programs and season pool passes at 75% off the regular price.
- Part-te-rec is a social program that meets once per week for physically and developmentally disabled adults. Activities include, dancing, table games, bingo, card games, themed events, and conversation.
- Camp Summertime is a summer day camp program for youth with physical and developmental disabilities. This program is operated in an integrated format where all participants work with and assist each other. Activities include arts, crafts, games, sports, music, storytelling and field trips.
- The recreation division offers adaptive swim lessons for individuals with special needs. One on one instruction is given to each student in this program. Skills are taught based on the students' abilities.
- Fairfax Municipal Swimming Pool is located on the extreme south side of town. The recreation division offers free bus service twice per week to residents that live a long distance from the pool. Over 3000 people ride the bus per summer to gain access to the pool.

- The recreation division has a staff member designated as inclusion coordinator for the department. Any participant that wishes reasonable accommodations be made so they can participate in mainstream activities, the inclusion coordinator will work with that individual to make inclusion possible. This may include the use of an interpreter.
- The Recreation Division has partnered with the Eau Claire school District to offer several summer programs at reasonable fees. This allows lower income families more opportunities to participate in recreational activities.

VOLUNTEER RECRUITMENT AND RETENTION (appendix J)

Recruitment of volunteers in the Recreation Division is an essential part of the program planning process. Volunteers create a connection to the community, reduce financial expenses, and can bring various skills and knowledge that improve program quality. Types of volunteers that are recruited include; service organizations and individuals. Programs that utilize volunteers are; Par-te-Rec, Youth Athletic Leagues, Concession Operations, and various Events hosted by the Department.

The Recreation Division uses a variety of approaches to recruit volunteers:

- Online applications process. Through a posting on www.governmentjobs.com, sponsored by NeoGov. NeoGov is a web-based software package utilized by the Human Resources Department that combines the application, hiring, and employee management processes.
- Through posting available opportunities on the University of Wisconsin - Eau Claire (UWEC) Job Board and by communicating the opportunities to the UWEC Service Learning Department. The Service Learning Department helps students in need of volunteer service hours connect with an agency that offers volunteer experiences.
- Direct mailings or e-mail to area faith communities, who may have members in need of service hours.
- Advertisements in the Prime Times publications indicating volunteer opportunities.
- On the Department website. An entire page has been created to advertise many of the areas in which volunteers are always needed. Also included is the specific person to contact for more information about each opportunity.
- Articles in the parent news letters or fliers sent to the area high school guidance offices.
- Word of mouth.
- Custom questions asked as part of the registration process for youth athletics on the registration form and online. This method allows parents of players to participate as a volunteer coach.
- In 2011 a coaching incentive program was created to recruit and retain coaches.

All programs that utilize volunteers maintain a list of paid staff and volunteers who worked with the program each season. As a new season approaches, the Program Supervisor or Program Director is able to first contact those individuals who assisted with the program in previous seasons to determine continued interest in returning.

An online evaluation for volunteers will be developed for use in 2013. The electronic evaluation will target youth athletics and be sent to all volunteer coaches. This evaluation will enable us to evaluate: 1) the training of volunteers 2) the level of paid staff support to the volunteers 3) program delivery. This tool will assist the department in making adjustments to improve volunteer retention.

The Department maintains a database that tracks volunteer coaches for youth athletic leagues.

- The database includes each coach's: 1) contact information 2) receipt of a coaching application 3) status of a background check request 3) completion of their concussion awareness training
- The database assists the recreation division in complying with city and state policies.
- The database simplifies the recruiting process. Many coaches volunteer for multiple sports throughout the program year. All Program Directors and Program Supervisors are able to access to this database.
- The database allows the recreation team to easily contact volunteers on the list prior to and event, activity, or start of a season.

Volunteers are recognized in print in each publication of Prime Times.

SAFETY PLANNING (appendix K and L)

Safety planning is a key element to the operation of successful Parks and Recreation Department facilities and activities. The Recreation Program Team had developed Emergency Action Plans (EAP) and Security Plans for three different areas in the Recreation Division; Hobbs Ice Center, Fairfax Municipal Swimming Pool, and general recreation programs.

EAP's are used to educate employees and participants on how to handle specific emergencies at a specific facility or program. Employees practice EAP's at orientation and as a part of routine in-service trainings. Participants and customers are made aware of some EAP's through public postings within facilities that explain emergency exits and storm shelter locations. Security Plans are used to educate employees on the proper way to use facility security features such as gates, doors, cameras, and alarms. The Security Plan details which facility access points need to be locked at certain points during the day.

Criteria used in developing Emergency Action Plans are:

- Establish official policy for response to emergencies.
- Identify and assign responsibilities and response activities.
- Identify the scope of potential hazards, which for the basis of planning.
- Identify employees who will be trained on the emergency action plan.
- Outline pre-planned response and evacuation actions.
- Outline the process of disseminating emergency information and instructions to employees and facility guests/patrons.
- Describe the resources available to support emergency response activities.
- Establish responsibilities for maintenance and review of the overall Emergency Action Plan.
- Provide the basis for initial training and subsequent retraining of staff.
- Establish weekly/monthly drills of the Emergency Action Plan.

Criteria used in developing Security Plans are:

- Identification of various security situations, concerns, and access.
- Determine facility access points.
- Determine the function of each access point.
- Determine who has keys to each access point.
- Educate employees how to use alarm systems and public awareness equipment.

CUSTOMER SERVICES AND RESPONSIVNESS

Customer Demographics (Sept 2010-April 2011)

7,500 registered males

9,800 registered females

17,300 registrants in our Active Net database

4,200 non-residents

13,100 residents

Facebook Likes - 917

On-line Registrations 58%

On-line Reservations 45%

Customer demographics are used to help the recreation division understand customers and helps identify program registration trends as well as monitor if goals are achieved. Active Net is an internet based registration program that has made it very easy to identify customer demographics. The recreation team reviews and responds to the above demographics annually. For example, a goal of the division is to reduce walk in registrations by increasing online registrations. Due to the ease of gaining customer statistics and demographics from Active Net, the team can monitor the trend over each season.

Customer service is a core value of the Recreation Division. The recreation team has identified ten elements of customer service which are presented during orientations and staff training sessions. The key to great customer service is responsiveness. It is the practice of the recreation team to quickly respond to customer questions, concerns, evaluations, and to give them the information needed to make decisions or assist in finding the resource needed to help them.

Ten elements of exceptional customer service

1. Know who is boss. Our business is to service customer needs.
2. Be a great listener.
3. Appreciate the power of "Yes".
4. Identify and anticipate needs.
5. Give more than expected.
6. Make customers feel important and appreciated.
7. Help customers understand processes and systems.
8. Know how to apologize. When something goes wrong, apologize.
9. Get regular feedback.
10. Train your team.

PROGRAM EVALUATION & ANALYSIS (appendix M)

The Recreation Division conducts regular user surveys for programs, activities, facility rentals, and events to obtain critical feedback from users and to ensure that programs and services meet the needs of the community. Additional comments are reviewed and considered when instituting changes and improvements in the programs, facilities, and services for the next year or season. Evaluations are created online using Survey Monkey. Participants, team managers, and user groups are sent the survey links electronically. The City of Eau Claire Information Services Division controls the design, testing, and utilization of these surveys.

Surveys are currently used to measure several variables including registration and reservation procedures, staff and instructors, facilities, equipment, and curriculum. These evaluations are completed following an event, program session, or end of season.

Programs are financially evaluated internally through cost recovery guidelines set by City Council. Financial reports are completed at the end of each season for all programs and facilities. Financial reports and enrollment numbers are reviewed annually by the Recreation team during the budget process.

Survey links are listed as follows:

General/Instructional Recreation Program Evaluation	www.eauclairewi.gov/preval
Youth Sports League Evaluation	www.eauclairewi.gov/sporteval
Adult Sports League Evaluation	www.eauclairewi.gov/ADsports
Customer Satisfaction Survey	www.eauclairewi.gov/prsurvey
Special Events Survey	www.eauclairewi.gov/s/xfngchcn

When analyzing evaluation results using the General/Instructional Recreation Program Evaluation the following criteria are used for each section of the evaluation:

Demographical Questions:

- Program Name – Allows the results to be filtered down to evaluate the results for individual programs or program groups.
- Number of Participants Responding – Identifies the effectiveness of communication about the survey. Too small of a number would indicate that the survey needs to be re-sent via e-mail or more verbal encouragement must be given during parent announcements.
- Program Location - Identifies potential staffing concerns and assists with analyzing questions about scheduling.
- Season – Identifies potential staffing concerns and assists with analyzing questions about scheduling
- How did you find out about the program? – used to determine the effectiveness of marketing strategies.

Program Organization:

A 5 point rating scale is used to rank the fees, registration process, class curriculum, schedules, duration of the session, length of each class period, and recreational benefit of the program. A five is the highest possible and 1 is the lowest possible. The average ranking and percent of responses received are used to make a determination about action to be taken if needed. The Recreation Division has an average ranking goal of 4.0 or better with 80% or more of the responses being a 4 or 5. Scores are analyzed and trends in results may identify areas that need more attention.

Instructor/Supervisor/Staff

A 5 point scale is again utilized, to rank the staff members: organization and preparation skills, knowledge of the content area, communication skills, ability to make the program fun, and ability to maintain a safe environment. The average ranking and percent of responses received are used to make a determination about action to be taken in each category, if needed. The Recreation Division has an average ranking goal of 4.0 or better with 80% or more of the responses being a 4 or 5. This information is primarily used by the Program Director / Supervisor to evaluate staff performance based on the perception of program participants. For example, to evaluate the responses for "Program staff were prepared and organized." the Program Director would look at the average rating and the percent of respondents ranking the program as a 4 or 5. Receiving an average score less than 4.0 and fewer than 80% of responses being above 4.0 would indicate the program staff requires further training in developing and executing lesson plans.

Facility/Equipment

A 5 point scale is again utilized, to rank the time the program was offered, the facility utilized for the program, and the equipment available to the participants. The average ranking and percent of responses received are used to make a determination about action to be taken in each category, if needed. The Recreation Division has an average ranking goal of 4.0 or better with 80% or more of the responses being a 4 or 5. This information is primarily used by the Program Director / Supervisor to make informed decisions when planning the program schedule for the following season. For example, to evaluate the responses for "This program was offered at a convenient time" the Program Director / Supervisor would look at the average rating and the percent of respondents ranking the program as a 4 or 5. Receiving an average score less than 4.0 and fewer than 80% of responses being above 4.0 indicates that participants prefer the program is offered at a more convenient time. Suggestions for a more convenient time are often made in the free response section titled "Additional Comments".

FUNDING RESOURCES & PRICING STRATEGIES

PURCHASING & BIDDING PROCEDURES

Purchasing Guidelines & Procedures

1. Timeliness & Approval
 - All invoices and receipts must be approved and sent to accounting within one week of receipt
 - Sign, date, and write the account number on each receipt
2. Request for Payment (Pink Form)
 - For purchases <\$200
 - Used for subscriptions, reimbursements, refunds
 - Attach all supporting documents, receipts, invoices
 - If requesting for an attachment to be mailed with the payment, then make a duplicate copy of the attachment
3. Procurement Card
 - For "over the counter" purchases of goods that are immediately available or online purchases
 - Card holder has a specified limit per purchase
 - Statements received electronically via email
 - Complete Procurement Form (white) and submit to supervisor with statement for approval
4. Requisitions & Purchase Orders
 - Complete a "Requisition" entry on the Munis accounting software, then release for review and approvals
 - One approved, a "Purchase Order" will be accessible on Munis and sent to the vendor
 - If part of the order is received, complete a Partial Liquidation Form (Gold Request for Payment)
 - If order is complete, indicate "COMPLETE" on the purchase order, sign, and date
5. Petty Cash
 - For purchases <\$25
 - Request petty cash from the Department Administrative Staff
 - After purchase, submit receipt with approval and any remaining funds

LEGAL AUTHORITY

The Eau Claire City Council created, by Ordinance (Chapter 2.92 of the City Code of Ordinances), the Purchasing Division and the position of Purchasing Manager. The Purchasing Division is responsible for the following functions:

- 1) Procuring the supplies, services and construction needed to implement Council programs and policy.
- 2) Maintaining and enhancing public confidence in public procurement.
- 3) Ensuring fair and equitable treatment of all people who deal with the City's procurement system.
- 4) Ensuring that the purchasing value of City funds is maximized to the fullest extent practicable.
- 5) Fostering effective competition within the free enterprise system.
- 6) Maintaining the quality and integrity of the procurement system.

Purchasing Division's Responsibilities

Obtain Needed Supplies, Services and Construction: The Purchasing Staff will purchase supplies, services and construction as requested by using departments.

Maintain Contracts and Specifications: Contract and specification information is maintained in the Purchasing Office.

Department Responsibilities

It is important to plan procurements so that "rush" orders or "emergency" orders are minimized. Having to purchase items quickly is generally more expensive and disruptive. Consequently, a Requisition should be sent to the Purchasing Office far enough in advance of the date on which the supplies or services are needed so that a thorough and orderly procurement process can be completed.

PROCUREMENT PROCEDURE

Procurement begins in the using department by defining what product; construction or service is needed on the requisition and ends with receipt of the goods or services and payment to the Contractor by Accounts Payable.

Source Selection

Vendor Contacts: We understand that staff will have contact with sales and vendor representatives; however, it is suggested that staff direct all sales and vendor representatives to the Purchasing Office. Copies of all correspondence with vendors should be sent to the Purchasing Office. Procurement negotiations or agreements, either verbal or written, between staff, as a City representative, and a vendor or consultant or their representatives are prohibited unless authorized by the City Purchasing Manager.

Secure and Maintain Dependable Sources: It is essential that we maintain good, stable relationships with vendors and contractors in order to sustain dependable supply sources. To that end, provide any information and opinions about vendor performance and responsibility.

Competitive Sealed Bidding: Request for Bids (RFB) is the preferred method and will be used whenever possible when the estimated cost of the purchase exceeds \$30,000 for supplies, equipment and services. A formal selection process normally consists of placing a public notice in the newspaper and/or other publications, setting a specific date, time and place for the bid opening, and publicly opening the bids for competing offerors' inspection. This is a formal procedure and the basis for selection may include other factors, along with price, in an effort to select the lowest responsible offer. The award usually requires City Council authorization.

Competitive Sealed Proposals: Request for Proposals (RFP) is used when competitive sealed bidding is considered impractical or otherwise inappropriate for a particular procurement, and the cost of which exceeds \$30,000, the Competitive Sealed Proposal method may be used. This method is usually appropriate when the specifications or Scope of Services cannot be adequately defined to provide all prospective contractors with a complete and accurate description of the work to be performed. Professional services and research and development are several examples that may, in some instances, fall into this category. This is a formal procedure and the basis for selection may include other factors, along with price, in an effort to select the best responsible offeror. The award usually requires City Council authorization.

Small Purchases: A Request for Quote (RFQ) is an informal procedure and is used more frequently than any other when the estimated cost of a purchase is less than \$30,000 for supplies and services. Informal written quotations, telephone quotations, and published price lists are often used. Specifications, terms and conditions and other requirements are usually done more briefly than in the formal methods of selection. Use of this method requires less lead-time than Competitive Sealed Bidding or Competitive Sealed Proposals.

Sole Source Procurements: From time to time, there appears to be only one source for a supply, service or construction. If this is determined by the Purchasing Manager to be the case, the purchase will be negotiated and the other methods of selection may be disregarded. The Purchasing Manager must, by law, make this determination in writing.

Emergency Procurements: If an emergency situation exists and supplies, services or construction are needed immediately to protect the health and welfare of the public, you may secure them without regard to normal purchase selection procedures. This method of selection may be used only during a bona fide emergency or in an attempt to prevent such an emergency. A formal written determination declaring that an emergency exists or existed must be made by the Purchasing Manager if the cost of the purchase exceeds \$30,000 for supplies and services. Staff must obtain an Emergency Purchase Order number from Purchasing Staff if the purchase is made during working hours. If the emergency occurs after regular working hours purchase what is necessary and notify Purchasing Staff on the next working day and immediately submit a Purchase Requisition, with all documentation.

Note: Even in emergency situations, unless it will unduly delay activities necessary to eliminate the emergency condition, it is advisable to attempt to get more than one price quote or proposal for the required supplies or services. Because of the many laws, regulations and policies that must be complied with staff should not attempt to obtain quotations, proposals or prices unless asked to do so by Purchasing Staff. During the budget process it is acceptable for you to contact vendors to obtain necessary preliminary prices on equipment, supplies or services.

The Purchase Cycle

The purchase cycle begins when a need is recognized somewhere in the using department. This need for supplies, services or construction must be submitted on a Purchase Requisition. After the requisition is released and approved by the appropriate departments it is routed electronically via MUNIS to the Finance Department for funding approval and is then forwarded to the Purchasing Department.

When Purchasing Staff receive the Purchase Requisition it is reviewed to ensure that it is complete and accurate with respect to the description of what is needed. This includes quality, quantity, estimated cost and use. When inquiring about a specific order, please refer to the purchase requisition number assigned by MUNIS.

Procurement Cards

Department managers may authorize personnel to be cardholders by contacting the City Purchasing Department Procurement Card Program Coordinator. The proposed cardholder shall be issued a copy of the procurement card procedure and is required to sign a Cardholder Enrollment Form and Employee Agreement. This agreement indicates that the cardholder understands the procedure and the responsibilities of a Procurement Cardholder.

Authorized Card Use – The unique card that the cardholder receives has his/her name embossed on it and shall be used only by the cardholder. No other person is authorized to use that card. The cardholder is authorized to make transactions on behalf of others in his/her department. However, the cardholder is ultimately responsible for all use of his/her card. A \$10.00 surcharge will be assessed on all personal purchases made to your City Procurement Card. Use of the card shall be limited to the following conditions:

- The total value of a good or service shall not exceed a cardholder's purchase limit. Payment shall not be split into multiple transactions to stay within the purchase limit.
- All items purchased "over the counter" must be immediately available at time of credit card use. No backordering of merchandise is allowed.

Reference the Procurement Card manual for more detailed information.

Requisition

Requisitions are submitted using the Munis accounting software. Specifications must be submitted on or with the Requisition, a complete description of the supplies, services or construction you wish to have purchased. Sizes, color, type, grade, model, catalog number, quantity, use, performance requirements, and other descriptive information must be included. Any special requirements for delivery, timing, packaging, etc., must also be indicated.

Receipt and Inspection of Supplies, Services or Construction: Accounts Payable personnel must be notified of receipt and acceptance of an order by submitting a packing slip along with a request for payment form. Vendors expect and are entitled to payment within a reasonable time after delivery or acceptable performance. Payment is made only after staff has returned the packing slip and request for payment form to the Accounts Payable personnel showing that the City has received what was ordered.

The request for payment form should be completed and returned to the Accounts Payable personnel on the same day delivery or performance is complete. If received merchandise is damaged or defective, or if a vendor is not performing as agreed upon, contact Purchasing staff.

The Contract or Purchase Order

Once the selection of a contractor or vendor has been completed, a written contract (Purchase Order or Formal Agreement) is created and sent to the vendor. The Purchase Order serves either as acceptance of a vendor's offer, or as an offer to buy. In the latter case, the vendor must accept in writing (acknowledgment) or by performance. In the former, a legal contract exists when the Purchasing Manager signs the purchase order.

The Agreement or Purchase Order contains all the necessary elements of a legal written contract. To receive certain protection under the Uniform Commercial Code, any contract over \$500 must generally be in writing. The basic elements contained in a written contract are: 1) the names of the contracting parties; 2) a description of the supplies, services or construction being purchased; 3) the price; 4) time or period for performance; and 5) delivery instructions. Other terms and conditions are included as necessary and as agreed to by the contracting parties.

The original Purchase Order is sent to the contractor. A copy of the purchase order may be accessed in MUNIS.

Follow-up & Payment

The Purchasing Manager is responsible for resolution of all controversies and protests prior to any litigation by a vendor or contractor. The procedure for handling disputes is described in the Purchasing Ordinance, Chapter 2.92.195, titled "Contractual Remedies".

The contractor, after performing under the contract, will send an invoice to Accounts Payable personnel. The invoice will be honored only after you are satisfied with the materials or services obtained and have indicated full or partial acceptance by signing and dating the invoice or Receiving Sheet.

When Accounts Payable personnel receive an invoice, it is matched to the appropriate Receiving Sheet and if the two agree, and the Receiving Sheet is signed and dated indicating acceptance, the invoice will be paid. If the Receiving Sheet has not been received from the using department, the invoice will be held until the proper receiving document is received in satisfactory form.

Other Procurement Policies & Procedures

Environmentally Preferable Purchasing Policy

This policy was created as a way of guiding City of Eau Claire departments in the purchase of environmentally preferable products and services in a manner that complies with local, state or federal requirements and not to procure goods and services that do not perform adequately for their intended use, exclude adequate competition, or are not available at a reasonable price in a reasonable period of time. This policy may be found on the City's Intranet site under the Purchasing Department.

Request for Payment Form

Use of the MUNIS Purchase Requisition System should always be the first method of purchase considered when making a purchase for the City. However, we understand that there may be exceptions from time to time and that those circumstances may warrant the use of the Request for Payment Form. Miscellaneous purchases will be allowed on a Request for Payment on an exception basis up to \$200 if the vendor does not accept credit cards and petty cash is not feasible. In addition, the following items may also be submitted on a Request for Payment:

a. Reimbursement to employees for:

1. Tuition and Books
2. Local business meals

b. Payment to third parties for things like:

1. Claims for erroneous towing and storage of cars
2. Claims for damaged mailboxes
3. Claims for bodily injury or property damage caused by city employees (Risk Management only)
4. Reimbursements to individuals, local groups and organizations
5. Refunds (Parks & Recreation, Parking, Utilities)
6. Loans

c. Subscriptions to magazines, newsletters and professional journals.

d. Memberships in professional organizations.

e. Utilities

f. Payments to other governmental agencies.

Any purchase made by an employee of the City without proper authorization shall in no way obligate the City for payment. Any such purchase will be considered a personal liability of the employee.

Cooperative Purchasing: use of cooperative contracts without regard to Chapter 2.92. of the City Code of Ordinances.

Gifts/Gratuities: City ordinance and City policy prohibit any employee from receiving anything of any value from vendors or anyone with whom we have business or regulatory contact. Should staff receive a gift of any value please bring it to the Purchasing Department and it will be returned with a letter stating the City's policy and ordinance against receiving such gifts.

Property Disposal Program/Auction Site: Purchasing is responsible for the disposal of surplus property. If there is excess or surplus property that is no longer needed, contact the Purchasing Technician (839-4916) to have those items posted to the auction site for sale or another appropriate alternative method.

FEES AND CHARGES (appendix N)

Fees and Charges are reviewed annually and approved by City Council during the budget adoption process. A complete listing of the Fees & Licensing Schedule is available on the City intranet as a reference. It includes fees for facility rental, pavilion rental, special events, programs, and services that are offered by the Department. Council directives are outlined in the financial policies listed below.

Financial final reports are submitted in detail for each recreation program. Total expenses are calculated to include direct and indirect costs such as; personnel, materials, 30% administrative fee, and a 5% facility overhead charge. Revenues are calculated to include program fees, sponsorships, donations, and reimbursements from the summer school agreement.

A "Fees & Charges" summary document is formulated using the data from the individual financial reports for each program. This document allows staff to evaluate program recovery rates and cost per participant to ensure we are meeting the criteria set by the council directives. It also assists in determining the cost effectiveness of a program when used in conjunction with the participation history document.

COST RECOVERY COUNCIL DIRECTIVES

100% Cost Recovery – Adult Programs

75% Cost Recovery – Youth Programs

25% Cost Recovery - Youth Program Scholarships & Fairfax Pool Passes

Subsidized programs (playgrounds, rinks, specialized rec, indoor open swim)

FUNDING RESOURCES & ACHIEVING FINANCIAL SUSTAINABILITY

The recreation team continues to investigate opportunities to increase revenues and decrease expenses without compromising the values and mission of the department. The team consistently evaluates, reviews, and analyzes each program, facility, and service. This is currently achieved by using the following methods.

- General Fund Tax Base
- Community Enhancement Funds
- Fees & Charges
- Product Sales
- Advertising
- Sponsorships
- Partnerships
- Summer School Program Agreement
- Grants
- Exclusivity Agreements
- Naming Rights
- Fundraising Events
- Program Restructure
- Program/Facility Repurposing

FINANCIAL POLICIES

The City of Eau Claire's financial policies set forth the basic framework for the overall fiscal management of the City. Operating concurrently with changing circumstances and conditions, these policies assist the decision-making process of the City Council. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Operating Budget Policies

The City will prepare an annual budget for all operating funds. The City will maintain a budgetary control system to ensure adherence to the budget and will prepare regular reports comparing actual revenues and expenditures to budgeted amounts. The City will integrate performance measurements and performance objectives with the operating budget.

A contingency account will be maintained in the annual operating budget to provide for unanticipated expenditures of a

non-recurring nature or to meet unexpected increases in service delivery costs. Transfers from the contingency account to the operating programs will require approval by the City Council.

Mid-year adjustments within budgeted accounts of a department may be made with approval of the Department Directors and the Finance Director. Budget adjustments between departments or between funds must be approved by the City Council. Budgets are classified as either lapsing (spending authority terminates at year-end) or non-lapsing (spending authority continues through the life of a project). All lapsing budgets are prepared for fiscal year operations beginning January 1 and ending December 31.

Capitol Budget Policies

Funding for infrastructure projects should be obtained from:

- Operating profits
- Bond market
- State Trust Fund loans
- Grants
- General Fund advances

The City shall utilize available funding sources for capital improvements whenever practical and feasible.

- Grant funds
- Special assessments
- Developer contributions

The City will develop a five-year capital improvement program, which will be reviewed and updated annually.

The complete five-year capital project funding plan must be balanced each year by matching projected expenditures with proposed revenue sources by fund. Transfers between capital project funds must be approved by the City Council. A transfer within a capital project fund may be approved by the Finance Director.

Revenue Policies

The City will seek to maintain a diversified and stable revenue system to minimize short-run fluctuations in any one revenue source. The City will attempt to maximize benefits from major revenue sources as a way of maintaining a stable tax rate. The City will follow an aggressive policy of collecting revenues. The City will establish all user charges and fees at a level related to the full cost (operating, direct, and indirect) of providing the service, whenever practical.

The City will review license fees/charges annually to determine if the revenues support the cost of providing the service.

The City shall levy and collect a room tax pursuant to §66.0615 of the Wisconsin Statutes. This tax is collected monthly from all city hotels and motels and is based on the gross room receipts collected. The proceeds from this tax are used to promote convention, tourism, cultural and recreational activities.

Parks and Recreation administers a variety of adult and youth recreation programs and activities. These fees and charges are reviewed annually by the City Council. The following policy guidelines have been adopted:

- Instructional programs will be offered on a year-round basis.
- Adult instructional fees should cover 100% of the cost of supplies, administration and personnel.
- Youth instructional fees should cover 75% of the cost of supplies, administration and personnel.
- Some programs are offered to the community as a service and are not designed to recover their cost. These programs include playgrounds, outdoor rinks and Par-Te-Rec.

The recreation division shall charge rental or fees for rooms, pool, gym, ball fields and special equipment.

Reserve Policies

The City will establish a contingency expenditure appropriation in the annual operating budget to provide for unanticipated expenditures of a non-recurring nature, or to meet unexpected small increases in service delivery costs.

The City will maintain a working capital reserve of \$3.7 million to provide funds for reasonable cash flow needs. This reserve will also be used when the City encounters unforeseen emergencies such as storms, floods, severe unexpected increases in service costs or decreases in revenue, or other situations that are determined to be emergency situations by the City Council.

Reserves will be established as required by bond ordinance and by statute for arbitrage requirements.

TECHNOLOGY UTILIZATION

The use of technology is a vital component to the recreation division operations, planning, and customer services. The information and conveniences allow staff and customers to evaluate programs, facilities, and services offered by the department. Reporting is more accurate, matrices are easier to develop, and comparing data can be reviewed using and sorting a variety of criteria.

Software Programs

Software utilized by the department team include:

- Active Net (registration POS, reservation, membership functions - financial, communication, reports)
- Munis (finance accounting software)
- Crystal Reports (financial reports)
- Neo Gov (human resources staff management)
- Crystal Sportsware (athletic league software)
- Microsoft office suite (business solutions software package)

Web-Based Information

The department team utilizes web-based sites and software as a resource for obtaining information, providing information, and requesting feedback. Below is a brief listing of web-based resources utilized.

- City Website
- Active Net customer portal for online transactions
- Survey Monkey
- National Recreation and Parks Association
- Wisconsin Parks and Recreation Association
- Wisconsin Ice Arena Management Association

Social Media Plan

Communication using various social medium has become vital to providing information and the promotion of the department programs, facilities, and services. Preparing and planning for use of these tools enlightened the department team to think about various scenarios, responses, and maintaining data as public record. The process included the following steps:

- Completion of facebook worksheets
- Meetings with the City Social Media Team and Consultant
- Review and discussions regarding City social media policy
- Preparation of Facebook pages for General Administration, Fairfax Municipal Pool, and Hobbs Ice Center
- Preparation and Implentation of Hobbs Twitter account

The department meets with the Social Media Team and Consultant at least once annually to review implementation, analyze data, and learn about new features and options.

MARKETING APPROACH

Marketing is a critical component to the awareness and success of the department. A barrier to doing this well is finding the time to dedicate to these initiatives. In an effort to increase promotions and provide more information, the department has contracted with a professional communications consultant from Otter Creek Communications to market programs, facilities, and services. This contract is evaluated annually. A comprehensive marketing plan is outlined each year that identifies detailed marketing initiatives.

Other marketing strategies utilized by our department team include the following:

Advertising Methods

- Printed Materials – prime times, newsletters, brochures, flyers
- Paid Advertisements – leader telegram, volume one, radio, dasher boards
- Message Center and Hobbs Digital Displays
- Electronic Communications - Facebook posts, email, website information, ECASD electronic newsletters, City newsletter
- Media Relations - news releases, interviews, event schedules, articles
- Community Relations - presentations

Primary Contact Databases

- Customer Database – Active
- Media Database – Microsoft Outlook

Creating Identity

- Prime Times Programs & Services Publication (two per year)
- "Live Life Better" campaign
- Logo
- Signage
- Promotional Items
- Fairfax Maxx
- Team/Staff
- Community Involvement/Engagement

Promoting Wellness

- Healthy options (vending and concessions policy)
- Programming outcomes and opportunities
- Education information on message center
- Educational nuggets referencing nutrition and wellness (performance prep in prime times and website)
- Facebook posts (suggested activities – join a program or use trails)

Marketing Plan Matrix (appendix O)

TEAM DEVELOPMENT

Establishing Goals

Goal setting in the Recreation Division is collaborative team process. Individual and team goals are reviewed quarterly and developed annually using a variety of criteria such as strategic plan initiatives, council directives, facility considerations, process improvements, program trends, and customer service efficiencies.

Team goals are reviewed to determine what was accomplished, what should carry over, and what goals may have changed or may not be necessary any longer. Once this is determined, new goals are developed. Each goal will have several detailed action steps, completion date, strategic plan reference, accreditation standard reference, and a lead team.

Individual goals are written by each team member. These goals are personal development goals that are reviewed and developed annually during a private session with the Superintendent of Recreation. Performance and professional development are discussed in detail.

In preparation for the Recreation Division Annual Report, annual achievements are listed to demonstrate accomplishments and to develop a historical resource file. This document is established during the goal setting meetings. There is direct correlation between the Recreation Division annual accomplishments and team goals.

Job Descriptions

Human Resources maintains all professional job descriptions, personnel files, and manages the Neo Gov personnel software. All Recreation Division job descriptions are reviewed annually. Part-time applications are reviewed prior to posting positions on Neo Gov for the upcoming season. Professional level job descriptions are reviewed during individual performance and professional development work sessions with the Superintendent of Recreation or the Department Director.

Part-time job descriptions are kept in a shared electronic file that is accessible by all professional team members. Copies of professional level job descriptions are located in a personnel directory in the Superintendent of Recreation's electronic work files. The originals are maintained by Human Resources.

Recruitment

The process for recruiting part-time staff is reviewed annually by the recreation division team and human resources. There are several steps used during the recruitment and hiring processes as outlined below. Staff continually suggests process improvements and efficiencies.

1. Application Review
2. Interview
3. Background Disclosure Form & Request for Background Check (include position) sent to Human Resources (Roxanne) with professional staff name as the supervisor listed somewhere so they knows who to reply to
4. Offer upon background approval
5. Send employee to HR within one day of hire (must notify HR/Tennille AND Roxanne by e-mail that the employee has been sent to HR, include their name and ask for a confirmation reply to be sent after the employee completes the paperwork). HR must associate the employee with a professional staff supervisor
6. Complete the personnel action (at this point we are continuing to batch employees to eliminate multiple PA forms). Please consolidate hire and step increase PA forms to include all employees until further notice. Use exact hire date as first day of work or orientation
7. Send employee a work agreement to be signed and returned

Orientation Schedules

Orientation and training staff is an important component to establishing a standard of excellence, customer service initiatives, safety priorities, and how the front line staff represents the department. Both new hires and returning staff are required to attend one general orientation annually. Job specific training and inservices are mandatory for all staff as required by the position in which they are working.

Recreation Division policies and procedures are reviewed annually and consistent with parks maintenance division policies.

Orientation for Part-time Staff & Volunteers/Leagues

- General Recreation Division Policies & Procedures (all staff, once annually)
- Facility Specific (Hobbs & Fairfax & Concessions)
- Program Specific
- Inservice Training Sessions
- Athletic Meetings (coach, team manager)

Team Training Opportunities

- Red Cross Classes (cpr, first aid, aed)
- Supervisory Training from Human Resources
- Social Media
- Professional Development (conferences & trade shows, webinars)
- Computer & Information Services Training
- Safety Training (EAP)

Team Certification Opportunities

- Certified Parks and Recreation Professional
- Red Cross Course Instructor or Instructor Trainer
- Aquatic Facility Operator
- Certified Pool Operator
- Certified Food Manager

IMPLEMENTATION STRATEGIES

The collective role of the department in the implementation of the Recreation Program Plan, marketing considerations and recommendations, the priority of service related to target markets, preliminary list of recommendations, and initial set of metrics to be used in the measuring and evaluation of programs, facilities, and services is an important part of the progress of implementation of the plan.

The Parks, Recreation, and Forestry Department - Recreation Division has the primary responsibility for implementation of the recommendations approved by the City Council as part of the City's Recreation Plan. Generally, this role is threefold:

- To provide programs, services and facilities;
- To partner with existing community agencies in the provision of programs and services
- To facilitate the development and provision of new facilities, programs and services, or standards of performance

Occasionally, the Recreation Division will be the best suited, or professionally the most appropriate agency, to be the community "provider" of a program, service, or facility as determined by some set of publicly generated criteria (such as efficiency, effectiveness, professional competency, built facility, public accessibility, etc.). In these cases, the Division will align (or realign) its practices and use designated/allocated public resources (i.e., mission, staff, building, program, funding, etc.) to deliver the specific program at the desired level of service to attain the designated outcome.

Conversely, the Recreation Division is in the position to "partner" with other agencies based upon the distribution of public assets or other resources. For example, the City has partnered for many years with the Eau Claire Area School District to provide summer school programming. Partnerships allow for shared resource use and are developed over time and are formalized by contract or agreement. Finally, the Recreation Division may be a "facilitator" either by initiating and then handing off a program or service, or by contracting out services, or by setting standards of service delivery that are then met by community providers. A current example is the provision of golf programs and facility scheduling services.

Taking a customer-driven, outcome oriented, and collaborative approach, the Recreation Division can continue to play a central role in maintaining and improving quality of life in Eau Claire. As provider, partner and facilitator, the Division will be responsible for communicating the vision and creating awareness of the work of the Parks, Recreation, and Forestry Department. The Division team will be expending effort as much on forming critical partnerships to carry out the work of delivering programs as it does on expanding existing professional competencies to better deliver its services. Under this model, strengthening the network of facilities, programs and services accessible by the community will be as important as documenting and demonstrating outcomes of services offered. Utilizing industry benchmarks and implementing best practices where feasible, the Division will increase its capacity to provide City Council, Waterways and Parks Commission, and Citizen advisory groups with information to make informed public policy decisions. Efforts to research and secure new funding sources to expand resources will be seen as part of the role of the Department.

In summary, the Parks, Recreation, and Forestry Department's role will be to effectively provide, partner, and facilitate the delivery of recreation programs, facilities, and services. Implementation of the Recreation Program Plan will involve the realignment of its efforts to meet the priorities, levels of service, and standards expected.

Schedule of Review (appendix P)

Recreation Administrative Time Line (appendix Q)

APPENDIX A

Recreation Provider Inventory

Eau Claire Recreation Division Programs & Events					
Organization/Business Name	Activity	Street Address	City	Zip Code	Phone Number
Action City	Amusement	2402 Lorch Ave	Eau Claire	54701	715-838-9663
Benny Ha Ha	Art	204 S. Barstow St	Eau Claire	54701	715-833-9950
Michaels	Art	4154 Commonwealth Ave	Eau Claire	54701	715-831-0979
Hirshfields	Art	3640 Mall Dr	Eau Claire	54701	715-835-9914
Rising Moon Arts Studio	Art	S. 7760 Cty Tk F	Eau Claire	54701	715-858-5998
Caradori Pottery	Art	359 Ferry St	Eau Claire	54703	715-835-8860
Indoor Sports Center	Athletics	3456 Craig Rd	Eau Claire	54701	715-552-1200
Babe Ruth	Baseball	1000 N Eddy St	Eau Claire	54703	715-833-1530
American Legion	Baseball	634 Water St	Eau Claire	54703	715-834-4091
National Little League	Baseball	2000 Vine St	Eau Claire	54703	715-834-3528
American Little League	Baseball	Fairfax Fields	Eau Claire	54701	715-577-2082
Lowes Creek Little League	Baseball	2809 E Hamilton Ave	Eau Claire	54701	715-833-8633
Seymour Baseball	Baseball	6500 Tower Dr	Eau Claire	54703	multiple
Express Baseball LLC	Baseball	702 Carson Park Dr	Eau Claire	54701	715-514-3100
Cavaliers Baseball	Baseball	1812 Brackett Av	Eau Claire	54701	715-834-3520
Eau Claire Bears	Baseball	2853 W Wellington Dr	Eau Claire	54703	715-271-6267
Hallie Baseall	Baseball	4902 117th St	Lake Hallie	54729	
Joyful Shimmies Bellydance	Bellydancing	1616 Bellinger St	Eau Claire	54703	
The Studio	Bellydancing				
Wagners Bowling Alley	Bowling	2159 Brackett Ave	Eau Claire	54701	715-833-6700
Bowlwinkles	Bowling	1616 N Clairmont Ave	Eau Claire	54701	715-552-0564
Dinner On @ Silver Springs	Cooking	6160 Joanne Ln	Altoona	54720	715-579-9496
Eau Claire County Expo Center	Curling	5530 Fairview Dr	Eau Claire	54701	715-839-3755
Dance School	Dance				
Goggins School of Dance	Dance	3606 Curvue Rd	Eau Claire	54703	715-833-1879
Arthur Murray Dance Studio	Dance	401 S. Barstow	Eau Claire	54703	715-834-6166
Danz Kraze	Dance	800 Wisconsin St	Eau Claire	54703	715-832-3269
Pottery Place	Dance	????			
Diamond School of Dance	Dance	123 S Gramh Ave	Eau Claire	54701	715-577-1285
Eau Claire City Dog Park	Dog Exercise	4503 House Rd	Eau Claire	54701	email available
Beaver Creek Nature Preserve	Environmental	Cty Rd K	Fall Creek	54742	715-877-2212
Golds Gym	Fitness	3225 Lorch Ave	Eau Claire	54701	715-552-4570
Highland Fitness	Fitness	2405 Folsom St	Eau Claire	54703	715-833-2100
Curves	Fitness	1417 S Hastings Way	Eau Claire	54701	715-552-8783
Anytime Fitness	Fitness	2532 Golf Rd	Eau Claire	54701	715-831-8600
Snap Fitness	Fitness	3445 E Hamilton Ave	Eau Claire	54701	715-830-9999
Momentum Fitness	Fitness	2615 London Rd	Eau Claire	54701	715-955-4319
Crush Football	Football	3114 Anric Drive	Eau Claire	54701	612-840-4736
Predators Football	Football	2210 Melanie Lane	Eau Claire	54703	715-559-7417
Princeton Valley Golf Course	Golf	2300 W Princeton Ave	Eau Claire	54703	715-834-3334
Mill Run Golf Course	Golf	3905 Kane Rd	Eau Claire	54703	715-858-7960
Pine Meadow Golf Course	Golf	4324 Fairfax Park Dr	Eau Claire	54701	715-832-6011
Hickory Hills Golf Course	Golf	E4080 Hickory Rd	Eau Claire	54701	715-878-4543
Hallie Golf Course	Golf	2196 110th St	Lake Hallie	54729	715-861-5442
Wild Ridge Golf Course	Golf	3905 Kane Rd	Eau Claire	54703	715-834-1766
Eau Claire Country Club	Golf	828 Clubview Lane	Altoona	54720	715-836-8420
Hillcrest Golf Club	Golf	2333 Industrial Dr N	Altoona	54720	715-832-6802
YMCA Gymnastics Center	Gymnastics	700 Graham Ave	Eau Claire	54701	715-836-8460
Gymnastics @ Banbury	Gymnastics	0 Wisconsin St, Building 4, Suite 2	Eau Claire	54703	715-514-4640
Ultimate Performance Gymnastics	Gymnastics	3213 Louis Ave	Eau Claire	54703	715-832-3138
Eau Claire Youth Hockey Organization	Hockey	PO Box 1592	Eau Claire	54701	715-828-2901
Chippewa Valley Girls Hockey	Hockey	839 1st Ave	Chippewa Fall	54729	715-723-6529
Horseshoe Clubhouse	Horseshoe	Carson Park	Eau Claire	54703	715-495-5290
Hobbs Ice Center - Altoona	Ice Skating	2300 Spooner Ave	Altoona	54720	715-839-5188
Hobbs Ice Center - Eau Calire	Ice Skating	915 Menomonie St	Eau Claire	54703	715-839-5040
Eau Claire Figure Skating Club	Ice Skating	915 Menomonie St	Eau Claire	54703	715-839-5040
LE Phillips Library	Library	400 Eau Claire St	Eau Claire	54701	715-839-1648
Karate America	Martial Arts	2228 N Hillcrest Pkwy	Altoona	54720	715-832-6588

One Tree Martial Arts	Martial Arts	2015 Fairfax St	Eau Claire	54701	715-514-0656
AKF Marial Arts Academy	Martial Arts	1606 S Hastings Way	Eau Claire	54701	715-613-8282
Garrison Mixed Martial Arts	Martial Arts	800 Wisconsin St	Eau Claire	54703	800-304-0798
Ju's Tae Kwon Do	Martial Arts	415 S Farwell St	Eau Claire	54703	715-834-5766
Micon Cinema	Movies	3109 Mall Dr	Eau Claire	54701	715-834-1245
Budget Theater	Movies	315 S Barstow St	Eau Claire	54701	715-832-3355
Drive In	Movies	6730 U.S. 12	Eau Claire	54703	715-874-5101
Carmike Cinema	Movies	4800 Golf Rd	Eau Claire	54701	715-835-1030
Childrens Museum	Museum	220 S Barstow St	Eau Claire	54703	715-832-5437
Paul Bunyan Logging Camp	Museum	1110 Carson Park Dr	Eau Claire	54703	715-835-6200
Chippewa Valley Museum	Museum	1204 Carson Park Dr	Eau Claire	54703	715-834-7871
Sharp Photography	Photography	3306 Mall Dr	Eau Claire	54701	715-834-6588
Giles Photography	Photography	4812 Fairfax St	Eau Claire	54701	715-834-2993
Best Buy	Photography	4090 Commonwealth Ave	Eau Claire	54701	715-833-0666
Chippewa Valley Railroad	Railroad	101 Carson Park Dr	Eau Claire	54703	715-831-0900
Hoffys Skate America	Roller Skating	3120 Melby Dr	Eau Claire	54703	715-832-6000
Picture This	Scrapbooking	6000 Arndt Rd	Eau Claire	54701	715-830-9555
Down Memory Lane	Scrapbooking	3603 N Hastings Way	Eau Claire	54701	715-855-0025
LE Phillips Senior Center	Senior Center	1616 Bellinger St	Eau Claire	54703	715-839-4909
Flying Eagles Ski Club	Snow Skiing		Eau Claire	54703	715-832-8118
Chippewa Valley Soccer Organization	Soccer	PO Box 1829	Eau Claire	54702	715-834-5893
Eau Claire United	Soccer	3456 Craig Rd	Eau Claire	54701	715-830-0782
Eau Claire Aris Soccer	Soccer		Eau Claire	54701	715-456-2627
League De Futball	Soccer				
Seymour Softball	Softball		Eau Claire	54703	715-210-8835
Eau Claire Girls Softball	Softball	8020 Curvue Rd	Eau Claire	54703	715-828-7221
Hallie Softball	Softball	4902 117th St	Lake Hallie	54729	
Metropolis	Swimming	2402 Lorch Ave	Eau Claire	54701	715-514-2340
Fairfax Pool - Eau Claire	Swimming	4200 Fairfax Rd	Eau Claire	54701	715-839-1680
Eau Claire Swim Team	Swimming	700 Gramh Ave	Eau Claire	54701	715-836-8460
YMCA Tennis Center	Tennis	229 Moore Dr	Eau Claire	54703	715-833-8470
Eau Claire Regional Art Center	Theater	316 Eau Claire ST	Eau Claire	54703	715-832-2787
Childrens Theater	Theater	1814 Oxford Ave	Eau Claire	54703	715-839-8877
Eau Claire YMCA	Various	700 Gramh Ave	Eau Claire	54701	715-836-8460
UWEC Athletic Camps	Various	509 University Dr	Eau Claire	54701	715-836-2546
Eau Claire County Parks	Various	721 Oxford Ave	Eau Claire	54703	715-839-4783
Altoona Parks & Recreation	Various	1904 Spooner Ave	Altoona	547020	715-839-5188
Chippewa Falls Parks & Recreation	Various	City Hall, 30 W Central St	Chippewa Fall	54729	715-723-0051
Eau Claire Parks, Recreation, & Forestry	Various	915 Menominee St	Eau Claire	54703	715-839-5032
Menomonie Parks & Recreation	Various	1412 6th St	Menomonie	54751	715-232-1664
Girls Scouts/Boy Scouts	Various	4222 Oakwood Hills Pkwy	Eau Claire	54701	715-835-5331
UWEC Extension	Various	210 Water St	Eau Claire	54703	715-836-3636
Girls Club/Boys Club	Various	201 E Lake St	Eau Claire	54703	715-855-0081
American Red Cross	Various	3728 Spooner Ave	Altoona	54720	715-834-4182
Eau Claire Area School District	Various	500 Main St	Eau Claire	54701	715-852-3000
Regis Schools	Various	2728 Mall Dr	Eau Claire	54701	715-830-2273
Chippewa Valley Tech	Various	620 W Clairemont Ave	Eau Claire	54701	715-833-6200
Eau Claire Air	Vollyball	PO Box 132	Altoona	54720	715-577-4223
City Trail	Walk/Bike	915 Menominie St	Eau Claire	54703	715-839-5032
State Trail	Walk/Bike	2546 New Pine Dr	Altoona	54720	715-839-3700
Ski Sprites	Water Skiing	604 Beach Rd	Altoona	54720	715-559-0309
Coffee Grounds	Wine Tasting	3460 Mall Dr	Eau Claire	54701	715-834-1733
Eau Claire Youth Wrestling Club	Wrestling	2225 Keith St	Eau Claire	54701	715-852-6300
Yoga Center of Eau Claire	Yoga	412 1/2 Water St	Eau Claire	54703	715-830-0321
Pilates Yoga & Beyond	Yoga	4913 River Glen Ct	Eau Claire	54703	715-832-7335

Eau Claire Recreation Division Programs & Events		Program Category						Classification					Season Registration & Participation				Nature of Activity					Age				
Organization/Business Name	Activity	Youth Activities	Adult Activities	Special Populations	Family Activities	Spectator Activity/Event	Aquatics	Cultural	Educational	Physical Development/Fitness/Wellness	Social	Sport/Athletics	Fall	Winter	Spring	Summer	Public/Non-Profit	Private	Individual	Active	Passive	Preschool 0-4	Youth 5-12	Teen 13-17	Adult 18-54	Older Adult 55+
		79	81	29	30	36	14	6	37	19	15	45	90	78	95	104	55	58	61	82	37	37	77	78	81	70
Action City	Amusement	1	1	1	1							1	1	1	1			1	1	1	1					
Benny Ha Ha	Art	1	1					1				1	1	1	1			1	1		1				1	1
Michaels	Art	1	1					1				1	1	1	1			1	1		1				1	1
Hirshfields	Art	1	1					1				1	1	1	1			1	1		1				1	1
Rising Moon Arts Studio	Art	1	1					1				1	1	1	1			1	1		1				1	1
Caradori Pottery	Art	1	1					1				1	1	1	1			1	1		1				1	1
Indoor Sports Center	Athletics	1	1			1				1		1	1	1	1			1					1	1	1	1
Babe Ruth	Baseball	1	1			1					1	1	1	1	1					1				1	1	
American Legion	Baseball	1	1			1					1	1	1	1	1					1					1	
National Little League	Baseball	1	1			1					1	1	1	1	1					1			1	1	1	
American Little League	Baseball	1	1			1					1	1	1	1	1					1			1	1	1	
Lowes Creek Little League	Baseball	1	1			1					1	1	1	1	1					1			1	1	1	
Seymour Baseball	Baseball	1	1			1					1	1	1	1	1					1			1	1	1	
Express Baseball LLC	Baseball	1	1	1	1	1					1	1	1	1	1			1			1				1	
Cavaliers Baseball	Baseball	1	1	1	1	1					1	1	1	1	1					1					1	
Eau Claire Bears	Baseball	1	1			1					1	1	1	1	1					1					1	
Hallie Baseball	Baseball	1	1			1					1	1	1	1	1					1					1	
Joyful Shimmies Bellydance	Bellydancing	1	1						1			1	1	1	1			1	1	1			1	1	1	1
The Studio	Bellydancing	1	1						1			1	1	1	1			1	1	1				1	1	1
Wagners Bowling Alley	Bowling	1	1	1	1					1		1	1	1	1			1	1	1			1	1	1	1
Bowlwinkles	Bowling	1	1	1	1					1		1	1	1	1			1	1	1			1	1	1	1
Dinner On @ Silver Springs	Cooking	1	1					1				1	1	1	1			1	1		1				1	1
Eau Claire County Expo Center	Curling	1	1								1	1	1	1	1		1			1				1	1	1
Dance School	Dance	1	1					1				1	1	1	1			1		1			1	1	1	1
Goggins School of Dance	Dance	1	1					1				1	1	1	1			1	1	1				1	1	1
Arthur Murray Dance Studio	Dance	1	1					1				1	1	1	1			1	1	1			1	1	1	1
Danz Kraze	Dance	1	1					1				1	1	1	1			1	1	1			1	1	1	1
Pottery Place	Dance	1	1					1				1	1	1	1			1	1		1				1	1
Diamond School of Dance	Dance	1	1					1				1	1	1	1			1	1	1				1	1	1
Eau Claire City Dog Park	Dog Exercise	1	1	1	1					1		1	1	1	1		1		1	1		1	1	1	1	1
Beaver Creek Nature Preserve	Environmental	1	1	1	1			1				1	1	1	1		1		1	1	1	1	1	1	1	1
Golds Gym	Fitness	1	1				1					1	1	1	1			1		1			1	1	1	1
Highland Fitness	Fitness	1	1									1	1	1	1			1		1			1	1	1	1
Curves	Fitness	1	1									1	1	1	1			1		1				1	1	1
Anytime Fitness	Fitness	1	1									1	1	1	1			1	1	1				1	1	1
Snap Fitness	Fitness	1	1									1	1	1	1			1	1	1				1	1	1
Momentum Fitness	Fitness	1	1									1	1	1	1			1	1	1			1	1	1	1
Crush Football	Football	1	1			1					1	1	1	1	1			1			1				1	1
Predators Football	Football	1	1			1					1	1	1	1	1			1			1				1	1
Princeton Valley Golf Course	Golf	1	1									1	1	1	1			1	1	1			1	1	1	1
Mill Run Golf Course	Golf	1	1									1	1	1	1			1	1	1			1	1	1	1
Pine Meadow Golf Course	Golf	1	1									1	1	1	1			1	1	1			1	1	1	1
Hickory Hills Golf Course	Golf	1	1									1	1	1	1			1	1	1			1	1	1	1
Hallie Golf Course	Golf	1	1									1	1	1	1			1	1	1			1	1	1	1
Wild Ridge Golf Course	Golf	1	1									1	1	1	1			1	1	1			1	1	1	1
Eau Claire Country Club	Golf	1	1				1					1	1	1	1			1	1	1			1	1	1	1
Hillcrest Golf Club	Golf	1	1				1					1	1	1	1			1	1	1			1	1	1	1
YMCA Gymnastics Center	Gymnastics	1	1					1				1	1	1	1		1			1			1	1	1	1
Gymnastics @ Banbury	Gymnastics	1	1									1	1	1	1			1	1	1			1	1	1	1
Ultimate Performance Gymnastics	Gymnastics	1	1									1	1	1	1			1	1	1			1	1	1	1
Eau Claire Youth Hockey Organization	Hockey	1	1									1	1	1	1			1		1			1	1	1	1
Chippewa Valley Girls Hockey	Hockey	1	1									1	1	1	1			1		1			1	1	1	1
Horseshoe Clubhouse	Horseshoe	1	1			1						1	1	1	1			1		1					1	1
Hobbs Ice Center - Altoona	Ice Skating	1	1			1						1	1	1	1			1		1			1	1	1	1
Hobbs Ice Center - Eau Claire	Ice Skating	1	1			1						1	1	1	1			1		1			1	1	1	1
Eau Claire Figure Skating Club	Ice Skating	1	1			1						1	1	1	1			1		1			1	1	1	1
LE Phillips Library	Library	1	1	1	1							1	1	1	1		1			1		1	1	1	1	1
Karate America	Martial Arts	1	1						1			1	1	1	1			1	1	1			1	1	1	1
One Tree Martial Arts	Martial Arts	1	1						1			1	1	1	1			1	1	1			1	1	1	1
AKF Marial Arts Academy	Martial Arts	1	1						1			1	1	1	1			1	1	1			1	1	1	1

Eau Claire Recreation Division Programs & Events		Other Sites										Street Address	City	Zip Code	Phone Number
Organization/Business Name	Activity	Putnam Heights Elementary School	Robbins Elementary School	Roosevelt Elementary School	Sam Davey Elementary School	Sherman Elementary School	Mill Run Golf Course	Princeton Valley Golf Course	Pine Meadow Golf Course	YMCA	Other as Indicated				
		1	1	1	2	2	2	2	2	4	78				
Action City	Amusement										1	2402 Lorch Ave	Eau Claire	54701	715-838-9663
Benny Ha Ha	Art										1	204 S. Barstow St	Eau Claire	54701	715-833-9950
Michaels	Art										1	4154 Commonwealth Ave	Eau Claire	54701	715-831-0979
Hirshfields	Art										1	3640 Mall Dr	Eau Claire	54701	715-835-9914
Rising Moon Arts Studio	Art										1	S. 7760 Cty Tk F	Eau Claire	54701	715-858-5998
Caradori Pottery	Art										1	359 Ferry St	Eau Claire	54703	715-835-8860
Indoor Sports Center	Athletics										1	3456 Craig Rd	Eau Claire	54701	715-552-1200
Babe Ruth	Baseball											1000 N Eddy St	Eau Claire	54703	715-833-1530
American Legion	Baseball											634 Water St	Eau Claire	54703	715-834-4091
National Little League	Baseball											2000 Vine St	Eau Claire	54703	715-834-3528
American Little League	Baseball											Fairfax Fields	Eau Claire	54701	715-577-2082
Lowes Creek Little League	Baseball										1	2809 E Hamilton Ave	Eau Claire	54701	715-833-8633
Seymour Baseball	Baseball										1	6500 Tower Dr	Eau Claire	54703	multiple
Express Baseball LLC	Baseball											702 Carson Park Dr	Eau Claire	54701	715-514-3100
Cavaliers Baseball	Baseball											1812 Brackett Av	Eau Claire	54701	715-834-3520
Eau Claire Bears	Baseball											2853 W Wellington Dr	Eau Claire	54703	715-271-6267
Hallie Baseall	Baseball										1	4902 117th St	Lake Hallie	54729	
Joyful Shimmies Bellydance	Bellydancing										1	1616 Bellinger St	Eau Claire	54703	
The Studio	Bellydancing										1				
Wagners Bowling Alley	Bowling										1	2159 Brackett Ave	Eau Claire	54701	715-833-6700
Bowlwinkles	Bowling										1	1616 N Clairmont Ave	Eau Claire	54701	715-552-0564
Dinner On @ Silver Springs	Cooking										1	6160 Joanne Ln	Altoona	54720	715-579-9496
Eau Claire County Expo Center	Curling										1	5530 Fairview Dr	Eau Claire	54701	715-839-3755
Dance School	Dance										1				
Goggins School of Dance	Dance										1	3606 Curvue Rd	Eau Claire	54703	715-833-1879
Arthur Murray Dance Studio	Dance										1	401 S. Barstow	Eau Claire	54703	715-834-6166
Danz Kraze	Dance										1	800 Wisconsin St	Eau Claire	54703	715-832-3269
Pottery Place	Dance										1	????			
Diamond School of Dance	Dance										1	123 S Graham Ave	Eau Claire	54701	715-577-1285
Eau Claire City Dog Park	Dog Exercise										1	4503 House Rd	Eau Claire	54701	email available
Beaver Creek Nature Preserve	Environmental										1	Cty Rd K	Fall Creek	54742	715-877-2212
Gold's Gym	Fitness										1	3225 Lorch Ave	Eau Claire	54701	715-552-4570
Highland Fitness	Fitness										1	2405 Folsom St	Eau Claire	54703	715-833-2100
Curves	Fitness										1	1417 S Hastings Way	Eau Claire	54701	715-552-8783
Anytime Fitness	Fitness										1	2532 Golf Rd	Eau Claire	54701	715-831-8600
Snap Fitness	Fitness										1	3445 E Hamilton Ave	Eau Claire	54701	715-830-9999
Momentum Fitness	Fitness										1	2615 London Rd	Eau Claire	54701	715-955-4319
Crush Football	Football											3114 Anric Drive	Eau Claire	54701	612-840-4736
Predators Football	Football											2210 Melanie Lane	Eau Claire	54703	715-559-7417
Princeton Valley Golf Course	Golf						1					2300 W Princeton Ave	Eau Claire	54703	715-834-3334
Mill Run Golf Course	Golf						1					3905 Kane Rd	Eau Claire	54703	715-858-7960
Pine Meadow Golf Course	Golf							1				4324 Fairfax Park Dr	Eau Claire	54701	715-832-6011
Hickory Hills Golf Course	Golf										1	E4080 Hickory Rd	Eau Claire	54701	715-878-4543
Hallie Golf Course	Golf										1	2196 110th St	Lake Hallie	54729	715-861-5442
Wild Ridge Golf Course	Golf										1	3905 Kane Rd	Eau Claire	54703	715-834-1766
Eau Claire Country Club	Golf										1	828 Clubview Lane	Altoona	54720	715-836-8420
Hillcrest Golf Club	Golf										1	2333 Industrial Dr N	Altoona	54720	715-832-6802
YMCA Gymnastics Center	Gymnastics										1	700 Graham Ave	Eau Claire	54701	715-836-8460
Gymnastics @ Banbury	Gymnastics										1	0 Wisconsin St, Building 4, Suite 2	Eau Claire	54703	715-514-4640
Ultimate Performance Gymnastics	Gymnastics										1	3213 Louis Ave	Eau Claire	54703	715-832-3138
Eau Claire Youth Hockey Organization	Hockey											PO Box 1592	Eau Claire	54701	715-828-2901
Chippewa Valley Girls Hockey	Hockey											839 1st Ave	Chippewa Falls	54729	715-723-6529
Horseshoe Clubhouse	Horseshoe											Carson Park	Eau Claire	54703	715-495-5290
Hobbs Ice Center - Altoona	Ice Skating										1	2300 Spooner Ave	Altoona	54720	715-839-5188
Hobbs Ice Center - Eau Claire	Ice Skating											915 Menomonie St	Eau Claire	54703	715-839-5040
Eau Claire Figure Skating Club	Ice Skating											915 Menomonie St	Eau Claire	54703	715-839-5040
LE Phillips Library	Library										1	400 Eau Claire St	Eau Claire	54701	715-839-1648
Karate America	Martial Arts										1	2228 N Hillcrest Pkwy	Altoona	54720	715-832-6588
One Tree Martial Arts	Martial Arts										1	2015 Fairfax St	Eau Claire	54701	715-514-0656
AKF Marial Arts Academy	Martial Arts										1	1606 S Hastings Way	Eau Claire	54701	715-613-8282

Garrison Mixed Martial Arts	Martial Arts									1	800 Wisconsin St	Eau Claire	54703	800-304-0798
Ju's Tae Kwon Do	Martial Arts									1	415 S Farwell St	Eau Claire	54703	715-834-5766
Micon Cinema	Movies									1	3109 Mall Dr	Eau Claire	54701	715-834-1245
Budget Theater	Movies									1	315 S Barstow St	Eau Claire	54701	715-832-3355
Drive In	Movies									1	6730 U.S. 12	Eau Claire	54703	715-874-5101
Carmike Cinema	Movies									1	4800 Golf Rd	Eau Claire	54701	715-835-1030
Childrens Museum	Museum									1	220 S Barstow St	Eau Claire	54703	715-832-5437
Paul Bunyan Logging Camp	Museum										1110 Carson Park Dr	Eau Claire	54703	715-835-6200
Chippewa Valley Museum	Museum										1204 Carson Park Dr	Eau Claire	54703	715-834-7871
Sharp Photography	Photography									1	3306 Mall Dr	Eau Claire	54701	715-834-6588
Giles Photography	Photography									1	4812 Fairfax St	Eau Claire	54701	715-834-2993
Best Buy	Photography									1	4090 Commonwealth Ave	Eau Claire	54701	715-833-0666
Chippewa Valley Railroad	Railroad										101 Carson Park Dr	Eau Claire	54703	715-831-0900
Hoffys Skate America	Roller Skating									1	3120 Melby Dr	Eau Claire	54703	715-832-6000
Picture This	Scrapbooking									1	6000 Arndt Rd	Eau Claire	54701	715-830-9555
Down Memory Lane	Scrapbooking									1	3603 N Hastings Way	Eau Claire	54701	715-855-0025
LE Phillips Senior Center	Senior Center									1	1616 Bellinger St	Eau Claire	54703	715-839-4909
Flying Eagles Ski Club	Snow Skiing									1		Eau Claire	54703	715-832-8118
Chippewa Valley Soccer Organization	Soccer										PO Box 1829	Eau Claire	54702	715-834-5893
Eau Claire United	Soccer										3456 Craig Rd	Eau Claire	54701	715-830-0782
Eau Claire Aris Soccer	Soccer											Eau Claire	54701	715-456-2627
League De Futbol	Soccer													
Seymour Softball	Softball									1		Eau Claire	54703	715-210-8835
Eau Claire Girls Softball	Softball										8020 Curvue Rd	Eau Claire	54703	715-828-7221
Hallie Softball	Softball									1	4902 117th St	Lake Hallie	54729	
Metropolis	Swimming									1	2402 Lorch Ave	Eau Claire	54701	715-514-2340
Fairfax Pool - Eau Claire	Swimming										4200 Fairfax Rd	Eau Claire	54701	715-839-1680
Eau Claire Swim Team	Swimming										700 Graham Ave	Eau Claire	54701	715-836-8460
YMCA Tennis Center	Tennis								1		229 Moore Dr	Eau Claire	54703	715-833-8470
Eau Claire Regional Art Center	Theater								1		316 Eau Claire ST	Eau Claire	54703	715-832-2787
Childrens Theater	Theater								1		1814 Oxford Ave	Eau Claire	54703	715-839-8877
Eau Claire YMCA	Various								1		700 Graham Ave	Eau Claire	54701	715-836-8460
UWEC Athletic Camps	Various								1		509 University Dr	Eau Claire	54701	715-836-2546
Eau Claire County Parks	Various								1		721 Oxford Ave	Eau Claire	54703	715-839-4783
Altoona Parks & Recreation	Various								1		1904 Spooner Ave	Altoona	547020	715-839-5188
Chippewa Falls Parks & Recreation	Various								1		City Hall, 30 W Central St	Chippewa Fall	54729	715-723-0051
Eau Claire Parks, Recreation, & Forestry	Various		1	1	1	1	1	1	1		915 Menominee St	Eau Claire	54703	715-839-5032
Menomonie Parks & Recreation	Various									1	1412 6th St	Menomonie	54751	715-232-1664
Girls Scouts/Boy Scouts	Various									1	4222 Oakwood Hills Pkwy	Eau Claire	54701	715-835-5331
UWEC Extension	Various									1	210 Water St	Eau Claire	54703	715-836-3636
Girls Club/Boys Club	Various									1	201 E Lake St	Eau Claire	54703	715-855-0081
American Red Cross	Various									1	3728 Spooner Ave	Altoona	54720	715-834-4182
Eau Claire Area School District	Various	1	1	1	1	1					500 Main St	Eau Claire	54701	715-852-3000
Regis Schools	Various										2728 Mall Dr	Eau Claire	54701	715-830-2273
Chippewa Valley Tech	Various									1	620 W Clairemont Ave	Eau Claire	54701	715-833-6200
Eau Claire Air	Volleyball										PO Box 132	Altoona	54720	715-577-4223
City Trail	Walk/Bike										915 Menominee St	Eau Claire	54703	715-839-5032
State Trail	Walk/Bike									1	2546 New Pine Dr	Altoona	54720	715-839-3700
Ski Sprites	Water Skiing									1	604 Beach Rd	Altoona	54720	715-559-0309
Coffee Grounds	Wine Tasting									1	3460 Mall Dr	Eau Claire	54701	715-834-1733
Eau Claire Youth Wrestling Club	Wrestling										2225 Keith St	Eau Claire	54701	715-852-6300
Yoga Center of Eau Claire	Yoga									1	412 1/2 Water St	Eau Claire	54703	715-830-0321
Pilates Yoga & Beyond	Yoga									1	4913 River Glen Ct	Eau Claire	54703	715-832-7335

APPENDIX B

Athletic Facility Inventory

Athletic Facility Inventory

Facility	Baseball	Softball	Football	Soccer	Rugby	Hockey	Tennis	Lights	Classification	Owner	Map	Address	Location
Totals	24	28	10	59	1	4	47	27					
Gelein Softball Field		1						1	Softball	ECPR	Yes	902 Carson Park Drive	Carson Park - Eau Claire
Hobbs Softball Field		1						1	Softball	ECPR	Yes	812 Carson Park Drive	Carson Park - Eau Claire
Carson Football Stadium			1					1	Football	ECPR	Yes	802 Carson Park Drive	Carson Park - Eau Claire
Carson Baseball Stadium	1							1	Baseball	ECPR	Yes	702 Carson Park Drive	Carson Park - Eau Claire
Babe Ruth N	1							1	Baseball	ECPR	Yes	1115 North Eddy Street	Mt Simon Park - Eau Claire
Babe Ruth S	1							1	Baseball	ECPR	Yes	1115 North Eddy Street	Mt Simon Park - Eau Claire
Fairfax Field E	1								Baseball	ECPR	Yes	3800 Fairfax Street	Fairfax Park - Eau Claire
Fairfax Field W	1							1	Baseball	ECPR	Yes	3800 Fairfax Street	Fairfax Park - Eau Claire
Fairfax Baseball Field	1								Baseball	ECPR	Yes	3800 Fairfax Street	Fairfax Park - Eau Claire
Newell Field	1								Baseball	ECPR	Yes	122 South Michigan Street	Newell Park - Eau Claire
Kessler Field	1								Baseball	ECPR	Yes	105 Walnut Street	Kessler Park - Eau Claire
Zephyr Hill Field		1							Softball	ECPR	Yes	2526 Shady Grove Road	Zephyr Hill Park - Eau Claire
DeLong #1	1								Baseball	ECASD	Yes	2000 Vine Street	DeLong Middle School
DeLong #2	1								Baseball	ECASD	Yes	2000 Vine Street	DeLong Middle School
DeLong #3				1					Soccer	ECASD	Yes	2000 Vine Street	DeLong Middle School
DeLong #4			1						Football	ECASD	Yes	2000 Vine Street	DeLong Middle School
DeLong #5	1								Baseball	ECASD	Yes	2000 Vine Street	DeLong Middle School
DeLong #6				1					Soccer	ECASD	Yes	2000 Vine Street	DeLong Middle School
DeLong #7			1						Football	ECASD	Yes	2000 Vine Street	DeLong Middle School
DeLong							6		Tennis	ECASD	Yes	2000 Vine Street	DeLong Middle School
South #1				1					Soccer	ECASD	Yes	2115 Mitscher Avenue	South Middle School
South #2				1					Soccer	ECASD	Yes	2115 Mitscher Avenue	South Middle School
South #3				1					Soccer	ECASD	Yes	2115 Mitscher Avenue	South Middle School
South #4			1						Football	ECASD	Yes	2115 Mitscher Avenue	South Middle School
South #5				1					Soccer	ECASD	Yes	2115 Mitscher Avenue	South Middle School
South #6				1					Soccer	ECASD	Yes	2115 Mitscher Avenue	South Middle School
South							7		Tennis	ECASD	Yes	2115 Mitscher Avenue	South Middle School
Northstar #1		1							Softball	ECASD	Yes	2711 Abbe Hill Drive	Northstar Middle School
Northstar #2		1							Softball	ECASD	Yes	2711 Abbe Hill Drive	Northstar Middle School
Northstar #3			1						Football	ECASD	Yes	2711 Abbe Hill Drive	Northstar Middle School
Northstar #4				1					Soccer	ECASD	Yes	2711 Abbe Hill Drive	Northstar Middle School
Northstar #5				1					Soccer	ECASD	Yes	2711 Abbe Hill Drive	Northstar Middle School
Northstar							6		Tennis	ECASD	Yes	2711 Abbe Hill Drive	Northstar Middle School
Bollinger #1				1					Soccer	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #2		1						1	Womens Softball	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #3				1				1	Soccer	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #4					1				Rugby	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #5		1						1	Varsity Soccer	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #6	1							1	Baseball	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #7		1						1	Mens Softball	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex

Bollinger #8		1					1	Coed Softball	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #9		1					1	Mens Softball	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Bollinger #10		1					1	Coed Softball	UWEC	Yes	3210 Stein Boulevard	University Bollinger Field Complex
Soccer Park #1				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #2				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #3				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #4				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #5				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #6				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #7				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #8				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
Soccer Park #9				1				Soccer	ECPR	Yes	1101 West Hamilton Avenue	Eau Claire Soccer Park
North #1				1				Soccer	ECASD	Yes	1801 Piedmont Road	North High School
North #2	1							Baseball (practice)	ECASD	Yes	1801 Piedmont Road	North High School
North #3	1							Baseball	ECASD	Yes	1801 Piedmont Road	North High School
North #4		1						Softball (jv)	ECASD	Yes	1801 Piedmont Road	North High School
North #5		1						Softball (varsity)	ECASD	Yes	1801 Piedmont Road	North High School
North #6			1					Football	ECASD	Yes	1801 Piedmont Road	North High School
North #7		1						Softball (jv 2)	ECASD	Yes	1801 Piedmont Road	North High School
North #8				1				Soccer	ECASD	Yes	1801 Piedmont Road	North High School
North #9			1					Football	ECASD	Yes	1801 Piedmont Road	North High School
North #10				1				Soccer	ECASD	Yes	1801 Piedmont Road	North High School
North #11				1				Soccer	ECASD	Yes	1801 Piedmont Road	North High School
North							10	Tennis	ECASD	Yes	1801 Piedmont Road	North High School
Memorial #1			1	1				Soccer/Football	ECASD	Yes	2225 Keith Street	Memorial High School
Memorial #2				1				Soccer	ECASD	Yes	2225 Keith Street	Memorial High School
Memorial #3				1				Soccer	ECASD	Yes	2225 Keith Street	Memorial High School
Memorial #4			1					Football	ECASD	Yes	2225 Keith Street	Memorial High School
Memorial #5		1						Softball	ECASD	Yes	2225 Keith Street	Memorial High School
Memorial #6	1							Baseball	ECASD	Yes	2225 Keith Street	Memorial High School
Memorial #7	1							Baseball (practice)	ECASD	Yes	2225 Keith Street	Memorial High School
Memorial							10	Tennis	ECASD	Yes	2225 Keith Street	Memorial High School
Regis			1					Football	Regis	No	2100 Fenwick Avenue	Regis High School
Regis							6	Tennis	Regis	No	2100 Fenwick Avenue	Regis High School
Immanuel		1						Softball	Immanuel	No	510 Grover Road	Immanuel Luthern High School
Seymour	4	2					3	Baseball/Softball	Seymour	No	6500 Tower Road	Eau Claire
Hallie	4	3					4	Baseball/Softball	Hallie	Yes	4907 117th Street	Lake Hallie
Hobbs Ice Center - Eau Claire							3	Hockey	ECPR	Yes	915 Menomonie Street	Eau Claire
Altoona Sports Center							1	Hockey	Altoona	No	2300 Spooner Avenue	Altoona
Altoona Sports Center		3					3	Softball	Altoona	No	2300 Spooner Avenue	Altoona
Altoona Sports Center				1				Soccer	Altoona	No	2300 Spooner Avenue	Altoona
Owen Park							1	Tennis	ECPR	Yes	501 First Avenue	Owen Park - Eau Claire
Carson Park							1	Tennis	ECPR	Yes	706 Carson Park Drive	Carson Park - Eau Claire
CV Montessori				2				Multi Use	ECASD	Yes	400 Cameron Street	Cv Montessori Charter School
Flynn		1		1				Multi Use	ECASD	Yes	1430 Lee Street	Flynn Elementary School
Lakeshore		1		2				Multi Use	ECASD	Yes	711 Lake Street	Lakeshore Elementary School
Locust Lane				3				Multi Use	ECASD	Yes	3245 Locust Lane	Locust Lane Elementary School

Longfellow
 Manz
 Meadowview
 Northwoods
 Putnam Heights
 Robbins
 Roosevelt
 Sam Davey
 Sherman

			2			
			4			
	1		3			
			4			
			3			
			2			
			1			
	1		2			
			2			

Multi Use
 Multi Use

ECASD
 ECASD
 ECASD
 ECASD
 ECASD
 ECASD
 ECASD
 ECASD
 ECASD

Yes
 Yes
 Yes
 Yes
 Yes
 Yes
 Yes
 Yes
 Yes

512 Balcom Street
 1000 East Fillmore Avenue
 4714 Fairfax Street
 3600 Northwoods Lane
 633 West MacArthur Avenue
 3832 East Hamilton Avenue
 3010 Eighth Street
 3000 Starr Avenue
 3110 West Vine Street

Longfellow Elementary School
 Manz Elementary School
 Meadowview Elementary School
 Northwoods Elementary School
 Putnam Heights Elementary School
 Robbins Elementary School
 Roosevelt Elementary School
 Sam Davey Elementary School
 Sherman Elementary School

APPENDIX C

Trends Matrix

Current Trends Eau Claire Parks and Recreation Faces
Aug 2012

Financial	
Trend	Impact/Responsiveness
Revitalization of the City Center	<ul style="list-style-type: none"> • Facilitating events and facilities
Maintaining level of service while decreasing cost	<ul style="list-style-type: none"> • Using technology and tools to create efficiencies
Customer belief that privatization is cost effective	<ul style="list-style-type: none"> • Conduct cost comparisons
Pay for play	<ul style="list-style-type: none"> • Charge for most programs and facilities
Increased number of residents qualify for free/reduced school lunches and SNAP Benefits	<ul style="list-style-type: none"> • Increasing demand for scholarships and low cost programming
Budget cuts	<ul style="list-style-type: none"> • Developing unique programming • generating additional revenues
Requirements for greater fiscal responsibility	<ul style="list-style-type: none"> • Conducting cost analyses for facilities, programs, and park operations
Reduced Federal, State, and Local Funding	<ul style="list-style-type: none"> • Finding new ways to provide services to vulnerable populations
Demand to decrease environmental impact and improve sustainability	<ul style="list-style-type: none"> • Identifying and implementing "Green Initiatives" in all areas of operation.
Smaller Budgets	<ul style="list-style-type: none"> • Fewer "included services" and more add on fees for services provided

Marketing and Communication	
Primarily people utilize our programs because they know someone who does.	<ul style="list-style-type: none"> • Get people excited about our programs and talking to their friends
Customers are utilizing different outlets for information	<ul style="list-style-type: none"> • Promote our Programs in a variety of media outlets
Residents are demanding instant access to information	<ul style="list-style-type: none"> • Department reliance on technology to communicate with participants • Use of an in depth dynamic web page, online registration, and social media
Customers desire to know exactly what a program entails.	<ul style="list-style-type: none"> • Increase specific details available on the internet and in print publications.

Work Force	
Smaller workforce	<ul style="list-style-type: none"> • Hiring employees with a broader scope of knowledge. • Cross-training employees to perform in multiple roles
Impact of Wisconsin mandates on City Work force	<ul style="list-style-type: none"> • Opportunity to redefine job responsibilities, to improve efficiency, and analyze cost effectiveness of work practices.
Fewer qualified applicants with fewer job skills	<ul style="list-style-type: none"> • Become creative with recruiting and training staff
Today's worker wants to do less and get paid the same or more.	<ul style="list-style-type: none"> • Improve job training and increased detail in job descriptions
Increasing Customer Demands and Expectations at Hobbs Ice Center	<ul style="list-style-type: none"> • Changing Management Structure and processes to better service our customer base and exceed customer expectation.

Social Responsibility	
Participants want healthy options	<ul style="list-style-type: none"> • Healthy choices at concessions • Healthy treats during programs • Lower costs for healthy options
Awareness of the Emerald Ash Borer and its effect on the urban forest	<ul style="list-style-type: none"> • Educating the community on the Emerald Ash Borer and how it's spread • Making well informed forestry decisions that will minimize the spread of the insect throughout the urban forest
Demand to decrease environmental impact and improve sustainability	<ul style="list-style-type: none"> • Identifying and implementing "Green Initiatives" in all areas of operation.
Ensuring ADA compliance as the standards change over time	<ul style="list-style-type: none"> • Increasing awareness of ADA requirements and improving compliance at all facilities
Fight obesity	<ul style="list-style-type: none"> • Provide new and innovative wellness and fitness activities
Desire for new policies, programs, and events that address wellness, child obesity, fitness, the elderly, and Lifetime Activities	<ul style="list-style-type: none"> • Participating in community partnerships • Evaluating operations for improved patron and employee safety • Nutrition and wellness education within our PrimeTimes publication

Program Planning	
Trend	Impact/Responsiveness
Customer base likes to try before they buy	<ul style="list-style-type: none"> • Consider offering trial classes
What once worked may no longer work	<ul style="list-style-type: none"> • Flexibility to change with the times
Participants want to be active in the great outdoors	<ul style="list-style-type: none"> • Expanded offerings in outdoor education
Fill programming gaps in the community	<ul style="list-style-type: none"> • Examine program offerings throughout the community and create new programs for demographics where there are few programs offered. • Review internal community and needs indexes annually
Parent and guardians focus on competition in sports	<ul style="list-style-type: none"> • Provide instructional programs that will feed competitive programs
Families are choosing competitive sport programs instead of recreational sport programs	<ul style="list-style-type: none"> • Reduction on the size of athletic leagues • Community partnerships to enable several organizations to work together and still offer a recreational league
Increased number of traveling sports teams unassociated with an organization	<ul style="list-style-type: none"> • Increased demand for scheduling and use of facilities.
“Baby Boomers” are becoming senior citizens	<ul style="list-style-type: none"> • Develop and implement innovative/active programming
Families have less free time	<ul style="list-style-type: none"> • Test new programs on a variety of schedules
Broaden the scope of offerings	<ul style="list-style-type: none"> • Increased partnerships and facilitated programs
Decreased percentage of the population participating in public recreation	<ul style="list-style-type: none"> • Compliment and not compete with other programs
Increased desire of customers to provide direction and oversight to operations.	<ul style="list-style-type: none"> • Utilizing civic work groups and focus groups
Increased responsiveness to community needs	<ul style="list-style-type: none"> • Develop new tools or forums for community feedback • Implementing feedback immediately

APPENDIX D

Recreation Activities Matrix

Recreation Division Activities Matrix

scale 1 low to 5 high
2011

	Meets Recovery 100% Adult, 75% Youth, Community Programs Subsidized 1=no, 3=meets,5=exceeds	# of participants Enrolled 1=<50, 2=50-99, 3=100- 149, 4=150-199, 5=200+	Provides revenues to Fairfax Pool, Hobbs, or Stadiums 1=never, 3=sometimes, 5=always	Uses ECPR facilities 1=never, 3=sometimes, 5=always	Meets City Council Goals 1=none, 3=meets 1, 5=meets 1+	Summer School Program 5=yes all, 3=sometimes 1=no never	Program Offered in Community 5=no, 3=somewhat different, 1=yes/duplicate	TOTAL POINTS
AQUATICS								
Water Aerobics	5	5	3	3	5	1	3	25
Swim Lesson-Individual/Adapted	5	2	3	3	3	3	3	22
Swim Lesson-Youth	5	5	3	3	5	3	3	27
Lifeguard Training/WSI	1	2	3	3	3	3	3	18
Open/Lap Swim	1	5	3	3	3	1	3	19
INSTRUCTIONAL								
Adult Instructional								
Dance	5	2	1	3	3	1	3	18
Youth Instructional								
Art	5	5	1	5	3	5	3	27
Cooking	5	2	1	1	3	5	5	22
Golf	5	3	1	1	3	3	1	17
Hoop Dreams	5	2	1	1	3	1	1	14
Outdoor Adventure	5	3	1	5	3	5	5	27
Running Club	5	1	1	5	5	5	5	27
Sailing	5	1	1	5	3	5	5	25
Soccer Instructional	3	2	3	5	3	5	5	26
T-Ball Instructional	2	2	3	3	3	5	5	23
Tennis	5	5	1	1	3	5	3	23
Tumbling (summer)	5	4	1	1	3	5	5	24
Tumbling (fall)	1	1	5	5	3	1	3	19
ATHLETICS								
Adult Athletic								
Men's Hockey	1	3	5	5	5	1	5	25
Kickball (summer)	2	2	5	5	3	1	3	21
Kickball (fall)	1	2	5	5	3	1	3	20
Officials Training	1	1	1	5	1	1	5	15
Run, Row, Ride	5	1	1	5	4	1	3	20
Softball Leagues	1	5	5	3	5	1	3	23
Volleyball - Open Gym	5	5	1	1	3	1	3	19
Volleyball - Competitive	5	5	1	1	3	1	1	17
Volleyball - Recreational	5	3	1	1	3	1	1	15
Youth Athletic								
T-Ball League	5	3	3	3	3	1	1	19
Baseball (Major & Minor)	5	4	3	3	3	1	1	20
Basketball League	5	4	1	1	3	1	1	16
Flag Football	5	5	5	5	5	1	3	29
Hockey League	2	5	5	5	5	1	4	27
Sand Lot Sports	2	5	3	5	4	1	3	23
Soccer League	5	5	3	5	5	1	1	25
COMMUNITY PROGRAMS								
Adult Special Populations	1	5	3	5	5	1	5	25
Camp Summertime	1	1	1	5	5	1	5	19
Neighborhood Playgrounds	1	5	1	5	5	1	5	23
Skating Rinks	1	5	1	5	5	1	5	23

APPENDIX E

Life Cycle Analysis

PROGRAM	TOTAL POINTS (based on criteria)	Stage of Lifecycle					Action / Implementation				
		Introduction	Growth	Mature	Saturated	Decline	Add New	Increase/Improve	Maintain	Reduce	Eliminate
		1	4	20	6	5	5	24	8	1	1
Flag Football	29		1					1			
Hockey League	27			1				1			
Art	27			1					1		
Running Club	27			1				1			
Swim Lesson-Youth	27			1				1			
Soccer Instructional	26			1				1			
Outdoor Adventure	26		1				1				
Men's Hockey	25			1				1			
Water Aerobics	25				1			1			
Sailing	25			1					1		
Soccer League	25			1				1			
Adult Special Populations	25		1				1				
Tumbling (summer)	24			1					1		
T-Ball Instructional	23			1				1			
Tennis	23			1				1			
Neighborhood Playgrounds	23					1	1				
Skating Rinks	23			1				1			
Sand Lot Sports	23			1				1			
Adult Softball Leagues	23					1		1			
Cooking	22			1					1		
Swim Lesson-Individual/Adapted	22			1					1		
Adult Kickball Leagues--Summer	21				1			1			
Baseball (Major & Minor)	20				1			1			
Adult Kickball Leagues--Fall	20			1				1			
Run, Row, Ride	20	1						1			
Open/Lap Swim (indoor)	19					1				1	
Volleyball - Open Gym	19					1			1		
T-Ball League	19			1				1			
Tumbling (fall)	19		1					1			
Camp Summertime	19			1					1		
Dance	18					1			1		
Lifeguard Training/WSI	18			1				1			
Voilleyball - Competitive	17						1	1			
Golf	17				1						
Basketball League	16				1			1			
Volleyball - Recreational	15						1	1			
Officials Training	15			1							1
Hoop Dreams	14				1			1			
		New Program	Consistent Growth	Participation Plateau	Extreme Competition	Declining Participation					

APPENDIX F

Internal Needs Assessment

Eau Claire Recreation Division Programs & Events		Program Category					Classification					Season Registration & Participation				Supervision				
Activity Number	Activity Name	Youth Activities	Adult Activities	Special Populations	Family Activities	Aquatics	Cultural	Educational	Physical Development/Fitness/Wellness	Social	Sport/Athletics	Fall/Winter	Summer	Maximum Class Size	Cancelled	Program Supervisor	Employee	Contractual	Partnership	Volunteer
		205	23	3	11	416	8	558	36	28	28	24514	64708	27662	36	0	609	31	7	14
FAQDO-301SM	Dolphin					1		1				7		20		CD	1			
FAQDO-401DM	Dolphin					1		1				2		5		CD	1			
FAQDO-601SM	Dolphin					1		1				11		20		CD	1			
FAQDW-101DM	Water Fitness-Deep Water					1			1			10		30		CD	1			
FAQDW-101NH	Water Fitness-Deep Water					1			1			5		15		CD	1			
FAQDW-201DM	Water Fitness-Deep Water					1			1			13		30		CD	1			
FAQDW-201NH	Water Fitness-Deep Water					1			1			10		30		CD	1			
FAQDW-301DM	Water Fitness-Deep Water					1			1			13		30		CD	1			
FAQDW-301NH	Water Fitness-Deep Water					1			1			10		15		CD	1			
FAQDW-401DM	Water Fitness-Deep Water					1			1			4		30		CD	1			
FAQDW-401NH	Water Fitness-Deep Water					1			1			5		30		CD	1			
FAQDW-501DM	Water Fitness-Deep Water					1			1			4		30		CD	1			
FAQDW-501NH	Water Fitness-Deep Water					1			1			1		15		CD	1			
FAQL1-101DM	Level 1-6 yrs					1		1				4		16		CD	1			
FAQL1-201NS	Level 1-6 yrs					1		1				8		8		CD	1			
FAQL1-301SM	Level 1-6 yrs					1		1				0		8	1	CD	1			
FAQL1-401DM	Level 1-6 yrs					1		1				6		16		CD	1			
FAQL1-501NS	Level 1-6 yrs					1		1				13		16		CD	1			
FAQL1-601SM	Level 1-6 yrs					1		1				10		16		CD	1			
FAQL1-701SM	Level 1					1		1				2		8	1	CD	1			
FAQL1-702SM	Level 1					1		1				0		16	1	CD	1			
FAQL2-101DM	Level 2					1		1				7		16		CD	1			
FAQL2-102DM	Level 2					1		1				0		16	1	CD	1			
FAQL2-201NS	Level 2					1		1				7		16		CD	1			
FAQL2-202NS	Level 2					1		1				0		16	1	CD	1			
FAQL2-301SM	Level 2					1		1				4		16		CD	1			
FAQL2-401DM	Level 2					1		1				11		16		CD	1			
FAQL2-402DM	Level 2					1		1				6		16		CD	1			
FAQL2-501NS	Level 2					1		1				16		16		CD	1			
FAQL2-502NS	Level 2					1		1				8		16		CD	1			
FAQL2-601SM	Level 2					1		1				5		16		CD	1			
FAQL2-701SM	Level 2					1		1				5		16		CD	1			
FAQL3-101DM	Level 3					1		1				3		8	1	CD	1			
FAQL3-102DM	Level 3					1		1				1		8		CD	1			
FAQL3-201NS	Level 3					1		1				4		16		CD	1			
FAQL3-202NS	Level 3					1		1				4		16		CD	1			
FAQL3-301SM	Level 3					1		1				6		8		CD	1			
FAQL3-401DM	Level 3					1		1				6		16		CD	1			
FAQL3-402DM	Level 3					1		1				10		16		CD	1			
FAQL3-501NS	Level 3					1		1				9		8		CD	1			
FAQL3-502NS	Level 3					1		1				8		8		CD	1			
FAQL3-601SM	Level 3					1		1				2		8	1	CD	1			
FAQL3-701SM	Level 3					1		1				11		16		CD	1			
FAQL3-702SM	Level 3					1		1				0		8	1	CD	1			
FAQL4-101DM	Level 4					1		1				2		10	1	CD	1			
FAQL4-102DM	Level 4					1		1				4		10		CD	1			
FAQL4-201NS	Level 4					1		1				6		10		CD	1			
FAQL4-301SM	Level 4					1		1				6		10		CD	1			
FAQL4-401DM	Level 4					1		1				7		10		CD	1			
FAQL4-501NS	Level 4					1		1				5		10		CD	1			
FAQL4-502NS	Level 4					1		1				10		10		CD	1			
FAQL4-601SM	Level 4					1		1				6		10		CD	1			
FAQL4-701SM	Level 4					1		1				6		10		CD	1			
FAQL4-702SM	Level 4					1		1				1		10	1	CD	1			
FAQL5-101DM	Level 5					1		1				5		10		CD	1			
FAQL5-201NS	Level 5					1		1				6		10		CD	1			
FAQL5-301SM	Level 5					1		1				2		10	1	CD	1			
FAQL5-401DM	Level 5					1		1				6		10		CD	1			
FAQL5-501NS	Level 5					1		1				6		10		CD	1			
FAQL5-601SM	Level 5					1		1				1		10	1	CD	1			
FAQL5-701SM	Level 5					1		1				3		10	1	CD	1			
FAQL6-101DM	Level 6					1		1				0		10	1	CD	1			
FAQL6-201NS	Level 6					1		1				1		10	1	CD	1			
FAQL6-301SM	Level 6					1		1				1		10	1	CD	1			
FAQL6-501NS	Level 6					1		1				4		10		CD	1			
FAQL6-601SM	Level 6					1		1				0		10	1	CD	1			
FAQLT-101NS	Lifeguard Training					1		1				3		30		CD	1			
FAQLT-101SM	Lifeguard Training					1		1				0		30	1	CD	1			
FAQOT-101DM	Otter					1		1				19		20		CD	1			

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FAQOT-401DM	Otter					1		1				15		15		CD	1			
FAQOT-501NS	Otter					1		1				20		20		CD	1			
FAQP1-101DM	Parent-Child Level 1					1		1				10		20		CD	1			
FAQP1-301SM	Parent-Child Level 1					1		1				20		20		CD	1			
FAQP2-201NS	Parent-Child Level 2					1		1				9		20		CD	1			
FAQP2-701SM	Parent-Child Level 2					1		1				3		20		CD	1			
FAQSE-401DM	Seal					1		1				13		20		CD	1			
FAQSE-601SM	Seal					1		1				12		20		CD	1			
FAQTR-101NH	Water Fitness-Traditional					1			1			9		15		CD	1			
FAQTR-301NH	Water Fitness-Traditional					1			1			9		15		CD	1			
FAQTR-501NH	Water Fitness-Traditional					1			1			3		15		CD	1			
FAQWS-101NS	WSI Water Safety Instructor Course					1		1				0		20	1	CD	1			
FAYBC-101FL	Winter Basketball Camp (P/C Grades K-2)	1							1			20		20		EM	1			
FAYBC-201FL	Winter Basketball Camp (P/C Grades K-2)	1							1			20		20		EM	1			
FAYBK-101LF	Basketball-Grade 1	1									1	28		32		EM				1
FAYBK-101SM	Basketball-Boys Grades 5	1									1	17		48		EM		1	1	
FAYBK-102SM	Basketball-Boys Grades 6	1									1	11		48		EM		1	1	
FAYBK-103SM	Basketball-Girls Grades 5	1									1	7		48		EM		1	1	
FAYBK-104SM	Basketball-Girls Grades 6	1									1	6		48		EM		1	1	
FAYBK-201LF	Basketball- Boys & Girls Grade 2	1									1	27		48		EM				1
FAYBK-301LF	Basketball-Boys Grades 3/4	1									1	52		48		EM				1
FAYBK-302LF	Basketball-Girls Grades 3/4	1									1	10		10		EM				1
FAYGM-101HB	Gymnastics	1						1				13		16		EM	1			
FAYGM-102HB	Gymnastics	1						1				7		16		EM	1			
FAYGM-201HB	Gymnastics	1						1				12		16		EM	1			
FAYGM-202HB	Gymnastics	1						1				11		16		EM	1			
FAYHD-101FL	Hoop Dreams (Grade K-1)	1						1				23		20		EM	1			
FAYHD-201FL	Hoop Dreams (Grade K-1)	1						1				21		20		EM	1			
FAYHK-101HB	Mini Mites	1						1				25		25		ST	1			
FAYHK-102HB	Mini Mites	1						1				25		25		ST	1			
FAYHK-103HB	Mini Mites	1						1				25		25		ST	1			
FAYHK-104HB	Mini Mites	1						1				0		25	1	ST	1			
FAYHK-105HB	Beginners Hockey League	1									1	35		60		ST				1
FAYHK-106HB	Mite Hockey League	1									1	76		65		ST				1
FAYHK-107HB	Squirt Hockey League	1									1	58		70		ST				1
FAYRC-101HB	Adult CPR/AED, Infant & Child CPR/AED & First Aid		1					1				0		10	1	EM	1			
FAYRC-102HB	Adult CPR/AED, Infant & Child CPR/AED & First Aid		1					1				0		10	1	EM	1			
FLEDC-101DM	Dance-Level 1		1				1					6		60		CD		1		
FLEDC-102DM	Dance-Level 2		1				1					0		60	1	CD		1		
FLEDC-201DM	Dance-Level 1		1				1					14		60		CD		1		
FLEDC-202DM	Dance-Level 2		1				1					0		60	1	CD		1		
FSPPR-101HB	Par-te-Rec Registration (Daily)					1				1		110		200		EM	1			
FSPPR-101TR	Par-te-Rec Registration (Transportation Package)					1				1		21		200		EM	1			
FSPPR-102HB	Par-te-Rec Holiday Party		1							1		79		200		EM	1			
FSPPR-201HB	Par-te-Rec Registration (Season)					1				1		16		200		EM	1			
XSAQYS-101BB	Youth Sailing Instruction	1						1					12	12		CD				1
XSAYFF-201CP	Football-Flag (Grade 2)	1									1		70	98		CD	1			
XSAYFF-301CP	Football-Flag (Grades 3-5)	1									1		295	280		CD	1			
XSLEDC-101HB	Dance-Level 1		1				1					0	40	40	1	CD		1		
XSLEDC-102HB	Dance-Level 2		1				1					12	40	40		CD		1		
XSLEDC-201HB	Dance-Level 1		1				1					0	40	40	1	CD		1		
XSLEDC-202HB	Dance-Level 2		1				1					0	40	40	1	CD		1		
XSAYBB-101NH	Baseball Jr.- Minor League	1									1		118	150		DC	1			
XSAYBB-201NH	Baseball Jr.-Major League	1									1		65	62		DC	1			
XSAYGI-101MR	Golf Instructional-Ages 6-8	1						1				6	10	10		DC		1		
XSAYGI-102MR	Golf Instructional-Ages 9-11	1						1				1	10	10	1	DC		1		
XSAYGI-103MR	Golf Instructional-Ages 12 +	1						1				4	10	10		DC		1		
XSAYGI-201MR	Golf Instructional-Ages 6-8	1						1				8	10	10		DC		1		
XSAYGI-202MR	Golf Instructional-Ages 9-11	1						1				9	8	8		DC		1		
XSAYGI-203MR	Golf Instructional-Ages 12 +	1						1				11	10	10		DC		1		
XSAYGI-301MR	Golf Instructional-Ages 6-8	1						1				10	10	10		DC		1		
XSAYGI-302MR	Golf Instructional-Ages 9-11	1						1				10	10	10		DC		1		
XSAYGI-303MR	Golf Instructional-Ages 12 +	1						1				11	10	10		DC		1		
XSAYGI-401MR	Golf Instructional-Ages 6-8	1						1				8	10	10		DC		1		
XSAYGI-402MR	Golf Instructional-Ages 9-11	1						1				10	10	10		DC		1		
XSAYGI-403MR	Golf Instructional-Ages 12 +	1						1				10	10	10		DC		1		
XSAYGI-101PV	Golf Instruction-Ages 6-8	1						1				10	10	10		DC		1		
XSAYGI-102PV	Golf Instruction-Ages 9-11	1						1				5	10	10		DC		1		
XSAYGI-103PV	Golf Instruction- Ages 12+	1						1				10	10	10		DC		1		
XSAYGI-201PV	Golf Instruction- Ages 9-11	1						1				10	10	10		DC		1		

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XSAYGI-202PV	Golf Instruction- Ages 12+	1						1					10	10		DC		1		
XSAYTB-101MH	T-Ball Instruction	1						1					30	20		DC	1			
XSAYTB-101NS	T-Ball Instruction	1						1					27	20		DC	1			
XSAYTB-102MH	T-Ball Instruction	1						1					15	20		DC	1			
XSAYTB-102NS	T-Ball Instruction	1						1					15	20		DC	1			
XSAYTI-101NS	Tennis-Quick Start 1	1						1					9	12		DC	1			
XSAYTI-102SM	Tennis-Quick Start 1	1						1					8	12		DC	1			
XSAYTI-103NS	Tennis-Quick Start 1	1						1					8	12		DC	1			
XSAYTI-104SM	Tennis-Quick Start 1	1						1					9	12		DC	1			
XSAYTI-105NS	Tennis-Quick Satrt 2	1						1					12	12		DC	1			
XSAYTI-106SM	Tennis-Quick Start 2	1						1					13	12		DC	1			
XSAYTI-107SM	Tennis-Quick Start 2	1						1					12	12		DC	1			
XSAYTI-108NS	Tennis-Quick Satrt 2	1						1					11	12		DC	1			
XSAYTI-109SM	Tennis-Quick Start 2	1						1					11	12		DC	1			
XSAYTI-110SM	Tennis-Quick Start 3	1						1					16	16		DC	1			
XSAYTI-111NS	Tennis-Quick Start 3	1						1					17	16		DC	1			
XSAYTI-112NS	Tennis-Quick Start 3	1						1					16	16		DC	1			
XSAYTI-113SM	Tennis-Quick Start 3	1						1					15	16		DC	1			
XSAYTI-114NS	Tennis-Inermediate	1						1					10	16		DC	1			
XSAYTI-115SM	Tennis-Intermediate	1						1					15	16		DC	1			
XSAYTI-116NS	Tennis-Intermediate	1						1					13	16		DC	1			
XSAYTI-2015M	Tennis-Quick Start 1	1						1					11	12		DC	1			
XSAYTI-202NS	Tennis-Quick Start 1	1						1					8	12		DC	1			
XSAYTI-203NS	Tennis-Quick Start 1	1						1					8	12		DC	1			
XSAYTI-204SM	Tennis-Quick Start 1	1						1					8	12		DC	1			
XSAYTI-205SM	Tennis-Quick Start 2	1						1					13	12		DC	1			
XSAYTI-206NS	Tennis-Quick Satrt 2	1						1					11	12		DC	1			
XSAYTI-207NS	Tennis-Quick Satrt 2	1						1					9	12		DC	1			
XSAYTI-208SM	Tennis-Quick Start 2	1						1					10	12		DC	1			
XSAYTI-209NS	Tennis-Quick Satrt 2	1						1					12	12		DC	1			
XSAYTI-210SM	Tennis-Quick Start 3	1						1					16	16		DC	1			
XSAYTI-211NS	Tennis-Quick Start 3	1						1					14	16		DC	1			
XSAYTI-212NS	Tennis-Quick Start 3	1						1					16	16		DC	1			
XSAYTI-213SM	Tennis-Quick Start 3	1						1					15	16		DC	1			
XSAYTI-214NS	Tennis-Intermediate	1						1					16	16		DC	1			
XSAYTI-215SM	Tennis-Intermediate	1						1					18	16		DC	1			
XSAYTI-216SM	Tennis-Intermediate	1						1					15	16		DC	1			
XSAYTL-101NS	T-Ball League	1								1			96	150		DC	1			
XSPGNC-101NC	Regional Playground Program	1							1				255	1000		DC	1			
XSAYKB-101BO	Kubb Clinic	1						1					8	99		DC		1	1	
XSAYKB-102BO	Kubb Clinic	1						1					8	99		DC		1	1	
XSAARR-101HB	Run Row Ride		1					1					43	200		JV	1			
XSAYSC-101SP	Soccer League Program 6-7 yrs.	1								1			104	120		JV	1			
XSAYSC-102SP	Soccer League Program 8-9 yrs.	1								1			112	120		JV	1			
XSAYSC-103SP	Soccer League Program 10-12 yrs.	1								1			115	120		JV	1			
XSAYSC-104SP	Soccer League Program 13-16 yrs.	1								1			74	120		JV	1			
XSAYSI-101SP	Soccer Instructional Program	1						1					15	30		JV	1			
XSAYSI-102SP	Soccer Instructional Program	1						1					21	30		JV	1			
XSAYSI-103SP	Soccer Instructional Program	1						1					12	30		JV	1			
XSAYSI-104SP	Soccer Instructional Program	1						1					30	30		JV	1			
XSAYSL-101CP	Sand Lot Sports - T-Ball	1							1				19	20		JV	1			
XSAYSL-102CP	Sand Lot Sports - T-Ball	1							1				14	20		JV	1			
XSAYSL-201CP	Sand Lot Sports - Kickball	1							1				13	20		JV	1			
XSAYSL-202CP	Sand Lot Sports - Kickball	1							1				6	20		JV	1			
XSAYSL-301CP	Sand Lot Sports - Exploring Sports	1							1				20	30		JV	1			
XSAYSL-302CP	Sand Lot Sports - Exploring Sports	1							1				9	30		JV	1			
XSAYSL-401HB	Sand Lot Sports - Water Games	1							1				6	30		JV	1			
XSAYSL-402HB	Sand Lot Sports - Water Games	1							1				3	30		JV	1			
XSAYSL-501CP	Sand Lot Sports - Team Building	1							1				18	30		JV	1			
XSAYSL-502CP	Sand Lot Sports - Team Building	1							1				13	30		JV	1			
XSAYSL-601CP	Sand Lot Sports - Field Games	1							1				7	30		JV	1			
XSAYSL-602CP	Sand Lot Sports - Field Games	1							1				5	30		JV	1			
XSAYSL-701CP	Sand Lot Sports - Flag Football	1							1				23	30		JV	1			
XSAYSL-702CP	Sand Lot Sports - Flag Football	1							1				18	30		JV	1			
XSAYSL-801CP	Sand Lot Sports - Soccer	1							1				29	30		JV	1			
XSAYSL-802CP	Sand Lot Sports - Soccer	1							1				17	30		JV	1			
XSSPCS-101BO	SP - Camp Summertime 6-12		1							1			12	100		JV	1			
XSSPCS-201BO	SP - Camp Summertime 13-21		1							1			19	100		JV	1			
XSSPPR-101BO	SP - Par-te-Rec		1							1			71	200		JV	1			
SSPAQ-101NS	Adaptive Swim Lessons					1		1					1	1		EM	1			

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SSPAQ-102NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-301SM	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-101NH	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-102NH	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-121SM	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-302SM	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-122SM	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-104NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-301NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-302NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-103NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-303NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-304NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-301NH	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-302NH	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-305NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-105NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-106NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-306NS	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-103NH	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-104NH	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-303NH	Adaptive Swim Lessons					1		1					1	1		EM	1			
SSPAQ-304NH	Adaptive Swim Lessons					1		1					0	1	1	EM	1			
SAQDV-402FF	Advanced Diving					1		1					0	16	1	EM	1			
SAQDV-502FF	Advanced Diving					1		1					9	8		EM	1			
SLEAK-301BB	Advanced Canoeing	1						1					0	12	1	EM	1			
SLEAK-302BB	Advanced Canoeing	1						1					7	12		EM	1			
SAQDV-404FF	Advanced Diving					1		1					2	8	1	EM	1			
SLEYA-302BO	Art - Art Explorer	1						1					11	12		EM	1			
SLEYA-304BO	Art - Art Explorer	1						1					11	12		EM	1			
SLEYA-102BO	Art - Clay Crazy	1						1					12	12		EM	1			
SLEYA-104BO	Art - Clay Crazy	1						1					12	12		EM	1			
SLEYA-301BO	Art - Clay Crazy	1						1					12	12		EM	1			
SLEYA-303BO	Art - Clay Crazy	1						1					11	12		EM	1			
SLEYA-202RG	Art - Critters Galore	1						1					12	12		EM	1			
SLEYA-204RG	Art - Critters Galore	1						1					12	12		EM	1			
SLEYA-101BO	Art - Dogs & Cats	1						1					11	12		EM	1			
SLEYA-103BO	Art - Dogs & Cats	1						1					12	12		EM	1			
SLEYA-402BO	Art - Masters in the Making	1						1					9	12		EM	1			
SLEYA-404BO	Art - Masters in the Making	1						1					9	12		EM	1			
SLEYA-201RG	Art - Painting & Tie Dye	1						1					9	12		EM	1			
SLEYA-203RG	Art - Painting & Tie Dye	1						1					10	12		EM	1			
SLEYA-401BO	Art - Painting & Tie Dye	1						1					10	12		EM	1			
SLEYA-403BO	Art - Painting & Tie Dye	1						1					0	12	1	EM	1			
SLEOAA-601BO	Art OD - All Aboard!	1						1					15	15		EM	1			
SLEOAA-602BO	Art OD - All Aboard!	1						1					6	15		EM	1			
SLEOAA-603BO	Art OD - All Aboard!	1						1					7	15		EM	1			
SLEOAA-604BO	Art OD - All Aboard!	1						1					0	15	1	EM	1			
SLEOAA-401BO	Art OD - Colorful Clay	1						1					15	15		EM	1			
SLEOAA-402BO	Art OD - Colorful Clay	1						1					8	15		EM	1			
SLEOAA-403BO	Art OD - Colorful Clay	1						1					5	15		EM	1			
SLEOAA-404BO	Art OD - Colorful Clay	1						1					12	15		EM	1			
SLEOAA-101BO	Art OD - Father's Day Frame	1						1					15	15		EM	1			
SLEOAA-102BO	Art OD - Father's Day Frame	1						1					13	15		EM	1			
SLEOAA-103BO	Art OD - Father's Day Frame	1						1					8	15		EM	1			
SLEOAA-104BO	Art OD - Father's Day Frame	1						1					15	15		EM	1			
SLEOAA-701BO	Art OD - Painting With Picasso	1						1					14	15		EM	1			
SLEOAA-702BO	Art OD - Painting With Picasso	1						1					8	15		EM	1			
SLEOAA-703BO	Art OD - Painting With Picasso	1						1					8	15		EM	1			
SLEOAA-704BO	Art OD - Painting With Picasso	1						1					14	15		EM	1			
SLEOAA-201BO	Art OD - Summer Sunshine	1						1					11	15		EM	1			
SLEOAA-202BO	Art OD - Summer Sunshine	1						1					8	15		EM	1			
SLEOAA-203BO	Art OD - Summer Sunshine	1						1					9	15		EM	1			
SLEOAA-204BO	Art OD - Summer Sunshine	1						1					8	15		EM	1			
SLEOAA-801BO	Art OD - The Very Hungry Caterpillar	1						1					13	15		EM	1			
SLEOAA-802BO	Art OD - The Very Hungry Caterpillar	1						1					7	15		EM	1			
SLEOAA-803BO	Art OD - The Very Hungry Caterpillar	1						1					7	15		EM	1			
SLEOAA-804BO	Art OD - The Very Hungry Caterpillar	1						1					1	15	1	EM	1			
SLEOAA-501BO	Art OD - Tie Dye	1						1					14	15		EM	1			
SLEOAA-502BO	Art OD - Tie Dye	1						1					8	15		EM	1			

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SLEOAA-503BO	Art OD - Tie Dye	1						1					15	15		EM	1			
SLEOAA-504BO	Art OD - Tie Dye	1						1					15	15		EM	1			
SLEOAA-301BO	Art OD -Spider Stepping Stones	1						1					15	15		EM	1			
SLEOAA-302BO	Art OD -Spider Stepping Stones	1						1					12	15		EM	1			
SLEOAA-303BO	Art OD -Spider Stepping Stones	1						1					12	15		EM	1			
SLEOAA-304BO	Art OD -Spider Stepping Stones	1						1					15	15		EM	1			
SAQDV-401FF	Beginning Diving					1		1					4	8		EM	1			
SAQDV-403FF	Beginning Diving					1		1					12	8		EM	1			
SAQDV-501FF	Beginning Diving					1		1					7	8		EM	1			
SAQBB-301FF	Butterfly/Breast Stroke					1		1					8	10		EM	1			
SLEAK-301BP	Camp Cooking	1						1					12	12		EM	1			
SLEAK-101BB	Canoeing & Basic Water Safety	1						1					11	12		EM	1			
SLEAK-102BB	Canoeing & Basic Water Safety	1						1					12	12		EM	1			
SLEAK-201BB	Canoeing & Basic Water Safety	1						1					12	12		EM	1			
SLEAK-202BB	Canoeing & Basic Water Safety	1						1					12	12		EM	1			
SAQDO-301NS	Dolphin					1		1					5	10		EM	1			
SAQDO-401NS	Dolphin					1		1					12	10		EM	1			
SAQOT-201NS	Dolphin					1		1					5	5		EM	1			
SAQDO-301FF	Dolphin					1		1					5	10		EM	1			
SAQDO-301SM	Dolphin					1		1					3	5		EM	1			
SAQDO-101FF	Dolphin					1		1					5	5		EM	1			
SAQDO-201FF	Dolphin					1		1					6	5		EM	1			
SAQDO-201NH	Dolphin					1		1					3	5		EM	1			
SAQDO-401NH	Dolphin					1		1					13	10		EM	1			
SAQDO-501FF	Dolphin					1		1					5	5		EM	1			
SAQDO-221NS	Dolphin					1		1					5	5		EM	1			
SAQBC-301FF	Front Crawl/Back Stroke					1		1					9	10		EM	1			
SAYTM-101DM	Groove-Nastics	1						1					11	18		EM	1			
SAYTM-201DM	Groove-Nastics	1						1					16	18		EM	1			
SAYTM-301DM	Groove-Nastics	1						1					6	18		EM	1			
SAYTM-401DM	Groove-Nastics	1						1					7	18		EM	1			
SAQGS-101NH	Guardstart					1		1					9	10		EM	1			
SAQGS-221SM	Guardstart					1		1					8	10		EM	1			
SAQIS-301SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-121SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-122SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-123SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-124SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-125SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-126SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-101NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-102NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-103NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-104NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-105NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-101NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-106NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-102NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-104NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-105NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-106NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-302SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-303SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-304SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-305SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-306SM	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-301NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-107NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-108NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-302NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-103NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-107NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-109NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-110NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-301NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-302NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-303NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-303NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-304NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQIS-304NS	Individual Swim Lessons					1		1					1	1		EM	1			

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SAQJS-305NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-108NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-111NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-109NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-112NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-306NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-305NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-306NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-307NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-308NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-309NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-310NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-311NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-312NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-313NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-114NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-115NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-116NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-314NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-315NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-316NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-317NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-117NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-118NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-318NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-113NS	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-307NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-110NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-308NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-309NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-310NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-111NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-112NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-311NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQJS-312NH	Individual Swim Lessons					1		1					1	1		EM	1			
SAQL-101FF	Level 1					1		1					15	16		EM	1			
SAQL-301FF	Level 1					1		1					15	16		EM	1			
SAQL-401NH	Level 1					1		1					13	16		EM	1			
SAQL-401FF	Level 1					1		1					16	16		EM	1			
SAQL-201SM	Level 1					1		1					14	16		EM	1			
SAQL-101NS	Level 1					1		1					16	16		EM	1			
SAQL-101NH	Level 1					1		1					15	8		EM	1			
SAQL-102NH	Level 1					1		1					16	16		EM	1			
SAQL-301NS	Level 1					1		1					10	16		EM	1			
SAQL-102NS	Level 1					1		1					16	16		EM	1			
SAQL-301NH	Level 1					1		1					10	8		EM	1			
SAQL-302NS	Level 1					1		1					14	16		EM	1			
SAQL-401NS	Level 1					1		1					7	16		EM	1			
SAQL-201NS	Level 1					1		1					4	16		EM	1			
SAQL-201NH	Level 1					1		1					10	16		EM	1			
SAQL-402FF	Level 1					1		1					15	8		EM	1			
SAQL-202NS	Level 1					1		1					15	16		EM	1			
SAQL-201FF	Level 1					1		1					7	16		EM	1			
SAQL-121NS	Level 1					1		1					6	16		EM	1			
SAQL-121SM	Level 1					1		1					10	16		EM	1			
SAQL-321NS	Level 1					1		1					15	16		EM	1			
SAQL-421NS	Level 1					1		1					8	16		EM	1			
SAQL-301SM	Level 1					1		1					8	16		EM	1			
SAQL2-401FF	Level 2					1		1					16	16		EM	1			
SAQL2-201FF	Level 2					1		1					16	16		EM	1			
SAQL2-201NS	Level 2					1		1					16	16		EM	1			
SAQL2-402FF	Level 2					1		1					8	8		EM	1			
SAQL2-101NS	Level 2					1		1					16	16		EM	1			
SAQL2-401NS	Level 2					1		1					16	16		EM	1			
SAQL2-301NS	Level 2					1		1					16	16		EM	1			
SAQL2-402NS	Level 2					1		1					16	16		EM	1			
SAQL2-301FF	Level 2					1		1					8	8		EM	1			
SAQL2-301SM	Level 2					1		1					16	16		EM	1			
SAQL2-403NS	Level 2					1		1					8	8		EM	1			
SAQL2-101FF	Level 2					1		1					8	8		EM	1			

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SAQL2-121SM	Level 2					1		1					16	16		EM	1			
SAQL2-221SM	Level 2					1		1					16	16		EM	1			
SAQL2-421SM	Level 2					1		1					16	16		EM	1			
SAQL2-221NS	Level 2					1		1					16	16		EM	1			
SAQL2-421NS	Level 2					1		1					16	16		EM	1			
SAQL2-222NS	Level 2					1		1					16	16		EM	1			
SAQL2-102FF	Level 2					1		1					16	16		EM	1			
SAQL2-202FF	Level 2					1		1					16	8		EM	1			
SAQL2-302FF	Level 2					1		1					16	8		EM	1			
SAQL2-121NS	Level 2					1		1					16	16		EM	1			
SAQL2-321NS	Level 2					1		1					16	16		EM	1			
SAQL3-101NS	Level 3					1		1					8	8		EM	1			
SAQL3-401NS	Level 3					1		1					8	8		EM	1			
SAQL3-401FF	Level 3					1		1					16	16		EM	1			
SAQL3-402FF	Level 3					1		1					8	8		EM	1			
SAQL3-201NS	Level 3					1		1					8	8		EM	1			
SAQL3-101NH	Level 3					1		1					10	8		EM	1			
SAQL3-102NH	Level 3					1		1					7	16		EM	1			
SAQL3-301NS	Level 3					1		1					8	8		EM	1			
SAQL3-301NH	Level 3					1		1					8	8		EM	1			
SAQL3-102NS	Level 3					1		1					8	16		EM	1			
SAQL3-202NS	Level 3					1		1					16	16		EM	1			
SAQL3-302NS	Level 3					1		1					7	8		EM	1			
SAQL3-203NS	Level 3					1		1					8	8		EM	1			
SAQL3-302NH	Level 3					1		1					14	16		EM	1			
SAQL3-303NS	Level 3					1		1					8	8		EM	1			
SAQL3-402NS	Level 3					1		1					8	8		EM	1			
SAQL3-101FF	Level 3					1		1					8	8		EM	1			
SAQL3-201FF	Level 3					1		1					8	8		EM	1			
SAQL3-221SM	Level 3					1		1					7	8		EM	1			
SAQL3-301FF	Level 3					1		1					8	16		EM	1			
SAQL3-401NH	Level 3					1		1					8	16		EM	1			
SAQL3-403NS	Level 3					1		1					7	8		EM	1			
SAQL3-302FF	Level 3					1		1					5	8		EM	1			
SAQL3-421SM	Level 3					1		1					7	8		EM	1			
SAQL3-501FF	Level 3					1		1					10	8		EM	1			
SAQL3-101FF	Level 3					1		1					6	8		EM	1			
SAQL3-121SM	Level 3					1		1					16	16		EM	1			
SAQL3-122SM	Level 3					1		1					4	8		EM	1			
SAQL3-202FF	Level 3					1		1					7	8		EM	1			
SAQL3-201NH	Level 3					1		1					6	8		EM	1			
SAQL3-301SM	Level 3					1		1					7	8		EM	1			
SAQL3-422SM	Level 3					1		1					7	8		EM	1			
SAQL3-221SM	Level 3					1		1					3	8		EM	1			
SAQL3-403FF	Level 3					1		1					6	8		EM	1			
SAQL3-404NS	Level 3					1		1					5	8		EM	1			
SAQL3-421NS	Level 3					1		1					7	8		EM	1			
SAQL3-102FF	Level 3					1		1					6	8		EM	1			
SAQL3-321NS	Level 3					1		1					4	8		EM	1			
SAQL3-303FF	Level 3					1		1					7	16		EM	1			
SAQL3-221NS	Level 3					1		1					8	8		EM	1			
SAQL3-423SM	Level 3					1		1					7	8		EM	1			
SAQL3-322NS	Level 3					1		1					5	8		EM	1			
SAQL3-123SM	Level 3					1		1					8	8		EM	1			
SAQL3-222NS	Level 3					1		1					8	8		EM	1			
SAQL3-103NS	Level 3					1		1					4	8		EM	1			
SAQL3-302SM	Level 3					1		1					6	16		EM	1			
SAQL3-422NS	Level 3					1		1					14	16		EM	1			
SAQL3-122NS	Level 3					1		1					18	8		EM	1			
SAQL4-101NS	Level 4					1		1					9	10		EM	1			
SAQL4-102NS	Level 4					1		1					10	10		EM	1			
SAQL4-301NS	Level 4					1		1					10	10		EM	1			
SAQL4-301NH	Level 4					1		1					10	10		EM	1			
SAQL4-401NS	Level 4					1		1					10	10		EM	1			
SAQL4-203NS	Level 4					1		1					8	10		EM	1			
SAQL4-201NH	Level 4					1		1					10	10		EM	1			
SAQL4-302NS	Level 4					1		1					5	10		EM	1			
SAQL4-201NS	Level 4					1		1					10	10		EM	1			
SAQL4-401FF	Level 4					1		1					6	10		EM	1			
SAQL4-101FF	Level 4					1		1					10	10		EM	1			

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SAQL4-221SM	Level 4					1		1					10	10		EM	1			
SAQL4-402NS	Level 4					1		1					9	10		EM	1			
SAQL4-202NS	Level 4					1		1					8	10		EM	1			
SAQL4-201FF	Level 4					1		1					4	10		EM	1			
SAQL4-301SM	Level 4					1		1					6	10		EM	1			
SAQL4-401NH	Level 4					1		1					9	10		EM	1			
SAQL4-501FF	Level 4					1		1					10	4		EM	1			
SAQL4-121SM	Level 4					1		1					10	10		EM	1			
SAQL4-202NH	Level 4					1		1					9	10		EM	1			
SAQL4-203NH	Level 4					1		1					5	10		EM	1			
SAQL4-121NS	Level 4					1		1					7	10		EM	1			
SAQL4-221NS	Level 4					1		1					8	10		EM	1			
SAQL4-421NS	Level 4					1		1					10	10		EM	1			
SAQL4-101FF	Level 4					1		1					10	10		EM	1			
SAQL4-202FF	Level 4					1		1					10	10		EM	1			
SAQL4-421SM	Level 4					1		1					10	10		EM	1			
SAQL4-321NS	Level 4					1		1					10	10		EM	1			
SAQL4-122NS	Level 4					1		1					10	10		EM	1			
SAQL4-322NS	Level 4					1		1					10	10		EM	1			
SAQL5-401FF	Level 5					1		1					10	10		EM	1			
SAQL5-101NSC	Level 5					1		1					7	5		EM	1			
SAQL5-301NHC	Level 5					1		1					5	5		EM	1			
SAQL5-301NS	Level 5					1		1					10	10		EM	1			
SAQL5-101FF	Level 5					1		1					10	10		EM	1			
SAQL5-201FFC	Level 5					1		1					5	10		EM	1			
SAQL5-201NH	Level 5					1		1					7	10		EM	1			
SAQL5-201NS	Level 5					1		1					7	10		EM	1			
SAQL5-401NHC	Level 5					1		1					6	5		EM	1			
SAQL5-421SMC	Level 5					1		1					4	5		EM	1			
SAQL5-221NSC	Level 5					1		1					8	5		EM	1			
SAQL5-301SM	Level 5					1		1					10	10		EM	1			
SAQL5-222NSC	Level 5					1		1					9	10		EM	1			
SAQL5-121NSC	Level 5					1		1					4	5		EM	1			
SAQL5-121SM	Level 5					1		1					8	10		EM	1			
SAQL5-321NS	Level 5					1		1					9	10		EM	1			
SAQL6-501FF	Level 6					1		1					8	10		EM	1			
SAQL6-101NSC	Level 6					1		1					4	5		EM	1			
SAQL6-301NHC	Level 6					1		1					5	5		EM	1			
SAQL6-301NS	Level 6					1		1					10	10		EM	1			
SAQL6-401NS	Level 6					1		1					5	10		EM	1			
SAQL6-201FFC	Level 6					1		1					3	10		EM	1			
SAQL6-221NSC	Level 6					1		1					3	5		EM	1			
SAQL6-401NHC	Level 6					1		1					5	5		EM	1			
SAQL6-421SMC	Level 6					1		1					4	5		EM	1			
SAQL6-421NS	Level 6					1		1					9	10		EM	1			
SAQL6-121NSC	Level 6					1		1					4	5		EM	1			
SAQL1-502FF	Level 1					1		1					12	16		EM	1			
SAQL1-501FF	Level 1					1		1					12	16		EM	1			
SAQL2-201NH	Level 2					1		1					11	16		EM	1			
SAQL2-501FF	Level 2					1		1					7	8		EM	1			
SAQL2-101NH	Level 2					1		1					7	8		EM	1			
SAQL2-301NH	Level 2					1		1					11	16		EM	1			
SAQL2-302NH	Level 2					1		1					7	8		EM	1			
SAQL2-401NH	Level 2					1		1					11	16		EM	1			
SAQL2-202NH	Level 2					1		1					11	16		EM	1			
SAQL2-422SM	Level 2					1		1					11	16		EM	1			
SAQLG-101FF	Lifeguard Training					1		1					10	10		EM	1			
SLEAK-401BP	Orienteering & Wilderness Survival		1					1					21	18		EM	1			
SLEAK-501BP	Orienteering & Wilderness Survival		1					1					17	18		EM	1			
SAQOT-101NH	Otter					1		1					12	15		EM	1			
SAQOT-101NS	Otter					1		1					8	10		EM	1			
SAQOT-301NH	Otter					1		1					8	10		EM	1			
SAQOT-301NS	Otter					1		1					8	10		EM	1			
SAQOT-302NS	Otter					1		1					9	10		EM	1			
SAQOT-201NS	Otter					1		1					5	5		EM	1			
SAQOT-202NS	Otter					1		1					3	5		EM	1			
SAQOT-301FF	Otter					1		1					3	5		EM	1			
SAQOT-101FF	Otter					1		1					15	15		EM	1			
SAQOT-201FF	Otter					1		1					15	15		EM	1			
SAQOT-401NS	Otter					1		1					8	10		EM	1			

Eau Claire Recreation Division Programs & Events		Program Category					Classification				Season Registration & Participation				Supervision					
Activity Number	Activity Name	Youth Activities	Adult Activities	Special Populations	Family Activities	Aquatics	Cultural	Educational	Physical Development/Fitness/Wellness	Social	Sport/Athletics	Fall/Winter	Summer	Maximum Class Size	Cancelled	Program Supervisor	Employee	Contractual	Partnership	Volunteer
SAQOT-501FF	Otter					1		1					15	15		EM	1			
SAQOT-121SM	Otter					1		1					6	10		EM	1			
SAQOT-201NH	Otter					1		1					19	5		EM	1			
SAQOT-221SM	Otter					1		1					19	15		EM	1			
SAQOT-301SM	Otter					1		1					8	10		EM	1			
SAQOT-401FF	Otter					1		1					9	10		EM	1			
SAQOT-421NS	Otter					1		1					10	10		EM	1			
SAQOT-302FF	Otter					1		1					6	8		EM	1			
SAQOT-401NH	Otter					1		1					6	10		EM	1			
SAQOT-221NS	Otter					1		1					7	10		EM	1			
SAQOT-502FF	Otter					1		1					18	10		EM	1			
SAQP1-101NH	Parent Child Level 1					1		1					14	15		EM	1			
SAQP1-101NS	Parent Child Level 1					1		1					14	15		EM	1			
SAQP1-421SM	Parent Child Level 1					1		1					16	15		EM	1			
SAQP1-401NH	Parent Child Level 1					1		1					13	20		EM	1			
SAQP1-221NS	Parent Child Level 1					1		1					13	15		EM	1			
SAQP1-421NS	Parent Child Level 1					1		1					15	15		EM	1			
SAQP1-301FF	Parent Child Level 1					1		1					15	10		EM	1			
SAQP1-501FF	Parent Child Level 1					1		1					13	10		EM	1			
SAQP2-301NH	Parent Child Level 2					1		1					15	15		EM	1			
SAQP2-121NS	Parent Child Level 2					1		1					14	15		EM	1			
SAQP2-301SM	Parent Child Level 2					1		1					12	15		EM	1			
SAQP2-321NS	Parent Child Level 2					1		1					13	15		EM	1			
SAQP2-401FF	Parent Child Level 2					1		1					12	15		EM	1			
SAQSE-301NH	Seal					1		1					6	5		EM	1			
SAQSE-301NS	Seal					1		1					11	10		EM	1			
SAQSE-421SM	Seal					1		1					8	15		EM	1			
SAQSE-201NS	Seal					1		1					5	5		EM	1			
SAQSE-301FF	Seal					1		1					10	15		EM	1			
SAQSE-101FF	Seal					1		1					11	15		EM	1			
SAQSE-201FF	Seal					1		1					8	15		EM	1			
SAQSE-501FF	Seal					1		1					5	10		EM	1			
SAQSE-121SM	Seal					1		1					5	10		EM	1			
SAQSE-421NS	Seal					1		1					8	5		EM	1			
SAQSE-121NS	Seal					1		1					11	15		EM	1			
SAQSE-401FF	Seal					1		1					9	5		EM	1			
SAQSE-221SM	Seal					1		1					9	15		EM	1			
SAQSE-321NS	Seal					1		1					4	15		EM	1			
SAQSE-502FF	Seal					1		1					4	5		EM	1			
SAQSF-501FF	Snorkel & Fin					1		1					7	10		EM	1			
SAQSF-502FF	Snorkel & Fin					1		1					10	10		EM	1			
SAYTM-102DM	Tot-Nastics - Parent/Child	1								1			5	18		EM	1			
SAYTM-202DM	Tot-Nastics - Parent/Child	1								1			12	18		EM	1			
SAYTM-302DM	Tot-Nastics - Parent/Child	1								1			4	18		EM	1			
SAYTM-402DM	Tot-Nastics - Parent/Child	1								1			3	18		EM	1			
SAYTA-102DM	Tumbling Adv. Beginners	1						1					8	18		EM	1			
SAYTA-202DM	Tumbling Adv. Beginners	1						1					6	18		EM	1			
SAYTA-301DM	Tumbling Adv. Beginners	1						1					16	18		EM	1			
SAYTA-401DM	Tumbling Adv. Beginners	1						1					10	18		EM	1			
SAYTA-101DM	Tumbling Beginners	1						1					17	18		EM	1			
SAYTA-201DM	Tumbling Beginners	1						1					18	18		EM	1			
SAYTA-302DM	Tumbling Beginners	1						1					18	18		EM	1			
SAYTA-402DM	Tumbling Beginners	1						1					15	18		EM	1			
SLEWC-104DM	What's Cooking-Culinary Adventures	1						1					16	16		EM	1			
SLEWC-102DM	What's Cooking-Stories with a Bite	1						1					16	16		EM	1			
SLEWC-103DM	What's Cooking-Stories with a Bite	1						1					16	16		EM	1			
SLEWC-101DM	What's Cooking-The Great Gourmet	1						1					16	16		EM	1			
SAYRC-101FP	Youth Running Instruction												45	40		EM	1			
SLEAK-101GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-102GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-103GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-104GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-105GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-106GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-201GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-202GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-203GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-204GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-205GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			
SLEAK-206GM	Scouting Whitetails Workshop	1						1					5	12		DC	1			

Eau Claire Recreation Division Programs & Events		Program Category					Classification				Season Registration & Participation				Supervision					
Activity Number	Activity Name	Youth Activities	Adult Activities	Special Populations	Family Activities	Aquatics	Cultural	Educational	Physical Development/Fitness/Wellness	Social	Sport/Athletics	Fall/Winter	Summer	Maximum Class Size	Cancelled	Program Supervisor	Employee	Contractual	Partnership	Volunteer
	National Night Out Playground Event				1				1				1100	1500		DC	1		1	
	Adult Softball Coed		1							1		446	960		JV		1			
	Adult Softball Mens		1							1			902	1440		JV		1		
	Adult Volleyball Coed Power		1							1	215		360		JV		1			
	Adult Volleyball Womens Power		1							1	127		120		JV		1			
	Adult Volleyball Coed Recreational		1							1	51		120		JV	1				
	Adult Volleyball Womens Recreational		1							1	0		60	1	JV	1				
	Rink Rat Hockey	1						1			678		800		ST	1				
	Adult Open Hockey		1					1			236		350		ST	1				
	Adult Open Broomball		1					1			48		150		ST	1				
	Adult Open Volleyball		1					1			970		1100		JV	1				
	Hobbs Open Skate				1				1		5916		7000		ST	1				
	Adult Hockey		1							1	120		150		ST		1			
	Adult Kickball		1							1	163		200		JV		1			
	Open Swim @ Schools				1				1		297				CD	1				
	Outdoor Skating Rinks				1				1		11534				CD	1				
	Winter After Hours				1				1		1278				CD	1				
	Fairfax Dive-In Movie School's Out	1							1			67			CD	1				
	Fairfax Dive-In Movie Family				1				1			150			CD	1				
	Fairfax Open Swim (Season Attendance)				1				1			56383			CD	1				
	Hobbs Special Event Schools Out Skating	1							1		1124		1500		JV	1				
	Hobbs Skate w/ Santa	1							1		89		125		JV	1				
	Hobbs Turkey Skate	1							1		158		225		JV	1				
	Hobbs New Years Eve Event				1				1		219		275		EM	1				
	Hobbs Teen Skate	1							1		12		50		EM	1				
	Fourth of July				1				1											
	Amazing Eau Claire Clean-up		1				1													
	Express Night				1				1											
	Cavs Night				1				1											
		205	23	3	11	416	8	558	36	28	28	24514	64708	27662	36	0	609	31	7	14

APPENDIX G

Program Outcomes

ECPR Program Outcomes

- **Swim Program Outcomes:** Improve current level of strength, endurance and swimming technique; Learn safety in and around the water; Gain lifetime appreciation for the water; Develop a safer community through safer swimmers.
- **Lifeguarding and WSI Program Outcomes:** Develop leadership skills; Gain job skills; Learn how to teach swimmers how to be safer in and around the water.
- **Specialty Aquatic Program Outcomes:** Improve current level of strength, endurance, and swimming technique; Further explore a specific aquatic sport; Build on social skills through team building activities.
- **Adventure Kids Program Outcomes:** Gain a great appreciation for the outdoors; Improve skills in specific outdoor activities; build on social skills through team building activities.
- **Art Program Outcomes:** Learn how to follow direction and instruction; Have fun through creative expression; Enhance social development and cooperation.
- **What's Cooking Program Outcomes:** Improved math skills practicing fractions; Gain life skills; Practice following directions to a specified result.
- **Youth Sports Instructional Program Outcomes:** Introduce a specific sport to learn fundamentals; Build confidence through participation; Improve physical fitness.
- **Youth Sports League Outcomes:** Build on the outcomes of the instructional programs; Learn sportsmanship and how to be a good teammate; Gain further knowledge of the rules of a specific sport.
- **Regional Playground Program Outcomes:** Improve physical fitness through activity; Build lasting friendships; Learn skills for problem solving and conflict resolution.
- **Specialized Recreation Program Outcomes:** Develop friendships through social interactions; Improve independent skill development; Enhance quality of life through community participation.
- **Adult Activity Program Outcomes:** Increase physical activity; Social interaction; Have fun through participation
- **Mini Mite Program Outcomes:** Introduce a specific sport to learn fundamentals; Build confidence through participation; Improve physical fitness.
- **Youth Hockey League Program Outcomes:** Build on the outcomes of the instructional programs; Learn sportsmanship and how to be a good teammate; Gain further knowledge of the rules of a specific sport.
- **CPR/First Aid Program Outcomes:** Gain confidence in life saving skills; Develop a safer community with trained responders; Learn how to use an AED properly.

APPENDIX H

Facilities Guide

facility guide for community parks

Park Amentities	Carson Birch Pavilion 810 Carson Park Dr	Carson Braun's Bay Pavilion	Carson Oak Pavilion 814 Pavilion Dr	Carson Pine Pavilion 741 Pavilion Dr	Hoover Chapel 1405 Buffington Dr	Mt. Simon Dells Pavilion	Mt. Simon Hillside Pavilion	Phoenix Park Pavilion	Phoenix Park Amphitheatre	Riverview Island Pavilion	Riverview Lions Pavilion	Riverview North Pavilion	Rod & Gun Pavilion 1515 Rod & Gun Park	Sarge Boyd Bandshell at Owen
Pavilion Dimensions (in feet)	36x20	32x16	32x16	36x20		36x20	38x28			30x20	36x24	36x20	45x20	
# of approximate seating	70*	40	70*	80*	80	80*	130*	1000		60	120*	80*	60**	1380
Accommodates (in or around)	100	40	100+	100+		200	250		500+	60	200	200	100**	1380
Alcohol (Special Requirements)														
Alcohol Allowed	●	●	●	●		●	●		●	●	●	●	●	
Bathroom (B) - Portajon (P)	P	P	B	B		B	B	B	B	P	B	B	B/P	B
# of Electrical Outlets	8	8	4	8	4	8	8	68	4	8	8	8	12	12
Grills	2	2	1	1	0	1	1	0	0	1	1	1	1	2
Indoor Shelter														
Water Spigots Available	1	0	1	1	0	1	1	3	0	1	1	1	1	1
Key Required (Gate/Door/Lights)	●							●					●	●

Recreation Amenities

Athletic Field														
Baseball Stadium/Fields	●	●	●	●		●	●							
Basketball Court														
Bike Trail Access	●		●	●				●	●					●
Boat Dock/Landing		●				●	●				●	●		
Cross-Country Skiing			●	●										
Disc Golf Course						●	●							
Ice Skating Rink (seasonal)														
Football Stadium			●	●										
Hockey Rink (seasonal)														
Horseshoe Courts			●	●										
Museums	●		●	●										
Nature Trails/Hiking	●	●	●	●		●	●	●	●	●	●	●	●	●
Playground Equipment	●		●	●		●	●				●	●	●	●
Scenic Views	●	●				●	●	●	●	●	●	●	●	
Sledding Hill														
Softball Diamonds			2	2										
Tennis Courts			3	3										2
Volleyball Courts						2	2			1	1	1		

* Additional tables may be brought closer to the pavilion but will not fit underneath.

** Max. 100 people/event at Rod & Gun due to parking, restrooms, and accessibility.

- One 20' x 30' (max.) tent may be used to seat an additional 40 people at Rod & Gun.

• Phoenix Park Amphitheatre: Casual seating (boulders).

• Phoenix Park: No picnic tables available.

APPENDIX I

*Program and Service
Determinants Worksheet*

EAU CLAIRE PARKS RECREATION AND FORESTRY DEPARTMENT
PROGRAM AND SERVICE DETERMINANTS

Aquatics

Does this program/service meet conceptual foundations of play, recreation and leisure?	
Is there a purposeful end result in the program?	
Does this program improve the quality of life for participants?	
Does this improve social, physical, mental well being?	

Does this program/service meet organizational philosophy, goals and objectives?	
Maintains open and effective relationships with the community?	
Is an ambassador of the community and steward of the natural environment?	
Provide innovative organizational approaches to providing services?	
Do we have qualified professional staff to direct the program/service?	
Can we operate this program/service in the most cost effective manner possible?	
Does this program/service help provide balanced opportunities to our citizens?	
Does this program/service help meet the future leisure service needs of our community?	
Can we operate this program/service safely?	

Does this program /service meet an unmet need of the community?	
Is this program/service identified in the Recreation Programming Plan as being desirable?	
Would this program/service be a duplication of services?	

Does this program meet constituent needs and interests?	
Is this program/service affordable for our community?	
Are program participants involved in planning/evaluating/operating the program or service?	

Does this program/service meet the needs of our clientele?	
Does this program/service meet a targeted population need?	
Does this program/service accessible for various ability levels?	
Is this program/service operated fairly and ethically for all participants?	
Does this program/service promote a healthy lifestyle?	

Does this program/service met City Council Goals?	
Does this program/service deliver effective and efficient support for healthy, safe and sustainable community?	
Does the program/service preserve unique character by protecting the natural environment, investing in neighborhoods, supporting civic events and maintain a safe community?	
Does this program/service sustain a community environment conducive to job creation and economic growth?	
Does this program/service align with key city priorities?	
Does this program/service provide strong leadership, guidance and training of an aging workforce?	
Does this program/service create community and involve others?	

APPENDIX J

Volunteer Database

First Name	Last Name	Address	Phone #	E-Mail	Background Check	Concussion Form	Baseball	Basketball	Football	Hockey	Soccer	Performance Rating 1 = Poor 5 = Excellent	Complaints
Michael	Abbott	519 2nd Ave Eau Claire, WI 54703	6512109318	abbottms@uwec.edu	6/19/2012	x					x		
Serena	Baker	Information Not Given			6/19/2012	x					x		
Edgar	Bernal	3624 Jeffers Rd Eau Claire, WI 54703	7152257848	bernalea@hotmail.com	6/19/2012	x					x		
Jeff	Brantner	2305 3rd St. Eau Claire WI, 54703	7155140176		6/19/2012	x					x		
John	Bugher	3667 Tamara Drive Eau Claire WI 54701	7158642711	boozer3667@yahoo.com	6/25/2012	x	x						
Alana	Carrier	1536 Sherwin Ave. Eau Claire, WI 54701	7158649632	bstroinski@gmail.com	6/19/2012	x					x		
Jon	Chamberlain	140 W. Grant Ave. Eau Claire, WI 54703			6/19/2012	x					x		
Ross	Clay	1342 Grissom Drive Eau Claire, WI 54703	7155771294	ross.clay@rcu.org	9/3/2012	x			x				
Chris	Connell	6572 North Shore Dr. Eau Claire, WI 54703	7158321239	cconnl@yahoo.com	8/7/2012	x			x				
Jenn	Cook	1814 Vine Street. Eau Claire, WI 54703	7158350419	jencook29@charter.net	6/19/2012	x					x		
Mark	Cooper	Information Not Given			6/19/2012	x					x		
Joe	Copa	6101 Inwood Drive Eau Claire, WI 54701	7155141444	copa.joseph@mayo.edu	6/19/2012	x					x		
Lane	Costley	8548 Highway 12 Fall Creek, WI 54742	7152150897	ECNAPA@hotmail.com	8/7/2012	x			x				
Alison	Dalal-Haugen	4826 Fairfax St. Eau Claire WI 54701	7158326517	alisondalalhaugen@gmail.com	6/19/2012	x					x		
Chris	Dean	2212 Mitscher Ave. Eau Claire, WI 54701	7158325701	cjdean@charter.net	6/19/2012	x					x		
Kyle	Dettbarn	3536 Glen Way Eau Claire, WI 54701	7158360153	kdettbarn@charter.net	9/3/2012	x			x				
Thane	Drier	E12730 Birch Tree Lane Fall Creek, WI 54742	7158771510	drier.thane@marshfieldclinic.org	9/3/2012	x			x				
Jeff	Dykes	2664 Clare Street Eau Claire, WI 54703	7158380833	jendykes@yahoo.com	6/20/2012	x	x		x				
John	Eide	511818 County Road D Strum, WI 54770	7158789300	johnandsue2000@netzero.com	6/21/2012	x	x						
Chris	Eilts	1507 Raedel Rd. Eau Claire, WI 54703	7155142144	shaunaelits@yahoo.com	6/19/2012	x					x		
Mike	Eisold	2133 Sunray Circle Eau Claire WI 54703	7154566453		6/21/2012	x	x						
Eric	Ferguson	E4315 Pinewood Circle Eleva, WI 54738	6513038915	fergy_5@hotmail.com	6/21/2012	x	x						
Cody	Filipczak	9305 Murphy Lane Eau Claire, WI 54703	7154560548	cody@candmhomedbuilders.com	9/3/2012	x			x				
Brent	Flaskrud	3317 Monroe St. Eau Claire, WI 54703	7158290326	flaskrud@netzero.com	8/7/2012	x			x				
Stacy	Franzwa	E 2505 Benrud Lane Eau Claire, WI 54701	7152713774	acefranzwa@yahoo.com	6/21/2012	x	x						
Chet/Kelly	Fridlund	2423 Kenora Parkway Eau Claire, WI 54703	7155296050	kelly_fridlund@yahoo.com	6/19/2012	x					x		
Paul	Gordon	1707 Laurel Ave Eau Claire WI 54701	7158558939	pgree327@gmail.com	6/21/2012	x	x						
Jamie	Guibord	3412 London Road Eau Claire, WI 54701	7155634083	jguibord@student.cvtc.edu	6/21/2012	x	x						
Mike	Gust	1811 W. Ridge Center Eau Claire WI 54703	7158586633	mgust@wjlfl.com	assistant	x			x				
Darby	Hagen	3115 Northbrook Dr. Middleton, WI 53562	6088438439	hagend@uwec.edu	6/19/2012	x					x		
Joe	Haselwander	2535 Cedar Rd. Eleva, WI 54738	7155779513	kelleyhasel@yahoo.com	8/7/2012	x			x				
Matt	Hatleli	Information Not Given			6/21/2012	x					x		
Jeremy	Hatleli	Information Not Given			6/21/2012	x	x						
Scott	Haug	916 1/2 E Grand Ave Eau Claire, WI 54701	7154563589	scotthaug@ymail.com	6/21/2012	x	x						
Corey	Hawkinson	1407 Girsom Dr. Eau Claire, WI 54703			8/7/2012	x			x				
Jesse	Hestekin	Information Not Given			6/25/2012	x	x						
Matt	Hicks	1318 Omaha Street Eau Claire, WI 54701	7152713404	matthew.hick@dwd.wisconsin.gov	6/19/2012	x					x		
Dylan	Hite		7152143143	brigante42@yahoo.com	6/25/2012	x	x						
Michael	Hohman	1423 First Reserve Street Eau Claire, WI 54703	7155140863	stacyhmn@yahoo.com	6/19/2012	x					x		
Charles	Holcomb	301 E Elk mound Drive Elk Mound, WI 54739	9104676822		8/7/2012	x			x				
Kelly	House	304 Talmadge Street Eau Claire, WI 54701	7155291269	housek@my.uwstout.edu	6/20/2012	x	x						
Ryan	Huls	2203 Hallie Lane Eau Claire, WI 54703	7155771389		6/19/2012	x	x						
Dan	Johnson	Information Not Given			8/7/2012	x			x				
Phillip	Kaufman	314 W Hamilton Ave Eau Claire, WI 54701	7158645748	pkauf120@yahoo.com	6/22/2012	x	x						
Andrew	Kim	3310 Fern Court Eau Claire, WI 54703	7154569049	andrew.kim2@gmail.com	8/7/2012	x			x				
Pat	Klages	1415 Hogeboom Eau Claire, WI 54701	7152715928	pklages@spectrumfurniture.com	6/25/2012	x	x		x				
Dean	Laube	Information Not Given			8/7/2012	x			x				
Pete	Lecher	633 Cochrane Street Eau Claire, WI 54703	7155144023	pcllecher@charter.net	6/22/2012	x	x						
Jane	Levandowski	932 Fountain Street Eau Claire, WI 54703	7158350983	jane.levandowski@sbcglobal.net	6/19/2012	x					x		
Nicholas	Lindman	7118 Vienna Terrace Eau Claire, WI 54703	7155141980	lindman@gmail.com	6/21/2012	x	x						
Paul	Mansur	Information Not Given			8/16/2008	x			x				
Paul	Marten	1298 Priory Road Eau Claire, WI 54703	7158369298	prmarten@aol.com	6/19/2012	x					x		
Jason	Martzke	423 W. Oak Lane Fall Creek, WI 54742	7158771750	jasonmartzke@fallcreek.k12.wi.us	8/7/2012	x			x				
Mark	McCracken	3004 Uranus Ave Eau Claire, WI 54703	7155591987	markerin@charter.net	6/25/2012	x	x						
John	McKane	1902 11th Street Eau Claire, WI 54703	7152711586	mckaneconstruction@gmail.com	8/7/2012	x			x				
Bill	Mellien	307 Bartlett Court Eau Claire, WI 54701	7158309838	wfmellien@gmail.com	6/21/2012	x	x						
Ryan	Monnier	5 1200 Woodland Valley Road Fall Creek, WI 54742	7158773878	ryan_monnier@yahoo.com	8/7/2012	x			x				
Geoff	Morris	Information Not Given			6/19/2012	Never turned in					x		
Jennifer	Morris	4618 Twilight Lane Eau Claire, WI 54703	7155777901	ersbo@charter.net	6/21/2012	x					x		
Susan	O'Connor	653 Carol Court Eau Claire, WI 54703	7152716648	socs1227@yahoo.com	6/19/2012	x					x		
Damon	Olson	1119 South 41st Ave. Eau Claire, WI 54703	7155632653	ole77@rocketmail.com	8/7/2012	x			x				
Lindsey	Overby	3331 Briarcrest Eau Claire, WI 54701	7158398227	mariaiparish@hotmail.com	6/19/2012	x					x		
Jim	Palmer	1222 Briggs Ave Eau Claire, WI 54703			6/21/2012	x	x						

First Name	Last Name	Address	Phone #	E-Mail	Background Check	Concussion Form	Baseball	Basketball	Football	Hockey	Soccer	Performance Rating 1 = Poor 5 = Excellent	Complaints
Eileen	Perkins-Howard	3110 Helen Court Eau Claire, WI 54703	7158331961	eperkinshoward@ecasd.k12.wi.us	6/21/2012	x	x						
Jamie	Pick	2246 Saint Francis Drive W Eau Claire, WI 54703	7158330334	stickpick73@yahoo.com	6/19/2012	x					x		
Scott	Pinkert	1916 Sloan Street Eau Claire, WI 54703	6088863708	scottie418@gmail.com	6/25/2012	x	x						
Rick	Podolak	1104 Ervin Road Eau Claire, WI 54703	7152716944	rpodolak@prodigy.net	8/7/2012	x			x				
Kasey	Podoll	824 Water Street Eau Claire, WI 54703	6084321078	podollkj@uwec.edu	9/7/2012	x			x				
Andy	Reed	Information Not Given			8/7/2012	x			x				
Tim	Riemenschneider	E 11090 Deer Road W Fall Creek, WI 54742	7158772508	triemen@sgi.com	8/7/2012	x			x				
Katie	Roscoe	3705 Oakhill Place Eau Claire, WI 54703	7158325955	s.roscoe@msn.com	employee	x					x		
Molly	Ruprecht	Information Not Given			6/19/2012	x					x		
Derek	Sabby	1947 220th Street Deer Park, WI 54007	7152451506	sabbydr@uwec.edu	8/17/2010	x			x				
Lacy	Sahr	3226 Glenhaven Place Eau Claire, WI 54703	7158300301	spaceynl@yahoo.com	6/25/2012	x	x						
Mandy	Scheffler	1823 Susan Drive Eau Claire, WI 54701	7155778981	mandyscheffler@yahoo.com	6/19/2012	Never turned in					x		
Jeff	Schmid	328 Ravinswood Ct Altoona, WI 54720	7157974022	vschmid64@hotmail.com	6/19/2102	x	x						
Milt	Schmidt	14211 Olson Drive Fall Creek, WI 54742	7152102852	miltscustomelect@aol.com	11/14/2012	x			x				
Kermet (Jim)	Schweigert	4717 Puttor Drive Eau Claire, WI 54701	7154974798	nmschweigert@yahoo.com	6/22/2012	x	x						
Matt	Selvig	937 Walnut St. Eau Claire, WI 54703	7153716588	gordysguru@gmail.com	11/14/2011	x			x				
Jamie	Short	3626 Lana Lane Eau Claire, WI 54701	7158558280	jclifton30@yahoo.com	6/19/2012	x					x		
Tonya	Sima	3627 Livingston Lane Eau Claire, WI 54701	7155338119	tsima76@gmail.com	6/19/2012	x					x		
Dustin	Steinbrecher	Information Not Given			6/21/2012	x	x						
Todd	Steinhorst	N6915 950th St. Elk Mound, WI 54739	7158795589	sty9@centurytel.net	8/7/2012	x			x				
Ben	Stroinski	1536 Sherwin Ave. Eau Claire, WI 54701	7158649632	bstroinski@gmail.com	6/19/2012	x					x		
Tim	Tibbetts	714 Hewitt Street Eau Claire 54703	7155148193	rainie12@att.net	8/7/2012	x			x				
Dave	Tracy	1314 Kane Road Eau Claire WI 54703	7158339060	4tracys@gmail.com	6/21/2012	x	x						
Anthony	Truss	627 Ripley Ave Eau Claire, WI 54701	7158397487	anthonytruss@yahoo.com	8/12/2012	x			x				
Aaron	Vachowiak	E4401 Thron Lane Eleva, 54738	7157130024	svachowiak@charter.net	assistant	x			x				
Wyatt	Wahtke	E5315 County Rd HH Eleva 54738	7158789540	dfw@marten.com	8/7/2012	x			x				
Mitchell	Weiland	17501 Interland Ave. Tomah, WI 54660	6084340818	weilandm@uwec.edu	9/7/2012	x			x				

Note: Assistant notations mean that they were fathers helping with the team, but they did not require a background check.

APPENDIX K

*Emergency Action Plan Criteria
& Hobbs EAP*

APPENDIX

Criteria Used In Developing Division Emergency Action Plans

1. Establish official policy for response to emergencies.
2. Identify and assign responsibilities and response activities.
3. Identify the scope of potential hazards, which for the basis of planning.
4. Identify employees who will be trained on the emergency action plan.
5. Outline pre-planned response and evacuation actions.
6. Outline the process of disseminating emergency information and instructions to employees and facility guests/patrons.
7. Describe the resources available to support emergency response activities.
8. Establish responsibilities for maintenance and review of the overall Emergency Action Plan.
9. Provide the basis for initial training and subsequent retraining of staff.
10. Establish weekly/monthly drills of the Emergency Action Plan.

Emergencies Addressed In Division Emergency Action Plans

1. Fire/Explosion
2. Chemical Event
3. Severe Weather
4. Violence
5. Bomb Threat
6. Robbery
7. Missing Person
8. Life-Threatening Medical or Aquatic Emergency
9. Water or Land-Based Injuries/Illnesses

EMERGENCY ACTION PLAN

PR Administration & Hobbs

Action Steps When Sirens Sound

1. GET MORE INFORMATION

- Weather website
- Weather radio
- Visually look outside

2. Make the appropriate announcement over the PA System in Hobbs manager office

- Turn PA system on - located in room # 105 (Hobbs part-time staff office next to maintenance room)
- Small silver control panel located on side of large black audio cabinet
- Turn knob to each area the announcement should be broadcast
- Push knob in for each area to select
- Microphone is located on Managers desk by the phone
- Push and hold blue button to announce
- Piped in music will discontinue when blue button is held
- Announcements are posted above the microphone

Severe Thunderstorm Warning Announcement

Attention Hobbs guests. There is a severe thunderstorm approaching Eau Claire. The sirens have sounded. Please remain inside and stay away from doors and windows. Be aware of changing weather conditions and safe shelter areas within the building. Diagrams of safe shelter areas are located near each entrance and in the main lobby near the first aid station.

Tornado Warning Announcement (life threatening conditions)

Attention Hobbs guests. There has been a tornado warning issued for the City of Eau Claire. The sirens have sounded. All activity will be delayed until the storm passes. At this time we would like all guests to move to a safe shelter area. Please proceed to the locker rooms in the Hughes Rink or the University locker rooms in the O'Brien Rink.

3. Turn lobby television on to the weather channel

- Remote is located in Hobbs Managers office on front counter

4. Sweep three areas of facility when there is a life threatening situation

- Reference Safety Zone Map
- After sweeping, meet in Hughes locker room E

5. Update program and facility information telephone lines (if necessary)

6. Send facebook posts (if necessary)

APPENDIX L

Security Plan for Fairfax Pool

Fairfax Pool Security Plan

Background

Fairfax Swimming pool is a seasonal facility open to the public 90 days out of the year (June-August) servicing an average of 60,000 people per season. Facility security is a priority during the swimming season as well as during the off-season. The facility includes 4 buildings, the main bath house, concession stand, maintenance shed, and mechanical building. The facility has 6 access points, the bath house entrance (gate 1), north locker room gate (gate 2), concessions gate (gate 3), maintenance shed gate (gate 4), southwest gate (gate 5), and south locker room gate (gate 6).

Building Security

-Bath House. This facility is protected by an alarm system and keyless entry. The alarm is to be set during all hours in which there are no employees at the facility. The alarm panel is located in the manager's office. The bath house main entry (gate 1) shall be locked during all non-swimming hours.

-Concession Stand. This building is protected by an alarm system and dead bolt locks on two exterior doors. Alarm system needs to be activated during all hours there are no employees in the building. Alarm panel is also located in Managers office in the bath house. The back concession door should always be locked unless maintenance is needed on water heater. Concession front door is locked when no employees are present. This building also has 4 roll down service windows that are only open during concession business hours.

-Maintenance Shed. This building has two entrances, one traditional door and an overhead door. Both are to be locked at all times when a maintenance employee is not present. There is no alarm protection at this building.

-Mechanical Building. This building has one entrance and it is to be locked at all times an employee is not in the building. There is no alarm protection at this building.

Facility Access Points

Gate

Purpose

Bath House Entrance (Gate 1)

This is the main entrance to the entire facility. This is the only gate that the public may access the facility. This gate is locked during all non-business hours.

North Locker Room Gate (Gate 2)

This gate is for maintenance access and emergency access if necessary. This gate will always be locked.

Concessions Gate (Gate 3)

This gate is used for deliveries, maintenance access, garbage pick-up and emergency vehicle access. This gate is locked when not in use.

Maintenance Shed Gate (Gate 4)

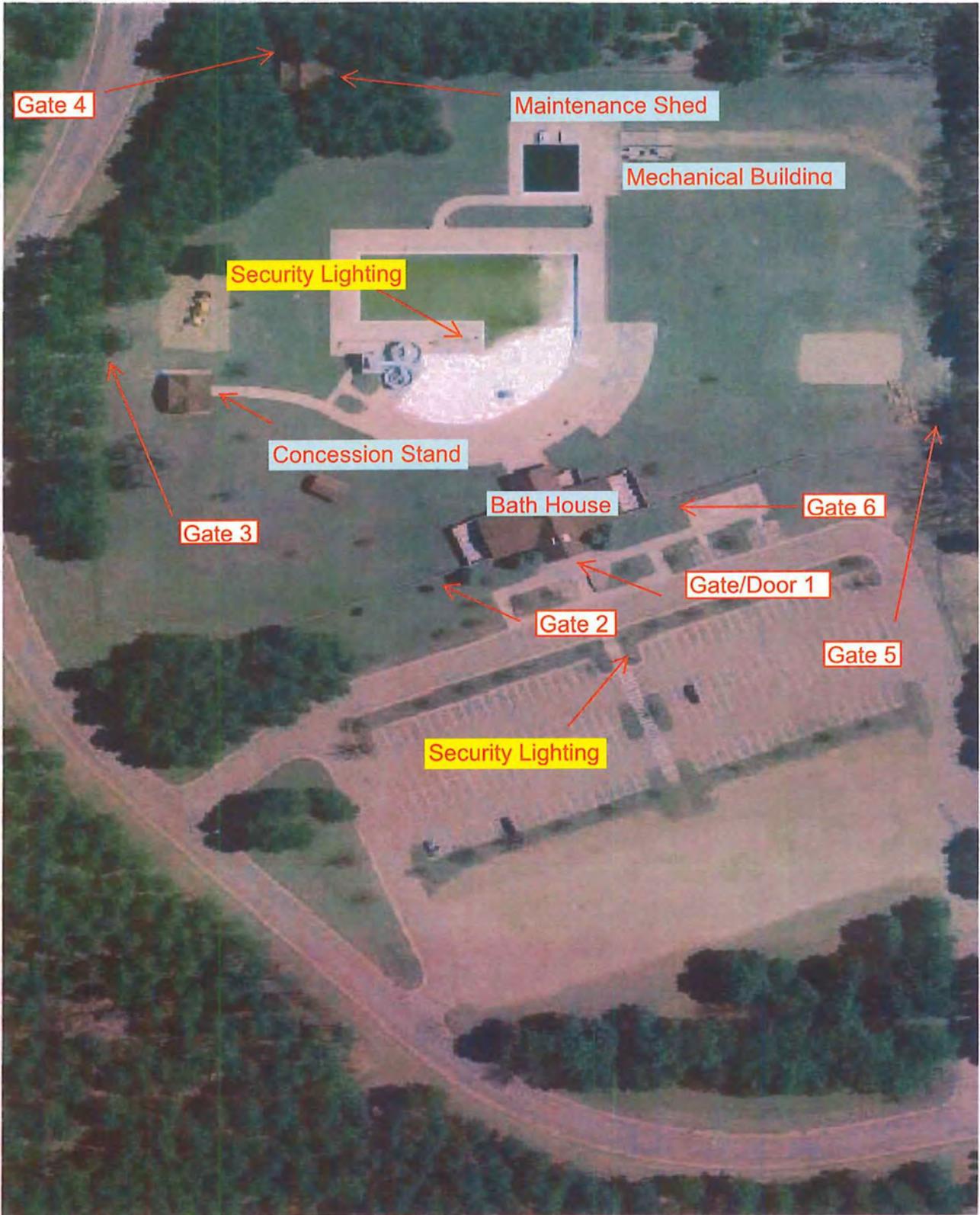
This gate is used for deliveries and maintenance access. This gate is locked when an employee is not present in the maintenance shed.

Southwest Gate (Gate 5)

This gate is used for chemical deliveries, maintenance access and emergency vehicle access. This gate is locked when not in use.

South Locker Room Gate (Gate 6)

This gate is for maintenance access and emergency access if necessary. This gate will always be locked.



Gate 4

Maintenance Shed

Mechanical Building

Security Lighting

Concession Stand

Bath House

Gate 6

Gate 3

Gate/Door 1

Gate 2

Gate 5

Security Lighting

APPENDIX M

Evaluation Results
Instructional Programs

Program Evaluation Survey



1. Program Name:

		Response Percent	Response Count
Adventure Kids – Canoeing		0.2%	1
Adventure Kids – Camp Cooking		0.0%	0
Adventure Kids – Orienteering		1.1%	6
Aquatics – Adaptive Swim		0.6%	3
Aquatics – Dolphin		3.2%	17
Aquatics – Otter		7.5%	40
Aquatics – Seal		5.0%	27
Aquatics – Swim Parent/Tot		4.5%	24
Aquatics – Swim Parent/Child		4.9%	26
Aquatics – Swim Level 1		11.4%	61
Aquatics – Swim Level 2		12.1%	65
Aquatics – Swim Level 3		11.0%	59
Aquatics – Swim Level 4		6.4%	34
Aquatics – Swim Level 5		1.9%	10
Aquatics – Swim Level 6		0.9%	5
Aquatics – Guard Start		1.3%	7
Aquatics – Lifeguard Training		0.4%	2
Aquatics – Specialty Aquatic Programs		2.4%	13
Aquatics – Water Fitness		0.0%	0
Aquatics – Water Safety Instruction		0.0%	0

Art	■	3.9%	21
Athletic Officials Training – Basketball	█	0.2%	1
Athletic Officials Training - Hockey		0.0%	0
Athletic Officials Training - Softball		0.0%	0
Athletic Officials Training – Volleyball		0.0%	0
Basketball – Hoop Dreams	■	5.0%	27
Basketball – Parent/child Camp	█	0.2%	1
Cooking - Youth		0.0%	0
Dance – Adult		0.0%	0
Dance & Pom Pom – Youth		0.0%	0
Discovery Junction	█	0.2%	1
Golf Instruction	█	1.5%	8
Golf League	█	0.2%	1
Gymnastics /Tumbling & Movement		0.0%	0
Hockey - Clinics		0.0%	0
Hockey – Mini Mites	█	0.2%	1
Hypnosis		0.0%	0
Photography		0.0%	0
Pilates		0.0%	0
Running Club		0.0%	0
Sand Lot Sports	█	0.2%	1
Soccer	█	1.1%	6
Special Populations – Camp Summertime		0.0%	0
Stained Glass Art		0.0%	0

T-Ball Instruction	<input type="checkbox"/>	2.8%	15
Tennis – Pee Wee	<input type="checkbox"/>	1.5%	8
Tennis – Pre Beginner	<input type="checkbox"/>	2.4%	13
Tennis – Beginner	<input type="checkbox"/>	4.1%	22
Tennis – Advanced Beginner	<input type="checkbox"/>	0.7%	4
Tennis – Intermediate	<input type="checkbox"/>	0.9%	5
Wine Tasting		0.0%	0
Yoga		0.0%	0
answered question			535
skipped question			1

2. Program Location:

	Response Count
	536
answered question	536
skipped question	0

3. Season:

	Response Percent	Response Count
Spring <input type="checkbox"/>	2.1%	11
Summer <input checked="" type="checkbox"/>	83.9%	448
Fall <input type="checkbox"/>	1.3%	7
Winter <input type="checkbox"/>	12.7%	68
answered question		534
skipped question		2

4. How did you find out about this program? (Check all that apply)

		Response Percent	Response Count
Prime Times Publication		74.7%	396
Web Page		27.4%	145
Friend/Word of Mouth		8.7%	46
News Paper		0.8%	4
School Flyer		5.8%	31
answered question			530
skipped question			6

5. PROGRAM ORGANIZATION, Please rate 5 as High.....1 as Low

	5	4	3	2	1	Rating Average	Response Count
Registration was easy and convenient	63.8% (323)	26.7% (135)	6.1% (31)	2.6% (13)	0.8% (4)	4.50	506
Registration fees were affordable and reasonable	70.9% (359)	19.2% (97)	7.9% (40)	1.4% (7)	0.6% (3)	4.58	506
Class curriculum and content met expectations	59.1% (299)	29.4% (149)	7.3% (37)	2.4% (12)	1.8% (9)	4.42	506
Program schedules were easy to follow and consistent.	73.7% (373)	21.3% (108)	2.8% (14)	1.0% (5)	1.2% (6)	4.65	506
The number of games was appropriate for age group	63.6% (322)	26.9% (136)	5.7% (29)	2.2% (11)	1.6% (8)	4.49	506
Recreational benefits of the program met the participant needs.	65.6% (332)	25.3% (128)	5.7% (29)	2.0% (10)	1.4% (7)	4.52	506
answered question							506
skipped question							30

6. INSTRUCTOR/SUPERVISOR/STAFF, Please rate 5 as High.....1 as Low

	5	4	3	2	1	Rating Average	Response Count
Program staff were prepared and organized.	69.4% (351)	21.7% (110)	5.3% (27)	2.0% (10)	1.6% (8)	4.55	506
Program staff demonstrated knowledge in this area.	74.3% (376)	19.0% (96)	4.3% (22)	1.0% (5)	1.4% (7)	4.64	506
Program staff communicated with & respected participants.	73.9% (374)	16.2% (82)	5.9% (30)	1.8% (9)	2.2% (11)	4.58	506
Staff made the program fun and enjoyable.	74.9% (379)	18.2% (92)	4.3% (22)	0.6% (3)	2.0% (10)	4.63	506
answered question							506
skipped question							30

7. FACILITY/EQUIPMENT, Please rate 5 as High.....1 as Low

	5	4	3	2	1	Rating Average	Response Count
This program was offered at a convenient time.	74.1% (375)	20.8% (105)	4.0% (20)	0.6% (3)	0.6% (3)	4.67	506
The facility/site/location met the program needs.	77.1% (390)	17.6% (89)	3.2% (16)	0.6% (3)	1.6% (8)	4.68	506
Equipment was in good condition & appropriate for the activity.	78.5% (397)	18.6% (94)	1.8% (9)	0.4% (2)	0.8% (4)	4.74	506
answered question							506
skipped question							30

8. Additional comments**Response
Count**

225

answered question

225

skipped question

311

APPENDIX N

Fees & Licensing Schedule

2013 ADOPTED CITY OF EAU CLAIRE FEES & LICENSES SCHEDULE

Chap.	Line	License/Fee	Ordinance/ Statutory Authority	Last Increase	2013 Adopted Fee	Taxable	Revenue Acct#
	A-236	Ambulance Fees - Specialized Care Transport (SCT) - Resident - Plus Mileage.		2013	\$1,100.00		10001.4437
	A-238	Ambulance Fees -Specialized Care Transport (SCT) - Non-Resident = SCT-Resident, Plus \$250, Plus Mileage.		2013	\$1,350.00		10001.4437
	A-240	Ambulance Fees - Mileage - Per Mile. (Resident & Non-Resident)		2013	\$16.00		10001.4437
	A-242	Ambulance Fees - Oxygen.		2013	\$71.00		10001.4437
	A-244	Spinal Immobilization.		2013	\$152.00		10001.4437
	A-248	Ambulance Fees - On Scene Care - ALS - Resident.		2013	\$771.00		10001.4437
	A-250	Ambulance Fees - On Scene Care - ALS - Non-Resident = On Scene Care - ALS-Resident, Plus \$250.		2013	\$1,021.00		10001.4437
	A-254	Ambulance Fees - Personal Medical Assist - Non-Emergency.		2009	\$200.00		10001.4437
	A-256	Ambulance Fees - Mutual Aid ALS Intercept.		2009	\$230.00		10001.4437
	A-258	Ambulance Fees - Mayo One Helipad Transport.		2013	\$259.00		10001.4437
	A-260	Ambulance Fees - Livery Transport.		2013	\$574.00		10001.4437
MISCELLANEOUS DEPARTMENT FEES							
	D-102	Publication fee for New liquor/beer licenses - Limited to actual costs.		2012	Actual Cost		10001.4404
	D-104	Publication fee for Renewal of liquor/beer licenses - Limited to actual costs.		2012	Actual Cost		10001.4404
	D-110	Industrial Revenue Bond Application Fee.		2009	\$5,000.00		10001.4402
	D-112	Letter of Zoning Assurances - Per Hour.		2013	\$65.00		10001.4405
	D-114	Park Shelter Rental or Reservation of Park Area - Monday through Thursday - Per Day.		2012	\$29.00	Yes	10001.4420
	D-114.1	Park Shelter Rental or Reservation of Park Area - Fridays - Per Day.		2012	\$59.00	Yes	10001.4420
	D-114.2	Park Shelter Rental or Reservation of Park Area - Saturdays & Sundays - Per Half Day.		2012	\$59.00	Yes	10001.4420
	D-114.3	Park Shelter Rental or Reservation of Park Area - Saturdays & Sundays - Per Full Day.		2012	\$93.00	Yes	10001.4420
	D-114.4	Neighborhood Shelter/Pavillion (Except for Neighborhood Association meetings/events) Monday through Sunday.		2012	\$29.00	Yes	10001.4420
	D-116	Alcohol / Beer Permit Fee - Up to 3 half barrels of beer and under 500 people.		2012	\$40.00		10001.4206
	D-120	Polygraphs.		2008	\$300.00		10001.4430
	D-121	Polygraphs - No Show fee for scheduled test.		2008	\$100.00		10001.4430
	D-122	Warrant Processing.		2013	\$65.00		10001.4430
	D-125	Bow Hunting Permit - First permit issued for property each year, to be paid by primary applicant.		2012	\$39.00		10001.4298

2013 ADOPTED CITY OF EAU CLAIRE FEES & LICENSES SCHEDULE

Chap.	Line	License/Fee	Ordinance/ Statutory Authority	Last Increase	2013 Adopted Fee	Taxable	Revenue Acct#
	D-126	Second or Subsequent Bow Hunting Permit issued for use at the same property location if primary applicant has paid the \$39 fee.		2007	\$10.00		10001.4298
	D-201	Parks, Police, and Public Works Vehicle Rental - Rates are established based on the actual costs for the last completed calendar year. Effective January 1, 2013.		2013	Actual Cost		Various
	D-301	Athletic Facility Reservation Change Fee - Per Request/Occurance. For requests after Initial schedule is approved. Does not apply to weather cancellations. Effective January 1, 2013.		2013	\$15.00		Various
	D-302	Carson Park Football Field - Annual Fee per User Group for up to 140 hours.		2011	\$6,000.00	Yes	10001.4421
	D-303	Carson Park Football Field - Other Users \$150 / hour; \$1,100 / 8 hour day.		2005	\$150 / Hour \$1,100 / Per 8 Hour Day	Yes	10001.4421
	D-305	Carson Park Baseball Field - Non Admission Events \$110 Game / \$165 DH; Admission Charged Events \$145 Game / \$215 DH; \$360 / Day Tournaments - Full field preparation for first or single game, minimal maintenance between games, 3 Game Maximum.		2013	\$110 S/\$165 DH \$145 S/\$215 DH \$360 Tourney	Yes	10001.4421
	D-305.1	Carson Park Baseball Field - Non-Baseball Special Event and Other Users. \$150 /hour.		2011	\$150 / Hour	Yes	10001.4421
	D305.25	Baseball/Softball Fields (Non-City) - ECASD & Other Users. Lined & Dragged.		2011	\$40.00		10001.4420
	D-305.3	Baseball/Softball Fields - Bollinger, Gelein, Hobbs, Fairfax, and Mt. Simon. Lined & Dragged & Lights.		2011	\$45.00		10001.4420
	D305.35	Baseball/Softball Fields (Non-City & City Owned/Leased) - ECASD & Other Users. Dragged Only.		2011	\$35.00		10001.4420
	D305.45	Baseball/Softball Fields (City Owned/Leased) - Fairfax, Bollinger, Gelein, Hobbs, Zephyr, Mt. Simon. Lined & Dragged.		2011	\$40.00		10001.4420
	D-305.5	Multi-Purpose Field Use Per Day/Field (Soccer & Rugby).		2010	\$65.00	Yes	10001.4420
	D305.55	Baseball/Softball Field Prep - Staff on Overtime.		2011	\$60.00		10001.4420
	D305.75	Soccer/Football Multi-Purpose Field. Layout and Initial Lining. \$184 Soccer / \$271 Football.		2011	\$184 / \$271		10001.4420
	D-305.8	Baseball - \$20 / player / year - Per Athletic Lease Agreement.		2013	\$20.00		10001.4418
	D305.85	Soccer - \$20 / player / year - Per Athletic Lease Agreement.		2011	\$20.00		10001.4418
	D-305.9	Soccer Park - \$65 / field / day, Entire Complex - \$525 / day. For groups without a Lease Agreement.		2010	\$65 / \$525		10001.4418
	D-306	Late Payment Fee.		2013	\$36.00		xxxxx.4398
	D-308	Non-Sufficient Funds (NSF) Fee for Water Utility payment (per PSC Rate).		2011	\$25.00		xxxxx.4398
	D-309	Non-Sufficient Funds (NSF) Fee for all other payments.		2013	\$36.00		xxxxx.4398
	D-310	Dog Park Yearly Fee - Residents per calendar year. Half of yearly fee if the dog park fee is paid after July 1 of the current licensing year.		2009	\$20.00		45001.4428
	D-312	Dog Park Yearly Fee - Non-Residents per calendar year. Half of yearly fee if the dog park fee is paid after July 1 of the current licensing year.		2009	\$28.00		45001.4428
	D-314	Dog Park - Daily Fee.		2008	\$4.00		45001.4428

2013 ADOPTED CITY OF EAU CLAIRE FEES & LICENSES SCHEDULE							
Chap.	Line	License/Fee	Ordinance/ Statutory Authority	Last Increase	2013 Adopted Fee	Taxable	Revenue Acct#
	D-330	Indoor Pool Admissions - Youth (17 Yrs & under). (These fees are set in March of each year).		2010	\$3.00	Yes	10001.4422
	D-332	Indoor Pool Admissions - Adult. (These fees are set in March of each year).		2010	\$3.00	Yes	10001.4422
	D-334	Indoor Pool Admissions - Families. (These fees are set in March of each year).		2010	\$7.00	Yes	10001.4422
	D-400	CAFR or Budget Document - Each - Plus Postage. (Document is available on the City's web site at no cost).		2013	\$40.00	Yes	10001.4830
DIGITAL AERIAL PHOTOGRAPHY							
	D-420	Paper Copy - Color Aerial Photo 8 1/2" x 11" \$1.00 per copy, 11" x 17" \$2.00 per copy, Custom Size \$10.00 per copy.		2008	\$1/\$2/\$10 Per Copy	Yes	10001.4413
	D-430	Electronic Digital Copy - Digital Color Photography (Includes CD) - \$45.00 per 1/4 Section.		2008	\$45 per 1/4 Section	Yes	10001.4413
	D-431	Electronic Digital Copy - Digital Color Orthophotography (Includes CD, 2' Contour Interval) - \$90.00 per 1/4 Section.		2008	\$90 per 1/4 Section	Yes	10001.4413
	D-432	Electronic Digital Copy - Custom Digital GIS Planimetric & Orthophotography (On CD) - Set Up Charge \$42.00, 1 Hour Minimum, Additional \$21.00 per 1/2 Hour Increments, Digital File Creation \$0.24 per acre with a 10 Acre Minimum (\$2.40), CD \$10.00 each (Includes Burning & Mailing).		2008	\$42 Set Up + \$21 Per 1/2 Hour Add, \$0.24 Per Acre, \$10 Per CD	Yes	10001.4413
FIRE / LEVEL A APPARATUS / MAINTENANCE / SUPPLIES							
	F-400	Engine - Per Hour.		2013	\$158.00		10001.4435 /4436
	F-403	Ladder/Quint - Per Hour.		2013	\$190.00		10001.4435 /4436
	F-406	Snorkel - Per Hour.		2013	\$190.00		10001.4435 /4436
	F-409	Tanker (Street Department) - Per Hour.		2013	\$158.00		10001.4435 /4436
	F-412	Hazardous Materials Van & Trailer - Per Hour.		2013	\$190.00		10001.4435 /4436
	F-415	Field Command Car - Per Hour.		2013	\$58.00		10001.4435 /4436
	F-418	Field Command Van - Per Hour.		2013	\$190.00		10001.4435 /4436
	F-421	Brush Unit - Per Hour.		2013	\$132.00		10001.4435 /4436
	F-424	Boat - Per Hour.		2013	\$58.00		10001.4435 /4436
	F-427	Ambulance Standby - Per Hour - Does not include transport fees.		2013	\$68.00		10001.4435 /4436
	F-430	Mileage - Per Mile.		2009	\$3.00		10001.4435 /4436
	F-433	Materials & Supplies. Cost, Plus 15%.		2004	Cost + 15%		10001.4435 /4436
	F-436	Field Maintenance. Parts & Labor, Plus 15%.		2004	Parts & Labor + 15%		10001.4435 /4436
	F-439	CAT - Per Hour.		2013	\$58.00		10001.4435 /4436
	F-442	Precept fee for students training on City equipment - Per Assignment.		2009	\$28.00		10001.4436
	F-445	Foster Home Inspection.		2013	\$60.00	Yes	10001.4435

2013 ADOPTED CITY OF EAU CLAIRE FEES & LICENSES SCHEDULE

Chap.	Line	License/Fee	Ordinance/ Statutory Authority	Last Increase	2013 Adopted Fee	Taxable	Revenue Acct#
	F-448	Large - Community Based Residential Facility Inspection.		2013	\$60.00		10001.4435
	F-451	Small - Community Based Residential Facility Inspection.		2013	\$60.00	Yes	10001.4435
	F-454	Fire suppression systems installation site inspection, 1-50 heads.		2013	\$60.00		10001.4435
	F-457	Fire suppression systems installation site inspection, 51-250 heads.		2013	\$88.00		10001.4435
	F-460	Fire suppression systems installation site inspection, 251-500 heads.		2013	\$116.00		10001.4435
	F-463	Fire suppression systems installation site inspection, over 500 heads.		2013	\$145.00		10001.4435
	F-466	Temporary Tent / Greenhouse Inspection - Including Permit.		2013	\$47.00	Yes	10001.4435 or 4436
	F-469	Fire Alarm Testing.		2013	\$60.00		10001.4435 /4436
	F-472	Suppression Systems Other Than Sprinklers - New Installation Inspection.		2013	\$47.00		10001.4435 /4436
STATE MANDATED FEES							
	ST-100	Second-hand Article Dealer - Per Year	SS 134.71(11) Limit = \$27.50		\$27.50		10001.4248
	ST-102	Second-hand Jewelry Dealer - Per Year.	SS 134.71(11) Limit = \$30		\$30.00		10001.4248
	ST-104	Mall Dealer/Flea Market - Per Year	SS 134.71(11) Limit = \$165		\$165.00		10001.4248
	ST-106	Pawnbroker Business License - Per Year + \$1.60 Per Billable Transaction.	SS 134.71(11)(a) Limit = \$210	2011	\$210 + \$1.60 per Transaction		10001.4248
SPECIAL EVENT FEES							
	SE-003	Block Party - Exempt.			No Fee		N/A
	SE-007	Portable Grill Rental - Per Grill		2010	\$35.00	Yes	10001.4420
	SE-011	Food Concessions Fee / Itinerant Restaurant License. See line 8.055.			See Line 8.055		
	SE-013	Temporary Food Permit. See lines H-360 and H-370 in Board of Health Addendum.			See Lines H-360 and H-370		
	SE-015	Food Concessions Fee for Fire Inspection of Propane when Required.		2009	\$29.00		10001.4427
	SE-021	Temporary Fencing - Not for Alcohol Control - Installed by City Staff - Fencing - Per Lineal Foot.		2006	\$0.50		10001.4427
	SE-022	Utility Location when using tents with ground stakes.		2009	\$29.00		10001.4427
	SE-023	Stand-by Fees for Fire Equipment. See Section F - Department Fees.			See Department Fees		
	SE-025	Special Event Application/Permit Fee - Per Event.		2009	\$57.00		10001.4427

2013 ADOPTED CITY OF EAU CLAIRE FEES & LICENSES SCHEDULE

Chap.	Line	License/Fee	Ordinance/ Statutory Authority	Last Increase	2013 Adopted Fee	Taxable	Revenue Acct#
	SE-031	Alcohol Concessions Fee Sales - Class B. An Event Over 3 Half Barrels & Over 500 People Also Requires a Special Event Permit and an Alcohol License. \$220 Per Day for Park Services - \$180/2Hours Police Services - \$18 Application Fee Required for License Review.		2008	\$220 per day for Park Services \$180/2 hrs Police Services, \$18 app fee required for license review.		10001.4427
	SE-033	Intersection fee for street closures (Parades, Runs) in excess of 5 blocks. Per Closed Block.		2009	\$68.00		10001.4427
	SE-034	Barricade Rental - Each.		2007	\$5.50	Yes	10001.4427
	SE-035	Off Street Parade/Run Fee/Festival - Per Day.		2009	\$29.00		10001.4427
	SE-037	Traffic Control Vests/Cones Rental - Each - Per Event.		2005	\$1.00	Yes	10001.4427
	SE-039	Bleacher Rental - Per Unit of 50 Seats (includes delivery and pickup by City).		2009	\$98.00	Yes	10001.4427
	SE-041	No Parking Signs - Each (Available at Parks & Recreation Administrative Office).			\$0.50	Yes	10001.4427
	SE-043	Street Sweeping - Street Department Actual Labor Cost and Equipment Rental.			Actual Cost		10001.4427
	SE-050	200 AMP Electrical Panel (Carson Park Event Area) - Per Day - Per Panel.		2008	\$13.00		10001.4427

ADOPTED HOBBS MUNICIPAL ICE CENTER FEES

LINE #	FEES	LAST INCREASE	2012-2013 ADOPTED FEES (09-01-12 to 08-31-13)	2013-2014 ADOPTED FEES (09-01-13 to 08-31-14)	TAXABLE	REVENUE ACCT#
Hobbs-1	Hobbs Ice Rental - Prime Time - O'Brien & Akervik Rinks - Per Hour Weekdays 12noon to 12midnight, AND all Weekend and Summer Hours.	2013	\$160.00	\$165.00	Yes	51001.4560 or 51001.4561
Hobbs-2	Hobbs Ice Rental - Non Prime Time - O'Brien & Akervik Rinks - Per Hour Weekdays 12midnight to 7am, EXCEPT June 1 through August 31.	2013	\$130.00	\$135.00	Yes	51001.4560 or 51001.4561
Hobbs-3	Hobbs Ice Rental - Non Prime Time - O'Brien & Akervik Rinks - Per Hour Weekdays 7am to 12noon, EXCEPT June 1 through August 31.	2013	\$145.00	\$150.00	Yes	51001.4560 or 51001.4561
Hobbs-4	Hobbs Ice Rental - Prime Time - Hughes Studio Rink - Per Hour Weekdays 12noon to 12midnight, AND all Weekend and Summer Hours.	2013	\$130.00	\$135.00	Yes	51001.4560 or 51001.4561
Hobbs-5	Hobbs Ice Rental - Non Prime Time - Hughes Studio Rink - Per Hour Weekdays 12midnight to 12noon, EXCEPT June 1 through August 31.	2013	\$110.00	\$115.00	Yes	51001.4560 or 51001.4561
Hobbs-7	Hobbs Event - Dry Floor Special Event - Daily Rental Per Rink, plus any additional custodial overtime related to the event.	2011	\$1,000.00	\$1,000.00	Yes	51001.456004 or 51001.456104
Hobbs-8	Hobbs Hourly - Dry Floor	2010	\$65.00	\$65.00	Yes	51001.456004 or 51001.456104
Hobbs-9	Hobbs Hockey Event - High School Varsity or UW-EC Single Game.	2013	\$700.00	\$750.00		51001.4560 or 51001.4561
Hobbs-11	Hobbs Hockey Event - High School JV & Varsity Game Combined.	2011	\$850.00	\$850.00		51001.4560 or 51001.4561
Hobbs-13	Hobbs Event - Birthday Party Reservation Fee (available during open skate hours only). Includes: Open skate admission (10 youth/2 adults), 12 hot dog/pizza meal deals, and room space provided. Any additional person beyond 12 is \$6.00 per person.	2005	\$100 (up to 12) plus \$6 for each add'l person	\$100 (up to 12) plus \$6 for each add'l person	Yes	51001.456006 or 51001.456106
Hobbs-14	Hobbs Event - Food (Excludes Birthday Parties) - Per Event.	2010	\$100.00	\$100.00	Yes	51001.456006 or 51001.456106
Hobbs-15	Hobbs Open Hockey - Adult.	2010	\$6.00	\$6.00	Yes	51001.456102
Hobbs-17	Hobbs Open Skate - Adult.	2013	\$5.00	\$5.50	Yes	51001.456102
Hobbs-19	Hobbs Open Skate - Youth (under age 18).	2013	\$4.00	\$4.50	Yes	51001.456102
Hobbs-21	Hobbs Skate Rental - Skates are ONLY available to use during Open Skate Sessions at the Hobbs Municipal Ice Center.	2013	\$2.00	\$2.50	Yes	51001.456102
Hobbs-23	Hobbs Open Hockey Punch Card - Adult (15 Skating Sessions) Expires March 31 of each year.	2010	\$78.00	\$78.00	Yes	51001.456102
Hobbs-24	Hobbs Open Skate Punch Card - Adult (15 Skating Sessions) Expires March 31 of each year.	2010	\$65.00	\$65.00	Yes	51001.456102
Hobbs-25	Hobbs Open Skate Punch Card - Youth (under age 18) (15 Skating Sessions) Expires March 31 of each year.	2010	\$52.00	\$52.00	Yes	51001.456102
Hobbs-28	Hobbs In-Line Hockey - Adult.	2010	\$4.00	\$4.00	Yes	51001.456102
Hobbs-29	Hobbs In-Line Hockey - Youth (under age 18).	2010	\$2.00	\$2.00	Yes	51001.456102
Hobbs-32	Hobbs Room Rental - Mezzanine (5 spaces available A, B, C, E, F) - No Cost.	2010	\$0.00	\$0.00		N/A
Hobbs-33	Hobbs Room Rental - Meeting/Party Room - Per Hour.	2010	\$25.00	\$25.00	Yes	51001.456006 or 51001.456106
Hobbs-34	Hobbs Room Rental - Conference Room - Per Hour.	2010	\$25.00	\$25.00	Yes	51001.456006 or 51001.456106
Hobbs-35	Hobbs Room Rental - Club Viewing Room - Per Hour.	2010	\$50.00	\$50.00	Yes	51001.456006 or 51001.456106

ADOPTED FAIRFAX OUTDOOR POOL FEES

LINE #	FEES	LAST INCREASE	2013 ADOPTED FEES	TAXABLE	REVENUE ACCT#
Pool - 1	Daily Admission - Infant/Toddler (under 3)		\$0.00		N/A
Pool - 4	Daily Admission - Youth (age 3-17)	2013	\$4.00	Yes	51201.456602
Pool - 7	Daily Admission - Adult	2013	\$4.00	Yes	51201.456602
Pool - 10	Daily Admission - Lap Swim	2013	\$4.00	Yes	51201.456602
Pool - 13	Daily Admission - Water Aerobics	2013	\$4.00	Yes	51201.456602
Pool - 16	Daily Admission - Group (15 or more persons) Youth groups must be accompanied by a minimum of 2 adult supervisors.	2013	\$3.50	Yes	51201.456602
Pool - 19	Season Pass - Youth Resident.	2011	\$47.00	Yes	51201.456604
Pool - 22	Season Pass - Adult Resident.	2011	\$58.00	Yes	51201.456604
Pool - 25	Season Pass - Family Resident - three persons.	2011	\$110.00	Yes	51201.456604
Pool - 28	Season Pass - Family Resident - four persons.	2011	\$115.00	Yes	51201.456604
Pool - 31	Season Pass - Family Resident - five persons.	2011	\$120.00	Yes	51201.456604
Pool - 34	Season Pass - Youth Non-resident.	2011	\$68.00	Yes	51201.456604
Pool - 37	Season Pass - Adult Non-resident.	2011	\$79.00	Yes	51201.456604
Pool - 40	Season Pass - Family Non-resident - three persons.	2011	\$163.00	Yes	51201.456604
Pool - 43	Season Pass - Family Non-resident - four persons.	2011	\$168.00	Yes	51201.456604
Pool - 46	Season Pass - Family Non-resident - five persons.	2011	\$173.00	Yes	51201.456604
Pool - 49	Season Pass - Additional family member (Resident or Non-Resident).	2009	\$5.00	Yes	51201.456604
Pool - 50	Super Pass - Must be purchased with a Family Membership.	2009	\$5.00	Yes	51201.456604
Pool - 53	Pool Rental (2 hours) 100 people or less. (\$2.00 for additional person)	2011	\$200.00	Yes	51201.4568
Pool - 56	Pool Rental (2 hours) 300 people or more.	2011	\$500.00	Yes	51201.4568
Pool - 60	Pool Picnic Pavilion Rental - Half Day - Monday through Saturday (for groups up to 30 people).	2013	\$29.00	Yes	10001.4420
Pool - 62	Pool Picnic Pavilion Rental - Full Day - Monday through Saturday (for groups up to 30 people).	2013	\$49.00	Yes	10001.4420
Pool - 64	Pool Picnic Pavilion Rental - Full Day - Sundays (for groups up to 30 people).	2013	\$49.00	Yes	10001.4420
***	\$5 or \$10 Discount on Youth or Adult Passes purchased before pool opens. Specific dates for discounts are published in the Prime Times book.				
***	\$10 to \$15 Discount on Family Passes purchased before pool opens for the season. Specific dates for discounts are published in the Prime Times book.				

APPENDIX O

Marketing Plan Matrix



Recreation Division Marketing Plan 2013 (3.4.3)

City Vision Statement - Contribute to making Eau Claire a healthy, vibrant, and productive community of exceptional natural beauty.

Department Mission Statement - To provide exceptional park, recreation, and forestry services that will enrich our citizens and visitors.

Product

Eau Claire Parks, Recreation, and Forestry Department – Recreation Division offers the following products:

- Athletic and Instructional Programs
- Special Events
- Athletic Facility Rental
- Pavilion Rental
- Hobbs Ice Center Use
- Fairfax Municipal Pool Use
- Concession Sales
- Merchandise Sales

Pricing

Financial final reports are submitted in detail for each recreation program, facility, and service. Total expenses are calculated to include direct and indirect costs such as; personnel, materials, 30% administrative fee, and a 5% facility overhead charge. Revenues are calculated to include program fees, sponsorships, donations, and reimbursements from the summer school agreement.

Pricing for all programs, facility use, and services is determined by the council directives listed below, the financial report, and any estimated cost increase projections.

Cost Recover Council Directives:

100% Cost Recovery – Adult Programs

75% Cost Recovery – Youth Programs

25% Cost Recovery - Youth Program Scholarships & Fairfax Pool Passes

Subsidized programs (playgrounds, rinks, specialized rec, indoor open swim)

Promotion Budget

\$10,500	Prime Times
\$3,000	Promotional Items
\$2,800	Other
\$16,300	Total Budget (account #1001600.6118 Advertising/Marketing)

Other Funding Source

\$5,000 Otter Creek Communications

Demographics

30,500 Customer Database

Age Range	Male - 11,400	Female - 15,600	Unspecified - 3,500	TOTALS
5 & Under (pre-school)	377	348	71	796
6-10 (elementary school)	2144	1780	194	4,118
11-14 (middle school)	2048	1693	88	3829
15-17 (high school)	1184	1098	48	2,330
18-20 (adult)	743	726	33	1,502
21 and over (adult)	3561	7748	128	11,437
No age on file	1326	2239	2921	6,486

Target Markets

Program recommendations address seven categories of "target markets." Target markets can be defined as a specific market segment or population group to which a particular service, program or facility is marketed. These markets are often defined by age, gender, geography and/or socioeconomic grouping. The seven categories used for this Plan include: Preschool-Aged Youth; Elementary School-Aged Youth; Middle School-Aged Youth; High School-Aged Youth; Adults 18 years and over; Families; and Mature Adults. While further prioritization and phasing of implementation is needed, the highest-priority program and/or service areas identified for the following target markets are:

Preschool-Aged Youth

1. Health, wellness, and physical fitness programs
2. Water activities/aquatics
3. Sports introduction and instruction
4. Parent and tot activities
5. Family programming
6. Arts & Culture
7. Environmental education/ nature programs and activities

Elementary-Aged Youth

1. Health, wellness, and physical fitness programs
2. Aquatics
3. Sport introduction and instruction
4. Athletic Leagues
5. Instructional programs
6. Family programming
7. Arts & culture
8. After-school and summer activities
9. Environmental education/nature programs and activities
10. Events

Middle School-Aged Youth

1. Aquatics
2. Health, wellness, and physical fitness programs
3. Environmental education/nature programs and activities
4. Events
5. Athletic Leagues
6. Instructional programs
7. Family programming
8. After-school and summer activities
9. Arts & culture

High School-Aged Youth

1. Aquatics
2. Health, wellness, and physical fitness programs
3. Environmental education/nature programs and activities
4. Job training

Adults 18+

1. Volunteer/civic opportunities
2. Job training
3. Health, wellness, and physical fitness programs
4. Athletic Leagues
5. Community Events
6. Environmental education/nature programs and activities
7. Aquatics
8. Instructional Programs

Families

1. Aquatics
2. Low or no cost activities
3. Community Events
4. Health, wellness, and physical fitness programs
5. Environmental education/nature programs and activities
6. Volunteer/civic opportunities
7. Parent and tot activities

Mature Adults

1. Aquatics
2. Volunteer/civic opportunities
3. Health, wellness, and physical fitness programs
4. Community Events
5. Instructional programs
6. Environmental education/nature programs and activities
7. Athletic Leagues

Specialized Recreation

1. ADA compliance and accommodation
2. Social activities
3. Inclusion in all activities
4. Aquatics
5. Life skill instruction
6. Community events
7. Arts & culture

Other program considerations:

Community-wide events
Downtown events and activities

Marketing Planning

The development of the Recreation Program Plan has been a community-based, customer oriented process. The Parks, Recreation, and Forestry Department now has specific information regarding residents' recreational and community service needs. The development and implementation of a marketing strategy and plan is recommended in order to enhance the implementation of program and facility development and the delivery of services. Marketing is more than an advertising or publicity plan. It involves two very specific activities:

- Assessment of how well a program, service or facility meets the recreation and community service needs of the community
- Measurement of how well marketing efforts are communicating and connecting with the community, using an outcome-based approach.

Current Marketing Efforts the City of Eau Claire Parks, Recreation, and Forestry Department is highly engaged in communicating with the community about the programs, services, and facilities that are available to the public. Some of the current tools used by the Department to promote services are: the Prime Times publications (published twice each year), the Department web site, program brochures and newsletters, paid advertisements, facebook posts, and participant e-mail. While information is presented in fun, entertaining and interesting ways, activities are primarily focused on publicizing information rather than following a marketing strategy in an organized and systematic way. Currently there is little assessment of on the impact of marketing efforts and if the intended outcomes have been accomplished. Eau Claire Parks, Recreation, and Forestry Department has adopted the following visionary tagline: "Live Life Better".

Positioning and Branding are an important element of any marketing program. The "position" communicates how the Department is unique and distinguishes itself from other agencies/providers and their services to persuade participation and/or support. To differentiate between positioning and branding, it is important to know that positioning programs, services, and facilities are foremost over branding. Positioning reflects the needs and wants of the community while branding is the packaging of those services and includes the positioning theme or statement. Before creating brand, establish position.

Marketing Recommendations:

1. Develop a branding program that is clear, concise, and consistently communicated throughout the Department and with all media tools (Live, Life, Better)
2. Continue training and ongoing learning programs for staff so that they have the knowledge and tools to implement the marketing activities associated with this strategy.
3. Strengthen working relationships with other community partners such as schools, nonprofit service providers, public safety, and the business community to support the achievement of this strategy.
4. Develop presentations for community organizations, youth groups, parent groups and other stakeholders that will promote the Department's programs and the visionary tagline "Live Life Better."
5. Develop and implement a marketing campaign to build community awareness regarding access to programs, facilities, and services to include scholarship programs, ADA compliance and assistance, registration services, and other logistics.
6. Develop an awareness program that increases decision-makers' knowledge and understanding of ways in which the Parks, Recreation, and Forestry Department programs, facilities, and services promote identified outcomes, fulfill needs of target markets, and achieve strategic initiatives.

Marketing is a critical component to the awareness and success of the department. A barrier to doing this well is finding the time to dedicate to these initiatives. In an effort to increase promotions and provide more information, the department has contracted with a professional communications consultant from Otter Creek Communications to market programs, facilities, and services. This contract is evaluated annually. A comprehensive marketing plan is outlined each year that identifies detailed marketing initiatives.

Other marketing strategies utilized by our department team include the following:

Advertising Methods

- Printed Materials – prime times, newsletters, brochures, flyers
- Paid Advertisements – leader telegram, volume one, radio, dasher boards
- Message Center and Hobbs Digital Displays
- Electronic Communications - Facebook posts, email, website information, ECASD electronic newsletters, City newsletter
- Media Relations - news releases, interviews, event schedules, articles
- Community Relations - presentations

Primary Contact Databases

- Customer Database – Active
- Media Database – Microsoft Outlook

Creating Identity

- Prime Times Programs & Services Publication (two per year)
- “Live Life Better” campaign
- Logo
- Signage
- Promotional Items
- Fairfax Maxx
- Team/Staff
- Community Involvement/Engagement

Promoting Wellness

- Healthy options (vending and concessions policy)
- Programming outcomes and opportunities
- Education information on message center
- Educational nuggets referencing nutrition and wellness (performance prep in prime times and website)
- Facebook posts (suggested activities – join a program or use trails)

Eau Claire Park, Recreation, & Forestry Department

Marketing Plan Matrix

Responsibility	Primary Agent	Secondary Agents	Process
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Develop a branding program that is clear, concise, and consistently communicated throughout the Department and with all media tools
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Continue training and ongoing learning programs for staff so that they have the knowledge and tools to implement the marketing activities associated with this strategy
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Strengthen working relationships with other community partners such as schools, nonprofit service providers, public safety, and the business community to support the achievement of this strategy
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Develop presentations for community organizations, youth groups, parent groups and other stakeholders that will promote the Department's programs and the visionary tagline
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Develop an awareness program that increases decision-makers' knowledge and understanding of ways in which the Parks, Recreation, and Forestry Department programs, facilities, and services promote identified outcomes, fulfill needs of target markets, and achieve strategic initiatives
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Community Relations (presentations, civic involvement/engagement)
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Department Logo
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Department Tagline campaign "Live, Life, Better"
Administration	Department Director	Superintendents of Parks/Forestry, and Recreation	Hire Marketing Consultant from Otter Creek Communications to develop a written marketing and communications plan
Administration	Department Director	Administrative Support Team	Message Center Digital Displays
Parks/Forestry	Superintendent of Parks/Forestry	Park and Facility Supervisors	Facility & Informational Signage
Recreation	Superintendent of Recreation	Program/Facility Supervisors	Media Relations (news releases, interviews, event schedules, articles)
Recreation	Superintendent of Recreation	Program/Facility Supervisors	Promotional Items
Recreation	Superintendent of Recreation	Program/Facility Supervisors	Promoting Healthy Options (vending and concessions)
Recreation	Superintendent of Recreation	Program/Facility Supervisors	Promoting Wellness opportunities and Information
Recreation	Superintendent of Recreation	Program/Facility Supervisors, Administrative Support Team	Develop and implement a marketing campaign to build community awareness regarding access to programs, facilities, and services to include scholarship programs, ADA compliance and assistance, registration services, and other logistics
Recreation	Superintendent of Recreation	Program/Facility Supervisors, Administrative Support Team	Paid Advertisements (Leader Telegram, Volume One, Clear Channel, Maverick Media, dasher boards)
Recreation	Superintendent of Recreation	Program/Facility Supervisors, Administrative Support Team	Electronic Communications (Facebook posts, email, website information, ECASD electronic newsletters, City newsletter, Twitter)
Recreation	Program/Facility Supervisors	Administrative Support Team	Printed Materials (prime times, newsletters, brochures, flyers, maps)
Recreation	Program/Facility Supervisors	Administrative Support Team	Maintenance of Databases (customers, media, volunteers)
Recreation	Fairfax Program/Facility Supervisor	Fairfax Pool Managers	Fairfax Maxx Mascot

APPENDIX P

Schedule of Review

RECREATION PROGRAM PLANNING

SCHEDULE OF REVIEW

Recreation Division Team Meeting

These topics and documents are reviewed, analyzed, and updated during recreation division team meetings directed by the Superintendent of Recreation. Recreation Division meetings are scheduled weekly. Items listed may be presented at any meeting during the month specified.

January

Review and Update:

Recreation Program Standards & Outcomes
Selection of Program Content
Scope of Program Opportunities
Community Education for Leisure
Participation Barriers

February

Marketing Approach

- Review Advertising Methods
- Update Primary Contact Databases
- Review Creating Identity
- Review Promoting Wellness

Technology Utilization

- Review Software Programs
- Review Web-Based Information
- Review and Update Social Media Plan

March

Review and Update:

Participant Involvement
Self-Directed Programs and Services
Leader-Directed Programs and Services
Facilitated Programs and Services
Fee-Based Programs and Services
Cooperative Programming and Collaboration
Outreach to Underserved Populations

April

Review and Update:

Volunteer Recruitment and Retention
Safety Plans & Emergency Action Plans
Customer Services and Responsiveness

May

Payroll Planning

June

Budget Planning
Complete CIP & Budget Information

July

August

Program Evaluation Analysis
Complete Program and Service Determinants
Worksheet

September

Funding Resources & Pricing Strategies

- Purchasing & Bidding Procedures
- Fees and Charges
- Cost Recovery
- Funding Resources
- Achieving Financial Sustainability

October

Update Recreation Activities Matrix
Update Program Life Cycle Analysis
Review Internal Needs Assessment
Review and Update Program Outcomes
Summary
Review Facility Inventory and Utilization

November

Update Recreation Provider Inventory
Update Athletic Facility Inventory
Review Community Demographic Profile
Review and Identify Recreation Trends

December

Review of Strategic Planning Initiatives
Review of Mission, Vision, and Values
Review of Plan Summary & Recommendations
Team Development

- Establish Goals
- Review Job Descriptions
- Review Recruitment Procedures
- Update Orientation Schedules
- Establish Training Opportunities

APPENDIX Q

Administrative Time Line

Recreation Division Administrative Time Line 2012-13

School Dates & Facility Requests

W, October 3, 2012 2013 Facility Requests to Dawn & Kayce (fields, shelters)
W, March 27, 2013 Hobbs Room Requests to Kayce (Sept 2013 – Aug 2014)

W, March 27, 2013 Fall/Winter/Spring 2013-14 & Summer 2014 Dates Due
F, April 26, 2013 Send to ECASD
F, May 31, 2013 Request Returned with Approval from ECASD

Prime Times

Spring/Summer Brochure 2013

Sa, December 15, 2012 Ad Deadline (checks payable in 2013)
Th, November 15, 2012 Class information to Kayce
M, January 21, 2013 1st Copy to printer
T, February 5, 2013 1st Proof to ECPR
T, March 5, 2013 Prime Times Distribution (no mailing)
M, April 1, 2013 Online Registration Begins
T, April 2, 2013 ECASD Resident Registration Begins
Th, April 4, 2013 Non-ECASD Resident Registration Begins

Fall/Winter Brochure 2013-14

W, May 15, 2013 Ad Deadline (need checks by this date)
W, May 15, 2013 Class information to Kayce
M, July 8, 2013 1st Copy to printer
M, July 22, 2013 1st Proof to ECPR
M, August 12, 2013 Prime Times Distribution (no mailing)
M, September 9, 2013 Online Registration Begins
T, September 10, 2013 Registration Begins
Th, September 12, 2013 Non-Resident Registration Begins

Recreation Bids

W, January 16, 2013 Clothing Bid (update shared file document)
W, January 16, 2013 Equipment Bid (update shared file document)
W, January 16, 2013 First Aid Bid (update shared file document)
W, January 16, 2013 Art Bid (update shared file document)
Order on your own Trophy Bid (Trophy House)
W, August 27, 2014 Concession Bids (Pizza, Hot Bevs) (3 year 2015, 2016, 2017)
W, October 29, 2014 Prime Times Bid (3 year 2015, 2016, 2017)
W, October 29, 2014 Photography Bid (3 year 2015, 2016, 2017)
W, October 29, 2014 Entertainment Bid (3 year 2015, 2016, 2017)

Personnel

W, May 15, 2013 Program Director/Manager Meeting (4:00pm)
W, June 5, 2013 (schl ends F,6/7) General Orientation (4:00pm)
January 1 Clear Fall / Begin Summer
July 1 Clear Summer / Begin Fall

Waterways/Council Presentations

November/December 2012 Summer School (Dawn)
January/February 2013 Fairfax Pool (Chad)
March/April 2013 Hobbs Ice Center (Stu)

Final Reports

April 15 2012-13 Athletic Season & 2013 Instructional Winter
September 15 2012-13 Athletic Season & 2013 Instructional/Summer/Other

ECASD Flyer Info Due

W, August 22, 2012 (Delivery - W, August 29, 2012)
W, October 24, 2012 (Delivery - Th, November 1, 2012)
W, January 16, 2013 (Delivery - W, January 23, 2013)
W, March 27, 2013 (Delivery - W, April 3, 2013)