



## **CITY OF WILLARD**

### **BOARD OF ALDERMEN/PARKS BOARD JOINT WORK STUDY SESSION**

**June 05, 2025 at 5:30 PM**

**Willard City Hall, 224 W. Jackson St., Willard, MO**

#### **AGENDA**

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Update Posted on May 30, 2025, at 1:00 p.m.

The tentative agenda of this meeting includes:

#### **PLEDGE OF ALLEGIANCE**

#### **CALL THE MEETING TO ORDER**

- 1. ROLL CALL**
- 2. PUBLIC COMMENT**
- 3. OVERVIEW ON PARKS AND FUNDING**
  - A. Strategic Framework, Cost Recovery, and Program Direction**
- 4. OVERSIGHT DISCUSSION**
  - A. Discussion Topics for Parks Board Oversight Structure**
- 5. DISCUSSION ON PRIORITIES OF THE COMMUNITY**
  - A. Park Report on Community Priorities: Survey**
  - B. Aldermen Reports on Community Priorities**
- 6. BUDGETARY CHALLENGES TO MEETING THOSE PRIORITIES**
- 7. SUGGESTED SOLUTIONS**
- 8. ADJOURN MEETING**

If you have special needs which require accommodation, please notify personnel at the City Hall. Representatives of the news media may obtain copies of this notice by contacting the City Clerk at 417-742-5302.

Rebecca Hansen, City Clerk



## **CITY OF WILLARD AGENDA REPORT BOARD OF ALDERMEN/PARKS MEETING**

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**TO:** Board of Aldermen/Parks

**FROM:** Parks Department

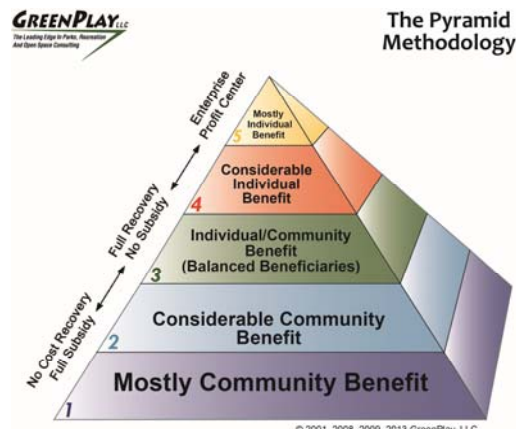
**SUBJECT:** Strategic Framework, Cost Recovery, and Program Direction

**ATTACHMENTS:** 6

## THE PYRAMID METHODOLOGY: COST RECOVERY AND SUBSIDY ALLOCATION PHILOSOPHY

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.



The development of a financial resource allocation philosophy can be separated into the following steps:

### Step 1 – Building on Your Organization's Values, Vision, and Mission

The premise of this process is to align agency services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

### Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters

Filters are a series of continuums covering different ways of viewing service provision. **Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however, forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations.

Filter	Definition
<b>Benefit</b>	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
<b>Access/Type of Service</b>	Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?
<b>Organizational Responsibility</b>	Is it the organization's responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?
<b>Historical Expectations</b>	What have we always done that we cannot change?
<b>Anticipated Impacts</b>	What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?
<b>Social Value</b>	What is the perceived social value of the service by constituents, city staff and leadership, and policy makers? Is it a community builder?

## THE BENEFITS FILTER

The principal foundation of the Pyramid is the **Benefits Filter**. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation's core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

### MOSTLY COMMUNITY Benefit

The foundational level of the Pyramid is the largest, and includes those services including programs and facilities which **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency's tax support would fund this level of the Pyramid.

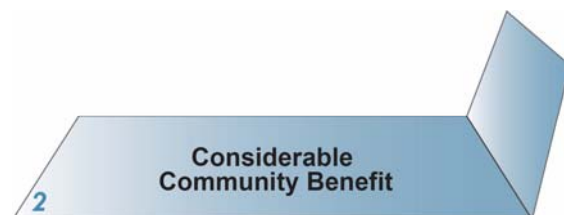


*Examples of these services could include: the existence of the community parks and recreation system, the ability for youngsters to visit facilities on an informal basis, low-income or scholarship programs, park and facility planning and design, park maintenance, or others.*

**NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.**

### CONSIDERABLE COMMUNITY Benefit

The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the **Individual** benefit received from the service.



*Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis, ranger led interpretive programs, beginning level instructional programs and classes, etc.*

### BALANCED INDIVIDUAL/COMMUNITY Benefit

The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.



*Examples of these services could include: summer recreational day camp, summer sports leagues, year-round swim team, etc.*

### CONSIDERABLE INDIVIDUAL Benefit

The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.



*Examples of these services could include: specialty classes, golf, and outdoor adventure programs.*

### MOSTLY INDIVIDUAL Benefit

At the top of the Pyramid, the fifth and smallest level represents services which have profit center potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage.



*Examples of these activities could include: elite diving teams, golf lessons, food concessions, company picnic rentals, and other facility rentals such as for weddings or other services.*

## Step 3 – Developing the Organization’s Categories of Service

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual agency service including every program, facility, or property, it is advantageous to categorize agency services into like categories. This step also includes the development of category definitions that detail and define each category and service inventory “checks and balances” to ensure that all agency services belong within a developed category. *Examples of Categories of Service could include: Beginner Instructional Classes, Special Events, and Concessions/Vending.*

## Step 4 – Sorting the Categories of Service onto the Pyramid

It is critical that this sorting step be done with staff, governing body, and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision, and mission. It is the time to develop consensus and get everyone on the same page – the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.

**Sample Policy Development Language:**

XXX community brought together staff from across the department, agency leadership, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community, about historic versus active-use parks, about the importance of adult versus youth versus senior activities, and other philosophical and values-based discussions. This process gets at both the “what” and “why” with the intention of identifying common ground and consensus.

**Step 5 – Defining Direct and Indirect Costs**

The definition of direct and indirect costs can vary from agency to agency. What is important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation.

**Step 6 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels**

This step establishes the expectation that the agency will confirm or determine current cost recovery and subsidy allocation levels by service area based on the new or revised definition of direct and in-direct costs. This will include consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community, whether staff have the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future.

**Step 7 – Establishing Cost Recovery/Subsidy Goals**

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

This step must reflect your community and must align with the thinking of policy makers regarding the broad picture financial goals and objectives.

### Examples

Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the agency having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories.

The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, the agency may not have any Categories of Service in the top level.

### Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

**THE COMMITMENT FACTOR:** What is the intensity of the program; what is the commitment of the participant?



**THE TRENDS FACTOR:** Is the program or service tried and true, or is it a fad?



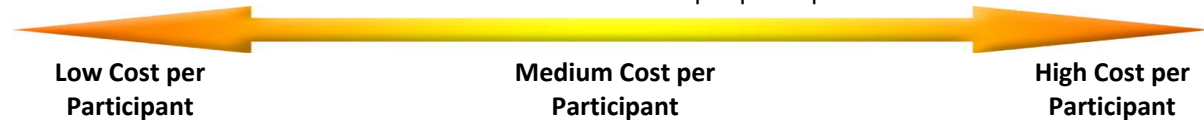
**THE POLITICAL FILTER:** What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid

**THE MARKETING FACTOR:** What is the effect of the program in attracting customers?



**THE RELATIVE COST TO PROVIDE FACTOR:** What is the cost per participant?



**THE ECONOMIC CONDITIONS FACTOR:** What are the financial realities of the community?









Category	Program	Pyramid Tier	Class Length (hours)	Program Length (weeks)	Baseline Fee (\$)
Early Childhood	Rock & Roll for Tiny Souls	3	1	5	\$ 25.00
Early Childhood	Tiny Tots Yoga	3	1	6	\$ 30.00
Early Childhood	Storytime Adventures	2	1	2	\$ 10.00
Early Childhood	Nature Playgroups	2	1	3	\$ 15.00
Early Childhood	Toddler Tumbling	3	1	6	\$ 30.00
Early Childhood	Art Explorers	3	1	5	\$ 25.00
Early Childhood	Music & Movement	3	1	8	\$ 40.00
Early Childhood	Sensory Play Zones	2	1	6	\$ 30.00
Early Childhood	Mini Picassos	3	1	8	\$ 40.00
Early Childhood	Baby Sign Language	3	1	8	\$ 40.00
Early Childhood	Messy Play Days	2	1	4	\$ 20.00
Early Childhood	Puppet Theater Playtime	3	1	6	\$ 30.00
Early Childhood	Preschool Cooking	3	1	5	\$ 25.00
Early Childhood	Animal Exploration Classes	2	1	3	\$ 15.00
Early Childhood	Biddy Bowling	4	1	9	\$ 45.00
Early Childhood	Ballet Basics	3	1	7	\$ 35.00
Early Childhood	Little Gardeners	2	1	6	\$ 30.00
Early Childhood	Mini Movers	3	1	4	\$ 20.00
Early Childhood	Toddler Science Lab	3	1	5	\$ 25.00
Early Childhood	Parachute Playtime	2	1	5	\$ 25.00
Youth	Young Rembrandts	4	1	10	\$ 50.00
Youth	Junior Paint Workshops	4	1	8	\$ 40.00
Youth	Skateboarding Lessons	4	1	10	\$ 50.00
Youth	Youth Nature Camp	2	1	5	\$ 25.00
Youth	Beginner Coding Clubs	4	1	6	\$ 30.00
Youth	Youth Robotics	4	1	10	\$ 50.00
Youth	Kids Yoga	3	1	6	\$ 30.00
Youth	Mini Chefs	4	1	7	\$ 35.00
Youth	Junior Lifeguard Program	3	1	4	\$ 20.00
Youth	Junior Improv Classes	4	1	8	\$ 40.00
Youth	STEM Workshops	4	1	10	\$ 50.00
Youth	Photography for Kids	4	1	9	\$ 45.00
Youth	Kids Zumba	3	1	8	\$ 40.00
Youth	Biking Basics	3	1	8	\$ 40.00
Youth	Creative Writing Clubs	4	1	6	\$ 30.00
Youth	Junior Engineers	4	1	9	\$ 45.00
Youth	Piano Lessons	5	1	11	\$ 55.00
Youth	Youth Astronomy Nights	3	1	6	\$ 30.00
Youth	Outdoor Survival Classes	3	1	4	\$ 20.00
Youth	Junior Gardening	2	1	3	\$ 15.00
Teens	Esports Leagues	5	1	8	\$ 40.00
Teens	Teen Improv Classes	4	1	7	\$ 35.00
Teens	Coding Bootcamps	5	1	12	\$ 60.00
Teens	Outdoor Leadership Programs	2	1	4	\$ 20.00

Teens	Teen Art Workshops	4	1	6 \$	30.00
Teens	Rock Climbing Classes	4	1	6 \$	30.00
Teens	Teen Sewing Classes	4	1	10 \$	50.00
Teens	Photography Field Trips	4	1	7 \$	35.00
Teens	Teen Film Production	4	1	8 \$	40.00
Teens	Teen Yoga	3	1	8 \$	40.00
Teens	STEM Competitions	4	1	8 \$	40.00
Teens	Outdoor Adventure Classes	3	1	5 \$	25.00
Teens	Sustainable Gardening	2	1	5 \$	25.00
Teens	Beginner Carpentry	4	1	10 \$	50.00
Teens	Digital Art Design	4	1	10 \$	50.00
Teens	Street Art Workshops	4	1	8 \$	40.00
Teens	Public Speaking & Debate	3	1	5 \$	25.00
Teens	Teen Leadership Councils	2	1	6 \$	30.00
Teens	Teen DJ Classes	4	1	7 \$	35.00
Teens	Urban Gardening	2	1	3 \$	15.00
Young Adults	Group Cycling	3	1	6 \$	30.00
Young Adults	Kickboxing Fitness	4	1	8 \$	40.00
Young Adults	Photography Walks	3	1	4 \$	20.00
Young Adults	Introduction to Coding	4	1	7 \$	35.00
Young Adults	Young Adult Improv	4	1	7 \$	35.00
Young Adults	Rock Climbing 101	4	1	7 \$	35.00
Young Adults	Volunteer Corps	2	1	2 \$	10.00
Young Adults	Outdoor Survival Skills	3	1	5 \$	25.00
Young Adults	Community Gardening Classes	2	1	2 \$	10.00
Young Adults	Zumba™	3	1	7 \$	35.00
Young Adults	Creative Writing Workshops	3	1	6 \$	30.00
Young Adults	DIY Craft Nights	3	1	4 \$	20.00
Young Adults	Meditation	2	1	4 \$	20.00
Young Adults	Bouldering Classes	4	1	8 \$	40.00
Young Adults	Salsa Dancing Classes	4	1	10 \$	50.00
Young Adults	Piano Lessons	5	1	8 \$	40.00
Young Adults	Career Development Workshops	3	1	8 \$	40.00
Young Adults	Cooking on a Budget	2	1	2 \$	10.00
Young Adults	Fitness Bootcamps	4	1	9 \$	45.00
Young Adults	Cultural Cooking Classes	3	1	6 \$	30.00
Adults	High-Low Aerobics	3	1	6 \$	30.00
Adults	Tai Chi	2	1	6 \$	30.00
Adults	Community Pottery Classes	3	1	6 \$	30.00
Adults	Group Hikes	2	1	2 \$	10.00
Adults	Body Sculpting Classes	4	1	7 \$	35.00
Adults	Cooking for Wellness	3	1	6 \$	30.00
Adults	CPR and First Aid	3	1	4 \$	20.00
Adults	Walking Clubs	2	1	2 \$	10.00
Adults	DIY Home Repair	3	1	6 \$	30.00
Adults	Digital Photography	4	1	10 \$	50.00
Adults	Gardening for Beginners	2	1	5 \$	25.00

Adults	Zumba™ Classes	3	1	4 \$	20.00
Adults	Self-Defense Classes	3	1	6 \$	30.00
Adults	Ballroom Dancing	4	1	6 \$	30.00
Adults	Salsa Dancing	4	1	9 \$	45.00
Adults	Kayaking Basics	3	1	6 \$	30.00
Adults	Financial Literacy Classes	3	1	4 \$	20.00
Adults	Cycling Clubs	2	1	6 \$	30.00
Adults	DIY Crafting Nights	3	1	5 \$	25.00
Adults	Yoga for Beginners	2	1	2 \$	10.00
Seniors	SilverSneakers® Classes	2	1	5 \$	25.00
Seniors	Chair Yoga	2	1	5 \$	25.00
Seniors	Hatha Yoga	2	1	2 \$	10.00
Seniors	Walking Clubs	1	1	1 \$	5.00
Seniors	Chair Aerobics	2	1	2 \$	10.00
Seniors	Nature Walks	1	1	3 \$	15.00
Seniors	Senior Gardening	2	1	5 \$	25.00
Seniors	Senior Photography	3	1	7 \$	35.00
Seniors	Water Aerobics	3	1	4 \$	20.00
Seniors	Line Dancing	3	1	8 \$	40.00
Seniors	Senior Tai Chi	2	1	5 \$	25.00
Seniors	Book Clubs	2	1	3 \$	15.00
Seniors	Cooking for One or Two	2	1	4 \$	20.00
Seniors	Herbal Remedies	2	1	2 \$	10.00
Seniors	Art for Seniors	3	1	6 \$	30.00
Seniors	Genealogy Workshops	3	1	4 \$	20.00
Seniors	Mindfulness Meditation	2	1	6 \$	30.00
Seniors	Piano for Seniors	4	1	9 \$	45.00
Seniors	Knitting & Crochet Circles	2	1	6 \$	30.00
Seniors	Seniors Outdoor Clubs	2	1	5 \$	25.00



# Program Proposal Form

<b>Program Title/Name:</b>	Breakfast with Santa		
<b>Program Date(s):</b>	12/20/2025	<b>Program Hours:</b>	9a-11a
<b>Program Location:</b>	Willard Community Building		
<b>Brief Description of Program/Elements/WOW Factors:</b>	<p>Program: Festive breakfast event with Santa Claus.</p> <p>Elements: Breakfast served, holiday music, crafts, and Santa meet-and-greet with photos.</p> <p>Wow Factors: Kids share wishes with Santa, festive photo booth, and keepsake holiday photos.</p>		
<b>Brochure Description:</b>	<p>Start your holiday season with breakfast at breakfast with Santa!</p> <p>Enjoy a festive morning of delicious breakfast, holiday music, and crafts.</p> <p>Kids can share their Christmas wishes and get a photo with Santa.</p> <p>Fun for the whole family to create joyful memories together.</p> <p>Join us for laughter, treats, and holiday cheer!</p> <p>Reserve your spot today and make this season unforgettable!</p>		
<b>Minimum Number:</b>	15	<b>Goal:</b>	50
<b>Maximum Number:</b>	100		
<b>Registration Opens:</b>	12/1/2025		
<b>Marketing Plans/Needs/Requests:</b>	<p>Create promotional materials for Breakfast with Santa event</p> <p>Highlight family-friendly theme and Santa meet-and-greet</p> <p>Use festive imagery and emphasize limited spots</p> <p>Promote via social media, flyers, and email outreach</p>		
<b>Maintenance Requests/Public Work Requests:</b>	<p>Set up tables and chairs for family-style seating</p> <p>Arrange a photo area with festive backdrop for Santa</p> <p>Set up craft/activity stations for kids</p> <p>Ensure serving tables are ready for breakfast setup</p> <p>Decorate with holiday-themed items (trees, lights, etc.)</p> <p>Complete setup by [insert date/time] before the event</p>		
<b>Partners/Sponsors:</b>	Caseys, Darla's Diner, Apple Market		
<b>STAFFING INFORMATION</b>			
<b>Position</b>	<b>Task(s)</b>	<b>Estimated Hours</b>	
Spec Events	meet and greet, collect donations, set up space	3	
Spec Events	schedule santa, order supplies, final decorate	3	
seasonal	help with craft	3	
seasonal	help with craft	3	



# Program Proposal Form

ESTIMATED REVENUE				ACTUAL REVENUE		
Income Description	Fee	Estimated Number	Total Estimate	Actual Fees	Total Number	Total Income
Ticket per person	\$ 15.00	25	\$ 375.00	\$ 25.00	150	\$ 3,750.00
Sponsorships	\$ -		\$ -	\$ 100.00	1	\$ 100.00
	\$ -		\$ -			\$ -
	\$ -		\$ -			\$ -
Total Estimated Revenue:			\$ 375.00	Total Revenue:		\$ 3,850.00

ESTIMATED EXPENSES				ACTUAL EXPENSES		
Expense Description	Quantity	Cost	Total Estimate	Actual Quantity	Actual Cost	Total Expense
Supplies	10	\$ 3.00	\$ 30.00	20	\$ 5.00	\$ 100.00
Breakfast	1	\$ 2,000.00	\$ 2,000.00	1	\$ 2,000.00	\$ 2,000.00
Staffing	12	\$ 20.00	\$ 240.00	12	\$ 20.00	\$ 240.00
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Total Estimated Expenses:			\$ 2,270.00	Total Expenses		\$ 2,340.00

Estimated Net Income: \$ (1,895.00)

Net Income: \$ 1,510.00

## Program Evaluation (narrative)

# PARKS DEPARTMENT PROGRAMS, EVENTS, OR SUPPORT 2025

Red font indicates cancelled program

Item # A.

## January

New Year's Day- offices closed- **program offered**  
Schools out day MLK Jr (offices closed; **camp offered**)

**Dance Program**

**Tiger Paws**

Winter Basketball begins

**PNO (once monthly)**

End of January Soccer and Volleyball

registration begin

Community Pickle ball

Tumbling tots

Adult Fitness programs

Kids painting class

Adult painting class

## February

Presidents' Day (offices closed) - **Program offered**

**Valentines dance**

**PNO**

**Dance program**

**Tiger Paws**

Soccer volleyball registration

Adult Dodgeball

3v3 basketball

tournament

Community Pickleball

Tumbling tots

Adult Fitness programs

Kids painting class

Adult painting class

## March

Spring break camp

Spring sports

Volleyball

Soccer

**PNO**

**Dance Program**

Community Pickleball

Tumbling tots

Adult fitness programs

Job fair/recruitment

activities

Disc Golf Tournament

Kids painting class

Adult painting class

## April

**Dance program**

Baseball registration

Father daughter dance

Easter

Adult sports/program

night

Arbor Day

Hire summer staff

camp/aquatics/training

Community Pickleball

Pickleball tournament?

Kids painting class

Adult painting class

Adult Fitness programs

Tumbling Tots

Junk Drop

Mulch Sales

Indoor Yard Sale

Kids painting class

Adult painting class

## May

**Memorial Day \_offices closed; programs offered (pool only)**

Community Pickleball

Baseball starts

Summer Camp starts

Pool starts

**End of school middle school dance**

Summer pool kickoff party

**Dance Program**

Swim Team Registration

Kids painting class

Adult painting class

Community Outreach

Class

Kids painting class

Adult painting class

## June

**No time off requests granted**

Freedom fest

Swim team

Fourth of July parade

Pool

Camp

Baseball

Adult sports?

**Dance program**

Aquatics fitness

Adult Fitness program

Swim Lessons

Kids painting class

Adult painting class

Kids painting class

Adult painting class

## July

**July 4th (offices closed) -**

**Program offered (pool only)**

Baseball

Pool

Camp

Adult Sports?

Staff summer

vacations?

Aquatics fitness

swim lessons

Adult Fitness Programs

\*mural projects\*

Kids painting class

Adult painting class

## August

Camp

Pool party end of summer

Triathlon

Back to school dance

Soccer registration

volleyball registration

**PNO**

Kids painting class

Adult painting class

## September

**Labor Day (offices closed) No programs**

Sunflower Days

Adult sport/program?

Community Pickleball

Tumbling tots

Soccer volleyball games

Adult fitness programs

**PNO**

Disc Golf Tournament

Kids painting class

Adult painting class

## October

**Indigenous Peoples day (offices closed no programs)**

**Boo bash middle school dance**

Spooky Sprint 5K

Trunk or treat

Tumbling tots

Community Pickleball

Basketball practices

start

Homecoming Parade

Kids painting class

Adult painting class

## November

**Veterans Day Parade**

**Thanksgiving holiday,**

**Turkey trot, Thursday,**

**Friday, (offices closed)**

Veterans Day event

Turkey trot

Thanksgiving break

camp

Lighting of trailhead

tumbling tots

Basketball games start

**PNO**

Winter Basketball

registration starts

Community Pickleball

Kids painting class

Adult painting class

Community Outreach

Class

Kids painting class

Adult painting class

## December

**Christmas eve, close at noon, Camp offered off**

**Christmas day, (offices closed)**

**New years eve, close at noon, camp offered**

Christmas on Frisco

parade

**Christmas middle school dance**

Tumbling tots

Adult Fitness programs

Community Pickleball

Basketball games

Christmas break camp

**PNO**

Kids painting class

Adult painting class

## **Willard Parks & Recreation Board Work Study Session**

### **Pre-Session Discussion Guide**

#### **Purpose:**

This work study session is designed to help us move forward together—with clarity, shared purpose, and a deep understanding of what success looks like for Parks & Recreation in Willard.

Your reflections on the following topics will help ensure we are making informed, intentional decisions that reflect our community's needs, your vision, and the realities of our resources.

#### **Session Goals**

- Define what success looks like for Parks & Recreation in Willard.
- Clarify expectations for service levels, target audiences, and financial accountability.
- Align around cost recovery models and long-term investment strategies.
- Incorporate lessons from the past to shape a stronger future.
- Offer an open space for feedback, concerns, and shared vision.

#### **Guiding Questions**

##### **1. What does success look like for Parks & Recreation?**

- What outcomes should we aim for?
- Is success measured in participation, financial performance, visibility, equity, or something else?

##### **2. What level of service does our community expect and deserve?**

- Are we providing basic recreational access or striving for broad community enrichment?
- Where should we grow, improve, or scale back?

##### **3. Who should we prioritize serving?**

- Families, youth, seniors, underserved groups?
- Should different programs target different audiences and cost models?



#### 4. What defines a successful program?

- Financially self-sustaining?
- High participation?
- High-impact but low-revenue?
- What are the key performance indicators we should use?

#### 5. What return should the community expect on tax-funded services?

- Should every dollar be recouped through fees?
- What non-financial returns (community health, engagement, pride) matter most?

#### 6. What cost recovery model should we follow?

- Should essential services be subsidized while specialty programs recover more costs?
- Do you support a tiered model like the Pyramid Model? (see attachment)

#### 7. How should we fund planning and capital improvements?

- **Master Planning:** Should planning be operational, grant-funded, or tied to larger initiatives?
- **Capital Projects:** Should we seek grants, bonds, partnerships, or phased investments?

#### 8. How do we balance doing more vs. doing better?

- Would you prefer to see fewer high-quality programs or more widespread offerings with leaner resources?
- Are you comfortable with pilots and experimentation?

#### 9. How do current goals and budget realities shape our path?

- What existing goals and financial realities should guide today's decisions?
- How do you envision Parks & Recreation evolving in the next:
  - **3 years** (staffing, operations, short-term goals)?
  - **5 years** (growth, facility updates, program expansion)?
  - **10+ years** (long-term infrastructure, legacy investments)?

**10. Looking Back to Look Forward: Historical Insight**

If you've served on the board for several years, your perspective is invaluable. Please consider:

- What challenges have we already faced that new members should be aware of?
- What long-standing issues remain unresolved?
- What successes or changes are worth building on?

**11. Open-Ended Feedback**

Please use this space (or bring your thoughts to the session) to share any ideas, concerns, questions, or priorities that don't fit neatly into the categories above. We welcome your voice.

**Next Steps**

Please review and reflect on these questions before the session. Feel free to write down your thoughts or just come ready to discuss.

We are looking forward to a respectful and collaborative conversation that honors our shared commitment to this community.

## **Demonstrating the Pyramid Method in Recreation Programming**

### **Program 1: Family Fun in the Park**

#### **High Community Value / Revenue Negative**

##### **Description:**

Free monthly community event in city parks with games, music, food, and outdoor movies.

##### **Target:**

All ages, inclusive of underserved residents and families.

##### **Cost Recovery Tier:**

##### **Tier 1 – Broad Community Benefit**

##### **Revenue Impact:**

##### **- Substantially Revenue Negative**

Annual program cost: **\$12,000**

Revenue generated: **\$0**

##### **Why We Run It:**

- Strengthens community identity
- Encourages safe, family-friendly recreation
- Engages those unable to afford paid programs
- Builds long-term trust and support for public services

##### **Community ROI:**

- ✓ Increased civic pride
- ✓ Higher volunteerism
- ✓ Stronger intergenerational engagement
- ✓ Gateway to future participation in other programs

## **Program 2: Community Quidditch League**

### **Moderate Community & Individual Benefit / Slightly Revenue Negative**

#### **Description:**

A youth and teen recreation league inspired by Harry Potter's Quidditch. Combines fantasy, fitness, and teamwork in a structured league format with weekly practices and matches.

#### **Target:**

Ages 10–17, pop culture fans, and sport alternatives for nontraditional athletes.

#### **Cost Recovery Tier:**

##### **Tier 3 – Blended Benefit**

#### **Revenue Impact:**

##### **– Slightly Revenue Negative**

Annual program cost: **\$4,800**

Revenue generated: **\$4,000**

#### **Why We Run It:**

- High participation (~90% capacity each season)
- Reaches youth not engaged in traditional sports
- Builds social-emotional skills through team play
- Creates a welcoming and creative space for diverse youth

#### **Community ROI:**

- ✓ Strong engagement and retention
- ✓ Builds niche, inclusive recreation culture
- ✓ Youth development through non-mainstream avenues

### Program 3: Elite Fit Bootcamp

#### High Individual Benefit / Revenue Positive

##### Description:

Premium 6-week high-intensity bootcamp with personal trainer oversight and nutrition planning.

##### Target:

Adults with individual fitness goals and ability to pay premium fees.

##### Cost Recovery Tier:

**Tier 5 – Primarily Individual Benefit**

##### Revenue Impact:

**+ Strongly Revenue Positive**

Program cost per session: **\$2,000**

Revenue per session: **\$3,200**

Net gain per session: **\$1,200**

##### Why We Run It:

- High demand for specialty fitness
- Full enrollment and waitlists
- Revenue helps offset community programs
- Marketable, trend-aligned fitness offering

##### Community ROI:

- ✓ Revenue generator
- ✓ Personal growth and health benefits
- ✓ Builds brand appeal of department

##### The Pyramid in Action:

Program	Community Value	Individual Benefit	Cost Recovery Tier	Revenue Impact
Family Fun in the Park	☆☆☆☆☆	☆	Tier 1	- Substantial Loss
Community Quidditch League	☆☆☆☆	☆☆☆	Tier 3	- Minor Loss
Elite Fit Bootcamp	☆	☆☆☆☆☆	Tier 5	+ Strong Gain

- **Not all value is financial.** Programs like *Family Fun in the Park* cost more than they bring in, but they build community connection, public trust, and equitable access.
- **Quidditch** hits a sweet spot: high engagement, moderate subsidy, and strong cultural relevance.
- **Elite programs** can and should make money — but part of their purpose is to help **fund the community-first programs** we’re proud to offer.
- **A healthy recreation portfolio** is a balance not everything pays off in dollars, but everything should pay off in impact.

### Financial Lens: Compare & Contrast

Program	Annual Cost	Revenue	Net Gain/Loss	Cost Recovery %	Financial Judgment
Family Fun in the Park	\$12,000	\$0	- \$12,000	0%	<b>Eliminate or Cut</b> – No return on investment.
Community Quidditch League	\$4,800	\$4,000	- \$800	83%	<b>Needs Reevaluation</b> – Close to break-even but still a drain.
Elite Fit Bootcamp	\$2,000	\$3,200	+ \$1,200	160%	<b>Expand</b> – High return, profitable program.

### Conclusion from a Strictly Financial Viewpoint:

- Prioritize **Elite Fit Bootcamp**.
- Consider scaling back or cutting **Family Fun in the Park** and **Community Quidditch** due to negative return.
- View programs only in terms of their ability to **generate revenue or recover cost**.

### What’s Lost When We Use Only a Financial Lens

#### If We Eliminate “Family Fun in the Park”

- We lose:
  - Free, **equitable access** to recreation
  - A **welcoming gateway** to city services for lower-income families
  - A **trust-building event** that serves thousands and strengthens neighborhood bonds
  - One of the few public spaces where **seniors, teens, and families gather together**

### If We Cut “Community Quidditch League”

- We lose:
  - A **creative outlet** for non-traditional youth
  - High engagement (90% full) from a hard-to-reach age group
  - A **safe space for social development** outside of mainstream sports
  - A culturally relevant program with **unique emotional impact**

### If We Expand Only “Elite Fit Bootcamp”

- We reinforce:
  - Programs for those who can **already afford private alternatives**
  - A focus on **individual benefit** over public good
  - A system where those who need recreation most may **get the least**

### The Big Picture: Why a Balanced Approach Matters

Using only a financial review:

- **Ignores mission** of public recreation
- **Underestimates the value** of connection, inclusion, and equitable service
- **Misses the full return on investment:** community health, safety, cohesion, and identity

**Recreation is not just a business — it’s a community service.** The Pyramid Method helps ensure that while some programs recover cost, others recover something far more important: our community’s wellbeing.





## **CITY OF WILLARD AGENDA REPORT BOARD OF ALDERMEN/PARKS BOARD MEETING**

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**TO:** Board of Aldermen/Parks Board

**FROM:** Wes Young

**SUBJECT:** Discussion Topics for Parks Board Oversight Structure

**ATTACHMENTS:** 1

# CITY OF WILLARD, MISSOURI

224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax



## Background:

As part of our continued efforts to strengthen the governance and strategic direction of the City's Parks and Recreation Department, the attached discussion items outline some areas to help us focus on evaluating whether to, and how we might, transition the Parks Board from an advisory to a more formal oversight role.

Currently, the Parks Board operates primarily in an advisory capacity. However, recent discussions, including feedback from both the Parks Board Chair and members of the Board of Aldermen, suggest a growing interest in enhancing the board's responsibilities in a manner consistent with the Planning & Zoning model. Specifically, there is agreement that a clearly defined structure and role, improved communication, and a greater role in long-term planning, program review and input, and budget oversight could increase the department's accountability, responsiveness, and alignment with community needs.

This part of the work study session will provide a forum for collaborative discussion between city leadership and the Parks Board to explore what such a transition would look like and what structural, legal, and practical steps would be required to support it.

## Purpose of the Session:

- Explore and clarify the intended benefits of a more engaged and empowered Parks Board
- Define the board's potential responsibilities and authority
- Assess alignment with models already working well in the city, such as Planning & Zoning
- Strengthen communication protocols between staff and board members
- Identify necessary policy updates, ordinance amendments, and training or support to facilitate the transition

## Next Steps:

Following this session, feedback will be incorporated into a formal proposal, including any recommended changes to the governing ordinance, bylaws, or policies. The proposal will be brought before the Board of Aldermen for consideration. The Parks Board will also be engaged directly in this process to ensure buy-in and clarity of expectations.

Please let me know if further clarification or additional information is needed.

Sincerely,

Wesley Young, MPA, CPM  
City Administrator  
City of Willard

# Work Study Session: Discussion Topics for Parks Board Oversight Structure

## 1. Purpose & Intent of Expanded Oversight

- What are the desired goals of shifting from an advisory board to an oversight board?
- What challenges or inefficiencies are we aiming to resolve?
- How will this change support long-term planning, budgeting, program monitoring and accountability?

## 2. Defining the Parks Board's Role & Responsibilities

- What decisions or functions should fall within the Parks Board's purview? (e.g., budget recommendation, capital project prioritization, program review, policy feedback)
- What authority should they have vs. what remains under the purview of staff or the Board of Aldermen?
- Should parks board meeting frequency change, and what standing items should be on their agenda to reflect the additional oversight role?

## 3. Comparison to Planning & Zoning Model

- How does the Planning & Zoning (P&Z) committee operate effectively?
  - Staff liaison (Planning Director) speaks on behalf of the committee and with the support and agreement of the committee
  - Board includes an Alderman to provide two-way communication
  - Clear authority in reviewing and recommending on land use items
- Should the Parks Board adopt a similar model, with:
  - One Alderman seated on the board?
  - Parks Director continuing to serve as formal liaison/communicator to the Board of Aldermen?
  - How are disagreements between the parks director and parks board to be resolved?

#### **4. Communication Expectations & Accountability**

- How should information flow between the Parks Director and the Parks Board?
  - What should be shared regularly (e.g., project updates, staff concerns, budget status)?
  - Should there be a required pre-brief with the Chair before major initiatives?
- How can the Parks Board Chair be supported to stay fully informed and engaged?
- How will/will/should the Parks Board Chair distribute updates to the Parks Board ad hoc?
- How will input from the Parks Board be documented and shared with Aldermen?

#### **5. Transparency & Public Engagement**

- How can a more active Parks Board improve public confidence and community engagement in parks planning?
- Should the Parks Board be tasked with hosting public forums or gathering community input?

#### **6. Alignment with City Ordinance and State Law**

- What specific updates would need to be made to the current ordinance to reflect new responsibilities being considered?
- What bylaws or board policies would need to be adopted or updated?

#### **7. Transition Planning**

- What kind of training or support will the Parks Board need to take on a more active role?
- Should we phase in new responsibilities over a period (e.g., advisory on next budget, full oversight the year after, somewhere in between)?
- How will success of the new structure be evaluated?



## CITY OF WILLARD AGENDA REPORT BOARD OF ALDERMEN/PARKS MEETING

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**TO:** Board of Aldermen/Parks

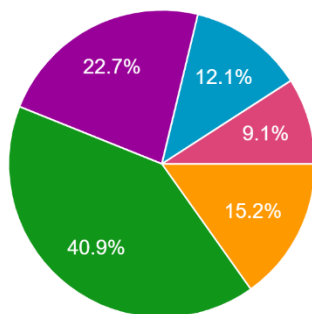
**FROM:** Parks Department

**SUBJECT:** Survey

**ATTACHMENTS:** 1

What is your age group?

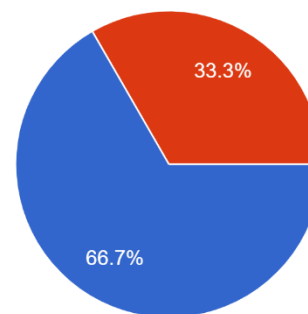
66 responses



Under 18  
18-24  
25-34  
35-44  
45-54  
55-64  
65+

Do you have children under 18 living in your household?

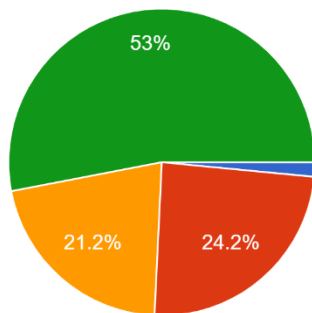
66 responses



Yes  
No

How long have you lived in this community?

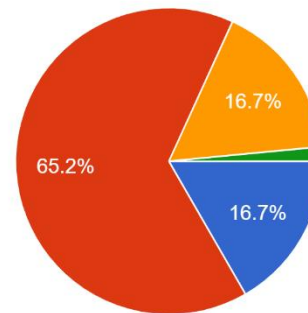
66 responses



Less than 1 year  
1-5 years  
6-10 years  
More than 10 years

How often do you visit our parks and recreation facilities?

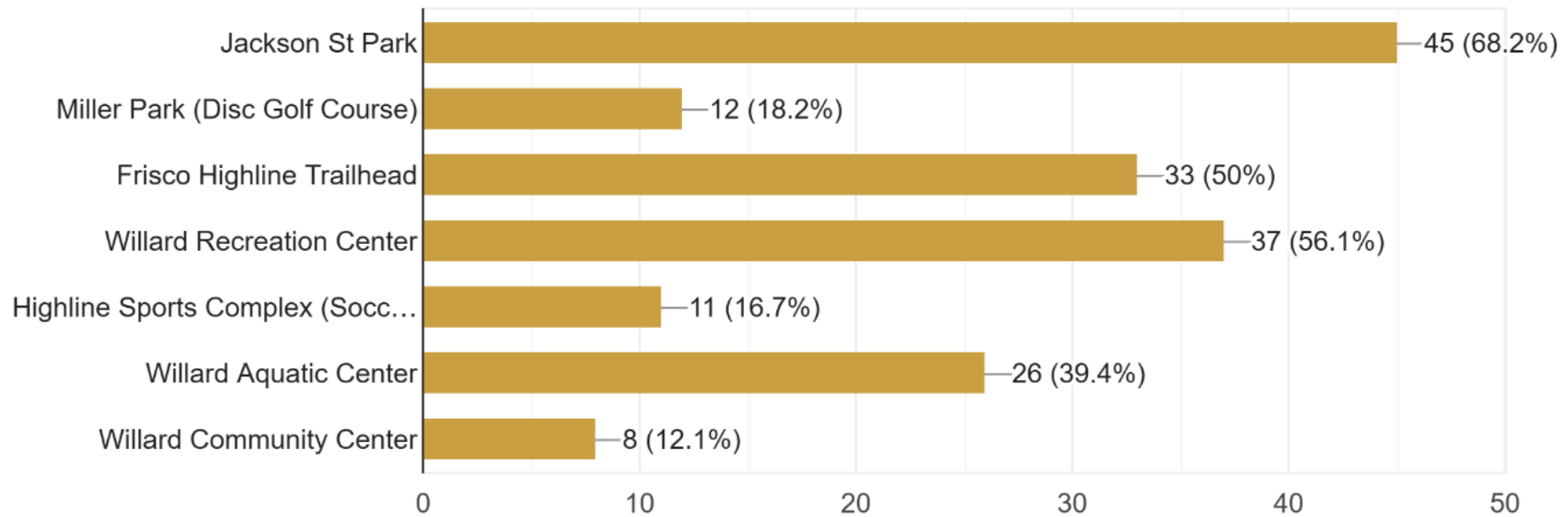
66 responses



Daily  
Weekly  
Rarely  
Never

## Which parks or recreation facilities do you visit most frequently? (Select all that apply)

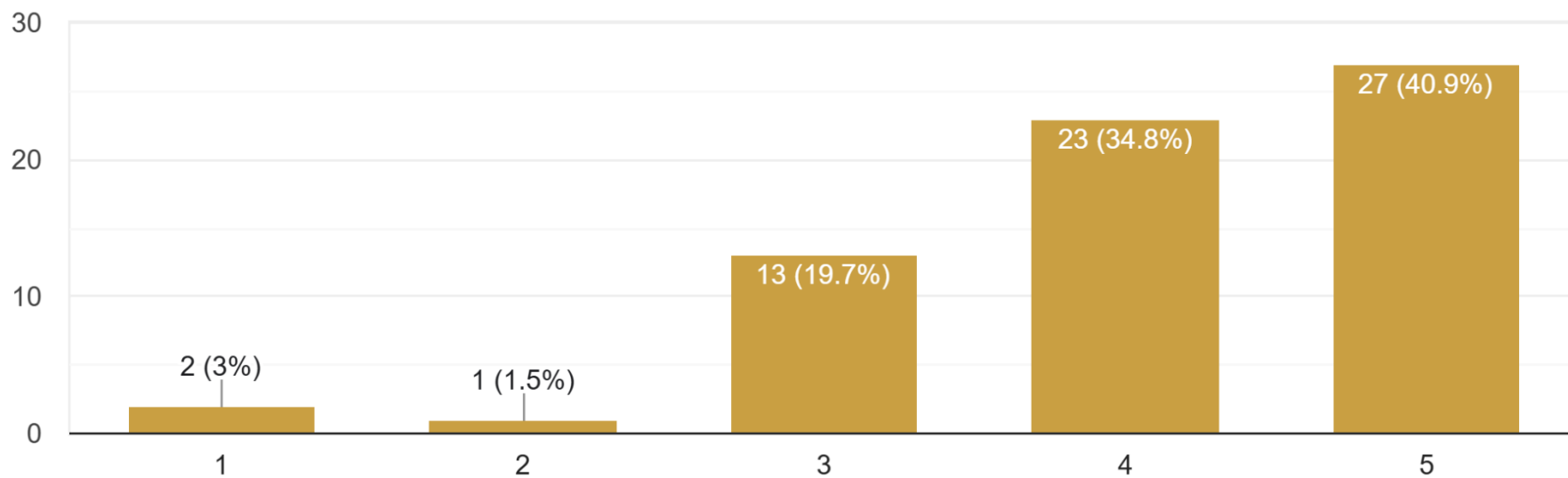
66 responses





## Cleanliness

66 responses



*Follow-up for Dissatisfied or Very Dissatisfied responses:*  
**Please provide feedback.**

We need better parking.

wasted space for rarely used baseball fields, and a large mulch pit that attracts pests, also a huge eye sore, and a potential fire hazard.

Bathrooms at soccer field are rough

Clean and well staffed

The bathrooms at the Jackson St park are just meh. Not really clean. Not really in a good spot for little kids.

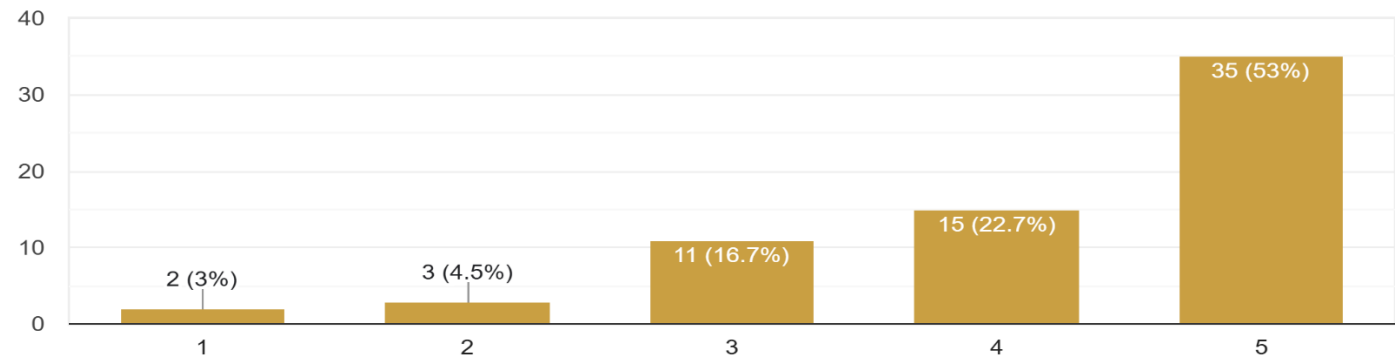
Jackson park needs better bathrooms

Willard should be embarrassed of the lack of care for the resource that is the Frisco HighLine trail. Never clean, can't navigate trail from over growth and widow maker limbs hanging from the trees

Always looks picked up and nice!

Safety

66 responses



*Follow-up for Dissatisfied or Very Dissatisfied responses:*  
**Please provide feedback.**

Parking is a nightmare. Do not feel save parking or walking throught thr parking area when games are happening.

mulch pit and bleachers that are falling apart

The facilities are mostly great, but we frequent the baseball fields, and the dirt of the infield is so full of rock and fragments that it is not safe for teams to truly play competitivley on this field.

Equipment in fitness center well maintained

Dead trees and damaged paths at Jackson Street

Need better lighting in the parking lot at the rec center

Never felt in danger

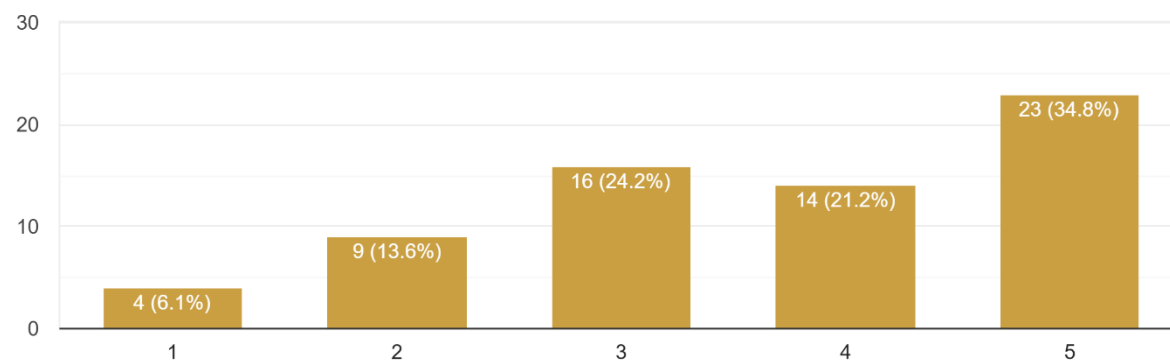
So many dogs off leashes at Jackson st park and it worries me for my children. We really want to use the disc golf course at miller but its traps water and it just breeds mosquitoes and snakes. We would LOVE for another one in a more open area to be assessable.

Police never patrol, only post up to create revenue generating opportunities against the citizens of the community they are supposed be protecting and serving. Poor attitudes

Never concerned.

## Amenities (e.g., playgrounds, restrooms)

66 responses



*Follow-up for Dissatisfied or Very Dissatisfied responses:*

**Please provide feedback.**

Playground area is not safe.

there are none worth using

Having available restrooms and one with changing table is very important. I was at the Jackson St park for a retirement party just last week and the bathroom to the pool was locked. A coworker had to leave the party. Other times I avoid the park altogether because I know that having a bathroom is important. I'll drive to Springfield instead if I want to take my kids to the park so we have a bathroom. I also willing not rent or plan any activities at the parks here usually due to the restroom availability. Also, the basketball courts need attention. I would bring my daughter and practice at the park outdoors if the court and goals were better.

It feels like the minimum is being done.

I do wish the restroom at the Jackson Park was unlocked in the evenings. I do greatly appreciate that there is a restroom option on the Frisco Trail at the realty office, but I do wish somehow that there might be another option available.

Park restrooms would be nice at Miller and the soccer complex

The bathroom sinks at the pool leak a lot.

Restroom are locked. Have to go back home or a gas station if my grandkids need to use a restroom. Very annoying.

Parks need some vault toilets that be open 27/7

Clean

The lack of access to restrooms at Jackson Street Park has limited more than one of my outings. At least offer porta John's. It's not hard...

It would be helpful to have restrooms available year-round at the parks.

Once pool closes the bathrooms usually aren't available or aren't kept stocked.

Not terrible but some form of bench press in the fitness center would be amazing, whether that be a actual bench press or just a smith machine

The bathrooms are locked too often. We've had to leave the park before because kids had to go to the bathroom.

Restrooms are always dirty

Wish there was a bathroom option closer to the park in Jackson street

We need more bathrooms!!

Playground awesome. Need better bathrooms.

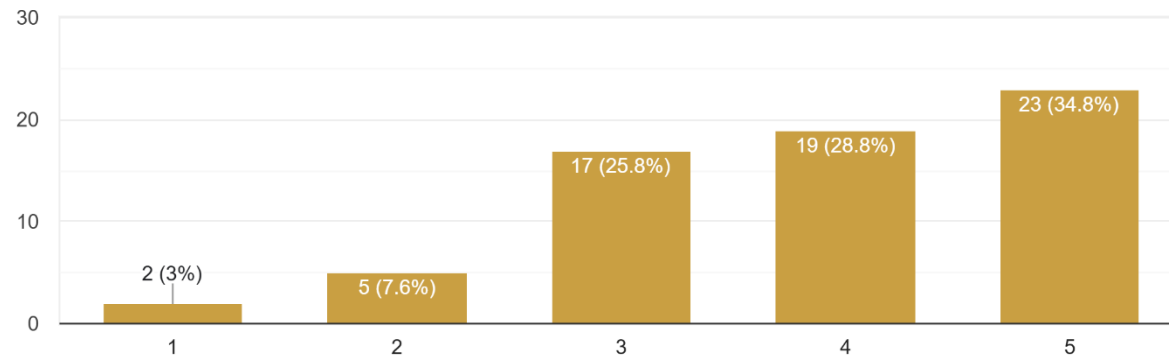
Your joking? Amenities? An illegal beer brewing operation with in 25 feet of school property and underage kids!

Love the old playground was moved to miller farm park. Great idea

A restroom would be a nice touch

## Maintenance

66 responses



*Follow-up for Dissatisfied or Very Dissatisfied responses:*

**Please provide feedback.**

mulch pit needs to be removed and baseball fields repurposed to something useful

The parks look nice. The buildings are getting older

same as above about the baseball field infields

Maintenance seems pretty good, only complain would be the pins that hold the weights in the machines are all worn out.

Good

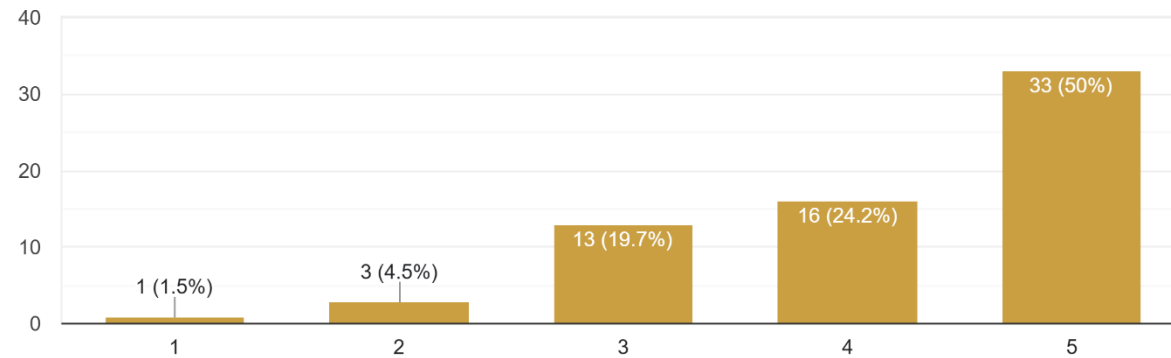
Mow, Mow , Mow

If my yard were as high as city property grass and weeds I would be fined with no exceptions or excuse for my "fear" of slopes apparently



## Accessibility

66 responses



*Follow-up for Dissatisfied or Very Dissatisfied responses:*  
**Please provide feedback.**

I wish the rec center had Sunday hours for those of those that need weekend workouts. Or more access to the gym for those that want to workout on a different schedule

The disc golf course at miller isn't very family friendly

Except for the bathrooms

Thought the new playground was great but when I brought my new baby nephew in a stroller I realized how great the access was for a stroller.

### What improvements or additions would you like to see in our parks and recreation facilities?

Soccer fields need updated.

remove mulch pit and repurpose baseball fields, also use property more wisely

Restrooms, pavilion at Miller Park and outdoor pickleball. And improvement for basketball courts.

More variety of kids sports and the summer program more robust.

I think the maintenance and cleanliness at Jackson Street Park is done very well. I also appreciate that there are dog bags available and for the most part people use them. I think the new playground for children while I don't have children I can't speak to it personally I think it's great and I've seen a lot of people utilizing it.

A few more benches. If park is full, hard to find seating since so few.

Fix/repair the trails and grounds at Jackson St.

The sidewalks at the park are often unsafe due to uneven/heaved pavement, the bridge has a rough transition (hard for strollers/bikes) and one area floods regularly depositing gravel & rocks on the path.

More seating for pool, more indoor activities for kids in cold weather. An indoor pool would be great but would require a lot of capital to make it happen. A homeschool PE class would be great.

Again, some form of actual bench press, or smith machine.

The lights in the rec center parking lot are a big deal for me. It's very dark over there at night or early morning. The lights are way too dim.

More playground equipment, more exercise programs for adults. Open gyms for youth

Bathrooms at Jackson street park. Closer.

More bathrooms and another disc golf course. Dogs on leashes.

Better bathrooms

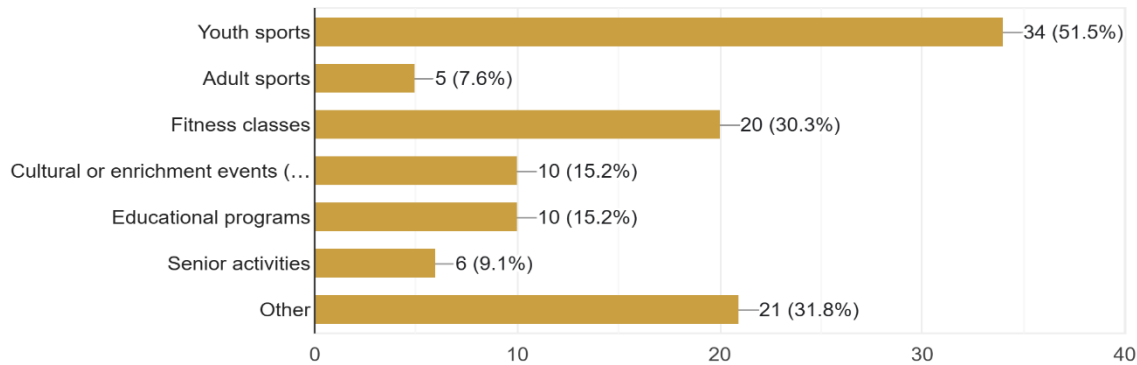
Mow the grass, all of the grass less the pollinator garden, it's embarrassing us as a community every single year and every single time we have events scheduled in town, the mayor and alderman should all be embarrassed

Just getting into fishing. Looking forward to fish in the rec pond. Not sure if there are fish but Hoping we catch some

Maybe a mountain bike element within the park?

Which types of programs or activities do you or your family participate in? (Select all that apply)

66 responses



Which types of programs or activities do you or your family participate in? (Select all that apply)

Youth sports

Youth sports, Adult sports, Educational programs, Other

Youth sports, Educational programs

Youth sports

Other

Youth sports, Adult sports, Fitness classes, Cultural or enrichment events (painting, volunteer), Educational programs

Youth sports

Youth sports, Other

Other

Other

Other

Fitness classes

Other

Youth sports, Adult sports, Fitness classes

Fitness classes, Cultural or enrichment events (painting, volunteer), Educational programs

Youth sports, Senior activities

Youth sports, Fitness classes

Youth sports

Other

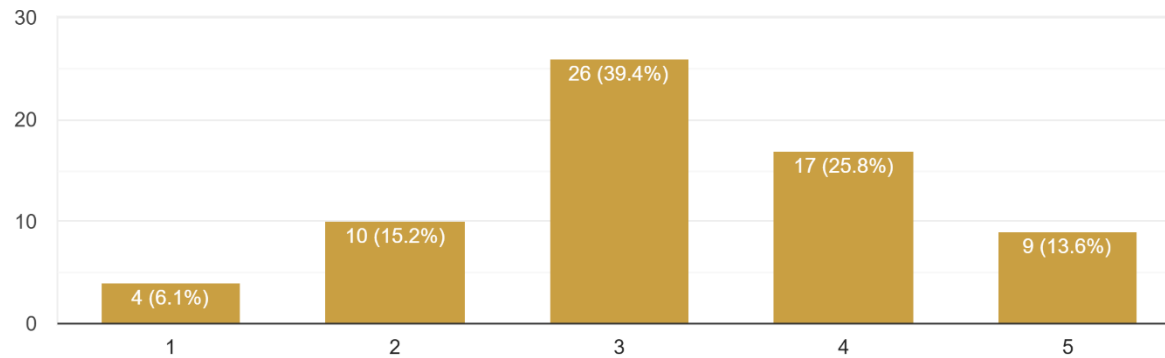
Youth sports, Adult sports, Fitness classes, Senior activities

Youth sports, Fitness classes, Cultural or enrichment events (painting, volunteer)

Adult sports, Fitness classes, Cultural or enrichment events (painting, volunteer), Educational programs

How satisfied are you with the variety and quality of programs and activities offered?

66 responses



**Follow-up for Dissatisfied or Very Dissatisfied responses:  
Please provide feedback.**

Advertising is abysmal. There needs to be some kind of posted schedule or something at the parks. I can't participate in something I don't know about.

I feel that Willard has great potential to have a great following with sports and activities but we have fallen flat and many Willard teams go to Republic to play.

My daughter loves the painting classes, and was way surprised at how nice the daddy daughter dance was

Only interested in fitness center

Same programs over and over

Some more options for seniors.

Summer program is lack luster

Was doing Willard sports until they said we couldn't request to be on teams with friends. Have gone to republic since.

Would like more fitness classes, more specifically, yoga

### What additional programs or activities would you like to see offered?

ice hockey or roller hockey

My kids have enjoyed some of the sports. The swim team has been great for my son. Better refs for games would be awesome but we have enjoyed the sports.

I am certainly in the minority. I do not have school-age children or children at all really and I know most of these programs are geared toward families. I would like to see more adult programs for participation.

Gymnastics/tumbling

Coffee time, game time, Bingo

Fishing for the kids and a tennis program for adults & kids.

Homeschool PE class

Book club?

Senior health classes, exercise classes, sports camps,

Community volunteer for kids. Help with trash clean up and gardening.

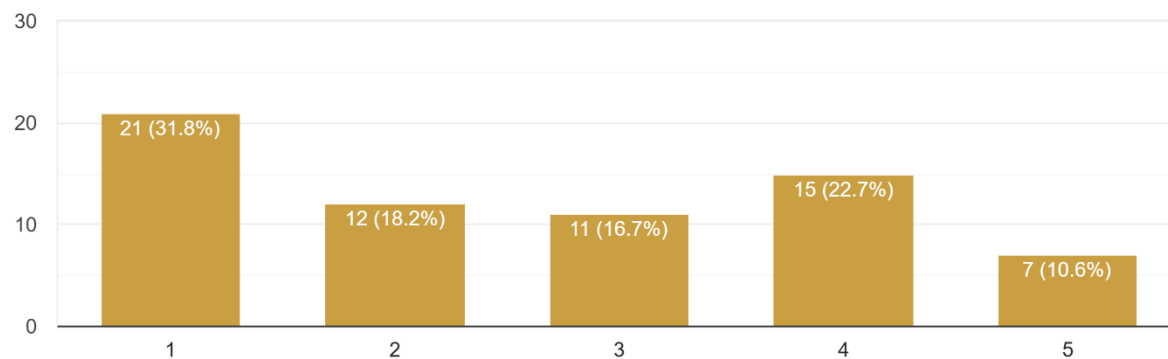
Continued Ed classes that are creative not just sports. Maybe art class or how to make sourdough

Youth fishing programs, self defense programs, subsidies for swimming lessons, and a new pool

More toddler activities would be great!

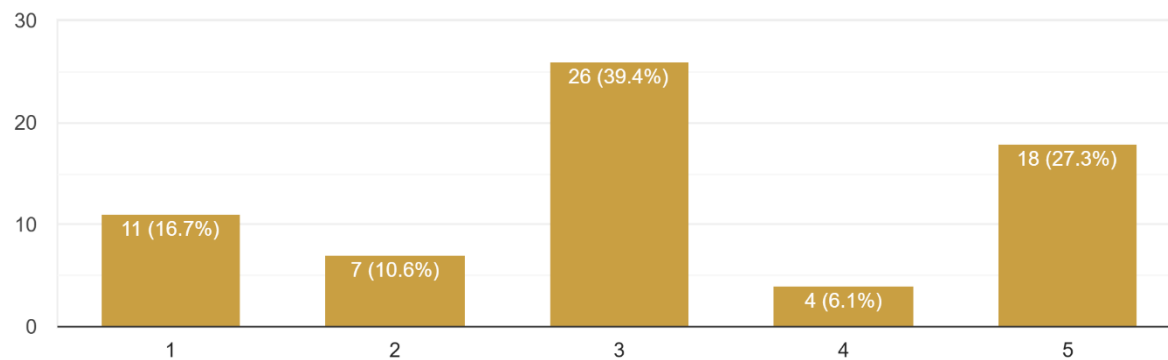
How important is it to you that the parks and recreation facilities and programs in our community are improved?

66 responses

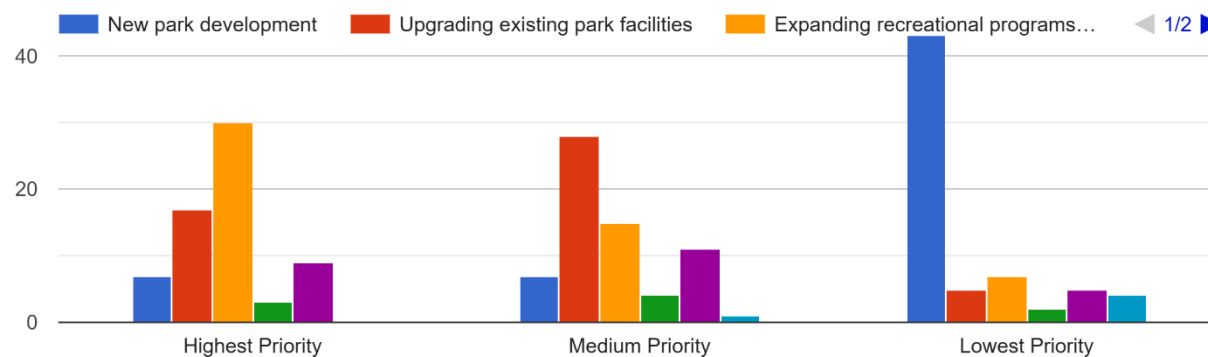


Would you support a small increase in local taxes to fund improvements to our parks and recreation facilities and programs?

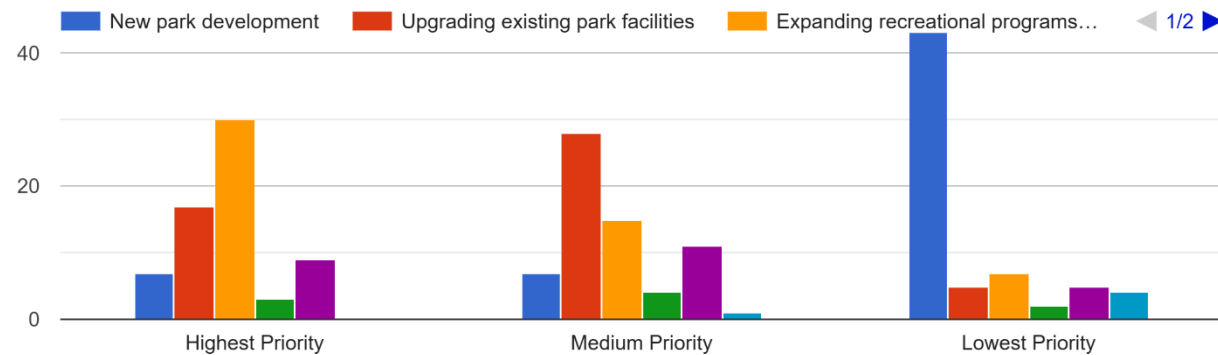
66 responses



If a tax increase is necessary, which of the following improvements would you prioritize? (Select up to 3)

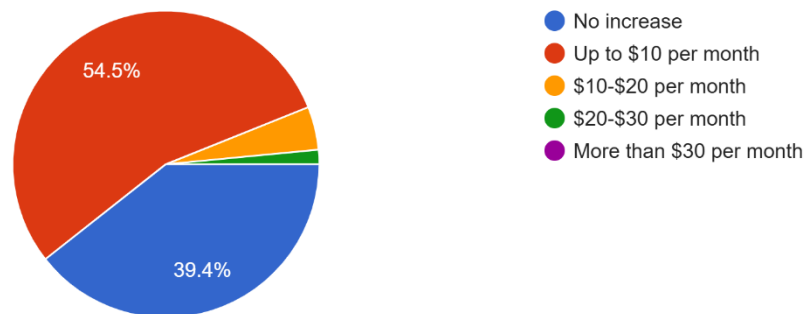


If a tax increase is necessary, which of the following improvements would you prioritize? (Select up to 3)



How much of an increase in local taxes would you be willing to support for these improvements?

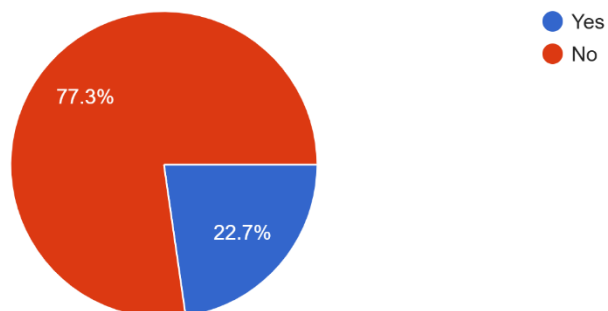
66 responses





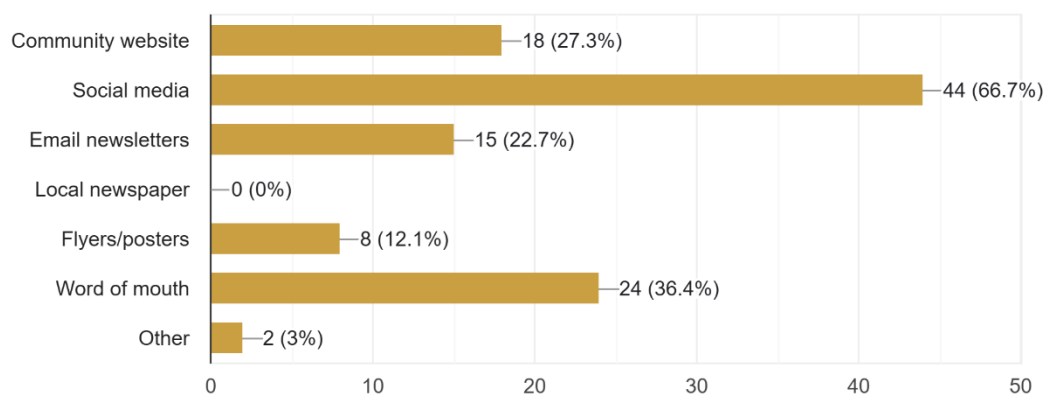
Would you be interested in participating in a community advisory board or focus group to provide ongoing feedback?

66 responses



How do you typically find out about parks and recreation events and programs?

66 responses



How would you prefer to receive information about parks and recreation services in the future?

66 responses

